



# LEADERS LEAGUE

INTELLIGENCE REPORT & RANKINGS

2023-'24 EDITION

## FINANCE, RESTRUCTURING & TAX

TOP LAW FIRMS  
INVESTMENT BANKS & CONSULTANCIES  
EXCLUSIVE INTERVIEWS WITH LEADERS

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M&A, Banking & Finance  
Fund Structuring  
Restructuring & Insolvency  
Corporate Tax  
Wealth Management



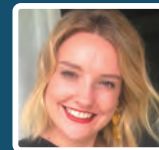
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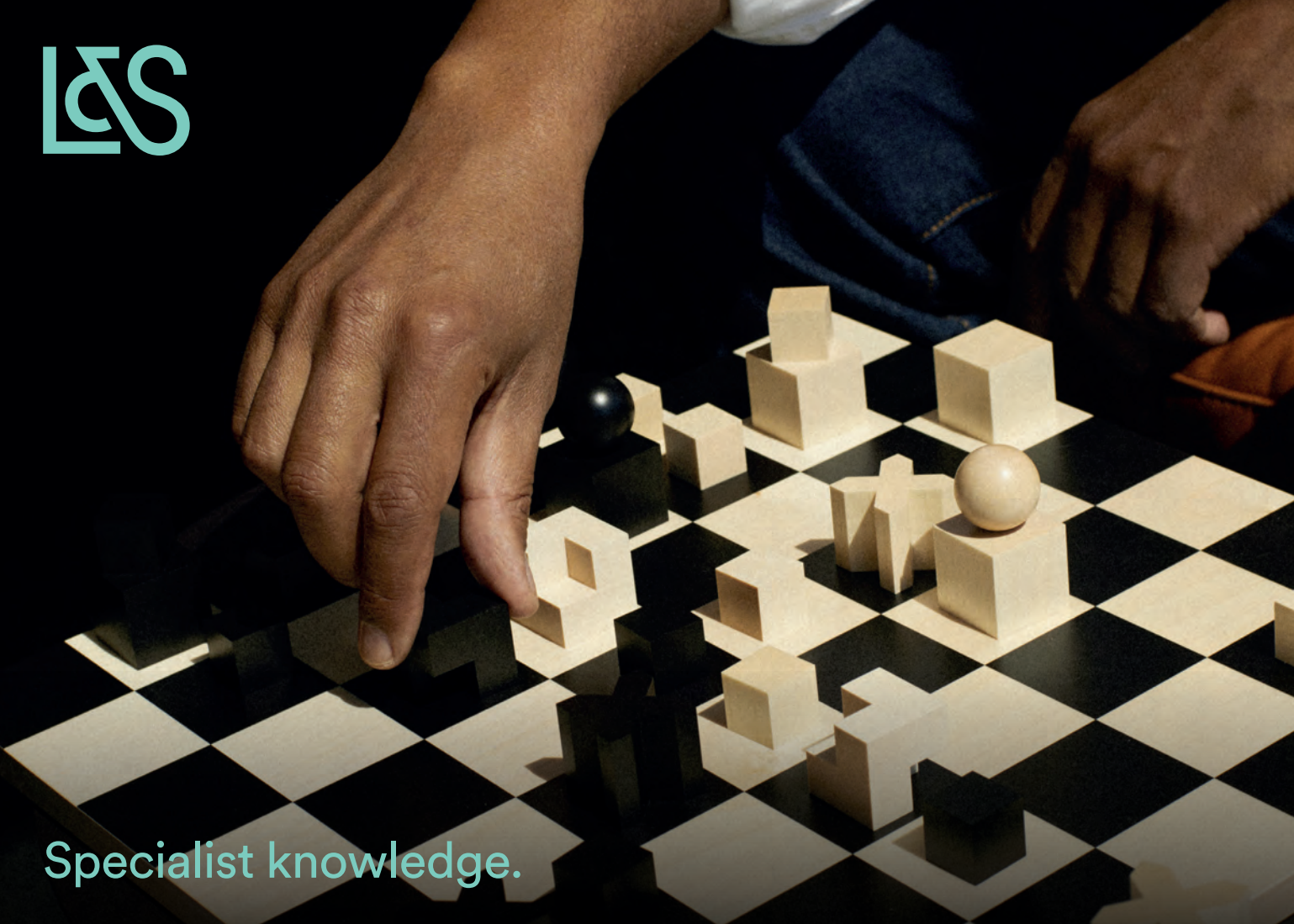


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LEADERS

EXPERT INSIGHTS

DIRECTORY



Specialist knowledge.

Are there any legal issues  
that don't require it?

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**SOPHIE STEVENARD**  
Managing Editor

## BIGGER DOESN'T ALWAYS MEAN BETTER

**M**egadeals involving the world's biggest companies may hog the headlines, but as a bellwether for the overall state of the M&A market in 2023, you could do worse than examine the mid-cap segment.

Mid-market M&A is currently enjoying a higher-than-average level of interest, a knock-on effect of the cautious mood of the investment community, whose enthusiasm for big-ticket M&A has been dampened by rising interest rates and fears that global economy may be on the precipice of recession.

Mid-cap companies are often seen as a safe investment bet, carrying less risk and more potential upsides. According to the not-for-profit Wespath, small- and mid-cap companies tend to participate in less mature, more innovative and faster-growing industries—such as biotech, robotics or specialized software, which have the potential for higher growth, compared to large cap equities such as those in the consumer or telecoms sectors.

As financing became more difficult over the past 12 months, M&A activity placed more emphasis on alternative funding and how to create value from a deal, which led to a greater focus on strategic repositioning through portfolio optimization, digitalization and business model changes. Both corporates and private equity firms moved to acquire new businesses to achieve their aims.

Despite the impressive performance of the mid-cap sector, the first half of the year was challenging, with deal volumes for the market as a whole down 4% compared to the same period in 2022. This, nevertheless, remained above pre-pandemic levels, with an expected uptick in restructuring and distressed M&A, helping limit the damage.

But a lot changed with the onset of summer: inflation decelerated and there were strong indications that interest rates had finally topped out. In August, the US Federal Reserve expressed the belief that US interest rates had peaked at 5.5%, which nevertheless represented their highest level since 2001. The resilient state of the US economy points to a more buoyant global M&A market in the coming months.

More generally speaking, companies are increasingly looking to reduce their impact on the environment, with many pursuing a net-zero strategy. Energy efficiency, green tax credits, sustainable financing and the energy transition are creating a huge amount of disruption in some sectors, providing opportunities for the canny investor. Automotive and industrial OEMs have begun acquiring raw material companies to secure the supply of minerals critical to battery production and energy storage, for example.

Our guide recaps some key topics of the year, and features exclusive interviews with leaders, numerous rankings of leading law firms, investors, investment banks and consultancies worldwide. The classification per country will help you to find the right firm, and support your growth and new deals. ♦



## LEADERS LEAGUE

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# **LEADERS 2023-'24**



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**FINANCE**

# The Brazilian financial sector is becoming more modern and more closely aligned with how funds operate elsewhere



Interview with

**DAVID GIBBIN**  
CEO, INVESTTOOLS

**“Some players are resistant to changing their processes, but there is no holding back change”**

Investtools provides IT solutions to members of the financial sector, including asset managers, brokers, distributors, independent agents, individuals, and researchers. Leaders League got the thoughts of the Rio De Janeiro firm’s CEO, David Gibbin.

**LEADERS LEAGUE:** Tell us a bit about Investtools.

**David Gibbin:** Investtools is a company that develops solutions for the financial market. We have a division that focuses on blockchain and tokenization solutions, but our main focus is on software for investment fund management. We handle the entire journey of investment funds, including net asset value calculation, fee calculation, fund performance, strategy calculations, and ensuring compliance with legal requirements from regulatory bodies such as CVM, Anbima, and the Federal Revenue Service.

In addition, we offer portfolio risk analysis for investor control, which is aimed at preventing money laundering and ensuring suitability. This comprehensive solution caters to both asset managers and administrators. Currently, we are heavily focused on the B2B market, serving asset managers, fund administrators, families, and wealth managers.

**Recently, we’ve witnessed the growth of the fintech market in Brazil and worldwide. How is the market reacting?**

It’s interesting to observe this maturation of the financial market. In fact, we’re a spinoff from 2015, but the company has existed for at least 10 years, so we’ve witnessed the growth of fintechs.

When we founded the company, the talk in the market was about reaching one million investors. Once this was achieved we saw that number jump rapidly to four million, which presented various opportunities. Much of this is tech-facilitated growth with fintechs playing a significant role. Technology allows you to scale and attract more investors.

In the past, when we started our product, our clients managed funds primarily for high-net-worth individuals, as it was challenging for someone with R\$10,000

(nearly \$4,000) or R\$20,000 to invest to access the financial market. It was a complex market requiring complex solutions, so our customers tended to focus on high-net-worth individuals.

As technology gained traction in the market, we realized that we used to argue against clients using Excel instead of our systems. They were accustomed to low-scale operations, so the service was very high-touch. However, with technology, we enabled the market to grow into other segments.

We began discussing Drex and observed changes like open finance, indicating that this aspect will expand significantly. Technology will continue to bring more people into the capital market, a driving force for the country. It’s fascinating to know that technology is the means to attract more people to this market.

**How is the financial market reacting to the growth of fintechs and related disruptive technology?**

Initially, everyone viewed this with great enthusiasm. In the industry we speak of the technology adoption curve. At the start, everyone is excited about a new technology’s potential. Then people begin to realize the reality after the initial excitement wears off. However, over time, things progress naturally, and adoption takes place.

Some players are resistant to changing their processes, but there is no holding back change. In Brazil, the fintech industry underwent regulation through CVM 175 and 184, which it is practically impossible to comply with without using technological solutions.

Certainly, solutions can be developed in-house, but that’s a substantial investment. Specialized companies like ours, providing solutions that address specific market pain points, can deliver at scale, more easily

servicing a large customer base.

Both clients and providers will be happy to see the market grow, as it generates revenue for everyone. Admittedly, there are still some points of resistance, but with time, everyone will be convinced that this is the best choice.

### What are the main changes that CVM 175 brings to the investment market and fintechs?

There have been many changes, but the main one is the division of responsibilities. Previously, much of the responsibility fell on the administrator, now it will also lie with the manager. For us, this is positive, as we see many managers who used to resist the system or relied heavily on the processes and administration of the fund, now being expected to shoulder these responsibilities. This is a change that encourages the use of systems.

Another major change is structural. With this change in classes and subclasses, the Brazilian financial sector is changing to become more modern and more closely aligned with how funds operate outside Brazil. For us, this is very interesting as it brings about market upheaval, displacing established players. Everyone will have to make structural changes and adopt new systems, and newcomers like us, who already have modern solutions, can capitalize on this.

This technological transformation will be

quite challenging. Even though the Brazilian financial market is quite technology-driven, there are still many outdated solutions that will need to adapt to this new market architecture.

It's a beneficial regulation overall. Yes, it will bring growing pains for the market, but it will reduce costs and attract more investors. This transformation will ultimately be rewarded.

### What can we expect from Investtools in the next 12 months?

Something intriguing about us is that we are a system that has always heavily invested in modern technological architecture. Since day one, our system has been designed to work with multi-currencies and offshore structures. Therefore, in addition to serving the local market, we can also cater to funds and managers that operate offshore in Brazil.

As a result, we were already adapted to many of the requirements that the international market demands, which is roughly what the regulation is doing. In a few months, we are launching a product aimed at the FIDC market.

Essentially, we are currently the only platform delivering this solution to FIDC managers. Over the next 12 months, we anticipate growth due to the increasing demand in the market for technological solutions. Investtools is well-prepared for the future. ♦

**“Even though the Brazilian financial market is quite technology-driven, there are still many outdated solutions that need to adapt to new market architecture”**



# Decentralized finance is a vast domain we have only just begun to tap into



Interview with

**FRANCESCO ABBATE**  
Founder and CEO, **SWISS CRYPTO ADVISORS**

In this conversation with Leaders League, Francesco Abbate – Founder and CEO of Swiss Crypto Advisors – breaks down Switzerland’s crypto economy. From initial hurdles with banking giants to the untapped promise of decentralized finance, Abbate’s insights read like a roadmap to blockchain’s future intersection with traditional finance.

**LEADERS LEAGUE:** What proportion of the Swiss economy does cryptocurrency and blockchain technology represent?

**Francesco Abbate:** It represents a mere fraction of it, potentially below 0.1% of GDP and employment. Despite the market capitalization of coins reaching around \$1.1 trillion, this is still less than Apple’s stock value alone, thus the industry remains niche. Major players have yet to fully engage.

Notably, cryptocurrencies like Bitcoin and Ethereum are only fourteen and eight years old respectively, underscoring how nascent the industry is. The rapid pace of innovation is evident, with daily updates and improvements, especially in decentralized finance (DeFi). The current framework is more an investment in the industry’s future potential than a reflection of its modest present influence.

**“In 1998 many bet on AltaVista, not Google, so it’s smarter to spread investments across various technologies, blockchains and companies”**

**Given the rapid transformation and acceptance of crypto in the financial sector, how will it dovetail with traditional banking in the coming years?**

When we started in 2017, we struggled to even open a bank account, due to the word “crypto” in our name. But in just six years, we now have relations and engagement with all the major banks. This shift was primarily driven by consumer demand.

Banking partners told us they kept getting questions about crypto. They realized that not having any crypto interests at all was a bigger risk than having minimal crypto exposure. Diversification was shown to reduce the overall risk and enhance portfolio performance. If you have a small level of exposure and things don’t work out, it’s manageable. But if things do go well, the upside is substantial. It’s an asymmetric bet. Many asset managers have come to the same conclusion. Instead of betting on just a few potential winners, it’s smarter to spread investments across various technologies, blockchains and companies. Remember, in 1998, many might have bet on AltaVista, not Google. Where’s AltaVista today? Hence, companies are leaning towards investments that offer a wider exposure like trackers, baskets or funds. This way, if an asset like Terra-Luna or FTX doesn’t perform well, the overall portfolio can be rebalanced and protected. I firmly believe this approach is the future.

**What is the nature of your collaboration with traditional financial institutions?**

We provide them with a streamlined solution for investment ideas, consulting, and products that they can offer to their clients. This way, they don’t have to build an extensive in-house team, particularly given the technical skills required in understanding protocols, blockchain dynamics, and finance. Without this expertise, it’s hard for banks to make progress. With the asset and wealth management market being so fragmented, many managers are eager to rely on industry experts like us.

**What current approaches do blockchain startups or established companies employ for market entry?**

Blockchain startups often employ a distinct marketing strategy. Initially, the focus is on

community building. Startups look for a niche of enthusiasts who appreciate what they offer, such as efficient cross-blockchain swaps or lending protocols. Uncommon channels, like Twitter (X), are pivotal in this space. Additionally, platforms like Discord or Telegram are extensively used to nurture the initial community. Once established, word-of-mouth takes over, driving growth. However, challenges arise when scaling. The leap from zero to 1, in terms of growth, is usually achieved through the aforementioned channels, which demand specific expertise. But progressing from 1 to 100 entails more advanced marketing and business strategies. Early-stage startups often lack this expertise, having been founded by product and software engineers with a guerrilla marketing mindset.

**“The ability to efficiently swap blockchains is a significant consumer pain-point right now, and there’s immense benefit for those who can provide a solution”**

As scaling demands increase, startups begin to attract professionals from major companies, mirroring the trend of individuals transitioning from web 2.0 to web 3.0 entities. This talent from giants like Google, Facebook or Microsoft bring essential managerial skills. Some startups even offer lucrative packages, potentially utilizing token-centric models, where tokens from the company’s treasury or foundation compensate employees. The expectation of token appreciation further entices talent.

**Regarding emerging investment opportunities in the crypto space, what do you believe holds the most potential?**

I genuinely believe that DeFi hasn’t yet showcased all its potential. We have much left to explore, particularly in the areas of lending, borrowing, and incorporating real-world assets into DeFi. A recent article from JP Morgan pointed out that RWAs, or real-world assets, are projected to surpass \$1 trillion. It’s a vast domain and we’ve only just begun to tap into it.

Another trend that has caught my eye is the Layer 2 (L2) on Ethereum. Ethereum’s blockchain can be particularly cumbersome and costly, especially during periods of network congestion. Layer 2 solutions like the newly launched Optimism and Arbitrum aim to make operations more scalable, cost-effective, and quicker.

Lastly, while the crosschain protocol remains a challenge that no one has truly mastered, it’s a crucial area of focus. The complexities and risks associated with it are high. In fact, many of the hacks we witnessed in the past year were linked to bridges and crosschain points. However, I’m confident that some companies will navigate these challenges successfully. The ability to efficiently swap chains is a significant consumer pain-point right now, and there’s immense benefit for those who can provide a solution.

**As pioneers in the security token offering (STO) space, could you shed some light on this landscape?**

We began delving into the STO space quite early, back in 2018 in fact. That was a time when the concept was so nascent that it was challenging to even explain to people. The backdrop then was the busting of the ICO (Initial Coin Offering) life cycle. A key issue with ICOs was that people mistakenly thought of them as securities or at times were not registered securities, leading to complications in the process. This paved the way for companies to think: why not sell real shares or securities using a new method? This method evolved into something of a hybrid between an ICO and a crowdfunding campaign. When you integrate this approach with blockchain, you unlock numerous advantages like simplicity, transparency, cost-effectiveness and liquidity. A token can represent a share of a company, and trading such a token on-chain is straightforward.

However, this STO trend didn’t pick up as expected, primarily due to poor timing. 2018 marked the end of the 2017 Bitcoin bull-run, which led to waning interest. Though the technology and the idea behind STOs were solid, very few companies managed to capitalize on it. Fast forward to now, the trend has evolved into real-world asset tokenization. This feels like the natural progression for STOs, whose time may now have come. ♦

# AI is changing the way we work, making our daily lives simpler, securer and more productive



Interview with

**GLAUCIA ROSALEN**  
CFO, MICROSOFT BRASIL

Glaucia Rosalen, the CFO of Microsoft Brasil, tells Leaders League about the strategic role of the finance department, the challenge of increasing female representation at the executive level in Brazil, and how the tech giant is committed to democratizing AI and other cutting-edge technologies.

**LEADERS LEAGUE:** These days, the financial department plays a strategic role in a company's decision-making process. How does Microsoft use financial information and analysis to guide strategy and drive growth?

**Glaucia Rosalen:** Over the years, the position of the financial area within the company has changed significantly, evolving from a back-office role to increasingly becoming a more decision-making and strategic area. With the use of technology, we refined the way we operate so that we could more effectively support our business partners in their decision-making processes.

**“Microsoft has been highly deliberate about expanding female presence in the tech roles and in leadership positions”**

We have completely transformed the profile of the department and invested very intentionally in its ability to generate insights and predict scenarios, with the aim of driving more effective investment decisions and consequently accelerating the company's growth.

**What challenges do women still face in achieving equal representation in the corporate-financial environment?**

I believe that the task of women in financial leadership today, in addition to performing their role with excellence, involves contributing to not only the financial area, but also to all areas of the company to facilitate further female representation, especially in C-Level positions.

Currently, only 10% of CFO positions in Brazil are held by women. When we expand this analysis by industry, we can observe slight variations in this percentage, but in no sector do we have more women than men in leadership positions in the financial world.

I perceive that women often feel the need put in extra effort, believing they must work harder than men in order to be recognized, a practice ingrained in our psyches. What's more, women face a considerable burden in their careers, often having to balance roles, and reconcile domestic and professional responsibilities, a situation exacerbated during the pandemic. Having to make a decision between career and children remains a common issue, alongside the societal barriers women encounter. Due to these factors, many women end up taking fewer career risks and hesitate to apply for certain positions. Added to this is the so-called imposter syndrome, which afflicts many women and undermines their self-confidence when it comes to being ambitious career-wise.

Microsoft has been highly deliberate about expanding female presence in tech roles and leadership positions. Among our policies is to ensure that we have at least one woman among the final candidates in our hiring processes. The company provides a supportive environment for women, offering mentoring programs and executive career development, not to mention services for those who have children, such as breastfeeding rooms and daycare assistance.

**As the business landscape turns increasingly globalized, how does Microsoft approach the challenges related to financial management and ensure compliance with local and global regulations?**



With nearly 50 years of history to its name, Microsoft is now present on all continents and in the vast majority of countries around the world. This extensive global presence provides the company with a solid background in global financial management, knowledge it applies to a wide range of situations, whether they involve economic contradiction or growth.

Regardless of business opportunities and economic scenarios, compliance is always our priority. The company maintains a robust ethics and compliance program that guides all strategies and ensures adherence to current local and global regulations. Our approach adheres to ethical standards that not only guide our business practices, but also extend to the behavior of our suppliers and business partners.

Currently, the program is built upon three important pillars focused on prevention, detection and correction. To prevent, the company is committed to promoting a culture of ethics and integrity through processes, policies and training (not only for our employees, but also for our suppliers and partners). To detect, we have a series of tests that are conducted by a dedicated internal audit team, as well as proactive controls on more critical processes; we also monitor concerns reported by employees, partners and suppliers, and analyze trends through our compliance and ethics team. To correct, we constantly evaluate the root cause of concerns and consistently enhance our checks and processes. These pillars are interrelated, and so are subject to constant review.

**What technological innovations do you believe will have a significant impact on financial transactions and business in the near future?**

Technology has certainly been a crucial element in the transformation of corporate processes. The main innovations that I believe will have a significant impact on financial transactions and business in the near future are related to the adoption of artificial intelligence (AI). AI holds immense potential to revolutionize the way we live and solve important societal challenges. It is changing the way we work, making our daily lives simpler, more productive and secure. AI increases productivity because it can perform time-consuming and repetitive tasks, allowing us to focus on more stimulating and creative projects.

Microsoft has launched various tools and solutions to meet corporate needs and in-

crease business efficiency. In terms of productivity, we recognize that we deal with a vast amount of data, emails and documents nowadays, which can overwhelm everyone. To help people with this, we launched Copilot in our products. The Microsoft 365 Copilot employs advanced language models and business data to act as a copilot in our work and daily routine. It meshes with Microsoft 365 in two ways: in-app experiences, helping create documents in Word, presentations in PowerPoint, emails in Outlook, spreadsheets in Excel, among others; and in cross-app experiences, allowing you to work more efficiently and automate tasks in various applications and content, such as documents, calendars, chats and meetings.

**“Microsoft maintains a robust ethics and compliance program that guides all strategies and ensures adherence to current local and global regulations”**

Another important innovation is the Azure OpenAI Service, which offers access to OpenAI's powerful language models, including the GPT-4, GPT-35-Turbo and In-corporations model series. These models can be adapted for a variety of tasks, such as content generation, summarization, semantic search and even translation from natural language to code. These innovations are examples of the potential of technology to boost efficiency in both business and financial transactions, while also creating new opportunities and simplifying various activities.

**What can we expect from Microsoft in the coming months?**

We will continue to uphold our strong commitment to democratizing advances in artificial intelligence (AI). This aligns with our corporate mission to empower every person and every organization on the planet to achieve more. We believe that AI is a technology that can provide solutions to diverse issues, whether in business, in essential sectors such as healthcare, or in issues of great social impact such as sustainability, diversity and inclusion. ♦

# We see sustainability and ESG initiatives as crucial investments, not as costs



Interview with  
**ESTEBAN MEZZANO**  
General Counsel for Corporate  
Operations & Sustainability, **NESTLÉ**

Esteban Mezzano, the general counsel for corporate operations & sustainability at Nestlé, sheds light on the conglomerate's global strategy, which hinges on innovative financing and regulatory compliance. Mezzano emphasizes the importance of transparent reporting and engaging stakeholders in sculpting a transformative and sustainable trajectory for this global food industry leader.

**LEADERS LEAGUE:** How does Nestlé incorporate ESG principles into its business strategy?

**Esteban Mezzano:** The attention paid to ESG strategies in businesses is considerably heightened these days. At Nestlé, we firmly believe that an ESG strategy shouldn't stand apart but must essentially be intertwined with the company's overall business strategy. In fact, in our view, sustainability or ESG – we use the terms interchangeably – will be the only path to conducting business for the foreseeable future. We began embracing these concepts as early as the 90s, integrating them into a philosophy that transcends maximizing shareholder returns. We adopted a shared value approach, balancing profitability with positive community impact.

**"At Nestlé, we firmly believe that an ESG strategy shouldn't stand apart but essentially be intertwined with the company's overall business strategy"**

**Could you elucidate how Nestlé manages its financing and investment strategies to actively foster ESG objectives?**

In the shift from a linear to a circular economy, companies must invest, despite the costs. Passing on these costs to the consumer may not be viable or fair. Companies should take a lead in financing this transition, using innovative strategies and leveraging various mechanisms that are available to us.

In fact, in the current market, there are an array of tools that can be utilized to derive funds for such ventures, like green bonds and the voluntary carbon market, which can channel funds to projects aimed at re-

ducing carbon footprints. In our case, we are focusing on long-term procurement strategies that can collaboratively improve the sustainability impact of our value chain and create a demand for sustainable materials, including recycled materials. What's clear is that there is no one-size-fits-all solution. It takes a multi-faceted approach that demands creativity and commitment from companies.

**What are the specific financial instruments or partnerships that the company is currently exploring or has already implemented?**

At this point, our approach to financing our sustainability initiatives is somewhat fluid and tailored to the unique demands of each project. As of now, we aren't leaning towards large-scale green financing to fuel our journey towards sustainability. Rather, our approach is more nuanced and individualized, with decisions being made on a case-by-case basis in consideration of the specific needs of our supply chain.

Our flexibility enables us to consider different strategies, including internal financing. We regard our sustainability initiatives as crucial investments, not costs. We prioritize directing resources to sustainable practices to protect and build resilience in the sourcing of our key ingredients. The best way to do this is promoting a regenerative way to farm and process them.

**What recent transactions and investments reflect these commitments, especially in sustainable operations?**

Our focus on regenerative agriculture is not just a strategy, it's at the core of our vision and promise: to establish a regenerative food system at scale. We are at a crucial juncture in the wholesale transition towards a regenerative food system, in response to the rising global population

and the unsustainable methods used in conventional farming. It's crucial that we lead a collaborative shift in farming practices, uniting business partners, farmers, and even competitors. Our goal is to create a global, systematic change in agriculture, accounting for regional and commodity specific differences. By building strong relationships with our suppliers and setting new standards through individualized agreements, we aim to change the way that food ingredients are made, considering various geographical and commodity nuances.

#### **How does Nestlé assess the return-on-investment potential of such sustainability initiatives?**

In the face of numerous competing initiatives and limited resources, selecting which projects to back financially is critical. Nestlé sets aside a substantial budget every year to support this endeavor.

Our internal methodology enables us to support projects offering the most comprehensive benefits, not only in terms of carbon-emissions reduction but also positive social impact, including improved living conditions for communities involved. Our sustainability approach is multifaceted, incorporating environmental, social, and governance (ESG) elements. On this last element of governance, we put a special emphasis on crafting and leveraging appropriate regulatory frameworks for a lawful and effective transition. This is overseen diligently by our legal department to ensure success and adherence to the law.

#### **How is the current emphasis on sustainability influencing investor relations?**

The corporate emphasis on sustainability has ignited a substantial transformation in operational processes. Investors are actively comparing the sustainability credentials of different companies before making investment decisions. This requires us to not only adopt sustainable practices but also to effectively communicate and report these efforts, showcasing our commitment to embracing a more sustainable and responsible business approach. It's a profound change, signaling a transformation in the way business processes are evolving due to the growing focus on sustainability.

#### **What emerging issues in ESG finance do you anticipate affecting Nestlé's operations in the coming years?**

One clear trend is centered on reporting.

Regulations kicked off with an emphasis on reporting, forcing companies to gather and process non-financial information. This data, and its substantiation, is fast becoming as significant as financial reporting.

This shift has brought about a heightened level of transparency. In the past, while we were aware of our internal sustainability impact and risks, we now have an obligation to present them to the outside world in a serious and formal manner. Before stakeholders evaluate our performance, there's an essential need to elucidate that performance, which is where we are at the moment.

The next phase involves actively demonstrating our progress towards the ambitious goals we've set, like becoming GHG net zero by 2050, with the intermediate goal of cutting our carbon emissions by half by 2030.

These reductions will be made despite company growth, which makes these targets more challenging. Our holistic sustainability strategy ensures carbon reduction is a natural outcome as we move toward our ambition of a regenerative food system at scale.

#### **"We began embracing ESG concepts as early as the 90s, integrating them in a philosophy that transcends maximizing shareholder returns"**

#### **What steps is Nestlé's legal team taking to adapt to the recent challenges and transformations?**

Our legal team is focusing on adapting to the evolving challenges by fostering a learning environment that enhances sustainability competencies across all our lawyers. Recognizing that sustainability expertise is crucial for offering sound legal advice, we are prioritizing education in this area to avoid future pitfalls. Furthermore, we are aiding the business in adopting a nuanced approach to sustainability, considering it a necessity given the increasing mandates and potential repercussions of non-compliance. Beyond mitigating risks, it's also about seizing opportunities. The contemporary consumer and investor landscape is gravitating towards more sustainable offerings. Hence, it's critical for the business to have a full understanding of these dynamics.

This strategy is geared towards ensuring long-term business resilience and compliance with emerging norms. ♦

# Agility and determination propelled Delivery Hero from a Berlin startup to a global tech giant



Interview with  
**JULIA SCHMIDTMANN**  
Senior Director Capital Markets,  
**DELIVERY HERO**

Founded in Berlin a dozen years ago, Delivery Hero, delivers much more than takeaways these days, providing customers with groceries, medicine and more. Julia Schmidtman joined Delivery Hero in 2017 to support its IPO and to set up the company's capital markets and corporate governance department. She discusses how the company has navigated legal challenges on its journey from food delivery startup to global tech player.

**LEADERS LEAGUE:** Tell us a bit about Delivery Hero.

**Julia Schmidtman:** Founded in 2011, Delivery Hero delivers whatever you need – fast, easy and to your door. Services include marketplaces, home-delivery and click-and-collect.

Headquartered in Berlin, the company has approximately 50,000 employees globally. Delivery Hero conducted an IPO in 2017 and has since expanded its presence to over 70 countries across four continents and in the process built a network of global brands including Talabat, Foodpanda, PedidosYa, Yemeksepeti and Glovo.

**“The legal department faced many challenges as the company strove to quickly establish scalable processes specifically tailored to its unique business model”**

As such, we are at the center of a large global ecosystem of riders, restaurants, shops and partners. Services include marketplaces, home-delivery and click-and-collect.

**What challenges did the legal department have to face during the high-growth phase of Delivery Hero?**

Delivery Hero's legal department faced many challenges as the company strove to quickly establish scalable processes specifically tailored to its unique business model, including those related to customer-data,

compliance with different regulatory environments, and adapting the company for different cultural working environments across the planet. Navigating these challenges successfully often required a combination of strategic planning, investment in resources and technology, and a commitment to staying agile and adaptable in a rapidly changing business environment.

**Can you illustrate this with an example?**

A very specific example would be the debate around share-based compensation for employees. As you know, Delivery Hero has several thousand employees worldwide, which are eligible for share-based compensation. The legal team was struggling with the large volume of documents related to the execution and filing of the documents for the share-based compensation. Therefore, jointly with the inhouse tech team, the legal team developed macros (automated input sequences that imitate keystrokes or mouse actions, which can be used in conjunction with office software, such as Microsoft Word) to be able to create hundreds of individualized contracts for employees automatically.

In addition, an AI was developed which imitates human behavior and now files the signed contracts according to the legal inhouse standard filing rules. As a result, the legal department was able to reduce the man-hours required for such a process from four days to four hours. All of this was developed without any external advisors.

**How do you navigate the international regulatory landscape?**

Delivery Hero operates in a dynamic regu-

latory landscape. Laws and regulations can change rapidly, particularly in areas like fintech, employment law and data privacy. Setting up automated international reporting processes has been vital to enable the company able to remain up to date.

Working in more than 70 countries, each with its own unique culture and business environment, presents a multitude of challenges for any organization, and Delivery Hero is no exception. These challenges can impact various aspects of the legal team's work. These differences can affect communication styles, decision-making processes, and work ethics. Bridging such cultural gaps requires a great deal of cultural sensitivity, adaptability, and effective cross-cultural communication skills.

The lawyers working at the headquarters of Delivery Hero come from more than 15 countries on five continents, speak a host of languages and have lived in many countries. They are therefore well-equipped to successfully navigate the cross-cultural challenges of MENA, Europe and the Americas.

#### **Delivery Hero has conducted a number of major mergers and acquisitions over the years.**

Delivery Hero bought and invested in a lot of business all over the world, for example in Korea and the Kingdom of Saudi Arabia. Often the challenges were different time zones, different maturity levels of systems, reporting processes and many other aspects.

One of the biggest challenges was onboarding all these businesses to the reporting and disclosure requirements of a German listed company. However, the passion and the excitement of the local teams to belong to the Delivery Hero group helped overcome a lot of hurdles.

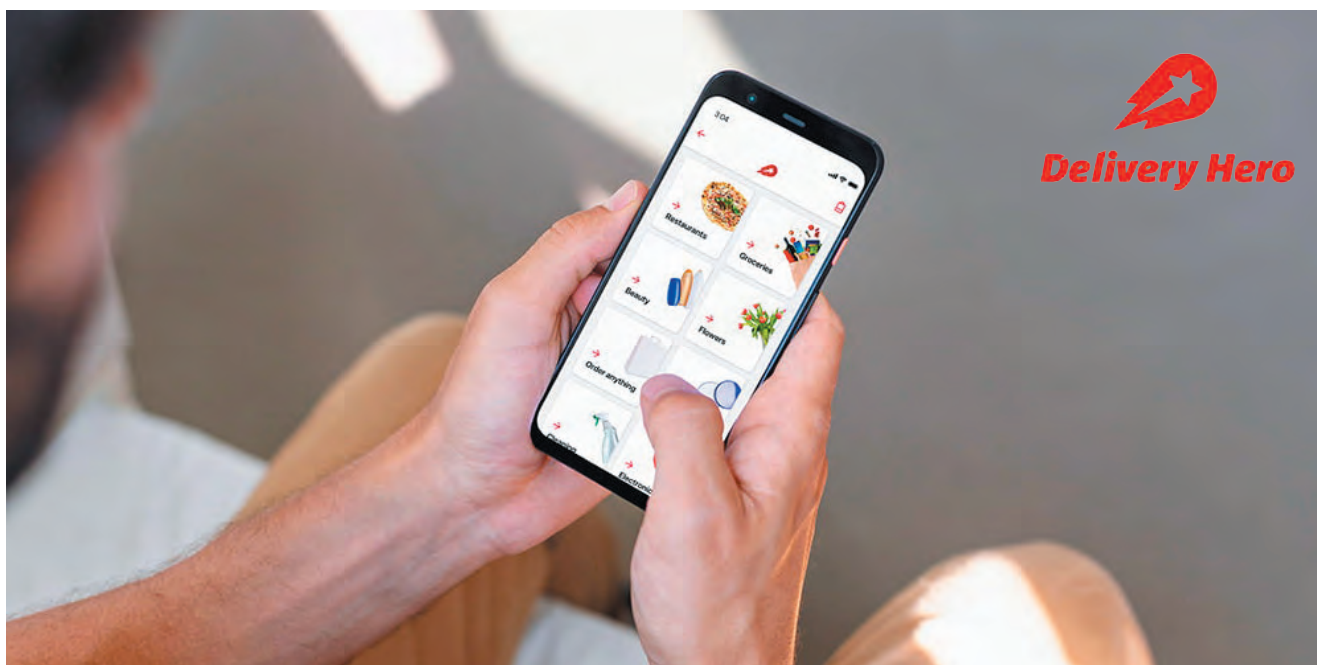
#### **How would you sum up the Delivery Hero journey so far?**

Delivery Hero's success story is a testament to its resilience and adaptability, and to the agility of its legal department. The department has successfully navigated a multitude of legal challenges stemming from regulatory divergence, operational needs,

**“Bridging cultural gaps requires a great deal of cultural sensitivity, adaptability, and effective cross-cultural communication skills”**

and cultural differences.

Although the legal department will undoubtedly face new legal challenges, our experience helped us in overcoming many hurdles along the way and positions us well to tackle future legal complexities with the same agility and determination that propelled Delivery Hero from a Berlin start-up to a global tech giant. ♦



# Ten years from now, it will be inconceivable that capital is invested in a non-sustainable way



Interview with

## ORIO PINYA

CEO and co-founder, **ABAC CAPITAL AND CHAIRMAN, SPAINCAP**

**“It’s not only anymore about investing profitably but also to invest thinking about the impact for the planet”**

Abac Capital CEO Oriol Pinya is the chairman of SpainCap, an association of venture capital & private equity firms. He discusses sustainable initiatives supported by SpainCap, the factors contributing to the post-Covid rebound of the Spanish economy, and the challenges faced by women in the private equity industry.

**LEADERS LEAGUE:** Environmental challenges and increasing awareness of social issues are leading to the rapid growth of sustainable investment. How do you view these matters?

**Oriol Pinya:** In addressing these matters we have three main focuses: to influence, lead and serve. We are trying to influence the regulations in the Spanish economy to facilitate doing business in Spain, and to invest capital in a sustainable way. To give an example, a start-up law was approved earlier this year establishing a new set of regulations and standards designed to allow startups to operate more easily. Besides stimulating the attraction of talent to the Spanish economy, the new law will facilitate the development of a start-up investment ecosystem in Spain. Our role in this matter was to advise the government in respect to the law that has been approved. This is an example of how we try to have a positive influence on the Spanish economy.

We are living in the era of conscious capitalism, so we try to lead by investing our capital in a sustainable way. It is not only about investing money and delivering profit for our investors, which is important, it is also about investing with responsibility. To do so, it is essential to consider the various stakeholders a company has such as its employees, customers, suppliers and the existing community surrounding the company. At SpainCap we have over 200 general partners as part of the association. Combined, we have invested in around 3,000 companies in Spain, generating employment for 500,000 people across the country, which is an impressive number. We are thrilled about these figures and the part we play in transforming the economy and causing a positive impact by taking sustainability seriously and being

a source of innovation. We are clearly living an era of economic transformation, and given the industries in which we invest, SpainCap can be at the forefront of this transformation. The third pillar of SpainCap’s strategy is to serve. Private equity and venture capital industries have been a source of value creation over the years. We have developed not only financial returns but also intellectual talent with a wealth of experience. Over the years, we have gotten to support the non-profit sector and associations in Spain both financially and also with the advice from the people that work in our industry. Furthermore, for many years private equity and venture capital were unknown to Spanish society. In order to make people better understand what we do, we have been emphasizing reporting and transparency within our activities, as a means of improving communication. In this way, people come to understand the very significant role we play as an industry in transforming companies and creating a better world, be it small companies like startups or bigger companies, like in private equity players. It’s not only about making money, but also about giving it back to society.

**Some private equity funds such as Level20 are trying to recruit more women into the industry. Is your association doing anything specific to promote gender equality in private equity?**

I’m actually an active member of the board of Level 20. We believe in establishing alliances with different associations to highlight a number of causes, and gender equality is clearly a key topic nowadays and one that’s very important for SpainCap. We have taken steps to minimize the gender gap not only at GP level but at all levels of our portfolio companies. The first step is reporting. We need

to measure the size of the gap before we can start to address it. One of the measures we have adopted is, when recruiting people, we try to make sure that we get young women on board. We have also carried out exit interviews with a number of women on their way out of the industry to understand the reasons why they are leaving. Many state that, although the work is very interesting, it is quite difficult to reconcile the daily demands of working in the industry with the other priorities in their lives. Clearly something needs to change to give women the right work-life balance, so we retain more of these talented individuals in our industry, and for longer. From a recruitment standpoint, we go into universities to explain to young women what private equity is all about. The more they start to see a career in finance as an exciting prospect, the easier it will be to recruit them. In general, there has been some positive progress over the last few years but we are clearly not yet where we want to be in terms of gender equality.

#### **Which sectors are attracting increased interest from the PE and VC industry?**

Last year, €9 billion in private equity and venture capital investments were made in over 950 companies in Spain. Of that, around €2 billion was invested in venture capital and €7 billion in private equity. 2022 was a record year for the industry in Spain. The cumulative amount of investment in private equity in Spain over the last five years, around €35 billion, is the same as the total for the previous 15 years, which goes to show not only our relevance but also the growing level of interest in the industry. The investment in private equity and venture capital in Spain as a proportion of GDP is more or less on par with the European Union average, something that couldn't be claimed ten, or even five, years ago. A significant part of this investment is funneled into technology, especially to venture capital deals. There has also been considerable growth in healthcare investment, especially after Covid. And let's not forget the energy transition, with areas such as wind farms, renewables and solar energy attracting interest. Tellingly, we have also observed a recent uptick in industrial deals, which was not expected since the pivot to a service-based Spanish economy in re-

cent decades hardly presaged the growth of industrial deals, whose revival can mainly be explained by supply chain instability since Covid, which led to the realization that we should not be so dependent on Asian suppliers. A possible outcome of this shift is the onshoring or reshoring of the factories of European companies that had been established in countries thousands of miles away from their European headquarters. The south of Europe is probably the best place to relocate these facilities because the unit labor cost in Spain and others Mediterranean countries is financially more advantageous. We are going to see a surge in the exports of Spanish products to other European countries, which is a trend that wasn't there before. Overall, despite the consequences on the economy of the war in Ukraine, 2022 ended up being an outstanding year both for venture capital and in private equity.

#### **How committed is SpainCap to sustainability?**

The conscious capitalism movement has grown in size and importance over the years and as a result, sustainability has gone mainstream. I always like to emphasize that when we decided to change the name of ASCRI to SpainCap we introduced the motto: *Capital por un Futuro Sostenible* (Capital for a Sustainable Future). It is becoming clear to everyone that it is not anymore only about investing profitably for the shareholders, but also to invest with the aim of making a positive impact for the planet and the people that live on it. Investment nowadays is all about the three Ps: people, planet and profit. We are embracing sustainability very seriously as an industry, not only because it's the right thing to do, but also because there is a rising demand for it from our investors. In terms of decision-making, we need to think about the consequences of what has been decided. It is crucial to think about the external impact of our decisions, be it positive or negative. We must compensate for any negative impact and promote a positive impact. Finally, regarding the future of sustainability, ten years from now it will be inconceivable that capital is invested in a non-sustainable way. We are starting to see more and more capital being deployed with and for a positive impact, and this is just the beginning. ♦

**“Gender equality is clearly a key topic nowadays and very important for SpainCap”**

# The private equity landscape in Portugal is less saturated than in other markets



Interview with

**LUIS QUARESMA**  
Partner, **IBERIS CAPITAL**

**“The Portuguese private equity legal framework has been improved, which will allow simplification and expansion of private equity offerings”**

A combination of factors has driven a structural growth in private equity activity in Portugal. Luis Quesma, partner at Iberis Capital, a leading Portuguese private equity and venture capital manager, discusses 2023’s private equity trends, the simplification brought by the Portuguese legal framework and the positive impact of the “Golden Visa” program on the investment market.

**Leaders League:** Private equity investment in Portugal increased in 2022. Do you see the same trend continuing through to the end of 2023?

**Luis Quesma:** The Portuguese market is characterized by a large number of one-to-one transactions which require direct personal contact. Covid lockdowns in the first semester of 2020 and again in 2021 significantly disrupted this, causing a dip in private equity activity.

In 2022, with the winding down of Covid restrictions, private equity activity increased significantly. At Iberis, investment in 2022 rose to €58 million, an increase of 61% compared to 2021. As we moved into 2023 interest rate increases froze some potential deals, especially those that were primarily price driven such as full buyouts, leading to a temporary slowdown in deal activity.

In our experience this effect is more related to the upward movement of interest rates than to the absolute level of the rate itself, so as we move through the rate cycle and switch to a downward tendency, we expect investment activity to normalize and resume its growth momentum.

On a more long-term note, I would highlight the establishment over the last number of years of a mature ecosystem of market actors, namely solid local general partners and transaction advisors. This has greatly increased companies’ and entrepreneurs’ familiarity with private equity. Compared to when I started working in the Portuguese mid-market, nowadays most companies that we visit are familiar with the possibilities private equity presents as a tool to solve challenges such as succession and shareholder relations and others. This combination of factors drives structural growth in private equity activity in Portugal.

**What makes Portugal an attractive destination for investors?**

The private equity landscape in Portugal is less saturated than in other markets. To illustrate the difference, it is worth noting that the ratio of dry power to EBITDA of potential target companies in Portugal is smaller by one order of magnitude when compared to major European markets. This allows for a significantly higher number of off-market deals transacted at attractive multiples. In discussion with LPs with a pan-European investment scope, we hear the feedback that quality private equity managers in Portugal can and do differentiate positively in their performance due to the less saturated conditions of the market. The set of potential targets is also positively evolving, with exports accounting for almost 50% of Portuguese GDP at present compared to 31% in 2010. A good bet would be to invest in Portugal-based industrial and technology companies that can benefit from the good infrastructure and competitive cost-base available locally and have the growth potential to address global markets.

Recently, the Portuguese private equity legal framework has been improved with the introduction of the new Regulamento de Gestão de Ativos (Asset Management Regulation). This will allow, among other things, significant simplification and expansion of private equity offerings, which presents a great opportunity. Participants in the market, including investment managers, the regulator, and others, have the opportunity and responsibility to take advantage of its possibilities to deliver greater quality and innovation.

**What sectors are seeing the most investment growth?**

Private equity investment in Portugal has



traditionally focused on mid-market industrial companies with strong positions in their respective niches, aligning with the investment philosophy of investing in local companies, expanding their presence in export markets, and positioning them attractively for exit opportunities with international investors. Consequently, sectors such as retail or services have experienced relatively lower investment activity.

However, Portugal's entrepreneurial landscape has undergone a significant transformation in recent years, with cities like Lisbon, Porto and Coimbra witnessing the emergence of a vibrant ecosystem of startup companies. Initially targeted by venture capital firms, several of these startups have been growing and developing into large technology companies.

As a result, private equity transactions in this space are becoming increasingly prevalent, reflecting the maturation of the ecosystem. Moreover, Portugal is increasingly recognized as a leading global destination for high-quality services in various sectors, including event organization and education. Several attractive companies catering to global markets have emerged in these areas. In this space our firm has recently completed a first investment of over was €5,000,000 in Student Finance (a student private loan company) and is currently actively pursuing a second investment opportunity. By leveraging the expanding ecosystem of startups and technology firms and the country's reputation as a hub for premium services, private equity investors in Portugal are diversifying their portfolios and tapping into new avenues of growth. This dynamic landscape presents an opportunity for further exploration and investment in sectors that were previously overlooked, such as technology and exports of services, creating a more robust and diverse investment ecosystem in the country.

#### **How will the changes to the Portuguese “Golden Visa” program affect foreign investment?**

The Residency by Investment program, commonly referred to as the “Golden Visa”, has proven to be a crucial source of capital

for the Portuguese ecosystem, particularly for venture capital funds, startups and, also, for private equity. This program has not only facilitated financial support but has also served as a valuable opportunity for sophisticated investors to familiarize themselves with the Portuguese market. In the case of Iberis, we have witnessed a significant number of participants who initially approached us for a “Golden Visa” investment. These individuals are professionals and investors with a strong financial background, and their engagement with Iberis and understanding of our investment philosophy has resulted in substantial expansions of their investments in our funds beyond the scope of the program itself. It is important to acknowledge the relevance of the approval of the revision to the law governing the Residency by Investment program. Stability in legislation is paramount for attracting and retaining investors. Providing a clear and consistent regulatory framework instills confidence among investors, promoting a sense of security and trust in the system.

#### **How does Iberis differentiate itself from other funds in the market?**

We are one of the most relevant private equity firms in Portugal, with more than €400 million in assets under management. The four co-founders have different backgrounds and offer a set of complementary skills that help set up unique value propositions for our investors. We believe that Iberis is recognized as a trusted and reputable player in the Portuguese private equity market.

The company's core principles of focus and exclusive dedication, best-practice governance and alignment of incentives have been instrumental in establishing this reputation. With a team of more than 20 professionals, Iberis has one of the largest investment teams in the market. The team's constant presence on the ground and regular meetings with potential targets, combined with an investment approach with the flexibility to execute both majority and minority investment, provides Iberis with preferential access to a deep deal flow of high-quality investment opportunities. ♦

**“The “Golden Visa” has proven to be a crucial source of capital for the Portuguese ecosystem, particularly for venture capital funds, startups and, also, for private equity”**



A person wearing a dark, pinstriped suit jacket is shown from the chest down. The background is a solid blue color. At the bottom of the image, there is a row of several light-colored wooden blocks, some of which are slightly offset from each other, creating a sense of depth and structure.

# **RESTRUCTURING**

# The development of digital capabilities has allowed Credicorp Capital to offer services and products to a wider audience



Interview with

## RICARDO FLORES PEREZ REYES

Regional COO & Head of Peru,  
CREDICORP CAPITAL

Ricardo Flores Perez Reyes, chief operating officer at the regional level for Credicorp Capital and country head of the financial holding company in Peru, tells us about the company's recent activity in the countries of the region and the consolidation of its operations in the United States.

**LEADERS LEAGUE:** Tell us briefly about your role at Credicorp.

**Ricardo Flores Perez Reyes:** In addition to being country head of Credicorp Capital Peru, I currently work as the chief operating officer at regional level for the company. Among my primary functions is overseeing departments including processes and operations, technology, human resources and legal. I recently took responsibility for running Credicorp Capital's Digital Lab as well.

**What were the main objectives of the recent reorganization of the asset management and wealth management divisions in countries in the region, and how did this impact operations in Peru specifically?**

Countries in the region continue to see significant investment flows toward offshore vs. onshore platforms. The USA is one of the most sought-after locations by clients, especially high-net-worth clients. The uncertainty and political ups and downs of the countries in the region, make offshore platforms more and more advantageous. In light of this, Credicorp Capital has been reinforcing our platform in the USA, in order to offer our clients the best value proposition, one employing comprehensive advice capable of satisfying all their investment needs.

In our region we have seen an increasingly competitive market, with players from within and outside the region offering their services. This is good for the region and the industry as a whole because it forces us all to constantly look at how we can improve our clients' experience, via innovative products and services, as well as work more closely with them to better understand and meet their needs.

Finally, we see a very strong trend in the region of greater commitment to, and use of, digital technology platforms which improve the customer experience. Human contact is fundamental in the asset and wealth management business because it is vital when building trust and maintain long-term relationships, but this human factor is enhanced and complemented with digital services.

The vast majority of competitors, if not all of them, have undertaken some form of process transformation allowing them to quickly and efficiently develop a better digital experience for their clients.

The development of digital capabilities also allows asset and wealth managers to offer their services and products to a wider audience by using more cost-efficient channels.

**“Countries in the region continue to see significant investment flows toward offshore vs. onshore platforms”**

**What strategy do you favor to strengthen your foothold in the United States?**

In recent years, Credicorp Capital has been consolidating its operation in the US through its wealth management, multi family office, asset management and capital markets activities.

For this, we have strengthened and expanded our teams in Credicorp Capital US. Additionally, we have increased our prod-

uct and service offering, so that we have a very competitive value proposition in each of the segments and businesses we manage vis-à-vis the competition.

On top of the above, we have made careful investments in specific technology that allows us to improve our clients' experience. We recently launched a very powerful portfolio management tool for wealth management clients, in line with our conviction and commitment to 360° advisory.

We appreciate the need to have a robust platform in the USA and that is why it has become one of our strategic priorities at Credicorp Capital.

We thank our clients for choosing us and for having stuck with us during the growth period we have had in the USA. This only strengthens our commitment to continuing to work every day to bring the best experience to our clients in the USA.

#### What qualities do you value most in an external legal advisor?

There are several aspects we value. Of course, their legal expertise and knowledge of the industry and specific regulations are key, but so too is their level of responsiveness and involvement in the matter they are assisting us with. We really appreciate when our advisors get involved in our business and give us input beyond legal matters. Finally, transparency in billing and costs is also crucial. We usually bring in external help on any acquisition or deal that is time consuming and requires a larger team, in addition to cases that require special expertise, such as labor, litigation, intellectual property or tax. However, we also seek advice and dialogue with external advisors on a regular basis in order to enhance our expertise, learn about market practices and deal with regulators. ♦

**“Countries in the region continue to see significant investment flows toward offshore vs. onshore platforms”**



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# NORTH AMERICA

# CANADA

## M&A

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Barclays	Tim Kitchen
BMO Capital Markets	Sarfraz Visram
Goldman Sachs	Michael Klym
J.P. Morgan	Marc Gagnon
<b>EXCELLENT</b>	
<b>1</b> Evercore	George Estey, Ian Sin
Morgan Stanley	Dougal Macdonald
RBC Capital Markets	Vito Sperduto
<b>2</b> Bank of America Merrill Lynch	Haley Mann
Citi	John Hastings
HSBC	Linda Seymour
TD Securities	Robbie Pryde
<b>HIGHLY RECOMMENDED</b>	
Canadian Imperial Bank Of Commerce	Roman Dubczak
Credit Suisse	Mayur Palan
National Bank Financial	Thomas Bachand, Brad Spruin
Scotiabank	Dany Beauchemin, Andrew McLenan



## M&A: ENERGY

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>BMO Capital Markets</b>	Shane Fildes, David Warkentin
<b>Canadian Imperial Bank Of Commerce</b>	Roman Dubczak
<b>EXCELLENT</b>	
<b>ATB Capital Markets</b>	Trevor Guinard
<b>Citi</b>	Kasey Fukada
<b>Goldman Sachs</b>	Michael Klym
<b>Macquarie Group</b>	Craig Fisher
<b>National Bank Financial</b>	Chuck Warnica
<b>Peters &amp; Co.</b>	Jeff Lawson
<b>RBC Capital Markets</b>	Kent Ferguson
<b>Scotiabank</b>	Dany Beauchemin
<b>TD Securities</b>	Alec Clark
<b>HIGHLY RECOMMENDED</b>	
<b>Cormark Securities</b>	Erik Pederson
<b>Haywood Securities Inc.</b>	Clark Andrews
<b>J.P. Morgan</b>	David Rawlings
<b>Raymond James Financial</b>	Gavin McOuat, Ross Prokopy, John Willett

## M&A: TMT

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bank of America Merrill Lynch</b>	Scott Black
<b>BMO Capital Markets</b>	David Wismer
<b>Goldman Sachs</b>	Kim Posnett
<b>J.P. Morgan</b>	David Rawlings
<b>Morgan Stanley</b>	Dougal Macdonald
<b>EXCELLENT</b>	
<b>Barclays</b>	Tim Kitchen
<b>Canadian Imperial Bank Of Commerce</b>	Roman Dubczak
<b>PwC</b>	Anita McOuat
<b>Rbc Capital Markets</b>	Brian Wang
<b>TD Securities</b>	Robbie Pryde
<b>HIGHLY RECOMMENDED</b>	
<b>Citigroup</b>	Keith Lukasavich
<b>Evercore</b>	Jonathan Bassani, George Estey
<b>KPMG</b>	Shez Bandukwala
<b>National Bank Financial</b>	Benoit Veronneau
<b>Scotiabank</b>	Daniel Grouix

## BANKING & FINANCE: REGULATORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Blake, Cassels & Graydon	Paul Belanger
McCarthy Tétrault	Marc MacMullin
<b>EXCELLENT</b>	
<b>1</b> Davies Ward Phillips & Vineberg	Carol Pennycook
Fasken	Koker Christensen, Nicolas Faucher
Stikeman Elliott	Peter Hamilton
Torys	Blair Keefe, Jill McCutcheon
<b>2</b> Borden Ladner Gervais	Stephen Redican
Goodmans	David Nadler
Norton Rose Fulbright	Marc Duquette
Osler, Hoskin & Harcourt	Victoria Graham, Lawrence Ritchie, Elizabeth Sale
<b>HIGHLY RECOMMENDED</b>	
Bennett Jones	Patrick Brennan, Karen Dawson
Burnet, Duckworth & Palmer	Katherine Pybus
Cassels Brock & Blackwell	Alison Manzer, Suhuyini Abudulai
Dentons	Dennis Wiebe
Gowling WLG	David Cohen
McMillan	Yonatan Petel, Pat Forgione

## BANKING & FINANCE: TRANSACTIONAL

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Blake, Cassels & Graydon	Michael Birch, Michael McIntosh QC, Sébastien Vilder
McCarthy Tétrault	Barry Ryan, Marc MacMullin
<b>EXCELLENT</b>	
Davies Ward Phillips & Vineberg	Carol Pennycook, Dan Wolfensohn, Scott Hyman, Joel Scoler, Derek Vesey, Sébastien Thériault
Fasken	Andrew Jackson, Angela Onesi, Dev Singh, David Johnson
Norton Rose Fulbright	Peter Wiazowski
Stikeman Elliott	Howard Rosenoff
Torys	Amanda Balasubramaniam, Adam Delean, Scott Kraag
<b>HIGHLY RECOMMENDED</b>	
Borden Ladner Gervais	Donald Bird, Vincent Frenette, Stephen Redican, Claudine Millette
Goodmans	David Nadler, Michael Bertrand
McMillan	Yonatan Petel, James Sutcliffe, Don Waters, Eric Friedman, Jill Pereira
Osler, Hoskin & Harcourt	Chris Bennett, Etienne Massicotte
<b>RECOMMENDED</b>	
Aird & Berlis	Aaron Collins, Jill Fraser
Bennett Jones	Patrick Brennan, Karen J. Dawson
Burnet, Duckworth & Palmer	Katherine Pybus
Cassels Brock & Blackwell	Jason Arbutck, Marc Mercier, Alison Manzer, Charles Rich, Charles Newman, Jennifer Wasyluk
Dentons	Dennis Wiebe
DLA Piper	Eric Belli-Bivar, Marc Philibert
Gowling WLG	Elizabeth Burton, David Cohen



## PROJECT FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> McCarthy Tétrault	Stephen Furlan, David Lever, Linda Brown
Osler, Hoskin & Harcourt	Chris Bennett, Tobor Emakpor
<b>2</b> Blake, Cassels & Graydon	Alain Massicotte, Jeffrey Merrick, Judy Wilson
Davies Ward Phillips & Vineberg	Carol Pennycook, Nicholas Williams, Robert Bauer, Gregory Southam
Stikeman Elliott	Jamie Templeton, Patrick Duffy
Torys	Scott Kraag, Mark Bain
<b>EXCELLENT</b>	
DLA Piper	Ian Bendell
Fasken	Ella Plotkin, Brian Kelsall
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Borden Ladner Gervais	Douglas Sanders
Goodmans	Ira Berg, Richard Corley
Norton Rose Fulbright	Douglas Buchanan QC
<b>2</b> Aird & Berlis	Douglas Younger
Bennett Jones	Jason Roth
Dentons	Ilan Dunsky, Jana Mansour
Farris	Michael Allen
Gowling Wlg	David Cohen
McMillan	Peter Willis, Timothy Murphy

## CAPITAL MARKETS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> McCarthy Tétrault	Andrew Parker, Patrick Boucher, Marc MacMullin
Osler, Hoskin & Harcourt	Rosalind Hunter, Desmond Lee, Eric Levy
Stikeman Elliott	D'Arcy Nordick, Sean Vanderpol
<b>2</b> Blake, Cassels & Graydon	Eric Moncik, Tim Andison, Catherine Youdan
Torys	Scott Cochlan, David Seville, Rima Ramchandani
<b>EXCELLENT</b>	
<b>1</b> Davies Ward Phillips & Vineberg	David Wilson, Robert Murphy, Olivier Désilets
<b>2</b> Goodmans	Stephen Pincus
Norton Rose Fulbright	Andrea Brewer, Marcus Archer, Elliot Shapiro
<b>HIGHLY RECOMMENDED</b>	
Bennett Jones	John Piasta, Kristopher Hanc
Borden Ladner Gervais	Kent Kufeldt
Burnet, Duckworth & Palmer	Jeff Oke
Cassels Brock & Blackwell	Mark Bennett
Dentons	Stephanie Campbell, Bill Gilliland
Fasken	Sarah Gingrich, Sean Stevens
McMillan	Paul Davis, Leo Raffin

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Goodmans	Robert Chadwick, Joseph Pasquariello
Osler, Hoskin & Harcourt	Marc Wasserman
<b>EXCELLENT</b>	
Bennett Jones	Kevin Zych, Christopher Simard
Blake, Cassels & Graydon	Pamela Huff, Peter Rubin, Kelly Bourassa, Bernard Boucher
McCarthy Tetrault	James Gage
Stikeman Elliott	Elizabeth Pillon, Jean Fontaine
Thornton Grout Finnigan	Robert Thornton
Torys	Tony DeMarinis
<b>HIGHLY RECOMMENDED</b>	
Borden Ladner Gervais	Marc Duchesne
Cassels Brock & Blackwell	Shayne Kukulowicz
Davies Ward Phillips & Vineberg	Robin Schwill, Natasha MacParland, Denis Ferland
Dentons	David Mann
Fasken	Stuart Brotman, Aubrey Kauffman, Haroon Laher, Alain Riendeau, Kibben Jackson
Gowling Wlg	Clifton Prophet
Norton Rose Fulbright	Luc Morin
<b>RECOMMENDED</b>	
Aird & Berlis	D. Robb English, Steven Graff, Ian Aversa, Sanjeev Mitra
Chaitons	Harvey Chaiton
DLA Piper	Brian Davison QC
Fishman Flanz Meland Paquin	Mark Meland
Lax O'Sullivan Lisus Gottlieb	Matthew Gottlieb
Lenczner Slaght	Matthew Lerner, Peter Osborne, Monique Jilesen
Mcmillan	Wael Rostom

**CORPORATE TAX****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Blake, Cassels &amp; Graydon</b>	Jeffrey Trossman, Mark Tonkovich, Scott Wilkie, Paul Stepak
<b>Davies Ward Phillips &amp; Vineberg</b>	Ian Crosbie, Marie-Emmanuelle Vaillancourt, John Ulmer, Elie Roth
<b>Osler, Hoskin &amp; Harcourt</b>	Patrick Marley, Mark Brender, David Jacyk, Edward Rowe
<b>EXCELLENT</b>	
<b>1 Goodmans</b>	Carrie Smit
<b>McCarthy Tétrault</b>	Christian Meighen
<b>Torys</b>	Corrado Cardarelli, Jerald Wortsman
<b>2 Bennett Jones</b>	Thomas Bauer, Darcy Moch
<b>Stikeman Elliott</b>	John Lorito
<b>HIGHLY RECOMMENDED</b>	
<b>Borden Ladner Gervais</b>	Craig Webster, Pamela Cross
<b>Ey Law</b>	Daniel Sandler
<b>Fasken</b>	Christopher Steeves
<b>Felesky Flynn</b>	Brent Perry QC
<b>Norton Rose Fulbright</b>	Dion Legge, Dominic Belley
<b>Thorsteinssons</b>	Michael Colborne
<b>RECOMMENDED</b>	
<b>Burnet, Duckworth &amp; Palmer</b>	John Brussa, Heather DiGregorio
<b>Dentons</b>	Mark Woltersdorf
<b>Gowling WLG</b>	John Sorensen, Paul Carezza
<b>McMillan</b>	Michael Friedman, Todd Miller
<b>VALUABLE PRACTICE</b>	
<b>Aird &amp; Berlis</b>	Francesco Gucciardo
<b>Baker Mckenzie</b>	Jacques Bernier
<b>Deloitte</b>	Joel Scheuerman, Mike Collinge, Olivier Fournier
<b>KPMG</b>	Lucia Iacovelli
<b>PwC</b>	Patrick Lindsay, Dean Landry



# FUND FORMATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Davies Ward Phillips &amp; Vineberg</b>	Sarbjit Basra, Patrick Barry
<b>Osler, Hoskin &amp; Harcourt</b>	Andrew Aziz, John Black
<b>Torys</b>	Michael Akkawi
<b>EXCELLENT</b>	
<b>Bennett Jones</b>	Jason Roth
<b>Blake, Cassels &amp; Graydon</b>	Jeff Glass, Kevin Rusli
<b>McCarthy Tétrault</b>	Andrew Armstrong, Sean Sadler
<b>HIGHLY RECOMMENDED</b>	
<b>Borden Ladner Gervais</b>	Lynn McGrade
<b>DLA Piper</b>	Ian Bendell
<b>Farris</b>	Maria McKenzie
<b>Fasken</b>	François Brais, John Kruk, Stephen Erlichman
<b>Goodmans</b>	John Connon
<b>Gowling WLG</b>	Ted Betts
<b>McMillan</b>	Michael Burns, Jason Chertin
<b>Norton Rose Fulbright</b>	Jay LeMoine
<b>Stikeman Elliott</b>	Alix d'Anglejan-Chatillon, Jeffrey Elliott, Joel Binder



# MEXICO

## M&A

### Best International Investment Banks

Banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>HIGHLY RECOMMENDED</b>	
<b>B.A.M&amp;A</b>	Pedro Renner
<b>Barclays Capital</b>	Pedro Tejero Sandoval
<b>BBVA Bancomer</b>	Carlos Enrique Vargas Rodríguez, Ismael de la Garza
<b>BTG Pactual</b>	Javier Artigas
<b>Citi</b>	Alexander Oechler
<b>Crédit Suisse</b>	Pedro Jorge Villarreal
<b>Deutsche Bank Mexico</b>	Claudio Curtius
<b>Goldman Sachs</b>	Samuel Villegas
<b>JP Morgan</b>	Nelson Ocampo
<b>Morgan Stanley</b>	Miguel Ángel Pérez Zamorano
<b>Santander</b>	Alejandro Capote
<b>Seale &amp; Associates</b>	Sergio Garcia del Bosque

## M&A

### Best Local Investment Banks

In each tier, the banks are ordered alphabetically

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



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Galicia Abogados	Manuel Galicia, Guillermo Perez S., Arturo Perdomo, Humberto Perez, Rodrigo Rivera, Maurice Berkman, Rosemarie McLaren
Ritch Mueller	Thomas Mueller-Gastell, Luis Nicolau, Jean Paul Farah, Pablo Perezalonso Eguia
<b>2</b>	
Creel, García-Cuellar, Aiza Y Enriquez	Carlos Aiza H.
Mijares, Angoitia, Cortés Y Fuentes	Ricardo Maldonado, Manuel Echave, Pilar Mata, Martín Sánchez, Francisco Ibáñez
Nader Hayaux & Goebel	Hans Goebel, Julian Garza, Michell Nader
<b>EXCELLENT</b>	
Gonzalez Calvillo	José Victor Torres, José Ignacio Rivero, Bernardo Reyes-Retana, Daniel Guaida
Greenberg Traurig	José Raz Guzman, Juan Manuel González
White & Case	Sean Goldstein, Manuel Groenewold, Juan Antonio Martín
<b>HIGHLY RECOMMENDED</b>	
Bgbg - Bello, Gallardo, Bonequi Y García, S.c.	Miguel Gallardo-Guerra
Chavez Vargas Minutti	José Antonio Chávez Vargas
DLA Piper Mexico	Edgar Romo, Diego Martínez
Garrigues Mexico	David Jiménez, Mario Juárez, Gabriela Perez Sierra
Jones Day	Manuel Romano
Kuri Breña, Sánchez Ugarte Y Aznar	Daniel Kuri Breña, Guillermo Garay, Bernardo Luna
Robles Miaja Abogados	Rafael Robles Miaja, Maria Luisa Petricioli Castellon
<b>RECOMMENDED</b>	
Basham Ringe y Correa	Miguel Ángel Peralta, Pedro Said
Blanco Carrillo	Diego Blanco
Cms Woodhouse Lorente Ludlow	Raul Zepeda, César Lechuga Perezanta, Fernando Nava
Creel Abogados	Carlos Creel
Cuesta Campos	Azucena Marin, Hugo Cuesta

<b>Del Castillo y Castro Abogados</b>	Alfonso Castro
<b>Gaxiola Calvo</b>	Jorge Gaxiola Moraila
<b>Hogan Lovells</b>	Federico de Noriega
<b>Holland &amp; Knight</b>	Alejandro Landa Thierry
<b>Rico Robles Libenson</b>	Gustavo Robles, Juan Pablo Rico
<b>Santamarina Y Steta</b>	Juan Carlos Machorro G.
<b>SMPS Legal</b>	Iván Pérez Correa, Maria Esther Rey
<b>Von Wobeser Y Sierra</b>	Luis Burgueño, Alberto Córdoba
<b>VALUABLE PRACTICE</b>	
<b>Cannizzo</b>	Marco Cannizzo, Roberto Cannizzo, Carlo Cannizzo, Stefano Amato, Miguel Jauregui
<b>Casares Carrillo Abogados</b>	Antonio Casares
<b>Cuatrecasas</b>	León López, José Higinio Nuñez
<b>Deforest Abogados</b>	Sandra Naveda, Jose Luis Lama, Rodrigo Marquez, Gustavo Zepeda, Fernando Ruiz
<b>Deloitte Legal Mexico</b>	Ramón Bravo, Hector Cuevas
<b>EY Mexico</b>	Leonora Olmedo, Pablo Enriquez
<b>FLAG</b>	Boris Otto, Adrián Cabrero
<b>García Velasco &amp; García De Luca</b>	Gonzalo Garcia Velasco
<b>Goodrich Riquelme y Asociados</b>	Agustín Urdapilleta
<b>Jáuregui Y Del Valle</b>	Alberto Balderas Fernandez, Justo Fernández del Valle y Cervantes
<b>Müggenburg Gorches y Peñalosa</b>	Luis Gerardo Ramírez Villela
<b>Pérez Correa Gonzalez</b>	Fernando Eraña, Luis Gonzalez, Jorge Labastida
<b>Ruiz Ahumada Palazuelos</b>	José Ruiz López, Bernardo Espinosa Aranda
<b>Sanchez Devanny</b>	Ernesto Silvas Medina, Diego Gómez-Haro
<b>Sánchez-Labrador &amp; López Martínez</b>	Victor J. López Martínez, Diego A. Sánchez-Labrador, Adela Lozano Giral
<b>Trujillo Abogados</b>	Oscar Arroyo



## FINTECH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Albanesi Tech Legal Consulting</b>	Victoria Albanesi
<b>Creel, García-Cuellar, Aiza Y Enriquez</b>	Jean Michel Enriquez, Juan Carlos Ollivier
<b>Crs Legal</b>	Diego Arzamendi Caso
<b>Nader, Hayaux &amp; Goebel</b>	Adrian Lopez
<b>EXCELLENT</b>	
<b>Bgbg - Bello, Gallardo, Bonequi Y García, S.c.</b>	Miguel Gallardo Guerra, Juan Carlos Tejado Barcena, Javier Perez Moreno
<b>Chevez Ruiz Zamarripa Y Cia.</b>	Valentin Ibarra
<b>Galicia Abogados</b>	Arturo Perdomo, Manuel Galicia, Humberto Perez
<b>Gonzalez Calvillo</b>	Luis Mancera de Arrigunaga, Daniel Guaida, José Ignacio Rivero
<b>Greenberg Traurig</b>	Arturo Pérez-Estrada
<b>Legal Paradox</b>	Carlos Valderrama Narvaez
<b>HIGHLY RECOMMENDED</b>	
<b>Basham Ringe y Correa</b>	Miguel Angel Peralta, Pedro Said
<b>Chavez Vargas Minutti</b>	Bryan Minutti
<b>Davara Abogados</b>	Isabel Davara
<b>Innovaciones Legales</b>	David Sanchez Rosales, Héctor Alejandro Atondo Siu
<b>Legal Project</b>	Pamela Soto
<b>Ritch Mueller</b>	Pablo Perezalonso Eguia, Eduardo Triulzi
<b>Sánchez-Labrador &amp; López Martínez</b>	Diego A. Sánchez-Labrador, Víctor J. López Martínez, Ernesto Santiago Guerrero
<b>White &amp; Case</b>	Juan Antono Martin, Andrés Mosqueira, Eduardo Flores
<b>RECOMMENDED</b>	
<b>Calderon &amp; De la Sierra</b>	Luis Mario Lemus
<b>Cannizzo</b>	Enrique García, Stefano Amato
<b>EY Mexico</b>	Leonora Olmedo, Tatiana Treviño, Pablo Enriquez
<b>Kuri Breña, Sánchez Ugarte Y Aznar</b>	Rodrigo López Márquez
<b>Mijares, Angoitia, Cortés Y Fuentes</b>	Ignacio Armida Beguerisse
<b>Pérez Correa Gonzalez</b>	Fernando Eraña

## Analysis

### BASHAM, RINGE Y CORREA: FULL-SERVICE FIRM GARNERING INTERNATIONAL RECOGNITION



Juan José López de Silanes

**Key Figure(s):** Juan José López de Silanes, Miguel Ángel Peralta, Victor Barajas, Alejandro Barrera, Gerardo Nieto, Eduardo Kleinberg, Gil Zenteno and Amílcar Peredo

**Established:** 1912

**Track record:** Full-service law firm that provides customized corporate and M&A solutions, offering comprehensive guidance for due diligence assessments. Basham excels in private wealth law, aiding high-net-worth families with tax and legal strategies to optimize their deals. Basham's expertise extends to labor and tax law, consistently resolving tax disputes and enhancing client efficiency.

**Differentiation:** The team has achieved favorable results in Mexican courts and is consequently highly regarded among public officials. Basham boasts three strategically positioned offices in Mexico, complemented by a robust network nationwide. Notable strengths include optimizing clients' operations, an interdisciplinary approach when assessing cases, and the active engagement of core practices.

### SANCHEZ LABRADOR LOPEZ MARTINEZ: LEADERS IN FINTECH AND BANKING REGULATIONS



Victor J. López Martínez

**Key Figure(s):** Diego A. Sánchez-Labrador, and Ernesto Santiago Guerrero

**Established:** 2017

**Track record:** Sanchez-Labrador & Lopez Martinez excels at contemporary financing and investment strategies within the Mexican ecosystem, offering expert counsel in startup law, venture financing, fintech, bigtech and venture capital. The firm has a distinguished track-record representing Latin-American unicorns. Key clients include Uber, Caranty, Kavak, Irys, Banco Santander, PM2, and Tuniverse.

**Differentiation:** The firm has played a pivotal role in securing regulatory approval for fintech companies in Mexico. Co-founder Diego Sánchez-Labrador boasts substantial expertise in international, public and private law. Victor López Martínez specializes in advising on policy, country risk, and advocating for the human rights of marginalized communities. Its combined skills contribute to the firm's comprehensive legal support in these areas.

### JAUREGUI Y DEL VALLE: POISED TO DELIVER EXPERT ADVICE



Luis Gerardo Del Valle Torres

**Key Figure(s):** Luis Gerardo Del Valle Torres, Luis Carballo Balvanera, Justo Fernández del Valle y Cervantes and Fernando Martínez Flores

**Established:** 1975

**Track record:** Jauregui and Del Valle has impressive trial-defense capabilities on tax, labor, finance and administrative matters. With a strong track record of achieving favorable outcomes, the firm's interdisciplinary approach is made possible by the diverse expertise of the team. They've successfully represented a varied clientele in collective bargaining disputes and in litigation.

**Differentiation:** The Jáuregui y Del Valle team is renowned for its ability to craft intricate and innovative defense strategies. It excels at constructing robust arguments rooted in legal precedent, presented in a clear and judge-friendly manner. From the outset of legal proceedings, Jáuregui and Del Valle are poised to deliver expert and specialized services on a range of issues.

### SMPS LEGAL: SOPHISTICATED AND HIGHLY ACCOMPLISHED LEGAL SERVICES



Eduardo Pizarro

**Key Figure(s):** Jorge San Martín, Eduardo Pizarro, Iván Pérez Correa, María Teresa Pailés, Daniel Del Río, María Esther Rey and Andrés Pizarro

**Established:** 2012

**Track record:** SMPS Legal excels in pivotal roles within private equity fund creation, significant corporate acquisitions, multinational company branch launches in Mexico, extensive corporate restructuring endeavors, and real estate finance. With strategically located offices in Canada, Colombia and the United States, the firm is positioned to extend its expertise globally, providing international-level corporate guidance.

**Differentiation:** The firm boasts an exceptionally skilled corporate negotiation team, adept at conducting meticulous risk assessments on prospective transactions. With an unparalleled grasp of diverse legal domains, SMPS Legal's partners and lawyers offer profound expertise in corporate, real estate, banking & finance, corporate tax, and more, ensuring clients always receive top-tier support.

## 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 TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Chevez Ruiz Zamarripa y Cia.</b>	Iván Moguel, Ricardo Rendón
<b>Creel, García-Cuéllar, Aiza Y Enríquez</b>	Jorge Correa, Alejandro Santoyo, Omar Zuñiga
<b>EXCELLENT</b>	
<b>1 Basham Ringe y Correa</b>	Gerardo Nieto, Gil Zenteno, Alejandro Barrera, Sergio Barajas, Victor Barajas, Francisco Matus, Roberto Serralde, Norberto Ruiz
<b>Galicia Abogados</b>	Gabriela Pellón, Federico Scheffler, Edson Uribe, Denise Lester, Eduardo Michan
<b>Ritch Mueller</b>	Santiago Llano Zapatero, Oscar A. López Velarde
<b>Skatt</b>	Felipe Mendoza, Jaime Rojas, Viviana Belaunzáran, Rodrigo Covarrubias, Luis García, Uriel Olvera
<b>Turanzas Bravo &amp; Ambrosi</b>	Francisco Ortega, Angel Turanzas, Pedro Ramirez
<b>2</b>	
<b>Baker McKenzie</b>	Jorge Narváez-Hásfura, Luis Carbajo
<b>Jáuregui y Del Valle</b>	Luis Gerardo del Valle
<b>Mancera SC (EY Mexico)</b>	José Pizarro-Suárez, Manuel F. Solano
<b>HIGHLY RECOMMENDED</b>	
<b>1 Anaya Díaz e Ibáñez</b>	Edgar Anaya, Fabiola Díaz
<b>Arias Meurinne y Rodríguez</b>	Luis Eduardo Meurinne
<b>Muñoz, Manzo y Ocampo</b>	Alejo Muñoz, Federico Groenewold
<b>Nader Hayaux &amp; Goebel</b>	Adalberto Valadez, Ana Paula Pardo L.
<b>Natera</b>	Christian Natera
<b>Parás Asesores Fiscales</b>	Alejandro Guizar
<b>Sanchez Devanny</b>	Guillermo Villaseñor, Ricardo Leon, Abel F. Mejia, Mariana Eguiarte
<b>2</b>	
<b>Creel Abogados</b>	Javier Portas, Carlos Martinez
<b>Foley Arena</b>	Roberto Arena, Fernando Camarena
<b>Garrigues Mexico</b>	Manuel Llaca
<b>Jones Day</b>	Rodrigo Gomez
<b>Kavanagh Gorozpe</b>	Luis Martel, Federico Gallego, Ana Karen Aguiñaga, Miguel Angel Alonso
<b>Martín, Isla &amp; Pickering Abogados</b>	Ricardo Martín González



<b>Mijares, Angoitia, Cortés y Fuentes</b>	Manuel Tamez, Enrique Ramirez Figueroa, Nora Morales Rodríguez
<b>Ortiz Abogados Tributarios</b>	Gabriel Ortiz
<b>PwC Mexico</b>	Mauricio Hurtado
<b>Pérez Robles</b>	Arturo Pérez Robles
<b>RECOMMENDED</b>	
<b>Acedo Santamarina</b>	Rafael Tena Castro
<b>Cuatrecasas</b>	Juan David Mina
<b>DLA Piper</b>	Guillermo Aguayo
<b>Escalante &amp; Asociados</b>	Ángel Escalante, Jorge Díaz
<b>Hogan Lovells</b>	Jaime Espinoza de los Monteros, Arturo Tiburcio
<b>Holland &amp; Knight</b>	Mario Barrera, Eugenio Grageda, Ricardo Ibarra
<b>Ortiz, Sosa y Asociados</b>	Miguel Ortiz
<b>Santamarina y Steta</b>	Mariano Calderon
<b>SMPS Legal</b>	Jorge San Martin, Francisco Carbajal, Luis Curiel Piña
<b>Von Wobeser y Sierra</b>	Fernando Moreno
<b>VALUABLE PRACTICE</b>	
<b>Bettinger Asesores</b>	Herbert Bettinger García
<b>Béndiksen Law</b>	Jaime Bendiksen
<b>Calderon Gonzalez y Carvajal</b>	Alejandro Calderon Aguilera
<b>Calvo Nicolau y Márquez Cristerna</b>	Enrique Calvo Nicolau, Oscar Marquez
<b>Catalán, Fonseca, Morales Y Cia</b>	César Catalán Sánchez
<b>C&amp;C Asesores</b>	Alfredo Castilleja, Ricardo García de Alba, Jorge Pasquel
<b>Deloitte Legal Mexico</b>	Ricardo Gonzalez Orta
<b>Dm Tax</b>	Raymundo Dominguez Marin
<b>DeForest</b>	Carlos Alberto Arauz Delgado, Jaime Raúl Oropeza García, Wilberg R. García Heres, Jaime G. López y Porra, Mark Kelly Vasquez
<b>Glz Abogados</b>	Diego Cuevas
<b>Haynes And Boone</b>	Edgar Klee
<b>Ramirez Gutierrez Azpe Rodriguez Rivero y Hurtado</b>	Rosario Huet
<b>Rizo, Erreguerena y Garza-Cantú</b>	José Miguel Erreguerena Albaitero



## TAX LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	Gerardo Nieto, Gil Zenteno, Alejandro Barrera, Sergio Barajas, Victor Barajas, Francisco Matus, Roberto Serralde, Norberto Ruiz
<b>Chevez Ruiz Zamarripa y Cia.</b>	Manuel Sainz
<b>EXCELLENT</b>	
<b>Arias Meurinne y Rodríguez</b>	Pedro Arias
<b>Baker McKenzie</b>	Jorge Narváez-Hásfura, Luis Carbajo, Juan Carlos Vallés
<b>Jones Day</b>	Rodrigo Gomez
<b>Martin, Isla &amp; Pickering Abogados</b>	Ricardo Martín González
<b>Mijares, Angoitia, Cortés y Fuentes</b>	Enrique Ramírez Figueroa
<b>PwC Mexico</b>	Fernando Lorenzo
<b>Turanzas Bravo &amp; Ambrosi</b>	Angel Turanzas
<b>HIGHLY RECOMMENDED</b>	
<b>Acedo Santamarina</b>	Rafael Tena Castro
<b>Creel, García-Cuellar, Aiza y Enríquez</b>	Luis Vazquez R.
<b>Garrigues Mexico</b>	Manuel Llaca
<b>Jáuregui y Del Valle</b>	Luis Carballo Balvanera, Luis Gerardo del Valle
<b>Natera</b>	Christian Natera
<b>Skatt</b>	Julia Castillo Pineda
<b>RECOMMENDED</b>	
<b>Bettinger Torres</b>	Alejandro J. Torres Rivero, Luis E. Torres Asomoza
<b>Cannizzo</b>	Roberto Cannizzo, Andrés Mascartía
<b>Escalante &amp; Asociados</b>	Ángel Escalante, Jorge Díaz
<b>Hogan Lovells</b>	Arturo Tiburcio
<b>Holland &amp; Knight</b>	Mario Barrera
<b>Ortiz Abogados Tributarios</b>	Gabriel Ortiz
<b>Parás Asesores Fiscales</b>	Mariana Covarrubias Uriegas, Alejandro Guizar Acosta, Antonio Gómez del Campo Gurza
<b>SMPS Legal</b>	Luis Curiel Piña
<b>VALUABLE PRACTICE</b>	
<b>Cuevas Abogados</b>	Diego Cuevas Estandía, Isabel Albo Fernández
<b>C&amp;C Asesores</b>	Alfredo Castilleja, Ricardo García de Alba, Jorge Pasquel
<b>DLA Piper Mexico</b>	Guillermo Aguayo
<b>EY Mexico</b>	Manuel Solano, Oscar Ortíz, Jorge Libreros
<b>Ibañez Parkman</b>	Eduardo Castillo
<b>Galicia Abogados</b>	Edson Uribe, Denise Lester
<b>Rapa - Ruiz Ahumada Palazuelos</b>	Ricardo Ahumada
<b>Rmr Abogados</b>	Reginaldo Montaña
<b>Solis y Asociados</b>	Christian Solis
<b>Von Wobeser y Sierra</b>	Fernando Moreno

## WEALTH MANAGEMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	Victor Barajas, Alejandro Barrera
<b>Turanzas Bravo &amp; Ambrosi</b>	Pedro Ramirez, Mauricio Bravo
<b>EXCELLENT</b>	
<b>MET</b>	Manuel Tron
<b>Chevez Ruiz Zamarripa Y Cia.</b>	Alfredo Sanchez
<b>Sanchez Devanny</b>	Ricardo Leon, Abel F. Mejia
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Jorge Narváez-Hásfura, Javier Ordoñez Namihira
<b>Brook &amp; Cano</b>	Mauricio Cano, Arturo Brook
<b>Galicia Abogados</b>	Gabriela Pellon
<b>RECOMMENDED</b>	
<b>Anaya Abogados</b>	Fabiola Díaz
<b>Holland &amp; Knight</b>	Eugenio Grageda
<b>Muñoz, Manzo Y Ocampo</b>	Gyselle San Martin, Federico Groenewold

# USA

## INVESTMENT & EXITS

### Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Mayfield Fund</b>	Navin Chaddha
<b>Ribbit Capital</b>	Micky Malka
<b>Sequoia Capital</b>	Douglas Leone, Michael Moritz, Roelof Botha, Alfred Lin, Brian Schreier
<b>EXCELLENT</b>	
<b>Accel</b>	Sameer Gandhi, Andrew Braccia, Ryan Sweeney
<b>Addition</b>	Lee Fixel
<b>Benchmark</b>	Erick Vishria, Peter Fenton, Chetan Puttagunta
<b>Founder Collective</b>	David Frankel
<b>GGV Capital</b>	Hans Tung
<b>Greylock Partners</b>	Reid Hoffman
<b>Redpoint Ventures</b>	Satish Dharmaraj, Scott Raney, Elliot Geidt
<b>Union Square Ventures</b>	Fred Wilson
<b>Y Combinator</b>	Garry Tan
<b>HIGHLY RECOMMENDED</b>	
<b>Andressen Horowitz</b>	Jeff Jordan, Ben Horowitz, Chris Dixon, David George
<b>CRV</b>	Saar Gur, Murat Bicer, Max Gazor
<b>Founders Fund</b>	Keith Rabois, Peter Thiel, Brian Singerman
<b>Pear VC</b>	Pejman Nozad, Mar Hershenson
<b>Primary Ventures Partners</b>	Ben Sun
<b>Tiger Global Management</b>	Scott Shleifer
<b>RECOMMENDED</b>	
<b>Emergence Capital</b>	Santi Subotovsky
<b>Felicis Ventures</b>	Aydin Senkut
<b>FirstMark Capital</b>	Rick Heitzmann
<b>Greenoaks Capital</b>	Neil Mehta
<b>Index Ventures</b>	Shardul Shah, Mike Volpi, Martin Mignot
<b>Khosla Ventures</b>	Vinod Khosla
<b>Kleiner Perkins</b>	Mamoon Hamid
<b>New Enterprise Associates</b>	Scott Sandell
<b>VALUABLE PRACTICE</b>	
<b>Battery Ventures</b>	Russell Fleischer
<b>First Round Capital</b>	Rob Hayes, Bill Trenchard, Chris Fralic
<b>Lightspeed Venture Partners</b>	Ravi Mhatre
<b>Softbank Vision Fund</b>	Rajeev Misra
<b>Spark Capital</b>	Pravin Patel
<b>Thrive Capital</b>	Josh Kushner

# ENERGY

## Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>BofA Securities</b>	Brad Hutchinson, Jason Satsky, Randy Bayless
<b>Citi</b>	Michael Jamieson
<b>Goldman Sachs</b>	Suhail Sikhtian
<b>Lazard</b>	Pablo Hernandez Schmidt-Tophoff
<b>UBS</b>	George Manahilov
<b>EXCELLENT</b>	
<b>1 Guggenheim Securities</b>	Allen Otto
<b>J.P. Morgan</b>	Robert Keepers
<b>Moelis &amp; Company</b>	Martin Houston, Scott DeGhetto
<b>2</b>	
<b>KPMG</b>	Angie Gildea
<b>RBC Capital Markets</b>	Nick Woodruff
<b>Société Générale</b>	Ben Koehler
<b>HIGHLY RECOMMENDED</b>	
<b>Barclays</b>	John Plaster
<b>BMO Capital Markets</b>	Jon Marinelli
<b>Evercore</b>	Shaun Finnie
<b>Jefferies</b>	Conrad Gibbins
<b>Morgan Stanley</b>	Christopher Mize
<b>Piper Sandler</b>	James Baker, Mike Dillahunt
<b>TD Securities</b>	Liana Chernysheva
<b>Tenoaks Energy Advisors</b>	Lindsay Sherrer, Jason Webb, BJ Brandenberger
<b>Tudor, Pickering, Holt &amp; Co</b>	Lance Gilliland, Paul Perea



## HEALTHCARE & LIFE SCIENCES

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Centerview Partners	Stuart Smith, Michael Muntner
Citi	Jason Jun
Goldman Sachs	Sonia Gupta, Matthew Leskowitz
J.P. Morgan	Mike Gaito, Christopher Gartin
Morgan Stanley	Joseph Modisett
<b>EXCELLENT</b>	
<b>1</b> BofA Securities	John Bishai, Bruno Stembaum
Greenhill & Co.	Jay Barnes, Richard Jacobsen Jr.
Guggenheim Securities	Jeffrey Kirshner, Todd Richter
Jefferies	Real Leclerc
<b>2</b>	
Barclays	Naeem Merchant
Credit Suisse Securities	David Kostel
Evercore	François Maisonrouge
Lazard	Michael Wiggins
Piper Sandler	Peter Day, J.P. Peltier
PJT Partners	Tom Davidson
UBS Investment Bank	Lisa Rogers
<b>HIGHLY RECOMMENDED</b>	
Cain Brothers	Carsten Beith, James Moloney, Jill Frew, John Soden
Moelis & Company	Maarten de Jong
Perella Weinberg Partners	Philippe McAuliffe, Christopher O'Connor, Jason Forschler
Raymond James Financial	Riley Sweat, Andrew Gitkin
Rothschild & Co	Timothy Hotchandani
SVB Financial Group	Barry Blake
William Blair	Brent Felitto, Steve Tole

# INDUSTRIALS

## Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>BofA Securities</b>	Joe Messina
<b>Citi</b>	Susan Manuelle, Niraj Shah
<b>Goldman Sachs</b>	Matt McClure
<b>J.P. Morgan</b>	Charles Bouckaert
<b>Lazard</b>	Robert Frost
<b>EXCELLENT</b>	
<b>Baird</b>	Joel Cohen, Joseph Packee
<b>Barclays</b>	John McCann
<b>Evercore</b>	Anthony Magro
<b>Guggenheim Securities</b>	John Welsh, Onur Eken
<b>Jefferies</b>	David Bradley
<b>Lincoln International</b>	Tom Williams
<b>Morgan Stanley</b>	John Church, Joe Kistler
<b>HIGHLY RECOMMENDED</b>	
<b>Centerview Partners</b>	Gayle Turk
<b>Deutsche Bank</b>	Mustafa Hafeez
<b>Greenhill &amp; Co.</b>	David Hunt, Stephen Cruise
<b>Harris Williams &amp; Co.</b>	Patrick McNulty
<b>Houlihan Lokey</b>	Bill Peluchowski
<b>Moelis &amp; Company</b>	Greg Starkins
<b>Rothschild &amp; Co</b>	Adam Reeder
<b>UBS Investment Bank</b>	Eric Moskal

**RETAIL & CONSUMER GOODS****Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>BofA Securities</b>	Lisa Clyde, Tucker Williamson
<b>Jefferies</b>	Vinay Prabhu
<b>Rothschild &amp; Co</b>	David Mell
<b>EXCELLENT</b>	
<b>1 Centerview Partners</b>	Kenneth Berliner
<b>Goldman Sachs</b>	Karen Levin
<b>2</b>	
<b>Deloitte</b>	Rod Sides, Anthony Waelter
<b>Houlihan Lokey</b>	Jay Novak
<b>Lazard</b>	Jim D'Aquila, Thibaud Leblanc, David Iverson
<b>RBC Capital Markets</b>	Marco Habert, Matthew Stopnik, Jim Wolfe
<b>HIGHLY RECOMMENDED</b>	
<b>Barclays</b>	Lowell Strug
<b>Citi</b>	Craig Vallorano
<b>J.P. Morgan</b>	Dana Weinstein
<b>Morgan Stanley</b>	Kristen Rossi
<b>UBS Investment Bank</b>	Solon Kentas
<b>RECOMMENDED</b>	
<b>Baird</b>	Glen Clarke
<b>Evercore</b>	Adam Taetle, Wilco Faessen
<b>Guggenheim Partners</b>	Sean Daugherty, Peter Moses
<b>Harris Williams &amp; Co.</b>	John Neuner
<b>Piper Sandler</b>	Damon Chandik, Janica Lane
<b>William Blair</b>	Adam Filkin



# TMT

## Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Goldman Sachs</b>	Sam Britton, Jason Tofsky
<b>J.P. Morgan</b>	Fred Turpin, Jennifer Nason, Scott Wilcoxon
<b>Morgan Stanley</b>	Michael Grimes, Jon Yourkoski
<b>Qatalyst Partners</b>	George Boutros
<b>EXCELLENT</b>	
<b>1 Barclays</b>	Amir Barash
<b>BofA Securities</b>	David Fishman
<b>LionTree Advisors</b>	Aryeh Bourkoff
<b>Raymond James Financial</b>	Brendan Ryan
<b>2</b>	
<b>Citi</b>	Mark Keene
<b>Evercore</b>	Naveen Nataraj
<b>Houlihan Lokey</b>	Rob Louv
<b>Lazard</b>	Garrett Baker
<b>Needham &amp; Company</b>	Jack Iacovone, Pooyan Mehdizadeh
<b>Wells Fargo Securities</b>	Gerry Walters
<b>HIGHLY RECOMMENDED</b>	
<b>Centerview Partners</b>	David Hess
<b>Deutsche Bank</b>	Ajay Shah
<b>Jefferies</b>	Cameron Lester, Phil Berkowitz
<b>RBC Capital Markets</b>	Matthew Stopnik, Jim Wolfe, Madonna Park

**PRIVATE EQUITY****Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Goldman Sachs	Andre Alfaro
<b>EXCELLENT</b>	
1 BofA Securities	Kevin Morrison
J.P. Morgan	Andrew Tuthill
Morgan Stanley	William Sanders
<b>2</b>	
Houlihan Lokey	Kevin Salmini, John Mavredakis
Lazard	Steven Tipler, Kevan Comstock, Stephen Salyer
William Blair	Brandon Lower
<b>HIGHLY RECOMMENDED</b>	
<b>1</b>	
Barclays	Chris Sullivan
Citi	Cary Kochman, Mark Shafir
Deutsche Bank	Kent Penwell
Jefferies	Jeffrey Greenip
<b>2</b>	
Evercore	Saul Goodman
Harris Williams & Co.	Bruce Kelleher
Lincoln International	Franklin Harris
Raymond James Financial	David Clark
Truist Securities	Michael Carter
<b>RECOMMENDED</b>	
Guggenheim Securities	Jonathan Cary, Christopher Macios
Moelis & Company	Tarik Rguem
RBC Capital Markets	Matthew Stopnik, Jim Wolfe
UBS Investment Bank	Matt Eilers

# CONSULTING FOR RESTRUCTURING

## Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>AlixPartners</b>	Lisa Donohue
<b>Alvarez &amp; Marsal</b>	Jeffery Stegenga
<b>FTI Consulting</b>	Carlyn Taylor, Michael Eisenband
<b>EXCELLENT</b>	
<b>Berkeley Research Group</b>	Christopher Kearns
<b>CohnReznick</b>	James H. Aronoff
<b>Evercore</b>	Gregory Berube
<b>Guggenheim Securities</b>	Brendan Hayes
<b>Kroll</b>	Anthony Berkus
<b>Miller Buckfire</b>	James Doak
<b>Opportune</b>	David Baggett
<b>Raymond James</b>	Jacob Czarnick
<b>SSG Capital Advisors</b>	Mark E. Chesen

**BANKING & FINANCE: REGULATORY****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Derek Bush, Katherine Mooney Carroll
<b>Davis Polk &amp; Wardwell</b>	Annette Nazareth, Randall Guynn
<b>Sullivan &amp; Cromwell</b>	Mitchell Eitel, Michael Wiseman
<b>EXCELLENT</b>	
<b>Covington &amp; Burling</b>	Michael Nonaka, Bruce Bennett
<b>Debevoise &amp; Plimpton</b>	Gregory Lyons, Satish Kini
<b>Simpson Thacher &amp; Bartlett</b>	Lee Meyerson
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Jamie Boucher
<b>HIGHLY RECOMMENDED</b>	
<b>Arnold &amp; Porter</b>	David Freeman, Jr
<b>Cadwalader, Wickersham &amp; Taft</b>	Daniel Meade
<b>Latham &amp; Watkins</b>	Alan Avery
<b>Mayer Brown</b>	Steven Kaplan
<b>Morrison &amp; Foerster</b>	Rick Fischer
<b>Shearman &amp; Sterling</b>	Reena Sahni
<b>RECOMMENDED</b>	
<b>Ballard Spahr</b>	Alan Kaplinsky
<b>Hogan Lovells</b>	Richard Schaberg
<b>Ropes &amp; Gray</b>	Paul Scrivano
<b>Schulte Roth &amp; Zabel</b>	Donald Mosher, Julian Rainero, Craig Warkol
<b>WilmerHale</b>	Franca Harris Gutierrez

# BANKING & FINANCE: TRANSACTIONAL

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cahill Gordon &amp; Reindel</b>	James Clark, William Hartnett
<b>Cravath, Swaine &amp; Moore</b>	Michael Goldman, George Zobitz, Stephen Kessing
<b>Davis Polk &amp; Wardwell</b>	James Florack, Jason Kyrwood
<b>Kirkland &amp; Ellis</b>	Jay Ptashek, Linda Myers, Christopher Butler
<b>Latham &amp; Watkins</b>	Daniel Seale, Greg Robins
<b>Simpson Thacher &amp; Bartlett</b>	Patrick Ryan
<b>EXCELLENT</b>	
<b>Debevoise &amp; Plimpton</b>	Jeffrey Ross
<b>Milbank</b>	Carlos Albarracín
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Seth Jacobson
<b>Weil, Gotshal &amp; Manges</b>	Douglas Urquhart, Daniel Dokos
<b>White &amp; Case</b>	Eric Leicht
<b>HIGHLY RECOMMENDED</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Amy Shapiro, Duane McLaughlin
<b>Gibson, Dunn &amp; Crutcher</b>	Aaron Adams, Linda Curtis
<b>Mayer Brown</b>	Paul Jorissen, J. Bradley Keck, Angela Ulum
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Gregory Ezring
<b>Ropes &amp; Gray</b>	Byung Choi, Stefanie Birkmann
<b>Shearman &amp; Sterling</b>	Maura O'Sullivan, Alan Rockwell
<b>RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Jake Mincemoyer
<b>Fried Frank Harris Shriver &amp; Jacobson</b>	Christian Nahr
<b>Hogan Lovells</b>	Deborah Staudinger
<b>Jones Day</b>	Brett Barragate, Jayant Tambe
<b>King &amp; Spalding</b>	Carolyn Alford
<b>McGuireWoods</b>	Kevin McGinnis
<b>Morgan, Lewis &amp; Bockius</b>	Edwin Smith, Thomas Mellor
<b>Paul Hastings</b>	Jennifer Yount, John Cobb
<b>Proskauer Rose</b>	Ron Franklin, Andrew Bettwy
<b>Sidley Austin</b>	Kevin Blauch
<b>Sullivan &amp; Cromwell</b>	Neal McKnight, John Estes, Ari Blaut
<b>Willkie Farr &amp; Gallagher</b>	Viktor Okasmaa

**ACQUISITION FINANCE****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cahill Gordon &amp; Reindel</b>	William Hartnett, James Clark
<b>Cravath, Swaine &amp; Moore</b>	Michael Goldman, Craig Arcella, George Zobitz, Joseph Zavaglia
<b>Davis Polk &amp; Wardwell</b>	James Florack, Jason Kyrwood, Sartaj Gill
<b>Kirkland &amp; Ellis</b>	Linda Myers, Jay Ptashek, Christopher Butler
<b>Latham &amp; Watkins</b>	Daniel Seale, Greg Robins, Manu Gayatrinath
<b>Simpson Thacher &amp; Bartlett</b>	James Cross, Patrick Ryan
<b>Wachtell, Lipton, Rosen &amp; Katz</b>	Eric Rosof
<b>EXCELLENT</b>	
<b>Ropes &amp; Gray</b>	Byung Choi, Stefanie Birkmann
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Sarah Ward, Seth Jacobson
<b>Weil, Gotshal &amp; Manges</b>	Daniel Dokos, Douglas Urquhart
<b>HIGHLY RECOMMENDED</b>	
<b>1 Debevoise &amp; Plimpton</b>	David Brittenham, Jeffrey Ross
<b>Milbank</b>	Drew Fine
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Gregory Ezring
<b>Shearman &amp; Sterling</b>	Maura O'Sullivan, Alan Rockwell
<b>White &amp; Case</b>	Eric Leicht
<b>2 Cleary Gottlieb Steen &amp; Hamilton</b>	Margaret Peponis, Duane McLaughlin, Amy Shapiro
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	William Reindel, Christian Nahr
<b>Gibson, Dunn &amp; Crutcher</b>	Linda Curtis, Aaron Adams
<b>Mayer Brown</b>	Scott Zemser, David Duffee, Matthew O'Meara
<b>Paul Hastings</b>	John Cobb
<b>Sidley Austin</b>	Angela Fontana
<b>Sullivan &amp; Cromwell</b>	John Estes, Neal McKnight, Ari Blaut
<b>Willkie Farr &amp; Gallagher</b>	Viktor Okasmaa
<b>RECOMMENDED</b>	
<b>Jones Day</b>	Brett Barragate
<b>King &amp; Spalding</b>	Carolyn Alford, William Fuller, Ellen Maria Snare
<b>Proskauer Rose</b>	Steven Ellis, Stephen Boyko, Justin Breen

# DEBT CAPITAL MARKETS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Cleary Gottlieb Steen & Hamilton	Craig Brod, Jeffrey Karpf
Cravath, Swaine & Moore	William Fogg, Craig Arcella, Andrew Pitts, Stephen Burns
Davis Polk & Wardwell	Richard Truesdell, Maurice Blanco
Simpson Thacher & Bartlett	Arthur Robinson
<b>EXCELLENT</b>	
<b>1</b> Kirkland & Ellis	Joshua Korff, Christian Nagler, Robert Hayward
Latham & Watkins	Ian Schuman
Skadden, Arps, Slate, Meagher & Flom	David Goldschmidt, Michael Zeidel
Sullivan & Cromwell	Sarah Payne, Catherine Clarkin, Robert Downes
<b>2</b> Cahill Gordon & Reindel	James Clark, William Hartnett
Debevoise & Plimpton	Matthew Kaplan, Steven Slutzky
Gibson, Dunn & Crutcher	Andrew Fabens, Hillary Holmes, Peter Wardle, Stewart McDowell
Mayer Brown	Edward Best, Anna Pinedo
Paul, Weiss, Rifkind, Wharton & Garrison	Gregory Ezring, John Kennedy
Shearman & Sterling	Ilijir Mujalovic
Weil, Gotshal & Manges	Heather Emmel, Corey Chivers, Frank Adams
<b>HIGHLY RECOMMENDED</b>	
Fried, Frank, Harris, Shriver & Jacobson	Daniel Bursky
Jones Day	Christopher Kelly, Brett Barragate
Milbank	Marcelo Mottes
Sidley Austin	Edward Petrosky
<b>RECOMMENDED</b>	
Hogan Lovells	Eve Howard
Hunton Andrews Kurth	Peter O'Brien, Susan Failla, Courtney Butler, David Wright
Vinson & Elkins	Matthew Strock, David Palmer Oelman
Wachtell, Lipton, Rosen & Katz	Gregory Pessin
White & Case	John Vetterli
Winston & Strawn	David Sakowitz
<b>VALUABLE PRACTICE</b>	
Arnold & Porter	Christopher Peterson, Teresa Johnson
Baker Botts	Joshua Davidson
Dechert	David Rosenthal, Thomas Friedmann
King & Spalding	Keith Townsend
Morrison & Foerster	Scott Lesmes, David Lynn, Gavin Grover
Paul Hastings	Frank Lopez, Chris DeCresce, Eric Sibbitt
Proskauer Rose	Peter Fass, Steven Lichtenfeld
WilmerHale	Brian Johnson, David Westenberg

**EQUITY CAPITAL MARKETS****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Jeffrey Karpf, Craig Brod
<b>Cooley</b>	David Peinsipp, Charlie Kim
<b>Cravath, Swaine &amp; Moore</b>	Andrew Pitts, Craig Arcella, William Fogg, Stephen Burns
<b>Davis Polk &amp; Wardwell</b>	Richard Truesdell, Michael Kaplan, Maurice Blanco
<b>Latham &amp; Watkins</b>	Ian Schuman
<b>Simpson Thacher &amp; Bartlett</b>	Arthur Robinson
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	David Goldschmidt, Michael Zeidel
<b>EXCELLENT</b>	
<b>Debevoise &amp; Plimpton</b>	Matthew Kaplan, Steven Slutzky
<b>Kirkland &amp; Ellis</b>	Joshua Korff, Robert Hayward
<b>Paul Weiss Rifkind Wharton &amp; Garrison</b>	Gregory Ezring
<b>Ropes &amp; Gray</b>	Patrick O'Brien, Paul Tropp, Craig Marcus
<b>Shearman &amp; Sterling</b>	Ilijir Mujalovic
<b>Weil, Gotshal &amp; Manges</b>	Alexander Lynch
<b>HIGHLY RECOMMENDED</b>	
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Daniel Bursky
<b>Goodwin Procter</b>	Daniel Adams
<b>Hogan Lovells</b>	Eve Howard
<b>Sullivan &amp; Cromwell</b>	Catherine Clarkin, Robert Downes
<b>Vinson &amp; Elkins</b>	David Palmer Oelman, Matthew Strock
<b>White &amp; Case</b>	John Vetterli
<b>Wilson Sonsini Goodrich Rosati</b>	Allison Spinner
<b>RECOMMENDED</b>	
<b>Baker Botts</b>	Joshua Davidson
<b>Dechert</b>	Thomas Friedmann, David Rosenthal
<b>Fenwick &amp; West</b>	Robert A. Freedman
<b>Freshfields Bruckhaus Deringer</b>	Valerie Ford Jacob
<b>Gibson, Dunn &amp; Crutcher</b>	Andrew Fabens, Hillary Holmes, Stewart McDowell, Peter Wardle
<b>Mayer Brown</b>	Edward Best
<b>Milbank</b>	Marcelo Mottesi
<b>Paul Hastings</b>	Frank Lopez
<b>Sidley Austin</b>	Edward Petrosky



# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Akin Gump Strauss Hauer & Feld	Abid Qureshi, Philip Dublin
Davis Polk & Wardwell	Donald Bernstein, Marshall Huebner
Kirkland & Ellis	James Sprayregen, Edward Sassower
Milbank	Dennis Dunne
Paul, Weiss, Rifkind, Wharton & Garrison	Alan Kornberg, Paul Basta, Andrew Rosenberg
Weil, Gotshal & Manges	Gary Holtzer, Ray Schrock, Matt Barr
<b>2</b> Latham & Watkins	George Davis
White & Case	Thomas Lauria
<b>EXCELLENT</b>	
Brown Rudnick	Edward Weisfelner, Robert Stark
Cleary Gottlieb Steen & Hamilton	Richard Cooper, Lisa Schweitzer, Sean O'Neal
Kramer Levin Naftalis & Frankel	Kenneth Eckstein, Thomas Moers Mayer
Morrison & Foerster	Lorenzo Marinuzzi, Jennifer Marines
Skadden, Arps, Slate, Meagher & Flom	Paul Leake
Wachtell, Lipton, Rosen & Katz	Richard Mason
Willkie Farr & Gallagher	Rachel Strickland, Matthew Feldman
<b>HIGHLY RECOMMENDED</b>	
Debevoise & Plimpton	Natasha Labovitz, Sidney Levinson
Jones Day	Bruce Bennett
Pachulski Stang Ziehl & Jones	Laura Davis Jones, Richard Pachulski
Proskauer Rose	Martin Bienenstock, Jeff Marwil
<b>RECOMMENDED</b>	
Gibson, Dunn & Crutcher	David Feldman, Michael Rosenthal, Jeffrey Krause, Scott Greenberg
Kasowitz Benson Torres	David Rosner, Matthew Stein
Morgan, Lewis & Bockius	Andrew Gallo
Paul Hastings	Kristopher Hansen, Luc Despina
Quinn Emanuel Urquhart & Sullivan	Susheel Kirpalani
Simpson Thacher & Bartlett	Sandeep Qusba, Michael Torkin
Stroock & Stroock & Lavan	Jeffrey Lowenthal
<b>VALUABLE PRACTICE</b>	
Arnold & Porter	Michael Messersmith
Cravath, Swaine & Moore	George Zobitz, Paul Zumbro
Dechert	Allan Brilliant
Hogan Lovells	Christopher Donoho, Richard Wynne, Ronald Silverman
Hughes Hubbard & Reed	Christopher Kiplok, Kathryn Coleman
Katten Muchin Rosenman	Steven Reisman, Peter Siddiqui
Ktbs Law	Michael Tuchin, Kenneth Klee
Mayer Brown	Adam Paul, Brian Trust, Matthew Wargin
Norton Rose Fulbright	Howard Seife
O'Melveny & Myers	John Rapisardi, Peter Friedman
Ropes & Gray	Mark Bane, Gregg Galardi
Schulte Roth & Zabel LLP	Douglas Mintz, Adam Harris
Sidley Austin	Michael Burke, Alex Rovira
Sullivan & Cromwell	Andrew Dietderich, James Bromley
Vinson & Elkins	Bill Wallander, David Meyer

**CORPORATE TAX****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Cleary Gottlieb Steen &amp; Hamilton</b>	Jason Factor, Diana Wollman
<b>Cravath Swaine &amp; Moore LLP</b>	Stephen Gordon, Lauren Angelilli
<b>Davis Polk &amp; Wardwell</b>	David Schnabel
<b>Kirkland &amp; Ellis</b>	Todd Maynes, Dean Shulman
<b>Simpson Thacher &amp; Bartlett</b>	Nancy Mehlman
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Hal Hicks, Steven Matays, Eric B. Sensenbrenner
<b>2</b>	
<b>Debevoise &amp; Plimpton</b>	Peter Schuur, Peter Furci
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Scott Sontag, Brad Okun
<b>Sullivan &amp; Cromwell</b>	Ronald Creamer Jr.
<b>Wachtell, Lipton, Rosen &amp; Katz</b>	Deborah Paul, Jodi Schwartz
<b>Weil, Gotshal &amp; Manges</b>	Joe Pari
<b>EXCELLENT</b>	
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Alan Kaden, David Shapiro
<b>Gibson, Dunn &amp; Crutcher</b>	Eric Sloan
<b>Latham &amp; Watkins</b>	David Della Rocca, Jiyeon Lee-Lim, Joseph Krosnoble
<b>Mayer Brown</b>	Jason Bazar, James Barry
<b>McDermott Will &amp; Emery</b>	Jane Wells May
<b>HIGHLY RECOMMENDED</b>	
<b>1 Fenwick &amp; West</b>	Adam Halpern
<b>Paul Hastings</b>	Joseph Opich
<b>Proskauer Rose</b>	Ira Bogner
<b>Shearman &amp; Sterling</b>	Larry Crouch, Michael Shulman
<b>White &amp; Case</b>	Kim Marie Boylan

2

**Eversheds Sutherland (US)**

Jeffrey Friedman

**Morgan, Lewis & Bockius**

Barton Bassett, Daniel Nelson

**Ropes & Gray**

Elaine Murphy

**Sidley Austin**

Laura Barzilai, Robert Kreitman, Bridget O'Neill

**Vinson & Elkins**

George Gerachis

**RECOMMENDED****Baker McKenzie**

Melinda Phelan

**Cadwalader, Wickersham & Taft**

Linda Swartz

**Clifford Chance**

Avrohom Gelber, James Gouwar, David Moldenhauer, Philip Wagman

**Covington & Burling**

Michael Caballero, Daniel Luchsinger

**Dechert**

Joshua Milgrim

**Milbank**

Russell Kestenbaum

**O'Melveny & Myers**

Jeff Walbridge

**Step toe & Johnson**

Lisa Zarlenga, Philip West

**Willkie Farr & Gallagher**

Christopher Peters

**VALUABLE PRACTICE****Alston & Bird**

Kendall Houghton

**Baker Botts**

Derek Green

**Goodwin**

Neal Sandford

**Ivins, Phillips & Barker**

Leslie Schneider, Jeffrey Moeller

**Jones Day**

Joseph A. Goldman, Edward T. Kennedy, Scott Levine

**Miller & Chevalier Chartered**

Layla Asali, Kevin Kenworthy

**Schulte Roth & Zabel**

Shlomo Twerski, Alan Waldenburg



## FUND FORMATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Debevoise & Plimpton	David Schwartz, Rebecca Silberstein
Kirkland & Ellis	John O'Neil
Simpson Thacher & Bartlett	Michael Wolitzer
<b>EXCELLENT</b>	
<b>1</b> Fried, Frank, Harris, Shriver & Jacobson	Lawrence Barshay, Kenneth Rosh
Proskauer Rose	Robin Painter, David Tegeler, Howard Beber, Chip Parsons, Stephen Mears
<b>2</b> Cleary Gottlieb Steen & Hamilton	Elizabeth Lenas, Adrian Leipsic
Paul, Weiss, Rifkind, Wharton & Garrison	Udi Grofman, Marco Masotti
Ropes & Gray	Morri Weinberg, Leigh Fraser
Weil, Gotshal & Manges	Jonathon Soler
<b>HIGHLY RECOMMENDED</b>	
Davis Polk & Wardwell	Nora Jordan, Leor Landa, Michael Hong
Gibson Dunn	Edward Sopher, Jennifer Bellah Maguire, Shukie Grossman
Goodwin	John Ferguson, Paul Verbese
Latham & Watkins	Andrea Schwartzman
<b>RECOMMENDED</b>	
Akin Gump Strauss Hauer & Feld	Prakash Mehta, Stephen Vine
Cooley	John Dado
Covington & Burling	Michael Paul Reed
Morgan, Lewis & Bockius	Roger Joseph, Jedd Wider, Timothy Levin, Courtney Nowell
Paul Hastings	Josh Sternoff
Schulte Roth & Zabel	David Nissenbaum, Stephanie Breslow, David Efron
Willkie Farr & Gallagher	Lior Ohayon, Margery Neale, Phillip Isom

# PROJECT FINANCE LENDER-SIDE

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Latham & Watkins	Jeffrey Greenberg
Milbank	Daniel Bartfeld
Norton Rose Fulbright	Keith Martin, Benjamin Koenigsberg
Shearman & Sterling	Cynthia Urda Kassis
White & Case	Nandan Nelivigi
<b>EXCELLENT</b>	
Allen & Overy	Kent Rowey
Kirkland & Ellis	Rohit Chaudhry
Mayer Brown	Paul Astolfi, Joseph Seliga, Robert Goldberg
O'Melveny & Myers	Eric Richards, Gregory Thorpe
Sidley Austin	Irving Rotter, Cliff Vrielink
Skadden, Arps, Slate, Meagher & Flom	Lance Brasher
Winston & Strawn	Alan Hoffman, Michael Pikiel, Richard P. Puttré
<b>HIGHLY RECOMMENDED</b>	
Bracewell	Thomas Tomlinson
Clifford Chance	Lori Ann Bean
Hunton Andrews Kurth	Jeffrey Schroeder
Orrick, Herrington & Sutcliffe	Daniel Mathews, Blake Winburne
Paul Hastings	Bob Kartheiser
Simpson Thacher & Bartlett	David Lieberman
Vinson & Elkins	Kaam Sahely
<b>RECOMMENDED</b>	
Ashurst	Betty Cerini
DLA Piper	Robert Gruendel
Freshfields Bruckhaus Deringer	Melissa Raciti-Knapp
Hogan Lovells	Jorge Diaz-Silveira
McGuireWoods	Brian Kelly
Morrison & Foerster	Frederick Jenney
Pillsbury Winthrop Shaw Pittman	Robert James
Sullivan & Cromwell	Inosi Nyatta, Christopher Mann

**PROJECT FINANCE SPONSOR-SIDE****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Latham & Watkins	Jeffrey Greenberg
Milbank	Daniel Bartfeld
<b>2</b> Mayer Brown	Paul Astolfi, Joseph Seliga, Robert Goldberg
Norton Rose Fulbright	Keith Martin, Benjamin Koenigsberg
Orrick, Herrington & Sutcliffe	Daniel Mathews, Blake Winburne
White & Case	Nandan Nelivigi
<b>EXCELLENT</b>	
Cleary Gottlieb Steen & Hamilton	Adam Brenneman, Chantal Kordula, Jeffrey Lewis
Kirkland & Ellis	Rohit Chaudhry
Morgan, Lewis & Bockius	Richard Filosa, John Klauberg
O'Melveny & Myers	Eric Richards, Gregory Thorpe
Shearman & Sterling	Cynthia Urda Kassis
Skadden, Arps, Slate, Meagher & Flom	Lance Brasher
Sullivan & Cromwell	Inosi Nyatta, Christopher Mann
Vinson & Elkins	Kaam Sahely
<b>HIGHLY RECOMMENDED</b>	
Allen & Overy	Kent Rowey
Bracewell	Thomas Tomlinson
Clifford Chance	Lori Ann Bean
DLA Piper	Gregory Smith
Sidley Austin	Irving Rotter, Cliff Vrielink
<b>RECOMMENDED</b>	
Hogan Lovells	Jorge Diaz-Silveira
Hunton Andrews Kurth	Jeffrey Schroeder
Pillsbury Winthrop Shaw Pittman	Robert James
Winston & Strawn	Alan Hoffman
<b>VALUABLE PRACTICE</b>	
Akin Gump Strauss Hauer & Feld	Zachary Wittenberg
Baker McKenzie	Clyde Rankin III, James O'Brien, José Antonio Morán
Freshfields Bruckhaus Deringer	Melissa Raciti-Knapp
King & Spalding	Scott Greer
Paul Hastings	Bob Kartheiser

# INVESTMENT FOR RESTRUCTURING

## Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Evercore	David Ying, Daniel Aronson, Roopesh Shah
Jefferies	Michael O'Hara, Jeffrey Finger
<b>EXCELLENT</b>	
Houlihan Lokey	David Hilty, Eric Siegert, John-Paul Hanson
Lazard	Michael Schwartz, Andrew Torgove
Moelis & Company	Thane Carlston, William Derrough
PJT Partners	Steve Zelin
Ducera Partners	Michael Kramer
Guggenheim Securities	Ronen Bojmel
Perella Weinberg Partners	Bruce Mendelsohn
Rothschild & Co	Kevin Glodowski
<b>HIGHLY RECOMMENDED</b>	
GLC Advisors	Soren Reynertson
Goldman Sachs	Keith Braun
Greenhill & Co.	Neil Augustine, Eric Mendelsohn
Miller Buckfire	Matthew Rodrigue
Pj Solomon	Irtiaz Ahmad, Ko Kobayashi, Aryeh Sand
UBS Investment Bank	Lloyd Sprung
<b>RECOMMENDED</b>	
Centerview Partners	Marc Puntus, Sam Greene, Karn Chopra
Piper Sandler	Todd Snyder

# CENTRAL AMERICA



# COSTA RICA

## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Consortium Legal	Diego Salto, Rafael Luna
Facio & Cañas	Adrián Torrealba, José María Oreamuno
<b>EXCELLENT</b>	
Arias	Carolina Flores, Carlos Camacho
BLP	Luis Chacón
Ey Law Central America	Rafael Sayagués
<b>HIGHLY RECOMMENDED</b>	
Aguiar Castillo Love	Andrea Sáenz
Alta Batalla	Rodrigo Zelaya
Lang & Asociados	Henry Lang
Magnalex Abogados	Victor Mora
<b>RECOMMENDED</b>	
Central Law	Randall Quirós Bustamante
Colbs Estudio Legal	Sebastián Jiménez
ECIJA	Mariela Hernández
Nassar Abogados	Tomas Nassar
Sfera Legal	Robert van der Putten



# GUATEMALA

## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Consortium Legal</b>	Alfredo Rodríguez, Mario Estuardo Archila
<b>MAYORA &amp; MAYORA S.C.</b>	Eduardo Mayora
<b>EXCELLENT</b>	
<b>Alta Qil + 4 Abogados</b>	José Quiñones
<b>Arias Law</b>	Ximena Tercero
<b>HIGHLY RECOMMENDED</b>	
<b>A D SOSA &amp; SOTO S C</b>	Einar Klanderud
<b>Blp Legal</b>	María Inés Arenales
<b>Carrillo &amp; Asociados</b>	Alfonso Carrillo
<b>Deloitte Legal Guatemala</b>	Estuardo Paganini
<b>Sfera Legal</b>	Christian Michelangeli

# PANAMA

## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Alfaro, Ferrer &amp; Ramírez</b>	Alejandro Alemán, Luis R López Alfaro
<b>Arias, Fábrega &amp; Fábrega</b>	Andrés Rubínoff, Estif Aparicio, Ricardo Arango, Fernando Arias
<b>Galindo, Arias &amp; López</b>	Diego Herrera Dutari, José Luis Sosa, Ramón Ricardo Arias Porras
<b>Morgan &amp; Morgan</b>	F. Arias, I. Galindo, R. Vidal, C. Gonzalez, A. Anguizola, A. Carolina Castillo
<b>EXCELLENT</b>	
<b>Alemán, Cordero, Galindo &amp; Lee</b>	Arturo Gerbaud de la Guardia, Carlos Cordero, Rita de la Guardia
<b>Anzola Robles &amp; Asociados</b>	Ramón Anzola, Erika Villarreal Zorita
<b>HIGHLY RECOMMENDED</b>	
<b>Fabrega Molino</b>	Dani Kuzniecky, Juan Pablo Fabrega
<b>Icaza, González-Ruiz &amp; Alemán</b>	Alexis Herrera Jr, Gabriel González-Ruiz, Luis Chalhoub, Michelle Oteiza de la Guardia
<b>Patton, Moreno &amp; Asvat</b>	María de Lourdes Marengo, Khatiya Asvat
<b>RECOMMENDED</b>	
<b>Arias, Alemán &amp; Mora</b>	Jaime Mora, Stella Ballanis
<b>Arias law</b>	Maria Cristina Fábrega, Yuri Moreno
<b>Delvalle, Escalona, Levy Y Corró - Delco</b>	Alberto Levy, Diego Corró, Felipe Escalona, Ricardo Delvalle
<b>Dentons Muñoz</b>	Gisella Porras
<b>Lovill</b>	Elizabeth Heurtematte, Alejandro Fung
<b>VALUABLE PRACTICE</b>	
<b>Arias, Abrego, Lopez &amp; Noriega</b>	Carlos Ábrego Dávila, Mario Alberto Arias V.
<b>Mdu Legal</b>	David Mizrachi Fidanque
<b>Pardini &amp; Asociados</b>	Juan Francisco Pardini, Juan José Espino
<b>Quijano &amp; Associates</b>	Jaime E. Sánchez, Carla I. Rojas, Julio A. Quijano
<b>Sigma Law Firm</b>	Cecilio Castellero
<b>Sucre, Briceño &amp; Co.</b>	Fernando Sucre
<b>Tapia, Linares y Alfaro</b>	Eloy Alfaro de Alba
<b>Virtu Atelier Legal</b>	Ana Lucrecia Tovar, Melissa Esther Cortizo

# SOUTH AMERICA

# ARGENTINA

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Bruchou & Funes de Rioja	Hugo N. L. Bruzone
<b>2</b> Beccar Varela	Pablo Torretta, Daniel Levi, Maximiliano D'Auro, Luciana Denegri
Bomchil	Fermín Caride, María Victoria Funes, Patricio Martín
<b>EXCELLENT</b>	
<b>1</b> Dla Piper Argentina	Alejandro Ezequiel Noblía, Marcelo Etchebarne, Justo Segura
Marval O'Farrell & Mairal	Roberto E. Silva, Santiago Carregal
Pérez Alati Grondona, Benítez & Arntsen	Diego Serrano, Gabriela Grigioni, Alan Arnsten, Mariano Grondona
Tavarone, Rovelli, Salim & Miani	Marcelo R. Tavarone, Federico Salim, Julieta de Ruggiero, Francisco Molina
TCA Tanoira Cassagne	Alexia Rosenthal, Jaime Uranga, Rocio Carrica
<b>2</b> Allende & Brea	Carlos Melhem, Jorge I. Mayora
MHR Abogados	José Martínez de Hoz (n), Martín Lepiane, Jimena Vega Olmos
Mitrani Caballero & Ruiz Moreno	Diego Parise, Julio Martínez, Natalia Rauchberger, Matías Olcese
<b>HIGHLY RECOMMENDED</b>	
Cerolini & Ferrari Abogados	Agustín Cerolini
Errecondo Gonzalez & Funes Abogados	Baruki Gonzalez, Javier Errecondo, Facundo Goslino
Nicholson y Cano Abogados	Mario Oscar Kenny, Emiliano R. Silva
Salaverri, Burgio, Wetzler & Malbrán	Diego Salaverri, Germán Wetzler Malbrán
Zang, Bergel & Viñes Abogados	Carolina Zang, Francisco J. Roggero, María Angélica Grisolia
<b>RECOMMENDED</b>	
Alfaro Abogados	Carlos Enrique Alfaro
Bullo Abogados	Gustavo Javier Torassa, Esteban Gramblicka
Croz Tax & Legal	Hernán Carassai
Estudio O'Farrell	Sebastián Luegmayer, Uriel O'Farrell
Hope Duggan & Silva	Juan Duggan, Rufino Arce
Lanfranco & Detry	Fermín Castro Madero, Mariano Gramajo
Severgnini Robiola Grinberg & Tombeur	Hector Grinberg, Carlos Tombeur
<b>VALUABLE PRACTICE</b>	
Baker McKenzie	Gabriel Gómez
Candioti Gatto Bicain & Ocantos	Alejandro Vogelmann
Estudio Bunge – Bunge, Smith & Luchía Puig	Agustín Bunge
Estudio Levene	Carolina Arroyo
EY	Jorge Garnier



## FINTECH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allende &amp; Brea</b>	Carlos Melhem, Pablo Andrés Palazzi, Jorge I. Mayora
<b>Beccar Varela</b>	Pablo Torretta, Daniel Levi, María Shakespear
<b>Marval O'Farrell &amp; Mairal</b>	Juan M. Diehl Moreno
<b>TCA Tanoira Cassagne</b>	Alexia Rosenthal, Manuel Tanoira, Rocío Carrica, Luis Merello
<b>EXCELLENT</b>	
<b>1 Gpg Advisory Partners</b>	Santiago Mora
<b>Pérez Alati Grondona, Benites &amp; Arntsen</b>	Diego Serrano, Gabriela Grigioni
<b>2 Bomchil</b>	María Victoria Funes, Fermin Caride
<b>Errecondo Gonzalez &amp; Funes Abogados</b>	Saturnino Funes, Baruki Gonzalez, Facundo Goslino
<b>Estudio O'Farrell</b>	Sebastián Luegmayer
<b>Tavarone, Rovelli, Salim &amp; Miani</b>	Julietta de Ruggiero, Marcelo R. Tavarone
<b>HIGHLY RECOMMENDED</b>	
<b>A&amp;F   Allende &amp; Ferrante Abogados</b>	Lisandro Allende, Ignacio Nantillo
<b>Barreiro. Oliva. De Luca. Jaca. Nicastro</b>	Gonzalo Oliva Beltrán, Patricio Juan Trench, Lucía López Laxague
<b>Cerolini &amp; Ferrari Abogados</b>	Agustín Cerolini
<b>Estudio Bunge – Bunge, Smith &amp; Luchía Puig</b>	Pedro Menendez, Agustín Bunge, Diego C. Bunge
<b>RECOMMENDED</b>	
<b>Estudio Garrido Abogados</b>	Raúl Granillo Ocampo (h), Gustavo Garrido
<b>Mitrani Caballero &amp; Ruiz Moreno</b>	Matías Olcese

## STARTUPS & INNOVATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
<b>Marval O'Farrell &amp; Mairal</b>	Pablo Viñals, Hernan Slemenson
<b>TCA Tanoira Cassagne</b>	Manuel Tanoira
<b>HIGHLY RECOMMENDED</b>	
<b>Estudio Garrido Abogados</b>	Gustavo Garrido, Lucas Granillo
<b>Pérez Alati Grondona, Benites &amp; Arntsen</b>	Santiago Daireaux, P. Eugenio Aramburu
<b>RECOMMENDED</b>	
<b>Beccar Varela</b>	María Shakespear
<b>Bruchou &amp; Funes de Rioja</b>	Santiago Pedro Balbi
<b>Dla Piper Argentina</b>	Antonio Arias
<b>Estudio Bunge – Bunge, Smith &amp; Luchía Puig</b>	Agustín Bunge, Pedro Menendez, Cristian Lacoste
<b>Revilla Cornejo &amp; Gutierrez Braun</b>	Gonzalo Revilla Cornejo
<b>SyLS (Salaberren y López Sansón)</b>	Sebastian Lopez-Sanson

## WEALTH MANAGEMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Mcewan</b>	Juan McEwan
<b>EXCELLENT</b>	
<b>Allende &amp; Brea</b>	Raúl Fratantoni, Nicolas Procopio
<b>Bruchou &amp; Funes de Rioja</b>	Ezequiel Lipovetzky
<b>Marval, O'Farrell &amp; Mairal</b>	Walter Keiniger, Gabriel Gotlib
<b>HIGHLY RECOMMENDED</b>	
<b>Canossa</b>	Javier Canossa
<b>D'Alessandro Tax</b>	Valeria D'Alessandro
<b>RECOMMENDED</b>	
<b>Asorey &amp; Navarrine</b>	Ruben Asorey
<b>Baker McKenzie</b>	Martín Barreiro
<b>Croz Tax &amp; Legal</b>	Esteban Dominguez, Pablo Roberts, Hernan Carassai
<b>Mitrani Caballero &amp; Ruiz Moreno</b>	Corina P. Laudato
<b>Rosso Alba Francia &amp; Asociados</b>	Cecilia Burgos, Cristian Rosso Alba
<b>SyLS (Salaberren &amp; López-Sanson)</b>	Sebastian Lopez-Sanson

# CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bruchou &amp; Funes de Rioja</b>	Liban Kusa, Nicolas Nogueira, Daniela Rey, Ezequiel Lipovetzky
<b>Marval O'Farrell &amp; Mairal</b>	Fernando Vaquero, María Inés Brandt, Walter Keiniger, Gabriel Gotlib
<b>EXCELLENT</b>	
<b>Bomchil</b>	Alejandro E. Messineo, Guillermo Teijeiro, Mariano Ballone, Ariadna L. Artopoulos
<b>Pérez Alati Grondona, Benites &amp; Arntsen</b>	Manuel Benites, Luis Marcelo Nuñez, , Andrés M. Galíndez, Facundo Fernández Santos
<b>HIGHLY RECOMMENDED</b>	
<b>Allende &amp; Brea</b>	Nicolas Procopio, Raúl Fratantoni
<b>Baker McKenzie</b>	Martín Barreiro
<b>Beccar Varela</b>	Santiago Montezanti, María de los Ángeles Olano
<b>Brons &amp; Salas</b>	Leandro Cáceres
<b>Estudio O'Farrell</b>	Miguel Teson, Guillermo Lalanne
<b>Rosso Alba Francia &amp; Asociados</b>	Cristian E. Rosso Alba, Juan Marcos Rougés
<b>SyLS (Salaberren y López Sansón)</b>	Sebastian Lopez-Sanson
<b>RECOMMENDED</b>	
<b>Abeledo Gottheil Abogados</b>	Gabriela Inés Buratti, Eduardo Raúl Mujica
<b>Asorey &amp; Navarrine</b>	Ruben Asorey
<b>Beretta Godoy</b>	Omar Beretta, Mariela Sas
<b>Bulit Goñi   Lema</b>	Enrique Bulit Goñi, Rodrigo Lema
<b>Estudio Tarsitano, Gimenez, Lifrieri &amp; Pampliega</b>	Alberto Tarsitano, Maria Ines Gimenez
<b>MHR Abogados</b>	Maximiliano Batista
<b>Tavarone, Rovelli, Salim &amp; Miani</b>	Gaston Miani
<b>VALUABLE PRACTICE</b>	
<b>Andersen Argentina</b>	Bartolomé Homar Más, Luis María Flores Gimenez, Juan Astibia
<b>Candioti Gatto Bicain &amp; Ocantos</b>	Javier Gatto Bicain
<b>Croz Tax &amp; Legal</b>	Esteban Dominguez, Pablo Roberts
<b>D'Alessandro Tax</b>	Valeria D'Alessandro
<b>Dla Piper Argentina</b>	Augusto Mancinelli
<b>Estudio Garrido Abogados</b>	Maria Cancio
<b>EY</b>	María Amelia Frade, Sergio Caveggia
<b>FB Tax</b>	Ignacio Fernández Borzese
<b>Luna Requena Abogados Tributaristas</b>	Alvaro Luna Requena
<b>Mitrani Caballero &amp; Ruiz Moreno</b>	Corina P. Laudato, Gloria María Gurbista
<b>Nicholson y Cano Abogados</b>	Cecilia Martin
<b>Richards, Cardinal, Tützer, Zabala &amp; Zaefferer</b>	Tomas Balzano
<b>Zang, Bergel &amp; Viñes Abogados</b>	Diego Embón

# BOLIVIA

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Dentons Guevara &amp; Gutiérrez</b>	Jorge Luis Inchauste, Ramiro Guevara, Enrique Barrios
<b>Moreno Baldivieso</b>	Andrés Moreno
<b>EXCELLENT</b>	
<b>Bufete Aguirre, Quintanilla, Soria &amp; Nishizawa (BAQSN)</b>	Santiago A. Nishizawa Takano, Eduardo Quintanilla Ballivián
<b>Criales &amp; Urcullo</b>	Javier Urcullo
<b>Indacochea &amp; Asociados</b>	Mariana Pereira, Ana Carola Muñoz, Alonso Indacochea
<b>PPO</b>	Carlos Pinto
<b>HIGHLY RECOMMENDED</b>	
<b>Becerra de la Roca Donoso &amp; Asociados</b>	Mauricio Becerra de la Roca
<b>C.R. &amp; F. Rojas – Abogados</b>	María del Carmen Ballivian, Elizabeth Landívar, Sandra Salinas
<b>Inchauste &amp; Navarro</b>	Juan Inchauste
<b>Julio Gemio Asociados</b>	Julio Gemio
<b>Villegas Aldazosa Y Asociados Soc Civ</b>	Sergio Dávila Corrales
<b>Wayar &amp; Von Borries Abogados</b>	Bernardo A. Wayar Caballero, Mauricio Dávila Jordan, Fernando Lemaitre Pastor, Javier Romero Mendizabal
<b>Würth Bedoya Costa Du Rels Abogados</b>	Fernando Bedoya

### JULIO GEMIO ASOCIADOS: VISIONARY EXPERTS IN THE FINANCE AND COMMERCE ARENA



Julio Gemio

Key figure(s): Julio Gemio  
Established: 2020

**Track record:** The firm specializes in legal and financial advisory and consulting, centered on impact business structuring, corporate governance and ESG; sustainable development financing; value chain, due diligence; sustainable public procurement, promotion and transformation of DFIs and payment-by-results contracts. It also provides training on these issues.

**Differentiation:** Founding partner Julio Gemio created the firm after more than 20 years of legal practice in financial matters at the Financial System Supervisory Authority (ASFI). He launched the firm with a team of three associates and two expert advisors with extensive practical experience in banking/finance, corporate law, financial supervision and control, white-collar crime, financial auditing, risk and sustainability.



# CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Araujo & Forgues	Jannine Forgues, Jaime Araujo
Benítez Rivas, Pérez & Asociados	Elbio Pérez
PPO	Pablo Ordoñez
Villegas Aldazosa y Asociados Soc Civ	Álvaro Villegas Aldazosa
<b>EXCELLENT</b>	
Dentons Guevara & Gutiérrez	Mauricio Dalman
Inchauste & Navarro	Fidel Navarro Claros
Indacochea & Asociados	Candys Dorado, Mariana Pereira
Moreno Baldivieso	Andrés Moreno
<b>HIGHLY RECOMMENDED</b>	
Bufete Aguirre, Quintanilla, Soria & Nishizawa (BAQSN)	Mauricio Torrico Galindo
C.R. & F. Rojas – Abogados	Diego Rojas
Criales & Urcullo	Luis Valda
Wayar & Von Borries Abogados	Mauricio Dávila Jordan

### VILLEGAS ALDAZOSA & ASOCIADOS: TAX AND CORPORATE LAW SPECIALISTS



Alvaro Villegas Aldazosa

Key figure(s): Gabriel Villegas Aldazosa and Alvaro Villegas Aldazosa  
Established: 2019

**Track record:** The law firm's calling-card is providing customized solutions with a comprehensive legal approach on tax, corporate and labor law issues. Highly responsive to client need, the team covers local and international taxation, transfer pricing and restructuring (M&A) and litigation. Thermomix, Amakha Paris, Finning international and Gamefan are clients.

**Differentiation:** The partners combine more than 25 years of professional experience with the dynamism of a youthful team of ambitious professionals. Tax practice head Alvaro Villegas has expertise in the area of international taxation, restructuring (M&A) and litigation. Gabriel Villegas leads the corporate law department, expertly navigating clients' business design, legal management, national and international contracting and corporate issues.

### WAYAR & VON BORRIES: ACCOMPLISHED CORPORATE TEAM



Bernardo Wayar Caballero

Key figure(s): Mauricio Dávila, Bernardo Wayar Ocampo and Bernardo Wayar Caballero  
Established: 1964

**Track record:** The corporate law department is a recognized player in the Bolivian law firm market, regularly sought out to provide legal advice to clients in areas such as construction, mining, energy and natural resources, IT, pharmaceutical, textile, food & drink, oil & gas and telecoms. Eptisa, Industrias Ferrotodo, Bomoser and Cascada Group are clients.

**Differentiation:** Throughout its history, successive generations of Wayar & Von Borries partners have played key roles in formulating government policy as well as drafting and revising laws, decrees and regulations. Bernardo Wayar has a successful track-record in banking, labor, tax, commercial, corporate and competition law, while Mauricio Dávila specializes in tax and M&A law.

### INDACOCHEA ABOGADOS: CORPORATE TAX AND FINANCE SPECIALISTS



Alonso Indacochea Pardo de Zela

Key figure(s): Alonso Indacochea Pardo de Zela, Mariana Pereira Nava, Andere Indacochea Pardo de Zela and Anwar Farah Montero  
Established: 1991

**Track record:** The firm has developed expertise in complex corporate transactions, advising on foreign investment mandates, including mergers and acquisitions, incorporations and capital increases. It also advises on labor and social security compliance, reorganizations and labor litigation and provides ongoing tax advice to clients. Fricción S.R.L, Astara, Ransa Bolivia and EFG Bank are clients.

**Differentiation:** Finance expert Alonso Indacochea, who heads the corporate and legaltech departments, drafts strategies for foreign investment and project finance transactions. Mariana Pereira is in charge of the banking and finance practice, and is a go-to lawyer for financing projects in Bolivia. She regularly handles incorporations, mergers and acquisitions, corporate restructurings and tax planning.

### INCHAUSTE & NAVARRO: COMPREHENSIVE CORPORATE CONSULTING



Juan Inchauste

Key Figure(s): Juan Inchauste and Fidel Navarro  
Established: 2015

**Track record:** The firm provides comprehensive corporate advice, with an emphasis on business-impacting areas of law including commerce, tax, labor, social security and immigration, always within the framework of its clients' interests. The team has deep knowledge of numerous industries and a keen understanding of business imperatives, allowing it to take part in complex domestic and international operations.

**Differentiation:** Practice head Fidel Navarro plans and delivers due diligence, corporate legal advice, tax audits and legal aspects of programs financed by the World Bank. Juan Inchauste advises foreign and local companies on incorporation, commercial and corporate governance, corporate restructurings and mergers and acquisitions. Clients are mainly drawn from the telecoms, pharma, health-care and hospitality sectors.



# BRAZIL

## WEALTH MANAGEMENT

### Best Family Offices

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 G5 Partners</b>	Renato Klarnet, André Benchimol
<b>Turim MFO</b>	Leonardo Martins Moraes, Eduardo Gomes de Almeida
<b>2 Pragma</b>	Luiz Francisco Guerra, Aloisio Camargo, Beny Schinazi
<b>We Capital</b>	Carolina Falzoni
<b>Wright Capital Wealth Management</b>	Alexandre Abud, Alexandre Gottlieb Lindenbojm, Fernanda Camargo
<b>EXCELLENT</b>	
<b>Julius Baer</b>	Sergio Mitsuo Vilela, Natália Destro
<b>Portofino Multi Family Office</b>	Carolina Giovanella
<b>UBS Consenso</b>	Mari Yoshioka, Fernanda Trombini
<b>HIGHLY RECOMMENDED</b>	
<b>Carpa Family Office</b>	Daniela Gasperin Martinazzo
<b>JGP</b>	Eduardo Ruhman, Guilherme Araujo
<b>Perfin</b>	Suzana Vescovi
<b>TAG Investimentos</b>	Francisca Brasileiro, Marcia Scaramela
<b>TNA Gestão Patrimonial</b>	Ricardo Taboço, Veronica Nieckele, Roberto Luiz Corrêa da Fonseca
<b>Vêneto Family Office</b>	Bernardo Ottoni, Fernando Damasceno, Carlos Pessoa
<b>RECOMMENDED</b>	
<b>Brainvest</b>	Fernando Gelman, Jan Gunnar Karsten, Dennis Kac
<b>MB Wealth</b>	Ricardo Lopes
<b>Taler Gestão de Patrimônio</b>	Mari Emmanouilides, Paulo Colaferro, Richard Ziliotto

## WEALTH MANAGEMENT

### Best Private Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bradesco Private Bank</b>	Augusto Miranda, Márcio Renato Ribeiro, Juliana Laham
<b>BTG Pactual</b>	Rogério Pessoa, Mariana Oiticica
<b>Itaú Private Bank</b>	Fernando Beyruti
<b>Santander Private Banking</b>	Luciana Guaspari O. Bragança
<b>EXCELLENT</b>	
<b>Banco do Brasil Private</b>	Julio Cesar Vezzano
<b>Banco Safra</b>	Sérgio Penchas, Kelly Fuoco
<b>Julius Baer</b>	Sergio Mitsuo Vilela, Natália Destro
<b>XP Private</b>	Renato Folino
<b>HIGHLY RECOMMENDED</b>	
<b>Credit Suisse Brasil</b>	Yuri Freitas, Monique Haddad
<b>UBS Consenso</b>	Mari Yoshioka, Fernanda Trombini
<b>WHG</b>	Limerci Cavariani, Amanda Tavares
<b>RECOMMENDED</b>	
<b>Citi</b>	Eduardo Ventura
<b>Genial</b>	Claudio Massari

## INVESTMENT FUNDS

### Best Real Estate Investment Fund Managers

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Credit Suisse Hedging-Griffo</b>	Augusto Martins
<b>Kinea Investimentos</b>	Carlos Martins, Flávio Cagno
<b>2 BTG Pactual</b>	Fernando Crestana, Michel Wurman
<b>Capitânia Investimentos</b>	Ricardo Quintero
<b>RBR Asset Management</b>	Ricardo Almendra, Guilherme Bueno Netto, Caio Castro
<b>Vinci Partners</b>	Leandro Bousquet, Rodrigo Coelho, Ilan Nigri
<b>XP Asset Management</b>	Pedro Carraz, André Masetti
<b>EXCELLENT</b>	
<b>Bresco</b>	Carlos Javier Betancourt
<b>Rio Bravo Investimentos</b>	Gustavo Franco
<b>Valora Investimentos</b>	Alessandro Vedrossi, Daniel Pegorini
<b>VBI Real Estate</b>	Ken Wainer, Rodrigo Abbud
<b>HIGHLY RECOMMENDED</b>	
<b>Banco Safra</b>	Marcus Vinicius Fernandes
<b>Hedge Investments</b>	Alexandre Machado, João Phelipe Toazza, Mauro Carame Dahruj
<b>Hemisfério Sul Investimentos</b>	Rafael Mazzini, Maximo Lima
<b>Iridium Gestão</b>	Gabriel Porto, Rafael Yunes, Obede Rodrigues
<b>Mauá Capital</b>	Luiz Fernando Figueiredo, Brunno Bagnariolli
<b>Riza Asset</b>	Daniel Lemos
<b>TRX</b>	Luiz Augusto F. do Amaral, José Alves Neto
<b>RECOMMENDED</b>	
<b>Bradesco Asset Management</b>	Luiz Eugenio Junqueira Figueiredo
<b>Brookfield Business Partners</b>	Roberto Perroni
<b>Genial</b>	André Schwartz, Rafael Vasconcelos
<b>Hectare</b>	Lucas Elmor, Tales Prado Furlanetti S. Silva
<b>Inter</b>	Felipe Bottino
<b>JPP Asset</b>	Daniel Pinheiro
<b>Oliveira Trust</b>	Antonio Amaro, José Alexandre Costa de Freitas
<b>Ourinvest</b>	Bruce Thomas Philips
<b>TG Core Asset</b>	Diego Siqueira Santos, Pedro Ernesto Bragança Bites Leão
<b>Vectis</b>	Alexandre Aoude
<b>VALUABLE PRACTICE</b>	
<b>Banco Fator</b>	João Antônio Lopes Filho
<b>Guardian Asset</b>	Gustavo Asdourian
<b>Hines</b>	Elena Gonzalez, Katia Varalla Levy
<b>REC Gestão de Recursos</b>	Moise Politi
<b>Santander</b>	Sandro Gamba
<b>Votorantim Asset Management</b>	Silvia Benvenuti



## EQUITY CAPITAL MARKETS

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>BTG Pactual</b>	Fabio Nazari
<b>Itaú BBA</b>	Flavio Souza
<b>EXCELLENT</b>	
<b>Banco Safra</b>	João Paulo Feneberg Torres
<b>Bank of America Merrill Lynch</b>	Hans Lin
<b>Bradesco BBI</b>	Claudia Bollina Mesquita, Felipe Thut
<b>Citi</b>	Marcelo Millen
<b>Goldman Sachs</b>	Thiago Bortoluci
<b>JP Morgan</b>	Felipe Barros Barreto Aidar
<b>Santander</b>	José Pedro Leite da Costa
<b>UBS BB</b>	João Carlos Floriano
<b>XP Investimentos</b>	Vítor Saraiva
<b>HIGHLY RECOMMENDED</b>	
<b>Banco Modal</b>	Fabio Mertz Focaccia
<b>Caixa Econômica Federal</b>	Gabriel Dutra Cardozo, Sérgio Bini
<b>Credit Suisse Group</b>	Marcelo Telles
<b>Morgan Stanley</b>	Tiago Pessoa, Alessandro Zema
<b>RECOMMENDED</b>	
<b>ALFA</b>	André Novellino Natale
<b>Banco BV</b>	Jorge Ball
<b>BNP Paribas</b>	Tiago Cesar
<b>BR Partners</b>	Danilo Catarucci, Livia Endo, Marcella Marcondes
<b>Genial</b>	Oswaldo Casado Jr., Mikael Martins
<b>Órama</b>	Douglas Paixão
<b>VALUABLE PRACTICE</b>	
<b>Banco ABC Brasil</b>	Gustavo Bellon, Ricardo Rocha
<b>CM Capital Markets</b>	Carla Scariot Argenta, Vitor Marcos Niero Baldi
<b>NuInvest</b>	Arthur Vieira
<b>RB Capital</b>	Adalbero Cavalcanti

## DEBT CAPITAL MARKETS

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bradesco BBI</b>	Andre Carvalho, Felipe Thut
<b>BTG Pactual</b>	Daniel Vaz
<b>Itaú BBA</b>	Gustavo Porto, Ricardo Navarro, Cristiano Guimarães Duarte
<b>XP Investimentos</b>	Pedro Mesquita
<b>EXCELLENT</b>	
<b>Banco ABC Brasil</b>	Gustavo Bellon, Ricardo Rocha
<b>Banco BV</b>	João Frizzo
<b>Banco Safra</b>	Augusto Banuls
<b>BR Partners</b>	Danilo Catarucci, Gustavo Guedes
<b>Citi</b>	Eduardo Miras
<b>Santander</b>	Cassiano Barbosa
<b>UBS BB</b>	Samy Podlubny, Sylvia Coutinho, Carlos Belinger
<b>HIGHLY RECOMMENDED</b>	
<b>ALFA</b>	Pedro Henrique R. O. B. e Silva
<b>Banco Modal</b>	Bernardo Obadia, Fabio Fukuda, Rafael Audi
<b>Caixa Econômica Federal</b>	Ronny Peterson Costa, Gabriel Cardozo
<b>JP Morgan</b>	Ricardo Leoni
<b>Morgan Stanley</b>	Tiago Pessoa, Alessandro Zema
<b>RECOMMENDED</b>	
<b>Banco Inter</b>	João Vitor Menin
<b>Bank of America Merrill Lynch</b>	Nuno Filipe Martins
<b>BNP Paribas</b>	Enrico Castro, Gilberto Kfoury
<b>Bocom BBM</b>	Pedro Caldas, Leandro Nogueira
<b>Crédit Agricole</b>	Yves-Marie Gayet, Cyrille Brunotte
<b>Credit Suisse Group</b>	Rodrigo Fittipaldi Rocha
<b>Genial</b>	Oswaldo Casado Jr., Mikael Martins
<b>Goldman Sachs</b>	Silvio Valdissera
<b>Guide</b>	Luis Gustavo Pereira
<b>Haitong</b>	Miguel Guiomar, Eduardo Bierrenbach, Rogerio Graziottin
<b>NuInvest</b>	Arthur Vieira
<b>Rabobank</b>	Adriana Sodré Gouveia
<b>RB Capital</b>	Adalbero Cavalcanti
<b>VALUABLE PRACTICE</b>	
<b>Banco BMG</b>	Daniel Karam
<b>Barclays Brasil</b>	Alex Araujo
<b>Daycoval</b>	Renato Otranto
<b>Órama</b>	Douglas Paixão



## INVESTMENT FUNDS

### Best Private Equity Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advent International</b>	Patrice Etlin, Victor Beattie
<b>General Atlantic</b>	Frederico Carvalho, Martín Escobari
<b>Kinea Investimentos</b>	Cristiano Gioia Lauretti
<b>Patria Investments</b>	Ricardo Scavazza
<b>Vinci Partners</b>	Carlos Eduardo Martins e Silva, Gabriel Felzenszwalb
<b>Warburg Pincus LLC</b>	Henrique Muramoto, Piero Minardi
<b>EXCELLENT</b>	
<b>1</b> <b>Crescera Capital</b>	Daniel Borghi
<b>H.I.G. Capital</b>	Fernando Marques Oliveira, Marcelo Hudik F. de Albuquerque
<b>Riverwood Capital</b>	Joaquim Lima
<b>XP Asset Management</b>	Gustavo Pires
<b>2</b> <b>EB Capital</b>	Eduardo Sirotsky Melzer, Luciana Antonini Ribeiro, Pedro Parente
<b>L Catterton</b>	Julio Babecki, Peter Lohken
<b>Mubadala Capital</b>	Oscar Fahlgren, Ricardo Paes
<b>Treecorp Investimentos</b>	Bruno D'Ancona, Danilo Just Soares, Luis Filipe Lomonaco
<b>HIGHLY RECOMMENDED</b>	
<b>Actis Capital</b>	Bruno Moraes, Davi Carvalho Mota
<b>Aqua Capital</b>	Sebastian Popik
<b>Axxon Group</b>	Fábio Maranhão, Nicolas Wollak
<b>Brookfield Business Partners</b>	Alexandre Thiollier
<b>Canada Pension Plan Investment Board (CPPIB)</b>	Tania Sztamfater Chocolat, Ricardo Szejf
<b>D1 Capital Partners</b>	Jeremy Katz
<b>DGF Investimentos</b>	Frederico Greve, Sidney Chameh
<b>DSK Capital</b>	Diego Stark, Felipe Fonseca Pereira
<b>Gávea Investimentos</b>	Amaury Bier, Arminio Fraga Neto, Luiz Henrique Fraga
<b>GEF Capital Partners</b>	Alexandre Alvim, Anibal Wadih
<b>GIC Private Limited</b>	Eduardo de Mesquita Samara, Wolfgang Schwerdtle
<b>Starboard Asset</b>	Paulo Thiago Mendonça
<b>RECOMMENDED</b>	
<b>3G Capital</b>	Carlos Alberto Sicupira, Jorge Paulo Lemann, Marcel Telles
<b>BlackRock</b>	Carlos Massaru Takahashi, Karina Saade
<b>Fir Capital</b>	Guilherme Emrich
<b>SPX Capital</b>	Fernando Borges
<b>TCV</b>	Tim Hoag, Tyler Flint
<b>VALUABLE PRACTICE</b>	
<b>Angra Partners</b>	Alberto Guth, Sergio Brasil
<b>CapSur Capital</b>	Marcel Arins
<b>Dynamo</b>	Cristiano Souza
<b>GP Investments</b>	Antonio Bonchristiano
<b>Invesco</b>	Marty Flanagan
<b>Sk Tarpon</b>	Marcelo Lima, Vasco Oliveira
<b>Stratus Private Equity</b>	Álvaro Gonçalves
<b>Victoria Capital Partners</b>	Carlos Garcia

## IPO READINESS

### Best Consulting firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 PwC</b>	Alessandro Marchesino
<b>Deloitte</b>	Jon Marcus
<b>EY</b>	Luiz Sérgio Vieira
<b>2 KPMG</b>	Sidney Ito
<b>EXCELLENT</b>	
<b>BDO Brasil</b>	David Fernandes, Luiz Fernandes Carvalho Tenório, Luiz Gustavo Pereira dos Santos, Raul Corrêa da Silva
<b>IRKO Hirashima</b>	Humberto Linaris, Eduardo Luque, Poliana Hespanhol, Ruy Luiz de Paula
<b>Grant Thornton</b>	Octavio Zampirolo
<b>PP&amp;C Auditores Independentes</b>	Marcos Rodrigues, Aline Poiani
<b>HIGHLY RECOMMENDED</b>	
<b>Baker Tilly Brasil</b>	Fabio Muralo, Thiago Gomes de Freitas
<b>Crowe Brasil</b>	Marcelo Lico, Ricardo Julio Rodil
<b>Mazars</b>	Eduardo Cabrera, Rodrigo Viñau
<b>RSM Brasil</b>	Laercio Soto

## FINANCIAL AUDITS

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>EY</b>	Luiz Sérgio Vieira
<b>Deloitte</b>	Marcelo Magalhães Fernandes
<b>KPMG</b>	Carlos Pires
<b>PWC</b>	Fabio Cajazeira
<b>EXCELLENT</b>	
<b>1 BDO</b>	David Fernandes, Marisa de Albuquerque, Viviane Alves Bauer
<b>Grant Thornton</b>	Octavio Zampirolo
<b>IRKO Hirashima</b>	Eduardo Luque, Poliana Hespanhol
<b>2 Crowe</b>	Marcelo Lico, Sergio Oliveira, Fabio Debiaze, Luciana Toniolo
<b>PP&amp;C Auditores Independentes</b>	Giácómo de Paula
<b>RSM</b>	Fernando Medeiros
<b>Russell Bedford</b>	Jorge Cereja, Moacir Laureço de Jesus
<b>HIGHLY RECOMMENDED</b>	
<b>Baker Tilly</b>	Cristiano Seabra Di Girolamo, Leonardo Maia, Viviane Cangussu
<b>Ecovis WFA</b>	André José Valério, Robson Izabel, Antonio Rocha
<b>Mazars</b>	Paulo Misse
<b>Protiviti</b>	Bruno Giometti
<b>RECOMMENDED</b>	
<b>HLB</b>	Luis Antônio Villanova, Rogério Rokembach
<b>Mcs Markup</b>	Walter Neumayer, Romulo Caputo, Tatiana Martins
<b>UHY Bendoraytes</b>	Franklin Bendoraytes, Geysa Bendoraytes, Sergio Bendoraytes
<b>VALUABLE PRACTICE</b>	
<b>Berkan</b>	Bradley Ricardo Moretti, Tatiane Schmitz
<b>Moore</b>	Hildebrando Camargo, Ruy Gomes da Silva Filho
<b>Kreston Partnership</b>	Marco Enzo Tortora, Julio Baffini
<b>Premium Bravo</b>	Amanda Castilho

### DELOITTE: WORLD-RENOWNED ADVISORY FIRM



Marcelo Magalhães Fernandes

Key figure(s):  
Marcelo Magalhães Fernandes  
Established: 1845

**Track record:** Renowned practice with a stellar track record advising major companies on a multitude of auditing, financial advisory, risk advisory, and other matters. Well-equipped to offer solutions related in the issuance of reports required by regulatory agencies and specific sector-related financial transactions. Additionally valued for its high standards of adherence to compliance practices.

**Differentiation:** Deloitte has 7,000 Brazil-based professionals, including 300 partners, in São Paulo, Belo Horizonte, Brasília, Campinas, Curitiba, Florianópolis, Fortaleza, Joinville, Porto Alegre, Rio de Janeiro, Recife, Salvador, Ribeirão Preto, Uberlândia and Vitória. Seasoned partner Marcelo Magalhães Fernandes, who leads the Audit & Insurance practice, has over three decades of experience in the market.



## RESTRUCTURING & TURNAROUND ADVISORS

### Best Financial Advisors

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Alvarez & Marsal	Luis de Lucio, Marcelo Gomes
FTI Consulting	Samuel Aguirre, Luciano Lindemann, Renato Boranga
Laplace Finanças	Renato Carvalho, Allan Libman, Marcelo Saad
Moelis & Co.	Otávio Guazzelli, Jório Salgado-Gama, Erick Alberti
RK Partners	Adriano Sebusiani, Ricardo Knoepfelmacher
<b>EXCELLENT</b>	
KPMG	Alan Riddell, Osana Mendonça
Lazard	Flavio de Picciotto
Pantalica Partners	Antonio Bruno Monteiro de Carvalho, Salvatore Milanese
Rothschild & Co.	Luiz Muniz, Marcos Spieler
<b>HIGHLY RECOMMENDED</b>	
Deloitte	Luis Vasco Elias, Ana Beatriz Moroni, Daniella Piha, André Souza
Galeazzi e Associados	Bruno de Queiroz, Cláudio Santos, Luiz Galeazzi
Houlihan Lokey	Eric Siegert, Joseph Swanson
Íntegra Associados	Renato Carvalho Franco, Marcelo Milliet
<b>RECOMMENDED</b>	
G5 Partners	Corrado Varoli, Marcelo Lajchter
PwC	Leonardo Dell'Oso
TCP Partners	Wilbert Sanchez, Fábio Flores
Werte Capital I	Felipe Baialuna
<b>VALUABLE PRACTICE</b>	
Aratújo Fontes	Felipe Borlido, Leonardo Teixeira
BR Partners	Fabiana Balducci
Corporate Consulting	Luís Alberto de Paiva
EY	Lucio Teixeira
IVIX Value Cration	Nelson Bastos, Pedro Guizzo
McKinsey	Rami Goldfajn
Starboard Restructuring Partners	Warley Pimentel, Fábio Vassel
<b>NOTABLE PRACTICE</b>	
By Capital	Marcia Yagui
X Infinity	Fábio Aguiar



# OUTSOURCING / BPO

## Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Deloitte	Rogério Panessa
IRKO	Flávio Bastos, Carlos Alberto Marcicano, Alessandro de Oliveira
<b>2</b> BDO Brasil	Julian Clemente, Katia Abate, Paulo Piccolo, Paulo Tufani
EY	Luiz Sérgio Vieira, Ricardo Pinheiro Lopes, Segundino Patiño de La Fuente, Victor Guelman
Mazars	Adilson Silva, Antonio Costa, Ricardo Rosati
PP&C Serviços Contábeis	Marco Aurélio Silva, Kleber José Vieira
<b>EXCELLENT</b>	
Assessor Bordin	Allan Bordin, Antonio Carlos Bordin, João Simonette
Crowe	Marcelo Lico, Erika Suzuki, Juliana Brito, Felipe Gomes
HLB	Ines Caressato
TMF	Rodrigo Zambon
<b>HIGHLY RECOMMENDED</b>	
Baker Tilly	André P. C. Vello, Katherine Alves
Confirp Contabilidade	Carlos Junior
Grant Thornton Contabilidade	Denis Satolo
MLegate	Antonio Carlos Machado, Rosana Tessari, João Carlos Castilho Garcia
RSM	Marcio Soares de Campos, Tiago Zerbato
Russell Bedford International	Moacir Laurenço de Jesus
<b>RECOMMENDED</b>	
Assescont	Cesar Augusto Brum
Domingues e Pinho Contadores	Gloria Cunha, Rita Araújo, Marcelo Lima
JFGranja	José de Faria Granja, Carmen de Faria Granja
Numeris Consultoria	Armênio Lopes Correia, Thiago Miranda, Ana Carolina Moreira Garcia
PFM Associados	Paulo Fernando Melo
Souzamaas	Bruno Carlos de Souza, Sueli Monteiro Gomes
<b>VALUABLE PRACTICE</b>	
Charão Consultoria	Jose Eduardo Leal Charão
Partwork Inteligência Contábil	Michelle Karin Wang, Maurício de Luca
Planning Consultoria	Daniel Faria, Pedro Araujo, Victor Lacerda



## TAX ADVISORY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Deloitte	Marcelo Natale
EY	Waine Peron
KPMG	Marcus Vinicius S. Gonçalves, Marianne Coutinho, Janine Goulart
PWC	Durval Portela
<b>EXCELLENT</b>	
BP Tax Global Advisory	Carlos Costa, Rodrigo Alcalde, Bruno Peixoto
Grant Thornton	Odair Benedito Leandro da Silva, Alberto Procópio, Daniel Souza
PP&C Auditores Independentes	Marcus Vinicius Montanari
<b>HIGHLY RECOMMENDED</b>	
Alvarez & Marsal	Luis de Lucio, Marcelo Gomes
BDO Brasil	Edilson Muniz, Hugo Amano, Ricardo Tortoriello
De Biasi	Alessandra Cristina Borrego Matheus, Kelly Cristina Ricci Gomes, Fabrício Carneiro
Drummond Advisors	Pedro Drummond
Mazars	Valquiria Fiuza
Numeris Consultoria	Armênio Lopes Correia, Thiago Miranda, Ana Carolina Moreira Garcia
RSM	Leonardo Biar
Tax Group	Luis Alberto Buss Wulff Junior, Hugo Smith Ribas
<b>RECOMMENDED</b>	
Ag Capital	Douglas Barros Farah, Arnaldo Glavam Jr., Tiago Tessarolo Godinho
Baker Tilly	Vilma Andrade
Bookkeepers Solutions	Cristiane Monteiro, Nelson Freitas
Crowe	Marcelo Lico, Alison Fernandes
Studio Fiscal	Paulo Barbosa
<b>VALUABLE PRACTICE</b>	
Planning Consultoria Tributária	Leandro Falco
Tax Accounting	Fernando Dubeux Mattos
VACC - Verdus, Auditoria, Consultoria e Contabilidade	Thiago Campaner
<b>NOTABLE PRACTICE</b>	
Bernhoeft	Almir Borges
HLB	Paulo Rogério Crepaldi
Ozai Contábil	Milton Ozai

## EARLY STAGE

### Best Venture Capital Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>ACE Startups</b>	Mike Ajnsztajn, Pedro Carneiro, Pedro Waengertner
<b>Astella Investimentos</b>	Edson Rigonatti, Laura Mello de Andrea Constantini
<b>Canary</b>	Florian Hagenbuch, Julio Vasconcellos, Marcos Toledo
<b>Caravela Capital</b>	Frederico Guessser, Lucas Lima, Mario de Lara
<b>Crescera Investimentos</b>	Fernando Silva
<b>DOMO Invest</b>	Felipe Andrade, Gabriel Sidi, Marcello Gonçalves
<b>EXCELLENT</b>	
<b>Bossa Invest</b>	Paulo Tomazela
<b>DSK Capital</b>	Diego Stark, Felipe Fonseca
<b>Global Founders Capital</b>	Guilherme Penna
<b>Igah, Ventures</b>	Márcio Trigueiro, Pedro Sirotsky Melzer
<b>Maya Capital</b>	Lara Lemann, Monica Saggiaro Leal
<b>Quona Capital</b>	Jonathan Whittle
<b>HIGHLY RECOMMENDED</b>	
<b>ABSeed Ventures</b>	Geraldo Melzer, Marcelo Hoffmann
<b>Antler</b>	Carolina Strobel, Marcelo Ciampolini
<b>Cedro Capital</b>	Alessandro Machado, Bruno Brito
<b>Grão VC</b>	João Pedro Solano
<b>Indicator Capital</b>	Derek Lundgren Bittar, Fabio Iunis de Paula
<b>Norte Ventures</b>	Bruno Nardon, Gabriel Benarros, Gustavo Ahrends
<b>ONEVC</b>	Arthur Brennand, Bruno Yoshimura, Eduardo Campos
<b>Terracotta Ventures</b>	Bruno Loreto, Marcus Anselmo
<b>RECOMMENDED</b>	
<b>Allievo Capital</b>	Guilherme Queiroz, Matheus Baldi
<b>EquitasVC</b>	Felipe Mansano
<b>Invisto</b>	Marcelo Wolowski
<b>Naia Capital</b>	Victor Gomieri
<b>Solum Capital</b>	Donato Ramos
<b>SP Ventures</b>	Felipe Guth, Francisco Jardim
<b>Upload</b>	Rodrigo Baer, Marco Camhaji, Norberto Giangrande
<b>Vox Capital</b>	Daniel Izzo



## SERIES A

### Best Venture Capital Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Astella Investimentos</b>	Edson Rigonatti, Laura Mello de Andrea Constantini
<b>Kaszek</b>	Hernan Kazah, Nicolas Berman, Mariana Donangelo
<b>Monashees</b>	Carlo Dapuzzo, Eric Acher, Fabio Igel
<b>Valor Capital Group</b>	Everson Lopes, Lucas Mendes, Michael Nicklas
<b>EXCELLENT</b>	
<b>Alexia Ventures</b>	Patrick Arippol, Wolff Klabin
<b>Crescera Investimentos</b>	Fernando Silva
<b>DGF Investimentos</b>	Frederico Greve, Sidney Chameh
<b>Igah, Ventures</b>	Marcio Trigueiro, Pedro Sirotsky Melzer
<b>Iporanga Ventures</b>	Leonardo Teixeira, Renato Valente
<b>QED Investors</b>	Frank Rotman, Nigel Morris
<b>HIGHLY RECOMMENDED</b>	
<b>Canary</b>	Florian Hagenbuch, Julio Vasconcellos, Marcos Toledo
<b>Endeavor</b>	Camilla Junqueira, Igor Piquet
<b>Maya Capital</b>	Lara Lemann, Monica Saggiaro Leal
<b>ONEVC</b>	Arthur Brennand, Bruno Yoshimura, Eduardo Campos
<b>RECOMMENDED</b>	
<b>Chromo Invest</b>	Tiago Wallau Kretzmann
<b>KPTL</b>	Gustavo Junqueira, Renato Ramalho
<b>Quona Capital</b>	Jonathan Whittle
<b>Redpoint eVentures</b>	Anderson Thees, Romero Rodrigues
<b>TM3</b>	Marcel Malczewski
<b>Headline</b>	Romero Rodrigues, Gabriel Alves
<b>VALUABLE PRACTICE</b>	
<b>Barn Investimentos</b>	Flavio Zaclis
<b>Confrapar</b>	Kadu Guillaume, Rodrigo Esteves

## SERIES B AND FOLLOW ON S

### Best Venture Capital Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Riverwood Capital	Joaquim Lima
Tiger Global Management	Chase Coleman
Valor Capital Group	Everson Lopes, Lucas Mendes, Michael Nicklas
<b>EXCELLENT</b>	
DNA Capital	Luiz Henrique Noronha
ONEVC	Arthur Brennand, Bruno Yoshimura, Eduardo Campos
SK Tarpon	Marcelo Lima, Vasco Oliveira
IFC - International Finance Corporation	Carlos Leiria Pinto
<b>HIGHLY RECOMMENDED</b>	
Kinea	Marcio Verri, Philippe Schlumpf
Lightrock	Marcos Wilson Pereira, Gustavo Verdelli
Qualcomm Ventures	Carlos Kokron
Ribbit Capital	Meyer Malka, Nick Shalek, Nikolay Kostov
Softbank	Maria Tereza Azevedo
<b>RECOMMENDED</b>	
Kamaroopin	Pedro Faria
TM3	Marcel Malczewski
Upload	Carlos Simonsen, Mario Moraes



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Machado Meyer Advogados	Nei Zelmanovits, José Prado, Eduardo Castro
Pinheiro Neto Advogados	Bruno Balduccini, José Luiz Homem de Mello, Fernando R. de Almeida Prado
<b>2</b> Lefosse Advogados	Renata Cardoso, Ricardo Prado, Roberto Zarour Filho
Mattos Filho	Bruno Mastriani Simões Tuca, Flavia Magliozzi, Frederico Kerr Bullamah
Pinheiro Guimarães Advogados	Francisco Pinheiro Guimarães Neto, Plínio Pinheiro Guimarães Neto, Francisco José Pinheiro Guimarães
<b>EXCELLENT</b>	
Demarest Advogados	Fabio Braga
Cescon, Barriau, Flesch & Barreto Advogados	Ronald Herscovici, Maurício Teixeira dos Santos, Joaquim de Oliveira, Alexandre Gossn Barreto
Stocche Forbes Advogados	Guilherme Forbes, Henrique Filizzola, Marcos Ribeiro, Frederico Moura, Bruno Gandolfo, Marco Saliba
Tauil & Chequer Advogados	Eduardo Lima, Luis Montes, Priscila Santos
TozziniFreire Advogados	Alexei Bonamin, Marcus da Fonseca, Pedro Eroles
<b>HIGHLY RECOMMENDED</b>	
BMA - Barbosa, Müssnich, Aragão	Camila Goldberg, Rafael Dutra, Anna Carolina Malta
Cascione Advogados	Fábio Cascione, Marcelo Padua Lima, Gabriel Capella
Campos Mello Advogados	Roberto Vianna do R. Barros, Jorge Gallo
Dias Carneiro Advogados	Thiago Vallandro Flores, Ricardo Sanches, Gustavo Junqueira
Levy & Salomão Advogados	Eduardo Salomão Neto, Luiz Roberto de Assis
Lobo de Rizzo Advogados	Fabrizio Sasdelli, Milton Pinatti, Gustavo Silveira Cunha
Veirano Advogados	Marcelo Mattos
<b>RECOMMENDED</b>	
Monteiro, Rusu, Cameirão e Bercht Advogados	Daniel Lopes Monteiro, Roberto Pekelman Rusu, Allan Borba Bercht
Santos Neto Advogados	Domicio dos Santos Neto, Fernando Bilotti Ferreira, Nicolau Antonio Nardi Neto, Matheus Zilioti Silva
Trench Rossi Watanabe	Luis Ambrósio, Rafael Disposti
VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	José Alves Ribeiro Jr., Erik Oioli, Renato Buranello
<b>VALUABLE PRACTICE</b>	
/asbz	Gustavo Taiar, Alexandre B. David
Felsberg Advogados	Maria da Graça Pedretti, Ricardo Higashitani
Franco Leutewiler Henriques Advogados	Gabriel Buscarini Leutewiler
Madrona Fialho Advogados	Marcelo Cosac, Leonardo Di Cola, Luis Bellini
Vidigal Advogados	Rubens Vidigal
Vieira Rezende Advogados	Celso Arbaji Contin, Marina Ferraz Aidar

## BANKING: REGULATORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Pinheiro Neto Advogados	Bruno Balduccini, José Luiz Homem de Mello, Fernando R. de Almeida Prado
2 Cascione Advogados	Fábio Cascione, Marcelo Padua Lima, Gabriel Capella
Levy & Salomão Advogados	Eduardo Salomão Neto, Luiz Roberto de Assis
Machado Meyer Advogados	Nei Schilling Zelmanovits, Eduardo Castro, Adriano Schnur
<b>EXCELLENT</b>	
1 Barcellos Tucunduva Advogados	Giancarlo Melito
Mattos Filho Advogados	Alex Hatanaka, Larissa Arruy
TozziniFreire Advogados	Pedro Eroles, Alexei Bonamin, Marcus da Fonseca
2 Focaccia Amaral e Lamonica Advogados - FAS Advogados	Paulo Mertz Focaccia, Vicente Piccoli Medeiros Braga
Fialdini Advogados	Vanessa Fialdini
Saddi Advogados	Jairo Saddi
Sturzenegger e Cavalcante Advogados Associados	Luiz Carlos Sturzenegger, Marcos Cavalcante de Oliveira
Vidigal Neto Advogados	Rubens Vidigal Neto, Fernanda Mary Sonoki
<b>HIGHLY RECOMMENDED</b>	
Laudisio Advogados	Arnaldo Penteadou Laudio
Lefosse Advogados	Ricardo Prado, Renata Cardoso, Kenneth Ferreira
Pinheiro Guimarães Advogados	Francisco Pinheiro Guimarães Neto
<b>RECOMMENDED</b>	
Baptista Luz Advogados	Fabiano de Melo Ferreira, Luciana Simões Rebelo Horta, Milene Fachini Jacob
Demarest Advogados	Fabio Braga
Velloza Advogados	Cesar Amendolara, Leandro Vilarinho Borges

## CAPITAL MARKETS: REGULATORY & LEGAL OPINIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Loria e Kalansky Advogados	Eli Loria, Daniel Kalansky
Mattos Filho	Jean Marcel Arakawa, Vanessa Fiusa, Caio Cossermelli
Trindade Sociedade de Advogados	Marcelo Trindade
Lefosse Advogados	Luiz Octavio Lopes, Rodrigo Junqueira, Carlos Barbosa Mello
Machado Meyer Advogados	Eliana Ambrosio Chimenti, Gustavo Rugani, Gustavo Secaf Rebelo
<b>EXCELLENT</b>	
Bocater, Camargo, Costa e Silva, Rodrigues Advogados	Francisco da Costa e Silva, Maria Isabel Bocater, Flávio Martins Rodrigues
Eizirik Advogados	Nelson Eizirik
Yazbek Advogados	Otávio Yazbek
<b>HIGHLY RECOMMENDED</b>	
BMA - Barbosa, Müssnich, Aragão	Camila Goldberg, Jane Goldman Nusbaum, Felipe Prado
Cescon, Barrieu, Flesch & Barreto Advogados	Cristina de Freitas Bueno
Chediak Advogados	Julian Fonseca Peña Chediak, Caio Machado Filho, Julio Maia Vidal
Madrona Fialho Advogados	Marcelo Cosac Said, Nair Veras Saldanha, Leonardo Di Cola Nunes
Pinheiro Neto Advogados	Henrique Lang, Ricardo Russo, Tiago Themudo Lessa
Stocche Forbes Advogados	Henrique Filizzola, Marcos Canecchio Ribeiro, Bernardo Kruel



## EQUITY CAPITAL MARKETS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Lefosse Advogados</b>	Luiz Octavio Lopes, Rodrigo Junqueira, Carlos Barbosa Mello
<b>Machado Meyer Advogados</b>	Eliana Ambrosio Chimenti, Gustavo Rugani, Gustavo Secaf Rebello
<b>Mattos Filho</b>	Jean Arakawa, Vanessa Fiusa, Caio Cossermelli
<b>Pinheiro Neto Advogados</b>	José Carlos Meirelles, Fernando J. Prado Ferreira, Henrique Lang
<b>Pinheiro Guimarães Advogados</b>	Francisco José Pinheiro Guimarães, Ivie Moura Alves, Paula Pessôa
<b>EXCELLENT</b>	
<b>BMA - Barbosa, Müssnich, Aragão</b>	Camila Goldberg, Jane Goldman Nusbaum, Felipe Prado
<b>Cescon, Barriou, Fleisch &amp; Barreto Advogados</b>	Alexandre Gossn Barreto, Joaquim de Oliveira, Ronald Herscovici
<b>Stocche Forbes Advogados</b>	Henrique Filizzola, Frederico Moura, Marcos Ribeiro, Thadeus Bretas
<b>Tauil &amp; Chequer Advogados</b>	Carlos Motta, Rodolfo Tella, Bruno Cerqueira
<b>Trench Rossi Watanabe</b>	Daniel de Miranda Facó, Evaristo Lucena
<b>HIGHLY RECOMMENDED</b>	
<b>Demarest Advogados</b>	Thiago Giantomassi, João Paulo Minetto, Leticia Galdino Wanderley
<b>Lobo de Rizzo Advogados</b>	Paula Magalhães, Julia Ribeiro Visconti, Maria Costa Neves Machado

## CAPITAL MARKETS

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRMS	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Davis Polk &amp; Wardwell</b>	Maurice Blanco
<b>Simpson Thacher &amp; Bartlett</b>	Grenfel S. Calheiros
<b>White &amp; Case</b>	Donald Baker
<b>2 Cleary Gottlieb Steen &amp; Hamilton</b>	Juan G. Giráldez
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	J. Mathias von Bernuth
<b>EXCELLENT</b>	
<b>Milbank</b>	Fabiana Y. Sakai, Tobias Stirnberg
<b>Shearman &amp; Sterling</b>	Roberta Cherman
<b>HIGHLY RECOMMENDED</b>	
<b>Clifford Chance</b>	Anthony Oldfield
<b>Linklaters</b>	Matthew Poulter
<b>Paul Hastings</b>	Michael Fitzgerald, Thiago Spercel
<b>Hogan Lovells</b>	Isabel Carvalho
<b>Winston &amp; Strawn</b>	Rodrigo Carvalho
<b>Proskauer</b>	Antonio Piccirillo, David Fenwick, Fabio Yamada



# DEBT CAPITAL MARKETS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Lefosse Advogados	Ricardo Prado, Roberto Zarour, Bruno Massis
Machado Meyer Advogados	Eliana Ambrosio Chimenti, Gustavo Rugani, Gustavo Secaf Rebello
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Marina Anselmo Schneider, Marina Procknor, Jean Arakawa
Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães Neto, Francisco José Pinheiro Guimarães, Ivie Moura Alves
Pinheiro Neto Advogados	Ricardo Russo, José Luiz Homem de Mello, José Carlos Meirelles
<b>2</b> Lobo de Rizzo Advogados	André Ramos Bedim, Fabrizio de Oliveira Sasdelli, Gustavo Silveira da Cunha
Stocche Forbes Advogados	Henrique Filizzola, Marcos Ribeiro, Frederico Moura, Thadeu Bretas
Tauil & Chequer Advogados	Carlos Motta, Rodolfo Tella, Luis Montes
<b>EXCELLENT</b>	
<b>1</b> Cescon, Barrieu, Flesch & Barreto Advogados	Alexandre Gossn Barreto, Joaquim de Oliveira, Maurício Santos
VBSO - Vaz, Bufanello, Shingaki & Oioli Advogados	Erik Frederico Oioli, José Alves Ribeiro Jr., Henrique Vicentin Lisboa
<b>2</b> Demarest Advogados	Thiago Giantomassi, João Paulo Minetto, Leticia Galdino Wanderley
Monteiro, Rusu, Cameirão e Bercht Advogados	D. Lopes Monteiro, R. Pekelman Rusu, R. Cameirão Junior, A. Borba Bercht, M. Lipener Fenerich, T. Menzato
TozziniFreire Advogados	Alexei Bonamin, Fabíola Cavalcanti, Ricardo Stuber
<b>HIGHLY RECOMMENDED</b>	
Cascione Advogados	Fábio Cascione, Gabriel Capella
Madrona Fialho Advogados	Marcelo Cosac Said, Leonardo Di Cola Nunes, Nair Veras Saldanha, Luis Bellini
Mello Torres Advogados	Carlos José Rolim de Mello
<b>RECOMMENDED</b>	
BMA - Barbosa, Müssnich, Aragão	Camila Goldberg, Rafael Dutra, Anna Carolina Malta
Campos Mello Advogados	Roberto Vianna Barros, Jorge Gallo
Franco, Leutewiler, Henriques Advogados	Gabriel Buscarini Leutewiler
i2a Advogados	Ronaldo Ishikawa, Luis Peyser
Trench Rossi Watanabe	Luis Ambrosio, Daniel Facó, Evaristo Lucena
<b>VALUABLE PRACTICE</b>	
Bocater, Camargo, Costa e Silva, Rodrigues Advogados	Maria Isabel do Prado Bocater, Matheus Corredato Rossi, Francisco da Costa e Silva
Coelho Advogados	Diego Gonçalves Coelho
NFA - Negrão Ferrari Advogados	Carlos Eduardo Peres Ferrari, Bruno Gagliardi, Guilherme Iuassê Osima
Souto Correa Advogados	Alvaro Rossini, Conrado Davoli, Júlia Tourinho

### STOCHE FORBES ADVOGADOS: ESTEEMED DCM PRACTICE GROUP



Henrique Filizzola

Key Figure(s): Henrique Filizzola, Frederico Moura and Marcos Ribeiro  
Established: 2012

**Track record:** Esteemed debt capital markets practice group recognized for its extensive experience handling regulatory issues before the Brazilian Securities Commission (CVM) and Brazilian Financial and Capital Markets Association (ANBIMA). Admired by key names in the power, infrastructure and retail sectors for its active participation in public proceedings initiated by CVM that shape the DCM sector.

**Differentiation:** Founded in 2012, Stocche Forbes has offices in São Paulo, Rio de Janeiro, Brasília, Belo Horizonte and Ribeirão Preto and a team of four partners and 30 associates dedicated to debt capital markets matters. Of late, the department has welcomed a new partner, with the promotion of attorney Thadeu Bretas. Boasts an enviable client portfolio that includes BTG Pactual, Hapvida and Eneva.

### MONTEIRO, RUSU, CAMEIRÃO, BERCHT E GROTTOLI ADVOGADOS: PROMINENT DCM ATTORNEYS



Roberto Pekelman Rusu

Key Figure(s): Roberto Pekelman Rusu, Daniel Lopes Monteiro, Allan Borba Bercht and Ricardo Cameirão Junior  
Established: 2016

**Track record:** Prominent practice group retained by major names in the banking, real estate and agribusiness sectors for its in-depth know-how in structuring sophisticated capital markets, financial and trade transactions, in addition to its expertise on securities transactions, such as issuances of debentures, commercial papers, certificates of real estate receivables and certificates of agribusiness receivables.

**Differentiation:** Founded in 2016 and headquartered in São Paulo, Monteiro Rusu's sizable debt capital markets department consists of seven partners and 10 associates, who are capably led by respected founding partners Daniel Lopes Monteiro, Roberto Pekelman Rusu, Ricardo Cameirão Junior and Allan Borba Bercht. The firm is trusted by key financial institutions, such as Itaú, Safra and Bradesco.



## BANKRUPTCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> E.Munhoz Advogados	Eduardo Secchi Munhoz
Pinheiro Neto Advogados	Luiz Fernando Paiva, Giuliano Colombo, André Moraes Marques
Thomaz Bastos, Waisberg, Kurzweil Advogados	Joel Luis Thomaz Bastos, Ivo Waisberg, Bruno Kurzweil de Oliveira
<b>2</b> Felsberg Advogados	Thomas Felsberg, Fabiana Solano, Clara Azzoni, Thiago Dias Costa
Galdino & Coelho Advogados	Flavio Galdino, Eduardo Takemi Kataoka, Isabel Picot
<b>EXCELLENT</b>	
BMA - Barbosa, Müssnich, Aragão	Sergio Savi, Luciana Celidonio
Demarest Advogados	Guilherme Bechara
Mange Advogados	Renato Luiz Mange, Walter Vieira Filho, Luciano Guimarães da Silveira, Eduardo Foz Mange
Sergio Bermudes Advogados	Marcelo Carpenter, Ricardo Loretto Henrici, Eric Pestre
<b>HIGHLY RECOMMENDED</b>	
Cescon, Barriau, Flesch & Barreto Advogados	Esther Kagan Slud, Daniel Pinheiro Longa, Alexandre Gossn Barreto
Ferro, Castro Neves, Daltro & Gomide Advogados	Daltro de Campos Borges Filho, Eduardo Pecoraro, Thiago Peixoto Alves
Lefosse Advogados	Roberto Zarour, Fabio Rosas, Felipe Camara
Machado Meyer Advogados	Renato Maggio, Adriano Schnur, Renata Martins de Oliveira Amado
Mattos Filho	Marcelo Sampaio Góes Ricupero, Alex Hatanaka, André Chateaubriand Martins
PadisMattar Advogados	Eduardo Augusto Mattar, Paulo Padis, Renata Machado Veloso
Tepedino, Berezowski e Poppa Advogados	Ricardo Tepedino, Bruno Poppa
<b>RECOMMENDED</b>	
ASBZ Advogados	Aitan Portela, Bruno Chiaradia, Alexandre B. David
Leite, Tosto e Barros Advogados	Rodrigo Quadrante, Paulo Guilherme Lopes, Patricia Rios
Lollato Lopes Rangel Ribeiro Advogados	Felipe Lollato, Tiago Lopes
Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães Neto, Francisco José Pinheiro Guimarães
Rosman, Penalva, Souza Leão, Franco, Vale Advogados	Paulo Penalva Santos
Santos Neto Advogados	Fernando Bilotti Ferreira, Vivian Castellan Bernardino
Souto Correa Advogados	Gilberto Deon Corrêa Jr., Rodrigo Tellechea, Luis Felipe Spinelli
<b>VALUABLE PRACTICE</b>	
<b>1</b> Bumachar Advogados Associados	Juliana Bumachar, Vitor Hugo Erlich Varela, Hayna Bittencourt
Dias Carneiro Advogados	Laura Bumachar, Antonio Nachif, Álvaro Brito Arantes
FASV - Freire Assis Sakamoto Violante Advogados	Alexandre Faro, Gabriel Antonio Soares Freire Junior, Luita Vieira
LMORATO Advogados	Leonardo Morato, Renan Arcaro
Mandel Advocacia	Julio Kahan Mandel
Motta Fernandes Advogados	Luis Roux, Fernando Lobo
PGLaw	Thomaz Luis Sant'Ana, Maria Fabiana Dominguez Sant'Ana
Sacramone, Orleans e Bragança Advogados	Marcelo Sacramone, Gabriel de Orleans e Bragança
Stocche Forbes Advogados	Guilherme Forbes, Frederico Moura, Guilherme Gaspari Coelho, Henrique Filizzola
Tauil & Chequer Advogados	Fábio Peixinho, Liv Machado
Veirano Advogados	Diego Capistrano, Gustavo Stolagli, Julia Tamer Langen
<b>2</b> Basilio Advogados	Ana Tereza Basilio, José Roberto Sampatio
Castro Barros Advogados	Alexandre Catramby, José Augusto Leal, Rodrigo Mattos
Campana Pacca Advogados	Paulo Campana, João Ricardo Pacca
SABZ Advogados	Paulo Doron Rehder de Araujo, Kleber Luiz Zanchim
Salomão, Kaiuca, Abrahão, Raposo & Cotta Advogados	Luis Felipe Salomão Filho, Rodrigo Cotta, Eduardo Abrahão
TozziniFreire Advogados	Flávia de Campos Andrade, Gabriela Gonçalves, Diana Freire de Queiroz Barros
Vilas Boas Lopes Frattari	Daniel Vilas Boas
Wald, Antunes, Vita, Longo e Blattner Advogados	Arnoldo Wald Filho, Adriana Conrado Zamponi

### TWK ADVOGADOS: A GO-TO NAME FOR BANKRUPTCY MATTERS



Joel Luis Thomaz Bastos

Key Figure(s): Joel Luis Thomaz Bastos, Ivo Waisberg, Bruno Kurzweil, Gilberto Gornati, Herbert Kugler and Adriana Dias de Oliveira

Established: 2016

**Track record:** Front-running boutique with extensive experience advising debtors, creditors and investors in sophisticated insolvency and debt restructuring cases. Routinely advises heavy hitters from the financial services, agribusiness, power and retail sectors, such as BTG Pactual, USJ and Saraiva. Additionally retained for its vast litigation and arbitration proficiency.

**Differentiation:** Founded in 2016 by seasoned partners Joel Luis Thomaz Bastos, Ivo Waisberg and Bruno Kurzweil, TWK has become a go-to name for all bankruptcy matters. Based out of São Paulo, the firm has a highly qualified team of seven partners and 35 associates. Over the past year, it has handled \$10 billion in debts and credits of restructuring and insolvency matters.

# INVESTMENT FUNDS: STRUCTURING

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Mattos Filho</b>	Pedro Whitaker de Souza Dias, Marina Procknor, Ana Carolina Lima Nomura
<b>Lefosse Advogados</b>	André Mileski, Sergio Machado, Ricardo Prado
<b>2</b>	
<b>Machado Meyer Advogados</b>	Guilherme Bueno Malouf, Renato Maggio, Eduardo Castro
<b>Pinheiro Neto Advogados</b>	Rodrigo de Almeida Manso Vieira, Enrico Bentivegna, Caio Ferreira Silva
<b>Pinheiro Guimarães Advogados</b>	Plinio Pinheiro Guimarães, Paula Pessôa, Roberta Pimentel
<b>EXCELLENT</b>	
<b>Cescon, Barrieu, Fleisch &amp; Barreto Advogados</b>	Maria Cristina Cescon, Marcos Rafael Fleisch, Cristina Bueno
<b>Demarest Advogados</b>	Thiago Giantomassi, João Paulo Minetto, Leticia Galdino Wanderley
<b>Stocche Forbes Advogados</b>	Marcos Ribeiro, Henrique Filizzola
<b>HIGHLY RECOMMENDED</b>	
<b>Cepeda Advogados</b>	Fábio Cepeda, Fabricio Avino, Andre Wakimoto
<b>i2a Advogados</b>	Ronaldo Ishikawa, Luis Peyser
<b>Lobo de Rizzo Advogados</b>	Rodrigo M. de Castro Guerra, Milton Pinatti, Otávio Lucas Solano Valério
<b>Madroneira Advogados</b>	Marcelo Cosac Said, Leonardo Di Cola Nunes, Luis Bellini
<b>VBSO - Vaz, Buranello, Shingaki &amp; Oioli Advogados</b>	Erik Oioli, José Alves Ribeiro Jr
<b>Vidigal Neto Advogados</b>	Rubens Vidigal Neto, Fernanda Mary Sonoki
<b>RECOMMENDED</b>	
<b>BMA – Barbosa Müssnich Aragão</b>	Francisco Müssnich, Monique Mavignier, Luís Flaks
<b>Freitas, Leite e Avvad Advogados</b>	Cristiano da Cruz Leite, Humberto De Paula Lima Isaac, Fernanda Amaral
<b>Lacaz Martins, Pereira Neto, Gurevich e Schoueri Advogados</b>	Erica Fernandes Campos Verissimo, Livia Maria Siviero Bittencourt Huh, Ana Cristina Nogueira Rocha
<b>Mello Torres Advogados</b>	Carlos José Rolim de Mello, Thaís Ambrosano, Rafael Biondi Sanchez
<b>TozziniFreire Advogados</b>	Alexei Bonamin, Gustavo Rabello, Fabiola Cavalcanti
<b>VALUABLE PRACTICE</b>	
<b>Bronstein, Zilberberg, Chueiri &amp; Potenza Advogados</b>	André Rainho das Neves
<b>Altit Advogados</b>	Michael Altit
<b>NFA - Negrão Ferrari Advogados</b>	Carlos Eduardo Peres Ferrari, Bruno Gagliardi
<b>Souto Correa Advogados</b>	Ingrid Hessling



## PRIVATE EQUITY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Mattos Filho</b>	Pedro Whitaker de Souza Dias, Marina Procknor, Ana Carolina Lima Nomura
<b>Lefosse Advogados</b>	Luiz Octavio Lopes, André Mileski, Sérgio Machado
<b>EXCELLENT</b>	
<b>Demarest Advogados</b>	José Diaz, Thiago Sandim, Ana Carolina Botto Audi, Paulo Rocha, Luciana Tornovsky, Thiago Maia
<b>Machado Meyer Advogados</b>	Guilherme Bueno Malouf, Renato Maggio, Eduardo Castro
<b>Pinheiro Neto Advogados</b>	Rodrigo de Almeida Manso Vieira, Enrico Bentivegna, Caio Ferreira Silva
<b>HIGHLY RECOMMENDED</b>	
<b>BMA – Barbosa Müssnich Aragão</b>	Francisco Müssnich, Monique Mavignier, Luís Flaks
<b>Bronstein, Zilberberg, Chueiri &amp; Potenza Advogados</b>	André Rainho das Neves
<b>Cescon, Barrieu, Flesch &amp; Barreto Advogados</b>	Maria Cristina Cescon, Marcos Rafael Flesch, Cristina Bueno
<b>Lobo de Rizzo Advogados</b>	Rodrigo M. de Castro Guerra, Milton Pinatti, Otávio Lucas Solano Valério
<b>Madrona Advogados</b>	Marcelo Cosac Said, Leonardo Di Cola Nunes
<b>Pinheiro Guimarães Advogados</b>	Plinio Pinheiro Guimarães, Paula Pessôa, Roberta Pimentel
<b>Stocche Forbes Advogados</b>	Marcos Ribeiro, Henrique Filizzola, Frederico Moura
<b>RECOMMENDED</b>	
<b>Cepeda Advogados</b>	Fábio Augusto Cepeda, Fabricio Avino, André Wakimoto
<b>Tauil &amp; Chequer Advogados in association with Mayer Brown</b>	Carlos Motta, Christian Roschmann, Guilherme Tranquillini
<b>Mello Torres Advogados</b>	Carlos José Rolim de Mello
<b>TozziniFreire Advogados</b>	Alexei Bonamin, Gustavo Rabello, Fabiola Cavalcanti
<b>Vidigal Neto Advogados</b>	Rubens Vidigal Neto, Fernanda Mary Sonoki

# TAX: ADVISORY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Machado Meyer Advogados</b>	Daniella Zagari Gonçalves, Fernando Tonanni , Raquel Novais
<b>Mariz de Oliveira e Siqueira Campos Advogados</b>	Roberto de Siqueira Campos, Ricardo Mariz de Oliveira, João Francisco Bianco
<b>Mattos Filho</b>	Roberto Quiroga, Andrea Bazzo Lauletta, Luiz Felipe Centeno Ferraz
<b>Pinheiro Neto Advogados</b>	Luciana Galhardo, Mauro Berenholc, Eduardo Carvalho Caiuby
<b>EXCELLENT</b>	
<b>1 BMA - Barbosa, Müssnich, Aragão</b>	Lígia Regini, José Otavio Faloppa, Debora Bacellar
<b>Lacaz Martins, Pereira Neto, Gurevich &amp; Schoueri Advogados</b>	Ricardo Lacaz Martins, Luis Eduardo Schoueri, Luciana Angeiras Ferreira
<b>Lefosse Advogados</b>	Gustavo Lian Haddad, Ricardo Bolan, Gustavo Paes
<b>Sacha Calmon - Misabel Derzi Consultores e Advogados</b>	André Mendes Moreira, Valter Lobato, Misabel Abreu Machado Derzi
<b>Trench Rossi Watanabe</b>	Simone Musa, Clarisse Machado, Maria Fernanda Furtado
<b>Demarest Advogados</b>	Maurício Barros, Carlos Eduardo Orsolon, Douglas Mota
<b>2 Stocche Forbes Advogados</b>	Renato Coelho, Paulo César Teixeira Duarte Filho, Renato Stanley
<b>TozziniFreire Advogados</b>	Renata Emery, Jerry Levers de Abreu, Thiago Medaglia
<b>HIGHLY RECOMMENDED</b>	
<b>Ulhôa Canto Advogados</b>	Carlos Alberto Ulhôa Canto, Rodrigo Brunelli Machado, João Dodsworth Guerra
<b>Brigação, Duque Estrada Advogados</b>	Gustavo Brigação, Roberto Duque Estrada, Rodrigo Caserta, Eduardo Muniz, Ana Cristina Assunção
<b>Machado Associados</b>	Júlio de Oliveira, Ana Lúcia Marra, Mauri Bornia
<b>Veirano Advogados</b>	Ian Muniz, Abel Amaro, André Carvalho
<b>RECOMMENDED</b>	
<b>1 Barros Carvalho Advogados Associados</b>	Paulo de Barros Carvalho
<b>Bichara Advogados</b>	Luis Gustavo Bichara, Murillo Allevato, Thiago de Mattos Marques
<b>Dias de Souza Advogados Associados</b>	Hamilton Dias de Souza, Mário Luiz Oliveira da Costa, Hugo Funaro
<b>Gaia Silva Gaede Advogados</b>	Enio Zaha, Gerson Stocco de Siqueira, Alexandre Tróia Menezes da Silva
<b>Cescon, Barrieu, Flesch &amp; Barreto Advogados</b>	Roberto Barrieu, Hugo Barreto Sodré Leal
<b>KLA Advogados</b>	Carlos Roberto Occaso, Leonardo Franco Vanzela, Ana Livia Vaz Bisson
<b>Lobo de Rizzo Advogados</b>	Alexandre Siciliano Borges, Andrey Biagini Brazão, Bruna Camargo Ferrari
<b>Humberto Ávila Advocacia</b>	Humberto Ávila
<b>Souto Correa Advogados</b>	Fernando Gomes de Souza Ayres, Henry Gonçalves Lummertz, Giacomo Paro, Yoon Chung Kim
<b>Tauil &amp; Chequer Advogados</b>	Eduardo Telles, Ivan Tauil, Guido Vinci
<b>Utumi Advogados</b>	Ana Cláudia Akie Utumi, Camila Abrunhosa Tapias
<b>VPBG - Vella Pugliese Buosi e Guidoni Advogados</b>	Antonio Carlos Guidoni Filho, André Ricardo Lemes, Ricardo Braghini
<b>Veira Rezende Advogados</b>	Rafael de Moraes Amorim, Thiago Vasconcelos Severini, Breno Ladeira Kingma



BRAZIL

<b>2</b>	<b>Advocacia Lunardelli</b>	Pedro Guilherme Lunardelli
	<b>Aires Barreto Advogados Associados</b>	Paulo Ayres Barreto
	<b>ASBZ Advogados</b>	Alexandre Gléria, Danio Leal, Antônio Moreno
	<b>Cascione Advogados</b>	Luca Salvoni, Rafael Vega
	<b>Dias Carneiro Advogados</b>	Antonio Amendola, Rodrigo Maito da Silveira
	<b>Felsberg Advogados</b>	Ivan Campos, Rafael Malheiro, Gabriel Paranaguá
	<b>Rolim, Goulart Cardoso Advogados</b>	João Dácio Rolim, Frederico de Almeida Fonseca, Luis Felipe de Campos
	<b>Schneider, Pugliese, sztokfisz, figueiredo e carvalho advogados</b>	Eduardo Pugliesi Pincelli, Cassio Sztokfisz, Henrique Philip Schneider

### VALUABLE PRACTICE

<b>1</b>	<b>Azevedo Sette Advogados</b>	Leandra Guimarães
	<b>Campos Mello Advogados</b>	Alex Jorge, Juliana Costa
	<b>Madrona Fialho Advogados</b>	Marcos Ortiz
	<b>Maneira Advogados</b>	Roberto Codorniz
	<b>Neves &amp; Battendieri Advogados</b>	Guilherme Pereira das Neves, Luiz Frederico Battendieri
	<b>Rayes &amp; Fagundes Advogados Associados</b>	Ronaldo Rayes, Bruno Aguiar, Flávio Yoshida
	<b>Castro Barros Advogados</b>	André Gomes de Oliveira, Daniela Duque Estrada, Gabriel Manica

<b>2</b>	<b>Fraga, Bekierman &amp; Cristiano Advogados</b>	Lycia Braz Moreira, Gilberto Fraga, Marcelo Leonardo Cristiano
	<b>CMT - Carvalho, Machado e Timm Advogados</b>	Cristiano Rosa Carvalho, Lucas Tavares dos Santos, Gabriela Cabral Pires
	<b>Focaccia Amaral e Lamonica Advogados - FAS Advogados</b>	Juliana Porchat de Assis, Rafaela Lora Franceschetto
	<b>Mannrich e Vasconcelos Advogados</b>	Breno Ferreira Martins Vasconcelos, Thais Veiga Shingai
	<b>VBSO - Vaz, Buranello, Shingaki &amp; Oioli Advogados</b>	Paulo Cesar Ruzisca Vaz, Mario Shingaki, Diego Miguita
	<b>Velloza Advogados</b>	Rubens Velloza, Fernanda Junqueira Calazans, Elisa da Costa Henriques

### NOTABLE PRACTICE

<b>1</b>	<b>Bueno Tax Lawyers</b>	Matheus Bueno, Fernanda Lains
	<b>MFT - Martins, Franco e Teixeira Advocacia Empresarial</b>	Natanael Martins
	<b>Huck Otranto Camargo</b>	Paulo Cesar Butti Cardoso, Marcelo Muratori, Barbara Weg
	<b>Junqueira Ie Advogados</b>	Lavinia Junqueira, Cristiane Ie
	<b>Pinheiro Guimarães Advogados</b>	Daniela Viana Cordeiro de Melo Fassheber
	<b>VBD Advogados</b>	Rodrigo Dias, Leonardo Freitas

<b>2</b>	<b>ALMA Law</b>	Alexandre Monteiro, Francisco Lisboa e Luciana Aguiar
	<b>Araújo e Policastro Advogados</b>	Sylvio Fernando Paes de Barros Jr.
	<b>Bocater Advogados</b>	Carlos Augusto C. Branco
	<b>Buttini Moraes</b>	João André Buttini de Moraes
	<b>Ferraz de Camargo e Matsunaga Advogados</b>	Marcos H M Matsunaga, Julio Assis, Adler Wozzikosky
	<b>Martinelli Advogados</b>	André Monduzzi, Breno Cónsoli, Bruno Condurú Davis
	<b>MVGA - Madeira, Valentim &amp; Gallardo Advogados</b>	Geraldo Valentim Neto

### ARAÚJO E POLICASTRO: TAX ADVISORY EXPERTS



Sylvio Fernando Paes de Barros Jr.

**Key figure(s):**  
Sylvio Fernando Paes de Barros Jr.  
**Established:** 1962

**Track record:** Well-regarded team with extensive experience advising national and foreign clients on the full gamut of tax-related matters. Noted for its extensive track record on social security taxation, imports and exports, taxation related to cross-border transactions, international investment planning and tax compliance. Frequently sought out for the academic pedigree of its professionals.

**Differentiation:** Araújo e Policastro Advogados is based out of São Paulo and is widely recognized for its tax advisory capabilities. Seasoned partner Sylvio Fernando Paes de Barros Jr. captains the department and is reputed as a key figure in the field, with over four decades of experience in the legal market. The firm is also noted for its cartel damage claims proficiency.

# TAX: LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Roberto Quiroga Mosquera, Glaucia Lauletta Frascino, João Marcos Colussi
Pinheiro Neto Advogados	Sérgio Farina Filho, Luciana Rosanova Galhardo, Mauro Berenholz
<b>2</b>	
Advocacia Krakowiak	Leo Krakowiak, Ricardo Krakowiak
Machado Meyer Advogados	Raquel Novais, Celso Costa, Fernando Tonanni
Mariz de Oliveira e Siqueira Campos Advogados	Roberto de Siqueira Campos, Ricardo Mariz de Oliveira, João Francisco Bianco
Sacha Calmon - Misabel Derzi Consultores e Advogados	Valter de Souza Lobato, André Mendes Moreira, Misabel Abreu Machado Derzi
<b>EXCELLENT</b>	
Brigagão, Duque Estrada Advogados	Gustavo Brigagão, Roberto Duque Estrada, Rodrigo Caserta, Eduardo Muniz, Ana Cristina Assunção
Demarest Advogados	Christiano Chagas
Dias de Souza Advogados Associados	Hamilton Dias de Souza, Mário Luiz Oliveira da Costa, Hugo Funaro
Lefosse Advogados	Gustavo Lian Haddad, Ana Carolina Utimati, Bruno Carramaschi
Lacaz Martins, Pereira Neto, Gurevich & Schoueri Advogados	Ricardo Lacaz Martins, Luis Eduardo Schoueri, Luciana Angeiras Ferreira
Machado Associados	Julio de Oliveira, Daniel Lacasa Maya, Paulo Rogerio Ribeiro
Trench Rossi Watanabe	Maria Rita Ferragut, Claudio Moretti, Thales Stucky
<b>HIGHLY RECOMMENDED</b>	
Aires Barreto Advogados Associados	Paulo Ayres Barreto, Carla de Lourdes Gonçalves, Simone Rodrigues Costa Barreto
BMA - Barbosa, Müssnich, Aragão	Lígia Regini, Luiza Sampaio de Lacerda Benjó, Maurício Faro
Bichara Advogados	Bruno Matos Ventura, Francisco Giardina, Giuseppe Melotti
Gaia Silva Gaede Advogados	Enio Zaha, Flávio Prado, Mauro Jacob
KLA Advogados	Henrique Lopes, Victor Polizelli, Álvaro Lucasechi
Maneira Advogados	Eduardo Maneira
Rolim, Goulart, Cardoso Advogados	João Dácio Rolim, Luciana Goulart Ferreira, Alessandro Mendes Cardoso
Schneider, Pugliese, Advogados	Henrique Philip Schneider, Eduardo Pugliese, Cassio Sztokfisz
TozziniFreire Advogados	Gustavo Nygaard, Renata Emery, Christiane Alvarenga
Ulhôa Canto Advogados	Carlos Alberto Ulhôa Canto, Antonio Carlos Garcia de Souza
VPBG - Vella Pugliese Buosi e Guidoni Advogados	Antonio Carlos Guidoni Filho, André Ricardo Lemes, Ricardo Braghini
<b>RECOMMENDED</b>	
<b>1</b> Andrade Maia Advogados	Fabio B. Goldschmidt, Eduardo Borges, Ane Streck Silveira
Lobo de Rizzo Advogados	Alexandre Siciliano Borges, Eduardo Martinelli Carvalho
Mannrich e Vasconcelos Advogados	Breno Ferreira Martins, Thais Romero Veiga, Maria Raphaela Dadona Matthiesen
Mauler Advogados	Igor Mauler Santiago, Andréa Bedran, Valdecir de Souza
MFT - Martins, Franco e Teixeira Advocacia Empresarial	Natanael Martins
Rivitti e Dias Advogados	Karem Jureidini Dias, José Carlos da Matta Rivitti, Murilo Marco
SiqueiraCastro	Maucir Fregonesi Jr., Marluzi Andrea Costa Barros, Cristina Mancebo Câmara
Souto Correa Advogados	Anderson Trautmann Cardoso, Fernando Gomes de Souza Ayres, Henry Lummertz, Giacomo Paro, Pedro Demartini, Valter Tremarin Junior
Veirano Advogados	Ian Muniz, Flávio Paranhos
Vieira Rezende Advogados	Luiz André Nunes de Oliveira, Breno Ladeira Kingma, Rafael de Moraes Amorim



## BRAZIL

<b>2</b>	<b>Advocacia Lunardelli</b>	Pedro Guilherme Lunardelli
	<b>ASBZ Advogados</b>	Antônio Moreno, Danilo Leal
	<b>Advocacia Fernanda Hernandez</b>	Fernanda Guimarães Hernandez, Luciana Marques dos Reis Frattini, Rafaella Alencar Ribeiro, Rebecca Azevedo da Silva, Gabriel Ribeiro Gonçalves Ramos, Rodrigo Gabriel Alarcon
	<b>Botelho, Spagnol, Carvalho, Ibraim Advogados</b>	Werther Botelho Spagnol, Daniela Procópio, Marco Túlio Ibraim
	<b>Cescon, Barrieu, Fleisch &amp; Barreto Advogados</b>	Roberto Barrieu, Hugo Barreto Sodré Leal
	<b>Huck Otranto Camargo</b>	Paulo Cesar Butti Cardoso, Marcelo Muratori
	<b>Lacerda Gama Advogados Associados</b>	Tácio Lacerda Gama, Lucia Paoliello Guimarães Chuva
	<b>Stocche Forbes Advogados</b>	Renato Souza Coelho
	<b>Utumi Advogados</b>	Ana Cláudia Akie Utumi, Camila Abrunhosa Tapias
<b>VALUABLE PRACTICE</b>		
<b>1</b>	<b>Azevedo Sette Advogados</b>	Leandra Guimarães
	<b>Campos Mello Advogados</b>	Humberto Marini, Renato Lopes da Rocha
	<b>Dias Carneiro Advogados</b>	Antonio Amendola, Rodrigo Maito
	<b>Felsberg Advogados</b>	Anna Flávia Izelli Greco, Rodrigo Prado Gonçalves
	<b>Madrona Fialho Advogados</b>	Patricia Lima, Marcos Tranchesi Ortiz, Paulo Roberto Andrade, José Eduardo Tellini Toledo
	<b>L.O. Baptista Advogados</b>	Marcos R. Barbosa, José Roberto M. De Lima, João Victor Guedes Santos
	<b>Fraga, Bekierman &amp; Cristiano Advogados</b>	Gilberto Fraga, Lycia Braz Moreira, Ilan Machtyngier
	<b>VBSO - Vaz, Buranello, Shingaki &amp; Oioli Advogados</b>	Paulo Cesar Ruzisca Vaz, Mario Shingaki
	<b>Bocater Advogados</b>	Carlos Augusto C. Branco
	<b>Focaccia Amaral e Lamonica Advogados - FAS Advogados</b>	Leo Lopes de Oliveira Neto
<b>2</b>	<b>ALMA Law</b>	Alexandre Monteiro, Luciana Aguiar, Francisco Lisboa Moreira
	<b>BRATAX - Brazuna, Ruschmann e Soriano Sociedade de Advogados</b>	José Luis Brazuna, Cristiano Frederico Ruschmann
	<b>Levy &amp; Salomão Advogados</b>	Vinicius Branco
	<b>Abreu Goulart, Santos, Freitas &amp; Megozzi Advogados</b>	Bruno de Abreu Faria, Rafael Goulart
	<b>Castro, Barros, Sobral, Gomes Advogados</b>	André Oliveira, Daniela Duque Estrada
	<b>Cascione Advogados</b>	Luca Salvoni, Rafael Vega
	<b>MVGA - Madeira, Valentim &amp; Gallardo Advogados</b>	Geraldo Valentim Neto
	<b>Novotny Advogados</b>	Renata Novotny, Lauro de Oliveira Vianna, Luis Gustavo Gouveia Neves
	<b>Rayes &amp; Fagundes Advogados Associados</b>	Ronaldo Rayes, Bruno Aguiar, Maria Teresa Grazi, Ana Cristina Mazzaferro
	<b>Tauil &amp; Chequer Advogados</b>	Ivan Tauil, Guido Vinci, Eduardo Telles

### ALMA LAW: PRESTIGIOUS TAX TEAM



Alexandre Monteiro

**Key Figure(s):** Alexandre Monteiro, Francisco Lisboa and Luciana Aguiar  
**Established:** 2023

**Track record:** Thriving law firm recognized for its extensive expertise in various tax matters, encompassing legal proceedings and administrative disputes, crafting legal opinions, establishing tax corporate governance structures, and dealing with international tax considerations. ALMA Law is often chosen for its team's commitment to quality and the impressive academic qualifications of its professionals.

**Differentiation:** Based in São Paulo, and with an office in Rio de Janeiro, ALMA Law houses an 11-member team of highly specialized attorneys, comprising partners and associates, dedicated to providing exceptional service to key names across the market on a broad spectrum of tax-related issues, masterfully led by the founding partners Luciana Lira Aguiar, Francisco Lisboa Moreira, and Alexandre Luiz Moraes do Rêgo Monteiro.

### MADEIRA, VALENTIM & GALLARDO: AVID TAX LITIGATORS



Geraldo Valentim Neto

**Key figure(s):** Geraldo Valentim Neto  
**Established:** 2011

**Track record:** Prestigious tax team widely recognized for its high victory rate before the Administrative Council of Tax Appeals (CARF) and the Tribunal of Taxes and Fees (TIT). Trusted by heavyweights in the chemicals, consumer and pharmaceutical markets such as BASF, Pirelli and Johnson & Johnson. Especially valued for its extensive track record on custom issues, double treaties and transfer pricing rules.

**Differentiation:** Founded in 2011 and headquartered in São Paulo, MVGA's tax litigation department is spearheaded by seasoned founding partner Geraldo Valentim Neto, who boasts over two decades of experience in the market. Singled out for its strategic and pragmatic advice, as well as for its tax advisory capabilities. Of late, the firm has welcomed a new associate, Guilherme Ramos.



## TAX: NORTHEAST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Da Fonte, Advogados</b>	Alexandre Andrade Lima Da Fonte Filho, Carlos André Pereira Lima, Grace Kat Medeiros da Costa Neves Pereira
<b>EXCELLENT</b>	
<b>Batista, Fazio, Manzi &amp; Milet Advogados</b>	Walter Manzi
<b>Ivo Barboza &amp; Advogados Associados</b>	Ivo Barboza
<b>Martorelli Advogados</b>	Andrea Feitosa Maranhão, João Amadeus Santos
<b>Queiroz Cavalcanti Advocacia</b>	Ricardo Varejão
<b>HIGHLY RECOMMENDED</b>	
<b>Bomfim Novis Advogados</b>	Diego Bomfim, Carlos Maia, Matheus Monteiro
<b>Coelho &amp; Dalle Advogados</b>	Márcia Dias, Eduardo Coelho
<b>Cruz Campos Lobo Advogados</b>	Leonardo Nuñez Campos
<b>Di Cavalcanti Advogados</b>	Phelippe Falbo Di Cavalcanti Mello, Catarina da Fonte
<b>Fraga e Trigo Advogados</b>	Pedro Trigo, Eduardo Fraga, Rodrigo Santos de Almeida
<b>Mota Fonseca e Advogados</b>	Manoel Mota Fonseca
<b>Nogueira Reis Advogados</b>	Marcelo Neeser Nogueira Reis
<b>Porangaba, Sotero, Bacelar e Urbano Advogados</b>	João Bacelar
<b>Urbano Vitalino Advogados</b>	Alexandre José Gois Lima de Victor, Itana Moreira, Luis Maranhão
<b>RECOMMENDED</b>	
<b>Castro e Silva, Galvão Advogados</b>	Eric Castro
<b>Mello Pimentel Advocacia</b>	Taciana Bradlei
<b>Monteiro e Monteiro Advogados</b>	Bruno Romero Pedrosa Monteiro, Ana Karina Pedrosa de Carvalho, Augusto César Lourenço Brederodes
<b>Severien Andrade Advogados</b>	Fernando Rebelo de Andrade
<b>SiqueiraCastro Advogados</b>	Marluzi Andrea Costa Barros, Talita Lima Amaro

## TAX: CENTER-WEST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advocacia Bettiol</b>	Luiz Alberto Bettiol
<b>Machado Meyer Advogados</b>	Cristiane Romano
<b>Mattos Filho</b>	Ariane Costa Guimarães
<b>Pinheiro Neto Advogados</b>	Luiz Paulo Romano
<b>EXCELLENT</b>	
<b>Advocacia Fernanda Hernandez</b>	Fernanda Guimarães Hernandez
<b>Veirano Advogados</b>	Marcelo Reinecken
<b>HIGHLY RECOMMENDED</b>	
<b>Advocacia Dias de Souza</b>	Daniel Correa, Hamilton Dias de Souza
<b>MJ Alves e Burle Advogados e Consultores</b>	Marcos Joaquim Gonçalves Alves, Alan Flores Viana, Gabriella Alencar Ribeiro
<b>Sacha Calmon Misabel Derzi - Consultores e Advogados</b>	Tiago Conde Teixeira
<b>TozziniFreire Advogados</b>	Alberto Medeiros



## TAX: SOUTHEAST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Sacha Calmon - Misabel Derzi Consultores e Advogados	Valter de Souza Lobato, André Mendes Moreira, Misabel Abreu Machado Derzi
2 Botelho, Spagnol, Carvalho, Ibraim Advogados	Werther Botelho Spagnol, Daniela Procópio Spagnol, Marco Túlio Fernandes Ibraim, Otto Carvalho Pessoa de Mendonça
Rolim, Viotti, Goulart, Cardoso Advogados	João Dácio Rolim, Luciana Goulart, Alessandro Mendes Cardoso
<b>EXCELLENT</b>	
Rodolfo Gropen Advocacia	Rodolfo de Lima Gropen, João Manoel Rolla, Guilherme Rodrigues Macedo
<b>HIGHLY RECOMMENDED</b>	
Azevedo Sette Advogados	Leandra Guimarães
Coimbra, Chaves & Batista Advogados	Paulo Roberto Coimbra Silva, Onofre Alves Batista Júnior, Alice De Abreu L. Jorge
Madroneira Fialho Advogados	Patrícia Lima, Pedro Magalhães
Vilas Boas Lopes Frattari Advogados	Rafael Frattari
<b>RECOMMENDED</b>	
Freitas Ferraz Advogados	Thiago Braichi, Pedro Simão
Henriques Sociedade de Advogados	Guilherme de Almeida Henriques, Marcelo Hugo de Oliveira Campos, Flávio Machado Vilhena Dias
Jabour e Alkmim Sociedade de Advogados	Marcelo Jabour, Alexandre Alkmim
Martinelli Advogados	Bruno Condurú Davis, Filipe de Almeida Ferreira, Francisco Costa de Albuquerque Maranhão
<b>VALUABLE PRACTICE</b>	
Arrieiro Advogados	Eduardo Arrieiro
Bernardes & Advogados Associados	Flavio Couto Bernardes, André Tostes
Candiotto Valle Advogados	Marcelo Candiotto Freire
Cunha Leão Advogados	Luiz Henrique Cunha, Fabiana Leão, Danielle Victor Ambrosano
Manucci Advogados	Gustavo Falcão, Adriano Muzzi
Lacerda Diniz e Sena Advogados	Rafael de Lacerda Campos, Daniel Jardim Sena, Maurícia Veloso

## TAX: SOUTH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Souto Correa Advogados</b>	Henry Lummertz, Valter Tremarin Junior, Anderson Trautmann Cardoso, André Luiz da Silva Gomes
2 <b>TozziniFreire Advogados</b>	Gustavo Nygaard, Rafael Mallmann, Bernardo Mascarenhas Mardini
<b>EXCELLENT</b>	
<b>Andrade Maia Advogados</b>	Fabio Goldschmidt, Eduardo Borges, Ane Streck Silveira
<b>CMT – Carvalho, Machado e Timm Advogados</b>	Cristiano Rosa Carvalho, Lucas Tavares dos Santos, Reginaldo dos Santos Bueno
<b>Gaia, Silva, Gaede Advogados</b>	Henrique Gaede, Antonio Carlos Pacheco, Flávio Augusto Dumont Prado
<b>Lippert Advogados</b>	Rafael Korff Wagner, George Lippert Neto
<b>Rafael Pandolfo Advogados Associados</b>	Rafael Pandolfo, Rafael Santos Borin, Airton Bombardelli Riella
<b>Silveiro Advogados</b>	Cassiano Menke, Eduardo Halperin, Louise Lerina
<b>Trench Rossi Watanabe</b>	Cláudio Moretti, Thales Stucky
<b>HIGHLY RECOMMENDED</b>	
<b>Charneski Advogados</b>	Heron Charneski
<b>FCAM - Ferraz de Camargo e Matsunaga Advogados</b>	Adler Woczikosky, Marcos Matsunaga
<b>Hilú, Costódio &amp; Caron Baptista Sociedade de Advogados</b>	Miguel Hilú Neto, Marcelo Caron Baptista
<b>Marins Bertoldi Advogados</b>	James José Marins de Souza
<b>Matter, Boettcher, Zanini e Souza Advogados</b>	Maurício Licks
<b>Simões Pires Advogados</b>	Rafael Machado Simões Pires
<b>RECOMMENDED</b>	
<b>Arauz Advogados</b>	Gabriel Placha, Rodrigo Borba
<b>Diego Galbinski Advocacia</b>	Diego Galbinski Advocacia
<b>Eichenberg, Lobato, Abreu &amp; Advogados Associados</b>	Edmundo Cavalcaqnti Eichenberg, Marcelo Czerner, Patrick Kloeckner
<b>Martinelli Advogados</b>	Carlos Eduardo D. Amorim, Cintia Eliane Meyer, Fernanda Bandinelli Baccim
<b>Veirano Advogados</b>	Fabio Barichello
<b>Zulmar Neves Advocacia</b>	João Carlos Franzoi Basso

### RAFAEL PANDOLFO: TAX SPECIALISTS



Rafael Pandolfo

Key Figure(s): Rafael Pandolfo, Rafael Santos Borin and Airton Bombardelli Riella  
Established: 2002

**Track record:** Highly regarded law firm frequently retained for its proficiency advising domestic and foreign clients on the full myriad of tax matters. Singled out for its stellar performance in must-win administrative and judicial mandates, as well for its expert advice on tax benefits, planning and corporate restructuring. Additionally known for using state-of-the-art technological tools to support its legal services.

**Differentiation:** Based in Porto Alegre, Rafael Pandolfo Advogados Associados boasts a team of 10 seasoned attorneys fully committed to serving on sophisticated tax matters. Founding partner Rafael Pandolfo boasts over two decades of experience in the legal market and a doctorate degree in Tax Law from Pontificia Católica de São Paulo (PUC-SP). The firm recently welcomed two new lawyers, Lamis Baja and Maceno da Silva.



## INTERNATIONAL TRADE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Demarest Advogados</b>	Vitor Bovarotti Lopes, Fernando Benjamin Bueno, Camila Biral, José Diaz
<b>Pinheiro Neto Advogados</b>	Renê Guilherme da Silva Medrado, Mauro Berenholc, Carol Sayeg
<b>Veirano Advogados</b>	Ana T. Caetano
<b>EXCELLENT</b>	
<b>Magalhães e Dias</b>	Yi Shin Tang, Gabriel Nogueira Dias
<b>MPA Trade Law</b>	Claudia Marques, Rodrigo Pupo
<b>HIGHLY RECOMMENDED</b>	
<b>Carla Junqueira &amp; Associadas Trade Law</b>	Carla Amaral Junqueira
<b>Madrone Fialho Advogados</b>	Lucas Spadano
<b>TozziniFreire Advogados</b>	Vera Kanas Grytz, Lisandra Pacheco, Marcelo Calliari
<b>RECOMMENDED</b>	
<b>Azevedo Sette Advogados</b>	Luiz Eduardo Salles
<b>Bichara Advogados</b>	Giuseppe Mellotti
<b>Gringberg Cordovil Advogados</b>	Ricardo Casanova Motta
<b>Nasser Sociedade de Advogados</b>	Rabih Nasser, Salem Nasser, Anderson Stefani, Marina Takitani
<b>Mundie Advogados</b>	Andrea da Rocha Salviatti, Antenori Trevisan Neto, Rodolpho de Oliveira Franco Protasio
<b>VALUABLE PRACTICE</b>	
<b>Monteiro &amp; Weiss Trade - MW Trade</b>	Andrea Weiss Balassiano, Carol Monteiro de Carvalho
<b>Trench Rossi Watanabe</b>	Francisco Negrão, Paulo Casagrande, Rafael Gregorin, Horácio Veiga de Almeida Neto, Alessandra Machado

# WEALTH MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Lefosse Advogados	Andréa Caliento, Gustavo Haddad, Ricardo Santos
Mattos Filho Advogados	Alessandro Amadeu da Fonseca, Nicole Najjar Prado de Oliveira
Humberto Sanches e Associados	Humberto Sanches, Adriane Pacheco, Beatriz de Souza Lima Martinez
<b>EXCELLENT</b>	
<b>1</b> FreitasLeite Advogados	Raul Leite, Humberto de Paula Lima Isaac
Nogueira Pires Advogados	Andrea Nogueira Neves
Utumi Advogados	Ana Cláudia Akie Utumi, Camila Abrunhosa Tapias
<b>2</b> PLKC Advogados	Luiz Kignel, José Henrique Longo
Velloza Advogados	Joanna Oliveira Rezende, Natalia Zimmermann
<b>HIGHLY RECOMMENDED</b>	
BMA – Barbosa, Müssnich, Aragão	Debora Bacellar de Almeida, Hermano Notaroberto Barbosa
Chulam Colucci Advogados	Nycolas Colucci, Eduardo Chulam
Machado Meyer Advogados	Fernando Tonanni, Celso Costa, Fernando Colucci
Madrona Fialho Advogados	Juliano Rotoli Okawa, Igor Nascimento de Souza, João Carlos Toledo
Moreau Valverde Advogados	Pierre Moreau, Gabriela Cardoso
Pinheiro Neto Advogados	Carlos Alberto Moreira Lima Jr., Celso Cintra Mori
<b>RECOMMENDED</b>	
Abe Advogados	Gabriela Gomes de Andrade
Junqueira Ie Advogados	Lavinia Junqueira, Cristiane Ie
Lacaz Martins, Pereira Neto, Gurevich & Schoueri Advogados	Ricardo Lacaz Martins, Carolina Antunes Santin, Fernanda Botelho de Oliveira Dixo
L.O. Baptista Advogados	Marcelo Trussardi Paolini, João Victor Guedes, Ulisses Simões da Silva
Trench Rossi Watanabe	Clarissa Machado, Giuliana Schunck, Flavia Gerola
Ulhôa Canto Advogados	Aloysio Meirelles de Miranda Filho
<b>VALUABLE PRACTICE</b>	
<b>1</b> BVZ - Bastos Bari Vilela Zugman Advogados	Frederico Bastos, Daniel Zugman, Renato Vilela
Leoni Siqueira Advogados	Carlos Leoni Siqueira, Flavio Leoni Siqueira, João Paulo Ferraz Vasconcellos
Lembi Advogados	Rachel Muraro Lembi, Mariana Belisario Carone, Catarina Novais Nogueira
KLA Advogados	Vera Cardoso de Almeida, Carolina Ducci, Fernando Lopes Koury
Vieira Rezende Advogados	Paulo Vieira, Rafael de Moraes Amorim, Breno Ladeira Kingma
<b>2</b> Candido Martins Advogados	Alamy Candido, Tatiana Charadia
Farroco Abreu Guarnieri Zotelli Advogados	José Mauricio Abreu, José Dumont Neto
Huck Otranto Camargo	Estela Monteiro Soares de Camargo, Thalita Duarte Henriques Pinto, Paulo Santos Zampieri
Miguel Neto Advogados	José Antonio Miguel Neto, Décio Andrade
TozziniFreire Advogados	Flávia Andrade, Silvia Zono, Erlan Valverde



## PROJECTS & INFRASTRUCTURE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Machado Meyer Advogados</b>	Jose Virgilio Lopes Enei, Mauro Bardawil Penteadado, Jose Prado
<b>Mattos Filho</b>	Pablo Sorj, Thiago Moreira, Marina Anselmo Schneider
<b>EXCELLENT</b>	
<b>Cescon, Barriou, Flesch &amp; Barreto Advogados</b>	Maurício Teixeira dos Santos, Rafael Baleroni
<b>Pinheiro Neto Advogados</b>	Júlio César Bueno, Ricardo Coelho, Ricardo Russo
<b>Lefosse Advogados</b>	Miriam Signor, Raphael Gomes, Pedro Dante
<b>Lobo de Rizzo Advogados</b>	Andre Ramos Bedim, Fabrizio De Oliveira Sasdelli, Gustavo Silveira Da Cunha
<b>Stocche Forbes Advogados</b>	Guilherme Forbes, Frederico Moura, Bruno Gandolfo, Mariana Saragoça, Marco Saliba, Laercio Munechika
<b>Tauil &amp; Chequer Advogados</b>	Bruno Werneck, Eduardo Lima, Luis Montes
<b>HIGHLY RECOMMENDED</b>	
<b>Demarest Advogados</b>	Bruno Aurélio, Renan Sona, Thiago Giantomassi, João Almeida, David Meiler, Izabella Reis
<b>Dias Carneiro Advogados</b>	Thiago Vallandro Flores, Ricardo Sanches, Gustavo Junqueira
<b>Pinheiro Guimarães Advogados</b>	André Sigelmann, Roberta Pimentel Fonseca, Maria Manuela Andrade
<b>TozziniFreire Advogados</b>	Leonardo Miranda, Jun Makuta, Karin Yamauti Hatanaka
<b>Veirano Advogados</b>	Ana Carolina Barretto, Pedro Aguiar de Freitas, Robson Barreto
<b>RECOMMENDED</b>	
<b>Arap, Nishi e Uyeda Advogados</b>	Massami Uyeda, Sami Arap
<b>Azevedo Sette Advogados</b>	Frederico Bopp Dieterich, Rafael Adler, Leonardo Moreira
<b>Madrona Fialho Advogados</b>	Rodrigo Machado
<b>Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados</b>	Floriano de Azevedo Marques Neto
<b>Mello Torres</b>	Clovis Torres, Diogo Octavio Nebias
<b>Toledo Marchetti Advogados</b>	Leonardo Toledo da Silva, Marcelo Vicentini Marchetti, Rodrigo Esposito Petrasso
<b>Trench Rossi Watanabe</b>	José Roberto Martins, Danielle Valois, Henrique Frizzo

## VALUABLE PRACTICE

<b>1</b>	<b>BMA - Barbosa, Müssnich, Aragão</b>	José Guilherme Berman, Ana Cândida de Mello Carvalho
	<b>Felsberg Advogados</b>	Maria da Graça Pedretti, Marianne Albers, Rodrigo de Pinho Bertoccelli, Ligia Schlittler
	<b>Giamundo Neto Advogados</b>	Luiz Felipe Pinto Lima Graziano, Antonio Carlos Bastos
	<b>Justen, Pereira, Oliveira &amp; Talamini</b>	Cesar Pereira, Rafael Wallbach Schwind
	<b>Pereira Neto   Macedo Advogados</b>	Caio Mario da Silva Pereira Neto, Mateus Piva Adami, Daniel Douek
	<b>Schmidt, Valois, Miranda, Ferreira &amp; Agel</b>	Antonio Luís Ferreira, Paulo Valois Pires, Rogério Miranda
	<b>SiqueiraCastro</b>	Carlos Roberto Siqueira Castro, Thiago de Oliveira
	<b>Vernalha Pereira Advogados</b>	Fernando Vernalha, Angélica Petian, Luiz Fernando Casagrande Pereira
	<b>Vieira Rezende Advogados</b>	Cláudio Guerreiro, Marina Ferraz Aidar, Claudio Roberto Pieruccetti Marques
	<b>VPBG - Vella Pugliese Buosi e Guidoni Advogados</b>	Gabriella Maranesi Najjar

<b>2</b>	<b>Campos Mello Advogados</b>	Fabiano Gallo, Roberto Barros
	<b>Cascione Pulino Boulos Advogados</b>	Marcos Vinicius Pulino, Leonardo Espindola
	<b>Portugal Ribeiro Advogados</b>	Mauricio Portugal Ribeiro
	<b>Queiroz Maluf Sociedade de Advogados</b>	Letícia Queiroz de Andrade
	<b>Rolim, Viotti, Goulart, Cardoso Advogados</b>	Luis Gustavo Miranda, Fábio Appendino
	<b>Souza Okawa Advogados</b>	Rosane Menezes Lohbauer, Fernando Gallacci
	<b>Ulhôa Canto Advogados</b>	Isabel Lustosa

## NOTABLE PRACTICE

	<b>Aroeira Salles Advogados</b>	Alexandre Aroeira Salles
	<b>Porto Lauand Advogados</b>	Aline Lícia Klein, Rodrigo Pinto de Campos
	<b>Lampert Advogados</b>	Claudio Lampert
	<b>XVV Advogados</b>	Eduardo Xavier, Luis Felipe Valerim Pinheiro, Beto Vasconcelos
	<b>Souto Correa Advogados</b>	Livia Amorim, Fabio Di Lallo



## REAL ESTATE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bicalho, Mirisola, Bresolin, Dias Advogados</b>	Rodrigo Cury Bicalho, Renato José Mirisola Rodrigues, Thiago Antonio Dias
<b>Duarte Garcia, Serra Netto e Terra</b>	Marcelo Terra, Guilherme Caffaro Terra, Natália Japur, José Carlos Baptista Puoli, Natalie Collet Feitosa Lange
<b>Pinheiro Neto Advogados</b>	Luciano Garcia Rossi, Franco Musetti Grotti, Gustavo S. Freitas
<b>EXCELLENT</b>	
<b>Campos Mello Advogados</b>	Bernardo Buarque Schiller, Ivandro Trevelim, Fabio Perrone Campos Mello
<b>KLA Advogados</b>	Pedro Cortez, Tomaz Matheus, Mariana Cortez
<b>Machado Meyer Advogados</b>	Maria Flavia Seabra, Ivana Coelho Bomfim, Fátima Tadea Rombola Fonseca
<b>Mattos Filho</b>	Rossana Fernandes Duarte, Mariana Spoto Cobra, Janaína Vargas
<b>Stocche Forbes Advogados</b>	Alexandre Clápis, Vilmar Lima Carreiro Filho
<b>PMK Advogados</b>	Fernando Maximiano, Luciana Oliveira, Pedro Luiz Papi de Moraes
<b>Tauil &amp; Chequer Advogados</b>	José Paulo Marzagão, Ludmila Braga
<b>VBD Advogados</b>	Olivar Lorena Vitale Junior, Rodrigo Antonio Dias, Daniele Brandão Gazel de Araújo, Bruno Sales da Silva
<b>HIGHLY RECOMMENDED</b>	
<b>i2a Advogados</b>	Luis Peyser, Ronaldo Ishikawa, Vanessa A. Oliveira
<b>Lefosse Advogados</b>	Andréa Caliento, Mariana Rodrigues, Henrique Miguel
<b>Veirano Advogados</b>	Rodrigo de Castro, Raphael Moreira Espirito Santo, Diego Lerner
<b>RECOMMENDED</b>	
<b>Amaral e Nicolau Advogados</b>	José Vicente Amaral Filho, Julio Nicolau Filho
<b>BMA - Barbosa, Müssnich, Aragão</b>	Cristiana Moreira, Guilherme Zoghbi Ayala
<b>Caselli Guimarães Advogados</b>	Lúcia Silveira Frias, Fernanda Inhasz
<b>Cescon, Barrieu, Flesch &amp; Barreto Advogados</b>	Marcos Lopes Prado
<b>Demarest Advogados</b>	Lucas Tavares Bueno, Marc Stalder, Thiago Giantomassi
<b>Gustavo Padilha Advogados</b>	Gustavo Pinheiro Guimarães Padilha, Celio dos Santos Kelab, Mariana Neves Monteiro
<b>Huck Otranto Camargo</b>	Estela Monteiro Soares de Camargo, Thalita Duarte Henriques Pinto
<b>Lacaz Martins, Pereira Netto, Gurevich &amp; Schoueri Advogados</b>	Erica Fernandes Campos Verissimo, Livia Maria Siviero Bittencourt Huh, Flavia Meira de Castro Checchia
<b>Madrona Fialho Advogados</b>	Eduardo Tristão, José Luis Camargo Jr.
<b>TozziniFreire Advogados</b>	Vladimir Miranda Abreu, Pablo Meira Queiroz, Julian Junqueira Rillo
<b>VALUABLE PRACTICE</b>	
<b>Cascione Advogados</b>	Fábio Cascione
<b>FreitasLeite Advogados</b>	Cristiano da Cruz Leite
<b>Lobo &amp; Lira Advogados</b>	José-Ricardo Pereira Lira, Joana Ribeiro, Juliana Zielinsky
<b>Navarro Advogados</b>	Alexandre Tadeu Navarro, Juliana Rubiniak
<b>NFA - Negrão Ferrari Advogados</b>	Ricardo Negrão, Isabel Loffredo da Rocha Leite



<b>Portela, Lima, Lobato &amp; Colen Advogados</b>	Júlio de Carvalho Paula Lima, Milton Eduardo Colen, Gustavo de Ávila Rajão
<b>Romani Advogados</b>	Tarso Romani, Aloísio Santini
<b>Souto Correa Advogados</b>	Fábio Machado Baldissera
<b>Silveiro Advogados</b>	Rodrigo Mutti, Nicolas Aires Paiva, Bruna Quintana, Ana Larissa da Rosa Pereira, Giovanni Mendes Ribeiro Pallaoro
<b>NOTABLE PRACTICE</b>	
<b>1 DDSA - De Luca, Derenusson, Schuttoff Advogados</b>	Luanda Pinto Backheuser, José Davi Fidalgo, Flavia Marcilio Barbosa
<b>Goulart Colepicolo Advogados</b>	João Gilberto Freire Goulart, Cristiano Silva Colepicolo
<b>Lobo de Rizzo Advogados</b>	Fernanda Christina de Souza Rosa
<b>Martens &amp; Dornaus Advogados</b>	Georges Louis Martens Filho, Victor Dornaus
<b>Pantano Advogados</b>	Tania Pantano, Maria Alice Vega Deucher
<b>2 ALM Advogados</b>	Telmo Arbex Linhares, Rubens Leonardo Marin
<b>Andrade Foz Advogados</b>	Carolina Moura Foz
<b>ASBZ Advogados</b>	Raquel de Moraes Laudanna Marinelli
<b>CGM Advogados</b>	Carolina Penteado da Costa Galvão
<b>Claudio Mandelblatt Advogados Associados</b>	Claudio Mandelblatt, Ilan Levacov, Carolinne Barcelos, Ananda Ulhoa
<b>Eichenberg, Lobato, Abreu &amp; Advogados Associados</b>	Lucas Braga Eichenberg, Carlos Eduardo Fransceschini Lobato, Theo Keiserman de Abreu
<b>Dib, Almeida, Laguna e Manssur</b>	Luis Rodrigo Almeida, William Adib Dib Junior, Fernanda Turini Pugliano
<b>Lange Conti Advogados</b>	Renata Lange Moura, Fabiana Conti Della Manna
<b>Isoldi Advogados</b>	Maria Cecilia Guimarães Isoldi

### GUSTAVO PADILHA ADVOGADOS: SEASONED REAL ESTATE EXPERTS



Gustavo Pinheiro Guimarães Padilha

**Key figure(s):** Celio dos Santos Kelab, Gustavo Pinheiro Guimarães Padilha and Mariana Neves Monteiro  
**Established:** 1997

**Track record:** Notable real estate boutique with an impressive track record advising on complex construction and shopping center operations, property acquisitions and built-to-suit agreements. Frequently retained for its multi-disciplinary approach and the strong academic credentials of its professionals. Routinely trusted by major names in the national market, such as BRMalls, Queiroz Galvão and Cyrela.

**Differentiation:** Based in Rio de Janeiro and with offices in Belo Horizonte and São Paulo, Gustavo Padilha Advogados has nine partners and 72 associates dedicated to its real estate clients. Founding partner Gustavo Padilha is a prominent figure in the real estate market and specializes in shopping center matters. The firm is also retained for its corporate, M&A, capital markets and labor capabilities.

### AMARAL E NICOLAU: RESPECTED REAL ESTATE BOUTIQUE



José Vicente Amaral Filho

**Key Figure(s):** José Vicente Amaral Filho and Julio Nicolau Filho  
**Established:** 1997

**Track record:** Distinguished boutique frequently retained by key names in the real estate and construction markets for its vast expertise. Trusted for its proficient counsel on real estate regularization, due diligence for real estate acquisition, ventures and mergers and elaboration and administration of contracts. Relied upon by the city's executive administration for the high standard of its legal opinions.

**Differentiation:** Headquartered in São Paulo, Amaral e Nicolau has two partners and 22 associates all geared towards real estate matters. Seasoned founding partners José Vicente Amaral Filho and Julio Nicolau Filho were heads of legal departments of well-known real estate and construction companies before founding the boutique. Its impressive client portfolio includes the likes of Tegra, Even and Braskem.

### CLAUDIO MANDELBLATT ADVOGADOS ASSOCIADOS: PRESTIGIOUS REAL ESTATE TEAM



Claudio Mandelblatt

**Key Figure(s):** Claudio Mandelblatt and Ilan Levacov  
**Established:** 2007

**Track record:** Real estate boutique law firm frequently retained by heavy hitters for its in-depth know-how in sophisticated acquisitions, joint ventures, due diligences, built-to-suits and sale-and-lease back agreements. Clients include pre-eminent companies from the construction and real estate sectors, such as Gafisa, Cyrela and Cury Construtora. Additionally valued for its innovative approach and tailor-made solutions.

**Differentiation:** Headquartered in Rio de Janeiro, the firm has over 15 years of market tradition. Founding partner Claudio Mandelblatt is a key figure in the sector, having taken part in some of the most noteworthy real estate operations in the state of Rio de Janeiro. The firm currently has four partners and seven specialized associates all dedicated to the full range of real estate matters.



## AGRIBUSINESS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Franco Leutewiler Henriques Advogados</b>	Nancy Gombossy de Melo Franco, Gabriel Buscarini Leutewiler, Thiago Soares Gerbasi
<b>Santos Neto Advogados</b>	Domicio dos Santos Neto, Fernando Bilotti Ferreira, Matheus Ziliotti Silva, Frederico Favacho
<b>VBSO - Vaz, Buranello, Shingaki &amp; Oioli Advogados</b>	Renato Buranello, Marcelo Winter, José Afonso Leirião Filho
<b>EXCELLENT</b>	
<b>1 Pinheiro Neto Advogados</b>	Tiago Themudo Lessa
<b>PSAA - Passos e Sticca Advogados Associados</b>	André Ricardo Passos de Souza, Ralph Melles Sticca, André Bachur
<b>2</b>	
<b>Demarest Advogados</b>	Bruna Pacheco, Claudio Mattos, Lucas Tavares Bueno, José Diaz, Thiago Giantomassi
<b>Ramos e Zuanon Advogados</b>	Christian de Lima Ramos
<b>Souto Correa Advogados</b>	Fernando Pellenz, Ticiane Vitoria Figueiredo, Thiago Medeiros Borba
<b>TozziniFreire Advogados</b>	Alexei Bonamin, Vladimir Miranda Abreu, Luiz Renato Okumura
<b>HIGHLY RECOMMENDED</b>	
<b>Ernesto Borges Advogados</b>	Ernesto Borges Neto, Flávia Andrea Sant'Anna Benites, Priscila Ziada Camargo Fernandes
<b>Feijó Lopes Advogados</b>	Lucio Feijó
<b>Huck Otranto Camargo</b>	Eduardo Oliveira Lima, Estela Soares de Camargo, Thalita Duarte Henriques Pinto
<b>J. Ercílio de Oliveira Advogados</b>	J. Ercílio de Oliveira, Adauto Kaneyuki
<b>Luchesi Advogados</b>	Celso Umberto Luchesi, Ellen Carolina da Silva, Guilherme Fernandes Guardelin
<b>Mattos Filho Advogados</b>	Bruno Mastriani Simões Tuca, Marina Procknor
<b>Trench Rossi Watanabe</b>	Cláudio Moretti, Alvaro Schmidt Gallo Neto, Luis Ambrosio

## RECOMMENDED

**Petribu, Cabrera e Pires de Mello Advogados** Ben Hur Cabrera

**Machado Meyer Advogados** Bruno Costa, Bruno Racy, Eduardo de Campos Ferreira

**Mattos Engelberg Echenique Advogados** Ubiratan Mattos, Fernando Engelberg de Moraes, Leonardo Santini Echenique

**Oliveira Paolucci Advogados** Amauri de Oliveira, Olavo Guarnieri

**Tauil & Chequer Advogados** Lilian Toscani, Victor Galante, Christian Roschmann

### J. ERCÍLIO DE OLIVEIRA ADVOGADOS: DISTINGUISHED AGRIBUSINESS BOUTIQUE



J. Ercilio de Oliveira

**Key Figure(s):** J. Ercilio de Oliveira and Aداuto Kaneyuki  
**Established:** 2003

**Track record:** Distinguished agribusiness boutique singled out for its proficiency advising key names from the domestic and foreign market in the full range of sector-related matters. Recognized for its tailor-made legal services, as well as for its trade operations, litigation and real estate expertise. Additionally valued for its corporate, commercial and tax law capabilities.

**Differentiation:** Celebrating its 20th anniversary, J. Ercilio de Oliveira is based out of São Paulo and has a branch office in Primavera do Leste. Founding partners José Ercilio de Oliveira and Aداuto Kaneyuki are widely recognized as key figures in the market, with solid track records representing major agribusiness companies. The firm stands out for its pragmatism and business-oriented solutions.

### ERNESTO BORGES ADVOGADOS: OUTSTANDING AGRIBUSINESS EXPERTS



Ernesto Borges Neto

**Key Figure(s):** Ernesto Borges Neto, Flávia Benites and Priscila Ziada Camargo Fernandes  
**Established:** 1951

**Track record:** Well-regarded agribusiness practice group widely recognized for its skillful representation of key players in the industry, on issues related to rural credit bonds and alternative sources of loans, corporate, financial and tax structuring, tax planning and consulting and consolidation and acquisition. Trusted by household names in the sector, such as JBS, Votorantim and Bradesco.

**Differentiation:** Founded in 1951, Ernesto Borges Advogados has offices in Campo Grande, Cuiabá, Goiânia, Palmas, Brasília, Porto Alegre and São Paulo. The agribusiness department is captained by seasoned partner Ernesto Borges and consists of 15 highly specialized partners and 36 associates. Also noted for its expertise helping secure lines of credit for members of the agribusiness industry.

### SANTOS NETO ADVOGADOS: AGRIBUSINESS POWERHOUSE



Domicio dos Santos Neto

**Key Figure(s):** Domicio dos Santos Neto  
**Established:** 1992

**Track record:** Top-tier agribusiness law firm widely recognized for its extensive experience representing key financial institutions, trading companies, funds, mills, crushers and investors on sophisticated financing and transactional mandates. Frequently retained for its superior proficiency on securitization of agribusiness receivables, commodity financing, foreign and domestic loans and cross-border transactions.

**Differentiation:** With over three decades in the market, São Paulo headquartered Santos Neto is home to eight partners and 66 associates well-equipped to counsel on all agribusiness-related issues. Domicio dos Santos Neto, the firm's founding partner, helped draft of the new Brazilian agribusiness law, enacted in 2020. Additionally retained for its stellar bankruptcy, M&A and banking capabilities.

### OLIVEIRA PAOLUCCI ADVOGADOS: ESTABLISHED AGRIBUSINESS SPECIALISTS



Amauri de Oliveira

**Leader:** Amauri de Oliveira  
**Key Figure(s):** Amauri de Oliveira and Olavo Guarnieri  
**Established:** 2001

**Track record:** Respected agribusiness team that boasts a strong reputation for its proficient advocacy on behalf of major industry stakeholders, focusing on matters pertaining to rural credit securities, corporate and financial arrangement, as well as company restructuring. Esteemed by prominent companies within the sector, including Suzano, Bunge, Santander Bank, and Bradesco.

**Differentiation:** São Paulo-based Oliveira Paolucci Advogados has over 20 years of market tradition. The agribusiness department is captained by seasoned partner Amauri de Oliveira and boasts a team of highly skilled professionals, including partners and associates with extensive expertise in agribusiness and academic qualifications spanning areas such as agribusiness finance, strategic management, and international trade.

# CHILE

## M&A

### Best National Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Larrain Vial</b>	Felipe Porzio
2 <b>Asset Chile</b>	Gonzalo Fanjul
<b>Landmark Capital</b>	Julio Cardenal
<b>Tyndall Group</b>	Juan Ignacio Langlois
<b>EXCELLENT</b>	
<b>Bansud Capital</b>	Jaime Milic
<b>Econsult</b>	Jorge Muñoz
<b>Providence Capital</b>	Pablo D'Agliano
<b>HIGHLY RECOMMENDED</b>	
<b>Altis</b>	Alejandro Puentes
<b>Hudson Bankers</b>	Todd Huckaby
<b>IMAP Chile</b>	Sergio Milic
<b>Key Capital Asesores Financieros</b>	Cristián Mandiola Silva
<b>Quest Capital</b>	Alejandro Valenzuela
<b>RECOMMENDED</b>	
<b>Ameris</b>	Rodrigo Guzmán
<b>Banmerchant</b>	Agustín Larrain
<b>Capital Trust</b>	Rodrigo Muñoz Vivaldi
<b>Link Capital Partners</b>	Fernando Edwards

### PROVIDENCE CAPITAL: EXCELLENT ADVICE ON CORPORATE FINANCE MATTERS



Pablo D'Agliano

Key figure(s):  
Pablo D'Agliano  
Established: 2013

**Track record:** Providence Capital is an independent corporate finance and M&A advisory firm with three main lines of business: M&A advisory, debt and valuation advisory, and financial modeling. As such, it has in-depth knowledge of a wide range of key industries in Chile and an extensive local and international network of financial and strategic investors.

**Differentiation:** The team provides strategic advice to both corporate clients and shareholders. Pablo D'Agliano has over 24 years' experience in client management, origination, structuring and execution of transactions in Latin America. Over the years the firm has helped clients successfully execute over 50 transactions totaling \$15 billion in countries such as Chile, Peru, Colombia, Argentina, Bolivia, Brazil and Ecuador.

## M&A

### Best International Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
1 BTG Pactual	José Ignacio Zamorano
2 JP Morgan	Alfonso Eyzaguirre
<b>EXCELLENT</b>	
Banco Santander Chile	Claudio Vergara
Credicorp Capital	James Loveday
Goldman Sachs Chile	Joaquin Escribano
<b>HIGHLY RECOMMENDED</b>	
Bank of America Merrill Lynch	Rodrigo Demaria
BNP Paribas	Sebastián Valle Lorenzini
Credit Suisse	Jerónimo Correa Braun
Deloitte (investment bank area)	Christopher Lyon
Morgan Stanley	Pedro P. Jottar Awad
Rothschild	Matthew Smith

## AUDITING

### Best Law Firms

Firms are ordered alphabetically

<b>RECOMMENDED</b>	
ADDVAL Auditores	Guillermo Ureta
Artl Chile Auditores	Luis Landa
Baker Tilly Chile Auditores	Marcos Guerra
BDO	Heraldo Hetz
CFA (Chile Finance Advisors)	José Luis Aviles
Crowe	Sergio Bascuñan
Deloitte (Chile)	Julio Valenzuela
Ecovis	William Ruz
EY Auditores	Chris Heidrich
Grant Thornton	Alejandro Cerda
Kennedy consultores auditores	Marcelo Cabezas
KPMG Chile	Santiago Barba Muñoz
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



## PRIVATE EQUITY

### Best Law Firms

Firms are ordered alphabetically

RECOMMENDED	
<b>Ecus Capital</b>	Hubert Porte
<b>Humus Capital</b>	Ramiro Lauzan
<b>Linzor Capital Partners</b>	Carlos Ingham
<b>Patria Investments</b>	José Mestres
<b>Riverwood Capital Partners</b>	Francisco Alvarez
<b>Venturance Alternative Assets</b>	Roberto Loehnert
<b>Victoria Capital Partners</b>	Carlos Garcia

## VENTURE CAPITAL FUNDS

### Best Law Firms

Firms are ordered alphabetically

RECOMMENDED	
<b>Alaya Vc Capital</b>	Luis Bermejo
<b>Aurus</b>	Raimundo Cerda
<b>Austral Capital</b>	Marcos Kulka
<b>Beagle Ventures</b>	Pablo Vicuña
<b>Chile Ventures</b>	Felipe Matta
<b>Dadneo</b>	Allan Jarry
<b>Devlabs</b>	Rubén Hernandez
<b>Fen Ventures</b>	Cristobal Silva
<b>Genesis Ventures</b>	Rodrigo Castro
<b>Hcs Capital Partners</b>	Alex Horvitz, Luis Felipe San Martin
<b>Invexor</b>	Cristian Undurraga
<b>Magma Partners</b>	Nathan Lustig
<b>Manutara Ventures</b>	Cristian Olea
<b>Masisa Lab</b>	Mauricio Matus
<b>Scale Capital</b>	Oliver Alexander Flögel
<b>Taram Capital</b>	Felipe Camposano
<b>Venturance Alternative Assets</b>	Roberto Loehnert
<b>Wayra</b>	Andrés Saborido

# BANKING & FINANCE

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Barros &amp; Errázuriz</b>	Francisco De la Barra, Nicolas Balmaceda, Enrique Barros, María Olga Rivera
<b>Carey</b>	Diego Peralta, Salvador Valdés, Francisco Ugarte, Felipe Moro, Fernando Noriega, Alejandra Daroch
<b>Claro &amp; Cia</b>	Jose Maria Eyzaguirre B., Rodrigo Ochagavia, Matias de Marchena
<b>Morales &amp; Besa</b>	Myriam Barahona, José Miguel Carvajal
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Andrés Sanfuentes
<b>EXCELLENT</b>	
<b>Bofill Mir Abogados</b>	Octavio Bofill, Rodrigo Saffirio, Ana Maria Yuri
<b>Cariola Diez Pérez-Cotapos</b>	Francisco Javier Illanes, Rodrigo Sepulveda
<b>Guerrero Olivos</b>	Miguel Coddou, Jorge Delpiano, Benjamín Novoa
<b>Larrain Y Asociados Abogados</b>	Patricio Montes
<b>HIGHLY RECOMMENDED</b>	
<b>1 Garrigues Chile</b>	Jaime De Larraechea, Pedro Garcia, Antonio Morales
<b>Prieto Abogados</b>	Mario Gorziglia, Isabel Monge
<b>Urenda Rencoret Orrego &amp; Dörr</b>	Felipe Rencoret, Nicholas Mocarquer, Sergio Orrego
<b>2 Baker McKenzie</b>	Jaime Munro
<b>Dentons Larrain Rencoret SpA</b>	Felipe Rencoret
<b>Dla Piper Chile</b>	Matias Zegers, Mauricio Halpern
<b>RECOMMENDED</b>	
<b>1 Alessandri</b>	Fernando Jamarne, Felipe Cousiño
<b>Baraona Marshall &amp; Cia</b>	Raul Marshall, Juan Pablo Baraona, Rodolfo Vega
<b>CEPD Abogados</b>	Tomás Poblete, Alejandro Edwards G
<b>CMS Carey &amp; Allende</b>	Fernando De Carcer, Jorge Allende Destuet
<b>Fontaine &amp; Cia</b>	Juan Eduardo Troncoso
<b>HD Legal</b>	Matias Langevin
<b>Jara Del Favero</b>	Felipe Ovalle, Alvaro Caviedes, Sven Herlin Kaiser
<b>Palma</b>	Juan Eduardo Palma Cruzat, Gabriel Palma, Sergio Quesney
<b>2 Álamos, Álvarez &amp; Squella Abogados</b>	Alfonso Álamos, Felipe Álvarez
<b>Cuatrecasas</b>	Macarena Ravinet, Roberto Guerrero
<b>Clyde &amp; Co Chile</b>	Franco Acchiardo
<b>MBC Abogados</b>	Carolina Menichetti Pilasi, Benjamín Salas Urzúa
<b>Ried Fabres</b>	Ricardo Abogabir
<b>VALUABLE PRACTICE</b>	
<b>1 Albagli Zaliasnik</b>	Álvaro Rosenblut
<b>Chirgwin</b>	Andrés Chirgwin
<b>Fischer &amp; Cia</b>	Gerardo Cruzat, Cristóbal Herrera
<b>Magliona Abogados</b>	Claudio Magliona, Juan Pablo Montiel, Giovanni Donati
<b>2 Alvarez Abogados</b>	José Antonio Velasco, Alejandro Álvarez, Joaquín Recart, Manuel Sánchez
<b>Contreras Veloza</b>	Alvaro Awad, Oscar Contreras Blanco
<b>Dalgalarrando y Cia Abogados</b>	Felipe Dalgalarrando
<b>Eyzaguirre Y Cia</b>	Cristian Eyzaguirre S.
<b>Pagbam Schwencke</b>	Juan Pablo Schwencke, Francisco Prado

### CAREY: SOLUTIONS FOR A VOLATILE GLOBAL MARKETPLACE



Diego Peralta

**Key figure(s):** Diego Peralta, Salvador Valdés, Francisco Ugarte, Felipe Moro, Fernando Noriega and Alejandra Daroch

**Established:** 1905

**Track record:** The banking and finance team has extensive experience advising creditors, investors and borrowers on all types of banking and finance transactions. It represents domestic and foreign clients in bilateral or syndicated loans, liability management, public and private equity and debt offerings and placements, project finance, structured product transactions and derivative transactions, among other activities.

**Differentiation:** The team is characterized not only by its ability to advise national and international clients on banking matters, but also its participation in initiatives to update laws and regulations in Chile. Diego Peralta co-heads the Banking and Finance team. He has a wealth of experience with creating and structuring financial products and in financing, in M&A and in the issuance and placement of debt or equity securities.

### BOFILL MIR ABOGADOS: BANKING & FINANCE SPECIALISTS



Octavio Bofill

**Key figure(s):** Octavio Bofill, Ana Maria Yuri and Rodrigo Saffirio

**Established:** 2006

**Track record:** The firm has a well-established mergers and acquisitions practice capable of advising on all stages of the transaction process and ensuring contracts are well structured for the most efficient sale, merger or acquisition. The team advises on transactions in the energy, mining, real estate, industrial, aeronautical, agricultural and construction sectors.

**Differentiation:** Multidisciplinary and responsive, Bofill Mir Abogados has amassed almost two decades of professional experience and a team of highly trained lawyers to boot. Octavio Bofill is richly experienced advising on corporate law matters. His practice focuses on representing national and international clients on M&A, banking and finance, capital markets, reorganization and insolvency matters.



## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Barros &amp; Errázuriz</b>	Fernando Barros, Carola Trucco, Tomás Kovacevic
<b>Carey</b>	Jaime Carey, Jessica Power, Manuel José Garcés, Manuel Alcalde
<b>Fischer &amp; Cía</b>	Alex Fischer, Carolina Collantes, Juan Cristóbal Ortega, Isabel Espinoza
<b>EXCELLENT</b>	
<b>Claro &amp; Cia</b>	Jorge Carraha, Nicolás Maturana
<b>EY Chile</b>	Macarena Navarrete
<b>Fuensalida &amp; Del Valle Abogados</b>	Jaime Del Valle, Carolina Fuensalida, Cristobal Ureta, Trinidad Fernandez
<b>Garfias &amp; Cia</b>	Gonzalo Garfias, Pablo Ibañez, Andrés Bustos
<b>Garrigues Chile</b>	Oscar Ferrari
<b>KPMG Chile</b>	Francisco Lyon, Andrés Martínez, Francisco Ramírez
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Guillermo Infante
<b>Prieto Abogados</b>	Mario Gorziglia, Leonidas Prieto
<b>PwC Chile</b>	Francisco Selamé
<b>Recabarren &amp; asociados</b>	Soledad Recabarren
<b>Torretti &amp; Cía</b>	Eduardo Torretti, Sebastián Martínez-Conde, Eric Donoso, Javiera Pérez, Carlos Bravo
<b>HIGHLY RECOMMENDED</b>	
<b>Allende Bascañan &amp; Cia</b>	Francisco J. Allende, Mario Donoso, Mauricio Carloza
<b>Baker McKenzie</b>	Alberto Maturana
<b>Baraona Marshall &amp; Cia</b>	Alejandro Abuyeres
<b>Bofill Mir Abogados</b>	Guillermo Fonseca, Jorge Valenzuela
<b>CMS Carey &amp; Allende</b>	Diego García
<b>Deloitte Chile</b>	Joseph Courand
<b>Dentons Larrain Rencoret SpA</b>	Juan Pablo Orellana, Francisco Hurtado, Karen Kulka
<b>Fontaine &amp; Cia</b>	Hernán Fontaine
<b>Guerrero Olivos</b>	Alejandro Chechilnitzky
<b>Larrain Y Asociados Abogados</b>	Víctor Manuel Avilés
<b>Morales &amp; Besa</b>	Santiago Martínez
<b>Puente Sur</b>	Ignacio Gepp
<b>Russi Eguiguren / Quadrant</b>	Gonzalo Rivera Zaldívar, Carlos Vergara Wistuba, Patricio Vera, Ignacio Roblero
<b>Tax Advisors</b>	Christián Blanche, Benjamín Berstein
<b>Ulloa &amp; Cía</b>	Nicolás Ulloa, Adriana Zaidan
<b>RECOMMENDED</b>	
<b>Albagli Zaliasnik</b>	Álvaro Rosenblut, David Ancelovici
<b>Aninat Abogados</b>	Maria Eugenia Sabbagh, Paula Madariaga, Luis Alberto Aninat
<b>Arteaga Gorziglia</b>	Andrés Ossandón
<b>Cabello Abogados Tributarios</b>	Juan Pablo Cabello
<b>Cariola Diez Pérez-Cotapos</b>	Francisco Javier Illanes, Javier Cerón
<b>Clyde &amp; Co Chile</b>	Mónica Justiniano
<b>Dla Piper Chile</b>	Rodrigo Alvarez, Amory Heine
<b>Eluchans Abogados</b>	Carlos Ossandón Salas, Ricardo Ihnen, Fernando Lathrop



<b>Garnham Abogados</b>	Arturo Garnham, Patrick Humphreys
<b>Jara Del Favero</b>	Rafael Valdivieso Ruiz-Tagle
<b>MBC Abogados   Menichetti, Bolelli &amp; Cremaschi</b>	María Teresa Cremaschi, Nicolás Alvarado, Evelyn Sepúlveda, Jazmín Gajardo
<b>Ovalle Consejeros Legales</b>	Alvaro Parra
<b>Sapag &amp; Gonzalez</b>	Sergio Sapag, Pablo Rodrigo González
<b>Urenda Rencoret Orrego &amp; Dörr</b>	Gonzalo Rencoret

## VALUABLE PRACTICE

<b>1</b>	<b>AEM Abogados</b>	Miguel Guerrero
	<b>AVC Partners</b>	Francisco Javier Valdivieso, Paula Abugattas, Pamela Vázquez, Jaime Castillo
	<b>Chirgwin</b>	Andrés Chirgwin
	<b>HD Legal</b>	Juan Andrés Larrondo
	<b>Misraji &amp; Béjar Abogados</b>	Camilo Béjar
	<b>Robertson Catalán Abogados</b>	Matías Robertson
	<b>Saez &amp; Cia</b>	Gonzalo Alberto Sáez Pinochet, Vicente Tadeo Sáez Pinochet
<b>2</b>	<b>CEPD Abogados</b>	Juan Pablo Fell
	<b>Cuatrecasas</b>	Rodrigo Stein
	<b>EGB Abogados</b>	Jorge Espinosa Sepúlveda
	<b>Estudio Guzmán</b>	Enrique Guzmán, Felipe Guevara, Sebastián Undurraga, Manuel Bulnes
	<b>Guerrero Garces</b>	Sebastián Guerrero Valenzuela
	<b>Lembeye Abogados</b>	Jorge Lembeye
	<b>Pagbam Schwencke</b>	Barbara Neyra
	<b>Porte y Canales</b>	Octavio Canales, Rodolfo Porte
	<b>Porzio Rios García</b>	Ignacio García
	<b>Ptl I Prieto Tax &amp; Legal</b>	José Miguel Prieto Correa
	<b>Salcedo y Cia</b>	Claudio Salcedo

### CAREY: CRACK FISCAL-MANAGEMENT TEAM



Jaime Carey

**Key figure(s):** Jaime Carey, Jessica Power, Manuel José Garcés and Manuel Alcalde  
**Established:** 1905

**Track record:** The tax team is consistently involved in the largest and most complex domestic and international transactions, tax litigation, tax planning and tax due diligence processes, taking a hands-on approach that aims to provide clients with specific and comprehensive solutions. Clients come from a variety of sectors, such as mining, insurance and retail.

**Differentiation:** The tax team is known for its effective tax litigation and tax due diligence capabilities. It contains an interdisciplinary group made up of lawyers, accountants and an economist. Jaime Carey has earned prestige as a tax lawyer of reference and trusted advisor to private-wealth clients. His practice focuses on personal and corporate tax planning, local and international tax advice, and foreign investment transactions.

### ELUCHANS ABOGADOS: ADDRESSING STRATEGIC AND OPERATIONAL NEEDS



Edmundo Eluchans

**Key figure(s):** Edmundo Eluchans, Ricardo Ihnen, Carlos Ossandón, Andrés Correa, Tzu-Hsin Shen, Fernando Lathrop and Guillermo Malatrassi  
**Established:** 1914

**Track record:** The firm maintains a highly specialized practice in corporate law, mergers and acquisitions, taxation and project development, with a strong focus on foreign investment. It advises clients in the acquisition, sale and commercial and financial leasing of real estate projects. Related services extend to carrying out risk assessments and negotiating contracts for design, construction and consulting services.

**Differentiation:** Thanks to the firm's solid real-estate experience, it is sought out by developers, investors, lenders and high-profile borrowers in all major areas of real estate and construction. Edmundo Eluchans has developed a thriving civil and commercial practice. He is a private arbitrator and judge with the Arbitration and Mediation Center of Santiago.

### OVALLE CONSEJEROS LEGALES: COMPREHENSIVE BUSINESS ADVISORY SERVICES



Javier Ovalle

**Key figure(s):** Matias Ovalle, Javier Ovalle, Alvaro Parra, Josefina Escobar and Juan Ready  
**Established:** 1963

**Track record:** The team has extensive experience analyzing and implementing structures for inbound and outbound investments, as well as helping reduce clients' exposure to tax and financial risk when making investments. It also provides regular advice to clients' human resources departments on labor and immigration law, collective bargaining, and labor litigation. Valmet and Favatex are clients.

**Differentiation:** The strength of the team lies in the many and varied skills of its team of highly qualified professionals, who provide commercial and corporate counsel to a select clientele. Javier Ovalle specializes in business and investment structuring, reorganizations, mergers and acquisitions and highly complex litigation.



## STARTUPS & VENTURE CAPITAL

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Carey	Francisco Guzmán, Guillermo Carey
CMS Carey & Allende	Diego Rodríguez, Fernando De Cárcer, Jorge Allende Destuet
Dla Piper Chile	Matías Zegers, Jorge Timmermann
Guerrero Olivos	Pedro Lyon
<b>EXCELLENT</b>	
Acu Abogados	Pablo Undurraga, Santiago Achurra
Barros & Errázuriz	Luis Alberto Letelier, Sergio Eguiguren
Flores Acevedo Abogados	Pablo Acevedo
Pagbam Schwencke	Francisco Prado, Juan Pablo Schwencke
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Apparel Uriarte Abogados	Matías Apparel, María Consuelo Mackenna L.
Estudio Zapata	Franco Zapata
Marinovic & Alcalde	Martín Vilajuana, Javier Gonzalez, Alberto Polette, Tomas Polette
<b>2</b> Álamos, Álvarez & Squella Abogados	Felipe Álvarez
Albagli Zaliasnik	Rodrigo Albagli, Eugenio Gormáz
Aninat Abogados	Maria Eugenia Sabbagh
Egaña Abogados	Andrés Egaña
Villarino Ilharreborde	Juan Andrés Ilharreborde
<b>RECOMMENDED</b>	
<b>1</b> Cuatrecasas	Josefina Yávar, Fernanda Anguita
Lembeye Abogados	Jorge Lembeye, Nicolás Espina
Prieto Abogados	Isabel Monge, Mario Gorziglia
<b>2</b> Alster Legal	Andrés Jara
CEPD Abogados	Tomás Poblete
DNPV Abogados	Rodrigo Novoa, Pedro Novoa
Fs Abogados	Rodrigo Bustamante
HD Legal	Sebastian Delpiano
Jara Del Favero	Alvaro Caviedes

### ÁLAMOS, ÁLVAREZ & SQUELLA ABOGADOS: YOUNG FIRM WITH INNOVATIVE SOLUTIONS



Felipe Álvarez

Key figure(s): Alfonso Álamos, Felipe Álvarez and Sebastián Squella  
Established: 2020

**Track record:** The firm provides highly specialized advice on capital markets, venture capital and real estate matters, advising fund managers and family offices in the development and planning of real-estate projects of all types. Clients include real-estate developers, accelerators, incubators, and other members of the national innovation and entrepreneurship ecosystems.

**Differentiation:** The team is distinguished by the cutting-edge advice it provides clients on business development and for establishing ongoing consulting relationships with its clients. Felipe Álvarez focuses his practice on issues related to corporate law, capital markets and private equity. He helps local and foreign investors structure their businesses and during the acquisition and/or sale of companies.

### CAREY: STRATEGIC ADVISOR TO STARTUPS



Guillermo Carey

Key figure(s): Francisco Guzmán and Guillermo Carey  
Established: 1905

**Track record:** The firm has had a dedicated venture capital practice group in place since 2012, one extensively experienced in buying and selling companies, as well as supporting startups from their earliest stages right through to international expansion. Carey aspires to be a strategic advisor to entrepreneurs and young companies. Zapping TV, Legria, Jeeves and Agunsa are clients.

**Differentiation:** Guillermo Carey offers entrepreneurial clients and investors the benefit of his uniquely valuable venture capital and intellectual property experience. Under Carey's guidance, new companies can safely expand, secure funding from investors, and receive protection for their brand and its products. He regularly advises high-impact entrepreneurs in technology transfer and international expansion matters.

# WEALTH MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Barros &amp; Errázuriz</b>	Fernando Barros, Carola Trucco
<b>Fischer &amp; Cía</b>	Alex Fischer, Juan Cristóbal Ortega, Carolina Collantes, Isabel Espinoza, Cristóbal Herrera, Cristóbal Herrera
<b>Fuensalida &amp; Del Valle Abogados</b>	Carolina Fuensalida, Jaime Del Valle, Cristobal Ureta, Trinidad Fernandez
<b>EXCELLENT</b>	
<b>Allende Bascañan &amp; Cia</b>	Francisco Allende, José Luis Ibáñez, Mauricio Carloza, Mario Donoso
<b>Garfias &amp; Cia</b>	Gonzalo Garfias, Pablo Ibañez, Andrés Bustos
<b>Russi Eguiguren / Quadrant</b>	Gonzalo Rivera Zaldívar, Carlos Vergara Wistuba, Patricio Vera
<b>Torretti &amp; Cía</b>	Eduardo Torretti, Sebastián Martínez-Conde, Javiera Pérez, Carlos Bravo
<b>Ulloa &amp; Cía</b>	Nicolás Ulloa, Adriana Zaidan
<b>HIGHLY RECOMMENDED</b>	
<b>Carey</b>	Jaime Carey, Jessica Power, Jorge Ugarte, Manuel José Garcés, Manuel Alcalde
<b>EY Chile</b>	Pablo Greiber
<b>Garrigues Chile</b>	Oscar Ferrari, María Jesús Hidalgo
<b>Goldenberg &amp; Lagos</b>	Juan Edgardo Goldenberg
<b>Recabarren &amp; asociados</b>	Soledad Recabarren
<b>RECOMMENDED</b>	
<b>1 Eluchans Abogados</b>	Fernando Lathrop, Ricardo Ihnen, Carlos Ossandón
<b>Prieto</b>	Mario Gorziglia, Leonidas Prieto
<b>2 Chirgwin</b>	Andrés Chirgwin
<b>Clyde &amp; Co Chile</b>	Arturo Majlis, Alejandro Quintana, Hugo Prieto
<b>Correa Squella</b>	Juan Ignacio Correa
<b>Estudio Guzmán</b>	Felipe Guevara, Enrique Guzmán, Sebastián Undurraga, Manuel Bulnes
<b>Jara Del Favero</b>	Rafael Valdivieso Ruiz-Tagle
<b>PwC Chile</b>	Francisco Selamé
<b>Saez &amp; Cia</b>	Vicente Tadeo Sáez Pinochet, Gonzalo Alberto Sáez Pinoche

### TORRETTI & CÍA: CLIENT-CENTRIC SOLUTIONS WITH GLOBAL REACH



Eduardo Torretti

Key figure(s): Eduardo Torretti and Sebastián Martínez-Conde  
Established: 2018

**Track record:** Torretti & Cía specializes in tax law, including international taxation, corporate taxation, tax controversy resolution and taxes affecting high-net-worth families. Its team of tax litigation and tax research specialists consistently produce top-tier technical content that helps clients better understand tax and estate issues.

**Differentiation:** The team comprises dynamic tax and estate lawyers with extensive experience in international matters. Eduardo Torretti is an expert in designing and implementing corporate and tax structures. His expertise includes investment and wealth succession decisions. Sebastián Martínez-Conde has experience advising on tax efficiency, asset protection, exercise of legal franchises and management of tax contingencies.

### RUSSI EGUIGUREN/QUADRANT: TAX AND ASSET-MANAGEMENT EXPERTS



Gonzalo Rivera

Key figure(s): Gonzalo Rivera, Jaime Rosso, Carlos Vergara and Patricio Vera  
Established: 1993

**Track record:** Boutique firm specializing in corporate, transactional, tax compliance, taxpayer defense, and high-net-worth management matters. It advises on taxation of M&A transactions, project development, litigation and investments, planning issues, asset diversification, estate, gift and transfer tax planning, tax controversies, asset and gift protection, among others areas.

**Differentiation:** The firm has a dedicated team of in-house accountants, which helps its lawyers stand out in the market, as clients increasingly understand the importance of advisory service that minimize tax risks. Gonzalo Rivera has built his practice on tax and wealth advisory for individuals, family offices and investment companies, financial instruments and capital markets.



## PROJECT FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Carey	Felipe Moro, Juan Francisco Mackenna
Morales & Besa	Myriam Barahona, José Miguel Carvajal, Carlos Silva
Philippi Prietocarrizosa Ferrero DU & Uria	Marcela Silva
<b>EXCELLENT</b>	
Barros & Errázuriz	Francisco De la Barra, Enrique Barros, Nicolas Balmaceda
Claro & Cia	Jose Maria Eyzaguirre B., Rodrigo Ochagavia, José Luis Ambrosy
Garrigues Chile	Pedro Garcia
Guerrero Olivos	Clemente Pérez, Sebastián Abogabir, Miguel Coddou, Felipe Frühling, Benjamín Novoa
Larrain Y Asociados Abogados	Patricio Montes, Diego Garay
Prieto Abogados	Mario Gorziglia, Nicolás Yuraszeck, Juan Tagle
<b>HIGHLY RECOMMENDED</b>	
Bofill Mir Abogados	Pablo Mir, Ana Maria Yuri
CMS Carey & Allende	Luis Felipe Arze, Fernando De Carcer
Dentons Larrain Rencoret	Felipe Rencoret
Ossa & Alessandri	Francisco Ossa
<b>RECOMMENDED</b>	
Arteaga Gorziglia	Arnaldo Gorziglia
Baraona Marshall	Raul Marshall, Juan Pablo Baraona, Rodolfo Vega
BBGs Chile	Alejandra Diez, Claudio Campos, José Miguel Bambach, Mario Espinoza, Max Correa
Cariola Diez Pérez-Cotapos	Rodrigo Sepulveda, Juan Antonio Parodi
DLA Piper Chile	Diego Peña, Felipe Bahamondez, Rodrigo Alvarez
Urenda Rencoret Orrego & Dörr	Sergio Orrego

## FINTECH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
Barros & Errázuriz	Sergio Eguiguren, Javier Díaz
CMS Carey & Allende	Diego Rodríguez, Carolina Veas
HD Legal	Matias Langevin, Rebeca Zamora
<b>EXCELLENT</b>	
Apparcel Uriarte Abogados	María Consuelo Mackenna L.
Carey	Francisco Guzmán, Diego Peralta
Dentons Larrain Rencoret SpA	Ignacio Pera, Karlfranz Koehler
Dla Piper Chile	Matías Zegers, Jorge Timmermann
Magliona Abogados	Claudio Magliona, Giovanni Donati, Nicolás Yuraszeck
<b>HIGHLY RECOMMENDED</b>	
Alessandri	Macarena Gatica, Fernando Jamarne, José Antonio Cuadra, Felipe Cousiño
Aninat Abogados	Martín Mois, Cristián Reyes, Luis A. Aninat, Maria Eugenia Sabbagh
Bitlaw	Javiera Sepulveda, Paulina Silva, Tomás Pintor
Egaña Abogados	Andrés Egaña
Estudio Bravo	Mario Bravo
Estudio Zapata	Franco Zapata
H&CO Abogados	Felipe Harboe
Moraga Y Cia	Alvaro Moraga
<b>RECOMMENDED</b>	
Cariola Diez Pérez-Cotapos	Juan Antonio Parodi, Rodrigo Lavados
Cuatrecasas	Roberto Guerrero, Tomás Kubick
Marinovic & Alcalde Abogados	Martín Vilajuana, Javier Gonzalez, Alberto Polette, Tomas Polette

## Analysis

### ANINAT ABOGADOS: MANAGING RISK AND IDENTIFYING OPPORTUNITIES



Luis A. Aninat

Key Figure(s):  
Luis A. Aninat  
Established: 2020

**Track record:** The firm leverages its technical knowledge and dispute resolution expertise to achieve clients' business aims, representing them before tax authorities and in matters pertaining to corporate and tax restructuring processes, and corporate transactions. It advises fintech startups, mature companies, fintech subsidiaries of investment banks and fintech investment funds.

**Differentiation:** The corporate law practice undertakes complex cases with entrepreneurial élan. Luis Aninat focuses on corporate, transactional, regulatory and dispute resolution aspects, representing Chilean and foreign companies from sectors such as infrastructure, technology and communications, in merger and acquisition transactions and corporate finance matters.

### APPARCEL & URIARTE ABOGADOS: YOUNG FIRM WITH A GROWING REPUTATION



Matias Apparcel

Leader: Matias Apparcel  
Established: 2017

**Track record:** Pro-business fintech specialists, the firm has niche expertise in cryptocurrencies, anti-fraud, digital banking, capital markets and crowdfunding. It regularly provides venture capital funds with specialized due diligence, related to startups and investment document negotiations with a range of clients throughout Latin America, the United States and Europe.

**Differentiation:** Matias Apparcel has spent his entire career in the start-up and technology field and is a founding member of Fintlex, a Latin American alliance of fintech-focused law firms. Apparcel is a special advisor to FinteChile, an organization of fintech industry stakeholders. He is a current advisor to, and former entrepreneur at, the startup accelerator Start-up Chile.

### ESTUDIO ZAPATA: FULLY DEDICATED TO THE FINTECH AND STARTUPS UNIVERSE



Franco Zapata

Key Figure(s):  
Franco Zapata  
Established: 2020

**Track record:** Estudio Zapata specializes in providing financing advice to business incubators and accelerators, special investment vehicles, private venture-capital investment funds, companies investing directly or indirectly in startups, trade associations or non-profit entities related to the sector and, of course, innovative technology-based companies themselves.

**Differentiation:** The firm has carved out a niche advising startups and fintechs. The team, led by Franco Zapata, is recognized nationally and internationally for its extensive experience and ability to consistently provide innovative, customized solutions. Zapata is the legal manager of FinteChile, a trade association whose membership includes around a hundred Chilean fintechs.

## 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.



## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Carey	Ricardo Reveco, Salvador Valdés, Francisco Ugarte, Cristián Figueroa, Alejandra Daroch, Roberto Villaseca, Ricardo Reveco
Nelson Contador & Compañía Abogados	Nelson Contador
<b>EXCELLENT</b>	
Castañeda Chadwick Pino Abogados	Luis Felipe Castañeda, Juan Cristóbal Pino
Claro & Cia	Cristóbal Eyzaguirre
Gandarillas Montt Del Río	Cristian Gandarillas
Morales & Besa	Myriam Barahona, Gonzalo Cordero
Prieto Abogados	Benjamín Grebe, Alberto González
Puga Ortiz	Juan Esteban Puga
<b>HIGHLY RECOMMENDED</b>	
Barros & Errázuriz	Javier San Martin
Bofill Mir Abogados	Octavio Bofill, Rodrigo Saffirio
Cariola Diez Pérez-Cotapos	Fernando Urrutia, Raimundo Moreno
Del Río Izquierdo	Francisco Bañados
Guerrero Olivos	Sergio Yávar, Benjamin Ferrada, Juan Enrique Allard
Saez & Cia	Gonzalo Alberto Sáez Pinochet, Vicente Tadeo Sáez Pinochet
Urenda Rencoret Orrego & Dörr	Juan Carlos Dörr Bulnes
<b>RECOMMENDED</b>	
Fischer & Cia	Gerardo Cruzat, Cristóbal Herrera
Fontaine & Cia	Juan Eduardo Troncoso, Georgo Pefouloglou
Gamboa, Fuenzalida, Sanfeliú & Ugarte	Rodolfo Fuenzalida
Grunberg Puyol	Jaime Puyol
Grupo Defensa	Begoña Farías, Sebastián Muñoz, Ricardo Ibañez
Larrain Y Asociados Abogados	Arturo Bulnes
Pagbam Schwencke	Francisco Prado
<b>VALUABLE PRACTICE</b>	
Alvarez Abogados	José Antonio Velasco
CEPD Abogados	María José Larraín, Arturo Poblete
EDN Abogados	Maria Ester Paredes
Quiroz Abogados	Hernán Quiroz Valenzuela
Russi Eguiguren / Quadrant	José Miguel Sanhueza, Matías Murua

### GRUPO DEFENSA: INSOLVENCY AND RESTRUCTURING SPECIALISTS



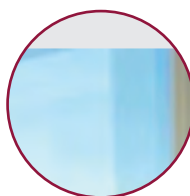
Ricardo Ibañez

Key Figure(s): Ricardo Ibañez  
Established: 2000

**Track record:** Grupo Defensa's goal is to advise individuals and micro, small and medium-sized companies on insolvency and restructuring, real estate, civil and commercial litigation, white-collar crime and labor law. Clients come from the education, construction and gastronomy sectors, among others.

**Differentiation:** The firm is home to a multidisciplinary team of some 300 professionals, including 130 lawyers, which provides strategic operational advice to companies in the commerce, services, gastronomy, construction and education sectors. Insolvency and restructuring expert Ricardo Ibañez is a regular commentator and columnist in the media.

### CASTAÑEDA CHADWICK PINO ABOGADOS: FINANCIAL RESTRUCTURING EXPERTS



Luis Felipe Castañeda

Key figure(s): Luis Felipe Castañeda, Herman Chadwick and Juan Cristóbal Pino  
Established: 2018

**Track record:** The firm has participated in several high-profile cases in Chile following the enactment of Law 20.720 in 2014. It has extensive experience in insolvency, liquidation, reorganization agreements and financial restructuring, representing debtors, creditors and various third parties in and out of court. La Cruz Constructora e Inmobiliaria and Comercial Chacao are clients.

**Differentiation:** The firm is sought out for its successful track record in complex corporate litigation. Its founder, Luis Felipe Castañeda, has been involved in numerous prominent national and international cases. Herman Chadwick heads the business and finance practice, while Juan Cristóbal Pino focuses on complex litigation, insolvency and bankruptcy proceedings.

### SÁEZ ABOGADOS: STRATEGIC CONSULTING IN CORPORATE MATTERS



Vicente Sáez

Key figure(s): Vicente Sáez and Gonzalo Sáez  
Established: 2004

**Track record:** The firm designs tailor-made solutions to fit the needs of each client, covering areas such as bankruptcy, innovation, startups, corporate, M&A, insolvency, restructuring, labor, wealth management and tax law. It acts for medium-sized companies, entrepreneurs and startupper, typically those active in the energy and real-estate sectors.

**Differentiation:** The team specializes in innovation and new technologies, taking a learning-based approach. Corporate, tax and judicial law expert Vicente Sáez advises various national and international companies and organizations. Gonzalo Sáez has vast experience in corporate restructuring processes, M&A transactions, and financing operations.

# COLOMBIA

## M&A

### Best National Investment Banks

Banks are ordered alphabetically

RECOMMENDED	
<b>B.a. M&amp;a Coporate Finance</b>	Tommaso Leonetti
<b>Banca De Inversión Bancolombia</b>	Jean Pierre Serani
<b>Banicol</b>	Andrés Velasco, Diego Calderón, Alejandro Jaramillo
<b>Estrategia En Acción</b>	Alba Luz Hoyos
<b>Estrategias Corporativas</b>	Federico Márquez
<b>Exponencial</b>	Sergio Restrepo
<b>GBS Finance</b>	Viviana Vega
<b>Génesis</b>	Juan Pablo Ortiz
<b>HBI (Helm Banca de Inversion)</b>	Pablo Bickenbach
<b>Incorbank</b>	Jaime Ricaurte
<b>Inverlink</b>	Mauricio Saldarriaga
<b>Latinvestco</b>	Hugo Díaz, Miguel Reyna
<b>Oaklins Colombia</b>	Carlos Barona, Juan Pablo Bayter
<b>Silk &amp; Co</b>	Martha Juliana Silva
<b>Structure Banca de Inversión</b>	Héctor Ulloa
<b>Sumatoria</b>	Luis Carlos Valenzuela
<b>Valor y Estrategia</b>	Jorge Julián Trujillo

## M&A

### Best International Investment Banks

Banks are ordered alphabetically

RECOMMENDED	
<b>Banco Santander</b>	Marcel Patino
<b>Bank of America Merrill Lynch</b>	Eduardo Mayoral
<b>BBVA Colombia</b>	Ader Anaya Ariza
<b>BNP Paribas</b>	Andrés Cifuentes
<b>BTG Pactual</b>	Felipe Pérez
<b>Colpatria (part of Scotiabank Group)</b>	Olga Lucia Varón
<b>Credicorp Capital</b>	Juan Pablo Galán
<b>Crédit Agricole</b>	Juan Carlos Álvarez
<b>Crédit Suisse</b>	Carlos Lloreda
<b>Goldman Sachs</b>	Marc Nachmann, John Waldron
<b>Itau BBA</b>	Jaime Otero
<b>JP Morgan</b>	Angela Hurtado



COLOMBIA

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Brigard Urrutia	Carlos Fradique-Méndez, Cesar Rodríguez, Carlos Urrutia, María Fernanda Diago
Gómez-Pinzón	Ricardo Fandiño
Philippi Prietocarrizosa Ferrero DU & Uria	Juan Fernando Gaviria, Claudia Barrero, Hernando Padilla
Posse Herrera Ruiz	Mariana Posse, Natalia Escobar, Jesús Albarrán
<b>EXCELLENT</b>	
1 CMS Rodríguez-Azuero	Sergio Rodríguez, Daniel Rodríguez
DLA Piper Martínez Beltrán	Sebastian Lora, Camilo Martínez Beltrán
Garrigues Colombia	Roberto Borrás, Francisco Noguera
2 Baker McKenzie	Jaime Trujillo
Dentons Cárdenas & Cárdenas	Bernardo Cárdenas, Eduardo Cárdenas Caballero, Catalina Pinilla
<b>HIGHLY RECOMMENDED</b>	
Castro Leiva Rendón Abogados	José Ignacio Leiva, Marcela Castro Pineda
Holland & Knight	Enrique Gomez-Pinzon, Camilo Gantiva Hidalgo, María Juliana Saa
Mosquera Abogados	Cristian Mosquera, Juan Pablo Mosquera
Muñoz Aya	Edgar Muñoz, Lina Lineros
Parra Rodríguez Abogados	Bernardo Rodríguez
Torrado Angarita & Pinzón Abogados	Juan Pablo Pinzón, Jorge Torrado Angarita
<b>RECOMMENDED</b>	
Brick Abogados	Juan Diego Rodríguez, Ximena Chaves
Contexto Legal	Guillermo Villegas
Cuatrecasas	Manuel Quinche
Durán & Osorio Abogados	Gabriel Taboada, Gustavo Osorio
Esguerra Asesores Jurídicos	Juan Pablo González Mejía
GodoyHoyos_GOH	Juan Pablo Godoy
Lloreda Camacho	Santiago Gutiérrez, Carlos Carvajal
Mendoza	Mateo Mendoza
Muñoz Tamayo & Asociados	Felipe Trias, Diego Muñoz Tamayo
Palacios Lleras	Pedro Pacheco Jiménez
Ustáriz & Abogados Estudio Jurídico	Luis Humberto Ustáriz, José Federico Ustáriz

### MOSQUERA ABOGADOS: TOP-NOTCH BANKING & FINANCE TEAM



Juan Pablo Mosquera

Key figure(s): Cristian Mosquera and Juan Pablo Mosquera  
Established: 1952

**Track record:** The firm provides comprehensive advice on corporate, regulatory, labor and administrative law, especially in the realm of banking and finance, advising on financing to large companies, institutions, investment funds and public and private entities, both in banking and capital markets, nationally and internationally. Grupo Energía de Bogotá, BCD Travel South America and TIGO are clients.

**Differentiation:** The team is composed of professionals with a keen understanding of each stage of a financial transaction. Juan Pablo Mosquera advises on banking, corporate finance and foreign investment matters, both to borrowers and lenders. Cristian Mosquera is a corporate law specialist who brings extensive regulatory experience from his time at the Financial Superintendence and the Ministry of Finance.



# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Brigard Urrutia</b>	Irma Isabel Rivera
<b>DLA Piper Martinez Beltrán</b>	Nicolás Polanía Tello, Camilo Martínez Beltrán
<b>Gallo Medina Abogados</b>	Luis Hernando Gallo Medina
<b>Holland &amp; Knight</b>	Enrique Gomez-Pinzon, Gustavo Cuberos
<b>EXCELLENT</b>	
<b>CMS Rodríguez-Azuero</b>	Daniel Rodríguez, Sergio Rodríguez Azuero
<b>Isaza Abogados</b>	Alvaro Isaza
<b>Rivera Andrade Estudio Juridico</b>	Diana Rivera
<b>UVP&amp;A Legal</b>	Luis Guillermo Velez
<b>HIGHLY RECOMMENDED</b>	
<b>BBGS Barrios Montenegro Abogados</b>	Lorenzo Pizarro, Monica Serrano
<b>Garrigues Colombia</b>	Ignacio Londoño Rivera
<b>Muñoz Aya</b>	Edgar Muñoz
<b>Parra Rodríguez Abogados</b>	Bernardo Rodríguez
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	Felipe Cuberos, Nicolas Tirado
<b>Posse Herrera Ruiz</b>	Juan Pablo Bonilla, Pablo Sierra
<b>Rueda Mantilla Abogados</b>	David Rueda, Hernando Rueda
<b>Torrado Angarita &amp; Pinzón Abogados</b>	Juan Pablo Pinzón



### Analysis

#### MUÑOZ AYA: FINANCIAL LAW STALWARTS



Edgar Muñoz

**Key figure(s):** Edgar Muñoz and Lina Lineros  
**Established:** 2011

**Track record:** Muñoz Aya specializes in financial and capital markets law. The boutique focuses on providing legal services to local and foreign financial institutions, investment funds, insurance companies, infrastructure providers and other key players in the financial sector. Activar Valores, Banco de Crédito del Perú and Banco Davivienda are clients.

**Differentiation:** Edgar Muñoz has experience advising financial institutions and the securities market on issues related to financial regulation, collective investment and private equity funds, among others. Lina Lineros' expertise covers financial law, capital markets and advising financial institutions. She has extensive experience advising fintech companies.

#### DLA PIPER MARTINEZ BELTRÁN: RECOGNIZED TEAM IN FINANCIAL MATTERS



Camilo Martínez

**Key figure(s):** Camilo Martínez, Diana Zuleta, María Claudia Martínez, Andrés González and Sebastián Lora  
**Established:** 1996

**Track record:** The firm is experienced in international tax law, tax planning and structuring, as well as advising the most important national banks and financial institutions and representing international financial entities seeking to do business in Colombia. It regularly acts for companies, their managers, owners, creditors and investors in insolvency cases. Alpina, Servipan, TC Latam and Valorem are clients.

**Differentiation:** The firm is home to a team of professionals dedicated to representing the interests of clients before the national tax authorities, clients who include companies belonging to sectors such as hydrocarbons, technology, air transportation, energy, mass consumption and public utilities.

### METHODOLOGY



**The criteria are:**

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# CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
GodoyHoyos_GOH	Catalina Hoyos, Juan Pablo Godoy, Mónica Hernandez
Lewin & Wills	Alfredo Lewin
Posse Herrera Ruiz	Juan Guillermo Ruiz, Jaime Gomez, Juan Camilo De Bedout
<b>EXCELLENT</b>	
Brigard Urrutia	Andrés Hernandez, Catalina Jaramillo, Adrián Rodriguez Piedrahita, Daniel Duque Estévez
DLA Piper Martinez Beltrán	Andrés González, Laura Galeano
Gómez-Pinzón	Mauricio Piñeros-Perdomo, Alvaro Andres Diaz
Philippi Prietocarrizosa Ferrero DU & Uría	Martin Acero, Carolina Rozo
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Ciro Meza Martinez
Cahn-Speyer, Paredes & Asociados	Paul Cahn-Speyer Wells
Dentons Cárdenas & Cárdenas	Camilo Cortés, Carmen Sanabria, Ernesto Lopez
Garrigues Colombia	Camilo Zarama, Monica Bolaños
Montaña Consultores Asociados	Magda Montaña, Andrea Monsalve
Quiñones Cruz	Lucy Cruz de Quiñones, Antonio Quiñones
Sanintrivas	Laura Sanint
<b>RECOMMENDED</b>	
Cañón Thompson	Carolina Cañon, Eric Thompson
CMS Rodríguez-Azuero	Santiago Arbouin
EY Colombia	Margarita Salas
Franco Murgueitio & Asociados	Luis Hernando Franco Murgueitio
Jimenez Higuera Rodriguez & Asociados	Julián Jiménez Mejía
KPMG Colombia	Ricardo Ruiz
Lloreda Camacho	Ignacio Santamaria, Juan Fernando Díaz
Mauricio A. Plazas Vega Abogados & Cia	Mauricio Plazas
Osman Abogados	Pedro Pablo Osman
Parra Rodríguez Abogados	Alvaro Parra Gomez, María Margarita Parra
Pinilla González & Prieto	Carlos Felipe Pinilla
PwC Colombia	Carlos Lafaurie
Rodríguez Bravo Abogados	Sebastian Rodriguez Bravo
Rueda Mantilla Abogados	Hernando Rueda Amorocho
Santiago Meza Abogados & Asesores	Santiago Meza Mafla, David Martinez
<b>VALUABLE PRACTICE</b>	
<b>1</b> Brick Abogados	Juan Manuel Idrovo
CMA – Correa Merino Agudelo	Sebastián Correa
Cuatrecasas	Manuel Quinche
Due Legal	Nicolás Becerra Cardona, David Felipe Bencardino Zuluaga
Holland & Knight	Gustavo Pardo Ardila, Juan Carlos Valencia, Rafael Lafont Castillo, Julia Velásquez
JIMENEZ DUARTE ASOCIADOS	Oscar Jiménez Duarte
<b>2</b> Aroca Vives Abogados	Felipe Aroca
Contexto Legal	Federico Escobar B.
Deloitte Colombia	Diego Franco
DRET Legal	Diego Velandia
Espinosa & Asociados	Carlos Antonio Espinosa
Girón Medina	Jaime Giron Medina
Leyva Ontier	Álvaro Leyva Muñoz
Mazars	Juan Esteban Sanin, Andrés Cortés
Paniagua & Tovar Abogados	Jorge Paniagua, Mario Tovar, Carol Caita
Pardo & Asociados Estrategias Tributarias	Santiago Pardo
Salazar Abogados	Juan Carlos Salazar, Adriana Nassar
Visión Legal	Ana Maria Mejia H., Juan Rafael Osorno Jaramillo

### DRET LEGAL: PRACTICAL ADVICE FOR CORPORATE TAX ISSUES



Diego Velandia Ferreira

Key figure(s):  
Diego Velandia Ferreira  
Established: 2021

**Track record:** The firm specializes in providing advice on corporate law, energy and natural resources, fintech, financial, real estate, tax, arbitration and insurance. It also has extensive experience in corporate matters and financial litigation, incorporation of entities, product design, and on transactions in the infrastructure, hospitality, retail and other sectors.

**Differentiation:** The team takes an exhaustive approach to the requirements of clients, in order to provide the best possible strategic advice. Diego Velandia has been designing the tax strategies of prominent members of various industries for many years. He leads the structuring and implementation of corporate reorganizations and estate planning for domestic and foreign clients.



## STARTUPS & VENTURE CAPITAL

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
Arrubla Devis	Rafael McCausland Echeverry
Brigard Urrutia	Carlos Fradique-Méndez, Luis Gabriel Morcillo, Darío Laguado Giraldo
CMS Rodríguez- Azuero	Juan Camilo Rodríguez, Lorenzo Villegas-Carrasquilla, Sergio Rodríguez-Azuero
DLA Piper Martínez Beltrán	Camilo Martínez Beltrán, Diana Zuleta, María Claudia Martínez, Andrés González, Sebastián Lora
Due Legal	Nicolás Becerra Cardona, David Bencardino
Phylo Legal	Camilo Gómez
<b>HIGHLY RECOMMENDED</b>	
Bbgs Abogados Colombia	Myriam Montenegro
Doclick	Sara Bustamante
Gamboa Abogados	Paula Isaza, Eduardo Gamboa, Ernesto Gamboa
GodoyHoyos_GOH	Catalina Hoyos
Gómez-Pinzón Abogados	Daniel Londoño, Adriana Moreno
Leancase	Catalina Quintana
Legalnova	Fabian Acosta
RAD. Estrategias Legales	Cristhian Fresen

### DUE-LEGAL: LEGAL PARTNER TO STARTUPS AND TECH COMPANIES



Nicolás Becerra Cardona

Key figure(s): Nicolás Becerra Cardona and David Felipe Bencardino Zuluaga

Established: 2021

**Track record:** Due Legal advises members of the startup and innovation ecosystem on corporate matters, intellectual property, copyright, tax and foreign trade law and on their day-to-day concerns. The firm utilizes document-automation software and AI-enabled analysis, which positions it as a leading advisor to technology companies in Colombia.

**Differentiation:** The team contains two partners and 10 other lawyers, who are experts at nurturing startup growth. Nicolás Becerra has advised different scaleups and startups in fintech, edtech, crypto and different SaaS, IaaS and PaaS platforms in Colombia and abroad. David Bencardino has acted for local and international companies in the technology, construction and real-estate sectors.

## WEALTH MANAGEMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Cañón Thompson	Carolina Cañón, Eric Thompson
Lewin & Wills	Alfredo Lewin, Luz Clemencia Alfonso
<b>EXCELLENT</b>	
Brigard Urrutia	Paula Camacho, Sergio Michelsen, Catalina Jaramillo
Dentons Cárdenas & Cárdenas	Eduardo Cárdenas Caballero
GodoyHoyos_GOH	Juan Pablo Godoy, Mónica Hernandez
Posse Herrera Ruiz	Juan Guillermo Ruiz, Jaime Gomez
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Ciro Meza Martinez
Dla Piper Martinez Beltrán	Laura Galeano, Andrés González, Cesar Cermeño
<b>RECOMMENDED</b>	
BBGS Barrios Montenegro Abogados	Luis Felipe Barrios, Mónica Serrano
Cañón Asociados	Carlos Andrés Cañón
Gómez-Pinzón	Mauricio Piñeros Perdomo
Osman Abogados	Pedro Pablo Osman
Parra Rodríguez Abogados	Alvaro Parra Gomez
Santiago Meza Abogados & Asesores	Santiago Meza Mafla

## AUDITING

### Best Consulting Firms

Firms are ordered alphabetically

<b>RECOMMENDED</b>	
Auren Colombia	Raúl Alberto Menco Vargas
Baker Tilly Colombia	Ricardo Vásquez Bernal
Bdo Colombia	José Ricardo Díaz Quiroga
Castro Auditores	Aldemar Castro
Crowe Colombia	Oscar L. Villarruel
Deloitte Colombia	Andres Ocampo
EY Colombia	Edgar Sanchez
Grant Thornton Colombia	Pedro Cruz Daza
KPMG Colombia	Jubran Coelho
Mazars Colombia	Carlos Andrés Molano, José Manuel Trujillo López, Edwin Franco Arevalo, Andrés Camilo Hernández Ovalle, Vivian Paola Mariño, Ernesto Erazo
Moore Stephens Colombia	Edgard Pérez Henao
Amézquita & Cia	Vivian Amezquita
PwC Colombia	Diego Henao
Rsm Colombia	Victor M. Gomez
Russell Redford	Geraldine Trujillo Bedoya
UHY Colombia	Diego Charry

# ECUADOR

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Pérez Bustamante & Ponce (Pbp)	Bruno Pineda, Carmen Simone
2 Bustamante Fabara	Diego Ramírez, Jesús Beltrán
Flor Bustamante Pizarro & Hurtado	Mario Alejandro Flor, Roque Bustamante, José Cisneros
<b>EXCELLENT</b>	
1 Lexvalor Abogados	Margoth Chiriboga, Daniela Irigoyen
2 Avl Abogados	Rodrigo Borja, Jorge Alfonso Cevallos
Corralrosales	Xavier Rosales
<b>HIGHLY RECOMMENDED</b>	
Dentons Paz Horowitz	Rocío Cordóva, Gabriel Solis
Noboa, Peña & Torres Abogados	Patricio Peña Romero
Pino Elizalde Abogados	Jaime Arosemena, Daniel Pino Arroba
Robalino Abogados	Carol Riofrio, Martin Pallares
<b>RECOMMENDED</b>	
Apolo Abogados	Rafael Balda Santisteban
Ccb Abogados	Daniela Cevallos Casals
Coronel & Pérez Abogados	Octavio Rosselli
Gonzalo Cordoba Abogados	Esteban Cordoba, Patricio Maldonado
Heka Law Firm	Mauricio Subia, Daniel Fernández-Salvador
Profilegal Cia	Juan Carlos Peralvo
Spingarn	Diego Armas, Andrés Narvaez, Sebastian Saa

## Analysis

### LEXVALOR ABOGADOS: QUALITY, INNOVATION AND PROFESSIONALISM



Daniela Irigoyen

**Key figure(s):** Daniela Irigoyen, Margoth Chiriboga, Alfredo Penaherrera and Juan Francisco Almeida, Gabriela Guzmán, Fabricio Dávila and Héctor Barahona  
**Established:** 2005

**Track record:** The firm offers high quality banking and finance services to its clients, which include major banks and financial institutions. Its capital markets services span bond issues, securities registration, securitizations, and related topics. On M&A, the firm has increased the standing of its practice through its track record in major local and international transactions.

**Differentiation:** Lexvalor does not simply offer legal solutions, but seeks to create long-term, innovative, cost-effective and efficient business opportunities for its clients. Its professionals are highly respected in the market for their professionalism and proactivity. Lexvalor impressive track record over the last few years has seen it grow in stature.

### ROBALINO ABOGADOS: HIGHLY QUALIFIED PROFESSIONALS



Martín Pallares

**Key Figure(s):** Javier Robalino, Martín Pallares, Daniel Robalino and Luis Carlos Fernández  
**Established:** 2015

**Track record:** The firm handles the full range of corporate and commercial matters. It specializes in large and complex transactions, including cross-border mergers and acquisitions. In the real estate area, this year has seen it advise on new projects in the agricultural sector. Clients belong to diverse sectors such as retail, banking and finance, construction and energy.

**Differentiation:** Robalino is a trusted choice for top national and multinational clients requiring high-quality legal services. Martín Pallares has participated in several of the largest Ecuadorian transactions in the past decade. Luis Carlos Fernández has negotiated several collective bargaining agreements on behalf of major companies active in the country.



## LEADERS LEAGUE

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## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Pérez Bustamante &amp; Ponce (Pbp)</b>	Juan Reyes, Carmen Simone, Maria Rosa Guerra, Juan Francisco Carrasco, José Praño
<b>EXCELLENT</b>	
<b>1 Almeida Guzmán</b>	Diego Almeida, Andres Alvarez
<b>Andersen Tax &amp; Legal</b>	Mauricio Durango, Mario Orellana, Pablo Guevara
<b>Lexvalor Abogados</b>	Carlos Coronel, Pablo Arias, Josué Zarría, Paola Gachet
<b>2 Bustamante Fabara</b>	María Fernanda Saá-Jaramillo, Diego Pino Roditti, Juan Carlos Bustamante
<b>Corralrosales</b>	Andrea Moya, Xavier Rosales
<b>Ecija Gpa</b>	Paola Robalino, Santiago Vega, Edgar Mendez
<b>Estudio Juridico Prado</b>	Mario Prado
<b>Spingarn</b>	Diego Armas, Andrés Narvaez
<b>HIGHLY RECOMMENDED</b>	
<b>Flor Bustamante Pizarro &amp; Hurtado</b>	José Cisneros, Juan Carlos Peñafiel
<b>Noboa, Peña &amp; Torres Abogados</b>	Patricio Peña Romero, Andres Cortez, Verónica Zambrano
<b>Pino Elizalde Abogados</b>	Daniel Pino Arroba, Montserrat Sánchez Álvarez, Juan Carlos Cassis
<b>RECOMMENDED</b>	
<b>1 Apolo Abogados</b>	Carlos Andres Arosemena
<b>Dentons Paz Horowitz</b>	Jorge Paz, Agustín Acosta, Sara Romero
<b>Falconi Puig Abogados</b>	Jorge David Uribe
<b>Gallegos Valarezo &amp; Neira</b>	Edgar Neira
<b>Heka Law Firm</b>	Jose Manuel Albornoz
<b>Izquierdo &amp; Castro</b>	Denisse Izquierdo, Kléber Izquierdo, Marjorie Castro
<b>Muñoz Guerra &amp; Robles</b>	Santiago Muñoz, Franklin Robles
<b>Sánchez, García Y Asociados S.a.</b>	René Francisco Sánchez García
<b>2 Ccb Abogados</b>	Carlos Julio Balseca
<b>Solines &amp; Asociados</b>	Yael Fierro, Nicole Saltos
<b>Tla Tax &amp; Legal Advisors</b>	Gustavo Ortega Illingworth
<b>Tobar Zvs</b>	Iván García, Bernardo Tobar

### LEXVALOR ABOGADOS: ROBUST TEAM OF TAX EXPERTS



Carlos Coronel

**Key figure(s):** Carlos Coronel, Pablo Arias, Josué Zarría and Paola Gachet  
**Established:** 2005

**Track record:** 2023 saw Lexvalor add a slew of important national and multinational companies to its roster of clients requiring tax advice due to the various changes in tax regulation which recently came into force in Ecuador. Its team of lawyers demonstrate extensive expertise and skill acting for Avianca, Entoria Energy, Direct TV, Corporación Favorita and Cervecería Nacional, among others.

**Differentiation:** Lexvalor's corporate tax team has collaborated with the Tax Administration and has supported the Ministry of Finance in the creation of several tax regulations, which demonstrates its high-level participation in the Ecuador market. This year saw the tax area reinforced by the arrival of Paola Gachet, who regularly participates in matters that require high levels of sensitivity and attention to detail.

### ALMEIDA GUZMÁN ASOCIADOS: INTERNATIONAL-STANDARD TAX SERVICES



Diego Almeida Guzmán

**Key figure(s):** Diego Almeida Guzmán and Andrés Alvarez  
**Established:** 1981

**Track record:** The firm is involved in legal, financial and accounting services. It advises clients in sectors such as construction, oil & gas, renewable energy, cosmetics, insurance, tax planning and transfer pricing. Its expert corporate tax team participates in tax litigation with a high success rate, using innovative, strategic arguments and always seeking the greatest efficiency for the client.

**Differentiation:** Almeida Guzmán Asociados specializes in complex tax matters. It has professionals with multidisciplinary training that provide services to an international standard. Andrés Alvarez is an expert in international financial reporting standards (IFRS) and has participated as a tax expert in the acquisition and merger processes of major companies.

### SPINGARN: SOLID AND STEADY GROWTH



Andrés Narvaez

**Key Figure(s):** Andrés Narvaez, Sebastián Saá, Daniel Narvaez and Diego Armas  
**Established:** 2009

**Track record:** Spingarn provides specialist services in tax law, M&A and banking and finance, including the design of financial strategies, risk management and the identification and mitigation of contingencies. It boasts an extensive portfolio of clients operating in sectors such as technology, aviation, tourism, automotive, energy, and banking, as well as insurance.

**Differentiation:** Spingarn's team is renowned for its ability to apply modern solutions to complex cases while staying abreast of the latest regulations. Particularly notable is its tax practice, which has established an enviable reputation in the Ecuadorian market. Andrés Narvaez, its leader, is held in high regard by colleagues. In addition, its corporate area is showing steady growth.



# PERU

## PRIVATE EQUITY FUNDS

### Best Law Firms

Firms are ordered alphabetically

#### RECOMMENDED

<b>Brookfield</b>	Rodrigo Franco
<b>Carlyle</b>	Eduardo Ramos
<b>Colca Capital</b>	Diego Febrero
<b>Emefin</b>	Paul Mulder
<b>Enfoca</b>	Jorge Basadre
<b>Faro Capital</b>	Alfredo Sillau
<b>Macrocapitales</b>	Fernando Manrique
<b>Nexus</b>	Misael Shimizu
<b>SouthLight Capital</b>	Miguel Olea, Hector Martinez
<b>Tc Latin America Partners</b>	Renato Constantini
<b>Vira Capital</b>	Julio Ramirez
<b>W Capital</b>	Rodrigo Arróspide



## M&A

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>LXG Capital</b>	Martin Farina, Javier Zavala
2 <b>Apoyo Finanzas Corporativas</b>	Eduardo Campos, Mauricio Concha
<b>CAPIA</b>	Augusto F Barreto, Javier Rodriguez, Gonzalo Leigh
<b>Scotiabank</b>	José Ignacio Váldez, Lucas Martins de Araujo, Marcos Dytz, Diana Chavez
<b>EXCELLENT</b>	
1 <b>Une Asesores</b>	Ian Fry Cisneros
2 <b>MacroInvest</b>	Mateo Moreyra, Mónica Com, Manuel Salazar
<b>Summa</b>	Guido Vingerhoets, Daniela Polar, Carlos A. Garcia
<b>HIGHLY RECOMMENDED</b>	
<b>Credicorp Capital Peru</b>	Franco Bermudez Paz Soldan
<b>Credit Suisse</b>	Rodrigo Pomareda Gajate
<b>Efic Partners</b>	Marcos Quiroz
<b>Misti Capital</b>	Rodrigo Mejía, Eduardo Gomez de la Torre
<b>Prime Capital Advisors</b>	Ramesh Agrawal, Rafael Derteano
<b>RECOMMENDED</b>	
<b>Banco Santander</b>	Alberto Rivero
<b>Bank Of America Merrill Lynch</b>	Antero Carrillo
<b>BBVA Continental</b>	Javier Canchano
<b>BTG Pactual</b>	José Antonio Blanco
<b>ITAU BBA</b>	Daniel Menendez
<b>MBA Lazard</b>	Salvador Carrillo
<b>Reaño Asesores Financieros</b>	Martín Reaño, Arturo Linares

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Estudio Echeopar -Member of Baker McKenzie International</b>	Pablo Berckholtz, Alonso Miranda, Marco Alarcon, Juan Carlos de los Heros, Rafael Picasso
<b>Garrigues</b>	Oscar Arrús, Sergio Amiel, Thomas Thorndike, José Francisco Meier, Diego Harman
<b>Miranda &amp; Amado</b>	Gabriela Dañino, José Miguel Puiggros, Juan Luis Avendaño C., Rafael Corzo, Enrique Felices, Alvaro Del Valle
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	José Cúneo, Jose Antonio Payet Puccio
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Jean Paul Chabaneix, Juan Diego De Vinatea, Luis Enrique Palacios, Fernando Molina, Eduardo López, Jorge Trelles
<b>EXCELLENT</b>	
<b>DLA Piper Perú</b>	Sergio Barboza, Ricardo Escobar
<b>Hernández &amp; Cia</b>	Juan Luis Hernandez, José Manuel Abastos, Brendan Oviedo, Jose Goyburu
<b>Philippi Prietocarrizosa Ferrero Du &amp; Uría</b>	Rafael Puiggros, Ronald Fernández Davila, Antonio Guarniz
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Rafael Alcazar, Daniel Gonzales, Luis Miguel Elias
<b>HIGHLY RECOMMENDED</b>	
<b>1 CMS Grau</b>	Juan Carlos Escudero Velando, Diego Peschiera, Miguel Viale
<b>Estudio Muñiz</b>	Sergio Oquendo, Jorge Muñiz Ziches
<b>Rubio Leguía Normand</b>	Carlos Arata, Andrés Kuan-Veng
<b>2 BBGS Sacovertiz &amp; Landerer</b>	Eduardo Landerer Sanchez, Carlos Saco-Vertiz, Maritza Guerrero
<b>Damma Legal Advisors</b>	Alvaro Castro Lora, Gabriela Cuadros
<b>Estudio Olaechea</b>	Carlo Viacava, Jesus Matos
<b>EY Law</b>	María Sabogal, Mercedes Fernández
<b>Lazo Abogados</b>	Jorge Lazo
<b>RECOMMENDED</b>	
<b>Arbe Abogados</b>	Cesar Arbe, Jessica Valdivia, Francisco Gálvez Ruiz – Huidobro
<b>Benites, Vargas &amp; Ugaz</b>	Jeanette Sofia Aliaga Farfán
<b>Cuatrecasas</b>	Aldo Reggiardo, Diego Carrión
<b>De Bracamonte Haaker Castellares Abogados</b>	Ricardo Haaker, Christian Castellares
<b>Dentons</b>	Julio Gallo, Ignacio López de Romaña
<b>GSA Legal</b>	Luis Gastañeta Alayza, Alfonso Tola
<b>Vodanovic</b>	Ljubica Vodanovic, María del Carmen Yuta

## BANKING / REGULATORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

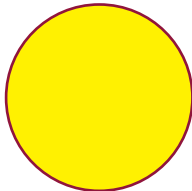
FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Estudio Echeopar -Member of Baker McKenzie International</b>	Rafael Picasso
<b>Miranda &amp; Amado</b>	Rafael Corzo
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Rafael Alcazar, Luis Miguel Elias
<b>EXCELLENT</b>	
<b>DLA Piper Perú</b>	Sergio Barboza, Ricardo Escobar
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Jean Paul Chabaneix, Paul Castritius
<b>Vodanovic</b>	Ljubica Vodanovic, María del Carmen Yuta
<b>HIGHLY RECOMMENDED</b>	
<b>Damma Legal Advisors</b>	Alvaro Castro Lora, Gabriela Cuadros
<b>Estudio Muñiz</b>	Sergio Oquendo, Jorge Muñiz Ziches
<b>Estudio Olaechea</b>	Carlo Viacava, Jesus Matos
<b>EY Law</b>	Mercedes Fernandez, María Sabogal
<b>Philippi Prietocarrizosa Ferrero Du &amp; Uría</b>	Antonio Guarniz



PERU

## Analysis

### DLA PIPER: FIRM OF REFERENCE IN BANKING & FINANCE



Sergio Barboza

**Key figure(s):** Sergio Barboza, Luis Vargas, Fernando Lanfranco, Janilú Badiola, Carlos Nuñez, Ricardo Escobar and Hernán Velarde  
**Established:** 2015

**Track record:** The firm advises national and international companies on corporate and civil law issues arising from their business activities. It has extensive experience in the constitution of investment funds, in private equity and venture capital operations, and in the design and implementation of benchmark corporate-governance practices. Vastly knowledgeable on financial transactions and banking regulations.

**Differentiation:** The firm's multidisciplinary team of experienced partners expertly handle all aspects of corporate law. Sergio Barboza leads DLA Piper's Latin America Financial Services and Financial Technology team and is the leader of the banking and finance practice in Peru. He represents commercial banks, investment banks, multilateral agencies, private equity funds and corporations in connection with a wide range of domestic and international financings.

### BBGS SACO-VÉRTIZ: PRESENT ACROSS LATIN AMERICA



Carlos Saco-Vertiz

**Key figure(s):** Carlos Saco-Vertiz, Eduardo Landerer, Gerardo Guzmán and Maritza Guerrero  
**Established:** 2012

**Track record:** The team has extensive experience in the purchase and sale of companies and in the acquisition and disposal of assets. It also provides advice on due diligence, legal and tax planning of the most appropriate vehicles for transactions, investments, and corporate agreements. In addition, the team has experience in national and international banking and finance operations, project finance, and banking regulation.

**Differentiation:** A key player in the Peruvian legal market, BBGS Abogados' presence in Chile, Colombia and Mexico allows it to act as a pan-Latam firm. Carlos Saco-Vertiz has more than 30 years' experience providing legal advice to companies, while Eduardo Landerer is involved in the structuring, drafting and legal analysis of financing agreements, company reorganizations and corporate financing schemes, in addition to providing institutional advice.

### RUBÍO, LEGUÍA & NORMAND ABOGADOS: WELL-HONED TRANSACTION ADVISORY CAPABILITIES



Carlos Arata

**Key figure(s):** Carlos Arata, Claudia Chong, Emil Ruppert and Andrés Kuan-Veng  
**Established:** 1980

**Track record:** The firm's M&A team regularly handles high-profile transactions, particularly in the mining and energy sectors. It represented US mining company Newmont Corporation in its \$400 million acquisition of a 43.65% stake in Minera Yanacocha from Compañía de Minas Buenaventura, which took its a total stake in the Peruvian mining company to 95%. It also advised on the transfer of Newmont's interest in Minera La Zanja to Buenaventura.

**Differentiation:** Carlos Arata leads the firm's banking and finance practice. He has significant experience in project finance, capital markets, corporate finance and M&A, particularly in the retail, energy, hydrocarbons, mining and infrastructure sectors. Andrés Kuan-Veng is partner in the finance and corporate practice, specializing in capital markets, sovereign debt, corporate law, derivatives, securities, banking law and insurance and reinsurance.

## 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.

## PROJECT FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
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#### LEADING

**Estudio Echecopar - Member of Baker McKenzie International**

Juan Carlos de los Heros, Marco Alarcón

**Garrigues**

Oscar Arrus, Thomas Thorndike, Jose Francisco Meier, Sergio Amiel, Diego Harman, Victor Baca

**Rodrigo Elías & Medrano Abogados**

Jean Paul Chabaneix, Fernando Molina, Juan Diego De Vinatea

#### EXCELLENT

**1 Miranda & Amado**

Luis Marcelo De-Bernardis, Alberto Delgado

**Payet, Rey, Cauvi, Pérez Abogados**

Juan Antonio Egües, Giovanna Garcia

**2 DLA Piper Perú**

Ricardo Escobar, Carlos Nuñez, Sergio Barboza

**Hernández & Cia**

José Manuel Abastos, Jose Goyburu, Juan Luis Hernandez, Brendan Oviedo

**Philippi, Prietocarrizosa Ferrero DU & Uria** Ronald Fernández Dávila

**Rubio Leguía Normand**

Carlos Arata, Andrés Kuan-Veng

#### HIGHLY RECOMMENDED

**CMS Grau**

Juan Carlos Escudero Velando, Diego Peschiera, Miguel Viale

**Rebaza, Alcázar & De Las Casas**

Luis Miguel Elias, Alberto Rebaza



## FINTECH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Damma Legal Advisors	Alvaro Castro Lora
Vodanovic Legal	Ljubica Vodanovic
<b>EXCELLENT</b>	
DLA Piper Perú	Sergio Barboza
Miranda & Amado	Rafael Corzo, Gabriela Dañino, Eduardo Wiese, Juan Luis Avendaño
Rebaza, Alcázar & De Las Casas	Rafael Alcazar, Alexandra Orbezo
Rodrigo Elías & Medrano Abogados	Nydia Guevara, Eduardo López, José Villafuerte
<b>HIGHLY RECOMMENDED</b>	
Estudio Echeopar -Member of Baker McKenzie International	Pablo Berckholtz
Estudio Muñiz	Alfredo Lau-Tam, Jorge Muñiz
EY Law	María del Pilar Sabogal, Mercedes Fernandez
Niubox	Oscar Montezuma
Payet, Rey, Cauvi, Pérez Abogados	Carlos Patron
Porto Legal	Jose Miguel Porto

#### DAMMA LEGAL ADVISORS: INNOVATION ORIENTED TEAM



Alvaro Castro Lora

Key figure(s): Alvaro Castro Lora  
Established: 2019

**Track record:** Recently, the Sumhara Hub Legal team joined Damma Legal Advisors. Both firms have a mutual interest in innovation, as well as in the synergies between their practice areas and the firm’s client-oriented approach to management. This tie-up seeks to expand the services they provide, each complementing the other to meet the most relevant legal needs of their clients’ businesses.

**Differentiation:** The fintech department is one of the very best practices of its type in the Peruvian market. Alvaro Castro Lora is a specialist in banking and securities regulation, focusing on entrepreneurship, innovation and financial inclusion. He has experience in fintech business models, as well as in structured financing, equity and debt issuance, investment funds and trusts.

# STARTUPS & VENTURE CAPITAL

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
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### LEADING

**Damma Legal Advisors** Alvaro Castro Lora, Gabriela Cuadros

**Porto Legal** Jose Miguel Porto

**Rebaza, Alcázar & De Las Casas** Alexandra Orbezo

### EXCELLENT

**Estudio Muñiz** Itala Bertolotti

**LeiOS** Augusto Cáceres, Jose Delmar

### HIGHLY RECOMMENDED

**Legal Ventures** Alberto Arrieta

**Niubox** Oscar Montezuma

**Rodrigo Elías & Medrano Abogados** Jean Paul Chabaneix, Fernando Molina

## REBAZA, ALCAZAR & DE LAS CASAS: PIONEERS IN THE PERUVIAN ENTREPRENEURIAL ECOSYSTEM



Alexandra Orbezo

Key figure(s): Alexandra Orbezo  
Established: 2004

**Track record:** The firm is a Peruvian venture capital and corporate venturing pioneer, having opened its practice six years ago. The 20-year-old firm established itself by being highly adept at assisting stakeholders in the venture capital ecosystem, such as entrepreneurs and startups, angel investors, incubators, accelerators and investor networks, and corporate investors. Facebook, Sumup and Betterfly are clients.

**Differentiation:** The team is composed of top-tier professionals with extensive transactional experience, outstanding academic credentials and a cutting-edge approach that allows for an accurate understanding of the entrepreneurial ecosystem. Led by Alexandra Orbezo, a specialist in transactions involving Peruvian entrepreneurs, it also represents angel investors, family offices and venture capital investment funds.



PERU

## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Rebaza, Alcázar &amp; De Las Casas</b>	Daniel Gonzales, Gonzalo De Las Casas, José A. Jimenez, Marcia Arellano
2 <b>CMS Grau</b>	Michelle Barclay, Victor Farro
<b>Martinot Abogados</b>	Luis Fernando Martinot, Yanira Becerra
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Guillermo Puelles, Jorge Trelles, Hugo Silva, Renzo Rossi, Gaspar Flores, Sabrina Montoya
<b>EXCELLENT</b>	
<b>De Bracamonte Haaker Castellares</b>	Gonzalo De Bracamonte Melgar
<b>Estudio Muñiz</b>	Anthony Lizarraga, Guido Muñiz Pujalt
<b>Miranda &amp; Amado</b>	Renzo Agurto, Rafael Corzo
<b>HIGHLY RECOMMENDED</b>	
<b>Bbgs Sacovertiz &amp; Landerer</b>	Carlos Saco-Vertiz, Eduardo Landerer, Victor Tapia
<b>Estudio Ehecopar -Member of Baker McKenzie International</b>	Paolo Robilliard, Rafael Picasso
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Alfonso Pérez-Bonany
<b>RECOMMENDED</b>	
<b>Dpp Abogados</b>	Francisco José Barrón
<b>Estudio Olaechea</b>	Martin Serkovic
<b>Hernández &amp; Cia</b>	Juan Luis Hernandez, Jose Goyburu
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	José Cúneo, Juan Jose Cauvi
<b>Rubio Leguía Normand</b>	Gerardo Guzman

#### MARTINOT ABOGADOS: ROBUST RESTRUCTURING AND INSOLVENCY TEAM



Fernando Martinot

Key figure(s): Fernando Martinot and Yanira Becerra  
Established: 2015

**Track record:** The insolvency team has been systematically advising creditors and debtors on complex insolvency cases for more than 20 years, acting at all stages of said proceedings, from the insolvency application to negotiations with the creditors' committee. The Corporate/M&A department has in-depth knowledge of the regulations pertaining to M&A transactions, corporate governance, corporate workouts and turnarounds.

**Differentiation:** The team has solid experience in financial, corporate and general commercial matters. Fernando Martinot has more than twenty years' experience in corporate law, mergers and acquisitions, contracts, foreign investment and bankruptcy. He has participated in several merger and acquisition processes, lending his expertise to transaction structuring, legal due diligence and contract negotiation.

#### CMS GRAU: LEADERS IN CORPORATE RESTRUCTURING



Michelle Barclay

Key figure(s): Juan Carlos Escudero, Michelle Barclay, Victor Farro, Diego Peschiera, Miguel Viale, Claudia Flecha, Cecilia Vargas, Rolando Cevasco, Carolina Gajate and Raúl Ravina  
Established: 1934

**Track record:** CMS Grau has solid experience in M&A transactions, debt refinancing, insolvency proceedings, preparation and negotiation of reorganization plans, exit strategies, bankruptcy liquidations, out-of-court reorganizations, cross-border insolvencies and international bankruptcies. It advises companies in various sectors, such as mining, textile, retail, hydrocarbons and construction.

**Differentiation:** The insolvency and restructuring team participates in Peru's most significant insolvency proceedings and has also collaborated with the Peruvian government to improve the country's insolvency system. Michelle Barclay specializes in local and international restructuring and insolvency, corporate bankruptcy and liquidation, buyouts and receiverships, international projects, and arbitration.



# CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b> <b>Rodrigo Elías &amp; Medrano Abogados</b>	A. Cordova, T. Tartarini, M. De la Torre, J. Talledo, A. Morris, G. La Torre, R. Hidalgo, J. Chiarella
<b>Zuzunaga Assereto &amp; Zegarra Abogados</b>	F. Zuzunaga Del Pino, J. José Assereto Bossio, J. Carlos Zegarra Vilchez, L. Moreno De La Cruz, L. Yanez Salgado, E. Yauri Mandujano, T. Albarracín Cabrera, M. Carrión Camayo
<b>2</b> <b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Walker Villanueva, Dante Sanguinetti
<b>EXCELLENT</b>	
<b>1</b> <b>Damma Legal Advisors</b>	Walther Belaúnde, Iván Chu, Rocio Liu
<b>Estudio Muñiz</b>	Jorge Otoya
<b>EY Law</b>	Fernando Tori, Edwin Sarmiento, Daniela Morán
<b>Hernández &amp; Cia</b>	Luis Hernandez, Milagros Bustillos, Leonardo Lopez
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Camilo Maruy, Victor Valdez
<b>Rubio Leguía Normand</b>	Marilu Pedraza
<b>2</b> <b>CMS Grau</b>	Rolando Cevasco
<b>Estudio Echeopar -Member of Baker McKenzie International</b>	Rolando Ramirez-Gaston
<b>Gálvez Riso Zegarra &amp; Asociados</b>	Carolina Riso, Ramón Gálvez, Carlos Zegarra, Christian Cáceres, Karen Alegria
<b>Miguel Mur Abogados</b>	Miguel Mur
<b>Miranda &amp; Amado</b>	Pablo Sotomayor
<b>PwC Peru</b>	Arturo Tuesta, Gino Menchola, Carlos Rodriguez Summers, Daniela Comitre, Sergio Vega León
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> <b>Cuatrecasas</b>	Juan Pablo Porto
<b>DLA Piper Perú</b>	Erik Lind
<b>Garrigues</b>	Javier De la Vega
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Vanessa Watanabe
<b>2</b> <b>Bz Estudio Tax &amp; Legal</b>	David Zamora, Patricia Pretel
<b>De Bracamonte Haaker Castellares</b>	Cristina Chang
<b>Deloitte Peru</b>	Gustavo Lopez-Ameri, Sergio Vega-León
<b>Gálvez &amp; Dolorier Abogados</b>	Martin Mantilla Hidalgo, José Gálvez, Silvia Muñoz Salgado
<b>Picón &amp; Asociados</b>	Jorge Luis Picón, Oscar Omar Picon, Jorge Bravo
<b>RECOMMENDED</b>	
<b>Amprimo, Flury, Barboza &amp; Rodriguez Abogados</b>	Eduardo Joo
<b>BDO Perú</b>	Pilar Rojo, Julio Pino
<b>CPB Abogados</b>	Cecilia Muñoz, German Carrera Rey
<b>Ds Casahierro Abogados</b>	Percy Castle
<b>Estudio Olaechea</b>	Jorge Dávila, Michael Morales
<b>Grant Thornton</b>	Juan Carlos Basurco
<b>GSA Legal</b>	Rossana Rodriguez
<b>KPMG Peru</b>	Maria Julia Saenz Rabanal, Beatriz De La Vega, Roberto José Casanova-Regis Albi
<b>Osterling Abogados</b>	José Del Castillo
<b>Salazar &amp; Zuñiga</b>	Rafael Salazar Mendoza, Mariel Meza Rodriguez, Laura Pichihua Vegas
<b>Vega &amp; Abogados</b>	Jaime Escribens
<b>VALUABLE PRACTICE</b>	
<b>Arbe Abogados</b>	Alejandra Pinao
<b>BBGS Saco-Vertiz &amp; Landerer Abogados</b>	Carlos Saco-Vertiz, Jaime Sabat
<b>Benites, Vargas &amp; Ugaz Abogados</b>	Eduardo Rojas
<b>Dentons</b>	Gustavo Lazo
<b>EBS Abogados</b>	David Bravo Sheen
<b>Gomez &amp; Yagi Asociados</b>	Miguel Andrés Yagi Kume, Luis Alberto Gonzalez
<b>Santivañez Abogados</b>	Roberto Santivañez, Milagros Fernandez, Luisa Peralta
<b>Torres y Torres Lara Abogados</b>	Indira Navarro Palacios
<b>Vargas Pareja Abogados &amp; Consultores</b>	Alberto Vargas Pareja, Anahi Ramirez



PERU

Analysis

**REBAZA, ALCAZAR & DE LAS CASAS: CONSOLIDATED TAX OPERATIONS TEAM**



Camilo Maruy

**Key figure(s):** Camilo Maruy, Alberto Rebaza, Cesar Luna and Victor Valdez  
**Established:** 2004

**Track record:** The firm is distinguished by its high-value advice on tax matters related to M&A, finance, capital markets, retail, telecoms, infrastructure, real estate, energy and the public sector. Likewise, it has experience in the design and constitution of investment structures and in the preservation of individual or family wealth, achieving the specific objectives of each client.

**Differentiation:** The team is characterized by interdisciplinarity, business orientation, creativity and an ability to provide solutions and high-quality service to local and foreign companies and individuals. Camilo Maruy specializes in investment taxation, M&A tax planning, financing, capital markets and cross-border transactions. He has extensive experience designing effective legal strategies for high-net-worth families and individuals.

**AMPRIMO FLURY, BARBOZA & RODRÍGUEZ ABOGADOS: REFINED REAL-ESTATE EXPERTISE**



Eduardo Barboza

**Key figure(s):** Eduardo Barboza, Carlos Rodriguez, Jaime Miranda and Eduardo Joo  
**Established:** 2005

**Track record:** The firm specializes in helping real-estate funds, construction companies and real-estate outfits finance their portfolios, assets and projects. It also advises clients on all phases of real-estate investment, from the technical-legal analysis of a transaction, during its negotiation and closing, including sponsorship in the contractual execution phase, and in the resolution of conflicts before dispute resolution bodies.

**Differentiation:** The interdisciplinary team combines its knowledge of urban planning, tax, civil contracting, and financial and environmental law to excellent effect. Eduardo Barboza is a recognized expert in real estate law, arbitration/litigation and contract and corporate law. He negotiates and executes real estate transactions and related contracts, and provides advice in connection with potential disputes arising from the execution thereof.

**GÁLVEZ RISSO ZEGARRA & ASOCIADOS: EXPERT TEAM PROVIDING TAX AND CORPORATE SERVICES**



Ramón Gálvez

**Key figure(s):** Ramón Gálvez, Carolina Risso, Carlos Zegarra, Christian Cáceres and Karen Alegria  
**Established:** 2015

**Track record:** The firm specializes in providing tax, corporate and international trade advisory services to large local companies and wealthy family businesses. Its tax team specializes in transfer pricing and customs tax advice. The team serves a wide range of clients from various sectors, including aeronautics, insurance, food & drink and telecoms.

**Differentiation:** The tax team is composed of experienced lawyers and accountants. Founding partner Ramón Gálvez Márquez spent 17 years as a partner at KPMG and Deloitte in Peru, which he balanced with experience as an in-house lawyer, and as an associate in one of the main local firms. He specializes in tax and corporate advisory, mainly serving national and international companies.

**GALVEZ & DOLORIER ABOGADOS: EXCELLENT TEAM OF TAX ADVISORS AND LITIGATORS**



José Gálvez

**Key figure(s):** José Gálvez, Silvia Muñoz, Martín Mantilla and Javier Dolorier  
**Established:** 2005

**Track record:** The firm is reputed for providing effective strategies in response to audits by tax authorities, highly complex litigation and consulting in corporate taxation, financial markets, economic groups and technology issues. It also advises on tax and estate planning issues, as well as tax compliance. Telefónica, Belcorp and Los Portales are clients.

**Differentiation:** With its partners coming from diverse backgrounds, including tax administration and full-service firms, and associates either trained in-house or recruited from leading tax and auditing outfits, the firm maintains a keen competitive edge. José Gálvez has a deep knowledge of tax planning and corporate restructuring, in addition to being a formidable litigator.

**EBS ABOGADOS: STRENGTH IN TAX MATTERS**



David Bravo Sheen

**Key figure:** David Bravo Sheen  
**Established:** 2005

**Track record:** The firm provides corporate, contractual, administrative, tax and labor advice tailored to facilitate clients' business decisions. It places special emphasis on consulting, support during tax and labor audits, contentious and non-contentious processes in tax matters, periodic reviews of compliance with tax, labor and corporate obligations. Unique, Auna and Fala-bella are clients.

**Differentiation:** The firm is made up of a multi-disciplinary team of specialists with a proven track record in advising on tax, labor and corporate matters. David Bravo is a specialist in tax matters. He previously worked as a tax advisor to the Gloria Group, as manager of the tax and legal division at Deloitte, as head of the tax & legal division at Estudio Caballero Bustamante and spent time in charge of the legal-tax division of LGS Consultores S.A.



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
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## TAX LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Hernández &amp; Cia</b>	Luis Hernandez Berenguel, Milagros Bustillos, Leonardo Lopez, Fernando Nuñez, Rodrigo Flores
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Alex Cordova, Alex Morris, Tulio Tartarini, Mariella De la Torre, José Talledo, Gonzalo La Torre, Raúl Hidalgo
<b>Zuzunaga Assereto &amp; Zegarra Abogados</b>	F Zuzunaga Del Pino, J. José Assereto Bossio, J. Carlos Zegarra Vilchez, L. Moreno De La Cruz, L. Yanez Salgado, E. Yauri Mandujano, T. Albarracín Cabrera, M. Carrión Camayo
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Carlos Moreano, Walker Villanueva, Dante Sanguinetti, Johana Timana
<b>EXCELLENT</b>	
<b>Damma Legal Advisors</b>	Rocio Liu
<b>Estudio Echeopar -Member of Baker McKenzie International</b>	Rolando Ramirez-Gaston
<b>Gálvez &amp; Dolorier Abogados</b>	José Gálvez Rosasco, Silvia Muñoz Salgado, Martín Mantilla Hidalgo
<b>Gálvez Risso Zegarra &amp; Asociados</b>	Ramón Gálvez, Carolina Risso, Carlos Zegarra, Christian Caceres, Karen Alegria
<b>Picón &amp; Asociados</b>	Jorge Luis Picón
<b>PwC Peru</b>	Lourdes Chau
<b>HIGHLY RECOMMENDED</b>	
<b>Amprimo, Flury, Barboza &amp; Rodríguez Abogados</b>	Eduardo Joo
<b>CMS Grau</b>	Rolando Cevasco, Cesar Dávila, Yessica Manzur
<b>Estudio Muñiz</b>	Daniel Ono, Jorge Otoyá, Luis García, Karin Orbezo, Frezzia saavedra
<b>Miguel Mur Abogados</b>	Miguel Mur
<b>Miranda &amp; Amado</b>	Pablo Sotomayor
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Vanessa Watanabe
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Camilo Maruy
<b>Rubio Leguía Normand</b>	Marilu Pedraza
<b>RECOMMENDED</b>	
<b>BDO Perú</b>	Pilar Rojo, Julio Pino
<b>De Bracamonte Haaker Castellares</b>	Cristina Chang
<b>EY Law</b>	Maria Eugenia Caller, Percy Bardales, Nyrka Yangal, Prysculla Valle
<b>Garrigues</b>	Javier De la Vega
<b>GSA Legal</b>	Rossana Rodríguez
<b>VALUABLE PRACTICE</b>	
<b>Arbe abogados</b>	Alejandra Pinao
<b>DLA Piper Perú</b>	Erik Lind
<b>Dpp Abogados</b>	Luis Alberto Arce Furuya
<b>Ds Casahierro Abogados</b>	Percy Castle, Augusto Millones
<b>Osterling Abogados</b>	José Del Castillo
<b>Salazar &amp; Zuñiga Abogados</b>	Rafael Salazar Mendoza, Mariel Meza Rodriguez, Laura Pichihua Vegas
<b>Vega &amp; Abogados</b>	Jaime Escribens



## WEALTH MANAGEMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Damma Legal Advisors</b>	Iván Chu
<b>EY Peru</b>	Roberto Cores, Nora Orihuela
<b>Hernández &amp; Cia</b>	Fernando Nuñez
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Camilo Maruy, Alberto Rebaza, Víctor Valdez, César Luna Victoria
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Alex Morris, José Chiarella
<b>EXCELLENT</b>	
<b>CMS Grau</b>	Rolando Cevasco, Juan Carlos Escudero Velando
<b>DLA Piper Perú</b>	Erik Lind, Fernando Lanfranco
<b>Estudio Muñiz</b>	Mauricio Olaya Nohra, Fernando Castro Khan
<b>Miranda &amp; Amado</b>	Claudia Lucena, Pablo Sotomayor
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Dante Sanguinetti
<b>PwC Peru</b>	Arturo Tuesta
<b>HIGHLY RECOMMENDED</b>	
<b>CPB Abogados</b>	Germán Carrera
<b>Estudio Ehecopar -Member of Baker McKenzie International</b>	Rolando Ramirez-Gaston
<b>GSA</b>	Alfredo Gastañeta, Rossana Rodriguez
<b>Gálvez Risso Zegarra &amp; Asociados</b>	Ramón Gálvez, Carolina Risso, Carlos Zegarra, Karen Alegria
<b>Osterling Abogados</b>	José Del Castillo

# WEALTH MANAGEMENT

## Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
Allié Family Office	Bruno Ghio, Fernando Chirinos, Andrés Bayly, Daniel Bejarano, Federico Cúneo, Francisco Astorne
Creuz Advisors	Iván Carrillo, Marco Moreno
Iam Advisors	Gonzalo Cortés, Jerry Friedman
Lxg Multi Family Office	Felix Segura
<b>HIGHLY RECOMMENDED</b>	
Faro Capital	Javier Maggiolo, Alfredo Sillau
Gamnic	Ignacio Aguirre, Mario Ubillús, Gonzalo Espinosa, Nicolas Dañino
Numa Family Office	Rafael Zamora
Vicctus Multi Family Office	Roberto Melzi, Catalina Montt
Three Sixty Asset Management	Frank Pait, Luigi Piedra
<b>RECOMMENDED</b>	
Liomsa Advisors	Patrik Hayoz
Macrowealth Management	Marcos Ruiz
Misti Capital	Mariano Baca
One Family Office	Raul Del Solar Berckemeyer

### IAM ADVISORS: SAFEGUARDING THE VALUE OF CLIENTS' ASSETS



Gonzalo Cortés

Key Figure(s): Gonzalo Cortés and Jerry Feldman  
Established: 2014

**Track record:** With over 12 years of wealth-management experience, IAM Advisors is a multi-family office that advises high-net-worth families. It selects the best financial and non-financial assets, performs tax-efficient planning, manages custodial relationships and keeps abreast of regulatory changes to the legal framework that may impact the status and value of clients' assets. It also provides expert accounting services.

**Differentiation:** IAM Advisors is dedicated to the consolidation of its clients' investments with the objective of enhancing and prolonging their legacy. Its team offers a 360° advisory, taking into account every possible detail. Gonzalo Cortés has more than 25 years' experience in the financial sector, in the areas of private banking and corporate and investment banking.

### ALLIÉ FAMILY OFFICE: INDEPENDENCE, EXPERTISE AND TAILORED SERVICES



Bruno Ghio

Key figures: Bruno Ghio and Fernando Chirinos  
Established: 2019

**Track record:** The firm has independent professionals with extensive experience in the wealth management sector, whose main objective is to protect the interests of clients by providing advice on their succession and family wealth matters, as well as comprehensive tax advice, in a framework of absolute trust and constant personalization.

**Differentiation:** The team is made up of seven senior professionals. Bruno Ghio sets the benchmark in the asset and wealth management industry, having held the position of executive director of private banking at J.P. Morgan New York. Fernando Chirinos has more than 20 years' wealth-management experience and is a founding partner of Pro Wealth Asesoría Financiera.



## TRANSFER PRICING

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 + Value</b>	Tania Quispe, Martín Ramos
<b>EY Peru</b>	Marcial García Schreck, Ricardo Leiva, José Quiroz, Dionis Arvanitakis, Frida Llanos
<b>2 Deloitte Peru</b>	Gloria Guevara
<b>PwC Peru</b>	Miguel Puga
<b>EXCELLENT</b>	
<b>1 Baker Tilly Peru</b>	Julio C. Cisneros
<b>Grant Thornton</b>	Juan Carlos Basurco, Walter Ruiz, Kempes Choque, Merlin Argumedo, Rocío Velasquez
<b>KPMG Peru</b>	Juan Carlos Vidal, Vanya Gamarra, Mariana Huertas, Flavia Salinas, Freddy Flores
<b>TP Consulting</b>	Enrique Díaz Tong, Ronald Huambo, Ianfranco Ticono, Mónica Lovera
<b>2 Base Firma</b>	Bruno Rojas
<b>BDO Perú</b>	Pablo Llamoca
<b>Navigo Peru</b>	Gustavo Macedo
<b>Tgs Sarrio &amp; Asociados</b>	José Luis Sarrio, Joseph Duymovich, Hernán Vasquez
<b>Tpc Group</b>	Carlos Vargas Alencastre, Luis Tuesta Mestanza,, Luis Castillo Estrada
<b>HIGHLY RECOMMENDED</b>	
<b>Hernández &amp; Ugarelli Abogados &amp; Consultores</b>	Elizabeth Ugarelli, María Soledad Ugarelli, Cecilia Hernández
<b>Market Facilitators</b>	Luis Ugarelli
<b>Market Value Consulting</b>	Alonso Vascones
<b>Pkf Vila Naranjo</b>	Emilio Vila Naranjo, Renato Vila, Waldo Lucho Concha, Esteban Hilgert
<b>RSM Peru (Panez, Chacaliaza &amp; Asoc.)</b>	Marisa Panez, Dennis Molina

## Analysis

### TP CONSULTING PERÚ: BROAD TRANSFER-PRICING RECOGNITION



Enrique Diaz Tong

**Key figure(s):** Enrique Diaz Tong, Ronald Huambo, Ianfranco Ticona and Monica Lovera

**Established:** 2015

**Track record:** With 18 years' experience, LP Consulting has advised more than 3,000 companies in the preparation of their transfer pricing studies at international level. It has participated in important audits as well as in the adaptation of multinationals' guidelines to the BEPS Plan. During the past year, the company participated in market value assessments for a number of major companies.

**Differentiation:** TP Consulting's quality is not only recognized locally but also in the international market. It has a network of 15 offices across South and Central America, staffed by first-class technical teams. Enrique Diaz Tong heads the practice and has had several works on transfer pricing published.

### +VALUE: DIFFERENCE-MAKING EXPERTS



Tania Quispe

**Key figure(s):** Tania Quispe and Martin Ramos

**Established:** 2017

**Track record:** +Value specializes in taxation and transfer pricing. The firm's special knowledge of the public sector allows it to assume the defense of auditing processes in an effective manner and adopt a rigorous approach to deal planning, risk management and tax strategies. Its global approach enables better risk management and strategy development.

**Differentiation:** The +Value team is composed of economists, accountants and lawyers. The firm is characterized by an ability to offer comprehensive services to clients based on a detailed analysis of their needs. It is the only Peruvian firm to have two former superintendents on staff, allowing it to provide superior quality legal advice to members of the public sector.

### BAKER TILLY PERU: HIGHLY QUALIFIED AND EXPERIENCED PROFESSIONALS



Walter Noles

**Key figure(s):** Julio C. Cisneros, Walter A. Noles, Guillermo A. López, Marcial Chávez and Raúl Yshikawa

**Established:** 1986

**Track record:** Baker Tilly has 35 years' experience providing specialist services to local and regional clients. It offers high-quality auditing, consulting, tax, transfer pricing and anti-money laundering services. The firm is routinely solicited for inter-company operations planning, transfer-pricing affidavits and country-by-country reporting.

**Differentiation:** Baker Tilly is made up of a multidisciplinary team of economists, tax specialists, lawyers and accountants with a tried-and-tested approach to service provision. Julio Cisneros' transfer-pricing expertise has seen the firm develop a reputation as one of the best in the business, garnering the trust of clients in the process.

### TPC GROUP: EXPERIENCED TRANSFER-PRICING SPECIALISTS



Carlos Vargas Alencastre

**Key figure(s):** Carlos Vargas Alencastre, Carlos Vargas Arango, Abigail Alayo, Luis Tuesta, Luis Castillo

**Established:** 2006

**Track record:** Operating in 20 countries worldwide, TPC Group specializes in transfer pricing and in the valuation of companies and intangibles. It provides services such as country-by-country reports, business valuations, market research reports, tax and corporate planning and international taxation advice. Reputed for the quality of its defense strategies for clients under tax audit.

**Differentiation:** The firm has a consolidated team of 20 specialists which includes economists, lawyers, accountants and financial managers. Its multidisciplinary transfer-pricing specialists have the requisite experience to execute projects that demand rigor and precise delivery times. TPC Group has invested in technological and statistical tools to allow its team to deliver the best service possible.

## METHODOLOGY



#### The criteria are:

- Recognition & reputation of the firm in its market
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**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

## AUDITING

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
EY Law	Victor Tanaka
PwC Peru	Hernán Aparicio
KPMG Peru	Cristian Emmerich
<b>EXCELLENT</b>	
<b>1</b> BDO Perú	Luis Pierrend Castillo
Deloitte Peru	Alexander Rojas
<b>2</b> Grant Thornton	Mario Eduardo Navarrete, Carlos Contreras, Tatiana Olaechea, Alejandro Ovalle, Juan Mejía, Carlos Montenegro
Pkf Vila Naranjo	Emilio Vila Naranjo, Waldo Lucho Concha, Esteban Hilgert, Renato Vila
RSM Peru (Panez, Chacaliaza & Asoc.)	Marcos Chacaliaza, Carmen Panez, Consuelo Panez
<b>HIGHLY RECOMMENDED</b>	
Baker Tilly Peru	Walter Noles, Raúl Ishikawa, Elizabeth Verano, Guillermo López
Hlb Peru – Alcalá, Hohagen & Asociados	Jorge Hohagen Mory, Edward Alcalá, Héctor Machuca, Úrsula Verástegui
LPconsulting / Yacolca Pérez & Asoc. (Iapa International)	Alexander Yacolca, Mariano Yacolca, César Adriazola
Quantum Consultores (Morrison Ksi)	Rossana Montalto Herrera, Marysol León Huayanca
Tgs Sarrio & Asociados	Andrés Ropert, José Luis Sarrio Abad, Ana Maria Castillo
Vag Global - Vargas Alencastre, García & Asociados	Carlos Vargas Alencastre, Carlos Vargas Arango
<b>RECOMMENDED</b>	
Crowe Horwath Perú	Rosa Aida, Giannina D'Angelo
Ecovis Perú (Salazar Y Asociados)	Gary Salazar
Kreston Perú – Portal Vega & Asociados S.C.	Johnny Mires Dávila, Oscar Del Valle Castañeda, Martín Quevedo Malca, Daniela Portal Fernnadez
Mazars Peru (C y A Auditores y Asesores de Negocios)	Pedro Contreras
Moore Stephens Perú	Jaime Vizcarra
Russell Bedford (Luis Acosta Peche & Asociados)	Luis Acosta, Walter Asenjo
Saco y Asociados S. Civil de R.L. – A member of MGI Worldwide.	Ángel Saco, Luis Hidalgo, Aldo Torero
UHY	Carlos Sandoval, Susana Blancas, Cesar Urbano



## Analysis

### KRESTON PERÚ: HIGH QUALITY SERVICES



Oscar Del Valle

**Key figure(s):** Oscar Del Valle, Johnny Mires Dávila and Nelly Moreno Moscoso  
**Established:** 1986

**Track record:** The firm provides auditing, consulting and outsourcing services. In auditing, its expertise extends to management and financial statement audits, compliance engagements and auditing for technical assistance certification. It has clients in the industrial, financial, commercial, agribusiness, mining and oil, fishing, electricity, real estate and construction sectors.

**Differentiation:** Kreston's professionals have extensive experience providing high-quality auditing services. Oscar Del Valle has more than 25 years' experience in the external auditing of private and public companies, including acting for State bodies. Johnny Mires stands out for his participation in the evaluation and review of the investment projects of large-scale institutions.

### RAMÍREZ SACO & ASOCIADOS: WIDE RANGE OF QUALITY SERVICES



Angel Saco

**Key figure(s):** Angel Saco, Walter Ramirez and Luis Hidalgo  
**Established:** 2016

**Track record:** The firm acts for both local and international clients from the investment & asset management, retail, construction and manufacturing sectors, such as Blanco SAF, Promidin, BASF Peruana, Sociedad Química Alemana and Corporación Intertex. Auditing, insurance, accounting and financial consulting, tax compliance and transfer pricing are some of the firm's main services.

**Differentiation:** Ángel Saco, who spent a decade and a half at transnational services firm such as EY and Deloitte, provides auditing and business consulting services, specializing in financial audits to companies in the financial, retail, services and industrial sectors. The firm is part of MGI Worldwide (MGI), an international network of independent firms specializing in auditing, tax and accounting.

### VAG GLOBAL – VARGAS ALENCASTRE, GARCIA & ASOCIADOS: MULTIDISCIPLINARY TEAM



Carlos Vargas Alencastre

**Key figure(s):** Carlos Vargas Alencastre and Carlos Eduardo Vargas Arango  
**Established:** 1989

**Track record:** The firm has ample expertise in tax auditing, tax outsourcing and tax defense, M&A, due diligence, asset management and debt restructuring. During the past year it acted in auditing matters for than 40 clients. Grupo Promet, Corporacion Mayo, Ipesa Hydro, Cye Medica, Inmobiliaria San Antonio and Elite Brands International Peru, are clients.

**Differentiation:** With more than 30 years in the market, the firm has a resourceful and multidisciplinary team made up of accountants, auditors, lawyers and economists. Principal partner Carlos Vargas has a three-decade track record in auditing, taxes, management and consulting in several Latam countries including a Chile, Peru, Colombia and Mexico.

### HLB PERÚ - ALCALA, HOHAGEN & ASOCIADOS: BUILDING LONG-LASTING RELATIONSHIPS



Edward Alcala

**Key figure(s):** Edward Alcala, Jorge Hohagen, Héctor Machuca and Ursula Verastegui  
**Established:** 1956

**Track record:** HLB has more than 65 years' experience providing independent auditing, tax consulting, including income tax and VAT recovery and tax planning. It also provides business consulting services, including organizational redesign and process improvement for clients in diverse sectors such as agriculture, mining, real estate, technology, transportation and telecommunications.

**Differentiation:** HLB's team knows that understanding the specific needs of each client is key to the success of its cases, which is why it focuses on building lasting relationships with clients that are based on trust. The firm is a member of HLB International, which has a presence in over 150 countries and whose members interact regularly to ensure the highest levels of professional practice.



### METHODOLOGY

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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.

### LPCONSULTING/ YACOLCA PÉREZ & ASOC. (IAPA INTERNATIONAL): COMPREHENSIVE CONSULTANCY



Alexander Yacolca

**Key figure(s):** Alexander Yacolca, Mariano Yacolca and César Adriaola  
**Established:** 2016

**Track record:** The firm specializes in financial auditing services, accounting advisory and consulting, tax advisory, risk management and process improvement. It also provides accounting, tax and labor outsourcing services. Among its main clients are Minera Enproyec, Walsh Peru, Electroandina Industrial, Tai Loy, Grupo Cogorno, Minera Shuntur and Grupo Levapan.

**Differentiation:** The firm provides auditing and accounting services to major companies in the Peruvian market. It routinely advises on matters of efficiency of operating results and the search for tax savings, analyzing various scenarios and reducing contingencies. It is the local affiliate of IAPA International, a group present in more than 75 countries.

# URUGUAY

## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Ferrere</b>	Geraldine Ifran, Gianni Gutierrez, Isabel Laventure
<b>Guyer &amp; Regules</b>	Juan Manuel Albacete, Nicolas Piaggio, Marcelo Marchetti
<b>2 Bergstein Abogados</b>	Domingo Pereira, Jonás Bergstein, Guzmán Ramírez
<b>EXCELLENT</b>	
<b>Arcia Storace Fuentes Medina Abogados</b>	Sebastián Arcia
<b>Brum Costa Abogados</b>	Leonardo Costa Franco, María Paula Garat
<b>Hughes &amp; Hughes</b>	Miguel Rocca
<b>KPMG</b>	Luis Alberto Aisenberg Olivera
<b>Posadas Posadas &amp; Vecino</b>	Raúl Vairo, Eduardo Ferrari, Daniel González, Matias Rachetti
<b>PwC Uruguay</b>	Mario Ferrari
<b>HIGHLY RECOMMENDED</b>	
<b>Blanco &amp; Etcheverry</b>	Agustin Etcheverry
<b>Bragard</b>	Jean Jacques Bragard, Agustina Bomio
<b>Castellán Abogados.</b>	Santiago Castellán, Lorena Castellán, Lucía Acosta
<b>Dentons Jiménez De Aréchaga</b>	Hector Viana, Martin Montoro
<b>HESSDÖRFER Tax &amp; Corporate</b>	Andrés Hessdörfer
<b>Innovation Legal Tax &amp; Tech</b>	Juan Ignacio Fraschini, Santiago Gortari Scheck, Santiago Giallorenzo, Alfredo Cat, Ines Canepa
<b>RECOMMENDED</b>	
<b>Deloitte</b>	Juan Bonet
<b>Rueda Abadi Pereira</b>	Daniel Rueda, Félix Abadi
<b>VALUABLE PRACTICE</b>	
<b>FBM Advisory</b>	Fabian Birnbaum
<b>Rica Consultores</b>	Ricardo Dominguez

### INNOVATION LEGAL TAX & TECH: TAILORED STRATEGIES DESIGNED TO HELP CLIENTS



Juan Ignacio Fraschini

**Key Figure(s):** Juan Ignacio Fraschini and Santiago Gortari  
**Established:** 2009

**Track record:** The firm offers specialized services in transfer pricing, accounting and tax compliance, asset management and trust formation. Its main clients are corporations, family offices and high net worth individuals, located in the US, South America and Europe. Among its main clients are Directa24, SouthGenetics, Kruger Corporation, TV Azteca, Grupo Gala and Prometeo.

**Differentiation:** The team is well-versed in corporate, international tax planning and wealth management matters. Juan Ignacio Fraschini, has participated in advisory bodies whose decisions have far-reaching implications and handled corporate tax planning matters for major clients. Santiago Gortari has rendered M&A services across Latin America and Europe in recent years.

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Ferrere</b>	Diego Rodriguez, Geraldine Ifran, Federico Lemos
<b>Guyer &amp; Regules</b>	Nicolas Piaggio, Nicolas Herrera, Alvaro Tarabal, Juan Manuel Mercant
<b>2 Dentons Jiménez De Aréchaga</b>	Nicolás Herrera Alonso, Mariela Ruanova, Fernando Jiménez de Aréchaga
<b>Posadas Posadas &amp; Vecino</b>	Tomás Gurméndez, Andres Aznarez, Victoria Garabato
<b>EXCELLENT</b>	
<b>Bragard</b>	Jean Jacques Bragard, Agustina Bomio
<b>Hughes &amp; Hughes</b>	Juan Carlos Oreggia, Hector Ferreira, Mariana Estrade
<b>Olivera Abogados</b>	Ricardo Olivera García, Federico Rocca, Juan Mailhos Gallo
<b>HIGHLY RECOMMENDED</b>	
<b>Bergstein Abogados</b>	Guillermo Duarte
<b>Blanco &amp; Etcheverry</b>	Juan Carlos Blanco, Martin Colombo
<b>Brum Costa Abogados</b>	Leonardo Costa Franco
<b>Foderé Abogados</b>	Alberto J. Foderé

## AUDITING

### Best Consulting Services / Financial and Administration

In each tier, the firms are ordered alphabetically

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

# EUROPE

# INVESTMENTS & EXITS

## Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Accel</b>	Kevin Comolli, Philippe Botteri, Sonali De Rycker
<b>Balderton Capital</b>	Bernard Liautaud, Daniel Waterhouse
<b>Index Ventures</b>	Jan Hammer, Dominique Vidal
<b>Sofinnova Partners</b>	Antoine Papiernik, Denis Lucquin
<b>2</b> <b>360° Capital Partners</b>	Fausto Boni, François Tison, Emmanuele Levi
<b>Ardian</b>	Alexis Saada, Romain Chiudini, Geoffroy de la Grandière, Frederic Quéru
<b>Eurazeo</b>	Christophe Bavière, Benoist Grossmann
<b>Serena Capital</b>	Philippe Hayat, Marc Fournier
<b>EXCELLENT</b>	
<b>Holtzbrinck Ventures</b>	Rainer Märkle
<b>Lakestar</b>	Klaus Hommels, Mika Salmi
<b>Octopus Investments</b>	Ian Perry
<b>Partech Partners</b>	Omri Benayoun, Philippe Collombel, Romain Lavault
<b>Speedinvest</b>	Oliver Holle
<b>Ventech</b>	Alain Caffi, Jean Bourcereau, Claire Houry, Nicolas Barthalon, Christian Claussen
<b>Wellington Partners</b>	Frank Böhnke, Christian Reitberger, Eric Archambeau
<b>White Star Capital</b>	Éric Martineau-Fortin, Jean-Francois Marcoux
<b>HIGHLY RECOMMENDED</b>	
<b>Acton Capital Partners</b>	Christoph Braun
<b>Alven Capital</b>	Guillaume Aubin, Charles Letourneur
<b>Amadeus Capital Partners</b>	Anne Glover, Hermann Hauser
<b>Atomico</b>	Niklas Zennström
<b>Creandum</b>	Staffan Helgesson, Johan Brenner, Fredrik Cassel
<b>Gimv</b>	Koen Dejonckheere
<b>High-Tech Gründerfonds</b>	Alex von Frankenberg
<b>Mosaic Ventures</b>	Toby Coppel, Simon Levene
<b>Northstar Ventures</b>	Dominic Endicott, Alasdair Greig, Ian Richards
<b>Northzone Ventures</b>	Bjørn Stray
<b>Par Equity</b>	Paul Atkinson
<b>Seedcamp</b>	Reshma Sohoni
<b>Truffle Capital</b>	Bernard-Louis Roques, Patrick Kron
<b>RECOMMENDED</b>	
<b>468 Capital</b>	Ludwig Ensthaler
<b>Global Founders Capital</b>	Roel Janssen
<b>Hiventures</b>	Bence Katona
<b>Point Nine Capital</b>	Pawel Chuddzinski, Christoph Janz, Ricardo Sequerra Amram, Louis Coppey
<b>Sequoia Capital</b>	Luciana Lixandru
<b>Summit Partners</b>	Matthias Allgaier
<b>Target Partners</b>	Berthold von Freyberg



# AUSTRIA

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Binder Groesswang</b>	Tibor Fabian, Gottfried Gassner, Stephan Heckenthaler, Stefan Tiefenthaler
<b>E+H</b>	Marcus Benes, Peter E.J. Winkler
<b>Freshfields Bruckhaus Deringer</b>	Florian Klimscha
<b>Schoenherr</b>	Martin Ebner, Peter Feyl, Miriam Simsa
<b>Wolf Theiss</b>	Markus Heidinger, Nikolaus Paul, Richard Wolf
<b>EXCELLENT</b>	
<b>Cerha Hempel</b>	Volker Glas
<b>Dorda</b>	Tibor Varga, Andreas Zahradnick
<b>Fellner Wratzfeld &amp; Partner</b>	Markus Fellner, Gregor Schett
<b>HIGHLY RECOMMENDED</b>	
<b>Brandl Talos</b>	Christopher Schrank, Raphael G. Toman
<b>CMS Reich-Rohrwig Hainz</b>	Günther Hanslik, Stefan Paulmayer
<b>DSC</b>	Markus Kellner

	<b>Herbst Kinsky</b>	Christoph Herbst
	<b>Völkl</b>	Clemens Völkl
<b>RECOMMENDED</b>		
<b>1</b>	<b>Baker McKenzie</b>	Georg H. Diwok
	<b>bpv Huegel</b>	Christoph Nauer
	<b>DLA Piper Weiss-Tessbach</b>	Claudine Vartian
	<b>Greenlake Legal</b>	Erik Hoedl, Michael Raninger
	<b>Haslinger / Nagele</b>	Johanna Fischer, Dietmar Lux
	<b>Hausmaninger Kletter</b>	Christian Hausmaninger, Manfred Ketzer
	<b>Jank Weiler Operenyi I Deloitte Legal</b>	Andreas Jank
	<b>KPMG Law - Buchberger Ettmayer</b>	Stefan Arnold, Dieter Buchberger
	<b>PHH</b>	Lukas Röper
	<b>Rautner</b>	Uwe Rautner
<b>2</b>	<b>Barnert Egermann Illigasch</b>	Alexander Illigasch
	<b>Benn-Ibler</b>	Martin R. Geiger
	<b>Graf Isola</b>	Ferdinand Graf, Stefan Weileder
	<b>Graf Patsch Taucher</b>	Bernd Taucher
	<b>Schindler Attorneys</b>	Christoph Urbanek
	<b>SCWP Schwindelm</b>	Clemens Harsch
	<b>Taylor Wessing</b>	Claudia Steegmüller
	<b>Weber &amp; Co.</b>	Katharina Kitzberger, Stefan Weber

## VÖLKL: CUTTING-EDGE SOLUTIONS IN BANKING, FINANCE AND REGULATION



Dr. Clemens Völkl

**Key Figure(s):** Dr. Clemens Völkl  
**Established:** 2010

**Track record:** In the past 12 months, Völkl Rechtsanwälte has been retained to advise numerous small, medium-sized and larger international banks on cross-border transactions between banks and financial service providers in the DACH region. Dr. Clemens Völkl advises Austrian energy companies on multi-billion financing projects, international insurers on Austrian market entry and financial institutions on outsourcing projects.

**Differentiation:** A member of the IP Global network of firms, Völkl Rechtsanwälte is a Vienna-based boutique with three partners, two senior lawyers and four junior lawyers which focuses on the banking sector. Dr. Clemens Völkl was one of the first lawyers in Austria to specialize in banking and investment litigation when he began it 20 years ago, and is internationally known for his robust strategic advice on the Austrian banking sector.



## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Fellner Wratzfeld &amp; Partner</b>	Markus Fellner, Florian Kranebitter
<b>Freshfields Bruckhaus Deringer</b>	Friedrich Jergitsch, Florian Klimscha
<b>Schoenherr</b>	Martin Ebner, Wolfgang Höller
<b>EXCELLENT</b>	
<b>Binder Groesswang</b>	Gottfried Gassner
<b>Dorda</b>	Felix Hörlsberger
<b>E+H</b>	Marcus Benes
<b>Graf Isola</b>	Alexander Isola, Stefan Weileder
<b>Wolf Theiss</b>	Nikolaus Paul, Eva Spiegel
<b>HIGHLY RECOMMENDED</b>	
<b>Cerha Hempel</b>	Thomas Trettnak
<b>CMS Reich-Rohrwig Hainz</b>	Günther Hanslik
<b>Jank Weiler Operenyi I Deloitte Legal</b>	Andreas Jank, Bernard Köck
<b>Jaufer</b>	Clemens Jaufer, Mario Leistentritt
<b>Scherbaum Seebacher</b>	Norbert Scherbaum
<b>SCWP Schindhelm</b>	Ernst Chalupsky, Sebastian Hütter, Nina Pichler
<b>Vavrovsky Heine Marth</b>	Karl Ludwig Vavrovsky
<b>RECOMMENDED</b>	
<b>Abel</b>	Norbert Abel
<b>DLA Piper Weiss-Tessbach</b>	Oskar Winkler
<b>Engelhart &amp; Partner</b>	Thomas Engelhart, Chemens Richter
<b>Preslmayr</b>	Matthias Schmidt
<b>Riel &amp; Partner</b>	Stephan Riel
<b>Taylor Wessing</b>	Susanne Fruhstorfer
<b>Urbanek Lind Schmied Reisch</b>	Ulla Reisch



# CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>bpv Hügel</b>	Gerald Schachner
<b>Wolf Theiss</b>	Niklas Schmidt
<b>EXCELLENT</b>	
<b>Binder Groesswang</b>	Andreas Hable, Christian Wimpissinger
<b>Cerha Hempel</b>	Benjamin Twardosz
<b>Freshfields Bruckhaus Deringer</b>	Claus Staringer
<b>HIGHLY RECOMMENDED</b>	
<b>Aigner Buzanich</b>	Hans-Jörgen Aigner
<b>Althuber Spornberger &amp; Partner</b>	Franz Althuber
<b>Dorda</b>	Paul Doralt
<b>Schindler Attorneys</b>	Clemens Schindler
<b>Schoenherr</b>	Roman Perner
<b>RECOMMENDED</b>	
<b>1 CMS Reich-Rohrwig Hainz</b>	Sibylle Novak
<b>Deloitte Tax</b>	Robert Rzeszut
<b>DLA Piper Weiss-Tessbach</b>	Dimitar Hristov
<b>LeitnerLeitner</b>	Johannes Prillinger
<b>2 Baker McKenzie</b>	Christoph Urtz*
<b>Grant Thornton Austria</b>	Werner Leiter
<b>ICON</b>	Matthias Mitterlehner
<b>Taylor Wessing</b>	Michaela Petritz-Klar

\* Counsel



# BELGIUM

## M&A

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>JP Morgan</b>	Tanguy Piret
<b>Lazard</b>	Wouter Gabriëls
<b>Rothschild &amp; Co</b>	Jean-Francois Limpens, Yves Vervaeet
<b>EXCELLENT</b>	
<b>Belfius Bank</b>	Philippe Mercelis
<b>Bnp Paribas Fortis</b>	Gabriel Englebert
<b>Degroef Petercam</b>	François Wohrer, Pieter-Jan Van de Walle
<b>Lincoln International</b>	Siebrecht Declerck, Maxime Boudewyns
<b>Morgan Stanley</b>	Harold Joanknecht
<b>HIGHLY RECOMMENDED</b>	
<b>ABN Amro</b>	Solange Rouschop
<b>Alantra</b>	Wim Goossens
<b>Banque Transatlantique Belgium</b>	Michel de Villenfagne
<b>Ing Belgium</b>	Michael Van Eenoo, Philippe Wallez
<b>KBC Securities</b>	Frédéric Vandepitte, Régine Debeuckelaere
<b>Puilaetco Dewaay</b>	Ludivine Pilate

## M&A

### Best Financial Advisors

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BDO</b>	Alexander Veithen, Audrey Kindt
<b>Eight Advisory</b>	Philippe Fimmers
<b>EY</b>	Patrick Rottiers
<b>Kumulus Partners</b>	Bart Collier
<b>EXCELLENT</b>	
<b>Allyum</b>	Raphaël Abou, Marc Kobylinski
<b>Clairfield</b>	Damien Coppieters, Hans Buysse
<b>Deloitte</b>	Serge Prosman
<b>Grant Thornton</b>	Mark Ernots
<b>KPMG</b>	Peter Lauwers
<b>LDS Advisory</b>	Didier De Smet
<b>PWC</b>	Philippe Estas, Dirk Verheyen
<b>RSM</b>	Deborah Fisher
<b>HIGHLY RECOMMENDED</b>	
<b>Kempen</b>	Dick Boer
<b>Merodis</b>	Arnaud Goossens
<b>Moore Corporate Finance</b>	Philippe Craninx
<b>Nielen Schuman</b>	Ernst Berger, Waldo Bemer, Moussa Ftouh
<b>Oaklins</b>	Thomas Roelens, Cédric Michils, Philippe Desomberg, Bart Delusinne
<b>OnetoOne</b>	Guy Van Der Heyden
<b>Tandem Capital Advisors</b>	Simon de Patoul
<b>Translink Corporate Finance</b>	Lina Ismail
<b>VDP</b>	Inge Demuyne, Chris Van hoorde
<b>Vista Capital Advisors</b>	Werner Poot
<b>Walkiers &amp; Wauthier</b>	Pierre Walkiers, Xavier Wauthier



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Filip Tanghe, Sylvia Kierszenbaum, Yves Van Pul
<b>Baker McKenzie</b>	Michael Van Acker
<b>Linklaters</b>	David Ballegeer, Charles-Antoine Leunen, Etienne Dessy, Filip Lecoutre
<b>Loyens &amp; Loeff</b>	Koen Panis, Marc Vermeylen, Vanessa Marquette
<b>EXCELLENT</b>	
<b>1 Clifford Chance</b>	Lounia Czupper
<b>White &amp; Case</b>	Thierry Bosly, Willem Van de Wiele, Hadrien Servais
<b>2 Cleary Gottlieb Steen &amp; Hamilton</b>	Laurent Legein, Laurent Ruzette, Jan Meyers
<b>Nautadutilh</b>	Anne Fontaine, Thibaut Willems
<b>Stibbe</b>	Marc Fyon, Wouter Ghijssels
<b>HIGHLY RECOMMENDED</b>	
<b>ALTIUS</b>	Jérôme Vermeylen, Audrey Zegers
<b>Ashurst</b>	Arnaud Witterwulghé
<b>Bird &amp; Bird</b>	Paul Hermant
<b>CMS</b>	Benoît Vandervelde, Arnaud Van Oekel
<b>DLA Piper</b>	Pierre Berger, Orestis Omran
<b>Eubelius</b>	Ignace Claeys
<b>Fieldfisher</b>	Sofie Heremans
<b>Freshfields Bruckhaus Deringer</b>	Vincent Macq, Deborah Janssens
<b>Hogan Lovells</b>	Ivan Peeters, Philip Van Steenwinkel
<b>Jones Day</b>	Ferdinand Brughmans
<b>Kpmg Law</b>	Isabelle Blomme
<b>Liedekerke</b>	Freya Mareels, Tom Van Dyck
<b>Lydian</b>	Tom Geudens
<b>Seeds Of Law</b>	Leo Peeters, Toon Rummens
<b>Simont Braun</b>	Joan Carette, Philippe De Prez
<b>Strelia</b>	Frédéric Heremans
<b>Van Cutsem Wittamer Marnef &amp; Partners</b>	Patrick Marnef, Frédéric De Ridder, Ariane Destrycker
<b>RECOMMENDED</b>	
<b>1 Astrea</b>	Dieter Veestraeten
<b>Harvest</b>	Adrien Lanotte, Guillaume Beauthier
<b>Janson</b>	Dominique Blommaert, France Wilmet, Muriel Baudoncq
<b>Monard Law</b>	Jeroen Raskin, Stefaan Van Dyck
<b>Quinz</b>	Klaas Thibaut, Benoit Allemeersch
<b>2 Ambos</b>	Jens Van Hecke
<b>Argo</b>	Pieter Bogaerts, Nico Goossens
<b>Deloitte Legal</b>	Benoît Feron
<b>Dentons</b>	Nora Wouters
<b>Faber Inter Legal</b>	Jean-François Michel
<b>LIME</b>	Thierry Tilquin, Julie-Anne Delcorde
<b>Philippe &amp; Partners</b>	Denis Philippe
<b>Pwc Legal</b>	Jacques Richelle
<b>Rooryck &amp; Co</b>	Peter Rooryck

# CAPITAL MARKETS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Sylvia Kierszenbaum, Dirk Meeus, Filip Tanghe
Baker McKenzie	Koen Vanhaerents
Clifford Chance	Lounia Czupper
Linklaters	David Ballegeer, Charles-Antoine Leunen, Arnaud Coibion, Filip Lecoutre
<b>EXCELLENT</b>	
1 Eubelius	Erwin Destuyver, Lars Van Bever, Matthias Wauters
Loyens & Loeff	Koen Panis, Marc Vermeylen
Nautadutilh	Nicolas De Crombrughe
Stibbe	Pascal Vanden Borre
<b>2</b>	
Deloitte Legal	Benoît Feron, David Roelens, Christoph Michiels
Freshfields Bruckhaus Deringer	Geert Verhoeven, Deborah Janssens, Vincent Macq
Jones Day	Matthieu Duplat
Liedekerke	Wim Dedecker, Freya Mareels
White & Case	Willem Van de Wiele, Thierry Bosly
<b>HIGHLY RECOMMENDED</b>	
Argo	Nico Goossens, Pieter Bogaerts
Cleary Gottlieb Steen & Hamilton	Laurent Legein
Cresco	David Dessers
Faber Inter Legal	Benjamin Daro, Martin Van Beirs
Harvest	Adrien Lanotte, Guillaume Beauthier
Lydian	Tom Geudens
Simont Braun	Sandrine Hirsch
Strelia	Gisèle Rosselle



## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>DBB</b>	Yves Brulard
<b>DLA Piper</b>	Ilse Van de Mierop, Joris De Vos, Charles-Albert Dumont de Chassart
<b>Janson</b>	Cédric Alter, Emmanuelle Bouillon
<b>Nautadutilh</b>	Stan Brijs, Sophie Jacmain
<b>Strelia</b>	Bart De Moor
<b>White &amp; Case</b>	Thierry Bosly
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Filip Tanghe, Thales Mertens
<b>Loyens &amp; Loeff</b>	Marc Vermylen, Vanessa Marquette
<b>Racine</b>	Joan Dubaere, Stijn Vanschoubroek, Bert Dehandschutter, Rubben Lindemans
<b>Seeds Of Law</b>	Leo Peeters, Toon Rummens, Leila Mstoian
<b>2 Altius</b>	Alexander Hansebout, Jérôme Vermeylen, Bart Heynickx
<b>Daldewolf</b>	Raphaël Gevers
<b>Fieldfisher</b>	Jean-François Germain, Koen Van Den Broeck, Maxime Berlingin, Isabelle Moens de Hase
<b>Lydian</b>	Yves Lenders, Peter De Ryck, Maxime Colle
<b>Quinz</b>	Benoit Allemeersch, Bart Lintermans, Klaas Thibaut
<b>Stibbe</b>	Stefan Odeurs, Paul Van der Putten, Pieter Wouters
<b>Van Bael &amp; Bellis</b>	Michel Bonne
<b>HIGHLY RECOMMENDED</b>	
<b>Astrea</b>	Louis Verstraeten
<b>CMS</b>	Jean-François Goffin
<b>Deloitte Legal</b>	Jürgen Egger, Glenn Hansen
<b>Kpmg</b>	Patrick Geeraert
<b>Lexlitis</b>	Nicholas Ouchinsky
<b>Liedekerke</b>	Roel Fransis
<b>Linklaters</b>	Charles-Antoine Leunen, Stefaan Loosveld
<b>LMBD</b>	Fabrice Mourlon Beernaert

Monard Law	Geert Hayen
Shape	Tibault le Hardy
Tetra Law	Baudouin Paquot, Jérôme Terfve, Sabrina Scarna
<b>RECOMMENDED</b>	
Crivits & Persyn	Rik Crivits, Jens Vrebos
Elegis	Jean-Pierre Renard, Edmond Brondel
Legacity	Julien Ciarniello
Mosal	Roman Aydogdu
Novalis	Yannick Alsteens
Prioux Culot	Arnaud Houet
Questa Law	Youri Steverlynck

### SEEDS OF LAW: FAST GROWING TOP-TIER PLAYER



Leo Peeters

Key Figure(s): Leo Peeters  
Established: 2019

**Track record:** The team has extensive experience acting for companies facing financial distress or seeking dissolution, providing services not only to distressed firms but also creditors, lenders, parent companies, investors and business partners. Regularly involved in debt and loan restructuring, corporate revitalization without bankruptcy proceedings, and in negotiations in debt, bankruptcy and forced liquidation matters.

**Differentiation:** Made up of a team of experienced lawyers and legal experts that closely monitor jurisprudential and doctrinal developments, Seeds of Law delves deep into each clients' business and sector of activity, to ensure its advice is aligned with their strategic requirements, a fact that enables Seeds of Law to craft uncompromisingly pragmatic and tailor-made solutions.

### STRELIA: TOP CHOICE FOR INSOLVENCY PRACTITIONERS



Bart De Moor

Key Figure(s): Bart De Moor  
Established: 2013

**Track record:** Strelia's restructuring and insolvency team boasts remarkable expertise, providing counsel to international clients and serving as office holder, administrator, or liquidator. Their proficiency extends to handling cross-border proceedings and disputes. Sought after by foreign office holders and law firms for their comprehensive understanding of both the Belgian and foreign legal systems.

**Differentiation:** Strelia's differentiating factor lies in its dual role as both an advisor to creditors and an insolvency practitioner appointed by the court/office holder. Under the leadership of Bart De Moor, a court-appointed administrator with a distinguished track record handling high-profile complex bankruptcy cases, the team excels. The firm acts as a lawyer or office holder in Belgian insolvency cases.

### WHITE & CASE: CROSS-BORDER RESTRUCTURING EXPERTS



Thomas Glauden

Key Figure(s): Thomas Glauden  
Established: 1967

**Track record:** Distinguished global law firm specializing in a wide range of restructuring and insolvency matters which is regularly appointed as counsel to debtors or lenders in high-profile domestic and international cases. Known for its commitment to excellence, White & Case has been entrusted by the Belgian Minister of Justice to handle the rollout of Belgium's new insolvency law.

**Differentiation:** The firm's leading status is maintained via continual investment in a global team of over 40 legal technologists, data-science analysts, support lawyers and project managers, dedicated to enhancing efficiency and mitigating risk through cutting-edge legal technology. Corporate restructuring expert Thomas Glauden is registered with the Brussels and Luxembourg bars and acts for a select domestic and international clientele.

### QUINZ: EFFICIENCY AND DIRECT CONTACT



Benoit Allemersch

Key Figure(s): Benoit Allemersch  
Established: 2011

**Track record:** Quinz serves a diverse clientele, spanning international corporations, investors, banks, entrepreneurs and startups. The firm offers guidance in mergers, equity financing, credit transactions, corporate counseling, and business restructuring. Leveraging their extensive in-house expertise, Quinz lawyers work closely with client management and specialized teams, prioritizing pragmatism.

**Differentiation:** Quinz is home to a team of lawyers with prior experience at elite international law firms or in corporate counsel roles. The firm advises on transactions, contract management, and litigation, offering top-tier legal services at competitive national rates, emphasizing commitment, commercial insight, and a passion for business.



## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Patrick Smet, Isabelle Panis
<b>Arteo</b>	Jean-Michel Degée, Daniel Garabedian, Steven Peeters, Stéphane Wilmet, Pierre-Olivier van Caubergh, Emilie Maes
<b>Linklaters</b>	Henk Vanhulle, Guido De Wit
<b>Loyens &amp; Loeff</b>	Nathalie Reypens, Nicolas Lippens
<b>Tiberghien Economics</b>	Koen Morbée, Bernard Peeters, Ben Van Vlierden
<b>EXCELLENT</b>	
<b>Advisius</b>	Laurent Donnay de Casteau, Frédéric Lettany, Jean Meeùs
<b>Baker McKenzie</b>	Alain Huyghe, Géry Bombeke, Philippe Lion
<b>Deloitte Legal</b>	Eric von Frenckell, Danny Stas, Tim Wustenberghs, Annick Visschers
<b>Eubelius</b>	Wouter Claes, Svjatoslav Gnedasj
<b>Freshfields Bruckhaus Deringer</b>	Axel Haelterman
<b>HIGHLY RECOMMENDED</b>	
<b>1 Afschrift</b>	Typhanie Afschrift
<b>Argo</b>	Philippe Rens
<b>Clifford Chance</b>	Alexandre Ooms
<b>Liedekerke</b>	Lievin De Wulf, Pierre Desenfans
<b>Monard Law</b>	Christiaan Barbier, Hilde Van den Keybus, Pieter Van Den Berghe
<b>Pwc Legal</b>	Olivier Hermand
<b>Simont Braun</b>	Thomas Gernay, Guillaume Delfosse
<b>Stibbe</b>	Wim Panis, Henk Verstraete
<b>Van Cutsem Wittamer Marnef &amp; Partners</b>	Alain Vanderstraeten, Pierre Willemart
<b>2 CMS</b>	Olivier Querinjean
<b>Daldewolf</b>	Yaël Spegel
<b>DLA Piper</b>	Philippe Hinnekens
<b>Fieldfisher</b>	Geoffroy Galéa
<b>Harvest</b>	Didier Grégoire



<b>Lydian</b>	Geert De Neef
<b>Strelia</b>	Benoît Malvaux
<b>Tetra Law</b>	Sabrina Scarna
<b>White &amp; Case</b>	Christophe Goossens
<b>RECOMMENDED</b>	
<b>AKD</b>	Werner Heyvaert
<b>Animo</b>	Sam Gommers, Mathieu Henderikx
<b>Antaxius Advocaten</b>	Erik Gevers
<b>Bird &amp; Bird</b>	Olivier Bertin
<b>Dumon Sablon &amp; Vanheeswijck</b>	Stefan Sablon, Luc Vanheeswijck
<b>Lawtax</b>	Thierry Littanie
<b>Nautadutilh</b>	Ken Lioen
<b>Nibelle &amp; Partners</b>	Pierre-Philippe Hendrickx, Benoît Nibelle
<b>Philippe &amp; Partners</b>	Jean-François Libert
<b>Thales Avocats</b>	Valérie-Anne de Brauwere

### ADVISIUS: CUSTOMER-CENTRIC FIRM



Laurent Donnay  
de Casteau

**Key Figure(s):**  
Laurent Donnay de Casteau  
**Established:** 2020

**Track record:** Advisius is a boutique law firm specializing in offering advanced strategic advice on direct taxes. Its lawyers boast vast expertise in both international and Belgian tax cases. The practice encompasses corporate structuring, M&A tax aspects, private equity, and serving high-net-worth individuals and diverse businesses.

**Differentiation:** Advisius stands out as a pure-player in corporate and individual taxation. The firm's seasoned team, adept at handling international accounts and entrepreneurs, comes with a dedicated French Desk. Its commitment is to provide clear, pragmatic tax solutions, emphasizing both legal and economic perspectives. Corporate tax specialist Laurent Donnay de Casteau serves publicly traded and closely held businesses.

### ARTEO: TAX EXPERTS WITH END-TO-END VALUE ARCHITECTURE



Daniel Garabedian

**Key Figure(s):**  
Daniel Garabedian  
**Established:** 2020

**Track record:** Arteo, an independent Brussels-based law firm, was founded by former members of Liedekerke's tax department. Their impressive track record boasts over 100 cases handled last year, highlighting their strong expertise in wealth and estate planning, Supreme Court procedures, and tax litigation. A reliable choice for clients seeking top-tier legal support in tax-related matters.

**Differentiation:** Arteo's team comprises 24 seasoned experts, specializing in advising financial-market players on tax aspects related to financial products and structuring. This differentiation positions Arteo as a leading legal partner for financial institutions seeking tailored tax solutions and comprehensive advisory services in the M&A, restructuring, real estate and VAT matters.

### VAN CUSTEM: COMPREHENSIVE DOMESTIC AND INTERNATIONAL CORPORATE TAX EXPERTISE



Alain Vanderstraeten

**Key Figure(s):**  
Alain Vanderstraeten  
**Established:** 1977

**Track record:** Van Cutsem Wittamer Marnef & Partners, boasting a team of around 40 lawyers, excels in tax matters concerning enterprise restructuring (M&A) and corporate investment strategies in Belgium. Its diverse clientele spans industries such as automotive, banking, insurance, and life sciences. A trusted advisor for clients seeking top-notch tax solutions in the Belgian market.

**Differentiation:** The firm stands out due to its expertise in national and international taxation, expertly handling disputes, corporate restructuring, VAT, wealth management, and personalized guidance. It is an excellent choice for those seeking comprehensive, professional, and tailored legal and tax solutions.



## WEALTH MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Afschrift</b>	Typhanie Afschrift
<b>Arteo</b>	An Weyn
<b>Cazimir</b>	Nathalie Labeeuw, Olivier De Keukelaere, Tim Melis, Wim Vermeulen
<b>Tiberghien Economics</b>	Gerd Goyvaerts, Alain Van Geel, Griet Vanden Abeele, Emilie Van Goidsenhoven
<b>EXCELLENT</b>	
<b>Deloitte Legal</b>	Mathieu Ex, Caroline Costermans, Alain Laurent Verbeke
<b>Dumon, Sablon &amp; Vanheeswijk</b>	Stefan Sablon, Luc Vanheeswijk
<b>Lawtax</b>	Thierry Littanie, Laurent Tainmont
<b>Loyens &amp; Loeff</b>	Saskia Lust, Nicolas Bertrand
<b>Strelia</b>	Benoît Malvaux
<b>Tetra Law</b>	Sabrina Scarnà
<b>HIGHLY RECOMMENDED</b>	
<b>Advisius</b>	Laurent Donnay de Casteau, Jean Meeûs, Frédéric Lettany
<b>Argo</b>	Hannes Casier, Philippe Rens
<b>CMS</b>	Olivier Querinjean
<b>Daldewolf</b>	Yaël Spegel
<b>Delahaye Avocats</b>	Bérénice Delahaye
<b>DLA Piper</b>	Philippe Hinnekens
<b>Eubelius</b>	Wouter Claes, Svjatoslav Gnedasj, Patrick Hofströssler
<b>Harvest</b>	Didier Grégoire
<b>Huber Crommen Geelhand Barbaix Advocaten</b>	Nicolas Geelhand de Merxem
<b>Janson</b>	Didier Bracke, Arnaud Lévy Morelle
<b>Lydian</b>	Geert De Neef
<b>Monard Law</b>	Hilde Van den Keybus, Christiaan Barbier
<b>Rivus</b>	Ann Maelfait
<b>Van Cutsem Wittamer Marnef &amp; Partners</b>	Alain Vanderstraeten, Bernard Dautricourt
<b>Van Olmen &amp; Wynant</b>	Koen Hoornaert
<b>RECOMMENDED</b>	
<b>Bloom</b>	Denis-Emmanuel Philippe
<b>Ducartis</b>	Petra Gabriël
<b>Hirsch &amp; Vanhaelst</b>	Sophie Vanhaelst, Mikael Gossiaux
<b>Lallemand Legros &amp; Joyn</b>	Aurélien Vandewalle
<b>Nijs Draye</b>	Joris Draye, Alain Nijs
<b>Philippe &amp; Partners</b>	Jean-François Libert
<b>Sansen International</b>	Gertjan Verachtert
<b>Thales Avocats</b>	Valérie-Anne de Brauwere

## TRANSFER PRICING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Arteo</b>	Jean-Michel Degée, Steven Peeters
<b>Baker McKenzie</b>	Géry Bombeke
<b>Loyens &amp; Loeff</b>	Natalie Reypens, Aldo Engels
<b>Tiberghien Economics</b>	Ben Van Vlierden
<b>EXCELLENT</b>	
<b>Advisius</b>	Laurent Donnay de Casteau
<b>CMS</b>	Olivier Querinjean
<b>Fieldfisher</b>	Geoffroy Galéa
<b>Monard Law</b>	Pieter Van Den Berghe
<b>Pwc Legal</b>	Patrick Boone, Isabel Verlinden

## TRANSFER PRICING

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte</b>	Pascal Van Hove, Patrick Cauwenbergh, Jeroen Lemmens
<b>EY</b>	Kurt Van der Voorde
<b>KPMG</b>	Dirk Van Stappen
<b>PWC</b>	Jonas Van de Gucht
<b>EXCELLENT</b>	
<b>BDO</b>	Charlotte Broekaert
<b>Grant Thornton</b>	Leslie Van den Branden
<b>Tiberghien Economics</b>	Andy Neuteleers



# DENMARK

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Accura Advokatpartnerselskab</b>	Kim Toftgaard, Mads Kjellerup Dambæk
<b>Gorrissen Federspiel</b>	Lotte Eskesen, Michael Steen Jensen, Morten Nybom Bethe, Tobias Linde
<b>Kromann Reumert</b>	Jakob Bernhoft, Kim Rasmussen, Thomas Kaas, Peter Schiøler Skaaring
<b>Plesner</b>	Søren Thyssen Valerius, Rasmus Mandøe Jensen, Emil Deleuran, Jacob Nygaard
<b>EXCELLENT</b>	
<b>Bech-Bruun</b>	Morten Krogsgaard, Thomas Thordal Sevelsted
<b>Bruun &amp; Hjejle</b>	Thomas Skjellerup, Christian Sahlertz, Morten Jensen, Henrik Dahl, Karsten Kristoffersen
<b>DLA Piper Denmark</b>	Joachim Kundert Jensen, Ulrich Hejle
<b>Horten</b>	Claus Bennetsen, Lars Lüneborg
<b>HIGHLY RECOMMENDED</b>	
<b>DreistStorgaard Advokater</b>	Nikolaj Juhl Hansen, Martin Skovbjerg, Svend-Aage Dreist Hansen
<b>Lundgrens</b>	Lars Kjær
<b>Magnusson</b>	Sam Jalaei
<b>Moalem Weitemeyer</b>	Henning Aasmul-Olsen
<b>Poul Schmith</b>	Peter Hedegaard Madsen
<b>RECOMMENDED</b>	
<b>Carsted Rosenberg</b>	Michael Carsted Rosenberg, Andreas Tamasauskas
<b>Loeven</b>	Søren Brinkmann
<b>Mazanti-Andersen</b>	Mette Gahrn-Jensen

# FINLAND

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Borenius</b>	Niina Nuottimäki, Riikka Eronen
<b>Castrén &amp; Snellman</b>	Sakari Lukinmaa, Tero Tuomisto, Minna Korhonen
<b>Hannes Snellman</b>	Antti Alanko, Henrik Mattson, Markus Bremer
<b>Krogerus</b>	Heidi Kivenjuuri, Päivi Toivari
<b>Roschier</b>	Helena Viita, Johannes Ahti, Jonne Järvi
<b>White &amp; Case Finland</b>	Krista Rekola, Oona Lilja, Tanja Törnkvist
<b>EXCELLENT</b>	
<b>Avance Attorneys</b>	Sari Wallgren, Selinda Näse
<b>Dittmar &amp; Indrenius</b>	Hanna-Mari Manninen, Juha-Pekka Mutanen, Kristian Karlsson
<b>HPP Attorneys</b>	Antti Rintakoski, Björn Nykvist
<b>Waselius &amp; Wist</b>	Maria Lehtimäki, Timo Lehtimäki, Olli Kiuru
<b>HIGHLY RECOMMENDED</b>	
<b>Bird &amp; Bird</b>	Kristiina Lehtilä, Jori Taipale, Jaakko Hietala
<b>DLA Piper Finland</b>	Hans Sundblad, Kristiina Hirva, Mikko Luukkonen
<b>Eversheds Sutherland</b>	Harri Tolppanen, Merja Blankenstein, Tiina Ashorn, Vesa Turkki
<b>Merilampi Attorneys</b>	Ari Keinänen, Tommi Elo
<b>KallioLaw</b>	Olli Oksman, Panu Skogström



# FRANCE

## M&A: LARGE-CAP (OVER €500M)

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Lazard	François Kayat, Andrea Bozzi, Charles-Henri Filippi, Isabelle Xoual, Vincent Le Stradic, Guillaume Molinier, Bertrand Moulet, Thomas Picard, Jean-Louis Girodolle
Morgan Stanley France	Ludovic Jacquot, Frédéric Proust, David Benichou, Jean-Baptiste Charlet, Guillaume Gabaix, Yves Ayache, Emmanuel Goldstein
Rothschild & Co	Grégoire Chertok, Laurent Baril, Alexandre de Rothschild, François Pérol
<b>2</b> BNP Paribas	Cyrille de l'Epine, Sophie Javary, Alban Bouley, Thierry Varène
Goldman Sachs	Jérémie Marrache, Anne Bizien, Pierre Hudry
J. P. Morgan	Kyril Courboin, Marc Pandraud, Augustin d'Angerville
<b>EXCELLENT</b>	
<b>1</b> Bank of America	Stéphane Courbon, Jérôme Morisseau, Emmanuel Régniez
Barclays	Ghislain de Brondeau, Gilles Richard, François Baroin, Emmanuelle Ortiz, Gauthier Le Milon
Centerview Partners	Matthieu Pigasse, Nicolas Constant, Pierre Pasqual, Yann Krychowski
Crédit Suisse	Valérie Landon, Bruno Hallak
Perella Weinberg Partners	David Azéma, Tanguy Rivière, Cyrille Perard, Uel Migan, Stéphane Richard
Société générale CIB	Sylvain Mégarbané, Thierry d'Argent, Sylvie Remond, Sébastien Proto, Stefan Goetz
Sycomore Corporate Finance	Pierre-Arnaud de Lacharrière, Olivier Barret, François Vigne
<b>2</b> Citigroup	Grégoire Haemmerlé, Pierre Drevillon
Crédit Agricole CIB	Bertrand Peyrelongue
Deutsche Bank	Emmanuel Hasbanian, Julien Fabre
HSBC	Alexandre Courbon
Nomura	Jérôme Calvet, Alexis Singer
<b>HIGHLY RECOMMENDED</b>	
Jefferies International	Muriel Petit, Jérôme Delahaye
Moelis & Company	Benoît Renon
PJT Partners	Antonin Baladi, Michel Antakly, Pierre Bourderye, Emmanuel Gueroult, René Proglgio
Ubs Investment Bank	Emmanuel Keller, Igor de Limur, Régis Turrini, Nicolas Paquet
UniCredit	Olivier Khayat

## M&A: UPPER MID-CAP (BETWEEN €150M AND €500M)

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Lazard</b>	Charles Andrez, Jean-Philippe Bescond, François Guichot-Pérère, Olivier Le Maire
<b>Natixis Partners</b>	Bruno Stern, François Rivalland, Ludovic Tron, Denis Vidalinc, Olivier Dardel
<b>2</b>	
<b>DC Advisory</b>	Grégory Roquier, David Benin, Frédéric Meyer, Nicolas Cofflard, François Prioux
<b>Edmond de Rothschild Corporate Finance</b>	Julien Beraud, Philippe Flament, Philippe Duval, Nicolas Durieux, Arnaud Petit, Thomas Hamelin, Vanessa Guyot-Sionnest, Jean-Charles Bernard
<b>EXCELLENT</b>	
<b>1 Amala Partners</b>	Jean-Baptiste Marchand, Benjamin Giner, Alexis Matheron, Jean-Michel Cagin
<b>Banque Hottinguer</b>	Pierre Durand de Bousingen, Elisabeth Martin, Arnaud Bochet, Philippe Bonhomme, Bernard Le Gendre, Adrien Choquet, Patricia Lormeau
<b>Clearwater International</b>	Philippe Guézenc, Laurent Camilli, Benjamin Zayat, Thomas Gaucher, Nicolas Saint-Pierre, Julien Choppin, Jonathan Bursztyn, Laurence de Rosamel, Jérémy Sartre
<b>Wil Partners</b>	Jacques Ittah, André Haïk
<b>2</b>	
<b>Alantra</b>	Olivier Guignon, Franck Portais, Oriane Durvy, Fabrice Scheer, Florian Touchard, Franck Noat, Nicolas Senlis, Nicolas Vienot
<b>BNP Paribas Mid Cap</b>	Philippe-Elie Bacot, Thierry Marie, Bruno Attali
<b>Degroof Petercam</b>	Cyril Kammoun, Franck Silvent
<b>Goldman Sachs</b>	Thomas Gagnez
<b>Oddo BHF Corporate &amp; Market</b>	Jean-François Delpech, Johannes von Neipperg, Nadine Veldung, Christophe Bourrilly, Thomas Devineau, Stéphane Rémus-Borel, Laurent Buiatti
<b>HIGHLY RECOMMENDED</b>	
<b>Neufilze OBC</b>	Jean-Christophe Liard, Johanna Guzman, Philippe Esser
<b>Raphaël Financial Advisory</b>	Benoît O'Mahony, Florent Haïk, Benoît Perrin d'Arloz
<b>RECOMMENDED</b>	
<b>AM Capital</b>	Abdelnor Chehlaoui, Joel Krief
<b>B&amp;a Investment Bankers</b>	Cyril F. Benoit, Emmanuel Gros
<b>Goetzpartners</b>	Serge Prager, Michel Payan
<b>Mirabaud</b>	Stéphane Benouaich
<b>Ohana &amp; Co</b>	Ariel Ohana, Karine Ohana
<b>Rabobank International</b>	François Hunaut



## M&A MID-CAP (BETWEEN €30M AND €150M)

### Best Investment Banks

In each tier, the banks are ordered alphabetic

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Cambon Partners</b>	Michael Azencot, Morgann Lesné, Laurent Azout, Guillaume Teboul, David Salabi, Jonathan Journo, Guillaume Eymar, Nicolas Pirot, Alexandre Aymard, Thomas Bertier
<b>Capitalmind</b>	Kilian de Gourcuff, Alexandre Ebin, Nicolas Balon, Michel Degryck, Thibault Laroche-Joubert, Jean-Arthur Dattée
<b>Rothschild Transaction R</b>	Pierre Sader, Pierpaolo Carpinelli, Jean-Christophe Quiniou, Guillaume Cauchoix
<b>EXCELLENT</b>	
<b>1 Bryan, Garnier &amp; Co</b>	Guillaume Nathan, Hervé Ronin, Olivier Beaudouin, Philippe Patricot, Greg Revenu, Olivier Garnier
<b>Clipperton Finance</b>	Thomas Neveux, Nicolas Von Bülow, Thibaut Revel, Stéphane Valorge, Antoine Ganancia, Thomas de Montille, Nikolas Westphal
<b>Crédit Agricole Midcap Advisors</b>	Alain Crohem, Didier Lenz, Xavier Boeri, Vincent Ribereau-Gayon, Frédéric Bonnard, Jean Colsy, Caroline Dheilly
<b>Financière De Courcelles</b>	Noël Forgeard, Michaël Petit, Henri Mion, Emmanuel Antmann, Matthieu de Baynast, Philippe Dore, Guillaume Piette
<b>Gimar &amp; Co</b>	Hubert Chevrais, Christian Giacomotto, Stéphane Olmi, Olivier Jolain, Philippe Marini, François Barthelemy
<b>KPMG</b>	Mark Wyatt, Julian Parsons, Stéphane Souchet
<b>Lincoln International</b>	François Rispoli, Ludovic Rodié, François Carlot, Serge Palleau, Dominique Lecendreau, Jean-René Hartpence, Guillaume Suizdak, Géraud Estrangin, Matthieu Rosset, Arnaud Dudognon
<b>Transactions &amp; Cie</b>	François Paillier, Frédéric Bos, Matthieu Mora, Julien Moréel, Christophe de Backer, Diane De Montjamont
<b>Translink CF France</b>	Marc Irisson, Mathieu Lemesle, Jacques-Henri Rième, Tanguy du Chesnay, Antoine Tanguy, Lina Ismail
<b>2 Croissance Partenaires</b>	Pierre Miallot
<b>Deloitte</b>	Charles Bédier
<b>EY</b>	Damien Anzel, Olivier Catonnet, Matthieu Carlier
<b>Largillière Finance</b>	Paul Bougnoux, Nicolas Ibanez, Tanguy Mantelin, Guylène Jourdan
<b>Pwc Corporate Finance</b>	Geoffroy Pacault, Antoine Grenier, Adrien d'Alincourt
<b>Scalene Partners</b>	Simon Eischen, Samuel Assaraf, Anthony Gripe
<b>Ubs Investment Bank</b>	Jérôme Pin, Jérôme Breuneval, Nicolas Henry



## HIGHLY RECOMMENDED

<b>1</b>	<b>Avolta Partners</b>	Philippe Rodriguez, Patrick Robin, Arthur Porré, Philippe Dardier, David Laurent, Frédéric Ventre, Tarik Saadallah
	<b>Cfi France - Athema</b>	Jean-Marc Teurquetil
	<b>Drake Star Partners</b>	Lawrence Giesen, Christophe Morvan, Bruno Tourme
	<b>Pax Corporate Finance</b>	Adrien Tourres, Laurent Mouflin, Michel Lafon, Enrick Gane, Simon Morin, Sébastien Leleu, Anthony Ginieis
	<b>Rochefort &amp; Associés</b>	Enguerrand Rochefort, Thomas Blondet, Ghislain de Murard, Guillaume de La Hosseraye

<b>2</b>	<b>ETXE Finance</b>	Romain Petit, Luc Demarre
	<b>June Partners</b>	Cédric Hetzel, Marc-Antoine Cabrelli, Hubert Kirchner, Paul Guerrier
	<b>Mazars</b>	Matthieu Boyé, Stéphane Pithois, Henry Turquand d'Auzay, Frédéric Clairet
	<b>R&amp;J Capital</b>	Elisabeth Amiel

<b>3</b>	<b>FL Finance &amp; Developpement</b>	Florence Farriaux, Luc Farriaux, Pierre de Sury
	<b>Invest Corporate Finance</b>	Vincent Déchin, Marc O'Neill, Bertrand le Galcher-Baron, Vincent Behr, Gwenaël Le Berre, Claude Breuil, Christophe Marchand, Raphaël Rossello, Christian Finan
	<b>Sevenstones</b>	François Camus, Elodie Le Gendre, Damien Vigneron

## RECOMMENDED

	<b>AEC Partners</b>	Jordi Esclusa, Christine Garnier, Lionel Delaporte, Jean-François Lopez
	<b>Bucéphale Finance</b>	David Orban, Timothée Fontaine
	<b>Canec International</b>	Gilles Meese
	<b>Chami &amp; Co</b>	Jean-Michel Chami
	<b>CMW Corporate Finance</b>	Hervé Le Roy
	<b>Euromerger</b>	Michel Cochet
	<b>Frenger International</b>	Jean-Noël Mermet
	<b>GCA Altium</b>	Hugues Archambault
	<b>JSquare Conseil</b>	Jennifer Johns, Amélie du Chalard
	<b>Lasteyrie &amp; Associés</b>	Etienne de Lasteyrie
	<b>Verdier &amp; Co</b>	Jean-Philippe Verdier
	<b>Wagram Corporate Finance</b>	Christophe Tymen, Paul Le Clerc, Sylvain Cotte, Mathieu Rouget



## M&A: SMALL CAP (UNDER €30M)

### Best Investment Banks

In each tier, the banks are ordered alphabetic

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>CIC Conseil</b>	C.Serratrice, A.Aurel, C.Darcy, T.Fargeot, C.Kamel, C.Vojetta, F.Riou, F.Oby, R.Mercier
<b>DDA &amp; Company</b>	Alexandre Odin, Didier Choix, Alain Sitbon, Jean-Damien Perrier, Agnès Marossero
<b>Linkers</b>	Philippe Laurent, Philippe Delecourt, Sidney Serval, Michèle Fine, Guillaume Anselin, Didier Busquet
<b>EXCELLENT</b>	
<b>1 Blue Partners Finance</b>	Nicolas Elbaz, Nicolas-Pierre Baumé
<b>Capstone Finance</b>	Thaddée Willart, Vincent Boutillier
<b>Clairfield International</b>	Pierre-Alexandre Suide, Bertrand Hermez, Thierry Chetrit, Christian de Charentenay
<b>Equideals</b>	Yves Kerveillant, Marc Nougué, Thibaut Regnier-Vigouroux, Benoît Cauchard, Cyrielle De Beaumont
<b>Eurvad Finance</b>	Jonathan Melloul, Charles Guigan
<b>Impulse Corporate finance</b>	Charles Tétard, Clovis Tuffier, Pierre Besson
<b>In Extenso Finance &amp; Transmission</b>	C.Estivin, M.Sabaté, J-L.Carol, A.Briand, N.du Rivau, G.Hoppenot, C.del Toso, B.Cendrier, Y. Melloul
<b>Logion Finance</b>	Pierre Siamer, Yvette Mislin
<b>Wingate</b>	Daniel Ramakichenane, Pierre Chupin, Stéphane Cohen
<b>2 Aurignac Finance</b>	Christine de Briganti, Raphaël Brenier, Jean-René Griton
<b>BDO Corporate Finance</b>	Thibaut Baptiste, Pierre-Michel Peugnet, Jean-Noël Grandval, Olivier Tircazes
<b>Build Up</b>	Patrick Azzopardi
<b>Crédit du Nord</b>	Stéphane Peterlini, Raphaël Aubry Marais, Caroline Duclos
<b>Eponyme Partners</b>	A.Perez, A.Méheut, T.Paulhac, FAurousseau, J-M.alliot, S.Vervel Brotz
<b>I-Deal Development</b>	Frédéric Bonan, Thierry Bloch
<b>MBA Capital</b>	Nicolas Bonnel, Michel Le Blay, Isabelle Arnaud-Despreaux, Vincent Juguet
<b>Pkf Spin-Off &amp; Co</b>	Frédéric Assouline, Daniel Colé, Jean-Marie Simon
<b>Synercom France</b>	C.Berthier, A.de Chantérac, P.Faucon, D.Guillard, PKobloth, H.Loretto, J-PVergnault, J-D.Tresch, Sarah Tresch
<b>Whedge Corporate Finance</b>	Franck Hammer
<b>HIGHLY RECOMMENDED</b>	
<b>1 Aliénor Partners</b>	Laurence d'Halleine, Brice Thébaud, Ludovic Richard, Kévin Peyrot
<b>Crescendo Finance</b>	Yoann Roussel, Alexandre Folman
<b>EdRCF Croissance</b>	Guillaume Jaureguiberry, Axel Riquet
<b>RSA Corporate Finance</b>	Aymeric Stievenart
<b>Societex Corporate Finance</b>	Krzysztof Giecold, Thomas Beaurain, Pascal Rivière, Jean-Jacques Vaury, Bernard Maussion
<b>2 Arcéane</b>	ELorinet, A.Sauvage, H.De Candé, H.Thevenet, C.Valentin, M.Selmi, St.Aubin
<b>Aristea</b>	Anne-Sophie Bastard de Crisnay, Arnaud Meunier du Houssoy, Pierre Sanna
<b>Auris Finance</b>	Jacques Roboh, Arnaud Watteau, Damien Gros
<b>ByCap</b>	Bertrand Simon
<b>Connecting Business / Audit Cpa</b>	David Abastado, Antony Goichon, Philippe De Reviere
<b>D&amp;A</b>	Jean-Marc Dayan
<b>Gereje Corporate Finance</b>	Fabrice Lombardo, Jean de Moras, Laurent Gobinet
<b>Ilium Partners</b>	Valentin Salcedo
<b>Montfort &amp; Co</b>	Nicolas Ruellan
<b>Nfinance</b>	Guy Cohen
<b>Smart Entrepreneurs Partners</b>	G.Dubosq, G.Gelineau, D.Lemiere, C.Gouriou, M.Egasse, C.Berthon, P-L.Reynaud
<b>Valexcel Finance</b>	Olivier Menu
<b>RECOMMENDED</b>	
<b>Adams &amp; Royer</b>	Michel Royer
<b>Deomenos</b>	François Ramette
<b>Finaura Partners</b>	Geneviève Montant, Jean-Louis Allix
<b>Gouvernance &amp; Valeurs</b>	Jean-Marc Perrier, Bernard Attali
<b>Liautaud &amp; Compagnie</b>	Martine Liautaud
<b>M&amp;A Consultants</b>	Bertrand de la Porte
<b>Onetoone Corporate Finance</b>	Jean-Luc Bertrand, Patrick Coutand
<b>Quatuor</b>	Gilles Ravel
<b>Shibumi Corporate Finance</b>	Jean-Michel Lebouvier, François Kittel
<b>Trianon Corporate Finance</b>	Jane Coblence, Alex Marvaldi, Olivier Platz
<b>Twinkl</b>	Laurent Loubarette, Franck Loubarette
<b>Wanda Corporate Finance</b>	Morgan Trabelsi

## ENERGY & INFRASTRUCTURE M&A: LARGE-CAP

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> BNP Paribas	Yohann Bournand
Lazard	Thomas Picard, Cédric Léoty
Rothschild & Co	Nicolas Bonnault, Grégoire Chertok, Guillaume Vignéras
<b>2</b> Morgan Stanley France	Emmanuel Goldstein, Yves Ayache, Frédéric Proust
Société générale CIB	Patrick Perreault, Juan Manuel Ramirez, Julien Benhamou
<b>EXCELLENT</b>	
<b>1</b> Bank of America	Stéphane Courbon
Crédit Agricole CIB	Christine Marchal, Fabien Brunet
Crédit Suisse	Valérie Landon, Bruno Hallak
Natixis Partners	Vincent Berry
<b>2</b> Barclays	Gilles Richard
Deutsche Bank	Julien Fabre, Emmanuel Hasbanian
Goldman Sachs	Anne Bizien
J. P. Morgan	Maja Torun
PJT Partners	Pierre Bourderye, Michel Antakly
<b>HIGHLY RECOMMENDED</b>	
Citigroup	Nicolas Benhamou-Rondeau, Grégoire Haemmerlé, Pierre Drevillon, Robin Rousseau
HSBC	Alexandre Courbon
<b>RECOMMENDED</b>	
Banco Santander	Frédéric Hauteville, Elena Aksenova, Fabrice Ramelli
Centerview Partners	Nicolas Constant
Macquarie	Fady Lahame
Ubs Investment Bank	Nicolas Paquet

## INDUSTRIALS M&A: LARGE-CAP

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> BNP Paribas	Thierry Varène
Deutsche Bank CIB	Emmanuel Hasbanian, Julien Fabre
<b>2</b> Bank of America	Stéphane Courbon
J. P. Morgan	Xavier Bindel, Isabelle Seillier
<b>EXCELLENT</b>	
Barclays	Thierry Le Palud
Lazard	Isabelle Xoual, Jean-Louis Girodolle, Guillaume Molinier, Bertrand Moulet, Thomas Picard
Morgan Stanley France	Jean-Baptiste Charlet
Rothschild & Co	Grégoire Chertok, Cyrille Harfouche
Société générale CIB	Patrick Perreault, Juan Manuel Ramirez
<b>HIGHLY RECOMMENDED</b>	
Crédit Agricole CIB	Bertrand Peyrelongue
Crédit Suisse	Valérie Landon, Bruno Hallak
Goldman Sachs	Thierry Sancier
Greenhill & Co	Amélie Négrier-Oyarzabal
HSBC	Alexandre Courbon
Ubs Investment Bank	Laurent Bouvier
<b>RECOMMENDED</b>	
Barber Hauler Capital Advisers	Dominique Bazy, Pascal Hervé
Bucéphale Finance	David Orban
Citigroup	Grégoire Haemmerlé
Messier & Associés	Jean-Marie Messier
Nomura	Jérôme Calvet, Alexis Singer



## RETAIL & CONSUMER GOOD: M&A

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Centerview Partners	Nicolas Constant, Pierre Pasqual
Lazard	Andrea Bozzi, Isabelle Xoual, Jean-Philippe Bescond
Rothschild & Co	Grégoire Chertok, Frank Cygler, Cyril de Mont-Marin
<b>EXCELLENT</b>	
<b>1</b> Morgan Stanley France	Jean-Baptiste Charlet, Yves Ayache
Natixis Partners	Bruno Stern, Patrick Maurel, Valérie Pellereau, Anne Hiebler
<b>2</b> BNP Paribas	Philippe-Elie Bacot
Crédit Agricole CIB	Pietro Sibille
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> B&A Investment Bankers	Cyril F. Benoit
Capitalmind	Alexandre Ebin
Clearwater International	Philippe Guézenc, Benjamin Zayat
Crédit Suisse	Bruno Hallak, Valérie Landon
Deutsche Bank	Julien Fabre, Emmanuel Hasbanian
Edmond de Rothschild Corporate Finance	Nicolas Durieux, Philippe Flament
Financière De Courcelles	Matthieu de Baynast, Guillaume Piette, Henri Mion
Goldman Sachs	Gilberto Pozzi, Pierre Hudry, Anne Bizien
J. P. Morgan	Kyril Courboin, Maja Torun
Nomura	Jérôme Calvet, Alexis Singer
Ohana & Co	Ariel Ohana
Ondra	Yann Dever, Jean-Wilfried Diefenbacher, Gilles Mentré
Société générale CIB	Patrick Perreault, Juan Manuel Ramirez
Transactions & Cie	François Paillier, Matthieu Mora, Julien Moréel, Frédéric Bos, Christophe de Backer, Diane De Montjamont
Translink CF France	Jacques-Henri Rième
Ubs Investment Bank	Jérôme Breuneval
<b>2</b> Bank of America	Laurent Vieillevigne
Barclays	Ghislain de Brondeau
Bryan, Garnier & Co	Greg Revenu
Citigroup	Roberto Costa
DC Advisory	Maxime Leclercq
Deloitte	Charles Bédier
Goetzpartners	Michel Payan, Serge Prager
I-Deal Development	Thierry Bloch, Frédéric Bonan
Invest Corporate Finance	Raphaël Rossello
Largillière Finance	Shamir Razavhousen
Lincoln International	Dominique Lecendreux, François Rispoli, Ludovic Rodié
NatWest	Alison Rose
Oaklins	Hadrien Mollard
Oddo BHF CORPORATE & MARKET	Thomas Devineau
Societex Corporate Finance	Jean-Jacques Vaury, Krzysztof Giecold

# FINANCIAL INSTITUTIONS GROUP (FIG)

## Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Morgan Stanley France	Guillaume Gabaix, Yves Ayache
Rothschild & Co	Cyril de Mont-Marin, Pierre Sader
<b>EXCELLENT</b>	
<b>1</b> Barclays	Jeremie Renaudin
BNP Paribas	Thierry Marais, Jean-Sébastien Dietsch, Frédéric Legmann
Centerview Partners	Yann Krychowski
J. P. Morgan	Joël Chapellier
Lazard	Charles-Henri Filippi, Corso Bavagnoli
Newco Corporate Finance	Jean-Louis Duverney-Guichard
Société générale CIB	Patrick Perreault, Thomas Caniaux
<b>2</b> Cambon Partners	David Salabi, Guillaume Eymar
Crédit Suisse	Bruno Hallak, Julien Lamm
FIG Partners	Alexandre Morin, Christophe Muyard
Gimar & Co	Stéphane Olmi, Olivier Jolain, François Barthelemy
Messier & Associés	Jérémy Langlois
Perella Weinberg Partners	David Azéma, Tanguy Rivière, Celine Anthoine
<b>HIGHLY RECOMMENDED</b>	
Bank of America	Laurent Vieillevigne
Citigroup	Nicolas Desombre
Crédit Agricole CIB	Sébastien Pailhole, Julien Weber
Deloitte	Sébastien Manelfe
Deutsche Bank	Hubert Vannier
KPMG Avocats	Nicolas-David Kersen
Largillière Finance	Nicolas Ibanez
Nomura	Filippo Foco, Alexis Singer
Pwc Corporate Finance	Antoine Grenier, Adrien d'Alincourt
Transactions & Cie	Frédéric Bos
<b>RECOMMENDED</b>	
Avolta Partners	Arthur Porré
Clearwater International	Thomas Gaucher
Financière De Courcelles	Christophe Brière
<b>VALUABLE PRACTICE</b>	
Banco Santander	Fabrice Ramelli
Banque Hottinguer	Adrien Choquet, Philippe Bonhomme
Bucéphale Finance	Timothee Fontaine
DC Advisory	David Bénin



## ACQUISITION FINANCING (M&A & LBOs)

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Bredin Prat</b>	Raphaële Courtier, Samuel Pariente, Karine Sultan
<b>Clifford Chance</b>	Thierry Arachtingi, Xavier Comaills, Pierre-Benoît Pabot du Châtelard
<b>De Pardieu Brocas Maffei</b>	Sébastien Boullier de Branche, Yannick Le Gall, Corentin Coatalem, Christophe Gaillard
<b>Gide Loyrette Nouel</b>	Éric Cartier-Millon, Nathalie Benoit
<b>Latham &amp; Watkins</b>	Xavier Farde, Michel Houdayer, Lionel Dechmann, Carla-Sophie Imperadeiro
<b>Paul Hastings</b>	Olivier Vermeulen, Tereza Courmont Vlkova, Marc Zerah
<b>2</b>	
<b>Freshfields Bruckhaus Deringer</b>	Laurent Mabilat, Fabrice Grillo, Stéphanie Corbière
<b>Goodwin</b>	Arnaud Fromion, Frédéric Guilloux, Adrien Paturaud
<b>Hogan Lovells</b>	Alexander Premont, Sabine Bironneau, Cassandre Porgès
<b>Mayer Brown</b>	Jean-Philippe Lambert, Maud Bischoff, Patrick Teboul, François-Régis Gonon, Jean-Pierre Lee
<b>Weil, Gotshal &amp; Manges</b>	Olivier Jauffret, James Clarke
<b>White &amp; Case</b>	Raphaël Richard, Denise Diallo, Samir Berlat, Roman Picherack, Neeloferr Roy
<b>Willkie Farr &amp; Gallagher</b>	Paul Lombard, Amir H. Jahanguiri, Thomas Binet
<b>EXCELLENT</b>	
<b>1</b>	
<b>Allen &amp; Overy</b>	Adrian Mellor, Driss Bererhi, Thomas Roy
<b>Cornet Vincent Ségurel</b>	Bertrand Coste, Matthieu Guignard, André Watbot, René-Pierre Andlauer, Pierre Lamidon, Alfred Lortat-Jacob
<b>Dechert</b>	Privat Vigand
<b>DLA Piper</b>	Raphaël Béra, Fanny Combourieu, Sophie Lok
<b>Jones Day</b>	Sophie Chevallier, Frédéric Gros, Diane Sénéchal
<b>Linklaters</b>	Kathryn Merryfield, Cyril Abtan
<b>Moncey Avocats</b>	David Malamed
<b>Volt Associés</b>	Alexandre Tron
<b>Winston &amp; Strawn</b>	Mounir Letayf, Adeline Roboam, Ariane Berthoud
<b>2</b>	
<b>Agilys Avocats</b>	Frédéricque Milotic, David Kalfon
<b>Ayache</b>	Gwenaëlle de Kerviler, Alain Lévy, Linda Bessa
<b>Cards Avocats</b>	Chucris Serhal
<b>CMS Francis Lefebvre Avocats</b>	Laurent Mion
<b>Darrois Villey Maillot Brochier</b>	Martin Lebeuf
<b>HFW</b>	Jean-Marc Zampa, Diane de Moüy, Thomas Forin, Timothy Clemens-Jones
<b>McDermott Will &amp; Emery</b>	Pierre-Arnoux Mayoly
<b>Mermoz Avocats</b>	Tristan Segonds, Benjamin Guilleminot
<b>NH Law</b>	David Lussigny, Jennifer Hinge
<b>Shearman &amp; Sterling</b>	Maud Manon
<b>Simmons &amp; Simmons</b>	Colin Millar
<b>Stephenson Harwood</b>	Yann Beckers

## HIGHLY RECOMMENDED

<b>1</b>	<b>Archers</b>	Jean-Maurice Gaillard, Paul-Henri de Cabissole
	<b>Bryan Cave Leighton Paisner</b>	David Blondel, Olivier Borenstejn
	<b>Dentons</b>	Philippe Max, Jean-Marc Allix
	<b>King &amp; Spalding</b>	Fernand Arsanios
	<b>Nabarro Béraud Avocats</b>	Jonathan Nabarro
	<b>Nova Partners</b>	Loic-Emmanuel Pellegrino, Olivier Nett, Julien Imhoff, Magali Floris-Drujon d'Astros
	<b>Orrick</b>	Hervé Touraine
	<b>Pact Avocats</b>	Benjamin Dahan
	<b>Reboul &amp; Associés</b>	Guillaume Reboul
	<b>Sekri Valentin Zerrouk - SVZ</b>	Emmanuelle Vicidomini

<b>2</b>	<b>August Debouzy</b>	Laure Bonin, Valery Denoix de Saint Marc
	<b>Bentam Societe D'Avocats</b>	Guillaume Ansaloni, Marie-Cécile Rieu
	<b>Carlara</b>	Frédéric Huguenin
	<b>De Gaulle Fleurance</b>	Jonathan Souffir, May Jarjour, Jean-Baptiste Santelli, Anne Maréchal
	<b>Delsol Avocats</b>	Séverine Bravard
	<b>Franklin</b>	Stéphan Alamowitch
	<b>Gibson Dunn</b>	Amanda Bevan-de Bernède
	<b>Herbert Smith Freehills</b>	Cyril Boulignat
	<b>Kramer Levin</b>	Dana M. Anagnostou, Reid Feldman, Sophie Perus
	<b>Lacourte Raquin Tatar</b>	Damien Luqué, David Sorel
	<b>LPA-CGR Avocats</b>	Thomas Ehrecke, Hassan Javanshir
	<b>Simon Associés</b>	Christelle Salmon-Lataste, Antoine Denis-Bertin
	<b>UGGC Avocats</b>	Olivier Moriceau

## RECOMMENDED

	<b>Aramis</b>	Aymeric de Mol
	<b>DS Avocats</b>	Arnaud Burg, Marie Trécan
	<b>Fidal</b>	Benoit Creis, Philippe Chevrier, Christian Fournier, Vianney de Bagneux, Arthur Bombard
	<b>Hughes Hubbard &amp; Reed</b>	Sena Agbayissah
	<b>Jeantet</b>	Jean-François Adelle, Alexae Fournier-de Fay
	<b>Lamartine Conseil</b>	Clyve Monfredo, Maryline Pic-Dehongher
	<b>Latournerie Wolfrom Avocats</b>	Christian Wolfrom
	<b>Reinhart Marville Torre</b>	Laurent Cavallier, Philippe Torre
	<b>Stream</b>	Aymeric de Tapol, Olivier Challine
	<b>Valther</b>	Velin Valev, Marie Kanellopoulos



## TRANSACTIONAL TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Arsene</b>	Mirouna Verban, Brice Picard, Alexandre Rocchi, David Chaumontet, Denis Andres, Frédéric Teper, Franck Chaminade, Yoann Chemama, Charles Dalarun
<b>Bredin Prat</b>	Julien Gayral, Sébastien de Monès, Pierre-Henri Durand, Anne Robert, Jean-Florent Mandelbaum
<b>Darrois Villey Maillot Brochier</b>	Loïc Védie, Alain Maillot, Vincent Agulhon
<b>Linklaters</b>	Edouard Chapellier, Cyril Boussion
<b>PwC Société d'Avocats*</b>	X. Etienne, J.-P. Brillet, N. Arfel, M.-O. Roux, F. Radisic, A.-V. Attias-Assouline, K. Gruzdova
<b>2</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Anne-Sophie Coustel
<b>Deloitte Société d'Avocats*</b>	A. Mourier, M. Davené, E. Genot, F. Pierson, O. Venzal, A. Brunetto, E. Couderc
<b>KPMG Avocats*</b>	Delphine Capelli, Jean-Etienne Chatelon, Sophie Fournier-Dedoyard, Mathieu Gautier, Xavier Houard, Audrey-Laure Illouz, Vincent Lacombe, David Lucas, Jérôme Talleux
<b>EY Société d'Avocats*</b>	L. Benant, C. Devouges, S. Gobaut, J.-P. Barbé, S. Magnen, M. Autret, M. Levy, N. Todorova
<b>Latham &amp; Watkins</b>	Olivia Rauch-Ravisé, Xavier Renard
<b>Mayer Brown</b>	Benjamin Homo, Elodie Deschamps, Olivier Parawan, Laurent Borey, Christopher Laloz
<b>Sullivan &amp; Cromwell</b>	Gauthier Blanluet, Nicolas de Boynes
<b>3</b>	
<b>Allen &amp; Overy</b>	Guillaume Valois
<b>BDGS Associés</b>	Guillaume Jolly
<b>McDermott Will &amp; Emery</b>	Antoine Vergnat, Romain Desmonts
<b>Skadden</b>	Thomas Perrot
<b>Weil, Gotshal &amp; Manges</b>	Edouard de Lamy, Benjamin Pique
<b>White &amp; Case</b>	Alexandre Ippolito, Estelle Philippi
<b>EXCELLENT</b>	
<b>1</b> <b>Baker Mckenzie</b>	V. Millischer, G. Le Camus, S. Taïeb, C. Baudoin, S. Caulliez, J. Da Costa
<b>Berrylaw</b>	Pierre Bouley, Stéphanie Desprez
<b>Cazals Manzo Pichot Saint-Quentin</b>	Pierre Ullmann, Bertrand de Saint Quentin, Thomas Cazals, Xavier Colard
<b>Clifford Chance</b>	Alexandre Lagarrigue, Eric Davoudet
<b>CMS Francis Lefebvre Avocats*</b>	E. Milhac, L. Lenczner, P. Le Roux, A.-S. Rostaing, T. Granier, P. Grousset, J. Roc'h, C. Leclère, P. Donneaud
<b>De Pardieu Brocas Maffei</b>	Emmanuel Chauve, Alexandre Blestel, Priscilla van den Perre, Anne-Laure Drouet
<b>Eight Advisory Avocats*</b>	Guillaume Rembry, Hubert Christophe
<b>Freshfields Bruckhaus Deringer</b>	Cyril Valentin, Vincent Daniel-Mayeur
<b>Gide Loyrette Nouel</b>	Olivier Dauchez, Christian Nouel, Laurent Modave, Magali Buchert, Paul de France
<b>Goodwin</b>	Marie-Laure Bruneel, Charles-Henri de Gouvion Saint Cyr
<b>Hogan Lovells</b>	Ludovic Geneston, Xenia Legendre
<b>Jones Day</b>	Emmanuel de La Rochethulon, Nicolas André
<b>Kirkland &amp; Ellis</b>	Nadine Gelli
<b>Mamou &amp; Boccara</b>	Laurent Mamou, Elie Boccara, Virginie Aidan, Hélène Leclère
<b>Moncey Avocats</b>	Frédéric Bosc



	<b>Paul Hastings</b>	Allard De Waal, Bruno Leroy
	<b>Sekri Valentin Zerrouk - SVZ</b>	Jérôme Assouline, Brian Martin
	<b>Scotto Partners</b>	Jérôme Commerçon, Emilie Renaud
	<b>Shearman &amp; Sterling</b>	Niels Dejean
	<b>Villey Girard Grolleaud</b>	Yann Grolleaud
<b>2</b>	<b>Alerion</b>	Christophe Gerschel, Philippe Pescayre, Stanislas Vailhen
	<b>Arnaud de Senilhes Avocats</b>	Arnaud de Senilhes
	<b>August Debouzy</b>	Xavier Rohmer, Philippe Lorentz
	<b>BG2V</b>	Jean-Marc Valot, Jean-Sébastien Dumont
	<b>Cohen &amp; Gresser</b>	Franck Le Mentec
	<b>Dechert</b>	Sabina Comis
	<b>Eversheds Sutherland</b>	Philippe de Guyenro
	<b>Fidal</b>	Mikael Maheust, Sébastien Laisney
	<b>Gibson Dunn</b>	Jérôme Delaurière, Ariel Harroch
	<b>Ginestié Paley-Vincent</b>	Madeleine Fabre, Carine Duchemin, Vincent Renoux
	<b>Grant Thornton Société d'Avocats*</b>	Stephany Brévost, Thibaut Grange
	<b>Herbert Smith Freehills</b>	Bruno Knadjian
	<b>Hoche Avocats</b>	Eric Quentin, Christophe Lefèvre, Mathilde Le Roy
	<b>Jeausserand Audouard</b>	Jérémie Jeausserand, Tristan Audouard, Bernard Boutemy, Sarah Espasa-Mattei
	<b>Lacourte Raquin Tatar</b>	David Sorel, Jean-Yves Charriau
	<b>LPA-CGR Avocats</b>	Bertrand Galvez, Mathieu Selva-Roudon, Sandra Fernandes
	<b>Mazars Société d'Avocats*</b>	Elena Aubrée, Yves-Charles Zimmermann, Alexis Martin
	<b>Mermoz Avocats</b>	Nicolas Privat, Philippe Rolland, Laurent Ragot
	<b>Orrick</b>	Laurent Olléon, Anne-Sophie Kerfant, Jessie Gaston
	<b>PDGB</b>	Vincent Garcia, Thierry Jestin, Benoît Dambre, Vincent Garcia, Odile Courjon
	<b>Piotraut Giné Avocats - PGA Avocats</b>	Arnaud Viard, Pauline Corouge
	<b>Reed Smith</b>	Jean-Pierre Collet, Florence Bilger
	<b>UGGC Avocats</b>	Michel Turon, Laetitia Squercioni, Line-Alexa Glotin, Jean-Jacques Uettwiller
	<b>Viguié Schmidt &amp; Associés</b>	Christel Alberti
	<b>Willkie Farr &amp; Gallagher</b>	Philippe Grudé
	<b>Winston &amp; Strawn</b>	Edouard de Rancher, Thomas Pulcini
	<b>YARDS</b>	Dorothee Traverse, Marie-Eve Chauvière, François Morazin
<b>3</b>	<b>Agilys Avocats</b>	Carolle Thain-Navarro
	<b>Apollo Société d'Avocats</b>	Emmanuelle Prost, Delphine Dillemann
	<b>Armand Avocats</b>	Georges Civalleri
	<b>Ashurst</b>	Emmanuelle Pontnau-Faure
	<b>Ayache</b>	Bruno Erard, Jacques Messeca
	<b>BDO Avocats</b>	Sacha Boksenbaum, Nicolas Billotte



## FRANCE

<b>Bersay</b>	Alain Jouan
<b>Bignon Lebray</b>	Jérôme Granotier, Pierre-Emmanuel Scherrer, François Vignalou
<b>Bryan Cave Leighton Paisner</b>	Christine Daric, Olivier Mesmin
<b>Chammas &amp; Marcheteau Avocats</b>	Christophe Moreau
<b>Coblence Avocats</b>	Alexandre Polak
<b>De Gaulle Fleurance</b>	Gilbert Ladreyt, Vincent Schmitt, Henri-Nicolas Fleurance
<b>Degroux Brugère</b>	Philippe Delattre, Frédéric Hennes, Nicolas Ballet
<b>Delaby Dorison</b>	Emmanuel Delaby, Sophie Dorison
<b>Delsol Avocats</b>	Julien Monsenego, Frédéric Subra, Mathieu Le Tacon, Jean-François Defudes
<b>Dentons</b>	Sandra Hazan, Gianluca Calisti, Julien Le Guyader
<b>Desfilis</b>	Eglantine Lioret, Valérie Farez, Thierry Lamarre
<b>DLA Piper</b>	Raphaël Béra, Fanny Combourieu
<b>Everlaw &amp; Tax</b>	Catherine de Manneville, Corinne Dadi, Isabelle Savin
<b>Fieldfisher</b>	Antoine Gabizon
<b>FTPA Avocats</b>	Nicolas Message, Sophie Jouniaux
<b>Jeanetet</b>	Jacques-Henry de Bourmont
<b>King &amp; Spalding</b>	Aurélia de Viry, Olivier Goldstein
<b>Lamartine Conseil</b>	Lionel Weller, Bertrand Hermant
<b>Latournerie Wolfrom Avocats</b>	Jean-Luc Marchand
<b>Lussan</b>	Roland Poirier
<b>Norton Rose Fulbright</b>	Antoine Colonna d'Istria
<b>Opleo Avocats</b>	Pierre-Olivier Bernard
<b>Racine</b>	Fabrice Rymarz, Xavier Rollet
<b>Reinhart Marville Torre</b>	Pierre Bonamy
<b>Simmons &amp; Simmons</b>	Chloë Nessim, Simonetta Giordano
<b>Steering Legal</b>	Jean-François Bette
<b>Stephenson Harwood</b>	Olivier Couraud, Omar El Arjoun
<b>Taylor Wessing</b>	Christophe Flaicher
<b>TGS Avocats</b>	Marine Perrot, Marylène Bonny-Grandil, Céline Boisselier
<b>Vatiris Avocats</b>	Nathalie Bouché
<b>Veil Jourde</b>	François de Navailles, Benoît Gréteau
<b>Vivien &amp; Associés</b>	Jérôme Chapus, Marine Pelletier-Capes
<b>Watson Farley &amp; Williams</b>	Romain Girtanner
<b>HIGHLY RECOMMENDED</b>	
<b>1 Acacia Legal</b>	Amélie Lièvre-Gravereaux
<b>Advance Avocats</b>	Julien Vaucheret
<b>Aquila Avocats</b>	Benoit Lelieur, Agnès Aviges
<b>Arago</b>	Jean-Jacques Pujol
<b>Aramis</b>	Nelson Da Riba
<b>Archers</b>	Éric Labro, Margaux Azoulay

<b>Bird &amp; Bird</b>	Benjamin Lichtlé, Etienne Gillou
<b>Couderc Dinh &amp; Associés</b>	Christian Couderc, Emmanuel Dinh
<b>Delcade</b>	Fabrice Delouis, Antoine Descotte
<b>DS Avocats</b>	Jean-Claude Drié, Christophe Billet
<b>Franklin</b>	Jacques Mestoudjian
<b>Gramond &amp; Associés</b>	Marianne Grignard-Gardner
<b>Hebras Avocats</b>	Eric Hebras
<b>Herald Avocats</b>	Réginald Legenre
<b>Joffe &amp; Associés</b>	Virginie Davion
<b>Julien Jeulin &amp; Associés</b>	Eric Jeulin, Nicolas Julien
<b>Marvell Avocats</b>	Jean-Louis Lasserri, Olivia Colmet Daâge
<b>Michel-Ange</b>	Bertrand Dussert, Alban Michou-Tognelli, Mehdi Hdiji
<b>NMW</b>	Jean-Christophe Bouchard
<b>Operandi.Law</b>	Matthias Heyberger
<b>Qualiens</b>	Steven Guthknecht, Laurent Sebaoun
<b>Reboul &amp; Associés</b>	Eric Bérengier
<b>Rödl &amp; Partner</b>	Caroline Steinert, Christophe Jolk, Aurélie Froissart
<b>Schmidt Brunet Litzler</b>	Philippe Schmidt
<b>Squire Patton Boggs</b>	Charles Briand
<b>Stream</b>	Freddy Desplanques
<b>TCA - Touttée Conseil &amp; Associés</b>	Jean Touttée, Emmanuelle Lourdeau
<b>Velvet Avocats</b>	Frédéric Gérard
<b>Ydès</b>	Jean-Claude Cavallé, Julien Charnay-Rousset, Frédéric Plottin, Edouard Rabatel
<b>2 A7tax</b>	Alexandre Guillemonat, Benoît Pauly
<b>Aklea</b>	Gilles Bazaille, Yann Rouleux
<b>Blackbird Associés</b>	Léa Faulcon
<b>Cadji Avocats</b>	Sophie Alexander
<b>Cancel Avocats</b>	Christophe Cancel
<b>CLC Avocats</b>	Sylvain Cornon
<b>Loyens &amp; Loeff</b>	Harmen Zeven
<b>Maison Eck</b>	Valérie Sebbag, Philippe Rochmann
<b>Melot &amp; Buchet</b>	Nicolas Melot, Maxime Buchet
<b>Nomos</b>	Jean-Claude Bignon, Sylvie Canonge
<b>Orsay</b>	Claire Guionnet-Moalic
<b>Osborne Clarke</b>	Dorothee Chambon
<b>Ratheaux Avocats</b>	Serge Berretoni, Christian Muller
<b>Ravet &amp; Associés</b>	Charles Callaud
<b>Sumerson Partners</b>	Nicolas Duboille
<b>Taxlo</b>	Eric Luneau, Gérard Orsini
<b>Zamour &amp; Associés</b>	Jean Zamour, Mikhaël Mafranc, Prosper Sebbah

\* firms mainly involved in due diligence



## LBO TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Arsene</b>	Mirouna Verban, Alexandre Rocchi, David Chaumontet, Frédéric Teper, Brice Picard, Denis Andres, Charles Dalarun, Yoann Chemama, Franck Chaminade
<b>Bredin Prat</b>	Pierre-Henri Durand, Sébastien de Monès, Jean-Florent Mandelbaum, Anne Robert
<b>Mayer Brown</b>	Laurent Borey, Olivier Parawan, Benjamin Homo, Elodie Deschamps, Christopher Laloz, Nicolas Danan
<b>PwC Société d'Avocats</b>	Anne-Valérie Attias-Assouline, Fabien Radisic, Xavier Etienne, Nicolas Arfel, Jean Philippe Brillet, Marc-Olivier Roux, Katia Gruzdova
<b>Weil, Gotshal &amp; Manges</b>	Edouard de Lamy, Benjamin Pique
<b>2</b>	
<b>Deloitte Société d'Avocats</b>	Arnaud Mourier, Eric Couderc, Maud Davené, Olivier Venzal
<b>EY Société d'Avocats</b>	Sylvie Magnen, Jean-Philippe Barbé, Cédric Devouges, Matthieu Autret, Lionel Benant, Sandrine Gobaut, Magali Levy, Nevenna Todorova, Amandine Allix-Cieutat
<b>Goodwin</b>	Marie-Laure Bruneel
<b>Hogan Lovells</b>	Xenia Legendre, Ludovic Geneston
<b>Latham &amp; Watkins</b>	Xavier Renard, Olivia Rauch-Ravisé
<b>Kirkland &amp; Ellis</b>	Nadine Gelli, Sonia Bouaffassa
<b>EXCELLENT</b>	
<b>1</b> <b>Ayache</b>	Bruno Erard
<b>Cazals Manzo Pichot Saint Quentin</b>	B.de Saint Quentin, P. Ullmann, R. Pichot, X. Colard, T. Cazals, M. Manzo
<b>Chammas &amp; Marcheteau Avocats</b>	Christophe Moreau
<b>Darrois Villey Maillot Brochier</b>	Loïc Védie, Vincent Agulhon, Alain Maillot
<b>Dechert</b>	Sabina Comis
<b>Delaby Dorison</b>	Emmanuel Delaby, Sophie Dorison
<b>De Pardieu Brocas Maffei</b>	Alexandre Blestel, Priscilla van den Perre, Anne-Laure Drouet
<b>DLA Piper</b>	Fanny Combourieu, Raphaël Béra
<b>Eight Advisory Avocats</b>	Guillaume Rembry, Hubert Christophe
<b>Franklin</b>	Jacques Mestoudjian
<b>Gide Loyrette Nouel</b>	Magali Buchert, Paul de France, Laurent Modave, Olivier Dauchez
<b>Hoche Avocats</b>	Eric Quentin, Christophe Lefèvre
<b>Linklaters</b>	Edouard Chapellier, Cyril Boussion
<b>Mamou &amp; Boccara</b>	Laurent Mamou, Elie Boccara, Virginie Aidan, Hélène Leclère
<b>McDermott Will &amp; Emery</b>	Antoine Vergnat, Romain Desmots
<b>Moncey Avocats</b>	Frédéric Bosc

<b>Paul Hastings</b>	Allard De Waal, Bruno Leroy
<b>Sekri Valentin Zerrouk - SVZ</b>	Jérôme Assouline, Brian Martin
<b>Scotto Partners</b>	Jérôme Commerçon, Emilie Renaud
<b>White &amp; Case</b>	Alexandre Ippolito, Estelle Philippi
<b>2 Agilys Avocats</b>	Carolle Thain-Navarro
<b>Alerion</b>	Philippe Pescayre, Stanislas Vailhen, Christophe Gerschel
<b>Allen &amp; Overy</b>	Guillaume Valois, Mathieu Vignon
<b>Apollo Société d'Avocats</b>	Florence Savouré, Guillaume de Ternay, Isabelle Horvilleur-Bars, Marie-Albane Pamard
<b>Ashurst</b>	Emmanuelle Pontnau-Faure
<b>August Debouzy</b>	Xavier Rohmer, Philippe Lorentz
<b>Baker Mckenzie</b>	Agnes Charpenet
<b>BerryLaw</b>	Delphine Bariani, Stéphanie Desprez, Pierre Bouley
<b>Bignon Lebray</b>	Jérôme Granotier, François Vignalou, Pierre-Emmanuel Scherrer
<b>Clifford Chance</b>	Eric Davoudet, Alexandre Lagarrigue, Anne Lemercier
<b>CMS Francis Lefebvre Avocats</b>	Thierry Granier, Dimitri Leboff, Michel Collet, Pierre Le Roux, Philippe Grousset, Philippe Donneaud, Jean-Charles Benois, Laurent Hepp
<b>Coblence Avocats</b>	Alexandre Polak
<b>De Gaulle Fleurance</b>	Gilbert Ladreyt, Vincent Schmitt, Anne Maréchal
<b>Everlaw &amp; Tax</b>	Corinne Dadi, Catherine de Manneville, Isabelle Savin
<b>Fidal</b>	Mikael Maheust, Rozenn Berthelot
<b>Florilèges Société d'Avocats</b>	Marie-Hélène Raffin
<b>Freshfields Bruckhaus Deringer</b>	Cyril Valentin, Vincent Daniel-Mayeur
<b>Grant Thornton Société d'Avocats</b>	Stephany Brévost, Thibaut Grange
<b>KPMG Avocats</b>	Delphine Capelli, Jean-Etienne Chatelon, Sophie Fournier-Dedoyard, Mathieu Gautier, Xavier Houard, Audrey-Laure Illouz, Vincent Lacombe, David Lucas, Jérôme Talleux
<b>Lamartine Conseil</b>	Lionel Weller, Bertrand Hermant
<b>Mermoz Avocats</b>	Philippe Rolland, Nicolas Privat, Laurent Ragot
<b>Opleo Avocats</b>	Pierre-Olivier Bernard, Antoine Degorce, Aude Chartier, Sandrine Gardel
<b>Orrick</b>	Anne-Sophie Kerfant, Laurent Olléon, Jessie Gaston, Stephen Jackson
<b>Piotraut Giné Avocats - PGA Avocats</b>	Arnaud Viard, Pauline Corouge
<b>Racine</b>	Xavier Rollet
<b>Reinhart Marville Torre</b>	Pierre Bonany
<b>Shearman &amp; Sterling</b>	Niels Dejean



## FRANCE

<b>Skadden</b>	Thomas Perrot
<b>Stéphane Chaouat &amp; Associés</b>	Stéphane Chaouat, Alexandre Groult
<b>UGGC Avocats</b>	Michel Turon, Laetitia Squercioni, Line-Alexa Glotin, Jean-Jacques Uettwiller
<b>Veil Jourde</b>	Benoît Gréteau
<b>Viguié Schmidt &amp; Associés</b>	Christel Alberti
<b>Villey Girard Grolleaud</b>	Yann Grolleaud
<b>Winston &amp; Strawn</b>	Edouard de Rancher, Thomas Pulcini
<b>YARDS</b>	Dorothee Traverse, Marie-Eve Chauvière, François Morazin
<b>HIGHLY RECOMMENDED</b>	
<b>1 Archers</b>	Éric Labro
<b>Armand Avocats</b>	Georges Civalleri
<b>Cohen &amp; Gresser</b>	Franck Le Mentec
<b>Cornet Vincent Ségurel</b>	Alfred Lortat-Jacob, Pierre Lamidon, Nicolas Palos
<b>Delsol Avocats</b>	Frédéric Subra, Julien Monsenego
<b>Dentons</b>	Sandra Hazan, Gianluca Calisti, Julien Le Guyader, Laurence Clot
<b>Ellis société d'Avocats</b>	Céline Coudy-Rolland, Laure Hamard, Pierre-Charles Lannemajou, Pierre Sappey
<b>Eversheds Sutherland</b>	Philippe de Guyenro
<b>Fieldfisher</b>	Antoine Gabizon
<b>FTPA Avocats</b>	Nicolas Message, Sophie Jouniaux
<b>Ginestie Paley-Vincent</b>	Brigitte Berdugo, Carine Duchemin
<b>Hebras Avocats</b>	Eric Hebras
<b>Jeantet</b>	Jacques-Henry de Bourmont
<b>King &amp; Spalding</b>	Aurélia de Viry, Olivier Goldstein
<b>LPA-CGR Avocats</b>	Bertrand Galvez, Mathieu Selva-Roudon, Sandra Fernandes
<b>Mazars Société d'Avocats</b>	Yves-Charles Zimmermann, Elena Aubrée
<b>Squire Patton Boggs</b>	Charles Briand
<b>Stephenson Harwood</b>	Olivier Couraud, Omar El Arjoun
<b>Taylor Wessing</b>	Christophe Flaicher, Gwendal Chatain
<b>Velvet Avocats</b>	Frédéric Gérard
<b>Vivien &amp; Associés</b>	Marine Pelletier-Capes, Jérôme Chapus
<b>Volt Associés</b>	Stéphane Letranchant
<b>Willkie Farr &amp; Gallagher</b>	Philippe Grudé

<b>2</b>	<b>Axipiter</b>	Ghislain de Pazzis
	<b>Bersay</b>	Alain Jouan
	<b>Blackbird Associés</b>	Léa Faulcon
	<b>Charles Russell Speechlys</b>	Stéphane de Lassus, Raphaël Bagdassarian
	<b>Couderc Dinh &amp; Associés</b>	Denis Fontaine-Beset, Christian Couderc
	<b>Degroux Brugère</b>	Nicolas Ballet, Frédéric Hennes, Philippe Delattre
	<b>Dumon &amp; Partners</b>	Hervé Israël
	<b>Gramond &amp; Associés</b>	Christophe Oger, Marianne Grignard-Gardner
	<b>Harlay Avocats</b>	Erwann del Do
	<b>Herbert Smith Freehills</b>	Bruno Knadjian
	<b>IC Avocats</b>	Michaël Taïeb
	<b>Joffe &amp; Associés</b>	Virginie Davion
	<b>Lacombe Avocats</b>	Bertrand Lacombe
	<b>Latournerie Wolfrom Avocats</b>	Jean-Luc Marchand
	<b>Nomos</b>	Sylvie Canonge
	<b>Operandi.Law</b>	Matthias Heyberger
	<b>PDGB</b>	Vincent Garcia, Thierry Jestin, Benoît Dambre, Christophe Vannoote, Vincent Garcia, Odile Courjon
	<b>Qualiens</b>	Steven Guthknecht, Laurent Sebaoun
	<b>Reboul &amp; Associés</b>	Eric Bérengier
	<b>Vaslin Associés</b>	Marc Vaslin
	<b>Wan Avocats</b>	Nicolas Philippe

## RECOMMENDED

<b>Advance Avocats</b>	Julien Vaucheret
<b>BG2V</b>	Jean-Sébastien Dumont, Jean-Marc Valot
<b>Cancel Avocats</b>	Christophe Cancel
<b>Gibson Dunn</b>	Jérôme Delaurière, Ariel Harroch
<b>Schmidt Brunet Litzler</b>	Philippe A. Schmidt

## FLORILÈGES SOCIÉTÉ D'AVOCATS: DILIGENT ON DIVERSITY AND QUALITY OF SERVICE



Marie-Hélène Raffin

**Key Figure(s):**  
Marie-Hélène Raffin  
**Established:** 2018

**Track record:** Florileges was hired by Prudentia Capital to restructure its shareholding. The firm was also involved in the reworking of a management package in the wake of three regulatory decrees taken by the French council of state in July 2022. It also worked on a program of allocating free shares and the management of tax litigation for an investment fund.

**Differentiation:** Over the past half decade, Florileges has built up a strong reputation advising investment funds, multinationals and startups. Dedicated and responsive, the firm's founder Marie-Helene Raffin has a long and distinguished legal career at firms of the caliber of Arthur Andersen and Willkie Farr & Gallagher, a fact that has given her a comprehensive strategic view of the market and an ability to find efficient solutions to the issues of its members.



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Gide Loyrette Nouel	H. Merveilleux du Vignaux, J. David, S. Puel, M. Arsouze, R. Tabbagh, A. Duhamel, É. Cartier-Millon, L. Vincent
Jones Day	S. Chevallier, E. J. Nalbantian, Q. Hu, A. Caillemer du Ferrage, F. Gros, D. Sénéchal
White & Case	Samir Berlat, Denise Diallo, Raphaël Richard, Emilie Rogey
<b>2</b> Allen & Overy	Julien Roux, Adrian Mellor, Fabrice Faure-Dauphin, Thomas Roy
Clifford Chance	D. Zerbib, J. Lewis, C. Burford, A. Giustini, F. Lacroix, T. Arachtingi, P.-Benoît Pabot du Châtellard, N. Eatwell, R. Tomlinson, D. Siino Courtin
De Pardieu Brocas Maffei	Ch. Gaillard, Y. Le Gall, C. Coatalem, O. Hubert, E. Fatôme, P. Talbourdet, P. Gebarowski, S. Boullier de Branche, K. Belhiteche, J.-R. Cazali
Hogan Lovells	Sharon Lewis, Sabine Bironneau, Alexander Premont, Cassandre Porgès
Linklaters	Bertrand Andriani, Cyril Abtan, Kathryn Merryfield
<b>EXCELLENT</b>	
<b>1</b> Bredin Prat	Samuel Pariente, Karine Sultan, Raphaële Courtier
Dentons	M. Fornacciari, P. Jouannic, J. R. Flanigan, J.-M. Allix, P. Max, P. Chadenet, Y. Ma, D. Griveaux, R. Marty
Freshfields Bruckhaus Deringer	Stéphanie Corbière, Laurent Mabilat, Hervé Pisani, Yann Gozal, Fabrice Grillo
Latham & Watkins	Lionel Dechmann, Xavier Farde, Michel Houdayer, Suzana Sava-Montanari
Weil, Gotshal & Manges	Olivier Jauffret, James Clarke, David Aknin
Willkie Farr & Gallagher	Paul Lombard, Amir H. Jahanguiri, Brice Pommiers, Annette Péron, Thierry Laloum
<b>2</b> CMS Francis Lefebvre Avocats	J. Sutour, G. Benteux, L. Mion, M.-E. Sébire, A. Bordenave, A. Reygrobellet, R. Ferrère
De Gaulle Fleurance	Jonathan Souffir, Anne Maréchal, May Jarjour, Sylvie Perrin, Jean-Baptiste Santelli
Herbert Smith Freehills	Régis Oréal, Vincent Hatton, Louis de Longeaux
HFW	Jean-Marc Zampa, Diane de Moüy, Timothy Clemens-Jones, Thomas Forin
Kramer Levin	H. de Vauplane, A. Marquardt, R. Feldman, D.M. Anagnostou, S. Perus, G. Saint-Marc, H. Bouchetemple
McDermott Will & Emery	Pierre-Arnoux Mayoly
Norton Rose Fulbright	C. Ezcutori, G. Paterson, A. Wass, R. Cristofolini, K. Montagut, A. Roth, B. Denis
Shearman & Sterling	Maud Manon
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Ashurst	Pierre Roux, Mark Barges, Hubert Blanc-Jouvan, Tom Longmuir
Baker McKenzie	Michael Foundethakis, Gonzague Basso
Bird & Bird	Jean-Claude Vecchiato, Sibylle Weiler, Boris Martor, Cathie-Rosalie Joly
Cleary Gottlieb Steen & Hamilton	Pierre-Yves Chabert, John D. Brinitzer, Amélie Champsaur, Marie-Laurence Tibi
Curtis, Mallet-Prevost Colt & Mosle	Jean-Norbert Pontier
Franklin	Stéphan Alamowitch, Serge Durox
Goodwin	Frédéric Guilloux, Arnaud Fromion, Adrien Paturaud
Jeantet	C. Jacomin, J.-F. Adelle, M. Samuelian, A. Fournier-de Fay, O. Lyon Lynch
KPMG Avocats	Gilles Kolifraith, Vincent Maurel, Maxime Galland
Orrick	Olivier Bernard, Hervé Touraine, Carine Mou Si Yan
Sekri Valentin Zerrouk - SVZ	Emmanuelle Vicidomini



	<b>Stephenson Harwood</b>	Alain Gautron, Yann Beckers, Jeremy Grant, Florent Rigaud, Ezio Dal Maso
	<b>Watson Farley &amp; Williams</b>	Alexia Russell, Philippe Wolanski, Laurence Martinez-Bellet, Rachel Campbell
<b>2</b>	<b>Ayache</b>	Gwenaëlle de Kerviler, Alain Lévy, Linda Bessa, Olivier Tordjman
	<b>Biard, Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel, Marie Taverne
	<b>Bryan Cave Leighton Paisner</b>	Olivier Borenstejn, David Blondel, Henry Ranchon
	<b>Darrois Villey Maillot Brochier</b>	Martin Lebeuf
	<b>DLA Piper</b>	Sébastien Praicheux, Maud Manon, Erwan Lacheteau, Jeremy Scemama
	<b>LPA-CGR Avocats</b>	Hassan Javanshir, Thomas Ehrecke, Xavier Clédat, Vincent Danton
	<b>Paul Hastings</b>	Olivier Vermeulen, Marc Zerah, Tereza Courmont Vlkova
	<b>Taylor Wessing</b>	Éric Charvillat
	<b>Winston &amp; Strawn</b>	Mounir Letayf, Ariane Berthoud, Adeline Roboam
	<b>WTS</b>	Bertrand Delaigue
<b>RECOMMENDED</b>		
<b>1</b>	<b>Archers</b>	Paul-Henri de Cabissole, Jean-Maurice Gaillard
	<b>August Debouzy</b>	Pierre Descheemaeker, Laure Bonin, Valery Denoix de Saint Marc
	<b>Cornet Vincent Ségurel</b>	Matthieu Guignard, André Watbot, Bertrand Coste
	<b>DS Avocats</b>	Frédéric Bellanca, Marie Trécan, Arnaud Burg
	<b>Duhamel</b>	Jérémie Duhamel
	<b>Fieldfisher</b>	Hélène Lefebvre, Arnaud Grünthaler
	<b>Lacourte Raquin Tatar</b>	Cédric Bonnet, Damien Luqué, Chloé Thiéblemont
	<b>Mazars Société d'Avocats</b>	Fabrice Demarigny
	<b>NH Law</b>	Jennifer Hinge, David Lussigny
	<b>Pact Avocats</b>	Benjamin Dahan
	<b>Simmons &amp; Simmons</b>	Colin Millar, Ian Rogers, Céline Larmet
<b>2</b>	<b>Addleshaw Goddard</b>	Julien Bacus
	<b>Bignon Lebray</b>	Alexandre Ghesquière, Serge Rastorgoueff
	<b>Diametis</b>	Jean-Pascal Brun
	<b>Fidal</b>	Isabelle Vincent
	<b>Mermoz Avocats</b>	Tristan Segonds
	<b>Squire Patton Boggs</b>	Denis Barat, Florence Cotillon
<b>VALUABLE PRACTICE</b>		
<b>1</b>	<b>Bentam Societe D'Avocats</b>	Gautier Chavanet, Marie-Cécile Rieu
	<b>Carlara Avocats</b>	Frédéric Huguenin
	<b>D'Alverny Avocats</b>	Henri-Joseph Trémolet de Villers
	<b>Ginestié Paley-Vincent</b>	François Devedjian, Pierre Mudet
	<b>Pinsent Masons</b>	Eran Chvika
	<b>UGGC Avocats</b>	Michel Turon, Laëtitia Squercioni, Line-Alexa Glotin, Jean-Jacques Uettwiller
<b>2</b>	<b>Boken Avocats</b>	Antoine Beauquier
	<b>Delsol Avocats</b>	Séverine Bravard
	<b>DWF</b>	Ali Boroumand, Pascale Gallien
	<b>Kingston Avocat</b>	Alexandre Péron



## INTERNATIONAL TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Arsene</b>	Patrice Corbin de Granchamp, Alexandre Rocchi, David Chaumontet, Roland Schneider, Denis Andres, Olivier Vergnolle, Frédéric Teper, Mirouna Verban, Stéphanie Hamis
<b>Baker Mckenzie</b>	Veronique Millischer, Caroline Silberstein, Guillaume Le Camus, Stephane Taieb, Charles Baudoin, Sophie Caulliez, Johanna Da Costa
<b>Bredin Prat</b>	Julien Gayral, Pierre-Henri Durand, Sébastien de Monès, Yves Rutschmann, Anne Robert, Jean-Florent Mandelbaum
<b>CMS Francis Lefebvre Avocats</b>	Edouard Milhac, Pierre-Sébastien Thill, François Hellio, Agnès de L'Estoile Campi, Bruno Gouthière, François Rontani, Julien Saiac, Pierre-Jean Douvier, Pierre Dédieu, Jean-Christophe Sauzey
<b>2</b> <b>Cleary Gottlieb Steen &amp; Hamilton</b>	Anne-Sophie Coustel
<b>Deloitte Société d'Avocats</b>	Maud Davené, Sophie Tardieu, Ariane Châteaux, Thomas Perrin, Grégoire Madec, Christophe Le Bon, Sophie Blégent Delapille, Nathalie Aymé, Antoine Brunetto, Laurent Schwab
<b>EY Société d'Avocats</b>	Clara Acarié, Régis Houriez, Eric Verron, Alexandra Lorant Wiszniewski, Philippe Legentil, Olivier Marichal, Arnaud de Roucy, Jean-Laurent Bargiarelli, Jean-Philippe Barbé
<b>PwC Société d'Avocats</b>	Emmanuel Picq, Hélène Rives, Guillaume Glon, Alexa Lecoeur, Jérôme Leroux, Nathalie De Vernejoul, Emmanuel Raingard de la Blètière, Emmanuelle Veras, Loïc Le Claire
<b>3</b> <b>Mayer Brown</b>	Elodie Deschamps, Benjamin Homo, Laurent Borey, Olivier Parawan, Christopher Laloz, Nicolas Danan
<b>Menu Semeria Broc - MSB Avocats</b>	Jean-Luc Menu, Caroline Semeria
<b>Skadden</b>	Thomas Perrot
<b>EXCELLENT</b>	
<b>1</b> <b>Gide Loyrette Nouel</b>	Olivier Dauchez, Christian Nouel, Laurent Modave
<b>Grant Thornton Société d'Avocats</b>	Stephany Brévost, Elvire Tardivon-Lorizon, Pascal Luquet, Thibaut Grange
<b>KPMG Avocats</b>	Patrick Seroin Joly, Antoine Badinier, Vincent Berger, Louis Bravard, Nathalie Cordier-Deltour, Patrick Glebocki, Veronique Marnat, Guillaume Martenot, Frédéric Martineau, Olivier Schmitt, Yves Soudier
<b>Linklaters</b>	Edouard Chapellier, Cyril Boussion
<b>Shearman &amp; Sterling</b>	Niels Dejean
<b>2</b> <b>Allen &amp; Overy</b>	Guillaume Valois
<b>Ashurst</b>	Emmanuelle Pontnau-Faure
<b>Bird &amp; Bird</b>	Benjamin Lichtlé, Etienne Gillou
<b>Cohen &amp; Gresser</b>	Franck Le Mentec
<b>Darros Villey Maillot Brochier</b>	Loïc Védie, Vincent Agulhon, Alain Maillot
<b>Dechert</b>	Sabina Comis
<b>Dentons</b>	Sandra Hazan, Gianluca Calisti, Julien Le Guyader, Laurence Clot
<b>Everlaw &amp; Tax</b>	Catherine de Manneville, Isabelle Savin, Corinne Dadi
<b>Fidal</b>	Guillaume Nuttens, Laurent Leclercq, Christophe Denny, Marc Roirand, Sébastien Laisney, Gwladys Chanal
<b>Freshfields Bruckhaus Deringer</b>	Vincent Daniel-Mayeur, Cyril Valentin
<b>FTPA Avocats</b>	Nicolas Message, Sophie Jouniaux
<b>Herbert Smith Freehills</b>	Bruno Knadjian
<b>Hoche Avocats</b>	Eric Quentin, Christophe Lefèvre
<b>Hogan Lovells</b>	Xenia Legendre, Ludovic Geneston
<b>Jones Day</b>	Emmanuel de La Rochethulon, Nicolas André
<b>Latham &amp; Watkins</b>	Olivia Rauch-Ravisé, Xavier Renard
<b>Paul Hastings</b>	Allard De Waal, Bruno Leroy
<b>Reed Smith</b>	Jean-Pierre Collet, Florence Bilger
<b>Reinhart Marville Torre</b>	Pierre Bonamy
<b>YARDS</b>	Dorothee Traverse, Marie-Eve Chauvière, François Morazin
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> <b>August Debouzy</b>	Philippe Lorentz, Xavier Rohmer
<b>Ayache</b>	Bruno Erard, Jacques Messeca
<b>BDGS Associés</b>	Guillaume Jolly
<b>Cazals Manzo Pichot Saint Quentin</b>	Bertrand de Saint Quentin, Pierre Ullmann, Romain Pichot, Maxence Manzo
<b>Clifford Chance</b>	Eric Davoudet, Alexandre Lagarrigue
<b>Delcade</b>	Fabrice Delouis, Antoine Descotte
<b>Delsol Avocats</b>	Frédéric Subra, Julien Monsenego, Jean-François Defudes
<b>DLA Piper</b>	Raphaël Béra, Fanny Combourieu
<b>DS Avocats</b>	Jean-Claude Drié, Christophe Billet
<b>Eight Advisory Avocats</b>	Guillaume Rembry, Hubert Christophe
<b>Fieldfisher</b>	Antoine Gabizon
<b>Lacourte Raquin Tatar</b>	David Sorel, Jean-Yves Charriau
<b>Lighthouse Lhlf</b>	Marie de Reinach Hirtzbach, Renaud Roquebert
<b>LPA-CGR Avocats</b>	Bertrand Galvez, Mathieu Selva-Roudon
<b>Mazars Société d'Avocats</b>	Yves-Charles Zimmermann, Elena Aubrée, Iosif Cozea, Alexis Martin

<b>McDermott Will &amp; Emery</b>	Antoine Vergnat, Romain Desmonts
<b>Norton Rose Fulbright</b>	Antoine Colonna d'Istria
<b>Orrick</b>	Laurent Olléon, Anne-Sophie Kerfant, Jessie Gaston
<b>Rödl &amp; Partner</b>	Aurélia Froissart, Christophe Jolk, Caroline Steinert
<b>Steering Legal</b>	Jean-François Bette, Florian Guais
<b>UGGC Avocats</b>	Michel Turon, Laëtitia Squercioni, Line-Alexa Glotin, Jean-Jacques Uettwiller
<b>Valoris Avocats</b>	Guillaume Rubechi, Annette Ludemann-Ober, Xavier Duquenne, Luc Julien-Saint-Amand
<b>Villemot &amp; Associés</b>	Dominique Villemot, Hervé Quéré, Blaise-Philippe Chaumont
<b>Watson Farley &amp; Williams</b>	Romain Girtanner
<b>2 Aklea</b>	Gilles Bazaille, Yann Rouleux
<b>BDO Avocats</b>	Sacha Boksenbaum, David Hirsch, Nicolas Billotte
<b>Bignon Lebray</b>	Jérôme Granotier, François Vignalou, Pierre-Emmanuel Scherrer
<b>Chammas &amp; Marcheteau Avocats</b>	Christophe Moreau
<b>Chatelain Cantoni Avocats</b>	Laurent Cantoni, Benoît Chatelain
<b>Coblence Avocats</b>	Alexandre Polak
<b>Couderc Dinh &amp; Associés</b>	Emmanuel Dinh, Christian Couderc
<b>De Gaulle Fleurance</b>	Gilbert Ladreyt, Vincent Schmitt, Henri-Nicolas Fleurance, Anne Maréchal
<b>Degroux Brugère</b>	Denis Brugère, Frédéric Hennes, Philippe Delattre, Nicolas Ballet
<b>De Pardieu Brocas Maffei</b>	Emmanuel Chauve, Alexandre Blestel, Priscilla van den Perre, Anne-Laure Drouet
<b>Desfilis</b>	Eglantine Lioret, Valérie Farez
<b>Eversheds Sutherland</b>	Philippe de Guyenro
<b>Florilèges Société D'avocats</b>	Marie-Hélène Raffin
<b>GGV Avocats</b>	Pascal Ngatsing
<b>Ginestié Paley-Vincent</b>	Madeleine Fabre, Carine Duchemin, Vincent Renoux
<b>Hebras Avocats</b>	Eric Hebras
<b>ITRS Avocats</b>	Pascal Schultze
<b>Jeantet</b>	Jacques-Henry de Bourmont
<b>La Tour International</b>	Benoît Philippart, Nicolas Cys
<b>Latournerie Wolfrom Avocats</b>	Jean-Luc Marchand
<b>Loyens &amp; Loeff</b>	Harmen Zeven
<b>Mamou &amp; Boccara</b>	Laurent Mamou, Elie Boccara, Virginie Aidan, Hélène Leclère
<b>Mermoz Avocats</b>	Nicolas Privat, Philippe Rolland, Laurent Ragot
<b>Osborne Clarke</b>	Dorothee Chambon
<b>Simmons &amp; Simmons</b>	Chloé Nessim
<b>Stephenson Harwood</b>	Olivier Couraud, Omar El Arjoun
<b>Sumerson Partners</b>	Nicolas Duboille
<b>Taxlo</b>	Eric Luneau, Gérard Orsini
<b>Taylor Wessing</b>	Christophe Flaicher, Gwendal Chatain
<b>TGS Avocats</b>	Marylène Bonny-Grandil, Marine Perrot, Céline Boisselier
<b>Tirard Naudin</b>	Maryse Naudin, Jean-Marc Tirard
<b>Vatiris Avocats</b>	Nathalie Bouché
<b>Velvet Avocats</b>	Frédéric Gérard
<b>Winston &amp; Strawn</b>	Edouard de Rancher
<b>Ydès</b>	Julien Charnay-Rousset, Frédéric Plottin, Edouard Rabatel

## RECOMMENDED

<b>Acacia Legal</b>	Amélie Lièvre-Gravereaux
<b>Advance Avocats</b>	Julien Vaucheret
<b>Advant Altana</b>	Philippe de Saint-Bauzel
<b>Andrae Associates</b>	Dirk Andrae-Nehlsen
<b>Archers</b>	Éric Labro
<b>Armand Avocats</b>	Georges Civalleri
<b>Artemtax International</b>	Hervé Bidaud
<b>Ateleia Avocats</b>	Jean-Charles David
<b>Bersay</b>	Alain Jouan
<b>Cancel Avocats</b>	Christophe Cancel
<b>Cornet Vincent Ségurel</b>	Alfred Lortat-Jacob, Isabelle Savier-Pluyette
<b>Delaby Dorison</b>	Emmanuel Delaby
<b>Harlay Avocats</b>	Erwann del Do
<b>Julien Jeulin &amp; Associés</b>	Eric Jeulin, Nicolas Julien
<b>Nomos</b>	Jean-Claude Bignon
<b>Nouvion</b>	François Nouvion
<b>PSP Avocats</b>	Myrtille Puyau, Marie-Aline Pierret



## EQUITY CAPITAL MARKETS: LARGE-CAP

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Cleary Gottlieb Steen & Hamilton	A. A. Bernstein, F. Baumgartner, V. Lemaitre, B. Faye, A. Champsaur, P.-Y. Chabert, M.-L. Tibi
White & Case	Thomas Le Vert, Séverin Robillard, Philippe Herbelin, Max Turner, Olga Fedosova
<b>2</b> Jones Day	R. Bonnet, L. Hesse, F. Bouyer, C. Gavoty, E. J. Nalbantian, J.-G. Griboul, G. Pineau-Valencienne
Linklaters	Véronique Delaittre, Bertrand Sénéchal, Luis Roth
<b>EXCELLENT</b>	
Allen & Overy	Marc Castagnède, Diana Billik, Olivier Thébault
Bredin Prat	Olivier Saba, Barthélémy Courteault, Patrick Dziejowski, Emmanuel Masset
Gide Loyrette Nouel	Arnaud Duhamel, Melinda Arsouze, Hubert Merveilleux du Vignaux
Latham & Watkins	Thomas Margenet-Baudry
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Clifford Chance	Alex Bafi, Aline Cardin, Cédric Burford, Frédéric Lacroix, Jonathan Lewis
King & Spalding	Laurent Bensaïd
Sullivan & Cromwell	Olivier de Vilmorin, Krystian Czerniecki
Villey Girard Grolleaud	Pascale Girard, Frédéric Grillier
<b>2</b> De Pardiou Brocas Maffei	Nicolas Favre, Yannick Le Gall, Cédric Chanas, Patrick Jais
Freshfields Bruckhaus Deringer	Hervé Pisani, Yann Gozal, Guillemette Burgala
Herbert Smith Freehills	Edouard Thomas
Hogan Lovells	Jean-Marc Franceschi, Matthieu Grollemund, Hélène Parent
Mayer Brown	Robert Flanigan
Orrick	Alexis Marraud des Grottes
Shearman & Sterling	Hervé LetrégUILly
<b>RECOMMENDED</b>	
Darros Villey Maillot Brochier	Laurent Gautier
Debevoise & Plimpton	Raman Bet-Mansour, Pierre Clermontel
De Gaulle Fleurance	Jean-Christophe Amy, François Couhadon, Anne Maréchal
FTPA Avocats	Guillaume Berruyer
Kramer Levin	Jean-Marc Desaché
McDermott Will & Emery	David Revcolevschi
Willkie Farr & Gallagher	Daniel Hurstel

# DEBT CAPITAL MARKET: LARGE-CAP

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Fieldfisher	Samuel Pallotto
Gide Loyrette Nouel	Hubert Merveilleux du Vignaux, Melinda Arsouze, Arnaud Duhamel
Jones Day	F. Bouyer, R. Bonnet, L. A. Hesse, C. Gavoty, E. J. Nalbantian, J.-G. Griboul, G. Pineau-Valencienne
<b>2</b> CMS Francis Lefebvre Avocats	
D'hoir Beaufre Associés	Philippe D'hoir, Séverine Beaufre, Amélie Meyronin
Lexelians	Laurent Beauvoit
<b>EXCELLENT</b>	
<b>1</b> Jeantet	Cyril Deniaud, Frank Martin Laprade
Winston & Strawn	Annie Maudouit-Ridde
<b>2</b> Bird & Bird	
Cabinet Noury	Marie-Aude Noury
Lamy Lexel	Michel Masoëro, Jean-Pierre Gitenay, Vincent Medail, Frédéric Dupont
Villechenon	Morgan Hunault-Berret, Alice Laroque
<b>HIGHLY RECOMMENDED</b>	
Alerion	Pierre-Olivier Brouard, Vincent Poirier, Stanislas Curien
August Debouzy	Jérôme Brosset
Bignon Lebray	Serge Rastorgoueff, Sébastien Pinot
Delsol Avocats	Pierre Gougé
Dolidon Partners	Guillaume Dolidon
Fidal	Isabelle Juliard Feyeux
Gramond & Associés	Macha Pascale Sokolow, Christophe Oger
Harlay Avocats	Marie-Laure de Cordovez
Levine Keszler	Pierre Treille
Solvaction	Jeremy Blimbaum
Taylor Wessing	Nicolas de Witt
<b>RECOMMENDED</b>	
Aramis	Alexis Chahid-Nourai
Axipiter	Amaury Nardone
Curtis, Mallet-Prevost, Colt & Mosle	Jean-Norbert Pontier
Fevronia Legal	Pierre-Arnaud Conchon
Ginestíé Paley-Vincent	François Devedjian
Racine	Valérie Foudriat-Fernandez



## RESTRUCTURING & INSOLVENCY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Eight Advisory</b>	P.Lederlin, C.Bodard, X.Bailly, S.Maalouf, S.Hosni, C.Colaert, B.Perrette, X.Mesguich, E.Dutheil
2 <b>KPMG</b>	G.Réquin, J.Poirier, K.Helal, C.Durand, B.Valla, P-L.Seguín, J.Sortais, F-X.Goldsmith, A.Deméocq, P.Bonnet
3 <b>Accuracy</b>	Jean-Romain Gotteland, Rodolphe Pacciarella, Florence Westermann
<b>Alvarez &amp; Marsal France</b>	Thomas Marcorelles, Pierre Ruffin, Adrien Coffy
<b>Deloitte</b>	Sandrine Gril-Prats, Jean-Pascal Beauchamp, Laurent Jehanne
<b>PwC</b>	Olivier Marion, Pascal Gounon, Sébastien Dalle, Xavier Bertrand, Arthur Wastyn
<b>EXCELLENT</b>	
1 <b>EY</b>	A.Abdat, O.Sibenaler, G.Cornu, J.Brindeau, N.Winkler, K.Lasri, P.Servientis, S.Barbé
<b>Grant Thornton France</b>	Clotilde Delemazure, Gaétan Piens, Romain Lochon
<b>Oderis Consulting</b>	Philippe Héry
<b>So-Mg Partners</b>	Kenza Amar, Sophie Moreau-Garenne
2 <b>Advance Capital</b>	Geoffroy Tronel, Emmanuel Squinabol, Henri Calef, Pauline Oriot
<b>BM&amp;A</b>	T.bellot, A.duranson, D.batude, D.blache, A.kannapel, E.poquet, P.de Rocquigny, T.kersaho, A.thura
<b>Cairn Partners</b>	Julien Sanier, Adrien Caillet, Damien Mignot, Maxence Bousquet
<b>Exelmans Audit &amp; Conseil</b>	Grégoire Thiébaud, Eric Guedj, Stéphane Dahan, Bernard Leonetti
<b>June Partners</b>	Guillaume Masseron, Fabrice Keller
<b>HIGHLY RECOMMENDED</b>	
1 <b>Abergel &amp; Associés</b>	Jean-Noël Munoz, Alain Abergel
<b>Aca Nexia</b>	Cédric Joubert
<b>BJ Associés</b>	Benoit Jacob, Olivier Crespi
<b>Cogeed</b>	Guillaume de Lagasnerie, Gaël d'Hautefeuille, Dominique Lévêque
<b>Exafi</b>	Carine Guyétant
<b>Financière 86</b>	Arnaud Delaunay, Claude Dampierre, Christophe Mauboussin, Bernard LEONETTI
<b>Ledouble</b>	Sébastien Sancho, Olivier Cretté, Agnès Piniot, Stéphanie Guillaumin, Romain Delafont, Hervé Gouthier
<b>Mazars</b>	Firas Abou Merhi
<b>Oxigen</b>	Stéphan Beraud
<b>Repère</b>	Julien Trélhu
<b>Squareness</b>	Maxime Mazuy
2 <b>Advolis Orfis</b>	Damien Bourg, Jean-Louis Flèche, Olivier Coutrix, Patrick Iweins, Benoit Nowaczyck
<b>Batt Advisors</b>	Olivier Lefebvre, Nicolas Barnet, Stéphane Rondeau, Aurélie Vallereau
<b>OCA</b>	Mikaël Ouani
<b>Pansard &amp; Associés</b>	Jean-François Pansard, François Delbecq, Arnaud Birlouez
<b>Sorgem Evaluation</b>	Maurice Nussenbaum, Claire Karsenti, Thomas Hachette, Blanche Feauveaux
<b>RECOMMENDED</b>	
<b>Afival</b>	Philippe Campos
<b>Exponens</b>	Nicolas Yakoubowitch
<b>GVA - Semaphores</b>	P.Bonnin, I.Arkhoun, A.Roubaud, P.Taler, P.Hancart, D.Castella, S.Davenier, Y.Gay
<b>RSM france</b>	Idriss Belloucif, Christophe Callet

#### EIGHT ADVISORY: SIGNIFICANT AND EXPANDING EUROPEAN PRESENCE



Cedric Colaert

**Key Figure(s):** Xavier Bailly, Cédric Bodard, Cédric Colaert, Edouard Dutheil, Shafik Hosni, Paul Lederlin, Sari Maalouf, Bertrand Perrette, Xavier Mesguich  
**Established:** 2009

**Track record:** With a dealflow and a team in constant growth, Eight Advisory continues to increase in stature for the practical and sophisticated advice it provides on crises of a highly technical nature. Orpea, Pierre & Vacances and Go Sport are a sample of the clients Eight Advisory has acted for throughout the course of the past year.

**Differentiation:** The team has the wherewithal to intervene in a broad spectrum of cases and handle highly complicated situations. The open and flexible nature of the firm's various practices allows it to offer turnaround services that marry financial intelligence to operational awareness. The partners know when to call upon the resources of the firm's best-friends network to enhance their own formidable expertise.

#### ACCURACY: FINANCIAL PLANNING AND STRATEGY LUMINARIES



Rodolphe Pacciarella

**Key Figure(s):** Jean-Romain Gotteland, Rodolphe Pacciarella, Florence Westermann  
**Established:** 2004

**Track record:** The firm advised Orange sub-contractor Scopelec during the various stages of out-of-court agreement negotiations, on implementing a rescue plan and on the legal aspects of its insolvency. The partners were also active in the Orpea case. Accuracy advised International Cookware on its purchase of Duralex.

**Differentiation:** Accuracy is reputed for its ability to take on complex cases, with services ranging from exhaustive economic and financial analysis, to implementing lean financial management programs. Regularly brought in by overseas investors active in the French market, the firm has established an enviable selection of international offices.

# FUND FORMATION & MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Clifford Chance	Xavier Comaills, Alexandre Lagarrigue
2 Dechert	Sabina Comis, Cyril Fiat
Goodwin	Arnaud David, Sarah Michel
Jones Day	Florence Moulin
Willkie Farr & Gallagher	Nathalie Dugay, Tiana Rambatomanga
<b>EXCELLENT</b>	
1 Dentons	Olivier Genevois
Kirkland & Ellis	Raphaël Bloch
Linklaters	Edouard Chapellier
McDermott Will & Emery	Guillaume Panuel
2 Chammas & Marcheteau Avocats	Lola Chammas, Christophe Sevennec, Jérôme Chapron
CMS Francis Lefebvre Avocats	Jérôme Sutour, Pierre Le Roux, Michel Collet, Edouard Milhac
Gide Loyrette Nouel	Laurent Modave, Stéphane Puel
Lacourte Raquin Tatar	Damien Luqué, David Sorel
Racine	Fabrice Rymarz, Rima Maitrehenry
Simmons & Simmons	Agnès Rossi, Ian Rogers
Stephenson Harwood	Julien Vandenbussche, Ngowari Adikibi
<b>HIGHLY RECOMMENDED</b>	
1 Allen & Overy	Brice Henry, Antoine Sarailler
Couderc Dinh & Associés	Frédéric Bucher, Alexandre Henry
De Gaulle Fleurance	Mireille Mull-Jochem
DLA Piper	Raphaël Béra, Fanny Combourieu, Diane Campion de Poligny
Joffe & Associés	Olivier Dumas
Kalliopé	Rodolphe Cavroy
Mayer Brown	Stéphanie Alexandrino
OVERLORD	Gaspard de Monclin
2 Almain Avocats	Jérôme Debost
Ashurst	Hubert Blanc-Jouvan
Baker Mckenzie	Catherine Martougin, Laurent Fessmann
Bryan Cave Leighton Paisner	Christine Daric, Olivier Mesmin
Chabrierie Baert Associés	Christophe Baert
Duhamel	Jérémie Duhamel
Fidal	Katia Jarquin, Jean-Régis Gallizia
Simon Associés	Jean-Charles Simon, Patrice Montchaud, Antoine Denis-Bertin
UGGC Avocats	Michel Turon, Charles-Emmanuel Prieur
<b>RECOMMENDED</b>	
Cornet Vincent Ségurel	Dominique Stucki
Ixis	Xavier Sennès
Reed Smith	Jean-Pierre Collet, Florence Bilger
YARDS	Dorothee Traverse, Igor Doumenc, Jean-Philippe Jacob, Éric du Peloux



## WEALTH MANAGEMENT

### Best Banking Multi-family Offices

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Edmond de Rothschild	Renzo Evangelista
JP Morgan	Annabelle Azoulay
Rothschild Martin Maurel	Alain Massiera
<b>EXCELLENT</b>	
Banque Neuflyze OBC	Laurent Garret
Lazard Frères Gestion	François de Saint-Pierre
Lombard Odier	Edouard de Saint Pierre
Pictet Wealth Management	Jean-Baptiste Douin
<b>HIGHLY RECOMMENDED</b>	
Banque Hottinguer	Gary Herrmann
CREDIT SUISSE BANQUE PRIVEE FRANCE	Gilles Dard
Meeschaert Gestion Privée	Maxime Vermesse
Mirabaud	Stéphane Jaouen
Oddo & Cie	Jean-Philippe Taslé d'Héliand
<b>RECOMMENDED</b>	
Banque Richelieu	Sylvain Fondeur
Bordier & Cie	Christophe Burtin
Degroof Petercam Asset Management	Thaline Melkonian
MILLEIS BANQUE	Nicolas Hubert
<b>VALUABLE PRACTICE</b>	
Banque Delubac & Cie	Yoan Fourmaux
Banque Saint Olive	Henri Saint Olive
Cholet Dupont	Fabrice de Cholet
Wormser Frères	Alain Wormser



# WEALTH MANAGEMENT

## Best Independent Multi-family Offices

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Agami Family Office</b>	Laurent de Swarte, François Simon
<b>Family Partners</b>	Pierre-Emmanuel Gillet, Pierre Pellet, Jean-François Chatelain
<b>Intuitae</b>	Luc Granger, Christophe Achard
<b>2 Ivesta Family Office</b>	Ariane Darmon, Rémi Douchet, Pierre-Marie de Forville, Christine Vu Thien
<b>Keepers</b>	Anthony Watine, Edouard Herbo
<b>Letus Private Office</b>	Anice Chlagou, Sébastien Verdeaux, Stephen Lasry, Alexandre Tsouli
<b>MJ &amp; Cie</b>	François Mollat du Jourdin, Corinne Louis
<b>EXCELLENT</b>	
<b>Altheo Partners</b>	Olivier Roux de Bézieux, Alexandre Boissarie, Clément Jorez
<b>Côme, Le Family Office</b>	Julien Magitteri
<b>Even FO</b>	Frédéric Guérineau
<b>FOBS</b>	Mehdi Ali-Larbi
<b>Kimpa</b>	Olivier Rieu, Julien Lescs, Vincent Piche
<b>Octave Family office</b>	Henri Grellois, Damien Girard
<b>Officium Asset Management</b>	Eric Séheux, Raja Saidi Kachtouli, Milène Gullient, Isabelle Chazarin
<b>Xelis Family Office</b>	Véronique Aubin
<b>HIGHLY RECOMMENDED</b>	
<b>Aramis Finance</b>	Aude Plus-Valard, Edward Vitrey
<b>B Durand Capital Partners</b>	Benjamin Durand
<b>Belong Family Office</b>	Virginie Duffour
<b>Colisée Family Office</b>	Sylvain Vergès
<b>Experts en Patrimoine</b>	Richard Houbbron, Philippe Darneau
<b>Fluence</b>	Xavier de Champsavin, Charles Le Vaillant
<b>Herest</b>	Christophe Marteau, Jérôme Jambert, Aymeric Mary, Florent Demuriez, Julien Marot, Jérémy Daly
<b>Inkipit Finance</b>	Jérôme Samuel, Arnaud Perrier
<b>Kermony Office</b>	Anna Gozlan, Michael Sfez
<b>Leone Kapital</b>	Benoît Emsalem
<b>Maison Laplace</b>	Benoist Lombard
<b>Meeschaert Family Office</b>	Charles Bienaimé
<b>PULSE NEO FAMILY OFFICE</b>	Matthieu Panhard, Thomas Chéreau, Hugo Limonne, Maxime Boudal
<b>RECOMMENDED</b>	
<b>ATHOS PATRIMOINE</b>	Catherine Perrin
<b>Doxans</b>	Sylvain Theux
<b>EVFO</b>	Sébastien Verhnes, Thomas Espin
<b>G Consult Finances</b>	Yann Galet
<b>Hâpyfew</b>	Sophie Breuil, Jean-Antoine Breuil
<b>Imani &amp; You</b>	Edmée Chandon-Moët, Pierre-Yves Lagarde, Sabrina Mingaud, Sebastien Sitbon, Peggy Raguel
<b>Marquis Family Office</b>	Yuna Marquis
<b>Millenium Gestion Privée</b>	Amaury Demarta
<b>My Family Officer</b>	Pierre-Loic Besse, Tanguy Le Mat
<b>Neowise</b>	Christophe Lietot, Jean-Philippe Saint-Dizier, Maxime Visseaux, Idriss Anikine, François Petit
<b>Omega Patrimoine</b>	Xavier Besnard
<b>Pembroke Family Office</b>	Marie-Noëlle de Pembroke
<b>Sagis Asset Management</b>	Arnaud Gosset-Grainville
<b>Vault</b>	Pierre-Emmanuel Weil
<b>Vigifinance</b>	Gérard de Bartillat, Caroline Barral
<b>VALUABLE PRACTICE</b>	
<b>Altride Family Office</b>	Paul-André Soreau
<b>Antium France</b>	Stéphane Guerrier
<b>Cohaesia Family Office</b>	Agnès Guittard, Stéphanie Zimmermann
<b>EUKRATOS</b>	Jean de Lambertye, Emmanuel Domange
<b>Fair-e</b>	Romain Bazin
<b>Familiance</b>	Etienne De Timary
<b>Family</b>	Jean-Yves de Louvigny
<b>Famille &amp; Valeurs</b>	Gilles Dunoyer
<b>Financière Dioclès</b>	Romarin Billong
<b>La Fontaine Family Office</b>	Lionel Adli
<b>LEVY CAPITAL</b>	Olivier Levy

# GERMANY

## M&A: LARGE-CAP

### Best Investment Banks & Consulting Firms

In each tier, the banks/firms are ordered alphabetically

BANK/FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte</b>	Jörg Niemeyer
<b>Deutsche Bank</b>	Johannes Hermanns
<b>Goldman Sachs</b>	Benny Mueller
<b>J.P. Morgan</b>	Christian Kames
<b>Rothschild &amp; Co</b>	Dirk Pahlke
<b>EXCELLENT</b>	
<b>Barclays</b>	Ingrid Hengster
<b>Crédit Suisse</b>	Frank Heitmann
<b>Morgan Stanley</b>	Johann Christian von Wersebe
<b>UBS Investment Bank</b>	Wolfgang Fuchs
<b>HIGHLY RECOMMENDED</b>	
<b>BNP Paribas</b>	Marcel Becker
<b>BofA Securities</b>	Birger Berendes, Christof Bechtel
<b>Citigroup</b>	Stefan Hafke
<b>Commerzbank</b>	Andreas Mühleck
<b>EY</b>	Martin Steinbach
<b>Handelsbanken</b>	Carina Åkerström, Pär Boman
<b>HSBC</b>	Nicolo Salsano
<b>Jamieson Corporate Finance</b>	Felix Rose
<b>Kfw Bankgruppe</b>	Otto Weyhausen-Brinkmann, Stephan Blanke
<b>KPMG</b>	Leif Zierz
<b>Kroll</b>	Klaus-Martin Haussmann, Andreas Stoeckling
<b>Lazard</b>	Ken Oliver Fritz, Rüdiger Grube
<b>Mizuho Financial Group</b>	Christoph Seibel
<b>Nomura Holdings</b>	Shogo Ohira

## M&A: SMALL TO MID-CAP

### Best Investment Banks & Consulting Firms

In each tier, the banks/firms are ordered alphabetically

BANK/FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Macquarie Group	Rainer Langel
<b>2</b> Deloitte	Volker Krug
Houlihan Lokey	Sascha Pfeiffer, Niklas Lerche, Malte Wulfetange
Lincoln International	Alexander Doll
<b>EXCELLENT</b>	
<b>1</b> ACXIT Capital Partners	Thomas Klack
Clairfield International	Walteri Jackson Helm, Albert Schander
DC Advisory	Edward de Stigter, Philipp Sebbesse
Ferber & Co.	Manfred Ferber, Alexander von Hachenburg
IMAP	Henning Graw, Carsten Lehmann
UniCredit Bank AG	Marion Hoellinger
<b>2</b> BDO	Dietmar Flügel
Carlsquare	Caspar Graf Stauffenberg
Falkensteg	Sascha Dahlke
<b>HIGHLY RECOMMENDED</b>	
Alantra	Jan Caspar Hoffmann
Arma Partners	Henrietta Schmidt-Wilke
Berenberg Bank	Matthias Born
Clearwater International	Dierk Rottmann, Heinrich Kerstien
Commerzbank	Christoph Thierolf
Oakley Advisory	Christian Maher, Chris Godsmark
Oaklins	Jan Hatje
Oddo Bhf Bank	Philippe Oddo
<b>RECOMMENDED</b>	
Baird	Thomas Fetzner
Conalliance	Günter Carl Hober
Concentro Management	Alexander Sasse
EC Mergers & Acquisitions	Volker Seekamp
Green Giraffe	Udo Schneider
Greentech Capital Advisors	Erick Yong
Hamburg Commercial Bank	Christopher Brody
ikb Deutsche Industriebank	Joerg Hillmann
LBBW	Alexander Ott
Moelis & Company	Herbert Henzler
Network Corporate Finance	Joachim Dübner
One Square Advisors	Frank Günther
Pareto Securities	Gero Wendenburg
Translink Corporate Finance	Johannes Wolters, Christian Hörner, Petra Fischer, Tilman Georg Eckstein, Andreas Hüchting



## BANKING & FINANCE: TRANSACTIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Freshfields Bruckhaus Deringer</b>	Mario Hüther, Frank Laudenklos
<b>Hengeler Mueller</b>	Dirk H. Bliesener, Daniela Böning, Heinrich Knepper, Christian Schmies, Johannes Tieves, Nikolaus Vieten
<b>Latham &amp; Watkins</b>	Alexandra E. Hagelüken, Christian H. Jahn, Sibylle Münch
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Thomas Neubaum, Walter Uebelhoer
<b>Clifford Chance</b>	Marc Benzler, Bettina Steinhauer
<b>Linklaters</b>	Marc Trinkaus
<b>Milbank</b>	Thomas Ingenhoven, Barbara Mayer-Trautmann
<b>2 Ashurst</b>	Anne Grewlich, Matthias Weissinger
<b>Gleiss Lutz</b>	Burkhard Jäkel, Helge Kortz, Eva Reudelhuber
<b>Noerr</b>	Sebastian Bock, Nikolai Warneke
<b>White &amp; Case</b>	Florian Degenhardt, Vanessa Schürmann
<b>HIGHLY RECOMMENDED</b>	
<b>Bird &amp; Bird</b>	Michael Jünemann, Matthias Winter
<b>CMS Hasche Sigle</b>	Markus M. Pfaff, Marc Seibold
<b>Taylor Wessing</b>	Sabine Schomaker, Jens Wiesner
<b>RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Oliver Socher
<b>Goodwin Procter</b>	Winfried M. Carli
<b>GÖRG</b>	Thomas Lange, Jens-Dietrich Mitzlaff
<b>Gütt Olk Feldhaus</b>	Tilmann Gütt
<b>Heuking Kühn Lüer Wojtek</b>	Guido Hoffmann, Michael Neises, Thomas K. W. Schrell
<b>Hogan Lovells</b>	Katlen Blöcker
<b>King &amp; Spalding</b>	Andreas Böhme
<b>Kirkland &amp; Ellis</b>	Wolfgang M. Nardi
<b>Jones Day</b>	Nicole Kadel, Claudia Leyendecker
<b>Luther</b>	Christoph Schauenburg
<b>Mayer Brown</b>	Ralf Hesdahl
<b>McDermott Will &amp; Emery</b>	Oliver Lieth
<b>Norton Rose Fulbright</b>	Oliver Sutter
<b>Schalast Law I Tax</b>	Andreas Walter
<b>Sernetz-Schäfer</b>	Frank A. Schäfer
<b>Simmons &amp; Simmons</b>	Jochen Kindermann
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Joerg Hanke, Johannes Kremer
<b>Willkie Farr &amp; Gallagher</b>	Jan Wilms
<b>2 Aderhold</b>	Bianca Böttcher, Thorsten Siepe
<b>Cleary Gottlieb</b>	Gabriele Apfelbacher
<b>GSK Stockmann</b>	Stefan Koser
<b>K&amp;L Gates</b>	Matthias Grund, Frank Thomas
<b>LSP Lindemann Schwennicke &amp; Partner</b>	Thomas Lindemann
<b>Sullivan &amp; Cromwell</b>	Max Birke
<b>Weil, Gotshal &amp; Manges</b>	Wolfgang Süss*

\* Associate

# BANKING & FINANCE: REGULATORY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Freshfields Bruckhaus Deringer</b>	Alexander Glos, Gunnar Schuster
<b>Hengeler Mueller</b>	Johannes Adolff, Dirk Hermann Bliesener, Sven Henrik Schneider
<b>Linklaters</b>	Andreas Dehio, Andreas Steck
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Marc Benzler
<b>Hogan Lovells</b>	Tim Oliver Brandi, Richard Reimer, Jochen Seitz
<b>Latham &amp; Watkins</b>	Markus E. Krüger, Axel Schiemann
<b>White &amp; Case</b>	Henning Berger
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Alexander Behrens
<b>Bird &amp; Bird</b>	Michael Jünemann, Johannes Wirtz
<b>CMS Hasche Sigle</b>	Joachim Kaetzler
<b>GSK Stockmann</b>	Timo Bernau, Robert Kramer
<b>Mayer Brown</b>	Susanne Lenz, Patrick Scholl
<b>Noerr</b>	Thomas Heitzer, Jens H. Kunz
<b>RECOMMENDED</b>	
<b>1 Annerton</b>	Peter Frey
<b>Deloitte Legal</b>	Mathias Hanten
<b>Gleiss Lutz</b>	Maximilian von Rom
<b>GÖRG</b>	Thomas Lange, Yorick Ruland
<b>Heuking Kühn Lüer Wojtek</b>	Michael Neises, Thomas K.W. Schrell
<b>LSP Lindemann Schwennicke &amp; Partner</b>	Thomas Lindemann
<b>Lutz Abel</b>	Michael Zoller
<b>Rödl &amp; Partner</b>	Christian Conreder
<b>Sernetz-Schäfer</b>	Thomas Eckold, Jörg Mimberg, Frank A. Schäfer
<b>2 Aderhold</b>	Christian Hoppe, Gunther Lehleiter
<b>Ashurst</b>	Detmar Loff
<b>Cleary Gottlieb</b>	Gabriele Apfelbacher
<b>EY Law</b>	Ralf Eckert
<b>Heussen</b>	Franz Clemens Leisch, Norbert Pahl
<b>lindenpartners</b>	Frank Zingel
<b>McDermott Will &amp; Emery</b>	Oliver Lieth
<b>Waldeck</b>	Jan Liepe
<b>YPOG</b>	Carola Rathke



## DEBT CAPITAL MARKETS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Freshfields Bruckhaus Deringer</b>	Rick van Aerssen, Christoph Gleske
<b>Hengeler Mueller</b>	Dirk Hermann Bliesener, Hendrik Haag
<b>Linklaters</b>	Alexander Schlee, Peter Waltz
<b>EXCELLENT</b>	
<b>Ashurst</b>	Anne Grewlich, Tobias Krug
<b>Clifford Chance</b>	Sebastian Maerker
<b>Latham &amp; Watkins</b>	Alexander Lentz, Rüdiger Malaun
<b>White &amp; Case</b>	Gernot Wagner, Karsten Wöckener
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Mark Plepelits
<b>Gleiss Lutz</b>	Stephan Aubel, Helge Kortz
<b>Hogan Lovells</b>	Sven Brandt, Michael Schlitt, Jochen Seitz
<b>Noerr</b>	Holger Alfes
<b>Norton Rose Fulbright</b>	Christoph Enderstein, Frank Regelin
<b>Sullivan &amp; Cromwell</b>	Carsten Berrar, Krystian Czerniecki
<b>2 Cleary Gottlieb</b>	Gabriele Apfelbacher, Ward Greenberg
<b>Dentons</b>	Oliver Dreher
<b>Heuking Kühn Lüer Wojtek</b>	Christoph Gringel, Thorsten Kuthe, Mirko Sickinger
<b>Mayer Brown</b>	Ulrike Binder, Susanne Lenz, Patrick Scholl
<b>McDermott Will &amp; Emery</b>	Thomas Ammermann
<b>Simmons &amp; Simmons</b>	Felix Biedermann
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Stephan Hutter
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Christoph Wolf
<b>CMS Hasche Sigle</b>	Philipp Melzer
<b>Milbank</b>	Philipp Klöckner, Thomas Ingenhoven
<b>Morgan Lewis &amp; Bockius</b>	Florian Harder, Jan Jetter, Florian Ziegler
<b>Pinsent Masons</b>	Markus Joachimsthaler
<b>Sernetz-Schäfer</b>	Frank A. Schäfer
<b>Taylor Wessing</b>	Philip Cavaillès, Peter Hellich

# EQUITY CAPITAL MARKETS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Freshfields Bruckhaus Deringer</b>	Christoph Gleske, Simon Schwarz
<b>Hengeler Mueller</b>	Reinhold Ernst, Hendrik Haag, Alexander G. Rang
<b>Latham &amp; Watkins</b>	Oliver Seiler
<b>Sullivan &amp; Cromwell</b>	Carsten Berrar, Max Birke, Krystian Czerniecki
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	George Hackett
<b>Linklaters</b>	Marco Georg Carbonare, Kurt Dittrich
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Mark Plepelits, Knut Sauer
<b>CMS Hasche Sigle</b>	Philipp Melzer, Andreas Zanner
<b>Gleiss Lutz</b>	Stephan Aubel, Helge Kortz
<b>Hogan Lovells</b>	Michael Schlitt
<b>Noerr</b>	Gerald Reger
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Stephan Hutter
<b>White &amp; Case</b>	Gernot Wagner
<b>2 Ashurst</b>	Matthias von Oppen
<b>Baker McKenzie</b>	Berthold A. Hummel
<b>Cleary Gottlieb</b>	Gabriele Apfelbacher, Ward A. Greenberg
<b>Dentons</b>	Robert Michels
<b>Heuking Kühn Lüer Wojtek</b>	Christoph Gringel, Thorsten Kuthe, Mirko Sickinger
<b>Mayer Brown</b>	Ulrike Binder, Ralf Hesdahl, Susanne Lenz
<b>McDermott Will &amp; Emery</b>	Jens Ortmanns
<b>Norton Rose Fulbright</b>	Benedikt Gillessen, Frank Regelin
<b>RECOMMENDED</b>	
<b>DLA Piper</b>	Roland Maass
<b>Ebner Stolz</b>	Daniel Kautenburger-Behr
<b>GÖRG</b>	Yorick Ruland
<b>Kirkland &amp; Ellis</b>	Siegfried M. Büttner
<b>Milbank</b>	Thomas Ingenhoven
<b>Morgan Lewis</b>	Florian Harder
<b>Paul Hastings</b>	Katja Kaulamo
<b>Pinsent Masons</b>	Volker Balda
<b>Sernetz-Schäfer</b>	Frank A. Schäfer
<b>Taylor Wessing</b>	Marc-Oliver Kurth



## FINTECH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Annerton</b>	Susanne Grohé, Frank Müller, Christian Walz
<b>Latham &amp; Watkins</b>	Markus E. Krüger, Axel Schiemann
<b>EXCELLENT</b>	
<b>1 Bird &amp; Bird</b>	Michael Jünemann, Johannes Wirtz
<b>Hengeler Mueller</b>	Christian Schmies, Jens Wenzel
<b>lindenpartners</b>	Thomas Asmus, Jan Schmidt-Seidl
<b>2</b>	
<b>Jones Day</b>	Ivo Posluschny, Nick Wittek
<b>Luther</b>	Stefanie Hellmich, Rolf Kobabe
<b>Osborne Clarke</b>	Tanja Aschenbeck, Eric Romba
<b>White &amp; Case</b>	Karsten Wöckener
<b>HIGHLY RECOMMENDED</b>	
<b>1</b>	
<b>Clifford Chance</b>	Marc Benzler, Gregor Evenkamp, Oliver Kronat
<b>Freshfields Bruckhaus Deringer</b>	Markus Benzing
<b>GreenbergTraurig</b>	Carsten Kociok
<b>YPOG</b>	Frederik Gärtner, Lennart Lorenz, Anika Patz
<b>2</b>	
<b>GÖRG</b>	Matthias Terlau
<b>Linklaters</b>	Florian Reul
<b>Reed Smith</b>	Simon G. Grieser
<b>Schalast Law I Tax</b>	Alexander Gebhard, Andreas Walter
<b>RECOMMENDED</b>	
<b>CMS Hasche Sigle</b>	Markus Häuser
<b>GSK Stockmann</b>	Timo Bernau
<b>Hogan Lovells</b>	Richard Reimer
<b>Noerr</b>	Jens H. Kunz
<b>Norton Rose Fulbright</b>	Frank Henkel



# FUND STRUCTURING

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Clifford Chance</b>	Josef Brinkhaus, Sonya Pauls, Marco Simonis
<b>Linklaters</b>	Alexander Vogt, Markus Wollenhaupt
<b>EXCELLENT</b>	
<b>Dechert</b>	Angelo Lercara, Hans Stamm
<b>Hengeler Mueller</b>	Carl-Philipp Eberlein, Christian Schmies, Edgar Wallach
<b>POELLATH</b>	Philip Schwarz van Berk, Peter Bujotzek, Amos Veith
<b>Simmons &amp; Simmons</b>	Harald Glander, Jochen Kindermann, Benedikt Weiser
<b>YPOG</b>	Stephan Bank, Fabian Euhus, Helder Schnittker
<b>HIGHLY RECOMMENDED</b>	
<b>CMS Hasche Sigle</b>	Daniel Voigt
<b>Debevoise &amp; Plimpton</b>	Patricia Volhard
<b>Freshfields Bruckhaus Deringer</b>	Markus Benzing, Konrad Schott, Gunnar Schuster
<b>GÖRG</b>	Thomas Lange, Dania Neumann
<b>GSK Stockmann</b>	Petra Eckl, Oliver Glück, Robert Kramer
<b>Heuking Kühn Lüer Wojtek</b>	Michael Dröge, Christoph Gringel
<b>Heussen</b>	Nicole Alexander-Huhle, Johannes Weideler, Martin Wolfstetter
<b>King &amp; Spalding</b>	Andreas Böhme, Axel J. Schilder
<b>Luther</b>	Achim Pütz
<b>RECOMMENDED</b>	
<b>Baum FSLT</b>	Roland Baum
<b>Bödecker Ernst &amp; Partner</b>	Carsten Bödecker, Carsten Ernst
<b>DLA Piper</b>	Simon Vogel
<b>Flick Gocke Schamburg</b>	Christian Schatz
<b>Goodwin Procter</b>	Sebastian Bruchwitz, Joachim Kayser
<b>Jebens Mensching</b>	Philipp Jebens
<b>McDermott Will &amp; Emery</b>	Frank Müller
<b>Norton Rose Fulbright</b>	Oliver Sutter
<b>Orbit</b>	Joachim Mogck, Philip Mostertz



## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Flick Gocke Schaumburg</b>	Thomas Rödder, Harald Schaumburg
<b>Freshfields Bruckhaus Deringer</b>	Stephan Eilers, Martin Schiessl, Norbert Schneider
<b>Linklaters</b>	Sebastian Benz, Jens Blumenberg, Oliver Rosenberg, Rainer Stadler
<b>EXCELLENT</b>	
<b>Gleiss Lutz</b>	Achim Dannecker, Stefan Mayer
<b>Milbank</b>	Rolf Füger, Thomas Kleinheisterkamp, Matthias Schell
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Gottfried Breuning
<b>Baker McKenzie</b>	Christoph Becker, Thomas Schänzle
<b>Baker Tilly</b>	Oliver Hubertus
<b>Clifford Chance</b>	Stefan Behrens, Felix Mühlhäuser
<b>Ebner Stolz</b>	Tobias Bakeberg, Alexander Bohn, Alexander Euchner, Markus Heinlein, Holger Mach, Christof Zondler
<b>Hengeler Muller</b>	Stefanie Beinert, Ernst-Thomas Kraft
<b>Latham &amp; Watkins</b>	Thomas Fox, Stefan Süs
<b>POELLATH</b>	Michael Best, Hardy Fischer
<b>WTS</b>	Lars Behrendt, Franz Prinz zu Hohenlohe, Axel Nientimp
<b>YPOG</b>	Malte Bergmann, Florian Oppel, Ulrich Prinz*
<b>2 CMS Hasche Sigle</b>	Heino Büsching, Thomas Link
<b>Deloitte Legal</b>	Heiko Ramcke
<b>Dentons</b>	Stephan Busch
<b>DLA Piper</b>	Konrad Rohde
<b>GvW Graf Von Westphalen</b>	Arne Schmidt, Frank Tschesche
<b>Heuking Kühn Lüer Wojtek</b>	Stephan Degen, Jörg Michelsen, Marc P. Scheunemann
<b>Hogan Lovells</b>	Heiko Gemmel
<b>McDermott Will &amp; Emery</b>	Dirk Pohl
<b>Noerr</b>	Georg Edelmann
<b>Oppenhoff</b>	Axel Bödefeld
<b>Rödl &amp; Partner</b>	Hans Weggenmann
<b>Streck Mack Schwedhelm</b>	Rolf Schwedhelm
<b>SZA Schilling Zutt &amp; Anschütz</b>	Hans-Georg Berg

## RECOMMENDED

<b>ADVANT Beiten</b>	Marcus Mische
<b>BRL Boege Roede Luebbehusen</b>	Thomas Lübbehüsen
<b>avocado</b>	Christian Berger
<b>Cleary Gottlieb</b>	Daniel Weyde
<b>EPP Rechtsanwälte Avocats</b>	Emil Epp, Anne-Lise Lamy, Laura Rejano
<b>Ernst Young</b>	Daniel Kāshammer
<b>Esche Schümann Commichau</b>	Jürgen E. Milatz
<b>Eversheds Sutherland</b>	Lars H. Haverkamp
<b>GLNS</b>	Reinhard Ege, Georg Lindner, Andreas Scheidle
<b>GSK Stockmann</b>	Petra Eckl, Dirk Koch
<b>Heussen</b>	Martin Grasser, Rupert Klar
<b>Kantenwein Zimmermann Spatscheck &amp; Partner</b>	Franz Zimmermann
<b>K&amp;L Gates</b>	Rüdiger von Hülst
<b>KMLZ</b>	Thomas Küffner
<b>Luther</b>	Ulrich Siegemund
<b>Mayer Brown</b>	Volker Junge
<b>Norton Rose Fulbright</b>	Tino Duttiné
<b>Simmons &amp; Simmons</b>	Bernulph von Crailsheim
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Johannes Frey
<b>Weil, Gotshal &amp; Manges</b>	Tobias Geerling
<b>White &amp; Case</b>	Bodo Bender

\* Of Counsel

### EBNER STOLZ: FRANCO-GERMAN ADVISORY APPROACH ACROSS LAW AND TAX



Markus Heinlein

**Key Figure(s):** Tobias Bakeberg, Alexander Bohn, Alexander Euchner, Markus Heinlein, Holger Mach and Christof Zondler

**Established:** 2009

**Track record:** Ebner Stolz serves an ever-larger international client base of corporate groups and capital market-oriented companies, providing up-to-date tax advice with a focus on the French and German markets. Reputed for the quality of its tax audits, declarations, accounting, planning and reporting. Cross-border tax structuring and compliance as well as implementation of tax ICS systems are also specialities.

**Differentiation:** With over 2,100 people working from 14 locations across all major German cities and economic centers, Ebner Stolz' powerful team has been built up with a strong representation of Franco-German experts in payroll tax and global mobility consulting. In October 2023, it joined RSM international network of auditors, tax consultants and lawyers, a decisive signal the developments at the firm.

### EPP RECHTSANWÄLTE AVOCATS: FRANCO-GERMAN TAX EXPERTS



Anne-Lise Lamy

**Key Figure(s):** Emil Epp, Anne-Lise Lamy and Laura Rejano

**Established:** 1994

**Track record:** EPP Rechtsanwälte Avocats advises French companies in Germany and German, Austrian and Swiss companies in France regarding the new OECD legal standards and tax administration. Its cross-border expertise includes real-estate taxation, inheritance law, international hiring and tax-residency issues. The firm is adept at solving fiscal issues related to real-estate investments.

**Differentiation:** With almost three decades' worth of experience and home to experts with bi-national training in taxation, EPP Rechtsanwälte Avocats can handle all issues pertaining to Franco-German deals. The multi-jurisdictional firm of 22 lawyers offers full access to additional services and information through the firm's Euro-Droit affiliate, founded in Strasbourg in 1993.



## RESTRUCTURING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Freshfields Bruckhaus Deringer	Lars Westpfahl
Gleiss Lutz	Andreas Spahlinger, Matthias Tresselt
Latham & Watkins	Frank Grell, Jörn Kowalewski
<b>EXCELLENT</b>	
Allen & Overy	Sven Prüfer
Clifford Chance	Stefan Sax, Cristina Weidner
Dentons	Arne Friel, Andreas Ziegenhagen
GÖRG	Christian Bärenz, Thorsten Bieg
Kirkland & Ellis	Bernd Meyer-Löwy, Leo Plank
Linklaters	Sven Schelo
Noerr	Thomas Hoffmann, Christian Pleister
White & Case	Sylvia Fiebig, Sven-Holger Undritz
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> CMS Hasche Sigle	Rolf Leithaus, Alexandra Schluck-Amend
Hengeler Mueller	Johannes Tieves, Daniel M. Weiß
Taylor Wessing	Hendrik Boss
<b>2</b>	
BRL Insolvenz	Stefan Denkhaus, Katharina Gerdes
Grub Brugger	Volker Muschalle, Hendrik Wolfer
Heuking Kühn Lüer Wojtek	Arnold Büsselmeier, Johan Schneider, Georg Streit
<b>RECOMMENDED</b>	
<b>1</b> Anchor	Christoph Herbst, Alexander Reus, Tobias Wahl
Ashurst	Karsten Raupach
Brinkmann & Partner	Christoph Morgen, Jan Markus Plathner
DLA Piper	Florian Bruder, Dietmar Schulz
GreenbergTraurig	Gordon Geiser, Jesko Stark
Hogan Lovells	Christian Herweg, Heiko Tschauner
Jones Day	Olaf Benning

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<b>Luther</b>	Marcus Backes, Gunnar Müller-Henneberg, Reinhard Willemssen
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<b>McDermott Will &amp; Emery</b>	Uwe Goetker, Matthias Kampshoff
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<b>Schultze &amp; Braun</b>	Detlef Specovius
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<b>Sidley Austin</b>	Kolja von Bismarck
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<b>SZA Schilling Zutt &amp; Anschütz</b>	Marc-Philippe Hornung, Thomas Oberle
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<b>Wellensiek</b>	Alfred Hagebusch
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<b>2 act AC Tischendorf</b>	Sven Tischendorf
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<b>Aderhold</b>	Michael Löser, Susanne Szameitat
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<b>Baker McKenzie</b>	Joachim Ponseck
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<b>Ebner Stolz</b>	Markus Mühlenbruch
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<b>EPP Rechtsanwälte Avocats</b>	Emil Epp
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<b>Finkenhof</b>	Lorenzo Matthaehi, Stephan Strumpf, Maximilian von Mangoldt
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<b>Friedrich Graf von Westphalen</b>	Stefan Lammel
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<b>GSK Stockmann</b>	Justus Jansen
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<b>GvW Graf von Westphalen</b>	Wolfram Desch
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<b>hww hermann wienberg wilhelm</b>	Rüdiger Wienberg
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<b>Kebekus Et Zimmermann</b>	Frank Kebekus, Ralf Zimmermann
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<b>K&amp;L Gates</b>	Georg Bernsau, Nadja Raiss
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<b>Lambrecht</b>	Martin Lambrecht
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<b>Mayer Brown</b>	Marco Wilhelm
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<b>Milbank</b>	Norbert Rieger
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<b>Möhrle Happ Luther</b>	Helge Hirschberger, Sebastian Siepmann
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<b>Norton Rose Fulbright</b>	Timo Noftz
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<b>plan-E by ELSAESSER</b>	Andreas Elsaesser
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<b>PLUTA</b>	Maximilian Pluta
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<b>POELLATH</b>	Tobias Jäger
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<b>SGP Schneider Geiwitz</b>	Arndt Geiwitz
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<b>Weil, Gotshal &amp; Manges</b>	Britta Grauke, Uwe Hartmann, Gerhard Schmidt
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<b>WILLKIE</b>	Georg Linde
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## INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Dr. Beck &amp; Partner</b>	Hubert Ampferl, Joachim Exner
<b>Flöther &amp; Wissing</b>	Rajko Dambeck, Lucas F. Flöther
<b>Jaffé</b>	Michael Jaffé
<b>White &amp; Case</b>	Biner Bähr, Sven-Holger Undritz
<b>EXCELLENT</b>	
<b>1 Anchor</b>	Christoph Herbst, Martin Hörmann, Alexander Reus, Tobias Wahl
<b>Brinkmann &amp; Partner</b>	Berthold Brinkmann, Christoph Morgen, Jan Markus Plathner
<b>Gleiss Lutz</b>	Andreas Spahlinger, Matthias Tresselt
<b>Kebekus Et Zimmermann</b>	Frank Kebekus
<b>PLUTA</b>	Stefan Meyer, Michael Pluta, Martin Prager, Ivo-Meinert Willrodt
<b>SGP Schneider Geiwitz</b>	Arndt Geiwitz
<b>2 CMS Hasche Sigle</b>	Michael C. Frege, Rolf Leithaus, Alexandra Schluck-Amend
<b>Dentons</b>	Dirk Schoene
<b>Eckert</b>	Mark Boddenberg, Rainer Eckert
<b>Freshfields Bruckhaus Deringer</b>	Franz Aleth, Lars Westpfahl
<b>GÖRG</b>	Helmut Balthasar, Thorsten Bieg, Gerrit Hölze, Torsten Martini, Jörg Nerlich, Martin Stockhausen
<b>Grub Brugger</b>	Philipp Grub, Martin Mucha, Jochen Sedlitz
<b>Müller-Heydenreich Bierbach &amp; Kollegen</b>	Axel W. Bierbach, Stefan Debus, Oliver Scharlt
<b>Reimer</b>	Peter-Alexander Borchardt, Reinhold Schmid-Sperber, Tjark Thies
<b>Schultze &amp; Braun</b>	Holger Blümle, Dietmar Haffa, Detlef Specovius
<b>HIGHLY RECOMMENDED</b>	
<b>1 BRL Boege Rohde Luebbehusen</b>	Stefan Denkhaus, Friedemann Schade
<b>hww hermann wienberg wilhelm</b>	Fabio Algari, Rainer Bähr, Ottmar Hermann, Rüdiger Wienberg
<b>Piepenburg</b>	Horst Piepenburg
<b>Schmidt-Jortzig Petersen Penzlin</b>	Dietmar Penzlin
<b>Wellensiek</b>	Alfred Hagebusch, Christopher Seagon
<b>2 Aderhold</b>	Michael Löser, Susanne Szameitat
<b>AndresPartner</b>	Dirk Andres
<b>BBL Brockdorff</b>	Justus von Buchwaldt, Christian Graf Brockdorff
<b>Bird&amp;Bird</b>	Michael Jünemann
<b>Buchalik Brömmekamp</b>	Jasper Stahlschmidt
<b>Finkbeiner &amp; Druckenbrodt</b>	Alexander Druckenbrodt
<b>FRH Fink Rinckens Heerma</b>	Hendrik Heerma
<b>Friedrich Graf von Westphalen &amp; Partner</b>	Stefan Lammel, Jan Henning Martens
<b>Gerloff - Liebler</b>	Christian Gerloff
<b>GvW Graf von Westphalen</b>	Wolfram Desch
<b>Hengeler Mueller</b>	Daniel M. Weiss
<b>Heuking Kühn Lüer Wojtek</b>	David Loszynski, Johan Schneider, Georg Streit
<b>Hogan Lovells</b>	Heiko Tschauner
<b>Lambrecht</b>	Martin Lambrecht, Peter Schulz
<b>Mayer Brown</b>	Marco Wilhelm
<b>McDermott Will &amp; Emery</b>	Matthias Kampshoff
<b>Niering Stock Tömp</b>	Christoph Niering
<b>Streitbürger</b>	Ingo Gerdes
<b>SZA Schilling, Zutt &amp; Anshütz</b>	Marc-Philippe Hornung
<b>Voigt Salus</b>	Joachim Voigt Salus
<b>Willmerköster</b>	Malte Köster

# WEALTH MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Flick Gocke Schaumburg</b>	Christian Bohrmann, Jan Bron, Franck Hannes, Christian von Oertze, Stephan Schauhoff, Andreas Söffing
<b>POELLATH</b>	Maximilian Haag, Andreas Richter, Stephan Viskorf
<b>EXCELLENT</b>	
<b>Noerr</b>	Tobias Bürgers, Wolfram Theiss
<b>SZA Schilling, Zutt &amp; Anschutz</b>	Martin Feick, Stephan Scherer
<b>HIGHLY RECOMMENDED</b>	
<b>1 Binz &amp; Partner</b>	Mark K. Binz, Martin H. Sorg
<b>CMS Hasche Sigle</b>	Hans Christian Blum
<b>Hennerkes, Kirchdörfer &amp; Lorz</b>	Rainer Kirchdörfer
<b>Taylor Wessing</b>	Axel Godron
<b>2</b>	
<b>ADVANT Beiten</b>	Gerrit Ponath
<b>Ebner Stolz</b>	Daniel Kautenburger-Behr, Klaus Weber
<b>Gleiss Lutz</b>	Achim Dannecker
<b>Hengeler Mueller</b>	John Flüh, Emanuel P. Strehle
<b>Oppenhoff</b>	Axel Bödefeld, Axel Wenzel
<b>Rödl &amp; Partner</b>	Christian Rödl
<b>Winheller</b>	Boris Piekarek
<b>RECOMMENDED</b>	
<b>1</b>	
<b>Baker Tilly</b>	Jochen Busch
<b>Esche Schümann Commichau</b>	Tom Kemcke
<b>Heuking Kühn Lüer Wojtek</b>	Daniel Lehmann, Gunter Mühlhaus
<b>Heussen</b>	Frank Grischa Feitsch, Christoph Hamm
<b>Kantenwein Law I Tax I Audit</b>	Annett Kuhli-Spatscheck
<b>PSP München</b>	Iring Christopheit
<b>Rittershaus</b>	Werner H. Born
<b>SKW Schwarz</b>	Christoph Meyer, Gerd Seeliger, Heiko Wunderlich
<b>2</b>	
<b>Aderhold</b>	Lutz Aderhold, Thorsten Siepe, Matthias Wiese
<b>Disssmann Orth</b>	Armin Hergeth, Martin Lohse
<b>DLA Piper</b>	Nils Krause
<b>dtb</b>	Pascal Decker, Bertold Schmidt-Thomé
<b>EPP Rechtsanwalte Avocats</b>	Emil Epp
<b>Heuer Busch &amp; Partner</b>	Carl-Heinz Heuer
<b>Kapp.Ebeling.</b>	Michael Messner
<b>KPMG Law</b>	Mark Pawlytta
<b>Sonntag &amp; Partner</b>	Wolfgang Fratz



## TAX LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Flick Gocke Schaumburg</b>	Xaver Ditz, Michael Hendricks, Florian Kutt, Thomas Rödder, Jens Schönfeld
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Gottfried Breuninger, Florian Lechner
<b>c.k.s.s</b>	Claas Fuhrmann, Rudolf Stahl
<b>Ebner Stolz</b>	Alexander Bohn, Sven Christian Gläser, Detlev Heinsius, Sandro Nücken
<b>Freshfields Bruckhaus Deringer</b>	Stephan Eilers, Norbert Schneider
<b>Linklaters</b>	Jens Blumenberg, Julian Böhmer, Oliver Rosenberg
<b>McDermott Will &amp; Emery</b>	Wilhelm Haarmann, Dirk Pohl
<b>Milbank</b>	Rolf Füger, Thomas Kleinheisterkamp, Moritz Philipp, Matthias Schell
<b>Streck Mack Schwedhelm</b>	Burkhard Binnewies, Rolf Schwedhelm, Martin Wulf
<b>HIGHLY RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Christoph Becker, Thomas Schänzle, Stephan Schnorberger
<b>Clifford Chance</b>	Stefan Behrens, Felix Mühlhäuser, Thorsten Sauerhering
<b>Gleiss Lutz</b>	Achim Dannecker, Johann Wagner
<b>Hengeler Mueller</b>	Stefanie Beinert
<b>Latham &amp; Watkins</b>	Stefan Süß
<b>Noerr</b>	Georg Edelmann
<b>POELLATH</b>	Michael Best
<b>Rödl &amp; Partner</b>	Isabel Bauernschmitt
<b>WTS</b>	Dietmar Gosch
<b>2 Cleary Gottlieb</b>	Jens Hafemann
<b>CMS Hasche Sigle</b>	Heino Büsching
<b>Ernst &amp; Young</b>	Robert Manger
<b>Heuking Kühn Lüer Wojtek</b>	Jörn Matuszewski, Marc P. Scheunemann
<b>GvW Graf von Westphalen</b>	Frank Tschesche
<b>Hogan Lovells</b>	Ingmar Dörr
<b>KMPG</b>	Jan Uterhark
<b>Oppenhoff</b>	Axel Bödefeld
<b>PricewaterhouseCoopers</b>	Jan Haselmann
<b>SZA Schilling Zutt &amp; Anschutz</b>	Jochem Reichert
<b>YPOG</b>	Thomas Töben, Michael Wendt*
<b>RECOMMENDED</b>	
<b>ADVANT Beiten</b>	Marcus Mische
<b>Baker Tilly</b>	Oliver Hubertus
<b>Deloitte Legal</b>	Heiko Ramcke
<b>Dentons</b>	Stephan Busch, Pia Dorfmueller, Michael Graf
<b>DLA Piper</b>	Konrad Rohde
<b>EPP Rechtsanwälte</b>	Emil Epp, Anne-Lise Lamy
<b>Esche Schümann Commichau</b>	Tom Kemcke
<b>GSK Stockmann</b>	Kirk Koch
<b>Heussen</b>	Martin Grasser, Rupert Klar
<b>Kantenwein Zimmermann Spatscheck &amp; Partner</b>	Sven Ceranowski, Rainer Spatscheck
<b>K&amp;L Gates</b>	Karsten Seidel
<b>KMLZ</b>	Thomas Küffner, Thomas Streit, Oliver Zugmaier
<b>LHP Luxem Heuel Prowatke</b>	Ingo Heuel
<b>Luther</b>	Ulrich Siegemund
<b>Mayer Brown</b>	Volker Junge
<b>Norton Rose Fulbright</b>	Tino Duttiné
<b>Simmons &amp; Simmons</b>	Bernulph von Crailsheim
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Johannes Frey
<b>TLR</b>	Martin Riegel
<b>Weil, Gotshal &amp; Manges</b>	Benjamin Rapp
<b>White &amp; Case</b>	Tim Bracksiek

\* Of Counsel





# ICELAND

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BBA // Fjeldco</b>	Ásgeir Á. Ragnarsson, Halldór Karl Halldórsson, Bjarki H. Diego, Baldvin Björn Haraldsson, Einar Baldvin Árnason
<b>Lex Law Offices</b>	Ólafur Haraldsson, Helgi Þór Þorsteinsson
<b>LOGOS Legal Services</b>	Thórólfur Jónsson, Óttar Pálsson
<b>Juris</b>	Simon David Knight, Finnur Magnússon, Vífill Harðarson
<b>EXCELLENT</b>	
<b>ADVEL Attorneys at Law</b>	Stefán Þór Ingimarsson, Ragnar Guðmundsson, Bjarni Þór Bjarnason
<b>Jonsson &amp; Hall</b>	Einar Þór Sverrisson, Gísl Guðni Hall, Gunnar Jónsson, Hörður Felix Harðarson
<b>Lagahvoll</b>	Jóhann Tómas Sigurðsson, Daði Bjarnason
<b>Landslög</b>	Johannes Karl Sveinsson, Vidar Ludviksson



# ITALY

## M&A: LARGE-CAP

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Goldman Sachs	Gerardo Braggiotti
J.P. Morgan	Gianernesto Bernardi
Mediobanca	Alberto Nagel
<b>EXCELLENT</b>	
BofA Securities	Antonino Mattarella, Vito Lo Piccolo
Credit Suisse	Federico Imbert
Equita SIM	Marco Clerici, Carlo Andrea Volpe
Morgan Stanley	Domenico Siniscalco
Rothschild & Co.	Irving Bellotti
<b>HIGHLY RECOMMENDED</b>	
Citigroup	Matteo Perfetti
HSBC	Gerd Pircher, Anna Tavano
Intesa Sanpaolo	Mauro Micillo, Gaetano Miccichè
UniCredit	Richard Burton
<b>RECOMMENDED</b>	
Barclays	Pier Luigi Colizzi, Enrico Chiapparoli
BNL (BNP Paribas)	Elena Goitini
Deutsche Bank	Roberto Parazzini
UBS Investment Bank	Riccardo Mulone

## M&A: SMALL TO MID-CAP

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte</b>	Elio Milantoni
<b>EY</b>	Erberto Viazzo
<b>KPMG</b>	Mario Corti
<b>PwC</b>	Marco Tanzi Marlotti
<b>EXCELLENT</b>	
<b>Clairfield International</b>	Giuseppe Grasso, Filippo Guicciardi, Antonio Scarabosio
<b>Fineurop Soditic</b>	Eugenio Morpurgo, Germano Palumbo
<b>Houlihan Lokey</b>	Matteo Manfredi
<b>Lazard</b>	Marco Samaja
<b>Vitale&amp;Co</b>	Alberto Gennarini, Orlando Barucci
<b>HIGHLY RECOMMENDED</b>	
<b>Banca Euromobiliare</b>	Simone Citterio
<b>Banca Profilo</b>	Fabio Candeli
<b>BPER Banca</b>	Stefano Taioli
<b>Clearwater International</b>	Andrea Pagliara, Alexandre Perrucci
<b>Ethica Corporate Finance</b>	Cosimo Vitola
<b>Lincoln International</b>	Saverio Rondelli
<b>Nash Advisory</b>	Giovanni Panigada
<b>Pirola Corporate Finance</b>	Ludovico Mantovani, Matteo Giannobi



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Stefano Sennhauser, Pietro Scarfone
<b>BonelliErede</b>	Emanuela Da Rin, Antonio La Porta
<b>Chiomenti</b>	Gregorio Consoli, Giorgio Cappelli, Luca Bonetti
<b>Clifford Chance</b>	Giuseppe De Palma, Charles Adams
<b>Legance</b>	Andrea Giannelli
<b>Linklaters</b>	Andrea Arosio
<b>EXCELLENT</b>	
<b>Cappelli RCCD</b>	Marcello Maienza, Morena Bontorin, Alberto Del Din, Giuliana Durand, Paolo Calderaro, Stefano Agnoli, Camilla Giovannini
<b>PedersoliGattai</b>	Gaetano Carrello, Lorenzo Vernetti, Maura Magioncalda
<b>Gianni &amp; Origoni</b>	Giuseppe De Simone, Matteo Bragantini, Domenico Gentile
<b>Latham &amp; Watkins</b>	Marcello Bragliani, Antongiulio Scialpi, Jeffrey H. Lawlis
<b>Molinari Agostinelli</b>	Riccardo Agostinelli
<b>Simmons &amp; Simmons</b>	Davide D'Affronto
<b>White &amp; Case</b>	Andrea Novarese, Iacopo Canino, Gianluca Fanti, Francesco Scebba
<b>HIGHLY RECOMMENDED</b>	
<b>Advant Nctm</b>	Stefano Padovani, Matteo Gallanti
<b>Ashurst</b>	Mario Lisanti
<b>Dentons</b>	Alessandro Fosco Fagotto
<b>DLA Piper</b>	Antonio Lombardo, Federico Zucconi Galli Fonseca, Chiara Anceschi, Agostino Papa
<b>Hogan Lovells</b>	Carlo Massini
<b>Orrick, Herrington &amp; Sutcliffe</b>	Patrizio Messina, Madeleine Horrocks, Marina Balzano
<b>Orsingher Ortu</b>	Manfredi Leanza, Giovanni Nicchiniello
<b>Pavia e Ansaldo</b>	Mario Di Giulio, Roberto Zanchi
<b>RECOMMENDED</b>	
<b>FIVELEX</b>	Mara Fittipaldi, Edoardo Guffanti
<b>Gatti Pavesi Bianchi Ludovici</b>	Andrea Limongelli, Marc-Alexandre Courtejoie
<b>Giovanardi Studio Legale</b>	Carlo Alberto Giovanardi
<b>K&amp;L Gates</b>	Fabrizio Dotti, Paolo Rusconi
<b>LCA Studio Legale</b>	Davide Valli, Umberto Piattelli, Giancarlo Ranucci
<b>Shearman &amp; Sterling</b>	Giulio Tognazzi, Pasquale Bifulco
<b>VALUABLE PRACTICE</b>	
<b>BSVA</b>	Marco Lantelme
<b>Freshfields</b>	Francesco Lombardo
<b>Greenberg Trauring Santa Maria</b>	Corrado Angelelli
<b>Nunziante Magrone</b>	Alessio Lombardo

#### BSVA: RESPECTED FIRM WITH SKILLED ADVISORS



Marco Lantelme

Key Figure(s):  
Marco Lantelme  
Established: 2002

**Track record:** Founded in 2002 by Alessandro Bellofiore and Francesco Senaldi, the firm assists clients in corporate, family and tax as well as banking and finance matters. The Milan-based team has an extensive track record of success representing clients, notably financial institutions, in a broad range of banking and finance matters.

**Differentiation:** Marco Lantelme, who joined BSVA in 2017, heads the banking & finance department. Admitted to practice law in Italy and the UK, he is adept at handling all manner of banking, finance, restructuring, regulatory, capital markets, securities, structured finance and securitization issues. He has built a reputation as a strong litigator.

## DEBT CAPITAL MARKETS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Cristiano Tommasi, Craig Byrne
<b>Cappelli RCCD</b>	Paolo Calderaro, Michele Crisostomo, Federico Morelli, Elio Indelicato, Fabio Zambito
<b>Clifford Chance</b>	Filippo Emanuele
<b>Latham &amp; Watkins</b>	Antonio Coletti
<b>White &amp; Case</b>	Iacopo Canino, Ferigo Foscarì
<b>EXCELLENT</b>	
<b>Ashurst</b>	Mario Lisanti
<b>BonelliErede</b>	Emanuela Da Rin, Antonio La Porta
<b>Chiomenti</b>	Gregorio Consoli, Benedetto La Russa
<b>Jones Day</b>	Vinicio Trombetti
<b>PedersoliGattai</b>	Emanuela Campari Bernacchi, Valentina Lattanzi
<b>Legance</b>	Andrea Giannelli
<b>Linklaters</b>	Linda Taylor
<b>Orrick, Herrington &amp; Sutcliffe</b>	Patrizio Messina
<b>Simmons &amp; Simmons</b>	Paola Leocani
<b>HIGHLY RECOMMENDED</b>	
<b>Gianni &amp; Origoni</b>	Richard Hamilton
<b>Greenberg Traurig Santa Maria</b>	Corrado Angelelli
<b>Hogan Lovells</b>	Federico Del Monte, Corrado Fiscale
<b>ILS</b>	Norman Pepe
<b>Pavia e Ansaldo</b>	Mario Di Giulio



## EQUITY CAPITAL MARKETS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BonelliErede</b>	Vittoria Giustiniani
<b>Clifford Chance</b>	Filippo Emanuele
<b>Legance</b>	Alberta Figari, Giorgio Vanzanelli
<b>Linklaters</b>	Ugo Orsini, Claudia Parzani
<b>White &amp; Case</b>	Ferigo Foscari, Piero de Mattia, Michael Immordino
<b>EXCELLENT</b>	
<b>Advant Nctm</b>	Lukas Plattner
<b>Cappelli RCCD</b>	Guido Masini, Nicola Caielli
<b>Chiomenti</b>	Manfredi Vianini Tolomei
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Pietro Fioruzzi
<b>Gatti Pavesi Bianchi Ludovici</b>	Anton Carlo Frau, Rossella Pappagallo
<b>Gianni &amp; Orioni</b>	Antonio Segni, Richard Hamilton, Mariasole Conticelli, Alessandro Merenda
<b>Latham &amp; Watkins</b>	Antonio Coletti, Ryan Benedict
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper</b>	Francesco Maria Aleandri
<b>PedersoliGattai</b>	Marcello Magro, Carlo Re
<b>Shearman &amp; Sterling</b>	Tobia Croff, Emanuele Trucco
<b>RECOMMENDED</b>	
<b>Gitti &amp; Partners</b>	Vincenzo Armenio
<b>LCA</b>	Andrea Messuti, Benedetto Lonato, Andrea Marani
<b>Orsingher Ortu</b>	Federico Bonetti, Francesca Flego

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BonelliErede</b>	Marco Arato, Giuseppe Lombardi
<b>Gianni &amp; Origoni</b>	Gabriella Covino, Luca Jeantet, Antonio Auricchio
<b>EXCELLENT</b>	
<b>Chiomenti</b>	Antonio Tavella, Giulia Battaglia
<b>Clifford Chance</b>	Charles Adams, Giuseppe De Palma, Fabio Guastadisegni, Paolo Sersale
<b>DLA Piper</b>	Chiara Anceschi, Francesco De Gennaro
<b>Giovanardi Studio Legale</b>	Carlo Alberto Giovanardi, Linda Morellini, Cristiano Ruspi
<b>Legance</b>	Luca Autuori, Giandomenico Ciaramella, Iacopo Fontana, Stefano Parlatore
<b>Linklaters</b>	Francesco Faldi
<b>Molinari Agostinelli</b>	Ugo Molinari, Riccardo Agostinelli
<b>PedersoliGattai</b>	Alessandra Giovetti, Maura Magioncalda, Gaetano Carrello, Sergio Fulco
<b>HIGHLY RECOMMENDED</b>	
<b>Advant Nctm</b>	Fabio Marelli
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Roberto Bonsignore, Carlo de Vito Piscicelli
<b>Dentons</b>	Alessandro Fosco Fagotto, Federico Sutti, Cristian Fischetti
<b>Gatti Pavesi Bianchi Ludovici</b>	Luca Faustini
<b>LCA Studio Legale</b>	Michele Petriello, Salvatore Sanzo, Angela Petrosillo, Diana Burroni, Niccolò Abriani
<b>Orrick, Herrington &amp; Sutcliffe</b>	Daniela Andreatta
<b>PWC TLS</b>	Ernesto Apuzzo
<b>RECOMMENDED</b>	
<b>Ashurst</b>	Paolo Manganelli
<b>Cappelli RCCD</b>	Antonio Azzarà, Morena Bontorin
<b>Giliberti Triscornia e Associati</b>	Alessandro Triscornia
<b>K&amp;L Gates</b>	Paolo Rusconi, Andrea Campana
<b>LMS Studio Legale</b>	Matteo Bascelli, Francesco P. Ruggeri Laderchi
<b>Nunziante Magrone</b>	Alessio Lombardo, Oscar Podda
<b>Orsingher Ortu</b>	Valeria Mazzoletti
<b>Simmons &amp; Simmons</b>	Davide D'Affronto
<b>Studio Giuliano e Di Gravio</b>	Massimo Giuliano, Valerio Di Gravio
<b>Greenberg Trauring Santa Maria</b>	Bruno Cova
<b>Osborne Clarke</b>	Filippo Canepa



## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Maisto e Associati</b>	Guglielmo Maisto, Marco Cerrato
<b>Chiomenti</b>	Raul-Angelo Papotti, Massimo Antonini, Marco Di Siena
<b>Gatti Pavesi Bianchi Ludovici</b>	Paolo Ludovici, Pietro Piccone Ferrarotti
<b>Tremonti Romagnoli Piccardi e Associati</b>	Giulio Tremonti, Lorenzo Piccardi, Dario Romagnoli
<b>EXCELLENT</b>	
<b>Advant Nctm</b>	Barbara Aloisi, Federico Trutalli, Piermauro Caraballese
<b>BonelliErede</b>	Stefano Simontacchi
<b>CMS</b>	Giuseppe Ascoli, Stefano Chirichigno
<b>Di Tanno e Associati</b>	Tommaso di Tanno, Fabio Brunelli
<b>Facchini Rossi Michelutti Studio Legale Tributario</b>	Francesco Facchini, Luca Rossi, Riccardo Michelutti
<b>Foglia &amp; Partners</b>	Giuliano Foglia
<b>Legance</b>	Marco Graziani, Claudia Gregori, Luca Dal Cerro
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Francesco Pisciotta, Michele Santocchini
<b>Clifford Chance</b>	Carlo Galli
<b>Dentons</b>	Andrea Fiorelli
<b>DLA Piper</b>	Christian Montinari, Antonio Tomassini
<b>Freshfields Bruckhaus Deringer</b>	Renato Paternollo
<b>Gianni &amp; Origoni</b>	Fabio Chiarenza
<b>Hogan Lovells</b>	Fulvia Astolfi, Serena Pietrosanti
<b>LCA Studio Legale</b>	Roberto Pellizzari, Gianmarco Tortora, Simona Passarelli
<b>Macchi Di Cellere Gangemi</b>	Bruno Gangemi
<b>McDermott Will &amp; Emery</b>	Carlo Maria Paoella
<b>Pavia e Ansaldo</b>	Marco Jannon, Giovanni Gigliotti
<b>Pirola Pennuto Zei &amp; Associati</b>	Stefano Tronconi, Massimo Di Terlizzi, Nathalie Brazzelli, Guido Doneddu
<b>Russo De Rosa Associati</b>	Alberto Russo, Leo de Rosa, Valerio Libani
<b>Salvini e Soci</b>	Livia Salvini, Giovanni Panzera da Empoli



## RECOMMENDED

Allen & Overy	Francesco Guelfi
Biscozzi Nobili Piazza	Francesco Nobili, Marco Piazza
Carnelutti	Paolo Baruffi, Gilberto Comi
CBA	Angelo Bonissoni, Stefano Petrecca
Cleary Gottlieb Steen & Hamilton	Vania Petrella, Gianluca Russo
Escalar e Associati	Gabriele Escalar
Eversheds Sutherland	Marco Melisse, Sebastiano Sciliberto
PedersoliGattai	Cristiano Garbarini, Domenico Ponticelli, Giovanni Bandera
Linklaters	Roberto Egori
Loconte & Partners	Stefano Loconte
Nunziante Magrone	Claudio Giordano, Carlo Sallustio, Fabio Cappezzone

## VALUABLE PRACTICE

Belluzzo Mercanti	Luigi Belluzzo, Daniele Carlo Trivi
Bureau Plattner	Massimo Petrucci, Hannes Hilpold
Gitti & Partners	Marco Ettore, Diego De Francesco
Hager & Partners	Heinz Peter Hager
Lawal	Alberto Picariello
LED Taxand	Guido Arie Petraroli, Alfredo Fossati
Molinari Agostinelli	Ottavia Alfano
Simmons & Simmons	Marco Palanca
Studio Tributario Tognolo	Paolo Tognolo, Francesco Spurio
Valente Associati GEB Partners	Piergiorgio Valente
Withers	Giulia Cipollini

### ADVANT NCTM: PURVEYORS OF HIGHLY SPECIALIZED SERVICES



Barbara Aloisi

**Key Figure(s):** Barbara Aloisi, Federico Trutalli and Guido Martinelli  
**Established:** 2000

**Track record:** The team is composed of experts in tax law and tax disputes, based in both Milan and Rome. The lawyers efficiently assist multinationals, financial intermediaries and private equity funds on every type of tax issue, including litigation at all levels, pre-litigation advice and settlement negotiations following tax inspections.

**Differentiation:** Barbara Aloisi leads the team and is based in Milan. She boasts extensive experience in M&A and transfer pricing cases. Milan-based Federico Trutalli focuses on litigation and cross-border issues, while Rome-based Guido Martinelli is the go-to specialist for matters involving the telecommunications, energy, automotive and finance industries.

### FOGLIA & PARTNERS: HIGHLY SPECIALIZED AND WELL-REGARDED BOUTIQUE



Giuliano Foglia

**Key Figure(s):** Giuliano Foglia  
**Established:** 2015

**Track record:** Skilled boutique composed of corporate tax specialists who act in a spectrum of tax issues as well as in disputes. With offices in both Rome and Milan, the firm offers assistance in business restructuring and M&A, financial and real estate taxation, cooperative compliance, enhanced cooperation and tax incentives.

**Differentiation:** Founding and name partner Giuliano Foglia is widely regarded for his expertise in international tax law, corporate taxation and extraordinary transactions, wealth management, transfer pricing and tax litigation. The firm's partners are drawn from both a legal and accountancy professions.



## FUND STRUCTURING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Alma Società tra Avvocati</b>	Alessandro Corno
<b>Legance</b>	Enzo Schiavello, Barbara Sancisi
<b>EXCELLENT</b>	
<b>Chiomenti</b>	Vincenzo Troiano, Alessandro Portolano, Mario Roli
<b>CMS</b>	Andrea Arcangeli
<b>DLA Piper</b>	Agostino Papa
<b>Gatti Pavesi Bianchi Ludovici</b>	Eriprando Guerritore
<b>McDermott Will &amp; Emery</b>	Emidio Cacciapuoti
<b>HIGHLY RECOMMENDED</b>	
<b>CP-DL</b>	Dante Leone
<b>PedersoliGattai</b>	Giovanni Giuliani
<b>Gianni &amp; Origoni</b>	Gianluca Ghersini, Paolo Bordi
<b>K&amp;L Gates</b>	Giovanni Meschia
<b>Simmons &amp; Simmons</b>	Andrea Accornero, Andrea Tonon, Romeo Battigaglia
<b>RECOMMENDED</b>	
<b>Annunziata &amp; Conso</b>	Filippo Annunziata, Carlo Giulini
<b>Dentons</b>	Fabrizio Capponi
<b>Di Tanno Associati</b>	Fabio Brunelli
<b>Facchini Rossi Michelutti Studio Legale Tributario</b>	Luca Rossi, Riccardo Michelutti
<b>FIVELEX</b>	Francesco Di Carlo
<b>Gitti &amp; Partners</b>	Stefano Roncoroni

# WEALTH MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Belluzzo Mercanti	Luigi Belluzzo
Loconte & Partners	Stefano Loconte
Vasapolli & Associati	Andrea Vasapolli
<b>2</b> Biscozzi Nobili Piazza	Francesco Nobili
Chiomenti	Raul-Angelo Papotti
Facchini Rossi Michelutti Studio Legale Tributario	Francesco Facchini
Gatti Pavesi Bianchi Ludovici	Paolo Ludovici
Maisto e Associati	Alessandro Bavila
<b>EXCELLENT</b>	
BonelliErede	Gianpiero Succi
DLA Piper	Christian Montinari, Antonio Longo
Gianni & Origoni	Fabio Chiarenza
Russo De Rosa Associati	Leo de Rosa
Tavecchio & Associati	Andrea Tavecchio, Elisabetta De Lorenzi
Tremonti Romagnoli Piccardi e Associati	Lorenzo Piccardi
Withers	Giulia Cipollini
<b>HIGHLY RECOMMENDED</b>	
Carnelutti	Gilberto Comi
Cleary Gottlieb Steen & Hamilton	Vania Petrella
Dentons	Andrea Fiorelli
Foglia & Partners	Giuliano Foglia
LCA Studio Legale	Roberto Pellizzari, Maria Carla Barbarito
Pavia e Ansaldo	Giovanni Gigliotti, Maurizio Vasciminni, Marco Jannon

### VASAPOLLI & ASSOCIATI: MARKET-LEADING INTERNATIONAL WEALTH PLANNING PIONEER



Andrea Vasapolli

Key Figure(s): Andrea Vasapolli  
Established: 1989

**Track record:** Market-leading firm widely esteemed for assisting high-profile individuals in the full range of issues related to wealth planning. Its professionals adeptly advise clients with interests in different jurisdictions, on international tax planning for inbound and outbound investments, tax structures and optimization for groups and companies.

**Differentiation:** Based in both Turin and Milan, the firm is home to a distinguished team of accountants and lawyers. Andrea Vasapolli is acknowledged as one of the market's main tax experts, thanks to his high level of specialization in wealth planning. He recently undertook one of the biggest editorial projects in the field, aimed at being used by other professionals.

# LIECHTENSTEIN

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Batliner Wanger Batliner</b>	Christian Batliner, Martin Batliner
<b>Gasser Partner</b>	Hannes Arnold, Johannes Gasser
<b>Marxer &amp; Partner</b>	Armin Dobler, Mario A. König
<b>Schurti Partners</b>	Alexander Appel, Moritz Blasy, Andreas Schurti
<b>EXCELLENT</b>	
<b>advocatio Rechtsanwälte Grabher Dür</b>	Johannes Dür, Johannes Grabher
<b>Müller &amp; Partner</b>	Roland Müller
<b>Seeger, Frick &amp; Partner</b>	Wolfgang Seeger
<b>Sele Frommelt &amp; Partner</b>	Heinz Frommelt, Hugo Sele
<b>HIGHLY RECOMMENDED</b>	
<b>Lampert &amp; Partner</b>	Siegbert Lampert
<b>Niedermüller</b>	Matthias Niedermüller
<b>Nägele</b>	Thomas Nägele
<b>Paragraph 7</b>	Christoph Bruckschweiger, Helene Rebholz
<b>RLP</b>	Philipp Lennert
<b>Walser</b>	Manuel Walser



# LUXEMBOURG

## INVESTMENT & CUSTODIAN

### Best Private Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Barclays</b>	Ghislain de Brondeau
<b>Deutsche Bank</b>	Frank Krings
<b>Lazard</b>	Jean-Louis Girodolle
<b>EXCELLENT</b>	
<b>Bank of America Merrill Lynch</b>	Matt Cannon, Fernando Vicario
<b>Banque et Caisse d Epargne de l Etat B</b>	Françoise Thoma
<b>Banque Internationale À Luxembourg</b>	Jeffrey Dentzer, Frédéric Sudret
<b>Bnp Paribas</b>	Maxime Cottin, Béatrice Belorgey
<b>CACEIS</b>	Philippe Bourgues
<b>Canaccord Genuity</b>	Michel Jacob
<b>Crédit Suisse</b>	Marco Stemper
<b>DC Advisory</b>	David Benin
<b>Degroof Petercam</b>	Kris de Souter
<b>Société Générale Bank &amp; Trust</b>	Yves Cacclin
<b>HIGHLY RECOMMENDED</b>	
<b>Edmond de Rothschild</b>	Yves Stein
<b>EY</b>	Christophe Vandendorpe
<b>KPMG</b>	Alexis Wolf
<b>Mazars Financial Advisory Services</b>	Hugo Dumas
<b>PWC</b>	Grégoire Huret



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Clifford Chance</b>	Marc Mehlen, Steve Jacoby, Christian Kremer
<b>Elvinger Hoss Prussen</b>	André Hoffmann
<b>Linklaters</b>	Nicki Kayser, Patrick Geortay, Melinda Perera, Nicolas Gauzès, Eliane Dejardin Botelho
<b>Loyens &amp; Loeff</b>	Anne-Marie Nicolas, Vassiliyan Zanev
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Pierre Schleimer, Frank Mausen, Paul Péporté
<b>Arendt &amp; Medernach</b>	Glenn Meyer
<b>Baker McKenzie</b>	Laurent Fessmann, Jean-François Trapp
<b>Brucher, Thieltgen &amp; Partners</b>	Nicolas Bernardy
<b>Bsp</b>	Laurent Lazard, Nuala Doyle, Nicolas Widung
<b>Luther</b>	Bob Scharfe, Eric Sublon
<b>Nautadutilh</b>	Josée Weydert, Sara Gerling, Margaretha Wilkenhuysen
<b>Ogier</b>	Daniel Richards, Jad Nader
<b>HIGHLY RECOMMENDED</b>	
<b>Ashurst</b>	Fabien Debroise
<b>Bonn &amp; Schmitt</b>	Alex Schmitt, Françoise Pfeiffer
<b>Dentons</b>	Stéphane Hadet
<b>DLA Piper</b>	Xavier Guzman, Laurent Massinon
<b>Dsm Avocats À La Cour</b>	Marie-Paule Gillen, Jérôme Bach
<b>Hogan Lovells</b>	Pierre Reuter
<b>Kleyr Grasso</b>	Renata Jokubauskaite

<b>Molitor</b>	Michel Molitor
<b>Simmons &amp; Simmons</b>	Louis-Maël Cogis, Cathrine Foldberg Møller
<b>Sjl Jimenez Lunz</b>	Michel Jimenez Lunz
<b>Stibbe</b>	Gérald Origer
<b>RECOMMENDED</b>	
<b>AKD</b>	Basile Fémelat
<b>Brouxel &amp; Rabia</b>	Samia Rabia
<b>Chevalier &amp; Sciales</b>	Rémi Chevalier
<b>CMS</b>	Vivian Walry
<b>Dechert</b>	Marc Seimetz
<b>GSK Stockmann</b>	Andreas Heinzmann
<b>Lexfield</b>	Pierre-Yves Magerotte
<b>Linari Law Firm</b>	Vincent Linari-Pierron, Guillaume Deflandre
<b>Norton Rose Fulbright</b>	Stéphane Braun
<b>Pinsent Masons</b>	Michel Bulach, Michael Mbayi
<b>Pwc Legal</b>	Cédric Raffoul
<b>Sedlo Law Firm</b>	Adrian Sedlo
<b>Strelia</b>	Etienne de Crepy

## PINSENT MASONS: LUXEMBOURG KNOW-HOW AND GLOBAL REACH



Michel Bulach

Key Figure(s):  
Michel Bulach  
Established: 2022

**Track record:** From business law to tax matters and financial regulation, the firm offers a comprehensive range of services to corporations, investors, asset managers, and leading financial institutions. Leveraging the expertise of their teams across Europe, Africa, Asia, and the Middle East, Pinsent Mason's banking and finance practice provides pragmatic, strategic and business-oriented solutions.

**Differentiation:** Pinsent Masons understands that beyond legal expertise, clients require a trusted partner for organizational transformation. Luxembourg office head Michel Bulach advises financial institutions, insurance and reinsurance companies, asset managers, multinationals, SMEs, and high-net-worth individuals on topics including bank lending, capital markets, and structured finance transactions.

## BRUCHER: BESPOKE FINANCIAL SOLUTIONS



Nicolas Thieltgen

Key Figure(s):  
Nicolas Thieltgen  
Established: 2005

**Track record:** The firm advises financial professionals, including foreign and Luxembourg-based credit institutions, on domestic and international transactions. It adeptly negotiates and drafts regulatory and contractual documents while identifying investment vehicles for clients, which comprise banks and insurance companies. This ability to deliver tailored financial solutions has solidified its reputation as a reliable and valued partner.

**Differentiation:** Led by Nicolas Thieltgen, the firm's banking & finance team offers expert support to a growing clientele of international and national institutions. With over 30 new cases handled in the past year, Thieltgen's focus on banking and finance litigation, shareholder disputes, and asset recovery helps set his team apart as a trusted and proficient legal partner in the financial sector.



## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Arendt &amp; Medernach</b>	Sébastien Binard
<b>Clifford Chance</b>	Steve Jacoby, Stefanie Ferring
<b>Kleyr Grasso</b>	Marc Kleyr
<b>Linklaters</b>	Rémy Bonneau
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Pierre Schleimer
<b>Baker McKenzie</b>	Catherine Martougin, Élodie Duchene
<b>Brucher, Thieltgen &amp; Partners</b>	Nicolas Bernardy, Nicolas Thieltgen, Philippe Sylvestre
<b>Bsp</b>	Linda Harroch, Laure-Hélène Gaicio-Fievez, Christèle Pierre-Alexandre, Fabio Trevisan
<b>Dsm Avocats À La Cour</b>	Mario Di Stefano, Renaud Le Squeren
<b>Elvinger Hoss Prussen</b>	Philippe Hoss
<b>Loyens &amp; Loeff</b>	Véronique Hoffeld, Anne-Marie Nicolas, Michael Scott
<b>Luther</b>	Mathieu Laurent, Robert Goerend
<b>Nautadutilh</b>	Antoine Laniez, Romain Sabatier
<b>HIGHLY RECOMMENDED</b>	
<b>Bonn &amp; Schmitt</b>	Cédric Bellwald, Alex Schmitt
<b>Chevalier &amp; Sciales</b>	Cécile Rechstein, Olivier Sciales
<b>CMS</b>	Gérard Maîtrejean, Pawel Hermelinski
<b>Dentons</b>	Christel Dumont
<b>DLA Piper</b>	Laurent Massinon, Xavier Guzman
<b>Molitor</b>	Chan Park
<b>Norton Rose Fulbright</b>	Torsten Sauer
<b>Ogier</b>	Bertrand Geradin, Laurent Thailly, Daniel Richards, Jad Nader, Hélène Arvis
<b>Simmons &amp; Simmons</b>	Louis-Maël Cogis
<b>Strelia</b>	Etienne de Crepy
<b>RECOMMENDED</b>	
<b>Ashurst</b>	Fabien Debroise, Isabelle Lentz
<b>Clément Konrad &amp; Partners</b>	Jens Konrad, Christophe Clément
<b>CM Law</b>	Raphaël Collin
<b>Hogan Lovells</b>	Alexander Koch
<b>Lexfield</b>	Aldric Grosjean, Pierre-Yves Magerotte
<b>Linari Law Firm</b>	Vincent Linari-Pierron
<b>Pwc Legal</b>	Catherine Baflast
<b>Rutsaert Legal</b>	Quentin Rutsaert, Edouard Guy
<b>Sjl Jimenez Lunz</b>	Michel Jimenez Lunz
<b>Steinmetz Avocat</b>	Christian Steinmetz
<b>Stibbe</b>	Frédéric Pilorget
<b>Thewes &amp; Reuter</b>	Pierre Reuter



# FUND STRUCTURING

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Jean-Christian Six, Pierre Schleimer
<b>Arendt &amp; Medernach</b>	Gilles Dusemon
<b>Clifford Chance</b>	Kristof Meynaerts, Paul Van den Abeele
<b>Elvinger Hoss Prussen</b>	Jacques Elvinger
<b>Linklaters</b>	Hermann Beythan, Silke Bernard, Martin Mager
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Laurent Fessmann, Catherine Martougin
<b>Bsp</b>	Evelyn Maher, Linda Harroch
<b>Chevalier &amp; Sciales</b>	Olivier Sciales, Cécile Rechstein
<b>Loyens &amp; Loeff</b>	Marc Meyers, Christophe Boyer
<b>Ogier</b>	Anne-Gaëlle Delabye
<b>HIGHLY RECOMMENDED</b>	
<b>1 AKD</b>	Virginie Leroy
<b>Bonn &amp; Schmitt</b>	Alex Schmitt, Maria Chiapolino, Cédric Bellwald, Marcel Bartnik
<b>Debevoise &amp; Plimpton</b>	Christopher Dortschy
<b>Hogan Lovells</b>	Pierre Reuter
<b>Luther</b>	Hervé Leclercq, Daniel Krauspenhaar
<b>Norton Rose Fulbright</b>	Claire Guilbert
<b>Pinsent Masons</b>	Benoit Rose
<b>Pwc Legal</b>	Mathieu Scodellaro
<b>Stibbe</b>	Edouard d'Anterroches
<b>Van Campen Liem</b>	Raffaele Gargiulo, Renaud Graas, Jérémy Muszkatblit
<b>2 Ashurst</b>	Antonios Nezeritis
<b>CMS</b>	Vivian Walry, Aurélien Hollard
<b>Dechert</b>	Marc Seimetz
<b>DLA Piper</b>	Catherine Pogorzelski
<b>Kleyr Grasso</b>	Mevlûde-Aysun Tokbag
<b>Maples Group</b>	Johan Terblanche
<b>Nautadutilh</b>	Géraldine Léonard
<b>Simmons &amp; Simmons</b>	Augustin de Longeaux, Pieter Leguit
<b>White &amp; Case (Luxembourg)</b>	Arnaud Cagi-Nicolau, Thierry Bosly
<b>RECOMMENDED</b>	
<b>Brouxel &amp; Rabia</b>	Samia Rabia
<b>Charles Russell Speechlys</b>	Jean-Baptiste Beauvoir-Planson
<b>Dentons</b>	Martine Gerber-Lemaire
<b>GSK Stockmann</b>	Marcus Peter
<b>Harneys</b>	Vanessa Molloy
<b>Lexfield</b>	Romain Bordage
<b>Linari Law Firm</b>	Vincent Linari-Pierron
<b>Rutsaert Legal</b>	Quentin Rutsaert, Edouard Guy



Analysis

**CHEVALIER & SCIALES:  
ALTERNATIVE FUND STRUCTURING SPECIALISTS**



Olivier Sciales

Key Figure(s):  
Olivier Sciales  
Established: 2005

**Track record:** Chevalier & Sciales excels at guiding alternative funds, catering to both new and established managers. Its expertise lies in time-to-market vehicles, with a focus on RAIFs and SCSPs. The firm's advisory services encompass diverse asset classes, from traditional PE and real estate to emerging sectors like crypto, STOs, and hedge and debt funds.

**Differentiation:** Under the leadership of Olivier Sciales and Cécile Rechstein, the firm's team of specialists excels in crypto and debt funds. Its expertise extends to guiding clients through the evolving ESG regulation landscape, notably the Sustainable Finance Disclosure Regulation, solidifying its position as a go-to partner for cutting-edge financial solutions.

**OGIER:  
INNOVATIVE FUND STRUCTURING EXPERTISE**



Anne-Gaëlle Delabye

Key Figure(s):  
Anne-Gaëlle Delabye  
Established: 2008

**Track record:** Ogier's investment funds practice excels in diverse fund structures such as hedge, private equity, real estate, energy, credit, and debt. Offering innovative solutions and cross-jurisdictional counsel, they regularly advise Luxembourg investment funds. A proven track record makes the team a compelling choice for clients seeking expert guidance in fund structuring and investments.

**Differentiation:** Led by experienced professional Anne-Gaëlle Delabye, the team excels in asset management, providing expert support for fund formation, ancillary services, and navigating complex regulations. Covering both alternative and traditional funds throughout the entire fund lifecycle, clients can trust them to optimize their fund operations.

**RUTSAERT LEGAL:  
CLIENT FIRST, NO-NONSENSE APPROACH**



Quentin Rutsaert

Key Figure(s):  
Quentin Rutsaert  
Established: 2010

**Track record:** Rutsaert Legal is highly active in the realm of investment vehicles in Luxembourg, particularly Alternative Investment Funds. Its clientele mainly comprises asset managers and high-net-worth individuals. The legal team boasts a rich investment fund and corporate finance history, showcasing its profound expertise in these domains.

**Team & Differentiation:** Led by Quentin Rutsaert, the team specializes in corporate finance and investment funds. Recent work includes establishing private equity and fintech investment funds, helping a German bank secure assets for a real-estate project in Germany, creating a securitization entity for a US lender, establishing a multi-strategy investment platform, and a global restructuring for a NYSE-listed consumer goods company.

**WHITE & CASE:  
PRIVATE EQUITY AND INVESTMENT FUND EXPERTS**



Arnaud Cagi-Nicolau

Key Figure(s):  
Arnaud Cagi-Nicolau  
Established: 2022

**Track record:** The team's newly opened Luxembourg office specializes in investment funds and EU financial service regulations. Serving clients investing in Luxembourg and expanding internationally, it caters to corporations and financial institutions. The team's expertise positions White & Case as a reliable choice for navigating complex financial landscapes and achieving success in global investments.

**Differentiation:** Arnaud Cagi-Nicolau and Thierry Bosly lead a world-class team experienced in structuring investment funds. Their expertise spans collective and alternative funds, encompassing private equity, real estate and debt funds. Additionally, they provide valuable advice on derivative documentation, collateral management and securities lending.

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

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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.

# TAX LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Jean Schaffner
Baker McKenzie	Amar Hamouche, Diogo Duarte de Oliveira, Annie Elfassi
Bsp	Alain Steichen, Pol Mellina
Dsm Avocats À La Cour	Alex Pham, Mario Di Stefano
<b>EXCELLENT</b>	
Arendt & Medernach	Thierry Lesage
Elvinger Hoss Prussen	Yves Prussen
Loyens & Loeff	Peter Moons
Molitor	Pierre-Jean Estagerie
Strelia	Jean-Luc Dascotte, Stanislas Bunetel
<b>HIGHLY RECOMMENDED</b>	
Bonn & Schmitt	Stéphane Ebel
Chevalier & Sciales	William Jean-Baptiste
CMS	Frédéric Feyten
Dentons	Jean-Luc Fisch
Jeitz & Goerens	Jean-Luc Schaus
Maples Group	Jean-Dominique Morelli
Stibbe	Johan Léonard

### DSM AVOCATS: ELITE LUXEMBOURG TAX LITIGATION EXPERTS



Alex Pham

Key Figure(s): Alex Pham  
Established: 2004

**Track record:** DSM's tax team excels at advising corporate clients on international transactions and investment structures. Clients include Luxembourg companies, shareholders, lenders, borrowers, and pledgees. Its expertise extends to tax advice on alternative investment funds like SIFs, SICARs and securitization vehicles. A trusted partner for clients seeking comprehensive tax solutions.

**Differentiation:** DSM's tax team excels in pre-litigation dispute resolution with tax authorities. Led by experienced tax litigators Mario di Stefano and Alex Pham, they navigate the Luxembourg tax landscape adeptly. The team represents clients in European and Luxembourg courts when needed, solidifying its reputation as a go-to expert for tax-related matters.



## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Jean Schaffner, Patrick Mischo
<b>Baker McKenzie</b>	Amar Hamouche, Diogo Duarte de Oliveira, Antonio Weffer
<b>Bsp</b>	Alain Steichen, Gaëlle Felly
<b>Loyens &amp; Loeff</b>	Peter Moons, Christine Beernaerts, Dominique Afink, Frank Van Kuijk, Willem Bon
<b>EXCELLENT</b>	
<b>Arendt &amp; Medernach</b>	Thierry Lesage
<b>Clifford Chance</b>	Geoffrey Scardoni
<b>CMS</b>	Frédéric Feyten
<b>Dentons</b>	Jean-Luc Fisch
<b>HIGHLY RECOMMENDED</b>	
<b>1 Bonn &amp; Schmitt</b>	Anne Selbert, Stéphane Ebel
<b>DLA Piper</b>	Jacques Wantz, Luis Muñoz
<b>Dsm Avocats À La Cour</b>	Alex Pham, Mario Di Stefano, Jérôme Bach
<b>Elvinger Hoss Prussen</b>	Yves Prussen
<b>Hogan Lovells</b>	Gérard Neiens
<b>Linklaters</b>	Joakim-Antoine Charvet
<b>Nautadutilh</b>	Jean-Marc Groely
<b>Norton Rose Fulbright</b>	Florent Trouiller
<b>Pinsent Masons</b>	David Maria
<b>Simmons &amp; Simmons</b>	Pierre-Régis Dukmedjian, Julie Carbiener
<b>Strelia</b>	Jean-Luc Dascotte
<b>TS&amp;P</b>	André Pesch

2 AKD Ayzo van Eysinga

Ashurst Arnaud Julien

Charles Russell Speechlys Yacine Diallo

Chevalier & Sciales William Jean-Baptiste

Kleyr Grasso Lionel Bonifazzi

Lexfield Pierre-Yves Magerotte

Ogier Aurélie Clementz

Stibbe Johan Léonard

Tiberghien Economics Michiel Boeren

White & Case (Luxembourg) Christophe Goossens

## RECOMMENDED

Brucher, Thieltgen & Partners Nicolas Bernardy, Sami Ben Mahmoud

Clément Konrad & Partners Christophe Clément, Jens Konrad

Duro Partners Charles Sébastien Duro

Dupont Partners Frédéric Dupont

Eversheds Sutherland Rafael Moll de Alba

Maples Group James O'Neal, Jean-Dominique Morelli

Molitor Pierre-Jean Estagerie

Van Campen Liem Raffaele Gargiulo, Marcello Distasso

## BONN SCHMITT: EXCELLENCE, COMMITMENT AND AMBITION



Stéphane Ebel

Key Figure(s):  
Stéphane Ebel  
Established: 1988

**Track record:** Bonn Schmitt's practice spans corporate, international tax advisory and indirect taxes, and its sterling reputation is known in Luxembourg and far beyond, not least for the studied and practical approach it takes when handling intricate tax structures. The firm's clientele comprises multinational corporations, high-net-worth individuals, and both institutional and private investors.

**Team & Differentiation:** Under the capable leadership of Stéphane Ebel, the team boasts extensive expertise in mitigating double taxation, managing corporate tax obligations, and handling transfer pricing. Ebel's specialization extends to pre-litigation and litigation concerning various tax categories, with a particular focus on direct taxes, VAT, and registration fees.



## TRANSFER PRICING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte</b>	Xavier Sotillos-Jaime, Balazs Majoros, Stephan Tilquin
<b>KPMG</b>	Philippe Neefs
<b>Pwc Luxembourg</b>	Marc Rasch
<b>EXCELLENT</b>	
<b>ATOZ</b>	Oliver R. Hoor
<b>EY</b>	Nicolas Gillet
<b>Transfair Pricing Solutions</b>	Vanesa Ramos Ferrin
<b>HIGHLY RECOMMENDED</b>	
<b>Grant Thornton</b>	Jean-Nicolas Bourtembourg
<b>Ogier</b>	William Jean-Baptiste
<b>Tiberghien Economics</b>	Michiel Boeren
<b>TS&amp;P</b>	Carlos Morales, Thomas Grenier

## TRANSFER PRICING

### Best Consulting Agencies

In each tier, the agencies are ordered alphabetically

AGENCY	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Jean Schaffner, Patrick Mischo
<b>Arendt &amp; Medernach</b>	Alain Goebel
<b>Baker McKenzie</b>	Antonio Weffer
<b>Loyens &amp; Loeff</b>	Peter Moons, Sophie Ogden, Dominique Afink
<b>EXCELLENT</b>	
<b>CMS</b>	Imelda Navarro Arroyo
<b>Elvinger Hoss Prussen</b>	Elisabeth Adam, Isabelle Gervais, Dirk Richter
<b>Hogan Lovells</b>	G�rard Neiens
<b>HIGHLY RECOMMENDED</b>	
<b>Cl�ment Konrad &amp; Partners</b>	Christophe Cl�ment, Jens Konrad
<b>Dupont Partners</b>	Fr�d�ric Dupont
<b>Maples Group</b>	James O'Neal, Rui Duarte
<b>Nautadutilh</b>	Jean-Marc Groelly
<b>Norton Rose Fulbright</b>	Florent Trouiller
<b>Ogier</b>	Bertrand G�radin

# WEALTH MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Jean Schaffner
Arendt & Medernach	Eric Fort
Bsp	Alain Steichen, Fabio Trevisan
<b>EXCELLENT</b>	
Baker McKenzie	Élodie Duchene, Amar Hamouche
Charles Russell Speechlys	Yacine Diallo
Clifford Chance	Geoffrey Scardoni
Dentons	Jean-Luc Fisch
DLA Piper	Julie Hecklen, Jacques Wantz
Loyens & Loeff	Peter Adriaansen, Thierry Lohest
Norton Rose Fulbright	Florent Trouiller
Strelia	Jean-Luc Dascotte
<b>HIGHLY RECOMMENDED</b>	
Dsm Avocats À La Cour	Mario Di Stefano, Alex Pham
Elvinger Hoss Prussen	Pit Reckinger
Hogan Lovells	Gérard Neiens
Lexfield	Pierre-Yves Magerotte
Molitor	Pierre-Jean Estagerie
Ogier	Bertrand Gérardin
Retter	Simone Retter
Venkatapen	Donald Venkatapen
<b>RECOMMENDED</b>	
AKD	Virginie Leroy
Clément Konrad & Partners	Christophe Clément, Jens Konrad
Dupont Partners	Frédéric Dupont
Eversheds Sutherland	Rafael Moll de Alba
Luther	Eric Sublon, Mathieu Laurent, Selim Souissi
Nautadutilh	Jean-Marc Groelly
Stibbe	Johan Léonard
TS&P	Arnaud Lebrave

### STRELIA: EXCELLENCE AND CUSTOMER ENGAGEMENT



Jean Luc Dascotte

Key Figure(s):  
Jean Luc Dascotte  
Established: 2013

**Track record:** Strelia's wealth management division specializes in inheritance planning, investment taxation, and private equity and real estate acquisitions. Its clientele comprises high-net-worth individuals, banks, family offices, and entrepreneurs. Of note, it recently provided tax and reinvestment advice to a family regarding their wealth management, both within and outside Luxembourg.

**Team & Differentiation:** Under the leadership of Jean-Luc Dascotte, the team is recognized in the market for its client-centric approach and expertise in tax-related aspects of family business structuring and acquisition. A prominent speaker at wealth management conferences, Dascotte has developed niche expertise in asset protection involving politically sensitive jurisdictions.

### CHARLES RUSSEL: LOCAL PRESENCE, GLOBAL NETWORK



Yacine Diallo

Key Figure(s):  
Yacine Diallo  
Established: 2011

**Track record:** The boutique firm boasts a remarkable track record advising ultra-high-net-worth individuals, family offices, and multinational groups on various aspects of M&A, real estate, venture capital, and family governance. Its high-profile clientele, primarily active investors, and PE funds, forms a substantial part of the firm's business. The firm's wealth planning expertise makes it a trusted advisor.

**Differentiation:** Led by managing partner Yacine Diallo, the team of experts specializes in advising international clients on cross-border deal structuring. Equally at ease advising European clients adapting to regulatory changes, and Latin American clients showing a growing preference for on-shore European platforms over off-shore structures.



# MONACO

## M&A

### Best Affiliated Private Banks

Banks are ordered alphabetically

#### MAPPING

<b>Banca Popolare di Sondrio</b>	Davide De Gottardi
<b>Banque Européenne du Crédit Mutuel</b>	Gilles Merle
<b>Barclays</b>	Jean-Daniel Troy
<b>BNP Paribas Wealth Management</b>	Patrick Gherara
<b>Caisse d'Épargne Côte d'Azur</b>	Loïc Chollet-Vergé
<b>Caisse Régionale du Crédit Agricole Provence Côte d'Azur</b>	Rémi Raso
<b>CFM Indosuez</b>	Mathieu Ferragut
<b>CIC</b>	Laurent Di Mascio
<b>Groupe BPCE</b>	Régis Etienne
<b>HSBC Private Bank</b>	Katie Danby
<b>La Banque Postale Monaco</b>	Frank Feurra
<b>LCL</b>	Loïc De Villeneuve
<b>Pictet &amp; Cie</b>	Alain Ucari
<b>SMC Monaco</b>	Eric Chasson
<b>Société de Banque Monaco</b>	Marc Sallé de Chou
<b>Société Générale Private Banking</b>	Alexandre Rousseau
<b>Union Bancaire Privée</b>	Serene El Masri



## M&A

### Best Independent Private Banks

Banks are ordered alphabetically

#### MAPPING

**Andbank Monaco** Gérard Griseti

**Bank Julius Baer** Albert Henriques Pascoal

**Banque Havilland** Patrick Dauguet

**Banque J. Safra Sarasin** Pierfilippo Castellano

**Banque Richelieu** Jean Danckaert

**BNP Paribas Wealth Management** Eric Aubin

**BSI Monaco sam** Paolo di Giovanni

**CMB** Francesco Grosoli

**Crédit Mobilier de Monaco** Jean-Paul Torrel

**Edmond de Rothschild** Hervé Ordioni

**EFG Bank** Carlo Maturi

**Rothschild & CO** Frédéric C. Geerts

**Société de Banque Monaco** Marc Sallé de Chou

**Société Générale Private Banking** Nicolas Feit

**UBS Monaco** Agnès Falco

**Union Bancaire Privée** Steven Urquhart



## LEGAL ADVISORS

### Best Legal Advisors

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	

<b>DL Corporate &amp; Regulatory</b>	Rémi Delforge
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<b>Donald Manasse Law Offices</b>	Donald Manasse
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<b>HFW</b>	Ian Cranston, Andrew Charlier
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<b>EXCELLENT</b>	
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<b>Alfa Monaco</b>	Mireille Chauvet, Jean-Pierre Campana
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<b>Gordon S. Blair</b>	David de Pariente
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<b>Tempest Legal Services</b>	Nathalie Tanzi
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### METHODOLOGY



**The criteria are:**

- Recognition & reputation of the firm in its market
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## PORTFOLIO MANAGEMENT

### Best Asset Management Companies

Firms are ordered alphabetically

MAPPING	
<b>2PM</b>	Aleco Keusseoglou
<b>Altana Wealth</b>	Lee Robinson
<b>Arcora Gestion Monaco</b>	Orel Kalomeni
<b>Aurelys</b>	Victor Crivelli
<b>Azura Monaco</b>	Ali Jamal
<b>Bank Julius Baer</b>	Albert Henriques Pascoal
<b>Banor</b>	Lorenzo Bombarda
<b>Barclays</b>	Jean-Daniel Troy
<b>Bedrock S.</b>	Jihad Tabbara
<b>Black Oak</b>	Laurent Lancelin
<b>BSI</b>	Howard Kerr
<b>Carax Monaco</b>	Stevan Vjestica
<b>CFE Finance Group</b>	Alessandro Cominelli
<b>CGM - Azimut Monaco</b>	Sergio Bindi
<b>Churchill Capital</b>	Patrick Churchill
<b>Citi Global Wealth Management</b>	Alastair Thorpe-Beeston
<b>CMB</b>	Francesco Lama
<b>Compagnie de Gestion Privée</b>	Alessandro Cavalli
<b>Crescendo Capital</b>	Serge A. Nahas
<b>Crossbridge Capital</b>	Tarek P. Khlat
<b>EFG Bank</b>	Carlo Maturi
<b>Field Street Capital Management</b>	Rod Gancas
<b>Financial Strategy</b>	Gianni Romano
<b>GFG Groupe Financier de Gestion</b>	Stefano Zavaglia
<b>Global Securities</b>	Luigi Sutura
<b>H2O Asset Management</b>	Bruno Crastes
<b>Knight Vinke Asset Management</b>	Eric Knight
<b>Leonteq Securities</b>	Alejandro Pou Cuturi
<b>MAC Asset Management</b>	Bruno Birri
<b>Mesirow Financial</b>	Edward Baker
<b>Monaco Asset Management</b>	Anthony Stent-Torriani
<b>Moneikos Global Asset Management</b>	Evelyn Vougeassis Machas
<b>MPM &amp; Partners</b>	Gabriele Marotta
<b>Nemesis Asset Management</b>	Pier-Alberto Furno
<b>Pamplona Capital Management</b>	Steve Gauci
<b>Pasha Investments</b>	Farid Pasha
<b>Penta Advisory Monaco</b>	Maurice Benzra
<b>Pictet &amp; Cie</b>	Alain Ucar
<b>Pivot Capital Management</b>	Carl George
<b>PLEION Wealth Partners</b>	Xavier Midorge
<b>Privatam</b>	Stanislas Perromat
<b>Prometheus Wealth Management</b>	Matthieu Letort
<b>Purple Capital Group</b>	Rida Lababedi
<b>Quay Partners</b>	Thomas Underwood
<b>SAM Forte Securities Monaco</b>	Jeroen Numan
<b>SGPB Monaco</b>	Julien Tamaiuolo
<b>Silex</b>	Joana Lopes
<b>Spinnaker</b>	Alexis Habib
<b>SSVL</b>	Louise Curran
<b>Tavira Securities</b>	Eliot Goodfellow
<b>TC Stratégie Financière</b>	Thierry Crovetto
<b>Tyrus Capital</b>	Antoine Chedraoui
<b>Victoria Capital Management</b>	Paolo Di Giovanni
<b>Voltylab</b>	Filippo Colombo
<b>Wood &amp; Co</b>	Sam Dawson



# NETHERLANDS

## M&A

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
AXECO	Bart Buijs
Crédit Suisse	William Mansfield
Goldman Sachs	Andre Kelleners
J.P. Morgan	Cassander Verwey
<b>EXCELLENT</b>	
<b>1</b> ABN AMRO Bank	Tom de Ruiter
Bank of America	Birger Berendes
ING Bank	Steven van Rijswijk
Jefferies	Kasper van Griensven
Morgan Stanley	Marius Brinkhorst
Rabobank	Willem Boezen
<b>2</b> Rothschild & Co.	Sander Griffeljoen
Citigroup	David Livingstone
Deloitte Financial	Ad Veken
Deutsche Bank	Derek Shakespeare
KPMG	Edwin Herrie
Lazard	Bas van der Vlist

# BANKING & FINANCE

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Niels De Ru
Clifford Chance	Titus de Vries
<b>EXCELLENT</b>	
Loyens & Loeff	Kitty Lieveise
NautaDutilh	Arjan Pors, Michaëla Ulrici
<b>HIGHLY RECOMMENDED</b>	
De Brauw Blackstone Westbroek	Ferdinand Hengst, Bas Boutellier
Dentons	Marcel Janssen, Jacqueline Bell
DLA Piper	Lex Oosterling
Freshfields Bruckhaus Deringer	Thijs Flokstra
Houthoff	Loet Venrooy
Linklaters	Paul Kuipers
Stibbe	Maarten de Bruin, Rein van Helden
<b>RECOMMENDED</b>	
<b>1</b> Baker McKenzie	Fedor Tanke
Hogan Lovells	Wouter Jongen
Norton Rose Fulbright	Gijs van Leeuwen
Simmons & Simmons	Rezah Stegeman
Stek	Herman Wamelink, Frans Haak
Van Doorne	Roel Botter, Angelique Thiele
<b>2</b> AKD	Vincent Bettonville
CMS	Eduard Scheenstra, Marcel Groenewegen
HEUSSEN Advocaten & Notarissen	Martijn Koot, Sandy van der Schaaf
Lexence	Charles Destrée
Orange Clover Law	Kees Hoof



## DEBT CAPITAL MARKETS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Jonathan Heeringa
Clifford Chance	Jurgen van der Meer, Tineke Kothe
Linklaters	Pim Horsten
<b>EXCELLENT</b>	
De Brauw Blackstone Westbroek	Niek Biegman, Ferdinand Hengst
Freshfields Bruckhaus Deringer	Thijs Flokstra
Loyens & Loeff	Martijn Schoonewille
NautaDutilh	Petra Zijp, Antonia Netiv, Elizabeth van Schilfgaarde, Lieke van der Velden
Simmons & Simmons	Peter Voorhees
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Philippe Steffens, Corinne Schot, Rebecca Kuijpers Zimmerman
Hogan Lovells	Robert Masman, Wouter Jongen
Houthoff	Jessica Terpstra, André de Neve, Alexander Kaarls, Paul de Vries
Norton Rose Fulbright	Gijs van Leeuwen
Stibbe	Rein van Helden

## EQUITY CAPITAL MARKETS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Tim Stevens
De Brauw Blackstone Westbroek	Jan Willem Hoervers, Gaby Smeenk
NautaDutilh	Petra Zijp, Antonia Netiv
Stibbe	Derk Lemstra, Pieter Schütte
<b>EXCELLENT</b>	
<b>1</b> Clifford Chance	Jurgen van der Meer
Freshfields Bruckhaus Deringer	Thijs Flokstra
Houthoff	Jetty Tukker
Linklaters	Alexander Harmse, Menno Baks
<b>2</b> Baker McKenzie	Rebecca Kuijpers-Zimmerman, Magdalena Kučko
Bird & Bird	Michiel Wurf bain
CMS Derks Star Busmann	Reinout Slot
Greenberg Traurig	Jelmer Kalisvaart, Bas Vletter
Loyens & Loeff	Martijn Schoonewille
Simmons & Simmons	Peter Voorhees

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Sigrid Jansen, Aroen Kuitenbrouwer
<b>Clifford Chance</b>	Ilse van Gasterenvan Gasteren, Jelle Hofland
<b>De Brauw Blackstone Westbroek</b>	Reinout Vriesendorp, Ferdinand Hengst
<b>Houthoff</b>	Christiaan Zijderveld, Frédéric Verhoeven
<b>NautaDutilh</b>	Barbara Rumora-Scheltema, Teun Struycken, Robert Van Galen
<b>EXCELLENT</b>	
<b>Freshfields Bruckhaus Deringer</b>	Michael Broeders
<b>RESOR</b>	Esther Oppedijk
<b>Stibbe</b>	Job van Hooff
<b>HIGHLY RECOMMENDED</b>	
<b>AKD</b>	Barend de Roy van Zuidewijn
<b>Baker McKenzie</b>	Itse Oosterhoff
<b>CMS</b>	Marc van Zanten, Marcel Groenewegen
<b>Dentons</b>	Marien Glerum, Marc Kuijper
<b>DLA Piper</b>	Marc Molhuysen
<b>Florent</b>	Hanneke De Coninck-Smolders, Kees Van de Meent
<b>HVG Law</b>	Johan Westerhof
<b>Jones Day</b>	Jasper Berkenbosch
<b>Linklaters</b>	Paul Kuipers
<b>Loyens &amp; Loeff</b>	Vincent Vroom
<b>Norton Rose Fulbright</b>	Wouter Hertzberger, Yke Lennartz
<b>Simmons &amp; Simmons</b>	Ivo van Dijk
<b>Van Doorne</b>	Stefan van Rossum
<b>Wijn &amp; Stael</b>	Noor Zetteler, Willem Jan van Andel, Remco Vermaire
<b>Windt Le Grand Leeuwenburgh</b>	Marcel Windt



## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Baker McKenzie</b>	Antonio Russo
<b>De Brauw Blackstone Westbroek</b>	Henk van Ravenhorst, Wiebe dijkstra
<b>Loyens &amp; Loeff</b>	Arco Bobeldijk
<b>Stibbe</b>	Michael Molenaars
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Godfried Kinnegim
<b>Clifford Chance</b>	Michiel Sunderman
<b>Houthoff</b>	Sylvia Dikmans
<b>Freshfields Bruckhaus Deringer</b>	Eelco Van der Stok
<b>HIGHLY RECOMMENDED</b>	
<b>Atlas</b>	Roelof Gerritsen, Matthijs Wierenga, Bas Leensma
<b>Bird &amp; Bird</b>	Willem Bongaerts
<b>DLA Piper</b>	Daan Arends
<b>NautaDutilh</b>	Chris Warner
<b>RECOMMENDED</b>	
<b>AKD</b>	Huub Laauwen, René van der Paardt
<b>Buren</b>	Cees-Frans Greeven, Peter van Dijk
<b>CMS</b>	Herman Boersen
<b>Dentons</b>	Jurjen Bevers, Heico Reinoud
<b>Greenberg Traurig</b>	Thomas van der Vliet
<b>Hamelink &amp; Van den Tooren</b>	Jan van Den Tooren
<b>Jones Day</b>	Ate Veenstra
<b>Linklaters</b>	Dick Hofland
<b>Norton Rose Fulbright</b>	Bart Le Blanc
<b>Van Campen Liem</b>	Marcello Distaso, Gesina van de Wetering
<b>Van Doorne</b>	Ewout van Asbeck



# NORWAY

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirmaet Schjødt</b>	Anders Gullåsen, Camilla Skøie Mørkve
<b>BAHR</b>	Richard Sjøqvist, Audun Nedrelid, Magnus Tønseth, Ida Marie Windrup
<b>Simonsen Vogt Wiig</b>	Halvor Klingenberg, Eivind Eliassen, Peter Aall Simonsen, Erlend Lous, Christine Rødsæther, Ingar Fuglevåg, Christian Berg Meland
<b>Thommessen</b>	Ellen Teresa Heyerdahl, Hans Haugstad, Einar Grette, Halvor Mansåker, Kristoffer Hegdahl
<b>Wiersholm</b>	Kristine Hasle, Atle Gabrielsen, Petter Thomren Moltu
<b>Wikborg Rein</b>	Stian Tande Mortensen, Lars-Erik Østerbø, Ole Andenæs, Johan Rasmussen, Alexander W. Owesen
<b>EXCELLENT</b>	
<b>Advokatfirmaet Selmer</b>	Bernt Olav Steinland, Per Morten Christiansen, Tor Herdlevær, Christopher A. Jensen
<b>Arntzen de Besche</b>	Trond Kildal, Karl Rosén, Vidar Løhre, Siril Visnes, Rune Haglund
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirmaet Haavind</b>	Hans-Christian Donjem
<b>CMS Kluge</b>	Dag Thomas Hansson, Snorre Haukali
<b>DLA Piper Norway</b>	Børge A. Grøttjord, Erik Ramm, Fredrik Lindblom, Camilla Wollan
<b>SANDS</b>	Pia Spørstøl, Stein Hegdal, Odd Moe, Ole Christian Sandnes Jenssen
<b>RECOMMENDED</b>	
<b>Advokatfirmaet Grette</b>	Erik Alsvik Skogsbakken, Johan Christian Kongsli
<b>Kvale Advokatfirma</b>	Stine Dalenag Snertingdalen, Hillevi Torngren Myrhe, Christian Stang Våland



## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BAHR</b>	Joachim M. Bjerke, Camilla Jøtun, Anne Sofie Bjørkholt
<b>Deloitte Advokatfirma</b>	Audun Frøland, Hans Martin Jørgensen, Stig A. Sperre, Per Evers
<b>Ernst &amp; Young Advokatfirma</b>	Øystein Arff Gulseth, Mette Granheim
<b>Thommessen</b>	Marius Holm Rynning
<b>Wiersholm</b>	Bettina Banoun, Morten Goller, Andreas Bullen, Nicolay Vold
<b>EXCELLENT</b>	
<b>Advokatfirmaet PricewaterhouseCoopers</b>	Lars Helge Aasen, Ståle Wangen, Pål Heggernes, Svein Gunnar Stang Hansen, Stian Roska Revheim
<b>Advokatfirmaet Selmer</b>	Sverre Hveding, Einar Bakko, Are Fagerhaug
<b>KPMG Law Advokatfirma</b>	Thor Leegaard, Cathrine Bjerke Dalheim, Per Daniel Nyberg
<b>Wikborg Rein</b>	Anders Myklebust, Kaare Andreas Shetelig, Are Zachariassen
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirmaet Haavind</b>	Espen Nordbø, Nils Flesland Bull, Goud Helge Homme Fjellheim
<b>Advokatfirmaet Schjødt</b>	Morten Sandli, Cecilie Amdahl
<b>Arntzen de Besche</b>	Eyvind Sandvik, Rune Tjomsås Andersen
<b>CMS Kluge</b>	Amund Noss, Anders Heieren, Frode Olsen
<b>Harboe &amp; Co</b>	Einar Harboe, Harald Hauge, Knut Ekern, J. Christian Grevstad
<b>RECOMMENDED</b>	
<b>Advokatfirmaet Ræder</b>	Anne Gro Enger, Tone Kaarbø
<b>Advokatfirmaet Grette</b>	Kari-Ann Mosti, Anders Nordli
<b>Brækhus Advokatfirma</b>	Antonio Holstad, Nils Eriksen, Toralv Follestad
<b>DLA Piper Norway</b>	Jonas Aartun, Preben Aas
<b>SANDS</b>	Ulf H. Sordal, Torgeir Fjeldskaar, John Olav Auran, Ernst Ravnaas
<b>Simonsen Vogt Wiig</b>	Fredrik Haberer Anfinzen, Vidar Kleppe, Eldar Nasset, Anette Fjeld

# POLAND

## CORPORATE TAX

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Baker McKenzie</b>	Slawmir Boruc, Katarzyna Kopczewska
<b>Dentons</b>	Cezary Przygodzki
<b>EXCELLENT</b>	
<b>CMS Cameron McKenna Nabarro Olswang Posniak i Bejm</b>	Andrzej Posniak, Paulina Karpińska-Huzior
<b>Domanski Zakrzewski Palinka</b>	Joanna Wierzejska, Artur Nowak
<b>Olesinski &amp; Wspolnicy</b>	Wojciech Fryze
<b>Soltysinski Kawecki &amp; Szlezak</b>	Jaroslaw Bieroński
<b>HIGHLY RECOMMENDED</b>	
<b>Andersen Global</b>	Rafał Ciolek, Aleksandra Kalinowska, Elżbieta Lis, Marcin Matyka
<b>DLA Piper</b>	Bartosz Matusik
<b>DWF Poland</b>	Adrian Jonca, Izabela Plis, Katarzyna Stec
<b>Greenberg Traurig Grzesiak</b>	Marek Kozaczuk, Tomasz Kacymirow
<b>GWW Wozny i Wspolnicy Sp. K.</b>	Artur Cmoch, Andrzej Ladziński
<b>Hogan Lovells</b>	Andrzej Debiec
<b>Radzikowski, Szubielska I Wspolnicy</b>	Dorota Szubielska
<b>Rymarz Zdort</b>	Robert Krasnodebski, Leszek Tokarski
<b>Wardynski &amp; Partners</b>	Dariusz Wasylkowski, Michał Nowacki
<b>RECOMMENDED</b>	
<b>FKA Furtek Komosa Aleksandrowicz</b>	Mariusz Aleksandrowicz
<b>Gide</b>	Dariusz Tokarczuk
<b>Kancelaria Ozóg Tomczykowski</b>	Bartłomiej Biały
<b>Kochanski &amp; Partners</b>	Andrzej Malec
<b>Linklaters</b>	Mikołaj Bieniasz
<b>Ngl Tax</b>	Katarzyna Czerkies-Laskowska, Rafał Stokrocki
<b>Pentaris</b>	Wojciech Jaskuła, Artur Plutowski
<b>PragmatIQ Kancelaria Prawna Szymkowiak</b>	Rafał Szymkowiak, Wojciech Kaptur, Dominika Jaszczyk
<b>SSW Pragmatic Solutions</b>	Patrycja Goździowska
<b>Wolf Theiss</b>	Karolina Stawowska



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Arkadiusz Pędzich, Tomasz Kawczyński
Clifford Chance	Andrzej Stosio, Grzegorz Namiotkiewicz
Linklaters	Jarosław Miller, Marta Domino
<b>EXCELLENT</b>	
1 Norton Rose Fulbright	Grzegorz Dyczkowski
2 CMS	Michał Mężykowski
Dentons	Mateusz Toczyski, Piotr Nerwiński, Mark Segall
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Michał Glowacki, Paweł Wajda
DLA Piper	Mariusz Hyla
Domanski Zakrzewski Palinka	Magdalena Skowrońska, Andrzej Foltyn
Gide Loyrette Nouel	Paweł Grześkowiak, Marta Karmińska
Greenberg Traurig Grzesiak	Andrzej Wysokiński
Hogan Lovells	Piotr Zawislak
Rymarz Zdort	Zofia Frydrychowicz
Soltysinski Kawecki & Szlezak	Marcin Olechowski, Tomasz Kanski
SSW Pragmatic Solutions	Wojciech Szczepaniak, Szymon Okoń, Ilona Fedurek
Wardynski & Partners	Łukasz Szegda, Krzysztof Wojdyło
White & Case	Grzegorz Abram
WKB Wiercinski, Kwiecinski, Baehr	Marcin Smolarek
<b>RECOMMENDED</b>	
Bird & Bird	Sławomir Szepietowski, Maciej Georg
Deloitte Legal	Aneta Urban, Tomasz Ostrowski
DWF Poland	Radosław Cebeliński, Tomasz Kaczmarek
Kochanski & Partners	Andrzej Pałys, Weronika Magdziak-Śliwa
RS Legal	Martyna Kamińska-Tabaka, Agnieszka Piasecka
Wolf Theiss	Przemek Kozdoj, Lech Giliciński
<b>VALUABLE PRACTICE</b>	
BSJP	Katarzyna Domańska-Moldawa, Jörn Brockhuis
Czabański Galuszyński i Partnerzy	Piotr Galuszyński, Jacek Czabański
Eversheds Sutherland Poland	Mateusz Dereszyński
Kycia Legal	Anna Kycia
Schoenherr	Paweł Halwa
Squire Patton Boggs Swiecicki Krzesniak	Peter Swiecicki, Marcin Wnukowski

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Bartosz Merczyński
Clifford Chance	Bartosz Krużewski, Miłosz Gołąb
Dentons	Anna Maria Pukszo
<b>EXCELLENT</b>	
DLA Piper	Mariusz Hyla, Krzysztof Kycia
WKB Wiercinski, Kwiecinski, Baehr	Andrzej Wierciński
Zimmerman Sierakowski I Partnerzy	Piotr Zimmerman, Norbert Frosztęga, Bartosz Sierakowski
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Kochanski & Partners	Rafał Rapala
LSW Bienkowski, Laskowski, Leśnodorski, Melzacki and Partners	Władysław Bienkowski
Rymarz Zdort	Zofia Frydrychowicz, Jakub Rachwol
Wardynski & Partners	Konrad Grotowski
<b>2</b> Baker McKenzie	Karol Czepukojć
Domanski Zakrzewski Palinka	Marek Świątkowski, Bartosz Marcinkowski
Greenberg Traurig Grzesiak	Andrzej Wysokiński
KKLW Legal Kurzynski Wierzbicki	Przemysław Wierzbicki
Linklaters	Jarosław Miller
Norton Rose Fulbright	Grzegorz Dyczkowski, Tomasz Rogalski
SSW Pragmatic Solutions	Janusz Mazurek
Wolf Theiss	Lech Giliciński

# PORTUGAL

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Linklaters</b>	Francisco Ferraz de Carvalho, Gonçalo Veiga de Macedo
<b>Morais Leitão, Galvão Teles, Soares Da Silva &amp; Associados</b>	Filipe Lowndes Marques, Luís Branco
<b>PLMJ</b>	André Figueiredo, Bruno Ferreira, Gonçalo dos Reis Martins, Raquel Azevedo, João Dias Lopes, Pedro Siza Vieira
<b>VdA</b>	Pedro Cassiano Santos, Tiago Correia Moreira, Hugo Moredo Santos, Paula Gomes Freire, Benedita Aires
<b>EXCELLENT</b>	
<b>Abreu Advogados</b>	Ana Sofia Batista, António Pina, José Maria Corrêa de Sampaio
<b>CS' Associados</b>	Duarte Brito de Goes, Maria Castelos
<b>Cuatrecasas</b>	Maria João Ricou, Manuel Requicha Ferreira, Paulo Costa Martins, Margarida Leal Oliveira, Ana Sofia Silva
<b>Sérvulo &amp; Associados</b>	Paulo Câmara, Manuel Magalhães, Francisco Barona, Verónica Fernández, Sofia Thibaut Trocado, Francisco Boavida Salavessa
<b>SRS Legal</b>	Alexandra Valente, William Smithson, Pedro Rebelo de Sousa, Gustavo Ordonhas Oliveira, João Santos Carvalho
<b>Uriá Menéndez - Proença De Carvalho</b>	Hélder Frias, Miguel Rodrigues Leal.
<b>HIGHLY RECOMMENDED</b>	
<b>CMS Rui Pena &amp; Arnaut</b>	António Payan Martins, Francisco Xavier de Almeida
<b>DLA Piper</b>	Nuno Azevedo Neves
<b>Garrigues</b>	Diogo Leónidas Rocha
<b>Macedo Vitorino &amp; Associados</b>	António de Macedo Vitorino
<b>Raposo Bernardo</b>	Nelson Raposo Bernardo
<b>SPS Advogados</b>	Pedro Malta da Silveira, Filipa Ruano Pinto, Pedro Miguel Cabral
<b>RECOMMENDED</b>	
<b>Caiado Guerreiro</b>	João Caiado Guerreiro
<b>Cardigos</b>	Maria Almeida Fernandes, Pedro Cardigos
<b>Gómez-Acebo &amp; Pombo</b>	Mafalda Barreto, Miguel Castro Pereira
<b>Luiz Gomes &amp; Associates</b>	André Luiz Gomes
<b>Miranda &amp; Associados</b>	Mafalda Oliveira Monteiro, Nuno Cabeçadas
<b>Pbbr - Pedro Pinto, Bessa Monteiro, Reis, Branco, Alexandre Jardim &amp; Associados</b>	Alexandre Jardim, Sofia de Sales Sousinha
<b>RRP Advogados</b>	Carlos Vaz de Almeida

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Cuatrecasas	Maria João Ricou, Miguel de Almada
Linklaters	Nuno Ferreira Lousa
PLMJ	Joaquim Shearman de Macedo, Rita Samoreno Gome, Nuno Libano Monteiro, Joao Tiago Antunes, Pedro Caetano Nunes
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	Filipe Lowndes Marques
Uría Menéndez - Proença De Carvalho	David Sequeira, Nuno Salazar Casanova
VdA	Frederico Gonçalves Pereira, Cláudia Cruz Almeida, Filipa Cotta, Tiago Correia Moreira
<b>EXCELLENT</b>	
CMS Rui Pena & Arnaut	Nuno Pena, Miguel Esperança Pina, Gonçalo Madeira, António Payan Martins
Sérvulo & Associados	Manuel Magalhães, Mafalda Ferreira Santos, António Teles, João Saúde
<b>HIGHLY RECOMMENDED</b>	
Abreu Advogados	Francisco Patrício, Gonçalo Delicado, Eduardo Peixoto Gomes
DLA Piper	Nuno Azevedo Neves
Macedo Vitorino & Associados	António de Macedo Vitorino
SRS Legal	José Carlos Soares Machado, Natália Garcia Alves, José Jácome
Telles Advogados	Fernando Pizarro Monteiro, Nuno Miguel Lourenço
<b>RECOMMENDED</b>	
Gómez-Acebo & Pombo	Mafalda Barreto, Miguel Castro Pereira, Miguel de Avillez Pereira
PRA-Raposo, Sá Miranda & Associados	Susana Santos Valente
Caiado Guerreiro	Sandra Ferreira Dias
<b>VALUABLE PRACTICE</b>	
Eversheds Sutherland FCB	Sofia Ferreira Enriquez, Luís Falcão Ramos
Pares Advogados	Pedro Carreira Albano, Sandra Severino
SPS Advogados	Filipa Ruano, Nedja da Fonsenca, Monica Gonçalves



## TAX LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cuatrecasas</b>	Diogo Ortigão Ramos, Pedro Vidal Matos, Gonçalo Bastos Lopes, Serena Cabrita Neto, Susana Estêvão Gonçalves, António Gaspar Schwalbach
<b>Morais Leitão, Galvão Teles, Soares Da Silva &amp; Associados</b>	António Lobo Xavier, Bruno Santiago, Francisco de Sousa da Câmara, Isabel Santos Fidalgo
<b>PLMJ</b>	Isaque Ramos
<b>Uriá Menéndez - Proença De Carvalho</b>	Filipe Romão, Marta Pontes
<b>VdA</b>	Joaquim Pedro Lampreia, Samuel Fernandes de Almeida, Tiago Marreiros Moreira, Conceição Gamito
<b>EXCELLENT</b>	
<b>Abreu Advogados</b>	Alexandra Courela, Nuno Cunha Barnabé, Miguel Teixeira de Abreu , Maria Inês Assis, Mariana Gouveia Oliveira
<b>CS' Associados</b>	António Rocha Mendes
<b>Garrigues</b>	Fernando Castro Silva, Pedro Miguel Braz
<b>Linklaters</b>	Rui Camacho Palma
<b>RFF - Rogério Fernandes Ferreira &amp; Associados</b>	Rogério Fernandes Ferreira, Marta Machado de Almeida
<b>HIGHLY RECOMMENDED</b>	
<b>CCA Law Firm</b>	Tânia de Almeida Ferreira
<b>CMS Rui Pena &amp; Arnaut</b>	Patrick Dewerbe, Nuno Figueirôa Santos
<b>DLA Piper Portugal</b>	António Moura Portugal, Inês Teixeira
<b>Miranda &amp; Associados</b>	Ana Pinelas Pinto, Rita Correia, Lilia Tomé de Azevedo, Leonardo Marques dos Santos
<b>RRP Advogados</b>	Ricardo Reigada Pereira



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**Sérvulo & Associados**

Diogo Feio, Ana Moutinho Nascimento

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**SRS Legal**

Mafalda Alves

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**Telles Advogados**

Miguel Torres, João Magalhães Ramalho, João Luís Araujo, André Gonçalves, Abílio Rodrigues

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## RECOMMENDED

**CCSL Advogados**

José Calejo Guerra

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**CTSU**

Susana Soutelinho, Jorge Costa Martins

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**Espanha E Associados**

Elsa Rodrigues, João Espanha

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**Eversheds Sutherland FCB**

Diogo Bernardo Monteiro, Bruno Arez Martins, Rodrigo Barbosa Souto

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**PRA Raposo Sa Miranda**

Nuno Oliveira Santos

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**RPBA - Ricardo Da Palma Borges & Associados** Ricardo da Palma Borges, Ana Rita Pereira

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## VALUABLE PRACTICE

**Caiado Guerreiro**

Tiago Caiado Guerreiro, Ana Castro Gonçalves

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**Belim Castilho**

Catarina Belim, Luís Castilho

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**Ecija**

Joana Cunha d'Almeida

---

**Gonçalo Leite de Campos & Associados**

Gonçalo Leite de Campos

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**Macedo Vitorino**

André Dias

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## MIRANDA & ASSOCIADOS: INTERNATIONAL EXPERTISE WITH LOCAL KNOWLEDGE



Ana Pinelas Pinto

**Key Figure(s):** Rita Correia, Ana Pinelas Pinto and Leonardo Marques dos Santos  
**Established:** 1987

**Track record:** Miranda & Associados specializes in tax advisory and litigation in the energy sector. Its wide range of experience includes matters for petroleum operations, renewables, mining and finance. The tax department also advises individuals and companies outside the energy sector. It has expertise on taxation regimes applicable to NGOs and religious organizations as well as cross-border dealings.

**Differentiation:** Being one of the few truly international Portuguese-based law firms, with offices in the US, Europe, Africa and South-East Asia, the team combines international standards with extensive local knowledge. It offers tailor-made solutions and advises on highly complex tax issues in various jurisdictions.

# SPAIN

## BANKING & FINANCE ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Juan Hormaechea, Ignacio Ruiz-Cámara, Jimena Urretavizcaya, Charles Poole-Warren, Salvador Ruiz Bachs
<b>Clifford Chance</b>	José Guardo
<b>Cuatrecasas</b>	Héctor Bros, Íñigo Rubio, Rafael Mínguez, Fernando Bernad
<b>Linklaters</b>	Juan Barona, Francisco Sainz Trapaga
<b>Uria Menéndez</b>	Ángel Pérez López, Carlos de Cárdenas, Sebastián Sáenz de Santa María, Fernando Calbacho, Juan Ignacio González
<b>EXCELLENT</b>	
<b>DLA Piper</b>	César Herrero, Jesús Zapata, Juan Gelabert, Nerea Cemlyn-Jones, Natalia Lopez
<b>Freshfields Bruckhaus Deringer</b>	Iñaki Gabilondo, Ana López
<b>Garrigues</b>	Gaspar Atienza, Gonzalo Rivera Gómez
<b>Gómez-Acebo &amp; Pombo</b>	Miguel Lamo de Espinosa Abarca, Rafael Aguilera Álvarez, Verónica Román Sancho
<b>King &amp; Wood Mallesons</b>	Joaquín Sales
<b>Latham &amp; Watkins</b>	Fernando Colomina
<b>Pérez-Llorca</b>	Ildefonso Arenas Almansa, Ander Valverde, Fausto Romero-Miura, Fernando Quicios
<b>HIGHLY RECOMMENDED</b>	
<b>Dentons</b>	Jesús Mardomingo, Jabier Badiola
<b>Herbert Smith Freehills</b>	Armando García-Mendoza
<b>Hogan Lovells</b>	Alfredo Barona, José Luis Vázquez
<b>Jones Day</b>	Javier López Antón
<b>Squire Patton Boggs</b>	Pablo Rodríguez, Manuel Mingot
<b>Watson Farley &amp; Williams</b>	Rodrigo Berasategui, Jose María Anarte, Alfredo Cabellos, Pablo San Gil
<b>White &amp; Case</b>	Fernando Navarro, Yoko Takagi, Juan Manuel de Remedios
<b>RECOMMENDED</b>	
<b>Araoz &amp; Rueda</b>	Rafael Bazán
<b>Eversheds Sutherland</b>	Manuel López Martínez, Teresa Villarroya
<b>Lesayra</b>	Abraham Nájera Pascual
<b>Ontier</b>	Alvaro Barro
<b>Ramon Y Cajal Abogados</b>	Amado Giménez Bono, Cristina Vidal
<b>Roca Junyent</b>	José Luis Pita da Veiga, Xavier Foz
<b>NOTABLE PRACTICE</b>	
<b>Bird &amp; Bird</b>	José Luis Lorente Howell
<b>Cases &amp; Lacambra</b>	Miguel Cases, Toni Barios
<b>KPMG Abogados</b>	Francisco Uría
<b>Lupicinio International Law Firm</b>	Luis Manuel Garcia, Salvador Escribano

# BANKING & FINANCE REGULATORY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cuatrecasas</b>	Jorge Canta, Fernando Mínguez, Miguel Sánchez Mojo
<b>Finreg360</b>	Jorge Ferrer Barreiro, Úrsula García, Gloria Hernandez Aler
<b>KPMG Abogados</b>	Francisco Uría
<b>Linares Abogados</b>	Miguel Linares Polaino, Lidia Pérez Martín
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Ignacio Ruiz-Cámara, Juan Hormaechea, Jimena Urretavizcaya, Salvador Ruiz Bachs, Charles Poole-Warren
<b>Deloitte Legal</b>	Francisco Javier Ramírez Arbués, Manuel Gómez Gilabert
<b>Garrigues</b>	Gaspar Atienza, Luis de la Peña
<b>Linklaters</b>	Juan Barona, Ben Crosse, Paloma Fierro
<b>Uría Menéndez</b>	Ángel Pérez López
<b>HIGHLY RECOMMENDED</b>	
<b>Eversheds Sutherland</b>	Manuel López Martínez, Teresa Villarroya
<b>Hogan Lovells</b>	Alfredo Barona
<b>Perez Llorca</b>	Josefina García Pedroviejo
<b>Roca Junyent</b>	Xavier Foz Giralt, José Luis Pita da Veiga Subirats, Joan Roca
<b>Rubio de Casas Abogados</b>	Maria Gracia Rubio de Casas
<b>RECOMMENDED</b>	
<b>Ashurst</b>	Jose Christian Bertram, Irian Martínez, Nick Pawson
<b>Ramon Y Cajal Abogados</b>	Francisco Palá, Álvaro Beltrán, Amado Giménez Bono
<b>Zuzunegui Abogados</b>	Fernando Zuzunegui



## PROJECT FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Ignacio Ruiz-Cámara, Charles Poole-Warren, Jimena Urretavizcaya, Vanessa Cuellas
<b>Clifford Chance</b>	Epifanio Pérez, José Guardo
<b>Cuatrecasas</b>	Íñigo Rubio, Fernando Bernad, Héctor Bros, Agustín Cerdá, Pol Solsona
<b>Garrigues</b>	Gaspar Atienza, Marcos Botella, José Migul Pinillos
<b>Gómez-Acebo &amp; Pombo</b>	Carlos Rueda, Verónica Romani, Carlos Marina, Fernando Igartua, Santiago Gómez-Acebo
<b>Uria Menéndez</b>	Ángel Pérez López, Antonio Sánchez Cerbán, José-Félix Zaldivar
<b>Watson Farley &amp; Williams</b>	Rodrigo Berasategui, Jose María Anarte
<b>EXCELLENT</b>	
<b>DLA Piper</b>	Jesús Zapata, César Herrero, Juan Gelabert
<b>Herbert Smith Freehills</b>	Miguel Riaño
<b>Linklaters</b>	José Giménez, Jorge Alegre, Juan Barona, Ben Crosse
<b>Pérez-Llorca</b>	Mónica de San Román, Ander Valverde, Ildefonso Arenas Almansa
<b>HIGHLY RECOMMENDED</b>	
<b>Dentons</b>	Jesús Mardomingo, Jabier Badiola
<b>Freshfields Bruckhaus Deringer</b>	Iñaki Gabilondo
<b>Jones Day</b>	Javier López Antón
<b>King &amp; Wood Mallesons</b>	Joaquín Sales
<b>Lesayra</b>	Abraham Nájera
<b>White &amp; Case</b>	Fernando Navarro
<b>RECOMMENDED</b>	
<b>Araoz &amp; Rueda</b>	Rafael Bazán, Pedro A. Rueda
<b>Cases &amp; Lacambra</b>	Toni Barios
<b>Hogan Lovells</b>	José Luis Vázquez, Alfredo Barona
<b>Lexpal Abogados</b>	Francisco J. Bauzá
<b>Maio Legal</b>	Marco Bolognini

# TAX LAW

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Adolfo Zunzunegui, Ishtar Sancho
Cuatrecasas	Ignacio Costa, Dèlcia Capocasale, Rebeca Rodríguez, Alicia de Carlos
Freshfields Bruckhaus Deringer	Silvia Paternain
Garrigues	Eduardo Abad Valdenebro
Uría Menéndez	Rafael García Llana, Victor Viana, David López Pombo
<b>EXCELLENT</b>	
Baker McKenzie	Luis Briones, Rodrigo Ogea, Bruno Dominguez
Clifford Chance	Pablo Serrano de Haro
Hogan Lovells	Javier Gazulla, Miguel Ángel Sánchez
Latham & Watkins	Jordi Domínguez
Linklaters	Javier García-Pita
Pérez-Llorca	Clara Jiménez, Norma Peña i Bagés, José Suárez, José Ramón Vizcaino, José Azqueta
<b>HIGHLY RECOMMENDED</b>	
Ashurst	Eduardo Gracia
Capelleras & Villagra-Noriega	Jordi Capelleras, Víctor Villagra
Deloitte Legal	Luis Fernando Guerra Garcia, Francisco Martin Barrios, Brian Leonard
DLA Piper	Carlos Rodríguez, Miguel Baz, César Salagaray
DWF-RCD	Jorge Sarró, Diego Artacho, José María Durán
Eversheds Sutherland	Antonio Cuéllar Prats
Gómez-Acebo & Pombo	Enrique Ortega Carballo, Eduardo Martínez-Matosas Ruiz de Alda, Javier Vinuesa Magnet, Angel Vaillo
King & Wood Mallesons	Alberto Ruano
KPMG	Alberto Estrelles
<b>RECOMMENDED</b>	
Araoz & Rueda	Javier Prieto
Cases & Lacambra	Ernesto Lacambra, David Navarro, Alberto Gil, Jaume Perelló, Jorge Del Castillo
CMS Albiñana & Suárez de Lezo	Diego de Miguel
Dentons	María Cortizas
Fieldfisher Jausas	María Luisa de Alarcón
Hive Legal	Marta Cabezas, Alvaro Lobato, Joy Levy, Jorge Montes
Jones Day	Carlos Albiñana
Ramon Y Cajal Abogados	Luis Rodríguez-Ramos
Roca Junyent	Raúl Salas, Pilar Vacas
Squire Patton Boggs	Marisa Fernández, Jose E. Aguilar Shea
Toda Nel-Lo	Lourdes Pérez-Luque, Ignacio Goytisolo, Lorena Puig de Travy, Francisco Chamorro
Vaciero	Ana Espiniella, Francisco J. Iniesto
Watson Farley & Williams	Luis Soto
<b>VALUABLE PRACTICE</b>	
AGM Abogados	Leonardo Cárdenas, Jordi Rovira, Ignacio Ruiz
Enrique Lopez de Ceballos	Enrique Lopez de Ceballos
Maio Legal	Ignacio Arráez
Marimón Abogados	Santiago Díez
Mavens Abogados	Gema de la Calle
Sánchez Butrón Abogados	Luis Muñoz Aznar, José Sellés Más

### ALLEN & OVERY: EXPERT ADVISORS FOR HIGH-STAKES TRANSACTIONS



Adolfo Zunzunegui

Key Figure(s): Adolfo Zunzunegui and Ishtar Sancho  
Established: 1991

**Track record:** Leading practice noted for its track record in capital markets transactions and products, banking transactions, tax-based structured finance, corporate reorganizations, restructurings and M&A. The firm advised Fomento de Construcciones y Contratas, S.A. on the €1,000m transfer of 24.99% of its affiliate, FFC Servicios Medio Ambiente Holding, S.A.U., to Canada Pension Plan Investment Board. They also provided legal and tax advice to Morgan Stanley in the STC Group's significant acquisition of Telefonica's share capital.

**Differentiation:** With over 2,000 lawyers spread throughout more than 40 offices across 5 continents, Allen & Overy is a major global player that's been present in Spain for more than 30 years, and has become one of Spain's leading legal practices with over 100 tax specialists across the international network, in both domestic and cross-border advice for financial institutions, corporate entities and funds.



## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Juan Hormaechea, Javier Castresana, Ignacio Ruiz-Cámara, Jimena Urretavizcaya
<b>Cuatrecasas</b>	Ignacio Buil, Javier Castrodeza, Fedra Valencia, Javier Sánchez, Antonio Carreño, Francisco Pérez Crespo, Patricia Álvarez Alonso
<b>Garrigues</b>	Borja García-Alamán, Adrián Thery
<b>Gómez-Acebo &amp; Pombo</b>	Rodrigo López González, Miguel Lamo de Espinosa, Rafael Aguilera
<b>Pérez-Llorca</b>	Javier García Marrero, Juan Oñate
<b>Uría Menéndez</b>	Carlos de Cárdenas Smith, Ángel Pérez López
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Iñigo Villoria
<b>Freshfields Bruckhaus Deringer</b>	Iñaki Gabilondo
<b>Latham &amp; Watkins</b>	Ignacio Gómez-Sancha, Óscar Franco, Pedro de Rojas, Luis Sánchez Mendez
<b>Linklaters</b>	Francisco Sainz-Trápaga, Ben Crosse
<b>HIGHLY RECOMMENDED</b>	
<b>Ashurst</b>	Jorge Vázquez, Jose Christian Bertram
<b>Baker McKenzie</b>	Laura Camarero
<b>DLA Piper</b>	Juan Gelabert Chasco, José María Gil-Robles, Borja de Obeso, Jesus Zapata
<b>DWF-RCD</b>	Jordi Albiol, Cristian Valcárcel, Bernard Afonso
<b>Herbert Smith Freehills</b>	Javier de Carvajal
<b>Jones Day</b>	Juan Ferré
<b>Lesayra</b>	Abraham Nájera
<b>Ramon Y Cajal Abogados</b>	Ramón Fernández-Aceytuno, Cándido Pérez
<b>Squire Patton Boggs</b>	Manuel Mingot, Fernando González
<b>RECOMMENDED</b>	
<b>Auren</b>	Jose Antonio Garcia-Argudo Mendes, Manuel Valero Garcia
<b>Blas Gonzalez</b>	Blas A. Gonzalez
<b>Ceca Magán</b>	Jose Carlos González Vázquez, Santiago Torent
<b>CMS Albiñana y Suárez de Lezo</b>	Juan Ignacio Fernández Aguado
<b>Hogan Lovells</b>	José Luis Vázquez
<b>Ius+Acquitas</b>	Elíseo M. Martínez, Pablo Martínez Varela
<b>Jones Day</b>	Juan Ferré
<b>Kempler Karst</b>	Davinia Sánchez de la Cruz
<b>Roca Junyent</b>	Josep Pujolràs, Juan Antonio Borràs
<b>PWC</b>	Manuela Serrano Sanchez
<b>Simmons &amp; Simmons</b>	Alvaro Muñoz, Andrés Mochales
<b>Watson Farley &amp; Williams</b>	Ana Lorenzo, María Pilar García Guijarro
<b>VALUABLE PRACTICE</b>	
<b>AGM Abogados</b>	Francisco Lacasa, Julio Rocafull, Julio Menchaca
<b>J. Almoguera Abogados</b>	Jesús Almoguera
<b>Lener</b>	Amalio Miralles Gómez
<b>Lupicino International Law Firm</b>	Esther Cubillo, Ana Antuña
<b>Sánchez Butrón Abogados</b>	Cleofé García Amorós, Domenico Guarneri

# SWEDEN

## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirman Cederquist</b>	Johan Lundberg, Per Henriksson, Tobias Frödin Lilja
<b>Advokatfirman Vinge</b>	Mikael Ståhl, Louise Brorsson Salomon, Albert Wällgren
<b>Mannheimer Swartling</b>	Thomas D. Pettersson, Daniel Karlsson, Andreas Zettergren, Zoran Stambolovski
<b>Roschier</b>	Helena Viita, Johan Häger
<b>Setterwalls Advokatbyrå</b>	Åke Fors, Jonas Frii, Jesper Kuschel, Mikael Magnusson, Carl Lindencrona
<b>EXCELLENT</b>	
<b>Advokatfirman Schjødt</b>	Ylva Forsberg, Eric Halvarsson
<b>Cirio Law Firm</b>	Dennis Luttrupp Hansson, Jesper Johansson, Carl Axel Morvay
<b>DLA Piper Sweden</b>	Björn Sjöberg, Carl Schwieler
<b>Gernandt &amp; Danielsson</b>	Sofie Viktorsson, Björn Svensson, Mikael Borg
<b>Hannes Snellman</b>	Fredrik Olsson, Carolina Wahlby, Christoffer Saidac
<b>Linklaters</b>	Patrik Björklund
<b>Törngren Magnell &amp; Partners Advokatfirma</b>	Cecilia Rudels, Tobhias Brandell, Eva Sundling
<b>White &amp; Case Sweden</b>	Carl Hugo Parment, Magnus Wennerhorn, Oscar Liljeson
<b>Wigge &amp; Partners</b>	Stefan de Hevesy, Lisa Antman, Andreas Malmberg, Anders Morén
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirman Lindahl</b>	Sten Gejrot, Fredrik Gillgren
<b>Baker McKenzie</b>	Mats Rooth, Joakim Falkner
<b>Delphi</b>	Berndt Pettersson, Per Lagerkvist
<b>Eversheds Sutherland</b>	Philip Heilbrunn, Tord Svensson
<b>Hammarstiöld</b>	Mattias Anjou, Rasmus Fahlén, Per Gustaf Ekbohm
<b>Magnusson</b>	Robert Karlsson
<b>Wistrand</b>	Håkan Lindgren, Kristofer Selvin

**CORPORATE TAX****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
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**LEADING****Advokatfirman Vinge**

Mattias Schömer

**Mannheimer Swartling**

Joachim Agrell, Anders Erasmie, Niklas Hagbard

**EXCELLENT****Bird & Bird**

Carl-Magnus Ugglå, Staffan Andersson

**DLA Piper Sweden**

Erik Björkeson, Karin Attorps

**Setterwalls Advokatbyrå**

Sören Brekell, Niclas Hermansson, Christian Sjöqvist

**Wistrand**

Conny Otteland, Peter Brandt, Peter Sandberg, Rickard Jonason, Tomas Hecht, Christian Luthman

**HIGHLY RECOMMENDED****Advokatfirman Lindahl**

Anna Romell Stenmark

**Baker McKenzie**

Linnea Back

**MAQS Advokatbyrå**

Krister Hjelmstedt, Lars Odinge



# SWITZERLAND

## INVESTMENT FUNDS

### Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Ardian</b>	Philippe Poletti
<b>Equistone Partners Europe</b>	David Zahnd
<b>Partners Group</b>	Kim Nguyen
<b>EXCELLENT</b>	
<b>Apax Partners</b>	Rohan Haldea, Gabriele Cipparrone
<b>Avista Capital Partners</b>	Thompson Dean, David Burgstahler
<b>Bridgepoint</b>	William Jackson
<b>Capvis</b>	Rolf Friedli, Daniel Flaig
<b>Endeavour Vision</b>	Bernard Vogel
<b>HIGHLY RECOMMENDED</b>	
<b>Aravis</b>	Jean-Philippe Tripet
<b>Blue Orchard</b>	Philipp Müller
<b>BV Group</b>	Patrick Schaeer
<b>CGS Management</b>	Christoph Haller
<b>Constellation</b>	Rainer W. Fröhlich
<b>Cross Equity</b>	Michael Petersen
<b>CVC Capital Partners</b>	Jean-Rémy Roussel
<b>Da Vinci Capital</b>	Oleg Jelezko
<b>Emond De Rothschild Private Equity</b>	Johnny El Hachem
<b>Invision Private Equity</b>	Frank Beker
<b>KKR</b>	Christian Ollig
<b>Montagu Private Equity</b>	Frank Löhner
<b>MTIP</b>	Christoph Kausch
<b>Palmer Capital</b>	Russell Arnold, Roman Benvenuti
<b>PATRIMONIUM</b>	Christoph Syz

**INVESTMENT FUNDS****Best Venture Capital Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Btov Partners</b>	Florian Schweitzer
<b>Novartis Venture Fund</b>	Anja König
<b>Pureos Bioventures</b>	Klaus Breiner, Dominik Escher, Martin Münchbach
<b>Redalpine Venture Partners</b>	Peter Niederhauser, Michael Sidler
<b>Roche Venture Fund</b>	Carole Nuechterlein
<b>Swisscom Ventures</b>	Dominique Mégret
<b>Versant</b>	Alexander Mayweg
<b>EXCELLENT</b>	
<b>Creathor Ventures</b>	Gert Köhler
<b>DAA Capital Partners</b>	Bertrand Mueller
<b>Emerald Technology Ventures</b>	Gina Domanig
<b>Fundament</b>	Yves Böniger
<b>Gentian</b>	Elian Kool, Gerhard Gerner
<b>Hbm Healthcare Investments</b>	Mario G. Giuliani
<b>Hbm Partners</b>	Saeid Akhtari
<b>Index Ventures</b>	Neil Rimer
<b>Lakestar</b>	Klaus Hommels
<b>Mountain Partners</b>	Cornelius Boersch
<b>NeoMed</b>	Claudio Nessi
<b>Polytech Ecosystem Ventures</b>	Guillaume Dubray
<b>Swiss Founders Fund</b>	Patrick Degen
<b>Verve Ventures</b>	Chris Gay-Crosier
<b>Wingman</b>	Alex Stöckl, Pascal Mathis, Lukas Weder

## M&A

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Houlihan Lokey	Alexander Grünwald
J.P. Morgan	Reinout Boettcher
UBS Investment Bank	Christine Novakovic, Martin Kesselring
<b>EXCELLENT</b>	
KPMG	Tobias Valk
Lazard	Stephan Heitz
PwC	Martin Frey
Raffaissen	Heinz Huber
Rothschild & Co	Laurent Gagnebin
<b>HIGHLY RECOMMENDED</b>	
BofA Securities	Juan Vilarino
Citi	Kristine Braden
Davy Corporate Finance	Ivan Murphy
EY	Bruno Patusi
Goldman Sachs	Dominique Wöhnlich
Goodbody Corporate Finance	Sarah Bogossian
Lincoln International	Øyvind Bjordal
Morgan Stanley	Daniel Ghirardi
Société Générale	Anne Marion-Bouchacourt
Sycomore Corporate Finance	Olivier Barret

**BANKING & FINANCE****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Ralph Malacrida, Peter Hsu, Lukas Roesler, Daniel Flühmann, Eric Stupp, Cédric Chapuis, Aurélie Conrad Hari, Frédéric Bétrisey, Urs Kägi
<b>Homburger</b>	René Bösch, Benedikt Maurenbrecher, Daniel Haerberli, Stefan Kramer, Benjamin Leisinger, Jürg Frick
<b>Lenz &amp; Staehelin</b>	Shelby du Pasquier, Patrick Hünerwadel, Olivier Stahler, Marcel Tranchet, François Rayroux, Fedor Poskriakov, David Ledermann, Patrick Schleiffler, Valérie Menoud, Martin Burkhardt
<b>Niederer Kraft Frey</b>	Sandro Abegglen, François M. Bianchi, Philippe A. Weber, Thomas A. Frick, Philipp Haas, Ulysses von Salis, Bertrand Schott, Peter R. Isler
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Lukas Glanzmann, Samuel Marbacher
<b>Pestalozzi</b>	Christophe Emonet, Urs Klöti, Oliver Widmer, Sébastien Roy, Ludivine Boisard, Severin Roelli, Nicolas Herfen, Andrea Huber
<b>Schellenberg Wittmer</b>	Caroline Clemetson, Philippe Borens, Grégoire Wuest, Tarek Houdrouge, Olivier Favre, Anita Schläpfer, Christoph Vonlathen
<b>Walder Wyss</b>	Thiemo Sturny, Markus Pfenninger, Theodor Härtsch, Lukas Wyss, Thomas Müller
<b>HIGHLY RECOMMENDED</b>	
<b>1 Advestra</b>	Rashid Bahar, Alexander von Jeinsen, Sandro Fehlmann
<b>FBT Avocats</b>	Frédérique Bensahel, Marco Villa, Jean-Louis Tsimaratos
<b>Gillioz Dorsaz &amp; Associés</b>	Géraldine Badel-Poitras, Damien Cand
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Alexander Vogel, Catrina Luchsinger Gähwiler, Daniel Schoch
<b>Wenger Vieli</b>	Peter Altorfer, Andreas Hünerwadel, Bignia Vieli, Georg Zondler
<b>2 CMS von Erlach Partners</b>	Kaspar Landolt, Dominique Gemperli
<b>Kellerhals Carrard</b>	Dominik Oberholzer, Cornelia Stengel, Armin Kühne, Luca Bianchi
<b>Oberson Abels</b>	Antoine Amiguet, Philipp Fischer
<b>Vischer</b>	Markus Guggenbühl, Adrian Dörig, Jana Essebier, Stefan Grieder
<b>Wenger Plattner</b>	Filippo Th. Beck, Marc Nater, Oliver Künzler, Brigitte Umbach-Spahn
<b>RECOMMENDED</b>	
<b>1 Borel &amp; Barbey</b>	Michel Barbey
<b>Bratschi</b>	Reto Arpagaus, Claudio Bazzi
<b>Buis Bürgi</b>	Eric Buis
<b>Chabrier Avocats</b>	Thomas Goossens
<b>Jacquemoud Stanislas</b>	Jean-Pierre Jacquemoud, Guy Stanislas
<b>MANGEAT</b>	Fabien Aepli
<b>2 Bianchischwald</b>	Thierry Amy
<b>Lalive</b>	Alexander Troller, Marc Henzelin
<b>Loyens &amp; Loeff</b>	Judith Raijmakers
<b>Nobel &amp; Hug</b>	Peter Nobel
<b>PBM</b>	Henri Corboz
<b>Prager Dreifuss</b>	Daniel Hayek
<b>STAIGER</b>	Désirée Wiesendanger

**BÄR & KARRER: UNPARALLELED EXPERTISE IN BANKING, FINANCE AND CRYPTO COMPLIANCE**

Eric Stupp

Key Figure(s): Eric Stupp and Ralph Malacrida  
Established: 1969

**Track record:** Its decades of advising Swiss and international financial institutions has made Bär & Karrer a leading light in the financing field. Services include debt financing like leveraged and syndicated deals, acquisition finance, real estate finance, project finance, complex debt structuring, securitization, restructuring transactions and regulatory advice.

**Differentiation:** Eric Stupp and Ralph Malacrida co-head a specialized unit of 26 partners and 35 other lawyers, each possessing deep industry knowledge and a keen understanding of regulatory changes. The firm has carved out a unique niche in the cryptocurrency domain, addressing complex compliance issues such as AML and KYC, revenue streams, and initial fundraisings.

# CAPITAL MARKETS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Rolf Watter, Frédéric Bétrisey, Ralph Malacrida, Urs Kägi, Lukas Roesler
<b>Homburger</b>	Dieter Gericke, René Bösch, Daniel Daeniker, Benedikt Maurenbrecher, Frank Gerhard, Daniel Haerberli, Stefan Kramer, Benjamin Leisinger, Lee Saladino
<b>Lenz &amp; Staehelin</b>	Olivier Stahler, Patrick Schleiffer, Jacques Iffland, Shelby R. du Pasquier, François Rayroux, Fedor Poskriakov, Patrick Hünerwadel, Matthias Wolf, Tino Gaberthüel, Marcel Tranchet
<b>Niederer Kraft Frey</b>	François M. Bianchi, Daniel Bono, Christoph Balsiger, Philippe A. Weber, Thomas M. Brönnimann, Philipp Haas, Marco Häusermann, Adrian Koller
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Matthias Courvoisier
<b>CMS von Erlach Partners</b>	Daniel Jenny, Mathias Krauert, Kaspar Landolt
<b>Kellerhals Carrard</b>	Dominik Oberholzer, Beat Brechbühl, Luca Bianchi
<b>Pestalozzi</b>	Severin Roelli, Urs Klöti, Beat Schwarz, Oliver Widmer, Christian Leuenberger, Franz Schubiger, Sébastien Roy, Nils Harbeke, Ludivine Boisard, Andrea Huber
<b>Schellenberg Wittmer</b>	Philippe Borens, Olivier Favre, Tarek Houdrouge, Pascal Hubli, Lorenzo Olgiati, Martin Weber, Christoph Vonlathen
<b>Vischer</b>	Markus Guggenbühl
<b>Walder Wyss</b>	Lukas Wyss, Alexander Nikitine, Theodor Härtsch
<b>HIGHLY RECOMMENDED</b>	
<b>Advestra</b>	Thomas Reutter
<b>Bratschi</b>	Christian Stambach, Marco Rizzi
<b>Ghr Rechtsanwälte</b>	Marc Grüninger, Markus Brühlhart
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Christophe Heiz, Wolfgang Müller, Catrina Luchsinger Gähwiler
<b>Prager Dreifuss</b>	Urs Bertschinger, Andreas Moll
<b>Wenger Vieli</b>	Wolfgang Zürcher



## FINTECH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Frédéric Bétrisey, Thomas Stoltz, Peter Hsu, Eric Stupp, Daniel Flühmann, Cyrill Diefenbacher
<b>Lenz &amp; Staehelin</b>	Fedor Poskriakov, Lukas Morscher, Shelby R. du Pasquier, Marcel Tranchet
<b>Niederer Kraft Frey</b>	Thomas Frick, Bertrand Schott
<b>EXCELLENT</b>	
<b>1 Homburger</b>	Benedikt Maurenbrecher, Daniel Haerberli, Luca Dal Molin, Stefan Kramer, Benjamin Leisinger
<b>MME</b>	Martin Eckert, add Andreas Gardner qui va
<b>Pestalozzi</b>	Andrea Huber, Oliver Widmer, Sébastien Roy, Urs Klöti, Beat Schwarz, Ludivine Boisard, Christian Leuenberger, Nils Harbeke
<b>Schellenberg Wittmer</b>	Olivier Favre, Caroline Clemetson, Tarek Houdrouge, Grégoire Wuest
<b>2</b>	
<b>Kellerhals Carrard</b>	Cornelia Stengel
<b>Vischer</b>	Jana Essebier, Stefan Grieder
<b>Walder Wyss</b>	Thomas Müller
<b>Wenger Vieli</b>	Martin Berweger, Martin Peyer
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Alessandro Celli
<b>CMS von Erlach Partners</b>	Tina Balzli
<b>FBT Avocats</b>	Frédérique Bensahel
<b>Gillioz Dorsaz &amp; Associés</b>	Géraldine Badel-Poitras, Damien Cand
<b>Id Est Avocats</b>	Michel Jaccard, Mehmet Toral
<b>Künzi Hess MacNab</b>	Martin Hess
<b>MANGEAT</b>	Fabien Aepli
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Daniel Schoch, Alexander Vogel, Reto Luthiger, Kilian Schärli
<b>Oberson Abels</b>	Philippe Fischer

#### GILLIOZ DORSAZ: PIONEERING INCLUSIVITY AND INNOVATION IN THE DIGITAL ERA



Géraldine Badel-Poitras

Key figure(s): Géraldine Badel-Poitras  
Established: 1982

**Track record:** Gillioz Dorsaz helps fintech companies obtain financial activity licenses, and offers unwavering guidance during Initial Coin or Security Token Offerings. The practice is bolstered by membership of a vast network of international fintech law firms, epitomizing a cross-border approach that facilitates global outreach for its clientele.

**Differentiation:** The team's commitment to innovation is underscored by its quarterly think tanks, which cultivate rich dialogue on the evolution of financial regulations and legal services. Furthermore, the firm fosters an inclusive workspace, with 60% of partners women. By offering a superior work-life balance for its staff, the firm is able to nurture and retain expert talent.

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Schellenberg Wittmer</b>	Vincent Jeanneret, Urs Hoffmann-Nowotny, Louis Burrus, Olivier Hari, Tarek Houdrouge, Benno Strub
<b>Wenger Plattner</b>	Brigitte Umbach-Spahn, Karl Wüthrich, Fritz Rothenbühler
<b>2 Baker McKenzie</b>	
<b>Bär &amp; Karrer</b>	Urs Kägi, Martin Anderson, Thomas Rohde, Christoph Neeracher, Luca Jagmetti
<b>Homburger</b>	Stefan Kramer, Benedikt Maurenbrecher, Daniel Haeberli, Benjamin Leisinger
<b>Lenz &amp; Staehelin</b>	Tanja Luginbühl, Roman Graf, Dominique Müller, Daniel Tunik
<b>Niederer Kraft Frey</b>	Bertrand Schott, Marco Häusermann, Thomas Sprecher, Daniel Bono, Roman Sturzenegger
<b>EXCELLENT</b>	
<b>Baur Hürlimann</b>	Daniel Hunkeler
<b>CMS von Erlach Partners</b>	Reto Hunsperger, Olivier Carrard, Marjolaine Jakob
<b>Kellerhals Carrard</b>	Lukas Bopp, Jean-Luc Chenaux, Daniel Staehelin
<b>Pestalozzi</b>	Nicolas Herren, Florian Mohs, Thomas Rohner, Christophe Emonet, Michael Kramer, Ludivine Boisard, Beat Mumenthaler
<b>Prager Dreifuss</b>	Daniel Hayek, Christian Casanova
<b>Vischer</b>	Adrian Dörig, Thomas Weibel, David Jenny, Felix Meier-Dieterle, Benedict Christ, Jana Essebier
<b>Walder Wyss</b>	Mark A. Reutter, Dominik Hohler, Dieter Hofmann, Thiemo Sturny, Johannes Bürgi, Michael Cartier, Micha Bühler, Thomas Müller
<b>HIGHLY RECOMMENDED</b>	
<b>Altenburger</b>	Birgit Sambeth Glasner
<b>Bratschi</b>	Mirco Ceregato, Daniel Glasl
<b>Holenstein Rechtsanwälte</b>	Franco Lorandi
<b>Loyens &amp; Loeff</b>	Judith Raijmakers, Robin Moser
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Alexander Vogel, Urs Boller
<b>STAIGER</b>	Marc Bernheim
<b>Wenger Vieli</b>	Pascal Honold, Georg Zondler



## FUND FORMATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Kellerhals Carrard</b>	Dominik Oberholzer, Jean-Luc Chenaux, Daniel Lengauer, Armin Kühne, Vincent Jäggi
<b>Lenz &amp; Staehelin</b>	François Rayroux, Patrick Hünerwadel, Patrick Schleiffer, Fedor Poskriakov, Olivier Stahler, Shelby R. du Pasquier, Marcel Tranchet
<b>EXCELLENT</b>	
<b>Bär &amp; Karrer</b>	Peter Hsu, Daniel Flühmann, Christoph Suter, Frédéric Bétrisey, Eric Stupp
<b>FBT Avocats</b>	Michel Abt, Frédérique Bensahel, Jean-Louis Tsimaratos
<b>Niederer Kraft Frey</b>	Sandro Abegglen, François M. Bianchi, Bertrand Schott
<b>Pestalozzi</b>	Oliver Widmer, Urs Klöti, Ludivine Boisard, Nils Harbeke, Andrea Huber, Robert Furter
<b>Schellenberg Wittmer</b>	Caroline Clemetson, Anita Schläpfer, Christoph Vonlanthen
<b>Walder Wyss</b>	Thomas Müller, Luc Defferrard, Theodor Härtsch, Markus Pfenninger, Urs Hofer
<b>HIGHLY RECOMMENDED</b>	
<b>CMS von Erlach Partners</b>	André Lebrecht
<b>Jacquemoud Stanislas</b>	Philippe Jacquemoud
<b>Naegeli &amp; Partners</b>	Christoph Steiner, Christoph Rohr, Stefan Naegeli
<b>Oberson Abels</b>	Antoine Amiguet

### LENZ & STAEHLIN: PIONEERING INVESTMENT LEADERSHIP IN SWISS MARKETS



Patrick Schleiffer

**Key Figure(s):** Patrick Schleiffer and Patrick Hünerwadel  
**Established:** 1917

**Track record:** The firm maintains a dominant presence in the Swiss fund's market, covering over 1,300 investment funds, equivalent to more than 20% of the market. Its expertise extends to both Swiss and international institutions and fund managers. Renowned for its regulatory, corporate and tax work related to asset management, it provides comprehensive services in structuring regulated activities.

**Differentiation:** Co-headed by Patrick Schleiffer & Patrick Hünerwadel, the team consists of 10 partners spread across offices in Geneva, Zurich and Lausanne. A pioneer in the Swiss Exchange Traded Products (ETP) market, particularly on bit-coins and crypto assets, Lenz & Staehlin plays a notable role in the Exchange Traded Funds (ETF) market, assisting clients on more than 300 ETFs.



# CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Bär &amp; Karrer</b>	Daniel Bader, Christoph Suter, Susanne Schreiber, Paolo Bottini, Daniel Lehmann, Ruth Bloch-Riemer, Raoul Stocker, Cyrill Diefenbacher, Matthias Bizzarro
<b>Homburger</b>	Reto Heuberger, Dieter Grünblatt, Stefan Oesterheld, Claudia Suter
<b>Lenz &amp; Staehelin</b>	Frédéric Neukomm, Florian Ponce, Daniel Schafer, Pascal Hinny, Jean-Blaise Eckert
<b>2 Niederer Kraft Frey</b>	Thomas Graf, Daniela Schmucki, Markus Kronauer, Christina Rinne
<b>Oberson Abels</b>	Xavier Oberson, Pierre-Marie Glauser
<b>Walder Wyss</b>	Thomas Meister, Maurus Winzap, Martin Busenhart, Robert Desax, Samuel Duerr, Kinga Weiss
<b>EXCELLENT</b>	
<b>Bratschi</b>	Michael Alexis Barrot, Bruno Rieder, Sascha Wohlgemuth, Cédric-Olivier Jenouire
<b>CMS von Erlach Partners</b>	David Hürlimann, Sarah Busca Bonvin, Andrio Orler, Mark Cagienard
<b>Pestalozzi</b>	Nils Harbeke, Jonas Sigris, Christian Roos
<b>Schellenberg Wittmer</b>	Pietro Sansonetti, Michael Nordin, Jean-Frédéric Maraia
<b>HIGHLY RECOMMENDED</b>	
<b>Altorfer Duss &amp; Beilstein (Adb)</b>	Jürg Altorfer, Fabian Duss, Pascal Taddei
<b>Baker McKenzie</b>	Kilian Perroulaz, Hans Koch, Marnin Michaels, Suzanne Liebl-Kotz
<b>FBT Avocats</b>	Jean-Luc Bochatay, Michel Abt
<b>Tax Partner Taxand</b>	Natalie Dini, Stephanie Eichenberger
<b>Vischer</b>	Christoph Niederer, Nadia Tarolli Schmidt, Tobias Rohner
<b>Wenger Vieli</b>	Barbara Brauchli Rohrer, Bruno Bächli
<b>RECOMMENDED</b>	
<b>1 Bianchischwald</b>	Joseph Merhai
<b>Gillioz Dorsaz &amp; Associés</b>	Nicole Fragnière Meyer, Pierre Gillioz
<b>House Attorneys</b>	Emmanuel Leibenson
<b>Loyens &amp; Loeff</b>	Beat Baumgartner, Fabian Sutter
<b>Ludwig + Partners</b>	Hubertus Ludwig
<b>MLL Meyerlustenberger Lachenal Frieriep</b>	Markus Frank Huber, Thomas Nabholz, Arnaud Martin
<b>MME</b>	Andreas Müller
<b>PBM</b>	Hassan Barbir, Lassana Dioum
<b>Python Avocats</b>	Frédéric Gante
<b>2 Altenburger</b>	Leonhard Toenz, Luzius Cavelti
<b>Barandun</b>	Remy Bärlocher
<b>Borel &amp; Barbey</b>	Nicolas Candaux
<b>Bourgeois Avocats</b>	Olivier Weniger
<b>Burckhardt</b>	Rolf Wüthrich
<b>Fischer Ramp Partner</b>	Michael Fischer
<b>Kellerhals Carrard</b>	Ivo P. Baumgartner, Didier Nsanzineza
<b>Reinarz Tax &amp; Legal</b>	Peter Reinarz
<b>Riedweg &amp; Partner</b>	Céline Martin, Laurent Riedweg, Peter Riedweg
<b>Weidmann Bornhauser</b>	Markus Weidmann
<b>Wenger Plattner</b>	Oliver Künzler, Markus Mühlemann

### FBT: MASTERING THE COMPLEXITY OF SWISS TAX LAW AND INTERNATIONAL PLANNING



Michel Abt

Key Figure(s): Michel Abt  
Established: 1993

**Track record:** FBT's tax practice has an extensive background in Swiss tax law proceedings at various administrative levels, including tax authorities, cantonal courts, and the Swiss Federal Administrative Court. The team is regularly engaged in tax litigation and providing second opinions on litigation strategies. Its comprehensive range of services cover all aspects of tax planning, with a strong emphasis on high ethical standards.

**Differentiation:** Led by Michel Abt, the team numbers nine partners and 50 lawyers and serves a wide range of clients, including banks, family offices, trusts, investors and administrators, both in Switzerland and abroad, with a particular focus on asset holding structures. The team's unique value lies in its ability to secure favorable tax rulings from the Swiss tax authorities for foreign high-net-worth individuals.



## TRANSFER PRICING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Susanne Schreiber, Daniel Bader, Raoul Stocker
<b>CMS von Erlach Partners</b>	David Hürlimann
<b>Lenz &amp; Staehlin</b>	Pascal Hinny
<b>Loyens &amp; Loeff</b>	Beat Baumgartner, Fabian Sutter
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Kilian Perroulaz
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Markus Frank Huber, Arnaud Martin
<b>Schellenberg Wittmer</b>	Michael Nordin, Pietro Sansonetti
<b>Tax Partner Taxand</b>	Stephan Pfenninger, Hendrik Blankenstein
<b>Vischer</b>	Christoph Niederer, Nadia Tarolli Schmidt
<b>HIGHLY RECOMMENDED</b>	
<b>Altorfer Duss &amp; Beilstein (Adb)</b>	Fabian Duss
<b>Ludwig + Partners</b>	Hubertus Ludwig
<b>MME</b>	Hagen Luckhaupt, Andreas Müller
<b>PBM</b>	Hassan Barbir, Lassana Dioum

## TRANSFER PRICING

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte</b>	Salim Damji
<b>EY</b>	Xavier Eggspuhler
<b>KPMG</b>	Gerhard Foth
<b>PwC</b>	Urs Brugger, Benjamin Koch
<b>EXCELLENT</b>	
<b>BDO</b>	Thomas Medina
<b>Grant Thornton</b>	Michael Tobler
<b>RSM</b>	Olivier Bétrisey, Thomas Laube
<b>TMF Group</b>	Ilona Brandt
<b>HIGHLY RECOMMENDED</b>	
<b>Questro International</b>	Stephen Alleyway
<b>Taxalis Consulting</b>	Alissa Fedi

# WEALTH MANAGEMENT

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Tina Wüstemann, Daniel Bader, Daniel Leu, Daniel Lehmann, Christoph Suter, Ruth Bloch-Riemer
<b>Lenz &amp; Staehelin</b>	Floran Ponce, Heini Rüdisühli, Lucien Masméjan, Jean-Blaise Eckert, Daniel Schafer, Frédéric Neukomm
<b>Niederer Kraft Frey</b>	Catherine Grun Meyer, Thomas Graf, Markus Kronaeur, Christina Rinne, Thomas Sprecher, Jacques Bonvin, Thomas Hochstrasser
<b>Schellenberg Wittmer</b>	David Wallace Wilson, Bernard Vischer, Alexander Jolles, Christian Girod, Grégoire Wuest, Andrea Dorjee-Good
<b>Walder Wyss</b>	Philippe Pulfer, Olivier Sigg, Kinga M. Weiss
<b>EXCELLENT</b>	
<b>CMS von Erlach Partners</b>	Sarah Busca Bonvin, David Hürlimann, Andrio Orlor
<b>FBT Avocats</b>	Jean-Luc Bochatay, Michel Abt, Frédérique Bensahel
<b>Homburger</b>	Claudia Suter, Harold Grüniger, Stefanie Pfisterer, Gabrielle Nater-Bass
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Patricia Guerra, Maud Udry-Alhanko
<b>HIGHLY RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Marnin J. Michaels
<b>Blum &amp; Grob</b>	Claude Blum, Natalie Peter
<b>Bratschi</b>	Ingmar J.M. Snijders
<b>Charles Russell Speechlys</b>	Michael Wells-Greco, Mark Summers, Grégoire Uldry, Dharshi Wijetunga
<b>Pestalozzi</b>	Nils Harbeke, Oliver Widmer
<b>Wenger Vieli</b>	Bruno Bächli, Barbara Brauchli Rohrer
<b>2 Borel &amp; Barbey</b>	Nicolas Killen, Laurent Kyd, Nicolas Candaux
<b>Fischer Ramp Partner</b>	Michael Fischer
<b>Gillioz Dorsaz &amp; Associés</b>	Nicole Fragnière Meyer, Christian Valentini, Damien Cand
<b>Loyens &amp; Loeff</b>	Beat Baumgartner, Fabian Sutter
<b>Ludwig + Partners</b>	Daniel Dillier, Beatrice Van der Haegen
<b>MME</b>	Christoph Rechsteiner, Walter Frei, Alexandra Geiger, Balz Hösli
<b>PBM</b>	Hassan Barbir, Lassana Dioum
<b>Python Avocats</b>	Dominique Henchoz, Benoît Lambercy
<b>STAIGER</b>	Michael Hamm, Georgia Fotiou
<b>RECOMMENDED</b>	
<b>Bianchischwald</b>	Joseph Merhai
<b>Boitelle Tax</b>	Thierry Boitelle
<b>Bonnard Lawson</b>	Yves Bonnard, Stéphane Lagonico
<b>Bourgeois Avocats</b>	Olivier Weniger
<b>Burckhardt</b>	Rolf Wüthrich, Jacqueline Burckhardt Bertossa
<b>House Attorneys</b>	Emmanuel Leibenson
<b>Kellerhals Carrard</b>	Henric Immink
<b>Strazzer Zeiter Rechtsanwälte</b>	René Strazzer

### PBM: PIONEERING APPROACH TO GLOBAL FISCAL SOLUTIONS



Hassan Barbir

Key Figure(s): Hassan Barbir and Lassana Dioum  
Established: 2022

**Track record:** PBM has made a name for itself by expertly navigating the complex fiscal terrain in Switzerland. Specializing in serving private clients, the firm offers critical assistance in handling individual and corporate tax issues. From intricate income tax preparations to specialized sectors such as commodities trading, watchmaking and luxury as well as real estate and service industries.

**Differentiation:** Headed by Hassan Barbir and Lassana Dioum, and with four partners and 20 lawyers, the firm has forged strong relations with neighboring countries. Providing services geared towards entrepreneurs and their families and businesses, the team offers solutions to everyday private and contentious issues in Switzerland, including structuring and restructuring assets to optimize tax and inheritance planning.

**WEALTH MANAGEMENT****Best Private Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Banque Lombard Odier & Cie	Patrick Odier
Pictet & Cie	Renaud de Planta
UBS	Sabine Keller-Busse
<b>EXCELLENT</b>	
Banque J. Safra Sarasin	Jürg Haller
Edmond de Rothschild	Hervé Ordioni
Julius Baer	Philipp Rickenbacher
<b>HIGHLY RECOMMENDED</b>	
Bordier & Cie	Grégoire Bordier
CA Indosuez	Marc-André Poirier
Credit Suisse	André Helfenstein
Oddo BHF	Martin Liebi
Reyl & Cie	François Reyl
UBP Union Bancaire Privée	Guy de Picciotto
Vontobel	Zeno Staub, Georg Schubiger
<b>RECOMMENDED</b>	
Banque Bonhôte	Yves de Montmollin
Banque Eric Sturdza	Michaela Zanello Sturdza
Banque Heritage	Marcos Esteve
Banque Syz	Eric Syz
BNP Paribas	Enna Pariset
EFG International	Giorgio Pradelli
Mirabaud & Cie	Yves Mirabaud
Rahn+bodmer	Peter R. Rahn, Martin H. Bidermann, Dr. Christian Rahn, André M. Bodmer
Reichmut & Co	Rémy Reichmuth
Société Générale Private Banking	Maxime Sabiaux
<b>VALUABLE PRACTICE</b>	
Baumann & Cie	Daniel OA Rüedi, Lathuas Brenneis, Daniel Burkhardt
Bergos	Christof Kutscher
Cornèr Bank	Vittorio Cornaro
Dreyfus & Cie	Andreas Guth
E. Gutzwiller & Cie	François Gutzwiller, Stéphane Gutzwiller
Gonet & Cie	Edgar Brandt
Lienhardt & Partner	Christian Lienhardt, Dr. Duri Prader
Maerki Baumann & Co	Stephan A. Zwahlen

# WEALTH MANAGEMENT

## Best Family Offices

Offices are ordered alphabetically

MAPPING	
<b>1875 Finance SA</b>	Alain Held
<b>Alias Partners</b>	Maxime de Raemy
<b>Alpen Partners</b>	Pierre Gabris
<b>Alphaswiss Partners</b>	Yann Labry
<b>Aquila AG</b>	Markus Angst
<b>Atlantic Advisors Suisse</b>	Julien Duniague
<b>Avalor Investment</b>	Beat Schädler
<b>Bedrock Group</b>	Maurice Ephrati
<b>Belvedere AM</b>	Giorgio Saraco
<b>Belvoir Capital</b>	Steffen Bauke
<b>Boccard &amp; Partneraires</b>	Cédric Abplanalp, Julien Müller, Louis-Philippe Müller
<b>Brainvest Wealth Management</b>	Izabel Moura
<b>Cape Capital</b>	Kim Gueissaz
<b>Capital Y</b>	Nicole Curti
<b>Capitalium Advisors</b>	Alain Zell
<b>CDR Capital</b>	Jenny Hennessy
<b>Citadel Finance</b>	Jasmine de Boccard
<b>Clarus Capital Group</b>	Marcus Von Holzen
<b>Coges Corratierie Gestion SA</b>	Jean-Pierre Lagane
<b>Colin&amp;Cie</b>	Thomas Warnecke
<b>Colombo Wealth</b>	Dario Colombo
<b>Copernicus Wealth Management</b>	Jörg Zatachetto
<b>Corum Vermögensverwaltung</b>	Thomas Tietz
<b>Crossinvest</b>	Andrea Poretti
<b>De Pury Pictet Turrettini &amp; Co</b>	Melchior de Muralt
<b>Decalia</b>	Fabrizio Quirighetti
<b>Diamond Capital Management</b>	Alexandra Ammann
<b>DIEM Client Partners</b>	Sascha Peier
<b>Dominicé &amp; Co - Asset Management</b>	Michel Dominicé
<b>Emerald Wealth Partners</b>	Stefan Hirter
<b>Entrepreneur Partners</b>	Oliver Ganz, Daniel T Mueller, Flavio Pedraita
<b>Finad</b>	Colin Stember
<b>Finaport</b>	Fabian F Jenny
<b>FIO Partners</b>	Harald U Hoffmann
<b>Frame Asset Management</b>	Michele de Michelis
<b>Fundo</b>	Jacques Grivel
<b>GN Finance</b>	Jean-Michel d'Arpos;Urso
<b>Geneva Management Group</b>	Mathieu Saint-Cyr
<b>Helvetic Trust</b>	Simon Koenig
<b>IMT Asset Management</b>	Thomas Trauth
<b>Infiba</b>	René Sidler
<b>Kraemer Schwab</b>	Peter Borer
<b>LFG Group</b>	Massimo Borghesi
<b>Lakefield Partners</b>	Bruno Verstraete
<b>Marcuard Heritage</b>	Patrick Stauber
<b>Nahmani Grunder</b>	Robert Nahmani
<b>NewOak</b>	Gregory Armstrong
<b>NS Partners</b>	Angel Sanz
<b>Novum Capital Partners</b>	Gabriele Gallotti
<b>Octogone</b>	Ivan Peruffo
<b>OLZ</b>	Pius Zraggen
<b>Penta Asset Management</b>	William Jaccard
<b>Pleion - Probus Group</b>	Kim Muller
<b>Prime Partners</b>	François Savary
<b>RJ Management</b>	Elie Joory
<b>Reuss Private</b>	Frank Hansen
<b>SFP Group</b>	Adrian Murer
<b>SSI Wealth Management</b>	Oliver Amstad
<b>Sound Capital</b>	Christian Luchsinger
<b>Stanhope Capital</b>	Daniel Pinto
<b>Swiss5 Group</b>	Michael Rümmelein
<b>Swisspartners</b>	Peter Ahluwalia
<b>Tareno</b>	Sybille Wyss
<b>Targa 5 Advisors</b>	Eli Mizrahi
<b>The Forum Finance Group</b>	Egon Vorfeld
<b>Tramondo Investment Partners</b>	Raphael Müller
<b>Valterna</b>	Ivo Roos
<b>Woodman Asset Management</b>	Patrick Ferrari
<b>Zugerberg Finanz</b>	Maurice Pedergrana

UK

**M&A: TMT****Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Goldman Sachs</b>	Kim Posnett
<b>J.P. Morgan</b>	Michael Batula, Nick Denman
<b>Qatalyst Partners</b>	Salvatore Arcaese
<b>EXCELLENT</b>	
<b>1 Barclays</b>	Alex Evans
<b>Morgan Stanley</b>	Dominique Cahu
<b>2 Bank of America Merrill Lynch</b>	Alexandre Gafsi
<b>Ernst &amp; Young</b>	Will Fisher
<b>Houlihan Lokey</b>	Andrew Adams, Phil Adams
<b>Raymond James Financial</b>	Stuart Sparkes

**HEALTHCARE & PHARMACEUTICALS****Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Centerview Partners</b>	Andrew Rymer
<b>Goldman Sachs</b>	Anthony Gutman
<b>Morgan Stanley</b>	Obaid Mufti
<b>EXCELLENT</b>	
<b>BofA Securities</b>	Simon Ives, Kieran Whitty
<b>Citi</b>	Cyril Besseddik
<b>J.P. Morgan</b>	Cyril Besseddi, Henry Capper
<b>Rothschild</b>	Dominic Hollamby

## M&A: RETAIL & CONSUMER GOODS

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Bank of America Merrill Lynch	Pablo Bowen
Barclays	Matt Hammerstein
Citigroup	Susan Shakespeare
Credit Suisse	Alexis Turcas
Goldman Sachs	Andre Kelleners
Jefferies	James Grzinic
<b>EXCELLENT</b>	
BNP PARIBAS	Anne Marie Verstraeten
Morgan Stanley	Nick Bishop
Rothschild & Co.	Toby Cohen
<b>HIGHLY RECOMMENDED</b>	
HSBC	Tom Wolfenden
Nomura Holdings	Michael Mackinnon

## M&A: INDUSTRIALS

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Goldman Sachs	Eduard van Wyk
J.P. Morgan	Richard Crozier
<b>EXCELLENT</b>	
BofA Securities	Jean-Eudes Renier
Citigroup	Enrico Prato
Lazard	Edward Earlam



UK

## PRIVATE EQUITY

### Best Investment Banks

In each tier, the banks are ordered alphabetically

#### MAPPING

##### LEADING

Bank of America Merrill Lynch

Barclays

Citigroup

Goldman Sachs

J.P. Morgan

##### EXCELLENT

Deutsche Bank

Jefferies

Morgan Stanley

Rothschild

##### HIGHLY RECOMMENDED

Credit Suisse

HSBC

Lazard

Nomura Holdings

UBS Investment Bank

##### RECOMMENDED

Jamieson Corporate Finance

KPMG

Macquarie Group

RBC Capital Markets



# ACQUISITION FINANCE

## Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Denise Gibson, Nicholas Clark
Clifford Chance	Taner Hassan
Kirkland & Ellis	Stephen Lucas, Neel Sachdev
Latham & Watkins	Sam Hamilton, Stephen Kensell, Ross Pooley
Linklaters	David Irvine, Oliver Scales
Weil, Gotshal & Manges	Reena Gogna, Chris McLaughlin, Tom Richards, Paul Stewart
<b>EXCELLENT</b>	
Milbank	Suhrud Mehta
Simpson Thacher & Bartlett	Ian Barratt
White & Case	Jeremy Duffy, Gareth Eagles, Colin Harley
<b>HIGHLY RECOMMENDED</b>	
Ashurst	Martyn Rogers
Hogan Lovells	Penny Angell
Paul Hastings	Luke McDougall, Peter Schwartz
Proskauer Rose	Ben Davis, Alex Griffith, Faisal Ramzan
Shearman & Sterling	Ward McKimm
<b>RECOMMENDED</b>	
<b>1</b> Baker McKenzie	Matthew Cox, Nick Tostivin
Debevoise & Plimpton	Alan Davies, Pierre Maugüé, Thomas Smith
Dechert	John Markland, David Miles, Philip Butler
DLA Piper	Toby Barker
Macfarlanes	Andrew Perkins
Ropes & Gray	Michael Kazakevich
Skadden, Arps, Slate, Meagher & Flom	Pete Coulton, Clive Wells
Slaughter and May	Philip Snell
Travers Smith	Matthew Ayre
<b>2</b> Addleshaw Goddard	Alex Dumphy
CMS	Patrick Donegan
Freshfields Bruckhaus Deringer	Simone Bono, Christopher Davis, Alexander Mitchell
Herbert Smith Freehills	Kristen Roberts
Mayer Brown	Stuart Brinkworth
Norton Rose Fulbright	Michael Black
<b>VALUABLE PRACTICE</b>	
<b>1</b> Bryan Cave Leighton Paisner	Emma Howdle-Fuller
Morrison & Foerster	Chris Kandel
Pinsent Masons	Martin Bishop
<b>2</b> Davis Polk & Wardwell	Nick Benham
Eversheds Sutherland	Nick Swiss
Fried, Frank, Harris, Shriver & Jacobson	Jons Lehmann, Neil Caddy
Taylor Wessing	Martin Yells



UK

## BANKING & FINANCE

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Philip Bowden, Denise Gibson, Simon Roberts
Clifford Chance	Taner Hassan
Linklaters	Philip Spittal, Oliver Edwards, Toby Grimstone
<b>EXCELLENT</b>	
<b>1</b> Ashurst	Nicholas Moore, Tim Rennie
Kirkland & Ellis	Stephen Lucas, Christopher Shield, Neel Sachdev
Latham & Watkins	Jayanthi Sadanandan, Stephen Kensell, Dominic Newcomb
<b>2</b> Freshfields Bruckhaus Deringer	Alexandre Mitchell
Herbert Smith Freehills	Gary Hommel, Will Nevin, Kristen Roberts
Simpson Thacher & Bartlett	Nicholas Shaw, Ian Barratt, Stephen Short
Slaughter and May	Philip Snell, Edward Fife
<b>HIGHLY RECOMMENDED</b>	
CMS	Rita Lowe, Patrick Donegan
Hogan Lovells	Matthew Cottis, Paul Mullen
Mayer Brown	Stuart Brinkworth, Alex Dell, Dominic Griffiths
Milbank	Suhrod Mehta, John Dewar
Simmons & Simmons	James Bresslaw, Helen Hagan
Skadden, Arps, Slate, Meagher & Flom	Clive Wells, Pete Coulton
Weil, Gotshal & Manges	Tom Richards
White & Case	Gareth Eagles, Jeremy Duffy, Colin Harley
<b>RECOMMENDED</b>	
<b>1</b> Baker McKenzie	Nick Tostivin
Dentons	Jill Barraclough-Morrow, Edwin Bellamy, Francesca Bettermann
Eversheds Sutherland	Nick Swiss
Macfarlanes	Andrew Perkins
Pinsent Masons	Martin Bishop
Proskauer Rose	Daniel Hendon, Faisal Ramzan
Ropes & Gray	Michael Kazakevich
Travers Smith	Matthew Ayre
<b>2</b> Addleshaw Goddard	Peter Crichton, Steve Mackie
Cleary Gottlieb Steen & Hamilton	Simon Jay, Glen Scarcliffe
Dechert	David Miles
DLA Piper	Toby Barker, Matt Christmas, Mark Dwyer
Norton Rose Fulbright	Nick Grandage
Paul Hastings	Luke McDougall, Peter Schwartz
Shearman & Sterling	Ward McKimm
<b>VALUABLE PRACTICE</b>	
Bird & Bird	Joss Hargrave, Trystan Tether
Bryan Cave Leighton Paisner	Emma Howdle-Fuller
Morrison & Foerster	Chris Kandel
Reed Smith	Panos Katsambas
Stephenson Harwood	James Linforth
Winston & Strawn	Ian Borman

# CAPITAL MARKETS: DEBTS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Jonathan Melton
Clifford Chance	Simon Sinclair
Linklaters	Elaine Keats, Ben Dulieu, Carson Welsh
White & Case	Stuart Matty, Melissa Butler, Richard Pogrel
<b>EXCELLENT</b>	
Cleary Gottlieb Steen & Hamilton	David Gottlieb, Sebastian Sperber
Freshfields Bruckhaus Deringer	Peter Allen, Duncan Kellaway
Herbert Smith Freehills	Amy Geddes
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Ashurst	Anna Delgado
Davis Polk & Wardwell	Reuven Young
Latham & Watkins	Lene Malthasen, David Stewart
Norton Rose Fulbright	Peter Young
Shearman & Sterling	Trevor Ingram
Sidley Austin	David Howe
Skadden, Arps, Slate, Meagher & Flom	Danny Tricot
Slaughter and May	Matthew Tobin
Sullivan & Cromwell	Vanessa Blackmore, Chris Beatty
<b>2</b> Baker McKenzie	Adam Farlow
Cravath, Swaine & Moore	Philip Boeckman
Dentons	David Cohen
DLA Piper	Martin Bartlam, Mark Dwyer, Tony Lopez
Morgan, Lewis & Bockius	Carter Brod, Bruce Johnston
Simmons & Simmons	Piers Summerfield
<b>RECOMMENDED</b>	
<b>1</b> Akin Gump Strauss Hauer & Feld	Robert Aulsebrook, Tom O'Connor
Dechert	Patrick Lyons
Hogan Lovells	James Doyle, Andrew Carey
Mayer Brown	James Taylor, Robert Flanigan, Bernd Bohr
Morrison & Foerster	Brian Bates
<b>2</b> Addleshaw Goddard	Beth Collett
Bryan Cave Leighton Paisner	Prashanth Satyadeva
CMS	Michael Cavers, Will Dibble
Macfarlanes	Richard Fletcher
O'Melveny & Myers	Andrew Weiler
Pinsent Masons	Edward Sunderland
Willkie Farr & Gallagher	Joseph Ferraro, Jennifer Tait
<b>VALUABLE PRACTICE</b>	
Alston & Bird	James Fisher
Arnold & Porter	Jeremy Willcocks
Fried, Frank, Harris, Shriver & Jacobson	Ashar Qureshi
Jones Day	John Phillips
Paul Hastings	Mei Lian



## CAPITAL MARKETS: EQUITY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	David Broadley, Adam Wells, James Roe
Clifford Chance	Adrian Cartwright, Simon Thomas
Freshfields Bruckhaus Deringer	Julian Makin
Linklaters	Jason Manketo, Pam Shores
<b>EXCELLENT</b>	
<b>1</b> Latham & Watkins	James Inness, Christopher Horton
White & Case	Inigo Esteve, Jonathan Parry, Laura Sizemore, Darina Kogan-Bellamy
<b>2</b> Ashurst	Nicholas Holmes, Jennifer Schneck, Stuart Rubin
Davis Polk & Wardwell	Simon Witty
Slaughter and May	Rebecca Cousin
<b>HIGHLY RECOMMENDED</b>	
Addleshaw Goddard	Nick Pearey
Bryan Cave Leighton Paisner	Benjamin Lee
Cleary Gottlieb Steen & Hamilton	David Gottlieb, Sebastian Sperber
Dentons	Nik Colbridge, Neil Nicholson
DLA Piper	Alex Tamlyn
Eversheds Sutherland	Stephen Nash
Fieldfisher	Neil Matthews
Gowling WLG	Charles Bond
Herbert Smith Freehills	Tom O'Neill, Mike Flockhart
Osborne Clarke	Jonathan King
Pinsent Masons	Julian Stanier
Shearman & Sterling	Trevor Ingram
Simmons & Simmons	Colin Bole
Skadden, Arps, Slate, Meagher & Flom	Danny Tricot
Stephenson Harwood	Tom Nicholls
Travers Smith	Andrew Gillen
<b>RECOMMENDED</b>	
Baker McKenzie	Adam Farlow
CMS	Alasdair Steele
Cooley	Claire Keast-Butler
Dechert	Sean Geraghty, Patrick Lyons
Gibson, Dunn & Crutcher	Steve Thierbach, Christopher Haynes
Greenberg Traurig	Andrew Caunt
Hogan Lovells	Jonathan Baird, Daniel Simons
Macfarlanes	Richard Burrows
Mayer Brown	Kate Ball-Dodd, Robert Flanigan
Norton Rose Fulbright	Raj Karia
Reed Smith	Delphine Currie
Sullivan & Cromwell	Vanessa Blackmore, John Horsfield-Bradbury, Evan Simpson, Oderisio de Vito Piscicelli

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Akin Gump Strauss Hauer &amp; Feld</b>	Barry Russell, James Roome, James Terry
<b>Allen &amp; Overy</b>	Earl Griffith, Jennifer Marshall
<b>Clifford Chance</b>	Philip Hertz, Iain White
<b>Kirkland &amp; Ellis</b>	Kon Asimacopoulos, Partha Kar, Sean Lacey
<b>Latham &amp; Watkins</b>	Bruce Bell, Yen Sum
<b>Linklaters</b>	Tony Bugg, Rebecca Jarvis, Richard Bussell
<b>EXCELLENT</b>	
<b>1 Freshfields Bruckhaus Deringer</b>	Ken Baird, Richard Tett
<b>Milbank</b>	Yushan Ng
<b>2 Slaughter and May</b>	Ian Johnson
<b>Weil, Gotshal &amp; Manges</b>	Andrew Wilkinson, Neil Devaney
<b>White &amp; Case</b>	Christian Pilkington
<b>HIGHLY RECOMMENDED</b>	
<b>Ashurst</b>	Giles Boothman
<b>Herbert Smith Freehills</b>	John Whiteoak
<b>Hogan Lovells</b>	Tom Astle
<b>RECOMMENDED</b>	
<b>1 Addleshaw Goddard</b>	Ged Barnes
<b>CMS</b>	Martin Brown
<b>DLA Piper</b>	Christian Parker
<b>Mayer Brown</b>	Michael Fiddy, Devi Shah, Amy Jacks
<b>Norton Rose Fulbright</b>	James Stonebridge
<b>Paul Hastings</b>	David Ereira
<b>Pinsent Masons</b>	Steven Cottee
<b>Sidley Austin</b>	Jifree Cader, Mark Knight
<b>2 Dechert</b>	Adam Plainer
<b>Dentons</b>	Neil Griffiths
<b>Jones Day</b>	Ben Larkin
<b>Macfarlanes</b>	Jat Bains
<b>Proskauer Rose</b>	Elisabeth Baltay
<b>Shearman &amp; Sterling</b>	Alex Wood
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Peter Newman
<b>Sullivan &amp; Cromwell</b>	Christopher Howard
<b>Travers Smith</b>	Edward Smith
<b>Willkie Farr &amp; Gallagher</b>	Graham Lane
<b>VALUABLE PRACTICE</b>	
<b>Baker McKenzie</b>	Hugh Lyons, Priyanka Usmani
<b>Brown Rudnick</b>	Emmanuelle Naulais
<b>Bryan Cave Leighton Paisner</b>	Marc Trottier
<b>Eversheds Sutherland</b>	Simon Waller
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Ashley Katz
<b>Stephenson Harwood</b>	Julian Cahn



UK

## CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Freshfields Bruckhaus Deringer	David Haworth, Paul Davison
Slaughter and May	Mike Lane, Steve Edge, William Watson
<b>EXCELLENT</b>	
Allen & Overy	Vimal Tilakapala, Lydia Challen
Baker McKenzie	Mark Delaney, Alex Chadwick
Clifford Chance	David Harkness
Kirkland & Ellis	Jonathan Kandel, Timothy Lowe
Linklaters	Lynne Walkington
Macfarlanes	Damien Crossley, Mark Baldwin, Ashley Greenbank
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Ashurst	Nicholas Gardner
Bryan Cave Leighton Paisner	Elizabeth Bradley
Skadden, Arps, Slate, Meagher & Flom	James Anderson
Travers Smith	Emily Clark, Kathleen Russ
<b>2</b> Dentons	Alex Thomas
Gibson, Dunn & Crutcher	Sandy Bhogal
Hogan Lovells	Elliot Weston
Norton Rose Fulbright	Dominic Stuttaford
Simmons & Simmons	Darren Oswick
<b>RECOMMENDED</b>	
<b>1</b> CMS	Stephen Hignett, Aaron Fairhurst
Herbert Smith Freehills	Isaac Zailer
Latham & Watkins	Sean Finn, Helen Lethaby, Karl Mah
Proskauer Rose	Robert Gaut
<b>2</b> Addleshaw Goddard	Justine Delroy
Eversheds Sutherland	Ben Jones
Mishcon de Reya	Jonathan Legg, John Skoulding
Pinsent Masons	Eloise Walker
Simpson Thacher & Bartlett	Mark Kingstone
Weil, Gotshal & Manges	Oliver Walker, Jenny Doak
<b>VALUABLE PRACTICE</b>	
Akin Gump Strauss Hauer & Feld	Mohammed Natha
Cooley	Natasha Kaye, David Wilson
Debevoise & Plimpton	Richard Ward, Matthew Saronson
DLA Piper	Richard Woolich, Ben Brown
Fried, Frank, Harris, Shriver & Jacobson	Nick Thornton
Goodwin	Laura Charkin
Reed Smith	Caspar Fox
Ropes & Gray	Brenda Coleman
Sidley Austin	Oliver Currall
Stephenson Harwood	Kate Worthington
White & Case	Will Smith

# FUND FORMATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Kirkland & Ellis	Richard Watkins
Simpson Thacher & Bartlett	Jason Glover, Gareth Earl, Robert Lee, Seema Shah, Dan Lloyd
<b>EXCELLENT</b>	
Clifford Chance	Alexandra Davidson
Debevoise & Plimpton	Geoffrey Kittredge
Fried, Frank, Harris, Shriver & Jacobson	Kate Downey, Mark Mifsud
Proskauer Rose	Nigel van Zyl
Weil, Gotshal & Manges	Edward Gander
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Akin Gump Strauss Hauer & Feld	John Daghlian, Daniel Quinn
Goodwin Procter	Michael Halford
Macfarlanes	Stephen Robinson
Sidley Austin	James Oussedik
Simmons & Simmons	David Williams
<b>2</b> Ashurst	Piers Warburton
Dechert	Gus Black
Eversheds Sutherland	Julian Brown
Hogan Lovells	Nicholas Holman
Latham & Watkins	Nick Benson
Stephenson Harwood	Jonathan Pittal
Travers Smith	Aaron Stocks
<b>RECOMMENDED</b>	
Allen & Overy	Matthew Huggett
Burges Salmon	Tom Dunn
Fieldfisher	Kirstene Baillie
Gowling WLG	Nick Heather
Herbert Smith Freehills	Tim West
Linklaters	Matthew Keogh
Norton Rose Fulbright	Ian Fox
Ropes & Gray	Thomas Alabaster
Schulte Roth & Zabel	Josh Dambacher, Christopher Hilditch
<b>VALUABLE PRACTICE</b>	
Baker McKenzie	James Burdett
CMS	Amanda Howard
Morgan, Lewis & Bockius	Simon Currie
Paul Hastings	Duncan Woollard, Diala Minott, Christian Parker
Reed Smith	Panos Katsambas, Shervin Shamedi

# ASIA



# CHINA

## BANKING & FINANCE

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Yvonne Ho, Matthew Bisley, Roger Lui
Clifford Chance	Jiahua Ni, Maggie Lo, Anthony Wang
Linklaters	Xiaohui Ji
<b>EXCELLENT</b>	
Baker McKenzie	Andrew Lockhart
Norton Rose Fulbright	Peter Haslam
White & Case	Eugene Man, David Li
<b>HIGHLY RECOMMENDED</b>	
Ashurst	Patrick Phua, Chin Chuan Chen, Daniel Lau
Freshfields Bruckhaus Deringer	Daniel French
Herbert Smith Freehills	Alexander Aitken
King & Wood Mallesons	Stanley Zhou
Latham & Watkins	Timothy Hia
Mayer Brown	Richard Stock, Hallam Chow
<b>RECOMMENDED</b>	
DLA Piper	Matthias Schemuth, Paul Lee
Hogan Lovells International	Owen Chan, Jonathan Leitch
Kirkland & Ellis	Jacqueline Zheng
Paul Hastings	James Ma, Vivian Lam
Ropes & Gray	Jackie Kahng
Slaughter and May	Peter Lake
Stephenson Harwood	Mark Reed, King-Tak Fung, Elton Chan



## CORPORATE TAX

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Baker Mckenzie	Brendan Kelly, Abe Zhao
<b>EXCELLENT</b>	
DLA Piper	Windson Li
Gide	Min Guo
<b>HIGHLY RECOMMENDED</b>	
CMS	Nicolas Zhu, Gilbert Shen
Cuatrecasas	Grace Lin
Garrigues	Diego D'Alma
Jones Day	Fuli Cao
K&L Gates	Betsy-Ann Howe, Roberta Chang

## RESTRUCTURING & INSOLVENCY

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Clifford Chance	Scott Bache, Donna Wacker
Kirkland & Ellis	Kelly Naphtali, Neil McDonald
<b>EXCELLENT</b>	
<b>1</b> Latham & Watkins	Howard Lam, Josef Athanas
Linklaters	James Warboys, Andrew Payne
<b>2</b>	
Allen & Overy	Jane Jiang
DLA Piper	Carolyn Dong
Mayer Brown	John Marsden
Tanner De Witt	Robin Darton, Ian De Witt
<b>HIGHLY RECOMMENDED</b>	
Akin Gump Strauss Hauer & Feld	Jeremy Haywood
Baker McKenzie	Kwun-Yee Cheung
Stephenson Harwood	Jamie Stranger

# INDIA

## M&A

### Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
<b>LEADING</b>	
<b>Citi</b>	K. Balasubramaniam
<b>Goldman Sachs</b>	Devarajan Nambakam
<b>J.P. Morgan</b>	Navin Wadhvani
<b>Morgan Stanley</b>	S. Sundareswaran
<b>EXCELLENT</b>	
<b>1 Avendus Capital</b>	Gaurav Deepak
<b>Axis Capital</b>	Deepak Sharma, Sumit Arora
<b>BofA Merrill Lynch</b>	Raj Balakrishnan
<b>Deutsche Bank</b>	Muffazal Arsiwalla
<b>HSBC</b>	Amitabh Malhotra
<b>Kotak Investment Banking</b>	S. Ramesh, K.V.S. Manian
<b>2 Edelweiss</b>	Gopal Agrawal
<b>ICICI Securities</b>	Vijay Chandok, Ajay Saraf
<b>JM Financial</b>	Nimesh Kampani
<b>Nomura</b>	Amit Thawani
<b>SBI Capital Markets Limited</b>	Rajrajeswari Mishra
<b>HIGHLY RECOMMENDED</b>	
<b>Ambit Corporate Finance</b>	Ashok Wadhwa
<b>DC Advisory</b>	Klaas Oskam
<b>Deloitte</b>	Brijesh Kukreja
<b>Dexter Capital</b>	Devendra Agrawal, Rohit Singh
<b>Equirus Capital</b>	Sandeep Gogia
<b>EY</b>	Amit Khandelwal
<b>HDFC Bank</b>	Rakesh Singh
<b>KPMG</b>	Anand Vermani
<b>Mape Advisory</b>	Jacob Mathew, Ramprasad M
<b>Motial Oswal Investment Banking</b>	Abhijit Tare
<b>O3 Capital</b>	Deepesh Garg
<b>Pwc India</b>	Sanjeev Krishan



## BANKING & FINANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> AZB & Partners	Anand Shah, Bahram Vakil
Cyril Amarchand Mangaldas	L Vishwanathan, Amey Pathak, Cyril Shroff
JSA	Dina Wadia
TT&A	Sonali Mohapatra
<b>2</b> Khaitan & Co.	Kumar Singh, Manisha Shroff
Shardul Amarchand Mangaldas & Co.	Shardul Shroff, Veena Sivarmakrishnan
Trilegal	Ameya Khandge, Kannan Rahul
<b>EXCELLENT</b>	
Juris Corp	Jayesh H
Luthra and Luthra Law Offices	Karan Mitroo
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Dentons Link Legal	Anand Srivastava
DSK Legal	Anjan Dasgupta
IndusLaw	Sourasubha Ghosh, Sushmita Gandhi
Phoenix Legal	Sawant Singh
Wadia Ghandy & Co.	Swarna Hardikar, Shabnum Kajiji
ZBA	Niloufer Lam
<b>2</b> Bharucha & Partners	Alka Bharucha
Economic Laws Practice	Mukesh Chand, Sujain Talwar
HSA Advocates	Sharmil Bhushan, Hemant Sahai
Kochhar & Co.	Pradeep Ratnam, Dhruv Wahi
Samvad Partners	Vineetha MG
Saraf and Partners	Mohit Saraf
SNG & Partners	Amit Aggarwal
<b>RECOMMENDED</b>	
Almt Legal	Ryna Karani
Argus Partners	Krishna Dutt
Dhaval Vussonji & Associates	Prachi Dave
Dhir & Dhir Associates	Alok Dhir, Guranpreet Singh Sarna, Sachin Gupta
Hariani & Co.	Ameet Hariani
Majmudar & Partners	Akil Hirani
S&R Associates	Divyanshu Pandey
Singhania & Partners	Abhimeet Sinha
Tatva Legal	Dilip N.K, Raghu Nanadana
Vaish Associates Advocates	Sandhya Iyer

# CORPORATE TAX

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Economic Laws Practice	Rohit Jain, Nishant Shah
Khaitan & Co.	Bijal Ajinkya, Dinesh Agrawal
Lakshmikumar & Sridharan	V. Lakshmikumar
Nishith Desai Associates	Nishith Desai
<b>EXCELLENT</b>	
1 AZB & Partners	Ajay Bahl, Deepak Chopra
Shardul Amarchand Mangaldas & Co.	Rajat Bose
Vaish Associates Advocates	Neeraj Jain
<b>2</b>	
ALMT Legal	Aliff Fazelbhoy, Statira Ranina
Kochhar & Co.	Shahid Khan
<b>HIGHLY RECOMMENDED</b>	
Cyril Amarchand Mangaldas	S.R. Patnaik
Luthra and Luthra Law Offices	Vikas Srivastava
Majmudar & Partners	Ravishankar Raghavan, Akil Hirani
Phoenix Legal	Abhishek Saxena
Reina Legal	Gajendra Maheshwari
Trilegal	Himanshu Sinha
<b>RECOMMENDED</b>	
Amicus	Ashutosh Mohan Rastogi
Bhasin & Associates	Ashok Bhasin, Vimal Sethi
BMR Legal	Mukesh Butani
DMD Advocates	Anuradha Dutt, Rashi Dhir
HSA Advocates	Faranaaz Karbhari
Lumiere Law Partners	Nishant Thakkar
S&A Law Offices	Daizy Chawla
TLC Legal	Vipin Jain



## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
AZB & Partners	Bahram Vakil, Nilang Desai
Cyril Amarchand Mangaldas	Cyril Shroff, L Vishwanathan
Shardul Amarchand Mangaldas & Co.	Shardul Shroff
<b>EXCELLENT</b>	
1 Khaitan & Co.	Kumar Singh, Ashwin Bishnoi
Luthra and Luthra Law Offices	Piyush Mishra
<b>2</b>	
JSA	Aashit Shah
Saraf and Partners	Mohit Saraf
Trilegal	Aniruddha Sen
<b>HIGHLY RECOMMENDED</b>	
Argus Partners	Krishnavia Dutt
Dentons Link Legal	Anand Srivastava, Abhishek Sharma
Dhir & Dhir Associates	Alok Dhir, Sachin Gupta
DSK Legal	Ajay Shaw
Economic Laws Practice	Mukesh Chand
Phoenix Legal	Abhishek Saxena
<b>RECOMMENDED</b>	
Chandhiok & Mahajan	Pooja Mahajan
IndusLaw	Amit Jajoo, Sushmita Gandhi
Majmudar & Partners	Rukshad Davar
Samvad Partners	Ekta Bahl



# JAPAN

## CORPORATE TAX

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Baker McKenzie (Gaikokuho Joint Enterprise)</b>	Edwin Whatley, Ryutaro Oka
<b>EXCELLENT</b>	
<b>Jones Day</b>	Koichi Inoue, Taku Osawa, Kyosuke Katahira
<b>Withers</b>	Eric Roose
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper Tokyo Partnership Gaikokuho Kyodojigyo Horitsu Jimusho</b>	Yoko Koga, Keitaro Uzawa
<b>PwC Legal</b>	Michito Kitamura

## RESTRUCTURING & INSOLVENCY

### Best International Law Firms

Firms are ordered alphabetically

<b>MAPPING</b>	
<b>Baker McKenzie (Gaikokuho Joint Enterprise)</b>	Hiroshi Kasuya
<b>White &amp; Case</b>	Ayako Kawano

**EXPERT  
INSIGHTS  
2023-'24**



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# “New regulations have hit small and mid-size external asset managers the hardest”



Interview with  
**MARTIN ANDERSON**  
 Head of M&A (Geneva Office),  
**BÄR & KARRER**

**“We are in a transformative period for the industry, and the effects will continue to shape the Swiss EAM landscape”**

The Swiss wealth management industry is experiencing a period of significant change, with external asset managers (EAMs) playing a central role. In light of recent regulatory shifts, EAMs, which manage almost 20% of the assets of Swiss banks, are consolidating and adapting. Martin Anderson, head of the Geneva M&A practice at Bär & Karrer and heavily involved in M&A transactions in the banking and finance industry, highlights how these changes are transforming the Swiss EAM market.

**LEADERS LEAGUE:** External asset managers have a significant presence in the Swiss wealth management industry. Can you explain their role and how widespread they are in Switzerland?

**Martin Anderson:** EAMs are indeed a vital part of the Swiss financial landscape, managing nearly 20% of the overall assets under management (AuM) of Swiss banks. There are roughly 2,500 EAMs and trustees who handle around CHF 500 billion in AuM. The industry is diverse and fragmented, ranging from small boutiques with a couple of people managing less than CHF 100 million to mid-sized EAMs handling CHF 300-700 million, and even larger companies that rival small private banks with their teams and AuM volumes above CHF 1 billion.

**The regulations governing Swiss EAMs have changed recently. Can you elaborate on this shift?**

Swiss EAMs enjoyed a light regulatory environment for decades, but things changed with the introduction of the Financial Institutions Act (FinIA) and the Financial Services Act (FinSA) in 2020, which took full effect in 2022. EAMs and trustees now need a license from the Swiss financial market supervisory authority FINMA, and they are subject to prudential supervision. This includes complying with certain rules of conduct.

**What impact have these new regulations had on the EAM industry, especially on small and mid-size firms?**

The new regulations have significantly influenced the business strategies of external asset managers, requiring many, especially smaller and mid-size ones, to adjust their resources and organization to meet the demands of the new requirements.

This has led to many different solutions, such as outsourcing arrangements, partnerships with other players, or even corporate reorganization transactions. It's a transformative period for the industry, and the effects will continue to shape the Swiss EAM landscape.

**Can you tell us about the effects of the new regulations on small and mid-size EAMs, and how this has shaped the industry?**

The new regulations have hit small and mid-size EAMs the hardest. Unlike larger firms, they don't have the resources and staff to deal with the new requirements on their own. This, coupled with increasing IT needs, client expectations, and the fact that many small EAM owners are nearing retirement, has driven consolidation in the market.

The result has been a number of corporate transactions, such as mergers and share exchanges among smaller EAMs. Some have also sold their shares to larger institutions. But interestingly, the number of traditional mergers and acquisitions is relatively low compared to the overall activity in the EAM industry.

This is partly due to alternative restructuring approaches, like transfers of client relationships from exiting firms to others. Since EAM businesses rely on contracts with clients and relationship managers, they can be transferred without a complex M&A process.

So, the Swiss EAM market's consolidation has seen, and will likely continue to see, a variety of transactions, including transfers of client relationships or even simple client referrals, in addition to the traditional mergers, which we've been actively involved in over the last few years. ♦



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**“Patrimonio literally means “the duty of the father in relation to the things he owns” - that's why managing wealth responsibly is so important to people”**



Interview with  
**MARCO JANNON**  
Partner, PAVIA E ANSALDO



and  
**GIOVANNI GIGLIOTTI**  
Partner, PAVIA E ANSALDO

Marco Jannon and Giovanni Gigliotti, partners at Pavia e Ansaldo, explain the ins and outs of wealth management, the market trends and the benefits of planning ahead when it comes to finances.

**LEADERS LEAGUE:** Can you tell us about the structure of the wealth management department at your firm?

**Marco Jannon:** We co-head the department, which is made up of four partners and six associates with thorough, in-depth understanding and consolidated experience. I am an accountant and auditor, particularly focused on tax matters; Giovanni's in-depth experience sees him regularly deal with the different areas of civil and commercial law. Alongside our team we offer clients all-round assistance on asset protection and development, extraordinary transactions, generational handover and litigation.

**What kind of services do your clients benefit from?**

**Giovanni Gigliotti:** We combine precision tools with classical generational-handover instruments to better satisfy our clients' needs. With a balanced and flexible approach tailored to the client's specific needs, we assist them in adopting the instruments to fully achieve their purposes and goals, including analysis of their direct and indirect taxation, through, among other things: structuring and drafting of wills and donations, the creation of national or cross-border foundations, capital and real estate funds, the planning of insurance policies, the implementation of family pacts (*patti di famiglia*) and constitutions, corporate reorganizations, business restructuring, operations of development capital, leveraged buyout and family buyout transactions. We also assist in the planning, implementation and execution of fiduciary mandates, the set up, management and execution of trusts and of other instruments for the protection

and management of wealth, assets and art collections. Moreover, we advise on capital transactions and corporate governance and compliance reorganizations, creation of holdings, including family holdings, and the management of control groups together with the planning of the tax profiles of the related corporate structures.

**What characteristics distinguish Pavia e Ansaldo's offer?**

**Giovanni Gigliotti:** Our wealth management and asset protection and development expertise is fine-tuned through the continuous search for the best solutions to meet the client's targets, granting prompt responses to safeguard our clients' asset and their business decisions.

**“We offer to our clients an all-round assistance on asset protection and development, extraordinary transactions, generational handover and litigation”**

We pay particular attention to the national and supranational tax planning of family assets, their ownership and transfer, privileging the solutions that best suit each specific case. We regularly adopt the so-called “four-eyes principle”, to ensure the client gets the best possible advice: all our activities are checked at least by one of the partners before final approval.

Moreover, synergies with other professionals at the firm allows the department to cover the client's every need in such a delicate task as the management and pro-

tection of their assets. The clients who entrust their interests to Pavia e Ansaldo's advice receive complete and customized assistance, with particular attention also paid to the human aspect of this engagement since, in most cases, the management and protection our clients' seek goes hand-in-hand with a desire to ensure their loved ones are provided for.

#### What kind of clients normally seek out your firm?

**Marco Jannon:** We regularly provide highly specialized spot or continuous assistance to asset owners, entrepreneurs and companies, related both to asset protection and generational handover. We also assist Italian and foreign clients, high and ultra-high net worth individuals, banks, trust companies, arrangers, investors, private equity funds, and leading companies in their domestic and international activities, providing them with the qualified support they need to finalize transactions of all types.

#### What specific importance does wealth management have for individuals?

**Marco Jannon:** In Italian, the wealth of an individual is called "patrimonio". It is a term deriving from two latin words: pater, which means father, and munus, a word which has a double meaning. The first meaning of munus is "duty", the second one is "assets". Basically, "patrimonio" means "the duty of a father in relation to the things he owns". We think that no more words are needed to explain why wealth management has such importance for individuals: the idea of ownership is cherished by everyone.

In our experience, beyond the basic material requirement of transmission to relatives, or of an egoistic – or altruistic – use of one's assets, wealth management is often a way for the client to leave their mark in the world.

#### What common difficulties do people usually encounter by not planning ahead financially?

**Giovanni Gigliotti:** Asset-planning and segregation have many advantages. Often, the first thing our private clients are worried about is aging. The typical question

is: "what problems am I likely to face if my health deteriorates in old age?" Setting up a plan for personal finances once over 65 is always advisable. Often, for high-net-worth individuals, this simply involves setting up a trust, so that a trustee ring-fences assets and uses them for the needs of the old age.

Moreover, it is a means of avoiding inheritance disputes among children and their relatives once succession occurs. It is well-known that inheritance disputes are often rough, long and very expensive. We believe that no one wishes their heirs or relatives go through such disputes, or have to use their assets to pay lawyers' fees because of such conflicts!

#### What aspects of wealth management do you see evolving in the next couple of years?

**Marco Jannon:** In Italy, the wealth management market underwent a huge evolution during the past 30 years. Before the 90s, Italian people used to write a will, or let the law regulate their inheritance. Only the few, richest, Italian families used to plan their finances. It was a fact of Italian tradition and typical culture: just accumulation and transmission to heirs.

However, the increase of the average lifespan in recent decades has led to the progressive development of a more conscious approach to personal financial needs. Furthermore, when the first private banks opened their Italian branches, they brought with them a new culture and the idea of segregation and planning of wealth started to take hold.

The legislator acknowledged such a new culture and started to adopt some modifications to the traditional rules governing "wealth" matters. Trusts were recognized in the early 90s, the institution of *patti di famiglia* was allowed under law in 2006, several tax facilities and benefits have also been provided for over the years in relation to financial planning instruments. We expect the legislator (and the courts) to pay even more attention to "wealth need" in the coming years, with the recognition and regulation of the structures currently used under cross-border laws (primarily: certain kind of funds, trusts and private foundations). ♦

**"We expect the legislator (and the Courts) to pay even more attention to "wealth need" in the coming years, with the recognition and regulation of the structures currently used under cross-border laws"**

# Portugal's distinct features make it very appealing for foreign investors



Interview with

## LEONARDO MARQUES DOS SANTOS

partner, **MIRANDA & ASSOCIATES**, and tax arbitrator, **PORTUGUESE ADMINISTRATIVE ARBITRATION CENTER (CAAD)**

**“Portugal is particularly appealing to small and medium-sized businesses”**

Miranda & Associates partner Leonardo Marques dos Santos discusses the potential for increased foreign investment in Portugal in the coming years, why the Portuguese tax framework is appealing to both companies and individuals and the boutique’s strong international and Portuguese identity.

**LEADERS LEAGUE:** How significant is the Portuguese market to a multinational firm such as yours and what advantages are there for clients in having teams based in various jurisdictions?

**Leonardo Marques dos Santos:** Miranda’s international nature is part of the firm’s very DNA. We are present wherever clients need us, and we organize ourselves in each jurisdiction to meet all our clients’ needs. Our commitment to our clients in Portugal is, therefore, absolute, as it is in other jurisdictions. We have one of the biggest and best equipped legal teams in the country. Also, most of Miranda’s lawyers are recruited in Portugal. That, in itself, has always justified a strong investment in the Portuguese legal services market. Naturally, the fact that we are a multinational firm makes us particularly well-suited to acting in cross-border transactions. We are the most international Portuguese firm in existence. Both through our office in Houston (USA) and our presence and extensive experience in the Portuguese-speaking and French-speaking countries, we are particularly well placed to support foreign investors.

This international background and the fact that Portugal is increasingly becoming a gateway for investment in Europe and Africa puts us in a particularly privileged position to respond to our clients’ requests. I note that, from an international point of view, the tax treaties’ network executed by Portugal continues to grow, and the vast majority of jurisdictions covered by Miranda Alliance currently have tax treaties with Portugal. This also places us in a favorable position to support investments involving Portugal as a hub.

**What trends to see you in terms of foreign investment in Portugal?**

In the years to come, I expect to see a

steady increase in foreign investment in Portugal, both from corporates and privates. To give an example, American investment in the Portuguese real-estate sector has been increasing. In 2022, American investments in Portuguese commercial real estate totaled €1.15 billion, representing 33.7% of the total amount invested in this sector. In the first quarter of 2023, American investment in commercial real estate accounted for 67% of the total investment in the sector. Also, American citizens were behind 15% of all house-purchases by foreigners in Portugal in 2022, a trend that has grown further in 2023. In a nutshell, therefore, we have witnessed a steady stream of long-term investments in the country and expect that to continue in the future.

**Portugal was not an international player a decade ago yet is now considered a gateway to Europe. What do you expect to see in the next 10 years?**

Portugal has been creating the necessary conditions to assume an even bigger role on the international stage. Over the next 10 years I hope to see Portugal consolidate its international importance.

We have always been a welcoming country. Our infrastructure and services have been continuously upgraded to receive foreign companies and individuals. Portugal does offer certain features that make it very appealing for foreign investors. Not only are we a European Union country, with an extensive tax-treaty network which is, naturally, quite helpful for multinational dealings, we also have specific tax regimes which favor certain types of investment and the relocation of individuals to Portugal. Even though investment is not driven by taxation, the fact remains that there are very few barriers to the flow of corporate funds to and from Portugal. Notably, the Portuguese tax framework

applicable to dividends distributed to companies to and from Portugal is quite competitive allowing, in many cases, for 0% tax in Portugal.

From the standpoint of the individual, there are also quite a few advantages that make Portugal an ideal place to relocate to: as a rule, there is no gift or inheritance tax levied on spouses, parents or children; no wealth tax; no taxation on life insurance benefits paid out in Portugal upon death of the insured person; reduced taxation on income from life insurance or pension funds; 10% flat tax on pension income; in certain conditions no taxation on dividends and interest from foreign sources as well as on income from crypto assets is applicable.

**Is the current Portuguese tax system well-suited to medium sized companies seeking to establish themselves in the country?**

In my view, Portugal is particularly appealing to small and medium-sized business-

es. Even though Portugal can hardly be perceived as a low tax jurisdiction, there are multiple regimes particularly suited to small and medium-sized businesses, notably a reduced corporate income tax rate (of 17%) and a rebate on capital-gains derived from the sale of shares.

**What legislative challenges might foreigners face when establishing in Portugal?**

As a member of the European Union and the OECD, Portugal is not immune to changes in its tax system as a result of international tax trends. In any case, although Portuguese tax legislation is subject to frequent revisions, from a structural point of view our tax system is particularly robust and stable.

To give just one example, both the corporate income tax code and the personal income tax code have remained in force without any structural changes since 1989. So as regards its essential features, our tax system is quite steady. ♦

**“American investment in Portuguese commercial real estate totaled €1.15 billion in 2022”**



# The tax environment in Spain is dynamic and continuously changing



Interview with

**ISHTAR SANCHO**

Tax Counsel, **ALLEN & OVERY**

**“A key question in Spain is whether the economic recovery will be impacted by the high fiscal pressure imposed at both personal and entrepreneurial level”**

Allen & Overy partner Ishtar Sancho discusses the main tax trends in Spain over the past year and the impact of directives introduced to combat tax avoidance in the national and international tax systems, such as the Base Erosion and Profit Shifting project and the Unshell directive ATAD-3.

**LEADERS LEAGUE:** What tax trends have you seen in Spain over the past year?

**Ishtar Sancho:** The tax environment is clearly a dynamic one, and the past year has been an example of this continuous change. Maybe that is why advising on tax matters is so utterly absorbing and challenging.

The increasingly complex interaction between taxation systems and the Base Erosion and Profit Shifting (BEPS) project and its 15 Actions have resulted in upheaval for national and international tax systems. In addition, the European Union has taken the lead for the purposes of implementing the actions in the most homogenous way possible, but not necessarily coordinating the actions and their outcome with the reality of our member states and the real needs of our economies, which interestingly has been a driver for other OECD states. In previous years the Spanish legislator approved the financial transaction tax and digital services tax, together with the increased taxes on sugary drinks and single-use plastics.

And this year too, the Spanish legislator has been far from idle. The enactment of windfall taxes on electricity operators and financial institutions, together with the new solidarity tax (which aims to essentially top-up the existing wealth tax, which has been in turn reduced or eliminated by some regional governments which are the ones which have the wherewithal to collect wealth tax) are good examples of the increasing fiscal pressure being imposed by the Spanish treasury.

The question now is how our economy will respond, after extremely complex post-pandemic years where our services sectors were completely put on hold (and we cannot forget the importance of the services sector to the Spanish economy), and whether economic recovery will be impact-

ed by the high fiscal pressure imposed at both personal and entrepreneurial level. Businesses and entrepreneurs have never had such a complex tax environment to handle, on top of managing the difficulties they are facing in their day-to-day business activities.

**What’s your view of the stance adopted by the Spanish tax authorities?**

My personal view is that the current aggressiveness of the Spanish tax authorities is unprecedented – it is damaging the credibility of Spain in the market as a stable base for investment.

We have been receiving numerous requests or queries from international investors and advisers, as to how the Spanish administration might react to a deal or structure, because the image that is starting to be projected into the market is that no matter how lawful, risk averse, accurate and correct a deal, structure or investment is, the Spanish tax authorities are very opinionated and may “trample” on prevailing tax rules and criteria in their bid to meet budgetary and collection targets.

Furthermore, it must be pointed out that the Spanish tax authorities are also navigating a complex international taxation network, and conveniently interpreting and applying tax principles in a way that supports their focus or criteria.

The EU has been adopting and tightening certain measures or the scope of some initiatives, with a clear focus on increasing tax collection for member states (ATADs and DEBRA) to boost tax revenues post-pandemic, which is likely to increase legal uncertainty and could reduce the attractiveness of the EU as a destination for foreign investment. This is going against the trend of some third country jurisdictions which are offering more favourable tax regimes to attract foreign capital, and to boost their economies.



### How has the role of tax advisor changed in Spain in recent years?

It's now far more difficult, but at the same time more fascinating! Clients nowadays have the management of their tax affairs and the avoidance of any tax risks at the front of their mind, which in my experience is a fantastic evolution.

In the past, tax was a hurdle or an issue to overcome, and now for some it is a number one priority. This has made the role of the tax lawyer or tax advisor far more challenging, but also more rewarding. Clients want assurance that their tax structures are and will be compliant with domestic and international tax rules, and in a jurisdiction like Spain where obtaining a tax ruling or any kind of official confirmation has become unachievable, tax advice is of the utmost importance to allow clients to take an appropriate educated decision, and to assess the impact of taxation on the economic viability of a transaction: rarely nowadays is a business decision taken without considering the immediate, medium and long-term tax implications.

The shift in the General Directorate for Taxation which is less approachable by taxpayers to discuss trends and tax matters, makes the role of tax professionals more relevant, and it is essential to have rigor, coherence and technical quality when interpreting legislation and considering the application of tax rules. In addition, the tax lawyer not only needs to be an expert in domestic (and, where applicable, regional) tax law, but also needs to have a solid understanding of EU and international tax law. So, I would say we will continue having tax lawyers around for a while... and they will need to be technically strong.

### What are the consequences of the Unshell initiative?

I would love to have an answer for that question. The issue for me at the moment is knowing exactly where we stand with this initiative. The Unshell Directive is the third swing at an Anti-Tax Avoidance Directive (ATAD 3), which now seeks to tackle the misuse of shell entities for tax avoidance or tax evasion purposes.

As you can imagine, the initiative started with a heap of followers: conceptually nobody can be against the goal which underpins this initiative. However, member states have struggled to reach agreement on some key aspects of the proposals, including (i)

what the appropriate indicators of substance should be; (ii) what tax consequences should follow from being designated a shell entity; and (iii) what information has to be reported by taxpayers and exchanged between member states.

The ECOFIN report of June 2023 on the progress made during the Swedish Presidency notes that, whilst most delegations supported the objectives of the proposal, further important technical work would be necessary before agreement would be feasible. Now, although the current Spanish Presidency representative noted that she was confident that an agreement could be reached on Unshell, it is still very much a work in progress and the effects and consequences are uncertain at this time.

In my opinion, this is a clear focus for jurisdictions where the traditional holding entities have been set up in Europe; but equally, a key question for "operating jurisdictions" is whether the final text of the Unshell directive leaves room for interpretation or whether the Spanish tax authorities, in our case, will be bound by the requirements and concepts interpreted therein. Note that if the first option is adopted, brace yourselves

### The legal sector is quite a competitive environment with a lot of movement at the partner and senior associate level. You have been with Allen & Overy for 18 years. What has kept you at the firm and how has your practice developed?

18 years already! It is indeed a long time, and to be honest it hasn't always been easy, but it has certainly been worth the journey. I cannot imagine another firm where talent, collaboration and experience would be promoted and enhanced in the same way. We are an innovative team, and the firm has provided resources and technology to allow this to flourish and to achieve the best outcome and results, encouraging our people to grow and thrive.

I feel particularly proud of what we have achieved as a Spanish tax practice and team. When I joined in 2005, nobody could have imagined having a Spanish tax team of seven lawyers and growing. And although it has been backed by the global tax practice and the Madrid Office in general, I have been there all the journey and worked very hard personally and professionally to get us where we are. And yet, I enjoy working here every day, so what could be better? ♦

**“The EU has been adopting certain measures to increase tax collection for Member States (ATADs and DEBRA) to boost tax revenues post-pandemic”**

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- Valuations / Peritajes

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## POSITIONING

Accuracy is a wholly independent international consulting firm providing advice to company management and shareholders for their strategic or critical decisions, notably in transactions, disputes and crises.

Accuracy's strength is to connect strategy, facts and figures. Our teams are international and multicultural, combining various skills to provide bespoke services to our clients. We recruit our consultants from the best.

Accuracy is present in 13 countries in Europe, North America, Asia, Middle East and Africa and leads engagements all over the world.

### **CORPORATE STRATEGY & FINANCE**

For your corporate strategy and finance needs, we believe that a rigorous, data-driven and fact-based approach is the best way to provide you with the necessary information to make your decisions. Our panel of professionals, with various backgrounds and expertise ranging from strategy consultants and financial modellers to data scientists and valuation experts, among others, can assist you in managing and implementing your corporate and portfolio strategies.

We can also support you in your financial planning and financial strategy, including in specialist areas such as providing assistance in preparing an IPO or designing and improving programmes to create value in your business. Take a look below at some of the areas where we can assist you.

## BUSINESS

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

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

### **Transactions & Investments:**

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

### **Disputes & Crises:**

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

### **Business Performance:**

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

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**Clemens Vökl**

## POSITIONING

We support our clients in all matters of business law with our highly qualified team. In our areas of expertise we are one of the leading law firms in Austria. Our work always focuses on your goals. We place particular emphasis on the personal contact between the partners and our clients.

We think outside the box, are interested not only in law but also in the economic, organizational and technical factors, and always keep an eye on the overall strategy. For large and international projects we can access networks of proven specialists in Austria and worldwide.

### **Banking & Finance**

We advise credit institutions, insurers, securities firms and payment service providers as well as other licensed legal entities on all issues of contract and supervisory law and financial market law. We assist lenders and borrowers in structuring purpose-driven financings, negotiating financing arrangements, and structuring collateral and restructurings.

In the field of supervisory law, financial market participants continuously draw on our special experience. The focus of our regulatory activities is on advising and representing clients before supervisory authorities (ECB/FMA/OeNB). Our activities include, among others, advice on governance, product launch and product development processes, assistance in on-site audits, outsourcing and digitalization projects, reorganizations and bank resolution, deposit insurance law, money laundering law and compliance, and representation in administrative and administrative criminal proceedings.

In terms of contract law, we support our clients in particular in the areas of IT, outsourcing and digitalization, sustainable finance, drafting of general terms and conditions and contracts, restructuring, liquidation and restructuring advice. We also advise and represent our clients on special issues with a regulatory impact, such as managerial service law. We are one of the most recognized law firms in the field of financial market law litigation and regularly represent clients in disputes relating to investor law (e.g., defense against class actions or representation of institutional investors) or interest rate adjustment clauses.

## BUSINESS

- Banking and Finance
- Insurance and Reinsurance
- Litigation and arbitration
- Corporate and commercial law
- Construction and real estate law
- IT and digitalisation
- Professional liability and manager liability

## CONTACTS

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François Henneaux



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## POSITIONING

### Craftsmanship in Tax Law

Arteo is a Brussels-based independent law firm founded, in the beginning of 2020, by the members of the tax department of a full-service Belgian law firm.

The firm focuses on three areas of expertise: tax advice and litigation, advice on wealth and estate planning, and Supreme Court (Court of Cassation) procedures.

The advisory practice of Arteo includes among others strategic tax advice, tax management, assistance with obtaining tax rulings and drafting of tax legislation.

The team is recognized for its strength and experience in tax disputes, and is involved in numerous complex tax dispute files. Daniel Garabedian is admitted to the bar of the Belgian Supreme Court, where he is regularly representing clients in tax matters.

Arteo has an extensive transactional tax practice, where the team advises on deal structuring and conducts tax due diligences. They regularly advise on the tax aspects of incentive plans. As an independent Belgian tax firm, Arteo is regularly teaming up with financial advisory firms, foreign tax firms and other Belgian based law firms.

Arteo advises on the tax aspects of large-scale real estate transactions and of the structuring of cross-border investments in real estate.

It also assists different actors in the financial market regarding the tax aspects of financial products and fund structuring.

Arteo's private clients practice has a particular focus on family-owned businesses and their shareholders, with a multidisciplinary fiscal and legal approach.

## BUSINESS

- Litigation and tax audits
- Advice to large enterprises
- Assistance in transactions
- Restructurings
- Real estate
- Estate planning
- Transfer pricing
- Financial sector
- Financial products
- VAT
- Remunerations and pensions
- Management incentives
- Private equity
- International and European Taxation
- Tax and criminal law

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**Wim De Meester**



**Stijn De Dier**

## POSITIONING

We are a boutique firm specializing in Corporate/M&A, LifeSciences, Dispute Resolution and EU & Competition Law and dedicated to provide advice and expertise at the highest levels.

Hence, we are not, and do not strive to be, the largest law firm in Belgium. Our goal is to be the firm of choice for clients with respect to their most challenging legal issues, most significant business transactions and most critical disputes.

Our values are based on common sense, efficiency and direct partner contact.

Quinz brings together highly capable lawyers with experience of working at top international law firms and experience of in-house counsel with some of the finest multinationals in Belgium and abroad. We advise and assist on transactions, draft and negotiate contracts and represent our clients in legal disputes.

We distinguish ourselves from our competitors through our commitment, our understanding of commercial interests and - most of all - our passion for doing business.

Quinz has a broad client base - from international corporations, investors, banks and financial institutions to entrepreneurs, start-ups and growing businesses - and advises on various types of merger & acquisition projects, equity financing and credit transactions and a variety of corporate counseling and business restructuring matters.

Dispute resolution is an essential part of our business. Our experienced team of litigators fights for the interests of its clients in Belgian courts as well as in national and international arbitration and mediation proceedings. We assist companies in negotiations and deliver exceptionally reliable advice on litigation risks and strategy.

Our clients include highly regarded international companies from various business sectors, such as banking, retail and leisure, life sciences and biotech, real estate, insurance and investment funds, and technology and media. The market recognizes our strengths in corporate and commercial law, life sciences, EU and competition law, financial and insolvency law, contracts and torts, real estate, insurance, investment funds and corporate criminal law.

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## BUSINESS

### Corporate M&A and Finance

- Corporate and M&A
- Corporate Finance & Banking
- Restructuring

### Dispute Resolution

- Commercial and corporate dispute resolution
- Creditor claims and insolvency disputes
- Regulatory claims and white collar defence

### Life Sciences & Technology

- Regulatory
- Consortium
- Corporate Transactions
- Operations

### EU & Competition Law

- EU & competition Law Litigation
- Distribution
- Merger control
- Stated aid
- Compliance



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Leo Peeters



Jan Ghysels



Koen De Puydt

## POSITIONING

Seeds of Law is a full-service law firm providing legal consultancy and advocacy. Our mission statement “All the flowers of tomorrow are in the seeds of today” is put into practice by our team every day.

We help businesses start up, and provide support during their operation, because this allows us to help entrepreneurs achieve their dreams.

We make a point of fully familiarising ourselves with our client's company and sector, which allows us to strategically think together. Our client portfolio and expertise also range from small and medium sized enterprises up to listed companies and entrepreneurs, operating throughout the world and in a wide variety of sectors, as well as government services and other administrations.

By far, the most important value for Seeds of Law when it comes to human resources is inclusion, i.e. fairness and equality. That is why we keep working to maintain within our team diversity, cultural and gender equality.

Other core values for Seeds of Law are: trust, respect and integrity. We respect our clients and their (business) needs, but we also respect our teams and their professional needs and duties. That is also how we build trust.

### Finance, Restructuring & Tax

Seeds of Law advises Belgian and foreign financial institutions on financial law issues, but also on the full spectrum of regulatory proceeding relating to their Belgian business activity, and assist them in their dealings with prudential authorities.

In addition, Seeds of Law's insolvency law team has extensive experience in assisting businesses facing financial difficulties or that aim to liquidate their company. Not only for the distressed company itself, but also for interested third parties, such as creditors, sponsors, parent companies, investors and business partners. Our Finance and Banking team has a strong expertise in :

- General banking, finance and security advice
- Acquisition/leveraged finance
- Financial operations
- Stock quoted companies
- Private equity and venture capital :
  - Structuring and restructuring of investment funds: real estate and construction funds, venture capital funds, private equity funds, alternative financing platforms, start-up funds, crowdfunding, etc.
  - Advising on fund raising and investment activities: corporate finance, project finance, intellectual property finance, leasing, regulatory

Our insolvency law team can assist you with :

- Restructuring of debt and loans
- Corporate rescue and revitalisation without initiating insolvency proceedings
- Distressed debt trading
- Bankruptcy and compulsory liquidation
- Individual and company voluntary arrangements
- Voluntary liquidation

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## BUSINESS

- Corporate Law and M&A
- Commercial and Economic Law
- Insolvency Law
- Finance and Banking
- Employment Law
- Construction Law
- Real Estate, Renting and Co-ownership
- Liability and Insurance
- Administrative Law and Public Procurement
- Urbanism and Environmental Law
- IP - Data Protection Law
- Tax Law
- Litigation and Arbitration
- Sustainability
- Sports Law
- Art Law

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## POSITIONING

Strelia is an independent business law firm based in Brussels and in Luxembourg. It brings together some of the most pro-eminent and reputable lawyers in their fields.

Our specificity is to combine an offering of high-quality services with a strong degree of flexibility and personal involvement.

We believe that each of our clients is unique and tailor our services to meet their specific needs.

Strelia's activities are mainly focused on Corporate | M&A (including Private Equity and Capital Markets). We deal with both the transactional and litigations aspects of matters in these areas. Our teams also assist in Commercial Law, Restructuring & Insolvency, Tax, Employment & Benefits, Competition & Regulatory and Real Estate & Administrative Law.

We are very frequently engaged by foreign clients, especially from France, to assist them with their investments or expansion in Belgium. Our lawyers are accustomed to work according to international standards as many of them have worked in international law firms before joining Strelia, some of them for more than two decades.

### Banking & Finance

Strelia's banking & finance team provides comprehensive banking and securities advice as well as assistance in litigation and in contacts with supervising authorities to Belgian and foreign financial and insurance institutions and corporate clients. Our team advises financial institutions, investment funds, insurance companies, asset managers, private equity investors and corporate borrowers in their day-to-day transactions and with respect to judicial and disciplinary procedures.

### Tax

Our tax team has more than 20 years of experience in the tax field in advising national and international clients and covers most areas of tax law, with a specific focus on tax rulings, M&A and corporate restructuring, international tax planning, real estate transactions, and tax litigation. Our small but efficient tax team also provides supports to our clients' corporate and M&A transactions.

## BUSINESS

### Corporate & Finance

- Mergers & Acquisitions
- Private Equity and Venture Capital
- Joint Ventures
- Corporate Governance
- Listed companies
- Corporate Governance
- Initial Public Offers
- Public Take-Overs
- Bond issues
- EMTN programmes

### Dispute Resolution

- Shareholders disputes
- Directors liability
- Post acquisition claims
- Banking & Finance disputes
- Arbitration
- Mediation

### Restructuring & Insolvency

- Corporate and debt restructuring
- Distressed debt
- Creditors' rights
- Judicial reorganizations and transfers of undertakings
- Insolvency mediation
- Voluntary liquidation

### Employment and benefits

- Compensation and Benefits
- Executive Remuneration
- HR Compliance

- Industrial relations
- Transfer of Undertaking
- Restructuring
- Employment Disputes

### Commercial Law

- Commercial contracts
- Distribution agreements
- Trade practices
- Commercial disputes

### Tax

- Rulings
- M&A and Corporate restructuring
- Domestic and international tax planning
- Real estate tax
- Tax litigation

### Competition & Regulatory

- Merger Control
- Antitrust
- State aid

### Real Estate & Administrative Law

- Vesting of real estate rights
- Construction and Engineering
- Permits
- Public procurement, concessions & PPP
- General Administrative Law

## OFFICES

- Brussels
- Luxembourg

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Thierry Bosly



Hadrien Servais



Christophe Goossens

## POSITIONING

White & Case is an international law firm that serves companies, governments and financial institutions. Our long history as both a global firm and a top tier legal practice in Belgium means we are uniquely placed to help our clients resolve their most complex legal challenges wherever they are.

Our Banking, Finance and Capital Markets department sits within our Transactional Practice and concentrates the firm's well-rounded expertise in transactional finance and financial regulation. Our team mainly advises a wide range of banks, credit funds, alternative capital providers, sponsors and corporations on direct lending, acquisition & leveraged finance, holdco PIK financing and debt and equity capital market transactions. Over the years, our team earned the reputation of being among the very best in the Benelux market.

Our Restructuring and Insolvency team benefits from an outstanding reputation for its expertise in high-profile restructuring and insolvency cases and is regarded as one of the leading insolvency practices in Belgium for many years. We have unparalleled experience in advising debtors and lenders to restructure in distressed debt situations, in advising lenders and other creditors in bankruptcy cases, in defending directors, shareholders, or lenders when facing liability claims from other creditors, trustees or receivers, and more. Building on our international experience, our practice is also the pioneer on the Belgian market in assisting leading professional investors in acquiring portfolios and individual distressed assets with a view to restructure and create value. We routinely handle restructuring and insolvency matters with multiple simultaneous procedures taking place in several countries.

Our Tax team is working with our clients to find the most effective tax-related legal solutions. We have built one of the most successful tax practices, offering a truly pan-European service, and our award-winning tax advisors have been engaged in some of the most significant tax assignments in the region. Our Brussels tax practice is fully integrated in this multinational approach to tax issues and assists our clients with tax aspects in transactions, advisory work, contentious and non-contentious mandates, as well as standalone tax matters.

## BUSINESS

- Corporate and Mergers & Acquisitions
- Private Equity
- Asset Finance
- Antitrust/Competition
- Capital Markets
- Commercial Litigation
- Debt Finance
- Financial Restructuring and Insolvency
- Financial Services Regulatory
- Project Development and Finance
- Regulatory & Compliance
- Tax

### Our values

At White & Case, our culture comes to life through three core values :

#### Pioneering

We seize opportunities to innovate and grow

#### United

We are one firm with a shared sense of purpose

#### Human

We care about each other and the world around us

These are the concepts that shape our distinctive culture and differentiate us from others.

They capture the unique spirit of our Firm, and guide the behaviours that enable us to deliver on the promises.

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**Juan Inchauste**



**Fidel Navarro  
Claros**

## POSITIONING

Inchauste & Navarro S.C is a law firm founded in accordance with the laws of the Plurinational State of Bolivia. It arises from the synergy of experience and capacity of its founders, Bolivian lawyers with extensive experience and specialization in the areas of corporate and tax advice.

The firm understands the importance of the specialty in legal practice, having concentrated on comprehensive advice on the corporate needs of private companies, always considering the national economic and regulatory context.

Our Firm focuses on comprehensive corporate advice, emphasizing the interest areas of company law. We understand and trust that the only efficient and proactive business legal management is the one that works crosswise and interdisciplinary in different areas of law including, but not limited to, commercial, tax, labor, social security and immigration law within the framework of interests and needs. of our clients. Likewise, we have a support team to provide the tax advisory service in all its dimensions.

So far, important national and international companies have entrusted us with their comprehensive advice and today they attest to the quality, efficiency and professionalism with which our team

## BUSINESS

- Corporate
- Tax
- M&A
- Restructuring
- Corporate Governance
- Labour
- Privacy
- Litigation and Arbitration

## OFFICES

- La Paz
- Santa Cruz de la Sierra

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Anwar Farah



Ana Carola Muñoz



Candys Dorado

## POSITIONING

Built on a unique model of collaboration, innovation and efficiency, Indacochea & Asociados (IA) since 1991 delivers strategic and innovative legal and business solutions for clients, wherever their business take them. IA advises on complex and significant matters offering clients access to unparalleled legal talent, practice experience, and deep knowledge of the industries driving the Bolivian and global economies.

With offices in Santa Cruz de la Sierra major commercial center, in Bolivia and collaborators in all the Country reders legal advice in Corporate, Banking and Finance, Energy and Hydrocarbons, Labor, Intellectual Property, Disputes Resolution and Tax Law. With a fully integrated team, lawyers work seamlessly across practice areas, representing major nationals and international clients.

As Bolivian most innovative law firm, IA has led advancements in the legal profession and effectively adapted to changing client needs. The firm continues to revolution and restructure legal service delivery, driving value for clients through customized legal advice, alternative fee arrangements, creative staffing solutions and process restructuring. IA has developed a series of digital solutions for its sole objective is to generate business opportunities for its clients.

Dedicated to investing in its people and clients IA has an ambitious plan to accelerate professional performance of its lawyers. Undoubtedly, few firms can match IA's extraordinary client service offered by its talented lawyers with solid academic backgrounds, and top-level advice, while offering a challenging work environment and equal opportunities for all employees.

## BUSINESS

- Corporate/M&A
- Banking and Finance
- Energy and Natural Resources
- Tax
- Real Estate
- Administrative Law
- Labor
- Litigation y Arbitration
- Intellectual and Industrial Property
- Legaltech and Startups

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**Iver Von Borries**



**Bernardo Wayar Ocampo**



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**Fernando Lemaitre Pastor**



**Javier Romero Mendizabal**



## POSITIONING

Wayar & von Borries Lawyers S.C. (J & B Wayar Abogados) is a Bolivian law firm constituted in 1964, year in which it provides integral legal advice to prestigious national and international companies, public and private, international organizations and, in general, to Bolivian civil society. The firm currently provides legal services at a national level from his offices in the city of La Paz and Santa Cruz de la Sierra.

The experience and successful career of Wayar & von Borries Abogados S.C., has made it possible to consolidate as a leader among the most important and prestigious law firms in the country in all areas of law practice. As such, throughout its history, its partners have played an important role both in the definition of State policies and in the drafting and revision of laws, decrees and regulations in different areas of law.



## BUSINESS

- Arbitration
- Administrative and Regulatory Law
- Banking and Securities Law National and International
- Customs Law
- Civil Law
- Commercial/Corporate Law
- Constitutional Law
- Competition Law
- Intellectual Property
- Insurance Law
- Real Estate and Construction Law
- Labor and Social Security Law
- Mining and Hydrocarbons Law
- Tax Law
- Foreign Investment
- Litigation
- Information Technology
- Franchises
- Startups



## OFFICES

- La Paz
- Santa Cruz de la Sierra



## CONTACTS

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# ALMA LAW

Aguiar, Lisboa  
e Monteiro Advogados

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[www.almalaw.com.br](http://www.almalaw.com.br)



Luciana Lira Aguiar



Alexandre Luiz Moraes  
do R. Monteiro



Francisco Lisboa  
Moreira



Luiza Rangel de Moraes

## POSITIONING

We are Luciana, Alexandre and Francisco, founders of Alma Law. We work together since 2017 and understood that combining our academic and professional backgrounds with our values would result in a very innovative Law Firm.

Alma Law was born from a combination of both Tax and Corporate/Contract practices. We understand that such practices are profoundly related, and that legal advice has to be provided in a business-oriented model.

We value our people's individual projects, and because of that, we invest considerable time in teaching and pro bono activity. We also cherish the knowledge diversity provided by solid academic and professional experiences, and we use such experiences in finding the best solution for our clients.

We provide services in the Tax Consultancy (Corporate and Indirect Tax), Wealth Planning, Tax Litigation and Transfer Pricing. In Corporate Law, we provide Corporate Law advice, coordinating M&As, planning and contract negotiations in a wide range of subjects.

### **Legal services combined with efficiency and empathy**

We combine our technical knowledge and professional experience with our own way of serving, listening, and understanding. We guarantee the best results, based on an integrated and transversal approach that puts the client and their challenges always at the center.

### **Joint construction, “win-win” relationships and ethics**

We seek long-term relationships based on ethics and transparency. Our proposal is aimed at “win-win” and joint construction. We want to be an ally in our clients' victories and ensure that they understand their importance in ours, building shared victories and acting as partners at crucial moments.

### **Wearing our clients' shoes**

Our clients' moment is also ours. We want to be part of it, always with great dedication and availability.

### **Law is not an end in itself**

We know that legal services are part of a larger, broader and more complex context, which is why we value the vision and business language present in our services, always combining with a deep legal knowledge.

## BUSINESS

- Tax Advisory
- Tax Controversy
- Transfer Pricing
- Corporate/Contract
- M&A
- Corporate Governance
- Investment Funds
- Capital Markets
- Wealth Planning

## OFFICES

### **SÃO PAULO (HEADQUARTERS)**

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# ARAÚJO E POLICASTRO

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Theodoro Araújo



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Camila Araújo



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Tânia Mara Ferreira



Ana Lúcia Pinke Ribeiro de Paiva



Fernanda Pereira Leite



Bruno Peixoto



Isabela Martins Xavier

## 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

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**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 Brasilia, 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

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# CMA

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Claudio Mandelblatt



Ilan Levacov



Carolinne Barcelos



Ananda Ulhoa

## POSITIONING

The CMA law firm legally represents domestic and international companies. CMA has a dynamic, persistent, creative, highly qualified, and skilled team and provides customized services and legal services with excellence and agility related to the most varied business segments.

The significant investment in human and technological resources allows CMA to achieve the highest efficiency, combined with individualized and customized performance to meet its clients' demands. CMA can provide quick responses, combining legal sophistication to the specific and individual needs of each client. We aim to offer the most appropriate legal service for carrying out business safely and productively in a whole, intelligent, and exclusive way.

CMA has been active in large business and real estate transactions in Brazil in recent years. CMA's professionals work across several legal practices, encompassing transactions in the real estate, corporate, litigation, tax, and inheritance segments. Our focus: Offer legal excellence through agile, ethical, and objective performance to provide clients with safe, efficient, exclusive, and creative solutions.

## BUSINESS

- Legal consultancy for structuring an extensive range of real estate projects such as malls, real estate developments, cost-plus contracts, hotel developments, land subdivisions, housing complexes, condos, among others, including legal analysis to safeguard the legal security of the transaction, drafting of the relevant legal report, and advisory for the regularization of property ownership. The advisory services can extend to the drafting of a range of real estate contracts, such as construction contracts, condo regulations, draft contracts for investors, analysis and review of sales materials, and all that is necessary for the development of a real estate project;
- Drafting of the most varied real estate contracts, including lease, assignment of the right of use, assignment of land use rights, real estate lease, "sale-and-leaseback," "built to suit," and infrastructure contracts;
- Elaboration of purchase and sale instruments, exchange, payment in kind, mortgage, conditional sale of real estate property and land use right;
- Drafting of legal opinions on the most varied forms of property acquisition;
- Active performance with various bodies of Real Estate Registries, Notary Public Offices, Distributors, Public Registries, among others; and
- Organization of real estate debenture transactions, securitization of real estate receivables, Real Estate Credit Notes (CCIs), Bank Credit Notes (CCBs), and real estate investment funds.

## CONTACTS

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**Ernesto Borges Neto**



**Flávia Santanna Benites**



**Priscila Ziada Camargo  
Fernandes**

## **POSITIONING**

The Firm Ernesto Borges Advogados has a natural calling 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 accounting for the required balance of the domestic trade balance. Accordingly, the firm has gained relevant technical expertise on the most varied related topics, which is one of the differentials of our team of barristers.

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 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**

- Campo Grande (MS)
- Cuiabá (MT)
- Brasília (DF)
- Goiânia (GO)
- Palmas (TO)
- Porto Alegre (RS)
- São Paulo (SP)
- Manaus (AM)
- Porto Velho (RO)

## **BUSINESS**

- Administrative
- Agribusiness
- Environmental
- Judicial and Arbitral Litigation
- Banking
- Consumer
- Real Estate
- Infrastructure
- GDPR
- Estate and Corporate Planning
- Bankruptcy
- Credit Recovery
- Company Restructuring
- Healthcare
- Insurance
- Telecommunications
- Energy
- Labor
- Tax


## **CONTACTS**

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## POSITIONING

The founding partner, Gustavo Pinheiro Guimarães Padilha, has a prestigious reputation in the real estate business, which helped establish the trustworthiness of his firm and consequently acquire an influential clientele.

The office prides itself in its inter-area relationship. The ongoing exchange between the firm's areas lead to a more global, detailed and complete view of the cases it takes on, allowing the firm to devise unique strategies. Such approach, in a market where real estate-related deals grow more complex every day, is extremely valued by our clients.

The firm's lawyers with a long-time experience in real estate practice and are especially skilled in to shopping center and constructions deals, property acquisitions and built to suit agreements. Such experience puts clients at ease, since no setbacks are never-before-seen and never-dealt-with.

Being a medium sized firm, Gustavo Padilha Advogados sets itself apart by counting with a more personal and attentive lawyer-client relationship, rendering a more individualized and custom-made service, which allows the firm to fulfil all of the client's demands. With a pro-business mentality and the pursuit for the lowest risk legal solution, the firm is completely dedicated to its clients and their demands. Having a good inter-area relationship plays a key role on seeking alternative legal strategies that differ from the traditional paradigms;

The firm has also branches in São Paulo - which has given the office direct contact with clients from the main financial center of Brazil -, and Belo Horizonte.

The office is known for its solid ethical values.

## BUSINESS

Real Estate covers a wide range of rural, commercial and residential real estate matters, including developments, investment transactions, M&A and corporate structuring. Purchase, lease, built-to-suit, surface and usufruct agreements, among other contracts, are also relevant examples of work. Firms may also support clients with registry matters including land parcelling and title and deed regularisations. Real estate also encompasses work relating to financing products such as loans, receivable funds, mortgages and letters of credit. Firms may advise clients on the creation of special purpose entities, real estate investment funds and real estate investment trusts. Additionally, firms can handle sector-related disputes and provide general legal advice to tax matters relating to real estate transactions and companies.

## CONTACTS

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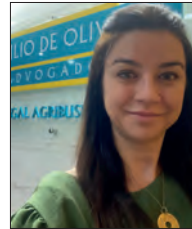
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**Adauto do Nascimento Kaneyuki**



**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

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**Alexandre Wagner  
Nester**



**Marçal Justen Neto**



**Rafael Wallbach  
Schwind**

## **POSITIONING**

Marçal 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 Brasília, São 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 basis 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**

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## **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**

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**Geraldo Valentim Neto**



**Victor Madeira Filho**



**Danilo Gallardo**



**Vinicius Nogueira  
Franco**

## POSITIONING

**Madeira, Valentim & Gallardo Advogados (MVGA)** is a law firm that renders strategic law services to national and international clients mainly in corporate, tax and litigation uniting the qualification and experience of its professionals, acquired throughout the years in large law firms and companies, both in Brazil and abroad.

**MVGA** was created to meet the existing demand for highly quality and specialty law firms with personalized and effective treatment. Since the beginning of our existence, due to the quality of the work and to the significant results obtained to clients, the firm provides diversified legal services to domestic and foreign companies and groups in various sectors of the economy, such as: Agribusiness, Automotive, Foreign Trade, Education, Pharmaceutical, Real Estate, Infrastructure & Construction, Technology & Innovation, Retail & Consumer and Logistics.

Our lawyers are highly qualified, specialized and experienced in the areas and sectors of activity. Our performance is guided by ethical posture, technical excellence and full dedication to cases and clients. Focusing on results, creating synergies, achieving goals and establishing long-term relationships.

**“Appointed by companies as one of the most admired firms in Brazil in the Tax and Infrastructure Practice Areas”.**

## BUSINESS

- **Tax Area:** Full Tax Advice to national and foreign companies in various industry, commerce and services sectors (Tax Litigation & Tax Consulting). Tax Litigation (Preliminary Phase, Follow up of Tax Inspections, Administrative and Judicial Tax Litigation, both at the federal, state and municipal levels, including social security). Tax Consulting (Legal Opinions with respect to the Brazilian tax impacts on domestic and international/ cross-border transactions, Customs Law, International Tax, Transfer Pricing, Taxation of Foreign Profits, Double Tax Treaties, international Corporate Reorganization, among others).
- **Corporate Area:** Full Assistance in corporate transactions (M&A, joint ventures and corporate associations, Project Finance, Agribusiness, Technology and Foreign Trade), Infrastructure & Construction (Civil Construction Projects, Steel Production Projects, Mining Projects, Logistics Projects, Energy Projects, Sanitation, Contract Negotiation, Pre-Litigation, Government Contracts and Public Bids, , Standard Drafts and Training, among others), Real Estate and Compliance (Risk assessment and development of ethics, compliance, and anti-corruption programs).
- **Litigation/Arbitration Area:** Litigation in civil, administrative and commercial law, Complex Litigation (domestic and international – involving private and public entities, involving Infrastructure & Construction, Corporate and contractual disputes, Foreign Trade, Financial Agreements, Capital Market, Civil liability and consumer relations, Environmental Law), Arbitration, mediation and negotiation (domestic and international).

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**Roberto Panucci**



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**Rafael Biondi Sanchez**

## 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.

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Djalma Rodrigues



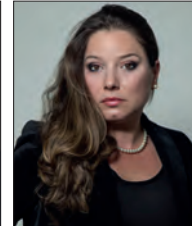
Fábio Luís Izidoro



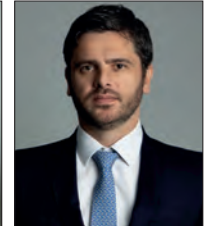
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## POSITIONING

We are one of the premier mid-size firms in São Paulo, Brazil with a proven track record since 1990. Our highly-qualified professionals, many of whom have earned degrees and have international experience abroad, provide our clients with a full range of top-notch legal services including the handling of complex international cross-border transactions (foreign direct investments, joint-ventures, mergers and acquisitions) and disputes (litigation, arbitration) to specialties involving complex financings, insolvencies, tax, labor, environmental, antitrust, administrative law, estate planning, real estate, corporate governance and compliance, among others.

We pride ourselves as being a law firm that has cultivated an international outlook from the beginning, given the high number of global clients and international matters that our firm has been involved in over the years. It is our goal and strive to provide our clients with high-quality work that is in line with international standards instead of just local standards, and in the most prompt, practical and cost-effective manner.

Moreover, our global reach and service to our clients extend outside of Brazil as we are members of consolidated partnerships with other top firms all around the globe, including firms in the US, Europe, Asia, and Latin America. Therefore, we work closely with the best partner law firm groups worldwide and being a member of such outstanding worldwide network means that we can take on local and international mandates with the same high-level efficiency and outstanding service around the globe.

## BUSINESS

- Environmental Law
- Arbitration and Mediation
- Antitrust and Fair Trade
- Litigation
- Administrative and Regulatory Law
- Mergers and Acquisitions
- Wealth Management and Estate Planning
- Corporate Governance and Compliance
- Real Estate
- Financial Transactions and Registered Investments
- Reorganization and Bankruptcy
- Corporate
- Labor and Employment
- Tax

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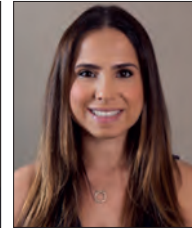
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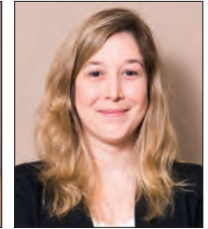
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**André Pissolito Campos**



**Marina Fenerich**



**Thaisa Menzato**



**Patrícia Eid**

## 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 with direct 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

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**Luciano Paolucci**



**Olavo Guarnieri**



**Ana Martha Cunha**

## POSITIONING

We are a law firm of highly qualified professionals with a solid background in the national and international market. Our goal is the success of our clients.

Our proven track record of success in our practice areas allows us to incorporate a non-negotiable and inherent commitment to ethics when defending the interests of our clients in the search for the best and safest legal solutions.

Quality, agility, efficiency, partnerships, and the provision of premium legal solutions tailored for each of our clients are the pillars that underpin Oliveira Paolucci Advogados. This competitive advantage allows us to offer pragmatic and innovative solutions based on the real-life challenges and requirements of each business and sector of our clients, without losing sight of the highest standards of excellence and quality.

We also ensure all our partners participate directly in all projects, with the support of qualified and committed teams.

Based on these key qualities, Oliveira Paolucci Advogados is constantly building long-term relationships of trust and proximity with its clients.

## BUSINESS

- Agribusiness
- Banking
- Capital Markets
- Strategic Litigation
- Internacional Trade
- Mergers and Acquisitions

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Rafael Pandolfo

Rafael Santos Borin

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## POSITIONING

The Rafael Pandolfo Advogados Associados law firm has more than 20 years of experience with Tax and Corporate Law, being a reference for the quality and efficiency of its performance in highly complex administrative and judicial proceedings.

We are a team of lawyers who are highly trained in procedural, administrative and advisory matters, providing outstanding and personalized service to national and international companies in the following sectors: industrial, electrical, agribusiness, services, sports, health, entities, and cooperatives.

The strength of this structure stems from the construction of an ethical and convincing tax advocacy, whose objective is to achieve the best result for the client. To achieve this excellence, the firm does not limit itself to reacting, but to acting in the face of opportunities created by the complex Brazilian legal and tax system.

Constant investment in state-of-the-art technological tools helps support legal services, enabling risk assessment and damage control. This new technological pool came about through the development of data management systems and artificial intelligence that help with problem-solving and decision-making processes.

The firm also has a specific area of intelligence and innovation, responsible for identifying and developing new legal opportunities in accordance with the operational, business, and corporate reality.

The firm has the advantage of having experienced professionals in law practice and teaching, without losing due care in customer service and performance in the pursuit of results. In tax consulting, the firm offers a wide range of services, including, but not limited to, claims such as tax benefits, legislative advice, tax planning, corporate restructuring. The advisory area stands out in serving the Federation of Trade (Federação do Comércio), Federation of Industries (Federação das Indústrias) and more than 120 unions in the retail, industry, wholesale, and services areas.

The results obtained by the firm derive from the active practice of its lawyers, in particular the founding partner, Rafael Pandolfo, and the managing partners Rafael Santos Borin and Airton Bombardelli Riella, before the judicial and administrative courts and legislative and fiscal authorities, providing the firm with a notorious respect and recognition by the officers representing these organizations.

## BUSINESS

- Tax litigation: Practice in both specific cases and legal theses before the Judiciary;
- Administrative proceedings: Defense and conduct of proceedings before tax bodies and administrative courts;
- Tax review: Recovery of tax credits and analysis of tax compliance;
- Extraordinary projects: Teams dedicated to providing tailor-made services to each client through the development of extraordinary projects;
- Conduct of strategic matters: Solutions designed strategically for each judicial or extrajudicial stage of highly relevant tax cases;
- Tax and Corporate Consultancy: Monitoring the client's tax and corporate routine;
- Legislative Advisory: Preparation and management of matters of interest to companies and sectors before the Legislative Power

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## 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

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Fernando Pellenz



Fernando Ayres



Giacomo Paro



Gilberto Correa



Henry Lummertz



Jorge Cesa

## POSITIONING

Souto Correa Advogados comprises experienced lawyers united by the same principles and core values. The full-service law firm is staffed with highly qualified professionals, many of whom hold PhDs and have been recommended in prominent national and international legal rankings, all of which assess the competence and reliability of legal professionals.

The team assists clients in Brazil and abroad in all areas of business law: Agribusiness; Antitrust and Competition; Arbitration and Mediation; Basic Sanitation; Capital Markets; Compliance; Consumer and Product Liability; Contracts; Corporate Law/M&A; Data Protection; Dispute Resolution; Energy; Entertainment & Media; Environmental and Sustainability; ESG; Intellectual Property; International Trade; Labor; Life Sciences & Healthcare; 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.



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Mariana Saragoça



Paola Carrara

## POSITIONING

Stocche Forbes is a full service firm formed by attorneys with extensive experience advising Brazilian and foreign entities doing business in all economic sectors in Brazil. The firm's teams are equipped to handle the most complex and sophisticated legal issues impacting their clients' activities.

Stocche Forbes is structured to ensure the rendering of its services with intensive partner involvement, and with teams which offer the ideal combination of attorneys and expertise for each specific matter.

Stocche Forbes strives to form long term strategic relationships with its clients, forged on the trust that the firm will provide services at the highest standards of efficiency, responsiveness, quality and ethics, proactively seeking to identify and understand the issues that are relevant to the clients' business, and offering creative and practical solutions.

Central to the firm's vision and values is a collaborative and open working environment which encourages the attraction, retention, motivation and development of attorneys.

## BUSINESS

- Anti-corruption Compliance and Corporate Investigations
- Antitrust
- Banking and Finance
- Capital Markets
- Consumer Law and Product Liability
- Corporate Litigation, Dispute Resolution and Prevention
- Corporate Mergers & Acquisitions and Post M&A
- Environmental and Climate Risks
- Infrastructure
- Insolvency and Restructuring
- Labor and Employment
- Privacy, Data Protection and Technology
- Private Equity and Investment Funds
- Project Finance
- Public Law
- Real Estate
- Sustainable Finance and ESG Investments
- Tax

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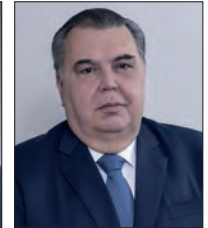
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Lucas Rodrigues do  
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## POSITIONING

Thomaz Bastos, Waisberg, Kurzweil Advogados is a legal boutique firm, specializing in debt restructuring and insolvency, complex litigation and arbitration, and corporate and financial transactions.

Founded by partners Joel Luís Thomaz Bastos, Ivo Waisberg, and Bruno Kurzweil de Oliveira, with a remarkable and multidisciplinary team, the firm has acted in the most important and sophisticated insolvency cases in Brazil, always seeking suitable solutions for its clients. Opened in October 2016, the firm handles court and out-of-court restructurings, representing clients in litigation and arbitration.

## BUSINESS

### Restructuring, Bankruptcy, and Insolvency

As one of the few prominent law firms that represent both debtors and creditors, as well as investors in insolvency and debt restructuring cases, the firm provides professional advice to its clients in all aspects: from the initial discussions and decisions on the strategy to be adopted in each case to the actual preparation and pursuit of the legal steps required to implement it.

### 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.

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**Marcelo Santos**



**Paula Costa**



**Rodrigo Brunelli**



**Luís Claudio Gomes**

## POSITIONING

For more than six decades, Ulhõa 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

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Sebastián Squella



Alfonso Álamos



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Benjamín Pumpin

## POSITIONING

Alamos Alvarez & Squella 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 includes various areas related to business, focusing mainly on real estate matters and urbanistic regulations, capital markets, corporate and securities, investment funds, mergers and acquisitions, tax, litigation, venture capital, energy projects development compliance and labor, among other matters relevant to businesses.

## BUSINESS

- Real Estate
- Urbanistic Regulations
- Capital Markets
- Corporate & Securities
- Investment Funds
- M&A
- Tax
- Litigation
- Compliance
- Venture Capital
- Labor and Employment
- Energy Projects Development

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## POSITIONING

At Apparcel & Uriarte Abogados, we firmly believe in being the bond between our clients and their business opportunities. Our legal advice drives the proper and efficient development of our clients businesses. Focused on providing comprehensive services, our law firm takes pride in offering service excellence with a dedication to business and innovation. We invite our clients to find in us not only a legal service provider, but a business ally, inside and outside the country.

We have a tax law team with vast experience, offering our clients advice ranging from issues of national and international impact to analysis of tax matters that arise in corporate restructuring operations. We also advise our clients in mergers and acquisitions, project financing, capital markets operations, financial operations, the structuring and maintenance of investment funds, the delineation and execution of fiscally efficient structures for the possession and transmission of family assets and family businesses, among other services.

Apparcel & Uriarte Abogados corporate department offers comprehensive advice on matters of high interest to the market, including civil, commercial and corporate law, contracts, fintechs, venture capital and transactions. Our team of lawyers has extensive experience that allows us to deliver dynamic and agile solutions, all while considering the needs and resources of the client's business.

Amplifying our global presence, we have established an office in Lisbon where we offer expert counsel on international mobility, visas, and residency by investment programs. Our focus extends to the domains of real estate investments and investment funds. We stand by our clients through every phase of the investment process, ensuring their international objectives are successfully realized.

## BUSINESS

- Corporate Restructuring
- M&A
- Dispute Resolution
- Capital Markets
- Financial Operations
- Fintech
- Venture Capital
- Tax

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**Tomás Pérez**



**Alina Bendersky**



**Feliciano Tomarelli**



**Francisco Ducci**



**Andrea Abascal**



**Manuel Bernet**

## POSITIONING

Bofill Mir Abogados has built a multidisciplinary firm backed by more than 30 years' of experience in the practice of law and the work of a team of specialized lawyers with training based in excellence.

The delivery of comprehensive legal services in the different areas of law combines with their international experience, understanding of the different industries and business perspective. The trust and continuity of their clients – local and international, public and private companies – and the recognition of the main legal rankings are palpable evidence of Bofill Mir Abogados' professional standards.

In this new stage, with a renewed perspective, they continue advising their clients to navigate increasingly demanding markets and regulatory environments, while moving forward at the pace of the new dynamics of the legal industry.

## BUSINESS

- Corporate / M&A
- Capital Markets
- Real Estate, Infrastructure and Construction
- Banking and Finance
- Project Finance
- Restructuring and Insolvency
- Mining and Natural Resources
- Labor and Employment
- Tax
- Public Law, Regulated Markets and Life Sciences.
- Intellectual Property, Data and Technology.
- Litigation.
- Competition and Antitrust.

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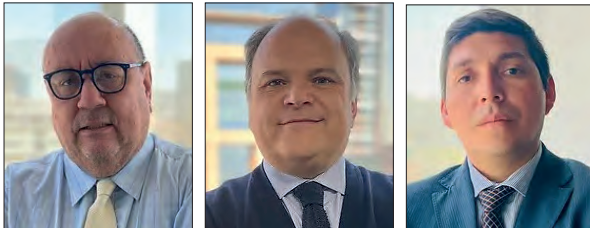
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## POSITIONING

Our law firm is composed of professionals with over 20 years of experience in Insolvency and Financial Restructuring matters. They have been recognized in the industry by prestigious international rankings such as Chambers and Partners, Leaders League, Legal 500, Best Lawyers, in the fields of Insolvency and Restructuring.

Additionally, we have specialized professionals in the area of High-Complexity Litigation in civil, criminal, and commercial matters, maintaining high standards of quality and professionalism.

Our firm provides advice to large, medium, and small companies across a wide range of industries. Our areas of expertise encompass various productive sectors, including mining, forestry, aquaculture, construction, telecommunications, public transportation, health insurers, and retail companies.

Our firm's experience ensures a service of the highest quality in raising capital and obtaining financing. We provide guidance to creditors, investors, and debtors in various banking and financial transactions. Our practice has represented both domestic and international clients in bilateral or syndicated loans, debt management, public and private equity and debt offerings, both locally and internationally. Our expertise extends to project financing, structured products, derivatives operations, and more.

## BUSINESS

- Insolvency and Financial Restructuring
- Complex Litigation

## CONTACTS

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Manuel Alcalde

## POSITIONING

The firm's Tax Group has positioned itself as one of the most recognized tax practices in Chile. It is formed by an interdisciplinary group of lawyers and certified accountants with experience both in Chile and abroad.

The firm is constantly involved in the structuring of the most important and complex, national and international transactions, tax litigation, family holdings and tax due diligence processes, with a practical approach which aims to give clients specific and comprehensive solutions.

Carey has also extensive experience advising high net worth family businesses, attending to the challenges and difficulties of this type of company, with a practical approach aimed at reaching for concrete and integral solutions according to the needs of each industry, as well as ensuring the well-being and harmony of the business family.

The advice focuses mainly on corporate and tax aspects that are relevant both, from the perspective of the owners and controllers as well as from the business and investment standpoints.

Carey assists family businesses in diverse industries, giving tailor-made advice and personalized attention, combined with an in-depth expertise and understanding of the business, involving specialized professionals in all the practice areas that are required according to the needs of the clients.

## BUSINESS

- Corporate Tax
- Wealth Management

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**Tzu-Hsin Shen**

## POSITIONING

Even with more than 100 years of history, Eluchans Abogados is a law firm that has excelled in continuously keeping up with the times. During the last decade, without forsaking the quality of our personalized services, which is our distinctive seal, we have experienced a significant growth in terms of number of lawyers, practice areas and client portfolio.

Our lawyers are graduated from the most prestigious universities in Chile; and most of them also have postgraduate studies in the best universities of North America, Europe, and Asia. Some of them count with practice experience abroad.

We accompany our clients from the beginning of their businesses, from the initial legal and corporate structuring to the development and implementation thereof, covering daily advising, negotiation and completion of complex transactions that require a tailor-made solution under the best standards, etc.

Our clients are comprised by the most important national and foreign corporate groups and businessmen; with whom we have built long term professional relationships for decades. We have represented and advised the controllers of the various banks and financial institutions, consequently taking part in bank mergers and acquisitions, financing structures and public offerings, as well as the purchase and establishment of banking institutions in Chile. We also represented and advised national and foreign companies in industries such as real estate & constructions, infrastructure & public biddings, mining & natural resources, agroindustry, technology, energy, international trade, retail & consumer protection, compliance and anti-corruption, family businesses & private equity, venture capitals, among others.

Additionally, several members of Eluchans Abogados have served as Board Members in banks and financial institutions. And some of them have also an outstanding participation in national politics; notably Mr. Edmundo Eluchans, who served as a congressman in 2 periods, who was further elected by his peers as the President of the Chamber of Deputies, and now is a member of the Constitutional Convention responsible to propose the draft for the new Constitution of the Republic of Chile.

## BUSINESS

- M&A and Corporate
- Real Estate
- Banking & Finance
- Mining
- Tax
- Labor
- Private Wealth
- Foreign Investment
- Infrastructure and concessions
- Compliance
- Dispute Resolution

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Camila Catalán



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## POSITIONING

Estudio Zapata is a Law Firm specialized in the legal, commercial, and investment consulting of multiple players in the entrepreneurial ecosystem in Latin America.

As part of our advisory services, we offer comprehensive assistance in the financing area, provide advice to entities that incubate and accelerate businesses, investors that generate special investment vehicles -angel investor networks-private investment funds of venture capital (VC), companies that invest directly or indirectly in startups (CVC), trade associations or non-profit entities related to the area and, of course, innovative technology-based companies, the main recipients of investment.

Our specialization in financing has led to the development of a sub-specialization in the consultancy of startups that use technology for the creation of products and the provision of financial services known as Fintechs. In this field, Estudio Zapata has been recognized nationally and internationally for its extensive experience. Since its foundation, our main partner has been the legal manager of FINTECH CHILE, a trade association that brings together about 100 companies in the sector nationally and that is the entity that has been the cornerstone of the formation of the Fintech ecosystem in Chile. Within the same subject, he has been an active player in the legislative instances that seek to regulate their activities.

Estudio Zapata specializes in financing companies, corporate structures and restructuring. Our client portfolio is made up of innovative companies that apply technology to various industries, financial, real estate, life sciences, advertising, logistics, retail, among others.

## BUSINESS

- Venture Capital
- Fintech
- Proptech
- Biotech
- Legaltech

## CONTACTS

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**Ricardo Ibañez**



**Tania Olivera**



**Sebastián Muñoz**

## **POSITIONING**

We are a Chilean law firm with more than 20 years of experience. Our main areas of management are Personal and Business Debts, Family Law, Labor Law and Criminal Law. We are inspired by the democratization of access to justice and to break down the gaps that prevent the exercise of the rights that the law establishes for people and companies of all sizes. Grupo Defensa employs more than 300 people with high levels of specialization, including lawyers, engineers and other professionals, whose collaborative management allows the legal and technological processes required to meet the needs of a high volume of clients to be generated.

Our team of lawyers constantly perfects itself in new doctrinal and jurisprudential trends, in seminars and conferences, dictated by prestigious universities. Grupo Defensa has a firm social commitment, which translates into financial and legal education actions for all citizen segments. Our lawyers carry out extension activities and permanent training, in person and remotely, which are accessed by people and institutions from all over the country.

## **BUSINESS**

- Banking & Debts
- Consumer
- Labor
- Family Law
- Civil
- Procedural
- Immigration

## **OFFICES IN CHILE**

- Santiago
- Antofagasta
- La Serena
- Los Andes
- Viña del Mar
- Rancagua
- Curicó
- Talca
- Concepción
- Temuco
- Valdivia
- Puerto Montt

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Javier Ovalle



Matías Ovalle



Álvaro Parra



Josefina Escobar



Juan Francisco Ready

## POSITIONING

OCL provides services in different areas, keeping a global view and the objectivity and closeness of an advisor. OCL is an independent firm, with connections with law firms in the main countries.

### Corporate

The Corporate Area satisfies the needs of clients in various industries. The impacts of development and more specific regulation require an ongoing search for solutions and alternatives to a wide variety of challenges. Our services include M&A, reorganizations and legal representation.

### Tax

The Tax Area provides counseling in all stages of the businesses, to achieve an efficient tax management while ensuring compliance with the law at all times. OCL has ample experience in international taxation, to address both foreign investment in Chile and Chilean investment abroad.

### Labor and Immigration

The labor Area stands out for its refined knowledge of current labor legislation, which is applied daily according to the line of business of each client. Our advice focuses mainly on labor consulting, immigration, collective bargaining and labor litigation.

### Litigation

Our litigation Area brings alternatives available to solve complex conflicts but also day to day difficulties of our clients. The analysis and strategic design provided by OCL always comprise the main civil and commercial aspects of the conflict. OCL also deals in regulatory, and consumer's law litigation.

### Government, Regulatory and Administrative

Our Public, Regulatory and Administrative Law Area offers advice on regulatory compliance and procedures before government authorities. OCL has considerable experience in presentations before the Comptroller General of the Republic, processing all kind of authorizations from authorities, and providing counsel in different type of regulatory issues.

### Real Estate

OCL has ample experience in industrial, commercial and residential real estate projects, from the planning, construction and commercialization stages of it. Likewise, we advise on contractual, civil or commercial matters related to real estate.

## BUSINESS

- Corporate Practice
- Litigation
- Tax Practice
- Labor and Immigration Practice
- Government, Regulatory and Administrative Practice
- Property Practice
- Judicial Services

## CONTACTS

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**Russi & Eguiguren | QUADRANT**

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**Gonzalo Rivera  
Zaldivar**



**Carlos Vergara  
Wistuba**



**Patricio Vera  
Pinto**



**Ignacio Roblero  
Espinoza**

## POSITIONING

Our firm provides tailor made solutions to our clients, offering a vast range of services with an extensive and successful track record in corporate, transactional, commercial, intellectual property matters, tax compliance and taxpayer defense, and its recognized high net worth management practice

### **Russi & Eguiguren | Quadrant Tax and Wealth Management practice**

Our department combines both experienced lawyers and audit accountants, which has allowed us to provide a comprehensive and highly customized services, in-depth understanding of our clients' needs and their commercial concerns.

Our local and international experience has focused on high net worth clients, both individuals and family offices; and corporate clients, including large and medium-sized companies. Our track record, comprehensive advice capacity, business insights and our history that privileges flexibility and shared analysis, support the quality of our advice.

**In Tax:** We have vast expertise in every field of the tax practice, including: Resolution of complex tax issues of family offices and local companies, tax defense, tax structuring, tax compliance and tax related corporate matters. In tax defense we have represented our clients before the SII in audit procedures, in administrative disputes and in judicial specialized tax courts (TTA - Tribunales Tributarios y Aduaneros).

**In Wealth Management:** We advise high-net-worth individuals and families, privately owned companies, fiduciaries, and foundations on preserving, managing, and transferring wealth. Our firm has developed a strong wealth management reputation, implementing customized strategies to help clients anticipate and better respond to tax enforcement challenges. In this sense, our team advises on estate, gift, and transfer tax planning; tax controversies; and asset protection.

## BUSINESS

- Wealth Management
- Tax

## CONTACTS

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**Vicente Tadeo Sáez  
Pinochet**



**Gonzalo Alberto Sáez  
Pinochet**

## POSITIONING

In our firm, founded in 2004, we have always emphasized on a personalized and integral service, that leads to the most efficient solutions for our clients.

We mainly provide legal advice on corporate, in-house counseling, tax planning and restructuring, insolvency, labor law and entrepreneurship matters. We have an available, dynamic and specialized team of Lawyers who are profoundly committed to our client's needs, providing agile and effective solutions, and seeking to prevent possible legal issues. We advise individuals, companies and even legal firms who seek our expertise and knowledge in other areas of law.

Currently, Sáez y Compañía provides advice to leading national and foreign companies, and in our permanent interest in supporting the development and economic growth of our country, we have a high commitment to entrepreneurs and pro bono services.

Our services are characterized by an integral and effective support in most areas of Law, oriented to provide legal advice that bring practical solutions to the activities and needs from our clients

## BUSINESS

- Restructuring
- Corporate
- Tax
- Labor
- Insolvency
- Finance
- Arbitration
- Dispute resolution:
  - White collar crime
  - Civil and commercial litigation
  - Major strategists

## CONTACTS

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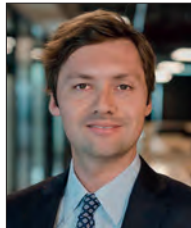
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Eduardo Torretti



Sebastián Martínez-Conde

## POSITIONING

Torretti & Cia. is a tax-specialised law firm with a strong practice in international taxation, foreign investment, corporate taxation, tax litigation and private clients.

The firm was born as a reaction to the “Biglaw” model, deliberately seeking to differentiate itself from its larger competitors. Simply put, its partners are directly involved from start to finish. Their experience coupled with the support of a compact team of lawyers results in clear advice that effectively solves their clients’ complex and varying needs.

Torretti provides personalised strategies for each client’s unique situation and interests, taking great pride in developing close relationships with the people who seek for its advice. This is one of the key features of its practice and would not be possible if not for its cohesive style.

The partners of Torretti & Cia. are professors of tax law. Their academic background allows them translate technical matters into simple, understandable concepts. *If you can’t explain it in simple terms then you don’t fully understand it.*

## BUSINESS

- Tax
- Private Clients
- Foreign Investment
- Corporate and M&A

## CONTACTS


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**Camilo Martínez  
Beltrán**



**Nicolás Polanía  
Tello**

## POSITIONING

### Restructuring and Insolvency

Our Restructuring and Insolvency practice area is based on an essentially economic and financial perspective, which makes it a powerful tool at the service of our clients, whether debtors or creditors, to reduce the costs associated with the business crisis and to identify the different opportunities that are presented for the subjects involved in the debtor's crisis.

Our goal is to find efficient and creative solutions that add value to companies in a financial distress situation, by way of corporate operations, private instruments for restructuring liabilities, and recovery or liquidation processes.

Our accumulated experience allows us to offer the structuring of more reliable guarantee schemes to facilitate credit and provide certainty for recovery, as well as to advise and promote cross-border insolvency procedures. We represent insolvency companies, their managers, owners, creditors and investors.

## BUSINESS

- Private reorganizations and dissolutions.
- Bankruptcy and post-bankruptcy financing operations.
- Business reorganization process.
- Judicial dissolution process.
- Process of judicial validation of extrajudicial agreements.
- Extraordinary recovery instruments (Decree 560 of 2020).
- Insolvency of small companies (Decree 772 of 2020).
- Structuring of guarantees for credit operations.
- Operations for the acquisition of assets of companies in crisis.
- Acquisition operations of companies in crisis.
- Acquisition and disposal of NPLs and REOs.
- Cross-boarder insolvency.
- Insolvency of financial entities, cooperatives, for health sector and utilities.
- Contest for illegal gathering of resources from the public.
- Revocation of fraudulent acts.
- Responsibility of partners and administrators.
- Insolvency of territorial entities (Law 550 of 1999).

## CONTACTS

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**Nicolás Becerra  
Cardona**  
Lawyer, commercial and  
tax law specialist, MBA.



**David Felipe Bencardino  
Zuluaga**  
Lawyer, tax, exchange law  
and foreign trade specialist.

## POSITIONING

Due Legal is a law firm that, through a legal and accounting back office service that combines technology with 360\* legal knowledge, solves the needs of ventures, startups, and traditional companies in Colombia and abroad.

Among our clients are: 1. Clara; 2. Habi; 3. IDOC3; 4. Adbid by Globant and, 5. Simpliroute.

Among our allies are: Bogotá Chamber of Commerce, Barranquilla Chamber of Commerce, Andi del Futuro, Invest in Bogotá, Endeavor, Globalfy, CFO Startup, Lazo.

## BUSINESS

- Corporate Law
- Tax Law
- Labor Law
- Intellectual Property
- Startups
- Venture Capital

## CONTACTS

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# DRET

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**Diego Velandia**  
Tax



**César Rodríguez**  
Banking, Finance and  
Corporate



**Juan Mendoza**  
Negotiation, Arbitration and  
Litigation



**Juan Miguel Luna**  
Real Estate



**Julián Ávila**  
Fintech, Insurance and  
Reinsurance



**José Mayuza**  
Energy and Natural  
Resources

## POSITIONING

Dret is a law firm in Colombia with six partners and an equal number of practice areas whose teams focus on Banking and Finance, Energy and Natural Resources, Corporate, Fintech, Real Estate and Urban Development, Dispute Resolution (internally known as negotiation-arbitration -litigation), Insurance and Reinsurance and Tax and Foreign Trade.

One of the axes of the firm is its work methodology called the “360° approach” according to which, from its specialty, each area of practice revolves around the needs and projects of its clients, which allows them both efficiencies and responses faster and closer to customer needs, such as practical, comprehensive and strategic solutions.

The firm is migrating to a firm model by industry or by sector given the experience of the different members of its teams. Its main focus is on industries or sectors such as banking, finance, reinsurance, insurance, construction, real estate, oil and gas, energy, retail, logistics and agribusiness.

## BUSINESS

- Banking and Finance
- Energy and Natural Resources
- Corporate
- Fintech
- Real Estate
- Negotiation, Arbitration & Litigation
- Insurance and Reinsurance
- Tax

## OFFICES

- Bogotá
- Medellín

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# MOSQUERA ABOGADOS

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**Cristian Mosquera**



**Maria D. Mosquera**



**Juan Pablo Mosquera**

## POSITIONING

Mosquera Abogados was established in Bogotá, Colombia, in 1952. Since then, our firm has positioned itself as a leading boutique firm specialized in providing clients with prompt, efficient and reliable legal advice. Our Corporate, Finance and M&A Practice is located in our offices in the financial district of Bogotá, while our Intellectual Property and Food and Health licensing practices are conveniently located in our offices downtown nearby the relevant governmental authorities.

The firm serves as a permanent advisor to national and international companies in the Americas, Europe and Asia, in their operations in Colombia and Latin America.

We provide comprehensive advisory services to our customers in Colombia for their business activities in topics such as general corporate matters, contracts, commercial law, foreign investment, regulatory and compliance, as well as intellectual property and food and health legislation.

Our team of professionals is also actively involved in providing the comprehensive necessary legal support for complex local and cross border M&A transactions, as well as capital markets, banking, structured finance, multilateral and ECA Financing operations, fintech regulation and operations, practices where our team has received continuous praise and recognition for their effective advisory and business-oriented approach.

Our professionals, many of whom have had extensive experience in the public and private sector – as well as the academy -, and who share close relationships with law firms worldwide, have the capability to provide expert legal advice to clients in both local and international operations under the current changing and dynamic environment that businesses require nowadays in Colombia and the Latin American region.

Recognized as a leading firm in these practice areas, Mosquera Abogados is permanently recommended as a highly reliable and cost-efficient firm to companies interested in establishing and operating business in Colombia, with high quality service standards, personalized service and a pro-active approach.

## BUSINESS

- Corporate
- Mergers & Acquisitions
- Capital Markets
- Banking & Finance
- Restructuring
- Foreign Investment
- Trademarks
- Sanitary Registration

## CONTACTS

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**Edgar Muñoz**



**Lina Lineros**

## POSITIONING

Muñoz Aya is a Colombian law firm specialized in Financial Law and Capital Markets. The Firm is committed with building creative and responsible solutions for local and foreign clients. For this purpose, we have an interdisciplinary team of lawyers with previous exposure in different contexts, both in the public and private sectors.

Our practice is best known for its deep awareness of the underlying businesses and processes of its clients and how they impact their investment regimes and decisions.

Our clients are financial entities, insurance companies, issuers in the stock market, local and foreign funds, multilateral entities and other participants in the financial sector.

Some clients of Muñoz Aya are: Avista Colombia S.A.S, Banco Credifinanciera S.A., Banco Davivienda S.A., Citibank Colombia S.A., Cititrust Colombia S.A. Colfondos S.A. AFP Pensiones y Cesantías., Corredores Davivienda S.A., Credivalores – Crediservicios S.A., Itaú CorpBanca Colombia S.A., Mercado Pago Colombia Ltda., Micro, Small & Medium Enterprises Bonds S.A. Seguros Bolívar S.A., Symbiotics UK Limited, Powwi and Zuluapp.

## BUSINESS

- Finance
- Banking
- Private Equity
- FinTech
- Corporate

## CONTACTS

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**Petr Zákoucký**

## POSITIONING

As one of the most stable, prosperous post-Communist states, the Czech Republic has avoided the worst of the credit crunch—essentially because the country's privatized banks have a strong deposit base and robust capitalization. Growth has come principally from exports, tourism and foreign investment. However, similar to other countries, its export dependency on the Eurozone has constrained performance. While there are some risks, the risks are counterbalanced by plenty of opportunity.

With Dentons as your partner you will benefit from a firm with well-established roots in the Czech market, spanning two decades. When you work with our Prague office you have access to top-tier, experienced partners who assist with a range of legal services, including cost-effective advice on domestic matters, sophisticated solutions on cross-border transactions or disputes, and opportunities involving foreign investment and joint ventures.

If you are looking for additional support in the Slovak Republic then look to us. A number of our lawyers are dual-qualified, enabling you to do business in both countries more easily. When it comes to language we have you covered; our lawyers are fluent in English, Czech, German and Slovak. Work with Dentons and make your life easier.

## BUSINESS

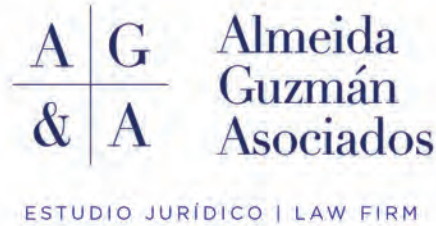
- Banking and finance
- Competition and antitrust
- Corporate/M&A
- Dispute resolution: arbitration and litigation
- Employment
- Energy
- Life Science
- Private equity
- Real estate
- Regulatory and compliance
- Restructuring, insolvency and bankruptcy
- Tax
- White collar


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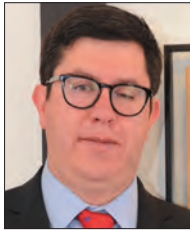


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Diego Almeida



Diego Andres Almeida



Pablo Saenz



Jose Urizar



Alberto Brown



Andrés Alvarez

## POSITIONING

Almeida Guzmán & Asociados is a legal firm of attorneys and consultants, established in 1981, specializing in juridical-corporate advice and consulting.

Our experience includes legal, tax and economic consulting. Consulting on project finance, investment projects, mergers, split-offs and takeovers of companies business restructuring.

Professionals in the areas of Economic and Accounting Sciences are also linked to the organization.

His experience includes legal, tax and economic advice, as well as consultancy in project finance, and in merger, spin-off and acquisition of companies and business restructuring projects. Its clients include industrial, commercial, tourism, hotel, real estate, pharmaceutical, agro-export, construction, oil, energy companies, banks, finance companies, insurance companies and brokerage firms.

## BUSINESS

- Tax Law.
- Corporate, Commercial and Business Law.
- Competition and Competitiveness Law.
- Real estate, construction and public works legislation.
- Financial, Banking and Stock Market Law.

## CONTACTS

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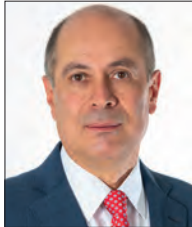
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Agustín Acosta Cárdenas



Juan Carlos Pérez



Rocío Córdova



David Benalcázar



María del Mar Heredia



Gabriel Santelices



Valeria Rosero



Santiago Paz

## POSITIONING

No matter the industry, need or business objective, Dentons Paz Horowitz robust legal Corporate and M&A team have the experience to provide integrated strategic business advise to their clients in local and global markets.

With Dentons' global reach as a strength and advantage in the local market, the lawyers from the Corporate and M&A team count with years of experience to help businesses needs through a collaborative and forward-thinking approach, working side by side with the tax and accounting and other areas to find viable solutions to issues that otherwise could be deal breakers.

The team specializes in advising incoming foreign investors, choosing the right corporate and tax structure for every situation, providing a practical approach to the clients' needs based on their jurisdiction and interests.

The area provides legal advice to a wide range of sectors such as aviation, real estate, floriculture, distribution companies, pharmaceutical, retail, telecommunications, removable energy, oil and mining, importation and distribution of vehicles, among others.

Their services comprise a broad range of business and commercial transactions, including corporate restructures, incorporations, regulatory monitoring, acting as attorney-in fact, legal advising on corporate compliance, mergers, demergers, bylaw reforms, capital increase, etc.

Some of the department unique qualities are the complete understanding of the financial business side, not having a problem to analyze accounting or financial issues, and its innovative and preventive solutions to obtain effective results.

Some of the key matters on which Dentons Paz Horowitz is highly recognized within the legal community, is in negotiation, M&A, international contract drafting and corporate/tax restructuring.

## BUSINESS

- Corporate – Commercial
- M&A
- Labor and Employment
- Real Estate
- Tax
- Mining
- Oil & Gas
- Energy
- Aviation
- Immigration
- Telecommunications

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# LEXVALOR

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Gabriela Uquillas



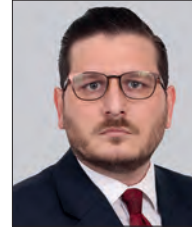
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Pablo Arias



Paola Gachet



Jorge Jijón



Paula Cabrera



Víctor Chiriboga



Ana Belén Cadena



Danny Espinosa



Geovanna Cerda



Andrés Fajardo

## POSITIONING

The Tax and Customs Division of LEXVALOR Abogados has a multidisciplinary team of professionals specialized in national and international taxation, transfer pricing and foreign trade. Our team includes lawyers, engineers, accountants, and auditors, all of whom combine their knowledge to advise and guide our clients in making the right decisions, offering comprehensive solutions regarding the correct tax and customs management of their businesses. We focus on identifying, advising, and mitigating risks through compliance and correct application of Ecuadorian legislation.

## OFFICES

- Quito
- Guayaquil

## BUSINESS

### Tax Advisory

- Tax Compliance
- Tax Legal Due Diligence
- Mergers and Acquisitions Taxation
- International Taxation
- Real Estate Taxation
- Family business taxation
- Sectional taxation
- Representation in administrative requests, administrative queries, and administrative claims.
- Accompaniment in auditing processes.
- Accompaniment and advice in the signing of investment contracts.
- Legal representation in legal disputes.
- Expert opinions.

### Transfer Pricing

- Advice on transfer pricing policies.
- Accompaniment in transfer pricing audits and litigation.
- Pricing analysis.
- Ex ante Valuation Consulting.
- Transfer pricing development and reports.
- Specialized expert opinions.

### Foreign Trade and Free Trade Zone Advisory Services- Preventive customs advice

- Customs Legal Due Diligence
- Accompaniment in processes of subsequent control or rectification of taxes.
- Advice in processes of qualification as an authorized economic operator.
- Advice on Special Economic Development Zones and accompaniment for the fulfillment of obligations.

## CONTACTS

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**LAW FIRMS**

Country  
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**NOBOA, PEÑA & TORRES**  
ABOGADOS ECUADOR

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**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

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Martín Pallares



Andrés Donoso



Javier Robalino



Daniel Robalino



Luis Carlos Fernández

## POSITIONING

Robalino Abogados, leaders in our sector, constantly evolving and preparing for the future.

We are a specialized team consisting of lawyers and consultants, constantly seeking to innovate and be on the forefront of new legal and consulting trends.

Currently we have a multi-disciplinary group of more than 200 highly qualified team members, to 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 our ever-changing world.

We strive to be strategic, long-term advisors and “partners” in a safe and trusting environment, intimately understanding the particularities of the industries and businesses of our clients. We customize our tools and systems, using new cutting-edge technologies to allow us to remain leaders in providing professional services, that has local and international experience and recognition.

Our corporate practice covers business and commercial aspects of the day-to-day operations of many of the most well-known local and international companies operating in Ecuador and advises on the country’s most sophisticated and high-profile transactions, many of which span multiple jurisdictions and practice areas.

The corporate team includes professionals who are very well-versed in the best international practices, standards, structures, and documentation required for different kinds of corporate transactions and 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.

We continue to grow, our offices are now in five of the most important cities in Ecuador, becoming the Firm with the largest presence in the country.

## BUSINESS

- Corporate
- Tax
- M&A
- Finance & Capital Markets
- Foreign Trade
- Transfer Pricing
- Insurance & Reinsurance
- Real Estate
- Energy & Natural Resources
- Mining
- Banking

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## POSITIONING

We are a team of specialists in corporate consulting. Serving some of Ecuador's largest economic groups as well as international corporations present in Ecuador, our legal, tax, financial and business professionals have assessed clients for over a decade. We provide services for a wide range of Ecuador's most relevant industries, including banking, oil and gas, mobile service providers, food and beverages, natural resources and renewable energies, insurance, automotive, healthcare, airlines, wood, clothing retailers, media, technology, education and approximately 30 other industries of relevance.

Every case and client is assessed by a team of multidisciplinary consultants, promoting business strategies locally and across borders.

## AREAS OF PRACTICE

- Tax
- Corporate Law
- Labor Law
- Strategic Business Planning and Consulting
- Financial Management and Consultancy
- Mergers & Acquisitions
- Intellectual Property
- Data Protection
- Aviation Law and Regulations
- International Trade Law
- Consulting in Transfer Pricing
- Accounting Consultancy
- Project Development and Research
- Wealth Management

## CLIENTS

- Aekia (Kia Motors)
- AIG (Insurance)
- Almecenes Juan Eljuri
- Banco Pichincha
- CCI
- Coca-Cola del Ecuador
- Comware
- Condado Shopping
- Conecel (Claro)
- Confiamed
- Delta
- Diners Club del Ecuador
- Eastern Airlines
- Endesa
- Hotel Marriott
- NeoHyundai
- Publipromueve
- Scala Shopping
- Seguros Pichincha
- Sigmaplast
- Spirit Airlines
- Technofilm
- Tinflex

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**Hubert Christophe**



**Barbara Jouffa**



**Kevin Peau**

## POSITIONING

As a leading player, Eight Advisory Avocats assists companies of all sizes, from startups to major groups, in relation with their tax issues, whether recurring or exceptional in France and abroad, thanks to an extensive network of partners.

The firm offers tax advisory services to investment funds regarding day-to-day and exceptional portfolio management topics.

The Eight Advisory Avocats team is recognized for its responsiveness, proximity and independence.

Eight Advisory Avocats frequently intervenes, and in total independence, alongside Eight Advisory (specifically alongside the transaction, valuation, transformation and restructuring teams), or other consulting firms, in order to provide a «turnkey» solution to its clients' tax issues. However, the firm is not constrained by the rules governing the audit profession.

## OFFICES

- Paris
- Lyon
- Nantes
- London
- Brussels
- Frankfurt
- Munich
- Zurich
- Amsterdam
- Hamburg
- Rennes
- Marseille
- Cologne
- Eight International (global advisory organization in more than 30 countries and including more than 3600 professionals).

## BUSINESS

### TRANSACTION SERVICES

- Buy-side tax services
- Sell-side tax services
- Tax structuring
- Post-closing reorganizations
- Tax analyses

### VALUATION, MODELING AND TRANSFER PRICING

- Tax review of valuations
- Purchase price allocation for tax purposes
- Transfer pricing documentation

### RESTRUCTURING

- Tax assistance in relation with collective proceedings
- Acquisition of underperforming companies
- Restructuring tax assistance

### TRANSFORMATION

- Synergies / tax efficiencies
- Reorganization / Restructuring / Carve-out
- Transformation plans

### OTHER

- International taxation
- Relations with Tax Authorities
- Tax diagnostics
- Anti-abuse provisions
- Financial tax
- One-time or regular tax assistance

## CONTACT

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# Florilèges



## Société d'Avocats

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Marie-Hélène Raffin

### POSITIONING

After thirty years as a key player in the Tax departments of US large law firms (former tax partner at Arthur Andersen International and Willkie Farr & Gallagher ), Marie-Helene Raffin founded Florilèges Société d'Avocats, an independant tax consultancy firm focusing on corporate taxation in both transactional and day-to-day business context.

Florilèges is characterised by a few strong values: passion for work well done, ingenuity in solving complex problems, and in-depth listening, the key to relevant and adapted advice.

The taxation of groups of companies, both in France and across borders, is at the heart of Florilèges' expertise. Florilèges assists its clients in their tax organisation and reorganisation, as well as in their mergers, acquisitions and partnerships in France and abroad, in particular in Spain.

Florilèges Avocats also advises managers in the construction of their controlling holding companies, as well as investment funds in Development Capital and LBOs.

The firm is viewed as a "solution finder", quite creative and highly reactive and proactive.

### BUSINESS

- Corporate tax
- Tax aspects of transactions (structure, leverage)
- Tax aspects of LBO
- Company law
- Tax consequences of groups' reorganization and refinancing
- Tax consolidation
- Tax impacts of co-investing with management
- Handling of tax risks and tax litigations
- Tax impacts of joint ventures
- Acquisition of distressed companies: tax strategy

### CONTACTS

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**Kristell Queleennec**

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**Sandrine Richard**



**Isabelle Robert-Vedie**

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**Philippe Saigne**

**Christelle Salmon-Lataste**

**Jean-Charles Simon**

**François-Luc Simon**

## POSITIONING

Founded in 1992, Simon Associés is a business law firm with multidisciplinary activities with offices in 8 cities in France: Paris, Lille, Lyon, Montpellier, Nantes, Nice, Versailles and Toulouse, as well as in several cities in France via the Simon Avocats network created in 2014.

The firm is involved in mergers and acquisitions, structured finance, taxation, distribution-competition-consumption, real estate, construction & urban planning, social, media, entertainment and communication, insurance, intellectual property, new technologies, corporate criminal law, ethics, compliance and economic intelligence, health and international business.

Abroad, the firm relies on a network based on strategic alliances signed with renowned firms in more than 64 countries and takes advantage of its Chinese partner locations in 65 Chinese cities.

## BUSINESS

- Compliance
- Corporate Criminal Law, Ethics, Compliance and Economic Intelligence
- Media, entertainment and communication
- Corporate, Finance, Mergers & Acquisitions, Private Equity, Listed companies - Securities
- Structured Finance
- Data Protection
- Distribution/Franchising, Competition, Consumer Law
- Healthcare & Life Science
- Insolvency & Restructuring, Under-Performance, turnarounds
- Insurance
- Intellectual Property, Information Technology
- International
- Labour & Human Resources
- Litigation - Mediation & Arbitration
- Real Estate
- Tax (companies & private individuals)

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## POSITIONING

What makes Ebner Stolz unique is not numbers, facts or figures. It is the attitude behind them. Our goal is to always be there for our clients and help them meet their objectives. That's how we think, how we act, and how we're set up. As one of the Top 10 in our industry and one of the largest independent mid-size audit and consulting firms in Germany, we are not only there when our clients need us, but where they need us – right on site, with a nationwide presence in all important German business centers.

But “always there” also means “expertise combined with commitment.” Our more than 2,100 employees and partners are all passionate about their work. We're not satisfied with the first solution to come along but work to find the very best one for you. Our multidisciplinary approach that combines accounting, tax consulting, legal advice and business consulting means that we can keep our eye on all relevant aspects of your business.

Ebner Stolz's important French Desk supports German and French companies in their activities in both countries.

RSM, the leading global provider of assurance, tax and consulting services to middle market businesses, has announced March 14, 2023 the admission of Ebner Stolz as its new Member Firm in Germany, effective from 1 October 2023.

## M&A TAX

Ebner Stolz advises companies, private equity firms and strategists nationally and internationally when company acquisitions or sales are on the agenda. Regardless of whether share or asset deals, restructurings, management buy-outs, joint ventures or cooperations - our advisors strive to find the optimal solution for the client and support him in overlooking and optimizing the numerous tax issues involved in national and international corporate transactions. In cross-border transactions, we work very closely and regularly with colleagues in our network as required.

## BUSINESS

- Ongoing Tax Advice
- Tax Returns
- Green Tax
- Property Tax
- International Tax Law
- Financial Accounting and Preparation of Annual Financial Statements
- Payroll Accounting
- M&A Tax
- Succession and Estate Planning
- Human Resources
- Tax Disputes and Criminal Tax Cases
- Structuring
- Tax Compliance
- Tax Technology
- Value Added Tax
- Assets and Taxes
- Customs Law

## OFFICES

- Berlin
- Bonn
- Bremen
- Cologne
- Dusseldorf
- Frankfurt
- Hamburg
- Hanover
- Karlsruhe
- Leipzig
- Munich
- Reutlingen
- Siegen
- Stuttgart

## SECTORS

- Agriculture / Food Industry
- Automotive
- Construction Industry
- Chemical Industry
- Energy
- Banks / Financial Service
- Providers
- Nonprofit Organizations
- Health / Social Services
- Commerce
- Real Estate Sector
- Machine / Plant Construction
- Media
- Corporations / Publishing Houses
- The Public Sector
- Textiles / Apparel Industry
- Transportation / Logistics

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 **BUSINESS**

Cross-Border Expertise  
German & French Law:

- Labour 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



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 Waickenaer



Clémentine Paquet



Hanna Volkenner



Laura Rejano



Emeline Salmon



Anja Hergesell



Michael Ott



Laura Maurer



Audrey Bourquin



 **POSITIONING**

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](http://www.eurodroit.com); [www.ffu.eu](http://www.ffu.eu)) as well as worldwide ([www.cbbl-lawyers.de](http://www.cbbl-lawyers.de)).
- for French companies in Germany: EPP TAX Expertise Comptable ([www.expertisecomptable.de](http://www.expertisecomptable.de)) and Vis-à-Vis ([www.vis-a-vis.fr](http://www.vis-a-vis.fr)) – our domiciliation company in Baden-Baden.



**OFFICES**

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**Paolo Agnesi**

**Piermauro Carabellese**

**Manfredi Luongo**

**Guido Martinelli**

**Paolo Rampulla**

**Federico Truttali**

## POSITIONING

ADVANT is a European law firm association that comprises more than 600 professionals, including more than 140 equity partners, across 14 locations across Europe (Berlin, Brussels, Dusseldorf, Frankfurt, Freiburg, Hamburg, London, Milan, Munich, Paris, Rome) and around the world (Beijing, Moscow, Shanghai).

We have deep local foundations and an international vision. We are uniquely positioned to help you navigate the complex and nuanced legal and commercial landscape of Europe. We serve our clients both in Europe and across borders and continents. We deliver them the highest quality advice and results – efficiently and cost-effectively through dedication, collaboration, and technical excellence

### **Banking & Finance**

ADVANT Nctm professionals specialising in Banking & Finance provide assistance in a wide array of legal financial services such as Financing (both lender and borrower side and in its various forms, with a special focus on Project Finance, including PPP transactions, Acquisition and Leveraged Finance, Corporate Finance, Real Estate Finance and Shipping Finance), Regulatory, Debt Capital Markets, Securitizations (in particular NPLs), Debt Restructuring and ESG policies and green and sustainable investments.

### **Tax**

ADVANT Nctm Tax Department is a pioneer in the Italian market: ADVANT Nctm was the first Italian law firm to develop and launch a stand-alone tax practice and was among the first to have both qualified lawyers and accountants as part of one team. Today, our innovative and pioneering reputation continues with our team of lawyers and qualified accountants. We believe that the size and unique composition of our team sets us apart and places us among the largest Italian firms. Our Tax team works constantly with the other departments of the Firm in order to provide our clients with seamless and 360 degree full-service legal and Tax assistance. Our Tax team has a known reputation for advising on cross-border issues both international and domestic clients, and is very active in complex issues such as tax structuring and winning for our clients on tough and impactful tax litigation matters.

## 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

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**Riccardo Sallustio**, Partner – Banking and Finance

**Eugenio Siragusa**, Partner – Banking and Finance  
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**Marco Lantelme**

**Fabrice Colonna**

## **POSITIONING**

BSVA is an independent law firm set up in 2002 by Alessandro Bellofiore and Francesco Senaldi. They wanted a place where the professional relationship between clients and lawyers could feel like a real partnership based on trust. With a team of over 60 members, BSVA is today a multi-disciplinary legal firm (deeply rooted/well established) on the Italian territory, based in Milan and Varese, whose aim is to meet the demands of its Italian and foreign clients, offering tailor made legal and fiscal services in several legal matters such as corporate and commercial law, banking, finance & capital markets, labor law, criminal law and family law.

### **Finance and Tax**

The Firm advises in the areas of banking & finance, restructuring capital markets, structured finance and securitization, corporate finance, banking, financial and insurance regulation, as well as corporate governance and litigation in these areas.

BSVA assists its clients in connection with a wide range of issues, solving efficiently all problems arising from the structuring transactions, on behalf of arrangers, banks and brokers, companies and corporate groups.

With regard to Capital Markets, the Firm advises its clients in the bond and other debt securities issuance, debt, convertible, debt restructuring. BSVA also assists management companies and hedge funds (including property/real estate funds).

## **BUSINESS**

- Banking, Finance and Insurance
- Bankruptcy law and corporate restructuring

## **CONTACTS**

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Alex Schmitt



Cédric Bellwald



Chantal Keereman



Stéphane Ebel



Marcel Bartnik



Françoise Pfeiffer



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.

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## 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

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Rémi Chevalier



Olivier Sciales



Cécile Rechstein

## BUSINESS

- **Investment funds**
  - Fund structuring and formation (private equity, real estate, VC, debt, crypto, hedge, etc.)
  - Regulatory and compliance
  - Restructuring and insolvency
- **Litigation, arbitration & dispute resolution**
  - International litigation and arbitration
  - Fund litigation
  - Private banking and financial litigation
  - Corporate and commercial litigation
- **Tax**
  - Tax advisory
  - Tax litigation
  - VAT and indirect taxes
  - Tax Compliance
  - Private wealth planning
- **Banking, finance & capital markets**
  - Debt and equity capital markets
  - Securitisation and structured finance
  - Banking and financial services
- **Private wealth management**
  - Private investment and family capital
  - Luxembourg SPF services
  - Private wealth planning
  - Dispute resolution
- **Corporate**
  - Company formation
  - Corporate governance
  - Restructuring and insolvency

## POSITIONING

Chevalier & Sciales, established in 2005, is a Luxembourg-based law firm known for its specialized expertise in investment management, high-stakes litigation, arbitration and dispute resolution, tax, banking, finance and capital markets, as well as private wealth and corporate transactions. Over the years, the firm has developed a diverse proficiency in niche practices within the fund industry, securitisation, and the private equity sector, offering innovative financing techniques and tailored solutions designed to meet the most demanding requirements. The firm proudly represents a broad variety of clients, from a diversified mix of hedge funds, private equity funds, real estate funds, and crypto funds to investment advisers and entrepreneurs. The firm's extensive client base stretches from Europe—including the United Kingdom and Switzerland—to the US, Latin America and the UAE.

**Investment Funds:** Our investment fund team supports promoters aiming to establish Luxembourg funds by assisting them to find the appropriate investment vehicle that fulfills their marketing, regulatory, and legal requirements and goals. We provide advice on the full spectrum of Luxembourg investment vehicles and fund regimes. These include Undertakings for the Collective Investment in Transferable Securities (UCITS), Specialised Investment Funds (SIF), Reserved Alternative Investment Funds (RAIF), Alternative Investment Funds with an authorised AIFM, and unregulated Common Limited Partnerships (SCS) and Special Limited Partnerships (SCSp).

**Tax:** Our tax team has extensive experience in advising on transactions and situations ranging from basic to sophisticated. We act as lead or co-lead counsel on the tax aspects of complex and challenging financial transactions. These include M&A transactions, buy-outs, joint ventures, corporate restructurings, private equity transactions, finance structures, financial products, securitizations, and real estate transactions. Additionally, we advise on the implementation of incentive plans for employees, senior executives, and asset managers. We are trusted advisors to HNWI and families in the implementation of asset protection and family capital operations. Our scope of expertise encompasses Luxembourg and EU tax law, and the interpretation and application of international tax treaties impacting cross-border transactions. We also manage tax settlements and tax litigation with the tax authorities. Our approach is innovative and designed to present tailor-made solutions that stand the test of time. We seek realistic and commercially-sound solutions that align with real-time insights and legislative developments.

**Corporate:** At Chevalier & Sciales, our corporate practice caters to a broad range of corporate needs. From company formation to handling intricate governance issues, we serve both public and private sector entities. Our deep understanding of Luxembourg's dynamic corporate landscape helps us provide tailored solutions, addressing day-to-day corporate matters with acuity.

**Restructuring & Insolvency:** Our corporate team at Chevalier & Sciales offers expert guidance to clients, their governing bodies, and in-house legal teams on matters of restructuring and insolvency. We provide assistance regarding domestic and cross-border mergers, inbound and outbound migrations, asset deals, bankruptcy proceedings, insolvency, and liquidation. Our strategic advice is designed to navigate complex legal landscapes with precision and confidence.

**Banking & Finance:** Our capital markets team showcases a diverse expertise in both debt and equity capital markets. This includes the execution of bond issues and programmes of various types, such as traditional and novel global notes, and devising investment and financing operations. We have the capability to manage an extensive range of debt or equity capital markets transactions on both a domestic and international level, demonstrating our commitment to providing robust financial solutions to our clients.

## CONTACTS

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Marie-Paule Gillen



Mario Di Stefano



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## POSITIONING

Located in the heart of one of the world's main financial centers, DSM provides multilingual services suited to Luxembourg's current environment to its national and international clientele. DSM's lawyers are recognized experts in numerous legal practice areas such as corporate, M&A, tax law, private equity and real estate, fund industry, labour law as well as dispute resolution.

### Banking and Financial Law

DSM's Banking and Financial Law practice team advises on a wide range of financial transactions governed by Luxembourg law, involving Luxembourg and foreign entities or in respect of Luxembourg-based assets. Representing and advising both lenders and borrowers, collateral providers and pledgees, we provide legal assistance for financing and the taking of security, not limited to comprehensive structuring, tax and ancillary aspects of traditional corporate finance but extending to more complex financing arrangements and hybrid financial instruments. We have extensive experience in advising financial institutions and other professionals in the financial sector on all aspects of client contractual relations and documentation, professional liability, criminal financial law liability, corporate governance and the protection of personal data.

### Tax Advisory and Tax Dispute Resolution

DSM's Tax team advises corporate clients on a wide range of international transactions, investment structures as well as on day-to-day business matters in Luxembourg. We not only represent Luxembourg companies, shareholders and lenders but also borrowers, collateral providers and pledgees. DSM's tax team is adept at liaising with the Luxembourg direct and indirect tax authorities. We assist our corporate and private clients in the administrative pre-litigation phase of tax dispute proceedings (*réclamation contentieuse, recours hiérarchique, recours gracieux*).

In particular, DSM's Tax team provides tax advice to alternative investment funds (including SIFs, SICARs and securitisation vehicles), private equity houses, banking institutions as well as industrial and commercial groups.

DSM covers all tax fields, including, *inter alia*, income tax, municipal business tax, net wealth tax, VAT, RETT and other particular taxes or registration duties. Moreover, we provide the full range of tax advisory services from strategic tax planning to high-end technical advice.

We represent our clients in tax cases before all Luxembourg courts including opposition to tax recovery measures and bankruptcy proceedings, as well as defence in criminal tax investigation proceedings.

### Restructuring & Insolvency

Our team comprises highly skilled lawyers who operate with an in-depth knowledge of the applicable legal, regulatory and commercial environments. Their expertise extends to corporate and commercial, finance, dispute resolution, real estate, employment and pensions, intellectual property, regulatory and tax matters. 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 teams assist in the following languages: English, French, German, Italian, Spanish and Luxembourgish.

## 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 / Mergers and Acquisitions
- Criminal Law and 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 and Investment Management**

## DESKS

- Italian Desk
- German Desk

## VALUES

- Excellence
- Reactivity and Availability
- Closeness
- International

## CONTACTS

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**Bertrand Gérardin**



**Jad Nader**



**Laurent Thailly**

## 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 a dedicated desk for German clients.

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.

## BUSINESS

- Banking and Finance
- Corporate
- Dispute Resolution
- Employment
- Fintech
- Investment Funds
- Private Equity
- Real Estate
- Regulatory
- Restructuring and Corporate Recovery
- Securitisation
- Tax

## OFFICES

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- London
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- Singapore
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# Pinsent Masons

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Giuseppe Cafiero



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David Maria



Yann Payen



Dr. Jan Saalfrank



Mark Shaw

## POSITIONING

Pinsent Masons is a purpose-led professional services business with law at the core. We combine legal expertise delivered via our global sectors – real estate, financial services, energy, infrastructure and technology science and industry – with a wide range of complementary professional disciplines to address our clients most pressing needs. In addition to lawyers, clients have easy access to a range of professionals, from forensic accountants and tax experts to data specialists and project managers, to support them across every area of their business.

With over 450 partners and more than 3300 people operating globally from 27 offices around the world, our people champion change, promote progress and enable everyone to make business work better for people.

### Banking & Finance

By taking care of the most complex regulatory, transactional and litigation matters, both on a domestic and international level, our Banking & Finance team located in Luxembourg has proven to be a highly reliable partner across the full spectrum of banking, finance, capital markets and fund finance services. Our experts assist banking and credit institutions, investment firms, Professionals of the Financial Sector (PFS), management companies, auditors and accounting professionals, economic advisers, investors, borrowers and lenders as well as other professionals subject to the AML/CTF regulations.

### Corporate Law

Our Corporate and M&A team in Luxembourg uses a cutting-edge approach to provide clients with a fully integrated legal service covering the whole range of corporate transactions, structures, and governance. Our lawyers assist renowned domestic and international clients including multinational corporations, entrepreneurial and family businesses, start-ups, banks and financial institutions, investment and pension funds, private equity houses, asset managers and family offices.

### Investment Funds

Our Luxembourg Investment Funds team advises on transactional and advisory projects, focusing on both alternative and retail investment funds. Our lawyers have developed a high level of expertise across all asset classes and have a strong demonstrable track record of client satisfaction, delivering commercial advice combined with an in-depth understanding of the industry. Our clients include domestic and international institutional investors and sponsors, family offices, asset managers, private equity and venture capital funds or high-net-worth individuals and families.

### Tax

Our Tax team based in Luxembourg not only supports clients in their day-to-day management, tax compliance procedures and fiscal issues but also helps them implement the best tax strategy and appropriate tax structuring for their projects. Our lawyers excel in advising on cross-border operations and handling tax disputes for clients including Fortune 500 companies, multinationals, emerging businesses, investment funds, investors, banking and financial institutions as well as high-net-worth individuals and families.

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## BUSINESS

### MAIN AREAS OF PRACTICE:

- Banking and Finance
- Corporate and M&A
- Dispute Resolution and Litigation
- Employment
- Insurance and Reinsurance
- Investment Funds
- IP, Technology, Media & Telecommunication
- Tax

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**Quentin Rutsaert**



**Edouard Guy**



**Ferdinand Partisotti**

## **POSITIONING**

Established in 2010, Rutsaert Legal excels at setting up investment vehicles in Luxembourg, with a special focus on Alternative Investment Funds. Most of our clients are Asset Managers, Institutional Investor and High Net Worth Individuals. Our lawyers have an extensive track record in assisting Investment Funds on their fundraising and transactional work (acquisition finance, M&A, LBO, MBO and divestments). We regularly team-up with international law firm as trusted partner for Luxembourg.

### **Investment Funds**

We advise Asset Managers, Institutional Investors, HNWI, PE Firms, Funds and Family Offices on all aspects of the life cycle of unregulated investment vehicles (AIF, RAIF) and of regulated investment vehicles (SIF, SICAR, UCITS); In this respect we assist our clients with:

- The selection of the appropriate fund structure;
- The set-up and drafting of the documentation: Special Limited Partnership agreement (LPA), carried interest arrangement, side letter, prospectus, private placement memorandum (PPM), investment management agreement, central administration agreement and depositary agreement;
- Liaising with the financial supervisory authority in Luxembourg (the CSSF);
- The set-up and registration of Alternative Investment Fund Managers (AIFMs) with the CSSF; and
- The selection of service providers such as the registered AIFM, the central administration agent and the depositary agent.

### **Corporate Finance**

We assist clients with their corporate finance transactions. Typically, our clients are PE firms, Asset Managers, Small and Large Corporates and Family Offices. Our significant flow of transactions ensures that our lawyers have become rounded corporate finance lawyers with experience in various types of transactions. Here is a list of transactions we cover on a regular basis:

- Acquisition finance, including the documentation related to the security package;
- M&A, from drafting a term sheet or letter of intent to closing the transaction;
- Drafting and negotiating shareholders agreements, co-investment agreements and share purchase agreements;
- Arranging capital increases or raising funds through the issuance of bonds; and
- Performing corporate, legal and tax vendors' or buyers' due diligences.

### **Corporate Services**

We assist our clients with their legal and accounting compliance, including the preparation and filing of the annual accounts. We also assist them with the preparation and filing of tax returns.

### **Tax**

We assist our clients with corporate tax matters. We team-up with international tax advisors to cover cross-border tax issues.

## **BUSINESS**

- Investment Funds
- Corporate Finance
- Corporate Services
- Tax

## **CONTACTS**

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Etienne de Crépy



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Laurent Verhavert



Vanessa Schmitt

## POSITIONING

Strelia's Luxembourg office was established in 2017, in recognition of the importance of Luxembourg as a top-ten financial center worldwide and as the world's second most important hub for investment funds, behind only New York. Our Luxembourg office also addresses the needs of our mainly French and Belgian clients with activities in both Belgium and Luxembourg.

Strelia's Luxembourg office focuses on the practice areas of Corporate and M&A, Banking and Finance, Tax and investment and wealth management. Additionally, we handle disputes before the Luxembourg courts. We also advise clients with respect to Luxembourg real estate, insolvency and restructuring, labour and employment, as well as general commercial law.

## BUSINESS

- Corporate / M&A
- Banking & Finance
- Tax
- Dispute Resolution
- Wealth management
- Restructuring & Insolvency

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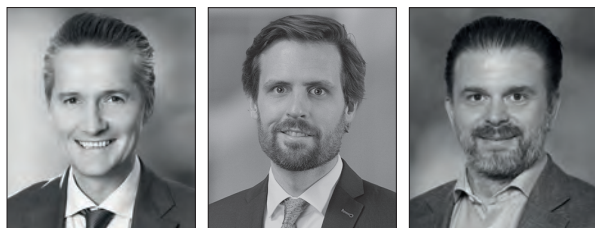
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 Top Advisors Directory  
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# WHITE & CASE

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[www.whitecase.com](http://www.whitecase.com)



Thierry Bosly

Hadrien Servais

Christophe Goossens

## POSITIONING

White & Case is an international law firm that serves companies, governments and financial institutions. We are uniquely placed to help our clients resolve their most complex legal challenges wherever they are. Our Luxembourg team advises on a broad range of areas of expertise, with a particular focus on private equity, investment funds, tax, mergers and acquisitions, banking and finance, capital markets, restructuring, corporate litigation and EU financial service regulations.

Our Banking, Finance and Capital Markets department sits within our Transactional Practice and concentrates the firm's well-rounded expertise in transactional finance and financial regulation. Our team mainly advises a wide range of banks, credit funds, alternative capital providers, sponsors and corporations on direct lending, acquisition & leveraged finance, holdco PIK financing and debt and equity capital market transactions. Over the years, our team earned the reputation of being among the very best in the Benelux market.

Our Restructuring and Insolvency team has extensive experience in advising debtors and lenders to restructure in distressed debt situations, in advising lenders and other creditors in bankruptcy cases, in defending directors, shareholders, or lenders when facing liability claims from other creditors, trustees or receivers, and more. We assist leading professional investors in acquiring portfolios and individual distressed assets with a view to restructure and create value. We also routinely handle restructuring and insolvency matters with multiple simultaneous procedures taking place in several countries.

Our Tax team is working with our clients to find the most effective tax-related legal solutions. We have built one of the most successful tax practices, offering a truly pan-European service, and our award-winning tax advisors have been engaged in some of the most significant tax assignments in the region. Our Luxembourg tax team is fully integrated in this multinational approach to tax issues and assists our clients with tax aspects in transactions, advisory work, contentious and non-contentious mandates, as well as standalone tax matters.

## BUSINESS

- Corporate and Mergers & Acquisitions
- Private Equity
- Investment Funds
- Asset Finance
- Capital Markets
- Commercial Litigation
- Debt Finance
- Financial Restructuring and Insolvency
- Financial Services Regulatory
- Project Development and Finance
- Regulatory & Compliance
- Tax

### Our values

At White & Case, our culture comes to life through three core values :

#### Pioneering

We seize opportunities to innovate and grow

#### United

We are one firm with a shared sense of purpose

#### Human

We care about each other and the world around us

These are the concepts that shape our distinctive culture and differentiate us from others.

They capture the unique spirit of our Firm, and guide the behaviours that enable us to deliver on the promises.

## CONTACTS

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Top Advisors Directory  
**LAW FIRMS**

Country  
**MEXICO**

**BASHAM** 1912

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Amilcar Garcia



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Leon



Eduardo Kleinberg



Francisco Matus



Gerardo Nieto



Gil Zenteno



Jesus Colunga



Juan Carlos Serra



Juan Jose Lopez de  
Silanes



Luis Lujan



Miguel Angel Peralta



Pedro Said

## POSITIONING

Basham, Ringe y Correa is a full-service law firm with a strong presence in Latin America. It was established in Mexico in 1912 so it has 110 years of experience helping clients do business in Mexico and abroad.

Basham's preventive and strategic advice on all the areas of Mexican law allows the firm to offer its clients effective, complete and timely solutions to their needs.

The firm has four offices strategically located across the country: its main office is in Mexico City and regional offices are in Monterrey (opened in 2000), Queretaro (opened in 2004), and Leon (opened in 2018).

Basham's Corporate and M&A Practice Group assist Mexican and foreign clients in a broad range of cross border commercial transactions. As members of one of Mexico's leading law firms, our corporate lawyers have the experience, knowledge, and judgment required to effectively manage all transactions, from the simplest to the most complex with speed, efficiency, and success.

Every business plan or model must comply with domestic and international tax provisions. For this reason, Basham, Ringe y Correa assists our clients in meeting their tax obligations under the Law. Aware of their clients' concerns regarding the frequent amendments to tax provisions, Basham, Ringe y Correa offers a wide range of tax planning services to maximize the efficiency of their transactions.



Sergio Barajas



Victor Barajas

## BUSINESS

### Corporate:

- Foreign Investment negotiation and structuring
- Incorporation of companies and limited liability companies
- Opening of subsidiaries and branch offices of foreign companies
- Joint ventures and shareholder agreements
- Commercial contracts
- Construction contracts
- Approvals and permits from all levels of government
- Corporate restructuring, conversions, dissolutions

### and liquidations

- Corporate record maintenance
- ### Tax Planning:
- Domestic and international tax planning
  - Due-Diligence
  - Corporate reorganization
  - Mergers, spin-offs and acquisitions
  - Global solutions
  - Solid alliances with foreign law firms
  - Tax consulting
  - Tax incentives

## OFFICES

- Mexico
- Monterrey
- Queretaro
- Leon

## CONTACTS

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Juan Fernando Ibáñez



Manuel García



José Álvarez



Manuel Escalante



Eduardo Castillo



Jonathan Flores



Lisset Aldrete

## 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.

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 are able to analyze the needs of different projects, such as infrastructure, roads, drinkable and treated water, environment, electricity, hydrocarbons, among other administrative matters; besides this last, we also have plenty of experience in identifying governmental programs which are focused on seeking subsidy schemes, financing or public-private partnerships that might lead to reducing investment costs of our customers.

We are capable enough to identify additional common needs for infrastructure projects and the surrounding communities. We are always focused on seeking creative solutions so that, not only these needs be harnessed, but also the social impact that the project might cause can be reduced. This last is possible, once a cost-benefit study is applied in accordance with the required standards by current regulations and by conducting negotiations with the competent authorities in order to obtain the required support.

## BUSINESS

- Development of projects of Energy and Infrastructure
- Labor
- Corporate Law
- Foreign Investment
- Real Estate
- Tax Law
- Civil Law
- Commercial Law
- Administrative Law
- Litigation

## CONTACTS

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# Jáuregui y Del Valle

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**Luis Gerardo Del Valle  
Torres**



**Luis Alberto Balderas  
Fernández**



**Justo Fernández del  
Valle y Cervantes**



**Luis Carballo  
Balvanera**

## 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.

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.

## BUSINESS

- Banking and Finance
- Competition & Antitrust
- Corporate M&A
- Criminal Law
- Energy & Natural Resources
- Environment
- Insurance & Reinsurance
- Intellectual Property
- International Trade & Customs
- Labor and Employment
- Litigation & Arbitration
- Real Estate
- Tax

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**Diego Sánchez Labrador**



**Víctor López Martínez**



## POSITIONING

We specialize in Corporate Law, Administrative Law, Intellectual Property, Financial and Banking Law as well as Policy and Country Risk Consulting, areas focused on the growth and success of personal and business projects.

We make the tranquility, growth and success of our clients our priority. The corporate practice is focused on providing comprehensive legal advice for the constitution, organization, operation, control, merger, acquisition, dissolution and liquidation of companies.

We have had the opportunity to provide advice to financial institutions on regulatory compliance and compliance, representing said institutions before the regulatory authorities for all types of procedures. Additionally, we have advised both debtors and creditors in the design, structuring and implementation of financial operations. Likewise, we have extensive experience in the fintech sector and new technologies in the financial market, accompanying our clients from the design of their platforms to the start of operations.



## BUSINESS

- Corporate
- M&A
- Banking & Finance
- Fintech Regulatory
- Labor
- Tax



## OFFICES

- Madrid
- Mexico City
- Miami



## CONTACTS

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 **AMPRIMO,  
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**Natale Amprimo**



**Hans Flury**



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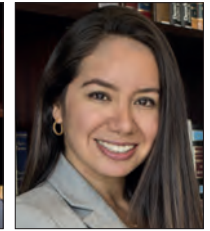
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**Eduardo Joo**



**Jaime Miranda**



**Christa Caro**



**Ana Angulo**



**Kepler Panduro**



**Alfredo Sotomayor**



**Cindy Vargas**



**Karla Figueroa**



**Gabriela Polo**



**Rodolfo Nuñez**

## POSITIONING

AMPRIMO, FLURY, BARBOZA & RODRÍGUEZ ABOGADOS is a law Firm made up of lawyers with broad experience in providing legal consulting services both, for private and public sectors. The purpose of our institution is to remain at the forefront and excel in all law practice areas with a special focus on litigation and arbitration matters. In that sense, our main partners are highly praised as referents in this area of expertise, being highly demanded both as litigators as well as in their role as arbitrators; having participated in various large-scale arbitrations, as well as representing several of the country's most important companies in critic leading cases.

As a highlight of some of the firm's most recent cases, is the successful advisory and legal representation in the constitutional action held against Law 31018, which suspended the charge of tariffs in all national highways during the COVID 19 outbreak and further lockdown in Peru; as well as representing Petroperu with its defense in a recent constitutional process held in order to suspend the development of the technical improvement in La Pampilla refinery, one of the biggest current public infrastructure projects in Peru. Finally, the firm has participated in an international arbitration, at the CIADI, initiated by a maritime concessionaire against the Peruvian Government claiming the existence of several causes of contractual breach.

Furthermore, our lawyers have held positions of high responsibility and specialization in the public administration, focused especially on matters related to human rights, arbitration as well as constitutional, administrative, competition, mining and environmental law. Also, they are skilled in issues related to the private investment and public management in addition to negotiation of different contracts aimed at executing large-scale investment projects. In this regard, the Real Estate area of the Firm has experienced a remarkable growth, having as clients the main actors of the real estate and construction sector in the country, sponsoring them in the design of investment models as well as in the management of such projects.

Similarly, we pride ourselves in having a vast experience in providing legal advice for the business development and settlement of controversies arisen from the corporate, financial, tax, and labor issues and generally, for all matters related to the business development in Peru.



## 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



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**BBGS**   
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**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, aviation, 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.

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.

## BUSINESS

- Banking, Finances
- Capital Market
- Mergers & Acquisitions
- Mining
- Corporate and Commercial
- Taxes, Foreign Trade and Customs
- Aviation
- Competition law
- Health services
- Real Estate Investment
- Insurance
- Intellectual Property
- Administrative law and Municipal matters
- Private Concessions and Initiatives
- Proceedings
- Consumer Protection law
- Telecom law

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**Juan Jose Hopkins**



**Carolina Gajate**



**Cecilia Vargas**



**Victor Farro**



**Yessica Manzur**

## POSITIONING

The team has broad experience, advising clients from all over the globe, including Asian, European and North American companies, offering a comprehensive local legal knowledge with a global approach in order to provide effective solutions to our clients' needs.

Our transactions team has a well-developed and very successful methodology that is very meticulous with all the regulatory, environmental, sectoral and other relevant aspects of an operation, making sure to always provide efficient tax advice and to verify all the sensitive aspects from the labour point of view.

We have an outstanding track record advising important clients across a range of sectors, with a particularly strong focus on the retail, mining, oil & gas, aviation, real estate, energy and industry sectors, among others.

## OFFICES

### AMERICAS

- Bogotá
- Lima
- Mexico City
- Rio de Janeiro
- Santiago de Chile

### EUROPE

- Aberdeen
- Amsterdam
- Antwerp
- 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

## 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

- Dubai
- Muscat

### ASIA-PACIFIC

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- Hong Kong
- Shanghai
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Ivan Chu



Germán Lora



Rocio Liu



Juan José Cárdenas



Álvaro Castro Lora

### POSITIONING

Damma Legal Advisors exists to positively impact our community having integrity as our core value.

We are involved in practically all sectors and industries, which allows us to have an expert view of the business world. Our value proposition is focused on helping our clients to meet their business objectives and protect the value of their assets in an effective and efficient manner, based on a preventive approach. To this end, our services integrate the main legal aspects that usually have impact on the economic results and the continuity of a company's business operations.

Damma is highly specialized in technology, fintech, venture capital, financial regulation, capital markets, tax law, wealth management, labor & employment, projects & infrastructure and corporate law matters.

Our Fintech & Startups practice is focused on providing regulatory, corporate and transactional advisory to startups (specially Fintech, Crypto, Blockchain and Web 3 companies), angel investors, venture capital funds, incubators and accelerators, corporate venture building departments and corporations aiming to digitalize themselves. Thus, we advise fintech, crypto and blockchain companies, regulated entities and local and foreign investors, on regulatory and digital matters. Our advisory focuses on the implementation of fintech business models and/or partnership schemes among fintech companies (e.g., P2P lending platforms, debt and real estate crowdfunding, factoring, currency exchange, payment and remittances mechanisms, etc.), Blockchain-based developments and web 3 business models (cryptoassets wallets, exchange platforms, stablecoins, tokenization, payments and remittances platforms, etc.). Our services include the elaboration of regulatory roadmaps for innovative business models, data privacy compliance, drafting of corporate and contractual documentation, as well as conducting licensing and registry procedures. We also advise tech entrepreneurs and regulated entities in their interaction with public agencies on regulatory matters, as well as with private entities on funding and collaborative transactions.

On the other hand, our Capital Markets and Banking practice provides transactional advisory related to financing and debt issuance deals, creation of trusts, investment funds and securitization vehicles, as well as regulatory advisory to banking, insurance and securities markets entities, including licensing proceedings.

Our Labor & Employment practice includes counseling on both private public labour legal regimes, representation in litigation before the judiciary and in administrative proceedings, labour contracting and contracts under special regimes, internal labour management (hiring policies, disciplinary procedures, internal labor regulations, wage equality, harassment, occupational health and safety, among others), union related aspects (collective bargaining, strike scenarios, etc.) and hiring of foreigners and immigration issues.

Our Tax law practice consists of general and sectorial tax advisory, organization of tax and legal schemes, tax and legal committees, preparatory review for and support in tax audits, tax reviews, legal sponsorship and participation in proceedings as experts, consultancy and general legal advising on customs matters, as well as wealth management solutions.

Finally, our Transactions and Projects practice includes legal advisory on mergers, acquisitions and corporate reorganizations, corporate and financial structures, negotiations and commercial transactions of all kinds, financing (corporate loans, syndicated loans, issuances, etc.), project financing, "works for taxes", legal due diligence, private and public bidding and contracting, commercial and investment arbitration, as well as PPPs and regulation of transportation infrastructure.

### BUSINESS

- Fintech
- Blockchain and Crypto
- Venture Capital & Technology
- Banking and Finance
- Capital Markets
- Financial Services
- Data Protection & Information Security
- Labor & Employment
- Tax Law
- Wealth Management
- Projects & Infrastructure
- Mergers & Acquisitions

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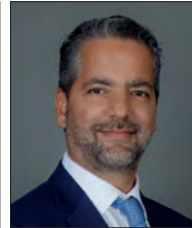
**Ricardo Escobar**



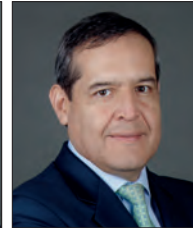
**José M. Allemant**



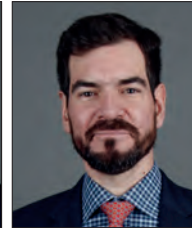
**Janilú Badiola**



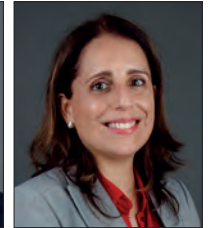
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**Guillermo Hesse**



**Hernán Jordán**



**Fernando Lanfranco**



**Erik Lind**



**Carlos Nuñez**



**Luis Vargas**



**Hernán Velarde**

## POSITIONING

DLA Piper is a global law firm with offices in more than 40 countries throughout the Americas, Asia Pacific, Europe, Africa and the Middle East, positioning us to help companies with their legal needs anywhere in the world.

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

- Projects and Infrastructure
- Energy and Natural Resources
- Corporate and M&A
- Litigation and Arbitration
- Banking and Finance
- Real Estate
- Labor and Immigration
- Tax
- Insurance and Reinsurance
- Corporate Criminal Law and Compliance
- Industrial and Intellectual Property
- Restructuring
- Antitrust
- Private Clients (Wealth Management / High Net Worth)
- Data Protection

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David Bravo Sheen



Alex Román



Daniela León



Juan Carlos Alvarado

## POSITIONING

**Professionalism and innovation in addressing comprehensive business needs**

With over 20 years of professional practice, EBS Abogados reaffirms its commitment as a leading tax boutique in providing tax consulting services to companies, corporate projects, and individuals.

Our firm is comprised of a multidisciplinary team of specialists with proven track records, allowing us to strengthen and address our clients' needs comprehensively, both in terms of prevention and resolution of contingencies.

The trust bestowed upon us by our distinguished clients has positioned us as a secure and reliable alternative in business consulting in Peru.

### David Bravo Sheen - Principal Partner

A lawyer with a Master's in Law from the University of Kiev, with postgraduate studies in Taxation from the Pontifical Catholic University of Peru, and specialization in International Taxation from the Universidad Austral de Argentina.

He has worked as a Tax Advisor for the Gloria Group, as the Manager of the Tax and Legal Division at Deloitte, as the Head of the Tax Legal Division at Caballero Bustamante Law Firm (now Thomson Reuters), and as the Head of the Legal-Tax Division at LGS Consultores S.A.

He has also been a lecturer on tax topics in the Master's in Business Management and Master's in Law programs at the University of Piura, as well as in the Taxation Diplomas at PUCP, the University of Lima, and ESAN.

## BUSINESS

### • Tax Consulting and Processes:

As the flagship specialty of the Firm, the Tax Consulting and Processes area reaffirms its commitment to addressing our clients' needs appropriately. Through answering tax queries and providing legal opinions on complex transactions, we aim to establish preventive mechanisms that allow for the development of efficient tax structures for companies. In adverse situations, we provide effective strategies in managing tax procedures before entities such as SUNAT (National Superintendency of Tax Administration), Municipalities, the Tax Court, as well as contentious processes initiated before the Judicial Branch and the Constitutional Court.

### • Tax Compliance:

EBS Abogados' Tax Compliance area stands as an indispensable ally for our clients, offering support in the diligent fulfillment of acquired tax obligations, allowing for the prevention and mitigation of risks and contingencies with the Tax Authority. Its service offerings strategically include reviews and determination of Income Tax and monthly obligations, tax diagnosis, and due diligence, electronic bookkeeping, as well as assistance in tax audits.

### • Transfer Pricing:

Our transfer pricing area provides the appropriate support in the application of rules established by the competent authority in cases of relationships between related companies, preventing the application of sanctions in case of non-compliance. Legitimate mechanisms are thus offered to optimize resources and reduce the tax impact on groups of companies.

## SOCIAL MEDIA

- [www.linkedin.com/company/ebs-abogados](http://www.linkedin.com/company/ebs-abogados)
- [www.linkedin.com/in/dbravosh/](http://www.linkedin.com/in/dbravosh/)

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**Ramón Gálvez**



**Carolina Riso**



**Carlos Zegarra**



**Christian Cáceres**



**Karen Alegría**

## POSITIONING

Gálvez, Riso, Zegarra & Asociados is a law firm specializing in tax, corporate and business development matters. For more than 20 years the partners of Gálvez, Riso, Zegarra & Asociados have been providing a full range of tax and corporate services to national and multinational companies. Since 2019, in alliance with technology providers, we design and offer technological tools for tax control and administration.

We are a professional team focused on providing specialized tax services, corporate issues, foreign trade and customs matters, as well as foreign investment services, by using protocols and methodologies as a result of our experience and talents.

We provide integral support for the identification, concretion and development of businesses and global investments in Peru. We build a personal relationship with our customers, allowing us to help and support them in making decisions related to their business strategy and management.

In order to achieve our professional goals, we generate high added value solutions that we offer to our clients.

Our work is inspired by principles and a clear service vocation.

## BUSINESS

- Tax advisory
- Tax planning
- Tax audit assistance
- Tax litigation
- Tax technological services
- Corporate services
- Merger and acquisitions
- Foreign trade and customs
- Foreign investment services

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**Fernando Martinot**



**Yanira Becerra**



## POSITIONING

We are a young, modern and dynamic law firm. We focus our work

on creating value for our clients, addressing their needs with an integral vision oriented to the search for solutions. We understand and speak the corporate language, avoiding unnecessary legal wording to communicate fluidly and clearly.

Corporate transactions are our specialty as it is advising global corporations on their projects in Peru. Furthermore, corporate restructuring and bankruptcy are one of the most robust practices of the law firm.

Our philosophy is to deliver excellence, commitment, and quality services. Therefore, our team of attorneys is especially trained to elaborate creative solutions and anticipate to the future needs from our clients.

We focus on teamwork and commonly interact with professionals from other disciplines. We use technology tools to our advantage, even those not commonly used in the legal world.

We work under unbreakable ethical principles. Our policy is to deny participating in a case even out of the slightest suspicion of conflict existence. We work with transparency and honesty.

We never stop learning; we learn from our clients, from professionals in other disciplines, and of course, from our competitors.



## BUSINESS

- Corporate Law
- Corporate Restructuring and Creditors Rights
- M&A
- Foreign Investment
- Private Equity
- Tax
- Antitrust Law
- Aviation Law
- Complex Conflicts
- Consumer Rights
- Data Protection
- Gaming Law
- Intellectual Property
- Labor and Migratory Law
- Real Estate
- Tourism



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Alberto Rebaza



Camilo Maruy



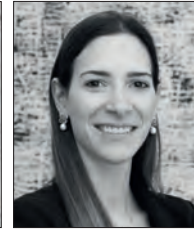
Alexandra Orbezo



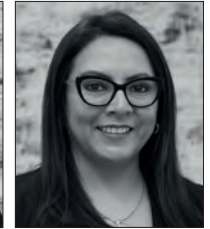
Víctor Valdez



Alejandro Díaz



Maite Colmener



Llanet Gaslac



### POSITIONING

#### TAX

Our tax practice is distinguished by its business orientation and its passion for providing solutions in a creative way through our high quality service to local and foreign companies.

Our team brings together its legal technique and experience to advise clients in all types of industries and sectors, being especially strong in taxation related to banking, finance, capital markets, retail, telecommunications and infrastructure.

We have experience in the design and evaluation of efficient tax structures for local and cross-border transactions in mergers and acquisitions, project financing. Tax planning is also a main service for our clients in investment funds, local and foreign trusts, always focused on optimizing the investor's profitability.

Rebaza Alcázar & De Las Casas is very active in representing contentious and non-contentious tax proceedings before the Peruvian Tax Authority. Our objective is to be the bridge for the achievement of the objectives of our clients and their business needs, through an efficient and planned taxation.

#### PRIVATE CLIENTS

Rebaza, Alcázar & de las Casas was the first law firm to incorporate a Private Clients area in Peru.

Our practice embraces both, succession and wealth planning. It is distinguished for bringing tailor-made solutions to our clients, addressing their specific personal and financial needs by developing personalized structures for the management, protection and preservation of their assets and businesses.

Our versatile team is experienced in designing and setting-up local and foreign investment structures which may consider, among others, local or foreign trusts, investment funds and the participation of private companies.

Focusing on tax efficiency when designing structures is an advantage of our team. We are able to identify associated opportunities and risks, while providing flexible and complex solutions regarding any difficulties that may arise in the future.

#### VENTURE CAPITAL & TECHNOLOGY

Rebaza, Alcázar & de las Casas' Venture Capital & Technology department has become one of the most active and well renowned departments in the market, representing anywhere from start-ups and fast growth-stage companies throughout their business life cycle, to matured international technology corporations with operations in the country in a broad range of areas as M&A, regulatory matters, commercial and technology contracts and transactions, IP, data privacy, dispute resolution, among others.

Our clients are mainly companies that relate to technology in one way or another. While some are directly involved in the business of developing technology, others find themselves in the need of new technologies to subsist or sustain growth or have implemented business models essentially based on the use of technological solutions.

Our Venture Capital & Technology department stands out, for its capabilities to handle high-profile transactions with a sophisticated team of lawyers working across labor, tax, regulatory, intellectual property and privacy matters to support technology clients and emerging entrepreneurs in their businesses.



### BUSINESS

- Antitrust (Merger Control)
- Arbitration
- Bankruptcy & Restructuring
- Capital Markets
- Compliance
- Corporate and Regulatory
- Corporate Litigation
- Data Protection and Information Security
- Financing
- Financial Services
- Fintech
- Labor
- Life Sciences
- Mergers & Acquisitions
- Mining
- Private Clients
- Projects & Infrastructure
- Real Estate
- Tax
- Venture Capital & Technology
- White Collar Crime and Internal Investigations



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## POSITIONING

Miranda is an international full service legal practice which serves the needs of many of the largest multinational corporations. Our aim is to combine the highest international standards with local expertise so we can provide a seamless assistance to the top corporations in their most important and challenging assignments. Through our network Miranda Alliance, we offer a full range of commercial legal services, combined with an in-depth knowledge of local practices, in a total of 18 countries in four continents, including some of the most challenging and fast-growing emerging markets.

Miranda Alliance brings together close to 230 lawyers in 19 jurisdictions across 4 continents.

### Financial Markets

The development and diversification of capital markets have come hand in hand with the growth of individually considered businesses. Worldwide privatizations have increased. Markets have become globalized. Agents often come across multi-jurisdictional problems, as well as complex matters which require expertise in various areas of law.

### Tax

For major corporations, growing businesses and individuals, tax is an area which impacts on virtually all business or asset management decisions to be made. Tax constitutes a crucial element in the commercial life of all businesses and often determines the structure of more complex transactions, notably M&A, restructurings, asset or project based financing, and of large scale investment projects, such as oil & gas exploration and production, LNG, renewable energy, telecommunications, transports and infrastructure projects, extractive industries, utilities.

## INDUSTRIES

- Banking and Finance
- Beverages and Breweries
- Construction
- Energy
- Maritime & Shipping
- Mining
- Oil and Gas
- Pharmaceutical
- Railways and Transportation
- Real Estate
- TMT
- Tourism
- Water And Waste

## MEMBERS

- Angola
- Brazil
- Cameroon
- Cape Verde
- Cote d'Ivoire
- Democratic Republic of the Congo
- Equatorial Guinea
- Gabon
- Guinea-Bissau
- Macau (China)
- Mozambique
- Portugal
- Republic of the Congo
- São Tome and Principe
- Senegal
- Timor-Leste

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## POSITIONING

At Allen & Overy our clients are at the heart of our strategy and we aim to build long-term relationships where we are completely trusted to handle their most complex legal problems. As well as first-rate legal knowledge and expertise, we aim to bring strategic and commercial insights based on a deep understanding of their businesses. Our deeply rooted sector expertise allows us to understand the broader business, not just legal, issues faced by our clients.

A&O in Spain is one of the country's leading legal practices. Our lawyers have both international experience and an in-depth knowledge of the local market.

We can leverage the resources and skills of a highly integrated worldwide network. Our office is led by 18 top-tier partners, each of whom has an exceptional track record of success and achievements across a range of industry sectors, supported by a dedicated team of experienced lawyers.

Our clients are our top priority and they include financial institutions, public entities, high profile Spanish companies and international corporations with interests in Spain and beyond. As a global elite practice, Allen & Overy is at the cutting edge of international legal and commercial insights. Our teams are able to offer our clients the support and advice needed to succeed in the changing national and global markets.

Allen & Overy is placed in more than 40 offices around the world with an international network of 590 partners and 5.820 professionals.

## 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



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**Javier Castresana**, Litigation and Restructuring & Insolvency Partner  
**Vanessa Cuellas**, Banking & Finance Partner  
**Bosco de Checa**, Corporate and M&A Partner  
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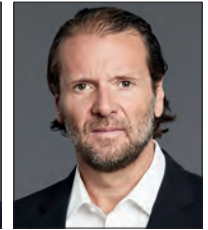
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**Susanne Schreiber**



**Mariel Hoch**



**Christoph Neeracher**

## POSITIONING

Bär & Karrer is a leading Swiss law firm with more than 200 lawyers in Zurich, Geneva, Lugano, Zug and Basel.

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

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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.

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.

## BUSINESS

- Banking & Finance
- Tax
- Family Estate Law
- Corporate & Commercial
- Litigation & Arbitration
- Labour & Social Insurance

## OFFICES

- Geneva
- Paris

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## 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.

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 banking & finance team advises numerous Swiss and foreign banks and finance institutions as well as financial intermediaries, independent asset managers, fund managers, trustees and FinTech companies. We assist them 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.

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.

## BUSINESS

- Corporate
- Contracts and transactions
- Banking & finance
- Tax
- Employment

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**Tino Gaberthüel**



**Jacques Iffland**



**Tanja Luginbühl**



**Jean-Blaise Eckert**



**Pascal Hinny**



**Roman Graf**

## POSITIONING

**Asset Management** - Regulations are becoming more stringent and complex. With ESG considerations also rising up the agenda. It means effective asset management advice demands a highly focused but always commercial perspective. Our pioneering, recognised asset management lawyers will guide you through the maze to grow your clients' portfolios now and into the future.

**Banking & Finance** - Whatever a case's size, intricacies or timescale, our Banking and Finance practice group covers all client needs. From insightful and to-the-point support on important transactional work and regulatory matters through to robust assistance on contentious matters. Our decades of experience have made us one of Switzerland's leading practices with a focus on commercial banking and structured finance, financial services and regulatory, derivatives and private banking.

**Capital Markets** - We know what's at stake with your capital markets transaction – at a commercial, financial, as well as strategic level. That's why we always bring both reassurance and fresh thinking to the table. We advise issuers, shareholders and investors, and financial institutions in all types of capital markets transactions – including equity, equity-linked and debt capital markets.

**Insolvency & Restructuring** - Domestic or cross-border. In court or out of court. And representing both debtors and creditors. Our highly experienced restructuring experts and insolvency litigators meet the toughest problems with a practical, proactive mindset to best serve our clients' interests.

**Tax** - Global, local – always insightful. Our team of tax lawyers brings deep tax know-how to every client and challenge. We're Switzerland's largest law firm tax department but pride ourselves on our dedication and personalised service. Every one of our subject experts knows the world's tax map inside out.

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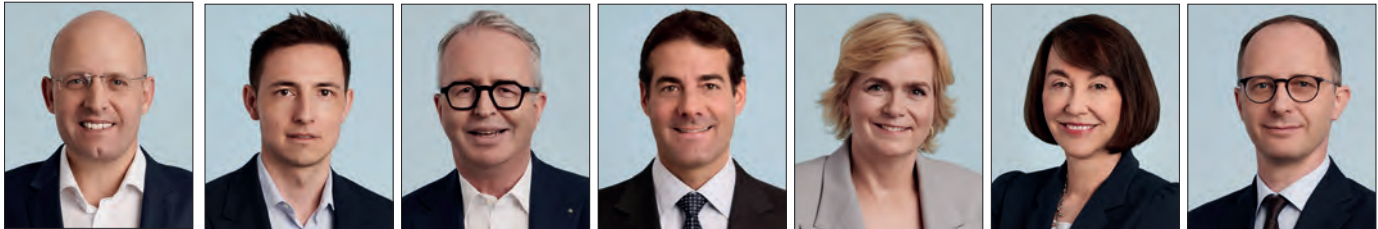
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## POSITIONING

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.

This is the foundation of our distinct market knowledge, legal expertise and our capacity for innovative thought. We are an international team of more than 140 lawyers of whom 47 are partners. The focus of Niederer Kraft Frey is the business of our clients. Our Finance and Tax practices are leading law practices in Switzerland.

Our NKF Banking, Finance & Regulatory team advises Swiss and international financial institutions, insurance companies and other financial service providers, government institutions and investors on national and international transactions, innovative structuring processes and all kinds of financial regulatory matters. Our NKF Tax team provides a full range of tax advice and consultancy services to corporate organisations, financial institutions and individuals on the full spectrum of domestic and international tax law. We have deep expertise in the tax structuring of complex domestic and cross-border transactions. We assist our clients with tax compliance matters and in tax related disputes and litigation.

We offer commercially relevant and highly efficient advice, enabling our clients to anticipate issues, manage risk and succeed in their endeavours. Our clients benefit from our in-depth understanding of the financial sector and our continuous efforts to shape the market through our representation in legislative commissions, self-regulatory organisations and working groups advising the Swiss regulatory authorities.



**Philip Spoerlé**

**Andrea Wuerzner**

## 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

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## POSITIONING

Innovation Tax & Trust is an international tax and private wealth consulting firm, funded in 2009. Its client-oriented strategy over these 10 years has led the company to strategically locate its offices in Madrid, Miami and Montevideo and together with its professionals and allies spread throughout the world, grant Innovation a global presence, while guaranteeing excellence in the provision of services, offering its clients tailored designed solutions and high standards of quality and confidentiality. At Innovation Tax & Trust, we offer a wide variety of services in charge of senior professionals for the development, management and expansion of companies and businesses.

Our main clients are Corporations, Family Offices and High Net Worth Individuals, located in the US, South America, and Europe. We manage their corporate structures and assets, wherever these are established, thanks to our extensive network of Correspondents and Associates. Our main services in which our main practitioners lead is the following:

• **International Tax Planning:** Innovation offers tailor-made and tax efficient solutions for all types of international transactions, advisory on participation exemptions, inheritance structures products, corporate tax, and transfer pricing within others.

• **Private Wealth Services:** Innovation has an extensive experience in structuring, advising and estate planning, assuring its clients full asset protection and confidentiality. Chambers ranked Innovation Tax & Trust and its funding partner Juan Ignacio Frascchini (band 1) in 2020 and 2021

• **Offshore Trusts and corporate vehicles:** Innovation designs and implements tailor-made vehicles to help its clients protect their assets and help them in their succession planning, while also providing fiduciary services when required.

• **Immigration:** Innovation offers assistance and guidance to clients interested in moving abroad, to achieve legal and fiscal residence in jurisdictions with a beneficial tax burden through direct investment. Lead Practitioner Contact: Mr. Santiago Giallorenzo.

• **Corporate Services:** Company set up, maintenance, bank account openings, tax and accounting compliance with local regulations, and several others.

• **Legal Tech Services:** Innovation provides legal services for Tech, startups and fintech companies, offering innovative solutions and support during daily operations and business growth. We provide flexible and tailor-made Special purpose vehicles (SPVs) for entrepreneurs and investors, tax advice on royalties, interests or dividends distributions, internationalization of business and permanent Establishments. Moreover, we design, select and implement structures to attract investors or hold intangibles assets.

Our thorough understanding and constant update of different legal and tax topics, as well as international tax treaties around the world, allow us to work with numerous jurisdictions. Through our network of local experts, we advise our clients in the incorporation and annual administration of companies from any of the selected jurisdictions.

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## BUSINESS

- International Tax Planning
- Private Wealth
- Offshore Trusts and Corporate Vehicles
- Immigration
- Corporate
- Legal Tech Services


## OFFICES

- Madrid
- Miami
- Montevideo

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## 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

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## POSITIONING

Baker Tilly Peru offers you a range of specialized services designed to support business management.

We have ISO 9001 Quality Certification in Financial Audit, Tax Audit and Accounting services.

Our multidisciplinary team has experts in finance, in fiscal matters, accounting, legal and SAP technological.

Baker Tilly, supporting the management of the main companies in Peru.

### Strengths

- 37 years of operations in Peru
- ISO 9001 Quality Certification
- International Representation
- Presence in more than 145 countries
- 41,000 professionals worldwide
- Multidisciplinary team
- Experience in all business sectors

## BUSINESS

- Financial Audit
- Tax Audit
- Accounting Outsourcing
- Prevention of Money Laundering
- Transfer Pricing
- Business Legal Advice
- Information Technology
- SAP implementation

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## POSITIONING

**HLB ALCALA, HOHAGEN & ASOCIADOS** is a professional service firm engaged in providing Financial Audit, Legal, Tax and Corporate Advisory, Business Consulting and Back-office Accounting and Labor-related Outsourcing Services. It is registered with the U.S. Public Company Accounting Oversight Board – PCAOB, an entity established in order to protect investors and the public interest by promoting informative, accurate, and independent audit reports. We have incorporated to our local professional practice to:

**PRAXIS ET VERITAS CONSULTORES**, a firm with wide experience in management and business consulting; and,

**ADV CONSULTORES**, an entity with renowned expertise in corporate tax, tax planning and legal structuring of foreign and local companies operating in a wide range of industries in Peru. Both firms rely on a select group of professionals with extensive experience and expertise in managing tax and corporate issues.

We are a member firm of **HLB International**, a global network of independent advisory and accounting firms. HLB has a history of innovation, collaboration and is dedicated to helping clients grow across borders. HLB International is a member of the **Forum of Firms**, who are committed to the highest standards in financial reporting and auditing practices worldwide.

### Why to trust us?

Regardless of what sector you operate in, business is about people. Building a trusted relationship with you wherever you take your business is highly important to us. To best service our international clients, we take the time to get to know you and understand your specific needs.

At HLB, we are proud of our strong friendships and professional relationships. When working with us across borders, you can be assured that your HLB team at home and in the territories you're expanding in personally know each other. This is the HLB-way of creating value through real relationships and how we make sure the client experience is seamless. It is through personal and trusted relationships that we deliver on our brand promise.

## SERVICES

- Audit
- Assurance
- Advisory - Management Consulting
- Tax & Legal
- Accounting Outsourcing
- Outsourcing
- Labor Outsourcing

## INDUSTRIES

- Mining & Energy
- Transport & Logistics
- Real Estate & Construction
- Manufacturing
- Agriculture
- Financial Services and investments
- Information Technology, Media & Telecoms
- Government
- Health Care
- Not-For-Profit

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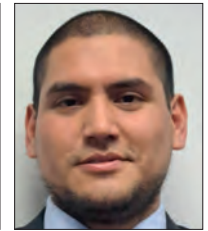
Daniela Portal



Arturo Portal



Dante Oviedo



Roberto Cárdenas

## POSITIONING

### Why Kreston?

Kreston members combine expertise and empathy better than any other audit network, delivering quality professional services that build trust with clients, no matter what their issue or challenge.

In Peru, it is represented exclusively by our firm, Portal Vega & Asociados S.C.; a company with more than 33 years of professional experience in the areas of auditing, advisory, outsourcing and Tax & Legal; having the permanent attention of more than 100 private and public entities.

Our team of professionals has the knowledge and experience to support you with the transformation of processes in your organizations, to strengthen internal, tax, accounting, management and business controls.

Our approach, work method and multidisciplinary diversity will provide precise solutions at the right time and required by clients.

## SECTORS

- Industry
- Commercial & Services
- Financial
- Agroindustrial
- Mining & Oil
- Fishing
- Electric
- Associations & NGOs
- Construction & Real Estate
- Projects
- International Organizations
- Public

## SERVICES

### • Audit

Management Audit  
Limited Revisions  
Audit of Financial Statements  
Assurance and/or Compliance  
Assignments  
Audit for Technical Assistance  
Certification  
Systems Audit – IT (Information Technology)  
Special Exams to the Items of the Financial Statements

### • Advisory

Normative compliance  
Physical inventory  
Risk management  
Property Appraisal  
Internal audit  
Patrimonial Valuations  
Asset Valuation

### • Tax & Legal

Consultancy  
Compliance

### • Outsourcing

Accountant  
payroll

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**AUDIT & ADVISORY FIRMS**

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Alexander Yacolca



César Adriazola



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Fernando Yacolca



Jesús Abón

## POSITIONING

LPCConsulting (LPC) is a firm with an international profile that was born as a necessary alternative in the field of accounting and business consulting. We have a multidisciplinary team of highly qualified professionals who have worked in First Level Consulting Firms (Big Four) as well as in important national and transnational companies. At LPCConsulting we understand the importance of working closely with the client, listening to their needs and offering an international quality service.

LPCConsulting has a varied portfolio of clients and tailor-made solutions, ready to become the best allies for your growth. We are specialists in providing the services of Financial Audit and Process Improvement, Compliance, Tax Advice, Supervision and Outsourcing of Management of Accounting-Tax and Operational Processes, Asset Inventory Service, Legal and Labor Advice, Transfer Prices, Corporate Finance, Marketing, Outplacement, Human Capital Management and Business Training. Currently, in Peru we operate through the firms Yacolca Pérez y Asociados S. Civil de R.L. and LPCConsulting and we are members of the English firm IAPA International, one of the most important consulting firms associations in the world, with a presence in 75 countries and with more than 185 member offices. This alliance allows us to attend to large and complex projects that are presented worldwide and to support our clients in their internationalization processes or in opening new businesses from foreign clients in the country.

Our solutions respond to the real needs of each company, with a precise response and delivery times in accordance with their strategic objectives, generating added value with 100% personalized attention from our management team. For us, each client is “UNIQUE” who deserves unique answers.

Unlike our competitors, our services do not end with the delivery of the final reports, on the contrary, we accompany our clients in the post-service stage in order to respond to all the queries that may continue to arise. Our precept is to keep in contact with customers and feel that we are at their disposal in whatever they may need.

## BUSINESS

- Audit
- Transfer Pricing
- Advisory
- Tax & Legal
- Marketing
- Corporate Finance
- Information Technology Services
- Compliance – Risk Management
- Inventories and Valuations

## MAIN CONTACTS

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Marysol Leon



Rossana Montalto



Eduardo Huayanca



Monica Villar



Lorena Salazar



Leopoldo Sanchez

## POSITIONING

Quantum Consultores stands out as a renowned Auditing and Accounting Firm, recognized for delivering top-quality services and customized solutions tailored to each client's needs.

Our commitment to excellence has earned us the reputation of being a strategic partner for our clients, addressing their every need with precision and expertise.

Our unwavering client loyalty stems from our meticulous attention to detail, impeccable organization, and responsibility.

We boast an exceptional team of highly qualified professionals who undergo continuous training, we champion environmental sustainability, promote equal pay and gender equity (with women comprising 80% of our workforce), and cultivate an outstanding work environment that nurtures the careers of our employees.

Quantum Consultores, anticipate risks and provide effective solutions for companies operating or interested in investing in Peru.

## 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

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A member of  
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Angel Saco



Walter Ramirez



Luis Hidalgo



Aldo Torero

## POSITIONING

Saco y Asociados S. Civil de R.L. (RSS Consulting Group) began its activity in 2016. During 2019 and 2020 it was part of the CPAAI Associates firm association and since 2021 it is a member of the international network of firms MGI Worldwide. According to the Top 20 International Networks 2021 ranking of the prestigious Accountancy Age Magazine, the MGI Worldwide network is ranked 18th by annual combined income level globally.

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 408 offices and a presence in 101 countries. The support of MGI gives us the necessary support for our operations to professional and technological exchange, in order to achieve continuous updating in all the key areas of interest of our clients.

Additionally, 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.

The current leaders of the firm are referents in the professional market in their field of specialization, being professors and speakers at Universities and Professional Colleges in Peru.

The firm uses 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.

**Team & Differentiation:** Saco y Asociados S. Civil de R.L. (RSS Consulting Group) is a Peruvian firm affiliated to the network MGI Worldwide (MGI) headquartered in the UK with more than 75 years in the market and presence at 101 countries, 408 offices and 8,845 professionals around the world. MGI is an international network of independent firms, ranked in the “Top 20” as a leader in auditing, tax, accounting and business consulting services.

Our firm leaders have vast experience in different types of local and international industries and most of our professionals are bilingual (English and Spanish).

Our people are our most valuable asset and we are committed to them. All of our professionals are focus to make the things happened for the benefit of our clients.

## CONTACTS

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## 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)

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**AUDIT & ADVISORY FIRMS**

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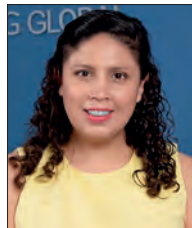
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**Carlos Vargas Alencastre**



**Carlos Eduardo Vargas Arango**



**Abigail Alayo Vilcarrero**



**Jaime Barrantes Malca**



**Hector Llanqui Chacon**



**Luis Tuesta Mestanza**



**Luis Castillo Estrada**

## 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.



## 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 Settlements

### 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

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**Tania Quispe**



**Martín Ramos**



## POSITIONING

+Value is a company which maintains a strategic alliance with Rodrigo, Elias & Medrano Abogados in order to offer them specialized and integrated services in legal and economic matters.

Our knowledge of international requirements, and particularly, Peruvian law, as well as our wide experience in public administration and legal and tax advice, allows us to offer a differentiating proposal in order to reduce the exposure of our clients to potential tax risks.

Through our team composed by economists, accountants and lawyers who are tax specialists, we offer a comprehensive service that will allow our clients to achieve their business goals and objectives.

+Value was created in 2017, as a boutique firm specialized in Transfer pricing services. In specific, its provides the following services: strategic planning, assistance in tax audits, preparation of Local Reports, Master Report and Country by Country Report, second review of above mention reports prepared by other firms, assistance in Advance Pricing Agreement, among others.

+Value has gained recognition and leadership in the market. The substantial difference the service it offers, compared to others firms, its comprehensive approach in which there are at least two managers of different specialty review the cases, along with a company partner, allowing better risk management and fiscal strategies.

Additionally, given that Fiscal Administration has started to audit the fair value of transfer of shares and intangibles, +Value has positioned as a leader in services related to valuation of stocks and intangibles, and in the assistance in tax audits related to these matters.

Finally, +Value became the only Peruvian firm with two ex- Superintendents (ex-Fiscal Administration chief's) as members of its team, consolidating as a leading firm in services related to the public sector.



## BUSINESS

- Transfer Pricing
- Tax Consulting and Compliance
- Supporting Documentation of Operations for Tax Compliance
- Assistance in Transfer Pricing Tax Audit Procedures



## CONTACTS

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**TRANSFER PRICING  
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Country  
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# TPC Group



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**Eduardo Vargas Arango**



**Luis Tuesta Mestanza**



**Luis Castillo Estrada**



**Abigail Alayo  
Vilcarromero**

## POSITIONING

TPC GROUP is a Global Transfer Pricing Firm and Corporate Consulting in major cities in Latin America, the USA, and Spain.

We have a highly qualified technical multidisciplinary team that provides an excellent service with quality standards through technological tools and international databases. We can advise you in different jurisdictions, through our business model, of the information and experience of our collaborators.

Our vision is to be recognized as one of the most important Transfer Pricing and Consulting Firms in America and Europe, highlighting the excellence and human quality of our collaborators and to be part of our clients' business success.

To accomplish our goal, we aim to provide a personalized and comprehensive support service in the different areas required during the performance of their businesses. Such as International Tax Planning, Economic Modelling, Cross-Border Project Management, TP Policy Design, Business Restructuring, Business Model Optimisation, Audit Support, Financial Audit, Tax Audit, TP Risk Management, Cost-Sharing Arrangements, Competition / Anti-Trust Cases, Dispute Resolution, Valuation of Companies, Shares, Benchmark and Intangibles.

The TPC Group structure allows us to assist clients with national and international operations, the highest service standards, and precise delivery times. The quality seal we print on our work distinguishes us with the reliability of more than 500 clients, from family businesses to multinational groups, assisting them at any time and providing them the support and tranquillity their businesses require.

As a firm, we have been serving international economic groups for more than 16 years. Our multidisciplinary team of Professionals from different specialties economists, lawyers, engineers and accountants, who are devoted to advise companies of different sizes and economic sectors. With expertise in Accounting, Agriculture, Automotive, Aviation, Banking, Construction and materials, Consumer goods and services, Energy, Financial services, Fisheries and aquaculture, Food and beverage, Forestry, Gaming, Government and public policy, 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 very important, with operations in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, USA, Spain, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Perú, Puerto Rico, Dominican Republic, Uruguay and Venezuela. With prestigious awards and recognitions, such as been ranked by the French ranking agency Leaders League in the category "Excellent Firm" 2023 in the transfer pricing area, been certificated with ISO 9001:2015 by Bureau Veritas, getting the distinction of British origin "World Transfer Pricing" as a recognized firm in Transfer Pricing 2023 in the different countries where we operate, and to be rated as one of the best Transfer Pricing Firm of the Year in Bolivia by International Tax Review- ITR 2022. Additionally, we are a collaborating firm of Andersen Global.

Finally, in order to keep up to date with the new technologies that surround the global economic system, we have a Transfer Pricing application (app) in Spanish, English and Portuguese, for all cellular operating systems.

## 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



## CONTACTS

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**Luis Tuesta Mestanza**, Transfer Pricing Manager

**Luis Castillo Estrada**, Transfer Pricing Manager  
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**Jack Ortega  
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**Oscar Guevara  
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**David Fernández  
Barandiarán**

## POSITIONING

TP Consulting is an international consulting firm specialized in Transfer Pricing and Business Valuation, with more than 20 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 offices in 14 countries where we have advised more than 3,000 companies in the agriculture, fishing, mining, industry, construction, trade, 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

- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Jamaica
- Mexico
- Panama
- Peru
- United States

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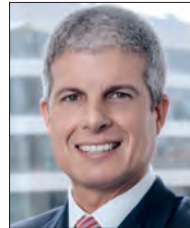
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Fernando Chirinos



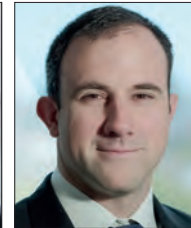
Andrés Bayly



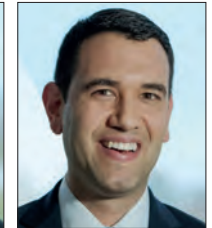
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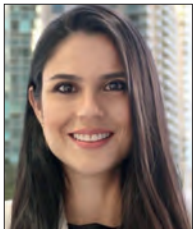
Daniel Bejarano



Federico Cúneo



Francisco Astorne



Iliana Verbel



Diego Añorge

## 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

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Top Advisors Directory  
**WEALTH MANAGEMENT  
CONSULTING FIRMS**



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## 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.

### 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.



## BUSINESS

- Wealth Management



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