

# ADRIANA BRAGHETTA

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## SUMMARY

After 25 years acting as counsel in international and national arbitration, Adriana Braghetta opened her own boutique in January 2020 to focus on the activity of sitting as arbitrator. She holds a Bachelor's Degree in Law from the University of São Paulo (São Paulo, Brazil 1993), university in which she obtained an LL.M. (2000) and a J.S.D. (2008). She also has a *lato sensu* specialization in Economic and Business Law at Fundação Getulio Vargas (São Paulo, Brazil, 2001).

She has worked in more than 150 arbitrations (either as counsel or as arbitrator) involving construction contracts (EPC, alliance, consortium etc.), joint-venture agreements, merger and acquisitions contracts (SPAs, QPAs), franchising contracts, oil and gas supply agreements (including several take-or-pay disputes), among others. Part of those cases refer to the following industries: civil construction, aerospace, education, insurance, mining, renewable energy, oil and gas, transportation, fashion, banking institutions, logistics, agribusiness, telecommunications, among others.

Currently acts as a member of the ICCA (International Council for Commercial Arbitration) Governing Board, in which also acted as vice-president (2014-2017 term). Has also been Director of the Brazilian Branch of the International Law Association (2000-2013), and member of the ILA Arbitration Committee. Former President of the Brazilian Arbitration Committee (*Comitê Brasileiro de Arbitragem – CBAr*) during the 2009-2013 term, to which is currently a member of its Directive Council. Member of several committees and councils of arbitral institutions and associations, such as the ICC, CCBC, FIESP, AMCHAM-SP, amongst others.

In 2013, she was a member of the Legal Commission invited by the Brazilian Federal Senate to review the Brazilian Arbitration Act. Frequent speaker and teacher. Often writes articles and is the author of the book "The Importance of the Place of Arbitration: a Brazilian Perspective" (*"A Importância da Sede da Arbitragem: visão a partir do Brasil"*, 2010, not yet translated to English). Visiting Fellow of the New Zealand Law Foundation Dispute Resolution Lecture on 2015.

## • BACKGROUND •

### • EDUCATION •

#### J.D. at the University of São Paulo (USP)

São Paulo, Brazil (1993)

#### Master's Degree (LL.M.) at the University of São Paulo (USP)

São Paulo, Brazil (2000)

Thesis: "The conflict between internal law and treaties in the arbitration realm".

#### Doctor of Juridical Science (S.J.D.) at the University of São Paulo (USP)

São Paulo, Brazil (2008)

Thesis: "The international consequences of setting aside the arbitral award at the place of arbitration: a Brazilian perspective".

#### Specialization in Economic and Business Law at Fundação Getulio Vargas (FGV)

São Paulo, Brazil (2001)

### • PROFESSIONAL ACTIVITIES •

#### Adriana Braghetta Advogados

Founding Partner: since January 2020.

#### L.O. Baptista Advogados

Partner and co-head of the arbitration area: 2008-January 2020.

#### Arbitrator

Frequently acts as sole arbitrator, presiding arbitrator or co-arbitrator in a variety of arbitrations.

### • ACADEMIC ACTIVITIES •

Teaches arbitration since 2003 at different educational institutions. Professor at the *lato sensu* specialization at the Fundação Getulio Vargas (FGV) from 2003 to 2012. Professor of arbitration at the LL.M. course at the Escola Paulista de Direito (EPD) in 2009. Coordinator and teacher of the arbitration course at the CEU Law School since 2012. Professor of the arbitration course of the Pontifical Catholic University of São Paulo – PUC-COGAE.

## • **HIGHLIGHTS ON PREVIOUS ARBITRATIONS** •

(both as arbitrator and as counsel)

### • **STATE AGENCIES AND COMPANIES** •

- An ICC arbitration between the Equatorian state company Hidropastaza S.A. and the Brazilian Federal Development Bank (“*Banco Nacional de Desenvolvimento Econômico e Social* – BNDES”). The dispute related to the conditions of an export financing agreement entered into between the parties, amounting to more than US\$ 240 million.
- ICC Arbitral proceedings involving a consortium containing a public company, discussing a powerplant’s operation and maintenance agreement.
- An SCC arbitration, seated in Stockholm, involving a binational company and a foreign publicly-held company, in a dispute involving construction contracts and aerospace technology transfer agreements.
- An arbitration involving a construction company and a publicly-held sanitation company.
- An arbitration under the Chamber of Commerce Brazil-Canada (CCBC) Arbitration Rules, involving a construction company and a federal public company.

### • **CORPORATE AND M&A DISPUTES** •

- A dispute related to a merger and acquisition of a Brazilian bank, involving BRL 1 billion.
- A dispute between a pharmaceutical company and a Brazilian company concerning a distribution agreement amounting to BRL 150 million.
- An ICC controversy concerning a contract of purchase and sale of shares in which the form of payment was both cash and credit to subscribe shares. Arbitration seated in Paris and involving BRL 400 million.
- An international arbitration administered by the HKIAC (Hong Kong International Arbitration Center) dealing with a dispute arising out of the termination of a joint investment agreement in the mining sector.
- A dispute over the retention of part of the payment of a share purchase agreement. One party claimed that the retention was illegal, whilst the other argued that the sellers gave false declarations under the contract and claimed the payment of compensation.
- A dispute regarding the non-compliance of a share purchase agreement. There were issues relating to the company’s performance, its management and the information required to quantify the earn-out.
- A dispute arising out of a share purchase agreement, regarding the breach of obligations undertaken by one of the parties to hold the other harmless, as well as the violation of the non-competition covenant.

### • **CONSTRUCTION DISPUTES** •

- An engineering company against a company in the real estate business, concerning the enforcement of a service contract amounting to approximately BRL 85 million.
- An arbitration between an engineering company and an electricity generation company, regarding the construction of a hydroelectric power plant.
- An ICC arbitration seated in Miami, with Dominican Republic Law applicable and Spanish language, discussing a consortium to participate in a public bid.
- An ICC arbitration between a consortium formed by two Japanese companies and two Brazilian companies against a Brazilian construction company. The dispute related to the construction of a steelmaking industrial plant.
- An arbitration under the Chamber of Commerce Brazil-Canada (CCBC) Rules, between a company that owns and operates shopping centers against a construction company. The dispute related to responsibility for delays.
- *Ad hoc* Chilean domestic arbitration discussing an EPC Agreement related to a hydroelectric power plant. The dispute involved a claim for time and price extension, as well as a discussion over the performance.
- An ICC arbitration between a company in the energy sector and a construction company, regarding the performance of a thermoelectric power plant (one of the largest in Brazil).
- An arbitration commenced by the owner and the contractor of a hotel against the subcontractor. The formers claimed the termination of the contract due to defective works and liability for delay. On the other hand, the latter objected that the file of an action pursuing judicial provisional measures before the commencement of the arbitral proceedings amounted to a waiver of the arbitration clause.
- An arbitration between the owners of a property and an engineering company. The formers alleged that the latter breached the contract and claimed for recovery of the damages caused by the delay in obtaining permission from the relevant authorities. The engineering company argued that the regional authority caused the delay.

- An arbitration involving a company that manufactures products of the petroleum refining and retails fuel and lubricants, regarding the breach of the non-compete obligation and the imposition of the penalty provided in a share purchase agreement.

- Other disputes involving shareholders agreements; breach of representations and warranties; earn-out; put option, call option, tag along, drag along, non-compete clause, among other issues.

- An arbitration proceeding under the Rules of the Chamber of Commerce Brazil-Canada (CCBC), involving parties in different jurisdictions, in the telecommunications industry, regarding breach of joint venture agreements, abusive exercising of control power, ruinous management and added valued services.

#### • ENERGY AND REGULATORY DISPUTES •

- An arbitration concerning the contracts entered into by a Brazilian energy company during the 2001 and 2002 energy sector crisis in Brazil.

- An ICC arbitration between two Brazilian engineering companies and an European company of the energy sector. The dispute related to a claim of recovery due to contractual non-performance, amounting to more than BRL 400 million.

- An ICC arbitration between an electricity generation company and a electricity distribution company. The dispute arose out of an electricity supply contract and related to the settlement of payments, amounting to more than BRL 80 million.

- An arbitral proceeding concerning a dispute over the liability for the consequences of delays and for price modification in the context of a project for a small hydroelectric power plant.

- An arbitration procedure to decide a dispute regarding the termination of a power purchase agreement and its subsequent consequences.

- An arbitral proceeding dealing with recovery claims resulting from the breach of a power purchase agreement that set forth the obligation to provide a discount on the electricity purchase price.

#### • OTHER COMMERCIAL DISPUTES •

- An arbitration proceeding under the Rules of the Chamber of Commerce Brazil-Canada (CCBC), discussing price adjustment as a result of refinancing plans.

- An arbitration proceeding under the Rules of the Chamber of Commerce Brazil-Canada (CCBC), regarding business in the area of sports and entertainment, as well as sports' marketing consultancy.

- An arbitration proceeding under the Rules of the Chamber of Conciliation, Mediation and Arbitration of São Paulo (CIESP/FIESP), regarding an operation in the private university sector.

- An arbitration proceeding under the Rules of the Chamber FGV of Mediation and Arbitration, regarding a conflict between a domestic appliances manufacturer and a civil construction company over a rental contract of an industrial property (*built to suit* agreement).

- An arbitral proceeding commenced by a steelmaking company due to a dispute arisen out of a supply contract. The parties discussed the maintenance of the contractual balance, its termination or review.

- An ICC arbitration, seated in Miami, between an American investment fund and a Brazilian engineering, architecture and construction company. The dispute was subject to Brazilian law and related to an agreement entered into by the shareholders of a company created for the real estate development of an urban property.

#### • FINANCIAL AND SECURITY DISPUTES •

- An arbitral proceeding under the Arbitration Rules of the Chamber of Commerce Brazil-Canada (CCBC), involving, on one side, financial institutions and, on the other, natural persons and a construction company. The dispute arose out of a share swap agreement.

- An arbitration under the ICC Rules of Arbitration, seated in São Paulo and commenced by a Brazilian financial institution against securitization companies and an American financial institution. The dispute arose out of contracts for the assignment of a portfolio of distressed consumer loans.

• **AFFILIATIONS AND RECOGNITION** •

• **AFFILIATION TO ARBITRAL INSTITUTIONS** •

**International Council for Commercial Arbitration – ICCA**

*Vice-President – 2014-2017;  
Member of the Governing Board since 2012.*

**Brazilian Arbitration Committee (Comitê Brasileiro de Arbitragem – CBar)**

*Directive Council Member since June/2013;  
President: 2009-2013;  
Vice President: 2005-2009;  
Director: 2003-2005;  
Founding member: since 2001.*

**International Law Association – ILA**

*Member of the International Arbitration Committee since 2000;  
Member of the Board of Directors of the Brazilian Branch: 2000-2013.*

**International Chamber of Commerce – ICC**

*Member of the Latin American Arbitration Committee since 2009;  
Member of the ICC Arbitration Committee: 2011-December 2014.*

**Chamber of Commerce Brazil-Canada – CCBC**

*Member of the Advisory Board since 2013.*

**Chamber of Conciliation, Mediation and Arbitration CIESP/FIESP**

*Member of the Superior Council since 2011.*

**American Chamber of Commerce – AMCHAM/SP**

*Member of the Management Committee.*

**Chamber of Mediation and Arbitration of the Italo-Brazilian Chamber of Commerce, Industry and Agriculture – CAMITAL-ITALCAM**

*President of the Superior Council since February 2018.*

**International Bar Association – IBA**

*Member of the International Arbitration Committee since October 2018;  
Member of the Corporate and M&A Law Committee since October 2018.*

• **PROFESSIONAL RECOGNITION** •

**Leaders League**

*Brazil Best Arbitrators – 2016, 2017, 2018, 2019 and 2020  
Brazil Best Law Firms – 2016, 2017, 2018 and 2019  
Best Brazilian Dispute Resolution Firm (previous firm L.O. Baptista Advogados) – 2018 and 2019*

**Latin America Corporate Counsel Association – LACCA**

*Approved Counsel (Arbitration) – 2014, 2015, 2016, 2017, 2018, 2019 and 2020  
LACCA Thought Leaders – 2019 and 2020*

**Chambers Latin America**

*Leading Lawyer – 2011 to 2020  
Dispute Resolution: Arbitration – 2020*

**Chambers Global**

*Dispute Resolution – 2014  
Arbitration – 2017*

**Who's Who Legal**

*Thought Leaders Arbitration (Brazil) – 2017 and 2020  
Commercial Arbitration – 2009 to 2016  
Brazil (Arbitration) – 2009 to 2020*

**Latin Lawyer 250**

*Arbitration – 2012 to 2015, 2017, 2019 and 2020  
Practices & People – 2009*

**The Legal 500 – Latin America**

*Dispute Resolution – 2012 to 2019  
Arbitration – 2017 to 2019  
Local Practitioners of Note (Brazil) – 2018  
Leading Individuals – 2019*

**Best Lawyers**

*Arbitration and Mediation/International Arbitration – 2014 to 2020*

**Expert Guides**

*Commercial Arbitration – 2013, 2014, 2015, 2017 and 2018*

**CPR Panel of Distinguished Neutrals**  
2018

**Benchmark Litigation Latin America**

*Litigation and Arbitration – 2019  
Litigation Star – 2019  
Top 25 LatAm Women in Litigation – 2019*

**Analysis – Advocacia 500**

*Arbitration – 2018*  
*Construction – 2018*  
*Engineering – 2018*

• **SPECIAL AWARDS** •

**Euromoney Expert Guides**

*Euromoney's Women in Business Law 2016 Expert Guides*

**Latin Lawyer: Women in Law – In celebration of female attributes**

*Inspiring Women in Law – 2016*

**America's Women in Business Law Awards**

*Best litigator in Latin America – 2013*  
*Leading practitioner – 2017 and 2018*

• **MEMBER OF ARBITRATOR'S ROSTERS** •

• **INTERNATIONAL INSTITUTIONS** •

British Virgin Islands International Arbitration Centre – BVI IAC

Centro de Arbitraje de la Cámara de Comercio de Lima – CCL

Centro de Arbitraje e Mediacion de la Cámara de Comercio de Santiago – CAM Santiago

China International Economic and Trade Arbitration Commission – CIETAC

Hong Kong International Arbitration Center – HKIAC

International Centre for Dispute Resolution – ICDR

International Institute for Conflict Prevention & Resolution – CPR

International Arbitration Center of the American Chamber of Commerce of Peru – AmCham Peru

• **BRAZILIAN INSTITUTIONS** •

Business Arbitration Chamber – Brazil – CAMARB

Chamber FGV of Mediation and Arbitration – FGV

Chamber of Arbitration and Mediation – CAE-Eurochambers

Chamber of Arbitration and Mediation of the Engineering Institute

Chamber of Arbitration and Mediation of the Trade Federation of Paraná/Brazil – ARBITAC

Chamber of Arbitration and Mediation of the Trade Federation of Rio Grande do Sul/Brazil – CAM/CIERGS

Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada – CAM-CCBC

Chamber of Conciliation, Mediation and Arbitration CIESP/FIESP

Chamber of Conciliation, Mediation and Business Arbitration of the Trade Federation of Florianópolis – CBMAE/ACIF

Chamber of Mediation and Arbitration of the Brazil-China Chamber of Commerce and Industry – CMA-CCIBC

Chamber of Mediation and Arbitration of the Italo-Brazilian Chamber of Commerce, Industry and Agriculture – CAMITAL-ITALCAM

Chamber of Mediation and Arbitration of the Portuguese Chamber of Commerce in Brazil – CMA/CPCB

Chamber of Mediation, Conciliation and Arbitration of the Section of São Paulo of the Brazilian Bar Association – OAB/SP

• **LANGUAGES** •

Portuguese  
English  
French  
Spanish

• **PUBLICATIONS** •

• **BOOKS** •

- “A Importância da Sede da Arbitragem” (The Importance of the Place of Arbitration). Renovar, Rio de Janeiro, 413 pages, 2010.

• **OTHER PUBLICATIONS** •

- “The Law Applicable to Consent”, Trabalhos do XV Congresso Internacional de Arbitragem do Comitê Brasileiro de Arbitragem – CBAr, 2017.
- “Diversity and Regionalism in International Commercial Arbitration”, Victoria University of Wellington Law Review, volume 46, number 4, pages 1245/1258 – (2015) 46 VUWLR, p. 1245.
- “The Framework of the International Arbitration System: The Challenge derived from the Improper Conduct of Judicial Courts”, ICCA International Arbitration No, 17, 2015. Ed. Wolters Kluwer – Law & Business, pages 431/455.
- “The impacts of the new code of civil procedure on arbitration”, Valor Econômico, 24/04/2015.
- “Notas sobre a confidencialidade na Arbitragem” (comments on the confidentiality in arbitration), Revista do Advogado, nº 119, April 2013.
- “O Artigo VII da Convenção de Nova Iorque” (The Article VII of New York Convention), Arbitragem Comercial Internacional, 1. ed., São Paulo, Editora Saraiva, 2011, v. 1, p. 315-342.
- “En la selección de los abogados”, Hacia una mayor eficacia en El arbitraje: control de tiempos y costos, (“On the Choice of the Counsel”, Towards greater efficiency in arbitration: time and cost control). Editorial Universidad del Rosario, 2010, p. 33 to 37.
- “Polygamy of Treaties in Arbitration – A Latin American and Mercosul Perspective”, Liber Amicorum: Bernardo Cremades, La Ley, 2010. p. 253-272, Madrid.
- Co-author of the final report of the research “Arbitration and Judiciary – 1<sup>st</sup> Theme: Setting Aside the Arbitral Award” (research conducted by CBAr and FGV School of Law)“. Revista Brasileira de Arbitragem, IOB (Brazilian Arbitration Journal, IOB), v. 22, p. 7-78, 2009.
- “A importância da Sede da Arbitragem” (The Importance of the Place of Arbitration). Article presented in a book coordinated by Selma Lemes, Carlos Alberto Carmona and Pedro Batista Martins, “Arbitragem – Estudos em Homenagem ao Prof. Guido Fernando da Silva Soares, in Memorian” (Arbitration Studies in Honor of Prof. Guido Fernando da Silva Soares, in Memorian), Jurídico Atlas, São Paulo, 2007.
- “A escolha da sede na arbitragem”, (The choice of the place of arbitration). Revista do Advogado, AASP, September 2006, São Paulo.
- “International Arbitration – A Country-by-Country Look at Alternative Dispute Resolution Methods around the Globe (co-author with) – Aspatore Books, 2005.
- “Cláusula Compromissória – Contrato Não Assinado – Participação no Procedimento Arbitral – SEC 865 – STJ” [Arbitration Clause – Non-executed Agreement – Participation in Arbitral Proceedings - SEC 856 – STJ], No. 7, September 2005, Revista Brasileira de Arbitragem, Editora Thomson/IOB [Brazilian Arbitration Journal, Publishing House Thomson/IOB].

- "Jurisprudência Arbitral" [Arbitral Case Law], *in* Estudos de Arbitragem, Mediação e Negociação, vol. 3, 2004, UNB [Arbitration, Mediation and Negotiation Studies].
- "Cláusula Arbitral em Contrato Internacional celebrado antes da Lei n. 9.307/96. Caso Campari", [Arbitration Clause in International Agreement executed before Law 9.307/96 – Campari Case], No. 1/04 of Revista Brasileira de Arbitragem, Editora Thomson/IOB.
- Notas sobre a evolução da jurisprudência arbitral no Brasil" [Notes on the development of the arbitral case law] – *in* Estudos de Arbitragem, Mediação e Negociação [Arbitration, Mediation and Negotiation Studies], vol. II, 2003, UNB.
- "Cláusula Compromissória [Arbitration Clause] – Auto-Suficiência da Cláusula Cheia" [Self-sufficiency of the Full Clause] – RT 800/137.

#### • **OTHER ACTIVITIES** •

- Member of the Special Commission on Business Law of the Section of São Paulo of the Brazilian Bar Association – OAB/SP (2020).
- Member of the ICMA Steering Committee for the XXI International Congress of Maritime Arbitrators (2020).
- Co-chair of the 2<sup>nd</sup> Annual Latin Lawyer/GAR Live Arbitration Summit, 26/04/2018, Miami.
- Co-chair of the Academic Committee for the III Pan-American Arbitration Congress (October 24 and 25, 2016) – *São Paulo, Brazil, Hilton Hotel*.
- Co-chair of the 4<sup>th</sup> and 3<sup>rd</sup> Annual GAR Live Brazil (2016 and 2015) – *São Paulo, Unique Hotel*.
- Visiting Fellow of the New Zealand Law Foundation on the subject of Dispute Resolution (October 10, 2015).
- Member of the Legal Commission invited by the Brazilian Federal Senate to draft a revision bill to the Brazilian Arbitration Act (2013).
- Member of the group that revised CAM-CCBC Arbitration Rules adopted in 2012.
- Member of the group that revised CIESP/FIESP Arbitration Center's Arbitration Rules adopted in 2013.
- Member of the Editorial Board of "Revista Brasileira de Arbitragem", published by CBar and Wolters Kluwer.
- Member of the organizing committee of various arbitration seminars and congresses, including ICCA RIO 2010 and many CBar Seminars.
- Member of the Organizing Committee of the "16<sup>th</sup> Annual IBA International Arbitration Day – Making the Award: Need We Rethink the Process?", February 2013, Bogotá, Colombia.

#### • **PARTICIPATION ON CONFERENCES, SEMINARS AND OTHERS** •

- Lecture: "Cross-Examination in International Arbitration". Young ICCA Skills Training Workshop on Cross-examination in International Arbitration. São Paulo, Brazil, 23/10/2019.
- Lecture: "Positive Developments and Challenges Faced by the Brazilian Legal System and the Future of Litigation Funding in Brazil". Harbour Gala Talk Show. Organization: Harbour Litigation Funding. São Paulo, Brazil, 23/10/2019.
- Lecture: "Transparency in Arbitration: A problem or an advantage?", Panel II. VI CAM-CCBC Arbitration Congress: "Discussing the today and the tomorrow of arbitration". São Paulo, Brazil, 21/10/2019.
- Lecture: "Behind Arbitral Tribunal's deliberations". Young ITA Talks. São Paulo, Brazil, 10/10/2019.
- Lecture: "Assessment of Evidence by the Arbitral Tribunal" (Panel). 3rd ICC Peruvian Arbitration Day. Lima, Peru, 19/09/2019.
- Lecture: "Aspects of Corporate Arbitration". First Commemorative Event of the CAM-CCBC in Rio de Janeiro: "Arbitration and Corporate Law Debates". Rio de Janeiro, Brazil, 04/10/2019.
- Lecture: "How to Make Mediation a Reality for Lawyers". III Meeting of the Institute of Certification and Formation of Lusophone Mediators. São Paulo, Brazil, 30/08/2019.

- Lecture: “Equilíbrio profissional: igualdade e/ou equidade e/ou o quê?” (Panel). HygDAY 2019: feminino e/ou/vs/= masculino tudojuntomisturado. HygeeConecta Seminar, São Paulo, Brazil, 17/06/2019.
- Lecture: “Class Arbitration: A Collective Perspective”. XI Conima National Meeting of Arbitration and Mediation: “Current Scenery of Conflict Resolution Practices in Brazil”. Rio de Janeiro, Brazil, 07/06/2019.
- Lecture: “¿Cómo está impactando la tecnología en el arbitraje?” (Panel IV). XI Conferencia Latinoamericana de Arbitraje. Asunción, Paraguay, 30/05/2019.
- Lecture: “The Formation of the Arbitrator”. Seminar organized by Mackenzie Presbyterian University Law School. São Paulo, Brazil, 29/04/2019.
- Lecture: “Lessons Learned - From Both Successful and Unsuccessful Selections of Mediators and Arbitrators”. 2019 CPR Latin America Conference. São Paulo, Brazil, 09/04/2019.
- 2019 CPR International Mediation Competition.
- Lecture: “Interaction Between Judiciary and Arbitration: Urgent Measures”. ICC Brazil Arbitration and Mediation Commission Meeting. São Paulo, Brazil, 29/03/2019.
- Lecture: “The Current State of Arbitration and Mediation in Latin America and the Caribbean: Current Events and Other Important Developments”. WAMR Congress: “The World of Arbitration and Mediation in Latin America and the Caribbean Today”. Miami, Florida, 01/03/2019.
- Lecture: “Annulment and Enforcement of the Arbitral Award”, Panel VII. Seminar “Appropriate Methods of Dispute Resolution and the Public Advocacy”. Organization: Attorney General's Office of São Paulo and Chamber of Conciliation, Mediation and Arbitration of CIESP/FIESP. São Paulo, Brazil, 04/12/2018.
- Lecture: “The Arbitrator's Perspective”, Panel III. Seminar “Arbitration Support: People and Institutions”. São Paulo, Brazil, 30/11/2018.
- Lecture: “Lawyer's Performance In Arbitration”, Panel III. I National Arbitration Conference of the Federal Council of the Brazilian Bar Association. São Paulo, Brazil, 09/11/2018.
- Lecture: “International Public Policy”. V Brazilian-Portuguese Arbitration Day: “60 years of the New York Convention and its reflexes in Arbitration”. Panel I: “International public policy as grounds for refusing recognition of foreign arbitral awards in the New York Convention.” São Paulo, Brazil, 24/10/2018.
- Lecture: “The Choice of Arbitrators”. XVII CBAr International Arbitration Congress: “The Culture on International Arbitration”. Panel II: “Arbitration Between Parts of Different Cultures and Ethical Issues”. Salvador, Brazil, 17/09/2018.
- Lecture: “Arbitral Jurisprudence” (moderator), ABEArb’s Cycle of Debates, CMA-CIESP/FIESP, São Paulo, 13/09/2018.
- Lecture: “Arbitration and Current Law: the Risks of Over-regulation”, class held for Lawyers’ Association AASP, São Paulo, 21/06/2018.
- Lecture: “Arbitration: Best (and worst) practices in domestic and international arbitration”, II AMCHAM Congress – Critical View of Arbitration, São Paulo, 11/06/2018.
- Lecture: “International Commercial Arbitration”, Commercial Arbitration and Public Administration in Argentina and Brazil, Buenos Aires, 23/05/2018.
- Lecture: “Corruption and Arbitration: What have we learnt so far?”, 2<sup>nd</sup> Annual Latin Lawyer/GAR Live Arbitration Summit, Miami, 26/04/2018.
- Lecture: “Arbitrations Involving Public Bodies/Public Interests Salient: The Increasing Participation of Public Entities in International Arbitration”, ICCA Congress Sydney 2018, 17/04/2018.
- Lecture: “The aggravation of costs in arbitration: why is arbitration getting more expensive?”, Hardtalk 2018 – Arbitration’s Next Challenges, São Paulo, 03/04/2018.
- Lecture: “Addressing the Blockchain Era and Dispute Resolution’s Evolution in Education & Practice”, Blockchain ADR Revealed – Conflict Resolution at the onset of the Fourth Industrial Revolution, São Paulo, 14/03/2018.
- Lecture: “Dos and Don’ts in Arbitration”, INOVARB – 1 year discussing new perspectives on the practice of arbitration, São Paulo, 01/02/2018.



- Lecture: “Resisting Enforcement and Stay of Enforcement”, Judicial Dialogue on International Law and the 1958 United Nations Convention on the Recognition and Enforcement of Foreign Arbitral Awards, São Paulo, 26/10/2017.
- Lecture: “Possibilities and limits to sanctions to the parties by the arbitral tribunal in light of disloyal behavior”, FIESP, São Paulo, 26/10/2017.
- Lecture: “Multiple proceedings in arbitration – Multi-tier clauses”, VIII Competição Brasileira de Arbitragem, São Paulo, 26/10/2017.
- Lecture: “Y-ADR Procedural Hearing under CPR Rules for Administered Arbitration of International Disputes”, São Paulo, 25/10/2017.
- Lecture: “The new legislative context and corporate dispute resolution: is it worth negotiating?”, I Seminário de Mediação e Arbitragem Empresarial da CNC, Rio de Janeiro, 14/09/2017.
- Lecture: “Arbitration and controverted issues in the New Code of Civil Procedure”, Congresso Nacional do IAB – “O papel do direito na construção de um novo Brasil”, João Pessoa, 02/09/2017.
- Lecture: “Institutional Arbitration: rules of the main chambers and its peculiarities for the public sector”, Curso CBAr/PGE-SP, São Paulo, 01/09/2017.
- Lecture: “The arbitrators’ experience: the do’s and the don’t’s” – CBMA II International Arbitration Congress – “Arbitral Procedure: the good, the bad and the useful”, Rio de Janeiro, 11/08/2017.
- Lecture: “1 year of arbitration pledge: inspiring experiences and next steps”, AMCHAM, São Paulo, 27/07/2017.
- Lecture: “Error in the Award”, XIII International Arbitration Conference of Rio de Janeiro – “Error in Arbitration”, Rio de Janeiro, 13/06/2017.
- Lecture: “Arbitration and Procedural Issues”, IX Latin American Arbitration Conference, La Paz/Bolivia, 01/06/2017.
- Lecture: “The Brazilian Reform and the Portuguese Project”, IV Luso-Brazilian Arbitration Conference – Corporate Arbitration in Brazil and Portugal, 26/05/2017.
- Lecture: “Challenges and Opportunities in Times of Crisis”, V CPR Congress on Corporate Disputes Management – Challenges and Opportunities in Times of Crisis, Curitiba, 19/05/2017.
- Roundtable: “ICCA Evening in Brazil – A Conversation with the ICCA President”, São Paulo, 18/05/2017.
- Lecture: “How dispute resolution can be improved? (overcoming obstacles and challenges)”, Shaping the Future of Dispute Resolution & Improving Access to Justice – Global Pound Conference Series, São Paulo, 03/05/2017.
- Lecture: “How is the Market Currently Addressing These Party/User Needs and Expectations”, Shaping the Future of Dispute Resolution & Improving Access to Justice – Global Pound Conference Series, Miami, 06/04/2017.
- Lecture: “Arbitration and Gender”, Arbitration and Complex Economic Issues, University of São Paulo – USP, 04/04/2017.
- Lecture: “Violation of the non-compete obligation: how arbitral tribunals dealt with the issue”, Critical View of Arbitration, AMCHAM Arbitration Centre, 03/04/2017.
- Lecture: “Culture, Gender Inclusion and Conflict Resolution”, Seminar on Peace, Conflict Resolution and Ethics, São Paulo, Conflict Resolution Center – USP, 15/03/2017.
- Lecture: “Arbitration lawyer qualities”, Hard Talk: arbitration practitioners on the spotlight, São Paulo, Brazil, 09/11/2016.
- Lecture: “Issues on the Latin American Horizon”, Fordham International Arbitration and Mediation Conference, Fordham Law School, 14/10/2016, New York, USA.
- Lecture: “The Law Applicable to Consent: Private International Law and Consent in Arbitration”, XV International Arbitration Congress – Brazilian Arbitration Committee (“CBAr”), Florianópolis, Brazil, 25 to 27/09/2016.
- Lecture: “II Arbitral Debates: Arbitration and Corruption”, 24/08/2016, FGV, São Paulo, Brazil.

- Latinamerican Arbitration Conference (“Conferencia Latinoamericana de Arbitraje 2016”). Lecture: Implicit Powers of the Arbitrators (“Poderes implícitos de los árbitros”), held on 20/06/2016 at JW Marriott Marquis in Miami, USA.
- 4<sup>th</sup> GAR Live Brazil 2016. Moderator of the 3<sup>rd</sup> panel: The boom of anti-corruption investigations and the effect on arbitration. Event was held at the Hotel Unique in São Paulo, Brazil, on 17/03/2016.
- 19<sup>th</sup> Annual IBA International Arbitration Day. Lecture: “The future of International Arbitration”, Panel The Culture of International Arbitration. Held at Pudong Shangri-la Hotel, East Shanghai on 3-4/03/2016.
- ACREFI – Arbitration and Mediation. Lecture: "Conflict Resolution Methods." Held at the Renaissance Hotel on February 4, 2016, São Paulo, Brazil.
- Lecture: "20 Years of the Arbitration Law". Held on 03/12/2015 in the Brazilian Bar Association in Rio de Janeiro, Brazil.
- 4<sup>th</sup> Summit of the judiciary and the vital interests of the Brazilian Nation. Lecture: “The new code of civil procedure. The new Arbitration Act. The regulation of mediation. Design of a new Commercial Code to Brazil”. Held on December 4, 2015 in EMERJ – School of Magistrates of the State of Rio de Janeiro, Rio de Janeiro, Brazil.
- Lecture "Arbitration in franchise" – Commission and Intellectual Property CBAr panel: General Aspects of Arbitration in Franchising. Held at Rothmann Office, Sperling, Padovan, Duarte Advogados – Auditorium on 10/28/2015, São Paulo, Brazil.
- II Pan American Congress of Arbitration. Lecture: “The Future and arbitration practices”. Held at Hilton São Paulo on 10/27/2015, São Paulo, Brazil.
- Symposium “ Common Grounds – New Zealand & America Latina”. Lecture: Doing Business in Latin America. Held on 22 October 2015 at the Victoria University of Wellington, New Zealand.
- Luncheon talk on “The Clash between the civil law system vs common law in relation to the ethical questions and party representation in international arbitration”, held on Monday 19 October 2015 at The Auckland Law Faculty at the Northern Club, Auckland, New Zealand.
- Visiting Scholar: “Doing Business in the Changing Global Market: Dealing with business and Lawyers in other parts of the world”. Held on Monday 19 October 2015 at the O’Connell Bistro at The Auckland Law Faculty at the Northern Club, Auckland, New Zealand.
- "A day with Gary Born," Joint Panel Q & A session, held on 05/10/2015 at CCBC in São Paulo, Brazil.
- "Reform of the Arbitration Law". Lecture: “The whys, the foundations and purposes of reform. As it was conceived and implemented”. Held on 05.10.2015 at the Hotel Tivoli Sao Paulo Mofarrej, São Paulo, Brazil.
- Seminar to commemorate the 20<sup>th</sup> anniversary of the Chamber of Conciliation, Mediation and Arbitration CIESP/FIESP, "Arbitration and Orality", Lecture: “Freedom to adopt procedures. Limits. Who rules the arbitration, the arbitrator or the parties?”. Held on 09/23/15 in CIESP/FIESP, São Paulo, Brazil.
- V Symposium on Economic Law, organized by CEU-IICS Law School. Lecture: “Arbitration from an economic perspective”, held on 04/09/2015 at CEU Law School.
- Internews Arbitration Seminar – Lecture: "In which situation arbitration it is the best option", held at the Golden Tulip Park Plaza Hotel, on 08/27/2015 in São Paulo, Brazil.
- IV National Meeting of Mediation and Arbitration of OAB-SP, 5<sup>th</sup> painel: “Arbitration consolidation”, held on 08/24/2015 in the Main Hall of the Brazilian Bar Association of São Paulo, Brazil.
- Lecture: "Impact of the reform of the Arbitration Law", held on 17/08/2015 at the Faculty of Law of São Bernardo do Campo, São Paulo, Brazil.
- Workshop on "New Arbitration Law, what has changed and what must still change", held on 06/24/15 in the AASP, the Lawyers Association of São Paulo, Brazil.
- Arbitration Seminar "Reform of the Arbitration Law". Panel: Round Table "Hot Topics", held on 12/06/2015 at the Hotel Pestana in Rio de Janeiro, Brazil.
- Debate ABEArb issues: “Changes of the New Code of Civil Procedure, Arbitration and Public Administration and other amendments to the Arbitration Law”, held on 01/06/2015 in ABEArb – Brazilian Association of Arbitration Students, São Paulo, Brazil.

- HK 2015 Summit ICCA/HKIAC – Bridging Cultures Connecting – Session 1: “ This house believes that the New York Convention does more harm than good to developing economies”. Held at the Hotel Grand Hyatt in Hong Kong on May 2015.
- 1<sup>st</sup> International Forum of Arbitrage ICC Santo Domingo. Panel on "Motivación del y Análisis report de la Prueba: El análisis de las proper technical expertise." Held at the Hotel Sheraton in Santo Domingo, Dominican Republic on April 23, 2015.
- Eleventh Annual Leading Arbitrators in Vienna” Juris Conferences LLC”, on March 30, 2015, held at (Grand Hotel Wien). Participated of Panel on the topic “Efficient presentation of evidence, including written statement and re questions”, Vienna, Austria.
- FIEP Congress. Presentation on the subject “CISG and arbitration”. Curitiba, Brazil, March 04, 2015.
- 1<sup>st</sup> Panamerican Congress of Arbitration. Presentation on the subject “Seat of Arbitration”. Held in São Paulo, Brazil, on October 29, 2014.
- International Arbitration Congress – Back to the Future. Presentation on the subject “Taking of Witness Evidence: Old Fashioned Rules for Modern Practice”. Held in Barcelona, Spain, on October 18, 2014.
- IX Civil Law Symposium – Economical Analysis and Efficiency of the Legal Business. Lecture: “Efficiency of Arbitration in the resolution of conflicts”. Held in São Paulo, Brazil, on September 26, 2014.
- 6<sup>th</sup> Brazilian Congress of Law Firms. Presentation on the subject “Code of Ethics for Lawyers in Arbitration?”. Held in São Paulo, Brazil, on August 14, 2014.
- 2<sup>nd</sup> Annual GAR Live. Participated in the panel: “GAR Live Symposium – including lessons from Brazil and South Korea”. Held in Istanbul, Turkey, on June 26, 2014.
- II International Arbitration Seminar: Internationalization of the Chamber of Conciliation, Mediation and Arbitration of CIESP/FIESP. Presentation on the subject “IBA Guidelines on Party Representation in International Arbitration”. Held in São Paulo, Brazil, on May 27, 2014.
- ICC Event – Brazilian Arbitration Day. Presentation on the subject “Burnout”. Held in São Paulo, Brazil, on May 14, 2014.
- III OAB/SP Arbitration and Mediation Meeting – Arbitration Challenges for the next 15 years. Presentation on the subject “Arbitrators: Confidence, Impartiality, Availability”. Held in São Paulo, Brazil, on May 13, 2014.
- ASPI Round Table (São Paulo’s Intellectual Property Association) – Presentation on the subject “The CISG and Brazil”. Held in São Paulo, Brazil, on April 23, 2014.
- AMCHAM Legislation Committee. Presentation on the subject “Revision of the Brazilian Arbitration Act and the Brazilian Mediation Act”. Held in São Paulo, Brazil, on April 16, 2014.
- ICCA Miami 2014: "Legitimacy: Myths, Realities, Challenges. Chaired Panel B-1: Who Are the Arbitrators". Held in Miami, USA, on April 7, 2014.
- OAB/RJ – Free Arbitration Lectures at ESA. Presentation on the subject “Arbitration Agreement”. Held in Rio de Janeiro, Brazil, on March 26, 2014.
- International Congress “The CISG and Brazil”. Participation in Panel 1 – “Formation of the Contract. Standard Terms. Electronic Commerce.” Held in Curitiba, Brazil, on March 19, 2014.
- ABEArb’s (Brazilian Association of Arbitration Students) event: Round Table at MRTC Advogados – Conflicting Arbitration Clauses In Linked Contracts. Held in São Paulo, Brazil, on March 14, 2014.
- ICC’s event: V Congreso de Arbitraje Internacional (V International Arbitration Congress). Participation in Panel 1 – Arbitraje Intenacional: Un Mundo Cada Vez Más Pequeño. Tendencias en la Última Década (International Arbitration: An Increasingly Smaller World. Trends in the Last Decade). Held in Costa Rica, on February 24, 2014.
- IASP’s event: Arbitration and Mediation: Brazil on the way to Modernization. Participation in Panel 1 – Mediation in the corporative world, held at IASP, São Paulo, on December 9, 2013.
- Magistrate Course on Arbitration. Seminar concerning the revision of the Brazilian Arbitration Act. Held at “Escola de Magistratura do Estado do Paraná”, Curitiba, Brazil, on October 18, 2013.

- Arbitral Women Breakfast and Panel discussion – Resignation by and Termination of Arbitrators: Best Practice and Issues. Held at the Sheraton Boston Hotel, Boston, on October 7, 2013.
- II International Symposium on Arbitration. Moderator of Panel 3: “ILA’s recommendations on *lis pendens* and *res judicata* in arbitration”. Held at Lima, Peru, on September 23-25, 2013.
- ICDR 11<sup>th</sup> Annual Miami International Arbitration Conference. A corporate counsel series: International dispute resolution in the Americas. Participation as moderator in the ICDR Y&I Program: “Tertulias arbitrator disclosures, deliberations and dissents.” Held at The Baltimore Hotel, Miami, on September 11-13, 2013.
- 2<sup>nd</sup> Annual GAR Live New York. Participation in “Session two: Survivor island meets International Arbitration: Which Latin American seat?” Held at the University Club, New York, on the 18<sup>th</sup> of September 2013.
- CAM-CCBC – Chamber of Commerce Brazil-Canada’s event: “The Brazilian and Italian experience in arbitration and mediation”. Participation in 4<sup>th</sup> Panel – “Revision of the Arbitration Act: A Necessity or a Problem?”. Held at the Hearing Center CAM-CCBC, São Paulo, Brazil, on August 29, 2013.
- Young Arbitration Review Event: “Portuguese and Brazilian perspectives and views on arbitration”. Participation in the 3<sup>rd</sup> panel: the new Portuguese act and the work towards a new Brazilian act – a necessary option? Held at Faculdade de Direito de São Paulo, Brazil, on August 6, 2013.
- V Latin American Arbitration Conference. Seminar on the definition of damages and the duty to mitigate. Held at Facultad de Derecho de la Universidad de Buenos Aires, Argentina, on June 13-14, 2013.
- CIESP/FIESP Congress. Lecture on “Arbitration on infrastructure, peculiarities of the public sector – international precedents”. Held at the Federation of the Industries of the State of São Paulo, São Paulo, Brazil, on May 27, 2013.
- PUC-SP Arbitration Day. Seminar on international arbitration. Held at Pontifícia Universidade Católica de São Paulo, Brazil, on May 16, 2013.
- Vis Moot Night. Participation in the panel: “Hot Topics in Arbitration: Common Law vs. Civil Law”. Held at Auditório XI de Agosto, University of São Paulo School of Law, São Paulo, Brazil, on May 15, 2013.
- AASP Course: “Five Questions You Would Like To Make About Arbitration”. Participated in the panel “How To Choose an Arbitrator?”. Held at AASP, São Paulo, Brazil, 23/04/2013.
- 2<sup>nd</sup> Annual GAR Live Brazil. Participation as a jury member in the “Oxford Union-style debate: The cost of obsession with time-and-cost”. Held at Tivoli Hotel, São Paulo, Brazil, 19/04/2013.
- Magistrate Course on Arbitration. Ministered at the “Escola de Magistratura do Estado do Espírito Santo”, Vitória, Brazil, 01/03/2013.
- Round Table: “National and International Arbitration as a Means of Stimulating the Entry of Foreign Capital in Brazil and as a Consequent Factor of Economic Growth.” Held at PUC-Campinas, Campinas, Brazil, on March 5, 2013.
- Lecture at the “Young ICCA – Skills Training Workshop: Advocacy in Opening and Closing Statements”, held at the Bogotá Chamber of Commerce, Colombia, on February 20, 2013.
- International Seminar on Arbitration, organized by Brazil’s Superior Court of Justice. Participation in the opening conference: “The New York Convention and the Standardization of the Criteria for Recognition of Foreign Awards”. Held at the STJ Auditorium, Brasília/DF, Brazil, on December 3, 2012.
- “International Arbitration in Civil Law and in Common Law: confronting experience”. Seminar held at University of São Paulo’s School of Law, São Paulo, Brazil, October 23, 2012.
- “II International Meeting on Arbitration in Coimbra”. Seminar about Brazil’s experience on the energy sector. Held at the University of Coimbra, Lisboa, Portugal, on October 18-20, 2012.
- “Arbitration in Corporate Contracts”. Seminar organized by AMCHAM, held on September 26, 2012, at Uberlândia, Minas Gerais, Brazil.
- “I IBDiC International Congress” – Seminar on the Geological Risks involved in Construction and its Unpredictability. Held at FIESP, São Paulo, Brazil, on August 20-21, 2012.
- IV Latin American Arbitration Conference. Lecture on arbitration rules: “Advantages of the modernization according to the experience acquired;” held on June 28-29, 2012, at the Universidad de Medellín, Colombia.

- 24<sup>th</sup> Annual ITA Workshop – “The Final Curtain: Post-Hearing Submissions, Deliberations and Enforcement”. Held at Westin Galleria Hotel, Dallas, Texas, USA, June 20-21, 2012.
- ICCA 2012 Singapore. Lecture: “The relationship between international arbitration and the national judge: both arbitral seat and enforcement; anti-suit and anti-arbitration injunctions; bad faith decisions under the New York Convention; state liability for interfering in the international arbitration process”. Held at The Marina Bay Sands Integrated Resort, Singapore, June 10-13, 2012.
- II National Conference of ILA Brazil: International Law in Personal and Commercial Relations. Lecture on the powers of arbitrators in international arbitrations. Held at PUC-Rio, Rio de Janeiro, Brazil, May 24-25, 2012.
- “2<sup>a</sup> Jornada Luso-Brasileira de Arbitragem”. Lecture on the arbitral process and its aspects relating to the object of litigation and instructions. Held at the Noble Room of the Lisbon Commercial Association, Portugal, May 4, 2012.
- II GEArb Arbitration Seminar. Lecture on the current aspects of Brazilian arbitration and Infrastructure contracts for the World Cup 2014 and Olympic Games 2016. Held at the Auditório da OAB/MG-BH, April 24, 2012.
- “Advanced Techniques for Handling an International Arbitration Case”. Congress organized by CBAr and the American University – Washington College of Law. Presentation: “Introduction to the new ICC Rules of 2012”, March 2012, São Paulo, Hotel Intercontinental, Brazil.
- ICC Seminar – New 2012 ICC Rules Presentation: “Multiparty arbitration, various agreements and consolidation”. March 2012, Rio de Janeiro, Brazil.
- STJ – “The New York Convention – Prof. Albert Jan van den Berg”. Participation at the opening ceremony of behalf of CBAr, Brasília/DF, Brazil.
- FADISP, “Impartiality”, February 2012, São Paulo. “Seminar on Insurance and Reinsurance Arbitration”, held on June 28, 2011, in São Paulo, Brazil.
- International construction contracts and the resolution of disputes. Lecture on “Strategies and case management issues in construction arbitration”, held on June 16-17, 2011, in São Paulo, Brazil.
- “Conflict of interest and professionalism”, speech on III Conferência Latinoamericana de Arbitraje – CLA 2011 (III Latin American Arbitration Conference 2011), held on June 9-10, 2011, in Assunción, Paraguay.
- VII International Arbitration Conference of Rio the Janeiro. Lecture on “The importance of the choice of the seat of arbitration”, held on May 10, 2011, in Rio de Janeiro, Brazil.
- Judiciary and Arbitration: a necessary dialog. Lecture on “The principle of non-intervention in arbitration”, held on May 2, 2011, at the Supremo Tribunal Federal (Brazilian Supreme Court), Brasília/DF, Brazil.
- VI Arbitration and Mediation Seminar. Panelist on “The Provision of Services by Domestic and International Arbitral Institutions”, held on March 22, 2011, in São Paulo, Brazil.
- I Arbitration Seminar of GEArb. Lecture on “Judicial proceedings and arbitral proceedings: what are the differences?”, held on March 1, 2011, at the PUC Minas, Belo Horizonte, Brazil.
- Arbitration Course 2010. Lecture on “The Judiciary and Arbitration: Overview on the Brazilian jurisprudence on Arbitration”, held on December 7, at OAB/RJ, Rio de Janeiro, Brazil.
- SP Arbitral 10 years anniversary Seminar. Lecture on “The Moment of Arbitration and Mediation in Brazil”, held on December 2, 2010, at CBB in São Paulo, Brazil.
- Chile – Brazil Seminar: Investment and Dispute Resolution. Roundtable on “Mechanisms for the increase of bilateral trade relations”, held in Santiago, Chile, 2010.
- International Commercial Arbitration in Brazil. Lecture on “Brazil as The Seat of Arbitration”, held in New York, USA, on November 10-11, 2010.
- I National Conference of ILA-Brazil. Speech on “Private International Law in Digital Times”, held on October 13-15, 2010, in João Pessoa, Paraíba, Brazil.
- Workshop: Arbitration in Brazil and Italy Workshop. Moderator on the subject “The Arbitrator, the Arbitration and the Contract”, held on September 27, 2010, São Paulo, Brazil.

- AIJA Congress Charleston 2010 – Pre-Congress Seminar – “Documentary disclosure, confidentiality and privilege” – held on August 24-28, 2010, Charleston, USA.
- CONIMA’s III Arbitration and Mediation Conference. Participation on the panel “Role of the arbitrator, counsel and parties in the arbitration”. August 2-3, 2010, Blue Tree Towers Faria Lima, São Paulo, Brazil.
- IV Arbitration Congress of the Chamber of Commerce and Portuguese Industry at the Commercial Arbitration Center. Debate on the “Arbitral decision and public order”. Held on July 16-17, 2010, Lisbon, Portugal.
- “YAP” – Young Arbitration Practitioners. “Personal mission and personal liability: How personal? How much liability is too much liability?”. May 27, 2010, Rio de Janeiro, Sofitel Hotel, Brazil.
- Seminar on Arbitration and Infraestructure, Curitiba, Brazil, February 25-26, 2010.
- “ICC Day” – The role of the Judiciary in International Arbitration”. São Paulo, FIESP, August 21, 2009, São Paulo, Brazil.
- “ITA-CANACO” – Americas Workshop “Damages in International Arbitration: Strategies, Techniques & Presentation”. Problems with Evidence in Valuation, act II, Scene I, April 2, 2009, Hotel Camino Real, Mexico City, Mexico.
- “I International Congress in Latin America” – organized by CFA, CCA, CBar and CARAT. “Towards more efficiency in arbitration: how to control time and cost, how to select lawyers”. Bogotá, Colômbia, March 25-26, 2009.
- CCBC – CAM: International Arbitration Perspectives in Chile and Brasil. “Challenge and Recognition of Arbitral Awards in Brazil”, December 4, 2008, Santiago, Chile.
- “12 years of the Arbitral Law”. “How to avoid pathological clauses”. November 12, 2008, São Paulo Bar Association, São Paulo, Brazil.
- “Preliminary Negotiations and Inclusion of the Arbitration Clause in Contracts”, Seminar “Advances and Perspectives of Arbitration in Brazil”, joint organization of CBar, PUCRS, OAB/RS, Porto Alegre, on December 25-26, 2008, Brazil.
- ITA-CBar Joint Conference on International Arbitration. Panelist on the Panel “Commencement of Proceedings – Amicable Settlement Negotiations”, in the 4<sup>th</sup> Annual ITA Americas Workshop, and coordination and closing speech of the VIII Brazilian Arbitration Committee Congress, Hotel Renaissance, São Paulo, on September 21-23, 2008, Brazil.
- 73<sup>rd</sup> ILA – International Law Association – Biennial Conference. Lecture on “New York Convention and the place of arbitration”, Rio de Janeiro, Brazil, on August 17-22, 2008.
- IBA/ICC for Young Arbitration Practitioners. Lecture on “How to draft an arbitration clause and Terms of Reference”, in Caracas, Venezuela, on April 17-18, 2008.
- Best Practices in America and Efforts to annul an arbitral award. The Annual Miami International Arbitration Conference, in Miami, USA, on March 30 to April 1, 2008.
- 50 years of effectiveness of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards, entered into in New York, 1958. The international experience and the Brazilian perspective. IV Seminar Arbitration and Mediation, in São Paulo, Brazil, organized by CBar, on March 12, 2008,
- Lecture: “Arbitral Procedure vs Judicial Procedure”, AMCHAM, São Paulo, Brazil, 13/12/2007, moderator.
- Lecture: “Practical aspects of the arbitral procedure”, IASP – Lawyers Institute in São Paulo, Brazil, 07/11/2007.
- Lecture: “11 Years of the Arbitration Law”, IV International Law Congress, Santos, Brazil, 6/10/2007, GEDI/PUC Santos, Brazil.
- Chairman of the ICDR/CBar mock case, July/2007, São Paulo, Brazil, Pinheiro Neto Advogados Auditorium.
- Lecture: “Jurisdiction – choice of forum and choice of law”, at the “International Contracts Seminar”, IBC, São Paulo, Brazil, Transamérica Flat International, 27/06/2007.
- Lecture: “Arbitration in International Contracts”, 29/05/2007, IQPC, São Paulo, Brazil, Hotel Blue Tree.
- Lecture: “Complex Arbitration and the Role of the Arbitrator”, in “International Arbitration ‘Complex Arbitration’ Seminar – Baker McKenzie”, 13/03/2007, Union el Golf. Santiago, Chile.

- Lecture: “International Arbitration – criteria to choose arbitral institutions and the place of arbitration”, in “III Seminar – Arbitration and Mediation”, 08/03/2007, São Paulo, Brazil, Meliá Hotel.
- Lecture: “Arbitral Awards vs Procedural Orders”, in “ICC Meeting for Young Arbitrators”, 05/11/2006, Hotel Mandarin Oriental, Miami, USA.
- Lecture: “The utility and undesirable consequences of anti-suit injunctions”, in VI International Congress of the CBar – Brazilian Committee on Arbitration, 01/11/2006, Sofitel, Bahia, Brazil.
- Lecture: “What is new on arbitration?”, Unisantos (University of Santos), Brazil, 05/10/2006.
- Lecture: “International Arbitration”, São Paulo Bar Association Auditorium, 27/09/2006, Brazil.
- Moderator of the “International Commercial Arbitration Mock Case based on the ICC Rules”, São Paulo, Brazil, 11 and 12/05/06, Hotel Intercontinental.
- “International Arbitration”, debate at the São Paulo Bar Association, 02/05/06, CAASP Auditorium, São Paulo, Brazil.
- Lecture: “10 years of the Arbitration Law”, French Chamber of Commerce, São Paulo, Brazil, 25/04/06.
- Lecture: “Practical aspects of an arbitral procedure according to the AMCHAM Arbitration Center”, in “10 Years of the Arbitration Law in Brazil”, 31/03/2006, PUC Auditorium in Porto Alegre, Rio Grande do Sul, Brazil.
- Lecture: “Practical Mockcase of an International Commercial Arbitration based on the ICC Rules” (moderator), São Paulo, May 11-12, 2006, Hotel Intercontinental, Brazil.
- Lecture: “International Arbitration”, Brazilian Bar Association, São Paulo, Brazil, 2/5/2006.
- Lecture: “10 years of the Arbitration Act”, French Chamber of Commerce, São Paulo, April 25, 2006, Brazil.
- Lecture: “Arbitration in Contracts”, April 6, 2006, Hotel Mercure, São Paulo, Brazil.
- Lecture: “Institutional Arbitration”, AMCHAM/Belo Horizonte, 08/25/2005, Brazil.
- Lecture: “Arbitration and the Judicial Courts”, OAB/SP, 03/14/2005, São Paulo, Brazil.
- Lecture: “International Arbitration”, FADUSP – University of São Paulo School of Law, São Paulo, Brazil, 11/09/2004, during the International Law Week promoted by the International Law Department of FADUSP and other.
- Lecture: “Arbitration and the Securities Market”, BOVESPA – São Paulo, 04/07/2004, São Paulo, Brazil.

#### • **INTERVIEWS** •

- “Disputes Between Companies Increase Demand for Independent Arbitration”, Experience Club, 02/10/2019.
- “Market – Panel S.A.”, Folha de S.Paulo, 14/08/2019.
- “Professionals Bet on Legal Certainty in Arbitration Decree in São Paulo”, JOTA, 08/08/2019.
- “Arbitration Chambers: your fight is our business”, Exame, 28/02/2019.
- “Conflicts over mergers and between partners are the most taken to arbitration, says research”, Consultor Jurídico, 27/02/2019.
- “Survey points that up to 40% of arbitrations are motivated by corporate disputes”, Lexis360, 20/02/2019.
- “The lawyer accustomed to practice in the Judiciary will feel a great difference in the agility of the arbitration”, Lexis360, 23/08/2018.
- “When the partners climb into the ring”, Valor Econômico, 03/08/2018.
- “Arbitration and Fashion Law”, JOTA, 01/04/2018.
- “CAM-CCBC approves resolution to boost number of female arbitrators”, JOTA, 31/03/2018.
- “Alternative to Justice’s morosity, disputes in arbitration chambers double in five years”, O Globo, 12/03/2018.

- “Drafting of arbitration agreements in M&A contracts is still behind the ideal, lawyers say”, Lexis360, 13/11/2017.
- “Brazil is the 5<sup>th</sup> country that most uses arbitration in the world”, JOTA, 19/09/2017.
- “The search for new paths”, América Economia, 19/07/2017.
- “Reform provides for arbitration for employees waging at least R\$ 11 thousand per month”, Valor Econômico, 28/06/2017.
- “Tribunals admit labor arbitration involving executives”, Valor Econômico, 28/06/2017.
- “Use of arbitration for corporate disputes may grow”, Valor Econômico, 15/05/2017.
- “Average amount in dispute in CAM-CCBC’s arbitrations grows 62%”, Consultor Jurídico, 25/03/2017.
- “Arbitration-related litigation amounts to 11 thousand lawsuits in the last 6 years”, Folha de São Paulo, 16/03/2017.
- “Arbitral proceedings allow for third-party funding”, Jornal do Comércio, 24/01/2017.
- “Construction disputes increase arbitration figures”, Folha de São Paulo, Mercado Aberto, 16/01/2017.
- “To reveal third-party funding preserves transparency on arbitral procedures”, O Estado CE, Direito & Justiça, October 2016.
- “Brazilian funds start to invest arbitral disputes”, Valor TV, 05/10/2016.
- “Arbitration must advance throughout the country”, Diário Comércio Indústria & Serviços – DCI, 23/09/2016, Legislação & Tributos, p. 12.
- “Arbitration Law: An example of success”, Tribuna do Direito, 09/2016.
- “Third-party funding receives attention from arbitral chamber in São Paulo”, Consultor Jurídico, 06/08/2016.
- “Chamber releases information of arbitrations involving the public administration”, Valor Econômico, 03/02/2016.
- “Polemic issues in arbitration”, Valor Econômico, Legislação & Tributos, 30/07/2010, p. E2.
- “Arbitration may be funded by third parties”, Jota Justiça, 14/11/2015.
- “Arbitration brings attention from funds”, Valor Econômico, Legislação & Tributos, 04/11/2015.
- “The Framework of the International Arbitration System: the Challenge Derived from the Improper Conduct of Judicial Courts”, in International Arbitration: The Coming of a New Age?, ICCA Congress Series, vol. 17, pp. 431-455.
- “Most important conclusions on Brazil’s new arbitration law”, Latin American Corporate Counsel Association (LACCA), June 2015.
- “Arbitration still far from minority shareholders”, Valor Econômico, 11/06/2015.
- “Brazil approves reforms in Arbitration Act”, Global Arbitration Review (GAR), 01/06/2015.
- “Companies and public administration consolidate new form of conflict resolution with the enactment of the new arbitration law”, Agência Estado, 01/06/2016.
- “New arbitration law presents several positive points”, Tribuna do Direito, June 2015.
- “Specialists criticise government’s restrictions to the new Arbitration Law”, Revista Consultor Jurídico, 28/05/2015.
- “Refurbished Arbitration Law”, Isto é Dinheiro – Nota publicada na Edição 916 da Revista Dinheiro, em 22/05/2015.
- “Labour disputes will be settled through arbitration”, Valor Econômico, Legislação & Tributos, 07/05/2015.
- “Specialists approve arbitration involving the public administration”, Consultor Jurídico, 02/10/2013.
- “IRS may not investigate arbitration”, Valor Econômico, Legislação & Tributos, 09/09/2013.



- “Ever growing confidence on the national chambers’ model”, Valor Econômico, Especial Governança Corporativa, June 2013.
- “Arbitration Law may be altered”, Valor Econômico, Legislação & Tributos, 03/04/2013.
- “Commission for review of the arbitration law will be formed”, Consultor Jurídico, 28/03/2013.
- “Contracts providing for arbitration reach R\$3 bilion in 2011”, Valor Econômico, 08/01/2013.
- “Flaws undermine the credibility of International Relations Areas”, Revista Capital Aberto, year 10, n. 109, September 2012.
- “Growing Prestige”, Revista Câmara de Comércio Brasil Canadá, São Paulo, v. 7, n. 38, p. 38-39, September 2012.
- “Brazil’s Superior Court of Justice helps consolidating trust in arbitration”, Coordenadoria de Editoria e Imprensa do STJ, Especial, 30/09/2012.
- “Porto Alegre hosts International Arbitration Congress”, Consultor Jurídico, Solução de Impasse, 04/09/2012.
- “Bill amending arbitration law worries companies”, Brasil Econômico, Justiça, 07/03/2012, p. 26.
- “The arbitrator is determined by the parties’ trust”, Valor Econômico, Especial Arbitragem, 01/12/2011, p. 14-15.
- “Brazil will have new rules to expedite business”, Brasil Econômico, Justiça, 28/09/2011, p. 26.
- “Agreement will broaden the debate on arbitration in Brazil”, Portal Ministério da Justiça, 23/09/2011.
- “Link for construction”, Consultor Jurídico, 20/09/2011.
- “Specialists create the Brazilian Institute of Construction Law (IBDiC)”, Portal FGV, Direito/Jurídico, 09/09/2011.
- “Election”, Jornal do Comercio, Enfoque Jurídico, 25/08/2011. Rio de Janeiro.
- “Braghetta re-elected as CBAr president”, Latin Lawyer, 18/08/2011.
- “Braghetta re-elected as CBAr president”, Global Arbitration Review, 17/08/2011.
- “Court decision is harmful to arbitration”, Valor Econômico, Legislação & Tributos, 20/06/2011, p. E1.
- “Arbitration gains momentum in public contracts”, Brasil Econômico, São Paulo, 25/05/2011, p. 28.
- “Dinner in celebration of CBAr’s 10 years”, Global Arbitration Review, 2011.
- “Highlights on arbitration”, Brasil Econômico, São Paulo, 2011, p. 10.
- “BNDES wins dispute against Ecuador in ICC Paris”, Consultor Jurídico, 20/01/2011.
- “Brazil debuts as seat of ICCA Congress”, Terra, Economia, 24/05/2010.
- “Arbitration rising high in the country”, Jornal do Comercio, Rio de Janeiro, 2010.
- “Brazil hosts international event on commercial arbitration”, Portugal Digital, 24/05/2010.
- “Brazil is the subject of a meeting in New York”, Revista Câmara de Comércio Brasil-Canadá, 18/11/2010.
- “Courts of São Paulo bar the use of arbitration in medical contracts”, Valor Econômico, Legislação & Tributos, 13/10/2010, p. E1.
- “Framework of arbitration must fit the needs for previsibility and transparency”, Espaço Jurídico BM&F Bovespa, 20/09/2010.
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