

FACTS & FIGURES — 2025

INDEX

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MESSAGE FROM THE PRESIDENCY	02
ABOUT CAM-CCBC	03
2025 HIGHLIGHTS THE FACTS	04
COOPERATION AGREEMENTS	05
INSTITUTIONAL INITIATIVES	06
TECHNICAL INNOVATIONS	13
Early Production of Evidence (EPE) Rules	13
Permanent Challenge Committee	14
CAM-CCBC and TMA Brazil	15
WORKING GROUPS	16
Corporate Arbitration Working Group	16
Public Administration Working Group	17
Dispute Boards Working Group	17
German-Brazilian Working Group	18
THE NEW GENERATION CAM-CCBC	19
MOOT COURT COMPETITIONS	19
2025 HIGHLIGHTS THE FIGURES	23
CAM-CCBC's Caseload	23
Hearings and Meetings at CAM-CCBC	24
ARBITRATION	25
MEDIATION	32
DISPUTE BOARDS	34
MEET THE CAM-CCBC TEAM	35

The “CAM-CCBC’s Facts & Figures” is a digital record detailing the Center’s primary data and institutional practices. Designed to uphold our commitment to transparency, this report provides the public with an analytical overview of our core activities, encompassing annual statistics, new regulatory frameworks, and key institutional developments.

CAM-CCBC

2025 FACTS & FIGURES

**Center for Arbitration and Mediation of the Chamber
of Commerce Brazil-Canada**

E-mail: cam@ccbc.org.br



[Link: Website](#)

MESSAGE FROM THE PRESIDENCY

CAM-CCBC's identity is rooted in excellence, technical rigor, and a pioneering spirit that has shaped ADR for over 46 years. Beyond following market growth, the Center has consistently turned challenges into opportunities, building a legacy of stability and innovation.

This commitment is reflected in the ongoing refinement of its regulatory framework. Key recent milestones include the enactment of the Early Production of Evidence (EPE) Rules, the launch of the eCAM-CCBC digital case management system, and the creation of the Permanent Challenge Committee, reinforcing alignment with international best practices and ensuring transparency and consistency in proceedings.

The solidity of the Center is best demonstrated by the scale of its ongoing operations. In 2025 we received 122 requests for arbitration and 11 requests for mediation.

Transparency and the advancement of legal knowledge remain central to our institutional mission. We expanded our "Public Arbitral Awards" project with the publication of three new volumes and consolidated our partnership with Jus Mundi, which now hosts 46 anonymized awards.

At national and regional levels, CAM-CCBC has strengthened

arbitration ecosystems through initiatives such as the Arbitration with the Public Administration Seminar in Salvador (TJBA) and the Practicing Law in Arbitration courses in Minas Gerais and Paraíba, as well as programs like NewGen Arbitration Connect, engaging young practitioners across multiple cities like São Paulo, Belo Horizonte and João Pessoa.

Globally, CAM-CCBC continued to operate in line with international standards and practices within the ADR community. As the first Brazilian non-governmental institution accepted as an observer in UNCITRAL Working Group II, we have been actively participating since 2025. This involvement highlights the Center's pioneering role in global arbitration discussions, contributing to the development of new standards on electronic notifications.

Throughout 2025, the Center expanded its reach through over 180 institutional initiatives across 13 countries and all Brazilian regions, encompassing activities in 11 Brazilian states.

As we move forward, we will continue to prioritize strong governance, uphold integrity, and consistently enhance our services. We invite the community to explore our commitment to impartiality and independence as we work together to shape a future in which excellence in dispute resolution is the global standard.



ABOUT CAM-CCBC

The Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada (CAM-CCBC), based in São Paulo, Brazil, is recognized as a leading institution in International Dispute Resolution in Latin America, and, for the eighth consecutive year, Leaders League maintained CAM-CCBC's leadership position in the Dispute Resolution category, reinforcing its prominent standing both in Brazil and internationally.

CAM-CCBC holds approximately 40% of the Brazilian market-share. Through its work and philosophy, CAM-CCBC has transformed its pioneering spirit into leadership, becoming the most renowned arbitral institution in Brazil.

CAM-CCBC excels in ADR administration, providing:

I.

Predictability of costs and a modern set of Rules and regulations, constantly updated in accordance with international best practice standards and the needs and expectations of users.

II.

Efficient administration of proceedings, with a unique case-management formula, certified in accordance with ISO 9001 – the international standard for quality in management systems.

III.

Transparency towards the community by publicizing the composition of the arbitral tribunals and proceedings with the Public Administration.

IV.

Administration of proceedings according to the UNCITRAL Arbitration Rules.

V.

Expertise of Case Managers, fluent in multiple languages and trained in CAM-CCBC's case-management style, adapting to the flexibility and needs of each case.

VI.

Complete infrastructure in São Paulo (Brazil) - without extra costs – including a state-of-the-art hearing center, mediation rooms, meeting spaces and library.

VII.

Arbitrator and Mediator rosters comprised of recognized experts from several jurisdictions, selected for their expertise and gender, regional and age diversity.

All CAM-CCBC's activities have been built upon five major pillars: impartiality, independence, efficiency, transparency, and the continuous improvement of the case management system.





2025 highlights

(organized, sponsored or supported)



2025 highlights

(organized, sponsored or supported)



COOPERATION AGREEMENTS

One of CAM-CCBC's core pillars is the development of ADR through the exchange of knowledge and experiences, as well as the training of specialized professionals. The Center maintains partnerships and cooperation agreements with research centers and institutions worldwide. Since its first agreement in 2008 with the Centro de Arbitraje y Mediación – Cámara de Comercio de Santiago (CAM-Santiago), the network has steadily grown.

In 2025, CAM-CCBC further expanded its international collaboration by signing eight new cooperation agreements with the Centro de Arbitraje y Mediación de AmCham Quito (Ecuador), the Centro Internacional de Arbitraje de Madrid (CIAM), the Centro Nacional e Internacional de Arbitraje de la Cámara de Comercio de Lima (CCL), the Club Español del Arbitraje (CEIA), the Hong Kong International Arbitration Centre (HKIAC), the Pontifícia Universidade Católica do Rio de Janeiro (PUC RJ), the Turnaround Management Association (TMA), and Universidade Anhembi Morumbi, bringing the total number of cooperation agreements currently in force to 32.

1. Associação dos Advogados de São Paulo (AASP)
2. Banco Nacional de Desenvolvimento Econômico Social (BNDES)
3. Camara Arbitrale di Milano e Camera di Commercio di Milano (CAM MILANO)
4. Centre de Médiation et d'Arbitrage de Paris (CMAP)
5. Centro de Arbitragem da Câmara de Comércio e Indústria Portuguesa (CAC)
6. Centro de Arbitraje y Mediación - Cámara de Comercio de Santiago | Centro de Chile
7. Centro de Arbitraje y Mediación de Amcham | Quito, Ecuador
8. Centro Internacional de Arbitraje de Madrid (CIAM)
9. Centro Nacional e Internacional de Arbitraje de la Cámara de Comercio de Lima (CCL)
10. Club Español del Arbitraje (CEIA)
11. Corte de Arbitraje de la Cámara de Comercio de Madrid
12. European-Latinamerican Arbitration Association (ELARB)
13. Faculdade de Direito da USP (FDUSP)
14. Hong Kong International Arbitration Centre (HKIAC)
15. Instituto Brasileiro de Direito da Construção (IBDiC)
16. Instituto de Arbitragem da Bahia (IARb)
17. Instituto dos Advogados Brasileiros (IAB)
18. Instituto dos Advogados de São Paulo (IASP)
19. Instituto Peruano de Arbitraje (IPA)
20. Jus Mundi
21. Permanent Court of Arbitration (PCA)
22. Pontifícia Universidade Católica de São Paulo (PUC-SP)
23. Pontifícia Universidade Católica do Rio de Janeiro (PUC-RJ)
24. The Cairo Regional Centre for International Commercial Arbitration (CRCICA)
25. The Foundation Nationale des Sciences Politiques (Sciences Po)
26. The German Institution of Arbitration (DIS)
27. The International Arbitral Centre of the Austrian Federal Economic Chamber (AFEC/VIAC)
28. The International Division of the American Arbitration Association (ICDR)
29. The New York International Arbitration Center (NYIAC)
30. The Silicon Valley Arbitration and Mediation Center (SVAMC)
31. Turnaround Management Association (TMA)
32. Universidade Anhembi-Morumbi



INSTITUTIONAL INITIATIVES

PARTICIPATION IN UNCITRAL WORKING GROUP II

As the first Brazilian non-governmental institution accepted as an observer in UNCITRAL Working Group II, CAM-CCBC has been actively participating since 2025. Its involvement highlights the Center's pioneering role in global arbitration discussions, contributing to the development of international standards, including electronic notifications and the evolving framework for arbitral awards. The institution was represented in person at the United Nations headquarters in Vienna, Austria, by its President and Deputy Secretary-General.

Our technical contributions addressed the feasibility of electronic awards and their effects on the validity, recognition, and enforcement of arbitral decisions in the international arena, reinforcing CAM-CCBC's role as a leading reference in the advancement of arbitration aligned with global standards.





XII CAM-CCBC ARBITRATION CONGRESS

Opening the 8th São Paulo Arbitration Week, the 12th CAM-CCBC Arbitration Congress brought together 600 participants and featured speakers from seven nationalities, including keynote addresses by Andrea Bjorklund and Luca Radicati.

The Congress' success was made possible by the expertise of its speakers, the active engagement of attendees, and the support of more than 40 sponsors and institutional partners, reaffirming its position as a leading global platform for dialogue and thought leadership within the arbitration community.

The agenda covered a range of topics of direct relevance to arbitration practice, including the strategic drafting of M&A contracts, the increasing participation of Public Administration entities in arbitral proceedings, developments concerning Dispute Boards, the role of legal opinions in arbitration, and the use of artificial intelligence in the production of evidence. These discussions highlighted both opportunities for increased efficiency and the need to safeguard procedural integrity.





São Paulo Arbitration Week (“SPAW”) is a collaborative initiative designed as a centralized calendar for law firms, universities, associations, and institutions, providing a platform for the promotion of ADRs. It took place from October 20 to 25, 2025.

The 8th edition of the SPAW featured 34 events, held at several venues in São Paulo. As in previous years, the CAM-CCBC Congress opened the SPAW, setting the stage for the week’s discussions and collaboration.

In line with CAM-CCBC's ongoing commitment to gender diversity, it is required that all SPAW events feature at least 40% female representation on their panels. This policy is a significant step towards promoting an equitable arbitration community.

CAM-CCBC encourages social responsibility by inviting event organizers to support a social cause through donations at the time of registration. This initiative reinforces CAM-CCBC's commitment to making a broader social impact, beyond the legal community.

The SPAW aims to foster the growth of ADR and strengthen São Paulo's position as a global center for international arbitration. By promoting diversity, social responsibility, and collaboration, the initiative drives the development of arbitration in an inclusive and impactful way.

- 1.** Associação Latino-Americana de Arbitragem -ALARB
- 2.** Centro de Arbitragem e Mediação da AMCHAM - CAM AMCHAM
- 3.** Associação Brasileira dos Estudantes de Arbitragem – ABEArb
- 4.** Barbosa, Müssnich & Aragão Advogados - BMA Advogados
- 5.** Centro de Arbitragem e Mediação da Câmara de Comércio Brasil-Canadá - CAM-CCBC
- 6.** Câmara de Mediação e Arbitragem Empresarial - Brasil – CAMARB
- 7.** Câmara de Med. do Centro de Solução de Disputas da Assoc. Bras. da PI - CMED-ABPI
- 8.** Câmara de Conciliação, Arbitragem e Mediação Intercultural - CCAMI
- 9.** Centro de Consensualidade em Matéria Tributária e Aduaneira - CCMT
- 10.** Câmara do Mercado – B3
- 11.** Câmara de Conciliação, Mediação e Arbitragem CIESP-FIESP - CMA CIESP-FIESP
- 12.** Canal Arbitragem
- 13.** Clube Espanõl Iberoamericano del Arbitraje - CEIA
- 14.** Chartered Institute of Arbitrators Brazil Brnch - CIArb Brazil
- 15.** Clube dos Arbitralistas Lusófonos - CAL
- 16.** Comitê Brasileiro de Arbutragem - CBAR
- 17.** Delos Dispute Resolution
- 18.** Faculdade de Direito da Universidade de São Paulo - FDUSP
- 19.** Escola de Direito de São Paulo da Fundação Getulio Vargas - FGV Direito SP
- 20.** German-Brazilian Working Group
- 21.** Instituto Brasileiro de Direito Empresarial - IBRADEMP
- 22.** Instituto Brasileiro de Direito Processual - IBDP
- 23.** Instituto de Certificação e Formação de Mediadores Lusófonos - ICFML
- 24.** International Institute for Conflict Prevention & Resolution - CPR
- 25.** Brazilian Advisory Board of the CPR Institute
- 26.** Kobre & Kim
- 27.** Machado Meyer Advogados
- 28.** Young ITA
- 29.** Núcleo de Advocacia em Mediação e Negociação Empresariais - NAMNE
- 30.** Paris, Place d’Arbitrage
- 31.** Quinn Emanuel Urquhart & Sullivan, LLP - Quinn Emanuel
- 32.** Rising Arbitrators Initiative - RAI
- 33.** Resol-VR
- 34.** Souto Correa Advogados
- 35.** Toledo Marchetti Advogados
- 36.** TozziniFreire Advogados
- 37.** Veirano Advogados
- 38.** Young International Council of Commercial Arbitration - Young ICCA
- 39.** Wilmer Cutler Pickering Hale and Dorr LLP – WilmerHale

TADS | CAM-CCBC

ADVANCED COURSE ON
INTERNATIONAL ARBITRATION

3RD EDITION

In 2025, CAM-CCBC, in partnership with Sciences Po's LLM in Transnational Arbitration, hosted the third edition of the TADS | CAM-CCBC Advanced Course on International Arbitration, fostering high-level academic exchange between Brazilian and international arbitration practitioners.

The program featured an internationally recognized faculty, including Professors Makane Moïse Mbengue, Giuditta Cordero-Moss, Renata Steiner, Cristián Conejero, Carlos Alberto Carmona, and Carlos Elias, who guided participants through pivotal topics shaping international arbitration today.

Key debates led by the faculty addressed arbitration as a forum for climate change disputes, the impact of ESG considerations, contract interpretation by arbitral tribunals, the structure and scope of arbitration agreements, and the assessment of evidence in international proceedings. The course also incorporated an innovative component through a partnership with Jus Mundi, providing access to the Jus-AI legal research tool, further enriching the practical and analytical insights available to participants.





DRBF & CAM-CCBC

ADVANCED WORKSHOP ON DISPUTE BOARDS WITH DISPUTE RESOLUTION BOARD FOUNDATION

CAM-CCBC, in collaboration with the Dispute Resolution Board Foundation (DRBF) and the Brazilian Institute of Construction Law (IBDiC), organized the Advanced Dispute Boards Training in São Paulo.

This pioneering program, the first advanced-level initiative of its kind in Brazil, was designed for experienced professionals seeking to deepen their expertise in dispute prevention and resolution in complex construction and infrastructure projects. The training featured internationally recognized specialists, including Jerry Brodsky and Marcela Radovic Cordova, alongside Fernando Marcondes, President of IBDiC, who contributed with insights into the Brazilian construction law landscape and the practical implementation of Dispute Boards.

The initiative strengthened technical capacity in the Brazilian market and promoted alignment with internationally recognized standards, reinforcing CAM-CCBC's leadership in advancing sophisticated dispute resolution mechanisms in Brazil.

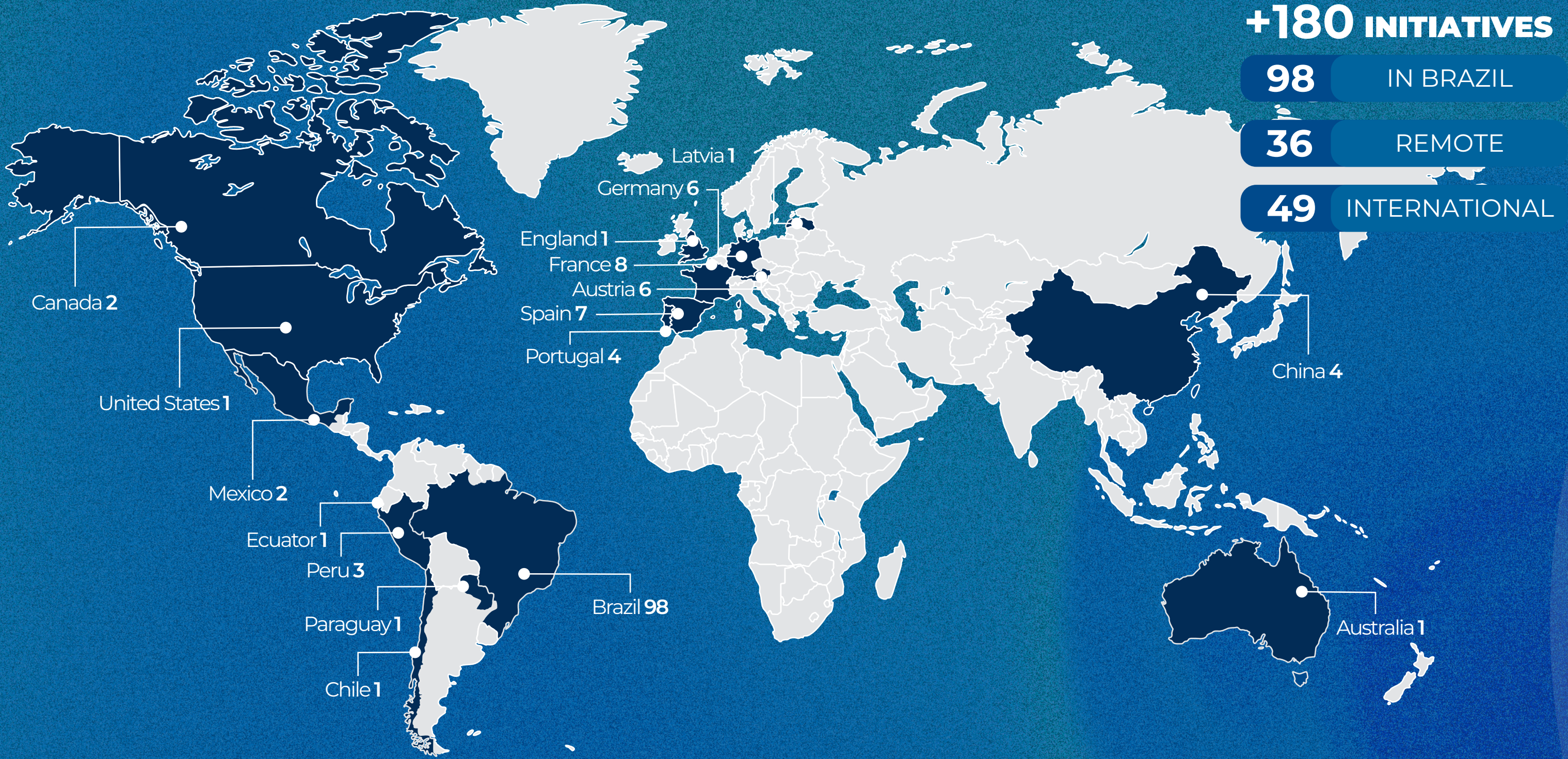
REGIONALIZATION OF ADR METHODS THROUGH BRAZIL

At both national and regional levels, CAM-CCBC strengthened arbitration ecosystems and expanded its presence across Brazil through a series of targeted initiatives. Among them were the Arbitration with the Public Administration Seminar held in Salvador (Bahia), as well as Practicing Law in Arbitration conducted in João Pessoa (Paraíba), in partnership with the Brazilian Bar Association (OAB), and in Belo Horizonte at Milton Campos Law School (Minas Gerais).

Complementing these efforts, programs such as NewGen Arbitration Connect engaged young practitioners in São Paulo, Belo Horizonte, and João Pessoa, fostering dialogue and encouraging the next generation of arbitration professionals.

Further reinforcing its sector-specific engagement, CAM-CCBC, in partnership with the Instituto Brasileiro de Direito Minerário (IBDM), hosted in Belo Horizonte a dedicated event on Arbitration and Mining, focused on best practices in disputes involving the mining industry. By addressing the particularities of one of Brazil's most strategic economic sectors, the initiative underscored the importance of specialized arbitration mechanisms and consolidated the Center's role in promoting technical excellence nationwide.





- 24º CONGRESSO INTERNACIONAL DE ARBITRAGEM – CBAR E 9º CONGRESSO INTERNACIONAL DE MEDIAÇÃO - CBAR
- CLA 2025 - XV CONFERENCIA LATINOAMERICANA DE ARBITRAJE
- XIII ENCONTRO INTERNACIONAL DE ARBITRAGEM DE COIMBRA
- JUS MUNDI NEXUS: THE INSTITUTIONS SYMPOSIUM (PAW)
- MEXICO ARBITRATION WEEK
- BERLIN DISPUTE RESOLUTION WEEK
- XII JORNADA LUSO-BRASILEIRA DE ARBITRAGEM EM LISBOA
- CANARB WEEK
- IBA TORONTO
- INTERFACE ENTRE SIGILO EMPRESARIAL E PRODUÇÃO ANTECIPADA DE PROVAS COM O MINISTRO RICARDO VILLAS BÔAS CUEVA



EARLY PRODUCTION OF EVIDENCE (EPE) RULES

In January of 2025, CAM-CCBC formally launched its Rules on Early Production of Evidence, marking a significant milestone and reinforcing the relevance of this innovative mechanism within the ADR market.

With a caseload of five (5) proceedings, the Rules have already been embraced by players across key sectors, including construction, energy, infrastructure, materials, professional services, and information technology. The proceedings have addressed disputes arising from M&A transactions, shareholders' agreements, and engineering services contracts, underscoring the versatility of the mechanism in complex commercial matters.

In half of the proceedings, the parties successfully reached consensus on the joint appointment of a sole evidence arbitrator, reflecting a collaborative and efficient approach to the conduct of the proceedings. In the remaining cases, where agreement was not possible, the CAM-CCBC Presidency appointed the sole arbitrator, giving preference to members of its roster of arbitrators, in accordance with Article 4 of the EPE Rules.



PERMANENT CHALLENGE COMMITTEE:

New mechanism for deciding arbitrators' challenges

After more than forty years operating under an ad hoc model, CAM-CCBC introduced a new institutional framework for the challenge of arbitrators: the Permanent Challenge Committee.

The new model is a response to feedback gathered over decades of practice, with a clear focus on (i) reducing the duration of arbitral proceedings; (ii) enhancing predictability and (iii) increasing transparency.

The Committee is composed of up to 21 members of the CAM-CCBC List of Arbitrators for a 1-year mandate, which significantly shortens the time required for its constitution. Upon receipt of a challenge, all members promptly conduct conflict checks and a rapporteur is designated among the eligible members, allowing work on the decision to begin without delay.

Challenges are decided within 30 days, with a possible 15-day extension when necessary. To promote predictability and consistency, the Secretariat provides the Committee with summaries of prior decisions involving similar issues. In addition, one-third of the Committee's members are renewed every two years, ensuring both continuity and periodic renewal of expertise.

Transparency is further strengthened by the Committee's mandate to study mechanisms for the publication of anonymized decisions, while fully preserving confidentiality.

CAM-CCBC AND TURNAROUND MANAGEMENT ASSOCIATION (TMA BRAZIL):

A Strategic Partnership for Mediation in Insolvency-Related Proceedings



Brasil

Consistently attuned to market developments and once again reaffirming its pioneering role in the advancement of alternative dispute resolution mechanisms, CAM-CCBC entered a strategic partnership with TMA Brazil, the Brazilian chapter of the global Turnaround Management Association.

TMA's institutional mission includes, inter alia, the promotion of higher professional standards and enhanced methodologies in corporate renewal and change management, as well as the encouragement of integrity and best practices within the turnaround and restructuring industry worldwide¹.

Building on these shared objectives, CAM-CCBC and TMA Brazil combined their respective expertise in ADR administration and corporate restructuring to develop a specialized and forward-looking mediation framework tailored to the complexities of insolvency-related disputes. The initiative addresses the growing demand for efficient, consensual and technically robust mechanisms applicable to judicial reorganization and out-of-court restructuring processes, in line with international standards and comparative best practices.

This cooperation was formally established in September 2025 through Administrative Guidance No. 49/2025, which created the CAM-CCBC & TMA Mediation Committee for Insolvency-Related Proceedings.

The Committee is chaired by Marcelo Perlman (Chair) and André Chateaubriand (Vice-Chair) and brings together leading practitioners and academics in the field, including Daniela Monteiro Gabbay, Gustavo Milaré, Juliana Bumachar, Luiz Fabiano Saragiotto, Nathalia Mazzonetto and Patrícia Kobayashi.

Throughout 2025, the Committee dedicated its efforts to the drafting of the Mediation Rules for Insolvency-Related Proceedings of CAM-CCBC & TMA Brazil, which underwent public consultation public consultation within the ADR community, reinforcing CAM-CCBC's commitment to transparency, institutional dialogue and alignment with international best practices in rulemaking.

CORPORATE ARBITRATION WORKING GROUP

Corporate disputes remain a core area of activity for CAM-CCBC, reflecting its continued relevance in supporting effective and reliable dispute resolution for the business community.

A major milestone in 2025 was the approval of the CAM-CCBC Model Arbitration Clause for:

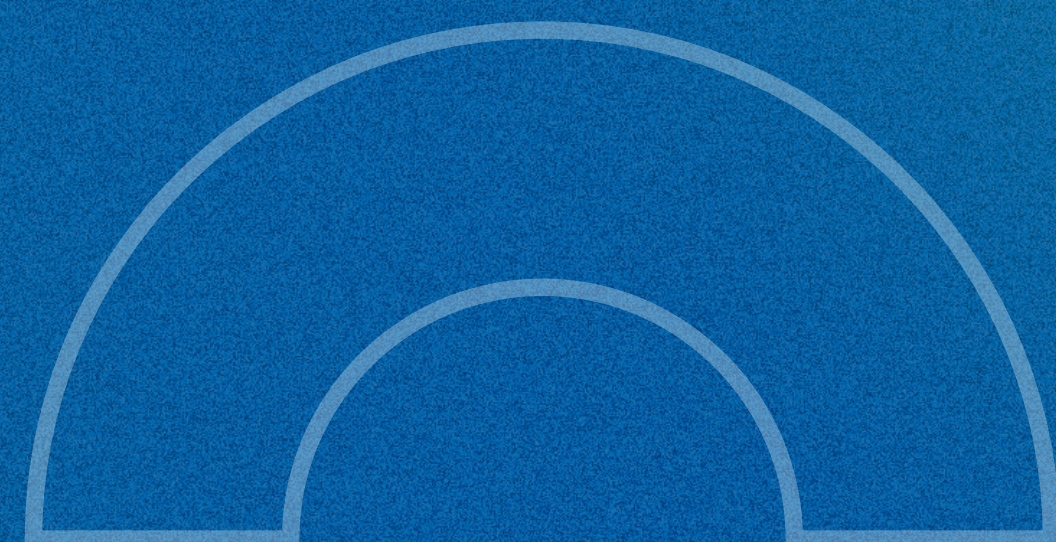
- corporate bylaws,
- articles of association, and
- fund regulations.

By providing a clear framework on the scope and application of arbitration agreements, the model clause supports more efficient dispute resolution, reinforces governance standards, and contributes to increased confidence among CAM-CCBC's stakeholders.

The proposal was developed through a collaborative process that brought together distinguished professionals from diverse backgrounds, including experienced practitioners and leading academics, reflecting CAM-CCBC's commitment to plural perspectives and institutional excellence.

The initiative was coordinated by Rodrigo Garcia da Fonseca, and featured the following members: Daniel Gruenbaum, Guilherme Setoguti, Ivo Waisberg, Marcelo Barbosa, Mariana Conti Craveiro, Patrícia Kobayashi, Renato Beneduzi, Sheila Neder Cerezetti, and Simone Barros

PUBLIC ADMINISTRATION WORKING GROUP



DISPUTE BOARDS WORKING GROUP

CAM-CCBC established the Public Administration Working Group to strengthen and advance the use of ADR mechanisms within the public sector.

The Working Group seeks to map challenges and solutions by identifying best practices; develop training programs; and produce informational materials related to ADRs involving public entities.

With activities scheduled through April 2027, the Working Group reflects CAM-CCBC's commitment to building and promoting institutional best practices for the use of ADR in the Public Administration.

The Working Group is coordinated by Ricardo Aprigliano and includes the participation of Maurício Morais Tonin, Patrícia Lacerda, Tatiana Melamed, Egon Bockmann Moreira, Roberta Negrão, Leonardo Toledo, José Flávio Bianchi, Maurilio Guignoni Dutra.

The Dispute Boards Working Group aims to enhance the practices adopted within CAM-CCBC, with a focus on efficiency, clarity, and alignment with national and international standards.

Its activities focus on: (i) reviewing the practices, procedures, and standard documents used by the Secretariat, with a view to ensuring greater consistency and quality in case administration; and (ii) reviewing the Dispute Boards Rules and Schedule of Costs, in order to ensure coherence, transparency, and alignment with best practices.

The group is composed of Ricardo Aprigliano, Cristiane Gertel, Adriana Sarra, Ane Elisa Perez, Beatriz Rosa, Fernando Marcondes, Marcelo Botelho de Mesquita and Ricardo Medina.

GERMAN-BRAZILIAN WORKING GROUP

In 2025, the CAM-CCBC and the DIS created the German-Brazilian Working Group, an initiative aimed at promoting dialogue and knowledge exchange on international arbitration between Brazil and Germany.

The collaborative platform was designed to foster discussion of relevant topics in dispute resolution among experts, lawyers, academics, and other professionals in the field, addressing challenges, opportunities, and best practices to enhance the use of arbitration in both countries.

The German-Brazilian Working Group is presently co-chaired by Cristina Mastrobuono and Tim Rauschning, and composed of its core members: Luíza Kömel, Alessandro Covi, Ana Beneti, Mariana Candido de Oliveira, Anton Maurer, Daniel Gruenbaum, Fabiane Verçosa, Jan Curschmann, João Vitor Costa, Julian Bickmann, Laura Reichen, Luísa Quintão, Marcelo von Adamek, Matthias Schlingmann, Renata Steiner and Sergio Mannheimer.

On 22 October 2025, the group organized an event during the São Paulo Arbitration Week on “Developments in the German-Brazilian Trade” at TozziniFreire Advogados. On 23 March 2026, the Working Group hosted a table during the World Café event at the Hamburg Chamber of Commerce, during the Hamburg International Arbitration Days.



*Access the
German-Brazilian
Working Group
[website](#) for more
information and its
future initiatives*

THE NEW GENERATION CAM-CCBC

Created in 2019, the New Generation CAM-CCBC (NewGen) promotes global integration, provides academic opportunities, and develops initiatives aimed at supporting the next generation of dispute resolution practitioners. Its activities are guided by a commitment to cultural, regional, ethnic, and gender diversity. CAM-CCBC's NewGen has welcomed over 820 members.

new·gen
NEW GENERATION CAM-CCBC



Vinícius Trajano, Jamyle Jardim, Maúra Guerra Polidoro,
Emanuelli Araújo, Leonardo Polastri



Luis Henrick Bussola, Antônio Cury, Vinícius Trajano, Jamyle
Jardim, Emanuelli Araújo, Ana Flávia Furtado, Leonardo Polastri,
Elisa Fernandes e Maúra Guerra Polidoro.

NEWGEN CONNECT

NewGen Connect fosters networking among young arbitration professionals by creating opportunities for dialogue and exchange. The initiative brings together individuals working in or interested in arbitration, contributing to a more integrated and collaborative community.

In 2025, four editions were held: two in São Paulo, one in Belo Horizonte, and one in João Pessoa.

The 2025 mentors included Carlos Alberto Carmona, Rodrigo Garcia da Fonseca, Ricardo Aprigliano, Silvia Pachikoski, Cesar Pereira, Lie Uema, Mariana Conti Craveiro, Carlos Elias, Patrícia Kobayashi, Fabiana Leite,



THE ROAD TO THE VIS

The Road to the Vis supports teams interested in participating in the Willem C. Vis International Commercial Arbitration Moot, with a strong focus on training and preparation. The initiative offers a series of targeted activities, including:

- Legal Writing Course;
- Oral Advocacy Course;
- Vis Moot SOS: Saving Submissions One Argument at a Time;

NEWGEN DIVERSITY COUNCIL



The NewGen Diversity Council promotes diversity within the arbitration community. One of its main initiatives is the Diversity Seal, which recognizes teams participating in the Willem C. Vis International Commercial Arbitration Moot and the São Paulo Pre-Moot for their commitment to diversity. The Seal is based on objective criteria designed to encourage inclusive practices. In 2025, nearly 90% of CAM-CCBC's sponsorship budget was allocated to teams holding the Diversity Seal.

The Diversity Council is composed of Luíza Romanó Pedroso, Luis Henrick Bussola, and Eloah Scantelbury de Almeida.

NEWGEN BLOG

Since 2020, more than 100 articles have been published on alternative dispute resolution method ADRs. In 2025, video interviews were introduced as a new format. Moreover, the blog's layout was updated, and the social media strategy was improved, contributing to increased visibility and reach.

The Editorial Committee is composed of Jamyle Jardim, Mariana Dias Sallowicz, Stéphanne de Pinho Arcanjo, and Cristina Chaim.

NEW MEMBERS OF THE STEERING COMMITTEE

The NewGen Steering Committee underwent a renewal in its composition, as announced during the XII CAM-CCBC Arbitration Congress.

The Steering Committee is now composed of: Ana Carolina Castro, Antônio Alberto Cury, Elisa Fernandes, Leonardo Polastri, Maúra Guerra Polidoro and Vinícius Trajano.



ANA
CAROLINA
CASTRO



ANTÔNIO
ALBERTO
CURY



ELISA
FERNANDES



LEONARDO
POLASTRI



MAÚRA
GUERRA
POLIDORO



VINÍCIUS
TRAJANO

MOOT COURT COMPETITIONS

**CAM-CCBC
PRE-MOOT**  **SAO PAULO**

**CAM-CCBC
PRE-MOOT**  **HAMBURG**



CAM-CCBC has been a proud supporter of moot court competitions for over a decade. The Center has been an annual sponsor of the largest arbitration competition in the world, the Willem C. Vis International Commercial Arbitration Moot for sixteen years and has also sponsored multiple editions of the Vis East Moot, which takes place in Hong Kong.

Focusing on fostering the studies in the field of ADRs and the acquisition of practical experience for future professionals, the CAM-CCBC annually provides sponsorship for Brazilian teams, to aid them with the costs in the road to Vienna and Hong Kong.

The institution also organizes two Vis pre-moots: the São Paulo Pre-Moot, the Hamburg Pre-Moot, gathering students and arbitration professionals in a comprehensive networking and learning experience in preparation for the Vis Moot.

The São Paulo Pre-Moot brought together 24 teams, including 23 teams from Brazil (representing the states of Amazonas, Bahia, Distrito Federal, Minas Gerais, Paraíba, Paraná, Rio de Janeiro, Rio Grande do Sul, Rondônia, Santa Catarina, São Paulo) and one from Argentina. Hosted at BMA Advogados, the event welcomed approximately 400 participants, including around 200 students, 90 coaches, and more than 100 arbitrators.

The 2025 edition concluded with a final round featuring Makane Moise Mbengue, André Abbud, and Patrícia Kobayashi as arbitrators. The Pontifical Catholic University of São Paulo (PUC-SP) was awarded first place, followed by the State University of Rio de Janeiro (UERJ) in second place and the University of Rio de Janeiro (UFRJ) in third.

The Hamburg Pre-Moot brought together 34 teams from 11 jurisdictions, including Brazil, Chile, China, Germany, India, Iran, Italy, Japan, Kenya, Nigeria, and Ukraine. Held alongside the Hamburg International Arbitration Days and the conference at Bucerius Law School, co-organized by CAM-CCBC, the event connected participants with both the academic and professional arbitration communities. The hearings were hosted across leading German law firms, including Addleshaw Goddard, ADVANT Beiten, Bird & Bird LLP, Brödermann Jahn, CMS, Freshfields Bruckhaus Deringer, Gleiss Lutz, Graf von Westphalen, GSK, Hanefeld, Heuking Kühn Lüer Wojtek, Hogan Lovells, Kapellmann, KBD.legal, Lebuhn, Luther, Mangal Legal, Quinn Emanuel, Renzenbrink & Partner, RSM Ebner Stolz, Spangenberg, and Taylor Wessing, whose support and engagement were essential to making the event possible.

In 2025, CAM-CCBC organized another edition of the traditional Vis Moot Dinner in Vienna, which took place in the Palais Daun-Kinsky on April 14th, celebrating yet another year reuniting the arbitral community to contribute to the future of the students and the development of the method.

2025 HIGHLIGHTS

THE FIGURES

CAM-CCBC's Caseload

Over its 46 years of history CAM-CCBC has administered over 1,900 ADR proceedings, considering Arbitrations, Mediations and Dispute Boards.



CASES INITIATED	2020	2021	2022	2023	2024	2025
ARBITRATION	105	128	115	117	126	122
EMERGENCY ARBITRATION	0	2	0	3	3	4
MEDIATION	15	14	5	16	19	11
DISPUTE BOARDS	0	3	0	2	0	1
EARLY PRODUCTION OF EVIDENCE	-	-	-	-	-	3
TOTAL	120	147	120	138	148	141

HEARINGS AND MEETINGS AT CAM-CCBC

CAM-CCBC hosted **315** meetings/hearings, of which **204** were conducted remotely and **111** in-person/hybrid.

Comparing the number of meetings and hearings related to arbitration proceedings, CAM-CCBC registered 226 meetings and hearings in 2025, against 228 in 2024, reflecting a stable hearing volume in the recent years. A notable shift was observed in hearing format: in-person hearings increased by 18.7%, while virtual hearings decreased by 10.5%, indicating a growing preference for in-person hearings.

A substantial increase was observed in evidentiary hearings, which rose by 72.4%, from 58 in 2024 to 100 in 2025, indicating an intensification of proceedings at the merits stage.

With regards ro Dispute Boards proceedings, a total of 7 meetings were held, most of them in-person or hybrid.

In Mediation cases, a total of 82 meetings were held, with the majority of them being remote.

arbitration

	IN PERSON	REMOTE	TOTAL
CASE PRESENTATION	12	17	29
CASE MANAGEMENT CONFERENCES	2	17	19
EVIDENTIARY HEARINGS	68	32	100
EXPERT HEARINGS	5	8	13
TERMS OF REFERENCE	2	63	65
	89	137	226

mediation

	REMOTE	HYBRID
TERMS OF REFERENCE	3	1
JOINT MEETINGS WITH PARTIES AND MEDIATOR	9	9
PRECEDING MEETINGS WITH PARTIES	8	-
PRIVATE MEETINGS WITH PARTIES	45	7
	TOTAL 82	

dispute board

MEETING OF THE BOARD AND PARTIES
REMOTE 2
HYBRID 5
TOTAL 7

ARBITRATION

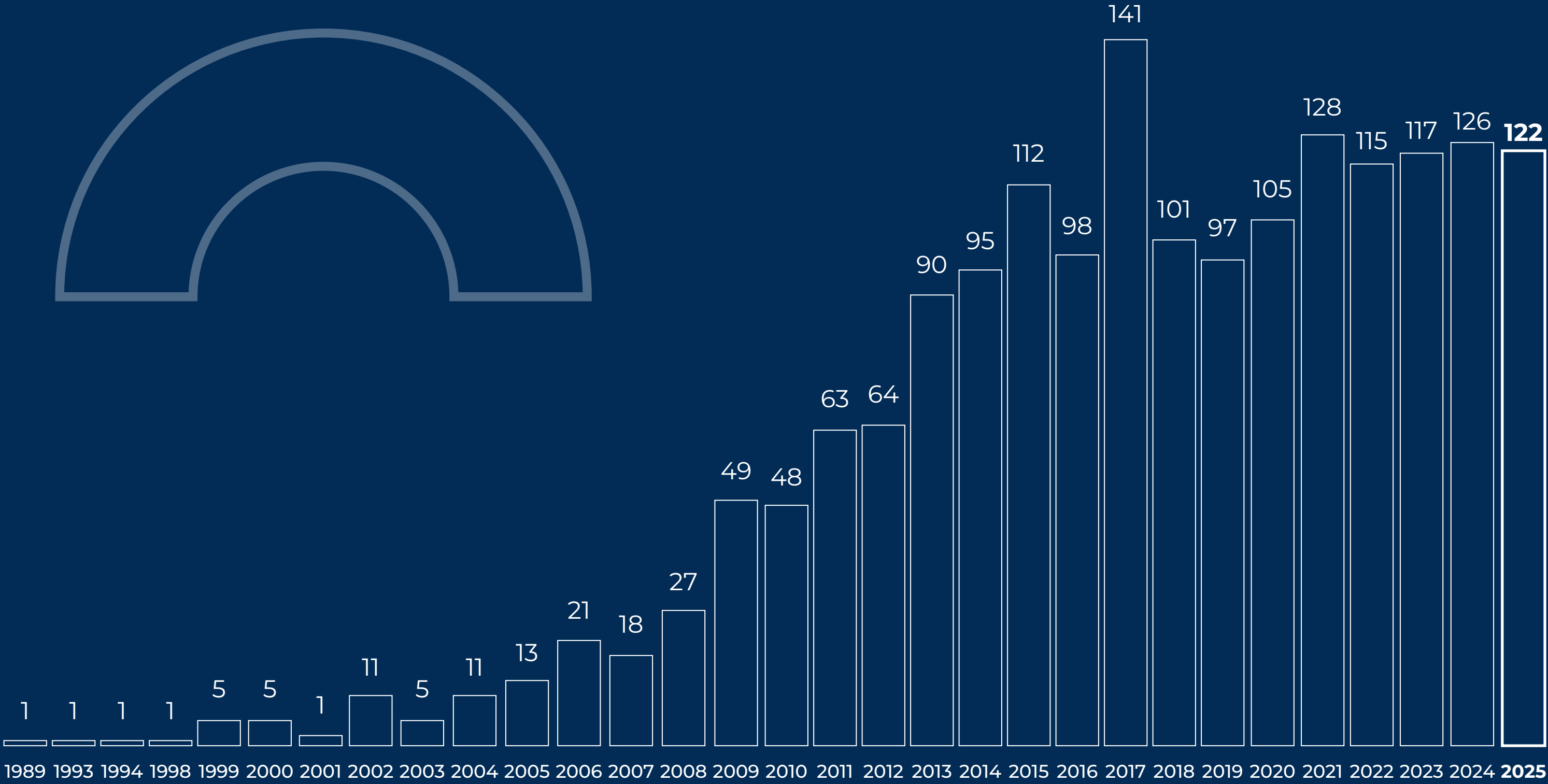
CAM-CCBC has witnessed a steady increase in new arbitration cases filed each year over the past decade.

YEAR	PROCEEDINGS
1989	1
1993	1
1994	1
1998	1
1999	5
2000	5
2001	1
2002	11
2003	5
2004	11
2005	13
2006	21
2007	18
2008	27
2009	49
2010	48

YEAR	PROCEEDINGS
2011	63
2012	64
2013	90
2014	95
2015	112
2016	98
2017	141
2018	101
2019	97
2020	105
2021	128
2022	115
2023	117
2024	126
2025	122

PROCEEDINGS
SINCE 1989

1792



YEAR	•	2020	•	2021	•	2022	•	2023	•	2024	2025
ONGOING ARBITRATION CASES	•	418	•	427	•	438	•	448	•	482	504

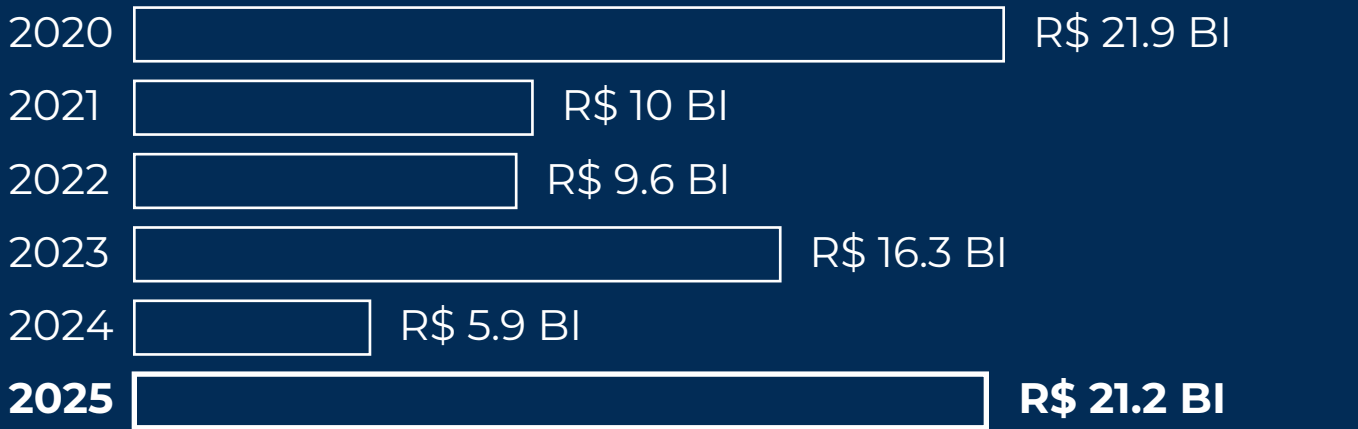
Over **2025**, CAM-CCBC administered a total of **504** arbitration proceedings.

AMOUNTS IN DISPUTE

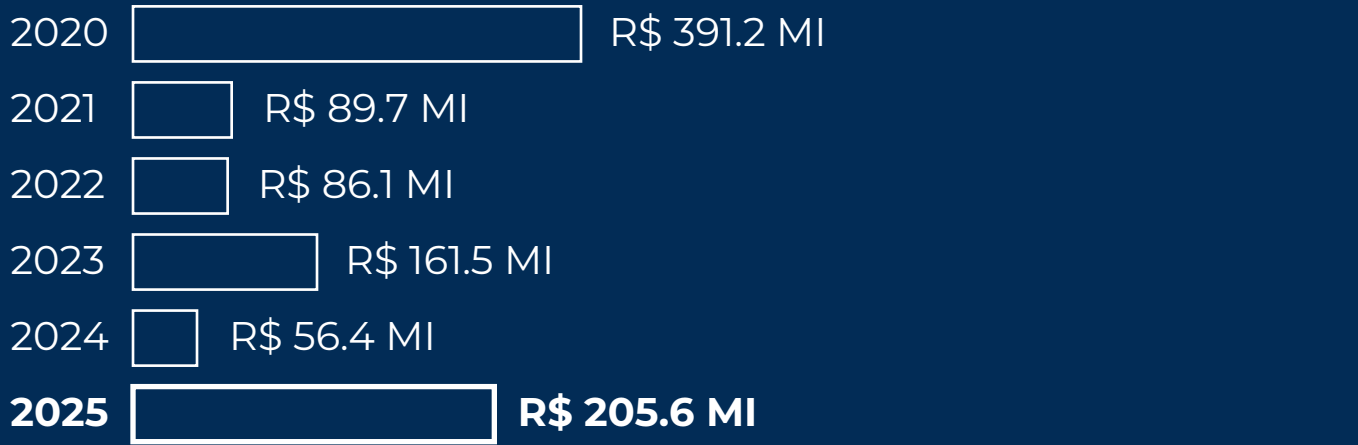
Arbitration cases initiated in 2025 amounted to roughly BRL 21.2 billion.

The average amount in dispute is R\$205.6 million**

TOTAL AMOUNT IN DISPUTE (BRL)*



AVERAGE AMOUNT IN DISPUTE (BRL)* **



(*) Data extracted from the CAM-CCBC database on March 13, 2026, reflects the amounts in dispute as declared on that date. These figures are subject to change, as the amounts in dispute may be adjusted over the course of arbitration proceedings. Notably, cases in later stages often display higher amounts in dispute due to the reassessment of claims following the signature the terms of reference.

(**) Data reflects arbitration cases under the regular procedure, excluding arbitration cases under expedited procedure.

CLOSED CASES

In 2025, **145** arbitration proceedings were terminated, of which **103** ended with arbitral awards: **21** consent awards and **82** final arbitral awards

	2025	
CLOSED BY	%	
ARBITRAL AWARD	56,6%	
CONSENT AWARD	14,5%	
WITHDRAWAL FROM THE PARTIES <i>e.g. settled their dispute but did not request the arbitral tribunal to issue a consent award</i>	23,4%	
DISCONTINUANCE <i>e.g. lack of payment of costs, consolidation</i>	5,5%	

AVERAGE LENGTH OF PROCEEDINGS IN 2025

24.8 MONTHS

The average length of the 145 proceedings closed in 2025 and initiated between 2020 and 2025 was 24.8 months, considering the period between the request for arbitration and the closing of the case and 22.4 months, considering the period between the signing of the terms of reference and the closing of the case.

EXPEDITED ARBITRATION

2021	2022	2023	2024	2025
2	2	12	21	18

In 2025, out of the 122 arbitrations initiated, 18 involved the application of the Expedited Procedure as outlined in Chapter XIII of the CAM-CCBC Arbitration Rules.

The average amount in dispute for these cases was R\$1.1 million, with a total amount in dispute of R\$21.5 million

(*) Data extracted from the CAM-CCBC database on March 13, 2026, reflects the application of the expedited procedure on that date. These figures are subject to change, as the expedited procedure may be dismissed over the course of the arbitration.

NATIONALITY OF PARTIES

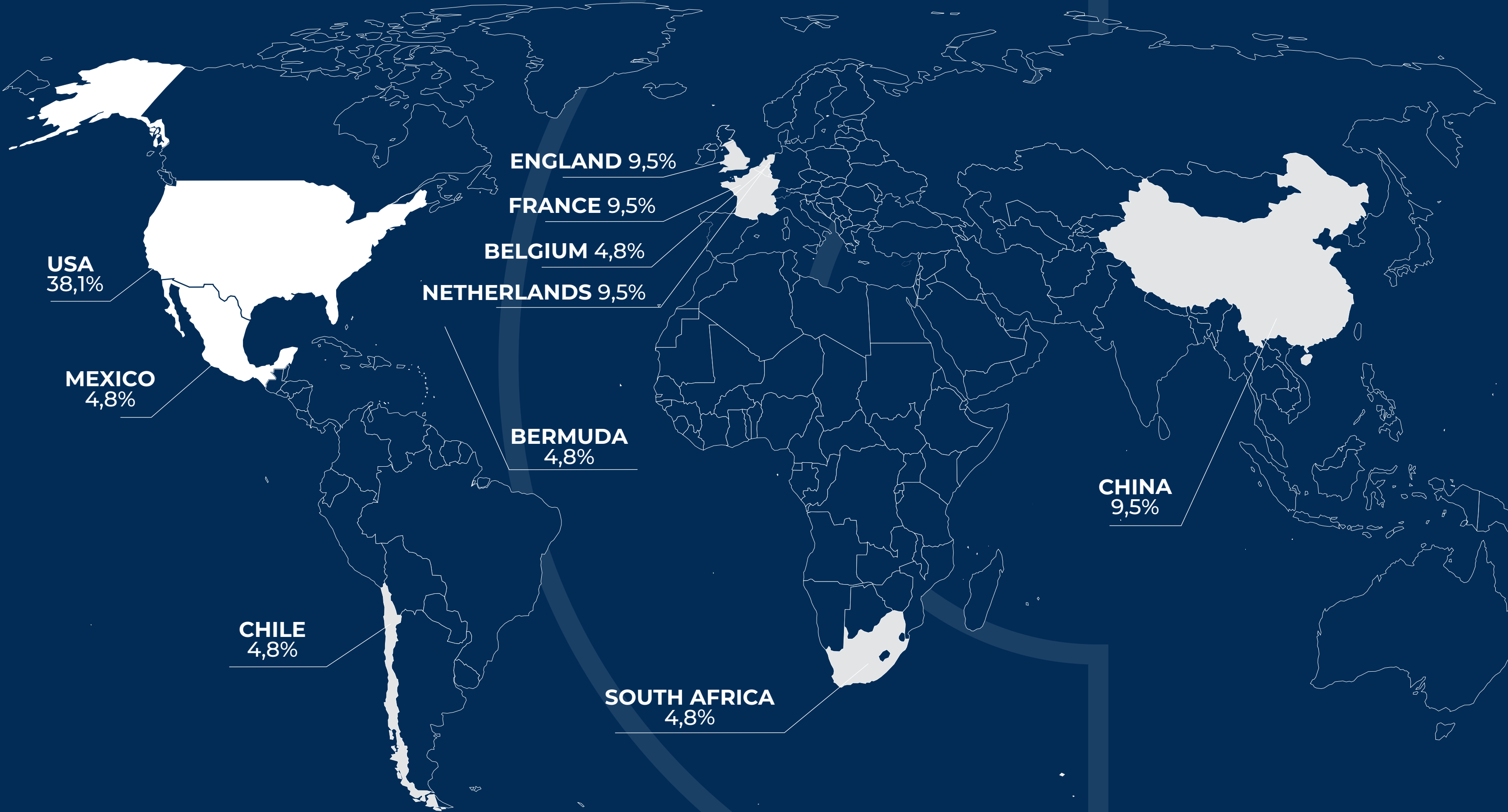
In 2025, the cases registered at CAM-CCBC involved parties of **11 different nationalities**.

Brazilian parties represent **96,8%** of the parties, and **the other 10 nationalities were as indicated on the map:**

In 2024, CAM-CCBC introduced a new methodology for assessing international parties. Departing from previous years, when only the parties' registered addresses were considered, the Secretariat conducted a more comprehensive analysis to refine the criteria for international classification.

Under this revised approach, we not only accounted for entities based abroad but also economic factors, placing more emphasis on the disputed relationship. Therefore, the analysis included, for instance, subsidiaries of international enterprises with a registered branch, subsidiary, or representative office in Brazil.

Applying this new methodology, we found that 39.3% of cases filed in 2025 involved at least one foreign party. The main jurisdictions of origin of parent companies and foreign capital included France, the United States, Japan, the United Kingdom, Saudi Arabia, Spain, Bermuda, Switzerland, Norway, China, Singapore, Belgium, Sweden, Mexico, Israel, Canada, Chile, the Netherlands, Germany, Thailand, Italy, and Brazil–France joint ownership structures.



EXPERIENCE WITH (AND WITHIN) BRAZIL

BRAZILIAN PARTIES

Arbitration cases initiated in 2025 registered parties from across various Brazilian states, with a significant increase in the South region, driven almost entirely by Rio Grande do Sul, while the Northeast and Central-West regions recorded notable decreases. The Southeast maintained its dominance with approximately 71% of the parties.



BRAZILIAN STATE AND STATE-OWNED ENTERPRISES

CAM-CCBC registered 7 new arbitrations involving Brazilian State and State-Owned Enterprises in 2025. There were 43 ongoing arbitral proceedings involving Brazilian State and State-Owned Enterprises.

Also in 2025, CAM-CCBC was accredited as a specialized institution to administer arbitration proceedings involving the Public Administration in the State of Mato Grosso do Sul and in the municipalities of Macaé (State of Rio de Janeiro) and Manaus (State of Amazonas), where it was also accredited to administer Dispute Boards.

In accordance with the principle of publicity of acts involving the Public Administration, and as provided in Article 3 of Administrative Resolution No. 15/2016, the CAM-CCBC publishes on its website the arbitration proceedings involving the Direct Public Administration (the Union, States and Municipalities), including the date the requests for arbitration were presented and the names of the parties involved.

SP	53,07%
RS	13,02%
RJ	12,49%
MG	5,17%
PR	3,01%
CE	2,15%
MT	1,72%
RN	1,61%
SC	1,51%
BA	1,40%
PE	1,18%
GO	0,86%
DF	0,75%
PA	0,54%
SE	0,54%
ES	0,43%
AM	0,32%
PI	0,11%
MS	0,11%

ARBITRATOR CHALLENGES

From 2022 to 2024, there was a perceptible increase in the number of challenges of arbitrators. While in 2023 there were 11 decisions regarding arbitrators' challenges, in 2024 special committees rendered a total of 21 decisions on challenges. The year of 2025, however, moved in the opposite direction, with a total of only 7 decisions rendered by Special Committees.

The CAM-CCBC Presidency had to appoint 21 professionals from the List of Arbitrators to act as special committee members. Out of those members, the distribution was 43% male, 57% female.

As a result of the 7 decisions, all the arbitrators were maintained.

Analyzing the 7 decisions, there was only one case in which more than one arbitrator was challenged. In all the other 6 cases only one arbitrator was challenged. Out of the 8 challenged individuals, 25% were female and 75% were male.

In the case in which two members of the arbitral tribunal were challenged, the challenge was opposed during the period of analysis of the Request for Clarification of the award. The challenge was dismissed and the arbitrators maintained.

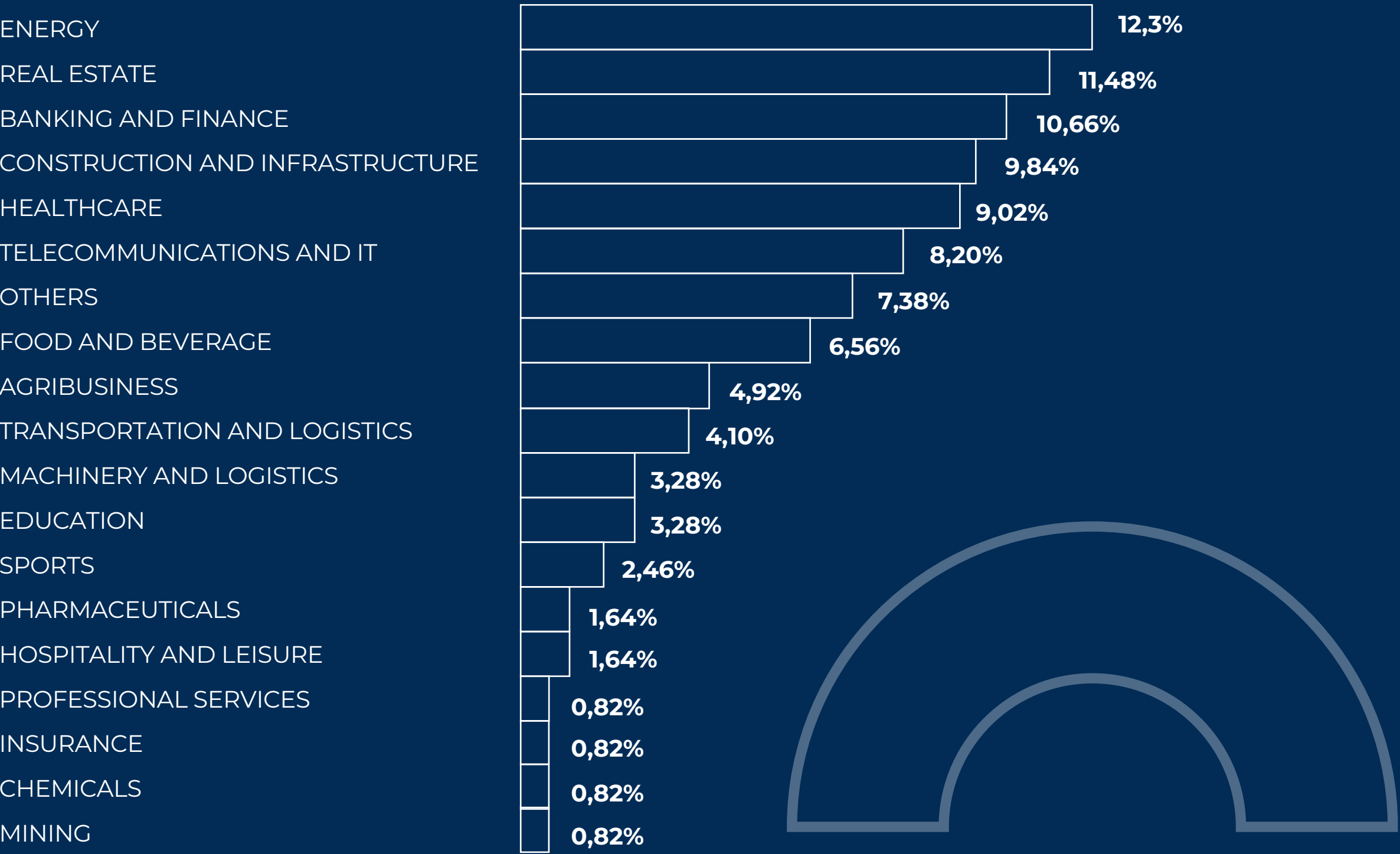
All the decisions rendered were unanimous.

PROFILE OF DISPUTES

The arbitration proceedings initiated in 2025 registered disputes that took on average 5.3 years, from the execution of the underlying agreement signed by the parties until the request for arbitration was filed.

BUSINESS SECTORS

CAM-CCBC is known for administering disputes from a wide variety of business sectors. The Secretariat has experience managing complex cases that may arise from a broad spectrum of industries. In 2025, CAM-CCBC registered cases involving a plethora of industries:



MULTI-PARTY

64,8%

OF NEW CASES INVOLVED
MULTIPLE PARTIES AS CLAIMANT
AND/OR RESPONDENT

713

TOTAL OF CLAIMANTS,
RESPONDENTS AND
INTERESTED PARTIES

In 2025, 64.8% of the new cases involved multiple parties as Claimants and/or Respondents. Cases in 2025 involved a total of 713 Claimants, Respondents and interested parties.

TYPES OF DISPUTES

Corporate disputes involving shareholders' agreements and share purchase agreements were the most common types of disputes submitted to arbitration under the CAM-CCBC rules in 2025, representing more than half of all cases. Business Contracts (loan, leasing, real estate, insurance), as well as Sale of Goods and Supply of Services, were the second and third most common types of disputes, respectively.

SHAREHOLDERS' AGREEMENT, SHARE PURCHASE AGREEMENTS, OTHER CORPORATE RELATED AGREEMENTS	50,82%
BUSINESS CONTRACTS (LOAN, LEASING, REAL ESTATE, INSURANCE)	19,67%
SALE OF GOODS AND SUPPLY OF SERVICES	13,11%
CONSTRUCTION AND ENERGY	7,38%
OTHERS	4,92%
CONCESSION CONTRACTS	3,28%
INTELLECTUAL PROPERTY CONTRACTS	0,82%

ARBITRAL TRIBUNALS CONSTITUTED IN 2025

In 2025, 83 Terms of Reference were signed, and 222 arbitrators were appointed. In those cases, CAM-CCBC appointed 3% of the arbitrators, while parties and co-arbitrators were responsible for the remaining 97% of the appointments.

GENDER DIVERSITY

TYPES OF ARBITRAL TRIBUNALS	89,2% TRIBUNAL	10,8% SOLE ARBITRATOR
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PERCENTAGE BY TYPE OF TRIBUNAL		
TRIBUNAL	61,8%	38,2%
SOLE ARBITRATOR	40%	60%

COMPOSITION OF TRIBUNALS (INCLUDING SOLE ARBITRATORS)	 53% MIXED TRIBUNALS	 31,3% MALE ONLY	 15,7% FEMALE ONLY
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PRESIDENT OF TRIBUNALS	 53,5%	 46,5%
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The 2025 data reveal a significant participation of women in arbitration: they became the majority among Sole Arbitrators, rising from 25% in 2024 to 60% in 2025. The proportion of exclusively female tribunals also grew, from 10.9% in 2024 to 15.7% in 2025. Regarding the Presidency of Tribunals, women continue to hold a substantial share, representing 46.5% in 2025.

CAM-CCBC’S EFFORTS TO PROMOTE GENDER EQUALITY

CAM-CCBC is committed with diversity and particularly with gender equality in arbitration and it is also aligned with the Sustainable Development Objectives established through the United Nations.

This commitment has become evident through CAM-CCBC's role as appointing authority. In 2025, CAM-CCBC made 18 arbitrator appointments, of which 12 were women, meaning that 66,7% of the appointments were of women.

CAM-CCBC also appoints members from its List of Arbitrators to serve on special committees responsible for deciding arbitrator challenges. In 2025, 7 special committees were formed, with 21 appointed arbitrators. Among them, 12 were women, resulting in 57% female participation in special committee appointments.

CAM-CCBC believes that promoting transparency through the disclosure of statistical data on women’s representation in arbitration panels and leadership roles is essential to fostering continuous progress toward gender equality in the field of arbitration.

In accordance with Administrative Resolution 30/2018, which sets parameters for equal opportunities for women within the scope of arbitration, the proportion of women in the Center’s List of Arbitrators throughout 2025 remained at 37,6%.

This policy also applies to events organized, supported, or sponsored by CAM-CCBC. As per the Administrative Resolution 30/2018, a minimum of 30% of speakers are required to be women. In practice, this policy has led to significantly higher female representation. At the XII CAM-CCBC Arbitration Congress, 46% of all speakers were women.

EMERGENCY ARBITRATOR

From 2021 to 2025, CAM-CCBC administered a total of 13 Emergency Arbitration proceedings. In 2025, the Center received 4 requests for emergency arbitration throughout the year.

AVERAGE LENGTH AND DECISIONS

The CAM-CCBC Presidency took an average of 1 (one) day to appoint the Emergency Arbitrator, and the average length of the proceedings was 27 (twenty-seven) days, considering the period between the request for emergency arbitrator and the arbitrator's first decision.

27
DAYS

THE AVERAGE
LENGTH
OF EMERGENCY
PROCEEDINGS

CHALLENGE OF EMERGENCY ARBITRATORS

In 2025, one emergency arbitrator was challenged. In accordance with Article 14 of Annex 1 to the Arbitration Rules, the challenge was decided within one day, after both the counterparty and the emergency arbitrator were given the opportunity to present their comments.

REMEDY SOUGHT

- To ensure compliance with the confidentiality clause by the opposing party.
- Preservation of the right to maintain a bank guarantee, to serve as security for the effective outcome of a future arbitral dispute between the parties.
- Request for the interim removal of one of the controlling shareholders, with the appointment of a receiver/administrator pending a resolution by the shareholders at a general meeting, or, alternatively, the appointment of a Watchdog to oversee the company's activities.
- Request for the suspension of the effects of the interim injunctions currently in force, as granted by the Judicial Courts.

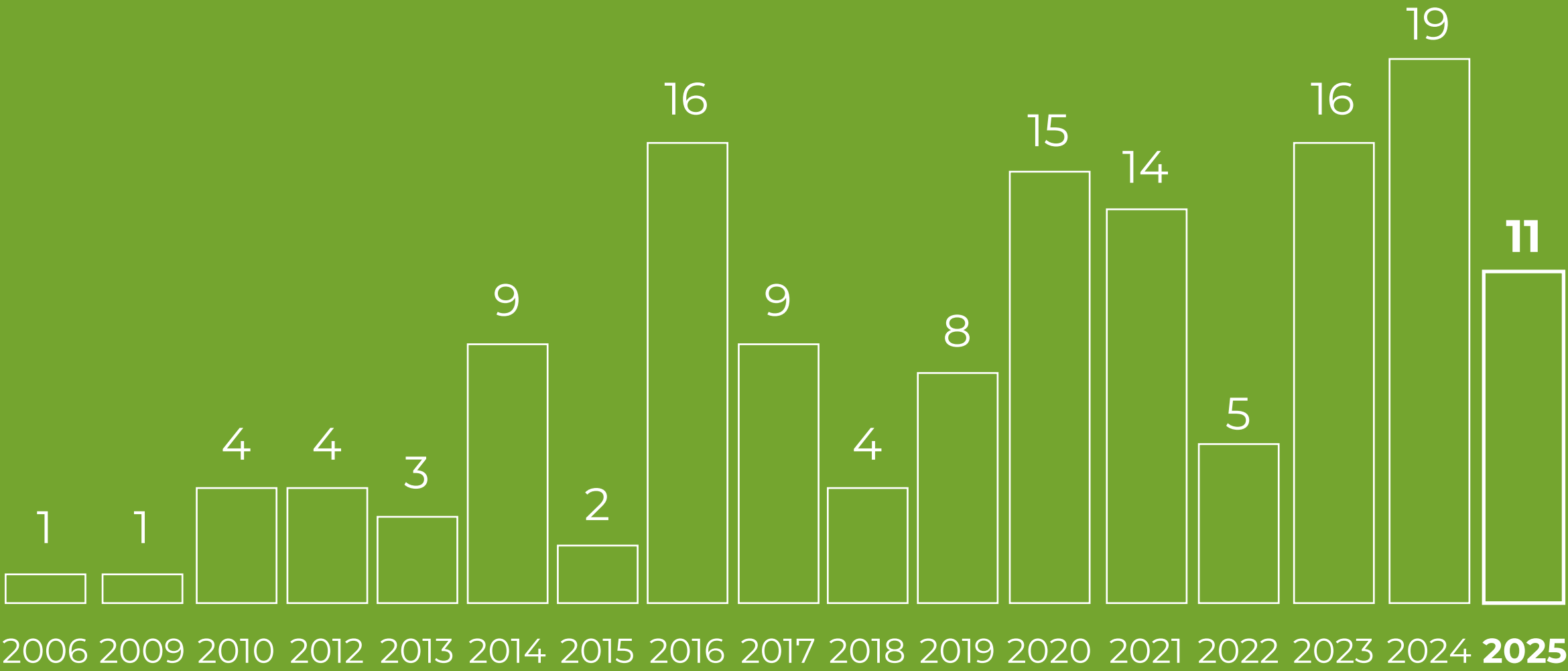
MEDIATION

From 1998 to 2025, CAM-CCBC administered a total of 143 mediation cases. In 2025, the Center received 11 requests for mediation and administered 22 cases throughout the year.



YEAR	PROCEEDINGS	YEAR	PROCEEDINGS
2003	1	2017	9
2005	1	2018	4
2006	1	2019	8
2009	1	2020	15
2010	4	2021	14
2012	4	2022	5
2013	3	2023	16
2014	9	2024	19
2015	2	2025	11
2016	16		

PROCEEDINGS SINCE 2003 • 143



TYPES OF DISPUTES

CORPORATE	45,45%
SALE OF GOODS AND SUPPLY OF SERVICES	27,27%
BUSINESS CONTRACTS (LOAN, LEASING, REAL ESTATE, INSURANCE)	18,18%
OTHERS	9,09%

BUSINESS SECTOR

ENERGY	27,27%	OIL AND GAS	9,09%
AGRIBUSINESS	18,18%	REAL ESTATE	9,09%
MACHINERY AND EQUIPMENT	9,09%	OTHERS	9,09%
TELECOMMUNICATIONS AND IT	9,09%	BANKING AND FINANCE	9,09%

AMOUNT IN DISPUTE

In 2025, the mediations initiated at CAM-CCBC amounted to a total of BRL 1.1 Bi and registered an average of BRL 112.6 Mi. All cases related to large, complex disputes.

CLOSED CASES

14 Mediations were closed in 2025. 5 of those cases were initiated in 2025, 8 cases were initiated in 2024 and 1 case was initiated in 2023.

- In 12 cases a Mediator was appointed and the Terms of Reference signed. Out of those twelve cases, in 4 parties settled and in 8 cases the mediation ended without settlement.
- In 2 cases, the parties ended the mediation before a Mediator was appointed.

SETTLEMENT	29%
MEDIATION NOT INITIATED	14%
WITHOUT A SETTLEMENT	57%

STARTING A MEDIATION

As in the most recent years, in 2025 also the majority of the mediation proceedings were initiated on the basis of MED/ARB clauses cointained in previously signed contracts.

YEAR OF MEDIATION REQUEST	NO CLAUSE	MED-ARB CLAUSE	ARBITRATION ONLY CLAUSE	MEDIATION CLAUSE
2020	9	3	3	0
2021	3	6	5	0
2022	0	2	2	1
2023	5	11	0	0
2024	6	11	2	0
2025	3	6	0	2

AVERAGE LENGTH OF PROCEEDINGS IN 2025

5.3 MONTHS

The average length of the 14 proceedings closed in 2025 was 7,2 months, considering the period between the request for mediation and the closing of the case. Considering the period between the signing of terms of reference and the closing of the case, the medations lasted for an average length of 5,3 months.

MEDIATION WITH PUBLIC ADMINISTRATION

In 2025, CAM-CCBC registered 2 new mediation involving Brazilian State/ State-Owned Enterprises. From the 22 ongoing mediation proceedings in 2025, 3 involved Brazilian State/State-Owned Enterprises.

DISPUTE BOARD

From 2021 to 2025, CAM-CCBC administered a total of 6 dispute board cases. In 2025, the Center received 1 request for dispute board. Throughout the year, the Center administered 4 ongoing cases.

04 ONGOING
CASES
IN 2025

AMOUNT IN DISPUTE

In 2025, the ongoing dispute boards at CAM-CCBC amounted to BRL 2.3Bi.

TYPES OF DISPUTES:



BUSINESS SECTORS:



COMMITTEE TYPES

Of the 4 ongoing Dispute Board proceedings in 2025, 2 were ad hoc committees and 2 were permanent.

2021	1 Decision / Ad Hoc
2023	1 Recommendation / Ad Hoc 1 Decision / Permanent
2025	1 Decision / Permanent



**RODRIGO
GARCIA
DA FONSECA**
President



**SILVIA
RODRIGUES
PACHIKOSKI**
Vice-President



**RICARDO
DE CARVALHO
APRIGLIANO**
Vice-President

CAM-CCBC'S PRESIDENCY

CAM-CCBC TEAM



**PATRÍCIA
KOBAYASHI**
Executive Director



**LUIZA
KÖMEL**
Secretary General



**ANA FLÁVIA
FURTADO**
*Deputy Secretary
General*



**CRISTIANE
GERTEL**
*Secretariat
Coordinator*



**SILVIA
SALATINO**
*Secretariat
Coordinator*



**AGATA
TAKIYA**
*Institutional
Development Advisor*



**ANA CAROLINA DE
SOUZA ARANHA**



**ANDREAS MAXIMILIAN
PASCHOAL**



ANNA GIL



CAMILA DAVID



CAROLINA RODRIGUES



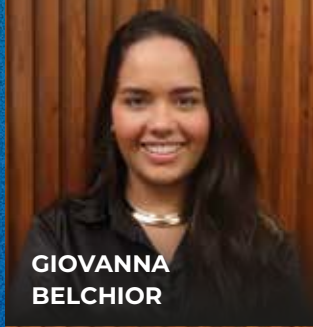
**EDUARDO PADILHA
INÁCIO**



**EMANUELI
ARAÚJO**



**ESTER LUIZA
CAPISTRANO**



**GIOVANNA
BELCHIOR**



**GIOVANNA
ENES**



**GILBERTO PAGLIA
JÚNIOR**



**GUILHERME
BERTULUCE**



INGRID DE SANTI



JAMYLE JARDIM



LAURA ELISA XAVIER



LUCAS FOGOLIN



**MARIA LUIZA
NEVES ARANTES**



**MAYARA LIMA RIBEIRO
DE SOUZA**



**NICOLLE ASSAYAG
DO LAGO**



PAOLA PINKOWSKI



PAULA BARROS



THAÍS BELINTANI