

2023

Facts and Figures

CAM·CC CENTER FOR
ARBITRATION
AND MEDIATION

The “CAM-CCBC’s Facts & Figures” is a digital publication of CAM-CCBC’s most important data and practices. The report aims to promote transparency and to provide the public with concrete data, displaying an overview of CAM-CCBC’s key activities, including statistics, institutional developments, and new regulations.

**CAM-CCBC
2023 FACTS & FIGURES**

**Center for Arbitration and Mediation of the Chamber
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Rodrigo Garcia da Fonseca
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Message from the Presidency

CAM-CCBC has tirelessly worked since its creation to advance alternative dispute resolution (ADR), empowering parties to actively address and resolve their disputes and, in turn, fostering social pacification. CAM-CCBC is a pioneer center that evolved to a world-class arbitral institution with a distinctive commitment to efficiency, and also well-known for investing consistently in future generations.

After nearly 45 years, it was time to invest in an even more efficient and professional structure. Therefore, in 2023 we inaugurated a new governance structure steadfast in the same objectives that have guided us thus far. From April 2023 on, CAM-CCBC is overseen by a three-member Presidency.

Since day-one, we have focused on reinforcing CAM-CCBC's leading role both from an international and regional perspective.

This newly established three-member presidency enabled us to ensure CAM-CCBC's representation in over 15 cities around the world, promoting and actively participating in strategic events for ADRs, and to solidify CAM-CCBC's presence in Latin America, North America and Europe.

CAM-CCBC has also strengthened its ties with all regions of Brazil. By seeking to deepen knowledge and democratize the current and sensitive debates on ADRs, periodic events were held with members of the Center's List of Arbitrators, dialogues were fostered with the Public Administration and cooperation agreements were signed throughout 2023.

In this first year of the new governance structure, we have been in charge of establishing new internal rules and procedures, ensuring that CAM-CCBC is directed and monitored, aiming at the generation of sustainable value for the organization, for the community

interested in ADRs, and also for society at large, in the pursuit of balance among the interests of all parties, contributing positively to society.

Another highlight of the year was the 10th edition of the CAM-CCBC Arbitration Congress, which brought together over 600 people in São Paulo to delve into the theme "The Present and Future of Arbitration".

Given our constant vigilance to the needs and expectations of the market, the CAM-CCBC Corporate Arbitration Rules, which are a significant regulatory milestone for disputes involving uniform multi-party interests in corporate arbitration, entered into force in April 2023.

In addition to creating a regulatory framework that promotes legal certainty, we also made available the new CAM-CCBC Conflict of Interest and Availability Questionnaire, which seeks to guide the arbitrator's duty of disclosure and to create new standards for the arbitral community in terms of disclosing relevant information.

As a result of CAM-CCBC's hard work and leadership, the spread of other ADRs methods such as Dispute Boards, and the increase in the number of proceedings administered by CAM-CCBC, we were pleased to inaugurate Secretariat No. 9, thus providing an increasingly specialized service that is personalized to the needs of each case.

In short, 2023 marked the strengthening of the institution's internal structures. We have now taken on the great challenge of continuing CAM-CCBC's pioneering spirit. With strong commitment and effort from the Presidency and all staff, we are poised to shape a future in which arbitration thrives alongside a diverse array of ADRs.

As we build another chapter in CAM-CCBC's history, we invite you to learn a little more about us and get to know the results of our relentless pursuit of impartiality, independence, efficiency, transparency and continuous improvement.

ABOUT CAM-CCBC

The Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada (CAM-CCBC) is the Latin American trendsetter in International Dispute Resolution. Seated in São Paulo, Brazil, it has promoted and administered ADR proceedings since 1979.

CAM-CCBC has become a benchmark in the administration of proceedings, ensuring:

- I.** Anticipation and security at all stages of the proceeding, with prior disclosure of the costs involved and the 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 activities have been built upon five major pillars: impartiality, independence, efficiency, transparency, and the continuous improvement of the case management system.



2023 HIGHLIGHTS

THE FACTS

CAM-CCBC's Presence: Events organized, sponsored or supported in 2023

CAM-CCBC supported, organized and participated in over 70 events across the globe.

North America

United States

Miami
New York
Phoenix
Washington

Europe

Portugal

Coimbra
Lisbon
Porto

Germany

Hamburg

France

Paris

Austria

Vienna

Spain

Madrid

Italy

Milan

Sweden

Stockholm

England

Oxford
London

Central America

Punta Cana
Dominican Republic

Asia

Hong Kong SAR
People's Republic of China

Brazil

North Region
Amazonas

Northeast Region
Fortaleza
Bahia
João Pessoa

Midwest Region
Brasília
Mato Grosso do Sul
Cuiabá

Southeast Region
Rio de Janeiro
Sao Paulo

South Region
Florianópolis
Curitiba



4 Meetings with members of the CAM-CCBC Arbitrators List

4 Arbitration weeks
• London • Paris • Rio de Janeiro • São Paulo

2 Main events in Latin America
• Conferencia Latinoamericana de Arbitraje
• Miradas Cruzadas en América Latina

NEW GOVERNANCE MODEL



From the left to the right: Silvia Rodrigues Pachikoski (Vice-President), Rodrigo Garcia da Fonseca (President), Ricardo de Carvalho Aprigliano (Vice-President)

The year of 2023 was characterized by the introduction of updated Arbitration Rules, effective since November 2022, as well as a new governance framework featuring a collegiate Presidency, led by Mr. Rodrigo Garcia da Fonseca, alongside with Mrs. Silvia Rodrigues Pachikoski and Mr. Ricardo Aprigliano.

The new governance structure aims to equitably distribute responsibility among the members of the Presidency through collegial decision-making and also promote diversity of knowledge, experiences, and cultures to achieve the institution's major pillars: impartiality, independence, efficiency, transparency, and the continuous improvement of the case management system.

Another innovation in the governance model was the creation of the Executive Board, which, in addition to creating the new position of Executive Director, also includes the General Secretariat. Since April 2023, have held the position of Executive Director, Secretary General and Deputy Secretary General respectively: Ms. Patrícia Kobayashi, Ms. Luíza Komel and Ms. Ana Flávia Furtado, all of them appointed by the Presidency.



Ana Flávia Furtado

Patrícia Kobayashi

Luíza Kömel

The new model required internal adjustments, such as the publication of the Supplementary Rules 03/2023 to regulate the division of competencies to be exercised either by the Presidency itself or by the Executive Board regarding decisions rendered in the proceedings administered by CAM-CCBC.

Additionally, to strengthen the institution's prestige and uphold the high quality of CAM-CCBC services, CAM-CCBC also counts on the assistance of the Advisory Board, composed by the former CAM-CCBC Presidents and members of the Center's List of Arbitrators.

The reinforcement of the governance model sought to enhance the institution's credibility, foster transparency and ensure stability.

OTHER REGULATIONS APPROVED IN 2023

Corporate Arbitration Rules (Supplementary Rules 02/2023)



The Corporate Arbitration Rules provide for specific rules developed to proceedings involving uniform multi-party interests in corporate arbitration. It is the result of the intense work of a group of experts, the contribution of the CAM-CCBC Advisory Board, Presidency and Executive Board, as well as suggestions received after the public consultation carried out by CAM-CCBC, ensuring full transparency throughout the process.

These Rules were developed with one main goal: to guarantee third parties who may be affected by the arbitral award on the merits, the opportunity to actively participate in the proceeding.

Therefore, the Corporate Arbitration Rules provide for: (i) requirements for their application (articles 1 and 2); (ii) applicability ex officio by the CAM-CCBC Presidency (article 3); (iii) notice of the Affected Third Parties (article 4); (iv) consolidation of arbitrations (article 6) and (v) effects of the arbitral award on the merits (article 9).



The new CAM-CCBC Conflict of Interest and Availability Questionnaire

(Supplementary Rules 04/2023)

In October 2023, CAM-CCBC approved a new version of the Conflict of Interest and Availability Questionnaire to assist appointed arbitrators in their duty of disclosure. It addresses questions about relationships between the appointed arbitrator and the parties and parties' counsels, levelling the playing field on disclosure. The new Questionnaire is a significant step towards arbitration self-regulation, keeping it up to date with the best international practices.



Cooperation Agreements

One of the pillars of CAM-CCBC's activities is the development of adequate dispute resolution methods through the exchange of knowledge and experiences and investment in the training of new specialized professionals. The center has a program of partnerships and cooperation agreements with related entities, research centers and academic institutions around the world.

Agreements with other institutions allow for the exchange of information on best practice, as well as the strengthening of international links. The agreement policy began in 2008 with the Centro de Arbitraje Y Mediación – Cámara de Comercio de Santiago (CAM-Santiago), located in Chile, being improved in the following years.

In 2023, CAM-CCBC signed 3 new cooperation agreements with The Foundation Nationale des Sciences Politiques - Sciences Po, the Brazilian Lawyers Institute – IAB and the Pontifical Catholic University of São Paulo - PUC-SP. All of them have provisions on joint cultural and academic activities, notably conferences, seminars, debates, studies, competitions or lectures, with an emphasis on research, production and dissemination of legal knowledge.

Today, with more than 22 partner institutions in various countries, CAM-CCBC is proud to further its mission of promoting efficient dispute resolution mechanisms through the exchange of knowledge and experience, complemented by its commitment to educational investment, joining forces with like-minded institutions.



CAM-CCBC Arbitration Congress and SPAW

The X CAM-CCBC Arbitration Congress, held on October 16 and 17 in São Paulo, brought together leading professionals from the field of arbitration to delve into the theme "The Present and Future of Arbitration". Centered around CAM-CCBC administered cases, the event fostered discussions among esteemed figures in pursuit of innovative solutions for the arbitral market, addressed the most pressing challenges in arbitration, and explored its trends.

The Congress introduced the new CAM-CCBC's Presidency, led by Rodrigo Garcia da Fonseca, alongside with Silvia Rodrigues Pachikoski and Ricardo de Carvalho Aprigliano. Their leadership, rooted in the belief that collaboration and a diversity of perspectives will enhance the capacity to effectively serve the arbitration community, reflects a shared commitment to excellence.

The Congress, distinguished by its international character and registered trademark, was composed by 5 panels and 2 keynote speeches, featuring a total of 35 remarkable speakers, representing a diverse range of 12 nationalities. Additionally, CAM-CCBC's dedication to diversity ensured that 54% of the speakers were women. Success is unmistakably reflected in the X CAM-CCBC Arbitration Congress, evidenced by its outstanding attendance records, with over 600 registrations and an average of 404 attendees each day.

The significant audience underscores CAM-CCBC's commitment to sustainability. In response, measures were taken to minimize the environmental impact of the event, leading to the emission of the "Carbon Neutral" certificate. This involved calculating the carbon emissions associated with the entire event, encompassing participant travel. The outcome: a total of 66.88 tons of CO2 neutralized.

Each year, the generous contribution of the speakers, the support of the sponsors and institutional supporters, along with the active engagement of the participants, ensures the prestige of the CAM-CCBC Arbitration Congress, which once again reinforced its commitment to diversity, sustainability, and best practices in arbitration.

As a longstanding tradition, the CAM-CCBC Congress inaugurated the São Paulo Arbitration Week (SPAW) between October 16 and 22, 2023. SPAW is a collaborative initiative designed to serve as an orchestrated calendar for law firms, universities, associations, and institutions, fostering a productive environment for the advancement of Alternative Dispute Resolutions (ADRs). The 6th edition of SPAW showcased a diverse array of 26 events held across various locations in the city.



X CAM-CCBC Arbitration Congress, Rodrigo Garcia da Fonseca

Moot Courts Competitions

For over a decade the CAM-CCBC has been a proud supporter of the moot court competitions.

The Center has been an annual sponsor of the Willem C. Vis International Commercial Arbitration Moot for fifteen years and not only organizes two Vis pre-moots, one based in São Paulo, and another based in Hamburg, but also sponsors other moot court competitions organized by Brazilian universities, and all around the world.

The CAM-CCBC also provides sponsorship for Brazilian teams to promote the ADRs and aid them with the costs in the road to Vienna.

In 2023, CAM-CCBC has also resumed the organization of the traditional Vis Moot Dinner, that took place in the Austrian National Library on April 3rd.



Vis Moot Dinner 2023



São Paulo Pre-moot 2023, Diego Arroyo, Silvia Rodrigues Pachikoski, Gilberto Giusti

CAM-CCBC Pre-Moots

2023 was a very special year for the CAM-CCBC. For the first time in three years, after the Covid pandemic, the São Paulo and Hamburg pre-moots returned to the in-person format.

The students were able to enjoy the face-to-face experience during the rounds and also got to know their competitors and several renowned professionals from the field of international arbitration.

In 2023, the São Paulo Pre-Moot welcomed 26 teams and over 300 students and arbitration practitioners at the Pinheiro Neto Advogados headquarters, while the Hamburg Pre-Moot hosted 32 teams from 13 different countries, with the rounds distributed among 15 law firms' headquarters all around the city.

The final panel of the Sao Paulo Pre-Moot was composed by Diego Arroyo, Gilberto Giusti and Silvia Rodrigues Pachikoski as arbitrators. The Pontifical Catholic University of São Paulo team was crowned champion in a very fierce round against the University of the State of Rio de Janeiro.

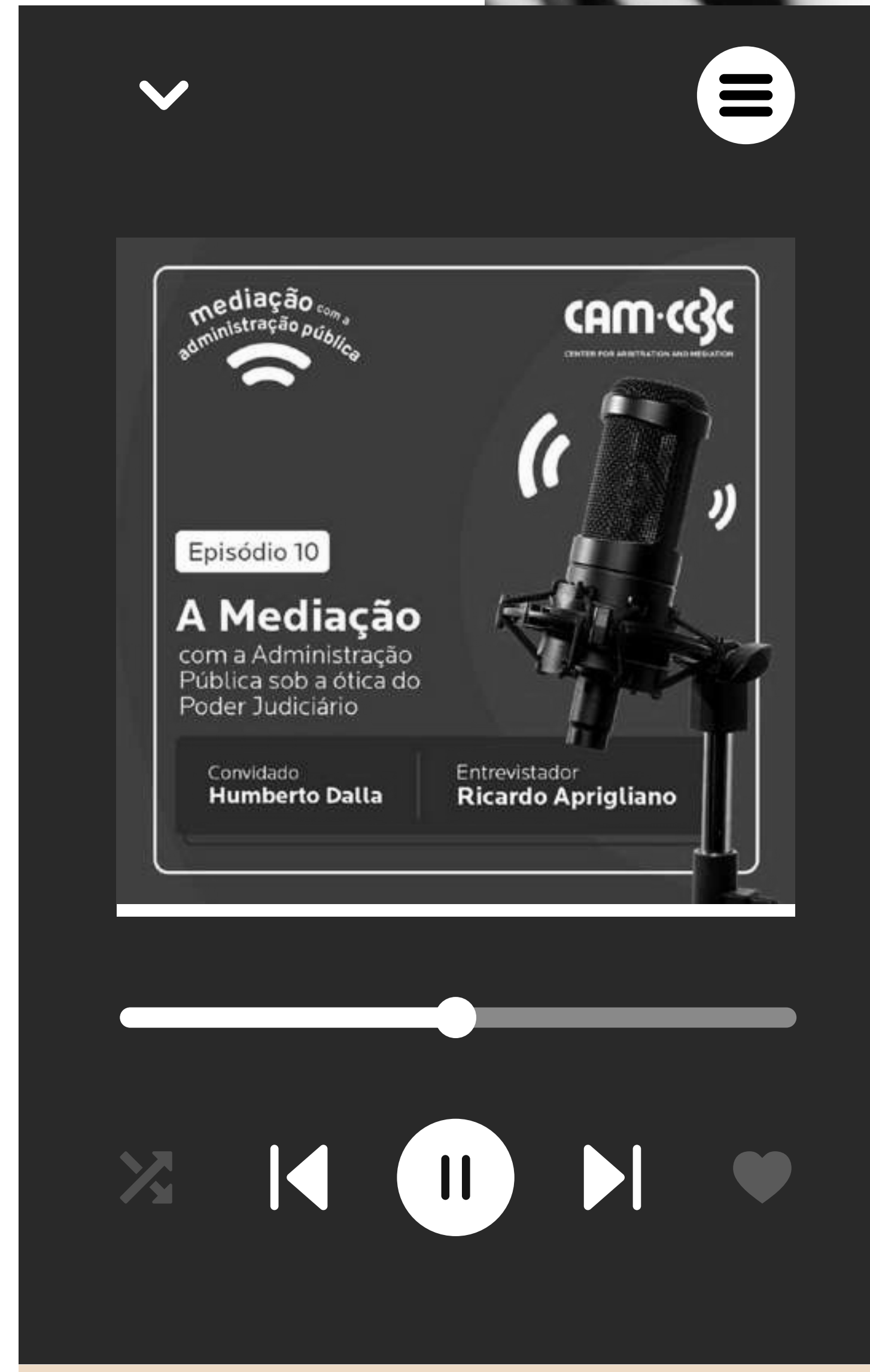
THE HIGHEST-RANKING TEAMS RECEIVED FINANCIAL SUPPORT TO FUND THE STUDENTS' PARTICIPATION IN THE 31ST VIS MOOT OR IN ADR RELATED EVENTS.

Mediation with the Public Administration: CAM-CCBC Task Force

In 2022, the CAM-CCBC launched the Podcast “Mediation with the Public Administration”. The initiative was conceived by the Task Force of Mediation with the Public Administration of the CAM-CCBC, constituted by the institution’s Mediation Advisory Board, aiming to disseminate and expand the practice of mediation with state entities at the federal, state and municipal levels.

The inaugural season, featuring 07 episodes, showcased insights from over 15 experts who provided a comprehensive and enlightening overview of the relevant themes. Building upon this success, CAM-CCBC proudly launched the second season in 2023. This highly anticipated edition not only features 20 legal experts sharing their practical experiences across 10 episodes but also introduces pioneering and rich first-hand content, significantly enhancing the discourse on Mediation with the Public Administration.

The podcast is accessible on streaming platforms like Spotify, as well as on CAM-CCBC’s website. Each episode is meticulously curated by the members of the Task Force, establishing it as an important resource for professionals across various domains, encompassing both the private and public sectors.



The New Generation of ADR practitioners

Created in 2019, the New Generation of ADR practitioners (NewGen) promotes worldwide integration, provides academic opportunities, and coordinates other initiatives aimed at assisting the development of the upcoming names in ADRs, focusing on cultural, regional, ethnic and gender diversity. The NewGen is composed of young professionals aiming to innovatively promote the new generation of dispute resolution practitioners.



MISSION

Provide a platform for young practitioners to enable professional development, the exchange of information, ideas and experiences in shaping the future of dispute resolution.



VISION

Promote adequate dispute resolution methods by impacting new practitioners worldwide for the development of academic, leadership and practice skills.



VALUES

Leadership, Collaboration, Innovation, Transparency, Diversity, Evolution.

CAM-CCBC's NewGen has already welcomed over 580 associates from diverse backgrounds. Become a NewGener: fill out the form [here](#).

2023

featured several initiatives promoted by CAM-CCBC's New Generation Commission

NEWGEN BLOG

NEWGEN NEWS

WORKSHOP CYCLES ON BREACH OF CONTRACT, DAMAGES AND ARBITRATION

WORKSHOP ON DOCUMENT PRODUCTION IN INTERNATIONAL ARBITRATION

NEWGEN SCHOLARSHIPS FOR PRACTICAL COURSES IN ARBITRATION, PARTICIPATION IN ADR RELATED EVENTS AND OTHERS



Daniel Tavela, Pedro Martini, Bernard Potsch, Luisa Quintão, Fabiana Leite, Luíza Kömel, Ana Flávia Furtado

THE ROAD TO THE VIS

In 2023 Newgen also launched the e-book “**Meu primeiro moot: guia geral**” (My first moot: general guide), a pivotal initiative designed to offer comprehensive support to Brazilian and other Portuguese-speaking teams venturing into the world of the Vis Moot. This project serves as a cornerstone of the Newgen initiative, “Road to the Vis” a multifaceted endeavor aimed at empowering moot participants. Alongside the guide, NewGen offered free of charge legal writing courses tailored to moot competitions and will organize dynamic workshops focusing on honing oral presentation skills. Together, these resources form a robust framework, ensuring teams are well-equipped and poised for success on their Vis Moot journey.



UNDER NEW MANAGEMENT

During the X CAM-CCBC Arbitration Congress the new members of the NewGen Steering Committee were announced. Ana Carolina Castro, Emanuéli Araújo da Silva, Leonardo Polastri, Maúra Guerra Polidoro and Vinícius Trajano took leadership roles within the commission, poised to continue this vital work ahead.

At the same event, accolades were extended to the former (and also inaugural) Steering Committee for their exceptional dedication to advancing ADRs across all corners of Brazil and Latin America. Their unwavering support for the emerging generation of practitioners has left an indelible mark on the landscape of alternative dispute resolution.



2023 HIGHLIGHTS THE FIGURES

CAM-CCBC's Caseload Overview

2023

ARBITRATION

117

EMERGENCY ARBITRATOR

3

MEDIATION

16

DISPUTE BOARD

2

TOTAL

138



Hearings at CAM-CCBC

CAM-CCBC hosted 167 arbitration hearings, of which 106 were conducted remotely and 61 in-person/hybrid. The preference for the remote model is particularly evident in meetings to sign the Terms of Reference.



ARBITRATION	
REMOTE HEARINGS	IN-PERSON/HYBRID HEARINGS
52 Meetings for signing Terms of Reference and amendments	2 Meetings for signing Terms of Reference
20 Case presentation hearings	16 Case presentation hearings
9 Evidentiary hearings	28 Evidentiary hearings
7 Expert hearings	14 Expert hearings
18 Other hearings/meetings	1 Other hearings/meetings

Along with the prevalence of remote hearings in arbitration proceedings, there was also a preference for remote meetings in Dispute Board and Mediation proceedings.

In Dispute Boards proceedings, a total of 6 meetings were held, split between in-person and virtual.

DISPUTE BOARD	
REMOTE MEETING	HYBRID MEETING
1 Meeting for signing Terms of Reference	3 Meeting of the Board and Parties
2 Meeting of the Board and Parties	

In Mediation cases, a total of 36 meetings were held, with the majority of them being remote.

MEDIATION	
REMOTE MEETING	HYBRID MEETING
2 Meetings for signing Terms of Reference	2 Meetings for signing Terms of Reference
4 Joint meeting with parties and mediator	8 Joint meeting with parties and mediator
8 Preceding meeting with Parties	1 Private meeting with Parties
11 Private meeting with Parties	

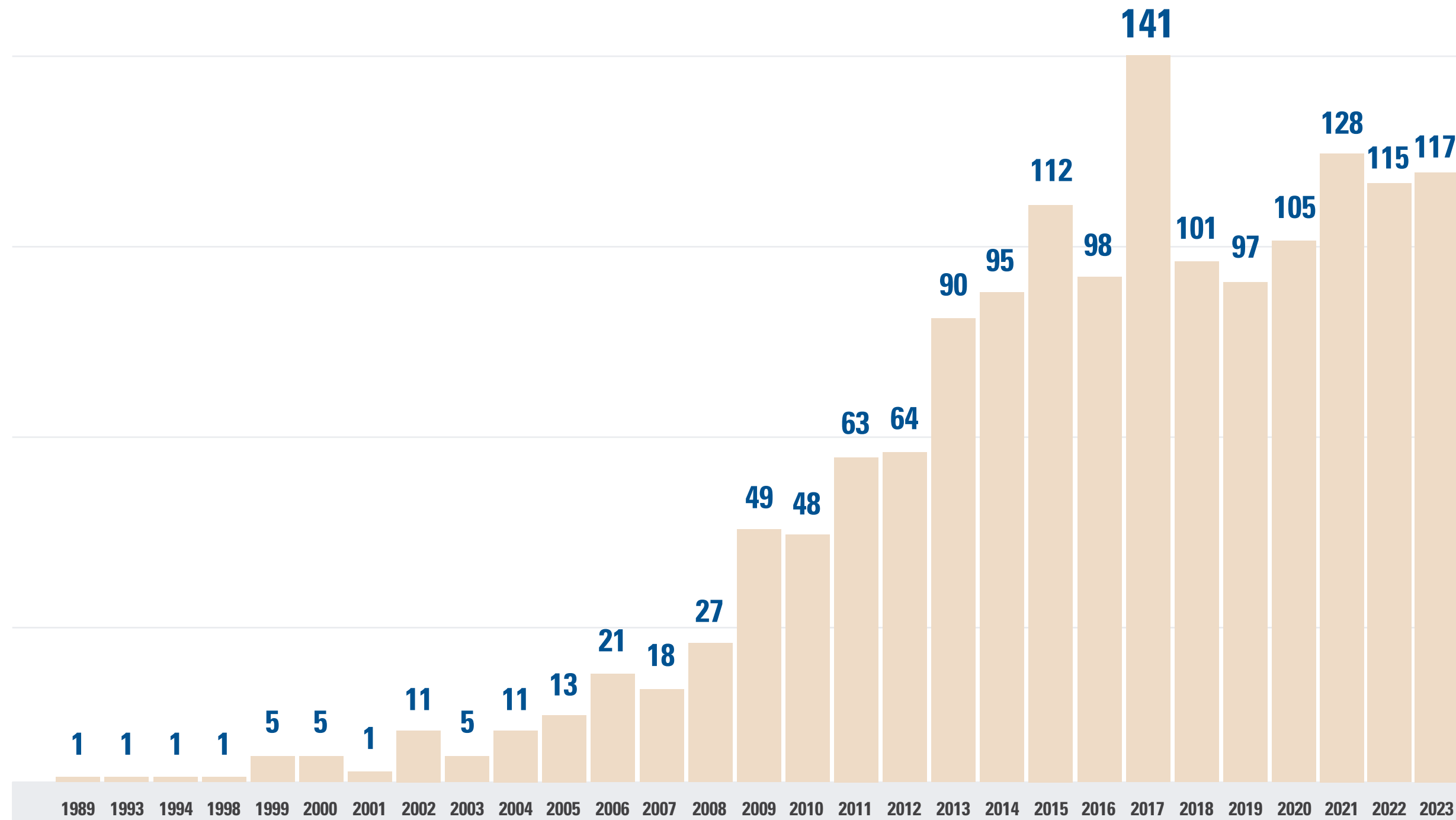
TOTAL ARBITRATION CASELOAD

Caseload Chart

CAM-CCBC surpassed the milestone of 1,500 administered procedures, thus consolidating its excellence in managing Alternative Dispute Resolution (ADR) procedures.

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

YEAR	PROCEEDINGS
2010	48
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
TOTAL	1544



The chart shows consistent growth in new cases filed per year over the last decade. This increase reflects CAM-CCBC's expansion, focusing on Latin American-based contracts. Over 2023, CAM-CCBC administered a total of 448 arbitration proceedings.

Closed Cases

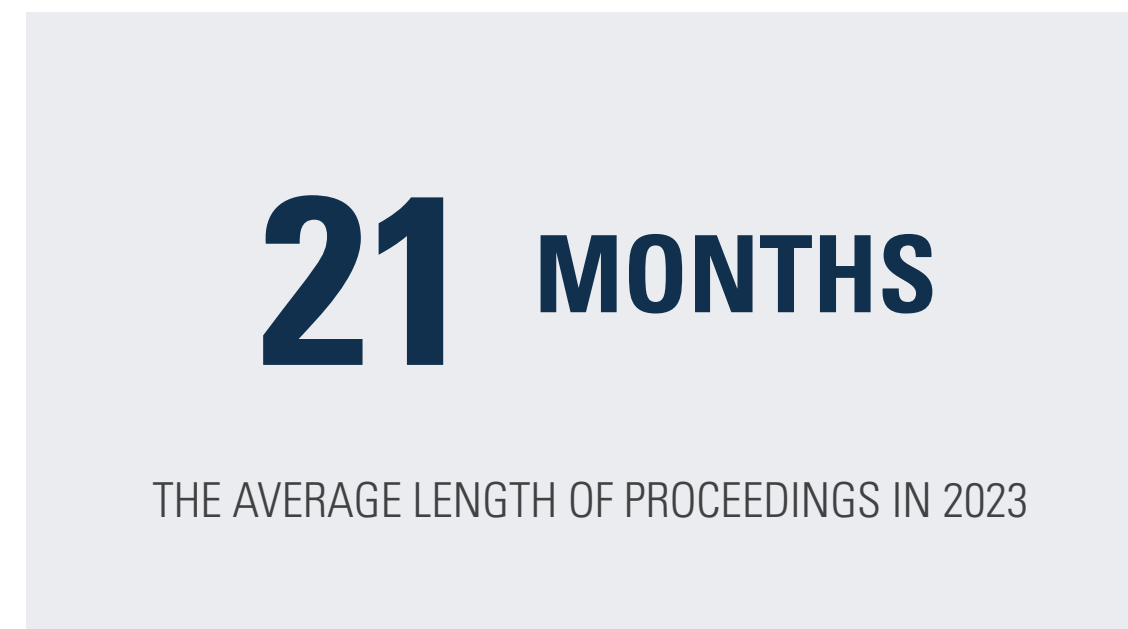
In 2023, 82 arbitration proceedings were terminated, of which 52 were closed with arbitral awards: 14 consent awards and 38 final arbitral awards.

In 2023, 78.95% of the final arbitral awards rendered were subjected to requests for clarification.

2023	
CLOSED BY	%
Arbitral Award	62.65%
Award by consent	16.87%
Settlement Agreement	12.05%
Withdrawal	18.07%
Discontinuance (e.g. lack of payment of costs, consolidation)	6.02 %

Average Length

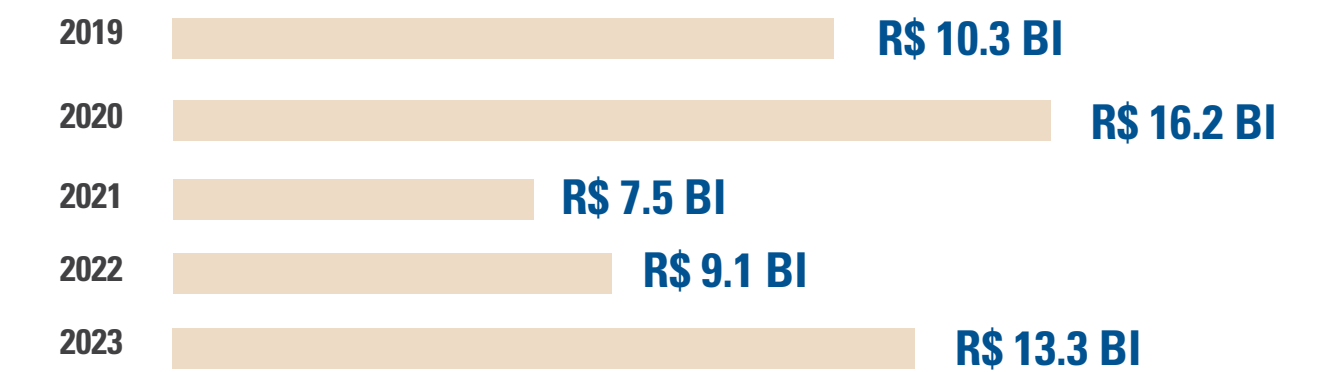
The average duration of the 66 proceedings closed in 2023, initiated between 2019 and 2023, was 21 months, considering the period between the request for arbitration and the case's closure. Additionally, upon examination of the period from the terms of reference to the case's conclusion, it was found that 44 analyzed proceedings also had an average duration of 21 months.



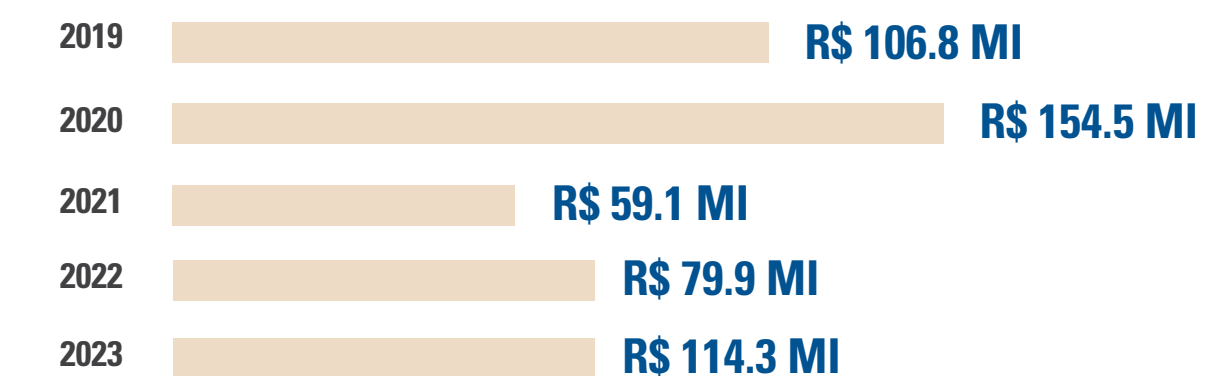
Amounts in Dispute

Arbitration cases initiated in 2023 amounted to BRL 13.3 billion.

AMOUNT IN DISPUTE TOTAL (BRL)*



AMOUNT IN DISPUTE AVERAGE (BRL)*



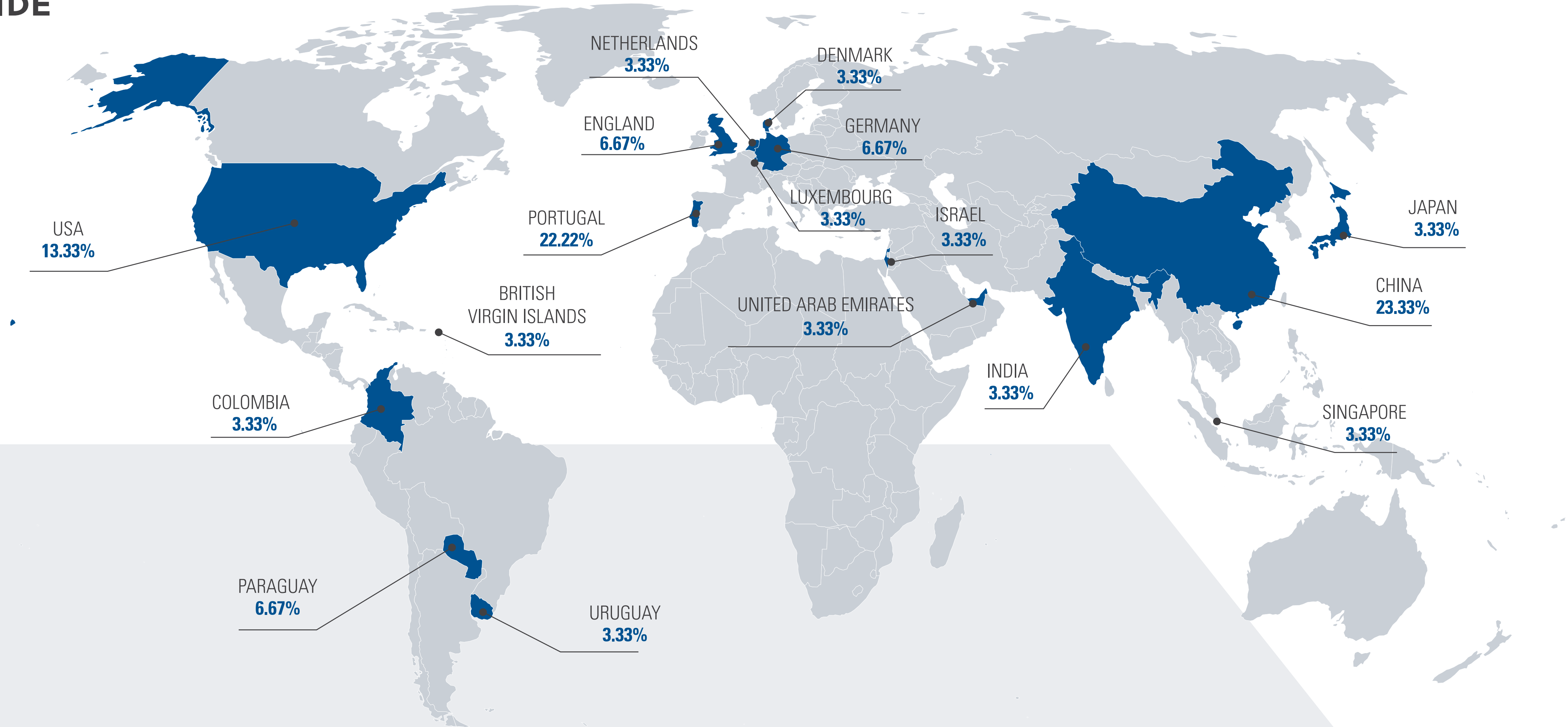
(*) The chart is subject to variation, once the amounts in dispute can be altered during the course of the arbitration proceedings.

Nationality of Parties

In 2023, the cases registered at CAM-CCBC involved parties of 17 different nationalities, with an increase of 54.55% in the number of foreign party participations.

Brazilian parties represent 94.12% of the parties, and the other 16 nationalities were as follows:

2023 WORLDWIDE REACH



EXPERIENCE WITH (AND WITHIN) BRAZIL

Brazilian Parties

Arbitration cases initiated in 2023 registered parties from across various Brazilian states, with an increase in the number of parties from the Northeast, North, and Central-West regions.



CASES REGISTERED IN 2023

AC	0.20%
AL	0.20%
AP	0.62%
BA	3.52%
CE	4.14%
DF	1.45%
ES	0.82%
GO	0.62%
MT	1.24%
MG	4.76%
PA	0.62%
PR	4.97%
PE	1.86%
PI	0.82%
RJ	9.94%
RN	9.94%
RS	3.93%
RO	0.20%
SC	2.90%
SP	47%

Brazilian State and State-Owned Enterprises

In 2023, CAM-CCBC registered 4 new arbitrations involving Brazilian State and State-Owned Enterprises. There were 34 ongoing arbitral proceedings involving Brazilian State and State-Owned Enterprises.

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 (Union, States and Municipalities), including the date the requests

for arbitration were presented and the names of the parties involved.

Since 2019, CAM-CCBC has been registered with the State Attorney's Offices of São Paulo and Rio de Janeiro, as well as with the Attorney General's Office of the Federal Union since 2021, to administer arbitration proceedings involving entities of the direct public administration and their autarchies.

In 2023, CAM-CCBC was also registered by the General Attorney's Office of the Municipality of São Paulo.

Arbitrator Challenges

Following the trend from 2022 which showed an increase in the number of special committees constituted, in 2023 there were 11 decisions rendered regarding arbitrators' challenges.

Out of the 11 decisions analyzed, 11 challenges were examined. Therefore, none of them addressed challenges involving more than one arbitrator. As for gender, 9 challenged arbitrators were male and 2 of them female.

Also, in line with 2022, the special committee's decisions resulted in the removal of only 2 arbitrators. The other 9 were maintained and the challenges were dismissed.

When assessed globally, this still is a shy number. If we take into consideration that the CAM-CCBC administered 448 arbitration cases in 2023, special committees were constituted in only 2.5% of the total of cases.

PROFILE OF DISPUTES

The arbitration proceedings initiated in 2023 registered disputes that took on average 3.5 years, from the execution of the underlying agreement signed by the parties until the request for arbitration was filed.

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 2023, representing more than a third of all cases. Sale of goods and supply of services, as well as construction projects were the second and third most common types of disputes, respectively.

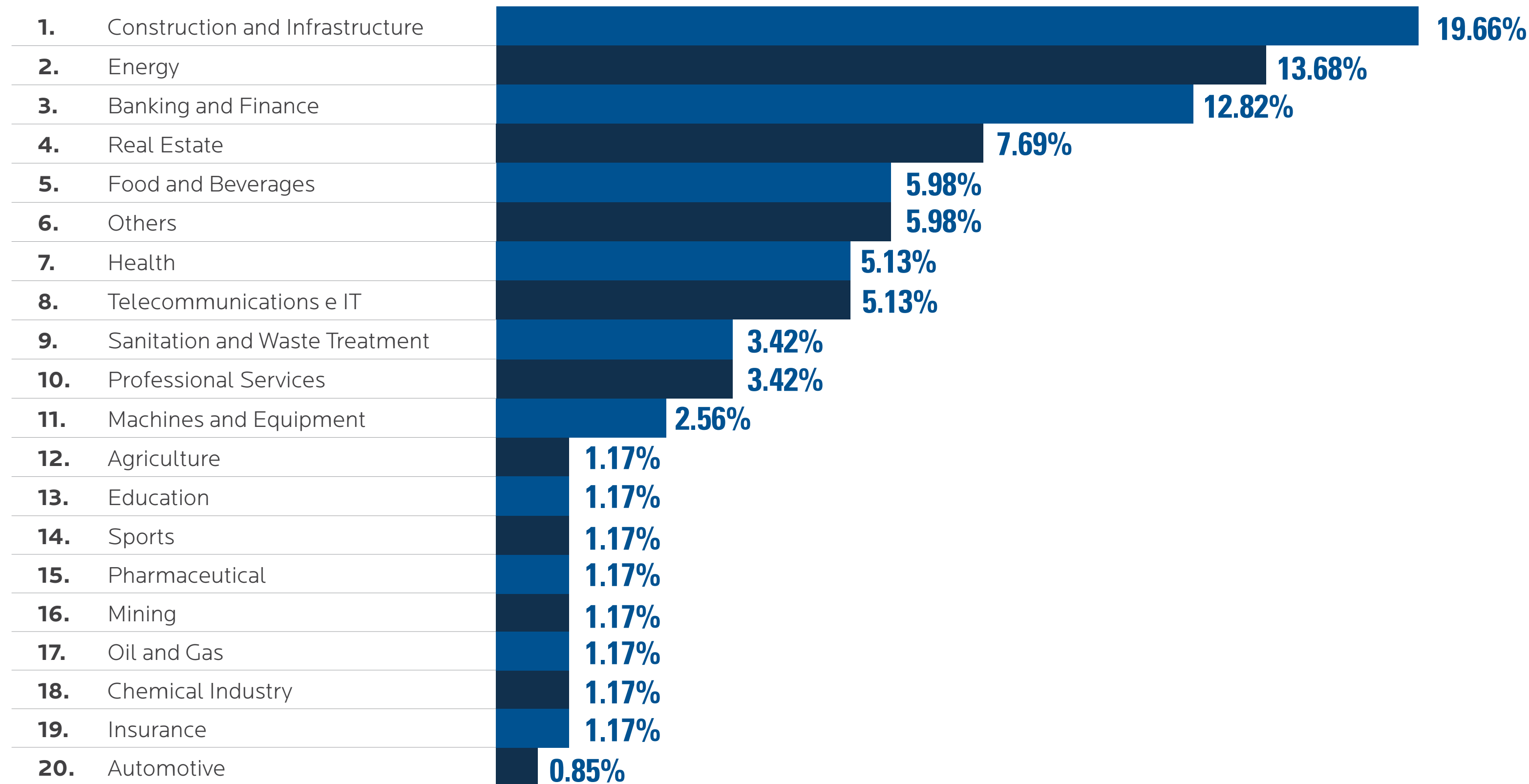
TYPE OF DISPUTE	%
Shareholders' Agreement, Share Purchase Agreements, Other Corporate Related Agreements	40.17
Sale of Goods and Supply of Services	20.51
Construction and Energy	17.95
Business Contracts (loan, leasing, real estate, insurance)	11.97
Others	5.98
Concession Contracts	2.56
Intellectual Property Contracts	0.85



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 2023, CAM-CCBC registered cases involving a plethora of industries:

2023



Multi-Party

In 2023, **73.50%** of the new cases involved multiple parties as Claimants and/or Respondents. The 2023 cases involved a total of **485** Claimants and Respondents.

73.50%

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

485

OVERALL NUMBER OF PARTIES

Arbitral Tribunals Constituted in 2023

In 2023, 63 Terms of Reference were signed, and 183 arbitrators were appointed. In those cases, CAM-CCBC appointed 4.91% of the arbitrators, while parties and co-arbitrators were responsible for the remaining 95.08% appointments.

Gender statistics 2023

TYPES OF ARBITRAL TRIBUNALS

95.23% TRIBUNAL
4.76% SOLE ARBITRATOR

COMPOSITION OF TRIBUNALS (INCLUDING SOLE ARBITRATORS)

68.25% MIXED TRIBUNALS
20.63% MALE ONLY
11.11% FEMALE ONLY

PERCENTAGE BY TYPE OF TRIBUNAL

TRIBUNAL	58.88% MEN	41.11% WOMEN
SOLE ARBITRATOR	0% MEN	100% WOMEN

PRESIDENTS OF TRIBUNALS

63.49% WOMEN
36.50% MEN

Following the trend of the past three years, the number of mixed-gender tribunals continued to grow in 2023, reaching 68.25%. Even though in 2022 we have registered a slight decrease to 45.12% of women appointed as chairperson or sole arbitrator, this percentage rose up to 63.49% in 2023. It is

worth noting that women were appointed in all cases of sole arbitrator. Also, women appointed as co-arbitrators registered an increase, from 34.76% in 2022 to 41.11% in 2023. Women make up for 42.07% of all appointments in 2023.

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 the appointing authority. In 2023, 73.91% of arbitrator appointments made by CAM-CCBC were women, a continuation of the institution's commitment demonstrated in 2022 (see Facts and Figures 2022).

CAM-CCBC also appoints members of the List of Arbitrator's to act in special committees responsible for deciding arbitrators' challenges. In the eleven challenge decisions rendered in 2023, the special committees' members appointed by the institution were around 63.63% female, keeping up with the 2022 percentage.

CAM-CCBC do believe that promoting transparency by the disclosure of statistical data on the representation of women in arbitration panels and in leadership roles fosters the continuous improvement of gender equality in the arbitration field.

In accordance with Administrative Resolution 30/2018, which set the parameters for equal opportunities for women within the scope of arbitration. The number of female arbitrators in the Center's list reached the 35.03% mark.

This positioning extends equally to events organized, supported, or sponsored by CAM-CCBC. Since the approval of Administrative Resolution 30/2018, at least 30% of the speakers are slated to be female. In practice, this innovative policy has led to advances with the participation of more than 50% of women among the speakers at X CAM-CCBC Arbitration Congress in 2023, increasing the registered percentage in the past three years.

EMERGENCY ARBITRATOR

From 2021 to 2023, CAM-CCBC administered a total of 5 Emergency Arbitration proceedings. In 2023, the Center received 3 requests for emergency arbitration throughout the year.

Average Length and Decisions

The CAM-CCBC's Presidency appointed the Emergency Arbitrator in one (1) day and the average length of the emergency arbitration proceedings was twenty-four (24) days, considering the period between the request for emergency arbitration and the first decision of the arbitrator.

24 DAYS

THE AVERAGE LENGTH OF EMERGENCY PROCEEDINGS

Remedy Sought

ORDER THE OPPOSING PARTY TO REFRAIN FROM QUESTIONING THE VALIDITY OF THE EXTRAORDINARY GENERAL ASSEMBLY OF THE COMPANY AND REFRAIN FROM PRACTICING NEW ACTS AGAINST THE COMPANY.

ORDER THE OPPOSING PARTY TO PROCEED WITH THE PAYMENTS AS ESTABLISHED IN THE CONTRACT.

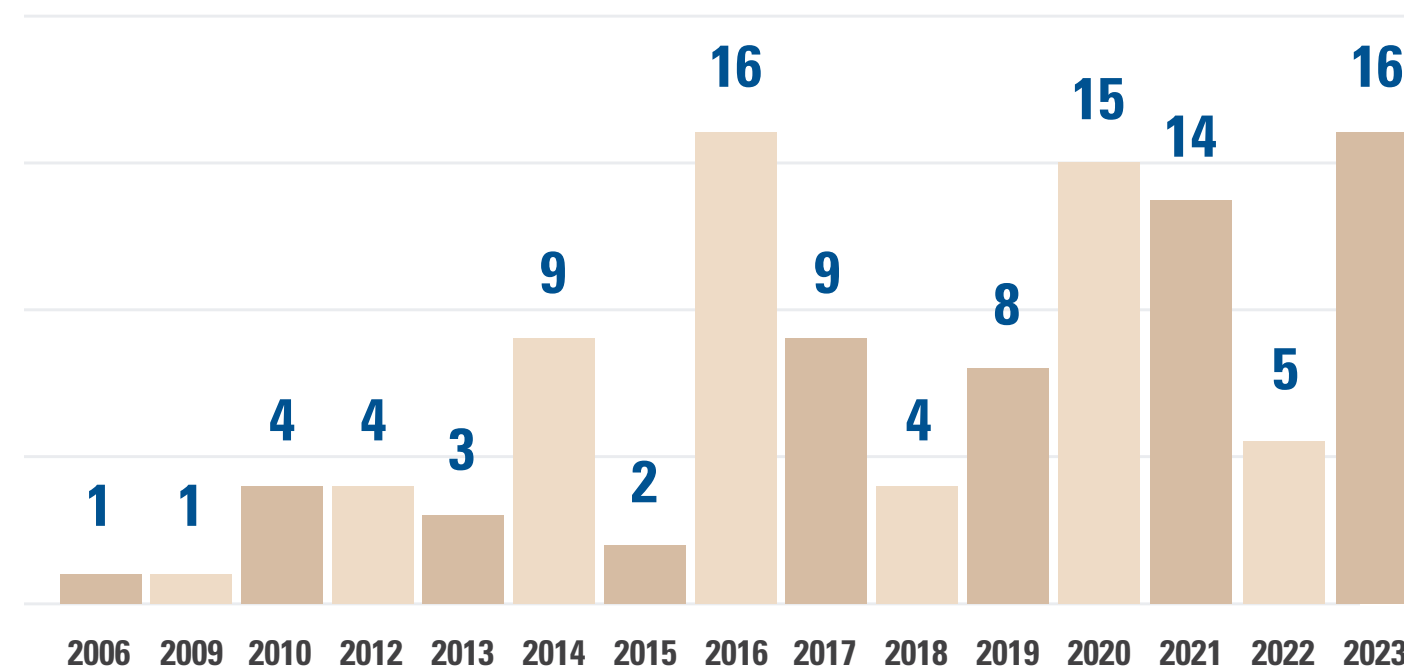
ORDER THE SHAREHOLDERS ASSEMBLY TO REFRAIN FROM DELIBERATING BEFORE THE FINAL ARBITRAL AWARD.

TOTAL MEDIATION CASELOAD

The Years of Mediation: An Overview

From 1998 to 2022, CAM-CCBC administered a total of 97 mediation cases. In 2023, the Center received 16 requests for mediation, reaching the landmark figure of 113 administered mediations, and administered 20 cases throughout the year.

2003	1
2005	1
2006	1
2009	1
2010	4
2012	4
2013	3
2014	9
2015	2
2016	16
2017	9
2018	4
2019	8
2020	15
2021	14
2022	5
2023	16
TOTAL	113



CAM-CCBC continues to promote mediation as an effective and cost efficient dispute resolution method.

MEDIATION IN 2023

TYPES OF DISPUTES

NUMBER OF PROCEEDINGS

CONSTRUCTION & ENERGY	69%
CORPORATE	12.5%
CONCESSION CONTRACTS	6%
SALE OF GOODS AND SUPPLY OF SERVICES	6%
OTHER	6%

BUSINESS SECTOR

NUMBER OF PROCEEDINGS

INFRASTRUCTURE	69%
ENERGY	6%
SHAREHOLDING	6%
FOOD AND BEVERAGES	6%
INSURANCE	6%
PROFESSIONAL SERVICES	6%

Amount in Dispute

In 2023, the mediations initiated at CAM-CCBC amounted to BRL 342 Mi and registered an average of BRL 28.5 Mi. All cases related to large, complex disputes.



Closed Cases

16 Mediations were closed in 2023.

3 resulted in settlement.

1 ended without settlement.

7 withdrawals.

In **5** cases, the proceeding ended before the Mediator was appointed.

Withdrawn	50%
Mediation not initiated	31.3%
Settlement	18.7%

Starting a Mediation

It is noteworthy the significant increase in contracts that favored MED/ARB staggered clauses.

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



DISPUTE BOARD

From 2021 to 2023, CAM-CCBC administered a total of 5 dispute boards cases. In 2023, the Center received 2 requests for dispute board and administered 4 cases throughout the year.

In 2023, CAM-CCBC was registered by the General Attorney's Office of the Municipality of São Paulo to administer dispute boards proceedings in public contracts and continuous execution contracts celebrated by the Direct and Indirect Public Administration of the Municipality of São Paulo.

NUMBER OF PROCEEDINGS

YEAR	NUMBER OF PROCEEDINGS
2021	3
2022	0
2023	2

TYPES OF DISPUTES

TYPES OF DISPUTES	NUMBER OF PROCEEDINGS
Construction and Energy	75%
Concession Agreement	25%

BUSINESS SECTOR

TYPES OF DISPUTES	NUMBER OF PROCEEDINGS
Construction and Infrastructure	75%
Energy	25%

Amount in Dispute

In 2023, the dispute boards initiated at CAM-CCBC amounted to BRL 916.6 Mi.

Committee types

Of the 4 ongoing Dispute Board proceedings in 2023, 2 were *ad hoc* committees and 02 were permanent.

Year of Dispute Board Request	Committee types
2021	1 Decision / Permanent (ended by agreement of the parties) 1 Recommendation / Permanent 1 Decision / <i>Ad Hoc</i>
2023	1 Recommendation / <i>Ad Hoc</i> 1 Decision / Permanent

CAM-CCBC'S PRESIDENCY

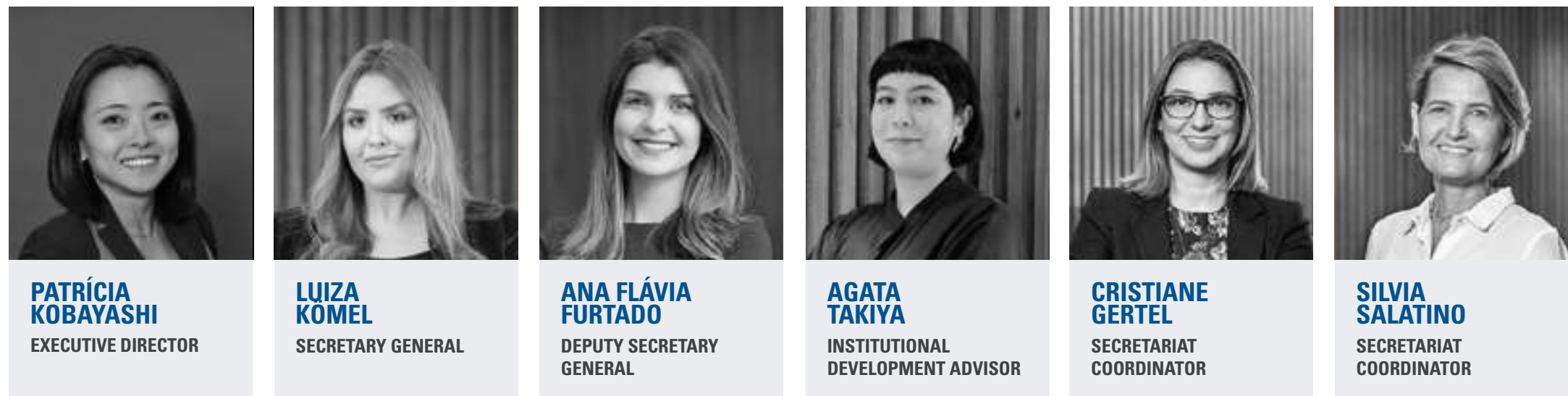


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PRESIDENT

SILVIA RODRIGUES PACHIKOSKI
VICE PRESIDENT

RICARDO APRIGLIANO
VICE PRESIDENT

DIRECTOR AND COORDINATOR TEAM



PATRÍCIA KOBAYASHI
EXECUTIVE DIRECTOR

LUIZA KOMEL
SECRETARY GENERAL

ANA FLÁVIA FURTADO
DEPUTY SECRETARY GENERAL

AGATA TAKIYA
INSTITUTIONAL DEVELOPMENT ADVISOR

CRISTIANE GERTEL
SECRETARIAT COORDINATOR

SILVIA SALATINO
SECRETARIAT COORDINATOR

CAM-CCBC'S TEAM



ANA CAROLINA DE SOUZA ARANHA

ANDREAS MAXIMILIAN PASCHOAL

ANNA GIL

BEATRIZ DE MORAES ANTUNES

GILBERTO PAGLIA JÚNIOR

GIOVANNA DE ARAÚJO BELCHIOR

GUSTAVO HENRIQUE TORRES ROCHA

JAMYLE JARDIM

MARCO LIMA

MARIA EMÍLIA HUTTER

MARIA LUIZA NEVES ARANTES

MARINA BARTOLETTI CHUEIRI

MAYARA LIMA RIBEIRO DE SOUZA

MURILO DINIZ DA SILVA MATOS

NELSON MARTINS DA SILVA NETO

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