



# MATHEUS RAMALHO

## Partner

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## PRACTICE AREAS

- Banking and Capital Markets
- Bankruptcy and Insolvency
- Contractual Relationships and Partnerships
- Corporate Advisory
- Dispute Resolution and ADR
- Litigation
- Patents
- Real Estate and Construction Practice
- Special Sits and Alternative Investment Advisory
- Tax Customs

## LANGUAGES

- Portuguese
- English

## BIOGRAPHY

Mr. Ramalho joined Licks Attorneys in 2021 and was promoted to partner in 2025. He focuses on consulting, business law, and transactional matters, with expertise in banking, M&A, and corporate advisory. With dual Ph.Ds in Corporate Law from USP and Procedural Law from UERJ, Mr. Ramalho offers a deep, multi-dimensional understanding of legal frameworks and procedural intricacies, essential for addressing today's complex business challenges.

Mr. Ramalho's consulting expertise spans a broad range of business law-related areas, including M&A, distressed asset acquisitions, and transactional risk assessments. He has a proven track record of advising companies on corporate governance, regulatory compliance, and structuring strategic transactions. His consulting approach consistently aligns with clients' business objectives, while his background in investment strategies and special situations allows him to excel in risk management and legal enforcement strategies.

In addition to his transactional and advisory capabilities, Mr. Ramalho has solid litigation experience across various industries, with particular strengths in corporate law, bankruptcies and restructurings, finance, and intellectual property. He is highly regarded for his ability to break down complex legal issues into actionable strategies, helping financial services clients resolve significant challenges efficiently. This includes assessments in areas such as company valuation, damage calculation methodologies in securities litigation, intricate shareholder lawsuits, investor disputes, or IP infringement losses.

Matheus has led numerous significant projects, including setting up companies across diverse sectors in Brazil, negotiating strategic deals, and facilitating the acquisition of complex intangible assets such as software, pharmaceutical licenses, legal claims, and investment opportunities with challenging valuations. His ability to advise on cross-border matters is enhanced by his keen understanding of the synergies

and distancing factors that must be considered in decision-making processes across multiple jurisdictions.

Beyond his practice, Mr. Ramalho serves as President of the Legislative Affairs Consultancy Commission at the Rio de Janeiro State Bar Association, where he advises policymakers on critical legal issues. His unique combination of consulting, litigation, transactional expertise, and cross-border insight makes him an invaluable advisor for clients navigating complex legal landscapes.

## REPRESENTATIVE CASES

- Represented a small group of European bondholders in the bankruptcy reorganization of a telecommunication corporate group, with a debt of BRL 65 billion;
- Represented a bank in a lawsuit over BRL 1.2 billion against the Brazilian Central Bank ;
- Represented a Brazilian automobile retailer company in a BRL 400 million bankruptcy reorganization;
- Design a corporate restructuring strategy to protect over BRL 300 million in assets from business liabilities;
- Counseled an international bank on how to monitor more than BRL 200 million in assets of its debtors that filed for bankruptcy reorganization and liquidation;
- Represented a financial institution in an over BRL 120 million shareholder dispute arbitration, including on the enforcement of the arbitral award;
- Represented a client in an over BRL 100 million inventory proceeding;
- Represented a sports club in a shareholder litigation with an investment bank in an over BRL 40 million dispute;
- Represented a company in an over BRL 30 million arbitration regarding the ownership of transmission rights;
- Counseled a large pension fund in a substantial disinvestment in a greenfield project;
- Consulted an international consultancy firm in strategic distressed acquisitions and investments, in Brazilian companies that filed for bankruptcy;
- Represented bankers and board members in investigations regarding the breach of fiduciary duties and/or violations of the Brazilian Securities' Act, conducted before the Brazilian Capital Market Authority;
- Represented shareholders and directors in derivative lawsuits, as plaintiffs or as respondents.

## PROFESSIONAL HIGHLIGHTS

- Legal 500 Latin America – Key lawyer – Life Sciences (2025);
- President of the Special Committee of Legislative Affairs of Brazilian Bar Association – Rio de Janeiro;
- Coordinator of the Venture Capital & Start-ups discipline at the Superior Advocacy School of Brazilian Bar Association – Rio de Janeiro;
- Coordinator of the Corporate Bankruptcy discipline at the Superior Advocacy School of Brazilian Bar Association – Rio de Janeiro;
- Member of the Committee of Arbitration of Brazilian Bar Association – Rio de Janeiro;
- Member of the Especial Committee of Bankruptcy of Brazilian Bar Association – Rio de Janeiro in 2018;
- Member of the Especial Committee of Studies in Civil Procedure of Brazilian Bar Association – Rio de Janeiro;

- President (2017-2018) and Treasurer (2016-2017) of the Brazilian Association of the Students of Arbitration (“Abearb”);
- Committee-Member of the Brazilian Bar Association’s special committee responsible for designing the Bar Admission Exam (2014-2016);
- Visiting Scholar of the State University of Rio de Janeiro in LLM program of procedural law, lecturing bankruptcy liquidation and reorganization proceedings;
- Visiting Scholar of the School of Judges of the State Court of Rio de Janeiro (2015 – 2018).

## AFFILIATIONS

- Brazilian Bar Association – Rio de Janeiro (OAB/RJ);
- Institute of the Brazilian Attorneys (IAB);
- Institute of Cultural Studies (IEC).

## EDUCATION

- Doctor of Juridical Science Candidate, Securities Litigation and Shareholder Enforcement Rights under Brazilian and U.S. law, State University of Rio de Janeiro – UERJ (ongoing);
- Doctor’s Degree (Ph.D.), Corporate Law Finance, Restructuring, Public Utilities, University of São Paulo – USP (2023);
- Doctor’s Degree (Ph.D.), Procedural Law, Bankruptcy Reorganization, Frictions Between Creditors’ and Debtors’ Rights, and Due Process Protections, Rio de Janeiro State University – UERJ (2023);
- Master of Laws (LL.M), Governance, Corporate Groups Risk Assessment and Contamination and Bankruptcy Reorganizations, Rio de Janeiro State University – UERJ (2017);
- Bachelor of Laws (LL.B.), Federal University of Rio de Janeiro – UFRJ (2014).

## PUBLICATIONS

- [\(Im\)perfeição: Proteção do investidor ou corrida armamentista?](#), Relatório Reservado, 2025;
- [Quando a recomendação pode virar manipulação de mercado?](#), Relatório Reservado, 2025;
- [Credores querem exumar balanços da Americanas até 2002](#), Relatório Reservado, 2023;
- [Justiça norte-americana é a maior ameaça a Lemann, Telles e Sicupira](#), Relatório Reservado, 2023;
- [Startup valuation e cuidado com ativos intelectuais](#), Valor Econômico, 2023;
- [Disputa 3 bi rivais não impede Oi sair recuperação, diz Ministério Público](#), Telesíntese, 2022;
- [Execução contra o sócio: um estudo multidisciplinar de direito societário e processual brasileiro](#), RSDE, 2022;
- [Arbitragem e transparência: um diálogo necessário](#), FGV, 2021;
- [Lei de Falências e enriquecimento pessoal](#), Valor Econômico, 2021;
- [Participação no relatório: Doing Business Subnacional Brasil 2021](#), 2021.
- [É na recuperação judicial que resgataremos o futebol brasileiro?](#), Estadão, 2021;
- [Restructuring & insolvency law in Brazil](#), Lexology, 2019;
- Aspectos a serem considerados na aquisição de ativos de empresa em recuperação extrajudicial. In: Novos temas de direito e Corporate Finance, Quartier Latin, 2019;
- [Reflexões sobre a contribuição da arbitragem internacional para a solução de conflitos de interesses nas companhias](#). Revista de Direito de Direito Bancário e Mercado de Capitais, 2017;

- Arbitragem na indústria do petróleo brasileira. In: Direito Marítimo e Portuário: Estudos Contemporâneos em homenagem ao professor Sérgio Mattes, Arraes Editores, 2017;
- [A Mediação como ferramenta de pacificação de conflitos](#), Revista dos Tribunais, 2017;
- A compatibilidade da arbitragem com a falência e a recuperação judicial. In: Temas Controvertidos na Arbitragem à Luz do Código de Processo Civil de 2015, Editora GZ, 2018;
- A sociedade em conta de participação e suas particularidades. Direito Empresarial, 2015;
- Um diálogo entre o conceito de jurisdição e a arbitragem na perspectiva do ordenamento jurídico brasileiro. Processo e Jurisdição, 2014;
- A Sociedade Anônima Simplificada (RE-SAS) e o fenômeno de simplificação das estruturas corporativas. Direito Empresarial, 2014;
- Regulação do transporte marítimo de petróleo, gás e derivados: análise da Portaria ANP nº 170/2002 e as atribuições da ANTAQ e ANP neste setor. Anais 7º PDPETRO, 2013;
- Análise Jurídico-Econômica da Indústria do Petróleo: expectativas e desafios do novo marco regulatório para as áreas do Pré-Sal. Direito e Economia, 2013.