

30 | MUŞAT &
YEARS ASOCIATII
Redefining Excellence



About this brochure

WE ARE OFTEN ASKED ABOUT THE STORY BEHIND THE PICTURES IN OUR BROCHURES.

Well, the story is simple. These pictures portray the fruits of human talent, creativity, and passion for one's craft, in the various shapes and forms these come up in our lives.

We chose these pictures because they represent some of mankind's most revered creations in Art (Painting, Sculpture, Architecture, Graphic). Because they depict the mastery that can be achieved when talent, creativity, passion, and hard work all intertwine in harmonious synergy.

Our law firm grows and lives each day by these same values. We are talented and creative people, we work hard and with passion, and aim to be the best at what we do.

We felt these pictures tell a story that we share. The story of what people who pour their hearts into what they do, can achieve.

To be successful in the legal profession, you need knowledge, talent and perseverance.

But all these should be accompanied by professional ethics and integrity, without which success may be mistaken by greed. Ethics is important in every profession, but in the legal profession it is crucial.

GHEORGHE MUŞAT
Managing Partner

We turn our knowledge into value for your business

30 YEARS OF EXTENSIVE EXPERTISE IN THE CHALLENGING ROMANIAN MARKET

Muşat & Asociații's name stands for the highest level of expertise and commitment in assisting our clients in their business. For 30 years, Muşat & Asociații has provided legal advice for the most dynamic national and multinational private companies across various industries, as well as for state owned companies and the Romanian authorities.

Our diverse practice allows us to work for many major US and EU corporations investing or doing business in Romania, most of which are listed in the Fortune 500.

The firm has been at the forefront of the country's legal and business development, anticipating the evolving needs of its clients and it has also been involved in the largest transactions on the local market.

We pride ourselves on our impressive portfolio of mandates, always setting legal precedents and breaking new ground. Today, this unmatched experience in all areas of business law is put to the service of our clients.

We focus on constantly developing value-added, tailor-made legal services, aimed at enabling our clients' business progress in a legally sound environment.

The client's interests and confidentiality have always been paramount in Muşat & Asociații's code of professional conduct.

MUŞAT & ASOCIAȚII – AT A GLANCE:

- **30** years of proud history
- **80%** of the clients are major foreign companies
- More than **100** lawyers and other fee earners
- Over **2500** clients
- Wide experience in over **20** areas of practice
- **30** years of continuous collaboration with major worldwide law firms

OUR FIRM'S CORE VALUES:

- Legal excellence
- Client service
- Teamwork
- Visionary management
- Commitment
- Results

ETHICS & CONFIDENTIALITY:

- Professional conduct
- Responsibility
- Integrity
- Confidentiality



The Syndics
- Rembrandt van Rijn

HISTORY

Muşat & Asociații has been at the forefront of the country's legal and business development for 30 years and built a formidable reputation on the market.

1990 **Gheorghe Muşat (acting litigation lawyer since 1983)** starts his activity as a business legal adviser alongside three younger lawyers, under the brand name "Muşat & Asociații"; by the end of that year, his "boutique" had gathered eight lawyers and was regarded as one of the most dynamic business law practices on the Romanian legal market.

1991- Advising a large portfolio of high-profile foreign clients, such as
1995 **Société Générale**, Rhône-Poulenc (currently **Sanofi Aventis**), **Cement Français**, **Renault**, **Bouygues**, **Credit Lyonnais**, **American International Group (A.I.G.)**, **AT&T**, **Shell**, **Standard Oil**, **British Petroleum**, **Trafigura**, etc. on their investments & business ventures in Romania.

1996 Acting as lead legal adviser to **Shell (U.K.)** in connection with the implementation of the **first oil exploration agreement concluded by Romania with a foreign investor**, as well as with Shell's other investments in Romania.

The **launch of the legal guide "Doing Business in Romania"**, which has reached its twentieth edition in 2018.

1997 Assisting **Glaxo SmithKline Beecham** in the successful acquisition of **Euopharm Group**, the **first high-profile private transaction** in Romania (valued at ≈ EUR 100 million).

Retained by the **Romanian Government** as lead legal adviser for the privatization of **S.N. Petrom S.A.** to a strategic investor.

1998 Acting as lead legal counsel to **GE Capital** in connection with the acquisition of **Banc Post**, the **first privatization of a Romanian bank**.



The studio
- Winslow Homer

HISTORY

Assisting **Sumerbank (Turkey)** and **Akmaya** (a leading Turkish oil corporation) in relation to the acquisition of **S.C. Petromidia S.A.** (the largest Romanian oil refinery).

Selected by the **Romanian Government** as lead legal adviser in relation to the proposed privatization of **TAROM** (the national airline company of Romania).

- 1999** Assisting the **Romanian Privatization Authority (FPS)** in connection with the sale of **Banca Agricola** to **Raiffeisen Bank**, in a transaction which was acclaimed by the World Bank as the **most successful privatization of the year**.

Selected by the **World Bank** as lead Romanian legal adviser for restructuring the bad loans of **Bancorex** (valued at ≈ USD 1,5 billion).

- 2000** Advising **Michelin** on the takeover of the **Tofan Grup**, regarded by the business community and the local business media as the **largest private transaction of the year**.

Assisting **European Bank of Reconstruction** and **International Finance Corporation** in connection with various investments and financing facilities provided to diverse Romanian companies.

- 2001** Acting as lead legal counsel to **Arcelor Mittal** (former Mittal Steel) in connection with the EUR 800,000,000 successful acquisition of **Sidex Galați** (the largest Eastern European steel producer), which was awarded for being the **largest privatization/acquisition of the year**.

Advising **Eurocopter (France)** on its investment projects in Romania and related joint-venture agreements with Romanian aviation entities.

- 2002** Advising the **Romanian Government** in connection with the successful privatisation of **Alro S.A. – Slatina** and **Alprom S.A.**, the leading national aluminium producers.

Acting for **Suez Lyonnais des Eaux** (a leading French utilities company) in relation to the joint-venture with the **Bucharest Municipality** for the Crivina Project, and respectively the joint venture with the **Timișoara Municipality** for the Acquatim Project.

Muşat & Asociații **changes its headquarters to 43 Aviatorilor Blvd**, a modern A-class building specifically designed for a team of over 100 lawyers and 60 support staff.

- 2003** Acting as legal advisers to **Arcelor Mittal** (former Mittal Steel) in connection with the acquisition of three leading national steel producers, namely **Siderurgica S.A.** – Hunedoara, **Petrotub S.A.** – Roman and **Tepro S.A.** – Iasi (the **second largest acquisition of the year**).

Advising **Cora** (the leading French retailer) on various acquisitions and project investments.

- 2004** Assisting **SBS Broadcasting** on the successful **acquisition of Prima TV** and of the **leading Romanian FM radio stations: Kiss FM, Radio Star, Canet Radio, TV Klumea**, so far the **largest media acquisitions ever conducted in Romania**.

Acting as lead legal adviser to **Occidental Oil & Gas Corporation** (a leading U.S. oil corporation) in connection with the attempted acquisition of **S.N. Petrom S.A.**

- 2005** Advising **Enel (Italy)** on the successful acquisition of **Electrica Dobrogea** and **Electrica Banat**, the **first privatization of electricity distribution** companies in Romania.

Successfully representing/defending Romania in the **first ground-breaking investment arbitration** (with claims of over **EUR 350,000,000**) against **Noble Ventures U.S.**, before The International Center for the Settlement of Investment Disputes (ICSID).

- 2006** Advising **Sider Sipe S.A. (Italy)** on the **EUR 120,000,000 sale of Ductil Steel Buzau S.A.** to a leading European investor (the **second largest transaction of the year**).

Assisting **KBC Bank (Belgium)** in connection with the **EUR 75,000,000 acquisition of Romstal Leasing IFN S.A.**, as well as in connection with the attempted **acquisition of BCR (Romanian Commercial Bank)**.

- 2007** Assisting **Enel** in connection with the **EUR 820,000,000 acquisition of Electrica Muntenia Sud** (acclaimed as the third largest privatization ever conducted in Romania).

HISTORY

Retained by **AFI Europe** as lead local adviser in respect of the **EUR 78,000,000 successful acquisition of New Century Holding in Cotroceni Park** (the company developing AFI Palace Cotroceni, with an investment value in excess of **EUR 300,000,000**).

2008 Advising **PPF Partners** (a major pan-European investment fund) in connection with the **acquisition of S.C. Continental S.A.** and other acquisitions, amounting to over **EUR 200,000,000**, as well as in connection with the successful **EUR 62,000,000 acquisition of Gaz Sud S.A.**

Acting for **Nokia (Finland)** in relation to the implementation of the **“Jucu Greenfield project”** for the relocation of Nokia’s production facility from Germany to Romania (acclaimed by the business local media as the **“largest Greenfield investment of the year”**).

2009 Assisting **Banca Transilvania** in connection with the **EUR 100,000,000** sale of a majority stake held in **BT Asigurari to Groupama (France)**, which was awarded by the business local media as the **largest transaction of the year in the insurance industry**.

Acting for **European Bank for Reconstruction and Development (EBRD)** and the **European Investment Bank (EIB)** as lead local counsel in connection with the **EUR 700 million** loan facility granted to the **Municipality of Bucharest and Metrorex** for infrastructure rehabilitation and urban development.

2010 Assisting **Rompetrol Group N.V.** in connection with the **EUR 90,000,000 acquisition** of the remaining free float of Rompetrol Rafinare S.A., the **most successful mandatory public offering of the year** conducted on the Bucharest Stock Exchange.

Successfully acting for **ThyssenKrupp** in relation to one of **the most complex and long lasting international litigations before the Romanian courts** (claim value: **USD 50,000,000**), arising from the sale and purchase of steel during the communist regime.



Trinity College Library
- Dublin, Ireland

HISTORY

2011 Retained by the **Romanian Government** (the Ministry of Economy) as lead legal adviser in connection with the **EUR 1.3 billion construction of the Tarnița-Lăpușești** Hydropower Plant, with a forecasted installed capacity of 1,000 MW.

Mușat & Asociații was awarded the “**National Law Firm of the Year**” by the International Financial Law Review (IFLR), as well as the “**Romania Law Firm of the Year**”, by Chambers Europe (Chambers Awards for Excellence 2011).

2012 Retained by the **Ministry of Economy** in connection with the sale by the Romanian State of 15% of the shares held in **Transgaz**, as well as the sale of 15% of the shares held in **Transelectrica**, with a total transaction value in excess of **EUR 109 million** (the **largest capital markets transactions of the year**).

Assisting the **Ministry of Transport** in relation to the proposed privatisation of **CFR Marfa S.A.**

Retained by **Colas** (the world leading construction company) to provide legal assistance and representation in a complex ICC international arbitration against the **National Company of Motorways and Roads** (CNADR) with a **claim value in excess of USD 50 million**.

Mușat & Asociații received the “**Gold Award**” for the “**Best Central and Eastern Europe Law Firm 2012**” granted by the International Legal Alliance Summit (Paris 2012).

2013 Selected by the **Ministry of Economy** to provide legal assistance for the sale of 10% of the shares in **Nuclearelectrica** on the capital market (IPO), successfully closed for a transaction in excess of **EUR 70,000,000** (the **largest capital market transaction of the year**).

Mușat & Asociații secured a fully successful arbitration award by **defending Enel** in ICC international arbitration proceedings, with **claims amounting to USD 59,000,000**.

Mușat & Asociații won for the second time the Award „**The Law Firm of the Year in Romania**” (2013) granted by the International Firm Law Review (IFLR).

2014 Mușat & Asociații was selected to provide legal advice to **Electrica S.A.** in relation to the sale (IPO) of the 105% share stake in DFEE Electrica with a **transaction value of EUR 440,000,000** (the **largest capital market transaction ever conducted in Romania**).

Advising **Enel** on the (attempted) sale of **Enel Muntenia S.A., Enel Banat S.A., Enel Dobrogea S.A.** and **Enel Energie S.A.**

Acting for **Sterling Resources Ltd.** in connection with the transfer of its 65% interest in the offshore Block 15 Midia (Black Sea) to **ExxonMobil Exploration** and **OMV Petrom S.A.**

2015 Assisting **CRH (Ireland)** in relation to the **acquisition of Lafarge Romania** (part of a global deal of **EUR 6.5 billion**) recognised by Ziarul Financiar as the **largest transaction of the year in Romania**.

Advising the **Romanian Government** (in consortium with UBS - U.K.) in connection with the sale of a 46% share stake held by the Romanian State in **Telekom Romania** (former Romtelecom).

Representing **Enel** in the most complex ICC international arbitral proceedings ever conducted against a Romanian company with claims in excess of **EUR 900 million**.

Mușat & Asociații celebrates 25 years of excellence in the legal profession, being acclaimed by clients, media and peers alike for its professional standards and contribution to Romanian legal practice.

2016 Advising **Ciech S.A.** and its local subsidiary **Ciech Soda Romania S.A.** (one of the largest firm in the chemical sector in Europe) in connection with the EUR 373 million bank credit facility financing for Ciech S.A. to refinance its existing debt, consisting of high yield bonds (with a value of **EUR 245 million**), revolving credit facilities and financing of working capital needs.

Successfully acting for the **President of Romania** in a complex court litigation with A.N.I. (The National Integrity Agency).

Assisting **Premier Capital Plc** in the acquisition of McDonald's' local operations, a transaction that involved the team in all the stages of the acquisition process – both in negotiations conducted by Premier Capital with McDonald's, and those with the bank financing a part of the acquisition price, BRD-Groupe Société Générale.

HISTORY

2017 Assisting **Emerson** (a world leader in the field of production and technology) in connection with the acquisition of Leroy – Somer and Control Techniques divisions by Nidec Corporation, a transaction value of approximately **USD 1.2 billion**.

Assisting **Penta Investments** (a leading European investment group) on the **EUR 300 million** successful acquisition of A&D Pharma (the leading pharma distributor in Romania), with a network of +600 pharmacies, which was awarded by the business media as the **largest private transaction of the year**.

2018 Assisting **Damen Shipyards Group** in connection with the acquisition from Daewoo Shipbuilding & Marine Engineering of one of the biggest shipyards in Romania with over 2,000 employees and a turnover exceeding **EUR 500 million**. The mandate envisaged unique characteristics, involving negotiations with both the selling company and the other shareholder of the target (a state-owned company), as well as with the Ministry of Economy and the Romanian Government.

Successfully representing the **Prime Minister of Romania** in a criminal law case involving alleged illegal financing of the election campaign.

2019 Assisting **Spectrum Brands Unit**, a \$5 billion consumer products company, in connection with the \$2 billion sale of its global battery and portable lightning business to Energizer Holding Inc., one of the world's largest manufacturers of primary batteries and portable lighting products.

Assisted **J.P. Morgan** on the Romanian law matters of a multi-jurisdictional **EUR 475 million** financing through bilateral and capital markets instruments, between, among others, J.P. Morgan Securities as arranger and bookrunner and the **Pepkor group** (as borrower), the largest non-food retail chain in Central and Eastern Europe.

Assisted **Google** on the Romanian law matters of its **USD 2.1 billion** acquisition of Fitbit, one of the leading producers of smart health and fitness wearable devices.



Background with Vintage piano
- Mythja

2020 Assisting **Rhône Capital**, a multi-billion-dollar private equity fund, and its affiliate Wellbore Integrity Solutions, on the **USD 400 million** acquisition of the drilling businesses and associated assets of Schlumberger, the world's leading provider of technology for reservoir characterization, drilling, production, and processing to the oil and gas industry.

Representing **Damen Schelde Naval Shipbuilding B.V.** (the military shipbuilding division of Damen Group) before the Romanian Courts in a public procurement dispute aimed at cancelling an **EUR 1.26 billion** military public procurement contract for the acquisition of corvettes.

Successfully representing the consortium **Rheinmetall Man Military Vehicles GmbH** (an international technological group specialized in security and mobility) and **MHS Truck & Bus S.R.L.** (sole importer of the Rheinmetall products in Romania), in an **EUR 800 million** public procurement dispute aimed at cancelling the award of a military public procurement contract for the acquisition of military trucks for breaches of law.

Representing **BCR Banca Pentru Locuințe** (a member of the Erste Bank group), in an **EUR 300 million** regulatory dispute with the Romanian Court of Accounts, before the High Court of Cassation and Justice, concerning the implementation of the Bauspar system in Romania.

Mușat & Asociații celebrates 30 years of excellence in the legal profession, acclaimed by clients and peers alike for its professional standards and contribution to Romanian legal practice.



The Coronation of Napoleon, 1808

- Jacques-Louis David

AWARDS & ACHIEVEMENTS

This long-standing firm impressed commentators with the complexity and number of its instructions. The group is certainly a premier league player.

(Chambers & Partners)

- **“Best Law Firm in M&A, Infrastructure and Pharma 2020”**, The Times Legal Innovation Awards
- Ranked in Chambers & Partners as **“2019 Leading Firm”**
- **“Romanian Law Firm of the Year 2019”**, The Times Legal Innovation Awards
- **“Best Law Firm in M&A, Infrastructure and Criminal Law 2019”**, The Times Legal Innovation Awards
- **“Pharma Deal of the Year in Romania 2017”** Award by CEE Legal Matters
- **“Law Firm of the Year in Romania 2015”** by The Lawyer
- **Top law firm in International Arbitration** by Global Arbitration Review 2015
- **“Client Choice Award in Energy & Natural Resources 2015”** by International Law Office
- **“Client Choice Award in Energy & Natural Resources 2014”** by International Law Office
- **“National Law firm of the Year 2013”** by the International Financial Law Review (IFLR)
- **“Client Choice Award in Competition 2013”** by the International Law Office
- **“Gold Award”** for “Best Central and Eastern Europe Law Firm 2012” by the International Legal Alliance Summit
- **“National Law Firm of the Year 2011”** by the International Financial Law Review (IFLR)
- Chambers Europe Awards for Excellence **“Romania Law Firm of the Year”** 2011

Mușat & Asociații is **top-ranked** by all the prestigious British publications - **IFLR1000**, **Legal 500** and **Chambers & Partners** - which consistently place the firm at the top of their rankings of law firms in Romania in the following areas of practice:

- Mergers & Acquisitions / M&A
- Banking & Finance
- Capital Markets & Securities
- Energy & Natural Resources
- Real Estate & Construction
- Environment
- Competition & Antitrust
- Dispute Resolution
- Intellectual Property
- Labour & Employee Benefits
- Restructuring & Insolvency
- Taxation
- IT, Telecoms & Media
- Infrastructure & PPP / Public Procurement



*Emperor Napoleon I And His Staff On
Horseback*

- Horace Vernet

OUR AREAS OF PRACTICE



MERGERS, ACQUISITIONS & PRIVATISATION

- Acquisition and divestiture of state-owned and private entities
- Cross-border mergers & acquisitions
- Extensive due diligence analysis
- Regulatory issues
- Bid and tender preparation
- Takeover tactics and flexible bid repositioning
- Mergers & acquisitions finance
- Management buyouts
- Feasibility analysis
- Assistance in negotiations, pre-closing and post-closing issues
- Post-privatization issues
- Post-acquisition transition
- Merger reorganization
- Corporate restructuring
- Private Equity
- Debt restructuring

BANKING & FINANCE

- Domestic and international lending and credit (including syndicated and bilateral loans and related securities)
- Asset financing (equity finance included) and securitization
- Banking law and regulatory issues
- Banking services provision, including direct provision based on freedom of services movement
- Export credit finance
- Factoring and receivables purchase
- Debt structured finance
- Credit risk analysis & nonperforming loans
- Debt recovery
- Investment banking
- Electronic banking
- Mortgage and charges
- Property finance and leasing
- Consumer finance

De magere compagnie

- Frans Hals en Pieter Codde



CAPITAL MARKETS & SECURITIES

- Securities public offerings (IPOs, voluntary and mandatory takeovers included)
- Issuance of state bonds and treasury bills
- Capital markets divestiture
- International securities issues
- Investment funds and brokers
- Derivatives trading
- Asset and other asset-based structure securitization
- Share issues, including share purchase agreements, share valuation
- Stock option plans
- Stock Exchange listings
- Stock repurchase programs
- Municipal bonds and eurobonds
- Periodic reporting and other disclosure obligations
- Minority shareholder rights and shareholder disputes

CORPORATE & COMMERCIAL LAW

- Incorporation of corporate entities, divestiture and restructuring
- Domestic and international joint ventures
- Corporate governance issues
- Shareholder agreements
- Corporate and shareholder disputes, litigation, dispute resolution, settlements, arbitration
- Contract structuring and negotiation
- Sale and purchase of shares and other assets
- Structuring of international sale agreements
- Agency and distributorship agreements
- Corporate finance
- Secured transactions
- Cross-border transactions and contracts
- Non-profit organizations

OUR AREAS OF PRACTICE



ENERGY

- Electricity generation, transmission, supply, distribution
- Licensing and operation of independent power plants
- Privatization and corporate restructuring in the energy sector
- Service agreements, including public procurement
- Financing and security documents, including project finance
- Regulatory issues
- Greenfield/brownfield structures
- PPPs & concessions in the energy field
- Renewables
- Energy trading
- Green certificates
- Nuclear power
- Cogeneration and independent power production

NATURAL RESOURCES (OIL, GAS & MINING)

- Upstream and downstream oil and gas operations
- Oil and gas concessions
- Network ownership issues
- Exploration and production licenses and concessions
- Hard rock mining and coal
- Financing and security documents, including project finance
- Regulatory issues
- Greenfield/brownfield structures
- Oil & gas PPPs & concessions
- Surface rights acquisition
- Assignment of mining & oil agreements
- Mine closure
- Negotiation of concession licenses and agreements
- Upgrading of exploration license



INFRASTRUCTURE & PPP / PUBLIC PROCUREMENT

- PPP agreements structuring and negotiation
- Public tender and bid preparation
- Concession of public assets and works
- Regulatory issues
- Royalties and tariffs
- Infrastructure projects, utilities and mining projects
- Public procurement contracts and dispute settlement
- Joint venture, consortium and other partnering arrangements
- Regulatory advice
- Risk allocation and analysis matrix
- Tax and legal advice in optional contractual and corporate structuring

REAL ESTATE & CONSTRUCTION

- Real estate development, planning and land use
- Real estate sale and acquisition
- Real estate financing, refinancing and tax
- Lease agreements for commercial and residential use, including lease-back structures
- Construction, engineering and turn-key contracts
- Public works
- Real estate securities
- Infrastructure and other major projects, including PPP and concession structures
- Construction insurance
- Property damage and subrogate recoveries
- Cross-border transactions
- Leasehold properties
- Property management related arrangements
- Hotels and resorts
- Real estate portfolio restructuring

OUR AREAS OF PRACTICE



TELECOM, IT & MEDIA

- Operation of telecom/IT/media businesses
- Mergers, acquisitions and joint ventures
- Telecommunications and satellite regulatory issues
- Infrastructure, project and equipment financing
- Licenses and authorization
- Broadcasting and media law
- Licensing type interest transfer
- Hardware sale, lease and purchase
- Software development and licensing
- Technology transfer
- Internet use
- E-commerce

COMPETITION/ANTITRUST & EU LAW

- Competition regulatory issues
- Clearance of mergers, joint ventures and acquisitions
- Restrictive practices, horizontal and vertical agreements between associations and/or undertakings
- Abuse of dominance
- State aid issues and clearance
- Exclusivity and distribution agreements
- Unfair competition
- Advertising and direct marketing campaigns
- Regulations for promotional campaigns and contests
- Competition law-related litigation

Palace of Mafra

- Mafra, Portugal



HEALTHCARE & PHARMA

- Regulatory compliance support
- Mergers and acquisitions
- Business structuring, including reorganization and restructuring
- Public procurement procedures and related disputes
- Various commercial agreements, including distribution agreements, technology transfer agreements and protocols with public authorities
- Specific agreements: epidemiological studies and clinical trial agreements
- Advertising campaigns
- Tax exemptions for non-profit healthcare institutions

INTELLECTUAL PROPERTY

- Patents – prosecution of applications and enforcement
- Distinctive signs, including trademarks, internet domain names, trade names, geographical indications
- Copyright and related rights
- Trade secrets and know-how
- Designs and models
- New plant varieties
- Drafting and negotiating license and assignment contracts
- Franchise agreements
- Unfair competition and business practices
- Comparative and misleading advertising
- Protection and enforcement against piracy and counterfeiting
- Regional enforcement programs
- Customs enforcement measures
- Intellectual property litigation

OUR AREAS OF PRACTICE



LABOUR & EMPLOYEE BENEFITS

- Individual and collective employment agreements
- Appointments and severance
- Employee benefits
- Employment aspects of mergers and acquisitions
- Staff secondment and relocation, including cross-border
- Personnel restructuring strategy
- Individual and collective lay-offs
- Voluntary retirement schemes
- Employee stock option plans
- Trade Union issues
- Management agreements
- Private pension schemes
- Benefits & executive compensation litigation
- Employment related contributions
- Employment related litigation
- Outsourcing and transfer of employees in the process of transfer of undertaking

TAXATION

- Corporate taxation solutions
- Personal income taxation (expatriates included)
- Property tax and available incentives
- Special taxation regimes for disfavored areas and foreign investment
- Banking taxation and regulatory regime
- Profit repatriation
- Value added tax
- Income tax (including fiscal depreciation and thin capitalization rules)
- Tax allowance for capital expenditure
- Romanian residency requirements and tax obligations
- OECD transfer pricing
- Withholding tax and double tax treaties
- Custom duties and levies
- Tax litigation



SHIPPING/AVIATION & TRANSPORT LAW

- Cargo claims and damage
- Carriage of goods
- Rail, road and air transport
- Shipping and transport litigation
- Marine insurance and reinsurance
- Shipping documents compliance
- Shipping and transport finance and related collateral
- Disputes and litigation under shipping documentation
- Aviation regulatory issues
- Aviation licensing
- Aviation finance
- Airport regulation
- Aircraft sale, lease and purchase
- Aircraft mortgages
- Aviation insurance and reinsurance

ENVIRONMENT

- Environmental operating permits
- Energy & infrastructure projects
- Environmental reporting
- Waste management
- Environmental litigation
- Planning (zoning)
- Regulatory & compliance
- Occupational safety and health
- Accidental events
- Climate change
- Compliance issues
- Brownfield development
- Environmental auditing and due diligence
- Contamination and remediation
- Emissions trading
- Transboundary impact
- BAT
- Environmental impact assessment

OUR AREAS OF PRACTICE



RESTRUCTURING/INSOLVENCY & BANKRUPTCY

- Business restructuring & insolvency
- Complex judicial reorganization and bankruptcy procedures
- Liquidation of debtor's assets and liabilities under the insolvency procedure
- Restructuring and rescue strategies
- Insolvency court proceedings
- Voluntary liquidation
- Practical advice to creditors in debt recovery proceedings
- Insolvency and voluntary liquidation regulatory issues
- Due diligence of companies undergoing insolvency procedures or voluntary liquidation
- Financial institution insolvency

LITIGATION

- Commercial and civil litigation
- Contractual disputes
- Bankruptcy insolvency and restructuring litigation
- International dispute resolution
- Administrative litigation
- Environmental and public law litigation
- Product liability
- Professional liability
- Enforcement of foreign judgments
- Early neutral evaluation
- Fraud and deceit
- Tort actions
- Personal injury claims
- Directors' and officers' liability
- Employer's liability



ARBITRATION

- International and domestic arbitration
- Investment arbitration (International Centre for Settlement of Investment Disputes - ICSID)
- International Chamber of Commerce (ICC) arbitration
- Court of International Commercial Arbitration - Romanian Chamber of Commerce and Industry (CCIR)
- Ad-hoc arbitration under UNCITRAL rules
- Construction disputes, including FIDIC
- Multi-tiered ADR
- Privatisation arbitration
- Commercial disputes
- Cross-border business combinations
- Interim and conservatory measures
- Conciliation
- Mediation

CRIMINAL LAW & CORPORATE CRIME

- Fraud investigations and asset recovery
- Bribery and corruption
- Insider trading
- Computer crime
- Accounting fraud
- Tax litigation
- Criminal antitrust investigations
- Governmental investigations
- White-collar crime and defense
- Internal and cross-border investigations

PARTNERS



Gheorghe Muşat

Managing Partner
musat@musat.ro

Mr. Gheorghe Muşat founded Muşat & Asociații 30 years ago, becoming one of the “market builders” of business law practice in Romania. Presently the firm’s Managing Partner, Mr. Muşat is renowned for his innovative approaches to successful handling of complex deals and transaction closing, alongside business and strategy development activities.

With more than 38 years in practice, Mr. Muşat has a wealth of experience in foreign investors’ issues in Romania, and a deep understanding of the Romanian legal system, market and business trends. Mr. Muşat has led lawyers in a variety of high-profile Mergers & Acquisitions transactions, as well as in most of the major privatization deals in Romania, acting either on the side of the Romanian Government, or on the private buyers’ side, most of them multinational corporations or large local companies.

Mr. Muşat has unparalleled experience in Mergers and Acquisitions, Privatisations, Banking, Project & Corporate Finance, and Dispute Resolution (international and domestic arbitration included). He is also a frequent lecturer on Restructuring, Privatisation and Mergers & Acquisitions matters, as well as on other issues regarding doing business and foreign investments in Romania.

Paul George Buta

Deputy Managing Partner
paul.but@musat.ro



Paul advises a significant portfolio of international clients (mainly foreign investors and multinationals), on some of the most complex and sophisticated cases on the market, involving specific competition issues, intellectual property, and regulatory issues in the pharmaceutical and medical sectors.

Paul is also recognized for his expertise in tax litigation and international arbitration, and especially for his capacity to provide analysis and innovative solutions for the successful management of complex litigation files.

Paul has advised and acted for clients in various sectors, such as Media and audio-visual, Pharmaceuticals, IT and Telecom, FMCG, Banking and Finance, Automotive, Retail, Publishing, Rail, Textiles, Chemicals, as well as for NGOs and journalists active in Romania.

Paul Buta, Ph. D. in Law and an University Lecturer at “Nicolae Titulescu” Faculty of Law, has more than 15 years of legal experience and specializes in Competition Law, Intellectual Property, and Civil and Commercial Litigation.

PARTNERS



Răzvan Stoicescu

Deputy Managing Partner
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Răzvan Stoicescu is a highly regarded leading lawyer, with hundreds of transactions led and more than 16 years of legal advisory activity. Răzvan has a strong track record in M&A, Privatizations, Banking & Finance and Capital Markets, being involved in some of the most significant and representative deals for the Romanian market after 1989.

Răzvan advises buyers and sellers alike in acquisitions, mergers and divestitures, cross-border transactions, take-private transactions, joint ventures (including ventures with Romanian public authorities), and privatizations.

He also advises financiers, borrowers, underwriters and issuers on domestic and international financings (acquisition finance, capitalizations, security taking and enforcement in Romania), capital markets offerings, structured products, derivatives, as well as the regulations of the financial & banking and capital markets fields.

Răzvan also joins Mușat & Asociații's litigation teams in some of the most complex and sophisticated disputes on the Romanian market (generally military / national security public tenders, or industry specific, capital markets) using his outstanding transactional expertise and excellent understanding of both private and public environments in both in court and out of court dispute resolution.

Monia Dobrescu

Partner

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Monia has significant experience in Real Estate & Construction as well. She was involved in numerous high profile real estate projects and acted for landlords and tenants alike.

Monia also advised lenders and developers on complex and sophisticated projects, related to legal matters that exceed the usual legal framework. Monia advises on regulatory matters and authorizations, property portfolio restructuring, as well as real estate securities. She was involved in all stages of real estate transactions, from due diligence investigations to post-closing matters.

Her experience also spans corporate and commercial matters, as she advised on various corporate activities issues, ranging from shareholding and share capital issues to management and corporate liability, spin-offs and mergers, business transfers, etc., as well as an extremely wide range of commercial agreements and legal matters related to the day-to-day corporate activities.

Monia Dobrescu is particularly qualified in Banking & Finance. She assisted major international players and leading financial groups on various loan restructuring projects, financing and refinancing schemes, project and asset financing and securitization. Her expertise spans all aspects of general finance and banking law, with a special focus on finance transactions, contractual relationships, syndicated loans and compliance, as well as mobile banking, fintech and cryptocurrency related specific aspects.

PARTNERS



Răzvan Graure

Partner

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Răzvan Graure regularly advises companies on both local and international tax matters, as well as on issues related to compliance with fiscal obligations.

He brings more than 16 years of experience to his work as a tax consultant, 8 of which in Big 4 companies.

He has experience in various issues related to a wide range of tax advisory services, including tax planning and international tax structures, tax optimization, identification of potential tax risks and implementation of related minimization solutions, as well as to VAT refunds and assistance during and after tax audits.

Răzvan frequently works with clients across all industries, focusing on retail, manufacturing, oil & gas, automotive, pharma and IT&C. In his practice, Răzvan was involved in mergers & acquisitions, as part of multi-disciplinary teams, helping both buyers and sellers move forward to a successful transaction from the fiscal point of view. Răzvan is a member of ACCA and a Certified Tax Adviser.

Cosmin Libotean

Partner

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Cosmin has a particularly strong expertise in commercial and administrative litigation, enforcement proceedings, as well as disputes relating to complex public procurement.

Some of the most important local and international companies in the financial/banking, pharma, media and retail sectors turn to Cosmin to represent them in cases with considerable financial implications.

He also advises clients in insolvency and forced execution procedures.

Innovative, efficient and with an in-depth knowledge of the regulatory landscape and industry specific challenges, he is particularly sought out by clients when it comes to handling sensitive files.

Cosmin Libotean has a 15 years track record of acting as a litigator in major dispute resolution cases for clients in a variety of sectors.

A well-regarded practitioner, Cosmin has successfully represented clients in front of all important Romanian courts of law, including the Supreme Court of Justice and the Constitutional Court.

PARTNERS



Andra Mihalache

Partner

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Andra has a well-earned reputation for successfully representing clients in complex and controversial disputes.

Her diplomacy and efficiency have seen her assist multinational corporations, local private companies, banks and other institutions in almost all types of disputes, including commercial, fiscal and administrative, as well as in relation to judicial reorganisation and bankruptcy procedures.

She advises clients in a wide range of industries, including real estate and construction, banking, energy and public utilities.

Andra also has an extensive experience in civil disputes related to the restitution of properties that were abusively taken over by the communist regime.

Dan Minoiu

Partner

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Dan advised numerous international and domestic companies on mergers & acquisitions, business transfers, as well as on regulatory, commercial, contractual and compliance matters related to the supply and promotion of products and services on the Romanian market.

Dan represented clients in landmark cases before the regulatory authorities and the competent courts. He is also an active member of leading business associations assisting the main associations and the national authorities to revise and improve the legislation in important business fields.

Dan is a frequent lecturer on pharmaceutical, medical, consumer protection, and compliance matters and published numerous articles on these topics.

Dan Minoiu has over 13 years' experience advising clients active in highly regulated fields, including pharmaceutical and medical devices companies, private clinics and hospitals, as well as companies in the IT, FMCG, insurance and agriculture sectors.

PARTNERS



Mona Muşat

Partner

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Mona has a diverse legal background in corporate finance and commercial property practice, acting primarily for top local and foreign companies, on matters ranging from the acquisition and sale of real estate to corporate and private leases, complex development projects and the implementation of large retail activities.

Mona specializes in the real estate & construction sectors with an emphasis on private equity and finance matters. Mona has extensive expertise in Banking & Finance, and is well known for her ability to design and implement effective legal solutions related to project structuring, financing, development and project operation.

She has acted in a significant number of cross-border financing transactions for the most prominent financial institutions and companies, with a particular focus on key industries such as real estate, energy, construction, infrastructure, transport and pharmaceuticals.

She also advises major corporate clients on Mergers & Acquisitions, including disposal and acquisitions of assets, takeovers, joint ventures, equity financings, as well as on general corporate & commercial legal challenges.

Mihai Popa

Partner

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Mihai also manages complex insolvency litigation, including recovery of receivables, cancellation of fraudulent acts, challenging the measures ordered by judicial receivers, in all industries, including energy, constructions, pharma, retail, and financial.

On labour matters, Mihai generally advises national and international clients in all industries, in both advisory and litigation mandates, including employees' benefits, restructuring plans, voluntary retirement schemes, individual employment agreements, or employees' transfer, collective bargaining agreements, collective negotiations and consultations, secondment, disciplinary and professional unfitness procedures, discrimination and harassment claims.

Mihai Popa has been advising clients for more than 15 years in all matters of reorganization and insolvency, as well as in areas of labour law. Mihai is qualified both as a lawyer and as an insolvency practitioner and this allows him to take a more comprehensive, practical and forward looking approach when assisting our clients.

Insolvency advice coordinated by Mihai covers judicial and voluntary reorganization, pre-insolvency proceedings, bankruptcy and liquidation, asset recovery and/or negotiations with debtors and creditors.

PARTNERS



Iulian Popescu

Partner

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Iulian Popescu specializes in all aspects of Corporate & Commercial work, and is well-known for bringing a business-oriented and strategic approach when advising clients on public and private mergers and acquisitions, corporate finance, disposals, joint ventures, and negotiation of various commercial contracts.

Iulian advises multinational and local leading players across a wide array of industries, with a particular focus on Energy, Environment, Telecom, IT & Media, Infrastructure, Shipping, Aviation & Transport.

Iulian's innovative approach and wealth of experience in successfully executing some of the most sophisticated energy, TMT and infrastructure projects, many across multiple jurisdictions, make him a top choice for clients from these sectors, as he is able to draw on his practical and comprehensive expertise to advise on all aspects of their businesses. He is also particularly skilled in public acquisitions and PPPs, concession law and licensing/regulatory issues.

He regularly works with leading international and domestic telecom operators and media and technology companies on the full range of matters relating to IT law, interconnection and outsourcing agreements, online commerce, and data protection.

Iulian is also deeply knowledgeable of the Shipping, Aviation & Transport sectors, with particular focus on shipping and the admiralty.

Angela Porumb

Partner

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Angela acts on all types of disputes, including commercial, fiscal, and administrative litigation.

Her clients include leading multinational corporations, as well as private local companies acting in various sectors, such as pharma, financial investments, construction of seagoing ships, real estate and construction development projects, banking, energy, FMCG and public utilities.

She regularly acts for large corporations, banks and public institutions on numerous national and international litigation cases. Angela also successfully represents both private and public actors and public utilities in disputes regarding PPP/ Public Procurement projects.

Angela Porumb is a long standing and well- reputed litigator, who has been covering a wide range of civil and commercial disputes for over 20 years and is known for her of extensive experience in front of Romanian Courts, at all levels.

PARTNERS



Cristi Tudor

Partner

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Cristi has been advising our clients for more than 10 years now in the most complex restructuring mandates of our firm.

Cristi is a member of our insolvency and restructuring division since the beginning, acting both as economist and accountant and as insolvency practitioner, also taking on the role of judicial administrator and liquidator in multiple restructuring and insolvency procedures.

Cristi is much appreciated by the clients for his analytical and critical thinking and his thorough understanding of industries such as infrastructure projects, energy, transport, construction, services and technology.

Cristi is also an author and speaker on matters of restructuring and insolvency.



De magere compagnie

- Frans Hals en Pieter Codde

Doing Business in Romania[®] is only one of the initiatives that sets Muşat & Asociații apart in the Romanian market.

“Doing Business in Romania”[®] provides a comprehensive view of the Romanian legal framework from the perspective of the business environment, representing a valuable and unique instrument for companies and investors eager to start doing business in Romania. Available in English, “Doing Business in Romania”[®] includes a thorough analysis, structured across areas of interest such as Mergers & Acquisitions, Privatization, Banking, Energy & Natural Resources, Company Law, Competition, Intellectual Property, Telecommunications & IT, Labour Law, Fiscal Law, Capital Markets, Real Estate Law, Environmental Law, as well as in Litigations & Commercial Arbitrations.

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An Astronomer

- Ferdinand Bol

CLIENTS ABOUT MUŞAT & ASOCIAȚII

"This firm is unanimously recognised for the exceptional quality of its work."

Source: Chambers Global

"The team has excellent technical knowledge and capability to quickly adapt the strategy if needed in very complex legal cases."

Source: Chambers Global

"They demonstrate a high capacity for research and analysis. They are responsive and provide reliable advice. Deadlines are always kept."

Source: Chambers Europe

"Excellent on all fronts", Muşat & Asociații is highly rated and has a lengthy track record.

Source: Legal 500

"Highly respected team with excellent knowledge of the field, they offer good solutions and they are able to understand the most complex legal cases. Their firm provides exceptional quality of work with a great team of lawyers displaying depth of knowledge."

Source: Legal 500

"This firm has the capacity to assign large teams to each project, the response times are always very good, regardless of the complexity or urgency of the matter. The lawyers are trustworthy and handle all matters in a very professional way."

Source: Chambers Europe

"They perform a good analysis and synthesis of the questions raised. And their answers are quick."

Source: Chambers Europe

"This team offers good solutions and the follow-up from the lawyers is perfect, as they really know the area of law."

Source: Chambers Europe

"We appreciate their reliability, their innovative approach and their responsiveness, together with their proactive attitude."

Source: Chambers Europe

"Muşat & Asociații – indefatigable Romanian giant [which] retains an impressive list of corporate and virtually unparalleled contacts."

Source: Chambers Global

"The lawyers here have always shown willingness, seriousness, reliability and preparation. They are always attentive to deadlines and to meeting customer needs."

Source: Chambers Europe

"Muşat & Asociații stands out for its high level of expertise and efficiency in deals and its experience in the retail, natural resources and entertainment sectors."

Source: Legal 500

"This firm remains highly regarded for its superb work." Interviewees say they are drawn to the firm for its "responsiveness and client - focused approach"

Source: Chambers Europe

"Muşat know their way around the local market – this is something you need in Romania." "The firm has good connections; they know the right people to talk to."

Source: Chambers Global

"They are very clear about the procedures in Romania, making it easy for us to understand."

Source: Chambers Europe

"Muşat & Asociații delivers great service in a very tough environment."

Source: Chambers Global

CLIENTS ABOUT MUŞAT & ASOCIAȚII

"Aims towards excellence and really keen on improving their performance on a permanent basis."

Source: Chambers Europe

Clients believe the firm to be "professional, with a great team of lawyers displaying depth of knowledge"

Source: Legal 500

"High reputation as a full - service law firm, with a strong portfolio of complex projects."

Source: International Financial Law Review - IFLR 1000

"Muşat & Asociații is a Romanian brand, which has developed itself a formidable reputation on the market."

Source: International Financial Law Review - IFLR 1000

"Proactive, business-oriented, giving good support. Due to its prompt, innovative and pragmatic advice, we always feel safe in its hands", sources say.

Source: Chambers Europe

"The client approach is flawless, the responsiveness is prompt and accurate, and the expertise is very extensive, covering a full range of legal practices"

Source: Chambers Global

Muşat & Asociații's team is "responsive, available and keen to provide assistance"

Source: Legal500

"Easily compete with any international firm in terms of presence, expertise and vision."

Source: Legal 500

“Muşat & Asociații have a very good knowledge of the Romanian market and they really are a one-stop shop for legal services, allowing the clients to receive top-quality advice and representation from highly specialized lawyers on a broad range of matters.”

Source: Chambers Europe

“Muşat & Asociații are praised for their large network, covering most areas of expertise, excellent knowledge of both regulatory framework and actual court practice. Friendly, personalized and prompt service.”

Source: International Financial Law Review - IFLR 1000

“This firm has an extensive team of well-trained litigators who proficiently find solutions for every sensitive legal issue. You can always rely on the availability and competence of the team to handle complex cases.”

Source: Chambers Europe

“This team is outstanding in all respects, and will never let you down. The lawyers put in the effort and hours to get the best results for their clients.”

Source: Chambers Europe

“This firm is involved in some of the biggest cases, which are often the first of their kind.”

Source: Chambers Europe

“They are able to understand even the most complex situations, put them in a business context and give the best legal advice.”

Source: Chambers Europe

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Une soirée chez le duc d'Orléans

- Eugène-Louis Lami

