
ThinkFuture 5 years report

THINK
/ FUTURE

**Tozzini
Freire.**
ADVOGADOS

On this very special milestone, remember the last five years of transformation, achievements, innovative law practice, and pioneering spirit.

ThinkFuture is already making history – but always, as its name and slogan say: **with collaboration and a focus on the future.**

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innovation happens through collaboration

The first innovation program structured by a full-service law firm in Latin America

5 YEARS **THINK / FUTURE**

This report is an invitation to navigate and explore the major initiatives, projects and activities carried out at ThinkFuture since its foundation.

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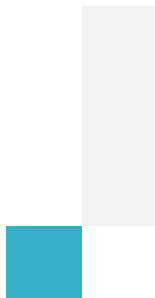
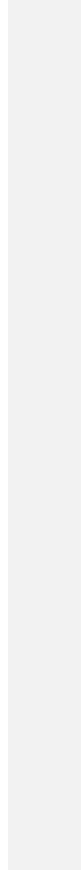
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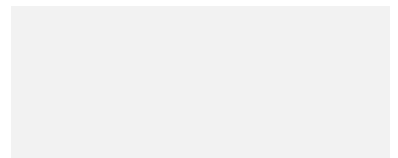
thinking about the future





01

**innovation is
a non-negotiable
value for us**



In the words of **Fernando Eduardo Serec, CEO at TozziniFreire Advogados** and creator of the ThinkFuture program:



innovation and inclusion **are non-negotiable values**

Fernando Serec
CEO at TozziniFreire

For this reason, today, after 47 years of history in the legal market, **when it comes to innovation, our law firm stands out.**

*"In times of high competition in the market, the challenge of differentiation is ever greater. Therefore, innovation has emerged as a relevant competitive advantage in the market. We differentiate ourselves precisely by seeking to do our job well and provide our clients with **safe and innovative legal solutions**, combining the best of both worlds: the agility of technology with the experience of almost 50 years of legal practice."*

Fernando also points out that one of the main milestones in consolidating TozziniFreire Advogados' strategic position as an innovative law firm aligned with the global innovation landscape was the creation of ThinkFuture, **the first innovation program structured by a full-service law firm in Latin America.**

Created five years ago, the ThinkFuture initiative has certainly expanded our status as a **legal reference** in technolo-

gy and entrepreneurship and has qualified our professionals to practice in a profession that is constantly evolving.

In addition, the program **work closely with our clients**, thinking about and co-creating solutions to improve the performance, efficiency, and quality of our delivery. The aim is to position the modern law practice as a transforming and strategic agent that seeks to positively impact business results.

The first innovation program structured by a full-service law firm in Latin America.



"ThinkFuture was the result of a lot of reflection on how technology could change our business; how new products could affect or benefit our operations and how we could create an internal culture in relation to innovation."

New systems of technological tools, more practical solutions, more efficient ways of arguing and presenting our work, multidisciplinary groups, new areas, and themes for the development of innovative legal products.



"All of this to do things differently and better, to be more productive and to add value to the services provided to our clients."

With the collaboration, culture and pioneering spirit that have been part of TozziniFreire since its foundation, no goal is so bold that we cannot achieve it with excellence.

Since 2018, we have been bringing the future into the present. And this is only the beginning of our journey!

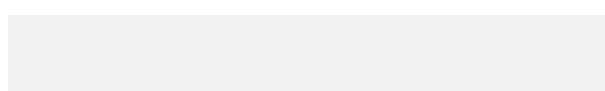




02

innovation happens through collaboration

The first innovation
program structured by
a full-service law firm in
Latin America



TozziniFreire has witnessed many transformations in society since it was founded in 1976, and **innovation has always been part of its manifesto.**

We have led pioneering initiatives in the Brazilian legal market, such as implementing the full open-space model in our offices since 2006, creating foreign desks to serve strategic global regions, and consolidating, unprecedentedly, key practice areas such as Compliance and Technology.

In 2016, we were the first full-service Brazilian law firm to dedicate an area especially for startups.

In this context, with the expertise acquired in this practice and observing the technological advances that have been emerging over the years, such as Artificial Intelligence, Blockchain, metaverse, electric vehicles, we emphasized the **urgent need for aligning the legal practice and the challenges of the 21st century.**

We then decided to expand the startups area and include more and more innovation to promote cultural and digital transformation within the law firm.

The world was – and is – constantly and rapidly changing, and our professionals need to be prepared to navigate it.

Thus, on **September 13, 2018**, after years of involvement in the global innovation ecosystem, TozziniFreire introduced ThinkFuture: the first innovation program structured by a full-service law firm in Latin America.

Conceived from an idea – *to make TozziniFreire the most innovative law firm in Brazil* – and coined based on the highest expectations of clients, partners, and international standards of excellence, currently our program seems to have existed for much longer – and, as it should be, it is constantly evolving.

The first innovation program structured by a full-service law firm in Latin America.

With a unique approach, ThinkFuture is based on three main ideas:

1



That innovation is not (just) technology – and, therefore, our work is not just based on the adoption of new technological tools.

2



That innovation is a two-way street, made up of many hands – and, for this reason, ThinkFuture, more than anything, is just a catalyst for innovation projects.

3



Our clients are the focus – and, for this reason, our projects are tailored to their specific needs.



ThinkFuture has grown quickly: we expanded the team exclusively dedicated to ThinkFuture activities, defined the job description of the area and the skills needed to take it forward. We understood its positioning and started conducting projects directly in co-creation with partners from different areas and their clients.

And we always like to reinforce our slogan, which is so true and genuine: **Innovation happens through collaboration!** ThinkFuture's 5-year history has been built on the work of many hands, including not only the people who have been and are part of our team, but also the clients, partners, and employees of TozziniFreire Advogados who supported us and were involved in our projects and initiatives.

creating **innovation**
with **collaboration**

The diversity and plurality of human thought is crucial for conceiving new ideas and one of the most powerful fuels for brightening unexplored paths.

Our team is **diverse, multidisciplinary, and plural.**

We have the unconditional support of our CEO, our Executive Committee, and our Innovation Advisory Committee. And, above all, we count on the collaboration of all the professionals at TozziniFreire Advogados, who embark on our innovation journey with us.

**Our team
is diverse,
multidisciplinary,
and plural.**



Fernando Serec
Managing Partner and
CEO of TozziniFreire



**Patrícia Helena
Marta Martins**
Partner and Head
of Innovation at the
Executive Committee



**Fernando Silveira
Carvalho**

Partner, member of the Executive Committee and the Innovation Advisory Committee



Bruna Borghi Tomé

Partner and member of the Innovation Advisory Committee



**Carla do Couto
Hellu Battilana**

Partner and member of the Innovation Advisory Committee



**Fernanda Bianco
Pimentel**

Partner and member of the Innovation Advisory Committee



Gabriela Vitiello Wink

Partner and member of the Innovation Advisory Committee



Igor Manastella

Senior Information Technology Manager and member of the Innovation Advisory Committee



03

retrospective

#tbt



You probably know ThinkFuture from its **three action hubs**, but it hasn't always like this...

Our initial structure was based on six pillars of transformation:



Events

Exploring and disseminating knowledge by participating in and organizing institutional events and internal debates on innovation and technology.



Partnership

Strengthening relationships with associations, accelerators, and incubators to promote a safer environment for entrepreneurship.



Spaces

Promoting the installation of innovation spaces in the firm and positioning lawyers in creative work environments: coworking areas, design thinking rooms and relaxation areas.



Academy

Preparing our employees for the future through courses, studies and workshops aimed at disseminating knowledge related to technology, innovation, culture, and entrepreneurship.



Culture

Proposing changes in people's mindset by engaging them in entrepreneurial culture and generating value for our clients.



Tech

Implementing technologies such as Artificial Intelligence, analytics, due diligence automation and document preparation.

These six pillars, which guided ThinkFuture's first three years, were reflected in a **work intensely focused on implementing TozziniFreire's internal transformation initiatives**. After all, innovation, first and foremost, requires internal change and renewal – and this was our focus until the **turning point in 2021**.

There are several first milestones worth highlighting; after all, each first achievement is a step towards what we are today, and what we will be tomorrow.

2018

Our 1st visual identity



Until August 2022, this was the logotype that marked the “face” of our program. Yellow, blue, and white, with elements alluding to technology and innovation.

This was also the visual identity used to create our first stickers. **If you have one of these, you can be considered “old school”!**



September: 1st international announcement

In September 2018, Fernando Serec announced the creation of the ThinkFuture program outside Brazil for the first time. The presentation took place in New York and aimed at introducing the initiative internationally.

First publications



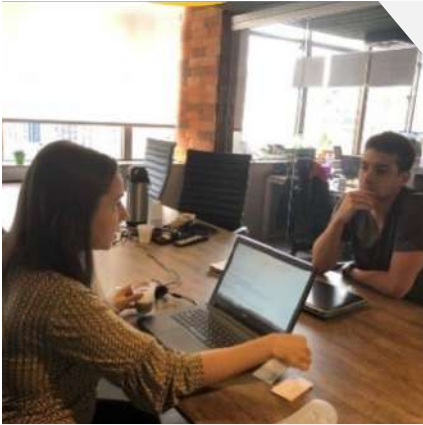
Also in 2018, we had the pleasure of starting to produce content on Law, technology, and innovation for **major Brazilian media outlets**.

We launched, for example, the **Open Innovation**, a legal guide for the relationship between large companies and startups.

November: 1st international road show

In November 2018, we presented **ThinkFuture in California**. Our 1st international Road Show was held across foreign offices and technology companies, marking the close of such an important year in our history.

The year of 2018 also saw...

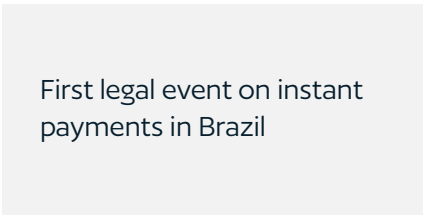


Mentorship for startups



LawTech panel: 1st talk on ThinkFuture

Event on women's entrepreneurship



First legal event on instant payments in Brazil

2019

April: Visit from Jameson Dempsey

On April 22, we received a visit from Jameson Dempsey – **lawyer, CodeX member and one of the founders of Legal Hackers** – for a meeting about the future of the legal profession, the entrepreneurship and technology ecosystem in Brazil and TozziniFreire's actions in the field of innovation.

September: 1st Anniversary of ThinkFuture

On September 13, **we celebrated our 1st anniversary** with an institutional video of the innovation program's main focuses and achievements.



To celebrate the anniversary in our own style, **we transformed the work environment** by decorating the elevators at the office headquarters.

October

During 2019, we attended several **national and international** events involving Law, technology, and innovation, as sponsors, exhibitors, and listeners.

Lisbon Law & Tech

Among them, we gave **our first talk on legal operations in Europe**, during the Lisbon Law & Tech event.

On February 21, we had the opportunity to present the ThinkFuture program in one of the main national media outlets:

Forbes Brasil

“The ThinkFuture Program (TF) was created as a response to the new business opportunities presented by the digital imperatives of the market, the changes in the legal sector and the need to make technology, innovation and entrepreneurship key elements of the company’s culture.”



“TozziniFreire evolves innovation program and wins over tech giants”

March: Pandemic

The Covid-19 pandemic has made uncertainty a widespread feeling among people and organizations. An unprecedented health crisis – coupled with accelerated globalization, which has allowed its exponential growth – has turned any glimpse of predictability into a distant future for almost all economic sectors. Habits, customs, and convictions had to be unlearned and relearned.

Among the many changes accelerated by Covid, the **dissemination of technological tools in the workplace** has undoubtedly been one of the most striking.

As in many other professions, physical contact in day-to-day legal work has been replaced with remote connection platforms, which allowed activities to be fully carried out without the need for travel and face-to-face meetings. In some companies, this was a difficult transition, but **with the help of ThinkFuture, TozziniFreire was already familiar with the use of technology on its daily routine.**

Habits, customs, and convictions had to be unlearned and relearned.

During the following months when social isolation was necessary, **we continued working and quickly adapted** our events, meetings, and projects to the online format until we resumed face-to-face activities in 2022.

September: 2nd Anniversary of ThinkFuture

On September 13, it was time for us to celebrate **ThinkFuture’s 2nd anniversary**. With another year of existence, our innovation program has gained even more strength and focus on the path to innovation, being able to contribute to the law firm’s service provision, **without giving up agility and creativity.**





04

2021: new milestone

A stage closer to our customers

A look by Patrícia Helena Marta Martins –
partner and innovation leader on the Executive
Committee – at the new phase of ThinkFuture



In the words of Patrícia Helena Marta Martins, 2021 was an extremely important year for the program.



*“After more than two years of work focused on internal transformation initiatives, we identified great potential to expand our scope of action to serve external audiences. With this turning point, **ThinkFuture took its first steps in co-creation with clients.**”*



Patrícia Helena Marta Martins

Partner and Head of Innovation at the Executive Committee



Customized projects developed specifically for the needs of our clients became part of ThinkFuture’s initiatives.



*“At that point, we had achieved yet another competitive advantage – an innovation program building a **portfolio of our own clients** to meet market demands with excellence.”*

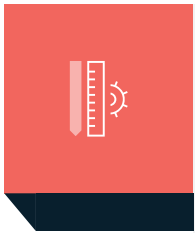
Customized projects developed specifically for the needs of our clients.

*“We considered this turning point as the milestone from which the program **took higher and more ambitious steps towards new challenges and achievements.** Since then, **results have spoken for themselves.**”*

ThinkFuture officially inaugurated its three workstreams.

In 2021 we took our program to a whole new level in Latin America. ThinkFuture officially inaugurated its three workstreams, which have guided the program’s activities ever since.





advanced solutions

Development of advanced **technology and design** solutions in projects for clients, applying them to our legal services and products.



digital transformation & legal ops

Efficiency-driven projects with legal and non-legal areas for continuous improvement through training, legal tech, service design and other innovative tools.



research & content

Support for lawyers and practice groups in research and content creation on **topics about Law, innovation, and new technologies**: articles, events, publications, and regulatory monitoring.



In May 2021, at a virtual event organized by Stanford Law School (SLS - CodeX), **we presented the new phase of our innovation program internationally.**

We had the opportunity to announce that, besides promoting digital transformation at the law firm, ThinkFuture is structured to develop tools aimed at providing advanced services to internal and external clients.

ThinkFuture is structured to develop tools aimed at providing advanced services to internal and external clients.

Over the next few pages, you'll be able to find out more about each one of action hubs, their objectives, projects, and key initiatives.





05

advanced solutions hub

Projects designed with and for clients,
driven by data and focused on the user

Data Analysis

Some say that data is the new oil, others argue that it is even more valuable. What we know for sure is that we are in the digital age and the amount of data in the world is growing exponentially every day, and the value of this information is becoming increasingly significant.

Despite the unquestionable power of data, research points out that only 40% is used for analytical purposes. This means that a large portion of the data generated is not converted into useful and valuable information.

Dashboards & BI



Data science projects delivered in dashboard format. We transform complex data into accessible and actionable information through customized dashboards that offer a **comprehensive view of the data used in the cases**.

Dashboards not only make it easier to understand data, but also allow for an in-depth analysis of patterns, trends and correlations that previously went unnoticed.

Legal data analysis



Legal data analysis projects to predict trends and patterns, **better understand legal flows and anticipate potential challenges**.

Insights through data can enhance our approach, examine the effectiveness of different legal strategies, and even predict points of attention in complex cases.

Data analysis is a powerful tool, capable of revolutionizing decision-making and bringing numerous benefits to business operations, enabling more strategic decisions, better control of operational processes, understanding of customer desires and expectations, and more efficient business operations.

For this reason, our Advanced Solutions hub is dedicated to internal and external **Data Analysis** initiatives to guide clients and lawyers in making their decisions.

Learn more about some of our Data Analysis initiatives

Litigation Analytics is one of our flagship projects. In 2020, to support our clients in their decision-making process, we developed a dashboard containing real-time data about the cases under TozziniFreire Advogados' representation. This allowed for checking the information in a quick, detailed, and intuitive way.

The **Privacy Track is an example of a project that combines legal data analysis with dashboard-style presentation.** In collaboration with the Cybersecurity & Data Privacy area, we have developed a technological platform for greater efficiency in projects for General Data Protection Law (LGPD, in Portuguese) compliance.

In addition to improving our lawyers' workflow, the platform has been used by clients to track and view legal recommendations.



Our Advanced Solutions workstream carries out both jurimetrics and volumetrics studies.

Do you know the difference between jurimetrics and volumetrics?

Jurimetrics

Analyzing data to gain deep knowledge. Detecting patterns, trends, and insights in legal cases and case law. Predicting outcomes/scenarios and offering probabilities of occurrence.

As an example, we participate in projects involving **due diligences**, in which we analyze ongoing lawsuits, aspects of commercial contracts, contractual clauses that could have a negative impact on the transaction, among other aspects.

Volumetrics

Collecting data to understand the macro, volume-based scenario. Providing an overview of the legal case situations.

We also work on projects involving **legal efficiency**, in which we analyze general data about legal cases, such as the number of ongoing and closed cases, distribution by subject and purpose, amounts involved and among other indicators that help our clients make business decisions.

Legal Design

Our clients are familiar with technology, know how to interact with it and expect services that combine high technical quality with convenience and a user-friendly experience, including in the provision of services.

This may seem like an abstract demand for the legal field, but it is not. That's where **Legal Design** comes into play.

Large technology companies have revolutionized the market, not only because they have brought technical innovations, but also because they have **incorporated the value of design into their products** – the value of placing human beings at the heart of everything.

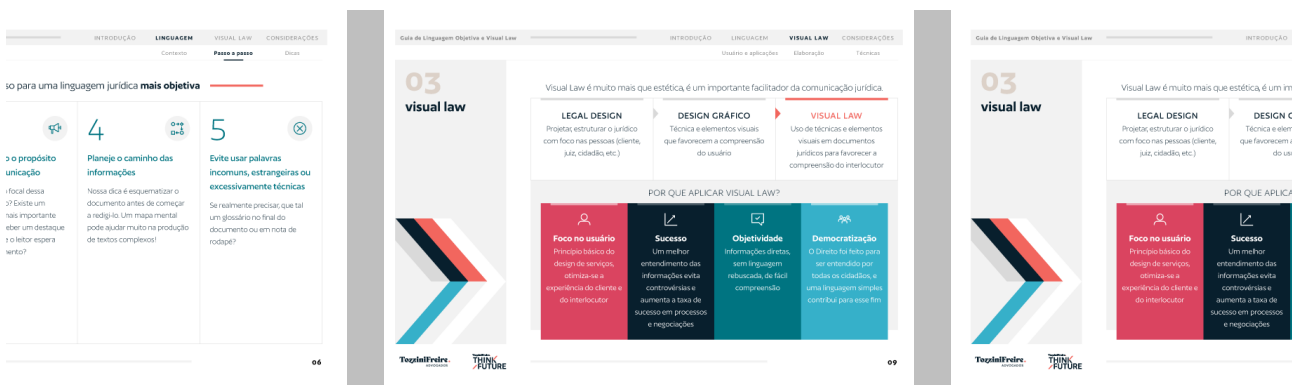
A similar revolution in thinking has occurred in the legal sphere over the past few years. In a context where Law is made by lawyers for lawyers, where does the client fit in?

Bring the client back to the center of legal services, create innovate for others and with the well-being of others in mind.

We need to rethink the way we communicate, bring the client back to the center of legal services, create innovate for others and with the well-being of others in mind. And that's what we do!

In response to the challenge of preparing our lawyers to rethink TozziniFreire's deliveries, in 2022, we produced and launched, in collaboration with the law firm's Communications department, our **Guide to Objective Language and Visual Law**.

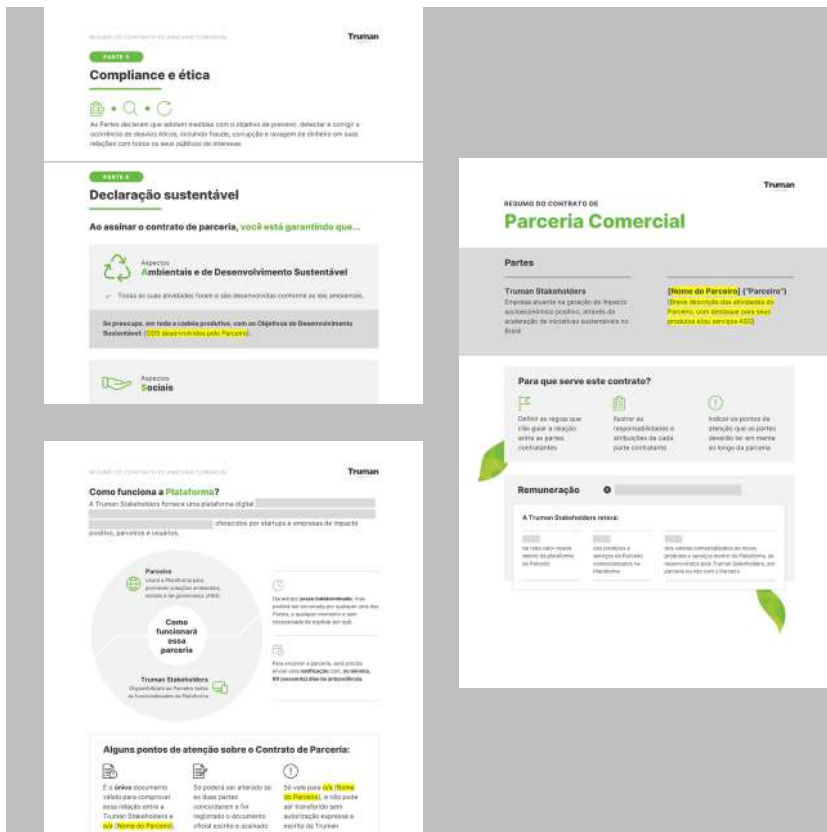
Intuitive, easy, dynamic, and interactive. The guide offers tools for our employees to independently learn how to apply Objective Language and Visual Law techniques to their day-to-day work using visual resources and objective language when drafting legal documents.



But it doesn't stop there. In addition to in-house training and development initiatives for our lawyers, **we have also implemented several projects in collaboration with clients and different areas within the firm.**

Let us look at some highlights

Contracts and templates



Presentations

General Overview of the Brazilian civil procedure

General C

Cases Overview

Cases Overview

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modalidade e jornada de trabalho

quando remoto:

- período de trabalho
- as funções a exercer

durante o período de teletrabalho, o empregado:

- possibilita ao empregado permanecer, sem identificação, com o empregador ou fornecedor dos meios de trabalho pessoal em seu lar;
- está sujeito ao controle do patrão acerca de manter o mesmo controle de horário que no período presencial, limitado à jornada diária de 8 horas;
- tem o uso aplicativos e programas de comunicação fixa e de sua jornada de trabalho, caso contrário, tem a duração de 8 horas, regime de trabalho, com o controle de horário que no período presencial, limitado à jornada diária de 8 horas;

equipamentos, infraestrutura e comunicação

A Empresa fornece notebook corporativo para o desenvolvimento das atividades profissionais do empregado em regime híbrido.

O que se espera do seu equipamento no trabalho remoto?

- Que seja capaz de fazer e atender a ligação de vídeo em local apropriado
- Que todo equipamento fornecido pela empresa seja devidamente zelado – sob pena de ressarcimento
- Que todo equipamento fornecido pela empresa seja devolvido sempre que solicitado ou em caso de rescisão

quem pode fazer o regime híbrido?

Empregados das seguintes **funções administrativas** que possuem nível de infraestrutura necessária.

como se candidatar?

Política de Trabalho Híbrido Voluntário

Faça política voluntariamente de adesão para o trabalho em regime híbrido em empresa.

responsabilidades durante o trabalho híbrido

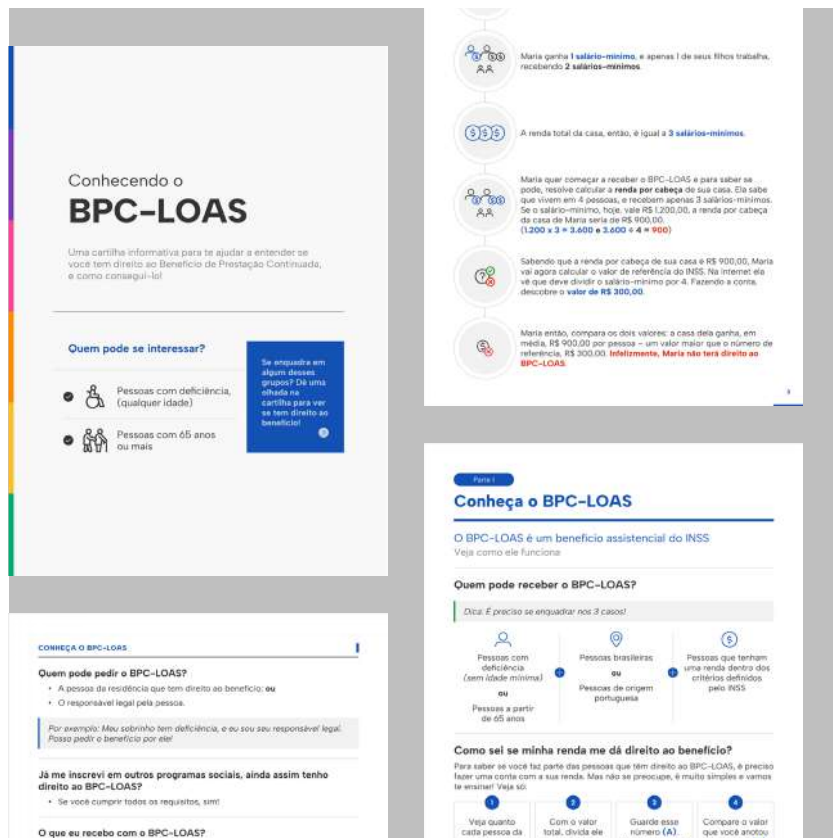
- Solicitar aprovação prévia de seu superior antes de efetuar qualquer trabalho em hora extra
- limite máximo: 2h extras/dia** ou compensação
- Realizar a marcação do horário referente à sua jornada de trabalho extraordinária, atreves e falhar, por meio do controle de jornada por exceção.
- Garantir o cumprimento de todos os procedimentos
- Cumprir os prazos de entrega das atividades sob sua responsabilidade.
- Observar, durante o trabalho híbrido, todas as disposições previstas nas
- Participar de todos os treinamentos realizados e comunicar à empresa quaisquer dúvidas, dificuldades

Internal policies

Content partially suppressed for confidentiality reasons

BPC-LOAS handbook

The booklet was produced with the support of ThinkFuture in partnership with the “TF Inclusão” program, also from TozziniFreire. Developed using information design techniques and simple language, the handbook was distributed in different service units explaining the step-by-step process for receiving BPC-LOAS, a social security benefit intended for the elderly or disabled.



An initiative of the “Direito Ilustrado” (Illustrated Law) project, led by students from Rio de Janeiro and awarded by the Pro-Bono Institute.

Automation

In addition to all this, our Advanced Solutions team works on the development of automation tools and decision trees to be applied to memos, legal opinions, and document creation, making it easier for clients to interact with the results.

Tax decision tree: reinventing the legal opinion

One of the automation tools developed involved a legal opinion from TozziniFreire’s Tax area. The partners identified a wide range of variants that changed the outcome of our recommendations.

To cover all the possibilities, the initial document to be delivered to the client would have been too lengthy, confusing, and not very intuit.

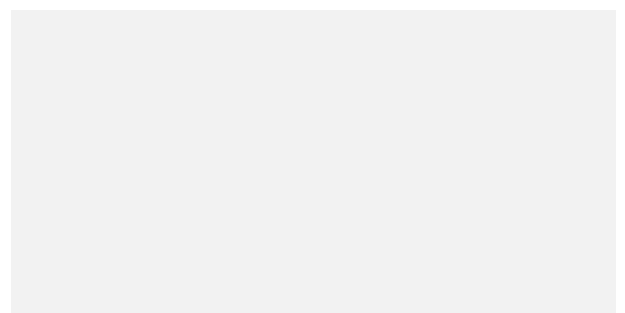
Therefore, the ThinkFuture team was asked to rethink, alongside the Tax team, how to communicate this legal opinion in a more dynamic and intuitive way.

The solution found was to create a dynamic and automated decision tree, through which the client could build the memorandum in real time, directly on a platform developed and hosted by TozziniFreire.



06

**research
& content
hub**



The ability to innovate depends above all on the ability to react to transformation quickly and efficiently.

For this purpose, the players involved need to have the resources and support to act. Among them, the most valuable resource is knowledge.

knowledge and innovation

Knowledge and innovation are closely related concepts, and our **Research & Content** hub offers the necessary support to keep our professionals up to date on technology, innovation, entrepreneurship, and culture-related topics.

After all, the professionals of the future are those capable of keeping an open mind to combine knowledge and creativity. **How do we do it?**

Smart Talks

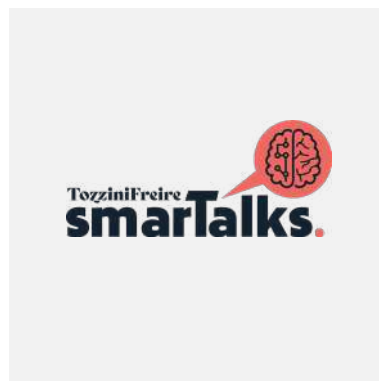
Smart Talks is an initiative that **preceded the creation of ThinkFuture**: a monthly meeting for the law firm's employees to discuss innovative topics.



Long before Artificial Intelligence became a big hype and dominated the headlines of major newspapers around the world, **our professionals were already discussing the subject** and delving into topics that are still intensively studied today.

Since then, there have been countless editions, with face-to-face and virtual meetings, the participation of internal and external guests, and discussions on the most diverse branches of Law, always in a relaxed and accessible atmosphere. It is undoubtedly a successful initiative that we take pride in.

First edition took place on February 20, 2018, organized by the Technology and Innovation department, and covered debates on Artificial Intelligence and robotic responsibility.





Discover some of the topics that have already been covered at our meetings:

Artificial Intelligence and Law

October 2018
1st Smart Talks Porto Alegre



How technology is redefining life and health in the 21st century

June 2019

Life after coronavirus: lasting effects of the pandemic

April 2020
Guest: CEO Fernando Eduardo Serec, virtual edition



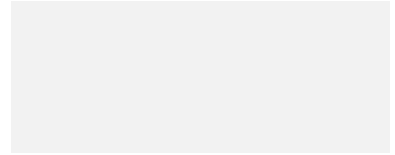
Cryptocurrencies

September 2022
Smart Talks celebrating ThinkFuture's 4th anniversary



Governance and regulation of AI solutions

March 2023
Guests: Alexandre Zavaglia and Professor Dora Kaufman



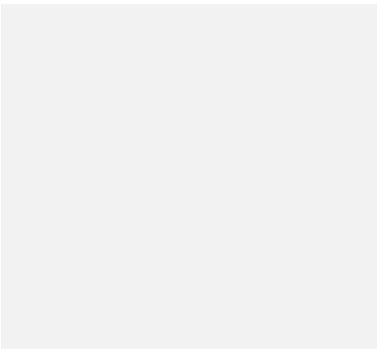
Innovation, technology and the future of Law

July 2022
Guest: CEO Fernando Eduardo Serec, resumption of face-to-face activities



How technology can contribute to a more sustainable life

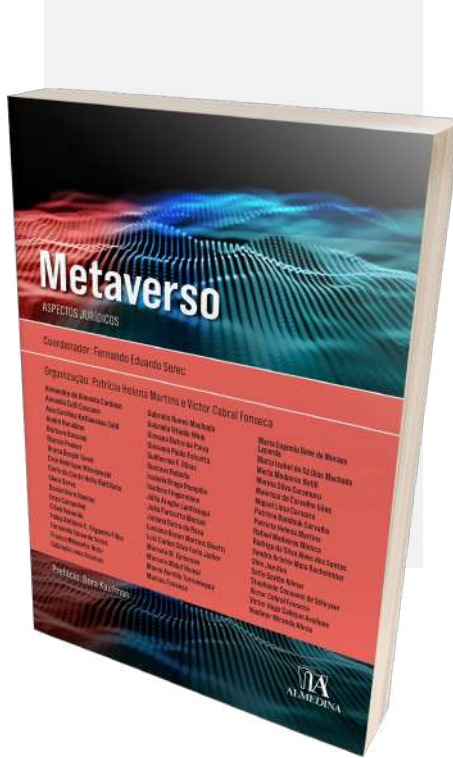
June 2023
In inclusion week



Book “Metaverse and legal aspects”

Metaverse was one of the most frequently mentioned words in the tech world in 2021. Since then, the metaverse has become a trend and part of discussions about the technology of the future.

ThinkFuture, keeping a close eye on market trends and their implications in the world of Law, produced an informative dossier back in 2021, followed by the organization of the book “Metaverse and legal aspects” in 2022.



Written entirely by TozziniFreire partners and lawyers and edited in partnership with Alameda publishing house, the book, launched in August 2022, explores the legal effects of decentralized technologies, with a focus on the metaverse, in order to address the transformations resulting from this new reality. The book has already become a reference for legal professionals and other people interested in the topic.

ThinkFuture Radar

Periodic posts on technology and legal innovation topics. We share relevant news and updates every two weeks on our communication channels, to keep our internal and external audiences up to date. Events we attend, impactful new court decisions and highlights from the world of technology – fresh and high-quality information for quick and accessible reading.

TechNews by ThinkFuture

On April 30, 2021, we launched TechNews by ThinkFuture – our weekly newsletter dedicated to bringing you the latest news on innovation and technology in the legal universe.

The project has already circulated more than 90 editions.

Directly in our lawyers' email inboxes, the news aims to keep them informed about trending topics and issues most discussed at the moment.

Since TechNews has been launched in April 2021, the project has already circulated more than 90 editions and has recently become even better.

In its new format, in addition to the usual news and trending topics, we give recommendations on high-quality interviews, videos and podcasts for those who prefer to consume other types of content.

Finally, we include a radar with events, talks, study groups, calls for articles and new opportunities offered by educational and market institutions that may be of interest to our professionals.

TechNews is yet another successful initiative that combines innovation with one of our most valuable resources: knowledge.

Legal Efficiency Podcast

Following this new trend in content consumption, and **with the aim of disseminating knowledge through new formats and platforms**, on November 16, 2022 we launched the Legal Efficiency podcast.

A monthly chat with guests to discuss how technology, data science, design and interdisciplinary practices have impacted the routine of companies and legal departments worldwide.

There are currently seven episodes available where heads of innovation, legal directors and managers, lawyers and representatives from large companies share their experiences in the innovation ecosystem.



Eduardo Gil, Legal Director at Mondelez



Gabriela Pereira, Legal Manager at Renner in Latin America and Asia



Felipe Coffone, head of efficiency at LATAM in Whirlpool Corporation



Vanessa Zaccaria, Legal Manager and Legal Operations at Suzano S.A.



Léo Murgel, Legal and Corporate Affairs Chief Operations Officer at Salesforce



Eduardo Hiroshi Hirano, Legal Director at Hyundai Brazil



Anna Carolina Kastrup e Mark Harryson, both from legal department at Meta





**digital
transformation
& legal operations hub**



07

To conclude the retrospective of our three workstreams, we present the **Transformation & Legal Operations (Legal Ops) Hub**: a workstream dedicated to carrying out projects and initiatives that result in efficiency and productivity gains of legal areas at TozziniFreire.

Identify customized innovative solutions that can enhance, streamline, and transform the way we work.

Legal Ops is a concept that has become increasingly relevant in the legal field and is among the main innovative trends in the world of Law.

It involves a set of processes, activities and professionals dedicated to helping law firms and legal departments become true business partners to their internal and external clients, **optimizing their operations and increasing the efficiency and quality of the services provided.**

To achieve this, it brings the legal world closer to methodologies and knowledge typical of Business Administration and Management, as well as technological solutions so that lawyers can focus solely on delivering the best possible legal services.

ThinkFuture is in constant dialogue with the various areas of the firm, to understand their key demands and identify customized innovative solutions that can enhance, streamline, and transform the way we work.

Take a look at some of the initiatives that are part of our Digital Transformation & Legal Ops hub:

Legaltech Follow-up

At TozziniFreire, the use of technology to internally transform processes is already a common practice. **There are countless technologies that enhance our daily work**, for instance, through electronic filing systems and legal cases updates, document reading and regulatory mapping.

In 2023, the law firm already has 51 technology solutions in place. However, we are constantly on the lookout for new solutions to make the services we offer more sophisticated, to add value to our clients and to solve internal pains identified in the provision of legal and administrative services within the firm.



TozziniFreire Pitch Week

In 2021, we held the first TozziniFreire Pitch Week.

The purpose of the event, which was attended by more than 30 companies, was to have participating startups present legal solutions to the firm's lawyers.

Eight LegalTechs were selected for follow-up after TozziniFreire's partners and lawyers have expressed their interest in them.

TFMerge

Document compilation platform developed from an idea brought by TozziniFreire lawyers.

In 2023, we launched a tool designed especially for the day-to-day work of TozziniFreire professionals: **TFMerge**.

This project was created when we identified the need for our lawyers to have a mechanism at their disposal to compile all the documentation generated during the course of cases and after their conclusion.

To meet this demand, **TFMerge** makes it possible to create documents by compiling PDFs, and to add a cover page, table of contents and bookmarks, for quick and dynamic navigation.

All of this is done securely and **in compliance with our Privacy and Data Protection policies**.

inbound innovation

This is a clear example of a culture of innovation: the project was conceived by a corporate lawyer who, by contacting ThinkFuture team, was able to follow its development and implementation.

Launch of TF/AILA project

Given the expansion and potential of generative technologies and with a task force made up of members of ThinkFuture and our IT Department, in May 2023 we began the pilot project to develop the platform named TF/AILA, TozziniFreire's Generative AI tool using OpenAI's GPT technology.

With the aim of streamlining routine tasks, we have created an internal and secure platform **to help our employees with repetitive, manual, low-complexity, and non-technical tasks** – for example, tasks such as drafting emails without legal consultation, requesting suggestions for improvements when writing messages, summarizing texts, rephrasing sentences, identifying keywords and creating lists and tables.

Make the work of lawyers and all the firm's other employees more efficient.

The initiative, which is multidisciplinary in nature, aims to make the work of lawyers and all the firm's other employees more efficient, offering support in daily tasks without neglecting the sophistication of our professionals' intellectual work.

TozziniFreire's Generative AI Tool using OpenAI's GPT technology.

The system operates under strict Information Security and Privacy guidelines, in line with TozziniFreire's high standards. All the answers provided can be evaluated by users as to their accuracy, seeking to continually refine their potential.

Launched in June 2023, the platform is beginning to be implemented through pilot groups consisting of lawyers and administrative staff selected according to their routines and potential for improvement through the use of TF/AILA.

Partnerships in the Legal Innovation Ecosystem

To bring our own team closer to the national and international legal innovation ecosystem, we have established several partnerships. National and international entities that are renowned for conducting initiatives related to innovation in Law and that align directly with the objectives of our program contribute to strengthening the pioneering spirit and leadership of TozziniFreire Advogados in the Brazilian innovation landscape.

Workshops

AB2L and Associates Innovation Workshop

November 2019

On November 7, 2019, at the Borges Lagoa office, in collaboration with AB2L, we held the workshop "Redesigning Law Firms." The meeting brought together 40 lawyers to understand the problems and concerns that impact their routines. Through debates and the exchange of experiences, solutions were proposed for redesigning law firms and reinventing the Law through Design Thinking techniques and a cultural transformation driven by the adoption of new technologies.

Legal Design Workshops

2019, 2021 e 2022

As a recurring initiative, we have conducted workshops for them to improve communication with our clients, and we present new techniques for applying Visual Law to their work.

Excel and Data Science Workshop

May 2022

On May 10, 2022, we held the first workshop on data science applied to Law for a group of lawyers from our firm. Participants had the opportunity to learn how to apply data analysis to legal services, making better use of spreadsheet management tools.



Design Thinking Workshop

April 2023

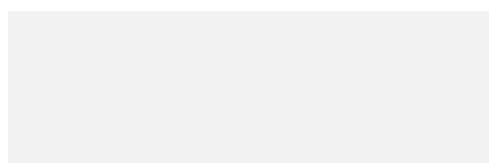
In April 2023, we held a workshop to introduce the Design Thinking methodology and its practical potential in day-to-day legal practice. Through challenges, participants had to propose quick and effective solutions to the problems discussed.

At the end of the session, the groups created product or service ideation projects aimed at solving challenges faced by legal professionals.



08

**ThinkFuture
in numbers and
recognitions**



advanced solutions



269

projects

visual law



data analysis, BI
and dashboards

31

projects

digital transformation & legal ops



27

projects



10

Smart Talks and
workshops

research & content



64

articles and
publications

in major national and
international media



49

participations in
events

on law, innovation, and
technology

Five years of hard work and dedication to driving ThinkFuture forward and making it a reference in shaping the future of law today have been recognized by the market.

We were pleased to receive some of the top awards and certifications for innovation initiatives in the legal sector.

awards and certifications



DNA Analysis + Fenalaw Award

November 2022

On November 3, 2022, we achieved 1st place in the DNA Analysis + Fenalaw award in the "Innovation" category. The award highlights initiatives and projects by corporate law firms in Brazil, in the following categories: Management, Innovation, Technology and Marketing.



Future Law Awards

April 2023

On April, 2023, our innovation program won the Future Law Awards in the Visual Law and Legal Operations categories.



ESCRITÓRIO 4.0

Law Firm 4.0 Certification

August 2023

Also this year, we were certified by AB2L as Law Firm 4.0. The certification is based on three pillars of legal innovation: People (Culture), Processes (Management) and Technology.

For Patrícia Helena Martins:

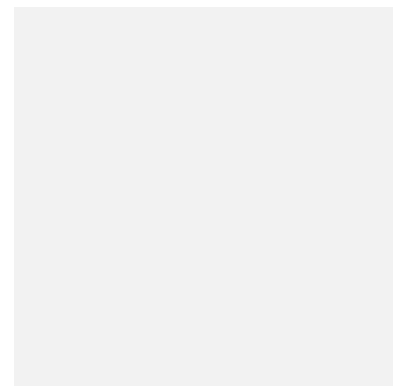
"The seal is a source of great pride and represents the firm's commitment to continue investing in innovative practices that contribute to its development and the success of our clients."

In the **ThinkFuture Portal**, our program's virtual space, we compile a wealth of information about our areas of focus, objectives, main activities and other details of projects and initiatives. **Visit our portal!**



09

**thinking about
the future**



We will continue to think ahead, and we count on **our professionals and clients** on this journey of **innovation**.

Let's go
together!

Innovation is the powerful tool in our daily work and the fuel that drives us towards unexplored paths.

creating **innovation**
with **collaboration**

5 YEARS **THINK**
FUTURE

5 YEARS THINK
/ FUTURE

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