

MORAIS LEITÃO

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**EDITORIAL INTÉGRATION DE L'IA: DÉFIS ET OPPORTUNITÉS POUR LES
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EDITORIAL

Intégration de l'IA : Défis et Opportunités pour les Cabinets Portugais

Le secteur juridique portugais, souvent perçu comme ancré dans des pratiques traditionnelles, fait aujourd'hui face à une transformation sans précédent. L'essor des technologies de l'intelligence artificielle (IA) révolutionne la manière dont les avocats travaillent, interagissent avec leurs clients et abordent la pratique du droit. Plutôt que de représenter une menace, cette révolution constitue une formidable opportunité pour moderniser, optimiser et démocratiser l'accès à la justice.

L'impact immédiat et palpable de l'IA réside dans l'optimisation des processus internes. Les tâches répétitives et chronophages – qu'il s'agisse de recherches juridiques, d'analyse documentaire ou de préparation de contrats standards – sont désormais automatisables. Les systèmes d'IA offrent la possibilité d'analyser des volumes considérables de jurisprudence et de législation en un temps record, libérant ainsi les juristes pour qu'ils se consacrent à la réflexion stratégique, la négociation et le conseil de haut niveau. L'IA générative facilite également la rédaction de documents, tout en réduisant le risque d'erreurs et en homogénéisant la qualité des productions juridiques. Dans le contentieux, elle permet l'analyse prédictive, offrant une meilleure visibilité sur les issues potentielles pour les clients.

La profession n'en reste pas moins prudente. L'Ordre des Avocats Portugais affiche une politique d'ouverture, mais souligne que l'IA doit rester un outil au service du juriste, sans jamais remplacer sa compétence humaine. L'accent est mis sur le

respect des principes éthiques, la déontologie professionnelle, ainsi que sur la confidentialité et la gouvernance des données.

Les défis persistent néanmoins. L'investissement technologique reste un enjeu central, tout comme la formation et l'adaptation des professionnels. Les avocats doivent acquérir de nouvelles compétences, non seulement pour utiliser efficacement les outils d'IA, mais aussi pour appréhender leurs limites et implications éthiques. La question des biais algorithmiques, de la traçabilité des décisions, et de la responsabilité en cas d'erreur soulève des débats essentiels. Les cabinets doivent donc développer une stratégie d'intégration sur mesure, alliant sélection d'outils performants, transformation organisationnelle et montée en compétence continue des équipes.

En dépit de ces obstacles, les perspectives sont prometteuses : l'IA permet aux cabinets portugais d'évoluer, d'innover dans leurs offres de services et de mieux répondre aux attentes d'une clientèle de plus en plus exigeante et internationale. Selon les prévisions, d'ici 2026, plus de 70% des cabinets d'avocats recourront régulièrement à des outils d'IA pour leurs opérations. Les cabinets qui sauront opérer ce virage en profondeur seront les grands gagnants de la transformation numérique du droit. Toujours pionnier, le cabinet Morais Leitão a embrassé pleinement la transformation digitale et se positionne, début 2025, comme une référence incontournable de l'innovation (voir [page 11](#)).

LEGAL ALERTS

Portugal

ENERGY AND NATURAL RESOURCES

Bilateral energy procurement

With the stated objective of encouraging bilateral energy contracts, commonly known as *Power Purchase Agreements* (PPAs), and reducing their economic, financial and legal risks, Decree-Law 99/2024 of 3 December established the basis for bilateral energy registration and procurement activity in accordance with Regulation (EU) 2024/1747 of the European Parliament and of the Council of 13 June 2024.

03.01.2025



New developments for offshore wind energy production

On 21 April 2025, Order 4752/2025, from the Secretary of State for the Sea and the Secretary of State for Energy, was published, defining the model for the competitive procedure to be adopted for the first tender for allocating injection capacity and developing offshore wind energy projects in Portugal and sets out their preparation.

23.04.2025



New regime for electricity-intensive customers: strengthening incentives for industry in Portugal

Ordinance no. 203-A/2025/1 establishes a new support scheme for intensive electricity consumption in Portugal, with broader access (minimum of 1 GWh/year), stricter environmental obligations, and a more transparent model aligned with EU State aid rules; it includes two cumulative support mechanisms – reduction of tariff charges (CIEG) and risk coverage for long-term renewable electricity contracts (PPAs) – with eligibility dependent on technical and environmental criteria, also applicable to newer installations through a four-year adhesion contract.

30.04.2025

National gas system – Decree-Law 79/2025 of 21 May

Decree-Law No. 79/2025, in force since 22 May, amends the National Gas System regime to boost the market for renewable and low-carbon gases (GOR), strengthening security of supply and adapting legislation to decarbonisation objectives. It establishes rules for infrastructure, updates definitions, regulates the registration of

facilities, defines responsible entities and launches a transitional process for the management of the hydrogen network. This decree is complemented by the new Network Regulations, which enable the injection of GOR and modernise the national gas infrastructure.

06.06.2025

URBAN PLANNING



Amendment to the legal framework for land management instruments

Decree-Law No. 117/2024, published on 30 December 2024, introduces significant amendments to the Legal Framework of Territorial Management Instruments (RJIGT), approved by Decree-Law No. 80/2015. Among the main changes are the simplification of the regime for reclassifying rural land as urban, removing the requirement for contractual arrangements and economic-financial sustainability, and the expansion of the special reclassification regime for housing purposes and complementary uses.

06.01.2025

Further amendment to the legal framework for land management instruments

Law No. 53-A/2025 of 9 April was published, amending the Legal Regime for Territorial Management Instruments (RJIGT), restricting the reclassification of rural land to urban land. This law reintroduces requirements regarding the demonstration of urban impacts and financial viability, reduces implementation deadlines and imposes new conditions on the special reclassification regime for housing, including the need for an opinion from the CCDR and stricter criteria regarding housing purposes and contiguity with urban land. It also clarifies the regime for suspending rules applicable to urbanisable areas, now dependent on a decision by the CCDR after hearing the municipality, and establishes a complex regime with retroactive effect to 31 December 2024, providing for entry into force on 14 April 2025.

09.04.2025

ENVIRONMENT

Creation of the climate agency

Decree-Law No. 122/2024 created the Climate Agency, I.P. (ApC), a public institute under the supervision of the Government in the area of the environment, with responsibilities such as developing policies for adaptation to climate change, managing the Environmental and Blue Funds, supervising funds and projects, and acting as the national authority in the European Emissions Trading Scheme and the National Emissions Inventory System. The creation of ApC led to the restructuring of the Portuguese Environment Agency, which now focuses on areas such as water resources, coastal protection and waste.

08.01.2025

ADMINISTRATIVE AND
PUBLIC LAW



Electronic services of process and notifications to citizens and companies: new developments (Decree-Law 87/2024)

Decree-Law No. 87/2024, in force since 10 November 2024, introduces electronic services of process as a rule in the Code of Civil Procedure and the Code of Procedure in Administrative Courts, with a view to dematerialising and streamlining legal proceedings. Legal persons must register an electronic address for service, and natural persons may opt for this method. The system certifies the availability, consultation or absence of consultation of summonses, with specific deadlines and procedures. Public entities will now be served electronically without the need for prior listing.

08.01.2025

Electronic services of process and notifications to citizens and companies: new developments (Decree-Law 91/2024)

Decree-Law No. 91/2024, published on 22 November and effective as of 14 January 2025, regulates the electronic services of process and notification of natural and legal persons, introducing restricted-access digital areas for the provision of judicial communications and the registration of email addresses as a single digital address. These notifications, accessible at <https://tribunais.org.pt>, guarantee the protection of personal data and storage for up to 30 days after approval. The decree also provides for the use of the PERTO Platform for communications to financial institutions, with effect six months after its entry into force.

13.01.2025

Electronic services of process and notification of citizens and companies: end of transition period

Decree-Law No. 87/2024, in force since 10 November 2024, stipulates that legal entities are, as a rule, served electronically via a ‘single digital address’ that must be registered with the public notification service. After the transitional period, which ended on 10 May 2025, if no address has been registered, services of process are effected by registered letter to the registered office listed in the RNPC, and are considered to have been effected on the certified date or, in the case of a notice, on the eighth day following that date; in such cases, the cost is EUR 51. Electronic services are available at <https://tribunais.org.pt> and are considered to have been effected on the date of consultation or, in the event of non-consultation, on the eighth day after they were made available.

09.05.2025

TAX



NHR 2.0 – Tax incentive for scientific research and innovation

The IFICI (NHR 2.0) is a special tax regime granting tax benefits to highly qualified professionals who become tax residents in Portugal for 10 years. Eligible income is taxed at a fixed 20% rate, while foreign-source income is generally exempt but must be reported. Unlike its predecessor, NHR 2.0 taxes foreign pensions at progressive rates and applies a 35% flat tax on investment income from blacklisted jurisdictions. Approved in the 2024 State Budget, it applies retroactively from January 1, 2024. Applications must be submitted by January 15 of the following year and are reviewed by designated authorities based on professional activity.

14.02.2025

Implementation of new VAT rules

On 24 March 2025, Decree-Laws No. 33, 34 and 35/2025 were published, introducing changes to the VAT Code, the Personal Income Tax Code and related regimes. Decree-Law No. 33 adjusts the place-of-supply rules for cultural services

provided online and restricts the margin scheme for works of art purchased at a reduced VAT rate. Decree-Law No. 34 extends the Cash Accounting Scheme to businesses with an annual turnover of up to EUR 2 million, effective from 1 July 2025. Decree-Law No. 35 overhauls the VAT exemption scheme for small enterprises, including operators from other Member States, and sets out new reporting obligations and transitional provisions.

25.03.2025

EMPLOYMENT



New reason for justifying absences

By means of an amendment to the Employment Code, Law 32/2025 of 27 March added to the list of justified absences those taken by a female worker suffering from severe and disabling pain caused by endometriosis or adenomyosis during their menstrual period. The period of absence may be extended for up to three consecutive days per month of work, without losing any rights, including with regard to salary.

02.04.2025

HEALTH AND PHARMACEUTICALS

New law on obstetric violence

On 31 March, the new law on obstetric violence was published in the *Diário da República* [Official Gazette], which aims to “promote rights in preconception, medically assisted procreation, pregnancy, childbirth, and the postpartum period by creating information and protective measures against obstetric violence”.

08.04.2025

ESG



“Stop the Clock”: postponement of the application of sustainability reporting requirements and duty of due diligence

On 16 April 2025, Directive (EU) 2025/794 was published, postponing the deadlines for the application of the directives on sustainability reporting (CSRD) and due diligence (CSDDD), under the ‘Stop the Clock’ mechanism. Part of the ‘Competitiveness Compass’ and the Omnibus Package, this measure aims to simplify rules, reduce administrative burdens and strengthen competitiveness without compromising the objectives of the European Green Deal. Among

the main changes, the application of the CSRD to large companies with fewer than 500 employees has been postponed to 2027 and to 2028 in the case of SMEs, while in the CSDDD only the largest companies have seen the deadline postponed to 2028. The new Directive must be transposed by 31 December 2025.

23.04.2025



LITIGATION

Change to the minimum age for marriage in Portugal

Law No. 39/2025, in force since 2 April, prohibits the marriage of minors under 18 and recognises child, early or forced marriage as a situation of risk. It repeals the possibility of emancipation through marriage and aims to ensure informed choices and the continued attendance of young people at school. Marriages involving minors concluded before its entry into force remain valid.

15.05.2025

E-COMMERCE



Legal framework for accessibility: what will change from 28 June onwards?

The European Union has established standards to ensure accessibility for people with disabilities, notably Directive 2019/882, transposed in Portugal by Decree-Law 82/2022 and Ordinance 220/2023. From 28 June 2025, products and services such as computers, transport, banking services and e-commerce must comply with accessibility requirements based on the principles of perception, operability, comprehensibility and robustness.

25.06.2025

Angola, Mozambique and Cape Verde

New presidential measures and their impact on Mozambique

Following the last general and legislative elections held on 9 October 2024, Mozambique elected its new President, Daniel Francisco Chapo, whose investiture occurred on 15 January 2025. On that date, the President outlined a series of political, economic, social and legislative measures that he intends to implement during the next five-year period (2025-2029).

23.01.2025

EUROPEAN LAW AND COMPETITION



Competition Law in Angola, Mozambique, and Cape Verde – recent developments

The Competition Authorities of Angola and Mozambique remain focused on merger control and antitrust enforcement. In 2024, Angola

cleared 15 mergers and Mozambique 10, with fines imposed for gun jumping, though Mozambique introduced a temporary exemption until June 2025. Antitrust investigations resulted in significant fines for price-fixing and market abuses. Both authorities are enhancing cooperation and advocacy efforts, while Cape Verde's AdC progresses with new regulations. In 2025, stricter enforcement of merger rules and competition law will remain a priority.

03.03.2025

The Competition Regulatory Authority of Mozambique publishes its Leniency Regime

The Competition Regulatory Authority of Mozambique has published its Leniency Regime, allowing companies and individuals to benefit from reduced fines if they report anti-competitive practices and cooperate with the authority by providing evidence of significant added value. Applicable to both horizontal and vertical conduct prohibited by law, the regime requires immediate cessation of the infringement, formal confession, and full cooperation. Fine reductions range from 10% to 70%, depending on the order and quality of the information submitted. A “marker” system secures the date of the initial application. Despite its structured approach, the absence of full immunity and the requirement for formal confession may discourage uptake.

10.04.2025

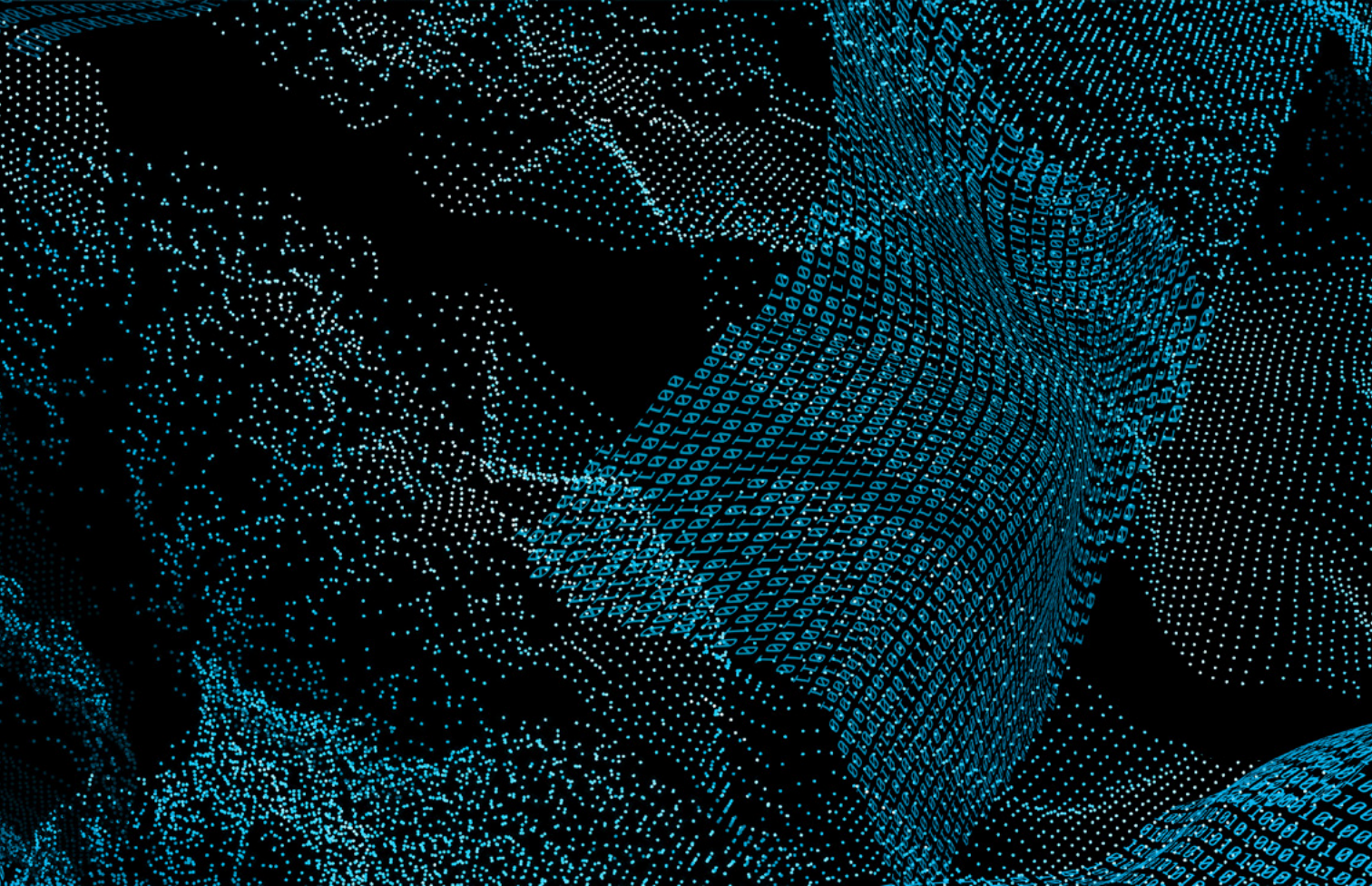
TAX



Angola – Legislative updates in the General State Budget

Law no. 18/24, of December 30, approved the General State Budget Law for 2025 (OGE), introducing several tax changes that came into force in 2025, which include: increases in comparison with the previous State Budget; a Special Contribution on Foreign Exchange Transactions (CEOC); amendments to the Labour Income Tax Code (IRT), to the Industrial Tax Code, to the Value Added Tax Code (VAT) and to the Customs Code, and the Tax Enforcement Code; exemption from Stamp Duty for operations carried out on the interbank Money Market (MMI), and for capital increases carried by commercial companies; a special regime to benefit projects of public interest implemented by national and international organisations or entities; and exceptional regularisation of registration for individual taxpayers.

05.02.2025



**MORAIS LEITÃO :
PIONNIER DE
L'ÈRE NUMÉRIQUE**

Dans un univers juridique longtemps considéré comme immuable, Morais Leitão s'impose, en 2025, comme acteur phare de l'innovation et de la transformation digitale. Plutôt que de simplement intégrer des pratiques technologiques, le cabinet réinvente son ADN, mariant l'excellence juridique à la technologie propriétaire, à l'intelligence artificielle et au conseil en management. Cette vision prend vie avec le lancement de ML Tech & Knowledge, un modèle d'affaires disruptif qui place la numérisation des processus juridiques au cœur de sa stratégie.

**ML TECH & KNOWLEDGE :
L'ALLIANCE DU DROIT ET DE LA
TECHNOLOGIE**

Premier du genre au Portugal, ce modèle jette un pont inédit entre le droit et l'innovation numérique. Morais Leitão relève des défis complexes à l'intersection du juridique et du technologique, tout en conservant sa vocation première d'avocat de premier plan. Grâce à une expertise pointue tant en technologie qu'en droit, ML Tech & Knowledge propose des solutions intégrées, sur mesure et novatrices, sans compromettre son exigence d'excellence juridique.

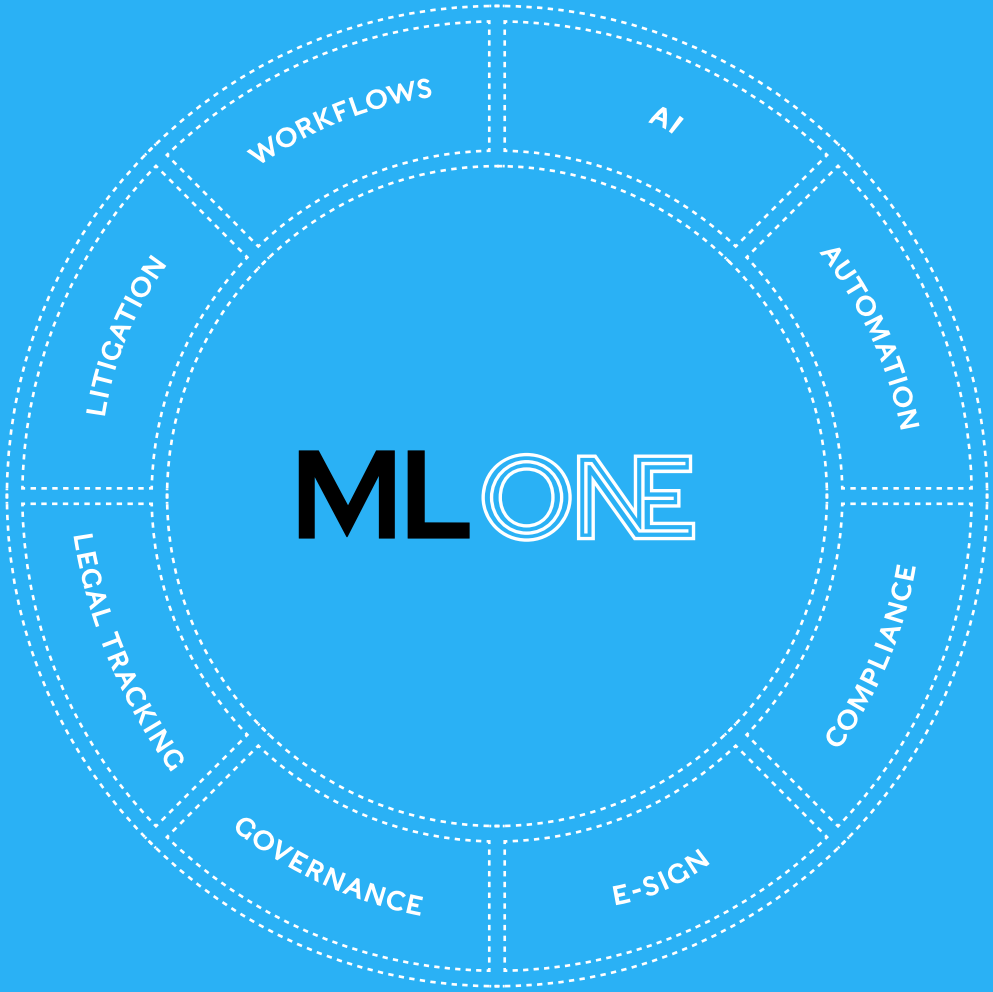
**UNE TRANSFORMATION
MULTIDISCIPLINAIRE AU SERVICE
DU CLIENT**

Morais Leitão est le premier cabinet portugais à fusionner conseil juridique, technologie et management, créant ainsi un avantage compétitif

disruptif. Les clients bénéficient désormais de prestations enrichies par des outils IA, des plateformes de conformité et des intégrations fluides, optimisant la gestion des risques et accélérant la prise de décision. Ce positionnement se traduit aussi par une structure tarifaire renouvelée, valorisant conjointement expertise juridique et solutions technologiques et ouvrant la voie à de nouveaux mandats legal-tech

VERS UNE NOUVELLE CULTURE ORGANISATIONNELLE

La mutation affecte également l’organisation interne : les avocats adoptent le design thinking pour cocréer des services numériques, sous la conduite d’équipes transversales mêlant droit, technologie et conseil. Plus qu’un cabinet, Morais Leitão se mue en partenaire stratégique de l’innovation, redéfinissant les attentes dans un secteur traditionnellement conservateur. Ce statut est d’ailleurs reconnu internationalement par des distinctions telles que le FT Innovative Lawyers Awards 2025.



NOS SOLUTIONS INNOVANTES : UN ÉVENTAIL DE SERVICES TECHNOLOGIQUES

ML Tech & Knowledge propose une gamme de solutions de pointe, conçues pour répondre aux besoins spécifiques de nos clients:

ML ONE AI

Cette solution d’intelligence artificielle de Morais Leitão est un *chatbot* basé sur la technologie Azure, similaire à ChatGPT, mais avec des données hébergées dans le *cloud* privé de Morais Leitão. Cela garantit une confidentialité maximale et aide les clients à organiser et structurer leurs connaissances internes, assurant qualité, sécurité et pertinence.

ML ONE AUTOMATION

Nous mettons à la disposition de nos clients des documents juridiques automatisés, toujours actualisés et alignés sur la législation et la

réglementation applicables. Cette solution accroît l’efficacité, réduit les risques d’erreur et assure la cohérence, permettant aux équipes juridiques de se concentrer sur des tâches stratégiques à plus forte valeur ajoutée.

ML ONE COMPLIANCE

Ce service de gestion continue de *compliance* offre aux clients des outils numériques pour suivre le cycle de vie des contrats, des processus réglementaires et des obligations légales et réglementaires. Il assure un meilleur contrôle, réduit les risques et promeut une approche préventive

et structurée en matière de *compliance*. Un de ces outils est **Pointer.ai**, une plateforme développée en partenariat avec la société technologique portugaise Mind Over Data. Basé sur des algorithmes de *machine learning* et de traitement du langage naturel, le système permet d’identifier les comportements et les relations à risque dans les processus de *compliance*, grâce à l’analyse de grands volumes de données et de communications d’entreprise.

ML ONE E-SIGN

Ce service assiste les clients dans la définition et la mise en œuvre de processus internes et externes utilisant des signatures électroniques, garantissant la validité juridique, la sécurité et l’efficacité dans la formalisation des documents et la gestion des flux de signature.

ML ONE GOVERNANCE

Un portail en ligne de gestion d’entreprise hébergé sur la plateforme Microsoft 365, conçu pour consolider, en un seul point, toutes les informations corporatives des *holdings*, filiales et participations. L’outil permet de gérer les procès-verbaux, les plans d’achat d’actions, les fusions et scissions, les présentations de résultats et les assemblées générales. Il automatise les actes corporatifs récurrents et organise les délais et obligations légales, assurant un meilleur contrôle, efficacité et conformité dans l’administration des

sociétés et des groupes. Commercialisé sur un modèle d’abonnement, le portail s’adapte aux besoins de chaque client, avec un soutien juridique et technologique du cabinet tant en phase de configuration qu’en utilisation continue.

ML ONE LEGAL TRACKING

Une solution de surveillance personnalisée qui permet aux clients de suivre la législation pertinente par thèmes stratégiques et de suivre la distribution des procédures judiciaires dans lesquelles ils sont partie. Elle garantit des informations actualisées,

organisées et facilement accessibles pour soutenir la prise de décision juridique et la gestion des risques.

ML ONE LITIGATION

Un portail de gestion de litiges qui rassemble, organise et suit les procédures judiciaires des clients. La plateforme offre une vision stratégique et opérationnelle des contentieux, avec des alertes, des rapports et une documentation accessible en temps réel, promouvant le contrôle, l’efficacité et une meilleure collaboration avec les équipes juridiques.

ML ONE WORKFLOWS

Une solution qui permet de concevoir et d’intégrer des *workflows* personnalisés dans les systèmes internes des clients, facilitant la gestion de processus tels que l’intégration de collaborateurs, les validations internes ou les approbations contractuelles. Elle promeut l’efficacité, la traçabilité et la conformité dans les flux opérationnels et juridiques.

FIRM FOR TOMORROW

DISTINCTIONS

Morais Leitão a été reconnu à plusieurs reprises comme le meilleur cabinet d'avocats au Portugal.

2025

PORTUGAL FIRM OF THE YEAR

LMG Life Sciences

LUSOPHONE AFRICA INTERNATIONAL LAW FIRM OF THE YEAR

IFLR Africa Awards

PATENT DISPUTES FIRM OF THE YEAR

Managing IP Awards

FRENCH DESK



ANA MONJARDINO
COORDINATRICE



CONSTANÇA
CARRINGTON



INÊS GOUVEIA



FILIPA MORAIS
ALÇADA



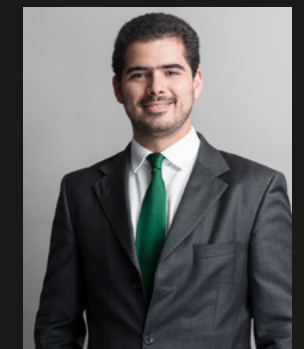
DIANA ETTNER



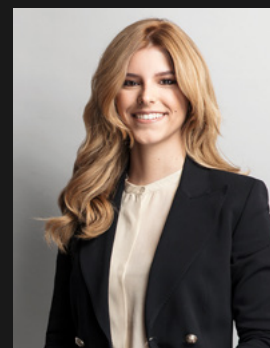
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