



# New directions begin with a secure choice.

Global mobility with trust and strategy.

# Blue Ocean Immigration

Headquartered at Avenida da Liberdade, No. 67—the most prestigious address in Lisbon—Blue Ocean Immigration positions itself as a **Strategic Global Mobility Hub**, specializing in legal and institutional representation for international partners and their clients who choose Portugal as a destination for residence, investment, and wealth planning.

More than a consultancy, we are a structure composed entirely of **attorneys**, with strong technical expertise in Portuguese and European immigration law, prepared to provide full local representation for **institutions, family offices, foreign law firms, and global consultants** who require a reliable partner within Portuguese territory.

Our office is located in Lisbon's financial and diplomatic center, reflecting the values that guide our work: **legal certainty, strategic clarity, and institutional trust**—indispensable attributes for investors, families, and partners operating across borders.

We stand out for our ability to integrate **legal planning, immigration, and administrative structuring**, with complete command of procedures before AIMA (Agency for Integration, Migration and Asylum), ensuring that each case follows a strategic, predictable path aligned with current legal requirements.

At Blue Ocean Immigration, international mobility is treated as a structured life and wealth project, in which we act as the link between the international partner, the end client, and the Portuguese legal system. To that end, we simplify and operationalize the essential pillars of integration in Portugal.

We believe trust is the greatest asset in any international institutional relationship. That is why we combine the technical rigor of traditional legal practice with a human, ethical, and strategic approach—transforming cross-border complexity into security, predictability, and continuity for partners and clients.

Global mobility with trust and strategy.

# Luiza Couto

CEO - Chief Executive Officer

At the helm of Blue Ocean Immigration, Luíza Couto combines legal solidity, strategic vision, and human sensitivity to turn international mobility projects into safe, sustainable journeys.

A lawyer trained at leading institutions in Portugal and Brazil, she is a master's candidate in Civil Law at the University of Coimbra and a specialist in Children's, Family, and Succession Law at the University of Minho. With experience in judicial mediation, contract management, and strategic consulting, she leads Blue Ocean with a premium advisory approach, ensuring every process is guided by legal clarity, predictability, and respect for each client's individual story.

For Luíza, immigration goes beyond bureaucracy: it is the meeting point of applied knowledge, conscious planning, and life purpose—values that also guide Blue Ocean's work with international institutional partners.



# Ícaro Couto

CEO - Chief Executive Officer

Ícaro Couto represents the technical-legal and scientific pillar of Blue Ocean Immigration. A PhD candidate in Business Legal Sciences at the University of Coimbra, he specializes in International Law, with recognized work in Maritime Law and cross-border legal analysis.

He is the author of *Immigrating to Portugal: A Legal Guide for Foreigners* (2025), a practical reference for navigating Portugal's legal-administrative system, and *Ship Arrest and Its Effects: An Analysis from the Perspective of International Law* (2024), reflecting his depth in complex issues of international jurisdiction.

As Chief Legal Officer, Ícaro ensures Blue Ocean's solutions are grounded in current law, established case law, and international best practices—providing legal certainty to clients and institutional partners, and enabling confident local representation for foreign firms, family offices, and international institutions.



# A safe crossing begins with direction and method

Portugal continues to be chosen by families, investors, and global talent—but the journey is no longer just bureaucracy. Today, overcoming complexity requires the right route, solid evidence, and disciplined timing. This is where Blue Ocean Immigration comes in: we operate Portugal as an extension of your international service, delivering local legal execution from day one.

In this edition, we offer a practical view: how the system works, where predictable risks lie, and how our methodology turns administrative requirements into clear, executable decisions. The goal is straightforward: to provide international partners with a portfolio that combines applied knowledge and trust—the greatest asset of anyone investing in the future.

[Understand Our Approach](#)



# Portugal Desk: local execution, global vision

Blue Ocean Immigration was designed for partners abroad who need a single command point in Portugal: legal planning, document engineering, administrative execution, and – when necessary – representation in administrative and judicial proceedings.

## What sets us apart

### ✓ **No outsourcing:**

Cases are handled from the start by experienced attorneys, reducing response time and increasing accuracy.

### ✓ **Method with clarity:**

We organize each process into steps, with checklists, milestones, and accessible language—for objective decisions.

### ✓ **Technical authority:**

The book *Immigrating to Portugal: A Legal Guide for Foreigners* consolidates, in practical language, the logic of the main routes and integration in Portugal.

## A visa is not residency: the confusion that costs time

One of the most common causes of delays and frustration is confusing a visa with a residence permit.

A visa is issued abroad and works as an “entry key.” A residence permit is the status granted in Portugal and generally requires biometric collection and final verification of requirements.

# The starting point for any safe move

Before any submission, we structure route + evidence + timeline.

## Deliverables

- ✓ **Eligibility analysis and scenarios**  
With a customized checklist

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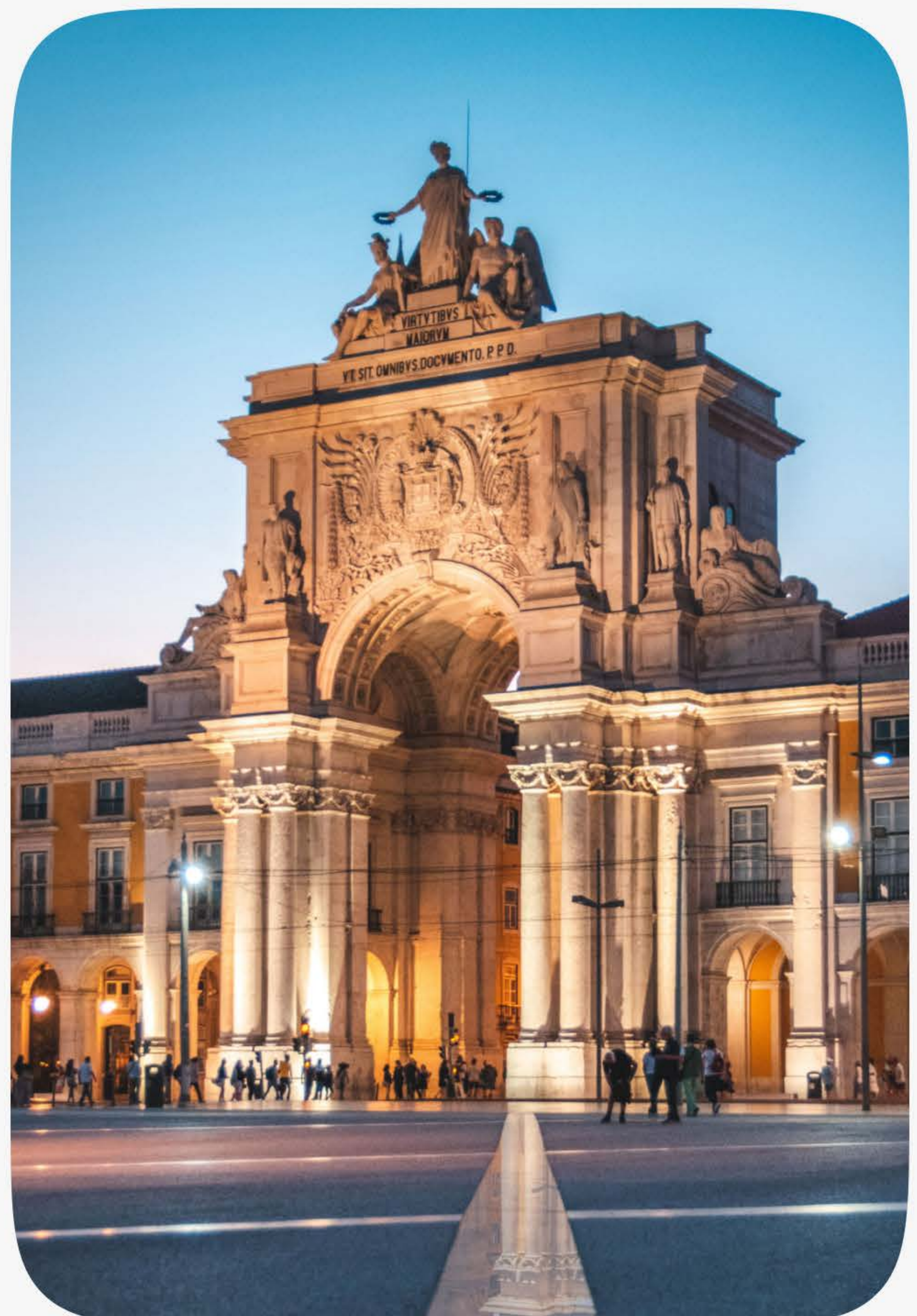
- ✓ **Written migration plan**  
Concise legal opinion with legal basis and roadmap

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- ✓ **In-depth document review**  
Reducing formal errors and inconsistencies

## The value of method

Experience shows that refusals usually arise from predictable failures: incomplete documents, insufficient proof of means, poorly evidenced accommodation, inadequate insurance, or a vague narrative. A methodical approach—with checklists and timelines—reduces rework and increases predictability.





# Residency by Investment

Golden Visa

Current possibilities and  
how we structure the route

The Golden Visa—legally the **Residence Permit for Investment Activity**—remains a strategic route for international profiles seeking European mobility with low physical presence requirements and a five-year plan toward permanent residence or citizenship.

After legislative changes that came into force in **October 2023**, the program was redirected toward investment with measurable impact in the real economy, culture, science, and job creation—excluding real estate acquisition as the typical pathway and moving away from capital transfers without a specific purpose.

## **The four routes consolidated under the current regime.**

With the end of real estate routes, eligible options became more objective. In practice, they fall into four avenues, each with its own documentary logic—all dependent on clear proof of the investment and its maintenance over time.

### **1) Investment funds / venture capital funds regulated in Portugal (most sought-after route)**

This is the preferred alternative for investors who value delegated professional management and diversification. As a rule, it involves subscription to established and supervised funds, with investment policy requirements and restrictions regarding real estate exposure. It requires rigorous diligence: reviewing fund documents, governance analysis, market/liquidity risks, and consistency with the program's minimum horizon.

**Blue Ocean's differentiator in this route:** beyond legal structuring, we operate through partnerships in the funds ecosystem via referral agreements with consultancies and entities that direct investors to management companies with funds suitable for the Golden Visa, respecting compliance rules (including "Know Your Client" procedures). Important: our role is referral and coordination; suitability testing, placement, and compliance are carried out by the competent entities.

## 2) Cultural investment (legacy and heritage impact)

Chosen by profiles who prioritize cultural legacy and social impact, typically through support channeled via qualified entities. It requires sector validation and traceability of transfers. The strength of evidence depends on formal declarations and validations within the cultural sector.

## 3) Science and innovation (support for R&D)

A contribution applied to eligible institutions (universities, associated laboratories, research centers), with contractual documentation proving goals, indicators, and reporting. This route demands strong document governance: contracts, metrics, institutional statements, and financial transparency make the difference.

## 4) Job creation and maintenance / corporate capitalization

Aimed at investors with appetite for local execution and greater strategic autonomy. The law requires creation and maintenance of jobs with formal contracts and full compliance with labor and social security obligations. It may include alternatives linked to corporate capitalization combined with job creation/maintenance, depending on the project design. It is the most management-intensive route with higher operational risk—and for some profiles, the most aligned with building a real operation in Portugal.

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# How the Golden Visa cycle works (in practice)



Regardless of the route, the process typically follows a clear sequence:

## 1) Document preparation and financial setup

Obtaining a Portuguese NIF (tax number) and opening a Portuguese bank account to enable required transfers and statements. In parallel, collecting personal documents (recent criminal record certificate, passport, civil status documents, health insurance, and proof of dependency for family members), with certified translations and apostille when applicable.

## 2) Executing the investment and producing evidence

Signing subscription agreements (funds), protocols (culture/science), or corporate formalities/hiring (jobs), always backed by evidence: transfers, statements, institutional declarations, commercial registry records, and social security/tax compliance documents, depending on the route.

## 3) Submission and biometrics

After executing the investment, the application is submitted on the migration authority's platform and later proceeds to the in-person biometric collection stage in Portugal, including eligible family members.

## 4) Renewals and maintenance (discipline is everything)

Renewals confirm maintenance of the investment, updated documentation, and compliance with the physical presence requirement—one of the program's key attractions for global profiles.

## Physical presence and family: why the Golden Visa is so sought after

The Golden Visa was designed for people with active international lives: the stay requirement is flexible compared to other routes and allows inclusion of eligible family members (spouse/partner, dependent children, and—under specific conditions—dependent ascendants). This balance between mobility and a European plan is a core driver of demand.

## The blind spot we treat as a priority: compliance and traceability

Most delays and refusals don't come from the investment itself, but from poorly organized evidence: expired certificates, inadequate translations, missing apostilles, incomplete financial documentation, or inconsistent records.



**Funds:** verify regulatory supervision, absence of real estate exposure, and consistency with minimum maturity.

**Culture and science:** evidence depends on sector validation and traceability.

**Jobs:** contractual and contribution consistency is decisive.

## How Blue Ocean reduces friction (and accelerates the transition)

We structure the Golden Visa as an integrated project—legal, documentary, and operational—built on three pillars:

### ✓ **Eligible route strategy + roadmap**

What to do, when to do it, and with which proof

✔ **Enhanced documentary diligence**

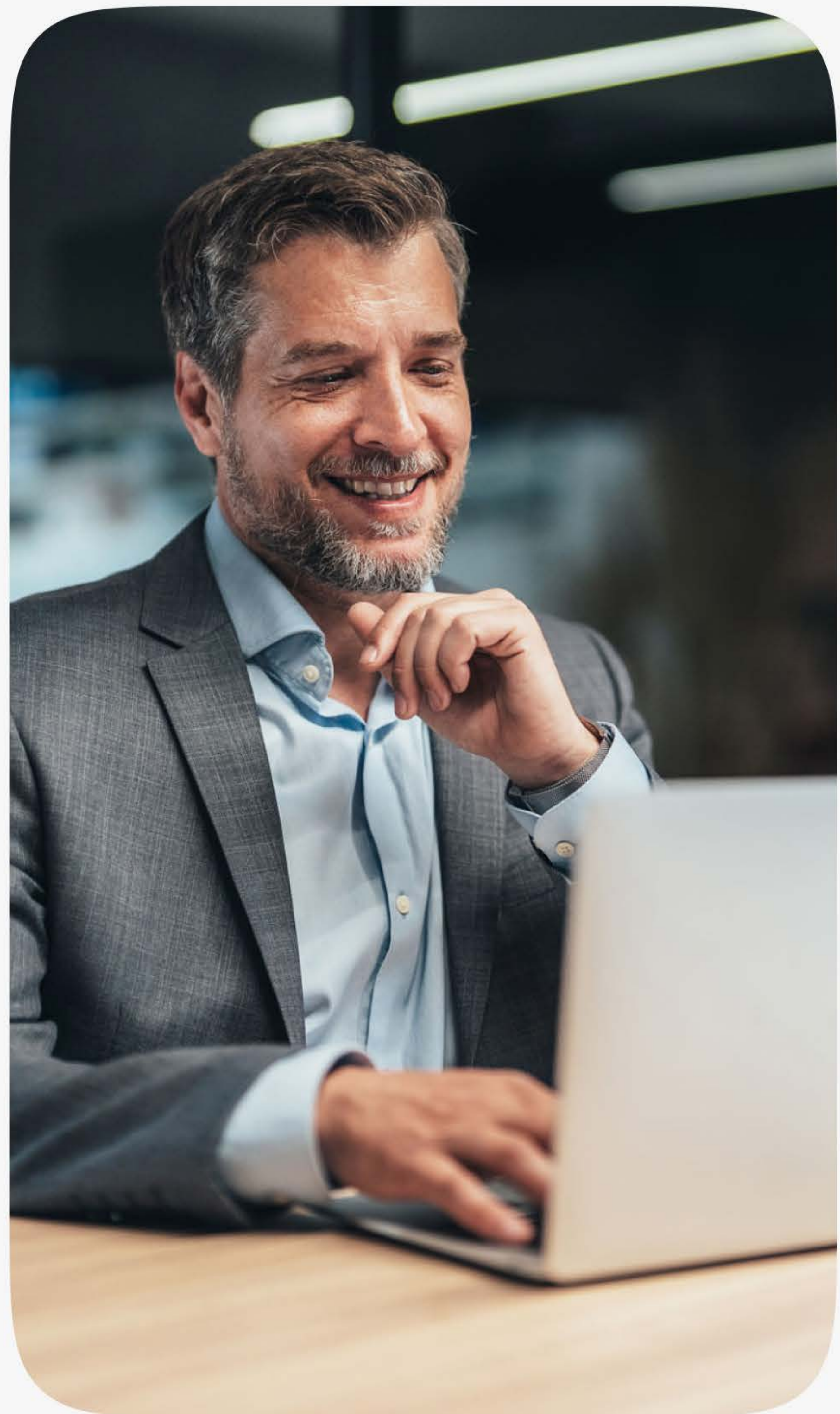
Traceability, compliance, and narrative consistency

✔ **Coordination with the financial ecosystem:**

Partnerships in the fund universe via formal referrals and organized “pre-compliance,” plus support in the necessary banking operationalization (account, statements, transfers, and financial documentation)

## For wealth and private-client partners

The Golden Visa remains an excellent route for profiles who value mobility, low physical presence requirements, and a medium-term European plan—provided execution is handled with method, robust evidence, and impeccable compliance, especially in the financial stage and the maintenance required for renewals.



## Structured routes for different profiles

We handle the most in-demand routes for international partners, organizing evidence and documentation according to the profile:

### **D8 – Remote professional (digital nomad)**

Proof of remote work, income, contracts, and statements from clients/employers.

### **D7 – Own income (retirees and passive income)**

Stable, verifiable income (pension, rents, dividends, interest, royalties) and household financial coherence.

### **D2 – Entrepreneur / self-employed activity**

A credible and sustainable project, with a coherent narrative between intent, capacity, and execution.

### **D3 – Highly qualified activity**

Contract/qualifications and alignment of the file with the logic of predictability and mobility (including compatibility with European routes).

### **D4/D5 – Studies and academic mobility**

Acceptance letter, means of subsistence, accommodation, and preparation for structured transitions after studies.



# Residence permits in Portugal and ongoing support

## Where strategy becomes execution

The domestic phase requires preparation for biometrics, documentary consistency, and technical follow-up with the migration authority.

Includes:

- ✓ Complete case file preparation
- ✓ Preparation for the appointment and day-of documentation
- ✓ Management of requests for additional information and follow-up until decision

## ALMA scheduling: when execution requires judicial relief

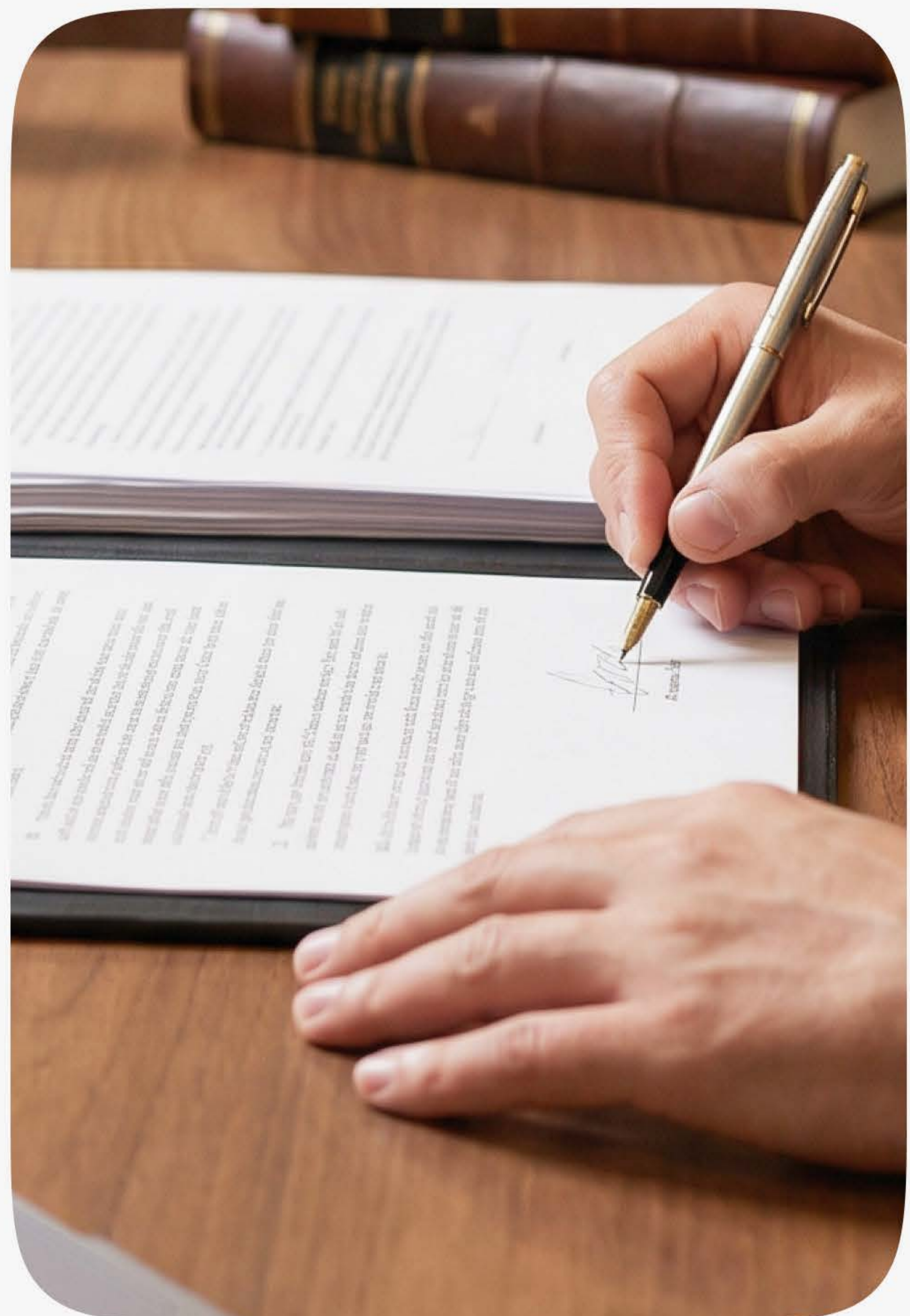
When there is persistent unavailability of appointments, lack of response, or delays that compromise rights and life continuity (work, family, studies, documentary regularity), we also act through litigation to obtain court-ordered scheduling.

## Our work is structured:

- ✓ Diagnosis and evidence of attempt history (timeline, proofs, impacts, urgency)
- ✓ Legal strategy in administrative litigation to respond to inertia/omission and compel an operational response
- ✓ Phase-by-phase support with clear reporting for partner and client
- ✓ Integration with the main file, ensuring documentary and narrative coherence

## Execution with risk control

In scenarios of operational inefficiency that prolong the lack of scheduling, judicial relief may be the most direct path to protect deadlines, work, family, and continuity of residence—without losing documentary consistency or execution predictability.



Residence

Blue Ocean

# Portuguese Nationality

The natural outcome of a well-structured plan: full integration in the European Union

For many international clients, residence in Portugal is not the final goal—it is the first chapter of a medium- to long-term project. When residence is handled with continuity and compliance, Portuguese nationality tends to become a natural and predictable progression: after a period of legal and continuous residence, the path opens to permanent residence and, as a rule, to naturalization after five years, under the requirements currently in force.

At Blue Ocean, we do not treat nationality as an isolated process, but as the consequence of a strategy planned from the beginning: we organize documentation, guide renewal discipline, and structure the file to avoid gaps that—years later—create delays and additional requirements. This allows the partner to offer the client a complete journey—from entry and residence to definitive consolidation within the European Union—with predictability and risk control.

## We act in:

- ✓ Nationality by descent (children and grandchildren of Portuguese citizens)
- ✓ Acquisition by marriage or de facto union
- ✓ Naturalization by residence (planning and managing the eligibility cycle)
- ✓ Registrations, annotations, and complementary acts (to ensure documentary coherence and integrity)

# Essential Integration and Onboarding

The three registrations that unlock life in Portugal—and the setup that supports residency

Integration in Portugal does not depend only on the visa or residence card: it begins when the client can get life running safely. For that, there are three essential identifiers—often cross-referenced across systems—that support administrative routines:

- ✓ **NIF (tax identification number):**

Contracts, bank account, and day-to-day obligations.

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- ✓ **NISS (social security number):**

Contribution history, employment regularity, and social protection.

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- ✓ **SNS user number (National Health Service):**

Structured access to the public healthcare system, with registration and history.

At Blue Ocean, we treat this trio as an integrated roadmap. When each step is done in isolation, vicious circles appear: the bank asks for tax proof, the employer asks for contribution registration, the health center asks for address and identification. By sequencing steps logically (**tax** → **social security** → **health**), we turn bureaucracy into routine and accelerate transition with predictability.

## Complementary services (to support residency and reduce friction)

Integration in Portugal does not depend only on the visa or residence card: it begins when the client can get life running safely. For that, there are three essential identifiers—often cross-referenced across systems—that support administrative routines:

- ✓ Certified translations (per document)
- ✓ Certification of copies and notarization/signature recognition
- ✓ Hague Apostille (with certification, when applicable)
- ✓ Support with NIF (obtaining/regularization and supporting documentation)
- ✓ NISS and SNS registration (user number), with an integrated roadmap
- ✓ Opening a bank account in Portugal (document preparation and support)
- ✓ Powers of attorney and representation acts (drafting and formalization)
- ✓ Lease agreement / documentary support for accommodation
- ✓ Company incorporation and essential corporate acts
- ✓ Regularizations and standalone acts (e.g., extension of stay; duplicate/replacement residence card)
- ✓ Lawyer's letter/official submission to AIMA (technical reinforcement when applicable)

**In the end, it's not just about “processes”—it's about life working, with structure, continuity, and security.**

# Model for International Partners

## How we work with your team (partner-first)

Our operation was designed to function as an extension of your service, with process, language, and reporting aligned with the standard international partners require. The goal is simple: less friction, more predictability, and consistent execution—from first contact to completion.

## Operational flow (end-to-end)

- ✔ **Structured intake:**

Initial collection guided by checklist, profile validation, and risk mapping.

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- ✔ **Plan and route:**

Framing, step-by-step timeline, and a master document list with priorities.

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- ✔ **Local execution:**

process preparation and submission, managing interactions with authorities, and organizing appointments.

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- ✔ **Milestone updates:**

Objective reports (status, next steps, pending items, deadlines), on an agreed cadence.

## Clear communication for the end client

Integration in Portugal does not depend only on the visa or residence card: it begins when the client can get life running safely. For that, there are three essential identifiers—often cross-referenced across systems—that support administrative routines:

- ✓ Translating legal complexity into practical decisions —no jargon—with guidance on what to do, when to do it, and why.
- ✓ Expectation management with transparency and constant alignment between partner, client, and local team.

## Standardized documentation to reduce rework

- ✓ Templates, checklists, and evidence organization to ensure consistency across cases and faster responses.
- ✓ Complete and predictable files, reducing additional requests, back-and-forth, and avoidable delays.

In short: the partner maintains the relationship and experience standard; Blue Ocean ensures legal and administrative execution in Portugal with method, speed, and accuracy.

The partner's gains

Less back-and-forth.  
More precision. A better  
end-client experience.

Our book

Blue Ocean

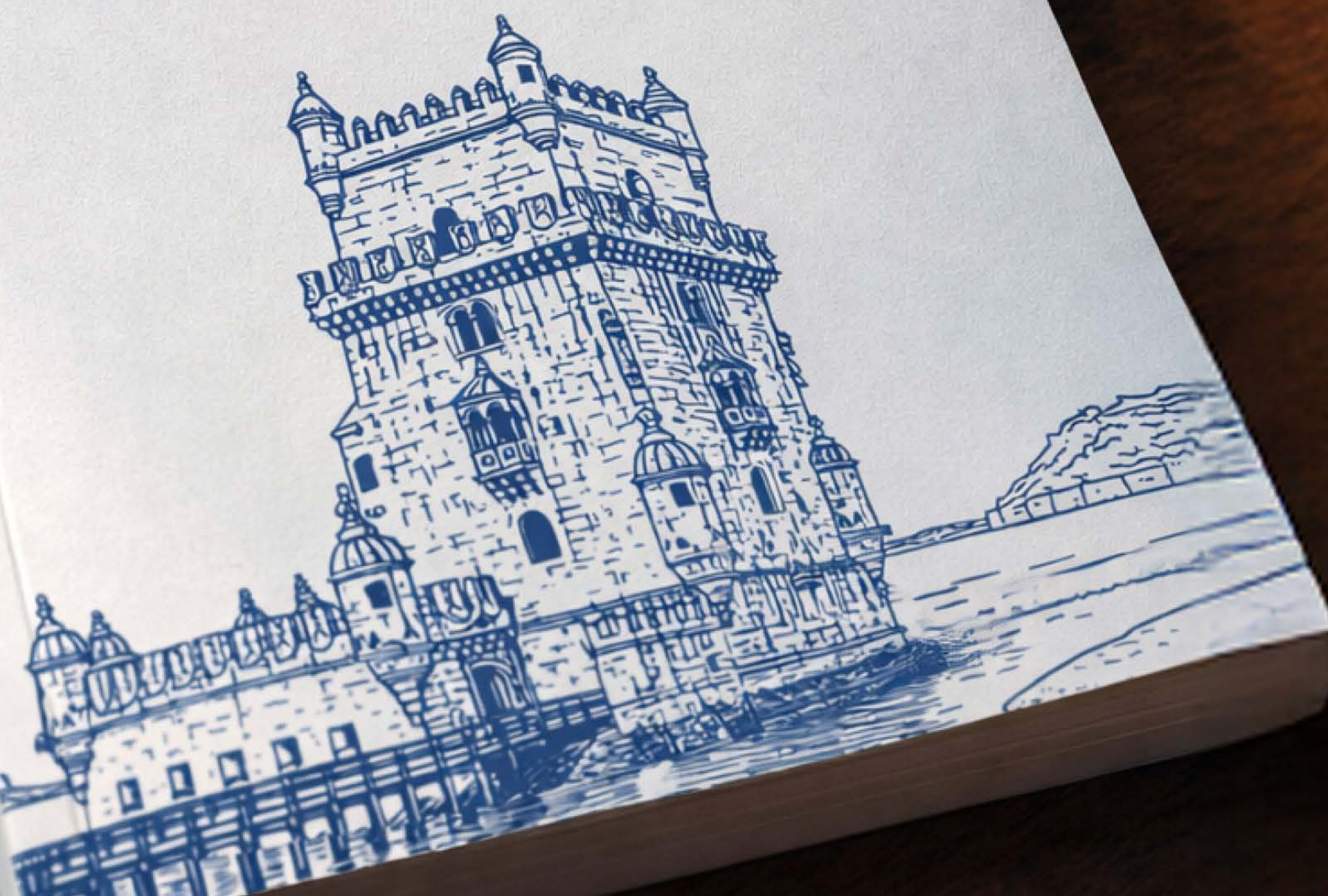
# Expertise That Builds Predictability

At Blue Ocean, every step is guided by method, clarity, and predictability. Extending this approach, Ícaro Couto—an international mobility legal professional—is the author of *Immigrating to Portugal: A Legal Guide for Foreigners* (2025), a practical reference designed to structure pathways, reduce friction, and strengthen certainty across the immigration journey.



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