Latin American industries, practices and offices

Statement of Capabilities
We offer broader market, industry and legal know-how in Latin America than any other law firm. With more than **800 lawyers across 15 offices in seven countries**, we have provided top-quality legal advice in some of the most significant transactions and legal matters in the region. Working closely with colleagues across practice groups and offices, we help clients capitalize on business, trade and investment opportunities in Latin America and execute their global growth strategies.

The story of Baker McKenzie is one of imagination, determination and hard work. For more than 60 years, our people have helped nurture our unique global organization. From starting off with four lawyers, a secretary and fees totaling USD 75,000 in 1949, to becoming one of the largest law firm by revenues, markets and headcount today, our commitment to excellence underpins our path to success. With 77 offices in 47 countries and 13,000 people, we are the world’s premier global law firm.
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With a wealth of experience across all relevant areas of law, our lawyers help clients work across borders to find simple, creative solutions.

Our services include seeking swift seizure and injunction proceedings to protect client brands, establishing effective trade and commercial compliance programs, assisting with new product developments, developing IT solutions for digital sales and marketing, advising on employment issues, creating innovative transfer pricing strategies, maximizing efficiency in the supply chain, managing real estate portfolios and executing growth strategies through mergers, acquisitions, joint ventures and other commercial collaborations.

We have the tools to help you catch up with the latest regulations of the Consumer Goods and Retail sector in Latin America and abroad:

- Global Legal Guide for Luxury and Fashion
- The Pacific Alliance Handbook
### Examples of our Multi-disciplinary Experience in the CGR Industry

#### Constellation Brands, Inc.,
Advised Constellation Brands, Inc., in the labor and social security due diligence and post-diligence matters involved for the US$ 600 million acquisition of AB InBev's subsidiary in north-western Mexico.

#### Home improvement retailer
Assisted with the site selection preliminary due diligence, full due diligence, identification of potential risks and applicable regulatory matters for the real estate acquisition and development for the establishment of new stores on several states in Mexico, currently for 8 different locations, in addition to future locations as per the company’s expansion plans.

#### Global food & beverage company
Assisted in the Brazilian aspects related to the transaction for the formation of a worldwide joint venture, focused on the manufacture and distribution of ice cream and frozen food products.

#### Brown Forman Tequila
Provided representation in a proceeding intended to deprive the client from the possession of valuable premises.

#### Mars
Assisted Mars in the labor planning and strategy related to the acquisition of Chocolates Turin, including our advice on the process of integration of Turin employees to Mars and redundancies.

#### FEMSA
Advised in the review of a Due Diligence Step list that includes the information required for acquisition of companies in Argentina, Brazil, Chile, Colombia, Ecuador, Mexico and Peru.

#### Global cosmetics company
Assisted in connection with its program to secure a number of key locations, that will allow the client to start a new commercial strategy in Latin America.

#### Weber-Stephens
Assisted in the lease, design, construction and permitting for the opening of its first store in Chile.
Respond to opportunities and legal uncertainties with a law firm that has deep and extensive knowledge of market trends, changing regulations and enforcement practices in Latin America’s largest economies.

We draw upon key strengths in project financing, mergers and acquisitions, tax and other relevant legal areas to craft effective structures and strategies for the development, financing, construction and operation of high-profile projects.

We have the tools to help you catch up with the latest regulations in Latin America and abroad:

- Latin America Infrastructure Handbook
- Latin America Oil & Gas Handbook
- Latin America Mining Handbook
- Latin America Power Handbook

Benefit from integral advice in your Energy, Mining or Infrastructure Project:
Examples of our Multi-disciplinary Experience in the EMI Industry

<table>
<thead>
<tr>
<th>Companhia Siderúrgica do Pecém</th>
<th>CPFL Energía</th>
<th>Dresser-Rand</th>
<th>Casa dos Ventos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advised Companhia Siderúrgica do Pecém (CSP) on a 12 year long term financing capture process worth US$3.1 billion granted by the Banco Nacional de desenvolvimento Econômico e Social (BNDES) and a consortium of Korean and other national banks. The operation, which is the largest Korean investment in Brazil to date, aims to provide resources for the construction of a plant in São Gonçalo do Amarante.</td>
<td>Assisted a member of a bidding consortium in the public tender for the construction and operation of 2 hydroelectric power plants in the Madeira river valued at US$17.7 billion.*</td>
<td>Advised the oilfield services company on the acquisition of energy engine producer Grupo Guascor S.L. in Mexico and Brazil.*</td>
<td>Advised on the sale of 392 wind farms in Brazil to a private equity group, the largest transaction ever involving wind generation assets in Brazil valued at US$494 million.*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CNOOC</th>
<th>Autostrade per L'Italia S.p.A.:</th>
<th>Global energy company</th>
<th>APM Terminals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advised on the acquisition of shares in Bridas Corporation that owns equity in Pan American Energy LLC which has relevant oil and gas assets in Argentina, Bolivia and Chile.</td>
<td>Advised Atlantia S.p.A. on the US$400 million acquisition of 50 percent of Sociedad Concesionaria Autopista Vespucio Sur SA, 50 percent of Sociedad Concesionaria Litoral Central SA, and 50 percent of Sociedad de Operacion y Logistica Infraestructura SA (Operalia) in Chile.</td>
<td>Represented our client as the EPC contractor and technology provider for four power projects in Argentina with over 685MW combined as well as its financial services subsidiary on a US$115 million credit facility to a Canadian investor also involved in the project. This was Argentina’s first project bond in 25 years.</td>
<td>Advised APM Terminals Dutch terminal operator, on a US$200 million joint venture with Colombian counterpart Compas to upgrade and expand the container terminal in the country’s Caribbean port city of Cartagena.</td>
</tr>
</tbody>
</table>

*Through our cooperation agreement with Trench Rossi Watanabe
Our Attorneys synergize and integrate ahead of time so you don't have to — for a response that is agile, yet holds fast when your business depends on it.

Our lawyers are internationally qualified, but live and do business in the same time zones that you do. Regional teams work seamlessly to integrate knowledge in M&A, tax, compliance, and data privacy, as well as niche areas like employment and property.
### Examples of our Multi-disciplinary Experience with Financial Institutions

<table>
<thead>
<tr>
<th>Financial Institutions</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global banking conglomerate</strong></td>
<td>Advised a leading financial institution as trustee and collateral agent in connection with a US$800 million loan agreement to build the second line of the Peruvian capital's metro.</td>
</tr>
<tr>
<td><strong>Global energy company</strong></td>
<td>Represented our client as the EPC contractor and technology provider for four power projects in Argentina with over 685MW combined as well as its financial services subsidiary on a US$115 million credit facility to a Canadian investor also involved in the project. This was Argentina's first project bond in 25 years.</td>
</tr>
<tr>
<td><strong>Banco Itaú-Unibanco S.A.</strong></td>
<td>Assisted Banco Itaú-Unibanco S.A. in respect to an agreement entered into by one of the bank’s non-bank subsidiary and an IT service provider that filed for Chapter 11 in the US.</td>
</tr>
<tr>
<td><strong>Banco Internacional del Perú (Interbank)</strong></td>
<td>Assisted Interbank in the signing of an IT outsourcing contract with US technology company, IBM for running Interbank's data center.</td>
</tr>
<tr>
<td><strong>British Hedge Fund</strong></td>
<td>Advised British hedge fund sponsor on the US$300 million acquisition of a stake in the Chilean subsidiary of an LSE-listed global mining company.</td>
</tr>
<tr>
<td><strong>Pagos Digitales Peruanos</strong></td>
<td>Assisted to design a regulatory and contractual framework for Pagos Digitales Peruanos to launch a mobile and e-money banking platform nationwide that allows for its use by all major Peruvian financial institutions and telecoms providers.</td>
</tr>
<tr>
<td><strong>State Street Bank</strong></td>
<td>Advised State Street Bank on post-trade services to be provided to Brazilian customers.*</td>
</tr>
</tbody>
</table>

*Through our cooperation agreement with Trench Rossi Watanabe
We have the industry-specific experience and capabilities necessary to execute complex corporate transactions, product registration and licensing agreements. In challenging jurisdictions where counterfeiting is rampant, we protect your investment through proactive detection and prosecution.

Across Latin America and globally, we mobilize the right talent to coordinate patent and trademark protection, transfer pricing and tax planning, employment strategies, and the efficient resolution of disputes involving product liability and unfair competition.

We have the tools to help you catch up with the latest Healthcare regulations in Latin America and abroad:

MapApp
Promoting Medical Products Globally
# Examples of our Multi-disciplinary Experience in the Healthcare Industry

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alliance Boots</strong></td>
<td>Assisted on the worldwide merger with Swiss counterpart Alliance Boots in a deal worth US$15 billion that created the largest pharmaceuticals retailer in Europe and the US and strengthened its presence in Chile and Mexico.</td>
</tr>
<tr>
<td><strong>Valeant Pharmaceuticals International, Inc.</strong></td>
<td>Assisted Valeant Pharmaceuticals International, Inc. with the joinder of its Colombian subsidiary and the security package to secure both a US$15.4 billion senior secured series of credit facilities and a series of indentures issued by the parent company and related companies. The transaction involved affiliates in Canada, Mexico, United States, Switzerland and Luxembourg.</td>
</tr>
<tr>
<td><strong>Bayer CropScience AG</strong></td>
<td>Acted on a successful injunction request against Quimicos OMA for the registration of the product AUGE593 SC, a product that violated the patented combination of Fipronil and Imidacloprid.</td>
</tr>
<tr>
<td><strong>Theorem Clinical Research</strong></td>
<td>Advised in connection with duties and obligations of contract research organizations (CROs) in the conduct of a clinical trial.</td>
</tr>
<tr>
<td><strong>Max International LLC</strong></td>
<td>Advised in connection with the start up in Argentina which included registration of cosmetics and dietary supplements with sanitary authorities.</td>
</tr>
<tr>
<td><strong>Global pharmaceutical company</strong></td>
<td>Assisted our client in the process of transferring the Consumer Unit's employees to a new entity, due to a commercial transaction carried out by the client, that resulted in the spin-off of the Consumer Unit of the company.</td>
</tr>
<tr>
<td><strong>Global pharmaceutical company</strong></td>
<td>Assisted a pharmaceutical company in an internal investigation in Colombia of employees who were allegedly exchanging classified company information with a competitor.</td>
</tr>
<tr>
<td><strong>Asian pharmaceutical company</strong></td>
<td>Assisted on the review of intellectual property assets purchase agreement in order to adapt it to Brazilian legislation which included the registration of said agreement with the trademark and the contracts board of the Brazilian Patent and Trademark Office (PTO).*</td>
</tr>
</tbody>
</table>

*Through our cooperation agreement with Trench Rossi Watanabe*
Partner with a leading transactional and full service legal firm with vast experience on manufacturing and transportation and logistics matters.

Access a team of attorneys that can help you in virtually all aspects of your manufacture and transportation project, including aerospace & defence, automotive, construction, industrial machinery, among others. Our team of attorneys is experienced and position to assist companies engaged in providing industrial and commercial supplies and services, diversified trading, distribution operations and transportation services in their existing and new endeavor in Latin America.
## Examples of our Multi-disciplinary Experience in the IMT Industry

**Industrial, Manufacturing and Transportation**

<table>
<thead>
<tr>
<th>Leading shipping and logistics company</th>
<th>Stryker</th>
<th>Leading shipping and logistics company</th>
<th>Ryder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Represented the client in complex litigation against Mexican employee. Defense involves a strategy that can create and important precedent for the Company regarding the proper structure for cross border employees.</td>
<td>Represented the client on all labor and employment matters related to the acquisition of a manufacturing facility in Tijuana, Mexico that produces disposable products for the medical devices field.</td>
<td>Advised in the acquisition of sole control of a target company. This case showed our ability to handle highly sophisticated and adversarial merger control procedures, working in an integrated fashion with the Baker McKenzie network</td>
<td>Advised in the sale of assets comprising the transportation and logistics business of Ryder Logistica Ltda. in Brazil to Veloce Empreendimentos Logísticos Ltda., funded by the private equity fund Pátria Investimentos.*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>American multinational conglomerate corporation</th>
<th>Plastic Omnium</th>
<th>Korea Development Bank / Kia Motors Mexico</th>
<th>Solar Turbines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advised in an important arbitration procedure filed by Star Mine, a Chilean company, following the alleged breach of a supply contract.</td>
<td>Provided labor and social security planning and advice for the employer's substitution and the transfer of the employees form an individual and collective labor aspects of an internal reorganization.</td>
<td>Advised in connection with a Term Loan Facility Agreement to be granted to Kia Motors Mexico, in the aggregate principal amount of US$183 million for the financing of the construction of manufacturing facilities in Mexico.</td>
<td>Assisted with the review, adaptation and negotiation of the terms and conditions of a construction agreement for the construction of a manufacturing facility in Brazil. This is one of the largest and important manufacturing plants of client in the aviation segment.*</td>
</tr>
</tbody>
</table>

*Through our cooperation agreement with Trench Rossi Watanabe
Our TMT lawyers are used to working cross-border to leverage local market knowledge, delivering real value in the process.

Having counseled market leaders on data protection, privacy and security for many years, we can design and implement sound compliance programs to protect your business interests wherever you operate. We can also represent you in multijurisdictional technology disputes and investigations so you can focus on staying at the cutting edge.

We have the tools to help you catch up with the latest TMT regulations in Latin America and abroad:

- Telecommunications Laws in Latin America
- Data Privacy in Latin America
- Global Privacy Handbook

 Benefit from integral advice in your TMT project:
### Examples of our Multi-disciplinary Experience in the TMT Industry

#### Technology, Media and Telecommunications

<table>
<thead>
<tr>
<th>Company/Platform</th>
<th>Experience and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leading social network platform</strong></td>
<td>Assisted in Latin America and globally, on technology and digital media issues, among them IP licensing, notice and takedown, and defamation notice and takedown issues; complex and technical product counselling advice to innovate its product offering quickly and effectively; and a variety of specialist telecommunications, consumer law, regulatory and data protection advice.</td>
</tr>
<tr>
<td><strong>Leading e-commerce platform</strong></td>
<td>Advised on addressing legal, regulatory and customs matters and help them set their local business models in more than 15 Latin American jurisdictions.</td>
</tr>
<tr>
<td><strong>Virgin Mobile Latin America</strong></td>
<td>Assisted on the creation, implementation and regulatory approvals for Mexico's first and only independent MVNO (mobile virtual network operator).</td>
</tr>
<tr>
<td><strong>Pagos Digitales Peruanos</strong></td>
<td>Assisted to design a regulatory and contractual framework for Pagos Digitales Peruanos' to launch a mobile and e-money banking platform nationwide that allows for its use by all major Peruvian financial institutions and telecoms providers.</td>
</tr>
<tr>
<td><strong>Research in Motion</strong></td>
<td>Represented Research in Motion, a telecommunications company, as counsel regarding regulatory and data protection matters related to the Blackberry devices, including service outages and related liability matters.</td>
</tr>
<tr>
<td><strong>Lear Corporation</strong></td>
<td>Assisted Lear Corporation, one of Mexico's largest employers with the entire privacy and data protection program for their operations in Mexico, including their employees, candidates, customers, suppliers and related third parties.</td>
</tr>
<tr>
<td><strong>US telecoms provider</strong></td>
<td>Assisted in the purchase of Chilean support service company Interexport.</td>
</tr>
<tr>
<td><strong>Groupon</strong></td>
<td>Assisted Groupon on obtaining consent to customize information and deliver newsletters to users following the approval of opt-in and opt-out options.</td>
</tr>
</tbody>
</table>
Antitrust laws are relevant to companies looking to expand, needing to defend themselves against attacks from competitors and antitrust agencies, and wanting to keep their businesses focused on commercial issues rather than on litigation and seemingly endless investigations.

We can help you develop and implement antitrust compliance programs that are tailored to your business taking account of varying rules in the countries where you operate.

"We would highlight the firm's client service and the team's cross-cutting knowledge of competition and intellectual property matters. It's a very capable firm that stands out in the market."

- Client

We can help you with:

- Audits and compliance programs
- Leniency applications
- Cartel investigations and defense
- Dawn raids
- Antitrust litigation
- Merger filings

We have the tools to keep your Antitrust & Competition strategies consistently at their strongest:

- Global Competition Compliance Toolkit
- Global Guide to Competition Compliance
- Latin America Antitrust & Competition Handbook
- Global Merger Analysis Platform (GMAP)
- Global Dawn Raid App
Recent Examples of our Experience

**Antitrust & Competition**

**Global telecommunications company**
Advised in the acquisition of a global leader in media and entertainment with businesses in television networks and film and TV entertainment, including a complex merger control filing in Brazil.*

**American multinational conglomerate corporation**
Advised in the notification of the acquisition of Baker Hughes, which will result, after the global closing, in a USD 32 billion oilfield services company, one of the leaders of the industry.

**Leading shipping and logistics company**
Represented in the acquisition of sole control of TNT Express N.V. The review process was very contentious given that UPS opposed the deal and even appealed against the CADE Superintendent General clearance decision. We defeated the opposition and obtained unrestricted approval at the CADE Tribunal as well.

**Unilever**
Represented and advised Unilever in the divestiture of its soy-based beverage business, including the brand Ades, to Coca Cola Company, regarding the competition/antitrust matters of this high profile Latin America deal, including a complex merger control filing in Brazil.

**Leading global pharmaceutical company**
Represented in the acquisition of Alere Inc., a leading American company active in the in vitro diagnostic sector, including a complex merger control filing in Brazil. *

**SCA**
Advised SCA in a tissue paper cartel case, which is the most relevant case that has been filed before the Chilean Antitrust Court in many years. A claim was filed by the Economic Prosecutor (FNE) against SCA and CMPC for cartel conducts between the years 2001 and 2011, for price fixing and market share allocation.

**International Paper Company**
Advised International Paper Company and Weyerhaeuser Company on the antitrust aspects of the acquisition Weyerhaeuser's fluff pulp business in Colombia.

**Monsanto**
Advised Monsanto company in premerger procedures in Colombia in its USD 62 billion global transaction with Bayer.

*Through our cooperation agreement with Trench Rossi Watanabe
Work with a team that combines extensive deal experience with deep familiarity with the laws, restrictions, operational and cultural nuances of doing business in Latin America to facilitate all aspects of domestic or international financial transactions.

With experience in working with both lenders and borrowers, we can approach each deal from multiple perspectives, helping you optimize value at all deal stages, from origination, negotiation and documentation to closing.

"My experience with the firm is sensational; the lawyers are the best. I know that they are giving me the correct advice. They offer different options and inspire confidence."

- Client

We can help you with:

- Acquisition finance.
- Aircraft and equipment finance
- Project finance.
- Securitization and structured finance
- Capital markets
- Derivatives and financial products
- Financial and regulatory advice
- Financial restructuring and creditors’ rights.
- Financial services and e-finance.
- Loans and credit facilities

We have the tools to help you navigate the changing and complex financial markets in Latin America:

Latin America Acquisition Finance Handbook

Global Financial Services Regulatory App

30 Partners
23 Associates
3 Other Legal Staff
57 Total Banking & Finance Attorneys
### Recent Examples of our Experience

#### Banking & Finance

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valeant Pharmaceuticals International, Inc.</td>
<td>Assisted Valeant Pharmaceuticals International, Inc. with the joinder of its Colombian subsidiary and the security package to secure both a US$15.4 billion senior secured series of credit facilities and a series of indentures issued by the parent company and related companies. The transaction involved affiliates in Canada, Mexico, United States, Switzerland and Luxembourg.</td>
</tr>
<tr>
<td>Colbún and Fénix Power Peru</td>
<td>Advised Colbún and Fénix Power Peru (as borrower) on a US$365.7 million secured loan facility granted by The Bank of Nova Scotia and Sumitomo Mitsui Banking Corporation.</td>
</tr>
<tr>
<td>Betterware de Mexico</td>
<td>Assisted Betterware de Mexico in connection with the refinancing of a USD$600 million loan granted by ACON Mexico DS Intermediate, L.P. The operation involved Credit Suisse as new creditor.</td>
</tr>
<tr>
<td>The Bank of Tokyo-Mitsubishi UFJ, Ltd</td>
<td>Advised The Bank of Tokyo-Mitsubishi UFJ, Ltd., as lender, in a credit facility of up to USD 600 million to SC International Macao Commercial Offshore Ltd. and guaranty provided by Bahia Specialty Cellulose S.A.</td>
</tr>
<tr>
<td>Fibria Overseas Finance LTD</td>
<td>Advised Fibria Overseas Finance LTD and Fibria Celulose S.A. on the issuance and public offering of green bonds, in the amount of US$700 million</td>
</tr>
<tr>
<td>The Korea Development Bank</td>
<td>Assisted The Korea Development Bank in connection with a Term Loan Facility Agreement to be granted to Kia Motors Mexico, S. A. de C.V. in the aggregate principal amount of US$183 million for financing the construction of manufacturing facilities in Mexico.</td>
</tr>
<tr>
<td>American multinational bank</td>
<td>Advised in the renegotiation of an existing loan with an energy company, a major electricity generator in Colombia, and in the structuring and negotiation of the OPIC guarantee that will serve as mirror guarantee with respect to the existing guarantee issued by the Republic of Colombia</td>
</tr>
<tr>
<td>Pagos Digitales Peruanos</td>
<td>Advised a company owned by several financial institutions in Peru in connection with several banking, telecommunication, tax, corporate, regulatory and contractual matters related with the implementation of the interoperability initiative launched by the Peruvian banking association, ASBANC in the implementation of an e-money platform in Peru, which involves using an electronic mobile wallet.</td>
</tr>
</tbody>
</table>
Unprecedented volatility and intense regulatory change since the financial crisis have greatly impacted the capital markets sector. Regulators are demanding greater transparency and high levels of litigation continue. This backdrop makes raising and managing capital while complying with changing legal and listing requirements a major challenge for public and private companies and governments.

We focus on spotting compliance risks in debt, equity and equity-linked issues, and tailor your strategy to meet local requirements.

"The tailor-made service is what distinguishes the firm, as well as its wide technical knowledge and experience."

- Client

We can help you with:

- Deal execution
- Legal and regulatory issues
- Asset sale and purchase
- Capital raising
- Compliance
- Dispute resolution
- Corporate governance

We have the tools to help you fund your transactions seamlessly in Latin America and abroad:

- 2017 Cross Border IPO Index
- 2017 Cross Border Listings Handbook/App
- Troubled Waters: Navigating Risk in Cross-Border Capital raisings
- The Capital Trend Blog
Recent Examples of our Experience

**Capital Markets**

**Cencosud**
Advised on the issuance of an international series bond as part of a dual tranche offering valuing US$ 1 billion.

**Walgreens Boots Alliance Services Limited**
Assisted in a delisting process after two tender offers conducted by Alliance Boots Chile S.A. which allowed the latter control over 99% of FASA shares and we also acted as lead advisors in the merger of FASA into its controller, AB Chile.

**Banco Internacional del Perú S.A.A. - INTERBANK**
Advised in the registration with the Peruvian Capital Markets Superintendence of its Third Subordinated Bonds Program for an amount up to US$300 million, Second Corporate Bonds Program for an amount up to US$300 million, and First Negotiable Certificates of Deposit Program for an amount up to US$ 200 million.

**Credicorp Capital Servicios Financieros and Credicorp Capital Sociedad Agente de Bolsa**
Assisted in the registration with the Peruvian capital markets superintendence of Engie's Third Unsecured Corporate Bonds Program for US$500 million and its first issuance through a public offering under such program for US$76 million.

**Fibria Overseas Finance LTD**
Advised on the issuance and public offering of green bonds, in the amount of US$ 700 million 5.500% Notes due 2027, guaranteed by the Guarantor on a senior unsecured basis.*

**Enerpeixe**
Advised on the issuance of debentures, pursuant to CVM Instruction No. 476/09, in the amount of US$175 million.*

**Fondo MIVIVIENDA**
Advised in the registration with the Superintendencia del Mercado de Valores of its corporate bonds issuance for an amount up to US$ 650 million and the issuance of an aggregate principal amount of US$ 450 million.

**Credit Suisse**
Advised in respect of the debt restructuring of CGG.

*Through our cooperation agreement with Trench Rossi Watanabe
Benefit from a firm that has the scale, depth and capacity to manage complex, multijurisdictional compliance matters confidently and confidentially. Integrated across seven of the region’s biggest economies, we can tailor solutions for proactive compliance with local regulations and respond swiftly in the event of enforcement action.

Many of our lawyers have overseas experience, but all are locally qualified and based in Latin America, sharing cultures, time zones and languages with local business communities.

"Baker McKenzie dominates in FCPA matters, corruption policies and business ethics."

- Client

We can help you with:

- Advice on the full scope of compliance matters
- Consistent compliance with international and local standards.
- Internal audits and investigations.
- Leniency applications and third-party monitoring
- Compliance risk assessments and due diligence
- Internal programs and training
- Compliance with rapidly evolving data privacy laws

We have the tools to help you catch up with the latest Compliance regulations in Latin America and abroad:

- 5 Elements of Corporate Compliance
- Corporate Liability Handbook
- 7 compliance challenges in Latin America
- Global Overview of Anti-bribery Laws

Partners 21
Associates 90
Other Legal Staff 11
Total Compliance Attorneys 122
Recent Examples of our Experience

**Petrobras**
Conducted an independent internal investigation to verify possible irregularities allegedly committed by one of the leading companies in the oil and gas business in Brazil. The scope of work included a detailed review of 10 significant issues that were investigated separately.*

**Leading global technology company**
Assisted in the investigation of potential corruption in government sales in Mexico by a leading global technology company. The investigation covered activities in two countries (on US and local law) in the region and data from over 20 custodians, review of the data collected, and interviews of approximately 12 employees.

**Global pharmaceutical company**
Assisted a pharmaceutical company in an internal investigation in Colombia of employees who were allegedly exchanging classified company information with a competitor.

**Multinational brewing company**
Assisted the client in an internal investigation in Argentina, initiated by an anonymous whistle-blower, regarding improper payments/kickbacks by distributors to a managing officer in the company (employee).

**Asian infrastructure and engineering company**
Internal investigation led by a multi-jurisdictional Baker McKenzie team, with support from numerous third-party vendors, in an anti-bribery corruption investigation for the ASX-200 listed client in respect of its Ecuadorean operations.

**International data base software company**
We were engaged to perform training in Dawn Raids proceedings and protocol in Chile as well as to provide our observation regarding the way to improve the compliance standards to be tailor made and aligned with Chilean local regulations.

**Embraer**
Represented the client in the investigation and negotiations in the payment of multiple million dollar fines to Brazilian and US authorities in relation to allegations of bribing government officials to secure contracts in the Dominican Republic, Saudi Arabia and Mozambique.

*Through our cooperation agreement with Trench Rossi Watanabe*
We have been advising Latin American companies on local and cross-border M&A for more than 60 years.

Our lawyers assist our clients through all stages of a transaction, from preparing the business for sale or performing due diligence, to negotiating the purchase agreement, coordinating the closing across multiple jurisdictions, and integrating the operations of the resulting business. From deal inception to business integration, we help clients bridge the gap between aspiration and achievement.

"The team is fast, responsive and dedicated. The lawyers have the ability to provide legal counsel combined with business intelligence across a number of different countries."

- Client

We can help you with:

- Lead counsel for M&A
- Deal execution
- Tax structuring and corporate finance
- Post-acquisition integration
- Due diligence
- Antitrust clearance
- Debt and equity financing
- Negotiation
- Global implementation

We have the tools to help you execute your M&A transactions seamlessly in Latin America:

- Global Private M&A Handbook/App
- Global Public M&A Handbook
- International Joint Ventures Handbook
- Pre-transaction Restructuring Handbook
- Post-Acquisition Integration Handbook

Partners: 66
Associates: 88
Other Legal Staff: 2
Total Corporate M&A Attorneys: 156
## Recent Examples of our Experience

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
<th>Experience Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vale</td>
<td>Advised in the sale of its US$ 2.5 billion fertilizer business, through the sale of its shares to US phosphates company Mosaic.</td>
<td>Advised in the sale of its US$ 2.5 billion fertilizer business, through the sale of its shares to US phosphates company Mosaic. Also advising the client on the internal restructuring of the business in Mexico.</td>
</tr>
<tr>
<td>ICAP Plc</td>
<td>Advised in the Mexican portion of a transaction with Tullett Prebon Plc, whereby Tullett Prebon Plc acquires ICAP Plc’s voice-broking business to create the world’s biggest broker of trades between banks in a deal worth more than 1 billion pounds. Also advising the client on the internal restructuring of the business in Mexico.</td>
<td>Advised in the Mexican portion of a transaction with Tullett Prebon Plc, whereby Tullett Prebon Plc acquires ICAP Plc’s voice-broking business to create the world’s biggest broker of trades between banks in a deal worth more than 1 billion pounds. Also advising the client on the internal restructuring of the business in Mexico.</td>
</tr>
<tr>
<td>Starwood Hotels &amp; Resorts Worldwide, Inc.</td>
<td>Advised on the Mexican portion of the sale of its US $1 billion in ILG shares and US $123 million in cash sale of Vistana Signature Experiences to Interval Leisure Group, a leading developer, owner, and operator of high-end vacation ownership resorts. Also advised Starwood on rationalization and restructuring for and prior to this acquisition.</td>
<td>Advised on the Mexican portion of the sale of its US $1 billion in ILG shares and US $123 million in cash sale of Vistana Signature Experiences to Interval Leisure Group, a leading developer, owner, and operator of high-end vacation ownership resorts. Also advised Starwood on rationalization and restructuring for and prior to this acquisition.</td>
</tr>
<tr>
<td>GCP Applied Technologies Inc.</td>
<td>Assisted in the US$ 1.5 billion sale of the Darex Packaging Technologies Business from GCP Applied Technologies to Henkel throughout 19 different jurisdictions either as a share deal or an asset deal.</td>
<td>Assisted in the US$ 1.5 billion sale of the Darex Packaging Technologies Business from GCP Applied Technologies to Henkel throughout 19 different jurisdictions either as a share deal or an asset deal.</td>
</tr>
<tr>
<td>Supplier of packaging solutions</td>
<td>Advised through various subsidiaries and subject to the approval of the Mexican Antitrust Agency is acquiring, among other entities, three Mexican subsidiaries engaged in the Home, Health and Beauty segment for an estimated purchase price of US$1 billion across 12 jurisdictions.</td>
<td>Advised through various subsidiaries and subject to the approval of the Mexican Antitrust Agency is acquiring, among other entities, three Mexican subsidiaries engaged in the Home, Health and Beauty segment for an estimated purchase price of US$1 billion across 12 jurisdictions.</td>
</tr>
<tr>
<td>Leading provider of tools</td>
<td>Assisted in acquiring stocks and assets valued in US$2 billion.</td>
<td>Assisted in acquiring stocks and assets valued in US$2 billion.</td>
</tr>
<tr>
<td>Unilever NV</td>
<td>Advised Unilever NV on the sale of Unilever’s Ades-branded beverage business in Latin America. Although this deal is part of a larger deal, most of the acquisition made in this jurisdiction was tailored by the Mexican offices due the particularities of the current UL operational situation.</td>
<td>Advised Unilever NV on the sale of Unilever’s Ades-branded beverage business in Latin America. Although this deal is part of a larger deal, most of the acquisition made in this jurisdiction was tailored by the Mexican offices due the particularities of the current UL operational situation.</td>
</tr>
</tbody>
</table>
We help clients through the lifecycle of transactions and product development to minimize exposure to risk and avoid disputes. When disputes arise, we guide clients through pre-contentious negotiations and help them choose the best dispute resolution option by providing expert advice at every step of the process, including litigation, international arbitration, and alternative dispute resolution.

We have a strong track record in resolving civil, commercial and criminal cases with amounts in dispute totalling millions of dollars.

“We have an excellent opinion of Baker McKenzie: the service its lawyers provide is very good, and they are professional, organised and efficient.”

- Client

We can help you with:

- International and local arbitration
- Alternative dispute resolution and preventive litigation.
- Anti-corruption.
- Restructuring and insolvency
- Commercial and corporate litigation
- Investigations and white collar crime
- Environmental litigation.
- Insurance litigation
- Intellectual property and information technology litigation
- Administrative and public law

We have the tools to help you prevent and solve your legal disputes in Latin America and abroad:
### Recent Examples of our Experience

#### Dispute Resolution

<table>
<thead>
<tr>
<th>Entity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procter &amp; Gamble</strong></td>
<td>Represented the client on the Lawsuit filed by &quot;Confederação Brasileira de Futebol&quot; (CBF), the &quot;Brazilian Football Confederation&quot; in which plaintiff requests compensation for actual and moral damages due to the termination of the sponsor contract reached between parties.*</td>
</tr>
<tr>
<td><strong>Petrobras, BP and Petrogal</strong></td>
<td>Advised in one of the most important arbitrations in Brazilian history against ANP (Brazilian Oil Agency) regarding whether the oil reservoirs of Lula (the largest oil field of the pre-salt oil area) should be considered one or several fields for purposes of calculating the royalties.*</td>
</tr>
<tr>
<td><strong>Leading tobacco company</strong></td>
<td>Assisted in a lawsuit where plaintiff claims damages for using an image of his deceased parent, as commercial preventing campaign in the packages of different trades of cigarettes that are distributed and sold in Mexico.</td>
</tr>
<tr>
<td><strong>Embraer</strong></td>
<td>Assisted in the US$ 1.5 billion sale of the Darex Packaging Technologies Business from GCP Applied Technologies to Henkel throughout 19 different jurisdictions either as a share deal or an asset deal.</td>
</tr>
<tr>
<td><strong>American multinational conglomerate corporation</strong></td>
<td>Represented the client in a multi-million arbitration procedure filed by Star Mine, a Chilean company, following the alleged breach of a supply contract between them.</td>
</tr>
<tr>
<td><strong>Peru LNG S.R.L.</strong></td>
<td>Represented the client on a Judicial process to override and administrative fine for non-compliance with the Plan of Abandonment of a project of exportation of LNG.</td>
</tr>
<tr>
<td><strong>Ferring</strong></td>
<td>Represented the client in a commercial agency claim raised by Biotefar, a company of the Solmedical Holding Group, requesting the payment of USD$50 million for commercial severance pay and equitable indemnity.</td>
</tr>
<tr>
<td><strong>Farmacias Benavides SAB de CV and Alliance Boots Limited</strong></td>
<td>Assisted the client on a constitutional dispute to suspend and hinder a public tender offer for USD 17 million in Mexico City, before Mexican Courts.</td>
</tr>
</tbody>
</table>

*Through our cooperation agreement with Trench Rossi Watanabe*
Managing a regional workforce requires complying with local labor and employment laws in multiple jurisdictions, staying abreast of rapidly changing regulations, handling the growing demands of labor unions and works councils, and moving talent quickly across borders.

With a deep expertise across seven of Latin America’s largest economies, we spot red flags in your employment practices and help tailor global best practices to local rules. If disputes arise, we help you pursue the right solutions to avoid costly and damaging litigation, or skillfully defend you before administrative and judicial bodies.

"The firm has a capable team and has generated a great pool of talent, with lawyers who are adaptable and responsive to our needs. It is a firm in constant innovation."

- Client

We can help you with:

- Workplace issues and policies
- Labor relations and trade unions
- Global migration
- International executive mobility
- Terminations and layoffs
- Investigations and white collar crime
- Litigation
- Employee benefits and compensation
- Pensions
- Global equity services
- Occupational health and safety
- Restrictive covenants and trade secrets

We have the tools to help you prevent and solve your labor & employment challenges in Latin America and abroad:

- Termination Handbook Latin America
- Global Privacy Handbook
- Post Acquisition Integration Handbook
- Global Outsourcing Employment Handbook
Recent Examples of our Experience

**Employment and Compensation**

### Constellation Brands, Inc
Advised the client in the labor and social security due diligence and post-diligence matters involved for the US$ 600 million acquisition of AB InBev's subsidiary in north-western Mexico.

### FEMSA
Advised FEMSA regarding a Due Diligence Step list that includes the information required for acquisition of companies in Argentina, Brazil, Chile, Colombia, Ecuador, Mexico and Peru.

### Michelin
We participated with Michelin Mexico in the entire labour structure for its new project consisting in the construction of a new tire manufacturing plant near by the City of Leon, State of Guanajuato Mexico..

### Maritime Entity
Advised on assessing application of Colombian labor laws to crew members and ensuring compliance of employment labor regulations.

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### Global leading provider in e-commerce
Represented one of the global lead providers in online commerce, offeror of online marketplace, with respect to the restructuring process of the Latin America local operations. We provided support on designing the termination packages, communication strategy and on-ground support to achieve mutual consent termination of around 20 executive employees.

### Trane de Chile S.A.
Advised client in its latest collective bargaining process. With our assistance, the collective bargaining process was able to conclude in a reasonable collective bargaining contract and most importantly, without a strike.

### Techint
Advised and assisted the client on a judicial procedure initiated by a former union leader against our client, claiming an unlawful dismissals.

### Global pharmaceutical company
Assisted our client in the process of transferring the Consumer Unit's employees to a new entity, due to a commercial transaction carried out by the client, that resulted in the spin-off of the Consumer Unit of the company.
Managing and protecting intellectual property has become increasingly complex for multinational companies, which often have huge IP portfolios and operations in various jurisdictions with varied IP laws and levels of enforcement. Rapid technological advancements have enabled infringers to become more sophisticated, and the rise of intellectual property as a main driver of mergers and acquisitions has made developing strategies to protect these assets even more important.

We are prepared to navigate risk and opportunity, local trademarks and patent registration regimes and enforcement with greater ease than others, and deliver practical advice that’s tailored to your business.

"The firm is global, efficient and provides an outstanding service."
- Client

We can help you with:

- Brand management
- Brand enforcement
- IP transactions
- IP disputes
- Patent prosecution
- Patent litigation
- Trade secrets.
- Copyright and digital media

We have the tools to help you protect your IP assets and manage your trademark portfolio in Latin America:

18 Partners
60 Associates
40 Other Legal Staff
118 Total Intellectual Property Attorneys
**Recent Examples of our Experience**

<table>
<thead>
<tr>
<th><strong>Intellectual Property</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hasbro</strong></td>
</tr>
<tr>
<td>Assisted Hasbro, a multinational recreational goods manufacturer, as their sole advisors on licensing, trademark and anti-counterfeiting matters. Substantially helped the client on improving its anti-counterfeiting program by seizing a record amount of illegal toys.</td>
</tr>
<tr>
<td><strong>JGB S.A.</strong></td>
</tr>
<tr>
<td>Successfully represented a company in the pharma and healthcare industry, in an opposition against the trademark application for Kola Roja &amp; Design in class 5 in the name of Knoll Ltda. based on the notorious character of its trademarks Kola Granulada Tarrito Rojo.</td>
</tr>
<tr>
<td><strong>Industrial automation system company</strong></td>
</tr>
<tr>
<td>Advised on due diligence of target company's intellectual property and information technology rights.</td>
</tr>
<tr>
<td><strong>Semiconductor manufacturer</strong></td>
</tr>
<tr>
<td>Advised client on the review of global draft for confidentiality and inventions assignment agreement for purposes of enforceability under Brazilian laws and to ensure the client’s ownership over intellectual property rights developed by the client’s employees.*</td>
</tr>
<tr>
<td><strong>Leading pharmaceutical company</strong></td>
</tr>
<tr>
<td>Obtained a landmark decision rendered by the State Court of Appeals of São Paulo, which affirmed a preliminary injunction granted on behalf of a pharmaceutical company to prevent the launch of generic and similar products until the Brazilian Patent and Trademark Office (“INPI”) concludes the examination of the corresponding patent applications.</td>
</tr>
<tr>
<td><strong>Consultant services company</strong></td>
</tr>
<tr>
<td>Advised client on review and adjustment of template for consultancy services agreement to be used in other Latin America countries, in order to better protect client’s interests and use of client’s trademarks whenever used by a consultant.</td>
</tr>
<tr>
<td><strong>Pharmaceutical company</strong></td>
</tr>
<tr>
<td>Advised in the review of a draft for employee confidentiality and assignment agreement to ensure enforceability according to Brazilian laws and ensure client’s ownership over intellectual property rights developed by its employees.*</td>
</tr>
<tr>
<td><strong>Major motion picture company</strong></td>
</tr>
<tr>
<td>Assisted with the review and registration of a trademark license agreement with a Brazilian subsidiary to authorize royalty payments for wage of trademarks in Brazil.*</td>
</tr>
</tbody>
</table>
Public Law

We act for commercial clients in a wide range of industry sectors who interact with public bodies, and for public bodies themselves. The key differentiator of our group is our breadth of knowledge and experience in the industry and public sectors in which our clients operate.

Our substantial knowledge of the context in which advice is required allows us to work proactively and sensitively to solve the particular problems our clients encounter and we are recognised for the practical results we achieve.

"The firm is global, efficient and provides an outstanding service."

- Client

We can help you with:

- Administrative proceedings
- Administrative contracts
- City landscaping
- Environmental Law
- Public domain, infrastructure and concessions (mines, water, protected zones, coasts, highways, toll roads)
- Regulated sectors (energy, telecommunications and capital markets)

We have the tools to help you in your projects and negotiations with public institutions in Latin America:

- Latin America Public Law Litigation Guide
- Latin America Public Procurement Guide

13 Partners
42 Associates
2 Other Legal Staff
57 Total Public Law Attorneys
Recent Examples of our Experience

<table>
<thead>
<tr>
<th>Company / Organization</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walmart</td>
<td>We provide day-to-day legal advise to Wal-Mart in all kind of legal issues regarding administrative and public law, specially for complying with, and mitigating risks arising out of, the several National Secretary of Commerce’s regulations on trade and commerce.</td>
</tr>
<tr>
<td>Boston Scientific</td>
<td>Assisted in several public bid procedures with the National Institute of Social Services for Retirees and Pensioners’, particularly in a claim against such governmental agency for the failure to pay several bills under contracts entered into for the provision of medical devices.</td>
</tr>
<tr>
<td>Oracle</td>
<td>We filed a challenge before the Constitutional Court, requesting it to declare the inapplicability due to unconstitutionality of certain provisions of Chilean Public Procurement Law, which establish as sanction for constitutional rights infringements against employees, a 2 years ban for executing public procurement contracts with the Chilean State, against the convicted companies.</td>
</tr>
<tr>
<td>Takeda Pharma</td>
<td>Assisted in connection with the Congressional Investigation Committee (“CPI”) related to the use of funds destined to cultural activities via Rouanet Law. Takeda Pharma is being investigated by the CPI and, therefore, the matter is of high significance for the client.</td>
</tr>
<tr>
<td>Azteca Comunicaciones</td>
<td>Assisted on regulatory matters during the execution of the Concession Agreement granted by Peru’s Infrastructure and Communication Ministry to design, construct and operate the first fiber optic network in Peru covering the entire territory.</td>
</tr>
<tr>
<td>Biogen Idec Brasil Produtos Farmacêuticos</td>
<td>Assisted in relation to discussions before the Brazilian Ministry of Health and CONITEC in order to avoid the client’s drug exclusion of the National Public Health Service (“SUS”) protocol.</td>
</tr>
<tr>
<td>SCA Chile</td>
<td>Represented in a conflict of jurisdiction case between the Antitrust Court and the Criminal Prosecutor, before the Constitutional Court. The Antitrust Court requested the Constitutional Court to determine which public organ had jurisdiction regarding the delivery and confidentiality of documents obtained from SCA Chile within different proceedings.</td>
</tr>
<tr>
<td>Metro de Lima Linea 2</td>
<td>Assisted on regulatory matters during the execution of the Concession Agreement granted by Peru’s Infrastructure and Communications Ministry to develop Lima’s new metro line. This USD 5.3 billion mega project will involve the construction dozen of subway stations and lines and it will generate and estimated 11,000 jobs and will benefit approximately 65,000 passengers daily.</td>
</tr>
</tbody>
</table>
With extensive experience in industrial, residential and commercial real estate, we apply legal and industry best practices to satisfy local requirements and mitigate risk in all investment phases, from due diligence, lease and acquisition to construction and operation.

Benefit from practical strategies for structuring financing for real estate investment trusts (REITs), funds and other investment vehicles throughout the region, and efficiently resolving real property-related disputes.

“The firm has always demonstrated professionalism, high-quality legal services, dedication to the client, and specific and relevant knowledge for obtaining the results that we expect. The team is consistent, with high levels of excellence in its professional practice and useful knowledge which adds value to our work.”

- Client

**We can help you with:**

- Acquisitions, dispositions and exchanges.
- Property management and leasing agreements.
- Development, planning and land use.
- Real estate tax.
- Real estate finance.
- REITs and funds.
- Hotels, resorts and tourism.
- Real estate infrastructure.
- Real estate workouts, restructuring and distressed assets.

**We have the tools to help you manage your real estate investments in Latin America and abroad:**

- [Global Corporate Real Estate Guide](#)
- [Global Sustainable buildings index](#)
- [Global Real Estate Taxation Guide](#)
- [Global Legal Guide for Luxury and Fashion](#)
- [Leverton Real Estate Management Software](#)
# Recent Examples of our Experience

<table>
<thead>
<tr>
<th>Real Estate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Starwood Hotels &amp; Resorts Worldwide Inc</strong></td>
</tr>
<tr>
<td>Advised on the Mexican portion of the global USD1 billion sale of its global Signature Experiences to Interval Leisure Group, a leading developer, owner, and operator of high-end vacation ownership resorts. We also advised Starwood on rationalization and restructuring for and prior to this acquisition.</td>
</tr>
</tbody>
</table>

| **Constellation Brands, Inc** |
| Advised on the Mexican real estate related legal issues (due diligence, infrastructure, environmental, title acquisition, etc.) in connection with its acquisition of Grupo Modelo’s U.S. US$2.9 billion beer business from Anheuser-Busch InBev. |

| **Inmobiliaria Villa 21** |
| Advised in the development of an industrial park built for suppliers of KIA Motors in Monterrey Mexico, where highway, water, power, gas, railroad and other required infrastructure was developed jointly with the Government and adjacent land owners, through a Public Private Partnership (PPP) structure. |

| **Servicios Interpuerto** |
| Advised in connection with the development and sale structuring of a 1,254 hectare multimodal industrial, commercial and services port, with a “Free Trade Zone”, which will be the largest logistics platform in Mexico. The development of this project is included in the National Infrastructure Plan of the Federal Mexican Government. |

| **Hugo Boss** |
| Assisted in preparing and negotiating lease agreement in shopping malls; reviewing and negotiating specific shopping mall’s rules for opening retail off price store; review and negotiation of specific and complex terms, arrangements and advice on legal and market aspects for the lease of space where Hugo Boss intends to open a store at the first luxury off price complex of Brazil. |

| **Public Sector Pension Investment Board** |
| Assisted in all the matters related to its joint venture with Amarillo, a known Colombian real estate developer, focused on housing and retail projects. |

| **GE Real Estate Mexico** |
| Represented in the due diligence, negotiation and closing of a syndicated US$300 million loan facility granted to Fibra Terrafina (Mexican REIT established by Prudential Real Estate Investors). |

| **OHL Industrial S.I** |
| Advised in the negotiation of the EPC contract for the construction of a cement plant in the Municipality of Sonson, Antioquia. This included the infrastructure, contract and tax-related matters of the EPC contract. |
Combine tax, legal, and corporate strategies to gain efficiencies in all three while engaging with only one firm. Our advice is pragmatic and actionable and our tax litigators can represent clients in all phases of tax disputes.

We have an established transfer pricing practice, with dedicated litigators, economists and financial analysts who develop sound documentation and raise effective defenses at all stages.

"The team provides an excellent service, in terms of the lawyers' knowledge, their timely and prompt responses and their reputation for excellence."

- Client

We can help you with:

- Structuring of reorganizations, M&A, new businesses and joint ventures.
- Advising on tax-efficient financing structures and project finance.
- Tax dispute resolution and litigation.
- Counseling on BEPS and country-by-country reporting.
- Transfer pricing planning and defense
- Tax policy: help you anticipate and adapt to changes wherever you operate.
- VAT/GST/consumption/sales tax
- Tax compliance programs and training
- Advice on personal tax, trust and estate planning

We have the tools to help you plan and execute your fiscal strategies in Latin America and abroad:
# Recent Examples of our Experience

<table>
<thead>
<tr>
<th>Steel industry client</th>
<th>Gas industry client</th>
<th>Invpar</th>
<th>Milpo S.A.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advised one of the largest steel product manufacturers in Mexico on a transfer pricing audit initiated by the U.S. Internal Revenue Service in connection with its US distribution activities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advised in a large tax audit pertaining the profit margin that is being determined by the company upon the distribution of natural gas into Mexico to Federal Electricity Commission. The transfer pricing audit is related to the distribution activities of the company.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assisted the company with the tax planning for the sale of its Peruvian subsidiary Línea Amarilla S.A.C. (a toll road company) to optimize the shareholder’s benefit. This project involved the analysis of different option to sale the subsidiary.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assisted in the advisory of the Peruvian legal and tax implications, and the UK tax considerations, associated with the implementation of a certain silver streaming financing structure, pursuant to which Milpo Peru would incorporate a subsidiary in the United Kingdom (“Milpo UK”) and the last one would enter into a silver streaming agreement to fund a loan to Milpo Peru.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Sector Pension Found</th>
<th>KBR, Inc</th>
<th>WestRock Company</th>
<th>Oil &amp; Gas industry client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax due diligence to acquire one of the most important real estate companies in Colombia.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional advice concerning large and complex tax inspections, designing and implementing the legal strategy to reach an out of Court settlement for all the years opened and also for those that are available to be reviewed by the tax authorities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax analysis and advice for the design and implementation by Client of pre-Project Eagle Restructuring. Legal and tax assistance in due diligence process, preparation of tax schedules, drafting of contractual terms until Closing of Project Eagle.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provided accounting and tax analysis of the commutation of the Company's pension liabilities to a Fiduciary. These issues are relevant because it's a new and complex case for local tax laws, involves a local trust, and the transaction represents a considerable value.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Although the global market has become increasingly open to trade, disparate local laws and varied business and cultural practices can make creating, distributing and selling goods and services in certain markets a major challenge. International trade sanctions limit how companies can do business, as well as customs laws, exchange controls and foreign investment requirements.

Several of our key partners have extensive experience in government and regulatory agencies, allowing them to navigate bureaucracy with ease and speed.

"I have an excellent opinion of the firm. The lawyers have been outstanding in communication, representation and advice. I would assess their performance as being top-tier, without a doubt."

- Client

We can help you with:

- WTO, tariffs and rules of origin
- Customs valuation, import duty and related disputes
- Trade compliance and export controls
- Tax and transfer pricing
- Private sector transaction documentation
- Supply chain management, risk evaluation
- Manufacturing.
- Requirements for distribution/sale
- Due diligence or reverse due diligence

We have the tools to help you navigate changing tax and customs regulations in Latin America:

- International Agency and Distribution Handbook
- The Pacific Alliance Handbook
Recent Examples of our Experience

**Trade & Commerce**

### Global Pharmaceutical company
Advised the client in a customs valuation claim for alleged under valuation of exports. This claim covers exports that took place during the years 2011 through 2015 and the potential total exposure, including fines, is above US$18 million.

### Network computing infrastructure solutions provider
Advised an American multinational computer technology corporation during a Customs audit initiated to its Mexican affiliate, mainly focused on the inclusion of royalties paid for the use of trademarks and software license in the customs value of the physical goods imported into Mexico.

### Oil & Gas surface production equipment manufacturer
Advised a client from the that supports the energy industry in a customs audit by the Mexican Tax Administration Service ("SAT") whereby the SAT requested the company to demonstrate that it had legally returned abroad vessels and other pieces of equipment that were temporarily imported more than ten years ago.

### Electrical products manufacturer
Provided assistance in coordinating the intern due diligence of certain corporate and trade compliance obligations of the target companies in Mexico that were part of a major global divestiture.

### Automotive tech solutions company
Assisted with the trade and customs aspects in Mexico of the acquisition of the thermal division of one of the largest maquiladoras in Mexico.

### Manufacturer of photovoltaic modules
Acted on behalf of one of the most important manufacturers of solar panels and modules worldwide to secure a ruling from Mexican Customs on the tariff classification of a very unique type of solar panels.

### FIMA Group
Representation and elaboration of customs claim before the customs authority regarding drawback under andean community rules and peruvian customs laws.

### Phillip Morris International
Provided legal representation before the customs authority related with a customs seizure of cigarettes.
Market Recognition of our Local Practices and Industry Groups

Rankings according to Chambers & Partners Latin America 2017

1. **Banking & Finance** (PER, VEN), **Compliance** (BRA), **Corporate Crime** (LATAM), **Dispute Resolution** (VEN, PER), **Mining** (CHI), **Environment** (MEX), **IP** (COL, MEX), **International Trade** (MEX, PER), **Labor & Employment** (ARG, VEN), **Life Sciences** (MEX), **Projects** (PER), **Public Law** (PER), **Tax** (VEN), **TMT** (MEX)

2. **Capital Markets** (PER), **Competition/Antitrust** (COL, PER), **Corporate M&A** (BRA, CHI, COL, MEX, PER, VEN), **Energy & Natural Resources** (COL, MEX), **Mining** (PER), **Oil & Gas** (BRA), **Power** (PER), **Environment** (VEN), **IP** (VEN), **International Trade** (ARG), **Labor & Employment** (COL, MEX, PER), **Life Sciences** (COL, PER), **Product Liability** (BRA), **Public Law** (VEN), **Real Estate** (ARG, CHI, MEX, PER, VEN), **Tax** (BRA), **TMT** (ARG, COL)

3. **Banking & Finance** (CHI), **Competition/Antitrust** (ARG, VEN), **Corporate M&A** (ARG), **Dispute Resolution** (ARG, BRA, CHI, COL), **Arbitration** (MEX), **Mining** (ARG), **Oil & Gas** (PER), **Environment** (BRA), **Insurance** (PER), **IP** (BRA), **Labor & Employment** (BRA, CHI), **Life Sciences** (CHI, VEN), **Product Liability** (ARG), **Public Law** (ARG), **Real Estate** (COL), **Tax** (ARG, CHI, COL, MEX, PER), **TMT** (BRA, CHI, PER)
Our Argentinian practices received recommendations in 14 areas of practice in Chambers Latin America 2017

With more than 35 years of experience in Argentina, we are market leaders in Energy, Mining & Infrastructure, Mergers & Acquisitions and Labor & Employment matters. The quality of our work is reflected in the recognition we receive within the legal community, with 18 of our attorneys being named among the best lawyers in Argentina by Chambers Latin America 2016.

Offices in Argentina:
1. Buenos Aires

Local practices and industry groups:
- Administrative & Public Law
- Antitrust & Competition
- Banking, Finance & Securities
- Compliance
- Dispute Resolution
- Employment & Compensation
- Environmental & Climate Change
- Energy, Mining & Infrastructure
- Intellectual Property
- Mergers & Acquisitions
- Pharmaceuticals & Healthcare
- Real Estate
- Tax
- Telecommunications, Media & Technology
- Trade & Commerce
- White Collar Crime

<table>
<thead>
<tr>
<th>Offices</th>
<th>Partners</th>
<th>Associates</th>
<th>Total Attorneys in Argentina</th>
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Argentina
Brazil - Trench, Rossi Watanabe Advogados

in cooperation with Baker McKenzie in Brazil

Recommendations in 24 areas of practice, Chambers Latin America 2017

One of the largest law firms in Brazil and placed among the top-ranking in nearly all areas of practice. Due to our cooperation with Baker McKenzie we can provide a unique cross-border support and half a century of experience advising on all aspects of complex, pioneering deals.

Local practices and industry groups:

- Administrative Law
- Antitrust
- Banking & Finance and Project Finance
- Compliance
- Corporate & Securities
- Corporate
- Criminal Law
- Insurance & Reinsurance
- International Contracts
- Information Technology & Communications
- International Trade
- Labor & Employment
- Climate Change
- Intellectual Property
- Private Equity
- Real Estate
- Agribusiness
- Automotive
- Energy, Mining & Infrastructure
- Social Responsibility
- Pharmaceuticals & Healthcare
- Sporting Events
- Tax Planning & Tax Controversies
- Mergers & Acquisitions
- Dispute Resolution & Arbitration
- Tax Planning & Tax Controversies
- Corporate
- Criminal Law
- Private Equity
- International Contracts
- Compliance
- Corporate & Securities
- Intellectual Property
- International Trade
- Labor & Employment
- Climate Change
- Antitrust
- Banking & Finance and Project Finance
- Administrative Law

Office in Brazil:
1. Brasilia
2. Porto Alegre
3. Rio de Janeiro
4. Sao Paulo
With more than 60 years of experience in the local market, we are the go-to firm for Chilean companies, leading multinationals and financial institutions seeking advice on complex regulatory and high-profile transactions. We are among the leading firms for the Mining and Real Estate industries and are highly recognized in regulatory practices. We work closely with our colleagues around the world to help clients achieve their local and international business objectives.

Offices in Chile:
1. Santiago

Latin America Law Firm of the Year, Chambers & Partners 2016
Colombia


With more than 80 years of experience in the local market, we are the go-to firm for Colombian companies, multinationals and financial institutions looking for first-class domestic and cross-border advice in Latin America's third-largest economy. The quality of our work is reflected in the recognition we receive from leading legal directories.

Local practices and industry groups:

- Administrative & Public Law
- Antitrust & Competition
- Banking & Finance
- Compliance
- Dispute Resolution
- Employment & Compensation
- Environmental
- Energy, Mining & Infrastructure
- Intellectual Property
- Mergers & Acquisitions
- Pharmaceuticals & Healthcare
- Real Estate
- Tax
- Information Technology
- Trade & Commerce
- White Collar Crime
- Project Finance
- Power Generation & Transmission
- Contracts
- Information Technology
- Power Generation & Transmission
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Offices in Colombia:

1. Bogota
The Mexican practices received recommendations in 16 areas of practice in Chambers & Partners Latin America 2017.

With more than 520 people across our five offices and being the largest law firm in Mexico, the quality of our work is reflected in the number of leading Mexican businesses, multinational companies and financial institutions that seek our advice on major projects.

Local practices and industry groups:

- Tourism & Entertainment
- Antitrust & Competition
- Banking & Finance
- Compliance
- Dispute Resolution
- Labor & Employment
- Environmental & Climate Change
- Corporate M&A
- Energy, Mining & Infrastructure
- Intellectual Property
- International Trade
- Tax
- Maquiladora
- Automotive
- Pharmaceuticals & Life Sciences
- Real Estate & Infrastructure
- Technology, Media & Telecommunications
- M&A
- Automotive
- Maquiladora
- Pharmaceutical & Life Sciences
- Real Estate & Infrastructure
- Technology, Media & Telecommunications
- M&A

Offices in Mexico:

1. Guadalajara
2. Juarez
3. Mexico City
4. Monterrey
5. Tijuana
Our Lima office is considered the leading Firm in 6 different practices and is also recognized among the leading Firms in 12 other areas by Chambers & Partners 2017.

With more than 100 lawyers, we are the go-to firm for Peruvian companies, multinationals and financial institutions seeking domestic and cross-border advice on transactions and other commercial matters in key sectors including mining, oil and gas, and financial services.

Offices in Peru:

1. Lima
The Venezuela office earned Law Firm of the Year for Client Services in 2017.

Our Venezuela lawyers advise clients on some of the most complex and significant matters in the country. With more than 60 years of experience in the local market, we are the go-to firm for Venezuelan businesses, leading multinationals and financial institutions seeking domestic and cross-border advice.

**Offices in Venezuela:**
1. Caracas
2. Valencia

### Local practices and industry groups:

- Administrative & Public Law
- Antitrust & Competition
- Banking & Finance
- Corporate Compliance
- Dispute Resolution
- Labor & Employment
- Environmental
- Energy & Natural Resources
- Intellectual Property
- Corporate M&A
- Pharmaceuticals & Healthcare
- Real Estate
- Tax
- Information Technology & Comms
- Trade & Commerce
- Corporate Criminal

**Offices**

2

**Partners**

12

**Associates**

16

**Total Attorneys in Venezuela**

28
Latin America
Regional Council

Industry and Practice Groups | Leaders

For more information

Industry Groups

Practice Groups

Our Offices

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We solve complex legal problems across borders and practice areas. Our unique culture, developed over 65 years, enables our 13,000 people to understand local markets and navigate multiple jurisdictions, working together as trusted colleagues and friends to instill confidence in our clients.

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