

Chambers

Latin America —

2021

The leading lawyers and law firms
across Latin America

Latin America-wide



How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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Banking & Finance

Banking & Finance
Leading Firms
Band 1
Cleary Gottlieb Steen & Hamilton LLP*
Milbank LLP*
Shearman & Sterling LLP*
Skadden, Arps, Slate, Meagher & Flom LLP*
White & Case LLP*
Band 2
Davis Polk & Wardwell LLP*
Mayer Brown LLP*
Paul Hastings LLP
Band 3
Clifford Chance LLP*
Norton Rose Fulbright*
Simpson Thacher & Bartlett LLP*
Band 4
Allen & Overy LLP
Arnold & Porter*
Holland & Knight LLP*
Hughes Hubbard & Reed LLP
Hunton Andrews Kurth LLP
Jones Day*
Latham & Watkins LLP
Linklaters
Morgan, Lewis & Bockius LLP*
Proskauer Rose LLP
Sullivan & Cromwell LLP
* Indicates firm / individual with profile.
◊ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Cleary Gottlieb Steen & Hamilton LLP

See profile on p.44

What the team is known for Stellar finance department held in high esteem for its ability to handle sophisticated transactions in Latin America, with noted activity in Argentina, Brazil and Mexico. In high demand among blue-chip corporate borrowers and institutional investors engaging in high-level, cross-border financing matters. At the forefront of the market for complex restructuring mandates, in addition to offering top-tier advice on acquisition finance and a range of corporate finance issues.

Strengths Speaking highly of the firm, one observer notes: "They have a great team full of intelligent, easy-going people. One of the big differences about them is that they have people who can speak Portuguese and carry a deal in Brazil, which really simplifies matters." Another commentator notes: "They have a very Latin America-oriented team that understands how clients work and really connect with them."

Work highlights Advised Petróleos Mexicanos on securing a USD5.5 billion revolving credit facility and

Banking & Finance
Leading Individuals
Band 1
Cooper Richard J Cleary Gottlieb Steen & Hamilton LLP
Dulin Amy G Hughes Hubbard & Reed LLP
Fitzgerald Michael L Paul Hastings LLP
Florack James A Davis Polk & Wardwell LLP*
González Lazzeri Alejandro Skadden, Arps, Slate & Grant Denise M. Shearman & Sterling LLP
Band 2
Albarracín Carlos Milbank LLP
Duffee David K Mayer Brown LLP
Mellor Thomas C Morgan, Lewis & Bockius LLP
Viana Carlos White & Case LLP
Band 3
Anderson John White & Case LLP
Baker Donald White & Case LLP
Doetsch Douglas A Mayer Brown LLP
Galvis Sergio J Sullivan & Cromwell LLP
Johnson Charles Norton Rose Fulbright*
Markus Taisa White & Case LLP
Silver Sabrena White & Case LLP
Williams David L Simpson Thacher & Bartlett LLP*
Band 4
Double Stephen Holland & Knight LLP*
Harrington Gregory Arnold & Porter*
Mercado Jaime Simpson Thacher & Bartlett LLP*
Piccirillo Antonio Proskauer Rose
Quintana Norberto E Holland & Knight LLP*
Soares Bruno Allen & Overy
Tenaglia Conrado Linklaters
Band 5
Bayrock David Curtis, Mallet-Prevost, Colt & Mosle (ORL) ◊
Bullard Randy A Morrison & Foerster LLP (ORL) ◊
Cestero Francisco L Cleary Gottlieb Steen & Hamilton LLP
de la Cruz Andrés Cleary Gottlieb Steen & Hamilton LLP
Del Pino Antonio Latham & Watkins LLP
Fenwick David Proskauer Rose
Gallup Joy K Paul Hastings LLP
Garciadiaz Manuel Davis Polk & Wardwell LLP*
Gavigan Jay Morrison & Foerster LLP (ORL) ◊
Juantorena Jorge U Cleary Gottlieb Steen & Hamilton LLP
Murphy John Baker McKenzie (ORL) ◊*
Rechsteiner Vera A Hunton Andrews Kurth LLP
Stern Susanna Landay Leblang Stern (ORL) ◊
Willott Christopher Clifford Chance
Up-and-coming individuals
McCourt Michael Norton Rose Fulbright*

a USD2.5 billion term loan facility.

Notable practitioners

Esteemed practitioner **Richard Cooper** has an excellent reputation for his work on innovative banking and finance matters. He has built a top-tier practice advising on complex debt reorganisation processes, earning plaudits from interviewees as "a leading

restructuring lawyer with a lot of experience." His remarkable track record acting on Latin American finance transactions, most notably those involving the Brazilian and Mexican markets, makes him an obvious choice for major creditors investing in the region. **Francisco Cestero** is recognised for his experience in the Brazilian market, advising borrowers and lenders on a range of financing transactions. One source reports: "He is a versatile lawyer with a breadth of experience and who really knows the local scene." **Andrés de la Cruz** has notable experience advising on Latin American finance matters, especially those concerning Argentina. He is frequently sought out by corporate borrowers to assist with acquisition finance and refinancing mandates. **Jorge Juantorena** continues to leverage his financing expertise to advise both lenders and borrowers on corporate finance and refinancing mandates. He has a solid track record acting as counsel on matters involving the Mexican market in particular.

Milbank LLP

See profile on p.66

What the team is known for Outstanding international practice with an impeccable track record advising on cutting-edge Latin American finance transactions. Remains a favourite among leading lenders involved in complex, high-value investments throughout the region, benefiting from marked experience acting on matters concerning Brazil, Chile and Mexico. Routinely instructed to advise clients on major bilateral and syndicated corporate finance, acquisition finance and trade finance mandates.

Strengths A source enthuses: "Their finance practice is strong across the board."

A market commentator adds: "They have done an excellent job in accruing business and they have a strong practice."

Work highlights Represented a group of five international banks acting as lead arrangers on a USD2.5 billion syndicated revolving credit facility granted to América Móvil.

Notable practitioners

Commentators hold **Carlos Albarracín** in high regard, describing him as "a skilled and high-quality lawyer." He is routinely sought out by renowned international financiers to advise on acquisition finance, trade finance and corporate finance mandates, benefiting from particular experience leading syndicated finance deals. His regional expertise covers such major jurisdictions as Mexico, Brazil and Peru.

Shearman & Sterling LLP

See profile on p.73

What the team is known for Pre-eminent practice boasting singular expertise in Latin American

finance mandates. Remains highly active advising on some of the most significant bilateral and syndicated financial operations in Mexico, Chile and Peru, as well as other key markets in the region. Caters to an impressive roster of international financial institutions and energy multinationals, assisting them with high-value acquisition finance, corporate finance and refinancing mandates.

Strengths Full of praise for the team, a market commentator reports: *"Honestly, I would be looking very hard to find anything for them to improve on. Everyone was very happy with their work and they made excellent partners; it was a great experience."*

Highlighting the team as *"very knowledgeable and experienced working in Mexico,"* one client adds: *"They have done such a good job. It has really been the best experience I have had."*

Work highlights Acted as counsel to Mizuho Bank, HSBC Securities and JPMorgan Chase Bank on two credit facilities for Petróleos Mexicanos totalling USD8 billion.

Notable practitioners

The *"outstanding"* **Denise Grant** is hailed by interviewees as *"a consummate lawyer with mountains of experience working on a really broad range of products in the region."* Prestigious lenders and borrowers count on her standout financing expertise in the structuring of highly significant and intricate corporate finance, acquisition finance and refinancing mandates. She is highly sought after for her experience working on transactions involving Latin America, having worked extensively in Mexico, Chile and Peru.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

See profile on p.76

What the team is known for Illustrious banking and finance group recognised for its exceptional track record acting on some of the most complex regional finance mandates. Caters to a variety of top-tier investors active in the market, including regional banks, international investment banks and private equity funds. Regularly instructed to lead syndicates of lenders on high-value acquisition finance, corporate finance and refinancing mandates in countries such as Mexico, Peru and Colombia.

Strengths One client enthuses: *"They are one of my favourite firms to work with. They are so helpful and efficient, and even in extremely time-sensitive situations they manage to deliver an outstanding work product to the deadline."*

Praising the firm's capabilities, another interviewee remarks: *"It is an excellent firm. They have great lawyers and a massive amount of resources to tap, which is really noticeable."*

Work highlights Represented BBVA Bancomer, Citigroup Global Markets, JPMorgan Chase and MUFG Bank acting as joint lead arrangers and bookrunners in a USD1.5 billion revolving credit facility granted to Mexichem.

Notable practitioners

Peers and clients alike hold **Alejandro González Lazzeri** (see p.34) in the highest regard, with one interviewee describing him as *"an excellent all-round lawyer."* Another commentator adds: *"He is really at the top of the market for work in Colombia especially. He is usually brought in by banks on complicated deals, and his work is outstanding."* He is frequently retained as lender-side counsel on sophisticated finance transactions as a result of his knowledge and

experience acting on major matters throughout the region.

White & Case LLP

See profile on p.81

What the team is known for Global powerhouse distinguished for its ability to handle the most sophisticated financial transactions in Latin America. Boasts a deep bench of skilled lawyers with longstanding experience acting on Latin American mandates, especially those concerning the Mexican and Brazilian markets. Acts for a host of premier financial institutions and corporate giants on an array of high-level finance mandates, including acquisition, trade and corporate finance, in addition to refinancing matters.

Strengths *"It's a top firm,"* an observer attests, continuing: *"Honestly, we consider them to be one of the very best in the US and we really appreciate their global reach and personalised service."*

One pleased source reports: *"I thought they were excellent. I was very impressed with their level of insight and experience as well as their work ethic."*

Work highlights Assisted Pesquera Exalmar as borrower with a USD110 million secured term credit facility, involving a syndicate of lenders.

Notable practitioners

Carlos Viana is held in high regard for his capabilities in the financing sphere, as one interviewee affirms:

"He is very well accomplished and well known in the market. I have always had very good experiences working with him." Clients look to him for his longstanding experience advising on refinancing and acquisition finance matters involving Latin American jurisdictions such as Guatemala, Mexico and Peru. **John Anderson** has extensive expertise in refinancing and acquisition finance matters pertaining to the Brazilian market in particular. One commentator confirms: *"Even though he is a New York law expert, he speaks perfect English and Portuguese and really knows the culture, which is great."* Deeply experienced partner **Donald Baker** is highlighted by market commentators as *"a big name in Brazil"* and *"a very good and very knowledgeable lawyer."* His strong reputation in the market arises from his considerable experience acting for a range of significant clients on high-value finance mandates. Clients endorse

Taisa Markus as *"a lawyer with an excellent technical profile,"* continuing: *"She has a comprehensive view of how these cross-border financings work throughout Latin America, providing valued answers in sophisticated structures."* She remains active assisting clients with multi-jurisdictional corporate finance and refinancing matters. **Sabrena Silver** is regularly called upon by major financiers to advise on an array of financial transactions throughout Latin America. Full of praise for her work, one observer exclaims:

"She was the lead partner and was excellent. She was available all day every day, is very knowledgeable and would always go further than her mandate."

Band 2

Davis Polk & Wardwell LLP

See profile on p.50

What the team is known for Distinguished practice group adept at assisting major players in the finance market as well as high-level corporate borrowers active in the region. Highly sought after for its experience acting in key jurisdictions, most notably Brazil,

Chile and Mexico. Boasts extensive knowledge of corporate, acquisition and trade finance mandates, in addition to excelling in debt reorganisation matters.

Strengths Expressing their pleasure with the service, one client remarks: *"I like that they were always available. You can get amazing work from many big international firms, but Davis Polk stand out for their constant availability and helpfulness."*

Work highlights Represented MUFG Bank as administrative agent, sole lead arranger and bookrunner in a USD100 million green term loan credit facility to Inversiones CMPC.

Notable practitioners

"Excellent professional and very knowledgeable lawyer" **James Florack** (see p.34) remains a go-to name with regard to cross-border financial transactions in Latin America. He has a great deal of experience acting on matters throughout the region, with his most recent activity centring on Chile and Mexico. He has an outstanding track record acting as counsel to local and international financial institutions on an array of complex finance deals, from unsecured bilateral loans to syndicated lending deals. **Manuel Garciadiaz** (see p.34) has a solid practice handling cross-border finance mandates involving Brazil and Mexico especially. He focuses his practice on debt reorganisation matters, regularly assisting both debtors and creditors with refinancing and debt restructuring matters.

Mayer Brown LLP

See profile on p.65

What the team is known for Acclaimed global practice offering substantial regional expertise in transactions emanating from across the region and Brazil, Mexico and Panama in particular. Routinely instructed by investment banks and sizeable corporate borrowers to advise on refinancing and asset, corporate and acquisition finance transactions. Also benefits from longstanding experience assisting clients with interbank lending mandates.

Strengths One interviewee comments: *"I would highlight the high-level expertise of the entire team and the highly collaborative nature of the lawyers across various offices."*

Work highlights Assisted Cargill Financial Services International with a USD475 million loan and USD100 million credit facility to Altos Hornos de México for refinancing purposes.

Notable practitioners

David Duffee continues to earn plaudits from market commentators for his work in the finance field, with one describing him as *"a high-quality lawyer with a good practice in the structured finance world."* He has recently been active on both sides of the table, assisting major borrowers and lenders with intricate finance transactions in Mexico and Argentina. Acquisition and corporate finance are areas of particular focus. **Douglas Doetsch** calls on years of experience to head the firm's Latin America banking and finance practice. He is active representing both lenders and borrowers on matters in Panama, Nicaragua, Brazil and Mexico. He is adept at handling refinancing, corporate finance and interbank lending deals.

Paul Hastings LLP

What the team is known for Celebrated international financing group with an excellent track record in Latin American transactions, particularly those involving the Mexican market. Regular counsel to an impressive portfolio of investment banks and corpo-

rate borrowers engaging in refinancing and corporate and acquisition finance matters. Benefits from distinct experience acting on sophisticated structured finance matters for syndicates of creditors.

Strengths Praising the team's attentive service, a source asserts: *"We are very happy with the support they have provided; they advise us very well and their drafting and technical skills are obviously very strong."*

Work highlights Acted as counsel to Santander and BBVA Bancomer as lead arrangers, as well as nine other international banks, on the USD1.1 billion sustainability-linked revolving credit agreement entered into by Fibra Uno.

Notable practitioners

Market-leading practitioner **Michael Fitzgeald** is singled out by a source as *"a lawyer with a great deal of experience and industry knowledge."* His practice is primarily focused on matters concerning the Mexican market, where he remains a first port of call to some of the most prestigious international financiers and corporate industry players in the market. He is highly active assisting clients with prominent refinancing, corporate and acquisition finance and interbank lending mandates. **Joy Gallup** enjoys market recognition for her experience in matters involving Mexico. She is experienced in representing both debtors and creditors in corporate and acquisition finance and refinancing matters. She offers further expertise in interbank lending deals.

Band 3

Clifford Chance LLP

See profile on p.45

What the team is known for Well-regarded firm experienced in handling Latin American finance matters arising across the region, particularly in Brazil, Mexico and Peru. Expertise covers a wide range of matters, including restructuring, corporate and acquisition finance, and interbank lending. Client roster comprises notable investment banks, development banks and corporate borrowers.

Strengths An observer notes: *"They have done a very good job so far. They are very commercial and very experienced working on the bank side."*

Work highlights Advised Samarco Mineração on its debt restructuring, involving USD1.5 billion of loan facilities from eight lenders.

Notable practitioners

Christopher Willott has a strong practice advising on finance matters concerning the Brazilian market in particular. Impressed with his work, one client enthuses: *"He is a pleasure to work with, a great negotiator and a calm voice in the room. He is also a technical lawyer with a lot of experience."*

Norton Rose Fulbright

See profile on p.70

What the team is known for Established international department offering substantial experience acting on Latin American matters, especially those relating to Brazil. Routinely instructed by notable regional financial institutions and corporate entities to advise on a variety of credit issues. Skilled at handling debt reorganisation matters in addition to trade and corporate finance mandates.

Strengths Quick to praise the team, interviewees report: *"They are very technical and gave perfect advice. We were impressed and really do enjoy working with them."*

Work highlights Advised BRK Ambiental Participações on securing working capital and capital investment facilities worth BRL324 million from IDB and IDB Invest.

Notable practitioners

Charles Johnson (see p.35) is held in high regard for his experience acting on Latin American finance mandates, particularly those with a Brazilian component. Clients describe him as *"very technical and very thorough,"* adding: *"He does everything extremely well and has a very well-rounded view of transactions."* Up-and-coming partner **Michael McCourt** (see p.36) has a growing reputation as an expert in finance concerning the Brazilian market. He is experienced in representing borrowers and lenders in corporate finance and debt reorganisation matters.

Simpson Thacher & Bartlett LLP

See profile on p.75

What the team is known for Highly regarded cross-border finance group regularly sought out by natural resources and telecommunications companies, as well as banks, to advise on notable Latin American mandates. Experienced in matters concerning the Dominican Republic, Peru, Argentina and especially Chile. Active representing clients in corporate finance and acquisition finance deals.

Strengths *"They are very accomplished,"* one commentator notes, adding: *"Their partners are knowledgeable of local matters and are very timely with their updates."*

Work highlights Represented Grupo Rizek in the financing of its acquisition of Scotia Crecer and Scotia Seguros.

Notable practitioners

Respected department head **David Williams** (see p.38) has a wealth of experience representing clients in Latin American finance transactions, particularly those concerning the Chilean market. He is highly sought after by corporate borrowers in the energy, forestry and telecommunications industries to advise on corporate finance matters. **Jaime Mercado** (see p.36) is well regarded for his ability to handle notable Latin American finance mandates. He has noteworthy experience assisting business conglomerates with diversification by representing them as borrowers in acquisition finance mandates.

Band 4

Allen & Overy LLP

What the team is known for Admired magic circle firm with marked skill in cross-border Latin American finance matters. Regular counsel to lenders and borrowers engaging in corporate and acquisition finance, in addition to interbank lending matters. Active across the region, with particular involvement in Brazil.

Work highlights Assisted IDB Invest and IFC with a partially secured local currency-linked debt financing to Cabo Serviços de Telecomunicações.

Notable practitioners

Bruno Soares is well regarded for his cross-border finance work in Latin America, earning particular market recognition for his activity in Brazil. He has a solid practice advising international financial institutions and corporate borrowers on corporate and acquisition finance matters.

Arnold & Porter

See profile on p.40

What the team is known for Experienced international practice adept at representing governmental entities as well as private corporate and banking institutions. Handles matters throughout the region, with a focus on the Brazilian and Panamanian markets. Highly knowledgeable of trade, acquisition and corporate finance.

Strengths Sources opine: *"We have a very good relationship and they are very knowledgeable of banking regulations."*

Work highlights Advised Camposol as borrower on securing a USD200 million senior secured term loan facility from Santander and Rabobank.

Notable practitioners

Gregory Harrington (see p.34) is lauded by clients as *"a lawyer with in-depth understanding of the subject matter."* He has valued experience representing debtors and creditors in trade finance, corporate finance and refinancing mandates. He is also sought out by regional banks to assist with interbank lending matters.

Holland & Knight LLP

See profile on p.60

What the team is known for Notable international practice with a strong reputation among financiers and borrowers alike for its skill in cross-border Latin American lending. Boasts an impressive regional spread, advising on corporate and acquisition finance, refinancing and bank-to-bank loans in key jurisdictions throughout Latin America.

Strengths Clients report: *"They are very responsive to our needs, have got to know our business very well and can adapt accordingly. It is a very good relationship and the work is of a very high quality."*

Work highlights Acted as counsel to Fibra Uno on its USD1 billion dual-tranche five-year sustainable revolving credit facility.

Notable practitioners

Market commentators single **Stephen Double** (see p.33) out as *"a solid lawyer who is very good to work with."* He has an admirable track record advising lenders and borrowers on corporate finance, refinancing and interbank lending matters. He has advised on matters across the region, focusing on Central America in particular. Sources highlight **Norberto Quintana** (see p.37) as *"a terrific lawyer who is both very friendly and constructive."* He is equally comfortable representing lenders and borrowers in corporate finance and refinancing mandates across the region, offering particular insight into matters concerning the Colombian market.

Hughes Hubbard & Reed LLP

What the team is known for Solid finance group well versed in cross-border Latin American lending deals, especially those concerning Brazil, Costa Rica and Mexico. Deeply involved in syndicated finance operations, regularly acting for groups of investment banks engaging in high-value regional corporate finance transactions.

Work highlights Represented Crédit Agricole, Scotiabank, Citibank, JPMorgan Chase and Mizuho Bank as joint lead arrangers and bookrunners in a USD3.25 billion revolving credit and letter of credit facility for Petrobras.

Notable practitioners

Outstanding practitioner **Amy Dulin** is deeply respected by clients and peers alike for her contri-

butions to the Latin American finance field, with one source remarking: “She is very good in the technical sense, she is very easy to work with, and her clients love her.” Leading institutional investors rely on her extensive knowledge of cross-border lending transactions to guide them through an array of sophisticated mandates. She is particularly skilled at handling high-value syndicated financial operations.

Hunton Andrews Kurth LLP

What the team is known for Respected banking and finance group sought after by borrowers and lenders, particularly multilateral financial institutions, to advise on Latin American lending matters. Well versed in a range of financing matters, including interbank lending, corporate and acquisition finance and asset-based finance operations.

Strengths Sources attest: “We really like working with them – their lawyers are very involved, knowledgeable and provide great client service.”

Work highlights Advised Banesco on a USD100 million loan from Credit Suisse secured through a portfolio of residential mortgages.

Notable practitioners

Vera Rechsteiner has a strong practice acting as counsel to multilateral credit agencies involved in cross-border financing throughout the region. Impressed clients enthuse: “She has a lot of experience and is very efficient; she is critical to our business.”

Jones Day

See profile on p.61

What the team is known for Strong global practice offering distinct expertise in multi-jurisdictional loan transactions, focusing on corporate and acquisition finance and refinancing mandates. Regularly acts for key industry players as borrowers in transactions spanning the region, most notably Brazil and Mexico.

Strengths One client enthuses: “They not only handled every challenge put to them, but they brought a lot of experience and innovation as to how to get the desired structure introduced.”

Work highlights Assisted Grupo Kuo with two financings totalling USD475 million from a syndicate of financial institutions.

Notable practitioners

Robert Da Silva Ashley and Fradyn Suárez are the key client contacts.

Latham & Watkins LLP

What the team is known for Key international practice highly sought after for its experience leading finance transactions in various Latin American jurisdictions, particularly Brazil and Mexico. Adept at representing lenders and borrowers in large scale, multi-jurisdictional acquisition finance, in addition to refinancing mandates.

Strengths One market commentator declares: “Latham are really very good. We have worked with a number of their offices and it has always been a great experience.”

Work highlights Represented Compañía Operadora de Inversiones Mercantiles in a USD115 million term loan facility for the refinancing of existing debt.

Notable practitioners

Observers describe **Antonio Del Pino** as “very experienced, helpful and cooperative,” adding: “We are always happy to work with him.” He has notable experience acting on significant cross-border finance

mandates in Latin America, most recently advising on refinancing mandates concerning Mexico.

Linklaters

What the team is known for Significant cross-border practice group benefiting from considerable experience handling Latin American finance transactions. Frequently instructed by noteworthy creditors and debtors to advise on bilateral and syndicated corporate and acquisition finance and refinancing mandates.

Strengths An observer states: “The Linklaters team is very competent, highly accessible and responsive, and the lawyers manage negotiations in a very professional and constructive manner.”

Work highlights Advised Scotiabank, BNP Paribas Securities, JPMorgan Chase and Mizuho Bank as lenders on a USD500 million syndicated loan to Raizen Fuels Finance.

Notable practitioners

Conrado Tenaglia is “top notch,” according to one source who goes on to say: “He is a hands-on partner and having him involved directly on everything was crucial.” He has a strong practice advising borrowers, and particularly lenders, on corporate finance and refinancing matters. He is especially well versed in matters concerning Argentina.

Morgan, Lewis & Bockius LLP

See profile on p.68

What the team is known for Dynamic practice group well regarded for its Latin American financial capabilities. Frequently assists financiers with notable transactions across the region, with a focus on the Brazilian and Mexican markets. Remains active assisting clients with debt restructuring and corporate and acquisition finance deals.

Strengths Praising the “excellent service,” one client enthuses: “They always make sure that all questions are answered and they clearly explain the alternatives that we have to mitigate risks.”

Work highlights Acted as counsel to Cerberus Capital Management and JPMorgan Chase on a structured finance investment into a Colombian payroll lender. The matter is valued at USD150 million.

Notable practitioners

Thomas Mellor continues to impress clients with his abilities in the finance sphere, with one highlighting his “exemplary professional style, extensive competence and amiable demeanour.” The interviewee continues: “The quality of his work product and his knowledge of our internal policies allow him to manoeuvre rapidly and decipher our specific needs and action plan. The service really is stellar.”

Proskauer Rose LLP

What the team is known for Accomplished banking and finance department offering deep insight into matters concerning the Brazilian market especially. Regular counsel to a roster of significant banks and corporate borrowers looking for assistance with debt restructuring and corporate and trade finance transactions.

Strengths Praising their regional expertise, one source affirms: “It is great having New York counsel who are very qualified in the legal sense, but who also understand the cultural side as well.”

Work highlights Advised Commerzbank on two pre-export finance facilities for Fitesa Não-Tecidos and Amaggi Group.

Notable practitioners

Antonio Piccirillo enjoys a good reputation for his knowledge of the Brazilian market, with one client saying: “He really knows how these finance operations work in Brazil and really understands the bank’s clients, which facilitates the whole deal.” He advises both lenders and borrowers on significant trade and corporate finance matters. **David Fenwick** is well regarded for his Latin American finance work, with one interviewee reporting: “I have a lot of respect for him and he does very well.” He has a solid practice advising regional banks and corporate borrowers on corporate and trade finance deals.

Sullivan & Cromwell LLP

What the team is known for Recognised finance group hailed for its solid track record acting for mining and construction companies on high-value financial transactions. Highly sought after for its knowledge of corporate and acquisition finance and debt restructuring mandates, especially those involving Colombia, Chile and Peru.

Strengths One client remarks: “I have had a very good experience working with them. They are very knowledgeable professionals and are very in tune with the market in Latin America.”

Work highlights Represented Minera Los Pelambres in a USD425 million unsecured delayed draw term loan facility from JBIC.

Notable practitioners

Sergio Galvis is praised by clients as “a lawyer with a lot of experience and knowledge and a great overall broader viewpoint.” His years of experience working on debt restructuring, acquisition finance and corporate finance mandates in Latin America have equipped him well to handle matters throughout the region, especially in Chile, Peru and Colombia.

Other Ranked Lawyers

David Bayrock has considerable experience acting on noteworthy, cross-border Latin American finance transactions, with particular knowledge of the Mexican market. He has an impressive track record advising key clients on a wide range of credit agreements.

Randy Bullard is recognised by market commentators as “a strong, technical lawyer who knows Latin America well.” He is frequently sought out by corporate borrowers to advise on bilateral and syndicated finance transactions, especially those arising in Central America or Mexico.

Jay Gavigan continues to employ his knowledge of cross-border financing to assist clients with significant debt restructuring matters. He has valued experience acting for debtors and financiers on matters involving Mexico and Brazil in particular.

John Murphy (see p.36) is well versed in cross-border Latin American financial transactions, especially those involving Brazil and Mexico. He benefits from considerable experience representing regional financial institutions in interbank lending deals with global financial institutions.

Experienced partner **Susanna Stern** employs her expertise in the finance sphere to assist clients with debt reorganisation and trade and export finance matters. She is well regarded by financiers, frequently representing them in matters involving various Latin American jurisdictions.

Capital Markets

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Leading Firms
Band 1
Cleary Gottlieb Steen & Hamilton LLP*
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Arnold & Porter*
Linklaters
Skadden, Arps, Slate, Meagher & Flom LLP*
Sullivan & Cromwell LLP
Band 4
Clifford Chance LLP*
Proskauer Rose LLP
Leading Individuals
Band 1
Blanco Maurice Davis Polk & Wardwell LLP*
Fitzgerald Michael L. Paul Hastings LLP
Garciadiaz Manuel Davis Polk & Wardwell LLP*
Juantorena Jorge U. Cleary Gottlieb Steen & Hamilton LLP
Odell Francesca Cleary Gottlieb Steen & Hamilton LLP
Stolper Antonia E. Shearman & Sterling LLP
Band 2
Baker Donald White & Case LLP
Crider S Todd Simpson Thacher & Bartlett LLP*
de la Cruz Andrés Cleary Gottlieb Steen & Hamilton LLP
Fleischmann Stuart K. Shearman & Sterling LLP
Grabar Nicolas Cleary Gottlieb Steen & Hamilton LLP
Kronfeld Nicholas A. Davis Polk & Wardwell LLP*
McLaughlin Cathleen Paul Hastings LLP
Mercado Jaime Simpson Thacher & Bartlett LLP*
Mottesi Marcelo A. Milbank LLP
Band 3
Calheiros Grenfel S. Simpson Thacher & Bartlett LLP*
Debevoise Eli Whitney Arnold & Porter*
González Lazzeri Alejandro Skadden, Arps, Slate*
Guzman John White & Case LLP
Markus Taisa White & Case LLP
Méndez Juan Francisco Simpson Thacher & Bartlett LLP*
Miller Allen Winston & Strawn LLP (ORL) ◊
Stirnberg Tobias Milbank LLP
Tenaglia Conrado Linklaters
Band 4
Albarracín Carlos Milbank LLP
Carrillo Arturo Paul Hastings LLP
Giráldez Juan G. Cleary Gottlieb Steen & Hamilton LLP
Risoleo Robert S. Sullivan & Cromwell LLP
Vetterli John R. White & Case LLP
von Bernuth J. Mathias Skadden, Arps, Slate, Meagher*
Williams David L. Simpson Thacher & Bartlett LLP*
Band 5
Areno Filipe Skadden, Arps, Slate, Meagher & Flom LLP*
Gallup Joy K. Paul Hastings LLP
Goodman Neil Arnold & Porter*
Mann Christopher L. Sullivan & Cromwell LLP
Martinez Carlos E. Proskauer Rose LLP
Piccirillo Antonio Proskauer Rose
Poulter Matthew Linklaters
Saha Anand Clifford Chance US LLP
Sakai Fabiana Milbank LLP
Zonis Jonathan Clifford Chance US LLP

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Cleary Gottlieb Steen & Hamilton LLP

See profile on p.44

What the team is known for Top-tier international practice renowned for its ability to handle sophisticated regional cross-border securities offerings. Remains a first port of call for major corporate issuers and prestigious financial institutions acting as underwriters on high-value transactions. Boasts phenomenal expertise in both debt and equity instruments, regularly advising on bond offerings, note issuances and IPOs. Also highly sought after by governments and state-owned entities to advise on sovereign debt deals.

Strengths Lauding the firm's capabilities, one client reports: "They have been my US law firm of choice for many years now. I have used them for extremely challenging situations and they have always delivered."

Another source adds: "They are the go-to law firm for international issues. They have a big network of offices around the globe, which makes them perfect for big international deals, and they always deliver a fantastic work product."

Work highlights Represented MercadoLibre in a USD1.15 billion public common stock offering and concurrent private placements of USD750 million by PayPal and USD100 million by Dragoneer Investment Group.

Notable practitioners

Jorge Juantorena is "hands-on, knowledgeable and practical," one client asserts, while other sources say: "We've had very good experiences with the firm, and Jorge really stands out as someone who understands our group and has a lot of experience representing underwriters." He has an impeccable track record representing distinguished issuers and underwriters, as well as state-owned entities, in sophisticated debt issuances concerning the Mexican market. **Francesca Odell** is held in the highest regard for her capital markets expertise, with one interviewee remarking: "Francesca especially is outstanding. She is hands-on, super sharp, and there is nobody else I would rather work with. She really delivers and is my go-to lawyer." She has invaluable experience representing a host of prestigious corporate issuers and international financial institutions in a range of complex debt and equity offerings concerning the Brazilian market. "He is a very impressive lawyer," one interviewee says of **Andrés de la Cruz**, before going on to say: "He is incredibly experienced handling many different types of transactions in the region." He is routinely instructed by issuers, underwriters and sovereigns to assist with major securities transactions in Mexico and the Southern Cone. He excels at handling sizeable debt issuances, in addition to advising on equity offerings. **Nicolas Grabar** is held in high esteem for his longstanding experience acting on highly significant capital markets deals in Mexico and Brazil. He remains a major figure in the market, regularly assisting issuers with private placements and registered public offerings of both debt and equity securities. Endorsing his expertise, one peer describes him as "a very skilled lawyer." **Juan Giráldez** is "a strong lawyer" and "very easy to work with," according to market commentators. He is well versed in debt capital markets deals, benefiting from considerable experience representing states in sovereign debt transactions.

Davis Polk & Wardwell LLP

See profile on p.50

What the team is known for Outstanding practice group offering first-class knowledge of international Latin American securities transactions. Caters to an enviable client portfolio of distinguished underwriters and issuers involved in cross-border deals throughout the region. Benefits from longstanding experience assisting clients with both debt and equity offerings, offering valued expertise in high-yield products, SEC-registered issuances and unregistered securities trading among institutional buyers.

Strengths Highlighting the quality and efficiency of the team's work, one interviewee remarks: "The service was excellent, not just in terms of legal advice, but also in meeting tight deadlines and communicating with the broader team."

Another commentator attests to their expertise, saying: "They did very well, are clearly experienced and helped everything to run smoothly."

Work highlights Advised XP on its USD2.25 billion IPO of Class A common shares.

Notable practitioners

The "excellent" **Maurice Blanco** (see p.33) has a sterling reputation among market commentators for his contributions to the field. He remains highly active advising on some of the most significant debt and equity issuances throughout Spanish-speaking Latin America, with a particular focus on the Colombian and Mexican markets. He has acted for premier issuers and underwriters and is in especially high demand among initial purchasers for his knowledge of privately placed securities. Lauding his superb grasp of the Brazilian market, one commentator describes **Manuel Garciadiaz** (see p.34) as "one of the best lawyers for cross-border capital markets work involving Brazil." Another interviewee adds: "He is excellent: a very respectful, very collaborative and super sharp lawyer." Top-tier issuers and underwriters rely on his experience and expertise to navigate a wide range of intricate debt and equity offerings concerning the Brazilian market. **Nicholas Kronfeld** (see p.35) is "a really, really good and seriously impressive lawyer," one client remarks, continuing: "I have done many transactions with him and he is always available, super proactive and clearly very experienced." He has an excellent practice advising primarily issuers, as well as underwriters, on high-value debt and equity offerings concerning various key Latin American jurisdictions.

Band 2

Milbank LLP

See profile on p.66

What the team is known for Distinguished international practice with longstanding experience advising on high-value securities offerings throughout the region, especially Brazil. Highly active representing major underwriters and corporate issuers, with a particular focus on transactions concerning the energy sector. Offers profound insight into complex debt and equity offerings, such as liability management matters, note offerings and IPOs.

Strengths Praising the firm's commercial outlook, one source states: "I always like working with them. They are technical but easy to deal with and are very

pro-deal.”

Work highlights Acted as counsel to the underwriters on Braskem Netherland Finance’s Rule 144A/Reg S offerings of USD1.5 billion 4.5% notes due 2030 and USD750 million 5.875% notes due 2050.

Notable practitioners

Marcelo Mottes has highly valued experience acting on key, cross-border capital markets transactions across Latin America. He centres his practice on representing renowned financial institutions acting as underwriters on diverse debt offerings, including liability management transactions, publicly traded bond offerings and private placements. He has further expertise assisting issuers with IPOs. **Tobias Stirnberg** is praised by clients and peers alike for his work on matters involving the Brazilian market. “I really like working with him,” one interviewee relates, continuing: “He is very pro-deal and is great at negotiating and getting everyone on the same page to work towards the same goal.” He represents issuers and underwriters in a variety of notable debt and equity deals. Experienced partner **Carlos Albarracín** has a strong capital markets practice, earning recognition from one market commentator for his activity on structured debt instruments. He is frequently called upon by issuers and underwriters to advise on bond issuances and debt restructuring mandates. **Fabiana Sakai** is active on cross-border securities transactions concerning Brazil. She maintains a strong reputation among issuers and underwriters for her experience in both equity and debt transactions. Endorsing her practice, one client states: “She is very sharp and I like working with her.”

Paul Hastings LLP

What the team is known for Acclaimed cross-border securities group in high demand for its experience acting on matters involving Mexico, Brazil and Colombia. Remains a popular choice for key corporate issuers and discerning financial institutions acting as underwriters in sophisticated regional transactions. Highly knowledgeable of debt and equity matters, regularly assisting clients with bond issuances, liability management issues and IPOs.

Strengths One impressed client enthuses: “I think I have everything I need from a firm working in this practice area; they have done tremendous work. They are very attentive and responsive, and the team is really skilled.”

Work highlights Acted on behalf of Citigroup, HSBC and JPMorgan as dealer managers and solicitation agents on a tender offer for the repurchase of USD1.6 billion of outstanding notes and consent solicitation for the outstanding debt securities of the Mexico City Airport Trust.

Notable practitioners

Michael Fitzgerald enjoys particular renown for his outstanding track record acting for issuers and initial purchasers on major debt transactions involving Mexico, as one commentator remarks: “He has completely cornered the Mexican market.” Lauding both his technical and soft skills, one client opines: “He has very strong interpersonal skills, has an excellent reputation and is a very diplomatic guy that clients really trust. On top of that, he is an excellent lawyer too.” Quick to praise **Cathleen McLaughlin**’s capital markets expertise, one client describes her as “very impressive and knowledgeable.” Another impressed source asserts: “Cathleen is clearly a very intelligent lawyer. She is really capable of managing the transaction and is very close and warm to clients too, so it is

really great working with her as you are well advised and feel comfortable in the transaction.” **Arturo Carrillo** is highlighted by an observer for his “high-quality personal and professional service and excellent client service.” He is sought after by issuers for his knowledge of new debt issuances and liability management transactions, with a focus on the Mexican, Colombian and Venezuelan markets. **Joy Gallup** has a solid practice assisting primarily issuers, as well as underwriters, with debt instruments for corporate finance and refinancing purposes. One interviewee describes her work as “impeccable, shrewd and quick.” She focuses her practice on matters involving the Mexican market.

Shearman & Sterling LLP

See profile on p.73

What the team is known for Renowned practice group with an impressive track record advising on major transactions concerning Brazil, Chile and Peru, among other key jurisdictions. Handles an array of complex registered and unregistered debt issuances, as well as high-value equity offerings. Caters to an impressive roster of private banks acting as underwriters, in addition to representing state-owned banks and blue-chip companies as issuers.

Strengths Extolling the firm’s “outstanding performance,” one observer reports: “Things went incredibly smoothly, and one thing I would really like to highlight is that the partner is always involved and leading the project.”

Work highlights Represented Intercorp Financial Services in its USD468.6 million NYSE-listed IPO.

Notable practitioners

Antonia Stolper draws first-class praise for her work on international capital markets transactions, as one observer declares: “Antonia is a real authority in the market; she is really outstanding.” Another commentator states: “She really is an excellent practitioner and is right up there in terms of experience and skill. There is no question that she is one of the best around.” She remains a go-to figure in the field, regularly advising issuers and underwriters across the spectrum of securities matters. Sources speak highly of **Stuart Fleischmann**’s practice, with one confirming: “He is a really excellent lawyer. He is super available, knowledgeable and involved and was very easy to work with. I can’t say enough good things about him.” He works predominantly on matters involving Brazil, as well as Chile and Mexico, leveraging his experience to advise sovereigns, state-owned entities and underwriters on an array of complex debt and equity offerings.

Simpson Thacher & Bartlett LLP

See profile on p.75

What the team is known for Prestigious international capital markets group in high demand among corporate and governmental issuers and underwriters. Regularly advises on complex sovereign debt offerings, private placements and liability management issues. Equally skilled at handling major equity transactions, such as IPOs and follow-on offerings. Active throughout the region, most notably Brazil, Chile and Peru.

Strengths Communicating their satisfaction with the firm’s service, clients affirm: “We have been working with them for several years now and trust them completely in all our work.”

Work highlights Counseled C&A Modas, COFRA Investments and INCAS on the São Paulo Stock

Exchange-listed IPO of common shares. The IPO raised approximately BRL1.63 billion.

Notable practitioners

Deeply respected partner **Todd Crider** (see p.33) has an impressive track record acting on major cross-border transactions emanating from Latin America. He has extensive experience advising high-level clients on a range of important debt and equity transactions. He has most recently been active representing an ad hoc committee of noteholders of TGLT with a recapitalisation agreement through the exchange of notes for preferred stock in the company. **Jaime Mercado** (see p.36) is widely admired for his long-standing experience acting on noteworthy Latin American securities transactions. He caters to a broad client base of underwriters, corporate issuers and sovereigns engaging in high-value debt restructuring transactions. He benefits from particular experience handling sovereign bond offerings in Peru. Recognised for his work on capital markets deals involving Brazil, **Grenfel Calheiros** (see p.33) is described by a client as “a super sharp, very nice and responsive lawyer.” Adding to his praise, another observer continues: “He is very technical, very knowledgeable about everything and happy to discuss different structures and ideas.” **Juan Francisco Méndez** (see p.36) has a strong reputation in the market and is singled out by one source as “a lawyer with a lot of skill.” He remains popular with both underwriters and issuers for his ability to handle a wide range of debt instruments. He is adept at assisting clients with public offerings and private placements of investment-grade and high-yield bonds, as well as liability management issues. Experienced practitioner **David Williams** (see p.38) has significant expertise in securities matters pertaining to the Chilean market. He is routinely instructed by key issuers in the market to assist with matters such as sustainability bonds, liability management transactions and privately placed equity offerings.

White & Case LLP

See profile on p.81

What the team is known for Celebrated global outfit benefiting from considerable knowledge of cross-border Latin American securities transactions, especially those concerning Brazil. Highly sought after by both issuers and underwriters for its expertise in major SEC-registered and unregistered offerings. Routinely instructed to advise on such debt matters as bond issuances and debt reorganisation. Also called upon to assist with IPOs, secondary offerings and follow-on offerings.

Strengths Full of praise for the service, interviewees state: “They have a very quick turnaround, and are super responsive and always available. They are experienced, understand business and work hard; they are exactly what we are looking for in our lawyers.”

Work highlights Assisted Goldman Sachs, JPMorgan, Morgan Stanley and Citigroup as underwriters with the USD789.75 million public offering of Class A common shares by certain selling shareholders of Stone Co.

Notable practitioners

Peers are quick to praise **Donald Baker** for his superlative knowledge of the Brazilian market, with one attesting: “Don has an amazing reputation in Brazil and knows that market back to front.” Speaking to his experience in the field, one client notes: “Don is the one I go to for something super important.” He has a broad practice advising issuers and underwriters on

the spectrum of registered and unregistered equity offerings, as well as liability management transactions. **John Guzman** is “a great lawyer and very well known in the market,” one source reports, while another describes him as “hands-on, constructive and very experienced in equity offerings.” Guzman focuses his practice on the Brazilian market primarily, advising notable issuers and initial purchasers on a mixture of privately placed and SEC-registered debt and equity deals. Clients speak highly of **Taisa Markus’s** practice, enthusing: “We have a great relationship with her and she has accompanied us in all our international issuances. We have a very high opinion of her skills and her work. In every case and with every team she has been involved in, she has always been very professional, giving us good advice on a daily basis. She is our go-to capital markets lawyer.” **John Vetterli** is widely recognised for his considerable expertise in the capital markets arena, with one client saying: “He has a ton of experience and skill.” He focuses his practice on representing significant financial institutions as both issuers and underwriters in a range of debt and equity deals.

Band 3

Arnold & Porter

See profile on p.40

What the team is known for Respected international practice group with a proven track record representing sovereigns and state-owned entities in high-value debt offerings. Regularly advises on bond and note issuances, in addition to debt restructuring matters through tender and exchange offers. Offers additional expertise in debt and equity deals for private corporate issuers.

Strengths Clients are quick to praise the firm’s attentive service, noting: “They are always at our disposal for everything we need and respond well to time-sensitive tasks.”

Work highlights Advised the Republic of El Salvador on its offering of approximately USD1.1 billion of 7.1246% notes due 2050.

Notable practitioners

Eli Whitney Debevoise (see p.33) maintains an excellent reputation for his ability to navigate complex sovereign debt transactions, as one commentator confirms: “He is clearly one of the thought leaders in the sovereign debt restructuring world and has an active practice representing issuers in primary market deals, so he knows both sides of the deal. With his credibility in the market he brings a lot of gravitas to the table.” Senior counsel **Neil Goodman** (see p.34) stands out to a client as “a very helpful and knowledgeable lawyer.” His practice is centred on representing sovereigns in high-value debt mandates. He benefits from particular experience acting on such sovereign debt mandates in Colombia and El Salvador.

Linklaters

What the team is known for Admired magic circle firm adept at handling Latin American securities transactions, especially those concerning the Brazilian and Argentine markets. Acts for key corporate issuers and financial institutions as underwriters on note issuances, bond offerings and liability management matters. Also advises on equity offerings, such as IPOs and follow-on offerings.

Strengths Hailing the strength of the team, one

interviewee remarks: “They are an excellent team to work with; they are helpful, proactive and good negotiators. I can’t think of any weaknesses.”

Work highlights Represented Petrobras Distribuidora and its shareholder Petróleo Brasileiro in the approximately USD2.5 billion secondary offering and sale of common shares.

Notable practitioners

Conrado Tenaglia continues to impress clients with his securities expertise, as one remarks: “I really respect Conrado for his expertise, longstanding experience and professionalism. He is really extremely good at dealing with private companies’ debt issuances.” He is best known for his work representing key underwriters in debt issuances involving Argentina. **Matthew Poulter** has a solid practice acting for corporate issuers and financial institutions as underwriters in both debt and equity matters in Argentina and Brazil. Praising his work, one client comments: “He is my go-to guy at Linklaters. He is on the ball, responsive and commercial; I really like working with him.”

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

See profile on p.76

What the team is known for Well-regarded practice group excelling in the handling of cross-border securities transactions in Latin America, particularly in Brazil and Mexico. Best known for its expertise in debt transactions, regularly assisting both issuers and underwriters with note issuances, high-yield bonds and liability management matters. Also advises financial institutions on equity offerings.

Strengths Impressed with the team’s handling of matters, one interviewee reports: “They have a lot of experience in the field, which really showed as they manoeuvred the transaction extremely comfortably.”

Work highlights Assisted BB Securities, Banco Bradesco and JPMorgan Securities with a consent solicitation with regard to USD875 million notes issued by Cielo and Cielo USA and a concurrent tender offer for USD470 million of notes.

Notable practitioners

Alejandro González Lazzeri (see p.34) is a key figure in the market, leveraging his securities expertise to advise on matters in Mexico, Argentina and Panama especially. He has extensive knowledge of debt instruments, regularly advising on high-yield products, investment-grade bonds and liability management transactions. His clients comprise both issuers and underwriters. **Mathias von Bernuth** (see p.38) has longstanding experience acting on significant capital markets transactions concerning Brazil. He employs his experience in the market to assist key players from both the issuer and underwriter sides of the market with a range of high-value debt and equity mandates. **Filipe Areno** (see p.32) is well regarded for his work on cross-border Brazilian securities transactions, with clients reporting: “Filipe is a very reliable person who knows a lot about working with banks. One thing that we really like about him is that he is very flexible in terms of finding a solution. We have a lot of confidence in him.”

Sullivan & Cromwell LLP

What the team is known for Established international practice group well reputed for its experience in significant Latin American securities transactions. Strong track record acting for investment banks and multilateral credit agencies on private offerings

and SEC-registered debt issuances. Offers further expertise representing both governments and underwriters in high-value sovereign debt transactions.

Strengths Pleased with the firm’s service, a client reports: “They really know what they are doing and what we want, which is invaluable to us. We know that when they are doing a deal we do not need to call and explain, it is just going to be done correctly.”

Work highlights Instructed by the Interim Government and the National Assembly of the Bolivarian Republic of Venezuela to advise on the restructuring of the state’s external debt and that of certain state-owned entities.

Notable practitioners

Observers are quick to praise **Robert Risoleo**, with one highlighting him as “responsive, available and knowledgeable.” He has extensive experience acting on behalf of the underwriters on major sovereign debt transactions. He is further equipped to handle significant SEC-registered debt offerings for corporate issuers. **Christopher Mann** employs his experience acting on cross-border Latin American securities transactions to assist clients with matters in Brazil, Panama and Mexico. He is routinely sought out by initial purchasers to advise on sovereign debt offerings.

Band 4

Clifford Chance LLP

See profile on p.45

What the team is known for Significant cross-border capital markets practice with valued experience handling matters concerning Brazil, Colombia and Peru in particular. Most active representing underwriters and state-owned banks in an array of noteworthy debt and equity issuances. Also recognised for its skill in representing corporate issuers.

Strengths Commentators say: “They are on our short-list of firms that we work with, and we really like how they work.”

Work highlights Acted as counsel to the underwriters on the USD1.96 billion secondary offering of shares held by the Brazilian Federal Government and BB Seguros in reinsurer IRB Resseguros.

Notable practitioners

Anand Saha has a solid reputation in the market, earning high praise from peers for his work on Brazilian matters. One such commentator describes him as “a great lawyer,” while another remarks: “Anand knows his stuff; he is sharp and intelligent, and I really like working with him.” He handles debt and equity work for issuers and underwriters. **Jonathan Zonis** remains active representing underwriters in debt and equity transactions issued by private companies as well as sovereigns and state-owned entities. Market commentators hold him in high regard, describing him as “super capable” and “an expert in the field.”

Proskaer Rose LLP

What the team is known for Notable international securities group in high demand for its expertise in matters involving Latin America, especially those concerning Brazil. Remains active representing corporate issuers in a range of debt transactions, such as note and bond issuances and liability management matters.

Notable practitioners

Carlos Martinez is well regarded in the market, with one source attesting: “He is a good and experienced

lawyer and is someone who can really get involved in the technical side too." He has notable experience advising on debt offerings for liability management and corporate finance purposes in various key jurisdictions. **Antonio Piccirillo** has considerable experience acting on Latin American securities offerings, with a particular focus on Brazil. He employs his knowledge of debt instruments to advise corporate

issuers on a range of matters, such as bond offerings and debt restructuring transactions.

Other Ranked Lawyers

Allen Miller has extensive experience advising on some headline securities transactions in the region,

drawing particular notice for his activity in the Chilean market. His experience in the field makes him an obvious choice for major corporate entities engaging in complex equity reorganisations and capital increase transactions. He is also highly skilled at handling high-value debt transactions.

Corporate/M&A

Corporate/M&A
Leading Firms
Band 1
Cleary Gottlieb Steen & Hamilton LLP*
Simpson Thacher & Bartlett LLP*
Skadden, Arps, Slate, Meagher & Flom LLP*
Sullivan & Cromwell LLP
Band 2
Jones Day*
Latham & Watkins LLP
Band 3
Debevoise & Plimpton LLP*
Linklaters
Proskauer Rose LLP
Band 4
Clifford Chance LLP*
Cravath, Swaine & Moore LLP*
Davis Polk & Wardwell LLP*
Hunton Andrews Kurth LLP
White & Case LLP*
Band 5
Brown Rudnick LLP*
Covington & Burling LLP*
DLA Piper LLP (US)*
Greenberg Traurig, PA*
Mayer Brown LLP*
Morgan, Lewis & Bockius LLP*
Shearman & Sterling LLP*
Uría Menéndez*
Winston & Strawn LLP
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Cleary Gottlieb Steen & Hamilton LLP

See profile on p.44

What the team is known for Global powerhouse boasting a deep bench of expert lawyers experienced handling some of the most sophisticated corporate transactions in Latin America. Trusted counsel to prestigious corporations and private equity funds engaging in complex public and private mergers and acquisitions, advising on the transfer of controlling and minority stakes. Also assists with corporate restructuring matters and joint venture formation. Benefits from profound expertise in matters concerning the telecommunications, finance and energy sectors.

Strengths Extolling the team's virtues, one interviewee remarks: "They are responsive, helpful and highly skilful. It was a flawless performance."

Another commentator adds: "When you work with Cleary, you expect a top-tier service, and they do extremely well."

Work highlights Advised LATAM Airlines on the

Corporate/M&A
Leading Individuals
Band 1
Galvis Sergio J. Sullivan & Cromwell LLP
Lewis Jeffrey S. Cleary Gottlieb Steen & Hamilton LLP
Lozano Paola. Skadden, Arps, Slate, Meagher & Flom LLP*
Band 2
Ahlers Werner Federico. Sullivan & Cromwell LLP
Alonso Fernando C. Hunton Andrews Kurth LLP
Crider S Todd. Simpson Thacher & Bartlett LLP*
Del Pino Antonio. Latham & Watkins LLP
Schnell Paul. Skadden, Arps, Slate, Meagher & Flom LLP*
Williams David L. Simpson Thacher & Bartlett LLP*
Band 3
Angus S Wade. Jones Day*
de la Cruz Andrés. Cleary Gottlieb Steen & Hamilton LLP
Fiuzza Alejandro. Brown Rudnick LLP
Levi-Minzi Maurizio. Debevoise & Plimpton LLP*
Mercado David. Cravath, Swaine & Moore LLP*
Odell Francesca. Cleary Gottlieb Steen & Hamilton LLP
Band 4
Baker Donald. White & Case LLP
Bullard Randy A. Morrison & Foerster LLP (ORL) ◇
Ganitsky Daniel I. Proskauer Rose LLP
Garciadiaz Manuel. Davis Polk & Wardwell LLP*
Kordula Chantal E. Cleary Gottlieb Steen & Hamilton LLP
Luzárraga Alberto. Linklaters
Martinez Carlos E. Proskauer Rose LLP
Mercado Jaime. Simpson Thacher & Bartlett LLP*
Oldfield Anthony. Clifford Chance
Valera José L. Mayer Brown LLP
Band 5
Brinton David. Clifford Chance US LLP
Cánovas María Luisa. Jones Day*
Cappello Juan Pablo. Private Advising Group, P.A. (ORL) ◇
Cerezo Francisco. DLA Piper LLP (US)*
Ferrante Pablo. Mayer Brown LLP
Giráldez Juan G. Cleary Gottlieb Steen & Hamilton LLP
Goudie Federico. Hughes Hubbard & Reed LLP (ORL) ◇
Hallake Marcello. Jones Day*
Kraiem Rubén. Covington & Burling LLP
Mann Christopher L. Sullivan & Cromwell LLP
Mesa Gabriel J. Covington & Burling LLP
Navia Talbert I. Winston & Strawn LLP
Padilla Gonzalez Humberto. Morgan, Lewis & Bockius LLP
Treistman Carlos. Greenberg Traurig, LLP*
Up-and-coming individuals
García Thais. Clifford Chance US LLP
Silva Gabriel. Linklaters

USD1.9 billion sale of a 20% stake to Delta Air Lines as part of a partnership agreement between the two companies.

Notable practitioners

Commentators revere **Jeffrey Lewis** for his skills in the corporate arena, with one saying: "He has a ton of experience, knows the region and knows our

business. I would work with him in a flash." He is regularly sought out for his exceptional regional expertise, especially in matters concerning the Brazilian and Chilean markets. He acts at the forefront of this practice, regularly advising industry giants on sophisticated M&A transactions and joint venture formation. Key practitioner **Andrés de la Cruz** is highly regarded for his corporate expertise, regularly acting for leading corporations on major cross-border deals. He has longstanding experience handling notable transactions throughout the region, especially those relating to the Southern Cone, with a particular focus on the Argentine market. "Very skilled" and "hard-working," **Francesca Odell** is well respected by peers, with one attesting: "People really like working with her and she has a strong reputation for M&A work." She excels at representing both corporate clients and private equity funds in high-value deals, especially those concerning Brazil and Panama. Clients are quick to praise **Chantal Kordula**, with one describing her as "an intelligent lawyer and a tough negotiator," adding: "She really makes you feel comfortable as a client." Another source continues: "She's very efficient, practical, sticks to deadlines and coordinates everything well." **Juan Giráldez** remains active assisting notable international clients with a range of corporate transactions, including joint venture formation and complex contractual matters. He is particularly knowledgeable of matters involving the Brazilian market.

Simpson Thacher & Bartlett LLP

See profile on p.75

What the team is known for Outstanding international practice group offering top-tier expertise in Latin American corporate transactions. Highly sought after for its extensive experience representing leading private equity funds and major regional and global corporations in multi-jurisdictional M&A deals. Exceptional track record acting on matters concerning key Latin American jurisdictions, such as Brazil, Colombia and Peru, among others. Strong team enjoys working across various sectors, spanning the aviation, shipping and pharmaceutical industries, as well as energy and natural resources.

Strengths Full of praise for the firm, interviewees enthuse: "Their M&A work is flawless; we can really count on them to achieve our aims in any transaction." "They have shown themselves to be very intelligent, well prepared and experienced," sources exclaim, continuing: "We really trust their judgement on both the legal and commercial aspects of the deal."

Work highlights Represented affiliates of Blue Water Worldwide in the sale of 100% of the shares of Dunas Energía, PPC Peru Holdings and Cantaloc Peru Holdings to Grupo Energía Bogotá.

Notable practitioners

Todd Crider (see p.33) enjoys an excellent reputation in the market, with a commentator describing him as “a fantastic lawyer.” Impressed interviewees further remark: “We are incredibly impressed with his work. He has a very good understanding of US and local law across the different jurisdictions of Latin America, in addition to commercial acumen. He’s one of the best we have worked with.” **David Williams** (see p.38) is deeply respected for his cross-border corporate capabilities, earning praise from a market commentator as “a superb lawyer with a great deal of experience in Latin American deals under his belt.” He employs his vast experience to assist clients with sophisticated corporate negotiations and M&A transactions. He has an excellent track record advising across the region, especially on Colombia. **Jaime Mercado** (see p.36) is “a solid lawyer who does impressive work in the region,” a source says. He is skilled at representing clients from the financial services and retail sectors in M&A transactions concerning Central America and the Spanish-speaking Caribbean.

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

See profile on p.76

What the team is known for Stellar corporate group revered for its exceptional knowledge of cross-border Latin American investments, climbing to the top band for the first time. Routinely instructed by prestigious corporations, financial institutions and private equity funds to advise on high-value M&A deals throughout the region, benefiting from pronounced expertise in matters involving Brazil, Colombia and Mexico. Possesses in-depth experience in matters covering a range of sectors, especially retail and energy.

Strengths Lauding their regional expertise, one observer comments: “One advantage Skadden has is that they are US lawyers with a Latin American component, as their team is comprised of lawyers with a Latin American background who understand the region.”

An observer speaks to the high performance of the team, attributing it to “the extreme quality of their concepts, methods and willingness to contribute to clients’ aims.”

Work highlights Counselling Odebrecht on the USD11 billion sale of its controlling stake in Braskem to LyondellBasell Industries.

Notable practitioners

Paola Lozano (see p.35) ascends to the top of the table following exceptional endorsement from interviewees. “She embodies that combination of New York toughness and Latin American charm,” one commentator states. Another continues: “She is the best M&A lawyer you can get. When she is representing a party in a transaction you can be certain that she will take the care to be fully aware of the relevant business and on top of every detail.” “Very well-known and skilled practitioner” **Paul Schnell** (see p.37) has an excellent reputation for his work in Latin America, offering distinct expertise in matters involving the Brazilian market. A source attests: “Paul is very well known for his work in Brazil.” He remains highly sought after by prestigious clients engaging in complex, multi-jurisdictional acquisitions, divestments and joint ventures.

Sullivan & Cromwell LLP

What the team is known for Pre-eminent international practice group with a superb reputation, known for its ability to handle intricate M&A transactions. Caters to an impressive portfolio of blue-

chip corporations and investment funds, as well as financial advisers, involved in large-scale strategic transactions across a wide range of industry sectors. Prestigious bench of practitioners held in the highest regard for their longstanding experience acting in various jurisdictions, most notably the Peruvian, Chilean and Brazilian markets.

Strengths “They are clearly an outstanding law firm in terms of the quality and depth of service that they provide,” a source attests.

Acclaiming the team’s skills, one commentator declares: “The level of knowledge, commitment and availability is something I have not seen in any other firm. They are always there to solve any complex issue.”

Work highlights Acted as counsel to Delta Air Lines on the USD1.9 billion acquisition of a 20% stake in LATAM Airlines as part of their strategic partnership.

Notable practitioners

Sergio Galvis is revered by market commentators as “a true expert” in cross-border Latin American corporate matters. An observer states: “What Sergio brings to the table is really broad experience working on complex deals in Latin America,” adding: “He really understands how business is done in the region, and his approach to dealing with complex issues, while always being open, accessible and looking for ways forward, is really valuable.” A source sings **Werner**

Federico Ahlers’ praises, highlighting him as “a super knowledgeable and involved lawyer.” He has in-depth experience representing major industry players and private equity funds in multi-jurisdictional M&A transactions involving various key Latin American jurisdictions. One interviewee notes: “He is always on top of every detail, organising and leading the whole team – he is essential to getting a deal going.”

Christopher Mann is endorsed by an observer as “a very good lawyer.” He has valued experience representing noteworthy investors in M&A transactions throughout the region, being focused on mandates related to the infrastructure sector.

Band 2

Jones Day

See profile on p.61

What the team is known for Distinguished international corporate practice with enhanced regional capabilities as a result of its local offices in Brazil and Mexico. Held in high esteem for its considerable experience acting for discerning corporate clients and private equity firms on high-level strategic share purchases and disposals. Particularly well equipped to handle matters pertaining to the energy and infrastructure sectors. Diagnostico Maipu por Imagenes is a new client win.

Strengths Highlighting the team’s ability to navigate demanding transactions, one client says: “They are great; it was a really difficult deal with problems on all fronts, but they were fundamental to its success.” The same source attests that the team is accustomed to working in the Brazilian market.

Work highlights Advised NII Holdings on the USD905 million sale of Nextel Brazil to América Móvil.

Notable practitioners

Dynamic Wade Angus (see p.32) stands out to interviewees as “a very thorough lawyer who is up to date with everything that is going on and makes the client feel very secure.” His excellent track record advising on multi-jurisdictional transactions in Brazil makes him an obvious choice for clients engaging

in sophisticated corporate mandates. **María Luisa Cánovas** (see p.33) is noted for her strength in the Latin American corporate arena, particularly in matters regarding Mexico and Colombia. She is adept at representing clients in M&A and restructuring mandates concerning the pharmaceutical, energy and consumer goods industries. **Marcello Hallake** (see p.34) is well regarded for handling regional M&A transactions, with a focus on the Brazilian market. One client enthuses: “He is constantly available and puts so much time and effort into the work. I am very impressed with him.”

Latham & Watkins LLP

What the team is known for Acclaimed global practice boasting an impressive track record acting on major, cross-border corporate transactions in Latin America. Remains a go-to practice for blue-chip corporations and leading private equity houses investing in the energy and telecommunications sectors, among others. Highly active assisting clients with corporate restructuring and M&A transactions. Northland Power is a new addition to its client roster. **Strengths** “It’s an excellent firm,” one interviewee confirms, adding: “They have a lot of resources and experience working in Latin America and are great to work with.”

Work highlights Acted as counsel to Telefónica in the sale of Telefónica Móviles Guatemala and Telefónica Móviles El Salvador to América Móvil. The matter is valued at USD648 million.

Notable practitioners

Observers hold **Antonio Del Pino** in very high regard for his ability to handle complex regional transactions, as one comments: “He is really experienced in the region, has that cultural expertise and just gets how to do deals in Latin America.” Another commentator adds: “He is an extremely astute negotiator and his presence has been key. He is really great.”

Band 3

Debevoise & Plimpton LLP

See profile on p.51

What the team is known for Deeply respected international practice recognised for its knowledge of Latin American acquisitions, joint venture formation and corporate agreements. Caters to a host of impressive private equity investors, as well as global and regional insurance firms. Handles matters throughout the region, with a particular focus on the Brazilian market.

Strengths Clients speak highly of the firm’s streamlined service, stating: “They are intelligent, very efficient and effective, with the right-sized team – no time is wasted.”

Work highlights Assisted The Carlyle Group with its minority investment in Grupo Madero.

Notable practitioners

Maurizio Levi-Minzi (see p.35) continues to impress clients with his ability to handle complex Latin American corporate transactions. One interviewee asserts: “He really has excellent judgement and knows everything about the deals we are doing,” going on to add: “We have done much better deals entirely because of him; he’s a really great, hands-on lawyer.”

Linklaters

What the team is known for Widely celebrated practice adept at handling corporate transactions

involving Latin America, especially Brazil. Benefits from broad industry expertise, with a particular focus on matters concerning the energy sector. Experienced at advising corporate clients on high-value mergers, purchases and disposals, in addition to joint venture negotiations. New clients include Grupo NC/EMS and ICTSI.

Strengths Clients hold the team in high regard, noting: “They are super responsive, very commercial and have got to know us well, which means we work together very efficiently.”

Work highlights Assisted Linde with three divestments and a carve-out as part of its merger with Praxair. The matter is valued at USD600 million.

Notable practitioners

Alberto Luzárraga is recognised for his experience acting on multi-jurisdictional Latin American mandates, with a focus on matters involving Brazil. A market source is quick to affirm: “He’s a quality lawyer with plenty of experience in M&A, and highly capable.” Up-and-coming practitioner **Gabriel Silva** remains active assisting clients with joint venture formation and M&A transactions. A client notes: “His client service is great, he is always available, and he does great work. He is also very easy to work with.”

Proskauer Rose LLP

What the team is known for Highly regarded firm offering marked expertise in multi-jurisdictional corporate matters involving Brazil and Colombia, as well as other jurisdictions such as Mexico and Uruguay. Maintains a strong reputation among private equity funds and clients from the energy and financial services sectors, regularly advising them on a range of complex public and private M&A transactions.

Strengths “Their work product is really good,” one source enthuses, praising the team as “commercial, pragmatic and easy to work with.”

Work highlights Advised Wayzata Partners on the sale of Propex Brazil to Rafitec.

Notable practitioners

Observers speak highly of **Daniel Ganitsky’s** practice, with one asserting: “Daniel is a very pragmatic lawyer with a commercial acumen and client sensitivity that is really valued. He is also very intelligent and can give precise summaries.” **Carlos Martinez** is an experienced practitioner with proven capabilities in Latin American corporate transactions, especially those involving Brazil, Colombia and Uruguay. He focuses his practice on advising influential clients in the banking and energy sectors on key cross-border M&A transactions.

Band 4

Clifford Chance LLP

See profile on p.45

What the team is known for Established firm well recognised in the Latin American corporate arena, and particularly active in Brazil, Mexico and Colombia. Frequently retained by private equity firms, financial institutions and energy companies to advise on M&A and joint ventures. CVC Capital Partners, Macquarie and Interconexión Eléctrica are new clients.

Strengths Praising the firm’s personalised service, a client remarks: “They have developed a very detailed understanding of how we operate, what is important for us and what risks we are willing to take. They are thorough, yet commercial.”

Work highlights Represented Actis in the sale of

Atlantic Energias Renováveis to China General Nuclear Power Group.

Notable practitioners

São Paulo-based practitioner **Anthony Oldfield** is noted for his experience acting on corporate matters in Brazil. He leverages his experience in the field to assist international venture capital groups, holding companies and industry players with a variety of significant investments. **David Brinton** counsels on M&A transactions arising from the energy and infrastructure sectors. An interviewee notes: “David has a lot of experience and not only helps with the legal aspects, but also gives a lot of insight on the commercial side.” Up-and-coming partner **Thais Garcia** is described by one source as “a rising star,” while another remarks that “she is amazing in negotiations and translates from ‘legal’ to ‘business’ really easily.” She is active throughout the region advising funds on strategic investments in infrastructure.

Cravath, Swaine & Moore LLP

See profile on p.47

What the team is known for Respected global practice group benefiting from considerable experience handling high-value, multi-jurisdictional corporate transactions in Latin America. Excels at advising global corporations from the cosmetics and food and beverage industries on strategic M&A deals. The Cholula Food Company is a new client win.

Work highlights Acted as counsel to Avon on its USD3.7 billion acquisition by Natura Cosméticos.

Notable practitioners

David Mercado (see p.36) is widely respected by peers for his corporate/M&A expertise. He employs his longstanding experience acting on multi-jurisdictional transactions to assist clients with high-profile acquisitions and divestments across Latin America. His expertise spans a wide range of sectors, most notably the food and beverage industry.

Davis Polk & Wardwell LLP

See profile on p.50

What the team is known for Well-reputed international practice adept at handling cross-border corporate transactions in Latin America. Regular counsel to key players in the energy, natural resources and telecommunications industries engaging in inbound and outbound deals in Brazil, as well as investments in Central America.

Strengths Endorsing the firm’s reputation in the market, one commentator describes them as “leaders for M&A work in Brazil.”

Work highlights Assisted Millicom with its USD1.65 billion acquisition of Telefónica’s operations in Panama, Costa Rica and Nicaragua.

Notable practitioners

Manuel Garciadiaz (see p.34) has valued experience leading significant corporate matters in Latin America, benefiting from marked expertise in issues concerning the Brazilian market especially. He regularly represents household names from the manufacturing and cosmetics industries in large-scale M&A transactions.

Hunton Andrews Kurth LLP

What the team is known for Admired transactional outfit with a strong reputation for handling regional M&A and joint venture agreements, particularly involving Mexico and Central America. Boasts considerable expertise in the energy and financial services sectors. Sucro Can Sourcing, Rotoplas and

Grupo TRT y Credichapin are new clients.

Strengths One client highlights the team’s “strategic thinking and advice,” adding: “They know their client very well and provide excellent legal service.”

Work highlights Advised Promerica Financial Corporation on its bid to acquire Scotiabank El Salvador and Inversiones Financieras Scotiabank El Salvador from the Bank of Nova Scotia.

Notable practitioners

Fernando Alonso is singled out by one client for “his incredible responsiveness – everything is a top priority and he transmits this electric energy to the entire team.” Another interviewee remarks: “He gives great, timely and strategic advice on a variety of matters.” This excellent reputation is born of his experience advising on major joint ventures, M&A and corporate reorganisations throughout the region.

White & Case LLP

See profile on p.81

What the team is known for Experienced global group skilled at handling regional matters, with a focus on Brazil, Mexico and Peru. Advises an enviable list of corporations and private equity funds on high-value transactions involving the energy and natural resources sector. New clients include Levi Strauss and Proyectos Globales de Energía y Servicios CME.

Strengths Attesting to their importance in the market, a commentator says: “They are doing a great work in the Latin American M&A arena and have participated in some really big and high-profile transactions.”

Work highlights Represented Vale in its USD550 million acquisition of Ferrous Resources.

Notable practitioners

Donald Baker is well respected for his knowledge of Latin American markets, earning plaudits from market commentators for his experience in Brazil especially. He has a solid practice advising international corporations on M&A transactions in the energy and natural resources sector.

Band 5

Brown Rudnick LLP

See profile on p.42

What the team is known for Noteworthy cross-border practice experienced assisting private equity groups and international corporations with corporate transactions. Skilled at handling matters in a range of jurisdictions, offering particular expertise in corporate restructuring matters involving the telecommunications sector.

Notable practitioners

Alejandro Fiuza has strong experience acting on key corporate mandates in Latin America. He is best known for his work advising clients from a range of industry sectors, most notably the telecommunications sector, on an array of complex corporate structuring matters, as well as representing clients in regional M&A deals.

Covington & Burling LLP

See profile on p.46

What the team is known for Key practice experience across Argentina, Brazil, Chile and Mexico. Active in the energy and financial services sectors advising on M&A, joint venture agreements and fund formation. New clients include Rothschild & Co and Greenhill & Co.

Strengths A client comments: “I have been working

with them for a while now and really like working with their teams of collaborative and skilled lawyers.”

Work highlights Counselling Prisma Medios de Pago on the sale of a controlling stake in the company to Advent International.

Notable practitioners

Rubén Kraiem continues to act on corporate transactions arising from the Mexican and Argentine markets. He has a solid practice representing clients from the financial services and energy sectors in significant M&A transactions and joint venture agreements. Clients single **Gabriel Mesa** out as “a really knowledgeable lawyer,” in addition to praising “his strong attention to detail and clear, straightforward advice.” His practice is centred on transactions in Brazil, Chile and Mexico, especially relating to energy and infrastructure assets.

DLA Piper LLP (US)

See profile on p.52

What the team is known for Internationally recognised global outfit dispensing regional expertise via a multitude of local Latin American offices. Well regarded for advising clients from a diverse selection of industry sectors on cross-border corporate and M&A deals.

Strengths Endorsing the firm’s broad regional expertise, one source states: “It is not easy to deliver high-quality work across so many different locations, but DLA provide a continuously positive experience in each jurisdiction.”

Work highlights Acted as counsel to Taghleeff Industries on its acquisition of Colombian-based firm Biofilm.

Notable practitioners

Impressed sources report that **Francisco Cerezo** (see p.33) “doesn’t take any chances with the quality of the work and provides very high-level support. He is always available and excels not only in terms of legal acumen but also in understanding our needs.”

Greenberg Traurig, PA

See profile on p.57

What the team is known for Significant international corporate practice active across the region, especially in Chile and Mexico. Regularly instructed by global companies and regional family-owned groups to assist with incorporation mandates and inbound and outbound M&A deals.

Strengths Clients highlight the team’s language skills and advice, affirming: “The service is excellent; they are able to explain complex situations and concepts in our native language.”

Work highlights Advised Amadeus IT Group on the acquisition of assets from an airline network planning business with a subsidiary in Chile. The matter is valued at USD50 million.

Notable practitioners

Carlos Treistman (see p.37) has a long history of advising on important corporate mandates in various jurisdictions, most notably Mexico. He has recently been assisting international companies with incorporations, in addition to helping regional groups with expansion into other jurisdictions.

Mayer Brown LLP

See profile on p.65

What the team is known for Recognised international outfit with a solid bench of experienced corporate lawyers. Maintains a strong reputation for handling M&A transactions related to the energy and natural resources sector. Particularly capable of advising on activities in the Southern Cone region and Brazil.

Strengths Sources relay: “I think they did an amazing job on our transaction, using their excellent understanding of the oil and gas sector to navigate a difficult deal very well.”

Work highlights Represented ENGIE and its affiliate in the acquisition of a 90% stake in Transportadora Asociada de Gás, valued at approximately USD8.6 billion.

Notable practitioners

Clients praise **José Valera** as “a sharp negotiator that understood our fundamental objectives and got us there.” He employs his considerable knowledge of energy and natural resources matters, particularly in the hydrocarbons space, to assist clients with sector-related M&A transactions. **Pablo Ferrante** is well regarded by market sources, earning plaudits from a client for his “great negotiation skills.” One impressed observer adds: “He is fast, concise and creative.” He centres his practice on energy sector transactions.

Morgan, Lewis & Bockius LLP

See profile on p.68

What the team is known for Well-regarded firm offering insight into corporate transactions in the Mexican and Brazilian markets, among others. Skilled advising on inbound and outbound M&A, private equity and venture capital investments. ArcaContinental and Patriotic Energies and Technologies are new clients.

Strengths An interviewee states: “Their responsiveness and user-friendly attitude – that is to say, their being attuned with Latin American legal systems, culture and business practices – has always been a differentiator that makes them stand out from other law firms.”

Work highlights Assisted new client and asset management group Atlas Capglo with the USD350 million investments by a Mexican pension plan into five US-based private equity funds.

Notable practitioners

Humberto Padilla Gonzalez “answers very quickly and is very proactive and client-oriented. Also, as a Mexican himself, he is in tune with the feeling, the culture and how to do business here,” reports a client.

Shearman & Sterling LLP

See profile on p.73

What the team is known for Notable international outfit experienced representing energy companies and financial institutions in joint ventures and M&A transactions. Well regarded for its ability to handle matters throughout Latin America, especially Argentina, Brazil and Mexico.

Strengths Highlighting the firm’s “attentive and diligent service,” clients enthuse: “They are always careful to make sure we understand the foreign law

aspects so that we can fully understand the decision-making process.”

Work highlights Counselling Ecopetrol on the execution of a joint venture with Occidental Petroleum to develop 97,000 net acres in the Permian Basin in Texas.

Notable practitioners

Claire O’Brien is the key client contact.

Uría Menéndez

See profile on p.79

What the team is known for Strong Iberian practice with an impressive footprint of local offices in Chile, Colombia and Peru. Excels at advising Spanish clients on regional investments, regularly advising on key M&A transactions and joint venture agreements across a range of industry sectors.

Strengths “I am very pleased with their work,” a source relates, going on to say: “They very quickly familiarise themselves with everything, are able to coordinate lots of parties and just perform extremely well.”

Work highlights Advised Grupo Konecta on the acquisition of Uranet Proyectos e Sistemas, valued at approximately USD44 million.

Notable practitioners

Eduardo Rodríguez-Rovira is the key client contact.

Winston & Strawn LLP

What the team is known for Solid transactional group practised in representing private equity funds and multinational corporations in M&A, joint venture and fund formation mandates. Active throughout the region, with particular experience in Argentina, Chile and Brazil.

Notable practitioners

Talbert Navia has noteworthy experience acting on significant corporate transactions involving a wide range of key Latin American jurisdictions. He is adept at handling complex fund formations, M&A transactions and joint venture agreements.

Other Ranked Lawyers

Experienced practitioner **Randy Bullard** has a solid reputation for his work on cross-border corporate transactions, especially pertaining to the technology, transport and telecommunications sectors. One client remarks: “He is an excellent lawyer and I would trust him with just about anything.”

Juan Pablo Cappello is well versed in multi-jurisdictional corporate mandates involving Latin America. He stands out for handling private equity M&A, leveraging his knowledge of matters relating to the technology sector to advise on venture capital investments.

Federico Goudie continues to earn recognition for his work on notable cross-border M&A and corporate restructuring matters within Latin America. Quick to recommend him, one market commentator remarks: “He is very competent, skilled and does great corporate work.”

Corporate Crime & Investigations

Corporate Crime & Investigations	
Leading Firms	
Band 1	
Debevoise & Plimpton LLP *	
Gibson, Dunn & Crutcher LLP	
Miller & Chevalier Chartered *	
Band 2	
Jones Day *	
Band 3	
Arnold & Porter *	
Cleary Gottlieb Steen & Hamilton LLP *	
Covington & Burling LLP *	
Diaz Reus & Targ LLP	
Quinn Emanuel Urquhart & Sullivan, LLP *	
Ropes & Gray LLP	
Leading Individuals	
Band 1	
Ellis Matteson Miller & Chevalier Chartered	
Levine Andrew Debevoise & Plimpton LLP *	
Warin Joseph Gibson, Dunn & Crutcher LLP *	
Band 2	
Snyder Eric Jones Day *	
Tillen James Miller & Chevalier Chartered	
Band 3	
Asner Marcus Arnold & Porter *	
Breuer Lanny A Covington & Burling LLP	
Burck William Quinn Emanuel Urquhart & Sullivan, LLP	
Diaz, Jr. Michael Diaz Reus & Targ LLP	
Farhang Michael Gibson, Dunn & Crutcher LLP *	
Fridman Daniel Fridman Fels & Soto, PLLC (ORL) ◇	
Lehtman Jeffrey A Wilson Sonsini Goodrich & Rosati (ORL) ◇	
Low Lucinda Steptoe & Johnson LLP (ORL) ◇	
Morillo Juan Quinn Emanuel Urquhart & Sullivan, LLP	
Peace Breon S Cleary Gottlieb Steen & Hamilton LLP	
Ubiñas Emmanuel E. Jones Day *	
Yannett Bruce E Debevoise & Plimpton LLP *	
Up-and-coming individuals	
Pulecio-Boek Daniel Greenberg Traurig, LLP (ORL) ◇ *	
* Indicates firm / individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Debevoise & Plimpton LLP

See profile on p.51

What the team is known for Outstanding practice group offering top-tier advice on corporate crime and investigations involving Latin America. Deeply involved in the handling of sophisticated matters throughout the region, most notably in Brazil and Mexico. Highly sought after for its exceptional knowledge of FCPA matters and longstanding experience interacting with the SEC and DOJ. Equally adept at assisting clients with anti-corruption compliance and sensitive internal investigations.

Strengths “They are fantastic,” clients report, adding: “They are very responsive, very thoughtful and have great experience. I cannot imagine where we would be without their thoughtful input and guidance.”

Attesting to their reputation in the market, one commentator remarks: “They are market leaders and are clearly one of the top choices for any case in this market regarding the US.”

Work highlights Represented Rolls-Royce before the Ministério Público Federal to reach a leniency agreement.

Notable practitioners

“Outstanding” practitioner **Andrew Levine** (see p.35) continues to be seen as a frontrunner in the market by clients and peers alike, employing his vast skill and experience to assist clients with high-profile matters. Highlighting his impressive reputation, market commentators describe him as “an extremely well-known figure globally” and “a massive name in the region for this kind of work.” Compounding such praise, one observer states: “He is an impressive and tireless thought leader, and I never tire of speaking wonders of him.” **Bruce Yannett** (see p.38) has a solid practice handling anti-corruption matters for clients throughout the region, with a particular focus on matters concerning the Brazilian market. Clients look to him for his experience in dealing with risk assessments, compliance issues and both internal and external investigations.

Gibson, Dunn & Crutcher LLP

What the team is known for Powerhouse practice benefiting from longstanding experience handling corporate criminal and investigations mandates throughout the region. Remains a first port of call for clients in need of assistance with white-collar criminal investigations and compliance with anti-corruption legislation. Especially renowned for its investigations work, frequently representing companies in internal investigations and FCPA matters.

Strengths Interviewees are quick to praise the depth of team’s expertise, as one notes: “They have true experts in many areas, and another thing that really stands out is that a lot of their lawyers have government backgrounds at the DOJ and SEC.”

“It is a standout firm,” a source relates, continuing: “They are very practical and do great work, and I really like working with them.”

Notable practitioners

Joseph Warin (see p.38) is a leading light in the market for all matters concerning the FCPA, having advised on compliance issues and both DOJ and SEC investigations. Clients and peers single him out for praise, describing him as “an extraordinary lawyer,” and going on to remark: “He really leads the practice and is a true expert and leader, not just of the firm but of the whole white-collar community. He is a dean of the FCPA Bar and the first person we would go to for anything important.” **Michael Farhang** (see p.33) is “a go-to figure for international operations compliance,” one client reports, going on to say: “He is very down to earth and practical, really knows his stuff and is very easy to work with.” He is skilled at handling investigations and compliance matters related to the FCPA.

Miller & Chevalier Chartered

See profile on p.67

What the team is known for Heavy-hitting international department with an exceptional track record representing both companies and individuals in an array of Latin American corporate criminal matters. Routinely assists clients with complex internal investigations, in addition to external cases headed by the DOJ and SEC. Boasts first-rate expertise in compliance matters, benefiting from unmatched experience serving as compliance monitors in regional FCPA enforcement settlements.

Strengths Quick to recommend the firm for its effective service, an observer states: “They were instru-

mental in getting the investigation done. They are very experienced and knowledgeable lawyers, and I felt very comfortable having them involved.”

Noting the firm’s “impressive bench strength” and “very talented junior staff,” clients report: “We have been, and continue to be, very happy with the efficiency, outstanding counsel and strategic guidance that they provide.”

Notable practitioners

Matteson Ellis has a phenomenal reputation in the market, as one deeply impressed interviewee attests: “He is a lawyer for mission-critical matters as he is in the top bracket of practitioners.” Lauding the quality and breadth of his practice, one observer enthuses: “He is superb. He is involved in most of the complex investigations in the region and is really outstanding.” He is held in the highest regard for his handling of high-profile FCPA investigations and compliance matters, in addition to internal inquests. **James Tillen** offers in-depth knowledge of anti-corruption investigations, regularly advising companies on those conducted internally as well as by the DOJ and SEC. Quick to sing his praises, one source remarks: “James is a very astute and pragmatic counsellor. He not only helps us identify and diagnose challenges and issues but comes up with ways to remedy the situation.”

Band 2

Jones Day

See profile on p.61

What the team is known for Deeply respected international outfit in high demand for its expertise in corporate crime and investigations mandates. Benefits from in-depth experience representing clients in FCPA investigations, internal investigations and criminal proceedings related to fraud charges. Additionally assists clients with antitrust matters as well as providing ongoing anti-corruption compliance training.

Strengths A pleased client opines: “One of the things I really like about working with Jones Day is their international reach and the fact that they are so capable in all the markets where my company needs assistance.”

Work highlights Represented an individual in criminal proceedings before the Southern District of New York district court for charges of fraud and identity theft.

Notable practitioners

Experienced partner **Eric Snyder** (see p.37) has a superb track record advising on complex anti-corruption investigations and ensuing criminal proceedings in US courts. Market commentators are quick to praise him for his activity in the market, with one saying: “He does a lot of work out of Brazil and is a big presence in the industry.” Another describes him as “an excellent lawyer.” **Emmanuel Ubiñas** (see p.37) enters the rankings as a result of his continued activity on significant mandates and high level of client endorsement. One interviewee remarks: “He is my go-to person for anything in Latin America. He is very knowledgeable in his area, very client-focused, and has profound knowledge of the region.”

Band 3

Arnold & Porter**See profile on p.40**

What the team is known for Significant corporate crime and investigations practice recognised for its experience handling matters concerning Latin America. Furnishes clients with advice on fraud and anti-corruption compliance, liability and investigations. Particularly skilled at handling post-investigation litigation in regional and international courts.

Strengths A market commentator states: *"It was a great experience working with them. They are very knowledgeable and navigated the negotiations with both US and Brazilian authorities extremely well."*

Work highlights Defended Boston Scientific in a fraud case filed in the US District Court for the District of Delaware brought by a Brazilian private health insurance association.

Notable practitioners

Respected partner **Marcus Asner** (see p.32) has valued expertise in anti-corruption investigations and compliance issues. He also leverages his prior experience as a federal prosecutor to assist clients with related disputes. Impressed with his work, one source describes him as *"very experienced, very strategic and very knowledgeable."*

Cleary Gottlieb Steen & Hamilton LLP**See profile on p.44**

What the team is known for Admired global practice with remarkable capabilities in the white-collar criminal arena. Trusted counsel to key industry players with operations throughout the region, most notably in Brazil and Mexico. Regularly advises on anti-corruption compliance, as well as internal and external investigations.

Strengths One pleased client enthuses: *"It is a strong team and I am always happy to work with them."*

Work highlights Assisted the Brazilian national development bank, BNDES, with an internal investigation into allegations of corruption.

Notable practitioners

Breon Peace is *"a very knowledgeable and experienced lawyer,"* one interviewee remarks, adding: *"The way he handles complex issues that arise in this line of work is very impressive."* He has notable expertise advising on DOJ and SEC investigations and anti-corruption compliance matters, focusing his attentions on matters involving Brazil especially.

Covington & Burling LLP**See profile on p.46**

What the team is known for Celebrated international practice group well versed in white-collar crime matters pertaining to Latin America. Experienced in han-

dling anti-corruption due diligence for companies operating in a range of industry sectors. Especially well equipped to tackle FCPA enforcement matters.

Strengths A market commentator notes: *"It is a good firm with a good presence and they are very active in the region."*

Notable practitioners

Sources attest to **Lanny Breuer's** reputation in the market, as one comments: *"He is a great lawyer with a great profile."* He is highly sought after for his experience handling Latin American white-collar criminal matters, offering distinct expertise in FCPA matters as a result of his previous role as head of the criminal division of the DOJ.

Diaz Reus & Targ LLP

What the team is known for Key Miami-based practice with a keen understanding of criminal proceedings related to corruption investigations and sanctions. Regularly acts for high-level executives and corporations active throughout the region, especially Venezuela. Also adept at handling FCPA investigations.

Strengths Endorsing the team's quality service, a source remarks: *"I was very happy with their work. They were very accessible, knowledgeable and efficient."*

Work highlights Acted as counsel to an individual in defence of money laundering charges and OFAC violations related to gold smuggling in Venezuela.

Notable practitioners

Michael Diaz is highlighted by an observer as *"a very knowledgeable, experienced and extremely accessible lawyer."* He remains active representing individuals in criminal proceedings in US and Latin American courts relating to corruption investigations and sanctions. He has additional experience assisting clients with FCPA investigations.

Quinn Emanuel Urquhart & Sullivan, LLP**See profile on p.72**

What the team is known for Noteworthy international litigation experts drawing high praise from clients for its experience in criminal trials involving Latin America. Also possesses considerable experience assisting clients with matters related to FCPA investigations.

Strengths Observers comment: *"They have been great with us and we feel very safe and comfortable working with them."*

Notable practitioners

William Burck is singled out by market commentators for his impressive track record in the field, with one describing him as *"a high-profile FCPA lawyer."* He remains highly sought after by major multinational companies in need of assistance with anti-cor-

ruption investigations and related US enforcement actions. **Juan Morillo** is *"a great strategist,"* one client reports, before going on to say: *"The way that he develops strategy is excellent and he can see where we need to go and how to get there."* Another interviewee adds: *"He is a very fine, accurate and sharp lawyer with a great deal of experience in investigations and who really knows how to get to the heart of matters."*

Ropes & Gray LLP

What the team is known for Experienced white-collar crime and anti-corruption experts with proven skill in international matters concerning Latin America. Frequently seen assisting companies with internal and external investigations, as well as with civil proceedings in US courts. Benefits from additional experience acting as a compliance monitor.

Strengths Highlighting the depth and quality of the team, one interviewee attests: *"They are excellent."*

Notable practitioners

Nicholas Berg, Matthew Posthuma and María González Calvet are the key client contacts.

Other Ranked Lawyers

Market commentators hold **Daniel Fridman** in high regard for his ability to handle significant Latin American corporate criminal issues, with one reporting: *"He is a real go-to for anything involving Latin America; he is very experienced doing FCPA cases in the region, speaks Spanish and is very comfortable in Brazil. He is really masterful in this field."*

Jeffrey Lehtman is widely admired for his considerable experience acting on high-profile Latin American white-collar investigations and compliance issues. Endorsing his skills, one observer states: *"He combines the best of both worlds, providing clear, safe and practical advice on US compliance matters combined with a deep understanding of Latin American culture."*

Sources have only good things to say about **Lucinda Low**, with one hailing her as *"a very experienced and great lawyer who always gives very accurate and to-the-point advice."* She is well versed in anti-corruption mandates, regularly advising significant clients on due diligence issues and regional governmental investigations.

Up-and-coming practitioner **Daniel Pulecio-Boek** (see p.37) is well regarded for his work on investigations as well as matters pertaining to extraditions and sanctions. An impressed commentator relates: *"He is someone who really benefits from that regional expertise and experience while also having that common law view."*

Insurance

Insurance
Leading Firms
Band 1
Clyde & Co LLP
DAC Beachcroft LLP*
HFW
Band 2
Clausen Miller LLP
Kennedys
Eminent Practitioners
Eminent Practitioners
Hirst Peter <i>Clyde & Co LLP</i>
Leading Individuals
Band 1
Bruce Jonathan <i>HFW</i>
Cardona Christopher <i>HFW</i>
Guillamont Alex <i>Kennedys</i>
Band 2
Kendall Mark A <i>DAC Beachcroft LLP*</i>
Leech Stirling <i>Clyde & Co</i>
Menzies Anthony <i>DAC Beachcroft LLP*</i>
Startin John P <i>Clausen Miller LLP</i>
Band 3
Bacon Lee <i>Clyde & Co LLP</i>
Hall Jonathan <i>Clausen Miller LLP</i>
Marangos Hermes <i>Signature Litigation LLP (ORL) ♦*</i>
Strachan Duncan J <i>DAC Beachcroft LLP*</i>
* Indicates firm / individual with profile.
♦ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

Band 1

Clyde & Co LLP

What the team is known for Outstanding insurance practice with an impeccable track record advising clients on sophisticated multi-jurisdictional mandates. Caters to an impressive roster of leading insurers and reinsurers involved in matters throughout the region, offering additional support through its offices in Brazil and Mexico. Routinely sought out to assist with policy coverage claims as well as complex commercial arbitration disputes concerning the insurance market.

Strengths “They are highly technical and have in-depth knowledge of reinsurance matters,” one client enthuses.

“I cannot think of anything they ought to improve,” adds another source, continuing: “They are always very clear and concise, are very efficient and provide regular updates. My impression of them so far has been very good.”

Notable practitioners

Eminent practitioner **Peter Hirst** boasts many years of experience in the insurance and reinsurance spaces. His expertise spans high-value claims including issues arising from ‘follow the fortunes’ clauses, limits of indemnity policies, non-disclosure agreements and misrepresentation. Partner **Stirling Leech** is based in Brazil and routinely wins mandates to advise clients on insurance issues arising in the oil and gas and shipping spaces. He frequently receives mandates from global insurers to advise on contentious insurance matters at the intersection between English and Brazilian law. **Lee Bacon** remains involved in a significant number of mandates across Latin America, particularly across Central America,

Chile, Colombia and Peru. His recent work includes coverage matters such as insurance claims resolved via arbitration in the energy space.

DAC Beachcroft LLP

See profile on p.49

What the team is known for Stellar insurance outfit revered for its ability to handle high-level cross-border mandates involving Latin America. Routinely retained by an enviable list of insurers to advise on high-stakes disputes resulting from catastrophic losses throughout the region. Also known for handling contentious insurance matters arising in the energy and construction industries. Remains highly active across various jurisdictions in the region such as Brazil, Mexico, Chile and the Dominican Republic.

Strengths A client enthuses: “They are my go-to team because they are excellent.”

Another source praises the team, saying: “They are diligent in following up on matters and make sure that there are solutions to the task at hand.”

Work highlights Advised the London reinsurers on the Brumadinho dam collapse in January 2019.

Notable practitioners

Partner **Mark Kendall** (see p.35) is singled out for praise by clients, who highlight “his solid expertise in complex claims,” going on to note: “He understands the issues and commercial relationships involved, providing sound analysis but pragmatic advice.” He boasts significant involvement in insurance mandates affecting the energy, consumer product manufacturing and construction spaces. Partner **Anthony Menzies** (see p.36) heads the firm’s Latin America practice, routinely advising on insurance and reinsurance claims. He remains well regarded for his activity in this space, with peers recognising his participation in a number of key cases. **Duncan Strachan** (see p.37) garners praise from clients, who note: “We have worked with them for years and they are highly technical lawyers who understand the region as a whole.” He routinely advises insurers and reinsurers on large-scale losses affecting the energy sector.

HFW

What the team is known for Illustrious insurance department offering exceptional regional expertise through its local offices in Chile, Colombia and Mexico. Boasts an impressive client portfolio of leading insurers, reinsurers and insureds, with remarkable knowledge of matters concerning the aviation and maritime sectors especially. Continues to assist clients with high-value coverage and damages claims as well as representing them in related contentious mandates.

Strengths Lauding the team’s composure, one interviewee remarks: “They were very calm and measured about a complex matter; they have clearly got the experience and seen these things before. It was a very good experience.”

Commentators are full of praise for the firm’s history, noting: “They have over 15 years of experience in the region and really know the culture very well, so their cross-border reach in insurance and reinsurance claims throughout Latin America really stands out.”

Notable practitioners

London-based leading light **Jonathan Bruce** handles matters spanning Brazil, Colombia and Mexico, boasting activity across coverage-related issues

concerning significant losses. He garners praise from clients, as one reports: “He is very straightforward and gets to the point.” Another source adds: “He handles things extremely well; the fact he is a frequent visitor to the region and knows how things work locally is extremely helpful.” Clients are full of praise for partner **Christopher Cardona**, who they say is “very experienced and highly analytical; he provides reassuring advice with a sound strategic approach.” Another impressed interviewee appreciates that “he provides extremely intelligent and useful comments very quickly.” Peers compound such praise, describing him as “a very well-respected lawyer in the market.” He remains deeply involved in the representation of both insured parties and insurers.

Band 2

Clausen Miller LLP

What the team is known for Well-regarded London-based practice involved in insurance matters affecting Latin America, most notably contentious mandates. Active across several relevant jurisdictions, such as Brazil and Costa Rica. Retained to advise on claims concerning large losses, including those resolved through mediation. Frequently represents insurers, reinsurers and insured parties.

Strengths Clients appreciate that “they provide very practical and useful advice which is tailored to our situation. We would really recommend them as they are very attentive and always make clients feel very supported.”

Notable practitioners

Partner **John Startin** is held in high esteem by peers, one of whom describes him as “a lawyer’s lawyer who really knows his stuff.” Equally impressed, clients enthuse that “he is very incisive and adept at looking at your particular circumstances and figuring out what your strengths and weaknesses are.” He remains active across a number of high-stakes coverage claims. **Jonathan Hall** earns plaudits from sources for his insurance expertise. One client notes that “he is very practical and highly knowledgeable,” while another says: “He is very good in front of clients and instils a lot of confidence. He is extremely good and analyses matters in depth, really getting involved and liaising with experts.”

Kennedys

What the team is known for Well-known team boasting a solid Miami-based offering of insurance and reinsurance specialists. Regularly retained to advise global players active in the insurance and reinsurance spaces on matters arising in Spanish-speaking Latin American countries such as Chile and Argentina, as well as Brazil. Deals with policy coverage issues emanating from significant environmental disasters and disputes concerning the energy and natural resources and construction industries.

Strengths One market commentator enthuses: “They have built a great Miami office which is doing well.”

Notable practitioners

Miami-based partner **Alex Guillamont** heads the firm’s endeavours in Latin America, overseeing all insurance disputes for leading global insurers and reinsurers in the region. He has a great deal of experience advising on both contentious and non-contentious

tious matters. Market commentators hold him in high regard, labelling him as “a sharp lawyer.”

Other Ranked Lawyers

Hermes Marangos (see p.36) is well regarded by commentators for his “huge knowledge of the South American market,” with one adding: “He remains a

tireless, charismatic and forceful advocate for his clients and has an original legal brain.” He is experienced at representing reinsurers in matters concerning the Southern Cone especially.

International Arbitration

International Arbitration Leading Firms	International Arbitration Leading Individuals
Band 1	Star individuals
Debevoise & Plimpton LLP *	Blackaby Nigel <i>Freshfields Bruckhaus Deringer LLP</i>
Freshfields Bruckhaus Deringer LLP *	Band 1
King & Spalding LLP *	Astigarraga José I <i>Reed Smith LLP</i>
White & Case LLP *	Bishop Doak <i>King & Spalding LLP *</i>
Band 2	Di Rosa Paolo <i>Arnold & Porter *</i>
Arnold & Porter *	Donovan Donald Francis <i>Debevoise & Plimpton LLP *</i>
Dechert LLP	Mantilla-Serrano Fernando <i>Latham & Watkins LLP</i>
Band 3	Silva Romero Eduardo <i>Dechert LLP</i>
Chaffetz Lindsey LLP *	Band 2
Curtis, Mallet-Prevost, Colt & Mosle LLP *	Bédard Julie <i>Skadden, Arps, Slate, Meagher & Flom LLP *</i>
Herbert Smith Freehills	Hamilton Jonathan <i>White & Case LLP</i>
Hogan Lovells US LLP *	Kahale III George <i>Curtis, Mallet-Prevost, Colt & Mosle LLP</i>
Latham & Watkins LLP	Leathley Christian <i>Herbert Smith Freehills</i>
Quinn Emanuel Urquhart & Sullivan, LLP *	Prager Dietmar <i>Debevoise & Plimpton LLP *</i>
Reed Smith LLP	Band 3
Skadden, Arps, Slate, Meagher & Flom LLP *	Aguirre Luzi Roberto J <i>King & Spalding LLP *</i>
Band 4	Armas Oliver J <i>Hogan Lovells US LLP *</i>
Cleary Gottlieb Steen & Hamilton LLP *	Burnett Henry Guy <i>King & Spalding LLP *</i>
Covington & Burling LLP *	Gehring Flores Gaela <i>Arnold & Porter *</i>
Foley Hoag LLP *	González Daniel E <i>Hogan Lovells US LLP *</i>
Sidley Austin LLP *	Hosking James <i>Chaffetz Lindsey LLP *</i>
Three Crowns LLP	Lindsey David <i>Chaffetz Lindsey LLP *</i>
Band 5	Marigo Noiana <i>Freshfields Bruckhaus Deringer US LLP</i>
Clifford Chance US LLP *	Orta David <i>Quinn Emanuel Urquhart & Sullivan, LLP</i>
Vinson & Elkins LLP *	Sabater Aníbal Martín <i>Chaffetz Lindsey LLP *</i>
* Indicates firm / individual with profile.	Suarez Anzorena Ignacio <i>Clifford Chance US LLP</i>
◇ (ORL) = Other Ranked Lawyer.	Verhoosel Gaëtan <i>Three Crowns LLP</i>
Alphabetical order within each band. Band 1 is highest.	Band 4
Band 1	Alvarez Avila Gabriela <i>Curtis, Mallet-Prevost, Colt & Mosle</i>
	Baker C Mark <i>Norton Rose Fulbright (ORL) ◇ *</i>
	Cardozo Camilo <i>Vinson & Elkins LLP</i>
	Duclos Nicole <i>Covington & Burling LLP</i>
	Friedman Mark W <i>Debevoise & Plimpton LLP *</i>
	García Represa José Manuel <i>Dechert LLP</i>
	Kimmelman Louis B. (Benno) <i>Sidley Austin LLP</i>
	Lahlou Yasmine <i>Chaffetz Lindsey LLP *</i>
	López Forastier Miguel <i>Covington & Burling LLP</i>
	Lorenzo Richard C <i>Hogan Lovells US LLP *</i>
	Noury Sylvia <i>Freshfields Bruckhaus Deringer LLP</i>
	Reichler Paul S <i>Foley Hoag LLP</i>
	Rivkin David W <i>Debevoise & Plimpton LLP *</i>
	Band 5
	Adam John <i>Latham & Watkins LLP</i>
	Boccuzzi Carmine <i>Cleary Gottlieb Steen & Hamilton LLP</i>
	Cárdenas M Cristina <i>Reed Smith LLP</i>
	Escobar Alejandro <i>Baker Botts UK LLP (ORL) ◇ *</i>
	Grané Labat Patricio <i>Arnold & Porter *</i>
	Hodgson Mérida N <i>Jenner & Block LLP (ORL) ◇</i>
	Llano Oddone Rafael <i>White & Case SC</i>
	MacKinnon Ari D <i>Cleary Gottlieb Steen & Hamilton LLP</i>
	Martinez Lopez Carmen <i>Three Crowns LLP</i>
	Miles Craig <i>King & Spalding LLP *</i>
	Nelson Timothy G <i>Skadden, Arps, Slate, Meagher & Flom *</i>
	Perez Luis A <i>Akerman LLP (ORL) ◇</i>
	Richard Caroline <i>Freshfields Bruckhaus Deringer LLP</i>
	Yanos Alexander <i>Alston & Bird LLP (ORL) ◇</i>
	Up-and-coming individuals
	Marchili Silvia <i>White & Case LLP</i>
	Sanchez Jose F <i>Vinson & Elkins LLP</i>
	Associates to watch
	Merizalde Urdaneta Juan Felipe <i>Dechert LLP</i>

Debevoise & Plimpton LLP

See profile on p.51

What the team is known for Front-running international arbitration practice with a stellar reputation for its ability to handle sophisticated disputes throughout the region, most notably those concerning Brazil, Chile and Peru. Caters to a host of prestigious financiers and energy and natural resources companies investing in the region, assisting with a wide range of high-value contentious matters. Renowned for its singular expertise in both commercial arbitration matters and investor-state mandates.

Strengths Lauding the quality of the individuals in the team, one client reports: “The practice is more than the sum of its parts; they really are an outstanding team.”

“They are great, to put it simply,” one commentator relates, continuing: “Their analysis was very impressive, they really dug into the facts, and they didn’t just seek to move forward with their case but were really looking out for the client’s needs.”

Work highlights Represented Freeport-McMoRan against Peru under the United States-Peru free trade agreement in a USD1 billion case concerning royalty payments.

Notable practitioners

Peers and clients alike single out **Donald Francis**

Donovan (see p.33) as a leading figure in the market, with one describing him as “a real international arbitration giant.” Another source adds: “He is really something else; I can think of few people who have his experience, depth of knowledge and instincts in the field.” He has an outstanding track record advising, discerning financial investors and corporations on headline investor-state and commercial arbitration cases throughout Latin America. **Dietmar Prager** (see p.36) draws high praise from commentators for his arbitration capabilities, as one attests: “Dietmar has deep knowledge and expertise in arbitration matters and is very good in cross-examinations.” Another impressed observer states: “He is brilliant and knows his business inside and out.” He has a great deal of experience acting on major commercial and investment treaty arbitration cases involving Brazil, Chile and Peru especially. **Mark Friedman** (see p.34) is widely respected for his considerable experience representing investors in significant investment treaty arbitration cases. Clients are quick to praise his practice, with one enthusing: “Mark is an excellent orator who is very thorough and very quick on his feet and has very impressive control of the facts.” **David Rivkin** (see p.37) continues to draw praise from market commentators for his knowledge of international arbitration matters, with one describing him as

“a very experienced lawyer.” His practice is focused on representing energy companies in high-value investor-state arbitration cases.

Freshfields Bruckhaus Deringer LLP

See profile on p.55

What the team is known for Outstanding team offering profound insight into the intricacies of multi-jurisdictional arbitration disputes arising in Latin America. First port of call for top-level corporate investors from a range of industry sectors engaging in highly complex investment treaty arbitration cases, especially those concerning Colombia and Venezuela. Boasts additional expertise in state representation, as well as commercial arbitration cases originating from post-M&A disputes.

Strengths Highlighting the team’s accessible working style, one source notes: “Freshfields have developed an ability and a technology to be super persuasive in a way that is easy to understand. Their work product is really digestible and simple but equally rich and powerful.”

Praising the firm’s “very impressive performance,” one client says: “Everything was so well thought out, and they never once got themselves into a tangle. I cannot praise them enough.”

Work highlights Acted as counsel to BBVA on an

International Arbitration: Arbitrators	
Leading Individuals	
Band 1	
Alexandrov Stanimir A.	Stanimir A. Alexandrov PLLC (ORL) ◇
Alvarez Henri C.	Sole Practitioner (ORL) ◇
Bosco Lee João	Lee Taube Gabardo Sociedade (ORL) ◇
Conejero Roos Cristián	Cuatrecasas (ORL) ◇
Cremades Sanz-Pastor Bernardo M.	B Cremades (ORL) ◇
Derains Yves	Derains & Gharavi (ORL) ◇
Fernández-Armesto Juan	Armesto & Asociados (ORL) ◇
Galíndez Valeria	Valença Galíndez Arbitration (ORL) ◇
Garibaldi Oscar M.	Independent Arbitrator (ORL) ◇
Grigera Naón Horacio	Horacio A Grigera Naon (ORL) ◇
Hammond Steven A.	Independence DRS, LLC (ORL) ◇
Jana Andrés	Bofill Mir & Alvarez Jana Abogados (ORL) ◇
Kaufmann-Kohler Gabrielle	Lévy Kaufmann-Kohler (ORL) ◇
Mantilla-Serrano Fernando	Latham & Watkins LLP
Mourre Alexis	Alexis Mourre-Independent Arbitrator (ORL) ◇
Nunes Pinto José Emilio	José Emilio Nunes Pinto (ORL) ◇
Ossa Felipe	Claro & Cia (ORL) ◇ *
Silva Romero Eduardo	Dechert LLP
Siqueiros Eduardo	Sole Practitioner (ORL) ◇
Stern Brigitte	Université de Paris I (Panthéon) (ORL) ◇
Tawil Guido Santiago	Sole Practitioner (ORL) ◇
von Wobeser Claus	Von Wobeser y Sierra, SC (ORL) ◇
Zuleta Eduardo	Zuleta Abogados Asociados S.A.S. (ORL) ◇
* Indicates individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

ICSID Additional Facility arbitration against Bolivia in a dispute over measures nationalising and transferring the pension fund administration service provided by BBVA to the state.

Notable practitioners

Nigel Blackaby QC is “the biggest name that comes to mind for arbitration involving Latin America,” one market commentator claims. Another source remarks: “Nigel is incredibly knowledgeable and has an expertise second to none. He is the grandfather of Latin American arbitration and is really the best there is.” Clients look to him for his unmatched experience handling some of the most high-profile and important commercial and investment treaty arbitration cases throughout the region. **Noiana Paula Marigo** earns plaudits from clients for her work, with one describing her as “an experienced and intelligent lawyer who gives great advice.” Interviewees also praise her practical skills, as one states: “When she cross-examines, she can really go for the jugular; it is very impressive.” She is highly skilled at representing investors in investment treaty disputes. London-based partner **Sylvia Noury** has a strong track record in the Latin American international arbitration arena. She has noteworthy experience acting on significant investor-state arbitration cases in the region, specialising in the representation of corporate clients disputing breaches of investment treaties. **Caroline Richard** continues to impress clients with her knowledge of the arbitration field, as one attests: “Name the case, dispute or law and she has it at her fingertips.” She is adept at representing corporate clients in investor-state disputes throughout the region, most notably those involving Colombia and Venezuela.

King & Spalding LLP

See profile on p.62

What the team is known for Premier practice boasting a deep bench of talented international arbitration experts experienced in handling cases

involving an array of key Latin American jurisdictions. Offers top-tier advice to leading multinational corporations engaging in commercial arbitration cases resulting from post-M&A issues, construction claims and general contractual disputes. Also excels at representing corporate clients in high-stakes investment treaty arbitration cases.

Strengths Extolling the firm’s ability to handle complex cases, one interviewee says: “I have seen them do an extraordinarily good job with incredibly difficult cases where their clients are in a tough position and they managed to swing things in their favour. It is quite something.”

Clients speak highly of the firm’s systematic approach, as one attests: “I am always impressed with how they put together such capable and efficient teams and work so seamlessly with other firms. That kind of collaboration is a dream for clients as everything is covered so well.”

Work highlights Advised South American Silver on an UNCITRAL arbitration case against Bolivia over the expropriation of mining concessions.

Notable practitioners

Doak Bishop (see p.32) “really is outstanding,” one client enthuses, adding: “He is really easy to deal with and is so senior and insightful about how a panel is going to treat something.” Another commentator remarks: “He has the ear of the tribunal from the moment he opens his mouth. It is a real pleasure working with him.” He has a superb practice advising prestigious corporate clients on a range of commercial and investment treaty arbitration cases throughout the region. Observers speak highly of **Roberto Aguirre Luzi** (see p.32)’s arbitration expertise, with one praising him as “a very good lawyer who leaves no stone unturned to find what he needs.” He is well versed in cross-border Latin American disputes, offering particular insight into cases involving Argentina. He remains a popular choice among corporate clients engaging in commercial and investor-state arbitration matters. **Henry Guy Burnett** (see p.33) is highlighted by one source as “a great strategic thinker who is very collaborative with his clients.” The source goes on to praise his regional expertise, noting: “He is fluent in Spanish and Portuguese, knows a lot of the players and offers very good insight into how arbitrations work in the region.” He excels at handling both commercial and investor-state mandates.

Craig Miles (see p.36) has a strong practice advising clients on international arbitration disputes relating to the energy, natural resources and aviation sectors especially. His practice is focused primarily on the representation of investors in investment treaty arbitration, with additional expertise in commercial disputes.

White & Case LLP

See profile on p.81

What the team is known for Pre-eminent global practice group in high demand for its extensive experience acting on sophisticated Latin American arbitration matters. Regular counsel to an impressive selection of blue-chip corporations involved in high-profile investor-state arbitration, as well as commercial cases over contractual disputes, construction matters and post-M&A claims. Additionally boasts longstanding experience representing the Peruvian government in highly important investment treaty disputes.

Strengths Full of praise for the firm, one client remarks: “I am very happy with the work they have

done. They really own the arbitration space and are worth their weight in gold.”

Endorsing the team’s technical skills, an interviewee affirms: “Their preparation for the arbitration was very impressive, showing great strategy and analysis of all the documents. Everything was carried out professionally and with great attention to detail.”

Work highlights Assisted Eldorado Brasil Cellulose with an ICC arbitration concerning the alleged breach of an SPA entered into between Eldorado’s controlling shareholder and the buyer, CA Investment Brazil. The dispute was valued at approximately USD4 billion.

Notable practitioners

Department head **Jonathan Hamilton** stands out as a lawyer who is “really quite famous in the arbitration world,” according to one source. Another adds: “He is a brilliant legal strategist who sees the dispute from all angles. I have been extremely impressed with how he handled a very aggressive opposition; he owns the battleground.” He is esteemed for his ability to handle major commercial and investor-state mandates throughout the region. Based in Mexico City, **Rafael Llano Oddone** earns plaudits from a commentator who describes him as “a very intelligent and experienced lawyer.” He has notable experience representing the Peruvian government and corporations in investor-state disputes, in addition to advising on commercial disputes. Up-and-coming partner **Silvia Marchili** is hailed by one source as “very commercial in the way that she understands the ends and the goals of the clients and how she adapts her strategy to meet those goals.” She has valued experience handling investor-state disputes involving Ecuador and Colombia.

Band 2

Arnold & Porter

See profile on p.40

What the team is known for Acclaimed disputes practice held in high regard for its ability to navigate complex cross-border Latin American arbitration mandates. Excels at representing governments in consequential investment treaty arbitration cases, as well as defending regional corporations in major ICC disputes. Deeply knowledgeable of matters concerning the energy and natural resources and infrastructure sectors.

Strengths Full of praise for the firm’s service, one client reports: “The whole team has been amazing. Everyone involved has shown that they have the experience and individual sets of skills to cover all aspects of the case.”

Work highlights Represented the Republic of Peru in an ICSID case filed by ENAGÁS and ENAGÁS International involving claims of over USD500 million relating to a dispute in the oil and gas sector.

Notable practitioners

Paolo Di Rosa (see p.33) has an outstanding reputation for his work defending Latin American sovereigns in headline investment treaty arbitration cases, earning praise from one commentator as “an excellent arbitration lawyer.” Lauding his abilities, one source comments: “He is very talented in seeing the bigger picture and what the tribunal might think is important. He is super experienced and has a natural talent for seeing how the arbitration will go.” Clients look to **Gaela Gehring Flores** (see p.34) for her extensive knowledge of Latin American arbitration

matters. She boasts considerable expertise in representing sovereigns in investor-state cases, in addition to advising corporations on ICC claims. Highlighting her “very good persuasion and oral advocacy skills,” one client says: “She is very intelligent and really has done extremely well.” **Patricio Grané Labat** (see p.34) continues to impress observers with his ability to handle significant investor-state and commercial arbitration cases. One client notes: “He is always on top of everything and able to explain with every detail why it is important and why we should pay attention to it. He is in charge of the whole case.”

Dechert LLP

What the team is known for Esteemed international arbitration practice benefiting from marked prowess in Latin American disputes. Remains a top choice among Latin American sovereigns, as well as investors, engaging in high-profile investor-state arbitration throughout the region. Additionally skilled at handling commercial cases before the ICC, leveraging its expertise to assist both state-owned and private companies with major contractual disputes.

Strengths “We really are very happy with their work,” clients enthuse, continuing: “They see everything, never miss any details and are always on top of deadlines. It is just a really good firm.”

Work highlights Represented Colombia in a multiparty ICSID arbitration against Glencore International and C.I. Prodeco over the imposition of a fine and alleged threat of annulling a mining exploitation contract.

Notable practitioners

Exceptional partner **Eduardo Silva Romero** continues to be seen as an authority in the international arbitration market, earning high praise from clients and peers for his remarkable track record serving as both counsel and arbitrator on some of the most significant disputes in Latin America. Endorsing his skills as counsel, one interviewee remarks: “He is really impeccable in his work, he never misses anything, and the presentation of his arguments is always flawless.” Another adds: “He is probably one of the strongest Latin American practitioners, not to mention a highly respected arbitrator.” Impressed by **José Manuel García Represa’s** abilities, one observer asserts: “He is not just a good lawyer; he is also knowledgeable of economics and maths, a great combination that lets him engage in very technical work. In the hearings, I was impressed with how he managed to remain calm, switch languages fluently and handle everything that was thrown at him.” Associate-to-watch **Juan Felipe Merizalde Urdaneta** is singled out by a client as “a hard-working lawyer who is meticulous in his work.”

He has accrued a significant amount of experience advising sovereigns and state-owned entities on investment treaty and commercial arbitration cases.

Band 3

Chaffetz Lindsey LLP

See profile on p.43

What the team is known for Much-admired international arbitration outfit offering valued expertise in Latin American mandates. In high demand among prominent international and regional corporate groups for its knowledge of commercial disputes, especially those arising out of infrastructure construction claims. Also sought after by corporate claimants engaging in investment treaty cases.

Strengths “They are always available and ready to have discussions to help us understand legal procedures and New York law,” commentators report, adding: “We could not be more satisfied with our choice to work with Chaffetz Lindsey.”

Work highlights Advised Jaguar Energy Guatemala and AEI Guatemala Jaguar on an ICC arbitration against China Machine New Energy Corporation over Jaguar’s termination of an EPC contract with CMNC for a thermal power generation plant in Guatemala.

Notable practitioners

James Hosking (see p.35) is widely recognised by market commentators for his Latin American arbitration expertise, as one relates: “He is super knowledgeable, experienced and knows Latin America well.” His practice is centred on representing regional and international corporations in commercial disputes arising out of post-M&A and infrastructure construction disputes. He also advises investors on significant bilateral investment treaty cases. Founding partner **David Lindsey** (see p.35) has a great deal of experience acting on Latin American arbitration cases before various arbitral panels, with a focus on matters involving Brazil. He is regularly instructed by leading oil and gas and construction companies to assist with commercial disputes arising out of joint operating agreements and EPC contracts. “He is really excellent,” one interviewee says of **Anibal Martin Sabater** (see p.37), while another describes him as “very knowledgeable of investment arbitration and arbitration in general.” He is widely recognised for his impressive track record leading investment treaty arbitration cases. He benefits from further expertise in commercial disputes concerning financial and construction issues. **Yasmine Lahlou** (see p.35) continues to impress interviewees with her skills, as one attests: “She was very on top of everything, knew her stuff and made things easy for us. It was just a very smooth experience.” She is adept at handling Brazilian commercial arbitration cases arising out of joint operating agreement disputes and construction claims.

Curtis, Mallet-Prevost, Colt & Mosle LLP

See profile on p.48

What the team is known for Deeply respected dispute resolution practice recognised for its prowess in the international arbitration arena. Renowned for its skill in representing governments and state-owned entities in vital commercial and investment treaty disputes. Boasts an impressive track record acting for various states, especially Venezuela and Mexico.

Strengths Sources say: “They are so experienced and respected in the field, it really shows. Also their capacity to analyse every single aspect of the case is very impressive. We really trust them.”

Work highlights Represented Venezuela in an ICSID arbitration under the Venezuela-Spain bilateral investment treaty concerning the alleged expropriation of assets and unfair and inequitable treatment in respect of oil and gas compression and production. The case was valued at USD1.159 billion.

Notable practitioners

George Kahale maintains an excellent reputation for his ability to tackle complex Latin American international arbitration cases. He has an impeccable track record representing the governments of Venezuela, Ecuador and the Dominican Republic in major investment treaty disputes. Speaking highly of his practice, one client remarks: “He is an esteemed and experienced lawyer and a really fantastic strategist.” Market

commentators single out **Gabriela Alvarez Avila** for her Latin American arbitration expertise, with one noting that “she has an ICSID background and is able to handle commercial cases too.” She continues to win instructions from sovereigns and state-owned enterprises to represent them in both investor-state and commercial arbitration matters.

Herbert Smith Freehills

What the team is known for Well-reputed international arbitration practice noted for its strength in both the commercial and investor-state arenas. Caters to an enviable client portfolio of household names from the oil and gas and infrastructure sectors in disputes before a variety of major arbitral panels. Well versed in Latin American matters, especially those involving Argentina, Brazil and Colombia. **Strengths** Highlighting the team’s abilities, a client states: “They are very well organised and well coordinated, and they have a number of Portuguese speakers on the team, which has been extremely helpful. I have been very pleased with their work.”

Work highlights Advised BP America on a potential arbitration arising out of a damages claim by Wakefield Argentina over the termination of a distribution agreement.

Notable practitioners

Christian Leathley enjoys acclaim for his long-standing experience handling the full gamut of international arbitration mandates. Lauding his work, interviewees describe his service as “stunning,” going on to say: “He was so communicative, he involved us in every decision, and he was very strategic and eager to learn from us and any institution involved. His knowledge of international law is obviously exceptional as well.”

Hogan Lovells US LLP

See profile on p.59

What the team is known for Widely recognised global disputes practice benefiting from a strong team of practitioners experienced in Latin American arbitration mandates. Acts for an array of prominent companies in complex commercial arbitration matters, in addition to representing both states and investors in investment treaty cases. Active throughout the region, especially on matters concerning Mexico.

Strengths Lauding the team’s regional expertise, one interviewee comments: “The practice in Miami is not just bilingual, it is also bi-cultural, so the lawyers can really understand the way we think and do business, which really makes a big difference.”

Work highlights Represented Tesalia Springs Company in an ICC arbitration initiated by Kronos alleging that Tesalia had breached its obligations under a settlement agreement between the two parties.

Notable practitioners

Oliver Armas (see p.32) has considerable expertise in Latin American arbitration matters, focusing his practice on commercial arbitration mandates involving Brazil. Market commentators speak highly of him, saying: “He has been fantastic in helping us with many issues and is also completely fluent in Spanish, something which clients in Latin America value highly.” Market commentators speak highly of **Daniel González** (see p.34), with one singling him out as “a lawyer with in-depth knowledge of the region.” He has a broad practice representing states in investment arbitration cases, as well as acting for prominent corporate entities in commercial arbitra-

tion claims. His regional expertise spans various key jurisdictions, especially Chile and Panama. **Richard Lorenzo** (see p.35) has a diverse practice representing both investors and sovereigns in key investor-state arbitration cases, in addition to advising private clients in commercial arbitration claims. Full of praise for his work, clients enthuse: *"He is extremely intelligent and a specialist in dispute resolution to the point where he can get us to avoid the arbitration altogether."*

Latham & Watkins LLP

What the team is known for Highly regarded practice with a solid track record advising on Latin American arbitration mandates, especially those involving Colombia and Brazil. Offers longstanding experience representing claimants in investment arbitration disputes against sovereigns. Also assists private and state-owned companies with a range of commercial claims.

Strengths *"We had an amazing experience with them,"* sources enthuse, adding: *"The whole team is bilingual, so having Spanish-speaking lawyers who could come and explain in very simple language gave everyone a great deal of comfort."*

Work highlights Acted as counsel to Refinadora Costarricense de Petróleo on an ICC arbitration against CNPCI over a dispute arising out of a joint venture agreement between the two parties for the upgrade of Costa Rica's only oil refinery.

Notable practitioners

Fernando Mantilla-Serrano enjoys an excellent reputation for his contributions to the market as both counsel and arbitrator. He leverages his remarkable experience in the field to represent clients in the full range of the firm's activities throughout the region. Market commentators attest to his superb arbitration expertise, with one saying: *"Fernando is excellent as both counsel and arbitrator."* Another remarks: *"He is a big name in the investor-state world and also handles big commercial cases."* **John Adam** is well regarded for his ability to handle significant investment treaty and commercial arbitration claims across Latin America. Praising his methodical and attentive approach, one observer remarks: *"He is fully bilingual, was fully invested and was so prepared and meticulous in his work."*

Quinn Emanuel Urquhart & Sullivan, LLP

See profile on p.72

What the team is known for Celebrated international arbitration practice benefiting from particular experience handling matters involving Brazil, Mexico and Peru. Remains a go-to practice for high-level corporate clients engaging in complex commercial and investor-state disputes. Offers distinct expertise in matters pertaining to the energy and infrastructure sectors.

Strengths Expressing their admiration of the firm's capabilities, one commentator describes them as *"a very competent team of lawyers who clearly know what they are doing."*

Work highlights Acted on behalf of Odebrecht Latinvest and Odebrecht Latin Finance on an investment treaty arbitration concerning expropriation and certain measures taken by the Peruvian government regarding two infrastructure projects in Peru.

Notable practitioners

David Orta is highlighted by one market onlooker as *"really strong and a highly impressive lawyer."* He has in-depth knowledge of Latin American arbitration

matters, offering particular insight into matters originating in Brazil, Mexico and Peru. His practice covers advising corporate clients on both commercial and investor-state mandates.

Reed Smith LLP

What the team is known for Deeply admired dispute resolution practice highly sought after for its Latin American arbitration expertise. Excels at handling complex commercial arbitration cases, frequently advising clients on claims arising out of construction and financial disputes. Also adept at representing investors in significant investment treaty arbitration mandates.

Notable practitioners

José Astigarraga holds a position of immense respect in the Latin American arbitration market, as one market commentator attests: *"I think extremely highly of José; he is such an excellent lawyer and has the Latin American language and culture. It is always a pleasure to work with him."* He employs his exceptional knowledge of arbitration matters to assist an array of prestigious corporate clients with highly sophisticated commercial and investor-state arbitration cases in the region. **Cristina Cárdenas** is recognised for her significant experience representing corporate clients in noteworthy investor-state and commercial arbitration matters. She continues to impress interviewees with her knowledge, as one relates: *"She knows the region and the law back to front."*

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates

See profile on p.76

What the team is known for Highly respected international arbitration outfit boasting an impressive track record advising on matters in Argentina, Brazil and Mexico. Remains a popular choice for regional and international investors involved in complex commercial and investment treaty arbitration cases. Also recognised for its representation of Argentina.

Strengths Quick to praise the service, one source claims: *"They have been extremely efficient; the quality of work is very high, and the responsiveness of the team is always perfect."*

Work highlights Represented a Brazilian financial institution in a potential USD400 million post-M&A dispute concerning escrow management.

Notable practitioners

Market commentators are full of praise for **Julie Bédard** (see p.32)'s practice, with one commenting: *"She is a great team leader, does commercial and investor-state cases and is a very impressive practitioner who does a great deal of work in Latin America."* Adding to her praise, one client states: *"She brings a lot of experience to the table and speaks the language too, so she can handle expert witnesses and fact gathering in local jurisdictions particularly well."* **Timothy Nelson** (see p.36) remains a well-respected figure in the Latin American international arbitration sphere. He employs his considerable knowledge of public international law to corporate clients with a range of noteworthy commercial and investment treaty arbitration cases throughout the region.

Band 4

Cleary Gottlieb Steen & Hamilton LLP

See profile on p.44

What the team is known for Respected international practice with highly valued capabilities in Latin American arbitration. Best known for its expertise in multi-jurisdictional commercial arbitration cases concerning disputes in Brazil, Peru and Mexico. Also active representing investors in investment treaty arbitration claims.

Strengths One interviewee remarks: *"The quality of their work is excellent, they meet deadlines, and they are clearly knowledgeable of the field and the key players in the arbitration world."*

Work highlights Advised Vale with an LCIA arbitration against its former joint venture partner, BSG Resources, for damages over alleged fraud, breach of warranty and frustration.

Notable practitioners

Carmine Boccuzzi has a long history acting on prominent Latin American arbitration mandates. He is particularly knowledgeable of investment treaty arbitration matters, benefiting from considerable experience representing the Argentine government in claims falling under bilateral investment treaties.

Ari MacKinnon has a strong practice advising on notable commercial arbitration matters involving Brazil, Peru and Mexico. Impressed with his work, one client says: *"He is very good at managing the relationship with the client, he is clearly very sharp, and his arbitration work and knowledge are excellent."*

Covington & Burling LLP

See profile on p.46

What the team is known for Admired dispute resolution group skilled at handling multi-jurisdictional Latin American arbitration cases. Acts for an impressive portfolio of corporate clients, especially those hailing from the energy and natural resources and construction sectors. Advises clients on both investor-state and commercial arbitration disputes.

Strengths Speaking highly of the firm, one commentator reports: *"It is a great practice comprising really skilled Latin American practitioners with a lot of knowledge of the particularities of Latin American jurisdictions."*

Work highlights Counselling two Spanish subsidiaries of Gruma on an ICSID arbitration claim against Venezuela arising out of the expropriation of the client's local operations in violation of the Spain-Venezuela bilateral investment treaty.

Notable practitioners

Nicole Duclos is *"an excellent arbitration lawyer"* and has *"astute commercial judgement,"* according to observers. She remains a key figure in the market, regularly advising notable corporate clients on significant commercial arbitration cases. She is particularly active on matters involving Brazil, Chile and Peru. **Miguel López Forastier** draws high praise from market commentators for his work in the arbitration field, with one remarking: *"He is a very driven and intelligent lawyer and is the kind of person who thinks outside of the box and looks at all the different issues in a matter. He is someone who gets things done."* He is adept at both investor-state and commercial arbitration matters.

Foley Hoag LLP

See profile on p.54

What the team is known for Established interna-

tional arbitration practice with longstanding experience acting on Latin American mandates. In high demand among sovereign states and state-owned entities for its ability to handle complex investment treaty and commercial arbitration cases. Also advises private companies on commercial disputes.

Strengths One commentator relates: “*Their team is almost entirely bilingual and their handling of clients, availability and straightforwardness are superb.*”

Work highlights Represented the Republic of Ecuador in an arbitration under UNCITRAL rules against Chevron and Texaco Petroleum arising from a damages claim relating to environmental pollution.

Notable practitioners

Paul Reichler enjoys recognition for his work representing sovereigns and state-owned companies in commercial and investor-state arbitration claims in Uruguay, Nicaragua and the Dominican Republic. One impressed interviewee singles him out as “*a very experienced, very respected lawyer who makes his clients feel safe.*”

Sidley Austin LLP

See profile on p.74

What the team is known for Recognised international practice group with a strong reputation in the Latin American market. Benefits from marked experience representing sovereigns, state-owned enterprises and investors in investment treaty arbitration cases. Also caters to private companies involved in commercial arbitration claims.

Work highlights Defended the Republic of Peru against an ICSID arbitration claim brought by Lidercón regarding a motor vehicle inspection concession.

Notable practitioners

Praising **Benno Kimmelman**'s ability to handle complex arbitration claims, one interviewee reports: “*He is able to see things from different perspectives and has a great deal of experience dealing with very difficult cases. He is also extremely organised, and his clients love him as he is very polished and easy to communicate with.*”

Three Crowns LLP

What the team is known for Well-regarded international arbitration specialists with recognised Latin American expertise. Remains highly active representing major players from the energy sector in particular in investor-state disputes primarily, with a growing presence in the commercial arbitration arena.

Strengths Praising the firm's international capabilities, one client says: “*They do a really good job staffing matters with lawyers in various offices, which is very helpful when dealing with multiple jurisdictions.*”

Work highlights Represented Naturgy in a claim against the Republic of Colombia arising from the alleged expropriation of Naturgy's subsidiary Electrícola.

Notable practitioners

Clients single out **Gaëtan Verhoosel** as “*a very intelligent lawyer,*” with one claiming: “*He is a very good professional and provided input and advice that led us to good advice and focused our argument.*” He is adept at representing corporate investors in major investment treaty arbitration cases in various Latin American jurisdictions. **Carmen Martínez Lopez** offers wide arbitration capabilities, assisting corporate clients with both commercial and investment arbitration cases. Clients reveal: “*Carmen's preparation, organi-*

sation and hard work were key to the case. The fact we were so prepared and could drive the arguments we had was all down to her work.”

Band 5

Clifford Chance US LLP

See profile on p.45

What the team is known for Significant disputes practice experienced in handling matters in Latin America, with a focus on the Peruvian market. Leverages its knowledge of energy and infrastructure to represent multinational corporate clients in both commercial and investor-state arbitration cases.

Strengths One client opines: “*They stand out for their ability to field lawyers with knowledge of local regulation, as well as international law.*”

Work highlights Advised a South American global contractor on a USD1.3 billion dispute over the construction of a power plant.

Notable practitioners

Ignacio Suarez Anzorena continues to impress commentators with his “*experience, dedication and solid and clear advice.*” He has a diverse practice representing key players from the energy and infrastructure sectors in complex investor-state and commercial arbitration claims. He has longstanding experience acting on matters across Latin America, especially Peru.

Vinson & Elkins LLP

See profile on p.80

What the team is known for Key disputes practice earning recognition for its prowess in multi-jurisdictional Latin American arbitration mandates. Boasts significant expertise in commercial arbitration matters, with a growing reputation for its representation of corporate entities in investment treaty arbitration.

Strengths “*I have a very good impression of their work so far,*” one interviewee relates, going on to say: “*They are always readily available and you can tell they know what they are doing.*”

Work highlights Represented the Panama Canal Authority in five separate arbitrations against Grupo Unidos por el Canal.

Notable practitioners

Camilo Cardozo has a strong reputation for his work in the commercial arbitration sphere, with increasing activity in the investor-state arena. A client comments: “*He is a New York lawyer who has a lot of experience in the region and really understands Latin American idiosyncrasies and the nuances of how contract law works in the region.*” Clients are full of praise for up-and-coming partner **Jose Sanchez**'s practice, with one describing him as “*a truly outstanding lawyer,*” before continuing: “*He always masters all the facts and arguments better than any other lawyer on the case, and he is tireless, relentless and very efficient.*”

Other Ranked Lawyers

Stanimir Alexandrov maintains an excellent reputation in the market for his knowledge of multi-jurisdictional arbitration claims. He is described as “*a top-notch arbitrator*” by market commentators and has a great deal of experience acting as both counsel and arbitrator on disputes throughout the region. Sole practitioner **Henri Alvarez QC** is held in the

highest regard for his knowledge and experience with regard to Latin American disputes. Lauding his skills as arbitrator, observers remark: “*He is an outstanding arbitrator and we always have him at the top of our list. His Spanish is fantastic too.*”

Mark Baker (see p.32) comes highly recommended by clients as “*a very complete practitioner who really knows the oil and gas industry.*” He remains busy representing major clients from the oil and gas sector in high-stakes commercial arbitration claims, with a particular focus on matters concerning Peru and Mexico.

João Bosco Lee has extensive experience acting as arbitrator on major Latin American claims, especially those involving Brazil. He is held in very high regard for his remarkable track record presiding over a wide range of claims, with a particular focus on commercial arbitration mandates.

Cristián Conejero Roos has longstanding experience acting as both counsel and arbitrator on an array of Latin American disputes. He is particularly knowledgeable of commercial arbitration matters, benefiting from his time as counsel of the ICC International Court of Arbitration in Paris.

Bernardo Cremades Sanz-Pastor is singled out by one interviewee as “*a very skilled arbitrator who has done tons in the region.*” He has notable experience presiding as arbitrator on highly significant international commercial and investment treaty arbitration cases in Latin America.

Yves Derains remains a leading figure in the arbitration world, with commentators naming him “*fantastic*” and “*a star*” for his work in the market. He is a former secretary general of the ICC court and has extensive experience serving as a member or chairing tribunals in landmark arbitration cases.

Alejandro Escobar (see p.33) has a broad practice representing corporate clients in commercial disputes and acting for states in investment arbitration cases. Pleased with his work, one client enthuses: “*He is a brilliant lawyer who managed to perfectly understand a very technical and complex arbitration and was exceptional in the hearing.*”

Juan Fernández-Armesto continues to draw extremely high praise from market onlookers for his arbitrator skills, with one describing him as “*really top notch.*” He remains a popular choice for parties engaging in both commercial and investor-state disputes, especially those involving construction claims.

Valeria Galíndez stands out to observers as “*a very intelligent arbitrator,*” with one peer remarking that “*she is very reasonable and great to have on a panel.*” She offers in-depth knowledge of commercial claims emanating from the construction and energy sectors, especially those concerning the Brazilian market.

Independent practitioner **Oscar Garibaldi** is a deeply respected member of the arbitration community, wielding over 30 years' experience acting on regional disputes. One commentator states: “*He is really excellent. He is enormously intelligent and always super well prepared, plus he asks the right questions.*” Independent arbitrator **Horacio Grigera Naón** is a highly esteemed arbitrator with considerable experience presiding over a plethora of major Latin American arbitration claims. Endorsing his reputation, one market commentator relates: “*He is an extremely well-respected figure who is very deserving of recognition.*”

Steven Hammond has a sterling reputation for his considerable contributions to the Latin American arbitration market. He makes use of his longstanding

experience acting on arbitration mandates to preside as arbitrator over a range of highly significant commercial and investment treaty cases.

Mélida Hodgson is well regarded for her international arbitration abilities, earning particular recognition for her work representing sovereigns in investor-state disputes. Impressed by her skills, one interviewee remarks: *"She is very intelligent, very savvy in investment arbitration and a great advocate."*

Andrés Jana leverages his experience as head of his firm's dispute resolution practice to sit as arbitrator on matters across Latin America, especially Chile. His expertise as both counsel and arbitrator has earned him a great deal of renown as *"a big player in the market"* and *"an excellent arbitrator."*

Gabrielle Kaufmann-Kohler has an unparalleled reputation in the arbitration community, with market commentators describing her as *"among the best in the world"* and *"really outstanding, so sharp and so experienced."* She is particularly adept at overseeing investor-state disputes throughout the region.

Alexis Mourre is a figure of great renown in the arbitration world, having presided as sole arbitrator, a member of the tribunal and chair of the panel in an array of major disputes. In high demand for his expertise, he earns praise from market commentators as *"a very intelligent and experienced arbitrator."*

José Emilio Nunes Pinto has an excellent track

record sitting as arbitrator on high-level arbitration disputes across Latin America. He is an influential member of the Brazilian arbitration community and regularly presides over a number of significant investor-state and commercial disputes.

Felipe Ossa (see p.36) maintains an excellent reputation for his knowledge of Latin American arbitration, particularly in Chile. He has considerable experience sitting as an arbitrator on high-level commercial and investment treaty disputes under the auspices of numerous renowned international and regional arbitral institutions.

Luis Perez remains active representing corporate clients in notable commercial and investment treaty arbitration in Latin America. Attesting to his expertise, one client notes: *"He is a very thorough lawyer who is very careful in his preparation and takes the time to really get to know the case in detail."*

Eduardo Siqueiros offers profound insight into the intricacies of Latin American arbitration mandates and regularly sits as arbitrator in disputes throughout the region, particularly Mexico. He is highly sought after for his experience presiding over both commercial and investor-state disputes.

Independent practitioner **Brigitte Stern** has a remarkable reputation as a top-tier arbitrator, with one commentator labelling her as *"world-renowned."* Her knowledge of investor-state claims makes her a

go-to figure for sovereigns and state-owned enterprises involved in major disputes.

Sole practitioner **Guido Santiago Tawil** is revered for his superb arbitration expertise, earning praise from interviewees naming him as one of the best arbitrators in the market. He remains highly active presiding over major claims throughout Latin America, especially in high-level investor-state disputes.

Claus von Wobeser commands an outstanding reputation in the international arbitration community, with interviewees describing him as *"fantastic,"* and one saying: *"I think he is on almost everyone's shortlist."* His expertise spans both the commercial and investment arbitration worlds, and he is particularly knowledgeable of claims involving Mexico.

Alexander Yanos earns praise for his arbitration abilities, with one commentator describing him as *"a great lawyer."* His practice is focused on the representation of investors in investment treaty arbitration cases, boasting a strong track record acting on matters throughout the region.

Eduardo Zuleta is *"absolutely fantastic,"* one commentator claims, while another adds: *"I have worked with him as co-counsel and have appointed him as arbitrator, and he is really very good. I really respect him."* He has extensive experience serving as arbitrator on an array of high-profile Latin American disputes.

Project Finance

Project Finance	Project Finance	Project Finance
Leading Firms	Leading Individuals	
Band 1	Band 1	Band 4
Clifford Chance US LLP *	Bartfeld Daniel D <i>Milbank LLP</i>	Acevedo Jeannine <i>White & Case LLP</i>
Milbank LLP *	Kartheiser Robert <i>Paul Hastings LLP</i>	Anderson John <i>White & Case LLP</i>
Paul Hastings LLP	Longhin Fabricio <i>Clifford Chance US LLP</i>	Bierzwinsky Raquel <i>Norton Rose Fulbright *</i>
Shearman & Sterling LLP *	Tan Gregory <i>Shearman & Sterling LLP</i>	Brenneman Adam <i>Cleary Gottlieb Steen & Hamilton LLP</i>
White & Case LLP *	Urda Kassis Cynthia <i>Shearman & Sterling LLP</i>	Cerdá Agustín <i>Cuatrecasas</i>
Band 2	Viana Carlos <i>White & Case LLP</i>	Cooper Richard J <i>Cleary Gottlieb Steen & Hamilton LLP</i>
Latham & Watkins LLP	Band 2	Cross Christopher <i>Latham & Watkins LLP</i>
Mayer Brown LLP *	Bacchiocchi Gianluca G <i>Clifford Chance US LLP</i>	Estevez Roland <i>Milbank LLP</i>
Band 3	Del Pino Antonio <i>Latham & Watkins LLP</i>	Freedman Robert <i>Shearman & Sterling LLP</i>
Allen & Overy LLP	DeSantis Victor <i>White & Case LLP</i>	Hagopian Matthew J <i>Milbank LLP</i>
Cleary Gottlieb Steen & Hamilton LLP *	Erckert Christopher P B <i>Mayer Brown LLP</i>	Ling Elicia <i>Paul Hastings LLP</i>
Jones Day *	Galvis Sergio J <i>Sullivan & Cromwell LLP</i>	Machlin Barry N <i>Mayer Brown LLP</i>
Linklaters	Goldstein Sean <i>White & Case LLP</i>	Mann Christopher L <i>Sullivan & Cromwell LLP</i>
Norton Rose Fulbright *	Hood Stephen <i>Davis Polk & Wardwell LLP (ORL) ◇ *</i>	McCarthy Catherine <i>Clifford Chance US LLP</i>
Sullivan & Cromwell LLP	Band 3	Palaniswamy Vijaya <i>Linklaters</i>
Band 4	Barajas Dino <i>DLA Piper LLP (US) (ORL) ◇ *</i>	Piccirillo Antonio <i>Proskauer Rose (ORL) ◇</i>
Cuatrecasas	Mir Sami <i>Allen & Overy LLP</i>	Quintana Norberto E <i>Holland & Knight LLP (ORL) ◇ *</i>
Herbert Smith Freehills	Padrés Alexandro M <i>Shearman & Sterling LLP</i>	Ramirez Jaime <i>Milbank LLP</i>
Hogan Lovells US LLP *	Puttré Richard P <i>Jones Day *</i>	Soares Bruno <i>Allen & Overy</i>
* Indicates firm / individual with profile.	Raciti-Knapp Melissa <i>Freshfields Bruckhaus (ORL) ◇</i>	Zaldivar Miguel A <i>Hogan Lovells *</i>
◇ (ORL) = Other Ranked Lawyer.	Walther-Meade Carolina <i>Milbank LLP</i>	Zentner Juan-José <i>Herbert Smith Freehills</i>
Alphabetical order within each band. Band 1 is highest.	Yessios Dorina <i>Allen & Overy LLP</i>	Associates to watch
		Sines Thomas <i>Paul Hastings LLP</i>

Band 1

Clifford Chance US LLP

See profile on p.45

What the team is known for Outstanding project finance department recognised for its ability to handle highly sophisticated mandates throughout Latin America, with particular experience acting in the Argentine, Colombian and Peruvian markets. Boasts exceptional knowledge of the financing and development of renewable energy projects and transport infrastructure, such as toll roads, metro systems and ports. Caters to a host of discerning

project sponsors and financiers, frequently acting for leading corporate entities, institutional investors and development banks.

Strengths Full of praise for the team's work, one client reports: *"They are one of the best firms in infrastructure in the region. They are extremely sophisticated in their understanding of the countries and asset classes, and devote more senior-level attention than almost any other law firm."*

Interviewees go on to laud the firm's client service, noting: *"They have been a great partner in the industry and literally made themselves available day and night."*

We look forward to working with them whenever we can."

Work highlights Acted as counsel to a syndicate of lenders on the multi-currency financing of the Autopista Al Mar 1 toll road project in Colombia, valued at USD1 billion.

Notable practitioners

"Exceptional" practitioner **Fabricio Longhin** remains a leading figure in the market, drawing high praise from clients for his *"vast experience in every sector."* Another adds: *"He could do these deals with his eyes closed."* He routinely advises major multinational

investment banks, multilateral financial institutions and commercial banks on the financing of key renewable energy and transport infrastructure projects. He possesses considerable regional expertise, benefiting from particular knowledge of the Argentine and Colombian markets. **Gianluca Bacchiocchi** is described by a commentator as “very intelligent, commercial and proactive,” with another adding: “I was very impressed with him; he really handled everything incredibly well and is always available for his clients.”

He excels at representing high-level project sponsors and financiers in a variety of complex project finance mandates, with a particular focus on project bonds transactions. Partner **Catherine McCarthy** is adept at representing development agencies and concessionaires in the financing of transport infrastructure. One interviewee states: “Her experience in ports especially is amazing, and her knowledge of multilaterals is extremely useful.”

Milbank LLP

See profile on p.66

What the team is known for Prestigious project finance group benefiting from a deep bench of respected practitioners capable of handling the full gamut of project finance mandates. Possesses intimate knowledge of the region, consistently winning major mandates in such jurisdictions as Brazil, Chile and Mexico. Employs its renowned expertise in both loan and debt securities financing to represent sophisticated lenders in high-value project finance deals. Boasts additional experience acting for project sponsors.

Strengths “They have been really quite impressive,” states one source, adding: “They are incredibly knowledgeable and work intensively, resulting in an excellent product. They are very responsive and come up with pro-deal solutions without getting lost in the minutiae of transactions.”

Commentators value the firm’s reputation, with one asserting: “I always feel that I have the best counsel on my side, which is a great feeling.”

Work highlights Advised a group of lenders on the financing of an LNG thermoelectric plant at the Port of Açu in São João da Barra in Brazil. The project value is estimated at USD2 billion.

Notable practitioners

Daniel Bartfeld continues to impress interviewees with his skills in the project finance arena, as one attests: “He was off the charts in terms of competence and experience in deals, and he was really easy to work with, so I was very happy interacting with him.” Bartfeld has an impeccable track record representing prestigious lenders in a wide range of complex energy projects, in addition to transport infrastructure financing. He remains active in various major Latin American jurisdictions such as Chile, Colombia and Mexico. Clients speak highly of partner **Carolina**

Walther-Meade’s practice, describing her as “responsive and hands-on,” as well as “incredibly helpful and knowledgeable.” She has experience acting on significant energy and transport infrastructure projects throughout Latin America, with recent activity in Colombia and Brazil. **Roland Estevez** enters the rankings for the first time after impressing commentators with his “extremely responsive service and creative and high-quality work product.” He is active representing both sponsors and lenders in noteworthy renewable energy project finance transactions. London-based partner **Matthew Hagopian** has a strong reputation for his ability to handle high-level project finance

mandates, particularly those concerning LNG matters. One pleased source reports: “He is very responsive, very knowledgeable and always available; he can also handle the unexpected.” Observers single out **Jaime Ramirez** as “a very pro-deal lawyer who works collaboratively to close deals and is very reasonable in terms of respecting commercial requirements.” He has a solid practice advising lenders on the financing of renewable energy projects.

Paul Hastings LLP

What the team is known for Pre-eminent cross-border project finance department with a sterling track record leading some of the most prominent Latin American project finance mandates. Highly skilled team is regularly sought out by major project sponsors, investors and syndicates of lenders to act as counsel on complex bank and securities financing. Employs its standout knowledge of both energy and transport infrastructure to advise on transactions in major jurisdictions such as Colombia, Mexico and Peru.

Strengths Clients laud the team, such as one who states: “I think they are really top notch; from the associates all the way to the partners, they are excellent.” Interviewees are quick to sing the firm’s praises, highlighting its “great service, comprehensive advice, great teamwork and industry knowledge.”

Work highlights Represented SMBC, Financiera de Desarrollo Nacional and China Development Bank in the financing of the Autopista al Mar 2 in Colombia.

Notable practitioners

Robert Kartheiser maintains a stellar reputation in the market, acting for lenders and sponsors on a range of significant project finance mandates. He earns plaudits from peers and clients alike, with one source remarking: “He has a ton of experience and knows the market inside and out. He is also supportive, explains things along the way and is just superb to work with. It has been a tremendous experience working with him.” A peer goes on to add: “He is truly one of the best lawyers I have seen in Latin America; he is very hard-working and has a breadth of experience that very few lawyers have.” **Elicia Ling** has a broad practice representing both sponsors and lenders in the financing of energy and transport infrastructure projects in various key Latin American jurisdictions. Attesting to her high-quality work, one interviewee says: “Elicia is very skilled, a fantastic lawyer to have on your side and a pleasure to work with.” Associate-to-watch **Thomas Sines** has impressed commentators as “a lawyer who really gets things done” and “a very hard-working, knowledgeable professional.” He has valued experience acting for sponsors on noteworthy energy and transport projects in Colombia, Mexico and Argentina.

Shearman & Sterling LLP

See profile on p.73

What the team is known for Stellar international group with an extensive team of renowned project finance experts. Frequently called upon by an impressive roster of premier project sponsors in the energy and natural resources space, as well as international financial institutions acting as lenders. Leverages its longstanding experience acting on Latin American mandates to lead high-profile energy and transport infrastructure projects in the region, with notable recent activity in high-value bank and securities financing in Mexico and Chile.

Strengths Speaking highly of their experience with

the firm, one commentator says: “The service has been excellent. They have a hard-working team that is always available and delivers great-quality work.”

Another source reports: “They did a really great job and were always responsive and collaborative with our internal lawyers. I never felt like they were lacking anything at any point and would love to work with them again.”

Work highlights Assisted various international financial institutions as lenders with Enel Green Powers’ portfolio project financing of three solar photovoltaic plants in Mexico. The matter is valued at approximately USD1 billion.

Notable practitioners

Gregory Tan is held in the highest regard for his ability to navigate top-tier Latin American project finance mandates. Market commentators praise him as “an excellent lawyer with copious amounts of experience in the projects space,” in addition to describing him as “an unbreakable guru who is always looking for solutions.” He is particularly well versed in representing representing lenders in major energy project financing matters, regularly working in such jurisdictions as Brazil, Chile and El Salvador. “Fantastic” partner **Cynthia Urda Kassis** is recognised as one of the foremost figures in the project finance field in the region. She employs her in-depth experience to advise an array of blue-chip project sponsors on transactions in the natural resources sector across Chile, Ecuador and Guatemala, among others. Extolling her virtues, one commentator asserts: “She really is one of the best in the business. She is an incredibly knowledgeable and polite person who is truly deserving of recognition.” **Alexandro Padrés** is singled out by a client as “a very detailed, thoughtful and direct lawyer,” while another states: “He was wonderful at mastering the legal, financial and technical details of the deal needed to come to an agreement and really went above and beyond.” He has valued experience acting on a range of project finance matters throughout the region. **Robert Freedman** is recognised for his experience in the market, having acted on behalf of both lenders and sponsors on energy and transport infrastructure projects in Latin America. Commending his practice, one interviewee says: “He is a very good, experienced and commercial lawyer.”

White & Case LLP

See profile on p.81

What the team is known for Premier practice group revered for its prowess in the Latin American project finance field. Fields a number of top-tier practitioners capable of handling a wide range of infrastructure financing mandates throughout the region, particularly those concerning the Argentine, Brazilian and Mexican markets. Trusted counsel to some of the most prominent project sponsors and financiers, regularly advising them on intricate, multi-jurisdictional loan and securities financing operations.

Strengths Praising the team’s comprehensive service, one client states: “They are very detailed and very deep in their analysis, but also understand the client’s needs and have a great sense of urgency.”

“They are more than excellent,” one impressed interviewee reports, adding: “The expertise that they have provided has been critical to getting the best result during negotiations and allowing the business to run without any restrictions.”

Work highlights Represented DP World and its subsidiary DP World Posorja in raising finance worth

approximately USD377 million for the construction of a new deep-water multi-purpose port terminal in Posorja in Ecuador.

Notable practitioners

“Very impressive” partner **Carlos Viana** is a deeply respected practitioner with a wealth of experience representing premier clients in headline project finance mandates. He is frequently sought out by project sponsors and institutional investors to advise on major transactions throughout Latin America, especially those concerning Argentina and Mexico. Clients rely on his vast breadth of knowledge to guide them through complex oil and gas, renewable energy and transport infrastructure projects. **Victor DeSantis** maintains an excellent reputation as a project finance expert, with one client attesting: “He is a wonderful lawyer and I am really glad to have someone of his experience.” DeSantis is held in high esteem for his impressive track record representing prestigious lenders in key Latin American oil and gas and renewable energy project finance deals, most notably in Mexico. Clients hold **Sean Goldstein** in high regard, one describing him as “really very experienced, skilled and someone you can rely on.” Another comments: “He is able to make clear what is crucial and what you can compromise on.” He routinely acts for key sponsors and lenders on a range of high-level energy and transport infrastructure project finance mandates in Latin America. **Jeannine Acevedo** has a strong practice advising clients on notable energy and transport infrastructure mandates. Pleased with her service, one commentator states: “She is very experienced and motivated, and you can really tell she is passionate about what she does. She is very good at convincing the other side in negotiations.” **John Anderson** enters the rankings following strong endorsement for his activity in the market. He is praised for his experience in the region, particularly in Brazil, with one client noting: “His knowledge of the region and the market adds great value on a tricky transaction.”

Band 2

Latham & Watkins LLP

What the team is known for Deeply admired project finance group benefiting from longstanding experience in Latin America. Remains a go-to practice for financiers, regularly acting for prominent financial institutions and funds looking to invest in key jurisdictions such as Chile, Peru and Mexico. Has an excellent track record advising on the financing of major oil and gas and renewable energy projects. Also wins mandates to advise project sponsors.

Strengths Full of praise for the team, one interviewee affirms: “I think very highly of the firm. They are always available, do good work and are pleasant to work with.”

Work highlights Acted as counsel to a syndicate of lenders on the financing of the Santa Isabel solar photovoltaic project in Antofagasta in Chile. The matter was valued at USD212 million.

Notable practitioners

Antonio Del Pino is widely recognised as an expert in Latin American project financing mandates, earning plaudits from observers describing him as “a super responsive lawyer who provides a great-quality work product and excellent client service.” He has in-depth experience acting for private equity funds, international financial institutions and governmental agencies on sophisticated oil and gas and renewable

energy projects. **Christopher Cross** is well regarded for his extensive experience acting on noteworthy project finance mandates. He is active advising an array of developers and financiers on debt and loan financing mandates in various key Latin American jurisdictions.

Mayer Brown LLP

See profile on p.65

What the team is known for Highly regarded international practice group acclaimed for its project finance capabilities. Benefits from in-depth experience across a wide array of Latin American markets, particularly Chile and Mexico. Remains a first port of call for influential developers and financiers engaging in major mining, renewable energy and infrastructure project finance mandates. X-Elio and Sumitomo Metal Mining are among the firm’s new client wins.

Strengths “Overall their work was outstanding,” a source opines, continuing: “They are deal-driven, creative, quick in responding and always try to find a solution.”

Work highlights Advised Bank of China and Banco Santander on five project financing facilities for the development of Loma Blanca I, II, III and VI projects, as well as the Miramar project in Argentina for a combined value of USD450 million.

Notable practitioners

Christopher Erckert stands out to interviewees as a lawyer who is “very dedicated to his clients and a very thoughtful adviser.” He is regarded as a deeply experienced practitioner with a sterling track record representing sponsors on high-level project finance mandates, offering distinct expertise in solar energy projects. His regional expertise covers a broad span of jurisdictions, with a focus on Mexico and Chile. **Barry Machlin** is respected for his experience in the project finance sphere, with market commentators describing him as “a great practitioner.” He is adept at representing lenders in renewable energy, mining and transport infrastructure deals throughout the region.

Band 3

Allen & Overy LLP

What the team is known for Respected global practice boasting a strong team of project finance lawyers experienced in handling complex Latin American transactions. Acts as trusted counsel to multilateral development agencies, investment banks and developers active in the region. Well versed in such matters as transport infrastructure, mining and renewable energy projects.

Strengths Hailing the quality of the team, one client enthuses: “They were really very diligent and it was a great experience working with them. I would highly recommend them to anyone. They also have a global presence, which makes multi-jurisdictional transactions much easier.”

Work highlights Assisted a bidding consortium led by China Harbour Engineering with the financing of the Primera Línea del Metro de Bogotá, valued at USD4.3 billion.

Notable practitioners

Clients are quick to praise **Sami Mir**, noting that “he adds so much value to deals.” They continue: “He is a high-performing partner. He somehow manages to find the time to get involved with everything

when needed; it is really impressive.” He is adept at representing institutional investors, especially multi-lateral credit agencies, in important Latin American project finance mandates. **Dorina Yessios** continues to impress market sources, as one reports: “Her work is really excellent. When clients encounter commercial obstacles, Dorina offers alternatives and gives very frank commercial advice.” Another interviewee enthuses: “I would highlight her ability to handle complex deals.” She is active representing both sponsors and lenders. **Bruno Soares** has a strong Latin American project finance practice, benefiting from experience working in Brazil. One commentator remarks: “I trust him very much, not only because of his knowledge but also because of the way he looks at deals and focuses on solutions.”

Cleary Gottlieb Steen & Hamilton LLP

See profile on p.44

What the team is known for Established project finance department adept at handling transactions across Latin America, especially those involving Argentina, Brazil and Chile. Frequently instructed to manage cross-border mandates for major developers, financiers and governmental organisations. Expertise extends to oil and gas, renewable energy and varied non-energy infrastructure projects.

Strengths Noting the consistency of the team’s quality, one source comments: “I have been very happy with their performance throughout; they keep the standard very high, and the partners get involved in all the deals in both drafting documents and negotiating.”

Work highlights Represented Petroquímica Comodoro Rivadavia in the USD108 million financing for the Parque Eólico del Bicentenario in the Province of Santa Cruz, Argentina.

Notable practitioners

Partner **Adam Brenneman** enters the rankings following strong endorsement from clients for his work in the Latin American project finance sphere. One impressed client attests: “He is really intelligent and really gets it. He not only had the legal orientation but also the business mindset to further the transaction.” **Richard Cooper** is valued for his considerable knowledge of debt restructuring matters, leveraging his expertise to advise investors on sizeable Latin American project finance concerns. He is active representing clients in oil and gas, power and transport infrastructure mandates.

Jones Day

See profile on p.61

What the team is known for Well-reputed international practice group known for its ability to lead important Latin American project finance matters. Has considerable experience acting in jurisdictions such as Mexico, Colombia and Ecuador. Caters to a client roster made up of notable sponsors and lenders engaging in energy, water and transport infrastructure projects.

Strengths One client notes: “They are really amazing lawyers, not only in terms of technical knowledge, but also in the sense that they know about their clients’ businesses and understand their needs.”

Work highlights Counselled Sacyr and Herdoiza Crespo Construcciones as sponsors on the financing of the Rumichaca-Pasto toll road in Colombia.

Notable practitioners

Richard Puttré (see p.37) is a respected figure in the market, as one client remarks: “He is well known and

you can tell on calls that opposing counsel respects him. I have a lot of confidence in him." He has valuable experience advising developers on renewable energy and transport project finance matters in such key jurisdictions as Mexico and Colombia.

Linklaters

What the team is known for Accomplished cross-border practice involved in a number of high-level regional project finance transactions. Handles matters throughout Latin America, offering particular knowledge of the Argentine and Chilean markets. Highly sought after by influential project sponsors, also winning mandates to represent lenders in the financing of public works.

Strengths Market commentators speak highly of the firm, stating: "They have very good teams and are a pleasure to work with."

Notable practitioners

Vijaya Palaniswamy is recognised for his expertise in the Latin American project finance field. He earns praise from market sources for his experience and activity in this area, with sources describing him as "very responsive, thorough and prepared to do whatever it takes to close the deal."

Norton Rose Fulbright

See profile on p.70

What the team is known for Acclaimed global law firm boasting a broad client portfolio of prominent project sponsors and financiers. Often sought out by clients for its versatility in the projects space, furnishing advice on transactions concerning the development of both energy and transport infrastructure. Experience spans a range of jurisdictions including Mexico, Brazil and Colombia.

Strengths Proclaiming their satisfaction with the service, a client reports: "It was a complex transaction, but Norton managed to advise us all in a very efficient way and win the trust of all the lenders as well as the sponsors."

Work highlights Represented Neoen in the financing of the 375 MW El Llano solar farm in Aguascalientes in Mexico.

Notable practitioners

Market commentators praise **Raquel Bierzwinzky** (see p.32)'s practice, with one attesting: "She has dedicated her career to Latin American and is great at defending her clients' interests." She advises both lenders and borrowers on significant project finance mandates in the region, with a particular focus on the Mexican market.

Sullivan & Cromwell LLP

What the team is known for Celebrated project finance department benefiting from a strong relationship with key regional developers. Best known for its sterling track record advising on the financing and development of major mining projects. Has substantial experience acting on complex mandates in various Latin American countries, especially Chile and Peru.

Strengths A client says: "I have had a very good experience working with them. They are very in tune with the market in Latin America, particularly in the mining industry, and can apply a lot of experience to matters."

Work highlights Acted as counsel to Compañía

Minera Teck Quebrada Blanca and Teck Resources on the USD2.5 billion financing of the Quebrada Blanca Phase 2 copper mine in northern Chile.

Notable practitioners

Acclaimed practitioner **Sergio Galvis** remains a first port of call for the financing and development of mining projects in particular. Sources are full of praise for his practice, with one describing him as "a very experienced lawyer" and adding: "The thing that always impresses me is his ability to explain complex matters in a very easy manner to the non-legal parties. He really makes life easier for everyone involved." **Christopher Mann** is recognised for his considerable experience in the Latin American project finance sphere. He has advised on a range of energy and natural resource infrastructure financing transactions, benefiting from a solid track record representing sponsors in mining deals.

Band 4

Cuatrecasas

What the team is known for Well-regarded practice group adept at representing both lenders and borrowers in significant project finance matters. Well placed to advise on matters involving Brazil, Colombia and Mexico with local offices in each jurisdiction. Remains a go-to for project finance transactions involving Spanish law.

Strengths One interviewee remarks: "They worked hard, they were always on top of everything, and the service was great."

Work highlights Advised lenders on the USD119 million financing of the construction and operation of Tizimin wind farm in Yucatán in Mexico.

Notable practitioners

Agustín Cerdá is well regarded for his ability to handle project finance transactions involving Spanish law. He has advised on a variety of project finance matters, benefiting from particular experience representing lenders in mandates originating in Mexico.

Herbert Smith Freehills

What the team is known for Recognised international practice group with a solid reputation in the Latin American project finance arena. Routinely instructed by project sponsors to advise on high-value transactions in the oil and gas and mining sectors. Benefits from particular experience acting on matters involving the Brazilian and Chilean markets.

Strengths A client attests: "The team has very in-depth knowledge of the issues we deal with and provides extremely valuable advice."

Work highlights Represented Rincon Mining in the financing and development of the Salar del Rincón Lithium project in Salta in Argentina. The matter is valued at approximately USD600 million.

Notable practitioners

Juan-José Zentner has impressed market commentators with his ability to handle complex energy and mining project finance mandates. One interviewee states: "Not only is he highly confident, competent and experienced in project finance, but he is truly bilingual and has good cultural awareness."

Hogan Lovells US LLP

See profile on p.59

What the team is known for Noteworthy global practice group with proven expertise representing project sponsors and government agencies in key Latin American mandates. Particularly active advising on matters emanating from Mexico and the Dominican Republic, with a focus on oil and gas and renewable energy projects.

Strengths Sources speak highly of the firm's ability to advise sovereign clients on complex legal matters.

Work highlights Acted as counsel to Generadora San Andrés and Generadora San Mateo on the development, construction and financing of two hydroelectric power plants in Guatemala. The plants are valued at approximately USD80 million.

Notable practitioners

Hong Kong-based partner **Miguel Zaldivar** (see p.38) is praised as a lawyer who is "very dedicated to helping his clients and works very closely with them." He has considerable experience advising Latin American sovereigns and state-owned entities, as well as Asian investors, on significant project finance transactions.

Other Ranked Lawyers

Dino Barajas (see p.32) has an impressive track record advising on the financing of notable energy projects. He benefits from significant experience representing sponsors engaging in renewable energy mandates in such jurisdictions as Mexico and Argentina. Observers describe him as "effective, commercial and strategic."

Stephen Hood (see p.34) has a wealth of experience handling sophisticated project finance and restructuring mandates in Latin America, most notably in Brazil. Interviewees are quick to sing his praises, with one describing him as "a financing oracle" and "very well respected in the market." Another goes on to say: "He is very smooth in his dealings, pushes when needed, accommodates when necessary and speaks Portuguese fluently. He is an excellent deal maker."

Head of department **Antonio Piccirillo** stands out for his longstanding experience advising on Latin American project finance mandates. He has a broad practice acting as counsel to both lenders and borrowers on energy, water and telecommunications matters, primarily in Brazil.

Clients describe **Norberto Quintana** (see p.37) as "a lawyer with a great deal of experience who is outstanding both in technical matters and in negotiations." He is frequently instructed by both lenders and sponsors to advise on energy and transport infrastructure project finance mandates throughout Latin America. Department head **Melissa Raciti-Knapp** is highly sought after for her expert advice on project finance matters concerning Mexico, Ecuador and Central America. She has a strong practice acting as counsel to major banks acting as lenders on energy and natural resource projects.

Leaders' Profiles in Latin America-wide

AGUIRRE LUZI, Roberto J

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Roberto Aguirre Luzi specializes in counseling multinational corporations on complex arbitration. A partner in the International Arbitration practice, Roberto is experienced in administrative and civil law, government contracts, oil and gas contracts, public utilities, and power and infrastructure projects. Roberto represents clients in complex arbitrations before the World Bank Group's International Centre for Settlement of Investment Disputes and UN Commission on International Trade Law, as well as in arbitration under the International Centre for Dispute Resolution and International Chamber of Commerce rules.

ANGUS, S Wade

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Featured in Corporate/M&A (Latin America-wide)

Career: Wade Angus has represented clients for more than 25 years in cross-border M&A, joint ventures, private equity, and restructuring transactions in the U.S., Latin America, and Europe. He has extensive experience in cross-border M&A and private equity transactions in Brazil and throughout Latin America in the automotive, energy, infrastructure, financial services, and telecommunications sectors. Wade represented ENGIE in its \$8.6 billion acquisition of pipeline operator TAG from Petrobras. He is a frequent speaker on M&A and regularly authors articles on cross-border M&A. He is a member of the board of directors of the Brazilian-American Chamber of Commerce.

ARENO, Filipe

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Featured in Capital Markets (Latin America-wide)

Practice Areas: Assists Latin American / U.S. clients in public / private offerings of equity / debt securities, financings and M&A. Has handled 50+ offerings representing issuers and underwriters, including those of BTG Pactual, Ultrapar, Usiminas, General Shopping, Azul, Cosan, Rumo, MetLife and Banco do Brasil. M&A: includes Embraer in its strategic partnership with Boeing, Onofre's sale to CVS, Natura Cosméticos' acquisition of Emeis Holding (Australia), Apax's acquisition of TIVIT's control, Banco Santander's \$3.1 billion acquisition of a minority stake in Santander Brasil.

Career: LL.M., The University of Chicago Law School; J.D., The University of São Paulo Law School

Personal: English, Portuguese, Spanish.

ARMAS, Oliver J

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Ollie Armas is the managing partner of the Hogan Lovells New York office and a member of its International Arbitration practice. He has an expansive practice representing foreign and domestic clients in arbitrations before the International Centre for Settlement of Investment Disputes, International Chamber of Commerce, International Centre for Dispute Resolution/American Arbitration Association, London Court of International Arbitration, and other arbitral tribunals, as well as before U.S. federal and state courts. Ollie is fluent in Spanish and can understand Portuguese, and he is able routinely counsel clients on matters involving Latin America. He has acted as a highly skilled legal practitioner in certain aspects of U.S. law in foreign proceedings (e.g., Mexico and Peru), and has supervised litigation in almost every country in Latin America. Ollie also routinely serves as an arbitrator on commercial disputes.

ASNER, Marcus

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Featured in Corporate Crime & Investigations (Latin America-wide)

Practice Areas: Marcus Asner handles a wide variety of white collar and civil litigation matters, and serves as co-chair of the firm's White Collar Defense and Investigations practice group. Mr. Asner served as an AUSA in the SDNY for nine years, where he was Chief of the Major Crimes (now known as Complex Frauds) unit for two years. Mr. Asner's white collar practice includes matters involving alleged violations of the FCPA, and cases involving cross-border disputes and investigations, alleged healthcare fraud, cybercrime, data breaches, tax fraud, public corruption, and environmental crime. His civil practice includes False Claims Act investigations and litigation, as well as complex commercial litigation matters.

BAKER, C Mark

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Arbitration; mediation; litigation.

Career: Mark is Global Co-Head of International Arbitration and a member of the Global Supervisory Board. He has represented clients as lead counsel and acted as an arbitrator in almost every kind of energy contract including renewables, power purchase and sale agreements, construction contracts, mining, infrastructure, project finance and development agreements, joint ventures and complex financial transactions including Argentina, Bolivia, Brazil, Chile, Columbia, Ecuador, and Peru. Several cases have been designated as "cases of the year" by several publications.

Professional Memberships: Texas State Bar; Chartered Institute of Arbitrators Fellow; Director and arbitrator for numerous panels of the AAA and ICDR; Former Court Member and arbitrator for the LCIA; Arbitrator for CPR, WIPO, CAM, CAS; Mediator for CEDR and US courts; Member of the ICC Commission. He is admitted to practice before the U.S. Supreme Court, Fifth and Tenth Circuit Courts of Appeals and all Federal Courts in Texas. **Personal:** At Yale University, he was one of 12 Scholars of the House, graduated summa cum laude, and a member of Phi Beta Kappa. At Duke University he was the Elvin R. Latty Scholar and graduated with highest honors. He clerked for the Hon. John R. Brown, former Chief Judge of the Fifth Circuit.

BARAJAS, Dino

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Featured in Projects (Latin America-wide)

Practice Areas: Finance; Projects, Energy and Infrastructure

Career: Dino Barajas is Co-chair of the following areas at DLA Piper: US Renewable Energy, US Energy M&A, US Projects and Infrastructure and Latin American Corporate and Finance. Dino focuses his practice on domestic and international project development and finance, with emphasis on Latin American infrastructure projects, debt financings and mergers and acquisitions. He regularly represents lenders, investors and developers in a wide range of domestic and international project financings in the energy, power, infrastructure and commercial sectors, as well as in traditional banking, structured finance, mergers and acquisitions, corporate finance, asset finance, joint ventures and venture capital transactions. Dino's clients include commercial lenders, institutional investors, investment funds, project sponsors, and public and private companies. He has worked on transactions in Argentina, Brazil, Chile, Colombia, Costa Rica, Curacao, Dominican Republic, El Salvador, Guam, Guatemala, Honduras, Mexico, Nicaragua, Peru, Trinidad and Tobago, the US, Yemen and elsewhere. Dino has spearheaded several large project finance projects within Latin America and has accumulated numerous individual accolades and Deals of the Year throughout his career. He is recognized as one of the leading project finance and Latin American practitioners by various industry rankings. **Personal:** J.D., Harvard Law School

BÉDARD, Julie

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Splits her time between New York and São Paulo. Speaks English, French, Spanish, Portuguese. Trained in both civil and common law, Ms. Bédard has a doctorate in conflict of laws and represents clients in connection with litigation and arbitration proceedings throughout the world, raising disputes on governing

law, jurisdiction, the enforcement of arbitration agreements, extraterritoriality and international judgment enforcement.

Professional Memberships: In 2020, Ms. Bédard was named as an arbitrator for the U.S.-Mexico-Canada Agreement's dispute settlement mechanism. She is a member of the Court of Arbitration of the Singapore International Arbitration Centre. Additionally, Ms. Bédard is the immediate past co-chair of the Arbitration Committee of the International Bar Association and is a member of its task force on "Addressing Issues of Corruption in International Arbitration." As well, she serves as program chair for the Institute for Transnational Arbitration and as an affiliate member of the New York City Bar Association's International Commercial Disputes Committee.

Personal: JSD, Columbia University School of Law, 2006 (doctorate in conflicts of laws); LLM, Columbia University School of Law, 2001; LL.B, McGill University Faculty of Law (common law), 1996; BCL, McGill University Faculty of Law (civil law), 1996.

BIERZWINSKY, Raquel

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Featured in Projects (Latin America-wide)

Practice Areas: Project development and finance; International finance; Mergers and acquisitions

Career: Raquel Bierzwinsky advises clients in the areas of project development and finance, international finance and mergers & acquisitions, with a particular emphasis in Mexico and Latin America. Ms. Bierzwinsky is admitted to practice in New York and Mexico and represents project developers, sponsors, commercial lenders and multilateral and bilateral agencies in the structuring and negotiation of complex, multi-jurisdictional energy, infrastructure and mining project financings, as well as in acquisitions and dispositions of projects.

BISHOP, Doak

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Doak Bishop specializes in international arbitration, with a focus on Latin America. As a partner in the International Arbitration practice, Doak represents companies in arbitration and litigation of disputes in the oil and gas, energy, construction, environmental and foreign investment sectors. With extensive experience in litigation and international arbitration, Doak has served both as an arbitrator and counsel. He represents clients in disputes concerning oil and gas and energy, foreign investment, construction and environmental matters. Mr. Bishop has served as Chairman of the Institute of Transnational Arbitration and as a Director of the American Arbitration Association (AAA). He is also a member of the U.S. delegation to the North American Free Trade Act (NAFTA) Advisory Committee on Private Commercial Disputes.

BLANCO, Maurice

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Featured in Capital Markets (Latin America-wide)

Practice Areas: Mr. Blanco is the co-head of Davis Polk's global Capital Markets Group and a member of the Latin America Practice Group. He has worked on public and private debt and equity offerings, exchange offers and debt restructurings by U.S. and non-U.S. issuers in a variety of industries. Mr. Blanco also regularly advises U.S. and non-U.S. corporate clients with respect to general corporate matters, including corporate governance, SEC and Sarbanes-Oxley matters.

BURNETT, Henry Guy

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Harry Burnett focuses on international commercial and investor-state arbitration matters, along with general domestic and international litigation. A partner in the International Arbitration practice, Harry represents clients in a broad array of international disputes and frequently serves as an arbitrator in international disputes. With more than 25 years of litigation and arbitration experience, he represents clients in arbitration of international commercial disputes under rules of the International Chamber of Commerce (ICC), the International Centre for Dispute Resolution (ICDR), JAMS International and the CPR International Institute for Conflict Prevention & Resolution.

CALHEIROS, Grenfel S

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Featured in Capital Markets (Latin America-wide)

Practice Areas: Head of the Firm's São Paulo office advising clients on merger and acquisition and corporate finance transactions, with a primary focus on Latin America and particularly Brazil. Represents clients on a broad range of transactions, including leading companies, private equity sponsors and investment banks in cross-border mergers and acquisitions, securities offerings, liability management and other complex corporate matters. Grenfel spent the first nine years of his career in Simpson Thacher's New York office. Fluent in Portuguese.

Personal: LL.M., University of Chicago (2003); JD Equivalent, University of São Paulo (2000).

CÁNOVAS, María Luisa

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Featured in Corporate/M&A (Latin America-wide)

Career: María Luisa Cánovas' diverse practice is focused on cross-border M&A, joint ventures, private equity, and financings. New York-based, she represents clients in Latin America, the U.S. and Europe on transactions in the energy, infrastructure, media, pharma and hospitality sectors, among others. In addition,

María Luisa presents in English, Spanish and French at international legal conferences, and teaches and authors articles on cross-border M&A and negotiation. She is admitted to practice in New York, Texas and Spain.

CEREZO, Francisco

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Featured in Corporate/M&A (Latin America-wide)

Practice Areas: Corporate; Finance
Career: Francisco Cerezo is the firm's Co-Chair of Latin America Corporate & Finance and the US Head of Latin America Corporate. He focuses his practice on corporate and international matters, advising US and foreign companies, family groups and sovereigns doing business in the Americas and the Caribbean. He has extensive experience in corporate and financial services, cross-border transactions, strategic corporate counseling, mergers and acquisitions and public-private partnerships. He regularly counsels global companies doing business in the Americas on matters ranging from complex transactions and market entry issues to compliance and general corporate strategic counsel. Francisco also serves as principal outside counsel to several significant family groups on matters ranging from corporate governance and succession planning to representing their underlying portfolio companies in billions of dollars of transactions, ranging from banking and energy to telecom and retail.
Personal: J.D., Columbia University School of Law; LL.M., Universidad Complutense de Madrid; B.A., Washington University; Graduate Fellow in the Latin American Literature Program, University of Virginia

CRIDER, S Todd

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Featured in Corporate/M&A (Latin America-wide), Capital Markets (Latin America-wide)

Practice Areas: Partner active in equity and debt capital markets, M&A, private equity/venture and strategic, with experience in project financings. Also active supporting internal investigations and arbitrations and pro bono. Focus on Latin America and Europe. Fluent in Spanish, Portuguese and French.

Career: Partner, elected in 2000.

Professional Memberships: New York City Bar, International Bar Association; Founding Chair, Cyrus Vance Center for International Justice.

Personal: BA, magna cum laude, Samford University (1987); License d'histoire Université de Paris IV, Sorbonne (1988); JD, Stone Scholar, Columbia School of Law (1991).

DEBEVOISE, Eli Whitney

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Featured in Capital Markets (Latin America-wide)

Practice Areas: Whitney Debevoise's practice involves international financial transactions, public policy, international

arbitration, multijurisdictional litigation, banking, and international trade. Mr. Debevoise rejoined the firm in 2010, having served as US Executive Director of the World Bank from 2007. Mr. Debevoise has extensive experience in the capital markets, including sovereign restructurings (Belize, Barbados, Argentina), and has been active securing liquidity for Latin American countries confronting the COVID-19 pandemic, both in the sovereign bond market and through borrowings with credit support from multilateral sources such as MIGA. He has handled significant International Centre for Settlement of Investment Disputes (ICSID) arbitrations and served as an arbitrator in commercial and investor-state cases. Mr. Debevoise is fluent in Portuguese and Spanish.

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Washington DC-based partner Paolo Di Rosa heads the firm's global International Arbitration group. His practice centers on the representation of sovereign states and private sector companies worldwide in international arbitration, litigation, and public international law matters, including in particular disputes between investors and States under investment treaties. Although his practice spans all geographic regions of the globe, he has especially extensive experience in legal matters relating to Latin America (acquired both in the private sector and the US federal government), along with a fully bilingual and bicultural background.

DONOVAN, Donald Francis

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Donald Francis Donovan is Co-Chair of Debevoise's International Dispute Resolution Group and its Public International Law Group, and serves as counsel in international disputes before United States and international courts, as well as international arbitration tribunals. He is the immediate past President of the International Council for Commercial Arbitration (ICCA), the leading global organization of international arbitrators and arbitration practitioners, and regularly sits as arbitrator in international cases, including under the auspices of ICSID, the ICC, and the ICDR, as president, chair, sole arbitrator, and co-arbitrator. Mr. Donovan is widely regarded as one of the leading international arbitration practitioners, international lawyers, and international advocates in the world. He is admitted to practice in New York.

DOUBLE, Stephen

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Featured in Banking & Finance (Latin America-wide)

Practice Areas: International and Cross Border Transactions, Latin America Practice, Structured Finance, Securitization,

Financial Services, Banking Law, Project Finance, Mergers & Acquisitions

Career: Stephen J. Double has extensive experience on major international financial and corporate transactions, particularly in Latin America, Brazil and other emerging markets. He advises on transactions including: debt, equity, equity-linked securities offerings; project bonds, structured finance and securitization transactions, by companies in sectors including financial services, oil/gas, telecommunications, energy, media, infrastructure, agribusiness, and sovereign/quasi-sovereign. He also advises investment banks, as underwriters, in a wide range of securities offerings (pursuant to SEC registration, Rule 144A, and/or Regulation S) and listed on global stock exchanges. Mr. Double advises borrowers/lenders on cross-border syndicated lending, acquisition finance, structured finance and trade finance transactions, including export prepayment. Additionally, he advises clients on private M&A transactions primarily in Latin America.

ESCOBAR, Alejandro

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Featured in International Arbitration (Latin America-wide)

Practice Areas: International law; international arbitration; dispute resolution.

Career: Mr. Escobar has extensive experience representing clients in investment treaty and other public international law issues and in international commercial disputes. Mr. Escobar's investment treaty experience comprises disputes under the ICSID Convention, the ICSID Additional Facility Rules, the UNCITRAL Arbitration Rules, and the Rules of the SCC Arbitration Institute; and disputes arising under the Energy Charter Treaty and investment treaties encompassing Africa, North and South America, Asia, Europe and the Middle East. Mr. Escobar has advised in commercial arbitrations, including under the ICC Rules and the LCIA Rules. He currently serves as a member for Chile to the ICC International Court of Arbitration. Mr. Escobar regularly serves as a presiding or co-arbitrator, including under the ICSID Convention, the UNCITRAL Rules, the ICC Rules, the SCC Rules and the LCIA Rules. Mr. Escobar works bilingually in English and Spanish.

Professional Memberships: Law Society of England and Wales; Bar Association of Chile.

Publications: "Arbitration", in State Aid in the Energy Sector (Hart, 2018) (with J. Koepf, L. Frey and E. Féliz de Jesús) "Investment Treaties and the United Kingdom," in Arbitration in England (Kluwer, 2013)

Personal: PhD, University of Cambridge, 1997; Bachelor's in Law, University of Chile, 1990.

FARHANG, Michael

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Featured in Corporate Crime & Investigations (Latin America-wide)

Practice Areas: Michael Farhang handles general civil and criminal matters with particular experience in the Latin

America region. A former federal prosecutor and experienced litigator and trial attorney, he has earned more than \$40 million in recoveries for corporate clients pursuing fraud, contract, and M&A-related claims, and has handled a range of securities litigation matters. He has tried more than twenty-five cases in government and private practice and has extensive experience representing clients in DOJ and SEC investigations and in Foreign Corrupt Practices Act (FCPA) compliance. Mr. Farhang has also taught on federal criminal law issues as a Lecturer-in-Law at University of Southern California's Gould School of Law.

Career: Former Federal Prosecutor
Personal: Harvard University, 1995 Juris Doctor, 1992 Bachelor of Arts

FLORACK, James A

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Featured in Banking & Finance (Latin America-wide)

Practice Areas: Mr. Florack is a member of Davis Polk's Corporate Department, co-head of the global Finance Group and head of the Latin American finance practice, advising clients on a range of corporate finance transactions, including leveraged lending, structured finance, high-yield debt offerings and other capital markets transactions, with a particular focus on financings for leveraged acquisitions whether led by financial sponsors or otherwise.

FRIEDMAN, Mark W

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Mark W. Friedman is a partner in the International Dispute Resolution Group. His practice concentrates on international arbitration and litigation, and he also has broad experience in civil and criminal matters. Mr. Friedman has represented clients in a wide variety of complex commercial and investor-State disputes across many industry sectors, including energy, mining, finance, insurance, construction, shareholder relationships, joint ventures, media, telecommunications, and manufacturing. He has acted as counsel or arbitrator in disputes under the rules of the ICC, LCIA, AAA, ICDR, CPR, UNCITRAL, and ICSID. He is a Vice President of the ICC International Court of Arbitration and is a former Chair of the International Bar Association Arbitration Committee. Mr. Friedman was twice named "International Arbitration Attorney of the Year" by Benchmark Litigation.

GARCIADIAZ, Manuel

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Featured in Corporate/M&A (Latin America-wide), Banking & Finance (Latin America-wide), Capital Markets (Latin America-wide)

Practice Areas: Mr. Garciadiaz is co-head of the firm's São Paulo office, head of the firm's Latin America Practice Group and a partner in the Corporate Department. He regularly advises U.S. and non-U.S. clients on capital markets

transactions, including high-yield debt offerings, initial public offerings and exchange offers, mergers and acquisitions, structured and project financings, liability management and debt restructurings, primarily in Latin America.

GEHRING FLORES, Gaela

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Gaela Gehring Flores draws on decades of focused experience in international arbitration and litigation matters as well as on her bilingual and bicultural background to act as counsel in over 40 high stakes international arbitration and litigation matters involving Latin America. She represents both multinational corporations and sovereign states in international commercial and investment arbitrations before the International Centre for Settlement of Investment Disputes (ICSID), the International Chamber of Commerce International Court of Arbitration (ICC), the International Centre for Dispute Resolution (ICDR/AAA), and in litigation and appellate proceedings before US federal courts.

Personal: Georgetown University Law Center, JD cum laude (1996); University of Illinois at Urbana-Champaign, BA summa cum laude (1993).

GONZÁLEZ, Daniel E

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Daniel González is a senior partner in the Miami Disputes practice and dedicates his full-time practice to international commercial litigation and arbitration, representing clients and sovereigns in "bet-the-company" cases in the Americas, United Kingdom, Europe, and Asia. Europe. With a focus on construction and infrastructure, as well as energy, mining, financial services, securities, and telecommunications, Dan provides deep acumen into industry matters involving mergers and acquisitions disputes, commercial distributorship, technology, engineering, procurement, construction, and design/build contracts, among others. He provides fully bilingual (English and Spanish) counsel in both common and civil law jurisdictions to effectively provide strategy and analysis in achieving favorable results in both commercial and investment treaty disputes. As lead trial and arbitral counsel in multijurisdictional disputes, Dan handles large and complex matters from inception through to judgment or confirmation and enforcement of the award. Given several decades of experience and his financial background, Dan is often asked to serve as an arbitrator or international mediator in complex commercial disputes. He also often serves as speaker on arbitration in emerging markets. Dan serves on the faculty of the University of Miami School of Law, where he is professor of Forensics of Advocacy in International Arbitration.

GONZÁLEZ LAZZERI, Alejandro

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Featured in Banking & Finance (Latin America-wide), Capital Markets (Latin America-wide)

Practice Areas: Alejandro González Lazzeri concentrates on cross-border financing transactions, particularly throughout Latin America. He represents investment and commercial banks, and other institutional investors, as lenders; and corporations and sovereigns, as borrowers, in connection with syndicated loans, acquisition financings, leveraged buyouts, bridge loans, asset-based loans, project financings and private placements. Mr. González Lazzeri also has significant experience representing underwriters and issuers in a variety of public and private debt and equity offerings in the international capital markets.

Personal: LLM, Northwestern University School of Law (Fulbright Scholar); JD, Universidad Iberoamericana.

GOODMAN, Neil

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Featured in Capital Markets (Latin America-wide)

Practice Areas: Mr. Goodman's practice concentrates on corporate, securities, and international financial transactions, including representation of foreign public and private clients and multinational financial institutions as borrowers and lenders in connection with US and international capital markets offerings, private placements, and syndicated and project financings. He represents a number of Latin American sovereign issuers, including the Republic of Colombia, the Republic of El Salvador and the Republic of Costa Rica, in their international financial transactions.

Career: Judicial Clerk, Chief Judge Frank Battisti, US District Court for the Northern District of Ohio

Personal: JD, Columbia University Law School; AB, Brown University.

GRANÉ LABAT, Patricio

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Patricio Grané Labat specialises in international investor-State arbitration, commercial arbitration, international trade and public international law and is widely acknowledged as a leading individual in the field by a variety of independent legal directories. Patricio has represented, and continues to represent, multiple sovereign States and corporations in complex high-value disputes across numerous geographies, sectors and subject matters. He has led a number of high profile, politically sensitive investment treaty cases. Patricio represents parties in arbitral proceedings under all the major arbitral rules and institutions, including UNCITRAL, ICSID, ICC, LCIA, DIFC-LCIA, SCC, NAFTA, and CAFTA-DR, as well as in ad hoc arbitrations under bilateral investment treaties and contracts. He has been appointed by several sovereign

states to the roster of arbitrators and panellists for the settlement of international trade and commercial disputes under BIT and multilateral treaties, and sits as an arbitrator. Prior to joining private practice, Patricio was a government official for a Latin American state and a trade diplomat and negotiator in Geneva, accredited to the WTO. He has also been a consultant to the United Nations on trade issues. Patricio is a frequent lecturer and fellow at the University of Cambridge Lauterpacht Centre for International Law.

HALLAKE, Marcello

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Featured in Corporate/M&A (Latin America-wide)

Career: Marcello Hallake has substantial experience advising multinational companies and financial institutions throughout Latin America and around the globe, as well as counseling Brazilian companies in international corporate and financial transactions. He focuses on cross-border mergers and acquisitions, joint ventures, privatizations, private equity, projects, and other strategic transactions, and counsels clients in the energy, natural resources, food supply, infrastructure, telecommunications, media, and technology sectors, including in competitive auctions, distressed transactions and anti-corruption matters. Marcello recently led the Jones Day team advising ENGIE in its winning bid to acquire TAG from Petrobras for USD 8.6 billion in a competitive auction, the largest cash acquisition and privatization to-date in Brazil. A native of Brazil, educated in Belgium and the United States, Marcello practiced for 18 years in New York and elsewhere in the US prior to relocating to São Paulo in 2012. Marcello is a board member of several not-for-profit, civic, and cultural organizations, including Brazil Foundation, which he co-founded.

HARRINGTON, Gregory

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Featured in Banking & Finance (Latin America-wide)

Practice Areas: Mr. Harrington advises clients on international financial and corporate transactions in Latin America. His practice includes corporate and project finance, including syndicated lending; equity and debt securities sold pursuant to SEC registration, Rule 144A or Regulation S; Securities Act, Securities Exchange Act, and Investment Company Act compliance; advising sponsors and lenders in connection with project finance transactions; and regulatory issues under the FCPA, Sarbanes Oxley, Dodd Frank and the JOBS Act.

Career: Formerly practiced in São Paulo (2000-07).

Personal: JD, University of Chicago Law School, 1994; BA George Washington University, 1988. Languages: English, Portuguese and Spanish.

HOOD, Stephen

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Featured in Projects (Latin America-wide)

Practice Areas: Since moving to Brazil more than 10 years ago, Mr. Hood has focused principally on Latin American project finance and other cross-border lending work. Before joining Davis Polk, Stephen was a partner in another major global law firm where at various times he was the partner responsible for its São Paulo, New York and Hong Kong offices, and from London, its global securities practice.

HOSKING, James

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Featured in International Arbitration (Latin America-wide)

Practice Areas: International arbitration and litigation.

Career: A founding partner of Chaffetz Lindsey, James Hosking is a recognized expert in international arbitration, having been counsel in over 100 cases and under the rules of all the leading institutions. A significant part of James' practice involves disputes arising out of Asia-Latin America investments: In the last 5 years, the firm has handled over 20 such cases and James has been a frequent commentator on the topic. His recent cases have involved international commercial contracts, corporate acquisitions, energy/power projects, construction/engineering, re/insurance, JV/shareholder disputes, mining, and investment treaty claims. James also sits as an arbitrator, having been appointed sole arbitrator, chairperson, co-arbitrator and emergency arbitrator. Of those more than 35 appointments, the cases have involved a dozen jurisdictions and over US\$3 billion in dispute. James has guest lectured at universities around the world and for many years taught the international arbitration course at the University of Pennsylvania School of Law.

Publications: ICC Commission Report, Emergency Arbitrator Proceedings (ICC, 2019); A Guide to the ICDR International Arbitration Rules (OUP, 2011).

Personal: BA & LLB (Honors) University of Auckland (1990-1994); LLM Harvard Law School (2000). Admitted in NY.

JOHNSON, Charles

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Featured in Banking & Finance (Latin America-wide)

Practice Areas: Charles Johnson is the head of the Norton Rose Fulbright office in São Paulo, Brazil where he has been based since January 2002. He represents financial institutions, public and private companies, private equity funds and hedge funds on a wide range of financial and commercial transactions.

Career: Charles has more than twenty years of cross border experience with particular focus on financial restructurings and structured trade, project, asset and development/export credit agency financings in emerging markets, especially Brazil and wider Latin America. He also has extensive experience of advising in relation to commercial matters, particularly in the mining, energy and offshore oil sectors.

KENDALL, Mark A

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Featured in Insurance (Latin America-wide)

Practice Areas: Mark is a partner based in DACB's London office and is a leading lawyer in insurance and reinsurance, whose practice incorporates policy coverage and international dispute management including arbitration. His particular areas of focus are international casualty and product liability and recall in all major sectors, as well as construction coverage and arbitration. Recent work includes: Representing excess insurers in arbitration proceedings involving a global food company concerning food contamination issues in China and coverage under a Restaurant Contamination policy Representing retrocessionaires in High Court proceedings arising from a Venezuelan oil refinery fire Advising primary insurers of a project policy in relation to German proceedings following the collapse of the construction of an underground system in Cologne and the destruction of the National Archive Representing the Public Liability insurers of the Bedfordshire Policy Authority in the Court of Appeal following the Yarl's Wood detention centre fire in 2002 Mark is ranked as a "leading lawyer" in Chambers Global who note his "strong regional knowledge" and "wealth of experience" in Latin America.

KRONFELD, Nicholas A

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Featured in Capital Markets (Latin America-wide)

Practice Areas: Mr. Kronfeld is a partner in Davis Polk's Corporate Department, representing U.S. and non-U.S. clients on equity and debt capital markets transactions, mergers and acquisitions, corporate governance and securities regulatory matters. His non-U.S. practice is focused on Spain and Latin America.

LAHLOU, Yasmine

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Featured in International Arbitration (Latin America-wide)

Practice Areas: International arbitration, commercial litigation.

Career: Yasmine joined Chaffetz Lindsey in 2009 after having worked at Clifford Chance in New York and Castaldi Mourre & Partners in Paris. She has experience in international arbitration and litigation and is experienced in civil and common law systems. Yasmine has represented clients in arbitration proceedings conducted under the ICC, ICDR, LCIA, UNCITRAL and ad hoc rules, related to energy-related construction disputes, post M&A disputes, supply agreements, etc. She has acted as a sole and co-arbitrator in ICC and Stockholm Chamber of Commerce (SCC) arbitrations.

Professional Memberships: ICC Commission on Arbitration and ADR (Member); International Senior Lawyers Project (Board Member); International Litigation and Middle East committees of the ABA Section of International Law (Former Co-chair), ICC YAF North America

chapter (Member); Editorial Board of the ICC Dispute Resolution Bulletin.

Publications: "The Rise of Environmental Counterclaims in Mining Arbitration," (GAR 2019); "How Courts Treat Foreign Award Judgments: The Unsettled State of US Law and an English Perspective," (IBA 2018); "Enforcement of Foreign Arbitral Awards and Judgments in New York," (Kluwer 2018); Cahiers de L'Arbitrage; Revue de Droit des Affaires Internationales.

Personal: University of Texas; Paris X-Nanterre University. Fluent in English, French and Italian.

LEVI-MINZI, Maurizio

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Featured in Corporate/M&A (Latin America-wide)

Practice Areas: Maurizio Levi-Minzi is an M&A lawyer with over 20 years of experience advising clients in cross-border acquisitions of a broad variety of assets including infrastructure assets and complex joint ventures. Mr. Levi-Minzi has led transactions in Latin America, the United States, Europe, and Asia for private equity groups and strategic investors including Ambev, Barrick, Brookfield, Carlyle Group, Clessidra, CPPIB, CSN, International Paper, GP Investments and Mitsui.

Career: Mr. Levi-Minzi has co-chaired the program "Doing Business in and with Emerging Markets" of the Practising Law Institute for a number of years and is also an adjunct professor at New York University, where he teaches cross-border M&A. He is a 1993 graduate of the University of Pennsylvania Law School and holds an M.B.A. in Finance from Golden Gate University. Prior to joining Debevoise, he was a banker with NMB Bank (ING Bank) in New York. Mr. Levi-Minzi is fluent in Italian and Spanish and proficient in Portuguese.

LEVINE, Andrew

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Featured in Corporate Crime & Investigations (Latin America-wide)

Practice Areas: Andrew Levine is a litigation partner and member of the firm's White Collar & Regulatory Defense Group. He regularly defends companies and individuals in criminal, civil and regulatory enforcement matters and has conducted countless internal investigations throughout the world. Mr. Levine serves as the go-to anti-corruption advisor to numerous leading global companies and represents many clients on corruption-related matters in Latin America, including the Lava Jato, Zelotes, Carne Fraca and FIFA scandals. He frequently advises clients on a broad array of compliance matters, including conducting risk assessments, enhancing compliance programs and mitigating risks presented by potential corporate transactions.

Career: In 2020, Latin Lawyer named Mr. Levine as "International Lawyer of the Year," a recognition based on his "profile in the market and the vast amount of work he has done to shape the development of anti-corruption and investigations work in Latin America." Before joining Debevoise in 2006, Mr. Levine served as Deputy Counsel to the Independent Inquiry

Committee into the United Nations Oil-for-Food Programme, led by Paul A. Volcker. He is an officer of the International Bar Association's Anti-Corruption Committee and member of the White Collar Crime Committee of the New York City Bar Association.

LINDSEY, David

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Featured in International Arbitration (Latin America-wide)

Practice Areas: International arbitration and commercial litigation.

Career: David co-founded Chaffetz Lindsey in 2009. Previously he led the Americas International Arbitration group at Clifford Chance. David has been active in Latin America for most of his 30 years of practice, as lead counsel on a broad range of disputes from the oil & gas, energy, telecommunications, and construction sectors, and acting both for and against sovereign entities.

Publications: "International Arbitration in Latin America" (2003); Chapter One: Applicable Law, "International Arbitration in New York" (2016).

Personal: BA, University of Texas (1985); JD, Florida State Law (1988). Admitted in New York, Florida, DC.

LORENZO, Richard C

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Richard Lorenzo has broad experience in international litigation and arbitration disputes representing foreign and domestic clients throughout Latin America and the United States. Richard also represents both states and investors in investment treaty arbitrations with their disputes across Latin America involving parties from across the Americas and Europe. Fluent in English, Spanish, and Portuguese, Richard has tried matters before the world's leading arbitral institutions and dispute boards.

LOZANO, Paola

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Featured in Corporate/M&A (Latin America-wide)

Practice Areas: Co-Chair of Latin America Group; Head of Spanish language corporate practice; New York based M&A partner. Represents privately held and publicly traded companies, investment funds, and other clients in mergers, acquisitions, dispositions, joint ventures, private equity transactions, corporate reorganizations and other matters, with emphasis on complex cross-border and international transactions. Clients include Citigroup, SoftBank, Deutsche Bank, Grupo México, MetLife, Grupo Argos, Marubeni, Southern Copper, Credit Suisse, Bank of America and other investment banks.

Personal: JD, Universidad de los Andes, Bogotá, Colombia; Masters, International Commercial Law, Universidad de los Andes; LLM, Banking and Corporate Finance, Fordham University School of

Law. Admitted to practice in New York and Colombia.

MARANGOS, Hermes

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Featured in Insurance (Latin America-wide)

Practice Areas: Hermes is a leading international disputes lawyer with over 30 years' experience representing major entities on complex matters, including international (re)insurance and underlying commercial litigation, particularly in the Americas, Mediterranean basin, MENA, West Africa and Asia. He is regularly instructed by leading, including Latin America operating corporates, as well as defence counsel on third party liability accounts for such major organisations with insurance stemming from Lloyds of London. Hermes is acknowledged as a leading expert on issues of political violence and cyber risks, having been involved in the development of relevant laws and regulations (from NMA464 onwards), litigating and arbitrating these risks internationally.

Career: Called to the Bar 1985; Middle Temple; Clifford Chance; Partner Clyde & Co; Partner DAC Beachcroft LLP 2008; Partner Signature Litigation 2014.

Professional Memberships: Vice President, Insurance Institute of London; Member, IBA; Member, Brazilian Chamber of Commerce; Member, Brazil Canada Arbitration Chamber; Member, Oil, Petrochemical and Energy Risks Association; Member, Chilean Chamber for Construction.

Publications: Co-author of the leading textbook on reinsurance law and "War Risks and Terrorism"; a contributor to textbooks on conflicts of law, property risks and mass torts; co-author of a practitioner's textbook on the UK Insurance Act.

Personal: Fluent in English, Spanish, Portuguese, French, German, Italian, Greek.

MCCOURT, Michael

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Featured in Banking & Finance (Latin America-wide)

Practice Areas: Banking and Finance; Restructuring and Insolvency; Capital Markets

Career: Michael McCourt is a partner in our São Paulo office and has been based in Brazil since 2008. Michael's practice focuses on cross-border finance transactions in Brazil and wider Latin America, including structured trade and export finance, leveraged and acquisition finance, project finance and investment grade and high-yield bonds. He has extensive experience advising on complex cross-border debt restructurings and workouts. Michael has represented a wide range of clients, including financial institutions, funds and public and private companies, and has worked on transactions across many different industries, in particular oil and gas, mining and metals, agribusiness and automotive. He also advises on derivatives and structured products.

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Featured in Capital Markets (Latin America-wide)

Practice Areas: Advises clients on international corporate finance transactions, mergers and acquisitions, and other strategic matters. Represents leading companies, global investment banks and PE firms on offerings of equity (including IPOs) and debt (including acquisition financings and high-yield bonds), restructurings and liability management, acquisitions and sales (including auction processes), JVs and other complex transactions, as well as strategic board level matters, including investigations and litigation. Practice focuses on Latin America and the Caribbean, particularly Mexico, Colombia, Chile, Argentina, Peru. Fluent in English and Spanish.

Professional Memberships: NYC Bar; International Bar Association.

Personal: BA, University of Virginia (1993); JD, Columbia School of Law (1998); LLM in International Studies, NYU School of Law (2007).

MENZIES, Anthony

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Featured in Insurance (Latin America-wide)

Practice Areas: Anthony is a partner in the Insurance group and is Head of the firm's Marine & Transport and Onshore and Offshore Energy service lines. He advises on direct and reinsurance claims and coverage disputes, usually with an international element, particularly involving insureds, insurers or reinsurers in the London and Continental European markets. He is particularly well known for managing claims in Latin America and the Caribbean, and has previously practised in the Cayman Islands. Anthony has advised numerous participants in the international insurance and reinsurance markets on disputes involving marine and energy policies, including political risk written in the marine market, and the insurance of engineering projects. He has considerable experience of marine and project cargo and related DSU claims, as well as CAR/EAR losses both in the energy sector and more widely. In addition, Anthony has acted in some of the highest profile insurance and reinsurance disputes in recent years, both through litigation and arbitration, as well as in various offshore energy claims, including both pipeline and FPSO losses. He also advises on operating policy claims, including both PD and BI elements.

MERCADO, David

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Featured in Corporate/M&A (Latin America-wide)

Practice Areas: David Mercado is a partner in Cravath's Corporate Department. His practice is diverse, with an emphasis on mergers and acquisitions and financings in Latin America.

Career: Yale Law School (JD, 1984); Columbia College (AB, 1981).

Personal: For more information: <https://www.cravath.com/dmercado>

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Featured in Corporate/M&A (Latin America-wide), Banking & Finance (Latin America-wide), Capital Markets (Latin America-wide)

Practice Areas: Jaime Mercado advises public and private sector clients throughout Latin America and the Caribbean on corporate finance, private equity, mergers and acquisitions, lending and project finance transactions. His recent assignments have included registered and unregistered debt and equity offerings for private and sovereign issuers, private equity investments, strategic sales and acquisitions, debt restructurings, liability management transactions, and acquisition finance transactions. Mr. Mercado is active with various charitable organisations both as a board member and in advisory roles. He is fluent in Spanish and Portuguese.

Personal: BA, Columbia University (1989); JD, New York University School of Law (1995).

MILES, Craig

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Craig Miles specializes in domestic and international arbitration of investment disputes and commercial matters. As a partner in the International Arbitration practice, Craig represents clients before arbitral tribunals worldwide. He represents foreign investors in disputes with host governments, primarily before the World Bank's International Centre for Settlement of Investment Disputes (ICSID), and private parties in commercial disputes before the International Chamber of Commerce (ICC), the American Arbitration Association (AAA), and other domestic and international arbitral institutions. Mr. Miles has first- or second-chaired dozens of arbitration hearings involving disputes throughout North and South America, Europe, Asia, Africa and the Middle East.

MURPHY, John

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Featured in Banking & Finance (Latin America-wide)

Practice Areas: Please visit <https://www.bakermckenzie.com/en/people/m/murphy-john-l> to know more about our lawyers.

NELSON, Timothy G

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Experienced advocate in international commercial and investment disputes, including arbitration before ICSID, ICC, ICDR, LCIA, SIAC, HKIAC and UNCITRAL tribunals. As lead counsel, handles a wide variety of arbitration disputes (oil & gas/LNG, banking, M&A, telecommu-

nications/satellites, hotel/hospitality, retail and sports/motor racing). Has argued numerous large Bilateral Investment Treaty/ECT arbitrations involving expropriation and unfair investor treatment by host states, and also acts as counsel in large U.S. cross-border litigation and enforcement disputes.

Personal: BA, University of New South Wales, Australia, 1990; LLB, University of New South Wales Law School, Australia, 1990; BCL, University of Oxford, 1997 (John Morris Prize for Conflict of Laws).

OSSA, Felipe

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Featured in International Arbitration (Latin America-wide), Dispute Resolution (Chile)

Practice Areas: Felipe Ossa is a partner in our Dispute Resolution and International Trade practices, and his practices is focused on international litigation and arbitration. Felipe has vast experience in disputes involving court proceedings in Chile and several other jurisdictions. He has acted as counsel and arbitrator in proceedings ad-hoc and under the aegis of ICC, ICDR, ICSID, LCIA, Lima Chamber of Commerce, Permanent Court of Arbitration and Santiago Chamber of Commerce. He has also served as expert on issues of Chilean and Comparative law before international arbitral tribunals and national courts of several jurisdictions. He is the Chairman of the ICC Arbitration Commission in Chile and the Chilean chapter of the Spanish Arbitration Club. He is also a member of the Chartered Institute of Arbitrators, the Chilean Bar, the ICDR Roster of Arbitrators, the International Arbitration Institute, the Latin American Group of the ICC and LCIA's Latin American Users' Council. He joined Claro & Cia. in 1994. Between 2002 and 2006 he was a senior associate with Freshfields Bruckhaus Deringer, in the Paris and Madrid offices. Felipe is the partner in charge of our pro-bono practice and in 2016 received an award from Fundación Pro Bono.

PRAGER, Dietmar

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Featured in International Arbitration (Latin America-wide)

Practice Areas: Dietmar W. Prager is a partner in the International Dispute Resolution Group who focuses his practice on international arbitration and litigation, with a particular emphasis on Latin America. He is Co-Chair of the firm's Latin America Practice Group, and has represented parties in numerous arbitrations throughout the world under the auspices of the ICC, ICSID, LCIA, AAA, ICDR, and the PCA as well as in ad hoc arbitration proceedings. Dr. Prager's recent representations include disputes involving complex construction projects, investment treaties, energy and mining projects, oil & gas projects, the retail sector, the finance sector, sovereign debt, and distribution agreements. Dr. Prager also regularly sits as arbitrator and was one of the youngest lawyers ever to argue before the International Court of Justice. Dr. Prager is fluent in German, English, Spanish, and French, and is

proficient in Portuguese. He is admitted to practice in New York.

PULECIO-BOEK, Daniel
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Featured in Corporate Crime & Investigations (Latin America-wide)

Practice Areas: White Collar Defense & Special Investigations Litigation Latin America Practice International Arbitration & Litigation Export Controls & Economic Sanctions Corporate Governance & Compliance

Career: Daniel Pulecio-Boek focuses his practice on cross-border litigation, investigations, and arbitration, including white-collar representations, internal investigations, complex commercial disputes, and international arbitrations. His representations have included matters involving more than two dozen jurisdictions, spanning Latin America, Europe, Asia, the Middle East, and Africa. Daniel received his legal training in the United States, Europe, and Latin America, and is licensed to practice law in multiple U.S. jurisdictions and in Colombia. Daniel's international, multi-cultural, and multi-lingual training and experience allows him to navigate varying legal systems and positions him to serve foreign and domestic clients in cross-border matters involving multiple jurisdictions. Daniel has represented Fortune 500 companies, large multinational companies and investment funds, high-net-worth individuals and families, government officials, and senior executives. In white-collar matters, he focuses on representing clients before the U.S. Department of Justice (DOJ), the U.S. Securities and Exchange Commission (SEC), the Office of Foreign Assets Control (OFAC), and the International Criminal Police Organization (INTERPOL) in connection with cross-border criminal investigations, often involving parallel government investigations in multiple jurisdictions.

PUTTRÉ, Richard P
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Featured in Projects (Latin America-wide)

Career: Rich Puttré has more than 25 years of experience in complex, cross-border project finance transactions, representing sponsors, developers, lenders and investors in the development, financing, acquisition and disposition of major capital intensive assets throughout Latin America. He leads the Firm's global Projects & Infrastructure Practice and is a member of the Latin America Practice. Much of Rich's recent experience has focused on the infrastructure and renewable energy sectors, with significant project transactions in Peru, Mexico, Chile, Argentina, Colombia and Panama. Many of these matters have involved multilateral banks and development finance institutions from countries around the world.

QUINTANA, Norberto E
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Featured in Projects (Latin America-wide), Banking & Finance (Latin America-wide)

Practice Areas: Latin America Practice, Corporate Finance, Project Finance, International and Cross Border Transactions, Infrastructure and Energy

Career: Norberto E Quintana, partner in Holland & Knight's New York/Miami offices, represents a wide range of lenders, corporate borrowers, project and private equity sponsors and developers in U.S. domestic and cross-border financing transactions. Mr. Quintana leads a team of lawyers that regularly advises on infrastructure, energy and oil/gas project development and financings. Mr. Quintana has broad experience in complex financings and has advised clients on many leading project financings and acquisition financings throughout Latin America.

RIVKIN, David W
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Featured in International Arbitration (Latin America-wide)

Practice Areas: David W. Rivkin is Co-Chair of the firm's International Dispute Resolution Group and past President of the International Bar Association. Mr. Rivkin is consistently ranked as one of the world's top international dispute resolution practitioners and international lawyers. He has acted as counsel and as arbitrator in international arbitrations throughout the world and in U.S. courts. He has won some of the largest investment treaty and commercial arbitration awards. Subjects of these arbitrations have included long-term energy concessions, investment treaties, public international law, joint venture agreements, financial issues, insurance coverage, construction contracts, distribution agreements, and intellectual property, among others, and they have involved common law, civil law and Islamic law systems. Mr. Rivkin is admitted to practice in New York.

SABATER, Aníbal Martín
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Featured in International Arbitration (Latin America-wide)

Practice Areas: International Arbitration and Disputes

Career: International arbitration specialist with over 23 years of experience, representing clients from around the world and industries as diverse as construction, energy, mining, shipping, technology, and telecommunications, in arbitrations under all major international arbitration rules, including AAA/ICDR, ICC, LCIA, and UNCITRAL. He has also acted in several investment arbitration cases under the UNCITRAL Rules and the ICSID Convention/Rules, as well as in commercial disputes involving states and state-owned entities. Licensed in several US jurisdictions, England and Wales (solicitor), and Spain. Experience representing clients in disputes governed by the laws of more than 20 nations across Latin America, North America, Europe, North Africa, and the Middle East.

Professional Memberships: NYC Bar Association (Chair, International Law Committee); NYIAC (Director & Former Executive Committee Member); CIARB (Fellow); Spanish Arbitration Club (Chair,

NY/DC Chapter); ILA (PAST Vice President; American Branch); ICC Taskforce on Financial Institutions; ICC Taskforce on Emergency Arbitrator Proceedings.

Publications: Co-Author of "60 Years of the New York Convention: Key Issues and Future Challenges: An Arbitrator's Obligation to Use Reasonable Efforts to Issue an Enforceable Award and Its Interaction with the New York Convention" (April 2019).

Personal: J.D., first in the class, Universidad Complutense (Madrid, 1997); Ph.D., cum laude, Universidad Complutense (Madrid, 1999).

SCHNELL, Paul
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Featured in Corporate/M&A (Latin America-wide)

Practice Areas: Paul Schnell focuses on mergers and acquisitions, private equity, financings, anti-takeover preparedness and shareholder activism, and corporate governance. He chairs the firm's Latin America practice group. Mr Schnell has been named as one of the leading lawyers in the U.S. and has been recognised globally and in the U.S. as a leading lawyer in areas such as M&A, private equity, finance, corporate, corporate governance, health care and Latin America.

Personal: JD, New York University School of Law; BA, Amherst College.

SNYDER, Eric
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Featured in Corporate Crime & Investigations (Latin America-wide)

Career: Eric Snyder is an experienced trial lawyer and investigator who has handled numerous high-profile cases. In his unique position as a former U.S. federal prosecutor based full-time in Brazil, Eric represents individuals and entities, largely based in Brazil, in U.S. government criminal and regulatory investigations concerning a wide range of allegations, including bribery, money laundering, tax fraud, and FCPA violations. He has advised major multinational companies conducting internal investigations and led representations in complex, multijurisdictional prosecutions. Eric frequently lectures to Brazilian lawyers and judges on criminal investigations and provides FCPA compliance training to a variety of Brazil's largest companies.

STRACHAN, Duncan J
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Featured in Insurance (Latin America-wide)

Practice Areas: Duncan Strachan is an insurance and reinsurance coverage and defence lawyer. He specialises in advising the international reinsurance markets on complex losses and disputes. Duncan has particular expertise in Latin America and the Caribbean, due to his familiarity with the Civil and Commercial Codes, litigation procedure, and regulatory issues. Duncan's recent and current experience includes: • Representing London reinsurers in relation to the environmental impact of large oil spillages across Latin America, most notably in Peru, Venezuela,

Colombia and Ecuador. • Advising insurers on complex casualty claims often involving multiple jurisdictions and international conflict of laws issues. • Managing the response to the LaMia air disaster in Bolivia on behalf of the accident and health insurers. Duncan is fluent in Spanish and also works in written Portuguese. Duncan spent six months working in the Miami reinsurance market in 2017. He regularly works with local offices across Latin America, the Caribbean and the US to manage exposures to complex losses on behalf of the London and Miami reinsurance markets. Duncan's experience also includes drafting environmental impairment liability, D&O and cyber wordings for Latin America on behalf of insurers in London and the US.

TREISTMAN, Carlos
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Featured in Corporate/M&A (Latin America-wide)

Practice Areas: Corporate/M&A Mergers & Acquisitions Private Equity Latin America Practice Technology, Media & Telecommunications Energy & Natural Resources

Career: Carlos Treistman represents clients in cross-border mergers and acquisitions, privatizations, joint ventures, infrastructure development projects, and private equity transactions. Carlos works with the U.S. and foreign companies in a range of industries, including oil and gas, power, mining, real estate, transportation, technology, and telecommunications. For more than 25 years, Carlos has counseled clients in nearly every country in Latin America. He is fluent in Spanish and has a deep understanding of the nuances involved in handling business transactions throughout the region. During his career, Carlos has acted as key relationship partner for major multinational clients, including global oil and gas, private equity, and technology companies. Carlos has established and led the Latin America practices for three AmLaw 100 firms, and founded and served as head of the corporate and finance practice for one of these firms. He was also a founder and managing partner of the Houston office for an international firm, leading the firm's efforts in Houston — one of the nation's most dynamic business markets. All of these firms grew to critical mass and gained prominence during Carlos's tenure.

UBIÑAS, Emmanuel E.
Jones Day, London

Featured in Corporate Crime & Investigations (Latin America-wide)

Career: Emmanuel Ubiñas has more than 17 years of experience in investigations and litigation. A native Spanish speaker, he has led dozens of investigations, including matters involving the DOJ and SEC, and conducted more than 500 Spanish-language interviews for matters connected to Latin America. Emmanuel also counsels companies on compliance programs, FCPA transactional due diligence, and negotiating compliance-related clauses in transactional agreements. He has significant industry knowledge in the areas of energy, construction, real estate,

telecommunications, retail, finance, automotive, manufacturing, and health care products. Emmanuel advises several energy and construction companies on day-to-day compliance issues, as well as represents several private equity firms on FCPA transactional and investigative matters.

VON BERNUTH, J. Mathias
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Featured in Capital Markets (Latin America-wide)

Practice Areas: Latin American Practice Group / Head of São Paulo Office – M&A, capital markets, general corporate. Extensive experience across a variety of industries, including energy, health care, education, construction, financial services, real estate, manufacturing and retail. Recent notable transactions include matters for GP Investments, Patria and Embraer (M&A) and representing the issuer or the bank syndicates in capital markets transactions involving XP Investments, Lojas Americanas, Rede D’Or, Hidrovias, Nexa Resources, Ultrapar and Rumo, among others.

Career: LL.M., Columbia University, 2004 (Harlan Fiske Stone Scholar); Dr. jur., University of Munich, 1999

Personal: English, Portuguese, German, Spanish.

WARIN, Joseph
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Featured in Corporate Crime & Investigations (Latin America-wide)

Practice Areas: Mr. Warin is chair of the Washington, DC office’s 200-person Litigation Department and co-chair of the Firm’s global White Collar Defense and Investigations Practice Group. He is highly regarded annually as a top investigations lawyer, and is a favorite of audit and

special committees of public companies. He has advised on more FCPA resolutions than any other lawyer, and has served as Compliance Monitor/advisor in three FCPA government prosecutions. Mr. Warin has handled cases and investigations in more than 40 states and dozens of countries. His clients include corporations, officers, directors and professionals in regulatory, investigative and trials involving federal regulatory inquiries, criminal investigations and cross-border inquiries by dozens of international enforcers and government regulators.

Career: Assistant US Attorney, Washington, DC (1976-83).

Personal: JD, Georgetown University Law Center (1975); Editor, Law and Policy in International Business.

WILLIAMS, David L
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Featured in Corporate/M&A (Latin America-wide), Banking & Finance (Latin America-wide), Capital Markets (Latin America-wide)

Practice Areas: Corporate Partner advising clients on cross-border corporate finance, M&A and project finance. Concentrates on international financing and business transactions in Latin America where he represents clients in the public and private sector. Experienced in M&A, initial public offerings, high-yield and investment-grade debt offerings and cross-border banking transactions. Fluent in Spanish.

Career: Partner since 1991.

Professional Memberships: American Bar Association, International Law and Practice; Association of the Bar – City of New York, Committee of Inter-American Affairs; Board of Directors, North American-Chilean Chamber of Commerce.

Personal: BA, Tufts University (1977); JD, Georgetown University School of Law (1982).

YANNETT, Bruce E
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Featured in Corporate Crime & Investigations (Latin America-wide)

Practice Areas: Bruce Yannett is Deputy Presiding Partner of Debevoise & Plimpton and Chair of the firm’s White Collar & Regulatory Defense Practice Group. He focuses on white collar criminal defense, regulatory enforcement and internal investigations. He represents a broad range of companies, financial institutions and their executives in matters involving securities fraud, accounting fraud, foreign bribery, cybersecurity, insider trading and money laundering. He has extensive experience representing corporations and individuals outside the United States in responding to inquiries and investigations. Mr. Yannett’s practice also encompasses complex litigation, including derivative cases, shareholder actions and commercial disputes. He is a member of the American Law Institute. Mr. Yannett is on the Board of Advisors for the New York University Program on Corporate Compliance and Enforcement. He previously served as co-chair of the ABA Litigation Section’s Task Force on Attorney-Client Privilege and as co-chair of the ABA’s Criminal Litigation Committee. He is admitted to appear before the Second, Fifth, Tenth and D.C. Circuits, the Southern and Eastern Districts of New York, and the District of Columbia.

ZALDIVAR, Miguel A
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Featured in Projects (Latin America-wide)

Practice Areas: Recognized as a guiding light in cross-border transactions, Miguel Zaldivar is a partner and serves as CEO responsible for Hogan Lovells’ overall global direction and strategic leadership. He is one of only a handful of Latino leaders of any major global law firm. As a practicing lawyer, Miguel brings years of experience in project development and finance, complex sovereign debt, and cross-border corporate transactions. He has facilitated multi-billion-dollar project investments across Latin America. He has advised U.S., European, and Asian multinational corporations in business dealings in the Americas, as well as Latin American state-owned companies and governments across a wide variety of international matters. He has experience with global export-credit and development banks. Miguel brings a strategic approach to solving complex transactional problems, providing clients with creative solutions that not only meet their legal needs, but also take into account their business and other strategic considerations. Miguel’s background underscores his approach to conflict resolution and he is trained in both common and civil law systems. Recognizing that focusing on differences in law is not the single driver in negotiating cross-border deals, he deeply appreciates the importance of culture, including an in-depth understanding of each country’s unique political and legal systems.

AKIN GUMP STRAUSS HAUER & FELD LLP

Chairperson: Kim Koopersmith
Number of partners: 330 Number of other lawyers: 614

Firm Overview:

Recognised for its sophisticated clients and capabilities as well as for its outstanding team of legal professionals, Akin Gump is a global law firm with 20 offices and more than 1,000 lawyers and advisors across a wide range of practices and industries. The firm is well known for its commercial approach and its commitment to client service. With its innovative leadership, the firm has made a swift rise to the top of the profession.

Main Areas of Practice:

Akin Gump launched its transactional practice in Latin America in response to the advent of privatization, economic restructuring and state-owned assets and foreign investment in virtually all sectors of the region's economies.

The firm has over 30 years of experience representing clients in mergers and acquisitions, financings, joint ventures and other transactions in Latin America, as well as market-leading lenders, investors and developers in a wide range of project development and financings in the energy, power, water, natural resources, mining, infrastructure, telecommunications and commercial sectors.

The firm's broad and deep experience includes transactions in Argentina, Aruba, Bolivia, Brazil, Chile, Colombia, Costa Rica, Curacao, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Mexico, Nicaragua, Peru, Venezuela, and Suriname among others.

In addition, the firm's market leading public law and policy and international trade practices represent companies and trade associations based in Latin America, as well as governments and organizations doing business and seeking to do business in the region, on the full range of policy, trade and investment matters. The investment management practice counsels clients on both their structure and investments across the region, as well as with regard to investment-related disputes. Finally, the firm's compliance and investigations practices are involved in sensitive regulatory and governmental proceedings.

By leveraging the firm's international, multi-disciplinary footprint, Akin Gump draws on the linguistic, cultural and legal knowledge of our lawyers to advise a diverse base of international clients. Lawyers that specialize in Latin American transactions possess an understanding of the Latin American legal systems and culture and include numerous bilingual lawyers throughout the firm's offices. In addition, the firm has established long-standing relationships with local law firms throughout the region in order to provide clients with superb, coordinated advice based on extensive regional experience and local knowledge.

INTERNATIONAL OFFICES

ASIA
Beijing, Hong Kong, Singapore

EUROPE
Frankfurt, Geneva, London, Moscow

MIDDLE EAST
United Arab Emirates: Abu Dhabi, Dubai

USA
Dallas, Fort Worth, Hartford, Houston, Irvine, Los Angeles, New York, Philadelphia, San Antonio, San Francisco, Washington, DC

CONTACTS

Capital Markets: Alan Feld
Cross-Border Transactions: Daniel Walsh
Energy Transactions: David Sweeney
Finance: Carlos Bermudez
Financial Restructuring: Michael Stamer & James Terry
Private Equity: David Antheil
Projects: Gabriel Procaccini
Public Law & Policy: Scott Parven

Akin Gump
STRAUSS HAUER & FELD LLP

ARNOLD & PORTER KAYE SCHOLER LLP

Chairman: Richard M Alexander
Co-Managing Partners: Michael D Daneker and Anne P Davis
 Number of lawyers: Nearly 1,000

Firm Overview:

Arnold & Porter is a nearly 1,000 lawyer firm with renowned regulatory expertise, sophisticated litigation and transactional practitioners, and leading multidisciplinary practices in the life sciences and financial services industries. For clients across Latin America, the firm offers a unique perspective, extensive knowledge and thirty years of experience. For clients outside of the region, as more investors seek out opportunities in these fast-growing markets, Arnold & Porter provides strategic counsel as it navigates on a global scale. Many of the firm’s lawyers are native or fluent Spanish and Portuguese speakers, and a number of its attorneys have been trained under both Latin American civil law and US common law legal systems. The foregoing enables the firm not only to understand fully its clients’ goals and needs, but also to comprehend the economic, political, social, and cultural environment surrounding their businesses. This deep understanding of Latin America allows Arnold & Porter to provide insightful strategic advice beyond the legal practicalities.

Main Areas of Practice:

International Arbitration & Litigation:

Arnold & Porter handles disputes between sovereign governments and private investors, including disputes arising out of concession agreements and other state contracts, and pursuant to bilateral investment treaties and free trade agreements. The firm states it has represented a larger number of Latin American States in international arbitration matters than any law firm in the world. The firm also has ample experience representing claimants in arbitration claims against States, both in Latin America and elsewhere. Attorneys have represented private as well as State parties in a wide range of commercial litigations in US courts arising out of transactions in Latin America or otherwise involving a Latin American party.

Sovereign Finance:

For more than 30 years, Arnold & Porter has acted as legal counsel in numerous international financial transactions on behalf of sovereigns and public sector entities. The firm has served as international counsel to Brazil, Colombia, Costa Rica, El Salvador, Honduras, Panama, and Venezuela. The firm regularly advises sovereigns and sovereign entities in private and public debt securities offerings; liability management transactions; debt restructuring;

syndicated loans; export credit agency financings; co-financings with multilateral financial institutions; privatisation transactions; and asset management operations for central banks.

Financing Transactions:

Arnold & Porter represents clients in a range of financing transactions, including capital markets, lending, project finance, and derivatives. The firm has represented clients as issuers and borrowers in industries such as banking, consumer products, real estate, computer, communications, construction, consumer goods, resorts, airline, agribusiness, energy, mining, healthcare, biotechnology, pharmaceutical, printing, and publishing. The firm’s work has included medium-term note programs and Euro medium-term note programs as well as initial public offerings, Rule 144A and Regulation S debt and equity offerings, commercial paper programs, Securities and Exchange Commission (SEC) registered, Eurobond and other foreign offerings, municipal bond financings, asset-backed securities offerings, syndicated loans, and export credit agency financings.

Corporate Transactions:

Arnold & Porter has assisted clients in acquisitions, divestitures, and joint ventures in Latin America for decades. The firm’s experience includes work on behalf of foreign investors undertaking strategic and financial acquisitions in Latin America and Latin American entities entering into transactions as sellers with foreign investors. The firm also represents investment funds with activities in Latin America and is involved in significant real estate transactions and private sector workouts and debt restructurings.

International Trade:

The firm handles the full range of international and national legal issues arising from the increasing global trade in goods and services. The practice encompasses international trade regulation and disputes, from advising governments and private parties in free-trade negotiations, to litigating disputes before the World Trade Organisation (WTO), to handling import dispute cases worldwide, including antidumping, countervailing duty, and Section 337 intellectual property infringement cases. For example, the firm has represented the Chilean salmon industry and the Colombian flower industry in international trade proceedings.

The firm also counsels companies in all areas of US international trade compliance, with regard to both exports and imports.

INTERNATIONAL OFFICES	
UNITED KINGDOM	London
GERMANY	Frankfurt
BELGIUM	Brussels
CHINA	Shanghai
KOREA	Seoul
USA	Washington DC, Los Angeles, San Francisco, Silicon Valley, Denver, Newark, Chicago, New York, Houston

Regulatory Matters:

Arnold & Porter has a broad range of regulatory practices which it has deployed on behalf of clients doing business in the United States and in Latin America. The firm has assisted Latin American financial institutions in obtaining holding company status, banking licenses and broker-dealer registration in the United States, and advised on compliance. Arnold & Porter has applied its experience in telecommunications, internet and media, pharmaceutical regulatory, antitrust, and environmental law on behalf of many clients in the region. The firm also has considerable experience with Foreign Corrupt Practices Act investigations and compliance training in Latin America.

Fraud & Corporate Investigations:

Arnold & Porter is at the forefront of global anti-corruption defence in Latin America, adept with issues under the FCPA and the UK Bribery Act, and other American, British, and Latin American local anti-bribery laws and regulations. The integrated team of over 60 attorneys represents global leaders—ranked among the Fortune 100 and Fortune 500, and the *Financial Times* Global 100 and Global 500—in diverse industries that span electronics, pharmaceuticals, cosmetics, media, financial services, defence and aerospace, hospitality, retail, medical equipment, energy, chemicals, manufacturing, extractive, and insurance, on anti-corruption issues involving operations in more than 85 countries worldwide.

Arnold & Porter

BAKER BOTTS

Managing Partner: John Martin

Number of partners worldwide: 289 Number of other lawyers worldwide: 447

Total number of lawyers worldwide: 736

Firm Overview:

Baker Botts is a leading international law firm recognised for its service to clients across three key business sectors — energy, technology and life sciences — and throughout 14 offices located in the US, Europe, Russia, the Middle East and China. Dating back to 1840, Baker Botts lawyers and staff have worked on complex legal issues, including energy projects, intellectual property arguments, litigation, corporate transactions, environmental compliance challenges and tax disputes. As one of the largest law firms in the United States, the firm has worked on behalf of clients in more than 100 countries, and the firm regularly consults on matters that have a local, regional and global impact.

Main Areas of Practice:
Global Projects:

Global projects lawyers provide clients with in-depth legal advice in the world's major energy-producing regions.

Areas Include:

Oil and gas, project development and finance, real estate, energy regulatory and international trade. These focus on energy and infrastructure projects in both development and operational stages, as well as advisement in respect to regulatory, import/export, finance and commercial business transactions often required after these projects commence.

Intellectual Property:

The firm offers a national and international practice including patent litigation, patent procurement, patent licensing and due diligence. Other areas of practice include strategic IP counselling, trademark acquisition, trademark and copyright litigation, franchise and distribution and other intellectual property transactions. With the skill set to protect and advance clients goals, combined with technical knowledge and industry experience, firm lawyers are able to work with clients facing complex technology issues.

Litigation:

Litigators handle commercial, securities, professional liability, product liability, patent, white-collar, antitrust, international arbitration, environment and energy litigation, as well as the appellate issues that arise from these matters. The firm's representations reflect the broad litigation practice, with matters ranging from wins in high-profile cases to precedent setting victories. The firm has one of the largest and most diverse environmental practices. The firm's lawyers excel in courtrooms across the United States and internationally, helping resolve client's legal problems in a variety of industries.

Corporate:

Corporate lawyers handle complex matters, advising clients on a full range of corporate, securities and financing matters, including public offerings and private placements of equity and debt for both issuers and underwriters or placement agents. In addition, the firm's corporate lawyers have extensive experience in private equity and venture capital fund transactions and specialised financing in domestic and international contexts.

Tax:

Comprised of four sections, including income tax, state tax, employee benefits and executive compensation and private clients services, the tax department provides advice to clients across the spectrum of business activities and investments. Lawyers develop plans and structures to achieve clients' objectives while minimising the impact of federal, state and international taxes. The firm also features a substantial employee benefits and executive compensation practice, and provides counselling to individuals, families and entrepreneurs on wealth transfer and succession planning tax issues.

Languages:

Arabic, Chinese (Cantonese, Mandarin), English, Russian, Spanish.

INTERNATIONAL OFFICES

Austin, Beijing, Brussels, Dallas, Dubai, Hong Kong, Houston, Kuwait, London, Moscow, New York, Palo Alto, Riyadh, San Francisco, Washington DC

CONTACTS

Houston: Carlos Solé, Partner and Deputy Department Chair (Firmwide) - Global Projects
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BAKER BOTTS

BROWN RUDNICK LLP

Firm Overview:

Brown Rudnick combines ingenuity with experience to achieve great outcomes for its clients. It delivers partner-driven service; it incentivises its lawyers to collaborate in the client's best interest; and it puts excellence before scale, focusing on practices such as life sciences, corporate restructuring, M&A, white collar defense, international disputes and intellectual property, where it is a recognised leader. Founded more than 70 years ago, Brown Rudnick has more than 250 lawyers and government relations professionals across the United States and Europe, with offices in key financial centers. Beyond the United States and Europe, it serves clients in the Middle East, North Africa, the Caribbean and Latin America.

Brown Rudnick's Latin America team has extensive experience on a broad range of matters across the region, including Argentina, Brazil, Bolivia, Chile, Colombia, Ecuador, Peru, Mexico, Paraguay, Uruguay and Venezuela, as well as Central America and the Caribbean. With the firm's deep understanding of the business culture, regulatory climate and regional issues, Brown Rudnick is well positioned to help clients achieve their business goals in Latin America. This team also represents Latin American companies with cross-border business opportunities, litigation and arbitration in the United States, Europe, Asia and Africa.

The firm advises US businesses and other global clients in the following areas in Latin America: mergers and acquisitions; venture capital and entrepreneurship; private equity; cross-border transactional (including such matters as factory relocations, outsourcing, infrastructure development, power plants, renewable energy, construction); joint ventures and strategic alliances; corporate finance and restructuring; litigation, arbitration and investment treaty disputes; merger control and antitrust; taxation and international trade (including industry exchange control and tax structuring, cross-border acquisitions and dispositions, cross-border service, distribution and licensing); and regulatory (including Exchange Control, US Foreign Corrupt Practices Act (FCPA), UK Anti-bribery Act, Compliance, US Food and Drug Administration and European and Latin America agencies).

Main Areas of Practice:

With relentless focus on the clients' objectives, Brown Rudnick provides business-focused solutions that address today's ever-changing, ever-demanding competitive marketplace. Assembling cross-disciplinary teams to suit clients' specific needs, Brown Rudnick focuses its attention on those practice areas and industries where the firm is a recognised leader, including: bankruptcy and corporate restructuring; complex litigation and arbitration; corporate, securities and M&A; distressed debt and claims trading; emerging companies; energy, utilities and environmental; finance; funds; government contracts; government law and strategies; health care; intellectual property; intellectual property litigation; international dispute resolution; life sciences; real estate; tax; white collar defense and government investigations.

An important strategic focus includes representing hedge funds both domestically and internationally. Brown Rudnick serves fund clients in a wide spectrum of investment activities such as fund transactions, distressed debt and claims trading, portfolio company acquisitions and dispositions, and shareholder activism. When representing funds as bondholders in major domestic or international corporations, Brown Rudnick, unlike many of its competitors, has the ability to be directly adverse to leading commercial banks that may be at odds with bondholders in the capital structure. This has allowed the firm to occupy a key strategic position in the legal market: to act conflict-free against these major financial institutions in complex global litigation and other high-value matters.

Brown Rudnick also differentiates itself through representation of private equity and venture funds and venture-backed companies across the US and throughout Europe. Fueled in part by the needs of clients in the technology and life sciences sectors, Brown Rudnick's prowess in closing complex cross-border acquisitions and financings is notable for a firm of its size. Brown Rudnick drives life-cycle client relationships by providing all necessary strategic advice, from company organisation through all stages of a client's growth and financing to the client's final sale or IPO and its ongoing needs as a public company. The firm's active patent practice, licensing and IP litigation team complement this slate of services, helping clients to protect, defend and leverage their key business assets.

INTERNATIONAL OFFICES	
USA	Boston, New York, Washington, DC, Orange County (CA), Hartford, Providence
EUROPE	London, Paris

Brown Rudnick's litigation and arbitration team, with a robust US and international presence, provides a full range of litigation, arbitration and mediation services to clients around the world. The firm represents clients in a wide variety of commercial disputes, including financial, regulatory and fraud investigations. Specific areas of focus include restructuring and insolvency, mass torts, real estate, telecommunications, government contracts, construction, intellectual property, international arbitration and white collar defence and government investigations. The firm is regularly arrayed against many of the world's most prominent financial institutions and investment banks, in some of the most contentious engagements on behalf of bondholders, creditors, equity holders and other investors, foreign liquidators and tort claimants.



CHAFFETZ LINDSEY LLP

Partners: James Hosking, Yasmine Lahlou, David Lindsey, Caline Mouawad, Anibal Sabater, Peter Chaffetz, Andreas Frischknecht, Alan Lipkin, Sandy Litvack, Cecilia Moss, Andrew Poplinger, Steven Reisberg, Steven Schwartz, Charles Scibetta

Number of partners: 14 Number of other lawyers: 18

Firm Overview:

Chaffetz Lindsey is a premier litigation and international arbitration boutique. For over 10 years, it has helped clients find business-minded solutions where possible or win in arbitration or court if necessary. It provides the service, expertise and international experience clients expect from the largest firms, but from a smaller, client-friendly, New York City platform. Chaffetz Lindsey's international reach is unique for its size and single-office location. In addition, the firm is distinguished by its flexibility on fees and lack of conflicts. Chaffetz Lindsey can and does act against major businesses that many large firms will not oppose.

Main Areas of Practice:

International Arbitration:

Chaffetz Lindsey is an international arbitration powerhouse. It represents clients in arbitrations administered by all of the major institutions and under all of the major arbitral rules, including HKIAC, ICC, ICDR, ICSID, LCIA, SCC, SIAC, and UNCITRAL Rules. Chaffetz Lindsey's commitment to Latin America has been evident since the firm was formed in 2009. The firm offer clients a deep bench of native or fluent Spanish and Portuguese speaking attorneys, able to advise clients in both languages, and is one of a few, if not the only New York arbitration group that regularly argues cases in Spanish. The firm's Latin American practice has continued to grow significantly with a series of instructions involving clients and/or projects in Argentina, Bermuda, the Bahamas, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Panama, Peru and Uruguay.

The team handles disputes in a variety of industries, with a particular expertise in energy, engineering and construction, financial services, insurance, infrastructure, manufacturing, mining, oil and gas, and pharmaceuticals. In addition to its broad commercial arbitration practice, Chaffetz Lindsey has expertise in public international law and currently represents investors and sovereigns in multiple treaty disputes. The firm's lawyers are recognised thought leaders who regularly speak, teach, and publish on cutting-edge international arbitration issues. Partners James Hosking, Anibal Sabater, Yasmine Lahlou, Caline Mouawad, and David Lindsey have been active in Latin America for most of their careers and are widely recognised by all of the leading industry publications.

Insurance/Reinsurance:

Chaffetz Lindsey has one of the deepest insurance/reinsurance practices in the market. The firm has delivered successful results to clients facing exposures ranging into the billions of dollars in every major industry issue of the past three decades. These issues include asbestos, environmental, 9/11, finite risk, financial guarantee, commutations, late notice, workers' compensation, managing general agencies and pools, insurance wrapped residential mortgage backed securities, disputes over arbitrability, COVID-19, and insolvency matters, including cases against liquidators and cut-through endorsement claims by policyholders. In addition, the firm has extensive experience in disputes arising out of mergers and acquisitions of insurance and reinsurance companies.

Chaffetz Lindsey's team members are recognised leaders in the industry and are active members in a variety of industry forums, including ARIAS and the International Bar Association's Insurance Committee. Peer firms frequently call on Chaffetz Lindsey to submit amicus curiae briefs on major industry issues.

Commercial Litigation:

Chaffetz Lindsey has an active commercial litigation practice with significant trial and appellate experience in federal and state courts. The team represents companies in disputes involving complex commercial contracts, sales/licensing and distribution agreements, construction projects, and disputes arising from domestic and international crises (including COVID-19). The firm excels in cross-border litigation, including cases involving sovereigns, international discovery, enforcement of judgments/arbitration awards, and parallel proceedings.

Bankruptcy:

Chaffetz Lindsey recently expanded its team to bring on a leading bankruptcy specialist, Alan Lipkin. Chaffetz Lindsey advises major creditors, shareholders, creditors and ad hoc committees, and other key parties in chapter 11 and debtors' chapter 7 cases and out-of-court workouts. The firm also has substantial experience in insurance and bank insolvency matters and in addressing potential insolvency issues in structured finance and other complex transactions. Consistent with the team's deep international network and experience, many of firm's insolvency-related matters involve cross-border components and ancillary proceedings under chapter 15 of the bankruptcy code.

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CHAFFETZ
LINDSEY LLP

CLEARY GOTTLIB STEEN & HAMILTON LLP

Managing Partner: Michael Gerstenzang

Number of partners: 175 Number of lawyers: Approximately 1,300

Languages: *Multilingual; the firm's lawyers speak more than 65 different languages.*

Firm Overview:

Cleary Gottlieb is a pioneer in globalising the legal profession. Since 1946, the firm's lawyers and staff have worked across practices, industries, jurisdictions and continents to provide clients with simple, actionable approaches to their most complex legal and business challenges.

The firm has 16 offices in major financial centers around the world. However, it operates as a single, integrated global partnership, not a US firm with a network of overseas locations. The firm is fluent in the many languages of local and global business, and its consistent success in multiple jurisdictions earned Cleary

Chambers & Partners' inaugural International Law Firm of the Year award. The firm employs approximately 1,300 lawyers from more than 50 countries and diverse backgrounds who are admitted to practice in numerous jurisdictions. Cleary was among the first international law firms to hire and promote non-US lawyers as equal partners around the world.

Main Areas of Practice:

Cleary offers clients robust experience in more than 60 practice areas. All clients enjoy access to the full resources of the firm's offices and lawyers worldwide, and many of its attorneys have served in one or more of the firm's international locations.

Cleary's practices are organised in the following areas:

Corporate:

Cleary advises clients on a host of transactional matters that protect and advance their strategic goals. Its lawyers have crafted solutions resulting in a number of first-of-their kind deals, as well as some of the largest, most complex transactions involving cross-border issues. Among other transactional areas, Cleary provides experience in mergers, acquisitions and joint ventures; capital markets, derivatives, structured finance, banking and finance; private equity transactions, private fund formation, privatisations, project finance, real estate and more. Additionally, the team has robust knowledge of the myriad corporate governance, crisis management, intellectual property, tax and executive compensation and related issues that companies and their boards face.

Dispute Resolution:

With the increasingly global nature of disputes, Cleary is well positioned to help navigate clients through their most challenging adversarial issues. Firm engagements frequently involve complex legal issues that require novel solutions and cross-border coordination of the firm's varied resources, allowing Cleary to pair its renowned corporate, regulatory and financial experience with its litigation prowess. Cleary's practice includes nine former federal prosecutors in the US, as well as several former senior government officials globally, including two recent Acting U.S. Attorneys for the Southern District of New York and the most recent Chief Litigation Counsel for the SEC's Enforcement Division.

Cleary handles litigation and arbitration involving a wide variety of issues, such as securities, derivative litigation, M&A, sovereign debt, investment treaties, antitrust, bankruptcy, white-collar crime, employment, executive compensation, intellectual property and general commercial disputes.

Regulatory:

The global regulatory landscape is ever-changing, and Cleary lawyers continue to draw upon a breadth of experience to proactively advise clients on emerging issues, as well as respond to increasing regulatory scrutiny related to transactions or in connection with potential risks that can lead to litigation or enforcement action. The firm has significant experience in areas such as anti-corruption, antitrust, compliance issues unique to financial institutions, cybersecurity and privacy, executive compensation and ERISA, environmental law, international trade and tax. The firm's global team includes a former Director and Deputy Director of the Federal Trade Commission's Bureau of Competition, two former Deputy Assistant Attorneys General of the U.S. Justice Department's Antitrust Division, the former Deputy Director General of the European Commission DG for Competition, and two former General Counsel of the Federal Deposit Insurance Corporation.

OFFICES

LATIN AMERICA

Buenos Aires and São Paulo

NORTH AMERICA

New York, District of Columbia

ASIA

Beijing, Hong Kong and Seoul

EUROPE

Brussels, Cologne, Frankfurt, London, Milan, Moscow, Paris and Rome

MIDDLE EAST

Abu Dhabi

Industries & Regions:

Cleary applies its capabilities in these areas to provide integrated services to clients in a range of industries, from banking and financial institutions, natural resources and technology to private equity, real estate, and manufacturing. With its rich history as a preeminent international law firm working on complex cross-border issues, the firm's lawyers also advise companies based in or doing business in different jurisdictions worldwide, including emerging markets. Notably, the firm's Latin America practice was founded over 60 years ago, and today features more than 120 lawyers firm-wide, principally in the New York, Washington, D.C., Buenos Aires and São Paulo offices.

CLEARY GOTTLIB

CLIFFORD CHANCE LLP

Managing Partner: Matthew Layton

Senior Partner: Jeroen Ouwehand

Executive Partner & Legal Counsel: Chris Perrin

Number of partners: 574 Total fee-earners: 3,291

Firm Overview:

Clifford Chance is one of the world's leading law firms, helping clients achieve their goals by combining the highest global standards with local expertise. The firm has unrivalled scale and depth of legal resources across the five key markets of the Americas, Asia, Europe, the Middle East and Africa and focuses on the core areas of commercial activity: capital markets; corporate and M&A; finance and banking; real estate; tax; pensions and employment; litigation and dispute resolution.

Main Areas of Practice:

Capital Markets:

Provides full-service US and UK securities law capability — the law of choice for most international transactions — complemented by first class local securities law expertise. The practice acts on a wide variety of public and private debt and equity securities offerings, where proceeds are used to finance a range of needs. The securitisation group is consistently ranked as the leading global practice, advising the primary market participants.

Corporate:

Leads high value, complex M&A, private equity and other critical corporate finance deals for the world's leading corporations. Partners combine technical expertise in global cross-border deals with a business focused, innovative approach, leading teams of lawyers in working closely with clients to access the full breadth of the firm's intellectual and logistical resources.

Finance:

With lawyers located in major financial and commercial centres across the globe, the firm has the world's pre-eminent and largest finance practice. It provides advice on the full spectrum of financial products including bank lending, acquisition finance, asset finance, derivatives, project finance, restructuring, insolvency and structured finance. The practice also works on national and international regulatory developments and strategic issues for financial institutions.

Litigation & Dispute Resolution:

This global practice, the world's largest and most comprehensive, has experience in virtually all segments of the business and financial markets across multiple jurisdictions. It works with clients to resolve disputes through arbitration, litigation and other techniques. It also helps clients to develop compliance programmes aimed at minimising future litigation risks.

Real Estate:

Acting for the real estate industry's leading players, this global real estate practice advises on the full range of real estate-related transactions. Forward thinking and commercial in approach, with a recognised ability to deliver complex deals, the practice handles the entire property 'life cycle' from the initial acquisition, development, leasing, joint venturing and financing through to the final exit, as well as tax structuring, PFI/PPP, corporate outsourcing, planning, environment and litigation.

Tax, Pensions & Employment:

The tax practice comprises dedicated specialists and is one of the largest in the world. It offers legal expertise on international and domestic taxation — covering a wide range of financing, investment, corporate and commercial issues — and advises on VAT, disputes, litigation and transfer pricing. The firm is a market leader in employee benefits and share plans. The highly regarded international pensions practice advises companies, trustees and product providers and works jointly with the litigation practice on pensions litigation matters.

As well as recruiting the best people, the firm insists on the professional development of all its employees. The firm's lawyers work continuously to develop both legal and personal skills through the training programmes offered by the 'in-house' law education system, the Clifford Chance Academy.

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* The firm also has an association agreement with Linda Widyati & Partners in Jakarta, Indonesia and Clifford Chance Asia is a Formal Law Alliance in Singapore between Clifford Chance Pte Ltd and Cavenagh Law LLP

** Clifford Chance in association with Abuhimed Alsheikh Alhagbani Law Firm

C L I F F O R D
C H A N C E

COVINGTON & BURLING LLP

Managing Partner: Timothy C Hester

Number of partners: 300 Number of lawyers worldwide: Over 1,000

Firm Overview:

In an increasingly regulated world, Covington provides corporate, litigation, and regulatory expertise to help clients navigate their most complex business problems, deals, and disputes. What sets the firm apart is its ability to combine the tremendous strength in its litigation, investigations, and corporate practices with deep knowledge of policy and policymakers and one of the world's leading regulatory practices.

Covington's distinctively collaborative culture allows it to be truly one team globally, drawing on the diverse experience of lawyers and advisors across the firm by seamlessly sharing insight and expertise.

This enables the firm to create novel solutions to its clients' toughest problems, successfully try their toughest cases, and deliver commercially practical advice of the highest quality.

Expertise in a Highly Regulated World:

In a world that is increasingly complex and highly regulated, Covington helps its clients navigate the challenging intersection of law and policy.

One Firm:

Covington's distinctively collaborative culture and lack of origination credits mean that its clients always get the best possible counsel.

Strategic Foresight on Policy:

Covington understands government from the inside out. It knows the substance, the process, and the people behind the policy. This gives the firm strategic foresight into the ever-changing policy landscape.

Quality & Commercial Acumen:

The firm combines a deep understanding of clients' industries with sophisticated and integrated legal knowledge.

Problem Solvers:

Covington's capabilities and the quality of its thinking enable the firm to tackle the toughest deals and disputes and create innovative solutions to the most complex business challenges of any shape or size.

Languages:

English, Spanish, Portuguese.

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CONTACTS

Corporate: Rubén Kraiem, Gabriel Mesa

Compliance & Anti-Corruption:

Mónica Almadani

International Arbitration: Nicole Duclos, Miguel

López Forastier

Public Policy: Arturo Valenzuela

Tax: Dirk Suringa

COVINGTON

CRAVATH, SWAINE & MOORE LLP

Presiding Partner: Faiza J Saeed

Number of partners worldwide: 90 Number of other lawyers worldwide: 425

Firm Overview:

For over two centuries, Cravath, Swaine & Moore LLP has been known as one of the world's preeminent law firms. Each of the firm's practices is highly regarded, and Cravath lawyers are recognised for their commitment to the representation of their clients' interests in Latin America and throughout the world.

Main Areas of Practice:

Corporate:

Cravath regularly represents clients across numerous industries in international transactions, including cross-border and US-inbound mergers, acquisitions, divestitures, spin-offs, joint ventures and strategic investments. Structuring complex cross-border merger and acquisition transactions has historically been a significant part of the firm's Latin American practice and Cravath is often tapped for the largest and most sophisticated transactions in the region. In addition to—and often alongside—the transactions that the firm handles, Cravath is also a leading legal advisor for companies and boards in high-stakes corporate situations, including hostile takeovers and shareholder activism defense. Cravath's tax department is known for their expertise in designing tax-efficient structures for an array of US and non-US transactions, including mergers, spin-offs, joint ventures and private equity acquisitions. The firm's executive compensation and benefits lawyers advise clients in a variety of compensation and benefit arrangements as well as legal compliance concerns. Its environmental lawyers advise and support clients on environmental matters in connection with corporate transactions and the challenges and opportunities associated with environmental, social and governance ('ESG') issues and climate change. Cravath's intellectual property lawyers advise clients in many corporate contexts, including acquisitions and divestitures, multiparty joint ventures and strategic investments, licensing agreements and portfolio development and exploitation.

Finance:

Cravath has one of the most respected financing practices in the world. Its capital markets lawyers represent both issuers and investment banks in all types of US and non-US offerings. The firm's US and foreign private issuer clients rely on Cravath's expertise to resolve their most challenging issues before the SEC. Cravath's banking and credit lawyers regularly represent major financial institutions and borrowers on acquisition financings and lending transactions ranging from routine working capital facilities to complex multicurrency, multijurisdictional and highly structured financings.

Financial Restructuring & Reorganisation:

Companies facing their most important and challenging cases and transactions due to bankruptcy, restructuring or reorganisation often rely upon Cravath's deep understanding of the business dynamics involved in finance and restructuring. The firm has significant experience handling litigation related to alleged breaches of fiduciary duty by officers and board members of distressed companies, disputes arising out of lender claims, alleged breaches of contract and alleged fraudulent conveyances. Its lawyers also have substantial expertise in debtor and creditor-side engagements, debtor-in-possession (DIP) and exit financing, advising independent directors and boards of directors, distressed and bankruptcy M&A (in court and out of court), advising bondholder and other ad hoc creditor groups and municipal and sovereign restructuring.

Investigations & White Collar Criminal Defence:

Clients turn to Cravath to handle their most significant and sensitive disputes and investigations across a broad range of practice areas and industries. Cravath advises corporations, boards and executives in significant white collar defence and regulatory enforcement matters, government and internal investigations, and monitorships around the globe involving a variety of issues, including the Foreign Corrupt Practices Act (FCPA) and foreign anti-corruption laws, trade sanctions and export controls, accounting fraud, antitrust, insider trading, tax evasion, cyber intrusion and money laundering. The firm also assists clients in conducting fact-finding exercises with respect to shareholder demands and advises on compliance obligations, potential areas of exposure and preventive measures. Its investigations team includes attorneys who have spent portions of their careers at US government agencies.

Cravath's litigation department is staffed by trial lawyers with broad courtroom experience in complex litigation across all industries in such diverse areas of the law as antitrust, bankruptcy, general commercial, intellectual property, M&A, securities and white collar. The firm's litigators routinely represent clients in trials and appeals in federal and state courts, domestic and international arbitrations, before administrative agencies and regulatory authorities, and in many other types of proceedings, including investigations.

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Website: www.cravath.com

Clients:

Along with governments and multinational institutions, the firm's client base includes some of the world's best known companies and financial institutions, including Anheuser-Busch InBev, Axtel, Banco Santander, Buscapé, Casa Cuervo, Cemex, Cholula, Coteminas, Cutrale Group, GP Investments, Grupo Carso, Grupo Gigante, Grupo Lala, Grupo Lamosa, Grupo Modelo, JBS, Magnesita Refratários, OCCEL, Office Depot de México, OLX, Panamco, Republic of Argentina, Sadia, Safra Group, San Antonio Internacional, Univision, Vitro and YPF. In recent years, the firm has participated in matters involving companies based in Argentina, Brazil, Chile, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru and Venezuela.

CRAVATH, SWAINE & MOORE LLP

CURTIS, MALLET-PREVOST, COLT & MOSLE LLP

Chairman: George Kahale III
Managing Partners: Joseph D Pizzurro, Matias A Vega
Managing Partner, Mexico: Eloy Barabará de Parres
Managing Partner, Argentina: Luis Ayarragaray

Firm Overview:

For nearly two centuries, Curtis has represented Latin American clients as well as foreign clients doing business in the region, helping them achieve successful results in complex transactions and disputes. Curtis was one of the first US law firms to establish offices in Mexico City and Buenos Aires, and its Latin America practice group is one of the largest among international law firms.

The firm's clients in the region include governmental entities and private sector companies operating in a range of industries, including oil and gas, metals, water, energy, industrial and consumer products, agriculture and food products, telecommunications, transportation, finance, media and tourism.

Main Areas of Practice:

Capital Markets:

Curtis assists clients through all stages of the capital-raising process, from advice on registration and listing venues through preparation of offering documentation and negotiation of all key contractual documents. The firm counsels issuers, investment banks, private equity funds and strategic shareholders in multiple jurisdictions.

Corporate M&A:

Curtis represents private and public companies, hedge funds, governments and state-owned companies in a broad range of acquisitions and divestitures. Curtis also counsels clients on joint ventures, strategic alliances, long-term supply contracts and other commercial agreements and associations.

Energy:

Curtis offers extensive experience in matters relating to the international petroleum and power industries, particularly in the representation of states and national oil companies. The firm's work in this area includes the structuring, negotiation and drafting of the full range of international petroleum contracts, project finance transactions and international litigation and arbitration. Curtis has been involved in several of the world's largest energy transactions.

Finance:

Curtis assists clients in debt and equity finance issues, including structured and asset-backed lending, bilateral and syndicated bank market, and capital markets. Curtis has represented clients in some of the largest project financings worldwide.

Infrastructure Development:

Curtis plays a leading role in major project development and finance transactions in the international petroleum and power industries. This work includes the development of new transaction structures, the adaptation of international structures to local legal requirements, and structuring of international bidding processes.

International Arbitration:

Curtis is ranked as one of the top law firms in the world in the field of international arbitration. The firm handles many of the world's largest and most significant disputes, and its attorneys are highly experienced in all aspects of international arbitration. Curtis is well-known for acting on behalf of states, state-owned entities and international organisations, both in arbitration proceedings and settlement negotiations.

International Investment:

Curtis represents Latin American clients pursuing business opportunities outside the region. The firm's US and foreign offices offer the legal support required to help clients achieve their global business goals.

International Tax:

Curtis offers clients sophisticated tax advice in corporate transactions and disputes. The firm represents private investors, international funds and public and private companies, and has developed particular expertise in cross-border tax planning.

International Trade/WTO:

Curtis provides clients with practical legal solutions in the areas of global trade, international investment, market access and export control. The firm's lawyers advise clients on the laws and regulations applicable to the cross-border shipment of goods and services, and have represented both exporters and importers in some of the most significant international trade disputes of the past few decades.

Investment Management:

Curtis provides advice on all legal aspects of professional investment management, including the structuring, implementation and ongoing maintenance of investment funds, in particular private equity funds, hedge funds and sovereign wealth funds.

Litigation:

Curtis provides counsel in contested matters in courts, arbitration, administrative and appellate forums and corporate internal investigations. The firm represents clients in disputes on contracts, securities, commodities, pharmaceuticals, competition, environment, insurance, intellectual property, real estate and tax. Curtis also has an active white-collar criminal defense and investigations practice.

LATIN AMERICA OFFICES

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INTERNATIONAL OFFICES

New York, Houston, Washington DC, Almaty, Ashgabat, Astana, Beijing, Dubai, Frankfurt, Geneva, London, Milan, Muscat, Paris, Rome

Private Equity:

The firm's private equity practice group represents management and sponsors. The team has structured and advised on private equity transactions around the world, dealing with numerous regulatory, tax and other issues posed by local and cross-border transactions.

Real Estate:

Curtis provides legal advice in connection with a broad range of real property transactions, including transactions involving undeveloped land, office properties, hotels, shopping centres, warehouses, and residential, retail and industrial facilities. Its clients include governments, private and sovereign funds, REITs, corporate lenders, developers, individuals, partnerships and corporate investors.

Restructuring & Insolvency:

The firm represents clients in reorganisations in and out of court, structured financings, distressed trades, asset and stock sales, acquisitions and non-performing loan portfolios. Clients include debtors, creditors and creditors' committees, lenders and other financial institutions, equity owners and investors, trustees, liquidators and other court-appointed fiduciaries, and governmental agencies.



DAC BEACHCROFT

Managing Partner: David Pollitt (Managing Partner of DAC Beachcroft)

Senior Partner: Virginia Clegg

Number of partners: 300 Number of other fee earners globally: 1529

Firm Overview:

DAC Beachcroft provides an international cross-class capability covering both claims and advisory work, across the full spectrum of services from systemised to bespoke. The firm offers a truly market-driven response to client needs.

DAC Beachcroft's international reach includes a presence in key insurance markets across the UK, Europe, Asia Pacific and Latin America, with an office in Miami, as well as being a founding member of Legalign Global. Beyond DAC Beachcroft, Legalign Global alliance members include BLD Bach Langheid Dallmayr (Germany), Wilson Elser (US) and Wotton + Kearney (Australia and New Zealand). Member firms collectively maintain 60 offices and employ more than 2,000 lawyers throughout Europe, Latin America, Australia, New Zealand, Singapore and the United States.

Many of the firm's lawyers are bilingual and dual-qualified with experience of working in other jurisdictions. With market-leading insurance and dispute resolution practices in Chile, Colombia, Mexico, London and Spain, DAC Beachcroft is uniquely placed to advise throughout Latin America.

DAC Beachcroft has a longstanding association with Demarest Advogados (Marcia Cicarelli) in Brazil; Torres Carpio Portocarrero & Richter (Pedro Richter) in Peru; and Allende & Brea (Martin Arganaraz Luque) in Argentina; as well as strong relationships with local firms in Ecuador, Bolivia and Uruguay.

Main Areas of Practice:

Construction & Engineering:

Chile & Colombia: Handling losses related with construction of windfarm projects including DSU coverage.

Mexico: Representing a London insurer on a thermo-electric power plant related loss.

Ecuador: Representing the international market on a power plant related loss, including property damage and business interruption claim.

Corporate, Commercial & Regulatory:

Various: Advising on day-to-day business and a setting up operations for international re/insurers in Latin America.

México, Colombia & Chile: Advising a several insurers company on product wording, reinsurance and commercial agreements.

Cyber, Technology, Media & Information Risk:

Various: Advising a global insurer on drafting their cyber risk policy in Latin America.

Chile & Perú: Representing London market reinsurer on a massive data breach that affected a financial institution.

Directors' & Officers' Liability:

Brazil: Advising London Market reinsurers on D&O coverage and monitoring issues in Brazil in connection with a class action brought in the US. Advising in various D&O matters in Brazil, Mexico, Chile, Argentina, Venezuela and Uruguay.

Various: Advising on D&O Claims arising from COVID-19.

Colombia: Advising reinsurers in connection with a D&O policy loss, arising from Disciplinary and Fiscal Liability Proceedings against several Directors and Officers who allegedly are involved in wrongdoings amounting to \$300 million in a major project.

Marine, Aviation & Transport:

Mexico & USA: Representing brokers regarding a multi-million pound arbitration in London about the placement of a group aviation reinsurance programme on behalf of a Eurasian airline.

Brazil: Representing insurers in major subrogation claims for transport and cargo losses.

Colombia & Chile: Advising reinsurers on losses related with critical equipment transportation for mining projects.

Medical Malpractice:

Various: Advising on liability programme for health-care account for reinsurers across LatAm.

Offshore & Onshore Energy:

Peru: Representing London Market reinsurers defending onshore energy insurance claims.

Chile: Advising on fuel spill losses involving State-owned company. Advising a London Market insurer, with an energy distributor insured, in relation to a massive fire that affected commercial premises.

Personal Injury:

Chile, Colombia & Mexico: Advising worldwide insurers in connection with multiple fatality accidents at a major mine; transport accidents; work accidents; collapse of a walkway; a large fire that affected two regions.

Product Liability, Safety & Recall:

México: Advising on machinery insurance policy, in regards to several losses as a result of a problem in the design of the project where the machines were installed.

Colombia: Advising on product recall insurance of contaminated medical products.

Argentina: Advising in product liability claim regarding allegedly defective turbine blade material for use in power generator plant.

Chile, Peru and Venezuela: Advising in relation to claims for a defective products, including dog food, grapes and fuel-oil.

Professional Liability & Financial Lines:

Peru: Advising on failed Madoff investments and appointed as arbitrators.

Colombia: Advising reinsurers on several cases regarding claims filed against trust funds.

Chile: Acting for the London Market in respect of an E&O claim against an international broker due to a misplacement of a property damage and BI co-insurance programme.

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Business Development Manager Latin America:

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Head of the Colombia Office:

Juan Diego Arango

London Regional Representative for Latin America:

Anthony Menzies

Madrid Regional Representative for Latin America:

José María Álvarez Cienfuegos

Property Loss:

Colombia: Advising reinsurers on coverage of a property policy for the damage of a pipeline.

Chile: Acting on behalf insurers for the London Market regarding property damage losses after fires, floods, and political violence related losses.

Reinsurance:

Uruguay: Advising run-off agencies on multiple reinsurance court proceedings and arbitrations.

Mexico: Representing a London Market reinsurer in connection with multi-million pound reinsurance recoveries against a Mexican reinsurer.

War & Political Risk:

Argentina: Advising on losses to a major Spanish bank arising from pesification.

Chile: Advising on political violence losses, arising from riots, civil commotion and terrorism.

Venezuela: Advising on political violence losses and policy wordings on terrorism cover.

DAVIS POLK & WARDWELL

Managing Partner: Neil Barr

Number of partners worldwide: 151 Number of other lawyers worldwide: 828

Firm Overview:

Davis Polk is an elite global law firm with world-class practices across the board. Industry-leading companies and global financial institutions know they can rely on Davis Polk for their most challenging legal and business matters. The firm's top-flight capabilities are grounded in a distinguished history of 170 years, and its global, forward-looking focus is supported by 10 offices strategically located in the world's key financial centres and political capitals. The firm's lawyers collaborate seamlessly across practice groups and geographies to provide clients with exceptional service, sophisticated advice and creative, practical solutions.

Practice areas include capital markets, mergers and acquisitions, finance, antitrust and competition, litigation and enforcement, private equity, tax, financial regulation, investment management, restructuring, executive compensation, fintech, intellectual property and technology transactions, real estate, and trusts and estates. In London, the firm operates as Davis Polk & Wardwell London LLP; in Hong Kong, as Davis Polk & Wardwell, Hong Kong Solicitors; and in Brazil, as Davis Polk & Wardwell, Consultores em Direito Estrangeiro/Norte-Americano e Inglês.

Latin America Practice:

Davis Polk has broad and varied experience advising corporations and financial institutions in Latin America across the range of the firm's practice areas, dating back to the 1960s. The time-tested relationships that Davis Polk has built with some of the largest Latin American companies are a testament to the firm's skillful work on some of the most critical, complicated and first-of-their-kind transactions in the region and beyond.

In 2011, the firm expanded its capabilities with the establishment of its São Paulo office, now the anchor of its Latin America practice. The Latin America team consists of approximately 20 lawyers (most of whom are fluent in Spanish and/or Portuguese), including 9 partners resident in São Paulo and New York. Clients receive exceptional client service delivered by a superb local team working closely with their colleagues around the globe to provide consistently excellent, comprehensive legal advice.

Capital Markets:

Davis Polk is among a small number of law firms that are repeatedly retained to handle the most complex capital markets transactions for leading business enterprises and financial institutions in Latin America. It has recently advised on matters for clients from Argentina, Brazil, Chile, Colombia, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Peru, Puerto Rico and Venezuela.

M&A:

For decades, Davis Polk has been one of the most active M&A advisers in the region. It has advised on many of the largest and groundbreaking cross-border mergers and acquisitions, strategic investments and private equity transactions involving Latin American companies.

Finance:

Davis Polk works on some of the most complex syndicated credit and high-yield finance transactions in Latin America, advising corporations, funds and financial institutions investing in the region. With the increasing convergence of worldwide financial markets, the firm aims to help its US and Latin American clients better understand the global legal landscape and navigate competing regulatory regimes and local market conventions.

The firm has extensive experience in project finance in Latin America, advising clients on their most complex and high-stakes transactions. In recent years, the firm has successfully executed the financing of power generation facilities, deepwater drilling rigs, petrochemical plants, telecommunications networks, oil and gas pipeline facilities, toll roads, transit systems, ports and numerous other capital-intensive projects.

Financial Institutions:

Davis Polk has worked on many of the most notable and recent offerings by major financial institutions in Latin America, and the firm has been a leader in the development of a wide range of capital securities, derivatives and other structured products.

Restructuring:

Davis Polk is a firm of choice for cross-border restructuring matters. The firm has been involved in public- and private-sector debt restructurings and insolvencies in numerous countries in Latin America, including Brazil. The firm has advised on some of the largest and most complicated Latin American restructurings to date.

Investigations & Enforcement:

Davis Polk has conducted internal investigations for clients in Latin America on issues ranging from anti-money laundering, economic sanctions and trade compliance to the restatement of oil and natural gas reserves. The firm has also represented numerous clients in US government investigations, including a Latin American engineering company with respect to an Office of Foreign Assets Control investigation.

Global Compliance:

The firm advises clients on a range of transnational compliance issues, including the design of international compliance programs; FCPA, anti-contraband and anti-money-laundering programs; and presentation of Spanish-language compliance training to clients throughout Latin America. It also conducts confidential FCPA-related compliance reviews for clients across Latin America, including many Fortune 500 companies.

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Davis Polk

DEBEVOISE & PLIMPTON LLP

Managing Partner: Michael W Blair

Number of partners: 144 Number of other lawyers: Approximately 800

Firm Overview:

Debevoise & Plimpton LLP is a premier law firm with market-leading practices, a global perspective and strong New York roots. Clients look to the firm to bring a distinctively high degree of quality, intensity and creativity to resolve legal challenges effectively and cost efficiently. The firm brings clear commercial judgment to every matter and it draws on the strength of its culture and structure to deliver the best of the firm to every client through true collaboration. The Latin America Group combines broad transactional capabilities, top-tier litigation and arbitration skills and a savvy understanding of the region. The group works with some of the most sophisticated and respected international investors in the region, as well as local conglomerates, corporations and families in Latin America, with relationships dating back as long as 50 years. The firm has a multilingual, multicultural team, with dual US and English law capabilities as well as civil law experience. The group has built strong connections with top local law firms, bankers and business people over many years of working in the region and through the firm's international associate program, which regularly brings the most promising individuals from leading regional law firms and clients to work at Debevoise on a rotating basis.

Main Areas of Practice:

M&A:

- Consistently ranked among the leading M&A firms, Debevoise is one of a handful of true advisors of choice of the world's leading corporations, financial institutions and private equity firms. The practice offers clients sophisticated and market-wise teams, regularly develops innovative structures and approaches, and deals smoothly and effectively with associated shareholder and governance issues, and related litigation
- The Latin America M&A Group consistently leads complex transactions in a broad variety of sectors and geographies. Leveraging the firm's expertise in white collar crime, the group has developed a market-leading reputation as the go-to team for identifying, evaluating and mitigating corruption risk in M&A transactions. Similarly, Debevoise's stellar Global Arbitration team allows the M&A Group to craft deals out of disputes and design settlement mechanisms tailored to the Latin American markets
- The firm has an exceptionally strong track record advising clients in infrastructure, consumer products, banking, insurance, media and telecom, and healthcare
- Clients include large Latin America-based conglomerates doing cross-border M&A and joint ventures, strategic investors making inbound investments, private equity firms (both Latin American and international) and family groups. The firm's client base includes names such as: Ambev, Antofagasta, Companhia Brasileira de Metalurgia e Mineração (CBMM), Companhia Siderúrgica Nacional (CSN), Organizações Globo, International Paper, Mitsui, Prudential Financial, Prumo Logis-

tica; and private equity firms and investors such as Brookfield, Canada Pension Plan Investment Board (CPPIB), Capital Group, The Carlyle Group, Gávea and GP Investments

International Arbitration:

- Debevoise's international dispute resolution group is a global leader that has racked up some of the largest awards in the world for its clients. With an extraordinary win record, the firm handled over 120 matters worth in excess of \$77 billion in the last year alone. Lawyers in the practice handle a broad range of matters, including international commercial and treaty arbitration, public international law and complex commercial litigation
- Debevoise is widely regarded as the premier firm for international disputes involving Latin America with an award-winning practice and an outstanding track record. For several years running, Debevoise has been the only firm in the world to be ranked by *Chambers Global* in Band 1 for both International Arbitration and Public International Law. Debevoise has received the *Chambers Latin America Award for Excellence in International Arbitration* three times — more often than any other firm.
- The group has won some of the largest, most significant awards for its clients in the region, including an historic US\$6 billion win for Tethyan Copper Company, jointly owned by Antofagasta Minerals S.A. of Chile and Barrick Gold of Canada and the record-breaking award of \$435 million for Perenco Ecuador in an ICSID arbitration against Ecuador, the largest award issued against Ecuador in connection with Law 42, both in 2019; US\$1.4 billion for Occidental Petroleum, against the Republic of Ecuador; and representation of Abilio Diniz, the founder of one of Brazil's leading retail businesses, in three ICC arbitrations governed by Brazilian law seated in São Paulo, leading to a favourable settlement that was awarded 'Deal of the Year' by Latin Lawyer in 2014

Compliance & Investigations:

- Debevoise brings unmatched government experience to client matters, boasting more than a dozen former Assistant US Attorneys among its ranks, and a wide range of former government lawyers. Debevoise's top-ranked white collar and regulatory defence team's expertise includes defending against criminal prosecutions, civil enforcement actions and securities-related litigation; conducting internal investigations; negotiating complex global settlements; and facilitating cooperation with government regulators. The team routinely counsels clients regarding preventive measures, compliance programs and the collateral consequences of criminal proceedings
- Across the Americas, Debevoise conducts internal investigations of potential wrongdoing and defends companies and executives in connection with prosecutorial inquiries and enforcement actions. Some engagements relate to high-profile matters in Latin America including *Operation Lava Jato* in Brazil and the FIFA corruption scandal. The firm also works with leading companies

OFFICES

New York, Washington DC, Hong Kong, Shanghai, London, Luxembourg, Paris, Frankfurt, Moscow, Tokyo

on assignments ranging from conducting compliance risk assessments and enhancing internal compliance programs to performing anticorruption and anti-bribery due diligence in connection with mergers and acquisitions, joint ventures and other transactions

Private Equity/Funds Management:

- A trusted partner and legal advisor to a majority of the world's largest private equity firms, Debevoise & Plimpton has been a market leader in the private equity industry for over 40 years. The firm's private equity group brings together the diverse skills and capabilities of more than 200 lawyers around the world from a multitude of practice areas, working together to advise its clients across the entire private equity life cycle
- The funds/investment management group is one of the largest, most diverse and most successful practices of its kind in the world. The team has acted on behalf of sponsors of, or investors in, more than 2,800 private investment funds with committed capital of well over \$3 trillion. With a global regulatory network and deep international experience, the practice counsels across the entire life cycle of these complex products and vehicles — covering organisation and economic arrangements for sponsors, fund formation, downstream transactions, exits, firm and fund restructurings, buy-side work, secondaries and wind downs
- In Latin America the group has advised private equity firms and investors pursuing a variety of investment strategies, including buyout/growth capital, real estate and infrastructure, media and telecommunications, healthcare, energy and other sector funds. It recently represented, or currently represents, firms such as Brookfield, The Carlyle Group, Gávea, Vinci Partners and Tishman Speyer, among others

Infrastructure & Project Finance:

- Debevoise has extensive experience in the infrastructure sector in Latin America, including privatisation transactions in several countries in the region. The group's sectors include transportation, energy, mining and natural resources, power generation, and communication. Members regularly work very closely with the international dispute resolution group both in the negotiation of new transactions to incorporate lessons learned and in the negotiation of restructuring of transactions or settlement of disputes in energy or other infrastructure projects
- The firm has also played a leading role in the development of privatisation and P3 structures in Latin America, having been involved in most of the P3 projects in Chile and many others in Mexico and elsewhere in the region. Examples include the Ruta de la Araucanía and Autopista del Maipo toll roads in Chile, each of which was awarded the 'Transportation Deal of the Year, Latin America' by *Project Finance Magazine*, and Autopista de Nuevo León in Mexico, which was awarded the 'Infrastructure Deal of the Year in the Americas' by *Project Finance International*

DLA PIPER

Co-Chairmen (Americas): Roger Meltzer, Jay Rains

Chief Operating Officer: Bob Bratt

Number of partners worldwide: 1,600 Number of lawyers worldwide: 5,300

Firm Overview:

DLA Piper Latin America offers full-service business legal counsel to domestic and multinational companies with interests in and operations throughout the region. The firm's integrated approach to serving clients combines local knowledge with the resources of the DLA Piper global platform. With over 300 lawyers practicing in DLA Piper Latin America, the firm's teams frequently work with its professionals throughout the Iberian Peninsula and around the global firm to ensure clients receive the depth of service they require to meet their legal and business objectives.

DLA Piper assists with business transactions and cross-border disputes throughout Latin America. The firm handles matters in every country in the region and across every industry sector in which clients operate. As the level of sophisticated cross-border activity continues to grow throughout the entire region, DLA Piper continues to expand services to clients with a Latin America presence through its cooperation with Campos Mello Advogados in Rio de Janeiro and São Paulo, Brazil and with the firm's DLA Piper multi-disciplinary practice with offices in:

- Bogota, Colombia
- Buenos Aires, Argentina
- Lima, Peru
- Mexico City, Mexico
- Rio de Janeiro and São Paulo, Brazil (Campos Mello Advogados in cooperation with DLA Piper)
- San Juan, Puerto Rico
- Santiago, Chile

The firm's experience in Latin America includes assisting companies from inside and outside the region with the full range of business, legal and commercial services that DLA Piper provides worldwide:

- Capital Mmarkets
- Compliance & Investigations
- Energy, Mining & Natural Resources
- Family Groups
- Franchise & Distribution
- Hospitality Management Agreements
- Inbound & Outbound Capital Investments
- Insurance & Reinsurance
- Intellectual Property & Technology Transfer, Registration
- International Arbitration
- Labour & Employment, Immigration
- Litigation
- M&A
- Market Entry
- Privacy & Data Security, E-commerce
- Private Equity & Debt Financing
- Project Finance & Public-Private Partnerships
- Real Estate Investment
- Tax Structuring, Transfer Pricing, Imports & Market Access Issues
- Telecommunications, Media, & Entertainment Regulation & Licensing

INTERNATIONAL OFFICES

DLA Piper is a global law firm with lawyers located in more than 40 countries.

Further details can be found at www.dlapiper.com

The firm's team is multilingual and never lets language or time zones present a barrier to efficient client service. Having practiced law in both the US and Latin America, the members of our team are intimately familiar with civil law systems and with the cultural and legal nuances required to successfully do business in the region.

Our strategic relationships in countries in which we do not maintain offices enhance our ability to deliver quality business legal services with a keen understanding of local statutes.



ECIJA

Regional Manager: Mauricio Paris (Costa Rica)

Managing Partners: Gerardo Otero (Chile) Gabriel Dejarden (Dominican Republic), Enio Alburez (Guatemala), Alfredo Navas Duarte (El Salvador), Rosalinda Cruz (Honduras), María Antonieta Fiallos (Nicaragua), Ricardo Chacón (Mexico), Gonzalo González (Ecuador), Jaime Sanabria (Puerto Rico), Marcos Catão (Brazil) y Armando Córdoba (Panama).

Number of partners: 124 Number of other lawyers: 600

Languages: *English, French, German, Portuguese, Spanish, Italian, Bulgarian, Dutch, Chinese*

Firm Overview:

ECIJA is one of the best multidisciplinary and independent Iberoamerican law firms as well as the firm of choice in TMT and IP. ECIJA has 26 offices in 15 countries (Spain, Portugal, Chile, Dominican Republic, Costa Rica, Panama, Nicaragua, Honduras, Guatemala, El Salvador, Mexico, Ecuador, Puerto Rico and Brazil) and the largest presence of a Spanish firm in Latin America. The firm's multidisciplinary and cross-cultural team, composed by 600 professionals, ensures that the client has the best global and local talent.

Main Areas of Practice:

Corporate /M&A & Private Equity:

43 partners; 70 fee earners based in Spain, Portugal and Latin America.

ECIJA advises large Spain-based and international corporations, VC and private equity investors in national and cross border transactions. ECIJA has wide expertise in sectors driven by innovation (technology, clean energy, automotive, aerospace, financial services and life sciences).

- Counsel to The Boeing Company in the acquisition of a stake in Immfly
- Advice to Jenoptik AG in the acquisition of Interob
- Counsel to Honeywell Ventures in the Series B financing of Bigfinite

Key Clients: Yahoo, Pfizer, The Boeing Company, Honeywell, M&C Saatchi, Jenoptik AG, and DHL.

IT, Telecoms, Data Protection & Outsourcing:

27 partners; 60 fee earners based in Spain, Portugal and Latin America.

TMT IT is a main area of focus for ECIJA. Its client's portfolio includes large media corporations, software, game developers, advertising groups, electronics, telecommunication operators, and energy companies.

- Advice to Santander Bank in all transactional matters involving technology, and data protection
- Advice to Mc Donald's in compliance of privacy and data protection obligations
- Elaboration of the National Privacy Strategy of the Government of Costa Rica

Key Clients: Mercedes, Google, LVMH Group, Microsoft, Inditex, Michelin, Telefónica, LG Electronics, Bank of Spain.

Dispute Resolution, Litigation & Arbitration:

32 partners; 110 fee earners based in Spain, Portugal and Latin America

ECIJA represents major clients in relevant cases in dispute resolution in technology, media, telecoms, construction and sports industries. The firm is pioneer in the use of new technologies such as 'ethical hacking' aimed to determine the source of criminal acts and collect digital evidence valid in Court proceedings.

- Representation of Microsoft in Chile before the Court of Appeals and the Supreme Court

- Representated MEXICHEM, the biggest company for construction in Central America on arbitration

Key Clients: Hiscox, Coca Cola Femsa, British Telecom, Mercadona, Renault, Atletico de Madrid Club, Spotify, Arthur Andersen, Starlite.

Labour & Employment:

16 partners; 70 fee earners based in Spain, Portugal and Latin America.

ECIJA acts in judicial processes in all matters and in collective bargaining processes and restructurings. It has a multidisciplinary division of professionals experts in LabourTech and Compliance.

- Advice to ING Bank on use of technological means policy and digital disconnection policy
- Advice to Eolia Renewable on its photovoltaic power plants internalisation
- Advice to Boomerang TV on an international co-production (Spain-Chile)

Key Clients: Bank of Spain, Melia Hotels, Radisson Hotels, Eolia Energy, Vivanta, Atresmedia, ING Bank, Fremantlemedia, Pfizer, MC & Saatchi.

Tax:

13 partners; 48 fee earners based in Spain, Portugal, Latin and Central America.

ECIJA advises on tax driven structured finance, leasing and collective investment arrangements. The area focuses on corporate and international taxation, corporate reorganisations, e-commerce taxation and tax procedures.

- Advice to MBDA on the legal and tax implications derived from contracts of supply
- Advice to DHL (world leader in logistics) on its Indirect taxation policy

Key Clients: Deutsche Bank, DHL Global Forwarding, Qualitas Energy, Coca-Cola FEMSA, Repsol Foundation, Loewe.

Intellectual Property & Copyrights:

15 partners; 70 fee earners based in Spain, Portugal and Latin America.

ECIJA has the largest, most skilled and diversified (it combines informatic engineers) team in IP.

- Advice to Toonz Media Group in all its projects in Spain, Europe and Latin America
- Advice to the UN (Economic Commission for Latin America and the Caribbean and the World Intellectual Property Organization) in all aspects related to digital policy in the IP field linked to the international trade

Key Clients: H&M, Fox, Disney, Rakuten TV, Indra, NH Hotels, Ferrovial, Vodafone, Omnicom Media Group.

Energy:

ECIJA is one of the most recognised and acknowledged law firms in the structuring and development of energy projects in the Central American and Caribbean region. The services include regulatory aspects related

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INTERNATIONAL OFFICES

PORTUGAL

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to obtaining licenses and authorisations, as well as the contractual aspects of negotiating agreements for electricity purchase with distribution companies.

Key Clients: Iberdrola, Acciona, Enagas, Naturgy, Eolia Energy, EDP Renováveis, Cepsa, Enusa.

Foreign Investment:

ECIJA is the largest Spanish firm in Latin America, and has the largest alliance between an Asian firm, Grandall Law Firm, and a Western firm, ECIJA, to create a legal network.

ECIJA

FOLEY HOAG LLP

Senior Partners: Paul Reichler, Lawrence Martin, Mark Clodfelter, Daniel Schimmel, Andrea Pinna, Derek Smith

Partners: Kenneth Figueroa, Clara Brillembourg, Tafadzwa Pasipanodya, Diana Paraguacuto-Mahéo, Andrew Loewenstein, Constantinos Salonidis, Hery Ranjeva

Counsel: Alberto Wray, Diego Cadena, Christina Hioureas, Christina Beharry, Arsalan Suleman, Diana Tsutueva, Janis Brennan, Pierre d'Argent

Number of partners worldwide: 132 Number of other lawyers: 147

Firm Overview:

Foley Hoag represents clients in a wide range of disputes and transactions worldwide, including Latin America and is currently instructed by Uruguay, Peru, Nicaragua, Guyana, Brazil, Ecuador and Panama, among other States. The firm offers clients market-leading international legal services from offices in Washington DC, Boston, New York and Paris. It has expertise in litigation and arbitration between sovereign States; investor-State arbitration; international commercial and construction arbitration; complex business, financial, and investment transactions; advisory work before the UN; litigation before US and French courts; and corporate social responsibility. Foley Hoag has represented close to 70 Sovereign States in more than 180 international arbitration and litigation cases.

Main Areas of Practice:

Foley Hoag's international litigation and arbitration practice, which includes close to 50 highly experienced international litigators, is led by partner Paul Reichler, who is located in Washington, DC. The firm's lawyers are trained in both the common and civil law systems, fluent in 22 languages, and highly regarded for their skill in both written and oral advocacy.

International Litigation & Arbitration Between Sovereign States:

Foley Hoag has an unparalleled record representing States in disputes against other States. For the past 30 years, the firm's lawyers have successfully acted in inter-State disputes before the ICJ, ITLOS, the WTO, and other tribunals around the world. Foley has appeared in more inter-State cases before the ICJ than any other firm. Currently covering over 50 percent of the Court's docket and about the same percentage in the past eight years, the firm has advised on a variety of cutting-edge international legal issues, including maritime and land boundary disputes; cross-border environmental and sustainable development issues; and human rights and international humanitarian law. Recently, it helped The Gambia obtain a historic unanimous order to stop genocide against the Rohingya in Myanmar, before the ICJ. The firm also recently secured victories for Qatar before the ICJ, the UPU and the UN Human Rights Body, and successfully represented Nigeria in a dispute against Switzerland before ITLOS. In Latin America, the firm secured a victory for Nicaragua in a boundary dispute against Costa Rica, in which the ICJ unanimously rejected Costa Rica's argument that the boundary line should be adjusted in its favor. The firm also, represents Nicaragua in two maritime boundary disputes against Colombia, as well as Guyana in a centuries old boundary dispute with Venezuela.

Investor State Arbitration:

Foley Hoag represents sovereign States and State-owned entities in investor-State disputes in all of the world's principal arbitral institutions including ICSID, the PCA, and the SCC. After its landmark victory in

the Philip Morris International arbitration, the firm recently obtained another victory for Uruguay, defeating an ICSID claim by US company Italba on jurisdictional grounds, and obtaining a cost award of US\$5.8 million. It also obtained two victories for Venezuela: defeating a US\$400 million ICSID claim made by Anglo-American, and setting aside a US\$1.3 billion investment treaty award in favor of Rusoro before Paris courts. Most recently, the firm secured a victory for Mauritius in an ICSID claim concerning the Le Morne UNESCO World Heritage site brought by UK investors who sought to turn it into a luxury resort. Foley Hoag was also part of the team that secured a victory for the Russian Federation before the Cour de Cassation of France in a case related to centuries-old bonds issued by the Russian Empire. Finally, the firm successfully represented India in its first victory over an investor-State claim, obtaining a total dismissal of all claims and a cost award in favor of India of \$7.2 million.

International Commercial & Construction Arbitration:

Foley Hoag represents both State-owned corporations and private companies in international commercial and construction arbitrations. Many of Foley's attorneys also serve as arbitrators in international commercial arbitrations.

The firm has extensive experience in all major arbitral fora, including the ICC, the ICDR, the LCIA, and the SCC, as well as before ad hoc UNCITRAL tribunals. Daniel Schimmel, who leads the commercial arbitration practice in the firm's New York office, is a dual French-US trained practitioner and arbitrator. Schimmel, Mark Clodfelter, Alberto Wray, and Christina Hioureas serve as chair, party-nominated arbitrator, and counsel in ICC, ICDR, AAA, UNCITRAL, and CPR proceedings.

This year, a team of Foley Hoag attorneys led by Kenneth Figueroa, helped the Dominican Republic and State-owned entity CDEEE resolve a long standing dispute concerning the construction of a thermoelectric generation plant through ICC mediation. The agreement ensured the prompt finalisation and handover of the plant, which will provide much needed electricity to the people of the Dominican Republic. Earlier this year, Foley Hoag was part of the team that successfully represented a Greek state-owned entity in a longstanding ICC energy supply and pricing dispute, which will positively affect Greece's energy market and its economy.

Currently, the firm represents private and state-owned entities in commercial and construction disputes in Nicaragua, Peru, Panama, El Salvador and Ecuador.

Representation of States in Domestic Courts, the United Nations & the Africa Practice:

Foley Hoag also represents clients in the national courts of the United States, France, the United Kingdom, and

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Website: www.foleyhoag.com

Belgium in litigation primarily on behalf of sovereign States and State-owned entities related to a variety of issues, including foreign sovereign immunity, motions to compel arbitration and to stay litigation, anti-suit injunctions, the recognition and enforcement of arbitral awards, and the vacatur of adverse awards. The firm regularly assists clients in early case assessment, risk management and dispute avoidance in regard to their international contracts, settlement, and, where advantageous for the client, in alternative dispute resolution methods such as mediation and conciliation.

To complement the firm's existing public international law practice, Foley Hoag launched its United Nations Practice Group in 2016, chaired by Hioureas, which is uniquely devoted to the representation of UN Member States and Observer status organisations before the United Nations. As part of the firm's continued expansion, it also recently launched its Africa Practice Group, chaired by Tafadzwa Pasipanodya (DC) and Hery Ranjeva (Paris), with lawyers across all offices providing legal services to African States and private entities based in the continent across a broad variety of sectors, including oil and gas, mining, infrastructure, telecommunications, and health policy.

Languages:

Arabic, Bengali, Chechen, Chinese-Mandarin, Dutch, English, French, German, Greek, Hebrew, Hindi, Italian, Malagasy, Malay, Portuguese, Romanian, Russian, Shona, Spanish, Ukrainian, Urdu, Vietnamese

Clients:

The firm represents and counsels many companies and sovereign States in the full range of international litigation and arbitration matters. Clients have included close to 70 States around the world, including Albania, Angola, Armenia, Bangladesh, Brazil, Belgium, Bulgaria, Croatia, Djibouti, Equatorial Guinea, the European Commission, Ghana, Guyana, Ecuador, El Salvador, Greece, India, Mauritius, Nigeria, Panama, Peru, the Philippines, Qatar, Slovakia, Spain, Uganda, Ukraine, Uruguay, Uzbekistan, Venezuela, and Qatar, among others.



FRESHFIELDS BRUCKHAUS DERINGER

Senior Partner: Edward Braham

Managing Partner: Stephan Eilers

US Managing Partner: Matthew Herman

Number of partners: Approximately 400 Number of lawyers: 2,800+

Firm Overview:

Freshfields Bruckhaus Deringer LLP is a global law firm with a long-standing track record of successfully supporting the world's leading national and multinational corporations, financial institutions and governments on groundbreaking and business-critical matters. The firm's 2,800-plus lawyers deliver results worldwide through its offices and alongside leading local firms. The firm's commitment, local and multinational expertise, and business acumen means clients rely on the firm when it matters most.

Main Areas of Practice:

Antitrust:

Freshfields' antitrust practice has a proven track record in managing the most challenging cases in the most difficult jurisdictions, securing the right results where it matters most. The firm is among the leading firms that advise on large-scale Second Request merger reviews, agency civil investigative demands, and antitrust litigation. It also has an extensive background in US antitrust enforcement.

Capital Markets & Securities:

The firm's capital markets team advises issuers and underwriters on a full range of debt and equity offerings, including IPOs, shelf registrations and take-downs, convertible offerings, block trades, private placements, stock repurchase programs, exchange offers, derivatives, tender offers, MTN programs, open market purchases, consent solicitations and liability management.

CFIUS, Sanctions & Trade:

The firm's CFIUS, sanctions, and trade team advises on foreign investment, economic sanctions, export controls, customs, anti-corruption laws, anti-boycott and blocking laws, and national review of cross-border investments. The firm has a history of successfully managing the US regulatory scrutiny of acquisitions by foreign buyers, helping its clients across a variety of industries and foreign entities to acquire US businesses that may implicate national security issues.

Corporate Governance:

The firm's multidisciplinary team provides companies, boards of directors, and management with a holistic approach to corporate governance, disclosure, shareholder activism defense, shareholder litigation, and employee benefits matters, advising on both day-to-day governance affairs, as well as more complex matters arising from specific events or emerging issues.

Cybersecurity & Data Privacy:

The firm's data practice brings together veterans in data privacy, employee data, financial services regulation, investigations, litigation and antitrust, enabling it to work with clients on their cybersecurity and data strategy, including by assessing and mitigating cyber risk, incident response plans, and internal controls.

Finance:

The firm's finance team offers a top-tier practice in leveraged, structured, and project finance. The team advises banks, lenders, companies, sponsors, funds and alternative capital providers across a wide variety of financial products.

General Commercial Litigation:

This commercial litigation practice continues to represent clients in high-stakes US cases, including complex multijurisdictional and cross-border matters in which few firms can match the firm's sophistication with regards to jurisdictional defenses.

Global Investigations, Anti-corruption & FCPA:

The firm's global investigations team conducts large scale, cross-border investigations and litigation, as well as smaller, more closely-held matters. The team has particularly strong experience conducting internal investigations in response to allegations of improper conduct and representing clients before the DOJ and SEC in government investigations conducted under the FCPA.

Intellectual Property Transactions:

Clients rely on this team to solve their most complex, business-critical IP, data and commercial challenges in a quick and efficient manner. It has advised on many of the biggest and most IP-heavy deals – including in M&A, IPOs and restructurings.

International Arbitration:

Freshfields is widely recognised as the world's leading international arbitration practice across all key jurisdictions and industry sectors. The truly global nature of this practice sets it apart, allowing the firm to conduct arbitrations whatever the governing law of the dispute, the language of the arbitration, the applicable arbitration rules, or the subject matter of the dispute.

Restructuring & Insolvency:

The firm provides a fully-integrated approach to restructuring and insolvency matters, acting for all relevant constituencies in the capital stack, including sponsors, borrowers, secured creditors, and bondholders in all aspects of both formal insolvency and financially distressed restructurings.

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Securities & Shareholder Litigation:

Freshfields' securities and shareholder litigators have secured victories for many of the world's leading corporations, financial institutions, and executives, obtaining dismissals of securities class actions and shareholder suits in federal and state courts across the US and helping shape securities laws.

White-Collar Defense:

The firm's US white-collar practice is a cornerstone of Freshfields' leading global investigations practice and provides sophisticated advice to multinational clients, often handling matters that run the full gamut of white-collar misconduct. It develops complex, multi-pronged defense strategies to navigate the expectations of regulators around the globe simultaneously.

Tax & Employee Benefits:

The firm's tax and benefits lawyers are critical to the firm's transactional practices, designing innovative and advantageous solutions for our clients on complex matters.

Languages:

Members of the firm speak over 60 languages.



Freshfields Bruckhaus Deringer

GARRIGUES

Executive Chairman & Managing Partner: Fernando Vives

Senior Partner: Ricardo Gómez

Head of Latin American Practice: Javier Ybáñez

Number of partners worldwide: 302 Number of lawyers worldwide: 1427

Firm Overview:

Garrigues is a full-service, independent law firm. Based in Spain (18 offices), and in 13 countries (five of them in Latin America) it excels in virtually every area of practice. Its integrated approach allows the firm to provide clients with a full perspective combining transactional, regulatory and tax implications in every assignment. In 2013 Garrigues launched an ambitious strategy in Latin America to establish its own network of local law offices. The firm takes the view that having its own presence on the ground and practicing local law, is the only way to evolve in the region and preserve its culture, quality levels and other institutional elements. Since then, the firm opened its offices in Bogotá, Lima, Mexico City and Santiago. These offices have from 15 to 35 local lawyers. Former head of corporate, Javier Ybáñez coordinates the regional efforts from the Bogotá Office and Santiago. In Brazil, Garrigues operates directly in São Paulo as a tax consultant and as a foreign law consultant and has a cooperation agreement with independent law firm NBFA.

Main Areas of Practice:

Corporate & M&A:

- The corporate and M&A department comprises professionals who provide specialised and comprehensive advice on all of the corporate and M&A practice areas. The firm applies in Latin America the experience it has obtained from its leading role in the evolution of Spanish and Portuguese corporate and commercial law over recent decades where it has been involved in the most important, most complex and largest transactions in the Iberian market
- Multidisciplinary focus and advice on M&A deals, bringing added value to its clients
- The firm advises on acquisition processes of all types of companies, planning and implementation of mergers and spin-offs, private equity, joint venture agreements and strategic alliances, tender offers or public to private processes

Capital Markets, Banking & Finance:

- In banking and finance, Garrigues advises on general finance, project finance, acquisition finance, asset finance and distressed debt trading, as well as on capital market transactions (IPOs, flotations, debt issues, hybrid securities, securitisations)
- On the regulatory side, the firm has a strong expertise in the design of banking products and on the regulation of financial institutions (banks and investment services companies)

Regulated Sectors:

- Garrigues has a strong expertise on regulated sectors and has participated in many deals on the energy, IT and telecommunication and media sectors

Tax:

- The firm is particularly active in LatAm investments of different multinationals, especially within recent years as a response of the current economic development of this area. The size of its department allows the firm's professionals to be truly specialised in practice areas (tax litigation, transfer pricing, M&A transactions, international taxation, indirect taxes, corporate income taxes, etc.) and industries with a client-oriented focus, taking an independent approach rather than offering supplementary support service

Litigation & Arbitration:

- Garrigues highly regarded for its in-depth industry knowledge, the quality and efficiency of its services and for its ethical commitment, but what it is important to underline is that the firm seeks pragmatic solutions to disputes based on the knowledge of its clients' business
- The litigation and arbitration covers two areas of practice in Latin America: (i) civil and commercial litigation and domestic arbitration (institutional and ad hoc) (ii) international arbitration (institutional and ad hoc)

Public Law & Infrastructure:

- Garrigues knowledge in the last decades on the development of Spanish and Portuguese infrastructures is fully applicable to the needs of many Latin American countries. The use of PPP structures and project finance is key for the development of infrastructures in Latin American

Restructuring & Insolvency:

- Garrigues is highly skilled and has a long-standing tradition in designing and implementing optimal strategies to ensure that business restructuring processes, either operational or financial or a combination of both, achieve their goals; the practice ranges from out of Court refinancing agreements to the most complex in Court insolvency proceedings with employment and labour law measures. Garrigues also delivers comprehensive advice to lenders and other stakeholders

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ADDITIONAL OFFICES

Spain, Belgium, China, Morocco, Poland, Portugal, United Kingdom, USA

Employment:

- Advice on the full spectrum of companies' employment issues, such as collective negotiations, restructurings arising from financial entities in distress, reduction of work force and cease of activities due to poor economic and market conditions, advising in the introduction of new businesses including the transfer of employees and major litigations in extremely complex environments with a huge economic impact

Languages:

Spanish, English, Portuguese, German, Chinese, French.

GARRIGUES

GREENBERG TRAUERIG, LLP

Chief Executive Officer: Brian L Duffy

Co-Chairs of the Latin America Practice: José Raz Guzmán, Marc M Rossell

Firm Overview:

Greenberg Traurig, LLP (GT) is a global law firm with approximately 2,200 attorneys in 41 offices located in the United States, Latin America, Europe, Asia, and the Middle East. Greenberg Traurig's award-winning Latin America Practice draws on resources from its offices in Mexico City, New York, Miami, Houston, and around the world, bringing together a multidisciplinary team of lawyers to help clients identify and capitalise on business opportunities in Latin America and the Caribbean. The team has wide-ranging experience representing US and international clients who do business in Latin America, as well as advising Latin American clients on their business ventures in the United States.

Main Areas of Practice:

Mergers, Acquisitions & Corporate:

GT advises Mexican, US, and multinational public and private clients on strategic merger and acquisition transactions, including joint ventures, asset dispositions, and purchases, spin-offs, going-private transactions, and related acquisition financing facilities.

Private Equity & Venture Capital:

GT represents venture capital and private equity firms, fund sponsors, registered investment companies, and investment advisers in connection with fund creation, capital formation, portfolio management, capital raising, and corporate transactions throughout Mexico and Latin America.

Capital Markets:

GT advises issuers, initial purchasers, underwriters and placement agents on IPOs, follow-on offerings, and high-yield debt offerings, and in structured securities (CKDs, CERPIs, and FIBRAs). The capital markets attorneys have been involved in notable offerings out of Mexico and Latin America.

Banking & Finance:

GT advises domestic and international banks, financial institutions, hedge funds, private equity sponsors and borrowers in virtually every type of lending transactions, including acquisition and recapitalisation financings, cross-border financings, credit facilities, leverage finance matters, asset-based financing, mezzanine financing among other loan agreements.

Energy & Infrastructure:

GT provides full-cycle counsel to Latin American and other international infrastructure and energy clients doing business in Mexico and the region, from turn-key project development and redevelopment to financing, implementation, and operation and maintenance with experience representing clients in public-private partnership transactions (PPP).

Antitrust:

GT advises on the antitrust aspects of M&A transactions, including merger control filings in multi-jurisdictional matters, and represents clients in antitrust investigations. The team has led landmark resolutions in antitrust litigation cases.

Administrative Litigation & Dispute Resolution:

GT is dedicated to increasing the experience and familiarity of clients with the firm's litigation defenses and strategies. It collaborates with clients to build a unified litigation approach based on their specific needs. The team is globally integrated to help businesses avoid or resolve disputes efficiently and effectively across a wide range of practices and industries.

Real Estate:

GT's award-winning real estate practice represents developers, investors, financial institutions, and others in the sale, purchase, financing, and development of retail, land, office, residential, industrial, mixed-use resorts, and hospitality properties. Attorneys advise their clients in a wide range of real estate development financing and corporate structures, as well as leases, restructurings, and workouts.

Environmental:

GT represents clients in transactions, regulatory compliance, crisis and risk management, administrative proceedings, and environmental policy challenges in a variety of areas including chemicals, renewables, oil and gas, infrastructure projects, land use, urban development, environmental impact, emissions, among others.

International Trade:

The team counsels clients on trade policies, remedies, negotiations, disputes, trade agreements, antitrust matters, and US embargo regulations.

White-Collar Defence & Compliance Investigations:

GT's multidisciplinary team has extensive experience designing and implementing global corporations' anti-corruption compliance programs based on international laws and standards, including the Foreign Corrupt Practices Act (FCPA). Attorneys conduct risk assessments, advise on financial controls, audits, and investigations.

Labour & Employment:

GT provides national and international corporations with strategic legal advice on all matters concerning the employment relationship focused on maximising human resource potential and managing issues before they arise.

Technology, Media & Telecommunications:

GT advises technology, telecommunications, internet, e-commerce, and electronic media companies on a broad spectrum of business transactions and other legal and regulatory issues, guiding them through the business growth cycle for a variety of technologies.

OFFICES

Albany, Amsterdam, Atlanta, Austin, Berlin, Boston, Chicago, Dallas, Delaware, Denver, Fort Lauderdale, Houston, Las Vegas, London, Los Angeles, Mexico City, Miami, Milan, Minneapolis, Nashville, New Jersey, New York, Northern Virginia, Orange County, Orlando, Philadelphia, Phoenix, Sacramento, Salt Lake City, San Francisco, Seoul, Shanghai, Silicon Valley, Tallahassee, Tampa, Tel Aviv, Tokyo, Warsaw, Washington, DC, West Palm Beach and Westchester County.

In Amsterdam, the firm operates as Greenberg Traurig, LLP

In Germany, the firm operates as Greenberg Traurig Germany, LLP

In London, the firm operates as Greenberg Traurig, LLP

In Mexico, the firm operates as Greenberg Traurig, S.C.

In Milan, the firm is operated by Greenberg Traurig Santa Maria, an affiliate of Greenberg Traurig, P.A. and Greenberg Traurig, LLP

In Seoul, the firm operates as Greenberg Traurig LLP Foreign Legal Consultant Office

In Shanghai, the firm operates as Greenberg Traurig, LLP

In Tel Aviv, the firm operates as a branch of Greenberg Traurig, P.A.

In Tokyo, the firm operates as Greenberg Traurig Tokyo Law Offices

In Warsaw, the firm operates as Greenberg Traurig Grzesiak sp.k.

Data, Privacy & Cybersecurity:

The team develops strategies to address privacy, data security, and information management issues including privacy audits, policies and procedures, compliance with privacy and data security laws and industry standards, record retention/electronic discovery, cross-border data transfer, data breach readiness, and response.



HAYNES AND BOONE, LLP

Managing Partner: Tim Powers

International Practice Co-Chairs: Alberto de la Peña, Larry B Pascal

Number of partners: 244 Number of other lawyers: 316

Firm Overview:

Haynes and Boone, LLP is an international corporate law firm with 17 offices in Texas, New York, California, Charlotte, Chicago, Denver, Washington, D.C., London, Mexico City and Shanghai, providing a full spectrum of legal services in energy, technology, financial services and private equity. With more than 575 lawyers, Haynes and Boone is ranked among the largest US-based firms by *The National Law Journal*, *The American Lawyer* and *The Lawyer*. It also was recognised across the board for excellence in the *BTI Consulting Group's* 2020 "A-Team" report, which identifies the law firms that in-house counsel commend for providing superior client service.

Haynes and Boone offers a strong presence in South America, Central America, and the Caribbean, serving clients in more than 30 jurisdictions in the region. Overall, the firm has one of the largest Latin American practices. To meet the broad regional needs of clients, the firm has hosted foreign associates from Argentina, Brazil, Colombia, Chile, Costa Rica, Mexico, Peru, Spain and Venezuela to work in its US offices. The firm is frequently called upon to advise in complex multi-jurisdictional matters throughout the region, whether involving transactions, regulatory issues or dispute resolution.

The firm's Mexico City office has been serving clients for more than 25 years. The office includes Mexican lawyers, law clerks, US and foreign licensed lawyers and is an essential part of the firm's Mexico and Latin America practice groups, which focus on a variety of legal areas and business sectors throughout the region.

The role of the Houston office in the international practice group has also grown with increased energy work in Mexico, with the presence of experienced transactional partners with in-depth Mexican experience. The firm was particularly active with the bid rounds related to the Mexican energy reform, and other matters regarding the implementation of the energy reform.

The firm also assists clients in cross-border Brazilian work, in particular, subscription-based finance, as well as M&A projects in Argentina, Central America and the Caribbean.

The firm also has extensive aviation experience in Latin America, representing some of the largest airlines, investors, manufacturers and service providers on matters ranging from finance, M&A, and restructurings to regulatory issues, intellectual property, and trademarks.

The firm also has a team that has been helping clients navigate the complexities of new United States-Mexico-Canada Free Trade Agreement (USMCA).

The team also actively advises European clients from our London office who are seeking to do business in Latin America, especially in industries such as energy, shipping, finance and trade. It is also able to assist companies based in Asia that do business in Latin America via the firm's Shanghai office.

The firm's key services in the region include:

- Establishing effective business and legal structures for companies
- Forming foreign branches and subsidiaries, franchises, agencies and distributorships
- Foreign investment issues, reporting and authorisations
- International taxation and foreign tax credit planning
- Mergers, acquisitions, divestitures and joint ventures
- Family office counsel
- Capital markets and securities transactions
- Cross-border commercial litigation and arbitration
- Foreign Corrupt Practices Act (FCPA) issues
- Licenses and technology transfers
- Immigration compliance and employee related issues
- Requirements to obtain consents for the acquisition or investment in businesses from governmental agencies and other regulators

Clients:

American Airlines, Arcosa, Baker Hughes, Bancomext, BBVA Bancomer, Chevron, Commercial Metals Company, Cotemar, Credit Suisse, Cyanco, DuPont Mexicana, Ecopetrol, Elementia, Glencore International AG, Halliburton, IATA, Noble Energy, Solera/Audatex Americas, Sumitomo Mitsui Banking Corporation, Total, and Trinity Industries, among others.

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- San Antonio:** 112 East Pecan Street, Suite 1200, TX 78205
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CHINA

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HOGAN LOVELLS

CEO: Miguel Zaldivar

LatAm Practice Chair: Juan Francisco Torres-Landa

Firm Overview:

Change is happening faster than ever, and to stay ahead, clients need to anticipate what's next. Legal challenges come from all directions. The firm understands and works together with clients to solve the toughest legal issues in major industries and commercial centres around the world. Whether clients are expanding into new markets, considering capital from new sources, or dealing with increasingly complex regulation or disputes, Hogan Lovells can help. Whether change brings opportunity, risk, or disruption, be ready by working with Hogan Lovells.

Straight talking. Understanding and solving the problem before it becomes one. Delivering clear and practical advice that gets your job done. Hogan Lovells offers extensive experience and insights gained from working in some of the world's most complex legal environments and markets for corporations, financial institutions, and governments. The firm helps clients identify and mitigate risk and make the most of opportunities. 2,500 lawyers on six continents provide practical legal solutions wherever work takes its clients.

Latin America:

As one of the most dynamic regions in the world, Latin America presents a wealth of new business prospects and markets for growth. The growing middle class and innovative infrastructure and urban development mean opportunities for international and domestic companies to enter, expand, and invest in the region. To navigate these opportunities, and the challenges that come along with them, clients need legal counsel that understands Latin America.

Hogan Lovells has strong links with Latin America. The firm's Latin America practice lawyers are based in New York, Miami, Houston, Washington DC, Mexico, Monterrey, Madrid, Germany, Asia, and Sao Paulo in Brazil. They speak Spanish and Portuguese, are familiar with the legal systems, and know local counsel in every country. Combining this with the firm's experience, Hogan Lovells can help clients understand the different environments in each country— both political and business—and will guide clients through complex and varying regulatory regimes. Client success is the firm's focus.

Main Areas of Practice:

Banking and finance; capital markets and structured finance; corporate/M&A; infrastructure, energy, resources and projects; investigations, white collar and fraud; insurance; international arbitration; international trade and investment.

Main Industry Sectors:

Automotive; consumer; energy and natural resources; financial institutions; infrastructure and transportation; insurance; life sciences; real estate; technology, media and telecoms.

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Germany: Dusseldorf, Frankfurt, Hamburg, Munich

Hungary: Budapest

Indonesia: Jakarta

Italy: Milan, Rome

Japan: Tokyo

Luxembourg: Luxembourg

Mexico: Mexico City, Monterrey

Mongolia: Ulaanbaatar

The Netherlands: Amsterdam

Poland: Warsaw

Russia: Moscow

Saudi Arabia: Riyadh

Singapore: Singapore

South Africa: Johannesburg

Spain: Alicante, Madrid

United Arab Emirates: Dubai

United Kingdom: Birmingham, London

USA: Baltimore, Boston, Colorado Springs, Denver, Houston, Los Angeles, Louisville, Miami, Minneapolis, New York, Northern Virginia, Philadelphia, San Francisco, Silicon Valley, Washington, DC

Vietnam: Hanoi, Ho Chi Minh City



Hogan
Lovells

HOLLAND & KNIGHT

Managing Partner: Steven Sonberg

Senior Partner: Roberto R. Pupo, Latin America Practice Group Chair

Number of partners: 700+ Number of other lawyers: 630+

Firm Overview:

Holland & Knight is a global law firm with more than 1,400 lawyers and other professionals in 27 offices throughout the world. Attorneys provide representation in litigation, business, real estate and governmental law. The Latin America team includes highly experienced multicultural and multilingual attorneys who are dedicated to helping clients succeed in the strategic areas of growth. The team counsels clients in all aspects of their inbound and outbound Latin America matters, and is regarded for its knowledge of the region's political nuances and legal structures with more than 35 years of representing clients.

Main Areas of Practice:

Banking & Financial Services:

The firm represents banks, nontraditional lenders, development financial institutions, project sponsors, financial sponsors and borrowers in connection with corporate financings, project financings and capital markets offerings in Latin America. The team has considerable experience with infrastructure and energy project finance matters. Projects the team has worked on in recent years in Latin America have been distinguished with several Deal of the Year awards. Lawyers regularly represent both borrowers and lenders on syndicated loans, acquisition financings and structured financings throughout Latin America. They have a strong practice advising Latin American airlines and multinational aircraft finance and leasing companies on transportation and asset finance deals.

Corporate Services, Mergers & Acquisitions, & Private Equity:

The M&A team provides comprehensive legal services to public and private companies and is enhanced by its experience in private equity. The team has participated in numerous M&A and joint venture transactions of highly regulated entities across all industry sectors, including finance, energy, retail and agribusiness, among others. The team also assists on fund formation, capital calls and investments, transaction structuring and negotiation, due diligence and daily general corporate matters.

Energy, Natural Resources, Oil & Gas:

The firm provides a full array of legal services throughout the Latin American energy, natural resources, and oil and gas sectors, with a focus on electricity, oil and gas contracts, regulatory structures and bid procedures, liquefied natural gas (LNG), renewables, biofuels and government procurement. Lawyers have represented state-owned entities as well as private entities in several arbitration procedures, and currently represent multiple multinational and local industry participants. Additionally, they have developed efficient and innovative solutions to the commercial, legal, regulatory and structural challenges that have arisen as a result of Mexico's energy reform. The team has represented mining, oil and gas clients in many of Colombia's largest transactions and is advancing multiple renewable energy projects.

International Arbitration & Litigation:

Attorneys represent clients in all aspects of mitigating and resolving international disputes. The team has experience arbitrating complex disputes under many different rules and international administrative bodies, including the ICC, ICSID, ICDR, UNCITRAL, IACAC and WIPO.

International Trade:

The firm has vast experience in trade policy, trade law and international trade regulation that enables attorneys to work on both major trade lobbying initiatives as well as company and sector-specific concerns. The trade regulatory team is involved in all aspects of trade regulation, from export controls and sanctions on the outbound side to US Customs and foreign investment reviews by the Committee on Foreign Investment in the US (CFIUS).

Labour, Employment & Benefits:

The team advises Latin American companies as well as foreign companies establishing or conducting business activities in Latin America on day-to-day labour law matters. The team offers corporate diversity and equal employment opportunity counseling, advice on union-management relations, negotiating collective bargaining agreements with unions and assistance in all corporate immigration matters. Lawyers advise clients in administrative procedures before labour and social security authorities and have extensive experience in drafting employment agreements, preparing labour policies, performing labour due diligence and audits, labour training, executive compensation and employee benefits, noncompete/non-disclosure agreements and litigation, among many other areas.

Structured Finance & Securitisation:

Attorneys are seasoned in deals involving numerous international jurisdictions and handle every aspect of complex securitisation financing transactions. The team has extensive experience representing issuers and sponsors who originate or acquire financial assets, as well as the collateral managers, servicers and special servicers of such assets. Notably, the Mexico City team has been a key participant in the formation and development of the Mexican securitisation industry and has developed structures that are now the market standard in Mexico.

Transportation:

The team has a substantial track record in aviation, freight rail, infrastructure, maritime and shipping, mass transit and public transportation, as well as trucking and logistics. It also has significant experience with transportation project development, land use and zoning, transit-oriented development, and country-specific governmental regulation. It has considerable knowledge of transportation project finance, bond issuances and public-private partnerships, as well as project delivery and procurement.

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United Kingdom: London

Languages:

Afrikaans, Albanian, Bulgarian, Cantonese, Danish, English, Filipino, Finnish, French, German, Greek, Guarani, Gujarati, Haitian Creole, Hebrew, Hindi, Italian, Japanese, Korean, Mandarin Chinese, Norwegian, Persian (Farsi), Portuguese, Russian, Spanish, Swedish, Taiwanese, Thai.

Clients:

Holland & Knight represents global and Fortune 500 companies, other public corporations, financial and insurance institutions, governmental agencies, emerging companies, startup entrepreneurial enterprises, private companies and major, internationally headquartered businesses.

Holland & Knight

JONES DAY

Managing Partner: Stephen J Brogan

Firm Overview:

Jones Day is a global law firm with more than 2,500 lawyers in 43 offices across five continents. The firm is distinguished by: a singular tradition of client service; the mutual commitment to, and the seamless collaboration of, a true partnership; formidable legal talent across multiple disciplines and jurisdictions; and shared professional values that focus on client needs.

The firm's 125 years of sustained growth — in experience, reputation and successful client interaction — have been built by its dedication to a 'One Firm Worldwide' philosophy, which fosters the creation of interoffice and cross-practice teams, assembled to ensure that clients receive the best possible guidance and representation, without regard to barriers conventionally imposed by geography, borders, time zones or language.

Regions of Practice:

Latin America:

With offices in Mexico City, São Paulo, and Miami, and a strong group of lawyers in key business and legal centres like New York, Houston, Dallas, and Madrid, Jones Day is one of the leading global law firms in the region, advising US, European, and Asian clients regarding investments inbound to the region, and Latin American companies on their international operations and capital markets activities.

The Latin America-focused team includes more than 100 lawyers representing a variety of legal disciplines, with a thorough understanding of the business norms, laws, and cultures of the region.

Jones Day's experience includes mergers and acquisitions, investigations and anti-corruption, projects and infrastructure, banking and finance, energy, dispute resolution, business restructuring, private equity and capital markets.

United States:

Tracing its origins to Cleveland, Ohio, in 1893, Jones Day ranks among the world's largest and most geographically diverse law firms. Surveys repeatedly list Jones Day as one of the law firms most frequently engaged by US corporations, and many of its lawyers have achieved national recognition in their disciplines.

Jones Day's more than 1,600 US lawyers are resident in 18 offices and collaborate to serve clients across practices and offices on all major matters that span the time-honoured (antitrust, mergers and acquisitions, litigation, and government regulation) to

more recently established and expanded areas (cybersecurity, life sciences, energy, and technology) that specifically address the contemporary challenges of an increasingly complex global business and legal environment.

Europe & Middle East:

Since opening its London office in 1986, Jones Day has maintained a significant European presence that includes more than 500 lawyers across Amsterdam, Brussels, Düsseldorf, Frankfurt, London, Madrid, Milan, Moscow, Munich, and Paris. The firm's focus includes administrative and public law, banking and finance, capital markets, competition law and regulatory, derivatives and market infrastructures, environmental health and safety, global disputes, information technology, cybersecurity and data protection, intellectual property, labour and employment, life sciences, mergers and acquisitions, private equity, projects and infrastructure, real estate, restructuring and insolvency, and tax.

In the Middle East, Jones Day has more than 20 lawyers across offices in Dubai, Riyadh, and Alkhobar, and has accumulated significant experience in most of the regions key industries and jurisdictions.

Jones Day lawyers in the Middle East have advised clients on mergers and acquisitions and corporate transactions, projects and infrastructure, commercial transactions, real estate and construction matters, regulatory compliance, and dispute resolution.

Asia-Pacific:

With more than 250 lawyers in ten offices and experience representing clients throughout the region, Jones Day has committed substantial resources and capacity to each of Asia's distinct markets, including Greater China, Japan, Singapore and Southeast Asia, and Australia. The firm's practice areas in these regions include antitrust, banking and finance, capital markets, corporate and commercial, energy, global disputes, intellectual property, labour and employment, mergers and acquisitions, private equity, real estate, and several others.

The majority of the lawyers resident in the firm's Asia offices are admitted to practice local law in their home jurisdictions, and most have practised in more than one country, making Jones Day's Asia team particularly qualified to render multijurisdictional legal services. In 2013 Jones Day was granted a Qualifying Foreign Law Practice license (QFLP) in Singapore.

LATIN AMERICA OFFICES

Mexico City, São Paulo

ADDITIONAL OFFICES

US: Atlanta, Boston, Chicago, Cleveland, Columbus, Dallas, Detroit, Houston, Irvine, Los Angeles, Miami, Minneapolis, New York, Pittsburgh, San Diego, San Francisco, Silicon Valley, Washington

Europe and Middle East: Amsterdam, Brussels, Düsseldorf, Dubai, Frankfurt, London, Madrid, Melbourne, Milan, Moscow, Munich, Paris, Saudi Arabia

Asia-Pacific: Beijing, Brisbane, Hong Kong, Melbourne, Perth, Shanghai, Singapore, Sydney, Taipei, Tokyo

CONTACT

Website: www.jonesday.com

MAIN AREAS OF PRACTICE

Antitrust & Competition
Banking, Finance & Securities
Business & Tort Litigation
Business Restructuring & Reorganisation
Capital Markets
Cybersecurity, Privacy & Data Protection
Employee Benefits & Executive Compensation
Energy
Environmental, Health & Safety
Financial Institutions Litigation & Regulation
Global Disputes
Government Regulation
Health Care
Insurance Recovery
Intellectual Property
Investigations & White Collar Defence
Issues & Appeals
Labour & Employment
Life Sciences
Mergers & Acquisitions
Private Equity
Projects & Infrastructure
Real Estate
Securities Litigation & SEC Enforcement
Tax
Technology



KING & SPALDING

Chairman: Robert D Hays

Firm Overview:

Celebrating more than 130 years of service, King & Spalding is an international law firm that represents a broad array of clients, including half of the Fortune Global 100, with more than 1,200 lawyers in 22 offices in the United States, Europe, the Middle East and Asia. The firm has handled matters in over 160 countries on six continents and is consistently recognised for the results it obtains, uncompromising commitment to quality, and dedication to understanding the business and culture of its clients. More information is available at www.kslaw.com.

Main Areas of Practice:

Antitrust:

Tries cases to verdict and defends clients against criminal investigations, opt-out group actions, class actions, appellate matters and other antitrust litigation.

Business Litigation:

Experienced in issues of antitrust, product liability, mass tort, patents and trademarks, class action certification, securities law, franchise law, white-collar defense and consumer fraud.

Corporate, Public & Private Finance:

Lawyers located in offices across the United States, Europe, Asia and Middle East represent lenders, investors, funds and borrowers in finance and other commercial transactions.

Employee Benefits & Executive Comp:

Advises on employee benefit plans and exec. compensation programs and the related funding vehicles.

E-Discovery:

Serves as lead national discovery counsel for Fortune 50 companies in the banking, energy, pharmaceutical, medical device, telecommunications, chemical, manufacturing, and tobacco industries.

Energy:

Informs clients on a spectrum of transactional, regulatory, litigation and arbitration matters in the oil and gas, power and mining industries.

Environmental:

Assists clients with virtually every type of environmental issue – including regulatory and compliance advice, permit appeals, enforcement actions, and property damage claims.

FDA & Life Sciences:

Represents pharmaceutical, medical device, biotechnology, healthcare technology companies and food manufacturers, in a range of regulatory, compliance, policy, and litigation matters.

Financial Restructuring:

Directs on reorganisations, including in court and out-of-court debt restructurings, bankruptcy and insolvency litigation, and distressed asset mergers and acquisitions.

Global Transactions:

Counsels clients through the entire project development process, from concept to ribbon-cutting, with particular emphasis in the energy and transportation sectors.

Government Advocacy & Public Policy:

Supports clients in managing their interactions with the federal government including congressional investigations, international, and ethics and election law.

Healthcare:

As one of the largest practices in the country, the firm is praised for its excellence in transactional, litigation and regulatory representation of clients across the spectrum of healthcare.

Intellectual Property:

Aids clients with the development and strategic planning needed to handle patent and trademark prosecution and intellectual property litigation matters that stretch across borders.

International Arbitration:

Highly experienced in handling cases before major arbitral institutions such as the ICSID, ICC, LCIA, and AAA, also under UNCITRAL and other ad hoc rules.

International Trade & WTO:

Handles a wide range of international trade and customs matters for US and non-US clients.

Labour & Employment:

Provides labour and employment services to employers ranging from preventive advice and training to litigation and representation under federal and state labour and employment laws.

INTERNATIONAL OFFICES

Abu Dhabi, Atlanta, Austin, Brussels, Charlotte, Chicago, Denver, Dubai, Frankfurt, Geneva, Houston, London, Los Angeles, Moscow, New York City, Northern Virginia, Paris, Riyadh, Sacramento, San Francisco, Singapore, Silicon Valley, Tokyo and Washington, DC

Mergers & Acquisitions:

Covers acquisitions of public and private companies, tender offers, joint ventures and partnering arrangements, purchases and sales of divisions, and takeover preparation and defense.

Pharmaceutical, Biotechnology & Medical Devices:

A large team of the firm's lawyers and professionals devote all or a substantial portion of their practices to clients in these industries, with specialised experience at every stage of the product life cycle.

Private Equity & Investment Funds:

Draws on the lawyers' extensive experience in fund formation, M&As, leveraged finance, Islamic finance, securities offerings, tax and restructuring.

Real Estate:

Provides advice on a complete range of commercial real estate transactions. The practice is known for creative structuring of mergers and acquisitions and complex equity and debt financing transactions.

Special Matters & Government Investigations:

Represents corporations and individuals in complex federal and state criminal investigations, internal investigations and congressional investigations.

Tax:

Covers a range of federal income tax issues, with particularly extensive experience in the corporate, partnership and international practice areas.

Tort Litigation:

Offers large-firm litigation resources and lawyers who have tried high-exposure tort cases, including some of the most plaintiff-friendly jurisdictions in the US.

Languages:

Arabic, English, Farsi, French, German, Hebrew, Hindi, Italian, Japanese, Korean, Mandarin Chinese, Portuguese, Punjabi, Russian, Sindhi, Spanish, Taiwanese.

KING & SPALDING

LATAMLEX ABOGADOS

Managing Partner (Regional): Adriana Ramos Chaves

Other Partners: Alfredo Skinner-Klée, Carlos Quintanilla Schmidt, Álvaro Caldera P, Mario Gómez Pacheco, Dennis Matamoros Batson
Number of partners worldwide: 24 Number of lawyers worldwide: 110

Firm Overview:

Latamlex Abogados is a prestigious firm with a presence in Central America, specialised in providing legal services to national and foreign companies and investors interested in starting a business in the locality or the world.

Main Areas of Practice:

Corporate & Contracts: 15%

Mergers & Acquisitions: 15%

Banking, Finance & Securities: 15%

Real Estate: 10%

Capital Markets: 10%

Intellectual Property: 10%

Tax: 10%

Estate Planning: 10%

Others: 5%

There are more than 100 legal professionals who make up the firm, who provide a quality service governed by the main statutes and rules of law, as well as by their institutional values focused on commitment, responsibility, excellence, leadership and innovation. This is how personalised attention is offered in the following areas: corporate law, mergers and acquisitions, administrative law and competition law, constitutional, financial, banking and stock market, hydrocarbons and energy, real estate, labour and immigration, litigation and arbitration, environmental, estate planning, intellectual property, tax, and safe.

The firm provides the same legal service regardless of the country in which it is located, which allows it to give transparent and adequate legal advice to the needs of its clients. This has made it a benchmark for companies in the banking, real estate, hotel, construction, agribusiness, distribution, commerce and other sectors. The firm's international vision has also allowed it to create a wide network of contacts at local and external level, positioning it as a unique firm for its professionalism, effectiveness and efficiency.

Languages:

Spanish, English, French and German.

Clients:

Among its client billboard is: Grupo Financiero BAC/ Credomatic; Scotiabank Financial Group; Allied Bank; Multibank, Development Bank of China; Group Q; Montecristo Group; Inter-American Development Bank; German bank; Best Meridian Insurance (BMI), Hidrotárcoles S.A., BAC Florida Bank, Grupo AES (energy distribution sector); Unopetrol (oil sector) Super Selectos (important supermarket chain). Amanco, General Insurer (member of Assicurazioni Generali SpA of Italy), Abbott Laboratories, Sertinsa-Newman Group, Del Monte Fresh Produce Company, TACASA (local subsidiary of Philip Morris International), Hill & Knowlton Guatemala, Huntsman Corporation, GE Healthcare, CEVA Logistics, MAN Diesel SE (Germany), Harsco Metals Guatemala, SA, (a Harsco company), Samsung Electronics Latin America.

The years of experience of their lawyers and the constant integration of new professionals in law, as well as equity and internal unity, have made Latamlex Abogados, a solid firm, capable of responding to the demands demanded by the investment market in Central America. Hence the recognition of important publications such as Chambers and Partners, The Legal 500, Latin Lawyer and the International Finance Law Review (IFLR), among others, all have highlighted their work and notorious capacity.

LATIN AMERICA OFFICES

Latamlex (Regional Office)
Website: www.latamlex.com

GUATEMALA

Tel: +502 2386 9300
Email: guatemala@latamlex.com

EL SALVADOR

Tel: +503 2525 7800
Email: elsalvador@latamlex.com

HONDURAS

Tel: +504 2231 0324
Email: honduras@latamlex.com

NICARAGUA

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Email: nicaragua@latamlex.com

COSTA RICA

Tel: +506 2208 3636
Email: costarica@latamlex.com

REGIONAL CONTACT

Tel: + 506 2208-3636
Email: direccionejecutiva@latamlex.com

LATAMLEX
A B O G A D O S

LEGALINK

Chairman: Haroldo Espalter (Hughes & Hughes, Uruguay)

Vice-Chair: Markus Bauer (Rittershaus, Germany); **Treasurer:** Pelin Baysal (Gun+Partners, Turkey);

Committee Member: Christopher Trowbridge (Bell Nunnally & Martin LLP, USA)

Number of member firms worldwide: 65 Number of lawyers worldwide: 4000+

Languages: *All major languages*

Network Overview:

Founded in 1991, Legalink is an international network of commercial law firms which provides top-quality multi-jurisdictional legal services through an exceptionally active international network. Legalink is an expanding network with over 65 members. They are typically mid-size independent law firms with an emphasis on commercial legal activity. Legalink is represented in all main commercial centres worldwide. Many of its members are leading or highly recommended law firms and lawyers as recognised international legal directories such as Chambers and Partners Global, Europe, USA and Asia editions, Legal 500 and IFLR, amongst others.

Legalink is currently represented in ten Latin American countries and is looking into expanding further in this vibrant and increasingly important region with the addition of further leading law firms throughout the region. The Legalink Latam member firms are permanently in contact through a number of dynamic Legalink Latam Group initiatives that aim at developing collaborative work opportunities and at the continuous promotion of the law firms and their capabilities both regionally and internationally.

Legalink's members' common aim is to guide clients through the challenges of global business by providing them with effective and efficient, personalised legal services. Historically, Legalink members have had notable success in facilitating the smooth completion and resolution of cross-border and international transactions and multi-jurisdictional disputes. Legalink itself does not perform or offer any legal work or services nor is it a partnership of law firms. Each member is independent and solely responsible for the quality of the legal services it renders to its clients.

Practice Groups:

All Legalink members are experienced in advising on the laws, regulations and procedures of their home jurisdictions. They provide a full-range of commercial legal services and are accustomed to working with both local and international clients. Their experience advising on multi-jurisdictional projects allows them to add value to clients' transactions in a cost effective manner. Many of the lawyers in the Legalink network have trained and worked in countries other than their own and are capable of providing legal services in fluent English and other languages.

Member Firms:

Argentina: Nicholson y Cano Abogados

Australia: Behan Legal

Australia: Piper Alderman

Austria: Fiebinger Polak Leon & Partner

Belgium: Bernard O'Connor, an individual member

practising as a partner of NCTM O'Connor

Belgium: Iustica

Bolivia: Guevara & Gutiérrez

Brazil: Felsberg Advogados

Bulgaria: Varadinov & Partners

China: Grandway

Colombia: Muñoz Tamayo & Asociados

Cyprus: Ioannides Demetriou LLC

Czech Republic: Felix a spol. Attorneys at Law

Finland: Itäinen & Ojantakanen

France: Bersay & Associés

Germany: Dr. Ouart & Collegen

Germany: Jakoby Rechtsanwälte

Germany: Rittershaus Rechtsanwälte

Gibraltar: Hassans International Law Firm

Hong Kong: Charltons

Hungary: Szecskay Attorneys at Law

India: Dua Associates

Indonesia: Christian Teo & Partners

Isle of Man: Laurence Keenan Advocates & Solicitors

Israel: AYR Amar Reiter Jeanne Shochatovitch & Co

Italy: Cocuzza e Associati Studio Legale

Japan: Uryu & Itoga

Kenya: KTK Advocates

Korea: Barun Law

Kuwait: Meshari Al Osaimi Attorneys

Latvia: Vilgerts

Liechtenstein: Gasser Partners

Luxembourg: Brucher Thieltgen & Partners

Malaysia: Azman Davidson & Co.

Malta: DF Advocates

Mexico: Ramos, Ripoll & Schuster

Mozambique: MRA Advogados

Netherlands: Ekelmans & Meijer Advocaten

Netherlands: Jonker Abeln Advocaten

New Zealand: Lowndes Law

Panama: Rosas y Rosas

Paraguay: Altra Legal

Peru: Hernandez & Cia

Philippines: Divina Law

Poland: FKA

Portugal: Sérvulo & Associados

Russia: Intellect

Singapore: Bradell Brothers LLP

Slovak Republic: PAUL Q

South Africa: Fluxmans Inc.

Spain: López-Ibor Abogados

CONTACTS

Maria de Sá Nogueira

Chief Operations Officer

Email: mariasanogueira@legalink.ch

PRACTICE GROUPS

Companies, Trusts & Taxation

Public Procurement, Real Estate, Project Finance & Construction

International Litigation & Arbitration

M&A, Restructuring & Insolvency

Natural Resources, Energy & Environment

Sweden: Hellstrom

Switzerland: Bratschi Ltd.

Turkey: Gun + Partners

United Kingdom: Mishcon de Reya

United Kingdom: Weightmans LLC

Ukraine: Asters

Uruguay: Hughes & Hughes

USA: AGG

USA: Bell Nunnally

USA: Buchanan Ingersoll & Rooney P.C.

USA: Carter Ledyard & Milburn

USA: Dvorak & Donovan

USA: Lindborg & Mazor LLP

USA: Rivero Mestre LLP

U.A.E.: Davidson & Co.

Vietnam: Indochina Legal Ltd.



LEGALINK

MAYER BROWN

Chairman: Paul W Theiss, Chicago

Managing Partner: Jeremy Clay, London

Total number of lawyers worldwide: More than 1,500

Firm Overview:

Mayer Brown is one of the most active international law firms in Latin America and the Caribbean. In December 2009, Mayer Brown formed an association with Tauil & Chequer Advogados, with offices in Brasília, Rio de Janeiro and São Paulo, and in 2015, the firm opened an office in Mexico City, signalling its commitment to Mexico's growing energy market. Mayer Brown offers a range of international law services across the region — principally cross-border M&A and finance (including project finance), debt and equity global capital markets offerings and dollar debt restructuring. The firm also represents clients in cross-border legal disputes and advises major Latin American companies on their US securities law reporting requirements and obligations under Sarbanes-Oxley.

Through Tauil & Chequer Advogados, Mayer Brown's clients also have access to a full-service Brazilian law practice, with special emphasis on infrastructure, the oil and gas sector, securitisation, debt and equity capital markets, tax and litigation. *See also the profile for Tauil & Chequer Advogados in the Brazil section of this directory.*

Main Areas of Practice:

Banking & Finance:

Mayer Brown represents banks around the world in the full range of their financing activities, including secured and unsecured financing, acquisition financing, project financing and structured finance transactions. The firm has long been active in representing banks and other financial institutions in financing transactions involving Latin American borrowers.

Projects & Infrastructure:

Mayer Brown's projects team regularly represents sponsors, investors, developers and financial institutions in project financings throughout Latin America. The firm's experience includes advising on projects in the power, renewables (including ethanol), oil, gas and pipeline, mining, toll road, marine terminal and airport sectors.

Capital Markets:

Mayer Brown has wide-ranging capital markets experience in Latin America and the Caribbean.

The firm regularly represents issuers, underwriters and placement agents in offerings by Latin American and Caribbean companies of securities in the international capital markets, including high-yield and investment-grade bonds, medium- and short-term notes, bonds collateralised by a diverse range of receivables and equity securities.

Debt Restructuring & Liability Management:

The firm is active in representing companies, creditors and financial advisers in debt restructuring and liability management transactions. As financing conditions in the international capital and bank markets remain uncertain, an increasing number of companies have been required to restructure their debt through consensual negotiations with their creditors.

Corporate/Private Equity:

The lawyers in Mayer Brown's Latin American corporate/private equity practice represent a broad spectrum of public and private companies, private equity and leveraged buyout firms, special committees, closely held companies, management groups and individuals across the region. The firm also regularly advises regional, national and global investment banks in their roles as financiers or financial advisers in M&A transactions.

Energy:

Mayer Brown has particular experience in the energy and natural resources sectors, where its team has extensive experience in oil and gas, LNG, power and mining-related transactions across the region. In Mexico, the firm is advising major oil and independent energy companies on the ongoing hydrocarbon bid rounds, oil and gas-related contracts, renewable and natural gas power projects, infrastructure and financial services.

Investment Funds:

Mayer Brown regularly assists fund sponsors, advisers and investors in structuring investment funds in Latin America. The firm's private investment fund practice includes the representation of private funds and their sponsors in connection with fund formations, portfolio investments and transactions, fund administration and regulatory matters.

OFFICES

AMERICAS

Brasília,* Rio de Janeiro,* São Paulo*, Charlotte, Chicago, Houston, Los Angeles, Mexico City, New York, Palo Alto, San Francisco, Washington DC
*In association with Tauil & Chequer Advogados

ASIA

Bangkok, Beijing, Hanoi, Ho Chi Minh City, Hong Kong, Shanghai, Singapore, Tokyo

EUROPE

Brussels, Düsseldorf, Frankfurt, London, Paris

MIDDLE EAST

Dubai

Tax Planning & Controversy:

Mayer Brown's tax practice assists clients in minimising the tax burden with respect to Latin American operations and transactions. Mayer Brown often acts as the lead tax adviser on multinational transactions, coordinating tax advice in the countries involved in order to structure transactions in the most advantageous way. It also works with multinational companies to plan, coordinate, implement and defend their transfer-pricing policies in Latin America and elsewhere.

Real Estate:

The firm's Latin America real estate practice draws together lawyers from its real estate, tax, ERISA, corporate and finance groups who have extensive experience in real estate transactions originating in Latin America. Mayer Brown's experience includes the formation of real estate investment funds, investments in real estate portfolio companies, public offerings by real estate companies and joint ventures with local developers and operators.

International Dispute Resolution:

Mayer Brown represents clients in arbitration matters before most major international arbitral institutions. The firm has extensive experience in cross-border legal disputes and litigation involving multinational parties and has represented companies throughout Latin America with respect to arbitration and litigation matters in the United States.

MAYER • BROWN

MILBANK LLP

Managing Partner: Scott A Edelman

Senior Partners: Marcelo A Mottesi, Daniel D. Bartfeld

Number of partners (worldwide): 170 Number of other lawyers (worldwide): 765

Firm Overview:

Milbank LLP has one of the longest tenures of any US law firm doing business in Latin America, representing clients throughout the region since the 1920s. That experience — decades ahead of most other firms — propelled the firm to what is now one of the dominant practices in Latin America. The firm is recognised for having top-tier practices in every country in the region and with more than 50 attorneys in the US and São Paulo offices fluent in both Spanish and Portuguese, Milbank seamlessly supports clients across jurisdictions and sectors. Its lawyers understand the complex interplay of legal, regulatory and economic issues in Latin America.

Main Areas of Practice:

Corporate:

Milbank’s mergers and acquisitions practice, one of the core components of the firm’s global corporate practice, provides knowledgeable and experienced external mergers and acquisitions legal support. Some of the world’s most recognisable public companies turn to Milbank for trusted advice on structuring, negotiating, documenting and closing complicated and innovative mergers and acquisitions transactions across various sectors in Latin America (and globally), and Milbank regularly represents all the key participants in advising on joint ventures/strategic alliances and majority/minority investments, negotiated mergers, and contested transactions.

Capital Markets:

Milbank continues to be uniquely positioned to seamlessly advise on high-profile and ‘first-of-its-kind’ cross-border financings and regularly advise the leading players throughout Latin America. The capital markets team is widely recognised for its technical excellence, breadth of experience, commercial approach, imaginative problem solving and ability to close complex deals. The team’s clients include issuers, underwriters, initial purchasers, placement agents, institutional and individual investors, selling shareholders and those providing credit support through guarantees, surety bonds and letters of credit.

Finance & Commercial Banking:

Milbank represents banks and other institutional investors in a wide array of large-ticket financing transactions, covering acquisition finance, leveraged buyout finance, debt restructurings and workouts, trade finance, cross-border financing transactions, debt arbitrage and equity investments by financial institutions.

Financial Restructuring:

Milbank is recognised for its expertise in connection with the largest, most complex bankruptcies and reorganisations. The firm represents companies needing financial restructuring, creditor committees, financial institutions and hedge funds, lenders, equity security holders, acquirers, trustees and receivers. Milbank has been involved in some of the most high profile and complex restructuring matters in the world including representing stakeholders of Latin American companies such as Satélites Mexicanos S.A. de C.V., Vitro, and Gruma.

Project, Energy & Infrastructure Finance:

Milbank is one of the world’s leading cross-border energy and infrastructure legal advisors, with particularly strong experience in Latin America. Its global practice — which focuses on power (renewables and conventional), oil/gas and transportation infrastructure (airports, roads, ports) — is consistently recognised in each country in Latin America where energy and infrastructure transactions occur. Milbank represents the leading players, including debt providers, private equity investors, private sponsors and government lenders, in many of their most important and high-profile projects. Milbank has been awarded “*International Projects Law Firm of the Year*” by *Chambers Latin America* six times in recent years.

International Litigation/Arbitration:

Milbank represents clients across the spectrum of business disputes arising from mergers and acquisitions, proxy battles, international and domestic financings, corporate restructurings, securities offerings, class action defense and real estate workouts.

INTERNATIONAL OFFICES

BRAZIL

São Paulo: Av. Brigadeiro Faria Lima, 4100, 5th Floor, 04538-132, São Paulo, SP, BR
Tel: +55 11 3927 7700
Fax: +55 11 3927 7777

INTERNATIONAL OFFICES

Beijing, Frankfurt, Munich, Hong Kong, Tokyo, Seoul, Singapore, London, Los Angeles, New York, Washington, DC

CONTACTS

New York: Daniel D. Bartfeld,
Marcelo A. Mottesi

Milbank retains significant knowledge and experience in the resolution of claims of expropriation and other international disputes between states and foreign investors and international arbitration proceedings conducted before major international institutions, including the International Centre for Settlement of Investment Disputes (ICSID), International Chamber of Commerce (ICC), the International Centre for Dispute Resolution (ICDR), American Arbitration Association (AAA) and the United Nations Commission for International Trade Law (UNCITRAL).

Languages:

Milbank has multilingual capabilities including English, Portuguese and Spanish at both the partner and associate levels, as well as the cultural and commercial fluency that the most complex international matters require.

Milbank

MILLER & CHEVALIER CHARTERED

Chair: Kathryn Cameron Atkinson
Number of lawyers: 90

Firm Overview:

Founded in 1920, Miller & Chevalier is a Washington, DC law firm with a global perspective and leading practices in tax, litigation, international law, employee benefits (including ERISA), white collar defence and internal investigations, and government affairs. Miller & Chevalier is a top-ranked firm sharply focused on targeted areas that interact with the federal government. Over the past three years, the firm's lawyers have represented more than 40% of the Fortune 100, one-quarter of the Fortune 500, and approximately 30% of the Global 100. Based in Washington, DC, a significant number of firm lawyers have held senior positions in the US government and have written many of the regulations they currently help clients navigate.

Main Areas of Practice:

Tax:

Miller & Chevalier was founded in 1920 as the first federal tax practice in the US and has successfully represented its corporate clients in all facets of federal tax law for nearly a century. The firm provides comprehensive tax representation for its clients. The firm's tax policy practice works for its clients' interests before lawmakers and the Treasury Department. The tax consulting practice handles the US federal tax aspects of complex multinational transactions. The tax controversy practice resolves clients' most difficult problems through IRS administrative processes. Experienced tax litigators have litigated many of the most significant tax cases on record.

Contact: Kevin L Kenworthy
Tel: +202 626 5848

International:

Miller & Chevalier's international practice offers clients experience with a wide variety of trade and investment policy issues and with most aspects of the increasingly interrelated areas of international legal and regulatory compliance covered by US laws and international agreements. The firm's lawyers and other professionals are recognised in the areas of antidumping, countervailing duty, safeguards, and market disruption proceedings; customs; trade policy and legislation; civilian and military export controls; economic sanctions; the Foreign Corrupt Practices Act (FCPA) and international anti-corruption laws; US anti-boycott regimes; WTO and NAFTA dispute settlement; WTO and bilateral negotiations and compliance; and global regulatory compliance.

Contact: James G Tillen
Tel: +202 626 6068

Litigation:

For more than 75 years, dispute resolution has been at the heart of Miller & Chevalier's practice. Roughly two-thirds of all the firm's engagements are litigation related, and its clients have selected Miller & Chevalier to handle some of their most significant and complex litigation matters, many involving groundbreaking or unresolved issues. One of the key strengths of Miller & Chevalier's litigation practice is the firm's ability to combine its extensive trial experience in civil and criminal cases, both jury and non-jury, with deep substantive knowledge in core areas, including tax, white collar crime and internal investigations, ERISA and fiduciary issues, employee benefits, and False Claims Act and qui tam cases.

Contact: Andrew T Wise
Tel: +202 626 5818

Employee Benefits:

Miller & Chevalier's employee benefits practice offers a full range of consulting, planning, and controversy services to clients facing the challenges of increased audit and regulatory scrutiny in the benefits area, including the related payroll tax and information reporting obligations. The practice features significant ERISA litigation capabilities and policy experience that is critical in a business environment characterised by tremendous regulatory and legislative change. The firm's seven foundational practices are: (1) health and welfare plan counselling (2) qualified plan counselling (3) DOL investigations and compliance (4) payroll taxes, fringe benefits, and information reporting (5) executive compensation (6) ERISA litigation and (7) PBGC counseling and controversy.

Contact: Elizabeth F Drake
Tel: +202 626 5838

White Collar Defence:

The members of the firm's white collar defence practice include criminal trial lawyers with government experience as prosecutors, public defenders, and independent counsel. The lawyers are known for their skills in the courtroom and have tried literally hundreds of criminal trials before juries in jurisdictions around the country. It is with the benefit of this experience that the firm's lawyers advise and represent both corporate and individual clients at every stage of criminal litigation, including the initial investigation and grand jury process, trial, sentencing, and appeal.

They bring governmental and private criminal litigation experience and problem solving skills to assist clients with the crucial strategic and tactical decisions necessary to navigate today's complex and dangerous governmental enforcement environment.

Contact: Timothy P O'Toole
Tel: +202 626 5552

INTERNATIONAL OFFICES

USA

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PRACTICE AREAS

Tax
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Litigation
Employee Benefits
White Collar Defence
Government Affairs

Government Affairs:

The firm's government affairs lawyers and professionals have the knowledge and experience to help clients anticipate and influence legislative and regulatory developments, as well as respond strategically to major changes in policy. The firm's practice focuses on tax, employee benefits, health policy and compliance, international trade, and energy. The firm offers clients more than just critical access to key decision-makers, also providing the substantive experience necessary to present clients' issues credibly and to help them achieve their business objectives.

Contact: Marc J Gerson
Tel: +202 626 1475

Miller & Chevalier

MORGAN, LEWIS & BOCKIUS LLP

Firm Chair: Jami Wintz McKeon

Latin America Team Co-leaders: Thomas C. Mellor and John Crespo

Firm Overview:

From 30 offices* in the United States, Europe, Asia, and the Middle East, Morgan Lewis works across all major industries with clients that range from established, global Fortune 100 companies to enterprising startups. Founded in 1873, the firm's more than 2,000 lawyers, patent agents, benefits advisors, and other specialists provide comprehensive corporate, transactional, litigation, and regulatory services that help address and anticipate challenges across vast and rapidly changing landscapes.

Main Areas of Practice:

In Latin America, the firm's footprint touches almost every country in the region. The Latin America team works from offices in Houston, Miami, New York and Washington, DC, and includes lawyers who are licensed to practice in Latin American jurisdictions who are fluent in Spanish and Portuguese. They also have long-standing collaborative relationships with local legal counsel and key business partners throughout the region.

Corporate & Business Transactions:

The Latin America team handles million- to multi-billion-dollar transactions for its global clientele—sellers, buyers and investors; investment and commercial banks; private equity and venture capital funds and institutional lenders; and independent director committees and management groups—in virtually every regulated and unregulated industry. Its focus includes mergers and acquisitions (including joint ventures, spin-offs, and strategic alliances), private equity, securities, corporate governance, emerging business and technology, energy transactions, real estate and subsidiary matters.

Finance & Restructuring:

The firm is best known for representing banks and other lenders in lending transactions and representing creditors in financial restructuring transactions. Its lending practice is well informed by the lessons learned from the financial restructuring practice. For years, Morgan Lewis has represented lenders to some of the most important corporate borrowers in Latin America and has routinely worked on the highest-profile debt restructurings in the region. The team is active throughout Latin America, and is particularly visible in Brazil and increasingly in Mexico.

Energy:

Morgan Lewis has long been actively engaged throughout Latin America, developing projects, pursuing M&A deals, and arranging financings in every sector of the energy industry.

The firm's oil and gas experience includes the development and financing of pipelines, LNG terminals, processing plants, and petrochemical facilities; onshore and offshore field development, including platform and FPSO construction and installation; joint ventures and unitisation projects; and acquisitions and dispositions of all of these projects. In the renewables sector, the firm has advised on the development and financing of wind energy and biofuels projects. In the conventional power sector, the firm's work has included the development, financing, purchase and sale of electric power generation facilities, and acquisitions, dispositions, and privatisations of electric utilities. Morgan Lewis has also advised and commented on proposed legislation and regulations on behalf of its clients.

Telecommunications, Media & Technology:

The firm serves as a key resource for communications and technology clients by managing their regulatory, transactional and tax needs throughout Latin America. Clients include established and emerging telecommunications carriers; VoIP and internet application providers; wireless and satellite companies; cable operators; competitive video service providers; broadcasters and media companies; equipment manufacturers; large users of communications services; systems integrators; investment banks, venture funds and hedge fund managers.

International Tax:

Morgan Lewis tax lawyers regularly advise on a variety of issues, including the management of cross-border work across Latin America. Working together as a team and with the firm's other practices, the tax team offers a seamlessly integrated response to clients' business needs and strategic insight into the issues they face.

Intellectual Property:

The firm's intellectual property experience in Latin America ranges from developing and implementing strategies for multi-jurisdictional clearance, prosecution and enforcement of global brands to handling the IP aspects of cross-border transactions and licensing arrangements.

Labour, Employment & Benefits:

The internationally recognised labour and employment team provides strategic counseling and planning for companies operating or starting up operations in Latin America. Representations include the handling of labour, employment and immigration due diligence issues during corporate transactions,

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BRANCH OFFICES

Morgan Lewis also has offices in Almaty, Astana, Beijing*, Boston, Brussels, Century City, Chicago, Dallas, Dubai, Frankfurt, Hartford, Hong Kong*, London, Los Angeles, Moscow, Orange County, Paris, Philadelphia, Pittsburgh, Princeton, San Francisco, Shanghai*, Silicon Valley, Singapore, Tokyo, and Wilmington.

restructuring, and divestitures; termination of employment contracts as well as large-scale reductions in force; and advising on global mobility issues.

Litigation, International Arbitration & Investigations:

Morgan Lewis lawyers have represented clients in international arbitration and dispute resolution matters as well as in anti-corruption and internal investigations throughout the region. In the corporate investigations area, the firm has handled FCPA/anti-bribery investigations in almost every Latin American country.

Languages:

Arabic, Chinese (Mandarin), Dutch, English, French, German, Greek, Hebrew, Hindi, Indonesian, Italian, Japanese, Kazakh, Korean, Portuguese, Russian, Spanish, Turkish.

**The Beijing and Shanghai offices operate as representative offices of Morgan, Lewis & Bockius LLP. In Hong Kong, Morgan Lewis operates through Morgan, Lewis & Bockius, which is a separate Hong Kong general partnership registered with The Law Society of Hong Kong as a registered foreign law firm operating in Association with Luk & Partners.*

Morgan Lewis

MORRISON & FOERSTER LLP

Chair of the Firm: Larren M Nashelsky

Managing Partners: Paul F Friedman, Craig D Martin, Eric J Piesner, Tessa J Schwartz

Number of partners worldwide: 321 Number of US partners: 239

Number of other lawyers worldwide: 725 Number of other US lawyers: 516

Firm Overview:

With more than 1,000 lawyers across 17 offices, Morrison & Foerster is a preeminent global law firm dedicated to delivering business-oriented results to clients across the United States, Europe, and Asia. Dynamic technology and life science companies, large financial institutions, leading consumer product companies, and other market leaders come to MoFo for knowledge, innovation, and business aptitude. MoFo handles some of the world's largest cross-border transactions and resolves major disputes across multiple jurisdictions. It has a long-standing commitment to pro bono work and social justice.

Main Areas of Practice:

Business Restructuring & Insolvency:

MoFo is counsel to debtors, creditors' committees, secured lenders, and other participants in the distressed markets in large, complex matters. The firm is a market leader in creditors' committee representation, cross-border insolvencies, distressed real estate, the restructuring of financial institutions, insolvencies involving key intellectual property, and hedge fund failures.

Capital Markets:

MoFo is a leading firm for issuer and underwriter representations for IPOs, offerings of debt, hybrid, preferred and structured securities, private placements, PIPEs, 144A/ Reg S offerings, continuous issuance programs, including MTN, CP and covered bond programs. MoFo is a pioneer in developing synthetic products, hybrid securities, structured products and derivatives.

Financial:

MoFo has one of the most experienced finance practices in the US. Finance attorneys maintain an impressive borrower-side client roster, working extensively for private equity funds and private companies in acquisitions and refinancings, while also offering extensive experience in acting for certain lenders and credit funds. In addition, MoFo assists clients in all aspects of project finance and development around the world with a focus on energy, alternative energy, and renewable resources. The group has also become very well known in the blockchain, cryptocurrencies, and smart contracts space.

Intellectual Property:

MoFo is a global IP powerhouse, developing novel solutions for protecting and enforcing some of the most prized IP in the world. MoFo is called upon to represent clients in their most high-profile and complex patent, copyright, trademark, trade dress, trade secrets, and licensing matters.

Investigations & White Collar Defence:

MoFo has experience handling internal and government investigations on six continents and in more than 65 countries, bringing significant cross-border experience to compliance and enforcement matters worldwide. It provides advice on the many US and foreign laws regulating international business transactions including the FCPA, the UK Bribery Act, Sarbanes-Oxley, federal securities laws, the whistleblower provisions of the Dodd-Frank Act, international trade, export control and sanctions laws, and AML/BSA. The team has successfully represented many clients in obtaining favorable settlements or other resolutions — often ending with the DOJ or other government enforcement bodies closing their investigations with no action taken.

Litigation:

MoFo litigators are renowned for their success in high-stakes, complex cases — representing clients in all stages of federal and state litigation, from grand jury to trial through to appeal. They drive strategy to position their clients for the best possible outcome, whether that is winning at trial or resolving a matter quickly. The team includes top trial and appellate lawyers, as well as leading practitioners in securities, financial services, consumer and false advertising, product liability, environmental, and employment litigation as well as white-collar criminal defense, antitrust and unfair competition, and international arbitration. MoFo is a top-tier firm for class actions, no matter what the subject area is. The firm understands the shortest pathway to win and resolve cases for its clients.

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Mergers & Acquisitions:

MoFo has a leading global M&A practice. The depth and breadth of the practice, including a strong focus on cross-border transactions, reflects the dynamic nature of clients, which include Fortune 500 companies, private equity sponsors, investment banks, and privately held companies.

Privacy & Data Security:

MoFo's market-leading privacy and data security group is a destination for clients—from startups to sophisticated global clients alike — seeking advice on every aspect of privacy laws and regulations, as well as incident preparedness and response. The team helps companies fit compliance with evolving data protection laws within the context of a truly global, consistent strategy, and have also served as lead counsel and coordinated all components of clients' responses to some of the highest-profile data breaches of recent years.

Real Estate:

MoFo is a recognised leader across a broad spectrum of real estate activities, including development deals, acquisitions and dispositions, leases, market standard and complex financings, and restructurings. Its clients include lenders, developers, equity investors, and REITs.

Tax:

MoFo's tax practice enjoys a global reputation for innovative tax planning and the successful resolution of important tax controversies. The group advises on state and local tax, federal tax, compensation, benefits and ERISA, and trusts, estates and nonprofit organisations.

NORTON ROSE FULBRIGHT

Global Chief Executive: Peter Martyr

US Managing Partner: Jeff Cody

Number of partners in Latin America: 10 Number of other lawyers in Latin America: 15

Firm Overview:

Norton Rose Fulbright is a global law firm with deep roots in Latin America. It provides the world's pre-eminent corporations and financial institutions with a full business law service. It has more than 4,000 lawyers and other legal staff based in Europe, the United States, Canada, Latin America, Asia, Australia, the Middle East and Africa.

Recognised for its industry focus, Norton Rose Fulbright is strong across all the key industry sectors: financial institutions; energy; infrastructure, mining and commodities; transport; technology and innovation; and life sciences and healthcare. Through its global risk advisory group, Norton Rose Fulbright leverages its industry experience with its knowledge of legal, regulatory, compliance and governance issues to provide its clients with practical solutions to the legal and regulatory risks facing their businesses.

Wherever it is, Norton Rose Fulbright operates in accordance with its global business principles of quality, unity and integrity. It aims to provide the highest possible standard of legal service in each of its offices and to maintain that level of quality at every point of contact.

Norton Rose Fulbright Verein, a Swiss verein, helps coordinate the activities of Norton Rose Fulbright members but does not itself provide legal services to clients. Norton Rose Fulbright has offices in more than 50 cities worldwide, including London, Houston, New York, Toronto, Mexico City, Hong Kong, Sydney and Johannesburg.

Main Area of Practice:

Financial Institutions:

Norton Rose Fulbright advises many of Latin America's leading banks, asset managers, private equity firms and other financial investors and insurance companies on their domestic and international operations. The firm's lawyers are renowned for their creative strategies and practical approach to solving clients' issues.

Natural Resources:

Norton Rose Fulbright advises companies in all segments of the natural resources industry. The firm's clients are engaged in resource exploration and extraction, project development, energy generation and transmission, transportation and commercialisation. Natural resources sectors served include oil and gas, mining, electricity and regulated utilities, water, wind, solar, geothermal and nuclear power. Norton Rose Fulbright is consistently ranked as one of the leading natural resources firms for delivery of legal services in Latin America.

Projects & Infrastructure:

Norton Rose Fulbright's infrastructure experience is a key strength in Latin America. Major multinational corporations, commercial banks, government bodies, ECAs and multilaterals rely on the firm's global infrastructure team for its wide range of experience, innovative approaches and deep knowledge. Norton Rose Fulbright's lawyers have historically played integral roles in many of the region's most significant infrastructure projects, particularly financing and privatisations.

Transport:

Norton Rose Fulbright has a long-standing track record of innovation in the transport sector, with asset finance lawyers experienced in all forms of finance and leasing structures and dispute resolution, litigation specialists with knowledge of all forms of court and arbitration forums and a corporate capability spanning M&A, private equity, joint ventures, strategic alliances and other forms of business organisation.

Technology & Innovation:

Norton Rose Fulbright advises leading and emerging companies throughout the technology, business services, communications, media, entertainment and consumer markets sectors. The firm's teams provide a global service to clients in both established and emerging markets.

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*associate office

**alliance

Life Sciences & Healthcare:

Norton Rose Fulbright serves a range of innovative pharmaceutical, medical device and biotechnology companies as well as investors in the sector. The firm provides advice on the full range of legal issues that arise in the industry, from regulatory and compliance strategy to litigation and corporate transactions.



ONTIER

CEO: Bernardo Gutiérrez de la Roza
General Manager: Carmén Bascarán Fanego
 Number of lawyers: 300

Firm Overview

ONTIER is a global law firm, headquartered in London, operating in 13 countries and two continents: Bolivia, Brazil, Chile, Colombia, Dominican Republic, Italy, Spain, the USA, Mexico, Paraguay, Peru, the UK and Venezuela. It is currently the international firm with the largest footprint in Latin America. ONTIER is a full-service international law firm. While it is active in all areas of the legal practice, it stands out for its specialisation in complex corporate and commercial transactions and international commercial disputes. ONTIER's areas of expertise include: international litigation and arbitration, corporate law, white collar crime law, real estate law, tax law, labour law, financial law and capital markets, family law, IT&IP, insolvency and restructuring, public law. The firm is also deeply specialised in the energy sector and in advising family-run companies.

Main Areas of Practice:

Banking, Finance & Capital Markets:

ONTIER features a renowned banking, finance and capital markets practice in Latin America. It has represented top corporate clients in their finance and capital markets transactions both nationally and internationally.

Corporate, M&A:

ONTIER advises companies at all stages of the corporate life cycle and stands out in landmark complex national and crossborder M&A transactions, such as advising some of the continent's largest corporations in their transactions in LatAm, Europe and worldwide.

Labour:

ONTIER has a fully dedicated labour team, which works in standalone employment cases while contributing to successfully face complex corporate transactions with employment implications.

Energy & Natural Resources:

This team provides day to day and transactional advice to one of the country's largest energy companies. Clients truly appreciate the knowledge, international capabilities and expertise of the team.

Intellectual Property & New Technologies:

This IT&IP team covers all related matters, including corporate negotiations and IP claims, for leading companies in the tech sector and IP related businesses.

Litigation & Arbitration:

ONTIER is one of the most experienced firms in the resolution of complex disputes, both before courts and in arbitration proceedings. The firm features a flagship litigation and arbitration department that represents clients in high-profile court and arbitration proceedings.

Public Law & Planning:

ONTIER has an extensive background in this key area within the region. Every deal requires the participation of the public law experts, who are incorporated in ONTIER's the transactional team from the very beginning.

Real Estate:

ONTIER's leading real estate team provides top quality full service in this area. Its clients include companies with real state assets as their main activity as well as companies with real estate assets having a functional role or a wealth management aspect related to them

Restructuring & Insolvency:

ONTIER also has an extensive background advising in bankruptcy proceedings, both to defend the bankrupt company's interests and those of its creditors. The firm's experience includes debt restructuring and refinancing, procedures as well as investments in bankruptcy assets and liabilities: ONTIER lawyers' negotiation skills guarantee the best results for clients.

Tax & Wealth Management (including Succession in Companies & Family Protocol):

ONTIER's tax department features a fantastic team that operates across the region from its local offices. It provides key advice to its clients on standalone tax issues as well as playing a key role in complex corporate transactions.

White-Collar Crime:

The firm also features a top quality white-collar crime department, representing clients in highly sensitive court proceedings.

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ONTIER

QUINN EMANUEL URQUHART & SULLIVAN, LLP

Managing Partner: John B Quinn

Senior Partners: David M Orta, Head of Latin America and Washington, DC's International Arbitration Practice; Juan P Morillo, Co-Chair of the White Collar and Corporate Investigations Practice in Washington, DC

Number of partners worldwide: 264 Number of other lawyers worldwide: 563

Firm Overview:

Quinn Emanuel Urquhart & Sullivan, LLP has over 800 litigators and arbitration practitioners — the largest and most successful litigation and arbitration law firm in the world. Quinn Emanuel lawyers have tried over 2,300 cases and won 88%. The firm has also obtained 5 nine-figure jury verdicts, 43 nine-figure settlements, and 19 ten-figure settlements. No other firm can say that.

Main Areas of Practice:

Worldwide Offices:

The firm's 23 offices offer the full breadth of its more than 45 practice areas. Quinn Emanuel's work includes virtually every type of business dispute, from patent and copyright litigation to international arbitration, and from class action litigation to white collar crime. The firm represents Fortune 500 companies and other enterprises spanning many industries.

Latin American Practice:

The firm has experience in Latin America, having handled matters in or related to Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Peru, Puerto Rico (USA), Uruguay, and Venezuela.

International Arbitration:

International arbitration is one of the cornerstones of the firm's practice and is consistently considered a market leader in international arbitration all over the world, including in Latin America. With international arbitration specialists in all of its offices operating as a single, integrated team, its lawyers have achieved success representing the world's largest companies and sovereign governments in all the world's major arbitration centers. They also have extensive experience in all legal systems, including public international law, international commercial arbitration, investor-state arbitration under bilateral and multilateral investment treaties, state-state disputes, and domestic arbitration laws and rules in the United States and elsewhere.

The firm's arbitration specialists have handled a significant amount of this work in Latin America and have been practicing in that region for over 20 years. As mentioned, the team's collective experience includes handling international investment treaties and commercial arbitrations in virtually every country in Central and South

America under all major arbitral rules and institutions. The team has also represented many of the regions' sovereign governments, including Panama, El Salvador, Guatemala, and Peru. As a result, our team of international arbitration practitioners have first hand knowledge of the legal particularities and considerations of representing the interests of investors and States alike.

White Collar & Corporate Investigations:

The firm has a leading international white collar and transnational investigation practice. It has successfully represented clients in cross-border investigations in connection with fraud, bribery and violations of US anti-corruption and anti-money laundering laws involving Latin American countries. The firm has also acted as counsel for companies and individuals in two of the largest corporate frauds in the history of Latin America. Its team is comprised of native Spanish speakers, fluent Portuguese speakers, and attorneys that have been trained both in Latin America and in the United States, offering a truly comprehensive understanding of multi-jurisdictional investigations and disputes in the region.

Energy:

The firm represents all types of energy companies ranging from traditional oil, gas, and electricity producers to alternative energy companies, including nuclear, wind, and solar energy companies. The firm has extensive experience handling arbitrations between energy companies and foreign governments under project and/or concession agreements, bilateral investment treaties (BITs), and the Energy Charter Treaty (ECT).

Other Areas of Practice:

The firm's work in Latin America spans many of the other disputes practices of the firm, including complex commercial litigation, cross-border international litigation, bankruptcy, products liability, intellectual property litigation, and enforcement of awards and judgments, to name a few.

International Work:

The firm's international practice spans virtually all its practice areas. The firm represents clients in Latin America with their most difficult and challenging disputes; most notably international arbitration and white collar investigations. Clients come to the firm because of its unrelenting approach to resolve their disputes and because of its knowledge and understanding of the region by a team of multi-cultural lawyers with extensive backgrounds in both common and civil law jurisdictions. Moreover, many of its lawyers who practice in

INTERNATIONAL OFFICES

Los Angeles, New York, San Francisco, Silicon Valley, Chicago, Washington, DC, Houston, Seattle, Boston, Salt Lake City, Tokyo, London, Mannheim, Hamburg, Munich, Paris, Hong Kong, Sydney, Brussels, Zurich, Shanghai, Stuttgart, Perth

CONTACTS

International Arbitration: Stephen Jagusch QC, David M Orta

White Collar & Corporate Investigations: William Burck, Juan P Morillo

Complex, Commercial Litigation: Michael Carlinsky, Richard A Schirtzer, Karl Stern

Bankruptcy & Insolvency: Susheel Kirpalani

Intellectual Property Litigation: Ed DeFranco, Marcus Grosch, Frederick Lorig, David Nelson, John B Quinn, Claude Stern, Charles Verhoeven

Products Liability Litigation: Sandra Bresnick, Michael Lyle, Morgan Tovey

this region are bi-cultural and native and/or fully fluent Spanish or Portuguese speakers. Its client roster in Latin America runs the gamut from the largest and best-known companies to various of the region's governments.

Languages:

Albanian; Arabic; Armenian; Bengali; Cantonese; Chinese; Dutch; English; Finnish; French; Fukienese; German; Greek; Gujarati; Hebrew; Hindi; Italian; Japanese; Korean; Latin; Lithuanian; Mandarin; Polish; Portuguese; Punjabi; Romanian; Russian; Serbian; Sinhala; Spanish; Swedish; Tagalog; Thai; Turkish; Urdu.



SHEARMAN & STERLING LLP

Senior Partner: David Beveridge

Global Managing Partners: George Casey, Adam Hakki

Number of partners: 216 Number of lawyers: 896

Firm Overview:

Shearman & Sterling has an unparalleled track record in Latin America. Financial institutions, foreign and domestic companies and governments trust the firm with ground-breaking transactions, litigation, regulatory matters and investigations in the region spanning a wide range of industries, including banking, retail, telecommunications and media, energy, natural resources and infrastructure transactions. The firm's lawyers have significant ties to Latin America — many having lived or studied there, most of them fluent in Spanish and Portuguese and all of them with wide experience across the region. With a deep understanding of the legal, political and economic drivers in this important area of the world, the firm leverages its global platform to provide clients with creative solutions to unique problems and address the full spectrum of their needs.

Main Areas Of Practice:

Antitrust
 Capital Markets
 Compensation, Governance & ERISA
 Derivatives & Structured Products
 Emerging Growth
 Finance
 Financial Institutions Advisory & Financial Regulatory
 Financial Restructuring & Insolvency
 Intellectual Property Transactions
 International Arbitration
 Investment Funds
 Litigation
 Mergers & Acquisitions
 Privacy & Data Protection
 Private Client
 Project Development & Finance
 Public International Law
 Real Estate
 Tax

International Work:

As one of the first law firms to establish a presence in key global markets, Shearman & Sterling has a long and distinguished history of supporting clients wherever they do business, from major financial centers to emerging and growth markets. Shearman & Sterling represents many of the world's leading corporations and major financial institutions, as well as emerging growth companies, governments and state-owned enterprises, often working on ground-breaking, precedent-setting matters. The firm's work is driven by their clients' need for outstanding legal and commercial advice.

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 Singapore; Abu Dhabi, Dubai, United Arab
 Emirates; London, United Kingdom; Austin,
 Houston, Menlo Park, New York, San Francisco,
 Washington, D.C., United States.

CONTACTS

Key Contact: Antonia E. Stolper

SIDLEY AUSTIN LLP

Chairman of the Executive Committee: Michael J. Schmidtberger
Chairman of the Management Committee: Larry A. Barden
 Number of partners worldwide: 656 Number of other lawyers worldwide: 1,312
 Total lawyers: 1,968

Firm Overview:

Sidley provides a broad range of legal services to meet the needs of its diverse client base. The strategic establishment of its offices in the key corporate and financial centers of the world has enabled it to represent a broad range of clients that include multinational and domestic corporations, banks, funds and insurance companies. With over 2,000 lawyers in 20 offices around the world, talent and teamwork are central to Sidley's successful results for clients in all types of legal matters, including complex transactions, 'bet the company' litigation and cutting-edge regulatory issues.

The firm has been recognised by its clients and by the media for its leadership in its practices. Sidley consistently ranks among the top global capital markets firms in the *Thomson Reuters* league tables, with strong showings as both issuer and underwriter counsel in US debt and equity and international, Asia-Pacific and Australia bonds. Sidley is also recognised for service and responsiveness and is only one of three firms to earn a place on the *BTI Client Service 30* for 19 consecutive years."

Main Areas of Practice:

Sidley has maintained a valued presence in Latin America for more than 50 years. The firm represents major local and multinational companies and financial institutions, private equity and other investment funds, sovereign governments and state-owned enterprises in transactions throughout Latin America. In the course of these representations, the firm has developed in-depth knowledge of the key issues that typically present themselves in Latin American transactions and has developed strong relationships with local counsel in each major jurisdiction.

The firm's Latin America team comprises approximately 40 lawyers firmwide, many of whom are able to conduct business in Spanish and/or Portuguese and who spend a significant amount of time working on matters in one or more of the aforementioned jurisdictions.

The firm's lawyers have assisted clients on a wide variety of legal issues in myriad industries and legal disciplines. Those disciplines include: communications, debt and equity transactions, energy, financial services, fund formation, FCPA, international arbitration, international trade, litigation, M&A, private equity, project finance, securitisation, securities offerings, tax, technology transactions and venture capital.

Sidley represents clients throughout Latin America in matters across the region, as well as in the United States, Asia and Europe. The firm's practice is structured to give its clients unsurpassed access to its lawyers.

Sidley's team draws on the extensive resources of the firm's international reach, working together seamlessly from offices around the globe and within multiple areas of practice.

For further information please visit the firm's website: www.sidley.com

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SIDLEY

SIMPSON THACHER & BARTLETT LLP

Chairman, Executive Committee: William R Dougherty

Administrative Partners: Jennifer Hobbs, Sasan S Mehrara

Number of partners worldwide: 197 Number of other lawyers worldwide: Over 800

Firm Overview:

Simpson Thacher & Bartlett LLP is widely recognised as one of the pre-eminent law firms in the world. The firm devotes to its clients the legal talent and skill of over 1,000 lawyers with a commitment to excellence, integrity and client service. Building on more than 135 years of experience, the firm has played a substantial role in many of the most complex and noteworthy transactions of the last decades. The firm provides coordinated legal advice and transactional capability throughout the world's principal financial centres.

Latin America:

Simpson Thacher has a premier practice group focused on Latin America, the Caribbean and the Iberian Peninsula that advises on transactions that cut across disciplines and offers 6 partners fluent in Spanish and/or Portuguese who are dedicated exclusively to the region. Its local presence in São Paulo — combined with its global resources — enhances the firm's ability to provide clients with the exceptional service that is its hallmark.

Main Areas of Practice:

Capital Markets:

The firm advises issuers and underwriters on all types of capital markets transactions, including IPOs and high yield and investment grade debt offerings, as well as derivatives. Recent work includes IPOs and follow-on offerings for Aura Minerals, Ambipar, Intercorp Financial Services, Via Varejo, Cogna Educação, Burger King Brazil, Magazine Luiza, C&A Modas, Totvs and Vivara Participações on the São Paulo Stock Exchange as well as the listing of Vasta Platform Limited on the Nasdaq Global Select Market. Other recent work includes transactions involving MSU Energy, Pan American Energy and YPF Energía Eléctrica in Argentina; LOG Commercial Properties e Participações, Locaweb Serviços de Internet, Unigel, Marisa Lojas, Eneva, Magazine Luiza and Sinquia in Brazil; Banco de Crédito e Inversiones, Celulosa Arauco y Constitución ('Arauco') and Embotelladora Andina in Chile; and Kimberly-Clark de México, FIBRA Prologis, América Móvil and Comisión Federal de Electricidad in Mexico. The firm has also advised on numerous sovereign debt offerings by the Republic of Guatemala and the Republic of Peru, as well as the managers on over \$19 billion of offerings for the Dominican Republic since 2005.

M&A & Private Equity:

Simpson Thacher is recognised globally for its role on behalf of parties on all sides of complex M&A transactions, buyouts, stock and asset purchases, restructurings, spin-offs, joint ventures and contested transactions. The firm is also a worldwide leader in private equity transactions, including private equity investments. Recent M&A experience includes advising Grupo Axo in its strategic partnership to acquire Nike's operations in Argentina, Chile and Uruguay; Despegar.com in its acquisition of Best Day Travel Group; Certares Management in its purchase of shares in Liberty TripAdvisor Holdings; the SoftBank Group in numerous investments; Apax in the sale of its 97%

equity stake in Neobpo Serviços de Processos de Negócios e Tecnologia to Sharpen Capital and Luiz Mattar; Mercantil Colpatria in the sale of a 49% interest in Colfondos S.A. Pensiones y Cesantías to an affiliate of Administradora de Fondos de Pensiones Habitat; CVC Capital partners in its acquisition of a majority interest in Hermes, a Peru-based cash management company; a Grupo Romero affiliate in Grupo Romero's sale of its 100% interests in Tramarsa Flota and its wholly-owned subsidiaries to PSA Marine; and an investor in the acquisition of Advent's stake in Ocesa, Colombia's largest crude oil transportation system.

Banking & Finance:

Simpson Thacher is widely recognised for representing both borrowers and lenders in the US, Latin America, Europe and Asia on a broad range of financing transactions, including syndicated loans and acquisition financings, project financings, structured export financings and export credit agency-guaranteed and insured loans and securitisation transactions. The firm recently advised the lenders in the financing for Imperia Intercontinental's acquisition of Scotiabank's banking and insurance business in El Salvador; Ingeniería Estrella and its affiliates in a credit facility; Arauco in an export credit facility; lenders in a syndicated term loan to Central Puerto to fund its purchase of the Brigadier López plant; and Grupo Rizek in the financing of its acquisition of Bank of Nova Scotia's pension and pension-related insurance businesses in the Dominican Republic.

Private Funds:

Simpson Thacher has one of the world's pre-eminent private funds practices and represents many of the world's best-known fund sponsors, as well as sophisticated fund investors. The practice is global in scope and covers funds with a variety of investment criteria. The firm has advised on the formation of Latin America-focused funds for sponsors such as Arlon Group, BTG Pactual, Macquarie, Patria and P2Brasil.

Restructuring:

For the past two decades, Simpson Thacher has been at the forefront of advising sovereign and corporate clients and financial institutions on innovative ways to manage capital markets exposures in Latin America. Recent work includes advising Transportadora de Gas del Norte in connection with its proposed debt restructuring and related exchange offer to restructure its defaulted capital market indebtedness.

Energy & Infrastructure:

The firm represents energy and infrastructure companies and their lenders on a broad range of activities in Latin America. The firm provides counsel on major project finance and leasing transactions, including energy related infrastructure, toll roads, railroads, pipelines, manufacturing facilities and airports. The firm advised Pátria Investimentos in the sale of Highline do Brasil II Infraestrutura de Telecomunicações to Digital Colony Partners, and Volcan Compañía Minera in the formation of a joint venture with COSCO Shipping Ports for the development of port facilities in Chancay, Peru.

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The firm also has offices in Beijing, Hong Kong, Houston, London, Los Angeles, Palo Alto, Tokyo and Washington, DC.

Litigation, Arbitration & Investigations:

The firm has one of the most dynamic and successful cross-border disputes and international regulatory and compliance practices in the world. The firm represents a range of US and international clients in complex commercial, securities, and M&A disputes; global investigations and inquiries; FCPA and anti-corruption matters; and private, commercial and investment treaty arbitrations. Recent and ongoing representations include matters for Andrade Gutierrez, Avianca, Corp-Banca, Corp Group, Inversiones y Representaciones Sociedad Anónima, Cresud Sociedad Anónima Comercial, Inmobiliaria, Financiera y Agropecuaria, and Graña y Montero.

Real Estate:

The firm's real estate practice spans all areas of the real estate industry, including sophisticated finance, sales and acquisitions, funds, restructurings, development, leasing, joint ventures and partnerships. The firm represents all real estate industry participants, including private equity has sponsors and REITs (including FIBRAs). The firm has advised on acquisitions of real estate portfolios throughout Latin America.

Simpson
Thacher

SKADDEN, ARPS, SLATE, MEAGHER & FLOM LLP

Executive Partner: Eric J Friedman

Number of partners worldwide: 350 Number of other lawyers worldwide: 1,400

Firm Overview:

Serving clients in every major financial centre, Skadden is one of the world's leading law firms, with 22 offices, 1,700 attorneys and 50-plus practice areas. The firm's diversified practice enables it to offer solutions to the most challenging legal issues in virtually every area of corporate law, providing the specific legal advice clients need to compete most effectively in a global business environment. Skadden represents approximately 50% of the *Fortune* 250 industrial and service corporations, as well as financial and governmental entities; small, entrepreneurial companies; and cultural, educational and charitable institutions, advising on a wide variety of high-profile transactions, regulatory matters, and litigation and controversy issues.

Latin America Practice:

Skadden has had a dedicated Latin America Group since 1990, significantly longer than most major law firms. Its group has advised clients on a significant number of matters throughout the region, including mergers and acquisitions, capital markets transactions, international banking matters, project financings, private equity transactions, restructurings, privatisations, and international arbitration and complex litigation matters.

The firm represents many major Latin American and international companies, investment banks and financial institutions, including underwriters and issuers, and individual directors and officers in some of the largest, most high-profile transactions and disputes in Latin America. Skadden's attorneys utilise the firm's experience in all practice areas — tax, governance, bankruptcy/restructuring, technology, intellectual property, arbitration/litigation, regulatory investigation and enforcement, structured finance, antitrust and real estate — to ensure the most cost-efficient representation of its clients.

Skadden has worked in more than 20 countries throughout the region, including Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad and Tobago, Uruguay, Venezuela and the commonwealth of Puerto Rico.

Recognition in the Region:

Skadden's work in Latin America has been recognised with numerous awards and rankings including:

- Various 'Deal of the Year' awards from *Latin Lawyer*, *LatinFinance* and *Bonds & Loans*
- Ranked in the top tier for Latin America-wide Banking & Finance by *Chambers Global*
- Ranked as a leading law firm for corporate/M&A, capital markets, banking and finance, and international arbitration in Latin America, and as a leading law firm in Brazil for international capital markets and corporate/M&A by *Chambers Latin America*

The firm's attorneys have been recognised for work throughout the region, including in *Latinvex's* 'Top Law Firms' survey, 'Top 100 Lawyers,' 'Top Female Lawyers' and 'Rising Legal Stars,' *Latin Lawyer's* 'International Lawyers of the Year' and the *New York Law Journal's* 'Distinguished Leaders.'

Main Areas of Practice:

Transactions:

The experience of Skadden's lawyers, the breadth of its practices and the geographic reach of its offices have enabled the firm to maintain a leadership position among global law firms handling corporate transactions. Skadden advises public and private companies, private equity firms and financial sponsors, investment banks, government entities, and other institutions and individuals in almost every type of transactional situation. Over the years, the firm has built on its corporate strengths in markets worldwide. Skadden's attorneys continue to be innovators of key structural and tactical developments in many of the most complex, high-stakes transactions.

Financings:

Skadden attorneys have significant experience representing lenders and borrowers in some of the largest and most complicated financing transactions worldwide. The firm advises issuers and underwriters throughout Latin America on all varieties of public and private financings, including SEC-registered transactions, Rule 144A/Regulation S offerings and private placements of debt (including high-yield debt) and equity securities.

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The firm also has offices in Beijing, Boston, Brussels, Chicago, Frankfurt, Hong Kong, Houston, London, Los Angeles, Moscow, Munich, Palo Alto, Paris, Seoul, Shanghai, Singapore, Tokyo, Toronto, Washington, DC, and Wilmington.

Energy & Infrastructure Projects:

With over 30 attorneys in its energy and infrastructure projects group and over 100 energy-focused attorneys, including attorneys who are fluent and regularly negotiate in Spanish and Portuguese, Skadden has been involved in every aspect of project development in Latin America, including planning, environmental permits, construction, operations, regulation and dispute resolution. The firm advises borrowers, commercial banks, insurance companies, investment and merchant banking firms, export credit agencies and multilateral institutional investors and other financing institutions, corporate lenders and venture capital investors in energy project financings.

Disputes:

Skadden attorneys understand that even the threat of a potential dispute can disrupt normal business activities, and that the outcome of a dispute may be vital to a company's future. The firm's lawyers pride themselves on their ability to provide the highest quality representation across a range of disputes disciplines, such as commercial and securities litigation, international arbitration, antitrust, patent and intellectual property litigation, products liability and consumer class actions, employment and tax controversy.

Other Areas of Practice:

Antitrust/competition, corporate restructuring, corporate governance, executive compensation and benefits, fintech, intellectual property and technology, investment management, labour and employment law, real estate, securities enforcement and compliance, structured finance and tax.

Skadden

Skadden, Arps, Slate, Meagher & Flom LLP
& Affiliates

SQUIRE PATTON BOGGS

Global CEO & Chair: Mark Ruehlmann

Firm Overview:

Recognised as one of the world's strongest integrated law firms, Squire Patton Boggs provides insight at the point where law, business and government meet.

Squire Patton Boggs gives clients a voice, supports their ambitions and is committed to working alongside them to achieve successful outcomes.

With a multidisciplinary team of more than 1,500 lawyers in 47 offices across 20 countries, Squire Patton Boggs provides unrivalled access to expertise, guidance and invaluable connections on the ground. The firm delivers a seamlessly connected service that operates on any scale — locally or globally — and encompasses virtually every matter, jurisdiction and market.

Squire Patton Boggs offers solutions shaped by a clear, commercially focused understanding of clients' business. The firm's robust and open culture enables it to find the right answers quickly and effectively from committed teams of lawyers who understand the geographic, sector or issue-specific challenges at hand. Recognising the impact of politics and regulation on businesses across the world today, Squire Patton Boggs has a unique mix of world-renowned lobbying and political capabilities supporting clients across Europe, the Middle East, Latin America and Asia Pacific.

The firm advises a diverse mix of clients — from long-established leading corporations to emerging businesses, startup visionaries and sovereign nations — whom the firm places at the core of everything it does.

Main Areas of Practice:

Aerospace, defence and government services; automotive; aviation; brands and consumer products; business immigration; chemicals; communications; competition — antitrust; construction and engineering; corporate; data privacy and cybersecurity; energy and natural resources; environmental, safety and health; financial services; government investigations and white collar; healthcare; hospitality and leisure; industrial products; infrastructure; institutional investors; insurance and reinsurance; intellectual property and technology; international dispute resolution; international trade; labour and employment; life sciences; litigation; media and advertising; pensions; public and infrastructure finance; public policy; real estate; restructuring and insolvency; retail; sports and entertainment; tax credit finance and community development; tax strategy and benefits; transportation, shipping and logistics.

Languages:

Afrikaans, Arabic, Bahasa, Bengali, Catalan, Chinese (Cantonese, Hokkien, Mandarin, Putonghua, Shanghaiese, Taiwanese), Czech, Dutch, English, Farsi, French, Fukien, Galician, German, Greek, Gujarati, Hebrew, Hindi, Hungarian, Italian, Japanese, Korean, Malay, Polish, Portuguese, Punjabi, Romanian, Russian, Shona, Slovak, Spanish, Swedish, Tamil, Ukrainian, Urdu.

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Website: www.squirepattonboggs.com

SQUIRE 
PATTON BOGGS

THOMPSON & KNIGHT LLP

Managing Partner: Mark M Sloan

Total number of attorneys: 300 approximately

Main Areas of Practice:

Thompson & Knight has represented clients in Latin America for more than 40 years, working with officers and managers of US and foreign clients and their in-house legal departments in connection with global transactions. The roster of the firm's non-US clients is dominated by corporate multinational and oil, gas and energy companies, but also reflects the diversity of industries found among its US practice. The firm's attorneys advise Latin American companies doing business in Latin America as well as beyond the borders of the region. The firm's attorneys' experience spans the region, including in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Peru, Trinidad y Tobago, Uruguay, and Venezuela.

Oil, Gas & Energy:

For 120 years, Thompson & Knight has counseled oil, gas and energy industry clients – those who explore, develop, produce, finance, store, market, transport, and process energy resources. The firm has assisted energy industry clients in more than 80 countries on six continents through decades of highs and lows in the market. Thompson & Knight is adept in all aspects of international upstream, midstream, downstream, electric power, and renewable energy matters. It negotiates and provides legal and commercial advice related to all forms of international hydrocarbon contracts, host government contracts, joint operating agreements, joint study and bidding agreements, service contracts, regulatory matters, tax, corporate structure, arbitration, mergers, acquisitions, financings, pipeline and refinery projects, large infrastructure projects, LNG projects, unitisations and other matters.

Tax:

Thompson & Knight's tax expertise encompasses comprehensive counsel in the tax and fiscal considerations and strategies of multinational transactional planning, compliance, audit and litigation, in ongoing operations and particularly in the integration and strategic tax management of acquired assets. The firm's attorneys have extensive experience in the tax aspects of structuring complex transnational transactions.

Corporate & Securities:

Thompson & Knight's corporate and securities attorneys serve as outside general counsel and advisers on public and private offerings of debt and equity securities, mergers and acquisitions and a full range of other business transactions. The firm also represents major investment banking firms, venture capital firms, investment advisers, financial institutions and insurance companies.

Finance:

Thompson & Knight regularly represents clients in most forms of private debt and international commercial financial transactions. The firm also works on substantial energy-related transactions with venture capital and other private equity investment funds and transactions involving exploration and development, property acquisitions and offshore investment.

Labour, Employment & Immigration:

Thompson & Knight's labour and employment attorneys represent management in all aspects of the employment relationship. The group's attorneys represent employers in litigation matters, internal and agency investigations and enforcement actions and compliance matters. Additionally, the firm counsels corporate employers and executives, managers and professionals in all aspects of business-related immigration.

Real Estate:

Thompson & Knight represents clients in all aspects of real estate and real estate finance, including buying, selling, developing, operating, leasing, capitalising, syndicating and financing real estate projects.

Intellectual Property & Technology:

Thompson & Knight attorneys counsel clients in the creation, protection and monetisation of their technology, ideas and goodwill. The firm's core practice includes client counselling, applications and registrations, technology transfers, prosecution, licensing and litigation in the areas of patents, trademarks, copyrights, trade dress, trade secrets and common-law rights.

Dispute Resolution:

Thompson & Knight has an extensive global dispute resolution practice, with more than 110 attorneys who combine their broad base of litigation and arbitration experience with specific knowledge of international laws, procedures and arbitral regimes to help clients navigate the waters of global business disputes.

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Languages:

Arabic, English, French, Gujarati, Italian, Portuguese, Spanish.

ThompsonKnight

URÍA MENÉNDEZ

Senior Partner: Luis de Carlos

Managing Partner: Salvador Sánchez-Terán

Number of partners: 133 Number of lawyers: 596

Firm Overview:

Uría Menéndez has played an active role in Latin America for almost 25 years as the region has become core to our firm. The firm's approach to Latin America is not made from a Latin American desk. The firm deals with Latin American matters the same way it deals with Spanish or Portuguese matters.

Uría Menéndez is present in the region through Philippi Prietocarrizosa Ferrero DU & Uría. In addition to its offices through PPU in Bogotá, Barranquilla, Lima and Santiago, in other Latin American countries, Uría Menéndez continues to work closely with its network of Best Friends, with whom the firm has been offering its clients the best advice for their interests in the region since the mid-1990s.

Main Areas of Practice:

Corporate & Commercial:

Uría Menéndez covers all areas of corporate and commercial law, including agency and distribution, commercial contracts, energy and utilities, food and beverages, insurance, mergers and acquisitions and real estate.

Financial:

The firm handles all matters relating to banking, corporate finance, investment funds, project finance, securities and securitisation.

Tax:

Uría Menéndez provides advice on all areas of tax law, with a particular focus on: mergers and acquisitions, financial products and capital markets, international tax planning, real estate transactions and project finance, insurance and pension funds, family businesses and high net-worth individuals and tax investigation and disputes, including criminal-tax issues.

Competition & Intellectual Property:

Uría Menéndez advises on all aspects of competition and European Union Law as well as on intellectual property, copyright and data protection, pharmaceuticals, unfair competition, anti-dumping and WTO.

Telecommunications, Media & Entertainment:

Uría Menéndez has substantial experience in dealing with e-commerce and information technology, media and entertainment, sports and leisure, telecommunications and advertising.

Litigation & Arbitration:

Uría Menéndez has a solid litigation practice covering civil and commercial proceedings, local and international arbitration, administrative and constitutional law, contentious-administrative proceedings, tax and criminal law.

Real Estate/Environmental/Urban Planning:

Uría Menéndez provides advice covering all aspects of real estate, including the sale, leasing and purchase of land, project management, investment and financing, urban planning and environmental law.

Employment & Pensions:

Uría Menéndez advises corporate clients on a wide range of employment-related issues including contracting, collective negotiation, corporate restructuring, litigation, and pension fund management.

Maritime & Transport:

Uría Menéndez offers specialised legal advice on administrative and regulatory proceedings, finance and insurance to companies in the maritime and transport industries.

Languages:

Chinese, English, French, German, Italian, Japanese, Polish, Portuguese, Spanish.

Clients:

The firm's client base comprises mainly domestic and foreign companies in the banking and finance, real estate and construction, telecommunications, energy, steel and metal, insurance, IT, and motor industries.

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INTERNATIONAL OFFICES

The firm also has offices in Spain (Madrid, Barcelona, Bilbao, Valencia), Portugal (Lisbon, Porto), Belgium (Brussels), United Kingdom (London), USA (New York).

URÍA MENÉNDEZ

VINSON & ELKINS

Chairman: T Mark Kelly

Managing Partner: Scott Neal Wulfe

Number of partners worldwide: 229 Number of lawyers: 651

Firm Overview:

For over a century, Vinson & Elkins' lawyers have provided innovative business solutions for clients whose needs are as diverse as the entities they represent. In today's challenging environment of global markets, volatile economies and complex human and environmental issues, the firm's time-tested role as trusted adviser has become even more critical. The lawyers' extensive experience, combined with the responsiveness and efficiencies of the firm's global reach, enables V&E to serve clients from start-up, to the negotiating table and boardroom, and before legislative and regulatory bodies in the courtroom and beyond.

Main Areas of Practice:

Core practice areas include: admiralty and maritime; antitrust; appellate; business transactions; capital markets and securities; climate change; condemnation and land use; construction; contracts; corporate governance and compliance; e-commerce/internet; executive compensation and benefits; employment, labor and OSHA; energy; environmental; finance; financial institutions; government contracts; infrastructure; intellectual property; international dispute resolution; litigation; mergers and acquisitions; oil and gas; outsourcing; private equity/venture capital; project finance and development; real estate; regulatory; REITs; restructuring and reorganization; securities litigation; structured finance; syndicated finance; tax; technology; telecommunications; and white-collar criminal defense.

International Work:

Vinson & Elkins' 13 offices worldwide allow the firm's lawyers to work efficiently across time zones, as well as with local lawyers in foreign jurisdictions, to accomplish the client's objectives. In addition to legal experience, V&E has strong personal relationships with business people and other professionals that offer significant benefits to the client, including broad experience in transactions spanning multiple jurisdictions, cultures and languages.

The firm efficiently guides its clients through a wide range of transactions, such as mergers and acquisitions, joint ventures and strategic alliances, public and private offerings of securities in the developed and emerging capital markets, as well as development and financing of a variety of projects.

The firm's international dispute resolution team engages in international arbitration under all leading institutional rules, as well as international civil litigation in US courts and in other jurisdictions. V&E's lawyers work with clients to develop effective solutions to the complex problems and unique challenges of international business.

Clients:

Since the firm was founded in 1917, it has attracted an outstanding and diverse group of lawyers who serve an international clientele. Clients include the governments of sovereign nations and North American states, cities and municipalities, public and private companies, domestic and international financial institutions, new entities, joint ventures and project companies.

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The firm also has offices in Beijing, Hong Kong, China; Dubai, United Arab Emirates; Tokyo, Japan; Riyadh, Saudi Arabia; and London, United Kingdom.

Vinson & Elkins LLP

WHITE & CASE LLP

Managing Partner: Hugh Verrier

Latin America Group Leader: Carlos Viana

Firm Overview:

White & Case's Latin America practice group encompasses more than 250 lawyers, most of whom are fluent in Spanish and/or Portuguese and have extensive experience living and working in Latin America. The firm supports its Latin American clients throughout its network of offices in Houston, Mexico City, Miami, New York, São Paulo and Washington, DC.

White & Case advises on the full range of Latin American cross-border transactions, and the firm has achieved a leading 'first to market' reputation across a broad range of practices, including international arbitration, capital markets, energy, infrastructure and project finance, mergers and acquisitions, banking and finance, and financial restructuring and insolvency.

White & Case regularly handles a wide range of complex, high stakes and multijurisdictional legal matters arising from investigations and enforcement actions related to crimes ranging from bribery and money laundering to sanctions and securities violations and fraud. The strength of the practice is evident in the size and depth of experience of the team, with its unmatched expertise in emerging legal areas; the volume of significant deals on which the firm advises; the wide variety of countries and industries in which the firm works; and the extensive resources the firm dedicates to Latin America. White & Case opened its office in Mexico City in 1991, when the firm was authorised as the first international law firm to practice under the firm's own name. Recognised for its longstanding relationships and experience with leading businesses, financial institutions and regulators, the firm's lawyers in Mexico offer highly specialised and integrated services, and have been heading innovative and market-leading transactions since the firm's inception.

White & Case established its office in Brazil in 1997, making it among the first international law firms to establish a presence in that important market. The firm offers an experienced team of lawyers, all of whom are fluent in Portuguese and have substantial capabilities assisting on the New York/international law aspects of some of the largest and most complex high-profile debt and equity capital markets offerings, corporate, structured and project financings, and acquisition and joint venture transactions involving Brazilian parties.

No other international law firm has greater depth-of-bench and on-the-ground experience in Latin America today.

International Offices:

The firm has offices in Abu Dhabi, Astana, Beijing, Berlin, Boston, Bratislava, Brussels, Cairo, Chicago, Doha, Dubai, Dusseldorf, Frankfurt, Geneva, Hamburg, Helsinki, Hong Kong, Houston, Istanbul, Jakarta*, Johannesburg, London, Los Angeles, Madrid, Melbourne, Mexico City, Miami, Milan, Moscow, New York, Nur-Sultan, Paris, Prague, Riyadh*, São Paulo, Seoul, Shanghai, Silicon Valley, Singapore, Stockholm, Sydney, Tashkent, Tokyo, Warsaw and Washington DC.

*Associated Firm

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Infrastructure, Energy, & Project Development & Finance:

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Bank Finance: Carlos Viana, Sabrena Silver, Victor Mendoza, John Anderson

International Arbitration: Jonathan Hamilton, Silvia Marchili, Rafael Llano Oddone, Jorge Mattamouros

Aviation Finance: Christian Hansen, Anna Andreeva

Mergers & Acquisitions: Marwan Azzi, Oliver Brahmst, Rodrigo Dominguez, Christian Hansen, Bill Parish, Vicente Corta

International Trade: David Bond, Gregory Spak

Financial Restructuring & Insolvency: John Cunningham, Richard Kebrdle, Thomas MacWright

White Collar/Investigations: Daniel Fridman, Michael Garcia, Maria Beguiristain, Virginia Chavez Romano

WHITE & CASE