



VON WOBESER
Y SIERRA

“With a high-profile client base across Latin America, Europe and the US, Von Wobeser y Sierra’s service corresponds to that of a highly qualified, international firm.”

- Global 500

“Von Wobeser is recognized among its loyal clients for having a trusted team of advisers across its ranks, who are known for the high quality of their legal work.”

- Latin Lawyer

Our Firm

At Von Wobeser y Sierra, S.C. we provide high quality, integrated legal services. Our objective is to offer our national and international clients thorough and effective solutions. Founded in 1986, our Firm is backed by more than three decades of constant growth, offering continuous results.

The attorneys at Von Wobeser y Sierra, S.C. afford their clients with specialized legal advice while also providing true business counsel. Our work ethic requires us to find the most efficient strategic and preventive solutions in order to resolve the problems that our clients face in the ever changing and highly competitive global business environment.

In order to satisfy the vast needs of both businesses and individuals alike, we offer legal solutions in more than 35 practice areas and 5 international desks. Von Wobeser y Sierra, S.C. is comprised of more than 80 lawyers. Additionally, several of these attorneys come from the United States and the European Community. Our attorneys are graduates from some of the most prominent Mexican and foreign universities. Many have undertaken postgraduate as well as highly specialized legal studies in some of the top North American and European Community universities.

Our offices are located at the country's political, economic and legal center, Mexico City. Nevertheless, Von Wobeser y Sierra, S.C.'s practice extends worldwide, as we have a wide-ranging network of correspondents and law firms around the globe, predominantly in the main cities of Asia, Latin America and Europe as well as the most important cities within Canada and the United States of America.

Our Firm belongs to several renowned international associations and chambers of commerce. These include: the American Bar Association, the International Bar Association, the Mexican Bar Association, the American Arbitration Association, the National Association of Corporate Lawyers, the London Court of International Arbitration, the Latin American Association of Arbitration, the International Centre for Dispute Resolution, the American Arbitration Association, the International Fiscal Association, the Inter-American Intellectual Property Association, the Mexican Association for the Protection of Intellectual Property, the American Intellectual Property Law Association, the International Association for the Protection of Intellectual Property, the International Trademark Association, the International Chamber of Commerce, the American Chamber of Commerce, the German Chamber of Commerce and the Mexican Chamber of Commerce, among others.

Von Wobeser y Sierra, S.C. is a member of ALFA International, the primary global legal network for independent firms. ALFA International was founded in 1980 and is made up of 145 member firms worldwide.

Mission

To solve our customers' needs based on the values of justice and excellence.

Vision

To be the best law firm in Mexico.

Philosophy

Focus on our clients' priorities in order to obtain their complete satisfaction through work based on trust and the complete availability of our team, always in a framework of social responsibility.

Values

- ▶ Honesty
- ▶ Knowledge
- ▶ Commitment
- ▶ Respect

Pro Bono

Seeking justice and defending human rights is an intrinsic part of the legal profession. Our Firm is aware that having a social conscience is a humane duty and is thus, fully committed to its practice. Through our pro bono work our Firm supports and allows access to justice for the least protected in our society which is a right that everyone should have in a truly democratic country.

We are proud to say that our pro bono work is done with different cultural, social, athletic and other types of associations. Von Wobeser y Sierra, S.C. was an active participant in the drafting as well as in promoting the "Declaration of Pro Bono Work for the American Continent", which focuses on the promotion and the development of legal activity in regards to pro bono in Latin America. Additionally, the Firm signed an agreement for the promotion of pro bono work with the Legal Services Association, a subsidiary of the Mexican Bar Association.

Von Wobeser y Sierra, S.C. has received solid international recognition in regards to its pro bono work. Since 2012 the Firm has received the "Pro Bono Leading Light Award" from Latin Lawyer, and Who's Who Legal has included the Firm as one of the top leading Firms regarding pro bono on an international level. Latin Lawyer, in its Volume 6, recognized Von Wobeser y Sierra, S.C. for its work in the area of pro bono, publishing its name among a list of 3 firms that, in the judgment of a committee made up of experts in the area, have demonstrated to date the greatest commitment to pro bono activity in all of Latin America, not only with regard to the number of pro bono hours worked, but also the creation of a structured program applicable to such activity.

Languages

Spanish, English, German, French and Dutch.

Practice Areas

- ▶ Advertising, Consumer Protection & Product Liability
- ▶ Anti-Corruption & Compliance
- ▶ Banking & Finance
- ▶ Bankruptcy & Restructuring
- ▶ Civil & Commercial Litigation
- ▶ Commercial Arbitration
- ▶ Commercial Contracts
- ▶ Competition & Antitrust
- ▶ Constitutional *Amparo* & Administrative Proceedings
- ▶ Corporate
- ▶ Corporate Governance
- ▶ Corporate, Structured & Project Finance
- ▶ Energy & Natural Resources
- ▶ Environment
- ▶ Executive Compensation & Benefits
- ▶ Foreign Investment
- ▶ Government Procurement & Public Works
- ▶ Immigration
- ▶ Industrial & Intellectual Property
- ▶ Insurance
- ▶ International Trade & Customs
- ▶ Inventions & Patents
- ▶ Investor-State Arbitration
- ▶ Labor & Employment
- ▶ Maritime, Air & Transport
- ▶ Mergers & Acquisitions, Joint Ventures
- ▶ Oil & Gas
- ▶ Privacy & Data Protection
- ▶ Private Equity
- ▶ Projects & Infrastructure
- ▶ Public-Works Arbitration
- ▶ Real Estate
- ▶ Securities & Capital Markets
- ▶ Social Security
- ▶ Tax Advice & Litigation
- ▶ Telecommunications, Media & Technology

Industries

- ▶ Automotive
- ▶ Construction
- ▶ Consumer Products
- ▶ Culture
- ▶ Entertainment
- ▶ Food & Beverages
- ▶ Healthcare
- ▶ Information Technology & Outsourcing
- ▶ Infrastructure
- ▶ Life Sciences
- ▶ Manufacturing & *Maquila* Services
- ▶ Mining
- ▶ Oil & Gas
- ▶ Real Estate, Tourism & Hospitality

Desks

- ▶ American (U.S.)
- ▶ Asian
- ▶ Canadian
- ▶ European
- ▶ German

Practice Areas

Advertising, Consumer Protection & Product Liability

The Firm has developed a team of experienced lawyers in the fields of advertising, consumer protection and product liability. Mexico has several administrative laws regulating advertising for consumer protection, health, unfair competition and related matters. We satisfy the sensitive needs of our clients since advertising is a key component of their activities and the disputes arising from these matters have increased exponentially in our country in the past years. In this context, we advise our clients not only in defending their rights before third parties and/or authorities, but also to develop strategies that may allow them to launch advertising campaigns without any regulatory problems. In connection with consumer protection, health and product liability matters, Mexican regulatory authorities have taken a more proactive and aggressive approach which sometimes results in unjustified or questionable proceedings against our clients. For this reason, we have designed well-structured strategies to successfully defend our clients.

Anti-Corruption & Compliance

Von Wobeser y Sierra, S.C. has advised leading international and national companies counseling and representing them in anticorruption and compliance matters. We assure that our customers comply with Mexican anticorruption policies and laws. We count with a team of experts that have local know-how and solid experience related to due diligence projects including the development of codes of ethics, implementation of anticorruption programs and investigation of any possible corrupt practices in our clients' business operations as well as the enforcement of corrective measures. We also have ample experience in collaborating with law firms in the US with respect to FCPA matters regarding companies doing business in Mexico. Our partners and associates in this practice area are qualified to practice law both in Mexico and the US.

Banking & Finance

Von Wobeser y Sierra, S.C. counts with lawyers who have broad experience in the provision of legal services in the area of banking and financial regulation. Such experience has been formed based on a broad knowledge of, experience in and constant study of banking and financial matters, which has allowed us to participate in forums for the discussion and amendment of the applicable legal framework. Thanks to this experience, we have been able to, among other things, establish close ties with the Mexican financial authorities for the benefit of our clients. Based on the above, we have advised companies and financial, banking and non-banking institutions on the authorization, incorporation, organization and operation of financial institutions in Mexico.

Furthermore, several of our lawyers have acted as legal advisors for the establishment of procedures that ensure full compliance with the Mexican regulatory framework applicable to all types of financial institutions. In addition, lawyers in the Firm have provided auditing services to financial institutions to determine such institutions' degree of compliance with the applicable regulatory framework.

Over the past few years, Von Wobeser y Sierra, S.C. has created a select group of partners, associates and legal interns in order to efficiently and effectively offer the highest quality financial legal services to our clients. This has allowed us to reinforce our experience in providing legal services to financial institutions and other companies, both Mexican and foreign, for the planning, negotiation and structuring of all types of financial operations including, among others, all types of banking transactions such as fixed asset and working capital loans, leveraged, secured, unsecured and syndicated loans, etc.

Additionally, we have advised foreign and domestic clients in all forms of project finance, such as for the construction and operation of several cellular telephone networks, paging, trunking and other telecommunications networks; construction of thermoelectric power plants; construction of nitrogen plants for nitrogen injection into oil fields; launching of communications satellites and construction of industrial plants. We also regularly advise foreign and domestic clients on financing for the acquisition of franchises, machinery, equipment and real estate for multiple purposes, including the construction of plants and industrial parks, urban developments, hotels, offices and condominiums.

The provision of our services in the legal-financial area also includes the planning and negotiation of credit or debt restructuring. We collaborate with lenders or borrowers in the processes of negotiation, documentation and implementation of agreements and solutions that allow lenders to recuperate their loans and borrowers to stay in business and preserve their assets and securities.

For the negotiation and structuring of loans, project finance and credit restructuring, the Firm has developed an important practice area to provide services of, among other things: (1) corporate and credit audit programs for individual or collective debtors, foreign or domestic, in a broad range of industries; (2) the structuring, design and implementation of all types of guarantee arrangements and (3) administrative procedures before all types of Mexican authorities for the correct implementation of the specific operation involved. In this way our clients expect and we provide legal support in the structuring of transactions in order to achieve financial goals which maximize and perfect the schemes set forth.

Bankruptcy & Restructuring

Von Wobeser y Sierra, S.C. has a solid bankruptcy and restructuring practice. In light of the difficult global economic situation, the Firm has entered a vitally important area in the life of both Mexican and foreign companies, which is the general default on obligations, especially failure to pay, through the implementation of the legal measures necessary to reduce the economic impact these types of problems cause.

The Firm has undertaken the task of training lawyers specialized in the area of commercial insolvency in order to provide our clients legal advice from the point of view of both the creditors and the debtors or bankrupt entities. Mistakenly, commercial insolvency, previously a declaration of bankruptcy and suspension of payments, has commonly been understood only as a sanction on the defaulting merchant; which is why, through our specialized lawyers, we inform the client that the commercial insolvency proceeding can be used as a preventive measure and not only as a corrective measure, in order to avoid the bankruptcy of the merchant.

The principal function of this area is to provide clients with the possibility of redirecting their businesses by obtaining agreements with their creditors that allow them to meet their obligations or to liquidate the business satisfactorily, paying off the debts owed to the creditors to the greatest extent possible.

Civil & Commercial Litigation

Von Wobeser y Sierra, S.C. has developed this practice area very effectively in the face of the growing demand for specialized services in high level litigation involving claims for significant amounts in damages and lost profits, arising from contractual breaches or wrongful acts in general.

In this regard, the Firm has taken advantage of the experience acquired after many years of involvement in arbitral proceedings, court trials, administrative proceedings and has successfully applied this experience to commercial trials before Mexican courts. We have represented the interests of our clients,

participating together with recognized litigators in the Mexican forum, in several of the most important cases, in terms of the amounts involved and complexity, before local and federal courts in Mexico.

A primary characteristic of our services in this area is to always look out for the best interests of our clients, avoiding to the extent possible the promotion of extended litigation resulting in big costs and often impractical resolutions. Therefore, the experience of the Firm in complex negotiations leads us to always orient our clients towards achieving the best settlements possible, conciliating the interests of the parties, resolving the problems and not encouraging their continuance indefinitely.

Commercial Arbitration

Von Wobeser y Sierra, S.C. has a solid commercial arbitration team led by Mr. Claus von Wobeser, nationally and internationally renowned arbitrator. Throughout the existence of the Firm several of its members have acquired extensive and intensive experience in the area, acting as arbitrators, legal counsel and consultants, representing important national and foreign companies involved in international commercial disputes.

The experience of the members of the Firm as arbitrators and legal counsel includes commercial arbitration between Mexican companies, between Mexican and foreign companies and between foreign companies. In handling these proceedings, the Firm has the necessary knowledge and sophistication to apply the most widely used Rules of Arbitration in Mexico and the world, such as the Rules of Arbitration of the International Chamber of Commerce, the American Arbitration Association, the Mexican Arbitration Center and those of UNCITRAL, etc. In fact, several lawyers in our Firm are outstanding members of world class arbitration institutions such as, among others, the International Court of Arbitration of the International Chamber of Commerce, the America Arbitration Association and the London Court of International Arbitration.

Von Wobeser y Sierra, S.C. is beyond a doubt the leading arbitration firm in Mexico and one of the most important in Latin America. We have participated in major arbitrations in terms of amount and legal relevance in Mexico, obtaining significant awards that have generated important precedents in arbitration practice in our country.

Finally, it should be mentioned that our prestige and experience in this area has led several members of the Firm to participate in international arbitration proceedings as experts or witnesses in Mexican commercial law.

Commercial Contracts

When it is so required, Von Wobeser y Sierra, S.C. plays an active role in the preparation and negotiation of commercial contracts for activities such as distribution, supply, agency, asset purchase and sale and transportation to mention a few.

In addition, we constantly assist our clients in structuring, negotiating and documenting commercial transactions for their day to day needs, such as standard terms and conditions for purchase orders, equipment lease agreements, and intercompany service agreements.

Our lawyers, skilled in drafting contracts, also have broad experience in and are familiar with business practices, thereby being able to ensure that the commercial contracts incorporate the business needs of our clients in a legally acceptable manner, fully protecting their interests.

Our broad range of expertise allows us to complement the advice we give our clients regarding commercial transactions, in order to negotiate and legally implement different types of arrangements

applicable in the carrying out of specific transactions. Specifically, this advice involves the areas of antitrust and unfair competition, tax consequences and strategies, intellectual property, environmental protection and other relevant legal implications of commercial transactions.

Von Wobeser y Sierra, S.C. has significant experience in establishing distribution schemes, including franchising, distribution and agency agreements. This includes developing dealership contracts for some of the most important car and truck brands in the world, franchise programs for fast food and other restaurants and food outlets, license and distribution agreements for some of the top liquor and beer brands, luxury watches and jewelry, industrial equipment and supplies, commodities, agricultural, poultry, meats and other food products, etc. We regularly advise clients in devising the most adequate legal structure for commercializing their products in Mexico and abroad, carry due diligence of potential distributors, agents and franchisees, design credit policies and documentation, and generally assist them in ensuring that their distribution channels operate according to the clients' standards and policies.

Competition & Antitrust

Von Wobeser y Sierra, S.C. has played an active role representing its clients in sophisticated and complex merger reviews and investigations and litigations before the Mexican Antitrust Commission and the Mexican Courts. Our antitrust practice has successfully represented several mayor leading global clients in historic investigations for monopolistic practices and in the most relevant and representative merger reviews.

The mixture and strength in our litigation and corporate teams have given us the resources and the force to be one of the most effective law firms handling cases. Our antitrust practice has solid experience and a proven track record advising in a diverse gamut of industries. These include: alcohol, beverages, aviation, consumer goods, healthcare, pharmaceutical and technology sectors as well as with banking and other financial institutions on both the antitrust/competition aspects of corporate deals as well as in litigation matters. The Firm's antitrust practice has been consistently ranked among the world's leading competition law firms by independent analysts and prominent legal publications.

Constitutional Amparo & Administrative Proceedings

Von Wobeser y Sierra, S.C. counts with a solid team in this practice area. Due to the activities and needs of our clients, we have developed knowledge and experience in the special laws that govern specific industries such as the decrees that regulate the automotive industry in relation to the manufacture of auto parts, the General Health Law which governs the pharmaceutical, food and beverage industry, the Federal Consumer Protection Law and the Procurement and Public Works Law, to mention a few.

As a result of the above, the Firm provides counsel to its clients on all types of administrative proceedings, including those involving contracting with the Government and its agencies and companies. In particular, we protect the rights of our clients before acts of authorities that may illegally affect their interests, for which we have specialized lawyers to challenge, through appeals, court proceedings and other necessary actions, such illegal acts. In this respect, we have had great success in challenging, through the *amparo* proceeding (which is a highly sophisticated constitutional appeal), administrative laws that unduly restrict the activities of our clients.

Considering the breadth and increasing complexity of administrative law, we have a team of lawyers that study and keep our clients informed of the numerous official regulatory standards (NOMs) issued by the Mexican authorities, in order to ensure that the companies are in compliance with them or to challenge them when it seems appropriate.

We have a team of expert litigators in *amparo* proceedings and human rights. For more than 20 years we have successfully challenged the constitutionality of laws in tax, health, antitrust and other matters. We have also obtained favorable rulings against a broad scope of governmental acts and decisions which at some point affected the operation or assets of our clients.

Corporate

Von Wobeser y Sierra, S.C. is one of the constantly top ranked corporate firms in Mexico. Our corporate team has varied and extensive experience ranging from the planning of corporate structures to the incorporation of companies, including the drafting of by-laws, shareholder agreements, joint ventures, corporate governance provisions and other corporate arrangements. We regularly advise some of the most important local and global corporations in defining corporate structures, corporate governance, mergers, acquisitions, spin-offs and other divestitures, corporate and leverage financing, including project finance and leveraged acquisitions, restructurings and other corporate transactions.

We have participated in many corporate restructurings and reorganizations, several of which involved leading Mexican financial, industrial and commercial groups as well as important foreign companies including many listed in the Dow Jones, Fortune 500, DAX and other similar indexes. In addition, we have extensive experience in company legal audits and due diligence investigations for acquisitions, joint ventures or other similar purposes.

Our Firm also handles the day to day corporate matters of many of its clients, which include serving as corporate secretaries, examiners or board members representing the interests of our clients. Another facet of the administration of the daily corporate activities of our clients is the preparation of minutes of shareholders' meetings, granting of powers of attorney, and transfer of shares together with all registrations required under Mexican Law.

Corporate Governance

Von Wobeser y Sierra, S.C. regularly advises public and private companies, controlling and minority shareholders, management, boards of directors and committees on matters related to corporate governance, fiduciary duties, and compliance with securities laws, specifically disclosure obligations, conflicts of interests and minority rights protection.

In addition, as our clients often participate in joint-ventures, we have developed significant experience in designing and implementing corporate governance structures that ensure adequate representation of minority partners or shareholders in the governance of the joint-venture company vehicles and protect their interests, all while maintaining the management and operational flexibility that are needed to support the business strategies of the joint-venture partners.

Since Mexico is a country where most companies are private and often family owned, we have assisted our clients in designing corporate governance and ownership structures aimed at institutionalizing and bringing best corporate practices to some of the most successful privately held companies in Mexico. This often involves succession and tax planning and is particularly focused on minimizing potential disputes, while at the same time trying to preserve the dynamism and other benefits of closely held companies.

Corporate, Structured & Project Finance

Von Wobeser y Sierra, S.C. counsels clients in all stages of a client's main project development including: the project's development and planning as well as its financing and operation. Our team of lawyers offers solid legal advice in regards to development negotiations and agreements and in all the legal complexities that can result from financing a project.

Energy & Natural Resources

The Firm has a dynamic area which counts with a vast team of experts and continues to expand the full-services it offers in this sector. Business opportunities are continuing to arise in the Mexican energy market, taking advantage of the more open legal framework.

The Firm provides counsel on the planning, negotiation and operation of the different types of infrastructure projects concerning the energy sector, including renewable energy projects from different sources such as wind, solar, geothermal, and hydroelectric. Our team advises clients in all of the relevant aspects related to projects of this nature which vary from complex financial schemes, business, development, PPA's, procurement, regulatory, anticorruption, M&A, litigation and arbitration, among others.

Finally, the attorneys working in this area are as well dedicated to the study of the new laws, rules and regulations emanating in this field to ensure that our clients are at all times in compliance with the legal standards and requirements in force, and can take advantage of any benefits they may offer.

Environment

Von Wobeser y Sierra, S.C. is conscious of the increasing importance of environmental protection. Thus, the Firm has a staff of specialized lawyers in this field, who keep up with the latest developments throughout the world and particularly in Mexico.

We provide counseling with respect to environmental impact authorizations and audits, environmental liability waste management, air pollutant emissions, water supply, waste water treatment and discharges, federal maritime zones, environmental site assessments, among other areas, in connection with or originating from the day-to-day basic activities of our clients, acquisitions, touristic developments, real estate operations and administrative procedures initiated by the environmental authorities.

Furthermore, taking advantage of the experience and specialization of our lawyers in litigation and administrative proceedings, we provide legal counsel to challenge all types of infringement claims and sanctions imposed in regard to this area, including, of course, administrative claims and the *amparo* proceeding against both unconstitutional laws and specific acts of a governmental authority.

Executive Compensation & Benefits

The Firm has a group of experts that advise clients on the preparation and implementation of compensation and benefits packages as well as retirement plans for high level executives and officers. Additionally, our team helps in the restructuring and adjusting of such plans due to changes of control, mergers, spin-offs and closures of companies.

Several of our clients are "Fortune 500" and leading multinational companies with an important presence in Mexico and Latin America. We advise our clients in relation to the planning and implementation of executive retirements and dismissals, including expatriates.

Foreign Investment

Von Wobeser y Sierra, S.C. has a solid foreign investment practice. Since its beginning, the Firm has been involved in investment projects in Mexico, advising both foreign and Mexican investors in joint venture projects with foreign enterprises. As a consequence of the above, Von Wobeser y Sierra, S.C. represents its clients before the applicable government agencies, including the National Foreign Investment Commission and the General Bureau of Foreign Investment, as well as the National Foreign Investment Registry. Our lawyers have actively participated as outside advisors in the drafting of legislation on the subject of foreign investment and are constantly at the forefront of amendments to any existing laws and regulations.

Government Procurement & Public Works

The Firm has a team of experts involved in all the aspects of governmental and administrative contracts with entities such as *PEMEX*, *CFE*, *IMSS*, *ISSSTE*, Collective Transportation System and the Ministry of Public Security amongst others. We advise clients in the early stages of public bidding and direct adjudications, as well as in later stages such as the clarification meetings, inspection visits, drafting of economical, technical and legal proposals and reception of awards. We have also extensive experience in challenging the decisions and awards of the public bidding process. In this respect, our knowledge and success in administrative and constitutional litigation has proven to be very effective in this type of procedure. In addition, we advise our clients in the performance and execution of public works contracts and in the disputes arising therefrom.

Immigration

Von Wobeser y Sierra, S.C. has a team of immigration specialists which has a well-deserved reputation for excellence in the handling of all aspects related to the entry into Mexico. This includes our clients' executives and technical personnel as well as their officers and families. We obtain and renew work visas and other immigration documents for foreigners who will be working or residing in Mexico.

Due to our Firm's respected reputation in this area, one of our partners was appointed and acted as President of the National Immigration Institute Advisory Board.

Industrial & Intellectual Property

The Firm provides a wide variety of services in this area including advice in relation to the protection and registration of trademarks, copyright, and industrial secrets. Furthermore, our services involve the drafting of all types of license agreements, franchises and related contracts, as well as the carrying out of legal audits in this area.

Within the copyright area we provide services to clients in the media and entertainment industry. In this regard the Firm has been involved in negotiations related to the production and distribution of films and radio and television programs, both nationally and internationally. In this context, the Firm has represented writers, composers, actors, as well as advertising and communication companies in negotiations as well as litigations.

In order to adequately protect the different intellectual and industrial property rights recognized by Mexican law, we are specialists in promoting and processing all types of administrative proceedings (nullification, infringement and expiration actions, administrative nullification proceedings, etc.) and judicial proceedings (*amparo* suits) in this area, before the Mexican Industrial Property Institute and the National Copyright Institute as well as before the Federal Courts. In fact, the Firm has successfully represented clients in several major lawsuits before Mexican administrative authorities and courts.

Also in relation to industrial and intellectual property disputes, we have a great deal of experience in arbitration and mediation which allows us to effectively advise and represent our clients when this type of proceeding is presented.

In addition, our participation in this area includes the representation of the interests of our clients. We also collaborate actively with the industrial and intellectual property authorities in the implementation, review and improvement of legal mechanisms and practices in order to make the protection intended by the laws regulating this area more effective. As a result of this fruitful collaboration we have an excellent relationship and reputation with such authorities.

Considering the growth of this area and the importance it has acquired on a global level, we have created a network of relationships with correspondent firms in industrial property around the world with whom we collaborate on the basis of reciprocity in the representation of Mexican and foreign clients. Our team includes lawyers specialized in the handling and processing of portfolios of trademarks of our clients all over the world.

Insurance

Von Wobeser y Sierra, S.C. has a team of attorneys who have significant experience in insurance and bonding matters. In this regard, we have provided advice for the incorporation and operation of insurance institutions in Mexico, the drafting and registration of insurance products before the National Commission of Insurance and Bonding, compliance of regulations issued by the Ministry of Treasury and Public Credit and the National Commission of Insurance and Bonding and the registration of foreign reinsurers before the General Registry of Foreign Reinsurers to take Reinsurance in Mexico.

International Trade & Customs

The Firm has a solid international trade and customs practice. This area has seen considerable importance as it has been growing exponentially in Mexico as a result of its participation in international treaties and the implementation of different mechanisms promoting foreign trade. In this regard, our Firm advises our clients in different related issues such as the obtainment of the tax and customs benefits deriving from certain administrative programs (*IMMEX*, *PROSEC*, *NEC*) and provides advice in all legal aspects related to customs clearance of merchandise.

As a complement to the above, Von Wobeser y Sierra has accumulated thorough experience advising our clients in matters regulated by the Free Trade Agreements signed by Mexico, including the North American Free Trade Agreement. In this regard, some members of our Firm collaborated directly with the working groups that negotiated and gave advice in the negotiations of such free trade agreement.

Our legal services related to the *maquiladora* companies merit special mention. In addition to carrying out the procedures necessary to obtain the different governmental benefits granted to the *maquiladoras*, we provide all the other services related to their organization and operation, including legal services in the corporate, real estate, labor and tax areas, among others.

Inventions & Patents

Von Wobeser y Sierra, S.C. has a team of engineers and lawyers with vast experience in the protection and registration of inventions, industrial designs and utility models. Our practice in this area also includes the filing and processing of patents and industrial designs in Mexico, the United States, Canada and Latin America and the filing and processing of international PCT patent applications in the national phase and the international phase, this latter service distinguishing us from the majority of Mexican firms in this area.

Likewise we have the necessary experience and knowledge to legally assist in the filing of nullity and infringement proceedings of patents, inventions and industrial designs.

Investor-State Arbitration

The Firm is in a privileged position not only regionally but globally in regards to investor-state arbitration. Mr. Von Wobeser is one of 10 arbitrators included on the ICSID list. His experience in the application of Bilateral Investment Treaties as both arbitrator and as legal counsel has resulted in the Firm handling cases beyond the Latin American jurisdiction.

Furthermore, as legal counsel we have successfully filed claims based on the North American Free Trade Agreement and on various Bilateral Investment Treaties between Mexico and European countries.

In addition to Mr. Von Wobeser, we have a team of lawyers with more than 10 years of experience in the area who have participated in investment arbitration cases in Mexico and abroad.

Labor & Employment

Von Wobeser y Sierra S.C. has a group of specialists offering consulting and litigation services in individual and collective labor matters, representing our clients before the Federal and Local Boards of Conciliation and Arbitration. We also have broad experience with both federal and local labor authority inspections and following up on the procedures related to such inspections.

We advise our clients on the strategy for hiring officers and employees in general and throughout the employment period. We also offer advice on the implementation of compensation and benefit plans, general policies and on changes to them.

The labor practice was established more than 25 years ago and since then we have given special attention to representing our clients in all aspects of labor relations, including the drafting of collective bargaining agreements and their negotiation with unions and the Ministry of Labor and other administrative authorities.

We provide labor advice in employment dismissals with and without cause and in the labor implications of the purchase, merger and spin-off of companies, in employee transfers and in the carrying out of due diligence for the above indicated processes.

Due to the structure of the labor law in Mexico which procedurally favors the worker, we have developed and shared with our clients preventive policies that render economic benefits for them.

Maritime, Air & Transport

The Firm has extensive experience in maritime, air and land transport law, and advises its clients in various areas related to this industry. Among other services, the Firm provides the following: (1) financing operations, (2) purchases, sales and leasing of property, (3) joint ventures, (4) commercial

contracts, (5) public tender procedures, permits and concessions, (6) due diligence of compliance with applicable regulations, (7) non-adversarial procedures before public legal entities (procedures, registries, certifications, etc.), (8) disputes (litigations before public legal entities and national and international arbitration), (9) legal advice (legal opinions) related to the above mentioned topics.

Mergers & Acquisitions, Joint Ventures

Von Wobeser y Sierra, S.C. counts with a solid M&A, joint ventures practice. M&A is a very highly specialized area of our corporate practice, which warrants special mention. The Firm has a team of attorneys with in-depth knowledge and expertise in handling mergers and acquisitions, both private and public. This highly qualified department provides a full range of services to clients desiring to merge with or to acquire other companies in Mexico or abroad.

The Firm regularly represents and advises local and global firms in their most important and strategic M&A transactions, including the largest, most complex and strategically transcendental transactions ever carried out in Mexico. Our team represents and advises both purchasers and sellers of almost any type of domestic or international company, often in cross-border transactions. In this respect, we provide counsel on mergers, share and asset based acquisitions, leveraged acquisitions and buy-outs, restructuring transactions, joint ventures, private equity, and spin-offs, to name just a few, of all scales and levels of complexity.

Because of the international emphasis of our practice, we understand our foreign clients' needs in understanding the legal complexities of doing transactions in Mexico, often as part of a multijurisdictional transaction.

As part of our corporate practice, we have extensive experience in establishing joint-venture companies in Mexico, specially representing foreign investors. Our firm has represented clients in the drafting and negotiation of joint venture agreements for decades, has supervised their implementation in joint venture companies, and members of our firm have often acted as directors in joint-venture companies representing the interests of our clients. At the same time, and due to the fact that our Firm also has a significant litigation and ADR practice, our Firm has advised and represented clients who have needed to resort to litigation or arbitration in order to defend their rights in disputes arising from M&A transactions and joint-ventures. We are one of a handful of Mexican firms whose corporate and litigation and dispute resolution practices are equally recognized and have thorough experience. Thus, we are uniquely positioned to provide real-life experience advice aimed at identifying and minimizing risks since the inception of the deals we participate in.

Oil & Gas

Von Wobeser y Sierra S.C. offers legal consulting to investors, companies and governments involved in the oil and gas supply chain. Our team of experts knows and understands the legal, technical, commercial and litigious complexities of the industry involving upstream, midstream and downstream projects. In this regard, our lawyers are familiar with and involved in the new contract models implemented by PEMEX, the public tender and award procedures, as well as the opportunities arising from them.

We advise many international corporations, institutions and leading individuals in regards to conventional and non-conventional energy projects related to services and infrastructure. Furthermore we have seen an increase in the foreign and national investment in the Mexican energy market, following the energy bill that was approved by Congress on December 2013, through which the state monopoly in the hydrocarbons and electric sector was eliminated after 75 years.

Privacy & Data Protection

Von Wobeser y Sierra, S.C. has actively worked to raise awareness of the new regulation of July 2010, when the Federal Personal Data Protection Law came into force. Our team provides counseling and assistance in regards to complying with the obligations the law imposes. The Firm has a multidisciplinary team that, in addition to having thoroughly studied the area of privacy and personal data protection, has a broad view on the scope and effects of this new regulation in different aspects of the daily activities of each of its clients.

Our experts not only know the importance of the fundamental right of personal data protection, but they have also acquired extensive experience through the development of various strategies for privacy and data protection that respond to the specific needs of our clients and comply with the obligations established by the Federal Personal Data Protection Law, its Regulation and the other guidelines.

Our team advises on the drafting of privacy notices and in the assistance regarding the implementation of the procedures for responding to data owners, as well as complex auditing processes that involve not only compliance with the privacy and data protection obligations but also the adequate execution of security measures.

The Firm has been involved in a broader study of the data protection law through responding to consultations on national and international transfers of information and exceptions in the application of this Law or the Federal Transparency and Access to Public Information Law.

Private Equity

The Firm counts with a solid M&A and private equity team which has significant experience representing local and global private equity firms in all matters relating to their business activities in Mexico, from the inception of investment funds through exit transactions and liquidation. In connection with this, we regularly provide advice in the organization of investment funds, tax planning related to fund structuring, targets acquisition and exit strategies and participate in all stages of acquisition and financing transactions, from due diligence to post-acquisition corporate governance and compliance matters affecting the portfolio companies.

While our focus is on representing private equity funds in their acquisitions and exit disposition of portfolio companies, we have also represented many targets of private equity transactions in the sale side of the transactions.

Because we are one of the very few full-service Mexican firms, we have unique capabilities that enable us to assist private equity funds investing in specific industries, including those which are regulated as well as others that demand actual and significant experience in specific areas of practice.

Projects & Infrastructure

The infrastructure sector is key for the development of any country's economy. Von Wobeser y Sierra, S.C., conscious of its importance and with vast experience in the infrastructure industry, has developed a very specific expertise in all the relevant aspects of any infrastructure projects, specially large scale projects. We have also designed financing schemes for our clients reducing the inherent risks existing in these projects.

Von Wobeser y Sierra provides counsel on the planning, negotiation and operation of projects mainly concerning the energy sector (electricity and hydrocarbons), including renewable energy projects such as wind, solar, geothermal, bioenergy and hydroelectric.

The Firm advises its clients in the development and commercialization of renewable and conventional energy projects, including public bidding process (round one, and auctions in the electricity sector), throughout the negotiation up to the execution and performance of power purchase agreements with local, federal governments as well as between private companies in accordance with the viable schemes provided by law.

In addition, we continuously advise our clients on how to minimize risks and overcome the legal complexities related to planning and implementing projects. Our team of experts advises companies and institutions as well as contractors, subcontractors, architects, engineers, material suppliers, equipment providers and others.

Finally, the firm has unique experience in resolving disputes regarding large projects in Mexico.

Public-Works Arbitration

Von Wobeser y Sierra, S.C. has a highly developed public-works practice. With the North American Free Trade Agreement, our country agreed to arbitration as the means of dispute resolution for infrastructure projects. As a result of this and the expansion of infrastructure projects in our country, a multitude of public works disputes have been generated involving hundreds of millions of dollars between Mexican governmental entities and private national and foreign companies. These disputes involve and require not only very detailed knowledge of the administrative law governing public works but also indemnity law under Mexican civil law. Given the dual experience and training of our lawyers in matters of private law and public law, we have been able to form a unique team that is capable of developing successful arguments and strategies in public works arbitration disputes. We are the most experienced law firm in Mexico in handling claims for disruption and acceleration, as well as other similar damages issues that arise in large infrastructure projects. This has involved not only representing clients in arbitration, but also the subsequent defense of the arbitral awards issued in them before national and foreign courts. In this context, we have the necessary know-how to address the complex problems that arise in public works arbitrations and their delicate interaction with national public interest regulations and judicial involvement in the area.

Real Estate

The Real Estate practice involves many areas of law including civil, administrative, environmental, tax, and commercial law. Our firm has experts in each of these areas providing a full and complete service in the three principal types of property in Mexico: Private, Public and Social Property. Our firm advises clients in all steps of real estate projects and has ample experience dealing with all levels of government. With the overview of the Ex-president of the Supreme Court of Mexico (Off counsel Guillermo I. Ortiz Mayagoitia) our firm has developed creative strategies to provide legal certainty to its clients in complex transactions and developments. Our firm has advised major transnational companies, state governments, and local and international real estate developers in the following areas:

- ▶ Conversion of Public and Social Property (Ejidots) into private property.
- ▶ Sale and acquisition of real estate assets located in Mexico.
- ▶ Legal structure, administration and operation of real estate projects.
- ▶ Obtaining federal, state and municipal permits and licenses with a strong focus on urban development and environmental law.
- ▶ Creating all different regimes of private property.
- ▶ Solving complex matters before the Public Registries.
- ▶ Leases and all types of legal structures related to real estate assets.
- ▶ Agreements with state and municipal governments in connection to investments in real estate projects by private entities.

Securities & Capital Markets

The Firm has lawyers with extensive experience and knowledge of the regulatory framework applicable to securities, as well as in relation with the governmental authorities and agencies that participate in this sector in Mexico.

Our lawyers also have been involved regularly and successfully in advising securities firms, both with respect to their internal legal organization and structure and their relations with investors. In this regard we have participated in external legal audits of securities firms, in the implementation of internal corrective measures and in the structuring and implementation of corporate financing operations, among other activities.

In addition, several of our lawyers have provided advisory services to issuers and investors in the securities market and they have advised and represented financial institutions in connection with debt and equity issuances.

It bears mention that the Firm has experience in the provision of legal services related to securities regulation and has actively participated in seminars, courses and other forums on the new Securities Market Law.

Currently, the Firm is providing legal advice to several of the most important companies quoted on the Mexican Stock Exchange in the changes and adjustments necessary as a result of the new Securities Market Law.

Social Security

Von Wobeser y Sierra, S.C. has extensive experience providing advice to our clients, both leading national and international companies and representing them in proceedings before the Mexican Social Security Institute, the National Fund for Workers Housing Institute and the Federal Tax and Administrative Court.

Tax Advice & Litigation

The Firm has a team of lawyers specialized in tax matters, in continuing training, who provide consulting services and representation in administrative proceedings before the tax authorities, as well as in litigation before the Federal Tax and Administrative Justice Court and other Federal Courts (particularly in administrative appeals, annulment and *amparo* proceedings).

One of the specializations of the tax department in which Von Wobeser y Sierra, S.C. has developed vast experience is the area of international tax. This area includes the causation of and mechanisms and forms of paying taxes by foreign companies and individuals in Mexico, where knowledge about the scope and interpretation of the Double Taxation Treaties to which Mexico is a party is essential.

Additionally, we advise the most efficient way to implement acquisitions of entities and assets, restructurings, mergers or spin-offs of companies in order to match the client and business needs with the applicable legal provisions.

As an important activity of our tax consultancy, the Firm has been successful in obtaining authorizations and resolutions of the tax authorities confirming the interpretation of different provisions of the Federal tax legislation, as well as assisting our clients throughout audit procedures initiated by the diverse tax authorities, either federal or local.

In general, the tax department of the Firm plays an important preventive role, collaborating closely with the corporate and contract areas in the preparation of legal strategies and structures focused on the needs of our clients in matters such as mergers, acquisitions and project finance.

Telecommunications, Media & Technology

Von Wobeser y Sierra, S.C. has extensive expertise in the telecommunications, media and technology area. Since the Firm's foundation and particularly after the liberalization of the telecommunications sector in the nineties, we represented several telecommunications and media companies such as fixed and mobile telephone service providers, satellite companies, radio and TV broadcasters; cable, DTH and MMDS TV providers, ISPs and other telecommunications providers in several matters, including representation before regulatory authorities in obtaining required licenses and permits, negotiation of interconnection and content provision agreements with other participants in the industry, access to infrastructure and other similar matters.

Our team works to obtain all types of licenses and permits that allow our clients to render telecommunication services in Mexico. For that purpose we have incorporated telecommunications companies using the best financing projects and arrangements, ensuring full compliance with all the legal requirements applicable to these types of companies. Our lawyers work closely with clients when interacting with regulatory authorities to design novel licensing schemes and to influence the drafting of pro-competitive regulations. In this context, we have solid experience with regard to the scope, meaning and purpose of numerous provisions of the Federal Telecommunications Act and its regulations. This has permitted us to obtain the best operating conditions in this area for our clients via the following: consultations, concessions and litigation.

We have also participated in litigation matters related to telecommunications and media. These include administrative litigation and appeals before regulatory agencies, tax litigation pertaining to governmental fees, antitrust litigation related to the telecommunications and media industry as well as international arbitration among shareholders of telecommunications and media companies and investors-state arbitration in this area. Our telecommunications services therefore combine experience in litigation and antitrust in order to achieve advantages for our clients, challenging unfavorable resolutions or obtaining declarations of the Federal Competition Commission that require operators with substantial power to adopt a series of measures in benefit of free competition in this area.

Likewise, our team has significant experience in IT legal matters, including designing, drafting and negotiating highly sophisticated IT outsourcing agreements for industries such as banking, insurance, aeronautical and the Mexican government. Our Firm also has experience in technology transfer agreements, including know-how in patent licensing and transfer, software development contracts and similar transactions. Our lawyers have also advised in matters related to electronic commerce and novel legal issues arising from digital convergence, such as domain name disputes, use of trademarks in the Internet, click-and-wrap electronic contracts, copyright and fair use, data privacy and transfer regulation, etc.

Over the years, our team has advised several clients in different aspects of Internet regulation from telecommunications regulation aspects (including assistance in obtaining governmental licenses for Internet Service Providers) to conflicts arising from the use of copyright and trademarks over the Internet, passing through several of the problems posed by digital convergence, such as freedom of expression (equivalent to First Amendment) and press in digital media. Our Firm was one of the pioneer firms in telecommunications and information technology areas of law and we have followed the evolution of such areas of law into digital convergence. We regularly advise clients in developing transactional web sites (both business to customer and business to business), assisting them in drafting terms and conditions for access to web sites, content and services, as well as advising them in the most efficient manners of executing legally binding electronic transactions, complying with Mexican law requirements in this regard (including electronic signatures) while maintaining the flexibility required by their international character. Likewise, we regularly assist clients in developing and enforcing data privacy policies that comply with Mexican laws and our team is familiar with both European and US

standards in this regard. In particular, our Firm has assisted several international companies to adapt their worldwide data privacy and retention policies to Mexican Laws. We have also assisted several financial and other clients, in protecting their customers' data privacy as well as each one of our clients and their potential liability when entering into outsourcing agreements that require exportation of data into or out of Mexico.

Industries

Automotive

Von Wobeser y Sierra, S.C. has extensive experience with automobile and auto part clients from around the world including: Asia, the United States, Europe and Mexico. Our Firm has been one of the main legal counsels in Mexico related to leading automobile and auto part manufacturers and dealers. Our team has counseled and saved millions of dollars for the most important companies in regards to start ups, import and export operations, taxes, cross-border issues and general business practices. Our specialized team of experts has been instrumental in building a profitable business for these clients and is continuously involved in new developments in the industry in both Mexico and abroad.

Construction

The Firm has thorough experience with the construction industry. Our clients are leading multinational and Mexican companies that are investing substantial amounts in Mexico and Latin America. Our team has advised on all types of matters related to construction. Additionally, we have represented managers of construction projects, owners, manufacturers, contractors, vendors, suppliers, distributors of building materials as well as diverse construction products. Our lawyers understand the complexities of the important legal issues and risks that must be taken into account in the construction industry. We have counseled some of the largest projects in Mexico during the planning, negotiation, implementation and post-building stages in all aspects related to the legal demands and requirements of Mexican government authorities. Thus, we have the experience and ability to assist construction companies in all the relevant stages of a project, i.e. public or private biddings, negotiation and execution of contracts, follow up of the performance and activities within the project, mediation and dispute resolution needs.

Consumer Products

Von Wobeser y Sierra, S.C. has been the go-to firm in Mexico for many of the top companies in the consumer goods industry, including leaders in the automobile, electronics, food and beverages, personal care and hygiene, household pet-care, candy products, clothing sectors among others. Our Firm counts with a team of experts that understand the consumer goods business and the legal and commercial complexities companies face when trying to expand and operate in Mexico and Latin America.

We have advised and represented our clients in carrying out some of the most important transactions in the consumer products industry in Mexico, encompassing M&As and joint-ventures, portfolio acquisitions and global licensing deals, including, among many others, landmark deals in the beer and tequila sectors, poultry and meat and restaurant chains. We have participated in some of the most transcendental disputes related to this industry, including intellectual property litigation between the two global leaders in the soft beverages industry, antitrust disputes challenging regulatory trade barriers before the Federal Competition Commission, sugar industry import and export matters and advertising disputes over some of the most successful trademarks and marketing campaigns ever.

In an industry defined by innovation and market execution, we strive to combine the experience and efforts of our different practices to enable our clients to carry out their business strategies and initiatives at the rapid pace that this industry demands while ensuring compliance with industry regulations.

Culture

The cultural sector in Mexico is of great relevance. As a result there are a great deal of companies which support and intervene with a vast frequency in the execution of artistic and cultural activities contributing to the development of this field. Furthermore, the entities identified as creative and cultural industries have had a continuous growth. The above has created an impulse in the professionalization of the cultural field where the adequate legal counsel is of vital importance.

The firm counts with vast experience counseling cultural agencies, artistic and creative associations, artists and designers of various areas, and other related cultural entities, in the execution of all types of artistic and cultural projects such as processing all permits, authorizations and licenses for the realization of cultural events, elaboration of collaboration and cooperation agreements which are of outmost necessity in order to fulfill the realization of exhibitions and catalogues.

In addition the firm has a great deal of experience in providing counseling to companies with desire to participate or support cultural activities throughout the concession of sponsoring, hosting contests, constitution and management of museums, acquisition or leasing of artworks of private collections, constitution and management of foundations with cultural and artistic purposes.

Entertainment

The firm knows that the entertainment sector requires specialized services beyond the protection of intellectual property rights, provided by professionals who can respond swiftly in light of the dynamics of this sector. In this regard, the firm has been advising and representing companies, artists, authors, models, production houses, publishers, thereby gaining vast experience in the negotiation of all kinds of contracts such as sponsorships, licenses for use of image and works, services, and the handling of authorizations, licenses and permissions for the production, use and distribution of different types of content (artistic, commercial, advertising, etc.), and organization and holding of events, among others.

Food & Beverages

The Firm has unparalleled experience in the food and beverages industry, having represented and advised some of the world's most important companies in this complex and ever evolving industry in all their regulatory and commercial challenges in doing business in Mexico. Our clients include some of the world's leaders in the beer, soft-drinks, alcoholic beverages, candies, poultry and meats, cereals, ice cream and dairy industries.

Our services to the industry include: advising and representing clients in regulatory matters related to local, national and international rules and regulations applicable to food production and sale, including quality and safety issues, packaging and advertising; advising clients in all kinds of commercial transactions from supply of raw materials to distribution and franchising arrangements to bring products to consumers; advising and representing clients in foreign trade and customs matters, including tariffs and antidumping procedures; advising and representing clients in antitrust related matters, such as regulatory trade barriers and monopolistic practices that hinder competition in this market, and litigation in connection with regulatory, consumer protection, and advertising matters.

As a full-service firm, we combine the efforts of our commercial, intellectual property, regulatory, advertising, customs, trade & tax, litigation and other related practices to bring innovative and cost-effective solutions to our clients in this essential sector of the economy.

Healthcare

Von Wobeser y Sierra, S.C. has thorough experience in the healthcare industry. We advise numerous corporations and institutions including those that offer, manufacture or distribute: specialized services, medical supplies, medical equipment, health care services, medicines and pharmaceutical products. Our team has counseled many foreign companies that are expanding their operations in Mexico and Latin America. Our extensive knowledge of the administrative laws regulating the provision of public health services puts us in an excellent position to advise our clients in their relationship with the public health entities. In addition, the sensitive nature of the health sector requires special litigation strategies to face the difficult balance that must be achieved between the economic needs of our clients and the requirements of the healthcare services and suppliers.

Information Technology & Outsourcing

The Firm has one of the most experienced practice groups in the area of information technology and outsourcing, advising all sorts of clients in the computer hardware and software, electronics, semiconductors, internet equipment, e-commerce and outsourcing sectors, among others.

Our team of experts continuously advises and represents clients in matters related to the creation, use, commercialization, licensing and sale of information technologies products and services. Among many others, we have represented and advised clients in acquisitions, alliances and other strategic transactions in the industry, assisted clients in negotiating complex licensing and software development contracts, some of the most important IT and BP outsourcing deals ever carried out in Mexico. Additionally, we have developed contracts related to the following:

- ▶ Spearheaded corporate processes in Mexico;
- ▶ Telecommunications and computer infrastructure sale and lease agreements;
- ▶ Sales to the Mexican government agencies and entities of critical IT infrastructure and services –including military and security application technologies;
- ▶ All kinds of regulatory;
- ▶ International taxation;
- ▶ Intellectual property;
- ▶ Data privacy and protection matters associated thereto.

On the disputes front, our litigation and arbitration teams have participated in some landmark litigation and arbitration cases in Mexico and beyond, including disputes arising from critical outsourcing contracts, satellite failures and challenges to government contract adjudication processes.

Infrastructure

Von Wobeser y Sierra, S.C. has thorough experience in the infrastructure industry. The infrastructure sector is key in the development of the economy of any country. Conscious of its importance, we have developed a very specific expertise in all the relevant aspects of any serious infrastructure project. We have designed financing schemes for our clients reducing the inherent risks existing in these projects. In addition, due to our extensive experience in corporate law and the dispute resolution field, we are in an enviable position to advise our clients in order to minimize risks and overcome the legal complexities

related to planning and implementing a project. Our team of experts advises companies and institutions as well as contractors, subcontractors, architects, engineers, material suppliers, equipment providers and others.

Life Sciences

The Firm has solid experience advising various companies both on a local and on an international level in the medical and pharmaceutical industries. The Firm counts with a team of experts that have the local know-how and that also understand the medical and pharmaceutical businesses as well as the legal complexities they face and how to resolve these issues.

Manufacturing & Maquila Services

Von Wobeser y Sierra, S.C. has thorough experience in the manufacturing and *maquila* services industry. We advise many of the largest leading multinational manufacturing companies which operate in Mexico and Latin America. Our team of experts represents various companies including those focused on products in the following sectors: automobile, electronic, chemical, food and beverages, engineering, construction, energy, textile, metal, plastics, telecommunications and technology among others.

Mining

The Firm has extensive experience advising both national and international companies on the development and financing of mining projects in Mexico. Our understanding of the key industry drivers and risks affecting our clients' businesses and our familiarity with the corporate, financing and investment structures commonly used in the mining and metals industry enable us to add value for our clients and execute transactions quickly and efficiently. We are able to handle all legal aspects of a mining project from inception, its set-up-stage, day to day operations as well as its completion.

Oil & Gas

Von Wobeser y Sierra S.C. offers legal consulting to investors, companies and governments involved in the oil and gas supply chain. Our team of experts knows and understands the legal, technical, commercial and litigious complexities of the industry involving upstream, midstream and downstream projects. In this regard, our lawyers are familiar with and involved in the new contract models implemented by PEMEX, the public tender and award procedures, as well as the opportunities arising from them.

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Real Estate, Tourism & Hospitality

The Firm counts with a solid team in this practice area. We advise on all legal aspects of the acquisition and financing of commercial, industrial and residential projects. Specialized members of our Firm boast full-scale expertise in the field ranging from the negotiation, structuring, registration and certification of the corresponding agreements. We have also acquired extensive experience in legally setting up trusts, lease-backs, condominium ownerships and other such arrangements, while we counsel on and procure government authorizations including construction licenses, operating licenses for commercial, service and industrial plants and premises, zoning urban development and the like. The Firm also advises its corporate clients on leases for their offices and warehouses as well as residential leases for the clients' expatriates. We advise on the legal structuring and financing of tourism and hospitality projects, including the preparation of agreements for real estate acquisition and the operation, management and leasing of hotels, time-sharing arrangements, condominium ownership and real estate trusts in the "prohibited zone".

Desks

American (U.S.)

Von Wobeser y Sierra, S.C. has advised and worked with leading international companies from the United States in diverse industries. Our team has aided numerous American companies in their business ventures in Mexico and Latin America. The Firm has played a key role in the expansion and business success of these enterprises by offering counseling on doing business in Mexico by understanding, complying and operating according to Mexican law. Additionally, our lawyers have been educated and have worked in the United States. Our team speaks English and Spanish and our lawyers are very well acquainted with the American culture and its business world.

Asian

The Firm has advised and worked with leading international companies from Asia in diverse industries. Our team has aided numerous companies in their business ventures in Mexico and Latin America. The Firm has played a key role in the expansion and business success of these enterprises by offering counseling on doing business in Mexico by understanding, complying and operating according to Mexican law. Additionally, our lawyers are very well acquainted with the Asian culture and its business world.

Canadian

Von Wobeser y Sierra, S.C. has advised and worked with leading international companies from Canada in diverse industries. Our team has aided numerous Canadian companies in their business ventures in Mexico and Latin America. The Firm has played a key role in the expansion and business success of these enterprises by offering counseling on doing business in Mexico by understanding, complying and operating according to Mexican law. Our team speaks English and French and our lawyers are very well acquainted with the Canadian culture and its business world.

European

The Firm has advised and worked with leading European companies from diverse industries. Our team has aided these corporations in their business ventures in Mexico and Latin America. The Firm has played a key role in the expansion and business success of these enterprises by offering counseling on doing business in Mexico by understanding, complying and operating according to Mexican law. Our team speaks German, English, French, Spanish and Dutch. Our lawyers are very well acquainted with the European culture and its business world.

German

Von Wobeser y Sierra, S.C. has advised and worked with leading international companies from Germany in diverse industries. Our team has aided numerous German companies in their business ventures in Mexico and Latin America. The Firm has played a key role in the expansion and business success of these enterprises by offering counseling on doing business in Mexico by understanding, complying and operating according to Mexican law. Our team speaks German and our lawyers are very well acquainted with the German culture and its business world.

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