




**Global Experience
National Presence
Local Relevance**





“They have a lot of experience due to the amount of international clients they have. Their business perspective is extremely accurate.”

CHAMBERS LATIN AMERICA 2022

EC Rubio is a Mexican law firm specialized in domestic and international transactions, mainly in the industrial sector, and in foreign investment.

We are one of the ten largest law firms in Mexico, with six offices in the country's most important industrial regions, with more than 80 lawyers and over 50 years of experience.

We advise small, medium-sized, and Fortune 500 companies in the aerospace, agroindustry, food and beverage, automation, automotive, banking, e-commerce, retail, energy, financial, pharmaceutical, hotel, real estate, logistics, manufacturing, maritime, maquiladora, mining, petrochemical, port, insurance, technology, and transportation sectors.

EC Rubio works together with U.S. and international law firms. Many of our attorneys have studied abroad and have worked in prestigious global firms.

We focus on the strategic needs and objectives of our clients in order to propose simple, effective, and profitable solutions to their commercial challenges, within the local, national, and international regulatory contexts.



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“They really are available for clients and have a good attitude to client service; they always adapt to our needs, which makes our operations easier. They support our business, and they don’t see things in black and white, but rather they are commercially aware and know how to adapt and find multiple solutions and alternatives.”

Chambers Latin America 2022

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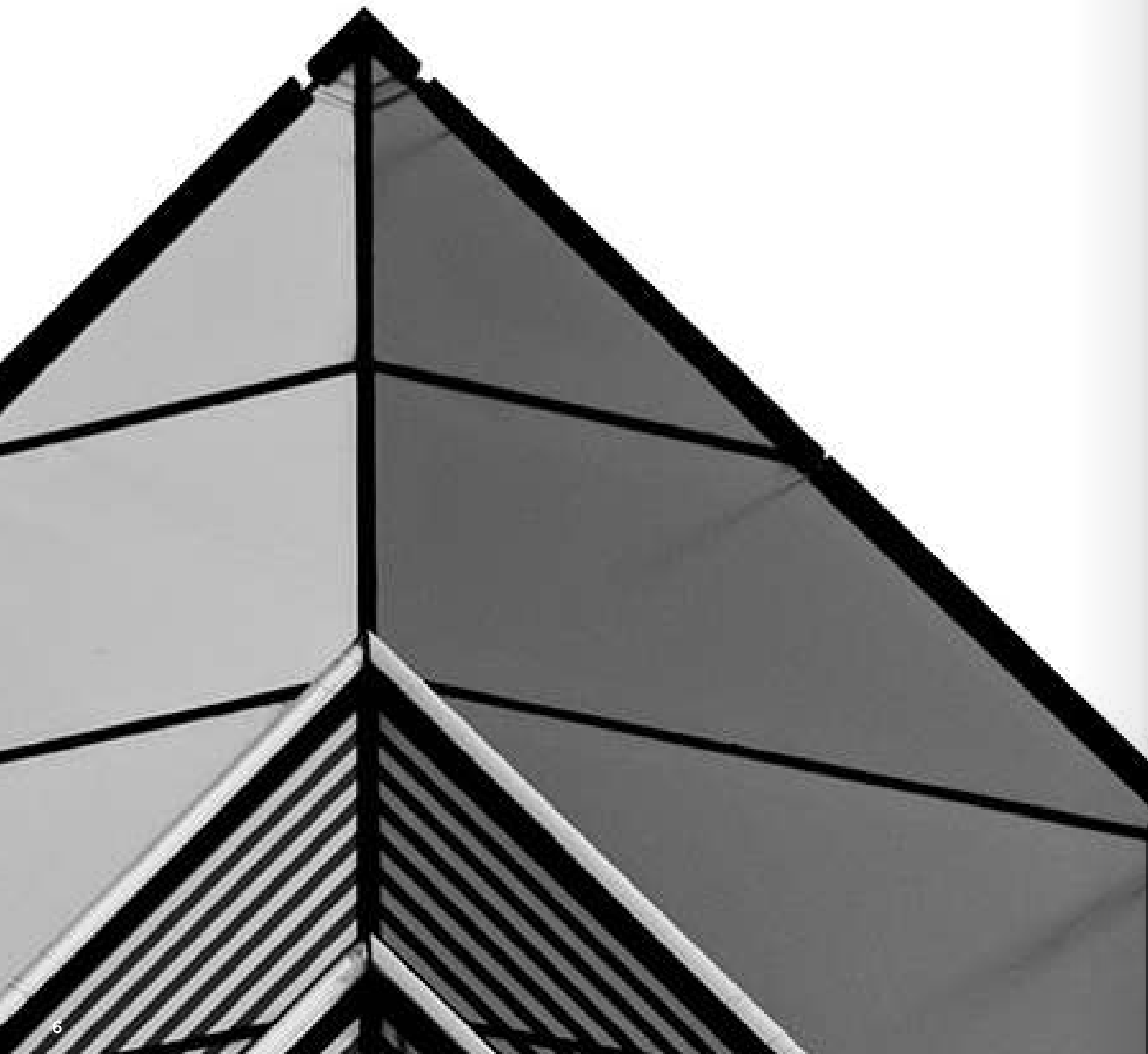
Projects & Infrastructure, Corporate M&A, Government Contracts and Ports

Rogelio Sánchez-Cortés

Labor & Social Security

Alejandro Valles González

Administrative Law and Civil Litigation



EC Rubio has extensive experience advising foreign and domestic entities and individuals as part of their necessary business interactions with Mexican administrative authorities.

We have successfully advised our clients when they require a license or a permit, concessions in regulated areas of the economy or any other procedure. We are specialists in the processing of amparo suits, the main tool of constitutional control in Mexico.

We also have extensive experience in resolving disputes between our clients and government entities through administrative litigation.

- _ Antitrust.
- _ Consumer protection.
- _ Customs.
- _ Government contracts.
- _ Ports.
- _ Telecommunications.
- _ International trade.

Banking & Finance

EC Rubio represents institutional creditors and users of domestic and international corporate finance in the structuring of complex domestic and cross-border transactions. We advise our clients on financed acquisitions, asset-backed loans, cross-border investments, and financial structures, restructurings, and transactions.

- _ National and international loans and other financial services.
- _ Loans for commercial real estate.
- _ Hotel industry financing.
- _ Asset-based securitizations.
- _ Structured loans.
- _ Secured operations.
- _ Bankruptcy consulting.
- _ Debt restructuring and refinancing.
- _ Regulatory consulting for financial institutions.
- _ Project financing.
- _ Regulatory and compliance audits.
- _ Private placements.
- _ Derivatives.
- _ Financial products.
- _ Consulting for FinTech companies.

“They stand out for the personalised attention of the partners and members of the firm, their willingness and ability to provide support at all times at reasonable costs, in addition to the excellent quality of their services.”

The Legal 500. 2022

Commercial, Civil, and Criminal Litigation

One of the main objectives of EC Rubio is to advise our clients in a preventive way, to try to avoid legal conflicts that may arise in these areas. We look for solutions through conciliation or mediation of interests, and only if this is not possible, we concentrate on arbitration or judicial solutions. We have a solid record of high-profile victories as a result of years of experience and substantial knowledge of the law.

We offer our clients the highest quality representation, based on creativity and cost efficiency.

We have a firm commitment to provide advice in making decisions in the most appropriate way based on our clients' interests and with the establishment of cost-benefit strategies.

We are experienced in commercial and civil matters, including breach of contracts, commercial and corporate disputes, commercial contests, real estate litigation, insurance claims, and family disputes.

We have represented leading companies in the telecommunications industry, technology manufacturing, construction, financial services, mining, restaurants, pharmaceuticals, and consumer products.

Commercial and Business

- _ Preparation and revision of typical commercial contracts related to the diverse areas of our clients' business activities, such as sales, leases, credits, trusts, guarantees, mortgages, and pledges.
- _ Preparation and review of atypical commercial contracts such as distribution, supply, licensing, franchising, commissions, and joint ventures.
- _ Consulting on disputes that may arise from such contracts, whether due to nonperformance, termination, interpretation, etc.
- _ Litigation related to companies, their shareholders or partners.
- _ Litigation related to commercial documents such as invoices, promissory notes or debt securities.
- _ Bankruptcy proceedings at all stages.

Civil and Family

- _ Attention to any litigation arising from family matters such as disputes over filiation, recognition of children, challenges to paternity, guardianship and custody, alimony, divorces, annulment of marriage, dissolution of marital partnership, wills, and successions.
- _ Litigation related to the ownership of movable and immovable property, with the purpose of declaring rights to or recovering property.
- _ Preparation and revision of civil contracts related to sales, leases, loans, guarantees, mortgages, and pledges.
- _ Litigation arising from contracts, whether due to nonperformance, termination or interpretation.

International Law

- _ Perform all actions and measures to obtain recognition and enforcement of foreign judgments, with all their legal consequences.
- _ Presentation of letters rogatory in the Mexican courts and management of all the necessary actions for proper diligence.
- _ Obtaining of evidence abroad.
- _ Recognition of foreign successions, with all their legal consequences.

Corporate Compliance

At EC Rubio, we know that corporate policies and ethical conduct must be an integral part of the way companies do business. We advise our clients on implementing and/or reviewing programs aimed at complying with, among others, anti-corruption laws and regulations, where an effective compliance program is one that produces the desired results: education, detection, and deterrence.

A company with a good compliance program increases its capital gain by attracting the best investors, customers, and suppliers. In addition, there is a lower incidence of sanctions and a better relationship with the authorities.

- _ Review of corporate policies with management and/or compliance officers.
- _ Adoption of best practices and code of ethics.
- _ Risk prevention and management.
- _ Seminars on anti-corruption, conflicts of interest, and workplace/sexual harassment.
- _ Internal controls and audits.
- _ Supplier audits.
- _ Criminal liability of legal entities.
- _ Personal data privacy.

Corporate / M&A

Since the early 1980s, EC Rubio has advised multinational corporations doing business in Mexico and in a wide variety of industries. We have led some of the most important mergers and acquisitions at the national level; we advise our clients on domestic and cross-border transactions in a wide range of industries including media, hospitality, healthcare, insurance, manufacturing, retail, banking and finance, real estate development, energy, and technology, among others.

Our vast experience in the maquiladora and manufacturing industries means we are leaders in recommending structures that allow greater efficiency in mergers and acquisitions of companies in these fields. In addition, we regularly collaborate with U.S., European, and Asian companies, to which we provide legal support in the Mexican part of transactions taking place in multiple jurisdictions, which ensures their smooth and timely implementation in Mexico.

- _ Corporate governance.
- _ Corporate restructuring.
- _ Foreign investment.
- _ Private capital.
- _ Venture capital.
- _ Emerging companies and business expansion.
- _ Joint ventures.
- _ Mergers and acquisitions.
- _ Appointments.
- _ Acquisitions.
- _ Commercial contracts and day-to-day business transactions.





EC Rubio provides specialized legal services for the development, structuring and financing of oil and gas, energy, and infrastructure projects. We provide our clients in the energy sector with comprehensive and pragmatic advice. We represent clients in the domestic and international energy sector in a wide range of transactions, including financial institutions, developers, sponsors, insurance companies, contractors, investors, operators, and suppliers.

Oil and Gas

- _ Upstream, mainstream, and downstream oil and gas transactions.
- _ Onshore and offshore oil and gas exploration and production.
- _ Refineries.
- _ Pipelines.
- _ LNG terminals.
- _ Contracts.
- _ Acquisition of drilling equipment, rigs, and related equipment.
- _ Deep drilling near the coast and at sea.
- _ Shale.
- _ Acquisition of land.

Electricity

- _ Cogeneration.
- _ Integration.
- _ Commercialization.
- _ Structures for the generation, transmission, and distribution of energy.
- _ Energy purchase contracts.

Renewable energy

- _ Wind farms.
- _ Solar projects.

Regulatory

- _ Obtaining of project permits and authorizations.
- _ Regulatory and contractual compliance audits.
- _ Negotiation of government incentives and other government contracts.
- _ Acquisitions.
- _ Participation in bids and tenders.
- _ Challenges during bids and tenders.
- _ Contract structuring.
- _ Water and other natural resources.
- _ Environmental assessments and compliance.
- _ Carbon credit certificates.

Environmental Law

EC Rubio works with its clients on environmental compliance and keeps them up to date on the implementation of sustainability and compliance policies, as well as in the application of environmental standards related to environmental responsibility and public consultation. We deal with contentious matters in administrative remedies and in administrative and criminal proceedings (litigation). We advise companies in agricultural, automotive, food, energy, metallurgy, mining, oil and gas, petrochemical, railway, refining, and waste disposal.

- _ Administrative compliance procedures and environmental litigation.
- _ Audits to evaluate compliance with environmental regulations and risk determination.
- _ Regulatory interpretation and consulting.
- _ Participation in transactions to evaluate environmental aspects in audits and contract negotiation.
- _ Sustainable energy projects.
- _ Climate change projects.
- _ Land development and zoning restrictions.

EC Rubio assists its clients in public tenders for the acquisition of assets, services, and commissioning of projects. It also advises and represents clients in procedures for the awarding of contracts, concessions, and authorizations for the development of infrastructure projects.

We offer a full range of advisory services on participation in Mexican and international bids, as well as in limited invitations and direct award processes. Public procurement procedures are becoming increasingly complex and demanding, which is why we help our clients keep up to date.

In order to provide a comprehensive service, our practice focuses on working together with our clients from the beginning of any public procurement procedure to contract execution with the corresponding government entities.

- _ Legal advice in all steps of the bidding process, clarification meetings, contract analysis, preparation and review of technical and economic proposals.
- _ Representation and consultancy in the resolution of conflicts arising from public procurement procedures.
- _ Administrative and judicial litigation.

Immigration

At EC Rubio, we offer a unique expatriate advisory service that combines our Tax, Labor, and Immigration practices. Bringing expatriates and foreign personnel to Mexico requires a thorough analysis to determine if the salaries and benefits obtained by the expatriate and/or foreign personnel will be subject to Mexican income tax and if such activities would create a "Permanent Establishment" for the foreign company that sends them to Mexico.

We keep our clients updated on changes to immigration criteria imposed by consular authorities. We have developed audit procedures to verify that companies comply with all legal requirements in case of inspections by immigration authorities. We analyze and implement all labor aspects related to transfer agreements, divided salary systems, duplicated payroll, and mirror payroll, among other structures that are implemented to pay salaries and benefits for expatriates and foreign personnel while in Mexico.

- _ Analysis and implementation of the tax structure for expatriates and foreign personnel.
- _ Registrations and updates of the employer's registry with the National Immigration Institute.
- _ Consular admissions for foreigners and their families.
- _ Visas without work permits.
- _ Student visas.
- _ Temporary and permanent residence permits.
- _ Work permits.
- _ Exit and re-entry permits.
- _ Notifications of changes of address, work, marital status, citizenship or name.
- _ Residence permits for family members.
- _ CURP, RFC, and IMSS records.

Infrastructure

We advise our clients on the development of large-scale projects, including power generation, wind, solar and thermal power, toll roads, transportation, rail facilities, ports, petrochemicals and water, as well as in the finance, sale, and acquisition of infrastructure projects.

In the last 30 years we have advised private companies and public entities on more than 100 projects. We serve all asset classes and at all stages of projects, from planning and financing to delivery and operation.

- _ Representation of infrastructure planners, such as government entities, engineering and construction companies, owners, investors, developers, financiers, and operators.
- _ Structuring of different types of infrastructure projects, including private commercial projects, government concessions, PPPs, and multi-year service agreements.
- _ Consulting on privatization of operational infrastructure through provisions, financing, and long-term lease and concession contracts.





Intellectual Property

Guaranteeing the protection of investment in trademarks, patents, and other intellectual property rights and regulating their authorized use by third parties is of great importance for companies doing business in Mexico and is an area in which EC Rubio is highly specialized. For companies it is of vital importance to comply with intellectual property laws and regulations, which allows them to obtain the protection of local government agencies and the appropriate documentation that guarantees their rights and evidences their recognition by the competent authorities.

EC Rubio has experience in protecting intellectual property rights through litigation and other procedures. We work closely with groups in the business, administrative, and commercial litigation practices to assist our clients in all phases of intellectual property protection.

In addition, we are experts in software and technology development and licensing agreements, domain name registration, Internet and technology-related matters, including intellectual property audits, strategic alliances, website agreements, and other service contracts.

- _ Registration at the Mexican Institute of Industrial Property, which provides an exhaustive investigation in process and trademarks and patents.
- _ Drafting, negotiation, registration, and enforcement of license agreements and/or partnerships involving trademarks, copyrights and patents.
- _ Legal advice to acquire, sell, transfer, assign or commercialize the intellectual property assets of a company.
- _ Precise analysis of the successful registration of trademarks and patents.
- _ Design of strategies to increase the probabilities of a successful registration.
- _ Advice and recommendations to ensure the validity of registrations and certificates of intellectual property.
- _ Renewal of trademark registrations.
- _ Establishment of alternative means to protect intellectual property that is not protectable through the registration of trademarks or patents.
- _ Litigation and arbitration of trademarks.
- _ Administrative procedures to guarantee compliance and request the sanction of unauthorized use of intellectual property, when necessary.

The work of EC Rubio is highly recognized in Mexico, a country with an extensive network of free trade agreements granting reciprocal preferential access to more than 40 nations in the markets of North America, Latin America, Europe, the Middle East, and Asia.

We have extensive experience in anti-dumping investigations, countervailing duties, and safeguard measures. We also specialize in North American trade, including export promotion programs, determination of origin, and advance rulings. Our firm's unparalleled practice in Mexico has 40 years of experience in IMMEX (maquiladora), Prosec, and export promotion programs, rules of origin, customs audits, and origin audits.

In addition, we have extensive experience advising our clients on the reduction or elimination of barriers to market access for goods and services, under the rules of international trade agreements to which Mexico is a party.

- _ Legal advice on free trade agreements.
- _ Verification of origin under free trade agreements.
- _ IMMEX (maquiladora), PROSEC, and export promotion programs.
- _ Valuation, classification, and VAT resolutions.
- _ Preventive audits in international trade and customs compliance.
- _ Customs and commercial authorizations and certifications.
- _ Audits of origin.
- _ Customs litigation.
- _ Anti-dumping investigations, compensatory quotas, and safeguard measures.
- _ Strategic controlled enclosures.
- _ Tax incentives for the northern border region.

Labor & Social Security

The Labor and Social Security practice of EC Rubio understands the entire business of the clients it advises. From the outset we are committed to advising and advocating for our clients at every step of the way in any labor matter. We have experience in all phases of the employer-employee relationship. Our labor services focus on preventing litigation, economic contingencies, and consequences that may affect your work environment, expose your assets, or put productivity and stability at risk. We measure and correct labor risks through audits and permanent advisory programs to solve daily problems.

We also advise our clients in the drafting and negotiation of individual and collective labor contracts; we prepare and apply alternative/flexible compensation schemes, as well as the implementation of tactical measures on all types of labor contract terminations, including the preparation and execution of termination notices, among others.

Although we take a preventive approach, in many cases litigation is inevitable. Therefore, in order to help our clients as best as we can, we have created a strong team specialized in litigation. This gives us a unique perspective on solutions for employers facing litigation, either individually or with unions, including due to breach of contract and non-compete agreements, wrongful termination and any other claim or lawsuit anywhere in Mexico. In addition, we offer solutions, advice, and litigation on social security and workers' housing fund issues, among others.

- _ Human resources, benefits, compensation policies, manuals, and procedures.
- _ Codes of ethics and business conduct.
- _ Successful hiring and recruiting practices.
- _ Expatriates / impatriates.
- _ Employment, consulting and indemnity contracts that comply with Mexican federal labor laws.
- _ Non-competition and confidentiality agreements to protect our clients' intellectual property and other valuable assets. Implementation of equal employment opportunity and diversity programs, practices, and policies.
- _ Management of employee performance, discipline, and dismissal cases.
- _ Workforce reductions, layoffs, and site closures.
- _ Prevention and correction of harassment and discrimination to ensure a respectful work environment and within the legal framework.
- _ Substance abuse testing.
- _ Investigations into employment issues, fraud, business ethics violations, Foreign Corrupt Practices Act, security and other alleged violations of codes of conduct, harassment, workplace violence, and other policies.
- _ Procedures and training for the international complaints' helpline protocol.
- _ Prevention of workplace violence and threats.
- _ Training of supervisors and employees on labor law, harassment prevention, diversity and company policies.
- _ Litigation and administrative actions.
- _ Communications with employees and unions.
- _ Employer substitution.

“EC Rubio’s lawyers ”are very professional and committed, and have the technical abilities and knowledge that we need to manage our company’s employment relations effectively.”

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Mining

EC Rubio legal advice for the negotiation of exploration and/or exploitation concessions of mining lots is one of our key specialties. We advise our clients on procedures to comply with administrative obligations related to mining concessions and applicable regulations, which also include environmental aspects.

- _ General or special permits for the purchase, storage, and use of explosives with the National Defense Ministry (SEDENA).
- _ Contracts for the use and superficial exploitation of mining lands and lots, be they ejido, communal or privately-owned lands.
- _ Joint venture projects between domestic and foreign investors for the use of mining concessions.
- _ Civil, criminal, and amparo lawsuits in the mining sector.
- _ Development of community service projects for the towns and communities settled in the mining areas, as well as the implementation of Corporate Social Responsibility (CSR) processes.
- _ Legal services in the corporate aspects of domestic companies such as incorporation of companies, including subsidiaries of foreign companies; mergers and acquisitions; legal audits (due diligence); maintenance of books and corporate records; development of shareholder meetings and board of director sessions, among others.

Notary Services

EC Rubio is proud to be the only full-service law firm in Mexico in which three of its partners are notaries public.

In Mexico, as in all countries with civil law jurisdiction, a notary public plays a fundamental role in the legal field since he or she is an independent and reliable professional authorized by the government who participates in a variety of legal transactions. A Mexican notary public certifies not only the facts, but also the legality of the acts and transactions that according to the law must be executed before him or her; in this case, as guarantor of the legal validity of such acts and transactions.

Our clients are certain that EC Rubio provides them with a notarial service that cannot be matched by any other firm. Our notaries will always be available to them and our infrastructure will allow for expeditious processing of documents to meet their urgent needs.

The Mexican government recognizes the Public Brokerage (*Correduría Pública*) specialty through the accreditation of exams. Public brokers are attorneys specializing in all types of commercial matters.

- _ Formalization of documents requiring Notary Public certification: incorporation of commercial companies and formalization of all types of related acts (mergers and spin-offs), ratification of contracts, notarization of facts, notifications.
- _ Appraisals of all types of movable and immovable property, including businesses in operation and intangible assets.
- _ Mediation and commercial arbitration.

Real Estate

We understand the importance of maximizing the value of a company's real estate investment. We assist our clients in selecting and acquiring land for the location or relocation of all types of projects, including plants, manufacturing facilities, retail properties, office complexes, hotels and central buildings. We handle all aspects of an acquisition, including deed research and general due diligence, negotiation of construction and permanent financing agreements, acquisition agreements, design, construction, supervision, architecture and engineering agreements, lease and management agreements as well as resolution of deed deficiencies and zoning analysis, planning and land use, property taxes, and property registration issues.

To achieve results efficiently and profitably, we work with our Tax, Notary, Civil, Commercial, Corporate, and Environmental Consulting practices.

We are experienced in the development, financing, and construction of energy projects, as well as acquisitions and dispositions. We have developed deep and well-informed relationships with many of the key government offices associated with project development.

- _ Commercial, office, and industrial leases for landlords and tenants, including "large box" leases for "anchor lessees".
- _ Sale - leaseback, leasing, and land leasing.
- _ Development of abandoned industrial lands and green zones, pollution and environmental remediation, water conservation, and other environmental problems.
- _ Due diligence, deed analysis, and deed insurance.
- _ Land use problems, including operating agreements, restrictions, easements, and zoning.
- _ Structuring of investment and development vehicles.
- _ Structuring, negotiation and documentation of development, construction, and financing operations.
- _ Structuring, negotiation, and documentation of the formation of real estate investment vehicles such as joint ventures, partnerships, and real estate investment trusts.
- _ Government incentives, including real estate tax reduction programs, subsidies, and tax credits.
- _ Analysis of project documents, concessions, bidding materials, and other project documents.
- _ Development of project risk matrices.
- _ Negotiation of transaction documents.
- _ Permits, licenses, and authorizations.
- _ Negotiation and structuring of consortium agreements.
- _ Administrative procedures with traditional government entities (utilities, municipal, state and federal entities).
- _ Consulting on agrarian, water rights, and mining matters as they relate to real estate projects.

We give advice to our clients to comply with all regulations that may affect their operations, especially in matters of international trade, health, consumer protection, and prevention of money laundering and financing of terrorism.

We have advised our clients on the import and export of goods in relation to the sanitary regulation of health supplies, food, beauty products, and cleaning.

- _ Authorizations for the implementation of research protocols and sanitary records of supplies with the Federal Commission for Protection against Sanitary Risks (COFEPRIS).
- _ Consulting on promotion, advertising, labeling problems, compliance with Mexican Official Standards and all types of matters related to the Federal Consumer Protection Agency.
- _ Advising on compliance with regulations on the prevention of money laundering and the financing of terrorism, including procedures with the National Banking and Securities Commission and the Financial Intelligence Unit of SAT.

Tax Consultancy and Litigation

EC Rubio has extensive experience in advising clients from a domestic and international tax perspective: from the tax effects on employee benefits to the tax consequences of international reorganizations and M&A, as well as on a wide variety of tax issues for companies and individuals.

Tax impact is one of the key factors in investment decisions, so precise knowledge of local and international tax provisions is essential. Mexico has more than 50 tax treaties with different countries. This puts EC Rubios at the forefront in the content and application of international tax developments.

We have successfully litigated for several decades, which has allowed us to establish innovative precedents that have contributed to important modifications to our tax laws.

We represent clients in a variety of situations such as advising corporations during tax audits and appeals against audit results or litigation of tax matters. Although our approach is always preventive, at EC Rubios we know when to go to court and litigate successfully.

- _ Tax planning and litigation.
- _ Tax audits.
- _ Risk analysis, convenience, and management of permanent establishments in Mexico.
- _ Corporate reorganizations.
- _ Tax analysis on mergers, spin-offs, and acquisitions.
- _ Real estate tax planning.
- _ VAT and IEPS certifications.
- _ Tax refunds.
- _ Private opinions, permits, and authorizations.
- _ Expatriates.

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