



Local Connections. Global Influence.

# Mexico Desk



An aerial photograph of a dense urban area, likely in Mexico, showing a complex network of narrow streets and buildings with prominent red-tiled roofs. The perspective is from directly above, looking down on the city's layout. The colors are slightly desaturated, giving it a vintage or artistic feel. The text is overlaid on a white rectangular box in the center of the image.

"Our Mexico Desk serves as a multidisciplinary and multicultural resource, comprised of lawyers with active practices and deep, long-standing relationships and know-how in the market. The team members have intimate knowledge of the local environment and understand the unique aspects of doing business in Mexico. Collectively, they act as a gateway for inbound and outbound investors and market participants, connecting global companies and institutions to each other and to our worldwide offices."

Alvaro J. Mestre, Chair, Mexico Desk



## The Mexico Desk

Our practitioners have dedicated the majority of their careers to handling matters related to Mexico and other Latin American countries, and for over 30 years, they have gained invaluable experience in counseling, structuring, negotiating, drafting and providing a full range of legal, policy and government relations services throughout the region.

### Our Competitive Advantages

- **Knowing the system and opening doors** – Our Mexico Desk includes a C-Suite executive of a large auto manufacturer with significant investment and production in Mexico, a former assistant US trade representative for the Americas, and lawyers who have trained in Mexico. Together, we understand the Mexican legal and business systems and know how to access the appropriate channels to further our clients' best interests.
- **Offering our network of relationships** – We do not limit ourselves with exclusive affiliations, and instead work with an extensive network of prominent lawyers in Mexico who can offer specialized assistance, allowing us to provide our clients with the counsel of the best available local experts in a tailored manner that is designed to best meet their varied needs.
- **Speaking the language and knowing the culture** – The majority of the members of our Mexico Desk are fluent in Spanish and many are multicultural. Some of our lawyers also hold dual degrees in Mexico and the US. As a result, we seamlessly review, draft, understand and negotiate documentation, ensuring efficient and proper drafting and reducing translation-related costs and delays.

### Recognitions and Quotes

*Chambers Latin America 2025* recognized the firm as “a market-leading full-service firm” with a “deep understanding of the local business world.”

*Latinvex 2024* ranked the firm as one of the top international law firms doing business in Latin America.

*Chambers Global 2023* Ranked for Energy & Natural Resources: International, Projects & Energy (International Firm)

Recognized by *Legal 500 Latin America* as a highly recommended international law firm in Latin America, citing the firm as “a leading player in the region.”

Alvaro J. Mestre was named in *Legal 500's US/Mexico Private Practice Powerlist*.

“Squire Patton Boggs are capable of handling complex matters involving more than one jurisdiction. They are focused on the needs of the client and are able to foster a good relationship of trust.”

*Chambers Global*

“The team at Squire Patton Boggs works to achieve a strong commercial outcome for the client and shows awareness of current developments.”

*Legal 500*



# Capabilities

## Project and Infrastructure Assessment, Structuring and Development

Our multidisciplinary Infrastructure team assists major project sponsors, developers, governments, lenders, investors, credit agencies, equipment manufacturers and construction and operating companies to develop infrastructure projects in Mexico. Our lawyers handle the full range of documentation required for the structuring, development, financing, construction, operation and maintenance, offtake and other revenue generation agreements, as well as ownership of major projects. While principally focused on the energy sector, the team has represented clients in the manufacturing, transportation, real estate and hospitality sectors, among others.

## Cross-border Issues

We advise on the structuring, regulation, construction, siting, financing, ownership and operation of US/Mexico cross-border facilities, and our lawyers have successfully advised clients in obtaining authorizations and satisfying other requirements for border crossing facilities from applicable US and Mexican authorities.

## Corporate Law, Mergers and Acquisitions (M&A), Joint Ventures and Consortia

We have extensive experience with all aspects of M&A in the market. In addition, we often plan, negotiate and implement complex global corporate structures, including Mexican consortia and joint ventures. This includes the negotiation and drafting of all types of memoranda of understanding, letters of intent, teaming agreements, joint development agreements, partnership agreements, framework agreements, shareholder agreements, operating agreements and others.

## Financial Services

Our Mexico Desk works with borrowers, financial advisers and lenders in structuring and negotiating project financing and other forms of financing for infrastructure, as well as other types of projects in Mexico, and, in connection with the same, analyzes, prepares and negotiates commitment letters, loan agreements, security documentation, trust agreements and other finance-related documentation. We have experience working with the leading financial advisers, commercial banks, export credit agencies and multilateral financial institutions lending in Mexico. As one of the preeminent public finance firms, we also have particular expertise in drafting industrial and revenue bond financings and other tax-exempt financing structures.





## International Dispute Resolution

Our international dispute resolution experts efficiently manage conflicts and other controversies related to Mexican businesses, assets and clients and have successfully conducted arbitrations on such matters under international rules and regulations. In addition, our lawyers have successfully resolved disputes for Mexican clients facing litigation in the US. Finally, our litigators understand that the best outcomes sometimes arise from a negotiated settlement and, as a result, we often negotiate and document such commercial agreements to definitively settle differences.

## Public Policy

Our Public Policy team resolves cross-border legal, political, business or other challenges in combination with, or in the absence of, traditional legal processes. We help our public and private sector clients anticipate and counteract threats to their priorities, navigate regulatory requirements and grow and protect their investments. Among other things, our lawyers interpret and apply constantly evolving applicable US and international laws and policies in the areas of international law and arbitration, trade, export control and sanctions, rule of law, human rights, international business transactions, immigration, financial services, tax, anti-money laundering and asset recovery.

## Compliance Matters

Our compliance experts offer a full range of services, including the development and implementation of company-specific compliance policies and procedures, training personnel and ongoing assistance with compliance concerns. Our team of former prosecutors and in-house compliance counsel regularly assists our clients in identifying and mitigating compliance risks associated with doing business in Mexico, and providing practical solutions to evolving compliance risks, such as the Foreign Corrupt Practices Act (FCPA) and other anticorruption legislation.

## International Trade & Foreign Investment

Our professionals advise public and private multinational corporations, sovereign governments, quasi-governmental agencies and trade associations on a wide range of matters related to trade policy, including trade legislation, trade litigation and free trade agreements, such as the US-Mexico-Canada Trade Agreement (USMCA), trade barriers and issues related to the World Trade Organization (WTO). We assist in navigating the complexities of the full range of international trade agreements and negotiations, crafting diplomatic solutions to trade and market access barriers, identifying and pursuing opportunities to promote bilateral trade with the US and Mexican governments, building broad-based coalitions to support government action (or inaction) on trade policy matters, advising on all types of trade legislation moving through the US Congress and strengthening North American business supply chains.





# Representative Experience

## Project Development, Infrastructure, Energy and Natural Resources

- **Rumorosa II Solar Power Project** – Represented a North American infrastructure company on Engineering, Procurement and Construction (EPC) matters in connection with a 59MW solar power and battery energy storage system to be located in Baja California, Mexico.
- **Cimarron Wind Farm** – Represented a North American infrastructure company in connection with the EPC turbine supply and installation (TSA) and service and maintenance (SMA) of a 300MW wind power project to be sited in Baja California, Mexico, at the US-Mexico border, with an international electrical grid crossing for the export and sale of power into the state of California, US.
- **Energía Sierra Juárez Wind Farm** – Represented a North American infrastructure company in connection with the EPC and SMA of a 100+MW wind power project to be sited in Baja California, Mexico, at the US-Mexico border, with an international electrical grid crossing for the export and sale of power into the state of California, US.
- **Pima Solar Project and Transmission Line** – Represented a North American infrastructure company in preparing the EPC contracts for a 110MW AC solar project in the state of Sonora, as well as the transmission line for such project.
- **Rumorosa Solar Project** – Represented a North American infrastructure company on EPC matters in connection with a 41MW AC solar photovoltaics (PV) project located in Baja California, Mexico, a project that is supported by CFE Power Purchase Agreements.
- **Tepezala Solar Project** – Represented a North American infrastructure company on EPC matters in connection with a 100MW AC solar PV project located in Aguascalientes, Mexico, a project that is supported by a Comisión Federal de Electricidad (CFE) Power Purchase Agreement.
- **Los Ramones Pipeline – Phase 1** – Represented a Mexican public and private joint venture entity in the development, construction, operation and ownership of Phase 1 of the Los Ramones Pipeline Project, consisting of a 48-inch diameter, 114-kilometer-long natural gas pipeline and compression system to interconnect with the Agua Dulce transportation system at the US border and deliver 2.1 billion cubic feet per day of natural gas to various delivery points in the central western region of Mexico.
- **Los Ramones Pipeline – Phase 2 North** – Represented a subsidiary of Pemex in the development, construction, operation and ownership of Phase 2 North of the Los Ramones Pipeline Project, consisting of a 42-inch diameter, 450-kilometer-long natural gas pipeline and compression system to interconnect with Phase 1 of the Los Ramones Pipeline Project.
- **Los Ramones Pipeline – Phase 2 South** – Represented a subsidiary of Pemex in the development, construction, operation and ownership of Phase 2 South of the Los Ramones Pipeline Project, consisting of a 42-inch diameter, 291.5-kilometer-long natural gas pipeline and compression system to interconnect with Phase 2 North of the Los Ramones Pipeline. This transaction was awarded *Project Finance International's* Americas Oil & Gas Deal of the Year, *IJGlobal's* America's Latin American Mid-Stream Oil & Gas Deal of the Year and *Latin Lawyer's* Project Finance Deal of the Year.
- **Agua Dulce Natural Gas Transportation Project** – Represented a subsidiary of Pemex in the development, construction, operation and ownership of the Agua Dulce Natural Gas Transportation Project, consisting of a 42-inch diameter, 124-kilometer-long natural gas pipeline and compression system with an expected capacity of 2.1 billion cubic feet per day extending from the Agua Dulce area in Texas to a delivery point across the international border with Mexico.





- **Etileno XXI Ethane Transportation Project** – Represented a Mexican public and private joint venture entity in the development, construction, operation and ownership of the Etileno XXI Pipeline Transportation Facility crossing various states in the southeastern region of Mexico.
- **San Fernando Natural Gas Pipeline** – Represented a Mexican public and private joint venture entity in connection with the development and non-recourse financing of a 120-mile, 1-billion-cubic-feet/day capacity natural gas pipeline and compression facilities in Mexico. This transaction was awarded *Project Finance International's* Americas Oil & Gas Deal of the Year.
- **Altimira Liquefied Natural Gas (LNG) Terminal** – Represented a global energy company in connection with the development of an LNG regasification and storage terminal in Altimira, Mexico. Our work included the preparation and negotiation of permit applications for the construction and operation of the LNG terminal, including the general terms of service and rate methodology, the preparation for various requests for EPC contracts related to the terminal, and analysis and revision of tender documents and draft contracts issued by CFE for the purchase and sale of natural gas stored and re-gasified in the terminal, as well as negotiation of back-up agreements.
- **Burgos-Monterrey Liquefied Petroleum Gas (LPG) Pipeline** – Represented a Mexican public and private joint venture entity in the development, construction, operation and maintenance of the first private pipeline to transport LPG in Mexico.
- **Baja California Sur Natural Gas Transportation Project** – Advised a European developer as lead development counsel on all aspects of analyzing and structuring the developer's potential participation in the CFE-tendered Baja California Sur natural gas transportation project.
- **Campeche II Power Plant** – Represented Pemex in the negotiation of a long-term fuel supply agreement for natural gas-fired, combined-cycle Campeche II Power Plant.
- **Coatzacoalcas Cogeneration Facility** – Represented a US energy company in the development of a 60MW cogeneration facility in Veracruz and the negotiation of power and steam purchase agreements with a large Mexican industrial company.
- **Naco-Nogales Power Plant** – Represented a natural gas, power and petroleum marketing subsidiary of a US energy company in the negotiation of the long-term fuel supply agreement for the 258MW Naco-Nogales Power Plant in the state of Sonora.
- **Hermosillo Power Plant** – Represented a Spanish energy company in all aspects of the development of a 225MW natural-gas-fired, combined-cycle power plant facility in Sonora, Mexico, including negotiation of the power purchase agreement (PPA) with CFE, preparation and negotiation of an EPC contract, a fuel supply agreement, an operations and maintenance (O&M) agreement and financing documentation with Inter-American Development Bank.
- **Rio Bravo III Power Station** – Represented a US natural gas supplier in the negotiation of a long-term fuel supply agreement for the 495MW Rio Bravo III Natural Gas Power Station located in Tamaulipas, Mexico, including the negotiation of a precedent agreement for transportation via a US natural gas pipeline.
- **Samalayuca II Power Plant** – Represented a US energy company in all aspects of its participation in the first independent power producer (IPP) project in Mexico.
- **Samalayuca Pipeline** – Represented a US company in the development of a 50-mile cross-border natural gas pipeline extending from the El Paso natural gas system in Texas to the Samalayuca II Power Plant.
- **Mayakan Pipeline** – Represented an energy company on the preparation of a bid for the Mayakan Pipeline, including the negotiation of a financing commitment with commercial banks.
- **Naco Compression Station** – Represented the natural gas, power and petroleum marketing subsidiary of a US energy company in connection with the Naco Compression Station.
- **North Baja Pipeline** – Represented Pemex in the negotiation of a transportation services agreement for the North Baja Pipeline.
- **Rio Bravo Pipeline** – Represented Pemex in the negotiation of a long-term transportation services agreement for the Rio Bravo Pipeline.
- **Sonora Pipeline** – Represented a US energy company in the development of a natural gas pipeline connecting a US natural gas pipeline to power generation facilities in Sonora, Mexico.
- **Toluca Pipeline** – Represented Pemex in the negotiation of a transportation services agreement for the Toluca Pipeline.
- **Veracruz Storage Terminal** – Represented a North American infrastructure company in early works activities related to the development and operation of a US\$155 million liquid fuels marine terminal to be located on the Mexican Gulf Coast that will service the Veracruz Port Administration.
- **Siera Oil & Gas** – Represented Sierra Oil & Gas in connection with its participation in Mexico's first upstream bidding round (CNH-R01-L01), including the legal and tax structuring of the E&P contract and financial model. Sierra was the only company awarded two blocks in the first tender.
- **Mexican Energy Regulatory Commission (CRE)** – Represented the CRE in connection with the development of regulatory guidelines for pipeline infrastructure and open access in the transportation and storage of oil products, including comparative law analysis and support for PEMEX's first open season.



## M&A, Joint Venture Transactions and Corporate Structuring

- **Olin Corporation** – Advised in connection with the post-acquisition implementation of Dow Chemicals in Mexico and Brazil, including with respect to corporate structuring and compliance with Mexican laws and regulations with respect to employment, data privacy, etc.
- **Global chemicals company** – Served as lead and deal counsel on the acquisition of adhesive and resin business.
- **Global pharmaceutical manufacturer** – Advised with the post-acquisition of a Mexican subsidiary, including with respect to corporate structuring and compliance with Mexican laws and regulations with respect to employment, data privacy, etc.
- **US trader and producer of biofuels** – Advised on the corporate structuring of operations in Mexico, including with respect to various joint ventures and consortia.
- **Major US financial company** – Advised on the liquidation and closure of operations of a Mexico subsidiary.
- **Core Molding Technologies, Inc.** – Advised on the acquisition of substantially all of the assets of Horizon Plastics International, Inc. and certain of its affiliates, including with respect to its Mexican assets.
- **Major power company** – Advised on the acquisition and development of five landfill gas combustion projects in Latin America to generate power and/or Certified Emissions Reduction credits under the Kyoto Protocol.
- **East West Manufacturing** – Advised on the acquisition of certain assets from Compass Electronics Solutions, LLC, a manufacturer and developer of low-to-medium-volume complex assemblies and systems in El Paso, Texas and Juarez, Mexico. These assets included manufacturing equipment and inventory, as well as all of the equity of PGStech de Mexico.
- **Artha Capital S. de R.L.** – Represented Artha Capital, a private equity firm, in connection with the acquisition of natural gas compression and decompression plants in Mexico, including due diligence and analysis of compliance with operating permits and environmental impact assessments.

## International Dispute Resolution

- **Arbitration regarding a natural gas compression and conditioning agreement** – Served as President of the Arbitral Tribunal in an International Criminal Court (ICC) arbitration seated in Monterrey, Nuevo León, Mexico, between Mexican companies in the gas industry. The dispute related to certain natural gas compression and conditioning agreements, as well as a purchase agreement.
- **Arbitration regarding an interconnection agreement (Mexico)** – Served as President of the Arbitral Tribunal in an ICC arbitration seated in Mexico City between two companies in the gas industry. The dispute related to the alleged breach of an interconnection agreement entered into between the parties.

- **Arbitration regarding a natural gas supply agreement** – Served as co-arbitrator in a London Court of International Arbitration (LCIA) commercial arbitration seated in Mexico City between a subsidiary of the Mexican Electricity Commission and a Mexican company, part of the electric power generation, transmission and distribution industry.
- **ICC arbitration proceeding** – Represented a Mexican public and private joint venture entity in an ICC proceeding to resolve a dispute related to the construction of an LPG pipeline in Mexico.
- **Arbitration regarding a master trade agreement** – Served as President of the Arbitral Tribunal in an ICC arbitration seated in Mexico between Swiss and Mexican parties. The dispute related to the interpretation and performance of a master trade agreement.
- **Arbitration regarding a natural gas compression and conditioning agreement** – Served as President of the Arbitral Tribunal in an ICC arbitration seated in Mexico City between Mexican companies with American and Spanish capital. The dispute involved a contract for natural gas compression and conditioning services.
- **Arbitration regarding a gas interconnection agreement** – Served as President of the Arbitral Tribunal in an ICC arbitration seated in Mexico City between Mexican companies with Canadian and Spanish capital. The dispute concerned the alleged breach of a gas interconnection agreement.
- **Arbitration regarding the development of an electronic platform** – Served as President of the Arbitral Tribunal in an ICC arbitration seated in Mexico City, pursuant to Mexican law, between Uruguayan and Mexican parties. The dispute related to the development and implementation of an electronic platform.
- **Arbitration regarding an energy supply agreement** – Served as co-arbitrator in an ICC arbitration seated in Mexico City between a Mexican company and a multinational corporation. The dispute involved a breach of contract for the supply of energy.
- **Arbitration regarding a gas supply agreement** – Served as co-arbitrator in an LCIA arbitration seated in Mexico City between Mexican and Spanish companies. The dispute related to the terms and performance of a gas supply contract.
- **Arbitration regarding the supply of wind turbines** – Served as co-arbitrator in an ICC arbitration seated in Mexico City between companies with Mexican and Danish capital. The dispute involved a contract for the supply of wind turbines for a wind farm.
- **Arbitration regarding a virtual network operator agreement** – Served as Sole Arbitrator in an ICC arbitration seated in Mexico City, pursuant to Mexican law, between the Mexican subsidiaries of Austrian and U.S. multinational corporations. The dispute related to the operation of a virtual network operator agreement.



## Government Investigations and White Collar

- **Mexican-US joint venture entity** – Represented the joint venture on compliance with the Foreign Corrupt Practices Act (FCPA) as it negotiated with local officials for the construction permits necessary to construct hundreds of miles of pipeline through numerous Mexican municipalities, including the creation of internal mechanisms to vet and escalate requests from local officials for review to ensure FCPA compliance.
- **Global banking group** – Advised with respect to a financial crime and sanctions screening tool used throughout Chile, Uruguay, Brazil and Mexico.
- **Global banking group** – Provided services related to a multijurisdictional study and assessment of reputational risk regulations in force throughout various Latin American countries, including Mexico, Chile, Uruguay, Argentina, Colombia and Brazil.
- **Global Chemicals Company** – Conducted an investigation of M&A target on potential links to drug cartels.
- **Global Technology Manufacturer** – Conducted an investigation and provided support on trade compliance issues and possible multi-million dollar fine.
- **Provider of engineered technology** – Conducted an investigation into its Mexico operations to determine the possibility of fraud and potential violations of international corruption laws.
- **International technology, logistics and transportation company** – Conducted several investigations of its Mexico operations involving alleged fraud and other misconduct.
- **Industrias Tecnos** – Represented the global leading manufacturer of munitions headquartered in Mexico with developing and implementing its global compliance policy.

## International Trade and Economic Regulation

- **Global banking group** – Provided services related to a multijurisdictional study and assessment on cannabis regulations in force throughout various Latin American countries, including Mexico, Chile, Uruguay, Argentina, Colombia and Brazil.
- **Cannabis company** – Provided services for a US cannabis company in connection with a multijurisdictional study and assessment on cannabis regulations and export controls in force throughout various Latin American countries, including Mexico, Chile, Uruguay, Argentina, Colombia, Brazil and Ecuador, as well as coordinating the client's entry into the region.

## Other Relevant Experience

- **Bancomext** – Represented the Mexican state-owned export credit agency in obtaining a US\$600 million credit facility from a syndicate of international banks, which was guaranteed by the Multilateral Investment Guarantee Agency (MIGA) and destined for the support of an emergency liquidity program launched in response to the COVID-19 pandemic to provide working capital to companies across key exporting sectors of the Mexican economy.
- **Hyperion** – Acting as regional legal counsel to a company that produces advanced wear-resistant tools, applications and components in hard and super-hard materials. In its capacity as regional legal counsel, the firm has been assisting Hyperion with its corporate reorganization and the negotiation of all of its distribution and agency agreements in Mexico, Brazil, Colombia, Chile and Argentina.





# The Mexico Desk Team

Squire Patton Boggs is one of the world's strongest integrated law firms, with a multidisciplinary team of more than 1,500 lawyers who practice law in 140 jurisdictions.

Our global platform allows our Mexico Desk Team to support clients seamlessly across jurisdictions while maintaining consistent and efficient support at the highest level. Additionally, a significant portion of our Mexico Desk team is fluent in Spanish, enabling us to confidently support Spanish-speaking clients both domestically and abroad. Below, we've laid out the global presence of our seasoned team of attorneys.

## Americas



**Álvaro J. Mestre\***  
Partner, Chair of Mexico Desk  
Washington DC



**José Martín\***  
Partner  
Miami



**Kevin Levey\***  
Partner  
Washington DC



**Digna French\***  
Partner  
Miami



**Loana Martin\***  
Senior Attorney  
Washington DC



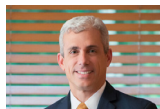
**Raúl Mañón\***  
Partner  
Miami



**Everett Eissenstat\***  
Partner  
Washington DC



**Sylvia Cherem\***  
Associate  
New York



**Alejandro Peña-Prieto\***  
Partner  
Santo Domingo



**Itzel Vazquez Mora\***  
Associate  
New York



**Awilda Alcántara-Bourdier\***  
Partner  
Santo Domingo



**Pedro Miranda\***  
Partner  
Phoenix



**Brian Cabianca**  
Partner  
Phoenix



**Rick Stilgenbauer**  
Senior Policy Advisor  
Phoenix



**Matthew Palmer**  
Partner  
Columbus



**Michael Cox**  
Associate  
Denver

## Europe



**Antonio Bañón\***  
Legal Director  
Madrid



**José Aguilar Shea\***  
Partner  
Madrid



**José Maria Viñals\***  
Partner  
Madrid



**Marisa Fernández\***  
Partner  
Madrid



**José Feris\***  
Partner  
Madrid



**Aline Ramos Poelaert\***  
Associate  
Paris

\*denotes Spanish speaker



# About the Firm

## Firm Overview

- One of the largest global footprints, with over 40 offices across four continents
- A multidisciplinary team of more than 1,500 lawyers, including 500 partners
- Practicing law in 140 jurisdictions, speaking more than 40 languages
- Seamlessly connected service that operates on any scale – locally or globally – encompassing virtually every matter, jurisdiction and market
- Advising a diverse mix of clients, from long-established Fortune 500 and FTSE 100 corporations to emerging businesses, startup visionaries and sovereign nations
- Recognizing the impact of regulation and politics on business, we have a unique mix of highly experienced, well-connected lobbying and political capabilities in the US, Europe and beyond
- Committed to being a responsible business, incorporating environmental, social and corporate governance (ESG) considerations into everything we do

## Contact



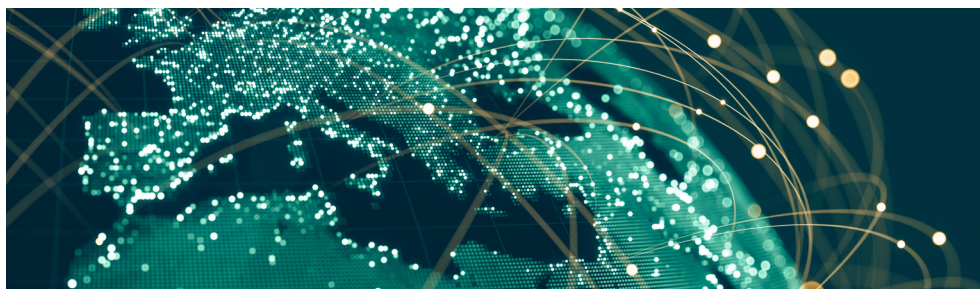
### Alvaro J. Mestre

Partner, Washington DC

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Alvaro Mestre is a US lead of our Energy & Natural Resources Group and a partner resident in the Washington DC office, as well as being chair of the firm's Mexico Country Desk. He specializes in cross-border transactions and projects, with expertise in the energy and transportation industries and a regional focus on Latin America.



## Areas of Focus

We offer a full service to clients and have particular strengths in a number of practices:

### Practices

- Business Immigration
- Communications
- Antitrust & Competition
- Corporate
- Data Privacy, Cybersecurity & Digital Assets
- Environmental, Safety & Health
- Financial Services
- Government Investigations & White Collar
- Insurance & Reinsurance
- Intellectual Property & Technology
- International Dispute Resolution
- International Trade & Foreign Investment
- Labor & Employment
- Litigation
- Pensions
- Public & Infrastructure Finance
- Public Policy
- Real Estate
- Restructuring & Insolvency
- Tax Strategy & Benefits

We recognize that a genuine understanding and appreciation of our clients' industries helps to deliver more pragmatic and commercial advice. Our commitment to being industry experts also helps deliver advice more efficiently, ensuring it is tailored to our clients' current and future needs, appreciating the opportunities and challenges they face. We focus our expertise on the following core industries:

### Industries

- Advertising, Media & Brands
- Aerospace, Defense & Government Services
- Automotive & Transportation
- Chemicals
- Commodities & Shipping
- Construction & Engineering
- Energy & Natural Resources
- Healthcare
- Hospitality & Leisure
- Industrial Products
- Infrastructure
- Life Sciences
- Retail
- Sports & Entertainment



# We Are Where You Are

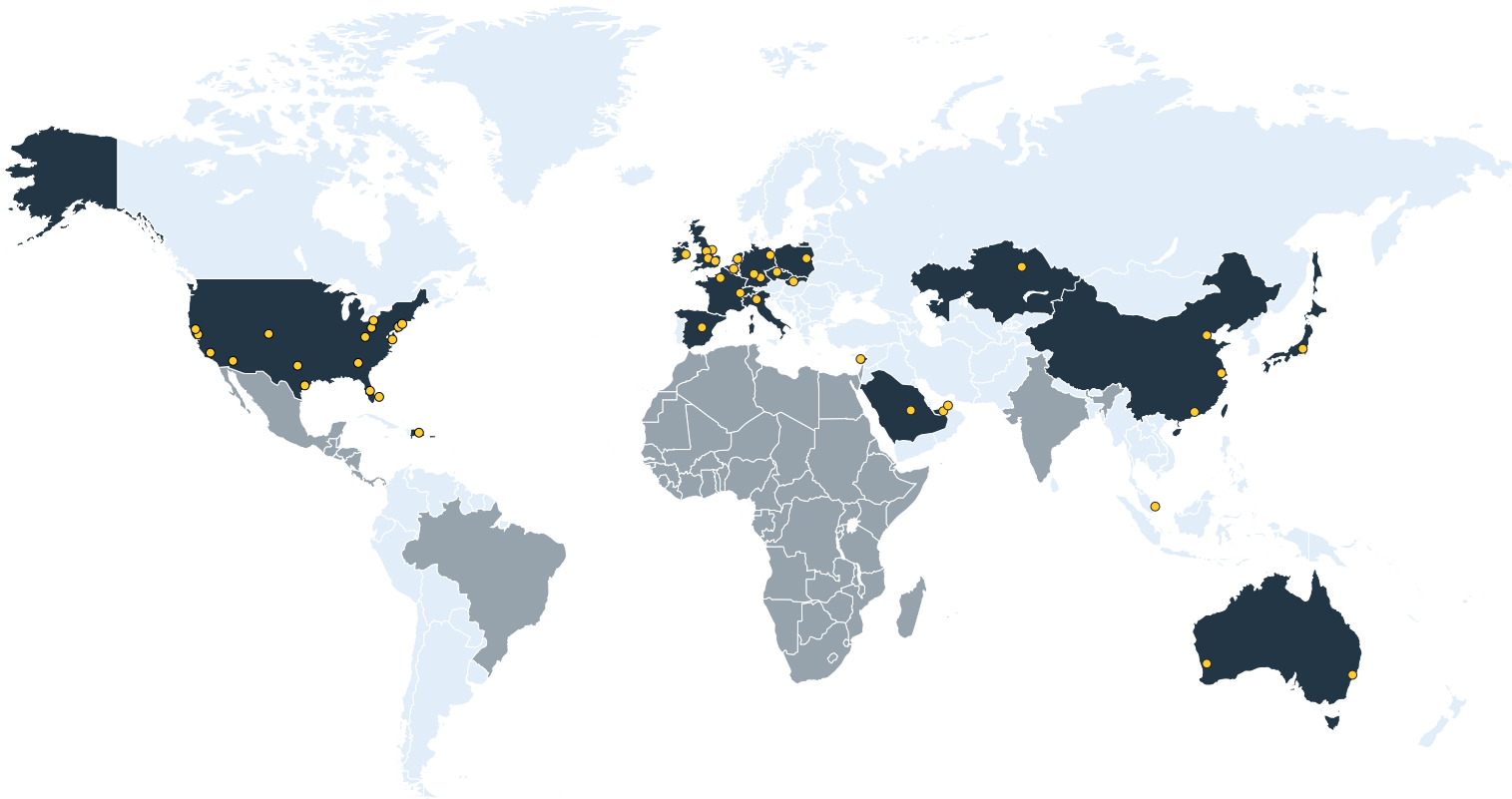
More Than 40 Offices Across Four Continents

## Our Locations

- |            |               |
|------------|---------------|
| Abu Dhabi  | London        |
| Amsterdam  | Los Angeles   |
| Astana     | Madrid        |
| Atlanta    | Manchester    |
| Beijing    | Miami         |
| Beirut     | Milan         |
| Berlin     | New Jersey    |
| Birmingham | New York      |
| Böblingen  | Palo Alto     |
| Bratislava | Paris         |
| Brussels   | Perth         |
| Cincinnati | Phoenix       |
| Cleveland  | Prague        |
| Columbus   | Riyadh        |
| Dallas     | San Francisco |
| Denver     | Santo Domingo |
| Dubai      | Shanghai      |
| Dublin     | Singapore     |
| Frankfurt  | Sydney        |
| Geneva     | Tampa         |
| Hong Kong  | Tokyo         |
| Houston    | Warsaw        |
| Leeds      | Washington DC |

## Regional Desks and Strategic Alliances

- |                            |        |
|----------------------------|--------|
| Africa                     | India  |
| Brazil                     | Israel |
| Caribbean/ Central America | Mexico |



- Squire Patton Boggs Locations
- Regional Desks and Strategic Alliances



