



HLB MAAT ASESORES

OPTIMIZE YOUR Company
BOOST YOUR Business

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MAAT Asesores



Tax Practice

Advisory

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Solution of Controversies

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MAAT: The ancient Egyptian Goddess of Truth, Justice and Order with approximately 4,500 years of history.

MAAT Asesores S.C. ("MAAT Asesores")

MAAT Asesores is a firm incorporated with the purpose to provide professional services specialized in different areas required by the companies and business to achieve goals.

In a changing world with new opportunities and strong competition, MAAT Asesores is focused on solving the business challenges through innovation and transformation to optimize your results, generate value and keep your business at the forefront.

The members of our firm have substantial experience, knowledge and are in good standing at a national and international level.



MAAT ASESORES

TAX PRACTICE

- ADVISORY
- TRANSFER PRICING
- SOLUTION OF CONTROVERSIES
- EQUITY



ADVISORY

- Analysis & application of national and international tax provisions
- Advisory & support in the compliance with tax obligations
- Strategic tax planning
- Process for devolution of taxes
- Transaction of tax audits and compliance reviews

TRANSFER PRICING

- Advisory for due compliance in Transfer Pricing (Studies & Informative Returns)
- Best strategies in structure and intercompany transactions through Transfer Pricing policies.
- Strategies of prevention and containment of risks due to potential proceedings by SAT
- Simplification in compliance and second opinions regarding Transfer Pricing
- Advisory in conciliation and defense means related to Transfer Pricing
- Processing and follow-up to APA's, BAPA's and friendly proceedings of Agreements

SOLUTION OF TAX CONTROVERSY

- Planning & shield in corporate transactions
- Solution of disputes in tax audits
- Administrative Resources
- Tax dispute
- High specialization litigation in tax constitutional matters



• EQUITY

GOVERNANCE & FAMILY

- Security for the bases of a more effective governance frame
- Rights of shareholders and key roles of owners
- Roles of the family board

TRUSTS & BUSINESS SERVICES

- Specialized Advisory for family companies
- Planning in inheritance and succession
- Incorporation of civil and commercial corporation

MANAGEMENT OF FAMILY OFFICE

- Structuring of portfolio and investment committees
- Accounting, tax and legal management, cash flow analysis and liquidity

ADVISORY IN INVESTMENTS

- Assessment in investment instruments and portfolio
- Financial Planning
- Personal Retirement Plan
- Property Insurance and Personal Insurance





FINANCIAL STRATEGY, ECONOMIC ANALYSIS & RISKS

OTHER SERVICES

- POWER PROJECTS
- FORENSIC COMPUTER ANALYSIS
- ACCOUNTING ADVISORY SERVICES



FINANCIAL STRATEGY

- Mergers, acquisitions, disinvestment and strategic alliances
- Financial and corporate restructuring
- Initial Public Offering
- Structured Financing
- Financing of Infrastructure Projects
- Fairness Financial Opinions
- Financial Assessment and Design of Business Plans
- Financial Modeling
- Assessment of Companies
- Assessment of Intangible Assets
- Efficiency and Control of Expenses



ECONOMIC ANALYSIS

- Occasional or Systematic Advisory: Analysis and follow-up of economic scenario and perspective
- Advisory to the company in retirement plans: how the retirement law affects your company. Types of new amendments. Structure a retirement plan for the company's personnel
- Advisory to the Board of Directors and Top Management in analysis and economic perspectives for decision making
- Conference in different forums on evolution and perspectives of economics
- Market Research (products, demands, etc.)



RISKS

Business decisions include implicit risks as they are identified, assessed and mitigation plans can be created, these risks may be avoided and/or controlled:

- Assessment and improvement of the system and risk management processes
- Establishment of the Risk Appetite frame
- Identification, risk assessment and preparation of risk management measures
- Implementation of Enterprise Risk Management (ERM)
- Establishment of key controls to mitigate compliance risks



• OTHER SERVICES

POWER PROJECTS

- Identification, design, assessment, structuring and financing of power projects
- Economic and financial models of power projects
- Design of strategies and simulation models of electric and hydrocarbon market
- Negotiation and structuring of qualified services supply agreements
- Multidisciplinary teams for rights of way, zoning, authorizations and relations with regulatory bodies, environmental and safety matters



FORENSIC COMPUTER ANALYSIS

- Forensic Audits entrusted to determine the damage to your company due to a fraud
- Support in the implementation of control systems to prevent frauds and advisory in codes of conduct
- Support in the implementation of codes of conduct
- Review of controls established in the company to prevent frauds
- Support in preparation of fraud risk matrices

ACCOUNTING ADVISORY SERVICES

- Review of compliance with the guidelines of financial standards related to “Income from agreements with customers” and “Costs from agreements with clients” in order to determine the appropriate time to recognize income
- Calculation of deferred income tax
- Consolidation and/or combination of financial statements
- Preparation of notes to the financial statements
- Assessment and suggestions of improvement; or if applicable, preparation of policies and procedures related to business cycle (accounts receivable and income, accounts payable and purchases, fixed assets, etc.) and with compliance with the accounting regulations applicable to the entity
- General support for the understanding, interpretation, application of accounting standards, as well as advisory of audits





CORPORATE GOVERNANCE & COMPLIANCE



CORPORATE GOVERNANCE

Respond to the growing pressure of interested parties of governance procedures and control in the company is a priority for the correct operation and internal compliance.

- Integral diagnosis of the corporate governance system, development of recommendations and assistance of implementation
- Development of corporate governance codes, business conduct and other internal corporate documents
- Assessment of corporate governance as part of the preparation for an Initial Public Offering (IPO)
- Assessment of work of the Board of Directors and the Committees
- Assistance to comply with the regulatory requirements on local, national and international corporate governance

COMPLIANCE

- Identification of applicable regulatory requirements
- Assessment of regulatory compliance and correction of identified errors
- Preparation of regulatory matrices to guarantee compliance with the laws and regulations
- Design, assessment and implementation of policies and procedures
- Implementation of the program to guarantee compliance





MANAGEMENT OF TALENT & ORGANIZATIONAL CULTURE



COMPENSATION, REMUNERATION AND PRODUCTIVITY DIAGRAM

- Design and implementation of remuneration diagrams: mix of short and long-term, fixed/ variable remuneration
- Assessment of variable remuneration diagrams: Incentives, Bonus, Fees, etc., complying with the company's productivity strategy
- Package of benefits and short-term benefits

ORGANIZATIONAL ENVIRONMENT AND CULTURE

- Assessment of organizational environment and impact on productivity and loyalty to the company
- Creation of leadership and teamwork
- Agile/lean to reorganize the company in its operative processes and reduce the bureaucratic burden

FORMATION AND HUMAN CAPITAL SERVICES

SMARTTRAINING supports the companies in the development and implementation of highly interactive digital educational resources for the formation of personnel, which allows an efficient e-learning in innovative forms both for the theoretical and practical content by using methodologies as Virtual Reality, Artificial Intelligence, Gamification, Simulators, etc.a.

- Preparation of courses and interactive modules to train personnel
- Digitalization of operation manuals and existing protocols

RETIREMENT PLANS WITH PERSONNEL, RETENTION PLANS AND BENEFITS

- Design and implementation of retirement benefit plans (Retirement Plans)
- Top employee retention plans (Retention Plan)
- Design of long-term benefits complying with the company's strategy

ACTUARIAL ASSESSMENT

- Indemnities and benefits after Retirement
- Actuarial assessment to measure general contingent liabilities
- Tax actuarial assessment for funding effects of Retirement Plans



LEGAL



- Corporate/Corporate Administration
- Labor
- Civil/Commercial Litigation
- Administrative Litigation
- Consumer Protection
- Real Estate/Zoning
- Arbitration
- Migratory
- Economic Competition





PARTNERS

ARTURO CARVAJAL / TAXES

Arturo Carvajal has more than 20 years of experience in tax matters, he has provided services to national and international companies.

Arturo Carvajal is recognized for writing on tax matters in different newspapers, bulletins and magazines. He is a frequent lecturer in different academic and professional forums.

He was the President of Instituto Mexicano de Ejecutivos de Finanzas, Mexico City.

He obtained a degree in Public Accounting awarded by Universidad La Salle, complemented with a Master's Degree in International Finance by Universidad Panamericana and Wharton; and he has International Taxes Studies at ITAM and Harvard.

He is the Director and Founding Member of Maat Asesores, S.C.

JORGE FERNÁNDEZ / TAXES

Jorge Fernández has more than 10 years of professional experience in taxes and he has provided services to Mexican and international companies and he was a Tax Partner in Firms such as Castillo, Miranda y Compañía, S.C. (BDO México); Calderón, González y Carvajal, S.C.; Ortiz, Sosa, Ysusi y Cía, S.C.; Despacho Parás, S.C.

He is an active member of Comisión de Investigación Fiscal del Colegio de Contadores Públicos de México, A. C.



JUAN MANUEL GIL / FINANCE

Juan Manuel Gil is an Executive and Entrepreneur with substantial experience and extraordinary strategy and business vision with more than 35 years of international and multicultural experience. He has worked as CFO in transnational companies, such as: ADO (Autobuses de Oriente), Comex, Elementia, Holcim, Banco Mexicano - Invermexico, among others.

Juan Manuel Gil is an Electronic Engineer with studies at The Wharton School, IMD and IPADE, he has substantial experience in administration, corporate finance, strategic planning, development and integration of new business in Latin America, mergers and acquisitions (in its résumé he has completed more than 30 transactions, among them, the sale of Comex, the second biggest transaction of Mexico in 2014), refinance, issuance of debt and capital, internal control and reengineering of processes, risk analysis, insurance created of Shared Services, implementation of ERP's, compliance and relation with investors in public companies.



JOSÉ LUIS LAVÍN / LEGAL

For several years, José Luis Lavín was employed in the best firms of Mexico City such as White & Case; Creel, Garcia-Cuellar and Müggenburg (currently Creel, Garcia-Cuellar, Aiza y Enríquez) where his professional practice was developed in general matters of corporate law, mergers and acquisitions, railway and aeronautical law, debt restructuring, international arbitration, banking, financial and securities transactions

His corporate experience includes advisory to public and private companies and other entities in different industries related to mergers and acquisitions, corporate governance matters, co-investment agreements or cross-border joint ventures, strategic alliance and a variety of transnational matters. He has participated in Due Diligence. He also has represented as Attorney in Fact several national and international companies and he has participated in different Board of Directors.



CARLOS PÉREZ GÓMEZ SERRANO / TAXES

Carlos Pérez Gómez Serrano is an Economist with a Master's Degree in Financial Assessment with more than 14 years of experience. He has held positions as the Central Manager at the Tax Administration Service in charge of the Transfer Pricing and Competent Authority Area. He obtained a specialization in complex cases of audit, controversies, friendly procedures and advisory on lawsuits and he has participated in the incorporation of tax amendments and regulations.

He has participated with regional and international organizations to design proposals of standards and training in Latin American countries as an Expert of UNO, where he is a member of the Transfer Pricing Subcommittee in preparation of the Practical Manual of Transfer Pricing for Developing Countries.



FEDERICO RUBLI / ECONOMICS - FINANCE

With a Degree in Economics awarded by ITAM and a Postgraduate Course by Columbia University in New York (Master's and PhD in Economics), Federico Rubli is currently the Associate Consultant of MAAT Asesores regarding macroeconomic analysis, finance and international economics and retirement systems

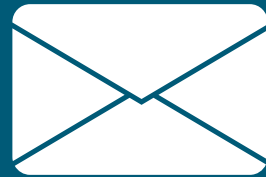
He was an Officer of CONSAR from 2011 to 2017 as Advisor to the President and General Coordinator of Strategic Planning. Before that, he had a prolific career of 30 years at Banco de México, where he held different positions, among others, as External Relations Director, Governor's Office Coordinator, Macro-financial Analysis Manager and International Economic Deputy Manager. In addition, at the IMF in Washington, he was a Senior Economist and also acted as Advisor and Assistant of Investigation at the Center for Latin American Monetary Studies (CEMLA).



ALEJANDRO VIOLANTE / FIANCE - POWER

Alejandro Violante obtained a Degree in Mechanical Engineering awarded by ESIME and he took studies of Postgraduate Course at Oxford, Birmingham and The American University. With more than 30 years of substantial experience in the financial sector, he has actively participated in different projects of infrastructure and power that jointly exceed more than US\$8,000 million Dollars. He was employed as Director and Director General in companies such as: US Renewable Group; Dresdner Bank; Inverlat; Vector; Pulsar; Bufete Industrial and NatGas. He acted as General Planning Director at the Ministry of Transport and Communication and Politics Director of Tax Incentives of the Ministry of Finance and Public Credit (SHCP); Additionally, he was part of the Technical and Investment Committee of FONADIN and he acted as Independent Advisor of ISSSTE. He has been the consultant of different multinational and national corporations, as well as foreign governments and multilateral financial institutions.





CONTACT



USA

Tel. +1(713) 275 3577
The Galleria 5065
Westheimer Rd Suite
1130 ZIP 77056,
Houston Tx.

BAJIO

Tel. (442) 688 5070
Central Park Armando
Shaffler 2001, Interior
4-C, centro Sur CP
76090, Querétaro Gro.

MEXICO CITY

Tel. (+52) 55 4164 4516
Avenida Vasco de
Quiroga 2121, piso 1,
Colonia Peña Blanca
Santa Fe C.P. 01210
Álvaro Obregón CDMX

PUEBLA

Bldv. De los Reyes No. 6431
int 6 Lomas de Angelópolis
72820, San Andrés
Cholula, Puebla

SOUTHEAST

Tel. (998) 892 0370
Torre Sol Av
Bonampak 200 Desp
115 Lote 4B 2 Mza 1,
SMza 4A CP 77500,
Cancún Q Roo.





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<http://hlbmaat.com>



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@MAAT.Asesores



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