



**MEXICO ENERGY INTELLIGENCE™**  
**ANNUAL ANNOTATED TITLE CATALOG**  
**2022**

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## January

**FRI, JAN 7**

**DEER PARK REFINERY SALE SURVIVES COURT CHALLENGE**

File **100260**  
Pages 10  
Topic 111

This report is a critique of the 90-minute court hearing that was held on January 6, 2022, in federal court in Houston to consider a petition for a Temporary Restraining Order (TRO) against the sale of the Deer Park refinery by Shell to P.M.I. (a Pemex affiliate). Judge Lee Rosenthal denied the TRO and the request for expedited discovery, but she invited plaintiff attorney Mark Lavery to submit additional arguments as to why the petition should not be dismissed.

1

**MON, JAN 17**

**COMMENT: ENERGY TRANSITION COMES TO DEER PARK**

File **011722**  
Pages 1  
Topic 111

Commentary regarding the problematic issues associated with the sale of Shell's interest in the Deer Park refinery to Pemex, published in the "TexasInc" section of *The Houston Chronicle*. "Pemex cannot operate as a market-driven business when its de facto, activist chair is the president of Mexico." For this reason alone Pemex cannot be a reliable business owner in Deer Park.

2

**THU, JAN 27**

**DEER PARK REFINERY HANDOVER, JANUARY 19-21, 2022: WHAT WAS CONVEYED AND WHAT WAS RETAINED?**

File **945**  
Pages 10  
Topic 111

This report examines the succession of events associated with the handover of Shell's controlling shares of the Deer Park refinery to Pemex. Table 1 examines the financial aspects of the deal. The welcoming video of Jan. 19th conveyed the message to employees that their real boss is the President of Mexico. The documents ceremoniously signed and exchanged on Jan. 20 likely concerned the Transitional Service Agreement by which Shell would continue to administer the refinery for the remainder of 2022. The video shown on Jan. 21 made it clear that the President was behind the purchase.

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MEXICO ENERGY INTELLIGENCE™ is a digital publication based in Houston since 1996 and published by market analyst and historian George Baker. We analyze developments in law, regulation, policy, and institutional governance in Mexico's energy sector from the perspective of regulated market solutions. Our extensive archive of reports allows us to provide the back-stories not found elsewhere and workplace safety. Occasional reports are dedicated to the linguistics of bilingual proficiency, understood as an element of market efficiency. In 2015, we donated our extensive collection of Pemex publications, books and papers related to Mexico's energy sector to the Special Collections Library of the University of Houston.

Reports are distributed principally by paid subscription and online purchase.

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**MON, JAN 31**

**WHAT'S WRONG WITH MEXICO, WITH PEMEX? WHY THE SPANISH CROWN HAD IT RIGHT FOR 300 YEARS**

File **100261** This report discerns that mineral exploration, production and public finances were better served by the framework of the Spanish colonies than by the constitutional regime established in 1917. The report extends the scope and arguments of our article published in *The Dallas Morning News* (Jan. 31, 2022). 4

Pages 2

Topic 812  
412

File **013122** This essay, "Why can't oil-rich Mexico succeed in the oil business?" published in the *Dallas Morning News*, offers a long view of Mexico's oil industry: The mistakes in law and policy of 1917, 1938, 1958, 1981 and 2014 are highlighted. 5

Pages 1

Topic 418  
201

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## February

**FRI, FEB 18**

**LÓPEZ OBRADOR'S HOUSING CRISIS IN HOUSTON: INCONCLUSIVE INVESTIGATION INTO ALLEGATIONS OF DARK MONEY**

File **947** A media firestorm broke out in Mexico City at the end of January 2022 when it was revealed that AMLO's eldest son was living in luxury quarters in a Houston suburb. The story's focus was on Carolyn Adams with a sketchy work history and iffy credit score would be able to rent an executive-style home with a monthly rent above \$5,000. The story gained momentum when it was learned that the homeowner was an executive with a major Pemex contractor. The source of funds was never made public. President López Obrador took umbrage at the report. To bury the story, the president targeted the reporter, Carlos Loret de Mola. During a press briefing, the president revealed his sources of income, implying that he was an agent of his enemies. 6

Pages 21

Topic 201

File **949** Mexico's national interest is harmed because there is no limiting principle of commerce when Pemex is managed by the President of Mexico whose limiting principle is the popular vote. This report observes that while Mexican criticize the energy policies of the president--especially those of today's incumbent--they do not question the legal framework and historical narrative that give the president the authority to involve himself in the management of the state-owned oil companies. 7

Pages 6

Topic 810  
811

**SAT, FEB 19**

**AMLO REDEFINES JOURNALISM: HIS POLITICAL MOVEMENT MERITS PROTECTION FROM LIES [HE WRITES]**

File **100262** This report provides an English translation of the communication of President López Obrador to the autonomous agency responsible for the protection of personal data, dated February 14, 2022. The president asks about his right to publish the income of journalist Carlos Loret de Mola, whose annual income of \$35 million pesos (US\$1.75 million) is deemed prima facie evidence of corruption. 8

Pages 2

Topic 201

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## March

THU, MAR 10

**HOW COMPETITIVE IS THE USMCA REGION? CAN MEXICO WIN BACK ANY OF THE JOBS LOST TO CHINA?**

File **946**  
Pages 13  
Topic 418

This report makes an innovative use of the dataset generated by the DC Heritage Foundation in its 2020 Report on Economic Freedom. We compared the scores of Mexico and the U.S., also against the scores of China in regard to 12 institutions. China outscores Mexico in Judicial Effectiveness and Government Integrity. The report converts the original raw scores into normalized values, or Z scores. In this way, the score for an institution like Judicial Effectiveness is shown against the global average of 170 countries.

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THU, MAR 31

**LO IMPERCEPTIBLE EN EL SECTOR ENERGÉTICO EN MÉXICO: LA AUTORIDAD DEL PRESIDENTE**

File **033122**  
Pages 1  
Topic 300  
412  
201

In the journal *Energía a Debate*, George Baker observes that while Mexicans in the public square routinely criticize the appointments and decisions made by Mexico's president in the management of the state-owned energy companies, the same critics do not question the legal and ideological framework that allows for presidential involvement in the companies. For the president to step aside in the oil sector, a second state-majority oil company would be needed based along the lines of Equinor (previously, Statoil). In that governance model, it would be an international board of directors that appoints and removes the CEO.

10

## April

MON, APR 4

**COMMENT: THE PRESIDENT OF MEXICO MAY NEVER ALLOW PEMEX TO BECOME A REAL OIL COMPANY**

File **040422**  
Pages 1  
Topic 300  
412  
201

A commentary published in the *Houston Chronicle* by George Baker that highlights arguments that were set forth in MEI 949 about how in Mexican culture it the harm to the national interest from the interference of the President of Mexico in the management of Pemex and CFE is not recognized. The commentary concludes that Pemex will never become a real oil company executive appointments, dismissals and strategy are decided by the president of Mexico.

11

SAT, APR 9

**AMLO WOOS JOHN KERRY AND INVESTORS: BAIT & SWITCH AT THE PALACE CONFAB OF MARCH 31ST**

File **950**  
Pages 15  
Topic 408  
425

This report critiques recent diplomatic efforts that U.S. authorities have made to thwart the Mexican government's program to reposition its power company (CFE) at the head of the dispatching queue. President López Obrador used the meeting on March 31, 2022, with presidential envoy John Kerry and Amb. Ken Salazar and a dozen investors to insist on the correctness of his policies. The president urged Talos's CEO, Tim Duncan, who was present, to continue to invest to bring the huge Zama reservoir into production during the term of the present administration.

12

THU, APR 14

**MEXICO'S ENERGY SECTOR, 2020-22, AS REPORTED IN OUR PUBLISHED COMMENTARY**

File **10086**  
Pages 5  
Topic 907

A walk-through of salient issues in Mexico's energy sector during 2020 - 2022 as documented in our published in the U.S. and Mexican media.

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## May

WED, MAY 4

**EASTER SUNDAY IN THE MEXICAN CONGRESS, 2022**

File **10087**  
Pages 23  
Topic 408  
227

This report examines the background and implications of the vote in the congress that failed to provide a two-thirds majority in favor of constitutional amendments related to the energy sector. Table 1 is a review of six market models from 1975 to 2022. Table 2 is a chronological title list of legal dispositions related to public administration of the electricity industry, 1922-2022.

14

FRI, MAY 6

**A CENTURY OF PUBLIC ADMINISTRATION IN THE ELECTRICITY INDUSTRY IN MEXICO**

File **100263**  
Pages 6  
Topic 408

A century after the federal government in Mexico issued a decree in 1922 to bring order to the electricity industry there is still no consensus as to what that order should look like. Table 1 provides an annotated list in chronological order of salient legal dispositions in the electricity sector in Mexico, 1922-2922.

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MON, MAY 16

**AMLO, MEXICO'S PRESIDENT, SEEKS INTERNATIONAL ROLE AFTER DOMESTIC SETBACKS**

File **051622**  
Pages  
Topic 201

Rebounding from setbacks in his domestic agenda, President López Obrador seeks a role as a regional leader and as an advocate for Cuba, Venezuela, and Nicaragua to be included in the upcoming meeting of the Council of the Americas. The op-ed notes errors in domestic energy policy that made Mexico in 2022 less secure than when he took office in 2018.

16

SAT, MAY 28

**OIL GOVERNANCE AND OVERSIGHT IN MEXICO, 1900-1960**

File **10088**  
Pages 12  
Topic 813

This report provides (in Table 1) a chronology of legal dispositions and institutional developments related to the oil industry in Mexico, sorted by presidential period, from 1900-1960. The discussion focuses on the governance model of Mexico's first state oil company, Petróleos de México, S.A. (Petromex), created at year-end 1933. The company would be guided by a board of directors of seven members, three of which would be designated by the government. The general director of the company would be appointed by the board. This market-oriented approach to oil company governance would be lost by 1946, when the President of Mexico was given responsibility for designating the executive team of Pemex.

17

TUE, MAY 31

**OIL COMPANY GOVERNANCE AND OVERSIGHT IN MEXICO, 1946-2022: WHY IS PEMEX STILL A SUBOPTIMAL ASSET?**

File **10089**  
Pages 13  
Topic 609

This report starts with the "presidential capture" of Pemex by a decree issued in 1946 that named the President of Mexico as the authority that would appoint the director-general and executive team of Pemex. The result would be that successive presidential appointees would lack industry experience and a background in leading a large commercial corporation. Only the constitutional amendments in 2013 and laws in 2014 would Pemex be able to have partners in joint ventures, but only a few have been made.

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## June

- WED, JUN 1**      **MEXICO'S OIL INDUSTRY GOVERNANCE, 1946-2022: KEY MOMENTS SORTED BY PRESIDENTIAL PERIOD**
- File    **100264**      In the four pages of Table 1, salient points in the history of Mexico's oil industry are listed, 19  
Pages   6  
Topic   810  
         300
- THU, JUN 2**      **ANNUAL ANNOTATED TITLE CATALOG 2021**
- File    **100265**      We review the top stories of the year 2021 as we reported them: Zama, Deer Park and 20  
Pages   15      Electricity Reform were the topics to which we dedicated most of our attention.  
Topic   907
- THU, JUN 16**      **OUTLOOK FOR DEEPWATER DEVELOPMENT IN IN MEXICO: WHAT FACTORS AFFECT SUCCESS IN THE PERDIDO AREA?**
- Updated 6/24/2022
- File    **923**      This report continues on a subject that we first discussed in 2004, *Pemex's future* 21  
Pages   50      *production in deep water: What is Plan B?* Seventeen years later, without the first barrel  
Topic   404      of oil from a deepwater reservoir, we approach the subject from an angle informed by the  
         419      neo-classical growth model of macroeconomics. The idea is to predict economic  
              development as a function of technology as multiplied by a country's natural resource  
              endowment, physical capital, human capital and institutions. For data, about institutions,  
              we adapt the scores developed by the Heritage Foundation in its Report on Economic  
              Freedom.
- THU, JUN 30**      **WHERE MEXICO WENT WRONG IN OIL LAW AND POLICY: WHAT BIDEN NEEDS TO KNOW BEFORE MEETING AMLO ON JULY 12**
- Updated 7/5/2022
- File    **10090**      It took almost fifty years for the constitutional flaws in *Roe v. Wade* to be identified and 22  
Pages   13      corrected in 2022. In this report, we identify flaws in Article 27's framing of the state's  
Topic   006      relationship to natural resources. The development of Mexico's oil industry is being held  
         425      hostage. (Arguments in this report were published in a commentary in *The Houston*  
              *Chronicle* on July 4, 2022.)

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## July

- MON, JUL 4**      **ROE V. WADE IN MEXICAN OIL: REVISITING DECISIONS THAT GAVE THE STATE AN OUTSIZED ROLE IN OIL INDUSTRY**
- File    **070422**      This commentary in *The Houston Chronicle* summarizes one of the main arguments in 23  
Pages   1      our report PPP 10090, "Where Mexico went wrong in oil law and policy" (June 30, 2022).  
Topic        The argument is that bad law, policy and regulation have had a flawed basis in the  
              Mexican constitution's 27th article. One expression of bad policy outcomes is that the  
              Energy Reform of 2013-14 declared that the Nation owns the oil reserves of investors.  
              The only solution is to expunge the offending paragraph.

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|--------------------|---|--------------------|
| <b>THU, JUL 14</b> | <b>LEGAL HISTORY OF MEXICO'S ENERGY SECTOR: AN ANNOTATED TITLE LIST OF OUR REPORTS, 2002-2022</b>   |                    |
| File <b>100266</b> | This report serves as a survey of the evolution of law, commerce and institutions in Mexico's energy sector, as seen in the titles and annotations of selected reports issued during 2002-2022.   | <a href="#">24</a> |
| Pages 16           |   |                    |
| Topic 907          |   |                    |
| <b>MON, JUL 18</b> | <b>THREE GREAT MEN OF MEXICAN OIL: CÁRDENAS, PEÑA NIETO AND LÓPEZ OBRADOR</b>   |                    |
| File <b>071822</b> | This column in the Houston Chronicle: Mexican oil history now comes down to the story of three [white] men — Cárdenas, Peña Nieto and AMLO. All of them are alike in their failure to discern that no course correction in energy policy or Pemex governance will be adequate or sustainable as long as the president of Mexico at the helm.  | <a href="#">25</a> |
| Pages 1            |   |                    |
| Topic 609          |   |                    |
| <b>WED, JUL 20</b> | <b>RETHINKING MEXICO'S UPSTREAM, PART I: FIRST PRINCIPLES IN THE MINING INDUSTRY</b>  |                    |
| File <b>10091</b>  | This report places Mexico's upstream oil and gas industry in a generic framework of the mining sector. We ask about society's needed for hydrocarbons and about the incentives and obligations that are offered to miners. We list a dozen principles of conduct and expectations. In 30 endnotes we apply these principles to Mexico's oil and gas industry. In the section of conclusions, we identify three events that need to take place for the Era of Lázaro Cárdenas to come to an end. | <a href="#">26</a> |
| Pages 11           |   |                    |
| Topic 812          |   |                    |
| 609<br>812         |   |                    |
| <b>THU, JUL 21</b> | <b>RETHINKING MEXICO'S UPSTREAM, PART II: LEGAL AND POLICY INFLECTION POINTS</b>  |                    |
| File <b>10092</b>  | This report identifies inflection points since the end of the 19th century that have moved the needle in Mexican oil policy, public institutions and regulations. Table 1 is a chronological listing of ten key dates.  | <a href="#">27</a> |
| Pages 30           |   |                    |
| Topic 410          |   |                    |
| <b>SUN, JUL 31</b> | <b>AMLO DOUBLES DOWN ON ZAMA BUT MISSTATES FACTS, LAWS AND CONTRACTS</b>  |                    |
| File <b>951</b>    | This report provides an English translation of President López Obrador's remarks on July 26, 2022, on the roles of Pemex and Talos Energy in the negotiations of unnamed areas of disagreement related to the 2017 Zama oil discovery by Talos. Appended to the report is an annotated title list of our reports on related topics since 2012.  | <a href="#">28</a> |
| Pages 12           |   |                    |
| Topic 407          |   |                    |
| 425                |   |                    |

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## August

SUN, AUG 7

### RETHINKING THE MEXICAN UPSTREAM, PART III: USTR VS. PEMEX GOVERNANCE

File 10093

Pages 9

Topic 418

This report comments on the request by the United States Trade Representative (USTR), dated July 20, 2022, for dispute-settlement consultations regarding alleged violations of trade agreements by the Mexican government in the energy sector. The report calls attention to the absence of complaints of policy and regulatory malpractice in the unstream, and, in parallel, an inadequate governance model in Pemex.

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TUE, AUG 9

### USTR REQUESTS ENERGY DISPUTE CONSULTATIONS WITH MEXICO

Updated 8/25/2022

File 1000113

Pages 20

Topic 418

On July 20, 2022, the USTR announced that it had requested Dispute Settlement Consultations with Mexico about alleged breaches of the US-Mexico-Canada Trade and Investment Agreement (USMCA). The press release hyperlinked a densely written five-page document that cited policies said to violate the Agreement. The reaction of Mexico's president, Andrés Manuel López Obrador, was dismissive. Table 1 of this report lists issues flagged by American public officials since 2020. As background, we cite the Metalclad arbitration under NAFTA in the late 1990s that ended badly for investors. We speculate that Mexico's negotiators will invoke energy sovereignty to justify the disputed energy policies.

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MON, AUG 15

### OVERCOMING THE ENGLISH AND SPANISH ACCENTS, PART I: THE INTERVOCALIC CONSONANT

File 100268

Pages 1

Topic 505  
506

In this report, we call attention to a common source of the characteristic accent of native English and Spanish speakers who learned the other language in school. The source is a misunderstanding of the hyphenation of syllables associated with words that have a consonant between two vowels (known as the intervocalic consonant by linguists).

31

MON, AUG 22

### COMMENT: GETTING AMLO TO RELENT ON ENERGY POLICIES WILL TAKE MORE THAN CONSULTATIONS

File 082222

Pages 1

Topic 418  
425

This column in the "Texas, Inc." section of *The Houston Chronicle* comments on the July 20, 2022, request for a dispute-settlement consultation with Mexico over alleged breaches of the USMCA related to energy policy. The USTR is faulted for omitting violations in the upstream, notable regarding the mistreatment of Talos Energy. Mexico is likely to justify any alleged infraction as a measure of energy sovereignty. To get the attention of the Mexican government, a preemptive tariff on petroleum exports should be considered.

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TUE, AUG 30

### THE SECRETS OF SCHWA: BILINGUAL PROFICIENCY IS ALSO A SAFETY FACTOR

File 1000110.1

Pages 9

Topic 505

We update this report by calling attention to bilingual proficiency as a safety factor as well as a factor that promotes commerce and builds trust. We comment on the level of bilingual proficiency of the current management team in Pemex, noting that the director-general missed out on an invitation from the Offshore Technology Conference in 2019 to be a major speaker. We insist that without a clear recognition of the pronunciation and importance of schwa in the accentuation of words, the English skills of a native Spanish speaker not advance.

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**October**
**THU, OCT 13****RETHINKING THE MEXICAN UPSTREAM, PART IV: HOW THE RISK MISCALCULATIONS OF ARTICLE 27 BEDEVIL OIL POLICY**

File **10094**  
 Pages 18  
 Topic 013  
 812

This report presents a list of questions that should have absorbed the attention of lawmakers and oil executives in 1917. These questions address the measures needed to expand investment in oil and gas exploration, production and midstream and downstream infrastructure. Mexican authorities underestimated the risks they were taking: Mexico needed the oil companies more than the oil companies needed Mexico. The outcome was a lost century of national development.

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**SAT, OCT 22****USTR BACKS OFF USMCA COMPLAINTS: ENERGY IN AMLO MEETING OF WAS BARELY DISCUSSED**

File **953**  
 Pages 11  
 Topic 418

This report assesses the outlook for the requests for dispute-settlement consultations issued by the U.S. and Canada on July 20, 2022. The first 75 days passed without a settlement, but a decision to convene an arbitration panel has not yet been taken either of the disputing parties. The firing of commerce minister on Oct. 6, coupled with the subsequent departure of her team, darkened the outlook for an early settlement. In his remarks during 45 minutes at the annual meeting of the US-Mexico Chamber of Commerce on Sept. 21, USTR's Jayme White avoided any reference to the current dispute.

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**MON, OCT 31****COMMENT: AMERICAN ENERGY INVESTORS APPEAR TO BE ON THEIR OWN IN MEXICO**

File **103122**  
 Pages 1  
 Topic 418

This commentary in the *Houston Chronicle's* section "Texas, Inc." by George Baker describes events at the annual meeting in Washington D.C. of the U.S.-Mexico Chamber of Commerce, held on September 21. Amb. Jayme White addressed the group but made no reference to the USTR trade dispute with Mexico. The advances during the first round of trade talks accomplished were erased when two weeks later the economy minister resigned and her team fired.

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**November**
**TUE, NOV 1****SELF-CENSORSHIP IN MEXICO'S ENERGY SPACE: THE CHANGED CALCULUS UNDER AMLO**

File **954**  
 Pages 13  
 Topic 412

This report calls attention to the diminished stature of Energy Day® 2022 compared to earlier years. Not only were there no speakers from the key ministries, state companies and regulatory agencies, but the speakers, save for two, left no paper or digital record of their participation in the event. We infer that the motivation behind both behaviors was what we call the AMLO Risk Factor. Figure 1 presents the several motivations of self-censorship in Mexico's energy space. To read sample pages, use this link in a browser: <https://emailmarketing.secureserver.net/p/9134f41>

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**TUE, NOV 8****TRANSITION AS A THEME IN ENERGY DAY®: 1999 vs, 2022**

File **100269**  
 Pages 7  
 Topic 412  
 415

This report comments on the different ways that the theme of transition has been addressed in the panels and keynote addresses at an annual industry conference held in Mexico City and hosted by the British-Mexico Chamber of Commerce. Where the theme in 2022 was about managing the transition called for by new standards of compliance in the areas of ESG (Environment, Social, and Governance), the theme in 1999 was about the problematic transition from a command economy to a market economy in Mexico's energy sector.

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**THU, NOV 17**

**ENERGY DAY® 2022: HEURISTIC KEYNOTE ADDRESS**

Updated 12/8/2022

File **10096**

Pages 16

Topic 603  
609

This report offers ideas about how a chamber of commerce might contribute to higher education in disciplines that are practiced in the energy sector. The person best qualified to offer such ideas is Francisco Barnés, a former chancellor (rector) of Mexico's prestigious National University (UNAM). Dr. Barnés was the keynote speaker at Energy Day® 2022. Here, we address key issues that were highlighted in the statistics and slides that he presented. For sample pages, in html, use the link below in your browser: <https://emailmarketing.secureserver.net/p/6840151>

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**FRI, NOV 18**

**TWILIGHT IN THE DESERT: ENERGY DAY® 1999, 2017 AND 2022:**

File **955**

Pages 26

Topic 415

This report continues the discussion in MEI 954 about the celebration of Energy Day® 2022 in Mexico City on October 25. As we reported, unlike normal years, there were no speakers from the Mexican government on the program. We also noted another difference: With two exceptions, the speakers left no digital trails of their remarks: only two speakers presented slide decks (and one with only one slide). In this report, we comment on the topics that were discussed, noting also topics that were passed over, notably the trade disputes with American and Canadian authorities about the government's apparent violations of the trilateral trade agreement of 2018.

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## December

**MON, DEC 12**

**COMMENT: IS IT TIME FOR SANCTIONS TO RESPOND TO MEXICO'S TRADE PRACTICES?**

File **121222**

Pages 1

Topic 418

The American and Canadian governments are increasingly frustrated by the protectionist trade policies of Mexico. In July, both governments filed for investor dispute consultations regarding irregularities in the treatment of investors in the electricity and fuels markets. To capture the attention of Mexican authorities, a tax on financial remittances to Mexico is proposed. The sender would have to show that the money came from earned, taxable income.

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**WED, DEC 21**

**QUESTIONING MEXICO'S BAN ON GM CORN: THE PURPOSE OF THE 2020 DECREE WAS TO REGULATE GLYPHOSATE--NOT CORN**

File **1000114**

Pages 6

Topic 418

In this report, we comment on the text of the decree issued Dec. 31, 2020, which set the date of Jan. 31, 2023, for a transition away from the use of glyphosate and genetically modified (GM) corn. The report builds on the commentary by George Baker published in *The Houston Chronicle* on Dec. 12, 2022. Annex A is an annotated copy of the decree.

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**FRI, DEC 23**

**THE 2023 NORTH AMERICAN CORN AND ENERGY SUMMIT: A BACKGROUND PAPER FOR THE AMERICAN AND CANADIAN DELEGATIONS**

File **10097**

Pages 22

Topic 418

This report provides a perspective on Mexico's trade policies relating to biotech and energy, topics that will be among the topics discussed at the 2023 North American Leaders Summit (NALS), scheduled for Jan. 9-10. The report examines the background of the Mexican government's decree of Dec. 31, 2020 that sets 13 measures that have provoked strong reactions among farmers and industry NGOs who would like to see the decree withdrawn. Also in play in the discussions is the history of alleged regulatory abuses in the energy sector. In the light of the green bias of the Biden administration, we foresee the corn and glyphosate disputes having more weight on the agenda than will oil and gas.

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## HOW WE ADD VALUE

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