International Mining and Oil & Gas Law, Development, and Investment

April 26-28, 2017
Swissôtel Quito, Quito, Ecuador

Join the global community of leading natural resources attorneys and other professionals at the 14th International Mining and Oil & Gas Law, Development, and Investment Special Institute in Quito, Ecuador, organized by the Rocky Mountain Mineral Law Foundation, in cooperation with the International Bar Association Section on Energy, Environment, Natural Resources, and Infrastructure Law (SEERIL) and the Latin American Regional Forum (LARF). Major developments are impacting the financial sector, commodity markets, and the relationships among companies, governments, and communities. This timely institute will address a broad range of important legal and investment-related issues for attorneys, companies, governments, and others involved in international natural resource development.

A new location for the institute, Quito is increasingly becoming an important hub for Latin American oil, gas, and mining transactions. Join us in this historic city for an institute that will provide a unique opportunity to learn and share expertise with colleagues from around the world on issues critical to the natural resources sector.

Dual Spanish-English translation available at all sessions
The Rocky Mountain Mineral Law Foundation welcomes Sponsors, whose generous donations help to reduce expenses for this Institute, allowing us to keep registration rates substantially lower than similar international conferences. For information on sponsoring this institute, see www.rmmlf.org/-/media/files/misc/quito-sponsorship-flyer.pdf. Or contact Frances Hartogh at fhartogh@rmmlf.org. We also welcome Media Sponsors.
All available papers, PowerPoint presentations, and speaker biographies will be accessible to registrants on the Foundation’s website starting two weeks before the meeting. After the conference, the online materials will be updated, and the full set of materials will also be made available to download in a single file. If you wish to obtain a hard copy of these materials in our typical looseleaf format, it will be available at cost, plus shipping, a few weeks after the conference. If you have any questions, please email us at info@rmmlf.org.
DAY 1: Wednesday, April 26, 2017

7:30 am – 9:00 am: Registration

9:00 am – 9:30 am: Introductions

STEVIA M. WALTHER, Executive Director, Rocky Mountain Mineral Law Foundation, Westminster, Colorado
FLORENCIA HEREDIA, Council Member IBA-SEERIL; Partner, HOLT Abogados, Buenos Aires
IGNACIO RANDLE, Program Chair, Estudio Randle, Buenos Aires
JAVIER CÓRDOVA UNDA, Minister of Mines, Republic of Ecuador, Quito

9:30 am – 10:00 am: Keynote Address

JOSÉ CARLOS UGAZ, Chairman, Transparency International, Lima

GENERAL SESSION

10:00 am – 11:00 am: New Resource Revenue Transparency Legislation: An Emerging Global Consensus

A diverse panel of experts will discuss recent developments in resource extraction disclosure legislation and the emerging global consensus to increase transparency. The speakers will focus on practical considerations for reporting companies in the resource extraction sector and solutions for navigating these challenges, including critical insights on how the information reported is analyzed and used.

JOSÉ CARLOS UGAZ, Chairman, Transparency International, Lima
JOSHUA A. JANTZI, Partner, Dentons, Calgary
DAVID L. DEISLEY, Executive Vice President and General Counsel, NovaGold Resources Inc., Salt Lake City, UT
STUART M. OLLEY, Partner, Gowling WLG, Calgary

11:00 am – Noon: Advising Clients Doing Business During a Corruption Investigation—A Simulation and Review of Ethical Considerations

What are the risks when entering a major business transaction with an entity involved in an ongoing multi-jurisdictional corruption investigation, and what tools are available to mitigate those risks? What ethical issues may be encountered by counsel advising the various participants? The format will be a simulation of a not entirely hypothetical set of facts as viewed through the lens of different participants in the proposed transaction. The simulation will highlight inherent conflicts of interest, confidentiality, and legal privilege concerns, and will examine and discuss the considerations and potential actions that can be taken. Reference will be made to the ABA Model Rules.

MICHAEL CULLEN, General Manager, Control Risks, Bogotá
CYNTHIA URDA KASSIS, Partner, Shearman & Sterling LLP, New York
DANFORTH NEWCOMB, Of Counsel, Shearman & Sterling LLP, New York
MANUEL A. ORILLAC, Partner, Shearman & Sterling LLP, New York

 Noon – 2:00 pm: Lunch – On Your Own

2:00 pm – 2:45 pm: BIIs in the Background

Bilateral investment treaties, or BIIs, offer important legal protections to foreign investors in the resource sector, but are generally perceived as a tool of last resort. Launching legal proceedings carries significant risks and costs for claimant investors, and may foreclose other investment opportunities in the respondent State. What other benefits do BIIs offer foreign investors in the resource sector? How do BIIs change the dynamics of negotiations, operations, and the relationship with the State? How can miners effectively wield the right to make a treaty-based claim, and how do States typically work to manage this risk?

JORGE PAZ DURINI (Moderator), Partner, Paz Horowitz, Quito
ROBERT J.C. DEANE, Partner, Borden Ladner Gervais LLP, Vancouver
MARK W. FRIEDMAN, Partner, Debevoise & Plimpton, New York
LUIS A. ERIZE, Partner, Abeledo Gottheil Abogados, Buenos Aires

2:45 pm – 3:30 pm: Valuing Natural Resource Projects in International Investment Arbitration

International investment tribunals have traditionally displayed reluctance to value a project without a history of operations based on future lost profits. In more recent cases, however, damages have been increasingly awarded on this basis. Tribunals have adopted a myriad of valuation methods to value mining projects ranging from discounted cash flow analyses (Gold Reserve v. Venezuela) to comparables (Crystallex v. Venezuela) to offers to purchase (Khan Resources v. Mongolia). This panel will discuss questions such as: what valuation methods should be used in investment disputes, how well equipped are tribunals to address issues of valuation, and what can be done to fix information gaps and asymmetries? The relevance of these issues is all the more important given the numerous high-profile mining and oil & gas cases currently in the pipeline.

CHRISTINA L. BEHARRY (Moderator), Senior Associate, Foley Hoag, Washington, DC
CARLA CHAVICH, Vice President, Compass Lexecon, New York
DANIEL FLORES, Managing Director, Econ One Research, Inc., Washington, DC

3:30 pm – 4:00 pm: Hosted Refreshment Break
4:00 pm – 5:00 pm: Climate Change—Advising Natural Resources Industry Clients

What do lawyers need to know when counseling mining and oil & gas company clients about the practical implications of climate change? From climate-related lawsuits to consequences of inadequate climate change-related disclosures in SEC filings to the impacts of the Paris Agreement, companies face a climate change regulatory environment that is in flux. This session will focus on the climate change regulatory and policy challenges faced by natural resource companies, including direct limitations on greenhouse gas emissions, reporting potential liabilities from extreme weather events and other climate-change related occurrences, reconfiguring transportation and supply chain systems, realigning energy generation and transmission to accommodate low-carbon and renewable energy projects, changes required by consumers of natural resources, and inclusion of climate change impacts in pre-approval environmental review and public participation processes for natural resources projects.

PEDRO FREITAS (Moderator), Partner, Veirano Advogados, Rio de Janeiro

JAMES A. HOLT KAMP, Partner, Holland & Hart, Salt Lake City, UT

LES E. LO BAUGH, JR., President, E Cubed Optimizers LLC, Murrieta, CA

5:00 pm – 6:00 pm: The New Frontier for Energy Generation: Challenges and Opportunities of Renewables in Latin America and the Impact on Resource Projects

The 21st century brought with it a new revolution that will continue to impact human beings and the environment on a daily basis: the green revolution. This revolution has impacted energy-generation activities more heavily than in other areas, and all around the globe countries are researching and implementing renewable energy generation. Latin America is no stranger to this trend and many jurisdictions have established goals and incentives for the design, construction, and operation of renewable energy generation alternatives. The mining and oil & gas industries are adjusting to these new requirements under increasing pressure from public opinion, investors, and governments. This presentation will analyze the regulatory frameworks of Argentina, Brazil, Chile, and Uruguay; the impact of foreign and multilateral regulations and policies affecting investors in the resources industries; the practical results so far; and the challenges ahead.

STUART R. BUTZIER (Moderator), Shareholder, Modrall Sperling, Santa Fe, NM

NICOLÁS CASTELLANO GARD, Partner, Castellano Carlevaro Asociados, Montevideo

MÁRIÁ PAZ CERDA, Of Counsel, Bofill, Mir & Alvarez Jana, Santiago

TIAGO K. FIGUEIRO, Veirano Advogados, São Paulo

ALEJANDRO M. MASSOT, Partner, Estudio Randle, Buenos Aires

6:00 pm – 7:30 pm: Hosted Reception for Registrants, Speakers, and Guests

Swisshôtel (hosted by the Rocky Mountain Mineral Law Foundation)

Things to do in and around Quito

- For recommendations from our Host Committee members, click [here](http://quitotourbus.com – http://www.casa1028.com).
- Discover the highest capital in the world, founded in the 16th century on the ruins of an Inca city in the Andes 2,850 meters above sea level (come early to acclimatize).
- Stroll through Old Town, the best-preserved historic center in Latin America and the first UNESCO World Cultural Heritage Site capital city.
- Visit the Basílica del Voto Nacional, the largest neo-Gothic basilica in the Americas, with gargoyles in the form of pumas, monkeys, penguins, tortoises, and condors.
- Ride the TelefériQo cable car and hike to Volcano Pichincha.
- Take a taxi to the top of El Panecillo for an amazing 360° view of Quito.
- In the suburb of La Mariscal, dance to salsa, ska, merengue, and bachata.
- Join a free walking tour Monday – Friday with CarpeDM Adventures.
- Visit the museum “Capilla del Hombre,” the work of Oswaldo Guayasamin, one of Ecuador’s most recognized artists.
- Travel to the middle of the earth (about 60 minutes from Quito), the equator where the northern and southern hemispheres meet.
- View quetzals and spectacled bears in the stunningly beautiful cloud forest just north of Quito.
- Ascend a snow-capped volcano using crampons and an ice ax.
- Discover diverse wildlife in the Ecuadorian Amazon rainforest with Huaorani guides, some of the last hunter-gatherers on the planet.
- And, of course, visit the incredible Galapagos Islands!

Interested in a day tour? A cruise of the Galapagos Islands? Two tour companies that are highly rated on social media:

EQ Touring operates Galapagos Luxury Cruises and Tours, and is offering our delegates a 10% discount if booked directly – www.equtouring.com. Contact Isabel Calles at icalles@equtouring.info or +593 333-3718 (Quito); +1 347-721-9006.

CarpeDM Adventures, specializing in day tours, Amazon & Galapagos, (offering free walking tours of the city), is offering our delegates a 10% discount if booked directly – www.carpedm.travel. Contact Paul Vivas at paul@carpedm.ca or +593 (0)2 295-4713.

DAY 2: Thursday, April 27, 2017 - MORNING SPLIT SECTIONS

MINING SECTION

9:00 am – 10:30 am: Fruta del Norte & the Evolution of Ecuadorian Mining Law
Fruta del Norte is one of the largest undeveloped gold deposits discovered in the last 10 years. This presentation will review how Ecuadorian mining policy and regulations impact project development, and will address recent government initiatives in the country’s mining sector. This discussion will address the challenges and opportunities for development of mining projects in Ecuador.

MICHAEL J. BOURASSA (Moderator), Partner, Fasken Martineau DuMoulin LLP, Toronto
JAVIER CÓRDOVA UNDA, Minister of Mines, Republic of Ecuador, Quito
JERÓNIMO CARCELÉN PACHECO, Partner, Carcelén, Desmadryl, Guzmán & Tapia, Santiago / International Visiting Advisor, Dechert LLP, Washington, DC
RON HOCHSTEIN, President and CEO, Lundin Gold Inc., Quito and Vancouver
PABLO MIR, Partner, Bofill Mir and Alvarez Jana, Santiago

10:30 am – 11:00 am: Understanding the SEC’s Proposed New Mining Disclosure Rules
The U.S. Securities and Exchange Commission recently released the long-awaited Federal Register version of its proposed rule to update disclosure requirements for mining registrants in Item 102 of Regulation S-K under the Securities Act of 1933, the Securities Exchange Act of 1934, and related guidance in Industry Guide 7. The proposed rule is intended, according to SEC Chair Mary Jo White, “to modernize the disclosure requirements by aligning them with global standards and give investors more comprehensive information of a registrant’s mining properties that they can use to make informed investment decisions.” This session will assess the practical implications of the rule.

PATRICIA NUÑEZ (Moderator), Partner, Nunez, Munoz & Cia Ltda., Abogados, Santiago
WILLIAM B. PRINCE, Partner, Dorsey & Whitney, Salt Lake City
BERNARD J. GUARNERA, Director, Behre Dolbear, Denver, CO

11:00 am – 11:30 am: Hosted Refreshment Break

11:30 am – 12:30 pm: Use of Rocky Mountain Mineral Law Foundation’s Form 5 in Civil Law Jurisdictions—What to Watch Out For
Common law and civil code jurisdictions deal with rights and obligations under a contract in significantly different ways. This presentation will review Form 5 and identify clauses that may be pitfalls in civil law jurisdictions and how they can be made to conform with civil law.

PETER L. WEBSTER (Moderator), General Counsel U.S., Barrick, Salt Lake City, UT
R. CRAIG JOHNSON, Shareholder, Parsons Behle & Latimer, Salt Lake City, UT
CARLOS VILHENA, Partner, Pinheiro Neto Advogados, Brasilia

12:30 pm – 2:30 pm: Lunch – On Your Own

OIL & GAS SECTION

9:00 am – 10:00 am: Structuring LNG to Power Projects in Latin America
LNG is an increasingly important source of energy in Latin America. This session will analyze the relevant contracts and related legal issues, the commercial benefits of low natural gas prices from U.S. LNG exports, the structuring requirements of an import terminal—onshore or floating—and the requirements of legal agreements to ensure the successful implementation of a bankable LNG to power project.

PEDRO SERRANO ESPELTA (Moderator), Partner, Marval, O'Farrell & Mairal, Buenos Aires
VERA DE BRITO DE GYARFAS, Partner, King & Spalding, Houston, TX

10:00 am – 11:00 am: Oil & Gas Development in a Global Perspective—Social License to Operate in Host Communities
The need for securing a “social license to operate” (SLO) in the extractive industries has experienced a mixed reception. While the mining industry embraced the concept years ago, the oil & gas sector is coming to embrace it today. This presentation will focus on how the concept has been received in the oil & gas industry, with emphasis on the developing world. Despite years of trying to be better “corporate citizens” and adopting various corporate social responsibility strategies, many oil & gas companies find themselves deeply unpopular where they operate. This presentation will define SLO, consider the differing receptions in the mining and oil & gas sectors, discuss the “elements” of SLO in the oil & gas sector, provide case studies of where it has (and has not) been achieved, and propose a strategy for integrating SLO into the oil & gas industry.

XENNIA FORNO (Moderator), Partner, Rubio Leguía Normand, Lima
JESSICA RICHARDS, Lecturer, Western State Colorado University, Gunnison, CO

11:00 am – 11:30 am: Hosted Refreshment Break

11:30 am – 12:30 pm: How Recent Judicial Decisions from the High Courts Impact Oil & Gas Activities
Recent judicial decisions adopted by the highest courts concerning environmental matters and social consultation are raising concerns in the oil & gas industry as they bring uncertainty about the ability to perform contracts and licenses originally negotiated with governments. These decisions also impact corporate business models and budgets, and this presentation will cover these issues across Latin America.

RAFAEL VERGARA, (Moderator), Partner, Carey y Cia Ltda., Santiago
GERMÁN VILLAMIL-PARDO, Partner, Gómez-Pinzón Zuleta Abogados S.A.S. Bogotá

12:30 pm – 2:30 pm: Lunch – On Your Own
### MINING SECTION

**2:30 pm – 3:30 pm: Potential for Shared Infrastructure in the Mining Sector—What Lawyers Should Know**

Significant potential exists for shared infrastructure (rail, port, water, power) in the mining sector, with the advantage of reduced investment in capital cost for developers, benefits to indigenous business (agriculture, small manufacturing), and the possibility of allowing otherwise “stranded resources” to be developed. This presentation will review recent examples in Africa, Australia, and elsewhere, and discuss the legal issues pertaining to shared infrastructure transactions.

FLORENCIA HEREDIA (Moderator), Partner, HOLT Abogados, Buenos Aires
WARREN BEECH, Partner, Hogan Lovells, Johannesburg
FRANCISCO J. VALDIVIESO, Partner, Valdivieso, Gutiérrez & Manríquez, Santiago

**3:30 pm – 3:50 pm: Hosted Refreshment Break**

**3:50 pm – 4:50 pm: Enforceability of Royalties Under Latin American Legislation**

For decades, royalties have been used in mining transactions in Latin America. However, civil law does not recognize royalties as right in rem, but only as right *in personae*. The legal nature of royalties under civil law must be understood in order to determine enforceability. Royalties will be enforced where the goods are located, and therefore under local legislation. Focusing on Chile, Colombia, and Peru, this presentation will address the origin and legal nature of royalties, applicable laws and regulations, consequences of conflicting legal systems, local enforceability, and recommendations for obtaining an enforceable royalty.

JUAN PAULO BAMBAÇH (Moderator), Partner, Philippi Prietocarrizosa Ferrero DU & Uria, Santiago
SANDRA MANRIQUE, Partner, Philippi Prietocarrizosa Ferrero DU & Uria, Bogotá
MARÍA PAZ PULGAR, Attorney, Philippi Prietocarrizosa Ferrero DU & Uria, Santiago
HERNÁN TORRES, Philippi Prietocarrizosa Ferrero DU & Uria, Lima
ADRIANO D. TRINDADE, Of Counsel, Pinheiro Neto Advogados, Brasília

**4:50 pm – 5:50 pm: The Rise of Brine: Exploration and Development Challenges in the Lithium Triangle—Argentina, Bolivia, and Chile**

The latest hike in lithium products prices, due to prospective demand from Tesla and similar manufacturers, has created a flow of investment and speculation in the “lithium triangle” that comprises Chilean, Bolivian, and Argentinian territories. Regulatory challenges arising from issues such as sustainable development, national energy policies, and local expectations are increasingly developing there and in the U.S. This panel will address each country’s regulations, bi-national collaboration, and future challenges.

PAUL FORMAZZARI (Moderator), Partner, Fasken Martineau DuMoulin LLP, Toronto
FERNANDO AGUIRRE, Partner, Bufete Aguirre, La Paz
PAMELA BÓRQUEZ ASTUDILLO, Attorney, CORFO, Santiago
IGNACIO H. CELORRIO, Partner, Quevedo Abogados, Buenos Aires
TERRY HAMMONS, Vice President, Deputy General Counsel, Corporate and Chief Regional Counsel, Albemarle Corporation, Charlotte, NC

### OIL & GAS SECTION

**2:30 pm – 3:30 pm: Joint Operating Agreements—Host Government Practices**

To what extent should host governments interfere with the negotiation and conclusion of a JOA? For instance, should governments require submission of the negotiated JOA for information only, or the submission of the negotiated JOA for approval, or issue their own standard JOA model form? Or, should the participation of the national oil company in the joint venture satisfy the need for governmental oversight for resource management purposes?

JUAN CARLOS SERRA (Moderator), Partner, Basham, Ringe y Correa, S.C., Mexico City
MIGUEL STRAUSS, Chief Counsel - Mergers, Acquisitions & Divestments / Asesor Legal México, Statoil, Houston
EDUARDO G. PEREIRA, Counsel, Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados, Rio de Janeiro; Adjunct Professor, University of Eastern Finland, Joensuu, Finland

**3:30 pm – 3:50 pm: Hosted Refreshment Break**

**3:50 pm – 5:50 pm: Evolution of Hydrocarbon Contracting Schemes in Latin America**

Panelists will compare legislation and contracts within Latin America. Starting with an overview of model concession contracts in different jurisdictions and applicable legislation in the region, panelists will then discuss lessons learned and how governments and investors can be aligned to support hydrocarbon exploration. How are different countries reacting with legislation and incentives to preserve their investment appeal in the face of low commodity prices? How are major companies moving their chess pieces in response? Special emphasis will be placed on our host country—Ecuador.

MÓNICA JIMÉNEZ GONZÁLEZ (Moderator), Secretary General, Ecopetrol S.A., Bogotá
ANDREW B. DERMAN, Partner, Thompson & Knight LLP, Dallas, TX
MARTÍN AÑEZ REA, Latin America Legal Director, REPSOL, Madrid
JAIME ZALDUMBIDE-SERRANO, Partner, Pérez Bustamante & Ponce, Quito

### Thursday Evening Quito Host Committee Reception for All Delegates

Join us for a not-to-be-missed evening in the heart of Quito’s historic Old City hosted by our wonderful Quito Host Committee law firms. The venue is the beautiful 16th-century Santo Domingo Church and Monastery—enjoy cocktails, hors-d’oeuvres, a concert, and even a dance performance! Buses will leave the Swissôtel promptly at 6:15pm.

---

**DAY 2: Thursday, April 27, 2017 - AFTERNOON SPLIT SECTIONS**

---
DAY 3: Friday, April 28, 2017 - Environment & Sustainability

9:00 am – 10:00 am: Indigenous Rights in South America—A Comparison of Legal Regimes

Authors of the book “Indigenous Rights in South America: FPIC and Other Key Issues,” published by the Rocky Mountain Mineral Law Foundation in 2016, will provide a panel discussion with a Q&A format that addresses the topics most relevant for extractive industries across Latin America, such as land rights and environmental approvals.

KEVIN O’CALLAGHAN (Moderator), Partner, Fasken Martineau DuMoulin LLP, Vancouver

JUAN SONODA (Moderator), Partner, Beretta Godoy, Buenos Aires

GONZALO GREZ, Partner, Cariola Díez Pérez-Cotapos & Cía, Ltda., Santiago

MARTA MARTÍNEZ, Associate, Vouga Abogados, Asunción

ALEJANDRO PEMINTEL ECHENIQUE, Ferrere, La Paz

URSULA ZAVALA CARLIN, Of Counsel, Rodrigo, Elias & Medrano Abogados, Lima

GUILLERMO TEJIEIRO GUTIÉRREZ, Associate, Brigard & Urrutia Abogados S.A.S., Bogotá

10:00 am – 11:00 am: An Evolving Landscape of Priorities for Species, Habitats, and Biodiversity

Increasingly, focus is being placed on the intrinsic value of the natural world and species. An evolution of terminology and scale is occurring that redefines nomenclature such as “critical habitat” and expands the benchmarks of analyses employed, moving from a habitat to an ecosystem-based approach. Terms such as “net conservation gain” have found their way into a multitude of regulations currently being promulgated to herald a new era of mitigation and offsets where age-old business standards will change and greater transparency will be required. This presentation examines and compares efforts in Latin America to apply the “mitigation hierarchy” that involves avoiding, minimizing, and compensating for impacts, as well as a mitigation standard of “net conservation gain.” This presentation also describes U.S. laws, regulations, and landscape-scale analyses, in addition to lending standards from groups such as the International Finance Corporation (IFC), that incorporate these concepts and will affect resource extraction, including oil and gas development.

DAWN G. MEIDINGER (Moderator), Director, Fennemore Craig, P.C., Jackson, WY

PATRICIO LEYTON, Partner, Ferrada Nehme Ltda., Santiago

NICHOLAS L. OWENS, Senior HSE Representative, Anadarko Petroleum Corporation, Houston, TX

KATHERINE C. SCHRODER, Partner, Davis Graham & Stubbs LLP, Denver, CO

11:00 am – 11:30 am: Hosted Refreshment Break

11:30 am – 12:30 pm: Artisanal and Small-Scale Mining—Building and Implementing an Effective Legal Framework

Mining industries in Latin America and across the world are often dominated by artisanal and small-scale mining (ASM) operations, which are marred by myriad health, social, economic, and environmental problems. Even with significant economic and social contributions, these operations are often considered illegal because they operate informally, outside legal frameworks. While approaches to addressing problems resulting from ASM have varied, scholars recognize that legalization of ASM is a fundamental condition for a legitimate, stable, and responsible ASM sector. This presentation will analyze and discuss approaches in Colombia, Ecuador, and Peru to address problems resulting from ASM. Learning from these approaches, the speakers will recommend actions to build and implement an effective legal framework to formalize ASM in these countries and others, with the goal of establishing ASM as a safe, healthy, and environmentally responsible means of livelihood, as well as an opportunity to create jobs and reduce poverty.

RACHEL PERKS (Moderator), Senior Mining Specialist, World Bank, Washington, DC

ANDREW A. IRVINE, Fulbright U.S. Scholar to Ecuador; Andrew A. Irvine, P.C., Jackson, WY

ALVARO ORDÓÑEZ, Partner, Ferrere, Quito

MARCELLO M. VEIGA, Professor, University of British Columbia, Vancouver

12:30 pm – 1:30 pm: Crucial Factors in Building, Maintaining, and Updating a Global Compliance Program in the Resource Industry

In times of decreased commodity prices, there is increased pressure to accomplish more with less. This session will provide insight from external advisors and in-house experts on how to overcome compliance challenges and where to get the best compliance “bang for your buck.” Panelists will address challenges resource companies have faced in implementing and maintaining a compliance program; examples of strategies that have worked (and not worked) to address those challenges; how to effectively win the hearts and minds of senior management; how to implement a compliance culture in a business friendly manner; adapting a compliance program to different cultures with different business practices; and current best practices regarding facilitation payments, risk assessments, training, and gifts and entertainment.

SCOT W. ANDERSON (Moderator), Partner, Hogan Lovells US LLP, Denver, CO

MICHAEL DIXON, Partner, Blake, Cassels & Graydon LLP, Calgary

BILL MARQUARDT, Director, Berkeley Research Group, LLC, Miami

GUILLERME MEISTER, Partner, Ernst & Young, LLP, Sao Paulo

1:30 pm: Adjournment
Can’t attend? You can still order the course materials.

Rocky Mountain Mineral Law Foundation
9191 Sheridan Blvd., Suite 203
Westminster, CO 80031 USA
(303) 321-8100 / Fax (303) 321-7657

Name ________________________________________________
Employer ________________________________________________
Street Address (no P.O. boxes) ________________________________

City __________________________ State/Prov ________________ Zip/Postal Code __________
Country _________________________________________________
Telephone (____) __________________________ Fax (____) ______________
Email _________________________________________________ Date ________________
Purchase Order No. _____________________________________ Tax Exempt No., if Applicable _______________________

Course materials for this special institute will be available within 4 weeks after the program. All amounts are in U.S. Dollars.

<table>
<thead>
<tr>
<th>Title/Description</th>
<th>Qty.</th>
<th>Unit Price</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Conference Registrant</td>
</tr>
<tr>
<td>International Mining and Oil &amp; Gas Law, Development, and Investment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Looseleaf Manual (QUITOM)</td>
<td></td>
<td>$95</td>
</tr>
<tr>
<td>Digital Manual only (QUITOD) (no handling charge)</td>
<td>Included</td>
<td>$195</td>
</tr>
<tr>
<td>Colorado Residents Add Sales Tax (see Colorado Sales Tax Chart)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handling Charge (waived for digital materials only)</td>
<td></td>
<td>+$11.00 per order</td>
</tr>
<tr>
<td>Outside U.S. and Other Services (see Shipping Information)</td>
<td></td>
<td>+$</td>
</tr>
<tr>
<td>Federal Express Overnight</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bill my FedEx # ________________________________________</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

Colorado Sales Tax Chart
City-Westminster, County-Jeffco, RTD and State .............8.35%
RTD and State ........................................................................4%
State of Colorado .................................................................2.9%

Shipping Information
Downloadable Items: No handling charge.
All other orders must add $11 per order for handling charges.
Domestic: Sent at no additional charge by FedEx Ground.
Canadian: Must add $30 per item.
International: Must add $65 per item.
FedEx Overnight: Please provide your FedEx number.

PAYMENT METHOD (Orders will not be filled until payment is received)
☐ Check drawn on a U.S. bank in U.S. Dollars (Payable to Rocky Mountain Mineral Law Foundation)
☐ VISA ☐ MasterCard ☐ American Express

Credit Card # __________________________ Name on Card __________________________
Exp. Date (month/year) __________ Signature __________________________

☐ Electronic Transfer: Contact the Foundation at info@rmmlf.org

The Rocky Mountain Mineral Law Foundation is a non-profit, tax-exempt corporation (Tax ID #84-6037688).
Our conference headquarters is the Swissôtel Quito, where all sessions will take place. If you book in our room block, a full buffet breakfast and internet access are included in the rate. For complete information and prices, see the form on this page. To make your room reservations, call the Swissôtel at +593-2-411.20 and refer to the Rocky Mountain Group to receive our discounted rates. All Swissôtel employees are bilingual. You can also complete this form and email it to Gloria Garcia at ggarcia@swissuio.com. The discounted Group rate may be available up to 3 days before and after the conference for those who wish to enjoy all that Quito has to offer.

**Visas**

Citizens of most countries, including the U.S. and Canada, do not need a visa to enter Ecuador, but please check the website of the Embassy of Ecuador for the latest information: http://tinyurl.com/ecuador-visa

---

**HOTEL RESERVATION FORM**

**ROOM RESERVATIONS**

---

**Swissôtel Quito**
Av. 12 de Octubre 18 20 y Luis Cordero
www.swissotel.com

**INTERNATIONAL MINING AND OIL & GAS LAW, DEVELOPMENT, AND INVESTMENT**
April 24th to 30th, 2017 / 24 al 30 de Abril del 2017

---

**Notes:**
- Full buffet breakfast, lunch buffet, apetizers buffet in the afternoon, dinner buffet, open bar 20h30 to 22h30 in our Presidential Club Lounge, daily newspaper, Amrita Spa: swimming pool, gym, steam bath, Jacuzzi, separate women and men relaxing areas.
- Late check-out: Until 18h00 half of the rate will be charged, after 18h00, the complete rate will be charged.
- Payment Form: In case the reservations are more than 5 rooms, Swissotel Quito requires a down payment of 80% of the total amount by March 27, 2017.
- Cancellation: In case of cancellation, the reservation must be cancelled before March 27th, 2017 to avoid a charge of the entire stay plus taxes to the credit card given as guarantee.
- No show penalties: If there is not any cancellation made on the date stated above, a charge of the entire stay will be applied to the credit card given as guarantee and your room will be part of the inventory of the hotel; also your reservation will be subject to hotel availability.

---

**Preferred deadline to make reservations:** March 27, 2017

---

**THIS CREDIT CARD GUARANTEE THE RESERVATION**

*ESTA TARJETA DE CREDITO GARANTIZARA LA RESERVACION*

---

**PHONE:** 593 2 2 567 600 EXT. 3505 - - Ask for Discounted Rate for Rocky Mountain Group.

---

**Email:** janetc@swissuio.com Janet Cordova (Sales Manager) // dmosquera@swissuio.com Daniela Mosquera (Group Coordinator)
1. Registrant Information – Please type or print legibly

Name ____________________________

Badge Name (if different from above) ____________________________

Employer ____________________________

Employer Address ____________________________

City/State/Zip ____________________________

Phone ( ) ____________________________ Fax ( ) ____________________________

Attendee Email ____________________________

(required for confirmations, advance registration list, and program updates)

Please check all that apply: ☐ Attorney ☐ Landman ☐ CPA ☐ Management
☐ Consultant ☐ Other (please specify): ____________________________

CLE credit requested for the following states: ____________________________

Other credit requested from: ____________________________

Please indicate which sessions you plan to attend on Thursday: ☐ Mining ☐ Oil & Gas

Will you need translation services? ☐ Yes ☐ No (Presentations will be in English & Spanish)

2. Registration Category – Please pay in U.S. Dollars

Please pay in U.S. Dollars

<table>
<thead>
<tr>
<th>Registration Category</th>
<th>Registrations Received thru 9 Mar 17</th>
<th>Registrations Received after 9 Mar 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration Fee</td>
<td>☐ $775</td>
<td>☐ $875</td>
</tr>
<tr>
<td>Member Fee (Check all that apply):</td>
<td>☐ RMMLF ☐ IBA ☐ Sponsor</td>
<td></td>
</tr>
<tr>
<td>Speakers</td>
<td>☐ $485</td>
<td>☐ $485</td>
</tr>
<tr>
<td>Law School (Full-Time Faculty)</td>
<td>☐ $425</td>
<td>☐ $525</td>
</tr>
<tr>
<td>Senior Member (Retired)</td>
<td>☐ $425</td>
<td>☐ $525</td>
</tr>
<tr>
<td>Government Agency (submit PO# if required)</td>
<td>☐ $425</td>
<td>☐ $525</td>
</tr>
<tr>
<td>Non-Profit* Organization (submit PO# if required)</td>
<td>☐ $425</td>
<td>☐ $525</td>
</tr>
<tr>
<td>Student—Full-Time, proof of status required</td>
<td>☐ $95</td>
<td>☐ $195</td>
</tr>
<tr>
<td>Friday Session Only, with all course materials</td>
<td>☐ $325</td>
<td>☐ $425</td>
</tr>
</tbody>
</table>

*IRS tax-exempt status

TOTAL: $________

3. Payment Information – Prepayment Required

☐ Check drawn on a U.S. bank in U.S. Dollars (Payable to RMMLF)
☐ VISA ☐ MasterCard ☐ American Express

Credit Card # ____________________________ Exp. Date ________

Name on Card __________________________________________

Signature ____________________________________________

☐ Electronic Funds Transfer: Contact the Foundation at info@rmmlf.org

The Rocky Mountain Mineral Law Foundation is a non-profit, tax-exempt corporation (Tax ID #84-6037688).
SPECIAL INSTITUTE ON

International Mining and Oil & Gas Law, Development, and Investment

April 26-28, 2017  Swissôtel Quito, Quito, Ecuador

General Information

Room Reservations: See information inside.

Registration Fees: Include course materials, refreshments, and hosted functions as listed in this brochure. These fees do not include hotel costs or transportation. Registrations will be accepted only when accompanied by a check, money order, government purchase order or training form, credit card information, or wiring information. No registrations can be processed without payment.

Registration Cancellations: Refunds, less a $100 administrative fee, will be given for cancellations received by 3:00pm on Friday, March 31, 2017. No refunds will be given thereafter, although substitution of attendees may be made by contacting the Foundation. Cancellations must be made in writing or email to info@rmmlf.org. Registrants not entitled to a refund will receive a link to the written materials in electronic format. For questions on refunds, complaints, and/or program cancellations, please contact our office at 303-321-8100.

CLE Credit: This course consists of approximately 15.5 hours of continuing education, including 1 hour of ethics. You must let us know, at least 45 days in advance of the conference, the states or organizations for which you will need credit (see registration form). Credit hours for states will vary and are subject to each state’s approval and credit rounding rules. Foundation conferences are typically accredited by all mandatory CLE states and Canadian provinces, NADOA, NALTA, and other professional organizations. Attorneys from certain states may be required to pay an additional fee. The Foundation is a State Bar of California MCLE-approved provider.

Recording: Audio and video recording, streaming, or other types of live or stored dissemination are not permitted without express authorization from the Foundation.

Special Needs: If you have special needs addressed by the ADA, please notify us at least two weeks before the program.