

FRANCISCO GONZÁLEZ DE COSSÍO

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EDUCATION: Attorney-at-Law admitted in Mexico (1995) and New York (2000)

2003 University of Chicago Law School: **Doctor** in Jurisprudence (J.S.D.) (Topic: Law and Economics/Antitrust Law)
1998 University of Chicago Law School: **Masters in laws**. Fulbright Scholarship. Scholarship for academic merit, Univ of Chicago
1995 Universidad Iberoamericana: **Law Degree** (J.D.) *Summa Cum Laude*. Top 1% of the Class.

Other

09-11 Harvard Business School: **Business degree** (OPM) with emphasis in finance.
2010 Universidad Panamericana: specialization on **amparo** (constitutional proceedings).
2019 **Mediation** Workshop, Harvard Negotiation Institute
2017 **Mediating** the Litigated Case, Pepperdine
2023 SIMC Specialist Mediators Workshop
03-04 Instituto de Especialización de Ejecutivos: Graduate Degree in accounting, **taxation** and tax planning.
00-01 Instituto Tecnológico Autónomo de México (ITAM): Graduate Degree in **Taxation**.
2000 Hague Academy of International Law: Courses and research on **Private and Public International Law**.
1998 Univ. of California at Davis and Univ. of California at Berkeley: Advanced Course in Intl Trade Regulation (**WTO**).
96-98 Escuela Libre de Derecho: Graduate Degrees, Intl Business Transactions(1996), Arbitration(1997), Contracts (1997).

EXPERIENCE: Founder and Managing Partner of **GONZÁLEZ DE COSSÍO ABOGADOS, S.C.**

94-06 **Barrera, Siqueiros y Torres Landa**, Mexico City
99-00 **Freshfields**, New York and Paris Offices (Foreign Attorney Program). Practice focused on arbitration and litigation before the International Court of Justice (*Qatar v. Bahrain* case)
2000 Court of Arbitration, **International Chamber of Commerce**, Paris (Foreign Attorney Program)
1994 Vinson & Elkins, L.L.P., Houston, Texas (foreign attorney program).

ESPECIALIZATION: The main field of specialty is **Arbitration**. Most active niche is acting as **arbitrator** (Chairman, sole arbitrator and co-arbitrator). Practice as **advocate, expert** and **mediator** is also significant. Fields of experience and expertise has focused on construction, energy and commercial cases, particularly complex arbitrations. (List attached.)

OTHER FIELDS OF EXPERIENCE: antitrust, corporate law, finance and transactional work.

TEACHING: Professor of **Arbitration, Investment Arbitration, Sports Arbitration** and **Economic Law** (including **Antitrust**), Universidad Iberoamericana (graduate and post-graduate) Escuela Libre de Derecho and ITAM. Visiting speaker in University of Miami, ITAM, Pontificia Universidad Católica Madre y Maestra. Previously taught **Corporate/Business Law, Introduction to Law, Constitutional Law** (adjunct) and **Private International Law**.

ARBITRATION ASSOCIATIONS: Member of the International Commission of CIAM (*Centro Internacional de Arbitraje de Madrid*). Former member of the Court, London Court of International Arbitration. Arbitrator of the Court of Arbitration for Sport (*Tribunal Arbitral du Sport*), Switzerland. Member of ICCA – International Council for Commercial Arbitration. Former Chair of the Arbitration Committee of the Mexican Bar Association and current chair of its Sports Law Committee. Member of the Mexican Arbitration Institute (IMA), Mexican Mediation Institute (IMM). Former Mexican alternate representative before UNCITRAL (arbitration working group). Chair, London Court of International Arbitration Latin American and Caribbean Users Council.

ASSOCIATIONS: Member (and former Treasurer) of the Mexican Bar Association. President of the Antitrust Commission and active member of the Arbitration Commission of the Mexican Chapter of the International Chamber of Commerce. Current coChair of the Arbitration and Competition Commissions of the US-Mexico Bar Association. NAFTA 2022 Arbitration and Dispute Resolution Committee. International Bar Association, Spanish Arbitration Club, International Law Association, Mexican Maritime Law Association, Mexican Branch of the International Maritime Committee and the Iberoamerican Institute of Maritime Law. Member *Mont Pelerin Society*.

PUBLICATIONS: **Author** of eight **books** and more than 200 legal **articles** for specialized journals focusing on (commercial and investment) arbitration, private, business, corporate, economic and international law (List attached.) Anterior CoDirector and Editor of *Revista de Derecho Privado*.

LANGUAGES: **Spanish:** Native; **English:** Full Domain; **French:** Working Knowledge; **Portuguese, German, Italian:** Basic

LEADERSHIP POSITIONS:

2023 - President, Mexican Arbitration Institute (INSTITUTO MEXICANO DEL ARBITRAJE).
2023 - VicePresident, Arbitration & ADR Commission, ICC México
2019 - 2021 President, Mexican Mediation Institute (INSTITUTO MEXICANO DE LA MEDIACIÓN).
2019 - President, Mexican Chapter of the Spanish Arbitration Club (CLUB ESPAÑOL DEL ARBITRAJE).
2019 - President, Arbitration Commission, Mexican Bar Association (BARRA MEXICANA, COLEGIO DE ABOGADOS)
2017 - 2019 President, Sports Commission, Mexican Bar Association (BARRA MEXICANA, COLEGIO DE ABOGADOS, A.C.)
2017 - President of Ecological Community (COMUNIDAD ECOLÓGICA, PUNTA ZICATELA, A.C.)
2010 - 2020 President, MEXICAN CONSTRUCTION INDUSTRY ARBITRATION CENTRE.
2006 - 2009 President, Arbitration Commission, Mexican Bar Association (BARRA MEXICANA, COLEGIO DE ABOGADOS)

INTERESTS: History, Philosophy and Economics. Skiing, windsurfing, horseback riding.



SALIENT CASES

This list provides examples of salient cases Dr. González de Cossío has acted as arbitrator.

I. CHAIRMAN AND SOLE ARBITRATOR

- ICC 22477/ASM (AE): Emergency Arbitrator in energy case.
- ICC 21915/ASM: Chairman of dispute stemming from failed public-private partnership procuring a hospital and involving public entity and construction company.
- LCIA Arbitration No: 184140: Chairman in complex multiparty electricity dispute.
- ICDR No. 01-20-0014-8526: Chairman of energy delivery and distribution dispute with force-majeure issues and liability exclusion theories under New York law for contractual non-compliance.
- CAS 6561: Sole Arbitrator in dispute between coach and sports club.
- *Ad hoc* UNCITRAL procedurally complex case between energy public entity of Caribbean country and energy company.
- ICC 22953/JPA: Arbitrator in important infrastructure project in Mexico City.
- CAS 8447 & 8448: Chairman of consolidated sports cases.
- CCL 254-2017: Chairman in hotel dispute. Complex procedural problems.
- CAS 5865: Sole arbitrator in doping disqualification dispute which resulted in loss of second-place medal in international competition.
- CCL 0550-2019: Chairman, energy dispute related to a supply contract.
- CAS 8636: Sole Arbitrator in contractual dispute between two sports organizations.
- CCL 413-2020: Chairman, corporate dispute case.
- Peru AMCHAM Peru 22-2021: Chair of dispute involving contractual compliance.
- ICC 22439/ASM: Chairman of construction dispute involving infrastructure project in Latin American country.
- Peru AMCHAM Peru 004-2016: Chair of dispute involving shareholder dispute. Complex discovery and confidentiality issues involved.
- CAS 2017/A/5088 & 5089: Chairman of Tribunal dealing with appeals to FIFA decision involving dispute between players having to do with status of player.
- CAS 5267: sole arbitrator in dispute involving financial consequences flowing from transfer of player.
- CCL 0055-2017: Chair in construction dispute involving infrastructure project.
- CAS 2016/A/4744: Chairman of tribunal in dispute involving transfer of player.
- CAS 2016/A/4651: Sole arbitrator in dispute involving disciplinary measure stemming from corruption in sports arena.
- CAM 100/2015: Sole Arbitrator in unitary-prices construction dispute.
- CAS 2015/A/4175: Sole arbitrator in football dispute involving transfer of player.
- CAS 2021/A/8157: Sports arbitration related to the temporary transfer of federative rights.
- CAS 2021/A/8847 y 8848: Sports arbitration on statutory violations.
- ICC UNC209/JPA: arbitrator in construction dispute related to EPC contract.
- ICC No. 21449: arbitrator in energy and infrastructure dispute.
- CAS 2008/A/1687: controversy concerning disciplinary sanction imposed on football player.
- PUCP 1122-184-16: arbitrator in energy and construction dispute.
- CPA case AA553 – investment arbitration involving government entity and international organization.
- ICC 20985/ASM: Chairman in energy dispute.



- CeCap (Panama): Chair of engineering and electronics dispute.
- CAS 2015/A/3882: Chairman in football dispute.
- ICC 21305/ASM: Chairman in electricity dispute.
- CAS 2015/A/3871: Chairman in football dispute.
- CAS 2015/A/3646: Chairman in football dispute.
- Sole arbitrator in complex construction dispute involving consortium of five construction companies against infrastructure ministry.
- CAS 2014/A/3574: Chairman in football dispute.
- Sole Arbitrator in ad hoc touristic complex development infrastructure dispute. Highly contentious dispute involving procedural complexities.
- Arbitration N° 2879-2014-CCL: Chairman in complex infrastructure case between Latin American public entity and transnational energy company involving complex procedural issues (such as attraction of third related party as well as contractually agreed arbitration appeal before the same tribunal).
- Sole Arbitrator in ad hoc construction dispute involving a centralized governmental entity.
- CAM 82/2014: sole arbitrator in construction dispute.
- Sole arbitrator in ad hoc construction dispute involving centralized governmental entity and five constructors.
- Sole Arbitrator in ad hoc natural resources dispute.
- Sole arbitrator in ad hoc mining dispute where time was of essence. High quantum, complex and lengthy award issued in one month.
- Sole arbitrator in ad hoc construction dispute between Central American and Mexican entities.
- Sole arbitrator in ad hoc procedure further to the UNCITRAL Arbitration Rules which displayed complex use of arbitration as an account-balancing method to address extra- costs. Award was contractually agreed to be issued in 30-days. Very contentious case.
- ICC No. 15337/JRF: Chairman in energy dispute.
- Sole arbitration in ad hoc fast track case having to do with dispute stemming from purchase of stock deal which price was left to a third-party determination (the sole arbitration) after considering variables as to which the parties had differences (involving tax issues).
- ICDR No. 50 180 T 000 54 11: Dispute concerning joint venture in automotive industry. Issues included compliance with contractual obligations involving financial and technical matters.
- CAM 0060/2011: Dispute concerning restaurant industry with intellectual property issues.
- CAM 0021/2005: Agricultural dispute. UNIDROIT principles as applicable law.
- CAS 2008/A/1739: Dispute between athletic club and soccer player.
- CAS 2012/A/2860: Sole arbitrator in appeal dispute involving sports federation decision.
- CAS 3013/O/3134: Sole arbitrator in sports dispute.

II. ARBITRATOR

- ICSID Case ARB/19/5: arbitrator in hydroelectric-plant dispute in Central América.
- ICC 26112/JPA: arbitrator in an energy dispute related to a contract for the construction of four transmission lines.
- ICSID Case ARB/22/5: arbitrator in dispute involving Central America country. Umbrella clauses were at issue.
- TAS 2021/A/8157: sports dispute related to the temporary transfer of federal rights.
- ICC 27059/PDP: arbitrator in dispute involving Latin American state.
- ICC UNC209/JPA: arbitrator in a construction dispute related to an EPC contract.
- TAS 2022/O/8636: sports dispute over contractual breach.



- ICC 26559/JPA: contractual dispute involving energy infrastructure project with complex shareholder rights dispute.
- ICC 26683/JPA: arbitrator in a construction dispute related to an EPC contract.
- TAS 2021/A/8476: sports dispute related to a resolution impugment.
- ICC 25089/JPA: arbitrator in disputes over the construction of a plant for the manufacture of automobile tires.
- TAS 2021/A/8847 and 8848: sports dispute on statutory violations.
- ICDR 01-22-000-9507: arbitrator in a commercial dispute related to a contract for the sale of safe boats for oil platforms and maintenance services.
- UNCITRAL *ad hoc* 2022-001: construction dispute involving health infrastructure project in Latin American country.
- ICDR 01-20-0015-7347: shareholder dispute involving complex corporate structure, shareholders agreement and sensitive procedural issues.
- PUCP 2934-306-20: arbitrator in a complex construction dispute.
- ICC 24515/JPA: arbitrator in an energy dispute related to regulatory changes.
- CPA 2020-46: arbitrator in a construction dispute related to a public transportation infrastructure project in Nicaragua.
- UNCITRAL *ad hoc*: arbitrator in a construction dispute related to a concession contract for the hydraulic works of an irrigation system in Peru.
- ICSID Case ARB 17/9: arbitrator in investment dispute involving Latin American country and transnational company.
- ICC 25587/JPA: arbitrator in solar energy infrastructure project dispute.
- UNCITRAL *ad hoc* 2022-002: construction dispute involving health infrastructure project in Latin American country.
- ICC 25165/JPA: arbitrator in energy dispute involving problem with gas distribution of combined cycle energy plant.
- ICDR Case 01-20-0015-7347: Shareholder dispute involving complex corporate structure, sophisticated shareholder's agreement, and sensitive procedural problems.
- CPA 2020-46: Infrastructure project dispute in Central America.
- ICC 25159/JPA: Disputa sobre obra de infraestructura de energía solar en Centro América.
- ICC 25363/JPA: contractual dispute.
- ICC 25089: arbitrator in multiparty construction dispute.
- LCIA Arbitration No: 194555: arbitrator in infrastructure dispute.
- ICC 24705: arbitrator in water and sewage dispute involving international construction consortium and Latin American public entity.
- CCL 056-2020: arbitrator in construction dispute involving Justice Ministry of Latin American government.
- UNCITRAL Rules: arbitrator in infrastructure project in Central America.
- ICC 24238: arbitrator in hydroelectric plant dispute.
- PUCP case 2934-306-20: complex administrative law dispute between South American public entity and construction company.
- UNCITRAL investment case: arbitrator in maritime-related investment dispute involving Latin American country.
- CCL 551-2020: arbitrator in water-infrastructure dispute involving water management public entity of Latin American country.
- CCL 224-2019: arbitrator in insurance and reinsurance dispute.
- UNCITRAL Rules: dispute between constructor and public entity in infrastructure project.
- CAM 121/2019: contractual dispute involving issues over dolphin possession and acuarium.
- *Ad hoc* case involving hydroelectric dispute in Central America.
- CCL 158: dispute involving civil liability stemming from fire in cinema; complex technical issues involved.
- UNCITRAL Rules: infrastructure (hospital) dispute between contractor and public entity.
- ICC 22278/ASM: arbitrator in energy dispute involving Latin American public entity.



- CAS 5144: arbitrator in sensitive doping case dispute.
- CAM 106/2016: arbitrator in dispute involving company acquisition.
- ICC 23245: arbitrator in complex airport and construction dispute.
- UNCITRAL *ad hoc*: arbitrator in dispute between international organism and construction company stemming from Central American hospital works.
- PUCP 1122-184-16: arbitrator in energy and construction dispute.
- CAM 120: contractual dispute.
- ICC 22953/JPA: arbitrator in complex subterranean infrastructure dispute.
- Arbitrator in construction and energy dispute involving public utility in Cuzco, Peru.
- UNCITRAL *ad hoc*: arbitrator in dispute involving large infrastructure project in jungle of Latin American country.
- Arbitrator in investment dispute involving Latin American parties (investor and hoststate) involving maritime matter.
- Arbitrator in Permanent Court of Arbitration case (CPA case AA589) involving Latin American cultural institute and construction entity.
- Arbitrator in *ad hoc* case involving highly politicized and technical dispute between a public power and the construction companies that built the public utilities building.
- Arbitrator in New York case of the *Maritime Arbitration Rules* of the *Society of Maritime Arbitrators, Inc.*
- ICC No. 21449: energy dispute involving infrastructure project.
- ICDR No. 01-15-0004-3721: Shareholder dispute.
- CCL 232-2016: construction dispute involving infrastructure project.
- Case 631-35-15 before the *Centro de Análisis y Resolución de Conflictos, Pontificia Universidad Católica del Perú*: arbitrator in infrastructure dispute involving Machupicchu.
- Permanent Court of Arbitration, The Hague case No. 2014-38: dispute between municipality and transnational company involving public procurement dispute.
- CAM Arbitration No. 0039/2008: Soda industry dispute. M&A issues at core of dispute.
- CAS 2011/A/2382 & 2011/A/2383: consolidated cases in disputes between athletic club and soccer player. Issues included termination of contract, indemnification and compliance with FIFA rules and sports contract.
- ICC case No. 20723: arbitrator in petroleum dispute between Latin American country and transnational company.
- CAS 2008/A/1679: dispute between athletic club and soccer player.
- Arbitrator in New York case of the *Maritime Arbitration Rules* of the *Society of Maritime Arbitrators, Inc.*
- ICDR No. 50-20-1100-0467: arbitrator in contractual dispute involving agricultural distribution from Mexico to the US, where complex valuation issues were at play.
- CAS 2008/A/1687: dispute concerning disciplinary sanction imposed on soccer player.
- ICDR Case No. 01-14-0000-9090: Touristic development and construction dispute.
- CAS 2008/A/1617: dispute concerning disciplinary sanction imposed on soccer player. Issues included validity of (severe) penalties in federation rules.
- CAS 2008/A/1503: emergency case involving football match. Award issued in three days.
- CAS 2008/A/1507: Arbitration dispute over rules of the game.
- CAS 2007/A/1242: football dispute. Issues included indemnification of football player under FIFA rules and sanctions imposed by sports federation.
- CAS 2008/A/1679 & 1681: consolidated cases involving dispute between football player and football club.
- ICDR No. 50 181 T 00415 09: tequila industry dispute. Issues included joint venture breaches and corporate disputes.
- ICDR No. 50 147 T 00191 08: contractual dispute. CISG as applicable law.
- ICDR No. 50-155-T-000467-11: dispute involving contractual dispute and issues involving US Law.
- ICC Case No. 18697/CA: energy dispute.
- ICC Case No. 18146/CA: energy dispute.
- ICC Case No. 18454/CA: energy dispute.



- ICC Case No. 17531/JRF: energy dispute. Arbitral and legal costs where a strong component of the case.
- ICC Case No. 17686/JRF/CA: petrochemical industry dispute.
- ICC Case No. 16653/JRF: construction, engineering and renewable (eolic) energy dispute.
- ICC Case No. 15835/JRF: energy and public works dispute.
- ICC Case No. 15155/JRF: energy dispute.
- ICC Case No. 15217/JRF: energy dispute.
- ICC Case No. 15149/JRF: dispute involving underwater submarine pipelines.
- ICC Case No. 15337/JRF: construction and public works dispute.
- ICC Case No. 14522/CCO: construction dispute.
- ICC Case No. 14671/CCO/JF: acquisition and M&A dispute.
- CANACO Case 171: port authority and maritime dispute. Important administrative law component.
- CANACO Case 137: contractual and security services dispute.
- CANACO Case 385: dispute between public entity created by international treaty between two States and a construction company involving the public works of highway running across diverse countries.
- Case AI-02-12 before the Arbitration Centre of El Salvador (*Centro de Mediación y Arbitraje de la Cámara de Comercio e Industria de El Salvador*): dispute between constructors and public international law entity and Central American government with respect to the construction and procurement problems flowing from highway crossing several countries.
- ICC Case 19867/ASM: dispute between two construction companies and electricity utility related to important infrastructure project, with high energy component and multi-party and multi-contract issues.
- UNCITRAL *Ad hoc* case involving construction company and governmental entity involving infrastructure problem that threatened bankruptcy.
- ICC Case No. 18952/CA: dispute involving multiplicity of parties from different countries, one of them a public entity.

III. COUNSEL OF RECORD

A. COMMERCIAL: has acted as counsel in over 100 cases. Fields of tendency have involved:

- Energy (renewable and hydrocarbons)
- Construction
- Infrastructure
- Contractual performance
- Intellectual property
- License agreements
- Investment
- Financial transactions
- M&A disputes (including disputes between partners in corporations)

B. CONSTRUCTION DISPUTES: Counsel of record in dozens of construction and energy cases. Problems extant have ranged across the entire spectrum of possibilities of the construction industry. This has included the most important eolic project in Latin American history (2017). In 2021 a second arbitration involved defects in turbines in the same windfarm. Areas frequently advocated are over- costs, delays (including force majeure and other excuses for non-performance), technical differences involving contractual compliance, specifications, and materials (eg., compliance with guidelines involving procurement of contractual inputs), work characteristics, perforation, drainage, legal effects of tariff or price formulas as well as cost and consideration calculation, maintenance, and design. Also, FIDIC. A constant has been the use of arbitration, conciliation, expertise, and dispute boards in ingenious and flexible matters to cater to the problems of construction industry disputes.

C. ENERGY DISPUTES: Counsel in all types of energy disputes. Recently the caseload has emphasized in renewable energy disputes. The foregoing includes electricity disputes, petroleum, eolic and solar energy disputes. In 2017 Mr. González de Cossío acted for counsel of record and lead advocate in the largest ever renewable (eolic) energy dispute case in Latin America. Acted as arbitrator and advocated in most all eolic dispute cases in Mexico. Currently advises entire energy sector of Latin American government given regulatory measures posing material injury of



transportation rights.

D. **INVESTMENT CASES:** has investment disputes in several cases that have settled or otherwise concluded. Matters have included all disciplines (jurisdictional and substantive) of investment arbitration.

- ICC 11392/KGA/CCO: Counsel to investors against East-European country. At issue was fair and equitable treatment and measures tantamount to expropriation. First ICC investment arbitration ever.
- ICSID ARB/11/1: Counsel to claimant investors against a Latin American country. At issue were expropriation (including measures tantamount thereto), fair and equitable treatment, full protection and security and umbrella clauses.
- ICSID ARB (AF) 12/4: Counsel to claimant investors against Latin American country. Over a billion US in dispute. Claim involves expropriation (including regulatory, measures tantamount to expropriation), fair and equitable treatment and full protection.
- Arbitrator in UNCITRAL Rules investment dispute involving Latin American country in dispute having to do with maritime investment.
- Counsel of record for Central American country in several cases stemming from change in investment policy. (ICSID Cases ARB/23/2, ARB/23/3, ARB/23/10).

E. REFERENCES

If desired, references can be provided of clients represented in the above-mentioned fields/cases.

IV. MEDIATOR

- Sole mediator in infrastructure dispute involving three parties: International financing organization, host country receiving investment and construction company.
- Sole mediator in hotel construction dispute in Los Cabos, Baja California.
- Sole Mediator in family business dispute involving differences between partners and family members in corporate holdings and other business.
- Sole Mediator in water rights allocation dispute in arid area with scarce hydro resources.
- Sole mediator in dispute involving differences in co-proprietorship community.
- Sole Mediator in shareholder's dispute.
- Sole Mediator in contractual dispute which included parallel civil, corporate and criminal proceedings.
- Mediator in probate/inheritance dispute.
- Mediator in dispute related to partnership separation and dissolution involving acute differences in asset division. Saliiently, the parties were former-romantically involved partners in closely held corporation.

V. DISPUTE BOARD

- Dispute Board Member in infrastructure project (metro) of Latin American city.
- Drafter of Dispute Boards rules of the Construction Industry Arbitration Centre (Centro de Arbitraje de la Industria de la Construcción- CAIC).
- Advised diverse clients (including public entities) on Dispute Boards.

PUBLICATIONS

I. BOOKS

1. Arbitration (*Arbitraje*), Ed. Porrúa, 5th ed. 2018.
2. Investment Arbitration (*Arbitraje de Inversión*), Ed. Porrúa, 2009.
3. The Arbitrator (*El Árbitro*), Ed. Porrúa, 2008.
4. Arbitration and the Judiciary (*Arbitraje y la Judicatura*) Ed. Porrúa, 2007.
5. Sports Arbitration (*Arbitraje Deportivo*), Ed. Porrúa, 2006.
6. The Rule of Law: An Economic Perspective (*El Estado de Derecho: Un Enfoque Económico*), Ed. Porrúa, 2007.
7. Competition: legal and Economic Aspects (*Competencia económica: Aspectos Jurídicos y Económicos*), Ed. Porrúa, 2005.
8. Competencia (*Competencia*), Ed. Porrúa, 2nd ed. 2017.
9. Energy Arbitration, commercial and investment (*Arbitraje Comercial y de Inversiones en el Sector de Energía*) (coauthor), Tirant Lo Branch, 2020.
10. Arbitration up front and sideways (*El Arbitraje al Derecho y al Revés*), Editorial Palestra, Perú, 2020.
11. TODO ARBITRAJE: *Liber Amicorum* José Luis Siqueiros, Kluwer, 2021 (editor and coauthor).



II. ARTICLES

Francisco González de Cossío has authored more than 200 articles on arbitration, competition, business and legal studies (many of which are visible in www.gdca.com.mx).