2017: A YEAR OF CLARIFICATION & CONSOLIDATION

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PRESENTER AND CONTACT INFORMATION

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THE COMPLETE COMPLIANCE HANDBOOK

AVAILABLE APRIL 2018 FROM COMPLIANCE WEEK
The views stated here are solely those of the presenter.

Everything in this presentation is a generalization and is subject to numerous exceptions.
TOP TEN FCPA ENFORCEMENT ACTIONS-2017 & 2016

2016
1. Siemens - $800MM in 2008
2. Alstom - $772MM in 2014
3. Halliburton - $579MM in 2010
5. Odebrecht/Braskem - $419MM in 2016
7. BAE - $400MM in 2010
8. Total - $398MM in 2013
10. Alcoa - $384MM in 2014

2017
1. Telia Company - $965MM in 2017
2. Siemens - $800MM in 2008
4. Alstom - $772MM in 2014
5. KBR / Halliburton - $579MM in 2016
7. Keppe Offshore & Marine Ltd. - $422MM in 2017
9. BAE - $400MM in 2010
10. Total - $390MM in 2013

Source: FCPA Blog

TOP TEN GLOBAL ENFORCEMENT ACTIONS

2017 Top 10 International Anti-Corruption Enforcement Penalties
1. JBF-Brazil-$3.6 bn-Brazil
2. Odebrecht/Braskem-$2.6 bn-US, Switzerland and Brazil
3. Siemens-$1.6 bn-Germany and US
4. Rolls-Royce-$1.6 bn-Germany, Switzerland and US
5. Alstom-$1.5 bn-US and Switzerland
6. 5. Rolls-Royce-$1.0 bn-US and Brazil
7. Vimpelcom-$0.9 bn-US and Brazil
8. Vimpelcom-$0.9 bn-US and The Netherlands
9. Halliburton-$0.4 bn-US and Nigeria
10. Teva Pharmaceutical-$0.3 bn-US

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7. Halliburton-$0.4 bn-US and Nigeria
8. Teva Pharmaceutical-$0.3 bn-US
10. BAE-$400MM in US
FCPA Enforcement By Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Companies</th>
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<tbody>
<tr>
<td>Healthcare &amp; Life Sciences</td>
<td>Biomet, Orthofix, Avere</td>
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<tr>
<td>Aerospace &amp; Airlines</td>
<td>Rolls-Royce</td>
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<tr>
<td>Telecommunications</td>
<td>Telia</td>
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<tr>
<td>Oil &amp; Gas</td>
<td>Linde, Halliburton, SBM, Keppel</td>
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<tr>
<td>Mining</td>
<td>COM</td>
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<td>Engineering &amp; Construction</td>
<td>Nustel</td>
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<td>Entertainment</td>
<td>Las Vegas Sands</td>
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<td>Food &amp; Beverage</td>
<td>Mondelé</td>
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Source: Shearman & Sterling 2017 FCPA Digest
KEY CASES

Four of the Top Ten FCPA Actions of all time in 2017

1. TELIA COMPANIES-$965 MM IN US AND SWEDEN
2. ROLL-ROYCE-$891 MM IN UK, US AND BRAZIL
3. KEPEL OFFSHORE-$421 IN US AND SINGAPORE
4. SBM OFFSHORE- $240MM IN 2015 + $238MM IN 2017=$478MM

Declinations with Disgorgement

1. LINDE GAS-$7.8 MM FINE & AND $3.4MM PROFIT DISGORGEMENT=TOTAL PENALTY OF $11.2 MILLION.
2. CDM SMITH-$4MM PROFIT DISGORGEMENT AND WORLD BANK DEBARMENT
Recidivists

1. BIOMET-ADDITIONAL $30MM FINE, NEW CHARGES AND DPA & 3 YEAR MONITORSHIP
2. ORTHOFIX-ADDITIONAL $6.1MM FINE
3. HALLIBURTON-$29MM PAID IN SEC ENFORCEMENT ACTION. NO ADDITIONAL MONITORSHIP

Key Individual Actions

1. C-Suite-SBM Offshore & Contorguris CEOs
2. Och-Ziff and Rolls Royce Follow-ons

FCPA CORPORATE ENFORCEMENT POLICY
Four Elements=Presumption of Declination

1. SELF-DISCLOSURE
2. EXTRAORDINARY COOPERATION
3. EXTENSIVE REMEDIATION
4. PROFIT DISGORGE

= PRESUMPTION OF DECLINATION

Additional Benefits

1. UP TO 50% DISCOUNT
2. 25% WITH NO SELF-DISCLOSURE
3. DECLINATION?

QUALITY AND RESOURCES DEDICATED TO COMPLIANCE

- The resources the company has dedicated to compliance;
- The quality and experience of the personnel involved in compliance, such that they can understand and identify the transactions and activities that pose a potential risk;
- The authority and independence of the compliance function and the availability of compliance expertise to the board;
- The compensation and promotion of the personnel involved in compliance, in view of their role, responsibilities, performance, and other appropriate factors; and
- The reporting structure of any compliance personnel employed or contracted by the company.
THE EVALUATION

Key Additions to 10 Hallmarks of an Effective Compliance Program

1. ROOT CAUSE ANALYSIS
2. LEADERSHIP CONDUCT
3. TRAINING EFFECTIVENESS
4. CCO AND COMPLIANCE FUNCTION PAY, STATUS AND AUTHORITY

ODDS AND ENDS
Kokesh

1. 5-YEAR STATUTE OF LIMITATIONS ON SEC ACTIONS
2. INCREASE SPEED OF SEC ENFORCEMENT
3. DROP IN PROFIT DISGORGEMENT PAYMENTS

New DOJ Focus on the Economic Aspects of Corruption

1. AG SESSIONS APRIL SPEECH
2. AAG KEN BLANCO NOVEMBER SPEECH
3. DAG ROSENSTEIN ANNOUNCEMENT OF NEW FCPA CORPORATE ENFORCEMENT POLICY

Anniversaries

40TH ANNIVERSARY OF FCPA
20TH ANNIVERSARY OF OECD
Internationally

1. 3rd and 4th DPAs in UK under Bribery Act
2. New French law Saipan II
3. Peru and Argentina both have new ABC laws
4. Where will 2017 focus on South America lead?

Shareholder Actions

1. Petrobras US-$2.9BN for shareholders
2. Veon (Formerly Vimpelcom)

Compliance trends going forward
1. MORE INDIVIDUAL ENFORCEMENT
2. MORE PRESSURE TO SELF-DISCLOSE
3. BRAZIL TO CONTINUE TO BE HIGH RISK
4. SOUTH AFRICA WILL BE THE NEW COUNTRY SWEEP

QUESTIONS?