



ARENA REYES RETANA Y ASOCIADOS, S.C.

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SUMMARY

Arena Reyes Retana y Asociados, S.C. is a Law Firm that was recently incorporated (February, 2018). The Founder and Managing Partner, Marcos Arena, is a senior lawyer with a solid experience and broad vision in managing and providing legal services, since the first years of his career were developed as an associate of international law firms (2+ years at Basham, Ringe & Correa, S.C. and 10+ years at Gardere, Arena y Asociados, S.C., today Foley & Lardner). Afterwards, he was in-house counsel of global corporations (10+ years as Legal Director in PepsiCo, of which the last 4 years he served as Senior Legal Director/Legal Counsel of Sabritas & Compliance Officer for all PepsiCo business units in Mexico, Central America and the Caribbean and thereafter 4+ years as Legal Director/Legal Counsel of Office Depot for Mexico & Latin America).

Based on his experience, the Founder and Managing Partner has developed a strong orientation to service, while maintaining his role as gatekeeper to provide services of excellence, to solve problems as a skillful negotiator, to safeguard the interests of his clients and to enhance ethical values. Always seeking to add value to his clients. Team builder with a special focus on developing individuals and to keep them motivated to contribute to the goals of their clients.

WHAT DIFFERENTIATES ARENA REYES RETANA Y ASOCIADOS FROM OTHER LAW FIRMS?

Broad experience. As stated in the SUMMARY, Marcos Arena, Founder & Managing Partner of the Firm, has over 27 years of combined experience as outside counsel and in-house Legal Director, thanks to which he developed legal expertise in both day to day and complex legal matters and also the sensitivity of the clients/companies' needs in terms of sense of urgency, providing the best possible service at the very best cost (Marcos Arena has always been sensitive at taking care of his clients' interests and money). Additionally, the Firm has a clear orientation towards deeply knowing the business of our clients, in order to provide assessment as integral counselors, that is to say, not limited only to legal advice.

Personal attention. Other Law Firms, mainly the big ones, have a vertical structure based on which most of the job is made by junior lawyers. That is not the case of Arena Reyes Retana y Asociados because of the following three reasons: i) the Firm has been recently created and therefore its Managing Partner is highly motivated to give the best personalized service to existing and potential clients; ii) Marcos Arena' attention to detail and to find the best and most creative way to solve problems and conduct business is part of his culture; and iii) the vocation of the Firm is to provide personalized services, to become a true adviser of its clients and establish a deep relationship of mutual trust. This is why the Firm's growth shall never exceed a certain number of clients; we are interested in having only the number of clients to whom we may provide the best personalized, fast and accurate service.

Competitive Fees. Due to the structure of the Firm, we are able to provide very competitive fees for our services. Additionally, due to our experience as in-house counsel and outside counsel, we are very familiarized with different fees schemes (by hour, project, success, etc.) that may result very attractive to our clients and to facilitate them to have full control of their budget. Also, when coordinating services with other lawyers/law firms in those cases in which we don't have the specific expertise, and due to the experience acquired during our development as in-house lawyers, we have the knowledge and skills to obtain the best possible service at the

best possible cost. The point here is that, when we don't have a specific expertise on certain matter, we have a broad experience in coordinating the corresponding tasks, just as if we were your in-house attorney.

Global Vision-Local Approach. We are Mexican lawyers, with full knowledge of local laws and practices, but also with a deep understanding of foreign practices, needs and policies of global companies. We have a broad experience in matching such needs locally.

AREAS OF EXPERTISE

Corporate. All aspects of corporate law and the activities of companies (i.e., incorporation, decision making, corporate governance, M&A, corporate books (shareholders' board meetings, etc.), powers of attorney, franchises, corporate strategies, corporate good standing).

Contracts. A specialty of the Firm. We are experts in negotiating and drafting contracts of all nature (services, lease, franchise, etc.). We have the ability of drafting and negotiating agreements with the purpose of accomplishing them to Mexican laws and business practices and taking into account foreign corporate and legal regulations. We are convinced that we may add tremendous value when we participate in assisting in the negotiation of contracts.

Intellectual Property. Registration and maintenance of all kind of intellectual property right (trademarks, patents, slogans, etc.) and defining strategies to protect intellectual property (i.e., trade secrets).

Compliance. Broad expertise in defining strategies to implement Compliance Programs and to follow up their correct functioning, based on Mexican Laws, FCPA and Anti-bribery. Extraordinary function to avoid contingencies and, very importantly, to enhance ethical values within companies.

Structuring your Law Department/Legal Needs. No matter what the size of your company is, we may define the perfect solution, in order that you may fully cover your legal needs at the lower cost. We have a broad experience as in-house counsel, in which we have restructured legal departments (from very large to tiny) and implemented appropriate tools, reaching the perfect solution in terms of efficiency and reduction of costs. This is not limited to companies that have legal departments but also to those that outsource such services from outside counsel; we may find efficiencies to reduce your costs and obtain full legal coverage.

OTHER SERVICES – COORDINATING AND MONITORING.

Due to the fact that we want to keep our Firm of a certain size, in such a way that we may provide the personalized service that we are always looking for, we won't expand such services (internally) to other areas in which others may have a larger expertise (labor, litigation, etc.). In such cases, what we offer is our coordination/supervision and negotiation services.

We know well most Law Firms in Mexico that have expertise in all fields of law, from international to boutique firms. What we do is to act as your in-house lawyer to find the best possible Law Firm that fits your specific needs not covered by our Firm, negotiate the best possible fees and services and monitor them closely; once again, just as your in-house lawyer, with the added value of our broad experience in obtaining quality services at the best cost.