



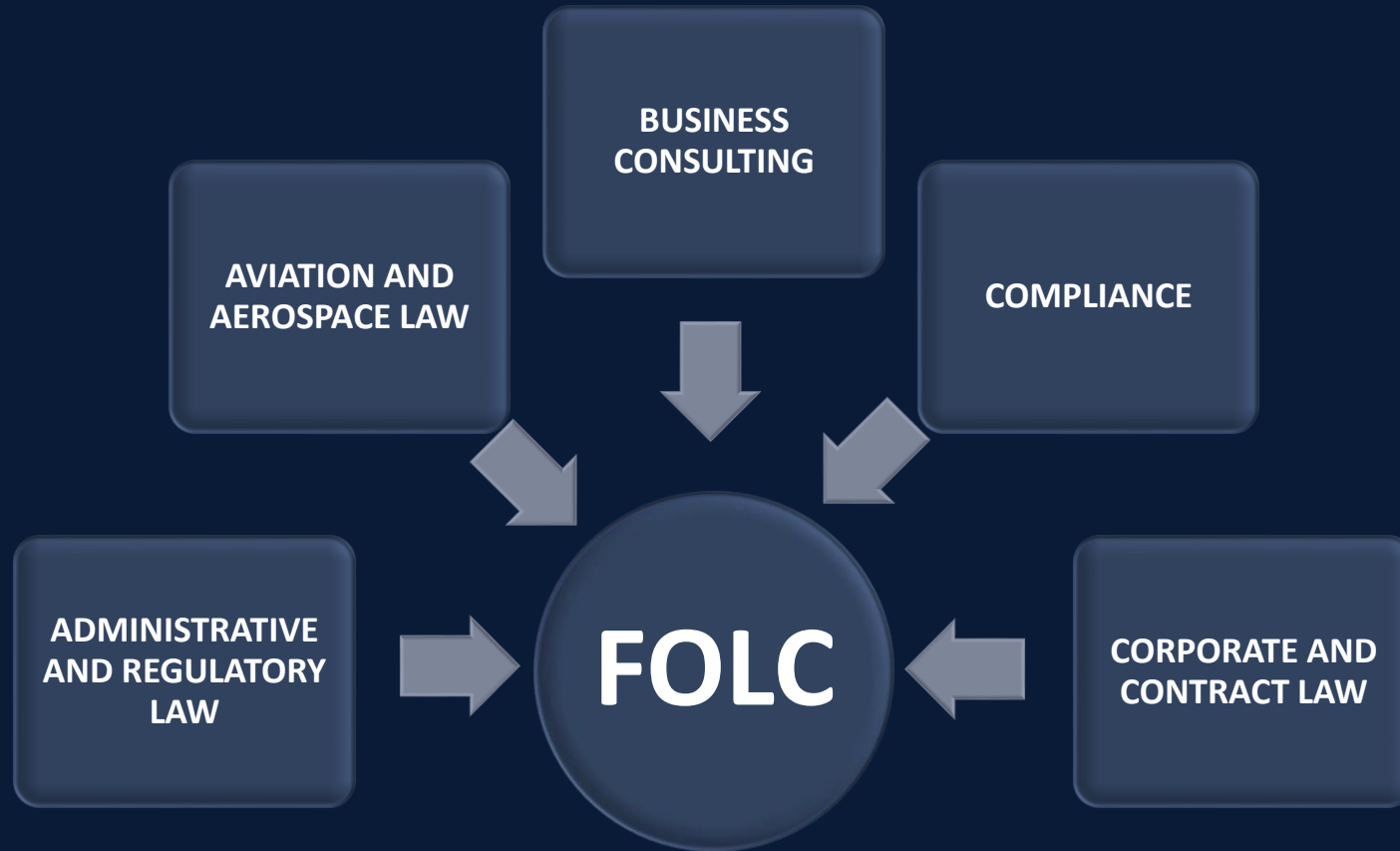
FLORES, OLIVARES, COBIÁN ABOGADOS & CONSULTORES, S.C.

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PROFESSIONAL SERVICES

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ADMINISTRATIVE AND REGULATORY LAW

- Lobbying and legal management for the granting of authorizations, permits, concessions and favorable opinions before the competent regulatory authorities
- Consumer protection issues before Procuraduría Federal del Consumidor (PROFECO)
- Immigration issues before Instituto Nacional de Migración (INAMI)

AVIATION AND AEROSPACE LAW

- Regulatory and commercial transactions
- Leasing, financing and controversy solutions
- Lobbying and representation before sectorial authorities and other key players

BUSINESS CONSULTING

- Our consulting services encompass a wide range of areas: strategy, organization, network planning, operations, technology, transformation, safety and security, cargo, maintenance, corporate finance, corporate governance and compliance, labor and union negotiations, mergers & acquisitions, and sustainability across all the corporate environment, and aviation and aerospace industry.

COMPLIANCE

- Implementation of policies and programs, as well as audit practice related to the following:
 - Legal Compliance
 - Corporate Governance
 - Legal Risk Management
 - Anticorruption
 - Money Laundering Prevention

CORPORATE AND CONTRACT LAW

- **Corporate** – We advise our clients in the legal and corporate management of their companies
- **Contracts** – We provide legal advice on analysis, negotiation, modification and termination for all types of agreements in civil, commercial and financing matters

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PARTNERS

Fernando Flores

Fernando has a degree in Law from Universidad Iberoamericana. He has developed his professional career both in the private and public sector. In the latter he was Assistant General Director of IMSS (Mexican Institute for Social Security) for eight years, after which he was Under Secretary of Labor and Social Welfare and later General Director of IMSS.

In the private sphere he was General Counsel and head of the Labor Division of the former Mexicana de Aviación S.A. de C.V., whereof he was also the CEO and President of the Board of Directors for over nine years. He was also CEO of Aerovías de México S.A. de C.V. (Aeromexico) and the CEO and Chairman of the Board of Transportes Aeromar S.A. de C.V. (Aeromar).

Fernando has developed a strong trajectory as independent director: he was independent director for Grupo Aeroportuario del Centro Norte (OMA) as well as for Grupo ICA, both wherein he exercised the Presidency of the Corporate Practice Committee and the Finance Committee, as well as an active participation as a member of the Audit Committee.

He was the President of the Cámara Nacional de Transporte Aéreo during four different periods. In 2007, he founded the consulting services firm FF Estrategias Corporativas, S.C.

Edmundo Olivares

Edmundo has a law degree from the Instituto Tecnológico Autónomo de México (ITAM) as well as a master's degree in International Economic Law from Warwick University, United Kingdom.

His professional career includes both public and private sectors. In the public area, he has worked for Banco Nacional de Comercio Exterior (National Bank of Foreign Trade), Secretaría de Economía (Ministry of Economy), Secretaría de Hacienda y Crédito Público (Ministry of Finance and Public Credit) and the Institute for the Protection of Bank Savings.

In the private sector, he was Senior Associate of White & Case Mexico, General Counsel of Compañía Mexicana de Aviación (Mexicana). He was also General Counsel and Secretary of the Board of Directors of Grupo Aeroméxico. In addition to this, he was vice president of the National Chamber of Aeronautical Transportation. He was General Counsel of Servicios Turísticos Exclusivos (Grupo Vidanta). He was founder of Olivares Dufío y Asociados in 2014.

Edmundo Olivares has over 20 years of experience in the aeronautical industry as well as a strong corporate law practice, including bank and finance law, mergers and acquisitions, corporate general practice. Edmundo has been selected by his colleagues in the 2019 and 2020 editions of Best Lawyers for the aeronautical law area, as well as with Chambers and Partners 2020.

Alejandro Cobián

Alejandro has a law degree from the Universidad Anáhuac del Sur, has specialized studies in Financial Legal Advice from the Francisco de Vitoria University, in Madrid, Spain, a Postgraduate in Civil and Commercial Procedural Law from the Panamerican University, a Diploma in Corporate Law, and an executive program in Money Laundering Prevention, the latter two by ITAM.

From the beginning of his university career he worked at Bufete Ocampo, a boutique firm specialized in Civil and Commercial Litigation, and Corporate and Financial Law. Subsequently and already within the airline industry, he was General Counsel of Mas Air and of Mexico and Central America companies of the LATAM Airlines Group, for 11 years. He was CEO of the National Chamber of Air Transport (CANAERO), and later Legal and Institutional Relations Director of AEROMAR. He was a founding partner of Doinglobal Consulting, a firm specialized in Aviation, Corporate, Regulatory, and Compliance legal consulting.

He has more than 20 years of professional experience, 15 of these in the airline industry, developing extensive experience in Corporate, Aviation, Contracts, Compliance and Institutional Relations. He has twice held the honorary position of Vice President of the Board of Directors of CANAERO, and member on several occasions of the Board of Directors of these business chamber. He was a visiting professor at the Diploma in Aviation Law at ITAM, and a lecturer in various academic and business forums related to air transport.



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FEBRUARY 2020