<u>IP Mediation Conference 22-23 March</u> <u>2021 (online event)</u>

"I think mediation is a very flexible tool that can be tailored to the needs of the parties, in a particular dispute, and that's probably what makes this dispute resolution mechanism very attractive to companies. Mediation doesn't always need to be the only solution and there are other ways of resolving disputes through negotiation or arbitration or court resolution, but definitely mediation offers that flexibility that in certain moments of time it is really appreciated."

José Checa, General Counsel Brand, Marketing Properties & Licensing at Nestlé. Speaker at the 2019 IP Mediation Conference.