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INTERNATIONAL BAR ASSOCIATION CONFERENCE 2026

A conference presented by the IBA Latin American Regional Forum and the IBA Corporate and M&A Law Committee, supported by the IBA Closely Held Companies Committee

Mergers and acquisitions in Latin America – building bridges through business: rethinking M&A in Latin America

23–25 March 2026, Enjoy Punta del Este Resort y Casino, Punta del Este, Uruguay

Working programme

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Juan Manuel Mercant *Guyer & Regules, Montevideo; Advisory Board Member, IBA Latin American Regional Forum*

Francisco J Roggero *ZBV Abogados, Buenos Aires; Co-Chair, IBA Latin American Regional Forum*

Paula Vieira de Oliveira *Mattos Filho, São Paulo; Co-Chair, IBA Latin American Regional Forum*

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Monday 23 March

All working sessions will take place in the Punta del Este ballroom (planta baja)
Light networking lunch will take place in the Montecarlo room (planta baja)
Coffee/tea breaks will take place in the foyer of Punta del Este ballroom

1030 – 1830 **Registration** - foyer of Punta del Este ballroom (planta baja)
Enjoy Punta del Este Resort & Casino - address: Rambla Williman y Parada 4, Punta del Este, Maldonado

1200 – 1400 **Light networking lunch**

1400 – 1420 **Welcome remarks** - Punta del Este ballroom
Pablo Iacobelli *Carey, Santiago; Vice Chair, IBA Corporate and M&A Law Committee*
Juan Manuel Mercant *Guyer & Regules, Montevideo; Advisory Board Member, IBA Latin American Regional Forum*
Francisco J Roggero *ZBV Abogados, Buenos Aires; Co-Chair, IBA Latin American Regional Forum*

1420 – 1430 **Opening remarks**
Jaime Carey *Carey, Santiago; IBA Immediate Past President*
Pascale Lagesse *Bredin Prat, Paris; Vice Chair, IBA Legal Practice Division*
Jörg Menzer *Noerr, Munich; IBA Vice President*

1430 – 1530 **Keynote speech**
Introduction to keynote speaker
Eduardo Sanguinetti *Sanguinetti & Asociados, Montevideo*

Keynote speaker
Julio Maria Sanguinetti *Former President of Uruguay, Montevideo*

1530 – 1550 **Coffee/tea break**

1550 – 1700 Plenary session

M&A in a challenging region

A regional overview of how political shifts, economic volatility and global market pressures are shaping M&A in Latin America.

Session Co-Chairs

Jaime Cubillos *Posse Herrera Ruiz, Bogota; Publication and Newsletter Editor, IBA Latin American Regional Forum*
Miguel Tornovsky *Pinheiro Neto Advogados, São Paulo; Webinar and Podcast Officer, IBA Corporate and M&A Law Committee*

Speakers

Alejandra Flah *Citigroup Inc, Miami, FL*
Marina Linhart *JP Morgan Chase, New York City, NY*
Ricardo Scavazza *Patria Investimentos, São Paulo*

1700 – 1720 **Coffee/tea break**

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Monday continued

1720 – 1830 Breakout sessions

Breakout session 1 - Punta del Este A/B (planta baja)

Technology, AI and M&A

This session will consider how digital tools, virtual data rooms and tech-enabled workflows are streamlining M&A transactions. It will also consider AI as a game-changer in due diligence, valuation and integration, plus the emerging legal risks.

Session Co-Chairs

Adriana Castro *BLP, San Jose; Conference Quality Officer, IBA Latin American Regional Forum*

Andrea Saffie *Cariola Diez Perez-Cotapos, Santiago; Junior Conference Panels Officer, IBA Latin American Regional Forum*

Speakers

Guilherme Arruda *Thomson Reuters, São Paulo*

Steven Cohen *Wachtell Lipton Rosen & Katz, New York City, NY; Council Member, IBA Legal Practice Division*

Rick Liu *Harvey, New York City, NY*

Guzman Rodriguez Carrau *Guyer & Regules, Montevideo*

Francisco Tassi *ZBV Abogados, Buenos Aires*

Breakout session 2 - Punta del Este C (planta baja)

Cross-border M&A: legal and regulatory challenges in Latin America

This session will look at issues surrounding navigating complex legal, regulatory, cultural and compliance-related challenges in cross-border deals.

Session Co-Chairs

Daniel Cerqueira *Cravath Swaine & Moore, New York City, NY*

Elie Sherique *Machado Meyer Advogados, São Paulo; Regional Fora Liaison Officer, IBA Latin American Regional Forum*

Speakers

Carlos Albarracin *Milbank, New York City, NY*

Luciana Cossermelli Tornovsky *Demarest Advogados, São Paulo; Chair, IBA Closely Held Companies Committee*

Santiago Fontana *Ferrere, Montevideo; Latin American Regional Forum Liaison Officer, IBA Closely Held Companies Committee*

Felipe Marino Duenas *Cuatrecasas, Bogota*

Matthew Squires *Greenberg Traurig, Denver, CO*

1830 – 2000 Opening reception

Start the conference in style. Join IBA Committee Officers, Conference speakers and delegates to network over drinks and canapés.

All delegates, press, exhibitors and registered guests are invited to attend.

Enjoy Punta del Este Resort y Casino - Montecarlo room (planta baja)

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All working sessions will take place in the Punta del Este ballroom (planta baja)
Lunch will take place in the Montecarlo room (planta baja)
Coffee/tea breaks will take place in the foyer of Punta del Este ballroom

0800 – 1600 **Registration**

0830 – 1000 **Women lawyers breakfast session** - Rio de Janeiro Ballroom (planta baja)

This will be a thought-provoking session focused on unconscious bias and gender issues, highlighting how certain behaviours may shape professional interactions.

This breakfast is free to attend. All conference registered delegates and press are invited.

Session Co-Chairs

Claudia Barrero *Philippi Prietocarrizosa Ferrero DU & Uria, Bogota; Senior Vice Chair, IBA Women Lawyers' Committee*

Corina Bove *Guyer & Regules, Montevideo; Co-Vice Chair, IBA Women Lawyers' Committee*

Facundo Ponce de Leon *Director, Mueca Film, Montevideo*

1000 – 1100 **Breakout sessions**

Breakout session 3 - Punta del Este A/B (planta baja)

The role of social impact in corporate transactions: B-corporations?

Session Co-Chairs

Randy Bullard *Morrison & Foerster, Miami, FL*

Sandra Reed Serrano *Perez Bustamante & Ponce, Quito; Vice Chair, IBA Latin American Regional Forum*

Speakers

Marcel Fukayama *B Lab Brazil, São Paulo*

Natalia Hughes *Sistema B Internacional - Capibara - YOUHUB, Montevideo*

Francisco Murray *Sistema B Argentina, Buenos Aires*

Soledad Chiarino *Abito, Montevideo*

Breakout session 4 - Punta del Este C (planta baja)

Antitrust and competition law: navigating regional scrutiny

This session will look at how competition authorities in Latin America are approaching mergers and acquisitions, considering the changes and challenges in this area.

Session Co-Chairs

Mariana Estrade *Hughes & Hughes, Montevideo; Diversity and Inclusion Officer, IBA Latin American Regional Forum*

Benjamin Grebe *Prieto Abogados, Santiago; Advisory Board Member, IBA Latin American Regional Forum*

Speakers

Mabel Ahumada *Ferrada Nehme, Santiago*

Felipe Benavides *Compañía Cervecerías Unidas, Santiago*

Juan Dubra *Universidad de Montevideo, Montevideo*

Lina Uribe *Perez-Llorca, Bogota*



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Tuesday continued

1100 – 1130 **Coffee/tea break**

1130 – 1230 Breakout sessions

Breakout session 5 - Punta del Este A/B (planta baja)

Investment coming from China: M&A and other businesses and their challenges

Session Co-Chairs

Cesar Amendolara *Velloza Advogados, São Paulo*

Rafael Boisset *Philippi Prietocarrizosa Ferrero DU & Uria, Lima; Sustainability Initiatives Officer, IBA Latin American Regional Forum*

Speakers

Javier Lozada *Bruchou & Funes de Rioja, Buenos Aires*

Gillian Paredes Guerrero *Luz del Sur, Lima*

Alfonso Rebaza *Cosco Shipping Port Chancay, Lima*

Fabiana Siviero *Didi Group, São Paulo*

Breakout session 6 - Punta del Este C (planta baja)

Dispute resolution/arbitration and post-merger integration challenges

This session will look at managing disputes and cultural integration after the deal is signed.

Session Co-Chairs

Jose Luis Ambrosy *Claro y Cia, Santiago; Corporate Counsel Forum Liaison Officer, IBA Latin American Regional Forum*

Catalina Santos *Brigard Urrutia, Bogota; Secretary, IBA Latin American Regional Forum*

Speakers

Cesar Coronel-Ortega *Coronel & Perez Abogados, Quito*

Constantino Perez-Salgado *Gomez-Acebo & Pombo, Madrid*

Mercedes Ros *Globant, Montevideo*

Professor Guido Tawil *Arbitrator Chambers, Punta del Este*

Joaquin Vallebella *Brons & Salas, Buenos Aires*

1230 – 1430 **Lunch**



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1430 – 1530 Breakout sessions

Breakout session 7 - Punta del Este A/B (planta baja)

What's cooking? Sector focus: energy

As the world shifts towards cleaner energy sources and electrification, the oil and gas industry faces significant challenges in adapting to the energy transition. This panel will explore the legal, regulatory and infrastructure-related hurdles that arise as oil and gas companies navigate the evolving energy landscape and electrical networks become essential. Key issues will include the impact of climate policies, investment in renewable infrastructure, regulatory frameworks for new technologies and strategies for balancing traditional oil and gas operations with sustainable energy initiatives.

Session Co-Chairs

Sergio Gonzalez Galan *J&A Garrigues, Madrid; Conference Coordinator South America, IBA Corporate and M&A Law Committee*

Hans Sydow *Travieso Evans, Caracas; Pro Bono Initiatives Officer, IBA Latin American Regional Forum*

Speakers

Ines Baca de la Piedra *Estudio Echeopar, Lima*

Todd Crider *Simpson Thacher & Bartlett, New York City, NY*

Thais Garcia *Clifford Chance, New York City, NY*

Marta Jara *Ventus, Montevideo*

Juan Francisco Mackenna *Carey, Santiago; Advisory Board Member, IBA Power Law Committee*

Breakout session 8 - Punta del Este C (planta baja)

What's cooking? Sector focus: infrastructure

Infrastructure M&A continues to play a central role in Latin America, particularly in sectors such as transport, logistics, sanitation and digital infrastructure, where long-term concessions, regulatory stability and access to financing are critical value drivers. This panel will examine whether current market dynamics are pushing toward consolidation in familiar jurisdictions or diversification across countries to manage regulatory and political risk. Drawing on recent transactions, panellists will discuss how lawyers are structuring deals to address concession risk, financing constraints, ESG obligations and execution challenges inherent to long-life infrastructure assets.

Session Co-Chairs

Fabiola Cavalcanti *Araujo e Policastro Advogados, São Paulo; Scholarship Officer, IBA Latin American Regional Forum*

Paola Lozano *Skadden Arps Slate Meagher & Flom, New York City, NY*

Speakers

Juan G Giraldez *Cleary Gottlieb Steen & Hamilton, São Paulo*

Ignacio Imas Innella *IDB Invest, Bogota*

Anna Martini G Pereira *Willkie Farr & Gallagher, New York City, NY*

Eduardo Rodriguez-Rovira *Uria Menendez, Madrid*

Larissa Sabino *Patria Investimentos, São Paulo*

1530 – 1600 Coffee/tea break

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Tuesday continued

1600 – 1700 Breakout sessions

Breakout session 9 - Punta del Este A/B (planta baja)

What's cooking? Sector focus: natural resources

This session will cover key transactions and regulatory changes in Latin America's strategic sectors.

Session Co-Chairs

Camila Goldberg *BMA Advogados, Rio de Janeiro; Regional Fora Liaison Officer, IBA Corporate and M&A Law Committee*

Barbara Ramperti *Marval O'Farrell Mairal, Buenos Aires; Secretary, Corporate Governance and Activism Subcommittee, IBA Corporate and M&A Law Committee*

Speakers

Werner Ahlers *Sullivan & Cromwell, New York City, NY*

Maria Victoria Garabato *Posadas, Montevideo*

Maria-Leticia Ossa Daza *Paul Weiss Rifkind Wharton & Garrison, New York City, NY*

Luis Carlos Rodrigo *Rodrigo Elías & Medrano Abogados, Lima; Advisory Board Member, IBA Latin American Regional Forum*

France Tenaille *Gowling WLG, Toronto, ON*

Breakout session 10 - Punta del Este C (planta baja)

What's cooking? Sector focus: technology, fintech and the digital economy

This session will analyse the growth, innovation and regulation in the region's most dynamic industries.

Session Co-Chairs

Carlos Del Rio *Creel Garcia-Cuellar Aiza y Enriquez, Mexico City; Vice Chair, IBA Latin American Regional Forum*

Victoria Funes *Bomchil, Buenos Aires; Senior Conference Panels Officer, IBA Latin American Regional Forum*

Speakers

Mariano Batalla *Alta, San Jose; Young Lawyers Initiatives Officer, IBA Latin American Regional Forum*

Juan Pablo Gonzalez Mejia *Esguerra Asesores Juridicos, Bogota*

Tomas Neiva *Mattos Filho, São Paulo*

Cristina Quintero *Polsinelli PC, Miami, FL*

Maria Shakespear *Beccar Varela, Buenos Aires; Webinar Officer, IBA Latin American Regional Forum*

1830 – 0000 Welcome reception provided by the local Host Committee

Shark Club - Rb Claudio Williman, P 3

All delegates, speakers, registered guests and exhibitors are invited to attend.

Shuttle service will not be provided.

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**All working sessions will take place in the Punta del Este ballroom (planta baja)
Coffee/tea breaks will take place in the foyer of Punta del Este ballroom**

0800 – 1145 Registration

0830 – 0945 Pro bono breakfast session - Rio de Janeiro Ballroom (planta baja)

This breakfast is free to attend. All conference registered delegates and press are invited.

Session Co-Chairs

Alvaro Carrau *Bado Kuster Zerbino & Rachetti, Montevideo*

Patricia Silberman *Carey, Santiago; Membership Officer, IBA Latin American Regional Forum*

Speakers

Mariana Alvarez Gaiani *Pro Bono Argentina, Buenos Aires*

Stephania Bresque *UPM Uruguay, Montevideo*

Jaime Chavez Alor *Cyrus R Vance Center for International Justice, New York City, NY*

Ignacio Obando Erbs *Red Pro Bono de la Americas, Toronto, ON*

Beatriz Spiess *Fundacion ProBono Uruguay, Montevideo*

0945 – 1000 Alberto Lasheras-Shine scholarship award ceremony - Punta del Este A/B (planta baja)

Fabiola Cavalcanti *Araujo e Policastro Advogados, São Paulo; Scholarship Officer, IBA Latin American Regional Forum*

1000 – 1115 Plenary session

General counsel roundtable: the role of the lawyers, both inhouse and external in building a better society: pro bono, ESG. Is it just propaganda? Do companies and their legal teams really care? How to enforce real programmes that may be game changers - Punta del Este A/B (planta baja)

Session Co-Chairs

Maricarmen Plata *Anzola Robles & Asociados, Panama City*

Jose Visoso *Galicia Abogados, Mexico City; Secretary, Corporate Membership Subcommittee, IBA Corporate and M&A Law Committee*

Speakers

Augusto Aragone *Ingram Micro, Miami, FL*

Marie Clare Le Chevalier *Accenture, Buenos Aires*

Laura Kotsachis *Danone, Montevideo*

Sebastian Palacios *Microsoft, Santiago*

Alejandro Rubilar *JP Morgan, Santiago*

1115 – 1145 Coffee/tea break

1145 – 1245 Keynote speech

Introduction to keynote speaker

Agustin Mayer *Ferrere, Montevideo; Vice Chair, IBA Latin American Regional Forum*

Keynote speaker

Eduardo 'Coco' Oderigo *Fundacion Espartanos, Buenos Aires*

1245 – 1300 Closing remarks

Paula Vieira de Oliveira *Mattos Filho, São Paulo; Co-Chair, IBA Latin American Regional Forum*

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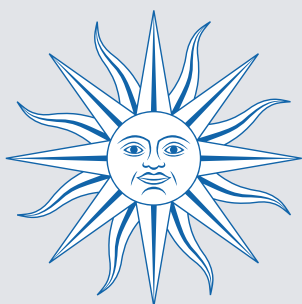


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