

Legal500



PRIVATE PRACTICE POWERLIST 2024
M&A | LATIN AMERICA

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For over 30 years, *Legal 500* has been analysing the capabilities of law firms and sets across the world. In the research team, we constantly track which sections are used most by clients, and this often matches up with an increase in that section from submissions, client referees, requests for interviews and feedback – all of which make up the research process. The corporate/M&A rankings are consistently one of our most used and read editorial sections and one of the most competitive areas for law firms, sets, lawyers and barristers. This very much chimes with what we regularly hear anecdotally in the market.

The *M&A Powerlist: Latin America 2024* showcases the region's vibrant M&A scene, spanning impressive practices across Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Uruguay and Venezuela. Not only will you encounter outstanding practitioners from Latin America, but this guide also features highly skilled international professionals who have brought their expertise to the region.

Latin America has experienced a surge in technological advancements, necessitating a review of governing regulations. Hence, a recurring theme in this edition includes an increased focus on technology and

digitalisation – and the complexities that come with it, such as the establishment of legislation that accommodates such developments. In the race to align regulations with fast-moving technological innovations, M&A practitioners across the region are tasked with devising workarounds and creative solutions to ensure their countries are not left out of impressive transactions. Further to this, the cross-border nature of some of these transactions has warranted greater awareness of cultural nuances; the need for flexibility in strategies; and the benefits of engaging with local counsel to bridge the gap.

As with any publication of this nature, we were faced with the dilemma of including as many worthy candidates as possible without diluting the significance of their listing. After lengthy discussions across the editorial team, we decided that a larger selection was necessary to provide sufficient nuance and balance across so many different markets.

To collate the list of leading practitioners we have of course drawn on our research team's expertise. We have also approached leading M&A practitioners and general counsel active in the market to help create a definitive list of the leading M&A counsel in Africa today. As such, we think the listing reflects those practitioners that are deemed the gold standard by businesses. ■



Funke Olufon | Research analyst for the *M&A Powerlist – Latin America*

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Luisa Acedo

Mendoza, Palacios, Acedo,
Borjas, Paez Pumar & Cia

Job title: Partner
Location: Venezuela
Number of years in practice: 23
Number of years of M&A experience: 20
Main areas of M&A expertise: Due diligence, acquisitions and disposals, draft agreements, transactions, post-M&A
Main sectors covered: Retail, pharmaceutical, chemical products, vehicles
Current number of M&A cases: Two
Geographical area of focus: Venezuela
Languages: Spanish, English, French

Luisa Acedo is an expert in company law and in the regulations on corporate governance and complex international structures. She advises on corporate issues, M&As and related due diligence processes (where she leads the team), banking and finance, project finance, exchange controls and international sanctions (as they relate to Venezuelan law).

She is a published author on company law; her work is frequently quoted in court decisions (including the Supreme Tribunal of Justice) and learned articles.

Luisa is recognised by *Legal 500* and other legal directories as a Leading Individual in corporate and M&A.

Martín Acero

Philippi Prietocarrizosa Ferrero DU & Uría

Job title: Managing partner
Location: Colombia
Number of years in practice: 30
Number of years of M&A experience: 30
Main areas of M&A expertise: M&A tax and corporate structuring, reorganisations and mergers, joint ventures, corporate reorganisations, corporate governance
Main sectors covered: Technology, retail, banking, media, real estate, natural resources, logistics, agricultural companies
Current number of M&A cases: Two
Admissions: Colombia
Geographical areas of focus: Latin America and US jurisdictions. Client base is focused on Latin American multinational companies, family offices, private clients and large Colombian business groups
Languages: Spanish, English

Martín Acero is the managing partner at PPU and an expert in corporate and M&A, tax and international trade, and private clients. He has advised multiple clients from diverse Colombian and international sectors in local and cross-border mergers and acquisitions and has participated as adviser and facilitator for local and foreign clients in joint ventures and other types of associations.

He has also advised local and foreign clients on national and territorial tax issues and has participated as adviser in multi-jurisdictional projects. Martín has participated hand-in-hand with Colombian tax authorities in the drafting and preparation of legal provisions, both statutory and regulatory. He is a trusted adviser to several of the most relevant family-owned and family-based business groups in Colombia and in other countries.

Fernando Alves Meira

Pinheiro Neto Advogados

Job title: Managing partner
Location: São Paulo
Number of years in practice: 32
Number of years of M&A experience: 32
Main areas of M&A expertise: M&A, private equity, and corporate governance
Main sectors covered: Health, biofuels, industrials, food and beverages
Admissions: Brazilian Bar Association
Geographical area of focus: Brazil
Languages: Portuguese, English

Fernando Meira has been a partner in the corporate group of Pinheiro Neto Advogados since 2000. He was the head of the corporate department until the end of 2020, when he was elected to become the new managing partner of the firm from 2023 onwards. He has a diverse practice, advising clients on M&A, private equity and corporate matters, mainly in sophisticated cross-border transactions.

Fernando holds an LLB degree from Universidade de São Paulo (1991). Between 1995 and 1997, he was a foreign associate at Cravath, Swaine & Moore, in New York. He is a member of the board of directors of Associação Umame (formerly 'Samaritano'), the Brazilian largest endowment for the health industry.

Sergio Amiel

Garrigues

Job title: Partner
Location: Peru
Number of years in practice: 20
Number of years of M&A experience: 20
Main areas of M&A expertise: Private and public M&A, business transfers, due diligence, post-closing, acquisition finance
Main sectors covered: Multi sector
Admissions: Lima Bar Association, New York State Bar Association
Geographical areas of focus: Multi-jurisdiction client base and expertise in Peru, New York, Latin America
Languages: Spanish, English

Sergio Amiel is partner and head of the M&A department, and partner of the project finance and infrastructure department at Garrigues, Lima. He has extensive experience in M&A, as well as in financing and structuring financing transactions. His work has been recognised by publications such as *Legal 500*.

Prior to joining Garrigues, he was partner at Rubio Leguia Normand, deputy director at ProInversión, and an associate at Simpson Thacher & Bartlett (New York). He is a member of the Lima Bar Association and the New York State Bar Association. In the academic field, he has taught Mergers and Acquisitions in several universities and programmes.

Sergio has a degree in law (Summa Cum Laude) from Universidad de Lima (2003) (first in class) and a Master of Laws (LLM) from Harvard University (2007).



Paulo Cezar Aragão
BMA – Barbosa, Mussnich, Aragao

Job title: Partner
Location: Brazil
Number of years in practice: 50
Number of years of M&A experience: 50
Main areas of M&A expertise: Corporate law, mergers and acquisitions, capital markets, commercial arbitration, international transactions
Admissions: OAB/SP
Geographical areas of focus: Brazil-wide
Languages: Portuguese, English, French

Paulo Cezar Aragão is a founding partner of BMA and has taken part in some of the largest M&A transactions in Latin America. His clients include major national and international companies doing business in a variety of economic sectors. He acts as an arbitrator in civil, commercial, and especially corporate cases, and appears as an expert witness in national and international arbitrations.

Paulo has dedicated himself to contributing to positive social transformation through third-sector institutions and projects, actively participating in boards and councils of organisations such as Endeavor, an NPO promoting entrepreneurship; Fundação Estudar, an institution that fosters development of leaders by supporting academic experience abroad; the Antonio and Helena Zerenner Foundation, a charitable institution; and OSESP, the São Paulo State Symphonic Orchestra.

He is also vice-president of the Market Arbitration Chamber of B3, one of the largest stock markets in the world, and a director of Abrasca, the Brazilian Association of Listed Companies, an entity dedicated to the ongoing improvement of Brazil's equity market and the development of publicly-traded companies. He serves as a member of the Capital Markets Advisory Committee of the International Accounting Standards Board.

Paulo is often asked to speak at national and international conferences, and to contribute to legal reviews and other specialised publications.



Jorge Luis Arenales
BLP

Job title: Partner
Location: Guatemala
Number of years in practice: 25
Number of years of M&A experience: 25
Main areas of M&A expertise: Draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A, assets sale and purchases
Main sectors covered: Telecoms, pharmaceuticals, food and beverage, manufacturing, technology, energy, construction, retail, financial services, consumer
Admissions: New York State Bar Association, co-chair of the Latin American Council, Bar Association of Guatemala
Geographical areas of focus: National and international clients in Central America, Latin America, US, Europe
Languages: English, Spanish

Jorge Arenales has been widely recognised for his expertise by various leading legal publications, including *Legal 500*.



Bertha Argüello
Arias

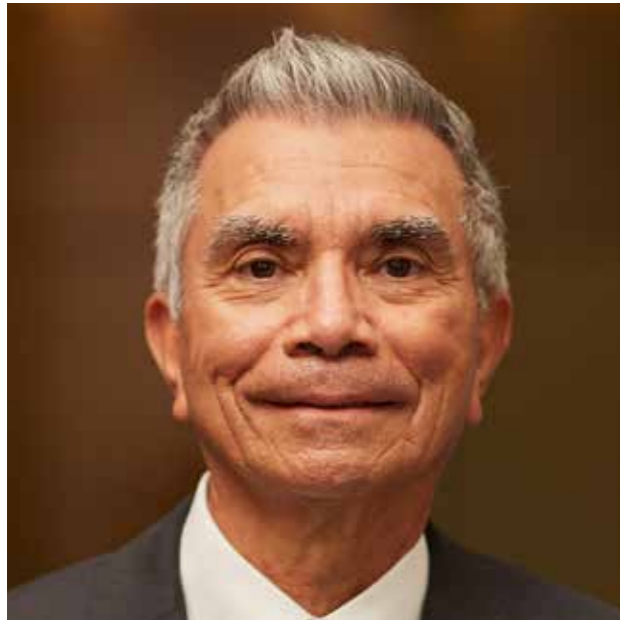
Job title: Partner
Location: Nicaragua
Number of years in practice: 20+
Main areas of M&A expertise: Financing and reorganisations, drafting local law agreements
Main sectors covered: Financial institutions, agribusiness, banking, finance and insurance
Admissions: The Supreme Court of Justice in Nicaragua
Geographical areas of focus: Mostly European financial institutions lending or investing in the country
Languages: Spanish, English

Bertha Argüello has been a part of Arias Nicaragua since 2003. She provides expert counsel to clients across a diverse range of legal domains, particularly banking, insurance and finance regulations, and corporate, commercial and mining laws.

Bertha has played a pivotal role in the successful establishment and acquisition of numerous banks and financial institutions in Nicaragua. Her adeptness extends to navigating complex legal terrain in matters concerning restructuring, regulatory compliance, and financial institution management.

She is recognised for her proficiency in advising local and international corporations on intricate financing and investment transactions and security structuring, within Nicaragua and the broader Central American region. She is also a trusted legal adviser to local enterprises and foreign investors seeking opportunities in Nicaragua, offering her expertise in labour law and organisational intricacies. Bertha holds a position on the board of directors of a supervised financial institution, actively participating in its risk and compliance committees, where she consistently champions clients' interests and contributes to enhancing the institution's presence across the nation.

Bertha's professional expertise extends to advising clients on intricate financing arrangements and security structures, encompassing regulated and non-regulated entities. Her versatility is exemplified by her contributions to Arias' expanding labour department, where she offers comprehensive guidance on employment matters and innovative corporate management solutions.



F Armando Arias
Arias

Job title: Chairman

Location: El Salvador

Number of years in practice: 40+

Main areas of M&A expertise: Acquisitions and disposals, business transfers, financing, draft agreements, reorganisations and mergers, due diligence, transactions, international trade, post M&A, regulatory, taxes, projects, administrative law

Main sectors covered: Telecommunications, banking, finance and insurance, manufacturing, energy, renewables, plastic manufacturers, food and beverages, pharmaceutical, transportation and aviation, NGOs, investment

Admissions: El Salvador, higher member of the Interamerican Bar Association (1995)

Geographical area of focus: El Salvador

Languages: Spanish, English

F Armando Arias R is experienced in several practice areas and has led the banking and corporate departments, specialising in corporate, M&A, banking, fiscal planning and project finance. He has participated in numerous leading litigations and arbitrations, and has also partaken in large, complex, local and multinational transactions.

He advised business groups in the negotiations of the free trade agreement (CAFTA) between the US and Central America; and the Association Agreement.

Armando's leadership and strategic vision have been fundamental in the firm's growth. He has been chairman of the Salvadoran Banking Association, the Salvadoran Sugar Association, board member of the Latin American Federation of Banks, and is the chairman of the American Chamber of Commerce of El Salvador. He was a professor of Commercial Law at the School of Law at Universidad Dr. José Matías Delgado.

Armando was recently named chairman of the American Chamber of Commerce in El Salvador (AMCHAM) for the second time. He is also the chairman of the Salvadoran Banking Association (ABANSA) and former board member of the Latin-American Banking Federation (FELABAN).

He is highly ranked by the most prestigious legal directories worldwide, including *Legal 500*.



Francisco Arias
Morgan & Morgan

Job title: Senior partner

Location: Panama

Number of years in practice: 20+

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, public private partnerships, post-M&A

Main sectors covered: Banks, insurance and financial services, energy, manufacturing, retail, mining and metals, tourism, real estate, construction, insurance, media, telecommunications

Current number of M&A cases: Eight

Admissions: Panama and New York

Geographical areas of focus: Panama, including in-bound investment, and cross-border transactions involving assets in several countries.

Languages: English, Spanish

Francisco Arias G is a senior partner at Morgan & Morgan Legal and heads the firm's M&A, securities and capital markets, intellectual property, and real estate practice groups. He has over 20 years of legal experience, first in New York as an associate at Kronish, Lieb, Weiner & Hellman (today Cooley Kronish); in Panama as an associate; and then a partner at Arias, Fábrega & Fábrega.

He regularly advises clients on the sale and purchase of businesses and joint ventures. He participated in transactions in several industries, including electricity generation, insurance, construction, real estate, hospitality, banking-related services, shrimp farms, restaurants, retail, printing and editing, and non-alcoholic beverages, some with cross-border components.

Francisco has extensive experience in capital markets transactions including, among several others, capital raising through public and private offerings, capital markets regulatory work and listings on the Panama Stock Exchange.

He has consolidated himself as a leading project finance lawyer in Panama, participating in the country's most important transactions and representing institutions involved in the principal projects in Panama, such as the Panama Canal Expansion project.

Leading directories, including *Legal 500*, have recognised Francisco as a leading lawyer in banking and finance, corporate and M&A, capital markets and government contracts.



Lilian Arias
Arias

Job title: Managing partner

Location: El Salvador

Number of years in practice: 30+

Number of years of M&A experience: Acquisitions, business transfers, financing, due diligence, transactions, post M&A, regulatory

Main sectors covered: Telecommunications, banking, finance and insurance, manufacturing, energy, renewables, plastic manufacturers, food and beverages, pharmaceutical, transportation and aviation, NGOs, investment services

Admissions: International Bar Association (IBA), Salvadoran Banking Law Association, Inter-American Intellectual Property Association, Center for Legal Studies of El Salvador, Salvadoran Intellectual Property Association, Young Presidents Organization (YPO), Fellow of the Central American Leadership Initiative (CALI) of the Aspen Institute

Geographical area of focus: El Salvador

Languages: Spanish, English

Lilian Arias boasts over three decades of experience advising some of the region's largest national and international companies on mergers, acquisitions, privatisations, financing and tax planning transactions. Her expertise extends to structuring loans and guarantees for international financial institutions and multinational companies.

A seasoned corporate lawyer, Lilian guides companies in establishing and maintaining optimal corporate structures, ensuring adherence to corporate governance principles, and navigating regulatory and restructuring challenges. She accompanies her clients throughout their expansion endeavours, both within and beyond El Salvador. Lilian's counsel extends to boards of directors, encompassing corporate, financial and fiscal matters. She has spearheaded acquisition and expansion projects across Central America and Mexico.

Her international reach is evident in her participation in diverse legal teams comprising attorneys from various nationalities and cultures. These collaborations have involved structuring large-scale and complex projects.

A staunch advocate for ethical practices in the legal profession, Lilian serves as the president of Fundación Lidera, a non-profit organisation dedicated to promoting ethics among lawyers. She also actively contributes to Arias' environmental committee.

Lilian's commitment extends to philanthropic endeavours. She chairs the board of Fundación Éxodo, an NGO dedicated to the educational and professional development of homeless youth. Lilian is highly ranked by prestigious legal directories worldwide and has been awarded for diversity and inclusion.



Ramón Ricardo Arias
Galindo, Arias & López

Job title: Partner

Location: Panamá

Number of years in practice: 34

Number of years of M&A experience: 34

Main sectors covered: Commercial, M&A, real estate, data protection, tax

Admissions: National Bar Association, International Fiscal Association (IFA)

Geographical areas of focus: North, Central and South America, Europe

Languages: English, Spanish, French

Ramón Arias began his private practice at Galindo, Arias & López in 1989, specialising as a legal adviser to national and multinational companies, especially in the financial, aeronautical, corporate and public services (electricity and telecommunications) sectors, showing his vast experience in corporate, banking, and financial law.

He has led teams in important M&As for banks and multinational corporations and has participated in advising and structuring the main syndicated loans and stock securitisations. In the regulatory area, he represents major companies in the telecommunications and media, Infrastructure, energy and pharmaceutical industries, in countless regulatory proceedings before different government entities.

Ramón was a member of the National Editorial Commission, working for the declaration of Casco Antiguo as a UNESCO World Heritage Site. In addition, he is the founder of the Calicanto Foundation and the Icons Association and was president of the Panamanian chapter of Transparency International.

Ramón has been involved in several noteworthy transactions, including advising Millicom International Cellular on the acquisition of Telefónica Móviles Panamá; acting as legal adviser to Coca Cola FEMSA SAB de CV on the acquisition of Industrias Lácteas; and advising the Panamanian Company of Aviation (COPA AIRLINES) on the acquisition and financing of 32 new Boeing 737-800 aircraft.

Iker Arriola
Creel, García-Cuéllar, Aiza y Enríquez

Job title: Partner

Location: Madrid, Spain, with prominent practice in Mexico

Number of years in practice: 25

Number of years of M&A experience: 25

Main areas of M&A expertise: Acquisitions and disposals, business transfers, leverage buyouts, reorganisations and mergers, joint ventures, private equity, public M&A

Main sectors covered: Transportation, food and beverages, life sciences, financial sector, infrastructure, telecoms, retail, chemical, industrial, entertainment

Admissions: Mexico

Geographical areas of focus: Mexico, Europe

Languages: Spanish, English

Iker Arriola is a resident partner at the European office of Creel, García-Cuéllar, Aiza y Enríquez.



Siro Astolfi

Mitrani Caballero & Ruiz Moreno Abogados

Job title: Partner

Location: Argentina

Number of years in practice: 31

Number of years of M&A experience: 25

Main areas of M&A expertise: Acquisitions and disposals (assets and shares), business transfers, reorganisations and mergers, joint ventures and business combinations, transactions, post-M&A

Main sectors covered: Family businesses and private clients, mergers and acquisitions, real estate, compliance and crisis management, corporate, private clients and wealth management

Current number of M&A cases: Five

Admissions: Buenos Aires (1992)

Geographical areas of focus: Argentina, Latin America

Languages: English, Spanish

Siro Astolfi specialises in M&A transactions and complex corporate and regulatory advice, including antitrust, compliance, sanctions and governance, and capital market regulations. His experience includes, in Argentina as well as abroad, mergers and acquisitions; joint ventures and greenfield investment projects; capital markets and other financial transactions; antitrust; commercial and regulatory conflicts; and corporate governance and compliance advice.

He joined Mitrani Caballero & Ruiz Moreno Abogados in July 2018 from Aerolíneas Argentinas, the national air carrier, where he served as board member and as executive vice president, overlooking the areas of legal affairs and corporate governance. Siro was previously the head of corporate and M&A practices at Bruchou, Fernández Madero & Lombardi, until his departure in January 2017.

Siro has been repeatedly recommended by *Legal 500* and other leading guides for his work in corporate and M&A.



Arthur Bardawil Pentead

Machado Meyer

Job title: Partner

Location: São Paulo, Brazil

Number of years in practice: 25+

Number of years of M&A experience: 25+

Main areas of M&A expertise: Acquisitions, divestments, and other corporate and capital markets transactions, specialising in complex transactions involving public companies

Main sectors covered: M&A, private equity, capital markets, and corporate reorganisations

Languages: Portuguese, English

Arthur Bardawil Pentead is co-head of Machado Meyer's M&A and private equity practice, and is endorsed by specialist publications as a reference in mergers and acquisitions transactions in Brazil.

With over 25 years of experience in M&A, private equity, capital markets and corporate reorganisations, he represents various Brazilian and international clients in their acquisitions, divestments and other corporate and capital markets transactions, specialising in complex transactions involving public companies. He has various articles published in these areas and acts as a speaker and guest lecturer in courses in the corporate and M&A areas.



Claudia Barrero

Philippi Prietocarrizosa Ferrero DU & Uría

Job title: Partner

Location: Colombia

Number of years in practice: 30

Number of years of M&A experience: 28

Main areas of M&A expertise: Negotiation, structuring the deal, agreement drafting, regulatory approvals, due diligence, post M&A matters, reorganisations

Main sectors covered: Financial, energy, retail

Current number of M&A cases: Five

Admissions: Colombia

Geographical areas of focus: Latin America and US based, with focus on Latin American multinational companies, and large Colombian business groups

Languages: Spanish, English

A partner at PPU, Claudia Barrero's legal practice focuses on corporate and M&A; and banking, finance and capital markets. Claudia has ample experience in mergers and acquisitions of listed companies, financial institutions and energy companies.

She has advised Colombian blue-chip companies in multiple equity and debt issues, infrastructure projects, corporate governance and complex corporate matters. Among many others, she has represented Bolsa de Valores de Colombia, Grupo Argos, Mutua Madrileña, Celsia, Hocol, Century Energy, Cementos Argos, Banco Santander and Gerdau.



Alexandre Bertoldi

Pinheiro Neto Advogados

Job title: Partner

Location: São Paulo, Brazil

Number of years in practice: 39

Number of years of M&A experience: 39

Main areas of M&A expertise: M&A, banking, finance transactions

Admissions: Brazilian Bar Association

Geographical area of focus: Brazil

Languages: Portuguese, English, German

Alexandre Bertoldi is the chairman of Pinheiro Neto Advogados' steering committee. He practises in the corporate area, with a focus on M&A, banking and finance, and foreign exchange law, working on some of Brazil's largest deals. He is consistently recognised among the foremost legal practitioners by local and international guides and rankings.

Alexandre received an LLB from the Universidade de São Paulo (1984) and an MBA from the University of Glasgow, UK (1990). He is also an executive director of the São Paulo Museum of Art.



Octavio Bofill

Bofill Mir Abogados

Job title: Partner

Location: Santiago, Chile

Number of years in practice: 30+

Number of years of M&A experience: 30+

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A

Main sectors covered: Financial, investment, real estate and infrastructure, aeronautical, food and beverages, transport, retail, utilities, agriculture, casino

Admissions: Chilean Bar Association

Geographical areas of focus: Chile, some of the main Latin American markets (Brazil, Colombia, Peru, Mexico and Uruguay), in the US (New York, Miami) and in Europe (Germany, Spain)

Languages: Spanish, English, German

Octavio Bofill has focused his more than 30 years of professional practice on corporate and commercial law – especially M&A, financing, reorganisation and insolvency, and capital markets – advising both domestic and international clients from various industries and sectors, including public and private organisations.

He is experienced in handling local transactions with an international scope, and advising foreign clients on their interests in Chile. His international activity mainly focuses on some of the major Latin American markets (Brazil, Colombia, Peru, Mexico and Uruguay), in the US (New York, Miami) and in Europe (Germany, Spain), among others.

Octavio teaches Commercial Law at Universidad de Chile and serves as a board member for several leading companies.

He has been an arbitrator at the Arbitration and Mediation Center of the Santiago Chamber of Commerce (CAM) since 2009, and a member of the panel of Concession Contract Arbitrators of the Ministry of Public Works (MOP) since 2010. He is recognised as a leading individual in corporate and M&A by *Legal 500*.



Virginia Brause
Dentons Jiménez de Aréchaga

Job title: Founding partner

Location: Montevideo, Uruguay

Number of years in practice: 29

Number of years of M&A experience: 25+

Main areas of M&A expertise: Mergers and acquisitions, ventures, financing, due diligence, transactions, post-M&A, reorganisations and mergers

Main sectors covered: M&A and all corporate areas of the most complex and high-value transactions in Uruguay, including environmental law

Admissions: College of Uruguayan Lawyers (1996), Uruguayan Bar (1996)

Geographical area of focus: Uruguay

Languages: English, Portuguese, Spanish

Virginia Brause is a founding partner at Dentons' Uruguay offices, where she leads the firm's corporate and M&A practice teams. Her other focus areas are high-net-worth; environmental law and venture; tech and emerging growth companies.

Backed by over 25 years of experience in the Uruguayan market, Virginia has been singled out by clients for the comprehensive, all-round and bespoke legal assistance which makes the firm stand out. In the corporate department, she mainly handles international corporations that require her advice on multi-jurisdictional matters. Her client list includes leading companies conducting business across Latin America and the globe.

Virginia's experience includes some of the most relevant transactions in the Uruguayan history. Her activity has directly led to the establishment of several leading cases in Uruguayan jurisprudence. Assisting major multinational clients such as PepsiCo and Arcos Dorados, both based in the free zone area, she is one of Uruguay's most experienced lawyers in free zone law, which comes in handy at a time when corporations are increasingly eyeing Uruguay and its legal stability with newfound interest.

Virginia has also extensively advised startups in the tech sector, another booming export market.



Zygmunt Brett
BLP

Job title: Partner

Location: El Salvador

Number of years in practice: 25+

Number of years of M&A experience: 25+

Main areas of M&A expertise: Draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A, asset sales and purchases

Main sectors covered: Telecoms, pharmaceuticals, food and beverage, manufacturing, technology, energy, construction, retail, financial services, consumer

Admissions: Member of the International Bar Association (IBA), arbitrator at the Chamber of Commerce, El Salvador, chapter chair (El Salvador) of the International Section in the New York State Bar Association (NYSBA), senior member of the Inter-American Bar Association (IABA), founding member of the Salvadoran Association of Banking Law (ASDEBAN)

Geographical areas of focus: National and international clients in Central America, Latin America, US, Europe

Languages: Spanish, English, French

Zygmunt Brett joined BLP in 2020 and is a partner based in its El Salvador office. His practice areas are business law, with emphasis on M&A, banking and finance, capital markets, competition and antitrust, and energy and infrastructure.

Zygmunt acts as primary external legal counsel for major local and international companies. He has been responsible for the ongoing management and coordination of domestic and multi-jurisdictional legal projects, including the structuring, negotiation and execution of complex acquisitions, divestitures and mergers, financial arrangements, corporate and tax planning, and conflict management and resolution. Zygmunt is roundly recognised as a top-tier practitioner by market onlookers, with considerable experience in handling financing and capital markets projects, as well as complex multi-jurisdictional M&A transactions for clients acting in a diverse array of industries, including retail, automotive, banking and finance, hospitality and healthcare, in coordination with international law firms and legal teams around the world. These projects involve advice and legal coordination in more than 20 jurisdictions throughout Central and North America, and the Caribbean region.

He is recognised as a prominent lawyer by renowned publications such as *Legal 500*.



Nikos Buxeda
DLA Piper Puerto Rico

Job title: Managing partner

Location: San Juan, Puerto Rico

Number of years in practice: 20+

Number of years of M&A experience: 20+

Main areas of M&A expertise: Corporate, finance and securities law transactions, including M&A, loan financing, debt

issuances, private placements, project finance, public-private partnerships, all aspects of doing business in Puerto Rico:

business contracts, the organisation of Puerto Rico mutual funds and private equity funds, and distribution agreements,

New York counsel in international transactions, principally in Latin America

Main sectors covered: Energy, infrastructure, private equity funds, financial institutions, healthcare, pharmaceutical, hospitality, telecommunications

Current number of M&A cases: 19

Admissions: Puerto Rico, New York

Geographical area of focus: Puerto Rico

Languages: English, Spanish



Eduardo Cárdenas
Dentons Cardenas & Cardenas

Job title: Partner
Location: Bogota, Colombia
Number of years in practice: 40+
Number of years of M&A experience: 30+
Main areas of M&A expertise: High-end M&A deals, due diligence, joint ventures, corporate structuring, restructurings and reorganisations
Main sectors covered: Financing institutions, fintech, including capital funds, technology, consumer goods and services, food and beverages, and automotive, restructuring of family-owned businesses to reflect changes in family dynamics and differing interests of following generations, negotiation of the sale of an environment services company, mergers of entities to simply holding structures
Admissions: Colombia
Geographical areas of focus: Latin America, including Colombia, Mexico, Peru and Chile, among others. Multijurisdictional cases, including the US, Honduras, Panama, the Cayman Islands, the UK and Luxembourg.
Languages: English, French, Spanish

Eduardo Cárdenas is well recognised and esteemed throughout Colombia and the broader Latin America market for his M&A experience. Over his over 40 years of experience, Eduardo has been known for his assertive, business-oriented approach. His background includes a period as Latin America senior regional counsel for Microsoft Corporation and numerous cross-border transactions.

Eduardo easily navigates and coordinates multi-jurisdictional deals with in-depth exposure to the full spectrum of local and cross-border transactions. His expertise and talent ensure business solutions in today's increasingly multinational corporations.



Sergio Casinelli
Dentons

Job title: Partner
Location: Caracas, Venezuela
Number of years in practice: 26
Number of years of M&A experience: 26
Main areas of M&A expertise: Mergers and acquisitions, contract drafting, spin-offs, corporate restructurings and reorganisations, associations and joint ventures, disposals and transfers of businesses and assets, due diligence
Main sectors covered: Energy and natural resources, life sciences and medical supplies, real estate and construction, manufacturing
Admissions: Venezuela
Geographical areas of focus: Venezuela and other Latin American countries
Languages: English, Spanish, Italian

Sergio Casinelli is the co-head of the corporate practice of Dentons' Caracas office.



Álvaro Castellanos
Consortium Legal

Job title: Partner
Location: Guatemala
Number of years in practice: 37
Main areas of M&A expertise: Financing and fintech, insurance and insurtech, aviation
Main sectors covered: Financial services
Current number of M&A cases: One
Admissions: College of Lawyers and Notaries of Guatemala
Geographical areas of focus: International and local companies interested in the acquisition of local entities or assets
Languages: Spanish, English

Álvaro Castellanos is also an outstanding arbitrator.



Juan Carlos Castillo Chacón
Aguilar Castillo Love

Job title: Managing partner
Location: Guatemala
Number of years in practice: 32
Number of years of M&A experience: 30+
Main areas of M&A expertise: Acquisitions and disposals, reorganisations and mergers, joint ventures, due diligence, transactions
Main sectors covered: Energy, oil and gas, food, finance
Admissions: Guatemala Bar Association, International Bar Association (member)
Geographical areas of focus: Guatemala, Costa Rica, Honduras, El Salvador, Nicaragua, Panamá, Ecuador, Bolivia, Paraguay
Languages: Spanish, English

Juan Carlos Castillo Chacón is the managing partner of Aguilar Castillo Love's offices in Guatemala and co-managing partner of the firm. He is consistently ranked as one of Guatemala's best M&A, finance, and energy practitioners and is recognised as one of the leading energy specialists in Guatemala.

Juan has had an extensive career, acting as a legal adviser and participating in shaping legislation. He was involved in the analysis of national legislation and recommendations for attracting foreign investment to Guatemala; served as legal adviser to the business commission for peace; participated in the elaboration of the Regulations of the General Electricity Law; and Regulations of the Wholesale Market; played a role in drafting Central American legislation on Unfair Trade Practices and Safeguard Clause; and was an adviser to the Banking Association of Guatemala, in the study and analysis of the draft bill for the Banking and Financial Groups Law.

He was a representative of the Chamber of Industry of Guatemala before the Central American Association of Chambers of Industry, for the negotiation of tariff protection in antidumping and subsidy cases; representative of Guatemala to the Central American Association of Beer Manufacturers; president of the Guatemalan Stock Exchange Market; and professor of public international law at Universidad Francisco Marroquín.



Adriana Castro
BLP

Job title: Partner
Location: Costa Rica
Number of years in practice: 17
Number of years of M&A experience: 17
Main areas of M&A expertise: Draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A, assets sale and purchases
Main sectors covered: Telecoms, pharmaceuticals, manufacturing, technology, energy, construction, retail, financial services, consumer
Admissions: International Bar Association (IBA), Bar Association of Costa Rica, founder and board member, Fundación Banco de Leche Humana Catalina Vega and Asociación Jóvenes por Costa Rica
Geographical areas of focus: National and international clients in Central America, Latin America, US, Europe
Languages: English, French, Spanish



Martín Cerruti
Ferrere

Job title: Partner
Location: Uruguay
Number of years in practice: 25
Number of years of M&A experience: 20+
Main sectors covered: Agribusiness, infrastructure, mining, business companies, telecommunications
Admissions: Uruguayan Bar Association, International Bar Association
Geographical areas of focus: Local and multinational companies with presence in Uruguay, Bolivia and Paraguay on a broad range of corporate and commercial matters, including foreign investments, complex business contracts, mergers and acquisitions, and corporate transactions
Languages: Spanish, English

Martín Cerruti leads Ferrere's corporate and commercial and mergers and acquisitions groups. His experience and professional practice also cover agribusiness, infrastructure, mining, business companies and telecommunications.

Martín has advised international corporations such as Abbott, BellSouth, British American Tobacco, Cummins, Dufry, ExxonMobil and Starbucks in Uruguay. He has represented their interests in large-scale investments and deals, and has headed teams in M&A processes in coordination with clients' in-house counsel and with other international law firms.

He led the team advising Dufry on acquisition of the duty-free shops at Uruguay's airports, and also headed the team that counselled Weyerhaeuser on the sale of its forestry operations in Uruguay for over US\$400m.

Martín has published articles on business law and been a speaker at seminars on information technologies in Brazil, Mexico and Paraguay. He was a local representative for Uruguay at the International Technology Law Association. He has been a professor of Business Companies and Corporate Finance, and of Company Law at Universidad ORT (Uruguay). He is currently a professor of Mergers & Acquisitions and Commercial Contracts at the University of Montevideo.

Martín is the Uruguayan member of the Latin American Art Subcommittee of the Museum of Fine Arts, and is vice president of the Francisco Matto Foundation and the Julio Alpuy Foundation.



Maria Cristina Cescon
Cescon Barrieu

Job title: Partner
Location: São Paulo, Brazil
Number of years in practice: 38
Number of years of M&A experience: 38
Main areas of M&A expertise: Mergers, acquisitions, securities offerings, tender offers, and other corporate transactions
Main sectors covered: Agribusiness, automotive, education, energy, financial services, manufacturing and industrial services, oil and gas, pharmaceutical, retail, technology, telecommunications, transportation and logistics, and others
Current number of M&A cases: 12
Admissions: Member of the Brazilian Bar Association
Geographical areas of focus: Foreign and Brazilian clients in local and cross-border corporate transactions.
Languages: English, Portuguese

Maria Cristina Cescon is a founding partner of the firm, practising in corporate and M&A. She is a star professional with unmatched experience in private and public M&A. Cristina is the firm's most senior M&A lawyer and has substantially contributed to Brazil's practice, creating industry-first transaction structures and setting standards for other professionals countrywide.

She has taken part in landmark transactions and advised remarkable clients, such as Suzano Papel e Celulose on its merger with Fibria Celulose, Brazil's largest M&A; Copagaz on the equity investment made by Itaúsa in Copagaz and on the subsequent acquisition of Liqigás from Petrobras by a group led by Copagaz including Nacional Gás Butano; Enel on the hostile tender offer for the acquisition of control of Eletropaulo Metropolitana; and AES Tietê Energia on Eneva's attempted hostile takeover and AES' acquisition of BNDESPar's stake in AES Tietê Energia.

Recently, Cristina advised Inspired Education Group in the acquisition of the premium schools of Grupo Eleva Educação; restructuring of Steinbruch Family assets, to segregate such assets among family branches, including the controlling block of CSN; and EDP Energias do Brasil on the acquisition of Celg Transmissão, among others.



Todd Crider
Simpson Thacher & Bartlett

Job title: Partner
Location: New York, with a prominent practice in São Paulo, Brazil
Number of years in practice: 31
Number of years of M&A experience: 31
Main areas of M&A expertise: Acquisitions, mergers, joint ventures, business combinations, divestments, investment rounds, pre-IPO financings, tender offers
Main sectors covered: Private equity, telecoms, fintech, asset management, energy, retail, digital infrastructure
Admissions: Connecticut (1991), New York (1992), authorised as a foreign legal consultant by the São Paulo Bar Association (Ordem dos Advogados do Brasil – São Paulo)
Geographical areas of focus: Latin America, Spain
Languages: English, Portuguese, Spanish, French

Todd Crider has been lauded as a highly skilled lawyer by leading legal directories. He is an active member of the New York City Bar Association, where he was founding chair and is currently vice-chair of the Committee for the Cyrus R. Vance Center of International Justice. He is also vice-chair of the board of the Rainforest Foundation US.

Most recently, Todd joined the board of directors of the Council of the Americas. He has previously served as co-chair of the firm's pro bono committee and on the board of other legal services organisations in New York. He acted as legal adviser to the Inter-American Commission on Human Rights in the *Awes Tingni* case, a central precedent under international law relating to the rights of indigenous peoples.

Todd also led the development of the Pro Bono Declaration of the Americas, a declaration of the legal profession's public service responsibilities signed by 500 law firms across South and North America. He has participated as an organiser and speaker at public interest conferences in Bogota, Buenos Aires, Lima, Madrid, Mexico, New York, Santiago and São Paulo among others. He is also a frequent speaker on private equity, capital markets and emerging markets and has co-authored several papers.



Gloria María de Alvarado
Alvarado y Asociados

Job title: Managing partner
Location: Nicaragua
Number of years in practice: 35+
Number of years of M&A experience: 35+
Main areas of M&A expertise: Mergers and acquisitions, transfers of assets and shares, corporate reorganisations, due diligence, joint ventures agreements
Main sectors covered: Corporate, contracts, labour, commercial multijurisdictional, mining, energy and natural resources, among others
Admissions: Member of the Venezuelan and Nicaraguan bar associations
Geographical areas of focus: Mexico, US, Europe, Asia
Languages: Spanish, English



Sarah De León
Headrick Rizik Alvarez & Fernández

Job title: Senior partner

Location: Dominican Republic

Number of years in practice: 29

Number of years of M&A experience: 12

Main areas of M&A expertise: Due diligence, financing, draft agreements, business transfers, reorganisations, mergers

Main sectors covered: Mergers and acquisitions, free zones, business law, foreign investment, real estate law, distribution law, international trade, corporate law, banking and finance law, sports law

Geographical areas of focus: Dominican Republic, US

Languages: English, Spanish, French, Italian

Sarah De León has been a senior partner at Headrick since 2003, co-head of its transactional practice and member of the firm's management committee. She is a business and corporate law expert with over 27 years of experience working with both local and foreign client and is recognised for her extensive knowledge in M&A, reorganisations, strategic alliances, corporate governance, franchise and distribution relationships, free zones, real estate development, contract negotiation and execution, foreign investment, among others.

Sarah possesses over 20 years of experience navigating complex and cross-border transactions on behalf of sophisticated clients doing business in the Dominican Republic. She combines keen market insights with bilingual language skills to handle matters across industries. Sarah has been praised by leading directories for her expertise as a skilled negotiator, her experience, and sharp technical knowledge.

She is a former board member of the Association of Young Businessmen (ANJE) and actively participates in the drafting and review of different laws and regulations. She currently co-heads the local chapter of Women in the Profession (WIP-DR Chapter), an empowerment and leadership programme for women lawyers of the Cyrus R. Vance Center for International Justice.

Sarah received her LLB, magna cum laude, from Universidad Iberoamericana in 1994. She obtained her LLM in International Business Law from the University of Manchester, having been awarded a British Council Chevening Scholarship.



Luiz Antonio de Sampaio Campos
BMA – Barbosa, Müssnich, Aragão

Job title: Partner

Location: Brazil

Number of years in practice: 32

Number of years of M&A experience: 32

Main areas of M&A expertise: Corporate law, listed companies, corporate governance, capital markets, securities law, M&A, banking

Admissions: OAB/RJ

Geographical areas of focus: Brazil-wide

Languages: Portuguese, English

Luiz Antonio de Sampaio Campos specialises in advising listed companies, including their boards of directors and committees. He has taken part in many complex transactions involving corporate reorganisations of groups of listed companies, acquisitions and sales of control, and public tender offers, acting for both acquirers and target companies. Luiz has led the defence in various administrative proceedings before Brazil's securities regulator, the CVM, and the National Financial System Appeals Council, and has acted in complex corporate disputes as legal counsel and arbitrator.

He was a commissioner of the CVM and was involved in important decisions by the commissioners, and in drafting important rules such as the Instructions on Public Disclosure (CVM358), Tender Offers (CVM361), and Public Offerings (CVM400). He was also involved in the reform of Brazil's Corporations Law under Law 10.30/2001 and Law 10.411, which restructured the CVM.

Luiz Antonio served as a member of the board of directors of B3 – Brasil, Bolsa, Balcão, Brazil's stock exchange, and of B3's audit committee. He has also served on the Capital Market Commission of the Brazilian Institute of Corporate Governance – IBGC, the Regulations Committee of the Brazilian Futures Market – BMF, and on the fiscal councils of listed companies. He is currently a member of the board of directors of BrMalls.



Luis Pedro del Valle
Arias

Job title: Partner
Location: Guatemala
Number of years in practice: 18
Number of years of M&A experience: 15
Main areas of M&A expertise: Acquisitions, reorganisations and mergers, joint ventures, due diligence, transactions, financing
Main sectors covered: Banking, finance, and insurance, energy, infrastructure, real estate, pharmaceuticals, retail, consumer products, telecommunications, capital markets, technology
Admissions: International Bar Association (IBA), member of the Bar Association of Guatemala
Geographical areas of focus: Guatemala, with experience advising countries across the Central American Region, including El Salvador, Honduras, Nicaragua, Costa Rica, and Panama
Languages: Spanish, English

Luis Pedro del Valle, partner at Arias Guatemala, is a talented lawyer with extensive experience in corporate law and M&A. He has successfully led three main practices within the firm: corporate and M&A, real estate, and banking and finance. His leadership has been reflected in the performance of the entire team.

He is a pragmatic and efficiency-oriented lawyer with deep expertise and experience in acquisitions, mergers, corporate restructuring, debt and venture capital transactions, both locally and internationally. His extensive knowledge of the law and economic and commercial operations has been recognised by colleagues and clients as essential to successfully completing the projects he leads. Luis Pedro's professional career and ability to provide legal, practical and efficient solutions are considered by his clients and colleagues as unique qualities that make the service offered incomparable, instilling confidence that they are in good hands.

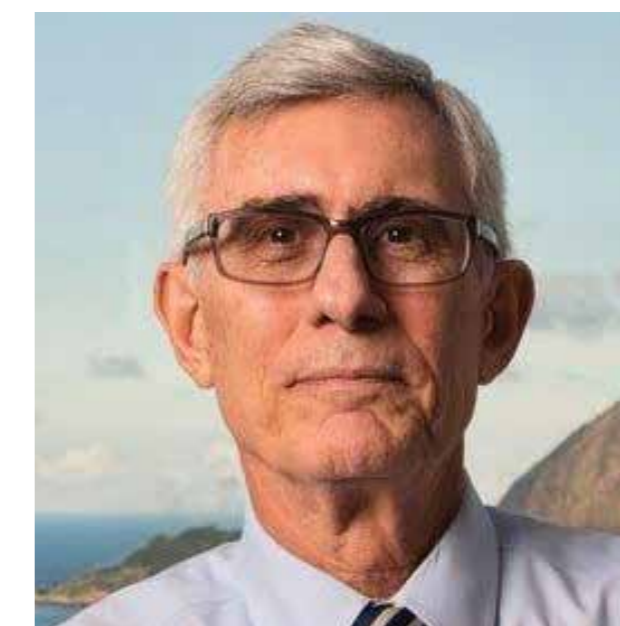
Luis Pedro's client base includes various industries such as energy, infrastructure, telecommunications, pharmaceuticals, banking, finance and insurance, public procurement, capital markets, real estate, technology and consumer products. His commitment to understanding the variations of each geographical area allows him to provide tailored solutions that align with the specific needs and objectives of his clients in the region.



José Diaz
Dermarest Advogados

Job title: Partner
Location: São Paulo, Brazil
Number of years in practice: 27
Number of years of M&A experience: 27
Main areas of M&A expertise: Full spectrum of M&A and corporate law, including domestic and international deals
Main sectors covered: Agribusiness, private equity and funds, auto parts, forestry, paper and pulp, chemical, retail
Current number of M&A cases: 14
Admissions: Member of the Brazilian Bar Association
Geographical areas of focus: Brazil, Latin America, North America, the UK, Europe
Languages: Portuguese, English, Spanish

José Diaz is also a commended practitioner in the international trade practice.



Nelson Eizirik
Eizirik Advogados

Job title: Partner
Location: Rio de Janeiro and São Paulo – Brazil
Number of years in practice: 40
Number of years of M&A experience: 20
Main areas of M&A expertise: Draft agreements, reorganisations and mergers, arbitration on M&A cases, transactions, post-M&A, expert witness on arbitration on M&A cases
Main sectors covered: Corporate law, security law
Current number of M&A cases: Five
Admissions: Rio de Janeiro and São Paulo
Geographical areas of focus: Rio de Janeiro, São Paulo
Languages: Portuguese, English, French



Jean Michel Enríquez
Creel, García-Cuéllar,
Aiza y Enríquez

Job title: Partner
Location: Mexico City, Mexico
Number of years in practice: 33
Number of years of M&A experience: 33
Main areas of M&A expertise: Acquisitions and disposals, business transfers, leverage buyouts, reorganisations and mergers, joint ventures, private equity, public M&A
Main sectors covered: Transportation, food and beverages, life sciences, financial sector, infrastructure, telecoms, retail, chemical, industrial, entertainment
Admissions: Mexico
Geographical area of focus: Mexico
Languages: Spanish, English, French



Liliana Espinosa

Estudio Echeopar, member firm of Baker McKenzie International

Job title: Partner

Location: Peru

Number of years in practice: 20+

Number of years of M&A experience: 20+

Main areas of M&A expertise: M&A, sale of shares and assets, reorganisations, joint ventures

Main sectors covered: Energy and infrastructure, financial institutions, healthcare and life sciences, industrials, technology and telecom, agribusiness and fishery

Admissions: New York Bar (2001), Colegio de Abogados de Lima (1997)

Geographical areas of focus: Peru, Latin America, the US

Languages: Spanish, English

Liliana Espinosa is the head of corporate and M&A in the Lima office and serves as a member of the Latin America M&A and PE steering committee of the firm.



Guillermo Ferrero

Philippi Prietocarrizosa Ferrero DU & Uria

Job title: Partner

Location: Peru

Number of years in practice: 23

Number of years of M&A experience: 23

Main areas of M&A expertise: M&A, joint ventures, corporate reorganisations, financings

Main sectors covered: Pharmaceuticals, real estate, banking, food, mining, agrobusiness

Current number of M&A cases: Six

Admissions: Lima Bar Association and New York Association. Admitted to practise law in Peru and in the state of New York

Geographical areas of focus: Lima, Peru, New York

Languages: Spanish, English

Guillermo Ferrero is a partner at PPU, admitted to practise law in the US (New York) and Peru. He is an expert in corporate matters, such as mergers and acquisitions of private and listed companies, in which he has represented both sellers and buyers.

He has advised significant clients in all kinds of financial transactions, including issuance programmes of debt instruments (bonds, short-term instruments, negotiable certificates of deposit), equity issues, medium-term syndicated loans, leasing transactions and asset securitisation, among others. In addition, in 2018 Guillermo was part of the working group in charge of the revision of the 'General Law of Companies' as a special request from the Ministry of Justice and Human Rights.

Guillermo has a law degree from Universidad de Lima where he graduated with Summa Cum Laude, an LLM from New York University and an MBA from Cambridge University (UK), and has written many papers on the financial analysis of legal matters.



Marcos Rafael Flesch

Cescon Barrieu

Job title: Partner

Location: São Paulo, Brazil

Number of years in practice: 31

Number of years of M&A experience: 31

Main areas of M&A expertise: Corporate practice, encompassing mergers and acquisitions, private equity, joint ventures, restructurings and corporate governance matters

Main sectors covered: Agribusiness, automotive, education, energy, financial services, manufacturing and industrial services, oil and gas, pharmaceutical, retail, technology, telecommunications, transportation and logistics

Admissions: Brazilian Bar Association, São Paulo (member and director), New York State Bar (member), chairman of the Comissão das Sociedades de Advogados (OAB SP)

Geographical areas of focus: Foreign and Brazilian clients in local and cross-border corporate transactions.

Languages: English, Portuguese

Marcos Rafael Flesch is a founding partner of the firm, practising in corporate and M&A. He acted as managing partner from 2013 to 2017.

He is known for maintaining long-lasting relationships with clients, creating novel and integrated solutions for them. In addition to his transactional practice, Marcos is an active practitioner of corporate governance matters, regularly representing companies, shareholders, boards of directors, management and special committees on various topics.

He has represented clients on several large deals, including the acquisition of Rent a Car and Unidas Aluguel de Carros by Brookfield Asset Management; the sale of Royal Dutch Shell's stake in Comgás to Cosan; the acquisition by Raízen of Biosev (representing Shell as a shareholder); the acquisition of shares of Ouro Verde Locação e Serviço by Brookfield; the acquisition by the ICL Group of Quallyquímica Indústria e Comércio de Produtos Químicos S.A. and Compass Minerals América do Sul Ltda.; and the sale by Carlyle Group of USS Soluções Gerenciadas' shares to Swiss Re.



Manuel Galicia
Galicia Abogados

Job title: Founding partner

Location: Mexico City

Number of years in practice: 40+

Number of years of M&A experience: 40+

Main areas of M&A expertise: Financial matters, mergers and acquisitions, corporate governance, business strategy

Main sectors covered: Corporate M&A, banking and finance, private equity, ESG

Current number of M&A cases: 25+

Geographical areas of focus: Mexico, Latin America, Asia, the US

Languages: Spanish, English, German

Manuel Galicia specialises in advising large companies on financial matters, mergers and acquisitions, as well as corporate governance and business strategy. He is a member of the board of directors for several companies. Clients identify him as a pro-business adviser, with strategic and tactical skills in a wide variety of issues and legal aspects.

He participated as legal adviser in the Coordination of Foreign Trade Business Organisations during the negotiations of the North American Free Trade Agreement and the Mexico-European Union Free Trade Agreement (Mexico-EU FTA) and has participated as adviser to national and international organisations.

For the past 16 years, Manuel has been a pioneer in implementing innovative policies and initiatives on diversity and inclusion, creating Galicia's diversity, pro bono and sustainability committees, as well as being part of the ESG coordination team. He continues his efforts as a strong advocate for equality in the legal market in Mexico.

Manuel has been decorated with the Order of Merit of the Federal Republic of Germany, in the grade of Knight's Cross (2007) and with the Gold Medal of Honor for Services Rendered, in the grade of Knight's Cross First Class of the government of the Republic of Austria (2011).



Inocencio Galindo
Morgan & Morgan

Job title: Senior partner

Location: Panama

Number of years in practice: 28

Number of years of M&A experience: 27

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, public private partnerships, post-M&A

Main sectors covered: Banks, energy, water and sewage, retail, mining and metals, real estate, ports, construction, insurance, media, telecommunications, financial services

Current number of M&A cases: Four

Admissions: Panama, New York

Geographical areas of focus: Local (Panama) and cross-border transactions

Languages: English, Spanish

Inocencio Galindo is a senior partner at Morgan & Morgan Legal and heads the mining and natural resources; project development and public procurement; and corporate investigations, compliance and ethics practice groups. Inocencio is also highly recognised in the areas of corporate and commercial law; banking and finance; and mergers and acquisitions.

He has over 25 years of experience and has played a significant role in the development and financing of large infrastructure projects. He led the legal team in negotiating a refreshed concession agreement with the government of Panama for the Cobre Panamá project – an investment of over US\$10bn, making it the largest private investment in Panama's history. Inocencio has also led legal teams in some of the major mergers and acquisitions that have taken place in the Republic of Panama, spanning a plethora of industries. He also possesses extensive experience in negotiation, mediation and arbitration.

Inocencio was elected president of the board of directors of the Chamber of Commerce, Industries, and Agriculture of Panama from 2017-18; he served as secretary of the board of directors of the National Council of the Private Enterprise (CONEP), and is a board member of companies in banking, construction and related services; and pharmaceutical and consumer product distribution industries.



Roberta Gallardo
Arias

Job title: Managing partner

Location: El Salvador

Number of years in practice: 20+

Main areas of M&A expertise: Acquisitions, business transfers, draft agreements, financing, mergers, joint ventures, due diligence, transactions, post M&A, regulatory

Main sectors covered: Telecommunications, banking, finance and insurance, manufacturing, energy, food and beverages, pharmaceutical, agriculture, services, investment

Current number of M&A cases: Five

Admissions: El Salvador, International Bar Association

Geographical area of focus: El Salvador

Languages: Spanish, English

Roberta Gallardo has built a solid career over more than 20 years, advising some of the region's largest national and international companies on corporate, commercial, contracts, regulatory, M&A and competition. She advises companies in the Central American region and companies operating in El Salvador, attending to their daily legal needs and projects, including, in some cases, investments abroad. Roberta has also assisted multinational companies in the establishment of their businesses or operations, accompanying them through the corporate and regulatory processes related to the business.

Roberta is a versatile lawyer; she has experience providing corporate law advice to companies subject to special regimes, as well as on the legal formalisation of contracts of various kinds. Other important areas of practice include M&A, project finance, financing and complex structuring issues.

She has coordinated and advised numerous acquisitions transactions, analysed competition aspects related to concentrations, participated in financing operations and assisted companies in the establishment of their local businesses, as well as in restructurings and shareholder relations, working with multicultural teams.

Roberta is a symbol of female empowerment in the community, supporting and participating in events that promote women's development. An experienced lawyer, she has achieved recognition from local and international legal directories, including *Legal 500*.



Sergio Galvis
Sullivan & Cromwell

Job title: Partner

Location: New York, prominent practice in Latin America

Number of years in practice: 40

Main areas of M&A expertise: Cross-border acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, takeover defence, due diligence, post-M&A

Main sectors covered: Aviation, consumer and retail, sports and entertainment, financial services, healthcare, natural resources, power, infrastructure and industrials, telecommunications

Admissions: New York (1984) United States Court of Appeals, Second Circuit (1984), United States District Court, Southern District of New York (1984)

Geographical areas of focus: Latin America, Europe, Asia, the US

Languages: English, Filipino, Mandarin

Sergio Galvis is a leading corporate lawyer in the US who is known for his cross-border work, especially in Latin America. He joined Sullivan & Cromwell after graduating from Harvard Law School and clerking for the Hon Lawrence W Pierce, Second Circuit U.S. Court of Appeals, and has been a partner of the firm since 1991. He oversees the firm's recruiting function and leads its Latin America practice.

Sergio has worked with clients across more than 25 countries in Asia, Europe and the Americas on hundreds of significant matters in a broad range of practices, including M&A, project financing, capital markets, sovereign financing, workouts and restructurings, corporate governance, crisis management, investigations and disputes.

He is involved with many not-for-profit and foreign policy organisations, including the Council on Foreign Relations and the Council of the Americas. He serves as co-vice chair of the board of trustees of the Hispanic Society Museum & Library in New York and of the University of the Andes Foundation.

Sergio was born in Colombia and speaks Spanish and Portuguese.



Arturo Gerbaud
Alemán, Cordero, Galindo & Lee

Job title: Partner

Location: Panama

Number of years in practice: 35

Number of years of M&A experience: 33

Main areas of M&A expertise: Acquisitions, disposals business transfer, financing, mergers, spin-offs, reorganisations

Main sectors covered: Banking and finance, capital markets

Current number of M&A cases: Three

Admissions: Panama

Geographical area of focus: Panama

Languages: Spanish, English



Juan Manuel Godoy
Consortium Legal

Job title: Partner
Location: Costa Rica
Number of years in practice: 24
Main areas of M&A expertise: Corporate, commercial, foreign trade, foreign investment, M&A
Main sectors covered: Energy, manufacturing, infrastructure
Current number of M&A cases: Four
Admissions: Costa Rica Bar Association, Superior Council of the Judiciary in Colombia
Geographical areas of focus: Multinational companies and small start-ups
Languages: Spanish, English



Jorge Rafael Gross Brown
Estudio Jurídico Gross Brown

Job title: Senior partner
Location: Paraguay
Number of years in practice: 51
Number of years of M&A experience: 40
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, transactions, due diligence, post-M&A
Main sectors covered: Corporate and commercial, civil law, banking and finance, M&A, capital markets
Admissions: Paraguay
Geographical area of focus: Paraguay
Languages: Spanish, English, German

Jorge Gross Brown heads Gross Brown's market-leading banking practice. He oversees the team's performance on all large-scale, high-profile transactions and is widely regarded as one of the most prominent authorities on the Paraguayan market.

Jorge is a trusted adviser to most of the firm's clients, providing regular advice on all their banking and finance issues. He led the team that advised Rabo Bank in the acquisition of a 40% stake in Banco Regional; and advised ABN AMRO Bank in the transformation of its branch into a corporation and its subsequent sale to Banco Regional. Jorge also advised HSBC Group in the sale of its local affiliate to the Colombian group GNB in a multi-jurisdictional regional sale and advised numerous local corporations in merger operations.



Sigfrido Gross Brown
Estudio Jurídico Gross Brown

Job title: Managing partner
Location: Paraguay
Number of years in practice: 24
Number of years of M&A experience: 19
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, transactions, due diligence, post-M&A
Main sectors covered: M&A, corporate and commercial, banking and finance
Admissions: Admitted to practice law in Paraguay, the State of New York, EEUU (New York State Bar) and Spain (Ilustre Colegio de Abogados de Barcelona)
Geographical area of focus: Paraguay
Languages: Spanish, English, German

As a lawyer in Spain, Sigfrido Gross Brown acted as legal adviser in several international M&A transactions, such as the acquisition by a private equity group of ONO and the sale of the Caprabo Group to Eroski, among others.

His recent experience in Paraguay includes advising Abbeyfield Group and Sudameris Bank in the negotiations to initiate a merger by absorption process with Banco Regional; Citibank, Commerzbank AG and Multilateral Investment Guarantee Agency (MIGA) in a financing operation of US\$100m for Agencia Financiera de Desarrollo (AFD), a state entity and agent of the Republic of Paraguay; and Banco BTG Pactual Chile in a financing operation of approximately US\$29m for the group Disal Ambiental Holding (a company of the Ambipar group), guaranteed by their local subsidiary Disal Paraguay.

He also advised Sudameris Bank in a financing operation of US\$30m in favor of Rutas del Este, for the construction of the New Itacurubí Variant of the Cordillera; and advised as arranger in granting a syndicated loan for up to US\$80m in favor of La Perseverancia, Pedro Zucolillo, for the construction of the residential district La Perseverancia.



Roberto Guerrero
Cuatrecasas

Job title: Partner
Location: Santiago, Chile
Number of years in practice: 32
Number of years of M&A experience: 30
Main areas of M&A expertise: Acquisitions and disposals of private and listed companies, shareholders' agreements, business combinations, corporate governance, foreign investment
Main sectors covered: Energy, financial institutions, mining, retail, telecommunications, manufacturing, food and beverages, automotive
Admissions: Chile
Geographical areas of focus: Chile, Latin America, Spain, US, Canada, Japan, China
Languages: Spanish, English

Roberto Guerrero obtained his law degree from Pontificia Universidad Católica de Chile School of Law (1991) and a master's degree from New York University (MCJ, 1994). In 1993, he was awarded with the Inter-American Development Bank Scholarship, funded by the government of Japan, and in 2007 he was appointed as a Fellow in the Eisenhower Fellowships Multi Nation Exchange Program. During 1994 and 1995, Roberto was a participant of the International Associate Program in the New York offices of Simpson Thacher & Bartlett.

Besides practising law, Roberto has been a professor of Corporate Law in Pontificia Universidad Católica de Chile School of Law since 1995. From 1997 through 2000, he was the director of the Master in Corporate Law programme. He was then elected as vice-dean and eventually became dean for four years until 2015. He is a frequent speaker at local and international law conferences and author of books and articles in the field of corporate law.

Roberto is also frequently appointed as arbitrator in commercial disputes.



Ramiro Guevara
Dentons Guevara & Gutierrez

Job title: Managing partner
Location: Bolivia
Number of years in practice: 35+
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A
Main sectors covered: Hydrocarbons, electricity, mining, banking, finance, among others
Current number of M&A cases: 50+
Admissions: Bolivian Bar Association, International Bar Association (IBA), American Bar Association (ABA), registered as arbitrator in the Arbitration Center of the Bolivian Chamber of Commerce
Geographical area of focus: Bolivia
Languages: English, French, Portugues, Spanish



Valeriano Guevara Lynch
Allende & Brea

Job title: Managing partner
Location: Buenos Aires, Argentina
Number of years in practice: 28
Main areas of M&A expertise: Mergers and acquisitions, corporate governance, corporate reorganisations, corporate transactions, business transfers, commercial contracts
Main sectors covered: Technology, pharma, real estate, forestry, financial services, insurance, hotels
Admissions: City of Buenos Aires, Argentina
Geographical areas of focus: US, European and Asian companies investing in Argentina and Latin America in general
Languages: English, Spanish

Valeriano Guevara Lynch serves as a member of the board of directors of several multinational companies.



David Gutiérrez
BLP

Job title: Partner
Location: Costa Rica
Number of years in practice: 29
Number of years of M&A experience: 29
Main areas of M&A expertise: Draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A, assets sale and purchases
Main sectors covered: Telecoms, pharmaceuticals, manufacturing, technology, energy, construction, retail, financial services, consumer
Admissions: Costa Rican Bar Association
Geographical areas of focus: Central America, Latin America, US, Europe
Languages: Spanish, English

David Gutiérrez is widely recognised in leading international directories including *Legal 500*. He is a member of the International Bar Association's Latin American Regional Forum Advisory Board and the IBA Council; Fellow of the Central America Leadership Initiative and the Aspen Global Leadership Network at the Aspen Institute; chair of Latin America at the World Service Organization (WSG); honorary founding member of the Omar Dengo Foundation; member of the Madrid and Costa Rica chapters of the YPO; and honorary president of CRUSA Foundation.



Juan Luis Hernández Gazzo
Hernández & Cía

Job title: Partner

Location: Lima, Peru

Number of years in practice: 30

Number of years of M&A experience: 25

Main areas of M&A expertise: Joint ventures, acquisition finance, tender offers, private equity, LBOs, reorganisations and mergers, due diligence, transactions, post-m&a, corporate governance

Main sectors covered: Financial institutions, consumer package goods, retail, infrastructure, real estate, energy, mining, health

Current number of M&A cases: 11

Admissions: Lima Bar Association; arbitrator of the Lima Chamber of Commerce; arbitrator, American Chambers of Commerce (AMCHAM); Advisory Commission on Company and Corporate Law of the Lima Bar Association (member); Civil Association IUS ET VERITAS

Geographical areas of focus: Main national corporations, international corporations with presence in Peru, mainly the US, Latin America, Spain, Canada, China, UK, among others

Languages: Spanish and English

Juan Luis Hernández Gazzo is a partner and managing partner at Hernández & Cía, heading its M&A, capital markets and banking and finance practice areas. He is considered by leading global rankings as one of the most prominent and recognised transactional lawyers in Peru, appearing at the top of shortlists, especially in banking and finance, capital markets, and corporate and M&A.

He is a member of various boards of directors and investment committees of different funds; member of the Superior Council of Arbitration of the Lima Chamber of Commerce (2020-21); the Reform Commission of the General Law of Companies appointed by the Ministry of Justice (2017); and serves as an independent consultant to the World Bank for investment climate issues and foreign investment legal framework.



Diego Herrera
Galindo, Arias & López

Job title: Partner

Location: Panamá

Number of years in practice: 32

Number of years of M&A experience: 32

Main sectors covered: Corporate, commercial, M&A, real estate, government contracts, public procurement

Geographical areas of focus: North, Central and South America, Europe

Languages: English, Spanish

Diego Herrera has been recognised for his advice to national and international businesses in the financial, industrial and telecommunications sectors. He has led practice groups in mergers and acquisitions of both banks and multinational companies and participated in the consulting and restructuring of important banking syndicates and stock offerings. He has also played an important role in various processes of financial restructuring.

He led the practice group that advised the Panama Canal Authority in all legal aspects of the canal expansion project and was a collaborator in the drafting of legislation enacted to promote commercial call centres. His notable transactions include, among others, advising Millicom LIH on the purchase of an 80% stake in Cable Onda at an enterprise value of US\$1.460bn, and acting as legal counsel to Covidien in the spin-off and sale of its pharmaceutical business in Panama.

Diego has supported, pro bono, several NGOs such as the Central American Leadership Initiative Foundation (CALI), Teach for Panama Foundation, the National Association for Nature Conservation (ANCON), Bio Museum and the Glasswing (Crisálida) International Foundation). He is a member of the International Bar Organization (IBA) and Entrepreneurs Organisation (EO), and acts as legal counsel on the board of directors of the Panama Golf Club.



Nicolás Herrera Alonso
Dentons Jiménez de Aréchaga

Job title: Partner
Location: Montevideo, Uruguay
Number of years in practice: 26
Number of years of M&A experience: About 20
Main areas of M&A expertise: Mergers and acquisitions, financing, due diligence, transactions, post-M&A
Main sectors covered: M&A, banking and finance
Admissions: Member, Uruguayan Bar Association, and member, executive committee as legal counsel, Banco Santander Uruguay
Geographical area of focus: Uruguay
Languages: English, Spanish

Nicolás Herrera Alonso is a partner of the Montevideo office, leading the banking and M&A teams in Uruguay. His practice focuses on corporate law, banking law, mergers and acquisitions, capital markets, project financing and natural resources.

Nicolás has vast experience in providing consultancy services to local and multinational companies managing highly complex financial, banking and corporate operations. He helps local and international financial entities with structured financing, project financing and transactions with derivatives, M&A, capital markets, and general corporate and trading matters.

He provided legal advice to international banks for the largest financing in the solar and wind energy market; the equity trust legal and financial structuring for the construction of the 'Torres Nuevo Centro' building complex; was also in charge of the legal team regarding the acquisition of Créditos de la Casa and Creditel by Santander Bank (Spain); and the local legal structuring for the first-ever PPP investment in Uruguay.

Currently, Nicolás is a member of the executive committee of Banco Santander (Uruguay) as a legal counsel and member of the board of directors of Uruwood. He is a co-leader of Dentons' banking and finance group in the Latin America and Caribbean region.



Marcos Ibargüen
Alta QIL+4 Abogados

Job title: Founding partner
Location: Guatemala
Number of years in practice: 31
Number of years of M&A experience: 20+
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A
Main sectors covered: M&A, banking and finance, corporate and transactional, competition law and antitrust, international companies, food and beverage, agribusiness companies, manufacturers
Current number of M&A cases: About nine
Admissions: Guatemala, New York
Geographical areas of focus: Guatemala, Central America, international transactions
Languages: Spanish, English

Marcos Ibargüen is actively engaged in the practice of corporate, banking and finance law, representing international and Guatemalan companies. He has extensive knowledge in M&A, corporate and financial restructurings, strategic alliances and business law in general.

He has advised several Eurobond issuances representing the local issuer, including the Republic of Guatemala among others, as well as the intermediary, underwriter bank. Marcos also has extensive knowledge and experience in agency, distribution and franchise matters and agreements, both in negotiating new agreements as well as in dealing with the complexities which often accompany terminations of such business relationships.

Marcos is an expert in M&A, including joint venture agreements, shareholder agreements, strategic alliances, due diligence processes; syndicated financings and project finance deals in the energy, manufacturing and telecom sectors; agency, distribution and franchise law issues; negotiating agreements and advising on termination issues; corporate governance issues, counselling corporations and family businesses; equipment financing structures; bond emissions, including sovereign bonds; and antitrust counselling and advice to companies seeking to adapt their conduct and business activities to comply with antitrust laws yet to be enacted by the Guatemalan Congress.



Francisco Illanes
Cariola Díez Pérez-Cotapos

Job title: Senior partner
Location: Chile
Number of years in practice: 40
Number of years of M&A experience: 30
Main areas of M&A expertise: Public and private M&A, joint ventures, business reorganisations, M&A financing, capital markets, post-M&A, disputes among shareholders, reorganisations, creditor agreements
Main sectors covered: Energy, infrastructure, aquaculture, financial services, media and telecommunications, technology, agribusiness, beverages, automotive, real estate
Current number of M&A cases: Four
Geographical areas of focus: Chile, Latin America
Languages: Spanish, English, French

Francisco Illanes is an officer of the International Bar Association (IBA). He is ranked as a highly skilled lawyer in leading legal publications, including *Legal 500*.



Diego Krischcautzky
Marval O'Farrell Mairal

Job title: Partner
Location: Buenos Aires, Argentina
Number of years in practice: 29
Number of years of M&A experience: 29
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A, the full-circle M&A process in private equity, strategic and public M&As
Main sectors covered: Industrial (food, apparel, automobile), technology (software, IT infrastructure), energy, agribusiness, biotech, insurance
Admissions: Buenos Aires, Argentina
Geographical areas of focus: Argentina and Southern Cone region
Languages: Spanish, English, Italian, French

Diego Krischcautzky also works in private wealth planning with several high-net-worth individuals and assists several multinational companies in their activities in Argentina.

Rolando Laclé Zúñiga
Consortium Legal

Job title: Partner
Location: Costa Rica
Number of years in practice: 34
Main areas of M&A expertise: M&A, foreign investment, international trade
Main sectors covered: Real estate, insurance, manufacturing
Current number of M&A cases: Four
Admissions: Costa Rica Bar Association
Geographical areas of focus: Multinational companies

Marcelo Lamy Rego
Pinheiro Guimarães

Job title: Partner
Location: Sao Paulo, Brazil
Number of years in practice: 30
Number of years of M&A experience: 30
Main areas of M&A expertise: Acquisitions and disposals, joint ventures, private equity and venture capital, investment funds, reorganisations and mergers, financing and regulated markets
Main sectors covered: Banking and financial, energy, consumer, healthcare, education, infrastructure, startups and technology, entertainment
Admissions: Brazil, New York
Geographical areas of focus: Investment banks, private equity and venture capital firms, local and international investors, publicly traded companies, entrepreneurs
Languages: Portuguese, English, Spanish



Evangelina Lardizábal
Arias

Job title: Managing partner
Location: Honduras
Number of years in practice: 38
Number of years of M&A experience: 38
Main areas of M&A expertise: Banking, energy, financial services, insurance, real estate, M&A
Main sectors covered: Banking, finance and insurance, international trade, foreign investments and free trade zones, corporate and commercial law, mergers and acquisitions, taxes and fiscal planning
Admissions: Honduran Bar Association
Geographical areas of focus: Honduras, Central America
Languages: Spanish, English

Evangelina Lardizábal has been an integral part of Arias since 2002, assuming a comprehensive role as a full-time leader at Arias Honduras where she acts as managing partner. With over 38 years of experience in private law practice, she brings extensive knowledge of legal matters to ensure precise and adequate advice for clients.

Throughout her tenure, Evangelina has led teams across various practice areas and actively contributed to multi-jurisdictional mergers and acquisitions, as well as significant project financings in Honduras and Central America spanning diverse sectors. Her advisory services extend to national and international companies, banks, insurance firms, the energy, services, food and telecommunications sectors, and free zones. Additionally, she serves on multiple boards of directors for Arias clients.

Notable experiences in her career involve serving as a legal adviser in the structuring, financing and sale of renewable energy projects funded by international banks. She has successfully provided tax advice for complex operations, both on a local and international scale.



Paulo Larrain
NLD Abogados

Job title: Founding partner
Location: Chile
Number of years in practice: 31
Number of years of M&A experience: 31
Main areas of M&A expertise: Cross-border and local share and asset acquisitions, deal negotiation, drafting of acquisition documents, acquisition financing and structuring, joint ventures, leading due diligence teams, post-closing actions
Main sectors covered: Industrial, retail, energy, mining, banking and financing, pharma, food and drink, water, health, information technology, agriculture, gambling and tourism
Current number of M&A cases: Ten
Admissions: Chilean Bar Association
Geographical areas of focus: Latin America, Europe, US
Languages: Spanish, English

Over the course of his career, Paulo Larrain has advised buyers and sellers in several M&A transactions, including the representation of the government of Chile in the privatisation of two state-owned water treatment companies, and several private equity funds and strategic buyers.



Mauro Cesar Leschziner
Machado Meyer

Job title: Partner

Location: Brazil

Main areas of M&A expertise: Complex M&A and private equity transactions, negotiations of strategic contracts and disputes, and foreign investments, succession planning

Main sectors covered: Fertilisers and agribusiness, healthcare, technology (including fintech), education and consumer retail

Geographical area of focus: Brazil

Mauro Cesar Leschziner is one of Machado Meyer's senior partners in the M&A and private equity group. He has represented local and foreign clients in their investments in, and divestments of, Brazil. In addition to regularly providing legal advice on complex transactions for some of the country's most active private equity firms, Mauro is the legal adviser for large Brazilian and foreign corporations, both privately and publicly owned, in their M&A activities and general corporate and contractual needs.

He has actively represented clients in different areas, such as fertilisers and agribusiness, healthcare, technology (including fintech), education and consumer retail. Recently, he has also represented clients in some of the most significant real estate projects in São Paulo and Rio de Janeiro.

As part of his work, he advises clients on complex M&A and private equity transactions, negotiations of strategic contracts and disputes, and foreign investments in Brazil. He has also represented large Brazilian families in the succession planning to the next generations.



Néstor Loizaga
Ferrere

Job title: Managing partner

Location: Paraguay

Number of years in practice: 20

Number of years of M&A experience: 15+

Main areas of M&A expertise: Business transfers, draft agreements, financing, joint ventures, due diligence, post-M&A, takeovers

Main sectors covered: Healthcare, agricultural and forestry, retail, technology, financial services

Admissions: Paraguayan Bar

Geographical areas of focus: Paraguay, Bolivia, Uruguay

Languages: Spanish, English, Portuguese

Néstor Loizaga is Ferrere's managing partner at its Paraguay office. He advises local and multinational companies with a presence in Paraguay, Bolivia and Uruguay on a broad range of corporate and commercial matters, including foreign investments, complex business contracts, mergers and acquisitions, and corporate transactions.

He represented Petrobras in the acquisition of Shell's assets in Paraguay; Vale in the acquisition of Rio Tinto's operations in Paraguay; Transatlantic Reinsurance Company in the acquisition of a stake in the insurer El Sol del Paraguay; Abbott in the acquisition of CFR Pharmaceuticals, and Mosaic in the purchase of ADM's fertiliser business, among others. On an ongoing basis, Néstor advises companies like Cargill, Unilever, Ericsson, Vale, Vidriocar, Diageo, Seacor, Akzo Nobel, Abbott, and General Electric, among others, on their day-to-day business and special projects.

He is a member of the American Bar Association – Section of International Law; International Bar Association; Paraguayan Bar Association; New York State Bar Association (NYSBA); and Water Law Committee.



Paola Lozano
Skadden, Arps, Slate, Meagher & Flom

Job title: Partner

Location: New York, with prominent practice in Colombia

Number of years in practice: 29

Number of years of M&A experience: 22

Main areas of M&A expertise: Mergers, acquisitions, dispositions, private equity and other corporate matters

Main sectors covered: Financial services, energy, infrastructure, mining, technology, telecommunications

Admissions: New York and Colombia

Geographical areas of focus: Latin America – cross-border globally

Languages: Spanish, English

Paola Lozano is co-chair of Skadden's Latin America group and heads the firm's Spanish language corporate practice. Under her leadership, Skadden is regularly recognised as the top corporate and M&A law firm in Latin America. She has been recognised by leading directories, including *Legal 500* as a leading lawyer.

Prior to joining Skadden, Paola practised law at one of Colombia's top law firms.



María Isabel Luján
Alta QIL+4 Abogados

Job title: Partner
Location: Guatemala
Number of years in practice: 30
Number of years of M&A experience: 20+
Main areas of M&A expertise: M&A, strategic alliances, joint ventures, international financing, and corporate re-structuring, including shareholders agreements
Main sectors covered: M&A, corporate and transactional, consumer products, international companies
Current number of M&A cases: Two
Admissions: Guatemala
Geographical areas of focus: Guatemala and several other jurisdictions
Languages: Spanish, English, French

María Isabel Luján's practice areas include international business transactions ranging from a diverse scope of work, including different sectors and industries such as banking, finance, commercial (retail), energy, and others. She has participated extensively in mergers and acquisitions, strategic alliances, joint ventures, international financings, and corporate structures and restructurings, involving complex issues, usually involving different jurisdictions and participants with diverse nationalities.

María Isabel has extensive experience in negotiating shareholder agreements of both local and international investors and corporations, including topics that have to be adjusted and adapted to the laws and practices of Guatemala, such as decision-making thresholds, change of control provisions, minority shareholders rights, veto power, and other related topics.

She is an expert in acquisition, integration, and corporate mergers, involving national, regional and international companies with the participation of local and foreign investors, including obtaining required permits, authorisations and approvals by government authorities or third parties for the transaction's closing.

María Isabel is experienced in project finance with complex security structures and sophisticated financial terms subject to Guatemalan and foreign laws with the involvement of international law firms and clients; negotiation of shareholder agreements of local and international investors and corporate structuring, including corporate governance topics under international standards; and real estate project developments by using structures and schemes that help construction, sale and adequate administration and organisation under efficient and transparent tax structures.



Ricardo Maldonado
Mijares, Angoitia, Cortés y Fuentes

Job title: Partner
Location: Mexico City
Number of years in practice: 30
Number of years of M&A experience: 25
Main areas of M&A expertise: All sorts of acquisition and disposition of shares and assets. Particular expertise in M&A transactions relating to exchange listed companies, including hostile tender offers, private equity deals all the way to the exit strategy, including through an IPO
Main sectors covered: Telecom and media, steel, airports, airlines, financial services, foods and beverage, retail
Admissions: Mexican Bar
Geographical areas of focus: Mexico and the US, Asian and European investors doing business and investing in Mexico
Languages: Spanish, English

Ricardo Maldonado has been widely recognised by leading legal directories and rankings. He serves as the secretary or member of several NYSE and BMV listed companies such as Grupo Televisa, Volaris, Consorcio Ara and Grupo Financiero Banorte, as well as of certain private companies, including Ica Tenedora and Grupo Pueblo Bonito.



Diego Martín-Menjívar
Consortium Legal

Job title: Partner
Location: El Salvador
Number of years in practice: 19
Number of years of M&A experience: 15
Main sectors covered: Corporate, tax, infrastructure, M&A, international trade, foreign investment, customs law
Current number of M&A cases: 11+
Admissions: El Salvador
Geographical area of focus: Central America
Languages: Spanish, English, German



Ivette Martinez
Ivette Martinez Attorney-at-Law

Job title: Attorney-at-law
Location: Panama
Number of years in practice: 30
Number of years of M&A experience: 27
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A
Main sectors covered: Banking and finance, retail, telecom, energy, ports, industry, manufacturing
Admissions: Panama
Geographical areas of focus: North and Latin America, Asia, Europe
Languages: Spanish, English



Eduardo Mayora
Mayora & Mayora

Job title: Managing partner

Location: Guatemala

Number of years in practice: 44

Number of years of M&A experience: 44

Main areas of M&A expertise: Corporate, commercial and M&A matters, acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A

Main sectors covered: Energy, agriculture, engineering, procurement and construction, automobile, pharmaceutical, real estate development, consumer products, mining, tourism, technology, telecommunications

Admissions: Guatemalan Bar Association

Geographical areas of focus: US, Europe, Latin America, Caribbean, Central America

Languages: Spanish, English

Dr Eduardo Mayora is the regional managing partner of Mayora & Mayora. He has been a lawyer and notary since 1980, pursuing various postgraduate studies, including doctorates, both in legal and economic matters. A national reference as a renowned Guatemalan jurist, his professional practice includes banking, financial, commercial, securities, arbitration, administrative and fiscal matters. He has also excelled in academia and opinion journalism; as a teacher and lecturer at a national and international level; and was the university dean of the Faculty of Law at the Francisco Marroquin University.

He has been a board member of banking institutions, trade associations, non-governmental organisations and international associations, which has kept him abreast of legal changes. He also attends multiple international congresses and professional and academic events.

Eduardo has been the lawyer in charge of advising the Guatemalan National Stock Exchange since its incorporation in the 1980s. He was also the key lawyer in the most emblematic case of the privatisation of Guatemala's telecommunications industry. He has handled successful cases for global companies in the airline and tobacco industries in complex tax and tax planning matters. Eduardo has also participated in local and international arbitration proceedings for clients in the mining and energy industries.

[▶ Watch Eduardo Mayora's video interview](#)



Oscar Melara
Alta Melara & Asociados

Job title: Managing partner

Location: Tegucigalpa, Honduras

Number of years in practice: 21

Number of years of M&A experience: 21

Main areas of M&A expertise: Financing, transactions, due diligence, reorganisations and mergers, banking M&A, post-M&A, draft agreements, business transfers, acquisitions and disposals, and all the areas related to M&A

Main sectors covered: Banking and finance, energy and environment, telecommunications, automotive and industrial

Admissions: Member of the Honduran Bar Association, member of the Comptroller of Notaries

Geographical area of focus: Honduran Territory

Languages: English, Spanish

In 2023, Oscar Melara's legal team was involved in four M&A cases, one of which constituted the sole acquisition of a financial institution within the Honduran financial system in recent years.



Carlos Mello
Lefosse Advogados

Job title: Partner

Location: São Paulo, Brazil

Number of years in practice: 27

Number of years of M&A experience: 20

Main areas of M&A expertise: Public M&A, listed companies, capital markets, acquisitions and disposals, business transfers, reorganisations and mergers, joint ventures, transactions, corporate governance

Main sectors covered: All sectors

Admissions: São Paulo, Brazil

Geographical area of focus: Brazil

Languages: Portuguese, English, French, Spanish

Carlos Mello is a partner at Brazilian firm Lefosse, and has acted as leading counsel in several of the most important transactions in the Brazilian capital markets in recent years. He has developed relationships with issuers, coordinators and regulatory authorities, and expanded his activities into the areas of mergers and acquisitions and private equity.

Carlos holds a Master of Laws (LLM) from Columbia University, and has experience as a foreign associate at Milbank, Tweed, Hadley & McCloy in New York.



André Mestriner Stocche
Stocche Forbes Advogados

Job title: Partner

Location: São Paulo, Brazil

Number of years in practice: 25

Number of years of M&A experience: 25

Main areas of M&A expertise: Acquisitions and disposals, reorganisations and mergers

Main sectors covered: Power, private equity, retail

Admissions: São Paulo Bar

Geographical areas of focus: Private equity firms in Brazil and listed Brazilian companies

Languages: Portuguese, English



Sergio Michelsen
Brigard Urrutia

Job title: Partner
Location: Bogotá, Colombia
Number of years in practice: 30+
Number of years of M&A experience: 30+
Main areas of M&A expertise: Acquisitions and disposals, business transfers, joint ventures, mergers, distressed M&A, public-private partnerships, business combinations
Main sectors covered: Retail, telecommunications, media and technology, infrastructure, pharmaceutical, financial sector, industrial sector, services
Current number of M&A cases: Seven
Admissions: Colombia
Geographical areas of focus: Colombia, Central America, cross border
Languages: Spanish, English, French

Sergio Michelsen has been highly recommended for many years by clients, peers and specialised researchers in the field of M&A and matters affecting corporate policy and strategy, as one of the leading practitioners in the region.

He has actively participated in the most relevant and complex transactions in Colombia and Latin America, with deals totalling more than \$30bn. He led several of the top ten deals in Colombia, most of them with cross-border complexities.

Reputable publications have described him as one of the favorite attorneys of large companies and families, and as one of the most influential attorneys in his field of expertise.



Luis Miranda
Miranda & Amado

Job title: Partner
Location: Peru
Number of years in practice: 29
Number of years of M&A experience: 29
Main areas of M&A expertise: M&A transactions, high-stake, cross-border acquisitions and sales, transactional and corporate matters, corporate and investment dispute resolution, investor-state investment disputes, due diligence
Main sectors covered: Agribusiness and livestock, transport, textile and manufacturing, energy, construction, oil and gas, consumer goods, banking and financial services, shipping and port services
Current number of M&A cases: Five
Admissions: Lima Bar Association
Geographical areas of focus: Local and foreign companies, as well as international investors.
Languages: Spanish, English

Luis Miranda has more than 25 years of experience and, despite his role as the firm's managing partner, he continues to be one of Peru's most active M&A lawyers, including originating transactions and corporate work for other partners. He has been involved in many of the market's biggest and most complex transactions in recent years.

His professional practice focuses on transactional and corporate matters, as well as on corporate and investment dispute resolution. Luis has spearheaded numerous M&A transactions in the past years, counselling local and foreign companies. He also advises international investors in corporate disputes, as well as in investor-state investment disputes.

He is a founding partner of Miranda & Amado (1999). Previously, he was an associate at Cravath, Swaine & Moore, New York from 1997 to 1998, and at Estudio Echeopar from 1994 to 1996. Luis is a lawyer from Universidad de Lima and holds an LLM from The University of Chicago Law School.



Cristian Mitrani

Mitrani Caballero & Ruiz Moreno Abogados

Job title: Partner

Location: Argentina

Number of years in practice: 45

Number of years as an arbitrator: 45

Main areas of M&A expertise: Cross-border transactions, including acquisitions and disposals, reorganisation and mergers, joint venture; post-M&A integration and disputes

Main sectors covered: Manufacturing, oil, cross border

Admissions: Buenos Aires (1978)

Geographical area of focus: Latin America

Languages: Spanish, English, French, Italian

Throughout his 45-year legal career, Cristian Mitrani has achieved an outstanding level of professional excellence, demonstrated unparalleled leadership skills and contributed significantly to the legal profession in Latin America, establishing himself as one of the leading lawyers of his generation, both in Argentina and Latin America.

Cristian is unparalleled in the breadth of his work, which goes well beyond transactional expertise to excel in litigation and investigations matters in Latin America and the US; corporate crisis management; corporate governance; international arbitration; competition law; and white-collar crime.

He joined the National Administrative Court of Appeals in the City of Buenos Aires, as a clerk to one of the judges. Subsequently, he served as a law clerk to the Chief Justice of the Argentine Supreme Court.

In 1984, Cristian joined the Techint Group's in-house legal department. His performance led him to be tasked with heading the legal department of one of the largest Argentine industrial conglomerates. In 2000, Cristian transitioned to private practice, joining one of the main Argentine firms at the time, Bruchou, Fernández Madero & Lombardi (later renamed as Bruchou, Fernández Madero, Lombardi & Mitrani).

In 2007, Cristian and four other partners, together with nearly 40 associates, established Mitrani, Caballero & Ruiz Moreno. Sixteen years later, still under his leadership, the Mitrani firm is one of the top firms in Argentina and Latin America, known for its quality, innovative approach and international expertise.



Carlos Alberto Moreira Lima Jr

Pinheiro Neto Advogados

Job title: Partner

Location: São Paulo

Number of years in practice: 37

Number of years of M&A experience: 37

Main areas of M&A expertise: M&A, private equity transactions

Current number of M&A cases: Five

Admissions: Brazilian Bar Association

Geographical area of focus: Brazil

Languages: Portuguese, English

Carlos Alberto Moreira Lima Jr is an active partner in M&A, private equity, structured transactions, complex corporate issues, privatisation, estate planning and corporate governance matters. Carlos has been involved in landmark deals in Brazil, in addition to being in charge of succession planning and corporate governance work for several wealthy Brazilian families.

He has been a designated arbitrator of the B3 – Sao Paulo Stock Exchange Arbitration Centre since its opening. Carlos received an LLB degree from the Pontificia Universidade Católica de São Paulo (1986) and was a temporary M&A lecturer at both Fundação Getulio Vargas and Insper Business Schools.



José Antonio Muñoz
Dentons Muñoz

Job title: Central America chairman and managing partner

Location: Costa Rica

Number of years in practice: 46

Number of years of M&A experience: 40

Main areas of M&A expertise: Mergers, joint ventures, due diligence

Main sectors covered: Manufacturing, agribusiness, and agricultural plantations

Current number of M&A cases: Six

Admissions: Costa Rican Bar Association, International Bar Association

Geographical areas of focus: FDI into Central America and particularly Costa Rica

Languages: English, French, Italian, Spanish

José Antonio Muñoz is the chairman and managing partner of Dentons Central America, and the global leader of Dentons RightShoring.

His practice focuses on the intersection of business and public law, public international law, and government. In addition to corporate law, he practises government relations, corporate governance, foreign direct investment and international investment disputes, international and domestic corporate and tax structuring, and real estate law.

José currently leads the firm's Rule of Law (ROL) initiative in association with several leading ROL organisations, including the Center for the Advancement of Rule of Law in the Americas (CAROLA) at the Georgetown University Law Center in Washington DC; The Bingham Centre for the Rule of Law in the UK; and The World Justice Project (WJP) in the US.



Francisco Müssnich
BMA – Barbosa, Müssnich, Aragão

Job title: Partner

Location: Brazil

Number of years in practice: 47

Number of years of M&A experience: 47

Main areas of M&A expertise: A wide range of corporate matters and highly complex M&A transactions, national and international arbitrations, hostile takeovers, and corporate disputes

Admissions: OAB/RJ

Geographical areas of focus: Brazil-wide

Languages: Portuguese, English, French, German

In 2021, working with the Commission on Economic Development, Industry, Commerce and Services and other specialists, Francisco (Chico) Müssnich helped to draft Law 14.195/2021, the New Business Environment Law. He was particularly involved in the provisions dealing with multiple voting shares, resulting in an amendment to the Brazilian Corporations Law to expressly permit multiple voting share structures in Brazil.

Chico is frequently recognised as a leading lawyer in the legal sector's top rankings and publications. He is frequently consulted by lawyers and law firms for his expertise in highly intricate corporate transactions and disputes. He is the author of *Cartas a um jovem advogado (Letters to a Young Lawyer)* and *O Insider Trading in Brazilian Law (Insider Trading in Brazilian Law)*.

Chico has lectured in Corporate Law at the law school of the Pontifícia Universidade Católica do Rio de Janeiro since 1981, and at Fundação Getúlio Vargas since 2005. He has been a visiting professor at the Vanderbilt Law School since 2010, where he lectures on the international mergers and acquisitions course.



Luis Nicolau Gutiérrez
Ritch, Mueller y Nicolau

Job title: Partner
Location: Mexico
Number of years in practice: 30+
Number of years of M&A experience: 30+
Main areas of M&A expertise: Cross-border transactions, public acquisitions (including tender offers), large strategic M&A transactions, private equity, venture capital, joint ventures, deal structuring
Main sectors covered: Financial services, pharmaceutical, technology, fintech, consumer goods, food and drink, hospitality, telecommunications, construction, large industrial, automobiles and parts, education
Current number of M&A cases: About six
Admissions: Mexican Bar, New York Bar
Geographical areas of focus: Mexico, the US, Europe, Asia
Languages: English, Spanish

Luis Nicolau Gutiérrez has more than 30 years of experience in mergers and acquisitions, debt and equity capital markets transactions, and banking and finance. He has participated in many of the largest public Mexican M&A transactions, and advises foreign and domestic private equity funds on a regular basis. He has assisted numerous international financial entities in setting up their Mexican operations.

Luis currently maintains several board memberships, including at Grupo Posadas, Coca-Cola FEMSA, GCC, Cuervo, Grupo Coppel, Genera. He is part of the investment committee of Promotora Social México; ex-president of Fullbright Mexico's governing body; former member of the board of directors of Vitro, Grupo Modelo, Papalote Museo del Niño, Santander México, JPMorgan México and Credit Suisse Mexico; former member of the board of directors of the Indian Mountain School; and former member of the supervisory board of the Mexican Stock Exchange.



Hernán Pacheco
EY Law Central America

Job title: Managing partner
Location: Costa Rica, with practice extending to Central America, Panama and Dominican Republic
Number of years in practice: 37
Number of years of M&A experience: 32
Main areas of M&A expertise: Pre-transaction agreements, due diligence, contract drafting and negotiation, post-merger governance, project finance
Main sectors covered: Retail, telecommunications, financial services, vehicle distribution, higher education, consumer products, logistics
Admissions: Costa Rica
Geographical areas of focus: Central America, Panama, Dominican Republic, South America, Spain
Languages: Spanish, English

Hernán Pacheco combines his practice focus with his role as managing partner of the regional firm, which as a fully integrated professional service firm is able to bring other disciplines to the table in regard to M&A projects, such as tax advisers, strategy consultants, financial analysts and advisers in other disciplines.



Luis Enrique Palacios
Rodrigo, Elías & Medrano Abogados

Job title: Partner
Location: Lima, Peru
Number of years in practice: 25
Number of years of M&A experience: 25
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, and post-M&A, for both private and public M&A deals
Main sectors covered: All sectors
Current number of M&A cases: 12
Admissions: Lima, Peru
Geographical area of focus: Peru
Languages: Spanish, English

Martin Pallares Sevilla

Robalino

Job title: Partner
Location: Ecuador
Number of years in practice: 15+
Number of years of M&A experience: Ten+
Main areas of M&A expertise: All areas pertaining to successfully executing a transaction, acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, post-M&A
Main sectors covered: Retail, pharma, logistics, agribusiness, telecoms, oil and gas, energy, automotive, infrastructure
Admissions: Madrid Bar Association (Ilustre Colegio de Abogados ICAM), Ecuador Bar Association (Foro del Consejo de la Judicatura)
Geographical areas of focus: Mainly Ecuador and Spain
Languages: Spanish, English

Martin Pallares Sevilla is a partner and co-director of Robalino's corporate practice. He actively participates in cross-border transactions, advising local, multinational and multilateral corporations in Ecuador and in the region. Martin focuses on local and regional M&A. He has significant experience participating in the most relevant Ecuadorian transactions over the last decade, including acquisitions in the oil, technology and retail sectors, and a state privatisation process and subsequent sale.

Clients recognise Martin as a 'young partner with good transactional skills and vast experience in the market'. He has advised clients on real estate, telecommunications, compliance and corporate governance issues, giving him a broad overview and wealth of experience.

Martin began his practice at the DLA Piper offices in Madrid, Spain, where he worked in the real estate department. He is a member of the Ecuadorian Colombian Chamber of Commerce (CAMECOL); Center for American and International Law; International Bar Association; and the American Bar Association. He is also a published writer, having authored *Directors' Liability: A Worldwide Review* in 2016.

In conversation with...

Could you speak about some of your most memorable cases? What qualities did you bring to the table, and what did that process teach you?

In the course of my career, I have had the privilege of working on several landmark M&A transactions, especially in bringing international standards and practices to the Ecuadorian market. A particularly memorable case was the acquisition of a major pharma retail Ecuadorian company by an international conglomerate. This transaction was not only significant in scale, but also complex due to the diverse legal and regulatory frameworks involved.

My role required navigating these complexities, leveraging my experience in both Spain and Ecuador to translate and synergise international standards with local practices for the success of the transaction. I brought to the table an intricate understanding of cross-border legal nuances, a strategic approach to negotiation, and a relentless pursuit of my client's best interests.

This process taught me the importance of adaptability, the value of comprehensive due diligence, and the power of effective communication across different legal cultures. It underscored the necessity of being both a legal expert and a strategic adviser to navigate the multifaceted challenges of

international M&A transactions. In my experience, the biggest challenge is the translation of standards and practices with local counsel that sometimes does not have the experience, and I have seen that the number-one driver of busting a deal is a counsel without experience that ends up confusing their clients.

How important are diversity and inclusion in corporate law, in your view?

Diversity and inclusion are not just moral imperatives; they are strategic necessities in corporate law. In a field that thrives on varied perspectives and innovative solutions, the inclusion of diverse voices fosters a more holistic understanding of the challenges at hand and leads to more sustainable and effective legal strategies. As legal practitioners, we must mirror the multifaceted nature of the global business landscape we navigate.

My experience working across different jurisdictions has reinforced my belief in the importance of cultivating diverse teams that can bring a wealth of perspectives to the table. Diversity in legal teams, particularly in corporate law, enhances creativity, promotes equity, and drives better outcomes for clients. Fostering an inclusive environment is crucial for attracting and retaining top talent, encouraging innovative problem solving, and ensuring that we are equipped to address the complexities of today's global market.

How do you handle multi-jurisdictional cases involving international roaming agreements in the telecommunications sector?

Multi-jurisdictional cases, especially in the telecommunications sector, present unique challenges due to varying regulatory environments, technological complexities, and the need for precise coordination across borders.

For example, we have seen that Ecuador is still wrestling with bringing regulations in line with current technological innovations. Some new technologies do not have regulations and their implementation is greatly hindered in the country. This has sometimes proven to be a burden on including Ecuador as part of a transaction package and has motivated us in coming up with workarounds and creative solutions to prove an artisanal solution to implement these new technologies or execute the transactions at an Ecuadorian level.

When carrying out cross-border transactions, how do you navigate cultural and regulatory differences when managing outside counsel in various regions? What is your approach to integrating outside counsel with local teams?

Cross-border transactions require a nuanced understanding of cultural and regulatory differences to harmonise the strategies of outside counsel across various regions. I have seen that the following key strategies have positive outcomes:

- conducting thorough due diligence that goes beyond legal compliance to include understanding cultural nuances and business practices in each region;
- establishing strong partnerships with local counsel who have deep regional knowledge and can navigate local regulatory environments effectively;
- facilitating regular communication and strategy sessions between outside counsel and local teams to ensure alignment and foster mutual understanding; and
- being flexible and adaptable in strategy development, recognising that one size does not fit all in international transactions.

This comprehensive approach ensures that outside counsel are not just contributors, but integrated partners in the transaction process, bridging cultural and regulatory gaps and aligning with the local teams' practices and objectives.

How important are relationships with in-house lawyers throughout the M&A process? Are there any tips you would give to general counsel about to embark on a similar process?

The relationship between external counsel and in-house lawyers is pivotal throughout the M&A process. As a partner in one of Ecuador's leading full-service firms, I have seen firsthand the value of a collaborative approach. In the end, the in-house counsel are one of the key factors in a transaction. They are our leaders, and also the best assets, since they have thorough knowledge of the business and the sector and can translate it effectively into what is needed legally for the success of the transaction.

Great practices I have learned from general counsel that work to foster the relationship between in-house and external counsel include early engagement; involve your external counsel early in the process to leverage their expertise in shaping the transaction's strategic direction. Establish clear, open lines of communication to ensure that expectations are aligned, and any issues are promptly addressed.

Encourage the exchange of industry insights and legal knowledge between your team and external counsel to enhance the transaction's success. View your external counsel not just as service providers, but as strategic partners who can add value beyond legal advice.

Fostering strong, collaborative relationships with in-house lawyers ensures a seamless, efficient, and strategically coherent M&A process, maximising the likelihood of successful outcomes for all parties involved. ■





Diego Parise
Mitrani Caballero & Ruiz Moreno Abogados

Job title: Partner
Location: Argentina
Number of years in practice: 31
Number of years of M&A experience: 31
Main areas of M&A expertise: Asset and share acquisitions and sales, reorganisations, mergers and spinoffs, joint ventures, strategic alliances, acquisition financing, post-M&A
Main sectors covered: Steel, steel pipe, oil and gas, manufacturing, agribusiness
Admissions: Buenos Aires (1994), New York (2000)
Geographical areas of focus: Argentina, Latin America, the US
Languages: Spanish, English, Italian, Portuguese

Diego Parise has extensive experience in the structuring, negotiation and execution of M&A; joint venture and financing transactions – both in Argentina and overseas; and has represented Argentine and non-Argentine clients in public and private stock and asset acquisitions, offerings of debt and equity securities, bank financings and debt restructurings. In addition, he regularly advises clients on securities and stock markets regulations and corporate governance and compliance issues.

Diego leads the firm’s corporate and M&A practice and has extensive experience in the structuring, negotiation and execution of merger and acquisition, joint venture and financing transactions, both in Argentina and overseas.

His recent transactional work includes, among others, Tenaris’ \$180m acquisition of Mattr’s worldwide pipe coating operations; Raízen Combustiveis’s acquisition of a 50% interest in Barcos & Rodados in Paraguay; Southern Cross’s \$200m joint investment with Vista Oil & Gas and Riverstone in Aleph Midstream; Tenaris’s \$1.2bn acquisition of US steel pipe manufacturer IPSCO; and Ternium’s €1.45bn acquisition of CSA Siderúrgica do Atlântico from thyssenkrupp.

Previously, Diego was an associate and later a partner at Bruchou, Fernández Madero, Lombardi & Mitrani, and a New York-based associate with the international law firm Sullivan & Cromwell.

Diego, who has been repeatedly praised by leading guides for his work in corporate and M&A, and banking and finance, is a member of the International Bar Association.



José Ramón Paz Padilla
Consortium Legal

Job title: Partner
Location: Honduras
Number of years in practice: 42
Main areas of M&A expertise: Corporate finance, M&A
Main sectors covered: Financial services
Current number of M&A cases: Two
Admissions: Honduran Bar Association (CAH)
Geographical areas of focus: National and international multinational banks
Languages: Spanish, English



Luis Rafael Pellerano
Pellerano Nadal

Job title: Managing partner
Location: Dominican Republic
Number of years in practice: 40
Number of years of M&A experience: 40
Main areas of M&A expertise: Acquisitions, acquisition finance, mergers, joint ventures, due diligence, regulatory, divestments
Main sectors covered: Financial services, energy, technology, tourism, consumer goods, free zones, mining, telecommunications, healthcare
Admissions: Dominican Republic
Geographical areas of focus: Foreign companies and investors from North America, Latin America, Europe and Asia in their investments and transactions in the Dominican Republic
Languages: English, Spanish

Luis Rafael Pellerano has led many of the flagship transactions in the Dominican Republic as well as numerous high-profile infrastructure projects and transactions in the country that have been recognised internationally.

For example, he played an active role in the only registration of a Dominican public company on the New York Stock Exchange, the largest acquisition in the history of the country, for an amount over \$2bn; the largest foreign investment made in the country, for more than \$6bn; and the first international issuance of sovereign bonds, among others.



Alejandro Peña-Prieto
Squire Patton Boggs

Job title: Partner
Location: Santo Domingo
Number of years in practice: 34
Number of years of M&A experience: 30
Main areas of M&A expertise: Corporate, mergers and acquisitions, energy, finance, taxation, government relations, contracts and regulatory issues related to doing business in the Dominican Republic.
Main sectors covered: Energy, banking and finance, real estate, hospitality, consumer products
Admissions: Dominican Republic (1990), Dominican Bar Association.
Geographical areas of focus: US, Latin American and European investors with significant business interests in the Dominican Republic.
Languages: English, Spanish

Alejandro Peña-Prieto is the managing partner of Squire Patton Boggs' Santo Domingo office and leads its Latin America practice. He concentrates his practice on assisting and providing strategic business counsel to US, Latin American and European investors with significant business interests in the Dominican Republic.

Alejandro currently presides over the Association of Foreign Investment Companies of the Dominican Republic, an organisation that represents the interests of the country's leading foreign investment companies. He also served two terms as president of the American Chamber of Commerce of the Dominican Republic, and one term as vice chair of the board of governors of the Association of American Chamber of Commerce of Latin America (AACCLA).



Claudia Pereira
Mayora & Mayora

Job title: Partner
Location: Guatemala
Number of years in practice: 26
Number of years of M&A experience: 26
Main areas of M&A expertise: Corporate, commercial and M&A matters, acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A
Main sectors covered: Energy, agriculture, engineering, procurement and construction, automobile, pharmaceutical, real estate development, consumer products, mining, tourism, technology, engineering, telecommunications
Current number of M&A cases: Four
Admissions: Guatemalan Bar Association
Geographical areas of focus: US, Europe, Latin America, the Caribbean, Central America
Languages: Spanish, English

Claudia Pereira joined Mayora & Mayora in 1998 and became a partner in 2004. She currently heads the banking, finance and commercial practice area and is vice-chair of the firm's board of directors.

International agencies, publications and directories such as *Legal 500* recognise her as a leading lawyer in banking, finance, corporate, commercial and M&A matters, highlighting her expertise in complex cases. She has advised renowned clients such as Marriott International, Chevron and Citibank, among others, and was also part of the team of the firm responsible for the privatisation of the Guatemalan telecommunications industry.

Claudia is a member of the board of directors of the Pro Bono Association of Guatemala on behalf of the firm, a very important institutional initiative in the country. She participates annually in various international conferences and congresses organised by professional and academic institutions.



Mariana Pereira
Indacochea & Asociados

Job title: Senior partner
Location: Santa Cruz de la Sierra, Bolivia
Number of years in practice: 26
Number of years of M&A experience: 26
Main areas of M&A expertise: Mergers and acquisitions, corporate – commercial, due diligence, corporate reorganisations, transactions, post-M&A, corporate governance
Main sectors covered: Energy, oil and gas, telecommunications, retail, agribusiness, family business, agriculture, investment companies, automotive, pharmaceutical
Current number of M&A cases: Two
Admissions: International Bar Association, Ministry of Justice, Bolivian Bar Association
Geographical areas of focus: Bolivia, particularly in Santa Cruz, and significant projects that span across various jurisdictions, including Luxembourg, Sweden, US, Peru, Chile, UK, Bolivia and Brazil
Languages: Spanish, English

Senior partner and corporate practice co-head Mariana Pereira is a distinguished attorney in Bolivia, renowned for her expertise in corporate and financing transactions, including M&A, corporate reorganisations, capitalisations and securities offerings. Mariana is a key figure in Bolivia's hydrocarbons industry and provides counsel to clients in sectors such as agribusiness, automotive, pharmaceuticals and others.

With over 26 years of experience in M&A, Mariana has worked on notable projects, highlighting her exceptional skills and dedication. Her outstanding legal acumen and leadership position her as one of the most prominent lawyers in Bolivia and in the wider legal community.



Diego Pérez-Ordoñez
Pérez Bustamante & Ponce

Job title: Partner
Location: Ecuador
Number of years in practice: 28
Number of years of M&A experience: 25
Main areas of M&A expertise: M&A, Competition
Main sectors covered: Food and beverage, pharma, telecoms
Current number of M&A cases: Yearly average of 25 to 30
Geographical areas of focus: Ecuador, cross border
Languages: Spanish, English

Diego Pérez-Ordoñez has been ranked by various leading legal directories as a leader in his field and stands out 'for his track record in M&A, having been involved in many of Ecuador's landmark transactions'.



Carlos Pinto
PPO Abogados

Job title: Partner
Location: Bolivia
Number of years in practice: 20
Number of years of M&A experience: 20
Main areas of M&A expertise: Acquisition of companies and businesses, acquisition finance (companies and assets), corporate reorganisations, mergers, spin-offs, and structured dissolutions and liquidations, due diligence, drafting and review of transactional documents, compliance with post-M&A obligations
Main sectors covered: Foods and beverages, mining, oil and gas, energy, retail, pharmaceuticals
Admissions: Bolivia
Geographical areas of focus: Multinational clients interested in divesting or investing in companies and businesses in Bolivia. Clients are typically based in the US, Canada, Europe, China
Languages: Spanish, English, Portuguese

Carlos Pinto leads PPO Abogados' corporate and M&A practice.



José Quiñones
Alta QIL+4 Abogados

Job title: Partner
Location: Guatemala
Number of years in practice: 30
Number of years of M&A experience: 20+
Main areas of M&A expertise: Acquisitions, joint ventures, draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A
Main sectors covered: M&A, banking and finance, sovereign bond offerings in international capital markets, cross-border transactions and its tax implications, mergers and acquisitions and complex project finance deals involving local and foreign banks, financial institutions and borrowers
Current number of M&A cases: Seven
Admissions: Guatemala
Geographical areas of focus: Guatemala, Central America and international transactions
Languages: Spanish, English, French

José Quiñones has extensive experience in financial, tax planning, compliance matters, banking, M&A, commercial litigation and arbitration. He has advised foreign financial institutions on structured finance deals, sovereign bond offerings in international capital markets, cross-border transactions and their tax implications, M&A, and complex project finance deals involving financial institutions. He is often retained on business and corporate strategy matters, serves as adviser to boards of financial institutions, and is frequently appointed as arbitrator regarding these matters.

José is highly skilled at handling syndicated loan structures, bond issuances, guarantee structures and other types of financing structures and mechanisms, including offerings by the Republic of Guatemala, securitisation, and debt securities for private corporations in the international capital markets.

He has experience in joint ventures and acquisition of companies in the financial, mining, food and beverage, retail and agribusiness industries, among others, and has been involved in the representation of insurance and reinsurance companies and counsel on applicable laws and regulations, including authorisation and licence approvals by local banking and insurance regulators.

He is adept at negotiating and structuring distribution agreements in several industries, involving local and foreign parties; tax advice, structures, planning, and litigation; and serves as a strategy adviser for corporate risk mitigation and crisis management at pre-trial and trial levels.



Felipe Quintero
DLA Piper Martinez Beltrán

Job title: Partner
Location: Bogotá, Colombia and Madrid, Spain
Number of years in practice: 20+
Number of years of M&A experience: 20+
Main areas of M&A expertise: M&A, private equity, projects
Main sectors covered: Infrastructure, healthcare, energy, retail
Admissions: Colombia, Spain
Geographical areas of focus: Colombia, Spain
Languages: Spanish, English

Felipe Quintero is a partner specialising in mergers and acquisitions and private equity, and serves as co-leader of the corporate M&A practice group in Latin America. He is licensed to practise law in Colombia and Spain.

Felipe possesses extensive experience in advising both local and international clients on successful mergers and acquisitions, as well as other complex, high-level cross-border transactions. Over the past three years, he has successfully led over 45 deals. Notable recent achievements include advising Inicia, in the \$325m acquisition of Diaco and Gerdau Metaldom, and advising Macquarie Asset Management in acquiring a 50% stake in certain toll-road assets and airport concessions from Odinsa.

He is widely recognised for his successful track record in advising highly regarded private equity funds in transactions across various industries. Felipe has earned broad recognition as a top transactional lawyer, with numerous industry publications highlighting his client-centric approach and extensive expertise. In 2024, he received the *Legal 500* Colombia Awards as Corporate and M&A (high-end) Lawyer of the Year and Deal of the Year (M&A).

Felipe currently serves as a board member of Fundación Clínica SHAI0 and Fundación Granitos de Paz, and is a member of the University Council of Universidad de La Sabana. He is an adjunct professor at IE Law School in Madrid, teaching Comparative Corporate Law in the LLM program and Commercial and Corporate Law in the LLB program.



María Eugenia Reyes
Altum Abogados

Job title: Partner
Location: Caracas, Venezuela
Number of years in practice: 36
Number of years of M&A experience: 36
Main areas of M&A expertise: Acquisitions and disposals, reorganisations and mergers, joint ventures
Main sectors covered: Corporate M&A, environmental, real estate, wealth management for individuals and families
Admissions: District Capital Bar Association (Caracas, Venezuela)
Geographical areas of focus: Venezuela, Panama, Spain
Languages: Spanish, English

María Eugenia Reyes is a highly recognised practitioner with extensive expertise in corporate, having over 30 years of experience designing efficient asset-holding structures, advising multinational and local companies on shareholders agreements, incorporation of entities, management of foreign investments, M&A and sanction issues.



Manuel Reyna
Araquereyna

Job title: Partner
Location: Venezuela
Number of years in practice: 38
Number of years of M&A experience: 38
Main areas of M&A expertise: Drafting agreements, financing, reorganisations and mergers, joint ventures, due diligence, post-M&A and all aspects related to structuring and advising on mergers and acquisitions
Main sectors covered: Banking and insurance, industrial and commercial companies
Current number of M&A cases: Two
Admissions: Admitted to practise in Venezuela
Geographical areas of focus: Venezuela, cross-border
Languages: Spanish, English, French, Italian, Portuguese

ARAQUEREYNA stands out among peers for innovating in the sector and for its ability to adapt to change, with projects such as ARAQUEREYNA WithU and Widu Legal.



Roberto Rizik
Headrick Rizik Álvarez & Fernández

Job title: Founding partner
Location: Dominican Republic
Number of years in practice: 45
Number of years of M&A experience: 38
Main areas of M&A expertise: Due diligence, financing, draft agreements, business transfers, reorganisations, mergers
Main sectors covered: Administrative law, banking and finance law, corporate law, commercial law, foreign investment, industrial free zone, insurance, international trade, litigation mining and natural resources law, privatisation, real estate, tax law, tourism, arbitration and dispute resolution
Geographical areas of focus: Dominican Republic, US
Languages: English, Spanish, French

Roberto Rizik is a founding partner at Headrick. His professional practice focuses on banking, international finances, mergers and acquisitions, insurance law, corporate law in general and the execution of contracts that involve public or private entities, as well as on processes related to the encouragement of foreign investment, arbitration and dispute resolution.

He has collaborated with, and is co-author of, the chapters corresponding to the Dominican Republic in several legal guides, including *The International Comparative Legal Guide to: Securitisation (2007)*.

Roberto received his Bachelor of Laws, Summa Cum Laude, from Universidad Nacional Pedro Henríquez Ureña in 1978.



Ana Teresa Rizo
Arias

Job title: Managing partner
Location: Nicaragua
Number of years in practice: 20+
Main areas of M&A expertise: Business transfers, draft agreements, financing, due diligence, follow up post-M&A
Main sectors covered: Food and beverage, retails, energy sector, logistics, agribusiness
Admissions: The Supreme Court of Justice in Nicaragua
Geographical areas of focus: Clients worldwide with business in the Central American region
Languages: Spanish, English

Ana Teresa Rizo has advised international finance institutions on reviewing security structures and drafting agreements. She has also advised foreign investors in their corporate organisation to be used in Nicaragua as well as on regulatory issues. Her main areas of practice are banking, finance and insurance, corporate and commercial law, labour law and business immigration, project and infrastructure finance, M&A, taxes and fiscal planning, government procurement, technology, media and telecommunications.

Ana Teresa has participated in complex transactions, including due diligence and structuring transactions to acquire companies in different areas such as retail, distribution, telecommunication, and financial institutions. She acts as legal counsel to different local companies, dealing with day-to-day operations and taxes, labour and contracts.

She has also been involved in drafting and reviewing the Secured Transactions Law and Law on Leasing to be approved by the National Congress as well as in the discussions of the Law for the Promotion of Competition. Ana Teresa is involved in pro bono projects at the firm, working with the non-governmental organisation, Vital Voices, promoting and involving female attorneys of the Nicaraguan office in the mentoring and training of women entrepreneurs in different aspects of their business.



Ernesto Rizo Pallais
BLP

Job title: Partner
Location: Nicaragua
Number of years in practice: 25
Number of years of M&A experience: 25
Main areas of M&A expertise: Draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A, asset sales and purchases
Main sectors covered: Telecoms, pharmaceuticals, food and beverage, manufacturing, technology, energy, construction, retail, financial services, consumer
Admissions: Member, International Bar Association (IBA)
Geographical areas of focus: National and international clients in Central America, Latin America, US, Europe
Languages: English, Spanish, French



Jaime Robledo
Brigard Urrutia

Job title: Partner
Location: Bogotá, Colombia
Number of years in practice: 25
Number of years of M&A experience: 20
Main areas of M&A expertise: Acquisitions and disposals, mergers, shareholders agreements, board advisory in strategic transactions, hostile takeovers, and potential M&A disputes
Main sectors covered: Energy, financial services, industrial sector, retail, publicly listed companies, privatisations, M&A related to state-owned entities (SOEs)
Current number of M&A cases: Six
Admissions: Colombia, New York
Geographical areas of focus: Columbia, several jurisdictions of South and Central America
Languages: Spanish, English

Jaime Robledo generally acts as local counsel or counsel to sellers or buyers in M&A transactions involving the Colombian market. He also has experience with regional transactions involving several jurisdictions of South America or Central America.

His client base is widely arranged, having acted for strategic investors, private equity funds, institutional investors, family offices, government-owned entities, families and individuals in a wide variety of M&A transactions or strategic advisories.

Jaime has extensive board experience, having advised the board of directors of Ecopetrol, Grupo Sura, Celsia, Exito, and Cenit, among others.



Alfredo Rodríguez
Consortium Legal

Job title: Partner
Location: Guatemala
Number of years in practice: 42
Main areas of M&A expertise: Corporate tax, M&A, private equity investments, foreign investment
Main sectors covered: Food and beverage, financial services, real estate, pharmaceutical, manufacturing, startup sectors
Current number of M&A cases: Three
Admissions: College of Lawyers and Notaries of Guatemala
Geographical areas of focus: Foreign investment in Guatemala and Guatemalan investment abroad. Advisory services to individuals and family groups on estate and succession planning
Languages: Spanish, English



Mary Fernández Rodríguez
Headrick Rizik Álvarez & Fernández

Job title: Partner
Location: Dominican Republic
Number of years in practice: 43
Number of years of M&A experience: 38
Main areas of M&A expertise: Financing, draft agreements, business transfers, reorganisations, mergers
Main sectors covered: Intellectual property, alternative dispute resolution, corporate law, banking and financial law, foreign investment, litigation, labour law, international trade, environmental law, energy law, tax law, mergers and acquisitions, foreign investment, tourism, restructuring and insolvency, free trade zones
Geographical areas of focus: Dominican Republic, US
Languages: English, Spanish

Mary Fernández Rodríguez's professional practice has been widely recognised by leading legal directories, guides, chambers and associations.

She was recognised by the Association of Intellectual Rights (ASDIN) for her work on the 'Force of the Treaty WTO/TRIPS in Latin America and its contributions to research and health: case of Dominican Republic', and as one of the Women of Success by the American Chamber of Commerce of the Dominican Republic, in 2012.



Carlos José Rolim de Mello
Mello Torres

Job title: Partner
Location: Brazil, offices in São Paulo and Rio de Janeiro
Number of years in practice: 35+
Number of years of M&A experience: 25+
Main areas of M&A expertise: Acquisitions and disposals, corporate governance, hostile takeovers, business transfers, draft agreements, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A
Main sectors covered: Retail, healthcare, infrastructure, shipping, real estate, paper industry, financial services, dental industry
Current number of M&A cases: Five
Admissions: OAB-SP (Brazilian Bar Association – São Paulo)
Geographical areas of focus: São Paulo and Rio de Janeiro, The US, Europe (Italy, Netherlands)
Languages: Portuguese, English, Spanish

Carlos José Rolim de Mello is a recognised specialist in M&A, corporate governance and private equity throughout Brazil. He has participated in major and complex transactions in Brazil, such as the sale of BRF's dairy assets to Parmalat; the acquisition of Companhia Providência by a Blackstone funded company; and business combination between Hapvida and GNDI Grupo NotreDame Intermédica. Carlos has also advised several pharmaceutical companies on a variety of M&A, private equity in commercial transactions in the last couple of years.

Prior to opening Mello Torres, Carlos headed the M&A practice of Machado, Meyer, Sendacz e Opice Advogados where he stayed for over 20 years. His international experience includes working as an associate at Chadbourne & Parke LLP and at Skadden, Arps, Slate, Meagher & Flom LLP, both in New York.

Carlos is ranked by leading directories as an outstanding professional in his areas of practice.



Xavier Rosales
CorralRosales

Job title: Partner
Location: Ecuador
Number of years in practice: 25+
Number of years of M&A experience: 15+
Main areas of M&A expertise: Corporate restructuring, foreign investment in Ecuador, spin-off matters, cross-border M&A matters, due diligence, reorganisation and mergers, acquisitions and disposals, business transfer, agreements, joint ventures, post-M&A issues
Main sectors covered: Manufacturing, food and beverage, financial services, technology, oil and gas, energy, private equity, investment funds, pharma, healthcare, TMT, aviation, distribution and services, infrastructure, construction, insurance
Current number of M&A cases: 14 in 2023
Admissions: Ecuador
Geographical areas of focus: US, Europe, Latin America, Asia
Languages: Spanish, English

Xavier Rosales actively participates in forums and conferences relating to M&A matters, and regularly produces publications for national and international media.



Luis Ruiz
BLP

Job title: Founding partner
Location: Guatemala
Number of years in practice: 26
Number of years of M&A experience: 26
Main areas of M&A expertise: Draft agreements, financing, reorganisations and mergers, joint ventures, due diligence, transactions, post-M&A, assets sale and purchases
Main sectors covered: Telecoms, pharmaceuticals, food and beverage, manufacturing, technology, energy, construction, retail, financial services, consumer
Admissions: Board member and founding partner, Cámara Guatemalteca de la Propiedad Intelectual (CAMPI), member of Asociación Interamericana de la Propiedad Intelectual (ASIFI), International Trademark Association (INTA), International Bar Association (IBA), Center for the Defense of the Constitution of Guatemala (CEDECON), and the Guatemalan Bar Association (CANG), arbitrator at the Arbitration Center of the Chamber of Commerce of Guatemala (CENAC)
Geographical areas of focus: National and international clients in Central America, Latin America, US, Europe
Languages: English, Spanish



Rafael Salaberren Dupont
Salaberren & Lopez Sanson (SyLS)

Job title: Founding partner
Location: Argentina
Number of years in practice: 30
Number of years of M&A experience: 30
Main areas of M&A expertise: Acquisitions and disposals, business transfers, joint ventures, financing, reorganisations and mergers
Main sectors covered: Power, oil and gas, foods and beverages, real estate, agribusiness, technology, privatisations
Admissions: Buenos Aires Bar Association (Colegio Público de la Abogacía de la Capital Federal)
Geographical areas of focus: Argentina and Latin America
Languages: Spanish, English, French, Portuguese

Rafael Salaberren Dupont is one of the founding partners of SyLS. With 30 years in the practice of law, he is broadly recognised among the most prominent lawyers in Argentina in the field of corporate law and M&A. He is consistently recommended and awarded by the several specialised publications including *Legal 500*. He advises domestic and international companies, institutions and individuals in the structuring and development of investments, complex M&A and corporate finance transactions and business negotiations.

Before founding SyLS, Rafael was a partner in one the largest law firms in Argentina where he headed the corporate law and M&A department of the firm. He also worked for four years at White & Case, and then as an associate in the Latin American practice group in the Miami office (2001-03).

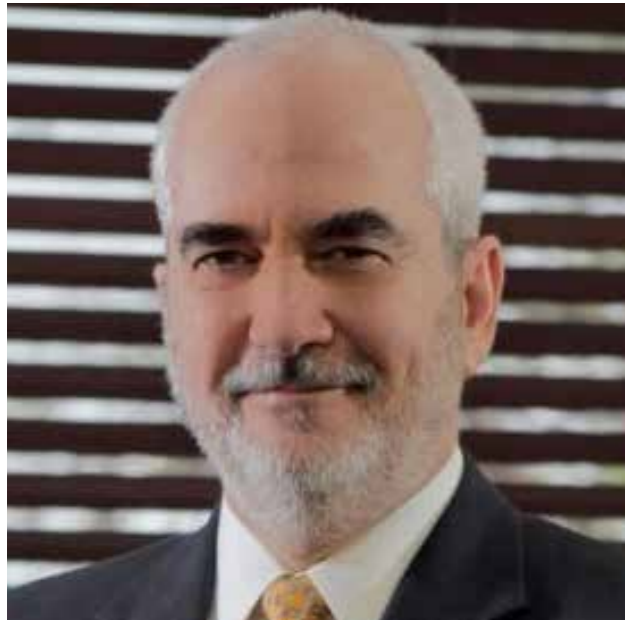
Rafael has taken part in several of the most relevant M&A transactions in Argentina over the past 30 years, representing domestic and international buyers and sellers. He was also engaged in several privatisation processes, structured and competitive M&A processes, debt restructurings, banking finance transactions, and project finance, among others.

He is currently the academic director and professor of the postgraduate program in M&A at the Universidad Torcuato Di Tella (UTDT) in Buenos Aires.



Oscar Samour
Consortium Legal

Job title: Partner
Location: El Salvador
Number of years in practice: 20
Number of years of M&A experience: 18
Main sectors covered: Corporate and M&A, banking and finance, dispute resolution
Current number of M&A cases: 15+
Admissions: El Salvador
Geographical areas of focus: Central America



Georges Santoni Recio
Russin, Vecchi & Heredia Bonetti

Job title: Managing partner

Location: Dominican Republic

Number of years in practice: 35

Main areas of M&A expertise: Corporate law, contract law, employment law, regulatory compliance, international law, litigation and due diligence, business transfers, draft agreements, financing, reorganisations and mergers, joint ventures

Main sectors covered: Technology, healthcare, financial services, consumer goods, energy and renewable energy, industrial, telecommunications, insurance, automotive, real estate, agriculture, among others

Geographical areas of focus: Dominican Republic

Languages: Spanish, English, French

Georges Santoni Recio, a distinguished lawyer at RV&HB, has had a notable career since joining the firm as a law clerk in 1980. As managing partner since 2000, his expertise encompasses foreign investment law, international trade, and more. A skilled litigator in civil and commercial cases, his multilingual abilities in English, French and Spanish uniquely position him to assist international clients in the Dominican Republic.

Georges' contributions include advising on structured finance transactions, M&A, real estate and government contracts, with a focus on renewable energy, financial services and technology law, among others. His proficiency in public tenders is noteworthy, and he has served as an expert witness in international arbitration involving Dominican civil law.

His educational background includes degrees from Universidad Nacional Pedro Henríquez Ureña and advanced certificates from the University of Wisconsin-Madison and L'Universite de Droit, Paris.

Renowned for his client-centred approach, Georges is praised as 'one of the best lawyers to work with'. He actively contributes to the Dominican educational system as a member of EDUCA and holds memberships in numerous legal associations. Georges is an esteemed author, with publications in agency and distributorship law, foreign investment and company law, contributing to renowned legal texts and journals.



Eric Scharf Taitelbaum
Sfera Legal

Job title: Attorney, founding partner

Location: San José, Costa Rica

Number of years in practice: 30

Number of years of M&A experience: 30

Main areas of M&A expertise: Due diligence (both for seller and buyer), reorganisations, joint ventures, mergers, all corporate documents required for M&A transactions, spearheading of all ancillary law practices required for M&A transactions apart from corporate, assistance with investment bankers and general strategy alongside investment bankers (before and after the transaction), negotiation of all types of contracts, before, during and after closing

Main sectors covered: Finance, tourism, insurance, STEM companies, education, vehicles and mobility, manufacturing, food and beverages, health, free trade zones, services

Current number of M&A cases: Three

Admissions: Costa Rica

Geographical areas of focus: US, Canada, Europe, Latin America

Languages: English, Spanish, Hebrew

Eric Scharf Taitelbaum is a member of several associations, including the Costa Rican Bar Association; International Insurance Society; Costa Rican Association of International Law; and Association for the Study of the Free Trade Agreement between Central America and the United States; and holds various positions in the Entrepreneurs Organization.

Eric is also a founding member of the Costa Rican Association of Insurance Law; Director of the Costa Rica-Israel Forum; founding member of the Costa Rica-Israel Chamber of Commerce and the Costa Rican Intefaitth Forum.

He holds an LLM in Insurance Law from Columbia University School of Law.



Paul Schnell

Skadden, Arps, Slate, Meagher & Flom

Job title: Partner

Location: New York, with prominent practice in Brazil

Number of years in practice: 40

Number of years of M&A experience: 40

Main areas of M&A expertise: M&A, private equity, corporate governance, corporate, shareholder activism, hostile takeover preparedness

Main sectors covered: Healthcare, transportation, consumer, industrial and infrastructure, financial institutions and insurance, private equity and family office, technology, media and telecom, services, sovereigns

Admissions: New York

Geographical areas of focus: US, Latin America, Europe, Asia and the Middle East, including all of the BRIC countries

Languages: English

Paul Schnell has advised on many of the most significant M&A transactions over the last several decades. He is consistently involved each year in dozens of transactions, many having a value in excess of \$1bn. Altogether, Paul has advised on deals with an aggregate value of over US\$1tn in recent years.

Paul co-chairs the firm's Latin America practice; coordinates the firm's worldwide healthcare practice; and is active in all sectors of the industry, including pharmaceuticals, services, medical devices and life sciences.

He also writes and lectures frequently on M&A, corporate governance, private equity and international finance. Paul has been a guest teacher at a number of law schools, including Columbia Law School, Harvard Law School, University of Pennsylvania Law School and Vanderbilt University Law School.

Paul serves in leadership positions at numerous educational, arts, social justice and other not-for-profit organisations.



Jaime Senior

Headrick Rizik Alvarez & Fernández

Job title: Partner

Location: Dominican Republic

Number of years in practice: 19

Number of years of M&A experience: 19

Main areas of M&A expertise: Due diligence, financing, draft agreements, business transfers, reorganisations, mergers

Main sectors covered: Aeronautics law, banking and finance law, corporate law, energy law, foreign investment, industrial free zone, international trade and commerce, M&A, mining law, tax law, tourism

Admissions: New York

Geographical areas of focus: Dominican Republic, US

Languages: English, Spanish

In his practice, Jaime Senior regularly counsels foreign and domestic clients on mergers and acquisitions, the negotiation of all types of commercial agreements, tax matters, financings and corporate reorganisations as well as tourism and industrial free zones investments. Additionally, Jaime is experienced in the supervision and strategy of dispute resolution matters, with an emphasis on disputes related to foreign investment.



Rodrigo Taboada
Consortium Legal

Job title: Partner

Location: Nicaragua

Number of years in practice: 26

Number of years of M&A experience: 26

Main areas of M&A expertise: Due diligence processes, joint ventures, transfer of assets, finance, M&A

Main sectors covered: Banking, mining, energy, free trade zones, retail

Current number of M&A cases: Two.

Admissions: Admitted by the Supreme Court of Chile and the Supreme Court of Nicaragua

Geographical areas of focus: International companies interested in the acquisition of local entities or assets, sellers in disposal processes.

Languages: Spanish, English

Rodrigo Taboada has been involved in several notable transactions; he assisted GE Finance in the acquisition of a majority stake of Banco de America Central Group in Nicaragua; advised Citibank in the acquisition of Banco Uno in Nicaragua; assisted a Canadian investor in the acquisition of a gold mine located in Nicaragua; advised Grupo Pellas in the acquisition of Banco Avanz in Nicaragua; assisted a Canadian investor in a joint venture with a gold mine in Nicaragua; and carried out due diligence and finance of a mine operation in Nicaragua.



Juan Tagle
Prieto Abogados

Job title: Partner

Location: Chile

Number of years in practice: 25

Number of years of M&A experience: 25

Main areas of M&A expertise: Mergers and acquisitions

Main sectors covered: Energy and natural resources, retail, food and wines, insurance, construction, mortgage loans and subsidised housing leasing businesses

Admissions: Member, Chilean Bar Association

Languages: Spanish, English

Juan Tagle is the head of the M&A practice at Prieto. He actively participates in M&A transactions in a diverse range of industries, representing both domestic and foreign clients, and participating in diverse cross-border operations.

Juan has a robust energy and natural resources practice, providing solid support for M&A transactions in this sector. Additionally, he is well-known for his expertise in M&A activities related to the retail sector, including supermarkets, convenience stores, drugstores, health and beauty stores, clothing stores, hardware and home improvement, as well as the food and wines sector, among others.

In 2023, he participated in relevant transactions within the insurance, construction, mortgage loans and subsidised housing leasing businesses.

Juan earned his law degree from the Pontificia Universidad Católica de Chile in 1990 and studied for a postgraduate degree at the University of Chicago, US (LLM, 1997). He is a member of the board of directors of the ProBono Foundation.



Patricio Trad
Mijares, Angoitia, Cortés y Fuentes

Job title: Partner
Location: Mexico City, Mexico
Number of years in practice: 30
Number of years of M&A experience: 30
Main areas of M&A expertise: Mergers and acquisitions, buyouts, joint ventures and divestitures, securities regulation, corporate and structured finance, infrastructure, energy and general corporate law
Main sectors covered: Energy and infrastructure, consumer products, financial services, private equity, manufacturing, industrial services
Current number of M&A cases: 15
Admissions: Mexico
Geographical area of focus: Mexico
Languages: English, Spanish

Patricio Trad is a leader in the M&A and capital markets field, considered a corporate finance all-rounder with broad experience in corporate transactions and structured finance matters.

He is a highly regarded practitioner in M&A and energy practice areas, with experience in mergers and acquisitions, buyouts, joint ventures and divestitures, securities regulation, corporate and structured finance, infrastructure, energy and general corporate law.

Patricio regularly advises issuers in diverse local and cross-border tender offers, acquisitions, buyouts and joint ventures, advising both buyers and sellers, institutional investors and private equity investors in different industries, including regulated industries and public companies.

He has collaborated in a variety of debt and equity issuances in the Mexican market and routinely advises diverse Mexican and foreign banks in lending transactions to Mexican companies and regulatory matters.



Oscar Trelles
Cuatrecasas

Job title: Partner
Location: Lima, Peru
Number of years in practice: 20
Number of years of M&A experience: 20
Main areas of M&A expertise: Corporate, M&A, private equity
Main sectors covered: Energy, healthcare, mining, infrastructure and industrial
Admissions: Lima Bar, New York Bar
Geographical areas of focus: Peru and cross-border transactions through the Americas
Languages: Spanish, English

Oscar Trelles heads Cuatrecasas' M&A Latin America practice and is the managing partner of the Lima office. He advises public and private companies and private equity investors on a wide range of cross-border matters, including M&A transactions, special situations, joint ventures and corporate mandates.

Oscar has particular experience advising strategic and financial investors in transactions in Peru and across Latin America in the mining, energy, healthcare, manufacturing, agriculture, hospitality, software, technology and infrastructure sectors. He earned his LLM from Harvard Law School in 2007 and his JD from Pontificia Universidad Católica del Perú in 2003.

He is admitted to practise in Peru and New York, and lectures on M&A and private equity at leading universities in Peru.

Ulises Cabrera

Powerlist inclusions

- José Cruz Campillo (p88)

Key individuals

- Ulises Cabrera López (p90)
- Mónica Villafaña (p91)
- Heiddy Moronta (p92)
- Maricell Silvestre (p93)
- Katherine Stefan (p94)
- Melissa Brito (p95)
- Rafael De La Cruz (p95)

Business message

Boasting over 57 years of experience, Ulises Cabrera stands as a reliable entity in the legal market, renowned for our expertise, acknowledged track record, and ethical standing. We offer a comprehensive range of legal services to our clients, encompassing corporate-commercial matters, foreign investment, M&A, project development, acquisition finance, tax, family business and estate planning, financial markets, AML, public procurement, agency and distribution, energy, renewable energy, environment, antitrust, fintech, data privacy and digital law. Our versatile corporate team skillfully navigates complex transactions across diverse industries, including manufacturing, free zones, pharmaceuticals, medical devices, banking and finance, insurance, real estate and tourism, mining, agriculture, technology, fintech, startups, BPOs, retail, and more.

Ulises Cabrera's recent accomplishments include advising a prominent international collection company on establishing a BPO and call centre

under the free zone regime; providing strategic legal support to Siemens Mobility for the expansion of the Santo Domingo Metro Line 1; guiding AERODOM on an unprecedented renegotiation and a 30-year extension of the concession agreement with the Dominican state to operate eight Dominican airports, valued at over \$2bn; and aiding Gildan Activewear in expanding its local operations with a new sewing facility plant classified as a free zone company.

At Ulises Cabrera, we prioritise value addition, unmatched responsiveness, and efficient management of clients' external legal budgets. Our clients highly value our availability and systematic approach. In July 2023, we took pride in announcing our affiliation as the exclusive representative in the Dominican Republic of Alliot Global Alliance, an international network of law and auditing firms with over 215 member firms in 300 cities across 95 countries. This alliance bolsters our capacity to assist member firms worldwide with interests in the Dominican Republic.

Ulises Cabrera

EST. 1966



José Cruz Campillo

Ulises Cabrera

Job title: Managing partner

Location: Santo Domingo, Dominican Republic

Number of years in practice: 36

Number of years of M&A experience: 36

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A

Main sectors covered: Foreign investment, corporate law, free zones, agency and distribution, retail, labour, intellectual property law, telecommunications, transportation, aviation

Current number of M&A cases: Five

Admissions: Dominican Republic

Geographical areas of focus: Dominican Republic, the US, Canada, Australia, Costa Rica, Panama, France, England

Languages: Spanish, English

José Cruz Campillo is the managing partner of Ulises Cabrera. Prior to his current role, he dedicated five years to an international law firm's local office in the Dominican Republic, initially as a senior associate before advancing to partner, leading the corporate and business practice. He later co-founded a law firm with a global presence.

Earlier in his career, José held various managerial positions at the largest telecommunications company in the Dominican Republic, where he notably contributed to the General Telecommunications Bill as the ITU Working Group's Focal Point. This pivotal work culminated in the enactment of the General Telecommunications Law 153-98, along with its regulations on Interconnection, National Numbering Plan, Signaling, and Routing. He also played a vital role in negotiating the company's Telecommunications Concession with the Dominican state.

José is a member of Alliot Global Alliance's Advisory Committee for Latin America and the Caribbean; American Bar Association (ABA) – international associate; the International Bar Association (IBA); Dominican Association for Intellectual Property (ADOPI); and a member of the board of directors of the Canadian Chamber of Commerce of the Dominican Republic (CANCHAM).

He is also a member of the legal committee of the American Chamber of Commerce of the Dominican Republic (AMCHAMRD); board legal counsel of Carol Morgan School; and a member of Carol Morgan School's policy committee.

In conversation with...

Could you speak about some of your most memorable cases? What qualities did you bring to the table, and what did that process teach you?

Early in my career, I was involved in the acquisition of RCA Global Communications by Compañía Dominicana de Teléfonos, C. por A. (CODETEL) (currently Claro Dominicana) – a pivotal M&A transaction that stands out as a landmark experience. It was my initiation into the world of significant M&A transactions, concluding in Washington, US, with a remarkable team from both entities.

Engaging with Air Liquide, a company at the forefront in gas, technology and healthcare services, presented another noteworthy endeavour. This case, along with my initial foray into M&A transactions, was profoundly instructive. It underscored a fundamental truth: the breadth of what remained to be learned was vast. In the legal profession, every case and process is a gateway to new knowledge. This experience solidified my understanding that our expertise represents just a sliver of the expansive tapestry of knowledge. Ignoring

the vastness of this knowledge spectrum can compromise the success of a transaction.

In a noteworthy engagement with a tobacco company, I delved deeply into the industry's intricacies; from the cultivation process to understanding the key industry figures, the critical role of the leaves selected for wrapping the tobacco, the meticulous blending needed to perfect the flavour profile, and the pivotal importance of the cigar bands. This experience underscored the essence of continuous learning in legal practice. It is imperative to venture beyond traditional legal boundaries, enabling effective communication in the client's vernacular and fostering a comprehensive understanding of the multifaceted implications for businesses during legal proceedings. This approach solidifies a lawyer's role as a trusted adviser, well-versed in the client's industry and operational nuances.

What is your approach towards minimising labour and employment law issues during M&A transactions, such as employee transfers and redundancies?

Navigating employee transitions during M&A transactions involves two critical considerations within our legislative framework. First, the termination of employment can carry substantial legal consequences, making the transfer of employees a more favourable strategy. Nonetheless, it is crucial to remain vigilant about potential risks – particularly the possibility of litigation from employees over any discrepancies or unpaid dues arising from the merger process. This cautious approach ensures a smoother transition while mitigating legal exposure.

The human resources department is pivotal in assessing role redundancies when integrating an acquired company. Such evaluations are usually conducted at the discretion of the acquiring company. Throughout this process, HR is tasked with making critical decisions regarding which employees will be retained and which will be let go, ensuring the alignment of staffing with the strategic goals and operational needs of the newly merged entity.

When a company faces dissolution, a distinct procedure unfolds. This process entails a thorough examination of the payroll, concluding the operational activities, and executing the necessary employee terminations. Subsequently, the affected employees are formally detached from the social security system (TSS) and transitioned to the roster of the entity assuming responsibility for their employment, ensuring a structured and compliant transfer within the legal framework.

Given the complexity of M&A processes, how important is a multidisciplinary approach for a successful practice, in your view? What are some of the other disciplines that have helped you gain useful insights and enriched your practice when it comes to M&A?

A lawyer's journey is one of perpetual learning, embracing new knowledge and perspectives throughout their career. This commitment to education is foundational, not just in legal principles, but in understanding the nuances of those we serve. Recognising the needs and viewpoints of our target audience, be they decision-makers, influencers or key stakeholders, is essential for effective advocacy and counsel. This deep understanding enables us to tailor our strategies and communications to resonate more effectively with those we aim to influence or represent.

For a lawyer, being well-versed and receptive to exploring a broad spectrum of subjects is imperative. Limiting oneself to a narrow field of knowledge can impede professional advancement. The pursuit of continuous learning, encompassing areas beyond the legal domain, is crucial. This approach not only facilitates personal development but also cultivates a balanced perspective, fostering informed decision-making and the ability to judiciously navigate complex situations. Embracing a culture of ongoing education, stepping beyond familiar boundaries, is essential for a lawyer's growth and effectiveness.

Can you discuss any recent changes or trends in telecommunications regulations that have impacted M&A deals?

The telecommunications industry has experienced a profound transformation due to the pandemic, with a notable shift from in-person interactions to video conferencing. This adaptation has enabled teams from different geographical locations to collaborate seamlessly without the logistical constraints of travel, significantly enhancing collective efficiency and connectivity. This evolution in communication methods underscores the sector's resilience and adaptability in maintaining operational continuity and fostering collaboration in a rapidly changing environment.

In terms of regulatory changes, there has not been a direct impact on the telecommunications sector. However, the increasing reliance on digital communication has naturally led to a broader trend towards simplifying everyday life through technology. This shift has necessitated a gradual evolution in legislation to adapt to the digital era. Consequently, we have witnessed amendments to existing laws and codes designed to better accommodate technological advancements and validate consents obtained via digital platforms, ensuring legal processes remain robust in the face of technological integration.

What is the impact of export-free zones and duty frees on the structuring and negotiation of international M&A transactions?

The focus of Dominican Republic's export-free zones is predominantly on manufacturing and service-oriented activities. Within this framework, it is possible for a corporation, via its parent entity, to undertake the acquisition and subsequent integration of another business. In the context of the Dominican Republic, these entities often function as either subsidiaries or branches of international corporations. The impact these transactions have is significantly shaped by the strategic directives of the parent company, guiding how operations are structured and managed within export-free zones. ■





Ulises Cabrera López
Ulises Cabrera

Job title: Founding partner

Location: Santo Domingo, Dominican Republic

Number of years in practice: 64

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A

Main sectors covered: Corporate and commercial law, litigation, probate and wills, contracts, agency and distribution under Law 173, public procurement, real estate law, administrative law, mediation and alternative dispute resolution

Admissions: Dominican Republic

Geographical areas of focus: Dominican Republic, the US, Australia, Costa Rica, Panama, France, England

Languages: Spanish, English

Dr Ulises Cabrera, founding partner of Ulises Cabrera, boasts over 50 years of legal experience. His reputation is built on ethical and responsible practice, and he adeptly navigates the realms of corporate law, real estate, family law, and litigation. Ulises stands out as an exceptional corporate and commercial lawyer, earning recognition from both clients and peers for his unwavering commitment to ethical values. He remains at the forefront of the Dominican Republic's ever-evolving legal landscape.

Ulises' accomplishments extend beyond traditional legal practice; as a contract and consortium lawyer, he has facilitated the execution of private and governmental projects; in family businesses, he serves as a mediator, ensuring smooth transitions across generations and minimising conflicts. His advisory role extends to major national and multinational corporations, guiding them through complex processes and supporting local and foreign non-profit organisations.

Notably, Ulises played a pivotal role in shaping legal frameworks. He contributed significantly to the establishment of the Social Security Law in 2001. Additionally, he led legal efforts in the Port Improvement and Rehabilitation Programme (DR-0028), sponsored by the Inter-American Development Bank (IDB). Furthermore, he advised the Dominican state during the enactment of the General Electricity Law 125-01, facilitating private investment in this crucial service.

Ulises' legacy is one of expertise, integrity and forward-thinking leadership in the legal domain.



Mónica Villafaña
Ulises Cabrera

Job title: Partner

Location: Santo Domingo, Dominican Republic

Number of years in practice: 19

Number of years of M&A experience: 19

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A

Main sectors covered: Corporate and commercial law, contracts, agency and distribution, free trade zones, tax law, mining, energy, competition law, acquisitions, mergers and spin-offs, international trade law, foreign investment, public procurement, non-profit organisations, data privacy

Admissions: Dominican Republic

Geographical areas of focus: Dominican Republic, the US, Australia, Costa Rica, Panama, France

Languages: Spanish, English, French

Mónica Villafaña has over 17 years of experience in business law, and also assists clients in the areas of free trade zones, agency and distribution, energy, mining and public procurement. She represents leading multinational and international companies in legal matters related to corporate and commercial law, contracts, agency and distribution, free trade zones, tax law, mining, energy, competition law, acquisitions, mergers and spin-offs, international trade, foreign investment, public procurement and non-profit organisations.

Mónica also played a relevant role in the process of implementation and modification of Law 479-08 on Corporations, a very important change of law in corporate law in the Dominican Republic.

She is a member of Asociación Nacional de Jóvenes Empresarios (ANJE); the Dominican Bar Association; Hispanic National Bar Association (HNBA); and former president of the legal committee of Cámara de Comercio e Industria Franco-Dominicana, (2022-24).

Mónica is an active member of several commissions created by the Executive Branch and civil society organisations to study and implement the Companies Law and propose its amendments (Law 31-11). She is also an active member of commissions created for the study and proposal of legislation for commercial restructuring and Civil Code, among other legislative initiatives.



Heiddy Moronta
Ulises Cabrera

Job title: Partner

Location: Santo Domingo, Dominican Republic

Number of years in practice: 22

Number of years of M&A experience: 22

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A

Main sectors covered: Project finance, foreign investment, banking regulation, insurance law, free trade zones, environmental law, energy, mergers and acquisitions, corporate law, contracts, immigration, Prevention of Money Laundering and Terrorist Financing (PLAFT), corporate governance, regulatory compliance

Admissions: Dominican Republic

Geographical areas of focus: Dominican Republic, the US, Australia, Costa Rica, Panama, France, England

Languages: Spanish, English

Heiddy Moronta has over 20 years of experience, specialising in project financing, foreign inversion, banking regulation, insurance law, environmental law, energy law, free zones, economic regulation, and corporate law.

She represents leading organisations in legal matters related to project financing, foreign investment, banking regulation, insurance law, free zones, environmental law, energy, acquisitions, mergers, corporate law, contracts, immigration, Prevention of Money Laundering and Financing of Terrorism (PLAFT), corporate governance and regulatory compliance.

Heiddy led the group of lawyers that represented a Canadian entity in the acquisition of a Dominican company for an approximate amount of US\$400m.



Maricell Silvestre
Ulises Cabrera

Job title: Senior associate

Location: Santo Domingo, Dominican Republic

Number of years in practice: 22

Number of years of M&A experience: 22

Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A

Main sectors covered: Corporate law, business law, foreign investment, compliance, offshore corporate vehicles, adaptation, transformation, dissolution, mergers, acquisitions and spin-offs, corporate governance, statutory audit, business structures, family businesses, public contracting law, heritage organisation, real estate law, family law

Admissions: Dominican Republic

Geographical areas of focus: Dominican Republic, the US, Australia, Costa Rica, Panama, France, England

Languages: Spanish, English

Maricell Silvestre joined Ulises Cabrera in 2022 as senior associate of the business, corporate and compliance department. Active since 2002, her professional practice focuses on corporate law; business law, with emphasis on corporate structures; offshore corporate vehicles; company reorganisation processes (adaptation, transformation, dissolution, mergers, acquisitions and divisions); constitution and operational planning of both national and foreign commercial companies; contracts; corporate governance; legal audit; business structures; family businesses; patrimonial organisations; real estate law and practice in regulated sectors.



Katherine Stefan
Ulises Cabrera

Job title: Associate
Location: Santo Domingo, Dominican Republic
Number of years in practice: 21
Number of years of M&A experience: 21
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A
Main sectors covered: Corporate and commercial law, business law, contracts, international trade, public contracts, regulatory compliance, environmental law
Admissions: Dominican Republic
Geographical areas of focus: Dominican Republic, the US, Australia, Costa Rica, Panama, France, England
Languages: Spanish, English

Katherine Stefan joined Ulises Cabrera in 2022 as an associate in the business, corporate and compliance department. With over 20 years of legal practice, Katherine specialises in business and corporate law. She also provides expert guidance in free zones, real estate, environmental law and public contracting.

Katherine has assisted numerous foreign professionals in obtaining work residencies to serve local companies, as well as foreign investors seeking residence in the country.



Melissa Brito
Ulises Cabrera

Job title: Associate
Location: Santo Domingo, Dominican Republic
Number of years in practice: Five
Number of years of M&A experience: Five
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A
Main sectors covered: Fintech, corporate and commercial law, business law, non-profit organisations, inheritance and contracts, fintech
Admissions: Dominican Republic
Geographical areas of focus: Dominican Republic, the US, Australia, Costa Rica, Panama, France, England
Languages: Spanish, English

Melissa Brito's practice focuses on corporate business law, assisting clients in the development of business structures and new businesses applied to current affairs; corporate, contractual and tax exemption matters; and in inheritance issues and their implications in the corporate environment.

With more than five years of experience in these areas, she also provides the necessary support to companies with diverse business activities and their applications in the Dominican Republic.



Rafael De La Cruz
Ulises Cabrera

Job title: Junior associate
Location: Santo Domingo, Dominican Republic
Number of years in practice: Three
Main areas of M&A expertise: Acquisitions and disposals, business transfers, draft agreements, financing, reorganisations and mergers, due diligence, transactions, post-M&A
Main sectors covered: Corporate and commercial law, business law, compliance, non-profit organisations, immigration, successions
Admissions: Dominican Republic
Geographical areas of focus: Dominican Republic, the US, Australia, Costa Rica, Panama, France, England
Languages: Spanish, English

Rafael De La Cruz is a junior associate at Ulises Cabrera. His professional practice focuses on corporate business and compliance issues, particularly tax matters, development of business structures, succession matters, immigration, free zones, compliance and real estate transactions.

He also has experience in environmental processes and intellectual property.



Gerardo Varela
Cariola Díez Pérez-Cotapos

Job title: Partner

Location: Chile

Number of years in practice: 34

Number of years of M&A experience: 34

Main areas of M&A expertise: Mergers and acquisitions, joint ventures, competition matters, due diligences, transactions, post-M&A

Main sectors covered: Electricity, aquaculture, retail, agro, education, dairy, engineering, healthcare

Geographical area of focus: Chile

Languages: Spanish, English

Gerardo Varela is a member of Sofofa and president of Sociedad Nacional de Oleoductos (Sonacol). He was a member of the Ethics Tribunal of the Bar Association; president of the Observatorio Judicial de Libertad y Desarrollo; president of Soprole; and Minister of Education of the government of President Sebastián Piñera. Gerardo is a columnist at *El Mercurio* newspaper.

He has been recognised as a leading lawyer in various legal directories, including *Legal 500*.



José Visoso
Galicia Abogados

Job title: Co-managing partner

Location: Mexico City

Number of years in practice: 30+

Number of years of M&A experience: 30+

Main sectors covered: Corporate M&A, banking and finance, private equity, ESG

Current number of M&A cases: 25+

Geographical areas of focus: Mexico, Latin America, Asia, the US

Languages: Spanish, English

José Visoso co-heads Galicia Abogados' M&A and private equity group. His professional practice focuses on M&A, financings and real estate projects. He has acted as legal adviser to institutional investors and local and international corporations in complex acquisitions, and also advises financial institutions on their lending activities in Mexico.

José is an active officer on the Latin American Regional Forum of the International Bar Association. He is recognised in the *Legal 500 Latin America* Hall of Fame for Corporate and M&A. He was also recognised as Lawyer of the Year at the *Legal 500 Mexico* Awards.

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