

## 2026 Latin American Regional Seminar

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August 19-21 | Offices of Von Wobeser y Sierra, S.C. | Mexico City, Mexico

### WEDNESDAY 19 AUGUST 2026

17.30 – 22.00

#### WALKING TOUR, WELCOME RECEPTION AND DINNER AT AZULÍSIMO [Azulísimo](#) – Venustiano Carranza 72, Centro Historico de la Ciudad de México

Welcome to Mexico City! Please join your colleagues for a tour, cocktail reception and dinner in Downtown Mexico City. Vans will transport guests downtown and dropped off at Palacio de Bellas Artes, where the group will enjoy the exterior of one of Mexico City's most iconic landmarks.

Weather permitting, the preferred option is a guided walking tour along the emblematic Calle de Madero, beginning at Bellas Artes and continuing toward the Historic Center. Along the route, guests will be introduced to the city's three major historical phases — pre-Hispanic, colonial, and independent Mexico — through the exterior interpretation of some of its most representative buildings. Sites include Casa de los Azulejos, Casa de Agustín de Iturbide, Casa Borda, the Zócalo, the Metropolitan Cathedral, the Gran Hotel de la Ciudad de México, and the Correo Francés, before arriving at our dinner location, Azulísimo. In case of rain, the alternative option is a panoramic vehicle-based tour.

The group will enjoy a traditional Mexican dinner at **Azulísimo**, a venue that offers a vibrant setting in the heart of the Historic Center, ideal for an immersive introduction to Mexico City's culture, gastronomy, and atmosphere.

**Transportation:** Vans will depart from the esplanade of the National Auditorium (across the street from the Hyatt Regency) to take us downtown at 17.30.

**Attire:** Business Casual attire. Comfortable walking shoes.

### THURSDAY 20 AUGUST 2026

8.00 – 11.00

#### PROGRAM SESSIONS WITH LIGHT BREAKFAST (WITH CLIENTS)

Board Room (Sala de Consejo) Floor 21- Offices of Von Wobeser y Sierra, S.C.  
Campos Eliseos 204, Torre SOMA Chapultepec, Polanco

**Transportation:** Access in on Arquimedes 10, Polanco (2 min. walk from the Hyatt valet area to Torre SOMA lobby entrance)

**Attire:** Business attire, jacket or blazer is recommended.

8.00 – 8.15

#### WELCOME COFFEE & REGISTRATION

8.15 – 8.30

#### WELCOME REMARKS

**Pablo Melhem**  
*Chair, LatAm Regional Group*  
GFM ABOGADOS  
Buenos Aires, Argentina

**Katharina Roehr Kiessling**  
*Host Firm*  
VON WOBESER Y SIERRA, S.C.  
Mexico City, Mexico

8.30 – 9.15

**A NEW PLAYBOOK FOR INVESTING & DOING BUSINESS IN LATAM**

The 2026 landscape has officially moved from unpredictable to radically reshaped. With the "America First" doctrine resurgence, the old playbook for cross-border investment is effectively obsolete. This isn't a policy briefing, but a boots-on-the-ground discussion with and for lawyers who are closing deals, managing regulatory risk, and fighting disputes in this new era. While the U.S. leans into a "Monroe Doctrine 2.0" stance, several LATAM nations are pivoting, hunting for strategic autonomy through new global alliances. Our panel of experts from across the Americas will cut through the noise to discuss how they are pricing risk and protecting assets when trade routes and political loyalties are shifting by the week. The discussion will cover issues like:

- The Exit Strategy for U.S. Reliance: A look at how firms are advising clients to hedge their bets by leveraging new trade partnerships outside the U.S. orbit.
- Nearshoring Reality Checks: Moving operations to Mexico or the Southern Cone sounds great in a brochure, but what are the actual legal and infrastructure bottlenecks stopping deals from crossing the finish line?
- The Investment Pivot: Beyond traditional M&A—how to structure deals in sectors like energy and tech when "national security" is the new regulatory gatekeeper.
- Disputes in a Polarized World: How to shield your clients when sudden trade wars or "regulatory ripples" threaten to wipe out investment value overnight.



**Luis Burgueño**  
*Moderator*  
VON WOBESER Y  
SIERRA  
Mexico City, Mexico



**Pablo Melhem**  
GFM ABOGADOS  
Buenos Aires,  
Argentina



**Marta Rodrigues**  
L.O. BAPTISTA  
ADVOGADOS  
São Paulo, Brazil



**Edward T. Hayes**  
LEAKE ANDERSSON  
New Orleans,  
Louisiana, USA

9.15 – 9.30

**BREAK**

9.30 – 9.45

### WHAT IS ALFA INTERNATIONAL AND HOW CAN IT BENEFIT MY COMPANY?

ALFA International is a global network of independent law firms that can assist clients with a variety of legal needs. ALFA International CEO, Jessica Zaroski Bauer, will provide a brief overview of the network and representatives from the various Latin American member firms will be in attendance to answer questions clients have regarding jurisdiction-specific concerns.



**Jessica Zaroski Bauer**  
*Chief Executive Officer*  
ALFA INTERNATIONAL  
Chicago, IL, USA

9.45 – 10.30

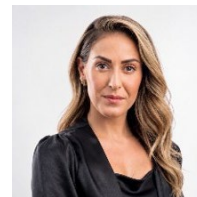
### TRUTHS AND MYTHS ABOUT TECHNOLOGY & LEGAL WORK: THE CLIENT'S PERSPECTIVE

It's time to stop guessing. In this session, we're inviting General Counsel to tell us exactly what's working and what's failing in their relationships with outside firms in this fast-paced environment. These in-house leaders will share how they are using technology to bypass traditional "legal speed" and demand a new level of efficiency. They will also offer an honest perspective on how they judge a law firm's preparedness to meet these new standards. To round out the roadmap, we will hear insights from a leading AI provider to help inform future decisions. This is the blueprint for the 2026 law firm: less posturing, more performance, and a total rethink of what "value" looks like in a tech-first environment. The discussion will be moderated by Marcela Calderón, special counsel for Legal Operations and Innovations of Von Wobeser y Sierra. The discussion will cover issues including:

- The AI Team Hack: How GCs are using tech to meet budget demands and how the team structure is adapting to change.
- Playing a New Game: how the best firms are winning business by proving they can do the work faster and smarter than the competition.
- A "Cheat Sheet" of Best Practices: Real-life examples of outside counsel who have successfully moved from "trying AI" to actually integrating it into their DNA to solve client headaches.



**Marcela Calderón**  
*Moderator*  
VON WOBESER Y  
SIERRA  
Mexico City, Mexico



**Mariel Martínez Zárate**  
HARVEY AI  
*Legal Engineer &  
Founding Member of  
the Mexico City Office*  
Mexico City, Mexico

*To ensure a dynamic and relevant discussion, this panel will feature selected Von Wobeser clients with a Latin American focus. Final speakers to be confirmed.*

10.30 – 11.00

### NETWORKING TIME BEFORE CLIENT DEPARTURES

11.00 – 12.30

### LATIN AMERICAN REGIONAL MEETING

During this session, ALFAI's new LatAm member firms will be introduced. The group will also discuss the recruitment of new members and current prospects and marketing efforts. Additionally, we will discuss the ALFA International Client Seminars to provide the LatAm group with a clear understanding of their scope and objectives. Our goal is to encourage member firms to invite clients and to promote active participation from the entire LatAm region in these events, highlighting the significant strategic benefits they offer. This session is intended to be an open forum discussion, so please come ready to express your thoughts and collaborate!

13.00 – 15.00

### LUNCH

[La Unica](#) – Anatole France 98, Polanco

La Única is an innovative concept of a contemporary Mexican cantina, with an extensive surf and turf menu inspired by the regional cuisines of the Pacific coast and the north of the country.

*Transportation:* La Unica is a 15-minute walk from the office.

15.00 – 18.00

### FREE TIME TO EXPLORE MEXICO CITY

18.30 – 20.00

### COCKTAIL RECEPTION AT THE OFFICES OF VON WOBESER Y SIERRA, S.C.

Board Room (Sala de Consejo) Floor 21- Offices of Von Wobeser y Sierra, S.C.  
Campos Eliseos 204, Torre SOMA Chapultepec, Polanco

Join us for a cocktail reception before dinner where wine, tequila, mezcal and small bites will be served.

*Transportation:* Access in on Arquimedes 10, Polanco (2 min. walk from the Hyatt valet area to Torre SOMA lobby entrance)

*Attire:* Business Casual attire.

20.30 – 22.30

### DINNER AT BLANCO CASTELAR

[Blanco Castelar](#) - Av. Emilio Castelar 163, Polanco

Blanco Castelar is a gathering place where gastronomy, culture, art, music, design, and mixology come together as one.

*Transportation:* Blanco Castelar is a 15-minute walk from the Hyatt Regency hotel and Von Wobeser's offices. The group will walk as a group from the cocktail reception to dinner.

FRIDAY 21 AUGUST 2026

9.00 – 17.30

**OPTIONAL CULTURAL DAY TOUR & LUNCH**

**9.00:** Attendees depart the Hyatt Regency Mexico City via coach for a cultural experience in the Museo Frida Kahlo, Coyoacán, and San Ángel.

**10.00 – 11.30: Visit to Museo Frida Kahlo**

The Frida Kahlo Museum, also known as “La Casa Azul” (The Blue House), is Frida Kahlo’s private home. She spent most of her life here, first with her family and, years later, with Diego Rivera. It offers a look into Frida’s life, displaying her personal belongings, clothing, and some of her famous artworks. It is an intimate museum that gives visitors a deeper understanding of the artist’s world.

**11.30 – 12.30: Walking Tour in Coyoacán**

Following the museum visit, guests will enjoy a guided walking tour through Coyoacán, one of Mexico City’s most charming and historic neighborhoods. Along the way, they will explore its plazas, streets, and cultural landmarks while learning about its colonial heritage, artistic legacy, and enduring role in the city’s identity.

**12.30 – 12.40: Transfer to San Ángel**

Guests will be picked up in Coyoacán and driven approximately 10 minutes to the entrance of San Ángel.

**12.40 – 14.00: Walking Tour in San Ángel**

Upon arrival, guests will continue with a guided walk through the cobblestoned streets of San Ángel, discovering its colonial architecture, artistic heritage, and distinctive atmosphere as one of Mexico City’s most elegant neighborhoods.

**14.30 – 17.00: Lunch at San Ángel Inn**

**[San Ángel Inn](#) – Diego Rivera 50, San Ángel Inn**

Located within a former 17th-century colonial hacienda, the restaurant preserves the essence of the colonial era and offers an experience that combines history and haute Mexican cuisine.

**17.00 - 17:30: Vans Return to Hyatt Regency Mexico City**

*Attire:* Casual attire.

21.30 – 2.00

**NIGHT OUT AT MYST**

Show at [MYST](#) - Foro Totalplay- Ejército Nacional Mexicano 843, Granada

As an optional activity, we have arranged for a special group outing to see the spectacular show **MYST**, a live musical experience with over 40 performers on stage, a live orchestra, and more than 100 hits that will make you sing, dance, and relive your best memories. We invite you to join us for an unforgettable evening of entertainment, joy, energy, and nightclub vibes.

*Transportation:* To be determined. *Attire:* Casual attire.

### SPEAKER BIOS

**JESSICA ZAROSKI BAUER** joined ALFA International (ALFAI) in 2004 as a Coordinator of Events & Member Services. She then worked for several years as a Marketing Manager, Chief Events Officer and Chief Operating Officer. After 17 years with the association, she accepted her current role as Chief Executive Officer. In this position she is the strategic thought leader of the organization, working closely with the Board of Directors and the various ALFAI committees. She manages headquarters staff and maintains constant communication with association members. Jessica oversees the member recruitment, development and retention programs as well as the marketing and business development initiatives for the organization. Prior to joining ALFA International, she worked in the marketing department of the Chicago-based law firm of Gardner, Carton & Douglas, LLP (now Faegre Drinker Biddle & Reath). She is a graduate of the University of Iowa Tippie College of Business (Go Hawkeyes!) and is an avid college football fan. In her spare time Jessica can be found enjoying family time with her husband Harry and her two young daughters, Greta and Vivian.

**LUIS BURGUEÑO** is a partner at Von Wobeser y Sierra, the ALFAI member firm in Mexico. He has a diverse corporate practice with a focus on mergers and acquisitions and corporate and commercial transactions. This includes spin-offs, strategic alliances and information and communications technology (ICT) transactions, both domestic and cross-border, with an emphasis on the consumer goods, energy and technology sectors. Furthermore, he regularly advises clients in transactions and matters related to information technology and telecommunications including outsourcing; software licensing; patents and media content; electronic commerce and internet regulation; data privacy; and Fintech, among others. Luis has been involved in many of the most transcendent disputes handled by the firm in both arbitration and court litigation and has sat as arbitrator in several cases. He has been recognized by Chambers and Partners Global, Chambers and Partners Latin America, Legal 500, Latin Lawyer 250, Latin Lawyer National, IFLR1000, Lexology Index Thought Leaders, Lexology Index M&A, Lexology Index Mexico, and Latin American Corporate Counsel Association, among other publications.

**MARCELA CALDERON** is Special Counsel for Legal Operations and Innovation at Von Wobeser y Sierra. She has over fifteen years of international experience in corporate law, risk management, digital transformation, and institutional strengthening, bringing a strategic vision aimed at driving the firm's operational and technological excellence. Marcela's professional background combines legal expertise with leadership in digital transformation, risk management, and internal capability development at a global level. Her addition to Von Wobeser y Sierra reflects the firm's commitment to strengthening institutional frameworks, operational efficiency, and technological leadership through the creation of the Legal Operations and Innovation area. For over a decade at AB InBev, she held key roles in the legal, business transformation, and risk management areas for the Middle Americas, Andean, and Global regions. In these positions, she led integration projects, operational redesigns, legal service automation, and the optimization of internal governance models, with a focus on efficiency, scalability, and control. Her ability to structure complex processes and enhance operational models positioned her as a key figure in high impact multinational initiatives.

**EDDY HAYES** is a partner with Leake Andersson, the ALFA International member firm in New Orleans, Louisiana, and is currently on the ALFAI Board of Directors as Chair Emeritus. He focuses on both litigation and international trade and business matters. Eddy represents clients in product liability, insurance, maritime, and commercial litigation matters in state and federal courts throughout the Gulf South region. Eddy also has extensive experience handling MDL, class action and mass casualty cases. In addition to his litigation practice, Eddy leads the firm's international trade and business practice. The firm's international trade and business practice focuses on a wide variety of international issues, including corporate and customs matters, import/export transactions, international sales of goods and services, and antidumping/countervailing duty proceedings before the Department of Commerce and International Trade Commission. Eddy also maintains an active international public

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policy and government relations practice, advising businesses and local governments on international trade policy economic development issues, including the business implications of free trade agreements.

**MARIEL MARTINEZ ZARATE** is a Legal Engineer at HARVEY IA and Founding Member of the Mexico City Office. She has more than 10 years of experience in corporate law, mergers and acquisitions, and banking and regulatory matters. Clients who have benefit from Mariel's experience include major financial institutions and corporations, such as Grupo Financiero Banorte in its merger with Grupo Financiero Interacciones to form the second largest financial group in Mexico, BlackRock's acquisition of the asset management business of Citibanamex, which involved a regulated mutual fund operator and 53 mutual funds with approximately US\$35 billion in assets under management, Shinhan Bank and KEB Hana Bank in the process of obtaining their respective licenses to incorporate a subsidiary multiple banking institution in Mexico, and Bolsa Institucional de Valores, S.A. de C.V. (*BIVA*) in the process of obtaining a concession title to operate a Stock Exchange in Mexico, among many others. From 2019 to 2022, Mariel was based in New York as part of the M&A Practice Group of White & Case focusing on the representation of corporate clients, private equity funds and SPACs, in connection with domestic and global mergers, acquisitions and equity investments. Fluent in Spanish and English.

**PABLO MELHEM** is the managing partner of GFM Abogados, the ALFA International member firm in Buenos Aires, Argentina. He is also a member of the Board of Directors of ALFA International and Regional Chair for Latin America. Pablo specializes in Mergers and Acquisitions, Corporate Law, Antitrust and International Business Transactions. Before GFM he was a lawyer at Allende & Brea in Buenos Aires and Miami. Pablo is admitted to the Buenos Aires Bar. After graduating as a lawyer at the Universidad Católica Argentina, he received a Master of Laws degree from the University of Virginia School of Law. He is the current president of the University of Virginia Club in Argentina. In addition to his native Spanish, he is fluent in English, French and Portuguese.

**MARTA RODRIGUES** is a partner in the Corporate Law and Commercial Law practice groups of L.O. Baptista Advogados, the ALFA International member for Brazil. Her areas of practice include Corporate, Mergers and Acquisitions, Foreign Investments and Contracts. She represents clients from several industry sectors in startup and M&A projects, acting in the execution and negotiation of a number of contracts. Also acts in operations involving different types of foreign investments in the country. She worked at the New York based law firm Grant Hermmann Schwartz & Klinger from 1998 to 1999, assisting Brazilian clients in their operations in the USA. Recommended as a 'prominent lawyer' in Corporate and M&A in Latin Lawyer 250 2017. She specialized in Tax Law from Centro de Extensão Universitária, 1997, and has taken International Private and Public Law Courses from The Hague Academy of International Law, 1994. Graduated from Pontifícia Universidade Católica de São Paulo, 1993. Fluent in Portuguese and English.

**KATHARINA ROEHR KIESSLING** is a partner of the Corporate, Mergers & Acquisitions practice at Von Wobeser y Sierra, the ALFAI member firm in Mexico. She primarily handles corporate and foreign investment matters. Katharina provides advice in mergers and acquisitions (M&A), and in commercial contracts and transactions. Her portfolio includes spin-offs, dissolutions and liquidations; asset and stock purchases in all kinds of businesses; and strategic alliances and joint ventures, both domestic and cross-border. Katharina has played a key role in important investment projects in the automotive, manufacturing, health and consumer products industries in Mexico, among others. She also guides multinational clients in commercial transactions and contractual matters. Katharina is responsible for the foreign investment area of the firm and has extensive experience in that area. She has been recognized by The Legal 500, among other publications.

## GENERAL INFORMATION

### HOTEL LOCATION:

Hyatt Regency Mexico City  
Campos Eliseos No. 204 Polanco  
Chapultepec, 11560 Mexico City,  
Mexico  
Tel: +52 55 5083 1234

[Website](#)



### MEETING LOCATION:

Offices of Von Wobeser y Sierra, S.C.  
Torre SOMA Chapultepec  
Sala de Consejo, piso 21  
Campos Elíseos 204, Polanco  
Mexico City, Mexico  
Tel: +52 (55) 5258 1000

[Website](#)

### ATTIRE:

Business attire is recommended (jacket or blazer encouraged, tie optional) for the educational sessions. The dinner activities on Wednesday and Thursday are business casual. Comfortable shoes are encouraged for the walking tour on Wednesday. Attire for Friday's optional tour and night out is casual.

### SPECIAL ACCOMMODATION

If you need any special accommodations, including a nursing room, special dietary meals, ADA access or other needs, please reach out to ALFA International staff in advance of the meeting. We will ensure that necessary accommodations are provided.

### SEMINAR CONTACT:

Aria Trombley Wolf  
[awolf@alfainternational.com](mailto:awolf@alfainternational.com)

Stay connected with ALFA International:

