
RETAIL EXPANSION®
Summit & Expo
POWERED BY
LRA
LIZAN RETAIL ADVISORS
THE LATIN AMERICAN GATEWAY
15-16 OCTOBER 2026 · THE WESTIN SANTA FE · MEXICO CITY

YOUR HOST

Jorge Lizan

Founder & Managing Director, Lizan Retail Advisors · New York

Mexican by birth. New Yorker by address. Global by passport — 116 countries.
For 25+ years, the person brands call when they want to cross a border.

ONE ECOSYSTEM

LRA LIZAN RETAIL ADVISORS

THE CONSULTANCY

Brands into new markets, since 2014

RETAIL EXPANSION Summit & Expo

THE EVENT

The room where it happens

JUST RETAIL LATAM

THE MEDIA

The conversation, all year round

Bienvenidos.
Welcome to Mexico City.

Mexico has become one of the top markets in the world for international retail expansion — on every brand's short list with Turkey, Thailand and Saudi Arabia. Brands have been arriving since the middle of the last century. There has never been this much activity.



SINCE THE 1950s

Sears, Woolworth and Sanborns came first. Today the pace is unlike anything we have seen: dozens of brands a year.

THE GATEWAY

Mexico first, then the region. A brand proves itself here and goes on to Colombia, Peru, Chile, Central America.

A PARTNERSHIP MARKET

With few exceptions, brands do not arrive direct. They franchise, license or form a joint venture with a local group.

It is no coincidence that this Summit is in Mexico City. If you want to enter Latin America, this is where you start.

THE CHALLENGE

Entering Latin America is not for the faint of heart.



19 COUNTRIES · 17 CURRENCIES

TWO BLOCS, NOT ONE MARKET

Unlike the EU, Latin America is not a single block. It is split in two: Mercosur on the Atlantic — Brazil, Argentina, Uruguay, Paraguay — and the Pacific Alliance — Mexico, Colombia, Peru, Chile — each with its own tariffs, rules and trade partners. A brand does not enter the region once; it enters it twice.

TARIFFS & TAXES

Brazil charges 35% on imported apparel. Add Mercosur's common tariff and taxes layered on taxes, and a landed cost can double before the store opens.

CURRENCY

Seventeen currencies. Argentina is the extreme case, but even "stable" currencies move 10–20% in a year — and the cost of that uncertainty ends up in the price.

RULES & RED TAPE

Nineteen sets of rules: franchise laws, labeling standards, customs regimes, import licences. What works at one border means nothing at the next.

LOGISTICS & PARTNERS

In the Andes, moving goods inland can cost more than the ocean crossing. And almost no partner covers the whole region — the right local group matters more here than anywhere.

Twenty-eight years in this business, and I have yet to see two borders that work the same way.

This Summit exists to make that crossing easier — for brands, and for the partners who open the door.

The opportunity is not coming. It is here.



19

countries, one language family

660M

people — bigger than the EU and the US combined

US$7T

economy — the world's fourth-largest bloc

400M

middle class, 61% of the region, US$5T a year in spending

Young, urban, digital, and under-served by the brands the rest of the world takes for granted. The least-penetrated major region on earth for international retail.

* Sources: IMF / Worldometers, nominal GDP 2025 · UN World Population Prospects · World Data Lab via Mastercard, "Latin America's middle class", March 2026

THE INDUSTRY · 1966–2026

Sixty years of shopping centers. A new wave of brands.

1966 — IGUATEMI São Paulo

1969 — plaza universidad, Mexico City

1976 — unicentro Bogotá

1982 — ParqueArauco, Santiago

2000s — Institutional developers and listed owners

2011 — FUNO, Mexico's first REIT

2026 — ~2,000 shopping centers, ~900 in Mexico

WHO OWNS THE MALLS

FUNO · FD · GICSA · THOR URBANA · Liverpool · ParqueArauco · mallplaza · cencosud · Multiplan · IGUATEMI São Paulo · ALLOS · REAL PLAZA · GRUPO ROBLE · spectrum · CORPORACIÓN LADYLEE

THE NEW WAVE · BRANDS THAT ENTERED THE REGION IN THE LAST 10–15 YEARS

There have never been so many new brands coming into the region at once.

Sephora · H&M · Forever 21 · Victoria's Secret · Williams-Sonoma · Bath & Body Works · Carter's · Miniso · Decathlon · Shake Shack · IKEA · Lululemon · COS · On · Pop Mart · Joe & The Juice · Crumbl · % Arabica · Dave & Buster's · Slim Chickens · MYKA · Flabelus · Ulta Beauty · Skims · Raising Cane's · Chipotle — and many of them are in this room

THE INDUSTRY IN NUMBERS

A platform of two thousand malls — and still growing.

~2,000

shopping centers across the region — still building, but at a slower pace: Brazil opened 10 in 2025 and expects 11 in 2026

44M m²

of mall space in Mexico (25.4M) and Brazil (18.3M) — three quarters of the region. The US alone has ~695M m²: 16× more, and 2.2 m² per person vs 0.2 in Mexico

471M

visits a month to Brazilian malls; R$ 201 billion in sales in 2025, a record

15%

of retail sales online in 2025, up from 9% in 2023 — the mall is still where the region shops

THE FIVE MATURE MARKETS

Mexico	~900 centers · 25.4M m² · 31% of the space in Mexico City · power centers 51%, fashion malls 24%
Brazil	658 centers in 253 cities · 18.3M m² · 124,700 stores · 1.08M jobs
Chile	The region's most sophisticated operators — Parque Arauco, Mallplaza, Cencosud — now exporting the model
Colombia	Bogotá, Medellín, Cali, Barranquilla: a dense regional-mall culture — but the business model is still mostly strata title, with few institutional owners
Peru	Sales of S/ 35 billion, +7% a year; US$ 500M of new malls and remodels in 2025

Malls are still being built, but the pace has slowed — and the square meters coming to market no longer keep up with the brands that want them. A fraction of the US space per person, and more demand than supply: the ceiling is nowhere in sight.

* Sources: Abrasce · ICSC, U.S. shopping-center GLA 7.48B sq ft, Censo 2025–2026 · CBRE, Insight Mercado de Retail México 2025 · ACCEP (Peru) · WEDC / ResearchAndMarkets, e-commerce share · LRA estimates

WHY MEXICO

The door to the region — and its momentum.

130M

people — the world's 10th-largest consumer market

US$1.8T

economy; the United States' #1 trading partner

~900

shopping centers, 30 years of institutional development

22M

in Mexico City alone — one of the great retail cities



MEXICO · THE DOOR TO THE REGION













FROM THE REGION TO THIS ROOM

So we built the room.

The opportunity. The door. And the room that was missing.



If Latin America is the opportunity and Mexico is the door, one piece was missing: a place where the people who hold the keys could meet. Until today. Not a conference about retail — a marketplace of decisions, where every person holds something the person beside them needs: a market, a brand, a location, a partner.

300	170	17	40+
executives	companies	countries	speakers

* Source: summit registration, October 14, 2026

WHERE THE INDUSTRY HAS MET · 2009–2026

Seventeen years of bringing the region together.

2009 — First RECon Latin America
Created at ICSC — the region's shopping-center convention

2009–2019 — Ten editions
A decade of the industry meeting under one roof

2019 — Last RECon Latin America
ICSC steps back from the region

2022 — First CLICC
The Latin American Shopping Center Congress is born

2026 — 4th CLICC · Quito
The congress comes of age

2026 — First Retail Expansion Summit
Mexico City — today

RECON LATIN AMERICA
THE GLOBAL SHOPPING CENTER CONVENTION OF LATIN AMERICA

2009 – 2019

RECon Latin America

The global shopping center convention of Latin America, ICSC. Ten editions.

CLICC
Cámara Latinoamericana de la Industria de Centros Comerciales

2022 – today

CLICC

Congreso Latinoamericano de Centros Comerciales. Fourth edition in Quito, 2026.

RETAIL EXPANSION® Summit & Expo

2026 –

Retail Expansion Summit & Expo

The Latin American Gateway. First edition — the room you are sitting in.

WHAT'S NEXT

The first. Not the last.

September 2027

Mexico City again — provisional dates 22–23 September 2027.

Other cities

We are also looking at taking the Gateway to other cities of the region. Tell us where you would come.

Don't sit with the people you came with. Every seat in this room is a deal that hasn't happened yet.

THE SPEAKERS

Forty-plus voices. One conversation.



Mark Smith
Joe & The Juice



Javier Rancaño
Krispy Kreme



Rafik Farouk
Freddy's



Brandon Gerstner
Dairy Queen



Mark Levis
Denny's



Sam Rothschild
Slim Chickens



Peter Wright
Jollibee



Glenn Curth
Darden



John Papastergiou
% Arabica



Reyna Venegas
Ladurée México



Isidoro Zaga
MYKA



Federico Tejado
Crumbl



Yaroslava Kischuk
Dave & Buster's



Mario Centola
Chuck E. Cheese



Adrián J. Romero
Timeless Brands



Ralph Simons
Uptick New York



Luca Marcato
Brunello Cucinelli



Beatriz de los Mozos
Flabelus



Roberto Pulido
MiRA



Marcela Teutli
Fibra SOMA



Ismael Villalobos
La Casa de las Carcasas



Fina Moisés
AMEFIBRA



Jonathan Cherem
Fibra Danhos



Eduardo El-Mann
Allux / FUNO



Eduardo Pérez
Parque Arauco



Eduardo Ramírez
Citelis



Tomás Uribe
Jaguar Capital



Paola Huitrón
CBRE



Alejandro González
OfficeMax México



Brian Kelley
Phenix Salon Suites



David Raya
Planet Fitness



Patricia Vélez
Ambiente Gourmet



Kelly Kroger
Grupo Axo



Jorge Barylka
Sportmex



Annie Cardinal
Ardene



Miguel Á. Sánchez
Decathlon



Carlos Sigüenza
H&M



Hernán Barbieri
KidZania



Diego Cosío
ANTAD

THE PROGRAM

Two days. One conversation.

THURSDAY 15 · THE SUMMIT · THE WESTIN SANTA FE

7:30 Registration & breakfast

8:30 Opening remarks

8:45 Keynote 1 · Joe & The Juice

9:15 Panel 1 · The Franchise Playbook

10:00 Panel 2 · Location as Strategy

10:45 Coffee break

11:15 Keynote 2 · Alsea / Crumbl

11:45 Panel 3 · The New Anchors

12:30 Panel 4 · The Business of Beautiful Things

13:15 Lunch

14:30 Keynote 3 · La Casa de las Carcasas

15:00 Panel 5 · Reinventing the Mall

15:45 Panel 6 · Beyond the Transaction

16:30 Coffee break

17:00 Panel 7 · The Business of What We Wear

17:45 Keynote 4 · KidZania

18:15 Closing remarks

18:30 Cocktail reception

FRIDAY 16 · INSPIRATION EXCURSION BY YUXTA

Not a bus tour.
A working day inside Roma, Juárez and Condesa.

8:00 Registration & field kit · Jardín Prim (Gral. Prim 32, Juárez)

8:30 Opening conversation — Cecilia Fernández de Mendoza, anthropologist

9:15 Track briefing · 10:00 tracks depart

MADE · how value is built: Sona, Chiquitito Café, Héctor Esrawe + EWE, Laguna, Joe & The Juice, Xinú, Carla Fernández

LIVED · how relevance is earned: MOONI, Colima 112, Sede Café, Flabelus, Edificio Balmori, MYKA, Michel Rojkind

3:30 Optional reservations — yuxta's restaurant picks

THANK YOU

This did not happen on its own.

AND ESPECIALLY

Paloma Casanova · Karla Sánchez-Navarro

A thousand emails and a hundred small miracles — every one of them theirs.

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LA CASA DE LAS CARCASAS

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PerúRetail · Retailers MAGAZINE INNOVACIÓN Y TECNOLOGÍA · RLI RETAIL & LEISURE INTERNATIONAL · PARALELO MEETINGS & EVENTS · WESTIN HOTELS & RESORTS

KEYNOTE 1

Building a Global Growth Engine



Mark Smith

Director of Americas Real Estate, Joe & The Juice · New York

One juice bar in Copenhagen in 2002. Today ~500 stores in 20+ markets, a thousand in sight — juice, coffee and sandwiches with an attitude no one has managed to copy.

One of LRA's most important clients. I met Joe & The Juice at MAPIC in 2014 — and we only started working together in 2024: Mexico first, now Canada. Of all the stories I could open with, I chose the one I have lived from the inside.

Thank you.

Gracias — and have a great Summit.

Retail Expansion Summit & Expo · The Latin American Gateway · Mexico City, October 15–16, 2026