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CHAMBERS LATIN AMERICA 2027

# The Leading Lawyers and Law Firms in Latin America

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Colombia





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## Banking & Finance

| Banking & Finance                                       |
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| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Brigard Urrutia                                         |
| Garrigues                                               |
| Pérez-Llorca                                            |
| <b>Band 2</b>                                           |
| Baker McKenzie S.A.S.                                   |
| Cuatrecasas                                             |
| Philippi Prietocarrizosa Ferrero DU & Uría              |
| Posse Herrera Ruiz                                      |
| <b>Band 3</b>                                           |
| Dentons Cardenas & Cardenas                             |
| Holland & Knight                                        |
| Martínez Quintero Mendoza González Laguado Mendoza      |
| <b>Band 4</b>                                           |
| CMS Rodríguez-Azuero                                    |
| Muñoz Aya                                               |
| Parra Rodríguez Abogados S.A.S.                         |
| Ustáriz & Abogados Estudio Jurídico                     |
| * Indicates individual with profile.                    |
| ◇ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is an outstanding law firm that possesses a renowned and market-leading banking and finance department in Colombia. The legal team is acclaimed for assisting with the financing of large national infrastructure projects, corporations and assets, and provides substantial advice to clients on complex regulatory issues. Brigard Urrutia's stellar client roster includes high-profile lenders, particularly major Colombian and international banks, as well as borrowers from the construction, transportation and aviation sectors.

##### Strengths

"The team at Brigard Urrutia has extensive experience in banking and finance matters and demonstrates strong leadership in managing lengthy and complex processes. They take the lead on the most challenging issues and bring a strong commercial

| Banking & Finance                                                |
|------------------------------------------------------------------|
| Eminent Practitioners                                            |
| <b>Eminent Practitioners</b>                                     |
| Fradique Méndez Carlos <i>Brigard Urrutia</i>                    |
| Suárez Parra José Luis <i>Pérez-Llorca *</i>                     |
| Leading Individuals                                              |
| <b>Band 1</b>                                                    |
| Borrás Roberto <i>Garrigues</i>                                  |
| Fandiño De la Calle Ricardo <i>Pérez-Llorca *</i>                |
| Quinche Manuel F. <i>Cuatrecasas *</i>                           |
| <b>Band 2</b>                                                    |
| Gaviria Juan Fernando <i>Philippi Prietocarrizosa Ferrero DU</i> |
| Londoño Pinzón Daniel <i>Pérez-Llorca *</i>                      |
| Martínez Beltrán Camilo <i>Martínez Quintero Mendoza</i>         |
| Trejos Robledo Ricardo <i>Baker McKenzie S.A.S.</i>              |
| <b>Band 3</b>                                                    |
| Cárdenas Martínez Bernardo P. <i>Dentons Cardenas</i>            |
| Gantiva Camilo <i>Holland &amp; Knight</i>                       |
| Mendoza Mateo <i>Mendoza *</i>                                   |
| Muñoz Edgar <i>Muñoz Aya</i>                                     |
| Noguera Francisco <i>Garrigues</i>                               |
| Rodríguez César <i>Brigard Urrutia</i>                           |
| Ustáriz Luis Humberto <i>Ustáriz &amp; Abogados Estudio</i>      |
| <b>Band 4</b>                                                    |
| Albarrán Jesús <i>Posse Herrera Ruiz</i>                         |
| Flórez Andrés <i>Flórez &amp; Asociados (ORL) ◇</i>              |
| Lora Sebastián <i>Brigard Urrutia</i>                            |
| Puentes Juan Carlos <i>Cuatrecasas</i>                           |
| Rodríguez Bravo Daniel <i>CMS Rodríguez-Azuero</i>               |
| <b>Band 5</b>                                                    |
| Arango Natalia <i>Cuatrecasas</i>                                |
| Cubillos Mónica <i>Baker McKenzie S.A.S.</i>                     |
| Duque Carolina <i>Dret Legal (ORL) ◇</i>                         |
| Huertas Juan José <i>Posse Herrera Ruiz *</i>                    |
| Moreno Adriana <i>Pérez-Llorca *</i>                             |
| Padilla Hernando <i>Philippi Prietocarrizosa Ferrero DU</i>      |
| Saa Juliana <i>Holland &amp; Knight</i>                          |
| Ustáriz José Federico <i>Ustáriz &amp; Abogados Estudio</i>      |
| <b>Associates to watch</b>                                       |
| Angulo Nicolás <i>Garrigues</i>                                  |
| Celis Sebastián <i>Martínez Quintero Mendoza González</i>        |
| Londoño Lina <i>Mendoza *</i>                                    |
| Parra Lissa <i>Garrigues</i>                                     |
| Prieto Núñez Catalina <i>Pérez-Llorca *</i>                      |

vision."

"Brigard Urrutia is the firm I always turn to. They have a rare blend of legal expertise and deep commercial awareness."

##### Work highlights

Brigard Urrutia advised Actis Venas Investments on the financed acquisition of three Colombian toll road concessions from Sacyr.

##### Notable practitioners

Eminent practitioner and co-head of the department, **Carlos Fradique Méndez** is well-placed to assist clients with complex transactions in Colombia. Market commentators are quick to praise his extensive expertise on banking and finance law.

**Strengths:** "Carlos Fradique is a leading practitioner in the Colombian banking and finance arena." Experienced practitioner **César Rodríguez** is sought after for his expertise on Colombian financing mandates, including in the projects arena. **Strengths:** "We have a very trusting relationship with César Rodríguez and feel very well advised by him. He is always committed to answering any questions we have as a client and provides additional guidance whenever needed." Solid co-head of department **Sebastián Lora** continues to be recognised for his activity in the Colombian banking and finance arena. He is singled out for his activity in both structured and project finance. **Strengths:** "Sebastián Lora is well-rounded, efficient and highly skilled at managing teams, developing ideas and addressing clients' key issues."

#### Garrigues

##### What the team is known for

Garrigues is a prestigious full-service law firm with a top-tier banking and finance practice in Colombia. Garrigues has a particular focus on advising major Colombian and international financial institutions on regulatory banking matters, and assists them with their procedures before the SFC. The legal team also has notable experience dealing with complex project finance transactions, representing both lenders and borrowers.

##### Strengths

"Garrigues combines deep legal knowledge with a strategic approach, providing clear and well-



founded advice, timely responses, and a strong understanding of the institutional and industry context. The firm delivers reliable and effective legal support tailored to its clients' needs."

"The team at Garrigues boasts in-depth market knowledge built over time by a stable team of lawyers. The firm stands out by providing specialists across different legal areas and takes a pragmatic approach focused on closing deals and proposing solutions while protecting us as clients."

#### Work highlights

Garrigues advised on Revolut's entry into the Colombian market and incorporation as a licensed bank, including the establishment and structuring of its Colombian banking operations.

#### Notable practitioners

Outstanding practitioner **Roberto Borrás** continues to be recognised here following strong feedback from peers and clients alike. He is held in high esteem for his extensive experience in the banking and finance arena in Colombia, particularly in assisting clients with regulatory mandates.

**Strengths:** "Roberto Borrás is a highly experienced lawyer with sound legal judgement recognised for his professionalism, technical rigour and commitment to excellence. He stands out for his in-depth knowledge of constitutional and regulatory law, as well as his ability to analyse and address complex matters with clarity, precision and a strategic approach." "I love working with Roberto Borrás. He has a lot of expertise, delivers helpful, clear and concise work and focuses on helping the business move forward, which is fundamentally what we are looking for as a client." Key partner and co-head of the department, **Francisco Noguera** is praised by clients for his expertise in banking and finance in Colombia. He regularly advises international lenders on project finance matters in Colombia.

**Strengths:** "Francisco Noguera is a superb partner who handles complex situations strategically and pragmatically. He has extensive market knowledge and consistently adds value to transactions." Associate-to-watch **Nicolás Angulo** comes highly recommended by market commentators for his expertise handling project finance mandates in Colombia. **Strengths:** "Nicolás Angulo is an intelligent, pragmatic and quick-thinking lawyer with a strong pro-deal approach." Associate-to-watch **Lissa Parra** continues to earn strong recognition from clients and the wider market. She demonstrates particular expertise in the regulatory side of banking and finance in Colombia. **Strengths:** "Lissa Parra is an excellent professional with great banking and finance knowledge, sound judgement and impressive responsiveness."

### Pérez-Llorca

#### What the team is known for

Pérez-Llorca retains its position as a leader within the banking and finance arena in Colombia. The legal team is particularly active dealing with cross-border asset finance transactions representing high-profile Colombian and international corporate entities. The department's activity also encompasses prowess in corporate finance, such as the refinancing of corporate debt and providing advice on regulatory banking matters. Pérez-Llorca has an impressive clientele that includes state-owned banks and international financial groups.

#### Strengths

"Pérez-Llorca demonstrates excellent knowledge of local financing and its relationship with clients' international financing. The team is flexible, committed and open to understanding complex situations."

"The team at Pérez-Llorca demonstrates extensive knowledge and experience in banking and finance matters. They provide qualified professionals at every stage of the process and are willing to delve deeper into the analysis, successfully addressing challenges."

#### Work highlights

Pérez-Llorca acted as local counsel to Banco Santander in a USD500 million senior unsecured loan provided to Ecopetrol.

#### Notable practitioners

Highly regarded partner **José Luis Suárez Parra** garners praise from interviewees for his strong banking and finance practice in Colombia. He is frequently seen advising clients on structured finance mandates. **Strengths:** "José Luis Suárez Parra is one of Colombia's leading lawyers. He is undoubtedly one of the people who brings the greatest expertise and drive to the field." Market-leading partner and head of the department **Ricardo Fandiño De la Calle** boasts a well-established position in Colombia's banking and finance sector. Market commentators indicate he is a highly reputable practitioner who is active in complex financing processes. **Strengths:** "Ricardo Fandiño De la Calle is a very good professional who is always looking for solutions and handles the complexity of banking and finance transactions very well." "Ricardo Fandiño offers excellent support and provides a high level of service and sophisticated work." Reputed partner **Daniel Londoño Pinzón** is endorsed by interviewees for his activity in the Colombian banking and finance sphere. He can claim expertise in advising national banks on loan agreements.

**Strengths:** "Daniel Londoño Pinzón has extensive knowledge of the banking and finance practice area and helps us successfully deliver strategic projects for our company, particularly in matters involving legal ambiguity and complexity." Notable practitioner **Adriana Moreno** garners praise from clients for her expertise in Colombia's banking and finance arena. **Strengths:** "Adriana Moreno provides outstanding client service and commercial vision, and offers excellent support throughout the process of obtaining credit facilities in Colombia." Associate-to-watch **Catalina Prieto Núñez** is a Bogotá-based practitioner earning praise from clients and peers alike for her grasp of banking and finance mandates in Colombia. **Strengths:** "Catalina Prieto Núñez is a very good associate. She has many years of experience across several areas of banking and finance, is highly capable and delivers successful outcomes on transactions."

### Band 2

### Baker McKenzie S.A.S.

#### What the team is known for

Baker McKenzie fields a recognised team that has a significant presence within the banking and finance arena in Colombia. The legal department frequently assists local and international companies with cross-border corporate financing mandates. Baker

McKenzie is also adept at drafting complex multilateral loans and advising on debt restructuring.

#### Strengths

"Baker McKenzie's strengths are their high level of technical expertise, practical and business-oriented approach, adaptability to changes and trends, close and continuous support and clear guidance on risks and priorities."

"Baker McKenzie demonstrates strong legal expertise in financing structures and a clear understanding of business from a banking perspective. The team takes a commercial, solution-oriented approach, proposing viable alternatives to help move transactions forward."

#### Work highlights

Baker McKenzie assisted Fondo de Capital Privado Bonus with the financing of Operadora Internacional Aeropuerto de Cartagena, the concessionaire responsible for managing Cartagena's international airport.

#### Notable practitioners

Solid co-head of department **Ricardo Trejos Robledo** actively provides advice to clients on the financing arena in Colombia. His expertise spans credit agreements, sustainability-linked loans and project finance, among others. **Strengths:** "Ricardo Trejos Robledo is highly creative and consistently supports the company in finding innovative solutions, not only for the business but also for the structuring of the project as a whole." Noteworthy practitioner **Mónica Cubillos** is praised by peers and clients alike, highlighting her banking and finance expertise in Colombia. She is seen advising on matters such as credit agreements and assisting with refinancing for infrastructure projects. **Strengths:** "Mónica Cubillos is very pleasant to work with, and her legal advice is comprehensive. She is highly proactive and brings strong knowledge and extensive experience in financing."

### Cuatrecasas

#### What the team is known for

Cuatrecasas is a prominent international firm fielding a standout banking and finance team in Colombia. The banking and finance practice group possesses expertise advising notable lenders involved in corporate, asset and project finance deals as well as assisting borrowers with secured loans. The department's activity also encompasses prowess in restructuring and refinancing corporate debt and providing advice on regulatory banking matters. The firm's client roster includes national and international banks, investment firms and energy and infrastructure companies.

#### Strengths

"Cuatrecasas is not only expert in structured finance but also possesses strong knowledge of financial regulation, helping to protect its clients' interests. The firm offers excellent technical clarity, enabling negotiation issues to be addressed efficiently."

#### Work highlights

Cuatrecasas advised Amarillo on the structuring, negotiation and closing of a syndicated credit facility provided by multiple lenders to support residential housing development projects in Colombia, valued at approximately USD159 million.

#### Notable practitioners

Acclaimed head of department **Manuel Quinche** is highly regarded for his experience advising clients,

including lenders, borrowers and financial institutions on Colombian and international financing transactions. **Strengths:** “Manuel Quinche has very strong knowledge and capabilities, as well as an excellent ability to understand complex financial structures.” “Manuel Quinche is a leading lawyer in the Colombian market. Experience and problem-solving skills are key in banking and finance, and Manuel consistently demonstrates both.” Dynamic practitioner **Juan Carlos Puentes** is active in Colombia's banking and finance arena. He demonstrates expertise in assisting clients with corporate financing transactions, complemented by strong capabilities in handling project finance mandates. **Strengths:** “Juan Carlos Puentes offers a high level of service and sophisticated work, and his involvement in negotiations is crucial in helping to resolve complex issues. He is undoubtedly a lawyer with whom I would choose to work again in the future.” Key partner **Natalia Arango** is recognised here following strong feedback from peers and clients alike, who praise her skills as a talented banking and finance practitioner in the Colombian market. **Strengths:** “We're impressed by Natalia Arango's technical expertise and understanding of the business. Her handling of transactions is excellent, and we find her role fundamental to successfully completing deals.” “Natalia Arango's technical expertise and understanding of the business. Her handling of transactions is excellent, and we find her role fundamental to successfully completing deals.”

### Philippi Prietocarrizosa Ferrero DU & Uría

#### What the team is known for

Philippi Prietocarrizosa Ferrero DU & Uría possesses a highly active team with solid knowledge of project finance mandates in Colombia. The financial department is experienced in assisting clients with significant banking issues, and is often retained to represent both Colombian and international financial institutions and cross-border corporate borrowers hailing from industries such as telecommunications and energy.

#### Strengths

“Philippi Prietocarrizosa Ferrero DU & Uría have extensive experience in complex transactions, combining strong technical knowledge with a practical, solutions-oriented approach. Their understanding of the market and execution capabilities position them as a reliable and distinctive adviser in the industry.”

#### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría advised The Bank of Nova Scotia on a financing facility regarding the transfer of Scotiabank's banking operations to Davivienda across Colombia, Costa Rica and Panama valued at USD500 million.

#### Notable practitioners

Strong co-head of the department **Juan Fernando Gaviria** is sought after by clients for his expertise in project and acquisition finance mandates in Colombia. **Strengths:** “Juan Fernando Gaviria is an exceptional practitioner who excels at handling complex matters. He provides outstanding client service and commercial vision to his clients.” Noteworthy co-head of department **Hernando Padilla** continues to garner praise for his activity in acquisition finance mandates and credit facilities in Colombia's energy sector. **Strengths:** “It's

always a pleasure working with Hernando Padilla. He is a highly knowledgeable lawyer in the Colombian banking and finance market, and whenever we face a complex transaction, we immediately think of working with him.”

### Posse Herrera Ruiz

#### What the team is known for

Posse Herrera Ruiz's well-known team boasts an established position within the banking and finance market, and is often found winning mandates from major national and international financial institutions and notable Colombian corporations. The law firm regularly handles complex cross-border corporate acquisition finance, particularly debt refinancing mandates, and it also represents borrowers and lenders in project finance deals. Posse Herrera Ruiz is also active advising on regulatory matters before the SFC.

#### Strengths

“Posse Herrera Ruiz's well-rounded approach allows them to advise us on multiple banking and finance matters with a depth of expertise that often spans more than one area of law. It is this ability to go beyond the issue at hand that generates significant value for us.”

#### Work highlights

Posse Herrera Ruiz advised Aligned Data Centers International on the upsizing of a credit agreement obtained to finance the acquisition of Odata.

#### Notable practitioners

Key partner **Jesús Albarrán** continues to receive solid client recognition for his expertise in the Colombian banking and finance field, particularly for syndicated loan refinancing mandates.

**Strengths:** “Jesús Albarrán is an excellent professional with strong technical, legal, commercial and interpersonal skills. He offers a high level of sophistication and delivers outstanding client service.” **Juan José Huertas** continues to earn praise for his strong presence in the banking and finance market in Colombia. He attracts endorsements from the wider market for his transactional expertise. **Strengths:** “Juan José Huertas stands out for his solid financing experience, sound commercial judgement and ability to lead complex transactions with clarity and efficiency.”

### Band 3

### Dentons Cardenas & Cardenas

#### What the team is known for

Dentons Cardenas & Cardenas is a prestigious international full-service firm that boasts a significant presence within the Colombian banking and finance market. The department is acclaimed by high-profile local and international banking clients for its expertise in rendering complex regulatory advice and representing them before the SFC. The law firm is also often found advising both borrowers and lenders on cross-border corporate financing deals.

#### Strengths

“Dentons Cárdenas & Cárdenas demonstrates excellent knowledge of local regulations, extensive experience and clear, well-founded positions. Its partners are actively involved, providing comprehensive support throughout.”

#### Work highlights

Dentons Cardenas & Cardenas represented Nuevo Cauca in a financing for the Nuevo Cauca dual carriageway infrastructure project.

#### Notable practitioners

Observers endorse managing partner **Bernardo Cárdenas Martínez** for his handling of banking and finance mandates in the Colombian market, such as acquisition financing matters, for multilateral financial institutions. **Strengths:** “Bernardo Cárdenas Martínez offers excellent service and strong knowledge of the banking and finance environment and its products. This is reflected in his solid commercial vision and the sophistication of his work.”

### Holland & Knight

#### What the team is known for

Global law firm Holland & Knight covers a broad range of legal work within the banking and finance sector in Colombia. The department is able to provide expert legal counsel to domestic and international banks, investors, broker-dealers and other financial institutions on complex financing transactions, as well as on regulatory banking issues.

#### Strengths

“Holland & Knight is an agile law firm with strong knowledge of the local market and a business profile that facilitates negotiations. In both negotiations and the development of new structures, its lawyers demonstrate a high degree of adaptability.”

#### Work highlights

Holland & Knight advised TransMilenio on securing its first debt authorization from the Bogotá City Council and the subsequent structuring and negotiation of a USD175 million loan.

#### Notable practitioners

Talented practitioner **Camilo Gantiva** continues to be recognised by market onlookers for his expertise in the Colombian banking and finance arena. He boasts particular experience advising on regulatory mandates. **Strengths:** “Camilo Gantiva demonstrates a high level of specialisation, sound legal judgement and excellent analytical ability. He also stands out for his communication and practical approach.” Solid partner and co-head of department **Juliana Saa** is lauded by clients for her work in Colombian banking and finance, particularly in project finance mandates. **Strengths:** “Juliana Saa has skills that go beyond a purely legal perspective. She knows her clients well, is highly effective at building relationships and is always available to assist us.”

### Martínez Quintero Mendoza González Laguado & De La Rosa

#### What the team is known for

Martínez Quintero Mendoza González Laguado & De La Rosa's banking and finance team handles a wide range of banking and finance transactions. The legal team has experience acting as counsel on high-level regulatory issues, and provides key advice on complex corporate finance transactions, particularly those related to debt refinancing. Martínez Quintero Mendoza González Laguado & De La Rosa is frequently retained to represent major Colombian and international banks, as well as companies, in the real estate and energy sectors.

#### Strengths

“Martínez Quintero Mendoza González Laguado &

*De La Rosa's main strengths are its deep technical knowledge of Colombian financial law, its ability to handle complex transactions and its practical, client-focused approach."*

#### Work highlights

Martínez Quintero Mendoza González Laguado & De La Rosa advised Banco de Bogotá and Banco de Occidente on the project financing for a detention facility in Medellín, Colombia.

#### Notable practitioners

Seasoned practitioner and head of department **Camilo Martínez Beltrán** is recognised by the Colombian market for his regulatory banking expertise. He plays a key role advising clients on corporate finance transactions, particularly those related to debt financing. **Strengths:** *"Camilo Martínez Beltrán is distinguished by his solid technical judgement, clear leadership and ability to provide practical solutions in complex financial transactions, combining legal depth with business understanding."* Sebastián Celis claims a place in the rankings this year after garnering strong praise from interviewees for his banking and finance practice in Colombia. **Strengths:** *"Sebastián Celis stands out for his performance as director of the banking and finance department, combining excellent technical judgement, effective leadership and consistent, high-quality execution in complex matters."*

#### Mendoza

##### What the team is known for

Flourishing law firm Mendoza is recognised for its notable expertise in banking and finance transactions in Colombia. The boutique practice is adept at advising domestic and international clients on corporate and project finance mandates. The department assists with structured finance deals, enjoying significant experience acting on the financing of energy and transport infrastructure projects. Mendoza's client roster is drawn from numerous sectors, including health and fitness, financial services and energy.

##### Strengths

*"In addition to its technical expertise, Mendoza demonstrates a proactive and strategic approach that is highly relevant to banking and finance transactions. The firm is extremely efficient, effective and precise in its service delivery, with a results-oriented approach that enables a very smooth workflow."*

##### Work highlights

Mendoza acted as Colombian counsel to Rappi in a USD200 million two-tranche cross-border loan facility provided by Banco Santander and Kirkoswald Capital.

##### Notable practitioners

Talented partner and co-head of department **Mateo Mendoza** is praised by clients and peers alike for his expertise in the Colombian banking and finance practice arena. **Strengths:** *"Mateo Mendoza has quickly established himself as a strong adviser in the financing space, particularly in project finance and infrastructure matters, demonstrating notable experience in non-conventional projects."* **Lina Londoño** breaks into the rankings this year after receiving significant recognition from interviewees for her banking and finance practice in Colombia. **Strengths:** *"Lina Londoño's work is excellent. In addition to her legal knowledge, she has strong negotiation skills and the ability to handle chal-*

*lenging counterparties, which allows her to achieve her objectives."* *"Lina Londoño's work is excellent. In addition to her legal knowledge, she has strong negotiation skills and the ability to handle challenging counterparties, which allows her to achieve her objectives."*

#### Band 4

#### CMS Rodríguez-Azuero

##### What the team is known for

CMS Rodríguez-Azuero's team is recognised for its notable activity in the Colombian banking and finance arena. The practice group has expertise in the financing and refinancing of credit facilities, and it is particularly skilled in assisting lenders with granting syndicated sustainable loans. The department is also adept at advising on regulatory and compliance mandates. CMS Rodríguez-Azuero regularly assists clients across a broad range of sectors, including energy, finance and insurance.

##### Strengths

*"CMS Rodríguez-Azuero demonstrates industry knowledge, dedication and passion in the way it approaches and immerses itself in banking and finance matters. The firm also has a deep understanding of our business model and a multidisciplinary team that supports us."*

##### Work highlights

CMS Rodríguez-Azuero advised Agence Française de Développement on the Colombian law aspects of a sustainable loan granted to ICETEX, valued at approximately USD114 million.

##### Notable practitioners

Solid partner **Daniel Rodríguez Bravo** continues to be recognised for his expertise in the Colombian banking and finance arena. **Strengths:** *"Daniel Rodríguez Bravo has a clear, pragmatic vision and is very focused on results, providing the client with the best solution."*

#### Muñoz Aya

##### What the team is known for

Muñoz Aya fields an active banking and finance department in Colombia that is often found advising domestic and international clients on regulatory banking issues and financial transactions. The law firm acts as counsel to banking institutions, fintech companies and broker-dealers on their project and corporate financing needs in Colombia.

##### Strengths

*"Muñoz Aya brings experience and knowledge in producing and negotiating financing solutions, which makes us feel reassured and confident."*

##### Work highlights

Muñoz Aya assisted Banco Davivienda in connection with an acquisition financing granted to Alpecin Alimentos for the acquisition of Karmen Foods.

##### Notable practitioners

Active managing partner **Edgar Muñoz** benefits from expertise on banking and finance mandates in Colombia. He is regularly active assisting clients with the structuring of credit facilities and refinancing corporate debts. **Strengths:** *"Edgar Muñoz has the great advantage of possessing extensive knowledge of the financial sector. We feel confident and at ease when he advises us."*

#### Parra Rodríguez Abogados S.A.S.

##### What the team is known for

Parra Rodríguez Abogados is recognised for its active presence in Colombia's banking and finance market. The team has a strong track record advising clients on asset finance mandates, particularly those involving aircraft. The department is also well equipped to assist both lenders and borrowers on credit, lease and security agreements, as well as regulatory mandates.

##### Strengths

*"Parra Rodríguez Abogados is always up to date with developments in the industry. I trust the team's knowledge and consider it the go-to firm for financing work in the aviation sector."*

##### Work highlights

Parra Rodríguez Abogados advised Citibank on the execution of a revolving credit facility for Colombia's largest air carrier.

##### Notable practitioners

Bernardo Rodríguez and César Barajas are the key client contacts at the firm.

#### Ustáriz & Abogados Estudio Jurídico

##### What the team is known for

Ustáriz & Abogados Estudio Jurídico is a noted boutique firm that is active within the banking and finance market in Colombia. The law firm is well recognised for its capabilities advising clients on complex regulatory considerations, including representing both Colombian and foreign financial institutions before the SFC.

##### Strengths

*"Ustáriz & Abogados Estudio Jurídico is a firm that is always willing, approachable and thorough in its attention to clients. Its service is excellent, standing out for its responsiveness, business acumen and practical approach, which aligns well with clients' business needs."*

##### Work highlights

Ustáriz & Abogados Estudio Jurídico advised AFI-ANCOL on obtaining a credit rating from BRC Ratings – S&P Global.

##### Notable practitioners

Respected co-head of department **Luis Humberto Ustáriz** continues to receive appreciation from clients and market commentators for his vast expertise in banking and finance matters in Colombia, particularly in regulatory and compliance work. **Strengths:** *"Luis Humberto Ustáriz has a solid understanding of the business and the applicable legal framework, enabling him to provide solutions that align with business objectives."* Noted partner **José Federico Ustáriz** is active representing Colombian and international financial institutions before the SFC, and is seen advising clients on regulatory banking considerations. **Strengths:** *"José Federico is a good lawyer and a personable professional, with particular expertise in matters relating to fiduciary regulation."*

#### Other Ranked Lawyers

Notable head of department **Carolina Duque** of Dret Legal is recognised by interviewees for her activity in Colombia's banking and finance sphere. **Strengths:** *"Carolina Duque understands the business and, from a commercial and strategic perspec-*



tive, sees how she can add value in different areas, leveraging all her knowledge.”

Noteworthy head of department **Andrés Flórez** of Flórez & Asociados is frequently seen advising clients on regulatory banking and finance mandates

in Colombia. **Strengths:** “Andrés Flórez is quick to grasp our requests, even when they are novel and innovative for the industry. He is a great ally in challenging longstanding legal assumptions that can limit our growth.”

## Capital Markets

| Capital Markets                                            |
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| <b>Leading Firms</b>                                       |
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| Fradique Méndez Carlos Brigard Urrutia                     |
| Suárez Parra José Luis Pérez-Llorca *                      |
| <b>Leading Individuals</b>                                 |
| <b>Band 1</b>                                              |
| Barrero Claudia Philippi Prietocarrizosa Ferrero DU & Uría |
| Borrás Roberto Garrigues                                   |
| Morcillo Luis Gabriel Brigard Urrutia                      |
| <b>Band 2</b>                                              |
| Fandiño De la Calle Ricardo Pérez-Llorca *                 |
| Gantiva Camilo Holland & Knight                            |
| Padilla Hernando Philippi Prietocarrizosa Ferrero DU       |
| Trejos Robledo Ricardo Baker McKenzie S.A.S.               |
| Ustáriz Luis Humberto Ustáriz & Abogados Estudio           |
| <b>Band 3</b>                                              |
| Alarcón Felipe Dentons Cardenas & Cardenas (ORL) ♦         |
| González Mejía Juan Pablo Esguerra JHR (ORL) ♦             |
| Londoño Pinzón Daniel Pérez-Llorca *                       |
| Mendoza Mateo Mendoza (ORL) ♦ *                            |
| Ustáriz José Federico Ustáriz & Abogados Estudio           |
| <b>Up-and-coming individuals</b>                           |
| Felipe Fontecha Juan Holland & Knight                      |
| <b>Star associates</b>                                     |
| Parra Lissa Garrigues                                      |
| <b>Associates to watch</b>                                 |
| Araújo Angulo Viviana Brigard Urrutia                      |
| Arocha Roldán Nicolás Brigard Urrutia                      |
| Del Río Isabella Posse Herrera Ruiz                        |
| * Indicates individual with profile.                       |
| ♦ (ORL) = Other Ranked Lawyer.                             |
| Alphabetical order within each band. Band 1 is highest.    |

### Band 1

#### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is a front-running Colombian full-service firm presenting an established capital markets

practice. The department possesses an impressive track record covering a wide range of mandates, such as sovereign bond offerings, securitisation and the drafting of key derivatives agreements. Brigard Urrutia is also highly active assisting clients with fund formation and structuring. The law firm frequently caters to Colombian and international financial institutions acting as underwriters and corporate issuers.

##### Strengths

“Brigard Urrutia stands out for the experience and diligence of its lawyers, knowledge of different economic sectors and products and a strong reputation in the Colombian market.”

“If I have a problem, Brigard Urrutia is the firm I always turn to. The team has a rare blend of legal expertise and deep business sense, and its 24/7 availability and responsiveness are part of what sets it apart from the rest of the market.”

##### Work highlights

Brigard Urrutia acted as Colombian counsel to the underwriters BNP Paribas Securities, Goldman Sachs & Co and Scotia Capital in connection with the Republic of Colombia's USD3.8 billion sovereign bond issuance.

##### Notable practitioners

Eminent practitioner **Carlos Fradique Méndez** plays a key role in Colombia's capital markets space. He consistently advises significant clients on sovereign bond offerings, public notes offerings and regulatory mandates. **Strengths:** “Carlos Fradique Méndez is an extraordinary lawyer with great business acumen and strategic vision. If I have a complex problem, he is first on my list.” Top-tier partner **Luis Gabriel Morcillo** is skilled at advising clients on public notes offerings and debt issuances within the Colombian capital markets sphere. **Strengths:** “Luis Gabriel Morcillo has extensive experience and in-depth knowledge of the industry and legislation. He is capable of proposing agile and appropriate business solutions to complex challenges and handles assigned tasks with excellent judgement.” “Luis Gabriel is a senior partner with an excellent attitude and strong technical knowledge. He has deep relationships across the sector, and everyone feels confident and reassured when working with him.” Associate-to-watch **Viviana Araújo Angulo** continues to earn interviewees' recognition for her activity in the Colombian capital markets space. She advises clients on tender offers and bond repurchases. **Strengths:** “Viviana Araújo Angulo is deeply intelligent, understands the client better than anyone and possesses extraordinary analyt-

ical skills. She offers excellent client service and is our go-to person in Colombia.” Associate-to-watch **Nicolás Arocha Roldán** garners positive feedback from clients for his notable practice in the Colombian capital markets arena, assisting them with private funds structuring and regulatory mandates before the SFC. **Strengths:** “Nicolás Arocha Roldán is an excellent lawyer with extensive knowledge of the financial and banking sector and a commercial vision that considers all associated risks.”

#### Pérez-Llorca

##### What the team is known for

Pérez-Llorca offers a prestigious practice that is often instructed by significant underwriters and major Colombian companies as issuers due to its remarkable reputation in capital markets mandates. The team works on both the transactional and regulatory sides, with its lawyers being especially well regarded for their focused work acting on complex debt issuances, such as ordinary and sustainability bonds. Pérez-Llorca's work includes assisting Colombian and international financial institutions with notable securitisation, derivatives and liability management transactions.

##### Strengths

“Pérez-Llorca stands out for its in-depth technical and regulatory knowledge of the Colombian capital markets. The team has a strong ability to structure complex transactions clearly and efficiently while aligning the interests of local issuers with the requirements of foreign investors.”

“Pérez-Llorca is a very professional, committed, dynamic and pioneering firm in many ways. The team combines legal and financial expertise with a genuine effort to understand its clients and their industries, enabling it to provide comprehensive and well-rounded advice.”

##### Work highlights

Pérez-Llorca advised Empresas Públicas de Medellín on the divestment of its equity stake in UNE EPM Telecomunicaciones through a structured share sale process valued at up to USD520 million.

##### Notable practitioners

Eminent practitioner **José Luis Suárez Parra** benefits from an extensive career in the Colombian capital markets sphere. His experience includes advising major national and international banks on financial regulation, securitisation processes and financing structures. **Strengths:** “José Luis Suárez Parra is a leading figure in the Colombian capital markets space.” Solid partner and head of

department **Ricardo Fandiño De la Calle** offers a leading capital markets practice in Colombia. He is also well-versed in assisting significant clients with debt offerings, derivative transactions and the establishment of funds. **Strengths:** “Ricardo Fandiño De la Calle is an excellent lawyer with strong business acumen and expertise in complex negotiations.” **Daniel Londoño Pinzón** has a wealth of experience across a range of capital markets matters in Colombia, including debt and equity issuance transactions. He is also active handling bond issues mandates. **Strengths:** “Daniel Londoño is an incredible lawyer who provides excellent client service and delivers sophisticated work. He is always willing to help and consistently looks for solutions to problems rather than obstacles.”

## Band 2

### Garrigues

#### What the team is known for

Garrigues is a respected firm providing advice in the capital markets arena in Colombia. The legal department can claim expertise in the issuance of notes and sustainable bonds, as well as securitisations. The firm is also adept at providing regulatory advice and assisting with private equity fund structuring. Garrigues boasts an array of clients, including investment banks and major corporations.

#### Strengths

“Garrigues is distinguished by its extensive and solid track record of providing comprehensive support to financial institutions in Colombia. The firm also demonstrates a deep understanding of the financial sector, the applicable regulatory framework and the expectations of regulatory authorities.”

#### Work highlights

Garrigues advised Citigroup Global Markets, Deutsche Bank Securities, JP Morgan Securities and TCG Capital Markets on the issuance under Rule 144A of senior secured notes by SierraCol Energy Andina, SierraCol Energy Arauca and Colombia Energy Development. The matter was valued at USD650 million.

#### Notable practitioners

Powerhouse partner and head of department **Roberto Borrás** continues to be held in high esteem for his solid activity in the Colombian market. He boasts remarkable expertise in regulatory capital markets mandates. **Strengths:** “Roberto Borrás stands out for his experience, comprehensive vision and ability to handle complex matters with clarity and efficiency. He adds value by translating sophisticated legal issues into clear recommendations.” “Roberto Borrás excels in every aspect we have the chance to evaluate. His warmth and personal qualities stand out alongside his extensive experience and knowledge, and he is an approachable lawyer who inspires great confidence.” Star associate **Lissa Parra** earns outstanding recognition from clients and peers alike for her capital markets expertise. She is noted for her regulatory knowledge in the Colombian market. **Strengths:** “Lissa Parra stands out for her availability, depth of knowledge and timeliness in her responses. Her personal approach fosters trust and facilitates timely decision-making.” “Lissa Parra offers strong commercial vision and a high level of sophistication in her work,

standing out for her excellent service, knowledge, clarity and timeliness.” “Lissa has been impeccable, very clear and a great guide. She assists us exceptionally well in dealing with the Financial Superintendency on a highly complex matter and gives us confidence throughout the process.”

### Philippi Prietocarrizosa Ferrero DU & Uría

#### What the team is known for

Philippi Prietocarrizosa Ferrero DU & Uría is a notable full-service law firm that boasts a solid reputation in capital markets, and is particularly recognised for providing counsel to initial purchasers and underwriters on bond offerings in Colombia. The department offers noteworthy expertise dealing with private placements. Philippi Prietocarrizosa Ferrero DU & Uría possesses further experience assisting its clientele with structuring high-value securitisation transactions.

#### Strengths

“We chose Philippi Prietocarrizosa Ferrero DU & Uría because of its ability to handle complex issues. The firm provides specialised knowledge of the Colombian financial regulatory framework and has solid expertise in complex regulatory transitions, as well as strong negotiation skills when dealing with multiple stakeholders.”

#### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría advised a syndicate of banks comprising Deutsche Bank Securities, Citigroup Global Markets, JP Morgan Securities, Crédit Agricole Securities, Goldman Sachs & Co., Barclays Capital and Morgan Stanley & Co. on Avianca’s USD1.1 billion exchange offer and USD1.0 billion senior secured notes issuance.

#### Notable practitioners

Distinguished partner **Claudia Barrero** boasts a premium capital markets practice in Colombia. She is particularly esteemed for her expertise in bond issuances and regulatory work in the field. **Claudia Barrero** is also known to provide expert advice to Latin American stock exchanges on integrating services and infrastructures. **Strengths:** “It is a pleasure to work with Claudia Barrero; she is excellent. She understands the regulations, their interpretation and the importance of the business context, and no matter how complex a situation is, she always finds a solution.” “Claudia Barrero is a very good practitioner and takes a highly rigorous approach to her capital markets practice.” Key partner and co-head of the capital markets department **Hernando Padilla** assists clients with debt offerings, private placement financing and the public issuance of notes in Colombia.

### Ustáriz & Abogados Estudio Jurídico

#### What the team is known for

Ustáriz & Abogados Estudio Jurídico is an established Colombian boutique firm that is widely regarded for its key work assisting clientele with capital markets mandates, and is often sought out to advise on regulatory compliance considerations and securities regulations. The practice group is also experienced assisting clientele with matters of fund structuring and formation. Ustáriz & Abogados Estudio Jurídico is frequently retained by multinational investment banks and management companies.

#### Strengths

“Ustáriz & Abogados Estudio Jurídico demonstrates a high level of professionalism in the technical assessment of risk factors. Its ability to connect the dots between current regulations and its clients’ day-to-day operations is a key differentiator.”

#### Work highlights

Ustáriz & Abogados Estudio Jurídico advised Itaú Comisionista de Bolsa Colombia on a regulatory compliance review regarding its liquidity risk management system.

#### Notable practitioners

**Luis Humberto Ustáriz** boasts a strong practice in Colombia advising clientele on fund structuring and formation. He is also experienced in capital markets regulatory mandates. **Strengths:** “Luis Humberto Ustáriz is a lawyer whose greatest strength is his ability to solve problems. In situations where regulations are ambiguous or challenges are critical, his intervention is key to finding sound and viable legal solutions.” Dynamic partner **José Federico Ustáriz** enters the rankings this year after receiving praise from clients for his activity in the Colombian capital markets arena. He is noted for his expertise assisting with compliance and regulatory matters. **Strengths:** “José Federico Ustáriz is a great support to us, and his work in the capital markets area is excellent.”

## Band 3

### Baker McKenzie S.A.S.

#### What the team is known for

Baker McKenzie is a distinguished multi-practice international firm with a reputable capital markets practice in Colombia. The team has expertise in advising issuers on bond offerings and note issuances, and it offers additional expertise in regulatory securities matters. The legal department assists a range of clients, from first entrants to major corporations and investment banks.

#### Strengths

“We found the Baker McKenzie team to be commercial, solution-oriented and responsive, particularly during the most time-sensitive stages of the transaction. The team also coordinated effectively across jurisdictions, ensuring consistency between Colombian law and the laws of other jurisdictions.”

#### Work highlights

Baker McKenzie advised Bonus Gestión de Activos on the establishment and fundraising of its second debt-focused infrastructure fund, including fund structuring, investment terms and regularity matters.

#### Notable practitioners

Knowledgeable practitioner **Ricardo Trejos Robledo** serves as co-head of Baker McKenzie’s capital markets department. He possesses sought-after expertise in debt capital markets, financial regulation and the structuring of securitisations in Colombia. **Strengths:** “Ricardo Trejos Robledo is an excellent lawyer to work with and a true professional.”

### Holland & Knight

#### What the team is known for

Holland & Knight is a distinguished international firm with a solid capital markets team in Colombia.

The group is frequently retained by issuers and underwriters to advise on debt offerings, sustainable finance transactions, securitisations and bond programmes. The capital markets department also offers notable expertise in securities regulatory matters. Holland & Knight's client roster includes key players from a broad range of sectors, including financial services, insurance and payment systems.

#### Strengths

*"Holland & Knight's knowledge and ability to go the extra mile play a key role in successfully closing transactions. It is a highly sophisticated team with all the expertise required for the Colombian capital market space."*

#### Work highlights

Holland & Knight advised IDB Invest on the subscription of Amazonia Bonds issued by Bancamía through a local public offering, with a value of approximately USD20.7 million.

#### Notable practitioners

Dynamic partner **Camilo Gantiva** benefits from expertise assisting clients with capital markets transactions and financial regulatory matters in Colombia. **Strengths:** *"Camilo Gantiva is a lawyer deeply committed to business and transactions. He demonstrates in-depth knowledge of financial and capital markets matters, ensuring rigour while providing alternative solutions for structuring complex and challenging transactions."* Up-and-coming practitioner **Juan Felipe Fontecha** is recognised in the Colombian capital markets arena for his expertise in local issuances and securities regulatory matters. **Strengths:** *"Juan Felipe Fontecha seeks*

*to understand the conditions and structure of the client's business in order to contribute legal expertise and commercial vision to the success of complex financial structures. He possesses sound legal judgement and strong business acumen."*

#### Posse Herrera Ruiz

##### What the team is known for

Posse Herrera Ruiz presents an important and established capital markets practice in Colombia. The team is often retained by a high-profile clientele to act on both regulatory and transactional mandates, and it has particular expertise advising on high-value bond issuances and public tender offers. Posse Herrera Ruiz is active in fund formation and structuring, as well as in fund-raising activities.

##### Strengths

*"Posse Herrera Ruiz's support goes beyond traditional legal advice, providing a strategic vision that helps us anticipate risks, make better decisions and find practical solutions aligned with our company's objectives."*

##### Work highlights

Posse Herrera Ruiz acted as Colombian legal counsel to Deutsche Bank Securities, JP Morgan Securities and Banco BTG Pactual, as bookrunners, on GeoPark's USD550 million issuance of senior notes due 2030 and related debt refinancing transactions.

##### Notable practitioners

Associate-to-watch **Isabella Del Río** keeps earning recognition from market commentators for her capital markets practice in Colombia. **Strengths:** *"Isa-*

*bella Del Río is a very dedicated lawyer who knows the transaction inside out. She is creative, makes time to support others and demonstrates a strong understanding of the issues affecting the deal."*

#### Other Ranked Lawyers

**Felipe Alarcón** of Dentons Cardenas & Cardenas continues to garner praise from interviewees for his activity in the Colombian capital markets arena. He demonstrates capabilities assisting clients with public tender offers. **Strengths:** *"Felipe Alarcón is an extremely talented lawyer who provides strong client service and demonstrates sound commercial vision. He guides clients clearly and practically through the complexities of Colombian law and regulation."*

Partner **Juan Pablo González Mejía** of Esguerra Asesores Jurídicos is praised for having a strong regulatory capital markets practice in Colombia.

Notable partner **Mateo Mendoza** co-heads Mendoza's capital markets practice. He boasts experience advising both local and international underwriters on debt capital markets transactions throughout Colombia. **Strengths:** *"Mateo Mendoza offers a high level of sophistication and strong commercial vision, stepping in only when necessary and implementing a thoughtful and responsible delegation of tasks within his team that speaks volumes about his leadership."*

## Competition/Antitrust

| Competition/Antitrust                                   |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Brigard Urrutia                                         |
| Esguerra JHR                                            |
| <b>Band 2</b>                                           |
| Baker McKenzie S.A.S.                                   |
| Ibarra Abogados Rimon Law                               |
| Jaekel/Montoya Abogados                                 |
| Serrano Martínez CMA                                    |
| <b>Band 3</b>                                           |
| Pérez-Llorca                                            |
| Posse Herrera Ruiz                                      |
| <b>Band 4</b>                                           |
| Lloreda Camacho & Co                                    |
| Martínez Quintero Mendoza González Laguado              |
| Philippi Prietocarrizosa Ferrero DU & Uría              |
| Vería Asesores                                          |
| <b>Band 5</b>                                           |
| Garrigues                                               |
| Valbuena Abogados                                       |
| * Indicates individual with profile.                    |
| ◊ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

| Competition/Antitrust                                    |
|----------------------------------------------------------|
| Leading Individuals                                      |
| <b>Band 1</b>                                            |
| Valbuena Gustavo Valbuena Abogados                       |
| García de Brigard Alejandro Brigard Urrutia              |
| Ibarra Pardo Gabriel Ibarra Abogados Rimon Law           |
| Jaekel Kovács Jorge Jaekel/Montoya Abogados              |
| Miranda Londoño Alfonso Esguerra JHR                     |
| Serrano Felipe Serrano Martínez CMA                      |
| <b>Band 2</b>                                            |
| de los Ríos Jorge Posse Herrera Ruiz                     |
| Jaramillo Campuzano Mauricio Pérez-Llorca *              |
| Jaramillo Hoyos Andrés Esguerra JHR                      |
| Márquez Pablo Vería Asesores                             |
| Pardo Cuéllar María Carolina Baker McKenzie S.A.S.       |
| <b>Band 3</b>                                            |
| Cadena Lleras Darío Lloreda Camacho & Co                 |
| Cardona Diego Philippi Prietocarrizosa Ferrero DU & Uría |
| Castañeda Julio César Vería Asesores                     |
| de la Calle José Miguel Quadratum (ORL) ◊                |
| Montoya Claudia Jaekel/Montoya Abogados                  |
| Sossa Guillermo Lizarazu, Sossa (ORL) ◊                  |
| <b>Band 4</b>                                            |
| Acevedo Alejandro RAD/DF (ORL) ◊                         |
| Beltrán Daniel Esguerra JHR                              |
| Esguerra Carlos Bermúdez & Esguerra (ORL) ◊ *            |
| Parra Ana Lucía Ramírez Laguado (ORL) ◊                  |
| Romero Danilo Holland & Knight (ORL) ◊                   |
| Zuleta Ximena Dentons Cardenas & Cardenas (ORL) ◊        |
| <b>Up-and-coming individuals</b>                         |
| Cardona Baquero Nicolás Brigard Urrutia                  |
| Jaramillo Sanz Andrés Serrano Martínez CMA               |
| Martínez María Claudia Martínez Quintero Mendoza         |
| Navarro Angelica Baker McKenzie S.A.S.                   |
| <b>Associates to watch</b>                               |
| Arboleda Carlos Baker McKenzie S.A.S.                    |
| Posada Tomás Martínez Quintero Mendoza González          |
| Rico Anamaria Garrigues                                  |
| Torrado Laura Posse Herrera Ruiz                         |



## Band 1

**Brigard Urrutia****What the team is known for**

Brigard Urrutia is an established group that boasts a proven track record acting within the Colombian competition space. The team is routinely involved in both regulatory and transactional matters, and enjoys a well-regarded reputation acting as local counsel to high-profile international entities, assisting with merger control procedures and representing clients before the SIC.

**Strengths**

*"One of the key strengths that distinguishes Brigard Urrutia's competition department is the constant availability of its lawyers. Their advice is clear, well founded and aligned with the needs of the business, allowing us to move forward with confidence in our decision-making."*

*"With a highly experienced team and exceptional legal management, Brigard Urrutia offers experts in concentration control who are a pleasure to work with."*

*"Thanks to Brigard Urrutia's suitability and experience, the firm guarantees top-level professionals, where the work has been impeccable."*

**Work highlights**

Brigard Urrutia assisted Millicom with merger control proceedings relating to the combination of its Colombian subsidiary TigoOne and Movistar, as well as related acquisitions of minority interests in both telecommunications operators.

**Notable practitioners**

Experienced practitioner **Alejandro García de Brigard** benefits from solid expertise in the Colombian antitrust market. He is routinely called upon by clients to assist with a wide range of mandates including cartel investigations and merger control procedures. **Strengths:** *"Alejandro García de Brigard is a leading competition lawyer in Colombia. He is a fantastic practitioner who understands the competition authorities well and provides outstanding client service and a high level of sophistication in his work."* **"Alejandro García de Brigard is my top contact in Colombia. He stands out for his strategic insight and ability to manage complex situations, and he handles difficult issues at the highest level."** Up-and-coming partner **Nicolás Cardona Baquero** assists with litigation and general competition advisory mandates in Colombia. **Strengths:** *"Nicolás Cardona Baquero provides exceptional client service and commercial vision. His participation and support in the firm's competition and antitrust practice are fundamental to the success of our legal matters."*

**Esguerra JHR****What the team is known for**

Esguerra JHR is a front-running practice group occupying a prominent position within the Colombian market due to its expertise handling competition matters. The law firm is particularly esteemed for its exceptional track record defending major Colombian and international companies before the SIC in anti-competitive practice claims. The team also offers a wealth of knowledge advising its clients on complex regulatory issues.

**Strengths**

*"Esguerra JHR is a very solid firm in Colombia and*

*delivers top-level service. The firm offers excellent advisers, both practically and intellectually, who understand the geopolitical realities of the market, and I would recommend them to anyone."*

*"Esguerra JHR stands out for its experience in competition matters in Colombia. The firm has in-depth knowledge of this area of expertise and handles complex issues appropriately, offering solid and attentive service."*

**Work highlights**

Esguerra JHR represented Hoteles Cosmos and its parent company Protelca in an antitrust investigation regarding an alleged price-fixing arrangement in the hotel sector.

**Notable practitioners**

Top-tier **Alfonso Miranda Londoño** is renowned in the antitrust practice area thanks to his longstanding presence in the Colombian legal market, as well as his academic contribution to competition law.

**Strengths:** *"Alfonso Miranda Londoño is one of the leading competition lawyers in Colombia. His expertise and professionalism are greatly valued, and he is a pleasure to work with, as well as a true godfather of this practice area."* **"Alfonso Miranda Londoño is the lawyer with the greatest knowledge in the country regarding competition law."** Respected partner **Andrés Jaramillo Hoyos** is frequently sought out by clients to advise on cartel investigations, unfair competition claims and SIC sanctions in Colombia. **Strengths:** *"Andrés Jaramillo Hoyos is known as an expert in the field of Colombian competition law."* Experienced partner **Daniel Beltrán** frequently assists clients with merger control procedures, unfair competition claims and SIC investigations in Colombia. **Strengths:** *"Daniel Beltrán is a top-notch young partner who brings energy, responsiveness and a strong sense of responsibility to every matter. He has all the qualities to become a leading practitioner in the field."*

## Band 2

**Baker McKenzie S.A.S.****What the team is known for**

Baker McKenzie is a well-regarded practice offering expertise across the gamut of contentious and non-contentious competition-related proceedings in Colombia. The legal team has established expertise providing counsel to international players in matters related to merger control filings for high-value corporate acquisitions. The law firm's clients are drawn from a range of sectors including manufacturing, technology and pharma.

**Strengths**

*"Baker McKenzie's service is very good, and its team is distinguished by its technical expertise, clarity in explaining risks, and timely responses to sensitive enquiries. The team offers practical and reliable guidance on competition matters."*

**Work highlights**

Baker McKenzie advised Despegar and its subsidiary Decolar on merger control requirements in Colombia in connection with Despegar's acquisition by Prosus.

**Notable practitioners**

Experienced competition practitioner **María Carolina Pardo Cuéllar** is an established figure in the antitrust field in Colombia. She boasts extensive

experience advising on high-profile merger control procedures. **Strengths:** *"Carolina Pardo's greatest strength is her ability to provide informed, well-reasoned and assertive opinions, even when they are not what others want to hear. She has the qualities of a trusted adviser, combining rigour and pragmatism with sound judgement that inspires confidence."*

Up-and-coming practitioner **Angelica Navarro** receives praise for her activity in the Colombian competition and antitrust arena. **Strengths:** *"Angelica Navarro provides excellent service and demonstrates extensive knowledge, not only across different industries but also of the authorities and the role of companies in responding to regulatory requirements. She has considerable experience and consistently delivers practical and effective support."* Associate-to-watch **Carlos Arboleda** continues to receive market commendation for his ample experience in antitrust and competition matters, including merger control proceedings and uncompetitive behaviour investigations. **Strengths:** *"Carlos Arboleda tailors his services and explanations to ensure clarity, providing reassurance and peace of mind to his clients."*

**Ibarra Abogados Rimón Law****What the team is known for**

Ibarra Abogados Rimón Law is a highly specialised boutique that is revered for its experience acting on the full range of competition issues in Colombia. The legal team is particularly commended for its substantial experience representing clients in matters regarding SIC investigations and its solid expertise dealing with complex merger review filings. The department's clients derive from a diverse range of industries, including manufacturing, infrastructure and finance.

**Strengths**

*"Ibarra Abogados Rimón Law's competition department distinguishes itself through the experience and expertise of its lawyers, the human qualities of its professionals, and their ability to resolve legal conflicts in the best interests of clients. The department regularly handles complex and sophisticated issues and demonstrates a strong capacity to do so effectively thanks to its top professionals."*

**Work highlights**

Ibarra Abogados Rimón Law represented PayU in two antitrust proceedings before the Colombian competition authority arising from complaints against Visa and Mastercard regarding market segmentation practices in the card payments market.

**Notable practitioners**

Distinguished practitioner **Gabriel Ibarra Pardo** is highly respected for his longstanding experience in the Colombian competition sphere. **Strengths:** *"Gabriel Ibarra Pardo is an exceptional lawyer, with experience in foreign trade and competition matters that very few can match. He excels in his assessments, analyses and recommendations."* **"Gabriel Ibarra Pardo is always attentive and willing to work as part of a team, with a great openness to discuss and understand the business needs."**

**Jaeckel/Montoya Abogados****What the team is known for**

Jaeckel/Montoya Abogados is a dynamic boutique enjoying an established reputation within the Colombian market. The law firm is known for its

expertise advising high-profile clients on a range of significant competition mandates. The competition department is particularly experienced in advising Colombian companies on interactions with the SIC relating to investigations and resulting sanctions. The team is also well regarded for assisting with competition compliance.

#### Strengths

*"Jaeckel/Montoya Abogados provides in-depth knowledge of Colombian competition and antitrust law, as well as the experience and analytical ability to deliver practical and applicable solutions."*

#### Work highlights

Jaeckel/Montoya Abogados represented Factorial in an administrative complaint before the Colombian competition authority against competing milk producers regarding compliance with food safety and labelling requirements in the dairy sector.

#### Notable practitioners

Market-leading partner and head of department **Jorge Jaeckel Kovács** offers a wealth of experience assisting high-profile clients with their interactions with the SIC relating to investigations and resulting sanctions, as well as representing them in unfair competition claims. **Strengths:** *"Jorge Jaeckel Kovács is a very knowledgeable and intelligent lawyer who can identify perspectives that are not always obvious. This strengthens the legal position and opens up discussions that have a meaningful impact on the business."* *"Jorge Jaeckel Kovács' recommendations are very grounded and logical from a business perspective."* *"Jorge Jaeckel Kovács' recommendations are very grounded and logical from a business perspective."* Dynamic practitioner **Claudia Montoya** continues to receive praise from market commentators. She assists high-profile clients with competition strategy and unfair competition litigation. **Strengths:** *"Claudia Montoya combines exceptional technical expertise with an outstanding capacity for analysis, delivering highly practical advice that is aligned with business objectives while carefully protecting the company's interests."*

### Serrano Martínez CMA

#### What the team is known for

Serrano Martínez CMA houses an established competition department in Colombia. The legal team is frequently sought out by clients from the technology, oil and gas, and food and beverage industries to advise on merger control, unfair competition claims and administrative complaints.

#### Strengths

*"Serrano Martínez CMA offers a high level of technical expertise. The team understands the business and positions itself as a true strategic partner, focused on finding practical and viable solutions to complex problems."*

#### Work highlights

Serrano Martínez CMA represented Uber in an antitrust investigation before the Colombian competition authority regarding its ride-sharing operations and alleged unfair competition in the transportation sector.

#### Notable practitioners

Front-running practitioner **Felipe Serrano** enjoys outstanding recognition within the competition market due to his solid expertise advising on antitrust-related mandates in Colombia. He is regularly

sought after by clients to assist with unfair competition proceedings and regulatory mandates.

**Strengths:** *"Felipe Serrano has excellent technical knowledge and a significant ability to build communication channels with authorities. He is willing to engage with clients and has an excellent understanding of our business, as well as its main competitive concerns and limitations."* *"Felipe Serrano is a strategist who knows how to guide clients through even the most complex issues, with deep business acumen."* Up-and-coming practitioner **Andrés Jaramillo Sanz** is praised by clients and peers alike for his expertise assisting clients with competition and antitrust matters in the Colombian market. **Strengths:** *"Andrés Jaramillo Sanz is an excellent partner. He is practical and responsive, with exceptional client service, and is always attentive to providing advice, support and practical, effective solutions to his clients."*

### Band 3

#### Pérez-Llorca

##### What the team is known for

Pérez-Llorca is a respected local full-service firm with an established position within the Colombian competition sphere. The legal team is frequently sought after to assist with merger review proceedings before the SIC and to advise on complex regulatory issues. The department provides services to a variety of major Colombian and international companies, from industries including pharmaceutical and energy.

#### Strengths

*"Pérez-Llorca's competition team combines exceptional technical expertise with extensive experience in the field. The team is close-knit, diligent and highly responsive, delivering excellent-quality advice through a personalised approach and a strong ability to handle complex issues."*

#### Work highlights

Pérez-Llorca advised Hino Motors on merger control clearance in Colombia regarding its multi-jurisdictional merger with Mitsubishi Fuso Truck and Bus Corporation under a Japan-based holding structure.

#### Notable practitioners

Highly regarded partner **Mauricio Jaramillo Campuzano** is head of the firm's competition and antitrust department and has vast experience in M&A-related antitrust issues in Colombia. **Strengths:** *"Mauricio Jaramillo Campuzano's ability to analyse complex scenarios and anticipate legal risks provides certainty in decision-making, enabling matters to be addressed with a preventative and results-oriented approach."* *"Mauricio Jaramillo Campuzano's ability to analyse complex scenarios and anticipate legal risks provides certainty in decision-making, enabling matters to be addressed with a preventative and results-oriented approach."*

#### Posse Herrera Ruiz

##### What the team is known for

Posse Herrera Ruiz is a longstanding full-service firm that presents a respectable offering within the Colombian competition arena. The team's work covers assisting with merger control proceedings before the SIC as a result of complex M&A deals, as

well as representing major players in unfair competition litigation cases.

#### Strengths

*"Posse Herrera Ruiz's solidity stems from its combination of high technical expertise and a close understanding of the business, which translates into practical rather than merely theoretical advice."*

#### Work highlights

Posse Herrera Ruiz advised AP Moller Capital as Colombian counsel on merger control clearance before the SIC relating to its acquisition of Berge Vigia, involving logistics and freight forwarding operations.

#### Notable practitioners

Respected head of department **Jorge de los Ríos** has an established presence in the Colombian antitrust field regularly assisting clients with merger control procedures. **Strengths:** *"Jorge de los Ríos has a keen understanding of how businesses operate and therefore recognises the importance of pragmatism and efficiency from external advisers. He is also extremely creative, a fundamental quality that adds significant value for us as clients."* Associate-to-watch **Laura Torrado** continues to attract praise from market commentators for her growing competition law practice in Colombia. **Strengths:** *"Laura Torrado works with the same attitude as an experienced practitioner. She is fully accountable and demonstrates a very strong executive presence."*

### Band 4

#### Lloreda Camacho & Co

##### What the team is known for

Lloreda Camacho & Co is an established Colombian law firm which houses a prominent competition team. The legal department boasts expertise in acquisition filings before the SIC and can also advise on regulatory issues. The law firm is also called upon by international and Colombian clients for competition litigation mandates.

#### Strengths

*"Lloreda Camacho & Co provides clear, direct and tailored solutions to meet the specific needs of our business. The team is always attentive to detail without losing sight of the bigger picture, providing excellent guidance and direction."*

#### Work highlights

Lloreda Camacho & Co assisted EPAM Systems with a merger control filing relating to the acquisition of a company operating in the digital engineering and technology solutions sector.

#### Notable practitioners

Experienced partner **Darío Cadena Lleras** continues to receive significant market recognition for his expertise in the Colombian competition space. He is well versed in merger clearance procedures and antitrust and contractual advice. **Strengths:** *"Darío Cadena Lleras is an excellent ally in matters related to competition and antitrust, providing outstanding client service and a comprehensive legal perspective while taking potential business risks into account."*

### Martínez Quintero Mendoza González Laguado & De La Rosa

##### What the team is known for

Martínez Quintero Mendoza González Laguado & De La Rosa is an established Colombian full-service law firm with a recognised competition law practice. The Bogotá-based team is active assisting on a diverse range of competition and antitrust mandates, including administrative investigations launched by the SIC, regulatory compliance and merger controls.

#### Strengths

*"Everything about its service is excellent. It handles competition issues exceptionally well, and for me there is no better firm in the country than Martínez Quintero, thanks to its knowledge, management, approachability and immediate responsiveness whenever we face an urgent matter."*

#### Work highlights

Martínez Quintero Mendoza González Laguado & De La Rosa acted for Metro Operación Inmobiliaria in an investigation brought by the SIC over suspected anticompetitive behaviour during COP16 in Cali.

#### Notable practitioners

Dynamic up-and-coming partner **María Claudia Martínez** continues to receive sterling praise for her activity in the Colombian competition and antitrust space. **Strengths:** *"María Claudia Martínez demonstrates a highly structured approach to competition analysis from the outset, examining matters in sufficient detail to enable a thorough assessment of the potential conditions that may be included in the resolution."* Associate-to-watch **Tomás Posada** is recognised in the market for his expertise in Colombian competition law. He advises prominent clients on antitrust matters across the retail, media and tourism sectors. **Strengths:** *"Tomás Posada is a good lawyer with an active presence in Colombian competition law."*

### Philippi Prietocarrizosa Ferrero DU & Uría

#### What the team is known for

Philippi Prietocarrizosa DU & Uría is a key full-service firm that is well known in the market for its established competition/antitrust practice in Colombia. The legal team is often found representing both Colombian and international clients in a range of matters, with a particular focus advising on merger control procedures before the SIC.

#### Strengths

*"Competition law consultations always involve market knowledge and business recommendations. With Philippi Prietocarrizosa Ferrero DU & Uría, even when a matter goes beyond the scope of our consultation, we have the confidence of receiving guidance, access to relevant external contacts, and the firm's full support and follow-up."*

#### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría represented Visa in an antitrust investigation by the Colombian competition authority regarding cross-border card-not-present payment systems and related competition matters in the payments sector.

#### Notable practitioners

Experienced practitioner **Diego Cardona** regularly handles merger control procedures before the SIC and general antitrust consultancy in Colombia.

**Strengths:** *"Diego Cardona is a highly pragmatic and experienced lawyer, with a very good communication with the competition authorities and a strong*

*commercial approach."*

### Veria Asesores

#### What the team is known for

Veria Asesores is a versatile Colombian firm with a dynamic competition and antitrust practice, advising on merger control, competition authority investigations, unfair competition disputes and competition compliance matters. The law firm stands out for its capability in complex merger control filings, high-profile investigations before the SIC and competition matters involving regulated industries. The team has notable experience across a broad range of sectors, including telecommunications, financial services and sports.

#### Strengths

*"Veria Asesores' expertise in competition law and the telecommunications sector is a key differentiator. The support it provides is comprehensive and enables it to meet the advisory and strategic needs of our company."*

#### Work highlights

Veria Asesores advised Banco Davivienda on a multi-jurisdictional merger with Scotiabank regarding integration of banking operations and establishment of a regional financial holding structure.

#### Notable practitioners

**Pablo Márquez** benefits from solid expertise advising on litigation proceedings before the SIC, as well as assisting with regulatory competition issues in Colombia. **Strengths:** *"Pablo Márquez's advice is characterised by its alignment with the company's business needs, always seeking solutions that enable progress without compromising regulatory compliance."* **Julio César Castañeda** is well regarded for his activity in relation to the regulatory aspects of competition law. **Strengths:** *"Julio César Castañeda offers strong client service and a high level of sophistication in his work. He makes complex problems seem simple and has an analytical ability that gives clients confidence."*

### Band 5

### Garrigues

#### What the team is known for

Garrigues is a well-regarded international firm that maintains a respected reputation in the Colombian competition market. The legal team is experienced in acting before the SIC on anti-competitive administrative cases such as bid-rigging investigations and merger control proceedings. Its broad client roster spans sectors including aviation, telecoms, technology and healthcare.

#### Strengths

*"Garrigues' handling of sensitive and complex issues encompasses multiple approaches and scenarios, generating essential input for decision-making. The team has deep knowledge of our company and demonstrates strong alignment with our strategy to reduce risks."*

#### Work highlights

Garrigues advised Telefónica on merger control proceedings before the Colombian competition

authority regarding Millicom's acquisition of Movistar through its Colombian subsidiary TigoUne.

#### Notable practitioners

Associate-to-watch **Anamaria Rico** continues to earn praise for her expertise in assisting clients with competition law mandates in Colombia. **Strengths:** *"Anamaria Rico is a highly skilled, diligent professional with excellent communication skills. She is empathetic and easy to work with."*

### Valbuena Abogados

#### What the team is known for

Valbuena Abogados is a well-regarded boutique law firm with a recognised competition and antitrust practice in Colombia. The team has notable experience representing clients in competition authority investigations, unfair competition disputes and merger control matters. The firm is especially active in contentious competition mandates, including challenges to decisions of the SIC and unfair competition proceedings involving major market participants. Valbuena Abogados advises clients across a range of sectors, including telecommunications, hospitality and sports.

#### Strengths

*"Valbuena Abogados demonstrates an outstanding level of expertise in handling complex matters, distinguished by its ability to provide clear, timely responses and effective solutions."*

#### Work highlights

Valbuena Abogados represented Talento Dorado and the Aguilas Doradas team in an antitrust investigation before the Colombian competition authority regarding alleged anti-competitive conduct affecting player mobility and contractual negotiations in professional football.

#### Notable practitioners

Respected founding partner **Gustavo Valbuena** handles a range of antitrust disputes against the Colombian authorities. **Strengths:** *"Gustavo Valbuena's analytical skills in complex matters are outstanding, and his experience allows him to anticipate regulatory and procedural scenarios with great accuracy."*

### Other Ranked Lawyers

Notable practitioner **Alejandro Acevedo** of RAD/DF represents clients against the Colombian antitrust authorities. **Strengths:** *"Alejandro Acevedo has a great capacity for analysing complex issues from a practical and commercial perspective, while maintaining a high level of technical expertise."*

Well-regarded practitioner **José Miguel de la Calle** of Quadratum enjoys notable capabilities in the Colombian antitrust space. He handles merger control proceedings and antitrust investigations in Colombia.

Talented practitioner **Carlos Esguerra** of Bermúdez & Esguerra Abogados continues to garner solid client recognition for his practice in the Colombian antitrust field. **Strengths:** *"I am completely satisfied with Carlos Esguerra's work. He is a practitioner with extensive knowledge of competition matters, experience in complex situations, and strong corporate judgement, which gives him a deep understanding of legal intricacies."* *"Carlos Esguerra's work. He is a practitioner with extensive knowledge of com-*



petition matters, experience in complex situations, and strong corporate judgement, which gives him a deep understanding of legal intricacies."

Well-regarded **Ana Lucía Parra** of Ramírez Laguado continues to receive praise for her activity in the Colombian competition market. **Strengths:** "Ana Lucía is a great lawyer with many years of experience and activity in the Colombian competition arena."

**Danilo Romero** heads the competition department at Holland & Knight's Bogotá office. He routinely assists clients with unfair competition claims and

merger control authorisations. **Strengths:** "Danilo Romero demonstrates excellent judgement and the ability to develop clear solutions in complex, multidisciplinary scenarios. He encompasses relevant legal, regulatory and contractual considerations and aligns them effectively with a commercial approach."

Dynamic practitioner **Guillermo Sossa** of Lizarazu, Sossa & Lozano Abogados benefits from solid experience assisting clients with a range of different competition matters in Colombia. **Strengths:** "Guillermo Sossa's response times are excellent, he

is always available, and he provides strategic, practical and well-founded solutions."

**Ximena Zuleta** of Dentons Cardenas & Cardenas handles merger control mandates and competition compliance advisory matters in Colombia. **Strengths:** "Ximena Zuleta is a professional who demonstrates a very strong technical command of competition and antitrust matters, together with an outstanding ability to manage complex issues with sound judgement."

## Corporate/M&A

| Corporate/M&A                                                          | Corporate/M&A                                                         | Corporate/M&A                                                        |
|------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------|
| Leading Firms                                                          | Eminent Practitioners                                                 |                                                                      |
| <b>Band 1</b>                                                          | <b>Eminent Practitioners</b>                                          |                                                                      |
| Brigard Urrutia                                                        | Anero Martín <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i>    |                                                                      |
| Martínez Quintero Mendoza González Laguado                             |                                                                       |                                                                      |
| Pérez-Llorca                                                           |                                                                       |                                                                      |
| Philippi Prietocarrizosa Ferrero DU & Uría                             |                                                                       |                                                                      |
| Posse Herrera Ruiz                                                     |                                                                       |                                                                      |
| <b>Band 2</b>                                                          | <b>Leading Individuals</b>                                            |                                                                      |
| Baker McKenzie S.A.S.                                                  | <b>Band 1</b>                                                         | Martínez Juan Diego <i>Serrano Martínez CMA</i>                      |
| Dentons Cardenas & Cardenas                                            | Herrera Jaime <i>Posse Herrera Ruiz</i>                               | Muñoz Tamayo Diego <i>Muñoz Tamayo &amp; Asociados</i>               |
| <b>Band 3</b>                                                          | Michelsen Sergio <i>Brigard Urrutia</i>                               | Sánchez Gabriel <i>Posse Herrera Ruiz</i>                            |
| Cuatrecasas                                                            | Quintero Felipe <i>Martínez Quintero Mendoza González</i>             | Tirado Nicolás <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> |
| Garrigues                                                              | Robledo Vásquez Jaime <i>Brigard Urrutia</i>                          | Tutasaura Castellanos Oscar <i>Posse Herrera Ruiz</i>                |
| Lloreda Camacho & Co                                                   | <b>Band 2</b>                                                         | Vaughan Diana <i>Lewin &amp; Wills (ORL) ♦</i>                       |
| <b>Band 4</b>                                                          | Barrero Claudia <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> | Villegas Guillermo <i>Contexto Legal Abogados</i>                    |
| Serrano Martínez CMA                                                   | Cubillos Porto Jaime <i>Posse Herrera Ruiz</i>                        | <b>Band 6</b>                                                        |
| Uribe Henao Abogados                                                   | de la Rosa Juan Manuel <i>Martínez Quintero Mendoza</i>               | Aristizábal Felipe <i>Martínez Quintero Mendoza González</i>         |
| <b>Band 5</b>                                                          | Laguado Darío <i>Martínez Quintero Mendoza González</i>               | García Angela <i>Brigard Urrutia</i>                                 |
| Brick Abogados                                                         | <b>Band 3</b>                                                         | Mancero Gabriela <i>Peña Mancero Abogados (ORL) ♦</i>                |
| Contexto Legal Abogados                                                | Cuberos Felipe <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i>  | Mariño Dueñas Felipe <i>Cuatrecasas *</i>                            |
| Holland & Knight                                                       | Ordóñez Andrés <i>Garrigues</i>                                       | Miramón Santiago <i>Dentons Cardenas &amp; Cardenas</i>              |
| Muñoz Tamayo & Asociados                                               | Padilla Hernando <i>Philippi Prietocarrizosa Ferrero DU</i>           | Rodríguez Juan Diego <i>Brick Abogados</i>                           |
| RAD/DF                                                                 | Torres José Alejandro <i>Posse Herrera Ruiz</i>                       | Serrano Mónica <i>BBGS Abogados (ORL) ♦</i>                          |
| <small>* Indicates individual with profile.</small>                    | Trujillo Caicedo Jaime <i>Baker McKenzie S.A.S.</i>                   | Uribe María Carolina <i>Uribe Henao Abogados</i>                     |
| <small>♦ (ORL) = Other Ranked Lawyer.</small>                          | Uribe García Lina <i>Pérez-Llorca *</i>                               | Velásquez Julia <i>Holland &amp; Knight</i>                          |
| <small>Alphabetical order within each band. Band 1 is highest.</small> | <b>Band 4</b>                                                         | <b>Up-and-coming individuals</b>                                     |
|                                                                        | Borrero Mauricio <i>Dentons Cardenas &amp; Cardenas</i>               | Gambín Juan Carlos <i>Martínez Quintero Mendoza</i>                  |
|                                                                        | Cárdenas Eduardo <i>Dentons Cardenas &amp; Cardenas</i>               | Gómez Susana <i>Posse Herrera Ruiz</i>                               |
|                                                                        | Crump Andrés <i>Garrigues</i>                                         | Merino Camilo <i>Serrano Martínez CMA</i>                            |
|                                                                        | García Arenas Natalia <i>Pérez-Llorca *</i>                           | Molano Felipe <i>CMS Rodríguez-Azuero (ORL) ♦</i>                    |
|                                                                        | Hidalgo Andrés <i>Lloreda Camacho &amp; Co</i>                        | Noreña Catalina <i>Posse Herrera Ruiz</i>                            |
|                                                                        | Jaramillo Ana Cristina <i>Pérez-Llorca *</i>                          | Ponce de Leon Natalia <i>Baker McKenzie S.A.S.</i>                   |
|                                                                        | Martínez Beltrán Camilo <i>Martínez Quintero Mendoza</i>              | Quintero Juan David <i>Pérez-Llorca *</i>                            |
|                                                                        | Vera Juan Felipe <i>Cuatrecasas</i>                                   | Roldán Juan Felipe <i>Gamboa, García, Roldán (ORL) ♦</i>             |
|                                                                        | <b>Band 5</b>                                                         | Valderrama Ortiz Paola <i>Pérez-Llorca</i>                           |
|                                                                        | Castillo Fernando Alfredo <i>Brigard Urrutia</i>                      | <b>Associates to watch</b>                                           |
|                                                                        | Henao Moreno Carlos Fernando <i>Uribe Henao</i>                       | Martínez Pablo <i>Cuatrecasas</i>                                    |
|                                                                        | Holguín Mora Tomás <i>Brigard Urrutia</i>                             | Sánchez Nadia <i>Lloreda Camacho &amp; Co</i>                        |
|                                                                        | Larrotta Acevedo Jeison <i>RAD/DF</i>                                 |                                                                      |

### Band 1

#### Brigard Urrutia

##### What the team is known for

Brigard Urrutia has a top-tier practice that is widely regarded as a leading player in Colombia and that often assists with high-end M&A transactions. The firm is consistently instructed by Colombian and international players to provide counsel on the sale and acquisition of major companies and infrastructure projects. Brigard Urrutia's expertise includes advising on sophisticated corporate matters, including strategic stakeholder agreements and joint ventures, capitalisations and reorganisations.

##### Strengths

"Brigard Urrutia possesses a top-notch team of lawyers, with partners involved in every aspect of the

process, supported by a highly professional junior team and exceptionally quick response times. It is the best firm in Colombia for handling complex matters."

"Brigard Urrutia is highly regarded, and their quality, knowledge and experience are impeccable. They handle highly complex corporate reorganisation matters, and I appreciate their discipline in main-

taining high standards. They understand the needs of our company and have never let us down."

##### Work highlights

Brigard Urrutia advised Compass Group on the divestment of its operations in Colombia, Mexico and Chile to Newrest Group Holding, including the sale of its Colombian business and regional carve-out transactions.

**Notable practitioners**

Frontrunning practitioner **Sergio Michelsen** is commended by clients and market insiders for his extensive expertise in M&A mandates. **Strengths:** “Sergio Michelsen has a strong reputation and a proven track record in closing deals. He is an excellent lawyer with outstanding responsiveness, providing solid client service and demonstrating strong commercial vision.” “Sergio Michelsen is outstanding in M&A matters. He is a market leader in the Colombian corporate arena.” Distinguished practitioner **Jaime Robledo Vásquez** assists clients with share purchases, mergers and divestitures in Colombia. **Strengths:** “I have thoroughly enjoyed working with Jaime Robledo Vásquez. He demonstrates an excellent level of commitment, analysis and execution, and remains fully dedicated to meeting our exceptional time requirements while always being available to propose practical solutions.” “Jaime Robledo Vásquez is a superb practitioner with a strong knowledge of the Colombian market and provides extremely practical advice.” Co-head of department **Fernando Alfredo Castillo** is a dynamic legal adviser with a distinguished practice in transactional and corporate structuring matters. **Strengths:** “Fernando Alfredo Castillo is a prominent figure in the corporate field. He assists us with complex, large-scale M&A matters and demonstrates a thorough understanding of every aspect of the transaction, while delivering impressive response times.” Co-head of department **Tomás Holguín Mora** enjoys clients’ recognition for his prowess in advising on M&A mandates in Colombia. **Strengths:** “Tomás Holguín is a first-rate professional who is highly attentive to the company’s needs and truly stands out. He provides excellent advice in the corporate/M&A area.” Partner **Angela García** garners client and peer recognition for her expertise in assisting clients with corporate matters in Colombia. **Strengths:** “Angela García provides detailed analytical advice, acting quickly and with great willingness to assist. She is helpful in negotiations and has an understanding of complex industry-related matters.”

## Martínez Quintero Mendoza González Laguado & De La Rosa

**What the team is known for**

Martínez Quintero Mendoza González Laguado & De La Rosa is a respected international full-service firm that fields a skilled team that is highly regarded for its key role within the Colombian corporate and M&A arena. The department boasts outstanding abilities in assisting with shareholder and share purchase agreements as well as providing legal advice on high-profile joint ventures and asset acquisition mandates.

**Strengths**

“The work of Martínez Quintero Mendoza González Laguado & De La Rosa is impeccable. The senior M&A partners excel in their understanding of business aspects and their ability to explain legal complexities.”

“What sets Martínez Quintero Mendoza González Laguado & De La Rosa apart from other firms in the market is their exceptional combination of technical expertise and operational flexibility. Their experience and legal expertise have been instrumental in resolving complex issues and addressing technical

points of contention that other advisers could not resolve.”

**Work highlights**

Martínez Quintero Mendoza González Laguado & De La Rosa advised Telefónica Hispanoamérica on the sale of its 67.5% stake in Colombia Telecomunicaciones to Millicom. The matter was valued at USD400 million.

**Notable practitioners**

Co-head of the corporate/M&A department **Felipe Quintero** is frequently sought after by private equity funds to advise on transactions and joint venture agreements. **Strengths:** “Felipe Quintero has a rare ability to combine the roles of corporate lawyer and business structuring specialist, a skill set that is seldom found in the industry.” “Felipe is the best M&A lawyer in Colombia. He is the only practitioner I have worked with who handles cross-border transactions flawlessly and consistently achieves the best results for his clients.” Prominent practitioner **Juan Manuel de la Rosa** is based in Bogotá and co-heads the corporate/M&A department. He boasts solid expertise in assisting clients hailing from the banking and finance sector. **Strengths:** “Juan Manuel de la Rosa is one of the most outstanding and respected lawyers in Colombia’s legal market. His seniority and experience are clear at every stage of our strategic relationship.” Well-regarded partner **Darío Laguado** is a strong player in the M&A field in Colombia and is sought after for his extensive expertise in the corporate arena. **Strengths:** “Darío Laguado’s advice is extraordinary. He tackles complex issues with ease, translating them into clear options and alternatives, and his judgement is highly valued.” Managing partner **Camilo Martínez Beltrán** demonstrates an active legal practice in Colombia. He is frequently sought after by national and international clients to advise on M&A deals. **Strengths:** “Camilo Martínez Beltrán demonstrates excellent knowledge not only of corporate law but also of commercial, financial, securities and litigation matters. He offers outstanding service and commercial vision, combined with excellent availability and a strong willingness to assist with our matters.” Talented partner and co-head of the department **Felipe Aristizábal** continues to receive plaudits from market insiders for his activity in the Colombian M&A sector. **Strengths:** “Felipe Aristizábal is an excellent lawyer who provides solid support in both the transactional and operational aspects of our M&A matters.” Up-and-coming partner **Juan Carlos Gambín** continues to receive strong endorsement from both clients and peers alike for his involvement in the Colombian corporate and M&A space. **Strengths:** “In my experience, Juan Carlos Gambín is one of the best lawyers in terms of knowledge, willingness and availability to provide professional support. He inspires a great deal of confidence.”

**Pérez-Llorca****What the team is known for**

Pérez-Llorca is a highly regarded full-service firm with a strong corporate and M&A practice in Colombia. The team is regularly instructed on complex domestic and cross-border transactions, including acquisitions, divestitures and joint ventures. The department stands out for its expertise in strategic acquisitions, portfolio transactions and

corporate restructurings. Pérez-Llorca is frequently sought out by clients from the telecommunications, energy, infrastructure and technology sectors.

**Strengths**

“Pérez-Llorca is an outstanding firm that inspires complete trust and credibility, increasing the likelihood of success in M&A transactions. The team has an excellent ability to support, resolve and contribute to the success of the transactions.”

“The main strengths of the Pérez-Llorca team lie in their extensive knowledge of legal and regulatory matters, their experience in advising on complex transactions and their in-depth understanding of the market.”

**Work highlights**

Pérez-Llorca advised Empresas Públicas de Medellín on the divestment of its controlling stake in UNE EPM Telecomunicaciones through a privatisation process. The matter was valued at USD520 million.

**Notable practitioners**

Knowledgeable practitioner **Lina Uribe García** is based in Bogotá and is sought after for her expertise in the Colombian M&A space. She has strong experience advising national and international clients on the full gamut of corporate mandates, including the structuring and negotiation of mergers and acquisitions as well as corporate restructurings. **Strengths:** “Lina Uribe García has a great ability to lead a large team through a complex transaction while maintaining quick response times and rapidly engaging with firms from other jurisdictions without disrupting the operation.” Talented partner **Natalia García Arenas** impresses commentators with her involvement in the Colombian corporate arena. She boasts expertise representing clients in M&A transactions and corporate reorganisations. **Strengths:** “Natalia García Arenas has a strong technical background and is always available to address the requirements of a transaction.” Partner **Ana Cristina Jaramillo** receives significant recognition from industry observers for her expertise in the Colombian corporate and M&A arena. She is frequently retained by clients in the energy and natural resources sector. **Strengths:** “Ana Cristina Jaramillo is a solid and committed lawyer who plays a key role in helping us achieve our objectives. Her talent and negotiation skills enable us to overcome significant transactional challenges.” Up-and-coming practitioner **Juan David Quintero** continues to receive market recognition for his high dynamism in the Colombian corporate arena. **Strengths:** “Juan David Quintero is an excellent lawyer specialising in M&A, with a remarkable ability to analyse complex structures and propose sound, well-structured legal solutions.” Up-and-coming practitioner **Paola Valderrama Ortiz** is recognised for her M&A practice in Colombia, advising prominent domestic clients on joint ventures, corporate reorganisations and cross-border acquisitions. **Strengths:** “Paola Valderrama Ortiz is a fantastic lawyer: approachable, deeply knowledgeable and highly organised. She is a trusted adviser on M&A matters and absolutely vital to our work.”

## Philippi Prietocarrizosa Ferrero DU & Uría

**What the team is known for**

Philippi Prietocarrizosa Ferrero DU & Uría is an

esteemed transactional heavyweight that is often retained by major Colombian and international companies acting as both buyers and sellers on cross-border acquisitions. The firm's noteworthy expertise encompasses corporate structuring for investments in the Latin American region as well as drafting sophisticated joint ventures and other commercial agreements. The department's clients hail from industries including oil and gas, insurance and transport.

#### Strengths

*"What truly sets the team at Philippi Prietocarrizosa Ferrero DU & Uría apart is their combination of knowledge, execution skills and practical judgement. The lawyers excel under pressure, helping to structure sophisticated transactions and handle complex, multi-jurisdictional matters in an organised, commercial and efficient manner."*

*"In addition to providing excellent legal expertise, the team at Philippi Prietocarrizosa Ferrero DU & Uría delivers solutions that support business operations. Rather than focusing on identifying problems, the team excels at providing highly effective strategies."*

#### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría advised Saab on a supply agreement with the Colombian Ministry of Defence for military aircraft and weaponry, together with related offset agreements.

#### Notable practitioners

Eminent practitioner **Martín Acero** continues to be held in high regard by observers of the Colombian corporate market. **Strengths:** *"Martín Acero is the person to seek out for highly difficult and complex matters; his vision is strategic and clear. He has strong business acumen, which makes the support he provides of the highest quality."* Prominent lawyer

**Claudia Barrero** is often seen leading notable work in the Colombian corporate realm, including acquisitions, sales and mergers. **Strengths:** *"Claudia Barrero offers strong commercial vision and provides practical, actionable recommendations based on a holistic understanding of the laws, regulations and needs of both the client and the counterparty."* **Felipe Cuberos** boasts extensive experience in advising clients on corporate mandates in Colombia. **Strengths:** *"Felipe Cuberos is a phenomenal M&A lawyer who consistently performs at a very high level. He gives me great confidence as a client and is always measured in his approach."*

**Hernando Padilla** is regularly sought after to assist with the acquisition of minority and majority stakes in companies. He has experience advising national and international clients hailing from a wide range of industries, including the finance, infrastructure and pharmaceutical sectors. **Strengths:** *"Hernando Padilla is a highly responsive and professional lawyer who delivers strong client service and commercial awareness."* Dynamic partner **Nicolás Tirado** is recognised for his notable activity in the Colombian corporate arena. He boasts expertise in assisting with M&A deals, joint venture agreements and corporate restructurings. **Strengths:** *"Nicolás Tirado has a strong commercial vision and a clear and pragmatic approach, providing solutions that combine legal depth with a precise understanding of business objectives."*

#### Posse Herrera Ruiz

##### What the team is known for

Posse Herrera Ruiz is a market-leading corporate powerhouse that is highly revered for its activity dealing with cross-border and Colombian M&A transactions. The legal team's abilities extend to conducting large-scale due diligence and assisting with sophisticated corporate reorganisations and joint venture agreements. Posse Herrera Ruiz boasts renowned expertise in representing large private equity funds and major companies from sectors including energy, infrastructure and technology.

##### Strengths

*"Posse Herrera Ruiz has strong expertise in M&A. The team demonstrates an excellent ability to handle complex and sophisticated matters and offers outstanding responsiveness and service throughout transactions."*

*"Posse Herrera Ruiz is an extension of our in-house legal department. They are true business partners, providing creative legal solutions, strategic advice and a deep understanding of our company, alongside robust professional expertise."*

##### Work highlights

Posse Herrera Ruiz advised Suzano, as Colombian legal counsel, on the structuring of a joint venture with Kimberly-Clark regarding its international tissue business.

##### Notable practitioners

Highly regarded practitioner **Jaime Herrera** receives positive endorsements from interviewees for his involvement in the legal market in Colombia. He possesses extensive experience advising clients on notable corporate and M&A mandates. **Strengths:** *"Jaime Herrera is an expert lawyer who is thoughtful and highly structured in his approach. He demonstrates excellent analysis and clarity and provides outstanding support."*

*"Jaime Herrera offers outstanding client service and commercial vision, always remaining attentive throughout the process. He is impartial, balanced and provides excellent support."* Experienced practitioner **Jaime Cubillos Porto** provides solid expertise in advising clients on corporate transactions and joint ventures in Colombia. **Strengths:** *"Jaime Cubillos Porto provides strong client service, demonstrating excellent responsiveness, strong business acumen and a very personal touch."*

Knowledgeable practitioner **José Alejandro Torres** is well placed to handle cross-border M&A transactions, capitalisations and the negotiation of commercial agreements in Colombia. **Strengths:** *"José Alejandro Torres is a highly reliable, practical and solutions-oriented lawyer. He is an outstanding negotiator and an unbeatable problem solver."* Dynamic partner **Gabriel Sánchez** continues to elicit significant endorsement from market commentators for his activity in the Colombian corporate space. **Strengths:** *"Gabriel Sánchez is the person I rely on most, not only for M&A transactions but also for broader advisory matters. He is exceptionally supportive and inspires confidence."*

**Oscar Tutasaura Castellanos** retains his position in the rankings after eliciting endorsements from respondents for his expertise in Colombia's corporate market. **Strengths:** *"Oscar Tutasaura Castellanos is an extremely knowledgeable and thoughtful lawyer. His ability to strike the right balance between protecting clients' interests and their need to com-*

*plete a transaction successfully is an asset when it comes to closing a deal."* **Susana Gómez** is an up-and-coming partner who impresses clients and peers alike with her practice in the Colombian corporate domain. **Strengths:** *"Susana Gómez is renowned for her meticulous attention to detail and her concise, precise responses. She is an excellent professional and an outstanding person, playing a key role in acquisitions and the company's day-to-day operations."* Up-and-coming partner **Catalina Noreña** is recognised for her expertise in cross-border transactions, corporate restructurings and governance matters. She enjoys strong endorsement from clients in the mining and infrastructure sectors. **Strengths:** *"Catalina Noreña is an excellent, proactive lawyer with extensive technical knowledge. She also has a calm, diligent and assertive demeanour."*

## Band 2

#### Baker McKenzie S.A.S.

##### What the team is known for

Baker McKenzie is a well-known international law firm that offers a solid Colombian corporate practice and is experienced in handling an array of mandates. The department's work has a strong focus on assisting with large cross-border acquisitions, due diligence analysis and the negotiation of shareholder agreements. Baker McKenzie's clients hail from a wide range of sectors, including the chemical, technology and transport industries.

##### Strengths

*"Baker McKenzie's main strengths lie in their solid experience in M&A transactions, their high level of technical rigour and their ability to manage complex matters with a practical, business-oriented approach."*

##### Work highlights

Baker McKenzie advised Frontera Energy on the divestment of its Colombian upstream oil and gas portfolio to GeoPark, including related corporate reorganisation and asset transfer arrangements. The matter was valued at USD400 million.

##### Notable practitioners

Talented partner and co-head of department **Jaime Trujillo Caicedo** continues to deliver a solid performance, garnering recognition from market commentators for his strong capabilities in corporate strategy and M&A advisory. **Strengths:** *"Jaime Trujillo Caicedo is a highly experienced professional with a very strong track record in the Colombian market. He demonstrates extensive knowledge and expertise, inspiring trust in his advice and throughout negotiation processes."* Up-and-coming partner **Natalia Ponce de Leon** continues to gain praise for her capabilities in M&A mandates, particularly those within the Colombian energy sector. **Strengths:** *"Natalia Ponce de Leon has outstanding technical expertise and business acumen, and is highly skilled at building strong relationships with clients and counterparties."*

#### Dentons Cardenas & Cardenas

##### What the team is known for

Dentons Cardenas & Cardenas is an international full-service firm that possesses a noteworthy corporate and M&A department and is experienced



in acting for clients in a range of complex corporate cases in Colombia. The firm routinely advises on asset and share acquisition matters as well as joint ventures. The legal team boasts considerable strength in assisting clients with due diligence, corporate structuring and negotiation matters.

#### Strengths

*"Dentons Cardenas & Cardenas consistently finds solutions to any challenges that arise during a deal. They are very agile, usually answer quickly and always fighting for our interests while seeking creative solutions with a business-oriented approach."*

#### Work highlights

Dentons Cardenas & Cardenas advised Kofola ČeskoSlovensko on the acquisition of a 49% stake in Alta Fermentación.

#### Notable practitioners

Bogotá-based practitioner **Mauricio Borrero** continues to be active in the Colombian corporate and M&A area. He boasts particular expertise in assisting with M&A transactions and joint venture agreements. **Strengths:** *"Mauricio Borrero provides precise and structured legal analysis on corporate governance matters. He demonstrates sound judgement, clarity and consistency when working on complex joint ventures in Colombia."*

Co-head of department **Eduardo Cárdenas** enjoys a long-standing track record within the Colombian corporate arena for advising national and international clients on noteworthy mergers and acquisitions. **Strengths:** *"Eduardo Cárdenas has a strong and well-regarded practice focused on corporate matters in Colombia."* Active partner **Santiago Miramón** garners praise from commentators for his involvement in the Colombian corporate space. He has expertise in advising on M&A transactions, corporate governance and restructurings. **Strengths:** *"Santiago Miramón has a very clear understanding of the client's needs. He helps create solutions that improve our position and maximise value, delivering them with excellent quality, service and responsiveness."*

### Band 3

#### Cuatrecasas

##### What the team is known for

Cuatrecasas has an active corporate and M&A department in Bogotá that is known to assist clients from the financial services, real estate, technology and energy sectors in Colombia. The legal department boasts experience handling M&A and contractual negotiations, as well as corporate structuring mandates. Cuatrecasas possesses strong capabilities in managing the Colombian-law aspects of regional and cross-border corporate transactions.

#### Strengths

*"Cuatrecasas has supported us with highly complex transactions, ensuring the successful execution and closing of M&A processes. Their ability to design innovative structures and deliver unique solutions has been a key differentiator and a major contributor to our success."*

#### Work highlights

Cuatrecasas assisted ContourGlobal with the sale of Compañía Eléctrica de Sochagota to GLF Energy Ventures.

#### Notable practitioners

Head of department **Juan Felipe Vera** is held in high esteem for his expertise in corporate and M&A mandates in Colombia. He enjoys solid experience advising clients from a wide range of sectors, including the energy, banking and manufacturing industries. **Strengths:** *"I highly recommend Juan Felipe Vera. He understands the business very well, which complements his legal knowledge, and he is practical and creative in seeking resourceful solutions to complex problems."* Co-head of department **Felipe Mariño Dueñas** is a skilled partner who enjoys significant recognition for his dynamic practice in the Colombian corporate/M&A space. **Strengths:** *"Felipe Mariño Dueñas is a trusted strategic partner who leads our M&A transactions. He consistently helps create value through his sound judgement, experience and broad perspective, strengthening our investments."*

Associate-to-watch **Pablo Martínez** is noted for his activity on complex domestic and cross-border M&A transactions, particularly for clients in the energy and financial services sectors. **Strengths:** *"Pablo Martínez combines technical excellence, practical judgement and a modern approach to law. He stands out for his ability to address complex matters with clarity and efficiency, as well as for his close client relationships and understanding of the business."*

#### Garrigues

##### What the team is known for

Garrigues is a noted firm with a respected position in the corporate arena and is active on a range of noteworthy mandates in Colombia. The department is experienced working on M&A transactions and day-to-day corporate matters. Garrigues's client roster includes entities that hail from sectors such as finance, infrastructure and healthcare.

#### Strengths

*"Garrigues stands out for combining robust M&A capabilities with an in-depth understanding of the Colombian regulatory landscape – a valuable asset in complex transactions. Their technical strength, responsiveness and sound judgement are what set the firm apart."*

#### Work highlights

Garrigues advised Grupo Nefrouros on its acquisition of Grupo Vantive's renal care services business across Colombia, Brazil, Ecuador and Guatemala, comprising 66 renal clinics.

#### Notable practitioners

Co-head of department **Andrés Ordóñez** receives plaudits for his expertise in the Colombian M&A space. Clients recognise him as an active practitioner advising on sectors such as fintech and healthcare, among others. **Strengths:** *"Andrés Ordóñez's knowledge and experience in mergers and acquisitions are clear. He provides timely advice, contextualises contingencies and develops risk maps to support the analysis of alternatives in legal and business decision-making."* **Andrés Crump** is recognised for his vast experience advising on M&A deals within the Colombian corporate space. He is routinely sought after by clients from a wide range of industries, particularly the infrastructure and energy sectors. **Strengths:** *"Andrés Crump's combination of strong M&A judgement and a practical understanding of how to navigate legal and regulatory issues stands out. He clearly leads the workstream,*

*bringing together the diligence, structuring and transactional aspects in a clear, commercially useful way."* **Andrés Crump's combination of strong M&A judgement and a practical understanding of how to navigate legal and regulatory issues stands out. He clearly leads the workstream, bringing together the diligence, structuring and transactional aspects in a clear, commercially useful way."**

#### Lloreda Camacho & Co

##### What the team is known for

Lloreda Camacho & Co has a noteworthy practice that boasts a solid presence within the Colombian M&A space. The legal team is frequently found advising major clients, both national and international, on a range of corporate mandates. The practice group routinely assists companies with subsidiary incorporation, corporate reorganisations and joint ventures. Lloreda Camacho & Co presents a solid performance in assisting with merger proceedings as well as asset and project acquisitions. The firm advises clients from the pharmaceutical, energy and transportation industries.

#### Strengths

*"The key distinguishing factors of Lloreda Camacho & Co's service are their technical and legal expertise, exceptional availability, responsiveness and agility. We have complete confidence in their legal judgement and expertise when making strategic decisions."*

#### Work highlights

Lloreda Camacho & Co represented Albéa Group in the acquisition of Amfora Packaging and its Peruvian subsidiary, expanding its cosmetics and fragrance packaging manufacturing operations in Colombia and across Latin America, in a transaction valued at USD95 million.

#### Notable practitioners

Dynamic partner **Andrés Hidalgo** continues to be recognised for his remarkable activity within the Colombian corporate arena. **Strengths:** *"Andrés Hidalgo's greatest strength is the speed with which he responds to matters. I particularly value his ability to prioritise effectively and know what to delegate to his team. On significant matters, he is prompt, approachable and highly supportive."* **Andrés Hidalgo's greatest strength is the speed with which he responds to matters. I particularly value his ability to prioritise effectively and know what to delegate to his team. On significant matters, he is prompt, approachable and highly supportive." Director **Nadia Sánchez** continues to garner praise from market commentators for her expertise in advising on corporate reorganisations and M&A mandates. **Strengths:** *"Nadia Sánchez is a great lawyer who is pragmatic and operationally focused, while conveying the level of detail required under the law. She is a true value-add."***

### Band 4

#### Serrano Martínez CMA

##### What the team is known for

Serrano Martínez CMA has a dynamic corporate and M&A practice in Colombia. The department is routinely sought after by clients from the e-commerce, construction, and oil and gas sectors to provide advice on mandates such as corporate

governance and corporate reorganisations, as well as mergers and acquisitions.

#### Strengths

*"Serrano Martínez is distinguished by its deep knowledge of Colombian corporate and M&A mandates, combining strong technical expertise with a practical approach to complex transactions. The team is highly responsive, communicates clearly and directly, and demonstrates excellent negotiation skills with a strong focus on achieving successful outcomes."*

#### Work highlights

Serrano Martínez CMA represented BlackSip in its merger with STP Networks and related corporate restructuring, in a transaction valued at USD13 million.

#### Notable practitioners

Dynamic partner **Juan Diego Martínez** continues to be recognised for his solid activity advising clients on the Colombian corporate and M&A market.

**Strengths:** *"Juan Diego Martínez is an exceptional corporate lawyer whose technical rigour, responsiveness and strategic vision set him apart in the Colombian M&A market. As our primary point of contact, he combines a proactive, solution-oriented approach with a strong grasp of complex legal issues."* Up-and-coming partner and co-head of department **Camilo Merino** is a talented practitioner specialising in corporate and M&A. His expertise encompasses transactional and corporate structuring mandates, with a focus on the Medellín area. **Strengths:** *"Camilo Merino offers extensive knowledge and a highly structured, practical approach. He brings real agility to negotiation, and his commitment and sense of responsibility give us great peace of mind."*

### Uribe Henao Abogados

#### What the team is known for

Uribe Henao Abogados is a Medellín-based firm with an established reputation for its corporate and M&A practice. The legal team offers advice on a wide range of mandates, including the sale and acquisition of equity stakes, investment and shareholders' agreements, and corporate restructurings. The corporate department is also frequently called upon by national and international clients to assist with due diligence mandates.

#### Strengths

*"Uribe Henao Abogados' team ensures that processes run smoothly, taking a balanced approach that benefits all parties and facilitates business. They consistently manage risks, maintain impeccable organisation and work collaboratively to find and deliver the best solutions."*

#### Notable practitioners

Partner and co-head of department **Carlos Fernando Henao Moreno** is praised by clients and peers alike for his dynamic practice in Medellín. He has expertise in advising on M&A transactions.

**Strengths:** *"Carlos Fernando Henao Moreno is a strong professional with deep market knowledge, consistently offering several paths to achieve the desired outcome and always showing a willingness to help."* Co-head of department and managing partner of the firm, **María Carolina Uribe** is recognised for her activity in the Colombian market, advising clients on both transaction structuring and corporate governance mandates. **Strengths:**

*"María Carolina Uribe brings a business-oriented perspective to M&A processes while maintaining a strong focus on the legal aspects of each transaction."*

## Band 5

### Brick Abogados

#### What the team is known for

The Bogotá-based firm Brick Abogados has a noteworthy corporate department in Colombia that benefits from its expertise handling a range of corporate mandates with a boutique approach. The team enjoys experience advising on M&A transactions and is frequently sought out by clients to assist with sales and acquisitions of assets, equity transactions and due diligence. The firm's client roster spans sectors including food and drink, finance and healthcare.

#### Strengths

*"Brick Abogados offers prompt responses, personalised partner attention and a robust commercial approach. The highly skilled, knowledgeable and resourceful team is readily available, demonstrating an excellent technical and legal foundation."*

#### Work highlights

Brick Abogados represented Inmaculada Guadalupe y Amigos in the sale of a 99% stake in Compañía Comercial e Industrial de La Sabana Avesco and Avinco to a private investor.

#### Notable practitioners

Co-head of department **Juan Diego Rodríguez** continues to receive recognition as a skilled practitioner, with clients and peers alike commenting on his expertise in M&A, corporate, commercial and contractual matters. **Strengths:** *"Juan Diego Rodríguez is a top-notch lawyer who delivers outstanding client service and demonstrates strong commercial awareness."*

### Contexto Legal Abogados

#### What the team is known for

Contexto Legal Abogados is a recognised Medellín-based firm that is known for its capabilities in advising key Colombian and international clients, including those from the healthcare, tech and textile industries. The legal team's activity centres on advising shareholders on both the selling and acquisition sides of transactions, as well as on merger proceedings and corporate commercial agreements.

#### Strengths

*"Contexto Legal delivers an exceptionally high standard of service. Their sizeable and capable team combines in-depth legal and technical expertise with responsiveness, up-to-date knowledge and a strong understanding of business realities and requirements."*

#### Work highlights

Contexto Legal advised Agua Bendita on the structuring of a strategic partnership with an international winery and a Colombian distributor, including licensing-for-equity arrangements and related commercial agreements.

#### Notable practitioners

Medellín-based partner **Guillermo Villegas** is head of the department and regularly sought after to provide advice across a range of M&A proceedings

and corporate commercial agreements. **Strengths:** *"Guillermo Villegas is an excellent professional with extensive experience and strong business acumen. He is highly reliable, has a proven track record and benefits from a strong professional network."*

### Holland & Knight

#### What the team is known for

Holland & Knight possesses an experienced corporate practice that maintains a significant position within the Colombian market. The legal team is well versed in advising on matters including day-to-day corporate considerations, contract negotiations and restructuring mandates.

#### Strengths

*"Holland & Knight combines legal expertise with an understanding of our organisation's strategic objectives, enabling the firm to provide practical solutions, anticipate risks and propose alternatives that add value to the business beyond regulatory compliance."*

#### Work highlights

Holland & Knight advised Yamaha Motor Company on the acquisition of an increased equity stake in Incolmotos-Yamaha in Colombia, including transaction structuring, due diligence and post-acquisition integration matters.

#### Notable practitioners

Knowledgeable practitioner **Julia Velásquez** continues to be endorsed by market insiders for her activity in the Colombian corporate law field. **Strengths:** *"Julia Velásquez is a lawyer who provides excellent support on M&A matters with cross-border implications."*

### Muñoz Tamayo & Asociados

#### What the team is known for

Muñoz Tamayo & Asociados houses a dynamic department with a solid bench of well-regarded practitioners who are experienced acting on both routine corporate work and large transactional matters in Colombia. The legal team is retained by companies to advise on share acquisitions, merger assistance and corporate contract negotiations. The firm's client roster encompasses diverse sectors, including the infrastructure, technology and food industries.

#### Strengths

*"Muñoz Tamayo & Asociados' team demonstrates solid technical expertise in corporate and M&A matters, handling the contractual and organisational aspects of transactions with precision."*

#### Work highlights

Muñoz Tamayo & Asociados advised Monster Energy Company on the legal structuring of a new business model in Colombia, supporting its transition from import and distribution operations to local manufacturing.

#### Notable practitioners

Head of department **Diego Muñoz-Tamayo** routinely handles a wide range of corporate and commercial matters in Colombia, including share purchase agreements, cross-border M&A transactions and corporate governance. **Strengths:** *"Diego Muñoz Tamayo is an impeccable professional who delivers exceptional client service, strong commercial vision and a high level of sophistication in his work."*

**RAD/DF****What the team is known for**

RAD/DF is a Bogotá-based firm with a well-regarded practice in Colombia and significant expertise in M&A, venture capital and private equity matters. RAD/DF's corporate department has notable experience assisting clients with the sale and acquisition of equity stakes, company capitalisations and corporate reorganisations. The firm is particularly active in advising investment funds, technology companies and startups across various sectors.

**Strengths**

*"RAD/DF demonstrates a deep understanding of the key concepts that underpin transactions. The lawyers show their expertise through their responsiveness and effectiveness in addressing evolving needs, consistently delivering commercially sound solutions that help drive transactions forward."*

**Work highlights**

RAD/DF advised two individual shareholders on the sale of 100% of their stake in Asistencia Médica and Servicio de Asistencia Médica Inmediata to Empresa de Medicina Integral EMI, in a transaction valued at USD6.5 million.

**Notable practitioners**

Dynamic practitioner and co-head of department **Jeison Larrota Acevedo** continues to impress commentators with his prowess in leading M&A and corporate mandates. **Strengths:** *"Jeison Larrota Acevedo is an excellent lawyer: pragmatic, highly knowledgeable and flexible when needed. His ability to understand financial and commercial matters, as well as his clients' motivations, enables him to contribute to strategic decision-making from every angle."*

**Other Ranked Lawyers**

**Gabriela Mancero** of Peña Mancero Abogados enjoys expertise in assisting clients with carve-out acquisitions, corporate finance, and the purchase of minority and majority stakes in Colombian companies. **Strengths:** *"Gabriela Mancero is a dynamic legal adviser who is always prompt in her responses and demonstrates broad expertise in the corporate field in Colombia."*

Up-and-coming partner **Felipe Molano** of CMS Rodríguez-Azuero is an active practitioner with broad expertise in financial and corporate law mandates. He enjoys capabilities handling both local

and cross-border transactions. **Strengths:** *"Felipe Molano is a good lawyer in corporate matters who delivers valuable client service and commercial vision."*

Up-and-coming corporate practitioner **Juan Felipe Roldán** of Gamboa, García, Roldán & Co is recognised for advising domestic companies, family-owned businesses and foreign investors on mergers and acquisitions, corporate restructurings and governance matters. **Strengths:** *"Juan Felipe Roldán is a highly personable practitioner with an in-depth understanding of the Colombian market and legal framework."*

**Mónica Serrano** of BBGS Abogados continues to receive strong feedback for her corporate work in Colombia. **Strengths:** *"Mónica Serrano is a very attentive lawyer who understands her clients' needs and is highly capable of finding and implementing solutions."*

Talented practitioner **Diana Vaughan** of Lewin & Wills continues to be recognised for her activity within the Colombian corporate arena. **Strengths:** *"Diana Vaughan is an excellent professional who delivers strong client service and demonstrates great interpersonal skills, along with extensive knowledge of the Colombian corporate arena."*



## COLOMBIA: A Dispute Resolution: Arbitration Overview

President Abeloardo de la Espriella took office in Colombia in August 2026 for a four-year term. The new administration is expected to have a positive impact on arbitration in Colombia and to mark a shift from the outgoing government's stance on this area. Four main trends will likely be seen in the coming year.

### Core Trends

#### *Investment arbitration*

First, it is highly likely that international investment agreements (IIAs) and the use of investment arbitration as a means of resolving investment disputes will continue to increase. The previous government publicly announced Colombia's withdrawal from the investor-State dispute settlement system (ISDS), including the renegotiation of existing IIAs and withdrawal from the International Centre for Settlement of Investment Disputes (ICSID). However, the outgoing government did not follow through on those announcements. The new government has announced that it will strengthen and promote new IIAs and that it will respect the protections granted to foreign investors in Colombia, which appears to reverse the previous stance and signal a move towards promoting IIAs and, more broadly, the use of the ISDS to promote and attract foreign investment.

#### *Sector revitalisation*

Second, the new government has also announced that it will focus on revitalising certain specific sectors, such as infrastructure, construction, energy, oil and gas, and mining. Promoting new projects in these specific industries poses a number of significant challenges, such as the convergence of private economic interests, environmental and public policy objectives, and community expectations. All of this, combined with the heavy capital investment, the involvement of multinational companies and foreign investors, and the complex disputes that usually arise from such projects, will most likely increase the use of international arbitration as a mechanism to resolve disputes involving projects in Colombia in the coming years.

#### *Courts' approach to arbitration*

Third, Colombia continues to position itself as a friendly seat for international arbitration. In general, Colombian courts continue to be friendly towards arbitration, with annulments being very rare and limited to serious procedural violations. Furthermore, Colombia's government signed a Host Country Agreement with the Permanent Court of Arbitration (PCA) that will facilitate the conduct of PCA proceedings within the country, thereby strengthening Colombia as a seat for international arbitrations, particularly for cases involving Latin America.

#### *Legislation*

Fourth and finally, Congress has recently passed new legislation allowing for arbitration in collection proceedings. While it remains to be seen how this new legislation will work and what effects it will have – and although its application appears, in principle, to be limited to domestic arbitration – it does create a new frontier for the use of arbitration as a means of resolving commercial disputes and for creditors to collect debts more easily.

### Other Key Trends and Challenges

The expectation is that arbitration will continue to consolidate in Colombia as the preferred method for resolving business disputes. Over past years, and despite some of the objections raised by the former government regarding its use, the reality is that international arbitration has continued to grow in the country. The 2025 ICC Dispute Resolution Statistics, compiled by the International Court of Arbitration of the International Chamber of Commerce (ICC), show that, in that year, 31 new international arbitrations – in which one of the parties was a Colombian national – were initiated under the ICC Rules of Arbitration, placing Colombia just behind Brazil and Mexico as the countries in the region with the highest representation of parties in international arbitrations under the ICC Rules in 2025. The participation of Colombian arbitrators in international arbitrations under the ICC Rules of Arbitration follows a similar trend: in 2025, 23 Colombian arbitrators were appointed to ICC arbitrations, ranking just behind Brazil, Mexico and Argentina in the region.

The trend is similar in international arbitrations initiated under the Rules of the Bogotá Chamber of Commerce, Colombia's largest arbitration institution. According to public data from the Bogotá Chamber of Commerce, 119 new international arbitration proceedings were initiated under its Rules over the past four years (16 in 2022, 68 in 2023, 18 in 2024 and 17 in 2025). Similarly, according to public data from Colombia's National Infrastructure Agency (ANI), the Colombian government is currently facing 24 international commercial arbitration cases related to the infrastructure sector.

Turning to investment arbitration, statistics from ICSID for the first half of 2026 show that 63 new arbitration cases were filed in 2025, representing an increase compared to previous years (55 in 2024, 57 in 2023 and 41 in 2022). Of these new cases in 2025, four were filed against Colombia, making it the most frequently sued country in the region in 2025. According to Colombia's National Agency for the Legal Defense of the State (ANDJE), Colombia is currently facing 17 investment arbitration cases before various forums (primarily ICSID and the PCA) that are in the arbitration or annulment stage, with total claims exceeding USD18 billion.

However, the coming year will not be without challenges. After several years of relatively modest economic growth, companies continue to demand more efficient and cost-effective procedures. In particular, clients remain concerned about high legal costs, long-lasting procedures, and the ability to enforce the award – factors that may lead companies to reconsider their decision to resort to arbitration in certain matters. The arbitration community should continue addressing these concerns. Promoting, among other things, a responsible use of artificial intelligence, the adoption of more streamlined and cost-effective procedures (such as expedited arbitrations), rules on early case determination (such as those recently included in the latest amendment to the ICC Rules) and third-party funding represent opportunities to adapt to clients' needs while still ensuring that arbitration remains the preferred method for resolving business disputes.

## Dispute Resolution

| Dispute Resolution<br>Civil & Commercial Litigation     |
|---------------------------------------------------------|
| <b>Leading Firms</b>                                    |
| <b>Band 1</b>                                           |
| Philippi Prietocarrizosa Ferrero DU & Uría              |
| Posse Herrera Ruiz                                      |
| <b>Band 2</b>                                           |
| Pérez-Llorca                                            |
| Rincón Castro Abogados                                  |
| <b>Band 3</b>                                           |
| Arrieta Mantilla & Asociados                            |
| Benavides Mejía Dispute Resolution                      |
| Dentons Cardenas & Cardenas                             |
| Tobar & Romero Abogados                                 |
| <b>Band 4</b>                                           |
| Botero Salazar Tobón & Abogados                         |
| Esguerra JHR                                            |
| Gamboa Abogados                                         |
| Garrigues                                               |
| Martínez Quintero Mendoza González Laguado              |
| <b>Band 5</b>                                           |
| Arrubla Devis                                           |
| Brigard Urrutia                                         |
| Chemás & Asociados                                      |
| Cuatrecasas                                             |
| Gamboa, García, Roldán & Co.                            |
| Holland & Knight                                        |
| Londoño & Arango                                        |
| Tamayo Jaramillo & Asociados                            |
| Vélez Gutiérrez Abogados                                |
| * Indicates individual with profile.                    |
| ◇ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

The editorial is in alphabetical order by firm name.

### Arrieta Mantilla & Asociados

#### What the team is known for

Arrieta Mantilla & Asociados possesses a solid team that is frequently found representing key clients from the infrastructure arena in Colombian arbitration and commercial litigation. The law firm advises on the interpretation of concession contracts, disputes concerning breach of joint venture agreements and related damages claims. Arrieta Mantilla & Asociados is experienced in litigating against state authorities.

#### Strengths

"Arrieta Mantilla & Asociados is always willing to explore negotiated solutions before resorting to litigation. The team combines a pragmatic approach with deep expertise, and its lawyers are highly knowledgeable, providing clear and effective advice on even the most complex matters."

"Arrieta Mantilla & Asociados has particular expertise in handling national and international arbitration disputes, with in-depth knowledge of the infrastructure sector. The firm stands out for its impartiality, confidentiality, integrity and ability to understand problems and propose effective solutions."

#### Work highlights

Arrieta Mantilla & Asociados represented Concesionaria Ruta del Cacao in an international arbitration against the Agencia Nacional de Infraestructura arising from disputes regarding the performance of

| Dispute Resolution<br>Civil & Commercial Litigation                 |
|---------------------------------------------------------------------|
| <b>Senior Statespeople</b>                                          |
| <b>Senior Statespeople:</b> distinguished older partners            |
| Bejarano Guzmán Ramiro <i>Sole Practitioner (ORL) ◇</i>             |
| Esguerra Portocarrero Juan Carlos <i>Esguerra JHR</i>               |
| Palacios Mejía Hugo <i>Palacios Lleras (ORL) ◇</i>                  |
| Tamayo Jaramillo Francisco Javier <i>Tamayo Jaramillo</i>           |
| <b>Leading Individuals</b>                                          |
| <b>Band 1</b>                                                       |
| González Julio César <i>Philippi Prietocarrizosa Ferrero DU</i>     |
| Posada Carolina <i>Posse Herrera Ruiz *</i>                         |
| Posse Daniel <i>Posse Herrera Ruiz</i>                              |
| <b>Band 2</b>                                                       |
| Acevedo Rehbein Alberto <i>Garrigues</i>                            |
| Rincón Rafael <i>Rincón Castro Abogados</i>                         |
| Tobar Ordóñez Jaime Humberto <i>Tobar &amp; Romero</i>              |
| <b>Band 3</b>                                                       |
| Araque David <i>Pérez-Llorca *</i>                                  |
| Fernández de Soto Andrés <i>Dentons Cardenas</i>                    |
| Gamboa Morales Ernesto <i>Gamboa Abogados *</i>                     |
| Manzano Riaño Carlos Alberto <i>Arrieta Mantilla</i>                |
| Mejía Rivas Cristina <i>Benavides Mejía Dispute Resolution</i>      |
| Ramos Arismendi Paula Andrea <i>Arrieta Mantilla</i>                |
| Salazar Bernardo <i>Botero Salazar Tobón &amp; Abogados</i>         |
| <b>Band 4</b>                                                       |
| Arrubla Jaime Alberto <i>Arrubla Devis *</i>                        |
| Benavides Galvis Claudia Ines <i>Benavides Mejía Dispute</i>        |
| Gutiérrez Armando <i>Vélez Gutiérrez Abogados</i>                   |
| Gutiérrez Mestre José <i>Holland &amp; Knight</i>                   |
| Hernández Héctor <i>Philippi Prietocarrizosa Ferrero DU</i>         |
| Vejarano Paula <i>Dentons Cardenas &amp; Cardenas</i>               |
| <b>Band 5</b>                                                       |
| Arango Daniel <i>Londoño &amp; Arango</i>                           |
| Araque William <i>Pérez-Llorca *</i>                                |
| Bonilla Juan Pablo <i>Posse Herrera Ruiz</i>                        |
| Botero Aristizábal Luis Felipe <i>Botero Salazar Tobón</i>          |
| Chemás Jorge Eduardo <i>Chemás &amp; Asociados</i>                  |
| Gamboa Eduardo <i>Gamboa Abogados</i>                               |
| Gamboa Juan Ignacio <i>Gamboa, García, Roldán &amp; Co.</i>         |
| Martínez Beltrán Camilo <i>Martínez Quintero Mendoza</i>            |
| Mutis Téllez Felipe <i>Rincón Castro Abogados</i>                   |
| Sebastián Lombana Juan <i>Cuatrecasas</i>                           |
| <b>Up-and-coming individuals</b>                                    |
| Casas Alejandro <i>La Firma (ORL) ◇ *</i>                           |
| Chemás Sergio Alejandro <i>Chemás &amp; Asociados</i>               |
| Cruz Santiago <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> |
| Ignacio Guerra Juan <i>Rincón Castro Abogados</i>                   |
| Ortegón Obando Sebastián <i>Tobar &amp; Romero Abogados</i>         |
| Páez-Cala Daniela <i>Páez Cala Abogados (ORL) ◇</i>                 |
| Pérez Christian <i>Pérez &amp; Co. (ORL) ◇</i>                      |
| Quintero Sebastian <i>Baker McKenzie S.A.S. (ORL) ◇</i>             |
| Rojas Sergio <i>Martínez Quintero Mendoza González</i>              |

a road infrastructure public-private partnership concession agreement.

#### Notable practitioners

**Carlos Alberto Manzano Riaño** elicits significant praise from interviewees for his activity in the Colombian dispute resolution arena. He has expertise in advising on litigation and arbitration proceedings, with particular experience in the infrastructure and energy spheres. **Strengths:** "Carlos Alberto Manzano Riaño is a diligent, highly professional and thoroughly prepared lawyer. He demonstrates great

| Dispute Resolution: Arbitration            |
|--------------------------------------------|
| <b>Leading Firms</b>                       |
| <b>Band 1</b>                              |
| Philippi Prietocarrizosa Ferrero DU & Uría |
| Posse Herrera Ruiz                         |
| <b>Band 2</b>                              |
| Benavides Mejía Dispute Resolution         |
| Rincón Castro Abogados                     |
| <b>Band 3</b>                              |
| Arrieta Mantilla & Asociados               |
| Cuatrecasas                                |
| Dentons Cardenas & Cardenas                |
| Garrigues                                  |
| Pérez-Llorca                               |
| Tobar & Romero Abogados                    |
| <b>Band 4</b>                              |
| Botero Salazar Tobón & Abogados            |
| Brigard Urrutia                            |
| Castro Leiva Abogados                      |
| Chemás & Asociados                         |
| Gamboa Abogados                            |
| Holland & Knight                           |
| Londoño & Arango                           |
| Roldán Uribe & Álvarez                     |

respect for the arbitral tribunal and the arbitral process." "Carlos Manzano is a strategist who defines the overall approach, working closely with his lawyers and demonstrating excellent teamwork." **Paula Andrea Ramos Arismendi** continues to receive praise for her notable experience handling dispute resolution mandates in Colombia, particularly concession-related proceedings. She regularly advises prominent clients from the energy and infrastructure sectors. **Strengths:** "Paula Andrea Ramos Arismendi leads the team with strong technical expertise and a highly client-focused approach. She is consistently responsive, effective and committed, providing exceptional support to her clients." "Paula is an outstanding member of the firm's litigation department, with extensive experience and excellent client-focused service."

### Arrubla Devis

#### What the team is known for

Arrubla Devis is an established law firm with a multi-disciplinary team and a notable dispute resolution practice in Colombia, particularly in civil and commercial litigation. The firm advises clients from its Bogotá and Medellín offices on high-value contractual and administrative disputes nationwide. Arrubla Devis is recognised for its experience representing both domestic and international clients from the infrastructure, telecommunications and financial services sector.

#### Strengths

"Arrubla Devis excels in complex, high volume disputes, combining coordinated litigation strategies, strong technical expertise and a commercial approach that protects clients' operational, reputational and long-term business interests."

#### Work highlights

Arrubla Devis represented Portal Calicanto in enforcement and recovery proceedings against Transcribe arising from unpaid obligations under a public transport infrastructure contract, following

| Dispute Resolution: Arbitration                                     |
|---------------------------------------------------------------------|
| Senior Statespeople                                                 |
| <b>Senior Statespeople:</b> distinguished older partners            |
| Bejarano Guzmán Ramiro <i>Sole Practitioner (ORL) ◇</i>             |
| Esguerra Portocarrero Juan Carlos <i>Esguerra JHR</i>               |
| Leading Individuals                                                 |
| Band 1                                                              |
| Benavides Galvis Claudia Ines <i>Benavides Mejía Dispute</i>        |
| Posada Carolina <i>Posse Herrera Ruiz *</i>                         |
| Posse Daniel <i>Posse Herrera Ruiz</i>                              |
| Band 2                                                              |
| Acevedo Rehbein Alberto <i>Garrigues</i>                            |
| González Julio César <i>Philippi Prietocarrizosa Ferrero DU</i>     |
| Mejía Rivas Cristina <i>Benavides Mejía Dispute Resolution</i>      |
| Rincón Rafael <i>Rincón Castro Abogados</i>                         |
| Tobar Ordóñez Jaime Humberto <i>Tobar &amp; Romero</i>              |
| Zuleta Alberto <i>Cuatrecasas *</i>                                 |
| Band 3                                                              |
| Araque David <i>Pérez-Llorca *</i>                                  |
| Fernández de Soto Andrés <i>Dentons Cardenas</i>                    |
| Gamboa Morales Ernesto <i>Gamboa Abogados *</i>                     |
| Hernández Héctor <i>Philippi Prietocarrizosa Ferrero DU</i>         |
| Manzano Riaño Carlos Alberto <i>Arrieta Mantilla</i>                |
| Ramos Arismendi Paula Andrea <i>Arrieta Mantilla</i>                |
| Salazar Bernardo <i>Botero Salazar Tobón &amp; Abogados</i>         |
| Band 4                                                              |
| Castro Miguel <i>Rincón Castro Abogados</i>                         |
| Gutiérrez Mestre José <i>Holland &amp; Knight</i>                   |
| Londoño Arango Maximiliano <i>Londoño &amp; Arango</i>              |
| Roldán Fernando <i>Roldán Uribe &amp; Álvarez</i>                   |
| Suescún Felipe <i>Pérez-Llorca</i>                                  |
| Vejarano Paula <i>Dentons Cardenas &amp; Cardenas</i>               |
| Band 5                                                              |
| Arias Juan Sebastián <i>Philippi Prietocarrizosa Ferrero DU</i>     |
| Botero Aristizábal Luis Felipe <i>Botero Salazar Tobón</i>          |
| Chemás Jorge Eduardo <i>Chemás &amp; Asociados</i>                  |
| Gamboa Eduardo <i>Gamboa Abogados</i>                               |
| Leiva José Ignacio <i>Castro Leiva Abogados</i>                     |
| Ponce Durán Estefanía <i>Posse Herrera Ruiz</i>                     |
| Sebastián Lombana Juan <i>Cuatrecasas</i>                           |
| Up-and-coming individuals                                           |
| Corchuelo Daniela <i>Posse Herrera Ruiz</i>                         |
| Cruz Santiago <i>Philippi Prietocarrizosa Ferrero DU &amp; Uriá</i> |
| González Arrieta Felipe <i>Benavides Mejía Dispute</i>              |
| Ignacio Guerra Juan <i>Rincón Castro Abogados</i>                   |
| Munévar María Victoria <i>Brigard Urrutia</i>                       |
| Ortegón Obando Sebastián <i>Tobar &amp; Romero Abogados</i>         |
| Rojas Sergio <i>Martínez Quintero Mendoza González</i>              |
| Vengoechea Laura <i>Sole Practitioner (ORL) ◇</i>                   |
| Associates to watch                                                 |
| Rincón Ana María <i>Rincón Castro Abogados</i>                      |
| Vernaza Santiago <i>Rincón Castro Abogados</i>                      |
| <i>* Indicates individual with profile.</i>                         |
| <i>◇ (ORL) = Other Ranked Lawyer.</i>                               |
| <i>Alphabetical order within each band. Band 1 is highest.</i>      |

an arbitral award of approximately USD5.2 million.

#### Notable practitioners

Founding partner **Jaime Alberto Arrubla** is an experienced litigator advising companies and government institutions in Colombia on matters relating to commercial, civil, corporate and administrative law. He is widely recognised for his expertise in complex litigation and general dispute resolution. **Strengths:** “Jaime Alberto Arrubla’s background as a Supreme Court judge gives him a nuanced understanding of both procedural and substantive law that few practitioners can match. He can antici-

| Dispute Resolution<br>Most in Demand Arbitrators             |
|--------------------------------------------------------------|
| Leading Individuals                                          |
| Band 1                                                       |
| Bonivento Jiménez José Armando <i>(ORL) ◇</i>                |
| Cárdenas Mejía Juan Pablo <i>Sole Practitioner (ORL) ◇</i>   |
| de la Torre Camila <i>DAC Beachcroft LLP (ORL) ◇</i>         |
| Esguerra Portocarrero Juan Carlos <i>Esguerra JHR</i>        |
| Felipe Merizalde Juan <i>Adell &amp; Merizalde (ORL) ◇</i>   |
| Gamboa Morales Nicolás <i>Gamboa &amp; Chalela (ORL) ◇</i>   |
| Jaramillo Carlos Ignacio <i>Salazar, Pardo (ORL) ◇</i>       |
| Monroy Gabriela <i>Monroy Torres Abogados S.A. (ORL) ◇</i>   |
| Mürrie Anne Marie <i>Sole Practitioner (ORL) ◇</i>           |
| Namén Vargas William <i>Law Offices of William (ORL) ◇</i>   |
| Pabón Santander Antonio <i>Pabón Abogados (ORL) ◇</i>        |
| Pabón Santander Fernando <i>Pabón Abogados (ORL) ◇</i>       |
| Palacio María Teresa <i>Arrieta Palacio Abogados (ORL) ◇</i> |
| Parra Hernando <i>Parra Gonzalez Abogados (ORL) ◇</i>        |
| Pinzón Sánchez Jorge <i>Sole Practitioner (ORL) ◇</i>        |
| Solarte Rodríguez Arturo <i>Solarte Rodríguez (ORL) ◇</i>    |
| Tobar Ordóñez Jaime Humberto <i>Tobar &amp; Romero</i>       |
| Vélez Ochoa Ricardo <i>Vélez Gutiérrez Abogados</i>          |

pate judicial and arbitral reasoning with exceptional precision.”

#### Benavides Mejía Dispute Resolution

##### What the team is known for

Benavides Mejía Dispute Resolution is a prominent boutique firm advising on the full spectrum of dispute resolution mandates, ranging from national and international arbitrations to civil and commercial litigation proceedings. The practice boasts an experienced team that frequently represents high-end domestic and foreign clients in a wide range of disputes arising from M&A transactions, sale and purchase agreements, and construction contracts. The firm enjoys particular prowess advising on corporate, infrastructure and energy-related disputes.

##### Strengths

“Benavides Mejía Dispute Resolution has represented us in international arbitrations under Colombian law, delivering expert strategic advice and advocacy throughout the proceedings. The team combines deep procedural knowledge with a sophisticated approach to dispute strategy.”

“Benavides Mejía Dispute Resolution is our go-to legal counsel in the country. The team has developed a deep understanding of our operations, decision-making processes, corporate culture and long-term vision.”

##### Notable practitioners

Co-head of department **Cristina Mejía Rivas** continues to receive remarkable recognition for her notable work in resolving disputes in Colombia, particularly in complex arbitration cases. **Strengths:** “Cristina Mejía Rivas is exceptionally approachable with her clients. She takes their litigation considerations as her own, which, combined with her experience as a lawyer and partner at other firms, makes her a lawyer anyone would want to consult.” “Cristina’s ability to understand the complex project ecosystem has allowed us to formulate effective strategies and implement actions aimed at safeguarding our interests.” Co-head of department **Claudia Ines Benavides Galvis** elicits ample praise from the market for her leading position in the dispute resolution field in Colombia. She regularly handles impressive matters in the international arbi-

tration sphere. **Strengths:** “Claudia Ines Benavides Galvis is a highly regarded industry leader whose insight and judgement inspire confidence. Her advice is informed and effective, and she devises strategies that achieve successful outcomes.” “Claudia is a leading figure in international arbitration in Colombia. Her experience, judgement and client service reflect her deep expertise and strong understanding of her clients’ needs.” “Claudia Ines Benavides Galvis stands out for her ability to coordinate specialist expertise and deliver seamless, end-to-end solutions to complex legal challenges. Her leadership, commercial insight and strategic approach have been instrumental in providing high-quality, tailored support.” “She is an excellent lawyer. She has a strong understanding of commercial relationships, business strategy and clients’ needs.” Up-and-coming partner **Felipe González Arrieta** is an active arbitration practitioner, market-recognised for handling complex domestic and international disputes. **Strengths:** “Felipe González Arrieta is a highly experienced lawyer who handles complex cases with confidence and consistently delivers strong results. He has earned an excellent reputation in the Colombian disputes arena.”

#### Botero Salazar Tobón & Abogados

##### What the team is known for

Botero Salazar Tobón & Abogados fields a noteworthy practice that acts on a range of dispute resolution mandates and has noted skill in Colombian and international arbitration. The legal team’s expertise further encompasses commercial litigation. The department’s established practice is frequently retained by clients from the transportation, construction, and energy and natural resources sectors to assist with disputes concerning concession contracts.

##### Strengths

“Botero Salazar Tobón & Abogados is a strong litigation firm specialising in the insurance sector, among others.”

“Botero Salazar Tobón & Abogados has very good litigators. It is a highly regarded arbitration firm with experience handling both domestic and international cases.”

##### Notable practitioners

**Bernardo Salazar** garners praise for his solid practice in the dispute resolution space in Colombia. He benefits from a longstanding track record assisting clients from the construction and telecommunications sectors with both litigation and arbitration proceedings. **Strengths:** “Bernardo Salazar is a lawyer who is very skilled in procedural law and litigation.” “Bernardo Salazar is an excellent and highly discerning lawyer.” **Luis Felipe Botero Aristizábal** has an established presence advising clients from the construction arena on their arbitration and civil and commercial litigation proceedings in Colombia. **Strengths:** “Luis Felipe Botero is an extraordinary, versatile lawyer.”

#### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is a full-service law firm that possesses an established reputation in the Colombian dispute resolution market. The legal team is recognised for its representation of a multinational client base in commercial litigation proceedings, including



bankruptcy cases. Brigard Urrutia also handles arbitration cases, often representing energy and oil and gas clients.

#### Strengths

*"Brigard Urrutia has taken a thorough and meticulous approach to developing our defence strategy. Their strong understanding of our business enables them to provide practical advice that improves our prospects of a successful outcome."*

*"Brigard Urrutia is a well-established dispute resolution firm with strong multidisciplinary capabilities. Their team is highly experienced and comprehensive, and they have consistently responded to our legal service needs in a timely manner."*

#### Work highlights

Brigard Urrutia represented Colombia Móvil in an arbitration against Empresa de Telecomunicaciones de Bogotá arising from cost allocation under a nationwide 4G network-sharing agreement.

#### Notable practitioners

Up-and-coming partner **María Victoria Munévar** is an active practitioner handling litigation and arbitration matters for domestic and international clients. She is noted for infrastructure, shareholder and M&A disputes, as well as high-stakes conflicts in the energy, telecoms and retail sectors. **Strengths:** *"María Victoria Munévar combines exceptional legal expertise with a strategic approach and meticulous attention to detail. Her professionalism and reliability make her a highly trusted and outstanding legal adviser."*

### Castro Leiva Abogados

#### What the team is known for

Castro Leiva Abogados houses a multidisciplinary team with a well-regarded dispute resolution practice in Colombia. The department is sought after for its significant experience in both domestic and international arbitration, with a strong focus on infrastructure projects. The legal division also advises on amicable settlement matters. Castro Leiva Abogados has a notable roster of clients from the construction, infrastructure and transportation industries.

#### Strengths

*"The team at Castro Leiva Abogados is expert in contractual disputes arising from infrastructure projects, providing robust legal support. The firm offers a highly personalised service, using its expertise to address clients' needs efficiently and provide prompt, practical advice."*

#### Work highlights

Castro Leiva Abogados represented Mota-Engil in an international arbitration against Fondo de Financiamiento de la Infraestructura Educativa arising from claims for damages under public contracts for the construction of 263 schools in Colombia.

#### Notable practitioners

Experienced practitioner **José Ignacio Leiva** is a dispute resolution partner recognised for his work in domestic and international arbitration, amicable composition proceedings, and public law disputes. He advises on complex infrastructure and concession-related disputes, including major arbitrations involving ANI. **Strengths:** *"José Ignacio Leiva is a lawyer with expertise in infrastructure disputes. He has achieved overwhelmingly favourable results for our company, with decisions in our favour in the vast majority of cases assigned to him."*

### Chemás & Asociados

#### What the team is known for

Colombian law firm Chemás & Asociados boasts a multidisciplinary practice with notable expertise in arbitration and civil and commercial litigation. The team is recognised for its substantial experience in both domestic and international arbitration proceedings. The department also offers capabilities in public law and administrative disputes, advising on public procurement and infrastructure-related matters, as well as representing clients before courts and arbitral tribunals. Chemás & Asociados regularly assists companies in the energy, construction and infrastructure sectors.

#### Strengths

*"At Chemás & Asociados, the lawyers are not only technically sound litigators but also consider the client's broader concerns, not just the legal proceedings. They know when to litigate and when to negotiate, and have the ability to react quickly to ensure everything is completed within the required timeframe."*

*"Their services are excellent, and the firm demonstrates a strong understanding of procedural matters in different jurisdictions. The team offers sound risk analysis, responds promptly and is always available to address client queries."*

#### Work highlights

Chemás & Asociados represented Spectrum Renovaveis in a commercial dispute against Air-e arising from an energy supply contract and related debt recovery proceedings following non-payment of energy supply obligations.

#### Notable practitioners

**Jorge Eduardo Chemás** is a respected dispute resolution lawyer with experience in complex litigation and arbitration mandates. He is recognised for handling high-profile domestic and international disputes and advises companies on major infrastructure, hydroelectric and thermoelectric projects. **Strengths:** *"Jorge Eduardo Chemás is a highly accomplished lawyer with a proven track record of success. He is particularly recognised for his expertise in state procurement disputes, as well as for his success in handling important and complex litigation cases."* **Jorge Eduardo Chemás** is an experienced and skilled dispute resolution adviser. He provides clear guidance, understands his clients' objectives and confidently and precisely navigates complex issues." Up-and-coming partner **Sergio Alejandro Chemás** focuses on domestic and international arbitration and complex disputes, with market commentators recognising his experience in the infrastructure, renewable energy and public procurement sectors. **Strengths:** *"Sergio Alejandro Chemás is a well-rounded adviser and an excellent lawyer. He demonstrates in-depth legal knowledge and brings considerable expertise to complex commercial disputes."*

### Cuatrecasas

#### What the team is known for

Full-service law firm Cuatrecasas is recognised for its solid expertise in dispute resolution in Colombia. The team advises on arbitration and civil and commercial litigation, representing clients in cross-border disputes across strategic industries. The legal department has significant experience in domestic and international arbitration and contract

disputes. Cuatrecasas regularly assists companies from the insurance, construction and finance sectors.

#### Strengths

*"Cuatrecasas demonstrates commitment, integrity, promptness and a robust legal and technical component. They possess extensive knowledge of arbitration procedures, which they navigate with great ease and confidence."*

*"Cuatrecasas' key strengths that distinguish this department from others lie in its high level of specialisation, strategic capacity and commitment to results. The team demonstrates in-depth legal knowledge and solid experience in managing complex litigation, enabling it to design effective strategies and anticipate potential procedural scenarios."*

#### Notable practitioners

Renowned lawyer **Alberto Zuleta** of Cuatrecasas is an experienced arbitration counsel in Colombia. He possesses expertise advising clients on both litigation and national and international arbitrations.

**Strengths:** *"Alberto's expertise is admirable. We feel completely confident and comfortable with his professionalism throughout our arbitration process and his determination in pursuing decisions that are aligned with our interests."* Partner **Juan Sebastián Lombana** represents national and international companies in contractual disputes, insolvency and commercial litigation. He has experience in domestic and international arbitration and is recognised for handling court proceedings across key regulated sectors, including oil and gas and infrastructure. **Strengths:** *"Juan Sebastián Lombana is an outstanding lawyer with deep dispute expertise, particularly in procedural law. He combines a thorough approach to complex matters with a strong ability to lead and collaborate effectively across multidisciplinary teams."*

### Dentons Cardenas & Cardenas

#### What the team is known for

The international full-service firm Dentons Cardenas & Cardenas enjoys a knowledgeable team of professionals handling a range of dispute resolution mandates in Colombia. The practice encompasses local and international investment and commercial arbitration, as well as litigation. The team's clients hail from a wide range of sectors, including technology, energy and construction.

#### Strengths

*"Dentons Cardenas & Cardenas demonstrates expertise in the complex field of commercial litigation. The firm develops a robust defence strategy and effectively manages matters requiring international procedural analysis."*

*"Dentons Cardenas & Cardenas demonstrates a solid understanding of arbitration proceedings, with a strong dedication to protecting our company's interests. The team dedicated to our case is well prepared and possesses the expertise to investigate and defend our organisation effectively."*

#### Work highlights

Dentons Cardenas & Cardenas represented Bunker One Holding Group in three judicial proceedings arising from a maquila agreement for marine fuel production, involving breach of contract and unfair competition claims, with a damages demand valued at USD45 million.

#### Notable practitioners

Co-head of department **Andrés Fernández de Soto** continues to be commended by market sources for his dispute resolution prowess. **Strengths:** “*Andrés Fernández de Soto is our trusted adviser for corporate litigation matters. He is a highly experienced senior lawyer, widely respected in Colombia and recognised for his outstanding expertise and judgement.*” “*Andrés Fernández de Soto provides strong client service and highly sophisticated work. His mastery of and experience in arbitration matters inspire confidence in the outcome of the process.*”

Co-head of department **Paula Vejarano** is a skilled practitioner who is recognised by market observers for her capabilities in domestic and international arbitration and litigation mandates. **Strengths:** “*Paula Vejarano brings extensive experience in litigation, strategy development and risk assessment to her legal advisory services.*” “*Paula Vejarano is an excellent litigator, distinguished by her technical expertise, assertiveness and ability to handle complex disputes effectively.*”

### **Esguerra JHR**

#### **What the team is known for**

Colombian law firm Esguerra JHR possesses an admired dispute resolution practice group that is adept at handling litigation and arbitration proceedings, including corporate and construction-related disputes. The team is frequently retained by clients hailing from highly regulated industries such as finance, construction and energy.

#### **Strengths**

“*Esguerra JHR’s partners remain closely involved, ensuring direct communication and effective oversight throughout litigation proceedings. The team is highly proactive and consistently identifies solutions to strengthen clients’ positions.*”

#### **Work highlights**

Esguerra JHR advised COMCEL in court proceedings arising from the enforcement of an arbitral award and related annulment proceedings, involving a collection claim exceeding USD12 million.

#### **Notable practitioners**

Senior statesperson **Juan Carlos Esguerra Portocarrero** is commended by market observers for his extensive experience acting as an arbitrator in high-profile arbitration proceedings in Colombia. He is also praised for acting as counsel to clients across a range of arbitration and litigation proceedings. **Strengths:** “*Juan Carlos Esguerra Portocarrero is distinguished by his extensive experience, strong leadership and unwavering commitment to addressing his clients’ needs. He is valued for his ability to build trust, provide close support and deliver strategic insight.*” “*It is a privilege to work with Juan Carlos Esguerra Portocarrero as our adviser. He is a renowned scholar, an authority and an eminent figure in this sector.*”

### **Gamboa Abogados**

#### **What the team is known for**

Gamboa Abogados is a recognised force within the Colombian dispute resolution sphere. The law firm is frequently called upon by a solid client base to advise on domestic arbitration and civil and commercial litigation. Gamboa Abogados is particularly involved in representing clients in disputes relating to transport infrastructure and construction.

#### **Strengths**

“*Gamboa Abogados demonstrates an outstanding ability to handle complex and technically sophisticated disputes, particularly high-value ones. The team combines rigorous legal analysis with a strong understanding of the commercial context, making it particularly effective in matters involving long-term contracts and complex corporate structures.*”

“*Gamboa Abogados’ team inspires confidence through its professionalism, extensive expertise and ability to navigate complex challenges. They are highly responsive and efficient.*”

#### **Work highlights**

Gamboa Abogados represented Rappi in a commercial dispute with Techjoin arising from the termination of a collaboration agreement for sports betting services, involving claims of approximately USD3.5 million.

#### **Notable practitioners**

Co-head of department **Ernesto Gamboa Morales** is a distinguished practitioner with substantial experience within the Colombian dispute resolution field, including domestic and international arbitration proceedings. **Strengths:** “*Ernesto Gamboa Morales demonstrates deep experience in dispute resolution, combined with excellent analytical skills and a clear strategic approach. These qualities enable him to navigate complex matters effectively.*” “*He is highly meticulous and detail-oriented, bringing clarity and precision to every strategy he develops. His advice has helped us achieve excellent results in both negotiated resolutions and litigation.*” **Eduardo Gamboa** continues to be highly recommended by clients and peers alike. His expertise encompasses a wide range of mandates, including civil and commercial litigation. **Strengths:** “*Eduardo Gamboa has a strong command of arbitration procedure and a deep understanding of the commercial context underlying each dispute, which provides a significant strategic advantage.*” “*Eduardo Gamboa has an exceptional ability to understand our business and the challenges we face, even in complex matters. His analysis is outstanding and we greatly value his commercial awareness and pragmatic approach.*”

### **Gamboa, García, Roldán & Co.**

#### **What the team is known for**

Gamboa, García, Roldán & Co is a full-service law firm with a noteworthy dispute resolution practice in Colombia. The team is well regarded for representing clients in civil and commercial litigation, administrative proceedings and investment disputes, as well as contractual litigation. The department has extensive experience advising both domestic and international companies in the construction, energy and financial services sectors.

#### **Strengths**

“*Gamboa, García, Roldán & Co have a deep understanding of both the substantive and procedural aspects of dispute resolution proceedings. They are always available and serve as an effective point of communication between all parties involved in the process.*”

#### **Work highlights**

Gamboa, García, Roldán & Co assisted Tigre Colombia in a commercial dispute brought by QGO Trade arising from alleged breach of distribution agreement, involving cross-border contractual issues and related damages claims.

#### **Notable practitioners**

Co-head of the firm’s Dispute Resolution department, **Juan Ignacio Gamboa** is recognised for his representation of domestic and international clients in administrative proceedings and judicial disputes.

**Strengths:** “*Juan Ignacio Gamboa is an excellent lawyer who, with the vision and experience of a partner, is able to coordinate a strong team. He provides solid client service and a high level of sophistication in his work.*”

### **Garrigues**

#### **What the team is known for**

Garrigues is an appreciated international firm with a well-regarded Colombian legal offering. The notable dispute resolution department handles commercial and tort cases, as well as class actions. The legal team’s expertise spans shareholder disputes, contract termination conflicts and real estate litigation. Clients hail from the construction, energy and financial sectors.

#### **Strengths**

“*Garrigues has represented our company in a range of complex civil and insolvency proceedings, demonstrating strong legal analysis, thorough case preparation and a well-structured approach to defence strategy.*”

“*Garrigues team’s key strength is its practical and strategic approach to commercial disputes, combining a strong understanding of the business context with solutions that facilitate efficient conflict management. The quality of service is excellent.*”

#### **Work highlights**

Garrigues represented Brugg Kabel in a contractual dispute brought by Empresas Públicas de Medellín and Seguros Generales Suramericana arising from a fire at the Playas Hydroelectric Plant following the installation of a cable system, involving damages claims valued at USD48 million.

#### **Notable practitioners**

Head of the dispute resolution department **Alberto Acevedo Rehbein** is well placed to represent clients in shareholder disputes and contract termination conflicts in Colombia. **Strengths:** “*Alberto Acevedo Rehbein is a highly regarded litigator who provides detailed and thoughtful analysis while consistently meeting deadlines. He communicates clearly and effectively and is noted for his great client service.*” “*Alberto is a specialist legal adviser with experience in national and international arbitration proceedings. He adopts a strategic approach, delivering tailored and commercially-focused solutions that help clients manage risk and support their business objectives.*”

### **Holland & Knight**

#### **What the team is known for**

Holland & Knight fields a team active in the Colombian dispute resolution arena that comes recommended for its capabilities in handling investment disputes, breach of contract conflicts and consumer law claims. The legal team is adept at handling both arbitration and litigation proceedings. Holland & Knight is usually found assisting clients from the energy, aviation and retail sectors.

#### **Strengths**

“*Holland & Knight’s team comprises outstanding litigators and demonstrates exceptional expertise in procedural matters. They deliver first-rate client*

service, adopting a holistic perspective and a deep understanding of the legal, economic, political and social dimensions of each matter."

"Holland & Knight has extensive experience in providing comprehensive legal counsel on a range of disputes and has detailed knowledge of regulated industries. This enables them to grasp not only the legal framework, but also the operational and financial realities that frequently lie at the heart of disputes."

#### Notable practitioners

Head of department **José Gutiérrez Mestre** elicits recognition from market onlookers for his capabilities in the Colombian dispute resolution realm. He enjoys expertise in a wide range of mandates, with particular prowess assisting clients with national and international arbitration proceedings. **Strengths:** "José Gutiérrez Mestre is a highly knowledgeable lawyer with a deep understanding of dispute resolution. He has successfully advised us on several complex mandates." "José Gutiérrez Mestre is a well-rounded professional who provides practical and comprehensive advice. One of his key strengths is his ability to listen, which enables him to develop effective strategies tailored to his clients' needs."

#### Londoño & Arango

##### What the team is known for

Londoño & Arango is a boutique firm enjoying a dynamic practice within the Colombian dispute resolution space. The Medellín-based team boasts expertise advising on both litigation and arbitration proceedings, being frequently sought out to assist with contentious mandates arising from supply contracts, concession agreements and liability claims. The firm's clientele hails from a range of sectors including energy, technology and infrastructure.

##### Strengths

"Londoño & Arango delivers excellent, high-quality legal advice. I appreciate that the firm is modern, pragmatic and forward-thinking, combining an approachable style with exceptional attention to detail."

"Londoño & Arango has demonstrated outstanding arbitration expertise, securing a favourable outcome in one of the country's most significant disputes. Their service is highly efficient, with responsive communication and timely advice throughout the processes."

##### Work highlights

Londoño & Arango, as part of the legal team representing Consorcio CCC Ituango, acted in mass claims, arbitration and contractual disputes arising from the construction of the Ituango Hydroelectric Plant, including claims relating to the tunnel collapse contingency.

##### Notable practitioners

Co-head of department **Maximiliano Londoño Arango** is regarded by peers and clients as an active player in the Colombian arbitration market. He handles disputes across infrastructure, banking and finance, and oil and gas sectors, with a notable focus on Medellín and the wider Antioquia region.

**Strengths:** "Maximiliano Londoño Arango's analysis in complex arbitration matters is excellent. We value his ability to offer practical solutions and recommend strategies supported by excellent legal judgement." "Maximiliano Londoño Arango's analysis in com-

plex arbitration matters is excellent. We value his ability to offer practical solutions and recommend strategies supported by excellent legal judgement."

Co-head of department **Daniel Arango** is an experienced practitioner with a well-established practice focused on dispute resolution. He frequently advises clients on litigation and arbitration involving domestic matters in the infrastructure, energy and technology sectors. **Strengths:** "Daniel Arango is an excellent lawyer with extensive experience in litigation and a comprehensive understanding of administrative law and the regulation of public utility companies in the energy sector."

#### Martínez Quintero Mendoza González Laguado & De La Rosa

##### What the team is known for

Martínez Quintero Mendoza González Laguado & De La Rosa is an established full-service firm enjoying a flourishing dispute resolution practice in the Colombian market. The multidisciplinary team shows expertise in advising domestic and international clients. The practice group demonstrates particular capabilities assisting with corporate disputes, and frequently acts on shareholders' controversies, settlement agreements and liability claims.

##### Strengths

"Martínez Quintero Mendoza González Laguado & De La Rosa's lawyers stand out for their technical rigour, clear strategy and close support that drives solid results. They demonstrate an exceptional ability to handle complex matters, combining in-depth analysis, strategic judgement and flawless execution that inspires trust and delivers high-quality results."

##### Work highlights

Martínez Quintero Mendoza González Laguado & De La Rosa represented Prosegur in a dispute before the ordinary courts against Banco Agrario de Colombia arising from a public procurement process for cash and valuables transportation services and related damages claims.

##### Notable practitioners

Co-head of the department **Camilo Martínez Beltrán** is renowned for handling complex banking and finance, contractual and corporate disputes. Market commentators endorse his commercial litigation expertise and his strength across broader transactional conflicts. **Strengths:** "Camilo Martínez Beltrán's knowledge, skills and willingness to serve clients are outstanding. He provides excellent client service and delivers a high level of sophistication in his work." "Camilo Martínez Beltrán's knowledge, skills and willingness to serve clients are outstanding. He provides excellent client service and delivers a high level of sophistication in his work." Up-and-coming co-head of department **Sergio Rojas** is a dynamic partner whose practice is endorsed by market onlookers. He specialises in domestic and international arbitration and litigation across the insurance, financial and corporate sectors. **Strengths:** "Sergio Rojas is a highly knowledgeable professional. He provides excellent support in high-value litigation matters and consistently delivers outstanding client service." "Sergio Rojas is our trusted adviser in Colombia. He is responsive, diligent and precise, with a strong understanding of the essence of each matter and excellent support on litigation and other legal matters."

#### Pérez-Llorca

##### What the team is known for

Pérez-Llorca boasts an esteemed practice that is well established in the Colombian dispute resolution sphere and is active in both litigation and arbitration. The seasoned team often advises on contentious proceedings relating to construction and concession contracts, assisting with damages claims as well as consumer protection cases. The department is also adept at representing clients in claims involving government entities.

##### Strengths

"Pérez-Llorca's team is responsive, clear in its advice and consistently attentive to our needs. Its lawyers are highly skilled, explain complex issues in an accessible manner and are fully committed to achieving the best possible outcomes in every case."

"Pérez-Llorca has extensive experience in resolving contractual disputes across all the scenarios we have encountered. Its response is excellent and invaluable to us, and the team demonstrates excellent knowledge of the business while remaining attentive and consistent."

##### Work highlights

Pérez-Llorca represented Fondo de Empleados de los Trabajadores y Pensionados del Grupo Ecopetrol in financial litigation against Key Partners regarding the enforcement of contractual payment obligations and recovery of outstanding debts.

##### Notable practitioners

Co-head of department **David Araque** is positively endorsed for his dispute resolution practice in Colombia. He is active handling matters pertaining to a wide range of sectors, including construction, insurance and energy. **Strengths:** "David Araque demonstrates a high level of technical expertise. The confidence with which he leads meetings, his strong command of the subject matter, and the rigour of his analysis are decisive factors in our choice to engage him." "David Araque and his team are consistently proactive in identifying litigation and settlement strategies, tailoring their approach to what best serves the company's interests." **Felipe Suescún** possesses solid expertise in advising clients on Colombian and international arbitration proceedings, including those under ICC rules. **Strengths:** "Felipe Suescún is a very dynamic and active practitioner in the Colombian arbitration field." Longstanding professional **William Araque** offers a strong practice advising clients from a wide range of industries on commercial litigation and arbitration proceedings. **Strengths:** "William Araque is an outstanding practitioner with exceptional legal expertise."

#### Philippi Prietocarrizosa Ferrero DU & Uría

##### What the team is known for

Philippi Prietocarrizosa Ferrero DU & Uría's team of dispute resolution practitioners boasts notable strength in commercial litigation, as well as recognised prowess in arbitration proceedings. Based in Bogotá, the department's know-how encompasses matters of breach of contract, interpretation of concession contracts and land restitution claims. Philippi Prietocarrizosa Ferrero DU & Uría is routinely retained by entities that are active in the construction, entertainment and energy and natural



resources industries.

#### Strengths

*"Philippi Prietocarrizosa Ferrero DU & Uría is distinguished by its highly specialised knowledge and keen awareness of business needs, enabling it to offer legal solutions aligned with the company's strategic objectives."*

*"The firm takes a proactive approach to advancing proceedings and developing robust, well-rounded legal strategies. Its exceptional client service, rigorous legal expertise and highly knowledgeable team allow it to design and implement technically sound solutions."*

*"The dispute resolution department at Philippi Prietocarrizosa Ferrero DU & Uría is recognised for its technical expertise, strategic approach and ability to align legal advice with clients' commercial and reputational priorities."*

*"PPU has advised us on a significant legal dispute, achieving an impressive outcome thanks to their smart strategy and robust technical expertise. This case demonstrated their ability to handle complex cases effectively, thanks to one of the strongest teams in the market."*

#### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría represented Protela in a corporate governance dispute brought by a minority shareholder challenging the approval of a corporate reorganisation process involving liabilities of approximately USD12 million.

#### Notable practitioners

Co-head of department **Julio César González** is well placed to assist clients from a range of industries with commercial disputes in Colombia, including sophisticated litigation and arbitration proceedings. **Strengths:** *"Julio César González is an excellent professional who demonstrates thorough knowledge of dispute resolution matters. His seniority further strengthens the quality and value of his advice."*

*"He is a judicious lawyer with extensive litigation experience. His practical solutions anticipate business impacts and adapt seamlessly to the challenges of advising international companies."*

*"Julio César González is an outstanding lawyer and well-rounded practitioner whose long and distinguished career reflects commitment, transparency and strategic vision. These qualities establish him as a trusted leader in the profession."* *"His deep understanding of the Colombian legal landscape, combined with his ability to anticipate risks and design solutions, makes him an indispensable partner in the most demanding matters for our organisation."*

Bogotá-based partner **Héctor Hernández** boasts significant expertise in representing clients from the construction, telecommunications and healthcare sectors in local and international dispute proceedings, especially those under ICC rules. **Strengths:** *"Héctor Hernández stands out for his commitment, approachability, legal knowledge and analytical skills. He also shows great respect for the circumstances of each case and is always willing to consider the views of others."* *"Héctor Hernández's litigation knowledge and experience are exceptional, and he applies them effectively to every matter he handles."* *"Héctor Hernández's litigation knowledge and experience are exceptional, and he applies them effectively to every matter he handles."* Partner and co-head of department **Juan Sebastián Arias** is an experienced practitioner who

receives significant market endorsement for his arbitration expertise. **Strengths:** *"Juan Sebastián Arias has extensive experience in both commercial and international investment arbitration matters."* Up-and-coming partner **Santiago Cruz** is recognised for his involvement in Colombian dispute resolution mandates. He is regularly sought out by clients from the energy, insurance and technology industries. **Strengths:** *"Santiago Cruz is an excellent lawyer and adviser. His expertise in resolving complex issues is a great asset throughout the litigation process, and his personal and professional qualities make him a pleasure to work with."* *"Santiago Cruz is a highly specialised lawyer in domestic and international litigation and arbitration. He is recognised for his strong legal expertise, the confidence he inspires in complex matters and his unwavering availability and responsiveness."*

#### Posse Herrera Ruiz

##### What the team is known for

Posse Herrera Ruiz maintains a front-running dispute resolution team that boasts significant experience representing clients in complex commercial litigation, as well as cross-border and Colombian arbitration proceedings. The law firm is frequently retained by leading players in the infrastructure, energy and natural resources, and financial arenas to handle noteworthy and complex cases. Posse Herrera Ruiz boasts a stellar team that routinely deals with conflicts pertaining to breaches of contract, especially those involving construction and engineering matters. The team also advises on shareholder disputes and contentious insolvency mandates.

##### Strengths

*"Posse Herrera Ruiz is the adviser you need and want in any litigation matter. The firm is strategic and pragmatic, has in-depth knowledge and is approachable in its dealings with clients."*

*"Posse Herrera Ruiz is known for its extensive experience in both procedural and business matters, as well as its continuous availability and commitment to staying up to date. The team offers high-quality service and is well equipped to meet the needs of our organisation."*

*"Posse Herrera Ruiz's dispute resolution team combines outstanding technical expertise with a clear understanding of the business. Its service is exceptional and clearly among the market leaders."*

*"Posse Herrera Ruiz's robust multidisciplinary team provides responsive, high-quality support, combining excellent client service, speed and a strong commitment to addressing any legal matter."*

##### Work highlights

Posse Herrera Ruiz represented Brock Colombia in a civil dispute with CDI arising from the invalidation of a membership interest transfer agreement and claims to profit-sharing rights valued at approximately USD5.7 million.

#### Notable practitioners

Co-head of department **Carolina Posada** continues to garner outstanding endorsement from respondents for her prowess in the dispute resolution field in Colombia. She is recognised for her ability to handle sophisticated components of cases, and clients routinely instruct her in international arbitration proceedings, sensitive investigations and class actions. **Strengths:** *"Carolina Posada is among the leading*

*litigation lawyers in Colombia. Her legal advice is consistently insightful, combining rigorous legal analysis with practical solutions that businesses can implement effectively."* *"Carolina Posada has been instrumental in the delivery of our work and client service. She has a remarkable ability to translate complex issues into clear, practical solutions, enabling clients to play a more effective role in resolving disputes."* *"She has a strong ability to devise innovative, legally sound strategies, approaching matters pragmatically while maintaining rigorous protection of clients' legal positions and interests."* *"Carolina Posada is an excellent team leader with impeccable case management skills and exceptional attention to detail. She is a trusted adviser to whom any matter can be entrusted, no matter how complex."* **Daniel Posse** has forged a formidable reputation as one of Colombia's leading dispute resolution practitioners. His longstanding reputation and expertise in arbitration and litigation proceedings place him as a standout individual in the field, sought after by clients for the most complex and sophisticated matters in the market. **Strengths:** *"Daniel Posse's strong knowledge and dedication inspire confidence at the most important and sensitive stages of arbitration proceedings, making him a trusted adviser in complex matters."* *"Daniel is highly experienced, approachable and deeply committed to his clients' cases. Working with him is a genuine pleasure, owing to his professionalism and friendly manner."* *"Daniel Posse is a seasoned arbitration practitioner, distinguished by his strong track record in managing international arbitral institutions and large international tribunals."* *"Daniel Posse is a legal adviser with exceptional strategic insight."* **Juan Pablo Bonilla** represents local and international clients in litigation and arbitration, with a particular focus on insolvency matters and complex commercial disputes. His market-recognised practice also covers competition, consumer protection and unfair competition cases. **Strengths:** *"Juan Pablo Bonilla combines his extensive experience with a strong understanding of the risks associated with the advice he provides. He is also highly responsive and always available to meet our needs."* **Estefanía Ponce Durán** is widely recognised as a leading international arbitration practitioner and co-head of the dispute resolution department. She focuses on international arbitration and related litigation, representing states, investors and companies in complex cross-border disputes across a broad range of sectors. **Strengths:** *"Estefanía Ponce has demonstrated exceptional professionalism in managing a complex multi-jurisdictional dispute. Her strategic judgement, technical expertise and stakeholder management have been outstanding."* Up-and-coming partner **Daniela Corchuelo** continues to receive recognition from interviewees for her skills assisting with noteworthy disputes on behalf of both international and domestic clients. **Strengths:** *"Daniela Corchuelo has a strong command of both substantive and procedural law. She brings significant arbitration expertise and a proven ability to develop and implement effective legal strategies."*

#### Rincón Castro Abogados

##### What the team is known for

Rincón Castro Abogados is an established boutique law firm that is acclaimed for its skilful handling of

dispute resolution. The Bogotá-based practice group is regularly sought out by clients to assist with a wide range of international and domestic arbitration proceedings, as well as commercial litigation. Rincón Castro Abogados boasts a solid roster of clients in sectors ranging from the energy and infrastructure to the telecommunications and construction industries. The law firm's clientele benefits from its additional expertise in advising on contentious mandates relating to public institutions and construction concessions.

#### Strengths

*"Rincón Castro Abogados is an outstanding firm. Its team addresses the various challenges of the proceedings effectively and provides clients with a strategic perspective on the different options available."*  
*"Rincón Castro Abogados has extensive expertise in Colombian public and administrative law and considerable experience in complex arbitrations involving government contracts and infrastructure projects. Their rigorous legal analysis and strategic approach to litigation make their advice invaluable in matters with regulatory and contractual implications."*

#### Work highlights

Rincón Castro Abogados represented Perimetral Oriental de Bogotá in an international arbitration against the Agencia Nacional de Infraestructura arising from breaches of a road infrastructure concession agreement, resulting in awards exceeding USD450 million.

#### Notable practitioners

Noted co-head of department **Rafael Rincón** boasts significant expertise in dispute resolution mandates, with a strong focus on acting as arbitration counsel to prominent clients in Colombian and international arbitration proceedings. **Strengths:** *"We work with Rafael Rincón because of his proven expertise in litigation and disputes, his strong understanding of the local landscape and his strategic approach to complex matters. These qualities clearly set him apart from other practitioners in this sector."* *"Rafael Rincón provides excellent client service and is an expert in arbitration matters, generating confidence in decision-making through the legal recommendations he provides."* Co-head of the department **Miguel Castro** continues to receive market recognition for his strong expertise in the Colombian dispute resolution arena. His practice encompasses national and international arbitration proceedings in the areas of infrastructure and public procurement. **Strengths:** *"Miguel Castro's strategic insight, rigorous legal analysis and hands-on approach to key submissions and substantive issues have been invaluable throughout the case."* Felipe Mutis is noted for his expertise in public law disputes, particularly in the TMT, energy and infrastructure sectors. He advises clients on complex litigation, regulatory proceedings and arbitration matters. **Strengths:** *"Felipe Mutis provides timely and highly effective support, guiding us through litigation strategy and direct settlement negotiations. His experience and approach are ideally suited to the matter, and his advice is invaluable throughout."* Up-and-coming practitioner **Juan Ignacio Guerra** is endorsed by clients and peers alike for his growing practice in the Colombian dispute resolution space. **Strengths:** *"Juan Ignacio Guerra is a brilliant lawyer with strong analytical skills and the ability to develop*

*compelling legal arguments."* *"Juan Ignacio Guerra is an excellent lawyer with a comprehensive understanding of arbitration and a clear strategic vision."*

Associate-to-watch **Ana María Rincón** is known in the market for advising clients on arbitrations and commercial and investment disputes, particularly in infrastructure, energy, banking and public sector projects. **Strengths:** *"Ana María Rincón is an excellent lawyer with strong expertise in infrastructure-related disputes and international arbitration proceedings."* Associate-to-watch **Santiago Vernaza** is recognised for advising public and private sector clients in complex domestic and cross-border disputes and arbitration, with a strong focus on strategic dispute resolution across infrastructure, energy and other key industries. **Strengths:** *"Santiago Vernaza is a strong practitioner with vast expertise in the Colombian dispute field."*

#### Roldán Uribe & Álvarez

##### What the team is known for

Roldán Uribe & Álvarez is a Colombian boutique firm recognised for its significant experience in arbitration and dispute resolution matters. The team regularly advises on domestic and international arbitrations relating to concession and contractual issues. The legal division also assists with amicable settlement proceedings. Roldán Uribe & Álvarez has notable experience representing clients in the construction, financial services and infrastructure sectors.

#### Strengths

*"The strengths of Roldán Uribe & Álvarez include its in-depth expertise, the significant involvement of its partners and its clear understanding of the infrastructure sector."*

#### Work highlights

Roldán Uribe & Álvarez represented Concesión Sabana de Occidente in an arbitration against Agencia Nacional de Infraestructura arising from a dispute regarding the termination date of a road concession contract, involving claims valued at approximately USD50 million.

#### Notable practitioners

**Fernando Roldán**, head of department, is recognised for his strong dispute resolution practice, with particular experience in international and domestic infrastructure-related disputes. **Strengths:** *"Fernando Roldán is an excellent professional. He is committed, has strong litigation capabilities and possesses the specialised knowledge needed to handle sophisticated mandates."*

#### Tamayo Jaramillo & Asociados

##### What the team is known for

Based in Medellín, Tamayo Jaramillo & Asociados demonstrates significant expertise and has a national reach through its Bogotá office. The firm regularly advises clients on breach of contracts and commercial and civil compensation claims. The lawyers also boast extensive experience in advising on national arbitration dispute resolution mandates.

#### Strengths

*"Tamayo Jaramillo & Asociados provides first-rate advice on civil and commercial disputes. Their experience enables them to anticipate issues before they arise, and their team delivers practical, high-quality guidance with a personal and responsive service."*

#### Work highlights

Tamayo Jaramillo & Asociados represented Banco AV Villas in debt recovery and enforcement proceedings arising from a factored invoice dispute and related payment obligations.

#### Notable practitioners

Seasoned practitioner **Francisco Javier Tamayo Jaramillo** remains active in the Colombian dispute resolution arena. **Strengths:** *"Francisco Javier Tamayo Jaramillo is a highly regarded litigation practitioner in Colombia."*

#### Tobar & Romero Abogados

##### What the team is known for

Tobar & Romero Abogados is a solid Colombian boutique firm known for assisting clients with commercial litigation and arbitration. The department's expertise encompasses conflicts concerning joint operation agreements, real estate claims and shareholder disputes. Tobar & Romero Abogados assists clients from across several sectors, including energy, oil and gas, and pharmaceuticals.

#### Strengths

*"Tobar & Romero Abogados' team combines technical rigour with a highly client-focused approach, demonstrating a strong command of both the factual and legal aspects of our arbitration proceedings. This enables the team to develop clear and effective strategies."*

*"Tobar & Romero Abogados supports us in a dispute with corporate governance implications for our company. Its proven experience, deep understanding of our business, proactive approach and clear, responsive support enable the firm to anticipate challenges, reduce exposure and protect our interests effectively."*

#### Work highlights

Tobar & Romero Abogados represented Botero Ingenieros in a dispute against Ecopetrol regarding damages arising from works carried out at the Ethylene II Plant in Barrancabermeja.

#### Notable practitioners

Head of department **Jaime Humberto Tobar Ordóñez** is a distinguished practitioner with vast experience acting both as arbitrator and as counsel in the Colombian dispute resolution realm.

**Strengths:** *"Jaime Humberto Tobar Ordóñez is noted for his broad experience and strong standing in the market. He brings strategic judgement, technical expertise and a comprehensive perspective to complex corporate mandates."* *"Jaime Humberto Tobar Ordóñez has a clear vision and strategy for litigation."* Partner **Sebastián Ortegón Obando** is an up-and-coming practitioner with strong market endorsement of his dynamic dispute resolution practice in Colombia. **Strengths:** *"Sebastián Ortegón Obando demonstrates a thorough understanding of case details and consistently delivers high-quality work with strong technical rigour and meticulous attention to detail."* *"Sebastián Ortegón Obando is valued for his technical rigour, attention to detail and responsiveness. He combines strategic leadership with precise execution and provides clarity in both documentation and the next steps of the strategy."*

#### Vélez Gutiérrez Abogados

##### What the team is known for

Vélez Gutiérrez Abogados is a longstanding boutique firm in Colombia which is well respected

within the dispute resolution arena. The team has proven expertise spanning both civil and commercial litigation, as well as international dispute proceedings. The lawyers often represent clients hailing from industries such as natural resources, infrastructure and finance.

#### Strengths

*"Vélez Gutiérrez Abogados has earned our full trust through its commitment, responsiveness and commercial approach. The team is consistently available, highly reliable and delivers an excellent service, supported by lawyers of outstanding calibre."*

#### Work highlights

Vélez Gutiérrez Abogados represented Organización Terpel in a commercial dispute brought by AGM Desarrollos arising from alleged defects in industrial lubricants and related damages claims.

#### Notable practitioners

Co-head of department **Ricardo Vélez Ochoa** boasts significant experience advising clients on commercial litigation and arbitration proceedings in Colombia. He is also praised by market onlookers for his expertise acting as arbitrator. **Strengths:** *"Ricardo Vélez Ochoa is highly regarded as an arbitrator and enjoys an excellent reputation in the market."* Strong partner **Armando Gutiérrez** frequently acts as counsel to clients on a range of insurance disputes, offering experience handling complex proceedings. **Strengths:** *"Armando Gutiérrez's firm is excellent and he is particularly impressive as a litigator."*

#### Other Ranked Lawyers

Sole practitioner **Ramiro Bejarano Guzmán** offers a leading practice in Colombia's dispute resolution field. Interviewees endorse his activity assisting clients with sophisticated mandates. **Strengths:** *"Ramiro Bejarano is a prominent figure in the Colombian dispute arena."*

**José Armando Bonivento Jiménez** of Bonivento Abogados Asociados maintains his established position as a dynamic arbitrator in Colombia. **Strengths:** *"José Armando Bonivento Jiménez is a very good, active arbitrator."*

Noted sole practitioner **Juan Pablo Cárdenas Mejía** continues to be a highly respected arbitrator in Colombia. His expertise encompasses domestic and international cases, and he has appeared in arbitrations administered by institutions such as the ICC and LCIA. **Strengths:** *"Juan Pablo Cárdenas Mejía is a towering figure in arbitration."*

Up-and-coming partner **Alejandro Casas** of La Firma boasts a respected dispute resolution practice in Colombia. **Strengths:** *"We have a very positive experience working with Alejandro Casas as our legal adviser on numerous disputes and litigation matters."*

Noted arbitrator **Camila de la Torre** of DAC Beachcroft is held in high esteem by players in the dispute

resolution arena for her work in arbitration proceedings in Colombia. **Strengths:** *"Camila de la Torre is a very judicious arbitrator working on insurance-related mandates."*

Bogotá-based **Juan Felipe Merizalde** of Adell & Merizalde receives market recognition for his active practice within the Colombian arbitration domain.

**Strengths:** *"Juan Felipe Merizalde stands out as a highly regarded arbitrator with an up-and-coming profile, earning increasing recognition for his work."*

In-demand arbitrator **Nicolás Gamboa Morales** of Gamboa & Chalela is particularly appreciated for his work in both Colombian and international arbitration proceedings. **Strengths:** *"Nicolás Gamboa Morales remains a stellar arbitrator in the Colombian arena."*

**Carlos Ignacio Jaramillo** of Salazar, Pardo & Jaramillo remains a notable practitioner in the Colombian arbitration space and is commended by market commentators for his insurance specialisation. **Strengths:** *"Carlos Ignacio Jaramillo is a highly regarded arbitrator in the Colombian arbitration arena."*

In-demand arbitrator **Gabriela Monroy** of Monroy Torres Abogados continues to be recognised by market onlookers for her solid knowledge and expertise within the Colombian arbitration domain.

**Strengths:** *"Gabriela Monroy has become a prominent arbitrator in Colombia, with significant experience in complex cases. She is known for her equanimity and her rigorous adherence to the law."*

Sole practitioner **Anne Marie Mürrle** receives strong endorsement from market commentators, who praise her remarkable activity as an in-demand arbitrator in the Colombian dispute resolution arena.

**Strengths:** *"Anne Marie Mürrle is an excellent practitioner, with sound judgement and a strong command of arbitration proceedings."*

**William Namén Vargas** remains well regarded and is in demand as an arbitrator in Colombia. He regularly handles international and domestic arbitration.

**Strengths:** *"William Namén Vargas is an excellent arbitrator and is our preferred choice in the field."*

Acclaimed in-demand arbitrator **Antonio Pabón Santander** of Pabón Abogados is held in high esteem by notable players in the dispute resolution arena for his expertise in the Colombian arbitration space. **Strengths:** *"Antonio Pabón is a top-tier arbitrator."*

**Fernando Pabón Santander** of Pabón Abogados is widely recognised for his arbitration activity. He acts as both a consultant and a litigator. **Strengths:** *"Fernando Pabón Santander is a highly sought-after and widely respected infrastructure arbitrator."*

**Daniela Páez-Cala** of Páez Cala Abogados is an up-and-coming practitioner with significant praise from clients and peers alike for her practice in the Colombian dispute resolution arena. **Strengths:** *"What I appreciate about Daniela Páez-Cala is her direct involvement in critical issues, her leadership in highly complex negotiations, her responsiveness and her practical approach to achieving results."*

**María Teresa Palacio** of Arrieta Palacio Abogados receives extensive endorsement from interviewees for her work as an arbitrator in Colombia. She is regularly found in administrative arbitrations.

**Strengths:** *"María Teresa Palacio is an excellent arbitrator. In matters of administrative law, she is widely regarded as one of the most knowledgeable lawyers in Colombia."*

Senior statesperson **Hugo Palacios Mejía** of Palacios Lleras remains an important figure in the Colombian dispute resolution market. Clients benefit from his longstanding presence in the public law arena. **Strengths:** *"Hugo Palacios Mejía is a person of excellent experience, judgement and ethics. He is direct, demonstrates outstanding judgement, quickly identifies the legal issue and develops it exceptionally well."*

**Hernando Parra** of Parra Gonzalez Abogados is recognised by peers as a leading arbitrator, drawing on extensive experience in complex domestic and international disputes. **Strengths:** *"Hernando Parra is a well-rounded lawyer with extensive knowledge and experience across a range of sectors. He possesses excellent skills in negotiation, arbitration and litigation."*

Up-and-coming partner **Christian Pérez** of Perez & Co. receives strong endorsement from market commentators in the Colombian dispute resolution arena. He is frequently sought out by clients hailing from the media, life sciences and agricultural sectors. **Strengths:** *"Christian Pérez possesses technical expertise in complex dispute resolution and an exceptional talent for devising coherent, commercially realistic litigation strategies."*

Seasoned sole practitioner **Jorge Pinzón Sánchez** continues to be highlighted by commentators for his work as an in-demand arbitrator in Colombia.

**Strengths:** *"Jorge Pinzón Sánchez is a preferred choice as an arbitrator, particularly in the financial sector. When complex and sensitive matters arise, he is a trusted choice."*

Up-and-coming partner **Sebastian Quintero** of Baker McKenzie is recognised in the Colombian dispute resolution market for his involvement in high-value disputes, including matters with significant cross-border elements. **Strengths:** *"Sebastian Quintero is an excellent lawyer with strong analytical skills and a deep understanding of civil procedural law. He takes a strategic approach to litigation, provides clear advice and is consistently committed to protecting his clients' interests."*

**Arturo Solarte Rodríguez** of Solarte Rodríguez is an in-demand arbitrator in the Colombian dispute resolution sphere. **Strengths:** *"Arturo Solarte Rodríguez is one of the best arbitrators in Colombia."*

**Laura Vengoechea** is endorsed by market commentators for her activity in international and domestic arbitration cases. **Strengths:** *"Laura Vengoechea is a highly diligent lawyer who approaches every case with thorough preparation and attention to detail."*



## Energy &amp; Natural Resources

| Energy & Natural Resources                              |  |
|---------------------------------------------------------|--|
| Leading Firms                                           |  |
| <b>Band 1</b>                                           |  |
| Pérez-Llorca                                            |  |
| Philippi Prietocarrizosa Ferrero DU & Uría              |  |
| Posse Herrera Ruiz                                      |  |
| <b>Band 2</b>                                           |  |
| Baker McKenzie S.A.S.                                   |  |
| Brigard Urrutia                                         |  |
| Martínez Quintero Mendoza González Laguado              |  |
| <b>Band 3</b>                                           |  |
| Chalela Abogados                                        |  |
| Dentons Cardenas & Cardenas                             |  |
| Holland & Knight                                        |  |
| Sanclemente Fernández Abogados S.A.                     |  |
| Serrano Martínez CMA                                    |  |
| Leading Individuals                                     |  |
| <b>Band 1</b>                                           |  |
| Arrázola Bustillo Patricia Pérez-Llorca *               |  |
| Manrique Sandra Philippi Prietocarrizosa Ferrero DU     |  |
| Rodríguez Álvaro José Posse Herrera Ruiz                |  |
| Sánchez Mariana Posse Herrera Ruiz                      |  |
| <b>Band 2</b>                                           |  |
| Cajigas Johanna Martínez Quintero Mendoza González      |  |
| Mesa-Neira Alejandro C. Baker McKenzie S.A.S.           |  |
| Navarro Claudia Brigard Urrutia                         |  |
| <b>Band 3</b>                                           |  |
| Arboleda Lucas Martínez Quintero Mendoza González       |  |
| Chalela Federico Chalela Abogados                       |  |
| González Santiago Dentons Cardenas & Cardenas           |  |
| Hernández Juanita Estudio Legal Hernández (ORL) ◇       |  |
| Palacios José Luis Pérez-Llorca *                       |  |
| Plata Jose Serrano Martínez CMA                         |  |
| Sanclemente Diana Sanclemente Fernández Abogados        |  |
| Vesga Inés Elvira Holland & Knight                      |  |
| Yáñez-Alsina Álvaro Josué Horst Law (ORL) ◇             |  |
| <b>Up-and-coming individuals</b>                        |  |
| Gómez Manuel Cuatrecasas (ORL) ◇                        |  |
| Gutiérrez Zamora Juan Pablo Philippi Prietocarrizosa    |  |
| Torres Mónica Viable Consultores (ORL) ◇                |  |
| <b>Associates to watch</b>                              |  |
| Carlos Padilla Juan Brigard Urrutia                     |  |
| López Nicolás Serrano Martínez CMA                      |  |
| Torres Restrepo Laura Baker McKenzie S.A.S.             |  |
| * Indicates individual with profile.                    |  |
| ◇ (ORL) = Other Ranked Lawyer.                          |  |
| Alphabetical order within each band. Band 1 is highest. |  |

## Band 1

## Pérez-Llorca

## What the team is known for

Pérez-Llorca possesses a respected hydrocarbons and electricity department in Colombia with experience representing both public and private entities. The team is adept at advising on renewable energy projects, including tender processes and contracts, in addition to assisting international players investing in local energy companies. Pérez-Llorca fields a number of environment experts and is well placed to counsel on regulatory compliance.

## Strengths

"Pérez-Llorca stands out for its knowledge of the energy sector, legal rigour, strategic approach and responsiveness. More than legal advisers, their team

acts as a partner that understands our business and contributes to key decision-making."

"Pérez-Llorca has an experienced energy team that, in addition to providing solid legal support, gives clients a clear understanding of risks and available options across mandates. Its prompt availability to address critical situations is invaluable to clients."

## Work highlights

Pérez-Llorca advised Cobra Instalaciones y Servicios on regulatory strategy for market entry as a power generator in Colombia, including agent accreditation, project development, grid access and participation in firm-energy auctions.

## Notable practitioners

Distinguished partner **Patricia Arrázola Bustillo** boasts significant experience in Colombia advising clients on the energy and oil and gas legal aspects of transactions. **Strengths:** "Patricia Arrázola Bustillo is a multifaceted professional with strong expertise in the energy sector. She resolves complex contractual matters effectively, negotiates balanced outcomes for all parties and brings a sharp, perceptive approach to regulatory issues. It is a pleasure to work with her." "Patricia demonstrates strong analytical ability in highly complex situations, delivering clear, practical solutions while designing innovative strategies and ensuring robust risk assessment in decision-making." **José Luis Palacios** is an active partner with a solid contentious practice in Colombia encompassing the energy and oil and gas industries. **Strengths:** "José Luis Palacios offers a fast, high-quality service, combining solid experience in complex matters with a practical approach aligned with his clients' business needs."

## Philippi Prietocarrizosa Ferrero DU &amp; Uría

## What the team is known for

Philippi Prietocarrizosa Ferrero DU & Uría is a market-leading law firm enjoying a stellar reputation in Colombia for handling oil and gas mandates, as well as power generation issues. The Bogotá-based department is active assisting clients with a range of significant regulatory and transactional matters, counselling on the acquisition of power plants, power purchase agreements, and trade of natural gas. Philippi Prietocarrizosa Ferrero DU & Uría's expertise also encompasses sector-related environmental due diligence, such as internal audits, field visits and representation before competent authorities.

## Strengths

"Philippi Prietocarrizosa Ferrero DU & Uría's legal services are exceptional, and the team stands out for its experience and expertise. It continually evolves to keep pace with regulatory changes in the energy industry, enabling it to provide accurate and effective advice in real time."

"Philippi Prietocarrizosa Ferrero DU & Uría's strengths include comprehensive expertise in electrical and energy regulatory matters, a detailed grasp of the Colombian energy sector, and a strong commitment to engaging deeply with challenges, identifying clients' specific requirements and actively contributing to effective solutions."

## Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría assisted Sociedad Portuaria Ciénaga LNG with the development of a regasification and imported-gas commercialisation project in Colombia, including design of tender processes, negotiation of contractual arrangements and regulatory matters.

## Notable practitioners

Front-running practitioner **Sandra Manrique** elicits outstanding plaudits from clients and peers alike for her celebrated expertise in Colombia's energy industry. **Strengths:** "Sandra Manrique is undoubtedly one of the most experienced and knowledgeable lawyers in the energy industry on regulatory matters. Her work is impeccable and enables us to progress our projects with confidence." "Sandra Manrique approaches consultations from a multi-dimensional perspective. She offers a strong legal and strategic understanding of energy matters, combined with solid commercial vision." Up-and-coming practitioner **Juan Pablo Gutiérrez Zamora** continues to receive outstanding client recognition for his support in the Colombian energy and natural resources market. **Strengths:** "Juan Pablo Gutiérrez Zamora is an adviser with comprehensive knowledge of regulatory matters in the oil and gas and power sectors. He combines strong industry insight beyond purely legal considerations, delivering added value through his advice."

## Posse Herrera Ruiz

## What the team is known for

Posse Herrera Ruiz has a front-running practice group that is highly respected for representing significant clients in a wide variety of energy and natural resources mandates in Colombia. The department is seen acting on matters relating to renewable and conventional power, advising across generation, transmission, and distribution aspects, including handling power purchase agreements. Posse Herrera Ruiz is equally adept at dealing with downstream and upstream hydrocarbon matters, spanning public bidding procedures, acquisitions of oil blocks and refinery maintenance.

## Strengths

"Posse Herrera Ruiz offers everything we need, including in-depth knowledge across all facets of the energy industry. The firm is highly effective in understanding and clearly conveying the intricacies of electrical regulations, which are very complex not only in Colombia but worldwide."

"Posse Herrera Ruiz stands out for the technical strength and expertise of its team, combining a deep understanding of the regulatory framework with a practical vision of the energy sector. The team demonstrates exceptional knowledge of contractual and regulatory matters, providing precise and timely solutions to complex issues."

## Work highlights

Posse Herrera Ruiz advised Mainstream on regulatory and transactional aspects of the sale of a 100MW solar photovoltaic project and four early-stage renewable energy development projects in Colombia with a planned capacity exceeding 750MW.

## Notable practitioners

Stellar practitioner **Álvaro José Rodríguez** boasts

a distinguished practice in Colombia acting for major clients needing regulatory and litigation work on energy and natural resources matters.

**Strengths:** “Álvaro José Rodríguez demonstrates a high level of seniority, contributing to the most complex matters and achieving balanced outcomes that satisfy all parties. He combines strong commercial acumen with high-quality legal advice.” “Álvaro José Rodríguez is an excellent lawyer with strong academic depth, consistently handling complex industry-related matters with a high level of expertise.” Top-tier practitioner **Mariana Sánchez** is experienced in handling matters linking the energy, oil and gas, and infrastructure sectors in Colombia. **Strengths:** “Mariana Sánchez demonstrates excellent leadership and deep practical expertise in the energy sector, enabling her to identify challenges quickly and deliver clear, effective solutions tailored to clients’ needs. Her commitment and personalised approach ensure precise, timely advice, making her a highly reliable adviser on complex strategic matters.” “Mariana Sánchez stands out for her sound understanding of the renewable energy market and business landscape in Colombia, including its key challenges. She delivers high-quality work and responds promptly.”

## Band 2

### Baker McKenzie S.A.S.

#### What the team is known for

Baker McKenzie is a highly recognised firm that continues to field a solid Colombian energy and natural resources team, whose expertise spans the hydrocarbons and renewable energy spaces, covering solar, wind and biomass. The practice group is frequently retained by international clients to handle power purchase agreements and project structuring, in addition to advising on the trade of natural gas.

#### Strengths

“Baker McKenzie’s broad knowledge of the energy sector and its ability to adapt to the specifics of each case make it more than just a legal adviser; it is a true partner in the legal and strategic management of critical issues for our company.”

#### Work highlights

Baker McKenzie advised Unicentro on the structuring and implementation of a self-generation energy project, including power purchase agreements and regulatory matters related to commercial energy operations.

#### Notable practitioners

Partner and co-head of the department **Alejandro Mesa-Neira** handles power purchase agreements and renewable energy project structuring in Colombia. **Strengths:** “Alejandro Mesa is a highly experienced and knowledgeable lawyer. His work is rigorous and detail-oriented, his analytical skills greatly benefit his clients’ interests, and he handles energy matters with great care while demonstrating excellent business acumen.” Associate-to-watch

**Laura Torres Restrepo** is a key player in the Colombian energy sector with strong market recognition for her notable practice. **Strengths:** “Laura Torres is a great professional, committed to her clients and possessing extensive knowledge of the renewable energy sector.”

### Brigard Urrutia

#### What the team is known for

Brigard Urrutia is an esteemed full-service firm in Colombia with a strong expertise in a range of energy-related matters. The department has demonstrable expertise in oil and gas mandates and renewable energy regulation, and it frequently advises on public bidding, E&P contracts and sector-specific transactions. Brigard Urrutia handles environmental considerations, often representing clients before the Ministry of Environment and Sustainable Development.

#### Strengths

“Brigard Urrutia possesses in-depth knowledge of energy and natural resources law, as well as the practical realities of the industry. The team provides constructive advice and practical alternatives, inspiring confidence.”

#### Work highlights

Brigard Urrutia advised Turgas on regulatory and contractual aspects of its natural gas distribution, transportation and commercialisation operations in Colombia, including compliance matters, gas supply and purchase agreements, and disputes involving sector authorities.

#### Notable practitioners

Partner **Claudia Navarro** is endorsed by market onlookers for her prowess in Colombia’s regulatory, electric energy and natural gas areas. **Strengths:** “Claudia Navarro has extensive experience in the national energy sector and provides clear solutions to project challenges, along with solid commercial vision and excellent client service.” Associate-to-watch **Juan Carlos Padilla** earns a spot in this year’s rankings, debuting after receiving strong market praise for his oil and gas and mining sector expertise in Colombia. **Strengths:** “Juan Carlos Padilla is an assertive lawyer with sound judgement and a clear, practical approach to providing well-rounded support and excellent responsiveness. He has strong expertise in the gas sector and is a recognised reference point in the field.”

### Martínez Quintero Mendoza González Laguado & De La Rosa

#### What the team is known for

Martínez Quintero Mendoza González Laguado & De La Rosa enjoys an experienced practice group recognised for its know-how in the Colombian energy and natural resources arena. The legal team is retained by national and multinational clients to advise on a diverse range of mandates, including regulatory assessment impacting power plant operations, negotiation of PPA and obtainment of exercise and distribution authorisations. The energy and natural resources department enjoys additional expertise assisting with contentious mandates.

#### Strengths

“Few law firms possess both the knowledge and expertise in energy and gas regulatory matters, and Martínez Quintero blends these aspects exceptionally well. The team provides high-quality, well-rounded advice covering legal, procedural, regulatory and business impact issues.”

#### Work highlights

Martínez Quintero Mendoza González Laguado & De La Rosa advised Maurel & Prom on regulatory and contractual matters relating to its acquisition of a 40% operating interest in the Sinú-9 gas block,

including compliance with the conditions required for completion of the transaction.

#### Notable practitioners

Co-head of department **Johanna Cajigas** receives solid recognition as she routinely assists clients operating in the Colombian energy and natural resources market, particularly in the oil and gas sector. **Strengths:** “Johanna Cajigas is one of the most knowledgeable lawyers in natural gas regulation in Colombia. She combines strong legal judgement with a clear, objective approach, while maintaining a sharp understanding of the business and overall strategy.” Co-head of department **Lucas Arboleda** continues to garner sterling praise from clients and peers alike for his expertise in the Colombian energy and natural resources market. **Strengths:** “Lucas Arboleda stands out for his sound judgement, deep understanding of institutional and market dynamics, and ability to resolve complex issues with a practical, strategic and results-oriented approach. His expertise and leadership make him a trusted adviser in the energy sector.”

## Band 3

### Chalela Abogados

#### What the team is known for

Chalela Abogados is an established Colombian boutique firm with a recognised focus on the energy and natural resources sector. The practice group is particularly noted for its expertise in renewable energy matters, including EPC and supply contracts, permitting and regulatory advice. The team also advises on oil and gas matters and is regularly retained by clients from the infrastructure, financial and energy sectors.

#### Strengths

“Chalela Abogados drew on many years of experience to provide us with accurate advice. We felt closely supported throughout the process, with clear and understandable guidance that helped us fully grasp the situation, make informed decisions and protect the company’s assets.”

#### Work highlights

Chalela Abogados advised BC Exploración y Producción de Hidrocarburos on regulatory, contractual and operational matters relating to its oil exploration and production activities in Colombia.

#### Notable practitioners

Head of department **Federico Chalela** is recognised for his expertise advising on project structuring and dispute resolution matters within the regulated energy sector. **Strengths:** “Federico Chalela is an excellent lawyer who stands out for his deep expertise and extensive experience in the energy sector.”

### Dentons Cardenas & Cardenas

#### What the team is known for

Dentons Cardenas & Cardenas boasts a well-known energy and natural resources department that offers full-service capabilities in Colombia. The practice group is particularly experienced in handling matters pertaining to the oil and gas sector with related environmental aspects, as well as renewable energies mandates, especially in the solar ambit. The team also advises on sector-specific transactions,

including structuring SPVs, mergers, acquisitions, and joint operating agreements.

#### Strengths

*"Dentons Cardenas & Cardenas demonstrates a strong ability to handle complex and sophisticated matters. Its team combines in-depth legal knowledge with strategic vision, enabling it to address multidisciplinary issues, assess risks accurately and deliver effective, well-structured solutions, even in demanding situations."*

#### Work highlights

Dentons Cardenas & Cardenas assisted Kimberly-Clark Colombia with the review and negotiation of energy supply and natural gas procurement arrangements, including related contractual and regulatory matters.

#### Notable practitioners

Partner and co-head of the department **Santiago González** boasts expertise assisting clients with energy mandates, particularly in the Colombian oil and gas and electrical sectors. **Strengths:** *"Santiago González is a key adviser on energy projects, including solar and electricity, with strong expertise in regulatory frameworks and contractual matters. He delivers prompt, effective support and consistently provides practical solutions, demonstrating deep knowledge of the industry."*

### Holland & Knight

#### What the team is known for

Holland & Knight is a renowned international full-service firm with notable experience in the energy and natural resources sector in Colombia. The practice group advises on a broad range of matters spanning oil and gas, mining and renewable energy regulation, and is regularly sought out to assist with regulatory aspects of energy infrastructure projects and transactions. The team also advises national and international energy companies on regulatory, contractual and permitting matters relating to their operations.

#### Strengths

*"Holland & Knight supports us on specific regulatory aspects of the energy sector. We value the lawyers' strong technical knowledge, client-focused approach and the partners' direct involvement, which results in courteous, efficient and accessible service."*

#### Work highlights

Holland & Knight advised Emerald Energia, subsidiary of Sinochem Group, on regulatory compliance, contractual and environmental aspects of its oil and gas operations in Colombia, including cross-border coordination with the company's headquarters.

#### Notable practitioners

Dynamic practitioner **Inés Elvira Vesga** is recognised for her expertise across the traditional and renewable energy sectors. She is regularly sought out to advise on regulatory matters arising from corporate structuring, asset sales and due dili-

gence processes. **Strengths:** *"Inés Elvira Vesga is a highly experienced lawyer across the corporate and commercial aspects of the oil and gas sector. She is exceptionally knowledgeable and brings strong expertise to her work."*

### Sanclemente Fernández Abogados S.A.

#### What the team is known for

Sanclemente Fernández Abogados is a highly regarded firm with strong experience in a variety of oil and gas matters. The boutique firm represents Colombian and international clients that are active in hydrocarbon exploration and extraction. The team is particularly active advising on service agreements and consultations, as well as representing clients before the competent authorities. Sanclemente Fernández Abogados also offers additional counsel on hydrocarbon issues in contentious proceedings.

#### Strengths

*"We greatly value Sanclemente Fernández Abogados' understanding of our organisation's needs, the speed of delivery of its advice and the team's extensive experience in the oil and gas sector."*

#### Notable practitioners

Seasoned natural resources partner **Diana Sanclemente** benefits from solid experience assisting clients with upstream and downstream oil and gas mandates in Colombia. **Strengths:** *"Diana Sanclemente is an excellent legal adviser who provides strong client service and demonstrates solid commercial awareness."*

### Serrano Martínez CMA

#### What the team is known for

Serrano Martínez CMA is a well-regarded law firm with notable experience in the energy and natural resources sector. The team regularly advises domestic and multinational companies on a broad range of energy matters in Colombia, with particular expertise in the regulatory aspects of energy projects and transactions. The practice group also assists with impact analysis of regulatory changes, drafting and negotiation of energy agreements, including PPAs and EPC contracts, and sector-related disputes.

#### Strengths

*"Energy projects often involve complex situations due to the many factors that must be integrated. Serrano Martínez CMA is always on hand not only to identify potential risks, but also to communicate them effectively and find practical solutions that help bridge gaps between stakeholders with differing interests."*

#### Work highlights

Serrano Martínez CMA represented VP Ingeniería in an arbitration dispute arising from an alleged breach of a natural gas supply agreement, involving contractual and regulatory matters.

#### Notable practitioners

Head of department **Jose Plata** is recognised for his activity in the energy and natural resources space. He can claim notable expertise in the natural gas and electric power segments of the energy market in Colombia. **Strengths:** *"Jose Plata is a senior professional and regulatory specialist with detailed knowledge of key energy issues and a proactive approach to adapting businesses to current regulations. His ability to anticipate regulatory challenges and propose effective solutions ensures high-level strategic support."* Associate-to-watch **Nicolás López** is recognised for his expertise in the Colombian energy sector, advising domestic and international clients on the structuring and negotiation of infrastructure and renewable energy projects. **Strengths:** *"Nicolás López provides responsive and consistent support on regulatory matters, demonstrating strong sector knowledge and effective compliance guidance. His commitment and availability help ensure objectives are met, even when circumstances change at short notice."*

### Other Ranked Lawyers

Up-and-coming practitioner and co-director of the energy department **Manuel Gómez** of Cuatrecasas is recognised for his strong regulatory expertise in the Colombian market, supported by consistently positive client feedback. **Strengths:** *"Manuel Gómez is a very well-rounded lawyer, particularly skilled in regulatory matters within the Colombian electricity sector. His insights enable us to make strategic decisions efficiently."*

Dynamic practitioner **Juanita Hernández** of Estudio Legal Hernández receives solid praise from clients and peers alike. She is particularly well versed in Colombia's energy regulations. **Strengths:** *"Juanita Hernández demonstrates in-depth understanding of energy regulatory frameworks with the ability to anticipate commercial implications, propose viable structures and translate complex legal concepts into actionable recommendations."*

Up-and-coming practitioner **Mónica Torres** of Viable Consultores is commended by clients for her remarkable expertise in the Colombian energy space. **Strengths:** *"Mónica Torres demonstrates an excellent rapport with stakeholders, delivering clear and well-structured analysis alongside practical and effective solutions."*

**Álvaro Josué Yáñez-Alsina** of Horst Law continues to draw praise from market commentators for his activity, particularly in regulatory matters relating to the energy sector in Colombia. **Strengths:** *"Álvaro Josué Yáñez-Alsina is an excellent professional, recognised for his extensive expertise and precision in his advice."*



## Energy & Natural Resources Mining

| Energy & Natural Resources: Mining                       |                              |
|----------------------------------------------------------|------------------------------|
| Leading Firms                                            |                              |
| <b>Band 1</b>                                            |                              |
| Dentons Cardenas & Cardenas                              |                              |
| Lloreda Camacho & Co                                     |                              |
| <b>Band 2</b>                                            |                              |
| Holland & Knight                                         |                              |
| Ricaurte Rueda Abogados                                  |                              |
| <b>Band 3</b>                                            |                              |
| Arrieta Mantilla & Asociados                             |                              |
| Pérez-Llorca                                             |                              |
| Posse Herrera Ruiz                                       |                              |
| Senior Statespeople                                      |                              |
| <b>Senior Statespeople:</b> distinguished older partners |                              |
| Arrieta Padilla Carlos Gustavo                           | Arrieta Mantilla             |
| Valdiri James                                            | Dentons Cardenas & Cardenas  |
| Leading Individuals                                      |                              |
| <b>Band 1</b>                                            |                              |
| Ricaurte de Bejarano Margarita                           | Ricaurte Rueda               |
| Rodríguez Hernán                                         | Dentons Cardenas & Cardenas  |
| Salazar Ángela María                                     | Lloreda Camacho & Co         |
| Santamaría Ignacio                                       | Lloreda Camacho & Co         |
| <b>Band 2</b>                                            |                              |
| Martínez Villegas Adriana                                | Martínez (ORL) ♦             |
| <b>Band 3</b>                                            |                              |
| Arrázola Bustillo Patricia                               | Pérez-Llorca *               |
| Montoya Milton                                           | Holland & Knight             |
| Neher Jorge                                              | Dentons Cardenas & Cardenas  |
| Pardo Estefanny                                          | Holland & Knight             |
| Villaquirán Yady                                         | Arrieta Mantilla & Asociados |
| Associates to watch                                      |                              |
| Carlos Padilla Juan                                      | Brigard Urdutia (ORL) ♦      |
| Estrada Durán Marcela                                    | Ricaurte Rueda Abogados      |
| Salazar Diana                                            | Posse Herrera Ruiz           |
| * Indicates individual with profile.                     |                              |
| ♦ (ORL) = Other Ranked Lawyer.                           |                              |
| Alphabetical order within each band. Band 1 is highest.  |                              |

### Band 1

#### Dentons Cardenas & Cardenas

##### What the team is known for

Dentons Cardenas & Cardenas is a front-running international firm with an established reputation for representing local and international clients active within the Colombian mining sphere. The law firm's expertise spans both regulatory and transactional mandates, often acting on acquisitions of shares in mining companies and interests in projects. Dentons Cardenas & Cardenas has demonstrable experience in advising clients on legislative developments and regulatory considerations, as well as in acting on litigation proceedings.

##### Strengths

"Dentons Cárdenas & Cárdenas is a top-tier firm in South America, with solid experience in mining projects in Colombia. We are very satisfied with the service and value the firm provides."

"Dentons Cárdenas & Cárdenas stands out for its ability to combine strategic vision with deep technical knowledge of the Colombian legal framework, particularly in the mining field, as well as environmental and corporate matters. Its main strength lies in its multidisciplinary team, which provides comprehensive and timely responses to complex

matters."

##### Work highlights

Dentons Cardenas & Cardenas advised Gramalote on regulatory compliance and legal management of its gold mining operations, including concession contracts, environmental licensing and modifications to its development plan to support project advancement.

##### Notable practitioners

Senior statesperson **James Valdiri** enjoys a solid reputation for his experience in the Colombian mining market. He continues to be a point of reference in the mining field. **Strengths:** "James Valdiri is the lead partner closely assisting us and provides excellent support. He manages his team effectively to meet our needs and always ensures our satisfaction as clients." Top-tier practitioner **Hernán Rodríguez** boasts remarkable expertise advising clients on the acquisitions of shares in mining companies, as well as assisting with regulatory considerations in Colombia. **Strengths:** "Hernán Rodríguez is a highly competent, reliable and practical professional who provides strong client service. His support adds value and provides legal certainty in the management of our company's affairs." "Hernán Rodríguez demonstrates solid knowledge of the mining sector and inspires a high degree of confidence through his expertise and practical approach." **Jorge Neher** continues to be recognised by market commentators for his expertise in the Colombian mining market. He boasts particular experience assisting clients with transactional aspects within this space.

#### Lloreda Camacho & Co

##### What the team is known for

Lloreda Camacho & Co is a pre-eminent firm that is respected for its leading mining practice group and is frequently retained by high-profile clients that are active in the exploration and extraction of gold in Colombia. Lloreda Camacho & Co represents mining companies and foreign investors in transactional matters, including acquisitions and joint ventures, as well as assisting them with regulatory considerations, such as due diligence of mining titles. The team is also known to assist with sector-specific dispute resolution.

##### Strengths

"Lloreda Camacho & Co stands out for its specialised mining sector knowledge, rigorous legal analysis and close, timely support. The team also demonstrates strong integration across mining, corporate and compliance practices, delivering well-rounded and cohesive solutions for complex matters."

"Lloreda Camacho & Co's team combines expertise in regulatory matters with a deep understanding of the mining industry, enabling them to anticipate both legal and operational risks."

##### Work highlights

Lloreda Camacho & Co acted for the Colombian branch of Continental Gold on mining due diligence and the preparation of a legal opinion regarding the concession agreements for the Buriticá gold project, in connection with the spin-off listing of Zijin Gold International Company Limited's shares on the

Hong Kong Stock Exchange.

##### Notable practitioners

Standout practitioner **Ángela Salazar** is highly endorsed by clients for her practice in the Colombian mining arena. She routinely advises prominent mining companies on complex transactions and mining issues. **Strengths:** "Ángela María Salazar stands out for her high level of knowledge and technical precision in mining title matters. She provides rigorous support before the National Mining Agency, demonstrating a meticulous, results-oriented approach and a deep understanding of regulatory requirements." "Ángela María Salazar's strength lies in her in-depth knowledge of the mining legal framework and her practical approach to resolving complex situations. Her technical expertise and strategic vision add considerable value to the business's decision-making process." "Ángela María Salazar's strength lies in her in-depth knowledge of the mining legal framework and her practical approach to resolving complex situations. Her technical expertise and strategic vision add considerable value to the business's decision-making process." Stellar practitioner **Ignacio Santamaría Escobar** is praised by market commentators for his highly esteemed mining practice in Colombia. He brings solid experience advising clients on a broad range of complex mining matters, including exploration, concession agreements and M&A transactions. **Strengths:** "Ignacio Santamaría Escobar stands out for his specialised knowledge of mining law and his ability to explain regulatory alternatives in a clear, business-oriented manner. His legal judgement inspires confidence in decision-making, and he is consistently available." "He has an excellent understanding of the institutional context and procedures before the National Mining Agency, which facilitates coordination and execution. His approachable manner and willingness to collaborate make working with him agile and efficient."

### Band 2

#### Holland & Knight

##### What the team is known for

Holland & Knight is an experienced international firm that offers a notable mining practice in the Colombian market. The Bogotá-based team has expertise across a broad range of mandates pertaining to the mining field, including negotiation of mining contracts and management of mining obligations and titles before the national mining authorities. The team is also well equipped to tackle matters such as environmental and mining permits, concession agreements and land use rights.

##### Strengths

"Holland & Knight has a broad, expert and up-to-date understanding of the mining industry. The firm stands out for providing a comprehensive service supported by an interdisciplinary team capable of addressing all advisory needs."

##### Notable practitioners

Knowledgeable practitioner **Milton Montoya** is recognised for his expertise in a wide range of mining matters, including regulatory reviews, permitting

and negotiation of mining contracts. **Strengths:** “Milton Montoya is a great lawyer who provides strong client service and solid commercial vision to his clients.” Up-and-coming practitioner **Estefanny Pardo** continues to receive market recognition for her remarkable services in this sector. She brings solid expertise in mining mandates, including environmental and contentious matters. **Strengths:** “Estefanny Pardo is an outstanding professional who provides specialised, high-quality advice with a strong human approach. She is widely recognised for her leadership in initiatives that support the mining sector and promote the active role of women within it.”

### Ricaurte Rueda Abogados

#### What the team is known for

Ricaurte Rueda Abogados enjoys a strong track record assisting exploration and extraction companies from the Colombian mineral sector, with interests in coal, gold and copper mining activities. The team is experienced in handling a range of mining matters and is often retained by significant clients to provide regulatory advice and handle mining titles, contractual agreements and administrative proceedings.

#### Strengths

“Ricaurte Rueda Abogados’ team is highly trustworthy and demonstrates strong sector knowledge. Its lawyers provide comprehensive advice on all matters relevant to the mining industry in Colombia.”

#### Notable practitioners

Frontrunning partner **Margarita Ricaurte de Bejarano** is a hugely significant figure in the Colombian mining sector. She is well placed to advise her clientele on both contentious and non-contentious mining matters. **Strengths:** “Margarita Ricaurte de Bejarano is widely recognised as one of Colombia’s leading mining practitioners. She possesses exceptional expertise in mining contracts and regulatory developments, combined with a deep understanding of Colombian mining law.” “Margarita Ricaurte is an ace in mining. She understands our needs, inspires confidence and demonstrates extensive knowledge across all areas that may affect mining operations in Colombia.” Associate-to-watch **Marcela Estrada Durán** is recognised by market commentators as an active lawyer in the Colombian mining sector. She is known to be particularly involved in regulatory mining mandates. **Strengths:** “Marcela Estrada Durán is an expert legal adviser in the mining sector.”

### Band 3

### Arrieta Mantilla & Asociados

#### What the team is known for

Arrieta Mantilla & Asociados is a respected law firm in Colombia that is commended for its extensive

experience advising an impressive domestic and international clientele on a range of mining matters, such as royalty payments and complex regulatory mandates. The practice group is particularly skilled in acting on mining-related contentious proceedings, including arbitration and administrative proceedings before the National Mining Agency. The mining legal team is further supported by Arrieta Mantilla & Asociados’ highly reputed public law department.

#### Strengths

“We are very pleased to have the support of Arrieta Mantilla, whose team demonstrates strong analytical skills and provides practical, well-rounded advice. Its strength lies in its experience in the infrastructure and mining sectors, as well as the partners’ willingness to address complex issues comprehensively.”

#### Work highlights

Arrieta Mantilla advised Cerrejón Zona Norte in judicial proceedings relating to mining concession and regulatory matters, including challenges to administrative decisions affecting its mining operations.

#### Notable practitioners

Experienced Senior statesperson **Carlos Gustavo Arrieta Padilla** holds a strong reputation in the Colombian mining sector. **Strengths:** “Carlos Gustavo Arrieta demonstrates excellent judgement in complex mining matters, with a remarkable ability to simplify issues and provide clear, practical advice.”

**Yady Villaquirán** enjoys support from clients in the Colombian mining market. She is particularly active assisting clients with contentious mandates in the mining sector. **Strengths:** “Yady Villaquirán provides exceptional service, combining extensive experience with a commitment to going above and beyond to deliver well-rounded solutions to her clients.”

### Pérez-Llorca

#### What the team is known for

Pérez-Llorca is a noteworthy practice group that has a longstanding presence in the mining sector, and it is experienced in representing companies operating in coal, gold and salt exploration and extraction. Pérez-Llorca is well positioned to assist with the acquisition of mining assets, and handles matters related to mining concessions, drafting service agreements and regulatory issues in Colombia.

#### Strengths

“Pérez-Llorca’s team stands out for its technical strength, sound judgement and ability to anticipate and resolve issues before they escalate. They are highly responsive, proactive and integrate seamlessly with internal advisers, operating as an extension of our legal team throughout the mandate.”

#### Work highlights

Pérez-Llorca advised Sandvik on mining regulatory, environmental and operational compliance matters, including permitting, equipment deployment and adaptation of global standards to support its mining

industry operations in Colombia.

#### Notable practitioners

Head of department **Patricia Arrázola Bustillo** is an active practitioner in the Colombian market advising clients on the transactional side of mining matters. **Strengths:** “Patricia Arrázola Bustillo is an excellent lawyer with a strong commercial vision.”

### Posse Herrera Ruiz

#### What the team is known for

Posse Herrera Ruiz maintains a solid track record advising clients on a range of financing and administrative mandates in the mineral sphere. The legal team often assists with the acquisition of mining titles, negotiation of concession contracts, due diligence and regulatory advice. Posse Herrera Ruiz is also well placed to advise investment funds on the financing of mining projects in Colombia.

#### Strengths

“Posse Herrera Ruiz has a multidisciplinary team capable of addressing complex and diverse issues in the mining sector and licensing negotiations. The team stands out for its experience, knowledge and legal analysis, providing valuable support for decision-making.”

#### Work highlights

PHR advised South32, owner and operator of a ferronickel mining and smelting operation in Colombia, on the mining and regulatory aspects of the sale of Cerro Matoso to CoreX Holding.

#### Notable practitioners

As director of Posse Herrera Ruiz’s mining group **Diana Salazar** receives strong appraisal from interviewees in Colombia. **Strengths:** “Diana Salazar offers excellent client service and demonstrates extensive knowledge of mining matters, combined with strong analytical skills.”

### Other Ranked Lawyers

Associate-to-watch and director of the Mining, Oil & Gas practice at Brigard Urrutia, **Juan Carlos Padilla** regularly assists clients with transactional and regulatory matters in the mining industry in Colombia.

**Strengths:** “Juan Carlos Padilla is always available and responsive, consistently keeps us informed of developments, and delivers comprehensive advice across a range of specialised matters.”

Reputable partner **Adriana Martínez Villegas** of Martínez-Córdoba Abogados is endorsed by interviewees for her leading mining practice in Colombia. She is seen handling complex regulatory mining matters in the Colombian legal sphere.

**Strengths:** “Adriana Martínez Villegas is an active practitioner in mining regulatory matters and brings notable experience in both litigation and arbitration proceedings within the sector.”

## Energy & Natural Resources Environment

| Energy & Natural Resources: Environment                 |                                     |
|---------------------------------------------------------|-------------------------------------|
| Leading Individuals                                     |                                     |
| <b>Band 1</b>                                           |                                     |
| Macías Gómez Luis Fernando                              | Philippi                            |
| Zapata Lugo José Vicente                                | Holland & Knight                    |
| <b>Band 2</b>                                           |                                     |
| Núñez Natalia                                           | NP Consulting Núñez Pinzón          |
| Serrano Erika                                           | Posse Herrera Ruiz                  |
| <b>Up-and-coming individuals</b>                        |                                     |
| Álvarez Lozano Natalia                                  | Pinilla, González & Prieto          |
| Aponte María Camila                                     | Holland & Knight                    |
| del Villar Camila                                       | Martínez Quintero Mendoza           |
| Mendez Silvia María                                     | Abarco Consulting                   |
| <b>Star associates</b>                                  |                                     |
| Lorduy María Margarita                                  | Dentons Cardenas                    |
| <b>Associates to watch</b>                              |                                     |
| Acosta Alexander                                        | Philippi Prietocarrizosa Ferrero    |
| Correa Posada Lina                                      | Pérez-Llorca *                      |
| Gómez María Alejandra                                   | Philippi Prietocarrizosa            |
| Jimenez Camila                                          | Baker McKenzie S.A.S.               |
| Páez Iván                                               | Philippi Prietocarrizosa Ferrero DU |
| Solorza Cortés Aída Margarita                           | Brigard Urrutia                     |
| Soto Natalia                                            | Lloreda Camacho & Co                |
| * Indicates individual with profile.                    |                                     |
| Alphabetical order within each band. Band 1 is highest. |                                     |

### Ranked Lawyers

Associate-to-watch **Alexander Acosta** of Philippi Prietocarrizosa Ferrero DU & Uría is recognised for his expertise across a broad range of environmental matters, including due diligence, sustainability assessments and the development of socio-environmental legal strategies. **Strengths:** “Alexander Acosta is an excellent lawyer who has been instrumental in helping us understand complex environmental issues in a timely manner, bringing clarity and sound judgement to strategic decision-making.”

Up-and-coming practitioner **Natalia Álvarez Lozano** of Pinilla, González & Prieto elicits solid recognition from market commentators for her environmental practice in Colombia. She demonstrates particular prowess in matters regarding compliance with environmental regulations and permitting. **Strengths:** “Natalia Álvarez Lozano provides strong client service and embraces challenges with great discipline and confidence, which yields excellent results. As a client, I have complete confidence in working with her in environmental matters.”

Skilled up-and-coming practitioner **María Camila Aponte** of Holland & Knight is endorsed by market commentators for her expertise in environmental advisory work across multiple areas of the energy sector, including oil and gas, mining and related infrastructure projects. **Strengths:** “María Camila Aponte has a deep understanding of environmental regulations and procedures and demonstrates excellent interpersonal skills. She approaches issues strategically to shield clients from potential risks and eventualities.”

Associate-to-watch **Lina Correa Posada** of Pérez-Llorca comes highly recommended by market commentators for her solid activity in Colom-

bia's environmental field. **Strengths:** “Lina Correa Posada is exceptional, and we greatly value her willingness to help. She stands out for her openness and commitment to clients, her detailed knowledge of environmental regulations, and her ability to solve complex problems.”

Up-and-coming practitioner and head of department at Martínez Quintero Mendoza González Laguado & De La Rosa, **Camila del Villar** continues to garner strong recognition for her expertise in environmental matters in Colombia. **Strengths:** “Camila del Villar strikes a good balance between legal expertise, a personal approach and commercial vision, inspiring confidence and making her a pleasure to work with. She manages to reflect this positive energy on her team as well.”

**María Alejandra Gómez** of Philippi Prietocarrizosa Ferrero DU & Uría is an active associate-to-watch enjoying a strong endorsement from clients who note her expertise in the Colombian environmental arena. **Strengths:** “María Alejandra Gómez stands out for her professionalism and commitment. Her expertise has been key in resolving complex environmental legal matters and has allowed us to move forward with greater confidence.”

Associate-to-watch and leader of the environment sub-practice at Baker McKenzie, **Camila Jimenez** is recognised following strong feedback from peers and clients alike, who praise her skills in regulatory mandates. **Strengths:** “Camila Jimenez provides excellent and consistent support, with a strong understanding of business activities and their environmental impact.”

Star associate **María Margarita Lorduy** of Dentons Cardenas & Cardenas receives superb market recognition for her solid activity in Colombia's environmental arena. **Strengths:** “María Margarita Lorduy demonstrates a deep understanding of environmental regulations and an exceptional commitment to service quality. Her advice combines legal rigour with business acumen, inspiring confidence and delivering consistent results.” “I am impressed by María's responsiveness. She gets to the heart of the questions and demonstrates solid expertise in environmental and planning law, including carbon projects.” “María Margarita is the best environmental lawyer we work with in Colombia because she gives us peace of mind in times of uncertainty.”

Heavyweight partner **Luis Fernando Macías Gómez** of Philippi Prietocarrizosa Ferrero DU & Uría is widely recognised in Colombian legal circles for his outstanding practice in environmental law. **Strengths:** “Luis Fernando Macías Gómez is the person with the greatest knowledge and expertise in environmental law matters in Colombia.” “Luis Fernando Macías Gómez's strength lies in his practical knowledge of environmental matters, which he applies very effectively. He advises us on everything from the provisions of the law to their practical application.” “Luis Fernando Macías Gómez's strength lies in his practical knowledge of environmental matters, which he applies very effectively. He advises us on everything from the provisions of the law to their practical application.”

**Silvia María Mendez** of Abarco Consulting comes recommended by market sources for her prowess in environmental matters in Colombia. **Strengths:** “Silvia María Mendez is a lawyer who brings solid experience, in-depth knowledge and technical expertise to the table, readily developing legal alternatives and creative solutions to problems.”

Experienced partner **Natalia Núñez** of NP Consulting Núñez Pinzón renders expert advice to clients on environmental matters in Colombia. **Strengths:** “We feel at ease with Natalia Núñez as our primary legal advisor for environmental matters affecting our operations in Colombia. She is exceptional, effective and consistently timely in her practice.”

Associate-to-watch **Iván Páez** of Philippi Prietocarrizosa Ferrero DU & Uría is recognised by the market interviewees for his advisory expertise in the Colombian environmental sector. **Strengths:** “Iván Páez demonstrates strong expertise and a thorough understanding of environmental matters, including how to navigate processes before authorities, combining legal advice with practical guidance on managing and implementing procedures effectively.”

Co-head of department **Erika Serrano** continues to receive sterling praise from clients for her solid environment practice in Colombia. **Strengths:** “Erika Serrano is highly regarded for her deep expertise in environmental, sustainability and climate change matters, providing sound strategic guidance on projects. She is highly available and demonstrates strong professionalism and exceptional interpersonal skills.”

Associate-to-watch **Aída Margarita Solorza Cortés** of Brigard Urrutia continues to receive significant market endorsement for her practice in the Colombian environmental sector. **Strengths:** “Aída Margarita Solorza Cortés is a professional with considerable knowledge of the country's environmental legal framework, enabling her to work effectively with clients while providing strong client service and commercial vision.”

Associate-to-watch **Natalia Soto** of Lloreda Camacho & Co continues to receive endorsing comments from clients praising her energy and environmental capabilities in the Colombian market. **Strengths:** “Natalia Soto is a highly professional practitioner with extensive experience in environmental matters and a comprehensive understanding of the sector.”

Top-tier practitioner **José Vicente Zapata Lugo** of Holland & Knight commands a market-leading practice in Colombia focused on assisting major international and national clients with their environment-related mandates. **Strengths:** “José Vicente Zapata is a recognised leader and a Colombian authority on environmental matters. He advises on highly complex mandates with a strong strategic vision, addressing not only legal aspects but also the broader geopolitical context.” “José Vicente's knowledge, expertise, networking skills and strategic vision make him an exceptional lawyer and the consultant you want by your side to reach the best agreements.”



## Insurance

| Insurance                                                |
|----------------------------------------------------------|
| Leading Firms                                            |
| <b>Band 1</b>                                            |
| Kennedys                                                 |
| Vélez Gutiérrez Abogados                                 |
| <b>Band 2</b>                                            |
| Brigard Urrutia                                          |
| DAC Beachcroft LLP                                       |
| G Herrera Abogados & Asociados                           |
| <b>Band 3</b>                                            |
| Neira & Gómez Abogados                                   |
| Posse Herrera Ruiz                                       |
| Salazar, Pardo & Jaramillo (SPJ)                         |
| Tamayo Jaramillo & Asociados                             |
| <b>Band 4</b>                                            |
| Ariza & Gomez Abogados                                   |
| Dret Legal                                               |
| OMP Abogados                                             |
| Senior Statespeople                                      |
| <b>Senior Statespeople:</b> distinguished older partners |
| Pardo Otero Gabriel Salazar, Pardo & Jaramillo (SPJ)     |
| Tamayo Jaramillo Francisco Javier Tamayo Jaramillo       |
| Leading Individuals                                      |
| <b>Band 1</b>                                            |
| Gutiérrez Armando Vélez Gutiérrez Abogados               |
| Herrera Ávila Gustavo Alberto G Herrera Abogados         |
| Salazar Bernardo Botero Salazar Tobón (ORL) ◇            |
| Tocarruncho Mantilla Mónica Kennedys                     |
| Vélez Ochoa Ricardo Vélez Gutiérrez Abogados             |
| <b>Band 2</b>                                            |
| Díaz-Granados Ortiz Juan Manuel Sole (ORL) ◇             |
| Fajardo Gutiérrez Lucas Brigard Urrutia                  |
| <b>Band 3</b>                                            |
| Gomez Juan David Neira & Gómez Abogados                  |
| Herrera Rebeca Rebeca Herrera Abogados (ORL) ◇           |
| Neira Juan Camilo Neira & Gómez Abogados                 |
| <b>Band 4</b>                                            |
| Arango Juan Diego DAC Beachcroft LLP                     |
| Ariza Rafael Ariza & Gomez Abogados                      |
| Ávila Julián Dret Legal                                  |
| de la Torre Camila DAC Beachcroft LLP                    |
| González Carlos Andrés Tamayo Jaramillo & Asociados      |
| Pardo-Lanzetta Esteban Salazar, Pardo & Jaramillo (SPJ)  |
| Restrepo Ana Catalina DAC Beachcroft LLP                 |
| Torres José Fernando LEXIA Abogados (ORL) ◇              |
| Up-and-coming individuals                                |
| Botero Catalina Kennedys                                 |
| Gómez Pérez Alexander OMP Abogados                       |
| Rojas Santiago G Herrera Abogados & Asociados            |
| Rojas Sergio Martínez Quintero Mendoza (ORL) ◇           |
| Associates to watch                                      |
| Salazar Diana Posse Herrera Ruiz                         |
| ◇ (ORL) = Other Ranked Lawyer.                           |
| Alphabetical order within each band. Band 1 is highest.  |

### Band 1

#### Kennedys

##### What the team is known for

Highly acclaimed international law firm Kennedys boasts a renowned practice group in Colombia that is noted for dealing with contentious insurance matters, including administrative and judicial proceedings, as well as arbitration and D&O policies. The department benefits from considerable strength

handling conflicts in the construction space.

##### Strengths

*"Kennedys has a very strong and well-organised team. Its lawyers are highly attentive to the company I represent and inspire great confidence; in emergencies, they have the ability to resolve complex and highly technical matters, which is why we trust them with our most technical issues."*

*"When we engage Kennedys, we have the peace of mind that our claims are handled in the best possible way. The team is highly proactive in finding solutions, and we trust it with our most complex claims."*

##### Work highlights

Kennedys assisted Previsora, as cedant, and Starr and Liberty, as reinsurers, in insurance coverage and liability proceedings arising from administrative sanction and fiscal liability investigations involving Medimás EPS and its directors and officers.

##### Notable practitioners

Esteemed partner **Mónica Tocarruncho Mantilla** is lauded by clients for her activity in the Colombian insurance market. She benefits from experience advising on a wide range of mandates, including liability and claims negotiations as well as coverage disputes. **Strengths:** *"Mónica Tocarruncho Mantilla has extensive experience, strong negotiation skills and the ability to handle complex situations, even under pressure. She is highly capable and consistently delivers good results."* *"Mónica Tocarruncho has excellent business acumen and is always looking for ways to solve problems, delivering a high level of client service and sophisticated work."*

Up-and-coming partner **Catalina Botero** continues to enjoy market praise for her solid insurance practice in Colombia, demonstrating talent in fiscal liability proceedings. **Strengths:** *"Catalina Botero is an excellent professional who delivers strong client service and sophisticated work. She is very kind and has extensive knowledge of insurance and reinsurance matters."*

#### Vélez Gutiérrez Abogados

##### What the team is known for

Vélez Gutiérrez Abogados is a prestigious law firm in Colombia that is renowned for its involvement in the insurance sector's most prominent cases. The legal team boasts a notable bench of practitioners who are frequently retained to advise on administrative proceedings and arbitration processes, including acting before the Financial Superintendence. Vélez Gutiérrez Abogados also possesses extensive experience assisting clients with complex damages claims related to the construction industry.

##### Strengths

*"Vélez Gutiérrez Abogados demonstrates outstanding technical knowledge of insurance matters, and the team provides effective responses and solutions. It is a trusted adviser to us, and its results are consistently good."*

*"I value Vélez Gutiérrez Abogados' support, as the team is responsive, approachable and highly qualified. It collaborates closely, goes the extra mile for clients and consistently suggests practical defence strategies."*

##### Work highlights

Vélez Gutiérrez Abogados assisted SBS Seguros Colombia in a financial consumer protection proceeding arising from a management liability coverage claim under a directors' and officers' liability policy.

##### Notable practitioners

Widely regarded partner **Armando Gutiérrez** remains highly active in the Colombian insurance arena servicing both national and international clients, demonstrating expertise in construction contracts and surety bond-related matters. **Strengths:** *"Armando Gutiérrez is undoubtedly one of the best insurance lawyers in the country, and his technical knowledge is exceptional. He offers a very high level of client service and delivers sophisticated work."*

*"Armando Gutiérrez is an excellent lawyer and one of the best advisers we work with. He is a brilliant lawyer, highly structured and consistently sound in his opinions and guidance. He is among the best insurance lawyers in Colombia."* Front-running partner and co-head of department **Ricardo Vélez Ochoa** possesses extensive experience acting for clients in the Colombian insurance sector. He is also famed as an arbitrator in national and international cases. **Strengths:** *"Ricardo Vélez Ochoa consistently delivers strong results, supported by his technical knowledge of insurance matters and reliable response times."* *"Ricardo Vélez Ochoa stands out for his prominence in the insurance sector and his extensive track record."*

### Band 2

#### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is a respected full-service firm in Colombia that is often instructed by domestic and multinational clients. The legal team is active in providing day-to-day insurance and regulatory advice to Colombian subsidiaries of international companies, as well as representing funds and corporate clients in claims before insurers.

##### Strengths

*"What sets Brigard Urrutia's team apart is its ability to combine in-depth technical knowledge of the insurance sector with a highly practical business perspective. The team understands not only the regulatory framework but also how insurers and reinsurers operate, resulting in clear, actionable recommendations aligned with our objectives."*

##### Work highlights

Brigard Urrutia advised Itaú Corredor de Seguros on the sale of its insurance brokerage portfolio to Arthur J. Gallagher Corredores de Seguros, including the transfer of insurance brokerage agreements and related insurance distribution arrangements.

##### Notable practitioners

Knowledgeable practitioner **Lucas Fajardo Gutiérrez** is highlighted by market commentators for his strong regulatory expertise in the Colombian insurance industry. He is regularly sought out to represent clients before the Colombian Superintendence of Finance. **Strengths:** *"Lucas Fajardo Gutiérrez stands out for his strong technical com-*

mand of the insurance sector and his ability to translate complex issues into clear, practical recommendations. He has a solid understanding of regulations and market dynamics, enabling him to anticipate risks and provide well-structured solutions."

### DAC Beachcroft LLP

#### What the team is known for

DAC Beachcroft is a well-regarded international law firm with an active presence in the Colombian insurance market. The legal team is experienced assisting major insurers and reinsurers with high-profile claims. DAC Beachcroft is frequently retained to provide counsel on conflicts relating to the coverage of D&O policies, civil and fiscal liability.

#### Strengths

"DAC Beachcroft demonstrates excellent capabilities, with specialists in highly technical matters and strong partner involvement. The team is outstanding in insurance and reinsurance, providing attentive and reliable service."

#### Notable practitioners

**Juan Diego Arango** continues to garner support from peers for his solid expertise in the Colombian insurance space. Notable partner **Camila de la Torre** offers significant experience in the contentious and non-contentious insurance arenas in Colombia. **Strengths:** "Camila de la Torre is a great practitioner with vast experience in the insurance sector in Colombia." Key partner Ana Catalina Restrepo continues to be recognised by market sources for her expertise in insurance matters in Colombia. She is particularly experienced at assisting clients with insurance disputes.

### G Herrera Abogados & Asociados

#### What the team is known for

G Herrera Abogados & Asociados houses a dynamic insurance practice in Colombia. The law firm boasts extensive experience advising insurers on their contentious mandates, including civil and administrative liability litigation. The legal team is also known to represent notable multinational clients on a wide range of local insurance mandates, including those in Bogotá and Cali.

#### Strengths

"G Herrera Abogados & Asociados demonstrates a high level of technical expertise, with qualified insurance and litigation lawyers who understand policies, regulations and sector risks. They manage complex, high-value, multi-party cases effectively, with clear coordination and strong procedural knowledge across jurisdictions."

#### Work highlights

G Herrera Abogados & Asociados assisted Chubb Seguros Colombia with insurance coverage proceedings arising from a claim under a professional liability policy relating to healthcare reimbursement disputes.

#### Notable practitioners

Widely regarded as a leading practitioner in insurance litigation, **Gustavo Alberto Herrera Ávila** is held in high esteem by interviewees for his strength in the Colombian insurance market. He advises clients on both advisory and contentious matters. **Strengths:** "Gustavo Alberto Herrera Ávila is distinguished by his strategic leadership and comprehensive vision of the legal business, which has allowed

him to consolidate an advisory practice focused on excellence and innovation." "Gustavo Alberto Herrera Ávila stands out for his deep technical knowledge of insurance and his ability to negotiate favourable settlements. His leadership and strategic vision set him apart, consistently achieving strong results in high-value litigation." Up-and-coming partner and co-head of department **Santiago Rojas** receives strong commendation for his work advising major insurance companies on contentious matters. **Strengths:** "Santiago Rojas listens to and understands our company's needs. He is clear and decisive, has extensive knowledge of the insurance sector and is always committed to providing the best service, handling the matters entrusted to him with competence and strong technical expertise."

### Band 3

### Neira & Gómez Abogados

#### What the team is known for

Neira & Gómez Abogados possesses an established insurance practice in Colombia. The department benefits from solid expertise assisting with insurance disputes regarding a wide range of matters, including civil liability, administrative proceedings and infrastructure-related breaches of contracts. Neira & Gómez Abogados' client roster encompasses insurance and utility companies.

#### Strengths

"Neira & Gómez Abogados' business acumen is precisely what we look for in our legal advisers, both in litigation and pre-litigation matters. The team advises not only on legal insurance issues but also on the underlying technical business aspects, clearly explaining the advantages, disadvantages and potential impact on clients."

#### Work highlights

Neira & Gómez represented Seguros del Estado in fiscal liability proceedings arising from insurance claims related to arbitral awards concerning breaches of an infrastructure concession contract.

#### Notable practitioners

**Juan David Gomez** continues to receive commendations from clients for his prowess in the insurance field in Colombia. He possesses expertise representing clients in insurance disputes. **Strengths:** "Juan David Gómez is a lawyer with extensive knowledge of the insurance sector, with particular experience in civil liability, administrative litigation and related negotiations." **Juan Camilo Neira** continues to be recognised following solid feedback from peers and clients alike, who praise his skills advising on regulatory and contentious matters. **Strengths:** "Juan Camilo Neira has a strong command of insurance matters and remains fully informed and involved in every process he handles for us. He provides solid client service and demonstrates strong commercial vision."

### Posse Herrera Ruiz

#### What the team is known for

Posse Herrera Ruiz is a well-established law firm with a flourishing practice in the Colombian insurance market. The Bogotá-based team is frequently instructed by national and international clients hailing from a wide range of industries, including

construction, energy and infrastructure. Posse Herrera Ruiz's lawyers are well equipped to assist on both contentious and non-contentious mandates, comprising regulatory matters, insurance coverage claims and acquisition of the operation of insurance companies.

#### Strengths

"Posse Herrera Ruiz demonstrates in-depth insurance knowledge, handling complex clauses under both local and international law and tailoring coverage to specific project risks. Its strategic and technical approach supports the achievement of favourable outcomes for our company."

#### Notable practitioners

Director **Diana Salazar** is recognised by market commentators for her expertise in complex insurance structures and risk management matters. **Strengths:** "Diana Salazar demonstrates a strong ability to identify and mitigate legal risks in a timely manner within insurance schemes required by lenders. Her technical knowledge, sector experience and strategic approach support stability and provide confidence to all parties involved."

### Salazar, Pardo & Jaramillo (SPJ)

#### What the team is known for

Salazar, Pardo & Jaramillo offers a talented insurance department in Colombia that is recognised for its notable activity advising domestic and international clients on high-profile matters. The legal team possesses extensive expertise representing insurers and reinsurers in relevant judicial proceedings, including litigation. Salazar, Pardo & Jaramillo is regularly called upon to assist clients with the drafting of insurance policies and risk analysis.

#### Strengths

"Salazar, Pardo & Jaramillo boasts a large and experienced insurance team, combining senior expertise with a strong bench of specialised associates. Its structure enables it to handle multiple complex matters simultaneously while maintaining continuity, technical depth and relevant industry knowledge."

#### Work highlights

Salazar, Pardo & Jaramillo acted for Ecopetrol in a dispute arising from a liability coverage claim regarding an oil spillage. The matter was valued at USD35 million.

#### Notable practitioners

Senior statesperson **Gabriel Pardo Otero** enjoys an established name in the Colombian insurance market. **Gabriel Pardo Otero** is particularly recognised for his strong litigation practice in the insurance and reinsurance spheres. **Strengths:** "Gabriel Pardo Otero brings exceptional experience and a comprehensive vision that transcends the strictly legal. His role is profoundly strategic: he acts as a true mentor whose conceptual clarity and sound judgement guide the course of even the most complex matters." Respected partner **Esteban Pardo-Lanzetta** is commended by market observers for his expertise in insurance disputes in Colombia, advising high-profile clients in the energy and oil and gas sectors. **Strengths:** "Esteban Pardo-Lanzetta is known for his in-depth knowledge of the insurance and construction sectors, as well as his experience handling high-impact claims and disputes. His approach is rigorous and technical, with a proven ability to coordinate multidisciplinary teams and develop strong defence strategies."

## Tamayo Jaramillo & Asociados

### What the team is known for

Tamayo Jaramillo & Asociados is a well-regarded insurance boutique with an established presence in the Colombian market. The legal team continues to demonstrate high-level expertise in contentious matters, defending clients in administrative proceedings and civil liability claims. Tamayo Jaramillo & Asociados is routinely retained by a number of notable local and international insurers and reinsurers.

### Strengths

*"Tamayo Jaramillo & Asociados has a large, highly trained team with strong attention to detail, giving us confidence in technical matters requiring careful analysis. They are proactive and creative in addressing challenges and procedural complexities."*

### Work highlights

Tamayo Jaramillo & Asociados acted for Seguros Generales Suramericana in insurance litigation arising from claims related to the Hidroituango hydroelectric project and alleged impacts on nearby communities.

### Notable practitioners

Senior statesperson **Francisco Javier Tamayo Jaramillo** is highlighted by interviewees for his longstanding and recognised presence in the Colombian insurance market. **Strengths:** *"Francisco Javier Tamayo Jaramillo is an excellent professional with extensive knowledge across multiple areas of law, including civil, commercial, insurance and reinsurance law, which he also lectures on."* Notable partner **Carlos Andrés González** ascends in the rankings following continued praise from clients. He is regularly retained by notable insurance players to advise on contentious mandates. **Strengths:** *"Carlos Andrés González is an excellent lawyer who is approachable, clear in his communication and highly diligent. He explains complex matters with ease and clarity, always supporting his advice with recommendations on the best course of action."*

## Band 4

## Ariza & Gomez Abogados

### What the team is known for

Ariza & Gomez Abogados has a multidisciplinary team with an established insurance practice in Colombia. The department is particularly noted for its experience in insurance litigation and claims management, as well as arbitration proceedings and insurance regulatory compliance. The legal division often advises and represents prominent domestic and international insurers.

### Strengths

*"Ariza & Gómez Abogados has extensive experience working with well-known insurance companies, which is reflected in its deep understanding of the sector, its dynamics and the specific needs of cases arising in this area."*

### Work highlights

Ariza y Gómez Abogados advised Seguros del

Estado in insurance coverage proceedings arising from claims under surety bonds linked to an alleged breach of contracts for the implementation and maintenance of Colombia's wholesale energy market system.

### Notable practitioners

Experienced partner **Rafael Ariza** is highly regarded within the Colombian insurance market. He regularly advises on claims and insurance disputes. **Strengths:** *"Rafael Ariza is an excellent lawyer and professional who delivers strong client service and commercial vision. He has expertise in both insurance and occupational risk matters, which is a great asset, and he is an honest, kind and highly capable person."*

## Dret Legal

### What the team is known for

Dret Legal is a well-regarded Colombian law firm with a notable insurance practice. The team is widely recognised for its expertise in high-value claims, insurance arbitration proceedings and sophisticated risk transfer structures. The legal department has significant experience advising insurers, reinsurers and financial institutions.

### Strengths

*"Dret Legal's client service is outstanding. The team has specialised knowledge of the insurance and reinsurance industry, which it applies strategically with a strong commercial focus, always prioritising the company's success."*

### Work highlights

Dret Legal represented Banco Santander in the structuring of an insurance business line in Colombia.

### Notable practitioners

Dynamic partner **Julián Ávila** continues to receive strong support from clients, who endorse his expertise in the sector. He is consistently retained by high-profile insurance players. **Strengths:** *"Julián Ávila is a lawyer with exceptionally broad practical and theoretical understanding of the insurance and reinsurance sector. His industry network adds value, ensuring high-quality, commercially focused advice delivered with speed."*

## OMP Abogados

### What the team is known for

Barranquilla-based OMP Abogados is a Colombian law firm housing a noteworthy insurance practice. The team is particularly noted for its experience in insurance litigation, claims handling and insurance regulatory compliance, with a strong presence in the health and infrastructure sectors. The legal department is also recognised for its advice to domestic and international insurers.

### Strengths

*"OMP Abogados is distinguished by its specialised experience in the insurance sector, which enables the team to handle complex cases effectively. Its track record in resolving disputes, whether through litigation or alternative methods such as mediation, is outstanding."*

### Work highlights

OMP Abogados represented Seguros Generales

Suramericana in insurance coverage proceedings arising from claims under advance payment and performance bonds related to a technology equipment supply contract.

### Notable practitioners

Up-and-coming partner **Alexander Gómez Pérez** earns market recognition for his active practice in the Colombian insurance sector, with notable expertise in insurance disputes and claims management. **Strengths:** *"Alexander Gómez Pérez is an indispensable ally for us. More than an external lawyer, he is a true strategic partner – always ready to guide us in insurance matters with technical rigour and a personal approach that makes all the difference."*

## Other Ranked Lawyers

Sole practitioner **Juan Manuel Díaz-Granados Ortiz** is called upon to handle complex insurance matters for key market players in Colombia.

**Strengths:** *"Juan Manuel Díaz-Granados Ortiz has extensive knowledge of insurance contracts and is a highly regarded academic recognised for his depth of expertise. He advises on the most complex matters for insurers with exceptional insight."*

**Rebeca Herrera** of **Rebeca Herrera Abogados** receives solid market recognition for her prowess assisting with regulatory and arbitration mandates in the Colombian insurance arena. **Strengths:** *"Rebeca Herrera is a superb professional who delivers strong client service and sophisticated advice, combining insurance sector knowledge with sound business acumen."*

Up-and-coming practitioner **Sergio Rojas** of **Martínez Quintero Mendoza González Laguado & De La Rosa** is praised by clients for his significant insurance and litigation expertise. **Strengths:** *"Sergio is an exceptional lawyer: professional, courageous, principled and profoundly honest. No one understands my business, its needs and its dynamics as well as he does, and he has the ability to take calculated risks responsibly."*

Renowned practitioner and co-head of department **Bernardo Salazar** of **Botero Salazar Tobón & Abogados** boasts extensive experience in insurance disputes relating to civil liability, construction contracts and moral damage claims in Colombia.

**Strengths:** *"Bernardo Salazar stands out for his willingness to help, extensive knowledge and experience. He is always available to clarify doubts and address complex issues, making us feel supported by his expertise and providing reassurance when preparing for highly complex matters."* **Bernardo Salazar demonstrates sharp business acumen and an ability to explain highly complex legal and technical matters in clear terms for non-lawyers."**

Dynamic practitioner **José Fernando Torres** of **LEXIA Abogados** is routinely instructed by insurers and reinsurers to counsel on a variety of insurance mandates in Colombia. **Strengths:** *"We have a very positive experience with José Fernando Torres and achieve excellent outcomes. He handles complex cases effectively."*



## Intellectual Property

| Intellectual Property                                   |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Baker McKenzie S.A.S.                                   |
| Cavelier Abogados                                       |
| Dentons Cardenas & Cardenas                             |
| Lloreda Camacho & Co                                    |
| OlarteMoure                                             |
| <b>Band 2</b>                                           |
| Brigard Castro                                          |
| Pérez-Llorca                                            |
| Philippi Prietocarrizosa Ferrero DU & Uría              |
| <b>Band 3</b>                                           |
| Castellanos & Co                                        |
| Posse Herrera Ruiz                                      |
| <b>Band 4</b>                                           |
| ClarkeModet                                             |
| Cuesta Lawyers                                          |
| Herrera Díaz Abogados                                   |
| Legacy IP                                               |
| Triana, Uribe & Michelsen                               |
| Wolf Méndez Abogados Asociados                          |
| Zapata & Ríos Abogados Asociados                        |
| * Indicates individual with profile.                    |
| ◇ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Baker McKenzie S.A.S.

##### What the team is known for

Baker McKenzie is a pre-eminent international firm boasting an impressive IP practice that is frequently retained by high-profile multinational clients to deal with the full gamut of Colombian intellectual property issues. The team is experienced in representing entities hailing from the manufacturing, biopharmaceutical, and food and beverage industries and is particularly recognised for its noted work assisting clients with patent prosecution, trade mark portfolio management and anti-counterfeiting proceedings, as well as copyright law.

##### Strengths

*"Baker McKenzie holds deep expertise in intellectual property and image rights with a strong team capable of handling queries with exceptional responsiveness and insight. Their advice is thorough and pragmatic, and legal concerns are addressed clearly and decisively."*

*"Baker McKenzie is a highly responsive, commercially minded firm, keeping up to date with market developments and delivering diligent, high-quality support on trade mark, copyright and advertising matters."*

##### Work highlights

Baker McKenzie advised Adidas and Adidas International Marketing in criminal enforcement actions against counterfeit goods in Colombia, including coordination with authorities, seizure proceedings and brand protection strategies.

##### Notable practitioners

Knowledgeable partner **Juan Pablo Concha Delgado** leads Baker McKenzie's intellectual property practice in Colombia. He is highly regarded for his expertise in advising clients on anti-counterfeiting mandates in Colombia. **Strengths:** "Juan Pablo

| Intellectual Property                                                |
|----------------------------------------------------------------------|
| Senior Statespeople                                                  |
| <b>Senior Statespeople:</b> distinguished older partners             |
| Chávarro Jorge <i>Cavelier Abogados</i>                              |
| Leading Individuals                                                  |
| <b>Band 1</b>                                                        |
| Acosta Gómez Juanita <i>Dentons Cardenas &amp; Cardenas</i>          |
| Adarve Gómez Luz Helena <i>Dentons Cardenas</i>                      |
| Cadena Juan Pablo <i>Brigard Castro</i>                              |
| Camargo Williamson Helena <i>Posse Herrera Ruiz</i>                  |
| Concha Delgado Juan Pablo <i>Baker McKenzie S.A.S.</i>               |
| Lloreda Ricaurte Alicia <i>Lloreda Camacho &amp; Co</i>              |
| Olarte Carlos R <i>OlarteMoure</i>                                   |
| <b>Band 2</b>                                                        |
| Castro Ana María <i>Lloreda Camacho &amp; Co</i>                     |
| Márquez Santiago <i>Márquez Robledo Abogados (ORL) ◇</i>             |
| Rincón Andrés <i>Cavelier Abogados</i>                               |
| Zapata Fernando <i>Zapata &amp; Ríos Abogados Asociados</i>          |
| <b>Band 3</b>                                                        |
| Acosta Juan Felipe <i>ClarkeModet</i>                                |
| Castellanos Margarita <i>Castellanos &amp; Co</i>                    |
| Castellanos Ximena <i>Castellanos &amp; Co</i>                       |
| Flórez Gerardo <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> |
| Herrera Díaz José Roberto <i>Herrera Díaz Abogados</i>               |
| Jaramillo Campuzano Mauricio <i>Pérez-Llorca *</i>                   |
| Moure Juan Guillermo <i>OlarteMoure</i>                              |
| Pérez Juanita <i>Pérez-Llorca *</i>                                  |
| Ríos Pinzón Yecid Andrés <i>Zapata &amp; Ríos Abogados</i>           |
| Rubio Torres Felipe <i>BBGS Abogados (ORL) ◇</i>                     |
| Triana Fernando <i>Triana, Uribe &amp; Michelsen</i>                 |
| Uribe Juan Carlos <i>Triana, Uribe &amp; Michelsen</i>               |
| <b>Band 4</b>                                                        |
| Angarita Annabelle <i>Legacy IP</i>                                  |
| Bonnett Mónica <i>Legacy IP</i>                                      |
| Franco Onofre Natalia <i>Lloreda Camacho &amp; Co</i>                |
| Méndez Jesús <i>Wolf Méndez Abogados Asociados</i>                   |
| Patiño Bonnet Mauricio <i>Philippi Prietocarrizosa Ferrero</i>       |
| Romero Danilo <i>Holland &amp; Knight (ORL) ◇</i>                    |
| Romero Diana <i>Cuesta Lawyers</i>                                   |
| Suárez Camilo <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i>  |
| Varela Eduardo <i>Cavelier Abogados</i>                              |
| Velasco Ordóñez Pablo <i>Velasco Ordóñez (ORL) ◇</i>                 |
| <b>Up-and-coming individuals</b>                                     |
| Erazo Liza <i>Erazo Abogados (ORL) ◇</i>                             |
| Kandelraft Lola <i>Tandem Legal (ORL) ◇</i>                          |
| Pava María Alejandra <i>OlarteMoure</i>                              |
| Salamanca Yuliana <i>Baker McKenzie S.A.S.</i>                       |
| <b>Associates to watch</b>                                           |
| Ángel Jaramillo Laura <i>Brigard Castro</i>                          |
| Arango Catalina <i>Pérez-Llorca</i>                                  |
| González Juan Sebastián <i>Posse Herrera Ruiz</i>                    |
| Palacio Correa Gustavo Adolfo <i>Wolf Méndez Abogados</i>            |
| Ruiz Julián <i>Baker McKenzie S.A.S.</i>                             |

Concha Delgado is a highly proficient practitioner who brings significant experience and strong capabilities to the handling of complex matters. His expertise and seniority were evident throughout the advisory process, providing us with great confidence and reassurance." "Juan Pablo Concha Delgado is a distinguished professional and a recognised expert in his field, providing prompt, high-priority advice on complex and urgent intellectual property and image rights matters." Up-and-coming practitioner **Yuliana Salamanca** is widely praised by clients for

her strength in intellectual property mandates and significant expertise in trade mark related matters.

**Strengths:** "Yuliana Salamanca provides exceptionally fast and attentive advice on brand protection and enforcement, combined with strong commercial awareness." Associate-to-watch **Julián Ruiz** is recognised by peers and clients alike for his strong and active copyright practice. **Strengths:** "Julián Ruiz provides very good legal advice and consistently achieves positive results for his clients."

#### Cavelier Abogados

##### What the team is known for

Cavelier Abogados possesses significant experience representing high-profile clients, both Colombian and international, in a range of intellectual property mandates. The legal team advises on trade marks, patents and copyright, as well as appellation of origin, anti-counterfeiting and domain names. The department is particularly well equipped to handle contentious patent cases.

##### Strengths

*"Our work with Cavalier has been intensive, and highly productive, making the firm an essential partner in the strategic protection of our intellectual property in Colombia and across the region. The patent department stands out in the industry for its rare combination of technical rigour, responsiveness and personalised service."*

*"Cavelier Abogados has an excellent technical team capable of handling the most complex industrial property disputes. Their high level of technical expertise and in-depth knowledge of the subject matter distinguish them from others."*

##### Work highlights

Cavelier advised Sanrio on trade mark enforcement and brand protection in Colombia, including opposition to third-party registration attempts and expansion of trade mark protection for the KUROMI and CINNAMOROLL brands.

##### Notable practitioners

Senior statesperson **Jorge Chávarro** is highly commended for his expertise in Colombian intellectual property matters. He has experience managing the trade mark portfolios of numerous notable brands.

**Strengths:** "Jorge Chávarro is a prominent figure in intellectual property in Colombia and across the region. He is among the elite practitioners in the field, with extensive experience, yet remains extremely approachable." Knowledgeable practitioner **Andrés Rincón** co-leads Cavalier Abogados' intellectual property department. He has an outstanding patent practice, assisting clients with litigation in the technology sector. **Strengths:** "Andrés Rincón possesses deep and broad expertise in intellectual property. His advisory is consistently remarkable, regularly meeting and exceeding client expectations." Active partner **Eduardo Varela** garners market recognition for his expertise within the Colombian intellectual property arena. He is sought after by clients to advise on trade mark and copyright matters. **Strengths:** "Eduardo Varela is highly knowledgeable in trade mark and intellectual property matters and, as a lawyer, is always attentive and detail-oriented."

## Dentons Cardenas & Cardenas

### What the team is known for

Dentons Cardenas & Cardenas houses a highly respected intellectual property department within a global firm. The team is often found representing clients hailing from the manufacturing, automotive, technology and social media industries and actively managing their diverse trade mark portfolios. The firm is regularly engaged to assist with trade mark filings, cancellations and infringement cases, and patent applications.

### Strengths

*"Dentons Cardenas & Cardenas is a trusted adviser, capable of coordinating complex work across multiple jurisdictions. They consistently deliver an excellent service, providing clear, practical advice with responsiveness and efficiency."*

*"Dentons Cardenas & Cardenas' practitioners are known for their extensive experience in trade mark law. The lawyers who handle our work demonstrate a strong understanding of our business and brand, ensuring that the outcomes align with our expectations and the services engaged."*

### Work highlights

Dentons Cardenas & Cardenas advised Axon Enterprise on trade mark enforcement in Colombia, including action against unauthorised online use of the TASER trade mark and the preparation of a cease-and-desist strategy.

### Notable practitioners

Top-tier practitioner **Juanita Acosta Gómez** stands out with a solid practice in the market. She is well placed to handle the prosecution of international trade mark portfolios as well as advise on cancellation actions and infringement cases in Colombia.

**Strengths:** *"Juanita Acosta stands out for her deep knowledge of intellectual property and technology, combined with extensive experience and a strong strategic understanding of our business."* *"What I value most about Juanita Acosta is that she takes the time to understand our product, applying her intellectual property expertise to recommend specific product improvements. Rather than producing lengthy memoranda, she provides practical, tailored advice and communicates in clear business and product terms."*

Frontrunning partner **Luz Helena Adarve Gómez** garners notable acclaim from the Colombian intellectual property market. She has remarkable experience in the management of IP portfolios for both local and international clients.

**Strengths:** *"Luz Helena Adarve Gómez is a highly experienced professional with exceptional vision in the field of intellectual property. She is always strongly client-focused."* *"Luz Helena is one of the country's leading authorities. Her expertise is reflected in the excellence of her work, the quality of her advice, and the depth of her knowledge."*

## Lloreda Camacho & Co

### What the team is known for

Lloreda Camacho & Co is an esteemed intellectual property practice group with a stellar reputation in the patent space that is frequently sought after by multinational pharmaceutical and consumer goods companies to assist with complex cases related to patent registration and infringement. The firm offers additional skills in the trade mark space, including handling registrations and opposition proceedings, as well as advising on anti-counterfeiting cases.

### Strengths

*"Lloreda Camacho & Co is a leading intellectual property firm in Colombia and across the region. We have consistently engaged with them in our mandates and they deliver excellent results, even in highly challenging cases."*

*"Lloreda Camacho's service reflects professionalism, integrity, proactivity and strategic vision. The firm's strategic, multidisciplinary and comprehensive approach enables it to analyse complex environments and propose effective solutions."*

### Work highlights

Lloreda Camacho & Co advised Phina Biosoluciones on patent portfolio management and licensing matters across multiple jurisdictions in connection with innovations in the agricultural sector, including palm oil-related projects.

### Notable practitioners

Stellar partner **Alicia Lloreda Ricaurte** maintains a market-leading practice in the Colombian intellectual property arena. She boasts solid experience assisting clients with trade mark infringements and related intellectual property disputes.

**Strengths:** *"Alicia Lloreda Ricaurte is an excellent professional and a recognised international benchmark in the field of intellectual property."* *"Alicia Lloreda Ricaurte is an outstanding legal adviser: smart, diligent and highly responsive. She provides excellent client service and demonstrates strong commercial vision."*

Well-regarded partner **Ana María Castro** maintains a strong intellectual property practice. She is particularly well placed to advise clients on patent portfolios as well as patent infringement disputes in Colombia.

**Strengths:** *"Ana María Castro is a leading patent expert and the go-to professional for patent matters across the LATAM region. She is highly knowledgeable and client-focused, taking a hands-on approach and working closely with clients to achieve exceptional results in every matter she handles."*

Partner and co-head of department **Natalia Franco Onofre** is highly regarded by clients and peers alike for her expertise in trade mark portfolio management, nullity actions and infringement disputes in Colombia.

**Strengths:** *"Natalia Franco Onofre is exceptionally knowledgeable in complex trade mark matters and is valued for her strategic guidance and commercial insight. Working seamlessly with her team, she stays on top of every detail, providing prompt, efficient and consistently high-quality service."*

## OlarteMoure

### What the team is known for

OlarteMoure is an esteemed practice group with an established track record of advising clients on a diverse range of intellectual property mandates in Colombia and is particularly active in representing pharmaceutical and consumer goods companies in a variety of complex patent cases. OlarteMoure's expertise further encompasses trade marks and anti-counterfeiting measures, in addition to copyright, software licensing and audiovisual contracts. The legal team's work in this contentious space continues to stand out.

### Strengths

*"OlarteMoure brings broad expertise in patent law. Their work is consistently thorough and detailed, with a strong emphasis on accuracy and compliance, making them a reliable and trusted partner."*

*"OlarteMoure supports us across several markets in Latin America, focusing on developing a deep understanding of our company while providing overarching strategic support. Their guidance is key throughout our operations."*

### Work highlights

OlarteMoure advised Bavaria and AB InBev on the management, protection and enforcement of their trade mark portfolio in Colombia, including brand strategy and portfolio maintenance.

### Notable practitioners

Outstanding partner Carlos Olarte boasts a stellar practice advising clients on the full range of patent issues. He possesses solid experience representing clients hailing from the biopharmaceutical and telecommunication industries.

**Strengths:** *"Carlos Olarte is a knowledgeable and highly responsive lawyer whose thoughtful advice and collaborative style make him a valued partner and a pleasure to work with."* *"Carlos Olarte is one of the leading patent lawyers in the region, combining a strong technical background with deep expertise in this sector."*

**Juan Guillermo Moure** is noted for his trade mark practice in the Colombian arena. He complements his IP practice by offering additional expertise in the corporate, competition and consumer protection fields.

**Strengths:** *"Juan Guillermo Moure is an excellent intellectual property lawyer."* Up-and-coming practitioner **María Alejandra Pava** receives notable market recognition for her work in the Colombian intellectual property arena. She has expertise in advising on trade mark mandates.

## Band 2

## Brigard Castro

### What the team is known for

Brigard Castro is a well-regarded full-service firm that is highly experienced in assisting significant foreign and Colombian companies with a full range of advisory and contentious intellectual property issues, including brand protection and portfolio management. The noteworthy team boasts expertise advising companies on trade mark mandates, including registration, opposition and infringement, while its capabilities extend to assisting clients with patent applications in the pharmaceutical and healthcare spaces. The firm's other leading clients include multinational players in consumer goods, food and technology.

### Strengths

*"Brigard Castro's pragmatic approach and thorough understanding of all the issues are invaluable to us. The team takes the time to understand the unique challenges our company faces in relation to the litigation it manages and helps us craft a highly successful defence."*

### Work highlights

Brigard Castro advised Minerva on an appeal before the Colombian Trademark Office concerning the PUL SELECTION trade mark application, following an initial refusal based on alleged similarity to a prior mark.

### Notable practitioners

Renowned practitioner **Juan Pablo Cadena** boasts extensive experience advising clients on intellectual property matters, including trade mark infringement and opposition, as well as patent matters in

Colombia. **Strengths:** “Juan Pablo Cadena is an excellent intellectual property legal adviser. He provides exceptional client service and delivers work of the highest sophistication.” “Juan Pablo’s work is truly exceptional. He is highly responsive, takes the time to understand our needs and consistently provides outstanding support.” Associate-to-watch **Laura Ángel Jaramillo** handles infringement and nullity actions, licensing negotiations and IP litigation in Colombia, earning strong endorsements from peers and clients alike. **Strengths:** “Laura Ángel Jaramillo is our go-to outside counsel for all intellectual property matters. Her expertise, particularly in patents and global IP issues, is exceptional and uncommon in the Colombian market.”

### Pérez-Llorca

#### What the team is known for

Pérez-Llorca is a well-known intellectual property practice with a full-service structure that regularly provides counsel to international and Colombian clients on patent and trade mark filings, enforcement and litigation. The firm’s intellectual property team is also retained to assist with IP business strategy, including advising on regional franchising.

#### Strengths

“The intellectual property team at Pérez-Llorca is truly impressive. Their thorough understanding of IP matters, combined with their strategic guidance, makes even the most technical issues easy to navigate.”

#### Work highlights

Pérez-Llorca advised Samsung Electronics on the prosecution of a video-coding technology patent in Colombia.

#### Notable practitioners

Key partner **Mauricio Jaramillo Campuzano** co-heads Pérez-Llorca’s intellectual property department. He boasts extensive experience advising clients on the full gamut of IP mandates.

**Strengths:** “Mauricio Jaramillo consistently demonstrates exceptional professionalism and capability. His strong command of the law, combined with his strategic mindset, makes him a highly effective adviser and advocate. He is responsive, communicates clearly and goes the extra mile to ensure clients feel informed and supported.” Solid partner **Juanita Pérez** continues to showcase remarkable activity in the Colombian intellectual property market. She enjoys experience coordinating and managing large IP portfolios for global brands. **Strengths:** “We rate Juanita Pérez very highly. She is our main point of contact and consistently handles complex multi-jurisdictional trade mark matters with precision and composure, providing clear, business-oriented advice that we rely on for sensitive decisions.” Associate-to-watch **Catalina Arango** is recognised by clients for her expertise in the Colombian intellectual property space. She is routinely involved in matters regarding trade mark portfolio management and commercial slogan registration. **Strengths:** “Catalina Arango maintains a close working relationship with us, making communication seamless. She is always available to advise us and demonstrates strong technical knowledge and expertise in the intellectual property field.”

### Philippi Prietocarrizosa Ferrero DU & Uría

#### What the team is known for

Philippi Prietocarrizosa Ferrero DU & Uría is a notable team that is experienced in providing assistance on a broad mix of intellectual property issues in Colombia. The department covers both trade marks and patent concerns, including handling prosecution, enforcement and litigation, and also acts for clients in copyright infringement and anti-counterfeiting cases.

#### Strengths

“Our experience with Philippi Prietocarrizosa Ferrero DU & Uría is characterised by excellent comprehensive and multi-jurisdictional trade mark management, prompt responses, and strategic advice that helps us anticipate risks. Their technical expertise and service-oriented approach ensure successful and effective solutions, adding value to the protection of our interests.”

#### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría represented Delta Air Lines in a trade mark dispute with Marriott Worldwide Corporation concerning the protection and enforcement of the DELTA family of marks in Colombia and Peru.

#### Notable practitioners

Dynamic partner **Gerardo Flórez** is well versed in Colombian copyright and trade mark law, assisting both local and international clients. **Strengths:** “Gerardo Flórez is a key partner within the trade mark management team, effectively coordinating applications, registrations and responses to objections across multiple jurisdictions. He demonstrates strong technical expertise and the ability to handle complex processes, ensuring the timely delivery of certificates, reports, and official cost estimates.” Experienced practitioner **Mauricio Patiño Bonnet** enjoys a longstanding track record in the Colombian intellectual property arena, assisting clients with both trade marks and patent mandates.

**Strengths:** “Mauricio Patiño leads the intellectual property advice provided to our company with professionalism, extensive experience and excellent client service. He consistently delivers practical guidance and a high standard of support.” **Camilo Suárez** continues to draw outstanding market recognition for his expertise in the intellectual property domain. He offers a solid practice advising clients on contentious IP mandates in Colombia.

**Strengths:** “Camilo Suárez is an excellent professional with extensive knowledge of intangible asset protection and a strong strategic vision when handling trade mark infringement claims and litigation. He combines impeccable business acumen with an outstanding client service approach.”

### Band 3

### Castellanos & Co

#### What the team is known for

Castellanos & Co is an active intellectual property practice group in Colombia that is known to provide counsel on patent and trade mark registrations, as well as opposition, nullity proceedings and infringement cases. The firm is frequently retained by players from the fashion, biotechnology and pharmaceutical industries.

#### Strengths

“Castellanos & Co has a strong technical team and is well known for providing sound advice on trade mark matters. The team’s clear communication, strategic guidance, responsiveness and client-focused approach help us navigate the legal landscape with confidence.”

#### Work highlights

Castellanos & Co represented Intel Corporation in trade mark opposition proceedings in Colombia concerning applications incorporating the INTEL mark.

#### Notable practitioners

Well-regarded partner **Margarita Castellanos** leads the patent practice of Castellanos & Co’s intellectual property department. She enjoys experience advising clients on both patent and trade mark prosecutions in the Colombian market. **Strengths:** “Margarita Castellanos is a highly reliable and proactive professional. Her consistent support and deep knowledge of intellectual property add significant value to her advisory services.” Head of department and managing partner **Ximena Castellanos** maintains a well-established intellectual property practice in Colombia. She regularly represents clients in trade mark registrations and oppositions, as well as in the management of trade mark portfolios.

**Strengths:** “Ximena Castellanos is strongly focused on delivering high-quality advice. She understands the best approach for each client, combining clear communication, responsiveness and effective strategic guidance.”

### Posse Herrera Ruiz

#### What the team is known for

Posse Herrera Ruiz has a well-regarded intellectual property practice group in Colombia that continues to advise a high-profile clientele on both trade mark and patent filings, as well as related infringement cases and relevant litigation. The firm’s expertise also extends to handling the registration and protection of trade marks for new cannabis players. The IP department is supplemented by an established life sciences team.

#### Strengths

“Posse Herrera Ruiz provides us with strategic support across trade mark mandates with unquestionable expertise. The quality of their service is exceptional, as the team is always responsive, solution-oriented, and willing to go the extra mile.”

#### Work highlights

Posse Herrera Ruiz represented Grupo Industrial Emprax in a trade mark dispute with Oxohotel concerning opposition and cancellation proceedings before the Colombian Superintendence of Industry and Commerce.

#### Notable practitioners

Market-leading practitioner **Helena Camargo Williamson** leads Posse Herrera Ruiz’s intellectual property department. She enjoys extensive experience assisting clients with the full gamut of trade mark portfolio matters, including management, protection and enforcement. **Strengths:** “Helena Camargo Williamson is a standout professional, demonstrating excellence and mastery in all matters entrusted to her. With her extensive experience in trade mark law and remarkable track record, she is perfectly qualified to lead the firm in protecting our portfolio.” “The simplicity and humanity with which



Helena Camargo Williamson approaches strategies make her stand out as a well-rounded lawyer who shares her experience in every consultation. Her client service is strong and her commercial vision is excellent." Associate-to-watch **Juan Sebastián González** is recognised by market sources for his dynamic IP practice in Colombia. He frequently advises domestic and international clients on trade mark proceedings, publicity rights and related litigation matters. **Strengths:** "Juan Sebastián González is an analytical and up-to-date lawyer with sound judgement and an excellent command of intellectual property law."

## Band 4

### ClarkeModet

#### What the team is known for

ClarkeModet has a specialised team benefitting from an international reach thanks to its global network. The Colombian legal division is adept at assisting with a wide range of mandates spanning patent registration and prosecutions, trade mark infringement disputes and applications, as well as industrial property mandates. Its broad client roster spans sectors including food and drinks, technology and pharmaceutical.

#### Strengths

"ClarkeModet supports us with patent applications and defence, maintaining an exceptional track record of success. With its extensive national and international reach and deep expertise, the firm delivers effective solutions to complex matters, responding to our needs with clarity, efficiency and professionalism."

#### Work highlights

ClarkeModet represented Levapan in opposition proceedings against the registration of the ANCES-TRAL SAN JORGE trade mark based on its SAN JORGE trade mark rights and well-known status.

#### Notable practitioners

Regional managing director for ClarkeModet, **Juan Felipe Acosta** maintains an active intellectual property practice in Colombia. He is skilled at assisting clients with IP litigation. **Strengths:** "Juan Felipe Acosta's support stands out for its thoroughness and practical approach. His responsiveness, combined with his strong professional and academic background, adds significant value to our business." "Juan Felipe Acosta's support stands out for its thoroughness and practical approach. His responsiveness, combined with his strong professional and academic background, adds significant value to our business."

### Cuesta Lawyers

#### What the team is known for

Cuesta Lawyers is a respected intellectual property boutique in Colombia. The team is frequently instructed by leading domestic and international clients from a range of sectors, including technology and food and beverage. The department is well placed to handle trade mark portfolio management matters, including clearance searches, filings and prosecution, as well as enforcement proceedings.

#### Strengths

"Cuesta Lawyers distinguishes itself from other intellectual property firms through its deep technical

and legal knowledge of industrial property matters, reflected in the precision of its analysis and the strength of its strategic advice. This expertise allows the firm to anticipate risks, propose efficient solutions and provide highly reliable advice."

#### Notable practitioners

Co-head of department and partner **Diana Romero** is well regarded for her intellectual property practice in Colombia. Her experience encompasses trade mark registration and opposition proceedings, as well as franchising and licensing agreements.

**Strengths:** "What sets Diana Romero apart is her professionalism, technical rigour and deep understanding of intellectual property as it applies to business needs."

### Herrera Díaz Abogados

#### What the team is known for

Herrera Díaz Abogados has a dynamic intellectual property practice group with a strong presence in the Colombian market. It boasts a solid bench of lawyers that regularly advises clients on contentious and non-contentious copyright mandates. The legal team is also adept at assisting with trade mark and patent prosecutions and oppositions.

#### Strengths

"Herrera Díaz Abogados is our firm of choice for complex intellectual property matters in Colombia. Their high level of specialisation, exceptional knowledge and experience, and commitment to service excellence are invaluable to our business."

#### Work highlights

Herrera Díaz Abogados advised CD PROJEKT on the copyright and trade mark protection of its video game titles and brands in Latin America.

#### Notable practitioners

Experienced practitioner **José Roberto Herrera Díaz** leads the firm's intellectual property department. He is well versed in copyright mandates and maintains a strong trade mark prosecution practice in Colombia. **Strengths:** "José Roberto Herrera Díaz is highly regarded for his exceptional professionalism. He handles cutting-edge matters and consistently provides sound legal judgement, a practical perspective and significant strategic value on complex mandates."

### Legary IP

#### What the team is known for

Legary IP is a Colombian intellectual property boutique firm recognised for its trade mark and patent portfolio management capabilities. The firm advises domestic and international companies on trade mark and patent matters, including clearance searches, registration issues and filing and prosecution strategies. The team has notable experience in the life sciences, medical devices, technology and consumer goods sectors, and is particularly active in multi-jurisdictional patent and trade mark mandates throughout Latin America.

#### Strengths

"Legary IP's team input has been key when developing the right strategy in complex trade mark disputes. Their technical expertise and depth of knowledge really set them apart from other firms in the market."

#### Work highlights

Legary IP advised Creston Water Solutions on appeal proceedings concerning the registration of

the CRESTON trade mark in Colombia.

#### Notable practitioners

Head of department **Annabelle Angarita** is recognised for advising domestic and international clients on intellectual property matters in Colombia. Her practice includes trade mark and patent registration matters, as well as copyright issues. **Strengths:** "Annabelle Angarita has been our main point of contact for many years and has been instrumental in developing a strong commercial relationship with us. Her professionalism, both in technical matters and from a business perspective, is greatly valued." Active partner **Mónica Bonnett** is reputed for her solid intellectual property practice in Colombia. She has experience advising clients in the technology and manufacturing industries. **Strengths:** "Mónica Bonnett is an excellent lawyer with strong expertise in the intellectual property sector."

### Triana, Uribe & Michelsen

#### What the team is known for

Triana, Uribe & Michelsen's intellectual property team is noted for assisting key Colombian players hailing from the television, manufacturing, and food and beverage industries. The firm has demonstrated capabilities in both patent and trade mark infringement mandates, as well as handling associated litigation proceedings. The department's expertise in the copyright arena continues to stand out in the Colombian market.

#### Strengths

"Triana, Uribe & Michelsen is a sophisticated IP firm. We only entrust them with our most important matters because they have the expertise, dedication and attention to detail that these mandates require."

#### Work highlights

Triana, Uribe & Michelsen represented HDN Development Corporation in a trade mark dispute concerning the KRISPY KREME mark and its alleged similarity to an earlier registration.

#### Notable practitioners

Co-head of department **Fernando Triana** benefits from a longstanding track record in the intellectual property field. He boasts expertise in advising clients on patents and litigation matters in the Colombian market. **Strengths:** "Fernando Triana is an excellent lawyer; he is proactive and solution-oriented. I greatly enjoy working with him." Co-head of department **Juan Carlos Uribe** has a remarkable practice in the Colombian market. He is widely reputed for his experience handling IP mandates relating to entertainment and advertising law. **Strengths:** "Juan Carlos Uribe is a well-regarded intellectual property practitioner."

### Wolf Méndez Abogados Asociados

#### What the team is known for

Wolf Méndez Abogados is a Colombian IP boutique renowned for patent, trade mark and copyright litigation. The department is frequently sought after by clients in the entertainment, hospitality, and food and beverage sectors. The team also advises on patent portfolio management and the protection and enforcement of intellectual property rights.

#### Strengths

"Wolf Méndez Abogados demonstrated strong technical rigour and research capabilities in analysing the copyright implications of generative AI, with particular insight into the Colombian cultural

and creative sectors.”

#### Work highlights

Wolf Méndez Abogados Asociados represented Nomad Suntribe in opposition proceedings concerning the WOOMOON trade mark application in Colombia.

#### Notable practitioners

Managing director **Jesús Méndez** is praised for his experience handling patent, trade mark and copyright disputes in Colombia. He is frequently instructed by companies operating in the entertainment, hospitality and textile sectors. **Strengths:** “Jesús Méndez is a comprehensive and commercially-focused adviser on trade mark matters, delivering strategic guidance that aligns closely with our business.” **Gustavo Adolfo Palacio Correa** benefits from a remarkable copyright practice. He boasts experience in the IP sector, having previously worked at the Colombian Copyright Office and at the Superintendence of Industry and Commerce. **Strengths:** “Gustavo Adolfo Palacio Correa is a highly skilled intellectual property litigator. He has unparalleled experience in the field, particularly when it comes to intellectual property disputes. To date, he has never lost a case he has been instructed to handle.”

### Zapata & Ríos Abogados Asociados

#### What the team is known for

Zapata & Ríos Abogados Asociados houses an active intellectual property department that is recommended for its experience in handling both advisory and contentious copyright mandates. The legal team is often found assisting clients from media and entertainment, music, translation services and software sectors with their IP requirements in Colombia.

#### Strengths

“Zapata & Ríos provides first-rate advice on copyright and related rights, backed by deep sector knowledge and genuine partner involvement. Their personalised approach ensures even the most complex matters receive direct attention, with prompt

responses and thoroughly considered advice.”

#### Work highlights

Zapata & Ríos Abogados Asociados represented La Haus in the management and protection of its trade mark portfolio, including opposition proceedings concerning similar trade mark applications.

#### Notable practitioners

Co-head of department **Fernando Zapata** possesses a longstanding practice in the Colombian intellectual property space. He is particularly noted for his work in copyright law, including matters involving audiovisual and literary works. **Strengths:** “Fernando Zapata is highly regarded for his experience and knowledge in copyright law. He has a deep understanding of the development of copyright at the national, regional and international levels.” Co-head of department **Yecid Andrés Ríos Pinzón** continues to be noted for his IP practice in Colombia. He has experience advising on both contentious and non-contentious intellectual property mandates. **Strengths:** “Yecid Andrés Ríos is an excellent legal adviser with deep knowledge of intellectual property, supported by strong expertise in civil, commercial and procedural law.”

### Other Ranked Lawyers

Up-and-coming practitioner **Liza Erazo** of Erazo Abogados receives solid endorsement by clients and peers alike for her trade mark registration and prosecution practice across diverse industries in Colombia. **Strengths:** “Liza Erazo is a responsive and engaged partner with extensive intellectual property expertise and strong market knowledge. Her experience at leading law firms enables her to provide sophisticated and practical advice.”

Up-and-coming practitioner **Lola Kandelaft** of Tandem Legal continues to gain market recognition for her expertise in the Colombian intellectual property space. **Strengths:** “Lola Kandelaft is an excellent lawyer who has supported us throughout

the intellectual property process. She consistently demonstrates strong technical knowledge, sound judgement and a willingness to go the extra mile for her clients.”

**Santiago Márquez** of Márquez Robledo Abogados is widely reputed for his intellectual property practice in Colombia. He benefits from solid experience assisting clients from the entertainment, media and advertisement industries with both trade mark and copyright mandates. **Strengths:** “Santiago Márquez’s ability to grasp the complex nuances of each case and offer innovative solutions clearly sets him apart. The trust I place in his judgement and skills reflects his commitment to excellence and client service.”

Head of department **Danilo Romero** of Holland & Knight is noted for his strong IP litigation practice in Colombia. **Strengths:** “Danilo Romero is an accomplished practitioner with outstanding experience, excellent technical knowledge and a strong aptitude for solving complex problems.”

Reputable practitioner **Felipe Rubio Torres** of BBGS Abogados is highly regarded by the Colombian intellectual property market. He has remarkable experience advising on both copyright and trade mark matters. **Strengths:** “Felipe Rubio provides excellent client service and keeps abreast of developments not only in the law but also across the industry. He remains focused on understanding our objectives and achieving the best possible outcomes for our business.”

Head of department at Velasco Ordóñez, **Pablo Velasco Ordóñez** continues to be endorsed by clients for his intellectual property expertise. He boasts capabilities in assisting clients with both trade mark and copyright mandates. **Strengths:** “Pablo Velasco is a professional with strong legal knowledge and an innovative mindset. He has advised us on matters across several markets and stands out for his understanding of both legal and technical issues, particularly in software development.”

## International Trade/WTO

| International Trade/WTO                                        |
|----------------------------------------------------------------|
| Leading Firms                                                  |
| <b>Band 1</b>                                                  |
| Araújo Ibarra Consultores Internacionales                      |
| <b>Band 2</b>                                                  |
| Brigard Urrutia                                                |
| Ibarra Abogados Rimón Law                                      |
| Pérez-Llorca                                                   |
| Posse Herrera Ruiz                                             |
| <b>Band 3</b>                                                  |
| CMS Rodríguez-Azuero                                           |
| Ocampo Gómez Abogados                                          |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

### Band 1

#### Araújo Ibarra Consultores Internacionales

##### What the team is known for

Araújo Ibarra Consultores Internacionales is an outstanding international trade and customs boutique that is highly respected in the Colombian market. The legal team remains a top choice for matters pertaining to free trade zone regulations, as well as the declaration and extension of free trade zone status. The department’s expertise further encompasses anti-dumping matters and administrative proceedings before the DIAN.

#### Strengths

“Araújo Ibarra stands out for its technical knowledge of international trade and its ability to combine legal and economic analysis in its recommendations. The team offers a practical, solutions-oriented approach that translates regulatory frameworks and trade agreements into clear strategies.”

“Araújo Ibarra Consultores Internacionales possess a high level of technical knowledge, field experience and international legal expertise, offering prompt responses and meticulous attention to detail, while providing excellent customer service and understanding the specific needs of each case.”

#### Work highlights

Araújo Ibarra represented Tenaris TuboCaribe in a trade remedies matter regarding the extension of

| International Trade/WTO                                  |  |
|----------------------------------------------------------|--|
| Senior Statespeople                                      |  |
| <b>Senior Statespeople:</b> distinguished older partners |  |
| Araújo Segovia Ramiro Posse Herrera Ruiz                 |  |
| Leading Individuals                                      |  |
| Band 1                                                   |  |
| Ibarra Pardo Gabriel Ibarra Abogados Rimón Law           |  |
| Ibarra Pardo Martín Gustavo Araújo Ibarra *              |  |
| Potdevin Stein Nicolás Pérez-Llorca *                    |  |
| Band 2                                                   |  |
| Buitrago Oscar Sole Practitioner (ORL) ◇                 |  |
| Mafía José Francisco Brigard Urrutia                     |  |
| Perilla Rogelio Perilla & Asociados (ORL) ◇              |  |
| Band 3                                                   |  |
| Caicedo Andrea Araújo Ibarra Consultores Internacionales |  |
| Castrillón Camilo Piedad Velasco & Asociados (ORL) ◇     |  |
| González Anzola Silvia Paula González Anzola (ORL) ◇     |  |
| López Ricardo Sole Practitioner (ORL) ◇                  |  |
| Ocampo Tenorio Lina María Ocampo Gómez Abogados          |  |
| Sánchez María Paula Posse Herrera Ruiz                   |  |
| Up-and-coming individuals                                |  |
| Lopez Juan David Baker McKenzie S.A.S. (ORL) ◇           |  |
| Associates to watch                                      |  |
| Chadid Gerardo Brigard Urrutia                           |  |
| Lozada Daniela CMS Rodríguez-Azuero                      |  |
| * Indicates individual with profile.                     |  |
| ◇ (ORL) = Other Ranked Lawyer.                           |  |
| Alphabetical order within each band. Band 1 is highest.  |  |

anti-dumping measures on imports of seamless and welded steel pipes from China.

#### Notable practitioners

Front-running practitioner **Martín Gustavo Ibarra Pardo** comes highly recommended by significant clients for his top-notch international trade expertise in Colombia. **Strengths:** “Martín Gustavo Ibarra Pardo is the leading lawyer in international trade matters in Colombia and delivers very good work on complex issues.” “Martín Gustavo Ibarra Pardo’s services have always been excellent, and his in-depth knowledge in international trade matters, combined with innovative capacity, is integrated into strategies tailored to each occasion.” “Martín Gustavo Ibarra Pardo’s services have always been excellent, and his in-depth knowledge in international trade matters, combined with innovative capacity, is integrated into strategies tailored to each occasion.” Adept partner **Andrea Caicedo** is skilled at advising on international trade matters in Colombia and recognised for her capabilities in customs mandates. **Strengths:** “Andrea Caicedo is a very responsive and clear international trade lawyer who offers a high level of client service and delivers sophisticated work.”

#### Band 2

#### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is a well-known full-service firm demonstrating solid expertise in international trade matters in Colombia. The legal team is experienced in advising on free trade zone operations, as well as providing counsel on anti-dumping investigations and the free trade agreement with the USA. Brigard Urrutia also consults clients on customs matters and services clients from sectors including pharmaceuticals, e-commerce and steel.

#### Strengths

“Brigard Urrutia’s experience in international trade matters gives us great confidence. They are always available and helpful, handle our requests quickly, and support us very closely.”

#### Work highlights

Brigard Urrutia advised Carvajal on anti-dumping proceedings regarding imports of photocopy and bond paper, including the imposition of duties on photocopy paper imports from Brazil.

#### Notable practitioners

Respected partner and co-head of department **José Francisco Mafía** elicits market recognition for his solid activity in international trade and customs law in Colombia. **Strengths:** “José Francisco Mafía is an excellent and highly respected professional in the international trade field. He is technically very strong and always willing to go the extra mile for his clients.” Associate-to-watch **Gerardo Chadid** is recognised for his expertise advising clients on customs regulations in the Colombian market. **Strengths:** “Gerardo Chadid is known for his experience in international trade matters. He has a comprehensive grasp of business, knows customs regulations, and understands how they are applied in the industry.”

#### Ibarra Abogados Rimón Law

##### What the team is known for

Experienced boutique practice group Ibarra Abogados Rimón Law possesses a solid track record in advising significant clients from the manufacturing, steel and pharmaceutical industries on a full range of international trade mandates in Colombia. The legal team counsels on trade remedies, including anti-dumping investigations and boasts additional in-depth expertise in free trade zone matters. Ibarra Abogados Rimón Law is particularly adept at representing clients before the DIAN in the classification of goods, certificates of origin and invoicing issues.

#### Strengths

“The entire team at Ibarra Abogados Rimón Law has extensive knowledge in advising on matters related to international trade in Colombia and provides excellent customer service, combined with a strong understanding of our business.”

#### Work highlights

Ibarra Abogados represented Fedebiocombustibles in an international trade dispute regarding countervailing duties imposed on imports of ethanol from the United States.

#### Notable practitioners

Distinguished founding and managing partner **Gabriel Ibarra Pardo** remains highly active in the Colombian market providing advice on international trade and customs matters. He routinely caters to noteworthy clients in the field, including multinational and international organisations. **Strengths:** “Gabriel Ibarra Pardo is exceptional, highly involved and strongly focused on clients’ needs. To me, he has the most in-depth knowledge of international trade in the country.” “Gabriel Ibarra Pardo has extensive experience in the Colombian international trade field, which allows him to provide highly accurate recommendations.”

#### Pérez-Llorca

##### What the team is known for

Noteworthy full-service firm Pérez-Llorca boasts

extensive experience acting on a wide range of customs and international trade matters in Colombia, including sector-related dispute resolution. The law firm is active advising clients on free trade zone operations and extensions, on proceedings before the DIAN, and on foreign exchange matters. The department is sought out by clients operating in the import sector.

#### Strengths

“Pérez-Llorca successfully handles complex foreign trade matters, demonstrating a deep understanding of customs requirements and strong technical and strategic expertise in rules of origin. The team also shows close attention to detail, accuracy in data analysis, and a strategic approach to presenting information and evidence.”

#### Work highlights

Pérez-Llorca represented Pisa Farmacéutica in a customs dispute regarding the tariff classification of imported rehydration products and related duties and penalties imposed.

#### Notable practitioners

Outstanding legal practitioner **Nicolás Potdevin Stein** comes recommended by clients and peers alike for his prowess in international trade and customs issues in Colombia. **Strengths:** “Nicolás Potdevin Stein is recognised for his strategic planning skills, taking into account background information, the country context, and his knowledge of the relevant authorities and regulations. This results in comprehensive, well-reasoned advice that supports informed decision-making.” “Nicolás Potdevin Stein stands out for his high level of technical expertise and knowledge in the area of international trade. He is a structured professional, rigorous in his analysis, and demonstrates a strong ability to address complex legal matters.”

#### Posse Herrera Ruiz

##### What the team is known for

Respected law firm Posse Herrera Ruiz maintains a strong reputation in the legal arena, and is recognised for representing noteworthy multinational companies in a range of international trade and customs matters in Colombia. The experienced legal team is particularly adept at advising on free trade zone regulations, as well as Mercosur and WTO frameworks. Posse Herrera Ruiz also handles contentious matters before the DIAN.

#### Strengths

“Posse Herrera Ruiz’s team stands out for its combination of technical expertise in customs law and practical understanding of logistics and foreign trade operations. Their lawyers consistently provide advice that helps us mitigate risks with significant economic, legal and reputational implications.”

#### Work highlights

Posse Herrera Ruiz represented JVL Gaming Colombia in a customs dispute with the Colombian customs authority regarding the denial of preferential tariff treatment under the Colombia–Canada Free Trade Agreement for imports of gaming machines and monitors.

#### Notable practitioners

Of counsel **Ramiro Araújo Segovia** benefits from a wealth of experience advising clients in Colombia’s international trade arena. **Strengths:** “Ramiro Araújo Segovia is an institution and a reference in the market, widely known for his substantial contri-



butions to the foreign trade area.” Dynamic partner **María Paula Sánchez** continues to draw praise from clients and peers alike due to her activity in the Colombian international trade arena. **Strengths:** “Working with María Paula produces a very important outcome: certainty. Her knowledge, assertiveness, empathy and excellent business acumen always allow us to explore a wide range of possibilities, generating tremendous value for us as clients.”

### Band 3

#### CMS Rodríguez-Azuero

##### What the team is known for

CMS Rodríguez-Azuero is an established full-service firm with notable experience in the Colombian international trade arena. The team advises on a broad range of matters, including free trade zone regimes, tariff classification issues, and administrative proceedings before the Colombian customs authorities. The department is particularly experienced in customs litigation and regulatory advisory work, regularly assisting clients with import and export operations, customs efficiency strategies and trade-related risk management. CMS Rodríguez-Azuero acts for clients across a variety of sectors, including healthcare, agriculture and technology.

##### Strengths

“CMS Rodríguez-Azuero’s strength lies in its solid technical expertise in customs and foreign trade matters, combined with a practical, operational approach that ensures its recommendations are always applicable rather than merely theoretical. The firm’s service is characterised by a high level of professionalism, personalised attention and a strong understanding of clients’ needs.”

##### Work highlights

CMS Rodríguez-Azuero represented BBI Colombia in customs disputes with the Colombian customs authority regarding VAT exemptions for imports of high energy-efficiency equipment.

##### Notable practitioners

Associate-to-watch **Daniela Lozada** is recognised for her expertise in international trade and customs matters in Colombia. She regularly advises clients on customs disputes, tariff classification matters

and trade compliance issues. **Strengths:** “Daniela Lozada possesses a solid capacity for handling complex customs and foreign trade matters, combining technical rigour with a practical approach that translates into clear, actionable recommendations.”

#### Ocampo Gómez Abogados

##### What the team is known for

Ocampo Gómez Abogados is a dynamic boutique firm specialised in international trade and customs matters in Colombia. The department possesses solid expertise in free trade zones, customs compliance and foreign trade regulation, and regularly handles proceedings before the DIAN. The team demonstrates notable experience advising multinational and domestic companies on customs investigations, sanctioning proceedings, tariff and origin matters, foreign trade audits and authorisation processes before the Colombian customs authorities. The practice group is also well placed to assist clients with customs disputes and origin verification proceedings.

##### Strengths

“Ocampo Gómez Abogados’ main strengths lie in its high level of technical expertise in customs matters, combined with a practical approach focused on foreign trade operations. The team understands companies’ operational needs and provides clear, actionable guidance for decision-making.”

##### Notable practitioners

Lina María Ocampo Tenorio is a respected practitioner in Colombia’s international trade and customs market. She advises multinational and domestic clients on customs disputes, free trade zone matters, origin verification proceedings and customs compliance strategies. **Strengths:** “Lina Ocampo stands out for her exceptional professionalism, supported by a long and distinguished career in foreign trade and customs law. Her solid technical expertise enables her to address complex matters with clarity and sound judgement.”

#### Other Ranked Lawyers

Sole practitioner **Oscar Buitrago** enjoys widespread respect among market onlookers for his

in-demand litigation practice regarding international trade matters in Colombia. **Strengths:** “We have worked with Oscar Buitrago on several matters, and he is an expert in foreign trade and one of the most recognised practitioners in Colombia. He advises clients with extensive knowledge and professionalism.”

Partner **Camilo Castrillón** of Piedad Velasco & Asociados receives market praise for his competent advisory on international trade matters in Colombia.

**Strengths:** “We have worked with Camilo Castrillón for many years, and he is one of the most knowledgeable international trade lawyers in Colombia. He is recognised for the quality of his work and expertise in customs matters, and he has become a true ally to us.”

**Silvia Paula González Anzola** of González Anzola Abogados is endorsed by market commentators for her capabilities in the international trade field in Colombia. **Strengths:** “Silvia Paula González Anzola has always been a reference point in international trade matters in Colombia. She is highly knowledgeable in foreign trade and customs, and is always one of my first points of contact.”

Up-and-coming partner Juan David López of Baker McKenzie continues to elicit market recognition for his solid knowledge and expertise in the Colombian international trade area. **Strengths:** “Juan David López has provided us with direct support through his solid expertise in customs matters. His detailed knowledge of the legislation and ability to offer practical solutions are key to keeping our operations in Colombia compliant and efficient.”

Sole practitioner **Ricardo López** enjoys a long-standing track record in the Colombian international trade space. He frequently represents clients in administrative proceedings before the DIAN, including appealing fines concerning breach of import requirements in Colombia. **Strengths:** “Ricardo López is a very good professional with strong knowledge of international trade matters and good client relationships.”

**Rogelio Perilla** of Perilla & Asociados is an active legal practitioner in Colombia’s international trade market. **Strengths:** “Rogelio Perilla is a great professional with extensive experience who dedicates himself to the study of tariffs and foreign trade matters.”

## Labour & Employment

| Labour & Employment                                     |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Alvarez, Liévano & Laserna S.A.S.                       |
| Godoy                                                   |
| López & Asociados SAS                                   |
| Quintero y Quintero Asesores                            |
| <b>Band 2</b>                                           |
| Baker McKenzie S.A.S.                                   |
| Chapman Wilches                                         |
| <b>Band 3</b>                                           |
| Brigard Urrutia                                         |
| Dentons Cardenas & Cardenas                             |
| Escandón Abogados                                       |
| Holland & Knight                                        |
| <b>Band 4</b>                                           |
| Cortés, Romero & Asociados                              |
| Garrigues                                               |
| Posse Herrera Ruiz                                      |
| Scola Abogados                                          |
| <b>Band 5</b>                                           |
| Barrera Palacio Abogados                                |
| Cardozo Ordóñez SAS                                     |
| Martínez Quintero Mendoza González Laguado              |
| Pérez-Llorca                                            |
| Philippi Prietocarrizosa Ferrero DU & Uría              |
| Serrano Martínez CMA                                    |
| * Indicates individual with profile.                    |
| ◇ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Alvarez, Liévano & Laserna S.A.S.

##### What the team is known for

Alvarez, Liévano & Laserna is a significant labour and employment boutique practice that assists companies from the energy, finance and pharmaceutical industries. The prestigious law firm acts on various matters, including collective bargaining negotiations with unions. The market-leading Bogotá-based team is sought out for its expertise in representing companies in administrative and judicial proceedings before the labour authorities. Other areas of expertise include advising on social security and labour restructuring matters.

##### Strengths

"We are absolutely satisfied with their services. Álvarez, Liévano & Laserna offers professional and specialised advice on complex labour and trade union matters. What sets the firm apart is its extensive knowledge of our company and its processes, which makes its support highly effective and comprehensive."

"With Álvarez, Liévano & Laserna's support, we have viable and secure alternatives for making decisions in compliance with labour regulations. They are true experts in labour and social security legislation and have the ability to offer quick and reliable solutions."

##### Work highlights

Alvarez, Liévano & Laserna advised GeoPark on the development and implementation of internal labour policies, updates to workplace regulations and the delivery of employee training on compliance requirements in Colombia.

##### Notable practitioners

| Labour & Employment                                                   | Senior Statespeople                                                 | Leading Individuals                                          |
|-----------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------|
|                                                                       | <b>Senior Statespeople:</b> distinguished older partners            |                                                              |
|                                                                       | Álvarez Pereira Carlos <i>Alvarez, Liévano &amp; Laserna S.A.S.</i> | Godoy Fajardo Carlos Hernán <i>Godoy</i> *                   |
|                                                                       | Escandón Villota Alberto <i>Escandón Abogados</i>                   | Herrera Vergara José Roberto <i>José (ORL)</i> ◇             |
|                                                                       | <b>Leading Individuals</b>                                          |                                                              |
| <b>Band 1</b>                                                         |                                                                     | Umaña Carrizosa Vicente <i>Posse Herrera Ruiz</i>            |
| Carrión Barrero Angélica María <i>López &amp; Asociados SAS</i>       |                                                                     | Zuleta Martínez Diana <i>Martínez Quintero Mendoza</i>       |
| Liévano Triana Claudia <i>Alvarez, Liévano &amp; Laserna S.A.S.</i>   |                                                                     | <b>Band 5</b>                                                |
| López Moreno Juan Pablo <i>López &amp; Asociados SAS</i>              |                                                                     | Alvarez Patricia <i>Pilonieta Alvarez Abogados (ORL)</i> ◇   |
| <b>Band 2</b>                                                         |                                                                     | Arias Alejandro <i>Quintero y Quintero Asesores</i>          |
| Álvarez Felipe <i>Alvarez, Liévano &amp; Laserna S.A.S.</i>           |                                                                     | Barrera María Lucía <i>Barrera Palacio Abogados</i>          |
| Arámbula Lorena <i>Dentons Cardenas &amp; Cardenas</i>                |                                                                     | Cardona García Teresita <i>Sanclemente (ORL)</i> ◇           |
| Camacho Carolina <i>Garrigues</i>                                     |                                                                     | Escandón Juan Fernando <i>Escandón Abogados</i>              |
| Castellanos López Alejandro Miguel <i>López</i>                       |                                                                     | Escandón García María Jimena <i>Escandón Abogados</i>        |
| Chapman López Charles <i>Chapman Wilches</i>                          |                                                                     | Gandini Isabella <i>Cuatrecasas (ORL)</i> ◇ *                |
| Laserna María Lucía <i>Alvarez, Liévano &amp; Laserna S.A.S.</i>      |                                                                     | Guerrero Juan Manuel <i>Guerrero &amp; Asociados (ORL)</i> ◇ |
| Quintero Martínez Iván Darío <i>Quintero y Quintero</i>               |                                                                     | Lagos Rocío <i>López &amp; Asociados SAS</i>                 |
| Quintero Martínez Saida Andrea <i>Quintero y Quintero</i>             |                                                                     | Mateus Laura <i>Dentons Cardenas &amp; Cardenas</i>          |
| Romero Avila Evelyn <i>Baker McKenzie S.A.S.</i>                      |                                                                     | Paz Andrés Felipe <i>Gamboa, García, Roldán (ORL)</i> ◇      |
| Wilches Mirna <i>Chapman Wilches</i>                                  |                                                                     | <b>Up-and-coming individuals</b>                             |
| <b>Band 3</b>                                                         |                                                                     | Bernal Federico <i>Godoy</i> *                               |
| Cortés José Luis <i>Cortés, Romero &amp; Asociados</i>                |                                                                     | Casas Juan Camilo <i>Casas Suárez (ORL)</i> ◇                |
| Cuervo Camilo <i>Holland &amp; Knight</i>                             |                                                                     | Gattás Lina <i>RAD/DF (ORL)</i> ◇ *                          |
| Dacosta Herrera Andrés Fernando <i>Godoy</i> *                        |                                                                     | Liévano Daniela <i>Baker McKenzie S.A.S.</i>                 |
| Gnecco Mendoza Gustavo <i>Godoy</i> *                                 |                                                                     | López Dina <i>Quintero y Quintero Asesores</i>               |
| Martínez Santiago <i>Godoy</i> *                                      |                                                                     | Montealegre León Mauricio <i>Pérez-Llorca</i> *              |
| Romero Catalina <i>Cortés, Romero &amp; Asociados</i>                 |                                                                     | Mutis Téllez Camilo <i>Deloitte (ORL)</i> ◇                  |
| Santos Catalina <i>Brigard Urrutia</i>                                |                                                                     | Quintero Felipe <i>Quintero y Quintero Asesores</i>          |
| Tannus Rodrigo <i>Tannus &amp; Asociados (ORL)</i> ◇                  |                                                                     | Rubiano Ana María <i>López &amp; Asociados SAS</i>           |
| Valdivieso Rueda Diego Felipe <i>Scola Abogados</i>                   |                                                                     | Valdivieso Ana María <i>Serrano Martínez CMA</i>             |
| <b>Band 4</b>                                                         |                                                                     | <b>Associates to watch</b>                                   |
| Acevedo Diego <i>Holland &amp; Knight</i>                             |                                                                     | Abuchaibe Rafael <i>Lloreda Camacho &amp; Co (ORL)</i> ◇     |
| Buriticá Francisco <i>Godoy</i> *                                     |                                                                     | Blanco Heimy <i>Chapman Wilches</i>                          |
| Cardozo Luna Hernando <i>Cardozo Ordóñez SAS</i>                      |                                                                     | Caicedo Daniela <i>Brigard Urrutia</i>                       |
| Escandón María Claudia <i>Escandón Abogados</i>                       |                                                                     | Dueñas María Paula <i>Baker McKenzie S.A.S.</i>              |
| Escobar García Adriana <i>Escobar García (ORL)</i> ◇                  |                                                                     | Ochoa Andrea <i>Posse Herrera Ruiz</i>                       |
| Medina Ana Cristina <i>Godoy</i> *                                    |                                                                     | Restrepo Henao Esteban <i>Martínez Quintero Mendoza</i>      |
| Porras Carolina <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> |                                                                     | Salinas Camilo <i>Cardozo Ordóñez SAS</i>                    |
| Rico Alvarez Nicolas <i>Scola Abogados</i>                            |                                                                     |                                                              |

Senior statesperson **Carlos Álvarez Pereira** receives praise from market insiders and clients for his longstanding presence in the Colombian labour and employment market. **Strengths:** "Carlos Álvarez Pereira is an excellent lawyer and is widely regarded as one of the pioneers of labour law in Colombia." Outstanding partner **Claudia Liévano Triana** boasts a superb labour and employment practice in Colombia. She frequently advises clients on collective bargaining, structuring of labour strategies and compliance assessments. **Strengths:** "Claudia Liévano Triana is an excellent practitioner. She's attentive, insightful, practical, and always up to date with labour and employment developments in Colombia." "Claudia is a standout professional that demonstrates extensive legal knowledge and is a true ally in labour and collective legal matters." **Felipe Álvarez** is commended by interviewees for his respected labour and employment legal practice in Colombia. He is regularly found in labour disputes as well as on non-contentious matters. **Strengths:** "Felipe Álvarez is a remarkable professional, not only for his knowledge of labour regulations but also for his human qualities. His advice is strategic and prac-

tical, he is always responsive and he demonstrates a strong understanding of the company's business and needs." Partner **María Lucía Laserna** is highly appreciated by clients for her expertise in labour and employment mandates in Colombia. She has a solid client roster that includes companies in the energy sector. **Strengths:** "María Lucía Laserna demonstrates in-depth knowledge of labour regulations, enabling her to provide precise, strategic advice tailored to our company's needs. Her ability to interpret complex regulations and translate them into practical solutions is key to making sound and confident decisions within our organisation."

### Godoy

#### What the team is known for

Godoy is a front-running boutique that is widely regarded as a leader in the labour and employment sphere in Colombia. The team frequently acts on a wide range of important advisory and contentious matters. The law firm possesses a noteworthy bench of practitioners who are particularly revered for handling individual litigation cases, as well as matters related to social security and retirement

before the UGPP. Godoy Córdoba Abogados also advises human resources departments on benefits and remuneration policies. Clients come from the financial services, health and insurance sectors, among others.

#### Strengths

*"Godoy is a strategic business partner for us at a time when the labour market is extremely volatile. The team gives us the confidence to make sound decisions, mitigate risks and maintain objective, strategic positions."*

*"One of the main strengths that distinguishes Godoy's labour and employment team is its combination of technical expertise, strategic focus and commitment to delivering comprehensive, well-analysed solutions."*

#### Work highlights

Godoy advised Banco Davivienda on labour and employment matters relating to its proposed integration with Scotiabank Colpatría, including workforce integration risks, collective labour matters and cross-border employment implications.

#### Notable practitioners

Senior statesperson **Carlos Hernán Godoy Fajardo** boasts a longstanding track record as a reputed figure in the labour and employment sphere in Colombia. He enjoys experience advising on the transfer of employees and strategic labour and employment structuring. **Strengths:** *"Carlos Hernán Godoy Fajardo is a prominent figure and one of the best labour and employment lawyers in Colombia."* **Andrés Fernando Dacosta Herrera** continues to be recognised for his solid activity in the labour and employment field in Colombia. His dynamic practice encompasses litigation, as well as non-contentious advisory and labour restructuring matters. **Strengths:** *"Andrés Fernando Dacosta Herrera is highly knowledgeable and brings a wealth of experience, particularly in complex situations. He demonstrates excellent commercial, legal and communication skills."* **Gustavo Gnecco Mendoza** has vast experience in employment matters in Colombia and remarkable expertise in representing clients in labour disputes. **Strengths:** *"Gustavo Gnecco Mendoza does very impressive work. As a former magistrate, he brings an excellent perspective to litigation management and strategy, and is a highly respected and capable lawyer."* Labour and employment lawyer **Santiago Martínez** is highly regarded by interviewees who have employed his advisory services in Colombia. He routinely assists clients with collective negotiations and their post-agreement stages. **Strengths:** *"Santiago Martínez not only possesses a highly valuable legal vision but also strong strategic capability. He is insightful and assertive in his advice, and provides strong client service combined with a sophisticated approach."* Experienced partner **Francisco Buriticá** advises clients on a wide array of employment matters in Colombia. His expertise encompasses consultation and litigation in labour matters. **Strengths:** *"Francisco Buriticá is an exceptional lawyer with extensive experience and outstanding responsiveness. He provides excellent client service and delivers sophisticated, high-quality work."* Labour specialist **Ana Cristina Medina** is recognised by clients for her capabilities in the Colombian employment field. She is regularly engaged by substantial clients for matters regarding compliance and labour regula-

tions. **Strengths:** *"I have worked with many lawyers, but none has been as receptive as Ana Cristina Medina. She demonstrates excellent judgement and a genuine interest in understanding the industry she works in and the clients she serves."* Up-and-coming practitioner **Federico Bernal** continues to receive praise from clients and peers alike for his prowess in the Colombian labour and employment space. **Strengths:** *"Federico Bernal is an excellent lawyer. We've been working together for years, and his knowledge of our business model allows us to achieve innovative and impactful labour and employment solutions for the company."*

#### López & Asociados SAS

##### What the team is known for

López & Asociados boasts a highly distinguished team that is actively involved in a variety of significant labour and employment cases, assisting clients with matters relating to social security and pensions before the UGPP. López & Asociados is regularly retained to handle complex individual matters, such as termination proceedings and subsequent proceedings before the Ministry of Labour. The Bogotá-based department stands out in the market for handling collective bargaining processes regarding unionised employees within the oil and gas, financial services and technology industries.

##### Strengths

*"López & Asociados has extensive experience in labour matters and in-depth knowledge of Colombian labour law. Its strength lies in its robust and highly qualified team, which inspires confidence and peace of mind, and in its strong reputation among government agencies and the companies it has long advised and supported."*

*"López & Asociados is always available, providing in-depth knowledge while safeguarding the company's interests. The team combines a strong understanding of labour legislation with an appreciation of our business realities, demonstrating the flexibility to find practical solutions to meet our needs."*

##### Work highlights

López & Asociados advised Acerías Paz del Río on collective bargaining negotiations with its majority union Sintrapazdelrío regarding a new collective bargaining agreement and labour relations matters.

##### Notable practitioners

Experienced practitioner **Angélica María Carrión Barrero** has a solid track record in the Colombian employment space. She frequently assists clients with the structuring of labour and employment strategies, risk assessment and reorganisations. She boasts additional expertise advising on labour litigation. **Strengths:** *"Angélica María Carrión Barrero stands out for her professionalism, technical knowledge and responsiveness. Her understanding of the business and strategic approach adds considerable value to legal management, inspiring confidence and facilitating decision-making."* **Angélica María Carrión Barrero** offers exceptional commercial vision, and her leadership skills and experience make her a trusted adviser." Market-leading practitioner **Juan Pablo López Moreno** is highly praised by interviewees for his outstanding experience in the Colombian labour and employment arena. He boasts impressive expertise in labour dispute resolution. **Strengths:** *"Juan Pablo López Moreno is a natural strategist who seamlessly integrates his*

*professional and business knowledge to provide solutions tailored to specific business needs. His experience and leadership in academia, trade associations and various economic sectors enable him to offer a holistic consulting service."* **Juan Pablo López Moreno** is an excellent leader who provides outstanding client service. *It is a pleasure to work with him to develop solutions to complex business situations."* **Alejandro Miguel Castellanos López** is the head of the judicial representation and litigation department. He benefits from expertise assisting clients with collective labour mandates and judicial proceedings in Colombia. **Strengths:** *"Alejandro Castellanos has extensive experience in litigation and trade union matters. He is highly focused and creative in his advice, always seeking practical alternatives and delivering a precise, client-oriented service."* Partner **Rocío Lagos** gains solid market recognition for her expertise in collective negotiations within the Colombian labour and employment space. **Strengths:** *"Rocío Lagos has extensive knowledge in the labour and employment field. She demonstrates mastery of the subject matter in negotiations and a strong ability to communicate clear and compelling messages."* Up-and-coming practitioner **Ana María Rubiano** is recognised for her activity in the Colombian labour and employment arena, particularly in relation to workforce restructurings, labour compliance projects and strategic employment advisory work. **Strengths:** *"Ana María Rubiano has extensive knowledge of individual employment matters, which she consistently demonstrates in her daily work. She also leads a close-knit team, reflecting the strength and importance of her leadership."*

#### Quintero y Quintero Asesores

##### What the team is known for

Quintero y Quintero Asesores is a dynamic firm that is particularly recognised for its work on collective bargaining mandates. The department is experienced in acting for clients in administrative and judicial labour proceedings, as well as providing counsel to HR departments on day-to-day issues. Quintero y Quintero Asesores regularly represents clients hailing from the leisure and tourism, natural resources and construction arenas.

##### Strengths

*"Quintero y Quintero Asesores stands out for its strong knowledge of current labour regulations and their practical application in complex, multi-sector environments. The team is able to propose viable legal alternatives aligned with organisational strategy while maintaining legal certainty."*

*"Quintero y Quintero Asesores is a highly competent and technical legal team with a strong strategic focus on both individual and collective labour matters. The team provides effective support in complex challenges, particularly in collective employment matters."*

##### Work highlights

Quintero y Quintero Asesores assisted Farnacol Chinoín with an employee separation and workforce restructuring process arising from an internal investigation into irregular practices in pharmaceutical manufacturing operations.

##### Notable practitioners

**Iván Darío Quintero Martínez** is a co-founding partner at Quintero y Quintero Asesores and has a



strong reputation for his work on collective labour matters in Colombia. **Strengths:** “*Iván Dario Quintero Martinez leads the comprehensive labour law defence strategy with a practical and highly experienced approach, demonstrating a strong ability to address complex matters with agility and precision.*”

Co-head of the labour and employment department **Saida Andrea Quintero Martinez** is highly regarded for her litigation experience in the Colombian legal market. Her expertise covers a range of matters including labour agreements, restructurings and litigation. **Strengths:** “*Saida Andrea Quintero Martinez is brilliant. She is thoughtful and knowledgeable, as well as a skilled negotiator who knows how to read people exceptionally well. She also understands our organisation and is always available.*” Active partner **Alejandro Arias** continues to enjoy sterling praise for his activity in the Colombian labour and employment arena. He is routinely called upon by clients to assist with labour litigation. **Strengths:** “*Alejandro Arias offers a high level of sophistication and is highly attentive to the contentious cases he handles, consistently rethinking strategy and identifying new approaches for each matter.*” Up-and-coming partner **Dina López** is an active player in the Colombian labour and employment sphere. She regularly assists with structuring, retirement matters and collective agreements. **Strengths:** “*Collective labour matters are of great importance to us, and Dina López’s understanding of their internal dynamics allows her to address even the most complex issues with a strategic and thoughtful approach.*” “*Dina López’s understanding of their internal dynamics allows her to address even the most complex issues with a strategic and thoughtful approach.*” Up-and-coming practitioner **Felipe Quintero** co-heads the labour and employment department and is recognised for his expertise in collective bargaining processes. **Strengths:** “*Felipe Quintero is an excellent lawyer with strong technical knowledge and solid commercial relationships. He is highly strategic, results-oriented and proactive in anticipating risks, with particular expertise in individual and, especially, collective labour law.*”

## Band 2

### Baker McKenzie S.A.S.

#### What the team is known for

Baker McKenzie is a dynamic international firm with a strong presence in the Colombian market. The team represents a high-profile clientele of domestic and international companies in a range of complex labour and employment mandates. Baker McKenzie’s expertise extends to restructuring processes and the labour implications of M&A transactions, and it further assists with individual terminations and subsequent litigation, social security and immigration law.

#### Strengths

“*Baker McKenzie’s main strengths are its in-depth knowledge of the Colombian labour and social security framework, combined with the team’s practical analytical capabilities, which support strategic decision-making. We also value its availability, rapid response times and ability to communicate complex legal concepts clearly.*”

#### Work highlights

Baker McKenzie assisted Carvajal with a workforce restructuring and reduction in force process related to the closure of a manufacturing facility, affecting approximately 800 personnel.

#### Notable practitioners

**Evelyn Romero Avila** is co-head of department at Baker McKenzie’s Colombian office. She has significant expertise in cross-border matters, acting in termination cases as well as on labour and employment restructuring matters. **Strengths:** “*Evelyn Romero Avila is an excellent professional who is highly skilled, experienced, personable and responsive, with a strong understanding of our business and its interests. She is, without a doubt, a trusted adviser.*” Up-and-coming partner **Daniela Liévano** receives significant market endorsement for her expertise assisting with labour and employment advisory mandates. **Strengths:** “*Daniela Liévano understands our organisation’s labour needs perfectly through our long-standing relationship, making her assessments far more effective. Her close, collaborative work is fundamental for us, as our people are our principal asset.*” Associate-to-watch **Maria**

**Paula Dueñas** earns strong praise from clients for her activity in Colombia’s labour and employment market. **Strengths:** “*Maria Paula Dueñas’s knowledge of labour regulations and jurisprudence makes her a reliable and highly trusted adviser. She is fully qualified to address a wide range of labour law matters while contributing practical ideas and solutions to the business.*” “*Maria Paula Dueñas’s knowledge of labour regulations and jurisprudence makes her a reliable and highly trusted adviser. She is fully qualified to address a wide range of labour law matters while contributing practical ideas and solutions to the business.*”

### Chapman Wilches

#### What the team is known for

Chapman Wilches is a solid labour and employment boutique firm that boasts a strong roster of domestic clients that are active across Colombia. The department remains highly recognised for handling complex collective bargaining cases, as well as individual disputes progressing to the Colombian Supreme Court of Justice. Based in Barranquilla, the team often represents companies from the mining, manufacturing and construction sectors. The law firm offers additional offices in Medellín, Cartagena and Bogotá, among other cities.

#### Strengths

“*Chapman Wilches proves highly effective in critical moments, providing legal clarity, viable strategies and close support in sensitive situations such as collective bargaining negotiations, immunity-lifting proceedings and disciplinary matters involving special protections.*”

#### Work highlights

Chapman Wilches advised Organización Terpel on an internal investigation, employment dispute and dismissal proceedings arising from allegations of workplace sexual harassment involving an employee protected by a special health protection regime.

#### Notable practitioners

Founding partner **Charles Chapman López** benefits from a wealth of experience assisting national and international clients with labour and employment mandates. He is frequently sought

out to advise on matters related to the collective labour regulations in Colombia. **Strengths:** “*Charles Chapman López’s extensive knowledge and recognition in the legal field inspire our trust and confidence in every process. He is an exceptional strategist who proposes clear and effective solutions that strengthen our decision-making in complex situations.*” “*Charles Chapman López’s extensive knowledge and recognition in the legal field inspire our trust and confidence in every process. He is an exceptional strategist who proposes clear and effective solutions that strengthen our decision-making in complex situations.*” Respected lawyer **Mirna Wilches** receives sterling praise from interviewees for her prowess in labour and employment mandates in Colombia. She regularly handles substantial litigation matters before the Ministry of Labour. **Strengths:** “*Mirna Wilches is a highly capable lawyer who provides strong client service and handles complex matters effectively. She also demonstrates strong skills in providing legal support for the strategies of the companies she advises.*” Associate-to-watch **Heimy Blanco** is noted for her activity in the Colombian labour and employment market, particularly for her expertise assisting with labour litigations. **Strengths:** “*Heimy Blanco’s close support facilitates the management of labour-related issues by providing practical solutions aligned with the realities of our business. She also demonstrates a clear understanding of our institutional vision and strategic challenges, which inspires confidence and adds value to her advice.*” “*Heimy Blanco’s close support facilitates the management of labour-related issues by providing practical solutions aligned with the realities of our business. She also demonstrates a clear understanding of our institutional vision and strategic challenges, which inspires confidence and adds value to her advice.*”

## Band 3

### Brigard Urrutia

#### What the team is known for

Brigard Urrutia has a well-known team that is noted for providing counsel on employment matters to a range of public and private groups in Colombia. The law firm’s expertise spans regulatory issues pertaining to social security, including proceedings before the UGPP, as well as outsourcing issues and administrative and judicial proceedings involving former employees.

#### Strengths

“*Brigard Urrutia demonstrates a deep understanding of complex labour issues and provides practical, well-argued solutions aligned with business realities. Their experience in high-profile cases, sound technical judgement and ability to anticipate potential risks clearly stand out.*”

#### Work highlights

Brigard Urrutia assisted Cisco Systems with the termination and settlement of an employment dispute arising from a corporate restructuring process involving a senior executive, including employee separation and employment-related negotiations.

#### Notable practitioners

**Catalina Santos** is head of the department at Brigard Urrutia and frequently assists clients with their labour mandates in Colombia. **Strengths:**

*"Catalina Santos has an exceptional ability to address complex issues with clarity and simplicity while maintaining a warm, approachable and collaborative attitude. Her advice combines technical rigour, strategic vision and a deep understanding of the business, inspiring complete confidence."* Associate-to-watch **Daniela Caicedo** serves as director of the labour and employment team and is recognised for her expertise in individual and collective labour law matters. **Strengths:** *"Daniela offers excellent client service and a high level of sophistication in her work. She has become our main point of reference for labour and employment matters and is extremely reliable and assertive."*

## Dentons Cardenas & Cardenas

### What the team is known for

Dentons Cardenas & Cardenas is an internationally recognised firm with an established Colombian labour and employment department whose expertise extends to a variety of advisory and contentious matters, including assisting with the labour implications of corporate incorporations, transfer of employees and HR policies. Dentons Cardenas & Cardenas also provides counsel on termination proceedings and settlement agreements.

### Strengths

*"Dentons Cardenas & Cardenas demonstrates a strong ability to handle complex and sophisticated matters, consistently providing clear analysis, practical solutions and a deep understanding of labour regulations. Its experience and technical judgement inspire confidence in strategic decision-making, even in sensitive and highly complex situations."*

### Work highlights

Dentons Cardenas & Cardenas assisted Vesta Software Group on labour and employment matters relating to its acquisition of Geocom Uruguay, the sole shareholder of Geocom Software Colombia.

### Notable practitioners

Head of department **Lorena Arámbula** maintains a strong focus on the Colombian labour and employment practice area, and is commended for her expert involvement in high-level advisory work. **Strengths:** *"Lorena Arámbula brings extensive experience in both substantive labour law and litigation, combined with a strong understanding of Colombian workplace practices. Her prompt responses and deep engagement are key strengths as a legal adviser."* Experienced partner **Laura Mateus** is active in the Colombian employment arena. She gets endorsements from clients for her frequent involvement in labour advisory mandates related to corporate transactions. **Strengths:** *"Laura Mateus is a well-rounded adviser who inspires confidence through her knowledge, her approach to complex matters and her responsiveness. She is clear in her advice and always seeks the best way to address issues with simplicity and confidence."*

## Escandón Abogados

### What the team is known for

Escandón Abogados is an established Bogotá-based firm with a solid track record handling labour and employment cases in Colombia, particularly collective bargaining matters. The law firm possesses expertise advising on pension and social security processes before the UGPP, as well as on individual administrative and judicial labour pro-

ceedings. Escandón Abogados represents both private and public clients, often hailing from the retail, food and beverage, and agribusiness arenas.

### Strengths

*"Escandón Abogados' experience across a range of industries enables the team to propose practical solutions and alternatives to a wide variety of challenges. In addition, it closely monitors regulatory developments at both the Ministry of Labour and Congress, allowing it to anticipate changes and keep clients promptly informed."*

### Work highlights

Escandón Abogados represented MedPlus Medicina Prepara in an employment dispute arising from the termination of a sales employee for failure to meet performance targets.

### Notable practitioners

Senior statesperson **Alberto Escandón Villota** continues to receive endorsements by market commentators who praise his capabilities in the Colombian labour sphere. He boasts a longstanding track record assisting clients with collective bargaining matters. **Strengths:** *"Alberto Escandón's experience and knowledge are proven. His ability to analyse situations from multiple angles translates into comprehensive advice that is invaluable to us."*

Co-head of department and labour specialist **María Claudia Escandón** is highly rated for her handling of an array of labour litigation claims in Colombia.

**Strengths:** *"María Claudia Escandón has a thorough and detailed understanding of labour law, as well as our company's needs and challenges. This enables her to provide early warnings that help us anticipate regulatory changes and make effective use of legal mechanisms to support our development."*

Co-head of department **Juan Fernando Escandón** is a well-versed practitioner advising clients on complex labour and employment mandates in Colombia. **Strengths:** *"Juan Fernando Escandón is outstanding. He takes a genuine interest in his clients' businesses, provides focused solutions and always looks for ways to help them move their operations forward. He is also a highly knowledgeable and up-to-date lawyer."* Co-head of department **María Jimena Escandón García** continues to be recognised in the rankings following significant market endorsement of her regulatory and analytical capabilities within the Colombian labour and employment field. **Strengths:** *"María Jimena Escandón García is a committed partner with a comprehensive view of labour law in the context of the country's current situation. She always has valuable insights to contribute to any question and consistently goes above and beyond to help her clients."*

## Holland & Knight

### What the team is known for

Holland & Knight is a respected full-service firm offering a talented labour department that is well placed to handle collective bargaining matters, labour restructuring and employment due diligence, as well as designing retirement schemes for employees in Colombia. The law firm's client roster comprises names in the media, agribusiness, and food and beverage industries.

### Strengths

*"Holland & Knight's team shows a combination of experience, commitment and strategic vision that*

*has been instrumental in the successful handling of all our labour and employment mandates, including a pro-solutions approach to sensitive issues such as union negotiations."*

*"Holland & Knight offers its clients proactivity, technical rigour and attention to detail, as well as a highly practical, results-oriented approach to finding solutions. For us, this combination of experience, commitment and strategic vision has been instrumental in the successful handling of our labour and employment matters."*

### Notable practitioners

**Camilo Cuervo** remains a noted practitioner in the Colombian labour and employment field. He is recognised by market sources for his expertise in labour matters related to transactional mandates. **Strengths:** *"I value Camilo Cuervo's strong sector knowledge and his ability to resolve issues effectively, with a thoughtful, analytical approach and timely responses aligned with our company's needs. His ongoing support gives us confidence in our business, complemented by his approachable and attentive manner."* Respected partner **Diego Acevedo** benefits from expertise in the labour and employment arena in Colombia. He is sought after by clients to advise on individual and collective labour mandates and social security matters.

**Strengths:** *"Diego Acevedo is an excellent professional with strong knowledge of the industry he gets involved with, and extensive experience, offering objective, practical advice. He inspires trust and credibility, supported by outstanding personal qualities."*

## Band 4

## Cortés, Romero & Asociados

### What the team is known for

Cortés, Romero & Asociados is an active law firm in Colombia with solid capabilities in contentious labour mandates arising from disputes with temporary workers and reinstatement requests from union leaders. The team assists companies from the hospitality, energy and life science sectors on employment suspension agreements, terminations, appealing UGPP fines and retirement plans.

### Strengths

*"Cortés, Romero & Asociados is an excellent and strategic firm. Their labour team combines knowledge of the regulations, the Colombian market and its clients with a strong labour advisory strategy, providing excellent and timely support while addressing risks and helping protect our organisation."*

### Work highlights

Cortés, Romero & Asociados advised Ecopetrol in a labour dispute concerning pension rights and special pension claims.

### Notable practitioners

**José Luis Cortés** is co-founding partner of Cortés, Romero & Asociados, and he is based in Bogotá. He is frequently sought out for labour litigation mandates, especially within the hospitality sector.

**Strengths:** *"José Luis Cortés is an excellent professional whose creativity and deep knowledge enable us to make strategic decisions. His leadership, service orientation and personal qualities are exceptional."* **Catalina Romero** frequently advises HR clients with their employment law needs in

Colombia. She is also recognised for her academic work. **Strengths:** “Catalina Romero is a committed partner who consistently provides a personalised service. She is extremely knowledgeable in her field and delivers her insights with clarity and professionalism.”

## Garrigues

### What the team is known for

Garrigues is a respected full-service firm enjoying a flourishing labour and employment practice in Colombia. The department advises clients on mandates such as the management of labour relations with unionised workers, collective bargaining, labour restructurings and employee terminations. The firm is also frequently sought after to act as counsel on contentious mandates. The team regularly counsels local and international clients from a wide range of sectors, including energy, agrochemicals and IT services.

### Strengths

“Garrigues’ labour team is ideal for analysing and interpreting complex and challenging situations. Their lawyers understand the country’s environment, the organisation’s context and employee realities, while also bringing a broader corporate perspective that proves highly effective in developing practical solutions.”

### Work highlights

Garrigues assisted Revolut with the establishment of its operations in Colombia, including labour and employment compliance, employment contractual documentation and workforce onboarding matters.

### Notable practitioners

Head of department **Carolina Camacho** is lauded for her labour and employment advisory work in Colombia. She is frequently sought out by clients to advise on terminations and collective bargaining.

**Strengths:** “Carolina Camacho is a lawyer with a strong track record. She is approachable, trustworthy and has a strategic vision for labour matters that sets her apart from her peers.”

## Posse Herrera Ruiz

### What the team is known for

Posse Herrera Ruiz is a respected full-service firm with an active labour counselling practice. The team advises on strategic matters, including the consequences of corporate mergers, cases before the UGPP and the hiring of senior management. Posse Herrera Ruiz’s employment department is also experienced handling contentious individual and collective cases. The law firm is often retained by multinational clients hailing from the financial services, technology and telecommunication industries.

### Strengths

“Posse Herrera Ruiz’s labour team takes a practical approach to proposing solutions, supported by a deep understanding of labour law. The team stays up to date, aligns its advice with business needs and clearly explains risks, opportunities and proposed courses of action to clients.”

### Work highlights

Posse Herrera Ruiz assisted Booking.com with a global workforce restructuring and employment termination programme, including coordinated termination plans across jurisdictions and addressing employee protection considerations in Colombia.

### Notable practitioners

Head of department **Vicente Umaña Carrizosa** continues to be featured in the ranking after receiving strong market endorsement for his labour and employment practice in Colombia. **Strengths:** “Vicente Umaña Carrizosa is closely attuned to the core of our business, demonstrating strong analytical skills. He listens carefully to our needs without haste and shows unwavering support in challenging moments.” Associate-to-watch **Andrea Ochoa** continues to receive significant endorsement from clients. She has expertise advising on termination proceedings, due diligence and collective bargaining. **Strengths:** “Andrea Ochoa stands out for her professionalism, technical knowledge and commitment. Her strong grasp of labour law ensures sound judgement addressing complex situations, while maintaining clear communication and reliable support, even under pressure.”

## Scola Abogados

### What the team is known for

Scola Abogados is a noteworthy labour and employment practice group that represents clients in collective bargaining matters. The law firm’s expertise further extends to individual cases, including hiring policies, dismissals and contentious proceedings before the Colombian Ministry of Labour. Scola Abogados is frequently retained by clients from the manufacturing, technology and insurance industries.

### Strengths

“At Scola Abogados, the team is constantly striving to improve. Its strength lies in its experience in labour law matters, and the expertise of its partners gives me peace of mind.”

### Work highlights

Scola Abogados assisted Grupo Atlas de Seguridad with a collective labour dispute involving over 14 trade unions, including labour relations management, collective bargaining and dispute resolution matters.

### Notable practitioners

Co-head of department and respectable practitioner **Diego Felipe Valdivieso Rueda** is a highly specialised legal adviser in the Colombian labour and employment space. His expertise includes collective agreements and termination of employment contracts. **Strengths:** “Diego Felipe Valdivieso is an attentive adviser who prioritises our company, providing personalised support and always responding to our needs. He actively contributes to achieving positive outcomes.” **Nicolas Rico Alvarez** is co-head of the labour and employment department at Scola Abogados. He is sought out by clients for his expertise assisting with collective bargaining matters. **Strengths:** “Nicolas Rico Alvarez’s unwavering support in collective bargaining negotiations, underpinned by his effective management of unions and central labour organisations, is invaluable.”

## Band 5

## Barrera Palacio Abogados

### What the team is known for

Barrera Palacio Abogados is a Bogotá-based boutique firm with notable expertise advising clients on a broad range of labour, employment and social

security matters in Colombia. The team assists clients with both contentious and non-contentious matters across a variety of industries, including technology, healthcare, pharmaceuticals and manufacturing. The department stands out for its expertise in labour litigation, collective bargaining, workforce restructurings, labour audits and regulatory proceedings. Barrera Palacio Abogados also demonstrates notable experience in occupational health and safety investigations, social security disputes and employment-related compliance matters.

### Strengths

“What makes Barrera Palacio’s labour and employment department stand out is its combination of in-depth legal knowledge with a practical, client-focused approach. The team not only understands the law but also how businesses operate, helping clients make decisions that safeguard both legal and commercial objectives.”

### Work highlights

Barrera Palacio Abogados assisted Oracle with a labour restructuring process involving the termination of more than 130 employees, including employee mutual separation and settlement agreement matters.

### Notable practitioners

**María Lucía Barrera Tavera** enjoys a strong reputation in the Colombian labour and employment market for her expertise in labour and social security matters. **Strengths:** “María Lucía’s extensive experience in the labour field is a true guarantee of peace of mind, allowing us to make decisions with the confidence of being backed by sound and practical judgement.”

## Cardozo Ordóñez SAS

### What the team is known for

Cardozo Ordóñez is a specialised labour and employment boutique law firm based in Bogotá. The department provides a wealth of expertise in employment and immigration law, collective bargaining and union relations, and social security matters. Cardozo Ordóñez’s client roster comprises significant names in the tourism, hospitality and telecommunications industries.

### Strengths

“Cardozo Ordóñez has a knowledgeable team whose greatest strengths are its strategic approach to complex issues and its ability to understand new regulations and communicate them clearly to clients.”

### Work highlights

Cardozo Ordóñez represented Colfondos in more than 220 labour and administrative proceedings relating to disability pensions, survivors’ pensions and other social security pension benefits in Colombia.

### Notable practitioners

**Hernando Cardozo Luna** is co-head of department at Cardozo Ordóñez. He is rated for his adept handling of labour and employment advisory work in Colombia. His expertise encompasses employment agreements and disputes. **Strengths:** “Hernando Cardozo Luna is a highly knowledgeable labour and employment lawyer with a strong strategic approach and an excellent commercial vision.” Associate-to-watch **Camilo Salinas** continues to receive significant praise from commentators for his expertise in labour and employment



litigation mandates. **Strengths:** “*Camilo Salinas provides excellent client service and demonstrates a strong understanding of HR-related matters. He is always willing to explain them in a clear and precise manner.*”

### **Martínez Quintero Mendoza González Laguado & De La Rosa**

#### **What the team is known for**

Martínez Quintero Mendoza González Laguado & De La Rosa boasts an active presence in the Colombian labour and employment space. The practice group advises local and international clients on a variety of labour and employment mandates, including the development of personnel strategies for the entry of companies in the Colombian market, social security matters, employee transfers and voluntary retirement plans. The legal team also benefits from experience assisting with employment relationships to prevent potential labour disputes.

#### **Strengths**

“*Martínez Quintero Mendoza González Laguado & De La Rosa stands out for its up-to-date knowledge of Colombian labour regulations, preventive approach to reducing legal risks and rapid, personalised response, which inspires confidence in labour management.*”

#### **Work highlights**

Martínez Quintero Mendoza González Laguado & De La Rosa advised Emirates Airlines on employment and social security aspects of its entry into Colombia, including labour compliance, workforce documentation, immigration support and employee training.

#### **Notable practitioners**

Dynamic practitioner **Diana Zuleta Martínez** possesses substantial labour expertise advising clients on social security and termination matters. **Strengths:** “*Diana Zuleta Martínez's ability to handle complex issues with clarity, anticipate risks and propose practical solutions makes her an indispensable, trusted adviser. In addition to her professional rigour, she is characterised by a close and accessible approach that provides great peace of mind, even in critical situations.*” “*Diana Zuleta Martínez's ability to handle complex issues with clarity, anticipate risks and propose practical solutions makes her an indispensable, trusted adviser. In addition to her professional rigour, she is characterised by a close and accessible approach that provides great peace of mind, even in critical situations.*” Associate-to-watch **Esteban Restrepo Henao** is recognised for his work within the firm's labour and immigration team, assisting clients with hiring structures, employment agreements, internal policies and labour compliance issues. **Strengths:** “*Esteban Restrepo Henao demonstrates a high level of preparation and professionalism, combining knowledge, commitment and technical expertise to deliver efficient, client-focused solutions.*”

### **Pérez-Llorca**

#### **What the team is known for**

Spanish full-service law firm Pérez-Llorca houses a dynamic labour and employment practice in Colombia. The Bogotá-based department routinely advises national and multinational clients on a wide range of labour and employment mandates, ranging from review of internal labour policies and labour

advisory on corporate restructuring to employment terminations and benefits packages design. The legal team boasts additional expertise assisting with labour disputes.

#### **Strengths**

“*Pérez-Llorca has a highly qualified multidisciplinary team, enabling it to assess matters from different perspectives. This approach enhances responsiveness and allows for agile, well-rounded advice.*”

#### **Work highlights**

Pérez-Llorca represented Servicios Médicos Famedic in collective bargaining negotiations with the physicians' union AGMEV, addressing labour relations, union negotiations and workforce management matters.

#### **Notable practitioners**

Up-and-coming practitioner **Mauricio Montealegre León** receives solid market recognition for his expertise in the Colombian labour and employment arena. He regularly advises on notable termination cases. **Strengths:** “*Mauricio Montealegre is an outstanding lawyer and team leader. He is attentive to clients and has a deep understanding of labour and employment matters, strong business acumen and excellent responsiveness.*”

### **Philippi Prietocarrizosa Ferrero DU & Uría**

#### **What the team is known for**

Philippi Prietocarrizosa Ferrero DU & Uría is a regional full-service firm with experience working on various labour and employment matters. The Colombian office often advises on the labour considerations of acquisitions and liquidations, as well as on outsourcing matters and interactions with unions. Risk Consulting Colombia and Kroll are among the recent additions to the law firm's client roster.

#### **Strengths**

“*Philippi Prietocarrizosa Ferrero DU & Uría's lawyers are true experts in labour matters, consistently maintaining efficiency and high quality standards. The team is practical, flexible and responsive, and is always willing to provide creative legal solutions to any situation that arises.*”

#### **Work highlights**

Philippi Prietocarrizosa Ferrero DU & Uría represented Colombian Natural Resources I and Colombian Natural Resources III in 20 labour claims and related labour proceedings arising from a contractor's insolvency.

#### **Notable practitioners**

Head of department **Carolina Porras** has well-established experience in the areas of social security and labour and employment in Colombia. **Strengths:** “*Carolina Porras is a highly reliable lawyer, combining strong technical knowledge of labour matters with a friendly, approachable manner. She provides clear, practical and timely advice and shows a consistent commitment to top-quality service.*”

### **Serrano Martínez CMA**

#### **What the team is known for**

Serrano Martínez CMA boasts an active presence in the Colombian labour and employment market. The team advises national and international clients on a broad range of labour and employment matters, including workplace investigations, collective

labour and disciplinary issues, employee transfers and terminations, and workforce restructurings. The department also enjoys notable experience in social security and immigration matters, and is regularly instructed on labour litigation mandates. The team is frequently sought after by clients from a variety of sectors, including energy, technology, financial services, mining and manufacturing.

#### **Strengths**

“*Serrano Martínez CMA's high level of experience and expertise makes the team a trusted partner in achieving our organisation's objectives while mitigating employment risks. The team supports our business development efforts and helps us identify legal solutions and strategies that strengthen the company's commercial activities.*”

#### **Work highlights**

Serrano Martínez CMA acted for Compañía Minera Colombo Americana del Carbón in employment disputes arising from claims of unlawful dismissal, occupational accidents and occupational illnesses brought by 11 employees.

#### **Notable practitioners**

Co-head of department **Ana María Valdivieso** is an up-and-coming partner with a market-recognised practice, standing out in employment, labour, social security and immigration matters. She advises clients across the oil and gas, energy and mining sectors, among others. **Strengths:** “*Ana María Valdivieso combines outstanding technical mastery of Colombian labour law with strong commercial insight, delivering legally sound and strategically viable advice.*”

### **Other Ranked Lawyers**

Associate-to-watch **Rafael Abuchaibe** of Lloreda Camacho is recognised for his growing practice in labour and employment, with experience spanning regulatory compliance and the development of hiring structures. His work has earned strong endorsements from both clients and peers. **Strengths:** “*Rafael Abuchaibe stands out for his strong academic credentials, commitment to excellent service, responsiveness and strong interpersonal skills. He is an excellent professional of the highest calibre.*”

**Patricia Álvarez** of Pilonietalvarez Abogados Laboralistas comes highly recommended by interviewees for her experience assisting clients with labour and employment mandates. She enjoys expertise advising on wrongful termination cases. **Strengths:** “*Patricia Álvarez is highly regarded for her expertise, with a strong client base and well-established practice in the Bucaramanga region.*”

**Teresita Cardona García** of Sanclemente Fernández Abogados is specialised in labour and immigration law. **Strengths:** “*Teresita Cardona García is an excellent professional who offers a high level of sophistication and client service, supported by extensive experience and knowledge of the Colombian labour and employment field.*”

Head of department **Juan Camilo Casas** of Colombian boutique firm Casas Suárez is recognised for his expertise in labour and employment matters. He advises clients on individual and collective labour issues, including workforce formalisation, payroll optimisation and compensation structures.

**Strengths:** “Juan Camilo Casas Iannini stands out for his technical rigour, strategic vision and comprehensive approach to labour consulting. He combines in-depth legal knowledge with a practical understanding of the business environment to deliver agile, reliable solutions tailored to clients’ specific needs.”

**Adriana Escobar García** leads the employment practice at Escobar García. She is active in labour, social security and immigration matters in Colombia. **Strengths:** “Adriana Escobar García stands out for her strong and approachable leadership, being capable of inspiring and guiding her team with clarity, commitment and strategic vision.”

**Isabella Gandini** García of Cuatrecasas continues to receive strong feedback from peers and clients alike, who praise her labour and employment practice in Colombia. **Strengths:** “Isabella Gandini García brings a comprehensive business perspective and strong labour experience to complex mandate analyses.”

Head of department **Lina Gattás** of RAD/DF is recognised for her expertise in employment, social security and immigration law, advising domestic and international clients across sectors including fintech, e-commerce and the food service industry.

**Strengths:** “Lina Gattás is exceptionally approachable, with excellent knowledge of labour matters and a strong understanding of our history and business needs. She provides excellent client service and demonstrates strong commercial vision.”

**Juan Manuel Guerrero** of Guerrero & Asociados Asesores Laborales is a Bogotá-based practitioner enjoying noteworthy experience in the Colombian employment arena. **Strengths:** “Juan Manuel Guerrero stands out for his extensive experience, in-depth knowledge of labour law, particularly in collective matters, and strategic, business-oriented approach. He offers sound legal judgement, strong analytical skills and a personal commitment to achieving results for clients.”

Senior statesperson **José Roberto Herrera Vergara** of **José Roberto Herrera Vergara** Abogados remains revered by market commentators for his leading presence within the Colombian labour sphere. **Strengths:** “José Roberto Herrera Vergara is a recognised authority on labour law in Colombia.”

Partner **Camilo Mutis Téllez** of Deloitte possesses expertise in advising clients on both contentious and non-contentious aspects of the labour and employment area in Colombia. **Strengths:** “Camilo Mutis Téllez is an excellent labour practitioner with

extensive knowledge and sharp judgement that enable him to provide effective, tailored solutions to his clients.”

**Andrés Felipe Paz** co-heads the labour and employment department of Bogotá-based firm Gamboa, García, Roldán & Co. His experience encompasses individual and collective labour matters, including litigation, immigration and complex transactional mandates across industries. **Strengths:** “Andrés Felipe Paz offers strong command of labour law and the ability to address complex matters with clarity. He is highly responsive, delivering practical, business-oriented solutions, and brings a commercial perspective that makes him a trusted strategic partner.”

**Rodrigo Tannus** of Tannus & Asociados shows prowess in the Colombian employment area. He enjoys particular expertise assisting clients with immigration-related matters. **Strengths:** “Rodrigo Tannus is a professional with integrity and an exceptionally broad understanding of the Colombian labour field. He provides personalised service that fosters a close and trusting relationship throughout the process.”

## Life Sciences

| Life Sciences                                           |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Lloreda Camacho & Co                                    |
| <b>Band 2</b>                                           |
| Cavelier Abogados                                       |
| OlarteMoure                                             |
| <b>Band 3</b>                                           |
| Aristizábal y Jiménez Abogados                          |
| Aristizábal Abogados Consultores SAS                    |
| Dentons Cardenas & Cardenas                             |
| Pérez-Llorca                                            |
| Posse Herrera Ruiz                                      |
| * Indicates individual with profile.                    |
| ◇ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Lloreda Camacho & Co

##### What the team is known for

Lloreda Camacho & Co is a front-running practice that possesses outstanding capabilities across the Colombian life sciences arena. The law firm boasts considerable experience advising clients on regulatory matters, including sanitary registration, marketing authorisation and pricing issues, as well as data exclusivity and clinical trials. The legal team remains active representing clients before the INVIMA. Lloreda Camacho & Co boasts a stellar client roster of prominent international pharmaceu-

| Life Sciences                                          |
|--------------------------------------------------------|
| Leading Individuals                                    |
| <b>Band 1</b>                                          |
| Aristizábal Rubby Aristizábal y Jiménez Abogados       |
| Castro Ana María Lloreda Camacho & Co                  |
| <b>Band 2</b>                                          |
| Cardona Daniel Lloreda Camacho & Co                    |
| Olarte Carlos R OlarteMoure                            |
| Rincón Andrés Cavelier Abogados                        |
| <b>Band 3</b>                                          |
| Bonnett Mónica Legary IP (ORL) ◇                       |
| Mutter Karl Tandem Legal (ORL) ◇                       |
| <b>Band 4</b>                                          |
| Aristizábal Ricardo Aristizábal Abogados Consultores   |
| Castro Natalia & Castro Abogados (ORL) ◇               |
| Durán Adriana Durán Fernández Abogados (ORL) ◇         |
| Moreno Carlos MPR Moreno Advisors (ORL) ◇              |
| <b>Star associates</b>                                 |
| Pieschacón González Andrea Pérez-Llorca *              |
| <b>Associates to watch</b>                             |
| Gutiérrez Julieth Aristizábal Abogados Consultores SAS |
| Portilla Eliana Cavelier Abogados                      |

tical, medical device and biotechnology companies.

##### Strengths

“Lloreda Camacho & Co is a top-notch firm. The team possesses extensive knowledge of the health-care industry and the legal framework, enabling it to advise on highly complex and sophisticated life sciences matters.”

“Lloreda Camacho & Co has a knowledgeable,

highly skilled and interdisciplinary life sciences team. Its lawyers recommend the best options, understanding the company’s interests through data, experience, regulations and risk assessment, and demonstrate genuine interest in each project while providing excellent support.”

##### Work highlights

Lloreda Camacho & Co advised VIR Biotechnology & Amunix Pharmaceuticals on a portfolio of more than 25 conventional patent applications and PCT national phase applications relating to biotechnology and oncology technologies across various countries in Latin America, including Colombia.

##### Notable practitioners

Front-running practitioner and co-head of department **Ana María Castro** is held in high esteem for her life sciences practice in Colombia. **Strengths:** “Ana María Castro is one of the most experienced lawyers in the life sciences sector in Colombia, providing a high level of sophistication and client service. Her years of experience, industry knowledge and business acumen set her apart from other professionals.” “Ana María Castro is an excellent leader with extensive knowledge of the local environment and its strategic impact on pharmaceutical companies. She is highly skilled in patent and intellectual property matters, providing excellent strategic advice and drawing on extensive experience in managing complex projects.” **Daniel Cardona** continues to garner sterling praise from clients, who value his capabilities in the Colombian

life sciences sphere. He is routinely called upon by clients to assist with regulatory matters in the pharmaceutical sector. **Strengths:** *"Daniel Cardona is a highly reliable and detail-oriented professional who demonstrates strong technical capabilities, a practical approach to legal analysis, and a clear understanding of the business context, consistently providing timely and well-reasoned support."*

## Band 2

### Cavelier Abogados

#### What the team is known for

Cavelier Abogados possesses an experienced team with a dynamic life sciences practice in Colombia. The legal team stands out for advising clients that are active in the agricultural arena, including cannabis, coffee and animal feed companies, as well as international pharmaceutical groups. Cavelier Abogados is experienced in handling the registration of equipment, medical marijuana and pharmaceuticals before the competent authorities. The department's know-how extends to patent prosecution and protection.

#### Strengths

*"Cavelier Abogados is recognised for fostering close relationships with its clients, understanding their needs and interests, and demonstrating strong professional qualities across its life sciences team. Its lawyers focus on staying up to date and anticipating potential risk scenarios for their clients."*

#### Work highlights

Cavelier Abogados advised Takeda Pharmaceutical on patent prosecution and opposition matters relating to pharmaceutical compounds for sleep and neurological disorders in Colombia.

#### Notable practitioners

Solid partner and head of department **Andrés Rincón** garners praise from interviewees for his active presence in the Colombian life sciences market. He impresses commentators with his expertise advising on patent matters. **Strengths:** *"Andrés Rincón is a well-regarded lawyer with strong technical expertise in patent law and a remarkable ability to translate complex issues into clear, strategic recommendations. He stands out for his sound judgement, business acumen and practical approach."* Associate-to-watch **Eliana Portilla** is recognised for her expertise in patents within the Colombian life sciences field. **Strengths:** *"Eliana Portilla's knowledge and experience in life sciences make her a well-rounded professional at the forefront of the challenges faced by high-impact industries."*

### OlarteMoure

#### What the team is known for

OlarteMoure maintains a solid team that is commended for its work in the life sciences sphere. The law firm regularly acts for high-profile pharmaceutical clients in a range of matters and has expertise managing significant regional patent portfolios. The legal team also handles regulatory matters in Colombia, such as price regulation and test data protection enforcement. OlarteMoure is equipped to represent clients before the competent authorities, including the INVIMA.

#### Strengths

*"In the life sciences practice, OlarteMoure is among the prominent experts in Colombia and has a very strong team of lawyers. The team stays up to date with the Colombian regulatory environment and provides accurate advice."*

#### Work highlights

OlarteMoure advised Heidelberg Pharma Research on the management of a portfolio of more than 35 patent applications and additional patent filings across Latin America, including Colombia.

#### Notable practitioners

Esteemed practitioner Carlos Olarte remains highly active in assisting pharmaceutical clients in Colombia with their life sciences legal needs. He boasts particular expertise advising on regulatory and litigation patent mandates. **Strengths:** *"Carlos Olarte deserves special mention. He is a highly experienced professional with excellent industry connections and a deep understanding of client relationships in the life sciences sector, as well as being a strong leader and administrator within his firm."*

## Band 3

### Aristizábal y Jiménez Abogados

#### What the team is known for

Aristizábal y Jiménez Abogados is a well-regarded boutique firm specialising in life sciences matters in Colombia. The legal team demonstrates expertise in regulatory matters, including sanitary registrations, product compliance and regulatory challenges. The life sciences department also stands out for its experience before the INVIMA, particularly in product authorisations, life cycle amendments and administrative proceedings. The department typically advises manufacturers and suppliers in the pharmaceutical, medical device and food sectors.

#### Strengths

*"Aristizábal y Jiménez Abogados possesses deep expertise and knowledge of Colombian regulations which, combined with strong analytical skills, ensures outstanding handling of complex and sophisticated matters. The team is also always aligned with the business, seeking the best alternatives without neglecting the technical aspects of legal regulations."*

#### Notable practitioners

Distinguished practitioner **Rubby Aristizábal** is endorsed by market commentators for her solid expertise in handling regulatory work before the INVIMA. She enjoys a longstanding track record advising clients hailing from the health, medical technology and pharmaceutical sectors. **Strengths:** *"Rubby Aristizábal is an expert in the life sciences sector and addresses business needs effectively, always delivering outstanding client service and strong commercial vision."* *"Rubby Aristizábal is the key strategic lawyer, with extensive experience and a strong network in the Colombian life sciences sector. She is always focused on finding solutions for our company."*

### Aristizábal Abogados Consultores SAS

#### What the team is known for

Boutique law firm Aristizábal Abogados Consultores boasts a talented team well regarded for its expertise within the life sciences domain in Colombia.

The practice group is known for assisting national and multinational clients with regulatory compliance and sanitary registrations across various industries, such as healthcare, technology, and food and beverages.

#### Strengths

*"The main strengths of Aristizábal Abogados Consultores lie in its solid technical and regulatory life sciences knowledge and its ability to monitor and manage processes consistently, even in complex regulatory scenarios."*

#### Work highlights

Aristizábal Abogados Consultores assisted Barentz with the classification of tagatose as a prebiotic in Colombia.

#### Notable practitioners

Head of department **Ricardo Aristizábal** boasts strong feedback from clients who praise his expertise in the Colombian life sciences arena. He enjoys particular experience advising clients on sanitary registrations. **Strengths:** *"Ricardo Aristizábal stands out for his deep regulatory knowledge, particularly in complex matters. His experience allows him to address sophisticated issues with sound judgement and a comprehensive view of the regulatory framework and the business."* Associate-to-watch **Julieth Gutiérrez** boasts solid skills assisting clients with regulatory matters in the Colombian life sciences arena. **Strengths:** *"Julieth Gutiérrez stands out for her high level of commitment, constant follow-up and excellent responsiveness. She possesses a very solid understanding of procedures and processes before regulatory authorities."*

### Dentons Cardenas & Cardenas

#### What the team is known for

Established firm Dentons Cardenas & Cardenas receives market commendation for its prowess in Colombia's life sciences sphere. The legal department can claim expertise in medical patent prosecution and applications, sanitary registrations as well as regulatory advice for pharmaceutical companies in Colombia. The law firm is also called upon by clients from the food and beverage and technology sectors.

#### Strengths

*"Dentons Cardenas & Cardenas stands out for its attentiveness, responsiveness and strong life sciences expertise. The team also demonstrates solid commercial awareness through its knowledge of INVIMA procedures and regulations, as well as a strong understanding of the companies that require these services."*

#### Work highlights

Dentons Cardenas & Cardenas advised Health Net on the regulatory approval and health registration before the INVIMA of bortezomib, a chemotherapy drug used for the treatment of multiple myeloma.

#### Notable practitioners

Luz Helena Adarve is a key client contact at the firm.

### Pérez-Llorca

#### What the team is known for

Notable full-service firm Pérez-Llorca is well prepared to assist Colombian and multinational companies hailing from the food and beverage, pharmaceutical and medical devices industries with their regulatory life sciences needs. The legal team possesses demonstrable skills in handling patent



portfolios, sanitary registrations and certification of goods manufacturing practices.

#### Strengths

*"Pérez-Llorca's main strengths lie in its high level of specialisation in health regulatory matters and its in-depth knowledge of INVIMA's requirements and processes. This allows the team to manage procedures efficiently, reducing processing times and minimising risks."*

#### Work highlights

Pérez-Llorca advised Glenmark Pharmaceuticals on technical responses and health registration approvals for multiple medicinal products before the INVIMA in Colombia.

#### Notable practitioners

Star associate **Andrea Pieschacón González** is highly regarded in the Colombian life sciences sector for her regulatory expertise. **Strengths:** *"Andrea Pieschacón González demonstrates a high level of technical skill and knowledge of regulatory processes, enabling her to manage procedures with INVIMA effectively. She excels in the quality of her document review and her understanding of requirements."* *"Andrea Pieschacón González has robust experience in the life sciences practice, adapts very well to different situations, and provides accurate advice regarding requests and specific needs."* *"It is a pleasure to work with Andrea; she always has a smile and is constantly striving to improve the services that she and her team provide. She is always available whenever we need her."*

#### Posse Herrera Ruiz

##### What the team is known for

Posse Herrera Ruiz is a well-known full-service firm that is adept at counselling on a range of life sciences matters in Colombia. The legal department boasts experience in advising cannabis companies on Colombian regulation, licence applications and intellectual property. Posse Herrera Ruiz is also known for handling prosecution of chemical, industrial design and medicinal patents.

##### Strengths

*"Posse Herrera Ruiz offers an excellent and timely service. The team acts as an adviser on health regulatory matters, always providing attentive support and responding to all our questions in the best possible way, demonstrating strong capabilities throughout."*

##### Work highlights

Posse Herrera Ruiz advised Playa Spirits on sanitary registration amendments for four alcoholic beverages and obtained registration for a premium tequila product before the INVIMA in Colombia.

##### Notable practitioners

Helena Camargo is a key client contact at the firm.

#### Other Ranked Lawyers

Partner **Mónica Bonnett** of Legary IP garners impressive market recognition for her well-grounded life sciences practice in Colombia. **Strengths:** *"Mónica Bonnett has an incredible track record. She is a mark of quality and a reference point in Colombia, bringing strong experience and valu-*

*able knowledge in life sciences and patent matters, which gives confidence to her clients."*

**Natalia Castro** of &castro Abogados boasts extensive life sciences experience in Colombia. She assists clients with their sanitary registrations, regulatory mandates and patent issues. **Strengths:** *"Natalia Castro has extensive experience and considerable expertise in the life sciences sector. She has been a relevant figure for more than 30 years through her interactions with health authorities."*

**Adriana Durán** of Durán Fernández Abogados is well versed in handling the regulatory aspects of life sciences matters in Colombia. **Strengths:** *"Adriana Durán is an exceptional practitioner who delivers excellent client service and demonstrates strong knowledge and interpersonal skills. She has the ability to solve complex problems and explain them to clients in a simple way – something we have rarely found in other lawyers."*

Solid partner and co-head of department **Carlos Moreno** of MPR Moreno Advisors is recognised for his involvement in the Colombian life sciences arena. **Strengths:** *"Communication with Carlos Moreno is very pleasant, and he provides excellent client service and strong commercial awareness."*

**Karl Mutter** of Tandem Legal elicits recognition from interviewees for his life sciences practice in Colombia. He is particularly praised for his regulatory expertise in the area. **Strengths:** *"Karl Mutter is an expert lawyer in the life sciences field whose opinions reflect his deep knowledge of the sector. He connects with clients by understanding their operations and concerns, enabling him to propose alternatives and solutions tailored to their needs."*

## Projects

| Projects                                                       |
|----------------------------------------------------------------|
| Leading Firms                                                  |
| <b>Band 1</b>                                                  |
| Brigard Urrutia                                                |
| Cuatrecasas                                                    |
| Durán & Osorio, Abogados Asociados                             |
| Philippi Prietocarrizosa Ferrero DU & Uría                     |
| <b>Band 2</b>                                                  |
| Arrieta Mantilla & Asociados                                   |
| Garrigues                                                      |
| Posse Herrera Ruiz                                             |
| <b>Band 3</b>                                                  |
| Castro Leiva Abogados                                          |
| Dentons Cardenas & Cardenas                                    |
| Pérez-Llorca                                                   |
| Rincón Castro Abogados                                         |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

#### Band 1

##### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is an outstanding full-service firm that boasts an esteemed projects team which is equally adept at advising lenders and sponsors on

leading projects in Colombia. The department offers exceptional experience counselling Colombian and international concessionaires on the financing and structuring of high-profile projects, including toll roads and transportation systems. The department possesses significant know-how dealing with 4G infrastructure projects, as well as representing clients involved in the development of the Bogotá metro.

##### Strengths

*"Brigard Urrutia is an excellent law firm to work with. I like that it is commercial and knowledgeable about the Colombian market, and it provides more than just legal advice on contracts. It knows the infrastructure sector, project finance and funders, which is key to our objectives."*

*"Brigard Urrutia has a diligent and knowledgeable projects team with a strong track record in project financing. It is commercial and pragmatic, and its experienced lawyers help resolve issues effectively."*

##### Work highlights

Brigard Urrutia advised Bancolombia on the financing of C2, an investment platform for renewable energy projects, involving 17 photovoltaic solar plants with installed capacity exceeding 373 MWdc.

##### Notable practitioners

Respected partner **César Rodríguez** is particularly skilled in the Colombian project finance arena. He has experience assisting clients with a wide range of matters, including loan agreements and structuring of financing for infrastructure projects. **Strengths:** *"César Rodríguez is an excellent member of the Brigard Urrutia team. He handles project financing matters with a high level of professionalism and commitment, and provides a high level of sophistication in his work."* Dynamic partner **Sebastián Lora** is recognised for his work in Colombia's projects and infrastructure sector, particularly advising lenders on project finance mandates. **Strengths:** *"Sebastián Lora is a well-rounded professional who is efficient and has a good command of his team and his clients' needs. I feel very comfortable working with him."* Managing partner **Carlos Umaña Trujillo** stands out for his activity in the projects and infrastructure sector in Colombia, and boasts additional expertise in public procurement, utility law and natural resources law. **Strengths:** *"Carlos Umaña Trujillo has spent his entire career in the sector and brings extensive experience from working on some of Colombia's largest projects. Working with him adds value and inspires confidence."* Up-and-coming practitioner **Mario Alejandro Forero** con-

| Projects                                                                |
|-------------------------------------------------------------------------|
| Leading Individuals                                                     |
| <b>Band 1</b>                                                           |
| Durán Leal Álvaro Mauricio <i>Durán &amp; Osorio, Abogados</i>          |
| Mantilla Padilla Álvaro <i>Arrieta Mantilla &amp; Asociados</i>         |
| Quinche Manuel F. <i>Cuatrecasas *</i>                                  |
| <b>Band 2</b>                                                           |
| Castro Pineda Marcela <i>Castro Leiva Abogados</i>                      |
| Di Terlizzi Jorge <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> |
| Espinosa Adriana <i>Garrigues</i>                                       |
| Gasca Álvaro <i>Durán &amp; Osorio, Abogados Asociados</i>              |
| Rodríguez César <i>Brigard Urrutia</i>                                  |
| <b>Band 3</b>                                                           |
| Castro Miguel <i>Rincón Castro Abogados</i>                             |
| Gaviria Juan Fernando <i>Philippi Prietocarrizosa Ferrero</i>           |
| Jaramillo Pablo <i>Dentons Cardenas &amp; Cardenas</i>                  |
| Larrahondo Paola <i>Pérez-Llorca *</i>                                  |
| Noguera Francisco <i>Garrigues</i>                                      |
| Padilla Carlos <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i>    |
| Puentes Juan Carlos <i>Cuatrecasas</i>                                  |
| Vásquez Cristina <i>Posse Herrera Ruiz</i>                              |
| <b>Band 4</b>                                                           |
| Albarrán Jesús <i>Posse Herrera Ruiz</i>                                |
| Arango Natalia <i>Cuatrecasas</i>                                       |
| Lora Sebastián <i>Brigard Urrutia</i>                                   |
| Saa Juliana <i>Holland &amp; Knight (ORL) ♦</i>                         |
| Sánchez García Carlos Andrés <i>CMS (ORL) ♦</i>                         |
| Umaña Trujillo Carlos <i>Brigard Urrutia</i>                            |
| <b>Up-and-coming individuals</b>                                        |
| Forero Mario Alejandro <i>Brigard Urrutia</i>                           |
| Herrera Felipe <i>Durán &amp; Osorio, Abogados Asociados</i>            |
| <b>Star associates</b>                                                  |
| Angulo Nicolás <i>Garrigues</i>                                         |
| <b>Associates to watch</b>                                              |
| Fierro Iván <i>Garrigues</i>                                            |
| Ucrós Pinzon Juan Antonio <i>Pérez-Llorca *</i>                         |
| <small>* Indicates individual with profile.</small>                     |
| <small>♦ (ORL) = Other Ranked Lawyer.</small>                           |
| <small>Alphabetical order within each band. Band 1 is highest.</small>  |

tinues to earn strong interviewee endorsements regarding his capabilities in the Colombian projects sector. **Strengths:** “Mario Alejandro Forero’s practical knowledge of the local market, combined with his technical and legal expertise, allows us to adapt our strategies to the Colombian way of doing business and successfully manage negotiations with contractors and authorities.” “Mario Alejandro Forero’s practical knowledge of the local market, combined with his technical and legal expertise, allows us to adapt our strategies to the Colombian way of doing business and successfully manage negotiations with contractors and authorities.”

## Cuatrecasas

### What the team is known for

Cuatrecasas is a respected international firm showing notable expertise advising domestic and international clients on project development in Colombia. The Bogotá-based team routinely represents private lenders, as well as well-known institutional investors and funds, in the financing of infrastructure projects. The department also has prowess advising on PPPs and concession contracts for public infrastructure projects. Cuatrecasas’ client roster spans sectors including banking, investment funds and energy.

### Strengths

“Cuatrecasas stands out for having the most well-

rounded and powerful infrastructure practice in Colombia. Its client service is exceptional and always handled by the partners, which allows a more in-depth understanding of the projects and their key objectives.”

“Cuatrecasas demonstrates a deep understanding of transactional matters, enabling it to anticipate risks, structure complex solutions and support critical decisions from a holistic perspective. The team does not simply identify legal issues but proposes viable alternatives aligned with the client’s business objectives.”

### Work highlights

Cuatrecasas advised Concesión Túnel Aburrá-Oriente on the financing for the expansion of the Aburrá Oriente Concession Project in Colombia.

### Notable practitioners

Front-running practitioner Manuel Quinche has considerable experience advising on an array of projects matters, including those relating to transport and energy infrastructures. He is particularly esteemed for his expertise on project finance mandates in Colombia. **Strengths:** “Manuel Quinche is a standout project finance lawyer. He is undoubtedly the go-to person for projects in Colombia.” “Manuel Quinche is an exceptional lawyer with strategic vision and extensive market knowledge. His experience and sound judgement are key to the structuring and execution of complex transactions, and his leadership reflects the consistency and quality of his team’s work.” Juan Carlos Puentes showcases a notable practice in Colombia assisting with the structuring and financing of infrastructure projects. He is well placed to advise clients in the banking sector. **Strengths:** “Juan Carlos Puentes is an exceptional lawyer with a solid track record and extensive experience in complex financings. His judgement inspires confidence and his support is key to the successful completion of transactions.” Key partner Natalia Arango continues to garner praise from interviewees for her knowledge of infrastructure and energy projects. She is frequently called upon by clients in the energy, banking and transport sectors. **Strengths:** “Natalia Arango is known for her technical expertise and the confidence she brings to the matters she handles. Her practical, business-oriented approach helps ensure the successful completion of transactions.”

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## Durán & Osorio, Abogados Asociados

### What the team is known for

Durán & Osorio, Abogados Asociados fields a strong bench of noted practitioners that are regularly seen advising on the structuring and development of key infrastructure projects via PPP agreements in Colombia. The legal team’s experience spans social infrastructure developments such as hospitals and waterways, as well as transport links, such as highways, urban train lines and the Bogotá metro project.

### Strengths

“Durán & Osorio Abogados Asociados has a strong reputation and extensive knowledge of operational issues and administrative procedures, which enables the firm to provide accurate advice on company operations and dealings with public entities and their projects.”

“Durán & Osorio Abogados Asociados’ specialised knowledge of administrative law, applied strategi-

cally to the business, sets them apart. The team has a deep understanding of the business model and incorporates legal, financial and operational considerations, making its recommendations and support highly valuable.”

### Work highlights

Durán & Osorio, Abogados Asociados advised Odinsa Aeropuertos on the legal structuring and submission of a public-private partnership proposal for the expansion, operation and maintenance of El Dorado International Airport in Bogotá.

### Notable practitioners

Stellar partner Álvaro Mauricio Durán Leal represents a number of eye-catching clients, including several notable construction companies. He is also engaged by an impressive roster of public entities in PPP bidding processes, agreements and project structuring in Colombia. **Strengths:** “Having Álvaro Mauricio Durán Leal’s support on our projects guarantees legal quality and strategic soundness in decision-making.” “Álvaro Mauricio Durán Leal’s service is excellent. He is a well-rounded professional with extensive knowledge and experience, which he puts at the service of the project and its promoter.” “Álvaro Mauricio Durán Leal’s service is excellent. He is a well-rounded professional with extensive knowledge and experience, which he puts at the service of the project and its promoter.” Álvaro Gasca is frequently found assisting clients with the construction of social infrastructure projects under PPP schemes in Colombia. He enjoys experience advising clients hailing from a wide range of sectors, including the transportation, health and culture industries. **Strengths:** “Álvaro Gasca is an excellent and insightful adviser who provides strong client service.” Up-and-coming partner Felipe Herrera enjoys market endorsement for his activity in project structuring and PPP projects in Colombia. **Strengths:** “Felipe Herrera’s deep legal knowledge, complemented by a solid understanding of financial and operational matters, makes him a key and highly valuable asset to our external legal team.”

## Philippi Prietocarrizosa Ferrero DU & Uría

### What the team is known for

Philippi Prietocarrizosa Ferrero DU & Uría has an excellent track record advising significant clients on a range of important projects mandates in Colombia. The highly skilled team is often found acting on the lender side of complex project financing cases, and represents leading banks and multilateral groups. The department is equally adept at advising key concessionaires, and it is particularly well placed to counsel on the structuring of PPP agreements, with a special focus on 4G toll road projects.

### Strengths

“Philippi Prietocarrizosa Ferrero DU & Uría stands out for its experience: its involvement in numerous projects gives it a strong understanding of the sector. With highly capable lawyers, their expertise translates into excellent results.”

“They have professionals with extensive experience and networking skills, which allows them to provide a high level of service on matters of administrative law, government contracting, infrastructure and projects.”

### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uría advised

Concesionario Sencia on the long-term financing of Bogotá's El Campín stadium redevelopment project, structured under a public-private partnership agreement.

#### Notable practitioners

**Jorge Di Terlizzi** boasts remarkable prowess representing blue-chip international financial institutions in the financing of large-scale projects in Colombia. He is frequently involved in assisting clients with a wide range of infrastructures, including ports, airports and toll roads. **Strengths:** "Jorge Di Terlizzi is a highly experienced professional. His openness and creativity in identifying practical alternatives help move the process of our projects forward effectively." **Juan Fernando Gaviria** is routinely instructed by banks in the financing of large-scale projects. He is particularly highlighted for his expertise in 4G projects in Colombia. **Strengths:** "Juan Fernando Gaviria is a readily available adviser. He demonstrates a capacity for response that comes with seniority, which is difficult to find elsewhere." Dynamic partner **Carlos Padilla** enjoys a practice focused on infrastructure, information technology projects and PPP matters. He is regularly sought out by local and international clients hailing from the energy, transport and telecommunications industries. **Strengths:** "Carlos Padilla is an exceptionally astute lawyer with extensive experience advising on the financing of large infrastructure projects across the region. He has a strong track record and consistently proposes innovative and well-considered strategies that align with my company's interests."

## Band 2

### Arrieta Mantilla & Asociados

#### What the team is known for

Arrieta Mantilla & Asociados is a well-regarded practice group that is routinely retained to advise high-profile concessionaires, both Colombian and international, on a range of projects matters. The law firm offers noteworthy experience advising on the structuring of large-scale infrastructure projects, dealing with the execution of concession contracts, including EPC and PPP agreements. The team is especially active working on road construction mandates, including 4G projects.

#### Strengths

"Arrieta Mantilla & Asociados has extensive expertise in advising on privately initiated public-private partnership projects. The firm has a strong team that consistently meets our requirements as clients, with every member demonstrating the level of knowledge and experience we expect."

#### Work highlights

Arrieta Mantilla & Asociados advised Corficolombiana's subsidiaries on concession, PPP and EPC contracts.

#### Notable practitioners

Outstanding partner **Alvaro Mantilla Padilla**'s practice spans a wide range of relevant projects issues in Colombia, and he has particular expertise advising on the execution of EPC contracts. **Strengths:** "Álvaro Mantilla Padilla is highly regarded for his knowledge and experience. His client service is outstanding and the level of sophistication in his work is high." "Whenever Álvaro Mantilla Padilla is involved in a project, his professionalism stands out. He is

highly skilled, exceptionally knowledgeable and brings a wealth of experience."

### Garrigues

#### What the team is known for

Garrigues possesses a flourishing outfit in Colombia that benefits from the law firm's significant international reach. The Bogotá-based department acts across project finance and development mandates pertaining to toll roads, ports and airports as well as energy and social infrastructures. It supports a broad range of clients that include key multinational banking and finance institutions.

#### Strengths

"The team at Garrigues is highly professional and exceptionally knowledgeable. They are particularly effective negotiators and, when representing us, remain firmly focused on protecting the client's interests."

#### Work highlights

Garrigues advised Rutas del Valle, as concessionaire, on the construction, rehabilitation, operation and maintenance of the Nueva Malla Vial del Valle del Cauca – Cali and Palmira Access Corridor road infrastructure project.

#### Notable practitioners

Highly regarded partner **Adriana Espinosa** benefits from longstanding experience in the Colombian projects space. She is skilled at handling project financing and construction contracts in the Colombian infrastructure sector. **Strengths:** "Adriana Espinosa is a highly experienced and distinguished lawyer. She has extensive experience and is undoubtedly one of the best practitioners in Colombia." Co-head of department **Francisco Noguera** is an active practitioner in project mandates in Colombia. He is frequently seen advising clients on infrastructure project financing and refinancing for toll roads and other public transport areas. **Strengths:** "Francisco Noguera has a clear understanding of the business and is very good at managing relationships with clients and counterparties, which is particularly helpful in times of high tension." Active practitioner **Iván Fierro** is an associate-to-watch who advises on the structuring of public-private projects, as well as the contractual management of public and private infrastructure and transport contracts. **Strengths:** "Iván Fierro is a strategic, solution-oriented lawyer with a strong grasp of projects." Star associate **Nicolás Angulo** continues to receive outstanding praise from market commentators for his dynamic activity in the Colombian projects arena. He is frequently sought after by clients from the banking sector. **Strengths:** "Nicolás Angulo provides exceptional service, standing out for his prompt and effective responses, which allow critical projects to move forward without delays." "Nicolás is a great lawyer, always willing to support and fight whatever battles are necessary to defend his clients' interests, always with very strong arguments." "Nicolás Angulo handles the financing of projects with strong commercial vision, great professionalism and a positive attitude."

### Posse Herrera Ruiz

#### What the team is known for

Posse Herrera Ruiz is a well-known full-service firm with an established projects team, which is frequently seen representing key lenders and spon-

sors in project financing mandates in Colombia. The department advises private funds, banks and construction companies on infrastructure investments, and has an active involvement in 4G projects. Posse Herrera Ruiz's experience includes assisting clients with public tender processes and concession agreements, as well as project structuring. The law firm is also adept at advising concessionaires on developments in the transport area.

#### Strengths

"Posse Herrera Ruiz's team demonstrates a deep understanding of our business and consistently provides practical, commercially viable solutions to support our development. It delivers outstanding advice on financing transactions and is highly available and responsive, even in critical situations."

#### Work highlights

Posse Herrera Ruiz advised Consorcio Ruta 40, comprising Vinci Construction Terrassement and Vinci Construction Grands Projets, on the EPC contract for the Bogotá-Girardot third-lane expansion project.

#### Notable practitioners

Dynamic practitioner **Cristina Vásquez** continues to be endorsed by interviewees for her knowledge and experience within the Colombian projects arena. She possesses expertise advising on a wide range of mandates, including PPP, project structuring, concessions and financing matters. **Strengths:** "Cristina Vásquez demonstrates exceptional expertise in managing projects throughout their entire life cycle, from conception to execution. Her deep understanding of the infrastructure sector, combined with her ability to anticipate and respond to clients' needs, distinguishes her as a highly capable professional." **Jesús Albarrán** is endorsed by market commentators for his remarkable activity in Colombia's projects sphere. He boasts expertise in concession and project financing matters, particularly advising clients from the infrastructure and energy sectors. **Strengths:** "Jesús Albarrán combines in-depth technical knowledge and strategic vision, which allows us to anticipate risks and optimise the operational structure. His recommendations are always clear, timely and tailored to the company's business and sector."

## Band 3

### Castro Leiva Abogados

#### What the team is known for

Castro Leiva Abogados is a notable firm demonstrating a solid track record representing both Colombian and international concessionaires in infrastructure projects, with a focus on roads. The law firm is adept at handling project financing and structuring matters, as well as acquisitions and sales of stakes in existing projects.

#### Strengths

"Castro Leiva Abogados has a strong understanding of the legal issues that may arise between concessionaires and the Colombian National Infrastructure Agency. Their highly qualified team of professionals provides exceptional support."

#### Work highlights

Castro Leiva Abogados advised Unión Vial Camino del Pacífico on the structuring and financial closing of the Buga-Buenaventura 5G road infrastructure



project in Colombia.

#### Notable practitioners

Experienced practitioner **Marcela Castro Pineda** is co-head of Castro Leiva Abogados' projects and infrastructure department. She has experience advising local and international companies on project contracts, finance and dispute resolution. **Strengths:** "Marcela Castro Pineda is a highly knowledgeable and experienced practitioner who provides outstanding client service. She is an excellent professional whom I trust completely."

#### Dentons Cardenas & Cardenas

##### What the team is known for

Dentons Cardenas & Cardenas is a well-regarded full-service firm with a talented projects department that is frequently retained by a range of clients for work in the Colombian projects space. The team demonstrates expertise in handling matters involving public tenders, EPC contracts and project development. It is often sought out by clients from the natural resources, financial and transportation sectors.

##### Strengths

"Dentons Cardenas & Cardenas' lawyers are flexible and creative in implementing adjustments as required by the project. They have a complete and strategic vision of the business, which facilitates the implementation and design of the agreements required for this type of transaction."

##### Work highlights

Dentons Cardenas & Cardenas advised Société de Promotion et de Participation pour la Coopération Économique and Financiera de Desarrollo Nacional on the financing and refinancing of an operating concessionaire of the mass public transport system of Cartagena de Indias.

##### Notable practitioners

Dynamic partner **Pablo Jaramillo** has experience advising on structuring and finance matters relating to transportation and power generation facilities projects. **Strengths:** "Pablo Jaramillo is an assertive lawyer with a keen business acumen. He is always willing to listen to his clients and propose solutions that consider the needs of all parties, while safeguarding his clients' interests."

#### Pérez-Llorca

##### What the team is known for

Pérez-Llorca is a well-established projects practice group that is commended for providing full-service legal support to clients from the Colombian

banking, energy and transportation sectors. The law firm provides guidance on PPP contracts and related regulatory issues, as well as on project finance and project acquisition matters.

##### Strengths

"Pérez-Llorca's team is highly technically proficient, works in a coordinated and collaborative manner with its clients and inspires confidence in closely scrutinised processes. Its service and responsiveness are excellent, and the team remains exceptionally agile even at critical stages of the process."

##### Work highlights

Pérez-Llorca advised IDOM Consulting, Engineering, Architecture, supporting International Finance Corporation and Empresas Públicas de Medellín, on the structuring of a waste-to-energy project in Medellín, including the selection of the legal and commercial framework for its development and operation.

##### Notable practitioners

Dynamic partner **Paola Larrahondo** continues to showcase notable activity on relevant project mandates. She is routinely retained by concessionaires, public entities and investors to advise on the development and financing of infrastructure projects and agreement of public-private partnerships.

**Strengths:** "Paola Larrahondo has a remarkable ability to quickly grasp complex matters, identify key risks and propose clear, actionable solutions. She also skilfully combines strategic vision with meticulous attention to detail, making her highly effective in high-pressure situations and large-scale projects." Associate-to-watch Juan Antonio Ucrós continues to be recognised for his remarkable activity within the Colombian project arena. He advises public and private clients on an array of project mandates, including PPP and infrastructure-related matters. **Strengths:** "Juan Antonio Ucrós is a solutions-oriented lawyer, and he leads the teams under his supervision very effectively. He has helped bring our projects to a successful conclusion."

#### Rincón Castro Abogados

##### What the team is known for

Rincón Castro Abogados houses a specialised team of projects lawyers in Colombia and is praised for its acumen advising clients from the transport, energy and infrastructure industries. The legal department can claim expertise on concession contracts and PPP agreements for a wide range of projects, including transport and social infrastructure. The firm is also well equipped to represent cli-

ents on potential litigation and arbitration with the National Infrastructure Agency.

##### Strengths

"Rincón Castro Abogados has extensive knowledge of this type of business, as road concessions are a specialised operating model that not all professionals fully understand. The firm's solid experience enables us to work smoothly and without difficulties, and its deep understanding of the sector is evident."

##### Work highlights

Rincón Castro Abogados advised Lagos de Torca, a trust established by the Mayor's Office of Bogotá, on procurement procedures and public works contracts relating to the Lagos de Torca urban development project.

##### Notable practitioners

Experienced practitioner **Miguel Castro** continues to receive significant praise from clients for his prowess in Colombia's projects sector. He is particularly active advising on PPP projects for infrastructure clients. **Strengths:** "Miguel Castro is an excellent lawyer with a mastery of legal matters, a thorough understanding of the road concession scheme and strong commercial skills."

#### Other Ranked Lawyers

**Juliana Saa** of Holland & Knight continues to receive praise from interviewees for her grasp of project mandates in Colombia. She boasts experience in financing energy projects and infrastructure such as toll roads. **Strengths:** "Juliana Saa is an excellent lawyer who effortlessly demonstrates her expertise in project finance and infrastructure, inspiring confidence in her advice. She possesses exceptional analytical skills and consistently secures the best possible terms for us as clients."

**Carlos Andrés Sánchez García** of CMS Rodríguez-Azuero is well versed in infrastructure mandates, and regularly advises on the development of hospital and road maintenance projects in Colombia. **Strengths:** "Carlos Andrés Sánchez García provides an exceptional service, standing out for his responsiveness, agility and high level of involvement. He has an outstanding ability to handle highly complex issues, combining in-depth technical knowledge with a clear strategic vision."

## Public Law

| Public Law                                               |
|----------------------------------------------------------|
| Leading Firms                                            |
| <b>Band 1</b>                                            |
| Arrieta Mantilla & Asociados                             |
| Durán & Osorio, Abogados Asociados                       |
| <b>Band 2</b>                                            |
| Castro Leiva Abogados                                    |
| Esguerra JHR                                             |
| Pérez-Llorca                                             |
| <b>Band 3</b>                                            |
| Brigard Urrutia                                          |
| Dentons Cardenas & Cardenas                              |
| Garrigues                                                |
| Medellín & Durán Abogados                                |
| Naranjo Vallejo Abogados S.A.S                           |
| Pombo Caballero Abogados                                 |
| Rincón Castro Abogados                                   |
| <b>Senior Statespeople</b>                               |
| <b>Senior Statespeople:</b> distinguished older partners |
| Arrieta Padilla Carlos Gustavo Arrieta Mantilla          |
| Esguerra Portocarrero Juan Carlos Esguerra JHR           |
| Palacios Mejía Hugo Palacios Lleras (ORL) ◇              |
| <b>Leading Individuals</b>                               |
| <b>Band 1</b>                                            |
| Durán Leal Álvaro Mauricio Durán & Osorio, Abogados      |
| Leiva José Ignacio Castro Leiva Abogados                 |
| <b>Band 2</b>                                            |
| De Vivero Arciniegas Felipe De Vivero (ORL) ◇            |
| Espinosa Adriana Garrigues                               |
| Mier Barros Patricia Mier Barros Abogados (ORL) ◇        |
| Villaquirán Yady Arrieta Mantilla & Asociados            |
| <b>Band 3</b>                                            |
| Cepeda Manuel José Law Offices of Manuel (ORL) ◇         |
| Larrahondo Paola Pérez-Llorca *                          |
| Medellín Carlos Medellín & Durán Abogados                |
| Palacio María Teresa Arrieta Palacio Abogados (ORL) ◇    |
| Pombo Cajiao Rodrigo Pombo Caballero Abogados            |
| Umaña Trujillo Carlos Brigard Urrutia                    |
| Zuleta Ximena Dentons Cardenas & Cardenas                |
| <b>Band 4</b>                                            |
| Carvajal Carlos Lloreda Camacho & Co (ORL) ◇             |
| Castro Pineda Marcela Castro Leiva Abogados              |
| Chemás Jorge Eduardo Chemás & Asociados (ORL) ◇          |
| Eduardo Naranjo Carlos Naranjo Vallejo Abogados *        |
| Gasca Álvaro Durán & Osorio, Abogados Asociados          |
| Muñoz Tamayo Diego Muñoz Tamayo (ORL) ◇                  |
| Mutis Téllez Felipe Rincón Castro Abogados               |
| Piquero Villegas Felipe Piquero Legal (ORL) ◇            |
| Taboada Gabriel Durán & Osorio, Abogados Asociados       |
| Tirado Navarro Jorge Rincón Castro Abogados              |
| <b>Up-and-coming individuals</b>                         |
| Caballero Duque María Paula Pombo Caballero              |
| Nieto Adriana Esguerra JHR                               |
| <b>Associates to watch</b>                               |
| Ucrós Pinzon Juan Antonio Pérez-Llorca *                 |

\* Indicates individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

## Band 1

## Arrieta Mantilla &amp; Asociados

## What the team is known for

Arrieta Mantilla & Asociados has an outstanding department that is renowned for handling complex

contentious and non-contentious public law mandates in Colombia. The law firm is sought after to assist with public procurement processes in the advertising space on public transport. The market-leading department advises on financial matters relating to state contracts. Arrieta Mantilla & Asociados is highly efficient dealing with administrative proceedings and disputes, including judicial review cases as well as arbitration procedures.

## Strengths

"Arrieta Mantilla & Asociados has been very helpful to us. A key strength of the firm is its ability to provide integrated advice; in addition to its strong command of public law and concession contract matters, the team also handles disputes and arbitration proceedings effectively across their various stages."

"Arrieta Mantilla & Asociados are specialists in public law and public procurement, which makes their analyses both complete and reliable. Their key strengths are their close relationship with clients, specialisation and rigour in their work."

## Work highlights

Arrieta Mantilla & Asociados represented Comcel in two parallel proceedings, an arbitration and an administrative proceeding, arising from a dispute with the Ministry of Information and Communications Technologies regarding payments under a legal stability contract.

## Notable practitioners

Senior statesperson **Carlos Gustavo Arrieta Padilla** offers over four decades of experience advising clients on contentious-administrative mandates, as well as assisting state entities with their public law mandates in Colombia. **Strengths:** "When Carlos Gustavo Arrieta Padilla gets personally involved in a matter from the beginning, his personal attention makes all the difference in how it is handled." Reputable practitioner **Yady Villaquirán** is commended by respondents for her experience advising on contentious-administrative mandates in Colombia. She is well placed to advise clients hailing from a wide range of industries, including the infrastructure and financial sectors. **Strengths:** "Yady Villaquirán's in-depth knowledge of public law matters and her business vision give clients confidence in achieving successful outcomes."

## Durán &amp; Osorio, Abogados Asociados

## What the team is known for

Durán & Osorio, Abogados Asociados maintains a leading position in the Colombian public law area. Its deep bench of noted practitioners remains a first port of call for public entities, including ministries and state-owned banks and companies. The department offers extensive know-how across an array of public law matters, including public procurement and intervention in state-owned companies, as well as on contentious mandates.

## Strengths

"Durán & Osorio Abogados Asociados is a spectacular law firm that provides strong support and is highly recommended. Its knowledge and expertise, together with the way it delivers its services, provide the value clients need."

"Durán & Osorio Abogados Asociados provides

assertive recommendations to protect contracts across a range of situations, drawing on its knowledge and experience. Its advice is accurate, direct and conclusive, giving clients confidence in its legal opinions."

## Work highlights

Durán & Osorio, Abogados Asociados advised Instituto de Desarrollo Urbano, Bogotá District's government agency overseeing the development of the public space in the city, on public-private partnership, public law and state contracting matters relating to major urban transport and public works projects.

## Notable practitioners

Outstanding partner **Álvaro Mauricio Durán Leal** is widely revered for his longstanding presence in the Colombian public law field. He has extensive experience assisting clients hailing from the infrastructure sector. **Strengths:** "Álvaro Mauricio Durán Leal is a leading practitioner who provides outstanding client service and a high level of sophistication in his work." "Álvaro Mauricio Durán Leal is at the top of his profession." **Álvaro Gasca** is recognised by commentators for his activity in the Colombian public law space. He is acknowledged for his experience in assisting clients with both contentious and non-contentious matters, which include concession agreements, public tender processes and administrative procedures. **Gabriel Taboada** continues to provide a solid practice advising clients across contentious and non-contentious public law mandates in Colombia. He regularly assists clients with administrative litigation, public tender processes and analysing constitutional frameworks. **Strengths:** "Gabriel Taboada has great strategic knowledge and a clear focus on the business, which allows him to achieve great results."

## Band 2

## Castro Leiva Abogados

## What the team is known for

Castro Leiva Abogados' public law team assists clients with procurement mandates across infrastructure works and public transportation, including advising on novel tramway projects in Colombia. The law firm is also well placed to provide audits on the performance of concession contracts and projects, and the team also represents clients in administrative litigation.

## Strengths

"Castro Leiva Abogados' main strengths lie in its high level of technical expertise, its in-depth knowledge of the regulatory and contractual framework applicable to concession agreements and the public utilities sector, and its ability to develop comprehensive legal solutions aligned with clients' objectives."

## Work highlights

Castro Leiva Abogados acted for Zemobility regarding public transport concession contracts and the bidding process for the renewal of Bogotá's electric bus fleet.

## Notable practitioners

Powerhouse partner **José Ignacio Leiva** is recognised for his expertise in contentious public

law mandates. He is also active in non-contentious work, including public tenders in Colombia.

**Strengths:** “José Ignacio Leiva understands our needs, addresses them effectively in court and impeccably defends our interests with conviction. He is a professional with a strong strategic capacity for navigating complex and high-impact legal processes successfully.” “José Ignacio Leiva consistently provides expert advice with professionalism and excellence. He demonstrates responsiveness, thorough analysis and strategic judgement in addressing controversies and achieving solid results.” Co-head of department **Marcela Castro Pineda** is a standout practitioner with a strong market reputation for her expertise in project structuring and dispute resolution, advising both private and public entities. **Strengths:** “Marcela Castro Pineda stands out for her experience, commitment and intelligence, consistently providing strong client service and a high level of sophistication in her work.”

### Esguerra JHR

#### What the team is known for

Esguerra JHR is a highly regarded law firm enjoying a noted reputation in public law. The department is sought after to handle key administrative and constitutional cases, including representing clients before the Colombian Council of State. Esguerra JHR's expertise spans issues pertaining to concession agreements and public bids.

#### Strengths

“Esguerra JHR's work consistently exceeds our expectations in terms of depth, accuracy and clarity, enabling us to make strategic decisions with confidence. They demonstrate exceptional service and an unparalleled level of commitment.”

#### Work highlights

Esguerra JHR represented Colgas in an administrative dispute against the Superintendencia de Servicios Públicos Domiciliarios regarding the payment of special and additional regulatory contributions.

#### Notable practitioners

Co-head of department **Juan Carlos Esguerra Portocarrero** has forged a formidable reputation as one of Colombia's leading public law practitioners. He is highly recognised for his work in this field, including in administrative disputes with the state. **Strengths:** “Juan Carlos Esguerra Portocarrero is a prominent figure in the Colombian public law arena.” Up-and-coming partner **Adriana Nieto** is recognised by market commentators for her public law practice in Colombia. Her practice includes advising clients on public bidding processes. **Strengths:** “Adriana Nieto consistently exceeds expectations and always goes above and beyond. She is an exceptional lawyer whose dedication, knowledge and professionalism make a real difference to our projects.”

### Pérez-Llorca

#### What the team is known for

Pérez-Llorca has a key public law practice that represents private companies, state-owned entities and Colombian government bodies. The law firm frequently advises on matters pertaining to the water industry, such as ensuring access to water and sanitation. Pérez-Llorca deals with public bidding processes and the execution of public con-

tracts.

#### Strengths

“Pérez-Llorca's expertise in Colombian public law and the team's in-depth knowledge of the government's operations and approach are invaluable. They help us navigate the many cross-border requirements involved in the bidding process and are a top-notch team.”

#### Work highlights

Pérez-Llorca advised Identity Digital on its participation in a public tender for the operation of Colombia's “.co” country-code top-level domain, including bid preparation and procurement compliance matters.

#### Notable practitioners

Dynamic partner **Paola Larrahondo** is lauded for her expertise in public law mandates in Colombia. She enjoys remarkable capabilities in assisting clients with administrative procedures, constitutional analysis and public procurement procedures.

**Strengths:** “Paola Larrahondo is a highly capable lawyer with excellent legal and business judgement. She demonstrates great empathy for her clients and consistently delivers excellent client service.”

Associate-to-watch **Juan Antonio Ucrós Pinzón** is held in high esteem by interviewees for his solid practice in the Colombian public law domain. He enjoys experience advising both public and private clients on transport and administrative law matters.

**Strengths:** “Juan Antonio Ucrós Pinzón ensures we put our best foot forward while expediting our understanding of the local business and regulatory landscape. We very much look forward to working with him again.”

### Band 3

### Brigard Urrutia

#### What the team is known for

Brigard Urrutia is well equipped to handle a vast array of public law mandates in Colombia. The law firm is experienced at advising a range of companies, and public transport entities, on tender bids and public sector contracting. Brigard Urrutia also handles administrative proceedings.

#### Strengths

“Brigard Urrutia's team is diverse and experienced. They provide timely responses, understand the urgency behind our requests and address our needs with strong technical expertise, knowledge and advice throughout the entire process.”

#### Work highlights

Brigard Urrutia advised Concesión Santa Marta Paraguachón on the contractual management of a highway concession agreement, including concession amendments, regulatory compliance and interactions with the Agencia Nacional de Infraestructura.

#### Notable practitioners

Partner **Carlos Umaña Trujillo** is noted for his sophisticated public law practice. He has experience advising on matters relating to infrastructure, public procurement and utility law. **Strengths:** “Carlos Umaña Trujillo has a solid perspective on what is happening in Colombia, which allows him to provide advice that goes beyond day-to-day matters and is more contextualised, helping us to make decisions. We continue to rely on him to navigate

the most complex stages of our matters.”

### Dentons Cardenas & Cardenas

#### What the team is known for

Global firm Dentons Cardenas & Cardenas possesses a noted public law department in Colombia that advises on both contentious and non-contentious proceedings, and which is frequently retained by clients active in public transportation and infrastructure on matters pertaining to concession contracts and tender bids. The law firm is also adept at representing clients in administrative proceedings before the Colombian authorities.

#### Strengths

“Dentons Cardenas & Cardenas consistently delivers work of the highest calibre, demonstrating a deep understanding of the legal landscape and providing strategic insights that drive success. Their commitment to excellence is evident in their meticulous approach.”

#### Work highlights

Dentons Cardenas & Cardenas represented Asociación Colombiana de Minería in administrative proceedings challenging a regulatory decree affecting the administration of mining titles, existing titleholders' rights and special mining zones in Colombia.

#### Notable practitioners

Active head of department **Ximena Zuleta** boasts extensive experience in handling notable public law mandates in Colombia. She is well placed to work on governmental tender processes as well as contentious matters, including domestic and international arbitration in connection with infrastructure projects. **Strengths:** “Ximena Zuleta is an excellent lawyer, both for her technical expertise and for the way she resolves our complex legal issues. Her intervention is essential to the positive outcomes we ultimately achieve.”

### Garrigues

#### What the team is known for

Garrigues remains a solid contender in the Colombian market, with expertise assisting with a range of public law matters including public contract agreements and administrative procedures. The law firm is adept at advising a range of companies and government entities on tender bids and public sector contracting. The public law team also enjoys additional capabilities handling disputes in the public sector.

#### Strengths

“Garrigues and its talented team have become our allies because their expertise allows them to understand the complex workings of the public utilities sector. They develop strategies that successfully address key issues and analyse the legal intricacies of disputes to determine which claims are viable.”

#### Work highlights

Garrigues represented Concesionaria Ruta al Sur in administrative sanctioning proceedings initiated by the Agencia Nacional de Infraestructura regarding obligations under a highway concession agreement in Colombia.

#### Notable practitioners

Bogotá-based partner **Adriana Espinosa** is held in high esteem by market commentators for her remarkable public law expertise in Colombia. She has considerable experience advising on matters



such as selection processes and the structuring of contracts, particularly for clients hailing from the infrastructure sector. **Strengths:** “*Adriana Espinosa is an excellent public law lawyer. She demonstrates great professionalism and leads a strong team.*”

### Medellín & Durán Abogados

#### What the team is known for

Medellín & Durán Abogados frequently handles a wide range of public law mandates relating to concession contracts and administrative procedures. The Bogotá-based team is sought out by state entities, as well as companies in the transportation and oil and gas sectors.

#### Strengths

“*Medellín & Durán Abogados are excellent lawyers with strong expertise in the public law field. They maintain excellent client relationships and demonstrate close attention to detail.*”

#### Work highlights

Medellín & Durán Abogados represented Secretaría Distrital de Movilidad in judicial proceedings arising from a claim brought by the Federación Colombiana de Municipios regarding the omission of statutory payment transfers.

#### Notable practitioners

**Carlos Medellín** co-heads Medellín & Durán’s public law department. He is noted for his active practice in Colombia and has considerable experience advising an array of public entities. **Strengths:** “*Carlos Medellín is strategic and enables the swift and effective resolution of conflicts. He is highly decisive and consistently demonstrates sound judgement in decision-making.*”

### Naranjo Vallejo Abogados S.A.S

#### What the team is known for

Naranjo Vallejo Abogados is a dynamic Bogotá-based boutique firm recognised for its activity in the Colombian public law market. The team frequently represents clients in complex public law disputes, constitutional actions and administrative litigation. The department is particularly noted for its expertise in group actions, state liability claims and contentious public procurement matters. The practice has significant experience in matters involving the mining, hydrocarbons, transport and infrastructure sectors.

#### Strengths

“*Naranjo Vallejo Abogados stands out for its specialisation in public law and government contracts. The firm approaches litigation strategically to maximise the prospects of a successful outcome, supported by an experienced yet dynamic interdisciplinary team.*”

#### Work highlights

Naranjo Vallejo Abogados represented Municipio de Barrancas and 55 other Colombian municipalities in a class action against the Ministry of Mines arising from underpayment of mining royalties.

#### Notable practitioners

Head of department Carlos Eduardo Naranjo is recognised in the Colombian public law market for his expertise in administrative litigation and complex public law disputes. **Strengths:** “*Carlos Eduardo Naranjo is an excellent public law practitioner who provides outstanding client service and a high level of sophistication in his work.*”

### Pombo Caballero Abogados

#### What the team is known for

Pombo Caballero Abogados is a dynamic public law boutique firm with a well-established practice in the Colombian market. The team is known for providing expert advice in areas of administrative law, with a particular focus on public sector infrastructure concession agreements. The law firm is also well positioned to advise clients on disputes with public entities in Colombia.

#### Strengths

“*Pombo Caballero Abogados is a firm that goes beyond mere legal advice. It helps us understand the business from a strategic perspective and adds value by offering comprehensive, 360-degree support that extends beyond the legal aspects.*”

#### Work highlights

Pombo Caballero Abogados advised AFA Consultores y Constructores on the supervision of a public-private partnership concession contract for the Accesos Norte II infrastructure project, including concession oversight and public law matters.

#### Notable practitioners

Partner **Rodrigo Pombo Cajiao** continues to be recommended for his public law practice in Colombia, demonstrating expertise with concession contracts. **Strengths:** “*Rodrigo Pombo Cajiao is an exceptional professional. He possesses business acumen that exceeds market standards and always makes his knowledge and strategies available to his clients, ultimately benefiting their companies.*” Up-and-coming partner **María Paula Caballero Duque** is noted by market onlookers for her notable public law practice in Colombia, assisting clients with concession contracts. **Strengths:** “*María Paula is an exceptional professional with incredible empathy, both professionally and personally. She is always willing to help, and her contribution to our company is invaluable.*”

### Rincón Castro Abogados

#### What the team is known for

Rincón Castro Abogados possesses a skilled team experienced in handling a wide range of public and administrative mandates in the Colombian market. The Bogotá-based department is well equipped to advise clients on matters spanning public law, projects and dispute resolution. The group is regularly engaged to assist with bidding processes, concession contracts and administrative investigations, and also handles a range of constitutional and administrative proceedings.

#### Strengths

“*Rincón Castro Abogados effectively combine theoretical knowledge with practical experience and maintain strong relationships with the stakeholders involved in the matters they are entrusted with. They are aligned with our corporate values and consistently deliver high-quality work.*”

#### Work highlights

Rincón Castro Abogados represented Keralty in constitutional and administrative proceedings arising from the government intervention to take control of EPS Sanitas, including regulatory and public law matters concerning the operation of a healthcare provider.

#### Notable practitioners

Co-head of department **Felipe Mutis Téllez** is noted for his activity in the Colombian public law

arena, regularly advising on administrative disputes and related contentious matters. **Strengths:** “*Felipe Mutis Téllez is an excellent lawyer with strong expertise in arbitration, litigation and contentious administrative proceedings against public entities.*” Co-head of department **Jorge Tirado Navarro** is well regarded by market onlookers for his expertise in Colombian public law involving administrative litigation and arbitration matters. **Strengths:** “*Jorge Tirado Navarro is not only a highly skilled professional but also a brilliant strategist and expert in public law. These qualities inspire confidence and provide reassurance in decision-making.*”

### Other Ranked Lawyers

Dynamic practitioner **Carlos Carvajal** co-heads Lloreda Camacho & Co’s government contracting practice. He continues to be recognised for his expertise in the Colombian public law market.

**Strengths:** “*Carlos Carvajal is an excellent professional who delivers a high level of sophistication in his work. He is analytical and assertive in understanding the needs of businesses.*”

**Manuel José Cepeda** maintains a market-leading position in Colombian public law. He is widely recognised for his expertise in constitutional law matters.

**Jorge Eduardo Chemás** of Chemás & Asociados is endorsed by commentators for his involvement in the Colombian public law space. He possesses experience in assisting clients with both contentious and non-contentious matters, which include public procurement and administrative and constitutional matters. **Strengths:** “*Jorge Eduardo Chemás is a great lawyer. He has successfully handled important public procurement litigation matters in Colombia and is a strong litigator.*”

**Felipe De Vivero Arciniegas** of De Vivero & Asociados continues to be a well-regarded figure in the Colombian public law sphere. He is recognised for his handling of public procurement matters for state entities. **Strengths:** “*Felipe De Vivero Arciniegas is a highly technical lawyer who leads a very strong law firm. He maintains exceptionally high standards, and I feel fortunate to work with him.*”

Key practitioner **Patricia Mier Barros** of Mier Barros Abogados continues to offer a leading practice in the Colombian public law arena. She has extensive experience assisting clients with administrative disputes. **Strengths:** “*Patricia Mier Barros is a highly committed lawyer with a very effective approach.*”

**Diego Muñoz Tamayo** of Muñoz Tamayo & Asociados has strong involvement in the public law aspects of projects in Colombia. He also boasts significant expertise advising on privatisations. **Strengths:** “*Diego Muñoz Tamayo is a lawyer with strong technical knowledge who thinks outside the box to find solutions to complex matters. He provides excellent service.*”

**María Teresa Palacio** of Arrieta Palacio Abogados receives extensive endorsement from interviewees for her work as an arbitrator in Colombia. She is regularly found in administrative arbitrations. **Strengths:** “*María Teresa Palacio is a respected figure in the Colombian public procurement field.*”

**Hugo Palacios Mejía** is head of Palacios Lleras’s

public law department. He offers noteworthy experience advising both corporate and public entities on administrative and constitutional litigation proceedings in Colombia. **Strengths:** “Hugo Palacios Mejía is a leading figure in the Colombian public law arena with a strong track record in constitutional

challenges.”

**Felipe Piquero Villegas** of Piquero Legal continues to impress commentators with his involvement in the Colombian public law domain. He boasts expertise assisting clients with both contentious and non-contentious matters relating to public procure-

ment, administrative and constitutional matters, and contractual responsibility. **Strengths:** “Felipe Piquero Villegas approaches every case with a balance of ambition and realism. His experience and knowledge give us the confidence to make informed decisions within our organisation.”

## Real Estate

| Real Estate                                             |
|---------------------------------------------------------|
| Leading Firms                                           |
| <b>Band 1</b>                                           |
| Pinilla, González & Prieto                              |
| Posse Herrera Ruiz                                      |
| <b>Band 2</b>                                           |
| Brigard Urrutia                                         |
| Pérez-Llorca                                            |
| Philippi Prietocarrizosa Ferrero DU & Uría              |
| <b>Band 3</b>                                           |
| CMM Abogados                                            |
| Dentons Cardenas & Cardenas                             |
| Ramírez & Cardona Abogados                              |
| Uribe Henao Abogados                                    |
| <b>Band 4</b>                                           |
| Baker McKenzie S.A.S.                                   |
| Cuatrecasas                                             |
| Garrigues                                               |
| Serrano Martínez CMA                                    |
| * Indicates individual with profile.                    |
| ◇ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Pinilla, González & Prieto

##### What the team is known for

Pinilla, González & Prieto is a pre-eminent law firm that maintains its position at the forefront of the Colombian real estate market, and it is also seen to be active throughout the region. The team has significant experience advising high-profile clients on a wide range of important matters, and it is particularly well placed to assist with partial interest plans. The department provides specialised counsel on urban planning procedures, land ownership titles and regulatory frameworks.

##### Strengths

“Pinilla, González & Prieto is a highly committed firm with strong expertise. Its real estate team understands our needs, particularly in construction-related matters, and handles both day-to-day operations and complex issues with a strategic and practical approach.”

“Pinilla, González & Prieto’s real estate team has a strong understanding of government regulations, procedures and administrative processes, providing efficient support that streamlines matters and gives us confidence through clear, comprehensive advice.”

##### Work highlights

| Real Estate                                                         |
|---------------------------------------------------------------------|
| Senior Statespeople                                                 |
| <b>Senior Statespeople:</b> distinguished older partners            |
| Trebilcock Barvo Fernando <i>Sole Practitioner (ORL) ◇</i>          |
| Leading Individuals                                                 |
| <b>Band 1</b>                                                       |
| González Garavito Juan Manuel <i>Pinilla, González</i>              |
| Montoya Andrés <i>Posse Herrera Ruiz</i>                            |
| Rocha Juan Carlos <i>Philippi Prietocarrizosa Ferrero DU</i>        |
| <b>Band 2</b>                                                       |
| Ramírez-Castaño José Ramón <i>Ramírez &amp; Cardona</i>             |
| Uribe Francisco <i>Brigard Urrutia</i>                              |
| <b>Band 3</b>                                                       |
| Acosta Oscar <i>Acosta Irreño &amp; Asociados SAS (ORL) ◇</i>       |
| Agudelo Juan Esteban <i>Serrano Martínez CMA</i>                    |
| Caicedo Ángela María <i>Sole Practitioner (ORL) ◇</i>               |
| Gaviria Natalia <i>CMM Abogados</i>                                 |
| Hernández Hidalgo Natalia <i>Alpa Legal (ORL) ◇</i>                 |
| Samper Salazar Paula <i>Pérez-Llorca *</i>                          |
| Turbay Alejandro <i>Alturas (ORL) ◇</i>                             |
| <b>Band 4</b>                                                       |
| Acosta Rojas Patricia <i>Acosta Asociados (ORL) ◇</i>               |
| Arce Rojas David <i>Arce Rojas Consultores &amp; Cia (ORL) ◇</i>    |
| Garnica Lorena <i>Vería Asesores (ORL) ◇</i>                        |
| Henao Moreno Carlos Fernando <i>Uribe Henao</i>                     |
| Parra Cortés María Camila <i>Pérez-Llorca *</i>                     |
| Rodríguez Ana Lucía <i>Brick Abogados (ORL) ◇</i>                   |
| Uribe María Carolina <i>Uribe Henao Abogados</i>                    |
| <b>Band 5</b>                                                       |
| Cardona Camilo <i>Cardona Rojas Lizcano (ORL) ◇</i>                 |
| Castro Melissa <i>Garrigues</i>                                     |
| Luna Juan Miguel <i>Dret Legal (ORL) ◇</i>                          |
| Rosas Apráez Juan Pablo <i>Llorente &amp; Rosas (ORL) ◇</i>         |
| Zea Ana Isabel <i>Consultores Urbanos SAS (ORL) ◇</i>               |
| <b>Up-and-coming individuals</b>                                    |
| Llache Olaya Mauricio <i>Durán &amp; Osorio (ORL) ◇</i>             |
| Simhon Jacques <i>Simhon, Vanegas &amp; Calle (ORL) ◇</i>           |
| <b>Star associates</b>                                              |
| Álvarez María Paula <i>Dentons Cardenas &amp; Cardenas</i>          |
| <b>Associates to watch</b>                                          |
| Bermúdez Juanita <i>Brigard Urrutia</i>                             |
| Cardona Julián <i>Dentons Cardenas &amp; Cardenas</i>               |
| Monsalve Angie <i>Ramírez &amp; Cardona Abogados</i>                |
| Murguetyo Lucía <i>Baker McKenzie</i>                               |
| Otálora Héctor <i>Posse Herrera Ruiz</i>                            |
| Palacios Wilben <i>Brigard Urrutia</i>                              |
| Ramírez Jaime <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> |

Pinilla, González & Prieto advised Universidad de los Andes on urban planning and land development matters regarding a rural property in the Municipality of Cota, including the establishment of a cultural heritage protection framework.

##### Notable practitioners

Much-admired department co-head **Juan Manuel González Garavito** is praised for his extensive experience in real estate and urban law in Colombia. He is held in high esteem by interviewees for his prowess advising on urban planning matters. **Strengths:** “Juan Manuel González Garavito is an excellent specialist adviser, providing strong client service and consistently delivering positive and favourable results.” “Juan Manuel González Garavito is the best real estate lawyer in Colombia offering a high level of sophistication and an exceptional commercial vision.”

#### Posse Herrera Ruiz

##### What the team is known for

Posse Herrera Ruiz is a market-leading law firm that possesses a stellar real estate team which is experienced in assisting an array of Colombian and international clients. Its client portfolio includes key developers, investment funds and hospitality companies. The team is frequently retained to assist with urban planning mandates, in addition to transactional matters, including financing the acquisition of real estate assets. It also advises on lease contracts for office space.

##### Strengths

“Posse Herrera Ruiz’s consulting services are specialised and personalised, supported by a multidisciplinary team that is always available to respond to queries. The firm has a strong track record, solid reputation, trusted representation before authorities, and well-established institutional relationships.”

“Posse Herrera Ruiz’s team responds quickly, provides friendly client service, and demonstrates extensive knowledge of urban planning and real estate matters. The team adapts to clients’ needs and understands the business implications that adverse decisions may have on commercial operations and development projects.”

##### Work highlights

Posse Herrera Ruiz advised Metro de Bogotá on the structuring of a metro-linked real estate project, including development of contractual agreements for investors, land acquisition and a public-private partnership retail development at Estación 6.

**Notable practitioners**

Well-regarded partner **Andrés Montoya** is praised for his experience in the Colombian real estate arena. He is noted for his high level of activity and expertise advising clients from a wide range of sectors, including agribusiness and retail. **Strengths:** *"Andrés Montoya is spectacular, and I love working with him. His extensive experience in real estate matters is evident in his professionalism, analytical skills and the strong support he provides throughout the process."* **Andrés Montoya** provides a holistic service, delivering strong and resourceful advice with a clear understanding of risk management in a precise and timely manner. He handles complex and unpredictable real estate matters efficiently." Associate-to-watch **Héctor Otálora** is recognised for his work in the Colombian real estate sector and is recommended by clients for his experience in urban planning mandates. **Strengths:** *"Héctor Otálora's service is exceptional. From the very beginning, we recognise his professionalism and genuine commitment to supporting us on a range of high-impact projects, providing clear communication, high-quality legal expertise, unwavering availability and consistently strong service."*

**Band 2****Brigard Urrutia****What the team is known for**

Brigard Urrutia is an established full-service firm with a solid real estate practice in Colombia. The department is often retained to advise on the real estate aspects of energy projects, and to assist investment funds with transactional mandates. The team counsels a range of clients on lease agreements for industrial and office space. The firm also boasts additional expertise assisting clients with urban planning matters.

**Strengths**

*"Brigard Urrutia demonstrates sound judgement, expertise and a strong ability to handle complex matters with technical rigour and strategic focus. The team understands the business and brings a commercial perspective that effectively supports strategic decision-making."*

**Work highlights**

Brigard Urrutia advised China Harbour Engineering Company on land acquisition, land management and urban planning matters relating to the feasibility phase of a public-private partnership for the extension of Bogotá's First Metro Line.

**Notable practitioners**

**Francisco Uribe** elicits significant praise from market observers for his real estate practice in Colombia. He has experience working for clients across numerous sectors, including in hospitality and finance. **Strengths:** *"Francisco Uribe demonstrates a high level of technical expertise and strategic judgement in real estate matters. He provides clear, practical advice focused on business needs and facilitates effective decision-making."* **Juanita Bermúdez** receives praise for her activity in the Colombian real estate arena. She is routinely sought out by clients to advise on real estate contractual agreements and transactions. **Strengths:** *"Juanita Bermúdez brings great value to the conversations and advice she provides us. Her judgement, clarity*

*and focus are fundamental to us, and she offers a high level of sophistication and client service."*

Dynamic practitioner **Wilben Palacios** receives strong praise from market commentators. He offers particular expertise in urban planning matters.

**Strengths:** *"Wilben Palacios is an excellent lawyer who demonstrates extensive technical knowledge, provides strong support and maintains outstanding professional standards."*

**Pérez-Llorca****What the team is known for**

Pérez-Llorca is an experienced real estate practice group that is known to assist a strong Colombian and international clientele, including retail chains, investment funds and construction companies. The team's expertise in urban development stands out, and it is often found advising on matters including zoning regulations, land titles and due diligence, in addition to building acquisitions. The law firm has further experience handling partial interest planning matters.

**Strengths**

*"Pérez-Llorca's lawyers have extensive knowledge of real estate and urban planning matters, providing clients with confidence and reassurance in addressing their requirements. The team is highly professional and responds to requests promptly."*

**Work highlights**

Pérez-Llorca advised Marriott International on the regularisation of hotel lease agreements and management structures in connection with its hotel portfolio in Colombia, including related regulatory compliance matters.

**Notable practitioners**

Noteworthy practitioner **Paula Samper Salazar** boasts extensive experience assisting clients with zoning permits and construction licences, and also has a significant track record of advising on real estate acquisitions in Colombia. **Strengths:** *"Paula Samper Salazar is an excellent professional who understands both the subject matter and our business very well. She contributes her knowledge effectively and supports the development of new business opportunities."* Head of department **María Camila Parra Cortés** continues to receive praise from interviewees for her work in the Colombian real estate sector. She comes recommended by market observers for her experience in urban planning. **Strengths:** *"María Camila Parra Cortés stands out for the depth of her knowledge. I feel very comfortable with her support; she is kind, highly professional and an excellent adviser in real estate and urban law, and I would readily recommend her."*

**Philippi Prietocarrizosa Ferrero DU & Uría****What the team is known for**

Philippi Prietocarrizosa Ferrero DU & Uría is a highly regarded firm with an established regional reach. The real estate practice group is recognised for handling both transactional and regulatory matters in Colombia. The law firm represents a local and multinational client base including real estate developers and investment funds, as well as companies active in the retail and energy spaces. The department is well equipped to advise on complex lease agreements and terminations, as well as acquisitions of real estate assets.

**Strengths**

*"Philippi Prietocarrizosa Ferrero DU & Uría's real estate department demonstrates strong technical expertise, enabling it to address complex issues with rigour and clarity. Its understanding of our business and the dynamics of the real estate sector is reflected in recommendations that go beyond purely legal considerations."*

**Work highlights**

Philippi Prietocarrizosa Ferrero DU & Uría acted as counsel to Carvajal Propiedades e Inversiones on residential, mixed-use and urban development projects across Bogotá, Cali and Yumbo.

**Notable practitioners**

Top-tier practitioner **Juan Carlos Rocha** is unanimously acclaimed by interviewees for being a front runner in the Colombian real estate arena. He is regularly sought out by clients to advise on a wide range of matters, encompassing urban planning, negotiation of contracts and acquisition of real estate assets. **Strengths:** *"Juan Carlos Rocha attends meetings at any time, supports and advises me at every step, and remains consistently attentive, delivering excellent client service. He is widely known, respected and recognised as a leading practitioner."* *"Juan Carlos Rocha is a very practical practitioner who is also exceptionally approachable. The matters we handle are often very complex, and he is always committed to finding the right solution for our specific needs."* Associate-to-watch **Jaime Ramírez** receives positive endorsement for his real estate practice in Colombia. He offers expertise in transactional real estate mandates in both rural and urban areas of Colombia. **Strengths:** *"Jaime Ramírez is a highly skilled lawyer specialising in urban planning, with a clear and up-to-date understanding of the regulatory framework and territorial development. He demonstrates a strong grasp of the real estate business, tailoring his recommendations to the needs of each project."*

**Band 3****CMM Abogados****What the team is known for**

CMM Abogados is a well-established boutique law firm which garners significant praise in the Colombian real estate arena. The department is lauded for its extensive experience in advising local and foreign real estate investment funds, and its lawyers can claim expertise on urban licensing, real estate development structuring and zoning issues.

**Strengths**

*"CMM Abogados has in-depth knowledge of real estate and construction regulations, with the ability to anticipate risks and structure robust, practical solutions. It is highly responsive, with a strong sense of urgency, delivering clear, business-oriented advice that supports timely decision-making and ongoing client support."*

**Work highlights**

CMM Abogados acted as counsel to Finart on the relocation of its industrial jewellery plant serving Latin America, advising on a range of real estate matters including land use and permitting, site acquisition and development.

**Notable practitioners**

Head of department **Natalia Gaviria** elicits signifi-



cant praise in the Colombian real estate sphere. She possesses expertise in urban planning as well as in structuring contracts for the real estate market in the civil, commercial and industrial sectors. **Strengths:** *"Natalia Gaviria is a highly capable lawyer specialising in real estate matters, with strong technical knowledge that she applies effectively to the business aspects of complex projects. She anticipates risks well, is highly available and responds promptly to project requirements."*

## Dentons Cardenas & Cardenas

### What the team is known for

Established full-service firm Dentons Cardenas & Cardenas enjoys a flourishing practice within the Colombian real estate arena. The legal team boasts activity in a wide range of mandates, encompassing the acquisition of real estate assets, assessment for land use and urban development and due diligence for real estate transactions. Dentons Cardenas & Cardenas is often seen advising notable national and international clients, including investment funds, hospitality operators and agriculture producers.

### Strengths

*"Dentons Cardenas & Cardenas stands out for its strong experience in the real estate sector, with sound analytical skills and judgement that support decision-making. The team facilitates agreements, resolves conflicts effectively and prioritises clients' interests to mitigate risks."*

### Work highlights

Dentons Cardenas & Cardenas advised Politécnico Granacolombiano on the expansion of its main campus in Bogotá and associated urban development planning.

### Notable practitioners

Associate-to-watch **Julián Cardona** receives strong praise from market commentators for his activity in the Colombian real estate arena. His advice focuses on the development of urban projects, including the due diligence and preparation of legal strategies for construction mandates. **Strengths:** *"Julián Cardona provides excellent client service, and he stands out for his expertise in real estate due diligence and urban planning matters."* Star associate **María Paula Álvarez** is recognised for her skills in the Colombian real estate domain. She is instructed by clients to assist with local and cross-border real estate transactions within the commercial and residential sectors. **Strengths:** *"María Paula Álvarez is an exceptional lawyer. Her proactivity, legal expertise and strategic thinking are key in navigating complex real estate transactions. She also adds value to business development by expanding her network and building relevant connections."* *"María Paula is a business-oriented lawyer who is always looking for solutions to problems and risks, helping make business possible."* *"María Paula Álvarez takes care of all real estate matters and is an absolute superstar, as well as a tremendous lawyer. Her responsiveness is ten out of ten, which is one of the most important qualities, and she is knowledgeable and resourceful, providing answers to any issue straight away."*

## Ramírez & Cardona Abogados

### What the team is known for

Ramírez & Cardona Abogados is a well-regarded boutique practice group within the Colombian real

estate arena. The team is renowned for its advice on matters regarding commercial leasing, retail developments, urban planning, joint ventures and land acquisition negotiations. The department has experience catering to developers, private equity funds, expansion plans for companies and property-owning individuals.

### Strengths

*"Ramírez & Cardona Abogados' strength lies in its solid and knowledgeable team, which is well versed in urban planning and construction regulations. Its streamlined structure ensures direct partner involvement and gives clients direct access to the firm's expertise."*

### Work highlights

Ramírez & Cardona Abogados advised Nexus Inmobiliario on the acquisition of a real estate portfolio from Banco de Bogotá and associated lease arrangements, valued at USD48.8 million.

### Notable practitioners

Respected partner **José Ramón Ramírez-Castaño** continues to be acknowledged by market commentators as an expert practitioner with solid capabilities in both real estate and urban planning in Colombia. **Strengths:** *"José Ramón Ramírez-Castaño is a prominent figure in the real estate sector, whose extensive knowledge, built over many years, makes him a key partner in helping us achieve our company's objectives."* **Angie Monsalve** elicits praise from market observers for her experience in the Colombian real estate arena. Her practice encompasses urban planning and real estate regulatory matters, as well as transactional work. **Strengths:** *"Angie Monsalve is a highly trained urban planning professional with extensive knowledge and expertise. She has demonstrated her ability to provide excellent service and address requirements promptly and clearly."*

## Uribe Henao Abogados

### What the team is known for

Uribe Henao Abogados is a well-regarded Medellín-based firm that is particularly experienced in advising on land issues related to the development of housing projects, which includes providing counsel on asset acquisitions, trust agreements and regulatory issues. The department's clients include developers and construction companies, investment funds and agribusiness companies.

### Strengths

*"Uribe Henao Abogados' real estate team is very strong in negotiations and highly effective in meetings with potential investors. They provide quick responses, remain readily available, and consistently deliver high-quality service."*

### Work highlights

Uribe Henao Abogados advised Arquitectura y Concreto on the structuring of an urban regeneration project in Medellín involving the redevelopment of a mixed-use real estate site.

### Notable practitioners

**Carlos Fernando Henao Moreno** is a well-regarded real estate practitioner who is based in Medellín. He is particularly noted for his work on investment agreements, lease contracts and trust schemes. **Strengths:** *"Carlos Fernando Henao Moreno offers calm and pragmatic guidance, consistently bringing a balanced, strategic perspective. He understands business priorities and*

*delivers advice that is both practical and commercially focused."* **María Carolina Uribe** maintains an active practice in the Colombian real estate sphere. She benefits from solid experience assisting clients with the transactional aspects of real estate projects. **Strengths:** *"María Carolina Uribe is an outstanding practitioner who provides comprehensive guidance throughout transactions and offers clear, knowledgeable explanations of market practices in Colombia."*

## Band 4

## Baker McKenzie S.A.S.

### What the team is known for

Baker McKenzie fields a dynamic real estate practice in Colombia. The legal team handles a broad range of real estate transactional work, including investment, financing and development matters, and represents corporate occupiers in commercial leasing transactions. The real estate department also offers additional strength in sector-related litigation and regulatory approvals and is able to leverage the firm's international presence to handle cross-border matters.

### Strengths

*"Baker McKenzie's real estate team understands the way we work and the timelines we operate under. The team understands our business model exceptionally well and consistently provides accurate advice tailored to our needs."*

### Work highlights

Baker McKenzie advised Yellowstone Capital Partners on a series of residential real estate investments in Colombia, including joint ventures, land acquisitions and structuring of a real estate development alliance.

### Notable practitioners

**Lucía Murgueytio** garners significant recognition from clients for her activity in the Colombian real estate market. She is well placed to advise clients on matters relating to urban planning. **Strengths:** *"Lucía Murgueytio stands out as one of the best real estate and zoning lawyers I have worked with globally. Her comprehensive knowledge of Colombia's urban and zoning laws, combined with her practical, solution-oriented advice, supports efficient transactions, while her responsiveness and strong negotiation skills make her a highly reliable partner in complex matters."*

## Cuatrecasas

### What the team is known for

Cuatrecasas is a renowned international firm with a noted presence in the Colombian real estate sector. The practice group routinely advises high-profile clients on acquiring real estate assets, especially land and plot acquisitions. The team boasts additional expertise handling urban planning matters related to infrastructure and energy development projects. The department frequently represents reputable national and international energy providers and financial institutions.

### Strengths

*"At Cuatrecasas, we always find prompt and integrated solutions to our needs, which allows us to have a 360-degree view of the projects we develop. The real estate team demonstrates extensive knowl-*

edge of the area, and its advice is always very good and well integrated."

#### Work highlights

Cuatrecasas advised Bancolombia on real estate investments, including those relating to renewable energy projects, and assisted with the structuring and negotiation of related investment agreements and contracts.

#### Notable practitioners

Margarita Llorente is a key contact at the firm.

### Garrigues

#### What the team is known for

Garrigues' real estate practice offers a broad range of expertise in transactional and regulatory matters in Colombia. The group also boasts litigation capabilities and is particularly sought after for its advice on infrastructure and public utility projects, assisting clients with expropriation matters, as well as land feasibility and permitting studies. The law firm advises a diverse client base that includes private developers and institutional investors, alongside major agribusiness groups and prominent clients in the banking and telecommunications sectors.

#### Strengths

"Garrigues' real estate team demonstrates in-depth industry knowledge and brings its extensive experience from past negotiations to the table, helping us find creative solutions to a wide range of requests and negotiations."

#### Work highlights

Garrigues advised Toxement on urban planning, zoning and land use matters in connection with its chemical operations and related waste treatment facilities.

#### Notable practitioners

**Melissa Castro** elicits interviewees' endorsement for her active presence in the Colombian real estate arena. She is well placed to advise on construction and planning law and land regulation. **Strengths:** "Melissa Castro's work is outstanding. She is empathetic, responsive and always seeks solutions to different challenges; I enjoy working with her and am highly satisfied with her support." "Melissa Castro's work is outstanding. She is empathetic, responsive and always seeks solutions to different challenges; I enjoy working with her and am highly satisfied with her support."

### Serrano Martínez CMA

#### What the team is known for

Serrano Martínez CMA has a growing presence in the Colombian real estate market. The law firm demonstrates strong capabilities across the real estate development life cycle and also handles urban planning litigation and other real estate disputes. The group is familiar with structuring fiduciary models and negotiating real estate contracts, and is noted for its expertise in short-term rentals and tourist accommodation. The real estate department advises a broad range of clients, including investment funds, property developers and leading companies in the agribusiness, infrastructure and energy sectors.

#### Strengths

"Serrano Martínez CMA demonstrates strong expertise and delivers precise advice. Its guidance is highly technical, solution-focused, and provided with direct partner input, which gives us reassur-

ance and confidence."

#### Work highlights

Serrano Martínez CMA advised Maz Proyectos Inmobiliarios on the structuring, licensing and development of two real estate projects in Bogotá, including short-term rental and fiduciary agreements.

#### Notable practitioners

Medellín-based **Juan Esteban Agudelo** elicits notable acclaim from market commentators for his presence in the Colombian real estate space. He represents clients from a range of sectors, including hospitality, retail and infrastructure. **Strengths:** "Juan Esteban Agudelo provides the knowledge, support and attention we need. He has a clear 360-degree understanding of the real estate business, ensuring that his advice is comprehensive and tailored to our needs."

### Other Ranked Lawyers

Respected partner **Oscar Acosta** of Acosta Irreño & Asociados boasts longstanding experience in the Colombian real estate field. He enjoys particular recognition for his expertise in urban planning law. **Strengths:** "Oscar Acosta is a pioneer in the Colombian real estate sector and has been highly regarded for many years in this area."

**Patricia Acosta Rojas** of Acosta Asociados garners recognition from both clients and peers alike within the Colombian real estate market. She offers expertise assisting with matters relating to urban planning. **Strengths:** "Patricia Acosta Rojas is outstanding in her real estate work, handling asset management, disposals and land management with notable expertise."

Founding partner of Arce Rojas Consultores & Cia, **David Arce Rojas** is endorsed by market commentators for his vast experience assisting clients with urban planning and regulatory real estate mandates in Colombia.

Respected sole practitioner **Ángela María Caicedo** is frequently seen advising clients on transactional real estate mandates in Colombia. **Strengths:** "Ángela María Caicedo is an excellent professional with extensive knowledge of the real estate sector, offering a high level of client service and strong commercial awareness."

Dynamic partner **Camilo Cardona** of Cardona Rojas Lizcano Abogados is recognised for his active real estate practice in Colombia. He is frequently seen advising clients on urban planning mandates. **Strengths:** "Camilo Cardona is a very good real estate lawyer who is deeply specialised in urban law."

Partner **Lorena Garnica** of Veria Asesores enjoys solid market recognition from peers and clients alike for her activity in the Colombian real estate market. She is often seen advising clients on urban planning matters in rural areas. **Strengths:** "Lorena Garnica is a prominent expert in real estate and agricultural law in Colombia. Her experience in both the public and private sectors allows her to understand the design of regulations and their practical application, resulting in precise and reliable advice for her clients."

**Natalia Hernández Hidalgo** of Allpa Legal boasts a solid practice in the Colombian real estate space

and is strongly endorsed by clients and wider market commentators alike. **Strengths:** "Natalia Hernández knows everything there is to know, and if she does not have the answer, she gets back to you within minutes. She is an impressive professional with extensive knowledge, consistently meets deadlines, and stands out for her punctuality, kindness and expertise."

Up-and-coming partner **Mauricio Lache Olaya** of Durán & Osorio, Abogados Asociados is highly regarded by interviewees for his real estate practice in Colombia. He boasts expertise in real estate regulatory matters, including urban planning and permitting issues. **Strengths:** "Mauricio Lache Olaya is an exceptional lawyer: innovative, technically skilled and highly personable. He has a unique ability to translate legal complexity into practical and sustainable solutions, always with precision, composure and a natural leadership style that inspires confidence."

Noted practitioner **Juan Miguel Luna** of Dret Legal has experience advising clients on a range of real estate matters, including in structuring and developing strategies for land use and in undertaking relevant due diligence. **Strengths:** "Juan Miguel Luna has extensive knowledge of real estate development projects. It has always been, and will always be, a pleasure to have his support to ensure that projects are developed correctly."

**Ana Lucía Rodríguez** of Brick Abogados has experience working for both local and international clients on real estate mandates. She is particularly well placed to advise on the structuring and implementation of transactional operations within the Colombian real estate area.

**Juan Pablo Rosas Apráez** of Llorente & Rosas Abogados enjoys expertise advising clients on a wide range of real estate mandates, including urban planning regulation and development in Colombia.

**Strengths:** "Juan Pablo Rosas Apráez has extensive seniority and a distinguished track record in the Colombian real estate sector, and he is a highly respected practitioner in the field."

Up-and-coming partner **Jacques Simhon** of Simhon, Vanegas & Calle receives notable acclaim from interviewees for his real estate practice in Colombia. He regularly advises clients on urban planning mandates. **Strengths:** "Jacques Simhon's specialised knowledge of real estate law, combined with his experience, proves fundamental in complex transactions and litigation in this field. He shows a strong commitment to professional ethics and offers creative solutions that meet his clients' needs." "Jacques Simhon's specialised knowledge of real estate law, combined with his experience, proves fundamental in complex transactions and litigation in this field. He shows a strong commitment to professional ethics and offers creative solutions that meet his clients' needs."

Respected sole practitioner **Fernando Trebilcock Barvo** is highlighted by market commentators who note that he has extensive experience assisting clients with urban regulation mandates and licensing matters in Colombia. **Strengths:** "Fernando Trebilcock Barvo is one of the pioneers of the Colombian real estate sector and enjoys a distinguished track record in the field."

Notable practitioner **Alejandro Turbay** of Altures elicits praise from market commentators for his

legal practice in Colombia. He is well placed to advise clients on urban planning matters related to construction and infrastructure projects. **Strengths:** “Alejandro Turbay is a young practitioner who stands out for his expertise in urban planning and real estate transactions.”

**Ana Isabel Zea** of Consultores Urbanos is commended for her activity in Medellín’s real estate market. She is well reputed for her expertise in urban law matters.

## Tax

| Tax                                                     |
|---------------------------------------------------------|
| <b>Leading Firms</b>                                    |
| <b>Band 1</b>                                           |
| Baker McKenzie S.A.S.                                   |
| Godoy                                                   |
| Martínez Quintero Mendoza González Laguado              |
| Pérez-Llorca                                            |
| Philippi Prietocarrizosa Ferrero DU & Uría              |
| Posse Herrera Ruiz                                      |
| <b>Band 2</b>                                           |
| Brigard Urrutia                                         |
| Dentons Cardenas & Cardenas                             |
| Esguerra JHR                                            |
| <b>Band 3</b>                                           |
| Ernst & Young                                           |
| Garrigues                                               |
| KPMG                                                    |
| Lewin & Wills                                           |
| MPV Abogados                                            |
| <b>Band 4</b>                                           |
| Aroca Vives Abogados                                    |
| Cuatrecasas                                             |
| De Guzmán Márquez                                       |
| Holland & Knight                                        |
| PricewaterhouseCoopers                                  |
| Quiñones Cruz Abogados SAS                              |
| Serrano Martínez CMA                                    |
| * Indicates individual with profile.                    |
| ◊ (ORL) = Other Ranked Lawyer.                          |
| Alphabetical order within each band. Band 1 is highest. |

### Band 1

#### Baker McKenzie S.A.S.

##### What the team is known for

Baker McKenzie has a notable tax practice group in Colombia that is well regarded for advising top international clients. The full-service firm actively counsels on the tax implications of cross-border acquisitions, transfer pricing mandates and contentious proceedings before the DIAN. Baker McKenzie boasts strong experience assisting with the tax optimisation of oil and gas operations.

##### Strengths

“Baker McKenzie combines deep technical expertise with a very strong commercial and transactional mindset. They are noticeably more agile and pragmatic than other firms we have worked with on complex cross-border operations.”

“Baker McKenzie has a multidisciplinary team of professionals with in-depth knowledge of local tax regulations. They provide a comprehensive service and can swiftly address complex issues and accu-

| Tax                                                                  |
|----------------------------------------------------------------------|
| <b>Senior Statespeople and Eminent Practitioners</b>                 |
| <b>Senior Statespeople:</b> distinguished older partners             |
| Bravo Juan Rafael <i>Juan Rafael Bravo &amp; Cia (ORL) ◊</i>         |
| Cahn-Speyer Wells Paul <i>Cahn-Speyer, Paredes (ORL) ◊</i>           |
| Cruz de Quiñones Lucy <i>Quiñones Cruz Abogados SAS</i>              |
| <b>Leading Individuals</b>                                           |
| <b>Band 1</b>                                                        |
| Acero Martín <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i>   |
| Godoy Fajardo Juan Pablo <i>Godoy *</i>                              |
| Hoyos Jiménez Catalina <i>Godoy *</i>                                |
| Meza Ciro <i>Baker McKenzie S.A.S.</i>                               |
| Plazas Vega Mauricio Alfredo <i>MPV Abogados</i>                     |
| Ruiz Juan Guillermo <i>Posse Herrera Ruiz</i>                        |
| <b>Band 2</b>                                                        |
| Cermeño César <i>Martínez Quintero Mendoza González</i>              |
| Cortés Camilo <i>Dentons Cardenas &amp; Cardenas</i>                 |
| De Bedout Juan Camilo <i>Posse Herrera Ruiz</i>                      |
| González Andrés <i>Martínez Quintero Mendoza González</i>            |
| Rozo Carolina <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i>  |
| <b>Band 3</b>                                                        |
| Aroca Felipe <i>Aroca Vives Abogados</i>                             |
| Díaz Palacios Álvaro Andrés <i>Pérez-Llorca *</i>                    |
| Hernández Andrés <i>Brigard Urrutia</i>                              |
| Higuaita Jairo <i>Esguerra JHR</i>                                   |
| Vargas Jaime <i>Cuatrecasas</i>                                      |
| Velasco Juan David <i>Baker McKenzie S.A.S.</i>                      |
| Zarama Camilo <i>Garrigues</i>                                       |
| <b>Band 4</b>                                                        |
| Caycedo Camilo <i>CCA Legal Abogados (ORL) ◊</i>                     |
| Gómez Jaime <i>Posse Herrera Ruiz</i>                                |
| Jaramillo Hernández María Catalina <i>Brigard Urrutia</i>            |
| Jiménez Julian <i>Esguerra JHR</i>                                   |
| Osman Gomez Pedro Pablo <i>Osman Abogados (ORL) ◊</i>                |
| Rodríguez Piedrahita Adrián <i>Rodríguez (ORL) ◊</i>                 |
| Sanabria Carmen <i>Dentons Cardenas &amp; Cardenas</i>               |
| Lewin Alfredo <i>Lewin &amp; Wills</i>                               |
| <b>Eminent Practitioners</b>                                         |
| Lafaurie Carlos Mario <i>PricewaterhouseCoopers</i>                  |
| Piñeros Mauricio <i>Pérez-Llorca *</i>                               |
| <b>Band 5</b>                                                        |
| Bobillier Carolina <i>Pérez-Llorca *</i>                             |
| Bolaños Mónica <i>Garrigues</i>                                      |
| González Óscar Iván <i>GHAN Abogados (ORL) ◊</i>                     |
| López Ernesto <i>Dentons Cardenas &amp; Cardenas</i>                 |
| Pardo Gustavo <i>Holland &amp; Knight</i>                            |
| Parra Andrés <i>Ernst &amp; Young</i>                                |
| Ruiz Ricardo <i>KPMG</i>                                             |
| Sanint Laura <i>SanintRivas (ORL) ◊</i>                              |
| <b>Band 6</b>                                                        |
| Correa Sebastian <i>Serrano Martínez CMA</i>                         |
| Cubides Pinto Benjamín <i>CUVAL Abogados (ORL) ◊</i>                 |
| De Guzmán Juan Pablo <i>De Guzmán Márquez</i>                        |
| Duque Daniel <i>Brigard Urrutia</i>                                  |
| Galeano Laura <i>Martínez Quintero Mendoza González</i>              |
| Márquez Catalina <i>De Guzmán Márquez</i>                            |
| Plazas Catalina <i>MPV Abogados</i>                                  |
| Rodríguez Vargas Camilo Andrés <i>KPMG</i>                           |
| Rodríguez Vásquez Carlos Giovanni <i>Esguerra JHR</i>                |
| Sanabria Díaz Alejandro <i>Pérez-Llorca *</i>                        |
| <b>Up-and-coming individuals</b>                                     |
| Lewin Federico <i>Lewin &amp; Wills</i>                              |
| Palacios Juan Andrés <i>Lewin &amp; Wills</i>                        |
| Ramírez Héctor <i>Philippi Prietocarrizosa Ferrero DU &amp; Uría</i> |
| Velandia Ferreira Diego <i>Dret Legal (ORL) ◊</i>                    |
| Visbal Otero Michelle <i>Serrano Martínez CMA</i>                    |
| <b>Associates to watch</b>                                           |
| Durán Laura <i>Baker McKenzie S.A.S.</i>                             |
| Roldán Castellanos Carolina <i>Baker McKenzie S.A.S.</i>             |

ately interpret regulatory changes, thereby reducing tax risks and contingencies.”

##### Work highlights

Baker McKenzie advised Airbnb on tax compliance matters in Colombia, including tax structuring, preparing filings and statutory reports, and drafting responses to the tax authority.

##### Notable practitioners

Co-head of department **Ciro Meza** enjoys a wealth of experience advising clients in the Colombian tax space. He is well placed to assist with the full gamut of tax mandates, including planning, consulting and litigation matters. **Strengths:** “Ciro Meza excels in technical expertise in tax matters, sound practical judgement, and availability to address complex issues promptly. He maintains

a solutions-oriented approach, which facilitates decision-making on important mandates.” **Ciro Meza** is a strategic partner with solid tax law expertise and recognised prestige in the market. He is dynamic, highly reliable and a trusted adviser on complex tax cases.” Co-head of department **Juan David Velasco** continues to garner praise from interviewees for his tax practice in Colombia. He boasts extensive expertise counselling clients on transfer pricing, planning and compliance matters.

**Strengths:** “Juan David Velasco is a partner with complete mastery of the tax practice. He inspires a high level of trust and credibility, and his leadership, sound judgement and technical expertise position him as a leading authority on tax matters.” Associate-to-watch **Laura Durán** focuses her practice



on consulting and tax planning matters. She has experience assisting both local and international clients hailing from a range of sectors, including the manufacturing and telecommunications industries.

**Strengths:** “Laura Durán provides a clear analysis of tax mandates while maintaining strong communication and facilitating the timely progress of matters.”

Associate-to-watch **Carolina Roldán Castellanos** breaks into the rankings this year after receiving significant praise from clients. She is frequently seen advising domestic and international clients on the structuring of investment projects, transactions and private wealth matters. **Strengths:** “Carolina Roldán consistently delivers high-quality work under tight deadlines and demonstrates a strong ability to translate complex matters into practical advice.”

## Godoy

### What the team is known for

Godoy is a leading boutique firm that boasts a highly dedicated tax team in Colombia. The firm possesses extensive experience acting on a range of mandates spanning global transfer pricing, tax planning matters related to project structuring, and counselling on legislative reform. Godoy shows prowess in handling cases before the competent authorities, including the DIAN. The legal practice has noted activity advising on the tax implications of energy-related operations, in particular advising hydrocarbon companies.

### Strengths

“Godoy go beyond simply reviewing regulations, taking the time to understand the nature of the business and to ensure its viability within the fiscal, legal and operational framework.”

“The experience working with Godoy as our tax, foreign exchange and customs adviser has been excellent. They consistently support us in pursuing new business opportunities with a comprehensive and fully integrated practice.”

### Work highlights

Godoy advised Empresas Públicas de Medellín on the structuring and implementation of renewable energy projects, optimising and securing tax incentives available under Colombia’s 1715 Law.

### Notable practitioners

Recognised partner and co-head of department **Juan Pablo Godoy Fajardo** regularly assists clients with the tax implications of transactional mandates and regulatory compliance in Colombia. **Strengths:** “Juan Pablo Godoy Fajardo has been incredibly supportive, offering us well-founded solutions and being clear on all fronts. He goes beyond legal and tax support; he truly stands by us as clients.” “Juan Pablo Godoy Fajardo provides exceptional client service and commercial vision, and his assessments and recommendations on tax matters enjoy complete credibility.” Bogotá-based practitioner and co-head of department **Catalina Hoyos Jiménez** advises clients on regulatory compliance, transfer pricing and contentious tax cases, as reported by clients and market insiders, who hold her in high esteem for her prowess in the Colombian legal market. **Strengths:** “Catalina Hoyos Jiménez is an extraordinary lawyer with great academic depth, practical sense, speed and clarity in her answers.” “Catalina Hoyos Jiménez is a detail-focused practitioner, proactive in international tax matters and in the review of new structures relevant to the sector in

which we operate.”

## Martínez Quintero Mendoza González Laguado & De La Rosa

### What the team is known for

Martínez Quintero Mendoza González Laguado & De La Rosa possesses a well-rounded tax practice. Its Bogotá-based team is adept at advising large corporate clients on tax-efficient structures for local and cross-border mergers and acquisitions, as well as incorporating local subsidiaries in Colombia. Martínez Quintero Mendoza González Laguado & De La Rosa is frequently mandated by high-profile clients across different industry sectors such as technology, energy, and oil and gas.

### Strengths

“Martínez Quintero Mendoza González Laguado & De La Rosa is a highly reliable firm with a responsive, dedicated and thorough team who are quick to find solutions and consistently provide confidence and certainty. The team seeks creative solutions to bring matters to a successful conclusion.”

“Martínez Quintero’s team provides specialised legal counsel on highly complex tax matters with strategic scope and significant economic impact, in both administrative and judicial proceedings. Their strengths include a high degree of professionalism, strong technical expertise and the ability to anticipate outcomes.”

### Work highlights

Martínez Quintero Mendoza González Laguado & De La Rosa advised Grupo Nutresa on the tax planning and structuring of a cross-border financing consisting of a USD2 billion bridge loan granted by a syndicate of international financial institutions.

### Notable practitioners

**César Cermeño** boasts prowess in advising local and international clients on both contentious and non-contentious tax matters. He complements his practice with additional expertise in foreign trade mandates. **Strengths:** “César Cermeño always acts with great professionalism, expertise and timeliness. He is always by our side when making high-impact decisions for our company, and we have complete confidence in his recommendations and results.”

Respected practitioner **Andrés González** is commended by market commentators for his expertise in the Colombian tax arena. He is well placed to advise on matters relating to tax structuring and planning, as well as international and foreign investment taxation. **Strengths:** “Andrés González consistently provides outstanding support. He ensures that his technical advice is perfectly tailored to each situation, while maintaining a strong focus on safeguarding our interests.” Dynamic partner **Laura Galeano** continues to impress commentators with her involvement in the Colombian tax domain. Her expertise includes assisting clients with tax-related aspects of corporate reorganisations and international investment structures across diverse industries. **Strengths:** “Laura Galeano is a transactional lawyer with a significant advantage: she not only provides tax advice but also brings strong accounting and corporate management expertise, making her an invaluable asset to the practice.”

## Pérez-Llorca

### What the team is known for

Pérez-Llorca is a highly regarded full-service firm

that enjoys a strong reputation for advising a noted multinational client base on demanding contentious and advisory tax matters in Colombia. The firm possesses a strong team that assists with a range of matters, including transfer pricing, optimisation of corporate transactions, and representation before the DIAN. Pérez-Llorca is routinely retained by companies hailing from industries such as consumer goods, hospitality and energy.

### Strengths

“Pérez-Llorca’s tax department’s technical expertise, their dedication to clients and the quality of their legal advice are exceptional and set them apart from others in the market. Furthermore, their response times are both timely and effective.”

“I enjoy working with Pérez-Llorca because they are both practical and decisive. Their tax department is staffed by expert lawyers who have a comprehensive understanding of their clients’ needs and always provide alternatives, which gives me more confidence in my legal management.”

### Work highlights

Pérez-Llorca advised Promigas on cross-border tax compliance related to its acquisition of Zelestra’s renewable energy portfolio in Colombia, Peru and Chile.

### Notable practitioners

Eminent practitioner **Mauricio Piñeros** holds a key role within the Colombian tax space. He advises clients on the tax implications of corporate transactions, administrative litigation and tax benefits. **Strengths:** “Mauricio Piñeros is, and will continue to be, my number one adviser. His advice and conclusions are always indispensable to my decision-making.” **Álvaro Andrés Díaz Palacios** continues to boast a strong practice in Colombia, representing clients in tax disputes before the DIAN.

**Strengths:** “Álvaro Andrés Díaz Palacios is a practical and confident lawyer who consistently puts himself in the client’s shoes and provides effective, commercially minded solutions. He inspires confidence and gives businesses the assurance they need to make sound decisions.” **Carolina Bobillier** is an active partner who has received significant praise from interviewees for her work in the Colombian tax arena. **Strengths:** “Carolina Bobillier has been an excellent adviser, providing thorough technical analyses that help shape and refine our tax planning strategies. She possesses deep expertise in labour tax matters, enabling a comprehensive and well-rounded assessment of complex issues.”

Dynamic partner **Alejandro Sanabria Díaz** continues to be recognised by market commentators for his expertise within the Colombian tax space.

**Strengths:** “Alejandro Sanabria Díaz is a highly skilled tax specialist with a strong strategic business vision. He is dependable, technically outstanding and exceptionally responsive.”

## Philippi Prietocarrizosa Ferrero DU & Uría

### What the team is known for

Philippi Prietocarrizosa Ferrero DU & Uría is a well-known full-service firm with an experienced tax group in Colombia. The department offers wide-ranging expertise and a team particularly skilled in designing tax-efficient structures for asset and share purchases, corporate reorganisations and project structuring. Philippi Prietocarrizosa Ferrero

DU & Uriá is also active in handling transfer pricing issues.

#### Strengths

*"Philippi Prietocarrizosa Ferrero DU & Uriá's tax department demonstrates a deep understanding of our needs, outstanding technical capabilities, and a strategic approach aligned with our objectives. Their support is proactive, reliable and consistent, making them a key legal partner to the company."*

*"Philippi Prietocarrizosa Ferrero DU & Uriá demonstrates extensive knowledge of tax matters and applies it effectively to the realities of our business. The firm has the resources and capabilities necessary to advise on complex tax matters and understands both the business and how tax issues apply to it."*

#### Work highlights

Philippi Prietocarrizosa Ferrero DU & Uriá advised the Bank of Nova Scotia on the tax implications of the integration of its banking operations with Davivienda in Colombia, Costa Rica and Panama.

#### Notable practitioners

Market-leading co-head of department **Martín Acero** is held in high esteem by clients and peers alike for his renowned expertise in tax mandates in Colombia. He is well placed to advise on corporate matters and the implementation of tax structures.

**Strengths:** *"Martín Acero is among the best tax and corporate lawyers in Colombia. He is very capable and very creative."* *"Martín Acero is a highly experienced professional who offers excellent client service and commercial vision, along with practical and effective solutions."* Talented co-head of department **Carolina Roza** is regularly mandated by clients to assist with tax compliance matters in Colombia. She offers additional prowess in advising on wealth and tax planning, as well as tax disputes.

**Strengths:** *"Carolina Roza inspires a great deal of confidence. She is an excellent lawyer with strong ties to academia, a highly practical approach to the law and impeccable, comprehensive analysis. I trust her judgement and expertise on tax matters."* Co-head of the department and director of the firm's Barranquilla office, **Héctor Ramírez** is an up-and-coming practitioner who garners praise from interviewees for his tax practice in Colombia. **Strengths:** *"Héctor Ramírez is an excellent tax lawyer. His opinions and expertise are invaluable whenever we need them; he demonstrates extensive experience in tax matters, a strong knowledge of legal precedents, and great confidence in his arguments."*

#### Posse Herrera Ruiz

##### What the team is known for

Full-service firm Posse Herrera Ruiz fields an outstanding practice group that boasts an important position at the forefront of the Colombian tax space. The department is active in representing a high-profile multinational clientele in both contentious and non-contentious tax mandates. Posse Herrera Ruiz's highly experienced team assists clients with the tax structuring of complex corporate transactions, including share and asset acquisitions and joint venture agreements. The legal team can also be found representing companies in controversy-related proceedings concerning revenue tax.

#### Strengths

*"Posse Herrera Ruiz have unparalleled technical expertise in interpreting complex tax regulations,*

*enabling them to challenge the tax authority's positions from the outset. Their meticulous reporting and participation in technical working groups facilitate informed decision-making within our company."*

*"Posse Herrera Ruiz demonstrate a strong understanding of our business, which gives us confidence in their advice. The firm's strong network in Colombia also provides a comparative advantage when evaluating tax strategies."*

#### Work highlights

Posse Herrera Ruiz assisted Davivienda with the tax structuring of the cross-border integration of its operations with Scotiabank in Colombia, Costa Rica and Panama.

#### Notable practitioners

Stellar head of department **Juan Guillermo Ruiz** leads Posse Herrera Ruiz's tax practice. He offers specialised expertise and possesses extensive experience advising on the tax structuring of complex corporate transactions in Colombia.

**Strengths:** *"Juan Guillermo Ruiz is a recognised and respected figure in the business world, particularly in the tax sector. His experience, especially in handling complex situations, gives us peace of mind in the decisions we make."* *"Juan Guillermo Ruiz is the best tax lawyer in the country, with the ability to solve complex problems in a straightforward way."*

Colombian practitioner **Juan Camilo De Bedout** receives sterling praise from clients and peers alike for his solid expertise in advising on tax litigation.

**Strengths:** *"Juan Camilo De Bedout's knowledge of tax litigation and compliance is of the highest standard."* Skilled practitioner **Jaime Gómez** continues to receive praise from clients and peers alike for his activity within the Colombian tax arena. **Strengths:** *"Jaime Gómez is an expert in financial taxation in Colombia. He is very attentive, quick to answer questions, and explains things clearly."*

## Band 2

#### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is a respected full-service firm that is highly experienced in advising on the tax optimisation of cross-border business operations and corporate transactions in Colombia. Brigard Urrutia's know-how encompasses the tax aspects of M&A, disposals of local subsidiaries, and structuring large-scale infrastructure projects, in addition to investments in the real estate sector. The firm is also well placed to handle controversies before municipal authorities and the DIAN.

#### Strengths

*"Brigard Urrutia stand out for their technical strength, strategic focus and close relationship with clients, offering practical and timely tax law solutions. The firm demonstrates a strong ability to handle complex and sophisticated issues, combining legal rigour with a practical, decision-making-oriented approach."*

#### Work highlights

Brigard Urrutia advised Empresa Metro de Bogotá and Financiera de Desarrollo Nacional on the tax structuring of Bogotá's metro system.

#### Notable practitioners

**Andrés Hernández** possesses extensive knowledge in the Colombian and international tax spaces.

He has experience advising clients in the oil and gas industry. **Strengths:** *"Andrés Hernández is an efficient practitioner in tax advisory matters who provides excellent client service and commercial vision to his clients."*

**María Catalina Jaramillo Hernández** enjoys considerable experience working for clients in disputes with local and national tax authorities.

**Strengths:** *"Catalina Jaramillo's exceptional technical expertise sets her apart. She offers timely responses, a practical approach and the ability to translate complex tax matters into actionable decisions."* Co-head of department **Daniel Duque** continues to receive notable endorsement from interviewees for his activity in the Colombian tax field. **Strengths:** *"Daniel Duque is a brilliant lawyer with extensive knowledge of tax law. He has built significant trust with our company, understands our needs and demonstrates empathy throughout the process, making him an invaluable legal adviser."*

#### Dentons Cardenas & Cardenas

##### What the team is known for

Dentons Cardenas & Cardenas is a well-reputed international full-service firm that is regularly called upon by both local and multinational clients to advise on Colombian tax matters. Dentons Cardenas & Cardenas's expertise spans tax controversy as well as advising on tax structuring for high-profile corporate transactions. The firm routinely advises clients in the logistics, energy and natural resources, and construction areas.

#### Strengths

*"Dentons Cardenas & Cardenas's distinguishing strengths are their strategic vision, technical rigour, ability to provide legal certainty, capacity to resolve highly complex matters, and clear, effective communication."*

#### Work highlights

Dentons Cardenas & Cardenas advised WPP Media Management on the tax aspects of a corporate reorganisation, including the transfer of business units and the structuring of the transaction to achieve fiscal neutrality.

#### Notable practitioners

Bogotá-based practitioner **Camilo Cortés** is head of the tax department at Dentons Cardenas & Cardenas. He provides extensive guidance on the tax structuring aspects of joint ventures and M&A-related matters. **Strengths:** *"Camilo Cortés is a lawyer who offers his clients excellent client service and solid commercial vision. He is always available and strives to view problems from different perspectives."* **Carmen Sanabria** covers a broad range of work in the Colombian tax space and routinely advises clients on both advisory and contentious mandates. **Strengths:** *"Carmen Sanabria's leadership and knowledge have been fundamental to the successful completion of some of the most important projects we have undertaken in Colombia. She maintains a strong relationship with our organisation, and her recommendations are informed by a comprehensive understanding of our business."* **Ernesto López** possesses expertise in advising on a range of tax mandates in Colombia. He is sought after by clients hailing from an array of industries spanning manufacturing, industrial and financial. **Strengths:** *"Ernesto López is our main point of contact, providing excellent tax support and responsiveness to all our requests."* *"We've*

had a great experience with Ernesto López. He is a lawyer who is always willing to help and prompt, and a great source of support for our company."

### Esguerra JHR

#### What the team is known for

Esguerra JHR is well placed to assist clients with strategic tax efficiencies in corporate restructuring, as well as with the tax implications of transactions in the capital markets and private equity arenas. Commentators including clients and peers alike endorse the lawyers' expertise, spanning a range of industries.

#### Strengths

"Esguerra JHR demonstrates a strong ability to handle complex and sophisticated matters and profound technical expertise in legal, tax and accounting issues. The firm successfully navigates highly complex structures thanks to their holistic understanding of the underlying business."

#### Work highlights

Esguerra JHR represented Onelink in a claim before the Administrative Tribunal challenging the tax authority's decision to reject its transfer pricing approach and impose an adjustment and sanctions.

#### Notable practitioners

Respected practitioner **Jairo Higuaita** continues to receive solid recognition from clients who praise his expertise in the tax domain. He advises clients on an array of tax planning and tax structuring mandates in Colombia. **Strengths:** "Jairo Higuaita is one of the most reputable and respected tax experts in Colombia. We have complete confidence in his judgement and expertise." Well-regarded practitioner **Julián Jiménez** enjoys extensive experience in the Colombian tax space. He advises both local and international clients on tax planning and structuring matters. **Strengths:** "Julián Jiménez is a highly skilled professional with whom we have successfully collaborated on complex projects requiring significant tax expertise and dedication. He is adept at identifying business opportunities and ensures matters are handled efficiently and effectively." **Carlos Giovanni Rodríguez Vásquez** is recognised by market commentators for his expertise in complex transfer pricing, VAT and income tax refund claims, advising clients across the infrastructure, banking and finance sectors. **Strengths:** "Carlos Giovanni Rodríguez Vásquez has extensive experience in the sector and is renowned for his professionalism. He is highly regarded for his work with the Colombian tax authority and for the comprehensive support he provides to his clients."

### Band 3

### Ernst & Young

#### What the team is known for

Well-regarded global Big Four outfit Ernst & Young is active in the Colombian tax space. The legal team is particularly experienced in acting on corporate taxation matters as well as tax compliance and transfer pricing mandates. Ernst & Young is often retained by both Colombian and international companies hailing from industries such as energy, oil and gas, and infrastructure.

#### Strengths

"Ernst & Young has a comprehensive team of strong

tax partners who can cover all areas of tax, both nationally and internationally."

#### Notable practitioners

**Andrés Parra** possesses extensive experience advising clients on transfer pricing mandates in Colombia. **Strengths:** "Andrés Parra is a highly regarded practitioner renowned for his expertise in transfer pricing matters."

### Garrigues

#### What the team is known for

Garrigues has a solid department that is well known for representing key clients in contentious and transactional tax mandates in Colombia. The legal group offers significant experience representing clients before the DIAN as well as advising on the tax optimisation of corporate restructurings.

#### Strengths

"Garrigues distinguish themselves through their high level of commitment and rigour in addressing each consultation, as well as through their technical precision and meticulous analysis of every matter entrusted to them. The firm combines conceptual depth, an understanding of the regulatory context and a practical orientation towards clear solutions."

#### Work highlights

Garrigues represented Federación Colombiana de Transportadores de Carga por Carretera in a dispute challenging a government decree increasing withholding tax rates applicable to the transportation sector.

#### Notable practitioners

**Camilo Zarama** heads Garrigues's tax department. He has extensive experience assisting clients with both tax planning and litigation. He boasts particular expertise in advising on transactional and corporate-related tax matters. **Strengths:** "Camilo Zarama is an absolute authority on tax matters, with exceptional technical expertise and an outstanding ability to address complex issues. In addition to his professional excellence, he stands out for his personal qualities, making working with him not only highly effective but also a genuinely pleasant experience." Co-head of department **Mónica Bolaños** continues to elicit significant praise from market commentators who recognise her expertise in complex tax mandates. **Strengths:** "Mónica Bolaños has excellent accounting and tax knowledge, providing the ideal blend of expertise for a tax adviser. Thanks to her in-depth understanding of international regulations, she can analyse tax structures thoroughly, minimising disruption and reducing the risk of challenges."

### KPMG

#### What the team is known for

KPMG is a renowned auditing outfit with a strong international reach that is active in the Colombian market. The tax legal division is frequently instructed by national and international corporate entities from a wide range of sectors, including the finance, food and drink, and transport fields. KPMG's team are experts in tax structuring, compliance and claims against the Colombian tax authorities.

#### Strengths

"KPMG maintains a long-standing business relationship as our corporate tax adviser, strengthening their knowledge of the company and its business units. Combined with their tax and customs exper-

tise and managerial vision, this makes KPMG a strategic partner in our decision-making."

#### Work highlights

KPMG advised Team Foods Colombia on the stamp tax implications arising from its operational activities in Colombia.

#### Notable practitioners

Head of department **Ricardo Ruiz** is an active and experienced tax practitioner with solid market recognition. His practice covers a range of complex mandates, including strategic tax advisory for a diverse client base. **Strengths:** "Ricardo Ruiz's experience has given him the knowledge and skills needed to advise and lead large corporate and multinational accounts. He is widely recognised both locally and internationally as a tax expert." Dynamic partner **Camilo Andrés Rodríguez Vargas** earns recognition for his tax practice in Colombia and is well regarded for advising clients on tax compliance and contentious tax matters. **Strengths:** "Camilo Andrés Rodríguez Vargas is a highly skilled tax professional with a clear understanding of complex matters and strong technical knowledge. He inspires confidence in any process he undertakes."

### Lewin & Wills

#### What the team is known for

Lewin & Wills enjoys wide respect for handling a range of complex tax matters in Colombia. The department fields a noteworthy team that boasts experience analysing the tax implications of project structuring, including real estate projects. Lewin & Wills advises an enviable client base of high-profile players from sectors such as oil and gas. The firm further demonstrates significant expertise in acting on complex cases of double taxation and compliance mandates.

#### Strengths

"We particularly value Lewin & Wills' professionalism, high standard of service and personalised attention. They always respond promptly to our enquiries, and the quality of their tax advice is excellent."

#### Work highlights

Lewin & Wills represented Carbones de Cerrejón in a series of tax disputes relating to special deductions, transfer pricing rules, tax treaty provisions and VAT.

#### Notable practitioners

**Alfredo Lewin** is a renowned Bogotá-based practitioner who provides advice on the full range of tax matters in Colombia, including those pertaining to litigation and corporate reorganisations. **Strengths:** "Alfredo Lewin is an excellent professional and a benchmark in the industry." Co-head of department **Federico Lewin** is an up-and-coming practitioner with sustained market endorsement for his practice focused on tax disputes and strategic advisory on tax administration. **Strengths:** "Federico Lewin is a high-level legal adviser who delivers exceptional client service and sophisticated work to his clients." Co-head of department **Juan Andrés Palacios** is recommended by clients for his prowess in tax issues in Colombia. The up-and-coming practitioner is praised for his expertise in advising on income tax and VAT, among other mandates. **Strengths:** "Juan Andrés Palacios is a lawyer with a strong business perspective and exceptional legal precision."



## MPV Abogados

### What the team is known for

MPV Abogados is a boutique firm that boasts extensive experience advising clients on contentious administrative tax disputes and nullity actions against regulatory decrees in Colombia. The firm represents both public and private entities, including clients hailing from the construction, energy and life sciences industries.

### Strengths

*"MPV Abogados' extensive knowledge of tax matters and High Court interpretations is crucial. They are also notable for their timely and appropriate management of tax risk, and they strive to understand the sector in which we operate."*

### Work highlights

MPV Abogados advised Sofasa on an income tax dispute over the deductibility of royalty payments under technology import agreements and related sanctions imposed by the tax authority.

### Notable practitioners

Founding partner **Mauricio Alfredo Plazas Vega** benefits from a long-standing track record in the Colombian tax space. He has extensive experience assisting national and international clients with both advisory and contentious tax mandates. **Strengths:** *"Mauricio Alfredo Plazas Vega's level of experience, analytical ability and knowledge in tax matters is exceptional."* **Mauricio Alfredo Plazas Vega** is the best tax lawyer in Colombia." Head of the firm's litigation team, **Catalina Plazas** boasts expertise in the Colombian tax arena. She is sought after by clients across a range of industries, including banking, insurance and real estate. **Strengths:** *"Catalina Plazas is a well-rounded lawyer who provides strong client service and incorporates her clients' business needs into her analyses and legal recommendations."*

## Band 4

## Aroca Vives Abogados

### What the team is known for

Aroca Vives Abogados has a noteworthy department that is well known for representing clients in estate management, the implementation of tax-efficient business structures and regulatory compliance. The team boasts extensive expertise advising on corporate reorganisations and foreign investment mandates. The firm routinely advises clients in the real estate, infrastructure and finance sectors.

### Strengths

*"Aroca Vives stand out for their strong technical judgement, the consistency in their analyses and the clarity in their communication, fostering long-term relationships built on trust and credibility in the tax field."*

### Work highlights

Aroca Vives advised Promotora Belong on obtaining UPME certification to access tax incentives for projects involving non-conventional energy sources.

### Notable practitioners

Co-head of department **Felipe Aroca** continues to be held in high esteem by market commentators for his prowess in legal tax mandates. **Strengths:** *"Felipe Aroca shows rigorous technical expertise in tax law, conceptual clarity, and the ability to combine an academic perspective with professional*

*practice."*

## Cuatrecasas

### What the team is known for

Cuatrecasas' Bogotá-based tax department plays a key role advising both domestic and international clients on their tax mandates. The team is frequently seen assisting clients with strategic tax advice related to corporate reorganisations, transfer pricing and sector-related structuring mandates. It is also well placed to represent clients in a variety of tax litigation proceedings. The firm's client base comprises companies from the energy and banking and finance sectors.

### Strengths

*"Cuatrecasas demonstrates a deep understanding of the tax landscape. The firm is highly creative in maximising expected outcomes, provides excellent service, and is a pioneer in applying tax regulations and incentives, helping to set the standard for their implementation."*

### Work highlights

Cuatrecasas advised Facture and Grupo Estela on a cross-border tax restructuring across Colombia, Chile, Mexico and Peru, including assisting with transfer pricing arrangements and double taxation treaties.

### Notable practitioners

Head of department **Jaime Vargas** is highly regarded within the Colombian tax market. He has extensive experience in advising on complex tax optimisation mandates for both international and local clients. **Strengths:** *"Jaime Vargas has a deep understanding of complex tax structures. He is also highly creative in finding ways to achieve the desired outcomes."*

## De Guzmán Márquez

### What the team is known for

Respected boutique firm De Guzmán Márquez enjoys a flourishing practice in the Colombian tax space. The Bogotá-based legal team is adept at handling a range of tax advisory issues, including structuring, planning and in-depth tax efficiency analysis matters. The department has additional capabilities for advising on private wealth mandates. The firm's client base comprises companies from the fintech, finance and e-commerce industries.

### Strengths

*"De Guzmán Márquez brings together a high level of tax expertise and a practical understanding of corporate transactions. The team proposes efficient, actionable structures and provides a rapid response, clear risk identification and a focus on optimising the tax burden without compromising legal certainty."*

### Work highlights

De Guzmán Márquez advised Plasmar on an environmental tax optimisation strategy regarding plastic bag manufacturing and distribution, under the National Consumption Tax on plastic bags.

### Notable practitioners

Co-head of department **Juan Pablo de Guzmán** continues to be recognised, enjoying sterling feedback from clients who praise his skills in advising on tax and corporate governance structures. **Strengths:** *"Juan Pablo de Guzmán offers a comprehensive commercial vision, connecting legal*

*and tax advice with business strategy."* **Catalina Márquez** enjoys substantial experience handling Colombian tax issues. She is regularly sought after by clients to assist with tax planning and transactional structuring mandates. **Strengths:** *"Catalina Márquez has a clear understanding of the business and provides practical recommendations focused on closing deals while balancing tax efficiency and commercial viability."*

## Holland & Knight

### What the team is known for

Renowned international firm Holland & Knight enjoys a dynamic tax practice in Colombia. Its well-versed team is routinely sought out by clients from a wide range of industries to provide international and local taxation advice in relation to day-to-day operations and corporate mergers and reorganisations. The lawyers are also well placed to assist with tax audits and assessments for strategies to prevent tax disputes.

### Strengths

*"Holland & Knight's tax department stands out in the industry for its technical expertise. The team's timely responses and efficient handling of requests are also significant, helping to prevent unnecessary delays in decision-making."*

### Notable practitioners

**Gustavo Pardo** is endorsed by observers who praise his tax expertise in Colombia. He advises clients on tax planning, foreign exchange and contentious matters. **Strengths:** *"Gustavo Pardo demonstrates a high level of commitment and consistently delivers excellent service."*

## PricewaterhouseCoopers

### What the team is known for

PwC Legal is a notable Big Four accounting firm with an established offering for tax mandates in Colombia. The firm represents international companies in matters including transfer pricing, optimising the tax efficiency of corporate transactions, and compliance mandates. The legal department also assists clients with auditing and accounting matters.

### Strengths

*"PwC Legal's solid approach inspires confidence."*

### Notable practitioners

Eminent practitioner **Carlos Mario Lafaurie** possesses extensive experience handling tax planning and consulting mandates. He receives endorsements from market insiders for his long-standing presence in the Colombian tax arena. **Strengths:** *"Carlos Mario Lafaurie is an extraordinary tax specialist."*

## Quiñones Cruz Abogados SAS

### What the team is known for

Quiñones Cruz Abogados is a noteworthy Colombian boutique firm that continues to be a significant player within the tax disputes space. The firm boasts demonstrable experience advising on municipal and federal disputes and representing clients before various administrative authorities. Quiñones Cruz Abogados is also adept at handling constitutional tax disputes.

### Strengths

*"Quiñones Cruz Abogados is a prominent boutique firm with highly skilled lawyers working on complex*

tax mandates.”

#### Notable practitioners

Senior statesperson **Lucy Cruz de Quiñones** is a strong player in contentious tax mandates and is particularly well regarded for her experience in administrative and constitutional tax disputes in Colombia. **Strengths:** “*Lucy Cruz de Quiñones is one of the most respected and recognised tax and constitutional lawyers in Colombia. Her experience inspires respect and confidence.*”

#### Serrano Martínez CMA

##### What the team is known for

Serrano Martínez CMA houses a noteworthy tax department well known for assisting clients with regulatory assessments, audits and litigation. The team is well placed to advise clients on tax due diligence in M&A transactions, international taxation and the restructuring of foreign investments. Serrano Martínez CMA has a strong presence in the Antioquia market.

##### Strengths

“*Serrano Martínez CMA have extensive experience in complex tax litigation. They are characterised by their close, personalised and comprehensive support, which ensures compliance with critical deadlines and the agility required in disputes of this nature.*”

##### Work highlights

Serrano Martínez CMA advised Chevron on the reintroduction of the Stamp Tax for specific contracts as a consequence of the Colombian government’s emergency declaration in the Catatumbo region.

#### Notable practitioners

Head of department **Sebastián Correa** receives praise from clients for his tax practice in Colombia. He advises on tax structuring, transactional and cross-border tax matters, and is also recognised for his experience in tax disputes in the real estate and infrastructure sectors. **Strengths:** “*Sebastián Correa* is highly capable of explaining unfa-

miliar topics to stakeholders in clear language. He and his team are very timely in their advice, going the extra mile and delving into the details of matters.” Up-and-coming practitioner **Michelle Visbal Otero** continues to receive solid endorsements from market commentators. She boasts expertise in both domestic and international tax mandates relating to regulatory and strategic advisory matters. **Strengths:** “*Michelle Visbal Otero is an expert in tax matters, providing support in identifying potential tax benefits for projects and applying this information to financial models.*”

#### Other Ranked Lawyers

Senior statesperson **Juan Rafael Bravo** of **Juan Rafael Bravo & Cía** continues to be a well-known player in the Colombian tax arena. **Strengths:** “*Juan Rafael Bravo is a prominent figure in Colombia’s tax sector.*”

Seasoned practitioner **Paul Cahn-Speyer Wells** of Cahn-Speyer, Paredes & Asociados receives plaudits from the legal market for his extensive experience in Colombian tax mandates. **Strengths:** “*Paul Cahn-Speyer Wells is one of Colombia’s prominent tax lawyers, working on some of the country’s most significant cases.*”

Experienced practitioner **Camilo Caycedo** of CCA Legal Abogados continues to be recognised by market commentators for his active practice in the Colombian tax arena. **Strengths:** “*Camilo Caycedo is an expert in tax matters relating to the real estate sector.*”

**Benjamín Cubides Pinto** of CUAL Abogados maintains a reputable practice in the Colombian tax space. He possesses experience providing consultation services and tax planning for companies. **Strengths:** “*Benjamín Cubides Pinto is a great lawyer in the tax sector.*”

Dynamic practitioner **Óscar Iván González** is the leading partner of the boutique firm GHAN Abo-

gados. He is recognised for his well-established presence in the Colombian tax arena. **Strengths:** “*Óscar Iván González is one of the most well-rounded tax advisers we have worked with. His advice is consistently impeccable.*”

**Pedro Pablo Osman Gomez** heads Osman Abogados’ tax practice. He is routinely sought after by clients to assist with both advisory and structuring tax matters, as well as contentious mandates.

**Strengths:** “*As a client of Osman Abogados, I have had the best experience, supported by a highly qualified, professional and diligent team. Pedro Pablo Osman’s knowledge, determination and experience are particularly invaluable when seeking legal advice.*”

**Adrián Rodríguez Piedrahita** of Rodríguez Piedrahita Derecho Tributario is highlighted for his standout experience advising clients on international tax planning mandates and foreign investments. **Strengths:** “*Adrián Rodríguez Piedrahita’s work is fantastic. He is insightful, well prepared and highly experienced.*”

Bogotá-based lawyer **Laura Sanint** is head of department at SanintRivas. She possesses expertise in assisting notable clients with corporate tax law and transfer pricing matters. **Strengths:** “*Laura Sanint has a very strong level of knowledge in transfer pricing. Her responses are always clear and well reasoned.*”

**Diego Velandia Ferreira**, head of department at Dret Legal, is an up-and-coming partner whose work across operational and transactional tax mandates is well regarded by the market. He leads tax planning, compliance and dispute resolution matters for domestic and international clients.

**Strengths:** “*Diego Velandia Ferreira has an excellent understanding of the tax authority’s regulations and requirements. Our experience working with him is very positive, as his advice is always clear, sound and reliable, providing us with great peace of mind when making decisions.*”

## TMT (Telecoms, Media, Technology)

| TMT (Telecoms, Media, Technology)                              |
|----------------------------------------------------------------|
| Leading Firms                                                  |
| <b>Band 1</b>                                                  |
| Brigard Urrutia                                                |
| <b>Band 2</b>                                                  |
| BBGs Abogados                                                  |
| ECIJA                                                          |
| Lloreda Camacho & Co                                           |
| <b>Band 3</b>                                                  |
| Bermúdez & Esguerra Abogados                                   |
| Dentons Cardenas & Cardenas                                    |
| Pérez-Llorca                                                   |
| Vería Asesores                                                 |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

#### Band 1

##### Brigard Urrutia

##### What the team is known for

Brigard Urrutia is a market-leading full-service firm in Colombia which is regularly retained by key telecommunications, media and technology clients to advise on a wide range of TMT mandates. The noted legal team assists clients with broadcasting rights, data privacy matters and data collection investigations. In addition, the practice group offers extensive experience providing complex regulatory analysis to a high-profile multinational clientele, as well as acting on sector-related administrative disputes. Brigard Urrutia is well placed to advise sat-

ellite and television providers on their day-to-day operational needs.

##### Strengths

“*Brigard Urrutia’s main strengths lie in its in-depth knowledge of the corporate and regulatory framework in Colombia, particularly in the satellite and TMT sectors. We especially value their responsiveness, understanding of the local market, and ability to coordinate regulatory and administrative matters in an agile and effective manner.*”

“*Brigard Urrutia has a large, highly skilled team that handles complex TMT matters with experience and technical expertise. They are very hands-on, understand the business, the environment and the context, which is what sets them apart.*”

| TMT (Telecoms, Media, Technology)                              |
|----------------------------------------------------------------|
| Leading Individuals                                            |
| <b>Band 1</b>                                                  |
| Michelsen Sergio <i>Brigard Urrutia</i>                        |
| Vanegas Stella <i>ECIJA *</i>                                  |
| Villegas Carrasquilla Lorenzo <i>Serrano (ORL) ◇</i>           |
| <b>Band 2</b>                                                  |
| Acosta Gómez Juanita <i>Dentons Cardenas &amp; Cardenas</i>    |
| Barrios Cadena Luis Felipe <i>BBGS Abogados</i>                |
| Montenegro Myriam <i>BBGS Abogados</i>                         |
| Tamayo Arango Gustavo <i>Lloreda Camacho &amp; Co</i>          |
| <b>Band 3</b>                                                  |
| Alejandro Bermúdez José <i>Bermúdez &amp; Esguerra *</i>       |
| Esguerra Carlos <i>Bermúdez &amp; Esguerra Abogados *</i>      |
| Pardo Cuéllar María Carolina <i>Baker McKenzie (ORL) ◇</i>     |
| Renjifo Patricia <i>Vería Asesores</i>                         |
| <b>Associates to watch</b>                                     |
| Fernández Andrés <i>Brigard Urrutia</i>                        |
| Meza Scarpetta Andrés <i>Pérez-Llorca</i>                      |
| <i>* Indicates individual with profile.</i>                    |
| <i>◇ (ORL) = Other Ranked Lawyer.</i>                          |
| <i>Alphabetical order within each band. Band 1 is highest.</i> |

### Work highlights

Brigard Urrutia advised Millicom on telecommunications regulatory matters in connection with its acquisition of a controlling stake in Colombia Telecomunicaciones, operating under the Movistar brand.

### Notable practitioners

Stellar partner **Sergio Michelsen** routinely provides advice to several high-profile clients in the Colombian TMT area. He boasts particular expertise assisting with a range of regulatory matters related to the telecommunications, technology and media sectors. **Strengths:** “Sergio Michelsen is one of the strongest TMT lawyers in Colombia. He is a great lawyer with a particular focus on regulatory and telecommunications matters.” Associate-to-watch

**Andrés Fernández** continues to be praised by interviewees who endorse his expertise in the Colombian TMT space. He frequently provides advice on data protection and implementation of artificial intelligence mechanisms to renowned names in the technology market. **Strengths:** “Andrés Fernández’s key differentiator is his ability to offer a strategic business perspective, anticipating regulatory risks and proposing practical solutions aligned with our company’s commercial objectives.” “Andrés Fernández’s key differentiator is his ability to offer a strategic business perspective, anticipating regulatory risks and proposing practical solutions aligned with our company’s commercial objectives.”

### Band 2

#### BBGS Abogados

##### What the team is known for

BBGS Abogados is a well-regarded practice group that has particular expertise advising clients on entertainment mandates. The team regularly assists with copyright contracts, broadcasting rights and the negotiation of licensing agreements, with additional expertise in regulatory matters, television production and data protection mandates. BBGS Abogados caters to a roster of notable clients, including Colombian and regional production companies.

### Strengths

“BBGS Abogados is an experienced firm in the legal aspects of the audiovisual sector. They understand it very well, so the solutions they propose are practical and business-oriented.”

### Work highlights

BBGS Abogados advised Samsung on a data protection audit of its service centres and on marketing and promotional activities, including promotional terms and conditions and advertising compliance.

### Notable practitioners

Notable partner and co-head of department **Luis Felipe Barrios Cadena** maintains a solid reputation in the Colombian TMT market. He routinely advises significant clients on audio-visual mandates. **Strengths:** “Luis Felipe Barrios Cadena is a great leader who demonstrates excellent client relationship management and a timely ability to respond to requests for TMT-related services.” Noteworthy practitioner and co-head of department **Myriam Montenegro** is highly skilled at handling complex matters arising from the telecommunications, media and technology sectors in Colombia. **Strengths:** “Myriam Montenegro understands the TMT industry exceptionally well across all levels and a broad range of matters. She is always available to advise on and discuss issues relevant to the sector.”

### ECIJA

##### What the team is known for

ECIJA is a dynamic full-service law firm with notable expertise handling a wide range of data protection matters. The specialist lawyers are frequently instructed by Colombian health and financial services clients on regulatory and data compliance mandates. The TMT team offers further experience advising on disputes regarding data breaches and cybersecurity standards in Colombia.

### Strengths

“One of ECIJA’s main strengths is its ability to provide close, timely support that is highly aligned with our organisation’s needs. The team stands out for its technical expertise in data protection and information security, as well as its ability to translate regulatory requirements into practical and actionable measures.”

### Work highlights

ECIJA advised Kredit Plus on data protection compliance regarding its personal data processing activities, including governance and review of commercial channels.

### Notable practitioners

**Stella Vanegas** is an experienced lawyer in Colombia’s TMT arena, with particular expertise advising on data protection and cybersecurity matters for banking and finance and fintech clients. **Strengths:** “Stella Vanegas is a superb adviser who perfectly understands the needs of companies across a range of industries. She is someone we consistently turn to for advice on personal data and data protection matters.” “Stella Vanegas is distinguished by her approachability, willingness to help and commitment. She maintains timely communication, inspires confidence through her support and demonstrates a high level of technical knowledge in data protection.”

### Lloreda Camacho & Co

##### What the team is known for

Lloreda Camacho & Co has a well-regarded TMT department in Colombia with a solid practice assisting local and international telecommunications companies in a wide range of matters, including advising satellite companies on regulatory matters, as well as administrative disputes before the competent authorities. The team is frequently sought out by corporate clients to advise on data protection and privacy matters. Lloreda Camacho & Co complements its practice with additional expertise assisting companies hailing from the media and entertainment sectors.

### Strengths

“Lloreda Camacho & Co’s TMT department demonstrates significant strength and expertise in the media sector.”

### Notable practitioners

Well-reputed partner and co-head of department **Gustavo Tamayo Arango** plays a crucial role representing clients before the Ministry of Information Technologies and Communications in Colombia.

**Strengths:** “Gustavo Tamayo has been a prominent figure in the telecommunications sector for many years and is one of the most knowledgeable practitioners in this area.”

### Band 3

#### Bermúdez & Esguerra Abogados

##### What the team is known for

Bermúdez & Esguerra Abogados hosts a dynamic TMT practice in Colombia. The Bogotá-based team boasts capabilities in assisting clients with data protection mandates, especially in reviews of internal private policies, data collection and data processing practices. The legal division is well equipped to assist clients in administrative procedures brought forward by the SIC. The firm’s client list includes notable national and international names across e-commerce, transportation and social media.

### Strengths

“Bermúdez & Esguerra Abogados’ TMT department has a high-quality professional team with in-depth knowledge of the regulations and the sector in which we operate. The team also demonstrates a strong understanding of data collection processes and provides recommendations and plans to mitigate risks.”

### Work highlights

Bermúdez & Esguerra Abogados assisted Uber with privacy investigations, regulatory inquiries and requests for information initiated by the Colombian Data Protection Authority.

### Notable practitioners

Noted partner **José Alejandro Bermúdez** enjoys recognition from clients and peers for his work on administrative procedures and data privacy matters within the Colombian TMT market. **Strengths:** “José Alejandro Bermúdez has a very good reputation in privacy and data protection matters and demonstrates strong technical rigour.” Dynamic partner **Carlos Esguerra** receives strong praise from market commentators for his TMT practice in Colombia. He routinely advises clients on database registrations and data protection mandates.

**Strengths:** “Carlos Esguerra provides strong client service and a high level of sophistication in his work. His leadership in personal data protection matters



enables a clear focus on achieving objectives.”

### Dentons Cardenas & Cardenas

#### What the team is known for

Dentons Cardenas & Cardenas’ active TMT team enjoys expertise handling data protection, compliance and regulatory matters for domestic and international clients hailing from a wide range of sectors, including e-commerce, technology and telecommunications. The department is also well placed to represent clients in sector-related litigation proceedings before Colombian authorities such as the Data Protection Authority.

#### Strengths

“We have worked with Dentons Cardenas & Cardenas for several years, and the team does very good work in the TMT area. What I value most is its commitment to understanding our company and products, allowing it to apply its TMT expertise and translate it into practical business outcomes.”

#### Notable practitioners

**Juanita Acosta Gómez** continues to draw strong praise from interviewees due to her activity in the Colombian TMT arena. She frequently handles matters related to data protection in the technology realm. **Strengths:** “Juanita Acosta Gómez’s work is essential, and her advice is consistently sound. She develops business strategies with a global perspective and serves as a key point of contact for other firms within her team around the world, making her support invaluable.” “Juanita Acosta Gómez’s work is essential, and her advice is consistently sound. She develops business strategies with a global perspective and serves as a key point of contact for other firms within her team around the world, making her support invaluable.”

### Pérez-Llorca

#### What the team is known for

Pérez-Llorca is an experienced full-service firm with a notable TMT department in Colombia which has expertise in telecommunications and technology as

well as media. The practice group routinely advises on a wide range of mandates, including regulatory matters, implementation of data protection programmes and licensing matters for radio and satellite communications. The firm’s client roster encompasses the software and computer services and communications sectors.

#### Strengths

“Pérez-Llorca is distinguished in TMT matters by its ability to combine legal rigour with a genuine understanding of industry dynamics, as well as excellent responsiveness and follow-up.”

#### Work highlights

Pérez-Llorca advised DiDi Chuxing on the implementation of a cookie consent and tracking framework in Colombia, including privacy compliance and governance matters across its digital platform operations.

#### Notable practitioners

Associate-to-watch **Andrés Meza Scarpetta** earns endorsement from market commentators for his active TMT practice in Colombia. His work is particularly focused on data protection and regulatory matters. **Strengths:** “Andrés Meza Scarpetta is recognised for his high technical level in personal data protection in Colombia, with a deep understanding of the regulatory framework. He provides clear, business-oriented advice.”

### Veria Asesores

#### What the team is known for

Veria Asesores is a dynamic boutique law firm in Colombia providing legal assistance to clients in the media, entertainment, technology and data protection fields. The TMT department is well regarded in the market for its expertise in regulatory matters, content licensing and data protection. The legal team boasts particular capability in audio-visual productions, music industry matters and personal data protection compliance. Veria Asesores’ clientele encompasses broadcasters, digital platforms and music publishers.

#### Strengths

“Veria Asesores provides an excellent service. The team has significant experience in TMT matters and understands the demands of negotiations and the needs of each project we undertake.”

#### Work highlights

Veria Asesores advised Warner Chappell Music Colombia on legal and regulatory matters regarding audiovisual incentive regimes, music synchronisation and licensing structures.

#### Notable practitioners

Experienced partner **Patricia Renjifo** is recognised by market onlookers for her TMT advisory support for audiovisual production companies and entertainment industry clients. **Strengths:** “Patricia Renjifo is a very good lawyer with broad knowledge of the TMT sector. She continually seeks and proposes solutions that help us improve our practices and negotiations.”

### Other Ranked Lawyers

Partner and head of Baker McKenzie’s TMT department **María Carolina Pardo Cuéllar** actively handles complex mandates in the data privacy sector. **Strengths:** “María Carolina Pardo Cuéllar is a very good lawyer and is very active in the data privacy field. She is highly regarded and has been very successful in this area.”

Top-tier practitioner **Lorenzo Villegas Carrasquilla** of Serrano Martínez CMA continues to receive strong endorsements from clients and peers alike. He boasts solid expertise advising technology giants in Colombia on complex contentious mandates. **Strengths:** “Lorenzo Villegas Carrasquilla is an extraordinary adviser in TMT matters and a strategic ally to our company in making important business decisions.” “Lorenzo Villegas Carrasquilla is a TMT lawyer who demonstrates extensive knowledge and experience. His advice is comprehensive and thorough, always covering all relevant matters.”

## Leaders’ Profiles in Colombia

### ALEJANDRO BERMÚDEZ, José

Bermúdez & Esguerra Abogados,  
Bogotá  
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Featured in TMT (Colombia)

**Professional Memberships:** José Alejandro is members of the IAPP and he also chairs the Colombian chapter of the Latin American Privacy Professionals Association (ALAP). José Alejandro was also Director of the Colombian Data Protection and Privacy Association.

**Publications:** Promoting Accountability through Regulator Leadership Centre for Information Policy Leadership – CIPL. 2021 Controversial Fake News bill would setback privacy Protections for Brazilians Coautor con Pablo Palazzi – Argentina. IAPP Privacy Tracker. 2020 Brazil’s

Golden Opportunity: the need for an independent DPA. IAPP Daily Dashboard. 2018 El principio de Accountability y el anteproyecto de protección de datos de Argentina: ¿nuevo paradigma global de protección de datos? Revista Latinoamericana de Protección de Datos Personales. 2017 Transferencias Internacionales y Responsabilidad Demostrada. La República. Asuntos Legales. 2017 El sistema colombiano de protección de datos personales: hacia un modelo basado en la responsabilidad demostrada y la gestión de Riesgos Universidad de Nuestra Señora del Rosario y Hans Seidel Foundation. 2014 El futuro de la protección de Datos en Colombia Portafolio, 2011

### ARAQUE, David

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Featured in Dispute Resolution (Colombia)

**Practice Areas:** David Ricardo Araque Quijano is a Partner and head of the Dispute Resolution practice at Pérez-Llorca. With more than two decades of experience, he is widely recognised for his expertise in domestic and international litigation and arbitration, particularly in complex disputes arising in construction and infrastructure, industrial procurement, energy, commercial distribution, and mergers and acquisition. He also has a strong track record advising on litigation prevention and liability, and has defended multinational clients in

class actions and public interest lawsuits relating to environmental, consumer protection, and personal injury matters.

**Career:** David began his legal career in 2003, joining Pérez-Llorca in 2012 and becoming a partner in 2018. Over the course of his practice, he has consolidated his reputation as one of Colombia’s leading disputes lawyers, with high-level experience across arbitration centres including ICC, ICDR, and CCB. He is ranked in Chambers Latin America 2025 for Dispute Resolution, has been recognised as a Leading Partner by The Legal 500 2025 for Litigation, and is recommended by Leaders League 2025 in Restructuring and Insolvency.

**Personal:** David is a professor at Universidad de los Andes, Bogotá, where

he teaches courses in Roman Law, Business Law, Obligations, and Procedural Law, and regularly lectures on dispute resolution in M&A transactions. He is a member of the Colombian Arbitration Committee and the International Bar Association (IBA). He holds a law degree and a specialisation in Financial Law from Universidad de los Andes, Bogotá; a degree in Industrial Engineering from Pontificia Universidad Javeriana, Bogotá; and an LL.M. in International and Comparative Dispute Resolution from Queen Mary University of London.

#### ARAQUE, William

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*Featured in Dispute Resolution (Colombia)*

**Practice Areas:** Litigation & Conflict Resolution.

**Career:** William serves as Of Counsel of the Conflict Resolution & Investment Protection practice group. He has advised local and foreign companies for over 42 years in issues relating to complex commercial contracts, commercial distribution schemes, Colombian procedural law, and in general matters relating to business law. He has represented several companies in multiple proceedings before the ordinary jurisdiction and local arbitration tribunals in complex controversies. In the area of Conflict Resolution he has been involved in over 75 arbitration proceedings governed by the Chambers of Commerce of Bogotá, Medellín and Pereira, in claims for over 2.5 billion dollars. He has been a member of the Chamber of Commerce of Bogotá's A-list of arbitrators for more than 10 years. In the area of national litigation he has counseled and represented companies from the pharmaceutical, consumer goods and automotive sectors, and commerce and trade in general, in matters ranging from class actions, distribution claims, commercial agency agreements and consumer protection law to tort and contractual liability actions.

**Personal:** Leading Individuals, The Legal 500 LATAM 2022, Litigation, Arbitration. Banda 2, Chambers Latin America 2022, Dispute Resolution. Included in Latin Lawyer 2021, Arbitration, Litigation.

#### ARRÁZOLA BUSTILLO, Patricia

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*Featured in Energy & Natural Resources (Colombia)*

**Practice Areas:** Patricia Arrázola-Bustillo is a Partner and Head of the Energy & Natural Resources practice at Pérez-Llorca. Drawing on over three decades of experience, she is recognised as a pivotal advisor in Colombia's energy and mining sectors, guiding both domestic and international clients on corporate, regulatory, and transactional matters. Her practice encompasses privatisations, acquisitions, project development, and regulatory compliance, combining technical expertise with a strategic business perspective.

**Career:** Patricia began her career at the Bogotá Chamber of Commerce before joining Pérez-Llorca in 1993, where she has been a partner since 2000. She has established herself as one of Colombia's foremost energy and natural resources lawyers, regularly advising clients on strategic transactions and corporate governance. She is recognised as a Leading Partner by The Legal 500 2025 in Corporate, M&A, and Energy & Natural Resources; ranked Band 2 by Chambers Latin America 2025 in Oil & Gas and Band 3 in Mining; and has been named LACCA Approved 2025 for Corporate/M&A.

**Personal:** Patricia is Vice Chair of the International Bar Association's Mining Law Committee and sits on the Steering Committee of The Foundation for Natural Resources and Energy Law. She is also a member of PDAC, the Prospectors and Developers Association of Canada; and the Rosaristas Bar Association. She holds a law degree from Universidad del Rosario, Bogotá, and a specialisation in Corporate Law from Pontificia Universidad Javeriana, Bogotá; and she has undertaken additional studies in international practice, commercial law, and administrative procedure both in Colombia and abroad. She works in Spanish and English.

#### ARRUBLA, Jaime Alberto

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*Featured in Dispute Resolution (Colombia)*

**Practice Areas:** Civil and commercial litigation. Domestic and international arbitration. Cassation and extraordinary appeals before the Supreme Court of Justice and the Council of State. Contract law, obligations and civil liability. Expert evidence on Colombian law before arbitral tribunals and foreign courts.

**Career:** Jaime Arrubla Paucar founded Arrubla Devis in 1988, joining his private law practice to the public law practice of Consuelo Devis Saavedra. He was Justice of the Civil Chamber of the Supreme Court of Justice of Colombia from 2004 to 2012, President of the Civil Chamber in 2006, Vice-President of the Court in 2009 and President of the Supreme Court of Justice in 2010. Earlier he served as Legal Secretary to the President of the Republic (1998–2000) and as Secretary General of the Government of Antioquia (1982). He has sat as arbitrator at the arbitration centres of the Chambers of Commerce of Medellín, Bogotá and Cartagena for more than thirty years, in disputes arising from public and private contracting: infrastructure, agency, supply and concession agreements. He serves on the board of Grupo Sura (since 2022) and on the Governing Council of Universidad Pontificia Bolivariana (since 2023). He leads the firm's civil and commercial law, contracts, arbitration and dispute resolution practice.

**Professional Memberships:** Colombian Academy of Jurisprudence — full member. Corporación Excelencia en la Justicia — member of the Committee of Experts. Medellín Bar Association — Honorary President. Arbitration lists of

the Chambers of Commerce of Medellín, Bogotá and Cartagena.

**Publications:** Author of Contratos Mercantiles, a four-volume treatise on Colombian commercial contracts published by Legis and a standard reference in the field. Contratos Típicos is in its fourteenth edition and Teoría General del Negocio Mercantil in its thirteenth. Author of Los negocios fiduciarios y la fiducia en garantía. Co-author of more than thirty publications in commercial and civil law.

**Personal:** Professor emeritus of Commercial Contracts at Universidad Pontificia Bolivariana. Full professor at Universidad del Rosario. Has taught obligations at Universidad de los Andes and contracts at Pontificia Universidad Javeriana, and lectures in the commercial law graduate programmes of Universidad de los Andes, Pontificia Universidad Javeriana, Universidad Nacional de Colombia and Universidad Externado de Colombia.

#### BERNAL, Federico

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*Featured in Labour & Employment (Colombia)*

**Practice Areas:** Labor and Employment Law

**Career:** Federico is a partner in Godoy's Advisory and Counseling Unit, with more than 18 years of experience in Employment Law. Throughout his career, he has advised national and multinational companies on complex individual and collective labor matters, leading comprehensive legal strategies that address organizational dynamics and the challenges of today's labor environment. Since joining the firm in 2010, he has participated in the Advisory, Litigation, Audits, and Collective Labor Law teams, standing out as a skilled negotiator in union processes and a high-level trainer. His strategic vision, combined with strong technical expertise, enables him to deliver practical, sustainable solutions aligned with business objectives. In the academic field, Federico is a tenured professor in the Labor Law Specialization at Pontificia Universidad Javeriana. He has also contributed actively to strengthening the legal debate as a member of the Board of Directors of the Colombian Labor Lawyers Association (Colegio de Abogados del Trabajo) and the Editorial Board of Actualidad Laboral, published by Legis.

#### BOBILLIER, Carolina

Pérez-Llorca, Bogotá

*Featured in Tax (Colombia)*

**Practice Areas:** Carolina Bobillier Ceballos is a Partner in Pérez-Llorca's Tax practice. With over two decades of experience, she focuses on estate and wealth tax planning for families, corporate tax structuring, and cross-border asset protection mechanisms. Her work also covers tax aspects of mergers and acquisitions, corporate reorganisations, and the structuring of entrepreneurial ventures and startups. In addition, she has developed significant expertise in

advising nonprofit organisations, particularly those subject to Colombia's special tax regime.

**Career:** Carolina began her career in the legal department of a real estate firm, going on to serve as Director of the Legal Analysis Department at the Colombian Institute of Tax Law, and later as Tax Planning and Risk Management Manager at Avianca. She first joined Pérez-Llorca in 2006, later rejoining in 2015, taking up a partnership in the Tax Practice in 2022. She is recognised by Chambers Latin America 2025 in Tax, as a Next Generation Partner by The Legal 500 2025, and as a Leading lawyer by Leaders League 2025 in Tax Law.

**Personal:** Carolina is a member of the Colombian Institute of Tax Law (ICDT) and the International Bar Association (IBA). She holds a degree in law from Universidad de La Sabana, Chía, and a specialisation in Tax Law from Universidad del Rosario, Bogotá. She is currently pursuing a postgraduate degree in Family Law at Universidad del Rosario.

#### BURITICÁ, Francisco

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*Featured in Labour & Employment (Colombia)*

**Practice Areas:** Labor and Employment Law

**Career:** Francisco is a partner in Godoy's Advisory Unit and one of the most recognized figures in Employment Law in Colombia. He is the founder of the law firm Buritica & Buritica Abogados—later merged with Godoy. Over the course of more than three decades, he has built a career as an advisor, litigator, and professor in labor law. His approach combines technical rigor, strategic vision, and negotiation skills, reinforced by his international training. He has mentored generations of lawyers through the Legal Clinic at Pontificia Universidad Javeriana, where he also served as a professor in both undergraduate and graduate programs. Renowned for his academic rigor and close relationships with clients, Francisco embodies the practical experience and critical thinking that distinguish leading voices in labor law in Colombia.

#### CASAS, Alejandro

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*Featured in Dispute Resolution (Colombia)*

**Practice Areas:** Dispute Resolution, Competition, Consumer Protection.

**Career:** Alejandro Casas is a Partner at La Firma. His practice focuses on dispute resolution, representing clients in judicial and arbitral proceedings involving contractual liability, unfair competition, antitrust, and consumer protection. Prior to joining La Firma, he worked with leading Colombian firms advising clients across the telecommunications, agricultural, automotive, and retail sectors on contractual disputes, consumer protection, and competition law. He also served in the Legal Affairs Division of the World Trade Organization (WTO), assisting panels in dispute settlement proceedings. Alejandro is currently a Professor of

Contract Law at Pontificia Universidad Javeriana, where he previously taught WTO Law

#### **CORREA POSADA, Lina**

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*Featured in Energy & Natural Resources (Colombia)*

**Practice Areas:** Energy & Natural Resources, Environmental

**Career:** Lina has about 10 years of professional experience in environmental law, providing advice on environmental regulatory issues to companies in different sectors of the economy. Her practice is focused on guaranteeing the adequate compliance of the environmental legal regulation, and advice regarding environment-related projects and activities carried out by companies related to these matters. Lina is an expert in conducting environmental legal audits, in accompanying permissive and sanctioning administrative procedures before environmental authorities, and in the preparation of legal concepts and opinions on these issues. **PROFESSIONAL EXPERIENCE** -Senior Associate, Gómez-Pinzón Abogados, since 2018. -Associate, Gómez-Pinzón Abogados, 2015 – 2018 -Associate, Prieto Carrizosa Abogados, 2012 – 2013. -Lawyer, Auditor and Audit Coordinator, Activo Legal Ltda., 2011 – 2012. -Asistente del Componente de Participación Ciudadana, Fundación MSI Cimientos, 2009 -2011. **Professional Memberships:** -Member of IBA (International Bar Association) **Personal:** **EDUCATION** -Master's in International Cooperation and Development, Università Cattolica del Sacro Cuore (Italy), 2014. -Specialization in Environmental Law, Universidad del Rosario, 2011. -Law, Universidad de Los Andes, 2009. **RECENT ACKNOWLEDGMENTS** -Associate to watch, Chambers Latin America 2020, Energy & Natural Resources. **LANGUAGES** -Spanish, English, French.

#### **DACOSTA HERRERA, Andrés Fernando**

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*Featured in Labour & Employment (Colombia)*

**Practice Areas:** Employment and labor law

**Career:** Andrés has more than 20 years of experience in Employment Law, providing strategic advice to companies across multiple sectors. His career combines legal practice at top-tier law firms with leadership of corporate and institutional initiatives with regional impact. Throughout his career, he has founded two specialized labor law firms, served as arbitrator of the ECOPETROL-USO Legal Arbitration Tribunal, conjuéz (ad hoc judge) of the Bogotá Superior Court, and consultant to international organizations such as the OAS and the ILO. His comprehensive and strategic approach is built on solid academic training in Colombia and abroad, as well as extensive practical experience in col-

lective labor relations, negotiations, labor disputes, and regulatory compliance. This perspective enables him to provide innovative and sustainable legal solutions aligned with his clients' business objectives.

#### **DÍAZ PALACIOS, Álvaro Andrés**

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*Featured in Tax (Colombia)*

**Practice Areas:** Álvaro Andrés Díaz Palacios is a Partner in the Tax practice at Pérez-Llorca, where he has been a key figure since 2004. Informed by more than 25 years of experience, he focuses on tax litigation, consulting, and transfer pricing, and represents national and international companies across sectors including telecommunications, construction, infrastructure, and hydrocarbons. He is widely recognised for his ability to handle complex disputes involving both national and local tax authorities.

**Career:** Álvaro began his career in 1997 at the Colombian Institute of Tax Law and went on to work as a senior legal consultant at an international audit firm and at several leading local law firms. Since joining Pérez-Llorca in 2004 and taking up a partnership in 2011, he has consolidated his role as one of Colombia's leading tax litigators. Álvaro has taught tax law at several Colombian universities. He is author of Sentencias de unificación jurisprudencial y mecanismo de extensión / Aplicación en materia tributaria and co-author of Delitos Tributarios (both Legis Editores). He is a member of the editorial board of Impuestos. He is recognised by Chambers Latin America 2025 for Tax, as a Leading Partner by The Legal 500 2025, and as a Leading Lawyer in Tax Law by Leaders League 2025. He is also LACCA Approved 2025 in Tax.

**Personal:** Álvaro is a member of the Colombian Institute of Tax Law, the International Fiscal Association (IFA), CEDEP (Center for Procedural Law Studies), STEP (Society of Trust and Estate Practitioners), and the International Bar Association (IBA). He holds a law degree and a postgraduate degree in Tax Law from Universidad del Rosario, Bogotá, and completed further postgraduate studies in Administrative Law and Public Services at Universidad de Salamanca, Spain, and in Criminal Tax Law at Universidad de Buenos Aires, Argentina.

#### **EDUARDO NARANJO, Carlos** Naranjo Vallejo Abogados S.A.S., Bogotá

*Featured in Public Law (Colombia)*

**Practice Areas:** "Carlos Eduardo Naranjo is an excellent public law practitioner who provides outstanding client service and a high level of sophistication in his work."

**Career:** Carlos Eduardo Naranjo is a distinguished Colombian litigator with more than 35 years of legal experience specializing in public law, state contracting, and administrative litigation. As the General Director and Founder of Naranjo Abogados' Bogotá office, he has led some of the most relevant public

law cases, acciones populares and class actions in Colombia. He also serves as an active Arbitrator at the Chamber of Commerce of Bogotá (CCB), list A.

**Publications:** Introducción al Derecho Constitucional Colombiano – Señal Editora, 1994 Régimen de la Contratación Pública – Señal Editora, 1994 Derecho procesal General – Edit. Biblioteca Jurídica Dike, 2016 Erudito de la Contratación Pública, Edit. Legis Historia de la Contratación pública en Colombia, Edit. Legis

#### **ESGUERRA, Carlos**

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*Featured in Competition/Antitrust (Colombia), TMT (Colombia)*

**Practice Areas:** Competition Law, Antitrust, Consumer Protection, Telecommunications, Data Protection, Privacy, TMT

**Career:** Carlos Esguerra is a leading competition and antitrust practitioner in Colombia, with over 16 years of experience advising public and private entities on complex enforcement, regulatory and strategic competition matters. Carlos combines deep enforcement experience with top-tier private practice and international exposure, a profile that is rare in the Colombian market. Prior to joining Avante Abogados (now Bermúdez & Esguerra), he held senior positions at the Colombian Competition Authority (Superintendence of Industry and Commerce – SIC), where he led a specialised team of more than 30 professionals within the Bid-Rigging in Public Procurement Specialized Group. In this role, he was responsible for some of the most significant cartel and bid-rigging investigations conducted by the SIC during 2017 and 2018, gaining first-hand insight into investigative techniques, evidentiary standards and institutional decision-making. His experience also includes leading roles in private practice. At Posse Herrera Ruiz, Carlos headed the competition law practice between 2015 and 2016, advising on merger control, investigations and compliance matters. In addition, he has acted as a consultant to the Colombian Aeronautical Authority, the Colombian Communications Regulator and to the U.S. Federal Trade Commission in Washington, D.C., further strengthening his comparative and international perspective on competition enforcement. At Bermúdez & Esguerra, Carlos leads the competition and antitrust practice, and his strategic direction and hands-on involvement have been central to the success and growth of the team. He has led all the matters listed in this submission, providing senior-level strategic advice across investigations, merger control, compliance programmes and high-stakes contentious proceedings. **Professional Memberships:** Carlos has served as President of the Colombian Association of Data and Privacy (ADAPRI) and as Director of the Inter-

national Committee of the Colombian Association of Competition Law.

**Publications:** Asociación Colombiana de Derecho de la Competencia (ACDC) Capítulo de acuerdos del libro Derecho de la Competencia, 2022 Competition Laws Outside the United States ("CLOUS") Capítulo de Colombia American Bar Association (ABA), 2021 Getting The Deal Through Capítulo de control de integraciones (Merger Control Colombia) 2016

#### **FANDINO DE LA CALLE, Ricardo**

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*Featured in Banking & Finance (Colombia), Capital Markets (Colombia)*

**Practice Areas:** Ricardo Fandino de la Calle heads Pérez-Llorca's Banking, Finance & Capital Markets practice in Colombia and is a member of the firm's Executive Committee. With nearly three decades of experience, he advises international and domestic banks, financial institutions, corporates, and government entities on financings, capital markets, derivatives, banking and securities regulation, and the structuring and financing of infrastructure and energy projects.

**Career:** Ricardo has established a leading reputation in financial law since joining the partnership in 1997. He is ranked Band 1 in Chambers Latin America 2025 for both Banking & Finance, and Capital Markets. The Legal 500 2025 recognises him as a Hall of Fame lawyer in Capital Markets and as a Leading Partner in Banking & Finance. His further distinctions include being Highly Regarded by IFLR1000 2024, LACCA Approved 2025, and acknowledged for his leadership in Colombia's financial markets.

**Personal:** Ricardo is a firm-appointed member at ISDA and a member of the International Bar Association (IBA), and he has served on the boards of Grupo Nutresa, Parque Arauco, and Concesionaria Via 40 Express. He holds a law degree from Universidad del Rosario, Colombia and completed a Financial Regulation and Derivatives programme at Universidad del Rosario-ISDA, and undertook a management programme at Yale University.

#### **GAMBOA MORALES, Ernesto**

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*Featured in Dispute Resolution (Colombia)*

**Practice Areas:** Civil, commercial and procedural law; litigation; national and international arbitration; negotiation.

**Career:** Founding partner of Gamboa Abogados. Has been a trusted legal adviser for more than 35 years to companies and entities in multiple industries. Has acted in over 60 national and international commercial arbitrations as counsel and arbitrator.

**Professional Memberships:** Colombian arbitrator at the Court of Arbitration for Sport (CAS), Lausanne Colombian Academy of Jurisprudence (member) Arbitrator on List A of the Bogotá Chamber of Commerce Colombian Institute of Procedural Law (member)



**GANDINI, Isabella**Cuatrecasas, Bogotá  
(+57-1) 745 5934*Featured in Labour & Employment  
(Colombia)***Practice Areas:** Labor and Employment International Mobility**Career:** Isabella Gandini is an expert in labor law, advising national and international companies on different matters, including hiring processes and contract termination, voluntary resignation plans, due diligence processes, workplace diagnostics, and corporate transformation processes. She also handles issues involving expatriates, conciliation agreements before labor authorities, social security issues, migration issues, and litigation. Before joining Cuatrecasas, she worked for other leading law firms in Colombia and at a Big Four audit firm.**GARCÍA ARENAS, Natalia**Pérez-Llorca, Bogotá  
571 3192900 Ext. 217  
natalia.garcia@perezllorca.com*Featured in Corporate/M&A (Colombia)***Practice Areas:** Natalia García Arenas is a Partner in Pérez-Llorca's Corporate and M&A practice and a member of the firm's Executive Committee. With more than two decades of experience, she focuses on mergers and acquisitions, corporate finance, and project financing, and advises companies, investment banks, private equity funds, multilateral organisations, and strategic investors. She combines technical depth in transactional law with a strategic business perspective, and has also received recognition for her leadership in advancing diversity, equity, and inclusion in the legal profession.**Career:** Natalia joined the firm in 2002, becoming a partner in 2017 and joining the Executive Committee in 2024. She also gained international experience as an associate at Simpson Thacher & Bartlett LLP in New York. She is recognised by Chambers Latin America 2025 in Corporate/M&A, by The Legal 500 as a Leading Partner, and by Leaders League and IFLR1000 as a notable practitioner in M&A.**Personal:** Natalia is a member of the International Bar Association (IBA) and has played a leading role in initiatives promoting women in law and finance. She is a founder and Steering Committee member of Women in the Profession (WIP), sits on the Advisory Board of Women on Boards Community, and serves on the boards of Women in Alternative Investments (WAI) and Women in Connection (WIC). She holds a law degree from Pontificia Universidad Javeriana, Bogotá; an LL.M. from Columbia University School of Law; and a Specialisation in Financial Law from Universidad de los Andes, Bogotá.**GATTÁS, Lina**RAD/DF, Bogotá  
(57) 601-5276943  
lgattas@radddf.com*Featured in Labour & Employment  
(Colombia)***Practice Areas:** Labour & Employment Workforce Restructuring, Compensation

and Benefits Diversity, Equity &amp; Inclusion Advisory Employment Litigation and Workplace Investigations Social Security and Business Immigration

**Career:** Lina Gattás is a Partner at RAD/ and heads the firm's Employment, Social Security and Immigration practice in Colombia. With more than 22 years of experience, she is a trusted adviser to Colombian and multinational companies, boards, general counsel, chief human resources officers and senior executives on business-critical employment matters. Her practice focuses on complex workforce transformations, organisational restructurings, executive compensation and benefits, outsourcing and contractor models, sensitive workplace investigations, senior-level terminations, employment litigation, social security and business immigration. Lina also advises employers on workplace culture and conduct, sexual harassment prevention, gender equity, disability inclusion and diversity, equity and inclusion programmes. This work forms part of her broader practice advising companies on sustainable employment relationships, leadership accountability and the management of workplace risk. Lina regularly leads matters that combine significant legal, operational and reputational risk. She advises companies undergoing organisational change, redesigning their workforce or compensation structures, managing complex employee and union relations, or responding to major developments in Colombian employment regulation. She is particularly recognised for translating complex employment law issues into practical business strategies. Her approach combines technical legal expertise with a deep understanding of human resources, talent management and organisational dynamics, enabling her to design solutions that are legally robust, commercially sound and operationally workable. Before joining RAD/, Lina practised at Brigard Urrutia in Bogotá and gained international professional experience at Uría Menéndez in Madrid. She holds an MSc in International Employment Relations and Human Resource Management from the London School of Economics and Political Science. Lina has taught employment law, talent management and labour relations at Universidad de los Andes and Universidad Sergio Arboleda. She has also lectured in executive education programmes for business leaders and senior human resources professionals. Finally, Lina serves on the Board of Women in Connection, WIC, where she contributes to initiatives promoting women's leadership, gender equity and inclusive workplaces.**Professional Memberships:** Colegio de Abogados del Trabajo de Colombia Board of Women in Connection, WIC Committee on Women in the Profession (IBA) Colombian Association of Human Resource Management (ACRIP) Fellow The Aspen Institute  
**Publications:** "La transformación del derecho de asociación sindical en Colombia", published in Derecho laboral para el nuevo tiempo, Universidad delos Andes, 2017. "South America: A Distinctive Model or an Extension of the Mediterranean Model?", MSc dissertation, London School of Economics and Political Science, 2012. The Transformation of Trade Union Rights in Colombia, in Labor Law for a New Era (Los Andes, 2017). South America: A Distinctive Model ... or Extension of the Mediterranean Model, Master's thesis, LSE (2012).  
**Personal:** Lina combines private practice with academic work, mentoring and initiatives focused on women's leadership, gender equity and inclusive workplaces. Her work is driven by the conviction that sophisticated employment advice must protect the organisation while also strengthening leadership, workplace culture and sustainable employment relationships.**GNECCO MENDOZA, Gustavo**Godoy, Bogotá  
(057) 3158715361  
ggnecco@hotmail.com*Featured in Labour & Employment  
(Colombia)***Practice Areas:** Labor and Employment Law**Career:** Gustavo is a partner in Godoy's Litigation Unit and has more than 25 years of experience in Employment Law. His career includes a distinguished judicial trajectory as Assistant Justice (1997–2003) and Justice (2003–2011) of the Labor Chamber of the Supreme Court of Justice of Colombia, which grants him a deep understanding of the judicial system and jurisprudential analysis. He has served as Director of the Labor Law Department at the Legal Research Center of Universidad del Rosario and as a tenured professor of labor law at this and other leading universities in Colombia, including Pontificia Universidad Javeriana, Universidad de los Andes, Universidad Sergio Arboleda, and Universidad Católica de Colombia. His combined academic and professional background positions him as a reference in complex labor litigation and the strategic analysis of disputes.**GODOY FAJARDO, Carlos Hernán**Godoy, Bogotá  
(571) 3174628  
chgoday@godaycorderoba.com*Featured in Labour & Employment  
(Colombia)***Practice Areas:** Labor and employment law**Career:** Carlos Hernán is one of the most influential figures in the development of Employment Law in Colombia. As a member of the Advisory Unit, he combines more than four decades of professional experience with a strong academic vocation. He is a recognized authority in legal analysis and the transformation of labor relations, noted for his intellectual leadership, his role in training new generations of lawyers, and his continuous contributions to legal thought in the country. His work goes beyond the technical dimension, promoting a comprehensive vision of labor law based on continuous learning, critical thinking, and the connection between knowledge and practice. Through his

role as lecturer and trainer at the Godoy Corporate School, he has become a key influence in strengthening organizational legal culture.

**GODOY FAJARDO, Juan Pablo**Godoy, Bogotá  
00 571 6348533  
jgoday@godayhoyos.com*Featured in Tax (Colombia)***Practice Areas:** Tax Law Arbitration Practice Customs and Foreign Trade Law Energy and Natural Resources**Career:** Juan Pablo is a partner of the Legal Unit and leader of the Tax Law, International Trade, and Energy & Natural Resources practices. Recognized for his strategic approach, comprehensive business vision, and technical expertise in the extractive industry, Juan Pablo leads key practice areas such as taxation, international trade, and arbitration, integrating legal, accounting, and financial knowledge. His experience combines senior executive roles in the private sector with active participation in academia, industry associations, and public policy. He has served as a consultant to the Colombian Government on major structural reforms, including the 2018 Tax Reform and the 2020 Fiscal Incentives Commission, and as advisor to leading companies in the energy, extractive, and infrastructure sectors. He is a recognized opinion leader in tax law, fiscal policy, and energy regulation, known for his ability to translate legal complexity into clear, sustainable, and business-oriented solutions.**Professional Memberships:** Colombian Institute of Tax Law Latin American Institute of Tax Law International Fiscal Association — IFA International Bar Association — IBA Bar of Oil and Mining Law Specialist Lawyers Appointed as Arbitrator in the list of the Superintendence of Companies**Publications:** Godoy, J. P., (2016). Reflections on the Report of the Expert Commission on the Imminent Tax Reform of 2016. Institute of Political Science. Godoy, J. P., (2017). The Impact of the 2016 Tax Reform on the Infrastructure Sector. Journal of the Colombian Institute of Tax Law. Godoy, J. P., (2017). Evolution of the State Council's Jurisprudence on the Value Added Tax (VAT). Jurisprudence Observatory of the Colombian Institute of Tax Law. Godoy, J. P., (2018). Critical Aspects of the 2016 Tax Reform (Law 1819) on Income Tax and VAT. Presentation for the 41st Colombian Tax Law Conference, Proceedings. --- Godoy, J.P., (2014). De facto taxing powers of territorial entities in Colombia. Universidad Federal de Minas Gerais, Brasil. Godoy, J.P., (2014). Taxation of the mining, oil and gas sectors. General Secretary. Sixth International Latin American Regional Meeting – International Fiscal Association (IFA). Bolivia.**HOYOS JIMÉNEZ, Catalina**Godoy, Bogotá  
choyos@goh.law*Featured in Tax (Colombia)***Practice Areas:** Tax Dispute Resolution ITE

**Career:** Catalina is the leading partner of our Tax Law and Arbitration practices. Her career is distinguished by a strategic and innovative approach that integrates legal, economic, and technological aspects. She advises clients on critical decisions related to tax litigation, transfer pricing, M&A, the digital economy, and international taxation. She has served both as arbitrator and counsel in high-impact national and international panels, including complex disputes. Recognized for her credibility and leadership, she is a key reference for authorities, industry associations, and corporations. Catalina is an honorary member and former President of the Colombian Institute of Tax Law (Instituto Colombiano de Derecho Tributario) and has been recognized as one of the most influential figures in the country. She is also a university professor, international speaker, and author of specialized publications in more than 10 countries.

**Professional Memberships:** Colombian Institute of Tax Law Latin-American Institute of Tax Law International Fiscal Association — IFA International Bar Association — IBA Appointed as Arbitrator in the list of the Superintendence of Companies

**Publications:** Hoyos, C. (2021). Derecho Tributario, Filosofía e Historia. Estudios en Homenaje a Juan Rafael Bravo Arteaga. Dirección Mauricio A. Plazas Vega. El concepto de tributo en el arbitraje de inversión. Bogotá: Instituto Colombiano de Derecho Tributario — ICDT. Hoyos, C. (2021). Procedimiento Tributario Colombiano. En Catalina Plazas Molina y Juan de Dios Bravo González (Coord.) Extinción de la obligación tributaria. Editorial Temis Obras Jurídicas. Hoyos, C. (2020). Colombian Experience: Pitfalls and Challenges. Treatise on General Anti-Avoidance Rules — GAAR, CCH Wolter Kluwer [In preparation]

#### HUERTAS, Juan José

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*Featured in Banking & Finance (Colombia)*

**Practice Areas:** His professional practice focuses on complex Financing transactions, Capital Markets and Mergers & Acquisitions.

**Career:** Juan José Huertas is a partner at Posse Herrera Ruiz. His professional practice focuses on complex Financing transactions, Capital Markets and Mergers & Acquisitions. Juan has over 13 years of experience advising clients on cross-border and domestic financing and corporate transactions (in Colombia and the U.S.). Juan's practice is focused on representing financial institutions, sponsors, developers and borrowers from diverse industries —including energy, infrastructure and telecom— in complex financing structures such as project finance, acquisition finance, structured finance and corporate finance throughout Latin America, the United States and Europe. Juan also has significant experience in domestic and cross-border capital markets and M&A transactions.

Juan started his legal career in Posse Herrera Ruiz in 2013. Before re-joining the firm in 2023, Juan spent over 6 years as an associate in the New York offices of law firms Jones Day, Milbank LLP and Winston & Strawn LLP. He graduated as an attorney (J.D.) from Pontificia Universidad Javeriana, in Bogotá, and obtained a master's in law (LL.M.), with honors, from Columbia Law School, in New York City. Juan is admitted to practice law in Colombia and the State of New York.

**IBARRA PARDO, Martín Gustavo**  
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*Featured in International Trade (Colombia)*

**Practice Areas:** Socio economist lawyer from Universidad Javeriana in Colombia. He has a master in comparative law from University of Texas and in Exports Promotion from ICE in Italy. He is a renowned lawyer in Latin America in the fields of international trade, free trade zones and national and international arbitration. He has a wide experience in free zones development and in international economic law. The Free Zones he has sponsored in Colombia generate together more than 30.000 direct jobs.

**Career:** Managing Partner and CEO of the firm, and one of the most renowned strategists in international trade. For 50 years he has advised regional and national companies; and governments in the adoption of action plans to be successful in a globalized world. Knowledgeable in rescue mechanisms of companies, he's an authority in the application of correctives to avoid acts of unfair competition in international trade, such as dumping, countervailing duties, safeguard clauses, and technical regulations. He has led the development of the free zone regime in China and different countries around the world. In addition, he has collaborated in the design of the foreign trade legislation of most Latin American countries. He collaborated in the restructuring of foreign trade and customs mechanisms in countries such as the Philippines, Sri Lanka, Guatemala, Costa Rica, Peru, Congo, Nicaragua, Brazil, Dominican Republic, Bolivia, Ecuador, Venezuela, Tanzania, among others. He was an adviser in the creation of the Ministry of Foreign Trade in Colombia in 1991. In Colombia he has been a co-promoter of some of the most successful free trade zones (FTZ), such as Bogotá FTZ, La Candelaria FTZ (Cartagena), Pacific FTZ (Valle del Cauca), Tayrona FTZ (Santa Marta), Central FTZ (Cartagena), and Santander FTZ (Bucaramanga). In terms of Free Zones, he has not only collaborated in its creation, but also in the elaboration of strategic and commercial plans, and international and national promotion of these zones. He also continues to serve as president of the firm Araújo Ibarra International Trade Consultants, vice-president of the WFZO, honorary president of the AZFA and in 2020 he was appointed as a member of the Pacific Alliance Business Council, year in which Colombia received

the Pro-tempore presidency of the regional integration mechanism.

**Professional Memberships:** Mr. Ibarra participated in the creation of the World Free Zone Organization (WFZO), for which he works as Vice-Chairman. He is also honorary president of the Free Zone Organization of the Americas (AZFA). In 2015, the Colombian National Academy of Jurisprudence, taking into consideration Mr. Ibarra's works related to international trade and free zones, awarded him with the honour of becoming a scholar and member of this prestigious institution. In 2020 he was appointed as a member of the Pacific Alliance Business Council, year in which Colombia received the Pro-tempore presidency of the regional integration mechanism.

#### JARAMILLO, Ana Cristina

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*Featured in Corporate/M&A (Colombia)*

**Practice Areas:** Ana Cristina Jaramillo Cuéllar is a Partner in Pérez-Llorca's Corporate and M&A practice, with more than two decades of experience advising on complex corporate and transactional matters in Colombia and internationally. She specialises in mergers and acquisitions, corporate and commercial law, and financing, representing private equity funds, multinational corporations, family-owned businesses, and startups. Her dual legal training in Colombia and New York, coupled with her MBA, enables her to combine transactional expertise with a strategic business perspective.

**Career:** Ana Cristina began her career at Gómez-Pinzón before gaining international experience as an associate at Cleary Gottlieb Steen & Hamilton in New York. She went on to hold senior roles at Garrigues and Norton Rose Fulbright, as well as in-house positions including Government Affairs Manager at Drummond Ltd. and General Counsel Latam at Merqueo. In 2021 she rejoined Gómez-Pinzón as a partner, bringing with her extensive cross-border expertise. She is recognised in Chambers Latin America 2025 for Corporate/M&A and as a Leading Practitioner by Leaders League 2025.

**Personal:** Ana Cristina is a member of the International Bar Association (IBA) and actively mentors entrepreneurs through Endeavor and other initiatives, advising on capital raising and shareholder structuring. She holds a law degree magna cum laude from Universidad de los Andes, Bogotá; an LL.M. from Harvard Law School; and an MBA from Imperial College Business School, London. She speaks Spanish and English.

#### JARAMILLO CAMPUZANO, Mauricio

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*Featured in Competition/Antitrust (Colombia), Intellectual Property (Colombia)*

**Practice Areas:** Mauricio Jaramillo Campuzano is a partner at Pérez-Llorca Colombia and heads the Competition

department as well as the Technology, Communications & Data Protection practice. Since 1993, he has advised Colombian and multinational companies on antitrust and regulatory matters, including restrictive practices, unfair competition, consumer protection, and merger control, bringing a comprehensive regulatory lens to complex, high-stakes transactions.

**Career:** Mauricio joined Gómez-Pinzón as a partner in 2000, and, following integration, is a partner at Pérez-Llorca. He is recognised by Chambers Latin America 2025 for both Antitrust & Competition, and Intellectual Property, has been named a Leading Partner by The Legal 500 2025 (TMT, IP, Competition & Antitrust), is a LACCA Thought Leader 2025, and holds distinctions from IP Stars, IAM Patent 1000, and IFLR1000.

**Personal:** Mauricio is a member of INTA, the Colombian Association of Competition Law (ACDC), Cecolda, the Colombian Chamber of Franchises, and the International Bar Association (IBA). He holds a law degree from Pontificia Universidad Javeriana, Bogotá; a specialisation in Commercial Law from Universidad de los Andes, Bogotá; and a Master's in Public Administration from the Deutsche Hochschule für Verwaltungswissenschaften Speyer, Germany. He is fluent in Spanish, English, and German.

#### LARRAHONDO, Paola

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*Featured in Projects (Colombia), Public Law (Colombia)*

**Practice Areas:** Paola Larrahondo Cuesta is a Partner at Pérez-Llorca, where she leads the Projects and Public Law practice. With nearly two decades of experience, she advises on administrative law, public procurement, public-private partnerships (PPPs), infrastructure development, and litigation. Drawing on both her public sector leadership and private practice expertise, she has a broad and comprehensive understanding of Colombia's regulatory and institutional framework. Paola is widely recognised for her ability to design and implement legal strategies that address complex public law and infrastructure challenges.

**Career:** Paola began her career at De Vivero & Asociados before going on to senior positions in the public sector, including Executive Director of Fundación Pro-Bono Colombia, Legal Director at Bogotá's Mobility Secretariat, and legal advisor at the Ministries of Transport and Trade, Industry, and Tourism. She joined Pérez-Llorca in 2016, and was appointed partner in 2022. She is ranked Band 3 in Chambers Latin America 2025 for Public Law, and Band 4 in Projects.

**Personal:** Paola is a member of the International Bar Association (IBA). She holds a law degree and a specialisation in Public Management and Administrative Institutions from Universidad de los Andes, Bogotá, a Master's in Law and Economics from the Università di Bologna in Italy, and a Master's in Law and

Economics from Aix-Marseille University in France.

#### LONDOÑO, Lina

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*Featured in Banking & Finance (Colombia)*

**Practice Areas:** – Corporate finance. – Capital Markets. – Sovereign Debt. – Derivatives and treasury products. – Energy Project Structuring and Financing.

**Career:** Lina Londoño is a Counsel recognized for her strong expertise in corporate finance, capital markets and sovereign debt. With over 11 years of experience, she is noted for advising the Republic of Colombia on high level international financings and for leading the modernization of the public credit regime during her tenure as Head of Legal Affairs at the Ministry of Finance's Public Credit Directorate. She has acted on some of the most complex and high profile transactions in the Colombian market, including advising IHC Capital Holding LLC on the landmark acquisition through which IHC and the Gilinski Group secured an 87% stake in Grupo Nutresa. Lina is also highly regarded for her work with major Colombian cities on international offerings, including Bogotá's COP 2.3 trillion (USD 600 million) green bond issuance—the largest ever by a Latin American city—and Barranquilla's USD 350 million green bond issuance. Her practice further includes advising on derivatives, ISDA documentation and fintech regulatory matters.

#### LONDOÑO PINZÓN, Daniel

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*Featured in Banking & Finance (Colombia),  
Capital Markets (Colombia)*

**Practice Areas:** Daniel Londoño Pinzón is a partner in Pérez-Llorca's Banking, Finance & Capital Markets practice, with more than two decades of experience advising Colombian companies, financial institutions, and multilateral organisations. His practice spans structured financings, debt and equity issuances in domestic and international markets, and the structuring of private equity and private debt funds. He also leads a practice group dedicated to entrepreneurship, with a strong reputation in the fintech market, where he actively supports startups through recognised acceleration programmes.

**Career:** Daniel began his professional career in 1999 and has held roles at leading national and international firms, before becoming a partner in 2014. He also served as a legal fellow at a multi-lateral development organisation early in his career, broadening his international perspective. Chambers Latin America 2025 ranks him in both Banking & Finance and Capital Markets, and The Legal 500 recognises him as a Leading Partner in those areas. Leaders League 2025 ranks him Highly Recommended in Startups and Innovation, and he is listed as Highly Regarded by IFLR1000 2024 for Capital Markets: Debt.

**Personal:** Daniel is an active member of the International Bar Association (IBA)

and frequently participates in thought leadership around financial innovation and entrepreneurship. He holds a law degree from Pontificia Universidad Javeriana, Bogotá, and a Master of Laws in International Legal Studies from Georgetown University Law Center, Washington, D.C.

#### MARIÑO DUEÑAS, Felipe

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*Featured in Corporate/M&A (Colombia)*

**Practice Areas:** Corporate M&A Energy and Infrastructure Real Estate

**Career:** Felipe Mariño specializes in local and crossborder M&A transactions, advising some of the leading financial groups, and real estate and private equity funds in Colombia from a wide variety of sectors. In infrastructure, he has led many transactions to buy and sell high-way concessions, as well as handling public transport infrastructure projects, airport infrastructure projects, telecommunications projects, energy generation and transmission infrastructure projects, and social infrastructure projects (health and education). In real estate, he advises on transactions to buy and sell real estate assets, including shopping centers, distribution centers and hospitals, as well as advising on structuring large-scale projects, businesses for land acquisition and provision, and build-to-suit agreements. Before joining Cuatrecasas, he worked at leading law firms in Bogotá and New York. He was also company secretary at one of Colombia's leading construction companies. He is a member of the International Bar Association and has been a member of the board of directors of the Colombian Construction Chamber several times.

#### MARTÍNEZ, Santiago

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*Featured in Labour & Employment (Colombia)*

**Practice Areas:** Labor and Employment Law

**Career:** Santiago is a Partner at Godoy, where he leads the Audits Unit and serves as Co-Director of the Collective Labor Law and Litigation practices. He has more than 15 years of experience in labor law, advising companies from diverse industries on strategic matters, judicial representation, and the management of complex labor relations. He is recognized as a trusted advisor in handling corporate crises and designing high-impact legal strategies. Throughout his career, he has led the management of large-scale labor portfolios, representing clients in administrative proceedings before the Ministry of Labor and in highly complex litigation. His analytical skills and leadership position him as a key ally in critical scenarios and organizational transformations. In the academic field, he has taught undergraduate and graduate courses at institutions such as Universidad de los Andes, Pontificia Universidad Javeriana, Universidad Pontificia Bolivariana, and Universidad del

Norte. He has also actively participated in the labor committees of ANDI and ACRIP, contributing to the development of corporate labor policies in Colombia.

#### MEDINA, Ana Cristina

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*Featured in Labour & Employment (Colombia)*

**Practice Areas:** Labor and employment law

**Career:** Ana Cristina is a Partner at Godoy, where she leads the Advisory Unit and co-heads the Collective Labor Law practice. She has more than 15 years of experience advising over 200 national and international clients on the strategic management of individual and collective disputes, the structuring of labor relations, and complex negotiation processes. Her approach is characterized by a combination of technical rigor, results-oriented execution, and close alignment with each organization's needs. Since joining the firm as an associate, she has built a solid trajectory that led her to serve on the Board of Directors of Godoy. In addition to her professional practice, she teaches specialization and diploma programs at universities such as Universidad de los Andes, Pontificia Universidad Javeriana, and Universidad del Norte. She also currently serves on the Board of Directors of Fundación Gastromía Social Colombia, reflecting her commitment to social impact through her legal practice.

#### MENDOZA, Mateo

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*Featured in Banking & Finance (Colombia),  
Capital Markets (Colombia)*

**Practice Areas:** Corporate financing. Structured financing. Capital markets. Public credit. Fintech financing. Derivatives and treasury products. Financial regulation. Debt refinancing and restructuring. Energy project finance. Energy regulation. Infrastructure and transportation project finance.

**Career:** Mateo has over 20 years of professional experience in financial law and contracts with a focus on energy, infrastructure, transportation, corporate finance, and financial derivatives. He provides legal advice to sponsors, lenders and investors in strategic deals and projects, including toll roads, massive transportation systems, ports, airports, energy transition projects, exotic capital markets products and other cutting-edge transactions requiring innovation and critical legal thinking. He has worked in Colombia and in New York as international associate of A&O Shearman in the Capital Markets, Derivatives and Projects practices. Mateo is a frequent guest panelist on the financing of energy and infrastructure projects in Colombia and the region. He is also a professor of law at the Universidad de Los Andes where he teaches Project Finance to undergraduate law students, as well as International Financial Transactions and Derivatives in postgraduate law programs.

#### MONTEALEGRE LEÓN, Mauricio

Pérez-Llorca, Bogotá

*Featured in Labour & Employment (Colombia)*

**Practice Areas:** Mauricio Montealegre León is a Partner in the Labour & Employment practice at Pérez-Llorca. Drawing on nearly two decades of experience, he advises national and international companies on the full spectrum of corporate labour law, from drafting employment contracts to resolving complex labour disputes. His practice encompasses collective bargaining and union relationship management, corporate integrations and mergers, compensation planning, executive negotiations, voluntary retirement programmes, workplace investigations, and labour audits, as well as due diligence in transactional contexts.

**Career:** Mauricio began his career as an independent advisor and legal counsel at Pontificia Universidad Javeriana in Cali before working at leading national and international law firms. He joined Pérez-Llorca in 2018, and was named partner in 2025. He has been recognised as an Associate to Watch by Chambers Latin America 2025 and a Leading Associate by The Legal 500 2025, and has been Highly Recommended by Leaders League 2025 in Labour & Employment.

**Personal:** Mauricio sits on the Board of Directors of Colegio de Abogados Javerianos del Valle del Cauca. He is a member of the Legal Committee of ACRIP Colombia, the Colombian Labor Lawyers Association, and the International Bar Association (IBA). He holds a law degree and a specialisation in Labour Law from Pontificia Universidad Javeriana, Bogotá.

#### MORENO, Adriana

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*Featured in Banking & Finance (Colombia)*

**Practice Areas:** Adriana Moreno Márquez is a partner in Pérez-Llorca's Banking, Finance & Capital Markets practice and head of the firm's Medellín office. With nearly three decades of experience, she advises financial institutions, corporations, and investors on complex transactions in capital markets, corporate reorganisations, syndicated loans, and privatisation processes. She has built a strong reputation in financial regulation and investment banking matters, with particular expertise in structuring investment vehicles and advising on regulatory frameworks for banks and brokerage firms.

**Career:** Adriana began her legal career in 1996. She held senior in-house positions at leading financial institutions including Corfinsura, Bancolombia, Serfinco Comisionista de Bolsa, and BTG Pactual, prior to joining Pérez-Llorca in 2013 and becoming a partner in 2018. She is recognised as a Leading Partner in Capital Markets by The Legal 500 2025, Highly Recommended by Leaders League 2025 for Startups and Innovation, and Highly Regarded by IFLR1000 2024 across Banking, M&A, and Capital Markets.



**Personal:** Adriana is a member of the International Bar Association (IBA) and regularly participates as a speaker at conferences and forums on financial regulation, capital markets, and M&A, and contributes to academic publications in her fields of expertise. She holds post-graduate degrees in Corporate Finance from Escuela de Ingenieros de Antioquia and in Tax Law from Universidad Pontificia Bolivariana, Medellín, where she also obtained her law degree.

#### **PALACIOS, José Luis**

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*Featured in Energy & Natural Resources (Colombia)*

**Practice Areas:** José Luis Palacios Verswyvel is a Partner in the Energy & Natural Resources practice at Pérez-Llorca. Drawing on nearly two decades of experience, he advises national and international clients on mergers and acquisitions, financing, regulatory, contractual, and environmental matters in the oil, gas, mining, and renewable energy sectors. His practice combines transactional expertise with deep industry knowledge, particularly in structuring and negotiating sector-specific contracts, including E&P, PPA, EPC, and O&M agreements.

**Career:** José Luis began his career at Pérez-Llorca in 2007 before acquiring in-house experience at Halliburton, Weatherford, and Gran Tierra Energy, where he managed legal and contract functions across Latin America. He also worked at international law firms before rejoining Pérez-Llorca in 2017, and in 2020 became a partner. He is ranked Band 3 in Energy & Natural Resources by Chambers Latin America 2025 and has been recognised as a Next Generation Partner by The Legal 500 2025 in the same field.

**Personal:** José Luis is a member of the International Bar Association (IBA) and teaches in the Master's programme in Mining, Energy, and Petroleum Regulation at Universidad Externado de Colombia, where he co-leads the course on Social License in collaboration with the University of Dundee, UK. He holds a law degree from Universidad de los Andes, Bogotá, a specialisation in Mining and Oil Law from Universidad Externado de Colombia, and an LL.M. in Energy Law from the University of Dundee's Centre for Energy, Petroleum and Mineral Law and Policy.

#### **PARRA CORTÉS, María Camila**

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*Featured in Real Estate (Colombia)*

**Practice Areas:** María Camila Parra Cortés is Director of the Real Estate & Urban practice at Pérez-Llorca. Over the course of more than 15 years of experience, she has developed a strong focus on urban planning law and real estate project structuring. Her expertise covers land development, territorial planning, and managing administrative procedures involving municipal

and national authorities. She regularly advises clients on the legal feasibility of large-scale projects, ensuring alignment between urban planning instruments and business objectives.

**Career:** María Camila began her career as legal coordinator at a leading real estate development company, later serving as senior lawyer at firms specialising in urban and real estate law. She joined Pérez-Llorca in 2016, and was named Director in 2023. She is recognised as a Leading Associate by The Legal 500 2025 and as an Associate to Watch by Chambers Latin America 2025 in Real Estate.

**Personal:** María Camila is a member of the International Bar Association (IBA). She completed her law degree at Universidad Jorge Tadeo Lozano, Bogotá, and holds specialisations in Administrative Law and Environmental Law (Universidad del Rosario, Bogotá), Contract Law and Legal-Business Relations (Universidad Externado de Colombia), and Territorial Planning and Land Management (Universidad de los Andes, Bogotá).

#### **PÉREZ, Juanita**

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*Featured in Intellectual Property (Colombia)*

**Practice Areas:** Juanita Pérez Botero is a Partner in Pérez-Llorca's Intellectual Property & Competition practice. She advises Colombian and international clients on the full spectrum of IP rights, including trademarks, patents, copyright, franchising, and entertainment law. With more than two decades of experience, she has achieved wide recognition for her skilled management of complex industrial property portfolios across Latin America, combining strategic brand protection with regional coordination for global companies.

**Career:** Juanita began her professional career in 2005 as a legal advisor in Colombia's Ministry of National Education, later serving as senior advisor at the Superintendence of Industry and Commerce. She joined the firm in 2011 and was promoted to partner in 2020. She is ranked in Chambers Latin America 2025 for Intellectual Property and is recognised as a Leading Partner by The Legal 500 2025. She has also been recommended by IP Stars, IAM Patent 1000, and Leaders League across multiple IP categories, including litigation, trademark prosecution, patent prosecution, regulatory law for pharma and health, and media and entertainment.

**Personal:** Juanita is a member of INTA, ASIPI, ACPI, and the International Bar Association (IBA). She holds a law degree and a specialisation in Competition Law and Free Trade from Pontificia Universidad Javeriana, Bogotá, and completed Legal English studies at Georgetown University in Washington, D.C. She is fluent in Spanish and English.

#### **PIESCHACÓN GONZÁLEZ, Andrea**

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*Featured in Life Sciences (Colombia)*

**Practice Areas:** Andrea Pieschacón González is a Senior Associate in the Life Sciences and Intellectual Property & Competition practices at Pérez-Llorca. Drawing on more than 25 years of experience, she has significant expertise in health and sanitary regulation, and advises national and international companies in highly regulated industries including pharmaceuticals, cannabis, medical devices, cosmetics, hygiene products, and biomedical equipment. Her practice encompasses sanitary registrations and notifications, health permits, homologations, and regulatory support for mergers and acquisitions transactions.

**Career:** Andrea began her career in public and private sector roles within the commercial and industrial fields, including positions at international organisations and consulting firms. She subsequently spent nearly two decades at a recognised intellectual property firm before serving as Legal Director and General Secretary at a leading food company. Joining Gómez-Pinzón in 2017, she has gone on to play a key role in Pérez-Llorca's Life Sciences practice. She has been recognised as a Leading Partner in Life Sciences by The Legal 500 2025 and an Associate to Watch by Chambers Latin America 2025.

**Personal:** Andrea is a member of the International Bar Association (IBA). She holds a law degree and a specialisation in Commercial Law from Pontificia Universidad Javeriana, Bogotá, and has undertaken further training in commercial procedures at (Universidad del Rosario, Colombia, and Bogotá Chamber of Commerce) and the regulation of medical cannabis (Universidad de los Andes, Bogotá). She has also completed courses on biosafety protocols and techno-vigilance.

#### **PIÑEROS, Mauricio**

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*Featured in Tax (Colombia)*

**Practice Areas:** Mauricio Piñeros Perdomo is Country Chair of Pérez-Llorca Colombia and Head of its Tax practice. Drawing on nearly four decades of experience, he advises companies in a wide range of industries on corporate taxation, litigation, and cross-border structuring, and advises individuals and family groups on estate planning. His practice spans the tax aspects of mergers and acquisitions, private equity transactions, banking and finance operations, project financing, foreign investment into Colombia, and outbound investment.

**Career:** Mauricio began his career in leading Colombian law firms before joining Pérez-Llorca, where he has consolidated his standing as one of the country's highest-profile tax lawyers. Between 2018 and 2024, he served as an alternate justice (conjuez) in Colombia's Constitutional Court, where

he contributed to key rulings with legal and social impact. He is recognised as Band 2 by Chambers Latin America 2025 in Tax, a Leading Partner by The Legal 500 2025, and Highly Regarded by ITR World Tax 2024.

**Personal:** Mauricio is a board member and three-time president of the Colombian Institute of Tax Law and sits on the board of the International Fiscal Association (IFA), Colombia. He is a member of the International Bar Association (IBA) and has taught tax law at Universidad del Rosario, Universidad de los Andes, and Pontificia Universidad Javeriana, all in Bogotá. He holds a law degree, a specialisation in Tax Law, and a specialisation in Financial Law from Universidad del Rosario.

#### **POSADA, Carolina**

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*Featured in Dispute Resolution (Colombia)*

**Practice Areas:** Dispute Resolution – Insurance

**Career:** Carolina Posada co-heads the Dispute Resolution practice at Posse Herrera Ruiz and is one of the most influential voices in arbitration and litigation in Colombia. Her practice combines domestic and international arbitration with state court litigation, providing clients with a comprehensive strategic vision to resolve their most complex disputes. With over 28 years leading high-profile cases, Carolina has successfully represented domestic and international clients before civil and administrative courts, as well as arbitral tribunals in Colombia and abroad. Her experience spans contractual liability, damages, insurance and reinsurance, distribution agreements, corporate and M&A disputes, construction, and infrastructure, among other areas critical to business operations. She is a listed arbitrator at the Arbitration Centers of Colombia's leading Chambers of Commerce, the Superintendence of Companies, and AMCHAM Peru. She also serves as a sports arbitrator for the Dispute Resolution Chamber of the Colombian Football Federation and the Cali Chamber of Commerce. She has acted as chair, co-arbitrator, and sole arbitrator in numerous proceedings under various rules, giving her a unique perspective from both the advocate's and decision-maker's standpoint. Carolina represents Colombia as a delegate of the Colombian Arbitration Commission to the International Chamber of Commerce (ICC) and is an active member of the Latin American Arbitration Association (ALARB). Her recognition extends beyond borders: she has been called upon as an expert on Colombian law before state courts in the United States and Switzerland. The most demanding international rankings endorse her track record: Chambers & Partners ranks her as a Band 1 lawyer in Dispute Resolution, while The Legal 500, Best Lawyers, and Who's Who Legal recognize her as a leader in her field. Benchmark Litigation has named her among the "Top 25 Lat-Am Women in Litigation" for three

consecutive years. In 2019, Euromoney Legal Group distinguished her as the top litigator in Latin America, a recognition that cements her position among the elite of litigation in the region. Admitted to practice in Colombia since 1997. Carolina holds a law degree from Universidad de la Sabana and a specialization in Liability and Damages from Universidad Externado de Colombia. Languages: Spanish and English.

**Professional Memberships:** International Bar Association (IBA) – Meritas – Interlaw

#### POTDEVIN STEIN, Nicolás

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*Featured in International Trade (Colombia)*

**Practice Areas:** Nicolás Potdevin Stein is a Partner in the Customs and International Trade practice at Pérez-Llorca. With more than two decades of experience, he advises national and multinational companies on customs law, foreign trade, foreign exchange regulation, and free trade zone regimes. His practice spans litigation, administrative investigations, specialised consulting, business structuring, customs planning, and audits, and combines deep regulatory expertise with a strategic perspective. **Career:** Nicolás began his legal career in 2003, later joining a Big Four professional services firm as senior consultant before moving to Pérez-Llorca in 2010. He was named partner in 2022. He is ranked Band 2 in International Trade by Chambers Latin America 2025 and has been recognised as a Next Generation Partner by The Legal 500 2025 in International Trade and Customs.

**Personal:** Nicolás is a member of the Colombian Institute of Customs Law (ICDA) and the International Bar Association (IBA). A frequent lecturer on customs legislation, he is co academic director of the book Customs Valuation in Colombia and author of several academic papers. He holds a law degree from the Universidad de La Sabana, Chia, and a specialisation in Customs Law from the Universidad Externado de Colombia; as well as diplomas in Rules of Origin in FTAs and International Foreign Exchange Regime (Universidad Externado de Colombia), and Colombian Tax Regime (Pontificia Universidad Javeriana, Colombia).

#### PRIETO NÚÑEZ, Catalina

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*Featured in Banking & Finance (Colombia)*

**Practice Areas:** Catalina Prieto Núñez is a senior associate in Pérez-Llorca's Banking, Finance & Capital Markets practice in Bogotá. Drawing on nearly two decades of experience, she advises national and international clients in the financial, energy, and technology sectors on complex financing structures, corporate lending, and capital markets transactions. She has significant expertise in corporate loans, syndicated financings, acquisition financings, aircraft financings, and bond issuances under the U.S. Securities and Exchange Commission's Rule 144A, and bring a cross-border

perspective to her work that has been strengthened by her international training and regulatory background.

**Career:** Before joining Pérez-Llorca in 2019, Catalina built her career in-house at leading companies including Enel and Computec, where she served as Legal and Compliance Manager, and held positions in prominent law firms such as Brigard & Urrutia. She also served as Legal Manager of a technology outsourcing company and as a board member of a mutual investment fund, providing her with a strategic business perspective on financial law. She is recognised as a Leading Associate in Banking & Finance and Capital Markets by The Legal 500 2025, and as an Associate to Watch by Chambers Latin America 2025.

**Personal:** Catalina is a member of the International Bar Association (IBA) and participates actively in forums on finance and capital markets law. She holds a law degree from Universidad de los Andes, Bogotá and a specialisation in Commercial Law from Universidad del Rosario. In addition, she has an LL.M. in Law and Finance from Goethe Universität Frankfurt (ILF), and further LL.M. degrees from Tilburg University in the Netherlands and the University of Deusto, Spain.

#### QUINCHE, Manuel F.

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*Featured in Banking & Finance (Colombia), Projects (Colombia)*

**Practice Areas:** – Fintech – Debt Refinancing and Restructuring – Equity – Debt – Financial Services & Insurance – Infrastructure – Restructuring, Insolvency and Special Situations – Capital Markets – Finance

**Career:** Manuel Quinche has advised national and international borrowers, lenders and financial institutions on all types of corporate and project finance transactions, including financing with commercial banks, syndicated financing, financing with multilateral institutions, financing with export credit agencies and financing implemented over capital markets. He stands out for his participation in the most complex financing transactions and with the highest value carried out in Colombia. He also participated in the two largest M&A transactions in Colombia's history. In the area of project financing, he advises on road, port and airport projects; public transport infrastructure projects; oil and gas infrastructures; liquefied natural gas facilities; energy transmission infrastructures; telecommunications infrastructures; and, in general, public infrastructures developed under public-private partnerships. Before joining Cuatrecasas, he worked at leading law firms in Colombia and in the US. He is admitted to practice law in Colombia and in the State of New York. He lectures on corporate finance and regularly participates in business and academic forums specializing in infrastructure, project financing and bank regulation.

#### QUINTERO, Juan David

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*Featured in Corporate/M&A (Colombia)*

**Practice Areas:** Juan David Quintero Sánchez is a Partner in Pérez-Llorca's Corporate and M&A practice, where he has built a strong reputation for advising on complex domestic and cross-border transactions. Admitted to practise in both Colombia and New York, he focuses on mergers and acquisitions, private equity fund structuring, joint ventures, and corporate reorganisations, including transactions requiring regulatory approval in Colombia and abroad. His ability to combine deep transactional expertise with cross-border qualifications makes him a key figure in high-stakes mergers and acquisition and corporate matters.

**Career:** Juan David joined Pérez-Llorca in 2009 and became a partner in 2020. His career includes international experience as a foreign associate at Sidley Austin in New York, where he advised private equity and hedge fund clients on strategic alliances, restructurings, and public and private M&A transactions. He has been recognised as a Next Generation Partner by The Legal 500 2025 in Corporate and M&A, as Highly Regarded in IFLR1000 2024, and as a Leading practitioner in Leaders League 2025.

**Personal:** Juan David teaches the Mergers and Acquisitions course at Universidad de la Sabana, Colombia, and he is a member of the International Bar Association (IBA) and the New York State Bar Association (NYSBA). He holds a law degree and a specialisation in International Business Law from Universidad de los Andes, Bogotá; an LL.M. in Corporate Law from New York University School of Law; and an Advanced Professional Certificate in Law & Business from NYU Stern School of Business. He speaks Spanish, English, French, and Portuguese.

#### SAMPER SALAZAR, Paula

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*Featured in Real Estate (Colombia)*

**Practice Areas:** Paula Samper Salazar is a Partner at Pérez Llorca and head of its Real Estate & Urban practice. She also leads the firm's pro bono practice. Drawing on more than three decades of experience, she advises real estate investment funds, developers, construction companies, shopping centres, retail chains, and educational institutions. Her work spans the structuring of complex transactions, regulatory and contractual advice, urban development matters, and strategic planning for private and institutional projects.

**Career:** A partner at the firm since 1992, Paula has built a practice recognised for its depth in transactions and regulation within the Colombian real estate market. She is ranked Band 3 in Real Estate by Chambers Latin America 2026 and was named a Leading Partner by The Legal 500 2025.

**Personal:** Paula is Chair and founding member of Fundación Pro Bono Colombia; a member of the Drafting Committee for the Pro Bono Declaration of the Americas (Cyrus R. Vance Center); a member of the Superior Council of Universidad de los Andes, and a member of the International Bar Association (IBA). She holds a law degree from the Universidad de los Andes, Bogotá, and a specialisation in Financial Law from Universidad del Rosario, Bogotá; and a Master's in Management of Social Responsibility and Corporate Sustainability, Pontificia Universidad Javeriana, Bogotá.

#### SANABRIA DÍAZ, Alejandro

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*Featured in Tax (Colombia)*

**Practice Areas:** Alejandro Sanabria-Díaz is a Partner in the Tax practice at Pérez-Llorca, where he focuses on international taxation and corporate finance advisory. For nearly two decades he has advised national and international companies on the structuring of financial instruments including equity, debt, derivatives, and hybrids, as well as investment funds and international tax matters related to mergers and acquisitions, real estate transactions, private equity, and project financing.

**Career:** Alejandro began his career in 2008 at PwC before moving to top-tier Colombian firms and later to Cuatrecasas in Barcelona, where he gained international experience. Joining Pérez-Llorca in 2015, he served as associate and senior associate before being named partner in 2024. He is ranked as Up and Coming by Chambers Latin America 2025, recognised as a Next Generation Partner by The Legal 500 2025 in Tax, and was named a Leading Lawyer in Leaders League 2025.

**Personal:** Alejandro is a member of the International Fiscal Association (IFA), Colombia Chapter, and of the International Bar Association (IBA). He completed a law degree from Universidad de La Sabana, Chia, and a specialisation in Taxation from Universidad de los Andes, Bogotá, later going on to complete a Master's in Business and Corporate Law at Paris-Panthéon-Assas University in France and a Master's in Corporate Finance & Law at ESADE Business School, Barcelona. He speaks Spanish, English, and French.

#### SUÁREZ PARRA, José Luis

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*Featured in Banking & Finance (Colombia), Capital Markets (Colombia)*

**Practice Areas:** José Luis Suárez Parra is a senior partner at Pérez-Llorca and one of Colombia's most distinguished corporate and financial lawyers. With more than three decades of experience, he has advised leading national and international companies on mergers and acquisitions, structured financings, investment schemes, and local and international placements. He is especially recognised for his pivotal role in

shareholder democratisation processes in Colombia, having led legal teams in 95% of such transactions carried out in the country.

**Career:** José Luis joined the firm as partner in 1992 and went on to serve as Managing Partner for a decade (2013–2023); he was previously head of its Banking, Finance & Capital Markets practice. Chambers Latin America 2025 ranks him as an Eminent Practitioner in Capital Markets and Band 2 in Banking & Finance. The Legal 500 recognises him as a Leading Partner in Banking & Finance and Projects, while IFLR1000 ranks him Highly Regarded across Capital Markets, Banking, and M&A. He was named Law Firm Leader of the Year by Latin Lawyer in 2022, and Thought Leader by LACCA 2025.

**Personal:** José Luis has contributed to academia as a professor at Universidad de los Andes, teaching both undergraduate and postgraduate courses on project finance, international transactions, and commercial law. He has authored numerous legal publications and is a frequent speaker at conferences and seminars. He holds law degree and a specialisation in Financial Law from Universidad de los Andes, Bogotá, and an LL.M. from Harvard University. He is also an active member of the International Bar Association.

#### UCRÓS PINZON, Juan Antonio

Pérez-Llorca, Bogotá  
*Featured in Projects (Colombia), Public Law (Colombia)*

**Practice Areas:** Juan Antonio Ucrós Pinzón is a Senior Associate in the Projects and Public Law practice at Pérez-Llorca. With more than 15 years of professional experience, he advises public and private sector clients on constitutional and administrative law, state procurement, project finance, and infrastructure development. His practice combines regulatory knowledge with transactional and contentious expertise, particularly in transport, electric mobility, and public-private partnerships (PPPs).

**Career:** Juan Antonio began his career in 2010 in the legal department of BP Colombia, and later joined a leading Colombian law firm where he worked

on corporate and contractual matters. He then served as Legal Coordinator at the Environmental Action and Childhood Fund (Fondo Acción) before joining Pérez-Llorca in 2017. Promoted to Senior Associate in 2019, he has since consolidated his expertise in public procurement and infrastructure advisory. Juan Antonio has been recognised as an Associate to Watch by Chambers Latin America 2025 in Public Law and Projects, and as a Leading Associate by The Legal 500 2025 in Projects & Public Law. **Personal:** Juan Antonio is a member of the International Bar Association (IBA). He holds undergraduate degrees in History and Law from Universidad de los Andes, Bogotá, a specialisation in Environmental Law from Universidad Externado de Colombia, and an LL.M. in Environmental Law and Policy from University College London (UCL).

#### URIBE GARCÍA, Lina

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*Featured in Corporate/M&A (Colombia)*

**Practice Areas:** Lina Uribe García is Partner and Head of the Corporate and M&A practice at Pérez-Llorca. With more than 25 years of experience, she focuses on private equity, joint ventures, and domestic and cross-border mergers and acquisitions. Her practice also encompasses corporate reorganisations including mergers, spin-offs, and transformations, as well as corporate governance and advisory to local and international clients across multiple sectors. In addition, she is part of the firm's Energy and Natural Resources group, where she advises on the environmental law aspects of transactions, regulatory compliance, and litigation.

**Career:** Lina joined Gómez-Pinzón in 1997 and was named partner in 2011. Since 2025, she is partner as Perez-Llorca. She has consolidated her legal career at the intersection of corporate and transactional work, earning recognition from leading legal directories. She is ranked by Chambers Latin America 2025 in Corporate/M&A, and in Energy & Natural Resources for Oil & Gas and Environmental Law. She is also recognised by The Legal 500 as a

Leading Partner in Corporate and M&A, and by Leaders League and IFLR1000 as Highly Regarded.

**Personal:** Lina is a member of the International Bar Association (IBA). She holds a law degree from Pontificia Universidad Javeriana, Bogotá; an LL.M. in Energy and Environment (with distinction) from Tulane University, New Orleans; and a Specialisation in Environmental Law and a Diploma in Corporate Law from Universidad del Rosario, Colombia.

#### VANEGAS, Stella

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*Featured in TMT (Colombia)*

**Practice Areas:** Privacy Financial Data Protection Fintech Open Finance Data Protection Cybersecurity AI

**Career:** Stella Sofía Vanegas is a lawyer specialized in financial law, corporate law, and new technologies. She has over 20 years of experience advising companies in strategic sectors. She is the founding partner of Vanegas Morales Consultors, where she has led the design and implementation of innovative legal services related to personal data, consumer law, and digital products and services. Her practice has established itself as a reference in regulation and strategic support for companies in sectors such as finance, health, education, fintech, aerospace, and insurance. In her professional career, she has held positions of high responsibility, such as Legal Director of Computec S.A. (now Experian Colombia), where she led projects in financial consumer protection and development of new products, also participating in working groups that led to Law 1581 of 2012. Previously, at the Superintendence of Finance of Colombia, she assumed the Legal Directorate, leading the areas of Doctrine, Appeals, and Judicial Representation, designing strategies for cases of illegal fundraising, promoting financial inclusion initiatives, and presiding over the Committee of Positions of legal representatives and members of the board of supervised entities. Her experience also extends to the business sector, having held executive positions at the Social Group Foundation and at Bolívar Insurance,

where she strengthened corporate practice and capital markets through advice on contracting, bond issuance, and judicial defense. Additionally, she actively participates in guilds and associations in the sector: Director of the Latam Committee of PrivacyRules (since 2020), Co-chair of the Colombia Chapter of the IAPP (since 2014), co-founder of ADAPRI (2020), and member of the Decision and First Instance Chamber of the AMV (since 2013).

#### Professional Memberships:

– Director of the Latam Committee of PrivacyRules (since 2020) – Co-chair of the Colombia Chapter of the IAPP (since 2014) – Co-founder of ADAPRI (2020) – Member of the Decision and First Instance Chamber of the AMV (since 2013) ADAPRI – Colombian Association of Data and Privacy: – Member since 2020 – Director: 20201 – September 2022 – Board member: 2020 – 2022 AMV – Autoregulator of the Securities Market – Member of the Disciplinary Tribunal: 2022 – 2024

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*Featured in Dispute Resolution (Colombia)*

**Practice Areas:** Arbitration Litigation

**Career:** Alberto Zuleta is an expert in dispute resolution, handling proceedings at all court levels in Colombia, as well as proceedings with public administration entities and oversight entities. His outstanding track record in arbitration includes internal and crossborder proceedings under the rules of the International Chamber of Commerce (ICC), the United Nations Commission on International Trade Law, the International Centre for Dispute Resolution (ICDR) and the arbitration centers in Colombia. He also handles competition investigations and litigation proceedings before Colombia's Superintendence of Industry and Commerce (SIC), as well as matters relating to unfair competition practices and merger reviews. Before joining Cuatrecasas, he worked at leading international law firms in Colombia.