

ACTIVITY REPORT 2019

DE GAULLE
FLEURANCE
& ASSOCIÉS

SOCIÉTÉ D'AVOCATS

Legal step to change



TABLE OF CONTENTS

| | |
|-----------|---------------------------|
| 01 | One Year in 1 minute |
| 02 | Our Partners |
| 04 | Key Figures |
| 06 | CSR Initiatives |
| 08 | What's next? |
| 10 | A Closer look |
| 12 | Q&A |
| 15 | Field Reports coverage |

PROFILE

De Gaulle Fleurance & Associés is a business law firm assisting clients in France and abroad with 180 people at the service of all clients in a relationship based on high professional standards, responsiveness, and creativity. We are ranked each year in the international reference guides in business law, and our lawyers speak 20 different languages, are admitted in 13 bars, and have a worldwide network of correspondents.

CONTACT

De Gaulle Fleurance & Associés

9, rue Boissy d'Anglas,
75008 Paris – France
+33 (0)1 56 64 00 00

222, avenue Louise
1050 Bruxelles – Belgique
+32 (0)2 644 01 64

degaullefleurance.com
contact@dgfla.com

CREDITS

Conception and editing
De Gaulle Fleurance
& Associés

Design and production
M&C Saatchi Little Stories

© De Gaulle Fleurance
& Associés, 2020

Many thanks to those who have helped shape this Activity Report and agreed to appear in it. All models are or were part of De Gaulle Fleurance & Associés in 2019–2020. In line with our sustainable development policy, since 2010, distribution of the Activity Report is 80% electronic.

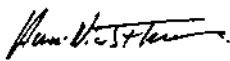
SOCIAL MEDIA



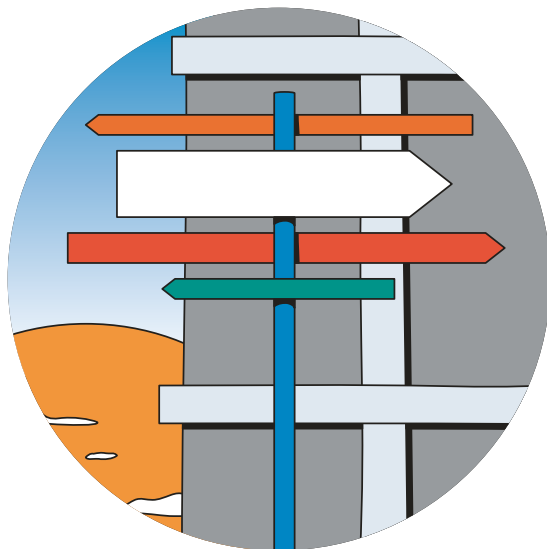
ONE YEAR IN 1 MINUTE



Louis de Gaulle
President



Henri-Nicolas Fleurance
Managing Partner



From 2019 to 2020

2019 was a busy year, especially in terms of business litigation, but less so in terms of transactions. Overall, we continued to make progress in mid-cap companies, both in France and internationally, with a 4% growth in turnover.

This strength is confirmed by our economic model, based on pooling resources and balancing the various practice cycles.

Our policy of recruiting qualified talent is also bearing fruit and the great involvement of our lawyers, legal experts and support teams is highly valued by our clients. There are 180 people working to serve our clients on a daily basis, in coordination with all of our selected service providers.

In a context where globalization is more and more of a reality, yet which is moving in fast-developing ways, companies are swiftly adapting their strategies.

Our commitment is to support these changes and stay abreast of the regulatory framework. Our role is to identify the actual risks linked to these adjustments and seek the means to control them, taking into account this accelerating pace of change.

We are exploring new working methods to focus on our core business, consultancy and litigation. We use digital tools to run operating tasks. We are investing resources to identify the value-creating sectors and practices of tomorrow, which require our legal expertise and ability to advise clients to resolve their issues.

Our objective for 2020 is to meet these increased demands from our customers across all our businesses.

OUR PARTNERS

Our partners provide you with daily support as they coordinate all the lawyers, legal experts, and support teams so you can benefit from our creative, responsive, and rigorous approach.



Jean-Christophe Amy



Matthieu Barthélemy



Matthieu Bichon



Catherine Castro



François Couhadon



Georgie Courtois



Matthieu Dary



Deborah David



Frédéric Destal



Pascale Farey Da Rin



Blandine Fauran



Henri-Nicolas Fleurance



Louis de Gaulle



Thierry Gillot



Muriel Guillain-Modaine



Julien Horn



May Jarjour



Jean-Marie Job



Rhadamès Killy



Gilbert Ladreyt



Check out our
partners' profiles on
degaullefleurance.com



Pierrick Le Goff



Francine
Le Péchon-Joubert



Serge Lederman



Agnès Macaire



Jean-Sébastien Mariez



Julien de Michele



Philippe Moncorps



Mireille Mull-Jochem



Samantha Nataf



Jean-François Paque



Sylvie Perrin



Charles-Edouard Renault



Vanessa Ruffa



Jean-Baptiste Santelli



Vincent Schmitt



Danielle Smolders



Anker Sorensen



Jonathan Souffir



Sandra Strittmatter



Cécile Théard-Jallu



Thierry Titone



Gaïa Witz



François Zocchetto

KEY FIGURES

Evolution of turnover
in millions of euros

€41.2

million in turnover

+4%

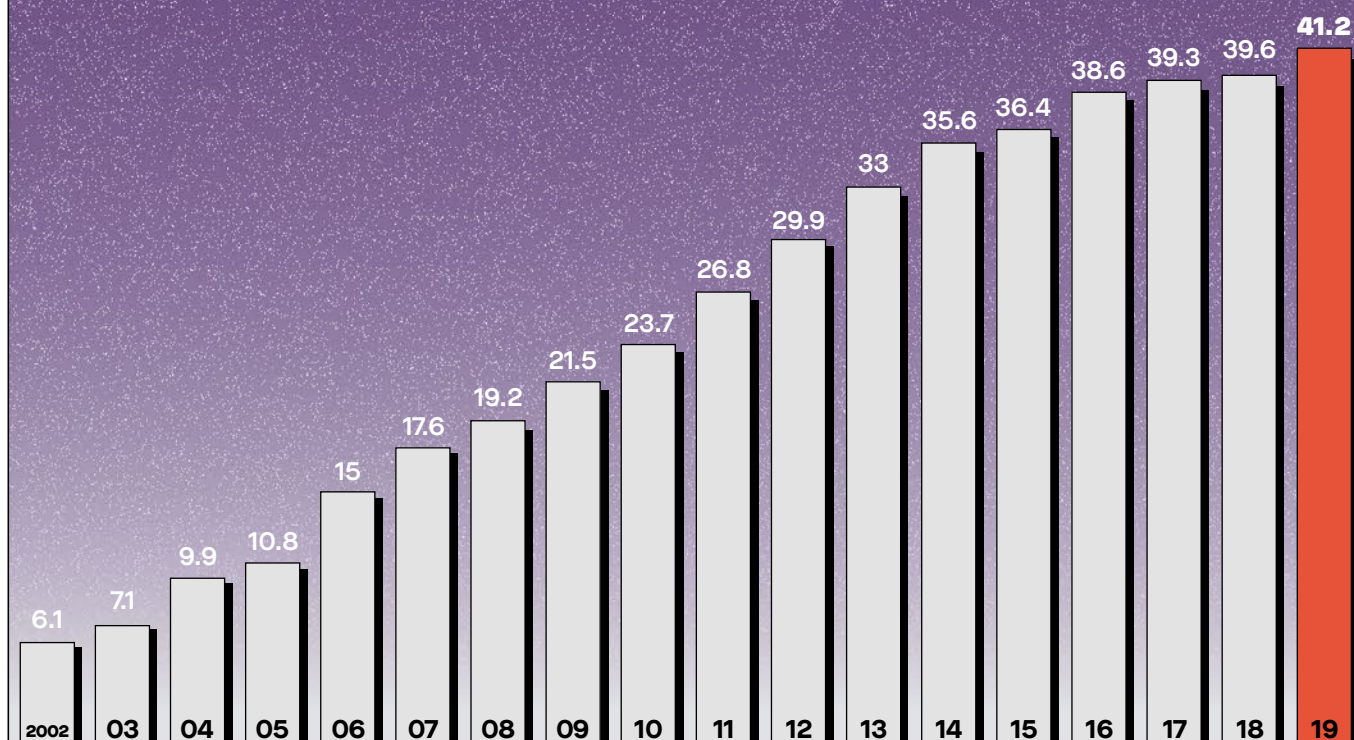
growth in turnover

€13.18

million in turnover
generated abroad, i.e.

32%

of turnover



180

people

38

our average age in 2019

56%

women

44%

men

(workforce smoothed over 2019)



13

bars where our lawyers
are admitted :

Beirut, Brussels, California,
England/Wales, Ireland, Israel,
Kiev, Luxembourg,
New York, Paris, Quebec,
Shanghai, Tunisia.

20

languages are spoken in our firm :

Arabic, Armenian, Chinese,
Danish, Dutch, English, French,
German, Hebrew, Hindi, Italian,
Persian, Polish, Portuguese, Punjabi,
Romanian, Russian, Spanish,
Tamil, and Ukrainian.

DISTINCTIONS



Chambers
Global



Chambers
Europe



Legal 500
EMEA



Legal 500
Paris

TROPHÉES DU DROIT

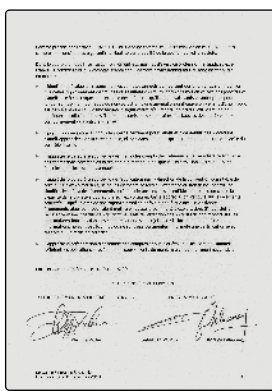
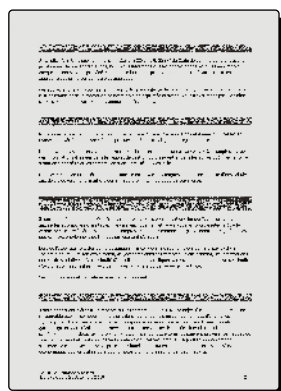
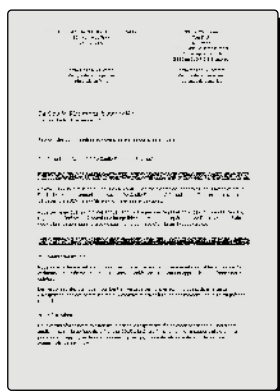
ÉDITION CONSEILS JURIDIQUES

4 Trophées
du droit
Leaders
League

DE GAULLE FLEURANCE & ASSOCIÉS 2019
RECOGNIZED BY
Best Lawyers

Best
Lawyers

Annual Accounts Certification by Libéralis and Ernst & Young Audit



The annual
accounts
certification
is only
available
in French.
The full
document is
available on
our website.

CSR INITIATIVES



SOLIDARITY

In 2019, we committed to promoting solidarity by encouraging blood donation, holding a toy and clothing drive, and running for breast cancer research and the fight against cystic fibrosis!

WELL-BEING

Promoting good nutrition sports and exercise at work, dual screens, and ergonomic chairs: we strive to hold more and more events and provide tools to promote wellbeing in the workplace.

PROFESSIONAL GROWTH

Throughout the year, we offer ongoing training for lawyers and support teams, as well as three work seminars.

TEAM-BUILDING

A Team-Building Committee regularly hosts fun activities and get-togethers outside of working hours.

ENVIRONMENT

Through the equipment we offer, and with the help of different associations, we are reducing our impact on the planet: we use recycled plastic pens, isothermal mugs, and reusable water bottles; recycle old computer hardware and ink cartridges; and have a green electricity contract.

In 2019, we saved 126 trees thanks to a secured paper recycling system. Finally, we have sponsored 40,000 bees since June 2019, which are repaying us in honey.

SIGN-UP!

All throughout the year, we offer many events on various topics and regular new flashes to keep you informed of the latest economic and legal news.

→ To receive our communications and invitations, please complete our online form: www.preference.dgfla.com.

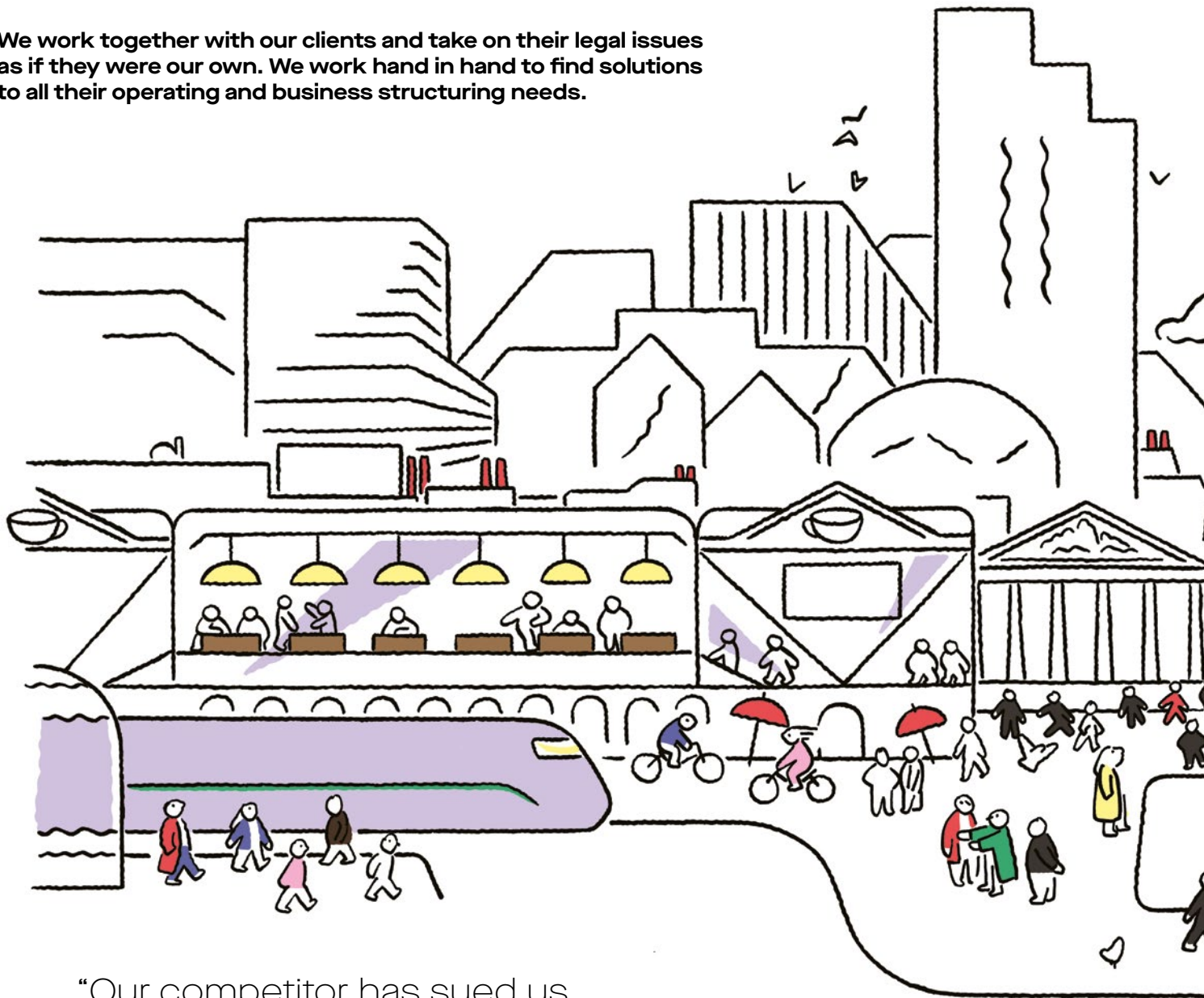


LA PLATEFORME VERTE

A do-tank dedicated to the energy
transition supported by
De Gaulle Fleurance & Associés

WHAT'S NEXT?

We work together with our clients and take on their legal issues as if they were our own. We work hand in hand to find solutions to all their operating and business structuring needs.



“Our competitor has sued us and challenged our patent; I need a responsive advisor who is able to help me through this ordeal.”

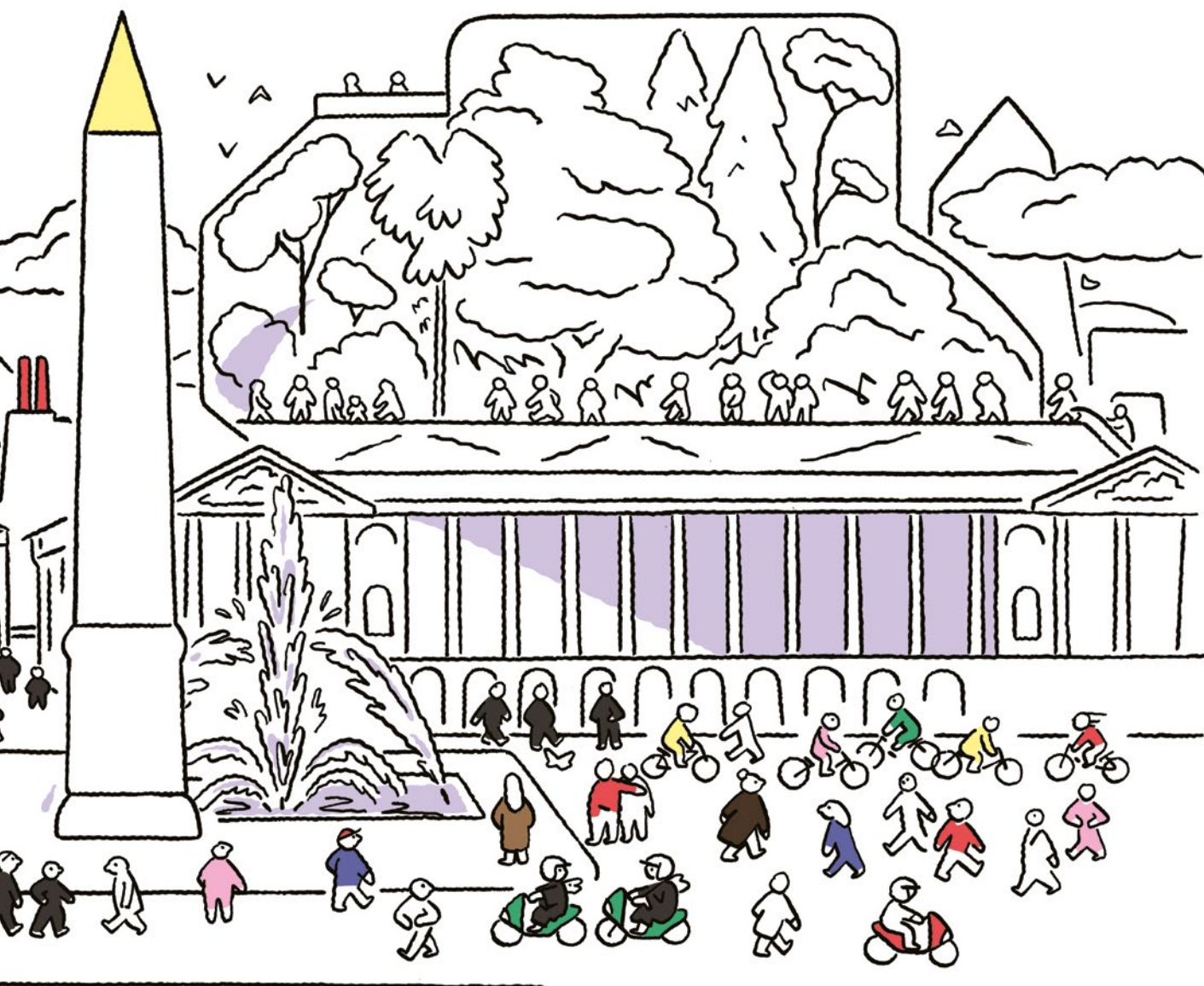
HEAD OF INNOVATION AT A TECHNOLOGY COMPANY

“My client needs a legal advisor for their business in France. We are looking for a law firm with nationally renowned expertise in business law.”

MANAGING PARTNER OF AN AMERICAN FIRM

“We expect our counsel to offer us financial engineering solutions for our capital transactions and structuring our shareholders’ base, as well as for external growth transactions, in the highly regulated environment of listed issuers.”

MANAGING DIRECTOR OF A LISTED TRANSPORTATION GROUP



“Compliance awareness has become essential for the operation of our business. I need help planning ahead and ensuring processes are properly followed.”

HEAD OF LEGAL OF A TEXTILE GROUP

“Minority shareholders controlled by a foreign competitor are suing us in France and Germany to cancel the group’s strategic decisions. We need solid attorneys to defend and advise us on the changes to be made to our governance.”

MANAGING DIRECTOR OF AN INDUSTRIAL GROUP

“Tax issues can lead to criminal exposure in France, and prison sentences have been imposed. I need a close tax advisor who is familiar with criminal procedures to help me with my investments and projects.”

MANAGING DIRECTOR OF AN ENERGY GROUP

A CLOSER LOOK

In 2019, 180 people assisted you through all your legal issues, acting as advisors and litigators with a cross-sectoral and decompartmentalized approach. Here are some examples:

COMPETITION

We defended a listed group in follow-on proceedings for damages following a conviction for abuse of dominant position.



ARBITRATION

We were counsels in an Arbitration on a damage claim linked to the risk of occupational disease prior to the sale of the business (shipyard sector).

ENERGY

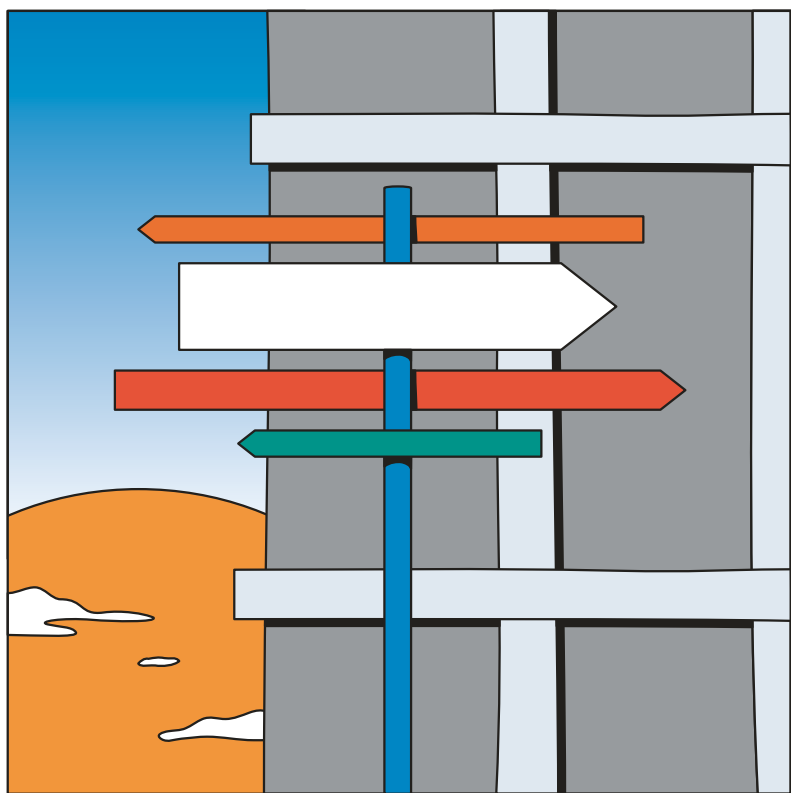
We assisted a major renewable energy producer in integrating and negotiating a strategic partnership with an energy transition investment fund in order to bring assets under development and operation, and to refinance the portfolio.

We assisted a banking consortium with financing first corporate PPAs executed in the French market.

PUBLIC

We assisted in refinancing partnership agreements for correctional facilities.

We supported an adjudicating authority in two public projects: a partnership contract for a rapid transit bus network and the construction of a Cité Administrative Territoriale [French territorial administrative city].



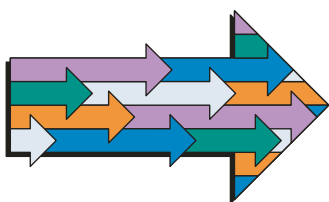
TAX

We assisted the tax directors of a large automotive group in all tax aspects of a merger project with another large automotive group.

FINANCING

We assisted a banking group in refinancing a leveraged buyout.

We supported an insurance company in its participation in several syndicated real estate loans.



COMPLIANCE

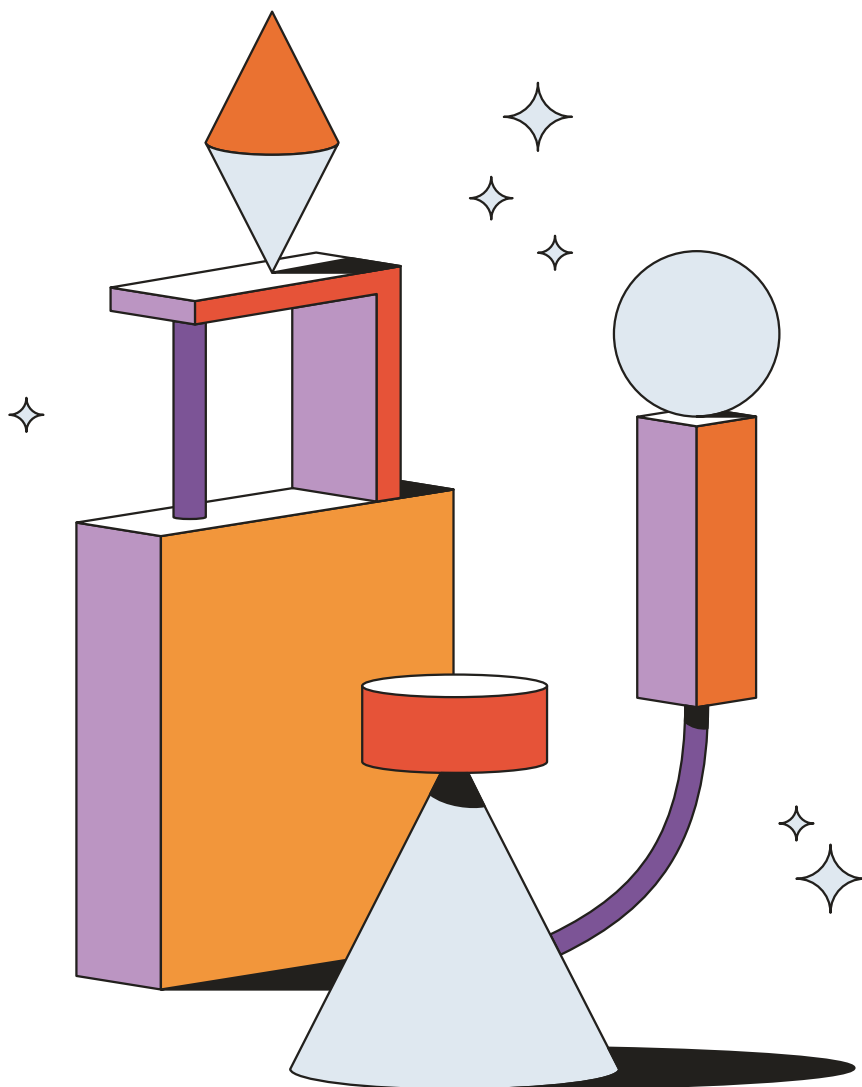
We assisted a pharmaceutical group in implementing the Sapin II Anticorruption Law.

We supported an online network of real estate agencies in implementing and monitoring required actions for GDPR compliance.

CORPORATE

We helped a management company to lay off senior executives.

We supported a company with a crisis safeguard plan for its employees.



RESTRUCTURING

We provided consultancy to an American bank (Agent) on developing a safeguard plan and procedure, as well as procedures for capitalizing junior and mezzanine debts for a leading French film producer.

FOLLOW US



@dgfla_avocats



[linkedin.com/company/degaulle-fleurance-&-associes/](https://www.linkedin.com/company/degaulle-fleurance-&-associes/)



More about our news and events on LinkedIn, Twitter et YouTube.

Q&A

Our answers to your questions about our firm.

“AN INTER-NATIONAL PRESENCE”

JEAN-BAPTISTE SANTELLI,
PARTNER

You have two offices, Paris and Brussels. How do you work with your clients abroad?

The diversity of our profiles, the languages we speak, and the bars to which our partners belong give us the ability to work worldwide. At the same time, we have developed a network of contacts who help us in our foreign cases and enable us to provide better and more customized services.

◊
MARKET SECTORS
◊
ART AND CULTURE
INSURANCE
BANKING AND FINANCE
CONSUMER GOODS
RETAIL DISTRIBUTION
ENERGY AND NATURAL RESOURCES
REAL ESTATE
IT, INTERNET, TELECOMMUNICATIONS
MEDIA AND ENTERTAINMENT
PUBLIC PROJECTS AND ASSETS
LIFE SCIENCES
SPORTS
LEISURE AND TOURISM
TRANSPORTATION AND MOBILITY
◊



In which countries and regions have you been particularly active this year?

We have developed an expertise in line with the driving forces of economic development in Western African and Middle Eastern countries. In particular, we assisted clients on subjects relating to the infrastructure, operation, or import-export processes for natural and mining resources. More generally, we have worked on projects and infrastructure financing issues and assisted our clients in all their international disputes. In 2019, we also expanded our activities in the hospitality sector and brought our excellent knowledge to resolve energy transition issues.

◇
LEGAL
EXPERTISES

◇
INTERNATIONAL
ARBITRATION

PRIVATE EQUITY

COMPETITION AND
ANTITRUST

CORPORATE LITIGATION

SECURITIES LAW
AND CAPITAL
MARKETS

COMMERCIAL
AND DISTRIBUTION
LAW

HEALTH LAW

INSURANCE LAW

TECHNOLOGY
LAW

SPORT LAW

EU LAW

TAX LAW

REAL ESTATE AND
CONSTRUCTION
LAW

PUBLIC
INTERNATIONAL
LAW

WHITE COLLAR
CRIME

PUBLIC LAW

EMPLOYMENT LAW

DISTRESSED
COMPANIES

FINANCING

MERGERS AND
ACQUISITIONS

INTELLECTUAL
PROPERTY

REGULATORY
AND COMPLIANCE

URBAN
DEVELOPMENT AND
LAND PLANNING

◇

"MASTERING THE GREEN SHIFT"

SYLVIE PERRIN,
PARTNER

The question of the ecological transition is now unavoidable; it's an issue of planetary and commercial survival. What are the major trends?

Two main trends are emerging. First, the profitability of solar energy is well known, with the maturation of the market and technologies, development of storage and erasure techniques, dismantling of costs, and ongoing reduction of feed-in tariffs. The time for repowering has come, which will give us a comprehensive overview of the renewable energy value cycle.

Second, we have seen the emergence of vigilant consumers who prefer to produce and consume within a short cycle, who demand greater readability and traceability of renewable energy with increasingly green offers, and who are completely reviewing their purchasing policy to make green, traceable purchases with no intermediation.



"CORPORATE ON THE MOVE"

FRANÇOIS COUHADON,
PARTNER

The transition also falls within companies' structural hurdles. What are the new constraints for managers?

Social responsibility, tackling corruption and money laundering, apprehending risks, and, more generally, compliance issues are now a key part of corporate operations, as well as reporting for listed issuers.

Do these new aspects slow down the decision-making process?

We make sure that we assess and deal with these new issues as part of our negotiations so that they do not impede projects in this highly competitive environment. By anticipating and engaging in decision support, we offer in-depth risk analyses and prospecting for future projects.

“ANTICIPATING NEEDS”

JEAN-SÉBASTIEN MARIEZ,
PARTNER

In an environment of abounding regulations, how do you help your clients see things clearly and anticipate legislative developments?

We support our customers with identifying the regulatory issues that prove critical for their business model, by closely following the arrival of new regulations and developments in the existing legal framework. For example, we worked on the Internet regulation with the «fake news» law and recently on the law against hate material online. In another area, we contributed to drafting the Olympic Law to adapt French legislation for hosting the Paris Olympic Games in 2024 in a variety of areas, such as business law, public law, international law, sports law, trademark law, employment law, criminal law, company law, construction law, etc.



How do your lawyers engage in the legal debate?

Through the contributions they make to various professional, academic or institutional think tanks, our lawyers are directly involved in the issues that drive economic actors. For instance, this year we helped set up a think tank on funding renewable energy through the Plateforme Verte [Green Platform] Association. We were actively engaged in discussions on the legal framework of artificial intelligence and involved in the structural changes to the media landscape and the complex issue of protecting French interests under extra-territorial laws.





FIELD REPORTS COVERAGE

These standard portraits illustrate our achievements by your side.

The metro whizzes
by three times
p. 16

Builders
p. 17

Theory
of Evolution
p. 18

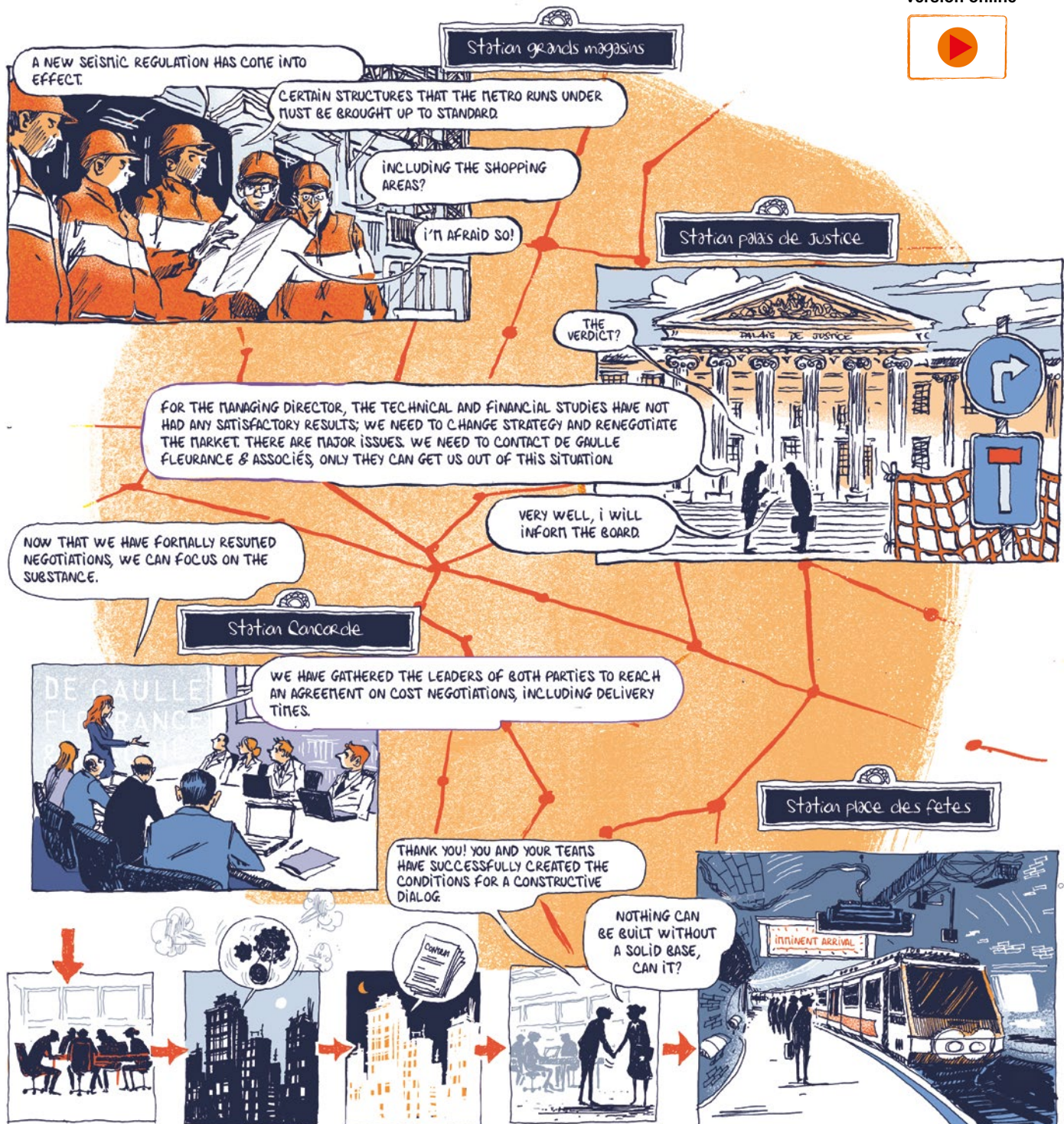
Unicorn
Operation
p. 20

Sleeping
nightmare-free
p. 21

THE METRO WHIZZES BY THREE TIMES

The project company that won a public tender to modernize a metro line has not managed to meet the delivery times due to a “seismic” problem. The project has been suspended due to the failure to reach an agreement with the adjudicating authority over the new terms of implementation of the agreement.

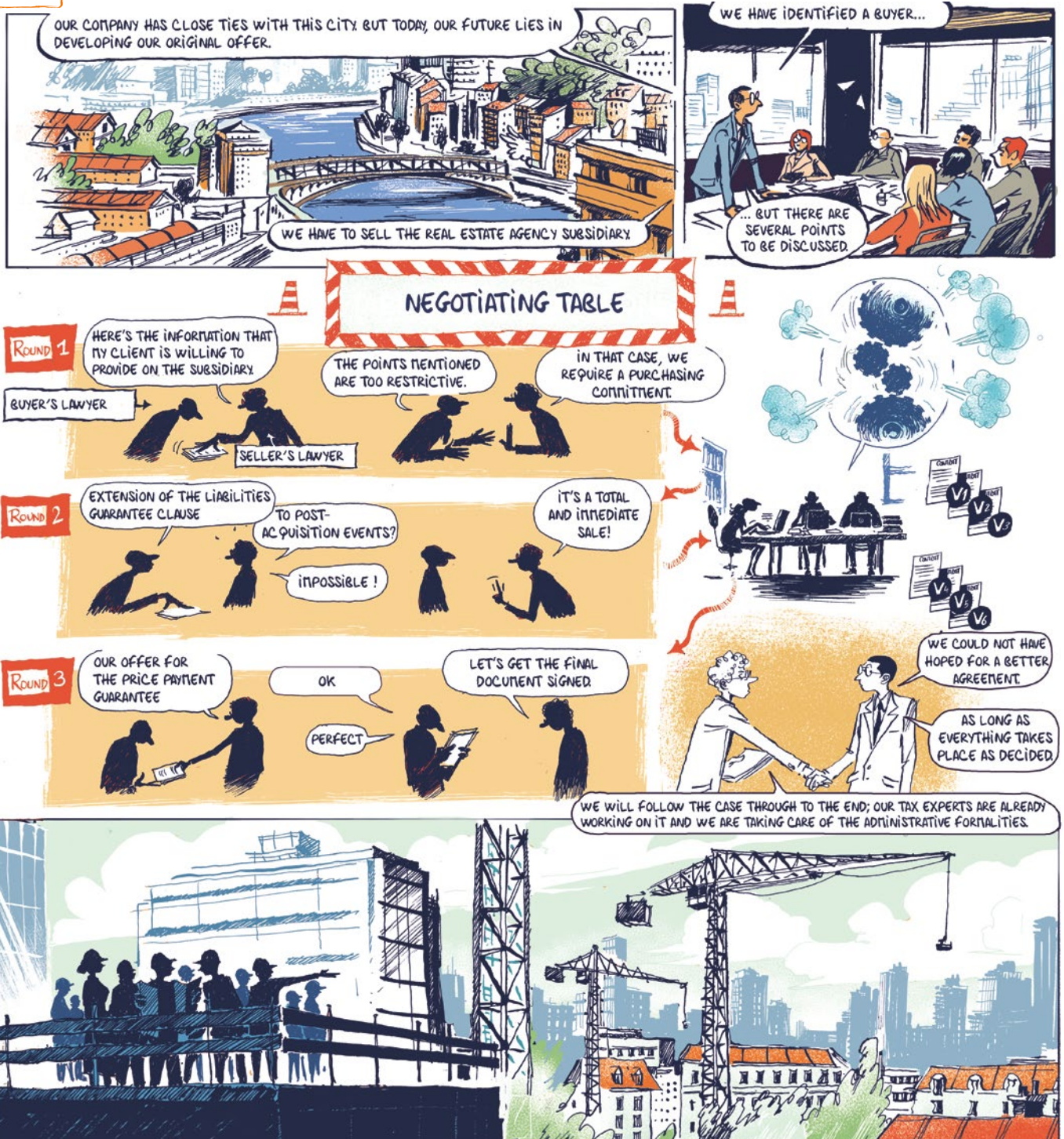
Discover the animated version online



BUILDERS

A large, rapidly expanding French real estate group decided to resell one of its real estate agency subsidiaries... In the office of a glass tower, a woman and a man look away at the opposite shore. Behind the river, new buildings, brownfields sites, outdated buildings, wastelands and virgin lands, extend.

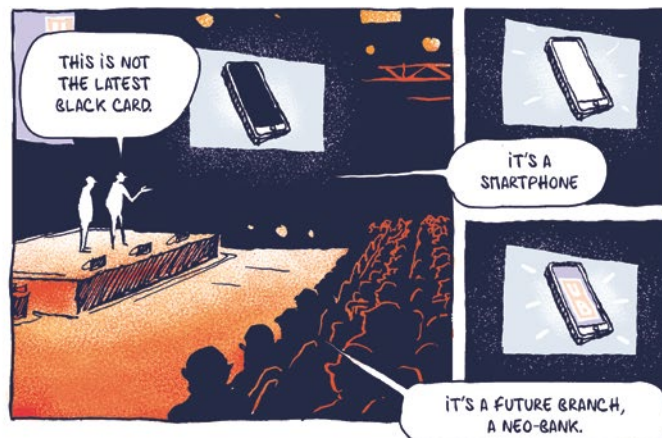
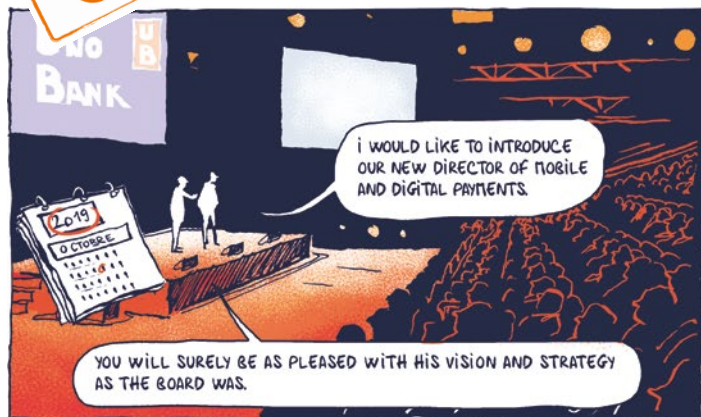
Discover the animated version online



THEORY OF EVOLUTION

The director of mobile and digital payments of a large banking group wants to come up with even more paperless payment solutions. To do so, he must negotiate with new contacts and comply with new regulations. During the banking group's annual meeting, the CEO introduced the new director of mobile and digital payments.

Discover the animated version online



An illustration of a person from behind, holding a tablet. The tablet screen displays the 'LITIMARK®' logo and some abstract data visualizations. The background is a vibrant orange with pink, wavy, organic shapes. The person is wearing a blue and green patterned garment.

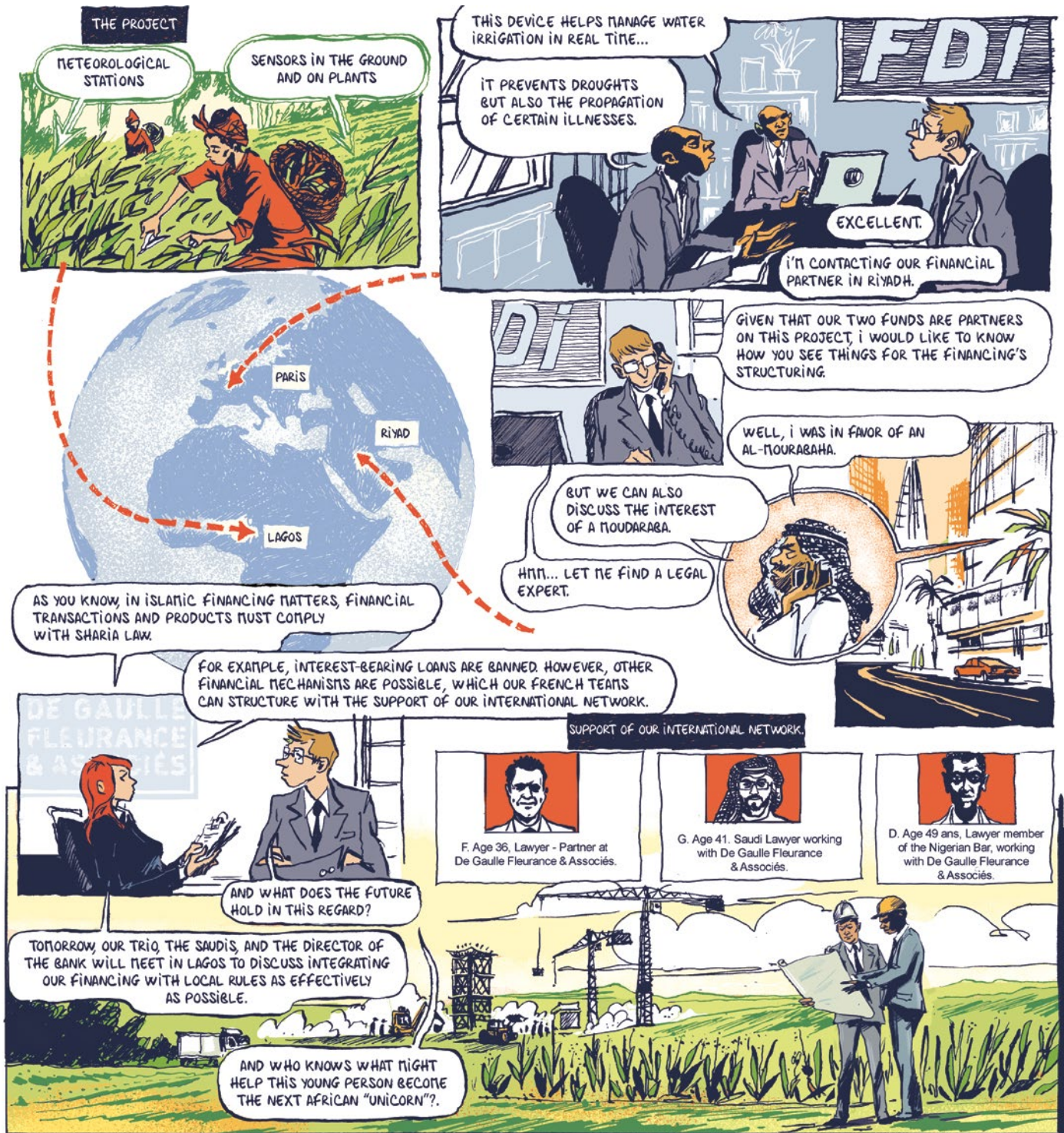
LITIMARK

Litimark, an innovative statistical study on trademark litigation
by De Gaulle Fleurance & Associés

UNICORN OPERATION

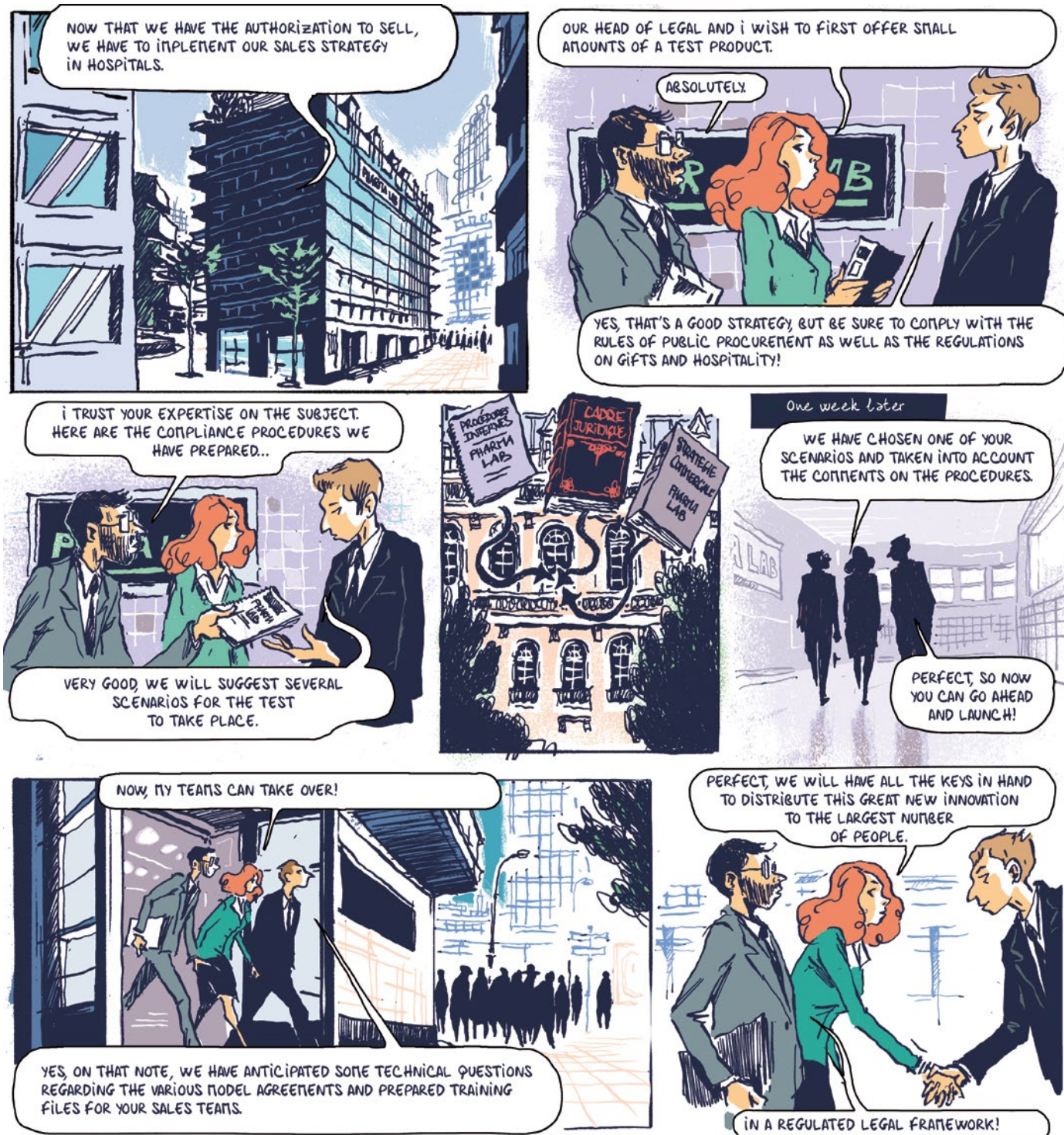
A team of young Nigerians developed a real-time field irrigation management system. The director of a French financial development institute, in partnership with a Saudi fund, wishes to invest in the young African startup.

Discover the animated version online



SLEEPING NIGHTMARE-FREE

A pharmaceutical laboratory just developed a morphine alternative to relieve pain. The laboratory's head of legal is responsible for making it available to hospitals and finding the legal framework to meet the constraints of public procurement.



OUR CONTRIBUTORS

While reading our Activity Report, you may have enjoyed the work of seven artists, who, thanks to their different worlds, have been able to set the rhythm of the different chapters and embody our personality.



PIERRE - HENRY GOMONT

Pierre-Henry Gomont worked in various professions, including that of sociologist, before becoming a comic strip author. In 2017, he signed his first album, *Kirkenes* (Les Enfants rouges) and participated in *La Revue Dessinée*. He then produced numerous titles before publishing in 2018, *Malaterre*, a graphic novel of which he was also the author.



ALINE ZALKO

Aline Zalko is a Parisian designer who started her career as an illustrator for the *New York Times*. She now works for the press in both publishing and advertising. She has been featured in several issues of *The New Yorker*, *The New York Times*, *Le Monde*, *Les Échos*, *Society*, *Le Figaro*, *Elle*, *Le Fooding*, *Les InRockuptibles*, and others.

→ to see her work
alinezalko.com



GWENDAL LE BEC

Gwendal Le Bec studied Graphic Arts at the École Supérieure des Arts Appliqués Duperré in Paris. He started illustrating in 2008, with his first book *Le Petit Blond* published by Gallimard Jeunesse Giboulée, then a second book, *Le Roi des Oiseaux*, published by Albin Michel Jeunesse, which won the Pépète du Meilleur album award at the Montreuil Children's Book Fair the same year (2011).

→ to see his work
gwendallebec.com



BORIS GAUTIER

Graduated from the Higher Art School of Metz in 2015, he was a graphic designer and illustrator, he worked for many media. His original graphic universe and his slightly ironic vision of the world have attracted various institutions such as the Imagery of Epinal, Bayard, the newspaper *Le 1* and *Liberation*.

→ to see his work
borisgautier.fr



BENJAMIN CAZEAX- ENTREMONT

After his graduation from a Master in business law, he joined Les Ateliers Varan and directed a documentary about Jérôme Ferrari (winner of the Goncourt prize in 2012). Then he worked on the direction of several documentary for the TV channel Arte and traveled around the world. He is now working on the writing of his first novel.



LÉA TAILLE- FERT

Léa is a graphic artist and illustrator who has worked for various organizations: Groupe ADP (formerly the Aéroports de Paris) and the Opéra National de Paris, Hermès, Desigual, and Veja, as well as multiple press agencies: *Le Monde*, *Les Échos*, and *Causeette*...

→ to see her work
leataillefert.com



KATI SZILAGYI

Kati has been an illustrator for *Le Monde* for ten years; her works include children's books and comics. In 2016, *Robert Moses*, her graphic novel written by Pierre Christin (Ed. Glénat), was on the *New York Times* bestseller list.

→ to see her work
katiszi.com

