



Editorial

**By the
Numbers**

**Across
borders**

25 years
of
making
an
impact
2001
2026

The group

**Beyond
business**

**Through
innovation**

25 years
of
making
an
impact
editorial

We push boundaries!

Twenty-five years ago, six lawyers embarked on an entrepreneurial adventure, one that they intended to be disruptive and founded a law firm unlike any other: an open-structured organization with shared resources, innovative market choices, a structure based not on equity ownership, but rewarding professionals who work there. Having become a key player in business law, our group of lawyers and notaries has established itself in the market, with 200 dedicated professionals.

True to our founding principles, we have built a practice on a solid foundation, offering a full range of services to private companies, entrepreneurial families, and public entities that place their trust in us. We are recognized across all areas of business law, and we advise our clients on capital transactions and litigation as well as on matters related to their operational activities and strategic development.

Project teams tailored to each situation are able to meet the specific needs of each of our clients by drawing on all relevant legal expertise and, when necessary, engaging the services of a network of non-legal professionals to complement our legal service. These professionals work closely with our lawyers and notaries to provide our clients with comprehensive and coordinated support.

Marilyn Benichou

May Jarjour

Another key factor in our success lies in our ability to enter new markets at a very early stage: the energy transition with the exponential growth of renewable energy, blockchain finance and crypto assets which represent a major shift in traditional finance as well as the space sector and all the new services arising from it.

The integration of notarial services perfectly illustrates our unique positioning: it now allows us to position ourselves as the leading multidisciplinary firm offering a full range of services on the market, embodying the principle of the convergence of the notarial and legal professions. Our attorneys and notaries work closely together to offer our clients an efficient one-stop shop and a turnkey service that guarantees availability, organizational simplicity, and proactivity essential to comprehensive support.

If we had to sum up our corporate culture in a single sentence, it would be: "We push boundaries." We push boundaries to innovate, we push boundaries to break down barriers in the legal field, we push boundaries to think outside the box, and we push boundaries to look further ahead. It is this culture, forged since our group's inception, that today ensures our sustainability and our ability to adapt to the challenges ahead. Among these challenges, artificial intelligence is at the heart of our thinking. We see it as an opportunity to optimize our services and increase the value our clients expect from us, while remaining mindful of the energy costs it entails.

Today, a new generation of lawyers and notaries is emerging, building on the foundations laid during this first quarter-century. A shared culture that, in turn, inspires us to push boundaries!

Marilyn Benichou

May Jarjour

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an
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2001
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2001
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Space

France's "New Space" ecosystem is **taking shape and gaining momentum**. New launch capabilities, in-orbit services, industrial space expertise, scientific missions, and regional partnerships projects—often multinational—are flourishing, and **investors are eager** to fund them.

Beyond the **European legal framework** currently under development, the challenge lies in establishing a presence and cooperating with other major players in the sector while ensuring national sovereignty and European strategic autonomy in this field.

Frédéric Destal

Laetitia Cesari



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Monaco Wealth & Business

Wealth management is becoming increasingly complex: **families and businesses are expanding globally, leading to a growing number of conflicts of law.** Monaco hosts now a large number of families and businesses facing these challenges, which require highly specialized legal support.

To this end, we have launched a **service platform dedicated to an international clientele and the key stages of their establishment within the Principality.** A “full-service” solution covering wealth structuring, real estate and movable property investments, fund structuring and business acquisitions, related tax matters, intellectual property, family and inheritance law, space law... with the support of Monegasque professionals (lawyers, notaries, legal advisors, and certified public accountants...).



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Sabine Gié-Divaris

Vincent Schmitt

Abu Dhabi

The growing trend of economic flows between the Middle East and high-growth emerging markets, particularly in Africa and Latin America, has been a key factor in our decision to establish a presence in the **United Arab Emirates, which serves as a major hub for international trade** in the EMEA region.

This allows us to build a closer relationship with our clients, both private and public, who can rely on our recognized expertise in business law to support their activities in these regions.



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Laurence Vanderstraete

Jean-Baptiste Santelli

Racha Wylde

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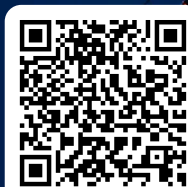
Africa

The dynamic **economic ties between the Middle East and Africa** have led us to strengthen our presence on the African continent. The United Arab Emirates is currently the fourth-largest investor in Africa. Our company therefore prioritizes the development of the Middle East-Africa strategic axis.

We have therefore decided to establish a presence in Senegal - one year after doing so in Côte d'Ivoire. From Dakar and Abidjan, we support our clients in strategic sectors such as energy, mining, infrastructure, telecommunications, aerospace, artificial intelligence, finance, tourism, and real estate.



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Edouard-Robert
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2026

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Defense

The defense sector is experiencing strong growth, driven by a tense **geopolitical context**, rising military budgets, and **Europe's strategic rearmament** in the face of rival powers' ambitions. It operates within a restrictive legal framework, subject to stricter requirements regarding **cybersecurity, export controls, international sanctions, and the extraterritorial application of law.**

Using public procurement requires rigorous mastery of the rules governing **defense and security contracts**, as well as anti-corruption compliance. Furthermore, **access to private and public funding and the consolidation of the sector** to foster the emergence of French and European industrial leaders are now more than ever strategic imperatives.

Agnès Macaire

Charles-Edouard Renault



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Sylvie Perrin

Frédéric Paquet

Energy Transition

Business models are evolving in the sector, influenced by several key factors: **the growing share of renewable energy** in the supply-demand balance market, **the end of the ARENH mechanism**, the obligation for manufacturers and property managers **to decarbonize their assets and operations**, and the anticipated growth of **digital infrastructure (data centers, AI)**, which is likely to increase the need for electricity and flexibility.

These developments are giving rise to **new players offering flexibility and renewable energy storage services**, forcing established companies to rethink their growth strategies and manufacturers to manage the cost of decarbonization. All are seeking cross-functional advice that requires a strategic and sector-specific vision to develop the business models of tomorrow.



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2001
2026

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On-chain Finance

On-chain finance is becoming institutionalized. The entry into force of the European MiCA, DORA, and Pilot Regime regulations marks the transition to a **regulated environment** for players in the crypto-asset market. Whether they are global companies, financial institutions, or startups, the first to obtain **MiCA and EME approvals for the issuance of stablecoins or Pilot Regime exemptions will enjoy a decisive competitive advantage.**

Blockchain **is currently revolutionizing finance** across all its components: financial markets, the stock exchange, and investment services (with the tokenization of stocks, bonds, real estate...), payment methods (with the meteoric rise of stablecoins), and asset management (with ETFs and funds invested in crypto-assets).

Anne Maréchal

Adam Stolcz



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All organizations are impacted by this **seismic shift that is reshaping business models**. While the Internet digitized the entire economy, AI operates at a deeper level: it affects how decisions are made, value is created, and revenue is generated.

AI

It raises **new risks: discriminatory biases** embedded in algorithms, key questions regarding the governance and **accountability for decisions made by a machine**, or an autonomous agent (or by a human acting contrary to such a decision), regulatory compliance, **absence of compensation for creators** who feed AI, environmental impact...

These are major legal issues that companies are facing. Beyond the AI Act, the challenge remains immense: it involves designing **frameworks that encourage technological innovation** while ensuring it remains a **driver of justice and sustainability**.



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Cécile Théard-Jallu

Bruno Deffains

Lawyers Notaries

Our integrated team of lawyers and notaries enables our clients to **operate more efficiently**, whether for transactions involving **estate planning, financing, corporate matters, or real estate**. Our clients appreciate having a **one-stop shop**, benefiting from a **tailored budget** and a high level of **responsiveness**.

For example, in a **merger / acquisition or financing** transaction, the transfer of **real estate assets** and the signing of **notarial deeds** - rendering agreements enforceable - are handled by the same team of lawyers and notaries, starting from the audit phase and the legal and tax structuring of the transaction.

International investors particularly appreciate the efficiency of this organizational structure and our ability to assist them in English, including with notarial matters.



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Marilyn Benichou

Jonathan Souffir

David Franck

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De Gaulle Fleurance is a leading player in business law.

Our attorneys, legal advisors, and notaries assist businesses, entrepreneurial families, and public organizations, with:

- **200 people** dedicated to client relationships built **on excellence, responsiveness, and creativity.**
- **An integrated full-service practice** assisting businesses and public entities with their structural developments (mergers and acquisitions, corporate and project financing...) and their operational activities (commercial contracts, public procurement, joint ventures...).
- **An expertise recognized** by the business community (Chambers, The Legal 500, Best Lawyers).
- A presence in **Paris, Brussels, Geneva, Abu Dhabi, Abidjan** and **Dakar.**
- **An international culture** and the ability to mobilize a network of correspondents and partners across all continents.



Governance

To support the growth and organization of our Group, our governance structure has been strengthened. This evolution is reflected in the establishment of a non-statutory executive coordination committee, representative of the generational, geographical, and multidisciplinary diversity of our team. This initiative is part of our commitment to supporting our strategic development ambitions, both in the French market and internationally, and guarantees the long-term viability of our Group.

Louis de Gaulle

Vincent Schmitt

Henri-Nicolas Fleurance

Marilyn Benichou

Jean-Baptiste Santelli

May Jarjour

Jonathan Souffir

By the Numbers

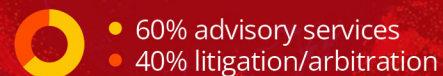
A Leading Player in Business Law

25 Years of Impact providing services to companies in the private and public sectors:

200 dedicated professionals

6,000 clients advised (including international groups, CAC 40 companies, mid-sized businesses, and public institutions)

22,000 cases handled



Top 6 practice areas:

- 14%** M&A
- 13%** Finance
- 10%** Tax
- 10%** IP-IT
- 7%** Commercial Law
- 6%** Public Law

1/3 of clients are international, spread across **85** countries on every continent.

N°1 in the market for law and notary practices offering a full range of services.

A presence in **Paris, Brussels, Geneva, Abu Dhabi, Abidjan** and **Dakar**.

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2026

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