



**Alain Ménard**  
**Partner**

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Paris Bar (1982)  
Partner at Racine  
since 2004

## EMPLOYMENT LAW

Alain Ménard has built his practice exclusively around employment law and social security law.

Alain advises and represents companies on the management of individual and collective work relations, and assists companies during reorganisations and restructurings and in preventing conflicts. He also advises his clients on matters relating to compensation arrangements and in their relationships with employee representative bodies and trade unions.

Alain has notable experience in the insurance, finance, construction, transportation and logistics sectors.

## AREAS OF EXPERTISE

- Employment law
- Social security law
- Compensation arrangements
- Relations with trade unions and employee representative bodies
- Collective bargaining

## CAREER PRIOR TO JOINING RACINE

- EY Law (Ernst & Young network) – Partner in charge of the employment law department (1999-2004)
- UGGC (1994-1999)
- EMM (Errera – Ménard – Montéran) (1988 – 1994)

## EDUCATION

- École Parisienne de Gestalt – EPG (coaching) (2017)
- Transformance Pro – CT (coaching) (2012)
- ISSEC (1987)
- Employment law specialisation certificate
- Université Paris II & Paris X

## LANGUAGES

French, English

## OTHER

- Former member of the National Bar Council (Conseil National des Barreaux)
- Former secretary of the Conférence du stage (Versailles 1984 – 1985)
- Former president of the Young Attorneys' Association (Union des Jeunes Avocats)
- Former member of the Paris Bar Council (Ordre des Avocats de Paris)

## PUBLICATIONS

“Does the reform of French law governing obligations have an impact on employment law?”, *Journal des Sociétés*, September 2016. Article co-authored with the Partners of Racine's employment law department

“Employers must now objectively substantiate the absence of individual raises”, *Actuel RH*, May 2015

“Indemnity repository: True tax incentives must be created”, *Actuel RH*, March 2015

“Employees at the wheel of their own professional training”, *La Semaine Juridique*, October 2014

“What is inexcusable fault?”, *Agir Magazine*, June 2014



**Antoine Diesbecq**  
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Paris Bar (1983)  
Partner at Racine  
since 2003

## DISTRESSED COMPANIES

Antoine Diesbecq's practice is dedicated to assisting economic actors faced with legal, economic and financial difficulties. His practice is marked by a tailored approach to handling crisis situations, which entails a close working relationship with decision-makers in view of building a sound and optimised strategy that is based on his deep experience and knowledge of personalities and institutions. The quality and commitment of the members of Racine's Restructuring team allows this approach to be properly executed.

Antoine has developed recognised experience as an advisor and as a litigator, and has particular expertise in managing the corporate difficulties of commercial and industrial companies.

Antoine was notably involved in the Vivarte, Clestra, SCOP, Seafrance, Altia, Sotralentz and Marriane matters.

## AREAS OF EXPERTISE

- Banking and finance
- Distressed companies
- Litigation

## CAREER PRIOR TO JOINING RACINE

- Partner, Diesbecq, Chaumette, Tisserand, Sauphar (1988-2002)
- Lyonnet & Bigot (1983-1987)

## EDUCATION

- Master, legal careers distinction (Université Paris II Panthéon-Assas)
- Specialist in commercial law

## LANGUAGES

French, English

## OTHERS

- Former member, Paris Bar Council (Ordre des avocats de Paris)
- Director, Droit et Commerce
- President, Distressed Companies Committee, Paris Bar Council
- Co-President, Distressed Company Committee, Corporate Lawyers' Association (Association des Avocats Conseils d'Entreprises)
- Vice President, Union Nationale des CARPA
- Member, Finance Committee, Paris Bar Council
- Member, Scientific Committee, Association for Prevention and Support for CEOs and Entrepreneurs in Acute Distress (Association pour la Prévention et l'accompagnement des chefs d'entreprise et Entrepreneurs en Souffrance Aigue)
- Member, Information and Prevention Centre (Centre d'Information et de Prévention de Paris, 75)
- Member of specialised associations: Association for Corporate Turnaround (Association pour le Retournement des Entreprises), AFFIC and INSOL

## PUBLICATIONS

"The appropriate sanction in distressed company law", *Cahier de droit de l'entreprises*, January/February 2017

"The force of contract in the face of distressed company law", *Gazette du Palais*, 18 & 19 December 2015

"The creditor of a distressed company may present a plan that contemplates taking control", *Option Finance*, March 2015

"Procedural conditions on liability proceedings based on insufficient assets", *Revue des procédures collectives*, No. 4, July/August 2012

"Cupidity in distressed company law", *Gazette du Palais*, 29 & 30 December 2013

"Internal transfers: A different method of transferring distressed companies", *Gazette du Palais*, 21 & 22 January 2009

"The sale of a company through a share deal", *Journal des Sociétés*, December 2008

**With Professor Philippe Roussel-Galle:**

"Projections and distressed company law", *Gazette du Palais*, 29 & 30 December 2010

**With Laurent Jourdan, attorney-at-law:**

"Can the creditor of a distressed company present a reorganisation plan that contemplates taking control?", *Option Droit des Affaires*, Special Restructuring Issue, 4 March 2015



**Antoine Hontebeyrie**  
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Paris Bar (2003)  
Partner at Racine  
since 2008  
Professor of Law  
(professeur agrégé)  
since 2007

Antoine Hontebeyrie is a professor at Université Paris-Saclay/Evry-Val-d'Essonne, where he leads the Institut universitaire professionnalisé "In-house counsel" programme. He is also a lawyer.

Antoine's doctorate thesis focused on the general theory of obligations ("The foundation of joint and several obligations in French private law", published by Economica, 2004, preface L. Aynès). He has authored several publications on private law, teaches obligations and surety law and the law governing payment and credit instruments. He is also a professor at the Ecole des Hautes Etudes Appliquées du Droit, where he leads seminars on obligations law.

## AREAS OF EXPERTISE

- Banking and Finance
- Corporate law

## CAREER PRIOR TO JOINING RACINE

- Associate professor, Université de Paris I Panthéon-Sorbonne (2005-2007)
- Professor, Université d'Angers (2007-2011)

## EDUCATION

- Agrégation, Faculties of Law (2007)
- PhD, Law ("The foundation of joint and several obligations in French private law", Economica, 2004, preface L. Aynès)

## PUBLICATIONS

### Thesis and collective projects

- "Extinctive prescription", *Répertoire Dalloz de droit civil*, 2011 and updates
- "Passive joint and several liability" study, *Lamy droit de sûretés*, 2005 and updates
- "The foundation of joint and several obligations in French private law", published by Economica, 2004

### Articles

- "Selected consequences on guarantees arising from the reform of the law governing obligations", *Journal des Sociétés*, September 2016
- "Asset and liability guarantees", in Guarantees in structuring, *Actes pratiques et ingénierie sociétaire*, 2016
- "Selected consequences on civil liability arising from the reform of the law governing obligations," *Droit et patrimoine*, June 2016
- Collateral without dispossession and fixtures 2006-2016: Assessment of the reform of sureties, *JCP N* 2016



**Barna Evva**  
**Partner**

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Paris Bar (1998)  
Partner at Racine  
since 2013

## BANKING - FINANCE

Barna Evva leads Racine's Banking and Finance department. He joined Racine in 2013.

Barna specialises in financing and advises notably on real estate matters, corporate acquisitions/LBO (industry, media, service industry, etc.), infrastructure and energy. He advises banks and borrowers (investment funds, corporates, etc.) on complex structured financing deals, as on the drafting and negotiation of financing agreements and all related documents.

Barna also regularly advises on the financial restructuring of distressed companies, both in the context of court proceedings and amicable procedures. He is recognised for his expertise in LBO turnaround deals.

He acts on behalf of distressed companies and their shareholders/investment funds or for the lenders (notably credit institutions) to implement optimal solutions and renegotiate financial debt.

Barna mainly advises clients in the real estate, finance, restructuring and service industry sectors.

## AREAS OF EXPERTISE

- Optimisation of financing structures
- Drafting and negotiation of financing documentation
- Transfer of receivables and debt restructuring
- Financial litigation

## CAREER PRIOR TO JOINING RACINE

- Wragge & Co (now Gowling WLG)
- Lefèvre Pelletier & Associés
- Gide Loyrette Nouel

## EDUCATION

- ESSEC (1994)
- Master, Corporate Law and Taxation (1995)
- Postgraduate degree (DESS) in Litigation and Arbitration (Université Paris II Panthéon Assas – 1997)

## LANGUAGES

French, English

## PUBLICATIONS

"Dailly law assignments", *Acte Pratiques et Ingénierie Sociétaire*

(July – August 2016). Published under the direction of Professor David Robine

"Delegation and assignment of debt: A comparative approach", article published in *Dossier JSS* on the reform of contract law (September 2016)



**Bastien Thomas**  
**Partner**

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Paris Bar (2006)  
Partner at Racine  
since 2015

## COMPETITION – DISTRIBUTION

Bastien Thomas co-manages Racine's Competition – Distribution team.

With over 12 years of experience in French and European competition law, Bastien advises both French and international companies on their antitrust, merger control, state aid and private actions issues. He regularly assists and represents his clients before the European Commission, the French Competition Authority as well as French and European courts.

His sectors of expertise include automotive, agri-food, transportation, energy, the media, luxury and e-commerce sectors.

## RECENT TRANSACTIONS

- Advising Groupe PSA on the setting-up of a JV with the Nippon group Nidec
- Advising the AMIV in the framework of a procedure of the French Competition Authority in the agri-food sector in the French overseas departments
- Advising Mediawan on its acquisition of AB Group
- Advising the CDC and Engie / Solairedirect on their acquisition of photovoltaic plants
- Advising Econocom on its acquisition of Aciernet
- Advising Groupe PSA in the framework of the creation of Emov, active in the car-sharing rental sector in Spain
- Representing Eurofins before the Conseil d'État with respect to appeals lodged against the French Competition Authority's authorisations of the Bio-Access and Biomnis merger transactions
- Advising Perceva on the takeover of Cauval
- Advising LBO France / Karavel on the takeover of Fram
- Advising Eurofins in its acquisition of Bio-Access

## AREAS OF EXPERTISE

- Merger control
- Anti-competitive practices
- State aid
- Compensation proceedings
- Distribution

## CAREER BEFORE JOINING RACINE

Linklaters (2008-2015)

## EDUCATION

- Master II, European Business Law (Université Paris II Panthéon-Assas - 2004)
- ESSEC (2003)

## LANGUAGES

French, English, German, Italian

## OTHER

- Lecturer in competition law - Masters 2 "Global Business Law and Governance" (Paris I Panthéon-Sorbonne University, Columbia University and Sciences Po) and "Droit international économique" (Paris I Panthéon-Sorbonne University).
- Member of the Association of Competition Law Practitioners (Association des Avocats Pratiquant le Droit de la Concurrence)
- Founding Member of the State Aid Monitoring Association (Association de Suivi des Aides d'État)

## PUBLICATIONS

- “*The recent approach of the Paris Court of Appeal to the indemnity actions of foreclosed competitors*”, *Revue Lamy de la Concurrence*, January 2018
- “*Gun jumping – First sanction in France of an early implementation of a notified merger: Severity of sanctions and a reminder of the applicable rules*”, *Racine Client Alert*, November 2016
- “*Abuse of dependency: A new prohibition*”, *Journal des Sociétés*, no. 144, September 2016
- “*The 2015 Orange Settlement Decision: How the French Competition Authority Defines, Addresses, and Remedies Abusive Conduct in the Telecommunications Sector*”, *Journal of European Competition Law & Practice*, August 2016
- “*Farming sector: Towards a temporary and partial waiver of competition law*” *Racine Client Alert*, March 2016
- Author of the “*France*” chapter in *Global Legal Insights – Cartels*, since 2015
- Co-author of the “*France*” chapter in *Chambers Legal Practice Guide – Merger Control*, 2014
- Co-head of the “*Review of Competition Journals*” section of *Concurrences*

## RANKINGS

- “*Future Leader*”, *Who’s Who Legal / Global Competition Review*, 2017 and 2018
- “*Leading individual*”, *Chambers Europe*, 2015 and 2016
- Author of the “*France*” chapter in *Global Legal Insights – Cartels*, 2015 and 2016
- Co-author of the “*France*” chapter in *Chambers Legal Practice Guide – Merger Control*, 2014
- Co-head of the “*Review of Competition Journals*” section of *Concurrences*



**Bruno Cavalié**  
**Founding Partner**

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Paris Bar (1980)  
Brussels Bar  
Founded the firm  
in 1981

## MERGERS & ACQUISITIONS – CORPORATE LAW

A member of the Bars of Paris and Brussels, Bruno Cavalié regularly advises numerous large French and foreign companies, particularly in the industry and services sectors.

Bruno essentially handles share and asset acquisitions and disposals, most often on behalf of large industrial groups, as well as high-stakes judicial and arbitral disputes in the areas of corporate law, commercial law, industrial risks and white collar crime. Bruno also sits as an arbitrator in disputes that are subject to French law.

He is particularly active in the environmental, luxury, telecommunications, media and high-tech sectors and in matters relating to investments in Africa.

Bruno has been recognised on numerous occasions over the course of his career. Most recently, in 2015 and 2016, he was recognised by the Trophées du droit as a “Leading Strategist”.

## AREAS OF EXPERTISE

- Arbitration
- General criminal law and white collar crime
- Mergers & Acquisitions
- Corporate law
- Media law
- Industrial risks
- Information technology

## CAREER

Founded Racine in 1981

## EDUCATION

Master, Business Law, Université de Paris I

## LANGUAGES

French, English

## OTHER

Teaches acquisition and disposal contacts practice at the École des Hautes Études Appliquées du Droit (HEAD)

## PUBLICATIONS

Numerous doctrinal contributions in French reviews, and in particular on price and warranty issues in share transfer deals  
Numerous speaking roles in colloquia on these issues





**Carla Di Fazio Perrin**  
**Partner**

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Paris Bar (1983)  
Partner at Racine  
since 2004

## EMPLOYMENT LAW

Carla Di Fazio Perrin has more than 20 years' experience in employment law. In addition to having worked in private practice, Carla also served as in-house counsel for the French subsidiary of a German chemicals group and for the French subsidiary of an American communications group.

Carla has developed significant experience in managing complex litigation that poses both financial and reputational risks, and she leverages this experience when acting in an advisory capacity.

Carla is active in numerous sectors, and notably in the distribution, energy, media, luxury and services sectors.

Carla also heads Racine's Italian desk.

## AREAS OF EXPERTISE

- Collective and individual employment law
- Complex litigation
- Relationships with social partners
- Employment law aspects arising in business and company transfers

## CAREER PRIOR TO JOINING RACINE

- SCP Perrin & Associés
- DDB Group
- Henkel Group

## EDUCATION

- Master (DEA), Business Law (Université Paris II Panthéon-Assas)
- Master (DEA), Civil Law (Université Paris I Panthéon-Sorbonne)

## LANGUAGES

French, Italian, English

## OTHER

- Member of Cercle Montesquieu
- Member of OMNIA, the first global network of Italian desks, which brings together independent corporate law firms with desks dedicated to Italian clients operating internationally and to local clients with operations in Italy

## PUBLICATIONS

"Does the reform of French law governing obligations have an impact on employment law?", Journal des Sociétés, September 2016. Article co-authored with the Partners of Racine's employment law department



**Carol Santoni**  
**Partner**

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Paris Bar (2001)

Partner at Racine

since 2014

## REAL ESTATE – CONSTRUCTION

Carol Santoni represents international investment funds and French groups in connection with their real estate projects.

She negotiates real estate acquisitions and disposals (asset deals, share deals, joint-ventures), as well as commercial leases.

Carol also advises clients on their asset valorisation projects and construction and restructuring transactions.

## AREAS OF EXPERTISE

- Real estate acquisitions and disposals
- Commercial leases
- Partnerships between investors and developers
- Asset restructuring and construction transactions

## CAREER PRIOR TO JOINING RACINE

- Gide (2000-2014)
- Head of Gide's Serbia office (2009-2010)
- Former lecturer in corporate law (Université de Paris Ouest)

## EDUCATION

- Master (DEA), Business Law (1999)
- Master, Business Law (Université de Paris Ouest)
- LLM, German law (Université de Postdam - 1998)

## LANGUAGES

French, English, German

## PUBLICATIONS

“Attractiveness in share deals”, *Immo Mag*, October 2014.

Co-authored with Fabrice Rymarz, Tax partner at Racine



**Bruno Néouze**  
**Partner**

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Paris Bar (1979)  
Partner at Racine  
since 1999

## PUBLIC LAW, AGRI-FOOD

Bruno Néouze and his team handle matters relating to agriculture and the agri-food chain (professional and inter-professional farming organisations, production, co-operatives, processing, sales and distribution), the environment and competition, as well as commercial, civil and administrative litigation and [professional arbitration]. Bruno also has recognised expertise in the sector of associations, trade unions and foundations, and is involved, both as an advisor and a litigator, in all matters relating to their creation, operation and activities.

## AREAS OF EXPERTISE

- Professional and inter-professional farming organisations
- Agri-food
- Public law
- Arbitration
- State aid
- Competition – Distribution
- Cooperation
- Laws governing associations, trade unions and foundations

## CAREER PRIOR TO JOINING RACINE

- Cabinet Biaggi-Benelli (1995-1999)
- SCP Fontaine Ithurbide Néouze (1979-1994)
- Consulate General of France in Québec (1977 – 1978)

## EDUCATION

- Master, General Private Business Law (*Université de Reims*)
- Graduate, *Institut d'Études Politiques de Paris* - Service Public Department

## OTHER

- Senior lecturer - Master 2, European Law on Agriculture and Agri-food Chains – Université de Paris I Panthéon Sorbonne
- Director of Safagr'Idées (formerly Société des agriculteurs de France)
- Chevalier du Mérite agricole

## PUBLICATIONS

Editor-in-Chief, *Bulletin d'information sur la coopération agricole* (BICA)  
*Les Marchés Hebdo* (regular columns)  
*Potato Planet* (regular columns)  
*Afrique Agriculture*  
*Revue de droit rural*



**Emmanuel Laverrière**  
**Partner**

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Paris Bar (1999)  
Partner at Racine  
since 2008

## DISTRESSED COMPANIES

Emmanuel Laverrière specialises in civil litigation and in the restructuring of distressed companies on behalf of debtors, creditors, investors and court-appointed representatives in the context of the implementation of preventive measures (amicable negotiations, special purpose trusteeships, conciliation proceedings) and collective proceedings (safeguard, reorganisation and court-ordered liquidation proceedings). Over the last 18 years, Emmanuel has developed solid experience in handling litigation resulting from the commencement of collective proceedings, and notably in proceedings involving management, shareholders and French and foreign corporate groups.

In addition, Emmanuel is frequently involved in complex company transfers before the French Commercial Courts on behalf of industrial buyers and turnaround funds.

## AREAS OF EXPERTISE

- Banking and finance
- Commercial litigation
- Distressed companies
- Civil liability
- Enforcement proceedings

## CAREER PRIOR TO JOINING RACINE

- Partner at Racine since 2008
- Associate, Racine (2002-2008)
- Associate, Law Offices of Antoine Diesbecq, specialist in commercial law (1999-2002)

## EDUCATION

- Graduate of Université de Paris XI (Sceaux) in business law
- Diploma to practice as an attorney (CAPA) (1998)

## LANGUAGES

French, English

## OTHER

- Member of the Association of [Economic Default] Jurists (Association des Juristes de la Défaillance Economique)
- Lecturer in collective proceedings law at the Paris Bar School
- Company trainings in collective proceedings law (including preserving the rights of creditors, preventing management liability for management failures, [distressed asset deals])

## PUBLICATIONS

Distressed Companies: Interview “Collective proceedings law, or an absolute area of diverging interests”, Bulletin Joly, September/October 2016

“Does the judge’s role change following the reform of the law governing obligations?”, Journal des Sociétés, September 2016

“Where do intangible assets go when companies face difficulties?” Expertises, August/September 2013, with Isabelle Renard (Attorney, Engineer)

“Reform of the law governing safeguards: The new creditor committee regime”, Décideurs Stratégie-Finance-Droit”, February 2009



**Fabrice Rymarz**  
**Partner**

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Paris Bar (1999)  
Partner at Racine  
since 2011

## TAX LAW

For close to 15 years, Fabrice Rymarz has been advising French and international groups and investment funds on the tax aspects of their transactions in France. Fabrice has also developed deep experience in the taxation of associations, trade unions and foundations and advises them on their tax matters and in their relations with the tax authorities.

## AREAS OF EXPERTISE

- Real estate transactions
- Mergers & Acquisitions
- Restructurings
- Project finance
- Cross-border cash flows
- Taxation of non-profit organisations
- Assistance with tax audits and litigation

## CAREER PRIOR TO JOINING RACINE

- PwC
- Allen & Overy
- Dentons
- Arthur Andersen

## EDUCATION

Master (DEA), Tax (Université Paris I Panthéon-Sorbonne)

## LANGUAGES

French, English



**Frédéric Broud**  
**Partner**

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Paris Bar (1991)  
Partner at Racine  
since 2012  
Co-Managing Partner  
since 2020

## EMPLOYMENT LAW

Frédéric Broud has more than 20 years' experience in employment law. He acts both in an advisory capacity and as a litigator, handling the full spectrum of employment law issues on behalf of both French and international companies operating in various sectors, and in particular the telecommunications, environmental and services sectors. Working closely alongside Racine's Tax department, Frédéric has also developed a recognised practice in advising corporate officers and managers. Frédéric is also developing, in tandem with Racine's Restructuring team, a highly-regarded distressed companies advisory practice focused on preventing and handling insolvency (safeguard, reorganisation and compulsory liquidation).

## AREAS OF EXPERTISE

- Company restructurings (workforce reductions, site closings, intra-group reorganisations, including addressing employee savings plans, collective and individual employment status, and reconstructing employee representative bodies)
- Managing employment law consequences resulting from amicable and judicial proceedings of distressed companies (safeguard, court-supervised reorganisation, compulsory liquidation)
- Optimising remuneration systems, individual and collective remuneration
- Handling management status and financial packages in the context of private equity transactions and for listed companies
- Employment litigation (civil, criminal and social security tribunals)
- Collective employment status/collective bargaining/relations with employee representative bodies

## CAREER PRIOR TO JOINING RACINE

Co-founding partner of Toison Villey Broud (2000 – 2011)

## EDUCATION

- Master, Business Law (Université Paris V)
- Master (DESS), [Applied Taxation] (Université Paris V)

## LANGUAGES

French, English

## OTHERS

- Lecturer, In-House Counsel Program (DJCE), Université de Cergy-Pontoise
- Lecturer, Université d'Evry
- Member of the European Employment Law Association
- Lecturer, MEDEF and [l'are] trainings

## PUBLICATIONS

- “Contributions to social and cultural activities: basis for calculation”, La Semaine Juridique, 20 December 2016 – n°50
- “The nature of relationships between contracted staff and the contracting company”, La Semaine Juridique, 31 May 2016 – n°21
- “Determining the basis for calculating employer contributions to social and cultural activities”, La Semaine Juridique, 10 June 2014 – n°23



**Frédérique Chaput**  
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Paris Bar (1987)  
Partner at Racine  
since 2009

## COMPETITION - DISTRIBUTION

Frédérique Chaput has put in place numerous contractual partnerships and distribution networks in France and abroad, and particular in the fashion, luxury, media, transportation, energy, cosmetics and para-pharmaceutical, advertising, large-scale retailing and e-commerce sectors.

## AREAS OF EXPERTISE

- Distribution
- Commerce
- Contractual partnerships
- Intellectual property

## CAREER PRIOR TO JOINING RACINE

- Denis Salama (1988-1992)
- Ayache, Salama & Associés (1992-2008, became partner in 1995)

## EDUCATION

Université de Paris II

## LANGUAGES

French, English

## OTHER

- Member, French Association of Competition Studies (Association Française d'Etude de la Concurrence)
- Speaks at conferences and seminars for in-house counsel and executive management

## PUBLICATIONS

"Unilateral termination of commercial contracts and the reform of the law governing obligations", Journal des Sociétés, September 2016

"What are the legal imperatives for CFOs in 2014?", DAF magazine, July 2014. Co-authored with Valérie Ledoux, Luc Pons, Fabrice Rymarz, Stéphanie Raquillet and Sarah Usunier



**Jean-Christophe  
Beaury**  
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Paris Bar (1995)  
Partner at Racine  
since 2010

## MERGERS & ACQUISITIONS – CORPORATE LAW

Jean-Christophe Beaury is principally active in mergers and acquisitions and strategic alliances in France and abroad, and in all aspects of corporate law matters. Jean-Christophe is notably active in the distribution, environmental, real estate and services sectors.

## AREAS OF EXPERTISE

Mergers & Acquisitions  
Corporate law

## CAREER PRIOR TO JOINING RACINE

- Debevoise & Plimpton
- Sullivan & Cromwell
- Linklaters

## EDUCATION

- Master, Business Law and Tax Law (Université Paris II Panthéon-Assas)
- Graduate, Institut Supérieur d'Interprétariat et de Traduction (I.S.I.T)
- LL.M., International Business and Tax Law (London University – Queen Mary College)

## LANGUAGES

French, Danish, English, Spanish





**Laurent Jourdan**  
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Paris Bar (1994)  
Partner at Racine since  
2013

## DISTRESSED COMPANIES AND COMMERCIAL LITIGATION

Laurent Jourdan has over 20 years' experience in advising distressed companies and in commercial litigation.

He advises companies and creditors in the framework of ad hoc mandates, conciliations, safeguard proceedings, restructurings and court-ordered liquidations.

Laurent is particularly active in LBO restructurings and the turnaround of distressed companies.

He has advised on most of the matters implementing the European Union regulation. Parmalat Eurofood, Cœur Défense, Rover, EMTEC, etc.

Laurent has also advised on the most important cases in recent years: Fagor Brandt, Gad, Guy Degrenne, Terreal, Télémarket, Vivarte, Caucal, FRAM, etc.

Finally, Laurent is widely recognised as an expert in high-stakes litigation in the areas of liability, post-acquisition disputes, disputes among shareholders and commercial agreements.

## AREAS OF EXPERTISE

- Prevention and resolution of corporate difficulties (amicable procedures and court proceedings)
- LBO restructurings
- Takeovers involving distressed companies
- Commercial agreement litigation
- Post-acquisition litigation
- Disputes among shareholders

## CAREER PRIOR TO JOINING RACINE

- Wragge & Co
- Lefèvre Pelletier & Associés

## EDUCATION

- Doctorate, Law (Université Paris I Panthéon-Sorbonne)
- Master (DEA), Commercial Law (Université Paris I Panthéon-Sorbonne)

## LANGUAGES

French, English

## OTHER

- Lecturer at Paris Institut d'Etudes Politiques, Master II, Corporate Restructuring
- Former lecturer on distressed company law, Université de Paris-I Panthéon Sorbonne (CAVEJ)

## PUBLICATIONS

"Set-off: consecration and questions", Le Journal des sociétés, September 2016  
"The creditor of a distressed company may present a plan that contemplates taking control" [Note: the title in A. Diesbecq's bio differs. Please confirm title and conform in both places], Option Finance, March 2015. Article co-authored with Antione Diesbecq



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since 2001

## MERGERS & ACQUISITIONS – CORPORATE LAW

Luc Pons has led Racine's Corporate/M&A team since 2001 and is particularly active in the luxury goods, services, restaurant, media, high-tech, transport and logistics sectors.

## AREAS OF EXPERTISE

- Mergers & Acquisitions
- Corporate law

## CAREER PRIOR TO JOINING RACINE

- Racine (since 2000)
- Lacourte Raquin Tatar
- AyacheSalama

## EDUCATION

- Graduate, Paris Institut d'Etudes Politiques
- Institute of Criminology
- Master (DESS), Business Law (Université Paris II Panthéon-Assas)
- Master (DESS), Corporate Law and Taxation (Université Paris II Panthéon-Assas)
- Graduate, in-House counsel diploma programme (DJCE) (Université Paris II Panthéon-Assas)

## LANGUAGES

French, English,

## PUBLICATIONS

"Sale and purchase transactions and contract law reform", Le Journal des Sociétés, September 2016. Article co-authored with Mélanie Coiraton



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## REAL ESTATE - CONSTRUCTION

For over 20 years, Nicolas Boytchev has advised French and international groups in connection with their real estate projects.

Nicolas is head of Racine's Real Estate – Construction department. He is involved in all stages of real estate transactions, both as a legal advisor and a litigator, notably with respect to commercial leases, real estate transactions, construction/development and real estate asset management.

## AREAS OF EXPERTISE

Real estate transactions  
Commercial leases  
Construction/development  
Real estate asset management

## EDUCATION

Master, Business Law (Université de Paris XI – Sceaux)  
Diploma to practice as an attorney (CAPA)

## LANGUAGES

French, English, Bulgarian

## PUBLICATIONS

"Strategy in practice: Observations", LJA, 27 January 2014  
"Purchase options and conditions precedent: Beware of deadlines", Business Immo, 17 July 2013  
"We broach the issue of fees without taboos", Business Immo, 2 July 2013  
"Our business model is holding up rather well in the economic crisis", Business Immo, 4 November 2011  
"Future and evolving damages", France BTP, 7 November 2010  
"After an increase in indices, a decrease in commercial rents", Business Immo, 20 July 2010  
"Towards forced execution of unilateral purchase options?", Décideurs Stratégie-Finance-Droit, 31 July 2007  
"Subleasing: the limits on sub-lessees' rights to renew", Décideurs Stratégie-Finance-Droit, 31 January 2007  
"Judicial expert reports: the expert's role", Décideurs Stratégie-Finance-Droit, 15 April 2006



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## AGRI-FOOD LAW, PUBLIC LAW

A recognised specialist in agriculture law, Samuel's day-to-day practice consists of assisting operators in this sector (farmers, cooperatives, merchants, inter-professional organisations, landowners, etc.) in all aspects of the production and sale of food-products. Most frequently, he advises operators in connection with farming rights (rural leases, SAFER, monitoring of farming structures, structuring and transfers of farming operations).

Samuel Crevel is also frequently called upon to advise forest owners with respect to the management of their property.

He is regularly called upon to advise regional governments, notably when such governments (or their elected officials) are the subject of criminal prosecution.

## AREAS OF EXPERTISE

- Agricultural law
- Wine-growing law
- Forest law
- Criminal law
- Regional government law
- Environmental law

## CAREER PRIOR TO JOINING RACINE

- Auxiliary judge, French Court of Cassation (2010 to 2013)
- Head of the Bureau of Farms, Rural Development and the Environment, Mistry of Agriculture (2007-2010)
- Deputy Director, Real Estate Bureau, Ministry of Justice (2004-2007)
- President, Epernay Lower Court (Tribunal d'instance) (1994-2003)

## EDUCATION

- École nationale de la magistrature (1990-1993)
- Master (DEA), Private Law, Université de Caen (1992)
- PhD, Law, Université de Paris II Panthéon-Assas (2009)

## LANGUAGES

French, English

## OTHER

Lecturer, Université de Paris I Panthéon-Sorbonne (Professional Master 2 in European Law: "Law governing agriculture and the agri-food chain")

Chevalier, Ordre du Mérite Agricole

Member (since February 2015), Strategy Committee,  
Haut conseil de la coopération agricole

## PUBLICATIONS

Scientific co-director of *Revue de Droit Rural*. As such, Samuel has authored a monthly chronical on rural leases, SAFERs and farming structure controls, as well as articles on these areas and agricultural cooperatives, including:

"Vineyard leases and alternative contractual structures", 2016

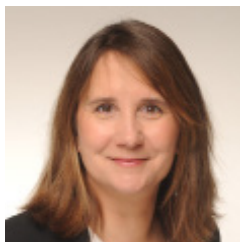
"Sales of grapes", 2013

"Vines and contracts", 2012

“Contracts relating to wine-growing enterprises”, 2009  
“Wine stocks as a subject of guarantees”, 2008  
“Financing wine-growing enterprises”, 2007  
“Discord within wine-growing enterprises”, 2006  
“Evaluation of wine-growing enterprises”, 2005  
“The separation of a couple wine-growers”, 2003

Samuel Crevel authored “Public authorities and private law employees” (LITEC, 2001).

He is also the author of a study carried out in 2006 for the Caisse des dépôts et consignation relating to criminal liability of regional governments and their agents in the area of workplace health and safety.



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## BANKING – FINANCE

Sandra Graslin-Latour specialises in banking and finance law.

Sandra handles all types of disputes relating to the validity and execution of banking and financial transactions. She accompanies and advises her clients in each phase of a dispute (amicable negotiations, conciliation, mediation, arbitration, judicial proceedings).

Sandra also represents clients in commercial litigation and in insurance and civil law matters, with the aim of preventing and handling conflicts (professional liability, individual liability, conflicts arising in partnerships, representations and warranties, termination of commercial agreements). Sandra is also active in the prevention of business difficulties, including handling matters involving special purpose trusteeships, voluntary and mandatory liquidation proceedings and collective proceedings.

Sandra has particular expertise in complex enforcement proceedings.

## Selected matters:

Represented Natixis Lease in litigation relating to leasing arrangements for movable and immovable property

Represented Banque de Luxembourg in litigation relating to stock market orders

Represented Caisse d'Epargne et de Prévoyance Ile de France in litigation relating to loan agreements and collective proceedings

## AREAS OF EXPERTISE

- Banking and finance law
- Leasing disputes
- Insurance law
- Liability of directors and officers
- Debt recovery
- Complex enforcement proceedings
- Privacy litigation

## CAREER PRIOR TO JOINING RACINE

- Wragge & Co (2010 - 2013)
- Lefèvre Pelletier & Associés (2006 - 2010)
- Dupuy Duval et Associés (2002 - 2006)
- Latournerie Wolfrom & Associés (2000 - 2002)

## EDUCATION

- Master (DESS), Banking and Finance Law (Université Paris I Panthéon-Sorbonne), 1999
- Master, Business Law (Université Paris I Panthéon-Sorbonne), 1998

## LANGUAGES

French, English



**Sarah Usunier**  
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## EMPLOYMENT LAW

Sarah Usunier has close to 15 years' experience in employment law. She acts both as an advisor and a litigator in all areas of employment law, and represents French and international companies operating in various sectors, and in particular the telecommunications, agri-business and services sectors. Sarah is developing, alongside Racine's Restructuring department, a highly-regarded distressed companies advisory practice focused on preventing and handling insolvency (safeguard, reorganisation and compulsory liquidation proceedings).

## AREAS OF EXPERTISE

- Managing reorganisations, disposals and takeovers (externalisations, transfers, business cessations, workforce reductions)
- Managing restructurings, particularly in the context of preventive measures (conciliation proceedings, special purpose trusteeships) and/or collective proceedings (safeguard, judicial reorganisation and compulsory liquidation proceedings)
- Collective employee status/collective bargaining/relations with employee representative bodies
- Risk management and defending interests before judicial and administrative authorities
- Individual employment relations (employment agreements, incompetence, psychological harassment)

## CAREER PRIOR TO JOINING RACINE

Toison Valley Broud, associate (2003 – 2011)

## EDUCATION

- Master, Private Law (Université Paris X)
- Master (DESS), Civil Litigation (Université Paris X)

## LANGUAGES

French, English

## OTHER

- Speaker, Corporate In-House Counsel (DJCE) programme, Université de Cergy-Pontoise
- Speaker, Actualité Liaisons Sociales conferences  
In 2015: "Employee incompetence: How to lead the proceedings?"

## PUBLICATIONS

- "Does the reform of French law governing obligations have an impact on employment law?", *Journal des Sociétés*, September 2016
- "Practice Note: How to manage an incompetence matter", *Liaisons sociales quotidien*, July 2015
- "The validity of dismissal letters within an SAS", *Entreprise et affaires* legal week, February 2010



**Thierry Gallois**  
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Paris Bar (1981)  
Partner at Racine  
since 1991

## PUBLIC LAW, PPP, TRANSPORTATION – LOGISTICS AND CUSTOMS

Thierry Gallois has been advising on public law matters for over 30 years, notably on town planning and development design and related legal disputes. His expertise covers town planning, commercial equipment, administrative contracts and procurement, and customs and environmental litigation.

## AREAS OF EXPERTISE

- Town planning
- Commercial equipment
- Administrative contracts and procurement
- Customs law
- Transportation and logistics

## EDUCATION

Doctorate, Law (*Université Paris II Panthéon-Assas*)

## LANGUAGES

French, English

## PUBLICATIONS

“Terminating an established commercial relationship with a transport company further to an invitation to tender process”, *Revue des Transports et de la mobilité*, September 2014





**Valérie Ledoux-Tömek**  
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Paris Bar (1984)  
Brussels Bar (1990)  
Partner at Racine  
since 1988

## COMPETITION – DISTRIBUTION

Valérie Ledoux created Racine's Competition – Distribution department and co-manages the firm's specialised team in this area, as well as its intellectual and industrial property team.

Valérie represents large companies, notably in the distribution, luxury, e-commerce, industry, agri-food, media and trade fair sectors.

## AREAS OF EXPERTISE

- Merger control
- Anti-competitive practices
- Distribution/Consumption
- Commercial litigation
- Intellectual and industrial property
- Compensation proceedings

## EDUCATION

Master (DEA), Business Law (*Université Paris I*, 1983)

## LANGUAGES

French, English

## OTHER

- Member of the French Association for the Study of Competition (*Association Française d'Etude de la Concurrence*)
- Member of the Association of Attorneys Practicing Competition Law (*Association des Avocats Pratiquant le Droit de la Concurrence*)
- Speaker at the Centre for Research and Studies for Business Leaders (*Centre de Recherches et d'Etudes des Chefs d'Entreprise*)



**Xavier Rollet**  
**Partner**

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Paris Bar (1999)  
Partner at Racine  
since 2015  
Co-Managing Partner  
since 2020

## TAX LAW

A specialist in the taxation of executive officers and shareholders, Xavier Rollet also represents listed and private companies with respect to taxation of compensation, international employee transfers, management packages and employee shareholding.

## PRACTICE AREAS

- Taxation of executive officers and shareholders
- Taxation of private wealth
- Compensation and international employee transfers

## CAREER PRIOR TO JOINING RACINE

- Courtois Lebel (2013 – 2015)
- PwC (1999 – 2013)

## EDUCATION

Master (DESS), Individual Taxation (*Université d'Aix-Marseille*)

## LANGUAGES

French, English



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Paris Bar (1999)  
Partner at Racine  
since 2008

## REAL ESTATE - CONSTRUCTION

Jean-Philippe Lorizon has been practicing real estate law for 18 years.

Today, with his deep knowledge of the market, Jean-Philippe essentially handles development and construction matters, acting in both as an advisor and as a litigator. Jean-Philippe advises a wide range of economic players, including developers, large real estate managers and end-users.

He accompanies and guides his clients in each stage of their transactions, starting with land use matters, drafting contracts and structuring transactions, and through to handling connected disputes.

## AREAS OF EXPERTISE

- Real Estate – Construction
- Development – Construction
- Construction litigation
- Real estate sales litigation
- Drafting and negotiating construction contracts

## AREAS OF EXPERTISE

- Partner at since 2008
- Associate, Racine (2002-2008)
- Associate, law office of Jean-Marc Albert, specialist in real estate law (1999-2002)

## EDUCATION

- Master (DEA), General private law (Université Paris II Panthéon-Assas)

## LANGUAGES

French, English

## PUBLICATIONS

Journal des sociétés : « Quelques incidences de la réforme du droit des obligations sur les conditions stipulée dans les promesses de vente immobilière ». Septembre 2016. Article co-écrit avec Emmanuelle Briand, Directrice de mission, Racine.



**Bernard Laurent-Bellue**  
**Of Counsel**

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Paris Bar (1988)  
Of Counsel at Racine  
since 2017

## MERGERS & ACQUISITIONS - CORPORATE LAW

Litigation in stock exchange and abuse of market regulations (including but not limited to insider trading) :

- defense of the Stock Market Authorities against minority shareholders which challenged the offered price in several squeeze out procedures;
- advice to the bidders in various takeovers in the last few years: Clarins, la Poste/Adverline and Axens/Heurtey-Petrochem ;
- defense of various individuals (managers of listed groups) in relation to investigations initiated by the Stock Market Authorities in cases of potential insider trading.

## AREAS OF EXPERTISE

- Mergers Acquisitions - Corporate Law
- Litigation and Arbitration

## CAREER

- Vivien & Associés
- Klein & Associés
- EY Law
- Ginestie Magellan Paley-Vincent

## EDUCATION

- Doctorate in Law – Paris I Panthéon Sorbonne
- LLM – University of California (Berkeley)
- Master's degree in English and north American business law (Université Paris I Panthéon Sorbonne)
- Sciences Po (Public Service section)

## LANGUAGES

French, English

## PUBLICATIONS

*"LVMH, Hermès and the equity swaps: Was there evasion of the law?"* Journal des Sociétés, N°104 December 2012

*"Getting the Deal Through, Corporate Governance: board structures and directors' duties in France"*, 2012. Reproduced with the permission of Law Business Research  
*"Getting the Deal Through – Corporate Governance"*, 2012. Reproduced with the permission of Law Business Research



**Philippe Rogez**  
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Paris Bar (2008)  
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## EMPLOYMENT LAW

Philippe Rogez represents companies (French and foreign groups and their subsidiaries, as well as SMEs and intermediate-sized enterprises) in the banking, insurance and industrial logistics sectors. He notably advises companies with respect to collective bargaining matters and on their transformation projects, including sale, merger, acquisition and reorganization transactions.

Philippe has developed a specific expertise in financial regulation applying to French companies active in foreign capital markets.

## AREAS OF EXPERTISE

- Collective negotiations
- Company restructurings
- Post merger/acquisition negotiations
- Compensation, employees savings plans, international mobility
- Employment litigation

## CAREER

- Raphaël Avocats
- Flichy Grangé Avocats

## EDUCATION

- Post graduated, Arbitration and alternatives methods of dispute resolution (Université Paris II Panthéon-Assas)
- King's College (LLM, University of London)

## OTHER

- Member of the European Employment Lawyers' Association (EELA)
- Member of AvoSial (Union of recognized social law professionals)

## LANGUAGES

French, English



**Mélanie Coiraton**  
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## MERGERS & ACQUISITIONS - CORPORATE LAW

Mélanie is specialised in mergers and acquisitions and in capital-investment. More particular, Mélanie represents industrial groups with their external growth transactions in France and abroad. She also advises investment funds on the full range of their LBO, capital development and disposal transactions. Mélanie is particularly active in the environment, mass retailing and services sectors.

## AREAS OF EXPERTISE

- Company law
- Mergers & Acquisitions

## CAREER

- Partner at since 2008
- Associate, Racine (2002-2008)
- Associate, law office of Jean-Marc Albert, specialist in real estate law (1999-2002)

## EDUCATION

- Masters (DEA) in Business Law (Paris I Panthéon-Sorbonne).

## LANGUAGES

French, English

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Paris Bar (2010)  
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since 2018

## PUBLIC LAW

Avocate depuis 2010, Pauline Gallardo pratique tous les domaines du droit public des affaires et a développé une expertise particulière dans celui de la commande publique (marché publics, concessions, PPP) : audit contractuel et analyse de risques, mise en place de montages contractuels complexes, création de structures dédiées, conduite ou suivi des procédures de passation, assistance dans le cadre des difficultés d'exécution des contrats, etc. Pauline a développé une expertise particulière tant dans les opérations de construction et exploitation des infrastructures publics que dans la restructuration institutionnelle des acteurs du secteur public ; en ce compris la valorisation des actifs et services proposés par ces derniers.

## AREAS OF EXPERTISE

- Public Law
- Public Contracts
- State owned Public
- Territorial authorities Law

## CAREER

- DS Avocats
- Gide Loyrette Nouel

## EDUCATION

- Master, Public Law (Université Paris II Panthéon-Assas)
- Master, Public Law (Sciences Po Lille)

## LANGUAGES

French / English

## OTHER

- Chargée de TD en droit des contrats publics à la faculté de Droit et Economie de La Réunion
- « Commande publique : que faire quand une collectivité ne paie pas ? », Le Monde du droit, 7 juillet 2015, avec Etienne Amblard