



## Francesco Carloni

### Partner

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## OVERVIEW

Francesco Carloni is a partner in the firm where he is a member of the Antitrust, Competition, and Trade Regulation practice group.

Francesco has extensive experience in notifying mergers and joint ventures with the European Commission and national competition authorities in Europe, coordinating the notification of international transactions globally, and advising on all aspects of antitrust law, including vertical agreements, anti-cartel enforcement, collaborative arrangements, unilateral conduct, e-commerce, EU sector inquiries, public consultations, and state aid. He has been involved in some of the most high-profile and complex merger control cases, including in-depth (Phase 2) investigations and remedies. He offers compliance training and develops customized compliance programs adapted to clients' specific risk profiles. He has extensive experience in the fashion and luxury sector where he represents a number of the most iconic brands globally. He advises leading corporations in a variety of sectors including fashion and luxury, pharmaceutical, IT, digital maps, telecommunications, aviation, chemicals, liner shipping, food, dairy and automotive industries. A New York and Italian-qualified lawyer, Francesco graduated from the University of Rome "La Sapienza" and received two LL.M.s from the College of Europe, Bruges, and Georgetown University Law Center, where he was a Fulbright scholar. He is also the author of several articles on antitrust law—most recently, he was the author of the second antitrust survey on the luxury and fashion sectors, *Journal of European Competition Law & Practice* (2022)—and often participates as a speaker at conferences and seminars on European and Italian competition law.

Francesco has been repeatedly ranked by *Chambers and Partners Global* in European Competition Law in Belgium (foreign expert) (2016-2021 and 2024), of Francesco they say: "Clients value that he is "dedicated and available," "commercial awareness," "always at our disposal and always available for a call," "extremely focused on getting the job done as soon as possible and was able to shorten the timelines;" "not only very good from a technical point of view, but has a good network of contacts, which is important to convey advocacy initiatives.""  
*The Legal 500* in Competition EU and Global (2022-2023): "Francesco Carloni is an excellent lawyer, well skilled, diligent, proactive and market oriented. He is an excellent advisor focused on the clients' needs;" "Francesco Carloni manages an excellent team of competition lawyers. He is practical, efficient, attentive and pro-active. I have always greatly enjoyed working with him and his team – they have always proven to be reliable and effective;" "Francesco Carloni is a high standing professional with a deep knowledge of the fashion sector;" "Francesco Carloni is an outstanding partner. He couples excellent professional skills in EU competition law with

*a great attention to the client relationship. Francesco is nice, relatable, flexible and can tailor projects and billing to the client's expectation;" "Francesco Carloni is always a pleasure to work with. He is not only an excellent lawyer but also very business-oriented and pragmatic with a focus on getting things done."* He has also been recognized by WWL: Competition – Future Leaders in 2017-2023 (Partners category), and ranked by Milano Finanza among the best lawyers category for competition law in 2020. In 2021-2024, Francesco was nominated as a stand-out lawyer to *Thomson Reuters* by senior in-house counsel in large organizations. He has been shortlisted as "Luxury Partner of the Year" at Luxury Law Summit in London in 2022. Francesco is the co-lead of the firm's Luxury Products and Fashion group.

## PROFESSIONAL BACKGROUND

Prior to joining the firm in 2015, Francesco worked for several international law firms in Brussels. In 2004, he was also an intern for the World Trade Organization in the Council Division & Trade Negotiations Committee, and, in 2003, he was an intern for the Italian Ministry of Foreign Affairs.

## ACHIEVEMENTS

- Recognized by *The Legal 500 EMEA* as a Recommended Lawyer for Competition: EU and global in Belgium, 2024
- Recognized by *Chambers Europe* for Competition: EU in Belgium, 2024
- Recognized by *Chambers Global* for Competition: EU in Belgium, 2024

## PROFESSIONAL / CIVIC ACTIVITIES

- Co-founder, antitrustitalia, a Brussels-based association for antitrust professionals, including enforcement officers, lawyers, economists, corporate counsel and scholars; for more information see [www.antitrustitalia.eu](http://www.antitrustitalia.eu)
- Member, Georgetown European Law Alumni Advisory Board
- Member of the Italian Initiative Group (GII), the most representative fellowship of Italian interests in Brussels, including major industrial groups, banks and international companies, and public institutions and private business associations

## SPEAKING ENGAGEMENTS

- Co-chaired, *Maximise Your Brand's Go-To-Market Strategy*, K&L Gates, Milan (7 March 2023)
- Co-chaired and hosted the Association of Corporate Counsel (ACC) a GC roundtable regarding the fashion and luxury sector (23 March 2021)
- Presentation on *What trade associations need to know about antitrust compliance* at the European Association Summit of 2020 in Brussels (11 March 2020)

- Chaired and presented key developments and implications for the luxury/fashion industry stemming from vertical restraints, e-commerce, review of the European Commission's EU block Vertical Exemption Regulation for the largest fashion brands at *Camera Nazionale della Moda Italiana's* workshops and meetings (2016-2021)
- Chaired and presented the antitrust seminar on *Enterprise, innovation and competition rules: how to switch to a 2.0 dimension* at the Residency of the Italian Ambassador in Brussels (4 November 2015)
- Presentation on the European Commission's e-commerce sector inquiry, 2nd competition breakfast meeting, K&L Gates, Milan (29 September 2015)
- Presentation on antitrust compliance, 1st competition breakfast meeting, K&L Gates, Milan (23 June 2015)
- Presentation on gun-jumping, In-house Competition Lawyer Association and antitrustitalia, Barclays, Milan (9 May 2014)
- Presentation on antitrust sanctions, Business International, Rome (25 October 2013)
- Presentation on key antitrust trends, Banca Intesa Sanpaolo Antitrust Workshop, Milan (18 October 2013)
- Lecturer, College of Europe, Bruges, EU Advanced Competition Law (2-19 July 2012)

## EDUCATION

- LL.M., Georgetown University Law Center, 2007 (*Fulbright scholar; Honors; Dean's List*)
- LL.M., College of Europe, Bruges, 2004 (*Honors; mention "very good"*)
- M.A., Diplomatic School of the Italian Government, 2002
- Law Degree, University of Rome La Sapienza, 2001 (*Honors, full marks*)

## ADMISSIONS

- Bar of Brussels
- Bar of New York
- Italian Bar

## LANGUAGES

- English
- French
- Italian
- Spanish

## THOUGHT LEADERSHIP *POWERED BY HUB*

- 28 March 2024, Brussels Regulatory Brief: March 2024
- 4 March 2024, Brussels Regulatory Brief: February 2024
- 19 February 2024, The European Commission Announces Five New Initiatives in Its Economic Security Package
- 12 February 2024, Brussels Regulatory Brief: Winter 2023-2024
- 4 December 2023, Brussels Regulatory Brief: November 2023
- 26 October 2023, Brussels Regulatory Brief: October 2023
- 27 September 2023, Brussels Regulatory Brief: August-September 2023
- 1 August 2023, Brussels Regulatory Brief: June - July 2023
- 26 July 2023, Between a Bock and a Hard Place: Does Europe's Resale "Pint" Maintenance Decision Mean More Resale Pricing Control for Suppliers?
- 5 June 2023, Brussels Regulatory Brief: May 2023
- 5 May 2023, Brussels Regulatory Brief: April 2023
- 20 April 2023, No-Poach Agreements Receive Their Marching Orders in the US and Europe: Do's and Don'ts for HR Departments
- 12 April 2023, The European Commission's New Foreign Subsidies Regime - How to Best Prepare and What to Expect
- 6 April 2023, March 2023 Accolades
- 30 March 2023, Brussels Regulatory Brief: March 2023
- 24 February 2023, Brussels Regulatory Brief: February 2023
- 25 January 2023, Brussels Regulatory Brief: January 2023
- 11 January 2023, K&L Gates' Verticals Predictions for 2023: Top Trends, Opportunities, and Pitfalls
- 20 December 2022, Brussels Regulatory Brief: December 2022
- 22 November 2022, Brussels Regulatory Brief: November 2022
- 2 November 2022, Brussels Regulatory Brief: October 2022
- 27 October 2022, Illumina/Grail—The Dawn of a New Era for Global Merger Control?
- 7 October 2022, Brussels Regulatory Brief: September 2022
- August 2022, Fashion Law Update – August 2022

- 27 July 2022, Brussels Regulatory Brief: July 2022
- 18 July 2022, Brussels Regulatory Brief: May - June 2022
- 11 July 2022, EU General Court Sets Aside €1 billion Abuse-of-Dominance Fine on Qualcomm
- 5 July 2022, European Commission Streamlines Merger Control Review Process
- 20 May 2022, Brussels Regulatory Brief: April 2022
- 13 May 2022, "Extra, Extra, Read All About It"—Final European and UK Brand Distribution Rules Published
- 14 April 2022, Brussels Regulatory Brief: March 2022
- 24 March 2022, Brussels Regulatory Brief: February 2022
- 17 February 2022, Brussels Regulatory Brief: January 2022
- 25 January 2022, Surge of Antitrust Enforcement Against Manufacturers of Branded Consumer Goods
- 28 December 2021, The Sumal Case or the Liability of Subsidiaries
- 14 December 2021, Brussels Regulatory Brief: October - November 2021
- 23 November 2021, Fashion Law Update - November 2021
- 28 September 2021, Brussels Regulatory Brief: September 2021
- 25 August 2021, Narrow Best-Price Clauses Between Platforms and Hotels: German Federal Court of Justice Overturns Court Decision That Ruled These Permissible Under Antitrust Rules
- August 2021, August 2021 Accolades
- 4 August 2021, Brussels Regulatory Brief: June - July 2021
- 20 July 2021, European Distribution Rules Latest: Dual Pricing, Shared Exclusivity in; MAP Policies Still Out
- 8 June 2021, Brussels Regulatory Brief: May 2021
- 13 May 2021, Fashion Law Update - May 2021 Edition
- 3 May 2021, Brussels Regulatory Brief: April 2021
- 1 April 2021, Is the European Commission Now Entitled to Review Non-Notifiable Transactions - Even After Closing?
- 30 March 2021, Brussels Regulatory Brief: March 2021
- 12 March 2021, Brussels Regulatory Brief: February 2021
- 3 February 2021, Brussels Regulatory Brief: January 2021
- 28 January 2021, The Enforcement of Abuse of Economic Dependence in the EU

- 14 December 2020, Brussels Regulatory Brief: November 2020
- 6 November 2020, Brussels Regulatory Brief: October 2020
- 28 October 2020, Vertically Challenged - Insight into the EU Commission's Efforts to Update the EU Rules on Vertical Agreements
- 16 October 2020, Fashion Law Update - October 2020 Edition
- 9 October 2020, Brussels Regulatory Brief: September 2020
- 9 September 2020, Germany's Highest Antitrust Court Published the Detailed Written Statement of Reasons of its Facebook-Decision -- With Consequences for the Entire Industry
- 8 September 2020, E-Concessions and Competition Law
- 8 July 2020, Brussels Regulatory Brief: June-July 2020
- 7 July 2020, Enforcement of Customer-Competitor Infringements and Price Monitoring Tools Intensifies
- 3 June 2020, COVID-19: The Failing Firm Defense in the Face of the COVID-19 Outbreak, *European Regulatory / UK Regulatory Article*
- 2 June 2020, Brussels Regulatory Brief: May 2020
- 6 May 2020, COVID-19: The Commission Provides Guidance to Member States on the Protection of EU's Critical Assets and Technologies from Acquisitions and Investments by Non-EU Companies in the Context of the COVID-19 Outbreak
- 6 May 2020, COVID-19: Commission Waives Customs Duties and VAT on the Import of Vital Medical Supplies from Third Countries
- 1 May 2020, Brussels Regulatory Brief: April 2020
- 20 April 2020, COVID-19: Beware Illegal Use of Price Monitoring Tools
- 2 April 2020, COVID-19: Preserving Brand Equity and the Health of a Go-To-Market Strategy During the Pandemic and Beyond
- 31 March 2020, Brussels Regulatory Brief: March 2020
- 20 March 2020, COVID-19: Taking Extraordinary Measures at Times of Crisis- COVID-19 and the Boundaries of Cooperation Under European Competition Law
- 20 March 2020, COVID-19: The European Commission Sets Out State Aid Strategy – Opportunities and Challenges for EU Businesses
- 3 March 2020, Brussels Regulatory Brief: February 2020
- 30 January 2020, Heightened Enforcement Against Brands' Control of Resale Pricing by Competition Authorities Worldwide



- 20 January 2020, Brussels Regulatory Brief: January 2020
- 27 November 2019, Brussels Regulatory Brief: November 2019
- 13 November 2019, P2B Regulation: Commission Consults Industry on Ranking Guidelines
- 8 November 2019, Swedish Sector Inquiry into Digital Platforms
- 31 October 2019, Brussels Regulatory Brief: October 2019
- 23 October 2019, Global Distribution Strategies in a Digital Era: Price Erosion Strategies, Platform Regulations, Algorithms, Use of Data
- 30 September 2019, Brussels Regulatory Brief: September 2019
- 19 September 2019, The VBER Consultation - Stakeholders Call For an Update to Reflect the Realities of the E-Commerce Market
- 22 July 2019, Brussels Regulatory Brief: July 2019
- 27 June 2019, Developing Mitigation Strategies to Combat Online Erosion and Gray Market Selling in the EU
- 26 June 2019, Brussels Regulatory Brief: June 2019
- 7 June 2019, The Pitfalls of Price Monitoring in the EU
- 17 May 2019, Brussels Regulatory Brief: May 2019
- 5 April 2019, Brussels Regulatory Brief: April 2019
- 14 March 2019, Brussels Regulatory Brief: March 2019
- 13 February 2019, Court Confirms Additional Tools for Trade Mark Owners to Protect their Brand Where They Operate a Selective Distribution System in the EU
- 8 February 2019, Brussels Regulatory Brief 2018 - A Year in Review
- 28 January 2019, Brussels Regulatory Brief: January 2019
- 20 December 2018, Brussels Regulatory Brief: December
- 30 November 2018, Brussels Regulatory Brief: November
- 13 November 2018, Opportunity for Product Manufacturers to Comment on EU Distribution Rules
- 6 November 2018, Brussels Regulatory Brief: October
- 27 September 2018, Brussels Regulatory Brief: September
- 6 September 2018, How Often Will the FTC Use Its Recently Reaffirmed Authority to Compel Disgorgement?
- 31 August 2018, Brussels Regulatory Brief: August

- 7 August 2018, Continued Antitrust Enforcement Against Non-Compliant Manufacturers in Europe: Significant Penalties Imposed for Fixing Resale Prices
- 19 July 2018, Merger Parties Beware: ACCC Commences First Gun Jumping Cartel Prosecution
- 9 July 2018, DOJ's Challenge to Vertical AT&T/Time Warner Merger Experiences Failure to Launch
- 3 July 2018, Brussels Regulatory Brief: July 2018
- 4 June 2018, Brussels Regulatory Brief: June 2018
- 8 May 2018, Distribution Strategies in Hong Kong: A New, but Familiar Landscape for Product Manufacturers
- April 2018, Brussels Regulatory Brief: April 2018
- 17 April 2018, Optimizing Your Brand Equity and Distribution Strategy
- 7 March 2018, Brussels Regulatory Brief: March 2018
- 01 February 2018, EU Judgment On Banning Sales Via Online Marketplaces - What Does It Mean For Non-Luxury Brands?
- 25 January 2018, Brussels Regulatory Brief: January
- 8 December 2017, Highest EU Court Confirms that Luxury Goods Manufacturers Can Stop Sales on Online Resale Platforms
- December 2017, Brussels Regulatory Brief: December
- October 2017, Brussels Regulatory Brief: October
- 27 October 2017, EU General Court Upholds Luxury-brand Restrictions on Supply of Spare Parts
- 30 August 2017, Brussels Regulatory Brief: August
- 8 August 2017, Update: Italian Parliament approves the new National Merger Filing Thresholds
- 6 July 2017, Brussels Regulatory Brief: July
- 9 June 2017, Brussels Regulatory Brief: June
- 18 May 2017, The European Commission Announces Further Competition Enforcement Following its E-Commerce Inquiry: Considerations for Consumer Goods Distribution
- 18 May 2017, The European Commission Announces Further Competition Enforcement Following its E-Commerce Inquiry: Considerations for Digital Content Providers
- 2 May 2017, Brussels Regulatory Brief: May
- 10 April 2017, New Merger Control Thresholds in Germany
- April 2017, Brussels Regulatory Brief: April



- 30 March 2017, EU Commissioner Warns Companies of Potentially Unlawful Use of Pricing Algorithms
- 29 March 2017, The Italian Council of State Provides Welcome Clarifications Regarding the Standard of Proof That the Italian Competition Authority Must Discharge
- March 2017, Brussels Regulatory Brief: March
- 22 February 2017, OECD: Italy Should Approve its Proposed Competition Legislation 'Swiftly', Including the Reform of the National Merger Filing Thresholds
- 2 February 2017, Brussels Regulatory Brief: February
- 23 January 2017, Italy Implements EU Directive on Damages for Breaches of Competition Law
- December 2016, Brussels Regulatory Brief: December
- November 2016, Brussels Regulatory Brief: November
- 16 November 2016, Italy to Implement EU Directive on Damages for Breaches of Competition Law
- 11 October 2016, European Commission's Preliminary Report in the E-Commerce Sector Inquiry: Highlighting Risk Areas for Suppliers of Branded Goods
- October 2016, Brussels Regulatory Brief: October
- August 2016, Brussels Regulatory Brief: July
- 14 July 2016, CJEU Confirms EU Competition Law Does Not Prevent Royalties for Revoked Patent Licences
- 5 July 2016, Brexit: Stay Calm - Effects on Antitrust Expected to be Limited
- 5 July 2016, Update: Senate Committee Approves Significant Changes to the Italian Merger Filing Thresholds
- 4 July 2016, CJEU Sends a Reminder to Parent Companies as regards the Imposition of Liability for their Subsidiaries' Involvement in a Cartel
- 16 June 2016, Italian TV Services Case Brings Welcome Clarity on the Legality of Information Exchanges among Competitors
- 10 June 2016, UK Competition Authority Challenges Online Resale Ban
- May 2016, EU Competition Law Does Not Prevent Royalties for Revoked Patent Licences
- April 2016, Brussels Regulatory Brief: April
- 18 March 2016, Italy May Review its Merger Filing Threshold
- 14 March 2016, CJEU Reaffirms Independence of EU and Member States Leniency Programs
- February 2016, Brussels Regulatory Brief: February 2016
- November 2015, Brussels Regulatory Brief: November

- October 2015, Brussels Regulatory Brief: September/October
- 29 October 2015, CJEU Sends Clear Warning to "Cartel Facilitators"
- 5 August 2015, The Italian Supreme Court of Cassation Eases the Evidential Burden on Private Claimants to Bring Actions for Antitrust Damages in Italy
- August 2015, Brussels Regulatory Brief: July
- 14 July 2015, The Court of Justice of the European Union Confirms the Commission's Long Arm in Fighting International Cartels
- July 2015, Brussels Regulatory Brief: June

## OTHER PUBLICATIONS

- Co-author, Antitrust survey on the luxury and fashion sector, *Journal of European Competition Law & Practice* (2023)
- Co-author, "A Look At New Vertical Laws, Their Opportunities And Pitfalls," *Law360*, 23 January 2023
- Co-author, "Key Takeaways From China's Amended Anti-Monopoly Law," *Law360*, 9 August 2022
- Co-author, "Vertical agreements in the luxury sector," *Journal of European Competition Law & Practice*, 2020
- "Now screening: Europe," *Ragtrader*, April 2018
- "Eturas' UAB and Others v. Lietuvos Respublikos konkurencijos taryba," *E-Commerce Law Reports*, Vol. 16 Issue 2, April 2016
- Co-author, "Judgments in the Cement Case: Requirement for Greater Clarity, Specificity, and Justification of Information Requests from the Commission", *Journal of European Competition Law & Practice* (April 2016)
- "The E-Commerce Sector Inquiry: Can It Stop National Competition Authorities from Adopting an Overly Restrictive Approach?" *Journal of European Competition Law & Practice*, 30 July 2015
- Author, "Electrabel v Commission & COMP M.7184 Marine Harvest/Morpol: Gun-jumping and Violation of the Merger Standstill Obligation in Europe," *Journal of European Competition Law & Practice* (August 2014)
- Author "Merger Control 2014" (3rd ed.), *Global Legal Insights* (July 2014)
- Author, Chapter: "Italy", *The International Comparative Legal Guide to Merger Control 2014* (November 2013)
- Co-author, "Caught in the net. Why Italy must consider the scope of its new rule on interlocking directorships", *International Financial Law Review*, May 2012
- Author, Chapter: "Italy", *The Public Competition Enforcement Review* (2nd ed.) (2010)

## NEWS & EVENTS

- 14 March 2024, K&L Gates Ranked in 2024 *Chambers Europe* Guide
- 15 February 2024, *Chambers Global* 2024 Guide Ranks K&L Gates Lawyers, Practices
- 7 June 2023, K&L Gates Advises Vitesco Technologies on Sale of All Shares in Vitesco Technologies Italy Srl
- 11 May 2022, K&L Gates Advises Silicon Motion Technology Corporation on US\$3.8 Billion Cross-Border Take-Private Acquisition by MaxLinear, Inc.
- 24 February 2021, K&L Gates Recognized in 2021 Chambers Global Guide
- 4 December 2020, K&L Gates Again Advises Red Ventures on Pending Sale of CNET Content Services to 1WorldSync
- 18 September 2020, K&L Gates Advises Red Ventures on USD \$500 Million Acquisition of CNET Media Group from ViacomCBS
- 27 November 2019, K&L Gates Advises on Cross-Border \$1.3 Billion Pending Tender Offer for Veloxis Pharmaceuticals
- 2 March 2018, K&L Gates Names 34 New Partners Across Global Platform
- 22 December 2015, K&L Gates Advises LKQ Corporation on €1.04bn Pan-European Acquisition

## AREAS OF FOCUS

- Antitrust, Competition, and Trade Regulation

## INDUSTRIES

- Consumer Products
- Health Care Sector
- Luxury Products and Fashion
- Pharmaceuticals, Biologics, and Medical Devices

## REPRESENTATIVE EXPERIENCE

- Representing a global conglomerate in its proposed US\$650 million acquisition of a chemical specialist company before the competent antitrust and FDI authorities.
- Representing the French trade association for the fashion industry in the legislative process for the adoption of the proposal for a new Ecodesign for Sustainable Products Regulation (ESPR 2022/0095(COD)).

- Representing a large consortium of privately held companies which together with other companies delisted and acquired control over a company in an all-cash transaction for an enterprise value of approximately US\$10.9 billion before the Australian Commission and Consumer Commission, the Chile's competition authority, the State Administration for Market Regulation in China (SAMR), the Brazilian Competition Authority (CADE), the European Commission, the Taiwan Fair Trade Commission (TFTC), the Turkish Competition Authority, and the U.S. FTC. The transaction also requires post-closing filings in Egypt, Argentina, Indonesia and Canada (FDI).
- Representing a global luxury brand with the review of its online T&C regarding its jewellery products in the EMEA.
- Representing a global luxury brand with the design of its selective distribution in Europe and global distribution strategies.
- Representing a global iconic brand in connection with the European Commission's investigation into alleged cartel behaviour in the fashion sector. We also assisted the brand with the dawn raids which took place mid-May 2022.
- Representing a global luxury brand with the design of its selective distribution in Europe.
- Representing a global technology company in its US\$3.8 bn divestiture to MaxLinear before the U.S. FTC and SAMR in China.
- Representing a global luxury brand with the design of its selective distribution in Europe.
- Representing a global security services provider in connection with its US\$3.2 bn acquisition of another electronic security provider before the European Commission, Canada, Colombia, U.S. FTC/DOJ.
- Representing a cancer detection company as third-party intervener before the European Commission and the U.S. FTC in connection with Illumina's US\$8 bn proposed acquisition of Grail (2021-2022), the first ever case referred upwards to the Commission following the review of its approach to Article 22 EUMR.
- Representing a global information technology in its US\$2.75 bn acquisition of an enterprise asset management company before the U.S. Federal Trade Commission, the Brazilian Competition Authority (CADE), the Austrian Competition Authority, and the German Federal Cartel Office.
- Representing a global luxury brand with the review of its online T&C regarding its fashion products globally.
- Representing the Italian chamber for fashion in preparing its contributions to the European Commission's consultation on Vertical Block Exemption Regulation (VBER).
- Representing the French trade association for the fashion industry in preparing its contributions to the European Commission's consultation on Vertical Block Exemption Regulation (VBER).
- Representing a manufacturer of equipment for the wood/plywood industry in its US\$325 million divestiture to a private equity before the U.S. FTC, Austrian Competition Authority, and the Russian Federal Anti-Monopoly Service.

- Representing a global conglomerate before the European Commission in connection with remedies implementation of Elanco's US\$7.6 bn acquisition of Bayer Animal Health.
- Representing a digital-marketing company in its US\$500 million acquisition of a leading digital group.
- Representing a global nuclear supplier in connection with the assessment and review of its long-standing JV regarding the European nuclear energy market in connection with exclusivity, licensing, and termination issues.
- Representing one of the largest automotive associations in connection with the establishment of the automated driving system standard before the European Commission and competent competition authorities globally.
- Representing a leading air carrier before the European Commission and the U.S. Department of Travel in connection with the unwinding of the Transatlantic c JV with Delta Airlines, Air France-KLM, and the new cooperation with Delta Airlines
- Representing a global security services provider in connection with its acquisition of electronic security businesses in Germany, Portugal, Switzerland, Singapore, and India.
- Representing a pharmaceutical company in connection with its US\$1.3 bn acquisition by another pharmaceutical group before the competent antitrust authorities globally.
- Representing a company active in engineered materials, optoelectronic components, and optical system in its US\$3.2 bn merger of another manufacturer of optical communication components and subsystems before the competent antitrust authorities globally.
- Representing a company active in forklift trucks, warehouse equipment, and industrial trucks in connection with the global merger control aspects of its multi-million euro investment in a company active supplier of forklift.
- Representing a company active in the packaging industry in connection with the global merger control aspects of its US\$500 million acquisition of a company active in the packaging industry before the competent antitrust authorities.
- Advising a luxury fashion group in connection with the implementation of its antitrust compliance program globally.
- Representing a pharmaceutical company in connection with the JV between a multinational manufacturing company and a wholesale building materials supplier before the European Commission.
- Representing a company active in the development, publication, and services of mobile and PC online games in connection with the global merger control aspects of its acquisition of a company active in the gaming industry before the competent antitrust authorities.
- Representing a company active in the provisions of market research services globally in its acquisition of parts of the research business of another provider before the competent antitrust authorities globally.

- Representing a media entertainment company in connection with Comcast/Sky before the European Commission.
- Representing a pharmaceutical company in connection with CVC/Recordati before the European Commission.
- Representing a company developing and marketing security and inspection systems in connection with the implementation of remedies in Smiths/Morpho before the European Commission and the US DoJ.
- Representing an association representing the interests of travel distributors and global distribution systems in Lufthansa/Air Berlin assets before the European Commission.
- Representing the holding company of a company distributing electrical equipment in its investment in a renewable energy company.
- Representing a trade association active in the fashion sector in connection with the European Commission's e-commerce sector inquiry and online issues.
- Representing a national fashion federation in the European Commission's e-commerce sector inquiry and online issues.
- Representing a major Italian fashion group in the European Commission's e-commerce sector inquiry.
- Advising a major Italian fashion group and one of its brands in connection with distribution policy and antitrust compliance.
- Advising a luxury fashion group in connection with distribution policy and antitrust compliance.
- Advising a luxury goods company in connection with distribution policy and antitrust compliance.
- Advising a sectorial professional association in connection with antitrust compliance.
- Advising an Italian luxury men's fashion house in connection with distribution policy and antitrust compliance.
- Advising an Italian luxury menswear brand in connection with distribution policy and antitrust compliance.
- Advising a trade association active in the fashion sector in connection with antitrust compliance.
- Representing the two largest trade associations active in the fashion sector in connection with the European Commission's review and evaluation of the EU rules on distribution agreements.
- Representing a producer and distributor of specialty chemical materials in its joint venture with an investment intermediation company and an energy company before the European Commission.
- Representing a company active in the manufacturing and distribution of automotive spare parts in its acquisition of a leading pan-European business-to-business distributor of car parts, before the European Commission. The enterprise value is US\$1.1 bn.
- Represented a global private equity firm and the founders of a leading pharmaceutical company in the areas of women's health and endocrinology, in its acquisition by a global investment banking, securities and



investment management firm, and a private equity investment company before the European Commission and a number of non-EU competition authorities.

- Represented a French holding company in its \$440 million acquisition of a luxury cruise-ship operator from a pan-European private equity investor involving multi-jurisdictional filings.
- Represented a leading natural gas storage company in its proposed acquisition of a 50% stake in a JV active in the underground storage of natural gas.
- Lead associate assisting in representation of a global provider of technology services to telecommunications companies' \$300 million acquisition of a California-based mobile network servicing company involving multi-jurisdictional filings (telecommunication services to MNOs) (e.g. Austria, Taiwan, Ukraine).
- Lead associate assisting in representation of a multinational pharmaceutical company's \$4 bn acquisition of a generic drug maker involving multi-jurisdictional filings (e.g. Poland, Russia, South Africa, Ukraine).
- Represented an operating company within a diversified global manufacturer with annual revenues of more than \$8 bn, before the South Korean competition authority in its acquisition of a major engineered pumps manufacturer.
- Represented private equity funds as third-party intervener in EU proceedings and assisted a leading systems for dialysis and extracorporeal blood purification company in its proposed acquisition of certain divested asset (medical equipment).
- Lead associate assisting in representation of a global provider of technology services to telecommunications companies before the European Commission and acted as lead associate in representation before non-EU competition authorities (e.g., Argentina; Brazil; Colombia; Jersey; Taiwan; Ukraine) in connection with its €550 million acquisition of another global provider of technology services to telecommunications companies . Drafted Form RS, Form CO; worked closely with economists; engaged in remedies discussions with the Commission and prepared Form RM and Commitment schedules (Phase II clearance with remedies) (roaming services to MNOs).
- Assisted the M&A department in the representation of a major diversified industrial, technology, and services group in its acquisition of the aviation business of an Italy-based manufacturer of aviation propulsion components and systems for civil and military aircraft, for \$4.3 bn.
- Lead associate assisting in representation of an Italian dairy group before the European Commission in connection with a French dairy company' takeover bid worth €3.4 bn on 100% of its share capital. (Phase I clearance without conditions) (NB: the merger created one of the largest dairy groups).
- Represented a global financial services provider and a private equity firm before the Italian Antitrust Authority in connection with several acquisitions (Phase I clearance (basic industries; services)).
- Assisted in representation of a biocides company before French and German competition authorities in connection with a drugs industry supplier 's \$1.4 bn acquisition of all of its outstanding shares (NB: the merger created one of the world's largest microbial control companies (biocides)).

- Lead associate in representation of a global food and beverage company in its \$39 bn disposal of its majority interest in a leading eye care company to a major pharmaceutical company. Drafted Form CO; engaged in remedies discussions with the Commission and prepared Form RM and Commitment schedules (Phase I clearance with remedies) (pharmaceuticals).
- Assisted in representation of a global science-based healthcare company in its \$41 bn merger with a global research-driven pharmaceutical company. Drafted Form CO (Phase I clearance without remedies) (pharmaceuticals).
- Represented a company active in the design, manufacturing, and marketing of construction, mining and agricultural machinery before the Italian Competition Authority in its acquisition of a South Korean seal manufacturer (Phase I clearance) (seal components).
- Assisted in representation of a digital map provider, in its \$8.1 bn acquisition by a provider of equipment, solutions, and services for electronic communications networks. One of the first vertical mergers being assessed under the Commission's non-horizontal merger guidelines (Phase II clearance without remedies) (digital maps).
- Assisted in representation of a major provider of computer software and operating system's defense against the Statement of Objections and subsequent Letter of Facts in Commission's 102 TFEU investigation in relation to alleged tying practices. Drafted sections of response to the Statement of Objections and Letter of Facts; prepared letters to the Hearing Officer (e.g., request for time extension, access to file, lifting of confidentiality (case settled in December 2009)) (high-tech).
- Assisted in representation of a leading semiconductors company in a European Commission investigation into a complaint alleging abuse of a dominant position. Assess case file; drafted legal memoranda.
- Assisted in representation of major international liner shipping company in European Commission investigation into container shipping transport services concerning alleged anti-competitive price signaling behavior.
- Assisted in representation, access to file and response to Statement of Objections.
- Assisted in representation, access to file and response to Statement of Objections, document review.
- Assisted in representation, access to file and Statement of Objections, document review.
- Assisted in representation of a global science-based healthcare company in complex sector inquiry seeking to examine the workings of competition in the European Commission's pharmaceutical sector (NB: seconded to the company's headquarters to prepare response to Commission's first questionnaire).
- Assisted an over-the-top media services company in connection with state aid issues before the European Commission.
- Assisted in representation of an Italian shipping company against the Italian State's illegal measures granting unjustified berthing priority and lump-sum payment to another shipping company in the Gulf of Naples in its alleged capacity as the directly appointed operator of public service obligations.

- Assisted in the representation of a global financial services company in the investigation in Mexico of one of its subsidiaries which is the second largest bank in Mexico (sequestered in Mexico City for three weeks (June 2014)). Conducted interviews of certain employees and prepared an analysis of findings.
- Advised a major Italian banking group, an international financial services provider in connection with the implementation of the prohibition of interlocking directorships in Italy.
- Advising a major Italian banking group in connection with antitrust compliance, reportability, and merger control aspects of potential acquisitions.
- Prepared and submitted a multinational law firm's response to the European Commission's public consultation on non-controlling minority shareholding.
- Prepared and submitted a multinational law firm's response to the Italian Competition Authority in connection with the proposed legislative change to the Italian merger control thresholds.
- Part of a global law firm's team commenting on the "Best practices in antitrust proceedings and submission of economic evidence; Hearing Officers' guidance paper".