



Francesco Carloni

Partner

Brussels Milan
 +32.(0)2.336.1908 +39.02.3030.0291

francesco.carloni@klgates.com

OVERVIEW

Francesco Carloni is a partner in the firm's Brussels and Milan offices where he is a member of the antitrust, competition & 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 Vertical agreements in the luxury sector, *Journal of European Competition Law & Practice* (2020) - 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) (2016-2020), 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." He has also been recognized by WWL: Competition – Future Leaders in 2017, 2018, 2019, and 2020, and ranked by *Milano Finanza* among the Best lawyers category for competition law in 2020. Francesco is the co-chair of Firm's Luxury Products & 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.

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.it
- Member, Georgetown European Law Alumni Advisory Board
- Member of the Italian Initiative Group (GI), 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

- Presentation on *What trade associations need to know about antitrust compliance* at the European Association Summit of 2020 in Brussels.
- 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 (2016-2020)
- 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

- 3 February 2021, Brussels Regulatory Brief: January 2021 (*Alerts/Updates*)
- 28 January 2021, The Enforcement of Abuse of Economic Dependence in the EU (*Alerts/Updates*)
- 14 December 2020, Brussels Regulatory Brief: November 2020 (*Alerts/Updates*)
- 6 November 2020, Brussels Regulatory Brief: October 2020 (*Alerts/Updates*)
- 28 October 2020, Vertically Challenged - Insight into the EU Commission's Efforts to Update the EU Rules on Vertical Agreements (*Alerts/Updates*)
- 16 October 2020, Fashion Law Update - October 2020 Edition (*Alerts/Updates*)
- 9 October 2020, Brussels Regulatory Brief: September 2020 (*Alerts/Updates*)
- 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 (*Alerts/Updates*)
- 8 September 2020, E-Concessions and Competition Law (*Alerts/Updates*)
- 8 July 2020, Brussels Regulatory Brief: June-July 2020 (*Alerts/Updates*)
- 7 July 2020, Enforcement of Customer-Competitor Infringements and Price Monitoring Tools Intensifies (*Alerts/Updates*)

- 3 June 2020, COVID-19: The Failing Firm Defense in the Face of the COVID-19 Outbreak (*Articles*)
- 2 June 2020, Brussels Regulatory Brief: May 2020 (*Alerts/Updates*)
- 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 (*Alerts/Updates*)
- 6 May 2020, COVID-19: Commission Waives Customs Duties and VAT on the Import of Vital Medical Supplies from Third Countries (*Alerts/Updates*)
- 1 May 2020, Brussels Regulatory Brief: April 2020 (*Alerts/Updates*)
- 20 April 2020, COVID-19: Beware Illegal Use of Price Monitoring Tools (*Alerts/Updates*)
- 2 April 2020, COVID-19: Preserving Brand Equity and the Health of a Go-To-Market Strategy During the Pandemic and Beyond (*Alerts/Updates*)
- 31 March 2020, Brussels Regulatory Brief: March 2020 (*Alerts/Updates*)
- 20 March 2020, COVID-19: Taking Extraordinary Measures at Times of Crisis- COVID-19 and the Boundaries of Cooperation Under European Competition Law (*Alerts/Updates*)
- 20 March 2020, COVID-19: The European Commission Sets Out State Aid Strategy – Opportunities and Challenges for EU Businesses (*Alerts/Updates*)
- 3 March 2020, Brussels Regulatory Brief: February 2020 (*Alerts/Updates*)
- 30 January 2020, Heightened Enforcement Against Brands' Control of Resale Pricing by Competition Authorities Worldwide (*Alerts/Updates*)
- 20 January 2020, Brussels Regulatory Brief: January 2020 (*Alerts/Updates*)
- 27 November 2019, Brussels Regulatory Brief: November 2019 (*Alerts/Updates*)
- 13 November 2019, P2B Regulation: Commission Consults Industry on Ranking Guidelines (*Alerts/Updates*)
- 8 November 2019, Swedish Sector Inquiry into Digital Platforms (*Alerts/Updates*)
- 31 October 2019, Brussels Regulatory Brief: October 2019 (*Alerts/Updates*)
- 23 October 2019, Global Distribution Strategies in a Digital Era: Price Erosion Strategies, Platform Regulations, Algorithms, Use of Data (*Webinar*)
- 30 September 2019, Brussels Regulatory Brief: September 2019 (*Alerts/Updates*)
- 19 September 2019, The VBER Consultation - Stakeholders Call For an Update to Reflect the Realities of the E-Commerce Market (*Alerts/Updates*)
- 22 July 2019, Brussels Regulatory Brief: July 2019 (*Alerts/Updates*)

- 27 June 2019, Developing Mitigation Strategies to Combat Online Erosion and Gray Market Selling in the EU (*Webinar*)
- 26 June 2019, Brussels Regulatory Brief: June 2019 (*Alerts/Updates*)
- 7 June 2019, The Pitfalls of Price Monitoring in the EU (*Alerts/Updates*)
- 17 May 2019, Brussels Regulatory Brief: May 2019 (*Alerts/Updates*)
- 5 April 2019, Brussels Regulatory Brief: April 2019 (*Alerts/Updates*)
- 14 March 2019, Brussels Regulatory Brief: March 2019 (*Alerts/Updates*)
- 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 (*Alerts/Updates*)
- 8 February 2019, Brussels Regulatory Brief 2018 - A Year in Review
- 28 January 2019, Brussels Regulatory Brief: January 2019 (*Alerts/Updates*)
- 20 December 2018, Brussels Regulatory Brief: December (*Alerts/Updates*)
- 30 November 2018, Brussels Regulatory Brief: November (*Alerts/Updates*)
- 13 November 2018, Opportunity for Product Manufacturers to Comment on EU Distribution Rules (*Alerts/Updates*)
- 6 November 2018, Brussels Regulatory Brief: October (*Alerts/Updates*)
- 27 September 2018, Brussels Regulatory Brief: September (*Alerts/Updates*)
- 6 September 2018, How Often Will the FTC Use Its Recently Reaffirmed Authority to Compel Disgorgement? (*Alerts/Updates*)
- 31 August 2018, Brussels Regulatory Brief: August (*Alerts/Updates*)
- 7 August 2018, Continued Antitrust Enforcement Against Non-Compliant Manufacturers in Europe: Significant Penalties Imposed for Fixing Resale Prices (*Alerts/Updates*)
- 19 July 2018, Merger Parties Beware: ACCC Commences First Gun Jumping Cartel Prosecution (*Alerts/Updates*)
- 9 July 2018, DOJ's Challenge to Vertical AT&T/Time Warner Merger Experiences Failure to Launch (*Alerts/Updates*)
- 3 July 2018, Brussels Regulatory Brief: July 2018 (*Alerts/Updates*)
- 4 June 2018, Brussels Regulatory Brief: June 2018 (*Alerts/Updates*)
- 8 May 2018, Distribution Strategies in Hong Kong: A New, but Familiar Landscape for Product Manufacturers (*Alerts/Updates*)

- April 2018, Brussels Regulatory Brief: April 2018 (*Alerts/Updates*)
- 17 April 2018, Optimizing Your Brand Equity and Distribution Strategy (*Webinar*)
- 7 March 2018, Brussels Regulatory Brief: March 2018 (*Alerts/Updates*)
- 01 February 2018, EU Judgment On Banning Sales Via Online Marketplaces - What Does It Mean For Non-Luxury Brands? (*Alerts/Updates*)
- 25 January 2018, Brussels Regulatory Brief: January (*Alerts/Updates*)
- 8 December 2017, Highest EU Court Confirms that Luxury Goods Manufacturers Can Stop Sales on Online Resale Platforms (*Alerts/Updates*)
- December 2017, Brussels Regulatory Brief: December (*Alerts/Updates*)
- October 2017, Brussels Regulatory Brief: October (*Alerts/Updates*)
- 27 October 2017, EU General Court Upholds Luxury-brand Restrictions on Supply of Spare Parts (*Alerts/Updates*)
- 30 August 2017, Brussels Regulatory Brief: August (*Alerts/Updates*)
- 8 August 2017, Update: Italian Parliament approves the new National Merger Filing Thresholds (*Alerts/Updates*)
- 6 July 2017, Brussels Regulatory Brief: July (*Alerts/Updates*)
- 9 June 2017, Brussels Regulatory Brief: June (*Alerts/Updates*)
- 18 May 2017, The European Commission Announces Further Competition Enforcement Following its E-Commerce Inquiry: Considerations for Consumer Goods Distribution (*Alerts/Updates*)
- 18 May 2017, The European Commission Announces Further Competition Enforcement Following its E-Commerce Inquiry: Considerations for Digital Content Providers (*Alerts/Updates*)
- 2 May 2017, Brussels Regulatory Brief: May (*Alerts/Updates*)
- 10 April 2017, New Merger Control Thresholds in Germany (*Alerts/Updates*)
- April 2017, Brussels Regulatory Brief: April (*Alerts/Updates*)
- 30 March 2017, EU Commissioner Warns Companies of Potentially Unlawful Use of Pricing Algorithms (*Alerts/Updates*)
- 29 March 2017, The Italian Council of State Provides Welcome Clarifications Regarding the Standard of Proof That the Italian Competition Authority Must Discharge (*Alerts/Updates*)
- March 2017, Brussels Regulatory Brief: March (*Alerts/Updates*)
- 22 February 2017, OECD: Italy Should Approve its Proposed Competition Legislation 'Swiftly', Including the Reform of the National Merger Filing Thresholds (*Alerts/Updates*)

- 2 February 2017, Brussels Regulatory Brief: February (*Alerts/Updates*)
- 23 January 2017, Italy Implements EU Directive on Damages for Breaches of Competition Law (*Alerts/Updates*)
- December 2016, Brussels Regulatory Brief: December (*Alerts/Updates*)
- November 2016, Brussels Regulatory Brief: November (*Alerts/Updates*)
- 16 November 2016, Italy to Implement EU Directive on Damages for Breaches of Competition Law (*Alerts/Updates*)
- 11 October 2016, European Commission's Preliminary Report in the E-Commerce Sector Inquiry: Highlighting Risk Areas for Suppliers of Branded Goods (*Alerts/Updates*)
- October 2016, Brussels Regulatory Brief: October (*Alerts/Updates*)
- August 2016, Brussels Regulatory Brief: July (*Alerts/Updates*)
- 14 July 2016, CJEU Confirms EU Competition Law Does Not Prevent Royalties for Revoked Patent Licences (*Alerts/Updates*)
- 5 July 2016, Brexit: Stay Calm - Effects on Antitrust Expected to be Limited (*Alerts/Updates*)
- 5 July 2016, Update: Senate Committee Approves Significant Changes to the Italian Merger Filing Thresholds (*Alerts/Updates*)
- 4 July 2016, CJEU Sends a Reminder to Parent Companies as regards the Imposition of Liability for their Subsidiaries' Involvement in a Cartel (*Alerts/Updates*)
- 16 June 2016, Italian TV Services Case Brings Welcome Clarity on the Legality of Information Exchanges among Competitors (*Alerts/Updates*)
- 10 June 2016, UK Competition Authority Challenges Online Resale Ban (*Alerts/Updates*)
- May 2016, EU Competition Law Does Not Prevent Royalties for Revoked Patent Licences (*Alerts/Updates*)
- April 2016, Brussels Regulatory Brief: April (*Alerts/Updates*)
- 18 March 2016, Italy May Review its Merger Filing Threshold (*Alerts/Updates*)
- 14 March 2016, CJEU Reaffirms Independence of EU and Member States Leniency Programs (*Alerts/Updates*)
- February 2016, Brussels Regulatory Brief: February 2016 (*Alerts/Updates*)
- November 2015, Brussels Regulatory Brief: November (*Alerts/Updates*)
- October 2015, Brussels Regulatory Brief: September/October (*Alerts/Updates*)
- 29 October 2015, CJEU Sends Clear Warning to "Cartel Facilitators" (*Alerts/Updates*)

- 5 August 2015, The Italian Supreme Court of Cassation Eases the Evidential Burden on Private Claimants to Bring Actions for Antitrust Damages in Italy (*Alerts/Updates*)
- August 2015, Brussels Regulatory Brief: July (*Alerts/Updates*)
- 14 July 2015, The Court of Justice of the European Union Confirms the Commission's Long Arm in Fighting International Cartels (*Alerts/Updates*)
- July 2015, Brussels Regulatory Brief: June (*Alerts/Updates*)

OTHER PUBLICATIONS

- 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 (with Gabriela Da Costa), "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 (with Domenico Fanuele), "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

- 24 February 2021, K&L Gates Recognized in 2021 Chambers Global Guide (*Rankings & Recognitions*)
- 4 December 2020, K&L Gates Again Advises Red Ventures on Pending Sale of CNET Content Services to 1WorldSync (*Noteworthy Work*)
- 18 September 2020, K&L Gates Advises Red Ventures on USD \$500 Million Acquisition of CNET Media Group from ViacomCBS (*Noteworthy Work*)

- 27 November 2019, K&L Gates Advises on Cross-Border \$1.3 Billion Pending Tender Offer for Veloxis Pharmaceuticals (*Press Release*)
- 2 March 2018, K&L Gates Names 34 New Partners Across Global Platform (*Press Release*)
- 22 December 2015, K&L Gates Advises LKQ Corporation on €1.04bn Pan-European Acquisition (*Press Release*)

AREAS OF FOCUS

- Antitrust, Competition, and Trade Regulation

INDUSTRIES

- Consumer Products
- Luxury Products and Fashion

REPRESENTATIVE EXPERIENCE

- Representing a global conglomerate before the European Commission in connection with remedies implementation of Elanco's USD 7.6 bn acquisition of Bayer Animal Health.
- Representing a digital-marketing company in its USD 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 association 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 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 USD 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 USD 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 USD 500 million acquisition of a company active in the packaging industry before the competent antitrust authorities.
- Representing a company active in the development, publication and services 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 before the European Commission, CADE and DoJ in connection with Smiths' USD710 million acquisition of Morpho and before the Portuguese competition authority.
- 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 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 manufacture 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 \$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 drugmaker 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 billion, 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 billion.
- 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 billion 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 US\$1.4 billion 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 billion 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).
- Represented a company active in the design, manufacture 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 billion 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.
- Advising a trade association active in the fashion sector in connection with antitrust compliance.
- 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.
- 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 a 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.
- Advising a major Italian fashion group and one of its brands in connection with distribution policy and antitrust compliance
- Advising a global 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.
- 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 (seceded 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.
- Representing a pharmaceutical company in connection with the JV between Lonza and Ch. Hansen before the European Commission.
- Advising a luxury fashion group in connection with the implementation of its antitrust compliance program globally.