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**GIDE** - **ACCURACY**

# MEETING GIDE & ACCURACY

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14 September 2021

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# GIDE, A TRUSTED PARTNER

## 1st INTERNATIONAL LAW FIRM MADE IN FRANCE

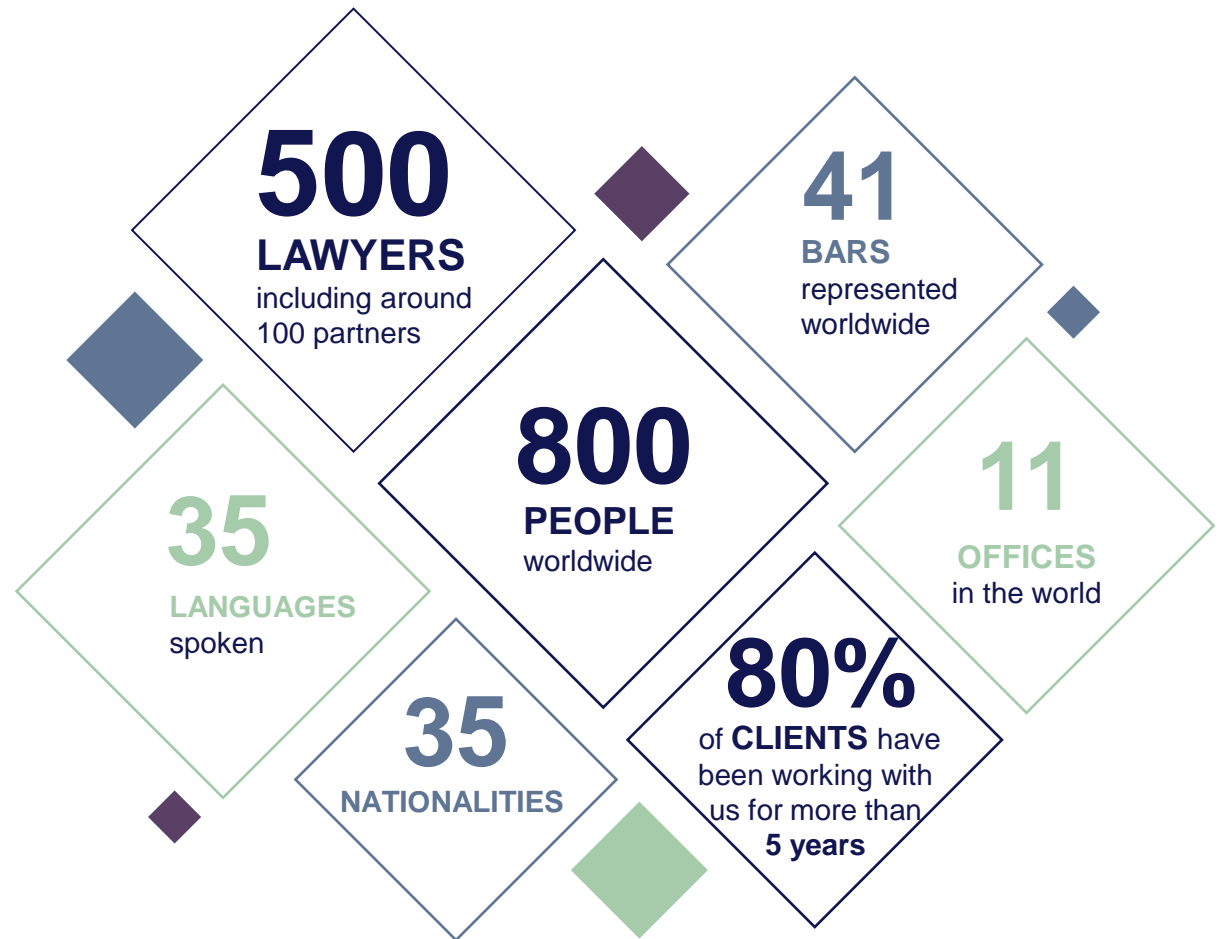
### Business partner

Being by the side of our clients for all their development and transformation projects from a legal and strategic standpoint.

### Excellence

Excellence in advice, client relations and knowledge, Gide sets itself apart through the depth and quality of its ability to set up multi-disciplinary teams.

Founded in PARIS IN 1920, our firm now numbers:

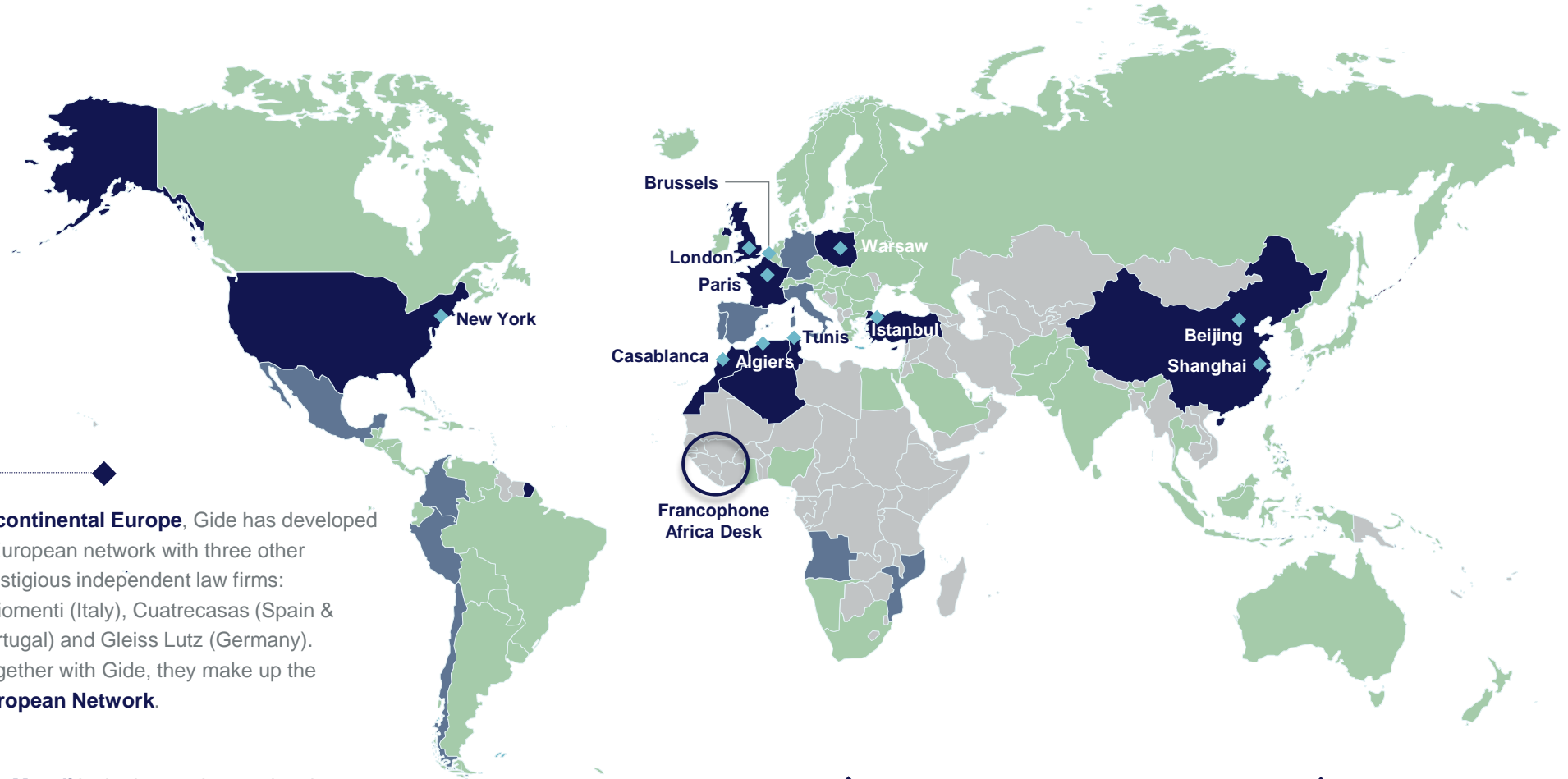


# A MULTI-SPECIALIST LAW FIRM

Leading position in business advisory, transactional and litigation law.



# A UNIQUE INTERNATIONAL PRESENCE



In continental Europe, Gide has developed a European network with three other prestigious independent law firms: Chiomenti (Italy), Cuatrecasas (Spain & Portugal) and Gleiss Lutz (Germany). Together with Gide, they make up the **European Network**.

**Lex Mundi** is the largest international network of independent law firms, with over 150 leading law firms in their jurisdiction. **Gide is the network's exclusive member for France.**



- ◆ Gide
- ◆ European Network
- ◆ Lex Mundi

# OUR TOP 50 CLIENTS 2020

<b>BPCE</b>	Banking & Finance
<b>BNP PARIBAS</b>	Banking & Finance
<b>CREDIT AGRICOLE</b>	Banking & Finance
<b>SOCIETE GENERALE</b>	Banking & Finance
<b>ELECTRICITE DE FRANCE</b>	Energy & Environment
<b>TOTALENERGIES</b>	Energy & Environment
<b>AXA</b>	Insurance
<b>UNIBAIL-RODAMCO-WESTFIELD</b>	Real Estate
<b>PERNOD RICARD</b>	Food & Beverage
<b>FAMILLE MULLIEZ</b>	Holding companies
<b>VEOLIA ENVIRONNEMENT</b>	Energy & Environment
<b>REPUBLIQUE DE COTE D'IVOIRE</b>	Public
<b>CAISSE DES DEPOTS</b>	Banking & Finance
<b>BLACKFIN CAPITAL PARTNERS</b>	Banking & Finance
<b>ABU DHABI INVESTMENT AUTHORITY</b>	Banking & Finance
<b>POLSKI KONCERN NAFTOWY ORLE</b>	Insurance
<b>LVMH</b>	Holding companies
<b>BOUYGUES</b>	Infrastructure
<b>ARDIAN</b>	Banking & Finance
<b>ETAT FRANCAIS</b>	Public
<b>AIR FRANCE - KLM</b>	Transport
<b>THE WORLD BANK</b>	Banking & Finance
<b>TRANSAT</b>	Tourism
<b>BC PARTNERS</b>	Services
<b>SIA NEGOCE</b>	Holding companies

<b>HAMMERSON France</b>	Real Estate
<b>ASSICURAZIONI GENERALI SPA</b>	Insurance
<b>EURIS</b>	Distribution
<b>LA POSTE</b>	Transport
<b>ESSILORLUXOTTICA</b>	Distribution
<b>HSBC</b>	Banking & Finance
<b>PASAR</b>	Real Estate
<b>BSA</b>	Holding companies
<b>KGHM POLSKA MIEDZ</b>	Distribution
<b>SNCF</b>	Transport
<b>TIKEHAU CAPITAL ADVISORS</b>	Banking & Finance
<b>ENGIE</b>	Energy & Environment
<b>CAISSE DE DEPOT QUEBEC</b>	Insurance
<b>NAVAL GROUP</b>	Transport
<b>EUROPCAR MOBILITY GROUP</b>	Transport
<b>SCHULZ SYSTEMTECHNIK</b>	Distribution
<b>MERCK &amp; CO</b>	Distribution
<b>VINCI</b>	Infrastructure
<b>RENAULT</b>	Transport
<b>ADVENT INTERNATIONAL</b>	Distribution
<b>GOLDMAN SACHS &amp; CO</b>	Banking & Finance
<b>AIR LIQUIDE</b>	Distribution
<b>ATLAND</b>	Real Estate
<b>ACCOR</b>	Tourism
<b>QORVO</b>	Telecommunications

# SELECTION OF OUR LATEST MAJOR OPERATIONS



Signing of a merger agreement with Suez



Advice on the international EPR projects



Sanction of EUR 500 million on the neighboring rights' case



Double green bonds issue for EUR 6 billion



Signing of the sale of its future zero-carbon headquarters



Australian Submarine Programme



Sale of stake in Daimler for EUR 1.143 billion



Implementation of merger agreement & corporate governance aspects



EDF offering of green senior unsecured bonds convertible (OCEANES Vertes) due 2024 for a max. nominal amount of 2,4 billion €



Real estate partnership with BNPP, Cardif and Korian



Multiple ICC arbitrations against Algerian oil and gas companies regarding construction contracts.



1st issue of a structured product in security token format



Acquisition of Cafpi



Sale of its offshore wind business to Saipem



ICC Arbitration against a Nigerian company in relation to a joint venture in the sector of the downstream oil and gas industry acting in West Africa



1st French digital asset backed by the Euro



# ATTENDEES



**Frederic Nouel**  
Senior Partner



**Olivier Diaz**  
M&A / Corporate



**Anne Tolila**  
M&A / Corporate



**Guillaume Rougier-Brierre**  
M&A / Corporate



**Nadège Nguyen**  
M&A / Corporate



**Axelle Toulemonde**  
M&A / Corporate



**Jean-Gabriel Flandrois**  
M&A / Restructuring



**Arnaud Duhamel**  
Capital Markets



**Sophie Scemla**  
Dispute resolution



**Carole Malinvaud**  
Dispute resolution



**Christian Camboulive**  
Dispute resolution



**Alexandra Munoz**  
Dispute resolution



**Stéphane Vernay**  
Projects



**Marie Bouvet-Guiramand**  
Projects



**Laura Castex**  
Competition



**Anna Dias**  
International Trade



**Laurent Modave**  
Tax Law



**Magali Buchert**  
Tax Law



**Farah El Bsat**  
Projects Finance



**Colin Graham**  
Projects



**Matteo Matteucci**  
Projects



**Bénédicte Mazel**  
Public Law



**Thomas Courtel**  
Public Law



**Benjamin Delaunay**  
Financial Services



## MERGERS & ACQUISITIONS

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**Olivier Diaz**  
Partner  
M&A / Corporate



**Anne Tolila**  
Partner  
M&A / Corporate



**Guillaume Rougier-Brierre**  
Partner  
M&A / Corporate



**Nadège Nguyen**  
Partner  
M&A / Corporate



**Axelle Toulemonde**  
Partner  
M&A / Corporate



**Jean-Gabriel Flandrois**  
Partner  
M&A / Restructuring

## CAPITAL MARKETS

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**Arnaud Duhamel**  
Partner  
Capital Markets



**Frederic Nouel**  
Senior Partner  
Real Estate

TRANSACTIONAL  
M&A



# OUR SERVICE PROPOSAL

WITH A TEAM OF MORE THAN 150 LAWYERS, 80 OF WHOM ARE BASED IN PARIS, GIDE HAS ONE OF THE LARGEST MERGERS & ACQUISITIONS / CORPORATE LAW DEPARTMENTS IN THE MARKET.

## Full-service M&A capacity

- Longstanding experience in transactions and structuring in a variety of sector
- Established relationships with the authorities
- Significant cross-border practice and in-depth knowledge of local markets through our international networks



## A global offer in Capital Markets

- Covering all types of primary or secondary market and risk management transactions
- An experienced and market-leading team in complex and innovative transactions
- Close relationships with regulators and major industry associations

## Strong capabilities in real estate

- Our market leading multidisciplinary and integrated team of 70 lawyers

## OUR FIELDS OF EXPERTISE

- M&A (listed / non-listed)
- Partnerships and joint ventures
- LBO
- Management packages and profit-sharing
- Venture capital
- Corporate law (listed / non-listed)
- Distressed companies / Restructuring
- Public companies & privatisations
- IPO
- Privatisations
- Capital increases
- Equity-linked
- Secondary US listings
- Private / public investments

## COMPLIANCE AND INVESTIGATIONS

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**Sophie Scemla**  
Partner  
Dispute resolution

## INTERNATIONAL ARBITRATION

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**Carole Malinvaud**  
Partner  
Dispute resolution



**Christian Camboulive**  
Partner  
Dispute resolution



**Alexandra Munoz**  
Partner  
Dispute resolution

# COMPLIANCE & ARBITRATION



# OUR SERVICE PROPOSAL

OUR REPUTATION IN THE RESOLUTION OF COMPLEX AND STRATEGIC DISPUTES, WHETHER THROUGH LITIGATION, ARBITRATION OR ALTERNATIVE DISPUTE RESOLUTION, IS BASED ON THE MULTIDISCIPLINARY OF OUR TEAMS

## Compliance & Corporate investigations

- The search for tailor-made solutions perfectly suited to our clients' limitations and the problems identified.
- A strategic vision of the tasks allocated to the compliance function, and a capacity to anticipate the impact of compliance measures and corporate investigations on corporate governance and human resources management.
- Particular attention to the security and confidentiality of communications and data, in the face of new technical and legal threats.

OUR ADDED  
VALUE

## International Arbitration

- Extensive experience of complex arbitration proceedings in a large number of countries.
- Support from the pre-litigation phase for strategy development and assistance through to the enforcement of awards and judgments.
- An in-depth knowledge of alternative dispute resolution methods.
- Extensive experience of complex arbitration proceedings in a large number of countries and sectors (Energy, Construction and infrastructure, Banking and insurance...)

## OUR FIELDS OF EXPERTISE

- Anti-corruption and Fraud
- Duty of vigilance and CSR
- Market abuse
- Data protection
- Export control and international sanctions
- Transfer of technology, industrial property & licences
- Annulment and enforcement of awards /judgments
- Corporate Law - Post-acquisition disputes

## PROJECTS FINANCE & INFRASTRUCTURE

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**Stéphane Vernay**  
Partner  
Projects



**Marie Bouvet-Guiramand**  
Partner  
Projects



**Farah El Bsate**  
Partner  
Projects Finance



**Colin Graham**  
Partner  
Projects



**Matteo Matteucci**  
Counsel  
Projects

## PUBLIC LAW, ENERGY & ENVIRONMENT

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**Bénédicte Mazel**  
Partner  
Public Law



**Thomas Courtel**  
Partner  
Public Law

# PROJECTS & INFRASTRUCTURE



# OUR SERVICE PROPOSAL

A CROSS-DISCIPLINARY TEAM MADE OF 50 LAWYERS BASED IN EUROPE, AFRICA, ASIA AND NORTH AMERICA.

## A pioneering law firm with over 40 years' experience

active in Europe, Asia, North America and a strong focus on Africa.

OUR ADDED VALUE

## Structuring major operations & cross-border projects

while closely monitoring day-to-day progress with the project owners.

## In-depth knowledge in several sectors

including defence, aeronautics, energy, natural resources, environment, real estate, industry, sport and entertainment infrastructure, health, telecoms, technology, transport, etc.

## Addressing all types of industry players

including investors, developers, public authorities, builders, operators, lenders, public and international financial institutions.

## OUR FIELDS OF EXPERTISE

- Financing & Funding
- Regulatory
- Mergers & Acquisitions
- City Planning & Design
- Real estate
- Public-Private Partnerships
- Litigation
- Public sector



# COMPETITION & ECONOMIC LAW

## COMPETITION AND EUROPEAN LAW

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**Laura Castex**  
Partner  
Competition / International Trade



**Anna Dias**  
Partner  
Competition / International Trade



# OUR SERVICE PROPOSAL

20 LAWYERS, INCLUDING 4 PARTNERS AND 3 COUNSELS, WHOSE EXPERTISE COVERS ALL ASPECTS OF FRENCH AND EUROPEAN ECONOMIC LAW

## Longstanding experience

in merger control, with frequent advice on mergers and the establishment of joint ventures, working hand-in-hand with the teams in charge of these transactions (Mergers & Acquisitions, Real Estate, Banking & Finance).

OUR ADDED VALUE

## In-depth expertise in competition

**litigation**, throughout its various stages: dawn raids, proceedings before the French and European competition authorities and courts of appeal, and private enforcement proceedings before the French courts. The team also draws on this litigation experience to set up compliance programmes and conduct internal audits.

## Thorough knowledge of commercial contracts & litigation, cooperation agreements:

drafting, negotiating, implementing and supervising different types of contracts and different forms of distribution networks and intermediation schemes, assistance in disputes before the commercial or civil courts

## OUR FIELDS OF EXPERTISE

- Antitrust
- Merger control
- State aid
- Business relations and Transparency
- Unfair competition
- Consumer protection rules
- Advertising and sales promotion
- Compliance and risk management

# TAX LAW

## TAX LAW

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**Laurent Modave**  
Partner  
Tax Law



**Magali Buchert**  
Partner  
Tax Law



# OUR SERVICE PROPOSAL

GIDE HAS A LEADING TEAM OF APPROXIMATELY 20 LAWYERS, INCLUDING 6 PARTNERS AND 2 COUNSELS

## Long experience

in the tax aspects of M&A, fund structuring, real estate investments, private equity and restructuring transactions

## Capacity in international tax matters

in close collaboration with our networks of lawyers around the world



## A high level of expertise in tax litigation

in particular before the highest French courts and the Court of Justice of the European Union

### OUR FIELDS OF EXPERTISE

- Mergers and acquisitions / private equity
- Restructuring
- Investment funds
- Real estate transactions
- Tax Litigation
- International Taxation

# FINANCIAL SERVICES

## FINANCIAL SERVICES

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**Stéphane Puel**  
Partner  
Financial Services



**Benjamin Delaunay**  
Partner  
Financial Services



# OUR SERVICE PROPOSAL

OUR 30-STRONG TEAM ASSISTS FINANCIAL INSTITUTIONS THROUGHOUT ALL STAGES OF THEIR DEVELOPMENT, WHETHER IN TRANSACTIONAL MATTERS, ADVISORY SERVICES OR IN THE CONTEXT OF ADMINISTRATIVE OR JUDICIAL LITIGATION

**Covers all fields of expertise** in financial services (investment services, asset management, insurance products, FinTech, banking services), whether in transactional, litigation, lobbying or advisory matters.



**In-depth understanding of all the new challenges facing the financial industry** (alternative lenders, blockchain, FinTech, SRI and consequences of Brexit).

**Close relations with the French and European authorities**, as well as with professional associations, enable the team to be closely involved in the development of standards in the financial field.

## OUR FIELDS OF EXPERTISE

- Applications for approvals and relations with the regulator
- Audits and compliance related to regulatory changes
- Financial products structuring
- Regulatory and judicial litigation
- Distribution/marketing plans
- Restructuring and takeover of financial institutions
- Lobbying the authorities





**Presentation to**

**GIDE**

GIDE LOYRETTE NOUËL

14 September 2021



## Who we are



**Frédéric  
DUPONCHEL**

Chairman of  
Accuracy



# About us

ACCURACY IS THE SOLE FULLY INDEPENDENT ACTOR IN ITS FIELDS OF EXPERTISE,  
WITH A TRULY GLOBAL REACH AND SECTOR COVERAGE



1 partnership  
with 50 partners



450  
professionals



Across 13 countries



## OUR OFFICES

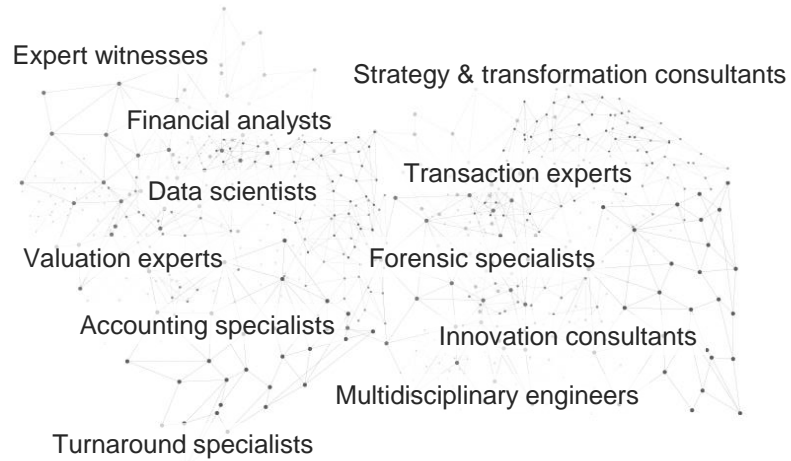
Amsterdam  
Barcelona  
Beijing  
Casablanca  
Dubai  
Frankfurt  
Hong Kong  
London  
Luxembourg  
Madrid  
Milan  
Montreal  
Munich  
New Delhi  
Paris  
Quebec  
Singapore  
Toronto

We serve our clients all around the world

# Who we are

We provide advice and expertise to decision-makers and stakeholders for their strategic and critical issues.

## 1 Our people combine various skills and share strong values



- | INTEGRITY
- | TRANSPARENCY & OPENNESS
- | STEWARDSHIP
- | COURAGE
- | TRUST
- | SHARING

## 2 Our strength is to connect strategy, facts and figures



## 3 Our results enable you to decide

- A tailor-made approach for high-value-added solutions
- Clear, pragmatic and business-oriented conclusions

# What we do

## OUR BUSINESS AREAS

### TRANSACTIONS & INVESTMENTS



Transactions



Valuation & investment



Project advisory



Post-M&A

### DISPUTES & CRISES



Disputes & arbitration



Recovery



Investigation & forensic services



Project disputes

### CORPORATE STRATEGY & FINANCE



Group & portfolio strategy



Public equity & stock performance



Value creation incentives



Strategic & financial planning

### BUSINESS PERFORMANCE



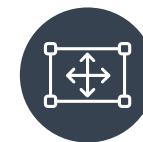
Market & business strategy



Business model innovation & technology



Digital solutions & smart reporting



Transformation

# Attendees



**Frédéric  
DUPONCHEL**

Chairman of Accuracy



**Nicolas  
BARSALOU**

Litigation & Arbitration



**Fadia  
BENAMAR**

PR & Communications  
Director



**Nicolas  
BOURDON**

Project & Infrastructures



**Jean-Baptiste  
DE COURCEL**

Litigation, Competition,  
Forensic



**Damien  
GROS**

Transactions & Forensic



**Morgan  
HEAVENER**

Forensic



**Sumit  
KHOSLA**

Transactions



**Khalid  
LACHHEB**

Project & Infrastructures



**Taoufik  
LACHHEB**

Project & Infrastructures



# Attendees



**Arnaud  
LAMBERT**  
Transactions



**Frédéric  
LOEPER**  
Forensic & Transactions



**Rodolphe  
PACCIARELLA**  
Recovery & Transactions



**Nicolas PAILLOT  
DE MONTABERT**  
Real Estate



**Stéphane  
PERROTTO**  
Recovery & Transactions



**Henri  
PHILIPPE**  
Valuation



**René  
PIGOT**  
Energy & Competition



**Amaury  
POURADIER DUTEIL**  
Financial services



**Delphine  
SZTERMER**  
Project, Infrastructures  
& Insurance



## Investigation & Forensic Services



**Frédéric  
LOEPER**  
Forensic  
& Transaction



**Morgan  
HEAVENER**  
Forensic



# Our Investigations & Forensic Services



## OUR COMPETENCIES

### Types of Issues

- Bribery and corruption
- Sanctions violations
- Competition issues
- Tax compliance
- Money laundering
- Fraud, theft, or related issues
- Contract or joint venture disputes
- Bankruptcies, asset stripping, or similar issues
- Misreporting, audit restatement, or false accounting issues

### Forensic Accounting and Financial Analysis

- Analytics financial reviews
- Transaction testing
- Economic impact analyses
- Market analyses
- Damages assessments
- Forensic due diligence

### Corporate Intelligence

- Integrity due diligence
- Asset tracing
- Investigative research

### Forensic Technology

- Document collection and processing
- Data analytics review tools
- Enhanced document reviews with Relativity

### Compliance Reviews & Risk Services

- Fraud prevention
- Anti-corruption compliance reviews
- Risk analytics





## Disputes and arbitration



**Nicolas  
BARSALOU**

Litigation  
& Arbitration



**Jean-Baptiste  
DE COURCEL**

Litigation,  
Competition,  
Forensic

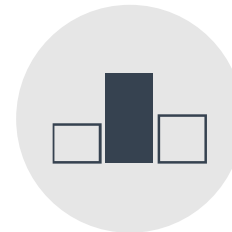


# Overview



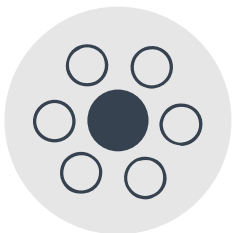
**1<sup>st</sup> European-based firm**

by number of experts listed on Who's Who Legal 2019



**"Top-tier independent advisory firm"  
"impressive listings"**

Who's Who Legal 2019



**1 partner for 6 consultants**

unrivalled work quality and added value



**Hundreds of assignments over the past 10 years**

more than 20 seasoned testifying experts for all types of dispute situations



# Areas of expertise



## Expertise

- Assessment of damages
- Valuation
- Accounting
- Delay analysis
- Commercial quantum
- Forensic investigations
- Data science & analytics
- Markets & competition
- ...



## Situations

- Breaches of commercial contracts
- Shareholder disputes
- Post-M&A disputes
- Expropriations
- Other treaty breaches
- Construction delays
- Concession contracts
- Fraud & bribery
- Regulatory issues
- Intellectual property
- Accounting claims
- ...



## Sectors

- Oil & Gas
- Mining
- Renewable energy
- Construction & infrastructure
- Automotive
- Manufacturing
- Distribution & retail
- Utilities
- Media, entertainment & telecom
- Aerospace
- ...



## Forums

- ICC
- LCIA
- SIAC
- HKIAC
- DIFC
- OIC
- VIAC
- DIS
- NAI
- ICSID
- UNCITRAL
- PCA
- ...





# Transactions



**Arnaud  
LAMBERT**

Transactions



**Henri  
PHILIPPE**

Valuation



**Sumit  
KHOSLA**

Transactions



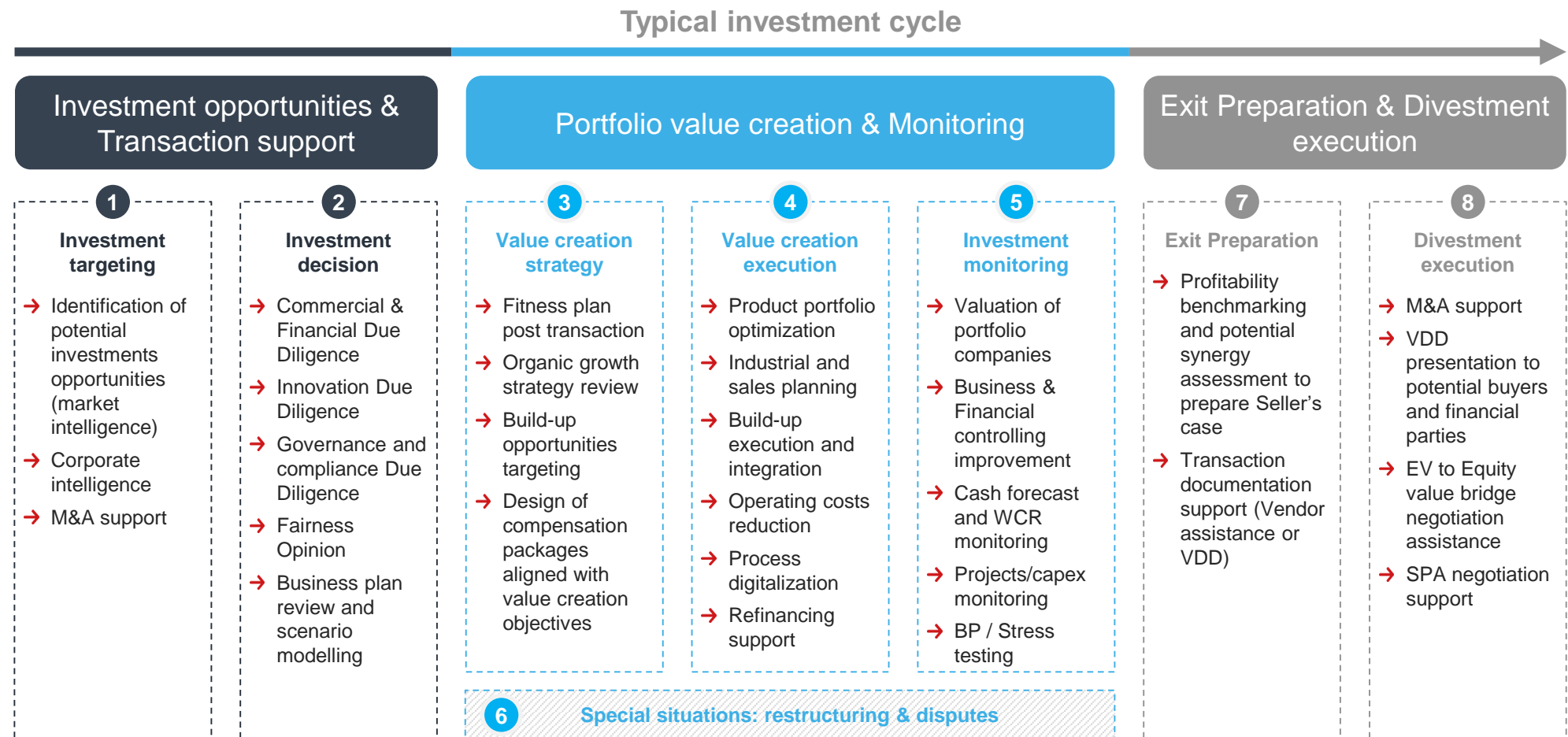
**Damien  
GROS**

Transactions  
& Forensic



# Accuracy supports investors throughout all stages of the investment cycle

## MAPPING OF OUR OFFERING BY KEY STAGES



# Examples of recent major transactions where Accuracy was involved

## OUR CREDENTIALS

<b>Large corporations</b>	 Airbus	 Deutsche Post	 Repsol	 21 Invest	 Eurazeo	 Omnes
	 Air France KLM	 Engie	 Samsung	 Abenex	 GIC	 PAI
	 Air Liquide	 EDF	 Safran	 Andera Partners	 Gilde	 Parcom Capital
	 Alstom	 Finmeccanica	 Schneider Electric	 Antin Partners	 Gimv	 Pioneer Point
	 Aon	 Orange	 Siemens	 Ardian	 Hannover Finanz	 Platinum Equity
	 ArcelorMittal	 GE Capital	 Suez	 BPI	 HG Capital	 Rabo Capital
	 Ardian	 Kering	 Thales	 Butler Capital	 Ibersuizas	 RREEF
	 BAM	 Lanxess	 Telefonica	 Caisse des Dépôts	 IK Capital	 Qatari Diar
	 BASF	 Lufthansa	 Total	 CDPQ	 LBO France	 SES Iberia
	 Bayer	 LVMH	 Veolia	 Constellation Capital	 LFPI	 Sun Capital
	 Bombardier	 Magna	 Vinci	 Cube Infrastructures	 Macquarie	 The Carlyle Group
	 BP	 Mega Brands	 Volvo Cars Corp	 Deutsche Beteiligungs	 Mercapital	 Vendis Capital
	 Casino	 Mitsubishi	 Warner Bros	 Equistone	 Morgan Stanley PE	 VR Equitypartner
	 CBS	 Orange	 Würth	 Motion Equity Partners	 Oaktree Capital	

## Involvement in large high profile transactions in recent years

<b>2021</b> Vendor Due Diligence Sodexo Nurseries business	<b>2019</b> Acquisition of different strategic technical assistance services by Engie
<b>2021</b> Buys Side assistance Grandir for Infravia	<b>2018-2019</b> Restructuring of Conforama
<b>2020</b> Sell side assistance to the disposal of Biscuit International to Platinum	<b>2018</b> Acquisition of GE Water & Process Technologies by Suez Environnement and Caisse de dépôt et placement du Québec (\$3.5b)
<b>2020</b> Buy side assistance for Ardian on Cerelia	<b>2018</b> Acquisition of L&T electrical and automation business by Schneider Electric and Temasek (\$3b)
<b>2020</b> Sell side assistance to the disposal of Kersia to IK	<b>2018</b> Reverse takeover of Aveva by Schneider Electric (\$4b)
<b>2020</b> Acquisition by Schneider Electric of RIB Software	<b>2018</b> Disposal of Framatome by Areva
<b>2020</b> Commercial due-diligence for Antin Partners on the successful acquisition of Babilou (childcare)	<b>2018</b> Acquisition of Nuts Groep by Waterland PE
<b>2020</b> Acquisitions of Erber Group (€1b) and Glycom (€0.8b) by Royal DSM	<b>2018</b> Investment in La Poste Group by La Caisse des Dépôts
<b>2019-2020</b> Sell side assistance to the disposal of Scientific Beta by EDHEC-Risk Institute to SGX	<b>2017-2018</b> Merger Alstom / Siemens
<b>2019</b> \$2b real estate portfolio disposal for Adia	<b>2017</b> Acquisition of Quadran by Direct Energie
<b>2019</b> Assistance to several LVMH acquisitions	<b>2017</b> Delisting of Havas, following its acquisition by Vivendi
<b>2019</b> Recovery services for Groupe Casino	<b>2017</b> Capital increase in Areva by the French government
	<b>2017</b> Sale of Consolis by LBO France to Bain Capital



## Recovery



**Rodolphe  
PACCIARELLA**

Recovery  
& Transactions



**Stéphane  
PERROTTO**

Recovery  
& Transactions



# Where we can act



# Our service proposal

## Advisory services to the company / shareholders / company's partners

## Adv. serv. to the buyer

### Dealing with difficulties in an amicable context

### Dealing with difficulties in a judicial context

### Support when acquiring businesses in difficulty

#### Assistance in amicable context

- Assessment of financial situation
- Forecast cash flows and assessment of financing requirement with identification of improvement levers
- IBR / VDD and support in negotiations

#### Assistance in context of underperforming subsidiary

- Assessment of financial situation of the subsidiary
- Review / construction of operating and cash flow forecasts
- Quantification of different scenarios and evaluation of associated risks

#### Assistance in context of judicial proceedings

- Assessment of financial situation (analysis of the default of payments state)
- Monitoring of observation period (cash monitoring, etc.)
- Support in constructing safeguard / recovery plan
- Assistance in search for buyers

#### Takeover of business *in bonis* or in context of judicial proceedings

- Distressed M&A (financial due diligence, financing requirement, acquisition price, takeover offer)
- Determination of takeover scope in terms of assets
- Construction of BP and cash flow forecasts





## Project et Infrastructures



**Nicolas  
BOURDON**

Project  
& Infrastructures



**Taoufik  
LACHHEB**

Project  
& Infrastructures



**Delphine  
SZTERMER**

Project,  
Infrastructures  
& Insurance



**René  
PIGOT**

Energy & Competition



**Khalid  
LACHHEB**

Project  
& Infrastructures



# Assistance throughout the life of the project

## OUR EXPERTISE IN PROJECT-RELATED BUSINESS

### Transactions

- Buyers
  - Due diligence
  - Risk valuation
- Sellers
  - Personalized due diligence review
- Submissions and Offers to Purchase
- Financial Modelling
  - Quantification of risks associated with delays and costs
- Project financing
- Legal documentation review
- Triggers and covenants definition



### Project life cycle

### Project Disputes

- Pre-litigation support
  - Delays and quantification
- Litigation support
  - Mediation
  - Arbitration – Expert Witness
  - Proceedings
  - Disputes between shareholders

### Business Performance

- Independent reviews of Work progress
- Analysis of margins and execution delays
- Submissions and Offers to Purchase
- Project financing
- Quantification of risks associated with delays and costs
- Risk management
- Cost and expense analysis



# Sectors

## DIFFERENT SKILLS



Roads and Highways



Energy



Oil & Gas



Renewables



Airports



Large-scale infrastructures



Process



Railway & Rolling stocks



Buildings



Manufacturing



Telcos



Parking



Engineering



## Financial services



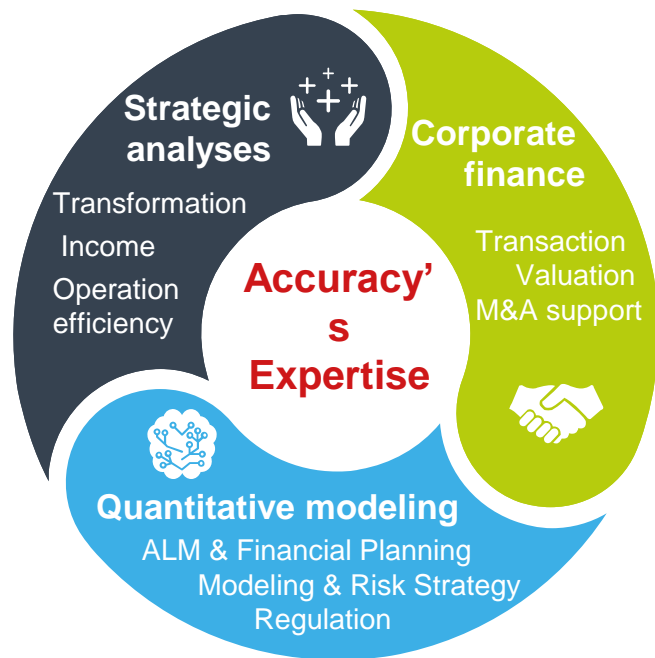
**Amaury  
POURADIER  
DUTEIL**

Financial Services



# Our expertise in financial services

WE COVER A WIDE PERIMETER OF EXPERTISE AROUND THREE MAIN AREAS: STRATEGIC ISSUES, CORPORATE FINANCE AND QUANTITATIVE MODELLING



## Day-to-day banking

Retail banking



## Specialised financial services

- Payment
- Consumer credit
- Leasing
- Factoring
- Securities



## Corporate & Investment Bank

- Market finance
- Financing
- M&A
- Asset Management
- Private Banking
- Brokerage



## Insurance / Real Estate

- Real Estate
- Life insurance
- Non-life insurance





## Real Estate



**Nicolas  
PAILLET DE  
MONTABERT**

Real Estate



# Our expertise in real estate

## OUR EXPERTISE IN REAL ESTATE BUSINESSES



### Real Estate developer



### Corporate



### Real-Estate Funds



### Owners & users







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