



General Counsel / Company Secretary

E-commerce, Telecom, Distribution, Banking and Finance, Pharma, Industry, Transport and Services

#AI #generativeAI #Aiforbusiness #innovation

I audit, rebuild, transform and lead Legal to leverage its impact on the bottom line

- Over 20 years' experience serving global industry leaders & disruptive startups in International Business Law / Commercial Law, IP/IT, Competition, Corporate & Restructuring, Banking/Finance, Property and Labor Law

(EMEA, USA)

- **Corporate cultures: French, Japanese, German, British, American and Russian/CIS**

Areas of practice:

- Complex transactions including M&A, demergers & carve-out, integrations, joint ventures, private-public contracts, restructuring, financing and business development
- IT/IP projects (ERP); AI, Legal Intelligence, Open Data & Large Language Models
- Compliance and governance with European exchanges and Data Protection issues (GDPR)
- Cyber-attacks & cyber crime
- Successful resolution of litigation in Europe and internationally
- Experience with boards, committees, shareholders, ethics, conflicts of interest
- Trusted advisor to Chairman, CEO, COO, CFO, board and senior management

EMPLOYMENT HISTORY

INTERIM GENERAL COUNSEL

LUXURY GROUP, Paris

March to April 2026

- Audit & Transformation of Legal

IDEMIA

March to Oct 2025

Leader in biometric & cryptographic technologies
2.8B turnover 15000 staff 84 countries

- M&A

FBD

Sept 2024 to Feb 2025

Europe leading franchisor of custom made kitchens
827M, 580 stores, 25 countries

- Reorganization of Legal

LEFEBVRE DALLOZ

Jan to July 2024

Leader in legal & tax intelligence (IA, Legal Intelligence, Open Data & LLM)
542M, 2400 staff, 8 countries

- Reorganization of Legal

Frans BONHOMME

Nov 2023 to Jan 2024

Leader in distribution of materials for infrastructure
760M, 2500 staff, 400 locations

- Reorganization of Legal

TREVES Automotive Industry 750M, 4600 staff, 28 plants • M&A, Integrations & JV	Feb 2023/May 2023
ALTITUDE Telecom Industry 750M, 1500 staff • Setting-up the Group Legal Division • Negotiating finance & refinance agreements	June 2022/Dec 2022
NEXTER Defense Industry 1.1B, 4200 staff • Replacing the GGC	Dec 2021/Feb 2022
COLISEE Elderly Care Segment 1B, 16200 staff, 280 facilities • M&A and Integrations / Build the legal team	Sept 2020/Dec 2020
BNP Paribas Real Estate Management, Luxembourg Managing Asset under Management (AUM) of around 3B, 250 staff • Reorganization of Legal	Nov 2019/March 2020
SNCF French National Railway 1B, 5000 staff • Head of Transformation & Special Affairs	March 2019/July 2019
APERAM Stainless steel Industry Global player in stainless steel with 2.5mt of flat steel capacity in Europe and Brazil 5B, 9500 staff • Head of IT/IP Projects (change of ERP) & Special Affairs	Sept 2018/Dec 2018
INNOTHERA Pharmaceutical Industry 200M, 1300 staff Pharmaceutical products, medical textiles and hygiene and protection Production 100 % French, exports 65 %, 120 countries • Creation of a Legal dept and team from scratch	June 2017/May2018
ROBERT HALF, Brussels / Paris Specialized staffing & Services World's first specialized staffing firm in accounting and finance, technology, legal, & administration USD 5B. 400 locations, 12000 staff • In charge of strategic contracts in Europe	Oct 2016/June 2017
SIGFOX World n°1 service provider to the Internet of Things (IoT). 300 staff • Greatest amount of funds ever raised for a French startup in 2015 (Euros 120M) and in 2016 (Euros 150M), Backed by leading industry, telecom and finance investors	March 2016/Sept 2016
VODAFONE, Luxembourg Responsible for transforming Vodafone Group's worldwide roaming business into a central, roaming hub in Luxembourg (EUR 10B)	Feb 2009/May 2010

HONEYWELL , London	Jan 2008/Dec 2008
Responsible for international restructuring (EMEA), mergers and acquisitions and contracts (\$ 3B)	
COLT TECHNOLOGY	Feb 2004/May 2005
Responsible for all aspects of the French business towards London headquarters	
DRESDNER BANK	March 2002/Dec 2003
Implemented the complete restructuring and corporate reorganisation, including redundancy plans for the French operations, handled litigation involving financial products with a market value of USD 1.5B	
EUROTUNNEL , Folkestone, UK	Jan 1999/May 2000
Negotiated a strategic partnership agreement with BAA (world's leading airport company) for travel and retail businesses, with £3.5M capital investment and guaranteed earnings of £16M per annum	

GENERAL COUNSEL

RICOH FRANCE General Counsel	July 2010/Sept 2015
World n°1 manufacturer of printers & copiers (EUR 650M, 2500 staff) Executive role in turnaround from long-term loss to operating profitability and reduction of operating costs	
THOMAS COOK General Counsel	July 2005/Dec 2007
Responsible for the Transformation Plan for France towards Frankfurt headquarters, property Law (400 stores) and property & insurance matters	
AMAZON.COM General Counsel	June 2000/Dec 2001
Advised US headquarters on all aspects of the creation and launch of Amazon France	
JACADI GROUP Legal Director	Aug 1996/Dec 1998
Advised on all aspects of company law, bankruptcy law and corporate restructuring, including mergers and labour law. In charge of all property (500 stores) and insurance matters	
IDEAL LOISIRS/MAJORETTE , Paris Head of Legal for Contracts and IP	Jan 1994/June 1996
Negotiated and drafted international license, production, distribution, partnership and joint venture agreements	
WRAGGE LG , London Associate / Creation of the French Desk	Jan 1989/Nov 1993

EDUCATION & PROFESSIONAL AFFILIATIONS

- | | |
|---|-----------|
| • University of Paris I, Panthéon-Sorbonne , Master's in Business Law, Paris | |
| • Paris Bar Admission | 2009 |
| • President Franco-British Lawyers Society , French section | 2000/2007 |

PERSONAL INTERESTS

Music / History / Black belt in Judo / Karate & Kung Fu / Skiing

ANNEXES : Alexandre

Directeur Juridique International

Environnements Traditionnels et de Transition

Bilingue / Biculturel Français-Anglais

Paris / Londres / Luxembourg / Bruxelles

SECTEURS ACTIVITES

Intervention Multi-secteurs & Multi-industries (Startups, ETI & Multinationales / CA de 20 M à 18 Md)

- Pharma (Innothera, Colisée)
- Ressources Humaines (Robert Half)
- Tech/Internet (Amazon, Sigfox, Lefebvre Dalloz)
- Retail (FBD, Frans Bonhomme, Majorette)
- Telecom (Altitude, Vodafone, Colt)
- Industrie (Idemia, Trèves, Nexter, Aperam, Ricoh, Honeywell)
- Loisirs/Voyages (Thomas Cook)
- Banque/Finance (BNP Paribas, Dresdner Bank)
- Transport (SNCF, Eurotunnel)
- Mode (Groupe de Luxe, Jacadi)
- Cabinets d'avocats (Londres)

CONTEXTES (France & International)

Environnements complexes, multiculturels, sensibles et d'urgence à tous niveaux de décision

- Implantations, démarrage d'activités
- Startups, croissance externe & LBO (à partir de CA 20 M & jusqu'à 18 Md)
- **Transformation** (recapitalisation, filialisation & carve-out, financement et refinancement jusqu'à 170 M)
- Restructurations, **réorganisations** & PSE
- **Grosses négociations contractuelles** et appels d'offres internationaux (**plusieurs centaines de M**)
- Contentieux (y compris arbitrages internationaux)
- **Départ subit du Directeur Juridique & prise en mains immédiate de Directions Juridiques**
- **Création de DJ** (« from scratch ») et/ou montée en compétence des équipes et des hommes
- Situations de crises, entreprises en retournement, en transition et en fort changement
- Projets stratégiques sensibles (Ad-hoc)

PROJETS / REALISATIONS (Monde)

Identifier, évaluer et maîtriser les risques (transverses)

- **M&A & post M&A** (intégrations), JVs France & étranger
- Levées de fonds, tours de tables, contrats de financement et LBO (**120 M**)
- **Legal intelligence, IA, Open Data & Large Language Models (LLM)**
- Création & et dépôt de fonds immobiliers auprès des autorités de tutelles (**3 Md** gestion d'actifs)
- Audits et Pilotage de réorganisations, restructurations, « transformation plans » et nouvelles gouvernances
- **Création, stabilisation, réorganisation, repositionnement, optimisation, transformation de directions juridiques** et management des équipes jusqu'à **20 juristes** (relations avec les avocats & contrôle des honoraires)
- Montage, lancement & expansion d'activités & d'opérations d'implantations (création de filiales, succursales et bureaux dans les **5 continents**)
- Pilotage et mise en place des projets lois Sapin 2 (« Compliance ») et RGDP
- **Uniformisation**, standardisation, alignement et optimisation des contrats, documents commerciaux & politiques groupe (**17 juridictions** en Europe)
- Mise en place de « hub » par activité, de « Task Force » de négociation de **contrats** et de **projets IT/IP (ERP)**
- Impulser des actions de conduite du changement et de stratégies innovantes & « disruptive » (Digital/High-tech)
- **Conduite des contentieux sensibles** et affaires spéciales (risques pénaux)
- Prise en main des situations de crise (**cyberattaques**, sauvegarde & plans de continuation)