Armand W. Grumberg is the head of Skadden’s European Mergers and Acquisitions practice and the leader of the firm’s Paris office. He has extensive experience in strategic and complex cross-border transactions, including public and private acquisitions, contested and hostile bids, joint ventures, corporate reorganizations, and capital markets transactions. Mr. Grumberg also has significant experience in shareholder activist-related matters. Prior to joining Skadden in 2003, he practiced law in the New York, London and Paris offices of another leading international law firm.

Transactions in which he has acted include:

- Westfield Corporation in its combination with Unibail-Rodamco SE, creating the world’s premier developer and operator of flagship shopping destinations, with the new group’s stapled securities listed on the Euronext Paris and Amsterdam. The transaction implied an enterprise value for Westfield Corporation of US$24.7 billion;
- Auchan Retail S.A. on the acquisition of a 36.16 percent stake in its Hong Kong-listed subsidiary Sun Art Retail Group Ltd. by Alibaba Group Holding Limited for US$2.88 billion;
- Nokia in its combination, through a €15.6 billion public exchange offer, with Alcatel-Lucent;
- Daimler in its disposals of certain dealerships in France in connection with Daimler’s strategic plan for its distribution network;
- SCOR in numerous transactions, including the 2016 equity investment by COVEA; the 2015 equity investment by Sompo; its 2014 acquisition of a controlling interest in Presses Universitaires de France; its 2013 US$750 million acquisition of Generali U.S. and its acquisition of a controlling stake in MRM; its 2012 CHF315 million perpetual subordinated notes and cornerstone investment in the IPO of PICC Group; its 2011 US$912.5 million acquisition of Transamerica Re’s mortality business from Aegon and its CHF625 million perpetual fixed-to-floating rate step-up notes; its 2010 CHF625 million perpetual contingent capital equity line; its 2009 sale of its stake in Gecimed; its 2007 CHF3.3 billion acquisition of Converium Holding AG (the first successful unsolicited takeover bid ever in the reinsurance industry) and the creation of three Societas Europaea (including the first publicly listed SE in France); its 2006 CHF232 million rights offering and acquisition of a 46.65 percent stake in IRP Holdings Limited from Highfields Capital for CHF183.1 million; its 2004 CHF200 convertible-exchangeable bond (OCEANes) offering; and its 2003 group reorganization, including its CHF51 million rights offering and the spin-off of its life reinsurance activities to SCOR VIE;
- Capgemini in numerous transactions, including its 2015 US$4 billion acquisition of IGATE; its 2014 acquisition of Euriware from Areva; the 2012 BRL321 million sale of a 22 percent stake of its Brazilian subsidiary CPM Braxis to Caixa Econômica Federal; its 2010 BRL233 million acquisition of a 55 percent stake in Brazilian IT services company CPM Braxis; its 2008 acquisition of the Latin American financial shared services operations of the Unilever Group; its 2006 BRL507.2 million capital increase, US$1.25 billion acquisition of Kanbay and acquisition of a 51 percent interest in Indigo from the Unilever Group; and its 2000 US$12.1 billion acquisition of the consulting business of Ernst & Young;
Austrian investor Torger Christian Wolff in several transactions, including its 2015 sale of a minority stake in Williams Grand Prix Holdings and of a minority stake in HWA AG; its 2013 acquisition of a significant minority stake Mercedes-Benz Grand Prix Ltd., the company operating the Mercedes F1 team; Williams Invest Holdings (an investment vehicle owned by Mr. Wolff) in connection with the 2011 IPO of Williams Grand Prix Holdings; and its 2009 acquisition of a minority stake in Williams F1;

- Austrian insurer UNIQA in its sale of a portfolio of 54 U.S. and European private equity fund interests to a number of secondary and institutional international buyers;

- Yves Rocher Group in the acquisition of a 19.3 percent stake in Yves Rocher SA from Sanofi;

- Kering (ex-PPR) in its €1.2 billion sale of Conforama to Steinhoff, and in Gucci Group’s acquisition of a stake in Alexander McQueen;

- Renault in its US$1.3 billion strategic acquisition of a 25 percent stake in AvtoVAZ and Renault V.I. in the combination of its bus business with Iveco;

- Matmut Group in its strategic partnership with La Banque Postale relating to credit offers and lenders’ insurance;

- Arcelor in its defense against a hostile takeover bid from, and its subsequent acquisition by, Mittal Steel for €27 billion;

- Fournier Pharma and its shareholders in Fournier Pharma’s €1.2 billion acquisition by Solvay;

- Quiksilver in its €240 million acquisition of Skis Rossignol;

- Goldman Sachs, Morgan Stanley and Rothschild, financial advisors to Aventis, in Aventis’ defense against a hostile takeover bid from, and its subsequent acquisition by, Sanofi-Synthélabo for €59 billion;

- the French Republic and its financial advisor Société Générale in France Télécom’s tender offer for Wanadoo for €3.9 billion;

- Royal Philips Electronics in its sale of its consumer manufacturing services division to Jabil Circuit, Inc. and its sale of its fax business to Sagem;

- Société Générale in its proposed merger with Paribas S.A. and its defense against a hostile takeover bid from BNP;

- Adidas in its acquisition of Salomon;

- SITA in its acquisition of the non-U.S. assets of Browning-Ferris Industries (BFI);

- Swisscom in its privatization;

- The Puig Group (Paco Rabanne) in its acquisition of Nina Ricci; and

- Swiss Re in its acquisition of SAFR from AGF and its subsequent sale to PartnerRe.

In addition, Mr. Grumberg frequently is involved in advising clients with respect to strategic cross-border or domestic litigation matters.

Mr. Grumberg repeatedly has been selected for inclusion in *Who’s Who Legal* for M&A and repeatedly recognized in *Chambers Global* and *Chambers Europe* as a leading individual in corporate/M&A in France.

Mr. Grumberg lectures on topics related to his practice and is the author of various legal publications.
Publications

“La mobilité des sociétés favorisée par la CJUE,” Fusions & M Releases, July-August 2018

“La capacité des personnes morales : le retour de la sécurité juridique,” L’Agefi Hebdo, July 19, 2018


“Shareholders’ Agreements: Focus on the Risks Regarding the Free Right of Revocation of Board Members,” L’Agefi Hebdo (2017)


Co-Author, French Chapter on Public Takeovers, PLC’s Mergers and Acquisitions Handbook (2003 to 2017 editions)

“Shareholder Activism in France: Recent Developments,” Capital Finance (2017)


“Activist Investing In Europe: a Special Report,” Activist Insight (2016)


“Face à L’activisme Actionnarial, Quel Rôle Pour le Conseil D’administration?” L’Administrateur, La lettre de l’Institut Français des Administrateurs (2015)


