

# AFFAKI

— Société d'avocats —



AVOCATS . ARBITRATORS . MEDIATORS

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PARIS

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## Overview of the Firm

AFFAKI AVOCATS is an independent law firm specializing in international dispute resolution, banking and finance law and regulation, investment in the Arab world, and law reforms in transition economies.

Our clients include international financial institutions, multilateral organizations and commercial companies across five continents undertaking their activities in all sectors of regulation, trade and industry. We perceive our clients' confidence as one of our most important assets.

Combining leading positions in international organizations and academic tenures at the universities of Paris I and Paris II, Professor Dr Georges Affaki and Dr Amel Makhoulouf offer their clients their transversal, creative and high quality expertise in international commercial, financial and investment law. All attorneys are admitted to practice as avocats before the Court of Appeal of Paris.

The Firm offers its professional services around the world in three languages: Arabic, English and French. Its members are empaneled arbitrators with the leading arbitration institutions in Europe, Asia, MENA and the Americas.

We share our culture of excellence with a network of leading independent firms from around the world with which we work to service our clients' cross-border interests.

We are proud of our pro bono commitment and are actively engaged in charitable and community projects.

### Practices

- Arbitration and Litigation
- Arab Laws and *Shari'a*
- Banking and Finance
- Economic Sanctions
- International Contracts
- Regulatory Investigation

### Sectors

- Commodities
- Construction
- Energy
- Financial Services
- Industry
- Military Procurement

## **Our Expertise in International Arbitration**

### *Combining International Expertise and Efficient Strategy*

AFFAKI AVOCATS has extensive experience in international arbitration and acts in Arabic, English and French for a high-profile, international client base in arbitral proceedings taking place around the world.

The Firm was ranked in the 2016-2018 Euromoney Guide to the World's Leading Experts in Commercial Arbitration, the international legal market's leading guide to the top legal practitioners in commercial arbitration.

AFFAKI AVOCATS has acted in international arbitral proceedings involving long term energy supply contracts, construction projects, property development, financial services, transportation, military procurement, humanitarian relief, distribution agreements, investments, commodity trading, joint ventures, etc., under a broad variety of applicable laws, seats and institutional rules or *ad hoc* proceedings.

#### **A Snapshot of Our Significant Cases:**

- In relation to the enforcement of an investment arbitral award, setting the strategy and simultaneously leading enforcement actions in an Arab country, resisting before a European member state court a demand on bank guarantees by the respondent and, ultimately, brokering a global settlement.
- Permanent Court of Arbitration Case 2012/11, successfully arguing the characterization of a complex, high-value series of bank guarantees as a qualifying investment under the applicable Treaty leading to a comprehensive indemnification from the host State.
- Advising in the matter of an arbitral claim involving non-signatory parties in relation to the recovery of a monetary debt arising in the matter of a sale of goods contract backed by an Islamic finance *mucharaka*.
- Chairing an International Working Group organized under the ICC Arbitration Commission drafting a comprehensive report on Financial Institutions and International Arbitration (adopted unanimously on 17 September 2016, Washington DC).

- Advising the International Swaps and Derivatives Association (ISDA) on the amendment of its Master Agreement on Derivatives to introduce an arbitration mechanism.

**Georges Affaki is empanelled as arbitrator with the leading international arbitral institutions:**

- International Center for Settlement of Investment Disputes (ICSID);
- International Chamber of Commerce (ICC);
- Permanent Court of Arbitration (PCA);
- International Centre for Dispute Resolution (ICDR);
- London Court of International Arbitration (LCIA);
- Hong Kong International Arbitration Centre (HKIAC);
- Dubai International Arbitration Centre (DIAC);
- Abu Dhabi Commercial Conciliation and Arbitration Centre (ADCCAC);
- Bahrain Chamber for Dispute Resolution (BCDR-AAA);
- Cairo Regional Centre for International Commercial Arbitration (CRCICA);
- Kuala Lumpur Regional Centre for Arbitration (KLRCA);
- Jerusalem Arbitration Centre (JAC);
- Russian Arbitration Association (RAA);
- P.R.I.M.E. Finance;
- Belgian Centre for Arbitration and Mediation (CEPANI);
- Singapore International Arbitration Centre (SIAC);
- Thailand Arbitration Centre (THAC);
- Pacific International Arbitration Centre (PIAC); and
- Tehran Regional Arbitration Centre (TRAC).

**Georges Affaki is a Fellow of the Chartered Institute of Arbitrators.**

**Recent arbitral appointments include:**

- Chairman of the arbitral tribunal in an HKIAC case in relation to a series of multi-party, multi-contracts disputes arising under complex shareholders agreements (applicable law: Hong Kong, seat: Hong Kong).
- Chairman of the arbitral tribunal in an ICC case in relation to consolidated arbitrations arising under a multi-contract construction dispute (seat: Abu Dhabi).

- Chairman of the arbitral tribunal in a Cairo Regional Center for International Commercial Arbitration (CRCICA) case in relation to a dispute relating to an Egyptian law-governed license operation and gas distribution agreement between a State instrumentality and a foreign-controlled private operator (proceedings conducted and award issued in Arabic – applicable law: Egyptian, seat: Cairo).
- Chairman of the arbitral tribunal in a DIAC case in relation to a dispute relating to a series of property development and construction agreements (Arabic-English bilingual proceedings – applicable law: Dubai, seat: Dubai).
- Sole arbitrator in an ICC case in relation to a dispute arising out of a settlement agreement in relation to a distribution agreement involving the interpretation of a bilateral tax treaty (applicable law: Brazil, seat: Paris).
- Sole arbitrator in a DIAC case in relation to a dispute arising out of military procurement agreements performed in a major war zone (applicable law: Dubai, seat: Dubai).
- Sole arbitrator in a BCDR-AAA case in relation to a dispute relating to a series of IT agreements for financial trading (applicable law: Bahrain, seat: Manama).
- Sole arbitrator in an international ad hoc case in relation to a dispute under a humanitarian relief contract (applicable law: general principles of law, seat: confidential).
- Party-appointed arbitrator in an ICC case concerning a dispute under a complex industrial dismantling, transfer and construction series of agreements (applicable law: French, seat: Paris).
- Party-appointed arbitrator in an ICC case concerning a dispute under a series of consulting agreements involving an international corruption investigation (applicable law: Swiss, seat: Geneva).
- Party-appointed arbitrator in an ICC case concerning a dispute under discount agreements in the context of a bank resolution scheme in the EU (applicable law: French, seat: Paris).
- Party-appointed arbitrator in an ADCCAC case concerning a dispute under an Islamic banking service agreement (applicable law: UAE, seat: Abu Dhabi).
- Party-appointed arbitrator in an ad hoc case concerning a dispute under a joint venture agreement in relation to a real estate investment (applicable law: French, seat: Paris).
- Sole arbitrator in an ad hoc case in relation to a dispute under a banking service agreement (applicable law: French law and international standard banking practice, seat: Paris).

## **Our Expertise in Litigation**

### *Masterminding and executing creative global litigation strategies to win the clients' case*

AFFAKI AVOCATS assists and represents its clients before courts and national and international bank and financial market regulatory authorities. The team's experience includes leading cross-border, complex claims, defenses or enforcement proceedings involving conflicts of laws, jurisdictional challenges, parallel proceedings, asset tracing and enforcement actions.

Our Firm specializes in offering international corporations legal and strategic advice in relation to crisis management, international litigation with regulatory implications, and the taking of evidence in cross-border disputes. We also counsel or provide guidance to senior directors or board members on personal liability arising in the course of their employment or fiduciary duties.

#### **A Snapshot of Our Significant Cases:**

- Leading an international counsel team consisting of several law firms in different jurisdictions in Europe and Asia, successfully arguing in Italy the lack of jurisdiction of local courts in relation to high value counter-guarantees, while simultaneously asserting *lis pendens* before English courts as to the merit under article 29 of the Brussels 1 Regulation (recast). [Tribunale Civile, N.R.G. 2016/39181, National Bank of Kuwait v/ Saipem S.P.A., Kharafi National KSC and ENI S.P.A., 28 July 2016]
- French law Counsel on French and European financial regulation, acting on behalf of the Libyan Investment Authority (LIA) in relation to a USD 2.1 billion claim. [High Court of Justice, Queen's Bench Division, Commercial Court, Claim No. 2014 Folio 260]
- Arguing successfully a motion to dismiss before French courts in relation to a bank fraud case, on the basis of the EU Regulation on Jurisdiction, and obtaining damages for abusive proceedings. [Tribunal de Commerce de Nanterre, Aff. 2015F00183, SAS Carrefour France v/ SA Crelan, 28 January 2016]



- Acting as lead counsel, devising the strategy and coordinating the work of local counsel in Ukraine, Austria, the United States and Belgium in relation to the recovery of a high value monetary debt arising in the matter of a fraudulent transaction, involving conflicting arbitration and litigation jurisdictions, regulatory, criminal and civil proceedings before multiple jurisdictions, both *ex parte* and on the merits. [Fercometal v/ Mechel OAO et al., Antwerp Court, A/14/11063]
- In relation to the enforcement of an investment arbitral award, setting the strategy and simultaneously leading enforcement actions in an Arab country, resisting before a European court a demand for the payment of bank guarantees and brokering a global settlement.
- Acting as lead counsel in the matter of a wrongful dishonor of an interbank reimbursement agreement in relation to a multi-million euro documentary credit, involving multiple summary judgements, trial and regulatory proceedings in Algeria. [KBC v/ Natixis, Algiers (Harrache), 15/06766, 12 January 2016]
- Acting as international banking law and practice counsel in support of counsel work in the matter of the global enforcement of multiple bank guarantees and counter-guarantees before various jurisdictions in the Middle-East and North Africa.
- Overseeing and coordinating over a period of five years BNP Paribas' response to multiple investigations commenced by national regulators, law enforcement authorities and congressional committees in the United States and Europe in relation to the bank's compliance with US economic sanction regulations. The case involved the coordination of simultaneous investigations and enforcements in the United States, France, Italy, the United Kingdom, Switzerland, Singapore and Dubai and the management of a global budget in excess of €200 million. The case ended with a settlement of USD 9 billion.

**Other Litigation-related Activities include:**

- Acting as Rapporteur on Resolution No. 3/2012 Principles of Jurisdiction over Foreign Bank Branches in the Matter of Extraterritorial Attachment and Turnover. The resolution was sponsored by the Committee on International Monetary Law (Mocomila) and unanimously adopted at the 75th Conference of the International Law Association.



## **Our Expertise in Banking Regulation**

### *Making the Rule in Global Banking*

With the broad experience of its members spanning in-house legal responsibilities and external counsel regulatory advice and litigation support, as well as leading positions in international organizations active in bank regulatory works, AFFAKI AVOCATS provides its clients with comprehensive legal services covering financial institutions and their clients' needs in French, European and international banking and financial regulation.

#### **International, European and French Bank Regulation:**

AFFAKI AVOCATS has extensive regulatory experience, assisting and advising clients on the regulatory process. The Firm is experienced in advising financial institutions and multinational companies on international, European and French bank regulatory matters, including in relation to compliance with economic sanctions and anti-money laundering regulations, and representing them in regulatory audit and disciplinary proceedings before the *Autorité des marchés financiers* and the *Autorité de contrôle prudentiel et de résolution*.

Georges Affaki is a founding member of the ICC Financial Crime Risk and Policy Group and, as Chairman of the Legal Committee of ICC Banking Commission, has led the organization's global effort to issuing position papers on Sanction Clauses in Trade Finance Instruments, the Bank Recovery and Resolution Directive, and the Capital Requirement Regulation.

#### **Bank Restructuring, Internal Control and Legal Department Organization:**

AFFAKI AVOCATS has considerable experience in preventing and resolving difficulties encountered by multinational companies and financial institutions. The leading position that Georges Affaki held at the helm of the legal department of a major international financial institution puts AFFAKI AVOCATS in a unique position to advise multinational companies and financial institutions on corporate restructuring, the set-up of in-house legal departments, and the control of legal risks as part both of permanent and periodic internal control regulatory requirements.

**Representative Experience:**

- Representing a leading international financial institution in relation to a dispute with a European exporter under a series of high value, complex bank undertakings as concerns the application of European financial sanctions regulations, conflict of laws and a large spectrum of disputed contractual issues. The dispute involves parallel Arbitration/Court litigation processes.
- Representing BNP Paribas in a regulatory audit by ACPR under the French banking regulation in relation to Internal Control, involving extensive coordination with the bank supervisor regulatory audit unit, multiple submissions on behalf of the examined bank and overseeing the bank's response to the audit report and the implementation of its findings.
- As Chair of the ICC Banking Commission Legal Committee, leading group works on the Capital Requirements Regulation and Directive – CRR/CRD IV including, in particular, credit mitigation techniques under article 194 of Regulation (EU) No 575/2013 (CRR), as well as on the EU Bank Recovery and Resolution Directive (BRRD) including, in particular, contractual recognition of bail-in in certain credit agreements pursuant to article 55.
- Advising an international bank in relation to the application of EU Sanction regulations in relation to a complex set of counter-guarantees governed by different laws.

## **Our Expertise in Compliance and Risk Investigations**

### *Protecting Your Interests in a World of Extraterritorial Norms and Overriding Mandatory Rules*

AFFAKI AVOCATS has extensive expertise in advising financial institutions and international companies on compliance matters, including French, European and international bribery, economic sanctions and market conduct compliance standards, and the relating investigations and enforcement actions.

Our experience spanning both in-house and external counsel roles allow us to lead with confidence complex compliance investigation and the corporate answer to enforcement proceedings. Our professional services comprise the setting up and the leading of multidisciplinary in-house and external counsel and consult teams in charge of conducting internal investigations, voluntary disclosures and the management of conflicting proceedings. We offer our proven expertise and focused advice in relation to conflicting actions by national and foreign regulatory agencies and law enforcement authorities.

We possess a complete familiarity with cross-border economic sanctions, know-your-customer diligence and data protection.

#### **Representative Experience:**

- Advising the French branch of a foreign financial institution in the matter of complex criminal proceedings involving opposing a subpoena issued by a French investigating magistrate seeking to obtain protected data held at the branch's head office abroad and successfully arguing, and implementing, an international voluntary initiative leading to obtaining the sought data through a bilateral mutual legal assistance treaty.
- Leading an internal investigation in several affiliates of a leading financial institutions in relation to alleged breaches of US economic sanction regulations, leading to a global settlement agreement and a deferred prosecution agreement.
- Regularly advising financial institutions, trading firms and industrial companies on foreign and international sanction-related issues, including setting-up and auditing global compliance systems.

## **Our Expertise in Banking Law and Regulation**

### *Making the Rule in Global Banking*

AFFAKI AVOCATS provides clients with comprehensive legal services at every stage of a transaction or project, from the key structuring stage to the regulatory requirements.

#### **International Secured Finance**

Combining academic and professional experience in international banking and finance, the team is highly experienced in structuring complex, cross-border secured financing in civil law, common law, and Islamic legal systems. The team was involved in the drafting of domestic and international laws in relation to secured transactions and guarantees.

#### **Trade and Commodity Financing**

AFFAKI AVOCATS enjoys a broadly acknowledged expertise in trade and commodity financing, advising major banks and companies around the world on secured financing in the emerging markets, involving structuring countertrade, borrowing bases, warehouse financing, pre-payment, pre-financing and deferred payment secured financing structures and associated letters of credit, guarantees and other cross-border trade finance instruments. Dr Georges Affaki has led or participated in trade finance-related standard-setting, including URDG 758, UCP 600, and the UNCITRAL Legislative Guide on Secured Transactions.

#### **Bank Restructuring, Internal Control and Legal Department Organization**

AFFAKI AVOCATS has considerable experience in preventing and resolving difficulties encountered by multinational companies and financial institutions. The leading position that Dr Georges Affaki held at the helm of the legal department of a major international financial institution puts AFFAKI AVOCATS in a unique position to advise multinational companies and financial institutions on corporate restructuring, the set-up of in-house legal departments, and the control of legal risks as part both of permanent and periodic internal control regulatory requirements.

## **Representative Experience**

- Advising an on-line gold bullion exchange on complex bank and financial market regulation and disclosure requirements in relation to anti-money laundering laws.
- Representing a major bank in a regulatory audit by ACPR under the French banking regulation in relation to internal control, involving extensive coordination with the bank supervisor regulatory audit unit, multiple submissions on behalf of the examined bank and overseeing the bank's response to the audit report and the implementation of its findings.
- Leading a number of international rule-setting projects resulting in globally-accepted rules under the aegis of ICC and other international organisations, including in relation to demand guarantees, documentary credits, standby letters of credit and trade finance dispute resolution.
- Advising on complex Islamic finance transactions, including the identification of appropriate contracts in *fiqh* and their adaptation into conventional legal systems.

## **Our Expertise in Comparative Arab Laws and in Islamic Finance**

### *Bridging the Cultural Divide*

With a significant international client base whose activities span the Arab world, AFFAKI AVOCATS has an intimate understanding of the business and legal environment in which its clients operate. This, combined with the full range of the Firm's capabilities and the fluency of the team in Arabic, ensures that clients receive full professional services that cover all of their needs in relation to their projects involving the Arab world.

In addition, AFFAKI AVOCATS offers full legal services in Arabic, English and French, including negotiation, advocacy and drafting. The team is intimately familiar with, and has substantial experience advising on Arab law matters.

Where necessary, we combine our expertise with that of leading independent firms in the Arab World to service our clients.

AFFAKI AVOCATS has also been assisting and advising clients on Islamic law and finance. Dr Georges Affaki and Dr Amel Makhlouf have a comprehensive understanding and an unrivalled expertise in France in advising and structuring complex Islamic finance transactions which enables them to assist and support their French and international clients in their Islamic financings.

AFFAKI AVOCATS aims to develop and foster new and innovative products for the Islamic finance industry. Our experience with and knowledge of *shari'a* compliant products and documentation is second to none:

- Dr Georges Affaki has notably chaired the Working Group on Applicable Law and Dispute Resolution in Islamic Finance at Paris EUROPLACE and is currently a visiting lecturer in Islamic finance at University Paris Dauphine. He is a regular speaker at international conferences and seminars on Islamic finance and his papers are regularly published in leading publications.
- Dr Amel Makhlouf has an acknowledged expertise in Islamic finance and teaches Islamic law. Her award-winning book on Islamic finance is considered as particularly authoritative in the sector.

## **Our Expertise in Law Reforms in Transition Economies**

### *Matching Legal Traditions and Efficiency*

AFFAKI AVOCATS has a long-standing experience in law reforms in transition economies.

Throughout his career combining academic teaching, corporate responsibilities and advocacy, Georges Affaki led numerous international projects involving law reforms in transition economies. He led rule-drafting works that resulted in globally-accepted standards in the relevant sectors and are used both in the developed and the emerging economies.

The international career of our team allows AFFAKI AVOCATS to bridge cultural and legal gaps between the developing and the developed world with a particular focus on the Arab world.

#### **AFFAKI AVOCATS' representative missions include:**

- As a consultant to the World Bank, conducting an independent assessment of the secured transaction law reform project in Morocco.
- As a consultant to the World Bank's Foreign Investment Advisory Services (FIAS), advising on the drafting and the enactment of the OHADA Uniform Act on Secured Transactions.
- As a member of the UNCITRAL Working Group VI, co-drafting a model law on secured transactions.
- As Chair of the ICC Task Force on Guarantees, chairing the drafting group for the Uniform Rules for Demand Guarantees (URDG), which were universally adopted on 1<sup>st</sup> July 2010.
- As a consultant for the International Trade Center (WTO/UNCTAD), drafting a report on the access to credit in transition economies and a report on trade finance (awarded the European Prize for Interdisciplinary Research). Both missions were followed by an extensive series of conferences and training workshops in emerging economies.

Both in his academic research and his professional practice, Dr Georges Affaki was involved as arbitrator, expert or counsel in disputes arising out of sovereign debt rescheduling and international debt recovery litigation by investment funds with the result that he is considered as a leading expert in advising sovereign States on those complex proceedings.





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Prof. Dr. Georges Affaki is Professor of law at the University of Paris II and admitted to practice before the Court of Appeal of Paris, France. He has served as chairman, panel and sole arbitrator under the rules of the leading arbitral institutions. He has also served as tribunal or party-appointed expert on international banking and finance, investment treaty claims, economic sanctions, and comparative Arab laws.

Prof. Affaki is Fellow of the Chartered Institute of Arbitrators and was ranked by Euromoney in the 2016-2018 Guide to the World's Leading Experts in Commercial Arbitration.

He is Chairman of ICC France Banking Commission and chairs the Legal Committee of the ICC Banking Commission that he founded. Prof. Affaki is a member of the Board of Governors of the UNIDROIT Foundation. He was previously managing director, member of the Executive Committee and Head of Legal at BNP Paribas CIB Legal.

Between 2011 and 2014, Professor Affaki chaired the French Arbitration Committee working group on Arbitration in Banking and Financial Matters (report published on 19 May 2014). He also co-chaired the ICC Task Force Financial Institutions and International Arbitration. He acted as Rapporteur in relation to the International Law Association Resolution No. 3/2012 on international jurisdiction over foreign bank branches, and chaired a Paris Europlace working group on Islamic Finance whose recommendations were presented in 2009 in a report titled Applicable Law and Dispute Resolution in Islamic Finance.

He is the author or editor of several books, including “Trade Finance”, ITC Publishing (awarded the European Prize on Interdisciplinary Research); “Cross-border insolvency and conflict of jurisdictions”, Bruylant; “Increasing Access to Credit – Reforming Secured Transaction Law”, ITC Publ.; “The Guide to ICC Uniform Rules for Demand Guarantees” (with Sir Roy Goode), ICC Publ. No. 702; “Jurisdictional Choices” (with Horacio Grigera Naon), ICC Publ. No. 755, and over 60 articles and case notes on international banking, international arbitration and litigation, economic sanctions, cross-border insolvency and Islamic finance. He is regularly invited to speak in international conferences on those topics.

Prof. Affaki is fluent in Arabic, English and French.

He holds trustee positions in a number of non-profit organisations and is actively engaged in community projects.



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Dr Amel Makhoulouf is an associate at Affaki Avocats and a research fellow at the Chair for Ethics and financial norms, a joint project founded by Panthéon-Sorbonne University (Paris) and King Abdulaziz University (Jeddah).

Amel graduated from Panthéon-Sorbonne University where she received a Master's degree with distinction in business and economic law (2007). She also holds a LL.M degree with distinction in banking and finance from Queen Mary University of London (2008) and an Islamic Finance Qualification from the Superior Business School of Beirut (2010).

After several professional experiences in international firms, Amel undertook a PhD on the legal aspects of Islamic finance in 2010. She was a PhD Visiting Researcher at Harvard University and a Research Assistant at SOAS, University of London from 2011 to 2013. Her broad research interests dealt with Islamic normativity, French and foreign legal influences on Islamic legal system in Northern Africa and Middle East, commercial law, banking and finance law as well as insurance law. Amel published her PhD in November 2015.

Her professional experiences with leading international law firms (Gide Loyrette Nouel LLP, Clifford Chance LLP and Herbert Smith Freehills LLP) and financial institutions (BNP Paribas and Union de Banques Arabes et Françaises, UBAF) allowed Amel to gain in-depth knowledge of the banking and financial services industry. She has gained extensive experience in transactional finance and bank regulatory issues. With a deep understanding of shari'ah principles, Amel has the ability to deal with a full range of Islamic transactions. Amel has also conducted a number of legal assignments in relation to investment projects in Africa (Algeria, Morocco, Ivory Coast and Senegal).

Amel is fluent in French and English, intermediate in Spanish and currently learning Arabic.

## What they say about us ...

- *“Works of Prof. Dr. Georges Affaki helped Russian Foreign Trade Academy team – Ekaterina Grivnova, Mikhail Ovsyanikov, Yulia Turchenkova, Alexandra Grebneva and Alexandra Shmarko – win the 3rd International Trade Law and Commercial Arbitration Moot ICC Lex Mercatoria.”*  
**Alexandra Grebneva, Russian Foreign Trade Academy team member**
  
- *“Dr. Georges Affaki is an incontestable authority in his field.”*  
**The co-Chair of the 2<sup>nd</sup> Dutch Arbitration Day, introducing Dr Affaki as Chairman of the Panel on Financial Services Arbitration, Amsterdam**
  
- *“Dr. Georges Affaki is one of the world’s foremost experts on bank guarantees, the author of the leading textbook on the URDG, and an acknowledged international arbitrator and expert.”*  
**Anette Stavem Høgmoen, Chair of the Norwegian ICC Banking Commission, introducing Dr Affaki as main speaker at the Oslo conference**
  
- *“Georges Affaki, an expert in both fields, has contributed the most to the rapprochement of banking and arbitration.”*  
**The Chairman of Le Café des Arbitres, introducing Georges Affaki as speaker**
  
- *“Dr. Amel Makhoulf embodies the professional values that a financial institution seeks in Counsel: the talent, the drive and the creativeness.”*  
**Amar Douhane, Managing Partner, Amundi Private Equity Fund**

## Contact

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