

Mélanie Bruneau

Partner

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OVERVIEW

Mélanie Bruneau is a partner in the firm's Antitrust, Competition, and Trade Regulation practice group. She advises on a broad range of areas in European Law. Her practice focuses on advising clients a variety of industrial sectors, including transport, and aviation, energy, hydrogen, pharmaceuticals, medical devices, consumer goods and cosmetics, manufacturing, chemicals, and IT on the legal aspects of their business activities, with a particular emphasis on EU and French regulatory and compliance matters.

Mélanie advises large multinationals on all aspects of EU competition law, including merger control. She also has significant experience in cartel investigations and sector inquiry investigations. Mélanie was also involved in the first cartel settlement and in the first hybrid cartel settlement before the European Commission. Mélanie regularly advises clients on global antitrust compliance programs. She performs internal audits and compliance trainings. She advises on the rules and procedures governing State aid, as well as EU and French public procurement directives. Mélanie regularly advises on global companies and trade associations on ESG, environment, and sustainability matters including collaboration agreements between competitors and green claims.

Mélanie has experience in foreign direct investment (FDI) and foreign subsidies regulation (FSR). She has performed multi-jurisdictional FDI assessments and obtained FDI clearances in France under phase 1 and phase 2 for EU and non-EU acquisitions.

Mélanie has significant experience in advising on vertical agreements including exclusive distribution and supply, as well as selective distribution and franchising. She also has lots of experience in advising on horizontal issues including joint ventures, collaboration, cooperation, research and development, as well as consortium and grant agreements. She frequently advises on resale price maintenance (RPM) and price discrimination issues on behalf of some of the largest companies in the world. Mélanie frequently advises on restrictions of active and passive sales, non compete provisions, but also on termination of distribution agreements. She advises on parallel import restrictions and more generally on free movement of goods. Mélanie regularly advises on commercial agency agreements (including on compensation and termination issues).

She also advises on consumer protection legislation including unfair commercial practices as well as misleading and comparative advertising. She advises companies on distribution agreements including e-commerce cross-border issues and distribution networks in Europe. Mélanie has assisted various clients in the setting up of their

commercial websites and drafting of terms and conditions of sale in compliance with the e-commerce, e-sign and data protection legislations.

Over the past 15 years, Mélanie has developed a strong experience in a wide range of transport and logistics, aviation, ground handling, transport infrastructure, and airport related matters where she advises clients on EU and French regulatory issues and complex contractual arrangements. This includes regulatory issues associated with international transportation of chemicals, pharmaceuticals, perishables, jewelry and high-value goods, but also on slot allocation. Mélanie has advised on the emissions trading schemes (ETS) for aviation, on the guidelines for State aid to airports and airlines and on passenger rights. She also has experience in EU sanctions, customs, export controls, and anti-corruption matters. She has also extensive experience advising international companies on logistics, 3PL, warehousing, and global supply chain issues.

Mélanie is a member of the Paris and Brussels Bars. She has contributed to Practical Law Company (PLC) on international sales and marketing.

PROFESSIONAL BACKGROUND

Prior to joining the firm, Mélanie was a partner in another international firm in Brussels. In terms of project management, she has been on site to manage large projects for firm clients. She spent nine months on the Paris European Hub of one of the world's largest express transport companies. She also went on the Geneva site of one of the leading international integrated producer of polymers and fibers for project management. Mélanie has also acted as an expert for the European Commission in the context of the EU Research and Innovation programme “Horizon 2020” (2018).

ACHIEVEMENTS

- Recognised by *The Legal 500 EMEA* as a Recommended Lawyer in Belgium
  - Customs, Trade, WTO and Anti-Dumping, 2025-2026
  - Aviation, 2024-2026
  - Industry Focus: Transport, 2024-2026
  - Competition: EU and Global, 2024-2026
- Recognised as a stand-out lawyer by Thomson Reuters, 2023-2025
- Named Top Author in the Transportation category, *JD Supra* Reader's Choice Awards, 2024
- Recognised by *The Legal 500 EMEA* for Competition Law in Belgium, 2020
- Named Top Author in the Airlines/Aviation category, *JD Supra Reader's* Choice Awards, 2020
- Recognised by *Chambers Global* as Foreign Expert for Competition/European Law in France, 2017

PROFESSIONAL / CIVIC ACTIVITIES

- Member of the association of francophone competition law practitioners in Brussels (L'Entente)
- Member of the Transportation Lawyers Association (TLA)
- Member of the Women in Life Science Network (Brussels)
- Acted as Expert for the European Commission in the context of the EU Research and Innovation program “Horizon 2020” (Brussels, 2018)

SPEAKING ENGAGEMENTS

- Speaking engagement in a keynote session at the Hospital Partnerships and the Future of International Health Cooperation Conference on navigating cooperation and innovation in global health, Lisbon, 4 July 2025
- Speaking engagement in an insight session at the Hospital Partnerships and the Future of International Health Cooperation Conference on new ways of collaboration, ideas and perspectives, Lisbon, 5 July 2025
- Speaking engagement on the legal challenges of sustainability and innovation in Europe at ISPO Munich 2024, Munich Trade Fair Center, 5 December 2024
- Speaking engagement on EU regulatory initiatives in ESG and sustainability at the Luxury Summer Cocktail and Panel Event, K&L Gates, London, 12 June 2023
- Speaking engagement on “Global Health, Safety and Environment Forum - ESG in Europe: Overview of the EU Sustainability Policy Strategy,” NSC Networks, Webinar, 16 May 2023
- Speaking engagement on EU regulatory initiatives propelling a Hydrogen economy at the S&P Global European Hydrogen Markets Conference, Platts Hydrogen Markets Europe, Amsterdam, 20-21 September 2022
- Speaking engagement at the Competition Law & Regulation in the Energy Sector conference, Comp Law, Brussels, 10 November 2020
- Speaking engagement at the Merger Control Digital Conference, Comp Law, Brussels, 13 October 2020
- Speaking engagement at the 3PL Supply Chain Summit on “fulfilment services, new market surveillance obligations to comply with," Brussels, 15 October 2019
- Lecturer at the VUB (Belgium) on Introduction to Competition Law, 2017
- Speaking engagement at the conference regarding the e-commerce sector inquiry, Brussels, Concurrences, 3 March 2016
- Speaking engagement at the conference on EU e-commerce, Paris, Concurrences, 21 June 2016

- Speaking engagement at the conference organized by ACC on EU antitrust issues, including private damages and e-commerce, Rome, ACC, 24 May 2016
- Speaking engagement at the conference on EU antitrust and JVs, Paris, Concurrences, 3 May 2016
- Lecturer at the University of Lille (France) on International Transport Law (24 hours), 2015 to 2019
- Lecturer at the University of Saint Etienne (France) on Introduction to Competition Law, 2016
- Lecturer at the University of Leuven (Belgium) on Competition Law and Human Rights, 2016
- Speaking engagement on Human Rights at the Venice School on Human Rights, Venice, EIUC, 2015
- Speaking engagement at the conference organized by ACC on crisis management, London, ACC, June 2015

EDUCATION

- Bar School (CAPA), Faculté de Droit de Rennes, 2002 *France*
- D.E.S.S., Faculté de Droit de Rennes, 2000 *France, (Juriste d'Affaires)*
- Diplôme de Juriste-Conseil d'Entreprise (DJCE), Faculté de Droit de Rennes, 2000 *France*
- Magistère en Droit (ENS), Ecole Normale Supérieure de Cachan, 2000 *France, (Economie et Gestion)*

ADMISSIONS

- Bar of Brussels
- Bar of Paris

LANGUAGES

- English
- French

THOUGHT LEADERSHIP *POWERED BY HUB*

- 29 September 2026, New EU Green Claims Rules Are Now Live: What Brands Must Do About Old Stock
- 26 June 2026, Brussels Regulatory Brief: April/May 2026
- 23 April 2026, Brussels Regulatory Brief: February and March 2026
- 4 March 2026, Overview of Recent Updates, *Thought Leaders 4 Competition*
- 2 March 2026, Brussels Regulatory Brief: November/December 2025–January 2026

- 1 February 2026, Overview of Recent Updates in Eu Foreign Investment, Foreign Subsidies and Merger Control, *ThoughtLeaders4 Competition*
- 24 November 2025, Caveat Venditor and Sellers Beware: New Rules require Product Guarantee Information for All Consumer Products
- 30 October 2025, Brussels Regulatory Brief: September and October 2025
- 5 September 2025, Brussels Regulatory Brief: July and August 2025
- 2 July 2025 , Brussels Regulatory Brief: May and June 2025
- 15 May 2025, Brussels Regulatory Brief: April 2025
- 30 April 2025, April and March 2025 Accolades
- 15 April 2025, Brussels Regulatory Brief: March 2025
- 10 March 2025, Brussels Regulatory Brief: February 2025
- 7 March 2025, Green, But Lean: EU Eases Sustainability Rules Without Ditching Climate Goals
- January 2025, 13th Annual "Under the Wire" CLE Webinar
- 28 January 2025, Brussels Regulatory Brief: Winter 2024-2025
- 9 December 2024, Brussels Regulatory Brief: November 2024
- 29 October 2024, Updates on Foreign Direct Investments: The European Commission Publishes Its Fourth Annual Report on the Screening of Foreign Direct Investments in the European Union and Plans to Revise the EU FDI Screening Regulation
- 24 October 2024, Brussels Regulatory Brief: October 2024
- 23 October 2024, Encouraging Signs From the European Commission's First Conditional Clearance of an Acquisition Under the Foreign Subsidies Regulation
- 8 October 2024, Brussels Regulatory Brief: September 2024
- 3 September 2024, Brussels Regulatory Brief: Summer 2024
- 1 August 2024, Lawn and Order: Major Steps Against Greenwashing in Europe
- 25 July 2024, Brussels Regulatory Brief: June 2024
- 20 June 2024, The European Commission Sends Strong Signal Against Parallel Import Restrictions
- 5 June 2024, Brussels Regulatory Brief: May 2024
- 15 May 2024, Brussels Regulatory Brief: April 2024
- 28 March 2024, Brussels Regulatory Brief: March 2024

- 15 March 2024, February 2024 Accolades
- 5 March, 7 March, and 12 March 2024, EU and UK Regulatory Webinar Series
- 4 March 2024, Brussels Regulatory Brief: February 2024
- 19 February 2024, The European Commission Announces Five New Initiatives in Its Economic Security Package
- 12 February 2024, Brussels Regulatory Brief: Winter 2023-2024
- 4 December 2023, Brussels Regulatory Brief: November 2023
- 27 October 2023, ESG Policy Update–Australia
- 26 October 2023, Brussels Regulatory Brief: October 2023
- 27 September 2023, Brussels Regulatory Brief: August-September 2023
- 1 August 2023, Brussels Regulatory Brief: June - July 2023
- 7 July 2023, Somewhat More Clarity on the Reach of the New Foreign Subsidies Regulation
- 5 June 2023, Brussels Regulatory Brief: May 2023
- 25 May 2023, Fit For 55 Package: EU Revises The EU Emissions Trading System And Establishes a New Carbon Border Adjustment Mechanism
- 5 May 2023, Brussels Regulatory Brief: April 2023
- 20 April 2023, No-Poach Agreements Receive Their Marching Orders in the US and Europe: Do's and Don'ts for HR Departments
- 12 April 2023, The European Commission's New Foreign Subsidies Regime - How to Best Prepare and What to Expect
- 6 April 2023, March 2023 Accolades
- 30 March 2023, Brussels Regulatory Brief: March 2023
- 24 February 2023, Brussels Regulatory Brief: February 2023
- 7 February 2023, This Is Your (Antitrust) Captain Speaking: Fasten Your Seatbelts and Comply With Competition Law
- 25 January 2023, Brussels Regulatory Brief: January 2023
- 20 December 2022, Brussels Regulatory Brief: December 2022
- 2 November 2022, Brussels Regulatory Brief: October 2022
- 27 October 2022, Illumina/Grail—The Dawn of a New Era for Global Merger Control?

- 7 October 2022, Brussels Regulatory Brief: September 2022
- 29 September 2022, European Commission Greenlights Second Important Project of Common European Interest in the Hydrogen Value Chain
- 2 August 2022, Ethical Supply Chain: The European Commission's Proposal for a Directive on Corporate Sustainability Due Diligence
- 29 July 2022, European Collaboration featuring Mélanie Bruneau
- 27 July 2022, Brussels Regulatory Brief: July 2022
- 18 July 2022, Brussels Regulatory Brief: May - June 2022
- 18 July 2022, Commission Approves State Aid for IPCEI in Hydrogen
- 11 July 2022, EU General Court Sets Aside €1 billion Abuse-of-Dominance Fine on Qualcomm
- 5 July 2022, European Commission Streamlines Merger Control Review Process
- 20 May 2022, Brussels Regulatory Brief: April 2022
- 13 May 2022, "Extra, Extra, Read All About It"—Final European and UK Brand Distribution Rules Published
- 14 April 2022, Brussels Regulatory Brief: March 2022
- 30 March 2022, Hydrogen Town Hall: Key Trends in Global Hydrogen Policy and Regulation
- 24 March 2022, Brussels Regulatory Brief: February 2022
- 17 February 2022, Brussels Regulatory Brief: January 2022
- 25 January 2022, Surge of Antitrust Enforcement Against Manufacturers of Branded Consumer Goods
- 14 December 2021, Brussels Regulatory Brief: October - November 2021
- 29 September 2021, Brussels Air Transport Brief: June–August 2021
- 28 September 2021, Brussels Regulatory Brief: September 2021
- 25 August 2021, Narrow Best-Price Clauses Between Platforms and Hotels: German Federal Court of Justice Overturns Court Decision That Ruled These Permissible Under Antitrust Rules
- 4 August 2021, Brussels Regulatory Brief: June - July 2021
- 20 July 2021, European Distribution Rules Latest: Dual Pricing, Shared Exclusivity in; MAP Policies Still Out
- 10 June 2021, Brussels Air Transport Brief: April 2021
- 8 June 2021, Brussels Regulatory Brief: May 2021
- 5 May 2021, France: The Growth and Evolution of the Hydrogen Economy
- 3 May 2021, Brussels Regulatory Brief: April 2021

- 28 April 2021, Brussels Air Transport Brief: March 2021
- 1 April 2021, Is the European Commission Now Entitled to Review Non-Notifiable Transactions - Even After Closing?
- 30 March 2021, Brussels Regulatory Brief: March 2021
- 22 March 2021, Brussels Air Transport Brief: February 2021
- 12 March 2021, Brussels Regulatory Brief: February 2021
- 25 February 2021, Brussels Air Transport Brief: December 2020–January 2021
- 22 February 2021, Does the French Lego Case Threaten the Building Blocks of Your Pricing Policy for Online Sellers?
- 3 February 2021, Brussels Regulatory Brief: January 2021
- 14 December 2020, Brussels Regulatory Brief: November 2020
- 19 November 2020, Brussels Air Transport Brief: September-October 2020
- 6 November 2020, Brussels Regulatory Brief: October 2020
- 28 October 2020, Vertically Challenged - Insight into the EU Commission's Efforts to Update the EU Rules on Vertical Agreements
- 9 October 2020, Brussels Regulatory Brief: September 2020
- 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
- 8 September 2020, E-Concessions and Competition Law
- 20 July 2020, Brussels Air Transport Brief: June 2020
- 8 July 2020, Brussels Regulatory Brief: June-July 2020
- 7 July 2020, Enforcement of Customer-Competitor Infringements and Price Monitoring Tools Intensifies
- 18 June 2020, Brussels Air Transport Brief: May 2020
- 2 June 2020, Brussels Regulatory Brief: May 2020
- 12 May 2020, Brussels Air Transport Brief: April 2020
- 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
- 6 May 2020, COVID-19: Commission Waives Customs Duties and VAT on the Import of Vital Medical Supplies from Third Countries

- 1 May 2020, Brussels Regulatory Brief: April 2020
- 20 April 2020, COVID-19: Beware Illegal Use of Price Monitoring Tools
- 7 April 2020, Brussels Air Transport Brief: March 2020
- 31 March 2020, Brussels Regulatory Brief: March 2020
- 20 March 2020, COVID-19: Taking Extraordinary Measures at Times of Crisis- COVID-19 and the Boundaries of Cooperation Under European Competition Law
- 20 March 2020, COVID-19: The European Commission Sets Out State Aid Strategy – Opportunities and Challenges for EU Businesses
- 5 March 2020, Brussels Air Transport Brief: February 2020
- 3 March 2020, Brussels Regulatory Brief: February 2020
- 6 February 2020, Brussels Air Transport Brief: January 2020
- 30 January 2020, Heightened Enforcement Against Brands' Control of Resale Pricing by Competition Authorities Worldwide
- 20 January 2020, Brussels Regulatory Brief: January 2020
- 27 November 2019, Brussels Regulatory Brief: November 2019
- 31 October 2019, Brussels Regulatory Brief: October 2019
- 30 September 2019, Brussels Regulatory Brief: September 2019
- 19 September 2019, The VBER Consultation - Stakeholders Call For an Update to Reflect the Realities of the E-Commerce Market
- 22 July 2019, Brussels Regulatory Brief: July 2019
- 26 June 2019, Brussels Regulatory Brief: June 2019
- 21 June 2019, Brussels Air Transport Brief: June 2019
- 17 May 2019, Brussels Regulatory Brief: May 2019
- 10 May 2019, Brussels Air Transport Brief: May 2019
- 5 April 2019, Brussels Regulatory Brief: April 2019
- 4 April 2019, Brussels Air Transport Brief: April 2019
- 25 March 2019, New EU Foreign Direct Investment Screening Legislation Coming to Life
- 14 March 2019, Brussels Regulatory Brief: March 2019
- 13 March 2019, Brussels Air Transport Brief: March 2019

- 8 February 2019, Brussels Regulatory Brief 2018 - A Year in Review
- 30 January 2019, Brussels Air Transport Brief: January 2019
- 28 January 2019, Brussels Regulatory Brief: January 2019
- 20 December 2018, Brussels Regulatory Brief: December
- 30 November 2018, Brussels Regulatory Brief: November
- 19 November 2018, Brussels Air Transport Brief: November 2018
- 6 November 2018, Brussels Regulatory Brief: October
- 30 July 2018, "Trump Majeure": Managing Commercial Uncertainty in a New Age of Tariffs

OTHER PUBLICATIONS

- "Value of Beauty Trade Alliance Targets EU Lawmakers as Tariff Fears Grow and Regulation Increases," *Glossy*, March 2025
- "The EU Foreign Subsidies Regulation: A Year in Review," *ThoughtLeaders4 Competition*, December 2024
- "Navigating Supply Chains Towards Ethics & Sustainability," *Bloomberg Law,* April 2024
- "The EU artificial intelligence act: Main features and next steps," *ThoughtLeaders4 Competition,* February 2024
- "Acquiring an AI Company," *Thomson Reuters Practical Law*, January 2024
- "5 Things to Know About the New EU Regulation on Deforestation-Free Products," *International Chamber of Commerce's Trade for Prosperity magazine*, Winter/Spring 2024
- "Rules and constraints under EU competition law to conclude sustainability agreements between competitors," *ThoughtLeaders4 Competition*, December 2023
- "EU Sustainability Initiatives Will Affect Emissions Trading," *Law360*, 7 July 2023
- "Law enters the human resources space," *Financier Worldwide*, June 2023
- "Renewable energies—Court of Justice rules that priority access to the electricity grid granted under the 2009 Renewable Energy Directive must be also be granted to installations producing electricity from both renewable and conventional energy sources (EEW Energy from Waste Großräschen GmbH v MNG Mitteldeutsche Netzgesellschaft Strom GmbH)", *LexisNexis*, Case Analysis, 11 May 2023
- "European merger control – key considerations for public M&A and private equity," *Financier Worldwide,* April 2023
- "European Commission Proposes New EU Taxonomy Rules Granting 'Green' Label for Nuclear and Natural Gas Projects," *CorporateLiveWire*, 2022

- “Court of Justice details the scope of the 'safeguard clause' of the Cosmetic Products Regulation (Fédération des entreprises de la beauté v Agence nationale de sécurité du médicament et des produits de santé (ANSM))", *LexisNexis*, Case Analysis, 8 November 2022
- "Air passengers' rights—the Court of Justice finds that Member States can empower their national bodies to compel an air carrier to pay compensation under the EU Air Passengers Rights Regulation (Polskie Linie Lotnicze 'LOT' SA v Budapest Főváros Kormányhivatala)”, *LexisNexis*, Case Analysis, 10 October 2022
- "Fit for 55: the EC's legislative package to reduce emissions," *Financier Worldwide*, November 2021
- "Foreign subsidies: new rules to address competition distortions in the European single market," *Financier Worldwide,* August 2021
- "Competition and Antitrust Law 2021 Expert Guide, *CorporateLiveWire*, March 2021
- "How European competition law can contribute to achieving sustainability objectives," *Financier Worldwide*, February 2021
- "Competition and Antitrust Issues for the Gas & Utilities Sector," *Risk & Compliance Magazine*, Jan-Mar 2021 Issue
- COVID-19: An Overview Of The European Commission's Developments In Merger Control, State Aid And Antitrust, *Corporate Live Wire*, July 2020
- “COVID-19: application of EU Medical Devices Regulation postponed by one year, until 26 May 2021,” *Financier Worldwide*, June 2020
- A Path for EU Merger Control Reform: What's Next With the New European Commission, *Corporate LiveWire*, April 2020
- The Interplay Between EU Competition Law and Industrial Policy: The Grounds for a Reform, *Corporate LiveWire*, April 2020
- “Antitrust Litigation - Defence and Damages,” *Financier Worldwide*, April 2020
- “EU Competition Law Considerations in M&A Transactions in Light of Recent Enforcement Trends: When Procedural Breaches Present Significant Risk,” *Financier Worldwide*, April 2020
- “European Union Adopts New Regulation on Market Surveillance and Product Compliance: Economic Operators in the Internal Market Subject to Reinforced Obligations,” *Financier Worldwide*, November 2019
- “Competition & Antitrust 2019: Virtual Round Table,” *Corporate LiveWire*, 2019
- “Merger Control: The Road Ahead,” *Financier Worldwide*, August 2019
- Article on EU distribution issues for the New Brewer Association regarding “The Rise of U.S. Craft Beer in Europe” (2017)
- The Impact of the EU Data Protection Regulation (TaxNet Pro, September 14, 2016)

- Article published by Oxford University Press in the Journal of European Competition Law & Practice, 2015 on "The E-Commerce Sector Inquiry: Can It Stop National Competition Authorities from Adopting an Overly Restrictive Approach?"
- The General Electric / Alstom Transaction and the Protection of Legitimate National Interests (Magazine des Affaires, December 15, 2015)
- Recent Developments in European Transport (The Transportation Lawyer, October 2014)
- State aid to airports and airlines (The Transportation Lawyer, 2014)
- New French Scheme for Information on CO2 Emissions Caused By Transportation Services Having France As Their Origin Or Destination (The Transportation Lawyer, December 2013)

NEWS & EVENTS

- 21 January 2026, New Dynamics of EU Policy and Competition Law in 2026
- 11 March 2025, Nearly 50 K&L Gates Lawyers Receive Global Recognition in *Thomson Reuters*' Stand-out Lawyers List
- 3 December 2024, ISPO Munich 2024, Hosted by ISPO Munich
- 12 June 2023, Luxury Summer Cocktail and Panel Event
- 24 March 2022, Hydrogen Town Hall: Key Trends in Global Hydrogen Policy and Regulation
- 12 May 2021, Digital Markets Act: Quo vadis? Co-hosted with Lexology
- 9 April 2018, Antitrust, Competition and Trade Regulation Partner Returns to K&L Gates' Brussels Office

AREAS OF FOCUS

- Antitrust and Competition
- European Regulatory
- International Trade, Investment Controls, and National Security

INDUSTRIES

- Consumer Electronics
- Consumer Goods and Services
- Critical Minerals
- Energy
- Hydrogen

- Life Sciences
- Logistics and Warehousing
- Transportation and Logistics

EMERGING ISSUES

- ESG - Sustainability and Responsible Business