

Your World First

C/M/S/

Law.Tax

Your introduction to CMS



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Introduction

When we set out to create CMS in 1999, our three guiding principles were: stay close to our clients' long-term goals and specific business challenges; recruit lawyers who really care about results; and keep up with all the changes and developments in the industries we serve and the countries we work in.

Today, these three principles still hold good for CMS. The only difference is that we are now much larger, generating over USD 1bn in annual revenues and ranked as one of the world's top twenty law firms. We spent time recently thinking again about what our approach means so we keep to the course that's been successful for our clients and for us. We wanted to seal this in a phrase that sums up ours and our clients' stories.

'Your World First' means we put our clients' worlds first. We invest in being experts in their industries and we see the world as an open marketplace in which we act to make success for others.

I hope you enjoy this introduction to CMS. We are at your disposal to help you wherever your business is and wherever it wishes to go next.



Executive Chairman

cornelius.brandi@cmslegal.com



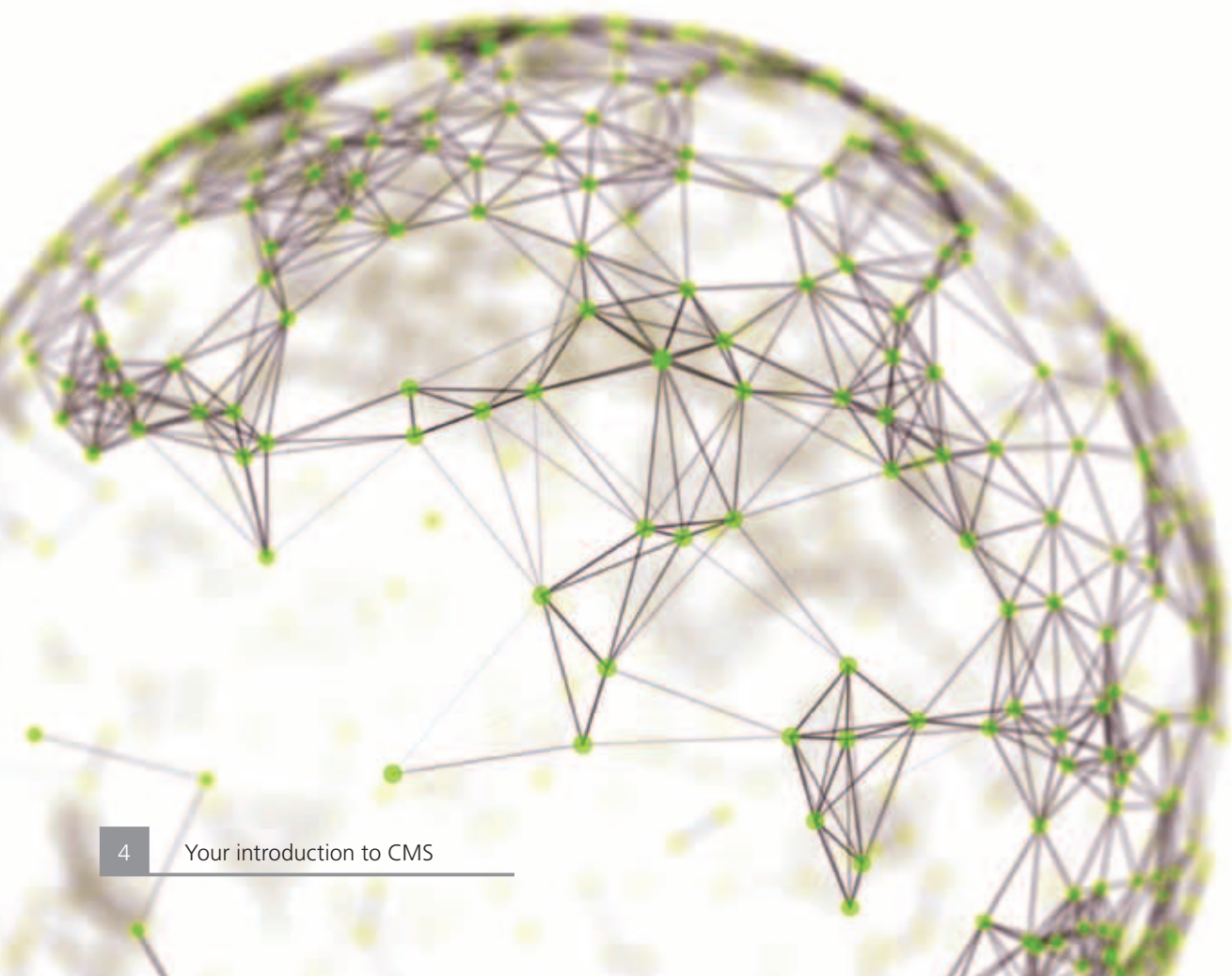
What we mean by 'Your World First'

We have a phrase to sum up our promise to our clients: 'Your World First'. This phrase reflects our priorities of being client-centric, providing world vision and being performance driven.

What do we at CMS mean by client-centric, world vision and performance driven?

Client-centric

- You, our clients, are at the heart of our business whether you are a large or small organisation
- Our emphasis is not just on being great technical lawyers, but really understanding your business and your key drivers
- To understand your industry and company specific issues, we organise ourselves in sector groups and have sector specialists
- We provide you with added value services that clients have told us they want: such as Law-Now, the provision of easy to access, in time knowledge
- We expand into countries that you need us to be in. Our new offices in Dubai, Mexico and Oman were set up in response to our energy clients requiring support in those countries.



World vision

- We make sure we are on top of the global business issues you are facing
- Our sector insight means we are immersed in the world you are operating in
- We have deep local expertise in the world's and your most significant jurisdictions
- We have developed our footprint in emerging markets, as you develop yours
- As trusted partners, we manage global projects and transactions for our clients.

Performance driven

- Together with you, we define what success means and looks like for your organisation and we focus on delivering it
- Our emphasis is strong on execution, project management and delivering the results you want rather than just opinions
- We will actively ask you for feedback to assess and improve our performance
- We commit to deliver high standards of service to you and we have defined these in the CMS Client Service Commitment.



The background of the slide is an abstract composition of numerous thin, flowing lines in shades of gold, yellow, and brown. These lines curve and intersect across the page, creating a sense of movement and depth. The overall effect is reminiscent of a close-up of a plant's seed heads or a dynamic, organic pattern.

“Speed of action and the
close proximity to business”

(Source Acritas Sharplegal Survey, 2012)

Turning market knowledge into insights

Understanding your business and your industry issues is essential to us to provide you with sound commercial advice. We select, develop and reward our professionals for both their technical excellence and their commitment to understanding your business.

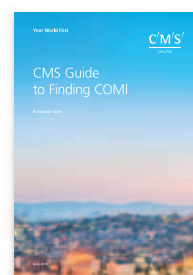
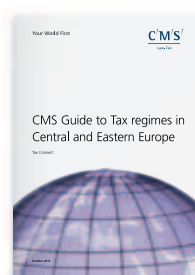
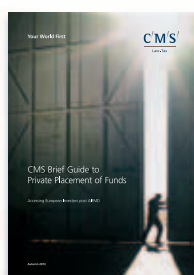
- We have practice groups and industry sector groups spanning 33 countries. We take a global approach to working and training
- Our international guides compare laws and market trends in specific sectors across many jurisdictions e.g. our annual pan-European M&A Study and our Guide to Arbitration
- Under the Law-Now brand, we share updates on changes to key laws and regulations by sector and by geography
- Our lawyers are networked globally and at the same time work locally in their jurisdictions
- Many of our lawyers have worked in-house on secondment to clients to develop their sector knowledge further
- Via conferences, articles and webinars, we keep our clients and ourselves up to date on key issues, trends and changes in the law.

CMS practice area and sector groups

Banking & Finance – Commercial – Competition & EU – Consumer Products – Corporate – Dispute Resolution – Employment & Pensions – Energy – Hotels & Leisure – Infrastructure & Projects – Insurance & Funds – Intellectual Property – Lifesciences – Private Equity – Real Estate & Construction – Tax – Technology, Media & Telecoms.

Building and sharing know-how

Through concise CMS e-guides, we share our unique business, legal and tax insights into key issues facing a wide range of organisations and sectors around the world. From comparative international guides on tax, corporate governance and trends in M&A through to studies of the business and legal landscape of specific industries, our experts offer useful know-how that leads to practical solutions.



Law-Now

Law-Now (www.law-now.com) is our free online information service providing updates on important legal and other key issues that affect your business. You choose the legal and sector news you want to receive through email alerts and via the online knowledge portal, which includes a searchable archive. Our eAlerts are short and to the point, getting to the essence of the issue fast. Our commentary on legal developments is enhanced by a practical look at the business impact, including the steps businesses need to take. We avoid technical jargon and focus on clear, useful information.

The Law-Now website has over 10,000 pieces of legal analysis as well as all the publications and events supported by CMS. For subjects requiring in depth coverage, Law-Now also includes Zones: for example Regzone, a multi-jurisdictional financial services knowledge resource, updated daily.


Who is CMS and what's different about us?

We are over 3,000 legal professionals based across the world, advising clients on both global and local matters. Our focus is on understanding our clients, their sectors and their markets. We provide pragmatic, commercial advice and are known for our approachability.

- Our clients range from major multi-nationals to mid-caps and innovative start-ups
- We act for the majority of the DAX 30, for a large number of the FT European 500 and for a number of Fortune 500 companies
- Our clients include leading companies such as Telefónica, BP, RWE, United Technologies, Takeda and Diageo
- We are ranked #6 in the AmLaw 2013 Global 100 by number of lawyers, #23 by turnover
- In Chambers and Legal 500 2013 Rankings, we have 92 Band 1 and 185 Band 2 Rankings
- We are a leading firm for M&A based on the number of deals completed. In the third quarter of 2013 CMS was ranked: 1st in Europe (Thomson Reuters up to USD 500m); 1st in Germany (Mergermarket, and Thomson Reuters Worldwide); and 1st in Central and Eastern Europe (Bloomberg, Mergermarket and Thomson Reuters Worldwide)
- Clients tell us that we are approachable and straightforward in the way that we work and deliver advice.

Our difference is the desire of all our lawyers across the world to put your world first and work together to achieve this. 'Your World First' means your issues and objectives are paramount wherever and whenever you work with us. We understand the dilemmas posed by today's markets and work with you to assess the risk and opportunity inherent in most business decisions.

- We have been in our markets for decades and this means we understand the culture, the economic context, the local legal landscape and the history
- We are focused on execution and providing concise and pragmatic advice
- Our CMS lawyers from across the world meet face to face in sector and practice groups, work with each other and really know each other. All this speeds up processes when working across borders.

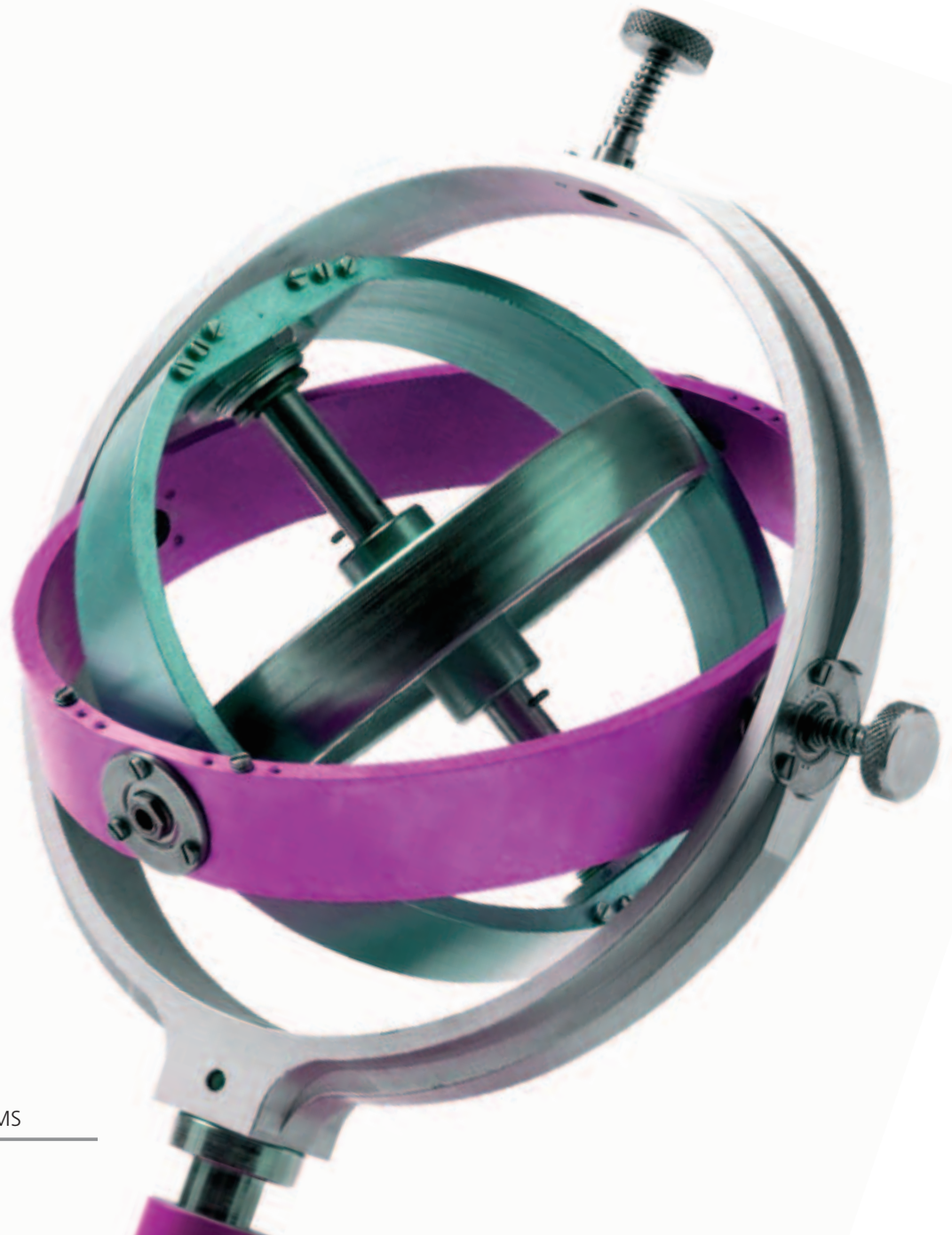


“The output is always first rate...
CMS comes back with solutions
that are well thought out.”

(Source Acritas Sharplegal Survey, 2012)

“CMS provided very good,
stringent advice and very
good service”

(Source Acritas Sharplegal Survey, 2012)



Our service pledge

To make sure you get the service you need, all our lawyers make a CMS Client Service Commitment. We focus on four key elements that we know matter to you: quality, the right resourcing, efficiency and transparent fees.

Our commitment to quality

- We provide seamless high quality service within each office and across all offices of CMS
- We provide you with clear, commercial and pragmatic advice
- We respond promptly to your emails and telephone calls
- We acknowledge all instructions by confirming actions and timescales and we will keep you updated on any changes to schedules
- We will be open with you about potential legal or commercial conflicts that inhibit us from acting for you on a matter.

How we work to enhance quality and efficiency

- We seek your feedback as to how we have performed and how we can improve
- We identify value added services to offer you
- If you have complaints that cannot be resolved by the relevant partner, we find the appropriate person who can deal with the matter quickly and objectively
- We innovate and invest in personnel and technology in order to improve our quality of service and enhance our effectiveness
- We will work with you to ensure that we meet your needs by developing expertise in new areas of law, in new sectors and by moving into new countries.

How we resource client matters

- We are honest about our capabilities and abilities to resource a matter
- If appropriate for your work, we will provide you with a primary point of contact for all matters across CMS
- We staff matters with individuals who have the right level of technical and local expertise and seniority
- If anyone working with you is away, we find a suitable substitute, notify you and absorb any costs of substitution.

Our approach to fees

- We will provide you with fee estimates at the outset of a matter or task
- Where we have provided an estimate and the scope of a matter or task changes, we provide a revised fee estimate
- We provide cost updates regularly and ASAP on request.

How is CMS recognised in the legal business?

We are in business to help your business. So we are proud to accept market recognition for our performance as a welcome indicator that we are succeeding in our efforts to provide the highest quality of service and advice.

Selected Awards, 2012 – 14

Client Service

Legal Adviser of the Year (CEE)
Financial Times and Mergermarket M&A Awards, 2013

Law Firm of the Year Award (Hungary)
Chambers Europe Awards for Excellence, 2014

Client Service Award (Belgium)
Chambers Awards for Excellence, 2013

Client Service Firm of the Year (Portugal)
Chambers Europe Awards for Excellence, 2012

Top 5 League Table Rankings 2013 by deal volume

Bloomberg

- #1 Europe
CEE
France
Germany
- #3 Benelux

Mergermarket

- #1 CEE
Germany
- #2 Poland

Thomson Reuters

- #1 CEE
Germany

Expertise

Energy & Natural Resources Team of the Year (UK and CEE)
Legal Business Awards, 2013

European Pensions Law Firm of the Year
European Pensions Awards, 2013

Law Firm of the Year for M&A (Germany)
JUVE Legal Awards, 2013

M&A Law Firm of the Year (Spain)
Finance Monthly Law Awards, 2013

Real Estate, Golden Award (France)
Palmarès des cabinets d'avocats d'affaires, Le Monde du Droit, 2013

Tax Litigation and Wealth Management Firm of the Year (France)
Décideurs: Stratégie Finance Droit, 2013

Dispute Resolution, Contract Law and Administrative Law Firm of the Year (Spain)
Corporate INTL Magazine, Legal Awards, 2012

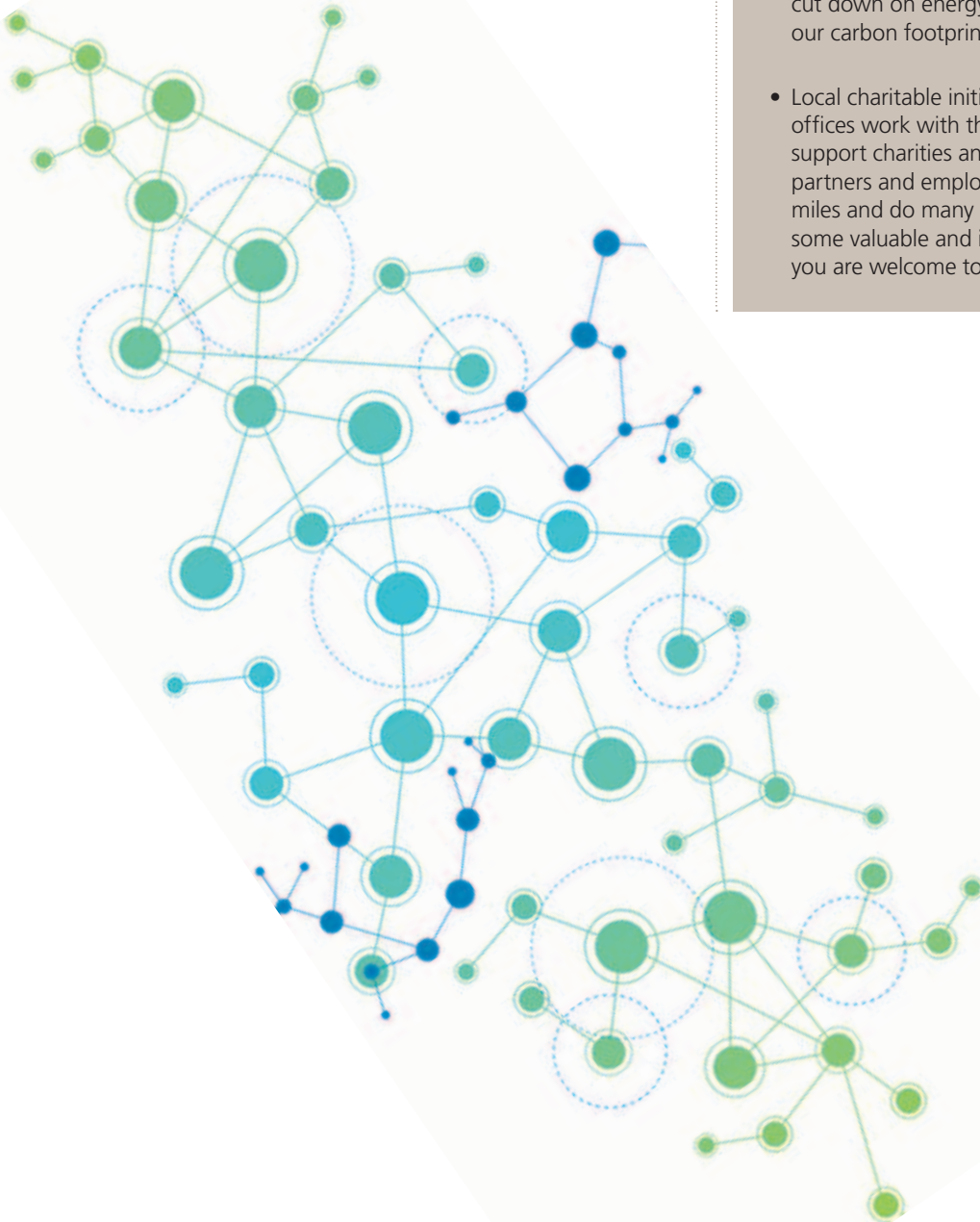


What does CMS do in the area of corporate social responsibility?

Being a responsible corporate citizen and connecting to the wider world is important to us. We have comprehensive corporate responsibility programmes incorporating pro bono professional work, environmental policies and projects, charitable giving and volunteering.

We like to work with our clients and our suppliers together on projects where we can and where it is appropriate. Let us know if you are interested in joining together in any of the following areas:

- Pro bono: offering our specialist professional skills is where we believe we can have the greatest impact. Many offices work with local organisations in this area
- Environmental issues: we have policies in place to help us reduce our waste, cut down on energy use and minimise our carbon footprint
- Local charitable initiatives: our different offices work with their communities to support charities and local issues. Our partners and employees run and cycle many miles and do many other activities to support some valuable and inspiring initiatives: you are welcome to join in.



Where can I find CMS?

Our extensive network covers many of the world's key jurisdictions and business and financial centres. Our world vision is to stay relevant to your business and contribute our expertise wherever and whenever you need us.



Key facts and figures

CMS at a glance

> 800 partners

> 3,000 lawyers

33
countries

53
cities

59
offices

> 5,500 staff

EUR 842m turnover 2013

CMS Legal Services EEIG (CMS EEIG) is a European Economic Interest Grouping that coordinates an organisation of independent law firms. CMS EEIG provides no client services. Such services are solely provided by CMS EEIG's member firms in their respective jurisdictions. CMS EEIG and each of its member firms are separate and legally distinct entities, and no such entity has any authority to bind any other. CMS EEIG and each member firm are liable only for their own acts or omissions and not those of each other. The brand name "CMS" and the term "firm" are used to refer to some or all of the member firms or their offices.

CMS locations:

Aberdeen, Algiers, Amsterdam, Antwerp, Barcelona, Beijing, Belgrade, Berlin, Bratislava, Bristol, Brussels, Bucharest, Budapest, Casablanca, Cologne, Dubai, Duesseldorf, Edinburgh, Frankfurt, Geneva, Glasgow, Hamburg, Istanbul, Kyiv, Leipzig, Lisbon, Ljubljana, London, Luxembourg, Lyon, Madrid, Mexico City, Milan, Moscow, Munich, Muscat, Paris, Podgorica, Prague, Rio de Janeiro, Rome, Sarajevo, Seville, Shanghai, Sofia, Strasbourg, Stuttgart, Tirana, Utrecht, Vienna, Warsaw, Zagreb and Zurich.