

Your World First

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Law . Tax

Focusing on you

In Brussels, Antwerp and Luxembourg

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Introduction

For almost 40 years, we have been providing clients with top quality advice in Belgium and Luxembourg, allowing them to be successful in what they do. As your strategic partner, we anticipate any legal hurdles that may come your way, helping you navigate the fast-changing and highly competitive environment in which you operate.

Being a founder of one of the largest law firms worldwide, we work together with thousands of legal experts, as one team across borders, practice areas and sectors to ensure that you get clear and actionable legal advice.

We trust that it is only by investing in our people and their continued development, that we can be at the forefront of developments in a rapidly changing legal landscape. Whether it be how to manage your workforce in a shared economy, how to deal with data protection issues arising from technological advancement or how to interpret legislation on a Belgian and European level, we are here to help.

As a business, being good at what we do is not enough. We believe in a sustainable approach allowing both us and our clients to carry on in the long term. By embracing a diverse and inclusive corporate culture, we not only bring out the best in our people, but we also hope to influence the world around us. We leverage our talent and resources to support organisations that are working to solve social and economic challenges.



A stylized, handwritten signature in blue ink, appearing to read 'R. Dupont'.

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Deliveroo

Tarun Tawakley

Head of Employment Law and Commercial Litigation



Deliveroo was founded in the UK in 2013. Today, it operates in over 500 towns and cities in 13 markets, including Belgium. Its mission is to be the definitive food company.

Deliveroo has topped the UK Fast 50 list, for fastest growing tech companies, for two years in a row and more recently has seen sales grow to £476 million, up 72% from the previous year. Driving this success is its obsession with offering the best platform for restaurants, riders and customers. It is proud to offer well-paid, flexible work to riders but also publicly calls for an end to the trade-off between flexibility and security that currently exists in employment law. It has taken the lead in being the first platform to offer all riders a free insurance product and is now working with governments to bring about new regulation to end this trade off.

Deliveroo has worked with CMS in Belgium for over three years. Tarun Tawakley, the company's Head of Employment Law and Commercial Litigation, explains: "Our primary contact for external legal support in Belgium is Sophie Berg. She really understands our business and we trust her judgement. Based on the strength of this relationship, she has introduced us to a number of colleagues across the wider Belgian team who support us across a range of commercial matters." Deliveroo also works with CMS at an international level - "on the back of our relationship with CMS Belgium, we also work with CMS in other international markets - for local law advice, as well as turning to the team in the UK to work with their international network on cross-border issues".

Tarun also adds that "in many ways, Deliveroo can be a demanding client. We need lawyers with expert knowledge who can react very fast and deliver practical advice - often in areas where we are at the forefront of the relevant legal issues, and there is significant legal uncertainty. Sophie and her team have been fantastic in supporting us."

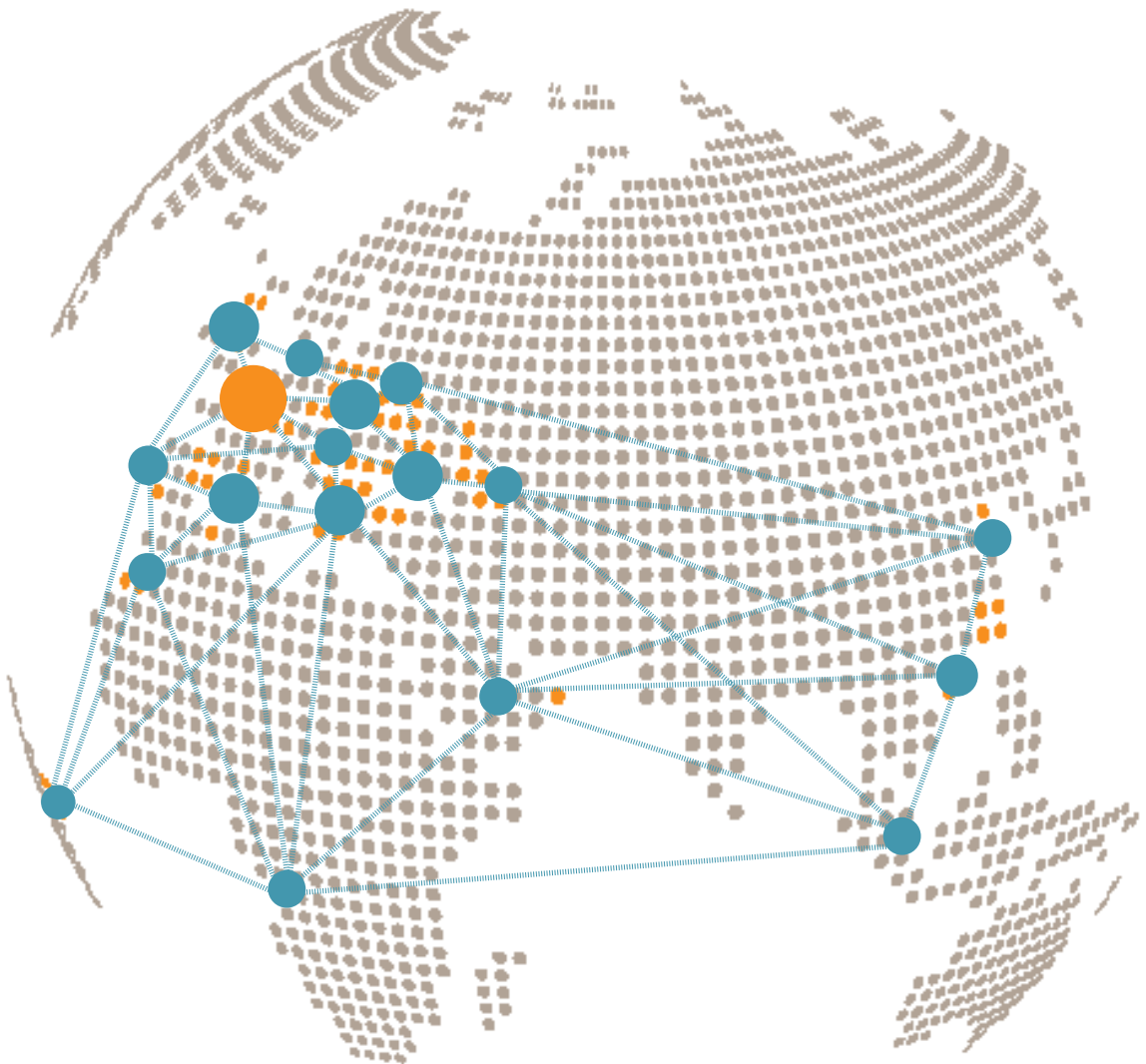


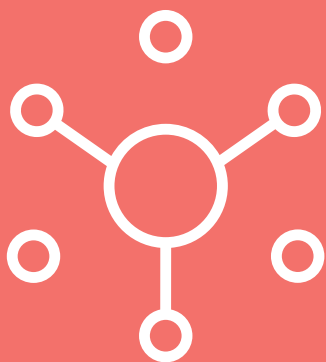


Local roots, international scope

We are one of the most international law firms in the world, with more than 70 offices in over 40 countries. Our 4,800 legal experts worldwide work as one team across jurisdictions, practice areas and sectors to ensure that you get clear and business-focused advice.

What distinguishes us from many other large international firms are the origins of our structure. Rather than spreading our roots to several international locations, we harnessed the deep-rooted local knowledge of long-established firms in different countries that came together under the name 'CMS'. Thanks to this approach we have a truly in-depth knowledge and understanding of the markets we operate in, whether in Belgium or abroad.





A full-service law firm

At CMS, we recognise that you require sector-specific legal advice to achieve the best possible outcomes. To provide you with commercial, practical advice, we need to understand the markets within which you operate. That is why we have established a number of cross-border Practice Area and Sector Groups with representatives from different CMS jurisdictions. Practice Area and Sector Groups provide you with integrated services combined with leading-edge industry sector capability.



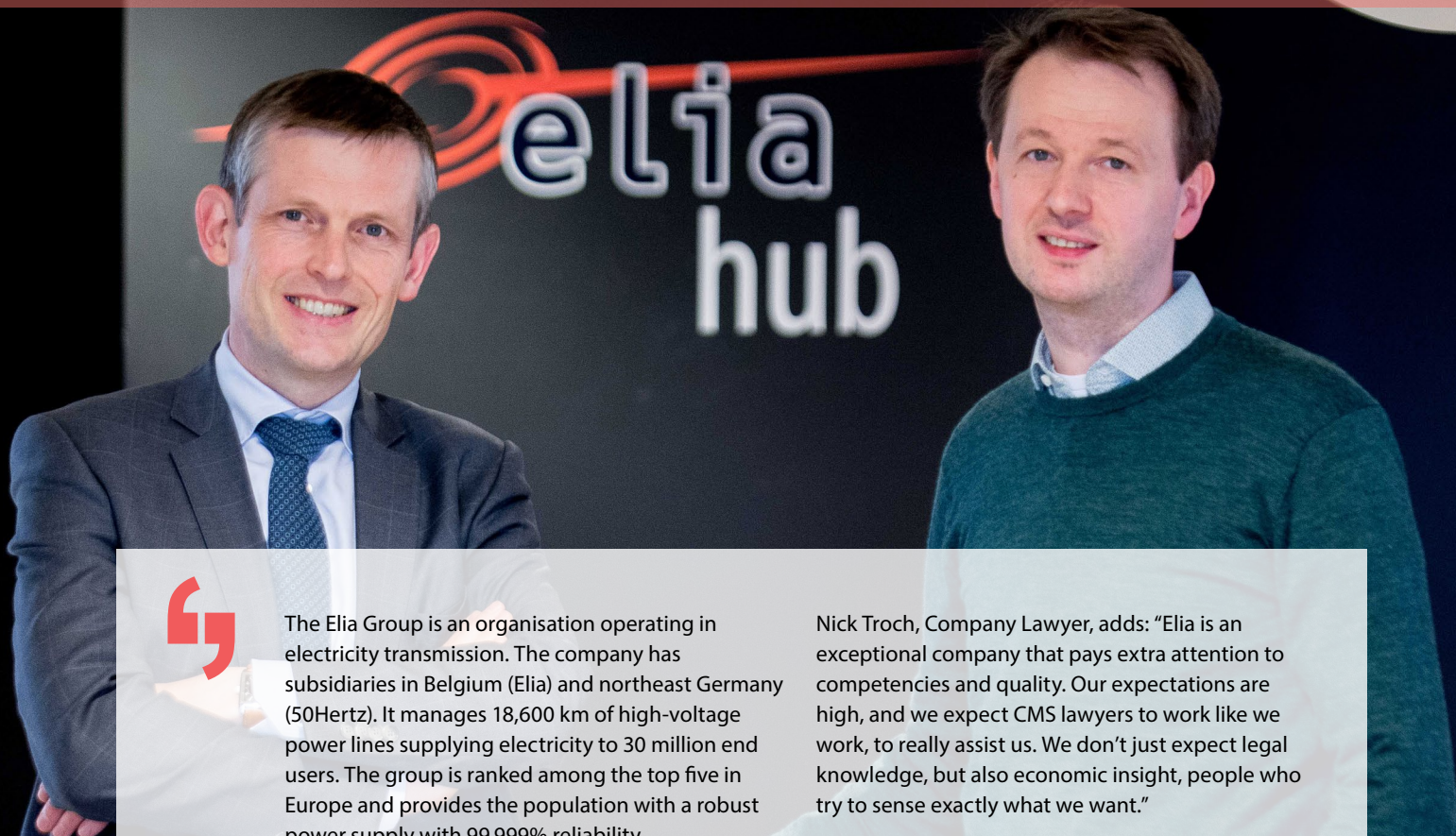
Elia Group

Thierry D'hoore

Head of Legal Regulated Activities

Nick Troch

Company Lawyer



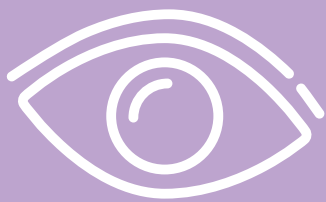
The Elia Group is an organisation operating in electricity transmission. The company has subsidiaries in Belgium (Elia) and northeast Germany (50Hertz). It manages 18,600 km of high-voltage power lines supplying electricity to 30 million end users. The group is ranked among the top five in Europe and provides the population with a robust power supply with 99.999% reliability.

Four years ago, CMS was selected by Elia to assist the legal team. That selection was based on the quality and diversity that the firm can provide. Thierry D'hoore, Head of Legal Regulated Activities: "We have entrusted the firm with a number of tasks such as commercial law with GDPR, environmental law, energy law, public procurement, etc. The regulation is more refined than ever. It therefore does not provide better control of the risk of award decisions or permits being challenged, with all consequences. Lawyers should therefore not only have perfect legal knowledge but also have a good feeling of the context. Our contact partner is Arnaud Van Oekel. He always knows how to find the best CMS lawyers for our specific problems, such as Tom De Cordier for data protection and Virginie Dor for public law."

Nick Troch, Company Lawyer, adds: "Elia is an exceptional company that pays extra attention to competencies and quality. Our expectations are high, and we expect CMS lawyers to work like we work, to really assist us. We don't just expect legal knowledge, but also economic insight, people who try to sense exactly what we want."

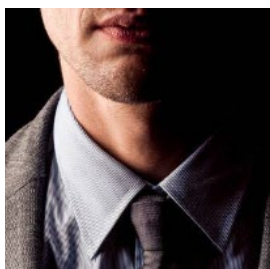
Another bonus is that young lawyers are seconded to our offices for one or more days a week depending on our requirements, for example to replace someone who is going to be absent, for instance on maternity leave," says Thierry D'hoore.

Nick Troch continues: "Elia also has projects abroad in the Arab world, Eastern Europe, the Far East, Africa. These are countries where we, as Belgian lawyers, are unfamiliar with the law. Therefore, it is very reassuring to know that we can call upon the local specialists of the CMS network."



Future facing

Whether it is in the field of technology or new business models, the world is constantly evolving. These evolutions present companies with significant opportunities, but also with challenges. Without the proper preparation, the challenges can quickly become predominant. CMS is following developments closely to help you anticipate and react appropriately. We are continuously adopting new tools and solutions to allow you to tap into the potential and help your organization grow. Here are just a few examples:



Lupl

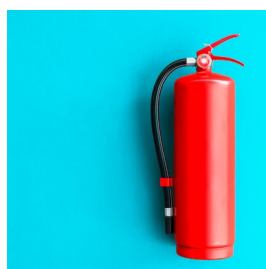
CMS, the US firm Cooley and Singapore-based Rajah & Tann Asia are the founding investors in the pioneering open industry platform, Lupl, that is part of a unique collaboration with major company in-house legal departments and other top law firms. The unique concept is to synchronise everything that goes into a legal matter including people, documents, technology applications and other key elements. Being open access means that any law firm or legal department can use the technology, and its open application programming interfaces allow any technology provider to integrate with the platform.



Brainspace

CMS has adopted Brainspace, a machine learning and 'data visualisation' technology that facilitates a step change in the speed and efficiency of analysis of documents.

Advanced machine learning and visualisations enable users to visually identify themes and related terms to review the scale of and relationships between documents, as well as the people who are communicating about those concepts.



CMS Dawn Raid App

Dawn raids are becoming more common these days, with authorities imposing huge fines, inspectors appearing simultaneously at different locations or subsidiaries in several countries, at different companies (for example, competitors, customers or suppliers) and even at the private homes of managers and other employees.

With the CMS Dawn Raid Assistant, CMS ensures that clients can benefit from real-time dawn raid assistance via their smartphone in 27 countries where CMS operates.



Smart Contracts

Smart Contracts are said to revolutionise the legal industry. A smart contract is a piece of software that can manage, control and document contract performance automatically. Because smart contracts run on a blockchain instance, they enable operations between parties that do not need to know or trust each other. Our experts have deep insight into the technology behind blockchains, smart contracts and ICOs/ITOs, as well as the associated legal issues. We even offer our clients trainings on how to design and deploy their own smart contract on the blockchain.

Proximus Group

Igor Makedonsky
Director Group Legal



Proximus Group, the Belgian leader in telecoms and ICT, offers through its Proximus, Scarlet, Telindus, Tango and BICS brands a comprehensive range of quality solutions and services to residential customers, businesses and the public sector. Founded in 1930 under the RTT brand name, the company subsequently became Belgacom and adopted the name Proximus in 2015. It is a public limited company in which the Belgian state holds 53.51% of shares.

The legal department of this flagship of the national economy is led by Igor Makedonsky. Since 2016, it has been assisted by the law firm CMS for competition and telecoms law, and more specifically by competition and European law specialist Dirk Van Liedekerke.

"It's clear that for a company the size of Proximus, we have to work with a partner who has considerable expertise in these matters. Dirk Van Liedekerke not only possesses an in-depth knowledge of the industry but also has an almost supernatural capacity for work. We can call with any problem safe in the knowledge that we will have a response in the shortest time possible. I have never come across anyone in other firms with his commanding knowledge of the telecoms ecosystem. He is the perfect choice when it comes to strategic analysis and has surrounded himself with a very good team who, like him, do not approach matters solely from a legal perspective. Our collaboration involves processing a lot of economic data and it is of utmost importance to be able to interpret it. He helps us find solutions, I would say he is 'solution minded'."

"Another important point for us is the monitoring of legal changes in our industry. Telecoms changes very quickly and we need new ideas for services. This requires some preparation time and CMS is here to help us."

"We also use CMS in other areas of law, if there are related issues such as consumer rights or the review of conditions. I would not recommend CMS to my competitors but certainly to others," says Igor Makedonsky.



NH Hotel Group

Kim Gerôt

Legal Director, Benelux, UK & South Africa



NH Hotel Group is now part of Minor Hotels, with over 520 high-quality and luxury hotels across 52 countries.

In July 2016 Mrs Kim Gerôt joined NH Hotel Group as Legal Director Benelux, based in Hoofddorp (Netherlands). CMS, and more specifically Bruno Duquesne, has been advising the NH Hotel Group in Belgium since 2009.

“The way we can work together is just great. We can rely on someone who is very active and knows our industry very well both in commercial and legal terms. CMS knows what the specific needs of the sector are and is particularly good at providing relief for a large portion of the tasks. Moreover, they also think beyond what we ask for. This allows us to already have an idea in advance of what is coming.”

“For the NH Hotel Group, CMS is active in various disciplines, but more specifically property. Bruno Duquesne, as our central point of contact, is always able to call upon colleagues in company that are suitable for us. Priorities are set to ensure we always get help quickly. He is also a sounding board and knows exactly who we are as a company and what is important to us. It is also worth mentioning that you always get what you paid for.”

“CMS provides regular information via webinars. This means we don't necessarily need to go to their office each time to find out what's new and what's important for us. You can get more in-depth knowledge about the subject when it suits you. I find them very innovative as law firms go.”





Investing in our People

At CMS we believe that we can only invest in the success and development of our clients' business, if we invest in the development of our people. To this end, we provide our lawyers with continuous training and personal development programs. Beyond the work in cross-border teams, we also offer them several opportunities to meet and get to know their colleagues from across our CMS offices, whether at our regular international trainings or in informal settings such as the CMS Football Cup.

CMS Academy

The CMS Academy plays an important role in helping to ensure that we deliver first-class service to our clients. Besides improving business skills, the CMS Academy fosters cross-border collaboration and relationship building through a range of non-legal trainings. In each phase of their careers, we offer our lawyers tools and methods to become better advisers.



Expertise trainings

CMS lawyers meet regularly to learn from each other by sharing their best practices, latest sector knowledge and local expertise. This allows us to ensure that you receive the best service and solutions to meet all your needs, both from a local and a global perspective.



CMS Football Cup

CMS organises an annual football tournament for all CMS employees. Colleagues from across CMS meet for a weekend of sporting activities and networking opportunities. Over the years, the tournament has grown in popularity – in 2019, 600 players in 62 teams participated.





Investing in Society

Being a responsible corporate citizen and connecting to the wider world is important to us. Our corporate responsibility programmes include pro bono professional work, environmental policies and charitable giving.



CMS supports Médecins Sans Frontières (Doctors Without Borders). They provide emergency medical relief in areas fraught by crisis, war or natural catastrophe. The international organisation helps people quickly, effectively and unbureaucratically, irrespective of their race, religion or political orientation.



As members of the Legal Diversity & Inclusion Alliance (LDIA), we commit to building a diverse and inclusive workplace in which everyone benefits from equal treatment and opportunities, irrespective of race, ethnic or social origin, gender or sexual orientation, age, disability, language, religion, political preference or any other grounds of personal discrimination.



The Belgian Foundation Against Cancer supports scientific research into cancer, accompanies the patients and their relatives, encourages the adoption of a healthy lifestyle, prevention and screening, lobbies public authorities to do more in the fight against cancer and encourages all to get involved. Since January 2013, we have assisted the foundation on all legal aspects of its operations.



We sponsor Seed for Life, a Belgian and Luxembourgian non-governmental organization that pursues the goal of offsetting the ecological footprint of industrialized countries by planting trees in developing countries.

Our sponsorship compensates for all our CO2 emissions from air travel.



Fondation 101 Génomes, is a non-profit organization founded by the parents of a boy suffering from the rare Marfan Syndrome. The aim is to promote research by providing scientists with a cross-reference database containing genomic and phenotypic data from patients. We support the organization, by collecting funds through events, such as 10km of Uccle.



Since 2018 we have run the 20 km of Brussels in support of ARTHUR FOREVER, a non-profit organization created after one of lawyers' grandsons passed away as a result of meningitis. The NGO collects money to support scientific research regarding meningitis, to inform the public about organ and blood donations, to support les Docteurs Zinzins, etc.



We sponsor Be Angels, a network aimed at assisting innovative enterprises in the start-up phase, by bringing together entrepreneurs looking for guidance and funds, and private investors seeking to invest in promising companies.

Fondation contre le Cancer

Didier Vander Steichel

Director



The mission of the Foundation Against Cancer translates into 3 major lines of action: increasing patient survival prospects, by supporting scientific and medical research in the fight against cancer; promoting the quality of life of people affected by cancer and their loved ones during and after treatment through financial support for projects concerning wellbeing, exercise, psychological support or activities aimed specifically at children with cancer; raising public awareness and knowledge about cancer and its prevention, such as through tobacco use and exposure to UV rays.

The impact of an organisation like the Foundation Against Cancer is measurable in the long run. In terms of clinical research, the Foundation wants to ensure the continuity of long-term projects enabling the search for the causes, prevention and treatment of cancer.

Over the last thirty years, the Foundation has helped realise more than 900 projects representing in total more than €150 million.

There have been spectacular improvements in survival prospects during the past 10 to 20 years and the trend is continuing. For example, breast cancer survival in women has increased from 75% in 1975 to 90% in 2009.

"CMS supports our work by providing us with free legal advice in the form of a time package. This allows the Foundation to use the money saved where it is needed to support people with cancer," clarifies Didier Vander Steichel, Director of the Foundation Against Cancer.





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Our Global Footprint

The Americas

Bogotá
Lima
Mexico City
Rio de Janeiro
Santiago de Chile

Algiers
Casablanca
Johannesburg
Luanda
Mombasa
Nairobi

Africa

Europe

Aberdeen
Amsterdam
Antwerp
Barcelona
Belgrade
Berlin

Bratislava
Bristol
Brussels
Bucharest

Budapest
Cologne
Duesseldorf
Edinburgh
Frankfurt
Funchal

Geneva
Glasgow
Hamburg
Istanbul
Kyiv
Leipzig
Lisbon
Ljubljana
London

Luxembourg
Lyon
Madrid
Manchester
Milan
Monaco
Moscow
Munich
Paris

Podgorica
Poznan
Prague
Reading
Rome
Sarajevo
Seville
Sheffield
Skopje

Sofia
Strasbourg
Stuttgart
Tirana
Utrecht
Vienna
Warsaw
Zagreb
Zurich

Abu Dhabi
Dubai
Muscat
Riyadh

Middle East

Beijing
Hong Kong
Shanghai
Singapore

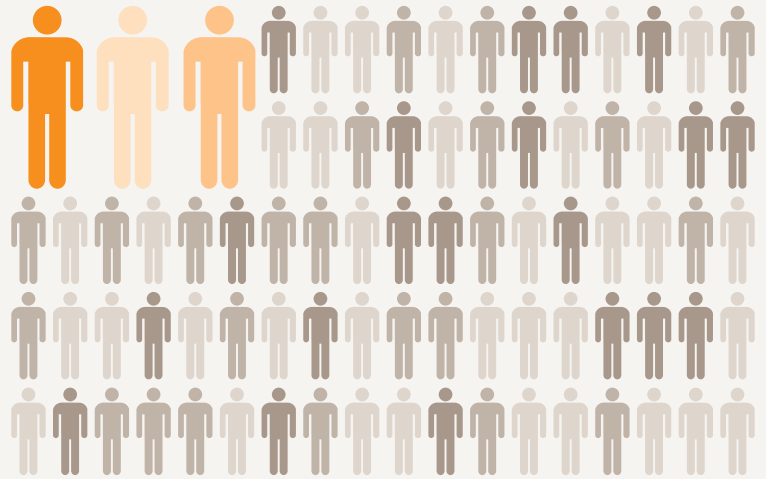
Asia-Pacific



Key Facts & Figures



49 new partners in 2019, taking the total to over 1,100



EUR 1.43bn
turnover for 2019



Top rankings
in 2019
M&A League Tables
(by deal count)

#1 CEE,
DACH,
Germany
(Mergermarket)

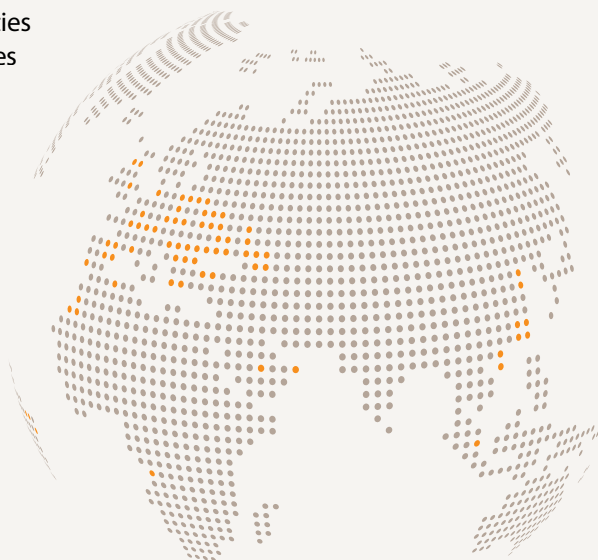
#1 Europe,
Germany,
UK
(Bloomberg)

#1 Germany,
UK
(Thomson Reuters)

> 120 lawyers
in Belgium
& Luxembourg

25 partners
in Belgium
& Luxembourg

Operating in 71 cities
across 43 countries



Brussels

Antwerp

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CMS DeBacker is a member of CMS, the organization of independent European law firms delivering legal and tax services in Europe and beyond. CMS employs 4,800 legal professionals and operates in 75 offices world-wide.

CMS locations:

Aberdeen, Abu Dhabi, Algiers, Amsterdam, Antwerp, Barcelona, Beijing, Belgrade, Berlin, Bogotá, Bratislava, Bristol, Brussels, Bucharest, Budapest, Casablanca, Cologne, Dubai, Duesseldorf, Edinburgh, Frankfurt, Funchal, Geneva, Glasgow, Hamburg, Hong Kong, Istanbul, Kyiv, Leipzig, Lima, Lisbon, Ljubljana, London, Luanda, Luxembourg, Lyon, Madrid, Manchester, Mexico City, Milan, Monaco, Moscow, Munich, Muscat, Paris, Podgorica, Poznan, Prague, Reading, Rio de Janeiro, Riyadh, Rome, Santiago de Chile, Sarajevo, Seville, Shanghai, Sheffield, Singapore, Skopje, Sofia, Strasbourg, Stuttgart, Tirana, Utrecht, Vienna, Warsaw, Zagreb and Zurich.

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