

Post Merger Integration

When the ink has dried on transaction documents and a deal has successfully closed, it may feel like the hard work is over. It isn't.

Studies repeatedly show that underestimating the importance of timely and carefully planned post-merger integration (PMI) is a shared feature of unsuccessful transactions. Robust post-merger integration, particularly for large cross-border M&A, is a highly complex process that requires strong coordination from the top, and advisors you can rely on.

Let us take the complexity out of your PMI project.

Full service, cross-border PMI...

CMS' global PMI solution helps you ensure the objectives of your transaction are met. Drawing on the combined expertise of over 5,000 lawyers in over 40 countries, and based on our experience of completing thousands of international mergers and acquisitions, we bring together highly experienced and cross-disciplinary PMI teams, tailored to the needs of your project, wherever in the world you need us. The result is a customised single source solution across all phases of your deal.

...effectively project managed...

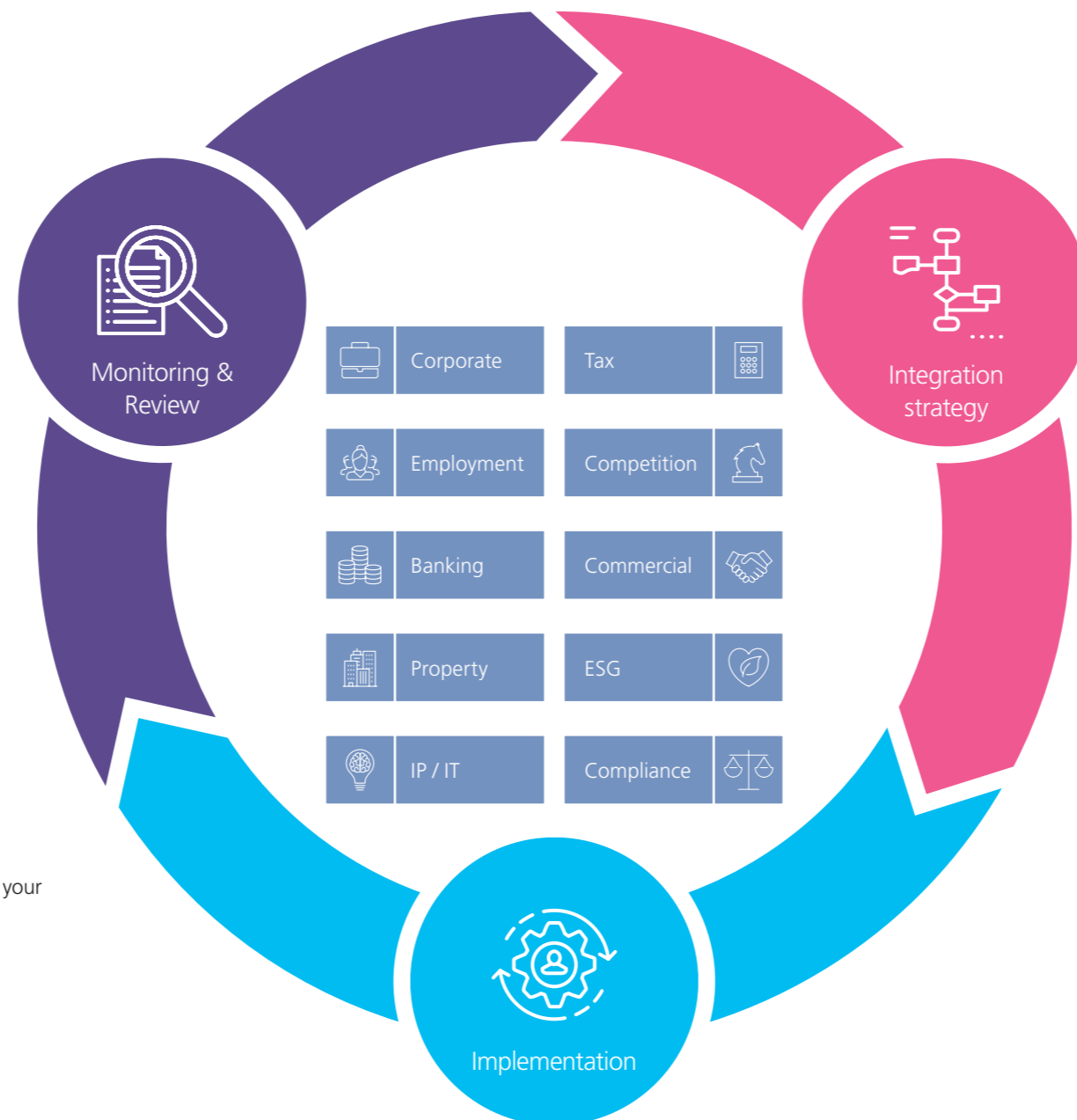
We don't just advise on the law. Our experienced lawyers will work with you throughout every phase of the transaction to ensure your project is implemented on time and on budget. Depending on the requirements, scale and geography of your project, our lawyers can also draw on the support of legal operations, tech and project managers.

- Project design and step plans
- Commercial budget and project monitoring
- Smart resourcing
- Translation services
- Central coordination

...underpinned by cutting edge legal tech

Your PMI project is supported by technology tools that enable us to deliver on your objectives quickly and flexibly while maintaining the highest quality standards.

- Collaboration platforms
- Data rooms
- Document automation
- Project dashboards
- Contract automation
- AI powered contract analysis
- Tailored digital project plan



Bringing us in early

We can work with you at any stage of your transaction, but the earlier you involve our lawyers in your M&A project, the better we can support you in defining integration objectives, checking for feasibility and adapting them to the specific circumstances of the transaction. Early involvement of our teams ensures:

- Smoother development and implementation of integration strategies
- Continuous validation of the strategy and process
- Better integrated workstreams
- Earlier identification of obstacles
- Better leveraging synergies

Our PMI experience

- **Eli Lilly** – On the acquisition and post-M&A integration of Novartis Animal Health in the Netherlands, Portugal, Russia, Turkey, Slovenia and Spain
- **Delhaize Group** – On all operational and legal aspects, including post-merger integration of the Belgian food retailer's EUR 10.6 billion cross-border merger with Royal Ahold NV.
- **Johnson & Johnson** – On the post transaction integration of a number of different acquisitions from third parties including Pfizer, Laboratories Vendôme, and Biafine.
- **Fresenius Medical Care** – on post M&A integration work following the EUR 485m acquisition of Euromedic International's dialysis service business including changes of corporate seat, transfer of relevant commercial contracts, and real estate matters.
- **Warner Music Group** – On post M&A integration work including several group reorganisations following the acquisition of Parlophone Label from Universal Music Group in 12 jurisdictions.
- **Telefónica** – On the post-merger integration of E-Plus into o2 Germany (value: EUR 8 billion), in particular with regard to the consolidation of operational units, streamlining and optimising the group structure, sale of individual activities, analysis and streamlining of operational contracts to achieve synergies.



>1,400 Corporate/M&A lawyers, including 350 partners



Over 70 Offices, in more than 40 countries



#1 in Europe by deal count



>800 M&A Transactions per year



Strong and experienced M&A teams with dedicated focus on your sector