

Your World First

C/M/S/

Law . Tax

Future Facing Finance

Contents

- 3 **Introduction**
- 4 **Technology and sourcing**
- 6 **Intellectual Property**
- 7 **Financial services regulatory**
- 8 **Consumer finance**
- 10 **Acquisitions, disposals and collaborative arrangements**
- 12 **Treasury**
- 13 **Disputes**
- 14 **Working smarter to reduce your legal spend**
- 15 **The CMS team**
- 16 **About CMS**

Introduction

The banking sector is being transformed by businesses like yours, who prioritise agility and responsiveness – being where your customer needs you, when they need you, with products that resonate with their current lifestyle. Radical technological developments allow you to deconstruct traditional banking and deliver a new model that responds to the changing face of the market.

At CMS, we recognise you need legal support that matches those ambitions. We deliver at a pace that enhances your business rather than slowing it down, whilst making sure you are in the best possible shape from a financial and regulatory perspective.

This brochure outlines a number of different areas of support that you might need to access, but there are three key elements that we see as being fundamental to your business, and we welcome the opportunity to discuss these with you in more detail.

Risk, resilience and reputation

Your operational resilience and your reputation are core to what you do. Yet, you operate in an environment that can be vulnerable to a vast array of risk and breaches, both internal and external, which can have a serious impact on your customers' confidence in your business. Our team of lawyers have decades of experience in supporting a wide range of financial institutions on their journey to operational resilience. Many of our individuals are known as the 'go-to' people in the market for legal expertise on reputation management.

We support at every stage of the process, from establishing robust governance policies, advising on financial structuring, and protecting clients who are suffering from situations that are potentially damaging to their reputation. These are undoubtedly issues that are taken seriously and we believe you need a law firm that understands every aspect of them, and who can give you practical, deliverable advice.

FinTech

Even the largest, most traditional banks present themselves as technology-driven but the reality is that tech development and adoption can only move at the pace of the wider business. Technology can deliver fantastic opportunities, but our FinTech experts regularly witness businesses that aren't benefiting as fully as they could. This is a result of a lack of thorough advice at each step of the process. FinTech brings together a myriad of disciplines that interact to make it a very specific area of the market. An imbalance or lack of awareness in any of these areas could mean that your return isn't what you were expecting.

The merger between CMS, Nabarro and Olswang brought together a 35-strong regulatory practice (including some of the most experienced platforms and crowdfunding lawyers in the City) with leading technology, intellectual property and data privacy teams, along with the bench strength that comes from being one of the world's biggest law firms. Between us, we have delivered on a number of the technological 'firsts' in retail banking, and have the depth of knowledge to support any tech-forward business in the finance sector.

GC support

While you still operate in a highly regulated environment, you may not have the benefit of a full team of qualified lawyers that some of the larger operators in the finance sector will have at their disposal. We know this makes it even more important that your interactions with external counsel are always timely, effective and adding real value. At CMS, we have a range of resources to support your business including:

- Providing expert advice and training to your legal team, enabling them to demonstrate their value at board level.
- Supporting your board in strategic areas like governance, Brexit and risk management.
- Helping you utilise our Legal Services Unit for high volume work that can take your team away from more value-adding activities.
- A number of GC-focused programmes to help with skills such as panel management, team-building and networking.



Jason Harding

Partner, Head of Financial Institutions – Banks

T +44 20 7367 3138

E jason.harding@cms-cmno.com

Technology and sourcing

In addition to finding efficiencies and delivering operational improvements, challenger banks have the added task of differentiating themselves from the largest retail players. Technology and sourcing activities are key to this.

For new entrants and smaller banks, agile and effective IT platforms and services offer a competitive edge over established operators tied to legacy systems. We bring our experience advising on complex business process and technology outsourcing projects, as well as smaller scale, innovative products and services to support your IT sourcing.

We have extensive experience of acting for banks and financial institutions on their services, infrastructure and support requirements and customer engagement channels - from key business support functions and IT platforms to innovative products such as new apps, chatbots and payment systems platforms.

Our data protection team is a leader in their field and has an outstanding track record of assisting banks and financial institutions in achieving their commercial and marketing objectives while remaining compliant under data protection rules.

Our experience includes advising:

Information technology & business process outsourcing

- A UK bank on the launch of a new digital banking channel including all of the contractual and regulatory issues related to the conduct of business through the new channel. This was in effect the launch of a brand new digital bank.
- A bank in the UK to contract with Google for the Google at Work product set.
- A UK bank on its partnering arrangements with a fintech to enable it to white label the fintech's

personal loan platform rather than build its own system.

- A UK challenger bank on its contract with Infosys to develop and configure its entire banking application layer.
- A challenger bank on the outsourcing of its mortgage administration services.
- Countless UK banks on the implementation of new cloud services including services such as mortgage initiations, CRM, HR expenses and cyber security.

Payments and platforms

- Two high street banks on the roll-out of a digital wallet application.
- A bank participant in the LINK scheme on the refresh of the scheme membership agreement and switching and settlement service agreements with Vocalink.
- A leading retail bank on its pre-payment cards partnering arrangements.

Data protection

- A consumer finance company on GDPR and ePrivacy issues in a recently acquired subsidiary which triggered an ICO investigation.
- A leading UK bank on the data privacy implications of a digital wallet application.
- A challenger bank on its customer journey and account opening terms and conditions and privacy policy.

'They are brilliant, absolutely brilliant. They are realistic and they understand business needs.'

Case study

We advised a financial services institution on the adoption of an innovative messaging platform; in effect it was a chatbot which allowed the organisation to talk with its customers but also let customers talk with other customers to help solve problems. The platform was delivered using cloud based technology (hosted in AWS). What is really interesting about the platform though is that it had an element of AI or machine learning built in so that it became faster and better at addressing the customer questions over time; allowing the organisation to improve on its customer service.

As part of our role we advised on the development of the contract and all of the IP issues it gave rise to. We also reviewed the regulatory and privacy issues such as what was advice, how long data had to be retained for etc. Ultimately we also advised on the terms and conditions of use for those customers using the service. This is a great example of CMS regulatory experts combining with our technology and sourcing experts to deliver this innovative product for our client. We also used a blend a lawyers from different locations to drive down costs for our client.

Intellectual Property

IP can be one of a challenger bank's most valuable assets. A firm grasp of IP rights is crucial to making the most of your technology, databases, software and brands. We understand how to help protect it, how to monetise it, and we know how to enforce it against third parties.

At CMS, we have one of the UK's pre-eminent IP teams. Our multi-disciplinary team - one of the largest specialist IP teams in Europe – offers clients access to the full range of IP professionals comprising solicitors, trade mark attorneys and patent attorneys, who are able to handle any kind of IP issue. Having the ability to call on this range of technical expertise is unique in the UK market where typically clients are required to instruct trade mark and patent attorneys separately.

By adopting a joined-up approach, a single unified team will invest in learning about your business and be deployed on your matters, without the need for a full briefing each time. We work collaboratively and cohesively to ensure the whole team has a real understanding of your business. Whether we are managing your technology deals, protecting your innovations or fighting in your corner in a dispute, CMS has the IP team that you can rely upon.

Our experience includes:

- A major UK bank on the IT and IP aspects of its acquisition of another UK-based financial institution and the disposal of its Russian and Spanish subsidiaries.
- A UK challenger bank on all IP and brand-related matters including on the refresh of their house brand, clearance searches on their product names and advice on advertising and marketing issues.
- Acting for a European bank in managing over 350 trade marks in 49 countries – we dealt with its rebranding in 1997 and more recently in 2016. We take care of filings and brand enforcement around the globe, handling all of the bank's contentious and non-contentious trade mark business.
- Acting for a UK fund manager in all trade mark matters. We have worked with Jupiter to expand its portfolio as its overseas business has developed, dealing with and managing filings, oppositions and infringement matters worldwide.
- A UK bank on the re-brand of Shawbrook from their original name Whiteaway Laidlaw Bank.
- A hedge fund manager on all IP and brand-related issues on a worldwide basis.
- A European bank on its technology licensing and regulatory arrangements.
- A large bank in relation to the inception of its innovation and incubator programme, In-Residence, including on all associated IPR issues.
- Acting for a UK bank in relation to trade mark conflicts, and conducting clearance searches in the UK and EU.

'Excellent for high level and complex questions. They offer a good mix of very sound legal advice and practical tips.'

Legal 500

Financial services regulatory

As a financial services business you face daily challenges operating in a highly regulated and cost-pressured environment. This means you need advisors who have an unparalleled understanding of the regulators' expectations, and who are commercial, practical and savvy. That is us.

CMS has market-leading practices in the UK's two biggest financial services centres, London and Edinburgh. We completely understand the regulatory context in which you operate and the importance of finding commercial solutions to your problems.

Our clients include the biggest high street banks, blue chip clients, start-ups and new entrants. We are experienced working on non-contentious matters such as advisory, compliance, regulatory change and product development work. As well as contentious assignments including FCA investigations/enforcement and FOS wider implications cases.

We cover all aspects of UK and EU law and regulation such as general banking and contract law, Consumer Rights Acts, Unfair Contract Terms, TCF, BCOBS, MCOBS, insurance sales under ICOBS and IMD/IDD, Payment Services Regulation, PRIIPs/MiFID I/II and prudential issues (capital, liquidity and governance).

Our experience includes advising:

- Five relatively recent entrants into the UK retail banking sector; provided advice on the PRA/FCA authorisation process, governance/compliance/risk management structures and assisted on key outsourcing agreements.
- Over twenty banks on the implementation of the Senior Manager Regime in the UK.
- Several banks in relation to their participation in the FCA's industry-wide investigation into the potential mis-selling of interest rate hedging products and tailored business loans by UK banks.
- Two new banks targeting business customers, one with an electronic platform to trade FX, interest rate and money market products and the other with an innovative multi-currency cash pooling account product, including advising on the related outsourcing agreements and drafting customer/product documentation.
- A leading bank on the introduction of a legal and regulatory 'Early Warning System'; we report monthly on key developments helping them to do an early impact assessment and keep track of potential issues.

'They are very thorough, very adept, and have the ability to understand quite complex investments and transactions - they really get to grips with the details and specialist information to get to the crux of a matter.'

Chambers

Consumer finance

Any serious player in the banking sector must have consumer lending as a key pillar of its offering to customers. Whether this takes the form of authorised overdrafts, personal loans, credit cards, or conditional sale and hire purchase facilities for retail purchases, we have the expertise to help.

We have extensive experience in guiding clients through the morass of technical legislation and FCA requirements that this area commands. This includes everything from ensuring the appropriate authorisations are held, the correct procedures are in place, financial promotions and documentation are compliant, to assistance with prescribed statements and notices.

With the ever increasing move towards internet transacting, we have garnered experience in advising clients on electronic signatures, concluding agreements online and sending consumer credit notices electronically.

Our experience includes advising:

- Multiple clients on a range of consumer finance matters including:
 - drafting consumer credit documentation (pre-contractual information, finance agreements and post-contractual notices) including overdraft facilities, credit cards, loans, hire, HP and conditional sale agreements.
 - advising on a wide range of conduct issues and FCA rules, including arrears requirements, selling practices and remuneration of agent requirements.
- advising on distribution channel structures and the regulatory/authorisation requirements surrounding them.
- advising on the contents of financial promotions and how best to market products within the regulatory regime.
- delivering training to in-house collections teams on new FCA rules and expectations.
- Multiple clients on issues and remediation requirements for flawed post-contract statements and notices.
- Multiple clients on FCA authorisation and guidance through the threshold requirements/regulatory perimeter.
- Multiple clients on FCA enforcement actions to remedy breaches and progress through the application process. This included advising on staff training and monitoring requirements, as well as significant revisions to sales process.
- Multiple clients on redress and remediation. Attitude of the FCA to firms accepting legal risk.

‘Experts in consumer credit issues
...know the area inside out.’

Chambers

Case study

We are working with a challenger bank on the establishment of an innovative online current and savings accounts offering, supported by a 'game changing' customer-facing app.

On the products side key issues have centred around digital signatures, distance contracts, and the regulatory elements that flow from opening an account online without face-to-face interaction. All of this is to be done within the confines of FCA rules and guidance and compliance with Consumer Credit Act requirements. This has resulted in the establishment of a suite of new terms and conditions and a complete redesign of the process and documentation.

The project is being delivered along an agile delivery model, rather than via a traditional waterfall approach. CMS has led from the front in helping to ensure that the contracts provide the necessary flexibility to support the fast moving and constantly changing project landscape but contain sufficient rigour to drive supplier performance and delivery.

Our role throughout has been to work with our client to make sure the technical, commercial, legal and financial issues are addressed in a joined-up manner and delivered within a very challenging timescale.

Acquisitions, disposals and collaborative arrangements

We recognise that the banking sector is changing fast, requiring banks to move swiftly where strategic acquisition opportunities arise or when there is need to offload non-core activities.

The many innovations arising from the Fintech space mean that strategic stakes may be required to access new technology. Banks also need to consider working with others to offer new and innovative customer solutions, or provide operational efficiencies, necessitating the use of a variety of collaborative arrangements, including strategic outsourcing and joint venture arrangements.

Acquisitions & disposals

CMS has extensive experience of buying and selling retail banks, domestically and further afield. Of course, there has not been a vast amount of domestic M&A activity in the retail banking sector in recent years but we have supplemented our track record by advising on a number of significant deals across Europe.

Our experience includes advising:

- A UK bank on the sale of its wealth management division.
- A leading international bank on the sale of an Irish bank and on the merger of two UK banks.
- A UK bank on the GBP 634m acquisition of a lease financing business and on the sale of one of Europe's largest asset management businesses.
- On a merger of two large Northern Irish based banks by way of a Part VII Scheme.
- A UK retail bank on the sale of an unauthorised bank, to form a new re-branded challenger bank.
- Standard Life Aberdeen on their GBP 3bn sale of SLA insurance to Phoenix Group.
- A UK bank on its GBP 50m acquisition of a leading fintech business.

Collaborative arrangements

CMS also has experience in a variety of collaborative arrangements and its credentials include advising:

- On a new strategic joint venture between a major asset management group to provide asset management services to customers of a challenger bank.
- A UK bank on establishing, extending and eventually terminating strategic joint ventures with a multinational insurance company regarding the manufacture and distribution of life and investment products.
- Multiple banks on a joint venture with a global information technology company.
- A leading UK bank on ending a strategic joint venture with a major UK supermarket retailer.
- A challenger bank on its agreement with a leading financial services company for the distribution of mortgage protection products.
- A savings and investment business on a substantial five year distribution arrangement with a leading UK bank.
- On the acquisition, restructuring and various capital raises for one of the Czech Republic's leading and award winning challenger banks.
- On various pre-IPO capital raises and structuring for Aldermore Bank.
- On the transfer of a portfolio of approximately GBP 6bn of commercial real estate loans from CYBG and on related aspects of the demerger and IPO of CYBG.
- On the sale of Syscap, a leading SME IT finance provider, to Wesleyan Bank.
- One of the UK's largest investment managers on a corporate joint venture with a leading UK challenger bank for provision of retail investment solutions to the bank's customers.

Case study

CMS acted for a leading UK bank on the ending of a strategic joint venture with a major UK supermarket retailer which involved the sale of its stake in a UK retail bank for GBP 1bn.

The divestment had a high degree of complexity due to the multifaceted nature of the business and the relevant separation issues. In particular, it involved the drafting of outsourcing agreements that would enable the retailer to continue to have a viable banking proposition, whilst also using

the bank's infrastructure, platform's and technical expertise to provide banking, insurance and ATM capabilities for several years post completion.

In addition to advising on all corporate aspects of the disposal, we provided advice to the bank on employment and pensions matters (including TUPE implications), property aspects of the transaction in respect of Scottish and English properties, and regulatory issues.

Treasury

The financial crisis and its aftermath have had a considerable impact on the financial markets. There have been significant changes in the practice and regulation of capital markets, derivatives and structured finance products for both new entrants and existing players.

Our dedicated Banking and International Finance and Capital Markets and Derivatives teams provide a range of advisory and transactional services on all aspects of the financial services market.

The Banking and International Finance Team advise corporates, financial institutions and private equity investors on all aspects of corporate and commercial finance, including general financings, infrastructure and project finance, real estate finance, mergers, acquisitions and disposals, public company takeovers, fund-linked transactions and restructurings. They also advise on debt and venture financings, equity and bond financing, rights issues and other public offerings.

The Capital Markets and Derivatives Team act for a wide range of leading financial institutions and corporates in all areas of the debt capital markets, including Eurobonds, securitisations, high-yield bonds, project bonds, collateralised debt obligations, structured finance and derivatives transactions.

This team has an extremely strong but well-balanced client base, in both the debt capital markets and derivatives markets, which includes most of the high street banks, a number of leading investment banks, many challenger banks, as well as a variety of large corporates. In addition, we are acknowledged as a leader in helping debut issuers to enter the debt capital markets. We are also recognised as a leader in assisting new entrants to enter the derivatives market.

Our experience includes advising a wide variety of banks (including new entrants to the market):

- On the negotiation of their ISDA Master Agreements and Credit Support Annexes, as well as more complex and bespoke derivatives transactions.
- On the negotiation of their Global Master Repurchase Agreements, as well as more complex and bespoke repo and other structured transactions.
- On the implementation of the European Market Infrastructure Regulation (EMIR).
- On issues of Tier 1 capital and other note issues.
- On the Funding for Lending Scheme (FLS) and Term Funding Scheme (TFS).

‘They provide a high level of service, quick response on every request, high industry knowledge and excellent problem solving.’

Legal 500

Disputes

We act for a full spectrum of banks and financial institutions and specialise in resolving complex and high value disputes. We give commercial and pragmatic advice, which protects our clients' reputation. With rapid advances in technology and new products and systems bringing new challenges, we are regularly consulted on novel and time critical issues. With a large team of litigation experts spread across London, Bristol and Scotland our resources are both significant and cost effective.

Financial services is one of CMS' core sectors. We advise all of the top 10 European banks and one third of our business in the UK comes from financial institution clients. In addition to banks we act for a variety of intermediaries, broker dealers, investment advisors, funds, payment institutions, FinTech companies, consumer finance providers, and a wide range of platforms (from investment exchanges to crowd funding).

Our specialist banking litigation team is regularly trusted by financial institutions on their complex, high value and strategically important disputes. Many of our lawyers have spent time working in-house in banks, in the financial services sector or for regulators. We have been recognised as the Dispute Resolution Firm of the year 2017/2018, Legal 500 and we rank 3rd in London in The Lawyers' Global Litigation Top 50, 2018.

We have almost 600 disputes lawyers across our firm. This means we are able call upon extensive and sophisticated resources – from project and document management to dedicated paralegal support – to tailor our service to the individual needs of our clients.

We make active use of the latest technology to ensure that large scale and complex work is undertaken efficiently. This commitment enables us to achieve results for our clients at proportionate cost and also saves our clients management time. We have an in-house e-disclosure team 'CMS Evidence' which uses the latest technology and artificial intelligence software.

Our experience includes advising:

- On the defence of over 500 claims for a number of banks on bank charges.
- A number of banks in connection with the global LIBOR and FX investigations.
- A London bank whose former customer has been convicted of a fraud with a value of tens of millions of Euros.
- Over 50 defendants in the high profile and multi-million pound litigation brought by the FSCS against IFAs for alleged mis-selling following the collapse of Keydata including handling of complaints and the FCA enforcement action.
- An international bank in a multi-million USD recovery following the mistaken settlement in cash of certificates of deposit, involving proceedings in England, Dubai and Mauritius.

'The team is perfect: I'd give them ten out of ten.
Technically very strong.'

Working smarter to reduce your legal spend

We can deliver tangible cost savings across your business by providing innovative alternative delivery solutions using our own in-house Legal Services Unit (LSU) and a variety of alternative fee arrangements. With CMS, you can also tap into the substantial expertise that resides in our offices throughout the UK and beyond.

Legal Services Unit

The LSU is a large team of paralegals based in our Edinburgh and Glasgow offices. It helps us support clients by delivering the more routine elements of projects, transactions and disputes more efficiently. The service works best where there is either a stream or volume of similar, or related, legal tasks – and in particular where the tasks can be supported with template documents, procedure notes and identified lawyers to provide guidance as necessary. This cost-effective and innovative way of providing legal services will ensure you get the benefit of high quality advice at commercial rates.

UK-wide offering

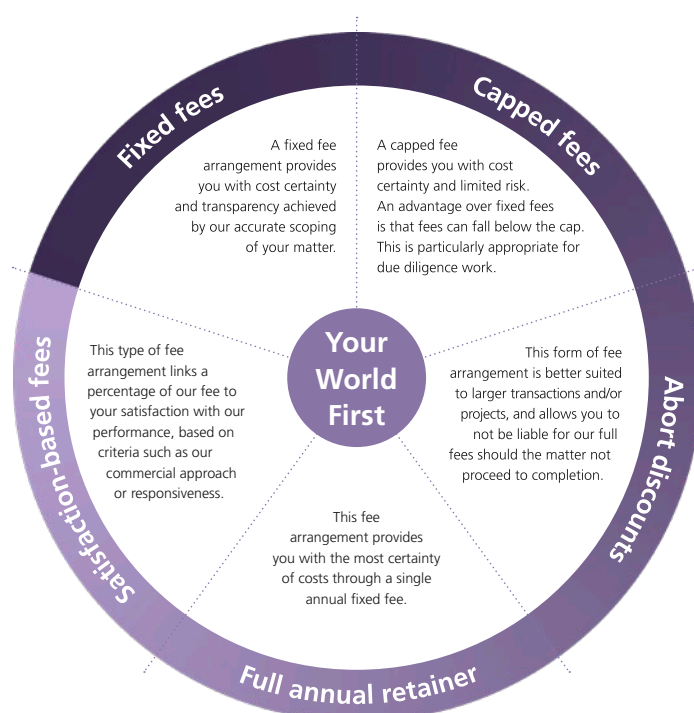
In addition to being able to deliver volume work out of lower-cost centres, our offices throughout the UK offer considerable expertise in a wide range of services. Our Scottish Banking team is ranked tier 1 in its market, along with the Technology, Corporate, Disputes, Real Estate and Employment teams (amongst others). We have substantial Litigation and Real Estate practices in Bristol, and our offices in the North of England are considered among the strongest full service teams in their areas. This means that we can always ensure that your work is being done at a level and in a location that provides you with the best expertise and the best value.

The LSU was shortlisted for the 2015 Legal Business 'Innovator of the Year' award.

Alternative fee arrangements

We understand our clients' need for certainty and clarity. The traditional hourly rates model does not fit every situation or every piece of work and therefore

we can be as innovative as you need us to be in our pricing. We have a range of billing arrangements that we would be happy to discuss in appropriate cases.



The CMS team



Emma Burnett

Partner, Technology & Sourcing, London
T +44 20 7367 3565
E emma.burnett@cms-cmno.com



Alison Mchaffie

Partner, Consumer Finance, London
T +44 20 7367 2785
E alison.mchaffie@cms-cmno.com



Tom Dane

Partner, Disputes, London
T +44 20 7524 6829
E tom.dane@cms-cmno.com



Alan Nelson

Partner, Technology & Sourcing, Glasgow
T +44 141 304 6006
E alan.nelson@cms-cmno.com



Dominic Dryden

Partner, Technology & Sourcing, London
T + 44 20 7067 3381
E dominic.dryden@cms-cmno.com



Sam Robinson

Partner, Financial Services Regulatory, London
T +44 20 7524 6836
E sam.robinson@cms-cmno.com



Jason Harding

Partner, Treasury, London
T +44 20 7367 3138
E jason.harding@cms-cmno.com



Dipesh Santilale

Partner, Acquisitions, disposals and collaborative arrangements, London
T +44 20 7367 2726
E dipesh.santilale@cms-cmno.com



Bill McCaffrey

Partner, Financial Services & Products, London
T +44 131 200 3214
E bill.mccaffrey@cms-cmno.com



Dan Tench

Partner, Reputation Management
T +44 20 7067 3518
E dan.tench@cms-cmno.com



Kenneth Rose

Partner, Acquisitions, disposals and collaborative arrangements, Edinburgh
T +44 131 200 7348
E kenneth.rose@cms-cmno.com



Joel Vertes

Partner, Intellectual Property, London
T +44 20 7067 3133
E joel.vertes@cms-cmno.com

About CMS

CMS provides clients with specialist, business-focused advice in law and tax matters. With 4,800 legal professionals across the world, working in sector-based teams and trained in project management, our focus is on our clients and fulfilling their objectives. In a competitive legal market, we stand apart through our deep commitment to understanding our clients' business and the sectors and countries in which we operate. From major multinationals and mid-caps to enterprising start-ups, we provide the technical rigour, strategic excellence and long-term partnership to keep each client ahead whatever its chosen markets.

Full-service: practice groups and sector groups

- | | |
|------------------------------|--------------------------------------|
| — Banking & Finance | — Consumer Products |
| — Commercial | — Energy |
| — Competition & EU | — Funds |
| — Corporate / M&A | — Hotels & Leisure |
| — Dispute Resolution | — Insurance |
| — Employment & Pensions | — Infrastructure & Project Finance |
| — Intellectual Property | — Life Sciences & Healthcare |
| — Public Procurement | — Private Equity |
| — Real Estate & Construction | — Technology, Media & Communications |
| — Tax | |

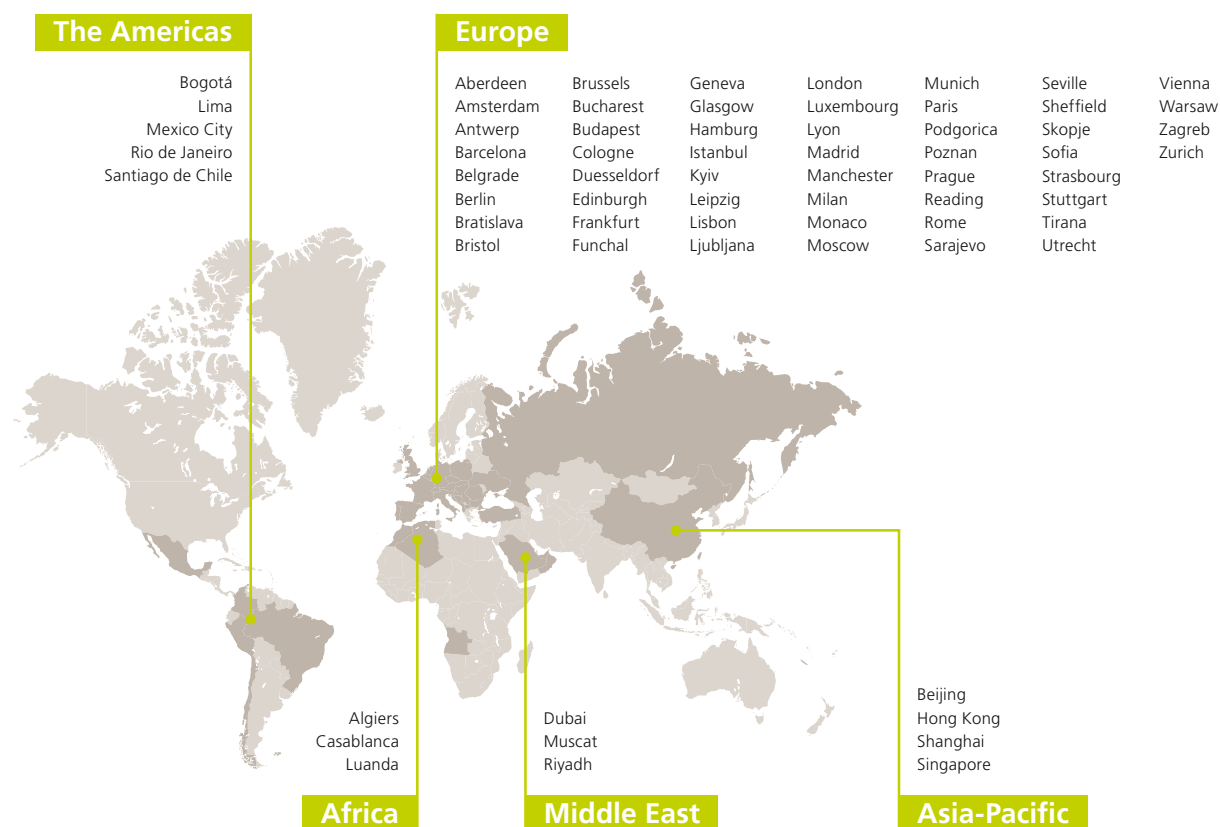
We understand the pressures in-house legal teams face and their need to prove the value that they bring to their business stakeholders. Our decision to offer a one-stop shop approach to our clients was taken on this basis. The greater the breadth of areas we cover with you, the better we understand what you need and the more value we can add as business advisors. The greater the volume of work we do, the easier it is for us to realise cost benefits and pass these on to you, our client.

CMS differentiators

Focused on long-term relationships – we act as a business partner to our clients, over the long term, which means understanding our clients' sector, strategy and culture and most importantly being able to offer practical, commercial legal advice. Indeed, while other firms are geared towards the transactional model, making profits through deals, we focus on developing long-term relationships with our clients and delivering on the day-to-day work this entails.

Facts & Figures:

- **72 offices**
- **67 cities**
- **41 countries**
- **> 1,100 partners**
- **> 4,800 lawyers**
- **> 8,000 total staff**
- **Europe countries:** Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, France, Germany, Hungary, Italy, Luxembourg, Republic of North Macedonia, Monaco, Montenegro, the Netherlands, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Slovenia, Spain, Switzerland, Turkey, Ukraine and United Kingdom
- **Outside Europe:** Algeria, Angola, Brazil, Chile, China, Colombia, Kingdom of Saudi Arabia, Mexico, Morocco, Oman, Peru, Singapore and United Arab Emirates
- **Combined annual turnover:** EUR 1.36bn (2018)



Track record of working with multinationals – our local market knowledge benefits clients of all sizes. Working across multiple jurisdictions forms the core of our activity. We are very familiar with the needs of large-scale, industrial businesses – these form the core of our client base. Our advice is always both practical and commercial, helping us to form a down-to-earth approach to legal services – whoever we are dealing with.

Joined up across Europe – because cross-border work has played such a strong part in the growth of our business, by default, our teams have got to know and trust each other. Organising services across multiple jurisdictions is a perennial problem for professional service firms. CMS truly distinguishes itself in the investment it has made in this area.

The quality and commitment of our people – one of the benefits of our strategic approach is that our lawyers have a choice where they focus their efforts, internationally or nationally, for major multinationals or for mid-sized businesses.

Consistent, responsive and proactive – we adopt the same approach to service delivery everywhere, based on a common training programme and a shared understanding of what it is that our clients value.

Management reporting – we provide clients with a broad range of management information to enable them to manage their account with us. As well as reporting routinely on areas such as invoicing, matter progress, fees, debt, work in progress (WIP) and discounts, we produce bespoke reports for clients containing only the information they need.

Client satisfaction – we are committed to continuous improvement. To deliver quality service we need to understand your needs and measure our service against your demands. Our client feedback programme leads the legal industry and has won awards for innovation. The feedback is an independent, formal evaluation of your satisfaction with our performance. It is based on interviews with key members of your team so that service delivery action points can be developed for implementation.

CMS member firms:

CMS Adonnino Ascoli & Cavasola Scamoni (Italy); CMS Albiñana & Suárez de Lezo (Spain); CMS Francis Lefebvre Avocats (France); CMS Cameron McKenna Nabarro Olswang LLP (United Kingdom); CMS Carey & Allende (Chile); CMS DeBacker (Belgium); CMS Derks Star Busmann (The Netherlands); CMS von Erlach Poncet (Switzerland); CMS Grau (Peru); CMS Hasche Sigle (Germany); CMS Pasquier Ciulla & Marquet (Monaco); CMS Reich-Rohrwig Hainz (Austria); CMS Rodríguez-Azuero (Colombia); CMS Rui Pena & Arnaut (Portugal) and CMS Woodhouse Lorente Ludlow (Mexico).







Your free online legal information service.

A subscription service for legal articles
on a variety of topics delivered by email.
cms-lawnow.com

.....
CMS Cameron McKenna Nabarro Olswang LLP
Cannon Place
78 Cannon Street
London EC4N 6AF

T +44 (0)20 7367 3000
F +44 (0)20 7367 2000

The information held in this publication is for general purposes and guidance only and does not purport to constitute legal or professional advice.

CMS Cameron McKenna Nabarro Olswang LLP is a limited liability partnership registered in England and Wales with registration number OC310335. It is a body corporate which uses the word “partner” to refer to a member, or an employee or consultant with equivalent standing and qualifications. It is authorised and regulated by the Solicitors Regulation Authority of England and Wales with SRA number 423370 and by the Law Society of Scotland with registered number 47313. It is able to provide international legal services to clients utilising, where appropriate, the services of its associated international offices. The associated international offices of CMS Cameron McKenna Nabarro Olswang LLP are separate and distinct from it. A list of members and their professional qualifications is open to inspection at the registered office, Cannon Place, 78 Cannon Street, London EC4N 6AF. Members are either solicitors or registered foreign lawyers. VAT registration number: 974 899 925. Further information about the firm can be found at cms.law

© CMS Cameron McKenna Nabarro Olswang LLP

CMS Cameron McKenna Nabarro Olswang LLP is a member of CMS Legal Services EEIG (CMS EEIG), 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. Further information can be found at cms.law