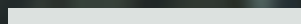




KNOETZL

THE ELEMENTS OF OUR FIRM

LEADING THE WAY IN DISPUTES



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Each of us is charged with conducting ourselves with representing our Firm and in caring for and skillfully applying the building elements of our brand, regardless of title, role or position within our organization.

The Elements of our Firm describe the things that bind us together and the elemental and timeless building materials that form the foundation of our success and our future.

They express who we are and articulate our culture and, indeed, our very essence.

Here, we outline how all of us play critical roles as **stewards**, **ambassadors** and **professionals** of KNOETZL.

It is incumbent on each of us to read, understand and talk to each other about these Elements so that they become even more embedded into the foundation and structure of our Firm.

ABOUT OUR ELEMENTS

KNOETZL advises our clients to help them achieve success and critical advantage in some of their most pressing, sensitive, important and defining legal and business objectives, by maximizing their position in their most serious disputes and resolving them to the optimization of those clients.

Our elemental, **core values** guide us and are touchstones for us — in all that we do.

Rules of ethics and professional responsibility in every jurisdiction touched by our work and by which we are bound, set forth standards that KNOETZL views as the minimum ethical foundations of our legal profession. At KNOETZL, **we aim higher:** to always strive for, to represent and deliver, uncompromised excellence and integrity - and that is what this document is about.

These Elements are about our **culture** – how we do our jobs, how we treat one another and those with whom we work, and how we carry ourselves on behalf of the Firm. They are about what we expect from everyone who works and practices at KNOETZL, regardless of their task. They are about **what we stand for**, what we want it to be like to work here and what we want our clients, the courts, our colleagues, our partner firms, our market, and the international business and legal communities always to experience when working with us.

Because our formal policies cannot anticipate or fully cover every situation, these Elements supplement applicable rules of ethics and professional responsibility and our Firm’s policies, including those relating to IT and data protection and establish KNOETZL’s core values and construct a common framework for how we conduct ourselves across our physical presence and throughout the global spheres of our influence.

A VISION BUILT INTO OUR HISTORY

The building elements incorporated into our brand represent the enduring values upon which KNOETZL has been founded.

They are, at once, classical, timeless, enduring, substantial, well-established, forward-thinking, innovative, creative and advanced. At the end of 2015, our talented and forward-thinking Austrian founding partners, who had, two decades earlier, brought the type of high-end litigation and disputes resolution specialty practices which they learned and experienced in London, New York, and elsewhere, back to Austria. Until then, even the most sophisticated clients with critical disputes were relegated to a hopelessly dated and ineffective Austrian lawyers' system where "all lawyers do everything" — and therefore had no access to securing the "best of the best" to advise and guide them on important legal disputes in which their fundamental interests could not merely be processed and compromised, but be secured and optimized.

The future founders of KNOETZL proceeded to apply, adapt and refine lessons learned in world-leading law practices. They created, nurtured and guided the first and — until the establishment of KNOETZL — the largest and most sophisticated disputes resolution practice within, what was then becoming, the region's largest general practice law firm — and became so — to a significant degree, on the strength of their contribution.

By the end of 2015, a confluence of forces outside of their already market-leading disputes resolution practice, inspired the future founding partners of KNOETZL to take it to a higher level and to create a place more suitably imbued with their core principles of integrity, excellence and partnership, having a simple focus on specialized trial work in civil and criminal courts and in commercial and investment arbitration — with one driving purpose: to ensure that our deserving clients achieve optimal outcomes in their most significant legal disputes.

So, determining to take their disputes resolution practice to a higher level, they forged an organization emphasizing specialisation, integrity and excellence, whose driving principles include:

- Devotion to our client's advantage in disputes
- Dedication to client satisfaction through Effectiveness, Efficiency, Excellence, and delivering more than is otherwise available to those clients in our market
- A team of notably talented individuals
- Unwavering commitment to discretion and maintaining clients' confidences
- A mutually respectful, supportive, cooperative and collegial culture, eschewing internal competition and any hint of petty professional jealousy within the firm
- Service to our global and local communities
- Thoughtful analysis and creative strategy and solutions
- Continual improvement to ever-higher levels of practice and advocacy without regard to whether competition ever pushes us to it
- Seeking and sharing enjoyment in our duties, pursuits and accomplishments
- Vigilant maintenance of the Firm's significant reputation and those of its members, and employees, and
- A shared and constantly nurtured respect for our own people – as KNOETZL's most important and valuable asset

OUR CORE VALUES

We must be *absolutely, unfailingly ethical*. All of us must understand what that means and build it into everything we do.

EXCELLENCE

We are dedicated to providing unparalleled, top-quality, legal advocacy and to developing advice that achieves outstanding results for our clients — to delivering world-class, Efficient, Excellent and Effective service and value; we expect this of ourselves, and KNOETZL clients are entitled to nothing less.

INTEGRITY

We are deeply committed to maintaining a culture of professionalism and to adhering to the highest ethical standards. We will refrain from creating, or acting, or failing to act in such ways as to create conflicts for the Firm through individual investments, board service, outside business interests and political activity.

DIVERSITY

KNOETZL's open and inclusive culture built on finding and retaining excellence and integrity that is not distracted or diluted by reference to politics, culture, race, creed or preferences, strengthens us and helps us deliver fully-informed, empathetic and effective solutions and strength.

TEAMWORK AND SUPPORT

We collaborate, both with each other and externally, to achieve our clients' objectives and common goals; we value our collegial and respectful work environment, promote fairness, and strive to hone and continuously develop our talents and those of our colleagues. We do not engage in, nor countenance, discrimination or harassment against any person by members and employees of the Firm, including sexual discrimination or harassment.

LOYALTY AND TRUST

Adherence to the principle that each of us is dedicated to giving more to the Firm than we individually take out, is of outmost importance to KNOETZL lawyers and staff, and we strive to settle internal conflicts in an unselfish, professional manner, assiduously endeavoring to avoid even a hint of internal competition and self-pride that can be a distraction to our collective law practice.

CITIZENSHIP

We dedicate our time, energies and talents to improving our Firm and our surrounding communities.

JOY

We remain mindful that, just as our work is important to us and vital to our clients, we must remember to seek happiness and fun in the discharge of our tasks in order to remain well-balanced as individuals and collectively, as an institution, so that we can always perform at our optimal level of applying intelligence, Excellence, Efficiency and Effectiveness for our clients.

OUR ELEMENTAL STRENGTH

We must act with integrity at all times. We must be relentless in this pursuit and never lapse into complacency, because we know that the actions of just one person can diminish what took many professionals, many decades to build.

STEWARDSHIP

We are stewards of:

THE FIRM'S REPUTATION - We speak up and raise concerns when we have them to ensure that we operate at the highest levels. When others report concerns to us, we deal with them responsibly and honestly, and ensure they are fairly addressed.

CONFIDENTIAL INFORMATION - We safeguard the confidential information belonging to our clients, the Firm, and our colleagues. We follow Firm policies that ensure protection of this information and do not misuse confidential information for personal gain or to benefit third parties. These obligations continue even after we leave the Firm.

THE FIRM'S CULTURE - We treat one another with respect and are responsive to each other's communications; we listen to different viewpoints and approaches; we handle the differences of opinion constructively and professionally; we maintain a trusting environment in which we all can thrive; we respect privacy and protect the personal information of each other and of our clients. We draw strength from our significant diversity of cultures, backgrounds, expertise, experiences and viewpoints, and we strive for diversity borne in our pursuit of excellence, so that our workforce leads the clients and communities we serve.

THE FIRM'S FISCAL HEALTH AND FUTURE - Each of us is a key contributor to the Firm's fiscal well-being. We seek to attract, retain and nurture top talent to strengthen us as an institution, maintain our core values and enhance our ability to serve our clients and communities. When the Firm is fiscally sound, we are best positioned to serve our clients and communities.

OUR COMMUNITIES - We use our legal talents and resources to help the disadvantaged and others who lack access to legal services, and we give back to our communities through volunteer service and charitable giving.

We understand the impact our actions can have on others inside and outside the Firm.

FRAMEWORK FOR ETHICAL DECISION-MAKING

Each of us, in everything we do every day, must uphold and exceed the highest standards of personal and institutional integrity.

To do so, we must be honest with our clients, our adversaries, the tribunals before which we appear and also with each of our colleagues.

KNOETZL

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