

PORTOS

Strategic
Legal Advisory

2025 yearbook



Dear Clients, Partners, and Friends,

In recent years, our firm has undergone both evolutionary and revolutionary changes that have significantly shaped the way we work. We have expanded our teams, grown across a range of economic indicators, and broadened our geographic reach. Change has therefore become a constant for us, and 2025 was no exception.

What has not changed, however, is our vision, values, and long-term goals. We place great importance on our colleagues and business partners, paying close attention to their needs and providing the support they require to succeed. Stability and Transparency in our relationships remain the guiding principles that define us as a firm.

Your trust and long-standing cooperation allow us to pursue our work with a deeper sense of purpose, always with an emphasis on quality, expertise, and a genuine understanding of your needs and circumstances. For us, the law is not merely a set of rules; it is a service to our clients and to society.

At Portos, these values are reflected in many outstanding lawyers who have grown alongside the firm over the years, just as the firm has grown with them. Among those who stand out today are Markéta Flanderková and Roman Kyrál, whose long-standing commitment and vision continue to move Portos forward. As of 1 January 2026, they have therefore taken on the firm's most senior role as equity partners, completing a remarkable journey from student and legal trainee to the firm's leadership.

We are grateful that Markéta and Roman will continue to stand alongside us and our clients in the years ahead. Their careers reflect our long-standing commitment to supporting the next generation of lawyers and ensuring a successful transfer of knowledge and experience between generations. They have become an inseparable part of the story we have been building together for more than 33 years. Yet despite this seemingly long history, we believe it is still only the beginning of our shared journey.

Thank you for your continued trust. We look forward to our continued cooperation in 2026.

PORTOS equity partners

2025 in milestones

Strengthening our criminal-law practice

We joined forces with Igor Stříž, the former supreme prosecutor, and the Olomouc-based law firm Švára & Stříž.

New Dubai office

Following on from Brno and Bratislava, Portos has expanded to another city. This time we stepped beyond Europe and established a presence in Dubai.

Launch of a new campaign

In 2024, we made sure the world heard about our new name. Now we are highlighting our expertise and distinctive approach. Our new campaign reflects this: we do not leave things to chance.

Our representatives on the board of the Czech Bar Association

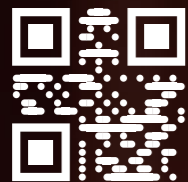
Senior lawyer **Barbora Vlachová** has been elected to the board of the Czech Bar Association, while another attorney of the firm, **Alexandra Parnaiová**, has joined its supervisory council.

2025 Law Firm of the Year

We value every recognition of our work, and we are especially pleased with the firm's success at the 2025 Law Firm of the Year awards. At the gala evening held in Prague's Municipal House, we won awards in three categories.

Launch of our new website

In 2024 we became Portos. In 2025, another part of our new identity came to life with the launch of our website at portos.cz. Haven't seen it yet? Scan the QR code below.



We also launched a dedicated careers website at kariera.portos.cz.

Founding of Portos Art Society

Culture has always been an important part of who we are, which is why we established the Portos Art Society to bring together art and business.

Portos Open Air Vol. III

The third Portos Open Air festival brought some of the most recognisable names on today's music scene to Olomouc, including singer Annet X and the band Brixtn, along with more than 400 law students.

Ryba's Czech Christmas Mass

At the end of December, we held our traditional Christmas concert. The Czech National Symphony Orchestra, conducted by Jan Chaloupecký and joined by Losers Cirque Company and leading soloists, performed Christmas music, culminating in Jakub Jan Ryba's Czech Christmas Mass.

New equity partners

As of 1 January 2026, two new equity partners – former non-equity partners **Markéta Flanderková** and **Roman Kyrál** – joined the firm's senior leadership. Over the past 33 years, we have grown into one of the largest law firms on the market. Throughout that time, we have always believed in giving opportunities to those who bring vision, dedication, and strong ideas. Markéta and Roman embody these qualities.

As part of this step, founding equity partner **Jaromír Císař** was appointed president of PORTOS.

2025 in numbers

Litigation

CZK **1.5** billion

the total value of litigation cases completed, in which we had a success rate of almost 100% in representing our clients

CZK **11.8** billion

the total value of pending disputes in which we have represented our clients

Public procurement

124

key public contracts on which we advised our clients

CZK **155** billion

the aggregate value of those public contracts

Contracts

527

contracts drafted for our clients

CZK **600** billion

the total deliverables under those contracts

Legal analyses

827

legal analyses drawn up for our clients

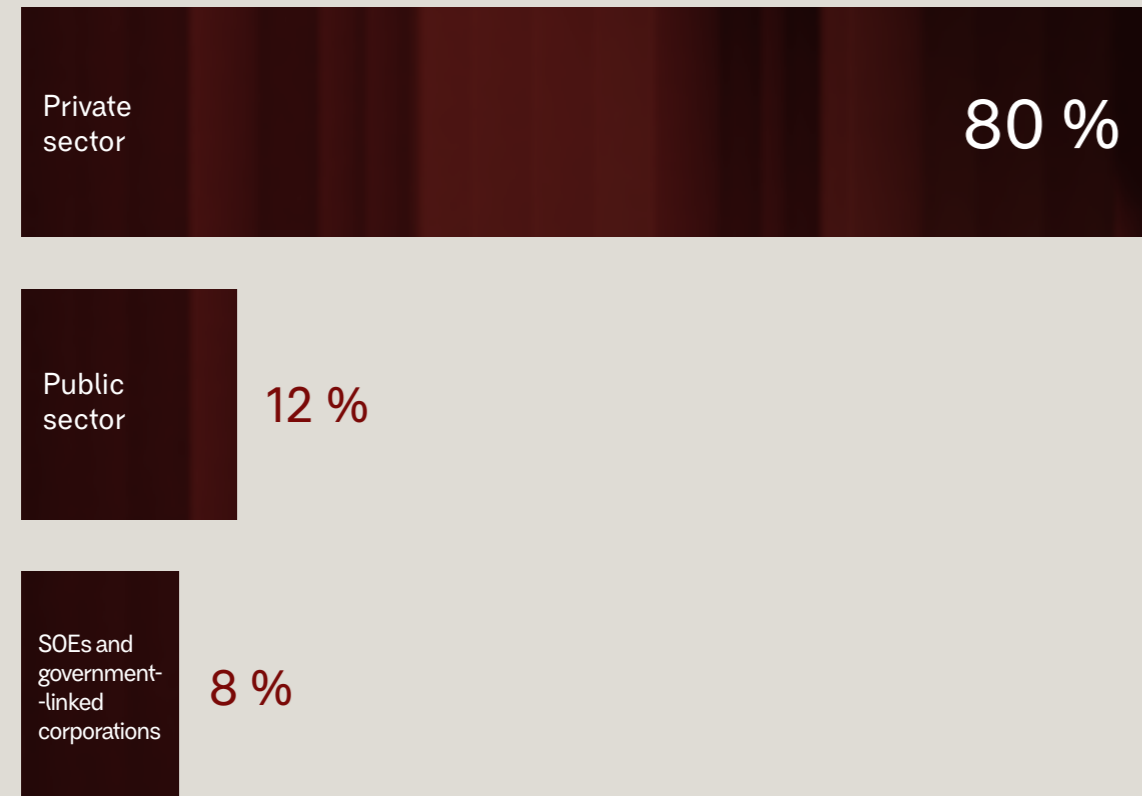
Trust funds and Endowment funds

more than EUR **1** billion

the value of assets we have structured into trust funds and endowment funds for our clients

Our clients

As in previous years, the majority of our legal services were provided to corporations. Most of these were major commercial companies, including some considered among the top 10 in the Czech Republic.



The strategic partnerships we share with them enable us to support their journey towards success by providing top-tier legal services, specialised advice, and a deep understanding of the factors specific to their industry.

Number
of clients

235

Personnel structure

The positive growth trajectory of recent years has also been reflected in other areas of our operations, including the requisite increase in the number of lawyers and other specialists across the various sectors we serve. We are systematically establishing additional dedicated teams and expanding the range of services we provide.

We provide our employees and collaborating lawyers with the comfort they need, whether they are based in Prague, Brno, Bratislava, or, most recently, Dubai.



Campaign 2025

In 2024, we made sure the world heard about our new name. Then, the following year, we wanted we wanted to convey a deeper message about who we are and what we do, so we ran a new campaign designed to express what it means to be Portos. The concept was developed by marketing strategist Josef Havelka, who outlines the campaign's main idea and objectives in the following short interview.

How did the idea for the campaign come about?

We started with a simple question: how should the second-largest purely Czech law firm in the country communicate? Most legal brands sound much the same – professional, careful, and predictable. But Portos wants to be seen as a strategic partner to senior management. That calls for a different tone: less descriptive and more opinion-driven.

Why did you choose this minimalist approach?

Because the target audience doesn't need explanations. A CEO or company owner doesn't need to be persuaded by images. What they need is a clear idea. We drew inspiration from a principle long associated with The Economist: a strong line, a simple visual, and space for the reader to think. Here, minimalism isn't about aesthetics, but about signalling confidence.

Wasn't this kind of communication a risk for a law firm?

Any departure from convention carries some risk. It is always easier to follow the norms of the sector. Portos chose to communicate directly, without excessive pathos and without clichés. That takes confidence, but it also reflects the firm's position in the market.

What was the main objective of the campaign?

The aim was not immediate conversion. It was to strengthen the brand's presence in people's minds and clearly position Portos as a strategic legal partner. In the B2B market, long-term trust matters more than short-term impact.

What does this campaign say about Portos?

It shows that Portos is a firm aware of its strength, but doesn't need to proclaim it loudly. It understands law as part of a company's strategic management, and believes that simplicity itself can be a sign of professionalism.

PORTOS

**“Things will work out
somehow.”**

Martin P., ex-CEO

**Strategic
Legal Advisory**

PORTOS

Strategic
Legal Advisory

We combine strong professional expertise with teams specialising in particular sectors of the economy and involvement in major projects. For more than 30 years, we have acted as a strategic legal adviser with international reach.

- \ Management consulting
- \ Corporate governance and compliance
- \ Support for public administration
- \ Cybersecurity and digital transformation
- \ Acquisitions and transaction consulting
- \ Comprehensive dispute resolution and litigation

We speak your language

With years of experience across a wide spectrum of economic sectors, we understand what matters to you. While our roots lie in traditional industries, we're expanding our expertise in the technical side of legal innovation, and we remain closely attuned to the issues and events shaping society today.

We share your professional focus.

We see the bigger picture

By working closely with experienced professionals across a range of disciplines, we're able to devise optimal solutions tailored to your goals. Our services span a wide range of activities, from strategic communications to building a sublime media presence for you.

We value cross-disciplinary insight.

We put your interests first

A truly comprehensive service means supporting effective management and decision-making processes, underpinned by an informed assessment of the economic, political, and societal landscape. Our senior advisers help to shape your business strategy and play an active role in putting it into practice.

We offer full-spectrum advisory services.

Management consulting

Management consulting on performance enhancement
Preparation and management
of a company's strategic projects
Project management

Corporate governance and compliance

Internal-management structuring and control mechanisms
Third-party and public relations
Business risk management consulting
Regulatory compliance, including specific areas
such as competition

Support for public administration

Configuration of the structure and processes
of public bodies
Corporate governance consulting
Public investment and procurement consulting
Support for responsible bodies' decision-making processes

We cover
absolutely
all

your
interests
and needs

Cybersecurity and digital transformation

Preparation for new European regulations
Optimisation of internal systems and security processes
Assessment of security risks and human resources
Supplier relationship review

Acquisitions and transaction consulting

Consulting on the selection of target entities
Acquisition consulting to achieve the best terms
Due diligence (legal, economic, tax, technical)
Preparation of transaction documentation
and transaction completion

Comprehensive dispute resolution and litigation

Representation in litigation with respect for the bigger picture
Effective assessment of litigation strategy
Comprehensive dispute prevention consulting
Consulting on the negotiation of dispute resolution deals

Praha Bratislava
Brno
Dubai

Complete legal support

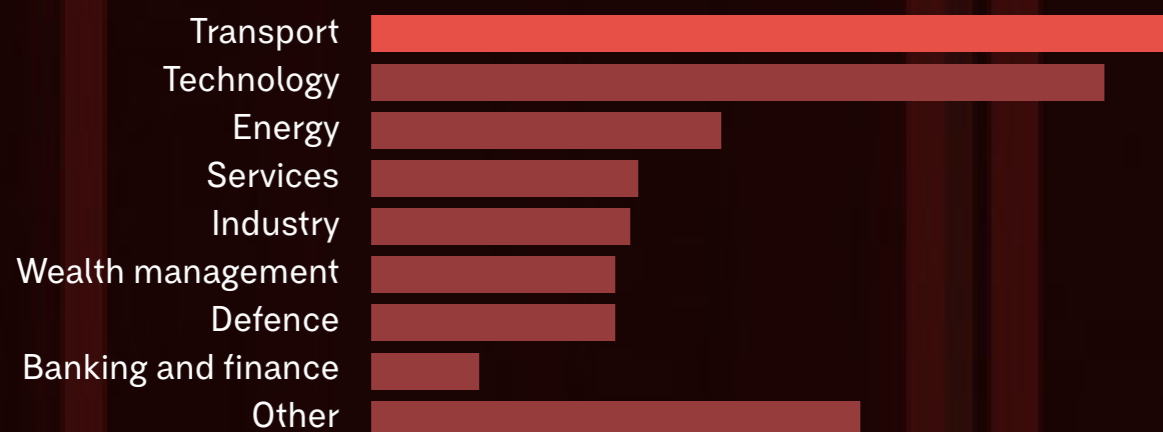
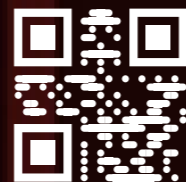
Management consulting now accounts for around a quarter of the legal services we provide. Our services bring together the design of effective management and decision-making processes, the analysis of economic, political, and social contexts, and the development of strategic communication, including the shaping of an optimal media image for our clients.

Management consulting
Competition
Environmental projects
Transactions, mergers and acquisitions
Wealth management and trust law

Litigation
Criminal law and compliance
Public procurement
Regulation and legislation
Restructuring and insolvency

Corporate Governance

portos.cz

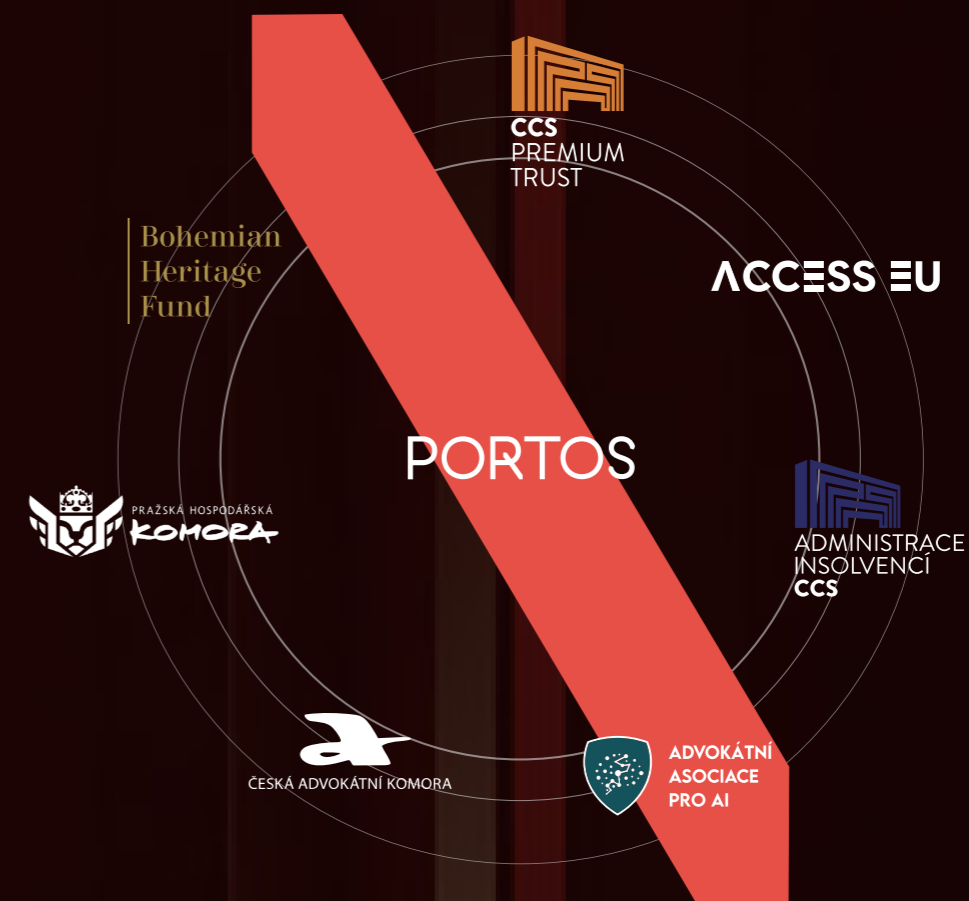


Our expertise spans a broad and continually expanding range of sectors. We track developments defining today's society and continue to strengthen our capabilities in legal and technological innovation. This enables us to deliver comprehensive solutions aimed at mitigating risk while maximising the innovation potential of our clients. **The "Other" category includes sectors such as insurance, petrochemicals, public administration, municipalities, real estate and construction, agriculture, sport, water management, health care, and trade.**

Growing with you

Over the past three decades, we have established ourselves as one of the leading law firms on the Czech market. In that time, many prominent clients have expanded beyond national borders, and we have grown alongside them. This continued progress allows us to remain a reliable and relevant partner in both law and business. This is also reflected in our financial results. In 2023, our revenue exceeded CZK 500 million for the first time, and we have continued to grow since then.

33 years **170** people **CZK 535M** turnover



Our presence

Praha \ City Tower

Our Prague office occupies the upper floors of City Tower, one of the city's most prominent buildings, offering exceptional views of the Prague Castle skyline. The firm's leadership is based on the 26th floor, while the 25th floor provides modern facilities for our legal teams. Following a recent refurbishment, the premises now offer a comfortable and fully equipped working environment.

Brno \ Rašínova 4

In 2024, we opened a new office in the centre of Brno. It serves as a meeting point for regional clients while providing our employees with a fully equipped working environment and the opportunity to collaborate without the need for daily travel to Prague.

Bratislava \ Eurovea Central

Given the significant share of our Slovak clients, opening an office in Bratislava in 2025 was a natural step in bringing us closer to them. From there, we serve clients across Slovakia – particularly in major cities such as Košice.

PORTOS
DUBAI

DUBAI WITH CONFIDENCE. BUSINESS WITHOUT BORDERS.

Dubai has emerged as a global centre for investment, innovation, and opportunity. It offers a stable economy, an attractive tax environment, and a modern legal framework that enables companies and investors to grow and expand internationally. PORTOS DUBAI combines legal and real estate expertise to help entrepreneurs enter the Dubai market smoothly and unlock new opportunities.

OUR SERVICES

01

Investment opportunities

Invest wisely and enhance the value of your assets:

\ Premium real estate and strategic investments.

02

Legal protection and certainty

Stability for you and your business:

\ Tax planning, legal protection, and asset structuring.

03

Business development

Everything you need to support the growth and success of your business:

\ Company formation, acquisitions, and business opportunities.

04

Continuous expert support

Guidance on navigating the legal environment of the United Arab Emirates:

\ Advisory and assistance in the Czech Republic, Slovakia, and directly in Dubai.

ADVANTAGES OF DUBAI



Full foreign ownership of companies and real estate



Efficient pro-business policies



A gateway to global markets



Residential benefits



Zero personal income tax



Attractive investment opportunities

PORTOS DUBAI, your partner for business and investment in Dubai.

SHAPE THE FUTURE OF YOUR WEALTH.



At CCS Premium Trust, we design structures that ensure the protection, stability, and continuity of wealth across generations. We assist with the restructuring of both personal and business assets, establish clear governance rules, and support the stable operation of businesses. At the same time, we facilitate intergenerational succession and professional wealth management through trust funds and endowment funds, foundations, and international wealth management structures.

CCS PREMIUM TRUST SERVICES:



WEALTH MANAGEMENT

Trust funds and endowment funds
Foundations
Trusts and other international structures



COMPREHENSIVE ADVISORY

Related legal and tax advisory services
Succession planning
Services tailored to clients' individual needs



BUSINESS STRATEGY

Restructuring and compliance processes
Holding structures
Key management remuneration

WHY START NOW?

Wealth management offers clear advantages that help to protect value and prepare for the future

- | | |
|--|--|
| 01 Protection of assets against loss and risk | 04 Establishment of clear rules on the use of assets |
| 02 Smooth intergenerational transfer | 05 Avoidance of conflict in inheritance proceedings and family disputes |
| 03 Preservation of wealth intact | 06 Protection against business risks |

Professional partnerships

Over 33 years, we have earned a reputation as a stable and independent partner backed by practical expertise, a strong academic foundation, and collaboration with seasoned professionals from other fields. We act as a strategic adviser in sectors such as energy, transport, technology and wealth management. Working with both Czech and international partners, we deliver truly comprehensive solutions to our clients.

These partners include our affiliates CCS Premium Trust, ACCESS EU, and Administrace insolventní CCS, as well as organisations such as the Brussels-based advisory firm NC+, which serves as Portos's strategic partner for European legislation and lobbying. In 2025, this network expanded further.

Cooperation with Igor Stříž

In 2025, we established close professional cooperation with the Olomouc law firm Švára & Stříž and the former supreme prosecutor Igor Stříž. This strategic partnership broadens the professional base of both firms and extends our reach into additional regions of the Czech Republic.

This step builds on the firm's long-term efforts to develop comprehensive expertise across all areas of law. It provides a strong foundation for handling even the most demanding cases and is an important step for Portos in strengthening its capacity to handle complex criminal-law matters throughout the Czech Republic. The law firm Švára & Stříž is among the leading criminal-law practices in northern Moravia and Silesia. Following our earlier expansion to Brno and Bratislava, this cooperation has also extended our presence to the Olomouc and Ostrava regions.



Business and society

Our lawyers play an active role in many expert and advisory bodies, ministerial working groups, and a wide range of associations, platforms, and initiatives. These include:

Prague Chamber of Commerce

The Prague Chamber of Commerce's mission is to support small and medium-sized businesses, advocate for their interests, and provide them with essential assistance, not just within the capital, but throughout the Czech Republic. It organises regular meetings with politicians, professionals, and representatives of the business community. Since September 2021, it has been chaired by Portos equity partner **Petr Michal**, who also sits on the board of directors of the Czech Chamber of Commerce. Under his leadership, the Chamber organised the largest conference in its history in 2025, **bringing together more than 250 participants** at the Fanta Building of Prague's Main Railway Station.

Prague 2050+ at a crossroad of development

Accelerating the construction of housing and transport infrastructure, reducing regulation and bureaucracy, the courage to challenge established practices, and a stronger emphasis on economic considerations, including greater involvement of the private sector in political decision-making and public investment. These were the key themes of the Prague 2050+ conference organised last September by the Prague Chamber of Commerce in the Fanta Hall at Prague's Main Railway Station.

The event brought together leading entrepreneurs, economists, public-sector representatives, and experts in transport, education, and urban development to discuss the long-term vision for the development of the capital and its conurbation. The debate focused on five key areas that will shape the city's future:

- \ Economic opportunities and risks
- \ Development of transport infrastructure
- \ Secondary vocational education and labour market prospects
- \ Housing and mobility in the metropolitan area
- \ Debate among candidates for the Chamber of Deputies of the Parliament of the Czech Republic

“For the effective functioning and development of the city, it is essential that the state participates in projects supporting Prague's development in both directions, not merely through a one-way flow of funding. PPP projects are also crucial for Prague's growth from an efficiency perspective, as they incorporate the organisational effort needed to see projects through to completion. Equally important is horizontal cooperation between the city, its boroughs, and associated companies so that all stakeholders act as a single whole supporting development. Typical examples include Smíchov, Bubny, and similar projects,” said **Petr Michal**, chair of the Prague Chamber of Commerce.

Lawyers' AI association

In 2024, we helped to found the Lawyers' AI Association, a platform devoted to the responsible integration of artificial intelligence and machine learning into the legal profession. We regard AI technology, and its proper implementation in the justice system, as essential to the future of Czech law. The rise of new technology, with AI at the forefront, is set to reshape entire sectors, bringing with it profound change and fresh challenges. Our ambition is to cultivate the required expertise and then to share it further across Europe. The executive board is chaired by Portos director **Filip Drnec**.

AFCEA

The Czech branch of AFCEA has long been dedicated to the advancement of information and communication technologies for the armed forces, recognising them as vital instruments in safeguarding the universally acknowledged moral values of the democratic world. Portos is proud to be a member of this organisation, which has been active in the Czech Republic since 1993. **Barbora Vlachová, senior lawyer, serves as a director on the board of the Czech branch of AFCEA.**

Cambridge forum

A closed forum that brings together experts in wealth management from around the world. Participants discuss new developments, legislative changes, trends, and landmark case law. Cambridge Forum provides a platform for professional exchanges of experience and the sharing of perspectives across legal systems. **Portos is represented by equity partners Markéta Flanderková and Jakub Hollmann, who are the only participants from the Czech Republic.**

ACCESS EU

WITH US, YOUR VOICE WILL BE HEARD IN BRUSSELS

WHAT DOES LOBBYING INVOLVE?

01 ENSURING VISIBILITY AND ACCESS TO DECISION-MAKERS

Building a presence in Brussels

- > Identifying the decision-makers responsible for your issue
- > Arranging meetings with officials and policymakers
- > Organising round tables and expert discussions

02 GAINING EARLY INSIGHT AND UNDERSTANDING THE CONTEXT

Monitoring and strategy

- > Monitoring regulatory developments on a continuous basis
- > Assessing what new rules mean for the client
- > Identifying potential risks before they materialise

03 ACTIVELY SHAPING THE RULES OF THE GAME

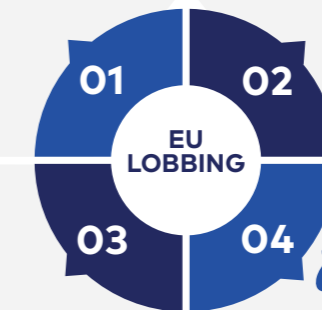
Advocacy and representation of interests

- > Analysing forthcoming European Commission initiatives in detail
- > Identifying allies and engaging with associations to strengthen the case for change
- > Advocating directly during the drafting of legislative texts

04 SECURING FUNDING FOR DEVELOPMENT

Access to financing

- > Identifying opportunities for public funding
- > Assessing opportunities to obtain subsidized loans
- > Preparing applications professionally in line with evaluation criteria



Through these activities, ACCESS EU has already secured more than **CZK 11 billion in subsidies** for its clients **during the 2021–2027 programming period**. The value of our work, however, extends far beyond public funding. Equally important are the resources saved through timely legislative changes, the prevention of harmful regulation, the creation of competitive advantages, and the development of valuable international partnerships.

Czech bar association

Board

The Czech Bar Association has new leadership. Elections to the Board, the Supervisory Council, the Disciplinary Commission, and the Appellate Disciplinary Commission for the next four-year term took place on 3 October 2025. Representatives of Portos were among the successful candidates. **Senior lawyer Barbora Vlachová joined the eleven-member Board, while another colleague, Alexandra Parnaiová, was elected to the Supervisory Council of this professional body.** According to Barbora Vlachová, the key challenges in the coming period will include the digitalisation of the justice system and the legal profession, the regulation and ethical framework for the use of AI and legal technologies, and reforms to the training of both lawyers and legal trainees.

Trust fund administration

Our lawyers are active members of the Czech Bar Association's Trust Fund Administration Subcommittee, which was established in the latter half of 2024, in part due to our efforts. This subcommittee was founded to address the growing number of unresolved issues related to trust fund practice in the Czech Republic. Its aim is to offer answers, particularly on the admissibility of changes to the statutes, international cooperation, community property in the context of trust funds, and methods for professionalising wealth management. **The subcommittee is chaired by Portos co-founder Jaromír Císař, with another equity partner, Jakub Hollmann, serving as vice-chair. The administration of trust funds and endowment funds falls within the remit of the Private Law Section, of which the firm's equity partner Markéta Flanderková is a member.**

Artificial intelligence and new technologies

We also play an important role in the AI and New Technologies Section. This section is chaired by Portos senior lawyer Barbora Vlachová, who in 2025 also became a member of the Board of the Czech Bar Association. At present, the section's primary task is to revise and update the Czech Bar Association's position on the use of AI by lawyers. This will be followed by the development of minimum IT standards for lawyers and the preparation of the Association's long-term AI strategy.

PRO BONO activities and support for charitable projects

Pro bono activities have always been an integral part of our work, and the firm has repeatedly received recognition for them. They include a range of social and cultural initiatives. Among the projects we support the St Vitus' Organ Endowment Fund, supporting the construction of a new organ for St Vitus' Cathedral, and the Endowment Fund of the Ostrava Concert Hall, which co-finances the development of a modern concert hall for the Janáček Philharmonic Ostrava.

We also provide legal advice related to charitable projects as part of our ongoing cooperation with private companies. For example, we advise **the Škoda Auto Foundation** on initiatives such as the House of Stories, the Impact Hub in Mladá Boleslav, and the Pluhárna centre, which organises cultural and community events.



Art and culture

Art is an integral part of who we are. Our founders were moulded by their time in France's philanthropic and patronage community, and that legacy lives on. We support projects that celebrate and promote Czech national identity at home and abroad, especially those that might not otherwise come to fruition.

We systematically support the construction of a new organ for St Vitus' Cathedral – one of the most significant cultural and social projects of recent decades. Scheduled for completion in 2026, more than 700 years after the cathedral's foundation, the project will symbolically complete a building that has become not only a symbol of Prague, but also of Czech statehood. Our support is provided through the Bohemian Heritage Fund, established in 2010 on the initiative of our firm's equity partners.

Portos is a long-standing partner of the Czech National Symphony Orchestra and the Prague Proms Festival. We also provide pro bono legal services to the Endowment Fund of the Ostrava Concert Hall, supporting the construction of a unique concert hall designed by the American architect Steven Holl.

It is this long-term, proactive, and values-driven cooperation with key cultural institutions that distinguishes Portos from other law firms on the market.



Portos Art Society

In 2025, we established the Portos Art Society, taking our engagement with art and culture another step further. Through this initiative, we connect the firm's name with creative projects not only via partnerships, but also through active involvement in their production. We do not limit ourselves to the role of patron; we initiate and develop projects with the ambition of creating a broader social impact. Among the activities of Portos Art Society is Art Tasting, a unique concept linking business and art.

When business meets art,
new visions emerge.

Portos Art Society



A law firm is a living organism that grows with the people who define it. For us, the start of the new year was another important milestone in this respect. Today, the firm brings together nearly two hundred people – outstanding lawyers and other experts from a wide range of disciplines. And now also five equity partners. **After all, even the musketeers were never really just three.**

So now, dear friends and clients, we thank you, together and unanimously, for the trust you have placed in us and for your cooperation over the past year. We look ahead with a strong sense of commitment and responsibility to build on our shared successes. We will continue to develop our cooperation with determination in 2026.

Thank you for being part of this journey with us!

PORTOS, advokátní kancelář s. r. o.

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