

dentons.com

DENTONS

Dentons

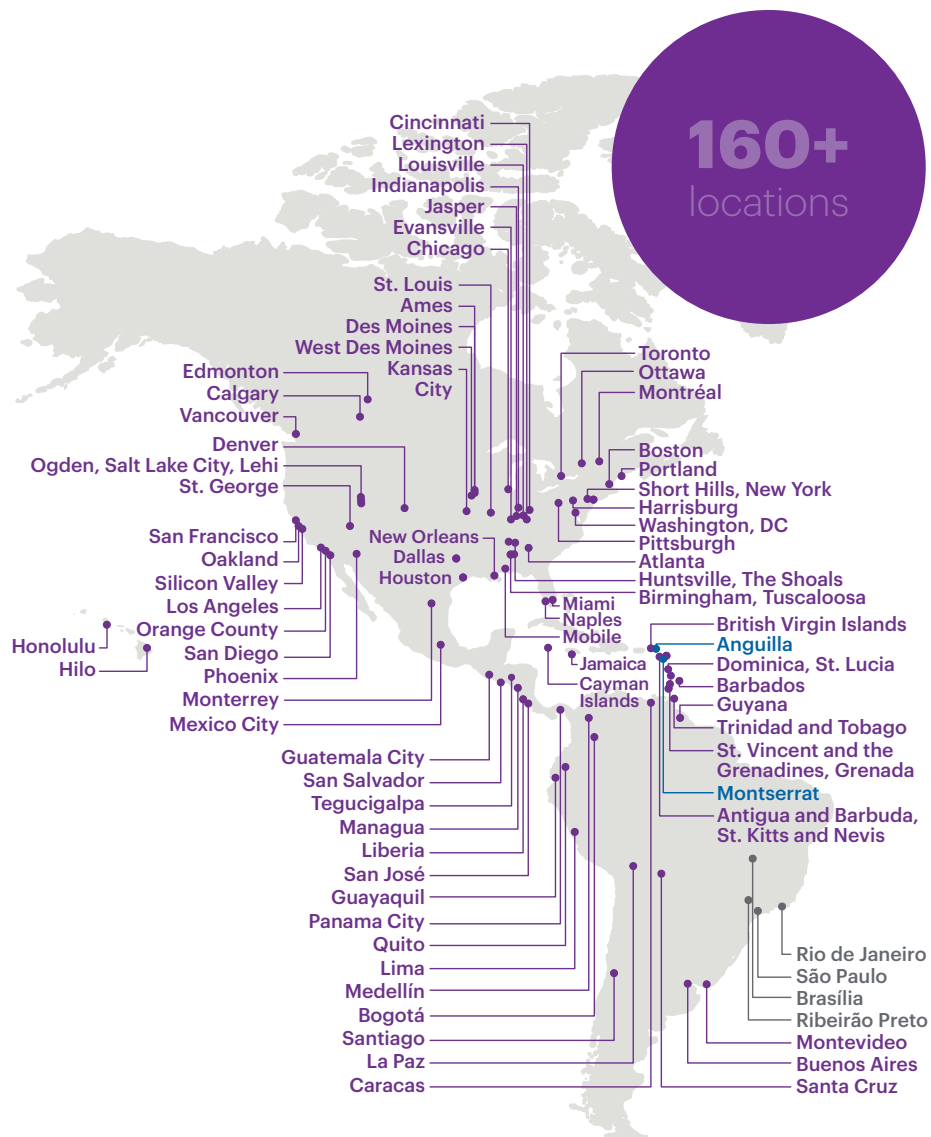
Challenging
the status quo
to serve clients
better.



Dentons is the world's

We have more people in more places than any other global law firm in the world. But our goal has never been to be the biggest law firm. Our goal is to serve clients better.

Across over 80 countries, we are more likely to have the lawyer you need to complete a deal or resolve a dispute. Working together, we find agile, tailored solutions to meet your local, national and global legal needs.



Locations in purple represent Dentons offices.

Locations in blue represent associate firms, offices, jurisdictions of practice from other Dentons' offices or special alliances as required by law or regulation.

Locations in gray represent Brazil Strategic Alliance.

大成 is Dentons' preferred law firm in China.



5,900+

Total number of lawyers and professionals

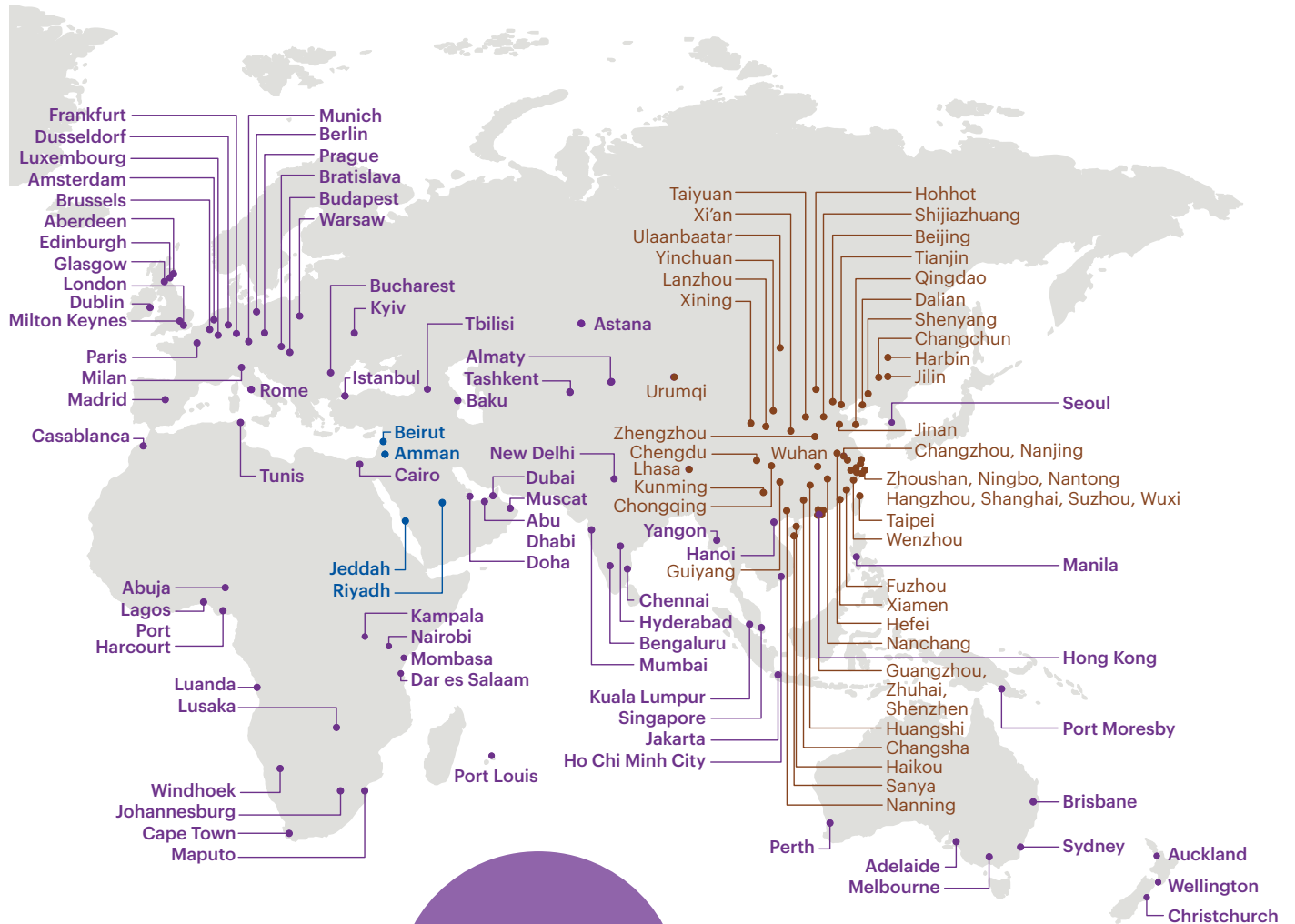
7,490+

All timekeepers

12,500+

Total number of people

largest global law firm.



80+
countries



960+

Chambers-rated lawyers



80+

languages spoken

100+

Lexpert-rated lawyers

Dentons is the first poly

Our polycentric approach means that your legal team is immersed in the same economy, culture and environment in which you operate.

In and of the community

Our legacy in the communities we serve spans decades—and, in some cases, centuries. Making a difference where we live and work is a priority for Dentons.

105,000

hours of pro bono work in 2021

US\$47,250,000+

value of pro bono and volunteer work

Assisted **400** legal aid organizations, nonprofits and nongovernment organizations

Polycentric is a term describing the unique combination of attributes that distinguishes Dentons from other law firms. We are not like other global firms, most of which were founded in the UK or the US. We have no flag, no global headquarters and no dominant culture. We do not “colonize” new markets by sending representatives from the “home office” because there is no home office. We practice all types of law. We take pride in the diversity of our team, which matches that of our clients.

Dentons’ polycentric nature provides clients a competitive advantage. The tension between globalization and cultural identity can best be mitigated by lawyers who both understand these challenges and are themselves in and of the communities in which the deal needs to be done or the dispute resolved.

Canada

- 600+ lawyers and professionals in six locations
- One of Canada’s first national firms
- 110+ *Lexpert*-rated lawyers

United States

- 1,300+ lawyers and professionals in 44 locations
- Named to Fearsome Five, BTI Consulting’s client survey for top five litigation firms

Latin America and the Caribbean

- 500+ lawyers and professionals across 37 locations in 30 jurisdictions
- 115 practices and 73 lawyers ranked in Chambers Latin America, Chambers Brazil and Chambers Global
- Recognized strengths in mining, energy, banking and finance, IP and venture technology



centric global law firm.

The United Kingdom, Ireland and the Middle East

- 600+ lawyers and professionals in 13 locations
- Legacy dating to 1742
- 115+ lawyers ranked in *Legal 500 UK*
- First Middle East office established in 1964
- Traditional strengths in energy and finance

Europe

- 1,300+ lawyers and professionals in over 20 locations
- Multiple winner of *The Lawyer's* "European Law Firm of the Year"

South Korea

- 50+ lawyers and professionals
- Dentons is the only global law firm to combine with a South Korean law firm and can now provide clients with full service legal counsel and business solutions in South Korea
- Consistently strong in Intellectual Property, Mergers & Acquisitions, Finance, Real Estate, Corporate, Litigation/International Arbitrations, Entertainment, Labor and Employment, TMT, Biotech and Public Policy and Regulatory services

South Asia

- 150 lawyers and professionals across five of the six largest cities in India
- Recognized strengths in infrastructure, corporate, litigation, finance and technology
- Third highest per lawyer percentage of Chambers and Legal 500 rankings in India

Hong Kong

- 40 lawyers and professionals
- 'Active across Mainland China, North and South Asia
- Strengths: Cross-border, regional (North/South Asia) and international, commercial dispute resolution/international arbitration, corporate M&A, capital markets (ECM) and structured finance

Africa

- 250+ lawyers and professionals in 18 locations
- Legal heritage in Africa dating back to 1902
- First global firm to combine with a BEE-qualified firm in South Africa
- Strengths in emerging growth areas like corporate investigations, fintech, impact investment and IP

ASEAN

- 280+ lawyers and professionals
- Dentons has an established history in the ASEAN countries with roots reaching as far back as 1861, and offices in Indonesia, Malaysia, Myanmar, Philippines, Singapore and Vietnam
- Highly ranked in dispute resolution, banking and finance, corporate, IP, M&A and real estate

Australasia

- 300+ lawyers and professionals across Australia, New Zealand and Papua New Guinea
- Market leaders in the Financial Markets, Energy & Resources, Infrastructure, Government and Real Estate sectors
- Innovators in technology for banking and commercial lending

Dentons is a law firm, not

We integrate our operations to deliver a “one firm” experience to our clients.

We are committed to serving clients seamlessly among regions, sectors and practices, guaranteeing uniform and uncompromising service wherever they operate. We emphasize the formation of collaborative teams of lawyers focused on providing the highest quality counsel.

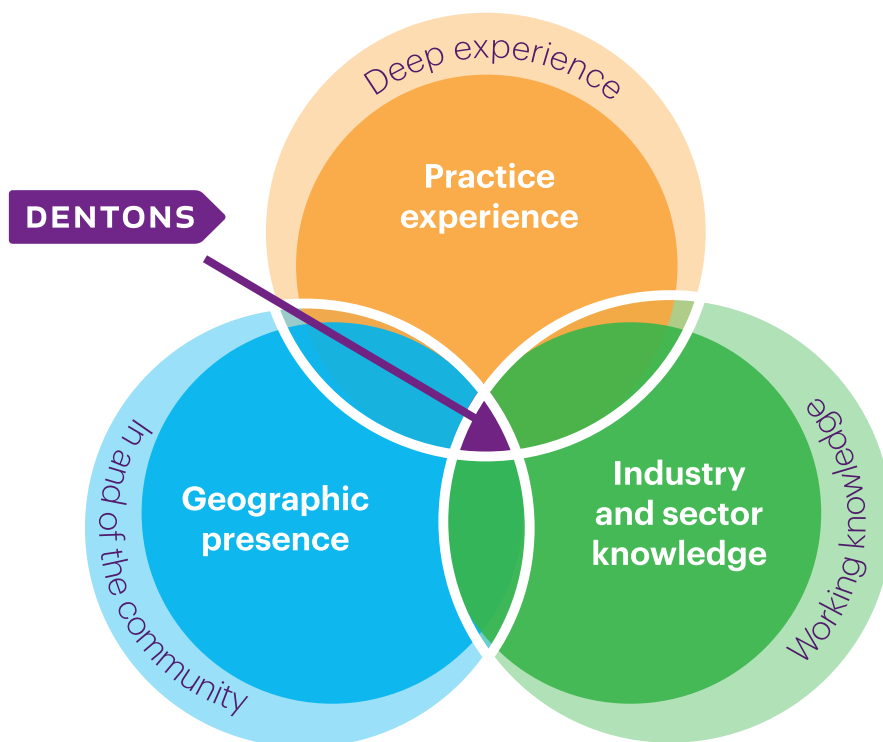
Meeting client expectations requires more than just superior legal talent. It requires an understanding of your work.

You need a law firm with more areas of skill and narrower areas of focus. You want teams of lawyers who are not only deeply immersed in their practices but who also have considerable knowledge of your business. And you want a law firm that can provide service in a seamless fashion in all the locations you do business.

All of these demands require a successful law firm to have more talent in more places. This is where Dentons’ size, combined with our polycentric nature, delivers

a competitive advantage to clients. In other words, quantity becomes a tool for quality.

Dentons lawyers come together in teams to operate at the nexus of deep practice experience, working knowledge of your business and intimate local familiarity. They focus on working together toward a common goal: superior client service.



not a franchise.



At Dentons, we measure success of our clients.

The quality of our work drives the recognition we receive across the world.

Latin Lawyer Deal of the Year Awards

Deal of the Year – Banking and Finance, 2021

The Lawyer Global Litigation 50

Global 50 Litigation Firm, 2021

Chambers Diversity & Inclusion

Outstanding Law Firm for Diversity & Inclusion, 2021

Lawyers Weekly Champions of Pride

Top Ranked Global Firm Award, 2021

Acritas Global Elite Law Firm Brand Index 2021

Ranked #3

BTI Consulting

Highly Recommended by Top Legal Decision Makers, 2021

Australian Financial Review, Boss

Most Innovative Clients, 2021

Canadian Law Awards

Pro Bono Initiative of the Year, 2021

Africa Global Funds Awards

Legal Services Overall: Pan-Africa 2021

Africa Global Funds

Legal Services: Investment Funds, 2021

ALB Fast 30, 2021

Fastest Growing Firm – Asia

The Lawyer Global Litigation 50

Top Litigation Firm – Singapore, 2021

FT Innovative Lawyers Europe

Most Innovative New Business Solutions, 2021

Global Competition Review

GCR Global Elite, 2021

Asia Business Law

Journal Law Firm Awards

Trademark Litigation, 2021

Acritas UK Law Firm Brand Index

Top 15 Law Firm Brand UK, 2021

Finance Dublin

Deal of the Year for Aviation Finance Issuance, 2021

Chambers Middle East Awards

Qatar International Firm of the Year, 2021

ALB Middle East Awards

Energy and Resources Law Firm of the Year, 2021

BTI Litigation Outlook

The Most Feared Law Firms in Litigation, 2021

FTI Innovative Lawyers

North America Awards

Innovation: New Solutions – Dentons Global Advisors, 2021

re our success by the

How Dentons ranks



Acritas Global Elite: Over 1,500 senior legal buyers have ranked Dentons 3rd in the world in the Acritas Global Elite Law Firm Brand Survey. Dentons is the biggest riser ever in the Acritas index, and the biggest riser in 2021. In less than ten years since its inception, Dentons has established its leading global brand through the value that it delivers to clients across the world.



Law360 Global 20: Dentons has been ranked for four years in a row, based on the breadth, size and complexity of cross-border and international work for clients.



Am Law Global 200: Dentons has been named the #1 Global Law Firm by Headcount in 2021.



BTI Consulting Group and BTI Client Service A Team 2021: Dentons receives the A-Team award, The Best of the Best for Anticipates Clients' Needs and Innovative Approach.

Dentons is innovating a

We are employing new technologies that will reshape your expectations.

Dentons is challenging the status quo in legal services by exploring and deploying new and innovative ways to enhance your overall satisfaction, while improving your experience.

Investigation

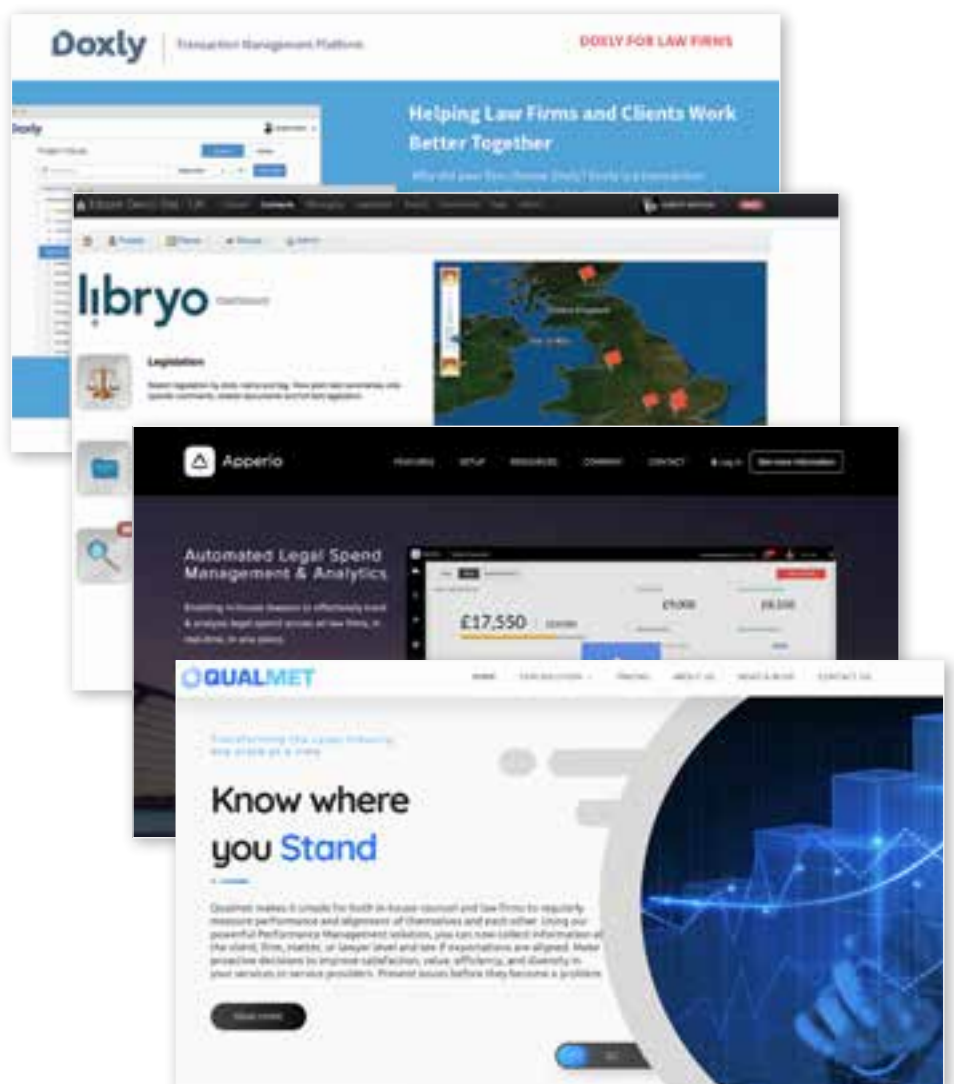
With new technology we can find and analyze information faster and more accurately, providing you with a more responsive team delivering solutions more efficiently.

Communication

By exchanging information transparently with tools such as Dentons Direct, we build stronger client relationships. We are better able to avoid the problems caused by lack of communication.

Presentation

Easy-to-use dashboards, digital interfaces and work product repositories allow you to access the information you need when you need it in a straightforward and digestible format.



as fast as you are.



An industry-pioneering vehicle for legal tech investment

Dentons launched Nextlaw Ventures to identify, invest in, and shape cutting-edge solutions that directly address the specific needs and pain points of Dentons and its clients. Ventures portfolio companies are early-stage legal tech startups; Dentons attorneys collaborate with the companies to shape and refine the offerings for optimal utility. To learn more, visit nextlawventures.vc.

Examples of our innovation investments include:



Matter
management

Apperio is a powerful smart-analytics dashboard that enables real-time transparency on legal fees, streamlines matter management and client communication to build strong relationships.



Artificial
intelligence

The Nextlaw Ventures portfolio includes Apperio, a platform that provides clients with real-time transparency into matter budgets and legal fees; Libryo, a SaaS solution that enables instant updates on regulatory compliance and risk obligations; and Clause, a smart contracts platform that leverages AI, blockchain and IoT for seamless contract creation, execution and enforcement.



Dentons is creating referral networks and solutions that put clients first

NEXTLAW Referral Network

With more than 750+ law firms serving more than 200 countries, Nextlaw Referral Network is the broadest legal referral network in the world.

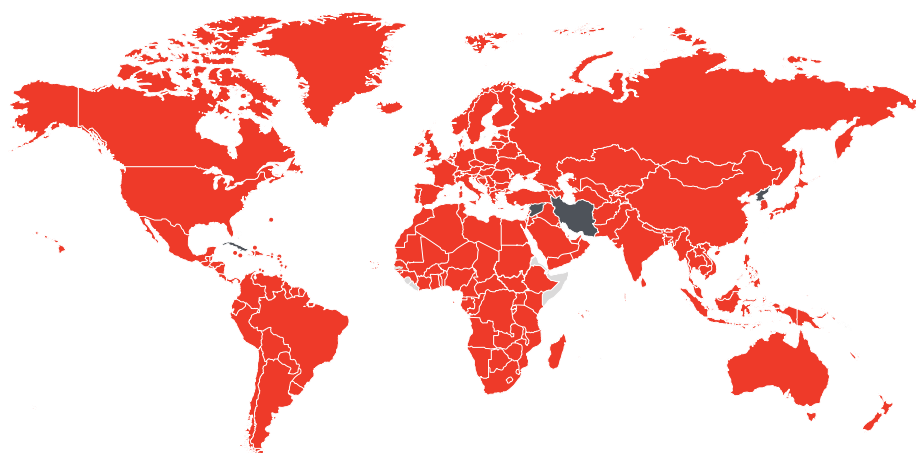
Because Nextlaw Referral Network is free to join and does not grant territorial exclusivity, the network is more likely to connect clients to the right lawyer with the right experience in the right place, instead of to a firm that has paid a membership fee but may not necessarily have the experience the client needs.

Nextlaw Referral Network's new, proprietary technology platform allows member firms to find the right lawyer for their clients quickly – and speed is important in today's competitive marketplace.

Network members have been vetted by our colleagues in their respective regions to guarantee quality. In fact, many members are law firms with which Dentons and our legacy firms have worked for years.

As the world's largest law firm, with the world's broadest legal referral network, Dentons does not need to exaggerate our capabilities. We deliver world-class talent with deep experience in every legal tradition around the world, wherever you do business.

Nextlaw Referral Network more than 90% of the world's distinct legal jurisdictions



200+
countries

750+
law firm members

36,000+
lawyers

Locations with Nextlaw Referral Network member firm(s)

Locations currently without a Nextlaw Referral Network member

Sanctioned locations. The Network is a US registered LLC and, as such, is governed by US law in respect to trade sanctions

erral networks clients first.

Dentons In-House Solutions

Managing new business and legal problems, legal technologies, procurement processes and many types of legal service providers is challenging enough, but with limited resources and a priority to drive change and deliver on your organization's business objectives, where do you begin?

Driven by the voice of the client, and the experiences of our global team of more than 50 former GCs, we work collaboratively with our clients to help shape the right strategies to respond to issues or to maximize opportunities.

We understand the pressures on our clients to innovate – to do things faster, better, and cheaper.

But often, the challenge is in identifying where to begin.

In our Diagnostic Workshops, we work with you to uncover the delta between where you are now and where you want to be as an internal legal function. As part of this process, we will report back to you highlighting our takeaways and suggestions for prioritization and next steps.



Dentons is 5,900+ lawyers who know your business

Organized in 24 business sectors, Dentons lawyers and professionals apply a deep working knowledge of the challenges and changes your industry faces.



Automotive

Benefit from a global team with more than 150 lawyers to assist with the full spectrum of automotive industry operations—from manufacturers to finance companies. We have the resources and experience to manage everything from greenfield/brownfield projects and land acquisitions to post-construction labor and regulatory matters, from joint ventures and dealership distribution to franchising, funding and retail funding for end users.

Aviation and Aerospace

With more than 170 lawyers, deeply experienced in aviation regulation, finance and litigation, our team works with aircraft lessors, aircraft manufacturers, including Airbus and Boeing, as well as carriers, such as Virgin Atlantic. We regularly handle issues involving joint ventures, mergers and acquisitions, restructurings, platform establishments, intellectual property, litigation, disputes, claims resolution and disaster preparation and response.

ers and professionals SS.



Communications

Dentons' dedicated, global Communications group has a highly rated talent base that has built its reputation at the sharp end of change and innovation across your industry. As transformational change and innovation continue to characterize your industry, rely on our team of more than 200 lawyers, which has achieved positive results on behalf of clients such as Vivendi, Vodafone and Nokia.

Construction

Members of our Construction sector, more than 400 strong, have assisted a vast array of industry participants, including owners, developers, lenders, contractors and equipment suppliers. Their deep experience covers project administration, risk

management and financing of construction projects, as well as acting on operational and facilities management contracts. They have also resolved all types of construction disputes throughout the world.

Defense and Space

Benefit from nearly 100 lawyers worldwide, differentiated by their ability to develop real-world strategies to secure government contracting opportunities. They are experienced in satellite acquisitions and financings; compliance, investigations, suspension and debarment proceedings; cost, pricing and business systems; national security regulations; and space vehicle integration contracts.



Our integrated team works with Airbus, Honeywell, OshKosh and Raytheon to deliver business solutions that work.

Energy

Boasting the world's largest energy practice, with more than 700 lawyers stationed across the globe, we are immersed in energy markets near and far, driving the business goals of our clients. Working with nearly 40 governments on energy market reform and major project procurement, we have a unique perspective, rare among competitors, that can address concerns throughout the entire energy value chain—including oil majors, independents, transportation, power generators and utilities, financial institutions and large customers.

Financial Institutions

From banks and insurance companies to trading houses and credit payment providers, our global team of more than 850 lawyers, located in every major financial center—including London, Dublin, Hong Kong, New York, Shanghai, Singapore, Toronto and Frankfurt—understands financial institutions of every size, focus and geography. We act for all major investment banks, sit on the panel of the top five British retail banks and four of the top Canadian banks, and assist the four largest Chinese banks.

Forest Products and Agribusiness

With comprehensive knowledge of the industry acquired through decades of experience advising general counsel on all matters of business, operational and regulatory matters, our 70-lawyer group provides full-service legal solutions. From the purchase, sale or repurposing of mills to advising First Nations, our dedicated team can also provide support in relation to plant IP and pesticides regulation—an offering matched by few. Clients include Agrium, Cargill, Bayer Crop Science, Sumitomo and Syngenta.

Gaming

Partner with a team of more than 50 lawyers to find a clear path through federal, state and provincial laws. Whether you are a casino operator, government gaming corporation, regulator, Internet gaming company, racetrack or supplier, we help you navigate all the complexi-

ties of one of the most heavily regulated and monitored businesses in North America, Europe and Asia.

Government

With more than 400 lawyers, our Government group has deep experience in Canada, Europe, the UK, the Middle East and the US. Our strong Brussels-Washington, DC, axis helps develop transatlantic cooperation. In addition to government entities, we advise many global Fortune 500 companies, including Bouygues, Repsol and Vinci. The Government team cuts across all practice groups and has expanded into environmental law, international sanctions and lobbying regulations.

Hotels and Leisure

Led by a core group of world-renowned lawyers focused exclusively on the hotels and leisure industry, more than 170 lawyers across the world from diverse practice groups assist our clients to achieve their business objectives. As strategic advisors with unsurpassed industry experience, we provide clients with collaborative, business-focused perspectives based on our extensive industry experiences across the globe. Whether negotiating a management agreement, developing a mixed-use project, traditional or creative financings, corporate acquisitions or joint ventures, hotel owners, investors and lenders all turn to us for thoughtful, innovative and practical solutions.



Infrastructure and PPP

Our integrated team provides cross-practice legal talent from around the world with a strong emphasis on public law, banking, finance, real estate and procurement. With more than 340 Infrastructure and PPP lawyers, we advise both private and public entities from initial strategy to completion on PPP, PFI and other types of operation and maintenance



and concession arrangements. Our strong presence in Africa—a new frontier for many clients—is an additional asset to rely on.

Insurance

We offer one of the few multifaceted insurance teams, providing a practice with strong litigation, transactional and regulatory offerings. For more than 70 years, our team of more

than 300 lawyers has partnered with insurance companies to respond to their most pressing business and legal needs. With a deep knowledge of the insurance sector and an understanding of financial products, investments and regulations that can impact the whole industry, we know how to mitigate exposure and harness opportunity.

Life Sciences and Health Care

The Life Sciences and Health Care group features a global team of nearly 500 lawyers in 15 practices advising clients how best to face the challenges in developing and commercializing products, meeting compliance requirements, delivering services and capitalizing on scientific breakthroughs and business opportunities. With experience spanning all sectors—pharmaceuticals, veterinary drugs, medical devices and crop science, among others—we take an individualized approach to ensure that you receive innovative and commercially focused service.

Luxury, Fashion and Beauty

Whether you do business in product design, manufacturing, licensing, franchising, sales, distribution, financing, sourcing or business development, our 100-lawyer team can address your needs as an individual business owner, a family-owned business, an institutional investor, a private equity fund or a multinational company. Our clients range from innovative startups to iconic jewelry houses, world-famous fashion and apparel brands, legacy interior design editors, luxury book publishers and leading hotels and resorts.

Manufacturing

From design development to brand protection, innovation to communication, supply chain management to production expansion, our 350-lawyer practice is a well-balanced regulatory and transactional team. With our vast geographic footprint, we serve the needs of international manufacturing companies such as Molex, Monsanto, Toyota and Vale—helping to ensure they stay competitive in today's global economy.

Media, Entertainment and Sports

From film, television and music to publishing, digital media and Internet channels, and even to sports franchises and leagues, we understand the worldwide entertainment business. Whether you are acquiring, selling, distributing, financing or launching a

venture, our team of more than 300 lawyers will help you achieve a smash hit. We regularly counsel on sports venue/real estate development, litigation and dispute resolution, copyrights, trademarks and licensing, as well as providing advice regarding local political, legal and business conditions.

Mining

Comprised of professionals with deep industry experience—including geologists, doctors, engineers and securities lawyers who have worked for regulators and stock exchanges—our 200-lawyer group is a unique, stand-alone mining practice. We advise industry leaders such as China Minmetals and Rio Tinto, and provide counsel to clients operating on every continent through all stages of the mining cycle, from M&A and financing to regulatory and First Nations issues.

Private Equity

With more than 500 corporate, M&A and private equity lawyers, we offer reliable access to multidisciplinary advisors who guide you through the legal, regulatory and structural issues of a transaction. Our strategic guidance blends experience from an array of industry sectors and global perspectives that creates reliable solutions for buyout funds, venture capitalists, entrepreneurs, angels and institutional investors.

Professional Services

Our integrated approach provides you with a seamless offering from more than 150 lawyers operating in multiple jurisdictions to help you comply with regulations and minimize liability. We help you navigate increased global risks and the complex business environment in which your business operates, in tandem with experience in a full range of commercial legal services.



From corporate law and governance to employment and tax issues, Dentons can help you do business around the world.

Real Estate

The 1,100 lawyers in our Real Estate group provide you with a global presence that has a deep understanding of the local terrain. From real estate leasing to project finance, to acquisition and disposition, to development and construction, our globally recognized team acts for 15 Fortune 500 clients and advises three of the 10 largest global private equity groups. Our integrated approach brings established local, regional and global experience to all real estate ventures and projects.

Retail

We help you navigate every aspect of your business, including media advertising, consumer credit,



creation of customized shopping channels, copyright and trademark infringement, competition issues, data protection, health care regulatory considerations in pharmacy operations and contracting with suppliers and distributors. With nearly 300 lawyers, our team's global presence and experience across borders allows us to offer strategic legal advice to retailers, and to provide a true "one-stop shop" of the highest caliber.

Technology

More than 500 lawyers deliver creative solutions that stand out, help you achieve strategic objectives, minimize risk and deliver results that grow market share. Our team draws on our experiences advising a wide range of participants in the technology ecosystem, from emerging growth software and IT companies to multinational

technology suppliers. The Technology group includes lawyers from multiple disciplines, including: corporate, venture capital, mergers and acquisitions, initial public offerings, licensing, privacy, intellectual property, capital markets, tax, litigation, employment, real estate and regulatory.

Transportation

Trains, planes, automobiles and ships have never been more in demand. But there are challenges—some commercial, some operational and some legal—in an increasingly complex and regulated market. With more than 250 lawyers, our Transportation team has first-hand experience of those markets. We understand the operational and commercial considerations and the strategic and political drivers faced every day by clients who move goods and people.



Dentons has the experience a difference.

Dentons connects you to lawyers and professionals who have honed their skills in 40 practices and 384 sub-practices to offer incisive legal counsel and practical business solutions.

Practices

Aboriginal Law (Canada)

- Aboriginal Litigation
- Aboriginal Rights and Treaty Rights
- Agreements with Aboriginal Peoples and Community Relations

Arbitration

- International Commercial Arbitration
- Investment Treaty Arbitration

Banking and Finance

- Banking
- Banking Regulation
- Finance
- Financial Institutions Regulatory
- Private Equity

Capital Markets

- Capital Markets Regulatory Compliance
- Debt Capital Markets
- Derivatives and Structured Products
- Distressed Assets
- Equity Capital Markets
- Islamic Finance
- Public Finance
- Residential Mortgage Purchase and Sale
- Residential Repo and Finance
- Securitizations
- Sovereign Debt

Competition and Antitrust

- Canadian Competition and Foreign Investment Review
- Competition and Antitrust Counseling and Compliance
- Competition and Antitrust Litigation
- EU Competition Law
- Merger Control and Review
- State Aid

Corporate

- Bank Transactions and Regulations
- Broker-Dealer Regulation
- Business Agreements and Commercial Contracts
- Business Structures and Tax Planning
- Credit Risk Management
- Cross-Border Transactions
- Debt Capital Markets
- Equity Capital Markets
- Financial Institutions
- Foreign Direct Investment
- Free Trade Zone Regulation
- Fund Formation and Compliance
- IPOs and Public Offerings
- Joint Ventures
- Mergers and Acquisitions
- Pensions, Benefits and Executive Compensation
- Private Equity
- Privatizations
- Public Company Reporting
- Public Finance
- Risk Management

- Stock Exchange Listings
- Takeovers and Tender Offers
- Venture Capital

Corporate Governance

- Committees
- Compliance
- Corporate Fraud
- Directors and Officers
- Shareholder Activism

Employment and Labor

- Alternative Dispute Resolution (ADR)
- Business Immigration
- Corporate Board and Committee Representation
- Disciplinary and Grievance Procedures
- Discrimination, Retaliation and Unlawful Harassment Litigation
- Employee Poaching/Raiding
- Employee/Independent Contractor Classification and Disputes
- Employment and Labor Advice and Counseling
- Employment Contracts, Handbooks and Policies
- Equal Employment, Diversity and Discrimination
- ERISA Litigation
- Executive Employment and Severance Agreements

ience that makes

- Global Employment and Labor Solutions
- Human Resources Advice and Counseling
- Internal Corporate Investigations
- International Employment Law
- IP/IT Protection and Litigation
- Labor Relations and Collective Labor Law Negotiation with Unions and Employee Representatives
- Mergers and Acquisitions
- Occupational Safety and Health
- Partnership and Close Corporation Disputes
- Privacy and Cybersecurity
- Restrictive Covenant Disputes
- Restructuring, Redundancies and Reductions in Force
- Training
- Wage and Hour/Working Time/Overtime Litigation

- Workers Compensation
- Wrongful Termination and Unfair Dismissal

Energy

- Climate Change Strategies
- Competition and Antitrust
- Credit Risk Management
- Electricity
- Energy Advocacy
- Energy Litigation
- Energy Market Reform and Regulation
- Energy Privatization
- Energy Project Approval
- Energy Trading, Marketing, and Derivatives
- Intellectual Property and Technology
- Oil and Gas
- Project Finance

- Renewable Energy
- Securities and Corporate Finance
- Water

Environment and Natural Resources

- Environmental Litigation
- Environmental Regulation
- Environmental Transactional

Franchising and Distribution

Government Contracts

Health Care

- Aged Care and Senior Living Communities Australia



Experience that makes a difference.

Hotels and Leisure

- Gaming
- Golf
- Hotels
- Marinas
- Mixed-Use Properties
- Resorts
- Restaurants
- Ski Resorts
- Spa and Wellness

Immigration

- Business Immigration
- Individual Immigration

Insurance

- Accident and Health Insurance
- Insurance Litigation and Arbitration
- Insurance Regulation
- Insurance-Related Insolvencies
- Insurance Transactions and Mergers and Acquisitions
- Insurers and Sureties
- Life Insurance and Annuities
- Professional Liability
- Property, Casualty and Liability Insurance
- Reinsurance
- Risk Management
- Tax Credits and Tax-Advantaged Investing
- Title Insurance

Intellectual Property and Technology

- Advertising
- Commercial Agreements
- Communications
- Copyright
- Defamation and Reputation Management
- Designs
- E-Commerce, Internet and E-Payments
- Intellectual Property Litigation

- Inter Partes Reviews and Other Post-Grant Proceedings
- IP and the Internet
- IP Contracts, Assignment and Licensing
- Patent Litigation
- Patents
- Privacy and Cybersecurity
- Strategic IP Planning
- Strategic Sourcing and Outsourcing
- Technology Procurement, Development and Licensing
- Trademarks
- Unfair Competition

Life Sciences

- Academic Medical Centers
- Antitrust Counseling
- Biotechnology Companies
- Diagnostic Companies
- Fraud and Abuse Counseling, Investigations and Defense
- Global Anti-Corruption
- Information Technology and Telemedicine Companies
- Intellectual Property and Technology
- Life Science Research Entities
- Litigation, Arbitration, Mediation and other Dispute Resolution
- Manufacturers and Distributors
- Medical Device Companies
- Mergers and Acquisitions
- Pharmaceutical Companies
- Privacy and Cybersecurity
- Product Liability
- Product Recalls
- Product-Related Legal Issues
- Regulatory Counseling
- Special Tax and Specific Tax-Related Matters
- Venture Capital

Litigation and Dispute Resolution

- Alternative Dispute Resolution (ADR)
- Appellate Advocacy
- Auto Manufacturers

- Liability Litigation
- Class Action Defense
- Commercial Litigation
- Competition and Antitrust Litigation
- Constitutional Law, including Aboriginal and Native Law
- Construction and Engineering Disputes
- Consumer Products Representation and Services
- Dispute Risk Management
- E-Discovery
- Employment Disputes
- Energy Litigation
- Environmental Litigation
- ERISA Litigation
- Financial Services Litigation
- Forestry Products Litigation
- Fraud, Corruption and Asset Recovery
- Information Governance
- Infrastructure and PPP
- Insurance Litigation and Arbitration
- Intellectual Property Litigation
- Mining Litigation and Dispute Resolution
- Pensions and Benefits Disputes
- Pharmaceutical and Medical Device Litigation
- Product Liability and Complex Torts
- Real Estate Litigation and Dispute Resolution
- Regulatory and Administrative Tribunals
- Sales Practices
- Securities and Commodities Enforcement
- Securities and Shareholder Litigation
- Shareholder Activism
- Tax Litigation and Dispute Resolution
- Transportation Litigation and Dispute Resolution

Mergers and Acquisitions

- Acquisition Finance
- Competition and Antitrust
- Joint Ventures

- Leveraged Buyouts and Management Buyouts
- Merger Control Review
- Regulated Industries
- Takeovers and Tender Offers
- Taxation in Mergers and Acquisitions

Mining

- Mining Finance and M&A Transactions
- Mining Litigation and Dispute Resolution
- Mining Operations
- Mining Public Policy, Regulation, Community Relations and Disclosure

Native American Law and Policy (United States)

Notary Services

Pensions, Benefits and Executive Compensation

- Board Compensation Committee Representation
- Executive Compensation
- Executive Employment and Severance Agreements
- Government and Public Sector Plans
- Health and Welfare Benefits
- Multiemployer Plans (MEPPs/ Industry-Wide Plans)
- Pensions and Benefits Disputes
- Pensions and Benefits in Transactions and Reorganizations
- Pensions and Retirement Plans
- Plan Fiduciary Advice, Funding and Investments
- Plan Governance
- Share Schemes and Equity/Stock-Based Incentive Plans



Experience that makes a difference.



Privacy and Cybersecurity

Private Equity

- Consolidation Strategies
- Corporate Governance
- Corporate Spin-Outs
- Cross-Border Transactions
- Fund Formation and Compliance
- Infrastructure and PPP
- Leveraged Buyouts and Management Buyouts
- Management Equity Packages
- Mergers and Acquisitions
- Out-of-Court Restructurings and Workouts
- Venture Capital

Project Development

- Commercial Contracts
- Environment and Natural Resources
- Environmental Regulation
- Procurement Law and Government Contracts
- Project Finance
- Real Estate

Public International Law

Public Law

Public Policy and Regulation

- Aboriginal (Canada)

- Advocacy and Government Affairs
- Banking Regulation
- Compliance and Risk Management
- Congressional Investigations (United States)
- Credit Risk Management
- Education Regulation
- Energy Regulation
- Environmental Regulation
- EU Law and Policy
- Export Controls
- Federal Regulatory and Marketing (United States)
- Financial Institutions Regulatory
- Government Contracts
- Health Care Regulation



- Information Capital
- Insurance Regulation
- Media Regulation
- Native American Law and Policy (United States)
- Political Law, Ethics and Disclosure
- Procurement Law and Government Contracts
- Real Estate Site Selection and Development Incentives
- State Aid
- State Attorneys General (United States)
- Strategic Communications
- Transportation Regulation
- US National Security

Public Procurement

Real Estate

- Commercial Development
- Construction
- Development Zoning and Planning
- Environment and Natural Resources
- Real Estate Acquisition Disposition and Property Management
- Real Estate Finance
- Real Estate for Universities and Institutions of Higher Learning
- Real Estate Investments
- Real Estate Joint Ventures, Partnerships and Other Co-Ownerships
- Real Estate Leasing Occupation and Operation
- Real Estate Litigation and Dispute Resolution
- Real Estate Public Private Partnerships and PF1/PF2/PF3 Projects
- Residential and Condominium Development
- Tax Credits and Tax-Advantaged Investing

Restructuring, Insolvency and Bankruptcy

- Credit Risk Management
- Credit Support, Swaps, Eligible Financial Contracts and Safe Harbor Transactions
- Creditor and Equity Committee Representation
- Creditor Composition and Assignment Agreements, Schemes of Arrangement and Voluntary Arrangements
- Cross-Border Restructuring Matters
- Debtor Representation
- Debtor-in-Possession Financing
- Distressed M&A, Investing and Debt Trading
- Financial Institution Insolvency

- Independent Advice to Directors of Distressed Companies
- Insolvency Administrators, Monitors, Receivers, Trustees and Other Officeholders
- Insolvency Litigation and Enforcement
- Insurance-Related Insolvencies
- Mediation
- Out-of-Court Restructurings and Workouts
- Pensions and Benefits in Transactions and Reorganizations
- Protective Shield Proceedings
- Representation of Government and Quasi-Government Organizations
- Safeguard Proceedings
- Supplier and Customer Representation in Restructurings
- Tax-Related Insolvency Transactions and Reorganizations

Securities and Corporate Finance

- Capital Markets Regulatory Compliance
- Cross-Border Securities and Corporate Finance
- Debt Capital Markets
- Derivatives and Structured Products
- Equity Capital Markets
- Income Trusts
- Initial Public Offerings
- Investment Funds and Income Trusts
- Mergers and Acquisitions
- Private Equity
- Shareholder Activism
- Special Committees
- Stock Exchange Listings
- Takeovers and Tender Offers
- Venture Capital

Experience that makes a difference.



Tax

- Banking and Finance Taxation
- Business Structures and Tax Planning
- Charities and Nonprofit Taxation
- Corporate Taxation
- Employee Benefits and Retirement Funds
- Entertainment Taxation
- Individual Taxation
- International Taxation
- Partnerships and Other Pass-Through Entity Taxation
- Real Estate Taxation
- Resource Taxation
- Restructurings and Bankruptcy Tax Planning
- Sales Taxes (including VAT, GST, and PST)
- Subnational Taxation

- Tax Credits and Tax-Advantaged Investing
- Tax Litigation and Dispute Resolution
- Taxation in Mergers and Acquisitions
- Transfer Pricing

Trade, WTO and Customs

- Customs Law
- Export Controls
- Foreign Direct Investment
- International Trade
- Regional Trade Agreements, Advice and Litigation
- Trade Compliance
- Trade Disputes and Negotiations
- Trade Remedies/Trade Defense Instruments
- Trade Sanctions

- WTO Advice and Litigation

Transportation

- Aviation and Aerospace
- Concessions and Government Franchises
- Freight and Logistics
- Government and Transportation
- Maritime
- Rail
- Roads
- Transportation Competition and Antitrust
- Transportation Finance
- Transportation Infrastructure and PPP
- Transportation Litigation and Dispute Resolution
- Transportation Manufacture and Supply

- Transportation Procurement
- Transportation Regulation
- Transportation Technology and IT
- Transportation Transactions

Trusts, Estates and Wealth Preservation

- Asset Protection
- Charitable Planning
- Estate and Trust Administration
- Estate and Trust Planning
- Fiduciary Accounting
- International Estate and Trust Planning
- Multi-Generational Planning
- Planning for Couples
- Pre-Nuptial, Post-Nuptial and Other Domestic Contracts
- Representation of Corporate and Individual Fiduciaries
- Residential Home Ownership Planning
- Structuring of Asset Ownership
- Succession Planning including Business Owners
- Tax Audit Representation
- Trust and Estate Litigation

Venture Technology and Emerging Growth Companies

- Exits: Technology IPOs and M&A
- Industry Sector Focus
- Strategic Advisory and Entrepreneurial Services
- Venture Capital

White Collar and Government Investigations

- Global Anti-Corruption
- Internal Investigations
- State Attorneys General (United States)



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Adopting alternative fee arrangements

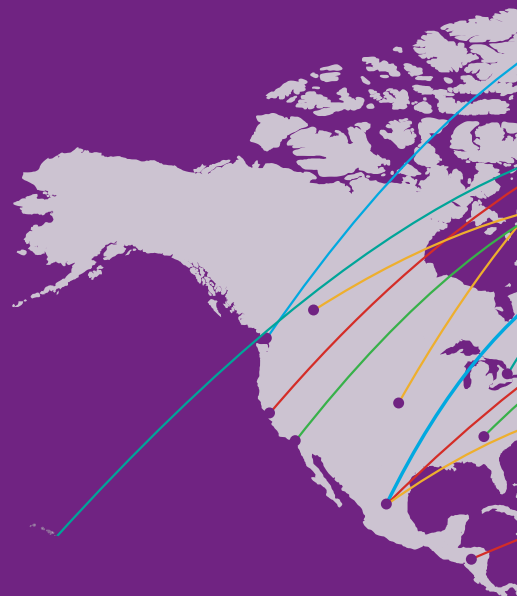
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