



Firm Overview

pillsbury

The vision to see opportunities where others may see only obstacles. Passion for our work and an unshakable dedication to your interests and needs. Lawyers who are authorities in their fields working in collaborative teams known for exceptional performance. Shared conviction that open, straightforward communication is essential to earning your trust. An ethical foundation based upon helping our clients, our employees and our communities.

THIS IS PILLSBURY.

LEGAL EXCELLENCE

Top Firm for Client Service

Based on feedback from *Fortune* 1000 in-house counsel, Pillsbury ranked in the top 6 percent of U.S. law firms serving large clients and was named to BTI's Client Service A-Team for 2013. Pillsbury was also named to BTI's 2013 "Brand Elite" list for providing premium value, ranking among the top 5 percent of the 650 law firms serving large clients.

Leading Practices, Leading Lawyers

U.S. News & World Report ranked 67 of our practices #1—including national recognition for our Asset Finance, Corporate, Energy, IT and Outsourcing teams. Nearly one-third of Pillsbury partners are ranked as top lawyers in their fields according to *Chambers USA* and *Chambers Global*.

A "Go-To" Firm for *Fortune* 500 GCs

Named a "Go-To Law Firm" by counsel at *Fortune* 500 companies for Corporate Transactions, Securities, Intellectual Property and Litigation (*Corporate Counsel*).

Premier International Trade Practice

Named as "Best Trade Law Firm in North America" by *Trade Finance Magazine*.

Top Firm for Life Sciences and Health Care

Recognized as a top firm for Life Sciences and Health Care law (*Chambers USA*).

"Outstanding" Energy Industry Capabilities

Energy team "combines a first-class nuclear energy practice with outstanding LNG, renewables, and oil and gas practices" (*Chambers USA*, citing client feedback).

Preeminent Energy & Infrastructure Projects Team

Advisers on energy and infrastructure projects and financings in more than 70 countries. *Chambers USA* called the team "client-oriented" and "at the forefront of industry issues."

Top Client Service for Hedge Funds

Recognized four years running for exemplary service to the hedge fund community by the leading hedge fund industry journal *HFM Week*, Pillsbury was named "Best Onshore Law Firm—Start-Ups" in 2012 and "Best Onshore Law Firm—Client Service" 2009–2011.

Insurance Recovery Team a "Group of the Year"

Insurance Recovery & Advisory team has collected more than \$5 billion on behalf of clients since the '90s and, in 2010, was named a "Group of the Year" by *Law360*.

Home to "World's Best" Lawyers

Euromoney recognized Pillsbury for being home to several of the "World's Best" lawyers, covering our Construction and Trusts & Estates teams.

Leading Litigators

Third-party recognition of our litigation teams includes a "Group of the Year" award for Insurance Recovery (*Law360*) and top-tier rankings for Intellectual Property and Insolvency litigation (*U.S. News-Best Lawyers*), and Appellate, E-Discovery and Tax Controversy (*Chambers USA*).

Broad Local, State and Federal Tax Capabilities

Reflecting the breadth of our tax capabilities for any company doing business in the U.S., *Chambers USA* and *U.S. News-Best Lawyers* named us a top firm for federal, state and local tax matters.

Top Firm for Insolvencies and Restructurings

Among the top Insolvency & Restructuring teams in both New York and California (*Chambers USA*).

A Leader in Aviation Finance and Regulation

Aviation Finance & Transportation team called "experienced, expert lawyers who offer high-quality advice" by corporate counsel surveyed in *Chambers USA*.

Among the "World's Best" in Outsourcing

Global Sourcing team named "World's Best Outsourcing Advisors" by the International Association of Outsourcing Professionals.

Industry Focus

Our attorneys have broad and deep experience in the industries that Pillsbury's more than 30 practice teams cover. In several fields, we have gained wide recognition as a leader among the world's law firms.

ENERGY

We are one of the few law firms serving the energy industry across all sectors, from conventional power and oil and gas to nuclear and renewables. Pillsbury has advised on energy and infrastructure projects in more than 70 countries across the globe.

Our clients include some of the world's largest integrated energy companies and independent power producers, as well as the world's largest suppliers of liquefied natural gas (LNG), and have been parties in virtually every U.S. purchase and sale of a nuclear power plant.

Pillsbury has received more than a dozen "Deal of the Year" awards for energy and project finance transactions since 2002, including projects in North America, Europe, Latin America and Asia. More than half of our work is international, including assistance to inbound clients on U.S. regulatory requirements.

What Clients Tell Chambers Surveys about Pillsbury's Energy Practice

"One of the leaders in energy work. They focus on responding to the specific questions that I ask them. They also have a good sense of the market."

"They know our business well—they do a good job of giving us a heads-up and pointing out trends in the market."

Recognition

Chambers USA ranks Pillsbury among the Best Law Firms for oil and gas, LNG, renewables and alternative energy and nuclear; our Energy practice has been included in *The Lawyer's* Transatlantic Elite; and *Law 360* has named Pillsbury among the Top Five Energy Law Firms.

ENERGY

FINANCIAL
INSTITUTIONS

REAL ESTATE

TECHNOLOGY

Oil & Gas and LNG

Pillsbury has been a key player in the oil and gas industry for decades, providing the full range of upstream, midstream and downstream coverage. We bring extensive knowledge to bear on the legal and business challenges facing the acquisition and development of conventional and unconventional oil and gas properties, and we have represented global companies with many of the prominent U.S. shale plays.

Our LNG team is at the forefront of the evolving LNG trade and has been actively involved in import terminals, Sale and Purchase Agreements, and proposed U.S. export terminals. Pillsbury's unparalleled global LNG experience helps clients gain a keen understanding of changing supply, pricing and contracting terms, and how these changes will impact LNG projects around the world.

Power Generation and Transmission

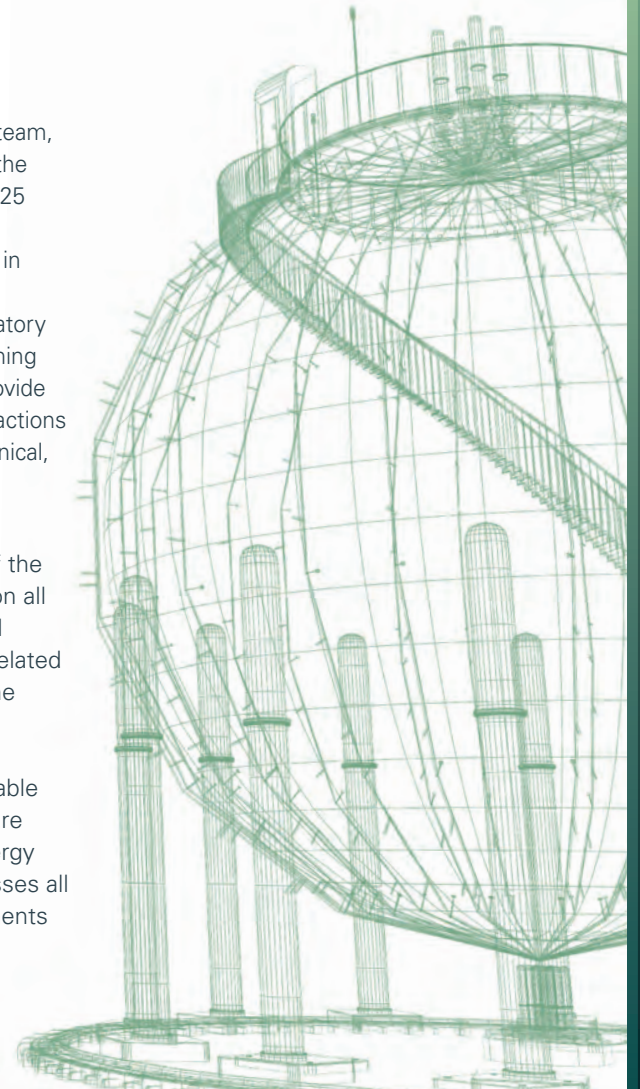
Pillsbury lawyers have led the legal work on hundreds of global power generation and transmission projects, are ranked among the top four firms in the world for power sector project finance and have worked on more than a dozen transactions that have won "Deal of the Year" awards. We guide clients as they capitalize on investment opportunities and on the developing regulatory scheme involving generation and transmission.

Nuclear

Pillsbury has the world's leading nuclear energy team, with more than 50 years of experience advising the global nuclear industry and a dedicated group of 25 nuclear energy lawyers based around the world. Several of these lawyers hold advanced degrees in engineering and the sciences, and held relevant positions in government, the U.S. Nuclear Regulatory Commission and the nuclear industry prior to joining Pillsbury. This experience enables Pillsbury to provide 360-degree advice on nuclear projects and transactions with a firm understanding of their strategic, technical, commercial and legal aspects and implications.

Renewable Energy

Pillsbury has honed a unique understanding of the renewable energy markets through our work on all aspects of development, financing, intellectual property, regulation, tax and commercial law related to international projects. Our participation in the renewable energy industry has earned us a reputation as a leader in the development and financing of domestic and international renewable energy projects. Our advisory work with venture capitalists, developers, utilities, diversified energy companies and tax equity investors encompasses all aspects of structuring and negotiating investments in renewable energy projects.



Industry Focus

Pillsbury lawyers monitor—and help shape—the industries in which our clients compete. We commence every matter already well informed of the business issues and trends that influence strategy and planning.

• FINANCIAL INSTITUTIONS

For the Financial Services sector, we advise more than 200 banking and investment institutions, including some of the world's largest. Our services cover lending, regulatory compliance, M&A, tax, IT outsourcing, IP, litigation and other business needs. We also handle the full range of structured financial arrangements for various forms of assets.

Recognition

Nationally ranked by *Chambers USA*: Corporate M&A; Banking & Finance; Investment Funds: Venture Capital; Outsourcing: International Trade

"The most responsive, value-added lawyers I have ever come in contact with. The way they staff and handle transactions is always appropriate to the size of transaction. They don't waste any time or money and are the most pleasant people on the face of the earth."
—An M&A client's comment to *Chambers USA*

• REAL ESTATE

In Real Estate and Construction, we represent many of the leading developers, builders, owners and investors in commercial property in the U.S., and handle international projects as well, particularly in the Middle East. In addition to transactions and developments of all types, we focus on public-private partnerships and construction litigation.

Recognition

Real Estate and Construction practices nationally ranked by both *Chambers USA* and *U.S. News Best Law Firms*

"The quality of work and timeliness of turnaround are the best that I have seen."
—A Real Estate client's comment to *Chambers USA*

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• TECHNOLOGY

Pillsbury's Technology industry practice includes more than 250 lawyers based in the United States, Europe and Asia, covering everything from initial financing and incorporation of start-ups through the gamut of legal needs, including intellectual property, sourcing and litigation. We represent technology clients ranging from industry giants to more than 400 smaller tech companies.

Recognition

Technology practice among the world's best as ranked by *Chambers USA, UK & Global*

"I really appreciate that the lawyers have a business perspective on what we're trying to do here."

—A Technology client's comment to *Chambers USA*

Business: The Conventional and the Never-Been-Tried

Our business teams partner with you to find capital. Organize your company. Secure patents. Purchase real estate. Negotiate contracts. Challenge competitors. Guide investment. Protect data. Limit liability. Outsource overhead. Minimize taxes. Establish policies. Expand markets. Our services are as varied as the myriad challenges and opportunities companies face every day.

Corporate & Securities. A top adviser on corporate, financial and investment transactions, we were named a “go-to” firm by general counsel at companies like Intel, Home Depot and Union Pacific for corporate transactions and securities offerings, while *U.S. News & World Report* ranked us a top-tier firm for corporate law.

Estates, Trusts & Tax Planning. We are one of the few large firms to offer executives in-house wealth management services from a team *Chambers USA* rated as one of the top practices in the United States.

Executive Compensation & Benefits. Led by a past chair of the American Bar Association Section on Taxation and “Employment Lawyer of the Year” (*Chambers USA Women in Law*), our team is at the forefront of national and international benefits practice.

Finance. As advisers to 200 financial institutions worldwide, as well as to corporate borrowers and private equity funds, we facilitate access to capital and financial services for clients in all industries and of all sizes.

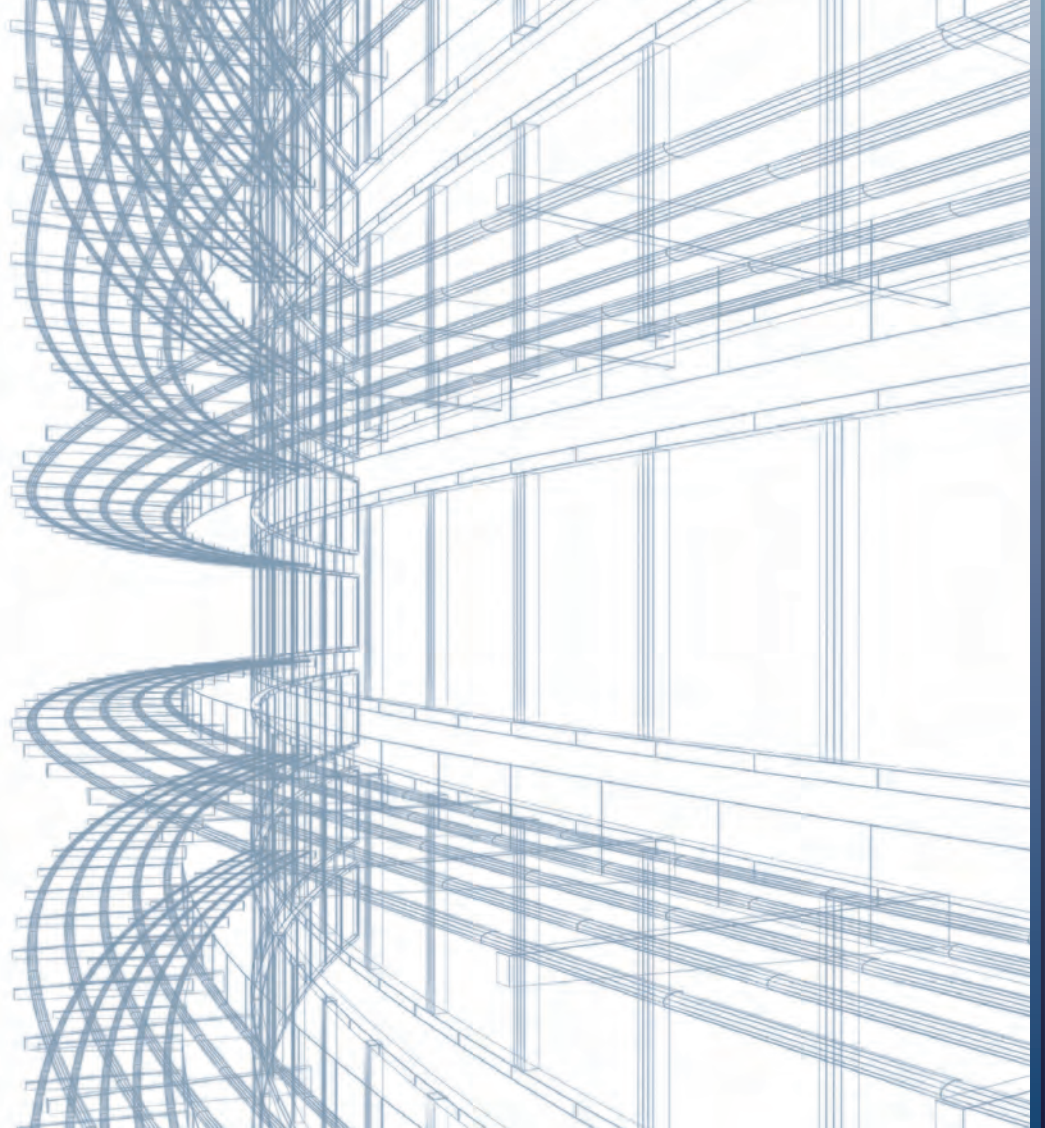
Global Sourcing. Among the most experienced advisory firms in the world, with nearly three decades of experience, we have led more than 750 transactions worth more than half a trillion dollars in contract value and have represented 30 percent of the *Fortune* 100.

Health Care. In an era of sweeping health care reform, any organization offering employee health plans or providing and supporting health care services can benefit from our substantial transactional and regulatory experience in the health care arena—particularly with corporate and contract law issues affecting providers, managed care organizations, insurers, vendors and suppliers.

Intellectual Property. Companies like Nike, AT&T, Medtronic, Xerox, UBS, Headwaters and Activision Blizzard trust Pillsbury to manage, secure, defend and monetize their patent, trademark and copyright assets.

Real Estate. We are one of the few firms with the size and geographic reach to handle the full range of assignments, from multijurisdictional portfolio transactions to single-asset deals in local markets.

Tax. The strength of our tax practice, particularly in state and local taxation, is evidenced by the multimillion-dollar savings we have achieved for a long list of *Fortune* 100 clients.



Antitrust & Competition
Aviation, Aerospace & Transportation
Climate Change & Sustainability
Communications
Energy
Environment, Land Use &
Natural Resources
Financial Services
Government Contracts & Disputes
Health Care & Life Sciences
Indian Law (American)
International Trade
Litigation
Nonprofit Organizations
Privacy, Data Security &
Information Use
Public Policy & Political Law
Tax

Regulation: Getting to Yes

Whether your company is a start-up, in growth mode or a market leader, your business faces some form of regulation. Our regulatory lawyers help you limit risk, achieve compliance, defend against investigations, advocate for new laws and challenge restrictions. And as governments play a larger role in business—serving as employers, shareholders and investors—we give you the insight and access you need to navigate the new regulatory landscape.

Regulatory agency alumni. Many of our lawyers have significant government sector experience—from the Department of Justice to the SEC, EPA and GSA.

Proximity to regulators. Our largest office is in Washington, DC, and we have long-established regulatory teams in New York, in Houston and throughout California.

Proven public policy advocates. Named “Best Government Affairs/Regulatory Law Firm” by the International Legal Alliance for demonstrated success in public policy advocacy and government contracts work.

Access to world markets. Combining a sophisticated knowledge of trade measures with a nuanced understanding of the related political, policy and diplomatic context, we were named “Best Global Export Credit Agency / Development Finance Law Firm.”



Regulatory Agency Alumni

Among Pillsbury's attorneys are veterans of government service in a wide variety of departments and agencies in the U.S. and other countries. In many cases, they have drafted the regulations, written the legislation or helped establish the policies of direct concern to our clients.

- Department of Commerce
- Department of Defense
- Department of Interior
- Department of Justice
- Department of State
- EPA
- FAA
- FCC
- FTC
- HUD
- IRS
- NOAA
- NRC
- SEC
- U.S. PTO
- Central Bank of Korea
- China Securities Regulatory Commission (CSRC)
- Japan Ministry of Finance

Antitrust & Competition
Appellate
Arbitration & Alternative
Dispute Resolution
Construction Counseling &
Dispute Resolution
Corporate Investigations &
White Collar Defense
Employment
Environmental Litigation
ERISA Litigation
Federal Tax
Financial Services Litigation
Health Care
Information Law & Electronic Discovery
Insolvency & Restructuring
Insurance Recovery & Advisory
IP & Technology Litigation
Product Liability & Toxic Torts
Real Estate & Land Use
Securities Litigation
State & Local Tax

Litigation: Victory, on Your Terms

Our 200+ litigators handle complex commercial cases, matters of public interest, intellectual property challenges, tax controversies, insurance policyholder disputes, environmental claims, securities class actions, construction disputes, and a wide variety of other assignments in courts and before regulators, arbitrators and mediators around the world.

Optimal results. Optimal efficiencies.

Our litigators are focused on securing swift, favorable, cost-effective resolutions.

Network of relationships. Our team has handled cases—including U.S. federal and multidistrict litigation, U.K. High Court cases and international arbitrations—in many jurisdictions, providing clients a network of relationships with local courts and counsel.

Former prosecutors and clerks. Among our litigators are former prosecutors and trial attorneys from numerous government agencies, as well as former judicial clerks for dozens of federal and state judges.

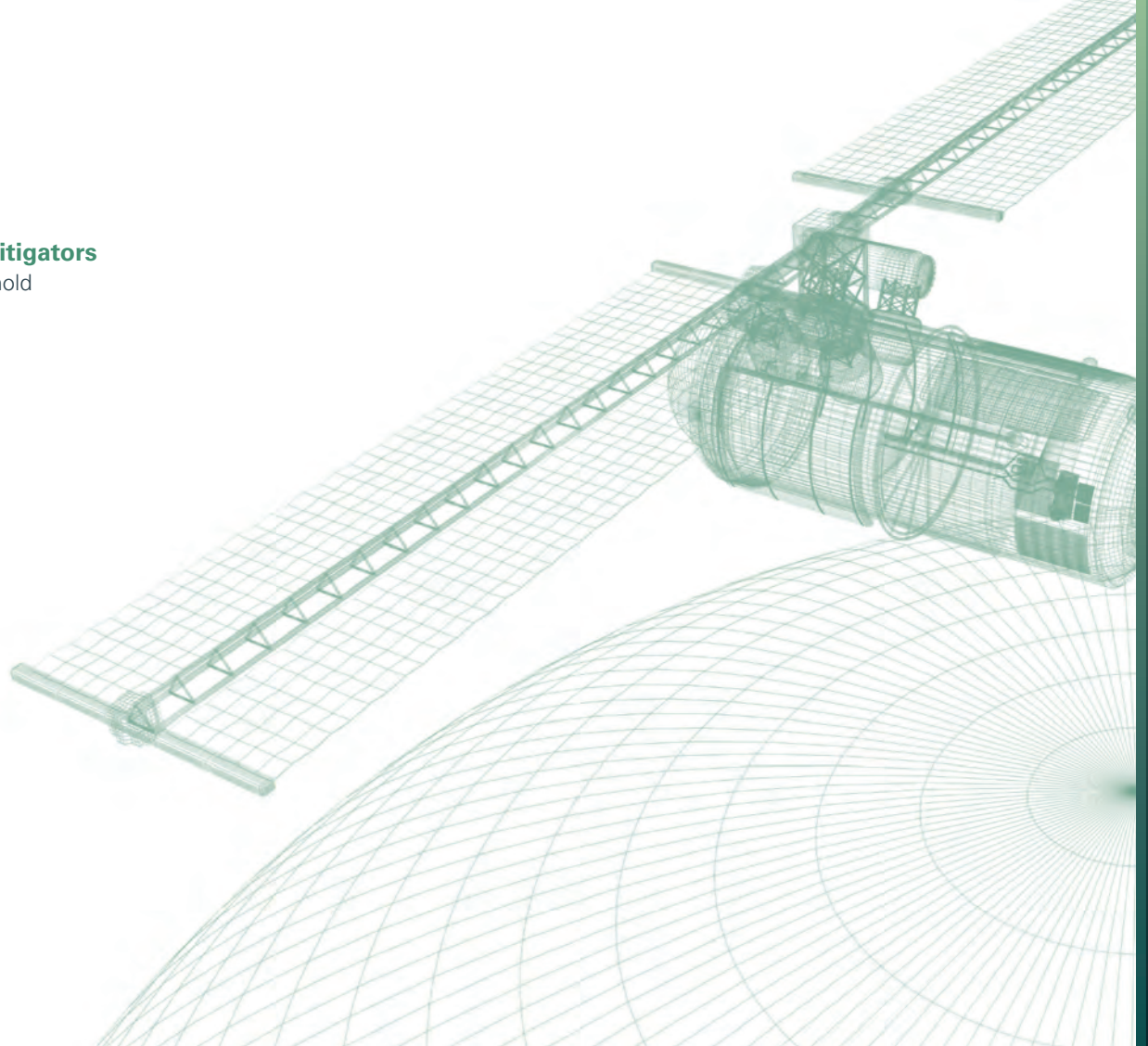
One of our largest practice areas.

Pillsbury has 200+ litigators, among them marquee attorneys in fields like securities litigation and construction disputes.

Leading Organizations Rely on Pillsbury Litigators

Pillsbury is the trusted litigation partner to household names around the world:

- American Media Inc.
- AT&T
- Bombardier
- Chevron Corporation
- Clark Enterprises, Inc.
- Duke Energy
- Mitsubishi Heavy Industries, Ltd.
- Mitsui & Co., Ltd.
- Sharp Corporation
- Stanford University and Hospitals
- Wells Fargo
- Xerox Corporation



Focus Teams: Insight into Fast-Moving Issues

From privacy law (where *Chambers Global* called us one of the world's top legal teams) to social media (where *Interactive Age* dubbed us a Top 3 firm for video game law) to crisis management (where we designed New York City's disaster-planning program), Pillsbury lawyers keep you well positioned to manage high-impact emerging issues.

Pillsbury's Focus Teams

Crisis Management

Oil & Gas

Privacy, Data Security & Information Use

Public-Private Partnerships

Social Media & Games

Water Resources





A Values-Driven Law Firm

- We are the only law firm to make *Working Mother* magazine's Top 10 list and have appeared in the "100 Best Companies" for the past seven years.
- The National Association for Female Executives (NAFE) has named us one of the *Top 50 Companies for Executive Women* since 2011.
- Our firm Chair was the only law firm leader to win the 2009 "CEO Diversity Leadership" award from Diversity Best Practices.
- We have a multiyear record of perfect 100 scores from the Human Rights Campaign's Corporate Equality Index.
- The head of the firm's Pro Bono practice received the Robert G. Sproul Jr. Award from the Lawyers' Committee for Civil Rights of the San Francisco Bay Area.
- The Houston office was recognized for its sustainability and energy efficiency; the San Diego office was recognized by the city for contributing to traffic reduction; and the DC office won a Green Business Award for its commuting program.
- Our Los Angeles, San Francisco, Houston and Sacramento offices are located in LEED-certified buildings.

THE PILLSBURY DIFFERENCE

Client Service Programs Focused on Your Bottom Line

High-quality legal work and clear, consistent communication are only the beginning of superior client service. Pillsbury is a pioneer among law firms in using the client team model. Since its inception in the '90s, the Client Team Program has evolved to offer our clients creative solutions designed to help in-house legal departments run more effectively and efficiently. We believe this innovative program will define client service in the years ahead. A sampling of our client services follows:

Pillsbury Problemsolvers. We provide up to \$10,000 in attorney time for existing clients to consult with our attorneys in practice areas where we have not previously worked together. Clients often use the time to secure fresh perspectives and “second opinions.”

Risk Assessment and Management Audits. We have developed fixed-price audits to assess and manage your risks related to crisis management, insurance programs, tax savings, social media and privacy compliance.

360° Perspective. We offer—free of charge—initial consultations on new strategic and legal issues for which the general counsel’s office would like an outside perspective.

Custom Legal Training. We provide issue-specific, on-site, 24/7 training for in-house legal departments as well as one of the most comprehensive online and in-person CLE training programs among large law firms.

Better Pricing from Sourcing Vendors. Ever wonder if you really got the right price for outsourced services? Our proprietary CostMarking methodology is a proven tool for securing a fair price based on the underlying cost of delivering outsourced services.

Portfolio Management Systems. Our trademark and patent portfolio management tools replace in-house docketing systems, decreasing the cost and complexity of managing global trademark and patent portfolios.

REPRESENTATIVE CLIENTS

Energy & Utilities

Abu Dhabi Water and
Electricity Authority
Chevron Corporation
ConocoPhillips
Dominion
Duke Energy
Entergy
Marubeni Corporation
NextEra Energy Resources
Tenaska
Valero Energy Corporation

Technology

Activision Blizzard
Amazon
AOL
Applied Materials
AT&T
CA Technologies
Intel
Kabam
Sharp Corporation
Sigrity
SYNNEX Corporation
Tenable Network Security
Toshiba
Vodafone
Xerox Corporation
Yahoo!

Financial Services

Allen & Company
Atlas Holdings
Bank of America
Bank of the West
BNP Paribas
Citigroup
Deutsche Bank
Morgan Stanley
Performant Financial Corporation
BNY Mellon
UBS
Union Bank
Wells Fargo

Real Estate

Boston Properties
Clark Enterprises, Inc.
Crescent Real Estate
Federal Realty Investment Trust
Hunt Construction
Lowe Enterprises
Shorenstein
Spear Street Capital
The Walton Group

Health Care & Life Sciences

AstraZeneca
Biogen Idec
Bristol-Myers Squibb
Genomic Health
Health Net
Incyte
McKesson Corporation
Medtronic Inc.
North Shore-LIJ Health System
Receptos

Consumer & Retail

CafePress
DIRECTV
Gibson Guitar
Home Depot
In-N-Out Burger
Mattel
NIKE
Panasonic
Petco
Walt Disney Company

Industrials & Transportation

Bombardier
General Electric
Headwaters Incorporated
Mitsubishi Heavy Industries, Ltd.
Mitsui & Co., Ltd.
Textron
Union Pacific

Non-Commercial Organizations

American Society of Association
Executives
Association of American Railroads
California Public Employees'
Retirement System (CalPERS)
Stanford University and Hospitals

OFFICES

Sacramento
San Francisco
Silicon Valley
Los Angeles
San Diego North County
San Diego

New York
Washington, DC
Nashville Operations
Northern Virginia
Houston

London

Abu Dhabi

Shanghai

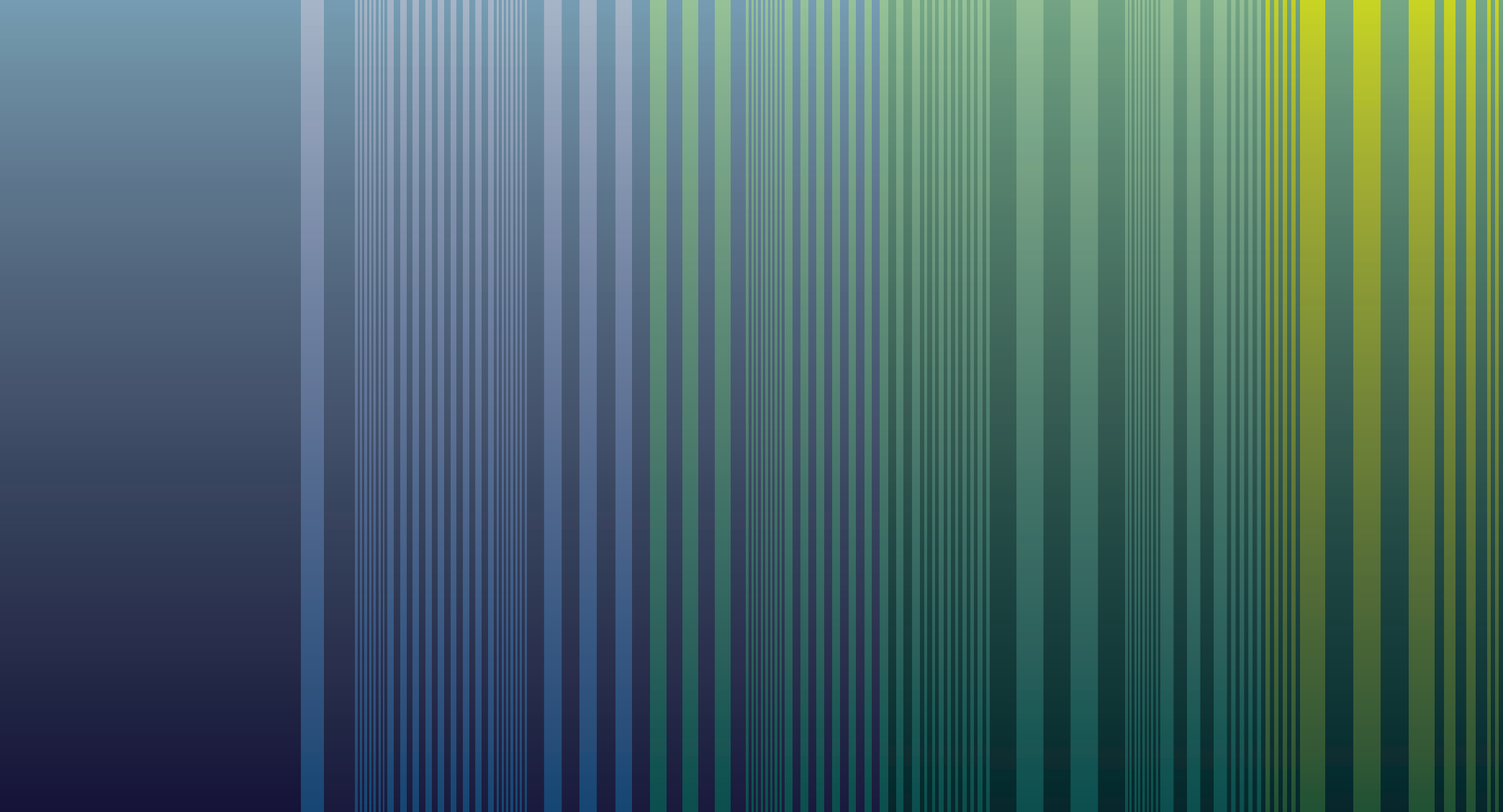
Tokyo

Get tomorrow's headlines today.

Sign up for Pillsbury publications on emerging issues in law, business and government.

To better anticipate the impact of emerging issues, Pillsbury lawyers monitor and analyze developments in law, business and government for our clients, free of charge. We share our findings through client alerts, white papers, FAQs, webcasts and podcasts. To receive updates in your areas of interest, register at www.pillsburylaw.com/subscribe.





ATTORNEY ADVERTISING. Results depend on a number of factors unique to each matter.
Prior results do not guarantee a similar outcome.

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