

**The people  
are really  
nice here.**

**And other  
nasty rumors  
about us.**

1

**Associates are  
just as valued  
as partners.**

**It's hard to know whom  
to kiss up to.**

2

**We help great  
clients achieve  
great things.**

**They get the glory.  
You get the satisfaction.**

**3**

**You will work  
directly with  
clients early on  
in your career.**

**Maybe not week one,  
but year one.**

4

**There are no  
overbearing,  
temperamental  
jerks here.**

**Actually there are a few, but  
we try to keep them away  
from our summer associates.**

5

**Pillsbury is  
defined by a  
culture of  
collaboration.**

**We've done the analysis—  
it makes us a stronger firm.**

6

**Pillsbury is  
an ideal place  
to work.**

**Feel free to keep  
this to yourself.**



**Enough of  
the rumors.**

**Now for the  
facts.**

# The Pillsbury Difference.

Pillsbury is an international law firm with offices around the world, and a particular focus on the technology, energy & natural resources, financial services, real estate & construction, and travel & hospitality sectors. Recognized by *Financial Times* as one of the most innovative law firms, Pillsbury lawyers are highly regarded for their forward-thinking approach, their enthusiasm for collaborating across disciplines and their unsurpassed commercial awareness.

## Our Clients

Pillsbury's clients include more than 100 of the *Fortune* 500, as well as startups, mid-caps, investment funds and nonprofits.

### TODAY'S TITANS...

Amazon  
Blue Cross Blue Shield  
Chevron Corporation  
Disney  
Ernst & Young  
General Electric  
NextEra Energy  
NYU  
Petco  
Shorenstein  
Stanford University and Hospitals  
UBS

### ...AND TOMORROW'S

Blackhawk Networks  
FireEye  
Freshdesk  
Genomic Health  
Hainan Airlines  
Renewable Energy Group  
RetailMeNot  
Yeti

## Firm Recognition and Rankings

### Highly Ranked

**More than half** of Pillsbury partners are ranked by one or more of the major ranking agencies (*Chambers, The Legal 500* and *U.S. News & World Report/Best Lawyers*).

### BTI Consulting Group

#### Most Recommended Law Firms

For more than five years, Pillsbury has been named one of the **25 Most Recommended Law Firms Among GCs**.

### BTI Litigation Outlook 2017

Litigation practice named a **Standout Firm** for securities and finance litigation and an **Awesome Opponent** on the list of litigation firms most feared by clients.

### Financial Times U.S. Innovative Lawyers

Pillsbury was named to the 2016 *Financial Times Innovative Lawyers List* for the third time.

### Corporate Counsel "Go To" Firm

Pillsbury was named a **"go-to firm"** in the areas of Corporate, Intellectual Property, Litigation and Securities.

### American Lawyer Diversity Scorecard

Placed among the **Top 40** firms on the *American Lawyer Diversity Scorecard*.

### Working Mother

The magazine named Pillsbury as one of the **"100 Best Companies"** for the past **11** years, including as the only law firm in the Top 10.

### National Association for Female Executives

Pillsbury has been named to the NAFE's **Top 50 Companies** for Executive Women six years running.

### Vault's Associate Survey

Pillsbury ranked in the **Top 20 for diversity**, with high marks for women, minorities and attorneys with disabilities.

### Human Rights Campaign Equality Index

Pillsbury has received a **100% perfect** score every year since 2006.

### Flex-Time Lawyers/Working Mother

A **Top 50 Law Firm for Women** since the inaugural survey results in 2007.

For information on major deals and litigation wins, go to: [pillsburylaw.com/highlights](http://pillsburylaw.com/highlights).

## Practices/Industries

- Antitrust & Competition
- Aviation, Aerospace & Transportation
- Communications
- Construction Counseling & Dispute Resolution
- Consumer & Retail
- Corporate
- Education
- Employment
- Energy
- Environmental
- Estates, Trusts & Tax Planning
- Executive Compensation & Benefits
- Finance
- Financial Services
- Global Security Services
- Global Sourcing & Technology Transactions
- Government Contracts & Disputes
- Health Care
- Insolvency & Restructuring
- Insurance Recovery & Advisory
- Intellectual Property
- International Trade
- Life Sciences & Global Pharma
- Litigation
- Nonprofit Organizations
- Political Law
- Public Policy
- Real Estate
- Regulatory
- Tax
- Technology
- Travel, Leisure & Hospitality

### Geographic Practices:

- China
- Japan
- Latin America
- Middle East and Africa

## Emerging Issues

From cybersecurity and privacy law (deemed one of the world's top legal teams by *Chambers Global*) to crisis management (an area in which we have advised on more than 100 oil spills and handled more Natural Resources Damages Assessments than any other law firm), Pillsbury lawyers keep clients well-positioned to manage high-impact emerging issues.

### Pillsbury's Focus Teams:

- Cybersecurity, Data Protection & Privacy
- Crisis Management
- Fintech, Payments & Blockchain
- Public-Private Partnerships
- Unmanned Aircraft Systems
- Water Resources

## YEAR FOUNDED

1868

## WORLDWIDE OFFICES

21

Abu Dhabi, Austin, Beijing, Dubai, Hong Kong, Houston, London, Los Angeles, Miami, Nashville, New York, Northern Virginia, Palm Beach, Sacramento, San Diego, San Diego North County, San Francisco, Shanghai, Silicon Valley, Tokyo, Washington, DC

## TOTAL ATTORNEYS

700

## TOTAL FIRM SIZE

1,400

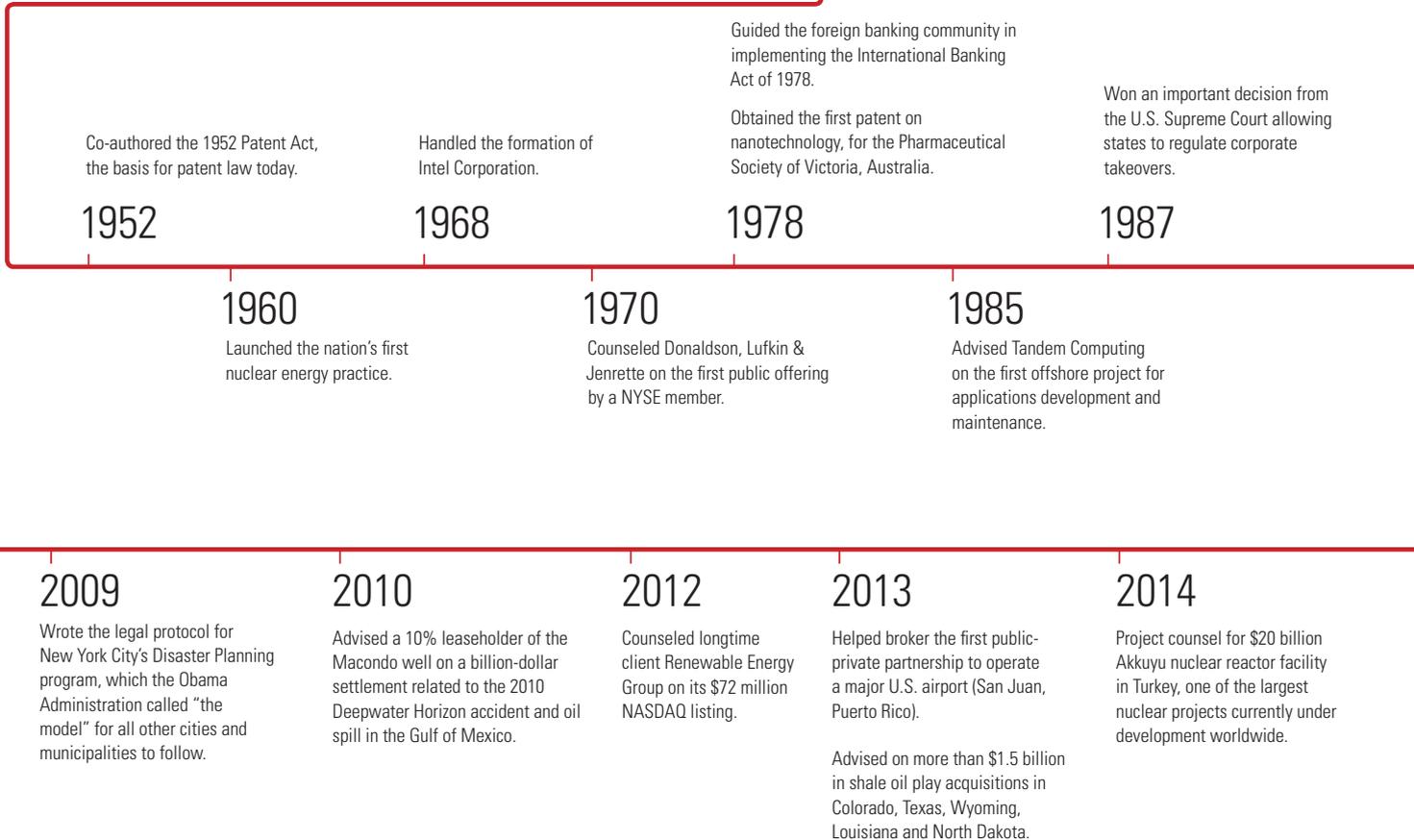
## A VALUES-DRIVEN LAW FIRM

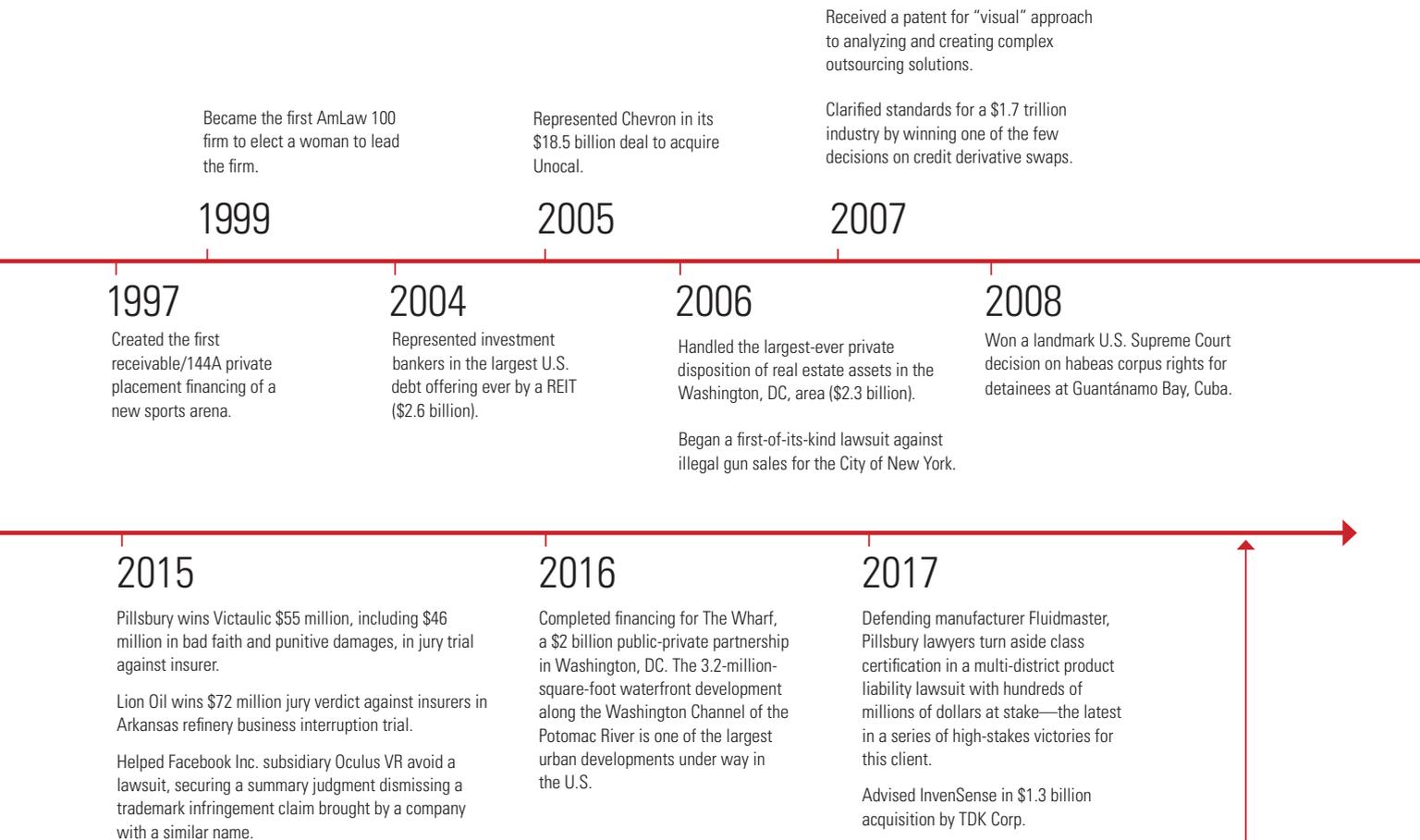
*Pillsbury embraces an unwavering commitment to collaboration, innovation, sustainability, and giving back to the communities in which we live and work. We became one of the first U.S. firms to launch a formal Corporate Social Responsibility initiative, which combines and enhances our existing programs for pro bono, diversity and inclusion, conservation, charitable giving, and community outreach.*

# 1868

## Our History

*The Really Short Version*





Your Story Here

# Careers Launched at Pillsbury

Among the firm's illustrious alumni from days gone by are two Secretaries of State, two Secretaries of War, an Assistant Secretary of Defense, a Supreme Court Justice and a Nobel Laureate. More recently, Pillsbury has been the springboard for countless high-achieving careers.



## THE BENCH

### State of Colorado

#### *Court of Appeals Judge*

Hon. Anthony J. Navarro

### Supreme Court of the State of New York

#### *Principal Appellate Court*

#### *Attorney,*

#### *First Department*

Hon. Takemi Ueno

### Northern District of California

#### *U.S. Bankruptcy Court Judge*

Hon. Dennis Montali

### Fairfield County, Connecticut

#### *Superior Court Judge*

Hon. Sheila A. Ozalis

### Pima County, Arizona

#### *Superior Court Judge*

Hon. Brenden J. Griffin

### Los Angeles County, California

#### *Superior Court Judge*

Hon. Amy D. Hogue

### U.S. Court of Appeals

#### *District of Columbia*

#### *Chief Judge Superior Court*

Merrick Garland

### District of Maryland, Court of Appeals for the Fourth Circuit

#### *U.S. Bankruptcy Court Judge*

Hon. Tom Catliota

### Southern District of Texas

#### *Magistrate Judge,*

#### *U.S. District Court*

Hon. Peter Ormsby

### U.S. Court of

#### *International Trade Judge*

Hon. Delissa Ridgway

### Northern District of California

#### *Federal Magistrate Judge*

Hon. Bernard Zimmerman

### San Francisco Superior County Court

#### *Judge*

Hon. Jeffrey Ross

Hon. Ross Moody

### Alameda County

#### *Superior Court*

#### *Judge*

Hon. Tara Desautels



## GOVERNMENT

### State of Montana

#### *Governor*

Steve Bullock

### State of Maryland

#### *Congressional Representative*

John Delaney

### Federal Communications Commission

#### *Chief, Spectrum Enforcement*

Bruce Jacobs

### U.S. Department of Defense

#### *Assistant Secretary of the Navy for Manpower and Reserve Affairs*

Franklin R. Parker

### People's Republic of China

#### *Hong Kong Deputy to the 12th National People's Congress*

Laura Cha Shih May-lung

### South Korea Financial Services Commission

#### *Deputy Chairman for International Affairs*

Kim Hak-kyun

### State of New York

#### *Assistant Attorney General*

Nicholas Minella

#### *Assistant Solicitor General*

Frederick A. Brodie

### State of California

#### *Deputy Attorney General*

Sharon O'Grady



## PRIVATE SECTOR

### **Albertsons**

**Executive VP & General Counsel**

Bob Gordon

### **Arizona Cardinals**

**General Counsel**

David Koeninger

### **Avago Technologies**

**VP & General Counsel**

Patricia McCall

### **B.F. Saul Company**

**Executive VP, Chief Legal  
& Administrative Officer**

Christine Nicolaides Kearns

### **The Carlyle Group**

**Co-Founder & Co-CEO**

David Rubenstein

### **Chevron**

**Senior Counsel**

Courtney Lynch

Amy Gaylord

### **Chilton Trust Management LLC**

**President & CEO**

Garrison duP. Lickle

### **Citibank**

**Director & Counsel**

Patricia Brigantic

### **Costco**

**Corporate Counsel**

Marta Lowe

### **Cvent**

**Founder, CEO**

Reggie Aggarwal

### **eBay**

**Legal Director, Antitrust & Regulatory**

Lindsay Lutz

### **ESPN**

**Executive VP, Global Business  
& Content Strategy**

Marie Donoghue

### **Facebook**

**General Counsel**

Paul S. Grewal

### **Fox Television Group**

**Chairman & CEO**

Gary Newman

### **General Atomics**

**VP & General Counsel**

Ann-Charlotte Engström

### **Girl Scouts of Northern California**

**CEO**

Marina Park

### **Google**

**Corporate Counsel**

Alex Ponce de Leon

### **Host Hotels & Resorts**

**Executive VP & General Counsel**

Elizabeth A. Abdo

### **McKesson**

**Chief Counsel**

Henry Hernandez

### **MGM Resorts International**

**Executive VP, Special Counsel-Litigation,  
Chief Diversity Officer**

Phyllis A. James

### **NTT Data**

**Executive VP & General Counsel**

John Dick

### **Robert Half International**

**Executive VP, Secretary & General  
Counsel**

Steven Karel

### **San Francisco Giants**

**Legal Counsel**

Matt Valdez

### **Solar City/Tesla**

**Trade & EHS Attorney**

Julia Miller

### **Sony Computer Entertainment America**

**Senior Corporate Counsel**

Christine Nakagawa Curtis

### **Stanford University**

**VP & General Counsel**

Debra Zumwalt

### **University of California**

**President**

Janet Napolitano

### **Senior Counsel**

John Bevan

### **The Walt Disney Co.**

**Assistant General Counsel**

Anthony Stanley

### **Yahoo!**

**Senior Legal Director**

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# What industries does Pillsbury serve?

Our lawyers serve many of today's most dynamic industries and thrive on breaking new ground in legal thinking and client service. Recognizing that our job is to understand our clients' businesses as well as they do, we were one of the first firms to organize by industry sector as well as legal discipline. Today, we focus our efforts on five broad industry groups.



## Energy + Natural Resources

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 75 countries across the globe.

Our clients include some of the world's largest integrated energy companies and independent power producers and have been parties in virtually every U.S. purchase and sale of a nuclear power plant.

### PRACTICE HIGHLIGHTS

- Nearly 100 Pillsbury lawyers firmwide have served at federal regulatory agencies.
- Advising a solar developer in connection with the development and financing of a major solar installation in the Northeast U.S.
- Completed more than \$12 billion in energy-sector capital markets and commercial financing transactions for Deutsche Bank in seven Latin American countries.
- Named "Law Firm of the Year" for Environmental Law by *U.S. News & World Report/Best Lawyers*.

### MARQUEE DEAL

Duke Energy, one of the largest electric power holding companies in the U.S., has been working with Pillsbury to expand its renewable energy portfolio—and garnering attention for it. Last year's \$361 million financing of North California solar projects was named the North America Solar Deal of the Year by *IJ Global*, a leading project finance and infrastructure journal. Early this year, Duke followed up with Pillsbury again for its largest renewable energy financing to date, a \$636 million financing of wind farms in Texas and Oklahoma with more than 700 MW in total capacity. Pillsbury fielded more than a dozen attorneys from four offices to handle the full scope of renewable energy projects, covering finance, energy, tax, and environmental issues.

### MARQUEE DEAL

Pillsbury advised PSEG Power on its acquisition of the Keys Energy Center project in Prince George's County, Maryland. An investment of more than \$800 million, the project will be low-impact on both the environment and taxpayer alike. The facility, built on an existing sand and gravel mine, features a combined-cycle unit with a combustion turbine, heat recovery steam generator and steam turbine—one of the cleanest technologies available for electric generation—and the unit will be equipped with state-of-the-art emissions control technology. Best of all, the Maryland electricity ratepayer will not be subsidizing or guaranteeing any portion of the plant's revenue.



## Finance & Financial Services

We count the world's largest financial institutions among our clients, as well as alternative financial service providers such as private equity firms and hedge funds. We handle an impressive array of interesting work on behalf of them, with strengths in corporate transactions and financial regulation, transportation and project finance, and bank and leveraged finance. Among our clients are Wells Fargo, Citigroup and Deutsche Bank.

## PRACTICE HIGHLIGHTS

- Included in the *Financial Times* list of the most innovative law firms in the U.S. three times.
- *Trade Finance* has named Pillsbury “Best Trade Law Firm in North America” for three years in a row.
- Our investment funds group was recognized for the fourth time by a leading hedge fund industry journal as “Best Onshore Law Firm-Client Service.”
- *Airfinance Journal* has recognized seven aviation finance transactions as 2015 Deals of the Year. The deals included Deals of the Year in the UAE, Europe, Africa, Turkey and Latin America.
- *Chambers* has named Pillsbury as one of the leading aviation finance firms in the world.

## MARQUEE DEAL

When longstanding client Turkish Airlines wanted to expand its fleet while also diversifying its funding structure, Pillsbury's acclaimed Asset Finance team put together and closed the world's first Japanese yen-denominated Enhanced Equipment Trust Certificate (EETC) transaction. The novel transaction contributed the equivalent of \$99 million (U.S.) toward the financing of three new Airbus A321 aircraft for Turkish Airlines. EETCs typically tap into the U.S. dollar markets, thanks in part to protections afforded by the U.S. Bankruptcy Code. Pillsbury's innovative work allowed the airline to use its yen revenue streams—a by-product of Pillsbury's strong reputation in Japan—while also relying on the bankruptcy protection provided by the Capetown Convention.

## MARQUEE DEAL

In the first quarter of 2017, Pillsbury's capital markets lawyers helped bring to market investment-grade corporate debt offerings amounting to more than \$11 billion. The firm represented underwriters for issuers such as Great Plains Energy, MassMutual Financial Group and Southern California Edison. Issuer clients included Chevron, Tectron and CA Technologies. In a record-setting quarter for the U.S. bond market, Pillsbury had roles in 11 different transactions. *U.S. News - Best Lawyers* has ranked our capital markets team as a 2017 first-tier practice.



## Technology

Pillsbury has been a leading advisor to technology companies since we helped incorporate Intel in 1968. Global in scope, our Corporate & Securities Technology team has handled offerings on all U.S. exchanges as well as the Tokyo, AIM and AUS markets.

For a bootstrapped startup, our Technology team operates as a small-scale boutique. For a high-tech leader making a time-sensitive acquisition, we assemble a multidisciplinary team with deep experience. Visionary companies like Webex, Atheros and Receptos relied on Pillsbury from startup and financing to acquisition or IPO.

## PRACTICE HIGHLIGHTS

- In the last 30 years, we have filed for more than 52,000 patents. Our IP practice has over a century of history and experience.
- Named “World’s Best Outsourcing Advisors” by the International Association of Outsourcing Professionals eight years running.
- Since 2000, Pillsbury has served as counsel in more than 900 public and other underwritten securities offerings with an aggregate value of over \$300 billion.
- Since 2000, 76 completed IPOs: 53 Issuer side and 23 underwriter side.
- Helped raise \$10 billion in venture financing since 1999 for technology and life science startups.
- Half of all of our M&A deals are for technology companies.

## MARQUEE DEAL

Pillsbury guided cyber-defense provider FireEye in gaining certification for two of its solutions under the SAFETY Act—a first for pure cybersecurity products. The SAFETY Act, a post-9/11 law, shields users and makers of certified anti-terror products from liability. The U.S. Department of Homeland Security designated FireEye’s Multi-Vector Virtual Execution engine and Dynamic Threat Intelligence platform as “Qualified Anti-Terrorism Technologies.” Customers using these tools can more readily satisfy shareholder and fiduciary requirements, and they may also see savings on insurance and legal expenses.

## MARQUEE DEAL

Pillsbury advised Japan-based NTT DATA in its \$3.05 billion purchase of Dell Systems, the IT services arm of Dell Inc. Formerly known as Perot Systems, Dell’s IT services division was founded in 1988 by former U.S. presidential candidate Ross Perot and was acquired by Dell in 2009. The combined company will be one of the world’s leading IT services providers and significantly expands NTT DATA’s presence in North America, as well as its global delivery network. Helping companies navigate complex, multi-billion dollar cross-border transactions such as this is just one way in which Pillsbury helps its clients achieve their ambitious, cutting-edge business plans.



## Real Estate + Construction

Pillsbury has a unique history of deal-making throughout the United States, with leading real estate practices for more than 50 years and a recent international expansion in London. Because of its size and geographic reach, our Real Estate practice group is one of the few national practices capable of handling the full range of assignments, from multi-jurisdictional portfolio transactions to single-asset deals in local markets.

Our Construction Counseling & Dispute Resolution practice's reputation for putting troubled projects back on track led *Chambers USA* to call the team's lawyers "preeminent" in the field, and is why lawyers in the practice were among those awarded the "Award for Excellence in Construction" by *Chambers USA* in multiple years. The team has handled disputes related to historic projects like the Channel Tunnel and the Panama Canal extension.

### PRACTICE HIGHLIGHTS

- Two of the largest transactions ever on both coasts: a \$2.3 billion portfolio sale in Washington, DC, and a \$1.5 billion sale of marquee buildings in the western United States.
- Named "Law Firm of the Year" for Construction Law by *U.S. News & World Report/Best Lawyers*.
- Clients value our geographic reach, with real estate teams on the East, West and Gulf coasts.
- Ranked as a top real estate practice by *Best Lawyers in America/U.S. News & World Report*.
- Practice covers not only traditional development and transactions, but distressed assets, global investment advice and public-private partnerships.

### MARQUEE DEAL

The Wharf, a \$2 billion public-private partnership in Washington, DC, is the culmination of more than seven years of work by Pillsbury with client Hoffman-Madison Waterfront. The 3.2 million square-foot waterfront development along the Washington Channel of the Potomac River will turn some 24 acres of land and more than 50 acres of water into a mix of residential, retail, office, public pier and park, and other uses. The project is one of the largest urban developments under way in the U.S.

### MARQUEE DEAL

Pillsbury represented Commonwealth Partners, which bought the iconic Manhattan building at 787 Seventh Avenue from AXA for \$1.942 billion—an amount more than twice as large as the No. 2 largest deal on *Law360's* list. It was a quick transaction, with the property going on the market in September and the buyer closing in January on both the acquisition and the related financing. The purchase of the Seventh Avenue property was the largest real estate transaction of the quarter, according to Real Capital Analytics.



## Travel, Leisure & Hospitality

Pillsbury has a longstanding commitment to the travel, leisure and hospitality industry. Our lawyers handle operations issues, development projects and strategic issues for a diverse range of industry clients. The firm's Travel, Leisure & Hospitality industry team has over 75 lawyers located both on the East and West coasts, as well as in our international offices. This team provides our clients with comprehensive legal solutions and unmatched industry knowledge.

### PRACTICE HIGHLIGHTS

- Regularly recognized for excellence by *Chambers USA*, *The Legal 500 U.S.*, *U.S. News – Best Lawyers* and *Who's Who Legal*
- More than 75 lawyers operating coast to coast across the U.S. and around the world
- Team has helped more than two dozen airlines from around the world launch their U.S. operations, including more airlines in the last five years than any other law firm
- A diverse U.S. and international clientele from every sector of the industry, including airlines, hotels and resorts, cruise lines, spas, casinos, tour operators, online travel companies and large travel agencies

### MARQUEE DEAL

On behalf of real estate asset manager Northridge Capital, Pillsbury lawyers recently negotiated a partnership with W Hotels Worldwide, which is part of Starwood Hotels & Resorts Worldwide Inc., and Sarpa Development. As a part of that deal, one of Northridge Capital's hotels, a property at the base of Aspen Mountain in Colorado formerly known as Sky Hotel, will become the W Aspen and The Sky Residences at W Aspen. Northridge Capital will retain ownership of the hotel, which will become the first alpine location in North America from W Hotels. Slated to open in 2017, W Aspen will include 88 guest rooms, 11 W-branded fractional residences, and a 12,000-square-foot rooftop bar and pool.

### MARQUEE DEAL

Pillsbury is helping Norwegian Air revolutionize transatlantic travel. After a three-year effort, described by the U.S. Department of Transportation as "among the most novel and complex" it has ever encountered, a multi-practice Pillsbury team delivered a historic victory in 2016 for a global airline client with big plans for service to the United States. Attorneys from seven of the firm's offices won DOT approval for Norwegian Air International, an Irish subsidiary of Norwegian, Europe's third-largest low-cost airline, to operate flights between Europe and the United States. Early in 2017, the carrier announced several new transcontinental routes, with one-way fares as low as \$89.

**Pillsbury is  
looking for  
talent like you.\***

**\*100% pure,  
indisputable fact**

# Interview Tips? Scan here.



Starting your career and selecting the right law firm can be challenging. But asking the *right people* the *right questions* will get you closer to where you need to be. That's why we came up with the **15 Questions Interview Tool**. Over the years, we've polled our own associates to find out what they wished they'd asked and, just as important, we looked into who'd be the right person to answer each question.

You'll also want to take a look at our 3-minute video, **The Interviewers**, featuring Pillsbury lawyers who do on-campus interviewing—what and what not to do, say and convey when interviewing.

Find both at **[careers.pillsburylaw.com](https://careers.pillsburylaw.com)**.



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