

Firm	Origin	Offices	Clients and work in Europe	Global turnover 2007 (\$US)*	Growth in global turnover 2005-2007 (%)	Headcount in Europe 2008	Headcount growth 2005-2008 (%)	Headcount growth score /5	Astute lateral hire score /5	Strategic summary	Strategic innovation score / 10	Market reputation for innovation: score band /5	Total score
Latham & Watkins	Los Angeles	Barcelona, Brussels, Frankfurt, Hamburg, London, Madrid, Milan, Moscow, Munich, Paris, Rome	Qatar Investment Authority, E.ON Kernkraft, BC Partners. Advised BC Partners on \$16.6 billion acquisition of Intelsat.	1,624m	35	1,629	35	2	5	Overwhelmingly, the legal market's recommended US firm in Europe. Innovation permeates the DNA of this firm from management approach to culture. Continues to make top lateral hires, and established their Italian operation in November 2007.	10	5	22
Weil, Gotshal & Manges	New York	Budapest, Frankfurt, London, Munich, Paris, Prague, Warsaw	Terra Firma Capital Partners, Suez, Saban Capital Group. Advised private equity firms including JP Morgan Partners in the merger of Spanish companies Ono and Auna.	1,050m	16	300	33	2	5	The firm continues to maintain and expand its business in Europe through a mixture of mergers and astute lateral hires. Significantly grown France and Germany over the past three years. Also has a dynamic Central European practice.	6	4	17
Kirkland & Ellis	Chicago	London, Munich	CCMP, CVC, Candover. Negotiated Bain Capital acquisition of Bath & Kitchen division of American Standard.	1,145m	37	102	104	5	5	A firm that dares to be niche in its chosen practice areas of private equity, international arbitration and restructuring. They have recruited top partners from "magic circle" firms and built an impressive private equity business in Europe. Following the downturn in activity, their restructuring practice is keeping people busy.	4	2	16
Paul Hastings, Janofsky & Walker	Los Angeles	Brussels, Frankfurt, London, Paris, Milan	GE, UBS, Enel. Represented Addax Petroleum in its \$1.6 billion syndicated loan facility.	814m	34	94	49	2	4	The firm increased its London revenues by 84 per cent last year, underlining its commitment to grow fourfold over the next few years. They have strengthened Paris through lateral hires and concluded a smart merger in Germany with Smeets Haas Wolff, a firm comprised of lawyers from top German firms.	7	2	15
Orrick, Herrington & Sutcliffe	San Francisco	London, Milan, Moscow, Paris, Rome (merger with Germany)	Vivendi, Telenor, Deutsche Bank. Defended Telenor against hostile takeover by Alfa Group of interests in VimpelCom and Kyivstar, valued at \$15 billion.	666m	38	253	83	4	3	Currently negotiating a merger in Germany, the firm has completed an impressive number of European mergers since 2004. Revenues in each city have grown over 50 per cent. The firm is unashamedly looking to expand in Europe and were commended for always trying to do things differently.	6	2	15
Reed Smith	Pittsburgh	Birmingham, Greece, London, Munich, Paris	ECA, Trafigura, UniCredit Grup. Advising UniCredit on its 20% stake in Martur, a Turkish automotive products firm.	644m	28	435	57	3	4	The firm is beginning to tap into the potential behind its merger with UK law firm Richards Butler in 2007. One of the fastest growing law firms, they run themselves on global practice lines where partners are incentivised to cross-sell.	5	2	14
Dewey & LeBoeuf	New York	Almaty, Brussels, Frankfurt, London, Milan, Moscow, Paris, Rome, Warsaw	Fortum Power & Heat Oy, Lancashire Holdings Ltd, JSC VTB Bank. Advising UniCredit on the sale of Poland's 3rd largest bank to GE Money.	922m**	25**	633	53***	3	2	This sizeable merger between two US law firms has inevitably increased the firm's headcount in Europe. The merged firm is less than a year old and runs its practices on a global basis.	5	2	12
Debevoise & Plimpton	New York	Frankfurt, London, Moscow, Paris	Legrand, Norilsk Nickel, Benfield. Work for Siemens AG's Audit Committee in a world-wide investigation into questionable payments to government officials.	575m	20	163	39	2	3	Hired former Attorney-General Lord Goldsmith to further its growth in Europe. The firm is keen to maintain its culture so eschews rapid expansion. However, work for clients such as Siemens reflects its high level European operation. Key practice areas are private equity, dispute resolution and insurance transactions.	5	2	12
Gibson, Dunn & Crutcher	Los Angeles	Brussels, London, Moscow, Paris	Lehman Bros, Investcorp, Hagemeyer N.V. Advising Gores Group in its joint venture with Siemens AG.	809m	17	106	33	2	2	As an example of the investment in their European practice, the firm recruited Lord Falconer, the UK's former Lord Chancellor, to strengthen its dispute resolution practice. The firm continues to expand through lateral hires rather than merger.	4	1	9
Cleary Gottlieb Steen & Hamilton	New York	Brussels, Cologne, Frankfurt, London, Milan, Moscow, Paris, Rome	Dubai World, JC Flowers, First Reserve. Represented Mittal Steel in its successful \$26.6 bn bid for Arcelor.	813m	17	360	14	1	1	With a long history in Europe, the firm continues to garner recommendations for their business strategy here. Although the firm's steady growth and management approach is not strictly innovative, it's ability to run genuinely local businesses in Europe differentiates them from their peers.	3	2	7

Table notes

Notes *Figures courtesy of American Lawyer magazine ** Combined Dewey Ballantine and LeBoeuf figures ***Figure for 2 year growth only. Title The top 10 US law firms in Europe in terms of innovation in their European expansion Disclaimer This table does not purport to be a complete list of all the US law firms with thriving European businesses. The firms selected for inclusion here were primarily recommended by their peers for showing elements of innovation in their European strategies. There were many other firms just outside this top 10 that were serious contenders for inclusion. However they failed to get the requisite scores in the key performance indicators being tested: reputation; headcount growth in Europe; astute lateral hiring and the overall assessment of their strategies by the RSG research team.