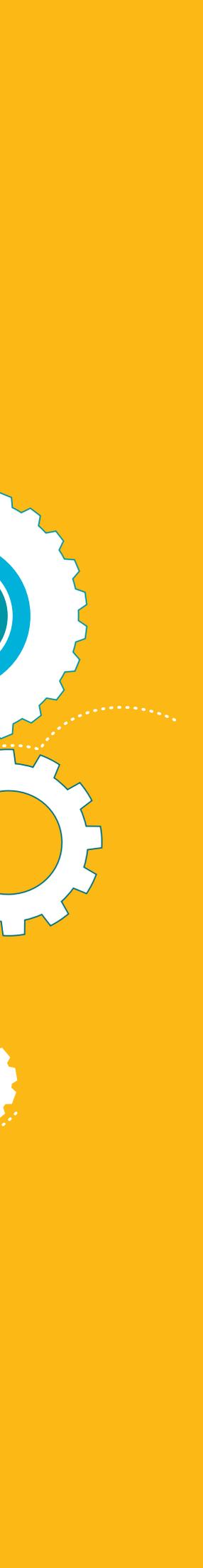


Q. Why is a question as important as its answer?





A. Because the right question inspires the best answer.

At Manatt, we believe the talent of knowing what question to ask and when to ask it is critical to helping our clients—whether it’s to take full advantage of their opportunities or to overcome the obstacles that stand between them and their goals.

Framing the right question—the ability to uncover information that prompts the best possible answer—is more than matter-specific. It also is a critical component of developing effective and enduring relationships. And, as the best law firm/client relationships illustrate, the ability to ask meaningful questions begins with effective listening.

How we engage with clients, listen to their objectives and concerns, and render decisive advice is what makes Manatt different from other law firms. Because at the end of the day, what you really want is actionable advice that reflects our awareness of your goals and aspirations, our understanding of what you have at stake, and our commitment to do what it takes to exceed your expectations.

Q. Who has Hollywood roots, D.C. clout, and Wall Street cred?

A. We do. We're Manatt.

Since our founding in 1965 by two leaders of the banking and finance communities—pioneers later joined by a preeminent talent and entertainment lawyer—Manatt, Phelps & Phillips, LLP, has grown into the firm of choice for thousands of clients across diverse industries.

Though our size and scope have changed, our philosophy of practice has not. We are dedicated to solving complex problems and crafting growth strategies for clients of all sizes across the country and abroad. Whether you are a start-up, a middle-market player competing for industry share, or one at the top of the *Fortune* rankings, we share your priorities and will treat your goals, deadlines, and investments as if they are our own.

From our roots in banking, entertainment, and government, our clients are from industries as diverse as healthcare, financial services, real estate, energy, and advertising. Our practice mix and deep understanding of those industries that drive the U.S. and global economies benefits clients with the kind of experience required to:

- resolve complex and potentially enterprise-threatening disputes
- help clients finance their operations and expand their businesses
- navigate the maze of law and regulation governing virtually all commercial activity.

We recognize that there is nothing academic about what drives clients to a law firm. You come to us to achieve strategic objectives and you want legal and consulting skills tailored to your matter, your needs.

More than 350 attorneys
and professionals located
in eight offices nationwide

Albany

Los Angeles

New York

Orange County

Palo Alto

Sacramento

San Francisco

Washington, D.C.



Q. What makes Manatt different?

A. Here's what our clients keep telling us:

We're different in ways that matter. Why else do our clients turn to Manatt when they have an important opportunity or a challenge?



Among the reasons we hear most often are our reputation for balancing the nuances of business and government; our track record in complex case litigation; our impressive deal roster; our strong presence in California, New York, and D.C.; and our long-standing commitment to community and civic service.

A TRUE TEAM ORIENTATION

Our litigation department, which comprises nearly half the firm, exemplifies how we tailor our team and strategy expressly for you. When you need protection from a competitor's suit or infringement, we create a team that provides the right combination of trial lawyers and professionals who know your industry. How do we know this blend works? Years' worth of high-profile successes for clients in diverse substantive areas, capped by one of the largest jury verdicts in recent years, underscore our approach to dispute resolution. And that same team mentality is how we approach your transactional and governmental needs as well.

RELATIONSHIP SENSITIVITY

There are two kinds of lawyers: those who believe adversarial tactics are the only approach to deals and disputes, and our kind. Our lawyers appreciate that the very same courtesy their clients expect also can be a powerful negotiating tool on behalf of their clients. That's not to say that Manatt lawyers aren't tough, demanding, and outcome-oriented. Our lawyers understand the value of practicing collaboratively and apply that flexibility to our clients' advantage. We know the difference between representing our clients aggressively and being aggressive with our clients. Manatt lawyers embody a true service orientation—because at the end of the day, it all comes down to effective relationships.

ORIGINALITY

Manatt's clients—individuals and institutions alike—are synonymous with talent, entrepreneurship, and achievement. They expect nothing less of their outside counsel. Beyond extensive experience and impeccable standards, they associate Manatt with innovative and nimble thinking. Ask what Manatt means to any musician negotiating rights, any technology venture seeking capital or protecting its trademark, or any banker or healthcare entity tied up in regulatory knots. The answer's the same: Manatt brings the same innovation and creativity to our own work as our clients embody in their respective industries.

VALUE

No other concept has been more thoroughly trumpeted by law firms than the distinction between value and cost, nor has one been less well-defined or embodied. Manatt's is a multifaceted approach to creating value: experience and deep knowledge of your business always has been our recipe for efficiency. We believe in encouraging partners and other senior lawyers to staff client matters leanly. We support their work with sophisticated technology. And we proactively explore creative pricing strategies. Whether the client chooses traditional hourly billing or collaborates with us on alternative fee arrangements, our approach to staffing and pricing reinforces our commitment to delivering value that exceeds your expectations.



Q. When is less really more?

A. When insight and experience lead to efficiency and economy.

When clients bring a law firm their opportunities and challenges, they expect more than just technical solutions. They look for extensive experience in their industry and in the area of the law that drives their need for legal counsel.

They seek good judgment. They want excellent chemistry with the professionals with whom they engage. And in a continually globalizing economy, they want lawyers backed by law firms that can help them with problems whenever and wherever they arise.

In the world of law, knowing when less will do or when more is required is an act of judgment based on sound knowledge and experience.



In-Depth Industry Knowledge

Advertising, Marketing & Media
Consumer Products
Energy, Environment & Natural Resources
Entertainment
Financial Services & Banking
Government
Healthcare
Hospitality
Infrastructure
Insurance
Not-for-Profit Organizations
Real Estate
Retail
Sports
Vineyard, Wine & Beverage

Excellence

“Our experience shows that we win when we know more than anyone else about the facts and the law of our case, and to be in that position requires an extraordinary commitment to excellence. Our lawyers at Manatt always put us in that position.”

- **SETH JACOBS**
SENIOR VICE PRESIDENT AND GENERAL COUNSEL
BLUE SHIELD OF CALIFORNIA



Team Orientation

“Greater than the sum of its parts: that’s what a successful deal team has to be. When Manatt proposes a transaction or litigation team, I know that every member will contribute unique skills and experience. I also know that this collective blend of know-how and creativity means I have the best team on the field.”

- GLENN K. C. CHING
SENIOR VICE PRESIDENT AND GENERAL COUNSEL
CENTRAL PACIFIC FINANCIAL CORP.

Q. What is the difference between doing good and doing well?

A. Trick question. At Manatt, we believe the two are inseparable.

Manatt has always enjoyed a reputation for diversity, as well as a commitment to pro bono work on behalf of needy individuals and worthy causes.

Manatt lawyers treat their life's work as a profession and a calling, and see it as their responsibility to make the world a better place for everyone. Whether we are representing U.S. veterans, HIV-positive or transgendered individuals, political refugees, Holocaust survivors, low-income schools, environmental organizations, or corporations committed to giving back to their communities, we almost double traditional law firm statistics for the number of lawyers who commit significant time to pro bono work.

Diversity is also a fundamental component of Manatt's institutional identity, which makes the firm an attractive venue for women and minority lawyers. We recruit based on just one bias: our attorneys, regardless of gender, orientation, or ethnicity, must demonstrate the highest caliber of legal thinking and meet the high ethical standards that we—and our clients—demand.

Special Focus

CORPORATE FINANCE & TAX

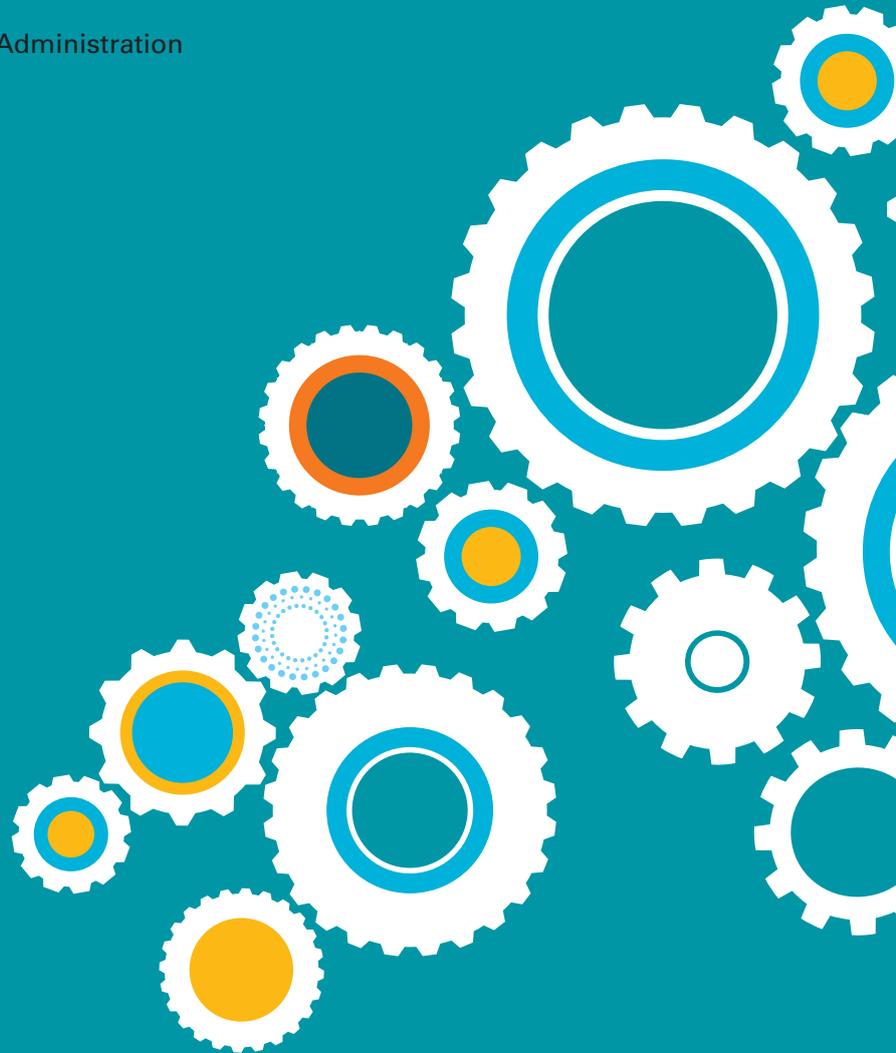
Bankruptcy & Financial Restructuring
Capital Markets
Corporate
Distressed Asset
Employee Benefits & Executive Compensation
Employment & Labor
Family Wealth Transfer Planning and Trust & Estate Administration
Mergers & Acquisitions
Private Equity
Tax
Venture Capital & Emerging Companies

GOVERNMENT & REGULATORY

Administrative Law
Cleantech
Climate Change
Consumer Product Safety
Consumer Protection
Elections Law
Energy
Environment
Government Contracts
Government Relations
Green Marketing
Healthcare
Land Use

LITIGATION

Advertising
Antitrust
Appellate
Bankruptcy
Class Actions
Construction & Public Works
Corporate Investigations & White Collar Defense
Eminent Domain
Employment & Labor
Entertainment & Media
Environmental & Toxic Torts
Financial Services
Healthcare
Insurance
Intellectual Property
Patent & Technology
Real Estate
Securities Litigation & Arbitration
Sports
Trial Practice
Unfair Competition





Integrated Services

The lawyers and other business professionals at Manatt devote considerable energy to sharing their insights and information with one another and their clients. With that rare combination of business, diplomatic, legal, and political experience, they strive to provide clients with integrated services based on understanding the landscape, on being able to navigate red tape, and on identifying and securing the right business partners.

Manatt's clients share the advantage of access to the firm's ancillary businesses, such as **ManattJones Global Strategies**, a team of professionals with extensive international business and advocacy experience established by former U.S. ambassadors Charles Manatt and James Jones. From their headquarters in Washington, D.C., and with offices in Los Angeles, New York, San Francisco, Mexico City, and Sao Paulo, ManattJones understands the communities, cultures, and the business of Latin America, the Caribbean, and Asia.

Manatt Health Solutions (MHS) is an interdisciplinary policy and business advisory division that aligns strategy, public policy, and the law to develop forward-thinking solutions in an evolving healthcare landscape. MHS helps both for-profit and nonprofit clients develop and implement strategies to address their greatest challenges, improve performance, and position themselves for long-term sustainability and growth.

For more information about Manatt's related entities, please visit www.manatt.com.

Value

"We have been delighted with the legal advice we have received from the Manatt team. Our investors, our entrepreneurs, and our whole company are all far better off because of their help. Thank you, Manatt!"

- TIM DRAPER
MANAGING DIRECTOR
DRAPER FISHER JURVETSON

Q. What inspires us?

A. You.

You inspire our zealousness. And you deserve nothing less than our passion for excellence, our deep industry experience, and our unwavering commitment to exceeding your highest expectations.

Relationship Savvy

“I like that Manatt’s professionals understand that their approach reflects as much on me and my business as it does on them. In dealing with complex issues, Manatt’s business and litigation teams are committed to working together to aggressively meet the needs of their clients. I like working with a team that knows how and when to turn up the heat, and yet always focuses on win-win solutions.”

- ROBERT J. LOWE
FOUNDER, CEO
LOWE ENTERPRISES

Registered as:
Manatt, Phelps & Phillips, LLP
Founded in 1965

William T. Quicksilver
CEO and Managing Partner

310.312.4000
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New York
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