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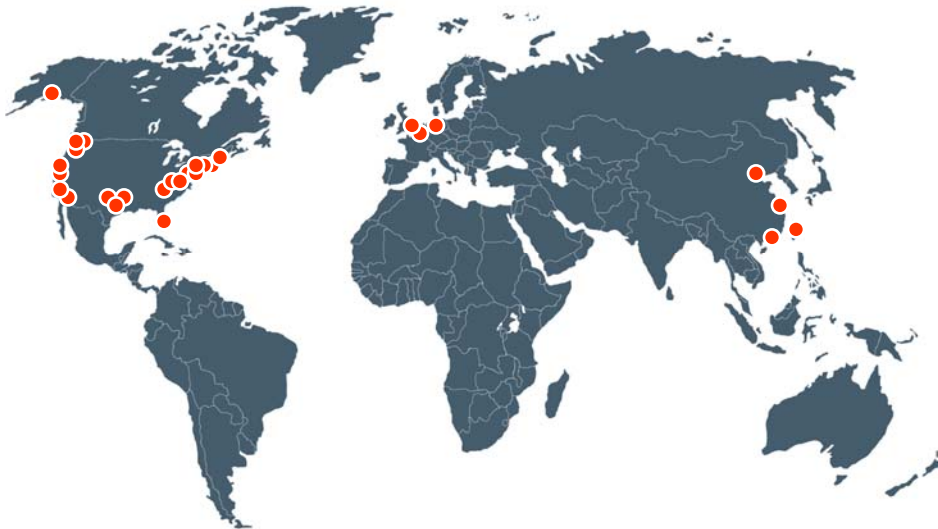
Global Changes to the Legal Profession
Panel 1 – Perspectives on the Global Law Firm

Peter J. Kalis, Chairman and Global Managing Partner, K&L Gates LLP

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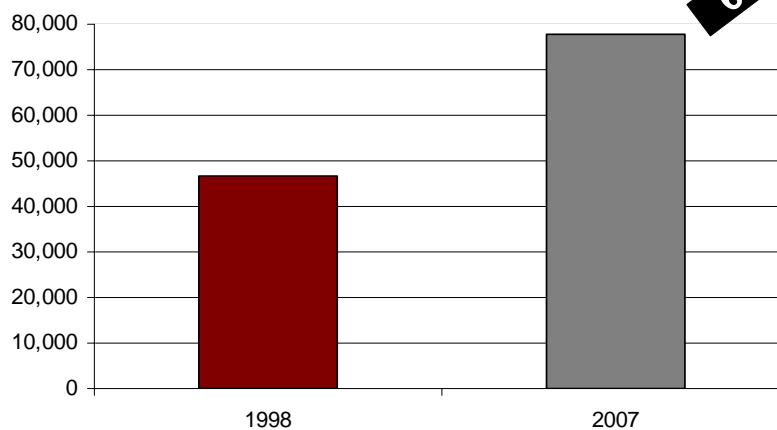
1,700 Lawyers, 28 Offices, 3 Continents



Consolidation and Globalization

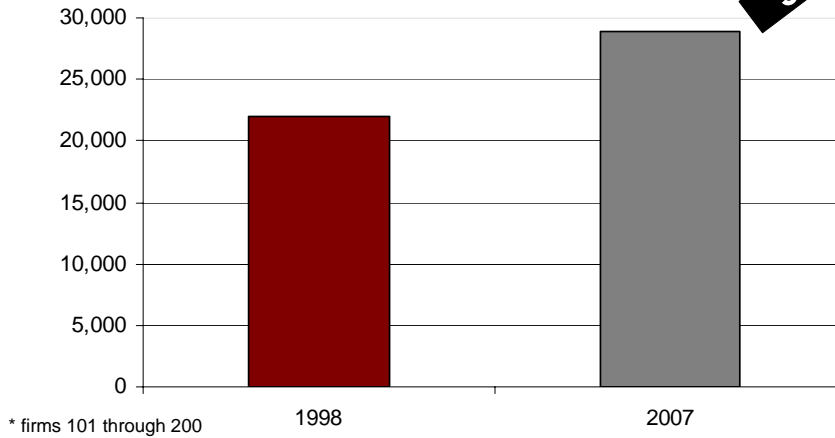
- Mature Profession/Maturing Industry
- Empowered Stakeholders
- Transparency, Sort of
- People, Brand, Technology and Management as Differentiators
- Scale Matters
- Scope Matters

AmLaw 100 Total Number of Lawyers



"AmLaw 100," *The American Lawyer* 1999 and 2008

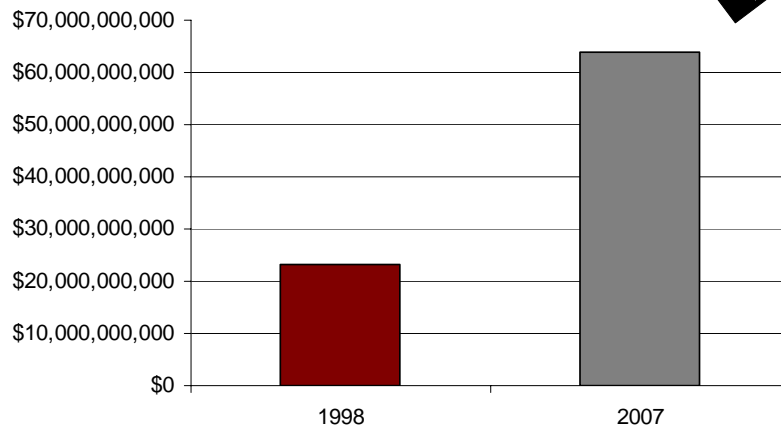
AmLaw 200* Total Number of Lawyers



* firms 101 through 200

"AmLaw 100," *The American Lawyer* 1999 and 2008

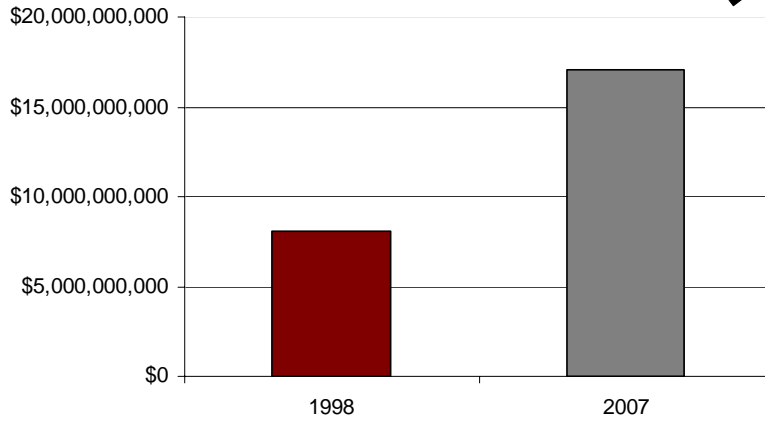
AmLaw 100 Gross Revenue Total



"AmLaw 100," *The American Lawyer* 1999 and 2008

AmLaw 200 Gross Revenue Total

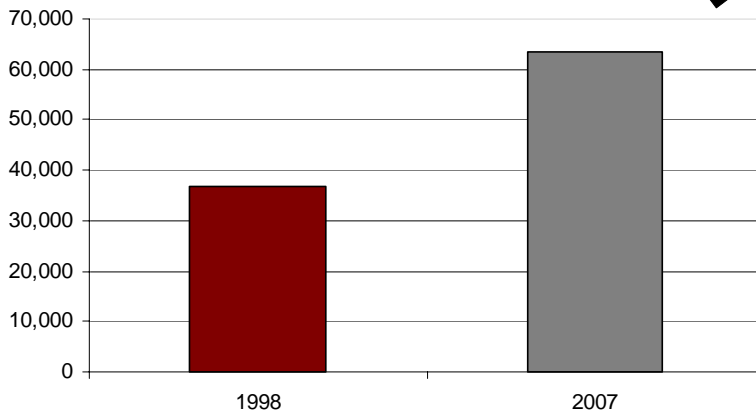
110%



"AmLaw 100," *The American Lawyer* 1999 and 2008

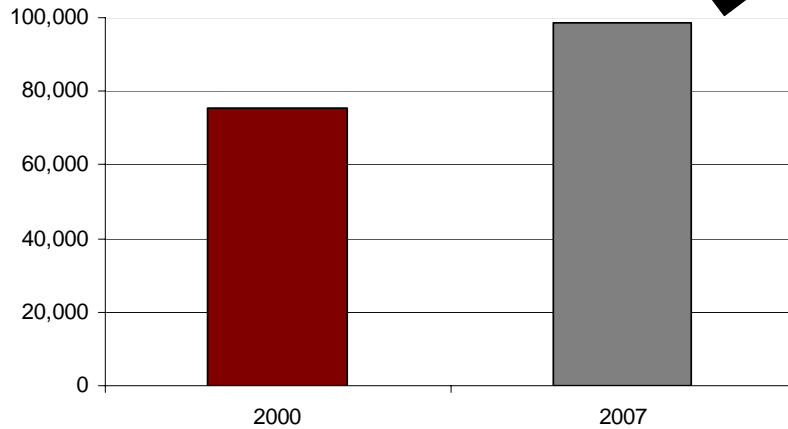
Global 50 Total Number of Lawyers

73%



"Global 50," *The American Lawyer*, November, 1999 and
"Global 100," *The American Lawyer*, October 2008

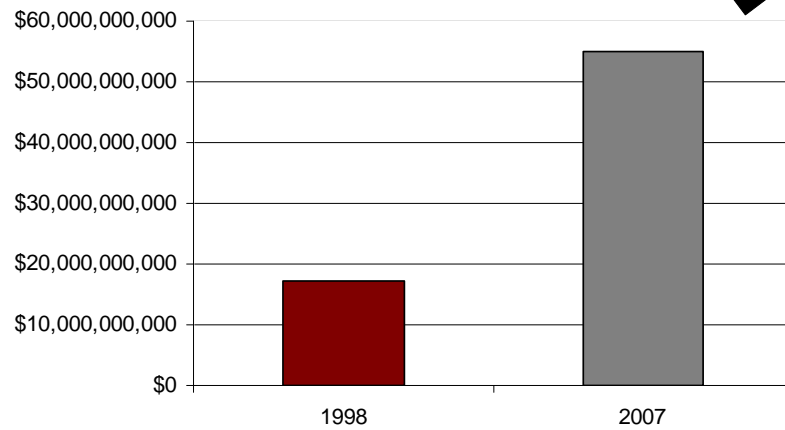
Global 100 Total Number of Lawyers



31%

"The Global 100," *The American Lawyer*, November 2001
"The Global 100" *The American Lawyer*, October 2008

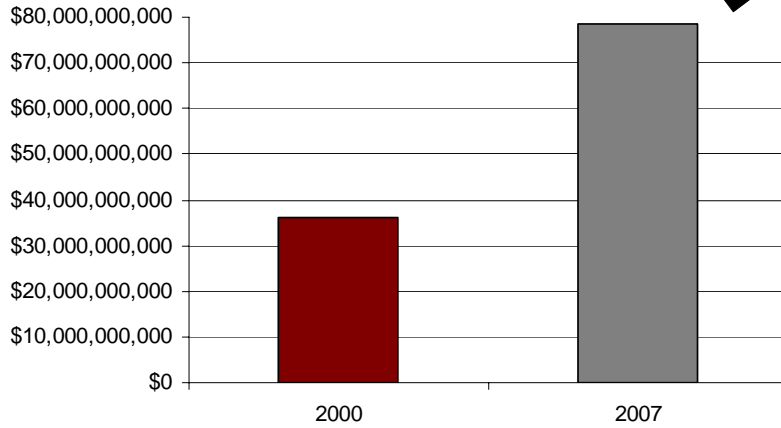
Global 50 Gross Revenue Total



217%

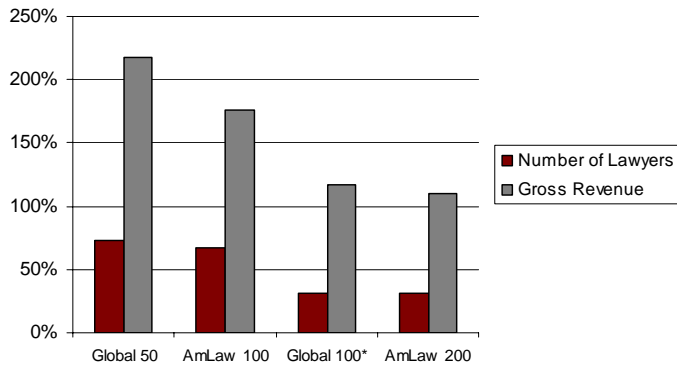
"Global 50," *The American Lawyer*, November, 1999 and
"Global 100," *The American Lawyer*, October 2008

Global 100 Gross Revenue



"The Global 100," *The American Lawyer*, November 2001 and
 "The Global 100," *The American Lawyer*, October 2008

Summary of Percentage Increase in Number of Lawyers and Gross Revenue from 1998 to 2007



* Global 100 increases are from 2000, the year of initial publication, to 2007

AmLaw 100, *The American Lawyer* 1999 and 2008
 "The Global 50," *The American Lawyer*, Nov. 1999 and "The Global 100," *The American Lawyer*, Oct. 2008

Global 50 Law Firms' Offices

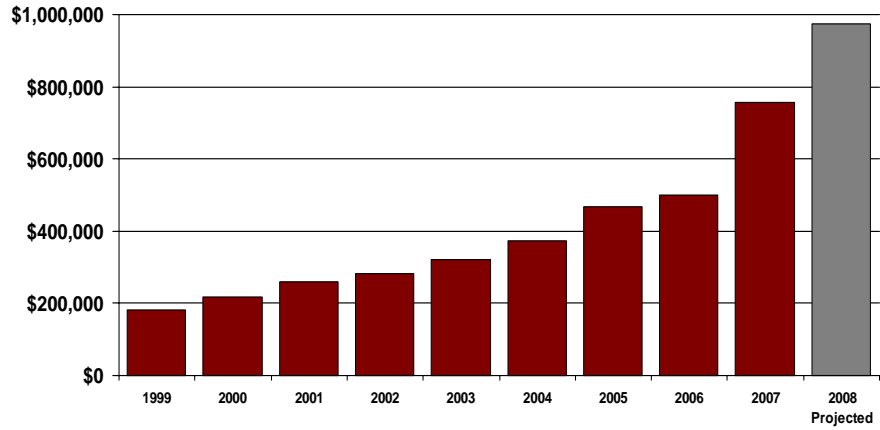
- London 47
- New York 47
- Washington 43
- Hong Kong 36
- Beijing 33
- Paris 33
- Los Angeles 31

*from firm websites

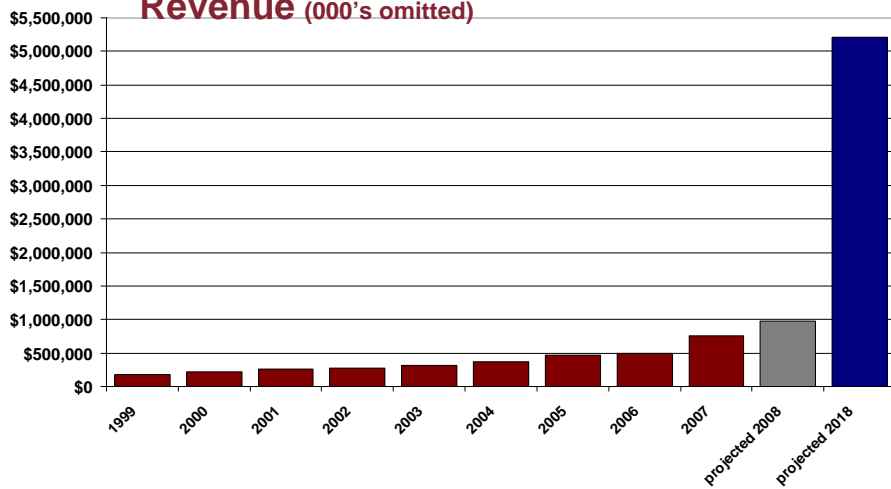
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From 1999 to 2008
and Beyond



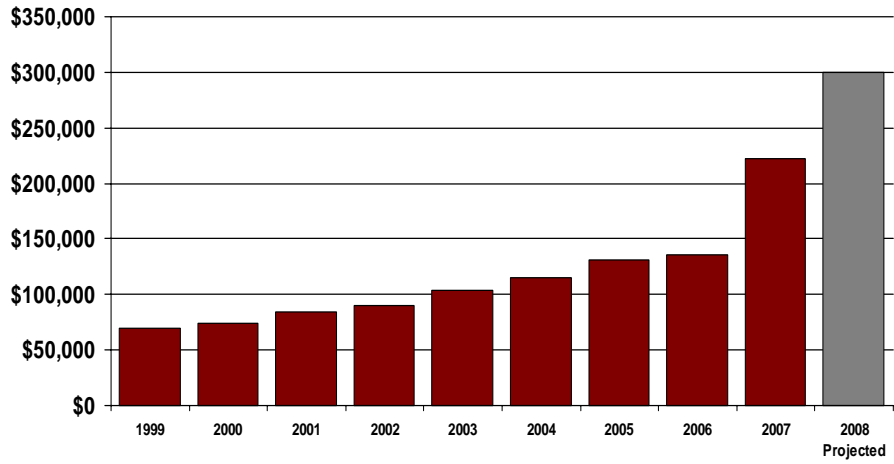
Revenue (000's omitted)



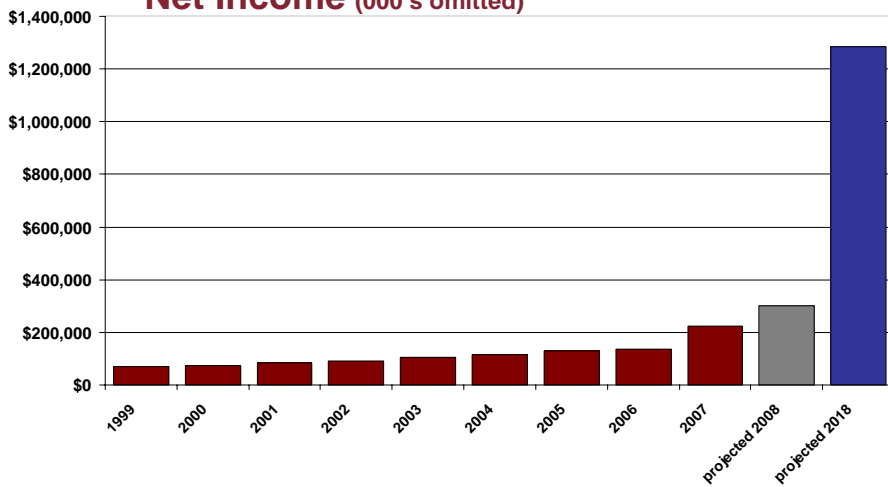
Past as Prologue?
Revenue (000's omitted)



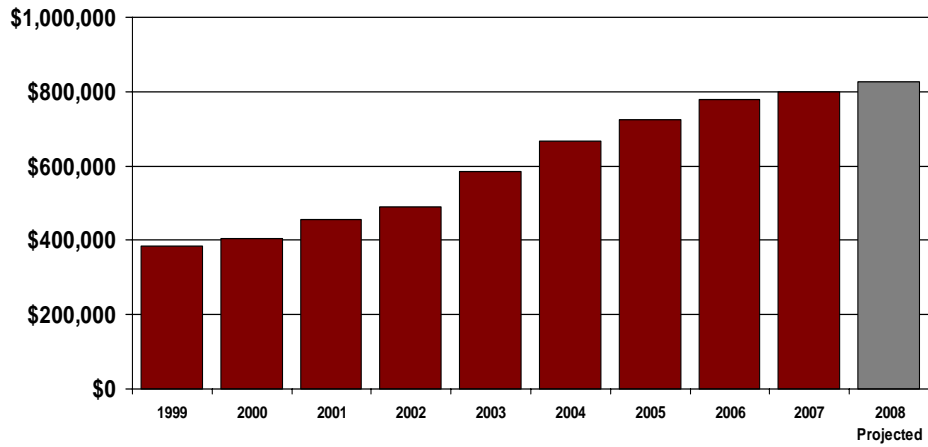
Net Income (000's omitted)



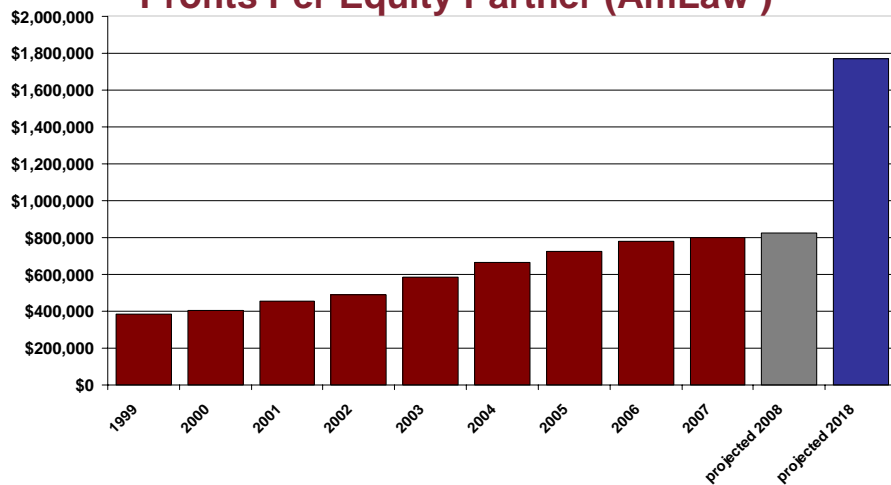
Past as Prologue?
Net Income (000's omitted)



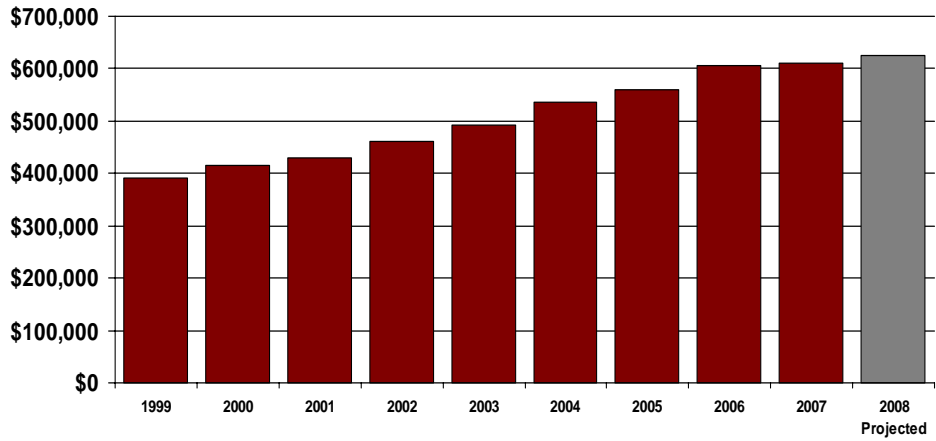
Profits Per Equity Partner (AmLaw)



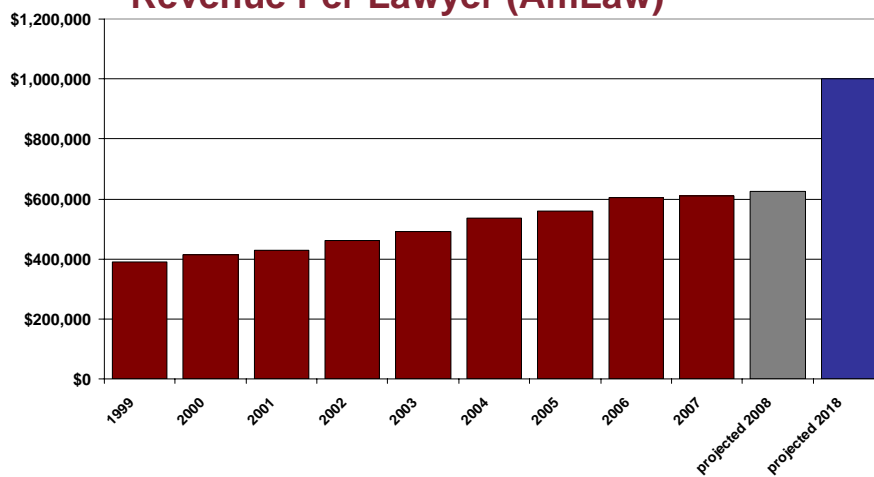
Past as Prologue? Profits Per Equity Partner (AmLaw)



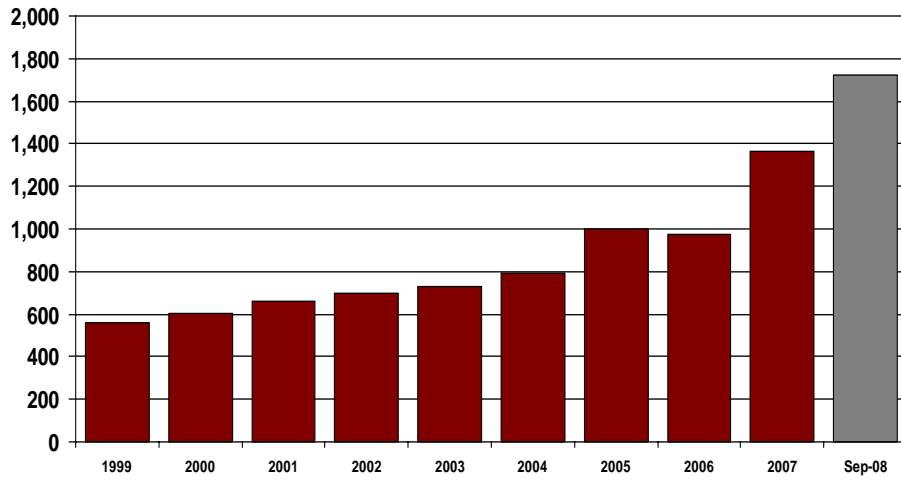
Revenue Per Lawyer (AmLaw)



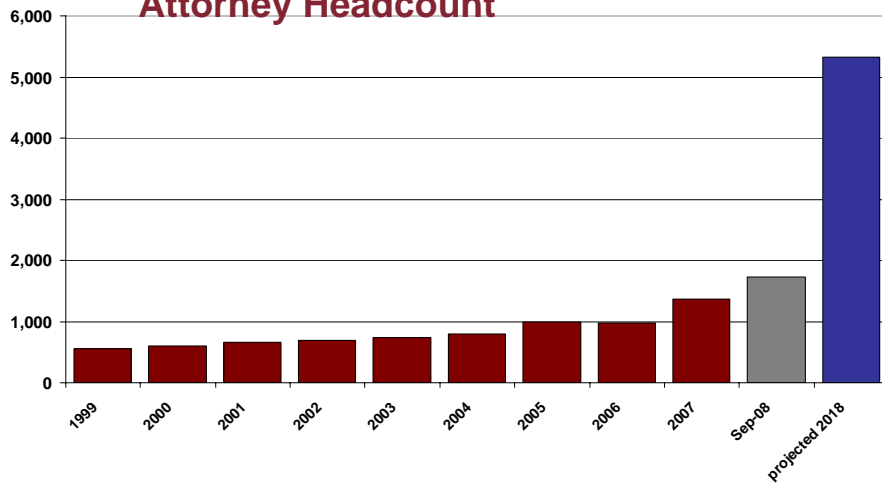
Past as Prologue? Revenue Per Lawyer (AmLaw)



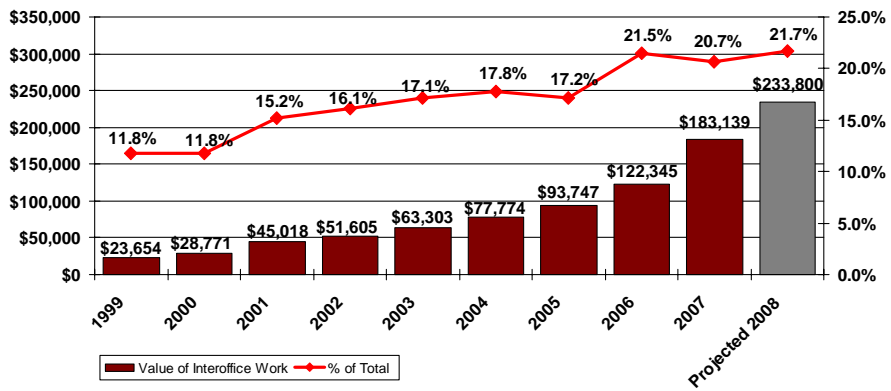
Attorney Headcount



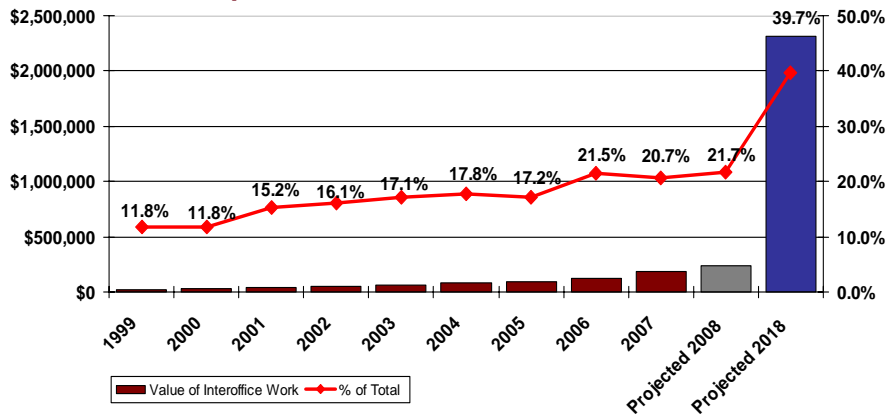
Past as Prologue? Attorney Headcount



Value of Interoffice Work Performed (000's omitted) – Percent of Total



Past as Prologue? Value of Interoffice Work Performed (000's omitted) – % of Total



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