

ANNUAL REPORT 2008



A DECADE OF SUCCESS



A Worldwide Network of Quality Law Firms

A DECADE OF SUCCESS

Foreword


In the course of the last 10 years, TAGLaw has advanced from a Massachusetts attic to global recognition as the third largest legal network in the world. Not a bad decade. What began as only a vision in October 1998, quickly turned into five member firms in January 1999, and has now grown to 147 member firms from around the world. Not only has the network grown in size, it continues to gain strength through steadfast relationships among its members—relationships that create knowledge, opportunity, business and friendships. We thank all who have contributed to TAGLaw as active members, as conference attendees, and as committed professionals. We attribute the success of the network to the continued dedication and support of our members.

"Alone we can do so little; together we can do so much." – Helen Keller

SUCCESS

Table of Contents

LETTER TO MEMBERS	3
THE APPLETON GROUP	4
TAGLAW GROWTH.....	5
NEW MEMBERS	5
CONFERENCE REPORT	6
SPRING 2008 - BERLIN	6
FALL 2008 - NEW YORK	6
FUTURE CONFERENCES.....	6
REGIONAL MEETINGS.....	7
MARKETING	7
TAG ACADEMY	8
DEVELOPMENTS.....	9
EXPORT ACHIEVEMENT CERTIFICATE.....	9
TAGLINE	9
CAP PROGRAM	9
TAG ACADEMY EN ESPAÑOL	9
TECHNOLOGY	10
JOINT BOARD MEETING	10
SPECIALTY GROUPS	10
BUSINESS OPPORTUNITIES PAGE	11
ALUMNI PROGRAM	11
LAWYER EXCHANGE PROGRAM	11
ADVISORY BOARD	11
TAG ADVISORS BUREAU.....	12
CLOSING	13
2009 GOALS	13
LAST WORD	13
2009 ADVISORY BOARD	14



"Individually, we are
one drop. Together
we are an ocean."
– Ryunosuke Satoro

Letter to Members

It is difficult to believe that 2008 marked a decade for TAGLaw. We are pleased to report that it was a good anniversary year for the network.

TAGLaw has grown in size and stature. New firms were added during 2008 in 16 jurisdictions, ranging from Shanghai to Belize. We are impressed and gratified when we hear from you how often our member firms refer matters to one another and how expert the talent is among our firm lawyers. We will continue in 2009 to find firms in jurisdictions where we are not currently represented and we encourage you to continue to provide us with names of firms you have dealt with successfully in those locations.

Our conferences remain the highlights of our year since we get to see many of you, and last year more of you attended than ever before. In Berlin we shared our hotel lobby and breakfast room with international tennis stars Serena Williams and Ana Ivanovic, and in New York, with over 225 professionals in attendance, we shared our podium with such highly-credentialed and widely known speakers as Rob Watson and Dr. Nicholas Perna. Yet, for all the excellence of those speakers, no one will forget the artistry of our own Ken Mayers and Magnus Hybbinette, or the hospitality and wisdom of Herrick, Feinstein. We look forward to more memorable times, more top-level education and more productive networking in Budapest and Las Vegas in 2009.

We are steadily building our brand as well. *The European Lawyer* quoted us extensively in its feature on legal networks. Our conferences and TAG Academy are attracting in-house counsel as speakers. Our alumni group is growing in number, in terms of inside counsel and in loyalty to TAGLaw. We have been retained by a client who is using TAGLaw to coordinate its use of law firms outside its home jurisdiction and we are seeking to expand that means of providing new clients to our firms and increasing awareness of TAGLaw. Of perhaps most significance, in October we were awarded an Export Achievement Certificate from the U.S. Commercial Service unit of the U.S. Department of Commerce to recognize TAGLaw's involvement in the flow of business internationally.

2008 was also a significant year for the development of business relationships among TAGLaw and TIAG firms. We held our first joint Advisory Board meeting, which was well received by all who attended, and many TAGLaw firms received significant referrals from TIAG members within and outside of their jurisdictions.

TAG Academy completed its first full year of courses to excellent reviews and increased attendance. The curriculum was sophisticated and often ahead of the curve with courses on management (e.g. Ten Time Bombs: What Your Financial Statements Don't Tell You), marketing (e.g. How to Target and Crack a Large New Business Account) and substantive law topics (Letters of Intent in M & A Transactions). We will continue to emphasize marketing and management, utilizing our Advisors Bureau and outside speakers in 2009 with continued contributions from our members and others.

We are thankful to all of you that our successes were many and our problems few and manageable. Let's hope the world economy improves so that 2009 will be as good for TAGLaw, if not better, than 2008.



A handwritten signature in black ink that reads "Ken".

Peter Appleton Jones

A handwritten signature in black ink that reads "Bob".

Bob Sattin



From left to right: Anne Appleton Jones, Vice President; Jenifer Quiles, Administrative Assistant; Cameron Fuller, Director, Member Services; Jennifer Allen, Director of Marketing; Bob Sattin, President; Jacky Breeden, Director of Operations; Kenneth Mayers, Director, Member Relations; Lourdes Allende, Coordinadora de Programas en Español (Spanish Programs Coordinator); Peter Appleton Jones, Chairman and Founder

"In union there is strength." – Aesop

TAGLaw Growth

TAGLaw added an amazing 16 new firms in 2008, averaging a new firm every three weeks! Six were from Latin America, five from North America, four from Asia/Pacific and one from Europe.

While our goal for 2009 growth is not quite as high, we will continue to seek members in significant commercial areas where we are not currently represented. We have, as of writing this, added two new firms. Judging by the increasing number of unsolicited overtures from firms around the world, most of which are not pursued as they are in areas currently represented by a member firm, network affiliation continues to be of high value to law firms.

Naturally, recruiting gains are offset by non-renewals and other circumstances such as mergers and acquisitions and unacceptable performance. Apart from the exceptional withdrawal of a family of 14 firms in the Middle East, there were only seven departures this year, or less than 5%. In one case, a member was not renewed because of quality concerns expressed by other TAGLaw members. Five of the seven firms were in Latin American countries. Happily in three of the five, high-quality replacement firms were very quickly found.

TIAG experienced 10% growth and continues to follow a similar growth path to TAGLaw in its early days. We welcome your help in identifying qualified candidates for TIAG and TAGLaw.

NEW MEMBERS

Buenos Aires, Argentina
Brons & Salas

Belize City, Belize
Arguelles & Company LLC

Calgary, Canada
McLeod & Company LLP

Grand Cayman, Cayman Islands
Solomon Harris

Shanghai, China
Jade & Fountain PRC Lawyers

Guatemala City, Guatemala
Quiñones, Ibarguén & Luján, S.C.

Kuala Lumpur, Malaysia
Zul Rafique & partners

Managua, Nicaragua
Jarquin-Garcia

Manchester, UK
Kuit Steinart Levy LLP

Albuquerque, New Mexico, USA
Lewis and Roca LLP

Christchurch, New Zealand
Duncan Cotterill

Lima, Peru
Pizarro, Botto & Escobar Abogados

Providence, Rhode Island, USA
Cameron & Mittleman LLP

Burlington, Vermont, USA
Gravel and Shea

Richmond, Virginia, USA
Williams Mullen

Hanoi, Vietnam
Tilleke & Gibbins

TAGLaw Current Totals

Countries:		78
Total Firms:		146
Total Offices:		305
Region	Lawyers	Firms
Asia Pacific	812	17
Europe	1632	48
Latin America	553	20
Middle East - Africa	72	6
North America	4750	55
Totals	7819	146

TAGLaw & TIAG Combined Totals

Countries:		86
Total Firms:		240
Total Offices:		479
Region	Firms	
Asia Pacific	33	
Europe	81	
Latin America	36	
Middle East - Africa	17	
North America	73	
Totals	240	
Estimated Total Revenue		\$2.5 Billion
Estimated Total Professionals		9500

Conference Report

International Conferences

Berlin, Germany May 5-7

The Berlin Conference was certainly action-packed—filled with a celebrated mix of work and play! Not only did members attend many important and highly-praised sessions such as "The Legal Challenges of the Fight Against Doping in International Sports" and a stimulating session of the "Great Minds Focus Groups," but also visited breathtaking locations for memorable networking opportunities, including a gala dinner at DZ Bank designed by the famed architect Frank Gehry, and a trek up the glass Reichstag dome.



New York, New York, USA October 19-21



Members from around the world gathered in New York to celebrate TAGLaw's 10th Anniversary. New York TAGLaw member Herrick Feinstein graciously hosted opening night cocktails to kick off the conference. The following days brought timely sessions on such topics as the financial crisis, the environment and the economy. The traditional gala evening was bursting at the seams as more than 300 members and guests from TAGLaw and TIAG crowded into the storied Starlight Roof to hear Ken Mayers, TAGLaw's own Director of Member Relations, deliver TAGLaw- and TIAG-centered lyrics set to Gilbert & Sullivan's *Modern Major-General*, followed by a performance by former TAGLaw member Magnus Hybbinette, who flew in from Sweden to deliver three magnificent operatic arias. Scores of members enjoyed a networking boat tour around Manhattan on the final day.

Future International Conferences

Spring 2009

Budapest, Hungary
May 4-6, 2009

Fall 2009

Las Vegas, NV, USA
October 26-28, 2009

Spring 2010

Amsterdam, Netherlands
May 10-12, 2010

Fall 2010

Toronto, ON, Canada
October 2010

Regional Meetings

The following regions gathered for TAGLaw Regional Meetings in 2008:

European Region

February 8-9
Paris, France
Host: Racine

Asia-Pacific TIAG/TAGLaw Meeting

February 29-March 1
Hong Kong
Hosts: Victor Chu & Co. (TAGLaw) / C K Yau & Partners (TIAG)

Latin American Region

March 2-3
Cancun, Mexico
Host: Gonzalez Calvillo S.C.

Western Region

March 28-29
Seattle, Washington, USA
Host: Ryan, Swanson & Cleveland, PLLC

Northeast Region

August 1-2
Hamburg, New Jersey, USA
Host: Bressler, Amery & Ross, P.C.

Southeast Region

November 14-16
New Orleans, Louisiana, USA
Host: Milling Benson Woodward L.L.P.

Thank you to all regional meeting hosts and organizers!

Marketing and Business Development Conference: March 28-29

St. Petersburg, Florida played host again to the TAGLaw Marketing and Business Development Conference, the third annual conference for TAGLaw marketing professionals. The conference provided a forum for firm marketers to network with one another while discussing ways to maximize the opportunities that come with being a member of TAGLaw. Peter Appleton Jones opened the conference with an update on TAGLaw's status and marketing goals. Greg Wolsky, of TAGLaw member Lindquist and Vennum and co-chair of the TAGLaw Marketing and Business Development Specialty Group, then led a discussion on how to incorporate the expertise of another TAGLaw firm into business development initiatives, and subsequently led a discussion on how those projects could be incorporated into a firm's marketing plan. Bob Sattin discussed with the group ways a firm can effectively communicate to potential clients the benefits of using a TAGLaw firm. Finally, the conference closed with discussions on the implementation of quarterly conference calls for the TAGLaw Marketing and Business Development Specialty Group, the first of which took place in June 2008.





A Successful Year

Live Webinars and Recordings

TAG Academy's first full year of operation was a success. Hundreds of lawyers and accountants signed on for live courses addressing practical skills, professional competency, managerial strategies and marketing plans, and feedback was highly positive from participants. Aside from the often glowing individual course feedback, it was obvious members were finding something they liked as most firms who registered for at least one course came back for more.

By close of 2008, an impressive library of more than 50 courses had been created for the benefit of members. The faculty was exceptional and professional—though that's no surprise given that many of the faculty were members of the network.

In 2009, the goal is to continue with timely topics that are compelling for network professionals. Top-notch, highly-accomplished faculty will still be the norm, as will the participation of inside counsel from around the world.

With the down economy in 2009, we anticipate demand for expertise on management and marketing will remain strong. In fact, each month there will be a special "management and marketing package," two courses that members can purchase at a discounted rate.

For more information, visit www.tagacademy.com.

Professional Skills Course: March 27-29 and November 13-15

One of TAG Academy's newest and most exciting innovations in 2008 was its Professional Skills Course. The course was presented in St. Petersburg in March and again in November and received stellar reviews from the attendees, who enjoyed the seminar format and the course topics. The course is designed to teach lawyers the skills that are generally disregarded by law schools, by other CLE providers, and by most firm training programs. Sessions are given on negotiation skills, initial client interviewing (ethics and practice), marketing, understanding financial statements, presentation skills and time management skills. Instructors include TAGLaw members, TAG Advisors Bureau members, nationally-known speakers and an accountant experienced in providing CPE instruction. Attendees not only have the opportunity to learn necessary skills, but they also have the opportunity to meet contemporaries at other TAGLaw firms, ensuring that the relationships formed at international conferences by senior partners continue into the next generation of firm leaders.

"The achievements of an organization are the results of the combined effort of each individual." – Vince Lombardi

TAGLaw Developments

The Appleton Group Awarded Export Achievement Certificate

On behalf of the U.S. Commercial Service, a unit of the U.S. Department of Commerce, U.S. Congressman C.W. Bill Young presented the Export Achievement Certificate to The Appleton Group for its aggressive pursuit of challenging markets worldwide, through which the TAGLaw and TIAG networks have grown by more than 50% within the past five years.

TAGLine

Originating in May of 2008, TAGLine has proven to be a valuable tool in keeping members of the network closely connected. The weekly email update was designed to be a digestible collection of news and information to help keep members efficiently and regularly up to date with what is happening around the network. TAGLine's regular features include announcements of new member firms, business opportunities, TAG Academy courses, member successes, conference reminders and other items that are meant to enhance membership in the TAGLaw network.

TAGLine was originally distributed to only the primary TAGLaw contacts at member firms, but is now distributed to a much wider audience, including: all lawyers who are profiled on the TAGLaw website or who have opted to join one of its mailing lists, alumni of the network, the TAG Advisors Bureau, and TAGLaw Marketing and Business Development Specialty Group members. The number of people asking to be added to the mailing list grows every week. For 2009, we hope that members will increasingly submit news and information that can be shared throughout the network.

Coordination and Administration Program (CAP)

CAP is the acronym we have given to our TAGLaw Coordination and Administration Program. Through this initiative, we are trying to reach the large market of companies, world-wide, who need counsel around the world but do not know where to go. We have, on more than one occasion, successfully acted as agent on behalf of a Sarasota, Florida-based business that needed its distribution agreements reviewed in European countries. We were able to find TAGLaw firms to do the work, provide significant savings on administrative time for the client, with a single point of contact locally and administer the billing through TAGLaw. We hope that we and our members can extend the visibility and utilization of this service throughout the coming year.

TAG AcademySM *en Español*

Following the successful launch of TAG Academy in 2007, The Appleton Group launched TAG Academy en Español in September 2008. TAG Academy en Español offers Latin American members and their clients an extensive list of professional development courses recorded in Spanish, as well as English-recorded courses and live English webinars. TAG Academy en Español courses are available for member firms, as well as for presentation to members' clients.

BENEFITS:

- Offers firms and their clients continuing education to increase professional acumen, managerial competence and international know-how delivered by top-notch faculty
- Strengthens relationships with clients by providing them the resources they need to deal with complicated business issues

- Helps strengthen relationships within the network
- Expands the benefits of network membership by offering courses designed for all levels of professionals, providing a platform for more members to become involved with the network

Technology

There is no perfect substitute for face-to-face encounters, yet we must recognize that it is technology that ties us all together with close to 24-hour/7-day availability. And, keeping pace with technological advances is essential to keeping TAGLaw and TIAG maximally effective.

To allow for increased network participation, the TAG-DB function was introduced on the members only section of the TAGLaw website. This option allows administrators to add any member of their firm to Specialty Group and TAGLine mailing lists, regardless of whether or not the individual member is featured on the website. Another addition to the website was the "In the Spotlight" feature on the homepage, which randomly selects and features a member firm each time the page is refreshed, with a direct link to that firm's website.

Other technology changes this year have included the face-lift for the TAG Academy homepage and the installation of a dynamic "billboard" on the TAGLaw and TIAG homepages to list upcoming TAG Academy courses. Less visible but important functionally is the addition of a "Business Opportunities" page on both websites, where members can post significant business opportunities in their home jurisdictions. In addition, the "back office" functions of the TAG Academy website have been significantly upgraded to improve the efficiency of the subscription order processing to handle the anticipated growth of the Academy business.

Joint Board Meeting

Although our TAGLaw and TIAG Advisory Board members have come together for lunch for several years, the boards met formally in New York for the first time. We are pleased to report that everyone felt the meeting was a great success. Not only did the board members develop a better understanding of the breadth and depth of one another's practices, but they made specific plans to pursue efforts at creating referral opportunities between the two networks. For example, TIAG members have been invited to attend TAGLaw regional meetings. We look forward to continuing this effort at future conferences since the affiliation between the law and accounting networks not only helps clients, but distinguishes both TAGLaw and TIAG from other networks around the world.

Specialty Groups

Specialty groups played an important role for TAGLaw in 2009. Once again these groups proved to be a helpful vehicle for members to network successfully with colleagues who share areas of practice. So popular are the group meetings at conferences that they consistently run over their scheduled time. To try and keep up with demand, time scheduled for specialty groups at conferences is going up 50 percent. Only time will tell whether that is enough to meet the appetite for these meetings. We thank the co-chairs who have continued to lead their groups and volunteer valuable time to making them run and keeping activity alive. The most notable changes among the groups this year include:

- The launch of the Hotels & Leisure Specialty Group, co-chaired by Victoria Symons of Boodle Hatfield in the UK and Paul Shapses of Herrick, Feinstein in New York. The group's inaugural meeting was in New York and showed definite promise.
- The addition of Robin Clarkson from Paull & Williamsons in Scotland as a co-chair to the Energy Specialty Group. He

joins Bob Cables of Milling Benson Woodward in Louisiana and Jens Brede of Kvale & Co. from Norway.

- In the Environmental Law Specialty Group, both co-chairs, successful in their practices, left their firms to pursue new opportunities. New co-chairs are an early priority in 2009.
- James Burns, chair of the Antitrust Practice Group at Virginia member Williams Mullen, joins Cees Dekker to lead the Competition and EU Law Specialty Group.
- A substantial change came to the Marketing and Business Development Specialty Group. It is restructured in a manner that focuses more on TAGLaw directing the group and delivering valuable network-related content to member marketing professionals. It also continues to be an outlet for the marketing directors to discuss legal marketing best practices.

Business Opportunities Web Page

The Business Opportunities web page on our website offers members and their clients the chance to find out about deals around the world, whether it is an infrastructure project in Uruguay or a business for sale in Connecticut. It provides a vehicle by which members can be not only legal advisors, but also a value-added source of business to clients.

Alumni Program

Members of TAGLaw's new Alumni Program are lawyers who used to be part of a TAGLaw member firm and left on good terms. Within this group are those who have retired fully, those who have gone to an in-house position and those who have changed careers. Our alumni receive the weekly TAGLine, are invited to conferences and have been speakers at conferences and at TAG Academy courses. It has been a

pleasure for us to continue our relationship with our alumni and they have been delighted to remain connected to their TAGLaw colleagues. We encourage you to advise us of alumni from your firm who you think would want to be part of this group.

Lawyer Exchange Program

The Lawyer Exchange Program was created to prepare lawyers for cross-border transactions, and to learn the culture, laws and language of another jurisdiction. Let others know of your interest and expand your firm's capabilities and practice. Members who have themselves, or who have colleagues with experience in exchange programs rave about how valuable the experience was. Find details on www.TAGLaw.com in the members-only Resource Center.

Advisory Board

2008 concluded the four-year term of two Advisory Board members. [Enrique A. Gonzalez Calvillo](#) of Gonzalez Calvillo, S.C. in Mexico City, Mexico, and [Philip Jenkinson](#) of Triplet and Associés in Lille, France completed their service to the TAGLaw Advisory Board. We would like to sincerely thank Enrique and Philip for their attentive and distinguished guidance to TAGLaw.

This year brought [Alberto de Orleans e Bragança](#) of Xavier, Bernardes, Bragança in Rio de Janeiro, Brazil, and [Magdalena Kobosko](#) of WKB Wiercinski, Kwiecinski, Baehr in Warsaw, Poland to the TAGLaw Advisory Board. We look forward to their participation in advancing the TAGLaw cause during the next four years.

TAG Advisors Bureau

The goal behind TAG Advisors Bureau is to provide our members with a stable of expert resources and consultants that will help them be more competitive and successful law and accounting firms. These advisors come highly recommended. They have a proven track record of success in improving their clients' professional competitiveness, visibility in the marketplace and financial footing. Most of the firms have been used by either The Appleton Group or our member firms, and many have spoken at conferences or have participated as faculty for TAG Academy.



Deep Cool Clear

Girish Altekar

Professional IT Services; Web Development

www.deepcoolclear.com



Shift Works

Allison Wolf

Leadership Coaching; Business Development

www.thelawyercoach.com



Larry Bodine Marketing

Larry Bodine

Strategic Marketing; Business Development

www.larrybodine.com



Smock Sterling

Peter A. Giuliani, John Smock, John Sterling

Strategy; Firm Management

www.smocksterling.com



Paula Black & Associates

Paula Black

Branding and Marketing; Design and Printing

www.paulablack.com



Steve Erickson, LLC

Steve Erickson, CPA

CPA Firm Management; Strategy

www.steveericksoncpa.com



The Remsen Group

John Remsen, Jr.

Strategic Marketing; Business Development

www.theremsengroup.com



Wicker Park Group

Laura Mehrg

Client Feedback Programs; Marketing

www.wickerparkgroup.com

Looking ahead...

Goals for 2009

As TAGLaw has grown and matured, its goals have shifted slightly. While we always have as a goal the growth of the network into jurisdictions where we are not yet represented, we find the following goals to be high on our list:

1. Increase the value of TAGLaw through our marketing efforts, through deeper TAGLaw/TIAG relationships and through continued high quality conferences;
2. Provide world-class advisors for conferences, webinars and the Advisors Bureau to help members prosper despite the current economy;
3. Build on the positive feedback to our 2008 TAG Academy courses by presenting topical professional and business subjects that will make our members more competitive and more profitable.

"Success is a journey,
not a destination."
– Arthur Ashe

Last Word

It is very encouraging to hear, as we often do, that referral activity is high and firms are relying on one another frequently. We thank all of you for your continued commitment to TAGLaw and your recognition that a firm gets greatest value when it participates actively, through joining specialty groups, sharing success stories, attending conferences, and the many other opportunities available to TAGLaw firms.

– Bob Sattin, President, The Appleton Group, Inc.



A Worldwide Network of Quality Law Firms

2009 ADVISORY BOARD



Richard Attisha
Harper Grey LLP
Vancouver, BC, Canada



Alberto de Orleans e Bragança
Xavier, Bernardes, Bragança
Rio de Janeiro, Brazil



Ed Butler
LK Shields Solicitors
Dublin, Ireland



Magdalena Kobosko
WKB Wiercinski, Kwiecinski, Baehr
Warsaw, Poland



Gillian Leach
Blake Lapthorn
Portsmouth, England



Daniel Polsenberg
Lewis and Roca LLP
Las Vegas, NV, USA



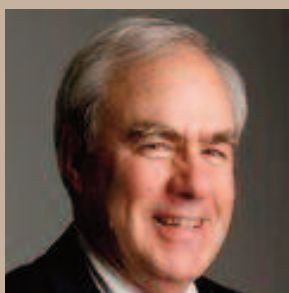
Cynthia Pornavalai
Tilleke and Gibbins International Ltd.
Bangkok, Thailand



Barbara Lano Rummel
Lindquist and Venum P.L.L.P.
Minneapolis, MN, USA



Dr. Nils Wördemann
Lang & Rahmann
Düsseldorf, Germany



Frank M. Young, III
Haskell Slaughter Young and Rediker, LLC
Birmingham, AL, USA



Peter Appleton Jones
The Appleton Group, Inc.
St. Petersburg, FL, USA



Robert U. Sattin
The Appleton Group, Inc.
St. Petersburg, FL, USA



TAGLaw®

www.TAGLaw.com

150 Second Avenue N, Suite 710

St. Petersburg, Florida 33701

Phone: +1 727-895-3720

Fax: +1 727-895-3722

