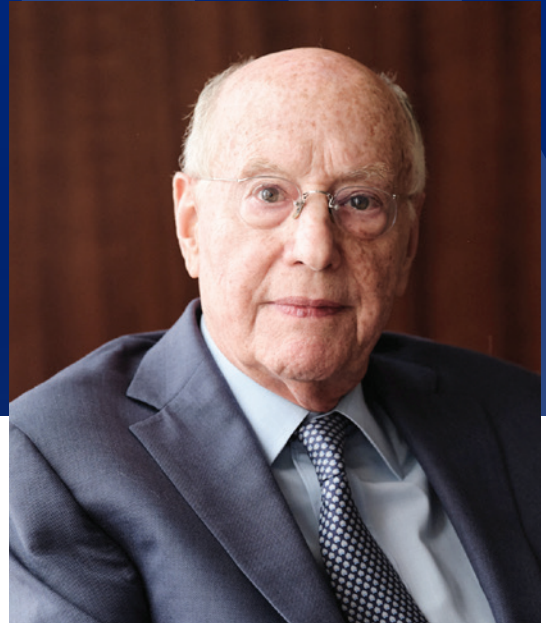


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LIFETIME ACHIEVEMENT HONOREES: DENNIS FRIEDMAN, GIBSON, DUNN & CRUTCHER



Dennis Friedman, Gibson, Dunn & Crutcher

In a legal career spanning nearly 50 years, partner Dennis Friedman has made an indelible mark on Gibson Dunn, the practice of public M&A and the New York legal community. From being one of the first to realize the potential of what was then a rather novel capability that has grown to become a core of most every New York corporate practice, to shaping through mentorship today's practice, firm and corporate leaders, Dennis has served a lifetime of achievement that is worthy of recognition by the New York Law Journal.

Dennis, who at age 80 is still an active partner, began his legal career as an associate at Shearman & Sterling in 1969. At Shearman, Dennis quickly became interested in the transactional dynamics of mergers and acquisitions. In those early years, the legal advisory role to M&A deals was still in a nascent phase. As Dennis fondly recalls, only Skadden, Arps, Slate, Meagher & Flom and Wachtell, Lipton, Rosen & Katz had developed such dedicated practices. With a

business mindset, he saw M&A advisory as an opportunity—and worked closely with Shearman management to create what he believed could become a pillar of a law firm's corporate practice. He was right. Soon, Shearman was one of the first Big Law firms to develop a successful public M&A practice, one that he would lead and be called the "Friedman Team," and help drive Shearman's tremendous growth.

It was at Shearman where Dennis also learned the importance of mentorship—a lesson that he would put into practice and would shape his approach to leadership for the decades to come. As Dennis once explained to an ALM reporter, his mentor was Stephen Volk, a former senior Shearman partner who became Vice Chairman of Citigroup. Just as Stephen

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gave Dennis responsibility and opportunity, Dennis would do the same for many more over the course of his career, including Rohan Weerasinghe, who had left Shearman to become General Counsel of Citigroup.

After leading the M&A practice at Shearman for some years, but further intrigued by deal dynamics, Dennis decided to leave Shearman—and the law for a brief time—in 1986 to initially become a senior M&A banker at Kidder, Peabody & Co. and then the head of private equity at Paine Webber.

In his 5 ½ years serving as an investment banker and investor, Dennis oversaw a litany of high profile transactions and gained invaluable experience. These unique perspectives would shape Dennis' return to legal practice – and ultimately inure to the benefit of his clients and mentees.

In 1992, Dennis joined Morrison & Foerster to create its corporate practice in New York. In 1995, he moved his group to Chadbourne & Parke to build its corporate practice. And in 2000, Dennis joined Gibson Dunn with 20 other lawyers, becoming a co-chair of the firm's M&A practice and further raising the profile of the firm's corporate capabilities.

Dennis leveraged his M&A experience and banking experience to become a trusted adviser for an enviable client base, including Ernst &

Young, Hewlett Packard, PepsiCo, Merck, SES and Welltower. His counsel has been consistently trusted by investment banks, which often refer their most trusted clients to Dennis. And while not publicized, Dennis has been asked by many boards of directors who trust his counsel on some of the stickiest issues they may face: whether they should restructure their business; whether they should sell their company or buy another company; and, in some instances, how they should handle issues relating to non-performing CEOs.

And while Dennis' career deal list could easily rival a bibliography in length, he is the last person in the field who would view closed deals as the best measure of one's career. Instead of dollars dealt, Dennis measures his legacy in terms of people. As Dennis said in an interview, "My advice for people who are really trying to build something special is find people who are interested in your practice and prepared to work as hard as you are and help them build their practice." This is a concept that he's been purposeful in putting into practice. Indeed, Dennis' commitment to mentoring younger lawyers—particularly in inspiring women and lawyers of color—has yielded a profound contribution to both Gibson Dunn and the legal community.