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THE AM LAW 100

2003 Rank	2002 Rank	Firm	City	Gross Revenue	Number of Lawyers
1	1	Skadden, Arps, Slate, Meagher & Flom	New York	\$1,330,000,000	1,650
2	2	Baker & McKenzie	International	\$1,134,000,000	3,053
3	3	Jones Day	National	\$1,035,000,000	1,970
4	4	Latham & Watkins	National	\$1,033,000,000	1,513
5	5	Sidley Austin Brown & Wood	National	\$926,000,000	1,421
6	6	Mayer, Brown, Rowe & Maw	National	\$813,000,000	1,249
7	9	White & Case	International	\$811,000,000	1,552
8	8	Weil, Gotshal & Manges	New York	\$801,000,000	1,015
9	7	Shearman & Sterling	New York	\$730,500,000	988
10	12	Kirkland & Ellis	Chicago	\$725,000,000	854
11	11	Sullivan & Cromwell	New York	\$687,000,000	647
12	10	McDermott, Will & Emery	National	\$668,000,000	901
13	16	O'Melveny & Myers	Los Angeles	\$658,000,000	909
14	15	Gibson, Dunn & Crutcher	Los Angeles	\$645,500,000	747
15	17	Morgan, Lewis & Bockius	National	\$631,000,000	1,063
16	14	Davis Polk & Wardwell	New York	\$587,000,000	581
17	13	Akin Gump Strauss Hauer & Feld	National	\$585,000,000	832
18	19	Cleary, Gottlieb, Steen & Hamilton	New York	\$580,000,000	758
19	18	Simpson Thacher & Bartlett	New York	\$576,500,000	637
20	25	Greenberg Traurig	National	\$572,500,000	952
21	24	Hogan & Hartson	Washington, D.C.	\$550,000,000	860
22	21	Morrison & Foerster	San Francisco	\$540,000,000	880
23	23	Paul, Hastings, Janofsky & Walker	National	\$537,000,000	775
24	20	Holland & Knight	National	\$532,000,000	1,161
25	22	Foley & Lardner	Milwaukee	\$523,000,000	887

26	29	Bingham McCutchen	National	\$506,500,000	784
27	27	Piper Rudnick	National	\$502,000,000	876
28	28	Winston & Strawn	National	\$461,000,000	805
29	35	Orrick, Herrington & Sutcliffe	San Francisco	\$448,000,000	638
30	32	Fulbright & Jaworski	Houston	\$446,000,000	796
31	31	Arnold & Porter	Washington, D.C.	\$444,000,000	669
32	33	Paul, Weiss, Rifkind, Wharton & Garrison	New York	\$443,000,000	466
33	54	Reed Smith	Pittsburgh	\$441,500,000	887
34	26	Vinson & Elkins	Houston	\$440,000,000	740
35	34	Hunton & Williams	Richmond	\$434,000,000	800
36	42	Heller Ehrman White & McAuliffe	San Francisco	\$430,000,000	571
37	49	Cravath, Swaine & Moore	New York	\$425,000,000	439
37	36	King & Spalding	Atlanta	\$425,000,000	692
39	30	Pillsbury Winthrop	San Francisco	\$423,500,000	671
40	46	Debevoise & Plimpton	New York	\$408,000,000	537
41	39	Dechert	National	\$406,000,000	697
42	38	Milbank, Tweed, Hadley & McCloy	New York	\$399,500,000	453
43	40	Baker Botts	Houston	\$394,000,000	628
44	58	Howrey Simon Arnold & White	Washington, D.C.	\$386,500,000	550
45	48	Bryan Cave	National	\$383,500,000	782
46	36	Wilson Sonsini Goodrich & Rosati	Palo Alto	\$382,000,000	570
47	41	Squire, Sanders & Dempsey	National	\$375,500,000	705
48	44	Dewey Ballantine	New York	\$374,000,000	558
49	47	Proskauer Rose	New York	\$365,000,000	561
50	53	Alston & Bird	Atlanta	\$362,500,000	660
51	56	Cadwalader, Wickersham & Taft	New York	\$354,000,000	476
52	51	Willkie Farr & Gallagher	New York	\$353,000,000	497
53	65	Sonnenschein Nath & Rosenthal	Chicago	\$347,000,000	616
54	45	LeBoeuf, Lamb, Greene & MacRae	National	\$340,000,000	592
55	67	Ropes & Gray	Boston	\$339,000,000	495
56	57	Kaye Scholer	New York	\$338,000,000	456
57	54	Katten Muchin Zavis Rosenman	Chicago	\$335,000,000	570
58	62	Wilmer Cutler Pickering	Washington, D.C.	\$334,000,000	473
59	59	Dorsey & Whitney	Minneapolis	\$326,000,000	648
60	60	Hale and Dorr	Boston	\$325,000,000	509
61	50	Fried, Frank, Harris, Shriver & Jacobson	New York	\$321,000,000	494
62	66	Kirkpatrick & Lockhart	National	\$320,500,000	652
63	64	Covington & Burling	Washington, D.C.	\$313,500,000	465
64	51	Wachtell, Lipton, Rosen & Katz	New York	\$310,000,000	171
65	73	McGuireWoods	Richmond	\$307,500,000	669

66	76	Dickstein Shapiro Morin & Oshinsky	Washington, D.C.	\$302,500,000	299
67	70	Nixon Peabody	National	\$298,000,000	617
68	61	Cooley Godward	Palo Alto	\$289,000,000	464
69	69	Goodwin Procter	Boston	\$280,000,000	458
70	75	Baker & Hostetler	Cleveland	\$275,000,000	580
71	63	Jenkins & Gilchrist	Dallas	\$272,000,000	462
72	72	Perkins Coie	Seattle	\$270,500,000	555
73	74	Seyfarth Shaw	National	\$268,500,000	537
74	68	Shook, Hardy & Bacon	Kansas City, Missouri	\$268,000,000	544
75	71	Coudert Brothers	International	\$262,000,000	630
76	86	Schulte Roth & Zabel	New York	\$247,500,000	314
77	79	Chadbourne & Parke	New York	\$239,000,000	337
78	81	Thelen Reid & Priest	San Francisco	\$235,000,000	406
79	80	Jenner & Block	Chicago	\$234,500,000	375
80	83	Duane Morris	Philadelphia	\$229,000,000	472
81	92	Blank Rome	Philadelphia	\$224,000,000	432
82	95	Cahill Gordon & Reindel	New York	\$223,000,000	242
83	89	Stroock & Stroock & Lavan	New York	\$215,000,000	320
84	78	Kilpatrick Stockton	Atlanta	\$213,000,000	425
85	82	Gray Cary Ware & Freidenrich	Palo Alto	\$209,000,000	374
86	84	Finnegan, Henderson, Farabow, Garrett & Dunner	Washington, D.C.	\$207,500,000	284
86	89	Venable	Baltimore	\$207,500,000	390
88	85	Drinker Biddle & Reath	Philadelphia	\$206,500,000	435
89	77	Mintz, Levin, Cohn, Ferris, Glovsky and Popeo	Boston	\$205,000,000	371
90	93	Womble Carlyle Sandridge & Rice	Winston-Salem	\$200,500,000	458
91	103	Wilson, Elser, Moskowitz, Edelman & Dicker	New York	\$199,000,000	642
92	104	Sheppard, Mullin, Richter & Hampton	Los Angeles	\$198,500,000	337
93	98	Andrews & Kurth	Houston	\$198,000,000	381
93	96	Step toe & Johnson	Washington, D.C.	\$198,000,000	329
95	106	Fish & Richardson	National	\$197,500,000	292
96	97	Patton Boggs	Washington, D.C.	\$196,000,000	380
97	87	Troutman Sanders	Atlanta	\$194,000,000	490
98	94	Haynes and Boone	Dallas	\$193,000,000	404
99	87	Shaw Pittman	Washington, D.C.	\$189,500,000	350
100	116	Preston Gates & Ellis	Seattle	\$189,000,000	375

Definitions: Figures for gross revenue and net operating income are rounded to the nearest \$500,000. Figures for revenue per lawyer, profits per equity partner, and partner compensation are rounded to the nearest \$5,000. Firms that tied in the rankings are listed alphabetically. In most instances, our results are based on the accounting method used by the firm; if a firm offered us both cash- and accrual-method figures, we chose the former. Revenue figures include paralegal billings but not revenue from ancillary businesses, equity investments, or charges for disbursements. Revenue per lawyer is gross revenue divided by the number of lawyers; profits per equity partner is net operating income—minus aggregate compensation for all nonequity partners, if any—divided by the number of equity partners. Average partner compensation is the net operating income plus the aggregate salary of all nonequity partners divided by the number of equity and nonequity partners. Profitability index is the ratio of profits per partner to revenue per lawyer. Firm size: For firms whose

fiscal year ended between September 1, 2003, and February 29, 2004, the numbers of lawyers and partners are stated as of August 31, 2003. For firms whose fiscal year ended between March 1 and August 31, 2003, numbers are stated as of the end of the fiscal year. We asked for full-time equivalent lawyer numbers, which were rounded to the nearest whole number. Only full equity partners are counted as partners.

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