



# Ilana N. Lubin

Partner

Corporate

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Companies across a range of industries seek Ilana Lubin to advise them on domestic and cross-border mergers and acquisitions, joint venture, carve-out and divestiture transactions and other strategic matters. Notably, Ilana's experience representing clients in the apparel, footwear, accessory and beauty sectors has provided her with unique insight into the global business of fashion and the intensifying commercial exploitation of celebrity, corporate, fashion and entertainment brands. Accordingly, Ilana is seen as a trusted outside general counsel who is able to navigate a range of solutions for her clients in retail, fashion and beyond.

## In-depth corporate experience and knowledge of global retail

Ilana's corporate and commercial experience is broad from both a domestic and international perspective. Ilana's cross-border experience spans countries including China, South Korea, Mexico, Brazil, Qatar, France, Denmark, Finland, Russia, Italy and the United Kingdom. She has counseled clients on matters ranging from launching operations in the United States to entering into joint venture transactions in foreign jurisdictions. No matter the deal, Ilana is adept at working with local counsel to isolate local law risk and compliance considerations and evaluating those risks in the context of the overall transaction.

This broad experience, particularly on behalf of retailers, consumer products companies and brand owners, has allowed her to gain understanding into the issues facing members of the retail eco system globally. Ilana regularly supports clients seeking to maximize celebrity, entertainment and corporate brand value through intellectual property transactions, including joint venture, licensing, distribution and endorsement deals. She also manages a range of legal solutions across practice areas, including intellectual property disputes and counseling, tax, bankruptcy, toxic torts, employment and labor, and commercial litigation.

## Practices

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- Advertising and Brand Litigation
- Corporate
- Corporate Governance
- Intellectual Property
- International
- Mergers and Acquisitions
- Trademark Licensing and Strategy

## Industries

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- Entertainment and Media
- Entrepreneurial Ventures
- Fashion, Retail, Luxury and Beauty
- Technology

## Education

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- JD, Benjamin N. Cardozo School of Law
- BS, Cornell University

## Bar Admissions

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- New York

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## Representative Experience

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- Represented a subsidiary of a Hong Kong Stock Exchange-listed global consumer goods company in connection with its:
  - \$378 million acquisition of a leading designer, distributor and supplier of licensed, branded and private-label children's apparel.\*
  - \$38 million acquisition of one of the world's leading specialty boot brands.\*
  - \$25 million acquisition of substantially all of the operating assets of one of the world's largest specialty ski brands in connection with a concurrent, \$50 million licensing arrangement.\*
  - \$25 million acquisition of a leading designer, distributor and supplier of licensed, branded and private-label lip gloss and other cosmetic products.\*
  - \$13 million acquisition of substantially all of the operating assets of a NASDAQ-listed jeans company in connection with a concurrent licensing arrangement.\*
  - Joint venture formed to exploit the brands of certain globally successful personalities valued at \$93 million.\*
  - Restructuring of a joint venture, including the \$37 million conversion of equity to convertible debt financing.\*
  - Joint venture formed to design and develop a celebrity-branded footwear line.\*
  - Joint venture formed to create one of the world's largest brand-management companies.\*

\* Experience prior to Katten

## Recognitions

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*Recognized or listed in the following:*

- *Crain's New York Business*
  - Notable Women in Law, 2021
- *New York Law Journal*
  - Rising Star, 2019
- *Super Lawyers Rising Stars*

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- New York, 2015–2022
- Thomson Reuters
  - Stand-out Lawyer, 2025-2026

## News

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- Katten Named Among Top US Law Firms for Retail Companies by *The Fashion Law* (April 24, 2026)
- 13 Katten Attorneys Honored Among *Thomson Reuters* Stand-out Lawyers (February 5, 2026)
- Katten Attorneys Recognized as Stand-Out Lawyers by *Thomson Reuters* (March 20, 2025)
- Katten Named to *The Fashion Law* 2025 List of Top US Law Firms for Retail Companies (March 12, 2025)
- Katten Attorneys Earn 2022 New York Super Lawyers and Rising Stars Distinctions (September 29, 2022)
- Katten Attorneys Named 2021 New York Super Lawyers and Rising Stars Honorees (September 30, 2021)
- Katten's Industry Leading Corporate Practice Continues to Grow (September 14, 2021)
- Katten's New Corporate Attorney Focuses on M&A and Fashion Industry Counsel (May 19, 2021)

## Publications

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- *The Katten Kattwalk/Kattison Avenue* | Issue 4 (Winter 2025)
- Always in Style: Key Considerations in Buying and Selling Fashion Brands (Fall 2024)
- *The Katten Kattwalk* | Issue 28 (Fall 2024)
- Surge Of Retail Bankruptcies Coincides With The Anniversary Of 'Tempnology' | *New York Law Journal* (August 28, 2020)
- Insight: Why Companies Should Start Treating Social Media Influencers Like Celebrities | *Bloomberg Law* (November 5, 2018)
- Think Tank: Legal Strategies-Hollywood Scandals And Your Brand | *Women's Wear Daily* (March 28, 2018)

## Presentations and Events

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- Spring 2026 Annual Symposium: Business Law in the Global Markets of Fashion & Luxury (February 19, 2026) | *Panelist*

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- 2025 Apparel & Retail CEO Summit (October 28-29, 2025)
- 2025 Women in Power Forum (September 8, 2025)
- The Four Pillars of Fashion Law: Business & Finance (January 9, 2025)
- Women in Law & Leadership (November 14, 2018) | *Panelist | Mentor and Sponsorship: Creating Growth in Your Organization*
- 2018 ANA/BAA Marketing Law Conference (November 9, 2018) | *Speaker | Global Social Media: Key Issues and Learning in Mergers, Acquisitions, Contracts & Management*
- ACC's New York City Chapter – The Art of Contracting (June 15, 2017) | *Presenter | Tools and Tips for Identifying and Avoiding Common Traps in Commercial Contracts*
- Association of Corporate Counsel Webinar (May 24, 2017) | *Presenter | Tools and Tips for Identifying and Avoiding Common Traps in Commercial Contracts – Part 2*
- Association of Corporate Counsel Webinar (April 12, 2017) | *Presenter | Tools and Tips for Identifying and Avoiding Common Traps in Commercial Contracts – Part 1– Part 1*
- Association of Corporate Counsel – New York City Chapter Signature CLE Program (July 13, 2016) | *Presenter | The Art of Contracting: Tools and Tips for Identifying and Avoiding Common Traps in Commercial Contracts*
- Family Office & Private Equity Dealmakers Breakfast Series (June 2, 2016) | *Moderator | Private Equity in Apparel and Fashion*
- Startup Legal Night (March 31, 2015) | *Presenter | Forming Your Business: A Practical Approach*