

## EXHIBIT A

# **RESUME OF RICHARD M. PEARL**

**RICHARD M. PEARL**  
**LAW OFFICES OF RICHARD M. PEARL**  
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Berkeley, CA 94710  
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## **EDUCATION**

University of California, Berkeley, B.A., Economics (June 1966)  
Boalt Hall School of Law, Berkeley, J.D. (June 1969)

## **BAR MEMBERSHIP**

Member, State Bar of California (admitted January 1970)  
Member, State Bar of Georgia (admitted June 1970) (inactive)  
Admitted to practice before all California State Courts; the United States Supreme Court; the United States Court of Appeals for the District of Columbia and Ninth Circuits; the United States District Courts for the Northern, Central, Eastern, and Southern Districts of California, for the District of Arizona, and for the Northern District of Georgia; and the Georgia Civil and Superior Courts and Court of Appeals.

## **EMPLOYMENT**

LAW OFFICES OF RICHARD M. PEARL (April 1987 to Present): Civil litigation practice (AV rating), with emphasis on court-awarded attorney's fees, class actions, and appellate practice. Selected Northern California "Super Lawyer" in Appellate Law for 2005, 2006, 2007, 2008, 2010, 2011, 2012, 2013, and 2014.

QUALIFIED APPELLATE MEDIATOR, APPELLATE MEDIATION PROGRAM, Court of Appeal, First Appellate District (October 2000 to 2013) (program terminated).

ADJUNCT PROFESSOR, HASTINGS COLLEGE OF THE LAW (January 1988 to Present): Teach Public Interest Law Practice, a 2-unit course that focuses on the history, strategies, and issues involved in the practice of public interest law.

PEARL, McNEILL & GILLESPIE, Partner (May 1982 to March 1987): General civil litigation practice, as described above.

CALIFORNIA RURAL LEGAL ASSISTANCE, INC. (July 1971 to September 1983) (part-time May 1982 to September 1983):

Director of Litigation (July 1977 to July 1982)

Responsibilities: Oversaw and supervised litigation of more than 50 attorneys in CRLA's 15 field offices; administered and supervised staff of 4-6 Regional Counsel; promulgated litigation policies and procedures for program; participated in complex civil litigation.

Regional Counsel (July 1982 to September 1983 part-time)

Responsibilities: Served as co-counsel to CRLA field attorneys on complex projects; provided technical assistance and training to CRLA field offices; oversaw CRLA attorney's fee cases; served as counsel on major litigation.

Directing Attorney, Cooperative Legal Services Center (February 1974 to July 1977) (Staff Attorney February 1974 to October 1975)

Responsibilities: Served as co-counsel on major litigation with legal services attorneys in small legal services offices throughout California; supervised and administered staff of four senior legal services attorneys and support staff.

Directing Attorney, CRLA McFarland Office (July 1971 to February 1974) (Staff Attorney July 1971 to February 1972)

Responsibilities: Provided legal representation to low income persons and groups in Kern, King, and Tulare Counties; supervised all litigation and administered staff of ten.

HASTINGS COLLEGE OF THE LAW, Instructor, Legal Writing and Research Program (August 1974 to June 1978)

Responsibilities: Instructed 20 to 25 first year students in legal writing and research.

CALIFORNIA AGRICULTURAL LABOR RELATIONS BOARD, Staff Attorney, General Counsel's Office (November 1975 to January 1976, while on leave from CRLA)

Responsibilities: Prosecuted unfair labor practice charges before Administrative Law Judges and the A.L.R.B. and represented the A.L.R.B. in state court proceedings.

ATLANTA LEGAL AID SOCIETY, Staff Attorney (October 1969 to June 1971)

Responsibilities: Represented low-income persons and groups as part of 36-lawyer legal services program located in Atlanta, Georgia.

**PUBLICATIONS**

Pearl, *California Attorney Fee Awards, Third Edition* (Cal. Cont. Ed. Bar 2010) and February 2011, 2012, 2013, 2014, and 2015 Supplements

Pearl, *California Attorney Fee Awards, Second Edition* (Cal. Cont. Ed. Bar 1994), and 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, and 2008 Supplements

*Graham v. DaimlerChrysler Corp. and Tipton-Whittingham v. City of Los Angeles*, Civil Litigation Reporter (Cal. Cont. Ed. Bar Feb. 2005)

*Current Issues in Attorneys' Fee Litigation*, California Labor and Employment Law Quarterly (September 2002 and November 2002)

*Flannery v. Prentice: Shifting Attitudes Toward Fee Agreements and Fee-Shifting Statutes*, Civil Litigation Reporter (Cal. Cont. Ed. Bar Nov. 2001)

*A Practical Introduction to Attorney's Fees*, Environmental Law News (Summer 1995)

Wrongful Employment Termination Practice, Second Edition (Cal. Cont. Ed. Bar 1997) (co-authored chapter on "Attorney Fees")

California Attorney's Fees Award Practice (Cal. Cont. Ed. Bar 1982) (edited), and 1984 through 1993 Supplements

Program materials on attorney fees, prepared as panelist for CEB program on Attorneys' Fees: Practical and Ethical Considerations in Determining, Billing, and Collecting (October 1992)

Program materials on Attorney's Fees in Administrative Proceedings: California Continuing Education of the Bar, prepared as panelist for CEB program on Effective Representation Before California Administrative Agencies (October 1986)

Program materials on Attorney's Fees in Administrative Proceedings: California Continuing Education of the Bar, prepared as panelist for CEB program on Attorneys' Fees: Practical and Ethical Considerations (March 1984)

*Settlers Beware/The Dangers of Negotiating Statutory Fee Cases* (September 1985) Los Angeles Lawyer

Program Materials on Remedies Training (Class Actions), sponsored by Legal Services Section, California State Bar, San Francisco (May 1983)

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Attorneys' Fees: A Legal Services Practice Manual (Legal Services Corporation 1981)

**PUBLIC SERVICE**

Member, Attorneys' Fee Task Force, California State Bar

Chairperson, Board of Directors, California Rural Legal Assistance Foundation

**REPRESENTATIVE CASES**

*Alcoser v. Thomas*

(2011) 2011 Cal.App.Unpub.LEXIS 1180

*Boren v. California Department of Employment*

(1976) 59 Cal.App.3d 250

*Cabrera v. Martin*

(9th Cir. 1992) 973 F.2d 735

*Camacho v. Bridgeport Financial, Inc.*

(9<sup>th</sup> Cir. 2008) 523 F.3d 973

*Campos v. E.D.D.*

(1982) 132 Cal.App.3d 961

*Center for Biological Diversity v. County of San Bernardino*

(2010) 185 Cal.App.4th 866

*Committee to Defend Reproductive Rights v. A Free Pregnancy Center*

(1991) 229 Cal.App.3d 633

*David C. v. Leavitt*

(D. Utah 1995) 900 F.Supp. 1547

*Delaney v. Baker*

(1999) 10 Cal.4th 23

*Dixon v. City of Oakland*

(2014) 2014 U.S.Dist.LEXIS 169688

*Employment Development Dept. v. Superior Court (Boren)*

(1981) 30 Cal.3d 256

**Representative Cases (cont.)**

*Environmental Protection Information Center, Inc. v. Pacific Lumber Co.*  
(N.D. Cal. 2002) 229 F. Supp.2d 993, *aff'd* (9<sup>th</sup> Cir. 2004) 103 Fed. Appx. 627

*Flannery v Prentice*  
(2001) 26 Cal. 4th 572

*Graham v. DaimlerChrysler Corp.*  
(2004) 34 Cal. 4<sup>th</sup> 553

*Horsford v. Board of Trustees of Univ. of Calif.*  
(2005) 132 Cal.App.4th 359

*Ketchum v. Moses*  
(2001) 24 Cal.4th 1122

*Kievlan v. Dahlberg Electronics*  
(1978) 78 Cal.App.3d 951, *cert. denied* (1979)  
440 U.S. 951

*Lealao v. Beneficial California, Inc.*  
(2000) 82 Cal.App.4th 19

*Lewis v. California Unemployment Insurance Appeals Board*  
(1976) 56 Cal.App.3d 729

*Local 3-98 etc. v. Donovan*  
(N.D. Cal. 1984) 580 F.Supp. 714,  
*Aff'd* (9th Cir. 1986) 792 F.2d 762

*Mangold v. California Public Utilities Commission*  
(9th Cir. 1995) 67 F.3d 1470

*Maria P. v. Riles*  
(1987) 43 Cal.3d 1281

*Martinez v. Dunlop*  
(N.D. Cal. 1976) 411 F.Supp. 5,  
*aff'd* (9th Cir. 1977) 573 F.2d 555

*McQueen, Conservatorship of*  
(2014) 59 Cal.4<sup>th</sup> 602 (argued for *amici curiae*)

**Representative Cases (cont.)**

*McSomebodies v. Burlingame Elementary School Dist.*  
(9th Cir. 1990) 897 F.2d 974

*McSomebodies v. San Mateo City School Dist.*  
(9th Cir. 1990) 897 F.2d 975

*Molina v. Lexmark International*  
(2013) 2013 Cal.App. Unpub. LEXIS 6684

*Moore v. Bank of America*  
(9<sup>th</sup> Cir. 2007) 2007 U.S. App. LEXIS 19597

*Moore v. Bank of America*  
(S.D. Cal. 2008) 2008 U.S. Dist. LEXIS 904

*Mora v. Chem-Tronics, Inc.*  
(S.D. Cal. 1999) 1999 U.S. Dist. LEXIS 10752,  
5 Wage & Hour Cas. 2d (BNA) 1122

*Nadaf-Rahrov v. Nieman Marcus Group*  
(2014) 2014 Cal.App. Unpub. LEXIS 6975

*Pena v. Superior Court of Kern County*  
(1975) 50 Cal.App.3d 694

*Ponce v. Tulare County Housing Authority*  
(E.D. Cal 1975) 389 F.Supp. 635

*Ramirez v. Runyon*  
(N.D. Cal. 1999) 1999 U.S. Dist. LEXIS 20544

*Rubio v. Superior Court*  
(1979) 24 Cal.3d 93 (amicus)

*Sokolow v. County of San Mateo*  
(1989) 213 Cal. App. 3d. 231

*S.P. Growers v. Rodriguez*  
(1976) 17 Cal.3d 719 (amicus)

**Representative Cases (cont.)**

*Swan v. Tesconi*

(2015) 2015 Cal.App. Unpub. LEXIS 3891

*Tongol v. Usery*

(9th Cir. 1979) 601 F.2d 1091,  
on remand (N.D. Cal. 1983) 575 F.Supp. 409,  
revs'd (9th Cir. 1985) 762 F.2d 727

*Tripp v. Swoap*

(1976) 17 Cal.3d 671 (amicus)

*United States (Davis) v. City and County of San Francisco*

(N.D. Cal. 1990) 748 F.Supp. 1416, *aff'd in part*  
*and revs'd in part sub nom Davis v. City and County*  
*of San Francisco* (9th Cir. 1992) 976 F.2d 1536,  
*modified on rehearing* (9th Cir. 1993) 984 F.2d 345

*United States v. City of San Diego*

(S.D.Cal. 1998) 18 F.Supp.2d 1090

*Vasquez v. State of California*

(2008) 45 Cal.4th 243 (amicus)

*Velez v. Wynne*

(9th Cir. 2007) 2007 U.S. App. LEXIS 2194

**REFERENCES**

Furnished upon request.

## EXHIBIT B

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## Billing Rates Rise, Discounts Abound

A 10 percent increase is offset by price cuts.

Katelyn Polantz, The National Law Journal

January 5, 2015

The price of a billable hour has risen by more than 10 percent in four years, as large corporate law firms focused on their most expensive work and saved clients' money elsewhere.

"The question is: Is anybody paying that?" Maurice Watson, chairman at Husch Blackwell, said, looking back at hourly rates charged last year for lawyers. Husch's average rate for partners is about \$449 per hour, the firm told The National Law Journal in response to our 2014 billing survey. But \$407 is closer to what the firm collects for its work.

The former number represents the "rack rate," Watson said, while the lower price factors in discounts given to clients on the billable hour and in alternative billing arrangements.

Husch's fees are indicative of the pricier billable hour and complementary cost cuts that law firms find for clients. The Kansas City, Mo.-founded firm was among the firms that have reported their rates to The National Law Journal since 2010. Almost all of the highest- and lowest-charging partners among the firms increased rates since 2010.

Partners' hourly prices at the 40 firms that reported their numbers in 2014 now hover around \$500 an hour on average. The highest-billing partner among the survey came from Kaye Scholer, with a \$1,250 rate. The lowest-billing partner, from Frost Brown Todd, made \$220, the firms told the NLJ.

**See chart: [Billing Rates at the Nation's Priciest Law Firms](#)**

The NLJ billing data also includes rates collected from public records — mostly bankruptcy filings — for 128 additional firms during the past three years.

Although the rates charged have gone up in recent years, the amounts that clients pay have not kept pace with inflation, legal industry leaders say.

"I think the story of billing rates is no longer as full or clear as it once was," Watson said.

Lawyers often give discounts on their stated rates, or firms arrange alternative fee plans with clients, including caps on fees, retainers or other flat rates for legal work. Still, firms lean on hourly pricing more than any other model. Generally, 15 percent to 20 percent of work comes from alternative fee structures, according to Steve Nelson of the McCormick Group Inc., a legal consulting firm in Northern Virginia.

Dinsmore & Shohl, a Cincinnati-based firm, has changed the way it sets rates instead of ditching the billable model.

"The billable hour is still very important. There's probably 100 reasons for that," firm chairman George Vincent said.

Dinsmore opened an office in Washington in 2011, so billing rates for lawyers in the nation's capital notched higher than at the rest of the firm. At the same time, associates faced a shift away from rates that rise in lockstep to individualized pricing, Vincent said. Dinsmore also has added nonpartner-track associates to cut some fees. The firm's lawyers charged between \$590 and \$175 in 2010, but they ranged between \$850 and \$160 in 2014.

The spread shows a rate expansion that mimics the decisions made by other firms — increases for top earners while squeezing value where they can.

Associates, on average, charged \$306 an hour at 28 firms in the NLJ study in 2014, an increase of 12 percent from those firms' average rate four years previously. The most expensive associates' rates pushed up at about the same pace, while a number of firms increased their lowest-paid associates' rates by only \$15 or less an hour.

The deleveraging of lawyers in the industry may account for this. Many clients now refuse to pay for legal work performed by first-year associates, Nelson said. Associates instead train during their first year, or work on pro bono or the equivalent of clerk and paralegal tasks. Outsourcing some work to cheaper consultants and firms plays into the pricing models more every year.

Many large firms are shedding lower-end practices, which fueled partners' lateral moves in 2014, Nelson added. Large firms now often mandate that partners meet or exceed certain rates. Some practices become priced out, so the lawyers move to less strict or lower-tiered firms to keep their clients. Practices that work on large corporate mergers or high-stakes litigation saw less lateral movement because of rate pressure. Gibson, Dunn & Crutcher, with an \$1,800 hourly rate for Theodore Olson, an outlier, had the highest rate the NLJ could find in public records.

The billing rate story was different in bankruptcy matters. Those numbers showed that the practice area, which runs countercyclical to the U.S. economy, suffered as companies recovered from the economic recession. Partners and associates working with clients in bankruptcy often must report their hourly rates in court.

Those partners averaged \$452 per hour in 2014, compared with an average rate of \$480 in 2012. The NLJ found fewer partners mentioned in new bankruptcy filings in 2014 compared with the previous years. On average over three years, bankruptcy partners charged about \$475 an hour, according to records from more than 2,300 firm shareholders.

In 2012, when rates were higher, elite New York firms told courts their partners earned \$1,000 an hour or more on the work. This \$1,000-an-hour club included three partners from Paul, Weiss, Rifkind, Wharton & Garrison and two partners from Weil, Gotshal & Manges.

It also included a team of nine Sullivan & Cromwell partners who charged \$1,150 an hour each to represent Eastman Kodak Co. in its bankruptcy.

In 2014, the rates for bankruptcy work topped out at about \$900 an hour, according to the data. Two partners from Pachulski Stang Ziehl & Jones, a Los Angeles corporate restructuring boutique, charged \$875 and \$895 each for their work on the bankruptcy of staffing company Ablest Inc.

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| Year | Firm Name                                 | Location        | Average FTE Attorneys | Partner Billing Rate High | Partner Billing Rate (Rate Low) | Partner Billing Rate Avg | Associate Billing Rate High | Associate Billing Rate (Rate Low) | Associate Billing Rate Avg | Counsel Avg | Counsel Low | Counsel High | NLJ Billing Source                  | Notes                                                                                                                                |
|------|-------------------------------------------|-----------------|-----------------------|---------------------------|---------------------------------|--------------------------|-----------------------------|-----------------------------------|----------------------------|-------------|-------------|--------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 | Adams and Reese                           | New Orleans, LA | 318                   | \$700.00                  | \$305.00                        | \$420.00                 | \$315.00                    | \$220.00                          | \$270.00                   | \$500.00    | \$425.00    | \$575.00     | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Akerman                                   | Miami, FL       | 523                   | \$880.00                  | \$360.00                        | \$535.00                 | \$465.00                    | \$205.00                          | \$305.00                   |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Akin Gump Strauss Hauer & Feld            | Washington, DC  | 809                   | \$1220.00                 | \$615.00                        | \$785.00                 | \$660.00                    | \$385.00                          | \$525.00                   |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Allen Matkins Leck Gamble Mallory & Natis | Los Angeles, CA | 181                   | \$680.00                  | \$525.00                        | \$615.00                 |                             |                                   |                            |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Aliston & Bird                            | Atlanta, GA     | 789                   | \$875.00                  | \$485.00                        | \$675.00                 | \$575.00                    | \$280.00                          | \$425.00                   |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Andrews Kurth                             | Houston, TX     | 337                   | \$1090.00                 | \$745.00                        | \$890.00                 | \$1090.00                   | \$285.00                          | \$570.00                   |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Archer & Greiner                          | Haddonfield, NJ | 194                   | \$460.00                  | \$330.00                        | \$400.00                 | \$295.00                    | \$200.00                          | \$245.00                   |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Argent Fox                                | Washington, DC  | 330                   | \$860.00                  | \$500.00                        | \$650.00                 | \$555.00                    | \$275.00                          | \$395.00                   |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Arell Golden Gregory                      | Atlanta, GA     | 140                   | \$520.00                  | \$490.00                        | \$490.00                 |                             |                                   |                            |             |             |              | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                                     |                  |      |           |          |          |          |          |          |                                     |                                                                                                                                      |
|-----------------------------------------------------|------------------|------|-----------|----------|----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Arnold & Porter                                | Washington, DC   | 720  | \$950.00  | \$670.00 | \$845.00 | \$610.00 | \$345.00 | \$500.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Arnstein & Lehr                                | Chicago, IL      | 144  | \$595.00  | \$350.00 | \$465.00 | \$350.00 | \$175.00 | \$250.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Baker & Hostetler                              | Cleveland, OH    | 798  | \$670.00  | \$275.00 | \$449.00 | \$350.00 | \$210.00 | \$272.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Baker & McKenzie                               | Chicago, IL      | 4087 | \$1130.00 | \$260.00 | \$755.00 | \$825.00 | \$100.00 | \$385.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Baker, Donelson, Bearman, Caldwell & Berkowitz | Memphis, TN      | 588  | \$495.00  | \$340.00 | \$400.00 | \$465.00 | \$245.00 | \$295.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Ballard Spahr                                  | Philadelphia, PA | 483  | \$550.00  | \$395.00 | \$475.00 | \$495.00 | \$235.00 | \$315.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Barnes & Thornburg                             | Indianapolis, IN | 522  | \$560.00  | \$330.00 | \$460.00 | \$570.00 | \$280.00 | \$320.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Benesch, Friedlander, Coplan & Aronoff         | Cleveland, OH    | 150  | \$635.00  | \$350.00 | \$455.00 | \$475.00 | \$155.00 | \$280.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Best Best & Krieger                            | Riverside, CA    | 176  | \$655.00  | \$340.00 | \$455.00 | \$595.00 | \$235.00 | \$280.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Bingham McCutchen                              | Boston, MA       | 795  | \$1080.00 | \$220.00 | \$795.00 | \$505.00 | \$185.00 | \$450.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                      |                  |     |           |          |          |          |          |                                              |                                                                                                                                      |
|--------------------------------------|------------------|-----|-----------|----------|----------|----------|----------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Blank Rome                      | Philadelphia, PA | 447 | \$940.00  | \$445.00 | \$640.00 | \$175.00 | \$360.00 | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Bond, Schoenack & King          | Syracuse, NY     | 198 | \$520.00  | \$240.00 | \$355.00 | \$180.00 | \$225.00 | \$485.00 National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Bowles Rice                     | Charleston, WV   | 140 | \$285.00  | \$165.00 | \$230.00 | \$115.00 | \$135.00 | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Bracewell & Giuliani            | Houston, TX      | 441 | \$1125.00 | \$575.00 | \$760.00 | \$275.00 | \$440.00 | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Bradley Arant Boult Cummings    | Birmingham, AL   | 413 | \$665.00  | \$325.00 | \$430.00 | \$200.00 | \$260.00 | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Broad and Cassel                | Orlando, FL      | 150 | \$465.00  | \$295.00 | \$360.00 |          |          | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Brown Rudnick                   | Boston, MA       | 187 | \$1045.00 | \$850.00 | \$956.00 |          |          | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Brownstein Hyatt Farber Schreck | Denver, CO       | 214 | \$700.00  | \$310.00 | \$520.00 | \$285.00 | \$300.00 | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Bryan Cave                      | St. Louis, MO    | 985 | \$900.00  | \$410.00 | \$520.00 | \$220.00 | \$405.00 | \$565.00 National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Buchalter Nemer                 | Los Angeles, CA  | 139 | \$695.00  | \$475.00 | \$505.00 | \$350.00 | \$365.00 | National Law Journal, December 2014          | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                             |                  |     |           |          |          |          |          |          |                                                                                                                                                                             |
|---------------------------------------------|------------------|-----|-----------|----------|----------|----------|----------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Burr & Forman                          | Birmingham, AL   | 261 | \$525.00  | \$300.00 | \$371.00 | \$275.00 | \$200.00 | \$241.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Butler Snow                            | Ridgeland, MS    | 280 | \$335.00  | \$235.00 | \$302.00 |          |          |          | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Cadwalader, Wickersham & Taft          | New York, NY     | 437 | \$1050.00 | \$800.00 | \$930.00 | \$750.00 | \$395.00 | \$605.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Carlton Fields                         | Tampa, FL        | 272 | \$840.00  | \$455.00 | \$600.00 |          |          |          | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Cole, Schotz, Meisel, Forman & Leonard | Hackensack, NJ   | 118 | \$730.00  | \$590.00 | \$653.00 | \$340.00 | \$275.00 | \$302.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Connell Foley                          | Roseland, NJ     | 129 | \$575.00  | \$275.00 | \$425.00 | \$325.00 | \$200.00 | \$265.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Cooley                                 | Palo Alto, CA    | 673 | \$980.00  | \$660.00 | \$820.00 | \$640.00 | \$335.00 | \$515.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Covington & Burling                    | Washington, DC   | 780 | \$890.00  | \$605.00 | \$780.00 | \$565.00 | \$320.00 | \$415.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Cozen O'Connor                         | Philadelphia, PA | 485 | \$1135.00 | \$275.00 | \$670.00 | \$640.00 | \$180.00 | \$355.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Curtis, Mallet-Prevost, Colt & Mosie   | New York, NY     | 323 | \$860.00  | \$730.00 | \$800.00 | \$785.00 | \$345.00 | \$480.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                            |                     |      |           |          |           |          |          |          |                                        |                                                                                                                                                     |
|----------------------------|---------------------|------|-----------|----------|-----------|----------|----------|----------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Davis Graham & Stubbs | Denver, CO          | 145  | \$635.00  | \$315.00 | \$435.00  | \$350.00 | \$200.00 | \$255.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Davis Polk & Wardwell | New York,<br>NY     | 810  | \$985.00  | \$950.00 | \$975.00  | \$975.00 | \$130.00 | \$615.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Debevoise & Plimpton  | New York,<br>NY     | 595  | \$1075.00 | \$955.00 | \$1055.00 | \$780.00 | \$120.00 | \$490.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Dechart               | New York,<br>NY     | 845  | \$1095.00 | \$670.00 | \$900.00  | \$735.00 | \$395.00 | \$530.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Dentons               | New York,<br>NY     | 2503 | \$1050.00 | \$345.00 | \$700.00  | \$685.00 | \$210.00 | \$425.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Dickstein Shapiro     | Washington,<br>DC   | 254  | \$1250.00 | \$590.00 | \$750.00  | \$685.00 | \$310.00 | \$475.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Dinamore & Shohl      | Cincinnati,<br>OH   | 415  | \$850.00  | \$250.00 | \$411.00  | \$365.00 | \$180.00 | \$238.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 DLA Piper             | New York,<br>NY     | 3962 | \$1025.00 | \$450.00 | \$765.00  | \$720.00 | \$250.00 | \$515.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Dorsey & Whitney      | Minneapolis,<br>MN  | 501  | \$585.00  | \$340.00 | \$435.00  | \$510.00 | \$215.00 | \$315.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Duane Morris          | Philadelphia,<br>PA | 613  | \$960.00  | \$415.00 | \$559.00  | \$585.00 | \$280.00 | \$373.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |

|                                                         |                  |      |           |          |           |          |          |          |                                     |                                                                                                                                      |
|---------------------------------------------------------|------------------|------|-----------|----------|-----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Edwards Wildman Palmer                             | Boston, MA       | 540  | \$765.00  | \$210.00 | \$635.00  | \$415.00 | \$245.00 | \$325.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Faegre Baker Daniels                               | Minneapolis, MN  | 673  | \$560.00  | \$355.00 | \$455.00  | \$315.00 | \$110.00 | \$260.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Foley & Lardner                                    | Milwaukee, WI    | 844  | \$860.00  | \$405.00 | \$600.00  | \$470.00 | \$210.00 | \$335.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Foley Hoag                                         | Boston, MA       | 221  | \$775.00  | \$590.00 | \$670.00  | \$385.00 | \$290.00 | \$325.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Fox Rothschild                                     | Philadelphia, PA | 531  | \$750.00  | \$335.00 | \$530.00  | \$500.00 | \$245.00 | \$310.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Fried, Frank, Harris, Shriver New York, & Jacobson | New York, NY     | 450  | \$1100.00 | \$930.00 | \$1000.00 | \$760.00 | \$375.00 | \$595.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Frost Brown Todd                                   | Cincinnati, OH   | 414  | \$600.00  | \$220.00 | \$387.00  | \$315.00 | \$150.00 | \$234.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Gardere Wynne Sewell                               | Dallas, TX       | 218  | \$775.00  | \$430.00 | \$635.00  | \$330.00 | \$290.00 | \$303.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Gibbons                                            | Newark, NJ       | 201  | \$865.00  | \$440.00 | \$560.00  | \$475.00 | \$295.00 | \$360.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Gibson, Dunn & Crutcher                            | New York, NY     | 1154 | \$1800.00 | \$765.00 | \$980.00  | \$930.00 | \$175.00 | \$590.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                           |                   |      |           |          |          |          |          |          |                                        |                                                                                                                                                     |
|-------------------------------------------|-------------------|------|-----------|----------|----------|----------|----------|----------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Gordon Rees Scully<br>Mansukhani     | San Diego,<br>CA  | 478  | \$475.00  | \$375.00 | \$420.00 | \$325.00 | \$285.00 | \$300.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Greenberg Traurig                    | New York,<br>NY   | 1690 | \$955.00  | \$535.00 | \$710.00 | \$570.00 | \$325.00 | \$470.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Harris Beach                         | Rochester,<br>NY  | 198  | \$400.00  | \$299.00 | \$345.00 | \$285.00 | \$175.00 | \$230.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Harter Secrest & Emery               | Rochester,<br>NY  | 132  | \$465.00  | \$300.00 | \$395.00 | \$290.00 | \$195.00 | \$250.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Haynes and Boone                     | Dallas, TX        | 483  | \$1020.00 | \$450.00 | \$672.00 | \$590.00 | \$315.00 | \$400.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Hogan Lovells                        | Washington,<br>DC | 2313 | \$1000.00 | \$705.00 | \$835.00 |          |          |          | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Holland & Hart                       | Denver, CO        | 423  | \$725.00  | \$305.00 | \$422.00 | \$425.00 | \$175.00 | \$277.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Holland & Knight                     | Washington,<br>DC | 956  | \$1085.00 | \$355.00 | \$625.00 | \$540.00 | \$110.00 | \$240.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Honigman Miller Schwartz<br>and Cohn | Detroit, MI       | 231  | \$560.00  | \$290.00 | \$390.00 | \$225.00 | \$705.00 | \$220.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |
| 2014 Hughes Hubbard & Reed                | New York,<br>NY   | 351  | \$995.00  | \$725.00 | \$690.00 | \$675.00 | \$365.00 | \$555.00 | National Law Journal,<br>December 2014 | Full-time equivalent<br>(FTE) attorneys at the<br>firm and the city of the<br>firm's largest U.S. office<br>as listed in the 2014 NLJ<br>350 report |

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|-----------------------------------------|------------------|------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Husch Blackwell                    | St. Louis, MO    | 539  | \$785.00 | \$250.00 | \$449.00 | \$440.00 | \$190.00 | \$275.00 | \$418.00 | \$240.00 | \$625.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Ice Miller                         | Indianapolis, IN | 291  | \$530.00 | \$335.00 | \$450.00 | \$305.00 | \$245.00 | \$270.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Irell & Manella                    | Los Angeles, CA  | 166  | \$975.00 | \$800.00 | \$890.00 | \$750.00 | \$395.00 | \$535.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Jackson Kelly                      | Charleston, WV   | 179  | \$635.00 | \$270.00 | \$345.00 | \$315.00 | \$200.00 | \$243.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Jackson Lewis                      | Los Angeles, CA  | 724  | \$440.00 | \$310.00 | \$380.00 | \$315.00 | \$275.00 | \$280.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Jackson Walker                     | Dallas, TX       | 333  | \$675.00 | \$575.00 | \$622.00 | \$385.00 | \$255.00 | \$335.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Jeffer, Mangels, Butler & Mitchell | Los Angeles, CA  | 125  | \$875.00 | \$560.00 | \$690.00 |          |          |          |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Jenner & Block                     | Chicago, IL      | 434  | \$925.00 | \$585.00 | \$745.00 | \$550.00 | \$380.00 | \$465.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Jones Day                          | New York, NY     | 2464 | \$975.00 | \$445.00 | \$745.00 | \$775.00 | \$205.00 | \$435.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Jones Walker                       | New Orleans, LA  | 363  | \$425.00 | \$275.00 | \$385.00 | \$240.00 | \$200.00 | \$225.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                          |              |      |            |          |          |          |          |          |                                     |                                                                                                                                      |
|------------------------------------------|--------------|------|------------|----------|----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Kasowitz, Benson, Torres & Friedman | New York, NY | 372  | \$1,195.00 | \$600.00 | \$835.00 | \$625.00 | \$200.00 | \$340.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Katten Muchin Rosenman              | Chicago, IL  | 612  | \$745.00   | \$500.00 | \$615.00 | \$595.00 | \$340.00 | \$455.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Kaye Scholer                        | New York, NY | 392  | \$1,250.00 | \$725.00 | \$860.00 | \$795.00 | \$370.00 | \$597.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Kelley Drye & Warren                | New York, NY | 293  | \$815.00   | \$435.00 | \$640.00 | \$600.00 | \$305.00 | \$430.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Kilpatrick Townsend & Stockton      | Atlanta, GA  | 561  | \$775.00   | \$400.00 | \$550.00 | \$475.00 | \$315.00 | \$385.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 King & Spalding                     | Atlanta, GA  | 874  | \$995.00   | \$545.00 | \$775.00 | \$735.00 | \$125.00 | \$460.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Kirkland & Ellis                    | Chicago, IL  | 1554 | \$995.00   | \$590.00 | \$825.00 | \$715.00 | \$235.00 | \$540.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Knobbe Martens Olson & Bear         | Irvine, CA   | 250  | \$810.00   | \$450.00 | \$575.00 | \$455.00 | \$305.00 | \$360.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Kramer Levin Naftalis & Frankel     | New York, NY | 313  | \$1,100.00 | \$745.00 | \$921.00 | \$815.00 | \$515.00 | \$675.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Lane Powell                         | Seattle, WA  | 170  | \$575.00   | \$375.00 | \$516.00 | \$425.00 | \$260.00 | \$331.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

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|---------------------------------------------|-------------------|------|-----------|----------|----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Latham & Watkins                       | New York, NY      | 2080 | \$1110.00 | \$895.00 | \$990.00 | \$725.00 | \$465.00 | \$635.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Lathrop & Gage                         | Kansas City, MO   | 283  | \$700.00  | \$285.00 | \$420.00 | \$375.00 | \$195.00 | \$250.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Lewis Roca Rothgerber                  | Phoenix, AZ       | 228  | \$895.00  | \$380.00 | \$505.00 | \$525.00 | \$295.00 | \$400.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Lindquist & Vennum                     | Minneapolis, MN   | 178  | \$600.00  | \$460.00 | \$520.00 | \$470.00 | \$275.00 | \$365.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Littler Mendelson                      | San Francisco, CA | 1002 | \$815.00  | \$395.00 | \$550.00 | \$420.00 | \$245.00 | \$280.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Lowenstein Sandler                     | Roseland, NJ      | 261  | \$990.00  | \$600.00 | \$765.00 | \$650.00 | \$300.00 | \$450.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Manatt, Phelps & Phillips              | Los Angeles, CA   | 329  | \$795.00  | \$640.00 | \$740.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 McCarter & English                     | Newark, NJ        | 371  | \$625.00  | \$450.00 | \$530.00 | \$370.00 | \$220.00 | \$300.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 McDermott Will & Emery                 | Chicago, IL       | 1021 | \$835.00  | \$525.00 | \$710.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 McElroy, Deutsch, Mulvaney & Carpenter | Morristown, NJ    | 274  | \$560.00  | \$325.00 | \$445.00 | \$335.00 | \$200.00 | \$295.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

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|--------------------------------|-------------------|------|-----------|----------|----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 McGuireWoods              | Richmond, VA      | 931  | \$725.00  | \$450.00 | \$595.00 | \$525.00 | \$285.00 | \$360.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 McKenna Long & Aldridge   | Atlanta, GA       | 518  | \$650.00  | \$480.00 | \$530.00 | \$425.00 | \$375.00 | \$395.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Michael, Best & Friedrich | Milwaukee, WI     | 189  | \$650.00  | \$235.00 | \$445.00 | \$425.00 | \$200.00 | \$283.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Miles & Stockbridge       | Baltimore, MD     | 225  | \$740.00  | \$340.00 | \$478.00 | \$425.00 | \$230.00 | \$290.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Moore & Van Allen         | Charlotte, NC     | 274  | \$870.00  | \$315.00 | \$460.00 | \$430.00 | \$190.00 | \$280.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Morgan, Lewis & Bockius   | Philadelphia, PA  | 1383 | \$765.00  | \$430.00 | \$620.00 | \$585.00 | \$270.00 | \$390.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Morris, Manning & Martin  | Atlanta, GA       | 148  | \$375.00  | \$400.00 | \$480.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Morrison & Foerster       | San Francisco, CA | 1020 | \$1195.00 | \$595.00 | \$865.00 | \$725.00 | \$230.00 | \$525.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Nelson Mullins            | Columbia, SC      | 466  | \$800.00  | \$250.00 | \$444.00 | \$395.00 | \$215.00 | \$271.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Nixon Peabody             | Boston, MA        | 584  | \$850.00  | \$295.00 | \$520.00 | \$550.00 | \$180.00 | \$300.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

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|-----------------------------------------------|-----------------|------|-----------|----------|-----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Norris McLaughlin & Marcus               | Bridgewater, NJ | 128  | \$505.00  | \$485.00 | \$495.00  | \$365.00 | \$185.00 | \$275.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Norton Rose Fulbright                    | Houston, TX     | 3537 | \$900.00  | \$525.00 | \$775.00  | \$515.00 | \$300.00 | \$400.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Nossaman                                 | Los Angeles, CA | 148  | \$800.00  | \$370.00 | \$579.00  | \$490.00 | \$255.00 | \$340.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Nutter McClennen & Fish                  | Boston, MA      | 146  | \$715.00  | \$470.00 | \$575.00  | \$460.00 | \$285.00 | \$375.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Ogletree Deakins                         | Atlanta, GA     | 608  | \$650.00  | \$250.00 | \$360.00  | \$365.00 | \$200.00 | \$260.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 O'Melveny & Myers                        | Los Angeles, CA | 721  | \$850.00  | \$615.00 | \$715.00  |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Orrick Herrington & Sutcliffe            | New York, NY    | 954  | \$1095.00 | \$715.00 | \$845.00  | \$375.00 | \$710.00 | \$560.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Parker Poe Adams & Bernstein             | Charlotte, NC   | 185  | \$500.00  | \$425.00 | \$450.00  |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Paul Hastings                            | New York, NY    | 889  | \$800.00  | \$750.00 | \$815.00  | \$755.00 | \$335.00 | \$540.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Paul, Weiss, Rifkind, Wharton & Garrison | New York, NY    | 854  | \$1120.00 | \$760.00 | \$1040.00 | \$735.00 | \$595.00 | \$678.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                             |                  |      |           |          |          |          |          |          |                                     |                                                                                                                                      |
|---------------------------------------------|------------------|------|-----------|----------|----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Pepper Hamilton                        | Philadelphia, PA | 510  | \$950.00  | \$465.00 | \$545.00 | \$525.00 | \$280.00 | \$390.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Perkins Coie                           | Seattle, WA      | 851  | \$1000.00 | \$330.00 | \$615.00 | \$610.00 | \$215.00 | \$425.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Pillsbury Winthrop Shaw Pittman        | Washington, DC   | 591  | \$1070.00 | \$615.00 | \$865.00 | \$960.00 | \$375.00 | \$520.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Polsinelli                             | Kansas City, MO  | 616  | \$775.00  | \$325.00 | \$435.00 | \$350.00 | \$235.00 | \$279.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Proskauer Rose                         | New York, NY     | 712  | \$950.00  | \$725.00 | \$880.00 | \$675.00 | \$295.00 | \$465.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Quarles & Brady                        | Milwaukee, WI    | 422  | \$625.00  | \$425.00 | \$519.00 | \$600.00 | \$210.00 | \$335.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Quinn Emanuel Urquhart & Sullivan      | New York, NY     | 673  | \$1075.00 | \$810.00 | \$915.00 | \$675.00 | \$320.00 | \$410.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Reed Smith                             | Pittsburgh, PA   | 1555 | \$890.00  | \$605.00 | \$737.00 | \$530.00 | \$295.00 | \$420.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Richards, Layton & Finger              | Wilmington, DE   | 124  | \$800.00  | \$600.00 | \$678.00 | \$465.00 | \$350.00 | \$414.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Riker Danzig Scherer Hyland & Perretti | Montistown, NJ   | 146  | \$495.00  | \$430.00 | \$455.00 | \$295.00 | \$210.00 | \$250.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                        |                   |     |          |          |          |          |          |          |                                                                                                                                                                             |
|----------------------------------------|-------------------|-----|----------|----------|----------|----------|----------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Robinson & Cole                   | Hartford, CT      | 201 | \$700.00 | \$295.00 | \$500.00 | \$445.00 | \$215.00 | \$300.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Rutan & Tucker                    | Costa Mesa, CA    | 147 | \$875.00 | \$345.00 | \$490.00 | \$500.00 | \$230.00 | \$320.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Saul Ewing                        | Philadelphia, PA  | 240 | \$875.00 | \$375.00 | \$545.00 | \$590.00 | \$225.00 | \$344.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Schiff Hardin                     | Chicago, IL       | 317 |          |          |          | \$415.00 | \$250.00 | \$333.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Sedgwick                          | San Francisco, CA | 342 | \$615.00 | \$305.00 | \$425.00 | \$475.00 | \$260.00 | \$325.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Seward & Kissel                   | New York, NY      | 143 | \$850.00 | \$625.00 | \$735.00 | \$600.00 | \$290.00 | \$400.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Seyfarth Shaw                     | Chicago, IL       | 779 | \$860.00 | \$375.00 | \$610.00 | \$505.00 | \$225.00 | \$365.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Sheppard Mullin Richter & Hampton | Los Angeles, CA   | 549 | \$875.00 | \$490.00 | \$665.00 | \$535.00 | \$275.00 | \$415.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Shumaker Loop & Kendrick          | Toledo, OH        | 224 | \$595.00 | \$305.00 | \$413.00 | \$330.00 | \$160.00 | \$256.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Shutts & Bowen                    | Miami, FL         | 230 | \$660.00 | \$250.00 | \$430.00 | \$345.00 | \$195.00 | \$260.00 | National Law Journal, December 2014<br>Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                           |                |      |           |          |           |          |          |          |                                     |                                                                                                                                                                                         |
|-------------------------------------------|----------------|------|-----------|----------|-----------|----------|----------|----------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Skadden, Arps, Slate, Meagher & Flom | New York, NY   | 1664 | \$1150.00 | \$845.00 | \$1035.00 | \$845.00 | \$340.00 | \$620.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |
| 2014 Snell & Wilmer                       | Phoenix, AZ    | 411  | \$845.00  | \$325.00 | \$525.00  | \$470.00 | \$180.00 | \$280.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |
| 2014 Spilman Thomas & Battle              | Charleston, WV | 131  |           |          |           |          |          | \$280.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |
| 2014 Squire Patton Boggs                  |                |      | \$950.00  | \$350.00 | \$655.00  | \$530.00 | \$250.00 | \$355.00 | National Law Journal, December 2014 | Location data not available due to merger in 2014. Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Sterne, Kessler, Goldstein & Fox     | Washington, DC | 122  | \$795.00  | \$450.00 | \$577.00  | \$470.00 | \$255.00 | \$345.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |
| 2014 Stevens & Lee                        | Reading, PA    | 154  | \$800.00  | \$525.00 | \$625.00  |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |
| 2014 Stoel Rives                          | Portland, OR   | 365  | \$800.00  | \$300.00 | \$432.00  | \$465.00 | \$205.00 | \$287.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |
| 2014 Strasburger & Price                  | Dallas, TX     | 217  | \$690.00  | \$290.00 | \$435.00  | \$365.00 | \$210.00 | \$270.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |
| 2014 Strock & Stroock & Lavan             | New York, NY   | 285  | \$1125.00 | \$675.00 | \$960.00  | \$840.00 | \$360.00 | \$549.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report                                                    |

|                                    |                  |      |           |          |          |          |          |          |                                     |                                                                                                                                      |
|------------------------------------|------------------|------|-----------|----------|----------|----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 Taft Stettinius & Hollister   | Cincinnati, OH   | 357  | \$535.00  | \$265.00 | \$415.00 | \$475.00 | \$200.00 | \$265.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Thompson & Knight             | Dallas, TX       | 290  | \$740.00  | \$425.00 | \$535.00 | \$510.00 | \$240.00 | \$370.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Thompson Coburn               | St. Louis, MO    | 317  | \$510.00  | \$350.00 | \$475.00 | \$350.00 | \$220.00 | \$270.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Troutman Sanders              | Atlanta, GA      | 567  | \$975.00  | \$400.00 | \$620.00 | \$570.00 | \$245.00 | \$340.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Ulmer & Berne                 | Cleveland, OH    | 178  | \$415.00  | \$315.00 | \$360.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Varnum                        | Grand Rapids, MI | 133  | \$465.00  | \$290.00 | \$390.00 |          |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Venable                       | Washington, DC   | 533  | \$1075.00 | \$470.00 | \$680.00 | \$575.00 | \$295.00 | \$430.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Vinson & Elkins               | Houston, TX      | 650  | \$770.00  | \$475.00 | \$600.00 | \$565.00 | \$275.00 | \$390.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Waller Lansden Dortch & Davis | Nashville, TN    | 178  | \$600.00  | \$350.00 | \$460.00 | \$335.00 | \$190.00 | \$245.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Weil Gotshal & Manges         | New York, NY     | 1157 | \$1075.00 | \$625.00 | \$930.00 | \$790.00 | \$300.00 | \$600.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

|                                            |                   |      |           |          |          |           |          |          |                                     |                                                                                                                                      |
|--------------------------------------------|-------------------|------|-----------|----------|----------|-----------|----------|----------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2014 White & Case                          | New York, NY      | 1895 | \$1050.00 | \$700.00 | \$875.00 | \$1050.00 | \$220.00 | \$525.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Wiley Rein                            | Washington, DC    | 277  | \$950.00  | \$550.00 | \$665.00 | \$535.00  | \$320.00 | \$445.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Williams Mullen                       | Richmond, VA      | 233  | \$410.00  | \$360.00 | \$385.00 | \$350.00  | \$260.00 | \$295.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Willkie Farr & Gallagher              | New York, NY      | 526  | \$1090.00 | \$790.00 | \$950.00 | \$790.00  | \$360.00 | \$580.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Wilmer Cutler Pickering Hale and Dorr | Washington, DC    | 988  | \$1250.00 | \$735.00 | \$905.00 | \$695.00  | \$75.00  | \$290.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Winston & Strawn                      | Chicago, IL       | 822  | \$995.00  | \$650.00 | \$800.00 | \$590.00  | \$425.00 | \$520.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Wolff & Samson                        | West Orange, NJ   | 125  | \$450.00  | \$325.00 | \$400.00 | \$450.00  | \$225.00 | \$340.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Womble Carlyle Sandridge & Rice       | Winston-Salem, NC | 492  | \$640.00  | \$470.00 | \$554.00 |           |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 Wyatt Tarrant & Combs                 | Louisville, KY    | 202  | \$500.00  | \$280.00 | \$418.00 |           |          |          | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |

## EXHIBIT C

**\$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow.**

The National Law Journal

January 13, 2014 Monday

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**THE NATIONAL  
LAW JOURNAL**

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Byline: KAREN SLOAN

**Body**

As recently as five years ago, law partners charging \$1,000 an hour were outliers. Today, four-figure hourly rates for in-demand partners at the most prestigious firms don't raise eyebrows and a few top earners are closing in on \$2,000 an hour.

These rate increases come despite hand-wringing over price pressures from clients amid a tough economy. But ever-rising standard billing rates also obscure the growing practice of discounts, falling collection rates, and slow march toward alternative fee arrangements.

Nearly 20 percent of the firms included in The National Law Journal's annual survey of large law firm billing rates this year had at least one partner charging more than \$1,000 an hour. Gibson, Dunn & Crutcher partner Theodore Olson had the highest rate recorded in our survey, billing \$1,800 per hour while representing mobile satellite service provider LightSquared Inc. in Chapter 11 proceedings.

Of course, few law firm partners claim Olson's star power. His rate in that case is nearly the twice the \$980 per hour average charged by Gibson Dunn partners and three times the average \$604 hourly rate among partners at NLJ 350 firms. Gibson Dunn chairman and managing partner Ken Doran said Olson's rate is "substantially" above that of other partners at the firm, and that the firm's standard rates are in line with its peers.

"While the majority of Ted Olson's work is done under alternative billing arrangements, his hourly rate reflects his stature in the legal community, the high demand for his services and the unique value that he offers to clients given his extraordinary experience as a former solicitor general of the United States who has argued more than 60 cases before the U.S. Supreme Court and has counseled several presidents," Doran said.

In reviewing billing data this year, we took a new approach, asking each firm on the NLJ 350—our survey of the nation's 350 largest firms by attorney headcount—to provide their highest, lowest and average billing rates for associates and partners. We supplemented those data through public records. All together, this year's survey includes information for 159 of the country's largest law firms and reflects billing rates as of October.

The figures show that, even in a down economy, hiring a large law firm remains a pricey prospect. The median among the highest partner billing rates reported at each firm is \$775 an hour, while the median low partner rate is \$405. For associates, the median high stands at \$510 and the low at \$235. The average associate rate is \$370.

Multiple industry studies show that law firm billing rates continued to climb during 2013 despite efforts by corporate counsel to rein them in. TyMetrix's 2013 Real Rate Report Snapshot found that the average law firm billing rate increased by 4.8 percent compared with 2012. Similarly, the Center for the Study of the Legal Profession at the Georgetown University Law Center and Thomson Reuters Peer Monitor found that law firms increased their rates by an average 3.5 percent during 2013.

Richard Pearl

## \$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow.

Of course, rates charged by firms on paper don't necessarily reflect what clients actually pay. Billing realization rates—which reflect the percentage of work billed at firms' standard rates—have fallen from 89 percent in 2010 to nearly 87 percent in 2013 on average, according to the Georgetown study. When accounting for billed hours actually collected by firms, the realization rate falls to 83.5 percent.

"What this means, of course, is that—on average—law firms are collecting only 83.5 cents for every \$1.00 of standard time they record," the Georgetown report reads. "To understand the full impact, one need only consider that at the end of 2007, the collected realization rate was at the 92 percent level."

In other words, law firms set rates with the understanding that they aren't likely to collect the full amount, said Mark Medice, who oversees the Peer Monitor Index. That index gauges the strength of the legal market according to economic indicators including demand for legal services, productivity, rates and expenses. "Firms start out with the idea of, 'I want to achieve a certain rate, but it's likely that my client will ask for discounts whether or not I increase my rate,'" Medice said.

Indeed, firms bill nearly all hourly work at discounts ranging from 5 percent to 20 percent off standard rates, said Peter Zeughauser, a consultant with the Zeughauser Group. Discounts can run as high as 50 percent for matters billed under a hybrid system, wherein a law firm can earn a premium for keeping costs under a set level or for obtaining a certain outcome, he added. "Most firms have gone to a two-tier system, with what is essentially an aspirational rate that they occasionally get and a lower rate that they actually budget for," he said.

Most of the discounting happens at the front end, when firms and clients negotiate rates, Medice said. But additional discounting happens at the billing and collections stages. Handling alternative fee arrangements and discounts has become so complex that more than half of the law firms on the Am Law 100-NLJ affiliate The American Lawyer's ranking of firms by gross revenue have created new positions for pricing directors, Zeughauser said.

### THE ROLE OF GEOGRAPHY

Unsurprisingly, rates vary by location. Firms with their largest office in New York had the highest average partner and associate billing rates, at \$882 and \$520, respectively. Similarly, TyMetrix has reported that more than 25 percent of partners at large New York firms charge \$1,000 per hour or more for contracts and commercial work.

Washington was the next priciest city on our survey, with partners charging an average \$748 and associates \$429. Partners charge an average \$691 in Chicago and associates \$427. In Los Angeles, partners charge an average \$663 while the average associate rate is \$401.

Pricing also depends heavily on practice area, Zeughauser and Medice said. Bet-the-company patent litigation and white-collar litigation largely remain at premium prices, while practices including labor and employment have come under huge pressure to reduce prices.

"If there was a way for law firms to hold rates, they would do it. They recognize how sensitive clients are to price increases," Zeughauser said. But declining profit margins—due in part to higher technology costs and the expensive lateral hiring market—mean that firms simply lack the option to keep rates flat, he said.

### BILLING SURVEY METHODOLOGY

The National Law Journal's survey of billing rates of the largest U.S. law firms provides the high, low and average rates for partners and associates.

The NLJ asked respondents to its annual survey of the nation's largest law firms (the NLJ 350) to provide a range of hourly billing rates for partners and associates as of October 2013.

For firms that did not supply data to us, in many cases we were able to supplement billing-rate data derived from public records.

In total, we have rates for 159 of the nation's 350 largest firms.

Richard Pearl

\$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow.

Rates data include averages, highs and low rates for partners and associates. Information also includes the average full-time equivalent (FTE) attorneys at the firm and the city of the firm's principal or largest office.

We used these data to calculate averages for the nation as a whole and for selected cities.

#### Billing Rates at the Country's Priciest Law Firms

Here are the 50 firms that charge the highest average hourly rates for partners.

#### Billing Rates at the Country's Priciest Law Firms

| FIRM NAME                                                                                                                                                                                 | LARGEST AVERAGE<br>U.S. FULL-TIME<br>OFFICE* EQUIVALENT<br>ATTORNEYS* |       | PARTNER ASSOCIATE<br>HOURLY HOURLY<br>RATES RATES |         | AVERAGE HIGH |       | LOW AVERAGE HIGH |       | LOW |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------|---------------------------------------------------|---------|--------------|-------|------------------|-------|-----|
| * Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013. For complete numbers, please see <a href="http://nlj.com">NLJ.com</a> . |                                                                       |       |                                                   |         |              |       |                  |       |     |
| ** Firm did not exist in this form for the entire year.                                                                                                                                   |                                                                       |       |                                                   |         |              |       |                  |       |     |
| Debevoise & Plimpton                                                                                                                                                                      | New York                                                              | 615   | \$1,055                                           | \$1,075 | \$955        | \$490 | \$760            | \$120 |     |
| Paul, Weiss, Rifkind, Wharton & Garrison                                                                                                                                                  | New York                                                              | 803   | \$1,040                                           | \$1,120 | \$760        | \$600 | \$760            | \$250 |     |
| Skadden, Arps, Slate, Meagher & Flom                                                                                                                                                      | New York                                                              | 1,735 | \$1,035                                           | \$1,150 | \$845        | \$620 | \$845            | \$340 |     |
| Fried, Frank, Harris, Shriver & Jacobson                                                                                                                                                  | New York                                                              | 476   | \$1,000                                           | \$1,100 | \$930        | \$595 | \$760            | \$375 |     |
| Latham & Watkins                                                                                                                                                                          | New York                                                              | 2,033 | \$990                                             | \$1,110 | \$895        | \$605 | \$725            | \$465 |     |
| Gibson, Dunn & Crutcher                                                                                                                                                                   | New York                                                              | 1,086 | \$980                                             | \$1,800 | \$765        | \$590 | \$930            | \$175 |     |
| Davis Polk & Wardwell                                                                                                                                                                     | New York                                                              | 787   | \$975                                             | \$985   | \$850        | \$615 | \$975            | \$130 |     |
| Willkie Farr & Gallagher                                                                                                                                                                  | New York                                                              | 540   | \$950                                             | \$1,090 | \$790        | \$580 | \$790            | \$350 |     |
| Cadwalader, Wickersham & Taft                                                                                                                                                             | New York                                                              | 435   | \$930                                             | \$1,050 | \$800        | \$605 | \$750            | \$395 |     |
| Well, Gotshal & Manges                                                                                                                                                                    | New York                                                              | 1,201 | \$930                                             | \$1,075 | \$625        | \$600 | \$790            | \$300 |     |
| Quinn Emanuel Urquhart & Sullivan                                                                                                                                                         | New York                                                              | 697   | \$915                                             | \$1,075 | \$810        | \$410 | \$675            | \$320 |     |
| Wilmer Cutler Pickering Hale and Dorr                                                                                                                                                     | Washington                                                            | 961   | \$905                                             | \$1,250 | \$735        | \$290 | \$695            | \$75  |     |
| Dachert                                                                                                                                                                                   | New York                                                              | 803   | \$900                                             | \$1,095 | \$670        | \$530 | \$735            | \$395 |     |
| Andrews Kurth                                                                                                                                                                             | Houston                                                               | 348   | \$890                                             | \$1,090 | \$745        | \$528 | \$785            | \$265 |     |
| Hughes Hubbard & Reed                                                                                                                                                                     | New York                                                              | 344   | \$890                                             | \$995   | \$725        | \$555 | \$675            | \$365 |     |
| Irell & Manella                                                                                                                                                                           | Los Angeles                                                           | 164   | \$890                                             | \$975   | \$800        | \$535 | \$750            | \$395 |     |
| Proskauer Rose                                                                                                                                                                            | New York                                                              | 746   | \$880                                             | \$950   | \$725        | \$465 | \$675            | \$295 |     |
| White & Case                                                                                                                                                                              | New York                                                              | 1,900 | \$875                                             | \$1,050 | \$700        | \$525 | \$1,050          | \$220 |     |

Richard Pearl

\$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow.

Page 4 of 5

| FIRM NAME                            | LARGEST U.S. OFFICE* | AVERAGE FULL-TIME EQUIVALENT ATTORNEYS* | PARTNER/ASSOCIATE HOURLY RATES |         |       |         |       |       |
|--------------------------------------|----------------------|-----------------------------------------|--------------------------------|---------|-------|---------|-------|-------|
|                                      |                      |                                         | AVERAGE                        | HIGH    | LOW   | AVERAGE | HIGH  | LOW   |
| Morrison & Foerster                  | San Francisco        | 1,010                                   | \$865                          | \$1,195 | \$395 | \$525   | \$725 | \$230 |
| Pillsbury Winthrop Shaw Pittman      | Washington           | 609                                     | \$865                          | \$1,070 | \$615 | \$520   | \$860 | \$375 |
| Kaye Scholer                         | New York             | 414                                     | \$860                          | \$1,080 | \$715 | \$510   | \$680 | \$320 |
| Kramer Levin Naftalis & Frankel      | New York             | 320                                     | \$845                          | \$1,025 | \$740 | \$590   | \$750 | \$400 |
| Hogan Lovells                        | Washington           | 2,280                                   | \$835                          | \$1,000 | \$705 | -       | -     | -     |
| Kasowitz, Benson, Torres & Friedman  | New York             | 365                                     | \$835                          | \$1,195 | \$600 | \$340   | \$625 | \$200 |
| Kirkland & Ellis                     | Chicago              | 1,517                                   | \$825                          | \$995   | \$590 | \$540   | \$715 | \$235 |
| Cookey                               | Palo Alto            | 632                                     | \$820                          | \$990   | \$660 | \$525   | \$630 | \$160 |
| Arnold & Porter                      | Washington           | 748                                     | \$815                          | \$950   | \$670 | \$500   | \$610 | \$345 |
| Paul Hastings                        | New York             | 899                                     | \$815                          | \$900   | \$750 | \$540   | \$755 | \$335 |
| Curtis, Mallet-Prevost, Colt & Mosle | New York             | 322                                     | \$800                          | \$860   | \$730 | \$480   | \$785 | \$345 |
| Winston & Strawn                     | Chicago              | 842                                     | \$800                          | \$995   | \$650 | \$520   | \$590 | \$425 |
| Bingham McCutchen                    | Boston               | 900                                     | \$795                          | \$1,080 | \$220 | \$450   | \$605 | \$185 |
| Alkin Gump Strauss Haur & Feld       | Washington           | 806                                     | \$785                          | \$1,220 | \$615 | \$525   | \$660 | \$365 |
| Covington & Burling                  | Washington           | 738                                     | \$780                          | \$890   | \$605 | \$415   | \$565 | \$320 |
| King & Spalding                      | Atlanta              | 838                                     | \$775                          | \$995   | \$545 | \$460   | \$735 | \$125 |
| Norton Rose Fulbright                | N/A**                | N/A**                                   | \$775                          | \$900   | \$525 | \$400   | \$515 | \$300 |
| DLA Piper                            | New York             | 4,036                                   | \$765                          | \$1,025 | \$450 | \$510   | \$750 | \$250 |
| Bracewell & Giuliani                 | Houston              | 432                                     | \$760                          | \$1,125 | \$575 | \$440   | \$700 | \$275 |
| Baker & McKenzie                     | Chicago              | 4,004                                   | \$755                          | \$1,130 | \$260 | \$395   | \$925 | \$100 |
| Dickstein Shapiro                    | Washington           | 308                                     | \$750                          | \$1,250 | \$590 | \$475   | \$585 | \$310 |
| Jenner & Block                       | Chicago              | 432                                     | \$745                          | \$925   | \$565 | \$465   | \$550 | \$380 |
| Jones Day                            | New York             | 2,363                                   | \$745                          | \$975   | \$445 | \$435   | \$775 | \$205 |
| Manatt, Phelps & Phillips            | Los Angeles          | 325                                     | \$740                          | \$795   | \$640 | -       | -     | -     |
| Seward & Kissel                      | New York             | 152                                     | \$735                          | \$850   | \$625 | \$400   | \$600 | \$290 |
| O'Melveny & Myers                    | Los Angeles          | 738                                     | \$715                          | \$950   | \$615 | -       | -     | -     |
| McDermott Will & Emery               | Chicago              | 1,024                                   | \$710                          | \$835   | \$525 | -       | -     | -     |
| Reed Smith                           | Pittsburgh           | 1,468                                   | \$710                          | \$945   | \$545 | \$420   | \$530 | \$295 |
| Dentons                              | N/A**                | N/A**                                   | \$700                          | \$1,050 | \$345 | \$425   | \$685 | \$210 |
| Jeffer Mangels Butler & Mitchell     | Los Angeles          | 126                                     | \$690                          | \$875   | \$560 | -       | -     | -     |
| Sheppard, Mullin,                    | Los Angeles          | 521                                     | \$685                          | \$875   | \$490 | \$415   | \$535 | \$275 |

Richard Pearl

\$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow.

| FIRM NAME         | LARGEST U.S. OFFICE* | AVERAGE FULL-TIME EQUIVALENT ATTORNEYS | PARTNER ASSOCIATE HOURLY RATES |       | HOURLY RATES |         |       |
|-------------------|----------------------|----------------------------------------|--------------------------------|-------|--------------|---------|-------|
|                   |                      |                                        | AVERAGE                        | HIGH  | LOW          | AVERAGE | HIGH  |
| Richter & Hampton | Angeles              |                                        |                                |       |              |         |       |
| Alston & Bird     | Atlanta              | 805                                    | \$675                          | \$875 | \$495        | \$425   | \$575 |
|                   |                      |                                        |                                |       |              | \$280   |       |

#### THE FOUR-FIGURE CLUB

These 10 firms posted the highest partner billing rates.

|                                          |         |
|------------------------------------------|---------|
| Gibson, Dunn & Crutcher                  | \$1,800 |
| Dickstein Shapiro                        | \$1,250 |
| Wilmer Cutler Pickering Hale and Dorr    | \$1,250 |
| Akin Gump Strauss Hauer & Feld           | \$1,220 |
| Kasowitz, Benson, Torres & Friedman      | \$1,195 |
| Morrison & Foerster                      | \$1,195 |
| Skadden, Arps, Slate, Meagher & Flom     | \$1,150 |
| Baker & McKenzie                         | \$1,130 |
| Bracewell & Giuliani                     | \$1,125 |
| Paul, Weiss, Rifkind, Wharton & Garrison | \$1,120 |

#### THE FOUR-FIGURE CLUB

Contact Karen Sloan at [ksloan@aim.com](mailto:ksloan@aim.com)

SATELLITE TECHNOLOGY (67%); SUPREME COURTS (63%)

#### Classification

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Subject: POLLS & SURVEYS (90%); LEGAL SERVICES (90%); MAJOR US LAW FIRMS (90%); LAW FIRM BILLABLE RATES (90%); LAWYERS (89%); LAW PRACTICE (89%); LAW FIRM BILLABLE HOURS (78%); ECONOMIC CONDITIONS (76%); CORPORATE COUNSEL (73%); US CHAPTER 11 BANKRUPTCY (73%); LAW COURTS & TRIBUNALS (68%);

Geographic: UNITED STATES (92%)

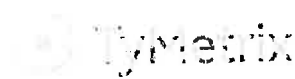
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Richard Pearl

## EXHIBIT D



WHAT THE BEST COMPANIES DO



## Section I: High-Level Data Cuts (Continued)

| 2012-2013 Compensation Data (Continued) |           |       |                |          |               | Trend Analysis |           |           |
|-----------------------------------------|-----------|-------|----------------|----------|---------------|----------------|-----------|-----------|
| City                                    | Role      | n     | First Quartile | Median   | Thrd Quartile | 2012 Mean      | 2011 Mean | 2010 Mean |
| Lexington, KY                           | Partner   | 29    | \$275.00       | \$300.00 | \$370.50      | \$321.30       | \$328.05  | \$328.58  |
|                                         | Associate | 10    | \$100.00       | \$210.00 | \$240.00      | \$207.41       | \$207.58  | \$204.30  |
| Little Rock, AR                         | Partner   | 28    | \$225.00       | \$250.00 | \$305.00      | \$265.23       | \$251.73  | \$242.89  |
|                                         | Associate | 15    | \$125.00       | \$165.00 | \$200.00      | \$168.85       | \$164.36  | \$182.16  |
| Los Angeles, CA                         | Partner   | 972   | \$425.00       | \$606.50 | \$816.89      | \$620.34       | \$617.16  | \$594.43  |
|                                         | Associate | 1,239 | \$261.59       | \$395.00 | \$531.63      | \$412.50       | \$407.13  | \$389.47  |
| Louisville, KY                          | Partner   | 55    | \$290.00       | \$345.00 | \$385.85      | \$338.66       | \$322.96  | \$319.83  |
|                                         | Associate | 31    | \$185.00       | \$200.00 | \$220.00      | \$206.35       | \$202.53  | \$185.08  |
| Madison, WI                             | Partner   | 15    | \$390.00       | \$410.00 | \$490.00      | \$441.82       | \$382.87  | \$393.77  |
|                                         | Associate | 11    | \$235.00       | \$244.00 | \$314.02      | \$272.33       | \$233.43  | \$221.25  |
| Manchester, NH                          | Partner   | 15    | \$225.00       | \$321.67 | \$370.00      | \$321.20       | \$314.26  | \$311.79  |
|                                         | Associate | 11    | \$147.47       | \$160.00 | \$240.00      | \$178.86       | \$220.59  | \$247.01  |
| Memphis, TN                             | Partner   | 41    | \$250.00       | \$302.07 | \$350.00      | \$298.18       | \$296.06  | \$296.62  |
|                                         | Associate | 30    | \$177.50       | \$205.91 | \$240.00      | \$203.52       | \$197.63  | \$190.44  |
| Miami, FL                               | Partner   | 296   | \$264.66       | \$381.82 | \$500.00      | \$385.20       | \$389.78  | \$390.14  |
|                                         | Associate | 238   | \$150.00       | \$230.00 | \$295.00      | \$239.20       | \$240.79  | \$214.25  |
| Milwaukee, WI                           | Partner   | 125   | \$295.00       | \$370.00 | \$475.00      | \$388.74       | \$393.48  | \$405.15  |
|                                         | Associate | 80    | \$210.00       | \$211.83 | \$284.81      | \$252.54       | \$245.54  | \$232.80  |
| Minneapolis, MN                         | Partner   | 260   | \$300.00       | \$390.00 | \$490.92      | \$401.01       | \$404.33  | \$371.13  |
|                                         | Associate | 236   | \$245.00       | \$250.00 | \$285.00      | \$257.25       | \$252.14  | \$236.59  |
| Montgomery, AL                          | Partner   | 12    | \$245.00       | \$265.00 | \$315.00      | \$276.67       | \$270.00  | \$254.00  |
|                                         | Associate | N/A   | N/A            | N/A      | N/A           | N/A            | N/A       | N/A       |
| Montréal, QC                            | Partner   | 107   | \$352.56       | \$431.18 | \$549.21      | \$459.57       | \$424.98  | \$402.24  |
|                                         | Associate | 136   | \$205.85       | \$264.00 | \$312.29      | \$265.80       | \$246.61  | \$238.22  |
| Nashville, TN                           | Partner   | 109   | \$305.00       | \$350.00 | \$414.00      | \$356.03       | \$332.87  | \$338.18  |
|                                         | Associate | 89    | \$194.80       | \$216.16 | \$240.00      | \$218.54       | \$202.00  | \$201.73  |
| New Haven, CT                           | Partner   | 19    | \$275.00       | \$340.30 | \$390.00      | \$335.91       | \$364.79  | \$348.02  |
|                                         | Associate | 12    | \$250.74       | \$273.55 | \$380.00      | \$302.97       | \$285.75  | \$266.86  |
| New Orleans, LA                         | Partner   | 116   | \$225.91       | \$285.67 | \$340.63      | \$281.62       | \$275.45  | \$275.24  |
|                                         | Associate | 76    | \$160.00       | \$209.55 | \$225.75      | \$211.06       | \$194.17  | \$185.80  |
| New York, NY                            | Partner   | 2,709 | \$556.88       | \$795.00 | \$965.63      | \$755.68       | \$737.17  | \$715.08  |
|                                         | Associate | 1,045 | \$369.95       | \$496.00 | \$616.61      | \$491.92       | \$465.85  | \$445.19  |
| Oklahoma City, OK                       | Partner   | 29    | \$235.00       | \$275.00 | \$310.00      | \$282.49       | \$272.80  | \$251.22  |
|                                         | Associate | 23    | \$150.00       | \$180.41 | \$200.00      | \$182.79       | \$183.45  | \$174.92  |
| Omaha, NE                               | Partner   | 43    | \$264.78       | \$320.00 | \$339.99      | \$301.48       | \$277.54  | \$272.03  |
|                                         | Associate | 28    | \$177.50       | \$188.21 | \$225.00      | \$192.73       | \$186.67  | \$167.83  |
| Orlando, FL                             | Partner   | 78    | \$261.21       | \$386.10 | \$465.00      | \$371.86       | \$387.08  | \$375.25  |
|                                         | Associate | 68    | \$165.00       | \$225.00 | \$252.85      | \$216.91       | \$216.33  | \$227.04  |

## Section I: High-Level Data Cuts (Continued)

| City               | Role      | n   | First<br>Quartile | Median   | Third<br>Quartile | 2012<br>Mean | 2011<br>Mean | 2010<br>Mean |
|--------------------|-----------|-----|-------------------|----------|-------------------|--------------|--------------|--------------|
| Ottawa, ON         | Partner   | 84  | \$389.58          | \$478.69 | \$586.53          | \$482.57     | \$484.10     | \$463.23     |
|                    | Associate | 126 | \$198.00          | \$257.84 | \$325.77          | \$264.79     | \$252.97     | \$221.74     |
| Peoria, IL         | Partner   | 9   | \$218.16          | \$250.00 | \$250.00          | \$234.51     | \$231.50     | \$226.36     |
|                    | Associate | 7   | \$140.49          | \$152.21 | \$158.09          | \$151.19     | \$173.32     | N/A          |
| Philadelphia, PA   | Partner   | 620 | \$400.00          | \$519.81 | \$637.50          | \$516.56     | \$507.47     | \$479.72     |
|                    | Associate | 647 | \$250.00          | \$300.00 | \$379.65          | \$317.99     | \$303.31     | \$294.15     |
| Phoenix, AZ        | Partner   | 110 | \$295.00          | \$355.73 | \$416.07          | \$356.24     | \$355.46     | \$333.23     |
|                    | Associate | 115 | \$200.00          | \$230.00 | \$270.00          | \$244.29     | \$231.57     | \$234.73     |
| Pittsburgh, PA     | Partner   | 145 | \$329.36          | \$475.00 | \$532.65          | \$450.85     | \$427.03     | \$429.49     |
|                    | Associate | 137 | \$220.00          | \$275.00 | \$320.00          | \$287.88     | \$291.02     | \$270.66     |
| Portland, ME       | Partner   | 23  | \$180.00          | \$190.00 | \$300.00          | \$237.98     | \$239.27     | \$245.81     |
|                    | Associate | 9   | \$150.00          | \$150.00 | \$170.00          | \$170.56     | \$159.15     | \$177.22     |
| Portland, OR       | Partner   | 134 | \$320.00          | \$364.06 | \$415.08          | \$366.49     | \$353.65     | \$339.51     |
|                    | Associate | 110 | \$200.00          | \$244.47 | \$278.10          | \$215.06     | \$233.24     | \$220.57     |
| Poughkeepsie, NY   | Partner   | 7   | \$200.00          | \$225.00 | \$250.00          | \$229.29     | \$234.29     | \$253.16     |
|                    | Associate | 7   | \$165.00          | \$170.00 | \$190.00          | \$176.43     | \$170.10     | N/A          |
| Providence, RI     | Partner   | 23  | \$184.39          | \$303.01 | \$463.50          | \$335.50     | \$370.53     | \$334.51     |
|                    | Associate | 15  | \$165.00          | \$235.00 | \$260.00          | \$222.81     | \$216.68     | \$215.04     |
| Raleigh, NC        | Partner   | 76  | \$299.51          | \$330.00 | \$408.91          | \$372.98     | \$324.49     | \$318.51     |
|                    | Associate | 57  | \$195.00          | \$250.00 | \$280.78          | \$213.96     | \$237.03     | \$122.74     |
| Reno, NV           | Partner   | 26  | \$232.51          | \$360.00 | \$420.00          | \$350.98     | \$349.26     | \$327.22     |
|                    | Associate | 12  | \$184.98          | \$217.00 | \$262.01          | \$211.25     | \$208.16     | \$206.28     |
| Richmond, VA       | Partner   | 119 | \$350.00          | \$472.50 | \$585.00          | \$472.34     | \$459.87     | \$423.81     |
|                    | Associate | 114 | \$210.00          | \$303.93 | \$369.87          | \$205.77     | \$291.15     | \$282.64     |
| Rochester, NY      | Partner   | 32  | \$259.92          | \$287.50 | \$370.00          | \$317.79     | \$322.18     | \$327.42     |
|                    | Associate | 33  | \$185.00          | \$215.00 | \$250.00          | \$212.28     | \$231.54     | \$209.35     |
| Sacramento, CA     | Partner   | 35  | \$285.00          | \$375.00 | \$485.00          | \$413.34     | \$416.19     | \$354.77     |
|                    | Associate | 43  | \$230.00          | \$275.00 | \$350.00          | \$300.14     | \$307.89     | \$257.36     |
| Salt Lake City, UT | Partner   | 88  | \$270.00          | \$316.92 | \$375.00          | \$319.65     | \$326.54     | \$330.82     |
|                    | Associate | 65  | \$175.00          | \$222.00 | \$285.00          | \$286.58     | \$246.34     | \$235.02     |
| San Antonio, TX    | Partner   | 13  | \$250.00          | \$300.00 | \$382.50          | \$347.48     | \$333.28     | \$293.09     |
|                    | Associate | 14  | \$210.00          | \$250.00 | \$265.00          | \$243.17     | \$265.18     | \$230.62     |
| San Diego, CA      | Partner   | 91  | \$300.00          | \$425.00 | \$600.00          | \$443.69     | \$434.89     | \$423.78     |
|                    | Associate | 123 | \$175.00          | \$240.00 | \$330.00          | \$278.80     | \$262.08     | \$290.28     |
| San Francisco, CA  | Partner   | 735 | \$500.00          | \$668.56 | \$800.00          | \$651.33     | \$630.65     | \$600.43     |
|                    | Associate | 723 | \$310.50          | \$418.69 | \$525.00          | \$421.55     | \$400.90     | \$388.96     |
| San Jose, CA       | Partner   | 156 | \$453.00          | \$655.45 | \$805.49          | \$634.98     | \$631.36     | \$650.61     |
|                    | Associate | 210 | \$328.67          | \$415.00 | \$523.07          | \$429.04     | \$410.33     | \$393.56     |
| San Juan, PR       | Partner   | 67  | \$180.14          | \$225.00 | \$275.00          | \$226.85     | \$233.69     | \$234.11     |
|                    | Associate | 44  | \$134.98          | \$142.02 | \$164.94          | \$149.84     | \$146.87     | \$139.06     |

## EXHIBIT E

News, Quotes, Companies, Videos

U.S. EDITION Tuesday, April 9, 2013 As of 4:48 PM EDT

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## On Sale: The \$1,150-Per-Hour Lawyer

*Lawyer Fees Keep Growing, But Don't Believe Them. Clients Are Demanding, and Getting, Discounts*

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By JENNIFER SMITH

Top partners at leading U.S. law firms are charging more than ever before, yet those hourly rates aren't all they appear to be.



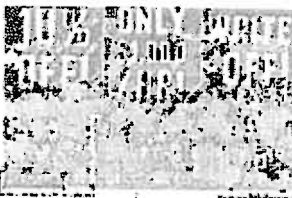
Top partners at leading U.S. law firms are charging more than ever — routinely \$1,150 or more an hour — but after discounts and write-offs the nosebleed rates aren't all they appear to be, Jennifer Smith reports. Photo: Getty Images.

Having blown past the once-shocking price tag of \$1,000 an hour, some sought-after deal, tax and trial lawyers are commanding hourly fees of \$1,150 or more, according to an analysis of billing rates compiled from public filings.

But, as law firms boost their standard rates, many are softening the blow with widespread discounts and write-offs, meaning fewer clients are paying full freight. As a result, law firms on

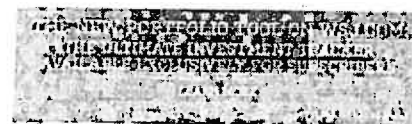
average are actually collecting fewer cents on the dollar, compared with their standard, or "rack," rates, than they have in years.

Think of hourly fees "as the equivalent of a sticker on the car at a dealership," said legal consultant Ward Bower, a principal at Allmen Weil Inc. "It's the beginning of a negotiation....Law firms think they are setting the rates, but clients are the ones determining what they're going to pay."



the firm's database billed at that level in the first quarter of 2013, up from 158 a year earlier.

Star lawyers still can fetch a premium, and some of them won't budge on price. The number of partners billing \$1,150-plus an hour has more than doubled since this time last year, according to Valero Partners, a consulting firm that maintains a database of legal rates pulled from court filings and other publicly disclosed information. More than 320 lawyers in



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China's Baby-Milk Issues Have Anew

## Popular Now

1 Where Job Growth Is Coming



That pilled circle includes tax experts such as Christopher Roman of King & Spalding LLP and Todd Maynes of Kirkland & Ellis LLP, intellectual-property partner Nader A. Mousavi of Sullivan & Cromwell LLP, and deal lawyers such as Kenneth M. Schneider of Paul, Weiss, Rifkind, Wharton & Garrison LLP.

Those lawyers and their firms either declined to comment or didn't reply to requests for comment.

When corporate legal departments need a trusted hand to fend off a hostile takeover or win a critical court battle, few general counsels will nitpick over whether a key lawyer is charging \$800 an hour or \$1,150 an hour. But for legal matters where their future isn't on the line, companies are pushing for—and winning—significant price breaks.

"We almost always negotiate rates down from the rack rates," said Randal S. Mich, general counsel for phone giant Verizon Communications Inc. [VZ +0.25%] The result, he said, is a "not-insignificant discount."

For the bread-and-butter work that many big law firms rely on, haggling has become the norm. Many clients grew accustomed to pushing back on price during the recession and continue to demand discounts.

Some companies insist on budgets for their legal work. If a firm billing by the hour exceeds a set cap, lawyers may have to write off some of that time.

Other clients refuse to work with firms who don't discount, lopping anywhere from 10% to 30% off their standard rates. Some may grant rate increases to individual partners or associates they deem worthy. Another tactic: locking in prices with tailored multiyear agreements with formulas governing whether clients grant or refuse a requested rate increase.

In practical terms, that means the gap between law firms' sticker prices and the amount of money they actually bill and collect from their clients is wider than it has been in years.

According to data collected by Thomson Reuters Peer Monitor, big law firms raised their average standard rate by about 9.3% over the past three years. But they weren't able to keep up on the collection side, where the increase over the same period was just 6%. Firms that used to collect on average about 92 cents for every dollar of standard time their lawyers worked in 2007, before the economic downturn, now are getting less than 85 cents. "That's a historic low," said James Jones, a senior fellow at the Center for the Study of the Legal Profession at Georgetown Law.

To be sure, things have certainly picked up some since the recession, when some clients flat-out refused to pay rate increases.

In the first quarter of 2013, the 50 top-grossing U.S. law firms boosted their partner rates by as much as 5.7%, billing on average between \$879 and \$882 an hour, according to Valero Partners. Rates for junior lawyers, whose labors have long been a profit engine for major law firms, jumped even more.

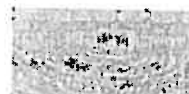
While some clients resisted using associate lawyers during the downturn, refusing to pay hundreds of dollars an hour for inexperienced first- or second-year attorneys, the largest U.S. law firms have managed to send the needle back up again. This year, for the first time, the average rate for associates with one to four years of experience rose to \$500 an hour, according to Valero.

The increases continue the upward trend of 2012, when legal fees in general rose 4.8% and associate billing rates rose by 7.4%, according to a coming report by TyMetrix Legal Analytics, a unit of Wolters Kluwer [WOL.AH +0.85%] and CEB, a research and advisory-services company. Those numbers are based on legal-spending data from more than 17,000 law firms.

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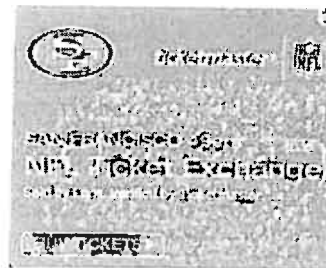
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More than a dozen leaders at major law firms declined to discuss rate increases on the record, though some said privately that the increase in associate rates could be caused in part by step increases as junior lawyers gain in seniority.

Joe Sims, an antitrust partner at Jones Day and former member of the firm's partnership committee, said clients don't mind paying for associates, as long as they feel they are getting their money's worth.

Sophisticated clients, he said, tend to focus on the overall price tag for legal work, not on individual rates. "They are more concerned about how many people are working on the project and the total cost of the project," Mr. Sims said. "Clients want value no matter who is on the job."

While a handful of elite lawyers have successfully staked out the high end—the deal teams at Wachtli, Lipton, Rosen & Katz, for example—legal experts say that client pressure to control legal spending means most law firms must be considerably more flexible on price.

"There will always be some 'bet the company' problem where a client will not quibble about rates," said Mr. Jones, the Georgetown fellow. "Unfortunately, from the law firms' standpoint, that represents a small percentage of the work."

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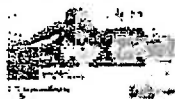
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