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6 *Plaintiffs' Counsel*

7
8 **UNITED STATES DISTRICT COURT**
9 **CENTRAL DISTRICT OF CALIFORNIA**

10 In Re: Smashburger AP Holder, LLC, et al.
11 ALL CASES

Lead Case No. LA CV19-0093 JAK
(JEMx)

12 **DECLARATION OF TINA**
13 **WOLFSON IN SUPPORT OF**
14 **MOTION FOR AWARD OF**
15 **ATTORNEYS' FEES,**
16 **REIMBURSEMENT OF**
17 **EXPENSES, AND PLAINTIFFS'**
18 **REQUEST FOR SERVICE**
19 **AWARDS**

20 Date: January 30, 2023
21 Time: 8:30 a.m.
22 Courtroom: 10B
23 Judge: Hon. John A. Kronstadt
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1 I, Tina Wolfson, declare as follows:

2 1. I am an attorney at law licensed to practice in the State of California. I
3 am a member of the bar of this Court, and I am a partner at Ahdoot & Wolfson, PC
4 (“AW”), Counsel for Plaintiffs and the Settlement Class in this action. I make this
5 declaration in support of Plaintiffs’ Motion for an Award of Attorneys’ Fees, Costs
6 and Expenses, and Incentive Awards for the Class Representatives. I have personal
7 knowledge of the facts set forth in this declaration, and, if called as a witness, could
8 and would competently testify thereto under oath.

9 2. AW along with our co-counsel have vigorously and zealously
10 represented the interests of the Settlement Class from the inception of this hard-fought
11 litigation until the present.

12 3. Throughout this action, AW has sought to reach consensus with co-
13 counsel to manage the administration and work division in this case in a systematic
14 and efficient manner, coordinating work assignments through conference calls,
15 working to avoid duplication of efforts or unnecessary work undertaken, and ensuring
16 that the skills and talents of counsel were put to use in an efficient and effective
17 manner that maximized what each firm and attorney could contribute in a non-
18 redundant way.

19 4. As explained herein, I and my partners at AW believe the Settlement to
20 be fair, reasonable, and adequate, and in the best interests of the Settlement Class.

21 **I. AW’S LITIGATION EFFORTS**

22 **A. Pre-Filing Investigation and Consolidation**

23 5. Prior to filing a complaint in this action, AW undertook significant pre-
24 suit investigation, in large part based on review of the trademark case filed against
25 Smashburger, entitled *In-N-Out Burgers v. Smashburger IP Holder LLC and*
26 *Smashburger Franchising LLC*, Case No. 8:17-cv-01474 (C.D. Cal. August 28,
27 2018). These efforts included a factual investigation, legal research, client interviews,
28 and drafting of the complaint.

1 6. On March 11, 2019, AW file a lawsuit on behalf of Plaintiff Barbara
2 Trevino against Defendants in this District, Case No. 2:19-CV-02794.

3 7. After lead counsel Bursor & Fisher, P.A. (“BF”) was appointed by the
4 Court and the related cases were consolidated, AW worked closely and cooperatively
5 with BF and the other Plaintiffs’ counsel to further investigate and prepare the
6 consolidated complaint.

7 8. On August 22, 2019, Plaintiffs filed their Second Amended Consolidated
8 Class Action Complaint, which asserts claims for violations of the California
9 Consumers Legal Remedies Act (Cal. Civ. Code §§ 1750, et seq.) (“CLRA”),
10 California’s Unfair Competition Law (Cal. Bus. & Prof. Code §§ 17200, et seq.) (the
11 “UCL”), California’s False Advertising Law (Cal. Bus. & Prof. Code §§ 17500, et
12 seq.) (the “FAL”), and violations of New York General Business Law §§ 349 and 350
13 (collectively, “NYGBL”), as well as claims for Breach of Express Warranty, Fraud,
14 and Unjust Enrichment.

15 **B. Discovery**

16 9. Before entering into the Settlement Agreement, the Parties engaged in
17 significant discovery. The Parties exchanged and met and conferred concerning a
18 number of discovery requests, including interrogatories and requests for production.
19 AW drafted the initial deficiency letter regarding Smashburger’s written discovery
20 responses. Smashburger produced critical documents concerning the merits of the
21 case and its overall financial condition to Plaintiffs. AW and the other Plaintiffs’
22 counsel reviewed over 14,500 documents, including numerous files from the *In-N-*
23 *Out* trademark case filed against Smashburger.

24 10. Before entering into the Settlement Agreement, the Parties, by and
25 through their respective counsel, conducted a thorough examination, investigation,
26 and evaluation of the relevant law, facts, and allegations to assess the merits of the
27 claims and potential claims to determine the strength of liability, potential remedies,
28 and all defenses thereto, including an extensive investigation into the facts and law

1 relating to (i) the marketing and advertising of the products; (ii) sales, pricing, and
2 financial data; and (iii) the sufficiency of the claims and appropriateness of class
3 certification.

4 **C. Settlement**

5 11. The Settlement Agreement was reached as a result of extensive arm's-
6 length negotiations between the Parties and their counsel. The Parties have engaged
7 in extensive settlement discussions to determine if the Parties could reach a resolution
8 short of protracted litigation. This included two full-day mediations before Jill R.
9 Sperber, Esq. of Judicate West and many months of intense settlement negotiations
10 before a settlement in principle was reached. A settlement term sheet was signed on
11 October 8, 2020. More months of negotiation followed until a final Stipulation of
12 Class Action Settlement was executed on February 1, 2021. AW contributed
13 extensively to these settlement negotiations by assisting in the drafting of Plaintiffs'
14 mediation brief, conferring with co-counsel to discuss settlement approach and
15 strategy, and assisting in the drafting and negotiation of the final settlement terms.

16 12. On March 1, 2021, Plaintiffs filed a Motion for Preliminary Approval of
17 Class Action Settlement, which the Court granted on September 19, 2022.

18 **II. AW'S BACKGROUND AND EXPERIENCE**

19 13. At all times, AW had the experience, expertise, and resources to
20 effectively litigate any all issues related to this litigation.

21 14. In March 1998, Robert Ahdoot and I founded AW, now a nationally
22 recognized law firm that specializes in complex and class action litigation, with a
23 focus on privacy rights, consumer fraud, anti-competitive business practices,
24 employee rights, defective products, civil rights, and taxpayer rights. The attorneys at
25 AW are experienced litigators who have often been appointed by state and federal
26 courts as lead class counsel, including in multidistrict litigation. In over two decades
27 of its successful existence, AW has successfully vindicated the rights of millions of
28 class members in protracted, complex litigation, conferring hundreds of millions of

1 dollars to the victims and affecting real change in corporate behavior. A copy of the
2 firm's resume is attached hereto as **Exhibit 1**.

3 15. AW has been appointed lead counsel in numerous complex consumer
4 class actions. The following are some examples of recent class actions that AW has
5 litigated to conclusion or are currently litigating on behalf of clients - either as Class
6 Counsel, proposed Class Counsel or members of a Court appointed Plaintiff Steering
7 Committee. *See* Ex. 1.

8 16. In *Alvarez v. Sirius XM Radio Inc.*, No. 2:18-cv-08605-JVS-SS (C.D. Cal.)
9 (Hon. James V. Selna), a breach of contract class action alleging that defendant did not
10 honor its lifetime subscriptions, AW reached a nationwide class action settlement
11 conservatively valued at approximately \$420 million. The settlement extends the
12 promised lifetime subscription for the lifetime of class members who have active
13 accounts and provides the opportunity for class members with closed accounts to
14 reactivate their accounts and enjoy a true lifetime subscription or recover \$100. The
15 district court had granted the motion to compel arbitration on an individual basis, and
16 AW appealed. AW reached the final deal points of the nationwide class action
17 settlement literally minutes prior to oral argument in the Ninth Circuit.

18 17. As co-lead counsel in the *Zoom Video Communications, Inc. Privacy*
19 *Litigation*, No. 5:20-cv-02155 (N.D. Cal.) (Hon. Laurel Beeler), a nationwide class
20 action alleging privacy violations from the collection of personal information through
21 third-party software development kits and failure to provide end to end encryption, AW
22 achieved an \$85 million nationwide class settlement that also included robust injunctive
23 relief overhauling Zoom's data collection and security practices.

24 18. As a member of the Plaintiffs' Executive Committee in the *Apple Inc.*
25 *Device Performance Litigation*, No. 5:18-md-2827-EJD (N.D. Cal.) (Hon. Edward J.
26 Davila), AW helped achieve a nationwide settlement of \$310 million minimum and
27 \$500 million maximum. The case arose from Apple's alleged practice of deploying
28

1 software updates to iPhones that deliberately degraded the devices' performance and
2 battery life.

3 19. In *Eck v. City of Los Angeles*, No. BC577028 (LASC) (Hon. Ann I. Jones),
4 AW achieved a \$295 million class settlement in a case alleging that an 8% surcharge
5 on Los Angeles electricity rates was an illegal tax. Final settlement approval was
6 affirmed on appeal in October 2019.

7 20. As co-lead counsel in the *Experian Data Breach Litigation*, No. 8:15-cv-
8 01592-AG-DFM (C.D. Cal.) (Hon. Andrew J. Guilford), which affected nearly 15
9 million class members, AW achieved a settlement conservatively valued at over \$150
10 million. Each class member is entitled to two years of additional premium credit
11 monitoring and ID theft insurance (to begin whenever their current credit monitoring
12 product, if any, expires) plus monetary relief (in the form of either documented losses
13 or a default payment for non-documented claims). Experian is also providing robust
14 injunctive relief. Judge Guilford praised counsel's efforts and efficiency in achieving
15 the settlement, commenting "You folks have truly done a great job, both sides. I
16 commend you."

17 21. In *Rivera v. Google LLC*, No. 2019-CH-00990 (Ill Cir. Ct.) (Hon. Anna
18 M. Loftus), a class action arising from Google's alleged illegal collection, storage, and
19 use of the biometrics of individuals who appear in photographs uploaded to Google
20 Photos in violation of the Illinois Biometric Information Privacy Act, 740 ILCS 14/1,
21 *et seq.* ("BIPA"), AW achieved a settlement that establishes a \$100 million non-
22 reversionary cash settlement fund and provides meaningful prospective relief for the
23 benefit of class members.

24 22. As an invaluable member of a five-firm Plaintiffs' Steering Committee
25 ("PSC") in the *Premiera Blue Cross Customer Data Sec. Breach Litigation*, No. 3:15-
26 cv-02633-SI (D. Or.) (Hon. Michael H. Simon), arising from a data breach disclosing
27 the sensitive personal and medical information of 11 million Premiera Blue Cross
28

1 members, AW was instrumental in litigating the case through class certification and
2 achieving a nationwide class settlement valued at \$74 million.

3 23. Similarly, in the *U.S. Office of Personnel Management Data Security*
4 *Breach Litigation*, No. 1:15-mc-1394-ABJ (D.D.C.) (Hon. Amy Berman Jackson), AW,
5 as a member of the PSC, briefed and argued, in part, the granted motions to dismiss
6 based on standing, briefed in part the successful appeal to the D.C. Circuit, and had an
7 important role in a preliminarily approved settlement providing for a \$63 million
8 settlement fund.

9 24. Thus, AW has decades of experience in the prosecution of class actions.
10 AW can more than adequately represent the Settlement Class.

11 **III. AW'S LODESTAR AND EXPENSES**

12 25. Attached as **Exhibit 2** are AW's billing summaries for this case. AW's
13 time entries have been reviewed and audited to ensure that duplicative or unnecessary
14 time has been excluded and that only time reasonably devoted to the litigation has
15 been included. The time and descriptions in AW's records were regularly and
16 contemporaneously recorded by AW's timekeepers pursuant to firm policy and have
17 been maintained in the firm's computerized records.

18 26. As of November 30, 2022, AW expended 219.8 hours in this case. AW's
19 lodestar fee in this case, based on current billing rates, is \$164,880.00.

20 27. To date, AW has expended \$1,063.16 in out-of-pocket expenses in
21 connection with the prosecution of this action. Attached as **Exhibit 3** is AW's
22 summary of expenses incurred in this case. These expenses are reflected in AW's
23 records and were necessary to prosecute this litigation. All expenses were carefully
24 and reasonably expended, and they reflect market rates for various categories of
25 expenses incurred. Expense items are billed separately and such charges are not
26 duplicated in AW's billing rates.

27 28. I believe that my firm's rates are fully commensurate with the hourly
28 rates of other nationally prominent firms performing similar work for both plaintiffs

1 and defendants. After considering all of these data points, I have determined that the
2 rates are reasonable for each of the AW professional who worked on this matter.

3 29. Because of the importance of recovery of attorney fee awards in
4 contingency cases to a plaintiffs' class action practice firm such as AW, we keep
5 current on federal and California state law developments on the subject of attorneys'
6 fees (AW maintains offices in Los Angeles, Philadelphia, and New York).
7 Accordingly, AW is familiar with the prevailing market rates for leading attorneys in
8 California for trial court, complex and class action litigation of important issues.

9 30. AW periodically establishes hourly rates for the firm's billing personnel.
10 AW establishes the rates based on prevailing market rates for attorneys and law firms
11 in the Los Angeles area that have attorneys and staff of comparable skill, experience,
12 and qualifications.

13 31. The bulk of AW's practice is contingent, and many of my firm's cases
14 have been large and substantial in settlements or verdicts. In contingent risk cases, my
15 firm and other firms doing this type of work frequently advance expenses and costs
16 and defer all payment of our fees for several years, with no guarantee that any of the
17 fees we incurred or costs we advanced would ever be recovered.

18 32. Courts have awarded AW attorneys' fees at rates that are comparable to
19 the rates applicable to this matter. *See, e.g., Alvarez, et al. v. Sirius XM Radio, Inc.*,
20 Case No. 2:18-08605-JVS-SS (C.D. Cal Feb. 9, 2021) (Dkts. 95, 96; \$421 million
21 settlement finally approved settlement where the Court awarded Class Counsel's full
22 request of approximately \$3.5 million in fees); *Eck, et al. v. City of Los Angeles*, No.
23 BC577028 (Los Angeles Superior Court ("LASC") (February 2018) (\$295 million
24 finally approved settlement where the Court awarded Class Counsel's full request of
25 approximately \$15 million based on percentage of the fund method and the virtually
26 the same hourly rates); *Lavinsky v. City of Los Angeles*, No. BC542245 (LASC)
27 (October 2019) (\$51 million minimum value finally approved settlement where the
28 Court awarded Class Counsel's full request of approximately \$8 million based on

percentage of the fund method and the virtually the same hourly rates); *Pantelyat v. Bank of America*, No. 1:16-cv-08964 (S.D.N.Y. Jan. 31, 2019) (Dkt. 116; \$22 million finally approved settlement where the Court awarded Class Counsel’s full request of \$5.5 million based on percentage of the fund method and the same hourly rates); *Williamson, et al. vs. McAfee, Inc.*, Case No. 5:14-cv-00158-EJD (N.D. Cal. Feb. 15, 2017) (Dkt. 118; \$85 Million settlement in deceptive auto renewal case); *Smith v. Floor & Decor Outlets of Am., Inc.*, Case No. 1:15-cv-04316-ELR, (N.D. Ga. Jan. 10, 2017) (Dkt. No. 69; \$14.5 Million product liability settlement re: laminate flooring); *Chimeno-Buzzi v. Hollister Co.*, Case No. 1:14-cv-23120-MGC (S.D. Fla. April 11, 2016) (Dkt. No. 155; \$10 Million TCPA Settlement).

33. The rates charged by AW are reasonable and well within the range of rates charged by comparably qualifying attorneys for comparably complex work. Comparable hourly rates have been found reasonable in numerous cases.

34. Moreover, the rates requested by AW are in line with the non-contingent market rates charged by attorneys of reasonably comparable experience, skill, and reputation for reasonably comparable services and supported by surveys of legal rates, including the following:

a. In December 2015, Thomson Reuters published its Legal Billing Report, Volume 17, Number 3. A true and correct copy of the pages of that report listing California and West Regions is attached hereto as **Exhibit 4**. It shows that the rates claimed by AW are well within the range of rates found reasonable for other law firms.

b. On January 5, 2015, the National Law Journal published an article about its then current rate survey entitled “Billing Rates Rise, Discounts Abound.” A true and correct copy of that article is attached hereto as **Exhibit 5**. It contains the rates charged by numerous Los Angeles area law firms handling comparably complex litigation.

AW’s rates are well in line with those rates.

- 1 c. The 2015 Real Rate Report Snapshot published by Ty Metrix/Legal
2 Analytics summarizes the 2014 “real rates” for partners and
3 associates in various cities. A copy of the relevant pages is attached
4 hereto as **Exhibit 6**. It shows, for example, that for the Los Angeles
5 area attorneys surveyed (1,392 partners, 1,947 associates), the Third
6 Quartile of hourly rates for partners in 2014 was \$823.63. The Third
7 Quartile hourly rate for associates was \$574.84. Given the excellent
8 quality of Class Counsel’s work and the results obtained here, in my
9 opinion rates higher than the Third Quartile are the most appropriate
10 measure. Moreover, since 2014, most Los Angeles Area firms have
11 raised their rates by at least 5-10%.
- 12 d. On January 13, 2014, the National Law Journal published an article
13 about its most recent rate survey. That article included a chart listing
14 the billing rates of the 50 firms that charge the highest average hourly
15 rates for partners. A true and correct copy of that article is attached
16 hereto as **Exhibit 7**. Of the 50 firms listed, several have offices in the
17 Los Angeles Area and many others have significant litigation
18 experience in this area. And, although the rates that AW is requesting
19 here are *lower* than many of the rates charged by the listed firms, the
20 NLJ chart does show the *range* of rates charged for similar services,
21 which is the applicable standard.
- 22 e. The 2013 Real Rate Report Snapshot published by Ty Metrix/Legal
23 Analytics summarizes the “real rates” for partners and associates in
24 various cities. A copy of the relevant pages is attached hereto as
25 **Exhibit 8**. It shows that for the Los Angeles Area attorneys surveyed
26 (972 partners, 1,239 associates), the Third Quartile partner rate in
27 2012 was \$816.89 per hour and the associate rate was \$531.63 per
28 hour. Given the excellent quality of the work performed and results

1 obtained here, in my opinion rates higher than the Third Quartile are
2 the most appropriate measure. Moreover, since 2012, most Los
3 Angeles Area firms have raised their rates by at least 5-10%.

4 f. In an article entitled “On Sale: The \$1,150-Per Hour Lawyer,” written
5 by Jennifer Smith and published in the Wall Street Journal on April
6 9, 2013, the author describes the rapidly growing number of lawyers
7 billing at \$1,150 or more revealed in public filings and major surveys.
8 A true and correct copy of that article is attached hereto as **Exhibit 9**.
9 The article also notes that in the first quarter of 2013, the 50 top
10 grossing law firms billed their partners at an *average* rate between
11 \$879 and \$882 per hour.

12 35. AW undertook this representation on a wholly contingent basis
13 recognizing that the risk of non-payment has been high throughout this litigation.
14 There were substantial uncertainties in the viability of this case as a class action, as
15 well as substantial uncertainties in the merits of the underlying claims, and the ability
16 to collect on any judgment that might be obtained. Although we believed the case to
17 be meritorious, a realistic assessment shows that the risks inherent in the resolution
18 of the liability issues, protracted litigation in this action as well as the probable appeals
19 process, are great.

20 36. Had we not resolved this matter through settlement, we would have
21 vigorously prosecuted the case through class certification, summary judgment, trial,
22 and appealed any determinations that may have been adverse to the Class’s interests.
23 We were therefore at great risk for non-payment. In addition, as described above, we
24 have advanced significant expenses that would not have been reimbursed absent a
25 successful result.

26 **IV. THE CLASS REPRESENTATIVES’ ROLE IN THIS LITIGATION**

27 37. Pursuant to the Settlement Agreement, the five Class Representatives are
28 permitted to request approval of an incentive award up to \$5,000 each for their

1 service. The Court's Order of Preliminary Approval indicated that the Court would
2 approve awards of \$2,500 for each class representative.

3 38. The Class Representatives contributed valuable work throughout the
4 litigation. They assisted in Class Counsel's pre-suit investigation by discussing their
5 experiences and providing information on their purchases of the Smashburger Triple
6 Double Burger, among other matters. They assisted in drafting the four versions of
7 the complaints that have been filed in this litigation, and they reviewed the complaints
8 for accuracy before they were filed. The Class Representatives have kept abreast of
9 Counsel's settlement efforts and have provided comments on the parameters of the
10 settlement. They were prepared to litigate this case to a verdict if necessary. Their
11 dedication and efforts have conferred a significant benefit on millions of Smashburger
12 customers across the United States. The Class Representatives also took significant
13 time away from work and personal activities to initiate and litigate this action. They
14 were prepared to litigate this case to a verdict if necessary. Their dedication and efforts
15 have conferred a significant benefit on purchasers of the Smashburger Triple Double
16 across the United States. In light of their contributions and efforts, an incentive award
17 of \$2,500 to each of the Class Representatives is appropriate and should be approved.

18 I declare under penalty of perjury under the laws of the United States and the
19 State of California that the foregoing is true and correct. Executed on December 2,
20 2022, at Los Angeles, California.

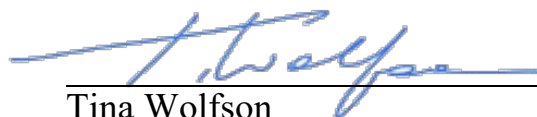
21 
22 Tina Wolfson

EXHIBIT 1



Ahdoot & Wolfson, PC (“AW”) is a nationally recognized law firm founded in 1998 that specializes in complex and class action litigation, with a focus on privacy rights, unfair and anti-competitive business practices, consumer fraud, employee rights, defective products, civil rights, and taxpayer rights and unfair practices by municipalities. The attorneys at AW are experienced litigators who have often been appointed by state and federal courts as lead class counsel, including in multidistrict litigation. In over two decades of its successful existence, AW has successfully vindicated the rights of millions of class members in protracted, complex litigation, conferring billions of dollars to the victims, and affecting real change in corporate behavior.

Results

AW has achieved excellent results as lead counsel in numerous complex class actions.

In *Alvarez v. Sirius XM Radio Inc.*, No. 2:18-cv-08605-JVS-SS (C.D. Cal.) (Hon. James V. Selna), a breach of contract class action alleging that defendant did not honor its lifetime subscriptions, AW reached a nationwide class action settlement conservatively valued at approximately \$420 million. The settlement extends the promised lifetime subscription for the lifetime of class members who have active accounts, and provides the opportunity for class members with closed accounts to reactivate their accounts and enjoy a true lifetime subscription or recover \$100. The district court had granted the motion to compel arbitration on an individual basis, and AW appealed. AW reached the final deal points of the nationwide class action settlement literally minutes prior to oral argument in the Ninth Circuit.

As co-lead counsel in the *Zoom Video Communications, Inc. Privacy Litigation*, No. 5:20-cv-02155 (N.D. Cal.) (Hon. Laurel Beeler), a nationwide class action alleging privacy violations from the collection of personal information through third-party software development kits and failure to provide end to end encryption, AW achieved an \$85 million nationwide class settlement that also included robust injunctive relief overhauling Zoom’s data collection and security practices.

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practice of deploying software updates to iPhones that deliberately degraded the devices' performance and battery life.

In *Eck v. City of Los Angeles*, No. BC577028 (LASC) (Hon. Ann I. Jones), AW achieved a \$295 million class settlement in a case alleging that an 8% surcharge on Los Angeles electricity rates was an illegal tax. Final settlement approval was affirmed on appeal in October 2019.

As co-lead counsel in the *Experian Data Breach Litigation*, No. 8:15-cv-01592-AG-DFM (C D. Cal.) (Hon. Andrew J. Guilford), which affected nearly 15 million class members, AW achieved a settlement conservatively valued at over \$150 million. Each class member is entitled to two years of additional premium credit monitoring and ID theft insurance (to begin whenever their current credit monitoring product, if any, expires) plus monetary relief (in the form of either documented losses or a default payment for non-documented claims). Experian is also providing robust injunctive relief. Judge Guilford praised counsel's efforts and efficiency in achieving the settlement, commenting "You folks have truly done a great job, both sides. I commend you."

In *Rivera v. Google LLC*, No. 2019-CH-00990 (Ill Cir. Ct.) (Hon. Anna M. Loftus), a class action arising from Google's alleged illegal collection, storage, and use of the biometrics of individuals who appear in photographs uploaded to Google Photos in violation of the Illinois Biometric Information Privacy Act, 740 ILCS 14/1, *et seq.* ("BIPA"), AW achieved a settlement that establishes a \$100 million non-reversionary cash settlement fund and provides meaningful prospective relief for the benefit of class members.

As an invaluable member of a five-firm Plaintiffs' Steering Committee ("PSC") in the *Premiera Blue Cross Customer Data Sec. Breach Litigation*, No. 3:15-cv-02633-SI (D. Or.) (Hon. Michael H. Simon), arising from a data breach disclosing the sensitive personal and medical information of 11 million Premiera Blue Cross members, AW was instrumental in litigating the case through class certification and achieving a nationwide class settlement valued at \$74 million.

Similarly, in the *U.S. Office of Personnel Management Data Security Breach Litigation*, No. 1:15-mc-1394-ABJ (D.D.C.) (Hon. Amy Berman Jackson), AW, as a member of the PSC, briefed and argued, in part, the granted motions to dismiss based on standing, briefed in part the successful appeal to the D.C. Circuit, and had an important role in a preliminarily approved settlement providing for a \$63 million settlement fund.

In *The Home Depot, Inc., Customer Data Sec. Breach Litigation*, No. 1:14-md-02583-TWT (N D. Ga.) (Hon. Thomas W. Thrash Jr.), AW served on the consumer PSC and was instrumental in achieving a \$29 million settlement fund and robust injunctive relief for the consumer class.

In *Kirby v. McAfee, Inc.*, No. 5:14-cv-02475-EJD (N.D. Cal.) (Hon. Edward J. Davila), a case arising from McAfee's auto renewal and discount practices, AW and co-counsel achieved a settlement that made \$80 million available to the class and required McAfee to notify customers regarding auto-

renewals at an undiscounted subscription price and change its policy regarding the past pricing it lists as a reference to any current discount.

In *Lavinsky v. City of Los Angeles*, No. BC542245 (LASC) (Hon. Ann I. Jones), a class action alleging the city unlawfully overcharged residents for utility taxes, AW certified the plaintiff class in litigation and then achieved a \$51 million class settlement.

As co-lead counsel in *Berman v. Gen. Motors, LLC*, No. 2:18-cv-14371-RLR (S.D. Fla.) (Hon. Robin L. Rosenberg) (vehicle oil consumption defect class action), AW achieved a \$40 million settlement.

Lumber Liquidators Chinese-Manufactured Flooring Durability Marketing & Sales Practices Litigation, No. 1:16-md-02743-AJT-TRJ (E.D. Va.) (Hon. Anthony J. Trenga) arose from alleged misrepresentations of laminate flooring durability, which was coordinated with MDL proceedings regarding formaldehyde emissions. As co-lead class counsel for the durability class, AW was instrumental in achieving a \$36 million settlement.

In *McKnight v. Uber Technologies, Inc.*, No. 4:14-cv-05615-JST (N.D. Cal.) (Hon. Jon S. Tigar), AW achieved a \$32.5 million settlement for the passenger plaintiff class alleging that Uber falsely advertised and illegally charged a “safe rides fee.”

In *Pantelyat v. Bank of America, N.A.*, No. 1:16-cv-08964-AJN (S.D.N.Y.) (Hon. Alison J. Nathan), a class action arising from allegedly improper overdraft fees, AW, serving as sole class counsel for plaintiffs, achieved a \$22 million class settlement, representing approximately 80% of total revenues gleaned by the bank’s alleged conduct.

Current Noteworthy Leadership Roles

AW was selected to serve as interim co-lead class counsel in the *StubHub Refund Litigation*, No. 4:20-md-02951-HSG (N.D. Cal.) (Hon. Haywood S. Gilliam, Jr.). This consolidated multidistrict litigation alleges that StubHub retroactively changed its policies for refunds for cancelled or rescheduled events as a result of the Covid-19 pandemic and refused to offer refunds despite promising consumers 100% of their money back if events are cancelled.

AW was appointed, after competing applications, to serve as interim co-lead class counsel in the *Ring LLC Privacy Litigation*, No. 2:19-cv-10899-MWF-RAO (C.D. Cal.) (Hon. Michael W. Fitzgerald), a consolidated class action arising from Ring’s failure to implement necessary measures to secure the privacy of Ring user accounts and home-security devices, and failure to protect its customers from hackers despite being on notice of the inadequacies of its cybersecurity.

In *Clark v. American Honda Motor Co., Inc.*, No. 2:20-cv-03147-AB-MRW (C.D. Cal.) (Hon. André Birotte Jr.), AW serves as co-lead counsel in a class action arising from unintended and uncontrolled deceleration in certain Acura vehicles.

In the *Kind LLC “Healthy And All Natural” Litigation*, No. 1:15-md-02645-NRB (S.D.N.Y.) (Hon. Naomi Reice Buchwald), AW was selected as interim co-lead class counsel after competing applications. AW certified three separate classes of New York, California, and Florida consumers who purchased Kind LLC’s products in a false labeling food MDL.

AW was appointed to serve as co-lead interim class counsel in the *Google Location History Litigation*, No. 5:18-cv-05062-EJD (N.D. Cal.) (Hon. Edward J. Davila), a consumer class action arising out of Google’s allegedly unlawful collection and use of mobile device location information on all Android and iPhone devices.

AW serves on the Plaintiffs’ Executive Committees in *Allergan Biocell Textured Breast Implant Products Liability Litigation*, No. 2:19-md-02921-BRM-JAD (D.N.J.) (Hon. Brian R. Martinotti), a class action alleging textured breast implants caused a rare type of lymphoma and in *ZFTRW Airbag Control Units Products Liability Litigation*, No. 2:19-ml-02905-JAK-FFM (C.D. Cal.) (Hon. John A. Kronstadt), a class action alleging a dangerous defect in car airbag component units.

AW also currently serves on the PSC in *Am. Med. Collection Agency, Inc., Customer Data Sec. Breach Litigation*, No. 2:19-md-2904-MCA-MAH (D.N.J.) (Hon. Madeline Cox Arleo), a class action arising out of a medical data breach that disclosed the personal and financial information of over 20 million patients, as well as many other data breach class actions.

As part of the leadership team in *Novoa v. The Geo Group, Inc.*, No. 5:17-cv-02514-JGB-SHK (C.D. Cal.) (Hon. Jesus G. Bernal), AW certified a class of immigration detainees challenging private prison’s alleged forced labor practices.

In the *Google Digital Advertising Antitrust Litigation*, No. 1:21-md-03010-PKC (S.D. N.Y.) (Hon. P. Kevin Castel), a class action alleging monopolization of the digital advertising market, AW is serving as court-appointed co-lead counsel on behalf of the advertiser class.

In *Klein v. Meta Platforms, Inc.*, No. 3:20-cv-08570-JD (N.D. Cal.) (Hon. James Donato), AW is serving on the Executive Committee for the digital advertiser plaintiff class in a class action alleging that Meta (formerly Facebook) engaged in anticompetitive conduct to stifle and/or acquire competition to inflate the cost of digital advertising on its social media platform. Many of the plaintiffs’ claims recently survived a motion to dismiss and are in the process of amending their complaint.

In *Robinson v. Jackson Hewitt, Inc.*, No. 2:19-cv-09066-JXN-ESK (D.N.J.) (Hon. Julien Xavier Neals), a class action alleging that a standardized “no-poach” agreement among Jackson Hewitt and its franchisees limited mobility and compensation prospects for the tax preparer employees, AW is asserting claims on behalf of consumers under both federal antitrust and California employment laws.

Attorney Profiles

Tina Wolfson graduated Harvard Law School *cum laude* in 1994. Ms. Wolfson began her civil litigation career at the Los Angeles office of Morrison & Foerster, LLP, where she defended major corporations in complex actions and represented indigent individuals in immigration and deportation trials as part of the firm's *pro bono* practice. She then gained further invaluable litigation and trial experience at a boutique firm, focusing on representing plaintiffs on a contingency basis in civil rights and employee rights cases. Since co-founding AW in 1998, Ms. Wolfson had lead numerous class actions to successful results. Ms. Wolfson is a member of the California, New York and District of Columbia Bars.

Recognized for her deep class action experience, Ms. Wolfson frequently lectures on numerous class action topics across the country. She is a guest lecturer on class actions at the University of California at Irvine Law School. Her notable speaking engagements include:

- Class Action Mastery Forum at the University Of San Diego School of Law (Consumer Class Actions Roundtable) March 2020, featuring Hon. Lucy H. Koh, Hon. Edward M. Chen, and Hon. Fernando M. Olguin.
- Class Action Mastery Forum at the University Of San Diego School of Law (Data Breach/Privacy Class Action Panel) January 16, 2019.
- Association of Business Trial Lawyers: "Navigating Class Action Settlement Negotiations and Court Approval: A Discussion with the Experts," Los Angeles May 2017, featuring Hon. Philip S. Gutierrez and Hon. Jay C. Gandhi.
- CalBar Privacy Panel: "Privacy Law Symposium: Insider Views on Emerging Trends in Privacy Law Litigation and Enforcement Actions in California," Los Angeles Mar. 2017 (Moderator), featuring Hon. Kim Dunning.
- American Conference Institute: "2nd Cross-Industry and Interdisciplinary Summit on Defending and Managing Complex Class Actions," April 2016, New York: Class Action Mock Settlement Exercise featuring the Hon. Anthony J. Mohr.
- Federal Bar Association: N.D. Cal. Chapter "2016 Class Action Symposium," San Francisco Dec. 2016 (Co-Chair), featuring Hon. Joseph F. Anderson, Jr. and Hon. Susan Y. Illston.
- Federal Bar Association: "The Future of Class Actions: Cutting Edge Topics in Class Action Litigation," San Francisco Nov. 2015 (Co-Chair & Faculty), featuring Hon. Jon S. Tigar and Hon. Laurel Beeler.
- American Association for Justice: AAJ 2015 Annual Convention - "The Mechanics of Class Action Certification," July 2015, Montreal, Canada.
- HarrisMartin: Data Breach Litigation Conference: The Coming of Age - "The First Hurdles: Standing and Other Motion to Dismiss Arguments," March 2015, San Diego.

- Bridgeport: 2015 Annual Consumer Class Action Conference, February 2015, Miami (Co-Chair).
- Venable, LLP: Invited by former opposing counsel to present mock oral argument on a motion to certify the class in a food labeling case, Hon. Marilyn Hall Patel (Ret.) presiding, October 2014, San Francisco.
- Bridgeport: 15th Annual Class Action Litigation Conference - "Food Labeling and Nutritional Claim Specific Class Actions," September 2014, San Francisco (Co-Chair and Panelist).
- Bridgeport: 2014 Consumer Class Action Conference - "Hot Topics in Food Class Action Litigation," June 2014, Chicago.
- Perrin Conferences: Challenges Facing the Food and Beverage Industries in Complex Consumer Litigations, invited to discuss cutting edge developments in settlement negotiations, notice, and other topics, April 2014, Chicago.
- Bridgeport: Class Action Litigation & Management Conference - "Getting Your Settlement Approved," April 2014, Los Angeles.
- HarrisMartin: Target Data Security Breach Litigation Conference - "Neiman Marcus and Michael's Data Breach Cases and the Future of Data Breach Cases," March 2014, San Diego.
- Bridgeport: Advertising, Marketing & Media Law: Litigation and Best Management Practices - "Class Waivers and Arbitration Provisions Post-*Concepcion* / *Oxford Health Care*," March 2014, Los Angeles.

Ms. Wolfson currently serves as a Ninth Circuit Lawyer Representative for the Central District of California, as Vice President of the Federal Litigation Section of the Federal Bar Association, as a member of the American Business Trial Lawyer Association, as a participant at the Duke Law School Conferences and the Institute for the Advancement of the American Legal System, and on the Board of Public Justice.

Robert Ahdoot graduated from Pepperdine Law School *cum laude* in 1994, where he served as Literary Editor of the Pepperdine Law Review. Mr. Ahdoot clerked for the Honorable Paul Flynn at the California Court of Appeals, and then began his career as a civil litigator at the Los Angeles office of Mendes & Mount, LLP, where he defended large corporations and syndicates such as Lloyds of London in complex environmental and construction-related litigation as well as a variety of other matters. Since co-founding AW in 1998, Mr. Ahdoot had led numerous class actions to successful results. Recognized for his deep class action experience, Mr. Ahdoot frequently lectures on numerous class action topics across the country. His notable speaking engagements include:

- MassTorts Made Perfect: Speaker Conference, April 2019, Las Vegas: "Llegal Fees: How Companies and Governments Charge The Public, and How You Can Fight Back."

- HarrisMartin: Lumber Liquidators Flooring Litigation Conference, May 2015, Minneapolis: “Best Legal Claims and Defenses.”
- Bridgeport: 15th Annual Class Action Litigation Conference, September 2014, San Francisco: “The Scourge of the System: Serial Objectors.”
- Strafford Webinars: Crafting Class Settlement Notice Programs: Due Process, Reach, Claims Rates and More, February 2014: “Minimizing Court Scrutiny and Overcoming Objector Challenges.”
- Pincus: Wage & Hour and Consumer Class Actions for Newer Attorneys: The Do’s and Don’ts, January 2014, Los Angeles: “Current Uses for the 17200, the CLRA an PAGA.”
- Bridgeport: 2013 Class Action Litigation & Management Conference, August 2013, San Francisco: “Settlement Mechanics and Strategy.”

Theodore W. Maya graduated from UCLA Law School in 2002 after serving as Editor-in-Chief of the UCLA Law Review. From July 2003 to August 2004, Mr. Maya served as Law Clerk to the Honorable Gary Allen Feess in the United States District Court for the Central District of California. Mr. Maya was also a litigation associate in the Los Angeles offices of Kaye Scholer LLP for approximately eight years where he worked on a large variety of complex commercial litigation from inception through trial. Mr. Maya was named “Advocate of the Year” for 2007 by the Consumer Law Project of Public Counsel for successful pro bono representation of a victim of a large-scale equity fraud ring.

Bradley K. King is a member of the State Bars of California, New Jersey, New York, and the District of Columbia. He graduated from Pepperdine University School of Law in 2010, where he served as Associate Editor of the Pepperdine Law Review. He worked as a law clerk for the California Office of the Attorney General, Correctional Law Section in Los Angeles and was a certified law clerk for the Ventura County District Attorney’s Office. Mr. King began his legal career at a boutique civil rights law firm, gaining litigation experience in a wide variety of practice areas, including employment law, police misconduct, municipal contracts, criminal defense, and premises liability cases. During his 11-year career at AW, Mr. King has focused on consumer class actions, and data breach class actions in particular. He has extensive experience litigating consolidated and MDL class actions with AW serving in leadership roles, including numerous large data breach cases that have resulted in nationwide class settlements.

EXHIBIT 2

Ahdoot & Wolfson, PC - In re Smashburger IP Holder Hours Summary Through 11/30/2022				
Total Lodestar				
ATTORNEY	TITLE	HOURS	RATE	TOTAL
Tina Wolfson	Partner	75.4	\$950	\$71,630.00
Robert Ahdoot	Partner	8.9	\$950	\$8,455.00
Theodore Maya	Partner	0.8	\$750	\$600.00
Bradley King	Partner	123.8	\$650	\$80,470.00
Jessielle Fabian	Associate	10.0	\$350	\$3,500.00
Samantha Benson	Paralegal	0.9	\$250	\$225.00
		219.8		\$164,880.00
			Expenses:	\$1,063.16
			Total:	\$165,943.16

Ahdoot & Wolfson, PC - In re Smashburger IP Holder Hours Summary Through 11/30/2022				
Pre-Suit & Pleadings				
ATTORNEY	TITLE	HOURS	RATE	TOTAL
Tina Wolfson	Partner	11.9	\$950	\$11,305.00
Robert Ahdoot	Partner	4.6	\$950	\$4,370.00
Bradley King	Partner	28.1	\$650	\$18,265.00
		Total:	44.6	\$33,940.00

Ahdoot & Wolfson, PC - In re Smashburger IP Holder Hours Summary Through 11/30/2022				
Case Management				
ATTORNEY	TITLE	HOURS	RATE	TOTAL
Tina Wolfson	Partner	16.3	\$950	\$15,485.00
Robert Ahdoot	Partner	1.2	\$950	\$1,140.00
Theodore Maya	Partner	0.8	\$750	\$600.00
Bradley King	Partner	21.1	\$650	\$13,715.00
Jessielle Fabian	Associate	9.8	\$350	\$3,430.00
Samantha Benson	Paralegal	0.9	\$250	\$225.00
		Total:	50.1	\$34,595.00

Ahdoot & Wolfson, PC - In re Smashburger IP Holder Hours Summary Through 11/30/2022				
Leadership				
ATTORNEY	TITLE	HOURS	RATE	TOTAL
Tina Wolfson	Partner	11.4	\$950	\$10,830.00
Robert Ahdoot	Partner	1.4	\$950	\$1,330.00
Bradley King	Partner	30.2	\$650	\$19,630.00
Jessielle Fabian	Associate	0.2	\$350	\$70.00
		Total:	43.2	\$31,860.00

Ahdoot & Wolfson, PC - In re Smashburger IP Holder Hours Summary Through 11/30/2022				
Discovery				
ATTORNEY	TITLE	HOURS	RATE	TOTAL
Tina Wolfson	Partner	6.0	\$950	\$5,700.00
Bradley King	Partner	21.3	\$650	\$13,845.00
		Total:	27.3	\$19,545.00

Ahdoot & Wolfson, PC - In re Smashburger IP Holder Hours Summary Through 11/30/2022				
Settlement				
ATTORNEY	TITLE	HOURS	RATE	TOTAL
Tina Wolfson	Partner	29.8	\$950	\$28,310.00
Robert Ahdoot	Partner	1.7	\$950	\$1,615.00
Bradley King	Partner	23.1	\$650	\$15,015.00
		Total:	54.6	\$44,940.00

Ahdoot & Wolfson, PC - In re Smashburger IP Holder Hours Summary Through 11/30/2022

ATTORNEY	RATE	TASK	HOURS	TOTAL
Tina Wolfson	\$950	Pre-Suit and Pleadings	11.9	\$71,630.00
		Case Management	16.3	
		Leadership	11.4	
		Discovery	6.0	
		Settlement	29.8	
Robert Ahdoot	\$950	Pre-Suit and Pleadings	4.6	\$8,455.00
		Case Management	1.2	
		Leadership	1.4	
		Discovery	0.0	
		Settlement	1.7	
Theodore Maya	\$750	Pre-Suit and Pleadings	0.0	\$600.00
		Case Management	0.8	
		Leadership	0.0	
		Discovery	0.0	
		Settlement	0.0	
Bradley King	\$650	Pre-Suit and Pleadings	28.1	\$80,470.00
		Case Management	21.1	
		Leadership	30.2	
		Discovery	21.3	
		Settlement	23.1	
Jessielle Fabian	\$350	Pre-Suit and Pleadings	0.0	\$3,500.00
		Case Management	9.8	
		Leadership	0.2	
		Discovery	0.0	
		Settlement	0.0	
Samantha Benson	\$250	Pre-Suit and Pleadings	0.0	\$225.00
		Case Management	0.9	
		Leadership	0.0	
		Discovery	0.0	
		Settlement	0.0	

EXHIBIT 3

Ahdoot & Wolfson, PC's Expenses: Case Inception through Nov. 30, 2022

Description	Total
Court Fees (filing, etc.)	\$400.00
Court Reporters/Transcripts	\$36.05
Computer Research	\$6.00
Reproduction/Duplication/Copies	\$22.20
Notice Costs	
Express Delivery/Messenger	\$245.80
Professional Fees/Services (expert, investigator, accountant, etc.)	
Secretarial Overtime	
Service of Process	
Telephone/Fax/Postage	\$61.80
Travel: Air Transportation, Ground Travel, Meals, Lodging, etc.	\$291.31
Miscellaneous: (Describe)	
TOTAL EXPENSES	\$1,063.16

EXHIBIT 4

LEGAL BRIEFING REPORT
by Benjamin J. Jem

Volume 17, Number 3
December 2015



THOMSON REUTERS

California Region

Firm: Snell & Wilmer

Firm Size: 419 Firm Rank: 104

Name
Eric S. PezoldTitle
PartnerCourt Name: Arizona
Case Name: Xilit Corp., et al.,
Case Number: 2:15-bk-00679-BKMState: CA
Graduated: 2004
Admitted: 2004For fee applications
1/22/2015 through 9/11/2015Hours: 0.10
Fees: \$52.00
Total: \$52.00

Firm: Klee, Tuchin, Bogdanoff & Stern, LLP

Firm Size: 19 Firm Rank: 0

Name
Kenneth Klee
David Stern
Michael Tuchin
Maria Sountas Angiropoulos
Colleen M. Keating
Jonathan M. Weiss
Kathryn T. Zwicker
Sasha M. Gurvitz

Title
Partner
Partner
Partner
Partner
Counsel
Associate
Associate
Associate

Court Name: California Central
Case Name: State Fish Co. Inc.
Case Number: 2:15-bk-11084-SK

State	Graduated	Admitted	Rate
CA	1974	1975	\$1,300
CA	1975	1975	\$1,080
CA	1990	1990	\$1,080
CA	2006	2006	\$675
CA	2008	2008	\$650
CA	2012	2012	\$475
CA	1986	1986	\$440
CA	2014	2014	\$395
Total:			1038.50

Hours: 0.20
Fees: \$260.00
189.50 \$204,660.00
137.10 \$148,068.00
25.20 \$17,010.00
111.20 \$72,280.00
525.00 \$249,375.00
9.50 \$4,180.00
40.80 \$16,116.00
Total: 1038.50 \$711,949.00

For fee applications
6/1/2015 through 9/30/2015

Firm: Bracewell & Giuliani LLP

Firm Size: 422 Firm Rank: 103

Name
Joe R. HullTitle
PartnerCourt Name: Delaware
Case Name: Optim Energy, LLC, et al.,
Case Number: 14-10262 (BLS)

State	Graduated	Admitted	Rate
CA	1969	1969	\$790
Total:			790

Hours: 0.60
Fees: \$474.00
Total: 0.60 \$474.00For fee applications
2/12/2014 through 10/15/2015

Firm: Brown Rudnick LLP

Firm Size: 184 Firm Rank: 211

Name
Ronald Rus
Lauren E. Curry

Title
Partner
Partner

Court Name: Delaware
Case Name: Corinthian Colleges Inc.
Case Number: 15-10952 (KIC)

State	Graduated	Admitted	Rate
CA	1975	1975	\$880
CA	2010	2010	\$730
Total:			1610

Hours: 1.50
Fees: \$1,320.00
78.90 \$57,597.00
Total: 80.40 \$58,917.00For fee applications
5/4/2015 through 9/21/2015

California Region

Firm: Cooley LLP

Firm Size: 613 Firm Rank: 63

For fee applications
8/1/2015 through 10/7/2015

Court Name: Delaware
Case Name: RS Legacy Corporation
Case Number: 15-10197 (815)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Seth A. Raffin	Partner	CA	1998	1998	\$810	0.50	\$405.00
Janet D. Gertz	Associate	CA	2004	2004	\$755	14.60	\$11,023.00
Shannon L. Sorrells	Associate	CA	2011	2011	\$595	2.80	\$1,666.00
Total:						17.90	\$13,094.00

Firm: Gibson Dunn & Crutcher, LLP

Firm Size: 1099 Firm Rank: 21

For fee applications
8/1/2015 through 8/31/2015

Court Name: Delaware
Case Name: ENERGY FUTURE HOLDINGS CORP
Case Number: 14-10979 (C55)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Matthew Bouslog	Associate	CA	2011	2011	\$625	5.10	\$3,187.50
Total:						5.10	\$3,187.50

Firm: Kirkland & Ellis LLP

Firm Size: 1442 Firm Rank: 13

For fee applications
8/1/2015 through 8/31/2015

Court Name: Delaware
Case Name: ENERGY FUTURE HOLDINGS CORP
Case Number: 14-10979 (C55)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Mike Behus	Partner	CA	1999	1999	\$1,220	3.10	\$3,782.00
Mark E. McKane	Partner	CA	1997	1997	\$1,025	198.50	\$203,462.50
Christopher Keegan	Partner	CA	2002	2002	\$855	75.50	\$64,552.50
Michael Esser	Associate	CA	2009	2009	\$825	213.40	\$176,055.00
Alexander Davis	Associate	CA	2012	2012	\$710	192.60	\$136,746.00
Justin Sowa	Associate	CA	2013	2013	\$710	199.70	\$141,787.00
Austin Klar	Associate	CA	2013	2013	\$635	35.00	\$22,225.00
Sarah Stock	Associate	CA	2013	2013	\$635	121.60	\$77,216.00
Anna Terteryan	Associate	CA	2014	2014	\$555	241.80	\$134,199.00
James Barolo	Associate	CA	2014	2014	\$555	108.60	\$60,273.00
Kevin Chang	Associate	CA	2014	2014	\$555	170.80	\$94,794.00
Total:						1560.50	\$1,115,092.00

California Region

Firm: Klee, Tuchin, Bogdanoff & Stern, LLP

Firm Size: 19

Firm Rank: 0

Court Name: Delaware

Case Name: SEAL123, INC., et al

Case Number: 15-10081 (CSS)

For fee applications
7/1/2015 through 11/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Lee Bogdanoff	Partner	CA	1985	1985	\$1,080	7.30	\$7,884.00
Michael Tuchin	Partner	CA	1990	1990	\$1,080	37.10	\$40,068.00
David Fidler	Partner	CA	1997	1998	\$850	12.70	\$10,795.00
Robert J. Pfister	Partner	CA	2001	2001	\$795	0.20	\$159.00
David M. Gress	Partner	CA	2005	2005	\$695	67.30	\$46,773.50
Maria Sountas Angiropoulos	Partner	CA	2006	2006	\$675	1.70	\$1,147.50
Justin D. Yi	Partner	CA	2009	2009	\$625	0.80	\$500.00
Jonathan M. Weiss	Associate	CA	2012	2012	\$475	34.70	\$16,482.50
Kathryn T. Zwicker	Associate	CA	1986	1986	\$440	12.40	\$5,456.00
Total:						<u>174.20</u>	<u>\$129,265.50</u>

Firm: Morrison & Foerster LLP

Firm Size: 1025

Firm Rank: 22

Court Name: Delaware

Case Name: ENERGY FUTURE HOLDINGS CORP

Case Number: 14-10979 (CSS)

For fee applications
8/1/2015 through 8/31/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Clara Lim	Associate	CA	2012	2012	\$635	39.80	\$25,273.00
Chika Arakawa	Associate	CA	2013	2013	\$495	8.30	\$4,108.50
Total:						<u>48.10</u>	<u>\$29,381.50</u>

California Region

Firm: Munger Toiles & Olson LLC

Firm Size: 181 Firm Rank: 216

Court Name		Delaware		For fee applications	
Case Name		ENERGY FUTURE HOLDINGS CORP		8/1/2015 through 8/31/2015	
State	Case Number	Graduated	Admitted	Rate	Fees
CA	1777	1977	1977	\$1,065	\$38,559.50
CA	1980	1980	1980	\$1,065	\$196,013.25
CA	1991	1991	1991	\$960	\$28,032.00
CA	1999	1999	1999	\$875	\$46,550.00
CA	1984	1984	1984	\$830	\$76,775.00
CA	1986	1986	1986	\$830	\$78,435.00
CA	2002	2002	2002	\$750	\$116,025.00
CA	2004	2004	2004	\$680	\$78,288.00
CA	2010	2010	2010	\$635	\$117,348.00
CA	2010	2010	2010	\$615	\$37,945.50
CA	2012	2012	2012	\$510	\$45,594.00
CA	2013	2013	2013	\$510	\$34,833.00
CA	2012	2012	2012	\$510	\$35,904.00
CA	2014	2014	2014	\$395	\$4,503.00
Total:				1245.55	\$934,885.25

Name Title

John W. Spiegel Partner
 Thomas B. Walper Partner
 Stephen D. Rose Partner
 Todd J. Rosen Partner
 Jay M. Fujitani Partner
 Kevin S. Allred Partner
 Seth Goldman Partner
 Bradley R. Schneider Of Counsel
 Emily A. Bussigell Associate
 Sam Greenberg Associate
 Alex D. Teropka Associate
 Andrea M. Weirtraub Associate
 Sara N. Taylor Associate
 Peter E. Boos Associate

Firm: O'Melveny & Myers LLP

Firm Size: 1193 Firm Rank: 16

Court Name		Delaware		For fee applications	
Case Name		Colt Holding Company		8/1/2015 through 9/30/2015	
State	Case Number	Graduated	Admitted	Rate	Fees
CA	15-11296 (LSS)	1999	1999	\$930	\$6,231.00
CA	2004	2004	2004	\$755	\$8,456.00
CA	2007	2007	2007	\$745	\$3,725.00
CA	2015	2015	2015	\$460	\$2,254.00
CA	2014	2014	2014	\$415	\$498.00
CA	2008	2008	2008	\$390	\$71,604.00
Total:				212.60	\$92,768.00

Name Title

John-Paul Motley Partner
 Sarah Hoffman Counsel
 Jeeho Lee Counsel
 Joanneh Caneda Associate
 Christopher Martin Associate
 Joseph Zujkowski Counsel

California Region

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

Debra I. Grassgreen
William Ramseyer

Title
Partner
Of Counsel

Court Name: Delaware
Case Name: DDMG Estate
Case Number: 12-12568(BLS)

State	Graduated	Admitted	Rate
CA	1991	1994	\$925
CA	1980	1980	\$650

Total:

For fee applications
8/1/2015 through 8/31/2015

Hours	Fees
1.30	\$1,202.50
1.10	\$715.00
<u>2.40</u>	<u>\$1,917.50</u>

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

William L. Ramseyer

Title
Of Counsel

Court Name: Delaware
Case Name: ICL Holdings Company, INC
Case Number: 12-13319

State	Graduated	Admitted	Rate
CA	1980	1980	\$650

Total:

For fee applications
6/1/2015 through 8/31/2015

Hours	Fees
7.60	\$4,940.00
<u>7.60</u>	<u>\$4,940.00</u>

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

Andrew W. Caine
William L. Ramseyer
William Ramseyer

Title
Partner
Of Counsel
Of Counsel

Court Name: Delaware
Case Name: NE OPCO Int
Case Number: 1:13-BK-11483

State	Graduated	Admitted	Rate
CA	1983	1983	\$925
CA	1980	1980	\$650
CA	1980	1980	\$650

Total:

For fee applications
8/1/2015 through 9/30/2015

Hours	Fees
0.20	\$185.00
1.30	\$845.00
2.10	\$1,365.00
<u>3.60</u>	<u>\$2,395.00</u>

Firm: Pachulski Stang Ziehl Young Jones & Wei

Firm Size: 55 Firm Rank: 0

Name

Andrew W. Caine
Jeffrey Pomerantz
Shirley S. Cho

Title
Of Counsel
Partner
Of Counsel

Court Name: Delaware
Case Name: SEAL123, INC., et al.
Case Number: 15-10081 (CSS)

State	Graduated	Admitted	Rate
CA	1983	1983	\$925
CA	1989	1989	\$895
CA	1997	1997	\$750

Total:

For fee applications
7/1/2015 through 11/30/2015

Hours	Fees
0.40	\$370.00
0.90	\$805.50
13.10	\$9,825.00
<u>14.40</u>	<u>\$11,000.50</u>

California Region

Firm: **Pachulski Stang Ziehl Young Jones & Weil**

Firm Size: 55 Firm Rank: 0

For fee applications:
9/1/2014 through 9/30/2015

Court Name: Delaware
Case Name: S3 Body Armor, Inc.
Case Number: 10-11255-(PJW)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Alan J. Kornfeld	Partner	CA	1987	1987	\$925	8.90	\$8,232.50
Andrew Caine	Of Counsel	CA	1983	1983	\$895	0.20	\$179.00
David J. Barton	Partner	CA	1981	1981	\$850	0.30	\$255.00
David M. Bertenthal	Partner	CA	1989	1993	\$850	10.00	\$8,500.00
Maxim B. Litvak	Partner	CA	2001	2001	\$775	1.70	\$1,317.50
Joshua M. Fried	Partner	CA	2006	2006	\$725	2.80	\$2,030.00
Jonathan Kim	Of Counsel	CA	1995	1995	\$665	0.80	\$532.00
Elissa Wagner	Of Counsel	CA	2000	2001	\$625	46.60	\$29,125.00
William Ramseyer	Of Counsel	CA	1980	1980	\$625	2.40	\$1,500.00
Total:						73.70	\$51,671.00

Firm: **Paul Hastings LLP**

Firm Size: 882 Firm Rank: 30

For fee applications:
8/1/2015 through 9/30/2015

Court Name: Delaware
Case Name: MobyCorp, Inc.
Case Number: 15-11357 (CSS)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Leslie A. Plaskon	Partner	CA	1988	1988	\$1,150	111.10	\$127,765.00
Peter Burke	Partner	CA	1996	1996	\$975	3.90	\$3,802.50
Daniel C. Tola	Associate	CA	2013	2013	\$550	20.50	\$11,275.00
Kevin Kraft	Associate	CA	2014	2014	\$495	4.80	\$2,376.00
Total:						140.30	\$145,218.50

Firm: **Paul Hastings LLP**

Firm Size: 881 Firm Rank: 30

For fee applications:
7/1/2015 through 11/30/2015

Court Name: Delaware
Case Name: SEAL123, INC., et al.
Case Number: 15-10081 (CSS)

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Nancy L. Abell	Partner	CA	1979	1979	\$995	0.30	\$895.50
Stephen D. Cooke	Partner	CA	1985	1985	\$973	0.30	\$292.13
Total:						1.20	\$1,187.63

California Region

Firm: Quinn Emanuel Urquhart & Sullivan, LLP

Firm Size: 647 Firm Rank: 58

Court Name: Delaware

Case Name: RS Legacy Corporation
Case Number: 15-10197 (BLS)

For fee applications
6/1/2015 through 10/7/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Benjamin Finestone	Partner	CA	2004	2005	\$840	11.20	\$9,408.00
Katherine Scherling	Associate	CA	2008	2010	\$735	211.50	\$155,452.50
Randa Osman	Partner	CA	1990	1990	\$695	47.20	\$32,804.00
Total:						<u>269.90</u>	<u>\$197,664.50</u>

Firm: Robins-Kaplan LLP

Firm Size: 250 Firm Rank: 0

Court Name: Delaware

Case Name: Corinthian Colleges Inc
Case Number: 15-10952 (KIC)

For fee applications
5/4/2015 through 9/21/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Roman M. Silberfeld	Partner	CA	1995	1995	\$810	5.70	\$4,617.00
Howard Weg	Partner	CA	2014	2014	\$795	60.30	\$47,938.50
David B. Shemano	Partner	CA	2014	2014	\$675	17.00	\$11,475.00
Scott F. Gautier	Partner	CA	2014	2014	\$675	452.00	\$305,100.00
James P. Menton, Jr.	Partner	CA	2014	2014	\$650	17.40	\$11,310.00
Cynthia C. Hernandez	Associate	CA	2009	2009	\$470	397.90	\$187,013.00
Lorie A. Ball	Associate	CA	2014	2014	\$450	568.10	\$255,645.00
Amy Churan	Partner	CA	2001	2001	\$420	18.10	\$7,602.00
Total:						<u>1536.50</u>	<u>\$830,700.50</u>

Firm: TONY'S LLP

Firm Size: 236 Firm Rank: 0

Court Name: Delaware

Case Name: Nortel Networks Inc.
Case Number: 09-10138

For fee applications
8/1/2015 through 8/31/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Shelia Block	Partner	CA	1974	1974	\$1,090	9.10	\$9,919.00
Adam Slavens	Associate	CA	2007	2007	\$775	163.00	\$126,325.00
Total:						<u>172.10</u>	<u>\$136,244.00</u>

California Region

Firm Cooley LLP		Court Name Virginia Eastern		For fee applications	
Firm Size: 613 Firm Rank: 63		Case Name Health Diagnostic Laboratory, Inc.		6/7/2015 through 8/31/2015	
Name		Case Number 15-32919-KRH			
	Title	State	Graduated	Admitted	Rate
Aarti G. Reddy	Associate	CA	2010	2010	\$655
Amanda B. Pacheco	Associate	CA	2013	2013	\$470
				Hours	Fees
				11.20	\$7,336.00
				3.30	\$1,551.00
				Total: 14.50	\$8,887.00

West Region

Firm Faegre Baker Daniels LLP

Firm Size: 750 Firm Rank: 0

Name

Michael K. Bolton
Brandon K. Oliver

Court Name Colorado
Case Name ROBERT D. MORDINI, JR.,
Case Number 11-15491-ABC

Title	State	Graduated	Admitted	Rate	Hours	Fees
Partner	CO	2001	2001	\$540	0.50	\$270.00
Associate	CO	2010	2010	\$295	3.50	\$1,082.50
Total:					4.00	\$1,302.50

For fee applications
9/1/2013 through 11/18/2015

Firm Greenberg Traurig LLP

Firm Size: 1699 Firm Rank: 9

Name

Matthew L. Hinker

Court Name Delaware
Case Name ATLS Acquisition LLC
Case Number 13-10262 (PMW)

Title	State	Graduated	Admitted	Rate	Hours	Fees
Associate	CO	2010	2010	\$635	2.30	\$1,460.50
Total:					2.30	\$1,460.50

For fee applications
8/1/2015 through 8/31/2015

Firm O'Melveny & Myers LLP

Firm Size: 1193 Firm Rank: 16

Name

Robert Alashek
Peter Friedman

Court Name Delaware
Case Name Colt Holding Company
Case Number 15-11296 (LS5)

Title	State	Graduated	Admitted	Rate	Hours	Fees
Partner	CO	1977	1977	\$1,075	1.50	\$1,612.50
Partner	CO	1998	1998	\$935	107.00	\$100,045.00
Total:					108.50	\$101,657.50

For fee applications
8/1/2015 through 9/30/2015

Firm Jenner & Block LLP

Firm Size: 433 Firm Rank: 98

Name

Jarrell A. Cook

Court Name Alabama Northern
Case Name Walter Energy Inc
Case Number 15-02741-TOM11

Title	State	Graduated	Admitted	Rate	Hours	Fees
Associate	WA	2014	2014	\$460	10.00	\$4,600.00
Total:					10.00	\$4,600.00

For fee applications
7/15/2015 through 10/31/2015

West Region

Firm Akin Gump Strauss Hauer & Feld LLP

Firm Size: 790 Firm Rank 40

Court Name Delaware
Case Name Chicksilver Resources Inc
Case Number 15-10589(LSS)

For fee applications
7/1/2015 through 10/31/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Matthew W. Kinskey	Associate	WA	2014	2014	\$430	115.10	\$49,493.00
					Total:	115.10	\$49,493.00

Firm Bracewell & Giuliani LLP

Firm Size: 422 Firm Rank 105

Court Name Delaware
Case Name Optim Energy, LLC, et al,
Case Number 14-10262 (BLS)

For fee applications
2/12/2014 through 10/15/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Nancy Jo Nelson	Partner	WA	1984	1984	\$975	28.60	\$27,885.00
Jacqueline Java	Counsel	WA	2000	2000	\$670	0.90	\$603.00
Jacqueline Java	Counsel	WA	2000	2000	\$650	54.50	\$35,432.50
Sandra Snyder	Associate	WA	2006	2006	\$529	106.80	\$56,583.71
Sandra Snyder	Associate	WA	2006	2006	\$520	2.30	\$1,196.00
Blake Urban	Associate	WA	2009	2009	\$481	5.10	\$2,453.50
Serena Rwejuna	Associate	WA	2013	2013	\$363	37.00	\$13,449.87
					Total:	235.20	\$137,505.71

Firm Foley & Lardner LLP

Firm Size: 874 Firm Rank 31

Court Name Delaware
Case Name Universal Cooperatives Inc
Case Number 14-11187 (MFW)

For fee applications
8/1/2015 through 8/31/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Jack G. Haake	Associate	WA	2011	2011	\$315	12.40	\$3,906.00
					Total:	12.40	\$3,906.00

Firm Jones Day

Firm Size: 2407 Firm Rank 3

Court Name Delaware
Case Name MolyCorp, Inc
Case Number 15-11357 (CSS)

For fee applications
8/1/2015 through 9/30/2015

Name	Title	State	Graduated	Admitted	Rate	Hours	Fees
Kent L. Killelea	Of Counsel	WA	1984	1984	\$750	5.30	\$3,975.00
					Total:	5.30	\$3,975.00

California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Partner	Kenneth Klee	Klee, Tuchin, Bogdanoff & Stern, LLP	1975	1974	CA	\$1,300	0.2	\$260.00
Partner	Mike Behrus	Kirkland & Ellis LLP	1999	1998	CA	\$1,220	3.1	\$3,782.00
Partner	Leslie A. Plackon	Paul Hastings LLP	1988	1988	CA	\$1,150	111.1	\$127,765.00
Partner	Sheila Block	Torres LLP	1974	1974	CA	\$1,090	9.1	\$9,919.00
Partner	David Stern	Klee, Tuchin, Bogdanoff & Stern, LLP	1975	1975	CA	\$1,080	189.5	\$204,660.00
Partner	Lee Bogdanoff	Klee, Tuchin, Bogdanoff & Stern, LLP	1985	1985	CA	\$1,080	7.3	\$7,884.00
Partner	Michael Tuchin	Klee, Tuchin, Bogdanoff & Stern, LLP	1990	1990	CA	\$1,080	174.2	\$188,136.00
Partner	John W. Spiegel	Munger Tolles & Olson LLC	1977	1977	CA	\$1,065	36.3	\$38,659.50
Partner	Thomas B. Walper	Munger Tolles & Olson LLC	1980	1980	CA	\$1,065	184.05	\$196,013.25
Partner	Mark E. McKane	Kirkland & Ellis LLP	1997	1997	CA	\$1,025	198.5	\$203,462.50
Partner	Nancy L. Abell	Paul Hastings LLP	1979	1979	CA	\$995	0.9	\$895.50
Partner	Peter Burke	Paul Hastings LLP	1996	1996	CA	\$975	3.9	\$3,802.50
Partner	Stephen D. Cooke	Paul Hastings LLP	1985	1985	CA	\$973	0.3	\$292.13
Partner	Stephen D. Rose	Munger Tolles & Olson LLC	1991	1991	CA	\$960	20.2	\$28,032.00
Partner	John-Paul Motley	O'Melveny & Myers LLP	1999	1999	CA	\$930	6.7	\$6,231.00
Of Counsel	Alan J. Kornfeld	Pachulski Stang Ziehl Young Jones & Weintraub	1987	1987	CA	\$925	8.9	\$8,232.50
Of Counsel	Andrew W. Cairne	Pachulski Stang Ziehl Young Jones & Weintraub	1983	1983	CA	\$925	0.6	\$555.00
Partner	Debra I. Grassgreen	Pachulski Stang Ziehl Young Jones & Weintraub	1994	1994	CA	\$925	1.3	\$1,202.50
Partner	Andrew Caine	Pachulski Stang Ziehl Young Jones & Weintraub	1983	1983	CA	\$895	0.2	\$179.00
Partner	Jeffrey Pomerantz	Pachulski Stang Ziehl Young Jones & Weintraub	1989	1989	CA	\$895	0.9	\$805.50
Partner	Ronald Rus	Brown Rudnick LLP	1975	1975	CA	\$880	1.5	\$1,320.00
Partner	Todd J. Rosen	Munger Tolles & Olson LLC	1999	1999	CA	\$875	53.2	\$46,550.00
Partner	Christopher Keegan	Kirkland & Ellis LLP	2002	2002	CA	\$855	75.5	\$64,552.50
Partner	David Elder	Klee, Tuchin, Bogdanoff & Stern, LLP	1998	1997	CA	\$850	12.7	\$10,785.00
Partner	David J. Barton	Pachulski Stang Ziehl Young Jones & Weintraub	1981	1981	CA	\$850	0.3	\$255.00
Partner	David M. Bertenthal	Pachulski Stang Ziehl Young Jones & Weintraub	1993	1989	CA	\$850	10	\$8,500.00
Partner	Benjamin Finestone	Pachulski Stang Ziehl Young Jones & Weintraub	2005	2004	CA	\$840	11.2	\$9,408.00
Partner	Jay M. Fujitani	Quinn Emanuel Urquhart & Sullivan, LLP	1984	1984	CA	\$830	92.5	\$76,775.00
Partner	Kevin S. Allred	Munger Tolles & Olson LLC	1986	1986	CA	\$830	94.5	\$78,435.00
Associate	Michael Esser	Munger Tolles & Olson LLC	2009	2009	CA	\$825	213.4	\$176,055.00
Partner	Ronan M. Silberfeld	Kirkland & Ellis LLP	1995	1995	CA	\$810	5.7	\$4,617.00
Partner	Seth A. Rafkin	Robins Kaplan LLP	1998	1998	CA	\$810	0.5	\$405.00
Partner	Howard Weig	Klee, Tuchin, Bogdanoff & Stern, LLP	2014	2014	CA	\$795	60.3	\$47,938.50
Partner	Robert J. Pfister	Bracewell & Giuliani LLP	2001	2001	CA	\$795	0.2	\$159.00
Associate	Joe R. Hull	Torres LLP	1969	1969	CA	\$790	0.6	\$474.00
Associate	Adam Stevens	Pachulski Stang Ziehl Young Jones & Weintraub	2007	2007	CA	\$775	163	\$126,325.00
Partner	Maxine B. Litvak	Cooley LLP	2001	2001	CA	\$775	1.7	\$1,317.50
Associate	Janet D. Gertz	O'Melveny & Myers LLP	2004	2004	CA	\$755	14.6	\$11,023.00
Counsel	Sarah Hoffman	Munger Tolles & Olson LLC	2004	2004	CA	\$755	11.2	\$8,456.00
Partner	Seth Goldman	Pachulski Stang Ziehl Young Jones & Weintraub	2002	2002	CA	\$750	154.7	\$116,025.00
Of Counsel	Shirley S. Cho		1997	1997	CA	\$750	13.1	\$9,825.00

California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Counsel	Jeeho Lee	O'Melveny & Myers LLP	2007	2007	CA	\$745	5	\$3,725.00
Associate	Katherine Scharling	Quinn Emanuel Urquhart & Sullivan, LLP	2010	2008	CA	\$735	211.5	\$155,452.50
Partner	Lauren E. Curry	Brown Rudnick LLP	2010	2010	CA	\$730	78.9	\$57,597.00
Partner	Joshua M. Fried	Pachulski Stang Ziehl Young Jones & Weintraub	2006	2006	CA	\$725	2.8	\$2,030.00
Associate	Alexander Davis	Kirkland & Ellis LLP	2012	2012	CA	\$719	192.6	\$136,746.00
Associate	Justin Sowa	Kirkland & Ellis LLP	2013	2013	CA	\$710	199.7	\$141,787.00
Partner	David M. Gress	Klee, Tuchin, Bogdanoff & Stern, LLP	2005	2005	CA	\$695	67.3	\$46,773.50
Partner	Randa Osman	Quinn Emanuel Urquhart & Sullivan, LLP	1990	1990	CA	\$695	47.2	\$32,804.00
Of Counsel	Bradley R. Schneider	Munger Tolles & Olson LLC	2004	2004	CA	\$680	115.1	\$78,768.00
Partner	David B. Shernanc	Robins Kaplan LLP	2014	2014	CA	\$675	17	\$11,475.00
Partner	Marla Sountas Argiropoulos	Klee, Tuchin, Bogdanoff & Stern, LLP	2006	2006	CA	\$675	26.9	\$18,157.50
Partner	Scott F. Gauthier	Robins Kaplan LLP	2014	2014	CA	\$675	452	\$305,100.00
Of Counsel	Jonathan Kim	Pachulski Stang Ziehl Young Jones & Weintraub	1995	1995	CA	\$665	0.8	\$532.00
Associate	Aarti G. Reddy	Cooley LLP	2010	2010	CA	\$655	11.2	\$7,336.00
Counsel	Colleen M. Kendig	Klee, Tuchin, Bogdanoff & Stern, LLP	2008	2008	CA	\$650	111.2	\$72,280.00
Partner	James P. Menton, Jr.	Robins Kaplan LLP	2014	2014	CA	\$650	17.4	\$11,310.00
Of Counsel	William L. Ramseyer	Pachulski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$650	8.9	\$5,785.00
Of Counsel	William Ramseyer	Pachulski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$650	3.2	\$2,080.00
Associate	Austin Klar	Kirkland & Ellis LLP	2012	2012	CA	\$635	35	\$22,225.00
Associate	Clara Lim	Morrison & Foerster LLP	2010	2010	CA	\$635	39.8	\$25,273.00
Associate	Emily A. Bussigal	Munger Tolles & Olson LLC	2013	2013	CA	\$635	184.8	\$117,348.00
Associate	Sarah Stock	Kirkland & Ellis LLP	2013	2013	CA	\$635	121.6	\$77,216.00
Of Counsel	Elissa Wagner	Pachulski Stang Ziehl Young Jones & Weintraub	2001	2000	CA	\$625	46.6	\$29,125.00
Partner	Justin D. Yi	Klee, Tuchin, Bogdanoff & Stern, LLP	2009	2009	CA	\$625	0.8	\$500.00
Associate	Matthew Bouslog	Gibson Dunn & Crutcher, LLP	2011	2011	CA	\$625	5.1	\$3,187.50
Of Counsel	William Ramseyer	Pachulski Stang Ziehl Young Jones & Weintraub	1980	1980	CA	\$625	2.4	\$1,500.00
Associate	Sam Greenberg	Munger Tolles & Olson LLC	2010	2010	CA	\$615	61.7	\$37,945.50
Associate	Shannon L. Sorrells	Cooley LLP	2011	2011	CA	\$595	2.8	\$1,666.00
Associate	Anna Terteryan	Kirkland & Ellis LLP	2014	2014	CA	\$555	241.8	\$134,199.00
Associate	James Bardio	Kirkland & Ellis LLP	2014	2014	CA	\$555	108.5	\$60,273.00
Associate	Kevin Chang	Kirkland & Ellis LLP	2014	2014	CA	\$555	170.8	\$94,794.00
Associate	Daniel C. Tola	Paul Hastings LLP	2013	2013	CA	\$550	20.5	\$11,275.00
Partner	Eric S. Perold	Snell & Wilmer	2004	2004	CA	\$520	0.1	\$52.00
Associate	Alex D. Teropka	Munger Tolles & Olson LLC	2012	2012	CA	\$510	89.4	\$45,594.00
Associate	Andrea M. Weintraub	Munger Tolles & Olson LLC	2013	2013	CA	\$510	68.3	\$34,833.00
Associate	Sara N. Taylor	Munger Tolles & Olson LLC	2012	2012	CA	\$510	70.4	\$35,904.00
Associate	Chika Arakawa	Morrison & Foerster LLP	2013	2013	CA	\$495	8.3	\$4,108.50
Associate	Kevin Kraft	Paul Hastings LLP	2014	2014	CA	\$495	4.8	\$2,376.00
Associate	Jonathan M. Wiles	Klee, Tuchin, Bogdanoff & Stern, LLP	2012	2012	CA	\$475	559.7	\$265,857.50
Associate	Amarda B. Pacheco	Cooley LLP	2013	2013	CA	\$470	3.3	\$1,551.00
Associate	Cynthia C. Hernandez	Robins Kaplan LLP	2009	2009	CA	\$470	397.9	\$187,013.00

California Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Associate	Joannah Caneda	O'Melveny & Myers LLP	2015	2015	CA	\$450	4.9	\$2,254.00
Associate	Lorile A. Ball	Robins Kaplan LLP	2014	2014	CA	\$450	568.1	\$255,645.00
Associate	Kathryn T. Zwickler	Klee, Tuchin, Bogdanoff & Stern, LLP	1986	1986	CA	\$440	21.9	\$9,635.00
Partner	Amy Churein	Robins Kaplan LLP	2001	2001	CA	\$420	18.1	\$7,602.00
Associate	Christopher Martini	O'Melveny & Myers LLP	2014	2014	CA	\$415	1.2	\$498.00
Associate	Peter E. Boos	Munger Tolles & Olson LLC	2014	2014	CA	\$395	11.4	\$4,503.00
Associate	Sasha M. Gurvitz	Klee, Tuchin, Bogdanoff & Stern, LLP	2014	2014	CA	\$395	40.8	\$16,115.00
Counsel	Joseph Zujkowski	O'Melveny & Myers LLP	2008	2008	CA	\$390	183.6	\$71,604.00


West Region

Title	Professional	Firm	Graduated	Admitted	State	Rate	Hours	Total
Partner	Robert Blashek	O'Melveny & Myers LLP	1977	1977	CO	\$1,075	1.5	\$1,612.50
Partner	Peter Friedman	O'Melveny & Myers LLP	1998	1998	CO	\$935	107	\$100,045.00
Associate	Matthew L. Hinker	Greenberg Traurig LLP	2010	2010	CO	\$635	2.3	\$1,460.50
Partner	Michael K. Bolton	Faegre Baker Daniels LLP	2001	2001	CO	\$540	0.5	\$270.00
Associate	Brandon K. Oliver	Faegre Baker Daniels LLP	2010	2010	CO	\$295	3.5	\$1,032.50
Partner	Nancy Jo Nelson	Bracewell & Giuliani LLP	1984	1984	WA	\$975	28.6	\$27,885.00
Of Counsel	Kent L. Killalea	Jones Day	1984	1984	WA	\$750	5.3	\$3,975.00
Counsel	Jacqueline Java	Bracewell & Giuliani LLP	2000	2000	WA	\$670	0.9	\$603.00
Counsel	Jacqueline Java	Bracewell & Giuliani LLP	2000	2000	WA	\$650	54.5	\$35,432.63
Associate	Sandra Snyder	Bracewell & Giuliani LLP	2006	2006	WA	\$529	106.8	\$56,583.71
Associate	Blake Urban	Bracewell & Giuliani LLP	2006	2006	WA	\$520	2.3	\$1,196.00
Associate	Jarrell A. Cook	Bracewell & Giuliani LLP	2009	2009	WA	\$481	5.1	\$2,455.50
Associate	Matthew W. Kinskey	Jenner & Block LLP	2014	2014	WA	\$460	10	\$4,600.00
Associate	Serena Rvejuna	Akin Guthp Strauss Hauer & Feld LLP	2014	2014	WA	\$430	115.1	\$49,493.00
Associate	Jack G. Haake	Bracewell & Giuliani LLP	2013	2013	WA	\$363	37	\$13,449.87
Associate		Foley & Lardner LLP	2011	2011	WA	\$315	12.4	\$3,906.00

EXHIBIT 5

THE NATIONAL LAW JOURNAL

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Billing Rates Rise, Discounts Abound

A 10 percent increase is offset by price cuts.

Ketelyn 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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2014 Adams and Reese	New Orleans, LA	318	\$700.00	\$305.00	\$420.00	\$915.00	\$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
2014 Alkerman	Miami, FL	523	\$880.00	\$380.00	\$595.00	\$465.00	\$205.00	\$305.00				National Law Journal, December 2014	350 report 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
2014 Alvin Gump Strauss Hauer & Feld	Washington, DC	609	\$1220.00	\$615.00	\$785.00	\$960.00	\$365.00	\$525.00				National Law Journal, December 2014	350 report 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
2014 Allan Markins Leck Gamble Mallory & Neale	Los Angeles, CA	181	\$680.00	\$525.00	\$615.00							National Law Journal, December 2014	350 report 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
2014 Alston & Bird	Atlanta, GA	789	\$875.00	\$485.00	\$675.00	\$575.00	\$280.00	\$425.00				National Law Journal, December 2014	350 report 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
2014 Andrews Kurth	Houston, TX	337	\$1090.00	\$745.00	\$880.00	\$1090.00	\$285.00	\$670.00				National Law Journal, December 2014	350 report 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
2014 Archer & Greiner	Haddonfield, NJ	194	\$460.00	\$330.00	\$400.00	\$295.00	\$280.00	\$245.00				National Law Journal, December 2014	350 report 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
2014 Arent Fox	Washington, DC	330	\$850.00	\$500.00	\$650.00	\$595.00	\$275.00	\$395.00				National Law Journal, December 2014	350 report 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
2014 Arnall Golden Gregory	Atlanta, GA	140	\$520.00	\$430.00	\$490.00							National Law Journal, December 2014	350 report 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

2014 Arnold & Porter	Washington, DC	720	\$650.00	\$670.00	\$815.00	\$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	\$695.00	\$650.00	\$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	788	\$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	4057	\$1130.00	\$230.00	\$755.00	\$925.00	\$100.00	\$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 Barker, Donelson, Beaman, Caldwell & Berkowitz	Memphis, TN	598	\$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	\$650.00	\$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	\$580.00	\$330.00	\$480.00	\$370.00	\$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, Capan & Avenoff	Cleveland, OH	150	\$635.00	\$260.00	\$465.00	\$475.00	\$165.00	\$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 & Krueger	Riverside, CA	176	\$655.00	\$340.00	\$455.00	\$385.00	\$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	\$1060.00	\$220.00	\$795.00	\$605.00	\$165.00	\$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	\$540.00	\$445.00	\$540.00	\$595.00	\$175.00	\$350.00	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, Schoenick & King	Syracuse, NY	198	\$520.00	\$240.00	\$355.00	\$310.00	\$160.00	\$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	\$180.00	\$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	\$700.00	\$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	\$605.00	\$325.00	\$430.00	\$340.00	\$200.00	\$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 Broad and Cassel	Orlando, FL	150	\$465.00	\$235.00	\$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	\$550.00	\$666.00				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	\$345.00	\$265.00	\$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 Bryan Cave	St. Louis, MO	985	\$900.00	\$410.00	\$620.00	\$565.00	\$220.00	\$405.00	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 Nimmer	Los Angeles, CA	139	\$695.00	\$475.00	\$600.00	\$375.00	\$350.00	\$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 Burr & Forman	Birmingham, AL	261	\$525.00	\$300.00	\$371.00	\$275.00, \$200.00	\$241.00	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			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	\$900.00	\$950.00	\$750.00, \$395.00	\$905.00	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	\$940.00	\$455.00	\$600.00			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, Schatz, Meisel, Forman & Leonard	Hackensack, NJ	116	\$730.00	\$590.00	\$653.00	\$340.00, \$275.00	\$302.00	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	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	\$990.00	\$950.00	\$820.00	\$640.00, \$335.00	\$515.00	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	760	\$890.00	\$605.00	\$780.00	\$595.00, \$320.00	\$415.00	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	495	\$1135.00	\$275.00	\$570.00	\$840.00, \$160.00	\$355.00	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 Gurtis, Mallett-Prevost, Goff & Mosie	New York, NY	323	\$850.00	\$730.00	\$600.00	\$785.00, \$345.00	\$480.00	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, 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 Davis Polk & Wardwell	New York, NY	810	\$985.00	\$860.00	\$975.00	\$975.00	\$130.00	\$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 Debevoise & Plimpton	New York, NY	586	\$1075.00	\$555.00	\$1055.00	\$750.00	\$120.00	\$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 Dechert	New York, NY	845	\$1085.00	\$670.00	\$900.00	\$735.00	\$395.00	\$530.00	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 Dentons	New York, NY	2303	\$1050.00	\$345.00	\$700.00	\$685.00	\$210.00	\$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 Dickinson Shapiro	Washington, DC	264	\$1250.00	\$590.00	\$750.00	\$595.00	\$310.00	\$475.00	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 Dinsmore & Shoh	Cincinnati, OH	415	\$850.00	\$250.00	\$411.00	\$365.00	\$180.00	\$238.00	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 DLA Piper	New York, NY	3962	\$1025.00	\$450.00	\$785.00	\$750.00	\$250.00	\$610.00	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 Dorsey & Whitney	Minneapolis, MN	501	\$585.00	\$340.00	\$435.00	\$510.00	\$215.00	\$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 Duane Morris	Philadelphia, PA	613	\$950.00	\$415.00	\$599.00	\$585.00	\$280.00	\$373.00	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 Edwards Wildman Palmer	Boston, MA	540	\$765.00	\$210.00	\$535.00	\$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	Ninneapolis, MN	673	\$580.00	\$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	\$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 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, NY & 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	\$900.00	\$220.00	\$340.00	\$315.00	\$150.00	\$234.00	\$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 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	\$380.00	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 Mansukhani	San Diego, CA	478	\$475.00	\$375.00	\$420.00	\$325.00	\$265.00	\$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 Greenberg Traurig	New York, NY	1690	\$355.00	\$355.00	\$763.00	\$570.00	\$325.00	\$470.00	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 Harris Beach	Rochester, NY	198	\$400.00	\$298.00	\$348.00	\$295.00	\$175.00	\$230.00	\$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 Harter Secrest & Emery	Rochester, NY	132	\$465.00	\$300.00	\$365.00	\$290.00	\$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 Haynes and Boone	Dallas, TX	493	\$1020.00	\$450.00	\$670.00	\$580.00	\$310.00	\$405.00	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 Hogan Lovells	Washington, DC	2313	\$1000.00	\$705.00	\$835.00				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 Holland & Hart	Denver, CO	423	\$725.00	\$305.00	\$442.00	\$425.00	\$175.00	\$277.00	\$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 Holland & Knight	Washington, DC	956	\$1005.00	\$355.00	\$625.00	\$595.00	\$210.00	\$340.00	\$910.00 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 Honigman Miller Schwartz and Cohn	Detroit, MI	231	\$660.00	\$280.00	\$380.00	\$225.00	\$205.00	\$220.00	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 Hughes Hubbard & Reed	New York, NY	351	\$985.00	\$725.00	\$690.00	\$675.00	\$365.00	\$555.00	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 Hirsch Blackwell	St Louis, MO	339	\$785.00	\$250.00	\$449.00	\$440.00	\$190.00	\$275.00	\$418.00	\$240.00	\$825.00	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
2014 Ice Miller	Indianapolis, IN	291	\$530.00	\$335.00	\$450.00	\$305.00	\$245.00	\$270.00				National Law Journal, December 2014	350 report 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
2014 Irell & Manella	Los Angeles, CA	168	\$975.00	\$800.00	\$850.00	\$750.00	\$395.00	\$535.00				National Law Journal, December 2014	350 report 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
2014 Jackson Kelly	Charleston, WV	179	\$535.00	\$270.00	\$345.00	\$315.00	\$200.00	\$243.00				National Law Journal, December 2014	350 report 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
2014 Jackson Lewis	Los Angeles, CA	724	\$440.00	\$310.00	\$380.00	\$315.00	\$275.00	\$290.00				National Law Journal, December 2014	350 report 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
2014 Jackson Walker	Dallas, TX	333	\$875.00	\$575.00	\$622.00	\$385.00	\$255.00	\$335.00				National Law Journal, December 2014	350 report 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
2014 Jenner, Mangels, Butler & Mitchell	Los Angeles, CA	125	\$975.00	\$560.00	\$690.00							National Law Journal, December 2014	350 report 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
2014 Jenner & Block	Chicago, IL	434	\$925.00	\$585.00	\$745.00	\$650.00	\$380.00	\$465.00				National Law Journal, December 2014	350 report 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
2014 Jones Day	New York, NY	2464	\$975.00	\$445.00	\$745.00	\$775.00	\$205.00	\$435.00				National Law Journal, December 2014	350 report 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
2014 Jones Walker	New Orleans, LA	363	\$425.00	\$275.00	\$385.00	\$240.00	\$200.00	\$225.00				National Law Journal, December 2014	350 report 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

2014 Kasowitz, Benson, Torres & Friedman	New York, NY	372	\$1135.00	\$500.00	\$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	\$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 Kaye Scholer	New York, NY	392	\$1250.00	\$725.00	\$860.00	\$735.00	\$370.00	\$567.00	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	283	\$915.00	\$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	591	\$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	290	\$810.00	\$450.00	\$575.00	\$455.00	\$305.00	\$380.00	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 Nattalis & Frankel	New York, NY	313	\$1100.00	\$745.00	\$921.00	\$915.00	\$615.00	\$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	\$675.00	\$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

2014 Latham & Watkins	New York, NY	2060	\$1,110.00	\$595.00	\$990.00	\$725.00	\$465.00	\$605.00	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	229	\$595.00	\$380.00	\$505.00	\$525.00	\$205.00	\$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	179	\$600.00	\$460.00	\$520.00	\$470.00	\$275.00	\$355.00	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	\$615.00	\$395.00	\$550.00	\$420.00	\$245.00	\$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 Lowenstein Sandler	Roseland, NJ	261	\$590.00	\$500.00	\$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	\$540.00	\$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	\$525.00	\$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	\$635.00	\$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	Monistown, NJ	274	\$560.00	\$225.00	\$445.00	\$335.00	\$200.00	\$285.00	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 McGuireWoods	Richmond, VA	991	\$725.00	\$450.00	\$595.00	\$525.00	\$285.00	\$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 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 Mitchell, 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	226	\$740.00	\$340.00	\$478.00	\$425.00	\$230.00	\$230.00	\$695.00 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	\$450.00	\$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	1363	\$765.00	\$430.00	\$520.00	\$565.00	\$270.00	\$330.00	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	\$575.00	\$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	\$395.00	\$895.00	\$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	\$385.00	\$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	594	\$650.00	\$255.00	\$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

2014 Norris McLaughlin & Marcus	Bridgewater, NJ	128	\$500.00	\$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	\$600.00	\$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	666	\$650.00	\$250.00	\$360.00	\$365.00	\$200.00	\$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 O'Melveny & Myers	Los Angeles, CA	721	\$950.00	\$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	654	\$1095.00	\$715.00	\$945.00	\$375.00	\$710.00	\$550.00	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	\$900.00	\$750.00	\$915.00	\$755.00	\$355.00	\$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, Rifkin, 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

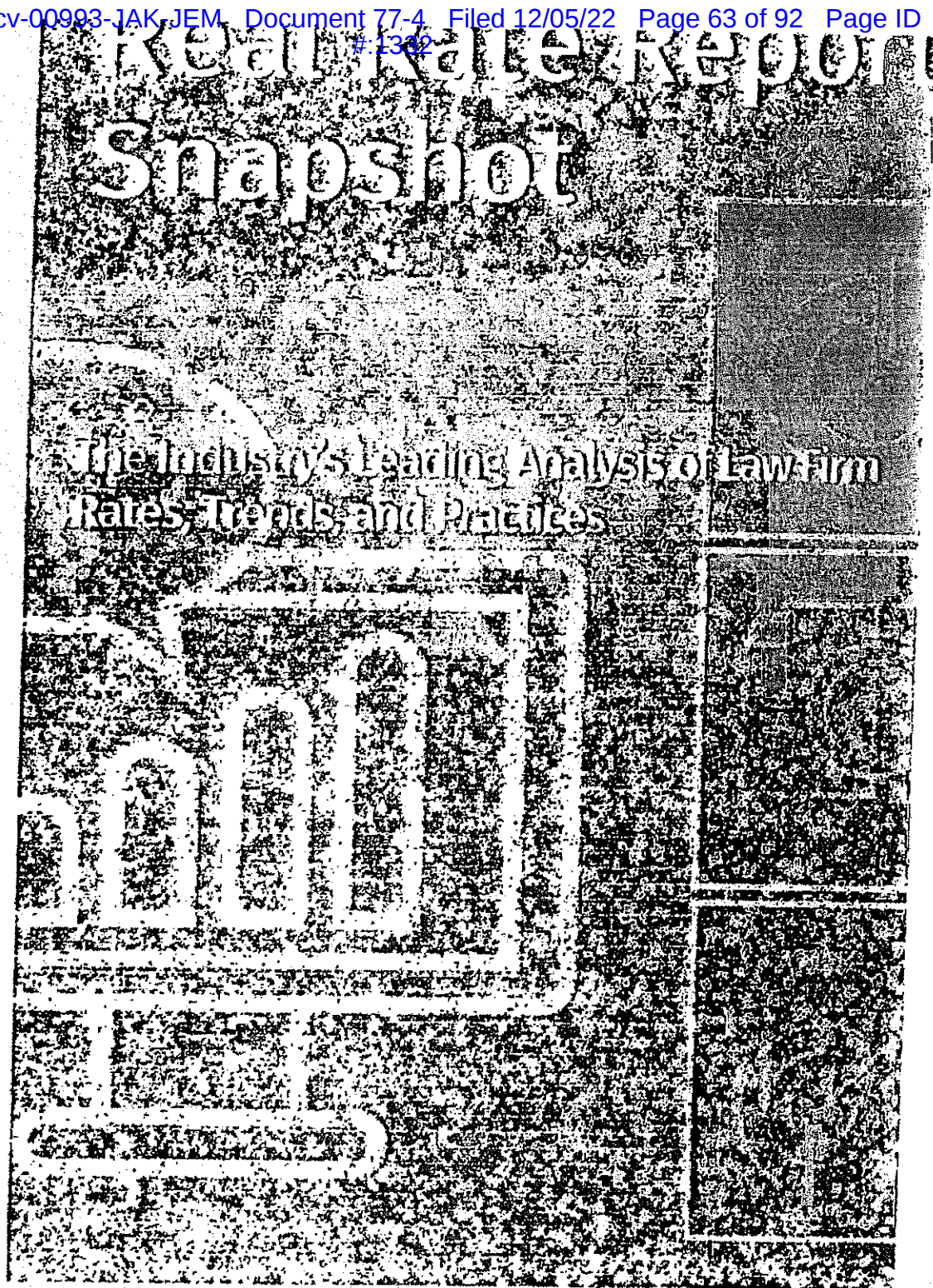
2014 Pepper Hamilton	Philadelphia, PA	510	\$950.00	\$455.00	\$645.00	\$525.00	\$280.00	\$399.00	National Law Journal, December 2014 Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report
2014 Perkins Cole	Seattle, WA	881	\$1000.00	\$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	581	\$1070.00	\$615.00	\$865.00	\$690.00	\$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	1565	\$650.00	\$505.00	\$737.00	\$550.00	\$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	\$805.00	\$600.00	\$576.00	\$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 Donaghy Scherer Hyland & Perretti	Newark, NJ	148	\$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 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	\$675.00	\$345.00	\$490.00	\$500.00	\$230.00	\$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 Saul Ewing	Philadelphia, PA	240	\$875.00	\$375.00	\$546.00	\$590.00	\$225.00	\$344.00	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 Schiff Hardin	Chicago, IL	317				\$415.00	\$250.00	\$533.00	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 Sedgwick	San Francisco, CA	342	\$615.00	\$305.00	\$426.00	\$475.00	\$250.00	\$326.00	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 Seward & Kissel	New York, NY	143	\$850.00	\$625.00	\$735.00	\$600.00	\$280.00	\$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 Seyfarth Shaw	Chicago, IL	779	\$650.00	\$375.00	\$610.00	\$505.00	\$225.00	\$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 Sheppard Mullin Richter & Hampton	Los Angeles, CA	549	\$975.00	\$450.00	\$565.00	\$535.00	\$275.00	\$415.00	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 Shumaker Loop & Kendrick	Toledo, OH	224	\$595.00	\$305.00	\$413.00	\$330.00	\$160.00	\$266.00	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 Shutts & Bowen	Miami, FL	230	\$660.00	\$250.00	\$430.00	\$345.00	\$195.00	\$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 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 Spillman Thomas & Biddle	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								\$218.00	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 Sterne, Kessler, Goldstein & Fox	Washington, DC	122	\$795.00	\$450.00	\$577.00	\$470.00	\$255.00	\$346.00	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	\$925.00			\$483.57	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 Steel Rives	Portland, OR	385	\$800.00	\$300.00	\$492.00	\$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 Strauburger & Price	Dallas, TX	217	\$680.00	\$250.00	\$435.00	\$385.00	\$210.00	\$475.00	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 Stroock & Stroock & Lavan	New York, NY	285	\$1125.00	\$875.00	\$950.00	\$840.00	\$350.00	\$878.00	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 Telford Stettinius & Hollister	Cincinnati, OH	257	\$536.00	\$285.00	\$415.00	\$475.00	\$200.00	\$285.00	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	\$330.00	\$440.00	\$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	557	\$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	\$380.00				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	433	\$465.00	\$230.00	\$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	\$660.00	\$575.00	\$235.00	\$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	\$500.00	\$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	\$525.00	\$620.00	\$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

EXHIBIT 6





WHAT THE BEST COMPANIES DO



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2015 REAL RATE REPORT SNAPSHOT

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A Letter to Our Readers

Welcome to the 2015 Real Rate Report® Snapshot, our latest update to The Real Rate Report®, the industry's h
driven benchmark report for lawyer rates and matter costs.

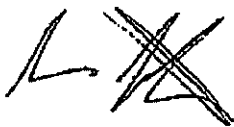
The past year was characterized by challenging economic growth, corporate legal departments with diminished
to allocate precious company dollars to costly, long-term litigation and avoidable legal matters, and an i
competitive legal services marketplace where corporate clients rewarded law firm productivity. In this er
where there are more choices available—to corporate counsel and law firms alike—to perform high-quality
differently than ever before, both buyers and sellers of legal services must ground their decisions in relevant, i
information.

In an ongoing effort to provide this transparency, CEB and ELM Solutions once again analyzed more than \$9
legal spending data from corporations' and law firms' e-billing and time management solutions, as well as oth
sources. The result is this year's Real Rate Report Snapshot: a refresh of the robust data appendices published
Real Rate Report that includes an additional year of rate data.

As in the 2014 Real Rate Report, we have included lawyer and paralegal rate data filtered by specific practic
practice areas, metropolitan areas, and types of matters to give legal departments and law firms greater ability
areas of opportunity. Our hope remains that the information and analysis provided in this Snapshot will not c
legal departments about hourly rates and total costs but also empower them to make better and more confiden
that create substantial cost savings and greater satisfaction with the law firms they use.

We strive to make The Real Rate Report and Real Rate Report Snapshot valuable and actionable reference too
departments and law firms. As always, we welcome your comments and suggestions on what information would
publication more valuable to you. We thank you and look forward to continuing the conversation on how legal de
and law firms can collaborate with better clarity and trust.

Warm regards,



Aaron Kotok
Practice Leader
CEB



Glenn Paredes
EVP and General Manager
ELM Solutions

How to Use This Snapshot

The Real Rate Report and this 2015 Real Rate Report Snapshot examine law firm rates over time and identify rates by location, experience, firm size, areas of expertise, industry, and timekeeper role (i.e., partner, associate, and paralegal). All analyses included in the study are derived from the actual rates charged by law firm professionals as recorded on invoices submitted and approved for payment.

Examining real, approved rate information—along with the ranges of those rates and their changes over time—highlights the roles these variables play in driving aggregate legal cost and income. The analyses can energize questions for both corporate clients and law firm principals. Clients might ask whether they are paying the right amount for different types of legal services, while law firm principals might ask whether they are charging the right amount for legal services and whether they could generate additional income if they modified their approach.

Affirmatively or intuitively, company purchasers of law firm services usually evaluate law firm rates based on five classic value propositions:¹

- Quality (whether good, poor, or acceptable results are routinely achieved)
- Cost (the price, or rate, paid to achieve results)
- Service (the level of responsiveness and compliance with required processes)
- Speed (how quickly matters or tasks are resolved)
- Innovation (the application of novel solutions to issues or matters)

These value propositions are more or less important, varying practice areas, and this study clearly demonstrates their relative values. Delivering fast and excellent, complicated financial matters is appropriately valued more highly (with resulting higher rates) than is excellent results in routine workers' compensation matters. The information in this 2015 update—as analyses included in the full-length 2014 Real Rate Report can help law firms consider whether they are properly pricing their services and further inform the profitability of business models. This 2015 Real Rate Report Snapshot can help companies align their future paid rates with the value propositions that generate the greatest value by practice area.

¹ Dave Ulrich, Jack Zenger, and Norm Smallwood, *Results-Based Leadership*, Boston: Harvard Business Press, 1999.

A Note on Comparability of Data

The data used for this 2015 Real Rate Report Snapshot include more than \$9.8 billion in fees billed for legal services in the United States during the three-year period from 2012 to 2014. The data comprise fees paid by 95 companies to more than 4,500 law firms and more than 151,000 timekeepers. Table 1 provides a summary description of the US dataset.

In addition, we used a smaller subset of data to provide several analyses on non-United States legal fees. These data include approximately \$812 million in fees, more than 26,000 timekeepers, and 25 countries being represented in the final report.

The information is not based on surveys, sampling, or reviews of other published information, but on anonymized data showing the actual hours and fees law firm personnel billed. Companies participating in this 2015 Real Rate Report Snapshot analysis provided written consent for the use of their data. The data used to create this snapshot exclude identifying information of

participant companies and of the matters, timekeepers, firms billing on those companies' invoices. (For more on the data methodology, see the Appendix.)

This dataset is large enough to provide valuable and represents a statistically useful portion of the \$1.1 annual US legal services business.² Am Law 100 had 2014 revenues of roughly \$92.7 billion.³ This dataset had 106,882 partners and associates—spread across major US metropolitan areas.

Again, this sample is large enough to have useful power, but it certainly does not come close to covering all lawyers in the United States who work for corporate clients. The United States Bureau of Labor Statistics estimates that there are more than 603,000 lawyers practicing in the United States, with more than 100,000 in the New York City area alone and another 100,000 in the Washington, DC, area.⁴

² Bureau of Economic Analysis, "Gross Output by Industry," 2013.

³ Aric Press, "2015 Global 100: Top-Grossing Law Firms in the World," *The American Lawyer*, 28 September 2015, <http://www.americanlawyer.com/id=120247180960>.

⁴ Bureau of Labor Statistics, "Occupational Employment and Wages, May 2014," May 2014, <http://www.bls.gov/oes/current/oes23011.htm>.

Partners and Associates
By City (Continued)

City	Role	n	First Quartile	Median	Third Quartile	2014 Mean	2013 Mean	2012 Mean
Kansas City, MO	Partner	234	\$300.56	\$375.16	\$454.00	\$386.16	\$377.81	\$367.10
	Associate	194	\$221.00	\$250.00	\$288.73	\$264.30	\$247.12	\$242.05
Knoxville, TN	Partner	32	\$195.00	\$230.00	\$280.00	\$250.40	\$231.47	\$250.25
	Associate	24	\$175.00	\$195.00	\$200.00	\$185.57	\$183.80	\$181.62
Lansing, MI	Partner	20	\$297.25	\$395.00	\$455.14	\$385.20	\$353.68	\$317.56
	Associate	n/a	n/a	n/a	n/a	n/a	\$198.46	\$191.18
Las Vegas, NV	Partner	112	\$231.67	\$348.50	\$464.62	\$359.19	\$354.18	\$316.87
	Associate	93	\$200.00	\$230.00	\$275.00	\$239.91	\$231.96	\$225.03
Lexington, KY	Partner	49	\$285.21	\$320.00	\$365.00	\$312.80	\$309.86	\$299.64
	Associate	25	\$180.00	\$210.00	\$230.00	\$206.51	\$177.14	\$192.66
Little Rock, AR	Partner	48	\$225.00	\$292.50	\$312.50	\$276.49	\$251.24	\$249.90
	Associate	24	\$170.00	\$180.00	\$190.00	\$185.40	\$169.67	\$167.65
Los Angeles, CA	Partner	1,392	\$375.00	\$585.00	\$823.63	\$608.01	\$589.28	\$594.18
	Associate	1,947	\$286.70	\$425.00	\$574.84	\$438.13	\$417.20	\$414.38
Louisville, KY	Partner	92	\$247.50	\$307.07	\$376.95	\$310.29	\$314.97	\$310.93
	Associate	64	\$172.94	\$180.00	\$199.12	\$187.86	\$189.42	\$189.74
Madison, WI	Partner	40	\$222.50	\$336.50	\$355.00	\$316.00	\$289.51	\$320.62
	Associate	28	\$169.16	\$205.00	\$280.00	\$244.14	\$234.12	\$201.60
Memphis, TN	Partner	82	\$260.00	\$300.75	\$385.77	\$311.01	\$296.67	\$287.91
	Associate	49	\$186.92	\$195.00	\$225.00	\$207.60	\$199.77	\$205.13
Miami, FL	Partner	459	\$293.79	\$395.00	\$505.07	\$409.83	\$399.85	\$400.31
	Associate	367	\$185.00	\$240.00	\$305.00	\$264.31	\$270.83	\$260.21
Milwaukee, WI	Partner	198	\$275.00	\$350.10	\$430.03	\$369.21	\$367.23	\$354.02
	Associate	140	\$200.00	\$250.00	\$280.00	\$246.57	\$236.17	\$238.51
Minneapolis, MN	Partner	422	\$255.00	\$385.00	\$490.00	\$395.16	\$387.60	\$382.57
	Associate	415	\$215.00	\$251.69	\$305.00	\$264.41	\$266.93	\$256.24
Montgomery, AL	Partner	20	\$253.18	\$290.00	\$325.00	\$289.84	\$284.84	\$264.73
	Associate	n/a	n/a	n/a	n/a	n/a	\$162.60	\$159.65
Nashville, TN	Partner	127	\$275.20	\$350.00	\$410.00	\$347.03	\$338.21	\$319.60
	Associate	133	\$175.00	\$200.00	\$234.00	\$206.42	\$205.61	\$204.75
New Haven, CT	Partner	34	\$316.39	\$358.67	\$420.00	\$369.27	\$338.71	\$357.67
	Associate	30	\$231.75	\$250.00	\$274.90	\$288.79	\$290.56	\$253.37
New Orleans, LA	Partner	150	\$204.59	\$275.00	\$325.00	\$280.76	\$280.26	\$274.77
	Associate	128	\$160.00	\$205.46	\$229.82	\$210.98	\$202.07	\$196.34
New York, NY	Partner	3,597	\$511.65	\$764.00	\$977.00	\$745.45	\$725.95	\$723.59
	Associate	5,282	\$335.00	\$470.00	\$630.00	\$486.74	\$473.00	\$465.91
Oklahoma City, OK	Partner	71	\$200.00	\$265.00	\$320.00	\$264.87	\$271.70	\$255.10
	Associate	45	\$150.00	\$175.00	\$190.00	\$175.49	\$186.82	\$174.34

Section I: High-Level Data Cuts

Partners and Associates

By City (Continued)

City	Role	n	First Quartile	Median	Third Quartile	2014 Mean	2013 Mean	2012 Mean
Omaha, NE	Partner	79	\$190.00	\$270.00	\$325.00	\$272.26	\$266.36	\$253.20
	Associate	39	\$165.00	\$185.00	\$225.00	\$196.52	\$180.96	\$169.56
Orlando, FL	Partner	134	\$275.00	\$341.63	\$455.00	\$368.66	\$344.19	\$328.62
	Associate	139	\$193.50	\$240.00	\$280.12	\$250.28	\$243.04	\$227.93
Philadelphia, PA	Partner	1,137	\$370.00	\$515.00	\$657.00	\$515.71	\$495.45	\$485.09
	Associate	1,406	\$236.00	\$300.00	\$385.00	\$315.63	\$313.97	\$301.54
Phoenix, AZ	Partner	222	\$275.00	\$350.00	\$427.50	\$356.83	\$357.96	\$346.16
	Associate	183	\$200.00	\$235.00	\$280.00	\$238.51	\$189.76	\$241.02
Pittsburgh, PA	Partner	238	\$320.00	\$465.00	\$560.00	\$456.26	\$416.13	\$406.71
	Associate	249	\$200.00	\$260.00	\$334.79	\$278.31	\$267.54	\$256.46
Portland, ME	Partner	60	\$190.00	\$295.00	\$358.00	\$287.81	\$294.07	\$263.16
	Associate	25	\$170.00	\$198.00	\$237.08	\$211.41	\$212.51	\$193.94
Portland, OR	Partner	175	\$323.48	\$375.00	\$432.00	\$379.66	\$357.02	\$352.99
	Associate	178	\$214.21	\$250.00	\$298.84	\$255.20	\$246.97	\$239.61
Providence, RI	Partner	35	\$185.00	\$290.00	\$350.00	\$308.04	\$315.78	\$294.58
	Associate	29	\$160.00	\$175.00	\$210.00	\$185.33	\$182.66	\$196.15
Raleigh, NC	Partner	83	\$257.23	\$335.00	\$410.00	\$343.08	\$348.19	\$356.36
	Associate	52	\$170.00	\$225.00	\$294.92	\$245.23	\$229.87	\$229.12
Reno, NV	Partner	22	\$300.00	\$355.00	\$425.00	\$349.99	\$346.98	\$328.48
	Associate	14	\$200.00	\$275.00	\$325.00	\$260.56	\$251.25	\$232.82
Richmond, VA	Partner	191	\$290.00	\$450.00	\$593.76	\$454.38	\$425.38	\$432.76
	Associate	170	\$225.00	\$300.00	\$356.00	\$303.45	\$290.45	\$281.11
Roanoke, VA	Partner	10	\$145.00	\$185.00	\$264.99	\$202.92	\$215.41	\$233.93
	Associate	11	\$100.00	\$135.00	\$166.25	\$137.84	\$127.50	\$164.17
Rochester, NY	Partner	41	\$250.00	\$338.00	\$390.00	\$335.44	\$310.89	\$312.48
	Associate	34	\$190.00	\$221.26	\$250.00	\$222.55	\$215.93	\$205.30
Sacramento, CA	Partner	54	\$265.00	\$332.15	\$445.00	\$377.50	\$397.46	\$403.25
	Associate	63	\$220.00	\$250.00	\$300.00	\$278.80	\$276.33	\$298.49
Salt Lake City, UT	Partner	104	\$230.00	\$305.88	\$372.00	\$312.48	\$319.89	\$306.46
	Associate	66	\$178.50	\$207.50	\$275.00	\$320.48	\$280.36	\$262.30
San Antonio, TX	Partner	34	\$256.50	\$325.00	\$425.00	\$354.52	\$352.52	\$345.09
	Associate	16	\$195.00	\$225.00	\$272.50	\$238.47	\$242.62	\$252.12
San Diego, CA	Partner	190	\$295.00	\$432.60	\$679.00	\$481.80	\$478.52	\$473.68
	Associate	194	\$185.00	\$260.50	\$400.00	\$310.31	\$319.68	\$299.64
San Francisco, CA	Partner	823	\$388.08	\$592.26	\$760.00	\$590.50	\$596.06	\$603.43
	Associate	742	\$259.25	\$367.00	\$495.00	\$387.40	\$395.03	\$394.18
San Jose, CA	Partner	265	\$440.04	\$675.75	\$816.13	\$655.65	\$667.61	\$641.89
	Associate	221	\$285.00	\$375.00	\$514.14	\$411.73	\$429.44	\$415.99

EXHIBIT 7

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

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 indemand 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 everrising 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.

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 \$665 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.

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 U.S. OFFICE*	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	PARTNER HOURLY RATES	ASSOCIATE HOURLY RATES	AVERAGE	HIGH	LOW
Debevoise & Plimpton	New York	615	\$1,055	\$1,075	\$955	\$490	\$760
Paul, Weiss,	New York	803	\$1,040	\$1,120	\$760	\$600	\$250

* 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 [NLJ.com](http://nlj.com).

** Firm did not exist in this form for the entire year.

Rifkind, Wharton & Garrison									
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	
Weil, 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	
Dechert	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	
Morrison & Foerster	San Francisco	1,010	\$865	\$1,195	\$595	\$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	-	-	-	

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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
Cooley	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
Akin Gump Strauss Hauer & 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,	Los	521	\$685	\$875	\$490	\$415	\$535	\$275

Mullin, Richter Angeles
& Hampton

Alston & Bird	Atlanta	805	\$675	\$875	\$495	\$425	\$575	\$280
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THE FOUR-FIGURE CLUB

These 10 firms posted the highest partner billing rates.

THE FOUR-FIGURE CLUB

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

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EXHIBIT 8



The 2013 Real Rate Report® Snapshot

An Analysis of
Law Firm Rates,
Staffing, and Trends



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How to Use This Snapshot

This update to the *Real Rate Report* identifies law firm rates by location, experience, firm size, areas of expertise, industry, and timekeeper role (i.e., partner, associate, and paralegal) and examines law firm staffing of partners, associates, and paralegals for both short- and long-term matters. All the statistics included in the study are derived from the actual rates charged by law firm professionals as recorded on invoices submitted and approved for payment.

Examining real, approved rate information along with the ranges of those rates and their changes over time highlights the role these variables play in driving aggregate legal cost and income. The analyses can energize questions for both corporate clients and law firm principals. Clients might ask whether they are paying the “right” amount for different types of legal services, while law firm principals might ask whether they are charging the “right” amount for legal services and whether they could generate additional income if they modified their approach.

Affirmatively or intuitively, company purchasers of law firm services usually evaluate law firm rates based on five classic value propositions¹:

- Quality (whether good, poor, or acceptable results are routinely achieved)
- Cost (the price, or rate, paid to achieve results)
- Service (the level of responsiveness and compliance with required processes)
- Speed (how quickly matters or tasks are resolved)
- Innovation (the application of novel solutions to issues or matters)

These value propositions are more or less important across varying practice areas, and their relative values are clearly demonstrated in this study. Clients more highly value the delivery of fast and excellent results in complicated financial matters (with resulting higher rates) than excellent results in routine workers’ compensation or real estate matters. The information in this 2013 update—as well as in the analyses included in the full length *2012 Real Rate Report*—can help law firms consider whether they are properly pricing their services and if the alternative business models are profitable. This *2013 Snapshot* and the *2012 Real Rate Report* can also help companies align their past and future paid rates with the value propositions that return the greatest value by practice area.

¹ Ulrich, Dave, Jack Zenger, and Norm Smallwood, *Results-Based Leadership*, Boston: Harvard Business Press, 1999.

Data Used in This Snapshot

A Note on Comparability of Data

The data used for the *Real Rate Report Snapshot* includes over \$9.5 billion in fees billed for legal services in the United States and Canada during the five-year period from 2008 to 2012. The data comprises fees paid by over 80 companies to more than 4,800 law firms and over 126,000 timekeepers. Table 1 provides a summary description of the dataset.

The information is not based on surveys, sampling, or reviews of other published information but on anonymized data showing the actual hours and fees law firm personnel billed.

Companies participating in this *Real Rate Report Snapshot* analysis provided written consent for the use of their data. The report and all datasets used for the analysis do not contain identifying information of those companies, timekeepers, matters, invoices, or law firms. (For more information on the data methodology, see the Appendix.)

This dataset is large enough to provide directionally valuable guidance and represents a statistically useful portion of the \$270 billion annual US legal services business.² Am Law 100 firms alone had 2011 revenues of roughly \$71 billion.³ The dataset covers approximately 135,000 billers—including approximately 106,000 partners and associates—spread across more than 100 US metropolitan areas.

Again, this is a large enough sample to have useful analytical power, but it certainly does not come close to covering all the lawyers in the United States who work for corporate clients. The United States Bureau of Labor Statistics estimates there are more than 581,000⁴ lawyers practicing in the United States—51,800 lawyers in the New York area alone and another 40,300 in the Washington, DC, area.⁵

² Bureau of Economic Analysis, "Gross-Domestic-Product-(GDP)-by-Industry Data," 2011, http://www.bea.gov/industry/gdpbyind_data.htm.

³ "The Haves and the Haves Less," *The American Lawyer*, April 2012, http://www.americanlawyer.com/PubArticleTAL.jsp?id=1202489912232&The_Am_Law_100_2012.

⁴ Bureau of Labor Statistics, "Chart book: Occupational Employment and Wages, May 2010," http://www.bls.gov/oes/2010/may/chartbook_2010.htm.

⁵ Bureau of Labor Statistics, "Charts of the Areas with the Highest Employment Level for Each Occupation, May 2012," http://www.bls.gov/oes/current/occ_area_emp_chart/occ_area_emp_chart.htm.

Table 1: Overview of the US Legal Fees Data Analyzed by CEB and TyMetrix

FEES BILLED	▶ \$9.5 Billion (2008-2012)
US LAW FIRMS	▶ 4,800+
LAW FIRM ASSOCIATES	▶ 56,600+
LAW FIRM PARTNERS	▶ 43,100+
TOTAL INDIVIDUAL BILLERS	▶ 126,000+
NUMBER OF INVOICE LINE ITEMS	▶ 31.1 Million
TOTAL HOURS BILLED	▶ 29.1 Million
NORTH AMERICAN METROPOLITAN AREAS	▶ 142
NUMBER OF COMPANIES	▶ 83
INDUSTRIES REPRESENTED	▶ Materials and Utilities, Consumer Products and Services, Retail, Financial Services, Insurance, Real Estate, Health Care, Manufacturing, Heavy Industry, Technology, Telecommunications, Recreation and Leisure, Sports, Transportation

Real Rate Report Snapshot

Section I: High-Level Data Cuts (Continued)

2012—Real Rates for Partners and Associates by City (Continued)						Trend Analysis		
City	Role	n	First Quartile	Median	Third Quartile	2012 Mean	2011 Mean	2010 Mean
Birmingham, AL	Partner	105	\$235.00	\$285.00	\$342.42	\$289.61	\$287.65	\$276.57
	Associate	70	\$150.02	\$204.79	\$234.41	\$198.53	\$192.67	\$183.06
Boise City, ID	Partner	30	\$215.00	\$244.75	\$345.00	\$270.87	\$243.43	\$232.75
	Associate	9	\$140.00	\$187.50	\$230.00	\$189.75	\$172.66	\$184.69
Boston, MA	Partner	439	\$436.50	\$603.00	\$757.96	\$598.69	\$586.76	\$532.08
	Associate	492	\$288.47	\$373.51	\$475.00	\$388.21	\$369.18	\$340.86
Boulder, CO	Partner	14	\$305.00	\$326.71	\$380.00	\$339.46	\$323.86	\$309.38
	Associate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bridgeport, CT	Partner	33	\$350.00	\$430.00	\$520.00	\$427.84	\$457.99	\$425.05
	Associate	25	\$260.00	\$300.00	\$351.00	\$308.88	\$293.22	\$270.75
Buffalo, NY	Partner	83	\$250.91	\$285.00	\$329.56	\$289.04	\$287.65	\$300.18
	Associate	63	\$173.35	\$190.00	\$215.00	\$197.93	\$191.76	\$187.78
Burlington, VT	Partner	14	\$250.00	\$260.00	\$285.00	\$270.36	\$257.42	\$261.90
	Associate	10	\$180.00	\$185.00	\$190.42	\$186.04	\$209.29	N/A
Calgary, AB	Partner	32	\$480.47	\$596.25	\$672.52	\$578.13	\$518.83	\$519.55
	Associate	45	\$250.85	\$300.00	\$376.15	\$317.43	\$294.43	\$290.70
Charleston, SC	Partner	24	\$288.00	\$300.00	\$351.58	\$307.07	\$306.04	\$285.13
	Associate	15	\$175.00	\$225.00	\$230.00	\$208.33	\$192.41	\$182.46
Charleston, WV	Partner	24	\$200.00	\$250.00	\$300.00	\$245.18	\$237.75	\$244.96
	Associate	18	\$154.41	\$175.00	\$180.00	\$170.12	\$169.44	\$178.32
Charlotte, NC	Partner	117	\$375.00	\$450.00	\$520.00	\$456.36	\$460.06	\$450.46
	Associate	84	\$247.43	\$300.44	\$374.25	\$313.92	\$287.81	\$281.94
Chattanooga, TN	Partner	13	\$194.85	\$200.00	\$265.00	\$218.52	\$225.55	\$251.13
	Associate	8	\$155.12	\$196.70	\$227.75	\$190.51	\$174.58	\$165.81
Chicago, IL	Partner	1,419	\$440.00	\$585.00	\$724.62	\$585.47	\$569.37	\$548.90
	Associate	1,354	\$274.50	\$349.14	\$450.00	\$366.84	\$345.30	\$337.13
Cincinnati, OH	Partner	84	\$317.50	\$362.50	\$405.00	\$362.90	\$357.15	\$343.71
	Associate	59	\$190.00	\$210.00	\$249.76	\$219.85	\$216.74	\$210.58
Cleveland, OH	Partner	318	\$315.00	\$385.00	\$488.48	\$410.52	\$389.64	\$373.33
	Associate	300	\$206.76	\$242.03	\$285.00	\$256.52	\$234.75	\$227.59
Columbia, SC	Partner	36	\$263.15	\$300.05	\$358.63	\$300.30	\$298.11	\$289.19
	Associate	31	\$200.00	\$216.16	\$244.55	\$215.40	\$199.12	\$209.42
Columbus, OH	Partner	100	\$310.98	\$380.98	\$445.00	\$388.85	\$369.82	\$357.63
	Associate	72	\$200.57	\$220.97	\$270.00	\$240.31	\$223.58	\$221.77
Dallas, TX	Partner	304	\$373.48	\$510.00	\$625.00	\$510.32	\$502.29	\$484.91
	Associate	319	\$250.00	\$339.60	\$428.79	\$342.77	\$326.23	\$310.51
Dayton, OH	Partner	13	\$321.75	\$364.86	\$398.48	\$353.20	\$325.00	\$369.40
	Associate	22	\$170.00	\$192.50	\$239.30	\$207.32	\$221.59	\$208.05
Denver, CO	Partner	152	\$324.96	\$378.08	\$445.00	\$390.64	\$381.71	\$384.92
	Associate	147	\$210.00	\$250.00	\$300.00	\$264.59	\$253.71	\$242.44

Section I: High-Level Data Cuts (Continued)

2012—Real Rates for Partners and Associates by City (Continued)						Trend Analysis		
City	Role	n	First Quartile	Median	Third Quartile	2012 Mean	2011 Mean	2010 Mean
Des Moines, IA	Partner	12	\$215.06	\$270.00	\$354.52	\$295.76	\$293.16	\$286.74
	Associate	7	\$170.00	\$195.00	\$217.11	\$201.73	\$238.04	\$217.04
Detroit, MI	Partner	176	\$275.00	\$331.46	\$400.00	\$346.98	\$337.91	\$325.92
	Associate	113	\$190.00	\$240.00	\$290.00	\$274.03	\$262.95	\$237.66
Edmonton, AB	Partner	9	\$275.00	\$310.86	\$350.00	\$298.98	\$307.16	\$291.68
	Associate	8	\$155.00	\$177.00	\$192.60	\$175.58	\$177.41	\$173.94
Grand Rapids, MI	Partner	12	\$352.50	\$407.50	\$447.50	\$401.15	\$389.00	\$379.79
	Associate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Greenville, SC	Partner	35	\$295.00	\$335.83	\$395.00	\$343.77	\$336.46	\$337.35
	Associate	20	\$200.11	\$234.50	\$254.81	\$233.38	\$227.55	\$220.50
Halifax, NS	Partner	9	\$315.00	\$327.58	\$365.30	\$336.62	\$300.80	\$286.52
	Associate	20	\$173.50	\$180.00	\$190.39	\$183.74	\$181.95	\$177.21
Harrisburg, PA	Partner	24	\$270.00	\$300.00	\$349.28	\$311.06	\$275.89	\$288.81
	Associate	21	\$175.00	\$198.78	\$223.56	\$207.05	\$202.65	\$172.73
Hartford, CT	Partner	52	\$299.00	\$379.00	\$462.50	\$397.27	\$421.45	\$383.45
	Associate	52	\$199.18	\$251.37	\$322.50	\$278.06	\$269.90	\$225.79
Honolulu, HI	Partner	23	\$250.00	\$295.00	\$350.00	\$308.65	\$301.94	\$315.47
	Associate	18	\$185.00	\$215.00	\$265.20	\$225.76	\$209.88	\$204.25
Houston, TX	Partner	255	\$388.29	\$560.00	\$690.74	\$549.25	\$552.80	\$552.41
	Associate	293	\$245.00	\$320.00	\$410.00	\$342.41	\$334.23	\$320.17
Indianapolis, IN	Partner	146	\$300.00	\$360.42	\$420.00	\$360.41	\$352.25	\$336.48
	Associate	90	\$185.00	\$225.00	\$260.00	\$220.59	\$220.22	\$216.74
Jackson, MS	Partner	55	\$240.49	\$285.00	\$335.00	\$296.67	\$301.74	\$307.88
	Associate	36	\$173.88	\$175.00	\$193.57	\$189.70	\$200.96	\$195.21
Jacksonville, FL	Partner	32	\$237.50	\$325.00	\$437.50	\$330.10	\$281.46	\$303.97
	Associate	14	\$140.00	\$202.50	\$265.00	\$227.86	\$220.02	\$210.82
Kansas City, MO	Partner	195	\$320.00	\$375.00	\$423.00	\$377.02	\$374.25	\$364.27
	Associate	146	\$216.00	\$235.00	\$264.54	\$248.08	\$239.93	\$231.94
Knoxville, TN	Partner	12	\$190.00	\$197.50	\$256.48	\$227.33	\$233.96	\$225.15
	Associate	12	\$137.50	\$175.00	\$207.50	\$177.19	\$182.77	\$154.47
Lansing, MI	Partner	11	\$275.00	\$390.00	\$422.36	\$372.34	\$395.63	\$386.53
	Associate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Las Vegas, NV	Partner	58	\$230.00	\$327.50	\$402.37	\$334.01	\$331.33	\$325.24
	Associate	45	\$195.00	\$220.00	\$260.00	\$222.96	\$220.90	\$215.46

Section I: High-Level Data Cuts (Continued)

2012—Real Rates for Partners and Associates by City (Continued)						Trend Analysis		
City	Role	n	First Quartile	Median	Third Quartile	2012 Mean	2011 Mean	2010 Mean
Lexington, KY	Partner	29	\$275.00	\$300.00	\$370.50	\$321.30	\$328.05	\$328.58
	Associate	18	\$180.00	\$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	\$168.83	\$164.36	\$182.16
Los Angeles, CA	Partner	972	\$425.00	\$606.50	\$816.89	\$620.34	\$617.16	\$594.43
	Associate	1,239	\$281.59	\$395.00	\$531.63	\$412.53	\$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	\$233.45	\$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	\$173.86	\$220.59	\$247.01
Memphis, TN	Partner	41	\$250.00	\$302.07	\$350.00	\$298.18	\$296.06	\$296.62
	Associate	30	\$177.59	\$205.91	\$240.00	\$203.52	\$197.63	\$198.44
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	\$244.25
Milwaukee, WI	Partner	125	\$295.00	\$370.00	\$475.00	\$388.74	\$393.48	\$405.15
	Associate	80	\$210.42	\$244.83	\$284.87	\$252.54	\$245.54	\$232.80
Minneapolis, MN	Partner	260	\$300.00	\$390.00	\$490.92	\$401.01	\$404.33	\$371.13
	Associate	236	\$215.00	\$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	\$263.80	\$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	\$201.78
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	\$211.86	\$194.17	\$185.80
New York, NY	Partner	2,709	\$556.88	\$795.00	\$965.63	\$755.68	\$737.17	\$715.08
	Associate	4,045	\$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	\$192.75	\$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	\$226.33	\$227.04

EXHIBIT 9

Law Firms Raise Rates, but Ease Blow With Discounts - WSJ.com

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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.



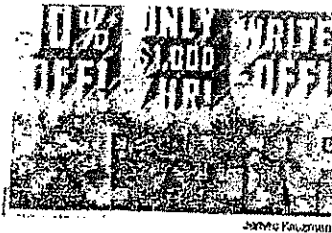
Top partners at leading U.S. law firms are charging more than ever — routinely \$1,150 or more an hour — but after discounts and write-offs the rosebleed rates aren't all they appear to be. Jennifer Smith reports. Photo: Getty Images.

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 Altman 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 Valeo 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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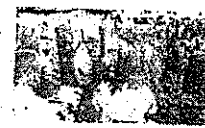
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1 Where Job Growth Is Coming



APRIL 9, 2013

That gilded 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. Milch, general counsel for phone giant Verizon Communications Inc. [VZ +0.28%]. 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 \$679 and \$882 an hour, according to Valeo 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 Valeo.

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 Walters Kluwer. [WKL AE +0.95%] and CEB, a research and advisory-services company. Those numbers are based on legal-spending data from more than 17,000 law firms.

2 Steps to Better Foot Health



3 Opinion: The Power of 218



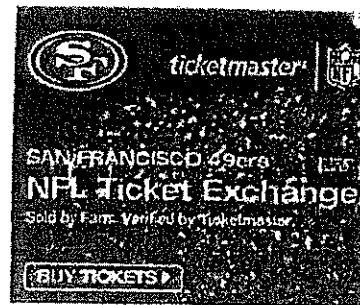
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Law Firms Raise Rates, but Ease Blow With Discounts - WSJ.com

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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 Wachtell, 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.

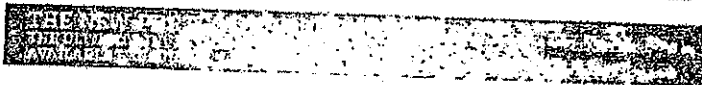
"There will always be some 'bet the company' problem where a client will not quibble about rates," said Mr. Jones, the Georgetown fellow. "Unfortunately, from the law firms' standpoint, that represents a small percentage of the work."

Write to Jennifer Smith at jennifer.smith@wsj.com

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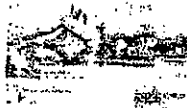
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