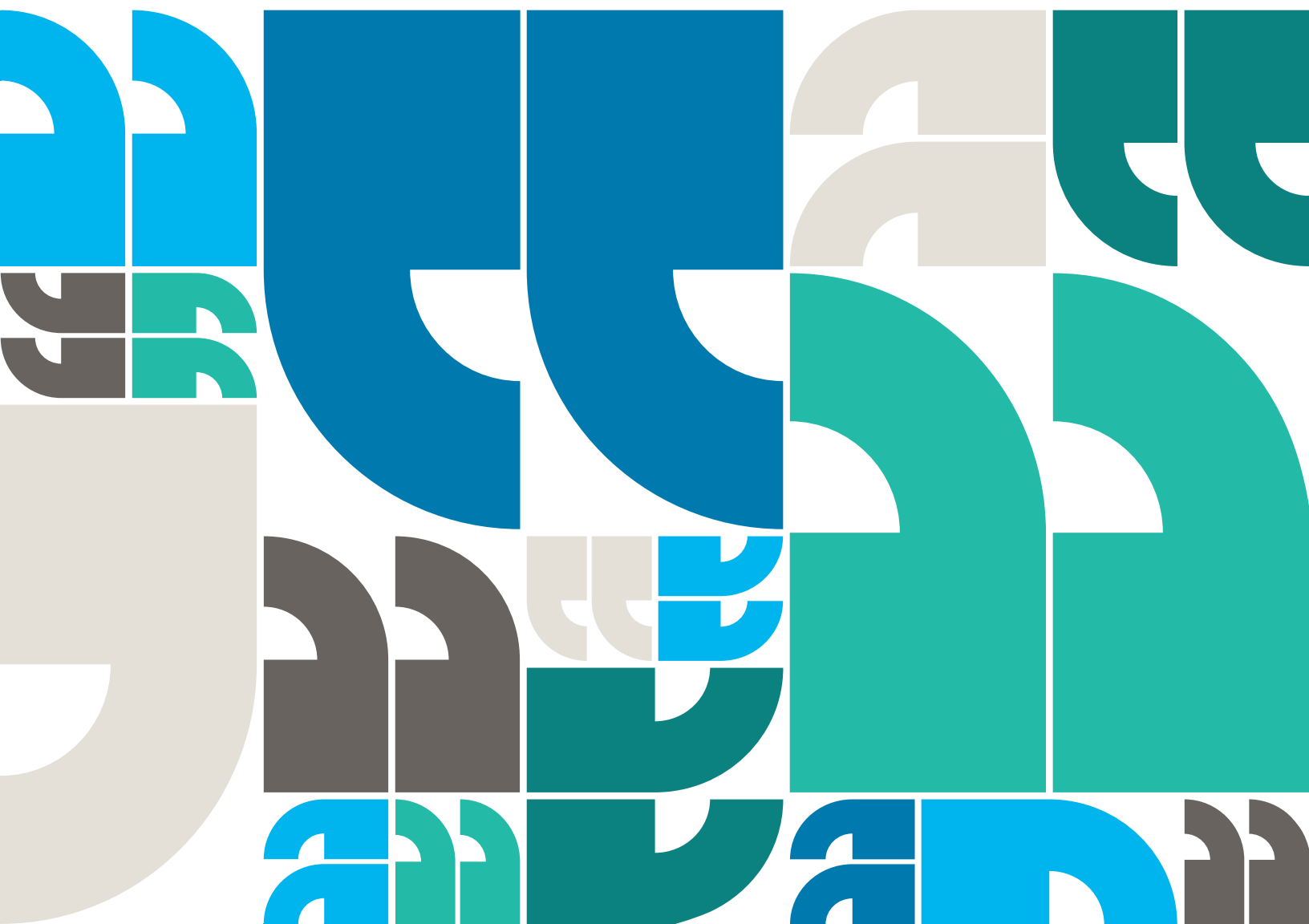

KING & SPALDING

2017 ANNUAL REVIEW

*Productively
Aligned*



To our clients



I speak with as many clients as possible each year. The feedback I get is invaluable as we determine the markets and practices to invest in and the ways to enhance the resources and services we provide to you. Over the course of these conversations, nothing is more gratifying than when a general counsel, CEO or board member comments not only on the quality of the work by our lawyers, but also on how we worked together with their team to get to a successful outcome. Providing the most sophisticated legal and commercial advice to our clients isn't possible unless we truly know your business and are able to work side-by-side with you across the various challenges and opportunities you face. We are deeply grateful that 2017 marked another year of such productive alignment with so many of you.

ROBERT D. HAYS

Chairman

\$1.14B

FEES (GROSS REVENUE)

20

OFFICES GLOBALLY

1,033

LAWYER HEADCOUNT

FEATURED CASE STUDY

Partnering for Success in Specialty Finance

Barclays and King & Spalding have developed a productive partnership based on a mutual strength in specialty finance and securitization, which has positioned Barclays as one of the foremost financial institutions in this complex space. Since 2014, we have collaborated on a wide range of innovative franchise, acquisition, capital markets and securitization transactions, particularly within the restaurant and retail sectors. For these transactions, Barclays has drawn on a broad range of K&S capabilities in such areas as alternative credit, leveraged finance, restructuring, private equity, specialty finance and acquisition finance.



A PARTNERSHIP FORGED BY INNOVATION

In 2015, Barclays worked with K&S to craft acquisition financing for Driven Brands, a major franchiser in the automotive aftermarket, using pioneering hybrid whole-business securitization technology. This novel transaction was named the **2015 North America Structured Finance Issue Transaction of the Year** by *International Financing Review*. Barclays and K&S were also recognized at the *2016 Financial Times* Innovative Lawyers Awards for development of the technology.

Since then, Barclays and K&S have collaborated on multiple franchised restaurant securitization transactions for Taco Bell, Jimmy John's, TGI Fridays, and Focus Brands, among others, and multiple similar transactions in other asset classes.

Beginning in 2017, Barclays once again partnered with K&S on the high-profile

Arby's-Buffalo Wild Wings merger financing, deploying innovative acquisition financing that was both workable and marketable alongside an existing whole-business securitization.

ONGOING COMMITMENT TO BARCLAYS' SUCCESS

Through brainstorming and open discussion, the Barclays and K&S teams continue to jointly seek out new transactional opportunities, generate new ideas, identify candidates in the highly franchised restaurant space and other asset classes, and collaborate on structuring, managing and closing successful securitizations.



Go to kslaw.com/annualreview2017 to learn more about the transaction...



SECURITIZATION

Michael Urschel
New York



CAPITAL MARKETS

Keith Townsend
Atlanta

Zachary Cochran
Atlanta



LEVERAGED FINANCE

Jennifer Daly
New York

Matthew Sandiford
Atlanta

Ellen Snare
New York

“One of the unique capabilities of King & Spalding is the interdisciplinary advice they provide on a holistic basis. Having partners who also think that way is incredibly important.”

BENJAMIN FERNANDEZ, MANAGING DIRECTOR,
BARCLAYS SECURITIZED PRODUCTS ORIGINATION

\$2.2B

Financing raised for
Arby's-Buffalo Wild Wings merger

60 Partners
12 legal specialties
10 offices globally
K&S Franchise and Hospitality Group

Amplifying a Stored-Energy Innovator

With an opportunity to boost its global position, **Energizer Holdings, Inc.**, sought to acquire Spectrum Brands' global battery and portable lighting business, adding the established Rayovac® and VARTA® brands to its portfolio as well as complementary geographies and cost synergies.

COORDINATION WITH K&S

In a combination involving more than 30 international jurisdictions, Energizer worked with antitrust and corporate specialists at K&S to bid for Spectrum's global battery and portable lighting business, ultimately finalizing and announcing an agreement within just four weeks. The expedited carve-out and separation of Spectrum's global battery and portable lighting business from its parent organization required extensive diligence and negotiations, as well as the navigation of numerous business and legal issues, including antitrust clearance of the highly complex merger with the U.S. Federal Trade Commission and more than 25 foreign jurisdictions. Altogether, Energizer coordinated with 13 K&S practice teams and local counsel in more than 25 countries to close the transaction.

COMMERCIAL WINS

In January 2018, Energizer announced a \$2 billion deal to acquire 36 subsidiaries of the Spectrum Brands family, as well as assets from approximately 20 additional Spectrum Brands subsidiaries, upon which Energizer's shares traded up 15%. The combination will expand the company's presence in Europe and Latin America, broaden its product portfolio and manufacturing capabilities, and enhance R&D capacity.

“The jurisdictional and technical complexity of this acquisition, coupled with a very tight timeframe, meant that the Energizer and K&S teams had to be in absolute lockstep globally. It was great to work with such an outstanding group from Energizer.”

CAL SMITH
PARTNER, KING & SPALDING



ANTITRUST

Norman Armstrong
Washington, D.C.

John Carroll
Washington, D.C.

Jeffrey Spigel
Washington, D.C.

Christopher Healy
Washington, D.C.

Carolyn Lachmann
Washington, D.C.



MERGERS AND ACQUISITIONS

Cal Smith
Atlanta

Elliott Tapp
Atlanta

Robert Benson
Atlanta

Sawyer Duncan
Atlanta

Zachary Pepper
Atlanta

Audrey Rogers
Atlanta

Matthew Saur
New York



TAX

Abraham Shashy
Washington, D.C.

John Sweet
New York

Ariana Wallizada
Washington, D.C.



SECURITIES ENFORCEMENT AND REGULATION

Carrie Ratliff
Atlanta

Zachary Davis
Atlanta



EMPLOYEE BENEFITS AND EXECUTIVE COMPENSATION

Samuel Choy
Atlanta

Ellen Sueda
Silicon Valley



LABOR AND EMPLOYMENT

Cheryl Sabnis
San Francisco

Joseph Akrotirianakis
Los Angeles

Jona McCormick
Atlanta



INTELLECTUAL PROPERTY, PATENT, TRADEMARK AND COPYRIGHT LITIGATION

Scott Petty
Atlanta

Richard Groos
Austin

Sheri Hunter
Austin

Kent Jordan
Atlanta



COMMERCIAL LITIGATION

Lawrence Slovensky
Atlanta

Benjamin Watson
Atlanta



SPECIAL MATTERS AND GOVERNMENT INVESTIGATIONS

Jason Jones
Washington, D.C.

Laura Bennett
Washington, D.C.



INTERNATIONAL TRADE

Michael Taylor
Washington, D.C.

Patrick Togni
Washington, D.C.

Elizabeth Owerbach
Washington, D.C.



ENVIRONMENTAL, HEALTH AND SAFETY

Adam Sowatzka
Atlanta

Stephen McCullers
Atlanta



REAL ESTATE

R. Davis Powell
New York

Taryn Reynolds
New York

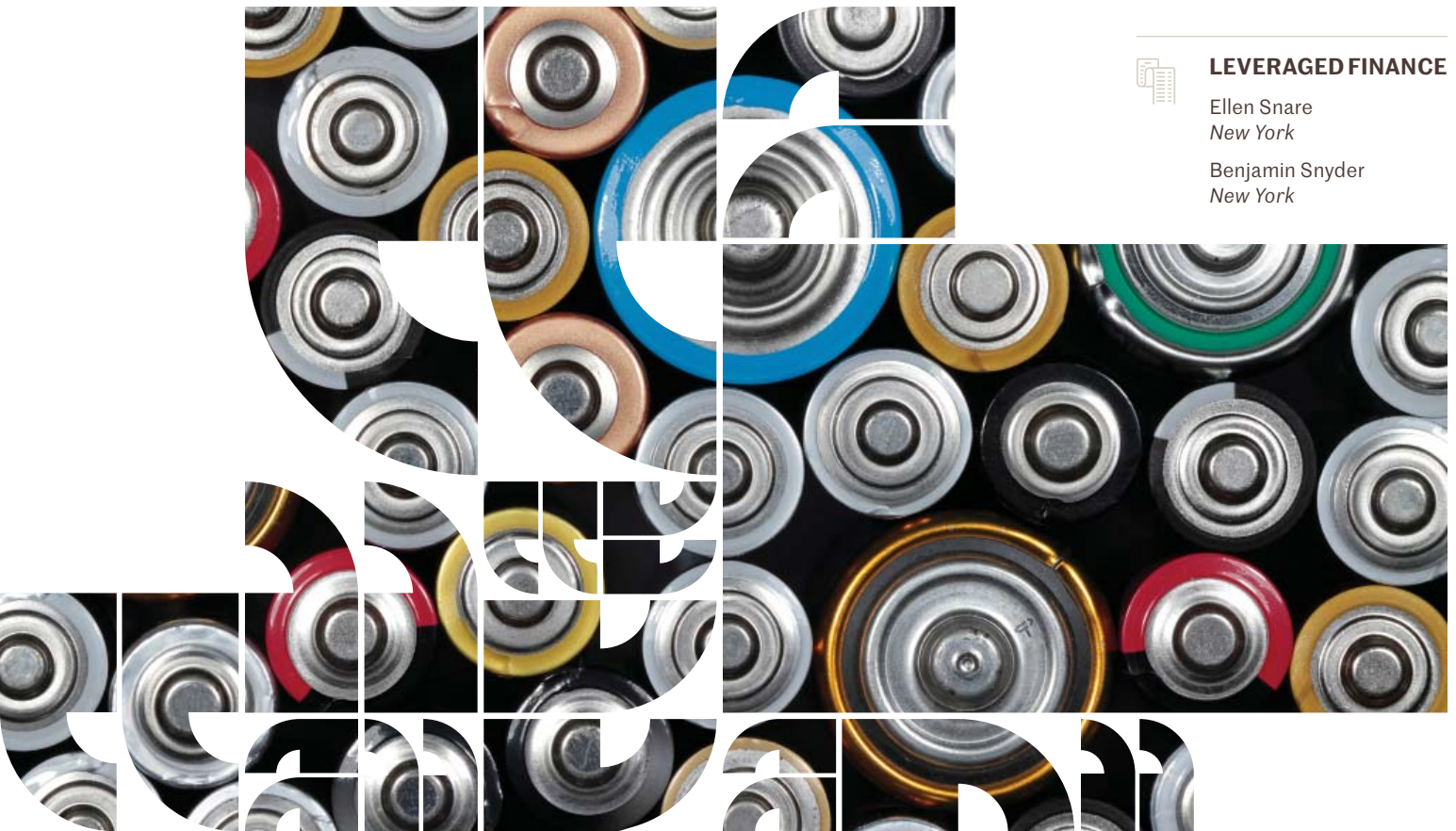
Natalie Whitaker
Atlanta



LEVERAGED FINANCE

Ellen Snare
New York

Benjamin Snyder
New York



An Offshore Leader Gains Nordic Depth

CLIENT INTEREST

To strengthen its leading position in harsh environment, ultra-deepwater drilling, **Transocean Ltd.** moved to acquire Songa Offshore S.E., a publicly held Norway-based contractor with a strong presence in the North Atlantic basin and Statoil's largest drilling service provider.

COORDINATION WITH K&S

Leveraging cross-border M&A, securities and tax expertise, Transocean chose to partner with K&S to negotiate the deal, which secured favorable terms and conditions for the client. Songa agreed not to solicit competing offers as the transaction progressed; its board recommended the combination; and Songa shareholders holding approximately 77% of the shares signed irrevocable pre-acceptance agreements. Songa Chairman, Frederik Mohn, was added to Transocean's board. K&S worked closely with Norwegian, Swiss and Cyprus counsel to deal with complex corporate, securities and antitrust issues. Extensive advice relating to U.S. securities laws was provided by the firm, which included coordination with the SEC.

COMMERCIAL WINS

In a deal valued at \$3.38 billion, in August 2017 Transocean reached an agreement to acquire 100% of issued and outstanding Songa shares through a Voluntary Exchange Offer. The combination is expected to be accretive on an EBITDA, operating cash flow, and net debt/EBITDA basis, with anticipated annual expense synergies of approximately \$40 million.

"K&S was able to successfully navigate complex U.S. securities law issues in the context of a cross-border transaction involving listed companies in different jurisdictions. Their knowledge, professionalism and dedication to the project was appreciated by all parties."

DANIEL RO-TROCK, SENIOR ASSOCIATE
GENERAL COUNSEL, TRANSOCEAN



CORPORATE

Keith Townsend
Atlanta

Martin Hunt
London

Zachary Cochran
Atlanta

Nathan Mihalik
Atlanta



SECURITIES AND CORPORATE

Alana Griffin
Atlanta

Jeffery Malonson
Houston

Carrie Ratliff
Atlanta

Allison Bazinet
Atlanta

Courtney Byrne
New York

Zachary Davis
Atlanta

Lynda Reddy
New York



TAX

John Sweet
New York

Robert Beard
Atlanta

Maximizing Results for Retail Lenders



CLIENT INTEREST

Traditional retail faces significant headwinds due in part to shifting consumer preference and the continued rise in e-commerce. Burdened by these industry-wide challenges, Payless, an iconic American footwear retailer, faced an imminent restructuring in early 2017. An **ad hoc fulcrum lender group**, holding a substantial portion of Payless' nearly \$1.0 billion in funded debt, engaged K&S to explore restructuring alternatives.

COORDINATION WITH K&S

K&S's multi-disciplinary, cross-office team commenced negotiations with Payless regarding the terms of a comprehensive operational and financial reorganization. Among other things, K&S advised the ad hoc lender group regarding new money DIP financing to fund the chapter 11 cases and certain exit financing commitments to ensure a clear path to emergence, the terms of which were governed by a restructuring support agreement structured to maximize the ad hoc lender group's ability to effectively control the process. K&S also took a central role in framing negotiations among Payless's pre-petition sponsors and

the official unsecured creditors' committee regarding a global settlement of potential estate causes of action.

COMMERCIAL WINS

Payless emerged from chapter 11 after only 4 months. During that time, it successfully shed hundreds of underperforming leases, rejected burdensome contracts, secured favorable go-forward trade terms with critical vendors, and settled significant contingent claims against Payless, all with virtually no value destruction. The ad hoc lender group fared well, capturing substantially all of the reorganized equity, as well as \$200 million in secured take-back debt.

The Payless bankruptcy has been recognized in the market as a "playbook" for future retail reorganizations.

"The K&S team consistently remained a step ahead of its counterparts. They developed and implemented creative strategies that generated significant value for our lender group. K&S was commercial and pragmatic, but also not afraid to get tough when warranted."

MEMBER,
AD HOC LENDER GROUP



FINANCIAL RESTRUCTURING

Michael Rupe
New York

Jeffery Pawlitz
New York

Austin Jowers
Atlanta



BANKRUPTCY AND INSOLVENCY LITIGATION

Arthur Steinberg
New York

David Fine
New York



LEVERAGED FINANCE

Ellen Snare
New York



TAX

John Sweet
New York

John Taylor
London



CORPORATE GOVERNANCE

Carrie Ratliff
Atlanta

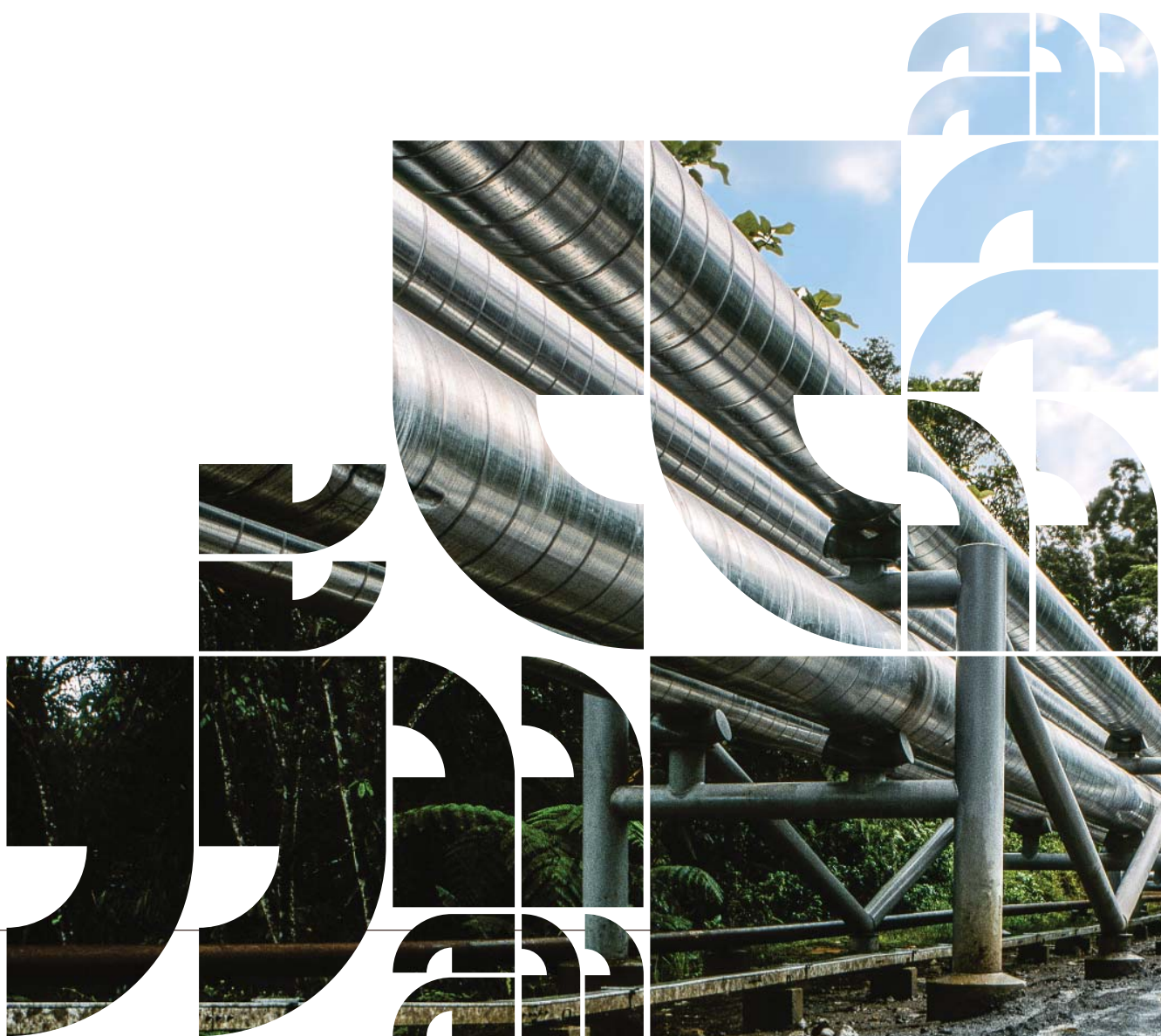


EMPLOYEE BENEFITS AND EXECUTIVE COMPENSATION

Kenneth Raskin
New York

Prevailing in Investment Treaty Arbitration

Burlington Resources Inc., ConocoPhillips' wholly owned subsidiary, aimed to resolve a long-running investment treaty arbitration against the Republic of Ecuador in what Burlington alleged was an unlawful expropriation of significant investments without compensation. The subsidiary also sought to refute Ecuador's retaliatory US\$2.6 billion counterclaim of alleged environmental and infrastructure damage on the part of Burlington and a fellow Consortium member.



COORDINATION WITH K&S

For more than seven years, a K&S team marshaling international disputes, energy and environmental expertise joined with co-counsel and Burlington to lead arbitration under the U.S.-Ecuador Bilateral Investment Treaty before the International Centre for Settlement of Investment Disputes. Leading the counterclaim defense, K&S endeavored to help the Tribunal evaluate extensive environmental data using Ecuador's own laws and best environmental science principles. And in a first-ever ICSID decision of its kind, the Tribunal concluded that the Consortium operations were reasonable and resulted in modest impacts standard for oilfield operations, awarding an extremely small percentage of the environmental and

infrastructure claim. At the same time, the three-member Tribunal held that Ecuador had unlawfully expropriated Burlington's investment, awarding the company \$380 million in damages. Ecuador then sought an annulment of the award, leading to an automatic stay of enforcement.

COMMERCIAL WINS

Demonstrating Ecuador's history of enforcement avoidance, K&S and co-counsel convinced the Annulment Committee to lift the stay. Fearing attachment of its assets, in December 2017, Ecuador agreed to pay \$337 million — a highly favorable outcome given the country's credit risk and the costs of enforcement proceedings.



TOXIC TORT AND ENVIRONMENTAL LITIGATION

Tracie Renfroe
Houston



INTERNATIONAL ARBITRATION AND LITIGATION

Wade Coriell
Singapore, Houston

Craig Miles
Houston

Elizabeth Silbert
Houston, Atlanta

Sara McBrearty
Houston

Anisha Sud
Singapore, Houston

“The extraordinary level of collaboration between the K&S and Burlington Resources teams was critical to reaching this outstanding result in one of the first environmental cases to be decided by ICSID.”

TRACIE RENFROE, PARTNER,
KING & SPALDING



Dialing Down Music Licensing Fees

CLIENT INTEREST

In this challenge to common industry practice not well-suited to **ESPN's** circumstances, ESPN sought an alternative to the traditional blanket, percentage-of-revenue fee structure offered by Broadcast Music, Inc. (BMI) for a license to cover the public performance of songs that ESPN does not secure directly from rights-holders – which comprises mostly music in commercials and the ambient music played in arenas and stadiums that the cable network is not in a position to directly license. ESPN directly pays songwriters and publishers for the lion's share of the music played during its broadcasts.

COORDINATION WITH K&S

After unsuccessful efforts to resolve the issues by negotiations, ESPN initiated a proceeding before the court overseeing the BMI antitrust consent decree, which retains jurisdiction to determine reasonable license fees for users where they cannot achieve a negotiated agreement with BMI. The ESPN case was the first case to challenge BMI's off-the-shelf license structure for audiovisual programming. K&S's Media & IP team developed arguments based on the costs associated

with ESPN's competitive direct-licensing transactions as well as the merits of its fair-use arguments pertaining to performances of ambient music captured in connection with live sports broadcasts. After about a year of pre-trial proceedings, the cable network felt well-positioned to go to trial.

SUCCESSFUL OUTCOME

Ultimately, BMI agreed to a settlement on the eve of trial that established an unprecedented-for-BMI license structure and favorable rates for ESPN from 2010 to 2020.

“This case was a model example of client and law firm partnering together in the development and presentation of a challenging case — and it was rewarding to obtain a result of significant benefit.”

KENNETH STEINTHAL, PARTNER, KING & SPALDING



**INTELLECTUAL
PROPERTY, PATENT,
TRADEMARK
AND COPYRIGHT
LITIGATION**

Kenneth Steintal
San Francisco,
Los Angeles

Joseph Wetzel
San Francisco,
Los Angeles

Ivana Dukanovic
San Francisco

Kristine Hanson
San Francisco

Katherine Merk
San Francisco,
Los Angeles



Securing Rare FDA “No Objection” for Off-Label Promotion

In the face of the opioid public health crisis, Egalet sought the right to communicate with healthcare professionals about the important abuse-deterrent properties of Arymo™ ER, an opioid that FDA approved in January 2017. According to an FDA advisory committee, the necessary clinical study had demonstrated that the drug had physical and chemical characteristics that would deter intranasal and intravenous abuse.



COORDINATION WITH K&S

When information regarding the drug's intranasal abuse-deterrent properties was blocked from inclusion in Arymo's labeling by another product's exclusivity, Egalet and a team of FDA and First Amendment experts from K&S asked FDA to reconsider how exclusivity is assigned to information about abuse deterrence. They also asserted Egalet's First Amendment right to communicate information about Arymo's intranasal abuse-deterrent properties to healthcare professionals, while FDA reconsidered how to assign exclusivity for these types of claims.

COMMERCIAL WINS

In March 2017, the FDA issued a letter to Egalet stating it would "not object" to Egalet's provision of information to healthcare professionals about Arymo's intranasal abuse-deterrent properties. To this firm's knowledge, this "no objection" letter was the first of its kind. The "no objection" letter ensured that Egalet could share critical information to help healthcare professionals make better treatment decisions to combat and prevent opioid abuse.



FDA AND LIFE SCIENCES

Lisa Dwyer
Washington, D.C.

Sheldon Bradshaw
Washington, D.C.

Nikki Reeves
Washington, D.C.



APPELLATE, CONSTITUTIONAL AND ADMINISTRATIVE LAW

Jeffery Bucholtz
Washington, D.C.

"We appreciated K&S' help and expertise on both the FDA and First Amendment issues. The team had strong relationships with FDA, which made all the difference. The win here was a home run for Egalet and for the public health."

BOB RADIE, CEO, EGALET

Syncing Antitrust in Global High-Value Combinations

CLIENT INTEREST

Seeking to bolster its portfolio, **WestRock Company**, a leading global paper packaging solutions provider, looked to resolve potential antitrust issues in several significant transactions in 2017, including its acquisition of Multi Packaging Solutions International Limited (MPS), a leading global provider of print-based specialty packaging with a blue-chip customer base.

COORDINATION WITH K&S

Having navigated antitrust issues on strategic transactions for decades, including multibillion-dollar acquisitions, WestRock and K&S were able to efficiently execute cross-jurisdictional clearance for the MPS combination while helping favorably position WestRock for continued growth. To close this large acquisition of a competitor, K&S partners and associates worked hand-in-glove with foreign counsel in Mexico, Canada and the UK, coordinating our filings and submissions and drafting advocacy

to secure clearances from all jurisdictions without conditions. Key to success was formulating compelling and consistent work product for the U.S. Department of Justice and international antitrust enforcement authorities.

COMMERCIAL WINS

WestRock reached a definitive agreement with MPS in early 2017, effectively broadening its product capabilities; expanding its presence in the growing healthcare and consumer markets, among others; and reaping operational efficiencies. The acquisition was also expected to be immediately accretive to the company's financial results, on both an earnings per share and a cash flow basis, inclusive of purchase accounting adjustments.

“Our experience advising our client WestRock on antitrust issues for decades has allowed us to gain a deep understanding of their business, so we can work collaboratively with them to find creative solutions to their problems and help them achieve their business strategies.”

JEFFREY SPIGEL, PARTNER, KING & SPALDING



ANTITRUST

Jeffrey Spigel
Washington, D.C.

John Carroll
Washington, D.C.

Kathryn Kuhn
Los Angeles

Meaghan Griffith
Washington, D.C.



No Charges = A “Win” in an SEC Enforcement Matter



CLIENT INTEREST

Recently, an **international law firm's** client, a private equity firm, received a subpoena from the United States Securities and Exchange Commission. At the same time, the law firm itself was served with a separate subpoena seeking files and information about its work with the private equity firm. The SEC sued the private equity firm. While the SEC had not sued a law firm since the 1980s and the firm's work included multiple, highly skilled partners in various geographic locations, the agency's high-profile focus on “gatekeepers” brought heightened attention on the law firm.

COORDINATION WITH K&S

To assist in the initial response, the law firm engaged K&S. With a deep understanding of private equity and fund formation as well as the SEC enforcement process, K&S undertook extensive analysis of the facts, the law firm's responsibilities regarding attorney-client privilege and attorney work product, and relevant ethics requirements. As the investigation progressed, the private equity firm pursued a reliance on counsel defense. Meanwhile, under its “gatekeeper” initiative, the SEC

scrutinized the law firm's activities, focusing on the advice of the lead corporate partner, as well as reviewing the work of the lawyers who worked on litigation and other corporate matters.

COMMERCIAL WINS

While the private equity firm's principal ended up settling with the SEC, the SEC Staff closed its investigation regarding the law firm and its lawyers without recommending any action. Following multiple meetings between K&S and SEC staff, which included detailed presentations and discussions about the facts, the law, and the law firm's policies and procedures, the SEC investigation staff from the Division of Enforcement confirmed that they would not recommend enforcement action against the law firm, its partners and employees — a clear “win” in the context of SEC enforcement.

“Law firms and lawyers are more accustomed to helping clients with subpoenas than to responding on their own behalf. Our team brought a level of sensitivity and expertise to the matter that I know our clients appreciated. And we were all very happy when the SEC Staff closed its investigation!”

DIXIE JOHNSON, PARTNER, KING & SPALDING



SECURITIES ENFORCEMENT AND REGULATION/ SPECIAL MATTERS AND GOVERNMENT INVESTIGATIONS

Dixie Johnson
Washington, D.C.

Alec Koch
Washington, D.C.

Laura Bennett
Washington, D.C.

Victoria Bohannon
Washington, D.C.

Nicole Pereira
New York



PROFESSIONAL LIABILITY LITIGATION/TRIAL AND GLOBAL DISPUTES

Pat Brumbaugh
Atlanta

Citizenship

King & Spalding's citizenship program comprises lawyers across the world tackling meaningful, cutting-edge pro bono cases and volunteers making a difference in our communities.

Recognition for our public service in 2017 included awards from the Lawyers' Committee for Civil Rights, American Bar Association, National Legal Aid & Defender Association, Corporate Volunteer Council and United Way.

We litigated a groundbreaking lawsuit on behalf of five victims of alleged child molestation against their alleged abuser, their former karate teacher, under the recently-passed Georgia Hidden Predator Act.

33,700

33,700 pro bono hours contributed by King & Spalding lawyers in 2017

6,800 direct service hours K&S personnel and family members invested throughout 2017

6,800

We secured protected status for immigrant children fleeing violence and abuse, achieved asylum for political refugees, assisted sex trafficking victims with T-visa applications, and assisted immigrant victims of domestic violence.

We supported people with disabilities and chronic diseases in 19 cities around the world, tutored elementary and high school students, and completed our 20th house with Habitat for Humanity.

100+

100+ nonprofit partners worldwide that benefited from the firm's volunteer efforts

Diversity

Diverse viewpoints significantly enhance our ability to provide the highest quality legal services to our clients. We strive to attract and retain a broad pool of diverse and women attorneys by training, developing and promoting our lawyers and nurturing an open and collaborative environment.

100% score on the Corporate Equality Index, a report card on LGBT equality in corporate America

100%

In partnership with the Leadership Council on Legal Diversity, the firm participates in mentoring and professional development programs for first-year law students and high potential attorneys from diverse backgrounds.

In 2017, the firm held its seventh Diverse Lawyer Program, bringing together lawyers to participate in a series of workshops and discussions focused on professional growth, career advancement, and mentoring and recruiting diverse attorneys.

Top 10

Top Ten Family Friendly Firm, as designated by the Yale Law Women organization

As of January 2018, women accounted for 48% of our associates and 22% of the partnership

48%

The firm was named a Top Law Firm for Women in 2017 by *Working Mother* magazine.

2017 Firm Highlights

Firm Highlights

56 leading practices
in jurisdictions around
the world

CHAMBERS GLOBAL 2018

Top 30 law firm for client
service in 2017

BTI CONSULTING

Top 20 U.S. Law
Firm Brands

**ACRITAS 2017 U.S. LAW FIRM
BRAND INDEX**



Corporate, Finance and Investments

- A top financial and corporate law firm in jurisdictions worldwide
- 63 individual lawyer and 23 practice-level rankings

IFLR1000

Ranked Tier 1 for
Corporate Law

U.S. NEWS & WORLD REPORT

Ranked a leading
M&A practice

CHAMBERS USA 2017



Government Matters

Tier 1 ranking for White-Collar Crime/Enforcement/Investigations

BENCHMARK LITIGATION 2017

Four former federal
prosecutors added in 2017

“The Premier Firm” for
White Collar Defense &
Government Investigations

U.S. NEWS & WORLD REPORT



Trial and Global Disputes

- Employment Group of the Year
- International Arbitration Group of the Year
- Product Liability Group of the Year (Fifth Time in a Row)

LAW360 2017

Law Firm of the Year for
International Arbitration –
Governmental

U.S. NEWS & WORLD REPORT 2017

- A Leading U.S. Litigation Firm
- Tier 1 ranking for General Commercial Litigation
- Tier 1 ranking for Product Liability
- Impact Case Award Winner

BENCHMARK LITIGATION 2017



Life Sciences/Healthcare

Law Firm of the Year
for FDA Law

**U.S. NEWS & WORLD
REPORT 2017**

- Life Sciences Group of
the Year
 - Health Group of the Year
- LAW360 2017**

Healthcare and Life Sciences Deal of the Year –
Jounce-Celgene strategic collaboration

THE NEW ENGLAND VENTURE CAPITAL ASSOCIATION 2017



Financial Services

Ranked Tier 1

- Banking and Finance Law
- Bankruptcy
and Insolvency
- Securities Capital
Markets Law

U.S. NEWS & WORLD REPORT

Best Law Firm

**ISLAMIC FINANCE NEWS LAW
AWARDS**

Best Advisory Firm for
Fund Structuring

MENA FUND MANAGER



Energy

Gold Award for Best U.S. Law Firm – Project Finance,
Infrastructure & Energy

**INTERNATIONAL LEGAL ALLIANCE (ILA)
SUMMIT & AWARDS 2017**

New Partners

We continued to add expertise in 2017 that is aligned with client needs, adding 46 partners in 11 offices, including our new office in Chicago, which expanded our international platform into the Midwest, with a focus on government investigations, commercial litigation, and work across the financial services and life sciences sectors.



Joseph Akrotirianakis
Los Angeles

Trial and Global
Disputes

*Commercial Litigation;
Corporate and Securities
Litigation*



Roxanne Almaraz
Houston

Corporate, Finance
and Investments

*Energy and Infrastructure
Projects; Mergers and
Acquisitions; Private
Equity*



Rambod Behboodi
Geneva

Government Matters
International Trade



Charles Cantine
New York

Trial and Global
Disputes

*Intellectual Property,
Patent, Trademark and
Copyright Litigation*



John Carroll
Washington, D.C.

Government Matters
Antitrust



Zachary Cochran
Atlanta

Corporate, Finance
and Investments

*Capital Markets;
Corporate Governance;
Leveraged Finance*



Patrick Collins
Chicago

Government Matters
*Special Matters
and Government
Investigations*



Aaron Craig
Los Angeles

Trial and Global
Disputes

*Commercial Litigation;
Intellectual Property,
Patent, Trademark and
Copyright Litigation*



Kelly D'Auria
New York

Trial and Global
Disputes

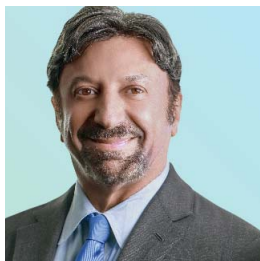
*Product Liability;
Automotive,
Transportation and
Mobility; Class Action
Defense*



Jennifer Daly
New York

Corporate, Finance
and Investments

*Leveraged Finance;
Capital Markets; Private
Equity*



Joseph Diamante
New York

Trial and Global
Disputes

*Intellectual Property,
Patent, Trademark and
Copyright Litigation*



Jeffrey Dutson
Atlanta

Corporate, Finance
and Investments

*Leveraged Finance;
Financial Restructuring*



Zachary Fardon
Chicago

Government Matters

*Special Matters
and Government
Investigations; Securities
Enforcement and
Regulation; Data, Privacy
and Security*



Eric Gladbach
New York

Trial and Global
Disputes

*Product Liability;
Automotive,
Transportation and
Mobility; Class Action
Defense*



Ehren Halse
San Francisco

Government Matters

*Special Matters
and Government
Investigations*



Peter Hays
Houston

Corporate, Finance
and Investments

*Energy and Infrastructure
Projects; Mergers and
Acquisitions; Private
Equity*



John Hooper
New York

Trial and Global
Disputes

*Product Liability;
Automotive,
Transportation and
Mobility; Class Action
Defense*



Stephen Huffaker
Austin

Trial and Global
Disputes

*Product Liability;
Pharmaceutical and
Medical Device*



Darren Inoff
Houston

Corporate, Finance
and Investments

*Energy and Infrastructure
Projects; Mergers and
Acquisitions; Real Estate*



Travis Jackson
Los Angeles

Government Matters

Healthcare

New Partners (continued)



Steven Kupka
Washington, D.C.

Government Matters

*Government Advocacy
and Public Policy*



Jade Lambert
Chicago

Government Matters

*Special Matters
and Government
Investigations*



Cindy Lin
Houston

Corporate, Finance
and Investments

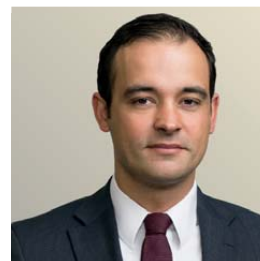
*Energy and Infrastructure
Projects; Mergers and
Acquisitions; Private
Equity*



Viren Mascarenhas
New York

Trial and Global
Disputes

*International Arbitration
and Litigation*



Jorge Mattamouros
Houston

Trial and Global
Disputes

*International Arbitration
and Litigation*



Juliet McBride
Houston

Government Matters

Healthcare



Brian Michael
Los Angeles

Government Matters

*Special Matters
and Government
Investigations*



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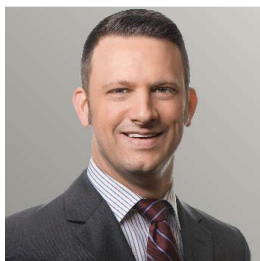
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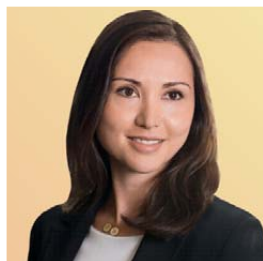
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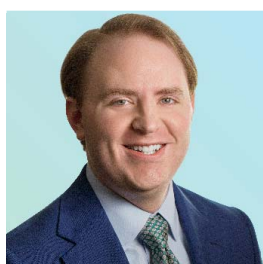
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and Acquisitions; Capital
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*Securities Enforcement
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Litigation; Financial
Restructuring; Leveraged
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*Mergers and Acquisitions;
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Marcus Young
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Corporate, Finance
and Investments

*Private Equity; Mergers
and Acquisitions; Capital
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*Energy and Infrastructure
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