Commercial Resolve

2018 Annual Review
High-risk, viral litigation; government investigations that span agencies and jurisdictions; sophisticated financings and intricate corporate transactions— the opportunities and challenges our clients face are complex, involve a host of legal issues and unfold quickly. Helping clients navigate these waters requires a deep understanding of their businesses and market positions. The matters highlighted in the following pages represent some of the commercial solutions we worked with our clients to achieve over the past year.

ROBERT D. HAYS
Chairman
An Energy Major Weather a Litigation Superstorm

MANAGING AN EXISTENTIAL THREAT
Following the bankruptcy of the primary contractor and withdrawal of its construction partner, SCANA Corporation’s electric utility subsidiary, South Carolina Electric & Gas Co. (SCE&G), announced its own decision to abandon continued construction of two new nuclear units at the V.C. Summer Nuclear Power Plant. In the wake of intense opposition to its sale to Virginia-based Dominion Energy, SCE&G faced concurrent ratepayer class actions, shareholder derivative lawsuits, securities class actions, regulatory proceedings, and criminal and SEC investigations. Politically and publicly, it also faced a deluge of accusation and opposition.

LITIGATING REPUTATION
A multi-practice, cross-office K&S team coordinated over a period of 18 months to defend against the suits and lead defense in the criminal and SEC investigations. Challenges were manifold, including pronounced opposition from multiple regulators; legislators imposing a retroactive rate cut with the potential to bankrupt the company; and promises from all sides of the political spectrum to punish the utility. While the traditional litigation continued at a furious pace, it became clear that the regulatory proceedings before the South Carolina Public Service Commission (PSC) were mission critical. The PSC would decide the go-forward rate and SCE&G’s request to approve its merger with Dominion. K&S led the defense in a multweek evidentiary hearing before the PSC. The hearing involved more than 30 witnesses and some 200 exhibits, as well as livestreamed proceedings, vocal on-site opponents and unparalleled press scrutiny.

SECURING HARD-WON STABILITY
Ensuring SCANA’s viability, the PSC voted unanimously to approve the company’s rate plan and Dominion’s acquisition bid. Fluctuating during the proceedings, the company’s stock price increased within minutes of the ruling, closing on a year-to-date high. The proceedings also facilitated a favorable class-wide settlement of certain of the ratepayer class actions, also critical to the closing of the merger and positioning the company for future growth.

~US$5B in construction costs recovered

No-fault settlement enabled merger.
Stock up ~$3/share (60%+) within minutes of ruling.
Copy That: Major Investor Stops Controversial Xerox Transaction

BATTING FOR CONTROL AND VALUATION
In early 2018, Xerox’s third-largest shareholder, Darwin Deason, sought to block a proposed $6.1 billion transaction in which Xerox agreed to sell a controlling stake in the company to FujiFilm Holdings Corp. Believing the proposed transaction provided no financial upside to the Xerox shareholders—it would allow Fuji to “take control of Xerox without spending a penny,” according to Fuji’s chief executive—Mr. Deason, together with Xerox’s largest shareholder, Carl Icahn, launched a campaign to stop the arrangement.

PROVING MISCONDUCT
On behalf of Mr. Deason, the K&S team filed suit alleging that Xerox had struck a deal that not only did not maximize shareholder value but also resulted from negotiations led by a conflicted CEO. K&S Partners Israel Dahan, Bobby Meadows and Rich Marooney presented 12 witnesses and entered hundreds of exhibits into evidence within a two-day “minitrial” to prove their case.

CORRECTING BOARD CONFLICTS
Mr. Deason won the lawsuits. Within hours of calling the last witness, a New York State Superior Court judge ruled that Xerox’s then-CEO and a majority of its directors had likely violated their fiduciary duties in approving the transaction. The court issued an order stopping the deal. A few weeks later, in a settlement with Mr. Deason, Xerox agreed to appoint a new CEO and replace five of its directors. Partners Dahan and Marooney were named among National Law Journal’s Winning Litigators for 2018 for leading the trial team.

Go to go.kslaw.com/ar2018deason to learn more...
PwC Brazil Resolves Multibillion-Dollar Securities Matter

REPUTATION IS EVERYTHING
As the external auditor for Petróleo Brasileiro S.A. (Petrobras), PricewaterhouseCoopers Auditores Independentes (PwC Brazil) looked to vigorously defend its reputation in a securities class action and six individual investor actions arising out of a corruption investigation of historic proportions (referred to as “Lava Jato” or Operation Car Wash) that led to the indictment of more than a hundred company executives and government officials, including the former president of Brazil. Although majority-owned by the Brazilian government, the energy major was traded publicly in both the United States and Brazil. Investors in the company’s U.S.-listed shares and bonds sued Petrobras, PwC Brazil and others, alleging securities fraud in connection with billions of dollars in U.S. securities, as well as claims under state and Brazilian law.

CLEARING A PATH TO RESOLUTION
Facing major U.S. securities litigation, PwC Brazil engaged K&S to handle all aspects of the district court proceedings and appeals. A multidisciplinary team worked with the Big Four network auditor to manage complex, cross-border legal questions and novel class-certification issues; execute massive transnational discovery; and tell the auditor’s story in pretrial briefing that ultimately won dismissal of the securities fraud claim in a game-changing 2016 ruling. Following extended pretrial sparring, the defense then favorably settled the remaining claim, denying any wrongdoing and agreeing to pay less than 2 percent of the overall Petrobras settlement.

4-year multibillion-dollar securities litigation resolved
<2%
PwC Brazil final share of overall Petrobras settlement

Special Matters and Government Investigations
Michael Pauzé
Washington, D.C.
Dixie Johnson
Washington, D.C.
Laura Bennett
Washington, D.C.

Corporate and Securities Litigation/Professional Liability
Jim Cupra
New York
Ken Turnbull
Washington, D.C.
Israel Dahan
New York
Paul Straus
New York
Ryan Gabay
New York
TARGETING A GEM
Seeking to add to its next-generation energy assets, Starwood Energy Group Global, Inc., a leading private equity firm focused on energy infrastructure, sought to acquire two combined-cycle gas turbine plants from Dominion Energy: the 1,040 MW Fairless Power Station (Fairless), located in Pennsylvania, and the 468 MW Manchester Street Power Station (Manchester), located in Rhode Island. Both plants are located in regional transmission organizations that provide a forward capacity market for electric generation assets.

FINE-TUNING THE BID
To structure the winning bid, K&S coordinated with Starwood to outdo competitive offers through a carefully calibrated representations and covenant package and by committing to a streamlined and efficient negotiation process to meet Dominion’s divestiture goals. To deliver on these commitments, a multi-office K&S team integrated private equity and M&A capabilities with those of germane additional practice groups (shown at right).

ACQUIRING ROI
In a private equity coup, Starwood announced in September 2018 that it had an agreement to acquire 100 percent of the equity interests in the operating subsidiaries for the two Dominion plants for approximately $1.23 billion. The deal was consummated in December. Both plants are located close to customer demand, in line with Starwood’s investment model, and in regional transmission organizations that provide a forward capacity market for electric-generation assets.

Private Equity Firm Scores Prized Power Assets
Global agreements were negotiated to integrate the acquired operations, forging a strategic alliance with the media giant. The IDCs, located in top markets in 12 countries, serve more than 1,000 technology, financial, industrial, media, retail and other entities that rent data center infrastructure on which to run their servers.

**ALL DATA ARE LOCAL**

Brookfield chose K&S to lead the purchase and complex global integration of the acquired business. To establish a platform, Evoque is positioned to gain market leadership.

**IN THE DRIVER’S SEAT**

Investing $1.1 billion, Brookfield signed an agreement in mid-2018 to purchase AT&T’s colocation data center operations and assets. Under its terms, AT&T customer contracts, colocation operations, employees, fixed assets and leased and owned facilities transferred to Evoque, which will continue to offer colocation services from 18 U.S. and 13 global IDCs. Evoque also joins the seller’s global colocation ecosystem, gaining access to the broader AT&T customer base. At the helm of a worldwide, multibillion-dollar data platform, Evoque is positioned to gain market leadership.

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**PROTECTING A BILLION-DOLLAR MARKET**

Dermatological treatment giant Galderma S.A. sought to stop Amneal Pharmaceuticals from marketing a generic form of the Swiss pharmaceutical’s flagship product, Oracea®, a successful treatment for rosacea. In early 2016, Amneal had received tentative approval to market its generic in the United States before 2025, when Oracea patents are set to expire.

**ESTABLISHING EQUIVALENCE**

Claiming Amneal’s generic infringed its patents, Galderma filed suit in March 2016. Galderma and K&S employed an innovative strategy, arguing that an infringer’s proposed design-around product, Oracea®, is “insubstantially different” from the product’s formulation. The court’s decision establishes equivalence under DOE is a “unicorn” in patent litigation, a federal judge ratified Galderma’s equivalents argument, ruling that Amneal’s generic could not be approved by the FDA until at least December 2025. The court determined that no fewer than five patents had been infringed by Amneal’s product, calling it “insubstantially different” from the patents covering Oracea’s formulation. The court’s decision protects a franchise that has generated more than $3 billion since its launch and approximately $300 million in annual revenue in the U.S.

**ERECTING NEW IP GUARDRAILS**

Though proving infringement under DOE is a “unicorn” in patent litigation, a federal judge ratified Galderma’s equivalents argument, ruling that Amneal’s generic could not be approved by the FDA until at least December 2025. The court determined that no fewer than five patents had been infringed by Amneal’s product, calling it “insubstantially different” from the patents covering Oracea’s formulation. The court’s decision protects a franchise that has generated more than $3 billion since its launch and approximately $300 million in annual revenue in the U.S.

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Stream On: A Rate-Setting Win for Google and Digital Music

**LITIGATING TO MANAGE LONG-TERM ROYALTIES**

As a leading streaming music service provider, Google Inc. looked to block the music publishing industry from radically altering the structure for paying what are known as “mechanical” royalties involved in the distribution of digital downloads and on-demand streams of sound recordings.

The case was litigated before the U.S. Copyright Royalty Board. A K&S team of music industry IP veterans represented Google as part of an industrywide resolution of rates and terms to govern the period January 1, 2018–December 31, 2022. The music publishing industry sought to largely replicate Google and the other services that by the digital music services to a percentage of revenues generated from digitally altering the structure by the digital music services to a percentage of revenues generated.

**A FAVORABLE RESULT – AS APPEAL PROCEEDINGS CONTINUE**

In two decisions released in January 2018, the Copyright Royalty Judges unanimously rejected the music publishing industry’s proposed rate-setting structure and agreed with Google and the other services that the new rate structure should largely conform to the preexisting structure. The majority and dissenting opinions disagreed regarding tweaks in the prior rate structure, which led to a host of motions for clarification and a Final Determination published in February 2019. Almost all parties in the proceedings filed notices of appeal in March 2019 addressing differing aspects of the majority decision. Future developments in this case thus could have significant implications for the digital streaming industry.

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**SEEKING REPARATIONS FOR LOSSES**

Madrid-based Unión Fenosa Gas (UFG) sought compensation from the government of Egypt after gas supply to its US$1.4 billion liquefied natural gas (LNG) plant was for years reduced and then, as of 2012, entirely diverted to other customers, during a period of domestic fuel shortages. An agreement between the state-owned Egyptian Natural Gas Holding Company (EGAS) and UFG, which the government had endorsed, guaranteed supply to the UFG export facilities in the port of Damietta for 25 years.

In 2014, under the Spain-Egypt Bilateral Investment Treaty, UFG brought its case before the International Centre for Settlement of Investment Disputes (ICSID), an institution within the World Bank that governs treaty disputes between foreign investors and states. Working with an international team of K&S arbitration and energy lawyers, UFG argued that Egypt breached its treaty promise to protect UFG’s investment by diverting gas to other customers, a violation of the necessity defense.

The tribunal ruled that Egypt had in fact violated treaty terms by interfering with delivery of gas to UFG’s Damietta plant. The tribunal rejected Egypt’s state-of-necessity defense and allegations of corruption. In addition to being the second-largest known ICSID award, the tribunal awarded US$2.2 billion to UFG for losses it claimed were caused by corruption. In addition to being the second-largest known ICSID award, the tribunal awarded US$2.2 billion to UFG for losses it claimed were caused by corruption.

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**SHOWING ARBITRARY ACTION**

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**RESETTING A KEY PARTNERSHIP**

Ordering US$2.2 billion to be paid to Unión Fenosa Gas, including interest and legal costs, an ICSID tribunal ruled that Egypt had in fact violated treaty terms by interfering with delivery of gas to UFG’s Damietta plant. The tribunal rejected Egypt’s state-of-necessity defense and allegations of corruption. In addition to being the second-largest known ICSID award, the tribunal awarded US$2.2 billion to UFG for losses it claimed were caused by corruption. In addition to being the second-largest known ICSID award, the tribunal awarded US$2.2 billion to UFG for losses it claimed were caused by corruption.

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**Panel unanimously rejects publishers’ proposed “per-play” rate structure**

Case continues as six parties file notices of appeal in early March 2019

**Seeking reparations for losses**

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**Showing arbitrary action**

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**Repeating a key partnership**

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COMPLYING WITH REGULATORY OVERSIGHT
As one of 20 manufacturers involved in a Department of Justice (DOJ) probe, Actelion Pharmaceuticals sought to address allegations regarding donations made to a charitable patient assistance foundation in 2014 and 2015, prior to its 2017 acquisition by Johnson & Johnson. Drug companies regularly and legally donate to charitable foundations that assist patients in paying for pharmaceutical products; federal anti-kickback laws limit U.S. drugmakers in directly controlling assistance provided to Medicare and Medicaid patients.

IDENTIFYING PATIENT ASSISTANCE ISSUES
As the probe began, K&S lawyers experienced in government investigations and pharmaceutical compliance matters formed and led a joint defense group of the subpoenaed manufacturers. In defending Actelion, the K&S team addressed complicated and novel issues regarding the application of the federal Anti-Kickback Statute and nonbinding agency guidance in the area of charitable giving.

SERVING PATIENT NEEDS
Admitting no wrongdoing and closing the matter with a civil-only resolution, in December 2018 Actelion announced it had settled with the DOJ for $360 million. Other leading manufacturers have also settled with the government. Johnson & Johnson, which was not implicated in the investigation, publicly announced following the resolution that “[w]e are committed to full compliance with all laws and regulations in our work to help patients get the medicines they need.”

Closing Pharma DOJ Probe
With No Finding of Wrongdoing

2017
Johnson & Johnson acquires Actelion

2018
Matter closed with no admission of wrongdoing

Special Matters and Government Investigations
Wick Sollers
Washington, D.C.
Mark Jensen
Washington, D.C.
Brandt Leibe
Houston/ Washington, D.C.
Dan Sale
Washington, D.C.
Luke Fields
Washington, D.C.
Matt Waybright
Washington, D.C.

BUILDING CRISIS-LEVEL CAPACITY
To better address critical public health challenges in Ohio, a major academic medical center and the largest community health system in the state sought to create a master affiliation to collaborate on a variety of strategic objectives. Focused initially on impacting outcomes in the opioid epidemic, oncology and organ transplants in the Midwest, where such needs are critical, the two parties will develop a robust academic affiliation. The parties are working toward implementation of coordinated programs, joint ventures and opportunities in medical education, research and innovation, among others.

MOBILIZING AN INNOVATIVE CARE MODEL
The resulting Healthy State Alliance is unique in scope and hopes to provide greatly increased access to healthcare professionals and points of care throughout the state. The Alliance, through its many working groups and teams on the ground at Mercy Health and Ohio State, continues to grow and define an affiliation that is well-positioned to effect change.

Structuring a Powerful Midwest Healthcare Collaboration

20 pharmaceutical manufacturers investigated by DOJ

Ohio
1 of 5 U.S. states with the highest number of opioid-related deaths

Healthy State Alliance increases:
> 50,000 team members
> 600 points of care

GOVERNMENT MATTERS
Citizenship

Through our vibrant pro bono and community service programs, our lawyers across the world tackle meaningful, cutting-edge pro bono cases, and our volunteers make a difference in our communities. Recognition for our public service in 2018 included awards from the Lawyers’ Committee for Civil Rights, Houston Bar Foundation, DC Volunteer Lawyers Project and United Way.

37,000
pro bono hours contributed by King & Spalding lawyers in 2018

7,700
direct service hours K&S personnel and family members invested throughout 2018

117
nonprofit partners worldwide that benefited from the firm’s volunteer efforts

We expanded our pro bono program to include immigrants separated from their children at the U.S.-Mexico border and assisting them with family reunification as well as asylum applications.

On the firm’s Founders Day, a firmwide day of service, we supported children’s hospitals and health organizations in 21 cities around the world. The firm also raised $1 million for United Way.

We achieved a significant victory in a groundbreaking lawsuit in federal court challenging the lengthy delays that veterans face when appealing a denial of disability benefits.

Diversity

Diverse talent is a strategic asset that allows our firm to more effectively serve our clients. By fostering and further enhancing diversity and inclusion within our ranks, we work to ensure our firm’s culture and collaborative environment are welcoming and supportive so our lawyers have the opportunity to develop to their full potential.

32.5%
increase in the representation of diverse and LGBT associates

18
K&S Affinity Groups, which provide support and forums for idea exchange

70+
diversity programs supported by K&S in 2018

King & Spalding was presented a 2018 Compass Award by the Leadership Council on Legal Diversity for efforts to build a more diverse and inclusive legal profession.

For once again securing a top score of 100 percent in the Human Rights Campaign Foundation’s Corporate Equality Index, the firm was designated one of the “Best Places to Work for LGBTQ Equality.”

The Lawyers’ Committee for Civil Rights of the San Francisco Bay Area honored King & Spalding with the Jack W. Londen Award for “exemplary impact work that protects and advances the civil rights of marginalized communities.”
### 2018 Firm Highlights

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<th>Details</th>
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<td><strong>20 OFFICES</strong></td>
<td>$1.26B GROSS REVENUE 1,171 LAWYERS</td>
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<td><strong>Firm Highlights</strong></td>
<td>55 leading practices in jurisdictions around the world</td>
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<td>Law Firm of the Year and one of four “Firms that Dominated in 2018”</td>
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<tr>
<td>Top 30</td>
<td>Law Firm for client service in 2018 BTI CLIENT SERVICE 30</td>
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<tr>
<td><strong>Corporate, Finance and Investments</strong></td>
<td>Construction Group of the Year LAW360</td>
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<tr>
<td></td>
<td>One of America’s Best Corporate Law Firms CORPORATE BOARD MEMBER MAGAZINE</td>
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<td>M&amp;A Team of the Year M&amp;A Deal of the Year INTERNATIONAL FINANCIAL LAW REVIEW MIDDLE EAST AWARDS</td>
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<tr>
<td><strong>Environmental Group of the Year</strong></td>
<td>Energy LAW360</td>
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<td></td>
<td>Tier 1 White Collar Firm BENCHMARK LITIGATION</td>
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<tr>
<td><strong>Government Matters</strong></td>
<td>A leading practice “global-wide” for International Trade CHAMBERS GLOBAL</td>
</tr>
<tr>
<td><strong>Financial Services</strong></td>
<td>Ranked Tier 1 Nationally • Banking and Finance Law • Bankruptcy and Insolvency U.S. NEWS &amp; WORLD REPORT ISLAMIC FINANCE NEWS LAW AWARDS</td>
</tr>
<tr>
<td><strong>Life Sciences and Healthcare</strong></td>
<td>Life Sciences Group of the Year LAWS60</td>
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<td></td>
<td>2018 Healthcare Practice of the Year CHAMBERS USA AWARDS</td>
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<tr>
<td><strong>Trial and Global Disputes</strong></td>
<td>International Arbitration Group of the Year LAW360</td>
</tr>
<tr>
<td></td>
<td>Product Liability Group of the Year Sixth Time in a Row LAW360</td>
</tr>
<tr>
<td><strong>Tier 1</strong></td>
<td>General Commercial Litigation Firm BENCHMARK LITIGATION</td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td>Ranked a leading practice “global-wide” for Projects &amp; Energy CHAMBERS GLOBAL</td>
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<tr>
<td><strong>Automotive Group of the Year</strong></td>
<td>Automotive, Transportation and Mobility LAW360</td>
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<td>Government Matters</td>
</tr>
</tbody>
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New Partners

In 2018, King & Spalding added 82 lateral and promoted partners in 14 of our 20 offices around the world — the most in the firm’s 133-year history.

Los Angeles
- Amanda Hayes-Kibreab, Government Matters/Healthcare
- Peter Hsiao, Government Matters/Environmental, Health and Safety
- Torrey McClary, Government Matters/Healthcare
- Julia Romano, Trial and Global Disputes/Product Liability
- Michael Shortnacy, Trial and Global Disputes/Class Action Defense
- Glenn Solomon, Government Matters/Healthcare
- Daron Tooch, Government Matters/Healthcare
- Susan Vargas, Trial and Global Disputes/Product Liability

San Francisco
- Lisa Bugni, Trial and Global Disputes/Corporate and Securities Litigation

Silicon Valley
- Jim Brogan, Trial and Global Disputes/Intellectual Property, Patent, Trademark and Copyright Litigation
- Thomas Friel, Jr., Trial and Global Disputes/Intellectual Property, Patent, Trademark and Copyright Litigation

Austin
- Mel Bailey, Trial and Global Disputes/Product Liability

Houston
- Susan Berry, Corporate, Finance and Investments/Energy and Infrastructure Projects
- Carol Burke, Corporate, Finance and Investments/Energy and Infrastructure Projects
- Kim Cagle, Corporate, Finance and Investments/Energy and Infrastructure Projects
- Rob Garner, Corporate, Finance and Investments/Construction and Procurement
- Bill Gordon, Trial and Global Disputes/Corporate Governance

Chicago
- Brad Giordano, Corporate, Finance and Investments/Financial Restructuring
- Thomas Keim, Jr., Corporate, Finance and Investments/Mergers and Acquisitions
- Katherine Kirkpatrick, Government Matters/Special Matters and Government Investigations
- Liv Kiser, Trial and Global Disputes/Class Action Defense; Commercial Litigation
- Patrick Oleweski, Government Matters/Special Matters and Government Investigations
- Amy Peters, Corporate, Finance and Investments/Leveraged Finance

Jonathan Katz
Corporate, Finance and Investments/Construction and Procurement
Craig Stanfield
Trial and Global Disputes/Commercial Litigation
David Weiss
Trial and Global Disputes/International Arbitration and Litigation

## New Partners (continued)

### Atlanta

- **Elizabeth Adler**  
  Government Matters/Data, Privacy and Security
- **Robert Beard**  
  Corporate, Finance and Investments/Tax
- **Jessica Corley**  
  Trial and Global Disputes/Corporate and Securities Litigation
- **Philip Green**  
  Trial and Global Disputes/Corporate and Securities Litigation
- **John Horn**  
  Government Matters/Special Matters and Government Investigations; Data, Privacy and Security
- **Stephanie Johnson**  
  Government Matters/Healthcare
- **Rose Jones**  
  Trial and Global Disputes/E-Discovery
- **Jason Keefhus**  
  Trial and Global Disputes/Product Liability
- **Madison Kitchens**  
  Trial and Global Disputes/Product Liability
- **Kathryn Lehman**  
  Trial and Global Disputes/Product Liability
- **Val Leppert**  
  Trial and Global Disputes/Appellate, Constitutional and Administrative Law
- **Emily Newton**  
  Trial and Global Disputes/Antitrust
- **John Toro**  
  Trial and Global Disputes/Commercial Litigation
- **John Tucker**  
  Trial and Global Disputes/E-Discovery
- **Chad Werner**  
  Corporate, Finance and Investments/Financial Services
- **Sally Yates**  
  Government Matters/Special Matters and Government Investigations

### Washington, D.C.

- **Brian Ashin**  
  Corporate, Finance and Investments/Leveraged Finance
- **Kathryn Lehman**  
  Government Matters/Product Liability
- **Val Leppert**  
  Trial and Global Disputes/Appellate, Constitutional and Administrative Law
- **Scott Edson**  
  Trial and Global Disputes/Class Action Defense
- **Scott Ferber**  
  Government Matters/Data, Privacy and Security
- **Lori Gordon**  
  Trial and Global Disputes/Intellectual Property, Patent, Trademark and Copyright Litigation
- **Robert Hudock**  
  Government Matters/Data, Privacy and Security
- **Nikesh Jindal**  
  Trial and Global Disputes/Appellate, Constitutional and Administrative Law
- **Liz Lindquist**  
  Government Matters/FDA and Life Sciences
- **Patrick Montgomery**  
  Government Matters/Special Matters and Government Investigations

### New York

- **Erik Andersen**  
  Corporate, Finance and Investments/Real Estate
- **Christopher Boies**  
  Corporate, Finance and Investments/Financial Restructuring
- **Christina Conroy**  
  Trial and Global Disputes/Professional Liability
- **Brandon Dalling**  
  Corporate, Finance and Investments/Energy and Infrastructure Projects
- **Mirella deRose**  
  Government Matters/Securities Enforcement and Regulation

### New Partners (continued)

- **Russ Ryan**  
  Government Matters/Special Matters and Government Investigations
- **Adam Solander**  
  Government Matters/Data, Privacy and Security
- **Bradford Ward**  
  Government Matters/International Trade
- **Evan Diamond**  
  Trial and Global Disputes/Intellectual Property, Patent, Trademark and Copyright Litigation
- **Doug Elsbeck**  
  Corporate, Finance and Investments/Investment Funds and Asset Management
- **Timothy Fesemeyer**  
  Corporate, Finance and Investments/Mergers and Acquisitions; Corporate Governance
- **Gerald Flattmann, Jr.**  
  Trial and Global Disputes/Intellectual Property, Patent, Trademark and Copyright Litigation
- **Elizabeth Gable**  
  Corporate, Finance and Investments/Real Estate
- **Enrico Granata**  
  Corporate, Finance and Investments/Mergers and Acquisitions
- **Ryan McNaughton**  
  Corporate, Finance and Investments/Financial Services
- **Jonathan Melmed**  
  Corporate, Finance and Investments/Private Equity; Mergers and Acquisitions
- **Kyle Sheehan**  
  Government Matters/Special Matters and Government Investigations
- **Michael Watling**  
  Government Matters/Securities Enforcement and Regulation
- **Vanessa Yen**  
  Trial and Global Disputes/Intellectual Property, Patent, Trademark and Copyright Litigation
- **Jared Zaben**  
  Corporate, Finance and Investments/Real Estate
New Partners (continued)

London

Robert Dedman
Government Matters/Special Matters and Government Investigations

Derek Meilman
Corporate, Finance and Investments/Mergers and Acquisitions

Aaron Stephens
Government Matters/Special Matters and Government Investigations

Geneva

Jonathan Ivinson
Corporate, Finance and Investments/Tax

Frankfurt

Alexandra Weis
Corporate, Finance and Investments/Real Estate

Paris

Laurent Bensaid
Corporate, Finance and Investments/Mergers and Acquisitions; Capital Markets

Laurent Jaeger
Trial and Global Disputes/International Arbitration and Litigation

Marc-Olivier Langlois
Trial and Global Disputes/International Arbitration and Litigation

Singapore

Lee Taylor
Corporate, Finance and Investments/Private Equity/Mergers and Acquisitions

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