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**UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA**

Case No.: 3:22-cv-00346-SI

IN RE UKG INC CYBERSECURITY
LITIGATION

**DECLARATION OF RONALD A. MARRON
IN SUPPORT OF PLAINTIFFS' MOTION
FOR AWARD OF ATTORNEYS' FEES,
COSTS, SETTLEMENT ADMINISTRATION
EXPENSES, AND CLASS REPRESENTATIVE
SERVICE AWARDS**

THIS DOCUMENT RELATES TO:

All Actions.

Hearing Date: November 17, 2023
Hearing Time: 10:00 a.m.
Judge: Hon. Susan Illston
Courtroom: 1 – 17th Floor

1 **DECLARATION OF RONALD A. MARRON**

2 I, Roanld A. Marron, pursuant to 28 U.S.C. § 1746, hereby declare as follows:

3 1. I am counsel of record for Plaintiff Adam Bente (“Plaintiff”) and the settlement class in this
4 action. I, along with my colleagues Alexis M. Wood and Kas L. Gallucci, and my co-counsel at Wucetich
5 & Korovilas LLP, Alexander Morrison + Fehr LLP, and Lebe Law APLC, represent Plaintiffs William
6 Muller, Antonio Knezevich, Adam Bente, and Cindy Villanueva (collectively “Plaintiffs”). I am an
7 attorney at law licensed to practice in the State of California, and I am a member of the bar in this Court. I
8 have personal knowledge of the facts set forth in this declaration and, if called as a witness, I could and
9 would testify competently thereto.

10 2. I make this declaration in support of Plaintiffs’ Motion for Award of Attorneys’ Fees, Costs,
11 Settlement Administrative Expenses, and Class Representative Service Awards.

12 3. My firm, the Law Offices of Ronald A. Marron, APLC (the “Marron Firm”), currently
13 employs four full-time attorneys and support staff. My firm has an in-depth knowledge of litigating
14 consumer class actions, including but not limited to privacy, data breach, false advertising, and unfair
15 business practices cases. The attorneys at my firm are well-versed in the merits and risks of consumer class
16 action cases. Attached hereto as **Exhibit 1** is a true and correct copy of my firm’s current resume.

17 4. Prosecuting and settling these claims demanded considerable time and labor, making Class
18 Counsels’ fee request reasonable. The organization of Plaintiffs’ counsel ensured that the work was
19 coordinated to maximize efficiency and minimize duplication effort.

20 5. The Settlement in the product of vigorous, adversarial, and competent representation of the
21 Parties and substantive negotiations throughout the litigation. Plaintiffs’ counsel was aware of the attendant
22 strengths, risks, and uncertainties of Plaintiffs’ claims and Defendant’s defenses during the courts of
23 negotiations. Based on my experience, the Settlement provides exception results while sparing the Parties
24 from the uncertainties of the continued and protracted litigation.

25 6. From the outset of this matter, the Parties engaged in direct communication regarding early
26 resolution as required by Fed. R. Civ. P. 26. Those discussions lead to a mediation session before Ben
27 Picker, Esq. of Stradley Ronon Stevens & Young LLP on September 9, 2022, via Zoom. Although the
28 mediation was unsuccessful, the Parties continued negotiations with the mediator on an almost daily basis,

1 which was primarily lead by my co-counsel Dimitrios V. Korovilas of Wucetich & Korovilas LLP and
2 Michael S. Morrison of Alexander Morrison + Fehr LLP.

3 7. Once a Settlement in principle was reached, the Parties spent substantial time working
4 through confirmatory discovery and developing a notice plan with the aid of the claims administrator. Once
5 the Agreement was executed, Class Counsel prepared and submitted the preliminary approval papers and
6 has continued to work with the claims administrator to ensure that the notice process proceeds without
7 disruption.

8 8. The total lodestar for the Marron Firm is \$374,745.50. This lodestar is based on 597.9 total
9 hours of work. This amount does not include an estimated 30 hours of post-application work at a blended
10 rate of \$625 per hour to account for time that will be expended drafting Plaintiffs' Motion for Final
11 Approval, continued work with the Claims Administrator on notice and preparing for the Final Approval
12 on November 17, 2023. I have reviewed the work performed on the case and the billing entered by the
13 attorneys working on this case at my firm. The table below includes a summary of all the hours worked.
14 My firm's lodestar, when combined with my co-counsel's lodestar, results in a multiplier of approximately
15 1.64. This fits within the multiplier range of 1 to 4 commonly found to be appropriate in complex class
16 action cases. *See, e.g., Vizcaino v. Microsoft Corp.*, 290 F.3d 1043, 1051 n.6 (9th Cir. 2002).

17 9. My firm bases its rates upon the experience and skill of the attorney or legal
18 assistant/paralegal performing the work. My firm's requested rates are summarized in the table below:

| 19 Timekeeper | 20 Position | | Rate | Total Hours | Total |
|--------------------|-------------|------|-----------|---------------|---------------------|
| | | | Requested | | Amount |
| 21 Alexis M. Wood | Senior | 2010 | \$645.00 | 325.4 | \$209,883.00 |
| | Associate | | | | |
| 23 Kas L. Gallucci | Senior | 2013 | \$605.00 | 272.5 | \$164,862.50 |
| | Associate | | | | |
| | | | | TOTAL: | \$374,745.50 |

26
27 10. My firm also incurred **\$7,488.73** in costs that were reasonably necessary for the successful
28 prosecution of this action. The costs incurred by my firm are summarized in the table below:

| | |
|---|------------|
| COURT FILING FEE FOR COMPLAINT: | \$402.00 |
| FEES FOR SERVICE OF COMPLAINT AND DKT FILINGS | \$93.40 |
| DEADLINES.COM: | \$215.00 |
| MEDIATION FEES | \$6,778.33 |

TOTAL \$7,488.73

11. My firm's practice is to keep contemporaneous records for each timekeeper and to regularly record time records in the normal course of business. My firm kept time records in this case consistent with that practice. Moreover, my firm's practice is to bill in 6-minute (tenth-of-an-hour) increments.

12. Prior to finalizing my firm's lodestar, we carefully reviewed our hours and made cuts for time entry errors, duplications, and instances where we determined the hours should be reduced or not billed. In view of Class Counsels' efforts and risks in pursuing this case, and the expenses incurred in vigorously litigating these claims, these amounts are well within the range of reasonableness and thus warrant final approval.

13. My firm's requested rates are consistent with the prevailing rates for attorneys and support staff of similar experience, skill, and reputation. For example, survey data confirms the reasonableness of such rates. A 2014 survey by the National Law Journal (NLJ) shows rates of firms in Los Angeles for \$310-\$975 for partners and \$255-\$750 for associates. As this evidence shows, my firm's requested attorney rates fall within the average prevailing market rates within the community. A summary chart of the NLJ survey from 2014 is attached hereto as **Exhibit 2**.

14. Attached hereto as **Exhibit 3** is a true and correct copy of the 2014 Report on the State of the Legal Market put out by The Center for the Study of the Legal Profession at the Georgetown University Law Center and Thomson Reuters Peer Monitor (Peer Monitor Report). The Peer Monitor report supports my firm's current hourly rates.

15. According to case authority, the above rates are also in line with the range of rates approved by courts in northern and southern California for complex cases, including wage-and-hour class actions. See, e.g., *In re GEICO Gen. Ins. Co.*, No. 19-CV-03768-HSG, 2023 WL 2530931, at *9 (N.D. Cal. Mar. 15, 2023) (approving timekeepers' hourly rates range from \$746 to \$1,000 for partners, \$381 to \$676 for associates, and \$180 to \$225 for staff and paralegals and finding rates as in line with prevailing rates in the district); *Carlotti v. ASUS Computer Int'l*, No. 18-cv-03369-DMR, 2020 WL 3414653, *5 (N.D. Cal. June 22, 2020) (finding hourly rates of

1 \$950 to \$1025 for partners, \$450 to \$900 for other attorneys, and \$225 to \$275 for legal assistants reasonable); *In*
 2 *re Volkswagen “Clean Diesel” Mktg., Sales Pracs., & Prod. Liab. Litig.*, No. 2672 CRB (JSC), 2017 WL 1047834,
 3 at *5 (N.D. Cal. March 17, 2017) (finding rates ranging from \$275 to \$1,600 for partners, \$150 to \$790 for
 4 associates, and \$80 to \$490 for paralegals reasonable); *Pierce v. County of Orange*, 905 F. Supp. 2d 1017, 1036
 5 & n.16 (C.D. Cal. 2012) (approving 2012 rates of up to \$850 per hour); *In re HP Laser Printer Litig.*, No.
 6 SACV 07-0667 AG RNBX, 2011 WL 3861703, at *5–6 (C.D. Cal. Aug. 31, 2011) (approving rates of up to
 7 \$800 per hour); *Perfect 10, Inc. v. Giganews, Inc.*, No. CV 11-07098-AB SHX, 2015 WL 1746484, at *30
 8 (C.D. Cal. Mar. 24, 2015), *aff’d*, 847 F.3d 657 (9th Cir. 2017) (approving 2015 rates of \$750 for an 18 year
 9 attorney, \$640 for a 12 year attorney, and \$640 for a 7 year attorney, and \$505 for a 3 year attorney); *Stuart v.*
 10 *Radioshack Corp.*, No. C-07-4499 EMC, 2010 WL 3155645, at *6 (N.D. Cal. Aug. 9, 2010) (finding rates
 11 ranging between \$600 and \$1,000 reasonable); *In re Apple Inc. Sec. Litig.*, No. 5:06-CV-05208-JF HRL, 2011
 12 WL 1877988, at *5 (N.D. Cal. May 17, 2011) (approving hourly rate of \$836); *In re TFT-LCD (Flat Panel)*
 13 *Antitrust Litig.*, No. M 07-1827 SI, 2013 WL 1365900, at *9 (N.D. Cal. Apr. 3, 2013) (approving hourly rates
 14 up to \$1,000); *In re Conseco Life Ins. Co. Life Trend Ins. Mktg. & Sales Practice Litig.*, No. C 10-02124 SI,
 15 2014 WL 186375, at *2 (N.D. Cal. Jan. 16, 2014) (approving hourly rates up to \$850); *Holloway v. Best Buy*
 16 *Co.*, C-05-5056-PJH (MEJ) (N.D. Cal.) (approving 2011 partner rates of \$825 to \$700 an hour).

17 16. Courts have also recognized that my law firm’s attorney’s hourly rates are reasonable; for
 18 example:

19 a. On December 14, 2022, the Marron Firm’s hourly rates of \$815 for Ronald A. Marron, \$600
 20 for Alexis M. Wood, \$575 for Kas L. Gallucci, \$550 for Michael Houchin; \$490 for Lilach Halperin and
 21 \$225 for paralegals and legal assistants were approved in the matter *Sanchez v. Allianz Life Insurance*
 22 *Company of North America*, Case No. BC594715 (Los Angeles Sup. Ct.), where the Law Offices of Ronald
 23 A. Marron was appointed as co-lead class counsel. *See* Order Granting Motion for Final Approval of Class
 24 Action Settlement.

25 b. On October 8, 2021, the Marron Firm’s hourly rates of \$815 for Ronald A. Marron, \$575
 26 for Kas Gallucci, \$550 for Michael Houchin, \$490 for Lilach Halperin, and \$225 for paralegals and legal
 27 assistants were approved in the matter of *Young v. Neurobrands, LLC*, No. 4:18-CV-05907-JSW, 2021 WL
 28 4784252 (N.D. Cal. Oct. 8, 2021), in the United States District Court for the Northern District of California

1 before the Honorable Jeffrey S. White. *See* Dkt. No. 95 (Order Granting Plaintiffs' Motion for Attorneys'
2 Fees, Costs, and Incentive Awards).

3 c. On July 4, 2021, the Marron Firm's hourly rates of \$815 for Ronald A. Marron, \$575 for
4 Kas Gallucci, \$550 for Michael Houchin, \$490 for Lilach Halperin, and \$225 for paralegals and legal
5 assistants were approved in the matter of *Randolph v. Amazon.com LLC*, Case No. 37-2017-00011078-
6 CU-OE-CTL in the California Superior Court for the County of San Diego before the Honorable Keri Katz.
7 *See* Dkt. No. 200 (declaration in support of fee motion) & Dkt. No. 210 (Order Granting Final Approval).

8 d. On March 4, 2021, the Marron Firm's hourly rates of \$815 for Ronald A. Marron, \$575 for
9 Kas Gallucci, \$550 for Michael Houchin, \$490 for Lilach Halperin, and \$215 for paralegals and legal
10 assistants were approved in the matter of *Fox, et al. v. Iowa Health System dba UnityPoint Health*, Case
11 No. 3:18-cv-00327-jdp in the United States District Court for the Western District of Wisconsin before the
12 Honorable James D. Peterson (Dkt. No. 115 (Order Granting Final Approval) & Dkt. No. 98 (declaration
13 in support of fee motion).

14 e. On November 19, 2020, the Marron Firm's hourly rates of \$815 for Ronald A. Marron,
15 \$615 for Alexis Wood, \$575 for Kas Gallucci, \$550 for Michael Houchin, \$490 for Lilach Halperin, and
16 \$225 for paralegals and legal assistants were approved in the matter of *Romero v. Securus Technologies,*
17 *Inc.*, Case No. 3:16-cv-01283-JM-MDD in the United States District Court for the Southern District of
18 California before the Honorable Judge Jeffrey T. Miller (Dkt. No. 181-2 (declaration in support of fee
19 motion) & Dkt. No. 184 (Order Granting Final Approval)).

20 f. On February 24, 2020, the Marron Firm's hourly rates of \$785 for Ronald A. Marron, \$495
21 for Michael Houchin, \$440 for Lilach Halperin, and \$215 for paralegals and legal assistants were approved
22 in the matter of *Graves v. United Industries, Inc.*, Case No. :17-cv-06983- CAS-SK in the United States
23 District Court for the Central District of California before the Honorable Christina A. Snyder (Dkt. No. 78-
24 2 (declaration in support of fee motion) & Dkt. No. 87 (Order Granting Final Approval)).

25 g. On January 20, 2020, the Marron Firm's hourly rates of \$785 for Ronald A. Marron, \$575
26 for Alexis Wood, \$525 for Kas Gallucci, and \$215 for paralegals and legal assistants were approved in the
27 matter of *Esparza v. Smartpay Leasing, Inc.*, Case No. 3:12-cv-03421-WHA in the United States District
28 Court for the Northern District of California before the Honorable William H. Alsup (Dkt. No. 110).

1 h. On August 3, 2020, the Marron Firm's hourly rates of \$815 for Ronald A. Marron, \$575 for
2 Kas Gallucci, \$550 for Michael Houchin, \$490 for Lilach Halperin, and \$215 for paralegals and legal
3 assistants were approved in the matter of *Hilsley v. Ocean Spray Cranberries, Inc.*, Case No. 3:17-cv-
4 02335-GPC-MDD in the United States District Court for the Southern District of California before the
5 Honorable Gonzalo P. Curiel (Dkt. No. 245-2 (declaration in support of fee motion) & Dkt. No. 259 (Order
6 Granting Final Approval)).

7 i. On October 11, 2019, the Marron Firm's hourly rates of \$785 for Ronald A. Marron, \$575
8 for Alexis Wood, \$525 for Kas Gallucci, and \$215 for paralegals and law clerks were submitted to the
9 Court and approved in *Busch v. Bluestem Brands, Inc.*, No. 16-cv-0644 (WMW/HB), which received final
10 approval, with costs and fees approved in full, on October 11, 2019. *See* Dkt. No. 106.

11 j. On October 7, 2019, the Marron Firm's hourly rates of \$785 for Ronald Marron, \$495 for
12 Michael Houchin, \$440 for Lilach Halperin and other associate attorneys, and \$215 for paralegals were
13 approved in the matter of *Woodard v. Labrada*, Case No. 5:16-cv-00189-JGB-SP that is pending in the
14 United States District Court for the Central District of California before the Honorable Jesus G. Bernal.
15 (Dkt. No. 295-2 (declaration in support of fee motion) & Dkt. No. 321 (final approval order)).

16 k. On September 12, 2019, the Honorable Jose E. Martinez of the Southern District of Florida
17 approved the following hourly rates (Ronald A. Marron at \$785, Alexis Wood at \$575 and Kas Gallucci at
18 \$525) in *Medina v. Enhanced Recovery Company, LLC*, No. 15-cv-14342 (S.D. Fla.).

19 l. On June 17, 2019, the Marron Firm's hourly rates of \$785 for Ronald A. Marron, \$495 for
20 Michael Houchin, \$440 for Lilach Halperin and other associate attorneys, and \$215 for paralegals were
21 approved in the matter of *Littlejohn v. Ferrara Candy Company*, Case No. 3:18- cv-00658-AJB-WVG that
22 was pending in the United States District Court for the Southern District of California. (Dkt. No. 30-2
23 (declaration in support of fee motion) & Dkt. No. 47 (final approval order)). During the final approval
24 hearing, the Honorable Anthony J. Battaglia stated that the Marron Firm's rates "appear to the Court to be
25 typical for the community and counsel that are handling a class action, consumer-type litigation, in
26 particular, I find them fair, reasonable and will approve those." (Dkt. No. 51 [June 14, 2019 Hr.'g Tr. at
27 11:3-9]).

1 m. On January 15, 2019, the Marron Firm’s hourly rates of \$785 for Ronald A. Marron and
2 \$495 for Michael Houchin and other associate attorneys, and \$350 for post-bar law clerks were approved
3 in the matter of *William Jackson, et al. v. Lang Pharma Nutrition, Inc., et al.*, Case No. 37-2017-00028196-
4 CU-BC-CTL that was pending in the California Superior Court for the County of San Diego. (Dkt. No. 86
5 (declaration in support of fee motion) & Dkt. No. 112 (final approval order)). In his Final Approval Order,
6 the Honorable Joel R. Wohlfeil stated that my firm had “adequately represented the Class” and that the
7 “value of the settlement is fair, represents a reasonable compromise after five years of litigation, and is
8 adequate for the Class.” (Dkt. No. 112).

9 n. On October 19, 2018, the Honorable William T. Lawrence of the Southern District of
10 Indiana approved the following hourly rates (Ronald A. Marron at \$745, Alexis Wood at \$500, and Kas
11 Gallucci \$475) in the case *Simms v. ExactTarget, LLC*, No. 1-14-cv-737-WTL-DKL (S.D. Ind.).

12 o. On June 20, 2018, the Honorable Andrea R. Wood of the Northern District of Illinois
13 approved the following hourly rates (Ronald A. Marron at \$745, Alexis Wood at \$475, Kas Gallucci at
14 \$450), in the case *Elaine Mason v. M3 Financial Services, Inc.*, No. 15-cv-4194 (N.D. Cal.).

15 p. On August 14, 2018, the Marron Firm’s hourly rates of \$785 for Ronald A. Marron, \$495
16 for Michael Houchin and other associate attorneys, and \$245 for law clerks were approved in *Mollicone v.*
17 *Universal Handicraft, Inc.*, Case No. 1:17-cv-21468-RNS (S.D. Fla.) (Dkt. No. 122-1 (declaration in
18 support of fee motion) & Dkt. No. 134 (Final Approval Order)). In his Final Approval Order, the Honorable
19 Robert N. Scola, Jr. awarded 31.9% of the total Settlement Fund and stated that “[t]he requested percentage
20 from the Settlement Fund is reasonable, considering the results obtained, the nature of the case, and Class
21 Counsel’s significant work in this case and experience in litigating class actions.” (Dkt. No. 134).

22 q. On May 4, 2018, the Marron Firm’s hourly rates of \$745 for Ronald A. Marron, \$450 for
23 Kas Gallucci, \$440 for Michael Houchin and other associate attorneys, and \$245 for law clerks were
24 approved in *In re Tommie Copper Products Consumer Litigation*, Case No. 7:15-cv-03183-AT (S.D. N.Y.)
25 (DE No. 127 (declaration in support of fee motion) & DE No. 129 (Final Approval Order)). In her Final
26 Approval Order, the Honorable Analisa Torres found that the settlement was “entered into by experienced
27 counsel and only after extensive, arms-length negotiations conducted in good faith and with the assistance”
28 of a mediator. (DE No. 129).

1 r. On March 26, 2018, the Honorable Marilyn Huff of the Southern District of California
2 approved the following hourly rates (Ronald A. Marron at \$745, Alexis Wood at \$500, Kas Gallucci at
3 \$475, Skye Resendes at \$475, law clerks at \$240 and paralegals at \$215), in the case *Gutierrez-Rodriguez*
4 *v. R.M. Galicia, Inc.*, No 16-CV-0182-H-BLM.

5 s. On October 31, 2017, the Honorable Thomas R. Allen of the Circuit Court of Cook County,
6 Illinois, approved the following hourly rates (Ronald Marron at \$745, Alexis Wood at \$500, Kas Gallucci
7 at \$450, law clerks at \$245, and legal assistants/paralegals at \$215), in the case of *Thornton v. NCO*
8 *Financial Systems, Inc.*, Case No. 16 CH 5780

9 t. On September 5, 2017, The Marron Firm's hourly rates of \$745 for Ronald A. Marron,
10 \$450 for Kas Gallucci, \$440 for Michael Houchin and other associate attorneys, and \$245 for law clerks
11 were also approved in a class action concerning cosmetics products captioned *Elkind et al. v. Revlon*
12 *Consumer Products Corporation*, Case No. 2:14-cv-02484-AKT (E.D. N.Y) (DE No. 125-2 (Declaration
13 is Support of Fee Motion) & DE No. 131 (Final Approval Order)). In her Final Approval Order dated
14 September 5, 2017, the Honorable Judge Tomlinson stated that the settlement was "negotiated by highly
15 capable and experienced counsel with full knowledge of the facts, the law and the risks inherent in litigating
16 the Action and was the product of vigorously fought litigation." (DE No. 131).

17 u. On November 16, 2015, the Honorable Maxine M. Chesney of the U.S. District Court for
18 the Northern District of California approved the following hourly rates for attorneys at the Marron Firm in
19 relation to approval of a class settlement: Ronald Marron at \$745; Kas Gallucci at \$450 and law clerks at
20 \$290 in the case of *Johnson v. Triple Leaf Tea, Inc.*, Case No. 3:14-cv-10 01570-MMC (DE No. 65). The
21 Court found that the fee requested was "reasonable when judged by the standards in this circuit," and also
22 that my firm's attorney, law clerk and staff rates were "reasonable in light of the complexity of this
23 litigation, the work performed, Class Counsel's reputation, experience, competence, and the prevailing
24 billing rates for comparably complex work by comparably-qualified counsel in the relevant market." DE
25 No. 65.

26 v. On August 6, 2015, the Honorable Kenneth R. Freeman of the Superior Court of California,
27 County of Los Angeles approved the following hourly rates for Marron Firm attorneys: Mr. Marron at
28 \$745; Alexis Wood at \$475; Ms. Gallucci at \$450; and law clerks at \$290 in the case of *Perry v. Truong*

1 *Giang Corp.*, Case No. BC59568. In so holding, the Court noted that “the attorneys displayed skill in
2 researching and settling this case, which provides a benefit not only to Class Members but to the public at
3 large, and that in so doing, the attorneys undertook significant risk by spending time on this litigation on a
4 contingency basis.”

5 w. On August 7, 2015, the Honorable Brendan Linehan Shannon of the U.S. Bankruptcy Court
6 for the District of Delaware approved the following hourly rates for Marron Firm attorneys: Mr. Marron at
7 \$745; Ms. Wood at \$475; Ms. Gallucci at \$450 and law clerks at \$290 in the case of *In re: LEAF 123, INC*
8 *(f/k/a NATROL, INC), et al.*, Case No. 14-11446 (BLS). The court found the settlement in that case “fair,
9 reasonable and adequate,” which settlement included an award of \$799,000 in fees and a \$1,000 incentive
10 award for the named plaintiff.

11 x. On September 22, 2014, the Honorable Christina A. Snyder of the U.S. District Court for
12 the Central District of California approved Mr. Marron’s hourly rate of \$715 per hour, Ms. Wood’s rate of
13 \$425 per hour, and Ms. Gallucci’s rates of \$400 per hour, and Mr. Marron’s law clerk and paralegal rates
14 of \$245 and \$215 per hour, respectively. *See Vaccarino v. Midland Nat. Life Ins. Co.*, 11 CV-5858-CAS
15 MANX, 2014 WL 4782603, at ¶ 11 (C.D. Cal. Sept. 22, 2014); see also DE No. 407.

16 y. On July 29, 2014, the Hon. Richard Seeborg of the Northern District of California approved
17 Mr. Marron’s rate at \$715, Ms. Gallucci at \$400, and law clerks at \$290 in *In re Quaker Oats Labeling*
18 *Litig.*, No. C 10-0502 RS, 2014 WL 12616763, at *1 (N.D. Cal. July 29, 2014).

19 z. On March 13, 2014, the Honorable Gonzalo P. Curiel of the U.S. District Court for the
20 Southern District of California approved Mr. Marron’s hourly rate of \$715 per hour; Ms. Wood’s rate of
21 \$425 per hour; Ms. Gallucci’s rate of \$400 per hour as an attorney; \$245 per hour for law clerks, and \$215
22 per hour for legal assistants in *Mason v. Heel, Inc.*, No. 3:12-cv-3056-GPC-KSC, 2014 WL 1664271 (S.D.
23 Cal. Mar. 13, 2014); *see also* DE Nos. 30-1 & 37.

24 aa. On October 31, 2013, the Honorable Michael M. Anello of the Southern District of
25 California awarded Mr. Marron fees of \$680 per hour, Ms. Wood fees of \$385 per hour, Ms. Minelli fees
26 of \$385 per hour, and Ms. Gallucci fees of \$385 per hour in a homeopathic drug consumer class action
27 case; and also approved \$280 per hour for patent agent/post-Bar law clerks; \$245 per hour for regular law
28 clerks; and \$215 hourly rates for support staff such as paralegals. *Nigh v. Humphreys Pharmacal*

1 *Incorporated*, 3:12-cv-02714-MMA-DHB, 2013 WL 5995382 (S.D. Cal. Oct. 23, 2013); *see also* DE No.
2 30.

3 bb. On March 13, 2013, the Honorable David O. Carter of the Central District of California
4 awarded Mr. Marron fees of \$680 per hour in a dietary supplement consumer fraud class action case. *Bruno*
5 *v. Quten Research Inst., LLC*, No. 8:11-cv-00173-DOC-E, 2013 WL 990495, at *4-5 (C.D. Cal. Mar. 13,
6 2013) (“Quten”) (“Class Counsel, . . . the Law Offices of Ronald A. Marron displayed competence and
7 diligence in the prosecution of this action, and their requested rates are approved as fair and reasonable.”);
8 *see also id.* at *4 (“The Court notes that, in addition to the monetary relief obtained by Class Counsel for
9 class plaintiffs, there is a high value to the injunctive relief obtained in this case. New labeling practices
10 affecting hundreds of thousands of bottles per year, over ten years, bring a benefit to class consumers, the
11 marketplace, and competitors who do not mislabel their products.”).

12 cc. On October 31, 2012, the Honorable John A. Houston of the Southern District of California
13 awarded Mr. Marron fees of \$650 per hour in a homeopathic drug consumer fraud class action case.
14 *Gallucci v. Boiron, Inc.*, No. 11-cv-2039 JAH (NLS), 2012 WL 5359485, at *9 (S.D. Cal. Oct. 31, 2012)
15 (“The Court finds the [foregoing] hourly billing rates reasonable in light of the complexity of this litigation,
16 the work performed, Class Counsels' reputation, experience, competence, and the prevailing billing rates
17 for comparably complex work by comparably-qualified counsel in the relevant market.”).

18 dd. On March 13, 2012, my firm settled a case against manufacturers of OTC probiotic
19 supplement products on behalf of a nationwide class of consumers, styled *Burton v. Ganeden Biotech, Inc.*
20 *et al.*, Case No. 3:11-cv-01471-W-NLS (S.D. Cal.). A Joint Motion for Preliminary Approval of
21 Settlement, (DE No. 38) was granted on April 16, 2012 (*id.* at 42), and Judge Whelan granted Final
22 Approval on October 5, 2012 (DE Nos. 48, 52). On August 21, 2012, the Honorable Thomas J. Whelan
23 awarded Mr. Marron fees of \$650 per hour in the consumer dietary supplement class action of *Burton v.*
24 *Ganeden*, No. 11-cv-1471 W (NLS), DE Nos. 52, 48, 45.

25 ee. On July 9, 2012, the Honorable Marilyn L. Huff awarded Mr. Marron fees of \$650 per hour,
26 and approved the rates of associate attorney at \$385 per hour in the consumer food class action of *In re*
27 *Fererro*, Case No. 3:11-cv-00205 H (KSC) (S.D. Cal.), DE No. 127. Judge Huff noted that the fees
28 requested were “appropriate given the contingent nature of the case and the excellent results obtained for

1 the Class, and because no enhancement or multiplier was sought above the actual amount of Class Counsel's
2 lodestar. The Court concludes the billing rates used by Class Counsel to be justified by prior awards in
3 similar litigation and the evidence presented with their motion showing these rates are in line with
4 prevailing rates in this District.”

5 17. The Marron Firm prosecuted this matter on a contingent basis meaning that if the case were
6 unsuccessful the firm would have received no compensation or reimbursement of costs. The time spent on the
7 litigation took a considerable amount of time and effort that could have been spent on other fee-generating
8 work.

9 18. Class Counsel contributed their experience, time, and resources with no guarantee that they
10 would be compensated for its time and expenses. The firm took on this case, which necessarily required the
11 firm to forgo other opportunities, given finite resources to devote to cases.

12 **THE SETTLEMENT IS FAIR, JUST AND REASONABLE**

13 19. Plaintiffs and their counsel have diligently investigated the claims of the Settlement Class
14 Members. Plaintiffs and Class Counsel concluded, after taking into account the disputed factual and legal issues
15 involved in this Action, the substantial risks attending further prosecution, including risks related to certification,
16 judgment on the pleadings and possible summary judgment efforts, and the substantial benefits to be received
17 pursuant to the compromise and settlement of the Action as set forth in the Settlement, that settlement on the
18 terms agreed to are in the best interest of Plaintiffs and the settlement Class and are fair and reasonable.
19 Plaintiffs’ counsel brought to bear a great deal of experience with class actions in negotiating the settlement of
20 this case.

21 20. One fundamental purpose of the class action device is to promote efficiency. Resolution at this
22 time will forestall the need for additional expensive and time-consuming litigation that could very well result in
23 an outcome less satisfactory than that proposed under this settlement. But, before any other consideration, we
24 have agreed to this settlement because it is objectively reasonable. The potential for resolution benefits the
25 Class Members, since they do not have to wait additional years for a similar recovery. The efficiency of this
26 litigation benefits the Court, the Parties and their counsel. A class-wide resolution is the most realistic method
27 for addressing the claims raised in this matter.

EXHIBIT 1

LAW OFFICES OF RONALD A. MARRON, APLC

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Firm Resume

FIRM OVERVIEW

The Law Offices of Ronald A. Marron is a recognized class action and complex litigation firm based out of San Diego, California, representing clients across the nation. Founded in 1996 with an emphasis in consumer and securities fraud, the firm has expanded its practice to include complex cases such as electronic privacy, banking regulations, antitrust, automatic renewals, Telephone Consumer Protection Act and Government Environmental Law Litigation. The firm has skillfully litigated hundreds of lawsuits and arbitrations against investment advisors and stockbrokers, such as Morgan Stanley, LPL Financial, Merrill Lynch, Banc of America Securities, and Citigroup, who placed clients into unsuitable investments, failed to diversify, and who violated the Securities Act of 1933 and/or 1934. Aptly and competently prepared to represent its clients, the firm has taken on cases against the likes of Shell Oil, Citigroup, Wells Fargo, Union Bank of California, American Express Advisors, Morgan Stanley and Merrill Lynch. Since 2004, the firm has devoted most of its practice to the area of false and misleading labeling of Consumer Products and food, drug and over-the-counter products, as well as seeking to protect consumers from unauthorized and unsolicited telephone calls, SMS or text messages to cellular phones from corporations under the Telephone Consumer Protection Act. The firm employs five attorneys, whose qualifications are discussed in brief below.

THE MARRON FIRM'S ATTORNEYS:

Ronald A. Marron, Founder

As the founder of the Law Offices of Ronald A. Marron, APLC, Mr. Marron has been practicing law for 26 years. He was a member of the United States Marine Corps from 1984 to 1990 (Active Duty 1984-1988, Reserves 1988-1990) and thereafter received a B.S. in Finance from the University of Southern California (USC) in 1991. While attending Southwestern University School of Law (1992-1994), he interned at the California Department of Corporations with emphasis in consumer complaints and fraud investigations; and studied Bio-Chemistry at the University of Southern California and was a member of the Trojan Chemistry Club. Mr. Marron has extensive experience in class actions and other complex litigation and has obtained hundreds of millions of dollars on behalf of consumers as lead counsel. Mr. Marron has represented plaintiffs victimized in TCPA cases, Consumer Fraud, Antitrust, Broker-Dealer Liability, Ponzi schemes, shareholder derivative suits, and securities fraud cases.

Mr. Marron has assisted two United States Senate Subcommittees and their staff in investigations of financial fraud, plus the Senate Subcommittee on Aging relating to annuity sales practices by agents using proceeds from reverse mortgages. Mr. Marron's clients have testified before the United States Senate Subcommittee on Investigations relating to abusive sales practices alleged in a complaint he filed against All-Tech Investment Group. The hearings resulted in federal legislation that: (a) raised

the minimum capital requirements, and (b) required written risk disclosure signed by consumer. The civil action resulted in return of client funds and attorneys' fees pursuant to the private attorney general statute and/or Consumers Legal Remedies Act. Mr. Marron conducted the legal research and co-wrote the brief that resulted in the largest punitive damages award (500%) in NASD history for aggrieved investors against Dean Witter Reynolds in securities arbitration. Mr. Marron's opinion on deferred annuity sales practices targeting the elderly has often been sought by major financial news organizations and publications such as Forbes, the Wall Street Journal, the Kiplinger's Retirement Report, CNN, and FOX News affiliates. In addition, he has devoted significant energy and time educating seniors and senior citizen service providers, legislators, and various non-profits (including Elder Law & Advocacy) about deferred annuity sales practices targeting the elderly. Mr. Marron had numerous speaking engagements at FAST (Fiduciary Abuse Specialist Team), which is an organization devoted to the detection of, prevention, and prosecution of elder financial abuse; Adult Protective Services; and Elder Law & Advocacy, a non-profit dedicated to assisting seniors who have been the victims of financial fraud. He has litigated hundreds of lawsuits and arbitrations against major corporations, such as Shell Oil, Citigroup, Wells Fargo, Morgan Stanley, and Merrill Lynch. In recent years, Mr. Marron has devoted almost all of his practice to the area of TCPA and Privacy Violations, false and misleading labeling of food, dietary supplements, and over-the-counter products. He is a member in good standing of the State Bar of California; the United States District Courts for the Eastern, Southern and Northern Districts of New York; the United States District Courts for the Central, Eastern, Northern, and Southern Districts of California; the United States District Court for the Eastern District of Michigan; the United States District Court for the Eastern and Western Districts of Wisconsin; the United States District Court of Colorado; the United States District Court for the Eastern District of Arkansas; the United States Court of Appeals for the Ninth Circuit; and the Supreme Court of the United States.

Alexis M. Wood, Senior Associate

Ms. Wood graduated *cum laude* from California Western School of Law in 2009, where she was the recipient of the Dean's Merit Scholarship for Ethnic & Cultural Diversity and also Creative Problem Solving Scholarships. In addition, during law school, Ms. Wood was the President of the Elder, Child, and Family Law Society, and participated in the study abroad program on international and comparative human rights law in Galway, Ireland. Ms. Wood interned for the Alternate Public Defender during law school, and also held a judicial externship with the San Diego Superior Court. Upon graduation, Ms. Wood obtained her Nevada Bar license and worked at the law firm Alverson Taylor Mortensen & Sanders in Las Vegas, Nevada where she specialized in medical malpractice. Ms. Wood then obtained her license to practice law in California in 2010 and worked at the bankruptcy firm Pite Duncan, LLP in San Diego, California, in which she represented financial institutions in bankruptcy proceedings. She additionally worked for the national law firm Gordon & Rees, LLP as an associate attorney in the professional liability defense and tort & product liability practice groups. From 2016 to 2019, Ms. Wood was also selected to the California Super Lawyers Rising Star list (general category)—a research-driven, peer influenced rating service of outstanding lawyers who have attained a high degree of peer recognition and professional achievement. No more than 2.5% of the lawyers in the state were selected for the Rising Stars list. Ms. Wood joined the Law Office of Ronald Marron in September of 2012 and has dedicated her practice to consumer advocacy. Ms. Wood is also a foster youth advocate with Voices for Children. She is a member in good standing of the State Bar of California; the State Bar of Nevada; the United States District Courts for the Central, Eastern, Northern, and Southern Districts of California; the United States District Court of Nevada; the United States District Court for the Eastern and Western Districts of

Wisconsin; the United States District Court of Colorado; the United States Court for the Eastern District of Arkansas; and the United States Court of Appeals for the Ninth Circuit.

Kas L. Gallucci, Senior Associate

Ms. Gallucci graduated *cum laude* from California Western School of Law in 2012, where she ranked in the top 12% of her graduating class and was listed on the Dean's Honor List for four terms. During law school, Ms. Gallucci received the highest grade in her Legal Skills and Advanced Legal Research classes. She also participated in the Capitals of Europe Summer Study Abroad Program, where the Honorable Samuel A. Alito, Jr. was a Distinguished Guest Jurist. Ms. Gallucci has worked for the firm since 2009 and has 10 years' experience in consumer fraud cases, including prosecuting violations of the Telephone Consumer Protection Act and data breach cases. Ms. Gallucci also regularly assists with the firm's food, drug, and cosmetic cases. She is a member in good standing of the State Bar of California; the United States District Courts for the Central, Eastern, Northern, and Southern Districts of California; the United States District Court for the Eastern District of Michigan; the United States District Court for the Eastern and Western Districts of Wisconsin; the United States District Court for New Mexico; the United States District Court of Colorado; the United States Court for the Eastern District of Arkansas; and the United States Court of Appeals for the Ninth Circuit.

Michael Houchin, Senior Associate

Mr. Houchin has been with the Law Offices of Ronald A. Marron since 2011. Prior to passing the California bar exam, Mr. Houchin worked as a law clerk for the firm while he attended law school courses in the evenings at the Thomas Jefferson School of Law. During law school, Mr. Houchin received four Witkin Awards for the highest grade achieved in his Legal Writing, Constitutional Law, American Indian Law, and California Civil Procedure courses. He also served as an editor on the *Thomas Jefferson Law Review* and was a member of an editing team that prepared a student Note for compliance with publishable quality standards. *See* I. Suruelo, *Harmonizing Section 14(B) with The Policy Goals of the NLRA on the Heels of Michigan's Enactment of Right-To-Work Laws*, 36 T. JEFFERSON L. REV. 427 (2014). Mr. Houchin graduated *magna cum laude* in May of 2015 and ranked in the top 5% of his graduating class. Through his work at the Law Offices of Ronald A. Marron, APLC, Mr. Houchin has gained substantial familiarity with multi-district litigation proceedings, solutions for e-discovery management, and false advertising investigations. He is a member in good standing of the State Bar of California; and the United States District Courts for the Central, Eastern, Northern, and Southern Districts of California; the Western District of Wisconsin; the United States Court of Appeals for the Ninth Circuit; and the Supreme Court of the United States.

Lilach Halperin, Associate

Ms. Halperin graduated *cum laude* from the University of San Diego School of Law in 2018. During law school, Ms. Halperin held a judicial externship with the San Diego Superior Court and volunteered for numerous pro bono clinics, including the USD Entrepreneurship Clinic, the USD State Sales and Use Tax Clinic, and the San Diego Clean Slate Clinic. In addition, Ms. Halperin was the Chair of the USD Pro Bono Legal Advocates Consumer Affairs Clinic, where she worked with the Legal Aid Society of San Diego to assist indigent clients with lawsuits in consumer protection law. In her third year of law school, Ms. Halperin was hired as a law clerk for the Law Offices of Ronald A. Marron and assisted in consumer fraud cases for the firm, including the areas of false and misleading labeling of consumer products. She is a member of good standing of the State Bar of California; the United States District Courts for the Central, Eastern, Northern and Southern Districts of California; and the Western District of Wisconsin.

Support Staff

The Marron Firm also employs a number of knowledgeable and experienced support staff, including paralegals and legal assistants.

EXAMPLES OF MARRON FIRM'S SUCCESSES ON BEHALF OF CONSUMERS

Sanchez v. Allianz Life Insurance Company of North America, Case No. BC594715 (Los Angeles Sup. Ct.)

On December 14, 2022, the Honorable Maren E. Nelson granted final approval to a class action settlement for breach of contract and declaratory relief with respect to annuities sold to the plaintiffs by defendants in which the Law Offices of Ronald A. Marron was appointed as co-lead class counsel along with Gianelli & Morris.

In Re: T-Mobile Customer Data Security Breach Litigation, Case No. 4:21-MD-03019-BCW (W.D. MO.)

On July 26, 2022, the Honorable Brian C. Wimes of the United States District Court for the Western District of Missouri granted preliminary approval of one of the largest data breach class actions which consisted of a Settlement Class of 76.6 million U.S. residents to which a \$350 million non-reversion settlement fund was created for the benefit of the class in addition to at least \$150 million for data security and related technology. The court appointed Alexis Wood of the Law Offices of Ronald A Marron as Liaison Counsel in this litigation..

Fox v. Iowa Health System, No. 3:18-cv-00327-JDP (W.D. Wiscon.)

On March 4, 2021, the Honorable James D. Pederson granted final approval to a class action settlement regarding two data breaches of a healthcare system's patient and employees personal and private information. The Settlement provided for substantial monetary and injunctive relief. *Fox v. Iowa Health Sys.*, No. 3:18-CV-00327-JDP, 2021 WL 826741 (W.D. Wis. Mar. 4, 2021).

Young v. Neurobrands, LLC, No. 4:18-cv-05907-JSW (N.D. Cal.)

Plaintiffs alleged that certain Neurobrands products falsely state "no artificial [] flavors" when they in fact contain the artificial flavoring agent, malic acid. On October 15, 2020, the Honorable Jeffrey S. White granted class certification of a California Rule 23(b)(2) class, appointing the Marron Firm as class counsel. *Young v. Neurobrands, LLC*, No. 4:18-cv-05907-JSW, 2020 WL 11762212 (N.D. Cal. Oct. 15, 2020). On October 8, 2021, the Court granted final approval of the settlement. Dkt. *Young v. Neurobrands, LLC*, No. 4:18-CV-05907-JSW, 2021 WL 4784252 (N.D. Cal. Oct. 8, 2021).

Randolph v. Amazon.com LLC, No. 37-2017-00011078-CU-OE-CTL (San Diego Sup. Ct.)

Plaintiffs alleged that Defendants Amazon Logistics, Inc. and Amazon.com failed to comply with wage and hour laws with respect to persons who delivered packages to Amazon customers in California. On October 5, 2020, the Honorable Ronald L. Styn preliminarily approved the settlement to which the Law Offices of Ronald A. Marron served as co-lead class counsel. ROA 184. On July 4, 2021, the Honorable Keri Katz granted final approval of class action and PAGA representative action settlement which settled for \$3,200,000.00. ROA 210.

McSwain v. Axos Bank, No. 37-2019-00015784-CU-BC-CTL (San Diego Sup. Ct.)

Plaintiff alleged that Axos Bank failed to pay a minimum of 2% simple interest on homeowners' impound escrow accounts as required by California law. Axos filed a demurrer arguing that

Plaintiff's state law claims are preempted under the federal Homeowners' Loan Act, 12 U.S.C. §§ 1461, *et seq.* and the Law Offices of Ronald A. Marron successfully opposed the demurrer. ROA 36. On July 22, 2020, a class action settlement was preliminarily approved by the Court (ROA 58), and on November 25, 2020 the court granted final approval of the Settlement (ROA 81).

Romero v. Securus Technologies, Inc. No. 3:16-cv-01283 (JM) (S.D. Cal.)

Plaintiffs allege that Securus Technologies illegally recorded telephone conversations between inmates and their counsel. On November 21, 2018, the Honorable Jeffrey Miller granted class certification in part, appointing the Law Offices of Ronald A. Marron as co-lead class counsel. Dkt. No. 141. On June 16, 2020, the class action settlement was preliminary approved by the Court, and on November 19, 2020, the Court granted final approval of the Settlement. Dkt. No. 184.

Hilsley v. Ocean Spray Cranberries, Inc., No. 3:17-cv-02335(GPC) (S.D. Cal.)

A nationwide class of consumers brought this suit against Ocean Spray Cranberries, Inc. and Arnold Worldwide LLC for violations of California's Consumer Legal Remedies Act. Plaintiff alleges that certain Ocean Spray products falsely state "no artificial flavors" when they in fact contain the artificial flavoring agent, malic acid. On November 29, 2018, the Honorable Gonzalo P. Curiel granted class certification, appointing Ronald A. Marron, Michael Houchin, and Lilach Halperin of the Marron Firm as class counsel. Dkt. No. 83. On July 3, 2019, Judge Curiel denied Defendant's Motion for Summary Judgment (Dkt. No. 193) and on July 10, 2019 denied Defendant's Motion to Decertify the Class (Dkt. No. 196). On January 31, 2020, the Honorable Judge Gonzalo P. Curiel granted Plaintiff's Motion for Preliminary Approval of Class Action Settlement, and on August 3, 2020 the Court granted final approval of the settlement. Dkt. No. 259.

Graves v. United Industries Corp., No. 2:17-cv-06983-CAS-SK (C.D. Cal.)

On February 24, 2020, the Honorable Christiana A. Snyder granted final approval a nation-wide class action settlement concerning United Industries Corporation's Spectracide® Weed and Grass Killer Concentrate Products. Dkt. No. 87. The Plaintiffs alleged that the Spectracide® Concentrate Products were labeled as making more solution than the products were capable of making when mixed for certain weed control purposes. The Law Offices of Ronald A. Marron served as Class Counsel. The settlement created a \$2.5 million dollar common fund in addition to injunctive relief in the form of labeling changes. Judge Snyder noted that the Law Offices of Ronald A. Marron had "vigorously represented the Class" and has "extensive experience in consumer class action litigation." *Graves v. United Indus. Corp.*, No. 2:17-cv-06983-CAS-SK, 2020 WL 953210, at *5, (C.D. Cal. Feb. 24, 2020).

Esparza v. Smartpay Leasing, Inc., No. 3:17-cv-03421-WHA (N.D. Cal.)

On January 28, 2020, the Honorable William Alsup granted final approval a nation-wide certified class action settlement. The class included individuals who were texted on behalf of the defendant, using its vendor Twilio, Inc.'s platform after texting the word "STOP", between September 29, 2015 to June 13, 2017. Ronald A. Marron, Alexis M. Wood and Kas L. Gallucci of the Law Offices of Ronald A. Marron served as class counsel. The settlement created a \$8.67 million dollar common fund. *See Esparza v. Smartpay Leasing, Inc.*, No. 3:17-cv-03421-WHA, 2020 WL 465865, at *2 (N.D. Cal. Jan. 28, 2020), judgment entered, 2020 WL 465863 (N.D. Cal.).

Busch v. Bluestem Brands, Inc., No. 16-cv-0644(WMW/HB) (D. Minn.)

On October 11, 2019, the Honorable Judge Wilhelmina M. Wright granted final approval of a

nationwide TCPA class action settlement where Ronald A. Marron, Alexis M. Wood and Kas L. Gallucci served as co-lead class counsel. The settlement created a \$5.25 million common fund. *See Busch v. Bluestem Brands, Inc.*, No. 0:16-cv-00644-WMW-HB, 2019 WL 5092952, at *1 (D. Minn. Oct. 11, 2019).

Woodard, et al. v. Labrada, et al., Case No. 5:16-cv-00189-JGB-SP (C.D. Cal.)

On October 7, 2019, the Honorable Jesus G. Bernal granted final approval of a settlement between Plaintiffs and Defendant Naturex, Inc. for monetary and injunctive relief and the Law Offices of Ronald A. Marron served as co-lead class counsel. *See* Dkt. No. 321.

Medina v. Enhanced Recovery Company, LLC, No. 15-CV-14342-MARTINEZ-MAYNARD (S.D. Fla.)

On September 12, 2019, the Honorable Judge Jose E. Martinez granted final approval of a nationwide TCPA class action settlement and the Law Offices of Ronald A. Marron served as co-lead class counsel. Dkt. No. 131. The settlement created a \$1.45 million common fund.

Littlejohn v. Ferrara Candy Company, No. 3:18-cv-0658-AJB-WVG (S.D. Cal.)

On June 17, 2019, the Honorable Anthony J. Battaglia granted final approval of a nationwide CLRA class action settlement stating “Class Counsel has fully and competently prosecuted all causes of action, claims, theories of liability, and remedies reasonably available to the Class Members.” *Littlejohn v. Ferrara Candy Co.*, No. 3:18-cv-0658-AJB-WVG, 2019 WL 2514720, at *3 (S.D. Cal. June 17, 2019).

Rwomwijhu v. SMX, LLC, No. BC634518 (L.A. Supr. Ct.)

On January 11, 2019, the Honorable Carolyn B. Kuhl granted final approval of case brought pursuant to under California’s Private Attorneys General Act where the Law Offices of Ronald A. Marron served as co-lead class counsel.

Jackson v. Lang Pharma Nutrition, Inc., No. 37-2017-00028196-CU-BC-CTL (S.D. Supr. Ct.)

On December 20, 2018, the Honorable Joel R. Wohlfeil of the California Superior Court granted final approval to a nationwide labeling case settlement involving Co-q10 dietary supplements where the Law Offices of Ronald A. Marron served as class counsel. The settlement created a fund in the amount of \$1,306,000 for which class members could elect to obtain cash or product vouchers.

Simms v. ExactTarget, LLC, No. 1-14-cv-00737-WTL-DKL (S.D. Ind.)

On October 19, 2018, the Honorable William T. Lawrence granted final approval of a nationwide TCPA class action settlement where the Law Offices of Ronald A. Marron served as class counsel. Dkt. No. 178. The settlement created a \$6.25 million common fund.

Mancini v. The Western and Southern Life Insurance Company, et al., No. 16-cv-2830-LAB (WVG) (S.D. Cal)

On September 18, 2018, the Honorable Larry Alan Burns granted final approval of settlement in the amount of \$477,500 to resolve claims under California’s Private Attorneys General Act. Dkt. No. 51.

Gonzales v. Starside Security & Investigation, No. 37-2015-00036423-CU-OE-CTL (S.D. Supr. Ct.)

On September 7, 2018, the Honorable Gregory W. Pollack granted final approval of a wage and hour class action settlement and where the Law Offices of Ronald A. Marron served as class counsel. ROA 303.

Mollicone v. Universal Handicraft, No. 1:17-cv-21468-RNS (S.D. Fla.)

On August 10, 2018, the Honorable Robert N. Scola, Jr. granted final approval of class action settlement regarding false advertising claims of Adore cosmetics products marketed as containing a plant stem cell formula where in which the Law Offices of Ronald A. Marron served as class counsel. Dkt. No. 131. In his Preliminary Approval Order, Judge Scola stated that the Marron Firm is “experienced and competent in the prosecution of complex class action litigation.” Dkt. No. 120.

Mason v. M3 Financial Services, Inc., No. 1:15-cv-04194 (N.D. Ill.)

On June 29, 2018, the Honorable Andrea R. Wood granted final approval of a nationwide TCPA class action settlement in the amount of \$600,000 in which the Law Offices of Ronald A. Marron served as co-lead class counsel. Dkt. No. 71.

Potzner v. Tommie Copper, Inc., No. 7:15-cv-03183-AT-LMS (S.D. N.Y.)

On May 4, 2018, the Honorable Analisa Torres granted final approval of a false advertising class settlement in the amount \$700,000. Dkt. No. 129. This case involves allegations of false and deceptive advertising and endorser liability for copper fabric compression clothing. On January 4, 2016, the Honorable Analisa Torres appointed the Marron firm as Interim Lead Class Counsel over the opposition and challenge of other plaintiffs’ counsel, noting that the Marron firm’s “detailed” complaint was “more specifically pleaded, . . . assert[ing] a more comprehensive set of theories . . . [and was] more factually developed.” *Potzner v. Tommie Copper Inc.*, No. 7:15-cv-03183-AT-LMS, 2016 WL 304746, at *1 (S.D.N.Y. Jan. 4, 2016). Judge Torres also noted that Mr. Marron and his firm’s attorneys had “substantial experience litigating complex consumer class actions, are familiar with the applicable law, and have the resources necessary to represent the class.” *Id.*

Gutierrez-Rodriguez v. R.M. Galicia, Inc., No. 3:16-cv-00182-H-BLM (S.D. Cal.)

On March 26, 2018, the Honorable Marilyn Huff granted final approval of a nationwide TCPA class action settlement which provided monetary relief in the amount of \$1,500,000, in addition to significant injunctive relief. Dkt. 67. The Law Offices of Ronald A. Marron served as class counsel. *Gutierrez-Rodriguez v. R.M. Galicia, Inc.*, No. 16-CV-00182-H-BLM, 2018 WL 1470198, at *2 (S.D. Cal. Mar. 26, 2018).

Thornton v. NCO Financial Systems, No. 16-CH-5780 (Cook County, Ill)

On October 31, 2017, the Honorable Tomas R. Allen of the Circuit Court of Cook County, Illinois, granted final approval to a nationwide TCPA class which created a common fund in the amount of \$8,000,000 and also provided for injunctive relief. The Law Offices of Ronald A. Marron served as co-lead class counsel.

Elkind v. Revlon Consumer Products Corporation, No. 14-cv-2484(JS)(AKT) (E.D.N.Y.)

On September 5, 2017, the Honorable A. Kathleen Tomlinson granted final approval of a nationwide false advertising class action settlement which challenged Revlon’s advertising of its “Age Defying with DNA Advantage” line of cosmetics in the amount of \$900,000, and significant injunctive relief. Dkt. No. 131. The Law Offices of Ronald A. Marron served as co-lead class counsel. Dkt. No. 120.

Sanders v. R.B.S. Citizen, N.A., No. 3:13-cv-03136-BAS-RBB (S.D. Cal.)

On January 27, 2017 the Honorable Cynthia A. Bashant granted final approval of a nationwide TCPA class action settlement in the amount of \$4,551,267.50. *Sanders v. R.B.S. Citizen, N.A.*, No. 13-CV-03136-BAS (RBB), 2017 WL 406165 (S.D. Cal. Jan. 25, 2017). On July 1, 2016, the Honorable Cynthia A. Bashant certified a nationwide class, for settlement purposes, of over one million persons receiving cell phone calls from Citizens made with an alleged automatic telephone dialing system. Dkt. No. 107. The Court appointed the Law Offices of Ronald A. Marron as class counsel, noting they have “significant experience in handling class actions.” *Id.*

In re Leaf123 (Augustine v. Natrol), No. 14-114466 (U.S. Bankr. Ct. for the Dist. of Del.)

This action involved allegations of false and deceptive advertising of Senna Leaf tea products as dietary aids. Plaintiff alleged Senna Leaf is nothing more than a stimulant laxative which does not aid diets but hinders them. After a strong showing in the district court, and pursuant to other actions against the defendant manufacturer, the defendant filed for bankruptcy. The Marron Firm followed defendant to the federal bankruptcy court and retained bankruptcy counsel to assist. After a full day mediation before a retired federal jurist, and months of follow up negotiations, a settlement was reached. On August 7, 2015, in *In re Leaf123* (adversary proceeding of *Augustine v. Natrol*), the Honorable Brendan L. Shannon approved an injunctive relief-only settlement, finding it “fair, reasonable and adequate.”

Johnson v. Triple Leaf Tea, Inc., No. 3:14-cv-01570-MMC (N.D. Cal.)

An injunctive relief class action settlement, requiring manufacturer of senna leaf diet teas to re-label their products and remove ingredients based on alleged consumer confusion and harm, was filed in April 2014. The Marron firm served as class counsel and the Honorable Maxine M. Chesney, Senior U.S. District Court Judge granted final approval to a classwide settlement on November 16, 2015. *Johnson v. Triple Leaf Tea Inc.*, No. 3:14-CV-01570-MMC, 2015 WL 8943150, at *3, *5 (N.D. Cal. Nov. 16, 2015) (“Class Counsel has fully and competently prosecuted all causes of action, claims, theories of liability, and remedies reasonably available to the Class Members. The Court hereby affirms its appointment of the Law Offices of Ronald A. Marron, APLC as Class Counsel Class Counsel and Defendant's counsel are highly experienced civil litigation attorneys with specialized knowledge in food and drug labeling issues, and complex class action litigation generally.”).

Perry v. Truong Giang Corp., Case No. BC58568 (L.A. Supr. Ct.)

Plaintiff alleged defendant's Senna Leaf teas, advertised as diet aids, were falsely or misleadingly advertised to consumers. After an all-day mediation, a class wide settlement was reached. In granting final approval to the settlement on August 5, 2015, the Honorable Kenneth Freeman noted that class counsel's hourly rates were “reasonable” and stated the Marron Firm's lawyers used skill in securing the positive results achieved on behalf of the class. The court also noted “this case involved difficult legal issues because federal and state laws governing dietary supplements are a gray area, . . . the attorneys displayed skill in researching and settling this case, which provides a benefit not only to Class Members but to the public at large”

Carr v. Tadin, Inc., No. 3:12-cv-03040-JLS-JMA (S.D. Cal.)

An injunctive relief class action settlement, requiring manufacturer of diet teas and other health supplements to re-label their products to avoid alleged consumer confusion, was filed in January 2014 before the Honorable Janis L. Sammartino. The Marron Firm was appointed as class counsel. *Carr*

v. Tadin, Inc., No. 12-CV-3040 JLS JMA, 2014 WL 7497152 (S.D. Cal. Apr. 18, 2014), *amended in part*, No. 12-CV-3040 JLS JMA, 2014 WL 7499453 (S.D. Cal. May 2, 2014). The classwide settlement was granted final approval on December 5, 2014. *Carr v. Tadin, Inc.*, 51 F. Supp. 3d 970 (S.D. Cal. 2014).

Gallucci v. Boiron, Inc., No. 3:11-cv-2039-JAH (S.D. Cal.)

The firm was class counsel for consumers of homeopathic drug products in an action against Boiron, Inc., the largest foreign manufacturer of homeopathic products in the United States, involving allegations that Boiron's labeling and advertising were false and misleading. We obtained a nationwide settlement for the class which provided injunctive relief and restitution from a common fund of \$5 million. *Gallucci v. Boiron, Inc.*, No. 11CV2039 JAH NLS, 2012 WL 5359485 (S.D. Cal. Oct. 31, 2012), *aff'd sub nom. Gallucci v. Gonzales*, 603 F. App'x 533 (9th Cir. 2015). The settlement was upheld by the Ninth Circuit on February 21, 2015. The case also set an industry standard for homeopathic drug labeling. See www.homeopathicpharmacy.org/pdf/press/AAHP_Advertising_Guidelines.pdf.

Red v. Kraft Foods Global, Inc., No. 2:10-1028-GW (C.D. Cal)

The firm represented consumers in a class action against one of the world's largest food companies and was appointed lead counsel in a consolidated putative class action. The action has resulted in a permanent injunction barring the use of deceptive health claims on Nabisco packaged foods containing artificial trans fat. Dkt. No. 260. The Court has also granted an interim award of attorneys' fees. Dkt. No. 301.

Mason v. Heel, Inc., No. 3:12-cv-3056-GPC-KSC (S.D. Cal.)

Plaintiff alleged false and deceptive advertising of over-the-counter homeopathic drugs. On October 31, 2013, the Honorable Gonzalo P. Curiel granted preliminary approval to a nationwide class settlement of \$1 million in monetary relief for the class plus four significant forms of injunctive relief. Final approval was granted on March 13, 2014. See *Mason v. Heel, Inc.*, 3:12-CV-03056-GPC, 2014 WL 1664271 (S.D. Cal. Mar. 13, 2014).

Clark v. National Western Life Insurance Co., No. BC321681 (L.A. Co. Super. Ct.)

Class action involving allegations of elder financial abuse and fraud. After litigating the case for well over six years, including Mr. Marron being appointed co-lead class counsel, the case resulted in a settlement of approximately \$25 million for consumers.

In re Quaker Oats Labeling Litig., No. 5:10-cv-00502-RS (N.D. Cal.)

False and deceptive advertising case concerning Instant Oats, Chewy Granola Bars and Oatmeal To Go products, including use of partially hydrogenated vegetable oil while also representing the products as healthy snacks. An injunctive relief class action settlement was granted preliminary approval on February 12, 2014, with my firm being appointed Class Counsel. Dkt. No. 180. On July 29, 2014, the court granted the final approval of the settlement. *In re Quaker Oats Labeling Litig.*, No. 5:10-cv-00502-RS, 2014 WL 12616763 (N.D. Cal. July 29, 2014).

Nigh v. Humphreys Pharmacal, Inc., No. 3:12-cv-02714-MMA-DHB (S.D. Cal.)

Case involving allegations of false and deceptive advertising of homeopathic over-the-counter drugs as effective when they allegedly were not. On October 23, 2013, a global settlement was granted final approved by the Honorable Michael M. Anello, involving a common fund of \$1.4 million plus

five significant forms of injunctive relief for consumers. *Nigh v. Humphreys Pharmacal, Inc.*, No. 3:12-cv-02714-MMA-DHB, 2013 WL 5995382 (S.D. Cal. Oct. 23, 2013).

Burton v. Ganeden Biotech, Inc., No. 3:11-cv-01471-W-NLS (S.D. Cal.)

Action alleging false and deceptive advertising of a dietary probiotic supplement. The Marron Firm settled the case for \$900,000 in a common fund plus injunctive relief in the form of labeling changes. Final approval was granted on October 4, 2012. Dkt. No. 52.

Hohenberg v. Ferrero U.S.A., Inc., No. 3:11-CV-00205-H-CAB (S.D. Cal.)

This case involved false and deceptive advertising of sugary food product as a healthy breakfast food for children. After successfully defeating a motion to dismiss, *Hohenberg*, 2011 U.S. Dist. LEXIS 38471, at *6 (S.D. Cal. Mar. 22, 2011), the Honorable Marilyn Huff certified a class on November 15, 2011, resulting in a published decision, *In re Ferrero Litig.*, 278 F.R.D. 552 (S.D. Cal. 2011). A final settlement consisting of injunctive relief labeling and marketing changes, plus a \$550,000 common fund for monetary relief to the class was finally approved on July 9, 2012. Dkt. No. 127.

In re Quinol CoQ10 Liquid Labeling Litigation, No. 8:11-cv-173-DOC (C.D. Cal.)

This case involved false and deceptive consumer advertising of a dietary supplement. The Marron Firm was appointed class counsel and successfully defeated defendants' motion to decertify the class following the Ninth Circuit's decision in *Mazza v. Am. Honda Motor Co.*, 666 F.3d 581 (9th Cir. 2012). See *Bruno v. Eckhart Corp.*, 280 F.R.D. 540 (C.D. Cal. 2012); see also *Bruno v. Quten Research Inst., LLC*, 280 F.R.D. 524 (C.D. Cal. 2011). The case settled on the eve of trial (originally scheduled for October 2, 2012) for cash payments to the class and injunctive relief.

Iorio v. Asset Marketing Systems, Inc., No. 3:05-cv-00633-JLS-CAB (S.D. Cal.)

This action involved allegations of elder financial abuse and fraud. Mr. Marron was appointed class counsel on August 24, 2006 and the Court certified a class on July 25, 2006. After nearly six years of intensive litigation, including "challenges to the pleadings, class certification, class decertification, summary judgment, . . . motion to modify the class definition, motion to strike various remedies in the prayer for relief, and motion to decertify the Class' punitive damages claim," plus three petitions to the Ninth Circuit, attempting to challenge the Rule 23(f) class certification, a settlement valued at \$110 million was reached and approved on March 3, 2011. Dkt. No. 480. In granting final approval to the settlement, the Court noted that class counsel were "highly experienced trial lawyers with specialized knowledge in insurance and annuity litigation, and complex class action litigation generally" and "capable of properly assessing the risks, expenses, and duration of continued litigation, including at trial and on appeal." *Id.* at 7:18-22.

Martinez v. Toll Brothers, No. 09-cv-00937-CDJ (E.D. Penn.)

Shareholder derivative case alleging breach of fiduciary duty, corporate waste, unjust enrichment and insider trading, filed derivatively on behalf of Toll Brothers and against individual corporate officers. Under a joint prosecution agreement, this action was litigated along with other consolidated and related actions against Toll Brothers in a case styled ***Pfeiffer v. Toll Brothers***, No. 4140-VCL in the Delaware Chancery Court. After extensive litigation, the case settled in September 2012 for \$16.25 million in reimbursement to the corporation.

Peterman v. North American Co. for Life & Health Insurance, No. BC357194, (L.A. Co. Super. Ct.), involved allegations of elder financial abuse. This case was litigated for over four years and

achieved a settlement of approximately \$60 million for consumers.

Vaccarino v. Midland Nat'l Life Ins. Co., No. 2:11-cv-05858-CAS (MANx) (C.D. Cal.)

This action involved allegations of elder financial abuse and fraud. On June 17, 2013, the Honorable Christina A. Snyder appointed the Marron Firm as Class Counsel, and on February 3, 2014, the Court certified a class of annuities purchasers under various theories of relief, including breach of contract and the UCL. On September 22, 2014, the court granted final approval to a class action settlement that achieved a settlement of approximately \$5.55 million for consumers, including *cy pres* relief to the Congress of California Seniors. Dkt. No. 419.

CURRENT AND NOTABLE APPOINTMENTS AS CLASS COUNSEL

Robbins v. Gencor Nutrients, Inc., No. 16AC-CC00366 (Circuit Court, Cole Cty. Mo.)

On May 14, 2018, the Honorable Jon E. Beetem granted preliminary approval of a nationwide false advertising class action settlement concerning testosterone boosting supplements and appointed the Law Offices of Ronald A. Marron as co-lead class counsel.

Allen v. Hyland's, Inc., No. 12-CV-1150 DMG (MANx) (C.D. Cal.)

Nationwide class of consumers certified for false and deceptive advertising against largest U.S.-based manufacturer of homeopathic drugs, involving ten over-the-counter homeopathic drug products. A nationwide class was certified after two years of vigorous litigation, including Marron firm counsel surviving against two motions to dismiss, a motion for judgment on the pleadings, and a motion to strike punitive damages. *See Allen v. Hyland's, Inc.*, 300 F.R.D. 643 (C.D. Cal. 2014). Following a thirteen-day jury trial before the Honorable Judge Dolly M. Gee, a verdict was returned in favor of Hyland's. The Marron Firm timely appealed. On May 15, 2019, the Ninth Circuit reversed the judgment in part holding that "the jury's narrow findings as to deceptive advertising do not resolve [Plaintiffs'] broader unfair practices theory" and that "the district court must engage in fact-finding to resolve [the UCL claim], and erred in granting judgment to Hyland's without doing so." *Allen v. Hylands, Inc.*, 773 F. App'x 870, 874 (9th Cir. 2019).

Allen v. Similasan Corp., No. 12-cv-376 BAS (JLB) (S.D. Cal.)

A California class of consumers alleging false and deceptive advertising of six homeopathic drugs was certified by the Honorable Cynthia A. Bashant on March 30, 2015, with the Court noting that the firm was experienced and competent to prosecute the matter on behalf of the Class. Judge Bashant denied summary judgment on the class' claims that the drug products were not effective, as advertised, and certified claims under California's Consumers Legal Remedies Act, Unfair Competition Law, False Advertising Law, breach of express and implied warranty, and violation of the federal Magnuson-Moss Warranty Act. Dkt. No. 143.

OTHER NOTABLE CASES

In re Santa Fe Natural Tobacco Company Marketing & Sales Practices Litig., No. 1:16-md-02695-JB-LF (D.N.M.)

On May 24, 2016, Ronald A. Marron was appointed to the Executive Committee in a multidistrict litigation labeling case. Dkt. No. 24.

Henderson v. The J.M. Smucker Company, No. 2:10-cv-4524-GHK (C.D. Cal.)

This action was the catalyst forcing the defendant to reformulate a children's frozen food production to remove trans-fat. On June 19, 2013, the Honorable George H. King held the firm's client was a prevailing Private Attorney General and entitled to her costs and attorneys' fees. Dkt. No. 268.

APPELLATE CASES

Littlejohn v. Ferrara Candy Company, Inc., Case No. 19-55805 (9th Cir.)

The Marron Firm was appointed by the district court as class counsel for a settlement class involving purchasers of SweeTARTS candy products that are labeling as containing "No Artificial Flavors" The plaintiff alleged that the "No Artificial Flavors" claim is false and misleading because the SweeTARTS products are made with an artificial flavoring ingredient. The district court approved a nationwide class action settlement that provided valuable injunctive relief by requiring the defendant to remove the "No Artificial Flavors" labeling claim. An objector appealed the district court's approval of the settlement. On June 30, 2020, the Ninth Circuit fully affirmed the district court's approval of the settlement holding that the "SweeTARTS purchasers tend to be repeat buyers who would derive value from the Settlement's injunctive relief upon each future purchase of SweeTARTS." *Littlejohn v. Ferrara Candy Company, Inc.*, ---Fed. Appx.---, 2020 WL 3536531, at *2 (9th Cir. June 30, 2020).

Shyriaa Henderson v. United States Aid Funds, Inc., Case No. 17-55373 (9th Cir.)

On March 22, 2019, the Ninth Circuit reversed the District Court's order granting summary judgment in favor of Defendant, and remanded for further proceedings in a class action where debt collectors acting on behalf of defendant were in violation of the TCPA. The Ninth Circuit found that a reasonable jury could hold Defendant vicariously liable for the alleged TCPA violations by debt collectors. *Henderson v. United Student Aid Funds, Inc.*, 918 F.3d 1068 (9th Cir. 2019).

John Sandoval v. Pharmicare US, Inc., Case No. 16-56301 (9th Cir.)

On April 5, 2016, the Ninth Circuit reversed, in part, the District Court's order granting summary judgment in a false advertising class action concerning an aphrodisiac dietary supplement called "IntenseX" The Marron Firm successfully argued that statements on the intensex.com website showed that the defendant failed to obtain approval of IntenseX as an OTC aphrodisiac drug, thus creating a basis for liability under California's Unfair Competition Law. *Sandoval v. PharmaCare US, Inc.*, 730 Fed.Appx. 417 (9th Cir. 2018).

Reid v. Johnson & Johnson, Case No. 12-56726 (9th Cir.)

On March 13, 2015, the Ninth Circuit reversed, in part, the District Court's order granting the defendant's motion to dismiss in a false advertising class action concerning Benecol spread that was allegedly falsely advertised as containing "No Trans Fat." The Marron Firm successfully argued that the plaintiff's claims are not preempted by the Federal Food, Drug, and Cosmetics Act. *Reid v. Johnson & Johnson*, 780 F.3d 952, 964 (9th Cir. 2015).

EXHIBIT 2



2014 NLJ Billing Survey

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| Year | Firm Name | Location | Average FTE Attorneys | Partner Billing Rate High | Partner Billing Rate Low | Partner Billing Rate Avg | Associate Billing Rate High | Associate Billing Rate Low | Associate Billing Rate Avg | Counsel Avg | Counsel Low | Counsel High | NLJ Billing Source | Notes |
|------|--|-----------------|-----------------------|---------------------------|--------------------------|--------------------------|-----------------------------|----------------------------|----------------------------|-------------|-------------|--------------|-------------------------------------|--|
| 2014 | Adams and Reese | New Orleans, LA | 318 | \$700.00 | \$305.00 | \$420.00 | \$315.00 | \$220.00 | \$270.00 | \$500.00 | \$425.00 | \$575.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Akerman | Miami, FL | 523 | \$880.00 | \$360.00 | \$535.00 | \$465.00 | \$205.00 | \$305.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Akin Gump Strauss Hauer & Feld | Washington, DC | 809 | \$1220.00 | \$615.00 | \$785.00 | \$660.00 | \$365.00 | \$525.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Allen Matkins Leck Gamble Mallory & Natsis | Los Angeles, CA | 181 | \$680.00 | \$525.00 | \$615.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Alston & Bird | Atlanta, GA | 789 | \$875.00 | \$495.00 | \$675.00 | \$575.00 | \$280.00 | \$425.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Andrews Kurth | Houston, TX | 337 | \$1090.00 | \$745.00 | \$890.00 | \$1090.00 | \$265.00 | \$670.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Archer & Greiner | Haddonfield, NJ | 194 | \$460.00 | \$330.00 | \$400.00 | \$295.00 | \$200.00 | \$245.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Arent Fox | Washington, DC | 330 | \$860.00 | \$500.00 | \$650.00 | \$595.00 | \$275.00 | \$395.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



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|------|--|------------------|------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|--|-------------------------------------|--|
| 2014 | Arnall Golden Gregory | Atlanta, GA | 140 | \$520.00 | \$430.00 | \$490.00 | | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Arnold & Porter | Washington, DC | 720 | \$950.00 | \$670.00 | \$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 | \$595.00 | \$350.00 | \$465.00 | \$350.00 | \$175.00 | \$250.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Baker & Hostetler | Cleveland, OH | 798 | \$670.00 | \$275.00 | \$449.00 | \$350.00 | \$210.00 | \$272.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Baker & McKenzie | Chicago, IL | 4087 | \$1130.00 | \$260.00 | \$755.00 | \$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 | Baker, Donelson, Bearman, Caldwell & Berkowitz | Memphis, TN | 588 | \$495.00 | \$340.00 | \$400.00 | \$465.00 | \$245.00 | \$295.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Ballard Spahr | Philadelphia, PA | 483 | \$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 | \$260.00 | \$320.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Benesch, Friedlander, Coplan & Aronoff | Cleveland, OH | 150 | \$635.00 | \$360.00 | \$455.00 | \$475.00 | \$155.00 | \$280.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Best Best & Krieger | Riverside, CA | 176 | \$655.00 | \$340.00 | \$455.00 | \$385.00 | \$235.00 | \$280.00 | \$439.83 | \$340.00 | \$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 |



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|------|---------------------------------|------------------|-----|-----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------------------------|--|
| 2014 | Bingham McCutchen | Boston, MA | 795 | \$1080.00 | \$220.00 | \$795.00 | \$605.00 | \$185.00 | \$450.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Blank Rome | Philadelphia, PA | 447 | \$940.00 | \$445.00 | \$640.00 | \$565.00 | \$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, Schoeneck & King | Syracuse, NY | 198 | \$520.00 | \$240.00 | \$355.00 | \$310.00 | \$160.00 | \$225.00 | \$360.00 | \$275.00 | \$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 | \$260.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Broad and Cassel | Orlando, FL | 150 | \$465.00 | \$295.00 | \$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 | Brown Rudnick | Boston, MA | 187 | \$1045.00 | \$650.00 | \$856.00 | | | | | | | 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 | \$595.00 | \$220.00 | \$405.00 | \$635.00 | \$355.00 | \$865.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



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|------|--|------------------|-----|-----------|----------|----------|----------|----------|----------|--|--|--|-------------------------------------|--|
| 2014 | Buchalter Nemer | Los Angeles, CA | 139 | \$695.00 | \$475.00 | \$605.00 | \$375.00 | \$350.00 | \$365.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Burr & Forman | Birmingham, AL | 261 | \$525.00 | \$300.00 | \$371.00 | \$275.00 | \$200.00 | \$241.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Butler Snow | Ridgeland, MS | 280 | \$335.00 | \$235.00 | \$302.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Cadwalader, Wickersham & Taft | New York, NY | 437 | \$1050.00 | \$800.00 | \$930.00 | \$750.00 | \$395.00 | \$605.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Carlton Fields | Tampa, FL | 272 | \$840.00 | \$455.00 | \$600.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Cole, Schotz, Meisel, Forman & Leonard | Hackensack, NJ | 118 | \$730.00 | \$590.00 | \$653.00 | \$340.00 | \$275.00 | \$302.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Connell Foley | Roseland, NJ | 129 | \$575.00 | \$275.00 | \$425.00 | \$325.00 | \$200.00 | \$265.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) 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 | \$660.00 | \$820.00 | \$640.00 | \$335.00 | \$515.00 | | | | 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 | Covington & Burling | Washington, DC | 760 | \$890.00 | \$605.00 | \$780.00 | \$565.00 | \$320.00 | \$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 | Cozen O'Connor | Philadelphia, PA | 495 | \$1135.00 | \$275.00 | \$570.00 | \$640.00 | \$180.00 | \$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 |



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| 2014 | Curtis, Mallet-Prevost, Colt & Mosle | New York, NY | 323 | \$860.00 | \$730.00 | \$800.00 | \$785.00 | \$345.00 | \$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 | 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 | \$850.00 | \$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 | 595 | \$1075.00 | \$955.00 | \$1055.00 | \$760.00 | \$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 | \$1095.00 | \$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 | 2503 | \$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 | Dickstein Shapiro | Washington, DC | 254 | \$1250.00 | \$590.00 | \$750.00 | \$585.00 | \$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 & Shohl | Cincinnati, OH | 415 | \$850.00 | \$250.00 | \$411.00 | \$365.00 | \$160.00 | \$238.00 | \$360.00 | \$150.00 | \$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 | DLA Piper | New York, NY | 3962 | \$1025.00 | \$450.00 | \$765.00 | \$750.00 | \$250.00 | \$510.00 | | | | 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 |



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| 2014 | Duane Morris | Philadelphia, PA | 613 | \$960.00 | \$415.00 | \$589.00 | \$585.00 | \$280.00 | \$373.00 | \$638.00 | \$460.00 | \$1015.00 | 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 | Minneapolis, 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 | \$335.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Foley Hoag | Boston, MA | 221 | \$775.00 | \$590.00 | \$670.00 | \$385.00 | \$290.00 | \$325.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Fox Rothschild | Philadelphia, PA | 531 | \$750.00 | \$335.00 | \$530.00 | \$500.00 | \$245.00 | \$310.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Fried, Frank, Harris, Shriver & Jacobson | New York, NY | 450 | \$1100.00 | \$930.00 | \$1000.00 | \$760.00 | \$375.00 | \$595.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Frost Brown Todd | Cincinnati, OH | 414 | \$600.00 | \$220.00 | \$387.00 | \$315.00 | \$150.00 | \$234.00 | \$417.00 | \$350.00 | \$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 | \$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 |



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|------|-----------------------------------|----------------|------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------------------------|--|
| 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 | \$285.00 | \$300.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Greenberg Traurig | New York, NY | 1690 | \$955.00 | \$535.00 | \$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 | \$285.00 | \$175.00 | \$230.00 | \$287.50 | \$175.00 | \$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 | \$385.00 | \$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 | 483 | \$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 | \$363.00 | \$225.00 | \$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 | \$1085.00 | \$355.00 | \$625.00 | \$595.00 | \$210.00 | \$340.00 | \$575.00 | \$420.00 | \$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 | \$560.00 | \$290.00 | \$390.00 | \$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 |



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|------|------------------------------------|------------------|------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------------------------|--|
| 2014 | Hughes Hubbard & Reed | New York, NY | 351 | \$995.00 | \$725.00 | \$890.00 | \$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 | Husch Blackwell | St. Louis, MO | 539 | \$785.00 | \$250.00 | \$449.00 | \$440.00 | \$190.00 | \$275.00 | \$418.00 | \$240.00 | \$625.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Ice Miller | Indianapolis, IN | 291 | \$530.00 | \$335.00 | \$450.00 | \$305.00 | \$245.00 | \$270.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Irell & Manella | Los Angeles, CA | 166 | \$975.00 | \$800.00 | \$890.00 | \$750.00 | \$395.00 | \$535.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Jackson Kelly | Charleston, WV | 179 | \$535.00 | \$270.00 | \$345.00 | \$315.00 | \$200.00 | \$243.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Jackson Lewis | Los Angeles, CA | 724 | \$440.00 | \$310.00 | \$380.00 | \$315.00 | \$275.00 | \$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 | Jackson Walker | Dallas, TX | 333 | \$675.00 | \$575.00 | \$622.00 | \$385.00 | \$255.00 | \$335.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Jeffer, Mangels, Butler & Mitchell | Los Angeles, CA | 125 | \$875.00 | \$560.00 | \$690.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Jenner & Block | Chicago, IL | 434 | \$925.00 | \$565.00 | \$745.00 | \$550.00 | \$380.00 | \$465.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Jones Day | New York, NY | 2464 | \$975.00 | \$445.00 | \$745.00 | \$775.00 | \$205.00 | \$435.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



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|------|-------------------------------------|-----------------|------|-----------|----------|----------|----------|----------|----------|--|--|--|-------------------------------------|--|
| 2014 | Jones Walker | New Orleans, LA | 363 | \$425.00 | \$275.00 | \$385.00 | \$240.00 | \$200.00 | \$225.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Kasowitz, Benson, Torres & Friedman | New York, NY | 372 | \$1195.00 | \$600.00 | \$835.00 | \$625.00 | \$200.00 | \$340.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Katten Muchin Rosenman | Chicago, IL | 612 | \$745.00 | \$500.00 | \$615.00 | \$595.00 | \$340.00 | \$455.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Kaye Scholer | New York, NY | 392 | \$1250.00 | \$725.00 | \$860.00 | \$795.00 | \$370.00 | \$597.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Kelley Drye & Warren | New York, NY | 293 | \$815.00 | \$435.00 | \$640.00 | \$600.00 | \$305.00 | \$430.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Kilpatrick Townsend & Stockton | Atlanta, GA | 561 | \$775.00 | \$400.00 | \$550.00 | \$475.00 | \$315.00 | \$385.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | King & Spalding | Atlanta, GA | 874 | \$995.00 | \$545.00 | \$775.00 | \$735.00 | \$125.00 | \$460.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Kirkland & Ellis | Chicago, IL | 1554 | \$995.00 | \$590.00 | \$825.00 | \$715.00 | \$235.00 | \$540.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Knobbe Martens Olson & Bear | Irvine, CA | 260 | \$810.00 | \$450.00 | \$575.00 | \$455.00 | \$305.00 | \$360.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Kramer Levin Naftalis & Frankel | New York, NY | 313 | \$1100.00 | \$745.00 | \$921.00 | \$815.00 | \$515.00 | \$675.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



2014 NLJ Billing Survey

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|------|---------------------------|-------------------|------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------------------------|--|
| 2014 | Lane Powell | Seattle, WA | 170 | \$675.00 | \$375.00 | \$516.00 | \$425.00 | \$260.00 | \$331.00 | \$477.00 | \$300.00 | \$650.00 | 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 | \$1110.00 | \$895.00 | \$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 | 228 | \$695.00 | \$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 | 178 | \$600.00 | \$460.00 | \$520.00 | \$470.00 | \$275.00 | \$365.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Littler Mendelson | San Francisco, CA | 1002 | \$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 | \$990.00 | \$600.00 | \$765.00 | \$650.00 | \$300.00 | \$450.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Manatt, Phelps & Phillips | Los Angeles, CA | 329 | \$795.00 | \$640.00 | \$740.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | McCarter & English | Newark, NJ | 371 | \$625.00 | \$450.00 | \$530.00 | \$370.00 | \$220.00 | \$300.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | McDermott Will & Emery | Chicago, IL | 1021 | \$835.00 | \$525.00 | \$710.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



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|------|--|-------------------|------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|--|-------------------------------------|--|
| 2014 | McElroy, Deutsch, Mulvaney & Carpenter | Morristown, NJ | 274 | \$560.00 | \$325.00 | \$445.00 | \$335.00 | \$200.00 | \$295.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | McGuireWoods | Richmond, VA | 931 | \$725.00 | \$450.00 | \$595.00 | \$525.00 | \$285.00 | \$360.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | McKenna Long & Aldridge | Atlanta, GA | 518 | \$650.00 | \$480.00 | \$530.00 | \$425.00 | \$375.00 | \$395.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Michael, Best & Friedrich | Milwaukee, WI | 189 | \$650.00 | \$235.00 | \$445.00 | \$425.00 | \$200.00 | \$283.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Miles & Stockbridge | Baltimore, MD | 226 | \$740.00 | \$340.00 | \$478.00 | \$425.00 | \$230.00 | \$290.00 | \$419.00 | \$225.00 | \$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 | \$490.00 | \$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 | \$620.00 | \$585.00 | \$270.00 | \$390.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Morris, Manning & Martin | Atlanta, GA | 148 | \$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 | \$595.00 | \$865.00 | \$725.00 | \$230.00 | \$525.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Nelson Mullins | Columbia, SC | 466 | \$800.00 | \$250.00 | \$444.00 | \$395.00 | \$215.00 | \$271.00 | \$376.00 | \$195.00 | \$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 |



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|------|-------------------------------|-----------------|------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------------------------------|--|
| 2014 | Nixon Peabody | Boston, MA | 584 | \$850.00 | \$295.00 | \$520.00 | \$550.00 | \$180.00 | \$300.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Norris McLaughlin & Marcus | Bridgewater, NJ | 128 | \$505.00 | \$485.00 | \$495.00 | \$365.00 | \$185.00 | \$275.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Norton Rose Fulbright | Houston, TX | 3537 | \$900.00 | \$525.00 | \$775.00 | \$515.00 | \$300.00 | \$400.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Nossaman | Los Angeles, CA | 148 | \$800.00 | \$370.00 | \$579.00 | \$490.00 | \$255.00 | \$340.00 | \$495.00 | \$440.00 | \$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 | Nutter McClennen & Fish | Boston, MA | 146 | \$715.00 | \$470.00 | \$575.00 | \$460.00 | \$295.00 | \$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 | 668 | \$650.00 | \$250.00 | \$360.00 | \$365.00 | \$200.00 | \$260.00 | \$315.00 | \$230.00 | \$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 | 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 | 954 | \$1095.00 | \$715.00 | \$845.00 | \$375.00 | \$710.00 | \$560.00 | \$735.00 | \$685.00 | \$850.00 | 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 | \$815.00 | \$755.00 | \$335.00 | \$540.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



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|------|--|------------------|------|-----------|----------|-----------|----------|----------|----------|----------|----------|----------|--|-------------------------------------|--|
| 2014 | Paul, Weiss, Rifkind, Wharton & Garrison | New York, NY | 854 | \$1120.00 | \$760.00 | \$1040.00 | \$735.00 | \$595.00 | \$678.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Pepper Hamilton | Philadelphia, PA | 510 | \$950.00 | \$465.00 | \$645.00 | \$525.00 | \$280.00 | \$390.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Perkins Coie | Seattle, WA | 861 | \$1000.00 | \$330.00 | \$615.00 | \$610.00 | \$215.00 | \$425.00 | \$635.00 | \$280.00 | \$800.00 | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Pillsbury Winthrop Shaw Pittman | Washington, DC | 591 | \$1070.00 | \$615.00 | \$865.00 | \$860.00 | \$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 | \$376.00 | \$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 | Proskauer Rose | New York, NY | 712 | \$950.00 | \$725.00 | \$880.00 | \$675.00 | \$295.00 | \$465.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Quarles & Brady | Milwaukee, WI | 422 | \$625.00 | \$425.00 | \$519.00 | \$600.00 | \$210.00 | \$335.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Quinn Emanuel Urquhart & Sullivan | New York, NY | 673 | \$1075.00 | \$810.00 | \$915.00 | \$675.00 | \$320.00 | \$410.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Reed Smith | Pittsburgh, PA | 1555 | \$890.00 | \$605.00 | \$737.00 | \$530.00 | \$295.00 | \$420.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Richards, Layton & Finger | Wilmington, DE | 124 | \$800.00 | \$600.00 | \$678.00 | \$465.00 | \$350.00 | \$414.00 | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



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|------|--|-------------------|-----|----------|----------|----------|----------|----------|----------|--|--|--|-------------------------------------|--|
| 2014 | Riker Danzig Scherer Hyland & Perretti | Morristown, NJ | 146 | \$495.00 | \$430.00 | \$455.00 | \$295.00 | \$210.00 | \$250.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Robinson & Cole | Hartford, CT | 201 | \$700.00 | \$295.00 | \$500.00 | \$445.00 | \$215.00 | \$300.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) 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 | \$333.00 | | | | 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 | \$425.00 | \$475.00 | \$250.00 | \$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 | Seward & Kissel | New York, NY | 143 | \$850.00 | \$625.00 | \$735.00 | \$600.00 | \$290.00 | \$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 | \$860.00 | \$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 | \$875.00 | \$490.00 | \$685.00 | \$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 | \$256.00 | | | | 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 NLJ Billing Survey

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| | | | | | | | | | | | | | | |
|------|--------------------------------------|----------------|------|-----------|----------|-----------|----------|----------|----------|----------|----------|-----------|-------------------------------------|---|
| 2014 | Shutts & Bowen | Miami, FL | 230 | \$660.00 | \$250.00 | \$430.00 | \$345.00 | \$195.00 | \$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 | Skadden, Arps, Slate, Meagher & Flom | New York, NY | 1664 | \$1150.00 | \$845.00 | \$1035.00 | \$845.00 | \$340.00 | \$620.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Snell & Wilmer | Phoenix, AZ | 411 | \$845.00 | \$325.00 | \$525.00 | \$470.00 | \$180.00 | \$280.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Spilman Thomas & Battle | Charleston, WV | 131 | | | | | | | \$280.00 | \$215.00 | \$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 | Squire Patton Boggs | | | \$950.00 | \$350.00 | \$655.00 | \$530.00 | \$250.00 | \$355.00 | | | | National Law Journal, December 2014 | Location data not available due to merger in 2014. Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Sterne, Kessler, Goldstein & Fox | Washington, DC | 122 | \$795.00 | \$450.00 | \$577.00 | \$470.00 | \$265.00 | \$346.00 | \$483.57 | \$450.00 | \$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 | Stevens & Lee | Reading, PA | 154 | \$800.00 | \$525.00 | \$625.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Stoel Rives | Portland, OR | 365 | \$800.00 | \$300.00 | \$492.00 | \$465.00 | \$205.00 | \$287.00 | \$312.00 | \$280.00 | \$510.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Strasburger & Price | Dallas, TX | 217 | \$690.00 | \$290.00 | \$435.00 | \$365.00 | \$210.00 | \$270.00 | \$475.00 | \$300.00 | \$690.00 | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Stroock & Stroock & Lavan | New York, NY | 285 | \$1125.00 | \$675.00 | \$960.00 | \$840.00 | \$350.00 | \$549.00 | \$979.00 | \$745.00 | \$1095.00 | 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 NLJ Billing Survey

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|------|-------------------------------|------------------|------|-----------|----------|----------|----------|----------|----------|--|--|--|-------------------------------------|--|
| 2014 | Taft Stettinius & Hollister | Cincinnati, OH | 357 | \$535.00 | \$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 | \$610.00 | \$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 | 567 | \$975.00 | \$400.00 | \$620.00 | \$570.00 | \$245.00 | \$340.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Ulmer & Berne | Cleveland, OH | 178 | \$415.00 | \$315.00 | \$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 | 133 | \$465.00 | \$290.00 | \$390.00 | | | | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Venable | Washington, DC | 533 | \$1075.00 | \$470.00 | \$660.00 | \$575.00 | \$295.00 | \$430.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Vinson & Elkins | Houston, TX | 650 | \$770.00 | \$475.00 | \$600.00 | \$565.00 | \$275.00 | \$390.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Waller Lansden Dortch & Davis | Nashville, TN | 178 | \$600.00 | \$350.00 | \$460.00 | \$335.00 | \$190.00 | \$245.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |
| 2014 | Weil, Gotshal & Manges | New York, NY | 1157 | \$1075.00 | \$625.00 | \$930.00 | \$790.00 | \$300.00 | \$600.00 | | | | National Law Journal, December 2014 | Full-time equivalent (FTE) attorneys at the firm and the city of the firm's largest U.S. office as listed in the 2014 NLJ 350 report |



2014 NLJ Billing Survey

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

EXHIBIT 3

GEORGETOWN LAW
Center for the Study of the Legal Profession

PEER MONITOR[®]

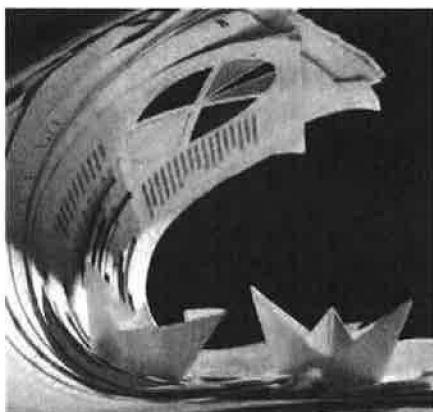


2014 Report on the State of the Legal Market

GEORGETOWN LAW

*The Center for the Study of the Legal Profession at the Georgetown University Law Center and Thomson Reuters Peer Monitor are pleased to present this 2014 Report setting out our views of the dominant trends impacting the legal market in 2013 and key issues likely to influence the market in 2014 and beyond.*¹

Introduction – Is Bigger Always Better?



There is a famous scene in the 1975 award-winning Steven Spielberg movie *Jaws*, when the Amity Police Chief Martin Brody (played by Roy Scheider) first catches a glimpse of the 25-foot long great white shark that has been terrorizing his community and that he is then chasing in a small fishing boat. Stunned by what he has seen, Brody backs into the cabin of the boat and grimly remarks to Quint, the seasoned shark hunter, "You're gonna need a bigger boat."

In an admittedly different context, one could argue that this same advice has been the most prominent driver of law firm strategies over the past decade or so. In large measure, most law firm leaders -- both before and since the Great Recession -- have appeared fixated on building "a bigger boat" as the keystone of their vision for moving their firms forward. Driven by a desire to achieve perceived economies of scale, to better serve client needs, to mirror the actions of competitors, or to improve their rankings in industry statistics, law firms have pursued aggressive growth strategies -- before 2008, through ever increasing hiring quotas and, since 2008, primarily through lateral hiring and mergers.²

The past year saw an overall continuation of this trend, although some firms have begun to retrench. According to *The National Law Journal*, the 350 largest U.S. law firms grew by only 1.1 percent during 2012, as compared to 1.7 percent growth in 2011. And, interestingly, some 140 firms on the NLJ 350 list (or about 40 percent of the group) actually shrank in size as compared to the prior year.³ At the same time, 2013 was a record year for law firm mergers, and lateral acquisitions continued apace.

By early December, the number of reported mergers involving U.S. law firms (91) had already surpassed the previous record (70) set in 2008, and it was widely expected that the year-end total would be even higher.⁴

¹ The Center for the Study of the Legal Profession and Thomson Reuters Peer Monitor gratefully acknowledge the participation of the following persons in the preparation of this Report: from the Center for the Study of the Legal Profession -- James W. Jones, Senior Fellow (lead author) and Milton C. Regan, Jr., Professor of Law and Co-Director; and from Thomson Reuters Peer Monitor -- Mark Medice, Senior Director and Jennifer Roberts, Data Analyst.

² The dramatic growth in the size of law firms has been a major feature of the legal market for the past 50 years. In 2012, *The National Law Journal's* NLJ 350 list showed that the 350th largest law firm in the U.S. had 112 lawyers. That compared starkly to 1965, when the largest law firm in the U.S. had only 125 lawyers.

³ "The NLJ 350," *The National Law Journal*, July 6, 2013.

⁴ "Big Firm Tie-Ups Abroad Keep 2013 Merger Mania Alive," *The AmLaw Daily*, Dec. 12, 2013. The article also describes high levels of merger activity in the United Kingdom, Canada, and South Africa.

While year-end figures on lateral moves among U.S. law firms are not yet available, it is expected that they will reflect a continuation of the high level of lateral partner activity that we have seen in the market in recent years.⁵ In addition, in a recent survey of leaders of AmLaw 200 firms, *The American Lawyer* found that a whopping 80 percent of respondents expected to make lateral partner hires in litigation related practice areas during 2014.⁶

Against this background, this report will examine the continuing dominant role that growth appears to play in the strategic thinking of most U.S. law firms. We will ask whether building "a bigger boat" is always the right strategy for firms and will consider some of the challenges that growth -- particularly rapid growth -- poses for law firm leaders. Finally, we will suggest other areas of focus that we believe may be far more relevant to the success of law firms in the future. The starting place for our inquiry, however, must be a look at the state of today's legal market and the ways in which competition in the market has changed fundamentally since 2008.

Current State of the Legal Market - By the Numbers

By most indicators, 2013 was another flat year for economic growth in U.S. law firms, with continuing sluggish demand growth, persistent challenges of low productivity, ongoing client pushback on rate increases, and a continuing struggle to maintain discipline on expenses. Although the performance of individual firms obviously differed, with some performing well above market averages, on the whole the financial performance of the U.S. legal market remained fairly lackluster during the year.

Demand Growth

Demand for legal services in 2013 declined slightly across the industry, as tracked in the Thomson Reuters Peer Monitor data base.⁷ As shown in Chart 1 below (which tracks performance on a year-to-date basis through November), after a sharp decline in the first quarter,⁸ demand growth recovered somewhat ending at a slightly negative level of -1.1 percent for the 12-month period measured. While a clear improvement over the collapse in demand growth seen in 2009 (when growth hit a negative 5.1 percent level), the current demand growth rate has been essentially flat to somewhat negative for the past three years.

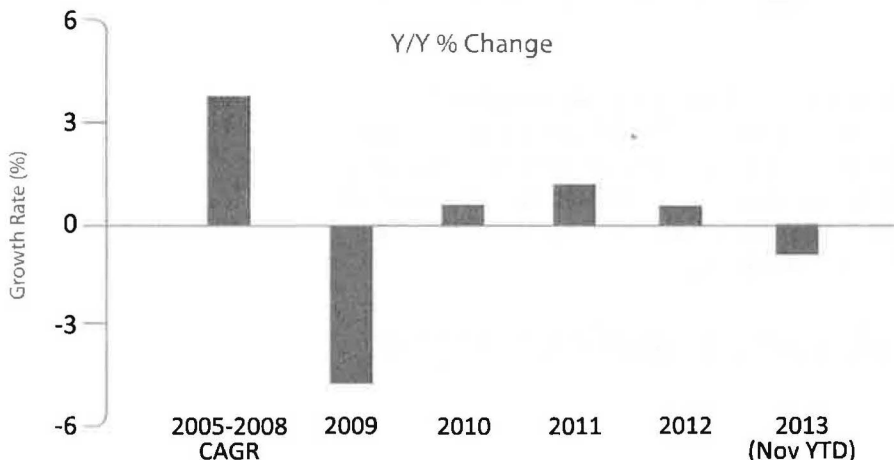
5 In February 2013, in its annual Lateral Report, *The American Lawyer* noted that lateral partner moves among AmLaw 200 firms jumped 9.7 percent over the prior year for the 12-month period ending September 30, 2012, and 33.6 percent over a similar period in 2010. Even taking into account the fact that 280 of the 2,691 lateral partner moves in 2012 were attributable to the failure of a single firm (Dewey & LeBoeuf), the increased level of activity was noteworthy. "The 2013 Lateral Report," *The American Lawyer*, Mar. 1, 2013.

6 Richard Lloyd, "Firm Leaders Survey: Slow Growth on Tap for 2014," *The American Lawyer*, Dec. 2, 2013.

7 Thomson Reuters Peer Monitor data ("Peer Monitor data") are based on reported results from 130 law firms, including 53 AmLaw 100 firms, 38 AmLaw 2nd 100 firms, and 39 additional firms. For present purposes, "demand for legal services" is viewed as equivalent to total billable hours recorded by firms included in a particular data base.

8 It is worth noting that the sharp decline in demand growth during the first quarter of 2013 followed an upswing in demand in the fourth quarter of 2012, an increase at least partly attributable to the desire of many clients to close various corporate transactions in advance of new tax rules that took effect on January 1, 2013.

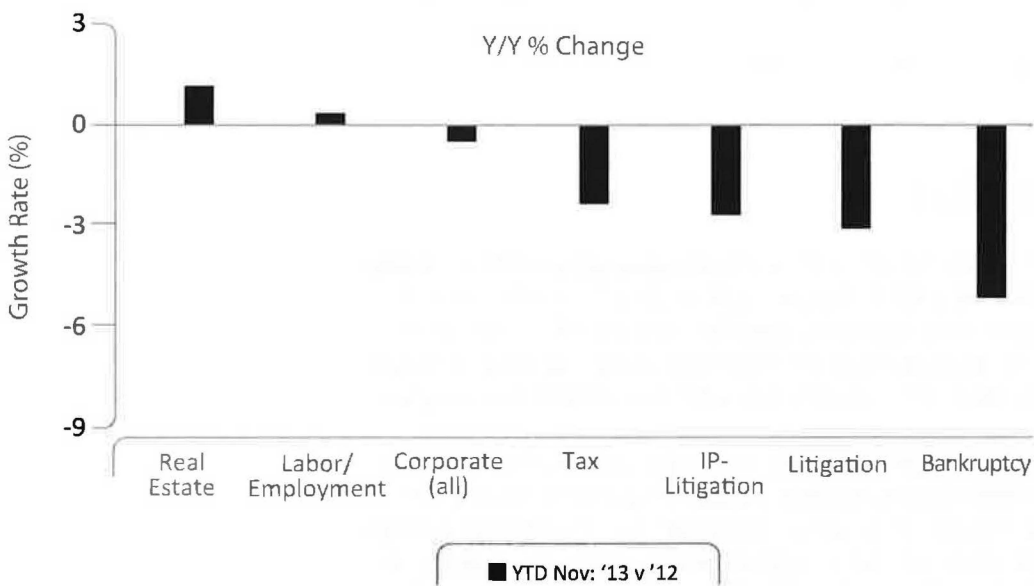
Chart 1 - Growth in Demand for Legal Services



Source: Thomson Reuters Peer Monitor

As shown in Chart 2 below, among various practice areas, when measured on a 2013 year-to-date comparative basis, real estate showed the highest demand growth, albeit at a modest 1.2 percent level, followed by labor and employment at 0.4 percent. Corporate practices were essentially flat, and all other practices saw declines.

Chart 2 - Demand Growth by Practices



Source: Thomson Reuters Peer Monitor

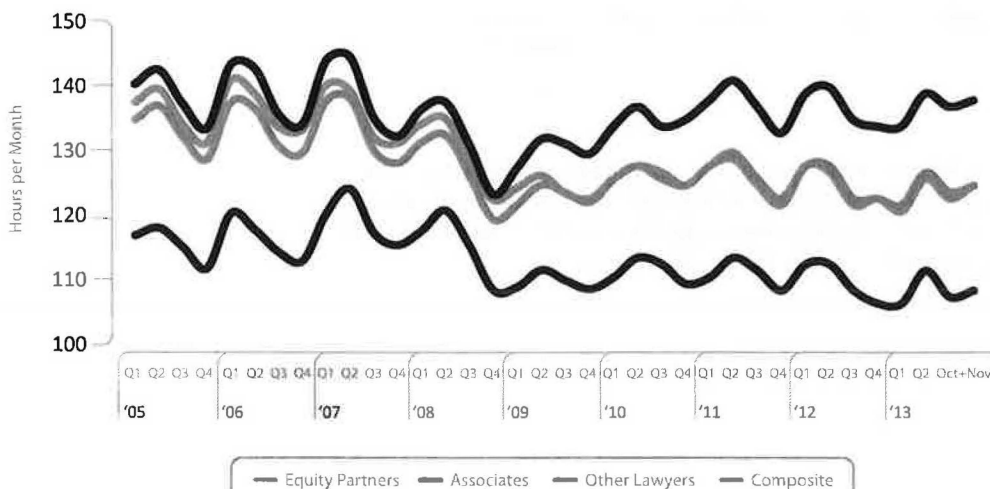
Productivity

During 2013, the number of lawyers in U.S. firms grew by about 1 percent. Given the slight decline in overall demand growth, it is not surprising, therefore, that productivity -- defined as the total number of billable hours recorded by a firm divided by the total number of lawyers in the firm -- remained essentially flat.

As can be seen in Chart 3 below, this continues a trend that we have seen for the last several years.⁹ What remains significant, however, is that current levels of productivity are still over 100 billable hours per timekeeper per year lower than in the pre-recession period in 2007.

Moreover, 2013 saw a continuation of the familiar pattern of associate billable hours exceeding those of equity partners by some 100-120 hours per year, and equity partner billable hours exceeding those of other categories of lawyers (including non-equity partners, of counsel, senior counsel, special counsel, etc.) by some 300 hours per year. All of this as shown in Chart 3 evidences an ongoing problem of under productivity in the latter categories of lawyers.

Chart 3 - Productivity (Hours per Lawyer) by Category



Source: Thomson Reuters Peer Monitor

Lawyers Only

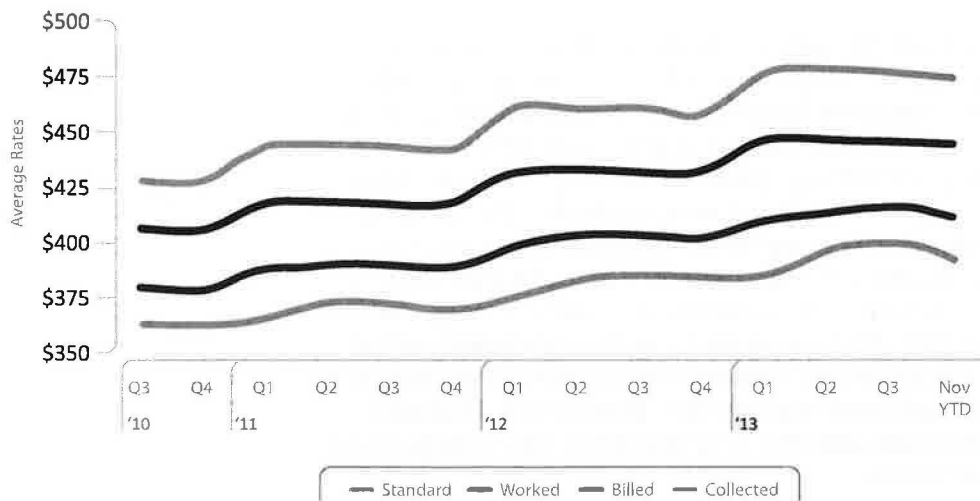
Rates and Realization

As has been the case since the beginning of the Great Recession in 2008, firms continued to raise their rates during 2013, albeit at a fairly modest level of 3.5 percent (well below the 6-8 percent annual increases typical in the pre-2008 period). And, as has also been the case for the past five years, clients continued to push back on rate increases, keeping pressure on the realization rates that firms were able to achieve.

Chart 4 below shows the rate progression as tracked in the Peer Monitor data base from the third quarter of 2010 through November 2013. As can be seen, over this three-year period, firms increased their standard rates by 11 percent from an average of \$429 per hour to \$476 (or an average increase of about 3.7 percent per year). At the same time, however, the collected rates actually achieved by firms increased by only 8.8 percent from an average of \$363 per hour to \$395 (or an average increase of 2.9 percent).

⁹ There was an uptick in productivity during October 2013, but – based on data from prior years – this appears to be a fairly typical seasonal anomaly with October hours generally being counterbalanced by lower billable hours for the remainder of the fourth quarter.

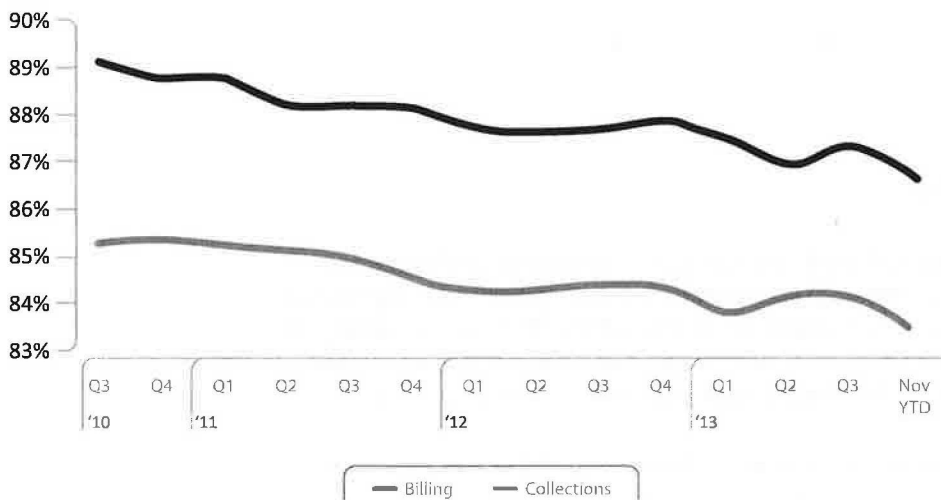
Chart 4 - Rate Progression



Source: Thomson Reuters Peer Monitor

These results, which reflect continuing client resistance to firm rate hikes, are also reflected in firm realization rates over the same period. As can be seen in Chart 5 below, over the three-year period from the third quarter of 2010 through the third quarter of 2013, realization rates – *i.e.*, the percentages of work performed at a firm's standard rates that are actually billed to and collected from clients – have continued to decline. Billing realization dropped from 89.12 percent to 86.74 percent, while collected realization dropped from 85.32 percent to 83.49 percent (a rate that is slightly lower than the record low rate of 83.6 percent seen in 2012). 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. 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.

Chart 5 - Billed and Collected Rates against Standard

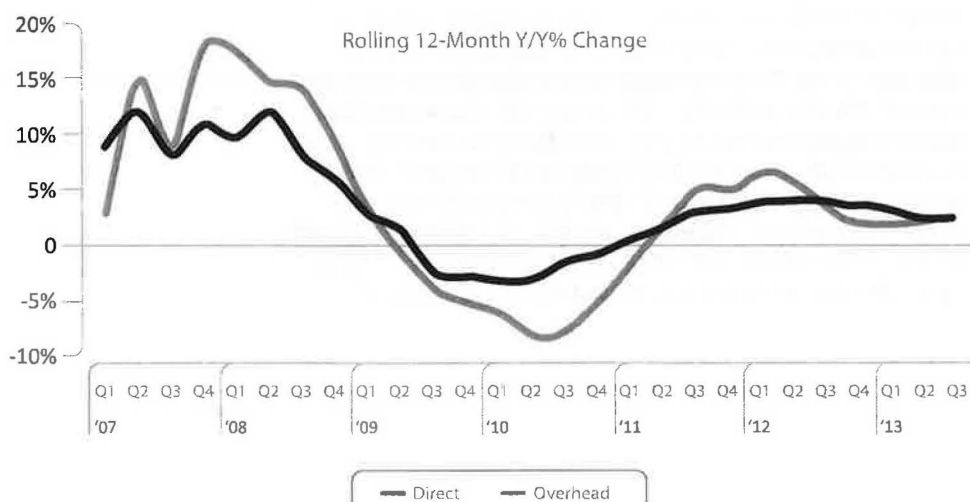


Source: Thomson Reuters Peer Monitor

Expenses

One of the challenges of managing in a slow growth economy is keeping a tight rein on expenses – both direct and indirect.¹⁰ Prior to the onset of the economic downturn in 2008, by any rational measure expenses in law firms were largely out of control. In the fourth quarter of 2007, for example, direct expenses of U.S. law firms (measured on a rolling 12-month year-over-year percentage change basis) were growing at an average annual rate of 18 percent, while indirect expenses were growing at 10.9 percent. With the beginning of the recession in 2008, almost all firms slashed expenses across the board, hitting negative growth rates in the second quarter of 2010 of -8.2 percent for direct expenses and -2.9 percent for indirect. Those reduced levels of spending – induced primarily by panicked reactions to the economic crisis – were not sustainable over the long term, and expenses began to rise again toward the end of 2010. Since that time, as shown in Chart 6 below, although expense growth has increased – in 2013 up to 2.1 percent for both direct and indirect expenses – firms have done a reasonably good job of managing their expenses effectively.

Chart 6 - Expense Growth



Source: Thomson Reuters Peer Monitor

Profits per Partner

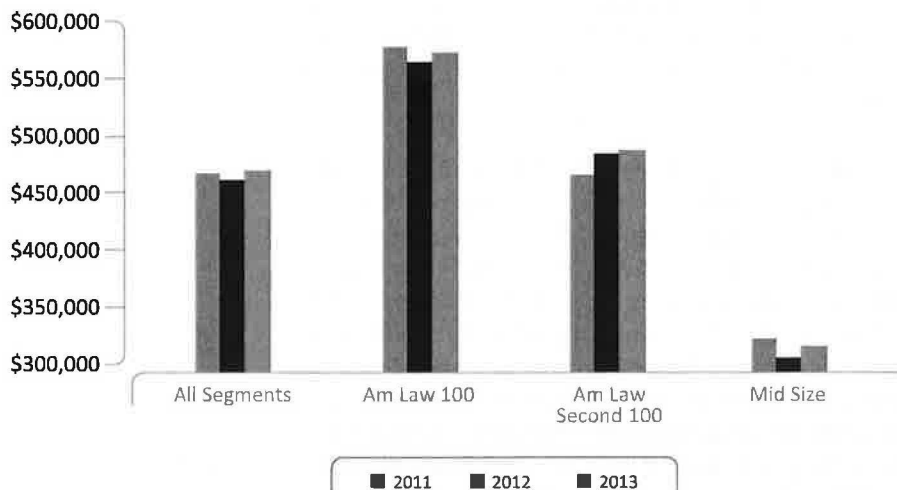
The continuing combination of sluggish demand growth, constrained productivity, and low realization rates have combined to keep profits per partner ("PPP") relatively flat over the past three years. As shown on Chart 7 below, while PPP in 2013¹¹ was up slightly for all categories of firms across the market, the increase over 2012 was quite modest and, at least in the case of AmLaw 100 and mid-sized firms, lower than levels in 2011.¹²

¹⁰ Direct expenses refer to those expenses related to fee earners (primarily the compensation and benefits costs of lawyers and other timekeepers). Indirect expenses refer to all other expenses of the firm (including occupancy costs, technology, administrative staff, etc.).

¹¹ The PPP shown on Chart 7 for 2013 is based on YTD October numbers.

¹² It should be noted that Peer Monitor includes in its "profits per partner" number *all* lawyers listed by firms as "partners" (whether equity or non-equity or income). This approach facilitates easier comparisons between firms than a "profits per equity partner" measure and eliminates questions about how firms define "equity partners."

Chart 7 - Profits per Partner



Source: Thomson Reuters Peer Monitor

Changed Basis of Competition in the Legal Market

The current trends described above reflect fundamental changes in the nature of competition in the legal market, changes that have been increasingly evident since 2008. Although many factors have contributed to these changes, some of them unrelated to the economic downturn,¹³ the onset of the Great Recession accelerated (and, to some extent, exacerbated) the pace of change across the market.

The first and perhaps most obvious change is that the legal market has become much more intensely competitive than it was five years ago. This is hardly surprising since, for the past five years, the supply of legal services has significantly exceeded demand, as reflected in the ongoing struggle of firms to maintain prior levels of productivity. In a market in which supply exceeds demand, the only way in which one supplier can expand its market share is by taking business from others, with a resulting increase in overall competition. And that is precisely what has happened in the legal market since 2008.

A second and perhaps more lasting change is that the market for legal services has shifted from a sellers' to a buyers' market, a shift that has serious long-term implications for the leaders of all law firms. Prior to 2008, the fundamental decisions about how legal services were delivered – the myriad decisions about how matters were organized, scheduled, and staffed; how strategies and tactics were implemented; and how lawyers charged for their services – were all essentially made by law firms and not by their clients. This is not to suggest that clients were not consulted or that, from time to time, clients didn't push back, but by and large all of the key decisions relating to a representation were made by outside lawyers.

¹³ These unrelated changes include factors like the growing availability of public information about the legal market, the inexorable drive toward commoditization of legal services enhanced by the growth of enabling technologies, the emergence of non-traditional service providers, the changing role of in-house corporate counsel, the impact of globalization, and the collapse of an unsustainable law firm business and economic model based largely on the ability to raise rates 6-8 percent a year.

All of that changed beginning in 2008, when clients – driven to a large extent by an economic imperative to bring down the overall costs of legal services – took control of all of these key decisions. That shift, combined with the dynamic of a market in which supply exceeds demand (as described above), placed clients in control of the relationships with their outside law firms in ways never before seen in the legal market. And clients have not been reluctant to exercise their new leverage.

Over the past five years, clients have talked increasingly about enhancing the "value" they receive for the legal services they purchase,¹⁴ and it has become increasingly clear that what they mean by "value" is efficiency, predictability, and cost effectiveness in the delivery of legal services, quality being assumed.¹⁵ This has led many corporate law departments to retain more work in-house thereby reducing their reliance on outside counsel. Indeed, the 2013 Altman Weil Chief Legal Officer Survey¹⁶ found that, among the 207 CLO respondents, 44 percent indicated that they had shifted work to in-house lawyers during the previous 12 months, and 30.5 percent said that they had reduced the total amount of work sent to outside counsel.¹⁷ Moreover, some 29 percent of respondents indicated that they intended to decrease their overall use of outside counsel in the next 12 months, and only 15 percent said they expected to increase such use.¹⁸ Consistent with these responses, 47 percent of CLOs indicated that they had decreased their budgets for outside counsel during 2013 (a figure that compares to 39 percent in 2012 and 25.4 percent in 2011).¹⁹

Interestingly, the same client focus on enhanced value in the delivery of legal services may now be evident in a subtle but potentially important shift in the allocation of business within the legal market. In a recent survey conducted by AdvanceLaw,²⁰ general counsel at 88 major companies were asked about their willingness to move high stakes (though not necessarily "bet the company") work away from "pedigreed firms" (essentially defined as AmLaw 20 or Magic Circle firms) to non-pedigreed firms, assuming a 30 percent difference in overall cost.²¹ Of the respondents, 74 percent indicated they would be inclined to use the less pedigreed firm, with only 13 percent saying they would not.²² In a related question, respondents were asked whether, based on their own experiences, lawyers at the most pedigreed firms were more or less responsive than their counterparts at other firms. Some 57 percent of respondents said that they found lawyers at pedigreed firms less responsive, while only 11 percent said they found them more.²³ Similar results were reflected in the Altman Weil CLO Survey, where 40.5 percent of respondents indicated that they had shifted work to lower priced outside law firms in the preceding 12 months.²⁴

14 This concept was embodied in the "Value Challenge" program launched by the Association of Corporate Counsel in 2008. See www.acc.com/valuechallenge/.

15 Obviously, corporate general counsel are concerned about the quality of legal advice they receive. Increasingly, however, quality is viewed as the "table stakes" necessary to play in the game to begin with and not a factor for deciding which firm should be awarded a particular piece of work. Stated differently, offering high quality legal advice is essential to getting on a general counsel's list to begin with, but once on the list, it is likely that work will be awarded on the basis of which firm the general counsel believes can deliver the services most efficiently, predictably, and cost effectively.

16 Altman Weil, Inc., *2013 Chief Legal Officer Survey: An Altman Weil Flash Survey*, Nov. 2013 ("Altman Weil CLO Survey").

17 *Id.* at p. 10.

18 *Id.* at p. 4.

19 *Id.* at p. 17.

20 AdvanceLaw is an organization that vets law firms for quality, efficiency, and client service and shares performance information with its membership of some 90 general counsel of major global companies, including the likes of Google, Panasonic, Nike, eBay, Oracle, Deutsche Bank, Kellogg, Yahoo, 3M, ConAgra, Nestle, and Unilever. See <http://www.advancelaw.com>.

21 The current cost premium for an AmLaw 20 firm relative to an AmLaw 150 or 200 firm is typically far more than 30 percent. As of November 2013, based on Peer Monitor data, the spread between the average standard and worked rates of AmLaw 100 firms and those of AmLaw 2nd 100 firms averaged 22 percent. And, of course, the average for all AmLaw 100 firms is significantly lower than for AmLaw 20 firms alone.

22 The survey question and results are set out at http://hbrblogs.files.wordpress.com/2013/10/badnews-biglaw_580r2.gif.

23 *Id.*

24 Altman Weil CLO Survey, at p. 10.

What these results suggest is that brand value – in this case the brand value of the largest and historically most prestigious firms in the legal market – may be losing some of its luster as increasingly savvy general counsel select outside law firms based on considerations of price and efficiency and not on reputation alone. Further tantalizing evidence for this conclusion is provided in the 2013 CounselLink Enterprise Legal Management Trends Report released in October.²⁵ That report compared the billings of the "Largest 50" U.S. law firms (*i.e.*, firms with more than 750 lawyers) with those of firms in the 200 to 500 lawyer range, the latter being defined as "Large Enough" firms.²⁶ The report found that three years ago, "Large Enough" firms accounted for 18 percent of all of the billings in the CounselLink data base, while the "Largest 50" firms accounted for 26 percent. In 2013, the share of "Large Enough" firms had risen to 22 percent, while the share of the "Largest 50" firms had declined to 20 percent.²⁷

Looking at high fee work, the CounselLink Trends Report found a similar pattern, at least in respect of high fee litigation matters. Based on the past three years of billing history for litigation matters with total billings of at least \$1 million, the report found that "Large Enough" firms nearly doubled the portion of such work they received, growing their share from 22 percent in 2010 to 41 percent in 2013.²⁸

Challenges of Growth as a Strategy

Against this background, we can return to our initial question -- whether the dominant role played by growth in the strategic thinking of most law firms continues to make sense given the significant changes that have occurred in the legal market? The most common justifications given for a focus on growth include (i) the desire to achieve "economies of scale", (ii) the necessity of creating an "ever expanding pie" to provide opportunities for younger lawyers and especially younger partners, (iii) the need to diversify to protect a firm against cyclical downturns in specific practices, and (iv) the requirements for a larger market footprint to better serve the needs of clients. While there is some validity to all of these arguments, they must be balanced against the potential problems created by growth – particularly rapid growth.

As to the desire to achieve economies of scale, it must be noted at the outset that this is a peculiar strategic objective for an industry that continues to be largely reliant on an hourly-billing model. Economies of scale, as an economic concept, are focused on the creation of efficiencies that allow producers to lower costs and thereby create a competitive advantage. In the context of the legal industry, however, adding more lawyers (all of whom bill at ever increasing hourly rates) is the antithesis of what economies of scale are supposed to produce. Even if we assume, however, that economies of scale may be important in the legal industry, there are limits on the benefits that can be derived from growth.

²⁵ CounselLink, "Enterprise Legal Management Trends Report – 2013 Mid-Year Edition: The Rise of 'Large Enough' Law Firms," Oct. 2013 ("CounselLink Trends Report"). This report uses data available through the CounselLink Enterprise Legal Management platform, an e-billing system. Currently, the data base includes 2 million invoices representing more than \$10 billion in legal spend and well over 300,000 matters over the past four years.

²⁶ The report explains that the term "Large Enough" is applied to these firms "because firms of this size generally have full-service capabilities across a broad array of practice areas and have the capacity to appropriately staff and handle complex and also high-volume, repetitive legal matters." CounselLink Trends Report, p.4.

²⁷ *Id.* at p. 5. These figures, and others included in the CounselLink Trends Report, are based on rolling 12-month totals ending on June 30 of each relevant year.

²⁸ *Id.* at p. 6.

Observers of the legal market have commented for some time that the benefits of scale seem to diminish once a law firm exceeds 100 lawyers or so, and that is particularly true if the law firm has multiple offices.²⁹ Moreover, a comparison of the number of lawyers in AmLaw 200 firms and the profits per partner of such firms shows that there is very low correlation between firm size and profitability.³⁰ This conclusion was recently confirmed by an analysis of Peer Monitor data for some 132 firms reporting their financial results for 2012. These results showed a very weak relationship between profits per partner and firm size, as well as overall margin (*i.e.*, profit as a percentage of revenue) and firm size. Indeed, firm size had a negative relationship with reported margin figures. Similarly, a regression analysis using 2013 Peer Monitor data from 130 firms showed a very low correlation between firm size and office count with reported expenses per lawyer or with expenses as a percentage of overall firm revenue.³¹ Additionally, whatever the potential benefits of economies of scale, the size needed for a firm to achieve such benefits has undoubtedly been lowered in recent years as a result of substantial improvements in technology which have allowed smaller firms to "punch above their weight."³²

From a strategic point of view, however, the real problem with growth in this context is not just that economies of scale tend to diminish above a certain size. It is rather that, once a firm achieves a certain size, *diseconomies* of scale can actually set in. Large firms with multiple offices -- particularly ones in multiple countries -- are much more difficult to manage than smaller firms. They require a much higher investment of resources to achieve uniformity in quality and service delivery and to meet the expectations of clients (described above) for efficiency, predictability, and cost effectiveness. They also face unique challenges in maintaining collegial and collaborative cultures, particularly in the face of rapid growth resulting from mergers or large-scale lateral acquisitions. In other words, pursuing growth for the purpose of achieving economies of scale can be a mixed blessing.

A similar analysis can be applied to the use of growth as a primary means of creating opportunities for younger partners. While it is true that larger firms may have broader reputations and better name recognition, factors that could be helpful to younger partners in seeking to develop or expand client relationships, it is also true (as described above) that the importance of "brand" as a factor that is considered by clients in selecting outside counsel has diminished in recent years.

²⁹ In 2003, Ward Bower of Altman Weil noted:

For over 30 years, . . . [survey data] has shown, generally, that there are no economies of scale in private law practice. Larger firms almost always spend more per lawyer on staffing, occupancy, equipment, promotion, malpractice and other non-personnel insurance coverages, office supplies and other expenses than do smaller firms. This is counterintuitive, in the sense that larger firms should be able to spread fixed costs across a larger number of lawyers, reducing per lawyer costs, overall. However, that principle does not take into account the excess plant and equipment capacity necessary to support growth, or the increases in staff and communications costs as firms become larger.

Ward Bower, "Mining the Surveys: Diseconomies of Scale?" Altman Weil, Inc. report, 2003.

³⁰ Ed Wesemann, "What Is the Optimum Size for a Law Firm?"

<http://edweseman.com/articles/profitability/2011/03/16/what-is-the-optimum-size-for-a-law-firm/>. Wesemann notes that profitability does appear to correlate with two other factors, both related to location. First, firms headquartered or having their largest office in New York, Chicago, Washington, Los Angeles, or San Francisco are generally more profitable than similar firms in other cities. And, firms with more than one office are generally less profitable than firms of the same size having only one office, at least until firms exceed 200 lawyers or so in size.

³¹ Based on analysis by Peer Monitor staff.

³² See Ian Wimbush, "Economies of Scale Needed to Set Up a Firm Have Actually Fallen," *The Law Society Gazette*, Sept. 24, 2013. Wimbush notes that "[b]arriers to entry to the legal market have been lowered in recent years, largely due to advances in technology, for example using Cloud-based IT systems."

It would seem that, to maximize new business opportunities for younger partners and others, it would be wiser for firms to focus their energies less on growth and more on the issues that clients care about – responsiveness, efficiency, cost effectiveness, and the like. We will have more to say about that below.

As to the need for firms to diversify their practices, there is obviously wisdom in the notion of attempting to diversify risk by having enough practices to weather a temporary downturn in one or two. That fact, however, does not mean that firms will be successful in moving into areas that are outside their traditional markets or areas of competence – at least not in the short term. Moreover, given the increased willingness of firms in recent years to weed out "underperforming" partners and practices, the use of risk diversification as a rationale for growth rings somewhat hollow.

Finally, as to the concern about needing a larger market footprint to serve client needs, this can certainly be a legitimate strategic issue for some firms. A firm focused on high-end capital market transactions might well need offices in key capital market centers around the world. An IP firm serving the high tech and biotech industries might see value in offices in Silicon Valley, Route 128, the Dulles corridor, Research Triangle Park, and Austin. A labor and employment law boutique might well justify offices in key major employment centers around the country. Or an energy focused firm might need offices in Houston, Calgary, the Middle East, and Central Asia. But while it may be important for firms in particular markets to have sufficient size to handle large, complex, high-volume matters for clients, even this imperative has its limits. As previously noted, in the Counsellink Trends Report, firms having 200 to 500 lawyers were regarded as "large enough" for these purposes.³³

The real point is that a particular firm's decision to grow should be made in the context of a clear strategic vision of a market segment that the firm can realistically expect to serve. There is nothing wrong with growth *per se*, and indeed organic, demand-led growth resulting from a firm's successful expansion of client relationships can be very healthy. But growth for growth's sake is not a viable strategy in today's legal market. The notion that clients will come if only a firm builds a large enough platform or that, despite obvious trends toward the disaggregation of legal services, clients will somehow be attracted to a "one-stop shopping" solution is not likely a formula for success. Strategy should drive growth and not the other way around. In our view, much of the growth that has characterized the legal market in recent years fails to conform to this simple rule and frankly masks a bigger problem – the continuing failure of most firms to focus on strategic issues that are more important for their long-term success than the number of lawyers or offices they may have.

Changing Strategic Focus

To address the concerns of clients for more efficient, predictable, and cost effective legal services, law firms must focus their attention on re-thinking the basic organizational, pricing, and service delivery models that have dominated the market for the past several decades. While some firms have engaged in such reviews and launched innovative new models to better compete in the current market environment, most have not.

³³ See note 26 *supra*.

In its 2013 Law Firms in Transition Survey report,³⁴ Altman Weil describes the responses of some 238 managing partners and chairs of U.S. law firms with 50 or more lawyers to a number of questions about their firms' willingness to change their basic operational models. Interestingly, the law firm leaders surveyed clearly understand that the legal market has changed in fundamental ways, with substantial majorities agreeing that *permanent* changes in the market include more price competition (95.6 percent), focus on improved practice efficiency (95.6 percent), more commoditized legal work (89.7 percent), more non-hourly billing (79.5 percent), and more competition from non-traditional service providers (78.6 percent).³⁵ And 66.7 percent of respondents indicated that they believe the pace of change in the legal market will increase going forward.³⁶ And yet, only a minority of firms has undertaken any significant changes to their basic business models.

More specifically, 44.6 percent of those surveyed indicated that their firms had taken some steps to improve the efficiency of their legal service delivery,³⁷ mostly in the form of changing project staffing models to include part-time and contract lawyers and outsourcing some (primarily non-lawyer) functions.³⁸ Some 45 percent reported that their firms had made significant changes in their strategic approach to partnership admission and retention, primarily in the form of tightening standards or practices for admission to the equity partner ranks.³⁹ And 29 percent of firm leaders indicated that their firms had changed their strategic approaches to pricing since 2008.⁴⁰

When asked to rank their overall confidence level (on a 0 to 10 scale) in their firms' ability to keep pace with the challenges in the new legal marketplace, the law firm leaders participating in the survey produced a median rating of 7 (in the "moderate" range), with only 12.9 percent indicating a "high" level of confidence.⁴¹ When asked, however, to rate their partners' level of adaptability to change (again on a 0 to 10 scale), the median rating dropped to 5 (in the "low" range), with only 2.2 percent indicating a "high" level of adaptability.⁴²

The law firm leaders participating in the survey were also asked how serious they believe law firms are about changing their legal service delivery model to provide greater value to clients (as opposed to just reducing rates). Again using a 0 to 10 scale, respondents produced a median rating of 5 (in the "low" range).⁴³ That compared to a median rating of 3 given by corporate chief legal officers when asked the same question in October 2012.⁴⁴

The lack of commitment to genuine change reflected in these results seemed confirmed by responses to another question posed to survey participants. Asked to list the greatest challenges their firms face in the next 24 months, the top four answers from respondents (which constituted just over 50 percent of all responses) were all internally focused issues aimed at protecting the *status quo* of the law firm and not at becoming more responsive to clients.⁴⁵

34 Thomas S. Clay, *2013 Law Firms in Transition: An Altman Weil Flash Survey*, Altman Weil, Inc., May 2013 ("Altman Weil Report").

35 *Id.* at p. 1.

36 *Id.* at p. 3.

37 *Id.* at p. 9.

38 *Id.* at p. 26.

39 *Id.* at p. 18.

40 *Id.* at p. 8. In a related response, only 31.5 percent of respondents indicated that their firms are primarily proactive in promoting the use of alternative fee strategies with their clients. *Id.* at p. 54.

41 *Id.* at p. 4.

42 *Id.* at p. 6.

43 *Id.* at p. 12.

44 *Id.* at p. 14.

45 *Id.* at pp. v-vi. The top four priorities listed included increasing revenue (15.2 percent), developing new business (14.6 percent), growth (12.4 percent), and profitability (10.7 percent). *Id.* at 62.

Indeed, adding value for clients was only eighth on the list of twelve items (mentioned by 5.6 percent of survey participants) and improving efficiency in service delivery was eleventh on the list (mentioned by only 2.8 percent of respondents).⁴⁶

Against this background, it is somewhat surprising that a majority of the respondents to the Altman Weil survey nonetheless believe that growth (in terms of lawyer headcount) is required for their firms' continued success. Indeed 55.7 percent of those surveyed responded affirmatively to that question, with only 35.7 percent responding negatively.⁴⁷ This is surely puzzling in the wake of five years of tepid demand growth and stagnant productivity and with little prospects of a quick turnaround in either of those conditions. One possible explanation is that law firm leaders feel constrained to articulate some kind of strategic vision to help their firms weather the current storm, and the message that we need to "build a bigger boat" is more politically palatable than a message that we need to fundamentally change the way we do our work.

Unfortunately, however, for most law firms, only a commitment to re-think and revise their basic models for managing their professional talent (partners, associates, and others); for delivering their legal services; and for pricing their work is likely to produce competitive success in the long run. This is particularly true if one considers the possibility that the legal market may be currently poised for what could be a dramatic reordering based on the same type of disruptive forces that have reordered many other businesses and industries.

In an intriguing recent article in the *Harvard Business Review*, Clay Christensen, Dina Wang, and Derek van Bever argue exactly that.⁴⁸ As they note:

In our research and teaching at Harvard Business School, we emphasize the importance of looking at the world through the lens of theory – that is, of understanding the forces that bring about change and the circumstances in which those forces are operative: what causes what to happen, when and why. . . . Over the past year we have been studying the professional services, especially consulting and law, through the lens of those theories to understand how they are changing and why. . . .

We have come to the conclusion that the same forces that disrupted so many businesses, from steel to publishing, are starting to reshape the world of consulting [and law]. The implications for firms and their clients are significant.

The pattern of industry disruption is familiar: New competitors with new business models arrive;⁴⁹ incumbents choose to ignore the new players or to flee to

⁴⁶ *Id.* at p. 62.

⁴⁷ *Id.* at p. 35.

⁴⁸ Clayton M. Christensen, Dina Wang, and Derek van Bever, "Consulting on the Cusp of Disruption," *Harvard Business Review*, Oct. 2013, p. 107.

⁴⁹ It is interesting to note that, in 2013, we continued to see the emergence of a wide variety of non-traditional service providers vying for market share in the legal space. This was particularly evident in the United Kingdom where sweeping changes to the regulation of legal practice enacted in 2007 have spawned a variety of "alternative business structure" ("ABS") arrangements that permit outside investments in law firms and the formation of multi-disciplinary partnerships in which firms owned by a variety of professionals and investors may offer a wide range of services, including legal services. In two noteworthy developments, DLA Piper announced its investment (along with other private investors) in Riverview Law, a combined barristers' chambers and solicitors' practice to offer fixed-fee commercial services for small- and medium-sized companies. See www.riverviewlaw.com/. And British Telecom decided to spin out its motor claims division, commercialize it with an ABS license, and offer claims services to other corporations operating large vehicle fleets. See "BT Launches Legal Service for Corporate Customers," *Fleet News*, Apr. 3, 2013, www.fleetnews.co.uk/news/2013/3/4/bt-launches-legal-service-for-corporate-customers/46362/. Meanwhile, in the United States, non-traditional service providers also continued to gain ground in the legal market. See Bill Henderson, "Bringing the Disruption of the Legal Services Market into the Law School Classroom," *The Legal Whiteboard*, Law Professor Blogs, LLC, Nov. 23, 2013, listing 16 non-traditional providers currently working actively in the U.S. market. And, in Singapore, it was recently reported that Ernst & Young plans to expand its professional services to the legal services area in the Asia Pacific region. See Yun Kriegler, "E&Y Hires Former HSF Partner as It Mulls Singapore Legal Services Launch," *The Lawyer*, Dec. 10, 2013.

higher-margin activities; a disrupter whose product was once barely good enough achieves a level of quality acceptable to the broad middle of the market, undermining the position of longtime leaders and often causing a "flip" to a new basis of competition.⁵⁰

Pointing to the changed and enhanced role of corporate general counsel, the widespread availability of comparative information about law firms and their services, the trend toward disaggregation of services by in-house counsel, and the emergence of new service delivery models and businesses, the authors argue that a disruptive transformation in the legal market may well already be underway. Although acknowledging that the relatively small number of genuinely "bet-the-company" matters may be immune from most of these pressures, the article concludes that ongoing disruption is virtually inevitable.

The . . . [professionals] we spoke with who rejected the notion of disruption in their industry cited the difficulty of getting large partnerships to agree on revolutionary strategies. They pointed to the purported impermeability of their brands and reputations. They claimed that too many things could never be commoditized in consulting [or law]. Why try something new, they asked, when what they've been doing has worked so well for so long?

We are familiar with these objections – and not at all swayed by them. If our long study of disruption has led us to any universal conclusion, it is that every industry will eventually face it. The leaders of the legal services industry would once have held that the franchise of the top law firms was virtually unassailable, enshrined in practice and tradition – and, in some countries, in law. And yet disruption of these firms is undeniably under way. . . .

* * *

[A]lthough we cannot forecast the exact progress of disruption . . . , we can say with utter confidence that whatever its pace, some incumbents will be caught by surprise. The temptation for market leaders to view the advent of new competitors with a mixture of disdain, denial, and rationalization is nearly irresistible. U.S. Steel posted record profit margins in the years prior to its unseating by the min-mills; in many ways it was blind to its disruption. As we and others have observed, there may be nothing as vulnerable as entrenched success.⁵¹

Conclusion

So, to end where we began – is growth important as a dominant law firm strategy? For some firms, the answer is no doubt yes, but for most firms the answer must surely be no. Far more important is to focus on those factors that can help reshape the firm to be more responsive to the needs of clients, to deliver services in a more efficient and predictable manner, and to develop pricing models that reflect more accurately the value of the services being delivered. For most firms, in other words, the goal should be not to "build a *bigger* boat" but rather to build a *better* one.

⁵⁰ Christensen, Wang, and van Bever, note 49 *supra*, at 107-08.

⁵¹ *Id.* at p. 114.

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