

## WHO REPRESENTS AMERICA'S BIGGEST COMPANIES

# Plus Ça Change . . .

Familiar faces show up on our annual survey of the most-used outside firms—even though we changed our methodology.

**IT'S EASY TO GET STUCK** in a rut: Just do the same thing over and over again. Every spring we conduct a survey of the go-to law firms for America's biggest corporations, feeling a bit like the characters in the Bill Murray movie *Groundhog Day*. For the past six years, the same marquee firms have topped the list with reassuring regularity.

But there were a few problems. For one thing, we realized that our methodology needed a tune-up. For the past few years, we've asked law departments to name their seven top firms in four different practice areas. But some departments didn't want to offend their firms, or had trouble playing favorites by limiting their top picks.

So this year, in the hopes of getting more comprehensive data, we tried a more objective approach. We combed through public records—court papers,

filings, etc.—to tally which law firms were being used by the Fortune 250. And guess what? Despite the change in methodology, the same Am Law 200 law firms topped our lists of the most-mentioned.

This might bother some people—all these changes for nothing?—but not us. It actually proves our thesis. For all their talk of convergence, for all the time, ink, and computing power lavished on RFPs, for all the beauty contests and, well, you get the idea, there's one essential truth at big law departments. Reputation and firepower matter most when something's really important. Just as a cardiac patient will seek the best doctor, companies in litigation or seeking protection of their IP will hire the best, and they won't sweat the hourly rate.

—ANTHONY PAONITA

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BY JILL NAWROCKI

# The Usual Suspects

Public records helped us track down the go-to firms for America's biggest companies.

**W**HEN THE RESULTS OF OUR SIXTH ANNUAL Who Represents America's Biggest Companies survey came in this summer, many of the same names landed on top. Take the San Jose-based networking giant Cisco Systems, Inc. In 2005 its most-used corporate transaction firm was Fenwick & West. In 2006? Fenwick & West. What about defense contractor Lockheed Martin Corporation? In 2005 the Bethesda, Maryland-based company named King & Spalding as the transactions firm that it turns to most. And in 2006? King & Spalding was still number one.

In a way, the similarity in the results came as no surprise. What struck us in the past was the consistency of our "most mentions" from year to year. "There's no real reason to move elsewhere, and there's risk involved with moving on" to other firms, says Rees Morrison, a law department consultant at Hildebrandt International in Somerset, New Jersey. Companies, he adds, "need these relationships, [and] most law departments stick with the partner and the firm they trust."

Still, we were intrigued by the findings. We changed the methodology for the survey this year and were curious to see how this new approach would affect the results. In the past, we asked general counsel at the Fortune 250 to list the seven firms that they rely on most for litigation, corporate transactions, labor and employment, and intellectual property. But corporate counsel are a discreet group, and many were reticent to name the firms that top their speed-dial menu.

This year, in search of a more complete data set, we combed through state and federal records to see which law firms corporations were actually using when it came to commercial

law and contracts litigation, corporate transactions, employment and labor litigation, and IP litigation and patent prosecution. We tallied the number of mentions each firm received and compiled our new list. Keep in mind that, in order to appear on the charts in commercial law and contract litigation, and labor and employment litigation, firms needed to appear in at least two law-suits. But because fewer firms appeared when we examined documents for corporate transactions and patent filings, we included every firm named in those areas. (For more on how we conducted the survey, turn to "Running the Numbers," page 80.)

Our new system, though improved,

isn't bulletproof. We realize that much of what goes on in legal departments never sees the inside of a courtroom, so our emphasis on litigation and court filings inevitably limits how many times certain firms appear. Our data sources, which survey all federal courts, don't cover every state. And we don't make any distinctions between firms that may have been hired repeatedly and firms that are preferred providers. But as a trade-off, we have more data for more companies—and hence, a more complete picture of corporate America's go-to law firms.

**DESPITE ALL OF THAT**, familiar faces dominate our listings. Chicago-based Kirkland & Ellis tops the commercial law and contracts litigation chart, and New York-based Skadden, Arps, Slate, Meagher & Flom, which has appeared among the top two corporate transaction firms from day one, led the pack again this year. Davis Polk & Wardwell and Sullivan & Cromwell tied for second. Littler Mendelson won the nod when it came to handling the most employment and labor matters, with Ogletree, Deakins, Nash, Smoak & Stewart and Morgan, Lewis & Bockius tied for number two. Fish & Richardson, Banner & Witcoff, and Hogan & Hartson tied for the top spot for intellectual property.

There's a good reason for this consistency, say consultants and in-house lawyers at blue-chip companies. When it comes to high-profile matters, it's all about outside counsel's track record and the firm's relationship with

the law department.

At General Electric Company, for example, vice president and senior counsel of litigation and legal policy Alexander Dimitrief says his team relies on the same select group of law firms and

tick.” (For employment and labor litigation, for example, GE uses Dinsmore & Shohl; McCarter & English; Ogletree, Deakins; Quarles & Brady; and Spencer Fane Britt & Browne.)

While GE may be sticking with the

uses a lean roster of firms for corporate transactions that don’t appear at the top of our charts—Cadwalader, Wickersham & Taft; Dechert; and Fidler, González and Rodríguez.

General counsel Allen Waxman says he doesn’t necessarily look for big names—he looks for big ideas, and firms that might go against the grain. “Will [a firm] bring a unique perspective on a new matter?” Waxman asks. “To say, ‘I’ve done this a million times and here’s a model’ is great. But I’m interested in how you’re going to handle this particular matter.” ■

## GE litigation chief Alexander Dimitrief says that his firms “know what makes [us] tick.”

partners. “It’s more than just familiarity with the company. The lawyer demonstrates a certain grasp of strategy and the image you want to project,” Dimitrief says. “They know what makes [us]

firms it knows, some companies don’t automatically hire the firms that everyone else relies on. Take, for example, Pfizer Inc. Our data show that the New York-based pharmaceutical company

### METHODOLOGY

## Running the Numbers

HOW DID WE FIND OUT WHICH LAW FIRMS REPRESENT America’s largest corporations? We did the research. In prior years, we asked the general counsel at the Fortune 250 to list up to seven primary law firms for each significant practice area: litigation, corporate transactions, labor and employment, and intellectual property work. But this year, seeking more complete data, we turned to public records to determine which outside counsel were used by America’s biggest companies in 2006. We looked at the areas of commercial law and contracts litigation, corporate transactions, labor and employment litigation, and intellectual property.

To find the most widely used firms for litigation involving commercial law and contracts, employment and labor, and intellectual property (which also included firms involved in trademark and copyright suits), we turned to Thomson West’s Litigation Monitor, which compiles information about lawyers, law firms, roles, representation, and parties from Westlaw documents. Cases and opinions include federal circuit court dockets filed in the U.S. Court of Appeals; federal district court dockets on active and inactive civil and criminal cases; and federal case law decisions from the U.S. Supreme Court, courts of appeals, former circuit courts, district courts, bankruptcy courts, former Court of Claims, Court of Federal Claims, Tax Court, related federal courts, and military courts. At the time of our research this past spring, the database also

contained information on 24 state dockets, although law firms are identified in only 14 of those states. Of those, nine did not cover all counties in the state.

We searched patent and trademark filings at the Patent and Trademark Office to find which firms represented the Fortune 250 for patent prosecution. (Firms used for IP litigation and patent prosecution are combined in the IP column.) For corporate transactions, we turned to Thomson West’s Deal Monitor, which contains legal representation data for registrations, mergers, and acquisitions. Thomson West compiles information about securities transactions, issuers, underwriters, lawyers, law firms, and their respective roles.

Firms had to pass a minimum threshold to earn a spot on our chart. They had to be mentioned in at least

two suits in 2006 to get a spot in commercial law and contracts, employment and labor, and intellectual property litigation. For corporate transactions or intellectual property patent prosecution, we included every firm named in the records we searched.

We collected data for 220 companies in at least one practice area. Where we do not have data for a company, we noted “N/A” to explain that the data was not available or not applicable. Law firm names have been shortened for space.

—CHRISTOPHER BIRKETT, JESSE ROTHMAN, AND BRITNEY SOMMER



## BY THE NUMBERS

## Playing Favorites

We researched which outside law firms the Fortune 250 used in 2006 for commercial law and contracts litigation, corporate transactions, labor and employment litigation, and intellectual property. These are the firms that appeared most often in the companies' public filings. We also added up all the mentions in each practice area to determine the overall winner—Skadden takes the cake.

**Battle for the Minds**

Three firms tie for the lead in the IP category this year.

Firm	Number of Mentions
Banner & Witcoff	4
Fish & Richardson	4
Hogan & Hartson	4
Baker Botts	3
Blakely, Sokoloff	3
Foley & Lardner	3
Harness, Dickey	3
Keker & Van Nest	3
Kirkpatrick & Lockhart	3
Perkins Coie	3

**Job Well Done**

Littler Mendelson's hard work pays off in labor and employment litigation.

Firm	Number of Mentions
Littler Mendelson	19
Ogletree, Deakins	16
Morgan, Lewis	16
Seyfarth Shaw	12
Paul, Hastings	9
Jackson Lewis	7
McGuireWoods	7
Akin Gump	5
Ballard, Spahr	5
Fisher & Phillips	5
Ford & Harrison	5
Quarles & Brady	5
Reed Smith	5

**Down to Business**

Kirkland & Ellis inches to the top of the commercial law and contracts litigation list.

Firm	Number of Mentions
Kirkland & Ellis	4
DLA Piper	3
Adorno & Yoss	2
Baker & Daniels	2
Bowman and Brooke	2
Drinker, Biddle	2
Greenberg Traurig	2
Hogan & Hartson	2
Howard Lee Schiff	2
Hunton & Williams	2
King & Spalding	2
Morrison & Foerster	2
Ogletree, Deakins	2
Paul, Hastings	2
Quinn, Emanuel	2
Schnader, Harrison	2
Shook Hardy	2
Stroock & Stroock	2

**The Upper Crust**

Skadden is number one this year in overall mentions.

Firm	Number of Mentions
Skadden	26
Littler Mendelson	20
Ogletree, Deakins	18
Sullivan & Cromwell	18
Davis Polk	17
Morgan, Lewis	17
Sidley Austin	16
Cleary, Gottlieb	14
Jones Day	13
Paul, Hastings	13
Shearman & Sterling	13
Richards, Layton	12
Seyfarth Shaw	12
Kirkland & Ellis	11
Cravath	10
Hogan & Hartson	10

**Transaction Packed**

Twenty-three mentions in corporate transactions helped Skadden take the lead.

Firm	Number of Mentions
Skadden	23
Davis Polk	17
Sullivan & Cromwell	17
Cleary, Gottlieb	13
Richards, Layton	12
Shearman & Sterling	11
Simpson, Thacher	11
Cravath	10
Sidley Austin	10
Weil, Gotshal	8
Debevoise & Plimpton	7
Dewey Ballantine	7
Jones Day	7
Mayer, Brown	7
Osler, Hoskin	7
Wachtell	7

BY JILL NAWROCKI

# Homeward Bound

Eight of the Fortune 250 relied more on inside lawyers than firms for some practice areas.

**W**HEN MAURA ABELN SMITH JOINED INTERNATIONAL PAPER COMPANY AS ITS general counsel in 2003, she was shocked by how much the Memphis-based corporation was spending on its legal department—from operating costs to outside counsel fees. Four years after taking the helm, Smith says she has slashed her department's spending by 54 percent, and about half of that savings can be attributed to bringing more work in-house. (Smith declined to specify the exact dollar amount.)

How did she do it? She streamlined the department by cutting back on intellectual property and environmental attorneys, then hired additional lawyers in growing areas such as securities and finance. At the same time, she farmed out less work to outside counsel and asked more from her own attorneys.

Smith is not alone. Our Who Represents America's Biggest Companies survey may be all about the law firms: the marquee names that general counsel turn to for commercial law and contracts litigation, employment and labor litigation, intellectual property, and corporate transactions [see "Outside Advantage," page 89]. But in the course of our research, we also found a select few in the Fortune 250 that, instead of looking outside for legal help, are actually turning inward.

Our research found that eight com-

panies on the Fortune list (see chart, below) rely on their in-house teams for a substantial part of their legal work. We came across this figure with the help of data services that comb through court documents, public records, and Securities and Exchange Commission filings. As part of our study of which firms the Fortune 250 companies use most often, our researchers found that in 2006, eight were actually using their own in-house attorney teams more often than any single outside firm in at least one of the four practice areas we examined.

The pool is small, but the results are big. Some GCs say that by bringing work inside, they have been able to recruit top talent and keep hires happy, all the while reducing turnover. Others, like Smith, have found that bringing work in-house is actually cheaper. James Wilber, a principal at the consulting firm Altman Weil

in Newtown Square, Pennsylvania, says that his firm's most recent survey of CLOs in 2006 showed, for the first time in several years, an uptick in in-house hires, partly due to this in-sourcing phenomenon. "The perceived value of the law department has increased in the minds of CEOs and top company officers," he says. "Companies [are realizing that they] need lawyers."

**SMITH ARRIVED** at International Paper four years ago and immediately saw the need to cut costs and strategically increase staff. So she followed the lead of her old boss, the former general counsel of General Electric Company, Benjamin Heineman, Jr., and brought top-notch talent in-house, including a veteran attorney who specialized in securities issues and another who was an expert in executive compensation. Then she streamlined her direct reports from 12 lawyers to just three, and reorganized the legal department. She hired hands-on litigators from outside firms and moved several of International Paper's existing litigators into other areas like global policy management. She also downsized practice groups that saw less regular business, like intellectual property. In all, Smith's department shrunk from 75 lawyers to 62 (part of the loss resulted from a move from Connecticut to Tennessee).

But Smith didn't just change staffing

## THE GANG OF EIGHT

Companies that favor their in-house teams in at least one area:

American International Group, Inc. ■ Employment & Labor Litigation

Continental Airlines, Inc. ■ Employment & Labor Litigation

Delta Air Lines, Inc. ■ Employment & Labor Litigation

International Paper Company ■ Employment & Labor Litigation

J.C. Penney Corporation, Inc. ■ Commercial Law & Contracts Litigation and Employment & Labor Litigation

JPMorgan Chase & Co. ■ Employment & Labor Litigation

Merrill Lynch & Company, Inc. ■ Commercial Law & Contracts Litigation

Oracle Corporation ■ IP Litigation

in-house, she cleaned up International Paper's outside counsel roster too. She slashed more than 200 firms from the list, cutting it to just 42. While her team now handles nearly all of the company's business contracts, environmental law, regulation and compliance, global sourcing, securities, and corporate financing matters in-house, the department still uses outside counsel for anti-trust and big acquisitions. And while the firms were resistant to change early on, she says they've gotten used to it.

There's more to bringing work in-house than burnishing the bottom line, though. At Continental Airlines, Inc., doing so has had a positive effect on lawyer morale. Since the company began in-sourcing more of its work ten years ago, just two of the Houston-based airline's attorneys have left for job offers elsewhere. "The people we bring in are used to working hard," says Jennifer Vogel, Continental's general counsel. "They need variety and sophistication of work, and I focus on giving attorneys that exposure."

To attract law firm partners and senior associates—those who don't need much training or direction—Vogel moved several practice areas, including technology, intellectual property, and tort litigation in-house. Then, using outside firms as a hiring pool, Vogel practically doubled the size of her department to 21 lawyers. She says that

attorneys from outside firms were eager to come in-house and stay there because she promised them real work.

The transition took several years to complete. "It does take a bit of convincing senior management to bulk up the [department]," she says. But in the end, she says, the move has resulted in a seven-figure savings and closer ties between the legal department and the company.

At another company, the lure of hands-on, in-house legal work has become a recruiting tool. Joanne Bober, general counsel of J.C. Penney Company, Inc., says she makes a point of hiring only "lawyers who want to be lawyers."

At Penney's, the 46-attorney legal team handled 38.5 percent of its employment and labor litigation and 26 percent of its commercial law and contracts litigation in-house in 2006. The majority of the retailer's litigation is staffed by company attorneys. Bober's team also handles most of the real estate, corporate benefits, operations, and tax matters in-house. The department has even done away with a preferred providers list, instead opting for requests for proposal on the relatively rare occasion when it needs to hire firms for nonroutine work, like intellectual property matters.

Bober says it's more than savings she's after—it's passion. "Oftentimes when a lawyer is leaving a firm to go in-house, they think they're going to

manage people doing what they love," she says. "We don't want lawyers who go in-house to give up being lawyers. This is a place they can continue to do work [like they did at firms]." ■

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Maura Abeln Smith says she's cut International Paper's legal spending in half by bringing a sizable amount of legal work in-house.



BY REES MORRISON

# Getting to Know You

Seven tips for crafting more effective requests-for-proposals.

**A**S A CONSULTANT TO LAW DEPARTMENTS ON MORE THAN A DOZEN COMPETITIVE bids, I have found few that do efficient reviews of the responses that they get to their requests for proposals. Many different techniques and methodologies are used in these reviews, and not all of them are productive. Corporate law departments don't compare notes much, and law firms stay mum about competitive bid processes, so it is difficult for either side to make the best possible use of this potentially very helpful tool. To remedy that gap (at least partially), here are seven innovative tips for conducting competitive bids.

**1. SEND THE REQUEST FOR PROPOSAL TO THE MANAGING** partner of the firm. Some law departments send their RFP to the relationship partner, if the department has used the firm before, or to the head of a practice group if the work to be done would fall to that group. The problem with either approach is that the recipient may not give the RFP a completely balanced (i.e., fully informed) view.

The managing partner of the firm, by contrast, is more likely to take a firmwide perspective, to involve everyone who should be involved in the response, and to give the RFP the importance it deserves. When the managing partner receives the RFP, it also eliminates the potential for unproductive squabbling over origination credits. For that matter, it makes sense to call the managing partner's office before you send the RFP in the first place.

**2. ONLY ASK QUESTIONS THAT WILL HELP YOU MAKE THE** decision about which firm to select. It is very easy to load up an RFP with all kinds of requests for information or topics for the law firm to discuss. But it's more useful to ask sharply focused questions: What offices have they closed in the last two years; do they make a distinction between equity partners and nonequity partners? Some law departments succumb to the urge to ask essay-type questions such as "What is your philosophy about advancement of associates?"

The test for whether a question is effective is simple: Are the answers to it likely to help you separate out the more desirable from the less desirable law firms? If, for example, almost all the firms will answer similarly, then you have merely put them through an exercise that leads to no benefit on either side. One technique for testing the effectiveness of

a potential question is to devise a scale that will allow you to score likely answers. If a scale proves difficult to devise, don't ask the question.

**3. INVITE INCUMBENTS (FIRMS THAT HAVE RECENTLY** worked for the company), strong contenders, and some long shots to respond to your RFP. Some law departments make the mistake of sending their RFPs only to incumbents. By so doing, they miss opportunities to bring in new blood and competitive juices.

Incumbent law firms always have an advantage over a new firm in that they understand more about the client, its business, and its key executives, but it is also true that the law department knows the warts of the incumbent firm. In any case, it is better to invite some law firms that are known to be strong, but have not recently (perhaps ever) represented the company.

A further step is to invite at least a few firms that may be long shots, but that also might bring creativity, attractive terms, or a new mix of ideas to the table. Think of the selection of law firms to receive the RFP the way high school seniors consider which colleges to apply to. Take some safety schools, some stretch schools, and some solid contenders. And you should disclose, in the RFP, the identities of every law firm you have invited. It gives the group a clear sense of how serious you are and the strength of the competition.

**4. DESCRIBE HOURS OF ANTICIPATED** work, not fees. Most law departments, if they include in their RFP materials anything about the estimated volume of services they seek, state those services in terms of fees paid in the past, or likely to

be paid in the future. For example, the RFP may say: "Over the past three years we have averaged \$1.3 million per year in fees paid for this kind of litigation." Naturally, the law firms that respond to the RFP will anchor their proposal amounts around that figure.

A sounder approach is to convert the historical data and the projected amount of services into hours of lawyer work. You can do that if you calculate the effective rates of several firms who represented you in the service area and determine from those figures a roughly representative hourly rate to divide into the total amount spent. If a law department couches the anticipated work in terms of hours, law firms that have lower hourly billing rates will come back with lower proposals.

**5. HOLD A BIDDERS' TELECONFERENCE** before the first proposals are due. It is unwise to restrict the information available to the law firms involved to whatever the law department chooses to put in its RFP. Notwithstanding a law department's most careful efforts to be unambiguous and complete in what it provides, law firms will want to ask

law firm has an equal opportunity to hear the same questions and the same answers.

**6. BRING TO THE SURFACE** assumptions in the proposals, and address them fully and specifically. No law firm can understand all the facts and circumstances on which it is basing its bids, so each law firm makes its own assumptions. Rarely do those law firms explicitly state the assumptions on which they bid, and rarely do law departments request a thorough detailing of those assumptions. Different firms make different assumptions, which means that in real life, they are not all proposing terms of an agreement according to the same facts. For example, one firm might assume no more than two class actions will be brought; another firm, in a different context, might assume that patent review committees meet quarterly and cover the entire company's output of proposed inventions. The disadvantage of unstated assumptions is that in almost every case the law firm has proposed a higher figure to make up for its ignorance about some set of facts.

If the law department requests from

## **7. COLLECT TWO ROUNDS OF BIDS.**

Many competitive bids permit the law firms to submit only one proposal. It is their best and final submission, right out of the gate.

A much better practice is for the law department to ponder the first round of proposals and narrow down the number of law firms that make it to the second round. Before the second round, however, give the firms additional information and clarify assumptions.

More importantly, tell the firms remaining in the second round the range of proposal amounts in the first round—of the firms still standing in the second round—so they can calibrate their proposal against that range. When the competitive bid allows for a second round of proposals, it usually means that the second round average drops somewhat, and the proposals converge on the most probable market-based figure.

Fortunately, these seven steps are not difficult to put into practice. Hopefully, they will make everyone involved in the request-for-proposal selection process better informed and more effective.

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## **With law firms basing bids on different assumptions, they all propose terms for deals according to different sets of facts.**

questions so that they can submit better proposals.

The cost is relatively low for the law department to sponsor a bidders' teleconference call. On such a call, all of the law firms can dial in and ask questions anonymously. One or more lawyers from the law department will be available to field the questions. If the department has to get back to the firms with more information, that is certainly acceptable. And by holding such a conference call, a law department can also take a long stride toward making sure that every

law firms a list of whatever operative assumptions the law firm bases its proposal on, the law department can then accept the assumptions as reasonable or correct them to the best of the law department's ability. Even better, the law department can circulate to the remaining law firms—assuming there is a second or third round of proposals—any assumptions that might improve the proposals of the remaining firms. For example, "Assume there is not more than one class action pending during the period of the services."



# Outside Advantage

WE RESEARCHED THE FORTUNE 250 TO FIND OUT WHICH LAW FIRMS THEY USED IN 2006 IN EACH OF THE following practice areas: commercial law and contracts litigation, corporate transactions, employment and labor litigation, and intellectual property. Companies are listed in alphabetical order. To see which firms are mentioned most often, see “Playing Favorites.”

Company	Top Legal Officer	2006 Revenue (millions)	Primary Outside Counsel			
			Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
AMR Corporation	Gary Kennedy, SVP, GC, CCO	\$22,563	N/A	N/A	N/A	N/A
AT&T Inc. <sup>1</sup>	James Ellis, SEVP, GC	63,055	Murray Franke	Mayer, Brown; Sullivan & Cromwell	McGuireWoods; Paul, Hastings; Seyfarth Shaw; Sidley Austin; Troutman Sanders	Sidley Austin
Abbott Laboratories	Laura Schumacher, EVP, GC, Sec'y	22,476	Donnelly, Conroy; Haynsworth Sinkler; Winston & Strawn	Baker & McKenzie; Covington & Burling; Mayer, Brown; Skadden; Squire, Sanders	Brothers & Thompson; Quarles & Brady	Fenwick & West; Jones Day; Munger, Tolles; Winston & Strawn
Aetna Inc.	William Casazza, SVP, GC, Sec'y	25,569	N/A	N/A	Sedgwick, Detert	N/A
Aflac Incorporated	Joey Loudermill, EVP, GC, Sec'y	14,616	N/A	N/A	N/A	N/A
Alcoa Inc.	Lawrence Purtell, EVP, GC, CCO	30,896	Hunton & Williams; LeBoeuf, Lamb	N/A	Hunton & Williams; Kramer Rayson; LeBoeuf, Lamb; Robinson, Bradshaw	Kightlinger & Gray; LeBoeuf, Lamb
The Allstate Corporation	Michael McCabe, VP, GC	35,796	N/A	LeBoeuf, Lamb; Richards, Layton; Willkie Farr	Ballard Spahr	N/A
Altria Group, Inc.	Charles Wall, SVP, GC	70,324	N/A	N/A	N/A	N/A
Amazon.com, Inc.	L. Michelle Wilson, SVP, GC, Sec'y	10,711	N/A	N/A	N/A	Ireland, Carroll
American Electric Power Company, Inc.	John Keane, SVP, GC, CCO, Sec'y	12,622	N/A	N/A	Dechert; Howe, Anderson; Ogletree, Deakins; Reed Smith	N/A
American Express Company <sup>2</sup>	Louise Parent, EVP, GC	27,145	Andrews Kurth; Shechtman Halperin; Tobin & Melien; Weinstock, Friedman	Cleary Gottlieb	Siegel, O'Connor; Womble Carlyle	Davis & Gilbert
American International Group, Inc.	Anastasia Kelly, EVP, GC, Sr. Regulatory and Compliance Officer	113,194	Maynard, Cooper	Sullivan & Cromwell	N/A	N/A
American Standard Companies, Inc.	Mary Beth Gustafsson, SVP, GC, Sec'y	11,208	N/A	N/A	N/A	N/A
AmerisourceBergen Corporation	William Sprague, SVP, GC	61,203	N/A	Dechert	Littler Mendelson	N/A
Amgen Inc.	David Scott, SVP, GC, Sec'y	14,268	Hogan & Hartson	Latham & Watkins; Sullivan & Cromwell	N/A	Day Casebeer; Duane Morris; Marshall, Gerstein
Anadarko Petroleum Corporation <sup>3</sup>	Charlene Ripley, VP, GC, Sec'y, CCO	10,904	N/A	Akin Gump; Stikeman Elliott; Vinson & Elkins	Akin Gump	N/A
Anheuser-Busch Companies, Inc.	Lisa Joley, VP, GC	15,717	Porter Wright	N/A	Connell Foley	Ruden McClosky
Aon Corporation	D. Cameron Findlay, EVP, GC	10,311	DLA Piper	Latham & Watkins; Sidley Austin; Sullivan & Cromwell	Littler Mendelson	N/A
Apple Inc. <sup>4</sup>	Donald Rosenberg, SVP, GC	19,315	N/A	N/A	N/A	Banner & Witcoff; Beyer Weaver; Blakely, Sokoloff
Aramark Corporation	Bart Colli, EVP, GC, Sec'y	\$11,621	N/A	Shearman & Sterling	Baker & Hostetler; Morgan, Lewis; Ogletree, Deakins; Stites & Harbison	N/A
Archer Daniels Midland Company	David Smith, EVP, GC, Sec'y	36,596	N/A	N/A	N/A	Kirkpatrick & Lockhart

N/A means not applicable or not available. <sup>1</sup> Acquired BellSouth Corporation in December 2006. <sup>2</sup> Spun off Ameriprise Financial, Inc., in September 2005.

<sup>3</sup> Acquired Kerr-McGee Corporation and Western Gas Resources, Inc., in August 2006. <sup>4</sup> Changed name from Apple Computer in January 2007.

# WHO REPRESENTS AMERICA'S BIGGEST COMPANIES

## Primary Outside Counsel

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Arrow Electronics, Inc.	Peter Brown, SVP, GC, Sec'y	13,577	N/A	N/A	Gibbs, Giden	N/A
Ashland Inc.	David Hausrath, SVP, GC, Sec'y	10,007	N/A	N/A	Thompson & Knight; Womble Carlyle	N/A
AutoNation, Inc.	Jonathan Ferrando, EVP, GC, Sec'y	19,314	N/A	Skadden	Littler Mendelson	Stearns Weaver
Avnet, Inc.	David Birk, SVP, GC, Sec'y	14,254	Adorno & Yoss	Allen & Overy; Dewey Ballantine; Gibson, Dunn	N/A	N/A
Bank of America Corporation	Timothy Mayopoulos, EVP, GC	117,017	Severson & Werson; Zeichner Ellman	Helms Mulliss; Morrison & Foerster	Edwards Angell; McGuireWoods; Stearns Weaver	Bryan Cave; Fish & Richardson
The Bank of New York Mellon Company, Inc. <sup>5</sup>	John Liftin, Vice-Chairman, GC	11,891	N/A	Pepper Hamilton; Pillsbury Winthrop; Sullivan & Cromwell	N/A	N/A
Baxter International Inc.	Susan Lichtenstein, VP, GC	10,378	Adorno & Yoss	Dechert; Sidley Austin; Skadden	Skadden	Bell, Boyd; Drinker Biddle; Kecker & Van Nest; Townsend and Townsend
The Bear Stearns Companies, Inc.	Michael Solender, GC	16,551	N/A	Cadwalader; Chadbourne & Parke; Kramer Levin; Mayer, Brown; Richards, Layton	N/A	N/A
Berkshire Hathaway Inc. <sup>6</sup>	No legal department	98,539	N/A	Munger, Tolles; Nörr, Stiefenhofer	N/A	N/A
Best Buy Co., Inc.	Joseph Joyce, SVP, GC, Ass't Sec'y	30,848	Robins, Kaplan	N/A	Morgan, Lewis; Robins, Kaplan	Robins, Kaplan
The Boeing Company	J. Michael Luttig, SVP, GC	61,530	Kirkland & Ellis; Peck & Loewe	Sheppard, Mullin	Bryan Cave; Davis Wright; Dechert; Figari & Davenport; Foulston Siefkin; Ogletree, Deakins; Paul, Hastings; Payne & Fears; Peck & Loewe; Perkins Coie	Alston & Bird; Baker & Hostetler; Harness, Dickey; Ingrassia, Fisher; Klein, O'Neill; Lee & Hayes; Perkins Coie; Shimokaji & Associates
Bristol-Myers Squibb Company	Sandra Leung, SVP, GC	17,914	N/A	N/A	Barnes & Thornburg; Day Pitney; Proskauer Rose	N/A
Burlington Northern Santa Fe Corporation	Paul Hoferer, VP, GC	14,985	N/A	N/A	Atkinson & Thal; Brasher; Cosgrave Vergeer; Fennemore Craig; Hall & Evans; Hedger Moyers; Heyl, Royster; Hill, Farrer; Lathrop & Gage; Modrall, Sperling; Paine Hamblen; Rainy, Ross; Ryan, Swanson; Sidley Austin; Spence, Rieke; Thompson & Knight; Wolfe, Snowden; Zuger Kirmis	N/A
CBS Corporation	Louis Briskman, EVP, GC	14,479	N/A	Leventhal Senter; Simpson Thacher; Weil, Gotshal	N/A	N/A
CHS Inc.	David Kastelic, SVP, GC	14,384	Treece, Alfrey	N/A	N/A	N/A
CVS/Caremark Corporation <sup>7,8</sup>	Douglas Sgarro, CLO, EVP—Strategy	\$43,814	N/A	Cadwalader; Davis Polk; Dewey Ballantine; Mintz, Levin; Simpson Thacher	Edwards Angell	N/A
Capital One Financial Corporation <sup>9</sup>	John Finneran, Jr., EVP, GC, Sec'y	15,191	Howard Lee Schiff	Cleary Gottlieb; Morrison & Foerster; Richards, Layton	N/A	N/A
Cardinal Health, Inc.	Ivan Fong, CLO, Sec'y	81,895	N/A	Baker & Hostetler; Hutchinson	Gibson, Dunn; Holland & Knight; Sonnenschein	N/A

N/A means not applicable or not available. <sup>5</sup> Acquired Mellon Financial in July 2006. <sup>6</sup> Acquired Russell Corporation in August 2006. <sup>7</sup> Changed name after acquiring Caremark Rx, Inc., in March 2007. <sup>8</sup> Part of a consortium that acquired Albertson's Inc. in June 2006. <sup>9</sup> Acquired North Fork Bancorporation, Inc., in December 2006.

**Primary Outside Counsel**

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Caremark Pharmacy Services <sup>10</sup>	Edward Hardin, Jr., EVP, GC, Director	36,750	N/A	Cravath; Dewey Ballantine; King & Spalding; Jones Day; Morris, Nichols; Wachtell	N/A	N/A
Caterpillar Inc.	James Buda, VP, GC, Sec'y	41,517	N/A	Mayer, Brown; Sullivan & Cromwell	Baker, Donelson; Marilyn R. Ratliff; Seyfarth Shaw; Winston & Strawn	Finnegan, Henderson; Heyl, Royster; Howrey; Liell & McNeil; McDermott Will Baker Botts
Centex Corporation	Brian Woram, SVP, CLO, Sec'y	15,465	N/A	Baker Botts	N/A	N/A
Chevron Corporation	Charles James, VP, GC	200,567	N/A	N/A	N/A	N/A
The Chubb Corporation	Maureen Brundage, EVP, GC	14,003	N/A	N/A	N/A	N/A
Cigna Corporation	Carol Petren, EVP, GC	16,547	Jorden Burt	Davis Polk; Skadden; Wilmer Cutler	Baker, Donelson; Hinshaw & Culbertson; Morgan, Lewis; Shipman & Goodwin; Wilson, Elser	N/A
Circuit City Stores, Inc.	Reginald Hedgebeth, SVP, GC, Sec'y	\$11,598	N/A	N/A	Ogletree, Deakins	N/A
Cisco Systems, Inc.	Mark Chandler, SVP—Legal Services, GC, Sec'y	28,484	N/A	Fenwick & West	Little Mendelson	Baker Botts; Kirkland & Ellis; Kirk Williams; McKool Smith; Tucker Ellis
Citigroup Inc.	Michael Helfer, GC, Sec'y	146,777	Stroock & Stroock	Clayton Utz; Cleary Gottlieb; Mallesons; Paul, Weiss; Thacher Proffitt; Shearman & Sterling; Skadden	Carrington, Coleman; Proskauer Rose	N/A
The Coca-Cola Company	Geoffrey Kelly, SVP, GC	24,088	King & Spalding; Shook, Hardy	N/A	Carter & Anslay; Halleland Lewis; King & Spalding	Atkins & Evans
Coca-Cola Enterprises, Inc.	John Culhane, EVP, GC	19,804	N/A	N/A	Miller & Martin; Sherman & Howard; Vorys, Sater	N/A
Colgate-Palmolive Company	Andrew Hendry, SVP, GC, Sec'y	12,238	N/A	Torys; Wachtell	Baker & Daniels; Morgan, Lewis	N/A
Comcast Corporation	Arthur Block, SVP, GC, Sec'y	25,700	Cooper, White; Drinker Biddle; Lightfoot, Franklin	Cahill Gordon; Davis Polk	Ballard Spahr; Fisher & Phillips; Kamlet Shepherd; White & Case	N/A
Computer Sciences Corporation	Hayward Fisk, VP, GC, Sec'y	14,624	Dilworth Paxson	N/A	DLA Piper; McAfee & Taft	N/A
ConAgra Foods, Inc.	Robert Sharpe, Jr., EVP Legal and External Affairs, Sec'y	14,172	N/A	N/A	McGrath North	McGrath North; Myers Bigel
ConocoPhillips <sup>11</sup>	Stephen Gates, SVP, GC	172,451	N/A	Baker Botts; Cravath; McInnes Cooper; Osler, Hoskin; Richards, Layton	Greensfelder, Hemker; Hepler, Broom; Winstead	N/A
Consolidated Edison, Inc.	Charles McTiernan, Jr., GC	12,137	N/A	Dewey Ballantine; Shearman & Sterling	Cherry, Edson; Vecchione, Vecchione	N/A
Constellation Energy Group, Inc.	Irving Yoskowitz, EVP, GC	19,446	N/A	Kirkland & Ellis; Paul, Hastings	N/A	N/A
Continental Airlines, Inc.	Jennifer Vogel, SVP, GC, CCO, Sec'y	13,128	N/A	Cleary Gottlieb; Vinson & Elkins	Bracewell & Giuliani; Duvin, Cahn; Langrock Sperry; Littler Mendelson; Steven Drapkin	N/A
Costco Wholesale Corporation	Richard Olin, VP—Legal, GC	60,151	Butzel Long; Perkins Coie; Sandler Ahern	N/A	Seyfarth Shaw	Christie, Parker; Foley & Lardner
Countrywide Financial Corporation	Sandor Samuels, Executive Managing Director, CLO, Ass't Sec'y	24,445	Goodwin Procter	Morris, Nichols; Munger, Tolles; Sidley Austin	N/A	N/A
Cummins, Inc.	Marya Rose, VP, GC, Sec'y	11,362	Nixon Peabody	N/A	Bass, Berry	N/A
D.R. Horton, Inc.	Ted Harbour, CLO	15,051	Ogletree, Deakins	Gibson, Dunn; Morris, Nichols	Ogletree, Deakins	N/A
Dean Foods Company	Michelle Goolsby, EVP, GC, CAO, Sec'y	10,339	N/A	N/A	N/A	N/A

# WHO REPRESENTS AMERICA'S BIGGEST COMPANIES

## Primary Outside Counsel

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Deere & Company	James Jenkins, SVP, GC	22,769	N/A	N/A	N/A	N/A
Dell Inc.	Lawrence Tu, SVP, GC, Sec'y	57,095	Paul, Hastings	N/A	Fulbright & Jaworski; Jones Day	Gentry Locke; Hamilton & Terrile; Haynes and Boone; Honigman Miller; Morrison & Foerster; Vinson & Elkins
Delphi Corporation	David Sherbin, VP, GC	26,392	N/A	N/A	Shearman & Sterling	N/A
Delta Air Lines, Inc.	Kenneth Khoury, EVP, GC	17,171	N/A	N/A	N/A	N/A
Devon Energy Corporation	Lyndon Taylor, SVP, GC	10,696	N/A	N/A	N/A	N/A
The DirecTV Group, Inc.	Larry Hunter, EVP—Legal & Human Resources, GC, Sec'y	\$14,756	N/A	N/A	N/A	Heartfield & McGinnis
Dominion Resources, Inc.	James Stutts, SVP, GC	16,524	N/A	McGuireWoods; Troutman Sanders	N/A	N/A
The Dow Chemical Company	Charles Kalil, SVP, GC, Sec'y	49,124	N/A	N/A	Mitchell, Williams; Seyfarth Shaw; Taylor, Porter; Vercruyse Murray	N/A
Duke Energy Corporation <sup>12</sup>	Marc Manly, Group Executive, CLO	15,967	Robinson, Bradshaw	McCarthy Tétrault; Osler, Hoskin; Skadden; Stikeman Elliott	Dechert; Howe, Anderson; Ogletree, Deakins; Reed Smith	N/A
E. I. du Pont de Nemours and Company	Stacey Mobley, SVP, GC, CAO	28,982	Boies, Schiller; Douglas, Denham; Friedman Gaythwaite; Murtha Cullina; Potter Anderson; Wilmer Cutler	N/A	Hornblower, Manning; Phillips Lytle	Kilpatrick Stockton
EMC Corporation	Paul Dacier, EVP, GC	11,155	N/A	Skadden	Wilmer Cutler	Guerin & Rodriguez & Associates; Muirhead and Saturnelli
Eastman Kodak Company	Joyce Haag, SVP, GC	13,274	N/A	N/A	Nixon Peabody; O'Melveny & Myers; Ward Norris	Connolly Bove; Nixon Peabody; Wilmer Cutler
Eaton Corporation	Mark McGuire, VP, GC	12,370	N/A	Baker & Hostetler	Benesch, Friedlander; Constangy, Brooks; Lamson, Dugan; Mitchell, Williams	Dinesh Agarwal
Edison International	J.A. Bouknight, Jr., EVP, GC	12,622	N/A	N/A	N/A	N/A
Electronic Data Systems Corporation	Storrow Gordon, EVP, GC	21,337	Duvin, Cahn; Hanson, Bridgett; Landegger & Baron; Metz Lewis	N/A	Baker & Hostetler	N/A
Eli Lilly and Company	Robert Armitage, SVP, GC	15,691	N/A	Dewey Ballantine; Skadden; Uriá Menéndez	Baker & Daniels	Barnes & Thornburg; Finnegan, Henderson
Emerson Electric Co.	Walter Withers, EVP, GC, Sec'y	20,133	N/A	Davis Polk	N/A	Harness, Dickey; Locke Liddell; Senniger Powers
Entergy Corporation	Robert Sloan, EVP, GC, Sec'y	11,067	N/A	N/A	N/A	N/A
Enterprise GP Holdings L.P.	Richard Bachmann, EVP, CLO, Sec'y, Director	13,991	N/A	N/A	N/A	N/A
Exelon Corporation	Randall Mehrberg, EVP, CLO, CAO	15,654	N/A	Latham & Watkins	N/A	N/A
Express Scripts, Inc.	Thomas Boudreau, SVP, GC, Sec'y	17,660	Husch & Eppenberger	Arnold & Porter; Skadden; Young Conaway	Husch & Eppenberger; Rodey, Dickason	N/A
Exxon Mobil Corporation	Charles Mathews, VP, GC	347,254	Howrey; Kirkland & Ellis	Osler, Hoskin	Nixon Peabody	Fulbright & Jaworski
FPL Group, Inc.	Edward Tancer, VP, GC	15,710	N/A	N/A	N/A	Hunton & Williams; Pillsbury Winthrop; Thelen Reid; Squire, Sanders
Federated Department Stores, Inc. <sup>13</sup>	Dennis Broderick, SVP, GC, Sec'y	28,711	N/A	Jones Day; Shearman & Sterling	N/A	Wasserman, Comden

N/A means not applicable or not available. <sup>12</sup> Acquired Cinergy Corp. in April 2006. <sup>13</sup> Changed name to Macy's, Inc., in June 2007.

# WHO REPRESENTS AMERICA'S BIGGEST COMPANIES

## Primary Outside Counsel

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
FedEx Corporation	Christine Richards, EVP, GC, Sec'y	32,294	N/A	Davis Polk; Simpson Thacher	Littler Mendelson; Seyfarth Shaw	N/A
FirstEnergy Corp.	Leila Vespoli, SVP, GC	11,726	N/A	N/A	Jackson Lewis; Roetzel & Andress	N/A
Fluor Corporation	Lawrence Fisher, CLO, Sec'y	\$14,079	N/A	N/A	N/A	N/A
Ford Motor Company	David Leitch, SVP, GC	160,126	Sutherland Asbill	Shearman & Sterling; Simpson Thacher	Sutherland Asbill	N/A
Freddie Mac	Robert Bostrom, EVP, GC	44,002	N/A	N/A	N/A	N/A
The Gap Inc.	Lauri Shanahan, EVP, CCO, GC, Sec'y	15,943	N/A	N/A	N/A	N/A
General Dynamics Corporation <sup>14</sup>	David Savner, SVP, GC, Sec'y	24,212	Ethridge Quinn; Jenner & Block	Baker & McKenzie; Hogan & Hartson; Jenner & Block	N/A	N/A
General Electric Company	Brackett Denniston III, SVP, GC	168,307	Daigle Fisse	Clifford Chance; Davies Ward; Debevoise & Plimpton; Hengeler Mueller; King & Spalding; Mallesons; McCarthy Tétrault; Uría Menéndez; Weil, Gotshal; White & Case	Dinsmore & Shohl; McCarter & English; Ogletree, Deakins; Quarles & Brady; Spencer Fane	Adams, Evans; Andrus, Scales; Blakely, Sokoloff; Cantor Colburn; Fletcher Yoder; McNees Wallace; Nixon & Vanderhye; William, Scott
General Mills, Inc.	Siri Marshall, SVP, GC, Chief Governance and Compliance Officer, Sec'y	11,640	N/A	N/A	Littler Mendelson	N/A
General Motors Corporation	Robert Osborne, VP, GC		Baker & Daniels; Barris, Sott; Bingham McCutchen; Bowman and Brooke; Conti Fenn; Hardy, Lewis; Jaffe, Raitt; Jones Day; Kirkland & Ellis; Lathrop & Gage; Lavin, O'Neil; Taft, Stettinius	Kirkland & Ellis; Weil, Gotshal	Barnes & Thornburg; Dillingham & Murphy; Dinsmore & Shohl; Foster, Swift; Hardy, Lewis; Jaffe, Raitt; Kirkland & Ellis; Lathrop & Gage	Barris, Sott; Brooks Kushman; Howard, Phillips; Seipp, Flick
Genuine Parts Company	Scott Smith, VP, Corp. Counsel	10,458	N/A	N/A	Carlton Fields; Martenson, Hasbrouck	N/A
Genworth Financial, Inc.	Leon Roday, SVP, GC, Sec'y	11,029	N/A	Davis Polk; Weil, Gotshal	N/A	N/A
The Goldman Sachs Group, Inc.	Gregory Palm, EVP, GC, Cohead of Legal, Sec'y	69,353	N/A	Cleary Gottlieb; Cravath; Fried, Frank; Sullivan & Cromwell	N/A	N/A
The Goodyear Tire & Rubber Company	C. Thomas Harvie, SVP, GC, Sec'y	20,258	N/A	Covington & Burling	Brouse McDowell; Fisher, Patterson; Gardere Wynne; Kilpatrick Stockton; Taft, Stettinius; Woods & Aitken	N/A
Google Inc.	David Drummond, SVP, CLO, Sec'y	10,605	The Law Offices of David J. Berney; The Law Offices of Jeffrey M. Lindy	Simpson Thacher; Wilson Sonsini	N/A	Fenwick & West; Kecker & Van Nest; Perkins Coie; Vaira & Riley; Wilson Sonsini; Winston & Strawn
HCA Inc.	Robert Waterman, SVP, GC	25,477	N/A	N/A	Baker & Hostetler; Carlton Fields; Ford & Harrison	Bass, Berry; Shearman & Sterling
Halliburton Company	Albert Cornelison, Jr., EVP, GC	22,576	N/A	N/A	Vinson & Elkins	N/A
The Hartford Financial Services Group, Inc.	Alan Kreczko, EVP, GC	26,500	N/A	Davis Polk; Debevoise & Plimpton	Carter & Anslay; Greenbaum, Doll; Jackson Lewis; Kainen, Escalera; Robinson & Cole	N/A
Health Net, Inc.	Linda Tiano, SVP, GC, Sec'y	12,908	N/A	N/A	Epstein Becker; Morgan, Lewis	N/A

N/A means not applicable or not available. <sup>14</sup> Acquired Anteon International Corporation in June 2006.

# WHO REPRESENTS AMERICA'S BIGGEST COMPANIES

## Primary Outside Counsel

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Hess Corporation <sup>15</sup>	J. Barclay Collins II, EVP, GC, Director	28,720	Polivy & Taschner	White & Case	N/A	N/A
Hewlett-Packard Company	Michael Holston, EVP, GC	91,658	Day Pitney	Cleary Gottlieb; Cravath; Wilson Sonsini	Gibson, Dunn; Littler Mendelson	Fish & Richardson; Pierce Atwood
The Home Depot, Inc. <sup>16</sup>	Jack VanWoerkom, EVP, GC, Sec'y	90,837	King & Spalding; Rodi Pollock; William Estrella	Cleary Gottlieb; Davis Polk; Kaye Scholer; Sullivan & Cromwell	Akin Gump; Ashe, Rafuse; DeWitt, Balke; King & Spalding; Lane Powell; McElroy, Deutsch; Morgan, Brown; Morgan, Lewis; Ogletree, Deakins; Payne & Fears; Semmes, Bowen	N/A
Honeywell International Inc.	Peter Kreindler, SVP, GC	31,367	Ogletree, Deakins	Skadden	Lockridge Grindal; Morgan, Lewis; Ogletree, Deakins	Black, Lowe; Fogg & Powers; Kirkland & Ellis; McDonnell Boehnen; Morris, Nichols
Humana Inc.	Arthur Hipwell, SVP, GC	21,417	N/A	Fried, Frank; Simpson Thacher	Young, Berman	N/A
Huntsman Corporation	Samuel Scruggs, EVP, GC, Sec'y	13,148	N/A	Slaughter and May; Stoel Rives; Vinson & Elkins	N/A	N/A
Illinois Tool Works Inc.	James Wooten, Jr., SVP, GC, Sec'y	14,055	N/A	Mayer, Brown; Osler, Hoskin	N/A	Lowe Hauptman; Ostrager Chong; Schwartz & Weinrieb
Ingram Micro Inc.	Larry Boyd, SVP, GC, Sec'y	\$31,358	N/A	N/A	Hartman, Osborne	N/A
Intel Corporation	D. Bruce Sewell, SVP, GC	35,382	Gilkey & Stephenson	Gibson, Dunn	Ball Janik; Gilkey & Stephenson; Ryley Carlock	Blakely, Sokoloff; Fish & Richardson; Howrey; Kecker & Van Nest; Kenyon & Kenyon; Marshall, Gerstein; Potter Minton; Ramey & Flock; Ryder; Schwabe, Williamson; Shutts & Bowen; Trop, Pruner; Young Conaway
International Business Machines Corporation	Robert Weber, SVP Legal and Regulatory Affairs, GC	91,424	Baker & Hostetler; Conrad O'Brien; Jackson Lewis; Quinn Emanuel	Cleary Gottlieb; Cravath; De Brauw Blackstone	Baker & Hostetler; Holme Roberts; Jackson Lewis; Jones Day; Paul, Hastings; Quinn Emanuel	Cantor Colburn; DeLio & Peterson; Dillon & Yudell; Dugan and Dugan; Hogan & Hartson; Patterson & Sheridan; Quinn Emanuel; Rabin & Berdo; Schmeiser, Olsen; Schopf & Weiss; Scully, Scott; Snell & Wilmer
International Paper Company	Maura Smith, SVP, GC, Sec'y	24,186	N/A	Debevoise & Plimpton; Skadden; Vinson & Elkins	Cabaniss, Johnston; Cross, Gunter; McGuireWoods	N/A
J.C. Penney Corporation, Inc.	Joanne Bober, EVP, GC, Sec'y	19,903	Greenberg Traurig; Ramsay, Bridgforth	N/A	N/A	N/A
JPMorgan Chase & Co.	William McDavid, GC	99,973	N/A	Jones Day	Morgan, Lewis; Quarles & Brady; Schottenstein Zox; Spencer Fane	N/A
Johnson & Johnson	Russell Deyo, VP, GC, CCO	53,324	Drinker Biddle	Blake, Cassels; Cravath; Linklaters; Stibbe; Weil, Gotshal	McElroy, Deutsch; Schuster Augiló	Ashby & Geddes
Johnson Controls, Inc.	Jerome Okarma, VP, GC, Sec'y	32,413	Baker & Daniels; Foley & Lardner	N/A	Baker, Donelson; Foley & Lardner; Ford & Harrison; Frost Brown; McAfee & Taft	Foley & Lardner
KB Home	Domenico Cecere, CLO, EVP	11,004	N/A	N/A	N/A	N/A
Kellogg Company	Gary Pilnick, SVP, GC, Corporate Development, Sec'y	10,907	N/A	Kirkland & Ellis	Carlock, Copeland	Dickinson Wright

N/A means not applicable or not available. <sup>15</sup> Changed name from Amerada Hess in May 2006. <sup>16</sup> Acquired Hughes Supply, Inc., in March 2006.



**Primary Outside Counsel**

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Kimberly-Clark Corporation	Ronald McCray, SVP, CCO	16,747	N/A	N/A	Morgan, Lewis; Mulinix Ogden; Powell Goldstein	Banner & Witcoff; Brinks Hofer; Dority & Manning; Godfrey & Kahn
Kinder Morgan, Inc.	Joseph Listengart, VP, GC, Sec'y	12,208	N/A	Blake, Cassels; Bracewell & Giuliani; Davies Ward; Shearman & Sterling; Skadden	N/A	N/A
Kohl's Corporation	Richard Schepp, EVP, GC, Sec'y	15,544	N/A	N/A	McGuireWoods	N/A
The Kroger Co.	Paul Heldman, EVP, GC, Sec'y	66,111	N/A	N/A	Butler, Snow; Littler Mendelson; Ogletree, Deakins; Shumaker, Loop; Stites & Harbison; Wimberly, Lawson	N/A
L-3 Communications Holdings, Inc.	Christopher Cambria, SVP, GC	12,477	N/A	N/A	N/A	N/A
Lear Corporation	Daniel Ninvaggi, EVP, GC, CAO	17,839	N/A	DLA Piper; Winston & Strawn	Dickinson Wright; Winston & Strawn	Brooks Kushman
Lehman Brothers Holdings Inc.	Thomas Russo, EVP, CLO, Vice-Chairman	\$46,709	N/A	Richards, Layton; Simpson Thacher; Sullivan & Cromwell	N/A	N/A
Lennar Corporation	Mark Sustana, GC, Sec'y	16,267	N/A	Clifford Chance	N/A	N/A
Liberty Mutual Holding Company, Inc.	Christopher Mansfield, SVP, GC	23,520	N/A	N/A	N/A	N/A
Limited Brands, Inc.	Douglas Williams, SVP, GC, Sec'y	10,671	N/A	Davis Polk; Osler, Hoskin; Skadden	N/A	Fox Rothschild; Potter Anderson; Ward & Olivo
Lockheed Martin Corporation	James Comey, SVP, GC	39,620	N/A	King & Spalding	Ashe, Rafuse; Elarbee, Thompson; Ford & Harrison; Kilpatrick Stockton; Nelson Mullins; Paul, Hastings; Ray & Isler; Thelen Reid; Thompson & Knight; Watkins & Eager	Skadden
Loews Corporation	Gary Garson, SVP, GC, Sec'y	17,228	N/A	Cravath; Skadden	N/A	N/A
Lowe's Companies, Inc.	Gaither Kenner, Jr., SVP, GC, Sec'y	46,927	Moore & Van Allen	Moore & Van Allen; Shearman & Sterling	Akin Gump; Drinker Biddle; Rogers Joseph	Akin Gump
Lyondell Chemical Company	Kerry Galvin, SVP, GC	22,228	N/A	Baker Botts; Davis Polk	N/A	N/A
Manpower Inc.	Michael Van Handel, EVP, CFO, Sec'y	17,787	N/A	N/A	McGuireWoods	N/A
Marathon Oil Corporation	William Schwind, Jr., VP, GC, Sec'y	\$60,643	N/A	N/A	N/A	N/A
Marriott International, Inc.	Edward Ryan, EVP, GC	12,160	N/A	Gibson, Dunn	Epstein Becker; Semmes, Bowen; Seyfarth Shaw	N/A
Marsh & McLennan Companies, Inc.	Peter Beshar, SVP, GC, Sec'y	12,069	Luce, Forward	Davis Polk	Kutak Rock	N/A
Masco Corporation	John Leekley, SVP, GC	12,833	N/A	N/A	N/A	N/A
Massachusetts Mutual Life Insurance Company	Mark Roellig, EVP, GC	24,863	N/A	N/A	N/A	N/A
McDonald's Corporation	Gloria Santona, EVP, GC, Sec'y	21,586	N/A	Sidley Austin	Holland & Knight; Morgan, Lewis	N/A
McKesson Corporation	Laureen Seeger, EVP, GC, Sec'y	88,050	N/A	Pillsbury Winthrop; Simpson Thacher	N/A	Sutherland Asbill
Medco Health Solutions, Inc.	David Machlowitz, SVP, GC, Sec'y	42,544	N/A	N/A	N/A	N/A
Medtronic, Inc.	Terrance Carlson, SVP, GC, Sec'y	11,292	N/A	Fredrikson & Byron; Wilmer Cutler	N/A	N/A

**Primary Outside Counsel**

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Merck & Co., Inc.	Kenneth Frazier, EVP, GC	22,636	N/A	Fried, Frank; Homburger	Connell Foley; McElroy, Deutsch; Morgan, Lewis; Seyfarth Shaw; Vellines, Cobbs	N/A
Merrill Lynch & Co., Inc.	Rosemary Berkery, EVP, GC	70,591	N/A	Clifford Chance; Fried, Frank; Linklaters; Sidley Austin; Stikeman Elliott; Sullivan & Cromwell; Torys	Maynard, Cooper	N/A
MetLife, Inc.	James Lipscomb, EVP, GC	53,275	N/A	N/A	N/A	N/A
Microsoft Corporation	Bradford Smith, SVP, GC, Sec'y	44,282	Fried, Frank; Heller Ehrman; Montgomery, McCracken; Sullivan & Cromwell	Kirkpatrick & Lockhart; Osler, Hoskin	N/A	Amin, Turocy; Axinn, Veltrop; Banner & Witcoff; Bond, Schoeneck; Fairfield and Woods; Fennemore Craig; Fish & Richardson; Holland & Knight; Husch & Eppenger; Kirkpatrick & Lockhart; Klarquist Sparkman; Lee & Hayes; Locke Liddell; Lyon & Harr; Merchant & Gould; Montgomery, McCracken; Perkins Coie; Potter Minton; Ray Quinney; Sidley Austin; Stites & Harbison; Ulmer & Berne; Wilson, Sheehy; Wolf, Greenfield; Workman Nydegger; Yarmuth Wilsdon
Morgan Stanley	Gary Lynch, CLO	76,688	N/A	Cadwalader; Davis Polk; Goodwin Procter; Paul, Hastings; Richards, Layton; Sidley Austin; Wachtell	Greenberg Traurig; Morgan, Lewis	N/A
Motorola, Inc. <sup>17</sup>	A. Peter Lawson, EVP, GC, Sec'y	43,739	Jackson, O'Keefe; Kirkland & Ellis; Shook, Hardy; Wildman, Harrold	Baker & McKenzie; Sullivan & Cromwell; Winston & Strawn	Seyfarth Shaw; Taft, Stettinius; Steptoe & Johnson	N/A
Murphy Oil Corporation	Steven Cossé, EVP, GC	14,307	N/A	N/A	N/A	N/A
National City Corporation	David Zoeller, EVP, GC, Sec'y	\$12,953	Vorys, Sater	Jones Day; Nixon Peabody; Richards, Layton; Shearman & Sterling	Frantz Ward	N/A
Nationwide Mutual Insurance Company	Patricia Hatler, Chief Legal and Governance Officer, EVP	22,253	Donna-Maria Lonergan; Feldman & Hickey	N/A	Bricker & Eckler; Bingham McCutchen; Hodes, Ulman; Littler Mendelson	Frost Brown
New York Life Insurance Company	Thomas English, SVP, GC	28,365	N/A	N/A	N/A	N/A
News Corporation	Lawrence Jacobs, SEVP, GC	25,327	N/A	Hogan & Hartson; Skadden	N/A	N/A
Nike, Inc.	James Carter, VP, CLO, GC	14,955	N/A	N/A	Stoel Rives	Banner & Witcoff; Dreier; Holihan Law; J. Andrew Coombs A Professional Corporation
Northrop Grumman Corporation	W. Burks Terry, VP, GC	30,304	N/A	N/A	Gordon, Arata	Amin, Turocy; Carmen B. Patti & Associates; Tarolli, Sundheim
Northwest Airlines Corporation	David Davis, EVP, CFO	12,568	N/A	N/A	Cadwalader	Vogel Law Firm
The Northwestern Mutual Life Insurance Company	Robert Berdan, VP, GC, Sec'y	20,726	N/A	N/A	N/A	N/A

# WHO REPRESENTS AMERICA'S BIGGEST COMPANIES

## Primary Outside Counsel

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Nucor Corporation	Douglas Gunson, General Manager—Corporate Legal Affairs	14,751	N/A	N/A	N/A	Hahn, Loeser
Occidental Petroleum Corporation	Donald de Brier, EVP, GC, Sec'y	\$19,029	N/A	N/A	N/A	N/A
Office Depot, Inc.	David Fannin, EVP, GC, Sec'y	15,011	Greenbaum, Rowe	Skadden; Wachtell	Hogan & Hartson	N/A
Omnicom Group Inc.	Michael O'Brien, SVP, GC, Sec'y	11,377	N/A	Jones Day; Shearman & Sterling	N/A	N/A
Oneok, Inc.	John Barker, SVP, GC	11,907	N/A	Fried, Frank	N/A	Farbstein & Blackman; Weil, Gotshal
Oracle Corporation	Daniel Cooperman, SVP, GC, Sec'y	14,380	N/A	Bingham McCutchen; Davis Polk; Kelley Drye	Orrick; Parsons Behle; Paul, Hastings	N/A
PG&E Corporation	Hyun Park, SVP, GC	12,539	N/A	N/A	N/A	N/A
The PNC Financial Services Group, Inc.	Helen Pudlin, SVP, GC	10,939	Ballard Spahr; Wyatt, Tarrant	Latham & Watkins; Reed Smith; Wachtell	Edwards Angell	N/A
PPG Industries, Inc.	James Diggs, SVP, GC, Sec'y	11,037	DLA Piper; Kirkpatrick & Lockhart	N/A	Kirkpatrick & Lockhart; Spilman Thomas	N/A
Paccar Inc.	David Anderson, VP, GC	16,454	Gonzalez, Saggio	Perkins Coie; Sidley Austin	Frost Brown	N/A
The Pepsi Bottling Group, Inc.	Steven Rapp, SVP, GC, Sec'y	12,730	Glassberg, Pollak	N/A	Sheppard, Mullin; Miller Law Group; Waller Lansden	N/A
PepsiCo, Inc.	Larry Thompson, SVP—Gov't Affairs, GC, Sec'y	35,137	Paul, Hastings	Chapman Tripp; Davis Polk; Womble Carlyle	Alschuler Grossman; Clarke Silvergate; Dickinson Wright; Pattishall, McAuliffe	N/A
Pfizer Inc	Allen Waxman, SVP, GC	52,415	Michael M. Sebold; Sidley Austin	Cadwalader; Dechert; Fiddler González	Irwin Fritchie; Littler Mendelson; Ogletree, Deakins; Schuster Augiló; Sidley Austin	Connolly Bove; Gibbons, Del Deo; Thorp Reed; Troutman Sanders
Phelps Dodge Corporation <sup>18</sup>	S. David Colton, SVP, GC	12,090	Ryley Carlock	Debevoise & Plimpton; Heenan Blaikie	Modrall, Sperling	N/A
Plains All American Pipeline, L.P.	Tim Moore, VP, GC, Sec'y	22,444	N/A	Andrews Kurth; Prickett, Jones; Vinson & Elkins	N/A	N/A
Principal Financial Group, Inc.	Karen Shaff, EVP, GC	9,870	N/A	Debevoise & Plimpton	Faegre & Benson; Reed Smith; Wilson, Elser	N/A
The Procter & Gamble Company	James Johnson, CLO, Sec'y	68,222	N/A	N/A	Eckert Seamans	Kramer Levin
Progress Energy, Inc.	John McArthur, SVP, GC, Sec'y	10,702	N/A	Dewey Ballantine; Hanson, Bridgett; Hunton & Williams; Richards, Layton; Skadden	N/A	N/A
The Progressive Corporation	Charles Jarrett, VP, CLO	14,786	N/A	N/A	N/A	N/A
Prudential Financial, Inc.	Susan Blount, SVP, GC	32,488	N/A	Cleary Gottlieb; Debevoise & Plimpton; Richards, Layton; Sullivan & Cromwell	Mitchell, Williams; Seyfarth Shaw; Wilson, Elser	N/A
Public Service Enterprise Group Incorporated	R. Edwin Selover, EVP, GC	12,288	N/A	Gardere Wynne	N/A	N/A
Publix Super Markets, Inc.	John Attaway, Jr., SVP, GC, Sec'y	21,820	N/A	N/A	Ford & Harrison; Stearns Weaver	N/A
Pulte Homes, Inc.	Steven Cook, VP, GC, Sec'y	14,274	Bodman	Mayer, Brown; Sidley Austin	N/A	N/A
Qwest Communications International Inc.	Richard Baer, EVP, GC, Sec'y	13,923	Hogan & Hartson; Stoel Rives	N/A	Baird & Kiovsky; Meagher & Geer; Perkins Coie; Sherman & Howard	N/A
Raytheon Company	Jay Stephens, SVP, GC, Sec'y	23,274	N/A	Kirkland & Ellis	N/A	Baker Botts; Daly, Crowley
Reliant Energy, Inc.	Michael Jines, SVP, GC, Sec'y	\$10,985	N/A	Skadden	N/A	N/A

**Primary Outside Counsel**

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Rite Aid Corporation	Robert Sari, EVP, GC	17,271	N/A	Cleary Gottlieb; Cravath; Jones Day; Skadden	Hodel Briggs; Kelly, Herlihy; Paul, Hastings; Post & Schell	N/A
Safeway Inc.	Robert Gordon, SVP, GC, Chief Governance Officer	40,185	N/A	N/A	Barran Liebman; Dillingham & Murphy; Holland & Hart; Littler Mendelson; Winterbauer & Diamond	N/A
Sanmina-SCI Corporation	Steven Jackman, VP, Corporate Counsel	10,955	Bowman and Brooke	Weil, Gotshal; Wilson Sonsini	N/A	N/A
Sara Lee Corporation	Roderick Palmore, EVP, GC, Sec'y	18,539	N/A	Freshfields	McDermott Will; Phelps Dunbar; Shuttleworth & Ingersoll; Thompson Hine	N/A
Schering-Plough Corporation	Thomas Sabatino, Jr., EVP, GC	10,594	Lewis Fisher	N/A	N/A	N/A
Sears Holdings Corporation	William Harker, SVP, GC, Sec'y	53,012	Arnstein & Lehr; Bryan Cave; Dykema Gossett; Foster Pepper; Howard & Howard; Littler Mendelson; Morrison & Foerster; Schopf & Weiss; Sonnenschein; Trotta, Trotta	Osler, Hoskin	Ballard Spahr; DeWitt, Balke; Fisher & Phillips; Frilot Partridge; Goldman Antonetti; Jackson Lewis; Littler Mendelson; Miller, Canfield; Ogletree, Deakins; Post & Schell; Schuckit & Associates; Seeley, Savidge; Shaheen & Gordon; Vedder, Price	Lane Powell
Sempra Energy	Javade Chaudhri, EVP, GC	\$11,850	N/A	Cleary Gottlieb	N/A	N/A
Smithfield Foods, Inc.	Michael Cole, VP, CLO, Deputy GC, Sec'y	11,507	N/A	Hogan & Hartson; Hunton & Williams; McGuireWoods; Simpson Thacher	N/A	N/A
Solectron Corporation	Todd DuChene, EVP, GC, Sec'y	10,561	N/A	Charles Adams; Wilson Sonsini	N/A	N/A
Southern Company	G. Edison Holland, Jr., EVP, GC, Sec'y	14,356	N/A	Troutman Sanders	N/A	N/A
Sprint Nextel Corporation <sup>19</sup>	Leonard Kennedy, GC	43,531	Quinn Emanuel	Jones Day; King & Spalding	Bryan Cave; Hughes & Luce; Rogers & Hardin	N/A
Staples, Inc.	Kristin A. Campbell, SVP, GC,	18,161	N/A	N/A	Gonzalez, Saggio; Seyfarth Shaw	N/A
State Farm Mutual Automobile Insurance Company	Kim Brunner, EVP, GC, Sec'y	60,528	Alber Crafton; Garlington, Lohn; H. Barritt Peterson, Jr.; Howard, Kohn	N/A	Casten & Pearce; McGlinchey Stafford; Waller Lansden	N/A
Sun Microsystems, Inc.	Michael Dillon, EVP, GC, Sec'y	13,068	N/A	N/A	Foster & Associates; Hale Friesen	N/A
Sunoco, Inc.	Michael Kuritzkes, SVP, GC	36,081	Fischer, Franklin	N/A	Ballard Spahr; Hall, Estill	Pepper Hamilton
SunTrust Banks, Inc.	Raymond Fortin, EVP, GC, Sec'y	13,260	Callaway, Braun; Hunter, Maclean; Kevin M. Fitzpatrick; Miles & Stockbridge; Protas, Spivok	King & Spalding; Sullivan & Cromwell	N/A	N/A
Supervalu Inc. <sup>20</sup>	Stephen Kilgriff, Vice-President—Legal	19,864	N/A	Dorsey & Whitney; Fried, Frank; Shearman & Sterling; Wachtell	Ogletree, Deakins	N/A
Sysco Corporation	Michael Nichols, SVP, GC, Sec'y	32,628	N/A	N/A	N/A	N/A
3M Company	Marschall Smith, SVP—Legal Affairs, GC	22,923	N/A	N/A	Keating, O'Gara; Larson King; Littler Mendelson	Cleary Gottlieb; Fried, Frank
The TJX Companies, Inc.	Ann McCauley, EVP, GC	17,516	N/A	N/A	N/A	Pryor Cashman; Resch Polster; Wasserman, Comden
TRW Automotive Holdings Corp.	David Bialosky, EVP, GC, Sec'y	13,144	N/A	Cravath; Simpson Thacher	N/A	N/A
TXU Corp.	David Poole, EVP, GC	10,856	Hunton & Williams	N/A	Hunton & Williams	N/A

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## Primary Outside Counsel

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Target Corporation	Timothy Baer, SVP, GC, Sec'y	59,490	Eskanos & Adler; Faegre & Benson; Howard Lee Schiff; Patenaude & Felix; Ufer & Spaniola	N/A	Constangy, Brooks; Gallagher & Kennedy; Gonzalez, Saggio; Halleland Lewis; Ice Miller; Jackson Lewis; Monnet, Hayes; Morrison & Foerster; Ogletree, Deakins; Paul, Hastings	Dicke, Billig; Ezra, Brutzkus; Faegre & Benson; Hogan & Hartson; Irell & Manella; Morrison & Foerster
Teachers Insurance and Annuity Association—College Retirement Equities Fund	George Madison, EVP, GC	26,757	Bradley Arant; Lewis, Brackin	N/A	Bradley Arant; James, McElroy; Lewis, Brackin	N/A
Tech Data Corporation	David Vetter, SVP, GC, Sec'y	21,446	N/A	Cleary Gottlieb; Sullivan & Cromwell	N/A	N/A
Tesoro Corporation	Charles Parrish, SVP, GC, Sec'y	18,002	N/A	Fulbright & Jaworski; Groh Eggers	N/A	N/A
Texas Instruments Incorporated	Joseph Hubach, SVP, GC, Sec'y	14,630	N/A	Davis Polk; Weil, Gotshal	Susman Godfrey	N/A
Textron Inc.	Terrence O'Donnell, EVP, GC	12,591	Levy, Small	Skadden	Adler Pollock; Gibson, Dunn	Grossman, Tucker; Harness, Dickey
Time Warner Inc.	Paul Cappuccio, EVP, GC	\$44,788	N/A	Clifford Chance; Skadden; Stibbe		N/A
Toys "R" Us, Inc.	David Schwartz, SVP, GC, Sec'y	12,206	N/A	N/A	Jackson Lewis	N/A
The Travelers Companies, Inc. <sup>21</sup>	Kenneth Spence III, EVP, GC	25,090	Baker, Donelson	N/A	N/A	N/A
Tyson Foods, Inc.	Alberto Gonzalez-Pita, EVP, GC	25,559	N/A	Davis Polk; Sidley Austin	Akin Gump; Baker, Donelson; Belin Lamson; Cross, Gunter; Kutak Rock; Lathrop & Gage; Maynard, Cooper; Ogletree, Deakins	N/A
UAL Corporation	Paul Lovejoy, SVP, GC, Sec'y	19,340	N/A	N/A	N/A	N/A
US Airways Group, Inc.	Janet Dhillon, SVP, Compliance Officer, GC	11,557	N/A	N/A	Blank Rome; Farrington Law Firm; Gallagher & Kennedy; Morgan, Lewis; O'Melveny & Myers; Rothman Gordon	Fried, Frank; McKenna Long; Skadden
U.S. Bancorp	Lee Mitau, EVP, GC, Sec'y	19,109	N/A	McKenna Long; Richards, Layton; Squire, Sanders; Sullivan & Cromwell; Wachtell	Dorsey & Whitney	N/A
USAA	Steven Bennett, EVP, GC, Sec'y	13,416	N/A	Richards, Layton; Sidley Austin	Bracewell & Giuliani	N/A
Union Pacific Corporation	J. Michael Hemmer, SVP—Law, GC	\$15,578	N/A	N/A	Lamson, Dugan; Ray Quinney	N/A
United Auto Group, Inc. <sup>22</sup>	Robert Kurnick, Jr., Vice-Chairman, GC	12,110	N/A	N/A	N/A	N/A
United Parcel Service, Inc.	Teri McClure, SVP, GC, Sec'y	47,547	Alston & Bird; DLA Piper; Morrison & Foerster; Quarles & Brady; Schnader Harrison	N/A	Alston & Bird; Akin Gump; Armstrong Teasdale; Baxley, Dillard; Day Pitney; DLA Piper; Dykema Gossett; Faegre & Benson; Ferreri & Fogle; Fisher & Phillips; Frost Brown; Holland & Hart; Holland & Knight; Locke Reynolds; Murtha Cullina; Nexsen Pruet; Paul, Hastings; Perkins Coie; Phelps Dunbar; Phillips McFall; Porter Wright; Proskauer Rose; Quarles & Brady; Reed Smith; Waller Lansden	Alston & Bird

N/A means not applicable or not available. <sup>21</sup> Changed name from St. Paul Travelers in February 2007. <sup>22</sup> Changed name to Penske Automotive Group, Inc., in July 2007.

Primary Outside Counsel

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
United States Steel Corporation	James Garraux, SVP—Labor Relations, GC	15,715	N/A	N/A	N/A	N/A
United Technologies Corporation	Charles Gill, SVP, GC	47,829	N/A	N/A	Day Pitney	N/A
UnitedHealth Group Incorporated	Forrest Burke, Acting GC	71,542	N/A	Dorsey & Whitney	N/A	N/A
Unum Group <sup>23</sup>	Charles Glick, EVP, GC	\$10,719	N/A	N/A	Dickinson Wright; Holland & Hart; Lane Powell; Lewis, Rice; McElroy, Deutsch; Montgomery, Patterson; Schmidtke & Hoepfner	N/A
Valero Energy Corporation	Kim Bowers, SVP, GC	91,051	N/A	N/A	N/A	N/A
Verizon Communications Inc.	William Barr, EVP, GC	93,221	Kellogg, Huber	Curtis, Mallet-Prevost; Debevoise & Plimpton; Skadden; Sullivan & Cromwell; Weil, Gotshal	Covington & Burling; Jones Day; Kellogg, Huber; McGuireWoods; Montgomery, McCracken; O'Melveny & Myers; Paul, Hastings; Reed Smith	N/A
Viacom Inc.	Michael Fricklas, EVP, GC, Sec'y	11,467	Caldwell Leslie	N/A	Butzel Long	N/A
Visteon Corporation	John Donofrio, SVP, GC	11,418	N/A	N/A	Foley & Lardner	Brinks Hofer
Wachovia Corporation <sup>24</sup>	Mark Treanor, SEVP, GC, Sec'y	46,810	N/A	Cadwalader; Richards, Layton; Sullivan & Cromwell	Fisher & Phillips; McGuireWoods; Seyfarth Shaw	N/A
Walgreen Co.	Dana Green, SVP, GC, Sec'y	47,409	N/A	N/A	Bryan Cave; Hinshaw & Culbertson; Littler Mendelson; Morgan, Lewis; Ogletree, Deakins; Seyfarth Shaw	N/A
Wal-Mart Stores, Inc.	Tom Mars, SVP, GC		Barfield & Associates; Butler, Snow; Daniel Coker; Greenberg Traurig; Phelps Dunbar	Paul, Hastings	Baird, Holm; Baker & Daniels; Ballard Spahr; Barnes & Thornburg; Bassett Law Firm; Berkowitz Oliver; Berstein Shur; Bowman and Brooke; Bricker & Eckler; Davis Wright; Duvin, Cahn; Dykema Gossett; Fisher & Phillips; Ford & Harrison; Geary, Porter; Goodwill Anderson; Greenberg Traurig; Hirst Applegate; Jones Day; Kutak Rock; Lafayette & Kumagai; Lane Powell; Lawrence & Russell; Littler Mendelson; Manning Curtis; McDonnell & Associates; McLain & Merritt; Mitchell, Williams; Phillips, Spallas; Poore, Roth; Quarles & Brady; Quattlebaum, Grooms; Schröder, Joseph; Sheehan Phinney; Thelen Reid; Thompson & Bowie; Waller Lansden; Wells Marble; Wolf, Block; Wright, Lindsey	Christie, Parker; Foley & Lardner; Hogan & Hartson; Kirkpatrick & Lockhart
The Walt Disney Company	Alan Braverman, SEVP, GC, Sec'y	\$34,285	N/A	Dewey Ballantine; Skadden; Wilmer Cutler	N/A	Hogan & Hartson



**Primary Outside Counsel**

Company	Top Legal Officer	2006 Revenue (millions)	Commercial Law and Contracts Litigation	Corporate Transactions	Employment and Labor Litigation	IP Litigation and Patent Prosecution
Washington Mutual, Inc.	Fay Chapman, SEVP, CLO	26,561	Hunt Leibert; McGlinchey Stafford; Reed Smith; Stroock & Stroock	Cleary Gottlieb; Heller Ehrman; Simpson Thacher	Heller Ehrman; Jackson Lewis; Morgan, Lewis	N/A
Waste Management, Inc.	Richard Wittenbaker, SVP, GC, CCO	13,363	Schnader Harrison; Shipman & Goodwin	N/A	Littler Mendelson	N/A
WellPoint, Inc.	Sandy Miller, Acting GC	56,953	Donahue, Durham	N/A	Frost Brown; Thomas, DeGrood	N/A
Wells Fargo & Company	James Strother, EVP—Law and Gov't Relations, GC	47,979	N/A	Faegre & Benson; Gibson, Dunn	Allen Matkins; Bracewell & Giuliani; Gonzalez, Saggio; Littler Mendelson; Phillips Lytle	N/A
Weyerhaeuser Company	Sandy McDade, SVP, GC	22,250	N/A	Blake, Cassels; Cravath; Shearman & Sterling	Eldridge Cooper; Morgan, Lewis; Morrison & Foerster; Reminger & Reminger; Rhodes, Hieronymus	N/A
Whirlpool Corporation	Daniel Hoop, SVP—Corporate Affairs, GC	18,080	N/A	Davis Polk; Mayer, Brown	Bass, Berry; Littler Mendelson	McDonnell Boehnen; McGarry Bair
The Williams Companies, Inc.	James Bender, SVP, GC	11,813	N/A	Gibson, Dunn	N/A	N/A
World Fuel Services Corporation	R. Alexander Lake, GC, Sec'y	10,785	N/A	N/A	N/A	N/A
Wyeth	Lawrence Stein, SVP, GC	20,351	Arnold & Porter	N/A	N/A	Beck, Redden; Lowenstein Sandler; Wilmer Cutler
Xerox Corporation	Ivy McKinney, VP, Deputy GC	15,895	Evans, Feldman; Spiwak & Iezza	N/A	Latham & Watkins; Nixon Peabody	Morgan, Lewis; MH2 Technology; Oliff & Berridge
YRC Worldwide Inc.	Daniel Churay, SVP, GC, Sec'y	9,919	N/A	N/A	N/A	N/A

N/A means not applicable or not available.

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