

Akin Gump

STRAUSS HAUER & FELD LLP

2016 ANNUAL REVIEW

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COLLABORATION



LETTER FROM THE CHAIRPERSON

KIM KOOPERSMITH

Dear Clients, Alumni and Friends,

In speaking to colleagues, peers and clients, I often encounter the question “What makes a law firm great?” Outstanding client service, subject matter knowledge, insightful problem-solving and hard work are all key to being a great law firm. I’d add one other key factor, which is the theme of this year’s book: collaboration.

This is the case whether we’re talking about collaboration between our practitioners and our clients, through which we internalize our clients’ goals, business methods and approaches to offer them the best strategy we can formulate, or about collaboration among our lawyers and advisors across practices, offices and disciplines. “A litigator, a policy advisor and a corporate lawyer walk into a conference room...” sounds like the opening to a funny joke, but it’s actually an example of the brilliant teams we put together to help our clients solve challenges and pursue opportunities.

Examples of the great results yielded by our collaborative approach abound in the pages that follow. Making it possible for a groundbreaking lung cancer vaccine to come from Cuba to the United States. Keeping the Internet free by protecting its transition to global stakeholder governance. Turning defense of an antitrust lawsuit into a patent infringement win. Developing an app to provide volunteer lawyers with instant information on legal issues facing hospitalized children.

We have long felt that collaboration in the law firm setting is very much a case of the whole being greater than the sum of its parts. When terrific cross-practice, cross-border teams sit down and start working with clients on their challenge or objective, synergies and multipliers of value kick in.

Collaboration is a term much talked about in the legal industry, but our embrace of it has led to collaboration becoming an intrinsic, even distinctive, part of our approach. The uncertain times in which we live and work can disguise pitfall as possibility and opportunity as threat. In 2016, our practitioners at every level, in every office, melded their complementary skills, knowledge and experience to help clients identify possibility and opportunity and steer clear of pitfall and threat, allowing our clients to achieve their goals.

Welcome to the 2016 Akin Gump Annual Review.



AKIN GUMP LEADS THREE-PRONGED STRATEGY TO SECURE VICTORY FOR PUERTO RICO

An area in which Akin Gump's practices find fertile ground for collaboration is providing representation to, and advocacy for, geopolitical entities, be they sovereign states, U.S. states or, in this case, a U.S. territory.

Puerto Rico is excluded from federal bankruptcy law governing municipalities. When Gov. Garcia Padilla announced in 2015 that the island's roughly \$72 billion debt was simply "not payable," no legal framework existed to guide the island's restructuring process. In addition, the territory's economy was in a downward spiral, and its population was moving en masse to the mainland. Several Akin Gump clients based in Puerto Rico enlisted our help in achieving a federal solution to place Puerto Rico on firmer footing.

When efforts to simply extend the federal bankruptcy code to Puerto Rico fell flat in a partisan, gridlocked Congress, Akin Gump created a bipartisan and multidisciplinary team that drew from the firm's renowned policy and financial restructuring practices to craft and advance innovative new proposals. Working closely with members of Congress, Obama administration officials, key staff and influential allies, Akin Gump leveraged our technical know-how with a



sophisticated understanding of the political process to advance and ultimately enact compromise legislation that passed Congress with rare bipartisan backing. On June 30, the Puerto Rico Oversight, Management, and Economic Stability Act (PROMESA) was enacted into law—the first time the U.S. Congress had legislated on behalf of Puerto Rico in a comprehensive way since 1952.

While Congress was considering PROMESA, the U.S. Supreme Court ruled on *Puerto Rico v. Sanchez Valle*, a case that addresses Puerto Rico's

constitutional status as a U.S. territory. On behalf of a group of current and former senior Puerto Rican officials, Akin Gump's top-shelf appellate practice, working in conjunction with their policy colleagues, submitted an amicus brief advancing the argument ultimately adopted by the Court.

In 2016, for the first time in decades, all three branches of government made critical decisions that impact the future of Puerto Rico. And Akin Gump practitioners were at the forefront, working collaboratively, not only among themselves, but,

equally importantly, with our clients and with members of Congress and key stakeholders along the length of the ideological spectrum to help ensure an equitable outcome. The passage of PROMESA and the ruling in *Sanchez Valle* have provided clarity, a legal structure and a solid foundation for Puerto Rico to progress on a path toward fiscal stability and economic growth.



HANDS ACROSS THE WATER FOR A GROUNDBREAKING VACCINE

Sometimes, collaboration can foster the potential for groundbreaking advances. One such example involves a partnership that would have been impossible even a short time ago, as a team from Akin Gump is advising Buffalo, New York-based Roswell Park Cancer Institute in a historic venture with the Cuba-based Center of Molecular Immunology (CIM).

This collaborative effort features work that has secured a first-of-its-kind U.S. government license authorizing a U.S.-Cuba commercial partnership to fast-track biotech development that will help bring a groundbreaking Cuban lung cancer vaccine and other unique cancer treatments developed in Cuba to U.S. patients. This landmark event in the broader rebuilding of bilateral relations between the two nations, thanks to the Obama administration's policy of engagement, offers promise and hope to the hundreds of thousands who are diagnosed with this disease—the leading cause of cancer death among both men and women—every year.

The announcement was made in late October by New York Gov. Andrew Cuomo and Roswell Park's president and CEO, Dr. Candace Johnson, who noted that a partnership conceived during

the Governor's historic New York State Trade Mission to Cuba in 2015 resulted in this milestone of international collaboration: the launch of a U.S. clinical trial of an immunotherapy developed in Cuba by the CIM for lung cancer.

Akin Gump assisted Roswell Park in obtaining the historic license, approved by the U.S. Department of the Treasury Office of Foreign Assets Control (OFAC), authorizing Roswell Park to enter into a joint business venture with the CIM—the first time OFAC has authorized a U.S.-Cuban joint venture. Roswell Park has also received authorization from the U.S. Food and Drug Administration (FDA) to begin offering the lung cancer treatment vaccine

CIMAvax-EGF® to a limited number of patients through a clinical trial, making the National Cancer Institute-designated comprehensive cancer center the first American institution to receive FDA permission to sponsor testing of a Cuban medical therapy in the United States.

Recognizing Akin Gump's role in this history-making project, Dr. Johnson said in public remarks, "Our legal team has been incredible. We were going where no one has gone before. There are only a few law firms in the country [with a practice] devoted to Cuban affairs, and Akin Gump in Washington provided us with incredible service."



AKIN GUMP LAUNCHES GLOBAL SHIPPING AND OFFSHORE SERVICES INITIATIVE

Its genesis was in the realization by a handful of partners, in practices from Los Angeles to Singapore to London, that their individual work shared many points of tangency. Akin Gump's shipping and offshore services initiative is a perfect example of the firm's collaborative approach to offering the best possible client service.

While the shipping and offshore services industries have never been congenial environments for the faint of heart, recent factors, including low



oil prices, an oversupply of ships and rigs, and reductions in raw material imports in China, have contributed to an extended downturn in both industries that has affected most participants. This, in turn, has fueled a sharp increase in business restructurings, consolidations, investment exits and investor bargain-hunting.

In each of these circumstances, by bringing to bear, on any given client need, the knowledge and experience of Akin Gump practitioners in more than a dozen disciplines spanning the major shipping hubs from the United States through Europe and the Middle East to Asia, the initiative has provided counsel across the global shipping and offshore services industries.

One engagement that typifies the value of our collaborative approach is the acquisition of the “Sea Horizon” by one of our U.S.-based clients through a vessel-owning company, WAG LLC, from a subsidiary of Swiber Limited. Shortly after Swiber filed for judicial management (a court-supervised insolvency proceeding) in Singapore, our team approached the Singapore counsel for the judicial managers to commence a long and relatively complicated negotiation to acquire the “Sea Horizon.” Numerous corporate, insolvency, due diligence, commercial and maritime issues had to be addressed to negotiate, structure and close the acquisition of the Panama-flagged vessel for less than the debt secured by the vessel. This transaction involved lawyers from our corporate, energy and financial restructuring practices based in our Washington, D.C.; Hong Kong; and Singapore offices.

INTRAMURAL COLLABORATION FOR SOFTWARE SOLUTION

Our collaborative style goes beyond our lawyers reaching out to clients or to other lawyers at the firm. For the past several years, practitioners from the firm’s international trade group have worked with colleagues from the IT Solutions Development Team of Akin Gump’s IT department to craft a process and software tools to help a Fortune 100 aerospace and defense company

conduct a review of nearly 1,000 complex export licenses issued to the company by the U.S. Department of State under the International Traffic in Arms Regulations (ITAR).

The 2016 license review required this trade/IT team to develop a series of tools to manage this large-scale review in an aggressively short time frame. Building on a predecessor model—which was “Highly Commended” by *Financial Times* in its 2015 Innovative Lawyers North America contest—the team moved to a consolidated SQL database and HTML5 platform, which not only allowed all meaningful data to be captured in real time, but also meant that lawyers, rather than IT staff, could edit key database elements and generate reports on the exact status of data, again in real time.

The combined inspiration of these two Akin Gump departments meant that this sensitive and complex government compliance process could be executed at a savings of hundreds of work-hours, with added tracking/reporting functionality and increased consistency and accuracy.



CLIENT SERVICE





“I WOULD GIVE
THEM MY HIGHEST
RECOMMENDATION.

**THEY ARE
EXTREMELY
RESPONSIVE**

– ANY TIME I ASK THEY
GET BACK TO ME
WITHIN THE DAY OR THE
NEXT DAY, AND THEY
KNOW THE ANSWER
IMMEDIATELY.”

– *Chambers Global*, 2016

“THEY SEEM TO
POSSESS A CULTURE
WHICH IS

**COMMERCIALY
SMART.**

THEY

**CARE ABOUT
PEOPLE**

AND THEY

**GET THINGS
DONE WELL.”**

– *Chambers USA*, 2016

“THEY REALLY CAN DELIVER THE WHOLE FIRM
IN A VERY THOUGHTFUL AND I’D SAY

**EFFICIENT AND
COST-EFFECTIVE MANNER.”**

– *Chambers USA*, 2016

INTELLECTUAL PROPERTY

ANTITRUST DEFENSE TURNED INTO INFRINGEMENT WIN

THE FACTS

Sexing Technologies (ST) was sued in the Western District of Wisconsin by one of its largest customers, ABS Global, for antitrust violations. The case was triggered by ABS' desire to launch a competing service during the term of the parties' contract. ABS sought roughly \$70 million in damages. ST countersued for patent infringement, trade-secret misappropriation and breach of contract.

THE OUTCOME

Akin Gump's antitrust and intellectual property teams worked together to develop a comprehensive defense for the client. The case was tried in front of Judge Conley, who ultimately sent back five special-verdict forms and asked the jury to deliberate each time. The net result was an overwhelming win for ST. The jury found no violation of the Sherman Antitrust Act, but determined that ABS infringed valid claims of ST's patents and materially breached the parties' agreement. The jury also awarded damages for trade-secret theft, to which ABS ultimately stipulated, and an up-front fee and ongoing royalty for patent infringement.

INTELLECTUAL PROPERTY

PICKING UP THE BALL AND RUNNING WITH IT FOR SORENSON AND CAPTIONCALL

THE FACTS

Clients Sorenson Communications and CaptionCall were sued by competitor Ultratec, Inc. for infringement of patent claims directed to telecommunications for the deaf and hard of hearing. Ultratec asserted the claims of 14 patents in four successive district court proceedings. In response, CaptionCall filed *inter partes* review (IPR) petitions challenging all asserted claims and some that were not yet asserted. The cases were handled originally by another law firm. After two trial losses in the Western District of Wisconsin, the clients turned to Akin Gump to take over all of the matters. The pending matters included posttrial proceedings in the two completed district court cases; two pending, early-stage district court litigations; nine pending IPRs; and the appeals of an additional nine IPR final written decisions from the Patent Trial and Appeal Board.

THE OUTCOME

In addition to coordinating all pending matters across three forums, the team (i) argued and won two IPRs, with final written decisions finding all 59 challenged claims unpatentable; (ii) defeated a motion to dismiss in seven related IPRs for alleged failures to disclose a real party-in-interest; and (iii) obtained a successful posttrial judgment as a matter of law from the district court vacating the jury verdict and finding all asserted claims invalid for obviousness.

INTELLECTUAL PROPERTY

WINNING—AND DEFENDING THE WIN—FOR PHARMA COMPANIES

THE FACTS

We defended multiple purchasers of an oxycodone API (active pharmaceutical ingredient), including Amneal Pharmaceuticals and Teva Pharmaceuticals, sued by Purdue Pharma and Grunenthal GmbH. The suits were based on Abbreviated New Drug Applications seeking approval to sell generic versions of an oxycodone product.

THE OUTCOME

After a three-week bench trial in the case against Teva, the district court found all of the asserted patent claims invalid. The court then entered orders of dismissal in the remaining cases, including the case against Amneal, based on collateral estoppel. Purdue and Grunenthal appealed the final judgment in the Teva action and the orders of dismissal in the other cases.

On appeal, the Federal Circuit affirmed the district court's ruling holding the asserted patents invalid as obvious. In so doing, the court rejected Purdue's arguments that its discovery of the source of an impurity that was minimized in the claimed products did not support patentability, because the solution to the problem did not depend on identifying the source of the impurity. The panel decision garnered significant attention from patent stakeholders, and Purdue received substantial amicus support in response to its petition for panel rehearing and rehearing en banc. Ultimately, the Federal Circuit denied Purdue's petition, logging an important Federal Circuit appeal for our client. The Supreme Court also denied Purdue's petition for certiorari, notwithstanding the amicus support for that request.

LITIGATION

BLAZING A TRAIL IN OSX BONDHOLDER VICTORY

THE FACTS

An Akin Gump cross-practice team represented the bond trustee on behalf of a number of bondholders (largely New York hedge funds) that hold \$500 million in bonds issued by OSX, a vessel-owning SPV (special purpose vehicle). This complicated, long-running and multifaceted matter has generated multiple sets of court and arbitration proceedings in Brazil, the Netherlands and England. In June 2014, our client commenced arbitration in London against OGX, which chartered the OSX vessel, pursuant to an English law charter agreement. OGX, which was in a Brazilian insolvency process, sought and obtained recognition of that insolvency process in England, triggering an automatic stay of the arbitration.

THE OUTCOME

The approach to be taken when applying for recognition in England of a foreign insolvency process (which is an *ex parte* application) was previously largely judicially unexplored—the application was seen as a predominantly administrative procedure. Nevertheless, our client sought to challenge the approach that had been taken by OGX in applying for recognition. Earlier this year, the English court handed down judgment in which it agreed wholeheartedly with our client, finding that “foreign representatives and their advisors must ensure that the valuable process for recognition . . . is not misused.” The judge agreed that OGX's application for recognition had been an abuse of process, and the disclosure made by OGX to the judge who heard the recognition application was wholly inadequate. Accordingly, the stay was lifted on our client's arbitration. This was an important factor in the complex ongoing restructuring negotiations in this matter, as well as an important case on a previously uncertain question in the cross-border insolvency context, which is relevant not only in England, but potentially in many other countries that have adopted the adopted the UNCITRAL Model Law (including the United States, where it forms the basis for Chapter 15 recognition).

LITIGATION

A WIN FOR RENOVA IN THE BRITISH VIRGIN ISLANDS

THE FACTS

A \$1 billion English law case was litigated against our client Renova in the British Virgin Islands concerning whether certain investments made into Russia's biggest power company, KES, are to be repaid under alleged oral agreements or represent an equity interest in the business. The claimants sought summary judgment against Renova.

THE OUTCOME

A cross-practice and cross-office team at Akin Gump put together a persuasive case and a robust defense. After a two-day hearing, the BVI Supreme Court dismissed the claimants' application. That decision was appealed, and, after another two-day hearing before the Court of Appeal of the Eastern Caribbean, the claimants' application was again decisively dismissed, and the claimants ordered to pay Renova's costs.

LITIGATION

9TH CIRCUIT WIN FOR HARTFORD CASUALTY INSURANCE CO.

THE FACTS

Keating Dental Arts sought payment of defense costs in the underlying action, arguing that the underlying action alleged a claim for disparagement covered by commercial general liability policies issued by client Hartford Casualty Insurance Co. Hartford contended that the underlying claims failed to meet the test for disparagement enunciated by the California Supreme Court and also that coverage was barred by the policy's exclusion for claims arising out of an infringement of intellectual property.

THE OUTCOME

Akin Gump argued and won a 9th Circuit appeal for Hartford in which the 9th Circuit affirmed a lower federal court's ruling that a general liability insurer has no duty to defend its insured against underlying trademark infringement claims. The 9th Circuit held that all the claims in the underlying case arose from allegations of trademark infringement and, therefore, fell within the exclusion for intellectual property claims. It did not reach the disparagement claim.

LITIGATION

SUMMARY JUDGMENT AND CLASS CERT DENIED FOR VCA INC.

THE FACTS

Two pet owners who are former VCA (Veterinary Centers of America) clients had filed a class action lawsuit against VCA alleging that it violated California's and Oklahoma's consumer laws by charging them and many VCA clients a biohazard waste management fee as a line item on their invoices.

THE OUTCOME

The court, in granting VCA's motion for summary judgment in full, dismissed all of the plaintiffs' claims and denied their motion for class certification as moot. The court rejected every argument plaintiffs raised in their opposition to VCA's summary judgment motion and agreed with VCA that the biohazard waste management fee was neither fraudulent nor unfair.

LITIGATION

CHAPTER 11 CONFIRMED FOR HERCULES OFFSHORE, INC.

THE FACTS

Our client Hercules Offshore, Inc., an offshore oil drilling company, was the debtor, as it liquidated in the face of an unprecedented market decline over the past several years. Hercules' plan was opposed by an official equity committee appointed by the U.S. trustee, which argued that the company should have continued operating on a "hope certificate" until a dramatic market turnaround occurred. The equity committee raised alleged claims for breach of fiduciary duties against Hercules' directors and officers and also objected to the conduct of Hercules' lenders, asserting claims for equitable disallowance, equitable subordination and breach of the covenant of good faith and fair dealing.

THE OUTCOME

The judge confirmed Hercules' Chapter 11 plan, overruling each of the equity committee's objections, and concluded that the equity committee "failed to create any doubt" that the Hercules plan satisfied all confirmation requirements. The court additionally approved all plan releases for Hercules' officers and directors, noting the comprehensive corporate governance process employed by Hercules' board and the Special Committee, which "reflect[ed] an intensive and thoughtful effort by management and the Special Committee to respond to the market challenges."

LITIGATION

ATTENTION TO DETAIL LEADS TO WIN FOR METHODIST LE BONHEUR HEALTHCARE

THE FACTS

Ten years after two nurses brought a putative class action against Methodist and another hospital alleging a conspiracy to suppress nurse wages in violation of antitrust laws, the case sat for the third time before the U.S. Court of Appeals for the 6th Circuit. The path to the 6th Circuit was an unusual one. The district court denied class certification, the nurses essentially settled their individual claims, and final judgment was entered. Then two other nurses, who were not originally named as plaintiffs, sought to intervene in the case. The district court did not rule on their motion immediately and they filed a notice of appeal to preserve jurisdiction (the first appeal). The 6th Circuit sent the intervention issues back to the district court; the district court denied intervention; the proposed intervenors appealed that decision (the second appeal), and the 6th Circuit agreed with them. Now the intervenors were appealing the class certification decision (the third appeal).

THE OUTCOME

The Akin Gump appellate team discovered that the third appeal might be untimely because the first appeal, which was the basis for appellate jurisdiction, had been voluntarily dismissed by the claimants following their filing of the second appeal. If the third appeal was untimely, then the 6th Circuit lacked jurisdiction. The fact that the jurisdictional issue had not been raised by counsel at other firms during the second appeal, which was fully briefed, argued and ruled upon, made a jurisdictional argument in the third appeal an uphill climb. The issue was further complicated by the fact that the 6th Circuit mediation office itself had suggested that the intervenors dismiss their first appeal. These factors notwithstanding, Akin Gump crafted a motion to dismiss argument on jurisdictional grounds, which counsel for the co-defendant joined. Thanks to our team's eagle-eyed insight, the 6th Circuit (over a dissent) granted the motion, thereby preserving our client Methodist's victory.

LABOR AND EMPLOYMENT

FOUR-FOR-FOUR DEFENDING HOME DEPOT U.S.A., INC.

THE FACTS

Home Depot was sued in four different lawsuits for violations of California state wage and hour laws.

THE OUTCOME

Akin Gump successfully defended Home Depot in all four cases. In a statewide class action alleging that employee wage statements failed to include all information required by California law, the court granted Home Depot summary judgment and found that it had successfully established that its wage statements complied with California law.

Akin Gump also obtained summary judgment on all claims in a critical statewide class action brought on behalf of employees of a flooring installation company engaged by Home Depot that alleged that Home Depot was liable as a joint employer for unpaid wages and overtime, meal and rest break violations, inaccurate wage statements, false time statements, failure to reimburse business expenses, Private Attorneys General Act penalties, unfair competition and fraud. In a key victory for Home Depot's business model, the court agreed with Akin Gump that Home Depot did not exercise the requisite control over the installers' hiring, firing, wages, hours or working conditions to be considered the employer of the installers.

In a third complex wage and hour class action, Akin Gump eliminated five of the plaintiff's six theories of liability, including allegations of underpayment of overtime, improper rest break policies and off-the-clock work.

Finally, in a fourth class action, Akin Gump defeated class certification of claims for unpaid wages and overtime; unpaid commissions; expense reimbursements; meal break, rest period and wage statement violations; and waiting time penalties.



“THEY’RE
**SMART,
SOPHISTICATED
AND CREATIVE.**

THEY HAVE
**TERRIFIC
JUDGMENT**
AND THEY’RE
**EASY TO
WORK WITH.**

I COULD NOT RECOMMEND
THEM MORE HIGHLY.”

– *Chambers USA*, 2016

“THEY’RE VERY
COMMERCIAL:
THEY

**UNDERSTAND
THE BUSINESS
ASPECTS OF
WHAT WE’RE
TRYING TO DO,**

NOT JUST THE
LEGAL ASPECTS.”

– *Chambers USA*, 2016

HEALTH

REPPING 420 HOSPITALS IN HISTORIC MEDICARE CASE

THE CHALLENGE

In August 2013, Medicare promulgated a final rule adopting a more stringent coverage standard for inpatient hospital services and, at the same time, reducing the inpatient hospital payment rate by 0.2 percent across the board, based upon an unexplained assumption that the new coverage standard would result in an increase in the aggregate number of inpatient hospital stays.

THE SOLUTION

Akin Gump initially researched the validity of the 0.2 percent payment rate reduction and, having concluded that it did not appear valid, the firm put together a group of 420 client hospitals to challenge it through concerted legal action starting in early 2014. Soon thereafter, Akin Gump filed the first and national-lead case challenging that rate reduction in federal district court in Washington, D.C.—*Shands Jacksonville Medical Center, et al. v. Burwell*. Other cases involving other hospital groups and trade associations were filed later and consolidated with *Shands*. In September 2015, after summary judgment briefing, the district court ruled that the agency rule adopting the rate reduction was arbitrary and capricious. Following a remand ordered by the court, the agency determined, in August 2016, to (i) undo the 0.2 percent rate reduction going forward, (ii) repay hospitals for underpayments due to the rate cut that was applied to payments for services rendered in 2014-2016 through a one-time rate increase of 0.6 percent for 2017 and (iii) pay the hospitals involved in the successful court action litigation interest on the underpayments for prior years. According to Medicare program estimates, the nationwide impact of this issue is \$220 million per year for all years after 2013.

INTERNATIONAL TRADE

HELPING UAE PRESERVE THE OPEN SKIES AGREEMENT

THE CHALLENGE

Airlines for America (A4A), an airline trade association, and the Air Line Pilots Association (ALPA) asked the United States to initiate formal consultations with the governments of the United Arab Emirates (U.A.E.) and Qatar under the air transportation agreement that each country has with the United States. In particular, A4A and ALPA alleged that the U.A.E. and Qatar violated these agreements by improperly subsidizing their airlines, thereby harming U.S. competitors. As a result, they requested that the Obama administration initiate a dispute under the open skies agreements (OSA) and possibly limit flights by U.A.E. and Qatar airlines into and out of the United States.

The agreements in question set terms under which each country allows the airlines of the other to take off and land at their respective airports. The United States has an OSA with more than 100 nations, the agreements generally containing the same, or very similar, language. These agreements do not allow foreign airlines to transport passengers on purely domestic routes, but, rather, only on international flights, and, on these, foreign airlines must be allowed to operate on commercial and nondiscretionary terms. In response to these allegations, the Obama administration established an interagency task force, comprising the U.S. departments of State, Transportation, Commerce and others, to consider these claims.

THE SOLUTION

On behalf of the U.A.E., Akin Gump performed an extensive analysis of the OSAs and found that, even if what A4A and ALPA alleged were true, no violation of the agreements could be established. The agreements do not impose limitations on the types and amounts of support that governments can provide to airlines. In fact, the agreements do not attempt to define what types of government support can be deemed a “subsidy.” Furthermore, A4A and ALPA did not cite a single price that they argued was artificially low due to government support. Such an argument would be hard to justify, given that the Emirates, Etihad and Qatar airlines are not low-price carriers; rather, they compete on the quality of their planes and service. Working with the U.A.E. Embassy, Akin Gump educated executive branch officials and members of Congress, as well as members of the private sector. In mid-2016, the Obama administration determined that it would not initiate formal consultations regarding subsidies under the OSAs, preferring instead to engage in informal talks on transparency in international aviation.

PUBLIC LAW AND POLICY

CROW TRIBE WATER RIGHTS SETTLEMENT ACT PUT INTO ENFORCEMENT

 **THE CHALLENGE**

The Crow Reservation is the largest reservation in Montana, encompassing about 2.3 million acres, and is home to approximately 8,000 of the 11,900 enrolled Crow tribal members. The reservation’s water system faced several issues, including an insufficient supply of water and poor water quality, in addition to the existing Crow Irrigation Project’s inability to sustain the reservation’s mainstay of farming and ranching. Over the past three decades, there had been several instances of litigation between the state of Montana and the Crow Tribe in negotiating a compact. Finally, in 2010, the Crow Tribal Water Rights Settlement Act was signed; however, the tribe faced several challenges in the implementation of the act.

 **THE SOLUTION**

In June 2016, members of the public law and policy and American Indian law and policy teams successfully fulfilled the enforceability requirements under the act.

Akin Gump secured one of the largest American Indian water rights settlements in U.S. history, which totals \$460 million in direct benefits to the Crow Tribe; resolves decades-old claims against the U.S. government regarding the water rights of the Crow Tribe; and provides important funding for some of the tribe’s most pressing needs, including power, safe drinking water and the rehabilitation of the dilapidated Crow Irrigation Project.

Akin Gump represented the tribe in both negotiating the settlement and managing and implementing legislative strategy leading to enactment of federal legislation approving it. The firm also provided advocacy and assistance in obtaining tribal approval of settlement in a separate postenactment tribal election, negotiating and implementing various agreements necessary to implement the settlement, coordinating efforts to obtain early transfer of settlement funds to the tribe and assisting with efforts to obtain final judicial approval of the settlement. While advising the tribe with regard to the act’s implementation, including final enforceability and court approval of the compact in Montana, the team facilitated the negotiation and implementation of several water infrastructure agreements.

PUBLIC LAW AND POLICY

ICANN PRIVATIZATION DEFENDED ON HILL

 **THE CHALLENGE**

The Internet Corporation for Assigned Names and Numbers (ICANN) is the nonprofit organization responsible for coordinating the maintenance and procedures of databases related to the namespaces of the Internet to ensure the network’s stable and secure operation. ICANN was concerned in 2014 about potential opposition to the Obama administration’s proposal to privatize oversight of ICANN’s administration of its Internet governance functions from the Department of Commerce. At that time, Sen. Ted Cruz (R-TX) and other members of Congress began advocating for legislation to block the Obama administration’s plan to transfer control of the Internet domain-name system to an international body on October 1, 2016.

 **THE SOLUTION**

ICANN retained Akin Gump to assist with legislative strategy and oversight matters, as well as congressional investigations, of the proposed transition. The Akin Gump team executed a bipartisan and bicameral strategy to defeat the legislation seeking to prohibit the transition. This legislative effort played out across a range of authorizing and appropriations committees, and it ultimately involved the leadership of both parties in the House and Senate. The representation included the handling of investigatory matters, such as formal inquiries by members of the Senate during the spring and summer of 2016, as well as a hearing before the Senate Judiciary Committee in September 2016. After two years, the Akin Gump team successfully represented ICANN in blocking congressional passage of any legislation preventing its Internet domain-name transition from the Department of Commerce. The ICANN transition was completed, as scheduled, on October 1, 2016—a significant victory for both Akin Gump and ICANN.

REGULATORY DUE DILIGENCE

A-TEAM CLEARS DILIGENCE HURDLES FOR PE FIRM



THE CHALLENGE

Companies engaged in transactions involving regulated industries have to deal with complicated legal diligence and reputational risk issues not present in all transactions. As one example, Akin Gump served as legal advisors to a private equity firm acquiring a government contractor that provides services to the U.S. departments of State, Defense and Energy and to the U.S. intelligence community, among others. Due to the general nature of the business, some of the locations around the world in which it operates and some legacy reputational issues from business entities that the contractor had acquired, the deal faced complicated diligence issues.



THE SOLUTION

Akin Gump transactional lawyers were able to call upon an extensive team of regulatory lawyers—including those from our communications, corporate social responsibility, cybersecurity, government contracts, international trade, and labor and employment practices—to assist in clearing regulatory hurdles and resolving compliance and other issues. Through the diligence process, we were able to demonstrate that our client was purchasing a company that had effectively transformed its culture to become a compliance-driven organization with rigorous enforcement of strict hiring practices and numerous other compliance enhancements, which allowed the transaction to reach a successful closing.

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LEGAL COUNSEL**

FOR ME; THEY ARE
PART OF THE GOOD
CONSCIENCE OF
OUR COMPANY AND
HELP EXECUTE OUR
WORK.”

– *Chambers USA*, 2016

MERGERS AND ACQUISITIONS

EOG RESOURCES, INC.

\$2.5 BILLION

merger with Yates Petroleum

NORTHLEAF CAPITAL PARTNERS

investment in a portfolio of solar and wind projects being developed in Texas by APEX Energy

REGIONALCARE HOSPITAL PARTNERS INC.

merger with Capella Healthcare to form RCCH Health Partners, a provider with 16 regional health systems in 12 states

GULFPORT ENERGY CORPORATION

\$1.85 BILLION

acquisition of oil and natural gas assets in the core of the SCOOP from Vitruvian II Woodford, LLC

FOXCONN TECHNOLOGY GROUP

acquisition of all of the outstanding common shares of SMART Technologies, a leading provider of collaboration solutions, for cash

DIAMONDBACK ENERGY, INC.

\$2.43 BILLION

acquisition of oil and natural gas assets in the Delaware Basin from Brigham Resources LLC

APOLLO GLOBAL MANAGEMENT

management-led buyout of Constellis, a leading provider of operational support and risk management services, by a consortium of investors

GLOBAL TELECOM HOLDING SAE

sale of its 60 percent interest in Zimbabwean mobile telecommunications operator Telecel Zimbabwe (Pvt) Ltd. to Zimbabwe's state-owned ZARNet (Pvt) Ltd.

SECURITIES

EOG RESOURCES, INC.

\$1 BILLION

underwritten public offering and issuance of senior notes

JPMORGAN CHASE

\$2.16 BILLION

as sole underwriter in the public offering of 40,357,500 shares of common stock of Anadarko Petroleum Corporation

LAREDO PETROLEUM HOLDINGS, INC.

\$275 MILLION

completion of two underwritten public offerings of 13 million and 10.9 million shares of its common stock, executed in tight capital market windows for energy companies

CENTERPOINT ENERGY, INC.

\$363 MILLION

agreement with Enable Midstream Partners, LP, regarding Enable's early redemption of notes payable to CenterPoint Energy Resources Corp., a CenterPoint indirect, wholly owned subsidiary, and CenterPoint's investment of the \$363 million proceeds from such redemption in Enable's 10 percent Series A Perpetual Preferred Units

LUKOIL INTERNATIONAL FINANCE B.V. AND
PJSC "LUKOIL"

\$1 BILLION

Rule 144A/Regulation S offering of \$1 billion, 10-year 4.750 percent notes by LUKOIL International Finance B.V. and guaranteed by PJSC "LUKOIL"

VIMPELCOM HOLDINGS B.V. AND GTH FINANCE B.V.

\$1.2 BILLION

dual-tranche offering of 144A/Reg S notes listed on the Luxembourg Stock Exchange

U.S. CONCRETE, INC.

\$400 MILLION

issuance of 6.375 percent senior notes due 2024; proceeds are expected to be used, in part, to fund additional acquisitions

CINEMARK HOLDINGS, INC.

issuance and sale by the company of

\$225 MILLION

aggregate principal amount of its 4.875 percent senior notes due 2023

FINANCING

BAKER HUGHES INCORPORATED

\$2.5 BILLION

five-year committed revolving credit facility

SUNPOWER CORPORATION

\$110.9 MILLION

limited-recourse mini-term convertible construction and letter of credit loan facility to finance the 125 MW Boulder Solar 1 photovoltaic power plant in Boulder City, NV

NORTHERN STAR GENERATION SERVICES COMPANY

second amended and restated credit agreement providing approximately

\$140 MILLION

in term loans, up to

\$100 MILLION

in incremental loans and a letter of credit facility of approximately

\$98 MILLION

DIAMOND GENERATING CORPORATION

\$780 MILLION

nonrecourse project financing for the Westmoreland Power Project

CIT BANK (FORMERLY ONE WEST BANK)

\$107.1 MILLION

lender in a credit facility to finance the production of Luc Besson's *Valerian and the City of a Thousand Planets* for Europa Corp.

COLONY CAPITAL

\$120 MILLION

mezzanine financing to fund the redevelopment of the landmark Century Plaza Hotel in Los Angeles; Colony acted as lender

ALLIANCE DATA SYSTEMS CORPORATION

borrower in connection with the exercise of an accordion feature to borrow incremental term and revolving credit loans in the aggregate principal amount of

\$300 MILLION

DYNCORP INTERNATIONAL INC.

borrower in the refinancing of its existing term loan with a new, approximately

\$207.4 MILLION

first lien term loan and an amendment and extension of its existing first lien revolving credit facility

FINANCIAL RESTRUCTURING

ATLAS RESOURCE PARTNERS, L.P.

represented an ad hoc group of noteholders in the

\$1.36 BILLION

restructuring of a company that owns oil and natural gas development and production assets in Indiana, Tennessee, Colorado and parts of Appalachia

ENERGY FUTURE INTERMEDIATE HOLDINGS CORP.

representing the ad hoc group of unsecured noteholders in the

\$1.7 BILLION

Chapter 11 proceedings of Energy Future Holdings (formerly TXU), a privately held company that manages a portfolio of companies that generate, transmit and sell electrical power in the Texas utility market

SANDRIDGE ENERGY, INC.

represented the official committee of unsecured creditors in the

\$3.7 BILLION

restructuring of an Oklahoma-based oil and gas company

TEMPLAR ENERGY LLC

represented the ad hoc group of second lien lenders in the

\$1.45 BILLION

fully consensual out-of-court restructuring of an Oklahoma-based oil and gas exploration and production company

EXPRO GROUP

representing the majority mezzanine lenders on the

\$2.5 BILLION

debt restructuring of an oil and gas well management provider

GULF KEYSTONE PETROLEUM

representing the ad hoc committee of noteholders in connection with the

\$575 MILLION

financial restructuring of a Bermudian-parented exploration and production company with assets in Kurdistan

NORTHGATE INFORMATION SOLUTIONS

representing the mezzanine lenders in the

£800 MILLION

debt restructuring of a privately owned, U.K.-based software systems group that provides human resources management services

WINSWAY ENTERPRISES HOLDINGS LIMITED

represented a steering committee of holders of

\$309 MILLION

of bonds issued by Winsway Enterprises Holdings Limited, an HKSE-listed and BVI-incorporated company with a substantial business in the PRC in the processing and trading of coking coal and other products

INVESTMENT MANAGEMENT AND TAX

CRESTLINE INVESTORS, INC.

represented Crestline Investors, Inc. in connection with the formation of a new private equity fund, employing a treaty-based holding structure intended to permit U.S. tax-exempt and non-U.S. investors to take tax-efficient exposure to investments in U.S. and EU direct lending and secondary market trades

BALTORO FRONTIER FUND


acted as lead counsel in relation to the formation of a Pakistan-focused private equity fund, sponsored by the U.S. Agency for International Development and Bank Al Falah, a private-sector bank in Pakistan owned by the Abu Dhabi Group. Our Singapore team helped establish the fund in line with international fund structures while accommodating Pakistan-specific corporate, legal, tax and regulatory concerns with assistance from Pakistan counsel.

GLEN POINT CAPITAL

advised Glen Point Capital on the launch of its management group and the Glen Point Global Macro Funds. The Glen Point Global Macro Fund represents one of the largest new hedge fund launches of 2016. We also advised Glen Point on a significant managed account structure with a top-tier investor. The Glen Point Global Macro strategy has now soft closed, with assets of approximately \$2 billion. The establishment of this business involved a range of practitioners from across the firm's practice groups.

ANGELO, GORDON & CO.

advised longtime client Angelo, Gordon & Co. on the formation, structuring and offering of interests in AG Core Plus Realty Fund IV, L.P. and AG Realty Fund IX, L.P.



“WE VALUE THEIR
KNOWLEDGE OF
OUR COMPANY AND
CULTURE. THEY

**HAVE DEEP
EXPERTISE
IN MARKET
TRENDS**

ASSOCIATED WITH
BOTH PUBLIC AND
PRIVATE DEALS.”

– *Chambers USA*, 2016

“THEY ARE VERY
RESPONSIVE AND

**ABLE TO
IDENTIFY
ALTERNATIVE
SOLUTIONS**

TO UNPLANNED
OBSTACLES.”

– *Chambers USA*, 2016

SOCIAL RESPONSIBILITY



LETTER FROM THE PRO BONO PARTNER

STEVEN SCHULMAN

Akin Gump's pro bono practice is collaboration in action. In 2016, more than 900 Akin Gump lawyers, advisors, paralegals, summer associates and professional staff, from every office and every practice group, joined together to devote more than 80,000 hours to pro bono clients. But the hours don't measure the true impact, rather the individual stories do:

- The U.S. Holocaust Memorial Museum (USHMM) needed strong counterarguments to Iran's consistent denial of the Holocaust, including the 2016 Iranian "Holocaust Cartoon Contest." USHMM turned to Akin Gump, which quickly formed a team that included lawyers from eight offices and 10 practice groups to research and draft a report on Holocaust denial and blasphemy laws in the European Union. The report allowed USHMM to rebut arguments that EU laws favor speech about the Holocaust over anti-Muslim propaganda.
- A Philadelphia-based organization seeking to honor the 250th birthday of the United States needed help establishing a federal commission to organize the effort. Akin Gump's legislative team, working with investment funds lawyers who brought the client to the firm, helped pass Public Law 114-196 to authorize the United States Semiquincentennial Commission, which will facilitate national plans to observe and commemorate the nation's 250th birthday.
- Every summer, Akin Gump partners and associates work with summer law clerks to represent abused immigrant women seeking to secure U.S. status through the Violence Against Women Act or the U-visa program. These diverse teams collaborate to help women from all over the world gain security and dignity. This annual program has helped more than 200 women since 2007, when it was started in partnership with legal services organizations across the United States, including Tahirih Justice Center in Washington and Houston, Her Justice in New York, Human Rights Initiative in Dallas and the Legal Aid Foundation of Los Angeles.

Helen Keller said, "Alone we can do so little; together we can do so much." I am proud that the Akin Gump pro bono practice lives by this principle, leveraging all of our firm's strengths and assets in the service of the public good.





LAWYERS WITHOUT BORDERS CROSSING BORDERS TO MAKE A DIFFERENCE

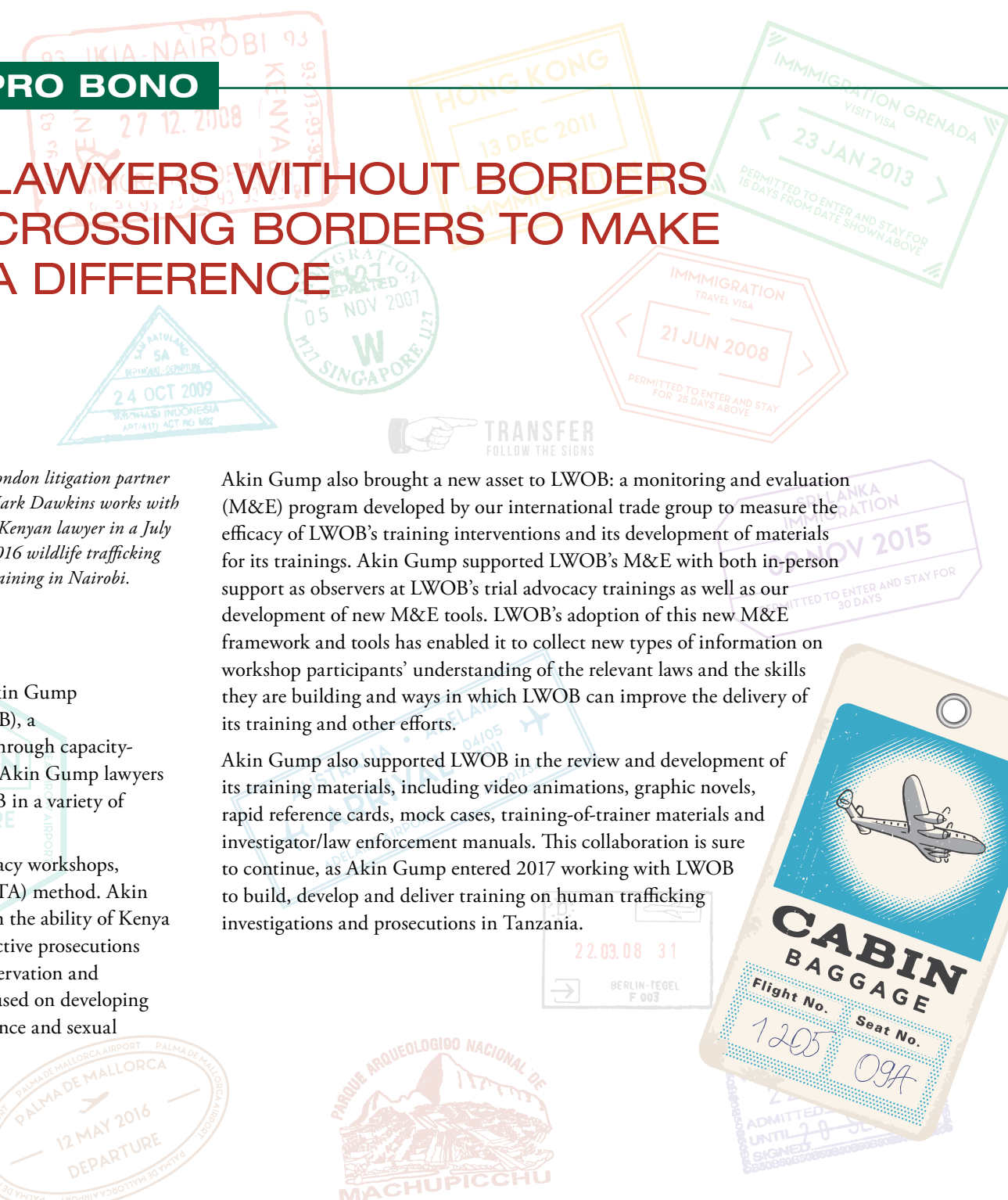
London litigation partner Mark Dawkins works with a Kenyan lawyer in a July 2016 wildlife trafficking training in Nairobi.

No pro bono client represents the depth and breadth of Akin Gump collaboration better than Lawyers Without Borders (LWOB), a nongovernmental organization that promotes rule of law through capacity-building and access to justice initiatives around the globe. Akin Gump lawyers from 12 practice groups and six offices worked with LWOB in a variety of capacities in 2016.

LWOB has for years used lawyers as trainers in trial advocacy workshops, modeled on the National Institute for Trial Advocacy (NITA) method. Akin Gump lawyers worked with LWOB in Kenya to strengthen the ability of Kenya Wildlife Service officers, judges and lawyers to mount effective prosecutions against individuals for violations of Kenya's Wildlife Conservation and Management Act. In Nigeria, meanwhile, our lawyers focused on developing the same set of skills for public defenders in domestic violence and sexual assault crimes.

Akin Gump also brought a new asset to LWOB: a monitoring and evaluation (M&E) program developed by our international trade group to measure the efficacy of LWOB's training interventions and its development of materials for its trainings. Akin Gump supported LWOB's M&E with both in-person support as observers at LWOB's trial advocacy trainings as well as our development of new M&E tools. LWOB's adoption of this new M&E framework and tools has enabled it to collect new types of information on workshop participants' understanding of the relevant laws and the skills they are building and ways in which LWOB can improve the delivery of its training and other efforts.

Akin Gump also supported LWOB in the review and development of its training materials, including video animations, graphic novels, rapid reference cards, mock cases, training-of-trainer materials and investigator/law enforcement manuals. This collaboration is sure to continue, as Akin Gump entered 2017 working with LWOB to build, develop and deliver training on human trafficking investigations and prosecutions in Tanzania.



AKIN GUMP'S MEDICAL-LEGAL PARTNERSHIP WORK WITH WALMART AND THE ARKANSAS CHILDREN'S HOSPITAL



In 2011, Akin Gump partnered with Walmart, Arkansas Children's Hospital, Legal Aid of Arkansas and the National Center for Medical-Legal Partnership to help establish a medical-legal partnership (MLP) that would allow Walmart's general counsel's office to provide free legal services to poor, sick kids in Arkansas. This is the first corporate-sponsored MLP of its kind in the country. The MLP partners at Arkansas Children's Hospital work to identify and attack the root cause of social determinants to health problems—such as mold in the home triggering a child's asthma—that are best resolved not by a doctor, but by a letter to a landlord from a lawyer. Akin Gump and Walmart have continued to support this partnership through the years, jointly funding an Equal Justice Works Fellow to manage the MLP at Arkansas Children's Hospital, deepen the partnership with our medical partners at the hospital and continue to channel pro bono legal cases to the Walmart team.

In 2016, Akin Gump leveraged its nontraditional problem-solving skills to build a legal intake iPhone

application in partnership with the Arkansas Children's MLP. Akin Gump's IT Solutions Development Team designed and wrote the iPhone app, while Akin Gump lawyers from offices and practices across the firm joined with the MLP partners to draft the legal content so that MLP intake volunteer lawyers have a quick, accurate analysis of the most common legal issues faced by children at Arkansas Children's. Whether applying for Medicaid, navigating the Social Security system to collect benefits for a disabled child or helping the MLP partners understand how they can share health information to support a child, this iPhone app will make sure the MLP partners always have the information they need at their fingertips. Starting in Arkansas, the team hopes to eventually spread the application to MLPs across the country. Thanks to the dedication of the medical partners at Arkansas Children's, the lawyers on the ground at Walmart and Arkansas Legal Aid, Akin Gump's IT Solutions Development team in D.C., Akin Gump's relationship with Equal Justice Works and the dedication of Akin Gump's lawyers, this partnership is thriving, and the children of Arkansas are the better for it.



Akin Gump lawyers in New York are devoted to working with Her Justice, a New York City-based legal services organization serving women seeking protection from domestic violence. In 2012, we developed a continuous four-month externship program that sends an Akin Gump associate to work at the Her Justice office, exclusively handling Her Justice matters.



Akin Gump is working closely with the Campaign for the Fair Sentencing of Youth to end the practice of sentencing juveniles to life in prison without the possibility of parole. Recent decisions by the U.S. Supreme Court have held that mandatory sentencing of life without parole was unconstitutional (*Miller v. Alabama*) and that seven states that did not apply *Miller* retroactively must do so now (*Montgomery v. Louisiana*).



A policy team from Akin Gump worked with the Smashing Walnuts Foundation to secure \$12.6 million annually in congressional appropriations for the National Institutes of Health for research into childhood cancers and other pediatric diseases.



DIVERSITY AND INCLUSION AT AKIN GUMP: THE POWER OF COLLABORATION

Akin Gump is committed to the principles of workforce diversity and inclusion because we have witnessed the transformative power of a collaborative culture. We have seen diverse perspectives and an inclusive environment inspire innovation, develop strong leaders and strengthen teams. Our initiatives and programming in 2016 supported our goal of making Akin Gump a workplace where people can be their very best selves.

Client Partnerships

Akin Gump has partnered with its clients in a concerted effort to tackle some of the issues underlying the lack of diversity in the legal profession. The firm's African-American partners host a biennial conference for African-American general counsel to provide a forum to discuss business and personal issues faced by lawyers of color, network and attend continuing legal education sessions. The firm also collaborates with the legal department of Allstate on the Street Law/ACC Corporate Legal Diversity Pipeline Program. Street Law's program encourages young people of color to enter the legal profession by providing them with role models, education and hands-on experiences. Allstate lawyers and Akin Gump lawyers have volunteered in high schools, where they teach students about civics

and the law. Students in the program also participate in a field trip to Allstate or a partner law firm for a day of interactive workshops. Akin Gump's Washington, D.C., office has hosted the students and members of Allstate's legal department on their annual field trip for the past several years.

Mentoring

The firm's mentoring initiatives play a significant role in Akin Gump's ability to recruit and retain excellent lawyers. Our lawyers are offered the benefit of having someone to turn to for advice or to help hone leadership or client development skills. Each first-year associate is paired with an associate and partner/mentor in his or her practice group to help in the transition from law school to the practice of law. Across the firm, several practice areas have mentoring programs for associates and counsel within the practice. Additionally, the D.C. office's Associates Committee has developed and implemented a new mentoring program for associates and counsel beyond their first year of practice that enables them to receive guidance through relationships with more senior lawyers outside of their practice area. Akin Gump believes it is critical for junior lawyers to design their own career paths by having the benefit of great mentors, and the firm facilitates and fosters those connections.

External Collaboration

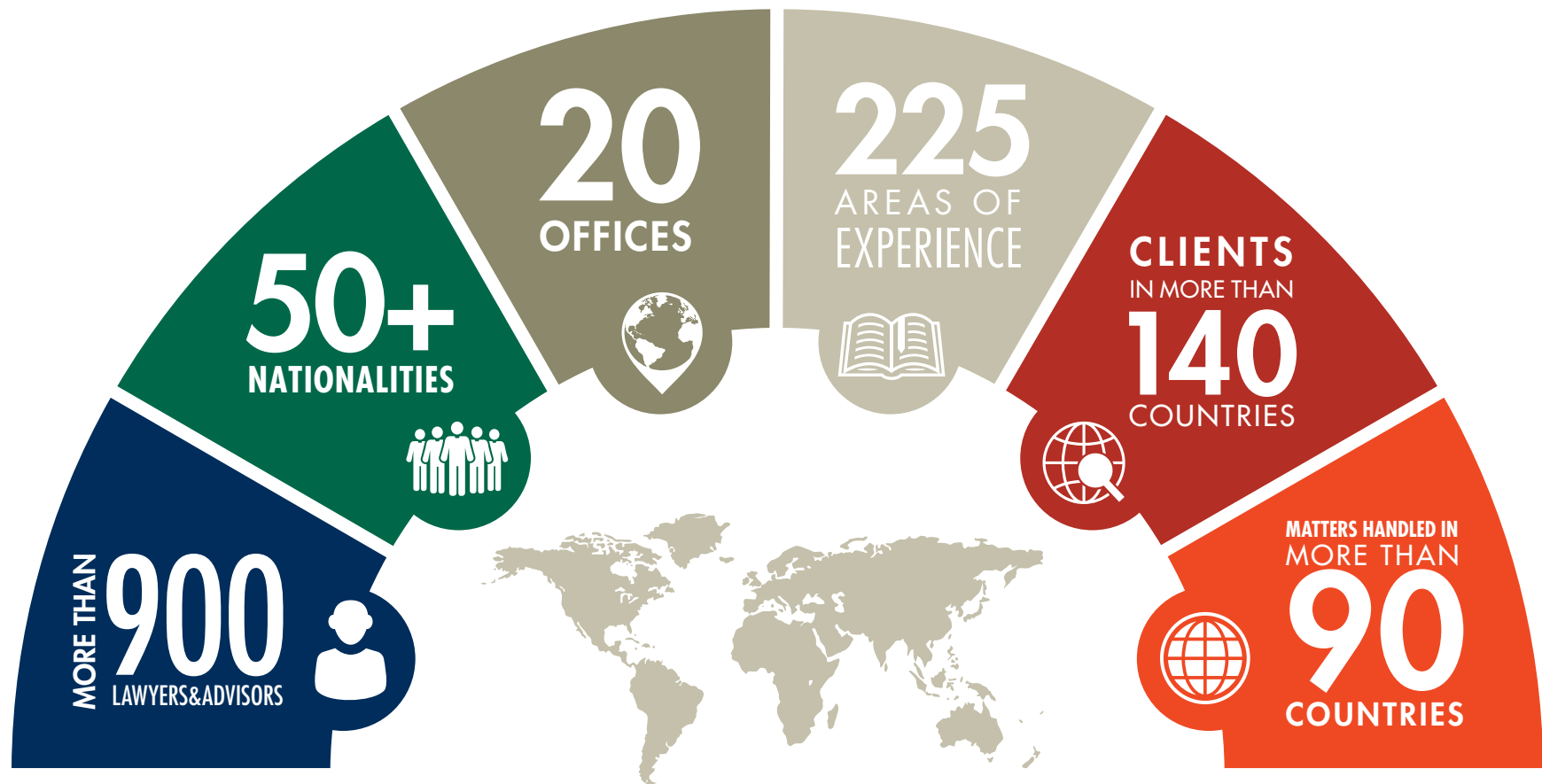
Although our culture of intramural collaboration is important, Akin Gump also appreciates the value of collaborating with others outside the firm to advance our diversity and inclusion goals. In 2016, Akin Gump participated in the first Women in Law Hackathon, a collaborative idea lab cosponsored by Bloomberg Law, Diversity Lab and Stanford Law School focused on addressing the gender disparities in the retention and advancement of women in elite U.S. law firms. The event brought together 54 partners from law firms across the country to design and pitch, in *Shark Tank* fashion, a project or initiative tackling this long-standing issue to a panel of judges that included in-house counsel from Microsoft and Walmart, among others. Intellectual property partner and firmwide Diversity Committee chair Karol Kepchar represented Akin Gump on the team that placed second in the competition with the "Power Development Program," a twist on a secondment that would dismantle three current barriers to women's advancement in law firms: women's lack of economic power and influence in firms; firms' traditionally nonstrategic approach to succession planning, which often involves retiring partners transferring relationship partner status to others like them; and clients' lack of voice in succession planning for their matters.

FIRM SNAPSHOT



AKIN GUMP OUR FIRM AT A GLANCE

Collaboration with clients and each other that generates creative, informed, comprehensive solutions.





Akin Gump was proud to be recognized in 2016 for its efforts and successes, at both the individual and firm level and by general, sectoral and legal industry media. Following are some of the honors we received in recognition of our work.

The American Lawyer

A-LIST

For the fourth time in five years, *The American Lawyer* named the firm to its A-List of the country's 20 leading law firms.

The American Lawyer

GLOBAL LEGAL AWARDS

The Icelandic bank restructuring, in which the firm advised the bondholders, won *The American Lawyer's* Global Legal Award and Global Finance Deal of the Year: Private Restructuring.

BTI Consulting Group

BTI POWER RANKINGS AND MOST RECOMMENDED LAW FIRM

BTI Consulting Group honored the firm in its *BTI Power Rankings* 2016 in the category of financial services and, for the second year in a row, ranked the firm in its *Most Recommended Law Firms* report.

The Hill

TOP LOBBYING WINS OF 2016

The Hill selected three matters handled by the firm in its ranking of the year's top 10 lobbying victories.

HFM

BEST ONSHORE LAW FIRM

Akin Gump was named “Best Onshore Law Firm—Client Service” at the HFM US Hedge Fund Services Awards, “Best Onshore Law Firm” at the HFM Asia Hedge Fund Services Awards and “Best Onshore Law Firm—Client Service” at the HFM European Hedge Fund Services Awards.

HRC

CORPORATE EQUALITY INDEX

For the 10th consecutive year, the firm received a perfect score on the CEI, which evaluates enterprises’ commitment to LGBT employees, and it was also recognized as one of the “Best Places to Work for LGBT Equality.”

Law360

PRACTICE GROUP OF THE YEAR

The firm’s employment, health, project finance and sports practices were each named a *Law360* Practice Group of the Year.

Law360

PRO BONO FIRM OF THE YEAR

For five out of the last six years, and the fourth year in a row, *Law360* honored the firm as one of the Pro Bono Firms of the Year, noting our wide range of matters, including “lobbying for millions of dollars in childhood cancer research, fighting to hold Bolivian officials responsible for human rights violations and working to restore a deaf man’s dignity after he was wrongfully jailed for weeks.”

The National Law Journal

APPELLATE HOT LIST

The firm was named to the *NLJ*’s Appellate Hot List, which recognizes excellent work in federal and state appeals courts, for the ninth consecutive year.

Outward Bound USA

COMMITMENT TO DIVERSITY AND INCLUSION

The organization honored the firm for displaying “a shared commitment to diversity and inclusion” commenting that “[the] firm culture sees differences as strengths, and the organization actively promotes this value.”

“INCREDIBLY
RESPONSIVE,
INCREDIBLY
GOOD AT
WHAT THEY DO
AND INCREDIBLY
GOOD AT GETTING
ACROSS THE
FINISH LINE.”

– *Chambers USA*, 2016

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Akin Gump

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