

E. Pillsbury, Esq.
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Past
Present
Pillsbury

150 YEARS
1868–2018

ATTORNEY ADVERTISING: Results depend on a number of factors unique to each matter.

Prior results do not guarantee a similar outcome.

Pillsbury Winthrop Shaw Pittman LLP, 1540 Broadway, New York, NY 10036, +1.888.387.5714.

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Silicon Valley · Tokyo · Washington, DC

Past | Present | Pillsbury

150 YEARS | 1868–2018

This is a special year for Pillsbury as our firm marks its 150th anniversary. We trace our first days to 1868, when Elihu Root opened a practice in New York City. Six years later, Evans Pillsbury founded a law practice in San Francisco. Mr. Root went on to do great works, serving as Secretary of War and Secretary of State at the turn of the century, and being awarded the Nobel Peace Prize for his influence on global diplomacy. Mr. Pillsbury had a hand in the genesis of industries, companies and civic organizations that influence the world today.

Five generations of men and women have followed these founders. Their lines have joined with others along the way, weaving together legacies that are the fabric of our current firm. This book chronicles those origins and various events of the past, and connects them to Pillsbury's present-day strengths. It is not so much a history book as it is a tribute to the forward-looking people and dynamic events that have made us what we are today—a leading global law firm of the 21st century.

The book contains some of the firm's many storied accomplishments and offers more than a few surprises. It is a reminder of how much is owed to those who came before, and an inspiration to carry the work forward for those who will accomplish things we can't yet imagine.

Sincerely,

A handwritten signature in dark ink, appearing to read "David Dekker". The signature is fluid and cursive, with a prominent initial "D".

David Dekker
Firm Chair

Agreement for Partnership

E. Pillsbury, Frank D. Madison, Alfred Sutro, Horace D. Pillsbury and Oscar Sutro hereby agree to dissolve the present partnership now existing between them as attorneys at law under the firm name of Pillsbury, Madison & Sutro, and to form a new partnership under said firm name for the period of eleven years from the first day of January, 1913, and thereafter until terminated by any of the partners; each of the partners to devote his time and attention to the business of the firm as in the past, except that E. Pillsbury shall be at liberty to take a vacation for such portion of the year A.D. 1915, as he may desire.

All business books and other personal property now belonging to or hereafter acquired by the partnership shall remain the property of the partnership until the dissolution thereof, at which time the net assets of the firm shall be distributed among the partners then in the firm in accordance with their respective interests therein.

The net profits of the new firm shall be distributed as follows:

To E. Pillsbury forty (40) per cent thereof, and to each of the others fifteen (15)

Agreement for Partnership

E. S. Pillsbury
Frank D. Madison,
Alfred Sutro,
Horace D. Pillsbury
and Oscar Sutro

1912

PILLSBURY, MADISON & SUTRO

Attorneys at Law

KOHL BUILDING SAN FRANCISCO, CAL.

Revised 1913 partnership agreement of E.S. Pillsbury and son Horace, Frank Madison, and the brothers Alfred and Oscar Sutro. New provision: Evans S. Pillsbury to be allowed a vacation in "the year A.D. 1915."

Firm Milestones

THE FOUNDER

Elihu Root, future Nobel Laureate and Secretary of War, hangs his shingle in NYC in 1868.

THE NAMESAKE

Evans Pillsbury, gone West as a young man, founds his practice in San Francisco in 1874.

THE EARLY PROMISE

Felix Frankfurter, Sargent Shriver, Janet Napolitano, Robert S. Mueller III and many other luminaries who started out with us.

THE OIL BOOM AND ONWARD

Represented the oil company now known as Chevron from the 19th century California oil rush to present-day investments in alternative energy.

THE ATOMIC ERA

Launched the first law practice dedicated to the nuclear power industry in the 1960s.

MONEY AND THE MARKETS

Represented America's oldest financial institutions, from the Bank of North America on the East Coast to Wells Fargo on the West Coast, since the 1800s.

THE ORIGINATORS

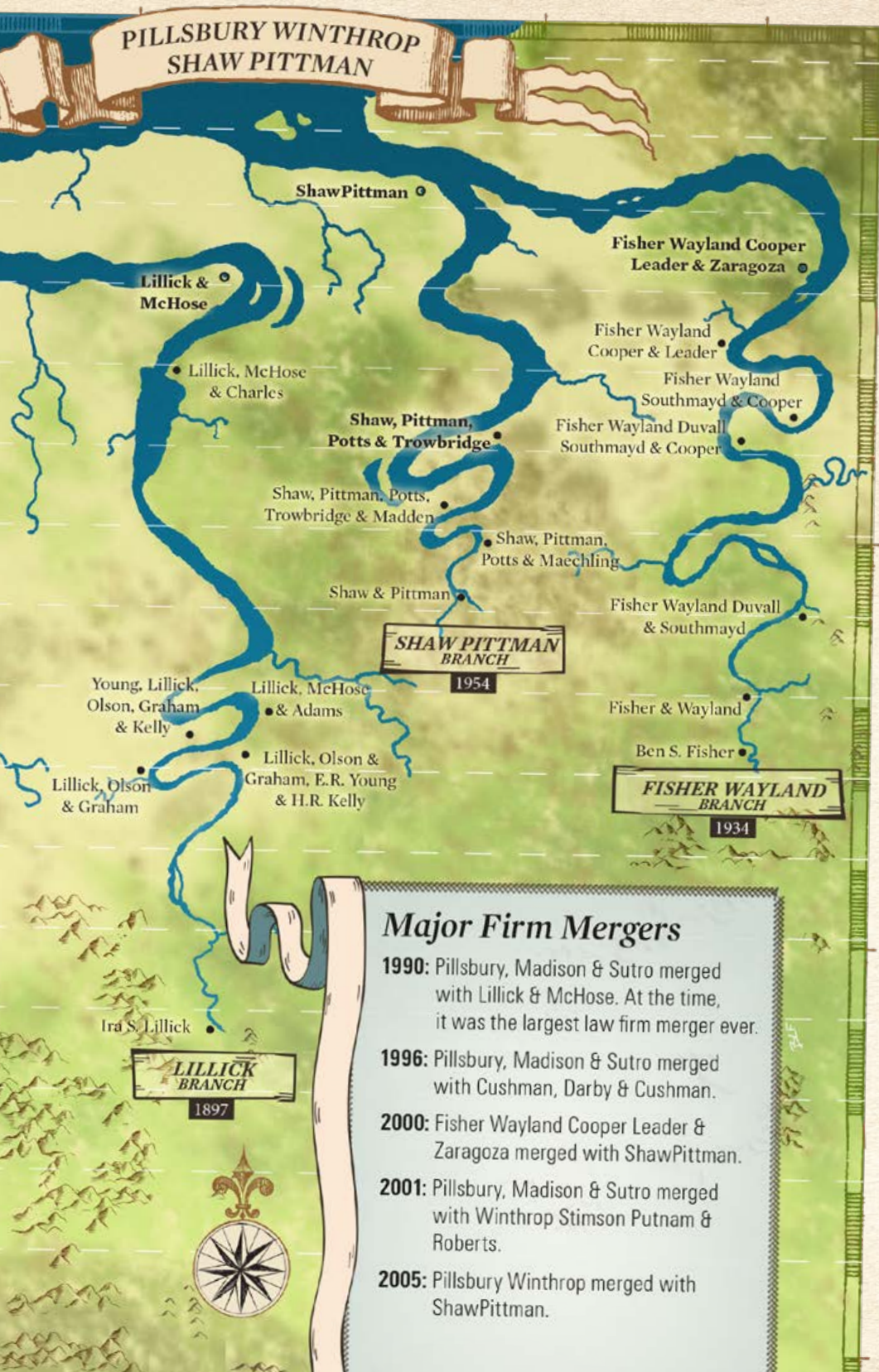
Set the standard for patentability with the 1952 Patent Act and the subsequent landmark case *Lyon v. Bausch & Lomb*.

THE AGE OF HIGH TECHNOLOGY

Incorporated Intel and took it public. Represented incarnations of AT&T for over 125 years. Took part in the first-ever biotech IPO.

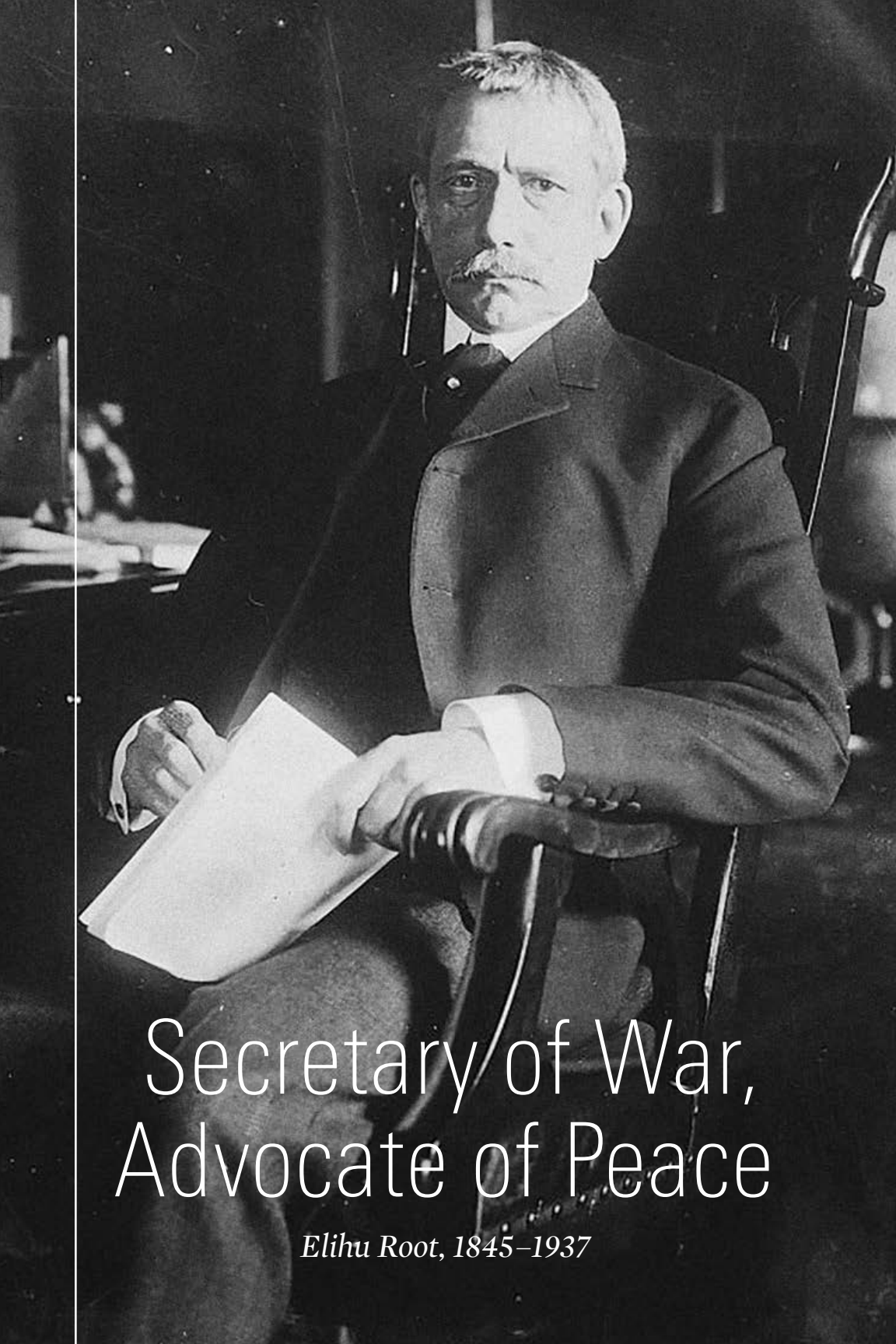


PILLSBURY WINTHROP SHAW PITTMAN



Major Firm Mergers

- 1990:** Pillsbury, Madison & Sutro merged with Lillick & McHose. At the time, it was the largest law firm merger ever.
- 1996:** Pillsbury, Madison & Sutro merged with Cushman, Darby & Cushman.
- 2000:** Fisher Wayland Cooper Leader & Zaragoza merged with ShawPittman.
- 2001:** Pillsbury, Madison & Sutro merged with Winthrop Stimson Putnam & Roberts.
- 2005:** Pillsbury Winthrop merged with ShawPittman.



Secretary of War, Advocate of Peace

Elihu Root, 1845–1937

The story of today's Pillsbury Winthrop Shaw Pittman begins with a man of 23, hanging out his shingle to practice law in 1868 at 43 Pine Street in Lower Manhattan. That man, Elihu Root, would go on to establish a prosperous legal practice, serve as U.S. Attorney for the Southern District of New York, reform a feeble and backward U.S. Army as Secretary of War, represent his country globally as Secretary of State and earn the 1912 Nobel Peace Prize.

Root practiced with a series of partners and associates over the years, acquiring a reputation as a brilliant and well-connected lawyer. After President Chester A. Arthur (a former client) chose him as U.S. Attorney in 1883, he divided his time for two years between public service in the morning and private practice in the afternoon. By 1897, he was presiding over the firm of Root, Howard, Winthrop & Stimson. President William McKinley named him Secretary of War (the equivalent of today's Secretary of Defense) in 1899, and Root spent most of the remainder of his career in government and diplomacy. His former firm eventually took on the name Winthrop, Stimson, Putnam & Roberts. It merged with Pillsbury, Madison & Sutro in 2001.

When Root became Secretary of War, the United States had just won the Spanish-American War—but it did so with a poorly equipped army, operating largely on an improvised basis in the absence of any large-scale strategic planning capability. In five years on the job, Root created the U.S. Army's general staff system, founded the Army War College and other institutes of military education, set up a merit-based system for promotion in rank and modernized other aspects of Army operations.

In 1905, President Theodore Roosevelt made Root his Secretary of State. In that role he was again a reformer, placing the consular service under civil service protection and doing away with the spoils system, under which plum jobs were doled out as political favors. He focused much of his energy as the country's chief diplomat on arbitration treaties and other mechanisms to resolve international disputes. Long after he received the Nobel Peace Prize in recognition of these efforts, he continued to pursue diplomatic solutions to the world's problems, serving as the first president of the Carnegie Endowment for International Peace.



Supporters of Root's candidacy for the Republican Party nomination in the 1916 presidential race wore this button.



Very Truly,
E. S. Pillsbury

W. M. STUART,
Photographic Artist,
COR. HUNTER STREET
AND WEBER AVENUE,
STOCKTON, CAL.
NEGATIVES kept One Year.



A portrait taken during E.S. Pillsbury's time in Stockton, California, between 1864 and 1873.

Right Lawyer, Right Place

Evans S. Pillsbury, 1839–1934

Go West, young man. That advice was heard many times in the United States during the middle of the 19th century. First Lieutenant Evans Pillsbury heard it from military doctors at the time of his honorable discharge from the Union Army for disability in 1863. Chronic illness had largely kept him from the battlefield throughout his 17 months of service with the 1st Maine Volunteer Cavalry Regiment. California's healthy climate would aid in his recovery, the physicians said.

E.S. Pillsbury would go on to spend 70 of his 95 years in California, returning to ruddy good health and witnessing—and playing his part in—developments that would shape the destiny of his adopted home of San Francisco and, in some instances, the world beyond. He and his legal associates would play a pivotal role in San Francisco's rebuilding after the 1906 earthquake and fire that destroyed the city. They would help to create the origins of global-scale energy, telecommunications and financial services enterprises. And they would lay an important foundation for what is today Pillsbury Winthrop Shaw Pittman.

Initially settling in 1864 in Stockton, a gateway to the state's gold mining region, E.S. Pillsbury made his mark in civic affairs soon after passing the bar in 1866. He was elected District Attorney of San Joaquin County in 1867 and held the office for six years. In 1874, he moved to San Francisco and entered private practice.

With just over 200,000 inhabitants, San Francisco was by far the largest and most influential city in the Golden State when he arrived. Los Angeles, by comparison, had a population of only 5,000. Newcomer Pillsbury must have impressed members of the San Francisco legal community, since by 1883 William T. Wallace and Gordon Blanding had invited him to become their law partner.

"The end is not far distant,
if we are only TRUE to our-
selves."—GRANT.

NATIONAL UNION TICKET.



FOR PRESIDENT,
ABRAHAM LINCOLN.
FOR VICE-PRESIDENT,
ANDREW JOHNSON.

For Presidential Electors,

J. G. McCALLUM,
CHARLES MACLAY,
SAMUEL BRANNAN,
W. CRANE, JR.,
T. DORRAN OLIVER.

For Recorder,

R. E. WILHOIT.

For District Attorney,

E. S. PILLSBURY.

For Surveyor,

E. J. SMITH.

For Assessor,

UNION TICKET!



San Joaquin County.

For Members of Assembly,
C. H. CHAMBERLAIN,
W. E. GREENE.

For Sheriff,
C. C. RYNERSON.

For Treasurer,
J. M. KELSEY.

For Clerk,
H. T. DORRANCE.

For Recorder,
R. E. WILHOIT.

For District Attorney,
E. S. PILLSBURY.

For Surveyor,
E. J. SMITH.

For Assessor,
W. H. SMITH.

For Superintendent Common Schools,
M. COTTE.

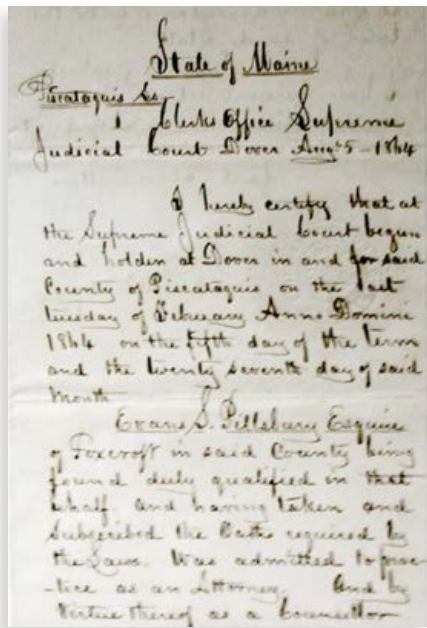
For Coroner,
A. N. BLAKE.

For Public Administrator,
CHARLES BELDING.

E.S. Pillsbury had been in California only a few months when he gained a place on San Joaquin County's "Union Ticket"—headed by Abraham Lincoln—in the national election of 1864. He didn't win that race for District Attorney, but he won the next race in 1866 and served as DA until 1873.

He could hardly have found himself in more august company in San Francisco. Wallace, a former California Supreme Court Chief Justice, was one of California's best-known legal figures. Blanding was a son-in-law of Lloyd Tevis, a banker and investor who built a massive fortune in mining, transportation, ranching, public utilities and other fields, often in collaboration with such business titans as George Hearst, Leland Stanford and Mark Hopkins.

Wallace and Blanding moved on to other interests after a few years, leaving Pillsbury and the younger lawyers of what would become Pillsbury, Madison & Sutro well-situated with such golden client relationships as Pacific Coast Oil Co., Pacific Bell Telephone Co. and Wells, Fargo & Co. The successors of those enterprises—Chevron and AT&T, in addition to Wells Fargo—remain clients of our firm to this day.

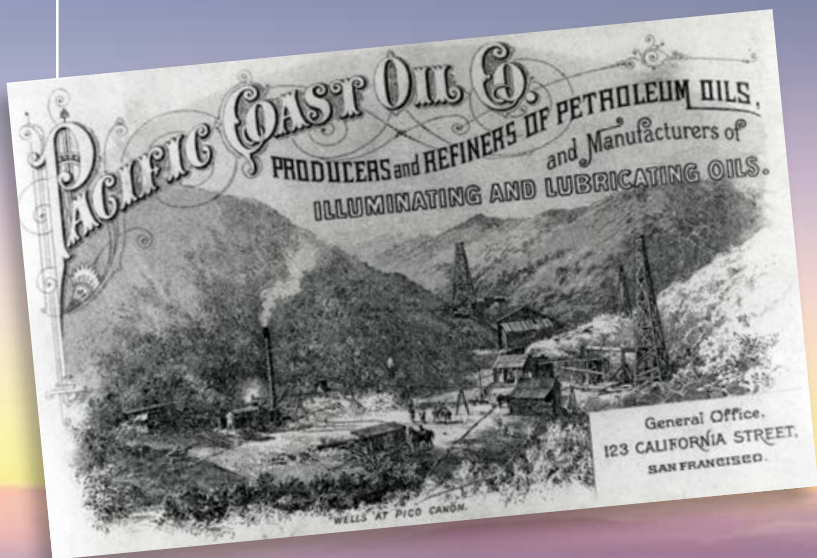


Pillsbury passed the bar in his home state of Maine before he set out for the West in 1864. He had already settled in Stockton by the time this certificate was issued.

The Heroic Age

On December 31, 1864, six months after arriving in California from Maine, E.S. Pillsbury wrote this diary entry:

In California I propose to live. I am twenty-five years old. My fortune is my profession and my future prospect—what another year may bring forth, no mortal knows. The only way is try to do the best—after all, the only real satisfaction one ever feels comes from within. Popular applause is but hollow echo when one's own conscience does not justify the cause for it. I am well out upon the stream of life. The world looks upon me as man—I seem more a child than ever to myself. Who can tell when the mystic silver chain of youth is changed for the knotted coil of manhood—who can tell, who can realize that he has passed the flowery fields of boyhood till long after when he hears the roar of the quick rushing waters of middle life. Shall I reach in honor and safety the quiet river of old age? Shall I die in armor?—if so, let it be battles for the right. This is the heroic age. Such opportunities are seldom presented.



Innovation in Energy

Then...

-
- 1880s We represented the Pacific Coast Oil Co., predecessor of Chevron Corp., as it pioneered the development of California's energy industry.
-
- 1920s We represented investment banker William P. Bonbright & Co. as underwriter on public utility financings that brought new power and light to communities across the U.S.
-
- 1960s We launched the first law practice dedicated to the nascent nuclear power industry. We have advised on nearly every sale of a nuclear power plant, the licensing of 50+ nuclear facilities worldwide, and crisis management for the owner of the Three Mile Island plant after the 1979 accident.

Now...

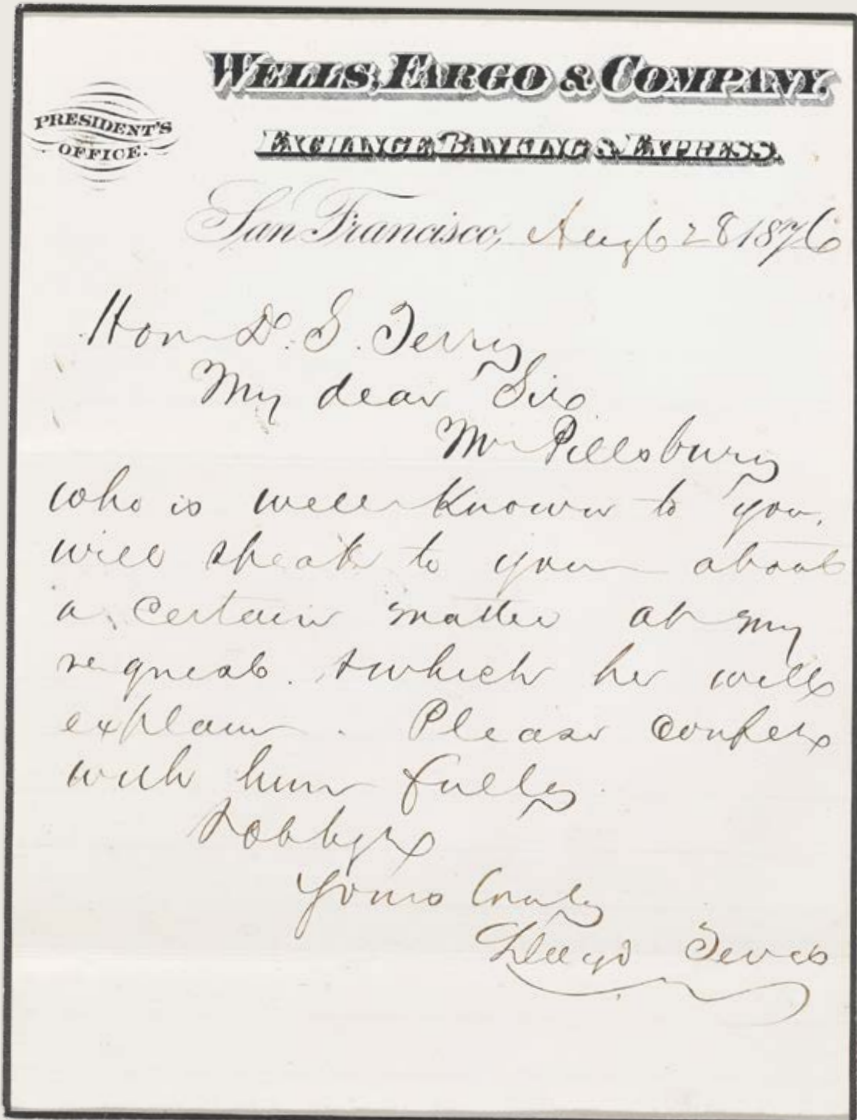
- ▶ Pillsbury still represents Chevron on a host of corporate, international trade, creditor's rights, intellectual property and other matters.
- ▶ We remain a leader in utility underwriting. Since 2010, Pillsbury has served as counsel in more than 475 public and other underwritten securities offerings, with an aggregate value exceeding \$170 billion, many of them in the energy sector.
- ▶ We are helping manage a \$20 billion nuclear power project, leading negotiations in five countries. It is expected to finish ahead of schedule and under budget.



Cutting through the Smoke

Attorneys who worked with George F. (Fox) Trowbridge, founder of our Nuclear Law practice, remember a man of great intellect who would silently ponder his response to a question while a lit cigarette burned to a cinder in his hand—and then deliver a fully formed, considered response. Occasionally, the cigarette would set his trash can alight. “His secretary would calmly come in and put out the fire, and Fox would keep talking,” former partner Fred Little recalled.

Banking & Financial Services



In a letter from the early years of E.S. Pillsbury's practice, the president of Wells, Fargo & Co. sends him to confer "about a certain matter" with Stockton lawyer David S. Terry. By this time, Terry had served as Chief Justice of the California Supreme Court, killed a United States Senator in a duel and led a Confederate cavalry regiment at the Battle of Chickamauga—in that order. Terry would meet his end in 1889, when a bodyguard shot him down after he assaulted a Justice of the U.S. Supreme Court.

Then...

-
- 1860s –70s We represented Wells Fargo and one of its most renowned predecessors on both U.S. coasts. In San Francisco, E.S. Pillsbury and partners had the banking and express company as a client from early in their practice. In New York, one of Elihu Root's major clients was the Bank of North America, which the Confederation Congress chartered at the recommendation of Alexander Hamilton in 1781. Wells Fargo, via a series of mergers, is the successor to the Bank of North America.
-
- 1900s E.S. Pillsbury began the firm's long tradition of banking and finance work along the Pacific Rim, establishing a satellite office in Manila soon after the U.S. took control of the Philippines after the Spanish-American War. Ira Lillick and John J. McHose would go on to establish relationships with major Japanese banking and trading companies starting in the 1930s.
-
- 1930s Amid the Depression-era surge in insolvencies, U.S. Supreme Court clerk Francis R. Kirkham drafted the first revision of the general orders and forms for bankruptcy proceedings in U.S. courts since 1898. Kirkham would go on to a long and distinguished career as a Pillsbury litigator.
-
- 1950s Partner Steuart Pittman helped the State Department negotiate investment guaranty agreements in seven Latin American countries and worked with the Development Loan Fund establishing precedents for mixed public and private financing methods for projects in developing nations.
-
- 1966 Pittman helped form the forerunner of the Institute of International Bankers, for foreign banks operating in the U.S.
-
- 1972 The London office was opened as a crucial hub for the firm's international practices. Early work included Eurodollar loan syndications, Euro-bound public offerings and private placements, cross-border agreements and contracts, mergers and acquisitions, financings for ships, aircraft and oil exploration in the North Sea, and export trade to the Soviet Union and Eastern Europe. It is the firm's oldest office outside the U.S.
-
- 1980 We handled the then-largest foreign acquisition of a U.S. bank, the purchase of Marine Midland Bank by Hongkong and Shanghai Banking Corp. (now HSBC).

1984 As client Standard Oil of California (later Chevron) acquired Gulf Corp. for \$14 billion, in the largest corporate merger in U.S. history, the firm handled a \$13.2 billion line of credit led by Bank of America, also the largest of its kind to date.

1988 Representing Fannie Mae, we launched one of the largest housing and tax-advantaged practices in the U.S.

Now...

- ▶ Wells Fargo remains a valued client of Pillsbury Winthrop Shaw Pittman.
- ▶ The firm maintains strong relationships with financial services companies throughout East Asia, with our Tokyo office serving some of the same Japanese conglomerates Lillick and McHose had as clients long ago. In 2017, Pillsbury became the first law firm to receive the International Citizen Award of the 108-year-old Japan America Society of Southern California. Our offices in China, working with our U.S. lawyers, handle both inbound and outbound financings, investments and joint ventures. Our Hong Kong office is a regional leader in aviation and other asset finance.
- ▶ Our Insolvencies team earned a “Deal of the Year” award from The M&A Advisor in 2015 for a pioneering solution to bankruptcies involving natural resource properties, and it received high-profile recognition from the *Financial Times* in 2016 for creating a first-of-its-kind recapitalization structure.
- ▶ Our experience serving financial services industry clients spans all facets of compliance, transactional, corporate operations and litigation-related challenges.
- ▶ Since 2000, Pillsbury has handled more than 1,000 M&A deals and 1,000 capital markets offerings (including more than 75 IPOs), worth an aggregate value of approximately \$1 trillion. In 2017, we helped close more than 26 M&A deals, valued at more than \$7 billion, and more than 55 capital markets offerings, valued at more than \$23 billion. Our firm is especially known for its capital markets work in the energy, technology and life science industries, as well as its work with REITs and financial institutions.

Unfrozen Assets for Freedom

On November 4, 1979, students supporting the Iranian Revolution stormed into the U.S. Embassy in Tehran and seized 52 of its staff members as hostages. The international crisis over their captivity lasted 444 days. It ended with a delicately negotiated agreement under which the U.S. allowed the release of certain frozen Iranian assets, including oil revenues held in American banks, in exchange for the freedom of the hostages. Among the banks involved were clients of our firm.

The hostages left Iran on January 20, 1981, the day of President Ronald Reagan's inauguration. On January 21, the Acting Secretary of the Treasury penned a letter to New York partner Robert D. Webster:

THE SECRETARY OF THE TREASURY
WASHINGTON, D. C. 20220

January 21, 1981

Dear Bob:

The nightmare of the 52 American hostages in Iran is now over. Their release was possible yesterday only through the skill and dedication of a relatively small number of professionals who provided the expertise to execute one of the most complex and novel financial transactions in our nation's history. You were one of those professionals. You have the right to be proud of your participation in resolving the extraordinary human, foreign policy and economic complications that flowed from this episode. I want to thank you on behalf of those of us in the Treasury for your help, generously given and gratefully accepted.

Sincerely,

Bob Carswell

Robert Carswell
Acting Secretary

Robert D. Webster, Esq.
Winthrop, Stimson, Putnam
and Roberts
40 Wall Street
New York, New York 10005

*The released hostages
return to American soil.*



Technology & Innovators



*Gordon Moore (left) and Robert Noyce, co-founders of client Intel, in 1970.
(Intel Free Press/Creative Commons)*

Then...

-
- 1877 Within a year after the invention of the telephone, we represented an offspring of client Western Union that soon became Pacific Bell Telephone Company, predecessor of Pacific Telesis Group and today's AT&T.
-
- 1968 We incorporated Intel, the semiconductor pioneer that gave rise to Silicon Valley and whose microprocessors helped unleash the personal computing revolution. We later handled its initial public offering.
-
- 1972 On behalf of Hughes Aircraft, the major aerospace and defense contractor founded by Howard Hughes, we successfully lobbied the Federal Communications Commission to issue its "open skies" decision, opening the domestic communication satellite market to competition and new technologies like satellite TV and mobile communications.
-
- 1980 We represented the underwriter as Genentech became the first biotechnology company to go public, in an IPO whose phenomenal success made worldwide headlines. *The Wall Street Journal* called it "one of the most spectacular market debuts in recent history."
-
- 1981 We became one of the first large corporate firms to open an office in the area newly dubbed "Silicon Valley." The firm was already a leading advisor to technology entrepreneurs, and that practice has since expanded to serve innovators in startup markets like Austin, San Diego, Northern Virginia, Beijing and San Francisco.
-
- 1988 We advised First City Bank on the first-ever large-scale IT outsourcing deal, helping launch the field of infrastructure outsourcing and our market-leading Global Sourcing practice.
-
- 1993 We helped Pacific Telesis Group carry out a "carve and
-94 spin" of its wireless services, raising \$1.5 billion in what at the time was the third-largest IPO ever effected. The remaining shares of the company, renamed "AirTouch Communications," were distributed to its stockholders in the then-largest corporate spinoff in history.

PACIFIC STATES TELEPHONE AND TELEGRAPH COMPANY

HENRY T. SCOTT, PRESIDENT
LEWIS GLASS, VICE PRESIDENT
AND GENERAL MANAGER

E. J. ZIMMER, AUDITOR
F. W. EATON, SECRETARY
AND TREASURER

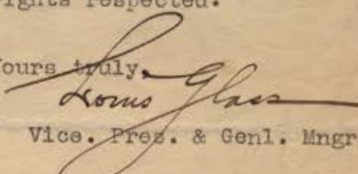
San Francisco, May 3rd, 1906.

Mr. E. S. Pillsbury,
S.E.cor. Pine & Webster Sts.,
City.

Dear Sir:-

The United Railway Co. in the erection of its new line of trolley poles, has, in some instances, pushed our lines of aerial cable aside at rather sharp angles and they are now resting against the poles with a liability of wearing through the lead-casing when swayed by the heavy summer winds. I noticed these conditions particularly on Valencia Street. I am sure if you communicate with Chief Counsel Ford of the R. R. Co. he will take steps to have our rights respected.

Yours truly,


Vice. Pres. & Genl. Mngr.

An official from the Pacific States Telephone and Telegraph Co. wrote this letter to E.S. Pillsbury two weeks after the 1906 San Francisco earthquake and fire. Although there is no mention of the disaster, its damage may be why the United Railway Co. was erecting a "new line of trolley poles."

1994 We represented Netcom Online Communications when it became the nation's first company solely providing internet access to go public.

1996 We again represented Pacific Telesis in its \$16.7 billion merger with SBC Communications, the first unification of "Baby Bell" companies.

1990s Our lawyers helped entrepreneurs create cutting-edge
–2000s companies such as WebEx (sold to Cisco Systems for \$3.2 billion in 2007), Atheros (sold to Qualcomm for \$3.1 billion in 2011) and Nicira (sold to VMware for \$1.26 billion in 2012).

Now...

- ▶ AT&T remains a valued client after more than 125 years.
- ▶ Today, our semiconductor industry practice is one of the world's largest, having handled nearly a quarter of all completed U.S. IPOs involving semiconductor companies based in Silicon Valley since 2002.
- ▶ We routinely engage in transactions with Silicon Valley icons as we guide companies from formation to exit strategy or IPO. In recent years, our clients have been acquired by Google, EMC Corp., Facebook and Citrix.
- ▶ Our life sciences lawyers handle venture financing, securities transactions, intellectual property issues and other matters for a global clientele of biotech and pharmaceutical enterprises.
- ▶ Deploying the largest customer-focused sourcing team worldwide, our Global Sourcing & Technology Transactions team regularly negotiates and develops strategic outsourcing relationships for major corporations and institutions.
- ▶ We are at the forefront of legal issues related to cybersecurity, privacy, artificial intelligence, payment technologies and blockchain-based innovation, developing high-level strategy for the biggest names in financial services, securities, gaming and other industries.

Feb. 7, 1933.

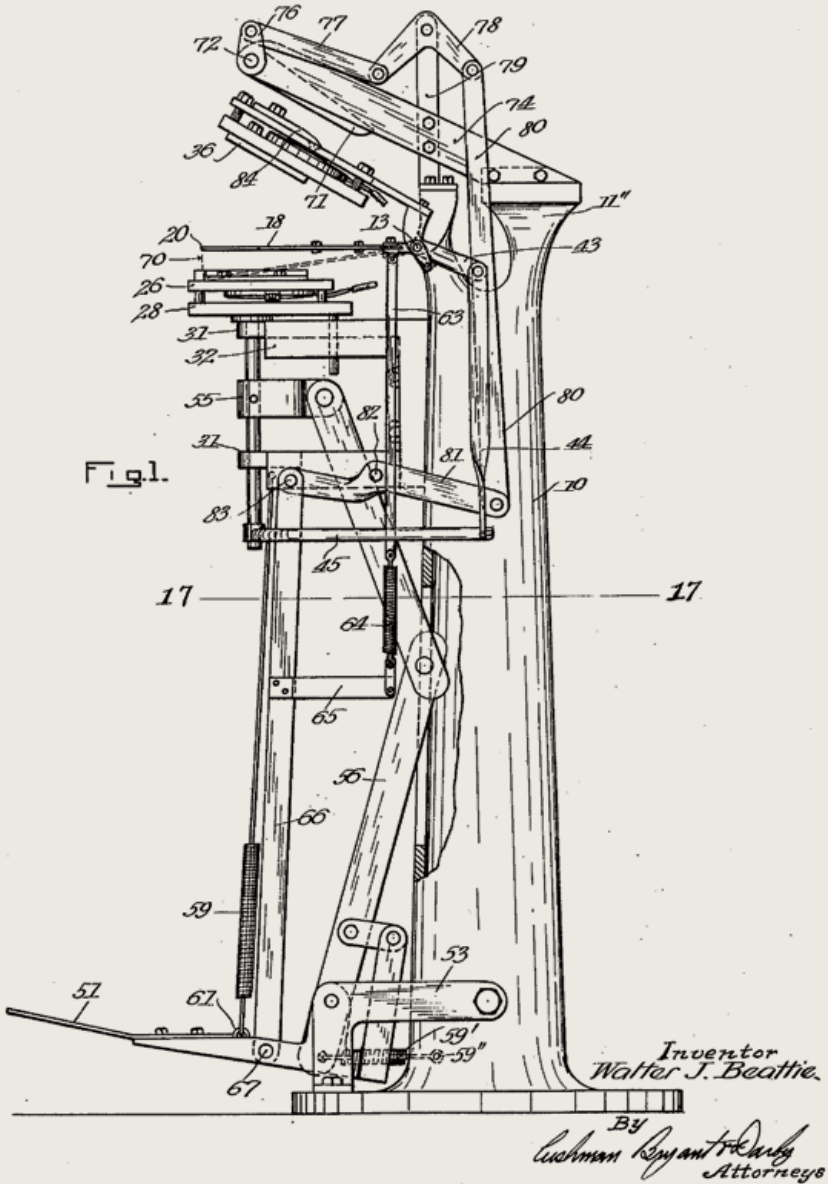
W. J. BEATTIE

1,896,934

COLLAR POINT SHAPING MACHINE

Filed Aug. 11, 1930

4 Sheets-Sheet 1

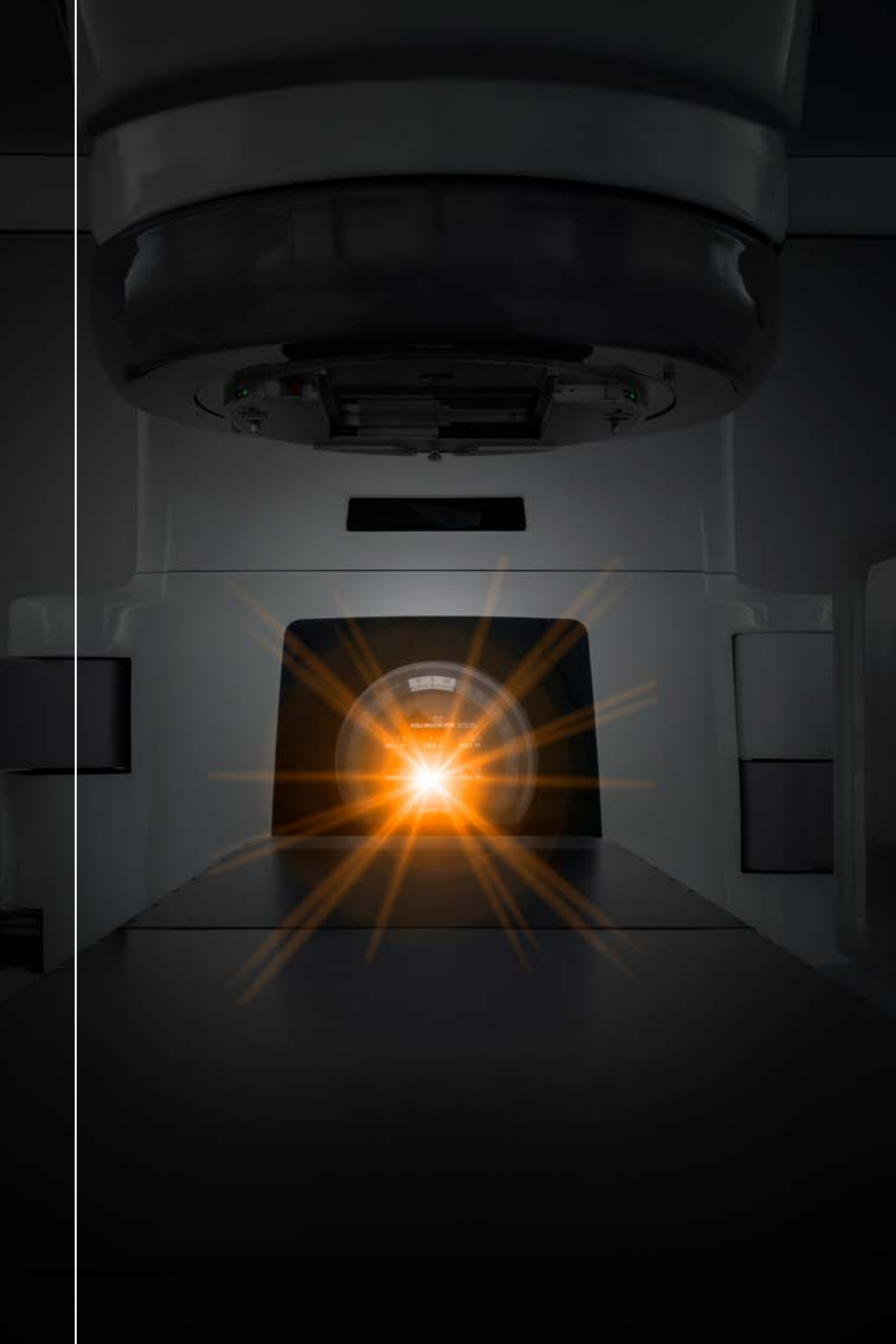


We have been protecting patents, trademarks and other IP for more than 125 years.

Intellectual Property

Then...

-
- 1890s A.V. Cushman, the forefather of Pillsbury's IP practice, secured his first trademark, for hangover remedy "Non-Tox," and his first patent, on a "mount for entomological specimens."
-
- 1908 Cushman registered the trademark of "Antonio y Cleopatra" cigars, one of many well-known brands he and the firm would represent, including "Suncrush" for California citrus makers and "Arrow" for collars and shirts.
-
- 1940 We enforced the first patent for the use of an X-ray machine in the treatment of cancer, which led to innovative new therapies for one of the world's deadliest diseases.
-
- 1952 Our attorney Pasquale Federico co-authored the 1952 Patent Act, the basis for U.S. patent law today.
-
- 1973 Our firm's landmark case established who was the true inventor of the electronic digital computer, invalidating a Sperry Rand patent and freeing up the computer marketplace. Steve Jobs started his career at Atari that year. Bill Gates started at Honeywell in 1974. The rest is history.
-
- 1978 We obtained the first patent on nanotechnology, for the Pharmaceutical Society of Victoria, Australia, as industrial research and development in the new field was taking off.



Now...

- ▶ Today's Intellectual Property team includes more than 100 lawyers, technical consultants, patent agents, former U.S. Patent and Trademark Office examiners and engineers, with advanced degrees in engineering, science and numerous other technical disciplines.
- ▶ Our work is worldwide, assisting clients with their intellectual property rights in virtually every forum, from federal and state courts, to the U.S. Patent and Trademark Office and its Patent Trial and Appeal Board, to the International Trade Commission and jurisdictions like Japan, Europe and China.
- ▶ We are advising and overseeing the entire worldwide IP portfolio for a client with nearly a trillion dollars in assets.
- ▶ We got a state university professor and lab assistant added as co-inventors on the National Institutes of Health's Velcade® patents, a cancer drug with annual worldwide sales exceeding \$2 billion.
- ▶ We continue to get thousands of patents and trademark registrations issued annually for our clients.
- ▶ At the end of 2017, Pillsbury had nearly 80 active IP litigation matters, ranging from cases in front of the Patent Trial and Appeal Board at the U.S. Patent and Trademark Office to the Court of Appeals to the Federal Circuit. Pillsbury is in court in IP cases every day and has been for over 100 years.

An aerial, top-down view of a city street grid. The image shows a dense arrangement of buildings, mostly with flat roofs, and a network of streets. A prominent intersection is visible in the center. The overall color palette is muted, with greys, blues, and browns. A vertical white line runs down the left side of the image.

Property & Development

Then...

-
- 1949 Television came to greater Los Angeles after our lawyers helped negotiate a highly complex series of property transactions that brought every fledgling broadcast station in the city to an antenna farm on Mount Wilson in the San Gabriel Mountains. The 6,000-foot peak remains the source of broadcast TV signals to the City of Angels.
-
- 1950s The firm began to represent B.F. Saul Co., a family-run real estate owner, developer and builder based in Washington, DC, with extensive holdings of hotels, apartments, and office and retail properties. The relationship continues to this day.
-
- 1960s We helped to enact the California Condominium Act and represented Haas & Haynie Corp. on Nob Hill, the first high-rise condo project in San Francisco.
-
- 1980s We served for more than 20 years as counsel to the New York City Economic Development Corp. as it worked toward the revitalization of Times Square.
-
- 1990s We represented the San Francisco Giants as they built the first privately financed U.S. ballpark in nearly four decades, opening for the 2000 season.
-
- 2006 We handled The Mark Winkler Co.'s \$2.3 billion sale of commercial and residential properties spanning the mid-Atlantic region, which included thousands of apartment units as well as retail and office properties.

Now...

- ▶ We represent Hoffman-Madison Waterfront, a public-private partnership to develop The Wharf, a \$2 billion, 3.2 million-square-foot mixed-use waterfront project along the Washington Channel of the Potomac River in southwest Washington, DC.
- ▶ We have advised global real estate developer Triple Five Group of Companies on the \$2.8 billion construction financing for the American Dream project, located across the Hudson River from Manhattan. It will be the largest entertainment and shopping complex of its kind in the United States.



- ▶ We are advising the Republic of Cyprus in structuring the procurement of a concession to upgrade the Larnaca Port and Marina and related real estate development.
- ▶ We continue to advise Shorenstein Co. on a variety of high-profile projects throughout the United States, including approximately \$4 billion in acquisitions, financings or dispositions in recent years.
- ▶ We recently represented a joint venture between Fifth Street Properties and a major pension fund in purchasing AXA Equitable Center, a Manhattan skyscraper, for approximately \$2 billion and in obtaining \$1 billion in related financing.
- ▶ We are currently serving as the Los Angeles Unified School District's lead counsel, handling matters related to its \$1 billion facilities development, one of the largest ongoing public improvement projects in the U.S.

A Giant Win for San Francisco

In 1993, Walter Shorenstein, founder of the billion-dollar real estate group headquartered in San Francisco, played a major role in an effort to keep the San Francisco Giants in the city when then-owner Bob Lurie put the team up for sale (after being rebuffed four times on a new ballpark).

Pillsbury had long advised Shorenstein's real estate organization and was tapped to work on the deal. A group of investors came together and saved the team from sale to a group from Florida, and Pillsbury has served as outside counsel to the Giants organization ever since—through successive changes in ownership and three World Series championships.

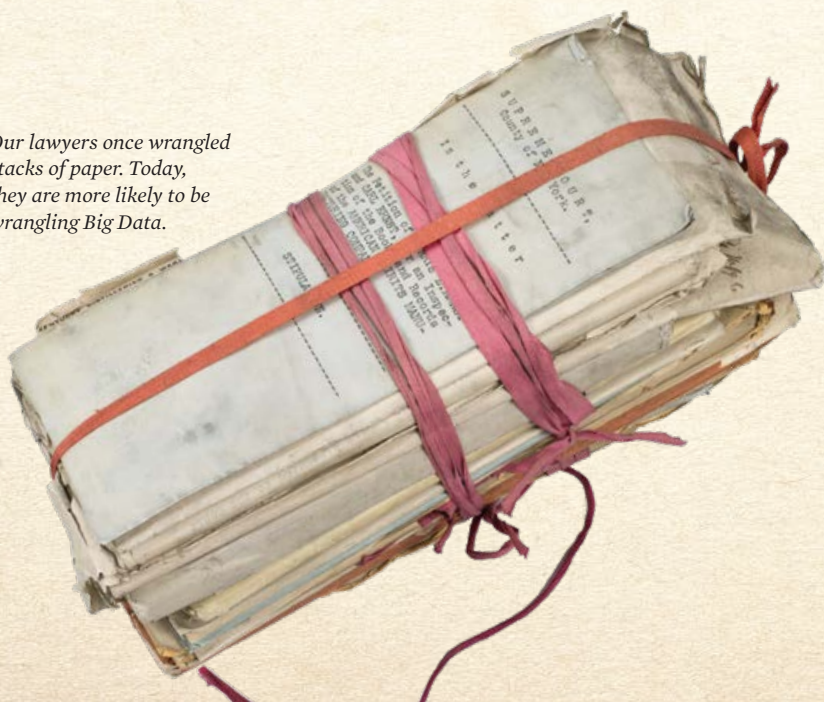


President Barack Obama hosts the 2014 World Series champion San Francisco Giants, a Pillsbury client, at the White House. At left are Major League Baseball Hall of Famers Monte Irvin and Willie Mays, who joined in the celebration.



*Pillsbury co-founders Frank Madison (far left) and Alfred Sutro (far right)
on a hunting trip in the Salmon Mountains of Northern California, 1900.*

*Our lawyers once wrangled
stacks of paper. Today,
they are more likely to be
wrangling Big Data.*



E.S. PILLSBURY.

GORDON BLANDING.

ROBERT Y. HAYNE.

Law Offices of

Pillsbury, Blanding & Hayne.

Rooms 15, 16, 17, 18, 19, 20 & 21

No. 324 Pine Street.

Cable Address.

"Blanding San Francisco."

San Francisco, Cal. Jan. 5/1893.

J. A. Graves Esq.,

Care Graves, O'Melveny & Shankland, Attys at Law,

Los Angeles, Cal.,

My dear Graves:-

Your very thorough report upon the Standard Oil matter reached me yesterday. To-day I went down to the Standard Oil Company to lay it before Mr. Miller, the Manager of the Company. I find that he has gone up to British Columbia and will not be back until next week. His second in command requests that the matter be kept open until then; so please do not let any default be taken. As soon as he comes, I will see him and write you. I compliment you on the thoroughness of your investigation. Mr. Watson says that he is pretty positive that no assessments were levied, as the Company was always desirous to pay taxes, but the City would never receive it. I do not know whether this would make any difference in your views.

Yours very truly,

Robert Y. Hayne

Early partner Gordon Blanding was an incorporator of California Star Oil Works Co. (in 1876) and Pacific Coast Oil Company (in 1879). Both companies were predecessors of Standard Oil of California and, eventually, Chevron. Robert Y. Hayne, another partner of E.S. Pillsbury in the 1890s, was a former Superior Court judge in San Francisco.



On behalf of Bethlehem Steel, our lawyers prevailed over Los Angeles County's tax authorities in a major 1971 case with millions of dollars at stake.



*E.S. Pillsbury was representing Wells Fargo as early as 1876.
(Photo courtesy of Wells Fargo)*



Inquiries within our firm and with the Los Angeles-based O'Melveny & Myers law firm have shed no light on the "Tijuana Branch Office" pictured here. Mexican divorces, which could be obtained more quickly and easily than divorces in many U.S. states, had their heyday between the 1940s and 1960s.



Lieutenant Generals Omar Bradley (left) and George S. Patton escort Secretary of War Henry Stimson during a visit to the French battlefield in July 1944.



PHOTO COURTESY OF THE STIMSONS

Our New Secretary of War

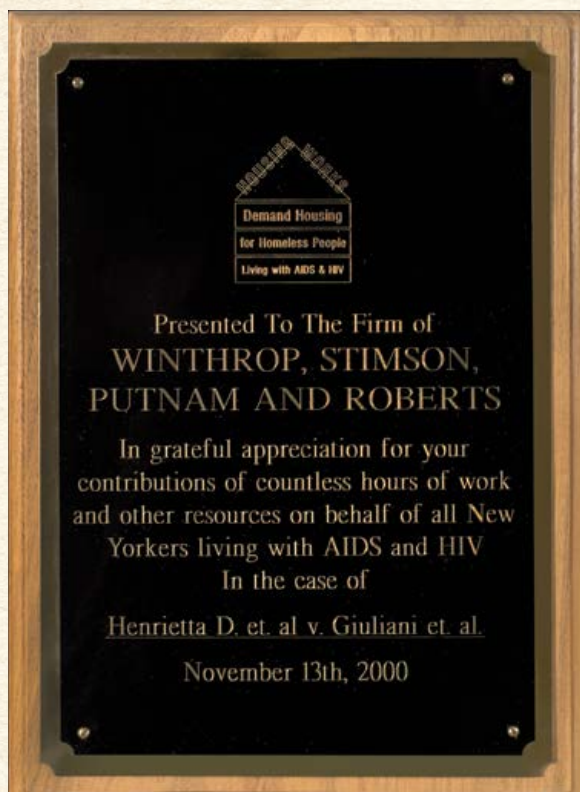
Henry L. Stimson and Mrs. Stimson at Their Country Home on Long Island, N. Y.

The new Secretary, like many other successful men in public life, is an enthusiastic disciple of the out-of-doors. His recent appointment recalls the picturesque incident which marked Mr. Stimson's first meeting with Roosevelt. The President and Secretary Root were riding on the outskirts of Washington when the latter happened to look up and see Mr. Stimson riding on the opposite bank of a small stream. He called to his law partner to come over and meet the President. After a quick glance up and down the stream for a bridge, Stimson plunged his steed into the creek and came up on the other bank, dripping wet, but smiling. Here was a man after Roosevelt's own heart!—(See Editorial page.)

An Encounter on Horseback

Soon after partner Henry Stimson took up his appointment as Secretary of War in 1911, *Leslie's Weekly* recounted the moment when Elihu Root first introduced him to Theodore Roosevelt:

The new Secretary, like many other successful men in public life, is an enthusiastic disciple of the out-of-doors. His recent appointment recalls the picturesque incident which marked Mr. Stimson's first meeting with Roosevelt. The President and Secretary Root were riding on the outskirts of Washington when the latter happened to look up and see Mr. Stimson riding on the opposite bank of a small stream. He called to his law partner to come over and meet the President. After a quick glance up and down the stream for a bridge, Stimson plunged his steed into the creek and came up on the other bank, dripping wet, but smiling. Here was a man after Roosevelt's own heart!



A plaque on display in our New York office commemorates our pro bono trial court victory in 2000 mandating access to critical, life-sustaining services for 31,000 indigent New York City residents living with AIDS.



In a photo from 1904, Elihu Root (right) meets with his successor as Secretary of War, William Howard Taft.



When the Pillsbury firm's partners held their annual dinner meeting at the Bohemian Club in 1971, there was a new face in the official portrait. Toni Rembe had become the first woman partner at Pillsbury and one of the first at any major U.S. law firm.



U.S. Supreme Court Chief Justice William Howard Taft swears in Henry Stimson as Secretary of State in 1929.

The Japanese Connection

The firm's eminent Japanese practice traces its beginnings to before World War II. In the 1979 account *The Lillick Firm*, John McHose writes:

Ira Lillick initiated the representation of Japanese business interests, which has grown significantly through the years.

In the 1930s, he became acquainted with Mr. Asao, then President of Nippon Yusen Kaisha, the great Japanese steamship line. He was able to assist Mr. Asao and others in connection with personal problems and later aided many Japanese internees during World War II.

After the War, when NYK was reorganized, the Lillick firm was asked to represent the company in maritime work in California. [Harry L. "Bud"] Haehl had spent eight months in Japan during the first of the Occupation following the War, and became an intimate personal friend of [Yoshiya] Ariyoshi, who became president and later Chairman of the Board of NYK, and a number of other Japanese who later assumed important positions in Japan....

Other Japanese contacts developed. We had opportunity to represent Mitsubishi Shoji Kaisha and Mitsubishi International, the American trading firm subsidiary.... Other Japanese clients include Kajima Construction Co., Ajinomoto, Kintetsu and Akai America Ltd.

In 2017, at the 108th Anniversary Dinner and Gala Celebration of the Japan America Society of Southern California, Pillsbury became the first law firm to receive the Society's International Citizen Award.



SAN FRANCISCO:
1826 WESTERN ST.
TELEPHONE WEST 1515
E. S. PILLSBURY
ALFRED SUTRO
H. D. PILLSBURY

Cable Address "EVANS" W. U. T. CODE
LAW OFFICES OF
PILLSBURY, MADISON & SUTRO

OAKLAND:
1515 WASHINGTON ST.
TELEPHONE OAKLAND 2571
F. D. MADISON
OSCAR SUTRO

Subject:

San Francisco, May 10, 1906.

Mr. W. T. Barnett,
Care of Pillsbury, Madison & Sutro,
1155- $\frac{1}{2}$ Broadway, Oakland, Cal.

My dear Barnett:-

I have received, this morning, a check from the Richmond Land Company on account of retainer for April. I will send this over by the first person who goes to Oakland instead of entrusting it to the mail.

Was Dan Turner's will in our possession, and if so, was it saved? If not, will you please find out from W.F. & Co. in Oakland where he can be reached and write to him at once advising him that the original was destroyed, (if it was destroyed,) and ask him if he has a copy to send it to me and I will prepare another original for execution? If he has no copy, ask him to make up a memorandum of what disposition he wants to make of his property as it was in the will and I will prepare a new one. Please get at this as soon as possible as the old man is quite infirm and may die at any time.

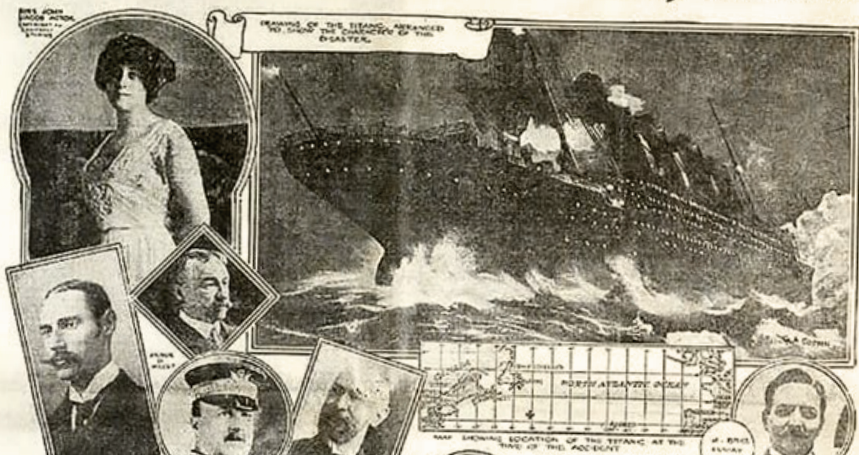
Yours truly,

W. Pillsbury

1906—Correspondence typical of the immediate aftermath of the 1906 San Francisco earthquake and fire.

1912—Winthrop & Stimson lawyer Egerton L. Winthrop Jr. (brother of name partner Bronson Winthrop) was named as guardian of 2-week-old John Jacob Astor VI. Winthrop represented the baby as an heir to the \$85 million estate of his father, John Jacob Astor IV, who died in the Titanic's sinking months before the child was born.

THE NEW YORK HERALD.
WHOLE NO. 27,638 NEW YORK, TUESDAY, APRIL 16, 1912—TWENTY-EIGHT PAGES—PRICE THREE CENTS
THE TITANIC SINKS WITH 1,800 ON BOARD; ONLY 675, MOSTLY WOMEN AND CHILDREN, SAVED



Government & Regulation



Then...

1920s Partners Henry Stimson and George Roberts, whose practice had come to involve much antitrust work, prevailed over the U.S. government in a series of Sherman Act lawsuits seeking to dissolve the Cement Manufacturers Protective Association.

1960s For much of the 20th century, we were heavily engaged in matters of maritime law, which could take years to resolve. For example, we represented shipping firm States Line as it sought permission in 1961 from the Federal Maritime Board to increase its California-Hawaii sailings substantially. A competitor objected. By the time the issue reached court in 1965, the judge noted that the filings “could fill the largest hull of any of the carriers involved.” It was 1970 before the court found in our client’s favor.

1979 During the crisis involving the Three Mile Island nuclear power plant, Ernest Blake, the attorney who had licensed the plant, spent six months in a trailer as the chief on-site lawyer for owner/operator Metropolitan Edison. The firm represented Metropolitan Edison and its successors during decades of ensuing regulatory proceedings and litigation.

1970s We advised clients on sanctions related to the Arab boycott
–80s of Israel, as well as sanctions on Iran after the seizure of the American hostages and on South Africa during apartheid.

1990s We served as counsel to Mexico in negotiating the North American Free Trade Agreement. We later represented Mexico in the first dispute settlement case arising under the WTO Telecommunications Agreement, which involved the regulatory framework for international telephone calls.



John C. McHose (left) with fellow members of the Japan America Society at a 1968 golf tournament.

Lawyer at the Gates of U.S.-Asian Trade

John C. McHose never shrank from a challenge.

At Stanford University, McHose became the first All-American college basketball player from the West Coast—even though he stood only five feet, four inches tall. As a young lawyer making \$75 a month, he set out in 1929 to open a Los Angeles office for Ira Lillick's San Francisco-based law firm. He would go on to practice in L.A. for more than 60 years.

McHose furthered the international ties Lillick had forged in creating the firm's leading admiralty practice. In 1951, he embarked on a 26,000-mile tour of the Far East, encouraging shipping interests in Japan, the Philippines and Australia to make use of West Coast ports as commercial traffic was resuming after wartime interruptions. After that trip, his law practice grew along with the Ports of Los Angeles and Long Beach, which are the largest in the U.S. and together have become the major gateway for U.S.-Asian trade.

In 1975, the Japan America Society of Southern California presented McHose with its diamond pin award for "outstanding contribution to promoting friendship and understanding between the peoples of Japan and the United States."

McHose would tell new partners in the firm: "Those that have come before you have built these roads, not for you just to drive on, but to improve for those who follow."

The Lillick & McHose firm's merger with Pillsbury, Madison & Sutro, arranged in part by McHose, became final a few months after his death at the age of 88 in October 1990.

Now...

- ▶ We continue to manage significant antitrust litigation and cartel investigations, and we provide strategic counsel for mergers. For instance, we represent a major American electronics company in antitrust class and opt-out actions contesting allegations of an industrywide conspiracy to fix prices for aluminum, film and tantalum capacitors.
- ▶ Our clients are still on the move, but our services today have shifted from the seas to the air. Pillsbury's Aviation, Aerospace & Transportation – Regulatory team represents clients before government agencies such as the Federal Aviation Administration, and we have one of the first Unmanned Aircraft Systems practices advising on the commercial use of drone aircraft. Our Travel, Leisure & Hospitality practice has guided more than 15 air carriers from around the world in launching U.S. operations over the past few years.
- ▶ Our International Trade practice is known for its sophisticated work on export controls and sanctions, reviews before the Committee on Foreign Investment in the United States, international trade agreements, and Foreign Corrupt Practices Act and customs compliance. We have advised major U.S. and foreign financial institutions and corporations on all U.S. economic sanctions programs imposed and lifted during the past 30 years. Just as we once counseled clients entering the newly opened market of the People's Republic of China, we have advised one of the only U.S. companies to have maintained a presence in Myanmar since before the ending of general sanctions in 2016.
- ▶ Our Communications practice advises on media mergers, including Sinclair's billion-dollar purchase of Tribune.
- ▶ We serve as counsel to Mexico in discussions with the Trump administration concerning the future of NAFTA.

Disputes/Investigations



*A few months after the earthquake and fire, the firm moved into the relatively undamaged Kohl Building, at the corner of California and Montgomery streets.
(Courtesy of San Francisco Public Library)*

Then...

-
- 1906 The firm survived the 1906 San Francisco earthquake and fire, despite the destruction of its offices, library and records. On behalf of the California Wine Association, we litigated a landmark case establishing that damage from the disaster was primarily caused by the fire, not the earthquake, compelling insurers to pay for the rebuilding of San Francisco.
-
- 1967 With American Express awash in fake salad oil, we kept it from going under. A rogue warehousing customer had issued \$150 million in receipts for nonexistent vegetable oil, and the fraud threatened to cause a run on the travel and banking company. Some 40 lawyers labored for four years to reach a settlement with creditors and then to defend that settlement successfully in litigation with shareholders and insurers.
-
- 1971 Our tax lawyers won a major victory for industrial conglomerate Bethlehem Steel. We sued to recover rent credit that the Los Angeles County Assessor had disallowed in determining Bethlehem's possessory interest tax on the shipyard land and improvements that the company leased from the city. The judge awarded Bethlehem a substantial tax refund, and the ruling assured that the company would not have to pay millions of dollars more in taxes over the remaining 34 years of the lease.
-
- 1971 In an important antitrust case brought against client Olympia Brewing Co., the United States Supreme Court upheld the jury verdict that our attorneys secured, rejecting a beer distributor's allegations of conspiracy and price fixing.
-
- 1976 Sixty-four years after the death of copper mine magnate William Cornell Greene, and more than a decade after our California Supreme Court victory secured a one-seventh share of his estate for his daughter, Eva Day, we were finally able to close our file on the case. Collecting the judgment involved extended litigation against our client's step-siblings.
-
- 2008 We represented a group of Guantánamo detainees in *Boumediene v. Bush*, in which the U.S. Supreme Court held that detainees at the facility have a constitutional right to habeas corpus.

Now...

- ▶ Pillsbury lawyers today are just as vigorous in advocating for client interests in all manner of disputes, from administrative hearings, to jury trials, to investigations, to complex large-scale litigation.
- ▶ More than a century after the San Francisco earthquake and fire, Pillsbury is a national leader in insurance recovery. We have recovered more than \$1 billion on behalf of enterprises damaged by Superstorm Sandy, and now we are representing victims of the hurricanes of 2017.
- ▶ We're still prepared to fight the long fight if that's what it takes to solve a client's problems. Case in point: We recently concluded more than five years of litigation, resolving \$1.4 billion in claims related to civil and criminal cartel price-fixing allegations against a magazine publisher client.
- ▶ Our State and Local Tax team continues to deliver stellar results. We recently assisted a major bank in obtaining a \$100 million refund of California corporate franchise taxes, in a dispute regarding whether gross receipts of its broker-dealer subsidiary operating outside of the state should be included when determining the bank's state tax liability.
- ▶ We represented a major international electronics manufacturer in parallel criminal antitrust investigations by the U.S. Department of Justice, the EU, Japan and Canada, and in multidistrict antitrust litigation, alleging an industrywide cartel to fix prices of TFT-LCD panels.

Grilling Trump and Clinton—Two Decades Apart

Pillsbury became ground zero for the national press corps in June 2016 when presidential candidate Donald Trump came to our brand-new Washington, DC, office building (he complimented the space) for a deposition in his lawsuit against celebrity chef Geoffrey Zakarian, whom we represented. The case was eventually settled.

We have also taken testimony from Hillary Clinton. In 1995, federal investigators retained the firm to interview the then-First Lady as part of the Whitewater investigation. A year later, the firm's report was featured in a *New York Review of Books* article on the alleged Clinton scandals.

- ▶ Rancorous and spectacular disputes over estates are less in the headlines today, as foresight around estate planning has evolved. Pillsbury handles matters—contentious or otherwise—for businesses, high-net-worth individuals, trustees and families. In 2014, we represented the widow of a highly successful investor in negotiating a confidential settlement believed to be among the year’s largest litigated estate matters in the U.S.
- ▶ We represented several Swiss banks in DOJ and IRS probes into offshore accounts held by American depositors, negotiating the second smallest fine out of all the substantially capitalized banks participating in DOJ’s Foreign Account Tax Compliance Act program.
- ▶ We represent a Japanese industrial company in multibillion-dollar ICC arbitration stemming from the claimed failure of certain critical components our client supplied for Southern California Edison’s San Onofre Nuclear Generating Station.
- ▶ Litigators in recent years have knocked out several consumer class actions, alleging product liability claims, bank gift card false advertising and damages from data security breaches.

“Nothing Was Left of Anything”

History would suggest that helping disaster-stricken communities is in our DNA, whether that’s through the firm’s crisis management and insurance recovery services or through donations to disaster recovery efforts around the world, including the Haiti earthquake in 2010, the Japan earthquake and tsunami of 2011, Superstorm Sandy in 2012 and the Atlantic hurricanes of 2017. The genesis may have been the firm’s own brush with destruction in the early 20th century.

In 1905, the prosperous Pillsbury firm moved into the top floor of an office building at the corner of Montgomery and Market streets in San Francisco. Horace D. Pillsbury, son of founder E.S. Pillsbury, recalled the setting in a 1939 memoir:

The quarters were ideal. Each partner had his own room. There was ample space for the large library, which contained some rare reports originally acquired by Mr. Greathouse [an early partner], and it looked as though the firm would be established there indefinitely when the fire following the earthquake in 1906 wiped out everything. All the records and files were destroyed. Nothing was left of the library—in fact, nothing was left of anything.

There is debate to this day about how many people the San Francisco earthquake and fire killed and left homeless, but the number was immense, and the damages to local business were massive in cost.

When Standard Oil of California owner John D. Rockefeller wanted to help in the relief effort days after the disaster, he wired \$100,000 in earthquake and fire relief funds to be disbursed by E.S. Pillsbury and the oil company’s president, D.G. Scofield.



RICHMOND
8 CAR TRAIN
PLATFORM 1

Projects & Transportation

Then...

-
- 1890s Our firm was on the cutting edge of advances in transportation, as electrified streetcars supplanted horse-drawn trolleys in public transportation. We incorporated New York's Metropolitan Street Railway Co. in 1892 and did a great deal of work for that company and its successors over the next few decades.
-
- 1938 After years of effort, client Standard Oil Co. of California discovered oil in Dhahran, Saudi Arabia. In the ensuing decades, a succession of lawyers from the firm would represent Standard Oil (now Chevron) and other energy companies engaged in project development across the Middle East.
-
- 1957 The newly formed San Francisco Bay Area Rapid Transit District became a client. BART's first general counsel was Pillsbury partner Wallace L. Kaapcke. We would go on to advise BART on its multi-decade buildout and on major infrastructure projects and environmental reviews, including extensions to San Francisco and Oakland airports, Warm Springs, Antioch and Livermore.
-
- 1980s Attorneys in the Tax and Finance groups developed novel structures for long-term debt that are widely used by utilities to finance projects today. Among these innovations was the variable rate demand bond, which became the genesis of an entire generation of floating-rate instruments with long maturities that could trade in the short-term market.

“Blunter Means”

Henry Stimson could afford to be selective in taking on legal work, as he explained to U.S. Supreme Court Justice Felix Frankfurter, who was briefly a colleague of Stimson in his early days as a lawyer (from the 1980 book *Winthrop, Stimson, Putnam & Roberts: A History of a Law Firm*):



Talking with Justice Frankfurter later in his career, Stimson observed that the firm had established and stood by a standard of its own, and, consequently, “we don’t get a lot of business we could.” He and Winthrop avoided cases which did not attract or intrigue them. Blunter means of refusing certain clients could also be used: Some gentlemen from the West Coast had presented a scheme to evade the antitrust laws. After listening without response or reaction, Stimson was finally asked, “Well, Mr. Stimson, what do you think?” Stimson replied, “I think I can hear the sound of the jailhouse gates clanking behind you.”

Now...

- ▶ Asset Finance is a flourishing practice at Pillsbury. Over the last five years alone, we have helped a diverse range of market participants get or keep more than 1,500 commercial aircraft flying, reflecting an aggregate asset value of more than \$75 billion and resulting in considerable industry recognition. This cross-border financing extends to other capital assets such as ships, containers, offshore oil rigs, locomotives and railcars.
- ▶ We provide ongoing advice to BART on various matters, including procurement, contracting and counseling on major expansion proposals, new vehicle procurement, and energy-efficiency and renewable-generation projects.
- ▶ We continue to assist with oil and gas exploration projects around the world, including the Tengizchevroil and Caspian Pipeline Consortium deals in Kazakhstan and Russia.
- ▶ The firm has received more than a dozen “Deal of the Year” awards for energy and project finance transactions since 2002, including projects in North America, Europe, Latin America and Asia. Twice in recent years, transactions on which Pillsbury advised—the Lima Metro Line 2 project in Peru and the Petro Rabigh 2 project in Saudi Arabia—have achieved *Project Finance International* Deal of the Year recognition. A solar project for Duke Energy won Solar Energy Deal of the Year from *IJ Global Project Finance & Infrastructure Journal*. We represent the underwriters of private activity bonds to finance the Portsmouth Bypass Project, a 16-mile divided highway in Scioto County, Ohio—the state’s first roadway public-private partnership.

Environmental Law

Then...

1886 Clarence Greathouse, an early partner of E.S. Pillsbury, was counsel to the defendant in *Lux v. Haggin*, a water rights case in which the California Supreme Court issued a famously confounding decision on whether farmers could appropriate waters that would otherwise be available to other property owners downstream. “A considerable part of the court’s time ever since has been spent in modifying without overruling this decision,” a 1962 firm history wryly observes.



1967 We represented Union Oil Company in connection with the grounding of the oil tanker *Torrey Canyon* off the southern coast of England and the resulting massive oil spill. The wreck, one of the costliest marine incidents in history at that time, resulted in litigation filed in the UK, U.S., Singapore, Bermuda and the Netherlands. We reached settlements on behalf of Union Oil, which had chartered the vessel.

1970s
–80s We were present at the creation of modern environmental law, taking part in cases that shaped the early interpretation of the Clean Air Act and participating on brief in 1984’s *Chevron U.S.A. Inc. v. Natural Resources Defense Council Inc.*, which the Department of Justice has called “one of the most influential administrative law cases decided by the Supreme Court in the past half-century.”



Now...

- ▶ Pillsbury lawyers engage in counseling and compliance advice across the full spectrum of environmental regulation, as well as in litigation, investigative response, air quality and land use. For 2017, the firm achieved *U.S. News – Best Lawyers’* Tier 1 national ranking for environmental law and environmental litigation. It is nationally ranked for land use, zoning law and natural resources law.
- ▶ In 2016, the Ninth U.S. Circuit Court of Appeals overturned a lower court’s decision that allowed the state of Washington and a Native American tribal federation to sue mining company Teck Metals Ltd. over claims that aerial emissions from a British Columbia smelter had polluted land in Washington. A three-judge panel concurred with our argument that the Comprehensive Environmental Response, Compensation and Liability Act did not apply in the case.
- ▶ We won a denial of plaintiffs’ preliminary injunction request seeking the shutdown of thousands of California’s oil wells based on alleged contamination risk. This win has helped preserve access to California’s energy supply and avoided billions in costs.
- ▶ We serve as general counsel to the Western States Petroleum Association, advising on all environmental, public policy and climate change issues affecting the oil and gas industry in the Western U.S., including California’s newest environmental laws, regulating greenhouse gas emissions and groundwater management.
- ▶ We defeated a novel attempt by environmental organizations to expand the scope of federal environmental laws in claiming locomotive diesel emissions at a client-operated rail yard violated the Resource Conservation and Recovery Act, a solid waste statute.





University of California System President Janet Napolitano, a former governor of Arizona and U.S. Secretary of Homeland Security—and, in 1982, a Pillsbury summer associate—was the guest of honor at an alumni reception in 2015. (Marcus Photography)

(Above) Sargent Shriver, director of the Peace Corps (center), and President John F. Kennedy at the White House in 1961. Shriver was Democratic nominee George McGovern's running mate in the 1972 presidential election.

We Knew Them When...

These worthy figures spent time at our firm early in their careers. They are among many of our alumni who have gone on to great achievements and renown. (Years of service at the firm are in parentheses.)

Felix Frankfurter—Associate justice, U.S. Supreme Court (1909)

Alfred L. Loomis—Physicist and philanthropist; developer of early radar technology (1912–17)

Sargent Shriver—Founder of the Peace Corps (1946—for a few unsatisfying months, after which he found his calling in public service!)

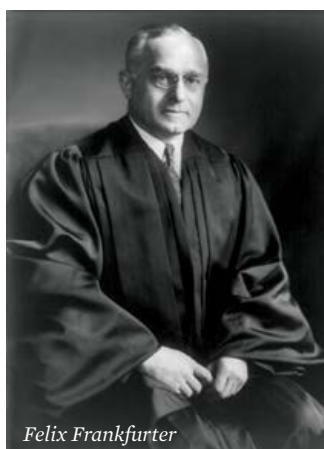
L. Brent Bozell Jr.—Political activist; ghostwriter of Barry Goldwater's best-seller *The Conscience of a Conservative* (1953–54)

Robert S. Mueller III—Special counsel to U.S. Department of Justice; former FBI director (1973–76)

David Rubenstein—Co-founder, The Carlyle Group; philanthropist (1981–87)

Pat Haden—Former quarterback for the national champion University of Southern California; later its athletic director (1982–87)

Steve Bullock—Governor of Montana (1994–95)



Felix Frankfurter

Called to Serve



Ben S. Fisher (standing at left) served as general counsel to the Federal Radio Commission (now the Federal Communications Commission) in the 1930s before opening what became the Fisher Wayland law firm, a leading force in communications law whose legacy we carry on.

“Politics is the practical exercise of the art of self-government.”

—Elihu Root

Civic duty and public service have influenced the firm’s principles since the very beginning, when future statesman Elihu Root began his practice in New York and former Union Army officer E.S. Pillsbury set up shop in San Francisco. Here are just a few lawyers from the firm’s lineage who gave of themselves to serve the common good.

- In 1931, Ben S. Fisher became counsel to the newly created Federal Radio Commission, precursor of the Federal Communications Commission. Fisher would go on to a long career in private practice, representing broadcasters and other communications interests.
- In 1932, President Herbert Hoover chose partner George Roberts to help organize the Reconstruction Finance Corporation, which Congress had funded with \$2 billion for emergency loans to enterprises afflicted by the nation’s economic downturn.
- In 1940, President Franklin D. Roosevelt asked Henry Stimson to serve for the second time as Secretary of War. Stimson held that key post throughout the Second World War, personally overseeing the development of the atomic bomb and greatly influencing the allies’ postwar policy in occupying Germany.

Henry Stimson ran for governor of New York in 1910, losing narrowly to John Alden Dix.



A Co-Founder's Combat Experience

Ramsay D. Potts Jr. was a co-founder of the Shaw Pittman firm. He flew B-24 missions over occupied Europe, taking part in the famed Ploiești Raid, a high-risk 1943 attack on an oil refinery in Romania. When he commanded the 453rd Bomb Group, actor James Stewart was his operations officer. Potts reached the rank of full colonel at age 27 and retired from the Air Force Reserve as a major general in 1972.

Early in his legal career, Potts represented the Investment Company Institute, a trade group for the emerging mutual fund industry. He was also known for his experience in air transportation law.



Ramsay Potts plans a bombing mission at an Eighth Air Force command post in England during World War II.



In this 1944 photo, enlisted men line up in a mess hall to be served by senior officers—Brigadier General Edward J. Timberlake, Colonel Ramsay Potts and Colonel Jimmy Stewart.

- Serving as Assistant Regional Director and Legal Representative of the U.S. War Shipping Administration, John C. McHose spent much of World War II working in Australia.
- In 1945, partner and U.S. Navy officer John A. Sutro organized protocol for the ceremonial signing of the United Nations Charter by its founding nations in San Francisco. He received the Navy's Public Service Award in 1958.
- Partner Steuart Pittman, a World War II veteran, was a counsel for various Marshall Plan agencies. He later created America's fallout shelter program while serving as Assistant Secretary of Defense under President John F. Kennedy in the early 1960s. Pittman became known as one of the leading U.S. lawyers representing non-U.S. financial institutions.

This line of public service continues to run through the many former public servants at the firm today, including a four-term U.S. Congressman, a U.S. Nuclear Regulatory Commissioner, Assistant Director of the Federal Trade Commission's Competition Bureau, General Counsel of National Oceanic and Atmospheric Administration, U.S. Assistant Secretary of Commerce for Export Administration, Chief of the Major Crimes Unit at the U.S. Attorney's Office for the Southern District of New York, Assistant Attorney General for the Tax Division at the U.S. Department of Justice and chief administrative judge of the State of New York. Lawyers have served in such agencies as the U.S. Environmental Protection Agency, Department of Energy, Department of the Interior and Federal Energy Regulatory Commission.

Bench, Bar and Beyond

Current and past public servants from our firm

William P. Barr, Attorney General of the United States

Frederick A. Brodie, Assistant Solicitor General
State of New York

Steve Bullock, Governor of Montana

Thomas J. Catliota, Judge
U.S. Bankruptcy Court for the District of Maryland

John Delaney, Member of Congress
Maryland

Tara M. Desautels, Judge
Alameda County Superior Court, California

Merrick Garland, Chief Judge
U.S. Court of Appeals for the District of Columbia Circuit

Amy D. Hogue, Judge
Los Angeles County Superior Court, California

Bruce D. Jacobs, Chief, Spectrum Enforcement Division
Federal Communications Commission



Veterans of Two World Wars

Longtime partner Eugene D. Bennett (left), who had seen combat in World War I and then served in the Army of Occupation in Germany, returned to the Army during World War II, serving as a colonel with General Joseph Stilwell in China. Eugene M. Prince (right) also served in both world wars.

Younger partner Turner H. McBaine remembered Bennett as an “imposing and deliberate master trial lawyer” and Prince as “a truly lovely, warm man, and a fine and scholarly lawyer.”

Hak-kyun Kim, Deputy Chairman for International Affairs
Financial Services Commission, South Korea

Gerald Sanford Levin, Judge
U.S. District Court for the Northern District of California

Nicholas J. Minella, Assistant Attorney General
State of New York

Dennis Montali, Judge
U.S. Bankruptcy Court for the Northern District of California

Ross C. Moody, Judge
San Francisco County Superior Court, California

Anthony J. Navarro, Judge
Colorado Court of Appeals

Sharon O'Grady, Deputy Attorney General
State of California

Peter E. Ormsby, Magistrate Judge
U.S. District Court for the Southern District of Texas

Sheila A. Ozalis, Judge
Fairfield County Superior Court, Connecticut

Charles B. Renfrew, Judge
U.S. District Court for the Northern District of California

A Prankster Becomes a Partner

Pamela Ann Rymer (1941–2011) became the Lillick firm's first woman partner in 1973. Evidently, the senior partner in whose desk drawer she once placed a live frog when she was an associate didn't hold the prank against her. Friends over the years commemorated the incident by giving her a menagerie's worth of ceramic, glass and stuffed frogs that festooned her chambers after President George H.W. Bush named her to the Ninth Circuit Court of Appeals in 1989. She filled the seat vacated by Judge Anthony Kennedy's appointment to the U.S. Supreme Court.



(Steve Gladfelter / Stanford University)

Delissa A. Ridgway, Judge
U.S. Court of International Trade

Jeffrey S. Ross, Judge
San Francisco County Superior Court, California

Pamela Ann Rymer, Judge
U.S. Court of Appeals for the Ninth Circuit

Laura Cha Shih May-lung, Hong Kong Deputy 12th National
People's Congress, People's Republic of China

John Sutro Jr., Judge, Marin County Superior Court, California

Takemi Ueno, Principal Appellate Court Attorney
Supreme Court, Appellate Division, First Department, State of New York

Vaughn R. Walker, Judge
U.S. District Court for the Northern District of California

James L. Warren, Judge
San Francisco County Superior Court, California

Bernard Zimmerman, Magistrate Judge
U.S. District Court, Northern District of California

A Fearless Adventurer

J. Christopher Stevens joined the U.S. State Department after spending two years as an International Trade Regulation associate in our Washington, DC, office. He rose through the diplomatic ranks to become U.S. Ambassador to Libya. On September 11, 2012, during the attack on the Benghazi consulate, he was killed.

Chris Stevens had emailed fellow Pillsbury alumnus Kevin Horgan 18 months earlier, describing his Libyan assignment as “my latest adventure.”

“That is how I will remember Chris, as a fearless adventurer representing the best that America has to offer,” Horgan said. “I am proud to have known him and to have worked with him at Pillsbury.”



A Hero of the USMC and the NFL

Eddie LeBaron (1930–2015), who would go on to become the first quarterback of the Dallas Cowboys, earned the Bronze Star for valor in combat during the Korean War. After his NFL days, he became a Pillsbury partner and co-founded our Sacramento office in 1988. (Courtesy of U.S. Naval Institute)



On the Path to Victory

General George C. Marshall, U.S. Army chief of staff, confers with Secretary of War Henry Stimson during World War II. Stimson had also served as U.S. Attorney for the Southern District of New York (1906–1909), and the firm honors his service by underwriting the Henry L. Stimson Medal, which the New York City Bar presents annually to outstanding Assistant U.S. Attorneys in the Southern and Eastern Districts of New York.

A Milestone in Marriage Equality

Vaughn R. Walker, who practiced with our firm from 1972 to 1990 before becoming a U.S. District Court Judge in the Northern District of California, made a mark on history in 2010.

Presiding over *Perry v. Schwarzenegger*, a lawsuit challenging California's Proposition 8 ballot initiative that banned the state from recognizing marriages between same-sex couples, Judge Walker found the initiative measure invalid and ruled it unconstitutional. When the U.S. Supreme Court upheld the ruling in 2013 (in *Hollingsworth v. Perry*), the high court set the stage for further decisions that would make same-sex marriage legal nationwide.



Showing Them the Money

A few bottom-line numbers that have turned up in the historical record.

1891—Bronson Winthrop and Henry Stimson joined Elihu Root's firm as associates. Their salaries were \$750 a year. That year, the three partners of the firm shared in profits of \$98,000.

1905—Stimson's annual earnings from legal work amounted to \$20,000. The following year, he took a 50 percent pay cut to become U.S. Attorney for the Southern District of New York.

1941—Partner J. Howard Marshall left the firm to become chief counsel of the Petroleum Administration for War. He would later write in his memoir: "On July 25, 1941, my income dropped from well over \$100,000 to \$8,600 a year." (There was still plenty of money left much later—when Marshall, by then a billionaire oil tycoon, married model Anna Nicole Smith....)

1981—First-year associate salary: \$31,000.

1995—First-year associate salary: \$77,000.

2018—First-year associate salary: \$180,000.

In Our Communities

Long before our firm elected the first woman managing partner at any major U.S. law firm, long before we scored a perfect 100 on the Human Rights Campaign's Corporate Equality Index survey for a dozen years in a row, and long before we became one of the first U.S. firms to launch a formal Corporate Social Responsibility initiative, our history was distinguished by individuals who used their legal abilities and status in the community to move toward a more equal and just society.

1898 Elihu Root volunteered to represent concerned citizens in legal action to keep dormant gas companies from digging up the streets of New York City every few years just to demonstrate that their charters were still active. "The pavements in New York cannot be maintained in good condition so long as a dozen or more corporations have the right to tear them up whenever they want," the lead plaintiff told *The New York Times*.



1926 By the time partner Egerton L. Winthrop Jr. died, after serving for many years as president of New York's Legal Aid Society, the Society was handling more than 30,000 civil cases a year for immigrants and others who could not afford to seek redress in the courts when wronged.

1948 William Chamberlain Chanler of our New York office took on the pro bono defense of William Walter Remington, indicted during the McCarthy era for perjury after he denied before a grand jury that he had ever been a member of the Communist Party. U.S. Attorney Irving Saypol and his assistant Roy Cohn secured a conviction in 1950, but Chanler got it reversed on appeal—only to see Remington, who had been jailed on other charges, murdered by his cellmate.

1968 Partner Jack Sutro was among 16 prominent members of the San Francisco Bar to found San Francisco's Lawyers' Committee for Urban Affairs (now the Lawyers' Committee for Civil Rights of the San Francisco Bay Area), and he served as chair. Motivated by the tumult around civil rights and the assassination of Martin Luther King Jr., the Committee sought to find a way for the legal system to enforce new civil rights laws. Fifty years on, Pillsbury lawyers remain active in pro bono service for the Committee, helping to fulfill its mission of striving to help all people—regardless of race, class or legal status—receive equal treatment under the law. In recent years, that service has been increasingly focused on halting the criminalization of poverty.

1971 Toni Rembe became the first woman partner of the Pillsbury Madison firm. She was also the first woman to serve on Pillsbury's management committee, as well as the corporate boards of such companies as SBC Communications, AEGON N.V. and AT&T. She and her husband, venture capitalist Arthur Rock, helped found the Arthur and Toni Rembe Rock Center for Corporate Governance, a joint initiative of Stanford Law School and Stanford Graduate School of Business that researches performance consequences of corporate governance.



1972 Barbara M. Rossotti became the first woman partner of the Shaw Pittman firm.

1979 Eloise Morgan became the first woman partner of the Winthrop Stimson firm. When New York's Downtown Association refused to modify its men-only policy, the firm moved to a different venue for its weekly partner lunches, and many partners resigned from the Association.



1979 On a pro bono basis, the firm represented Carl Hill, a UK national denied entry into the U.S. because he was openly gay. After nearly three years and the provision of some \$250,000 worth of legal services, a federal judge ruled that a 1952 statute disqualifying known homosexuals from entering the country no longer applied.



A Pillsbury Pioneer

Litigator Phyllis A. James (here leading attorneys in a training session) became the Pillsbury firm's first African-American partner in 1985. She went on to serve as the chief counsel for the city of Detroit. She is currently chief diversity and corporate responsibility officer for MGM Resorts International.

1999 Pillsbury became the first national law firm in the *American Lawyer* 100 to elect a woman as chair when Mary Cranston assumed the post. At the same time, Marina Park became our managing partner, a position she held until she became CEO of the Girl Scouts of Northern California in 2007.



2006 We represented the city of New York and Mayor Michael Bloomberg in landmark lawsuits to stem the flow of illegal guns from out of state. *The New York Times* hailed the litigation as the mayor's "most successful tactic" in opposing the illegal gun trade.

2008 During the presidential election, Pillsbury attorneys from across the U.S. traveled to South Dakota and served, pro bono, as voting observers on Native American reservations. The firm sent observer teams again during the 2012 and 2016 elections.



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- 2012 A Pillsbury Nashville employee, whose California same-sex marriage Tennessee did not recognize, became a plaintiff in the landmark *Obergefell* litigation. Pillsbury pro bono client the National Center for Lesbian Rights approached the man and his husband and represented them all the way up to the Supreme Court, where they celebrated victory in 2015.
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- 2017 Pillsbury earned the Law Firm of the Year Award from *Chambers Women in Law* for furthering women's career progression, and *Working Mother* named the firm to its 100 Best Companies list for the 12th consecutive year.



Legacies of a “Lion” of Social Justice

When retired partner Dick Odgers passed away in 2014, the San Francisco bar's memorial hailed him as a “lion in pursuit of social justice.”

In 1989, Odgers co-founded the California Minority Counsel Program. He served as its chairman in the early 1990s. The program, now the largest of its kind in the U.S., brings business lawyers together to offer training and access to attorneys of color and to increase diversity in the profession.

In 1993, in the wake of a mass shooting at a San Francisco law office, Odgers was among several attorneys who took the initiative to co-found the group Legal Community Against Violence (now known as the Giffords Law Center to Prevent Gun Violence), using his connections throughout the San Francisco legal community to garner support from corporate donors.

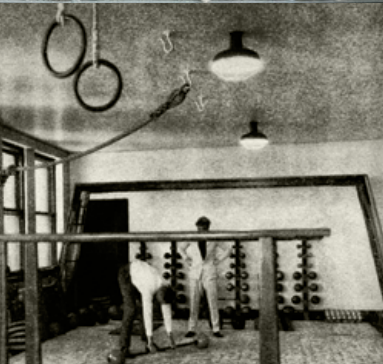
He was instrumental in launching the California State Bar's Justice Gap Fund, which was established in 2006, enabling California's 140,000 attorneys to donate to legal aid along with their annual bar dues payments. He also helped organize the Bar Association of San Francisco's Charitable Giving Task Force in 2006. After he retired from Pillsbury, he continued to help manage the firm's charitable giving.

Odgers received many awards over the years, including the Legal Aid Society-Employment Law Center's Matthew O. Tobriner Public Service Award; the Anti-Defamation League's Jurisprudence Award; the Opening Doors to Justice Award from Public Interest Clearinghouse; as well as an Award of Merit from the Bar Association of San Francisco. A few months before he died, he was inducted into the California Minority Counsel Program's Diversity Leader Hall of Fame.



Then...

Our firm came of age in a time of dramatic social, technological, political and legal change. We guided clients through hard times and hot times, navigating threats and opportunities, with a commitment to doing the right thing and doing it well.



C U soon! 😊

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Now...

The Pillsbury community today consists of thousands of lawyers, staff members and alumni. We carry on the legacy of 150 years of legal service, and we do our best to make sure those who follow us 150 years from now will take pride in what we accomplished.



History Index

Where we were as history was being made.

- 1864 – E.S. Pillsbury heads to California after honorable discharge from the Union Army.
- 1865 – General Robert E. Lee surrenders at Appomattox, ending the American Civil War.
- 1868 – Elihu Root establishes a law practice in Manhattan that traces to Pillsbury today.
- 1876 – “Watson. Come here,” heralds the invention of the telephone.
- 1877 – An offspring of client Western Union becomes Pacific Bell Telephone Company, predecessor of today’s AT&T.
- 1879 – First successful test of a carbon filament electric light bulb.
- 1880 – The firm begins its relationship with Pacific Coast Oil Co., the largest oil interest in California, later to be known as Chevron.
- 1899 – Elihu Root serves as Secretary of War under President McKinley. He then serves as Secretary of War and Secretary of State under President Theodore Roosevelt.
- 1903 – The Wright Flyer takes flight at Kitty Hawk.
- 1906 – Magnitude 7.8 earthquake and widespread fires nearly destroy San Francisco.
- 1910 – The firm wins a landmark case establishing that the fire (an insured event) caused the most damage. San Francisco rebuilds with insurance payouts.
- 1912 – Elihu Root is awarded the Nobel Peace Prize for his influence on global diplomacy.
- 1919 – Treaty of Versailles ends World War I.
- 1920s – Client William P. Bonbright & Co.’s financing of public utilities brings power and light to communities across the United States.
- 1920 – Nineteenth Amendment grants women the right to vote in the United States.
- 1929 – Collapse of the global economic system leads to the Great Depression in the U.S.
- 1930s – Ira Lillick and John McHose develop friendships with counterparts at Japanese banking and trading companies.
- 1938 – Standard Oil Co. of California discovers oil in Saudi Arabia. The joint venture Aramco would be the first of many firm representations in Middle East oil projects.
- 1940 – Henry Stimson serves as Secretary of War under President Franklin Roosevelt, overseeing the Manhattan Project.

- 1943 – Ramsay Potts commands a squadron of B-24 Liberators in bombing raid of the Ploiești, Romania, oil refinery complex, called the “taproot of German might” by Winston Churchill.
- 1945 – John Sutro organizes the protocol for the signing in San Francisco of the United Nations Charter by 50 countries.
- 1951 – John McHose embarks on a 26,000-mile tour of Japan and the Far East encouraging shipping interests to use California ports.
- 1960s – Fox Towbridge establishes the first law practice dedicated to the nascent nuclear power industry.
- 1961 – As Assistant Secretary of Defense, Steuart Pittman oversees creation of the U.S. Cold War fallout shelter system.
- 1964 – Passage of Civil Rights Act, and Voting Rights Act a year later, outlaws racial discrimination in the U.S.
- 1968 – John Sutro co-founds the Lawyers’ Committee for Urban Affairs to enforce civil rights laws.
- 1969 – NASA space program sends humans to the moon.
- 1970 – Andy Grove, Gordon Moore and Robert Noyce, aided by firm attorneys, incorporate semiconductor pioneer Intel.
- 1970 – Firm guided the first-ever public offering by a New York Stock Exchange brokerage (Donaldson, Lufkin & Jenrette).
- 1970s – New environmental statutes Clean Air Act, Clean Water Act and Endangered Species Act become law.
- 1971 – Toni Rembe becomes one of the first women elevated to partner in a major law firm.
- 1979 – Nuclear practice helps manage the crisis at the Three Mile Island nuclear power plant.
- 1988 – Attorneys advise First City Bank on the first major IT outsourcing deal, launching the new field and the firm’s Global Sourcing practice.
- 1995 – Firm attorneys interview Hillary Clinton for federal investigation into Whitewater.
- 1999 – Mary Cranston becomes first woman to lead a large, national U.S. law firm.
- 2007 – iPhone launch, and its multi-touch interface, marks tipping point in adoption of smartphones.
- 2012 – Pillsbury employee becomes a plaintiff in a federal suit to have his California marriage recognized in Tennessee.
- 2015 – U.S. Supreme Court’s *Obergefell* opinion rules same-sex couples have a right to marry.
- 2016 – Attorneys depose presidential candidate Donald Trump in his lawsuit against celebrity chef Geoffrey Zakarian.
- 2017 – Pillsbury becomes first law firm to receive the International Citizen Award from the 108-year-old Japan America Society of Southern California.

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A. L. ... Matthew ... Wayne Whitstock ... Michael McCormack ... Jennifer Jordan ... L. Ledebro ... Paul Kelly ... Corina ... John D. ... Edward A. ... Melissa C. ... Ronald Fleming ... Christina A. ...

Craig ... Tom ... Ed ... Jack ...

ST ...

David L. ... Robert ...

Richard B. ... Glenn ... Barbara ... Hansha ... Paul A. ... Robert C. ...

With Thanks

To the hundreds of people not named in this book, including our present-day lawyers and staff members, who over the decades have helped shape the firm's success. To the clients and friends of the firm who shared photos and memories for this publication. To partners Rob James and Bill Atkins for poring over archival materials and creating a sturdy foundation from which to build this book. To Eva-Marie Nye and our research staff for painstakingly preserving Pillsbury's history by gathering, digitizing and centralizing within our document management system a trove of archival material. To author E. Thomas Wood for curating the content and telling the firm's story. To Hannah Naughton and Jason M. Kennedy for editing this narrative into a polished work. To designers Nicole Hambrick and Ben Frey for contributing their unmatched talents. And to Terri Chytrowski for knowing that these contributors would be the perfect team for this project.