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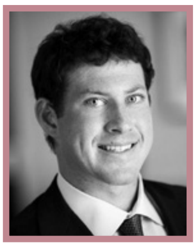

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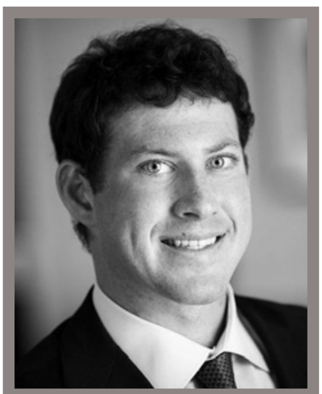

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PERSONAL BIOGRAPHY

Jake Kling is co-chair of Wachtell Lipton's mergers and acquisitions practice. His practice primarily focuses on mergers, acquisitions and dispositions, securities law matters, and advising companies and boards of directors on takeover defence, shareholder activism and general corporate governance matters. He has advised a broad range of public and private clients across multiple industries, including banking, financial services, healthcare and pharmaceutical, life sciences, technology, media and telecom, sports, industrial, retail, private equity and real estate. He has led some of the most significant and complex M&A transactions in the country over the past several years.

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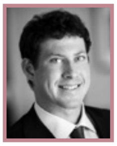
Q&A WITH JAKE KLING

What standout moments in your career have significantly shaped your professional journey?

◆ I have been fortunate to work on some transformational deals for long-term clients, sometimes spanning multiple years. One that stands out is Pfizer's eight-year process to divest its consumer business, first through its joint venture with GSK, then the $31bn demerger to create Haleon, the largest global consumer healthcare company, and most recently in the sale of Pfizer's interest in Haleon for $13.5bn. Another standout moment was representing TD Ameritrade in its $26bn merger with Schwab, the largest broker-dealer transaction in years. In both cases, my relationship with these clients began as an associate. Another was representing the PGA Tour last year in its up to $3bn investment from a consortium of sports team owners led by Fenway Sports Group. That transaction marked the first time a major sports league has taken outside strategic investment capital and given players equity ownership in their league.

What qualities and values do you believe are essential for building strong, trusting relationships with clients?

◆ To build strong relationships, you need to be perceived by your clients as not just a lawyer but as a trusted strategic adviser. Being a strong technical lawyer is the baseline, but to excel in this field you need to be the person your client calls when there is a crisis or a bet the company situation, whether involving a deal, an activist shareholder, or an executive or boardroom issue. And they need to trust your judgment and your strategic instincts. Building that level of trust takes time, and it requires a breadth of experience and exposure to different situations. It also requires a commercial understanding of the business issues that matter to your



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clients, and a willingness to think outside the box. Sometimes that means advising a client to pass on a deal that has too much risk, and sometimes it means coming up with novel ways to mitigate risk.

Could you discuss a particularly rewarding project or case you have worked on? What made it stand out for you?

◆ I represented Global Payments in its recently announced $24.25bn acquisition of Worldpay from FIS and GTCR and the concurrent $13.5bn sale of its Issuer Solutions business to FIS, the two largest financial institutions transactions announced this year to date. I guided our long-time client through the complex tri-party negotiation, and I am now helping them navigate dozens of regulatory filings all over the world. This was the latest in a series of significant transactions that I have led for Global Payments over many years, including its $45bn merger with TSYS, $4bn acquisition of EVO Payments, $1.5bn investment from Silver Lake, and multiple divestitures to private equity buyers, most recently selling AdvancedMD to Francisco Partners in 2024. Getting to work closely with the company in partnership for over a decade and culminating in such a transformational deal has been incredibly rewarding. ■

> "TO BUILD STRONG RELATIONSHIPS, YOU NEED TO BE PERCEIVED BY YOUR CLIENTS AS NOT JUST A LAWYER BUT AS A TRUSTED STRATEGIC ADVISER."

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REPRESENTATIVE ENGAGEMENTS

- Advising Global Payments in its $24.25bn acquisition of Worldpay from FIS and GTCR and concurrent $13.5bn sale of its Issuer Solutions business to FIS.
- Advising Pfizer in its global consumer healthcare joint venture with GSK and in the $31bn demerger of Haleon.
- Advising the PGA Tour in its up to $3bn investment by Strategic Sports Group in PGA Tour Enterprises.
- Advising TD Ameritrade's Strategic Development Committee in its $26bn merger with Schwab.
- Advising Carlyle in its $6.7bn acquisition of Sedgwick from KKR.
- Advising Goldman Sachs in its sale of GreenSky and related loan assets to a consortium led by Sixth Street.
- Advising Ford Financial Fund and its portfolio company Mechanics Bank in Mechanics' $3.6bn reverse merger with HomeStreet.