

EDITORIAL

It has now been two years since we created our new law firm we called ALTANA, at the worst of the financial crisis in 2009 and today we find ourselves in the midst of the turmoil of the debt crisis.

Even so, we remain fundamentally optimistic as we believe in our entrepreneurial business model, which was greeted with various distinctions during our first year and again recognized last year.

This is not just communication; we consider that knowing our history will help save valuable time for those who place their trust in us and for those who are considering doing so. With this report, we intend to present our history as well as our ambition for the future.

The media recently made note of the increasing mobility of attorneys from firm to firm; we took advantage of this to strengthen our teams and develop new practice areas.

“EVEN SO, WE REMAIN FUNDAMENTALLY OPTIMISTIC AS WE BELIEVE IN OUR ENTREPRENEURIAL BUSINESS MODEL, WHICH WAS GREETED WITH VARIOUS DISTINCTIONS DURING OUR FIRST YEAR AND AGAIN RECOGNIZED LAST YEAR”

This trend was even stronger last year, mainly with transfers from British and American firms to so-called “niche” firms.

Our ambition is different: we are and want to be a firm made of attorneys with an overall view of multifaceted situations, able to address the increasingly complex business world; our ambition is to become one of the leading firms in our domestic market, with the strength necessary to respond to globalization of the economy.

The divergent strategies of law firms convey the will to respond to multi-faceted needs and to the deep question marks on the future evolution of the “legal market”.

Being asynchronous and paradoxical, this market struggles with the globalization of the economy while attempting to structure it, and sometimes moves ahead of it – the monetary crisis has shown that a federal type of Europe was created more rapidly legally than it did economically or politically – although so far the “legal market” remains constrained within the limits of its national boundaries.

“OUR AMBITION IS DIFFERENT: WE ARE AND WANT TO BE A FIRM MADE OF ATTORNEYS WITH AN OVERALL VIEW OF MULTIFACETED SITUATIONS, ABLE TO ADDRESS THE INCREASINGLY COMPLEX BUSINESS WORLD; OUR AMBITION IS TO BECOME ONE OF THE LEADING FIRMS IN OUR DOMESTIC MARKET, WITH THE STRENGTH NECESSARY TO RESPOND TO GLOBALIZATION OF THE ECONOMY”

Our approach is to build a **free, independent and cohesive law firm**, as we believe that a **cost-efficient** production structure is agile and flexible, able to adapt to these evolutions. We are also convinced that the worldwide legal practitioners community, rich in its cultural diversity, provides us with the ability to benefit from the best expertise in each jurisdiction, **without exclusivity**. Finally, our pleasure of working and partnering with you guarantees that we will always be devoted to **the defense of your best interest**.

DISTINCTION

In 2011, ALTANA won the Gold Award in the “Entrepreneurial Firm” category at the ceremony “**Les Trophées du Droit & du Contentieux**” (Legal and Litigation Awards) organized by Leaders League. ALTANA was distinguished, among over 150 competing law firms, for its entrepreneurial strategy and its managerial organization. This trophy rewarded the excellence, the reputation and the dynamism of the professionals of our firm, whose skills were recognized by the members of the jury. ALTANA dedicates this award as much to its teams as to its clients and partners, who chose to trust our firm and participate in our project.



Gold Award in the “Entrepreneurial Firm” category



THEY JOINED US

ALTANA continues its expansion and strengthens its teams, thereby implementing its policy of expertise enhancement and development of its activities in France and internationally.

The hiring of our laterals reflects ALTANA's strategy to offer its clients full support with strong added value in all areas of business law. Human qualities, open-mindedness and a strong entrepreneurial approach at the service of the clients are of the essence of these recruitments.

In October 2011, **Jean-Philippe Thibault** and his team joined to strengthen the distribution and competition law practice and accelerate the international development of the firm, with large American, Japanese and Korean groups as clients.

Jean L'Homme joined the public law department with a particular expertise and experience in public-private partnership projects, as well as banking and financial regulations.



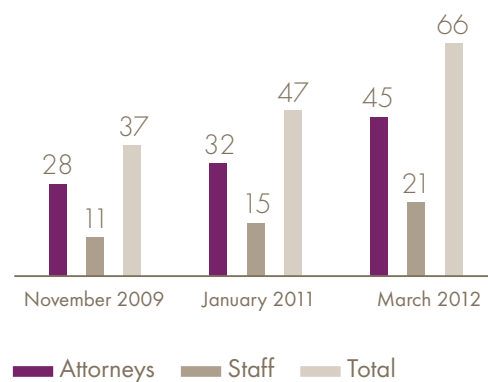
Jean L'Homme, Marianne Franjou and Jean-Philippe Thibault

The employment team recently welcomed **Marianne Franjou**. With her highly recognized skills in the prevention and resolution of economic difficulties clients may face, Marianne's arrival enables ALTANA to offer its clients a broader scope of services, not only in employment matters but also in cooperation with our restructuring practice.

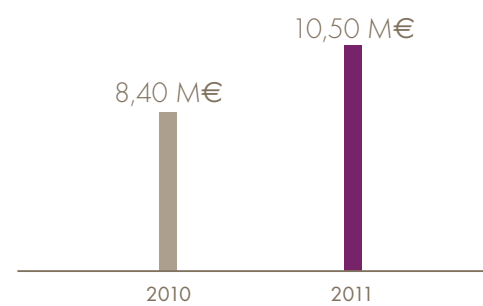
KEY FIGURES

THE FOLLOWING FIGURES ARE A GOOD ILLUSTRATION OF ALTANA'S GROWTH SINCE ITS CREATION:

Workforce



Revenue



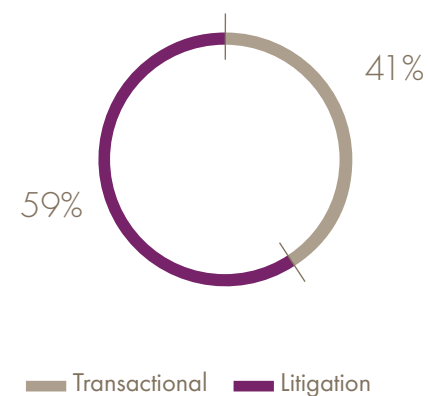
Activity 2011

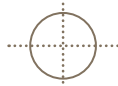
340 clients used our services,

80 new clients in 2011,

None of our clients represents more than 6% of total revenue.

Distribution between transactional and litigation practices





SELECTION OF REPRESENTATIVE MATTERS

SINCE ALTANA WAS CREATED, WE HAD THE OPPORTUNITY TO ADVISE AND REPRESENT OUR CLIENTS ON MANY TRANSACTIONS AND PIECES OF LITIGATION, SOME OF WHICH ARE PARTICULARLY SIGNIFICANT GIVEN THE AMOUNTS AT STAKE, THEIR COMPLEXITY OR THEIR INNOVATIVE CHARACTER:

Automotive:

- > represented a Japanese automotive equipment manufacturer in litigation arising out of a redundancy plan in France,
- > represented a worldwide leading American automotive equipment manufacturer, in the context of its entry into the European market, implementing an innovative distribution business model in partnership with partners/distributors.

Banking:

- > obtained a judgment rejecting a lawsuit filed by a municipality considering being deeply in debt further to several loans granted to it,

- > advised a major Irish financial institution on the restructuring of mortgage backed debt (portfolio of € 80 billion).

Construction and civil works:

- > obtained one of the very first judicial mediations conducted under the authority of an administrative court, following a dispute having arisen in the context of the implementation of a large scale civil engineering structure; the mediation provided a quick end to the litigation, to the contractor's full satisfaction,
- > advised a client on the merger of all its public construction activities in one single entity.

Consortium of industrial operators:

represented a claimant in an international ICC arbitration against another member of the consortium (damages claimed: € 100 million), concurrently with a lawsuit and court-ordered expert evaluation with the client (relating to the final completion and balance due on a contract of approximately € 230 million).

Rail:

represented a client in a piece of litigation following the delegated public rail transport service operator's suspension of the right

to use the client's new equipment (contract management and court-ordered expert valuation related to this litigation).

High-Tech:

amicable settlement of a dispute between a leading electronics group and a quasi-exclusive industrial subcontractor, with an agreement defining a new business model.

Retail:

advised and provided assistance in the implementation of a new wifi-based service.

Luxury Goods:

> preparation and follow-up of administrative authorizations necessary for the implementation of a data file destined to fight against counterfeiting (including hearings before the CNIL -French Commission for Data Protection and Liberties-),

- > advised on the acquisition of a French-based leader in the cosmetics business, with a broad international footprint, for a purchase price in excess of € 160 million.

Telecom:

represented one of the key wireless mobile phone operators in various proceedings relating to various

situations involving relay antennas (precautionary principle, administrative police, urban planning and community relations); for the same operator, obtained the rejection of a competitor's claim for indemnification, based on alleged network failures.

Public-Private Partnerships:

- > new Paris courthouse: advised a leading French construction operator which was awarded the project,
- > ISAE: advised the lenders of the consortium which was awarded the project,
- > Bordeaux municipality building: advised the lenders of the consortium which was awarded the project.

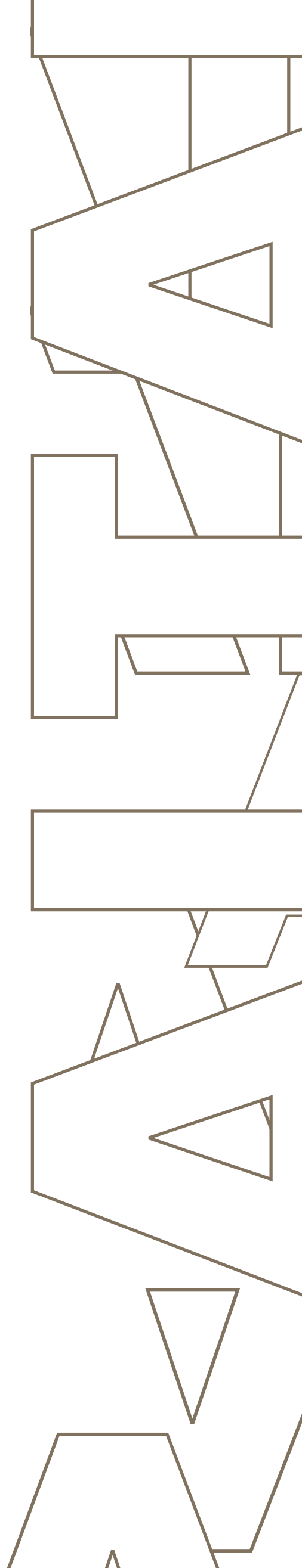
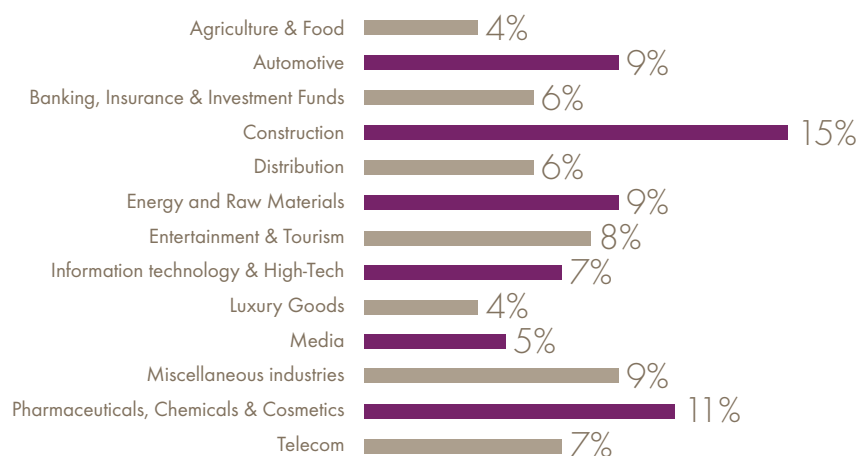
Financial Regulation:

several court proceedings arising out of the administration of several entities regulated by the French Monetary and Financial Code.

Agriculture & Food:

advised the purchaser of a company listed on the Alternext stock market, through a tender offer and the subsequent squeeze-out procedure, as well as on stock exchange related litigation.

Clients by sector



ALTANA, ONCE AGAIN A PARTNER OF SKIPPER JEAN-PIERRE DICK IN THE VICTORY OF SAILBOAT VIRBAC-PAPREC 3 ON THE JACQUES VABRE TRANSATLANTIC RACE



Jean-Pierre Dick and Jérémie Beyou

It is Jean-Pierre Dick's third victory in the classic double-handed transatlantic race, which gathers the best French and foreign ocean sailors.

On November 2, 2011, a fleet of 35 sailboats departed from Le Havre, France, towards Costa Rica on the coffee route.

On November 18, Jean-Pierre Dick and Jérémie Beyou won the transatlantic race aboard the Virbac-Paprec 3 after a 15-day, 18-hour, 15-minute and 54-second race, beating the previous record.

A third victory on this event and a second Barcelona World Race win for Jean-Pierre Dick, once again sponsored by ALTANA. The skipper thus

wins his fifth major race on the IMOCA circuit within 10 years. A feat!

With enthusiasm and passion, ALTANA joins in these races, the next of which is scheduled for November 2012.

Competitive sailing epitomizes the values that the partners of ALTANA placed at the heart of their entrepreneurial project: innovation, commitment to hard work, teamwork, shared goals.

They also bring their know-how, developed over many years, in the areas of sponsoring, intellectual property rights management and the implementation of large scale projects, especially sport events.



A LAW FIRM THAT FITS PERFECTLY IN ITS INTERNATIONAL ENVIRONMENT

ALTANA KEEPS GROWING INTERNATIONALLY

International arbitration, cross-border transactions and its wide range of foreign clients contribute to position ALTANA as a reputable player on the international scene.

The firm handles ICC, FED and ad hoc arbitrations, as well as European Development Fund arbitration in Africa. Our arbitration team represents the world leading construction companies as well as other clients with an industrial activity. Within two years, ALTANA has been involved in arbitration cases in 7 countries and on 3 continents with more than € 600 million at stake.

In the areas of mergers and acquisitions, restructuring and commercial law, ALTANA represents European, American and Asian headquartered groups in their cross-border acquisition, joint venture, restructuring and

investment transactions. In 2011, ALTANA notably advised a Spanish group in the acquisition of a French-based leader in the cosmetics business, with a broad international footprint, for a purchase price in excess of € 160 million.

In the field of distribution and competition law, ALTANA is the historical counsel of major European, American, Korean and Japanese groups that it advises on their investments in France. Our collaboration with the foreign headquarters legal departments keeps growing over the years.

ALTANA's strength is its capacity to propose a broad offer of services to its international clients, including practice areas such as intellectual property, information technology and labor law.

Each partner of ALTANA maintains close relationships with local "best friend" law firms in the main international business centers around the world. Thus, ALTANA can connect its clients anywhere they may need legal assistance, with highly skilled professionals who will best address their needs and satisfy their expectations.

ALTANA is also very active in several international legal organizations such as the International Bar Association (IBA), the International Trademark Association (INTA), Itech-Law and the International Association of Restructuring, Insolvency & Bankruptcy Professionals (INSOL).