

B'CENTENAIRE

The 200th anniversary of the Bolloré Group



1822



BOLLORÉ, **POWERED BY PEOPLE**



They are
the backbone of our Group. Our talented women and men **all over the world share the same strong values** and enable us to achieve our goals and our long-term vision.



TRANSPORT AND LOGISTICS



ELECTRICITY STORAGE AND SYSTEMS



COMMUNICATION



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Special Issue B'centenaire.

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Cyrille Bolloré
Chairman and Chief Executive
Officer of the Bolloré Group

*"We will hold onto
the visionary mindset
we have had for the
last two centuries"*

Dear Colleagues,

I have been Chairman and Chief Executive Officer of the Bolloré Group for three years now, and with the company for 15 years. I take immense pleasure in fulfilling the role that, for so long, I have been preparing for. I know the challenges and the joys that it brings and I am beginning to grasp the level of agility, modesty and endurance that it takes to be worthy of the title.

It's not easy to inherit a formidable flagship such as ours. It's not a small schooner – it's a mighty ship that has stood the test of time and has been forged and grown by the hard work of six generations. It's also a vessel in the throes of transformation, taking intricate and strategic turns. A vessel, that, in time, we will pass on to the eighth generation. And therein lies our challenge. It is our duty to put the next generation at the helm of a ship that is just as solid as that which has stood us, the seventh generation, in good stead to adapt to the winds of change and modern times.

If our Group has lasted for two centuries, it is, of course, thanks to a succession of bold captains, but also largely thanks to the women and men that have undertaken our projects, embraced innovation, believed in change, and put their heart and soul into achieving it. Our company has teetered on the brink more than once and was brought back from the edge each time by those who believed in it.

Today, I have no doubt about our ability to succeed together. I simply hope that we will hold onto the visionary mindset we have had for the last two centuries and that the forces will be in our favour and continue to guide us as we embark on the next stage of our journey.

Orifl

200 years of history



2007

Acquired JE-Bernard and brought out the free daily newspaper *Direct Matin Plus*.



2004

Acquired 20% ownership of Havas Developed Bluecar, a prototype electric vehicle fitted with Batscap batteries.



2002

IER bought out Automatic Systems and SDV acquired the Transport Commission activity from German group Geis.



2005

Direct 8 was launched.



1988

Bolloré Group acquired a stake in the Rivaud Group. SCAC takeover bid for Rhin-Rhône.



1981

Vincent and Michel-Yves Bolloré took over the family business (6th generation)



1822

Papeteries Bolloré paper mill founded near Quimper, on the banks of the River Odet.



1918

The OCB brand was created: Odet Cascadec Bolloré.



1986

SCAC takeover.



1991

Took over Delmas-Vieljeux. Merged with SCAC to create SDV (SCAC-Delmas Vieljeux).



1992

Coralma tobacco subsidiary was set up, owned 60% by Bolloré and 40% by SEITA.



1996

Rivaud Group takeover.



2010
Acquired the Virgin 17 digital TV station, renamed as Direct Star.



2009
Awarded the concession for the Cotonou container terminal in Benin and began operating the Pointe Noire port terminal in the Congo.



2011
Autolib car sharing service launched in Paris and 45 towns around Paris.



2013
Launched car sharing services Bluely in Lyon-Villeurbanne and Bluecub in Bordeaux.



2017
Vivendi fully consolidated on April 26, 2017.



2020
Acquired a 29.2% stake in Lagardère.



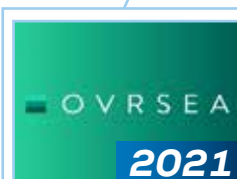
2000
Bolloré Energy took over SFDM, operator of the DMM (Donges-Melun-Metz) oil pipeline.



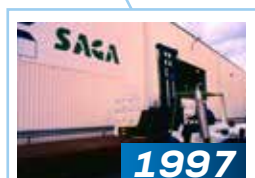
2015
Bolloré Transport & Logistics was created. Obtained port concessions for Kribi in the Cameroon, Dili in East Timor and Varreux in Haiti. Began partnership with PSA Peugeot Citroën to develop and market the E-Mehari.



2019
Inaugurated BlueHub, a new 50,000 m² logistics platform in Singapore. Vivendi acquired 100% of the capital of Editis.



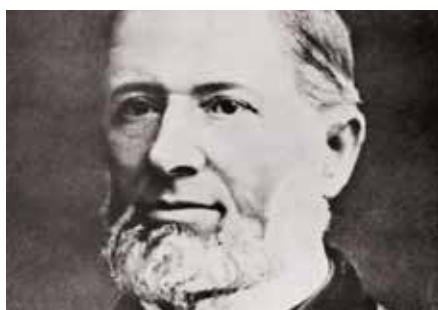
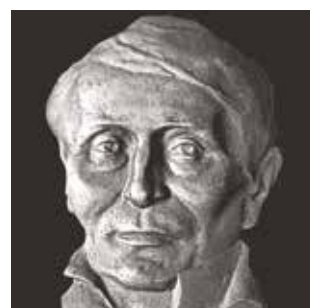
2021
Acquired Ovrsea and launched Green Terminal.



1997
Saga takeover.

This timeline largely focuses on the last 40 years of the group's development.

IN THE BEGINNING, THERE WAS **PAPER!**



In 1822, Jean Guillaume Bolloré and his brother-in-law Nicolas Le Marié laid the foundation stone of the paper mill they had designed and financed in Odet, Brittany. This is the event that marked the beginning of our Group's history.

The Bolloré family had an entrepreneurial spirit even before 1822. Before going into the paper business with his brother-in-law, Nicolas Le Marié, Jean Guillaume Bolloré had set up a very successful felt business in Quimper ten years earlier, in 1812.

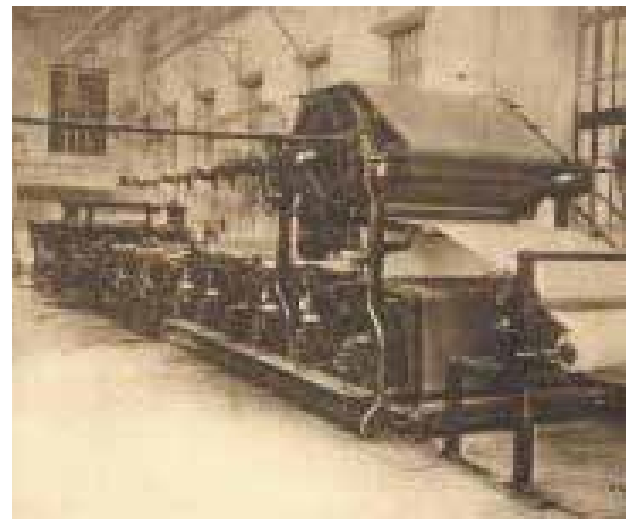
THE EARLY DAYS

Nicolas Le Marié and Jean Guillaume Bolloré set up a system for making paper with a drying technique on horizontal poles. Old rags were steeped in a vat, squeezed out by hand, then bleached with chalk and lye. By 1825, the mill had still not been completed and there were no permanent workers. The only source of water was a small millstream; the canal would only arrive half a century later. In 1834, the steeping system became automated.

In 1861, Jean René Marie Bolloré took over the reins of the company. He invested in new equipment and set about expanding the factory. He was a naval surgeon, and legend has it that he brought back the secrets of how to make thin paper from his many trips to the Chinese seas.

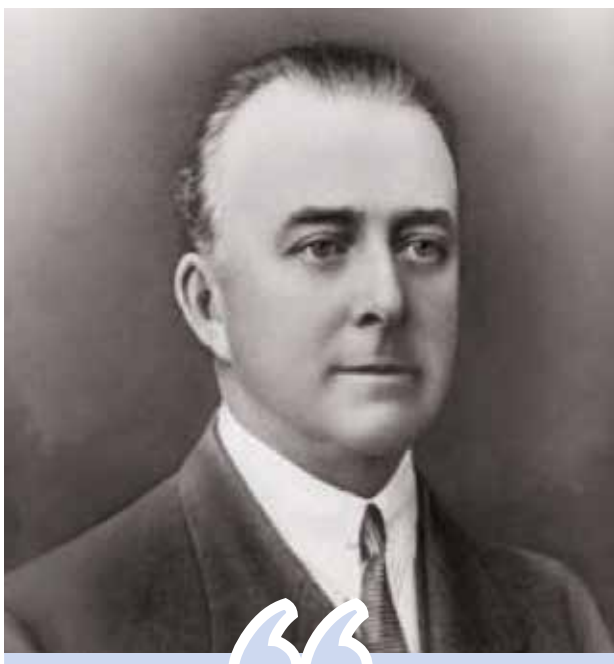


René Guillaume Bolloré took over from him in 1881. He is considered to be the second founder of the Papeteries de l'Odé, as he managed to turn the company around, uncover new opportunities, and optimise deliveries thanks to the new railway. The Papeteries evolved from heavy wrapping paper to wallpaper, bubble wrap, coloured silk paper and letterheads. Together with his brothers, they honed the production of thin paper and cigarette paper. From then on, that was the only type of paper they made, ranging from an ordinary version, to extra thin, and up to watermarked.



OVERSEAS OPPORTUNITIES

Upon René Guillaume's death in 1904, his twenty-year-old son René Bolloré took his place until 1935. He learned how to do all the jobs at the mill. In 1911, he married Marie Thubé, the daughter of a ship merchant from Nantes. Her father introduced the company to his prestigious contacts, which opened up opportunities in England and America. Prior to the First World War, the company started using a new paper machine. The workforce increased from 200 before the war to 1,200 workers in the 1920s, including those at the Papeteries de Troyes which the company had just bought. In 1917, they also bought the Cascadec paper mill in Scaër and built a hydroelectric plant there.



"The ship we launched a hundred years ago on 17 February 1822 is still afloat. She has survived fierce storms and made a long journey, but we must have confidence in her, because she has prevailed. Our past stands us in good stead for the future."

RENÉ BOLLORÉ

CENTENNIAL SPEECH



THE POST-WAR YEARS

After the war, the three brothers René (Chairman), Michel (Managing Director) and Gwen (Technical Director) revived the company. Manufacturing resumed in 1947, using coal, then fuel furnaces, and the mill was producing 1,800 tons of paper by 1948. In 1950, Bolloré bought the Papeteries de Champagne in Troyes, and shares in the Mauduit paper mill in 1954. Three machines continued to produce paper (carbon paper, tea bags, and bible paper for the "La Pléiade" collection of books). Next, they acquired the Braunstein paper mills – split as a 50% share with the Bardou family, the owners and makers of the JOB brand – and partnered with the American Schweitzer paper mills.

DID YOU KNOW ?

For many years, the Pléiade books that formed Gallimard's reputation as a publishing house were printed on paper made at the Bolloré factories. It was an extremely delicate "bible paper" weighing just 36 grams, made from cellulose and textile fibres. It took seven tons of paper to print 10,000 copies.

Around 1960-1962 the factories produced capacitor paper, which was soon replaced by the new technique of polypropylene film: a new building was built to house the machine used for this. In 1972, a new factory was built 200 metres from the paper mill to manufacture polypropylene film for capacitors.

THE 6TH GENERATION AT THE HELM

In 1981, Vincent Bolloré and his brother, Michel-Yves Bolloré took over the family-run OCB paper mill which specialised in bible paper and cigarette paper. They repositioned it to leverage the more prosperous market of tea bag paper, before moving into plastic films. Employees from the paper factories were taken on in new plants making plastic films; first for capacitors and then for packaging.

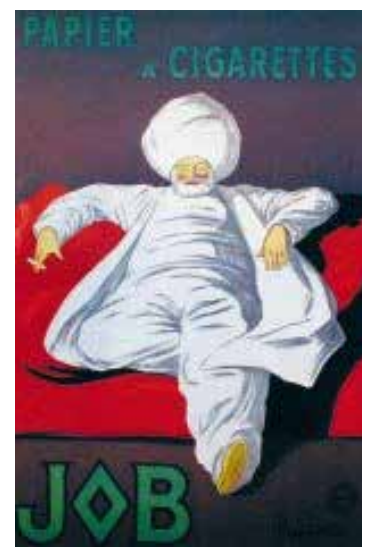
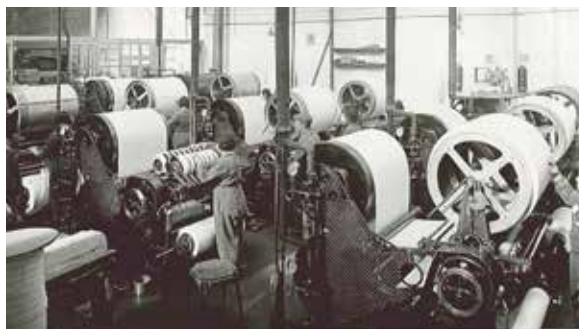
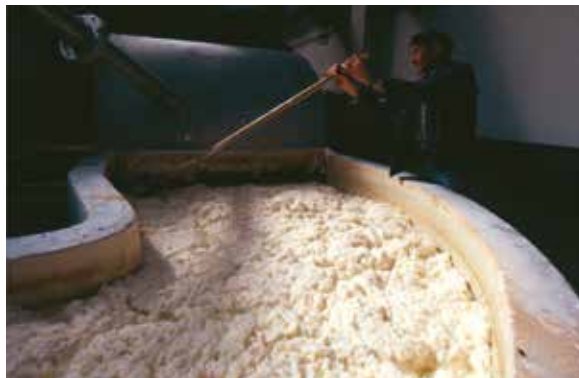
It is this line of business that later gave rise to the famous LMP® battery, which is still made in Brittany today.



LEADER IN ULTRATHIN SHRINK FILM

In 2022, the Plastic Films division is still based in Brittany. The Bolloré Group is a pioneer in ultrathin packaging and a world leader in extremely thin technical films. It designs innovative shrink wrap films to protect, preserve and display food products and consumer goods. All Bolloré films can be repurposed at the end of their life, either by recycling or through energy recovery.

FROM OCB TO TOBACCO



In 1962, one out of every six cigarettes in the world was rolled in French paper. The Bolloré paper mills produced the paper needed to wrap 340 billion cigarettes every year, which equates to about one-sixth of the world's consumption.

In 1893, the Cascadec mill in Scaër was turned into a factory to make ultrathin paper, which would later be used to manufacture cigarette rolling paper. In those days though, people chewed or snuffed tobacco or smoked a pipe. Cigarettes had not yet been invented.

OCB

It wasn't until 1918 that the OCB brand – which stands for Odet-Cascadec-Bolloré – came about. The brand for “people who like them well rolled” still exists today. It was taken over and developed by Mr Don Levin, the American distributor of the brand. OCB is still popular worldwide for the fineness of its rolling paper and it was the Bolloré Group's most famous product for almost a century. After buying out JOB in Perpignan in 1986 and taking control of Sofical, which produces cigarettes in Africa, the Group switched from cigarette paper to tobacco.



FROM PAPER TO TOBACCO

The Group's acquisition of SCAC and Sofical in 1986 opened the doors to Africa. At the time, cigarettes were a social status symbol there. After opening DDB, a tobacco blending facility in Dunkirk, the Group set up the Coralma company with SEITA in 1992. Coralma marketed Gauloises and Gitanes slim cigarettes, as well as Philip Morris, Rothmans and Reynolds.

On the cusp of the year 2000, Coralma International had 10 factories to its name. It was the largest cigarette manufacturer in French-speaking Africa and the Indian Ocean, with 12.5 billion cigarettes being produced there. In 2001, the group sold 75% of its company Tobaccor to the British group Imperial Tobacco.

DID YOU KNOW?

The first manufactured cigarettes appeared in Spain in the late 1820s. The first packets were sold under the name of cigarrillo or cigarrito, which came from the word cicada (cigale in French), in reference to the shape. As early as 1845, France established a public monopoly on cigarette manufacturing. It wasn't until the end of the 19th century - when industrial machines allowed the mass production of cigarettes - that smoking became democratized.

YEAR 2000: OUR GAMBLE ON **THE LMP BATTERY**



With the advent of the new millennium came the emergence of new constraints. The depletion of oil resources, constantly rising fuel costs, and growing atmospheric pollution provided grounds to develop alternative energy sources.

THE LMP® BATTERY

After 20 years of research, the Bolloré Group developed a technology that is the only one of its type in the world: the LMP® (Lithium Metal Polymer) battery. The Group started developing supercapacitors and LMP® battery technology in 2001, and is the sole owner of it. What makes it special is its entirely solid-state cell, which makes it safer than any others. The Bolloré Group has drawn on this expertise to develop solutions for the production, storage and smart use of electricity. These solutions are used in mobile applications, particularly for cars and buses.

THE BLUECAR

The Bluecar is a bubble-shaped car designed by engineer Philippe Guédon. It was first introduced in 2005. The Bolloré Group's 100% electric city car was developed in partnership with the famous Italian manufacturer Pininfarina, and was followed by a utility vehicle and a cabriolet version. It has proved its qualities through the car-sharing services rolled out by the Group across the world.



THE BLUEBUS

The Bluebus is currently available in 6m and 12m versions and is ideally suited to cities and suburban areas. It is now one of the leading manufacturers of 100% electric buses in France.



BLUEZONES

In June 2014, the Bolloré Group inaugurated its first Bluezone in Kaloum, in the Conakry region of Guinea. Bluezones are energy self-sufficient hubs that promote the well-being of the population. They offer a range of cultural and sports activities. Free internet connection appeals to many students and young entrepreneurs in coworking setups.



DID YOU KNOW ?

Blue Solutions currently employs more than 300 researchers, engineers and technicians who make these high-tech batteries at two manufacturing sites in Brittany and Canada.

REVOLUTIONISING TRANSPORT WITH **CARSHARING**



In 2011, four years after the Vélib' bike scheme, the Bolloré Group launched Autolib' in Paris, a self-service electric car sharing service. All the cars have an LMP® battery, designed and made by Blue Solutions.

BETTER FOR THE PLANET

The aim of this mini-revolution was to reduce congestion in Paris and limit air and noise pollution. The first users were delighted to have a new way of getting around in their daily life that was simple, affordable and easy to drive.

ROLLED OUT IN FRANCE AND ABROAD

On the back of Autolib's success in the Parisian region, Bluecarsharing continued to roll out its electric car-sharing services across France and in other countries.



BLUECUB

in Bordeaux (launched in January 2014)



BLUEINDY,

in Indianapolis (launched in September 2015)



BLUECITY

in London (launched second half of 2016)



BLUE LA

in Los Angeles (launched in 2017).



BLUE SG

in Singapore (launched in 2017).

These car sharing schemes ended in 2020. The Group is now focusing on aggregating data from the transport operators of vehicles powered by Blue Systems.



"Imagine towns without the noise of road traffic and without the smell of exhaust fumes."

VINCENT BOLLORÉ

DID YOU KNOW ?

After starting out with 250 cars and 250 stations in Paris, the service quickly grew to include 3,700 vehicles and more than 6,000 charging points at 1,100 stations by the end of 2015.

OPTIMISING FLOWS WITH **BLUE SYSTEMS**



Blue Systems, the Systems Division of the Bolloré Group, develops technologies and solutions used to manage flows and help to keep people and goods safe and secure.

In 1996, the Bolloré group took over Rivaud, which owned a very valuable asset: IER. It diversified from its original expertise in printing and now offers a broad panel of solutions for optimizing flows and ensuring the security of people and goods.

It has become a leader in the design, manufacture and marketing of solutions for air transport and public transport. With its EASIER brand, it offers a complete range of automated self-service solutions from check-in to boarding for passengers and public facilities.

Its Track & Trace range means that IER is also a global integrator of identification, traceability and mobility solutions for logistics, industry, transport and supply chain operators using barcode, RFID, voice, Wi-Fi and GPRS technologies.

SMARTMOBILITY

Thanks to its pioneering experience in electromobility (car sharing, electric shuttles, and charging stations), the Division has made a name for itself and its solutions in the smart mobility sector. It allows mobility and infrastructure data to be managed intelligently and in real time and guides its partners towards a more connected and more sustainable way of getting around. With Indestat, it provides cities and local authorities with solutions for electronic ticketing and parking control.

AUTOMATIC SYSTEMS

Another spearhead of the Division is Automatic Systems, world leader in the automation of secure entry control. This company designs and makes innovative, high-quality pedestrian and vehicle access control equipment for securing buildings, perimeter accesses and roadways around the world. More than 100 million users pass through Automatic Systems equipment every day. Blue Systems also encompasses the expertise of the Polyconseil teams who are specialised in innovation and digital transformation.



"The Bolloré Group's Systems Division is a hive of high technology and know-how for everything to do with security, flow management, solutions and consulting for smarter and more sustainable industries and cities."

MARIE BOLLORÉ

DID YOU KNOW ?

It was Polyconseil that designed the computer system used by Autolib', and they did it in less than a year. It was highly ambitious at the time, when there were no other car sharing services in the world.

STARTING OUT IN **TRANSPORT AND LOGISTICS**



Buying out SCAC in 1986 was the starting point for the Bolloré Group's journey into the transport sector. It's a story that has gathered substance over the years, through acquisitions and developments, taking on long-game challenges and always seeking out innovation.

STRATEGIC GROWTH

After growing the company with the acquisition of SCAC*, a Suez Group company specialised in shipping between France and Africa, the Bolloré Group got a foothold in shipping and handling in France and in Africa with Socopao. Socopao had been founded more than a hundred years earlier by the Fossorier grandparents of its current owners. To complete its shipping portfolio, Bolloré then bought the SNC (Société Caennaise de Navigation) maritime company in 1987, which subsequently used the ships belonging to Delmas-Vieljeux, who joined the Group in 1991. This setup allowed the transport commission and land operations networks in Africa to all be presented under one name: SDV.



CONSOLIDATION

At the end of 1996, the logistics group Saga, which had a strong presence in Africa, joined Bolloré. The Group continued to grow, selling off Delmas at the end of 2005 and acquiring various transport businesses such as OTAL, Geis and Bernard, and developing concessions for African ports, railways, and forwarding and logistics networks in North America, Asia-Pacific and the Middle East, to become Bolloré Transport & Logistics in 2015.



*Société commerciale d'affrètement et de combustible



"Our Group has been growing in the transport and logistics sector for 36 years. Our family ownership and financial independence mean that we can make long-term investments to create value for the Group, our employees and our shareholders."

CÉDRIC DE BAILLIENCOURT

DID YOU KNOW ?

When it was taken over in 1986, SCAC had 9,000 employees and a turnover of nearly €1 billion.

At the end of 2020, Bolloré Transport & Logistics counted 35,000 employees and generated revenues of more than €7,7 billion.

BRANCHING OUT INTO **RAILWAYS**



The Bolloré Group operates three rail concessions in Africa: Camrail, Sitarail and Benirail. It also initiated the Ecole Supérieure des Métiers Ferroviaires higher education institute for railway careers in Côte d'Ivoire.

SITARAIL

It took almost half a century, from 1905 to 1954, to build the 1,260 km of railway between Abidjan and Ouagadougou. Up until 1989, the corridor was managed by a bi-national organisation, the Abidjan-Niger Railway Company (RAN). In 1989, Burkina Faso and Côte d'Ivoire decided to part ways and RAN was split into two separate entities: the Société Ivoirienne des Chemins de Fer and the Société des Chemins de Fer du Burkina. The separation was a failure and the network's operations were ultimately reunified and handed over to the private sector as a concession. And so Sitarail was born. The company has been part of the Bolloré Group since 1995, and deals with the transportation of goods: hydrocarbons, fertilizers, cement, plastic utensils, etc. Traffic has increased steadily, with an average of one million tons being transported each year.

TRAINING CENTRE: THE EXAMPLE OF ESMF

In 2016, Sitarail created a higher education apprenticeship facility, the ESMF (Ecole Supérieure des Métiers Ferroviaires), as a way to train students in the various rail professions while gaining hands-on experience. The school trains students to work in jobs such as operations, equipment, traction, tracks and infrastructures. The ESMF has 23 teachers and is headed by national railway workers and university professors. 137 students have been trained since the school opened, with a success rate of 95%. The school provides Sitarail with a substantial talent pool to ensure its continuity and which brings new blood into the company every year.

CAMRAIL

In 1947 the State of Cameroon created the Cameroon National Railway Company (Regifercam), which operates the country's entire railway network. In the 1990s, the national company ended up in dire straits and was dissolved in March 1999. In April of the same year, the Bolloré Group began operating the rail concession linking Douala, the economic capital of Cameroon, to Ngaoundéré via the political capital Yaoundé, using Camrail, a subsidiary of Bolloré Railways. The company resulted from the Cameroon railway concession initiated by the Cameroon government as part of its economic recovery programme at the time. Today, Camrail operates on more than 1,000 km of railways, carries 700 000 passengers, and transports 1.6 million tons of freight per year.



"Bolloré Railways benefits from the unique know-how of 3,500 railway workers, virtually all from the local population, who organise the life of genuine national ecosystems made up of hundreds of subcontractors and tens of thousands of people."

ÉRIC MELET

INVESTING IN **PORT INFRASTRUCTURE**



The Bolloré Group made the visionary move of positioning itself in emerging countries. After obtaining its first concession in 2004 (Abidjan Terminal), the Group rapidly demonstrated its expertise in all aspects of commercial port activities.

Abidjan Terminal, a container terminal in Côte d'Ivoire, was the Bolloré Group's first port concession. It was a key asset in the economic and social development of several countries.

SWIFT EXPANSION

Twenty years later, the Group operates 21 port concessions, mainly in Africa (including Congo, Benin and Guinea Conakry) but also in emerging countries such as Haiti, Timor Leste and India. Every year, the Ports division invests in buildings and enhancements for the port infrastructures it operates, for the benefit of its ship-owner, import and export clients.

A COMMITMENT THAT DELIVERS RESULTS:

- ◆ **Meridian Port Services (MPS) in Ghana:** A conservation scheme for marine turtles has been introduced. All our buildings were awarded EDGE certification in 2019. 1st terminal to be granted Green Terminal label.
- ◆ **Owendo Terminal (OCT) in Gabon:** Electricity installed at facilities. Between 2018 and 2019, carbon intensity cut by 33% for each container handled.
- ◆ **Timor Ports in East Timor:** Deep water activities in Tibar Bay will get underway in 2022. Compensatory measures have been taken in the constructed area to restore a mangrove sector and preserve marine life.
- ◆ **Conakry Terminal:** Obtained Green Terminal label in November 2021 following an audit by Bureau Veritas.

INVESTING IN A GREENER ENVIRONMENT

ESG matters quickly became a core factor in the management of our port concessions. As well as cutting greenhouse gas emissions, protecting nature, and building eco-

logical buildings, we created the Green Terminal label that is specific to Bolloré Ports.



"By integrating environmental, social and governance (ESG) criteria into our development strategy, our intention is to invest better and sustainably while delivering financial performance and impact for our stakeholders."

PHILIPPE LABONNE

DID YOU KNOW ?

For each new construction or renovation project, 10% of the total budget is allocated to the environment.

35 YEARS OF **OIL EXPERTISE**



Bolloré Energy, the leading independent distributor of oil products in France, came about when SCAC and Rhin-Rhône merged in the late 1980s. It is one of the Bolloré Group's oldest subsidiaries.

A MAJOR PLAYER IN OIL DISTRIBUTION AND LOGISTICS

Bolloré Energy enjoys synergies between its two fields of expertise. On one side, its oil logistics in France and Europe: it has a storage capacity of 1,2 million m³ at 23 wholly- or partly-owned depots. On the other, the distribution of domestic heating oil, diesel and non-road diesel fuel and biofuels, with 125 branches and depots in France, Switzerland and Germany.

COMMITTED TO ENERGY TRANSITION

Bolloré Energy is a pioneer in "green fuel", and has diversified its product range to include cleaner alternatives such as Koolza and biofuel. From 2022, Bolloré Energy will supply F30 bio-diesel containing 30% biofuel, which is less polluting than natural gas.

1988

Acquired de Rhin-Rhône.

2000

Takeover of **SFDM** (Société Française Donges Metz) which operates the DMM oil pipeline. Acquired 20% of the **Dépôt Pétrolier de Lorient**.

2001

Takeover of the **CICA** oil company in Switzerland.

2002

BP Fioul Services: Acquired part of BP's domestic heating oil distribution in southern and central France.
Shell Direct: Acquired part of Shell's domestic heating oil distribution in northern France.

2009

TAR Zurich: CICA acquired the canton of Zurich's shares in the TAR depot.

2011

LCN - Les Combustibles de Normandie: Acquired 49% of oil distributor LCN, then acquired the remaining 51% in 2014.

2013

Acquired **Petroplus Marketing France**.

2017

DRPC was founded (Dépôt Rouen Petit Couronne).



"We have an essential role to play in today's energy transition. Since 2018, we have been focusing on diversifying our product line to offer our customers cleaner alternatives. Biofioul, Koolza and Izipure are the latest solutions we have developed to significantly reduce CO₂ emissions into the atmosphere and protect the environment."

HAKIM BRITEL

FOCUS ON:

DRPC

The Dépôt Rouen Petit Couronne (DRPC) was founded in 2017, when the former Petit-Couronne refinery storage yard was reconverted. With a storage capacity of 720 km³, this joint venture between Bolloré Energy (70%) and Total (30%) represents a huge move for the region of Normandy and a strategic asset for the Ile de France region and its airports.

AROUND THE WORLD WITH OUR **GREEN HUBS**



The traditional role of a freight forwarding agent has been transformed many times over since SCAC was created in 1986. To deliver what our clients need, Bolloré Logistics has become a global supply chain player and has invested in the sustainable construction of hubs around the world.

SUSTAINABLE LOGISTICS

In our bid to tackle environmental issues, Bolloré has stepped up its strategy for sustainable real estate. Since 2018, all our new constructions across the world are built to environmental certification criteria, no matter how big or small they are.

1 Our Roissy CDG hub, the first air hub in France. It opened in 2016 and was built to stringent environmental criteria to limit the environmental impact of our activities as much as possible.

2 Our multi-modal hub in Le Havre, the largest maritime hub in France. CSR considerations have been built-in, with facilities designed to cut costs and CO₂, energy management, preservation of water resources and natural areas, and adapted means of transport.

3 Our Blue Hub in Singapore opened in 2019 and features green solutions that help to cut CO₂ levels by 100 tons per year. It is equipped with an advanced energy management system that uses the Internet of Things (IoT) for predictive analytics and an intelligent light control system.

4 Our hub in Miami opened in 2017. The building is LEED Gold certified: non-toxic building materials, LED lights to save energy on indoor lighting, and designated parking spaces for low-emission and fuel-efficient vehicles.

5 Our Aerohub in Abidjan opened in 2019 enables sustainable logistics in West Africa. It features innovative systems such as a low-energy LED lighting system with motion sensors and a rainwater reservoir.



"Bolloré Logistics is determined to go even further in its commitments in favour of the environment. We are going to implement an action plan to preserve the ecosystems in our industrial sites and reduce the impact of our business activities as well as those of our clients and suppliers by 2025."

THIERRY EHRENBÖGEN

DID YOU KNOW ?

Our Melbourne warehouse is known as one of the most environmentally friendly warehouses in Australia. It has a 5 Star Green Star rating for Australian Excellence, the country's certification standard for green buildings. It uses natural light and solar heating to considerably reduce the need for fossil fuels.

MAKING NEWS IN **THE MEDIA**



In the 2000s, the Bolloré Group branched out into the media. It created the French TV station Direct 8 in 2005 and the *Direct Matin* newspaper in 2007. That was the start of the Group's adventure in the world of media.



STARTING OUT ON DTT...

Founded on 24 July 2001, Direct 8 officially hit the airwaves on 31 March 2005 with the arrival of the digital terrestrial television network in France. The station took the plucky move of broadcasting live programmes 16 hours a day. The format was altered in 2008, when the station introduced adverts, started making new programmes, and began to air fiction series and sports events.

MOVING OVER TO CANAL+

In September 2012, Direct 8 became D8 when the Direct 8 and Direct Star channels were bought by the Canal+ group. The new station went live on 7 October 2012. Four years later, more station name changes were in store: D8 was renamed C8, D17 became CStar and iTÉLÉ took on the name CNews. Audiences have continued to grow every year; in 2021 C8 was the 9th most watched channel in France.

DID YOU KNOW?

Direct 8 had a mascot when it started: it was a blue bird called Tuih-Tuih.



FROM MATINPLUS TO CNEWS: A SUCCESS STORY

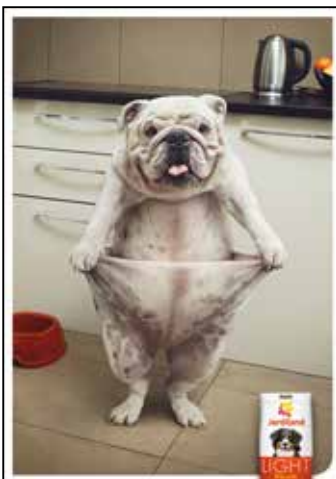
The Bolloré Group brought out its first free daily newspaper in 2007 under the name of *MatinPlus*. It had a circulation of 900,000 copies and was distributed in big cities. Its name was changed several times before it became *CNews* in 2017. Its semi-Berliner size made it instantly recognisable and it contained 16 pages split into themed sections covering the leading news stories. The final issue of the daily paper was number 2,632, published on 29 November 2021, marking the end of an era that lasted almost 15 years.



CNEWS

Formerly known as iTélé and accessible mainly on the digital terrestrial TV network except in Overseas France, CNews is a French national 24-hour news channel. When it began, it brought with it a new programme schedule. The *Face à l'Info* news programme took to the air in 2019 and was a resounding success. The station continues to grow and in 2021 it became the second most watched news channel in France.

HAVAS, A PASSION FOR COMMUNICATION



Havas was created in 1835. The company started off as a press agency before venturing into advertising a few years later, and subsequently branched out into the press, publishing and television. It underwent a reshuffle in 2005 when it joined the Bolloré Group and then became part of Vivendi.

Havas is one of the largest communications groups in the world. Founded in Paris in 1835, the Havas Group now has 20,000 employees in more than 100 countries and three business units covering all types of communication activities: creative, media, health and wellness. It has been fully owned by Vivendi since the end of 2017.



CREATION

Havas's network of agencies are home to some of the most well-known creatives in the industry, as well as experts in strategy, public relations, marketing, and more. The Creative division is made up of various entities including Havas Creative, Havas CX and Havas Edge.

MEDIA

The media activity includes two global brands: Havas Media and Arena Media. They employ over 10,000 specialists in 144 countries and can provide a unique global solution to the media planning and buying market.



HEALTH & WELLNESS

Havas Health & You counts more than 200 Havas Group health agencies around the world. This network of brands strives to create and innovate while making a positive impact on public health.

THE HAVAS VILLAGE MODEL

Havas has chosen to bring together the world's best communications talent under one roof. The result is the Havas Village concept, a place where teams can work in synergy.



"At Havas, we choose meaningful content. That's what makes us stand out. Integrating Havas into the Vivendi group reflects our desire to create a global leader in media, content and communications."

YANNICK BOLLORÉ

DID YOU KNOW?

There are currently more than 60 Havas Villages in the world. Each village is unique, but they all share the same ethos: working in an integrated and collaborative way.

VIVENDI, CULTURE IN ALL ITS **DIVERSITY**



The Group's successful foray into media in 2005 and the Havas takeover gradually led to a greater diversification in media and communication. The consolidation of Vivendi in 2017 marked a major turning point.

After selling the Direct 8 and Direct Star TV stations to Canal+, the Bolloré Group became the largest stakeholder in Vivendi in 2012.

In 2021, Vivendi successfully completed the IPO of Universal Music Group (UMG), the world leader in music, of which the Group remains a shareholder.

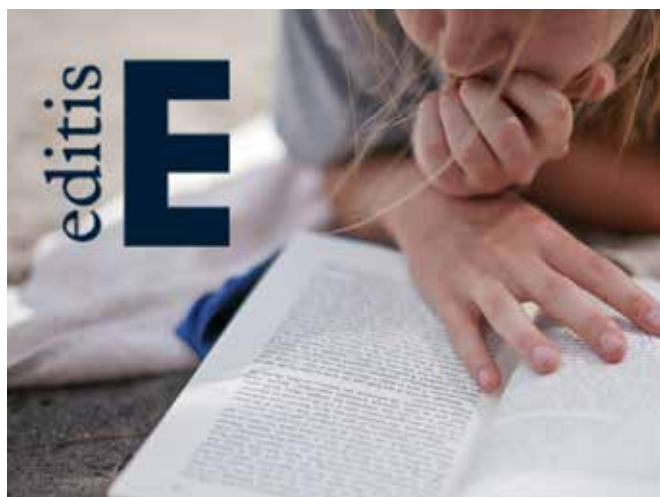
CANAL +

Canal+ is the jewel in Vivendi's crown. It broadcasts the Canal+ channels as well as theme channels and distributes them as part of its paid TV offering. It is also a major player in the production and distribution of films, with Studiocanal.

EDITIS

Acquired by Vivendi in February 2019, Editis is now France's second-largest publishing group, overseeing nearly 50 prestigious publishing houses (Nathan, Robert Laffont, Julliard, Plon). The group is involved at every stage of the book value chain and publishes almost 4,000 new works each year.

The Group is also a major shareholder in Lagardère.



VIVENDI VILLAGE

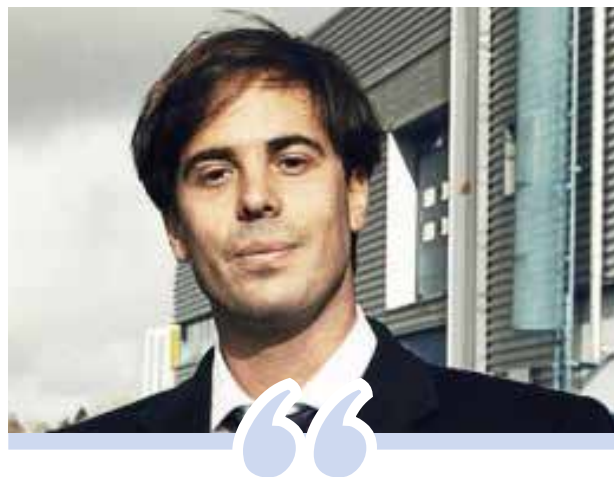
Set up in 2015 by Vivendi, the Vivendi Village includes ten entities including the Olympia concert hall, Olympia Productions, and e-ticket specialist See Tickets.

DAILYMOTION

In 2017, Vivendi acquired Dailymotion, a French company created in 2005. Their online video platform offers good quality videos produced by professional editors. It draws in more than 350 million internet users around the world every month with its news, entertainment and music content.

GAMELOFT

Under the guidance of Sébastien Bolloré, the Group invested in Bigben, then in Ubisoft and Gameloft under the umbrella of Vivendi, before anybody else had discovered their value. And though Vivendi has since sold its stake in Ubisoft, it picked up a phenomenal capital gain of over €1 billion in doing so. Gameloft, founded in 1999, is one of the world leaders in mobile video games and was bought out by Vivendi in 2016. It currently has 3,600 employees at 18 studios around the world. It has a broad catalogue that covers all genres, including consumer games, action games, and sports games. Every day, 2.5 million Gameloft games are downloaded in over 100 countries.



"We've been investing in video games since 2009. It's a market of two billion players, worth \$300 billion in 2021."

SÉBASTIEN BOLLORÉ

VIVENDI IN AFRICA

In 2014, Vivendi set itself the goal of building a major global content, media and communication group. The group has several subsidiaries in Africa: Canal+, CanalOlympia, Vivendi Sports, GVA, Universal Music Africa and Havas.

TELEVISION

Canal+ brings programmes centred around African talent to nearly six million subscribers on the continent. It has an ambitious strategy for acquiring sports rights and for purchasing and co-producing of African films.



COMMUNICATION

Havas Africa is a communications agency that has 24 branches on the continent. It helps brands developing creative strategies for concepts suited to African markets and audiences. It also produces content strategies for a storytelling that resonates, and uses its expertise and data to design media strategies.

Vivendi Sports is a sports event consultancy in Africa that brings its planning and organisation expertise to major sports competitions across the continent. The agency will be helping to organise the Africa Cup of Nations in Côte d'Ivoire in 2023.



ENTERTAINMENT

CanalOlympia is a concert hall, event arena, and film projection venue. It facilitates access to culture and entertainment in Africa. Vivendi has built and opened 18 cinemas in 12 African countries since 2017.





MUSIC

Universal Music Africa is the African subsidiary of Universal Music Group. It is specialised in 4 areas: label records (physical and digital production and distribution), publishing (collection and remuneration of copyrights), branding (forming new relationships between music, fans and brands) and live shows & events (production and distribution of concerts). It also launched the UMA Academy, a programme to develop future music talent, in November 2021.

TELECOM

Group Vivendi Africa has been present in seven African countries (Congo, DRC, Gabon, Togo, Rwanda, Burkina Faso and Côte d'Ivoire) since 2017. GVA deploys the Vivendi Group's experience and expertise to connect people and businesses in Africa by means of fibre optics. By 2020, more than half a million homes and businesses were covered by GVA's fibre-to-the-home (FTTH) network in Africa.



DID YOU KNOW ?

GVA is a vertically integrated internet operator that has internalised the highest value-added expertise in the design and construction of its 100% fibre optic networks: geomarketing research, passive network design and deployment, and the construction and management of its active infrastructures etc.

VINEYARDS AND **FARMLANDS**



When it took over the Rivaud Group, the Bolloré Group inherited various plantations all over the world. What remains from those times gone by is a keen penchant for farming.

DOMAINE DE LA CROIX

After a golden era in the early 20th century, this wine estate based in La Croix Valmer in the Var, South of France, began to flounder. It was restored to its former glory, however, when it was taken over by the Bolloré Group in 2001.

The vineyard sits on 110 hectares of a unique terroir which produces distinguished and elegant wines that are excellent ambassadors for the Côtes de Provence appellation.

The vineyard implements the practices required for France's High Environmental Value certification (HVE) to the highest standards. The vines are worked using a mixed system of both grassed and ploughed rows.

The estate produces a range of red, white and rosé wines ranging from crisp and quaffable to indulgent and complex. Each colour is available in three vintages: Irrésistible, Eloge and Bastide Blanche. And an exclusive rosé has recently been added to the collection, named Empereur.



FOCUS ON:

AMERICAN FARMS

The Group owns 3,300 hectares across three farms in Georgia and in Florida, and in 2020 finished planting more than 3 million olive trees on 1,550 hectares of tube-irrigated land. Redlands is the biggest vertically-integrated direct operated olive farm in the United States.



"To address new environmental challenges, Domaine de la Croix has adapted to limit the impact of wine growing on the environment."

DIANE NUBLAT

PLANTATION SHAREHOLDINGS

After becoming a shareholder of Rivaud in 1988, the Bolloré Group acquired a stake in Socfin S.A. in 1991. Today Bolloré is a minor shareholder of Socfin, which manages more than 200,000 hectares of plantations around the world. Thanks to its responsible tropical agriculture, expertise and knowledge of the sector, the company is very active in the development and management of oil palm and rubber tree plantations.



200 YEARS OF **SOLIDARITY**



Solidarity is not only one of the Bolloré Group's key values,
it is a concrete commitment that translates into acts of generosity
throughout the world.

From Renée Bolloré building the Keranna housing estate in 1917, to Earthtalent and our Group's Fondation de la 2e Chance, generosity is in the Bolloré Group's DNA.

"GIVING BACK A LITTLE OF WHAT WE HAVE BEEN FORTUNATE ENOUGH TO RECEIVE"

It was René Bolloré who set the tone in 1917 by building the first workers' housing estate in the French department of Finistère to accommodate the families of the workers at the Cascadec factory. In 1998, Vincent Bolloré created the Fondation de la 2e Chance (second-chance foundation), to help people who encounter hardship due to life events but are determined to get back on track. In 20 years, this foundation has helped more than 8,000 people in very precarious situations to rebuild their lives. The foundation is now chaired by his daughter, Marie Bolloré.

The Foyer Jean Bosco offers 160 rooms for students, young patients and the elderly.

It strives to empower young people to gain their independence. This deep running commitment to pulling together and helping each other out is reflected, among other things, in the Earthtalent by Bolloré programme, which rolls out the Group's generosity initiatives in the countries where it operates. The main focus of the programme in recent years has been youth empowerment. The goal is to support projects that empower young people and have a significant social impact, both for the younger generation and for local communities. In 2020, 369 high social impact projects were conducted in 50 countries.

MARATHON DAY: A COMMUNITY OF COMMITTED EMPLOYEES!

Over the years, Marathon Day has become a fun and meaningful event for our employees around the world. Every September, thousands of Group employees gather on the same day at the same time to walk, run or dance together. The more people take part, the more kilometres

they cover, and the more money is donated to local charities. They broke the record during the sixth edition in 2021, with 337,212 kilometres!



FOCUS ON:

THE FONDATION DE LA 2^E CHANCE

Its mission: to offer a helping hand to people facing life's challenges, by providing human and financial support for their entrepreneurial or job retraining ventures.



"Since 2008, Earthtalent by Bolloré has been supervising humanitarian and development aid projects that are concrete and impactful for young generations."

DOROTHÉE VAN DER CRUYSEN

All united through shared values

BOLLORE

The Bolloré Group is built on the commitment and loyalty of its employees around the world, the talented women and men who make a difference. Our sustainable performance is based on strong values that serve shared objectives and a long-term vision.



Humility

Respectful of others, we are grateful for each and everyone's contribution



Excellence

Demanding the best for our customers, we are constantly improving



Courage

Resilient, we move forward with boldness to meet our challenges



Agility & Innovation

Attentive to changes, we know how to adapt and dare to create value



Solidarity

Responsible and committed, we contribute to the development of the communities around us

Transportation and logistics



Communications



Electricity storage and systems

