



BOLLORE
TRANSPORT & LOGISTICS



CORPORATE PRESENTATION



01

BOLLORE

Our parent company, a family group

01

THE BOLLORÉ GROUP

A family group with a long-term strategy



Founded in 1822, the Bolloré Group is one of the **500** largest companies in the world. It has been **led since March 2019** by **Cyrille Bolloré**, the seventh generation of the Bolloré family.

A listed company owned and majority controlled by the Bolloré family. The Bolloré Group has always stood apart through its pioneering strategy.

It boasts strong positions in its three businesses:

transport and logistics; media and communication; and electricity storage solutions.

With the stability of its shareholder structure, the Group is able to adopt an ambitious and long-term investment strategy.

KEY FIGURES

€1,563bn

Net income 2020

€2,043bn

EBITDA 2020

€24,109bn

Revenue 2020

More than

79,000 employees

in

130 countries

02

HISTORY

of the Bolloré Group

▼ 1822

Founding of “**Papeteries Bolloré**”, specialised in fine paper

▼ 1986 - 2000

Diversification of the Group’s business activities with a series of acquisitions in **the transport and logistics sector**

▼ since 2010

Development of **electricity storage solutions and mobile and stationary applications**. **The Group becomes the leading shareholder in Vivendi**, an integrated industrial group in content, media and communication

▲ 1981

Vincent Bolloré buys back the family business. Development of the **plastic film business** which later leads the group to supercapacities and **electric batteries**

▲ 2000 - 2010

Disposal of non-strategic businesses: cigarettes (2001), shipping (2006) and fine paper (2009).

Diversification in the media and communication sectors: Havas Télévision
Digital terrestrial and free dailies

▲ 2019

Cyrille Bolloré is appointed **Chairman and CEO of the Bolloré Group.**

REVENUE

€50m

in 1984

€7bn

Since 2010

03

THE BOLLORÉ GROUP'S THREE KEY BUSINESSES

A group diversified in 3 sectors

01

TRANSPORT AND LOGISTICS

One of the world's leading transport and logistics groups

- › The transport & logistics leader in Africa
Port and railway operator
- › #1 in France and #5 in logistics in Europe
- › A major player in oil-product logistics and distribution in France and Europe.



02

MEDIA AND COMMUNICATION

An integrated industrial group in content, media and communication

- › Vivendi is present across the entire value chain, from talent-spotting to the creation, publishing and distribution of content.

03

ELECTRICITY STORAGE AND SYSTEMS

Brittany

- › Production of LMP batteries* and clean transport solutions, marketing of energy storage solutions and production of plastic films.

Blue Systems

- › Solutions and equipment for optimising flows of people, materials and data.

SHAREHOLDING



MEDIOBANCA



valloirec

obigben

TIM

Spotify

MEDIASET

Telefonica



02

BOLLORÉ TRANSPORT & LOGISTICS

Grouping all the transport and logistics businesses



01

BOLLORE TRANSPORT & LOGISTICS

One brand, four Business Units



02

BOLLORÉ TRANSPORT & LOGISTICS

4 Business Units



GLOBAL PORT OPERATOR

- › Operator of 21 port concessions worldwide
- › No. 1 port concession operator in Africa
- › 85 shipping agencies around the world



A MAJOR PLAYER IN INTERNATIONAL TRANSPORT AND LOGISTICS

- › An integrated network on the 5 continents: Americas, Europe, Africa, Middle East and Asia-Pacific.
- › Services: multimodal transport, customs and regulatory compliance, contractual logistics, supply chain, industrial projects.



OPERATOR OF THREE RAIL CONCESSIONS IN AFRICA

- › Sitarail: Côte d'Ivoire – Burkina Faso
- › Camrail: Cameroon
- › Benirail: Benin - Niger



A MAJOR PLAYER IN OIL-PRODUCT LOGISTICS AND DISTRIBUTION

- › 2.1 million m³ oil-product storage capacity
- › No. 1 independent distributor of domestic heating oil and biofuel in France

03

A GLOBAL FOOTPRINT

35,000 employees in 109 countries

KEY FIGURES

109

countries

5

continents

35,000

employees

€7.7bn

Revenue 2020



04

DRIVING THE LOGISTICS TRANSFORMATION IN AFRICA

LEADING INTEGRATED LOGISTICS NETWORK

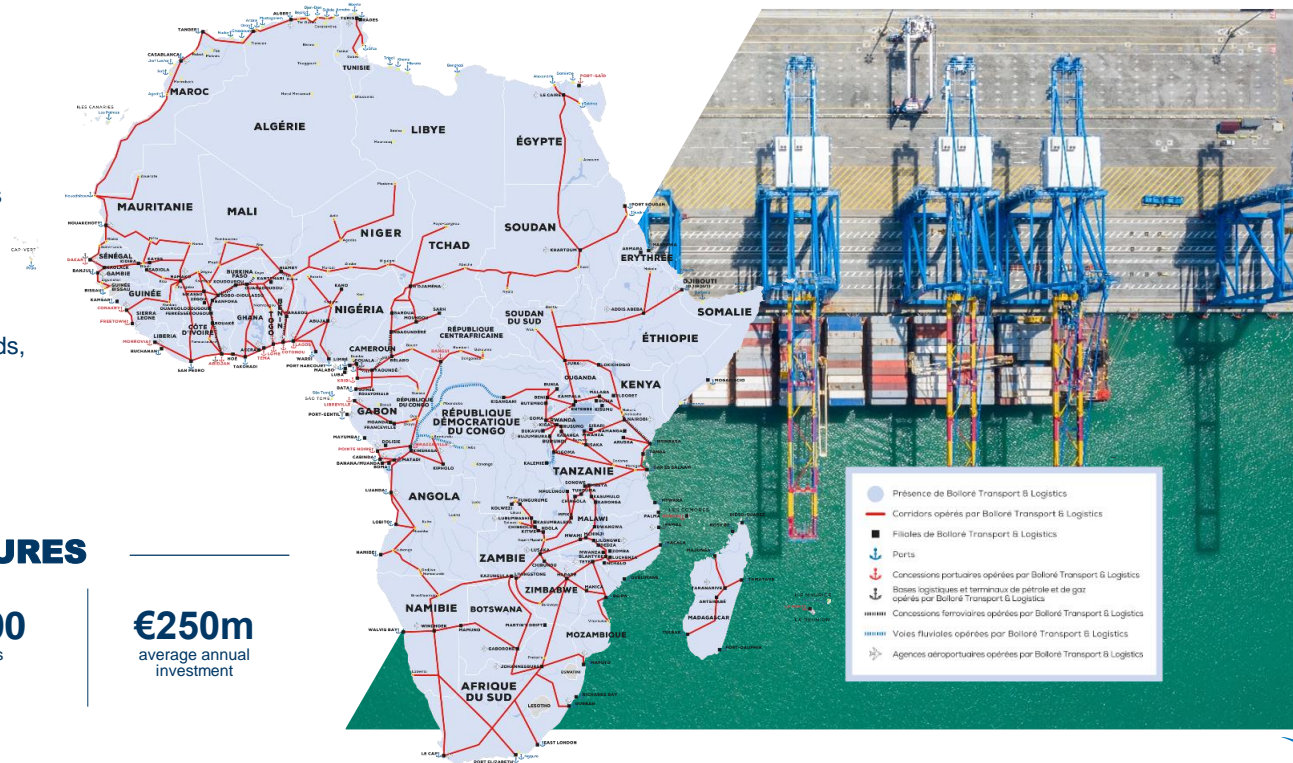
Bolloré Transport & Logistics provides its local and international customers with an **integrated logistics network that is unique in Africa** and a range of turnkey services for importing and exporting goods, even in the most remote regions.

KEY FIGURES

250
subsidiaries

20,600
employees

€250m
average annual
investment



05

35,000 EMPLOYEES

Driven by the same values



HUMILITY



EXCELLENCE



COURAGE



SOLIDARITY



AGILITY AND
INNOVATION

90%

Permanent
contracts

41

average age

OUR ETHICAL COMMITMENT

Ethics is everyone's business



The success of Bolloré Transport & Logistics is based on **the men and women** who uphold our values. They are central to our ethics. We conduct our business in full respect of stakeholders and international rules to make lasting progress together.



OUR ETHICS DEFINES WHO WE ARE AND IS REFLECTED IN OUR ACTIONS:

- › We respect human rights.
- › We respect the rules of free competition.
- › We fight against corruption.
- › We comply with international sanctions.
- › We ensure a work environment free of physical and psychological threats.
- › We limit and control our impact on the environment.
- › We ensure equal opportunities for all.



**THESE RULES APPLY TO ALL
BOLLORÉ TRANSPORT & LOGISTICS EMPLOYEES AND ALSO TO
OUR BUSINESS PARTNERS WORLDWIDE.**

07

OUR SUSTAINABLE STRATEGY

Based on 4 key focuses

KEY FIGURES

815

philanthropy projects backed by the Bolloré Group worldwide

+11%

of hazardous waste recovered or recycled

90%

of employees trained on the fight against corruption

€185m

invested by the Bolloré Group in research and development



Acting

with integrity in the conduct of our business and promote human rights

Pursuing

in the long term to the development of regions.



Uniting

and protect men and women, the company's greatest strength.

Innovating

to address major environmental challenges.





For ten years, the **EarthTalent by Bolloré** programme has intervened in urgent humanitarian situations and supported local initiatives on education and the empowerment of young people.

The programme has a significant social impact thanks to the involvement of the subsidiaries and employees. **Nearly €2 million** are invested every year in initiatives led by organisations.

KEY FIGURES

Nearly
€2m
invested every year in
solidarity projects

8%
of donations go to
humanitarian emergencies

Nearly
60
solidarity initiatives carried
out every year on the
initiative of countries

07

MARATHON DAY

The solidarity event of our employees



Every year, the teams mobilise around the world to **walk or run five kilometres** on the same day at the same time. For each registration, **Bolloré Transport & Logistics makes a donation to a charity organisation.**

In 2020, given the health measures in place, Bolloré Group employees came together virtually on a special platform to tally up the kilometres walked, run or biked. The objective was to make the equivalent of an around-the-world journey, or **40,000 km.**

KEY FIGURES

Over
175,000 km
covered

14,000
participants, online and
offline

717
motivated teams



03

BOLLORE PORTS



01

BOLLORÉ PORTS

Three key expertise sets

PORTS AND TERMINALS



- › Container terminals
- › Ro-ro terminals

- › Dry ports
- › Shipyards

CONVENTIONAL HANDLING



- › Bagging
- › Bulk
- › Heavy parcels

SHIPPING



- › Maritime/shipping
- › Agency services
- › Cargo tracking
- › Sales & marketing

KEY FIGURES

5.97 million

TEU's of containers
handled
worldwide

8.3 million

tonnes
of conventional
handling

30

shipowner
partners

8,000

employees

€229m

in investments
worldwide

02

BOLLORÉ PORTS

A leader in port terminal management

KEY FIGURES

21

port concessions worldwide

7

ro-ro terminals

35

dry ports

MARKET POSITION

No. 1 port concessions operator in Africa

13%

market share



WE DESIGN

WE INVEST AND BUILD

WE OPERATE AND MODERNISE

Conventional handling services for all types of goods:

- › Bagging
- › Bulk
- › Rolling
- › Heavy parcels

KEY FIGURES

31

ports offering handling services

8.3 bn

tonnes handled per year



KEY FIGURES

85

Shipping agencies in France,
Portugal, Spain and Africa

7,100

visits processed

450,800
TEU's183,000
vehicles



04

BOLLORE LOGISTICS



MULTIMODAL TRANSPORT

- › Maritime freight, air freight, rail, road
- › Door-to-door
- › Express



CUSTOMS AND REGULATORY COMPLIANCE

- › Customs brokerage
- › Advisory and training programmes
- › Cargo safety and security



LOGISTICS

- › Storage and added-value services
- › Supply and distribution centres
- › Local distribution
- › Reverse logistics

SUPPLY CHAIN

- › Design phase and implementation
- › Centralised management of subcontractor as lead logistics provider
- › Global control of goods flows



INDUSTRIAL PROJECTS

- › Operational plan and methods
- › Specialised equipment / exceptional transport
- › End-to-end project management



02

BOLLORÉ LOGISTICS

A major player in international transport and logistics

KEY FIGURES

547,000

tonnes of air freight

761,000

TEU's of maritime freight

2,008,500

m² of warehouses

600

sites

109

countries

23,200

employees





05

BOLLORE RAILWAYS

01

BOLLORÉ RAILWAYS

Operator of three rail concessions in Africa



DOUALA – NGAOUNDÉRI



ABIDJAN – KAYA



COTONOU – PARAKOU

RAIL NETWORK OPERATOR

- › In Cameroon (Camrail)
- › In Côte d'Ivoire and Burkina Faso (Sitarail)
- › In Benin and Niger (Bénirail)

RAILWAY EXPERTISE

- › Passenger transport, Goods transport
- › Maintenance of rolling stock and maintenance of railway infrastructures
- › Laying and renewal of railroad tracks
- › Specific work and project management

02

BOLLORÉ RAILWAYS

The networks



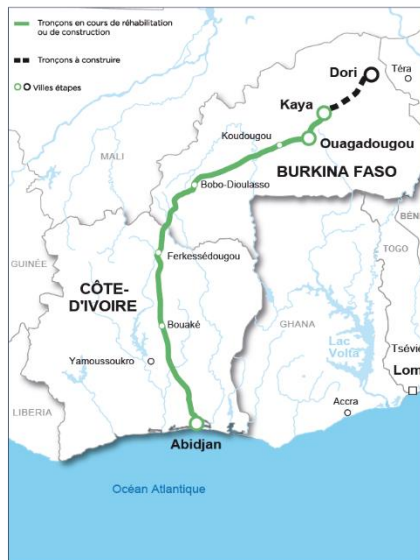
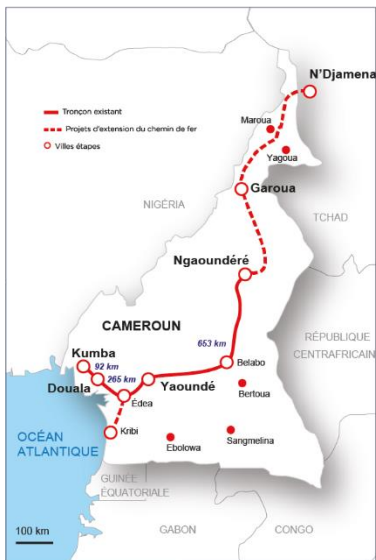
KEY FIGURES

2,700 km
of tracks

2.6 million
tonnes of freight
transported per year

1 million
passengers transported
per year

3,400
employees





06

BOLLORÉ ENERGY

BOLLORÉ ENERGY

A major player in oil logistics in France and Europe



DISTRIBUTION

- › **Bolloré Energy** mainly distributes domestic heating oil, diesel off-road diesel and biofuel via a network of over 125 agencies and secondary depots in France, Switzerland and Germany.
- › 15% share of the domestic heating fuel market in France.

LOGISTICS

- › In France, Switzerland and Germany, **Bolloré Energy** has a storage capacity of 2.1 million m³ at 27 wholly- or partly-owned depots

KEY FIGURES

640 km

of pipeline operated

500,000

customers

125

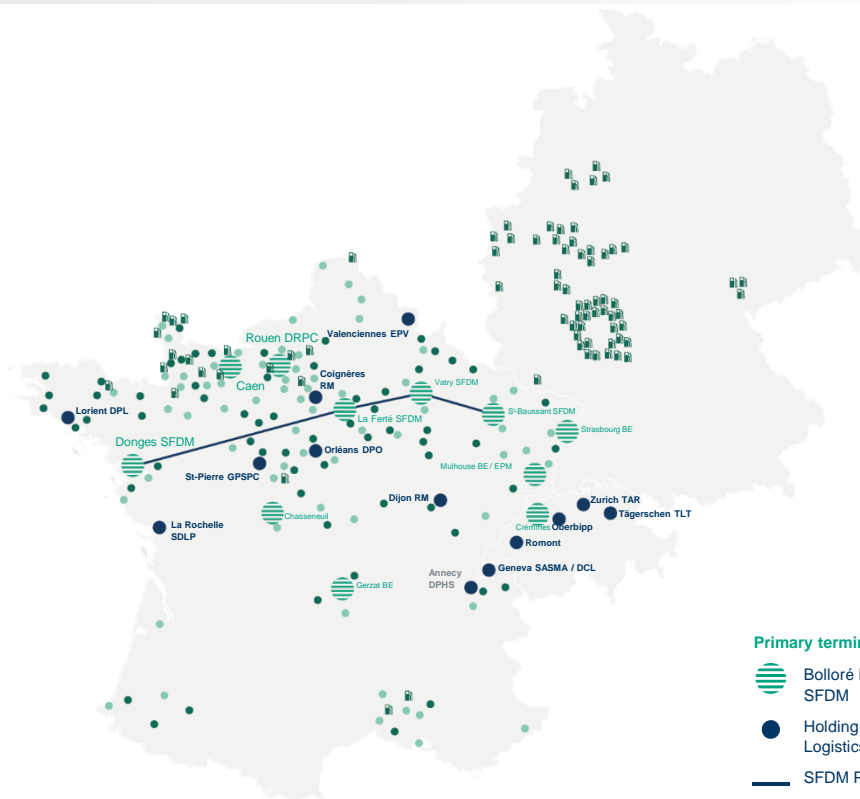
Agencies and secondary depots

Nearly

900

employees




3.2 million

m³ sold/year

Primary terminals

-  Bollore Energy / SFDM
-  Holding in Logistics JV
-  SFDM Pipeline

Distribution network

-  Agency
-  Secondary terminal
-  Gas station

Total storage capacity

2,100,000 m³

France

1,750,000 m³

Switzerland

350,000 m³

BOLLORE TRANSPORT & LOGISTICS IN FIGURES

35,000

employees



1

Pipeline



€250 M

average annual
investment



3

railway concessions

2,700 km of tracks



721

agencies



€7.7bn

Revenue in 2020



2.08 M

m² of warehouses

2.1 million

m³ of oil-product
storage capacity



21

port concessions
around the world



Presence in

109 countries

on the

5 continents

4



**Business
Units**

