



**PERFECT PARTNERS TO COVER ALL LOGISTICS
FORM PORT TO CORRIDOR**

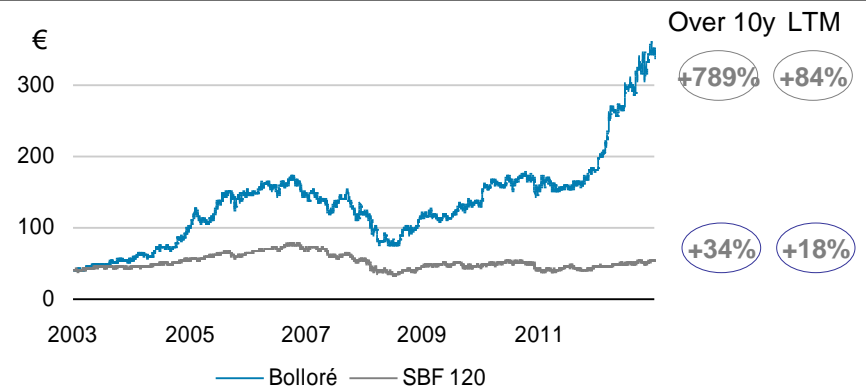
2 Bolloré, a family group with a long-term strategy

- **Founded in 1822**, the Bolloré Group ranks among the 500 largest companies in the world
- Managed since 1981 by Vincent Bolloré, from the **6th generation of the Bolloré family**
- A listed company, **majority owned and controlled by the Bolloré family**
- Bolloré Group has always had a **forerunner strategy**
- Stability of shareholding structure allowing to pursue a **long-term and ambitious investment strategy**

KEY FIGURES (2012)

- **> 55,500 employees** in 152 countries
- Sales: **€10.2bn**
- Net income: **€804m**
- Market capitalisation: **€10bn** (Sept. 2013)

SHARE PRICE PERFORMANCE



Source: Datastream, as of September 12, 2013

3 A diversified group with a successful track record

Bolloré

TRANSPORT & LOGISTICS



- The leading integrated logistics network and Public - Private Partnerships operator in Africa with over 30 concessions
- The leading port operator in Africa with key positions in France & Asia



- One of the leading groups worldwide in the organization of transportation with two main brands: SDV & SAGA



- The leading independent logistic distributor of domestic fuel in France and Europe

COMMUNICATION & MEDIA



- One of the largest advertising and communication consultancy groups in the world (Rank No. 5) with 16,000 employees – 28 countries in Africa



- Free daily newspaper (Almost 1 million copies per day in France / 2.7 millions readers per edition)



- General market research and survey institute

ELECTRICITY STORAGE & SOLUTIONS

- LMP ⁽¹⁾ batteries & supercapacitors



- Mobility applications

Blue Applications

autolib' bluecar bluebus bluehouse



- Stationary applications



- Intelligence services

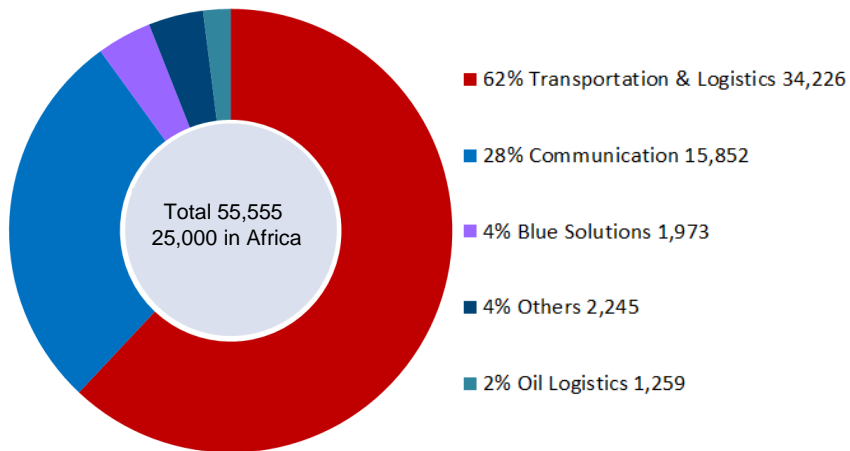


(1) Lithium-Metal Polymer

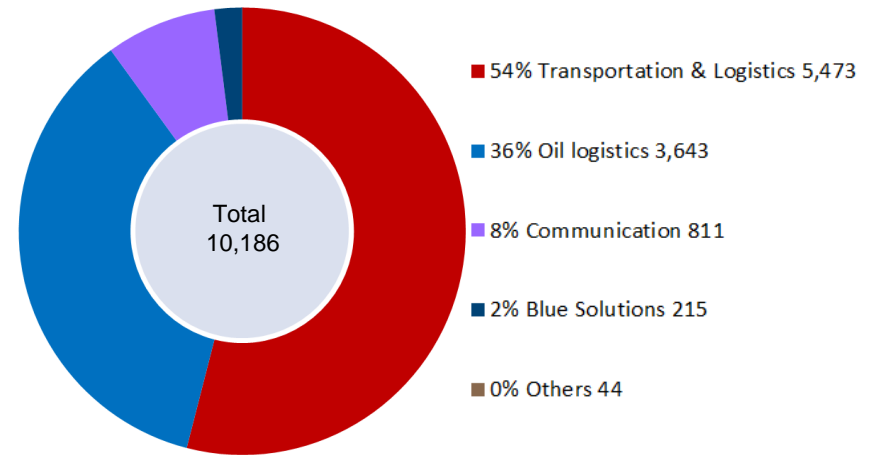
Bolloré
AFRICA LOGISTICS

The Bolloré group

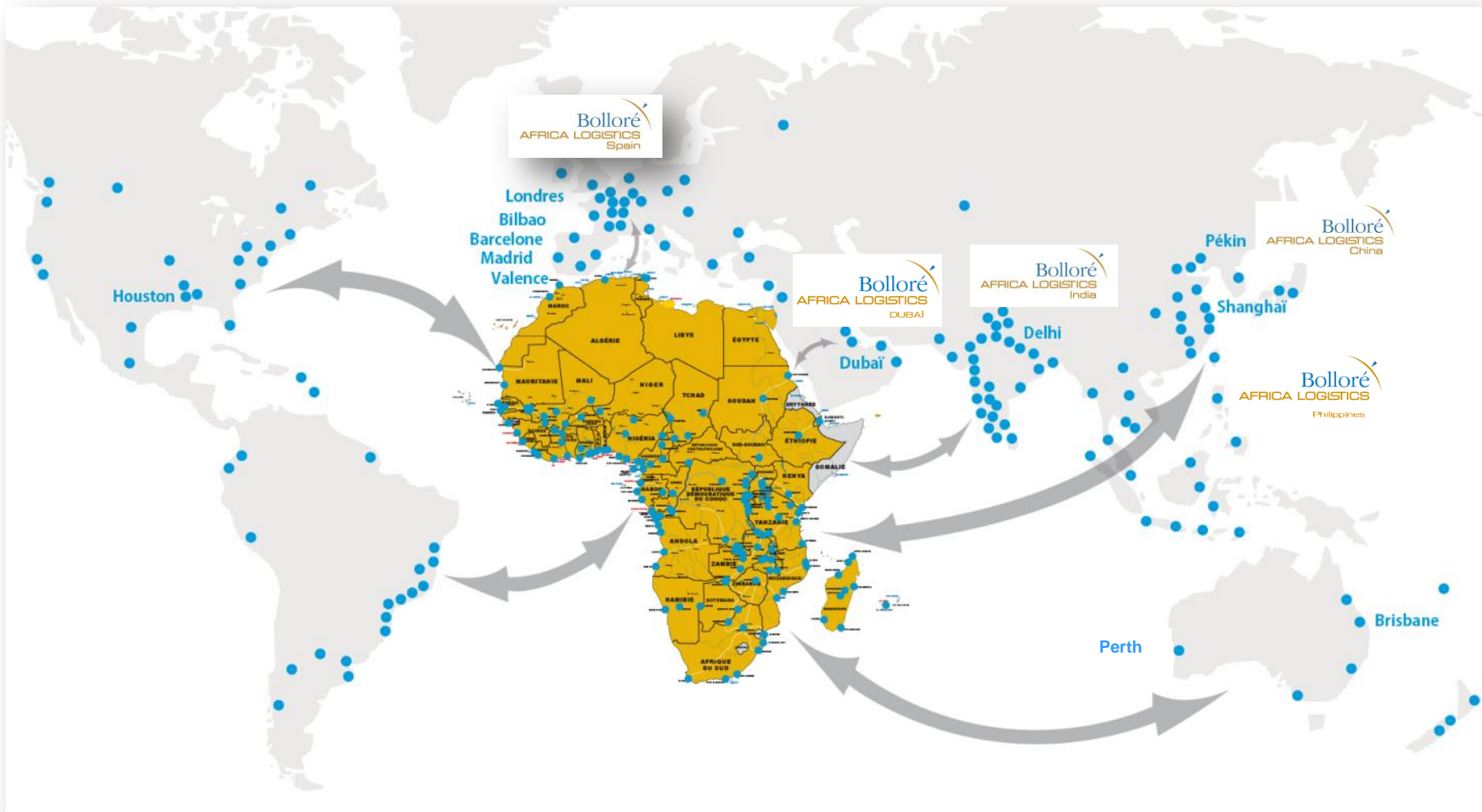
Staff by activity Total More than 55.000



Tunover by activity Total € 10.2 billion (2012)



5 Our footprint in Africa and all over the world



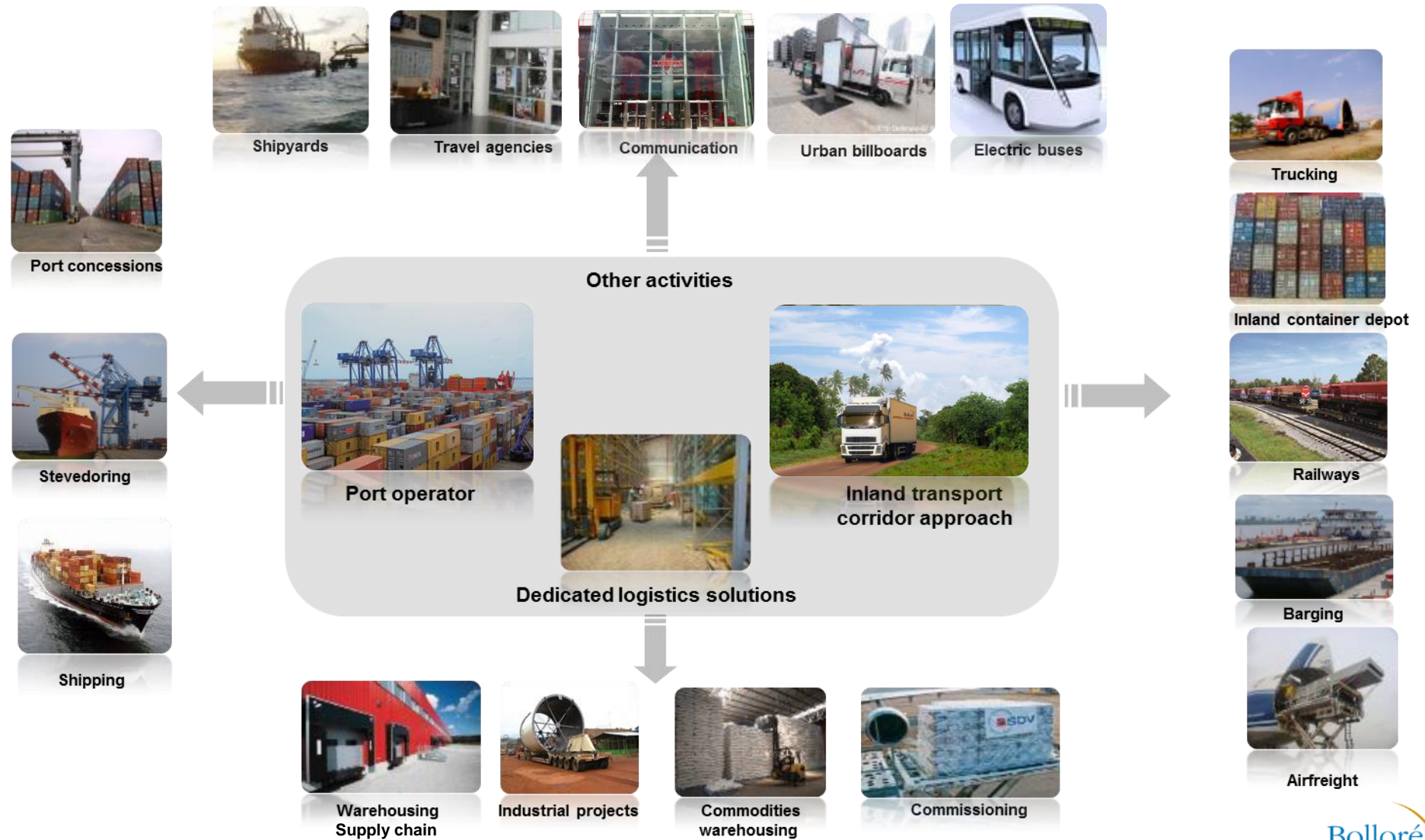
6 Bolloré Africa Logistics key figures 2013

- ◆ **55** countries throughout the world: **45** in Africa with more than **250** subsidiaries
- ◆ **25,000** permanent staff
- ◆ **€300 million** investments per year
- ◆ **€2,700 million** turnover*
- ◆ **30** port, multimodal platforms, rail & barging concessions
- ◆ **5,670,000** containers
- ◆ **6,500,000** tons of freight handled per year
- ◆ More than **6,000** vehicles
- ◆ **More than 10 million** sqm of warehousing space and yards

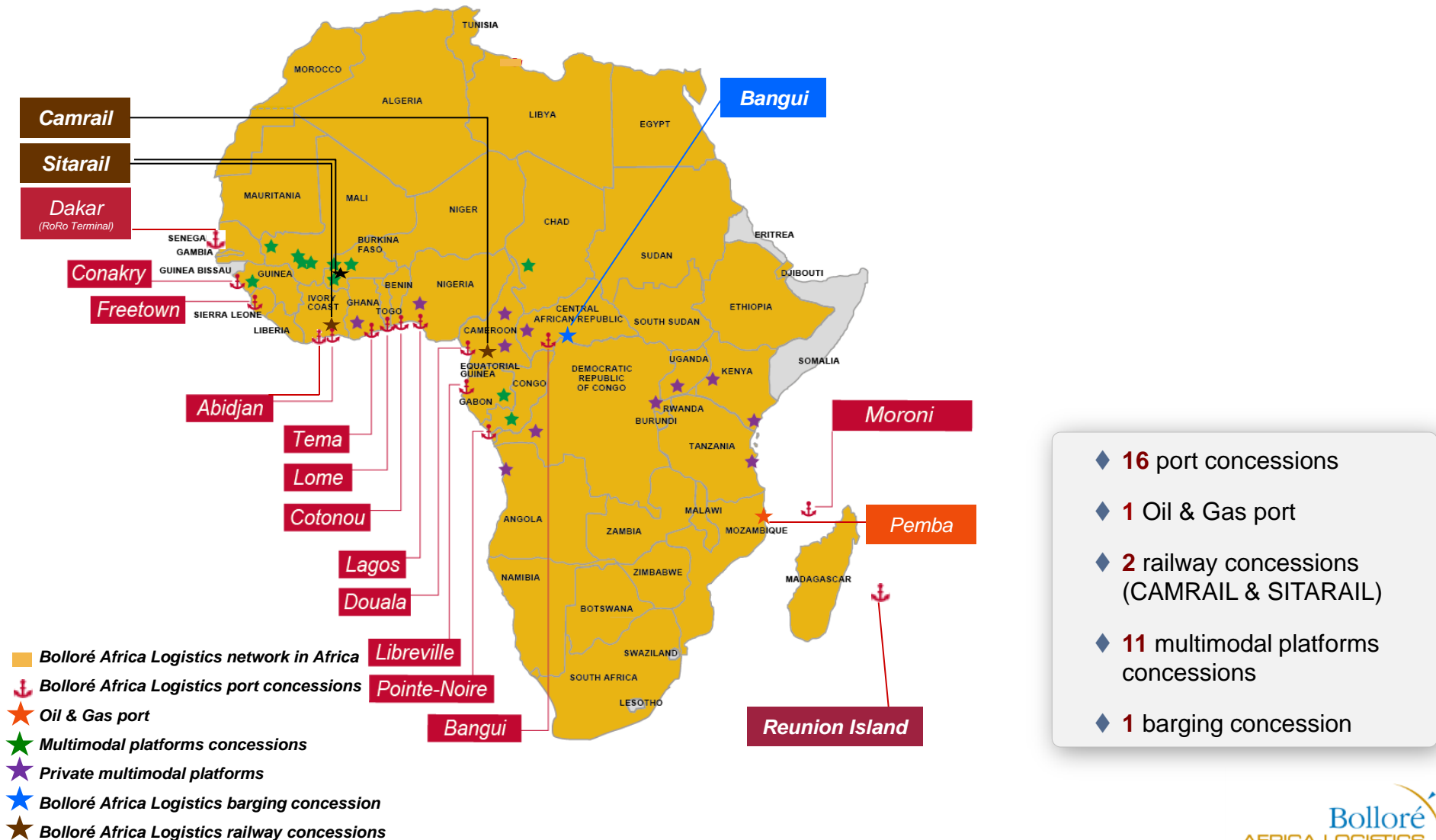
* Figure in 2013



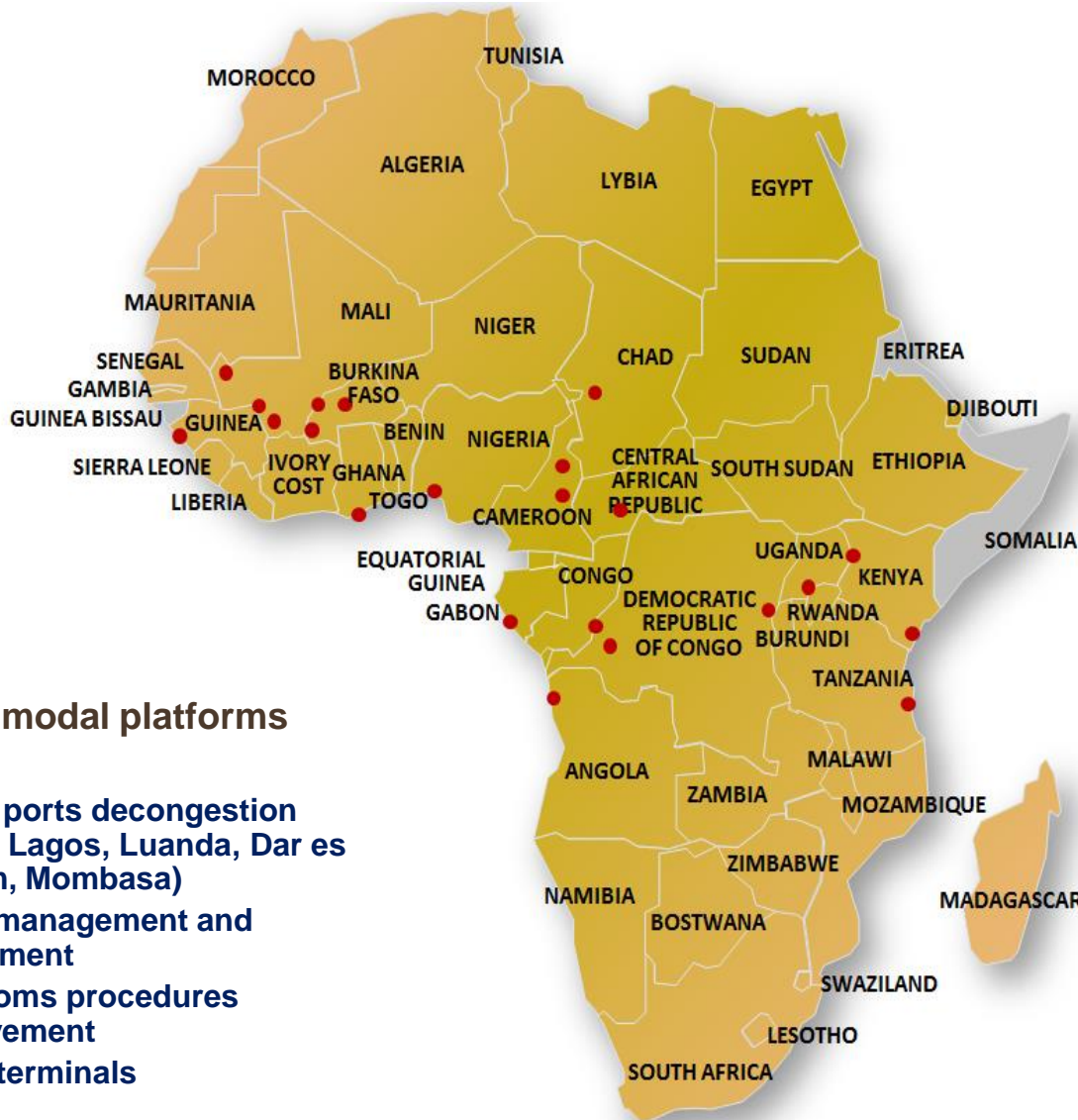
7 Bolloré Africa Logistics activities



A leading private operator of concessions



23 multimodal platforms in Africa



- Tema
- Mombasa
- Mali
- Kampala
- Lagos
- Dar es Salaam
- Gabon, Rwanda, Luanda, Burkina Faso, Chad, DRC, Cameroon and Malawi

Total TEU's: 330 000

Multimodal platforms

- Main ports decongestion (Tema, Lagos, Luanda, Dar es Salaam, Mombasa)
- Hub management and deployment
- Customs procedures improvement
- New terminals

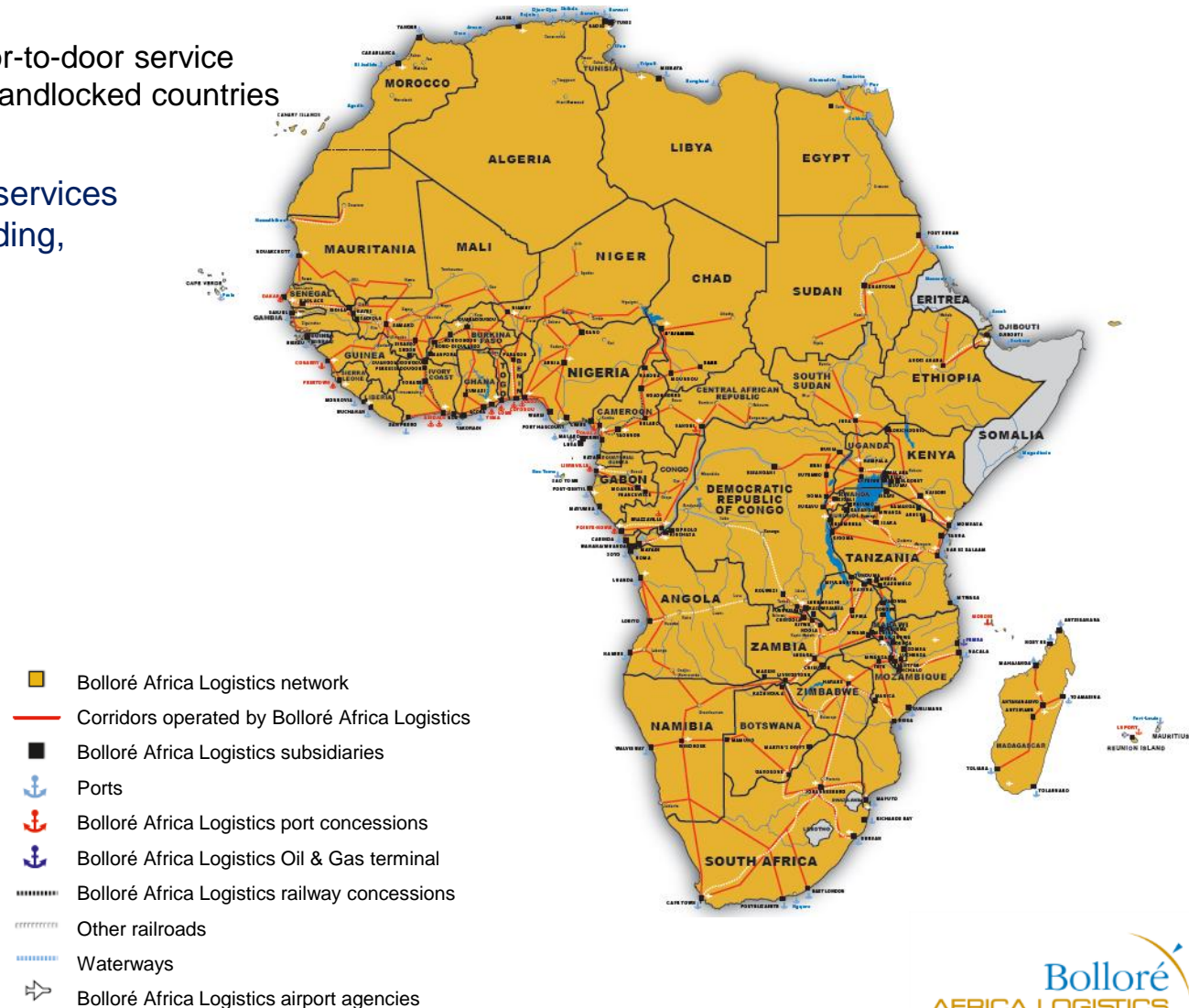
● *Bolloré Africa Logistics multimodal platforms*

10 Corridor management

Leading corridor operator from Dakar to Port Sudan

Multi-skilled organization for a door-to-door service based on a corridor approach for landlocked countries

- Integrated or tailor-made services (customs clearing, forwarding, delivery, rail truck...)
- Through B/L
- Door-to-door haulage
- Bonded warehousing
- Packing, bagging
- Fumigation
- Blending
- Consolidation
- Warranting
- Monitoring-tracking
- 1,500 tractors and trucks
- 2,200 trailers



11 Railway concessions

- ◆ **2 concessions**: *Sitarail since 1995, Camrail since 1999*
- ◆ **Investments**: **360 M€** YTD
- ◆ **Permanent staff**: **3,965** (*Sitarail: 1,413 and Camrail: 2,552*)



- **Cameroon**
- **1000 km**
- **1.2 billion tons kilometres**
- **530 000 passengers kilometers**

Signing of a new investment program of **350 M€**
between 2009 / 2020

with the **Cameroonian government**

- **200 M€** by Camrail
- **150 M€** by the **Cameroonian government**



- **Ivory Coast – Burkina Faso**
- **1,260 km**
- **944 million tons kilometres**
- **220 000 passengers kilometers**

A major airfreight operator

With **54** airport agencies in 45 countries,
A full scope of door-to-door Air Freight services:

◆ Freight Forwarding

- Consolidation
- Door-to-Door
- Express
- Clearing

◆ Air Chartering & On Board Couriers

◆ Additional services:

- General Sales Agent (GSA): Cargo airlines representation
- Handling agent



Bollore Africa Logistics general sales agent



Bollore Africa Logistics airport agencies



Innovative airfreight solutions to make the difference

General Sales Agent (GSA)



SEA + AIR and AIR + SEA



AIR + ROAD



AIR + AIR: i.e Pemba Air Express



Dedicated operations to the Telecoms, Healthcare, Food & Beverage industries

➤ Supply Chain Services

- Engineering: logistics network optimization, workflow design, warehouse space optimization, IT architecture design, performance management
- Proactive management of operational events (control tower): day-to-day planning, coordination and follow-up of operations
- Information management: collection, consolidation and sharing of all logistics data and documents (AWB, bill of lading, POD), track and trace

➤ Information Technologies

- Supply Chain Management
- Activity report & Key Performance Indicators
- Customer web portal



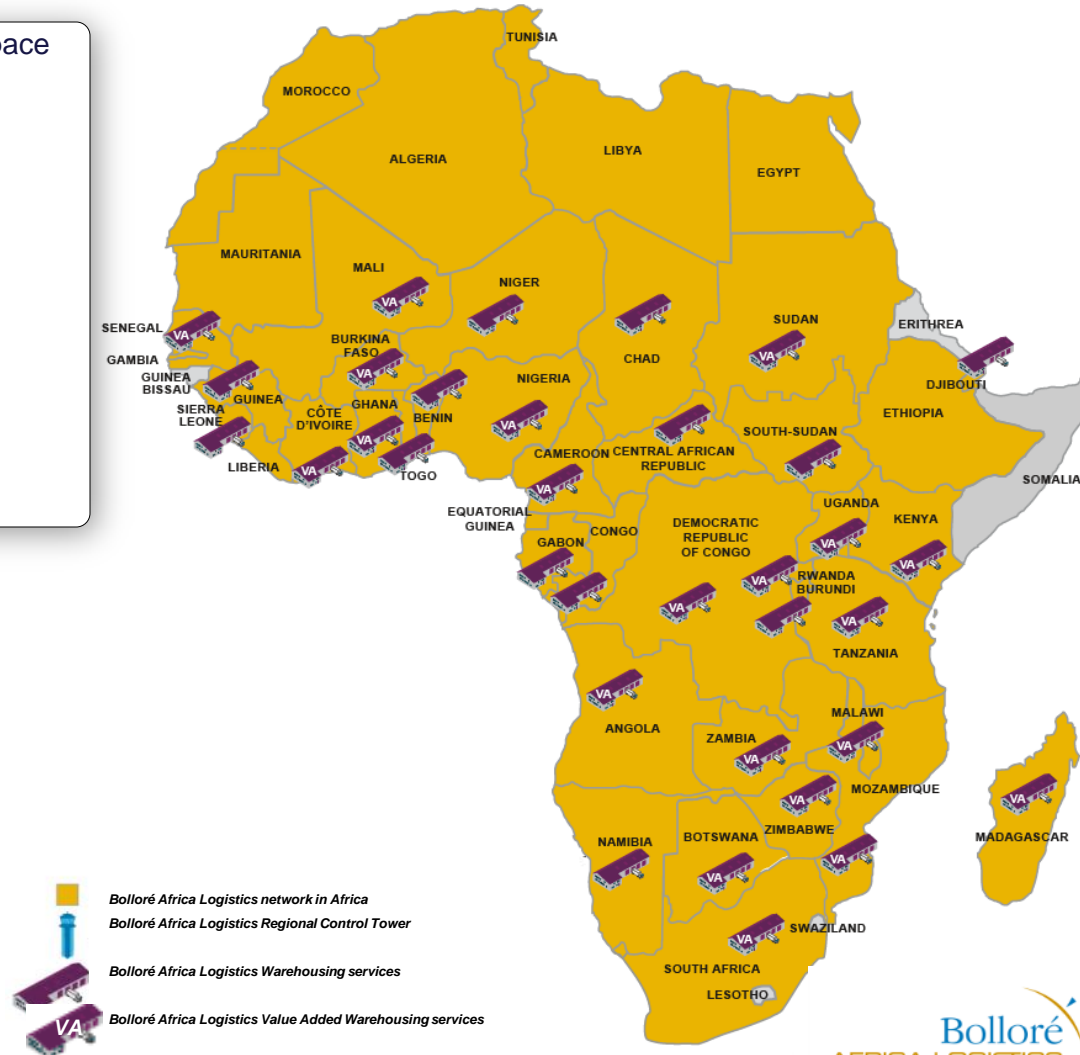
Warehousing operations

➤ **More than 10 million sqm** of warehousing and yard space

➤ **More than 250 Warehouses** of which **80 offer Value Added Services**

➤ **Value Added Warehousing Services**

- Bonded storage, Dangerous & sensitive goods, CCTV, intrusion alarm...
- Advanced receiving and inspection processes
- Stock level & inventory management
- Specialized handling equipment
- Order management: pick and pack, packaging & accessories management, labeling, kitting...



Project Logistics

We accompany our clients in their projects with a global service and can assist them in all stages of their projects whatever the sector: Mining, Oil & Gas (exploration and drilling), Energy, Other industries...

Pre logistics studies

Logistics recommendations
to our customers –
prequalification

Implementation:
dedicated teams,
equipment, specific
tailor made IT,
specialized transport
activities, handling &
storage, Q-HSE,
Mobilization...

Execution
Kick off
Reporting KPI
SOP (Standard
Operating
Procedure)

**Closure / Support
in finalizing the
project:** handling of
administrative and
customs formalities,
teams & equipment
demobilization



Mining project Marampa - Sierra Leone

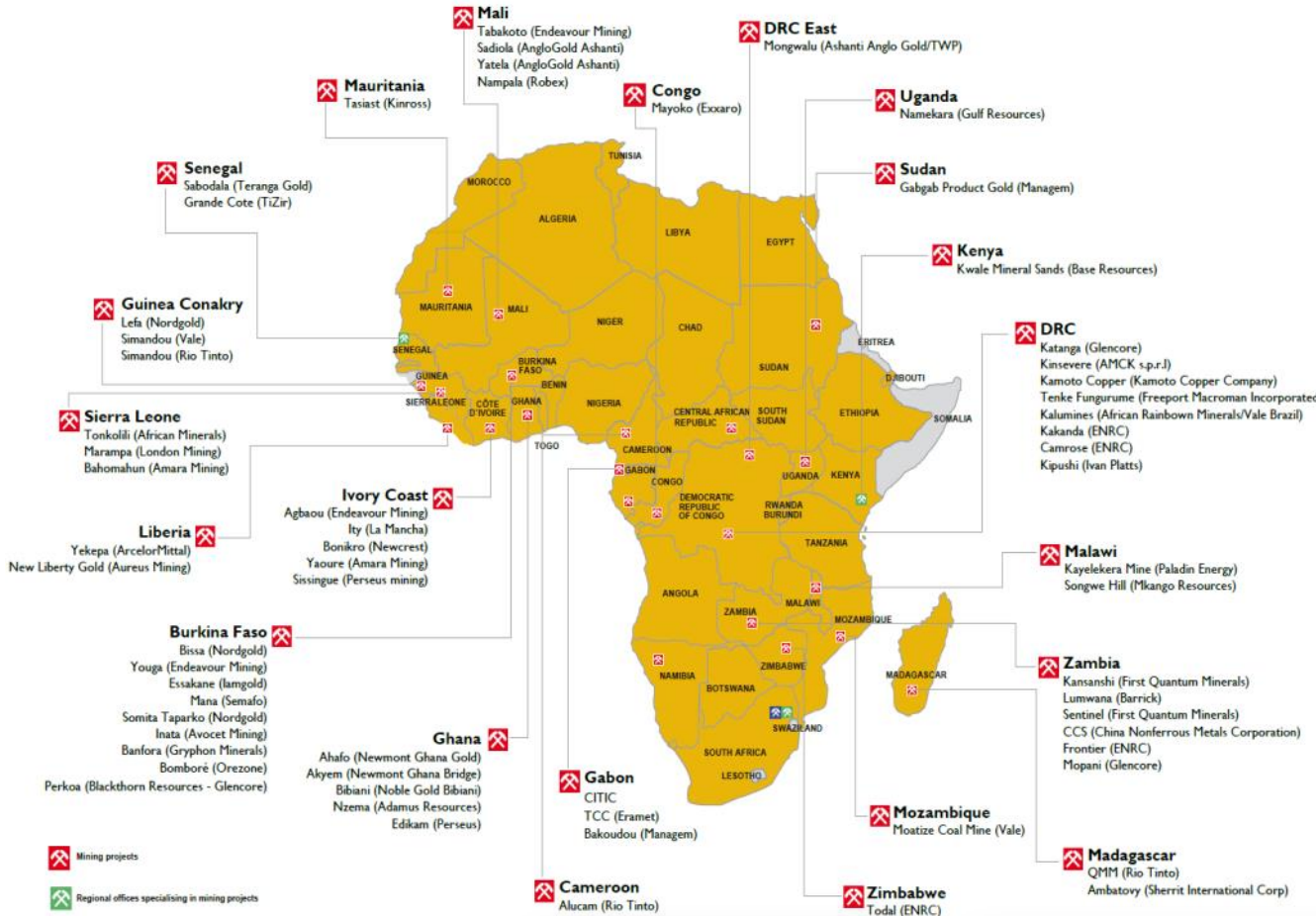


Mining project -Ghana



Heavy lift- Tanzania

17 Project Logistics: Mining



Mining project Marampa - Sierra Leone

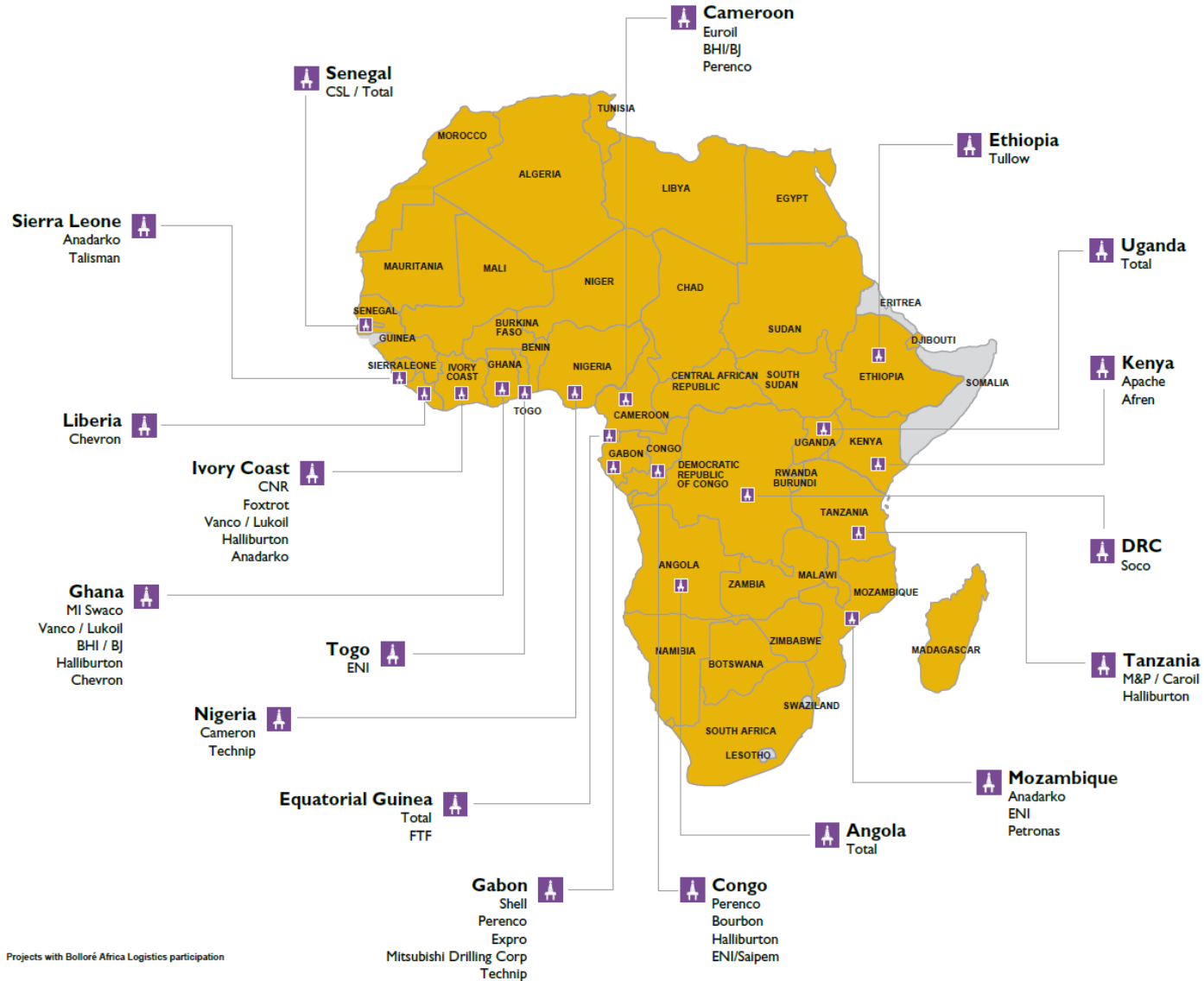


Mining project Marampa - Sierra Leone



Mining project Tenke - DRC

18 Project Logistics: Oil & Gas



19 A keen experience in major Oil & Gas projects

- **Development of the 1st first oil port in Mozambique**

Construction of the first port terminal dedicated to the oil exploration in Pemba.

- **Pemba Air Express – from various oil & Gas locations** such as Milan, Dubai, Kuala Lumpur, Singapore.. to Pemba/Nacala/Tete.

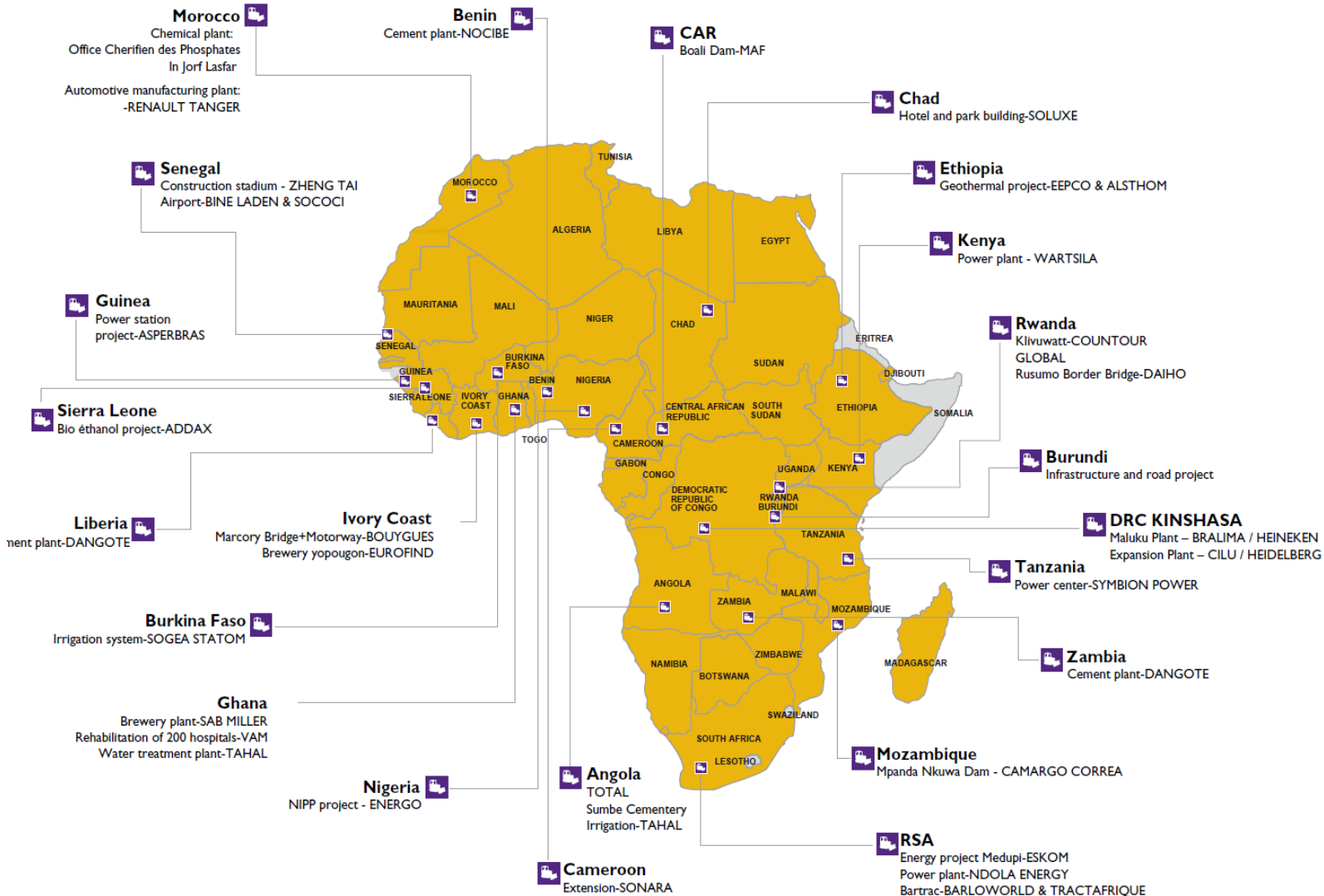


Pemba Air Express - Mozambique



Pemba Terminal - Mozambique

Project Logistics: Industrial projects



Projects with Bolloré Africa Logistics participation

Project Logistics: Heavy lift



Heavy lift - Nigeria



Heavy lift - Nigeria



Our commitments to Sustainable Development

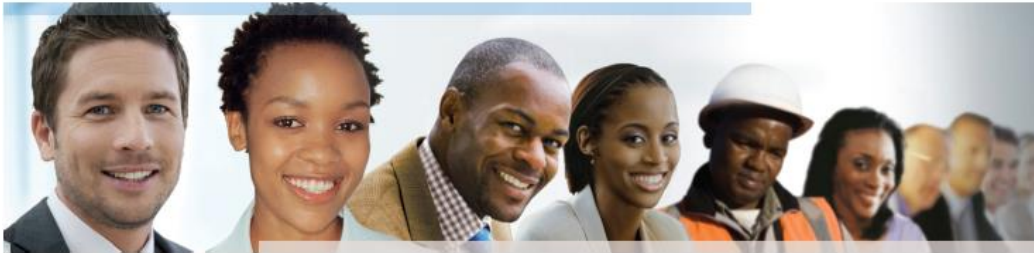
Our commitments

Le Sens Entrepreneurial Entrepreneurship

La Recherche de l'Excellence Seeking the Highest Performance

L'Intégrité et la Loyauté Integrity and Loyalty

**L'Humilité et la Compréhension
de notre Environnement** Humility



Our Commitment to Ethics

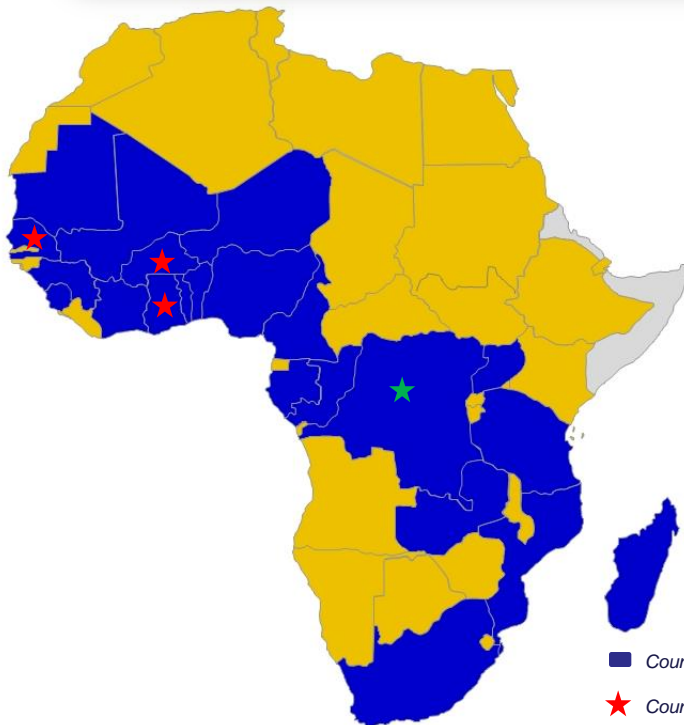
- Member of the **U.N Global Compact** since 2003
- **Bolloré Code of Business Conduct**
- Compliance with **FCPA, U.N. & OECD** conventions
- Compliance with **competition laws**



A Q-HSE policy meeting the international standards

Bolloré Africa Logistics present in **55 countries**, **45 in Africa** is involved in a **quality management system**

- **All the Countries** are implementing the **Quality management system (80% of the total turnover)**
- **20 countries (more than 60 entities)** are already certified through **ISO 9001:2008**
- **The Q-HSE system meets the highest standards (oil & Gas, mining standards ...)**
- **All of the 14 port concessions are involved in the ISO 9001:2008 certification;**
Abidjan Terminal has the triple certification: **ISO 9001, ISO 14001 & OSHAS 18001**
- **All of our port concessions are complying with the ISPS standards**
- **The number of training hours dedicated to Q-HSE has tripled in 2 years to reach 50,000 training hours in 2012.**



A local content strategy

- **Local training and skills development**

- ◆ Training sessions in all over the network focused on shipping, transit, railway and port activities
- ◆ Pan-African training centre dedicated to the port handling activities in Abidjan (2000 workers trained since 2008)
- ◆ Training seminar for the managers in our network «Managers for Tomorrow »
- ◆ African chairman appointment as head of our subsidiaries: 74% of our managers are African
- ◆ Creation of an African strategic committee to assist the executive committee at headquarters



Evaluation test for an apprentice in the training center in Abidjan – Ivory Cost

- **Strengthen local suppliers and local sub-contractors**

- ◆ Example in Senegal with the support of SME of logistics:
 - Management and Q-HSE reporting
 - Eco-driving training session
 - Q-HSE training session
- ◆ Customer audit & implementation of KPI's



Port handling activities training in the training center in Abidjan – Ivory Cost

Health coverage policy covering 25,000 employees including family

- ◆ Medical care program
- ◆ Programs against AIDS & Malaria covering free therapy for HIV
- ◆ Annual vaccination (BCG, hepatitis, yellow fever)
- ◆ Support of community health initiatives
- ◆ Funding for Health Centers (Ivory Coast, Cameroon, South Africa...)
- ◆ Special operations of medical supplies



Distribution of bed nets» - Burkina Faso



Medical Health Center in Pointe – Noire - Congo



Pan – African medical mission
« Chaîne de l'Espoir » - Senegal



World Aids Day mobilisation in the Conakry Terminal - Guinea

THANK YOU

FOR ANY ENQUIRY PLEASE CONTACT US:

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