

## Good results across all Bolloré Group activities in the first half of 2019

- **Revenue: 11,780 million euros, +4%** at constant scope and exchange rates (+8% on a reported basis).
- **Adjusted operating income (EBITA <sup>(1)</sup>) 919 million euros, +27% <sup>(2)</sup>** at constant scope and exchange rates:
  - **Bolloré Transport & Logistics: 309 million euros, +15% <sup>(2)</sup>**, thanks to increased port volumes and sustained logistic activity.
  - **Communication: 718 million euros, (+28% <sup>(2)</sup>)** thanks to Vivendi's strong performance driven by record results of Universal Music Group (UMG).
  - **Electricity storage and systems: slight improvement in results to a loss of 81 million euros**, versus a loss of 83 million euros in the first half of 2018.
- **Net income, Group share: 149 million euros**, versus 97 million euros in the first half of 2018, an increase of **54%**. **Total net income was 530 million euros**, versus 605 million euros in the first half of 2018, which benefited from the strong revaluation of Spotify shares.
- **Net debt: 7,151 million euros**, an increase of 2,268 million euros related to Vivendi (increase of 2,309 million euros) | **Gearing: 27%**.
- **Interim dividend: 0.02 euros** per share, payable in cash or shares (ex-dividend date September 19, 2019; payment October 17, 2019).

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<sup>1</sup> See glossary

<sup>2</sup> Restated for the first-time application of IFRS 16, which had a positive impact of 36 million euros on EBITA, growth was 22% for the Group, +9% for Bolloré Transport & Logistics and +24% for Vivendi.

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## First half 2019 results

Bolloré's Board of Directors approved the financial statements for the first half of 2019 at its meeting of September 12, 2019.

**First half 2019 revenue amounted to 11,780 million euros**, an increase of 4% at constant scope and exchange rates (+8% on a reported basis), reflecting:

- ❖ a slight growth in Transportation and Logistics activities
  - Bolloré Logistics: -0.1% due to lower air and sea freight volumes, partially offset by increased freight forwarding rates and sustained logistics activity (+10%);
  - Bolloré Africa Logistics: +1% driven by port terminals growth (Abidjan Terminal, Bénin Terminal, Freetown, Togo Terminal, Conakry Terminal and Congo Terminal);
- ❖ 1% growth in oil logistics revenue, thanks to higher oil product prices;
- ❖ growth in the communications business (+7%), attributable to Vivendi, which benefited from strong growth at UMG (+19%).

**Adjusted operating income (EBITA<sup>(3)</sup>) totaled 919 million euros**, an increase of 27%<sup>(4)</sup> at constant scope and exchange rates compared with the first half of 2018 (+31% on a reported basis), reflecting:

- ❖ increase in transportation and logistics businesses: +10% at constant scope and exchange rates <sup>(4)</sup>, primarily due to the smooth operation of port terminals;
- ❖ strong growth in income from oil logistics, which benefited from the improved results of all of its distribution and storage activities;
- ❖ sharp increase in EBITA for the communications sector (+28%) thanks to UMG's very good performance;
- ❖ controlled expenditure in the Electricity Storage and Systems business.

**Net financial income amounted to 42 million euros<sup>(5)</sup>**, compared with 377 million euros in the first half of 2018, mainly due to a lower revaluation of securities (Spotify, Tencent Music): +155 million euros in the first half of 2019, versus +456 million euros in the first half of 2018.

**Share of net income of equity-accounted non-operating companies was a negative 10 million euros**, compared with 19 million euros in the first half of 2018, impacted by lower income from Socfin Group's agricultural assets against a backdrop of declining raw materials, and the lower contribution by Telecom Italia<sup>(6)</sup>.

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<sup>3</sup> See glossary

<sup>4</sup> Restated for the first-time application of IFRS 16, which had a positive impact of 36 million euros on EBITA, growth was +22% for the Group, +9% for Bolloré Transport & Logistics and +24% for Vivendi.

<sup>5</sup> The impact of the introduction of IFRS 16 (interest expense on lease liabilities) is a negative 45 million euros

<sup>6</sup> Reclassified under equity-accounted non-operating companies since June 30, 2018

After taking into account a tax expense of 235 million euros, **the consolidated net income amounted to 530 million euros**, compared with 605 million euros in the first half of 2018. **Net income, Group share amounted to 149 million euros**, compared with 97 million euros in the first half of 2018.

**Net debt amounted to 7,151 million euros**, an increase of 2,268 million euros attributable to the 2,309 million euro increase in Vivendi's net debt (share buyback, acquisition of Editis, etc.). Slight decrease of 41 million euro in Bolloré's net debt excluding Vivendi to 5,017 million euros. **Shareholders' equity was 26,621 million euros** (28,204 million euros as of December 31, 2018), reflecting the decline in Vivendi's shareowner's equity due to Vivendi's repurchase of 5% of its own shares for 1.6 billion euros. **The ratio of net debt to equity (gearing) was 27%**, compared with 17% at the end of 2018.

As of June 30, 2019, **the Group's liquidity position<sup>(7)</sup>**, including undrawn confirmed lines and liquid investments represented approximately 2.2 billion euros for Bolloré and 9.6 billion euros including Vivendi.

### Interim dividend: 0.02 euros per share

The Board of Directors of Bolloré has decided to pay an interim dividend of 0.02 euro per share, the same as last year, payable in cash or in shares.

The ex-dividend date will be September 19, 2019 and payment or delivery of shares will be made on October 17, 2019.

The subscription price for the option of dividend payment in shares is set at 3.44 euros and the subscription period will run from September 23, 2019 to October 11, 2019. The shares issued as a result will carry dividend rights from January 1, 2020.

### Group structure:

#### ❖ Vivendi

- As of September 1, 2019, the Bolloré Group held 321 million Vivendi shares representing 26.3% of the share capital and 29.6% of the voting rights.
- Under its share buyback program, involving up to 10% of the share capital with a maximum price of 25 euros, from May to July 2019, Vivendi repurchased 66 million shares (5% of the share capital) at a price of 24.60 euros per share, for an aggregate amount of 1.6 billion euros, and cancelled 95 million shares representing 7.23% of the share capital. The share buyback program is ongoing.

#### ❖ Editis

- At the end of January 2019, Vivendi finalized the acquisition of 100% of the share capital of Editis, the second-largest French publishing group, for 833 million euros.

#### ❖ Ubisoft

- In March 2019, Vivendi received the remainder of the sale price of its stake in Ubisoft (5.87% of the share capital) for 429 million euros.

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<sup>7</sup> Excluding Vivendi.

## Consolidated key figures for Bolloré

(in millions of euros)	1 <sup>st</sup> half 2019	1 <sup>st</sup> half 2018	Change
Revenue	11,780	10,881	8%
<b>EBITDA <sup>(8)</sup></b>	<b>1,410</b>	<b>1,195</b>	<b>18%</b>
Depreciation and provisions	(492)	(493)	(0%)
<b>Adjusted operating income (EBITA <sup>(8)</sup>)</b>	<b>919</b>	<b>702</b>	<b>31%</b>
Amortization resulting from PPA <sup>(8)</sup>	(186)	(158)	18%
<b>EBIT</b>	<b>732</b>	<b>544</b>	<b>35%</b>
of which equity-accounted operating companies	6	15	(62%)
Financial income	42	377	(89%)
Share of net income of equity-accounted non-operating companies	(10)	19	(153%)
Taxes	(235)	(335)	(30%)
<b>Net income</b>	<b>530</b>	<b>605</b>	<b>(12%)</b>
Net income, Group share	149	97	54%
Minority interests	381	508	(25%)
	<b>June 30, 2019</b>	<b>December 31, 2018</b>	<b>Change (€ m)</b>
<b>Shareholders' equity</b>	<b>26,621</b>	<b>28,204</b>	<b>(1,583)</b>
Of which Group share	9,341	9,234	107
<b>Net debt</b>	<b>7,151</b>	<b>4,882</b>	<b>2,268</b>
Gearing <sup>(9)</sup>	27%	17%	

The Group's liquidity position <sup>(10)</sup>: as of June 30, 2019, including undrawn confirmed lines and liquid investments represented approximately 2.2 billion euros for Bolloré and 9.6 billion euros including Vivendi.

<sup>8</sup> See glossary

<sup>9</sup> Gearing: ratio of net debt to equity

<sup>10</sup> Excluding Vivendi

## Change in revenue by business in the first half

(in millions of euros)	1 <sup>st</sup> half 2019	1 <sup>st</sup> half 2018 <sup>(1)</sup>	1st half 2018	Reported growth	Organic growth
Transportation and Logistics	2,974	2,969	2,947	1%	0.2%
Oil logistics	1,278	1,263	1,260	1%	1%
Communications	7,351	6,885	6,472	14%	7%
Electricity Storage and Systems	160	184	182	(12%)	(13%)
Others (Agricultural Assets, Holding Companies)	17	20	20	(17%)	(16%)
<b>Total</b>	<b>11,780</b>	<b>11,321</b>	<b>10,881</b>	<b>8%</b>	<b>4%</b>

(1) At constant scope and exchange rates

All amounts are expressed in millions of euros and rounded to the nearest decimal. As a result, the sum of the rounded amounts may differ slightly from the reported total.

## Change in revenue per quarter

(in millions of euros)	1 <sup>st</sup> quarter			2 <sup>nd</sup> quarter		
	2019	2018 <sup>(1)</sup>	2018	2019	2018 <sup>(1)</sup>	2018
Transportation and Logistics	1,483	1,448	1,435	1,491	1,521	1,511
Oil logistics	665	671	670	613	592	590
Communications	3,458	3,271	3,123	3,893	3,614	3,349
Electricity Storage and Systems	75	90	89	85	94	93
Others (Agricultural Assets, Holding Companies)	8	10	10	8	10	10
<b>Total</b>	<b>5,690</b>	<b>5,490</b>	<b>5,327</b>	<b>6,090</b>	<b>5,831</b>	<b>5,555</b>

(1) At constant scope and exchange rates

All amounts are expressed in millions of euros and rounded to the nearest decimal. As a result, the sum of the rounded amounts may differ slightly from the reported total.

## EBITA by business

(in millions of euros)	1 <sup>st</sup> half 2019	1 <sup>st</sup> half 2018	Change
<b>Bolloré Transportation &amp; Logistics</b>	<b>309</b>	<b>266</b>	<b>16%</b>
Transportation and logistics <sup>(1)</sup>	284	255	12%
Oil logistics	25	11	122%
<b>Communications</b>	<b>718</b>	<b>542</b>	<b>32%</b>
<b>Electricity Storage and Systems</b>	<b>(81)</b>	<b>(83)</b>	-
Other (Agricultural Assets, Holding companies) <sup>(1)</sup>	(27)	(23)	-
<b>Total</b>	<b>919</b>	<b>702</b>	<b>31%</b>
% of revenue	7.8%	6.4%	135bp

(1) Before Bolloré trademark fees

A detailed presentation of the results is available at [www.bolloré.com](http://www.bolloré.com).

The procedures for a limited review of the half-year financial statements have been carried out. The limited review report will be issued after a review of the half-year financial report.

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## Comparability of financial statements

### New standards applied from January 1, 2019

- ❖ IFRS 16 – “Leases”
  - Application as of January 1, 2019, without restatement of comparative periods.
  - Balance sheet recognition of right-of-use and lease liabilities in the amount of 2 billion euros.
  - The application of IFRS 16 had a positive impact of 36 million euros on the Group’s EBITA at June 30, 2019 and a negative impact of 45 million euros on financial expenses.
- ❖ Change in the scope of consolidation
  - Editis has been consolidated by Vivendi since February 1, 2019.
  - InGrooves has been consolidated by UMG since March 15, 2019.

## ❖ Currencies

	June 30, 2019	June 30, 2018	Change
USD	1.13	1.21	7%
GPB	0.87	0.88	1%
JPY	124.30	131.60	6%
ZAR	16.04	14.89	(8%)
NGN	408.60	436.12	6%
CDF	1,880.00	1,954.00	4%

## ❖ Balance sheet assets and liabilities after changes related to new accounting standards

Assets – In millions of euros	June 30, 2019	1/1/2019 <sup>(1)</sup>	Liabilities – In millions of euros	June 30, 2019	1/1/2019 <sup>(1)</sup>
Goodwill	15,469.6	14,438.6	Share capital	470.0	468.7
Other intangible assets	10,278.3	10,286.6	Share issue premiums	1,293.7	1,265.7
Property, plant and equipment	4,442.5	4,252.3	Consolidated reserves	7,577.5	7,364.5
Investments in equity affiliates	4,562.5	4,507.2	Shareholders' equity, Group share	9,341.2	9,098.9
Other non-current financial assets	6,757.3	6,456.8	Minority interests	17,279.7	18,816.1
Deferred tax	847.4	829.8	<b>Equity</b>	<b>26,620.9</b>	<b>27,915.0</b>
Other non-current assets	789.2	662.3	Non-current financial debts	9,784.6	8,218.9
<b>Non-current assets</b>	<b>43,146.6</b>	<b>41,433.6</b>	Provisions for employee benefits	932.4	866.6
Inventories and work in progress	975.4	1,174.0	Other non-current provisions	429.0	393.7
Trade and other receivables	7,805.6	7,555.1	Deferred tax	2,605.8	2,808.3
Current tax	161.2	164.1	Other non-current liabilities	2,219.1	2,095.0
Other current financial assets	997.4	1,080.5	<b>Non-current liabilities</b>	<b>15,970.9</b>	<b>14,382.5</b>
Other current assets	757.9	662.6	Current financial debts	2,480.8	2,039.5
Cash and cash equivalents	4,174.3	4,784.9	Current provisions	391.3	423.2
<b>Current assets</b>	<b>14,871.8</b>	<b>15,421.3</b>	Trade and other payables	11,410.5	11,095.8
<b>Total Assets</b>	<b>58,018.4</b>	<b>56,854.9</b>	Current tax	164.2	210.0
			Other current liabilities	979.8	788.8
			<b>Current liabilities</b>	<b>15,426.6</b>	<b>14,557.4</b>
			<b>Total liabilities</b>	<b>58,018.4</b>	<b>56,854.9</b>

(1) After changes related to new accounting standards

## Glossary

- ❖ **Organic growth:** growth at constant scope and exchange rates.
- ❖ **Net revenue (Havas Group):** revenue after deduction of re-billable costs
- ❖ **Adjusted operating income (EBITA):** operating income before amortization of intangible assets related to business combinations – PPA (purchase price allocation), impairment of goodwill and other intangible assets related to business combinations.
- ❖ **EBITDA:** operating income before depreciation and amortization.
- ❖ **Net financial debt/Net cash position:** sum of borrowings at amortized cost, less cash and cash equivalents, cash management financial assets and net derivative financial instruments (assets or liabilities) with an underlying net financial indebtedness, as well as cash deposits backed by borrowings.

The non-GAAP measures defined below should be considered in addition to, and not as a substitute for other GAAP measures of operating and financial performance, and Bolloré considers these to be relevant indicators of the Group's operational and financial performance. Furthermore, it should be noted that other companies may define and calculate these indicators differently. It is therefore possible that the indicators used by Bolloré cannot be directly compared with those of other companies.

The percentages changes indicated in this document are calculated in relation to the same period of the preceding fiscal year, unless otherwise stated. Due to rounding in this presentation, the sum of some data may not correspond exactly to the calculated total and the percentage may not correspond to the calculated variation.