

Blue Solutions

Business report

2016



Managing bodies

Composition of the Board of Directors

As of March 23, 2017

Vincent Bolloré
Chairman of the Board of Directors

Didier Marginèdes
Vice-Chairman

Cyrille Bolloré

Marie Bolloré

Sébastien Bolloré

Virginie Courtin

Valérie Hortefeux

Jean-Louis Milin

Martine Studer

Executive management

Gilles Alix
Chief Executive Officer

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Introduction

Blue Solutions, listed on the stock market since October 30, 2013, consolidates the electric battery and supercapacitor activities developed by the Bolloré Group.

Diversifying from its longstanding business manufacturing thin paper and ultra-thin plastic films, the Bolloré Group has become a producer of complete electrical components for capacitors, to the extent that it now holds more than one third of global market share in this segment. On the strength of this expertise and following twenty years of R&D, the Group has developed batteries and electricity storage solutions based on a unique technology, the Lithium Metal Polymer (LMP®) battery, in addition to supercapacitors.

At a time when issues concerning sustainable development and electricity storage have become major challenges for people, cities and governments, the Bolloré Group is building on this expertise to develop solutions for the storage and smart management of electricity.

The Blue Solutions workforce currently includes more than 300 researchers, engineers and technicians who produce these advanced technology batteries at two production sites located in Brittany and in Canada. The annual production capacity has now reached 500 MWh.

These batteries are used in mobile applications (electric vehicles: Bluebus, E-Mehari, Bluecar® and car-sharing services), as well as stationary applications that are being developed (on-grid/off-grid electricity storage), which are developed and sold by other Group companies operating under Blue Applications, which are present on every continent.

Together, Blue Solutions and Blue Applications expect to be able to leverage their unique position as an integrator offering both batteries and comprehensive solutions to meet the new requirements associated with energy transition.

Bolloré's current bid for Blue Solutions shareholders at 17 euros

On March 23, 2017, Bolloré announced that it would offer shareholders who wish to exit the possibility to sell their Blue Solutions shares at 17 euros per share. To that end, a proposed public offer will be filed with the French financial markets authority (Autorité des marchés financiers – AMF) before the end of the first half of 2017 (see Message from the Chairman, page 03).

The year 2016 was a year of contrasts for Blue Solutions. Its consolidated turnover was 109.3 million euros, down 10% from 121.9 million euros. Blue Solutions sold 2,460 batteries in 2016, compared with 2,849 in 2015. The steady level of activity in mobility (Bluebus, E-Mehari) did not offset the decline in stationary energy storage sales.

New developments and commercial successes of Blue Solutions in mobility were also marked this year with the creation of a new car-sharing service in Turin, Italy; the implementation of full-scale tests by Bluecity in London (which will be open to the public in 2017); the delivery of the first 12-meter Bluebuses to the RATP in Paris; the successful marketing of E-Mehari, which was developed with the PSA Peugeot Citroën Group; and the winning of international tenders in Singapore and Los Angeles to set up car-sharing services for electric vehicles. These successes demonstrate our recognized expertise in mobility applications and the quality and reliability of our Lithium Metal Polymer (LMP®) technology. They also prove that our solutions have a great future and a real role to play in the energy transition.

Finally, Blue Solutions continued to strengthen its research capabilities through the acquisition of the US start-up Capacitor Sciences, which specializes in studying and researching new molecules for storing electricity with a view to substantially improving the performance of LMP® batteries (density, cyclability and charge speed).

However, 2016 also showed a greater competitive intensity than we had expected. In this context, Blue Solutions wants to give itself more time to exploit the advantages of its LMP® technology and deal with the simultaneous development of competitors in lithium ion, which, with significant capacities



and low prices, require it to rethink its volumes and the sale prices of its batteries. As a result, the Board of Directors of Blue Solutions took several decisions.

It decided not to exercise the call options it had on the Blue Applications scope of consolidation until their maturity date of June 30, 2018, given that the investments still to be committed to it are still considerable and it prefers to focus Blue Solutions' efforts on improving its technology. It then decided to work more closely with the Board of Directors of Bolloré on several goals, namely the establishment of a new window for the exercise of options, the revision of the terms of the battery supply agreement between Blue Solutions and Blue Applications so that it is more competitive as regards battery sales prices and the implementation of a new financing agree-



ment for Blue Solutions by Bolloré so that it has all of the financial resources necessary to continue its investments.

In this context, the Bolloré Group, which had listed Blue Solutions at year-end 2013 at 14.50 euros per share, while remaining bullish about the outlook for the LMP® technology and wishing to keep a reasonable pace of development and to continue to invest in the long term, will offer Blue Solutions shareholders who wish to exit their first opportunity to sell their Blue Solutions shares at 17 euros per share. To this end, a proposed tender offer will be filed with the French financial markets authority (Autorité des marchés financiers – AMF) before the end of the first half of 2017, once the aforementioned negotiations are complete and an independent expert has been appointed to assess whether the offer price is fair. Bolloré would like to make it clear at this point that it has no plans for a squeeze-out following this offer. Shareholders who decide not to accept this offer to remain invested in Blue Solutions will have a second opportunity to exit following the publication of the 2019 financial statements. In this respect, if the average Blue Solutions share price over a reference period is below 17 euros, Bolloré will file a new public offering on the same price terms as the first. Further details on this commitment will be provided in the prospectus for the first public offering.

Three and a half years after the initial public offering of 11% of the capital of Blue Solutions, these various transactions aim to give shareholders who wish to do so the possibility to sell their shares and to allow shareholders who wish to continue to support Blue Solutions in its investments to subsequently have an exit guarantee and still benefit from potential increases in the share's value in the future. —

“The successes achieved in 2016 demonstrate our recognized expertise in mobility applications and the quality and reliability of our Lithium Metal Polymer (LMP®) technology. They prove that our solutions have a real role to play in the energy transition.” —



109 million euros turnover in 2016



A portfolio of more than **1,300** patents filed by Blue Solutions and Blue Solutions Canada



455 employees in France, Canada and the United States



A battery with a lifetime in excess of **3,000** cycles



A production capacity of **500** MWh

Key dates

2001

- Creation of Batscap, which groups together the production of Lithium Metal Polymer (LMP®) batteries and supercapacitors.

2004

- Development of the Bluecar®, a prototype electric vehicle that runs on LMP® batteries.

2007-2008

- Partnerships with Pininfarina for the manufacture of Bluecar® vehicles and with Gruau for the manufacture of electric buses.

2009

- Installation of the Ergué-Gabéric (Brittany) production units and inauguration of the Boucherville (Canada) factory.

2011

- Launch of Autolib' in Paris.

2013

- New car-sharing projects in Lyon, Bordeaux and Indianapolis (United States).
- Partnerships with Total in photovoltaic panel solutions (Bluesun).
- Pilot projects in stationary applications.
- Initial public offering (IPO) of Blue Solutions on the Paris Stock Exchange.

2014

- Launch of the development program of charging stations in the London metropolitan area.
- Development of stationary applications in Africa with the Bluezone program.
- Signature of an industrial agreement with the Renault Group for the manufacture of Bluecar® and the development of car-sharing systems.

2015

- Launch of the Blueindy car-sharing program in Indianapolis.
- Launch of Utilib' services.
- Launch of Bluesummer and signature of a manufacturing agreement with PSA.
- Inauguration of a new factory for the manufacture of Bluetram buses in Brittany.

2016

- Inauguration of car-sharing services in Turin.
- Inauguration of the 12-meter Bluebus factory in Brittany.

Consolidated income statement

(in millions of euros)	2016	2015	2014
Turnover	109	122	97
EBITDA ⁽¹⁾	18	22	11
Operating income	(0.4)	3	(6)
Financial income	1.7	(2.9)	0.5
Share in net income of operating companies accounted for using the equity method	0.0	0.2	0.1
Taxes	(1.3)	(0.5)	(0.2)
Net income	(0.1)	0.0	(6)
of which Group share	(0.1)	0.0	(6)

(1) EBITDA is not a standardized accounting measure. It corresponds to the consolidated net operating income excluding net depreciation, amortization and provisions.

Consolidated balance sheet

(in millions of euros)	12/31/2016	12/31/2015	12/31/2014
Shareholders' equity	138	136	134
Shareholders' equity, Group share	138	136	134
Net debt	22	19	20

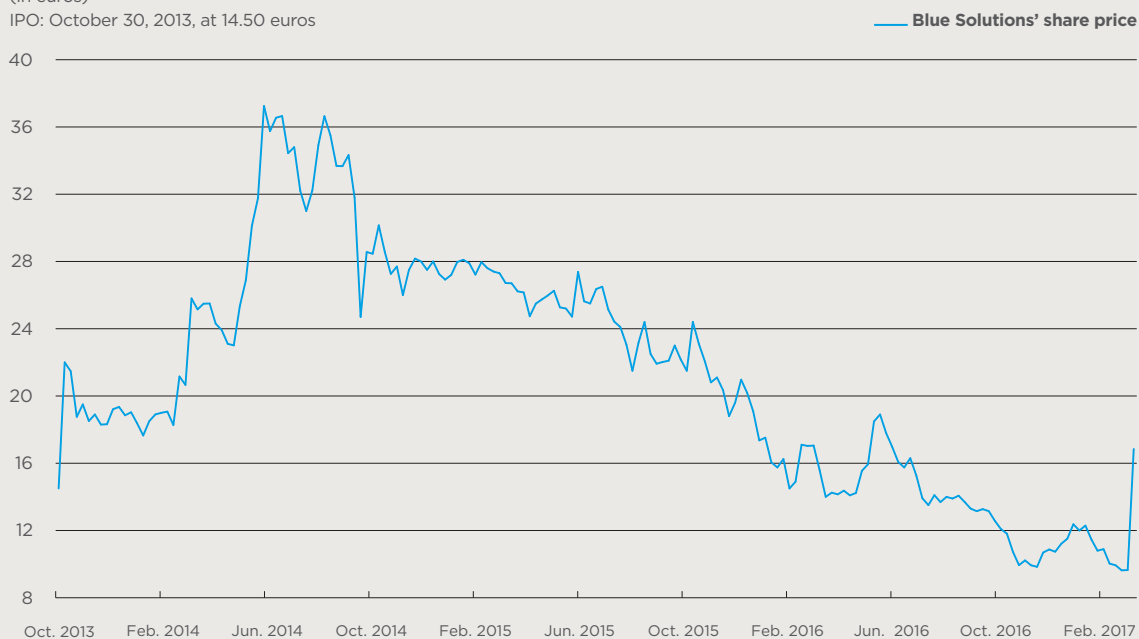
Indicator

	2016	2015	2014
Number of batteries delivered	2,460	2,849	2,291

Changes in share price since the initial public offering (IPO)

(in euros)

IPO: October 30, 2013, at 14.50 euros



Blue Solutions

A unique technology



LOCATIONS
4 plants

WORKFORCE
455 employees

TURNOVER
109 million euros

NET CAPITAL EXPENDITURES
18 million euros

Blue Solutions develops and produces supercapacitors and batteries based on its own unique Lithium Metal Polymer (LMP®) technology. These electricity storage components are used in both stationary and onboard applications deployed by Blue Applications. —

Blue Solutions has four LMP® battery production plants: three in Brittany and one in Canada, with an annual production capacity of 500 MWh.

LMP®: a unique technology

The LMP® technology is the culmination of an ambitious research and development program that was started more than twenty years ago. Composed of thin films made by extrusion techniques in which the Bolloré Group has significant expertise, LMP® batteries are characterized by their high energy density and safety in use. They make it possible to offer a range of over 250 kilometers without recharging and are unaffected by climatic changes. These are dry batteries (meaning “completely solid”), which gives them a number of advantages, in particular in terms of safety. The solid electrolyte limits the risk of local pollution in case of accident or failure in the integrity of the battery pack.

These batteries are able to satisfy many markets and address the two main challenges of energy transition: the development of clean transportation and smart energy management. Blue Solutions owns the intellectual property rights that allow it to make and sell batteries that incorporate LMP® technology.

The quality of its technology is a major challenge for Blue Solutions. In order to boost the performance of its battery (reduction in operating temperature, increase in density and power), the Group intensified its R&D efforts in 2016, notably by acquiring Capacitor Sciences, a California start-up that specializes in the study and research of new energy storage molecules. These innovations are in addition to the work of Blue Solutions teams and they aim to find ways to improve cyclability, battery range and charging speed.

A complex, well established and patent-protected industrial process that can be rapidly deployed

The manufacturing process of the ultra-thin films in LMP® batteries is based on extrusion. Using the know-how developed by the Bolloré Group in the production of ultra-thin films, this process confers a number of advantages on Blue Solutions in terms of manufacturing and increasing battery production capacity:

- it is a clean process that makes no use of pollutants or solvents during the battery's manufacture, thus protecting workers and the environment;
- this manufacturing process enables Blue Solutions to produce consistent quality films to go into the battery despite the constraints posed by their thinness;
- this process enables rapid manufacturing since it makes high production yields possible.

Blue Solutions has been able to develop and design the major elements in the battery manufacturing process to make them as automated as possible. The automation of manufacturing limits the risk of error caused by human manipulation. Some of the machinery in Blue Solutions' battery production line turned out to be innovations that the company would patent.



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01. The high-performance LMP® battery can now be used in 100% electric vehicles.

02. The Blue Solutions LMP® battery production plant in Boucherville, Canada.

ANNUAL PRODUCTION CAPACITY
500 MWh


Environmentally-friendly battery design

The LMP[®] battery contains no solvents, an advantage in terms of environmental protection and which facilitates recycling. For the user, the absence of solvents reduces the risk of gases being released or of a thermal event in the battery pack, even in the event of high heat or high power demand. The LMP[®] battery contains no rare earths. The elements used in the battery are copper, aluminum, lithium, polymers, a lithium salt, iron phosphate and carbon, all raw materials reliably procurable from natural resources.

Battery design that combines performance and reliability

The basic cell of the battery is a large-size cell with an energy capacity comparable to a lead-based battery in a combustion engine car. This high capacity makes it possible to reduce the number of elements in each battery.

This process thus makes it possible to reduce the number of connections necessary between the components. By optimizing the size of the cell and limiting the number of connections, the costs of the batteries are reduced while reliability is increased, particularly in onboard applications facing harsh environments in terms of vibrations or changing weather conditions.

The internal operating temperature of the LMP[®] battery runs between 60 °C and 80 °C. Considerable work has been done on the battery's packaging to limit the impact of outside conditions. The LMP[®] battery is therefore relatively insensitive to outside temperature conditions, which gives Blue Solutions a competitive advantage in applications such as electric buses with flat floors (the batteries being located on the roof).

The supercapacitors

Blue Solutions has developed another electricity storage component, the supercapacitor, whose main field of application is the development of clean public transportation and hybrid cars. Blue Solutions is one of the only manufacturers of this type of product in the world.

Supercapacitors are characterized by very high power density, very short charge and discharge times, and the ability to cycle several million times without deteriorating. Thanks to this technology, the Bolloré Group has developed a type of tramway that does not require heavy infrastructure (no rails and power lines) and reduces capital expenditure for local authorities. In addition, when used in conjunction with an internal combustion engine, supercapacitors can cut fuel consumption and atmospheric pollution by 20% compared to a traditional engine. —

Blue Applications

Mobile applications



BLUEBUS

12 meters, 91 to 101 seats
range of 180 to 250 kilometers

BLUETRAM

6 meters, 22 seats
range of 120 km

BLUECAR®

range of 250 kilometers

Developed by Blue Applications, this large range of mobile applications is essentially a response to the development challenges of clean transportation for the comfort of passengers and, from a broader perspective, to the ecological concerns of cities and governments dealing with environmental issues. —

Electric vehicles

Bluecar®

Bluecar® develops, produces and sells electric cars that use LMP® batteries. Since 2007, the Group has partnered with the famous Turin coach-builder Pininfarina, a synonym for excellence in automotive design, to create the first concept car, the “BO” Bluecar® model. The current version of the Bluecar® is heavily inspired by this design while having been adapted to industrial production constraints.

The Bluecar® is a safe and silent, fully electric, clean vehicle. Bluecar® has developed power electronics designed around the LMP® battery to obtain the best possible yield from the engine. At the same time, everything was done in the design of the body and frame of the car to take into account the constraints associated with the use of a battery as a traction energy reservoir:

- the positioning of the battery, between the two axles, under the seats, offers optimum mass distribution and secure road handling;
- the frame is made of steel and aluminum, giving Bluecar® its lightness whilst maintaining maximum rigidity;
- the Bluecar®’s body is made completely of aluminum, which limits its weight to 1,120 kg including the 300-kg LMP® battery.

The convergence of these innovations in the Bluecar® design means that it has an impressive range for a four-seat electric city car: 250 kilometers under normal city driving conditions.

Since June 2015, the Bluecar® has been produced at Renault manufacturing plants in Dieppe, following an industrial cooperation agreement between the Renault and Bolloré Groups, with specific models manufactured at the Pininfarina plant in Turin.

Blueutility

Blueutility is the 100% electric utility vehicle in the Bluecar® range. The Blueutility is able to fulfill widely different functions and was designed to support professionals by meeting the daily working needs of various professions and sectors (business, artisan, local government, etc.).

This two-seater light utility vehicle is reliable and practical, and includes a spacious loading space of 1.4 m³ and can accept up to 255 kg of payload, making it able to meet the requirements of professionals.

The Blueutility combines comfort and safety, and melds efficiency with aesthetics in one fully-electric vehicle.

Bluesummer

With its truly innovative design, the Bluesummer vehicle adapts to suit all situations. Practical and designed for everyday use, with its folding rear seats and removable soft-top, this vehicle can be used for all kinds of leisure activities in all seasons and can carry four passengers. Easy to maintain, the Bluesummer has an elevated chassis making it suitable for off-road driving. With no engine noise, drivers are all the more able to appreciate its comfort and performance: high acceleration and excellent road handling. In 2016, as a continuation of the partnership signed on June 17, 2015 between the PSA and Bolloré Groups, the production of the Bluesummer stopped to make way for the E-Mehari, a Citroën electric car with LMP® batteries. It has been produced and marketed since the second quarter of 2016.

01. E-Mehari, the electric follow-up vehicle to the Bluesummer model.
02. Bluecar®, the four-seat electric city car.
03. The 12-meter Bluebus, a clean public transit solution.
04. Bluetram, another mode of public transit with no rails or overhead power lines.



01 —



03 —

Bluebus

Bluebus develops clean collective transportation solutions for urban and suburban areas using the LMP® batteries:

- **the 6-meter Bluebus** has the highest onboard energy level for its category in the electric bus market, thanks to its three LMP® battery packs installed on the bus roof, which give it a range of over 120 kilometers (needed for a full day's operation).

It is made even more efficient by a system whereby energy is recovered during deceleration, allowing the vehicle to recharge while in use. The features of the Bluebus and its onboard technology, which allow the LMP® batteries to be installed on the roof, result in improved vehicle safety, as well as access for those with reduced mobility thanks to its low and level floor. User-friendly and compact, yet spacious and bright, it can accommodate around 20 passengers and can weave in and

out of narrow city center streets. It is already in use on the public transport networks of places as varied as Tours, the island of Réunion, Rambouillet, Laval, Luxembourg, Bayonne and Tarbes, as well as at industrial sites like CEA in Grenoble, BeGreen and Vente-privee.com. It is also used for the private shuttle service in operation at the Louis Vuitton Foundation and at Canal+. It is also listed with the French central procurement organizations UGAP and AGIR;

- **the 12-meter Bluebus** is a clean public transport solution for urban use (capacity for 100 passengers). Fully electric, it is equipped with LMP® batteries, which give it a range of between 180 and 250 kilometers. It has the same features as the 6-meter Bluebus: energy recovery during deceleration, roof-installed batteries, accessibility for persons with reduced mobility. This Bluebus is built at the Blue Solutions plant in Ergué-

Gabéric, in Brittany. The new dedicated plant for the manufacture of this bus was inaugurated on January 15, 2016 and required an investment of 40 million euros. The annual production capacity is for 200 12-meter Bluebuses. RATP, the Paris public transport operator, has chosen Bluebus to run a test trial of its first fully-electric bus route, which was launched in May 2016 at place Charles-de-Gaulle in the presence of Valérie Pécresse, Élisabeth Borne and Vincent Bolloré. This initial line (341) connecting Clignancourt to place Charles-de-Gaulle – Étoile is the first all-electric line set up in Paris as part of the Bus 2025 project to which RATP has been committed since 2014. Accordingly, RATP collaborated with Blue Solutions so that 23 12-meter Bluebuses would join its fleet. At the end of 2016, RATP ordered 20 additional 12-meter Bluebuses, 10 of which will be equipped to receive an in-line recharge by inverted pantograph (an articulated rod through which the Bluebus can be charged through the roof).



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Bluetram

Running on tires and entirely electric, Bluetram is a clean public transport solution that needs neither rails nor overhead power lines. It can be quickly installed as it does not require heavy and costly infrastructure works. Using Blue Solutions technology (supercapacitors) and a telescopic charging connector, the Bluetram recharges at each stop in just twenty seconds, while passengers get on and off. Each recharge gives Bluetram a range of up to 2 km. To enable this rapid recharging, each stop is equipped with energy storage capacity equivalent to that of the vehicle. The first Bluetram was inaugurated on the Champs-Élysées in Paris at the beginning of December 2015 for the 2015 Paris Climate Conference (COP21). It was piloted for the rest of the winter and transported visitors between the Arc de Triomphe and place de la Concorde, free of charge.

The 6-meter version of the Bluetram can accommodate 22 passengers, while the 12-meter version carries 90. It is produced on the Blue Solutions site in Ergué-Gabéric, Brittany, in a factory inaugurated in January 2015, representing a total investment of 30 million euros. Thanks to the R&D of Polyconseil and IER (Blue Applications subsidiaries), Bluetram will eventually be able to offer an integrated solution for the management of tramway lines: vehicles, stations, IT management system for flows and traffic. —

Car-sharing solutions

Blue Solutions and Blue Applications develop, deploy and operate flexible drop-off car-sharing solutions (without mandatory return to the starting point), that are integrated and based on fully-electric vehicles.

This solution answers the challenges faced by cities by making them:

- cleaner, thanks to the large-scale deployment of a non-polluting transport system;
- less congested by reducing the number of vehicles in operation;
- open to more people by making access to an individual vehicle less costly;
- more pleasant to live in by reducing noise and odor pollution.

Following the success of Autolib', Bluecarsharing is now working on the development of new fully-electric car-sharing services in France, Europe, the United States and Asia.



Autolib'

Within five years, Autolib', deployed in Paris since December 5, 2011, quickly found its place in the Paris region landscape and rapidly won over a large number of users thanks to its flexible drop-off feature and the possibility of reserving a car from the starting point or a spot upon arrival using a mobile phone.

Available in Paris and over 100 towns and cities within the Paris region, Autolib' provides a flexible and affordable car-sharing service, equally suitable for regular or occasional users thanks to its varied subscription offers.

This service provides great usage flexibility as soon as a driver's license is obtained for drivers with good records. Since its launch, Autolib' has been dedicated to eco-responsible solutions, and it subscribed to the Direct Énergie green energy offer, which certifies the injection into the grid of 100% renewable origin, which is the equivalent of annual consumption.

Utilib' offers professionals and Premium subscribers round-the-clock access to nearly 300 self-service commercial vehicles, directly or on reservation.

The Utilib' offer was designed to support professionals, meeting the needs of different businesses and sectors of activity (such as personal services, couriers, plumbers and maintenance technicians) in their daily travels.



Blueily

Well known for its initiatives and energy-related experiments, its smart grids and innovative transport systems, the Greater Lyon metropolitan area has used the Blueily service, modeled on Autolib', since October 10, 2013.

At the end of 2016, it had 314 electric vehicles (including 39 Twizy and 30 C-Zéros integrated into the fleet as part of the partnerships signed with the Renault and PSA Groups), 102 stations and 503 terminals were located throughout Lyon, 11 partner municipalities, and the Lyon-Saint-Exupéry Airport.

Since its launch, Blueily has been dedicated to eco-responsible solutions, and it subscribed to the CNR (Compagnie Nationale du Rhône), which certifies the injection into the grid of 100% renewable electricity the equivalent of annual consumption.



Blueindy

The Blueindy service was launched in Indianapolis, the car-racing Mecca, on September 2, 2015. With roll-out ongoing, Blueindy is on its way to becoming the largest electric vehicle car-sharing service with flexible drop-off in the United States. It will eventually include 500 electric vehicles and 200 rental locations equipped with 1,000 charging terminals.



Bluecub

Since January 9, 2014, the Bluecub service has been established in the Bordeaux Urban Community to supplement the eco-mobility service promoted by the Bordeaux city hall.

To date, the service has 76 stations in Bordeaux, in 10 bordering municipalities and in Arcachon, as well as a fleet of around 200 self-service electric cars (including 33 Twizy and 20 C-Zéros integrated into the fleet as part of the partnerships signed with the Renault and PSA Groups). Since its launch, Bluecub has been dedicated to eco-responsible solutions, and it subscribed to the CNR (Compagnie Nationale du Rhône), which certifies the injection into



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02 —

Mobile applications

VEHICLE FLEET
4,900 in service
NUMBER OF STATIONS
1,500 deployed

NUMBER OF CHARGING TERMINALS
7,800
NUMBER OF VEHICLE RENTALS
6 million



the grid of 100% renewable electricity the equivalent of annual consumption.



Bluecity

Based on the London network of electric charging terminals, BluePointLondon (see opposite), whose operations the Group manages, a Bluecity car-sharing network will gradually be developed as of the end of 2017. On completion it should link all the boroughs of Greater London.

Bluetorino

In Turin, Italy, Bluetorino, the new car-sharing service with fully-electric cars, was inaugurated on March 18, 2016. The service was officially launched in October 2016.

BlueSG

Following the agreement signed on June 30, 2016, the BlueSG service, based on the Group's car-sharing models, will start in Singapore at the end of 2017. It will eventually have a fleet of 1,000 electric vehicles, 2,000 charging terminals spread over 500 stations, and all of the infrastructures necessary for the smooth operation of the service.

Recharging infrastructure for electric vehicles

Bluelib

The Bolloré Group is planning to deploy a network of charging points across France to recharge all types of electric vehicles. Users will benefit from a high-quality service enabling them to locate and reserve charging points and providing them with round-the-clock assistance.

The final geographical layout of the terminals will take place in consultation with communities and project heads in order to ensure consistency with other existing or future projects.

BluePointLondon

Transport for London chose the Bolloré Group to handle the development of electric vehicles in London and take over the management of 1,400 charging points.

It manages the IT management solution, including the connection of the charging terminals to a centralized command system, the establishment of a call center to enable subscribers to reserve their spots and receive 24/7 assistance, as well as the creation of a website and mobile applications for geopositioning of the terminals.

Over time, the Group will supplement this solution with the development of an Autolib' style car-sharing service, initially placing 50 cars in circulation and providing 100 additional, dedicated charging terminals. —

01. Electric vehicles worked their way into the urban fabric in the space of five years.

02. Over 1,000 Autolib' stations deployed across France.

Fleet management solutions

The Bolloré Group offers customized, private fleet management solutions for companies and communities that wish to act to preserve the environment and to reduce their energy bill. Each solution incorporates "all-inclusive", flexible and attractive long-term vehicle rental offers that include the maintenance and the connected and remote management of these fleets with reliability, service quality and responsiveness. Blue Applications is offering its clients a head start on the unavoidable changes that will affect their mobility solutions. Businesses and public authorities whose trust we have earned: Atos, Darty, Schindler, Pages Jaunes, the municipality of Drancy, etc.



Stationary applications



BLUESTORAGE

Energy storage capacity of up to several MWh

Nearly **10** Bluezones located in Africa

50 movie theaters and concert halls deployed in Africa

These future-oriented solutions, which are essential to the development of renewable energies, enable us to carry out a major restructuring of our power grids with these new stationary applications (cost, power, ease of deployment, density, reliability). —

Whether for home-based consumption, smart city-wide management or regional network-wide regulation, storage solutions are a key element of these new solutions.

Bluestorage

Bluestorage is developing a line of energy storage solutions from a few kWh to several MWh of stored energy, intended for a variety of end users: electric network companies and electricity consumers.

For the operators of the electrical network, the solutions developed by Bluestorage make it possible to mitigate the intermittence of renewable energies and thus strengthen the reliability of the networks. The storage facilities deployed also improve the economic performance of solar and wind farms by aligning electricity production periods with peak consumption periods.

These solutions are as relevant for the large renewable power plants connected to the grid as they are for the electrification needs of isolated areas. Several facilities of this type are in place, including the Bluezones deployed by the Group in Africa.

Bluestorage has also set up facilities for industrial erasure and diffuse erasure. Whether at the network manager level or the industrial



01 —

level, the objective is the same, namely to avoid sizing the power generation fleet to meet peak demand. By storing the energy available during lower-demand periods, Bluestorage systems prevent the construction of new production units, which are often gas-powered.

The Group is also studying the existing potential for staggered investment in networks. By positioning storage facilities at strategic locations, a network operator can avoid revising its transmission and distribution infrastructure, which is also sized to ensure energy transfers at peak times.

Finally, Bluestorage develops solutions that allow for the hybridization of generators that are often set up by industries in isolated areas.

Thanks to the addition of production facilities via renewable energies and the use of Bluestorage solutions, diesel consumption and greenhouse gas emissions are significantly reduced.

01. Photovoltaic panel station deployed by Bluestorage, especially in Africa.

02. Bluezone in Kaloum, Guinea, electricity storage for renewable energies.



02 –

Bluestorage and the Bluezone concept (in Africa)

Electricity storage technologies are essential for the development of renewable energies in countries that are poorly connected to electricity grids.

Bluestorage has developed a unique solution that combines LMP® batteries with photovoltaic energy to produce and store solar energy to develop fully-electric and fully-autonomous solutions.

In Guinea, Togo, Niger and Benin, the Bolloré Group has set up 10 Bluezones since 2014. With energy generated by photovoltaic panels (360 m²) and stored in LMP® battery shelters (180 kWh), several hectares of land with no access to the power grid can be lit and provided with clean drinking water and Internet access. These new spaces enable the development of a variety of economic, cultural and sports activities. The Bluezones provide a combination of services focused on improving the well-being of local populations and contributes to accelerating local development. These projects demonstrate the usefulness of combining photovoltaic energy production and energy storage. In each country hosting a Bluezone, the Bolloré Group offers services that were entirely designed for the needs of the local population.

This technology has proved its effectiveness on the ground in extreme climatic conditions and

is now being studied in numerous development projects that involve rural electrification or the development of sustainable agriculture.

Bluestorage and the CanalOlympia concept

With support from the Vivendi Group, the CanalOlympia project is a group of 50 movie theaters and concert halls currently being deployed on the African continent.

The system developed by Bluestorage provides up to 600 kWh of electricity per day thanks to a hybrid solution that combines solar panels (700 m²) and LMP® batteries (360 kWh of storage per venue).

This solution offers reliable and continuous electricity, without depending on fragile networks or generators, and a clean power supply that reduces CO₂ emissions, and it is less expensive or equivalent to a 100% diesel generator solution.

Bluestorage and development of clean transportation

The photovoltaic/LMP® battery mix also makes it possible to create charging stations for electric vehicles, and thus accelerate the development of clean and autonomous public transportation lines.

Bluestorage has developed autonomous transportation lines on the campuses of the Cocody universities in Abidjan and Yaoundé, on the historic site of the temples of Angkor Wat in Cambodia. Lines are also planned for the Congo, in the Department of Likouala. —

Systems



IER is the leading provider of solutions designed to optimize and secure the flow of goods and persons. IER has developed terminals, self-service terminals and identification and geopositioning systems that have recently made it a key player in the car-sharing market. —

Energy storage

With its expertise in the field of terminals and developments in automatic identification solutions, IER has become a major player in new mobility solutions for transportation, and especially for electric car-sharing systems.

Self-service terminals

IER is a global leader in the design, production and sale of self-service terminals for major transport networks (air and rail). IER has developed an entire range of self-service solutions from registration to boarding for air travel, as well as collection and information terminals for land transport.

Automatic identification

IER designs, develops and integrates a combination of identification, traceability and mobility solutions for use by industry and by logistics

and transportation operators. With expertise encompassing a comprehensive range of technologies, including bar code, RFID, vocal, Wi-Fi and GPRS, IER has become the gold standard for integration and service for the entire supply chain.

Security and access control equipment

Through its subsidiary Automatic Systems (AS), IER also offers a complete range of secure solutions for pedestrian and vehicular access, and for the protection of sensitive sites. Thanks to its international distribution network, AS is one of the leading global suppliers of large security integrators. —





Polyconseil offers its customers comprehensive IT solutions, ranging from strategic frameworks to operations and monitoring of results. Its team of consultants, consisting of more than 100 people, creates value from its experience in managing complex projects and from a team of 80 advanced engineers in telecommunications, Internet, M2M (mobile to mobile) technologies, and the management and supervision of electrical energy. —

Polyconseil was founded in 1989 with the aim of creating a team of experts with a passion for new digital technologies. Today, it is a team that guides public and private stakeholders as they build their offers and infrastructures, but also supports them in implementing robust processes and taking control of data.

Market

Polyconseil offers a comprehensive range of digital transformation solutions for CAC 40 companies and is working alongside governments and local authorities to build the cities of tomorrow.

Smart cities

As a specialist in new technologies and digital services, Polyconseil assists its public and private partners with issues involving smart mobility, smart grids, digital regional development, innovative services for municipalities, onboard connectivity and communicating vehicles.

Polyconseil's mission under the Autolib' project was to guide the entire project to create the Autolib' car-sharing operation.

Since the public launch of the service, Polyconseil has been involved in the development of Autolib' and other car-sharing services offered by Blue Solutions: Bluely in Lyon, Bluecub in Bordeaux and Blueindy in the United States, and soon Bluecity in London and BlueSG in Singapore. It guides Autolib's technology decisions in becoming a leader in smart mobility.

Beyond that, Polyconseil is heavily involved in expanding the activities of Blue Solutions and Blue Applications.

Drawing on its expertise in strategic and business research, its understanding of the energy issues at play in France, Europe and abroad, and its knowledge of the regulatory framework applicable in different countries, Polyconseil works with Blue Solutions on:

- identifying strategic opportunities to create value from its electrical storage capabilities in these various markets;



- creating its roadmap to becoming the undisputed leader in storage, energy management and incorporation of renewable energy sources;
- designing its value proposition to consumers, businesses, energy producers and local authorities.

Polyconseil's other sectors of expertise are telecommunications, media strategy and emerging markets. —

Corporate social responsibility



MORE INFORMATION ON SOLIDARITY
efforts and local development
on www.blue-solutions.com

Blue Solutions, as a subsidiary, includes within its activities the four main pillars of the corporate social responsibility policy defined by the Bolloré Group:

- bringing the Group together around a shared corporate culture and ethical standards;
- innovating in response to major economic and environmental changes;
- investing in women and men;
- taking action for local development.

Bringing the Group together around a shared corporate culture and ethical standards

Blue Solutions' ethical commitments, a critical prerequisite to good governance, demonstrate a desire to develop and maintain the trusting relationships necessary to sustain its business activities over the long term.

Blue Solutions, as a subsidiary of the Bolloré Group, applies the Group's ethical standards and values:

- ethical standards common to the Bolloré Group, deployed locally in conjunction with the Group Ethics Officer;
- deployment of the Bolloré Group's values charter;
- ensuring that its activities do not constitute an obstacle to human rights.

Innovating in response to major economic and environmental changes

The Bolloré Group attaches great importance to reducing the environmental impact of its business activities. Blue Solutions takes this effort one step further and seeks to have a positive effect by addressing two environmental challenges: the development of clean transportation systems and access to sources of renewable energy. The Group's environmental policy is structured around two major commitments:

Preventing and reducing the impact of its activities

To run its businesses responsibly, it must, above all else, manage the risks that are associated with them. The risk mapping exercise performed in 2008 for the Group enabled us to identify priority risks for each division and consolidate risk management procedures at Group level while taking into account the diversity of the Group's businesses. The risks were identified and their impacts assessed by the management committees of each division. The action plans arising from these analyses have transformed what may have appeared to be a constraint into an opportunity for development, both in technological and financial terms, of the Group's businesses.

Innovate to anticipate new environmental requirements

In the face of energy constraints and global warming, clean electricity production and storage have become major challenges for people, cities and governments. Anticipating these new needs, the Group has invested in a research and development program for over twenty years which has made it possible to produce new technologies based on the Lithium Metal Polymer (LMP[®]) battery.

These technologies are core to the innovative systems developed by the Bolloré Group, ranging from electric vehicle car-sharing systems to the implementation of end-to-end stationary solutions for the production, storage and distribution of decentralized, clean and free electricity using solar energy, particularly in Africa. They make it possible to offer citizens environmentally-friendly electric mobility solutions, to improve the management of energy production and consumption, and to foster the integration of renewable energies, in both developed and developing countries.

Investing in women and men

The financial performance of the Bolloré Group and Blue Solutions is based on the commitment of the women and men who work to achieve it. Its social policy is mainly based on three core concepts.

• Attracting talent and building employee loyalty

This concept implies the formalization of a coherent and equitable salary policy at the Group level through the deployment of a dynamic recruitment policy and controlled management of the careers of its employees.

• Conducting health and safety policy with the highest standards

This desire is reflected in the Group's commitment to protect the working environments of its employees and to prevent the risk workplace accidents through a sustained policy of certifications based on major benchmarks and an effective health and safety policy.

• Developing employee skills

This concept is characterized by a strategy for the management and development of high potential through a sustained training policy to prepare for the skills of tomorrow and by professional development prospects supported by internal mobility.

Taking action for local development

Societal policy is structured around three commitments:

- strengthening the local presence of Blue Solutions' activities;
- promoting the social commitment of employees;
- establishing listening, discussions and collaboration with stakeholders. —

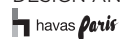


All of the Blue Solutions 2016 publications, business report, corporate and social responsibility report and registration document are available online at www.blue-solutions.com/en-us under the heading "Investors".

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