
2 _ The Bolloré Group's non-financial performance

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1. The Bolloré Group's non-financial performance statement

Since its creation, the Bolloré Group has been driven by a very determined commitment to entrepreneurship and innovation. With a strategy of diversifying its activities internationally, it is listed on the stock exchange and benefits from a stable and family-owned shareholder base, which allows it to make long-term investments⁽¹⁾. It has a long history of transmission from generation to generation, based on a corporate culture and strong values shared by all employees around the world, which include humility, excellence, courage, solidarity, agility, and innovation. The Group's commitments are reflected in its Corporate Social Responsibility (CSR) strategy based on the four fundamental pillars described below. Given the great diversity of the Bolloré Group's activities and CSR challenges, in the interest of conciseness and readability, the non-financial performance statement presented below explains the mitigation techniques implemented by the Group to manage its priority CSR risks relating to the activities of the Transportation and logistics and Industry divisions. The priority CSR issues relating to the Communications division are detailed in Vivendi's non-financial performance statement, which is also subject to verification by an approved independent third-party organization⁽²⁾. The consolidated view of the Bolloré Group's main social and environmental performance indicators⁽³⁾, including those of Vivendi, is available in the summary tables presented at the end of this chapter 2 (see section - 1.3. Summary tables of the Bolloré Group's

non-financial performance indicators). The summary of consolidated priority risks for Bolloré and Vivendi is available in section - 1.1.2. The Bolloré Group's non-financial risk mapping. On December 21, 2022, the Bolloré Group announced the disposal of 100% of Bolloré Africa Logistics, its port, railway and logistics business in Africa. In accordance with article L. 233-16 of the French commercial code (*Code de commerce*), the non-financial performance statement must contain consolidated information on the entity Bolloré SE and all the companies included in its consolidation scope, i.e. all companies that are "wholly" or "jointly" controlled. This included Bolloré Africa Logistics until December 22, 2022. As Bolloré Africa Logistics is treated as a discontinued operation in the consolidated financial statements, in accordance with IFRS 5, similar treatment has been applied in the non-financial performance statement. The consolidated indicators show a total for the Bolloré Group excluding Bolloré Africa Logistics, and a separate line showing information for Bolloré Africa Logistics. This required a restatement of 2021 data for the Transportation and logistics division to enable comparison between reporting periods.

To facilitate understanding and allow the discontinued activities to be easily identified, information on Bolloré Ports and Bolloré Railways has been lightened in the following paragraphs.

1.1. CSR challenges and strategy

1.1.1. THE BOLLORÉ GROUP'S CSR STRATEGY

The Bolloré Group's 2017-2022 CSR strategy was initially developed in view of the results of the materiality analysis of the Group's challenges carried out in 2016. This analysis made it possible to determine the most material issues, through their identification and prioritization, during specific interviews with internal stakeholders in each of the Group's activities, while taking into account the expectations of external stakeholders (customers, employees, public authorities). Updated to include Vivendi on its integration in 2017, the materiality matrix identifies seven major priority challenges in four fundamental pillars that shape the Bolloré Group's CSR strategy. These commitments are upheld by all of the Group's divisions to make CSR part of everyday life in their core business and to create value and connections between the men and women in the company, their environment, and stakeholders.

In 2017, the Group consolidated its results as part of its response to French decree no. 2017-1265 of August 9, 2017 in application of order no. 2017-1180

of July 19, 2017 on the publication of non-financial information by companies, as well as the law on the duty of care. These obligations have inspired a new perspective in terms of analysis based on the management of priority non-financial risks. The Bolloré Group has adjusted its strategy by promoting the implementation of virtuous and vigilant approaches in all its divisions to ensure that the policies, processes, and improvement plans in place guarantee its long-term non-financial performance.

Anticipating and responding to customer expectations by mitigating the risks related to business ethics, protecting human capital by implementing a social, health, and safety policy conducive to a lasting relationship with employees, combating climate change by investing in the development of innovative products and services, and being an actor in the development of society and the communities where the Group operates – these are all factors that will create value for the future.

1.1.1.1. ALL RESPONSIBLE AND COMMITTED – THE BOLLORÉ GROUP'S ENGAGEMENT PROGRAM

The Bolloré Group's desire to fulfill its stakeholders' expectations and to play an active role in responsible development is currently reflected in four strategic areas:

UNITING AND PROTECTING PEOPLE, THE COMPANY'S GREATEST STRENGTH

- Protecting the health and ensuring the safety of the women and men exposed as part of our activities.
- Attracting talent and developing the skills of our employees.
- Maintaining social dialog and promoting well-being in the workplace.

ACTING WITH INTEGRITY IN OUR BUSINESS CONDUCT AND PROMOTING HUMAN RIGHTS

- Sharing the same business ethics and ensuring compliance with the strictest standards.
- Promoting human rights in our businesses and supply chains.

INNOVATING IN RESPONSE TO MAJOR ENVIRONMENTAL ISSUES

- Reducing our carbon footprint and adapting to climate change.
- Preventing pollution and reducing environmental impacts related to our operations.
- Placing the control of our carbon footprint at the heart of our products and services.

(1) For further details on the Bolloré Group, its activities and business model, please see chapter 1 of this universal registration document.

(2) For more information on Vivendi, its activities, business model and non-financial performance statement, please refer to Vivendi's 2022 universal registration document.

(3) For more information on the criteria for integrating Bolloré Group entities into the social reporting scope and the CSR reporting scope (environment, health and safety), please refer to the methodology notes (see sections - 1.3.1.1. Social reporting methodology note and 1.3.2.1. CSR reporting methodology note).

COMMITTING OVER THE LONG TERM TO REGIONAL DEVELOPMENT

- Contributing to and promoting local employment.
- Revitalizing regions.
- Building and maintaining dialog with stakeholders.
- Undertaking societal actions for the benefit of local populations.

The Bolloré Group's commitments are in line with the United Nations Sustainable Development Goals. Its actions have a direct or indirect positive impact on 63 of the 169 targets.

A summary of the main performance indicators relating to these major commitments is available in chapter 1 of this universal registration document (see chapter 1 – CSR performance at a glance).

1.1.1.2. CREATION FOR THE FUTURE – VIVENDI'S STRATEGIC CSR PROGRAM

In 2020, Vivendi redefined its commitments in a new CSR strategic program that includes all its activities in a framework of unified positive actions. The program is named *Creation for the Future* and expresses Vivendi's raison d'être: *Creation Unlimited*. It contributes to the success of Vivendi's mission, "to unleash creation by revealing all talent, valuing all ideas and cultures, and sharing them with as many people as possible." The *Creation for the Future* program was rolled out across the Group in 2021. It is based on three pillars that put environmental, societal and social impacts into perspective at all levels of Vivendi's activities and set new ambitions for 2025:

- **Creation for the Planet:** Vivendi is committed to combating global warming and taking action for a carbon neutral world by reducing the carbon footprint of its activities in accordance with the objectives of the Paris Agreement, engaging its ecosystem with its environmental approach, and contributing to the global offset of carbon emissions;
- **Creation for Society:** as a leader in culture, entertainment and communications, Vivendi has a particular social responsibility in terms of the content it produces and broadcasts. In particular, the Group is committed to working towards open societies by making culture and education more accessible;

- **Creation with All:** Vivendi is committed to working with its internal and external stakeholders to promote a more inclusive world in which everyone contributes to the construction of a desirable future, both inside and outside the Group.






This approach, which is promoted at the highest level of the Group, is a performance driver at the heart of Vivendi's strategy and creates value shared with all stakeholders. It is built on an organization in charge of steering the roadmap, which sets out each of the pillars of commitment in Vivendi's various business lines. It is shared with all employees, who are its leading ambassadors.

The implementation of the strategic program is also based on a foundation of respect for ethical values and a culture of integrity that underpins the conduct of business in the Group. This is reflected in the Group's overall compliance policy, which helps to maintain trustworthy relationships with its many partners and, in particular, its customers. To govern its activities, Vivendi has its own ethical measures, applicable to its subsidiaries and adapted to their businesses (see Vivendi's 2022 universal registration document – chapter 2 – 2.2. Main non-financial risks and opportunities).

1.1.2. THE BOLLORÉ GROUP'S NON-FINANCIAL RISK MAPPING

In compliance with the EU Non-Financial Reporting Directive, in 2017, the Group involved members of the Management committees of all of its divisions in mapping CSR risks and opportunities associated with its Transportation and logistics business (four business units: Bolloré Ports, Bolloré Logistics, Bolloré Railways, and Bolloré Energy) and its industrial activities (three business units: Blue, Films, and Systems). Four workshops were held on risk-scoring, led by a consultancy firm and using software to rank the risks identified and ensure the effectiveness of the method used. A universe of 16 CSR risks and opportunities, covering the themes expected by law, was first defined and explained for each Group division. These risks are inherent to the Group's activities. They were considered throughout the value chain (supply, operations, use of the products and services sold), taking into account all stakeholders (employees, customers, suppliers, subcontractors, public authorities, investors, etc.). Each risk was rated according to its frequency and severity. The frequency was defined as the probability of the risk occurring over the next five years. The severity corresponds to the impact of the occurrence of the risk on reputation, revenue or operations. This methodology was constructed in line with the

Bolloré Group's general risk mapping. Although a formal approach to dialog with stakeholders has not been established at Group level, the fundamental principle of considering their expectations has been implemented, for example by gathering perceptions of these expectations from operational teams with full knowledge of the field. Corruption risk and conflicts of interest, a priority area, was scored by the Compliance Department in collaboration with all divisions. Vivendi carried out its own CSR risk mapping in 2018 and updated it in 2021. The management of the CSR strategy, as well as the action and mitigation plans for identified non-financial risks are monitored by the Vivendi Group's CSR Department (see Vivendi's 2022 universal registration document – chapter 2 – 2.2. Main non-financial risks and opportunities). The mapping of its non-financial risks has been pooled with the Bolloré Group's mapping to obtain a consolidated view shown in the table below. The mapping, updated in 2021 in line with the work performed by the divisions, regulatory changes and changes in the scope of the Bolloré Group's activities, is in line with the Group's priorities identified during the materiality analysis. These priority risks are a natural fit with the four key pillars of the Bolloré Group's CSR strategy.

Pillars of the CSR strategy	Priority non-financial risks	Transportation and logistics				Industry			Communications*
		Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi
 Uniting and protecting people, the company's greatest strength	Health and safety of employees and third parties								(1)(2)
	Attracting and retaining Skilled people								
	Working conditions and social dialog								
 Acting with integrity in our business conduct and promoting human rights	Human rights								
	Corruption and influence-peddling								
 Innovating in response to major environmental challenges	Risks and opportunities related to climate change								(3)
	Local pollution, industrial accidents and management of hazardous materials								
 Committing over the long term to regional development	Risks and opportunities related to relations with communities								
 Priority risks specific to communications	Risks related to attracting and retaining external talent								(4)
	Risks related to the cultural relevance of content								(5)
	Risks related to dialog with customers and users and their satisfaction with products and services								(6)

In blue: priority non-financial risk at the level of the business unit and/or division.

* Management of the priority non-financial risks identified for the Communications division is explained in chapter 2 – Non-financial performance in Vivendi's 2021 universal registration document.

The following risks have been identified as being Vivendi's priority gross risks – see section – 2.2.1. Presentation of priority risks and opportunities:

- (1) Occupational health and safety risks for employees. See Improving quality of life and well-being and workplace health and safety in section – 4.3.1.2. Recognizing talent and growing together.
- (2) Risks related to the health and safety of customers and users of products and services. See section – 1.2.3. Listening to customers, 4.2.3. Encouraging responsible content, 4.2.3.3. Providing a protected environment to ensure a safe entertainment experience, 4.3.3.3. Simplifying customer engagement.
- (3) The main risks related to climate change. See section – 2.3.
- (4) Risks related to attracting and retaining external talent. See section – 4.3.2.1. Identifying and attracting talent around the world and 4.3.2.2. Retaining talent.
- (5) Risks related to the cultural relevance of content. See section – 1.3.2. Listening to customers, 4.2.2.6. Preserving and promoting heritage works and 4.3.2.3. Promoting local content and talent.
- (6) Risks related to dialog with customers and users, and their satisfaction with products and services. See section – 1.3.2. Listening to customers.

The Bolloré Group's management of priority risks is explained throughout the non-financial performance statement in chapter 2 of the Bolloré Group's universal registration document. Management of the priority CSR risks identified for the Communications division is explained in the chapter on Non-financial performance in Vivendi's 2022 universal registration document.

1.1.3. CSR GOVERNANCE

Reporting to the Finance Department, the Bolloré Group CSR Department coordinates the CSR strategy with the assistance of specialized committees, and through the Head of CSR's presence on the Executive Committee, the Risk Committee, and the Ethics – CSR and Anticorruption Committee. The Chairman and Vice-Chairman of the Board of Directors participate in the Ethics – CSR and Anticorruption Committee and are stakeholders in the Bolloré Group's non-financial performance. In terms of corporate governance, the Bolloré Group refers to the French Corporate Governance Code for listed companies established by the Afep (French Association of Private Enterprises) and the Medef (network of entrepreneurs), and takes into consideration the recommendations of ESG rating agencies and investors.

1.1.3.1. EXECUTIVE COMMITTEE

Since 2020, Bolloré SE has an Executive Committee that meets quarterly and whose members are the Heads of the Finance, Legal, Tax, Purchasing, CSR and Compliance Departments. This Committee is responsible for monitoring the objectives and implementing decisions taken within the framework of the strategic guidelines defined by the Board of Directors. This Committee,

At its meeting of March 14, 2023, the Board was invited to consider the changes made in the new version of the Code published in December 2022 aimed at ensuring that the Board of Directors integrates the CSR strategy in its duties. CSR topics should thus be handled by a specialized committee and, as such, the independent directors have received initial training on environmental and climate issues provided by a third-party organization in March 2023.

With regard to the creation of a dedicated CSR Committee, after reiterating that the Audit Committee reviews non-financial risks as part of its current duties, the Board members decided that the Board of Directors will continue to refer to the work of the Audit Committee, whose responsibilities will be extended to all CSR issues.

made up of twelve members, including six women (50% women) reflects the Group's commitment to gender equality. Its meetings provide the opportunity to present all the CSR initiatives carried out over the year, to validate their implementation and to discuss the future directions of the Group's CSR strategy.

1.1.3.2. THE ETHICS – CSR AND ANTICORRUPTION COMMITTEE

The primary task of the Ethics – CSR and Anticorruption Committee is to ensure the compliance and results of the actions taken in terms of the promotion and respect of the Group's values and commitments, and in particular the strict application of the ethical principles published in the Ethics and CSR Charter and the Code of Conduct. Under the authority of the Chairman of the Ethics – CSR and Anticorruption Committee appointed by the Chairman of the Bolloré Group, this body meets twice a year. It consists of the Group Chairman and Chief Executive Officer, the Deputy Chief Executive Officer, the Group Chief Financial Officer (also Vice-Chairman of the Board of Directors), the Group Deputy Chief Financial Officer, the Group General Counsel, the Group Head of Human Resources, the Group Chief Compliance Officer, the Group Purchasing director, the Group Head of Investor Relations, the Group Head of Communications and CSR, the Group

Head of Sponsorship, the divisions' Chief Executive Officers and any other person that Executive management considers useful to assist in carrying out the Committee's duties. This Committee hears the reports of the Chief Compliance Officer, the Head of Sponsorship, and the Head of CSR. These persons are required to submit a special report, which is then issued to the members of the Board of Directors. The objective is to determine the areas of work in terms of ethics, compliance and CSR at the Group level, which must be rolled out operationally in the divisions. The Committee therefore approves the strategy, reviews performance and determines the prospects, projects and action plans with regard to the Group's priority risks and opportunities. As necessary, the Committee consults and informs the Audit and Risk Committee on its work on risk prevention falling within its remit.

1.1.3.3. THE GROUP CSR DEPARTMENT

The Group CSR Department defines the framework of the CSR strategy, plays a role in awareness-raising and mobilization, coordinates action plans, steers annual reporting, and analyzes and enhances performance. The CSR Department reports to the Group Finance Department on a weekly basis to define the Group's position concerning these key questions, seize opportunities and ensure implementation of the measures needed to control the Group's CSR risks. The CSR Department works closely with the Group's business experts and divisions (Heads of Quality, Hygiene, Safety and Environment [QHSE], Human Resources [HR], Purchasing, Compliance,

Legal, etc.). Its role is to assist the subsidiaries in risk control and in the promotion of CSR objectives, to formalize procedures and policies and to define common indicators to reinforce coherence and steering of the CSR strategy, despite the wide diversity of activities and geographic locations. The CSR Department is also represented on the Risk Committee, once a year. In 2022, the Head of CSR described the duty of care plan and announced the action plan. This Committee not only raises awareness, but also informs top management of the actions taken on these topics.

1.1.3.4. THE CSR NETWORK

The Group CSR Department relies on the divisions' CSR Departments, which work closely with their own Management committees, business experts (QHSE, HR, purchasing, Sales & Marketing Department, etc.) and their network of local CSR delegates to roll out the Group CSR strategy in each entity and report essential non-financial information. The internal CSR network has

nearly 1,000 contributors from more than 900 entities worldwide (Bolloré and Vivendi). These contributors report the indicators related to their non-financial performance to the Group CSR Department each year as part of the annual CSR reporting campaign.

1.1.4. PERFORMANCE MONITORING

Non-financial performance is monitored throughout the year by coordinating the Group's various priority projects (for example, work prior to the drafting of the Group's climate strategy, the mapping of human rights risks or the application of the Taxonomy Regulation, etc.). Risk management interviews are conducted by the head office CSR Department with the business line officers who are responsible for managing priority risks and locally, targeted thematic questionnaires (such as the human rights questionnaire and the analysis of energy consumption) also contribute to the assessment of the performance of both the Group and its divisions. The annual results are consolidated during the non-financial reporting campaign in Group entities around the world (see sections - 1.3.1.1. Social reporting methodology note and 1.3.2.1. CSR reporting methodology note).

The robustness, scope and reliability of this campaign have been significantly enhanced in recent years. The list of performance monitoring questions and indicators updated in 2019 to best illustrate the management of the Bolloré Group's priority CSR and social risks was finalized in 2020. They are the subject of dedicated analysis to continue to strengthen their reliability. The indicators are, where relevant, applied to the whole Group and/or tailored specifically to the divisions according to their particular challenges. In accordance with the reporting requirements and disclosure of information on the company's CSR performance, the compliance of the Bolloré Group's non-financial performance statement with regard to the CSR priority risks identified and the fairness of the information presented is verified by an accredited independent third party (quantitative audits and





qualitative interviews) (see section - 1.4. Report by the independent third party on the consolidated non-financial performance statement). In 2021, the Bolloré Group set an initial set of measurable objectives, validated by the members of the Ethics – CSR and Anticorruption Committee, enabling it to strengthen the management of its CSR policy and establish

a continued improvement approach. These commitments are part and parcel of the Bolloré Group's CSR policy, implemented on a daily basis in each core business. In 2021 and 2022, the Group focused its efforts on issues relating to the fight against climate change and the compliance of the Group's activities with taxonomy reporting.

1.1.4.1. SUMMARY OF OBJECTIVES AND PROGRESS OF THE CSR STRATEGY

The summary table below shows the Group's objectives for each of the four pillars of its CSR strategy, as well as their progress on a consolidated scope including the Bolloré Africa Logistics (BAL) division, which was sold in

December 2022. The scope of the Group CSR strategy will be reviewed in 2023 to take this significant disposal into account. This will involve setting new objectives with regard to the CSR risks identified as priorities.

Pillars of the CSR strategy	Review of commitments 2017-2022	Progress, results and outlook
 Uniting and protecting people, the company's greatest strength	Health and safety certification: 70% of legal entities covered by an HSE management system have at least one site with health and safety certification	<ul style="list-style-type: none"> 78% of legal entities covered by an HSE management system have at least one site with health and safety certification (vs 75% in 2021)
	Mapping of occupational risks: assessment to be carried out by 100% of the legal entities included in the CSR reporting scope	<ul style="list-style-type: none"> 81% of entities stated that they mapped and/or assessed their professional risks in 2022 (vs 75% in 2021) 98% of which reported that they had updated their map between 2020 and 2022
	Being a leading employer in our countries of operation	<ul style="list-style-type: none"> 90% of employees have permanent contracts (stable compared to 2021) 99.1% of jobs are held by locals (stable compared to 2021), and 94.5% of managers are locals 95% of entities offer health care coverage beyond legal requirements⁽¹⁾
	Maintaining a calm social climate: ensuring ongoing dialog with employee representative bodies according to the laws of each country	59% of entities allow employees to benefit from union representation and/or staff representation (unchanged from 2021)
 Acting with integrity in our business conduct and promoting human rights	Applications of the Code of Conduct	<ul style="list-style-type: none"> 96% of Group companies have completed the collective information process⁽²⁾ 94% of employees with an e-mail address have received the Code of Conduct
	Definition of a responsible purchasing approach	Distribution of the Responsible Purchasing Charter and Code of Conduct to 100% of core suppliers in 2022
	Raise awareness among all employees of the Group's commitments: e-learning modules on business ethics and human rights issues	<ul style="list-style-type: none"> 95% of employees with an e-mail address were informed (compared to 93% in 2021)
 Innovating in response to major environmental challenges	Define a Group climate strategy with medium and long-term science-based objectives	<ul style="list-style-type: none"> Work being finalized
	Develop and offer low-carbon products and services in all our activities	<ul style="list-style-type: none"> Target achieved: all divisions offer solutions tailored to the challenges of the energy transition
	Renewable energy: increase the share of electricity consumption from renewable sources	<ul style="list-style-type: none"> 29% of electricity consumption came from renewable sources in 2022⁽³⁾
	Environmental certification: 70% of legal entities covered by an environmental management system have at least one site certified under an environmental standard	<ul style="list-style-type: none"> 78% of legal entities covered by an environment management system have at least one site with environmental certification (vs 76% in 2021)
 Committing over the long term to regional development	Social, economic and environmental impact studies: deployment of country socio-economic impact studies covering selected countries in which the Group operates in Africa	<ul style="list-style-type: none"> Due to the sale of Bolloré Africa, this action was not continued in 2022 and will be reviewed in 2023
	Dialog with stakeholders: development of a method for identifying internal and external stakeholders at Bolloré Group level	<ul style="list-style-type: none"> Due to the sale of Bolloré Africa, this action was not continued in 2022 and will be reviewed in 2023
	Support for local populations through a structured sponsorship program	<ul style="list-style-type: none"> 399 societal impact projects in 48 countries, with more than 36,000 beneficiaries.

(1) Includes entities offering health care coverage where there is no legal obligation to do so.

(2) Where the subsidiary has internal rules of procedure, integration of the Code of Conduct and, where applicable, a procedure for consulting competent bodies, authorities or departments if necessary.

(3) Including Vivendi but excluding Bolloré Africa Logistics.

1.1.4.2. LISTENING TO ITS STAKEHOLDERS TO OPTIMIZE PERFORMANCE

1.1.4.2.1. A GROUP THAT IS ATTENTIVE TO ITS STAKEHOLDERS

The Group and its divisions are committed to taking into account the expectations and concerns of their internal and external stakeholders at all levels of the organization. While a structured dialog methodology has not yet been formalized at Group level, the divisions and subsidiaries maintain ongoing dialog with their stakeholders (local communities, customers, suppliers, etc.), adapted to their local and operational contexts (see section - 1.2.4.2.3. Building and maintaining dialog with stakeholders). In addition, as part of the ISO 9001 certification process, a mapping of relevant stakeholders is required for the entities concerned. In 2022, 81% of Group entities completing the CSR reporting declared they were certified or had at least one site that was ISO 9001 certified.

Every year, the Group is attentive to the requirements of its external stakeholders, be they:

- requirements and obligations arising from public authorities and regulatory and market institutions (non-financial performance statement, law on the duty of care, Sapin II law, General Data Protection Regulation, the law on combating tax evasion, European taxonomy, etc.);
- investors: faced with the growing importance of ESG criteria among investors, the CSR Department, reporting to the Finance Department, works hand in hand with the Investor Relations team to integrate the requirements and respond to the expectations and questions sent to the Group by analysts and investors. Vivendi maintains ad hoc relations with analysts and investors to respond to the financial community's growing interest in environmental, social and governance (ESG) issues;
- ESG rating bodies, with which the Group strengthens its discussions each year in a bid to improve its ESG performance and better meet their expectations. Dialog with these rating bodies enables the Group to identify areas for improvement on ESG aspects, as well as to better understand its sector positioning. The Group Finance Department pays particular attention to this information, which is reported to the various committees in which the CSR Department is represented each year;

- customers of its business units for whom it undertakes to provide the best quality products and services in compliance with its CSR commitments over its entire value chain (see section - 1.2.4.2.3. Building and maintaining dialog with stakeholders);
- suppliers and subcontractors (see section - 2.3.3. Duty of care approach in the supply chain, Group' duty of care plan);
- local communities with which the business units conduct a structured dialog approach (see section - 1.2.4.2.3. Building and maintaining dialog with stakeholders);
- major multilateral institutions and agencies (United Nations Global Compact);
- media;
- associations and NGOs.

The Group also conducts regular dialog with its internal stakeholders, such as employee representative bodies, in order to guarantee and promote a high-quality social dialog over the long term that combines entrepreneurial economic reality and responds to internal social expectations, adapted to the specific laws of each country. This deployment occurs in the Group as part of negotiations with employee representatives or in other forms, depending on the laws of each country in the network. The Group's subsidiaries undertake to facilitate the expression of employees in countries where the International Labour Organization (ILO) conventions on the freedom of association and protection of the right to organize have not been ratified (see section - 1.2.1.2.2. Promoting social dialog and quality working conditions).

In 2021, the Group undertook an external stakeholder identification process (banks, funders, investors, customers, etc.). Exhaustive identification of their priorities and expectations and their level of influence on the Group was carried out, in order to complete the materiality matrix with the Group's priority issues. The Group wishes to implement a methodology for identifying key stakeholders in the subsidiaries in order to structure the consideration of local expectations and needs, and strengthen the effectiveness of its vigilance systems, with the constant aim of building a lasting relationship of trust.

1.1.4.2.2. BOLLORÉ GROUP 2022 NON-FINANCIAL PERFORMANCE RESULTS

Over the past three years, the ESG score assigned to the Group by the various bodies has stabilized and increased thanks to:

- clarifications of the CSR strategy through various communication materials (non-financial performance statement, CSR report, Charters, etc.);
- the implementation of more consistent policies and relevant monitoring indicators;
- more structured dialog between the CSR team and ESG analysts.

ESG rating agencies are selected according to several criteria:

- the widespread use of their analyses by investors;
- the publication of ESG scores on financial platforms;
- a comprehensive assessment methodology that enables performance to be improved for all ESG aspects.

	CDP	Vigeo Eiris	ISS ESG	Sustainalytics
Rating scale	Rating by tier: <ul style="list-style-type: none"> • D- to D: Disclosure • C- to C: Awareness • B- to B: Management • A- to A: Leadership 	Performance level: <ul style="list-style-type: none"> • Weak (0-29) • Limited (30-49) • Robust (50-59) • Advanced (60-100) 	ISS ESG Rating: rating scale from 1 (low risk) to 10 (high risk)	Rating scale: <ul style="list-style-type: none"> • Severe (score above 40) • High (score of 30-40) • Medium (score of 20-30) • Low (score of 10-20) • Negligible (score of 0-10)
2022 rating	<ul style="list-style-type: none"> • Climate Change = B • Supplier Engagement = A- 	<ul style="list-style-type: none"> • ESG score = 53/100 • Robust level • Sector ranking: 12th out of 44 	<ul style="list-style-type: none"> • ISS ESG Rating: • Score of 1 for E and S • Score of 10 for G 	<ul style="list-style-type: none"> • ESG Score: 11.6 – Low Risk • Sector ranking (Media): 19th out of 198
	↘	=	↘	↗

The Group's business units are also regularly contacted by ESG rating agencies:

- Bolloré Logistics' CSR performance was assessed at Platinum level in 2022 by EcoVadis, which places Bolloré Logistics in the top 1% performing companies assessed according to the EcoVadis standard;
- with regard to industrial activities, the subsidiaries IER and Automatic Systems were awarded the Gold level by EcoVadis in 2022 and ranked among the top 5% of companies assessed.

Vivendi is continuing its discussions with several ESG rating agencies, with the dual advantage of refining the Group's positioning on the market and identifying areas for improvement (see Vivendi's 2022 universal registration document – chapter 2 – 1.3.1. Constructive dialog with the financial community).

1.1.5. ANALYSIS OF THE SUSTAINABILITY OF BOLLORÉ GROUP'S ACTIVITIES WITH REGARD TO THE EUROPEAN TAXONOMY

Under the European Union's Sustainable Finance Action Plan launched in 2018, European Regulation 2020/852 of June 18, 2020 (the Taxonomy Regulation) introduces a single classification to establish whether an economic activity is environmentally sustainable, in order to encourage sustainable investments and redirect capital flows to meet European requirements for reducing greenhouse gas emissions and achieving the climate neutrality target at European level by 2050.

An economic activity is said to be "sustainable", if it contributes substantially to one of the six environmental objectives of the Taxonomy Regulation, does not harm the other five objectives and respects minimum social standards. At the date of the work carried out, two appendices relating to the first two climate change mitigation and adaptation objectives have been published. They will be supplemented by publications relating to the other four environmental objectives to come.

In accordance with these regulations, for fiscal year 2021, the Bolloré Group was subject to the obligation to publish the share of revenue, capital

expenditure (Capex) and operating expenses (Opex) of activities eligible under the two climate objectives. In 2022, the activities defined as eligible were subject to an assessment to determine whether they are aligned with the technical criteria for climate change mitigation, that these activities do not cause significant harm to the other five environmental objectives and that they meet minimum safeguards.

The Vivendi Group, which represents the Bolloré Group's Communications division, is also subject to the Taxonomy Regulation. The results of the work are detailed in Vivendi's Non-Financial Performance Statement (see Vivendi's 2022 universal registration document – chapter 2 – The European taxonomy). To make Bolloré's non-Vivendi (Communications Division) activities clearer, the following summary tables on the activities of the Transport and logistics and Industry divisions are proposed. However, the regulatory tables cover the entire scope of the Bolloré Group's financial consolidation including Vivendi in section 1.1.5.2.6.

1.1.5.1. METHODOLOGY APPROACH

1.1.5.1.1. IDENTIFICATION OF ELIGIBLE ACTIVITIES

To meet this new reporting obligation, the Bolloré Group's CSR and Finance Departments organized meetings on taxonomy reporting in the second half of 2021, in association with the CSR and Finance Departments of each of the divisions and with the support of a specialized firm. The objectives of these meetings were to:

- raise awareness and train the teams on the principle of taxonomy reporting;
- identify eligible business segments within the meaning of the taxonomy;
- analyze existing accounting standards and information at Group/division/entity level;
- present the technical alignment criteria expected for the main business segments identified as being eligible.

The identification of eligible business segments was updated in 2022 based on a methodological approach including a detailed analysis of the Group's activities with regard to the eligible economic activities described in the annex to the regulation. In addition, as they are intended for sale, as activities sold in December 2022, Bolloré Africa Logistics was excluded from Taxonomy reporting in accordance with the rules of the European Commission and IFRS 5 (Delegated Act on Article 8 of the Taxonomy Regulation).

At December 31, 2022, in view of the planned sale of Editis and in accordance with IFRS 5, Editis is presented in the consolidated financial statements as an activity held for sale. In the consolidated income statement as at December 31, 2022, the contribution of Editis to each line item is grouped together in the line "Net income from activities held for sale". As a result, Editis was excluded from the scope of the Taxonomy analysis, as publishing is not considered an eligible activity under the Taxonomy Regulation.

The Group has set thresholds for the eligibility analysis:

- 10 million euros for revenue.
- 1 million euros for Capex.

In summary, the following activities of the Bolloré Group were considered eligible:

- Industry division: the manufacture of batteries, electric vehicles and plastics in primary form (identified via activities 3.4, 3.3 and 3.17 respectively in the annex to the regulation);

- Transportation and logistics division: road freight transport carried out by vehicles operated directly by the Bolloré Group (activities 6.6) is eligible with respect to Capex.
- for all divisions: individual Capex (activity 7.7) to improve site energy efficiency and reduce greenhouse gas emissions.
- in the Communications division, Vivendi's activities related to the production, broadcasting, programming of audiovisual content, the promotion of shows and music recordings are considered eligible for the goal of adapting to climate change (activities 8.3 "Programming and dissemination", 13.1 "Creative, artistic and live entertainment activities" and 13.3 "Production of cinematographic films, videos and television programs; sound recording and music publishing", as specified in Appendix II of the Climate Delegated Act of 4 June 2021).

The following Bolloré Group activities were considered ineligible.

All activities below the thresholds defined above are considered ineligible, as are all activities listed below:

- Bolloré Energy, which includes the purchase/sale of petroleum products and biofuels;
- In the Transportation and Logistics division, the contractual logistics activity (identified as activity 7.7 last year), which is an intermediation activity involving the organization of transportation without direct ownership or operation of the logistics resources concerned, is not considered eligible this year following a reassessment of the regulation. The purchase of space on board means of transport is not included in the descriptions provided in the two annexes, while intermediation activities, which have no control over the means of transport concerned, do not contribute substantially to the environmental objectives defined in the Taxonomy Regulation.
- in the Communications division, given current regulation, some business activities of the Vivendi Group are not eligible for the Taxonomy, notably advertising, video games, and print magazines.

1.1.5.1.2. FINANCIAL INFORMATION

The identification work carried out as at December 31, 2022 focused on the three key performance indicators (KPIs) defined below:

KPI	Revenue	Capex	Opex
Denominator	Total taxonomy revenue: total turnover shown in the Group's financial statements	Total taxonomy Capex: increase in the gross value on the balance sheet of right of use lease assets (IFRS 16), property, plant and equipment (IAS 16), and intangible assets (IAS 38)	Total taxonomy Opex: direct unfunded costs related to the maintenance and repair of property, plant and equipment, building renovation, research and development and short-term leases
Numerator (eligible and aligned portion)	Share of denominator associated with eligible and aligned economic activities	Share of denominator: <ol style="list-style-type: none"> 1. associated with activities generating eligible and aligned revenue 2. combined with a Capex/Opex plan that aims to increase the share of eligible and aligned revenue 3. associated with assets or expenses individually eligible and aligned with the taxonomy 	

The data come from the following sources:

- revenue, equal to that reported in the IFRS consolidated financial statements: directly from the consolidated financial statements;
- total Capex and Opex: detailed consolidated financial data used for the Bolloré Group's 2022 consolidated financial statements;
- figures relating to eligible and aligned portions: financial data from each business line's IFRS financial reporting.

As an activity sold in December 2022, Bolloré Africa Logistics, part of the Transportation and logistics division, was excluded from taxonomy reporting

in accordance with the European Commission's reporting rules (Delegated Act on article 8 of the Taxonomy Regulation) and IFRS 5. See section - 1.1.5.2.7 Detail of key performance indicators - Regulatory tables). Similarly, Editis, as an activity held for sale and classified in accordance with IFRS 5 in the consolidated financial statements as at December, 31 2022, is also excluded from taxonomy reporting, as this publishing activity is not eligible for the Taxonomy.

1.1.5.2. APPLICATION OF THE TAXONOMY REGULATION TO THE BOLLORÉ GROUP'S ACTIVITIES

1.1.5.2.1. BREAKDOWN OF REVENUE FOR THE 2022 FISCAL YEAR

Taxonomy activities – excluding the Communications division (Vivendi) (in millions of euros)	Eligible revenue	% of revenue eligible	% of revenue aligned	% of revenue aligned/eligible
A.1. Aligned eligible activities				
3.3 – Manufacture of low-carbon technologies for transport	43	0.4%	0.4%	100%
3.4 – Manufacture of batteries	34	0.3%	0.3%	100%
Total A.1: revenue of eligible and aligned activities	77	0.7%	0.7%	47%
A.2. Non-aligned eligible activities				
3.17 – Manufacture of plastics in primary form	85	0.8%		
Total A.2: revenue of eligible and non aligned activities	85	0.8 %		
Total revenue of eligible activities (A.1. + A.2)	162	1.5%		
Ineligible activities	10,925	98.5%		
TOTAL	11,087			

The Bolloré Group's revenue excluding Vivendi at December 31, 2022 amounted to 11,087 million euros. The work carried out established that 1.5% of the revenue generated by the Bolloré Group in 2022 is eligible under the two environmental objectives of the European taxonomy related to climate change. Among the activities identified as eligible, only revenue related to the manufacture of batteries and electric vehicles (activities 3.4 and 3.3) by the Industry division can be considered as aligned, i.e. 0.7% of eligible revenue.

Through its electric battery production activities with its subsidiary Blue Solutions, and the production of clean transport solutions in its subsidiary Bluebus, the division is supporting the energy transition by enabling the development of low-carbon transport services. These two activities meet the criteria for substantial contribution to the climate change mitigation objective listed in the Delegated Act (see section - 1.1.5.2.4 Compliance with technical examination criteria).

For Vivendi, the aligned share of revenue for the activity 8.3 "Programming and broadcasting activity" was determined on the basis of a sample of the number of hours of broadcasting of sustainable on-air content compared to the total number of hours of broadcasting of live programs. The aligned share of revenue for the activity 13.3 "Production of animated images, videos, television programs, music editing and recording" was determined on the basis of the amount of investment in "green" programs as a proportion of total investment in movie theatre releases in 2022.

Due to the still low share of recycled, scrap or biosourced/biochemical materials, revenue of the manufacture of plastics in primary form (activity 3.17) was classified as non-aligned.

While they cannot be considered aligned, these activities contribute to climate change mitigation by offering low-carbon products and services (see section - 1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services). Including the Communications division (9,590 million euros), 29% of revenue at December 31, 2022, totaling 20,677 million euros, is eligible and 1% is aligned with the taxonomy (for regulatory details of the key performance indicators by activity including the Communications division, see section - 1.1.5.2.6. Detail of key performance indicators - Regulatory tables). For the sake of comparison, the Bolloré Group's revenue in 2021 amounted to 19,771 million euros (reported revenue at December, 31 2021 including Bolloré Africa Logistics and Editis). The work carried out in 2021 established that 36% of the revenue generated by the Bolloré Group in 2022 was eligible under the two environmental objectives of the European Taxonomy related to climate change. The decrease in eligible activities between 2021 and 2022 can be attributed to a new analysis of texts carried out internally in 2022, and in particular a new interpretation of eligibility for contractual logistics activities (7.7).

1.1.5.2.2. BREAKDOWN OF CAPITAL EXPENDITURE (CAPEX) FOR THE 2022 FISCAL YEAR

Taxonomy activities – excluding the Communications division (Vivendi) (in millions of euros)	Eligible Capex	% of Capex eligible	% of Capex aligned	% of Capex aligned/eligible
A.1. Aligned eligible activities				
3.4 – Manufacture of batteries	6	2.6%	2.6%	100%
7.7 – Acquisition and ownership of buildings	1	0.3%	0.3%	1%
3.3 – Manufacture of low-carbon technologies for transport	1	0.6%	0.6%	100%
Total A.1.: Capex of eligible and aligned activities	8	3.5%	3.5%	10%
A.2. Non-aligned eligible activities				
7.7 – Acquisition and ownership of buildings	66	27.7%		
3.17 – Manufacture of plastics in primary form	5	2.0%		
6.6 – Freight transport services by road	1	0.3%		
Total A.2.: Capex of eligible and non-aligned activities	72	30.0 %		
Total Capex of eligible activities (A.1. + A.2)	80	33.5%		
Ineligible activities	159	66.5%		
TOTAL	239			

The Bolloré Group's Capex, excluding Vivendi, at December, 31 2022, amounted to 239 million euros.

The analysis conducted identified that 33.5% of Capex is eligible under the two environmental objectives of the European taxonomy related to climate change.

The eligible and aligned share of this expenditure represents 3.5% of Capex. This includes 100% of the capex related to manufacture of batteries and electric vehicles (activities 3.4 and 3.3) by the Industry division. The manufacture of batteries and electric vehicles activities meet the criteria for substantial contribution to the climate change mitigation objective listed in the Delegated Act (see section - 1.1.5.2.4. Compliance with technical examination criteria).

Capex related to the acquisition and ownership of buildings (activity 7.7), housed in the Transport and Logistics division, is individually eligible and mostly non-aligned.

Activity 3.17 (manufacture of plastics in primary form) is considered non-aligned (see the analysis conducted on revenue).

Concerning the Communication division and the analysis of the alignment of the Capex confirms analysis of the revenue (section 1.1.5.2.2 - Financial information).

Including the Communications division (2,671 million euros), 79% of capital expenditure totaling 2,910 million euros in 2022, is eligible and 2% is aligned with the taxonomy (for regulatory details of the key performance indicators by activity including the Communications division, see section - 1.1.5.2.6 Detail of key performance indicators – Regulatory tables).

For the sake of comparison, the Bolloré Group's consolidated Taxonomy Capex at December, 31 2021 was 2,949 million euros (reported data at December, 31 2021 including Bolloré Africa Logistics and Editis). The work carried out in 2021 identified that 86% of the Bolloré Group's Capex was eligible under the two environmental objectives of the European taxonomy related to climate change. Note that the decrease in eligible Capex between 2021 and 2022 is due to the new analysis of the texts carried out internally in 2022 and the sale of the Bolloré Africa Logistics activities.

1.1.5.2.3. BREAKDOWN OF OPERATING INVESTMENTS (OPEX) FOR THE 2022 FISCAL YEAR

In 2022, the share of operating expenses (Opex), as defined in the Taxonomy Regulation, amounted to 391 million euros, less than 10% of the Bolloré Group's total consolidated operating expenses (including the Communications division). Given the expense items covered (the sum of unfunded research and development costs, building renovation costs, short-term leases and

asset maintenance and repair costs), this indicator is not material in relation to the Group's activities and no eligibility or alignment analysis has been carried out. For regulatory details of key performance indicators by activity including Communications, see section - 1.1.5.2.6. – Detail of key performance indicators – Regulatory Tables).

1.1.5.2.4. COMPLIANCE WITH TECHNICAL EXAMINATION CRITERIA

The CSR and Finance departments of each division took part in a range of workshops in the second half of 2022 to determine the substantial contribution to the mitigation of climate change of each activity identified as being eligible and to identify existing policies and assessment processes that meet DNSH criteria.

Adapting to climate change

The Bolloré Group has assessed the exposure of all of its eligible activities to physical climate risks according to two global warming scenarios (RCP8.5 and RCP2.6 of the IPCC) by 2030 and 2050. The vulnerability analysis to determine the significance of the risks identified and the associated adaptation solutions is under way (see section - 1.2.3.1.1. Climate change risks and opportunities).

Sustainable use and protection of hydrological and marine resources

In the Industry division, an environmental impact assessment was carried out for all eligible battery and electric vehicle production sites (activities 3.4

and 3.3) to identify the risks related to the preservation of water quality and the prevention of water stress. Water pollution risk is a key risk identified for the division and is subject to specific mitigation measures (see section - 1.2.3.2.2. Preventing local pollution risks and industrial accidents).

Transition to a circular economy

In the Industry division, waste generated by eligible battery and electric vehicle production activities (activities 3.4 and 3.3) is managed by the sites in accordance with a formalized management plan. As part of an eco-design approach, environmental assessments such as life cycle assessment, governed by ISO 14040, have been carried out since 2013 on LMP® batteries and Bluebus and Blue storage batteries (see section - 1.2.3.2.3. Optimizing waste management and promoting the circular economy).

Capital expenditure related to eligible road freight transport (activity 6.6) by the Transportation and logistics division is covered by a waste management plan enabling the reuse and recycling of batteries and electronics from category N1 vehicles, in accordance with the waste hierarchy and current regulatory obligations.

Pollution prevention and reduction

In accordance with annex C, the Industry division's eligible battery and electric vehicle production activities (activities 3.4 and 3.3) do not lead to the manufacture, marketing or use of the substances listed in the regulation and they therefore meet the criterion of Do No Significant Harm (DNSH) to pollution prevention and control.

Capital expenditure in relation to eligible road freight transport (activity 6.6) includes category M and N vehicles with tires complying with external rolling noise and rolling resistance requirements or vehicles meeting the most recent standards relating to emissions from heavy-duty vehicles (Euro VI) as laid out in Regulation (EC) no. 595/2009. The Transportation and logistics division intends to accelerate the deployment of a low-carbon fleet with

much lower NOx and particle emission rates (see section - 1.2.3.1.3 Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services).

Protection and restoration of biodiversity and ecosystems

In accordance with annex D, all eligible battery and electric vehicle manufacturing sites (activities 3.4 and 3.3) conducted an environmental impact study or impact assessment to assess the likely adverse impacts on biodiversity, particularly on protected species and habitats, as part of the facility authorization process. Where appropriate, these studies include measures to avoid, reduce and compensate for adverse environmental impacts and a description of alternative solutions.

1.1.5.2.5. COMPLIANCE WITH MINIMUM SAFEGUARDS

As part of taxonomy reporting, the Group's compliance with minimum safeguards is based on the analysis and verification of the due diligence process implemented to prevent, address and remedy human rights violations committed in connection with its own operations or activities that are part of its value chain.

The four key topics listed in the OECD guidelines, namely: bribery/corruption, human rights including workers' rights, fair competition, and taxation, have been targeted in the compliance analysis. The items mentioned in various international standards were summarized in an analysis grid to verify the Bolloré Group's compliance with each of the points required under the Taxonomy Regulation.

The analysis shows that the ethical measures implemented by the Group comply with the criteria set in the most stringent standards:

- human rights: the Group has established due diligence processes based on a process of mapping and identifying human rights issues (see section - 1.2.2.2. Promoting human rights in our value chain);

- fair competition: the rules of competition law defined by States, the European Union and all international organizations apply to all Bolloré Group companies. Compliance with competition rules is enshrined in the Group's Code of Conduct and applies to all its employees and partners (see section - 1.2.2.1. Sharing the same business ethics and ensuring compliance with the strictest standards);
- anti-corruption programs: the Group's commitment is reflected in its zero tolerance policy for corruption risk (see section - 1.2.2.1. Sharing the same business ethics and ensuring compliance with the strictest standards);
- taxation: to ensure compliance with the tax rules applicable in the countries where the Group operates, legal and tax teams are deployed centrally and locally to monitor the conduct required to comply with these rules. Compliance with these rules is set out in the Group's Code of Conduct in order to raise awareness among all employees and business partners (see section - 1.2.2.1.3 The fight against tax evasion).

2 — THE BOLLORÉ GROUP'S NON-FINANCIAL PERFORMANCE
1. The Bolloré Group's non-financial performance statement

1.1.5.2.6. DETAILS OF KEY PERFORMANCE INDICATORS – REGULATORY TABLES

2022 revenue - including Communications

Taxonomy activity	Codes	Revenue (in millions of euros)	Revenue (in %)	Substantial contribution criteria ⁽¹⁾					
				Climate change mitigation (in %)	Climate change adaptation (in %)	Aquatic and marine resources (in %)	Circular economy (in %)	Pollution (in %)	Biodiversity and ecosystems (in %)
A. Activities eligible for the taxonomy									
A.1. Aligned activity									
Low-carbon manufacturing technology for transport	3.3	43	0.2%	100%					
Battery manufacturing	3.4	34	0.2%	100%					
Programming and broadcasting activity	8.3	106	1.0%		100%				
Production of animated images, videos, television programs, music editing and recording	13.3	26	0.1%		100%				
Total revenue of activities eligible for and aligned with the taxonomy (A.1.)		209	1,0%						
A.2. Activity eligible for the taxonomy but not aligned									
Programming and broadcasting activity	8.3	5,237	25,0%						
Production of animated images, videos, television programs, music editing and recording	13.3	381	2,0%						
Creative, artistic and live entertainment activities	13.1	128	1,0%						
Manufacture of basic plastics	3.17	85	0,0%						
Total revenue of activities eligible for the taxonomy but not aligned (A.2.)		5,831	28,0%						
Total A (A.1. + A.2.)		6,040	29,0%						
B. Activities not eligible for the taxonomy									
Revenue of activities not eligible for the taxonomy (B)		1,637	71,0%						
TOTAL (A + B)		20,677	100,0%						

(1) To date, only two appendices relating to the first two climate change mitigation and adaptation objectives have been published: only activities identified as eligible by the Bolloré Group may be eligible for the mitigation objective. The regulatory table already provides for alignment for the other four targets, which will be published in 2023.

Taxonomy activity	Criteria for the absence of significant harm (DNSH – Do No Significant Harm)						Minimum guarantees (Yes/No)	Share of revenue aligned with taxonomy year N (in %)	Share of revenue aligned with taxonomy year N-1 ⁽²⁾ (in %)	Category (Enabling/Transitional activity)
	Climate change mitigation	Climate change adaptation	Aquatic and marine resources	Circular economy	Pollution	Biodiversity and ecosystems				
A. Activities eligible for the taxonomy										
A.1. Aligned activity										
Low-carbon manufacturing technology for transport	NA	yes	yes	yes	yes	yes	yes	0.2%	NA	E
Battery manufacturing	NA	yes	yes	yes	yes	yes	yes	0.2%	NA	E
Programming and broadcasting activity	NA	NA	NA	NA	NA	NA	yes	1.0%	NA	E
Production of animated images, videos, television programs, music editing and recording	NA	NA	NA	NA	NA	NA	yes	0.1%	NA	E
Total revenue of activities eligible for and aligned with the taxonomy (A.1.)								1.0%		
A.2. Activity eligible for the taxonomy but not aligned										
Programming and broadcasting activity										
Production of animated images, videos, television programs, music editing and recording										
Creative, artistic and live entertainment activities										
Manufacture of basic plastics										
Total revenue of activities eligible for the taxonomy but not aligned (A.2.)										
Total A (A.1. + A.2.)										
B. Activities not eligible for the taxonomy										
Revenue of activities not eligible for the taxonomy (B)										
TOTAL (A + B)										

NA: non applicable.

(2) This indicator cannot be calculated for the 2022 fiscal year; the 2021 fiscal year aimed solely to determine the eligibility of activities for the technical criteria of climate change mitigation.

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1. The Bolloré Group's non-financial performance statement

2022 capital expenditure - including Communications

Taxonomy activity	Codes	Capex (in millions of euros)	Capex (in %)	Substantial contribution criteria ⁽¹⁾					
				Climate change mitigation (in %)	Climate change adaptation (in %)	Aquatic and marine resources (in %)	Circular economy (in %)	Pollution (in %)	Biodiversity and ecosystems (in %)
A. Activities eligible for the taxonomy									
A.1. Aligned activities									
Battery manufacturing	3.4	6	0.2%	100%					
Low-carbon manufacturing technology for transport	3.3	1	0.1%	100%					
Programming and broadcasting activity	8.3	35	1.0%		100%				
Production of animated images, videos, television programs, music editing and recording	13.3	20	1.0%		100%				
Acquisition and ownership of buildings	7.7	5	0.2%	100%					
Renovation of existing buildings	7.2	2	0.1%		100%				
Total Capex of activities eligible for and aligned with the taxonomy (A.1.)		69	2.4%						
A.2. Activity eligible for the taxonomy but not aligned									
Programming and broadcasting activity	8.3	1,750	60.0%						
Production of animated images, videos, television programs, music editing and recording	13.3	293	10.0%						
Acquisition and ownership of buildings	7.7	152	5.0%						
Renovation of existing buildings	7.2	25	1.0%						
Manufacture of basic plastics	3.17	5	0.0%						
Road freight transport	6.6	1	0.0%						
Total Capex of activities eligible for the taxonomy but not aligned (A.2.)		2,226	76.0%						
Total A (A.1. + A.2.)		2,295	79.0%						
B. Activities not eligible for the taxonomy									
Capex of activities not eligible for the taxonomy (B)		615	21.0%						
Total (A + B)		2,910	100.0%						

(1) To date, only two appendices relating to the first two climate change mitigation and adaptation objectives have been published: only activities identified as eligible by the Bolloré Group may be eligible for the mitigation objective. The regulatory table already provides for alignment for the other four targets, which will be published in 2023.

Taxonomy activity	Criteria for the absence of significant harm (DNSH – Do No Significant Harm)						Minimum guarantees (Yes/No)	Share of capital expenditure aligned with Taxonomy year N (in %)	Share of capital expenditure aligned with Taxonomy year N-1 ⁽²⁾ (in %)	Category (Enabling/Transitional activity)
	Climate change mitigation	Climate change adaptation	Aquatic and marine resources	Circular economy	Pollution	Biodiversity and ecosystems				
A. Activities eligible for the taxonomy										
A.1. Aligned activities										
Battery manufacturing	NA	yes	yes	yes	yes	yes	yes	0.2%	NA	E
Low-carbon manufacturing technology for transport	NA	yes	yes	yes	yes	yes	yes	0.1%	NA	E
Programming and broadcasting activity	NA	NA	NA	NA	NA	NA	yes	1.0%	NA	E
Production of animated images, videos, television programs, music editing and recording	NA	NA	NA	NA	NA	NA	yes	0.7%	NA	E
Acquisition and ownership of buildings	NA	yes	NA	NA	NA	NA	yes	0.2%	NA	
Renovation of existing buildings	NA	yes	yes	yes	yes	NA	yes	0.1%	NA	T
Total Capex of activities eligible for and aligned with the taxonomy (A.1.)								2.4%		
A.2. Activity eligible for the taxonomy but not aligned										
Programming and broadcasting activity										
Production of animated images, videos, television programs, music editing and recording										
Acquisition and ownership of buildings										
Renovation of existing buildings										
Manufacture of basic plastics										
Road freight transport										
Total Capex of activities eligible for the taxonomy but not aligned (A.2.)										
Total A (A.1. + A.2.)										
B. Activities not eligible for the taxonomy										
Capex of activities not eligible for the taxonomy (B)										
TOTAL (A + B)										

NA: non applicable.

(2) This indicator cannot be calculated for the 2022 fiscal year; the 2021 fiscal year aimed solely to determine the eligibility of activities for the technical criteria of climate change mitigation.

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1. The Bolloré Group's non-financial performance statement

2022 operating expenses - including Communications

Taxonomy activity	Codes	Absolute Opex (in millions of euros)	Opex (in %)	Substantial contribution criteria ⁽¹⁾					
				Climate change mitigation (in %)	Climate change adaptation (in %)	Aquatic and marine resources (in %)	Circular economy (in %)	Pollution (in %)	Biodiversity and ecosystems (in %)
A. Activities eligible for the taxonomy									
A.1. Environmentally sustainable activities (aligned with the taxonomy)		0	0%						
Opex of environmentally sustainable activities (aligned with the taxonomy A.1.)		0	0%						
A.2. Activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy)		0	0%						
Opex of eligible but environmentally unsustainable activities (not aligned with the taxonomy A.2.)		0	0%						
Total A (A.1. + A.2.)		0	0%						
B. Activities not eligible for the taxonomy									
Opex of activities not eligible for the taxonomy (B)		391	100%						
TOTAL (A + B)		391	100%						

NA: non applicable.

(1) To date, only two appendices relating to the first two climate change mitigation and adaptation objectives have been published: only activities identified as eligible by the Bolloré Group may be eligible for the mitigation objective. The regulatory table already provides for alignment for the other four targets, which will be published in 2023.

Taxonomy activity	Criteria for the absence of significant harm (DNSH – Do No Significant Harm)						Minimum guarantees (Yes/No)	Share of operating expenses aligned with Taxonomy year N (in %)	Share of operating expenses aligned with Taxonomy year N-1 ⁽²⁾ (in %)	Category (enabling activity)	Category (transitional activity)
	Climate change mitigation	Climate change adaptation	Aquatic and marine resources	Circular economy	Pollution	Biodiversity and ecosystems					
A. Activities eligible for the taxonomy											
A.1. Environmentally sustainable activities (aligned with the taxonomy)								0%	NA		
Opex of environmentally sustainable activities (aligned with the taxonomy A.1.)								0%	NA		
A.2. Activities eligible for the taxonomy but not environmentally sustainable (not aligned with the taxonomy)								0%	NA		
Opex of eligible but environmentally unsustainable activities (not aligned with the taxonomy A.2.)											
Total A (A.1. + A.2.)											
B. Activities not eligible for the taxonomy											
Opex of activities not eligible for the taxonomy (B)											
TOTAL (A + B)											

NA: non applicable.

(2) This indicator cannot be calculated for the 2022 fiscal year; the 2021 fiscal year aimed solely to determine the eligibility of activities for the technical criteria of climate change mitigation.

1.2. Four key pillars for a sustainable commitment

Within its four strategic areas of commitment, the Bolloré Group integrates all the resources implemented to manage its priority non-financial risks and seize opportunities. It therefore promotes, in all of its divisions, the implementation of virtuous and vigilant approaches to ensure that the

policies, processes and improvement plans in place ensure its long-term non-financial performance. The Bolloré Group's management of priority risks is explained below.

1.2.1. UNITING AND PROTECTING PEOPLE, THE COMPANY'S GREATEST STRENGTH

The Bolloré Group's activities are particularly exposed to the risk of workplace accidents. Accordingly, the health and safety of employees, subcontractors, and all persons indirectly exposed to the Group's activities is a major priority. In addition, the Group is positioned as a leading employer,

placing employee commitment and skills at the heart of its performance, by implementing specific actions to recruit the talent of the future in its various core businesses.

1.2.1.1. PROTECTING HEALTH AND ENSURING THE SAFETY OF THE MEN AND WOMEN EXPOSED AS PART OF OUR ACTIVITIES

1.2.1.1.1. HEALTH AND SAFETY RISKS OF EMPLOYEES AND THIRD PARTIES

The health and safety of employees and third parties⁽¹⁾

Prioritization of risks related to the health and safety of employees and third parties

Transportation and logistics				Industry			Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

Transportation and logistics and industrial activities operate in environments with potentially high risks of accidents. The issue is particularly material with regard to industrial activities, such as handling, production and assembly, construction, freight and passenger transport, and the handling and transportation of hazardous goods. The vast international reach of the Transportation and logistics division also requires particular vigilance depending on the local context. As for its employees, one of the Bolloré Group's priorities is ensuring the health and safety of partners and subcontractors working on its sites, as well as the local communities which could be impacted by its activities. The risks relating to the safety of third parties in the context of freight and passenger transport operations are

particularly material. The management of the priority CSR risks identified for the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2022 universal registration document (risks related to occupational health and safety of employees – see section - 4.3.1.1. Offering an unique and exciting experience, and risks related to the health and safety of customers and users of products and services – see sections - 1.3.1. Constructive dialog with the financial community, 4.2.3. Encouraging responsible content, see section - 4.2.3.3. Providing a protected environment to ensure a positive entertainment experience, 4.3.3.3. Simplifying customer engagement).

1.2.1.1.2. LEADING MANAGEMENT SYSTEMS TO ENSURE THE HEALTH AND SAFETY OF EMPLOYEES AND THIRD PARTIES

Group policy

The Group implements management systems based on recognized standards such as ISO 45001 (formerly OHSAS 18001 on occupational health and safety management) in all of its activities and locations. The implementation of these management systems ensures that the health and safety of Group employees is taken into account on a daily basis in a virtuous duty-of-care cycle, framed by appropriate policies and procedures to control this risk (see section - 2. Bolloré Group duty of care plan). The Group is committed to investing in the prevention of workplace risks and accidents, improving working conditions and training and raising awareness among its employees and stakeholders on-site (e.g. subcontractors, external companies, partners, suppliers, customers, etc.).

The QHSE (Quality, Hygiene, Safety, Environment) Department of each business unit occupies a predominant place in the organizations and its main tasks are to:

- coordinate, design, review and manage the continued improvement and service quality programs;
- help develop the HSE culture and best practices;
- guarantee the maintenance of business certifications leading to improved performance and a measure of confidence for customers.

Each business unit has a QHSE management system formally implemented via general and operational procedures for quality, hygiene, health, safety and the environment. Adapted for each business in the form of different policies, they provide a framework promoting the prevention of accidents and incidents, guaranteeing a safe working environment in which the

equipment complies with the standards and regulations in force, and ensuring the well-being of employees while persuading them to take ownership of the health and safety aspects of their work.

The performance of QHSE policies is supervised by the Executive management teams of each business unit, which ensure that the resources required to implement, maintain and continually improve their QHSE management system are available. They set objectives at their level, monitor the implementation of action plans and ensure that any discrepancies are corrected through the analysis of incidents/accidents, audits, inspections and performance analysis to measure the efficiency of the QHSE management system.

The rules with which subcontractors must comply are also established and are subject to specific contractual requirements in the Transportation and logistics business.

Objectives and progress

To standardize the business units' policies, monitoring indicators and the implementation of targets at Group level, a set of indicators relating to employee and third-party health and safety risk, shared by all divisions (excluding Vivendi) has been implemented since 2019 (see table – Indicators on the rollout of the Bolloré Group's HSE management system). This work was further reinforced by the setting of reasonable targets, validated in early 2021 by Executive management (members of the Ethics CSR and Anticorruption Committee), and presented in the table below.

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Commitment by senior management to monitor the Group's performance to ensure the health and safety of employees and third parties	<ul style="list-style-type: none"> 100% of legal entities included in the CSR reporting scope⁽¹⁾ monitor their HSE performance annually in Management Committee, Executive Committee or Board of Directors' meetings 	2022	<ul style="list-style-type: none"> 92% of entities state that they monitor HSE performance at Management Committee, Executive Committee or Board of Directors' meetings 	<ul style="list-style-type: none"> 91% of entities state that they monitor HSE performance at Management Committee, Executive Committee or Board of Directors' meetings
Implementation of occupational health and safety management	<ul style="list-style-type: none"> 100% of the workforce in the CSR reporting scope⁽¹⁾ is covered by a health and safety management system 	2022	<ul style="list-style-type: none"> 99% of the workforce in the CSR reporting scope covered by a health, safety and environment (HSE) management system 	<ul style="list-style-type: none"> 99% of the workforce in the CSR reporting scope covered by a health, safety and environment (HSE) management system
Certification	<ul style="list-style-type: none"> 70% of entities covered by an HSE management system have at least one site with health and safety certification under one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard⁽²⁾ 	2022	<ul style="list-style-type: none"> 78% of entities covered by an HSE management system have at least one site with health and safety certification under one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard 	<ul style="list-style-type: none"> 75% of entities covered by an HSE management system have at least one site with health and safety certification under one of the following standards: ISO 45001 or OHSAS 18001, SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard

(1) See section - 1.3.2.1. CSR reporting methodology note.

(2) This objective was measured taking into account the scenario for the certification of the entire Africa region of Bolloré Logistics (excluding joint ventures).

Health and safety management systems adapted to the specific requirements of each business

In response to the issues raised by their operation in several territories, the QHSE management systems first of all comply with the applicable legal and regulatory requirements and may be reinforced with regard to the risks specific to each activity.

• Transportation and logistics

Bolloré Ports

In 2014, Bolloré Ports launched a specific security process, the Pedestrian Free Yard. As an integral part of the safety management system that covers 100% of entities and concessions, this Bolloré Group internal procedure contributes to making container terminals places where pedestrians and moving equipment are segregated. The Pedestrian Free Yard concept adapts the management of workplace health and safety issues to port handling activities. An annual self-assessment and the integration of the procedure in the ISO 9001 certification process have been put in place. This procedure has significantly reduced the number of accidents and incidents in ports since its implementation. Of the 22 Bolloré Ports entities that are included in the Pedestrian Free Yard certification process, 5 are ISO 45001 certified.

All terminals and concessions report monthly on over 20 performance indicators related to employee and third-party health and safety.

Bolloré Railways

Bolloré Railways has been working since 2019, in consultation with an independent certification body, to develop a bespoke railway safety management system (SMS) for two railway entities based on recognized international standards such as ISO 9001, ISO/TS 22163 2017 version, and the general safety regulations of each railway network. Through the creation of this bespoke standard, Bolloré Railways wishes to ensure that the specific characteristics of its railway activity are taken into account throughout the business chain (maintenance, management of operations), while taking into account the particular characteristics of the situation in Africa. Although the health crisis disrupted the deployment of the bespoke SMS, processes have been put in place. In 2022, rail safety indicators (AIPE) stabilized compared to 2021, with a rise in security threats but a decrease in security events excluding the security threat.

Bolloré Logistics

Bolloré Logistics is continuing to deploy certification of its integrated health, safety and environment (HSE) management system across its network.

Bolloré Logistics' multi-site integrated management system (IMS)

In September 2020, Bolloré Logistics obtained triple multi-site Integrated Management System (IMS) certification, bringing together all occupational

health and safety, quality management, and environmental standards (ISO 45001, ISO 9001, and ISO 14001 respectively). Issued by Bureau Veritas, this certification covers entities located in the Europe, Americas, Asia-Pacific, Middle East and South Asia regions, and was extended to Africa in 2021. More than 429 sites in 77 countries were covered by the triple certification in 2022. The aim of this certification is to harmonize the network's current procedures at the global level. It will enable Bolloré Logistics to continue rolling out common operational processes to meet its customers' requirements and improve its management methods and tools to move towards greater performance.

Bolloré Logistics implements a QHSE management system at all its entities, 85% of which are ISO 45001 certified.

In addition, the QHSE Corporate Department continued to support the use of B'Excellent, its steering platform dedicated to quality, health, safety, security and environment activities, which was launched in 2019. The platform is intended for the QHSE network as well as all managers. It provides for improved control of the management of HSE activities, data management thanks to various dashboards (HSE reporting, incident recording and monitoring, progress with the action plan, inspection schedules and implementation, business continuity plans, etc.), and the analysis of the QHSE performance of Bolloré Logistics entities worldwide.

Bolloré Energy

At Bolloré Energy, the health, safety and environment policy, which was updated in 2019, covers the risks associated with occupational health and safety issues. Bolloré Energy makes every effort to meet the expectations of its customers. It has compiled a database of best practices to manage occupational health and safety risks, particularly in transport, in the context of the delivery of its products and services to individuals. Since 2021, to centralize the process for identifying workplace accidents, an online workplace accident reporting tool has been put in place, making the data more reliable.

• Industry

Blue and Films

All of Blue's subsidiaries and the Films packaging activities apply health and safety policies specific to their industrial activities. They are implemented through improvement programs presented and validated by the employee representative bodies each year. All sites have a system that implements ISO 45001 principles. The plastic packaging films production site is certified BRC and ISO 22000, ensuring the safety of food packaging. Blue Solutions' battery production sites are certified according to the IATF 16949:2016 automotive quality management standard, reinforcing safety, traceability and the technical specifications required for automotive production. Finally, the activities of the Blue and Film divisions are certified 9001:2015.

Systems

IER and Automatic Systems, Systems entities, cover the occupational health and safety issues of employees and third parties, deploy an HSE management system and are subject to evaluation audits. The HSE management system includes:

- publication of documentation: the single health and safety document, risk prevention program, improvement of working conditions, safety instructions and sheets, etc.);
- raising awareness and training on the prevention of risks to which employees are exposed: electricity certification, manual handling, chemical risk, etc.);
- systematic analysis of the causes of workplace accidents at all sites;

- the implementation of action plans and proposals for corrective action, and publication for stakeholders. Occupational health and safety actions are formalized in a general action plan that is continuously monitored, which gives rise to an annual assessment validated by the employee representative bodies (CSE).

In addition, the after-sales/worksite Department of Automatic Systems Belgium has been VCA certified (Belgian health, safety and environmental certification) since 2008, giving it the means to control the safety risks it encounters at each new facility or intervention site (maintenance, repair). In 2022, two audits of the Automatic System Belgium scope were carried out as part of the renewal of VCA and ISO 14001 certification.

Indicators⁽¹⁾ on the rollout of the Bolloré Group's HSE management system⁽²⁾

(as a percentage)	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Other	2022 Total	2021 Total	Change 2021-2022
Share of employees covered by a QHSE management system ⁽²⁾	100	100	100	87	91	99	99	–
Share of entities having implemented a QHSE management system ⁽²⁾	100	100	100	90	50	98	98	–
Of which share of entities having had an assessment audit of their QHSE management system	77	75	50	100	0	78	72	+6
Of which share of entities with certification or having at least one site with health and safety certification by at least one of the following standards: ISO 45001 (or), SQAS, ICMI, ISPS, TAPA FSR, ISO 22000 or Pedestrian Free Yard	86	80	0	22	0	78	75	+3

(1) These indicators are derived from CSR reporting (see section – 1.3.2.1. CSR reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding Vivendi. Management of health and safety risks in the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2022 universal registration document.

1.2.1.1.3. PREVENTING ACCIDENTS AND OCCUPATIONAL RISKS AND IMPROVING WORKING CONDITIONS

Group policy

Within the context of the QHSE management systems, occupational risks related to Group activities and business lines are subject to specific health analyses. As such, the entities regularly update their occupational risk mapping, in close collaboration with local managers, social partners, occupational physicians and other stakeholders.

Based on these findings, ergonomic principles and risk mitigation techniques are then implemented. Regular audits and the incident and accident analysis implemented by Group entities lead to improvement plans incorporating preventive and corrective measures. Each entity identifies and

naturally complies with the applicable external requirements, be they regulations or contractual clauses. Visits to workstations make it possible to assess occupational risks in collaboration with the company's doctor.

External companies that work regularly on site are subject to prevention plans and work permits with the aim of guaranteeing the protection of workers and communities in terms of health and safety. Health and safety audits and inspections are conducted internally to reinforce prevention through regular monitoring of sites, facilities and equipment and by external inspection bodies for facilities and equipment subject to a regulatory audit requirement.

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Preventing accidents and occupational risks and improving working conditions	<ul style="list-style-type: none"> • Mapping and/or assessment of occupational risks to be carried out by 100% of the legal entities included in the CSR reporting scope⁽¹⁾ • Mandatory update every two years or in the event of a change in activities 	2022	<ul style="list-style-type: none"> • 81% of entities stated that they mapped and/or assessed their professional risks in 2022 (vs 75% in 2021) • 98% of which reported that they had updated their map between 2021 and 2022 	<ul style="list-style-type: none"> • 75% of entities stated that they mapped and/or assessed their professional risks in 2021 (vs 74% in 2020) • 94% of which reported that they had updated their map between 2020 and 2021
Accident rates	<ul style="list-style-type: none"> • Setting an LTI target for each business unit⁽²⁾ • Implementation of accident monitoring for subcontractors 	2022 2025	<ul style="list-style-type: none"> • LTIFR objective at Bolloré Ports, Bolloré Railways, Bolloré Logistics and Bolloré Energy business units • Monitoring implemented at Bolloré Ports, Bolloré Railways and Bolloré Logistics (Africa). This monitoring is not implemented at Bolloré Energy, which has only limited recourse to subcontracting for its activities 	<ul style="list-style-type: none"> • LTIFR objective at Bolloré Ports, Bolloré Railways, Bolloré Logistics and Bolloré Energy business units • On-site monitoring at Bolloré Ports and Railways

(1) See section – 1.3.2.1. CSR reporting methodology note.

(2) LTI (lost time injury) = number of accidents with lost time x 200,000/total hours worked.

Preventing accidents and occupational risks and improving working conditions in the Group's activities

Within each business unit, the occupations and workstations, which are sometimes extremely specialist and high-risk, are analyzed to prevent occupational risks and accidents and optimize working conditions for our employees. In the Transportation and logistics business, appropriate policies are implemented, monitored, and regularly reviewed to prevent major risks (e.g. general driving rules, drugs and alcohol policy, etc.). At Bolloré Ports and Bolloré Railways, management is focused on two main targets: zero accidents and a lost time injury rate (LTI rate) of less than one.

Employees such as gantry crane operators, locomotive drivers and drivers of specialized vehicles (identified as the business lines most at risk) undergo routine testing for at-risk behavior stemming from the use of medication, drugs or alcohol prior to taking up their position.

Awareness-raising initiatives and health and safety policies are adapted to each activity and region, mainly focused on the professional risks associated with handling, storage and transportation operations, taking into account the task, workload, physical effort, the working environment, and individual suitability. Ergonomics rules and risk reduction methods are implemented and specific measures are required to adapt to the health and safety issues associated with each activity.

• Transportation and logistics

Bolloré Ports

At Bolloré Ports, the major risks identified concern handling activities (working with specialized industrial equipment, container transport, and the handling of bulk goods outside containers). For example, gantry crane operators working 70 meters above the ground have a specific working schedule (break time, changing shifts). With regard to conventional handling, risk prevention training programs are provided to employees and subcontractors representing the majority of the port-based workforce for these operations.

In April 2022, like every year, Bolloré Ports' entities participated in World Safety Day, which was devoted to the challenges of preparing for crisis management and investing in resilient HSE management systems. The event was celebrated through role play (testing of the crisis management procedure), training, forums, and awareness-raising initiatives with our stakeholders.

Bolloré Railways

In railway activities, the duty-of-care policy in terms of accident prevention is rolled out across all railway lines and engineering structures for the entire business line. The main risks identified relate to passenger transport and the transportation of hydrocarbons. The protection of people and goods is governed by a predictive, preventive and curative maintenance system applicable to traction equipment and rolling stock. In 2022, the fifth edition of Rail Safety Day was held on the theme "Operational coordination: the key locomotive of the safety train."

Bolloré Logistics

At Bolloré Logistics, the main professional risks relate to handling, storage and transport operations. As such, operators are trained in the right actions and postures before carrying out manual handling operations, and their training is renewed as often as necessary. Any accidental event is recorded in a database in order to learn from it, be able to trace it, and to summarize all the corrective actions implemented (training/information, review of procedures, changes to working methods or equipment, etc.). In 2022, approximately 91,000 HSE audits and inspections were conducted in the Bolloré Logistics network.

Bolloré Energy

Regarding Oil logistics activities, a major accident prevention policy, updated in 2022, is in place at Bolloré Energy's most at-risk sites, helping to protect employees, third parties (subcontractors on-site) and customers. The main risks identified are fire risks, road traffic risks and risks associated with movements and postures. Various corrective and mitigation measures are implemented such as:

- regular fire drills to address potential emergency situations (for example, a fire at a loading station). Five drills were carried out in 2022;
- creation of a fire defense plan at distribution network depots;

- improved safety for the delivery and unloading of additives, hazardous oil products: Bolloré Energy installs new dedicated tanks every year;
- appointment of a heating services controller and a heating services technical trainer to support our technicians in this activity, which involves a range of specific risks (use of cutting tools, chemicals, etc.);
- annual employee training (e-learning, seminars, etc.) on various topics: occupational health and safety, chemical risks, prevention of risks related to the transportation of dangerous goods by road (ADR, FCO, road safety training), etc.;
- an online ordering platform for protective equipment specially designed to be adapted to the business lines was set up in 2020 and updated in 2022 to include new equipment;
- the deployment of prevention plans (information on the site risks in view of the work to be carried out) and, potentially, the issuing of a fire permit to prevent risks for external companies.

• Industry

Blue and Films

The occupational risks identified at industrial sites involve moving machines, cuts (cutting machinery, blades), electrical risks, and the risks involved with heavy parts (lifting means). Chemical risk also applies to Blue Solutions. Among the flagship accident prevention initiatives, the industrial sites have put in place systems allowing staff to make suggestions to involve teams more in risk prevention and launch actions to improve safety in the workplace.

The French sites have adopted a policy for the prevention of arduous working conditions through commitments and actions incorporated in the occupational risk prevention process, in collaboration with the company physician. All arduous factors have been analyzed since July 2016, beyond the legal obligation. Shift work, inherent to the activity, is the only issue that cannot be addressed by prevention. That is why, since 2016, people who have worked shifts for most of their careers have benefited from an early retirement plan to compensate for the fact that the personal hardship account (additional time deposited in the time savings account) does not apply retroactively. In 2022, other specific measures to prevent accidents related to arduous working conditions were implemented:

- an occupational medicine ergonomics specialist visited all sites in Brittany throughout the year. Exoskeleton tests were organized to study how load bearing tasks could be improved, particularly at the Bluebus site;
- Blue Solutions has implemented various ergonomics and equipment initiatives aimed at optimizing the safety of operational staff: purchases of equipment to improve workstations and prevent risks associated with carrying heavy loads, and installation of a chemical fume hood for the innovation teams working on the Gen4 battery;
- Bluebus: actions to prevent slips, trips and falls (purchase of walkways), prevention of risks associated with the handling of heavy loads, ergonomic improvements (purchase of an electric screwdriver and an articulated robot arm, to support the operator's arm).

Psychosocial risk prevention measures are also deployed through training to enable managers and team managers to prevent and measure stress in their departments. In 2022, a campaign to prevent addictive practices in the workplace (food, medicines, tobacco, alcohol, narcotics, gambling, etc.) was rolled out at the French sites. Posters informed employees how to react when a colleague is in distress, and an e-learning module was provided to safety managers and officers in collaboration with risk management specialist Apave. The internal rules of all entities have been amended to prohibit alcohol consumption on site for persons with a position at risk in accordance with French labor law. In 2022, accident prevention was illustrated by specific training initiatives (see 1.2.1.1.4. Informing, training and raising awareness).

Safety of the LMP® battery

Blue Solutions specializes in "solid-state" battery technology with higher intrinsic safety qualities than li-ion batteries with solid-state electrolytes. In the event of piercing, there is no release of hazardous liquids or formation of explosive atmospheres in a confined environment. LMP® batteries are exempt from SVHC (Substance of Very High Concern) rules under the European REACH regulation and CMR (carcinogenic, mutagenic or toxic for reproduction) rules under the CLP regulation.

Systems

IER, a Systems division subsidiary, is engaged in a professional risk prevention process, in close collaboration with social partners, members of Occupational Health and Safety committees (CSSCT), and occupational health and other stakeholders. The main risks identified are those caused by handling activities and by the carrying of loads. To prevent risks, the set-up of the production and storage lines of the IER, Automatic Systems and EASIER plants is undergoing process optimization. For example, adjustments made in Besançon since 2017 have reduced the likelihood of occurrence of occupational diseases such as musculoskeletal disorders (MSDs). Health, safety and working condition improvement plans are monitored with year-end completion rates of more than 80%. Entities in the Systems division are organizing initiatives specifically dedicated to improving working conditions and employee well-being. For example, in 2022 IER organized workshops for Quality of Life and Working Conditions Week.

Preventing health and safety risks to third parties (subcontractors and neighboring communities)

Subcontractors subject to the same requirements as the standards applied to Group employees

• Transportation and logistics

Employees of subcontracting companies are subject to the same health and safety analysis and performance indicators, whether these arise from regulations or contractual clauses. Risks linked to concurrent activities with external companies are also analyzed and specific prevention and protection measures are identified. The issue is addressed at weekly meetings of the Ethics and Compliance Committee of the Transportation and logistics division, composed of Executive Committee members.

Bolloré Ports

For Bolloré Ports, the application of professional risk prevention rules by subcontractors and suppliers is an essential criterion for the development of business relationships and is subject to a work authorization signed by both parties. Any deviation identified during audits and inspections due to a malfunction or the subcontractor's failure to meet targets is systematically addressed, documented and corrected with the appropriate corrective action (e.g. changing provider). As such, in 2022, as part of the construction of the new CIT terminal in Abidjan, the working conditions of the employees of the companies providing the works were monitored regularly throughout the year. Various audits were carried out in the field, and led to the adoption of specific measures by the subcontractor (improvement of reception facilities, sanitary facilities, changing rooms, investments in equipment). The process was followed by a human rights audit by an independent firm in September 2022. The audit also focused on ensuring compliance with basic rules in this area.

Bolloré Logistics

For Bolloré Logistics, a subcontractor management process is established to ensure a high level of HSE quality. This process leads to the accreditation, selection and monitoring of subcontractors.

In order to prevent accidents with subcontractors in Africa, an action plan has been deployed by Bolloré Logistics at sites identified as priorities, including the Republic of Côte d'Ivoire, Cameroon and Kenya. In 2022, Uganda and Chad joined the priority area with a transport action plan. These follow-up plans will continue for a new scope in 2023 following the disposal of Bolloré Logistics' activities in Africa. The action plan is built around the following areas:

- strengthening dialog with carriers: handover in person of a letter to the Head of each carrier reminding them of the QHSE requirements to be met, supplemented by a reminder of the risks and rules described in the Carriers' Charter;
- audits and inspections: checking the condition of equipment, the driver's qualifications;
- carrier audits: an audit program for road transport suppliers is drawn up and implemented in the various countries, covering the condition of equipment and its maintenance, documentation, driver training, knowledge of the rules of the Carriers' Charter. In 2022, more than 215 audits were carried out. In the event of an accident causing a fatal or serious accident for which the carrier is found liable, the carriers' accreditation is temporarily suspended;

- communicating and raising awareness: continuation of "Safe driving (golden rules)" training for drivers (more than 357 drivers trained in 2022);
- overseeing action: countries' management meetings include an action plan progress report and a review of any difficulties encountered and actions to be implemented. In addition, a steering committee also meets at the head office level to monitor progress of the action plan implemented in the various countries, the listing of carriers, and the points-based driving license system (under which drivers are banned from driving for Bolloré Logistics when they lose the 12 points on their driving license; a mechanism allows the driver to recover points).

In 2022, approximately 33,300 HSE audits and inspections were conducted with Bolloré Logistics' subcontractors.

The Carriers' Charter

Transport firms engaged by Bolloré Logistics in Africa must abide by a special charter. The Carriers' Charter is attached to each contract signed with subcontractors in Africa. The Charter is part of a broader effort to minimize injury to passengers and damage to cargo, equipment and the environment. It specifically makes provision for:

- the use of suitable trucks in good working condition;
- training in defensive driving;
- the health of road drivers and their driving proficiency;
- compliance at all times with the Code of Conduct of Bolloré Logistics;
- compliance at all times with the alcohol and drugs policy of Bolloré Logistics.

Safety of passengers and local neighboring communities

• Transportation and logistics

Bolloré Ports

With regard to port activities, prevention actions for local residents were put in place as part of the construction of the terminal in Dili. As neighboring communities can be impacted and put at risk due to the increase in truck traffic for work on the terminal, specific measures have been implemented, such as awareness-raising sessions, the adaptation of the transport plan, and the installation of speed bumps.

Bolloré Railways

At Bolloré Railways, as well as covering the activities of subcontracting companies and suppliers, the security policies implemented by Executive management also cover passenger safety. In 2022, on the Camrail network, two safety audits were conducted in the equipment Department and the transport Department, as well as an HSE audit of service providers in charge of track and wagon maintenance. The safety of employees, users and local populations is also protected by agents of the Special Railway Police as well as by the security officers of private security companies. In addition to the various existing health and safety management processes, psychological units are set up to offer support in the event of a railway incident.

To guarantee the safety of local residents and people near tracks under railway concessions, several specific measures have been implemented:

- the GSR (General Safety Regulations) provide for a safety zone of 30 meters on either side of the track, which, as a matter of principle, is devoid of any construction or occupation. This area is subject to daily verification, for example by initial convoys. In the event of illegal construction near the tracks, it is up to the State to implement the necessary expulsion measures.
- due diligence committee meetings are held in local communities by each of the rail networks. These committees carry out awareness-raising missions with village communities and entrust them with paid work through various missions to report malfunctions or track damage, weeding, or the seizure of illegal forest and wildlife products, thereby contributing to the security of national railway assets. In 2022, as in 2021, 163 due diligence committee meetings were held across the entire Camrail network.
- training and awareness-raising for local communities, in particular on safety constraints near railway tracks, is organized by each network's operating coordinators.

Bolloré Energy

Bolloré Energy relies on its major accident prevention policy to mitigate and manage health and safety risks that could involve third parties, including industrial accidents potentially affecting local residents. This policy is subject

to strict processes conforming to recognized standards (Seveso, ICPE, ISO 14001 and ADR [European Agreement concerning the International Carriage of Dangerous Goods by Road]). All Seveso sites are covered by a major risks prevention policy.

The Bolloré⁽²⁾ Group's accident rate indicators⁽¹⁾

	2022	Of which BAL	2021
Number of workplace accidents with lost-time	324	187	310
Lost time injury frequency rate (LTIFR) (x 1,000,000) ⁽³⁾	4.44	4.52	4.30
Lost time injury frequency rate (LTIFR) (x 200,000) ⁽⁴⁾	0.89	0.90	0.86
Severity rate of workplace accidents (x 1,000) ⁽⁵⁾	0.12	0.08	0.15

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding Vivendi. Management of health and safety risks in the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2022 universal registration document.

(3) Lost time injury frequency rate (LTIFR) (x 1,000,000): (number of workplace accidents with lost time/total hours worked from January 1 to December 31) x 1,000,000.

(4) Lost time injury frequency rate (LTIFR) (x 200,000): (number of workplace accidents with lost time/total hours worked from January 1 to December 31) x 200,000.

(5) Severity rate of workplace accidents (x 1,000): (number of days of absence related to workplace accidents/total hours worked from January 1 to December 31) x 1,000.

1.2.1.1.4. INFORMING, TRAINING AND RAISING AWARENESS

Training and awareness-raising initiatives on health, safety and environment topics are organized for employees and subcontractors according to the same principles of compliance with safety regulations enshrined in the entities' QHSE policies. Subcontracting companies must also ensure that

their staff are qualified and certified to perform the requested tasks. With respect to daily operations, the teams remind subcontractors of the basic safety rules for day-to-day operations (e.g. handling heavy loads, hazardous products, transportation and traffic regulations).

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
HSE training for employees and subcontractors	• Monitoring of the number of HSE training hours by QHSE and/or HR	Annual	• Monitoring set up at IER as part of HR reporting • Monitoring of the number of HSE training hours for subcontractors in place at Bolloré Ports, Bolloré Railways and Bolloré Logistics	• Monitoring set up at IER as part of HR reporting • Monitoring of the number of HSE training hours for subcontractors in place at Bolloré Ports, Bolloré Railways and Bolloré Logistics
	• Set up monitoring of the number of people trained as part of HSE training	2022	• Target achieved	• Completed, monitoring of the number of training hours is integrated into HR reporting for all business units
Informing and raising employee awareness	• Display of HSE policy on the premises by 100% of the legal entities included in the CSR reporting scope ⁽¹⁾ • Mandatory information for newcomers • Annual participation in World Safety Day to raise employees' awareness of the QHSE risks generated by the company (organization of awareness-raising actions)	2022	• Reported methods used to communicate on the HSE policy: – 99% of entities report displaying the policy on the premises; – 84% report that they inform newcomers; – 62% say they participated in World Safety Day	• Reported methods used to communicate on the HSE policy: – 96% of entities report posting it on the premises; – 79% report that they inform newcomers; – 48% say they participated in World Safety Day

(1) See section - 1.3.2.1. CSR reporting methodology note.

Training adapted for each activity

• Transportation and logistics

Bolloré Ports and Bolloré Railways

In Bolloré Ports and Bolloré Railways entities, training and awareness-raising actions are rolled out on the HSE policy, by displaying safety instructions or using dedicated campaigns for employees, users or local people. Generally speaking, two main types of training are provided in the local entities of Bolloré Ports and Bolloré Railways:

- specific business line training: handling of heavy loads, conventional handling on ports, locomotive drivers, gantry crane and other crane operators, oversized cargo handling, transport and traffic rules, etc.;

- training concerning the handling and transportation of hazardous materials.

In addition, initiatives to raise awareness of minimum security rules or toolbox meetings are organized on a daily basis. These are reminders of health and safety procedures systematically delivered to all employees, as well as subcontractors working on site.

In addition to the HSE network at head office and locally, members of the Health & Safety in the Workplace Committee (CSST) also take part in identifying specific training needs for all employees (e.g. hygiene).

For railway activities, a position of Rail business unit training coordinator was created in 2021 to harmonize the training programs of the Group's two railway networks.

Bolloré Logistics

In Bolloré Logistics entities, training and awareness programs adapted to the nature of the activities carried out (training in PPE, hazardous substances, fire-fighting, work at height, etc.), take various forms:

- "15-minute safety" sessions or "talks" provided to small groups of employees in the field. They instill dialog with employees through a set of questions and answers and encourage the feedback of information from the field that could lead to the implementation of areas for improvement (e.g. modification of traffic flows or identification of hazardous zones, etc.);
- regular on-site HSE meetings at which key messages are provided to participants or safety moments are organized.

New employees receive training in the main health, safety and environment rules to be applied in their working environment (governance and QHSE actors, risks and precautions related to manual handling, driving forklifts, handling and storing hazardous goods, organizing fire rescue, etc.).

Every year, Bolloré Logistics publishes a QHSE review covering all of the operational challenges and issues (KPIs, certification, specific actions deployed on sites, projects, etc.).

In 2022, eight hours of training and information on average were provided per employee.

World Day for Safety and Health at Work 2022

The Transportation and logistics division and its subsidiaries celebrated World Day for Safety and Health at Work, like every year, by organizing events and activities around the world to promote safety and the prevention of workplace accidents and occupational diseases.

This year, the Bolloré Group chose to focus on raising awareness of fire risk. As a result, evacuation drills and training on the use of fire protection equipment (such as demonstrations on how to use fire extinguishers) were organized.

This event, which brought together more than 6,000 employees around the world in the Bolloré Logistics scope, also reminded everyone of the Bolloré Group's values and health and safety culture.

• Bolloré Energy

At Bolloré Energy, awareness-raising initiatives on health and safety risk prevention related to the environment were also organized within the framework of ISO 14001 and new arrivals systematically receive training. In addition, extensive training plans are regularly organized for employees and third-party companies working on site (e.g. external drivers loading vehicles at Bolloré Energy sites).

In 2022, the following were organized:

- initiatives on the prevention of chemical risk (e-learning module) and the launch of a new platform for ordering protective equipment;
- prevention action related to well-being at work and stress management for employees and managers (e-learning);

- training in rational and preventive driving.

In 2020, a prevention and safety program was launched for delivery drivers (practical preventive driving exercises, intervention techniques for delivery incidents, or in the event of a fire). Developed with the Association for Prevention in the Transport of Hydrocarbons, this program enabled 30 drivers to be trained in 2022. Training will continue in 2023.

• Industry

All entities involved in Electricity storage and systems display their health and safety policy on site and systematically inform new arrivals of the rules for preventing health and safety risks.

Blue and Films

A large number of safety training courses are provided to train employees and new recruits: first aid at work training and refresher courses; awareness of the root-cause method (analysis of the facts related to an accident in order to take corrective action); Atex (explosive atmospheres) training for the Batteries site; correct posture and manual handling; laser or radiological risks; fire training (first and second responders); product emergency intervention, electricity certification.

In 2022, specific training was carried out on certain workstations: forklifts, aerial work platforms, electricity certification, OHS, overhead cranes, emergency procedures at production sites, enclosed spaces, ladders and stepladders, chemical risk.

In addition, emergency training (fire, accidental spills, gas leaks, etc.) is carried out every year through crisis management exercises at the various sites, in particular with the internal response teams as part of their training.

The subsidiary Bolloré Packaging Films has overhauled its training program for second responder teams in the event of fire. At the sites in Brittany, Movements and Posture training sessions were held in collaboration with the local occupational health Department, and at Blue Solutions Canada, WHMIS training was delivered (Workplace Hazardous Materials Information System).

Systems

The IER and Automatic Systems France entities also inform all new hires of environmental risks at their workplaces (chemicals, eco-friendly actions, waste sorting, etc.) through e-learning courses. In addition, the chemical risk prevention program, initiated in 2013, is rooted in the day-to-day life of IER to manage the introduction of hazardous products at the company with regard to the product safety sheet and to implement adequate awareness for employees for their use and storage.

For subcontractors, the prevention plan signed by both parties covers online training subjects and includes risk identification. Further training is provided in small groups if specific needs are identified.

The Bolloré Group's health, safety and/or environment (HSE) training indicators⁽¹⁾

	2022					2022 Total	2021 Total
	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Other		
Number of hours of training on health, safety and/or the environment ⁽²⁾	76,884	31,401	7,543	6,346	547	91,319	73,903
HSE training hours for subcontractors ⁽³⁾	193,419	182,119	–	–	–	193,419	287,042

(1) These indicators cover the Bolloré Group scope excluding Vivendi. Management of health and safety risks in the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2022 universal registration document.

(2) These indicators cover the CSR reporting scope (see section - 1.3.1.1. Social reporting methodology note). As these indicators were reviewed as part of their integration into HR reporting during the year, N-1 data are not available for the same scope and are therefore not provided. Figures include e-learning training hours. Excluded: time spent on information, awareness-raising and talks (toolbox, HSE meetings, etc.).

(3) These indicators include time spent on training, information, awareness-raising and talks. These data are included in QHSE reports.

1.2.1.1.5. PROTECTING HEALTH

The Bolloré Group protects its employees from physical and mental harm. The Group's occupational health objectives are as follows:

- protecting the health of everyone in the workplace;
- providing a framework to identify and minimize health risks;
- reducing health risks related to our activities;
- complying with all regulatory and legal requirements.

The health of employees is assessed and monitored through several actions:

- pre-employment medical check-up;
- increased monitoring of staff potentially exposed to high risks;
- immunization or disease prevention programs, where necessary.

The Bolloré Group also offers effective welfare protection. This is reflected in the implementation of programs to access care and prevention according to the location of its activities, such as in Africa where supplementary health cover complements health insurance cover in force in the country.

Nearly 95% of Bolloré Group entities offer more favorable health coverage than required by legal obligations and local practice in. Protecting human capital is a real issue for growth and recognition for the Bolloré Group which is therefore committed to providing its employees with high-end coverage in terms of social protection.

When local health services are deemed inadequate or too far from operational sites, the business units implement the necessary resources (medical centers, medical personnel, ambulances and medical equipment) to ensure the health of their employees, their families and, where necessary, subcontractors.

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Health-related actions	<ul style="list-style-type: none"> • Optimize reporting on vaccination, screening and awareness campaigns to ensure the reliability of results 	2022	<ul style="list-style-type: none"> • Completed in 2022. This objective will be updated in 2023 following the sale of Bolloré Africa Logistics' activities 	<ul style="list-style-type: none"> • Optimize the monitoring of Covid-19-related vaccination and screening campaigns implemented at Bolloré Ports, Bolloré Railways and Bolloré Logistics through QHSE reporting
	<ul style="list-style-type: none"> • Implementation of a health watch at the head offices to identify priority health areas and promote the organization of vaccination, screening and prevention campaigns 	2022	<ul style="list-style-type: none"> • Completed in 2022. This objective will be updated in 2023 following the sale of Bolloré Africa Logistics' activities 	<ul style="list-style-type: none"> • Permanent monitoring of health emergencies in Africa in line with the WHO to implement appropriate action (Covid-19, cholera, yellow fever, humanitarian crisis caused by flooding, etc.). • Continuation of the Covid-19 emergency response plan

Specific health challenges related to the Group's activities

Due to their presence in sensitive geographic areas, the QHSE departments and the medical services of Group entities are particularly attentive to preventing illnesses, pandemics, epidemics and local health crises. Managers are informed of the introduction of special procedures (e.g. daily reminders of safety rules and training for employees and subcontractors) in affected countries to tackle epidemics or pandemics (e.g. yellow fever in Nigeria, Lassa fever in West Africa, the Ebola pandemic in North Kivu, the Covid-19 pandemic, etc.) in regions where the Group operates.

• Transportation and logistics

Every year, the entities also implement various prevention measures, notably through the organization of vaccination, screening and awareness campaigns to fight against illnesses such as malaria, sexually transmitted infections (STIs) and HIV/AIDS.

Each year, Group entities participate in World AIDS Day by organizing free and anonymous screening campaigns and awareness-raising initiatives.

The business units also place specific emphasis on health risk prevention related to drug and alcohol abuse by its employees, including draconian controls (drugs and alcohol policy) for some professions such as locomotive drivers, gantry crane and other crane operators, truck drivers, etc.

Bolloré Ports

At Bolloré Ports, 100% of sites are covered by dedicated internal or external health care facilities. Port and railway concessions have arranged access to a regular medical service for employees and their families, as well as medical treatment, vaccinations and medicines. All employees undergo a periodic medical check-up, with additional medical examinations for workers exposed to particular risks, for example for subcontracted activities such as scuba diving along its infrastructure.

Bolloré Railways

At Bolloré Railways, in addition to providing access to a regular medical service for employees and their families as well as medical care, vaccinations and medicines, specific measures are taken when public health issues are identified. This is the case, for example, for the transportation and storage in dedicated spaces and under surveillance of wooden railroad ties treated with creosote before their destruction. A Health & Safety in the Workplace Committee (CSST) actively takes part in the implementation of the necessary health measures with Executive management and in each of the regions along the railway network. The Committee meets three times a year with the relevant authorities, such as the National Social Insurance Fund (CNPS) and the Ministry of Employment and Social Security.

Health prevention measures for users

Concerning users of Bolloré Railways trains, nurses are present on all passenger trains to look after passengers. They are authorized to provide free medical care and essential medication during the journey.

As public transport can be an important vector for the spread of diseases, Bolloré Railways' railway entities provide health monitoring to fight certain epidemic and endemic illnesses, benefiting employees and, by extension, users and the local populations along the tracks. Since March 2020, with the outbreak of Covid-19, a strict health protocol has been rolled out in accordance with the Bolloré Group's crisis management procedures. Various measures adapted to the activity of the two railways have been implemented, such as reducing train capacity, increasing medical staff at stations and on trains, setting up access controls on the platforms, reading passengers' temperatures before boarding, implementation of distancing measures (only one in two seats available at train stations and on trains), mask-wearing requirements, distribution of hydro-alcoholic gel, and various awareness-raising measures via displays or the distribution of flyers, etc. Other targeted actions have been implemented as part of the health watch, such as the distribution of impregnated mosquito nets to prevent malaria to employees' families. Throughout 2022, the crisis management plan was adapted to the health situation in each country.

Furthermore, staff are made aware of measures to prevent and manage certain diseases through the periodic distribution of the railway health bulletin and the health column in the monthly newsletter for railway workers.

Health prevention measures for local populations

In addition to the vaccination campaigns organized for staff, Bolloré Railways has extended access to this care to local populations. As a former national authority, Camrail still plays a role in organizing vaccination campaigns for the general public in its medical centers under a public service concession conferred by the Cameroon Government. The medical center located near Camrail's central workshops in the Bassa area is approved by the Cameroon Ministry of Public Health as a care unit for people living with HIV/AIDS and as a public vaccination center.

Bolloré Logistics

In addition to the strict application of the Group's health policies, in order to prevent and reduce the spread of mosquitoes and malaria, the entities in Africa impose the following requirements:

- provision of the appropriate treatment where possible to non-immunized and semi-immunized personnel;

- removal of standing water if possible, particularly around offices and residential areas;
- installation of mosquito screens on the windows of offices and residential buildings;
- regular campaigns to maintain a high level of awareness of the risks of malaria.

An information and education program on sexually transmitted diseases and HIV/AIDS is offered to all staff in Africa. Educational material such as leaflets and posters are distributed and displayed on site. With a view to improving the prevention of, and protection against, these diseases, the Bolloré Group in Africa encourages and helps members of staff to make an early diagnosis, so that they can be aware of their status and adopt safe and appropriate measures.

The Bolloré⁽²⁾ Group's employee health care coverage indicators⁽¹⁾

	2022 Total	Of which BAL	2021 Total
Percentage of employees eligible for social security coverage	96	99	96
Percentage of entities where health coverage extends to employees' beneficiaries	87	94	87
Percentage of entities where the health coverage is more favorable than required by law	95	96	93
Percentage of employees eligible for regular medical checkups provided by the company	90	99	90
Percentage of entities where medical services are offered to employees free of charge	86	82	81

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Management of health and safety risks in the Communications division is explained in chapter 2 – Non-financial performance of Vivendi's 2022 universal registration document.

1.2.1.2. BEING AN ATTRACTIVE EMPLOYER

1.2.1.2.1. ATTRACTING AND RETAINING TALENTED EMPLOYEES

Attracting and retaining skilled people⁽¹⁾

Prioritization of risks related to attracting and retaining skilled people

Transportation and logistics				Industry		Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the level of the business unit and/or division.

We aim to achieve the best for our customers in all our activities. To meet the requirement for quality excellence in our services and ensure the sustainability and growth of our activities, attracting then retaining and developing the skills of the company's employees is a major driver of operational efficiency and innovation. Our actions are based on seven pillars: relationships with school, recruitment, diversity, mobility, training, professional support and compensation. This risk has not been identified as one of the priority risks of the Communications division in view of the nature of its activities. For more information on the management of priority CSR risks in the Communications division, see Vivendi's 2022 universal registration document (chapter 2 – 2.2. Main non-financial risks and opportunities).

Group policies

• School relations: building long-term partnerships

Relationships with schools are a key pillar of the recruitment policy and are established over the long term. Their main purpose is to attract trainees and apprentices, create privileged gateways for new graduates, and help train future generations.

By sharing our business lines, challenges, values and opportunities we help students envision their future with the Group. These exchanges also allow us to better understand their professional expectations and thus offer appropriate experiences. The challenge in selecting and managing our partnerships is not so much to attract young people from the most reputable training courses, but to find promising profiles that match the Group's culture, while forging a lasting bond between the company and the students most in line with its needs.

Strategic, lasting school partnerships

Despite the global crisis, the Group committed in 2022 to maintaining its long-term partnership strategy and to help schools in this particular context. The number of school partnerships continued to grow, reaching 234 schools. The diversity of our business lines and geographic regions leads each entity to develop its own target school portfolio and strategy. In the Transportation and logistics division, seven strategic partnerships are ongoing and several initiatives (forums, conferences, HR workshops, case studies, etc.) are also carried out each year in other target schools. Kedge Business School has been one of the division's preferred partners since 2016 for two reasons: its graduates' supply chain/logistics/purchasing profiles and its presence outside France with campuses in Abidjan, Dakar, Shanghai, and Suzhou. Likewise, Edhec is an essential partner, particularly for the quality of the financial profiles it trains. As a result, these two schools are the main sources of students hosted in internships and work-study programs at the Group's headquarters.

Blue is very committed to local partnerships with schools such as IUT de Quimper, École supérieure d'ingénieurs en agroalimentaire de Bretagne atlantique (Esiab), IUT de Lorient, École supérieure de logistique industrielle de Redon (Eslil), Le Likès high school in Quimper and the Union des industries et métiers de la métallurgie Bretagne (UIMM) school. In the Systems division, Polyconseil, the Group's consulting business with highly-skilled engineering profiles, relies more on the principle of co-opting by capitalizing on the very active networks of top French schools. In 2022 Polyconseil maintained its close partnerships with schools such as École polytechnique, Telecom and CentraleSupélec, and continued to develop its relations with schools by creating new partnerships with École des Mines ParisTech, Ponts ParisTech,

Epitech, Télécom Paris, Epita and Ada Tech School (a feminist and inclusive IT school open to all). The various initiatives that began before the pandemic resumed in 2022. The HR teams and operational representatives of each of the business lines were able to resume relations with schools by regularly participating in recruitment forums and business line round tables, and by participating in thematic workshops (conferences, case studies, business projects, examination juries, HR coaching, etc.). The Transportation and logistics division thus maintained its engagement with schools, organizing 62 initiatives, including 10 in person. Our employees also contribute directly to the teaching processes. This is the case at Blue and at Polyconseil, where employees teach courses in our target schools.

The intern experience rewarded with the HappyIndex® Trainees label

The Transportation and logistics division offers a structured internship and work-study policy focused on students' professional development. This involves various points: missions with responsibility and quality tutorial support, an onboarding morning, follow-up throughout the internship and events to strengthen cohesion and knowledge of the company. The objective is to ensure that the internship or work-study experience at the company is a constructive part of the development of the students we host. This program was digitalized in 2021 to maintain the quality of the reception and onboarding of all students despite the context of remote working. In 2022, the experience evolved once again by adopting a hybrid mode of operation and offering a face-to-face experience to establish a collective dynamic and several digitalized business conferences which facilitated sharing with all students, regardless of the pace of their work-study programs. This commitment was once again rewarded with the renewal of the HappyIndex® Trainees label in 2022. His survey assesses the reception

and support provided to interns and work-study participants in the workplace. With a recommendation rate of 85.5% in 2022, students have emphasized the responsibilities assigned, the trust granted and the educational character of the proposed missions. This anonymous questionnaire is also a valuable source of information with a view to continuously improving our HR processes and policies vis-à-vis interns and work-study participants.

Our interns and work-study program students, a future talent pool: each year, Bolloré offers thousands of internships and work-study programs through initiatives carried out in schools. It offers opportunities in operating positions (supply chain, logistics, transport, shipping, civil engineering, port, rail, industrial project management, R&D projects, trade, etc.) and in support functions (finance, law, information systems, human resources, marketing, etc.). In 2022, the Bolloré Group was able to continue to develop the hosting of interns and apprentices (increase of more than 4% compared to 2021), as well as increasing the recruitment of these interns and work-study participants at the end of their course (increase of 73% compared to 2021). These figures are explained by a proactive work-study policy and the integration of new scopes in recruitment. In addition, 35% of trainees/work-study participants hired in 2022 were from target schools, illustrating the strategic dimension given to these relationships to maintain our talent pool. At the head office, 150 interns and work-study participants were hosted in 2022. Given the quality of the experience offered by the company, recognized by the renewal of the HappyIndex® Trainees label for the third consecutive year, 60% of master's students completing their internship in December 2022 were offered a position with the Group. 47% of the students hosted accepted a contract with the Group.

The Bolloré⁽²⁾ Group's school relations indicators⁽¹⁾

	2022	Of which BAL	2021
Number of interns and work-study program students	2,560	1,359	2,454
Number of interns and work-study program students recruited	640	340	370
Number of school partnerships	234	86	232
Number of interns and work-study program students recruited from our partnerships	223	164	94

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section - 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

• Recruitment: a marker of our employer promise

Recruitment gradually picked up in 2021 after the sharp slowdown seen at the beginning of 2020. External recruitment increased by more than 80%.

In 2022, the number of new hires gathered pace (increase of more than 20% compared to 2021) in all Group entities due to the economic recovery and the very favorable global employment environment (the Great Resignation in the United States, etc.). In this context, the Group's attention to ensuring an efficient, transparent and non-discriminatory hiring process remained intact. Recruitment contributes decisively to the company's performance by bringing in the best profiles in line with the Bolloré Group's culture and values and with our operating needs. In this context, the Group relies on a shared recruitment system to:

- promote consultation between recruitment actors to define the needs in response to the company's development challenges;
- communicate needs through the most relevant media, both internally and externally;
- make the selection of talents more objective through the use of assessment tools that help gain a better understanding of the applicants' three key dimensions, namely their abilities, their technical and behavioral skills, and what motivates them;
- guarantee equal opportunities for all profiles, with the firm conviction that diversity is a source of productivity and creativity in companies.

Ensuring the excellence of our recruiters

In order to maintain skills and ensure business excellence, our two-year commitment with LinkedIn will enable us to deepen the initiatives undertaken over the last two years to create a community of recruiters, with three priorities: expertise in existing tools and their upgrades, the implementation of better recruitment techniques, and the development of business skills. Fifteen active members in France and abroad will work together in 2023 during workshops and discussions in virtual classes and webinars on topics such as the study of behavioral skills, the structuring of recruitment interviews and the development of skills on the new features offered by tools such as LinkedIn.

Language tests for objective assessment

In an international group like Bolloré, where intercultural collaboration is needed, over the past years, the Transportation and logistics division has defined a common level expected in terms of English language fluency. Based on this common reference framework and in order to strengthen the excellence of our processes, in 2022, the Group's head office confirmed the use of language tests when hiring executives involved in international relations. These tests make it possible to ensure that candidates meet the required level of English fluency and thus facilitate an objective approach and fairness in decisions. New hires find it easier to integrate and take up their new position faster.

Ensuring a better understanding of who we are

Beyond effective processes, our external actions to ensure a better understanding of the Group's diversity and its promise as an employer are also critical. In 2022, the Transportation and logistics division continued to carry out various video content creation projects in order to promote its businesses, activities and corporate culture through interviews and business videos, in partnership with Jobteaser. Blue continued the initiatives undertaken

in 2020 in terms of visibility by opening the doors of all its sites to its employment providers to ensure they have a perfect understanding of its business lines and needs. The division also increased its visibility on social media by regularly publishing information and videos on LinkedIn. In 2022, in the Systems division, IER created and broadcast a video to promote its activities and become more visible externally. Recruitment capsule videos were also made for publication on LinkedIn.

The Bolloré⁽²⁾ Group's recruitment indicators⁽¹⁾

	2022	Of which BAL	2021
Number of external hires with permanent or fixed-term contracts	6,442	1,832	5,343
Number of external hires with permanent contracts	4,023	781	3,047
Number of external management hires with permanent contracts	445	91	328
Number of hires with fixed-term contracts	2,419	1,052	2,296

(1) These indicators are derived from social reporting (see chapter 2 – 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter.

Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section – 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

Indicators⁽²⁾ of Bolloré Group's external hires with permanent and fixed-term contracts by geographic area⁽²⁾

	2022	Of which BAL	2021
Number of external hires with permanent or fixed-term contracts			
France	1,641	52	1,243
Europe	658	–	537
Africa	1,635	1,635	1,470
Americas	717	–	671
Asia	1,790	145	1,422

(1) These indicators are derived from social reporting (see section – 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter.

Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section – 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

• Promoting diversity: a major focus of the Group's HR policies

In order to remain a diversified, international and innovative Group, we have to consider the societies in which we operate. The Diversity and Inclusion Charter, in line with the ILO conventions and with the UN's Sustainable Development Goals, formalizes the ambitions, approaches and resources that the Group intends to implement.

Through this charter, the Bolloré Group undertakes to ensure:

- non-discrimination;
- the recruitment and integration of people with disabilities;
- the promotion of gender equality;
- the professional integration of young people, particularly in connection with the sponsorship policy (see section – 1.2.4.3. Sponsorship policy).

This Charter is gradually being rolled out through action plans covering all the stages of our employees' life cycle such as recruitment, promotion, mobility, and training, with measurable results and visible initiatives that reflect the Group's ambitions to improve in these areas.

Raising awareness and strengthening non-discriminatory practices

An awareness-raising program to combat all forms of discrimination was launched in 2020 and continued in 2021. This course, consisting of various e-learning modules to raise awareness of discriminatory criteria in companies such as physical appearance, disability or age, was first deployed for the HR community. In 2021, the roll-out of this system was expanded to

include managers and HR teams in the holding company and the Industry division (in addition to the persons previously targeted in the Transportation and logistics division) in France. During its last roll-out, the overall completion rate was just over 60%. These modules will be gradually updated in 2023 and will be rolled out more widely.

Structuring our initiatives for people with disabilities

In addition to complying with regulatory requirements, the recruitment and onboarding of people with disabilities is a strong source of social cohesion in the company. The Group's approach is based on two objectives:

- adapting job profiles to optimize the recruitment of people with disabilities;
- developing a working environment that is suitable for the onboarding of people with disabilities.

After the number of employees with disabilities increased in the Group and France in 2021, this number stabilized in 2022.

The initiatives launched for persons with disabilities in France in 2021 were maintained in 2022. This included a significant participation in the national DuoDay event on November 17, 2022, with 21 positions offered by seven different legal entities, and 11 people recruited on this day.

In addition, in the Systems division, several weeks were devoted to disabilities to raise awareness among employees (at IER and Polyconseil), partnerships were created with the non-profit Emmaüs, and conferences were organized with retirement care homes.

Indicators⁽¹⁾ of persons with disabilities employed by the Bolloré Group⁽²⁾

	2022	Of which BAL	2021
Number of employees with a disability	328	34	343
Number of employees with a disability in France	251	1	251
Percentage of employees with a disability/Group's total workforce	0.9	0.2	0.9
Percentage of employees recruited with a disability/total workforce recruited externally on permanent and fixed-term contracts	0.5	0.1	1.0
Percentage of employees with a disability/total Group workforce trained	0.9	0.3	0.9

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter.

Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section - 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

A company that promotes women

Gender equality in the workplace is seen as a driver of transformation, with potential to bring people together across all the Group's divisions. The Group has set itself three objectives:

- increase the presence of women in jobs where, for equal skills, women are poorly represented;
- promote women's access to positions of responsibility, through the selection of more women for management training programs;
- support women in their career development.

In 2022, the percentage of women in the Group increased again, reaching 32% of the total workforce. This progress illustrates the gradual impact of the Group's action plan in all its dimensions.

The percentage of women hired with permanent contracts continued to increase, reaching nearly 45% in 2022, as recruitment recovered. In Africa, the percentage also increased significantly (30% in 2022) thanks to communication campaigns and the mobilization of women managers in Africa, illustrating the Group's desire to promote diversity in its businesses by hiring more women. More and more women are becoming interested in jobs they had not considered before. To this end, and to mark its commitment to this theme, after the Transportation and logistics division in 2021, the Human Resources Department participated in the Assises de la Parité on

behalf of the Group in 2022, an event bringing together thousands of decision-makers around this theme. Blue is also working in this area by promoting the accessibility of positions to both men and women. Several women were recruited to production positions in 2022.

These changes also involve training and in 2022, the percentage of women trained was stable against 2021, and remained above the percentage of women in the workforce.

Finally, the percentage of women with managerial responsibilities is in line with the presence of women in the company, and continues to rise. The Group's Management was a leading promoter of this progress with the overhaul of the Group Executive Committee and the appointment of six women directors, ensuring full parity on the Executive Committee. All of these initiatives, including recruitment, training, promotions and remuneration, are reflected in an improvement in the gender equality index in France. The gender equality index in France, implemented since 2019 for all Group entities with more than 50 employees, enabled us to monitor the results of the action taken to diversity our talents, particularly with respect to women in the Group's activities. Thanks to the actions implemented to ensure greater gender equality in the Bolloré Group, many entities have managed to improve or stabilize their ratings and all entities scored above 72/100.

The Bolloré Group gender equality index

	2022	2021
BL Guadeloupe	99	82
Nord Sud	94	NC
IER	90	86
BIS	89	94
UES Telecom	89	88
Bolloré Energy	86	76
Bolloré Logistics	85	85
Sogetra	84	86
UES Bolloré	83	85
Foresea Technologies	82	NC
BTLC	79	86
UES La Réunion	75	83
Bolloré Solutions Logistiques	72	NC

NC: not consolidated.

The Bolloré⁽²⁾ Group's gender equality indicators⁽¹⁾

(as a percentage)	2022	Of which BAL	2021
Women ⁽³⁾	31.9	18.6	30.8
Women managers ⁽⁴⁾	31.8	24.0	29.8
Women recruited ⁽⁵⁾	44.7	30.0	43.3
Women trained ⁽⁶⁾	37.2	22.5	37.0

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section - 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

(3) Total female workforce/total workforce.

(4) Number of women managers/total number of managers.

(5) Number of women hired externally on permanent contracts/number of external hires on permanent contracts.

(6) Number of women trained/number of employees trained.

Indicators of the percentage of women in Bolloré Group's governing bodies⁽¹⁾

(as a percentage)	At 12/31/2022	At 12/31/2021
On the Board of Directors ⁽²⁾	45	45
On the Compensation and Appointments Committee ⁽²⁾	50	50
On the Audit Committee ⁽²⁾	67	67
On the Executive Committee	50	50

(1) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

(2) Excluding directors representing the employees.

• Mobility: a winning approach for employees and the organization

Employee mobility is both a priority and a practical reality within the Bolloré Group. It may be geographical (national or international) or functional with a change of position within the same business line, to another business line or even through the creation of bridges between our different activities. It is an opportunity for employees to continue their development and strengthen their employability, and for the organization to build on the experience already acquired and promote cross-functionality.

The main keys to the success of mobility actions are proximity and the quality of the discussions the employees have with their managers and human resources managers to help them develop their career project, its feasibility and implementation. It was through this proximity and quality of dialog that, in a context of fluctuating activity levels, changing organizations, and the sale of the business in Africa, 475 employees identified in Career Committees changed positions in the Bolloré Group in 2022 (a 1% increase compared to 2021).

However, policies and processes are required to encourage and facilitate internal mobility. In 2022, in line with the commitments made in 2021, three key actions were carried out illustrating the Group's desire to position mobility as a driver of employee performance and development.

A common mobility policy

The internal mobility policy drafted in 2019 continues to be rolled out and is more visible to employees. This mobility policy is based on two main principles: it applies to all levels of the organization and all business lines, and it gives priority to internal applications in our recruitment process. As a result, job vacancies are widely published.

In order to maintain our actions on this subject, a pilot project has been launched in the Bolloré Transportation and logistics division at the Corporate level, aimed at recording, automating and harmonizing the Career Committee process in a system common to all divisions.

A network of business line HR officers ensuring cross-functionality

In order to implement the policy and continue to make progress on internal mobility, HR officers have been identified for each business line and tasked with providing an overview of the vacancies and the employees on mobility assignments across the Group. These HR officers participate in the business line Career Committee meetings, as well as in the bimonthly meetings of the mobility network. This participation allows them to better understand employees and their development challenges across all divisions, and to be proactive throughout the year on open positions or successions to be prepared.

The Bolloré⁽²⁾ Group's internal mobility indicators⁽¹⁾

	2022	Of which BAL	2021
Internal mobility from another legal entity in the Bolloré Group (employees joining the entity)	237	91	265
Internal mobility towards another legal entity in the Bolloré Group (employee departures)	238	92	205

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section - 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

• Training policy

Anticipating the skills required for our business lines, in a rapidly changing and increasingly competitive environment, is becoming essential in order to ensure the excellence of the Group's services and products. Our investment in developing our employees' skills is key to achieving this. The training policy is steered by the Group and its implementation is placed under the responsibility of the divisions in terms of business aspects, with shared resources for managerial programs.

In 2022, 78% of employees were trained, compared with 76% in 2021.

The Bolloré corporate university: B'University

In a context of profound transformation of the Group and in a complex environment, the training offer must provide a strategic and operational response in line with those of the Group's Executive management and Human Resources teams. Launched in 2020, the corporate university, B'University, is committed to driving these transformations and supporting employees in their development and employability.

In 2021, the B'University Paris campus obtained ISO 9001:2015 certification in the fields of design, animation and deployment of training solutions, as well as the Qualiopi certificate. These certifications, a guarantee of quality, were renewed in 2022.

The multi-source format is prioritized

The 2020 health crisis accelerated the digitalization of training. Internal business divisions and learners now prefer training programs to be "100% remote" or offer "blended learning." The assimilation of digital training continued with growing collective awareness that it is possible to learn effectively remotely. Drawing on this observation, using the B'University brand, the Group is continuing to accelerate its move towards more digital training aimed at developing employees' skills in the short, medium and long term, and drawing on two strategic priorities:

- the quality of training, combining efficient and diversified solutions to ensure efficiency and acquisition;
- the experience of learning via fun (gamification) and immediately accessible methods.

Roll-out of training on B'University online, the Group's training platform

2021 was a year of transition. The interface with the HR database (B'people) enabled automated training registrations to be put in place. Several major mandatory training campaigns (compliance, IT security, CSR, GDPR, etc.) were therefore launched in 2021. In 2022, the decrease in the number of registrations was linked to the high completion rate of mandatory modules in the previous year. New entrants are now enrolled in a mandatory training package on an ongoing basis, included in the employee integration program. In 2022, the reorganization of the Group's activities required the teams to be particularly vigilant on the completion of mandatory training before the closing of the Bolloré/MSC operation. Reminder and awareness-raising campaigns have been put in place for managers, Human Resources managers and learners to achieve completion objectives. As such, the digital team managed a total of 78,959 registrations on the IT security, Bolloré Group Code of Conduct, compliance, GDPR and CSR human rights modules.

The overall completion rate also shows an increase in registrations for training that is not part of the mandatory training package. Employees are more likely to register for online training themselves. This interest in digital training among employees, excluding mandatory courses, reinforces our

desire to enhance the Group's training catalog with freely available modules on soft skills and office automation.

In 2022, out of the 74 modules available in digital format, employees expressed an average satisfaction rate of 4 out of 5.

Recognition by our peers

In March 2022, B'University competed in the business line category of the Corporate Universities Springtime competition and won a silver award for its Finance Academy project, launched in 2021. This 100% digital academy, available in English and French, offers business content designed with internal experts, theoretical content in finance and soft skills, and interactive modules to explore the Group's business lines.

Tailor-made training programs

In 2022, as remote working became increasingly widespread, the Group set up training on hybrid management to help employees adapt managerial practices and manage a team in a hybrid working context.

In addition, a second academy was created in 2022, the Sales Academy, a training space dedicated to the Bolloré Logistics front office community. The aim was to bring together the Bolloré Logistics front office teams with a set of shared methods, tools and practices to improve overall sales performance. At each stage of the sales cycle, employees draw on best practice and know-how designed by Bolloré Logistics front office experts. Around 1,200 employees were registered in 2022.

The training program for Bolloré Logistics' contract managers – TEKAs – launched in 2021, was a great success. A second program was launched in 2022. The aim of this course is to increase efficiency in day-to-day practices while remaining customer-centric.

A B'Tomorrow class of 140 talented young people selected by region began in March 2022. B'Tomorrow is an advanced development program for talented young people that aims to improve behavioral skills, develop the network at the regional level, extend Group knowledge, and build strong professional relationships. In 2022, a digital space dedicated to the B'Tomorrow community was created on B'University Online. Participants can find e-learning modules, a discussion forum and other information that is essential to the success of the program. B'Tomorrow will continue to expand in 2023 with the integration of a self-positioning tool (DISC).

Training our managers to better prepare future generations

Our managers play a key role in the Group's performance. Four major training programs support them, starting from the role of team manager to country and regional management functions. The Proxy, Most, Maps and Smart leaders programs have a proven track record. With a pragmatic approach, they also build a community of sustainable managerial practices and a strong network of ambassador-managers in a company increasingly focused on learning. Each course comprises common foundations aligned with the Group's values. As such, they incorporate a virtuous managerial chain, encouraging the sharing of best practices. With these programs, the aim is to help managers develop skills in their role at each stage of their career. Participants are mixed with managers from the Group's various entities. In 2022, the number of employees trained in management doubled compared to 2021 (+115%). In 2022, the number of employees trained was stable compared to 2021. The deployment procedures have been adapted to maintain the dynamics and spirit of promotion, which are essential to the long-term success of these programs.

The Bolloré⁽²⁾ Group's training indicators⁽¹⁾

	2022	Of which BAL	2021
Number of employees trained	29,452	12,993	28,218
– France	6,759	131	6,923
– Africa	12,793	12,793	12,257
– Asia	5,704	69	5,040
– Americas	2,042	–	1,831
– Europe (excl. France)	2,154	–	2,167
Hours of training provided	462,377	233,404	469,420
– France	101,430	1,745	104,411
– Africa	224,146	224,146	227,704
– Asia	65,543	7,512	49,176
– Americas	50,555	–	65,164
– Europe (excl. France)	20,702	–	22,965
Average hours of training per employee trained	15.7	18	16.6
Number of employees trained in management	2,371	1,161	1,102

(1) These indicators are derived from CSR reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section - 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

• **Professional development support**

The annual appraisal: a key process for quality employee/manager discussions

The annual appraisal is a key process implemented in all countries and for all employees.

This exchange is a special moment between employees and managers to review the past year and plan for the coming year. It involves addressing the employee's performance and skills, as well as expectations for the coming year and the associated resources. This time is also used to assess collaboration and see how it can be further improved. The purpose of the discussion is to encourage the development of skills and talents as a means of better meeting the goals and needs of employees and short- and medium-term organizational challenges. The content of this discussion is therefore key to supporting the employee and nurturing numerous HR processes such as mobility, training plans and Career Committee meetings. Given the importance of this discussion and the involvement of managers on this subject, the rate of completion of annual appraisals increased to more than 79% in 2022, compared with 70% in 2021.

More development to improve performance

Despite the context, because the Group is convinced of the importance of this exchange, the process has been adapted to strengthen its practice and impact. Three main changes have been implemented:

1. the introduction of a shared core of behavioral skills in line with the Group's values;
2. performance and development are addressed simultaneously with a "challenge and support" approach;
3. ongoing dialog with the possibility of monitoring objectives during the year in order to be as close as possible to the business momentum.

To assist employees and managers in the exchange, a digital toolbox has been updated, with around twenty sources of content offering diverse educational methods (guides, fact sheets, videos, etc.). These tools are intended to help with the content of the exchanges, as well as with active listening, reformulation, and feedback techniques, etc.

In 2022, these new procedures were maintained in the Group (Transportation and logistics divisions in France, Europe and MESA, Systems, the holding company, etc.). In 2022, Blue and other scopes were concerned, based on feedback from employees and HR.

Towards a common digital platform for managing appraisal meetings

Over the past few years, the Group has been committed to an HR transformation plan to increase digitalization. The roll-out of the digital platform used by part of the Transportation and logistics division, the holding company, and Systems in 2021 was confirmed in 2022, with the aim of integrating the ASPAC region by 2024. The use of this platform makes it easier to capture and monitor exchanges over time. Moreover, this shift

towards a common system is a real driver of improvements in mobility, training and Career Committee processes through easy access for the HR community. It also allows for better follow-up via indicators.

Career Committees for cross-functionality and anticipation

Career Committees are used across the Group. Committee meetings follow a process ranging from the first levels of management to the highest levels. They aim to anticipate, through a collective discussion between managers and human resources, changes in the organization, to discuss the profiles of the talented employees identified, and to establish appropriate succession plans and development actions to be implemented. The challenge they face is to ensure proactive management of jobs and skills.

Meetings are organized at the division level as well as at the Group level by business line. The recovery in activity led to an increase in the number of Career Committee meetings in 2022 compared to 2021, with 115 meetings held (15% increase).

• **Pay and compensation policy**

The Bolloré Group has set a clear course for its compensation policy. Its aim is that wages should be aligned with local markets in each of the countries where it operates and that the benefits it offers its employees should compare favorably with established practice in each market. It has therefore continued to implement the infrastructure needed to achieve this ambition. A system for weighing up job requirements has been adopted on a test basis in Asia and at the head office.

In response to identified risks, the Group seeks to ensure that it has the right skills at the right place and at the right time to support its strategy. The policy rolled out is one of acting proactively to meet the challenges that lie ahead. The implementation of combined actions is seen as a factor of success and competitiveness, but also as a driver of forward-looking management and decision-making. Its purpose is to:

- optimize recruitment, training, mobility, and the leveraging of key know-how;
- contribute to the implementation of the talent management and future skills development strategy.

These systems also allow us to respond to:

- risks related to issues of attractiveness: strengthening the employer brand, improving recruitment, adapting jobs to changes in the environment and corporate strategy, anticipating internal issues related to the age structure and affirming the Group's added value on the market by the coherent development of the businesses;
- risks related to retention issues: promoting internal mobility, revitalizing and motivating employees by valuing skills and supporting professional projects, finding new drivers of loyalty for key skills in our structure and facilitating the transmission of knowledge and know-how so as not to lose key skills.

To measure the effectiveness of our initiatives in terms of attracting and retaining talent, the permanent-contract turnover indicator has been used since 2019. Since 2020, it has been enriched with a specific focus on voluntary turnover (resignations only).

In the Systems division, at IER, employee retention and engagement initiatives have been implemented: HR coffee mornings, sustainable

development weeks, quality of life at work, implementation of an onboarding pack (introductory booklet and integration seminars), and interviews following voluntary departures.

Polyconseil has made kindergarten places available to its employees in order to limit turnover.

The Bolloré⁽²⁾ Group's staff turnover indicators⁽¹⁾

(as a percentage)	2022	Of which BAL	2021	Change 2022-2021
Turnover ⁽³⁾ (all reasons for permanent contract departures)	14.09	8.08	11.32	+2.77 points
Turnover ⁽⁴⁾ (permanent contract resignations only)	8.03	3.25	6.59	+1.44 points

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated turnover data (including the Communications division) is presented in the business model in chapter 1. More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

(3) Turnover calculation formula: ((Number of employees hired on permanent contracts in year N + Number of departures of employees on permanent contracts in year N)/2)/Workforce on permanent contracts at December 31/December 31 in year N-1.

(4) Since 2020, terminations by mutual agreement are no longer included in resignations but are collected separately in a dedicated indicator.

The gradual recovery in activity after the two years affected by the health crisis has increased labor market tensions in many parts of the world. The Bolloré Group, like most of the major groups, was faced with these tensions, particularly at the end of 2021 and in 2022 and in certain business lines

(logistics experts, IT experts including developers and data scientists, production operators and certain finance specialists). In 2022, this translated into an overall turnover of just over 14%, and 8.03% on the basis of resignations alone (up from 2021).

1.2.1.2.2. PROMOTING SOCIAL DIALOG AND QUALITY WORKING CONDITIONS

Working conditions and social dialog⁽¹⁾

Prioritization of risks related to working conditions and social dialog

Transportation and logistics				Industry			Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the level of the business unit and/or division.

The various Bolloré Group businesses operate in many countries where local standards in terms of working conditions and social dialog can vary greatly, representing a risk not only to employee health and development, but also to business continuity, potentially preventing us from delivering our services within the timeframe and to the standard expected by our customers. This risk has not been identified as one of the priority risks of the Communications division, given the nature of its activities. For more information on the management of priority CSR risks in the Communications division, see Vivendi's 2022 universal registration document (chapter 2 – 2.2. Main non-financial risks and opportunities).

Group policy

The Bolloré Group is committed to guaranteeing and promoting quality social dialog over the long term, combining economic reality and response to internal social expectations to ensure collective corporate performance without jeopardizing existing balances. This is a central plank of the construction of a corporate social responsibility approach, making it the focus of special attention.

Specific features include:

- promotion of social dialog;
- development of company-specific agreements and, more specifically, working conditions as the driver of the company's performance;
- defense of any action aimed at combating discrimination and promoting professional equality.

The Human Resources teams implement these guiding principles and common values throughout the world, taking care to adapt them to:

- the specific nature of each country as regards prevailing legal provisions;
- the economic reality and strategy of each company (determining the scope of company-specific agreements possible depending on the structure concerned);

- inter and intra-business unit diversity;
- human resources management and development priorities (retention of existing employees and/or attractiveness for job applicants through qualitative company agreements).

This policy gives rise to a rich and lively social dialog organized in the Group as part of negotiations with employee representatives or in other forms, depending on the laws of each country in the network.

The Group's subsidiaries undertake to facilitate the expression of employees in countries where the International Labour Organization (ILO) conventions on the freedom to organize have not been ratified.

The development of industrial relations as a vector for the construction of a body of company-specific agreements is a subject of constant concern, with the aim of maintaining a peaceful social climate and ensuring ongoing dialog with employee representatives.

Best practices, successful experiences and difficulties encountered in industrial relations matters are shared between central and local functions in direct exchanges and at HR seminars and workshops. Regular communication between local Human Resources teams and Industrial Relations departments and the Group Human Resources Department is reflected in ongoing change to and development of the employee management approach in a continued improvement process.

Social dialog and company-specific agreements must be a source of genuine social engineering for the company, allowing it to adapt labor standards to its requirements in terms of business productivity. In other words, they must facilitate organization and adaptation to ongoing transformations resulting from economic globalization while ensuring a fair redistribution of profits to employees in the form of benefits and salary gains.

Action plan and areas of improvement

The actions and objectives for 2022 in this area were as follows:

- the first is to continue applying the procedure for consolidating the various collective agreements in place and to develop it so as to maintain a comprehensive approach to social dialog and the specific agreements covering all entities in the scope;
- the second is to promote shared approaches to social dialog while ensuring the preservation of the specific features of legal entities in respect of their country of location, their business, their economic results or their management and human resources development priorities;
- the third is to define performance indicators with associated objectives to measure progress and plan corrective actions in the event of non-progression.

For social dialog and the development of company-specific agreements in the operating entities, it has been decided to present a focus by geography (using three areas) rather than by business so as to take into account the specific laws applicable in each country, which naturally impact internal company standards.

• North Africa, West and Central Africa, Southern Africa and East Africa

Social dialog is a long-standing priority of the various African entities. This makes for great diversity and fruitfulness in negotiations, collective agreements and exchanges between the various local management teams and employee representatives.

The various elements bearing on company-specific agreements are dealt with most often in the form of single agreements combining a series of distinct issues (wages, classifications, working hours, complementary social welfare benefits, etc.). They are a key driver of collective performance.

The following agreements are noteworthy:

A key event in 2022 was the planned sale to MSC group of all rail and logistics activities in Africa as well as all port handling and maritime services activities carried out by Bolloré Africa Logistics, its subsidiaries and equity interests.

As part of local social dialog, the employee representatives were largely involved in the social aspect of the project, which was finalized on December 21, 2022 with the effective sale of the Bolloré Africa Logistics scope to MSC group.

• Americas, Asia-Pacific, Middle East and South Asia

These areas, with a few exceptions, tend to have national labor regulations rather than agreements specific to each entity.

Many entities establish unilateral internal industrial relations arrangements that reflect their own priorities, including equality of treatment and non-discrimination.

Others have conducted negotiations giving rise to a collective agreement, though these are fewer in number.

Noteworthy achievements include:

- in India, Bolloré Logistics organized sports events (cricket, self-defense, yoga, etc.) in 2022, awareness-raising sessions (breast cancer, harassment, fire and safety procedures, etc.), AcTogether initiatives, CSR actions (recycling of wooden pallets and cardboard, reduction of lighting, etc.) and various events (women's rights day, retirement, etc.);
- in the ASPAC region, Bolloré Logistics has implemented measures to improve the quality of life at work (variable working hours, remote working), renovated many offices and purchased new offices and carried out health and well-being initiatives.
- in 2022, Bolloré Logistics financed a vaccination campaign for employees and their families in South Asia and participated in the Green Globe action (exchange of used paper for plants);
- in the Emirates, Qatar, Oman and Pakistan, Bolloré Logistics once again organized a week of employee well-being (physician, nutritionist, sports, motivation, etc.) in 2022. As there are no employee representatives in this region, a Social Committee has been set up to work on company life and propose social projects based on employee surveys.

• Europe

In 2020, the Group and the representatives of its European workforce agreed to set up the Bolloré Group European Corporations Common Committee (BECCC), to establish social dialog.

The objective is to make the BECCC a forum for giving the labor force in each European country a fuller vision and understanding of the strategy, economic situation and common human resources and training policies of the Group in Europe. The social dialog in the BECCC at the European level is in no way intended to take the place of national social dialogs. It does aim, however, to help enrich the national discussions through a better understanding by the representatives of how the directions taken and the projects established in each country are inspired by and further the broad strategy and plans of the Group in Europe.

In 2022, the CCSEB met three times. These sessions included discussions on the Bolloré Group's CSR strategy, as well as the strategy of its Transportation and logistics division in Europe. In addition, the CCSEB representatives received financial, language and legal training during the year, further facilitating discussions within this body.

The following noteworthy agreements were reached in 2022:

- agreements following mandatory annual negotiations for 2022 in all of the Group's main subsidiaries in France;
- workplace gender equality, quality of life at work and working conditions agreement signed at Bolloré Energy on February 4, 2022.
- BTLC remote working agreement, June 7, 2022;
- incentive agreement at IER, June 30, 2022;
- professional election agreements for UES Bolloré (factories in Brittany and the Group's holding company), September 21 and October 18, 2022;
- agreement for persons with disabilities at Bolloré Logistics, December 22, 2022.

The Bolloré⁽²⁾ Group's social dialog indicators⁽¹⁾

(as a percentage)	2022	Of which BAL	2021	Change 2021-2020
Percentage of entities where employees can benefit from union representation and/or staff representation ⁽³⁾	59	82	59	-0.6 points

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated Group data including the Communications division are presented, where available, in the social indicator summary tables (see section - 1.3.1. Social indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

(3) Out of the total number of entities excluding entities entering/leaving the scope and those without staff at December 31, 2022.

1.2.2. ACTING WITH INTEGRITY IN OUR BUSINESS CONDUCT AND PROMOTING HUMAN RIGHTS

Increasing regulatory and societal expectations have led the Group to phase in due diligence processes, in all its operations and as part of its business relationships. The Group is thus committed to an ethics policy based on

commitments shared by all its subsidiaries, and it makes every effort to institute a framework that guarantees ethical practices that respect human rights in its business conduct.

1.2.2.1. SHARING THE SAME BUSINESS ETHICS AND ENSURING COMPLIANCE WITH THE STRICTEST STANDARDS

1.2.2.1.1. SHARING THE SAME BUSINESS ETHICS

Corruption and influence peddling⁽¹⁾

Prioritization of risks related to corruption and influence peddling

Transportation and logistics				Industry			Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the level of the business unit and/or division.

The French Sapin II law of December 9, 2016 requires French companies with at least 500 employees and with revenue or consolidated revenue in excess of €100 million to take measures to prevent and detect corruption and influence-peddling. Corruption risk mapping is intended to respond to a dual challenge: (i) to understand the factors liable to affect the various activities and their performance, with the aim of guarding against the legal, human, economic and financial consequences resulting from insufficient care; and (ii) to foster greater knowledge and in turn better control of these risks. As a management tool, this mapping enables corruption risks to be identified, the handling of these risks to be compared and assessed, the risks that persist after mitigating strategies have been implemented to be identified and the organization to be mobilized using a common method and system. It is the foundation of the Bolloré Group's strategy for managing corruption risks⁽¹⁾ in accordance with article L. 233-3 of the French commercial code (*Code de commerce*). In an endeavor to use a risk-based approach, the same strategy is carried out for all the Group's activities. Attention has been focused on the geographic areas and the exposure of the Group's activities to corruption risks.

This risk has not been identified as one of the priority risks of the Communications division, given the nature of its activities. For more information on the management of priority CSR risks in the Communications division, see Vivendi's 2022 universal registration document (chapter 2 – 2.2. Main non-financial risks and opportunities).

International export controls and sanctions

The Bolloré Group must observe the international, community and national regulations on export controls and economic sanctions that apply to the Group's business lines. Such regulations are enacted and updated actively by political entities at different levels: international organizations such as the UN, political and economic unions such as the European Union for their Member States, the countries themselves such as France and the United States of America.

The objective of export controls is to prevent goods from being diverted from peaceful civilian use, to control war materials and, for some states, to control strategic exports.

Economic and financial sanctions are an instrument of foreign policy of states and groups of States. They are intended to prohibit, restrict, or impose trade in targeted goods, technologies and services and may include

measures for persons or entities related to States or groups of States. This includes territories, and natural or legal persons likely to represent a danger, and goods, equipment, or products classified as "at risk".

Compliance with competition provisions

Companies in the Bolloré Group⁽¹⁾ must comply, wherever they operate, with the rules of competition law laid down by States, the European Union and all international organizations. The rules prohibit, among other things, understandings, agreements, projects, formal and informal arrangements, or coordinated behavior between competitors whose purpose is to set their prices, the distribution of their territories, market shares or their customers.

Group policy

The Bolloré Group has been committed since its creation to an ethical approach based on commitments shared across all its subsidiaries.

A signatory of the United Nations Global Compact since 2003, the Bolloré Group has undertaken to support the fundamental principles of the Global Compact relating to human rights, working standards, the environment and the fight against corruption. As a signatory, the Group undertakes to include the ten principles of the Global Compact into its strategy, culture and day-to-day operations but also to clearly inform its employees, partners, customers and the public of its commitment.

The Bolloré Group condemns corruption, influence peddling and anticompetitive practices. It ensures financial transparency, compliance with economic sanctions programs and the protection of personal data. It avoids attacks on the environment, human rights and the fundamental freedoms, health and safety of people. Lastly, it fights against all forms of discrimination and harassment.

The Bolloré Group's Code of conduct reiterates these commitments and details the behavior expected of any person acting on its behalf.

Because individual actions must not compromise the collective commitment, it is the responsibility of each of the employees, agents and business partners of all Group companies to join it. The Bolloré Group does not tolerate any breach of its Code and encourages its stakeholders to report any action that would be contrary to it. The perpetrators of prohibited behavior are subject to disciplinary sanctions or legal proceedings in accordance with applicable law.

(1) The company itself and all its subsidiaries, within the meaning of article L. 233-1 of the French commercial code (*Code de commerce*), or the companies it controls, within the meaning of article L. 233-3 of the same Code.

1.2.2.1.2. ENSURING COMPLIANCE WITH THE STRICTEST STANDARDS

The Bolloré Group is committed to satisfying all its stakeholders' expectations concerning business ethics. To this end, a dedicated organization ensures the effective implementation of a program based on the best standards in this area⁽¹⁾ in the three areas of compliance: the prevention of corruption and influence peddling, the prevention of anticompetitive practices, and compliance with export controls and economic sanctions programs.

Governance of compliance

Compliance with the Bolloré Group's commitments is based on an effective and consistent system, common to all activities, implemented in particular by an organization responsible for ensuring its application:

- the Board of Directors' Audit Committee, which monitors the three areas of compliance as part of its oversight of the effectiveness of internal control and risk management systems;
- Executive management, which sets the Group's targets and overall strategies, ensuring that all staff are informed of them;
- the Ethics – CSR and Anticorruption Committee, which defines and coordinates the implementation of the CSR approach in the Group and, as such, closely monitors the implementation and effectiveness of the Group's compliance system as described above;
- the Group Chief Compliance Officer, who is responsible for implementing the compliance program, reports on the effectiveness of program to the Group's Audit Committee and the Ethics – CSR and Anticorruption Committee, and to the Group and division Chairmen and Chief Executive Officers.

In this role, he is assisted by: the Group Compliance Department, made up of nine employees (managers, analysts, assistants and work-study participants); a "local" network (Chief Compliance Officer, regional and local representatives working full or part-time for the function) which reports functionally to the Group Compliance Department, and which, together with the operational functions, ensures the implementation of policies and processes; the support functions, in particular purchasing, the middle office, the HR, IT, Finance, Legal and QHSE departments; and external experts.

Compliance program for the fight against corruption and influence peddling, combating anticompetitive practices and compliance with international sanctions

The Bolloré Group has rolled out a compliance program inspired by international standards⁽²⁾ in this area aimed at preventing, detecting and dissuading, based on the following pillars:

• Commitment of the managing body

At the highest level, the Group's senior management promotes a culture of integrity, transparency and compliance.

In terms of fighting corruption, the recommendations of the French Anti-Corruption Agency (Agence française anticorruption, AFA) supplement the system established by the Sapin II law and, as such, constitute the French anticorruption standard, which the Bolloré Group applies.

This commitment is reflected in the Group's Code of Conduct. It relies in particular on a zero-tolerance policy for the risk of corruption, the inclusion of anticorruption requirements in procedures and policies, validation of the risk mapping, governance of the anticorruption prevention, detection and remediation program, and the implementation of a specific communications policy.

The same applies to the fight against anticompetitive practices, compliance with international sanctions and export controls in terms of approval of arrangements, Codes of Conduct, integration in procedures and policies, program governance and the implementation of a specific communications policy.

• Risk mapping

The mapping of corruption and influence peddling risks aims to identify, assess, prioritize and manage the inherent risks of corruption and influence peddling, taking into account the specific characteristics and diversity of our organizations in terms of business sectors, business lines or the geographical areas in which the Bolloré Group's activities and divisions operate.

The objective of the corruption and influence peddling risk mapping is to contribute to the management of risks covering all of the Group's managerial, operational and support processes by giving compliance players the visibility necessary to establish proportionate prevention and detection measures adapted to the risks identified, so as to facilitate the implementation of these measures and any necessary remedial measures. The risk mapping was updated in 2022.

• Risk management

1) Prevention

- **Code of Conduct:** the Bolloré Group's ethical approach is based on values and principles embodied and applied by all its senior executives and employees worldwide. The Bolloré Group Code of Conduct is available on the Group's website. It describes, for all employees and partners of Group companies, the behavior expected in their day-to-day operations and the application system, particularly in the three areas of compliance. The Code of Conduct is available on the Group's website in French, English, Spanish, Portuguese, German, Chinese, Japanese, Dutch, Italian, Czech, Indonesian, Khmer, Korean, Vietnamese, Burmese, Thai and Arabic.

- **The awareness-raising and training système:** the Bolloré Group implements an awareness-raising system to ensure that all its employees have a good understanding of its code of conduct, its zero tolerance policy with regard to corruption and the associated procedures (whistleblowing system, gifts, bribes).

In addition, employees in business lines identified as being at risk are subject to additional training through e-learning sessions on the whistleblowing system and the procedures specific to the fight against corruption, anticompetitive practices and compliance with international sanctions.

- **Third-party assessment:** the Bolloré Group ensures that its intermediaries, suppliers, subcontractors and customers adhere to the same business ethics. A system specific to each activity and following a risk-based approach aims to ensure that they comply with our Code of Conduct, including in terms of economic sanctions (see chapter 2 – Bolloré Group duty of care plan).

2) Detection

- **The whistleblowing system:** this whistleblowing system enables employees of the Bolloré Group companies and its external and occasional partners to alert it of a crime or an offense, a breach of the law or regulations, a threat to the general interest, or a failure to follow the Bolloré Group's Code of conduct resulting from the activities of Group companies or of their subcontractors or suppliers.

This system is accessible from the Bolloré Group's website and at alert.bolloré.com.

In principle, the use of this system requires the identification of the whistleblower. However, in exceptional cases, anonymity is allowed if the report provides sufficient details to establish the severity of the facts reported.

Reports are processed by specially authorized persons covered by an obligation of confidentiality.

The Group protects whistleblowers who act in good faith from any form of reprisal.

This whistleblowing system supplements but does not replace other internal reporting methods (such as the managerial reporting line) or the external reporting procedures referred to in II of article 8 of the law of December 9, 2016 (see section Bolloré Group duty of care plan, 2.2.2.2. Assessment procedures, monitoring of performance and of the measures implemented).

- **Anticorruption accounting controls and financial controls:** identified using the corruption risk map, specific anticorruption controls are in place at different levels of the organization. With respect to sanctions, financial controls are carried out on our transactions to ensure compliance with sanctions.

(1) In particular the recommendations of the French Anti-Corruption Agency (AFA) and those of the main regulatory authorities in these fields.

(2) Notably the guidelines of the AFA, the American FCPA, the American OFAC and the British Serious Fraud Office.

- **The system's internal control and evaluation mechanism:** a three-level control system is applied to ensure the effectiveness of the anticorruption compliance program. The effectiveness of the program is the subject of specific controls by the Group's Internal Audit Department.

3) Remediation

Definition of corrective measures and disciplinary regime: the updating of the mapping and the detection system through program controls and internal system assessments give rise to specific action plans ensuring the necessary remediation.

In disciplinary terms, the perpetrators of prohibited behavior are subject to disciplinary sanctions or legal proceedings in accordance with applicable law.

Highlights

The system's effectiveness was audited by the French anticorruption agency (Agence française anticorruption, AFA) in 2022, as part of the judicial agreement in the public interest (CJIP). More information on risk factors and internal control is provided in chapter 3 (see 3.1.3 Legal risks). This audit, which concerns the company itself and all its subsidiaries, within the meaning of article L. 233-1 of the French commercial code (*Code de commerce*), or the companies it controls, within the meaning of article L. 233-3 of the same Code, is entering its final phase and should be completed in March 2023.

In addition, in 2022 as in previous years, the many requests received from third parties during the year led the Compliance Department to take action to meet the expectations of stakeholders in the field of anticorruption as well as regards controls on exports and compliance with international sanctions, which were again a major issue during the fiscal year.

Results and performance indicators

The results for the year are broadly in line with the deployment targets set.

• Commitment of the managing body.

This commitment includes:

- monitoring the implementation and effectiveness of the anticorruption compliance program, compliance with competition rules and international sanctions by the three governance bodies, namely the Group Audit Committee, the Ethics – CSR and Anticorruption Committee and, month after month, by the Group's Chairmen and Chief Executive Officers and its activities; by the communications made by these same governing bodies at the head office and in the field;
- assessing the performance of the main managers of the subsidiaries in the Transportation and logistics division, and setting up and holding Anticorruption Committee meetings. These Committee meetings are the local point of contact for the commitment of senior management in each of the Group's entities;
- reinforcing momentum in this area by updating the corruption risk mapping for all the Group's activities, the impacts identified by this update, in particular on the prevention tool in the form of the Code of Conduct, the detection of anticorruption accounting controls and remediation through specific action plans resulting from this updating of the mapping. These elements identified at the end of 2022 will be implemented in 2023.

• Corruption and influence peddling risk mapping

The Group updated its mapping in 2022 to apply a standardized methodology to allow consolidation at Group level.

This risk mapping update in 2022 applied the following methodology:

- inventory of all operational and support processes and sub-processes applicable to the various Bolloré Group activities;
- central risk inventory: the risk scenarios to which the Bolloré Group is exposed were identified during individual interviews or workshops conducted with Group employees;
- inventory of control resources: following individual interviews, workshops and contribution reports, the Compliance Department conducted internal work sessions aimed at identifying, with the relevant managers, the elements contributing to the control system implemented in the Bolloré Group. This work supplemented the business control environment already identified by the Group's employees questioned for the update;
- development of a matrix to identify all identified risks and their ratings;

- local risk inventory: the Compliance Department asked Group subsidiaries to decide on the processes and sub-processes identified, as well as the related risks. In 2022, 81 subsidiaries were surveyed. This exercise will continue until 2024;
 - inventory of action plans: identification of risk scenarios requiring action plans, definition of action plans and the central implementation method in the subsidiaries;
 - on this basis, the action plans defined will be monitored in 2023 for effective implementation.
- This update exercise will continue until 2024.

• The Code of Conduct

The Group's Code of Conduct, updated in 2020, is appended to the internal rules of procedure of all subsidiaries.

In 2022, the Code of Conduct was distributed to Group employees as described below (see Awareness and Training). A new update is planned for 2023 on the themes identified during the update of the mapping carried out in the awareness-raising and training system.

The Bolloré Group implements an awareness-raising system to ensure that all its employees have a good understanding of its Code of Conduct and its zero tolerance policy with regard to corruption.

- A dedicated intranet space (Responsible & Committed) hosts the Code of Conduct in 17 languages as well as all related policies and procedures (whistleblowing system, gifts, bribes).
- Communication campaigns have successively targeted all employees, first those with an e-mail address (more than 25,000 recipients of the Code of Conduct and the whistleblowing system) and then those belonging to business lines considered at risk (concerning the procedures to be followed in terms of gifts and invitations, bribes, patronage and sponsorship).
- A paper copy of the Code of Conduct was handed over against signature to nearly 11,000 employees without an e-mail address.
- Posters on the Code of Conduct and the whistleblowing system in 17 languages were distributed to all subsidiaries for display. Using QR codes, these displays allow all employees, including those without an e-mail address, to access more information.

In addition, the e-learning training campaign initiated in 2021 aimed at checking the proper understanding of the Code of Conduct and making it possible to identify and remedy high risk situations continued in 2022. Since inception, 71,663 registrations have been made and 67,772 modules have been completed (a completion rate of 95%). In addition, face-to-face training sessions were conducted in 2022 for nearly 4,000 employees in business lines exposed to the risk of bribery.

Finally, as part of the 2022 annual appraisal campaign at the end of the year, employees were invited to confirm their knowledge of the Bolloré Group's Code of Conduct and whistleblowing system and that they have followed all of the mandatory training modules for which they were registered.

• Third parties

In 2022, all the procedures in the third-party assessment process were finalized for roll-out for the assessment of existing intermediaries, suppliers and customers. This included the customer assessment policy, which was implemented in all Group divisions based on the criteria set out in the procedures.

• The whistleblowing system

In 2022, the whistleblowing procedure was communicated to Group employees in accordance with the procedures described below (see Awareness and Training). This communication covered how the system works, the terms and guarantees of use – in particular the protection of whistleblowers acting in good faith from any form of reprisal.

Updates to the whistleblowing alert procedure and the associated platform were made in line with law no. 2022-401 of March 21, 2022 aimed at improving the protection of whistleblowers and decree no. 2022-1284 of October 3, 2022 on procedures for collecting and processing alerts made by whistleblowers and establishing the list of external authorities created by law no. 2022-401 of March 21, 2022 aimed at improving the protection of whistleblowers.

• Anticorruption accounting controls

As the process of identifying the controls to be carried out based on the risk mapping and the drafting of action to be carried out during these controls at the various levels of the organization were finalized in previous exercises, these controls were deployed in 2021. A number of missions to assist in implementing Sapin II accounting controls were carried out and level three anticorruption accounting controls were rolled out during field audits of the subsidiaries from spring 2021.

An update made necessary by the mapping exercise carried out in 2022 identified necessary adaptations, which will be implemented in 2023.

Compliance with international sanctions is monitored through existing financial controls.

• Internal control and evaluation system

Based on a specific audit of the general anticorruption compliance system, intended to assess its various components and carried out in 2020 by the Group's Internal Audit Department, a level three control system was developed and reviewed, for 2022, by the Ethics – CSR and Anticorruption Committee, which met on February 24, 2022.

1.2.2.1.3. THE FIGHT AGAINST TAX EVASION

Further to the enactment of law no. 2018-898 of October 23, 2018 on the fight against tax, social security and customs fraud and the provisions of article L. 22-10-36 of the French commercial code (*Code de commerce*), the Group has launched several actions to comply with the requirements of this new law. Although the Group already had internal processes that satisfy the requirements of this law, others required modification.

Management of tax risk at the Bolloré Group level

Satisfactory organizational methods have been set up at Group level to avert tax risks and to ensure that tax is calculated and paid correctly within the time limits in the States where it is owed. The same applies to the reporting obligations incumbent on the Group's companies. When a company in the Group is the subject of a tax audit, the appropriate personnel and/or outside advisers are assigned to the tax audit to ensure that it is carried out without complications and is completed as quickly as possible.

The Bolloré Group also ensures that the following principles are respected:

- the tax rules that apply to its business activity are applied in accordance with international conventions and the national laws in all the countries where the Group is located;
- transparency with regard to tax authorities to foster quality relations to avoid any risk to the Group's reputation when local legislation and practices allow this. The Bolloré Group considers that such relationships engender long-term benefits for both the Group and local tax authorities;

- fighting tax evasion by refusing to locate profits in tax havens. Localization is possible in States with beneficial tax systems if this is economically justified, i.e. the reason is not primarily for tax purposes;
- compliance of its tax policy with the sustainable development strategy by prohibiting any operation for which the main purpose is essentially to seek a tax gain, unless expressly allowed by the legislator.

Measures and procedures set up to combat tax evasion

A tax section has been added to the Group's Code of Conduct in order to present the Group's policy to combat tax evasion and the behaviors to be followed in order to meet these commitments.

Furthermore, a dedicated website is accessible to the Group's employees and business partners. It is part of the Group's whistleblowing system for the reporting of actions that constitute or are liable to constitute tax evasion.

The Group continued to raise awareness among all Group staff and its business partners about preventing and combating tax evasion.

The Bolloré Group's legal and tax teams have already been deployed at central and local levels to advise and assist the Group's operational staff on a daily basis to ensure proper compliance with the applicable laws and regulations, in particular as part of the fight against tax evasion. They can also obtain advice from outside legal and tax experts, especially law firms.

1.2.2.2. PROMOTING HUMAN RIGHTS IN OUR VALUE CHAIN

1.2.2.2.1. RISKS RELATED TO HUMAN RIGHTS

Risks related to human rights⁽¹⁾

Prioritization of human rights risks

Transportation and logistics				Industry			Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the level of the business unit and/or division.

Owing to its strong international presence, the Group hires many people, directly or indirectly, in institutional contexts that vary from one country to another, where human rights are at times threatened. That is why respect and promotion of human rights have been defined as a priority for the Group, covering issues such as guaranteeing decent working conditions, promoting social dialog and freedom of association of trade unions, the principle of non-discrimination (respect of the rights of individuals regardless of their origin, gender, sexual orientation, political or trade union membership, or their state of health, etc.) and the fight against all forms of harassment. It should be noted that forced labor and child labor represent an absolute priority for the Group in terms of prevention and action. These risks are controlled by the measures and internal controls set up to hire employees.

The identification and treatment of these risks are the subject of measures covering both the Group's internal scope and its supply and outsourcing chain, which are detailed in the chapter on the Group's duty of care plan (see chapter 2 – Bolloré Group duty of care plan).

These risks have not been identified as one of the priority risks of the Communications division, given the nature of its activities. For more information on the management of priority CSR risks in the Communications division, see Vivendi's 2022 universal registration document (chapter 2 – 2.2. Main non-financial risks and opportunities).

Group policy

The Group strives to implement governance that reflects its values in the countries in which it operates. Adhering to the United Nations Global Compact since 2003, the Group is committed to following and applying the principles of respect for human rights. By incorporating this issue as a fundamental pillar of its CSR strategy, the Bolloré Group has formally included dedicated commitments in its Group ethics system, consisting of the Code of Conduct, the Group Ethics and CSR Charter, the Responsible Purchasing Charter, the Diversity and Inclusion Charter and the Human Rights Charter.

The Code of Conduct sets out the expected behaviors of all persons acting on behalf of the Bolloré Group and formalizes recommendations to prevent, identify and report contrary actions. The Ethics & CSR Charter, signed by Cyrille Bolloré, Chairman and Chief Executive Officer of the Group, identifies the major commitments associated with the Group's strategy, including "Acting with integrity in our business conduct and promoting human rights". It forms the basis of the Group's fundamental commitments from which the more in-depth policies or procedures are derived according to the issues identified as priorities. As such, the Group's Human Rights Charter and Responsible Purchasing Charter integrate and strengthen this ethical framework by structuring a specific approach backed by international standards, particularly:

- the International Charter on human rights;
- the UN Guiding Principles on business and human rights;
- the OECD guidelines for multinational companies;
- the International Labour Organization's fundamental conventions;
- the recommendations of the French anticorruption agency.

The commitments expressed in the Group's Human Rights Charter are aligned with the UN's Sustainable Development Goals (SDGs) and are rolled out under three main themes:

- respect for the rights of workers throughout our value chain;

- respect for the fundamental rights of communities close to our operations;
- constant efforts to make a positive contribution to society.

In order to meet the commitments expressed in the Charter, the approach is based on a division of missions between:

- the Group, which has a role of awareness-raising, training, mobilization, steering, pooling and reporting via the Group CSR Department;
- the divisions and subsidiaries, which are responsible for operational implementation by including elements specific to their own business lines, as well as the necessary adaptations for their regions, entrusted to a division, or a CSR or ethics officer reporting to their Executive management.

Executive management ensures the governance of ethical issues through the Ethics – CSR and Anticorruption Committee, which meets once or twice a year to establish guidelines (see chapter 1 – section 1.1.3. – CSR governance) that will be applied by the departments concerned and rolled out to the operational departments. The governance of ethical issues and more specifically human rights is ensured at the operational level through Human Rights Steering Committees bringing together the CSR, Group Compliance, and Group Human Resources Departments and the legal and purchasing business lines depending on the matters addressed. CSR/HR Steering Committee meetings are also held on a bimonthly basis to specifically address social and human rights issues.

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Governance	<ul style="list-style-type: none"> • Ensure the organization of the Human Rights Operational Steering Committee over the long term 	Annual	<ul style="list-style-type: none"> • Target achieved. Bi-monthly HR and CSR Human Rights Committees have been set up 	<ul style="list-style-type: none"> • Human Rights Steering Committee meeting at least once a year
Communication/ Awareness raising	<ul style="list-style-type: none"> • 80% completion of human rights e-learning modules 	2021	<ul style="list-style-type: none"> • Target achieved: <ul style="list-style-type: none"> – 82% completion of the human rights e-learning module (as at December 31, 2022, excluding employees in Africa), – 95% of employees were also made aware of these issues through the Code of Conduct module 	<ul style="list-style-type: none"> • 77% completion of human rights e-learning module (as at December 31, 2021) • 93% of employees were also made aware of these issues through the Code of Conduct module
	<ul style="list-style-type: none"> • 100% of buyers followed the Group human rights e-learning module 	Annual	<ul style="list-style-type: none"> • Target achieved 	<ul style="list-style-type: none"> • Target achieved
	<ul style="list-style-type: none"> • 100% of HR completing the Group human rights e-learning module 	2022	<ul style="list-style-type: none"> • In progress. 97% of employees associated with the human resources business lines (excluding Africa) who were registered followed the human rights awareness module 	<ul style="list-style-type: none"> • 79% of employees associated with the human resources business lines followed the human rights awareness module
	<ul style="list-style-type: none"> • 100% of country heads informed about human rights 	2021	<ul style="list-style-type: none"> • Objectives achieved 	<ul style="list-style-type: none"> • 71% of country heads followed the human rights awareness module
Current situation	<ul style="list-style-type: none"> • Mapping of human rights risks for direct activities 	2023	<ul style="list-style-type: none"> • In progress. The human rights risk map is being updated following the disposal of Bolloré Africa Logistics' proprietary operation 	<ul style="list-style-type: none"> • Target achieved
	<ul style="list-style-type: none"> • Identification of customer logistics countries/sectors and priority human rights themes to be addressed for the development of targeted action plans 	2022	<ul style="list-style-type: none"> • In progress. Priority countries and topics have been identified with regard to human rights, particularly the concept of decent pay. The scope will be updated in 2023 and reviewed further to the sale of Bolloré Africa Logistics' activities 	<ul style="list-style-type: none"> • A priority scope of 48 entities has been identified, as well as a scope requiring enhanced due diligence consisting of 13 entities
	<ul style="list-style-type: none"> • Identification of local purchasing risks 	2022	<ul style="list-style-type: none"> • In progress. First issue identified: local use of labor agencies 	<ul style="list-style-type: none"> • Work is continuing

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Formalization of commitments in the Group charters: Human Rights Charter, Responsible Purchasing Charter	<ul style="list-style-type: none"> Establish indicators for monitoring the transmission of the Responsible purchasing charter and the Code of Conduct to suppliers 	Annual	<ul style="list-style-type: none"> Target achieved: <ul style="list-style-type: none"> the Responsible Purchasing Charter, the Ethics and CSR Charter, and the Code of Conduct were sent to all suppliers managed centrally in 2022, 99% of suppliers managed centrally have signed the Responsible Purchasing Charter 	<ul style="list-style-type: none"> The Responsible Purchasing Charter, the Ethics and CSR Charter, and the Code of Conduct were sent to all suppliers in 2021
	<ul style="list-style-type: none"> Incorporation of a CSR/human rights clause in supplier contracts 	2021-2022	<ul style="list-style-type: none"> 99% of centrally managed suppliers have incorporated the CSR and compliance clauses 	<ul style="list-style-type: none"> More than 80% of 2021 supplier contracts included a CSR clause and a compliance clause
	<ul style="list-style-type: none"> Deployment of action plans and associated monitoring indicators on priority countries/entities and/or priority themes identified as part of the risk mapping 	2023	<ul style="list-style-type: none"> Monitoring and updating of indicators (included in the Group duty of care plan), continuation of work to formalize an action plan adapted to the priority scope. Identification of issues related to the monitoring of working hours and compensation 	<ul style="list-style-type: none"> Deployment of monitoring indicators (included in the Group duty of care plan), work is continuing to formalize an action plan in response to the human rights risk mapping process
Control	<ul style="list-style-type: none"> Integration of human rights criteria in supplier assessments 	2023	<ul style="list-style-type: none"> All suppliers of non-production purchases are subject to an EcoVadis assessment, which includes a human rights analysis 	<ul style="list-style-type: none"> Work in progress
	<ul style="list-style-type: none"> Formalization of a network of human rights officers 	2023	<ul style="list-style-type: none"> In progress. The establishment of a network of human rights officers was decided at the Steering Committee meeting. Appointments from among HR teams are in progress locally. The network will be formalized in 2023 and an awareness campaign will be organized to train the officers 	–
	<ul style="list-style-type: none"> Implementation of a human rights audit process 	2023	<ul style="list-style-type: none"> In progress. Pilot audits were rolled out in 2022 and an internal audit schedule is being formalized for 2023 	<ul style="list-style-type: none"> Not carried out

1.2.2.2.2. RESPECT FOR WORKERS' RIGHTS THROUGHOUT THE VALUE CHAIN

To promote human rights and ensure they are respected, the Group has always considered health, safety and the quality of working conditions as a major issue across the whole of its value chain. The Group's first human rights action plan to formalize this approach in accordance with regulations was rolled out over the 2019-2020 period and was built with a cyclical approach based on three key aspects (communication, awareness-raising, and formalization). This action plan:

- structured the Group's human rights approach;
 - incorporated new processes in the conduct of its operations;
 - continued the deployment and proper appropriation of these issues.
- Since then, the approach has been to strengthen the culture of vigilance among employees and the systems deployed for suppliers and subcontractors.

Employees

Respect for workers' rights is based on the following issues: the health and safety of persons involved in the Group's activities, compensation, management of working hours and paid leave, diversity and the fight against discrimination, employee representation, and the fight against forced labor and child labor. These issues are set out and illustrated by indicators in the Group's duty of care plan.

To guarantee the proper appropriation of its principles and commitments among employees, the Group organizes human rights awareness-raising

actions: a conference led by experts was organized for Management Committee members, head office managers and purchasing and HR teams in 2019; awareness-raising modules (a specific human rights module and a module on compliance with the Code of Conduct, which also addresses human rights) have been developed and made available, enabling more than 90% of employees to learn about these issues.

In 2021, the Human Rights Steering Committee, which includes CSR officers from the Group's divisions, subsidiaries and support functions (legal, human resources, purchasing, compliance, Communications, etc.), focused on analyzing the results of the human rights mapping process in the Transportation and logistics division initiated at the end of 2019, to validate the scope identified as a priority (see section - 2.3.2.1. Human rights risk mapping, in the Bolloré Group's duty of care plan). This mapping process, described in the report on the Group's duty of care plan, also identified best practices and confirmed the proper appropriation of Group processes and policies locally.

A total of 45 priority entities were identified, of which 75% are located in Africa, including 13 requiring enhanced duty of care. However, given the change in the Bolloré Group's scope following the disposal of its activities in Africa in December 2022, this priority area is being updated and will be refocused on the Asia-Pacific region in the first half of 2023.

Through dedicated bimonthly Steering Committee meetings, the Group CSR and HR Departments are working together to formalize the human rights action plan, structured around three types of actions:

- the launch of action with regard to the issues identified: the monitoring of working hours was selected for 2023;
- continued analysis of the issues in the priority scope with the setting of an internal audit schedule, the strengthening of monitoring indicators, and the setting of targets: in 2022, pilot audits were organized internally based on a human rights assessment questionnaire in Timor, Republic of Côte d'Ivoire and Senegal, and field audits with documentary review were organized in Malaysia;
- the deployment of long-term projects: in 2022, the Steering Committee approved the launch of a pilot mission on decent pay.

Human rights awareness module indicators

(as a percentage)	Africa	Americas	Asia/Pacific	Europe and Middle East	France and overseas departments, regions and authorities	Total
Percentage of employees trained in the human rights module	71.7	79.3	86	83.5	76.5	77

Suppliers and subcontractors

The Group is focusing its efforts on the implementation and deployment of measures to enable it to exercise reasonable duty of care with regard to suppliers and subcontractors, in line with the measures in place for its own employees. The Human Rights Charter states that the Group's contractors and business partners must adhere to its principles, which are also reiterated in the Responsible Purchasing Charter. The implementation of the responsible purchasing approach is reflected in particular in:

- a due diligence approach in the selection of suppliers and subcontractors, which systematically receive information on the Group's ethical measures before entering into the contractual relationship so that they can comply with them. Although the supplier selection and evaluation process is not consolidated in a single management tool, the Group Purchasing Department and the subsidiaries take account of ethical and compliance criteria in their purchasing process, above and beyond the standard financial, administrative and technical criteria required to fulfill the Group's commitments;
- a policy for assessing the integrity of suppliers and subcontractors, formalized by the Compliance Department;
- a Responsible Purchasing Department working in particular to strengthen human rights aspects in ethical procedures;

In 2022, to strengthen the Group's organization and the cascading of its commitments locally, the Human Rights Steering Committee decided to establish a network of dedicated officers among the local human resources teams. These human rights officers will be responsible for:

- ensuring that the commitments of the Human Rights Charter are applied to direct employees of the Group and its subcontractors;
- implementing concrete due diligence measures and action plans developed at the head office;
- contributing to the collection and reporting of local information from the HR and CSR Departments, as part of regulatory disclosures.

- the drafting and inclusion of a CSR clause and an anticorruption and compliance clause in contracts, illustrating the implementation of the Group's responsible purchasing approach;
- the development of guidelines and the organization of specific information meetings to support company lawyers and purchasing teams in negotiations with business partners regarding the inclusion of this clause.

In 2022:

- all subcontractors and suppliers managed centrally received the Group's Responsible Purchasing Charter. As stipulated in the Charter, the Bolloré Group expects the signatory to take all reasonable measures to ensure that its own supply chain complies with these commitments;
- all purchasing staff were informed about ethical and human rights issues through awareness-raising modules or dedicated information sessions;
- 99% of new contracts include the CSR clause;
- the identification of local use of labor agencies was identified as an issue for which dedicated actions are to be implemented in the priority scope. As such, employees of subcontracting companies are included in the analysis during internal human rights audits.

The Bolloré Group's responsible purchasing strategy is described in the duty of care plan.

1.2.2.2.3. RESPECT FOR THE FUNDAMENTAL RIGHTS OF COMMUNITIES AND NEIGHBORS CLOSE TO OUR OPERATIONS AND CONSTANT EFFORTS TO MAKE A POSITIVE CONTRIBUTION TO SOCIETY

As part of an exercise to map risks and contextualize its human rights challenges, the Bolloré Group has identified this as a pillar of its commitment since its operations are liable to impact local populations and communities close to its operating sites, particularly in developing countries. In line with the procedure set out in its duty of care plan, Bolloré Group entities apply a process of reasonable diligence towards these external stakeholders in order to:

- ensure their security with regard to the Group's activities (see section - 1.2.1.2.2. Promoting social dialog and quality working conditions);
- offer them open dialog to ensure that they have a right to free and informed consent as well as collaboration opportunities (meetings with public authorities and neighboring communities) and in addition, provide them with a system through which they can raise concerns and file complaints, if necessary (see "Establishing a whistleblowing and reporting system" in the Group duty of care plan);
- promote the right to a healthy environment by protecting the environment and preventing impacts on air and soil quality, access to drinking water and natural resources and other disturbances (see section - 1.2.3. Innovating in response to major environmental challenges).

The Group is also working on a progress initiative that sees it taking all reasonable and appropriate measures to optimize the positive external impacts of its operations throughout the value chain. In addition, the commitment to regional development is a major focus of the Group's CSR

strategy (see section - 1.1.2. The Bolloré Group's non-financial risk mapping). As the Group is sometimes the leading employer in regions heavily impacted by development challenges (unemployment, infrastructure shortage, etc.), it is reinforcing its positive societal footprint, particularly through its sponsorship initiatives (see section - 1.2.4.3. Sponsorship policy), but also through its activities, which contribute to the opening up of territories, innovation, and economic dynamism (local purchases, taxes, skills transfer). More than percentage of employees are recruited locally, and nearly half are located in Africa. The Bolloré Group relies on numerous partnerships with the schools and universities in its regions of operation, thus contributing to the dynamism of the regions in which it does business. Its training policy – open to employees of subcontractors in some regions – and the health cover and vaccination campaigns it offers employees and their families in regions lacking health facilities, also further its positive societal contribution.

Measuring the positive influence of the Group's activities through impact studies

Since 2017, the Bolloré Group has measured the socio-economic footprint of the Transportation and logistics division, where human rights issues are a priority in its areas of operation, conducting several studies on the impacts of its activities, primarily concerning value created but also taking account of health and education.

These studies were first carried out in Cameroon, Gabon, the Congo and the Comoros, then in 2019, in Sierra Leone, Kenya, Tanzania and Uganda. The studies were suspended in 2020 due to the health crisis and gradually resumed in 2021, with a new study in Guinea conducted using the Group's CSR reporting tool.

Firstly, an internal audit of the quantitative and qualitative data is carried out with the corporate project managers and the purchasing, finance, HR, CSR managers of the countries under review. Then, for the sake of transparency, the application of the calculation method, the input data and the results of each study are checked by an external consulting firm that validates the truthfulness and conclusions. For each of the studies, the consulting firm validates the analysis of the Transportation and logistics division's socio-economic footprint thanks to a specific calculation tool produced for

this scope. The model is based on the use of symmetrical input-output tables to model the interdependencies between all sectors of activity for a given economy (work by the economist Leontief).

The socio-economic impact studies show that nearly 11,000 direct jobs and 108,832 indirect jobs have been created and 36,920 induced jobs generated in one year by the activities of the Bolloré Logistics, Bolloré Ports and Bolloré Railways business units in this scope⁽¹⁾. As such, the results of the various studies testify to the company's positive regional presence in terms of jobs and its contribution to regional dynamism. For example, the study carried out in Guinea in 2021 identified nearly 32 million euros in infrastructure and equipment investments, and 33 million euros in purchases of goods and services on the domestic market (see section - 1.2.4.2.2. Revitalizing regions).

1.2.3. INNOVATING IN RESPONSE TO MAJOR ENVIRONMENTAL ISSUES

In order to anticipate major societal changes and support the adaptations necessary for sustainable development, such as a reduction in the footprint of human activities on the environment or the promotion of the energy transition, the Bolloré Group is deploying mitigation measures for its adverse impacts, strengthening its climate strategy and investing for the long term in order to offer innovative low-carbon products and services.

1.2.3.1. REDUCING OUR CARBON FOOTPRINT AND ADAPTING TO CLIMATE CHANGE

To clarify the Group's commitments, the presentation of "Climate change risks and opportunities" is aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) (see section - 1.3.3.2. TCFD cross-reference table).

1.2.3.1.1. CLIMATE CHANGE RISKS AND OPPORTUNITIES

Prioritization of climate change risks⁽¹⁾

Transportation and logistics				Industry			Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

The Bolloré Group has identified the challenges associated with climate change as priorities for all of its activities. The challenges raised by climate change concern the entire Group: the increase and intensification of extreme weather events such as floods, droughts and severe weather disruptions are likely to significantly disrupt all of the Group's operations. For this reason, the Bolloré Group has continued and refined its transition risk analysis in order to strengthen its resilience approach in its business strategy (see section - 1.2.3.1.3. Resilience of the organization's strategy: placing the

control of our carbon footprint at the heart of our products and services) and completed a physical risk analysis to formalize its adaptation plans.

The Communications division has identified the fight against climate change and adaptation strategies as major issues in its materiality matrix (see Vivendi's 2022 universal registration document - chapter 2, 2.1. The process for prioritizing CSR commitments). For more information on the identification of climate change risks in the Communications division's activities, see Vivendi's 2022 universal registration document - chapter 2.3 Main climate change risks.

(1) Three studies in 2018 (Cameroon, Gabon, Congo), five in 2019 (Comoros, Sierra Leone, Kenya, Tanzania, Uganda) and one study in Guinea in 2021.

Key climate change transition risks and opportunities associated with the energy transition

Climate risks and opportunities were mapped at the Group level in 2020 with the assistance of an expert firm to identify the main risks.

Transportation and logistics		
Transition risk and opportunity	Impact of carbon pricing on operations	<p>Increased controls of GHG emissions, in particular through the carbon tax and the emissions trading system for both countries and organizations (e.g. the International Maritime Organisation, the European Union's emissions trading system for air and maritime transport), could have an impact on the transport and logistics sector. The exposure of Bolloré Transport & Logistics' activities to this risk, linked to the carbon intensity of transport services, is nevertheless an opportunity to develop a competitive advantage through its ability to offer low-carbon Transportation and logistics solutions.</p> <p>As customers set greenhouse gas emission reduction objectives for their supply chain and monitor scope 3 emissions more closely, demand for low-carbon Transportation and logistics is increasing.</p>
Bolloré Energy		
Transition risk and opportunity	Impact of rising temperatures	The rise in temperatures by 2050 could lead to gradual market loss, and more specifically a decline in demand for heating, which would directly impact Bolloré Energy's fuel oil distribution operations.
	Impact of carbon pricing on operations	<p>The transition to renewable energy sources is reducing demand for oil products, which will affect the Oil logistics market over the long term.</p> <p>Like other logistics and oil distribution companies, Bolloré Energy sees this transition as an opportunity through the development of low-carbon liquid energy products such as biofuels and synthetic fuels. The gradual ramp-up of these alternative fuels is the result of the low-carbon strategies of Bolloré Energy's large corporate customers.</p>
	Regulatory impact	<p>Laws are being strengthened, first to regulate and then to reduce high emission activities. Bolloré Energy's Oil logistics and fuel oil distribution activities are concerned by the strengthening of these specific regulations.</p> <ul style="list-style-type: none"> – In France, since July 1, 2022, any heating or hot water production equipment to be installed in a building, including to replace existing equipment, must have a greenhouse gas emission level of less than 300 g CO₂ eq/kwh pci. As such, it will no longer be possible to install new boilers using traditional fuel oil, which represents a loss of market for Bolloré Energy. This is why Bolloré Energy is incorporating the challenge of diversifying its activities into its business strategy. However, it will always be possible to maintain and repair existing devices for individuals who wish to keep their equipment. – The European Union has imposed a reduction in the sulfur content of domestic fuel oil from 2,000 ppm to 1,000 ppm (parts per million). Further cuts are to come to align this energy with road diesel, at 10 ppm by 2024. Domestic fuel oil can now include biomass fuel in its composition. These regulatory changes have led Bolloré Energy to diversify its product range and it has become a pioneer in biofuel distribution in France.
Industry		
Transition opportunity	The electrification of transport	<p>The individual and collective transport sector is currently undergoing profound transformation, mainly due to electrification trends. According to the International Energy Agency (Global EV Outlook 2022), sales of electric vehicles around the world doubled in 2021 compared to the previous year, to a record 6.6 million vehicles. Global electric car sales continued to rise sharply in 2022 with 2 million cars sold in the first quarter, up 75% from the same period in 2021. Blue Solutions, with its battery offering especially for electric bus manufacturers, and Bluebus, an electric bus manufacturer, are positioned to benefit from the growth of this market.</p>
	Development of an industrial scale battery storage plan	While the cost of leveraging intermittent renewable energy sources, such as solar or wind energy is decreasing and their share in the electricity mix is rising, the need to provide uninterrupted production with intermittent energy sources is becoming critical. Demand for storage on the network at the public sector level is expected to increase, offering growth opportunities for Bluestorage.
	Development of a new range of mobility services (see diversification from traditional companies)	Global mobility demand is growing rapidly and is expected to double by 2050. Since transport already accounts for 25% of global energy-related emissions (IEA Global EV Outlook 2030), ensuring sustainable mobility to achieve the objective (IEA Global EV Outlook 2030), ensuring sustainable mobility to achieve the objective set in the Paris Agreement is a strategic matter. The solutions offered by Blue Systems (a platform offering data aggregation and mobility management, passenger transport by electric vehicles, etc.) will enable the Group to benefit from the development of fast-growing new mobility market.

The main physical risks related to climate change

In 2022, the Group continued its analysis to identify the physical risks related to climate change that could significantly impact its operations, and build an adaptation strategy to protect its facilities, reduce the impact of natural disasters on its operations and protect its employees while reducing the environmental impact of its activities.

Thus, an analysis of exposure to 12 chronic and acute climatic hazards, classified by the European taxonomy, has been deployed across all Bolloré Group activities. The study was conducted based on the IPCC's RCP8.5 and RCP2.6 scenarios for 2030 and 2050. The Group decided to use the RCP8.5 scenario, the most pessimistic scenario regarding the concentration of greenhouse gas emissions in the atmosphere, to identify its main risks of exposure by 2050. Exposure was not assessed for the hazards identified as not presenting a significant perceived risk. These hazards were modeled

for all of the Group's historical sites (offices and branches, warehouses, industrial and logistics sites), excluding Bolloré Africa Logistics and Vivendi, i.e. 350 sites divided into 3 types (tertiary sites, industrial sites, logistics sites) with support from an expert firm.

For each of these hazards, each site's exposure was determined by combining two components:

1. absolute exposure: comparison of the site's exposure at different time horizons compared to physical risk thresholds;
2. relative exposure: change in the site's exposure at different time horizons compared to the historical period.

For example, the "heat wave" hazard corresponds to the number of days a year with a "wet bulb temperature" greater than 30 °C, i.e. a temperature that makes working outside unbearable. It was considered that, from 90 days a year exceeding this temperature, the level of risk exposure would be "very high".

Number of sites with a "very high" level of exposure to various climatic hazards

	Type of risk	Office/Branch	Warehouse	Industrial site
Number of "very high" risks recorded at the various sites	• Extreme weather events (avalanches, storms, forest fires, cyclones, tornados)	7	0	0
	• Hydrographic hazards (flooding, landslides, heavy rainfall)	1	0	0
	• Water risks (water stress, drought)	46	8	0
	• Thermal risks (thermal stress, heat waves)	43	15	0
Number of sites exposed to at least one "very high" risk		90	21	0
Number of sites		263	62	25

This site exposure analysis is a first step in the analysis of physical climate risks. It will be supplemented by an analysis of the sites' vulnerability to these risks in order to assess whether observed high levels of exposure translate into a real risk in terms of working conditions, security or business continuity. The aim of this vulnerability analysis will also be to quantify the financial impacts of the aforementioned risks, taking into account the book value of the assets and the impact on operating expenses. Finally, the final

step will be to establish dedicated adaptation plans by exploring all the measures to be implemented at the individual site level in order to mitigate its vulnerability to physical climate risks.

For the Communications division's assets, a specific analysis was carried out, the results of which are presented in Vivendi's universal registration document (see Vivendi's 2022 Universal registration document – chapter 2).

1.2.3.1.2. TOWARDS THE IMPLEMENTATION OF A GROUP CLIMATE STRATEGY

Group governance in the face of climate-related risks and opportunities

Reporting to the Finance Department, the Bolloré Group CSR Department coordinates the CSR strategy with the assistance of dedicated bodies, and through the Head of CSR's presence on the Executive Committee, the Risk Committee, and the Ethics – CSR and Anticorruption Committee and the transmission of the minutes of the Ethics – CSR and Anticorruption Committee meetings and the non-financial performance statement to the Board of Directors. In terms of corporate governance, the Bolloré Group refers to the French corporate governance code for listed companies established by the Afep and the Medef.

At its meeting of March 14, 2023, the Board was invited to consider the changes made in the new version of the Code published in December 2022 aimed at ensuring that the Board of Directors integrates the CSR strategy in its duties. Climate change topics should thus be handled by a specialized committee and, as such, the independent directors have received initial training on environmental and climate issues provided by a third-party organization in March 2023. With regard to the creation of a dedicated CSR Committee, after reiterating that the Audit Committee reviews non-financial risks as part of its current duties, the Board members decided that the Board of Directors will continue to refer to the work of the Audit Committee, whose responsibilities will be extended to all CSR issues. The more in-depth analysis of the physical risks associated with climate issues performed in 2022 was taken into account in the Bolloré Group's overall risk management processes and to ensure compliance with the new European regulation concerning the classification of "sustainable" economic activities under the taxonomy (see section – 1.1.5. Analysis of the sustainability of the Bolloré Group's activities with regard to the European taxonomy). The performance of all CSR-related projects, including those related to climate change, is monitored weekly by the Finance and CSR Departments.

Group policy

Since 2020, with the help of a specialized firm, the Bolloré Group has initiated work to implement a decarbonization strategy. This structured and generalized approach will determine quantified reduction targets in light of an action plan and investments to reduce the impact of all activities on the climate in the medium/long term. This work was carried out using the following approach:

- phase 1: analysis of the Group's carbon footprint to identify the areas generating the most GHG;
- phase 2: identification and quantification of specific, shared decarbonization drivers through interviews with the business units to define the relevant drivers for their activity;
- phase 3: development of a decarbonization roadmap and time phasing of the drivers identified in phase 2.

The sale of 100% of Bolloré Africa Logistics, which includes all of the Bolloré Group's transportation and logistics business in Africa, announced in December 2021 and closed in December 2022, changes the scope of commitment of the Group's climate strategy. As a result, and taking into account the requirements of climate strategy standards (Greenhouse Gas Protocol and Science-Based Target initiative), which require that GHG emissions for the reference year be reassessed for each significant change in the scope of consolidation. The CSR Department is currently carrying out a review to formulate the Group's targets for a stabilized scope in the first half of 2023. In accordance with the amendments to the French corporate governance code for listed companies established by the Afep and the Medef, which places the CSR strategy at the heart of the Board of Directors' duties, this climate strategy, with specific objectives for different time horizons, will be examined by the Board of Directors in 2023.

Pending these consolidated commitments at Group level, 38% of the Group's scope 1, 2 and 3 GHG emissions are covered by a targeted climate strategy (Bolloré Logistics and Vivendi having made their own commitments).

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Governance and strategy	<ul style="list-style-type: none"> Define a Group climate strategy with medium- and long-term science-based objectives 	2022	<ul style="list-style-type: none"> In progress. Finalization scheduled for 2023 37% of Group scope 1, 2, 3 GHG emissions (excluding Vivendi and Bolloré Africa Logistics) covered by an objective climate strategy (scope 1, 2, and 3, Bolloré Logistics and Vivendi scope) i.e., 64% of the Group's 2022 revenue covered 	<ul style="list-style-type: none"> Analysis of the Group's carbon footprint, identification of decarbonization drivers, and definition of GHG reduction targets (deadline postponed to 2023) 38% of Group scope 1, 2, 3 emissions (excluding Vivendi) covered by an objective climate strategy (scope 1, 2, 3, Bolloré Logistics scope)
Reporting of GHG emissions	<ul style="list-style-type: none"> Continuous optimization of reporting of scope 1, 2, and 3 GHG emissions (precision, reliability, management) 	Annual	<ul style="list-style-type: none"> Objective achieved, continued improvement approach 	<ul style="list-style-type: none"> Continued optimization of the completeness and reliability of data reported locally Ongoing enhancements to scope 3 calculations with a view to continued improvement in the accuracy and exhaustiveness of the data included in this indicator

The objectives for investments in low-carbon products and services, as well as the management of the footprint of activities (energy efficiency, renewable energy, etc.) are covered in chapter 2 - 1.2.3.1.4. Management of the Group to reduce the impact of its operations on climate change.

1.2.3.1.3. RESILIENCE OF THE ORGANIZATION'S STRATEGY: PLACING THE CONTROL OF OUR CARBON FOOTPRINT AT THE HEART OF OUR PRODUCTS AND SERVICES

Group policy

The Group is involved in long-term investment processes. The diverse range of its activities strengthens its resilience to the vagaries of the market and allows it to create employment by adjusting its business lines and making low-carbon solutions an opportunity for the development of its products and services aligned with major energy transition and climate change challenges.

Objective: the Bolloré Group is diversifying its activities by investing in and developing low-carbon products and services.

Concrete initiatives to develop low-carbon products and services in each of the activities

The Group's commitment is illustrated by the concrete initiatives taken by its divisions and by investments to develop low-carbon products and services.

• Transportation and logistics

Bolloré Ports

In an effort to offer public sector partners, customers and users of its terminals logistics solutions that are both efficient and environmentally responsible, Bolloré Ports has launched a certification process for its facilities, Green Terminal certification. Approved by Bureau Veritas, its objective is to help reduce the carbon footprint of its activities using a precise methodology covering all environmental concerns (see section - 1.2.3.1.4. Management of the Group to reduce the impact of its operations on climate change). As part of this process, Bolloré Ports aims to accelerate its investments in the construction and modernization of port infrastructure with a lower environmental impact with innovative, more efficient and low-carbon solutions. In 2022, it invested more than 4.5 million euros in the purchase of electrical handling machinery and in energy performance optimizations (e.g. LED lighting, repairs to gutters and drainage systems, etc.).

Bolloré Railways

By developing railway transport in Africa, Bolloré Railways offers an alternative that improves the carbon performance of transport, since rail transport uses less fuel and generates lower carbon emissions than road transport.

In line with Bolloré Ports' approach to reducing its activities' GHG emissions, Bolloré Railways completed a carbon review in 2021, accompanied by a specialist firm. The reporting of greenhouse gas emissions each year contributes to the definition of the carbon trajectory.

Bolloré Logistics

Generating more than 37% of the Bolloré Group's scope 3 GHG emissions, Bolloré Logistics has made CO₂ reduction commitments, in particular for its downstream scope 3 emissions, corresponding to carbon emissions linked to the execution of its transportation services, in order to contribute to the decarbonization of the transport and logistics sector.

Commitments and objectives

The target defined and validated by Bolloré Logistics' Executive Committee in 2020 provides for a -30% reduction in absolute terms by 2030 (base: 2019). It is part of the "well-below 2 degrees" trajectory and is based on the Science-Based Targets initiative (SBTi) methodologies. To strengthen its policy, Bolloré Logistics officially committed to the SBTi in July 2022 by submitting a commitment letter. The submission of new carbon reduction targets is scheduled for 2023 after having been postponed by several months due to the disposal of the activities in Africa and the resulting change in scope.

Roadmap

The roadmap already established for this scope and described below increasingly involved the teams in 2022. It is continuing in 2023, with particular emphasis on the commitment of members of its value chain, customers and suppliers. All Bolloré Logistics business lines are concerned and involved, including purchasing, operations, trade, innovation, CSR, QHSE, legal and customs experts.

The design and offering of services aimed at CO₂ efficiency for transportation and logistics solutions has been an approach followed by Bolloré Logistics for several years. The company is continuously strengthening its action plans in line with its increasingly strong commitments, as well as those of its customers, importers and exporters, in several ways:

Strengthening the low-carbon approach in the value chain/logistic ecosystem on a daily basis

- **participating in ecosystem initiatives:** the business unit's active participation in environmental initiatives in the international transport and logistics sector strengthens its environmentally-responsible offerings and contributes to better collaboration and environmental performance in the sector (see section - 1.2.4.2.3. Building and maintaining dialog with stakeholders). In July 2022, Bolloré Logistics joined the Shippers' Coalition for Low Carbon Maritime Transport, a new organization working to encourage the use of wind-assisted propulsion solutions;
- **helping customers reduce the environmental impact of their supply chain:** every day, teams are focused on improving the standardization of environmentally-responsible transportation solutions for all customers and on delivering bespoke carbon reduction plans for key accounts. All carbon reduction solutions are considered across all segments of the supply chain. In 2022, alternative fuels with better carbon efficiency were subject to multiple developments, described below, across the entire Bolloré Logistics network and all modes of transport. To implement a customized carbon reduction plan, Bolloré Logistics offers its customers the Powering Sustainable Logistics Pact, which seeks to jointly formalize a working framework and a mirror organization, and to set common CO₂ reduction targets, including for issues related to packaging. To contribute to its downstream scope 3 commitments and better help its customers create value through decarbonization, in mid-2022, Bolloré Logistics, with the support of a consulting firm, launched a project to accelerate carbon reduction plans and achieve a standardized approach and tools for selected key European accounts;
- **systematically incorporating environmental performance criteria into the listing, selection and assessment of transport suppliers and subcontractors:** shipping companies and airlines are subject to an annual ESG assessment whose score directly impacts the purchasing policy integrated into internal service design support tools. The environmental aspect is also integrated into the service level and is subject to regular business reviews. Carriers must list themselves on a digital platform that includes compliance, safety and environmental criteria. Only subcontractors declared active are operational, after first being approved internally in a clearly established circuit. Carrier QHSE audits round out this system;
- **training sales teams, the first advisors on Bolloré Logistics' sustainable supply chain solutions for customers:** to provide the best possible support for customers in their choice of low-carbon transport and logistics solutions, Bolloré Logistics develops the skills of the company's key representatives: its sales teams. To achieve this, the first edition of the B'Sustainable Supply program for global sales teams was launched in early 2022. It adopts a gamification strategy to better integrate the environmental challenges of the supply chain and low-carbon alternatives. This training course was divided into four phases over four months, during which more than 30 Climate Fresk workshops and 45 live webinars led by the CSR community in each region were organized around the world. At the end of this first edition, more than 71% of sales teams committed to this voluntary training program, allowing the gradual formation of a network of green champions within these teams.

Innovating and deploying digital data measurement and exploitation solutions

- **refining and strengthening the relevance of transport carbon impact data:** Bolloré Logistics has implemented a CO₂ dashboard directly linked to the transport management IT system, which allows customers to obtain performance indicators and a detailed view of each shipment of goods (CO₂ eq. emissions by segment and mode of transport, by origin/destination, as well as the main atmospheric pollutants). Continued improvement work continued over the period. In 2022, more than 8,000 customer CO₂ eq. dashboards were generated, up sharply compared to 2021;
- **developing digital tools to help with decision-making and optimize the logistics system:** Bolloré Logistics continued to develop its digital tools based on environmental data, gradually making it possible to

systematically consider CO₂ criteria from the design of transport services, and upstream of the carbon indicator included in the quote sent to the customer. Among the developments in 2022, the internal digital platform for managing the range of maritime transport services displays the CO₂ impact of the various services offered for the same customer need. Alternative low-carbon marine fuels are also displayed, including those offered by the same shipping company. In addition, local teams rely on their ecosystem to identify optimization tools aimed at a significant CO₂ eq. gain in the national transport segments and adapt them to business line issues. For example, in India, the teams in the road transport segment implemented an order optimization solution for all branches in 2022. Developed in collaboration with a technology partner, this solution is based on an algorithm for the consolidation and optimization of routing and planning and the selection of the appropriate vehicle. Journeys totaling more than 83,000 km were avoided, leading to a reduction of 16,000 metric tons of CO₂ eq.

Innovating and implementing alternative transport solutions

- **developing partnerships with airlines and shipping companies to promote alternative fuels:** for air transport, Bolloré Logistics is increasingly offering its customers sustainable aviation fuel (SAF) through its partners. SAF is produced from used cooking oil and agricultural waste and residues and it reduces carbon emissions by up to 85%. The offering has grown significantly since 2021. Bolloré Logistics has rolled out its AIRsaf offer, which is available on any commercial route, for all types of regular or non-scheduled shipments, regardless of the airline. Based on book and claim principles, the framework of this offer complies with the guidelines of the Smart Freight Center and the GHG Protocol. It applies restrictive criteria to promote alternative and second-generation fuel. Its traceability and the associated carbon accounting are ensured by certification issued by an independent third party. In 2022, 7 partnerships with strategic airlines were concluded as part of the AIRsaf offer, avoiding 22,000 metric tons of CO₂ eq. For maritime transport, at the end of 2021, Bolloré Logistics launched a dedicated offer, SEAalternative, allowing its customers to opt for sustainable maritime fuel, in line with the mass balance concept. This offer is structured around specific alternative energy sources – liquefied natural gas and biofuel – with fixed weekly allocations for 2 shipowners on several trade routes, reducing WTW (well-to-wheel) carbon emissions for these strategic partners by 25% to 85%. In 2022, more than 700 metric tons of CO₂ eq. were avoided;
- **developing road partnerships to accelerate the deployment of low-carbon fleets:** throughout 2022, Bolloré Logistics entities increased their partnerships with their subcontractors to replace transport services using only diesel fuel:
 - in China, the fleet using diesel alternatives continues to expand with 130 electric vehicles providing urban delivery services,
 - in Singapore, a road transport service for a leader in the beauty industry uses B20 biodiesel produced from used cooking oil. Bolloré Logistics Singapore only buys biofuels produced from waste, coproducts, and residues to truly contribute to a circular economy. In addition, all last-kilometer deliveries are now made in electric vehicles,
 - in India, a fleet of compressed natural gas (CNG) trucks has been deployed in Mumbai, Bangalore and Chennai. Four CNG trucks make intra-urban deliveries, avoiding 5% to 16% of CO₂ eq. emissions according to studies and with much lower NOx and particle emission rates,
 - in Canada, an electric truck manufactured locally was also launched to perform daily deliveries. This alternative technology with a favorable domestic energy mix is combined with the pooling of deliveries for several customers in the cosmetics sector.
- In parallel with these initiatives, each region is continuing to update its local mapping of carriers with a fleet of low-carbon vehicles and is investing in low-carbon road vehicles for its company-owned fleet. These initiatives are constantly enhanced by the carrier listing tool Link Partner;
- **proposing new multimodal transport options:** Bolloré Logistics is developing the use of river and rail routes and the deployment of regular service lines, for example between China and Europe. In France, to accelerate the use of multimodal solutions, the company has set a target of reducing emissions generated by road transport by 25% by 2025. A digital solution was also developed at the end of the year to promote available river and rail services by displaying the carbon indicator.

Contributing to the decarbonization of the transport and logistics sector by designing and implementing more carbon-efficient solutions and services while advising and helping its customers move towards an environmentally-responsible supply chain is a major focus of Bolloré Logistics' development strategy. Multi-expertise teams throughout the network are working alongside their customers, suppliers and subcontractors on a daily basis in operations, and in dedicated cocreation initiatives to design efficient, agile supply chains that integrate the major challenges of climate change.

Bolloré Energy

Since 2018, Bolloré Energy has diversified its range of products to offer its customers cleaner alternatives by reducing the portion of fossil fuel products it distributes in order to align its strategy with the energy transition. The latest technological advances make it possible to guarantee a liquid and storable fuel that is more environmentally friendly.

As a pioneer in the distribution of biofuel in France with the launch of Biofioul Évolution (F5) in 2019, Bolloré Energy has been offering its customers an F30 biofuel containing 30% biofuel, Calorza, since January 2022. Biofuel is a bioliquid for heating consisting of rapeseed oil produced in France, and mineral fuel oil, as well as an additive that alone reduces energy consumption by 7%. Based on data from the carbon calculator published by Ademe (French environment agency), increasing the proportion of rapeseed oil in the product made it possible to meet the government's demands by remaining below the threshold of 250 grams of CO₂ per kilowatt hour announced at the Citizen's Climate Convention. Composed of plant matter, this biofuel oil represents an alternative to domestic fuel oil and is compatible with all heating systems for individuals and professionals. Bolloré Energy is working to spread this innovative product throughout France.

Bolloré Energy is also a pioneer in the development and promotion of low-carbon liquid alternative fuels, in particular through two solutions:

- Bolloré Energy has sold its Koolza100 biodiesel, produced solely from rapeseed and processed in France, since 2021. As an ecological alternative to fossil diesel with equivalent performance, Koolza100 offers professionals, such as carriers or the rail industry, an immediate environmental solution as it reduces CO₂ emissions by 60% and particle emissions by up to 80%;
- Bolloré Energy also distributes Izipure, its 100% renewable synthetic biofuel, throughout the country. Izipure is biodegradable and odorless, it reduces CO₂ emissions by up to 90% compared to conventional diesel and is compatible with almost all new or older diesel engines. To promote the use of its low-carbon fuels, in September 2022 Bolloré Energy signed an exclusive seven-year contract with transport company LK Kunegel. 350 buses will now use Izipure, which will reduce the carrier's carbon footprint by up to 10,000 metric tons of CO₂ and 10 metric tons of particles (nitrogen oxide) each year.

Bolloré Energy also intends to extend the use of its synthetic biofuel to its hydrocarbon transport suppliers for the logistics of the petroleum products it distributes. In 2022, more than 30% of these deliveries were made by trucks using these new fuels, with a target of 100% in 2023.

Since 2020, a specific sales organization has been dedicated to the promotion of these new solutions including biofuel, biodiesel (Koolza100), Izipure, B10 diesel and a range of products with additives such as AdBlue®. As a result, Bolloré Energy has identified the need to invest in the training of all of its sales teams and to raise awareness among its customers.

In addition, an Energy Transition Department was created in 2022 to continue accelerating the deployment of solutions to reduce the environmental footprint of the company's customers and partners and to support them in their energy transition.

The teams of technicians repairing boilers in private individuals' homes are also committed to supporting their customers in the energy transition and are now making changes to equipment such as replacing burners.

Meanwhile, Bolloré Energy is continuing to diversify its activities to meet energy-related climate challenges. In 2022, it created a new company named "Isglô" specializing in the energy renovation of buildings.

Bolloré Energy is also committed to implementing and promoting a number of energy-saving initiatives for consumers. Each year, it finances several hundred projects to help individuals, farmers, carriers, manufacturers and local authorities opt for greener solutions and thus reduce their energy consumption. The company also initiates and finances several support programs (e.g. Advenir+, Alvéole Plus, and O'VéOI) approved by the French Ministry of Ecological Transition to support the development of ecomobility and promote low-carbon solutions.

• Industry

Blue

Electricity storage is a major technological hurdle to cross if we are to meet climate challenges. Electric batteries have driven innovation in mobility and the development of renewable energies.

Through its LMP® electric battery production activities by its subsidiary Blue Solutions, and the production of clean transportation solutions by its subsidiary Bluebus, Blue is supporting the energy transition, notably by investing 19 million euros in R&D.

Concrete initiatives are being rolled out in each of its activities, by several means:

The development of Blue Solutions' LMP® battery, a unique and environmentally-friendly technology: Lithium Metal Polymer (LMP®) technology is the culmination of an ambitious R&D program that began almost thirty years ago to bring to the market high-energy batteries that could be used for many applications. The Bolloré Group has invested over 3 billion euros and hired more than 2,000 people to develop this "solid-state" technology. Building on its position as a global leader in capacitor films, the Bolloré Group has made electricity storage a major priority for development. Composed of thin films made using extrusion techniques in which the Bolloré Group has significant experience, LMP® batteries are characterized by their high energy density, their safety in use, and their non-sensitivity to external temperatures. These batteries meet the needs of many markets and solve two key challenges of the energy transition: the development of low-carbon transport solutions by incorporating them into electric vehicles (electromobility market) and the development of stationary solutions for smart energy management.

In addition, LMP® batteries do not contain cobalt, cadmium, or nickel, and thus have the advantage of being more environmentally friendly than most other battery technologies. Environmental assessments, such as the life cycle assessment, governed by ISO 14040, have been carried out since 2013 on LMP® batteries and Bluebus and Blue Storage batteries. The assessment of the IT3-generation LMP® battery has shown that its carbon footprint based on stored kWh has been reduced by about a third compared to the previous generation (cradle-to-gate scope from the extraction of raw materials to the doors of the Blue Solutions production plant). This was possible because of the design, which focuses on increasing energy density and optimizing the casing and electronics.

To address the individual electric vehicle market, since 2021, Blue Solutions has been focusing its R&D efforts on the development of a new fourth-generation solid-state battery technology. An ambitious R&D plan has been undertaken to take to market a battery adapted to the needs of car manufacturers in terms of performance and environmental quality in 2026. This fourth-generation technology will implement the best design and manufacturing practices, anticipating the recycling and end-of-life stages, and will meet increasingly ambitious European regulations.

To develop the next generation of its batteries (Gen 4), 73 people have already joined the innovation team. In addition, strategic collaborations were launched between Blue Solutions and leading laboratories (CNRS, Grenoble INP-UGA, Nantes University) in November 2022.

Bluebus, France's leading manufacturer of 100% electric buses: Blue Solutions is committed to playing a long-term role in the electromobility market by becoming a leader in the electric bus market. The solid-state LMP® battery is popular with urban transport managers for its safety, high range, long life and ease of integration, making it a powerful solution for buses and electric vehicles. In particular, it equips electric buses manufactured by Bluebus, whose ambition is to meet the technological challenges of tomorrow's mobility and support the challenges of the energy transition. A low-carbon, silent public transport solution for urban and peri-urban areas, Bluebus' 6-meter and 12-meter vehicles meet environmental requirements. They combine high technology and performance thanks to their latest-generation LMP® batteries. Today, more than 500 Bluebus vehicles are operating in around sixty cities around the world. In 2022, Bluebus launched a new version of its flagship product, the 6-meter Bluebus, aimed at local authorities wishing to acquire a greener fleet. This new vehicle boasts an integrated charger and has a high range, representing an increase of 25% from the previous version. Funding under the government's France Relance recovery package helped accelerate the development of this new version of the 6-meter Bluebus.

Innovative energy storage solutions: the stationary applications developed by Bluestorage, a Blue Solutions subsidiary since 2014, are essential to the development of renewable energy sources, and rely on the performance of its Lithium Metal Polymer (LMP®) batteries. When connected to the electricity grid, they store energy in order to secure networks and integrate renewable energies. Off-grid, the batteries store electrical energy from renewable sources (photovoltaic panels in particular) to ensure the supply of electricity in areas off the power grid.

In 2019, Blue Solutions signed a baseline agreement with the French electricity grid manager RTE to supply a battery storage system (LMP®) to its experimental Ventavon site (in the Hautes-Alpes department) as part of the Ringo project. As the world's first, this experiment will test the automatic management of surplus renewable electricity generation for the electricity transmission network. Selected to accommodate a battery with a storage capacity of 10 MW, approximately the consumption of 10,000 homes, the Ventavon site was developed and connected to the existing electricity grid between 2020 and 2021. With this experiment, RTE and its partners, including Blue Solutions and Engie Solutions (which includes SCLE products and systems) are contributing to the development of a French electricity storage industry, which is a major industrial challenge. The site will be operational in early 2023.

Films

The Films division is organized around two activities:

- production of packaging shrink films, for which it is recognized as one of the world's leading manufacturers. These films are characterized by their extreme thinness, high performance and recyclability;
- the production of ultra-thin plastic films, the main component of high value-added capacitors, which contribute in particular to the optimization of electricity networks and the development of renewable energies.

Ecodesign at the heart of packaging solutions: in its ultra-thin packaging shrink film activity, Bolloré Packaging Films offers two main ranges: Bolphane films for industrial applications, and Bolfresh films for food applications, contributing to the protection and conservation of consumer goods and the fight against waste. Bolloré Packaging Films places eco-design at the heart of its products through the 3R approach:

- **reduce:** innovative processes so it can offer thinner but equally resilient and efficient products, enabling manufacturers and consumers to minimize their use of materials and their carbon footprint;
- **recycle:** 100% of Bolphane's films are recyclable and currently only one in the Bolfresh range is not;
- **reuse:** the products use recycled plastic and materials from renewable raw materials.

All the products developed by Bolloré Packaging Films follow this approach and these three principles in order to meet the challenges of reduction at source. More specifically, the Bolfresh range aims to offer ever more efficient products and act for the circular economy by reducing the carbon footprint. Its teams work on innovative solutions with the goal of producing a 100% recyclable food packaging range.

Bolloré Packaging Films' eco-designed products include:

- Bolphane BRI (recycled inside), made up of 30% of postindustrial regenerated materials derived from manufacturing waste from the Bolloré Quimper plant;
- Bolphane B-Nat® 0: the first generation biosourced product consisting of more than 40% polyethylene from ethanol derived from sugar cane. In 2022, Bolloré Packaging Films developed a second-generation biosourced product from used cooking oil;

- the OXBTEC_RCB® (Recyclable Circular-Based) film in the Bolfresh range is the first barrier shrink film that is recyclable, contains circular polymers from advanced recycling of postconsumer plastic waste, and suitable for food contact.

Systems

Through its solutions to optimize flows of people, goods and data, Blue Systems provides a response to the new challenges facing companies and cities, and supports the energy transition.

Innovative solutions to support the mobility of the future: to meet new challenges (the environment, and population and infrastructure flows), linked to the rapid development of new mobility solutions in cities, Blue Systems has developed an innovative software platform: Smart Mobility Platform. By offering services related to the smart, real-time management of mobility and infrastructure data, the Smart Mobility business unit is positioned as a trusted player and helps its partners achieve more connected sustainable mobility. For instance, when pollution levels peak the city can easily impose no-go areas for cars. It can also decide to give priority to soft and zero-emission mobility solutions over combustion engine vehicles. Developed with its subsidiary Polyconseil, this digital intervention system enables the cities to:

- regulate mobility operators;
- optimize the use of public space;
- plan and synchronize mobility services in a changing situation.

In 2022, Blue Systems Smart Mobility signed new contracts with mobility operators in the United States. Deployed in 9 cities in 2021, the solution is used in 68 cities, including London, Los Angeles, Lyon, and New York. Initially focused on micromobility, the Smart Mobility urban solution now incorporates the supervision of urban deliveries via self-driving vehicles, with a view to decarbonizing the urban center with fewer carrier deliveries (16,453 deliveries carried out via vehicles in 2022) as well as car-sharing (in Lyon, in particular), the main vector of the fight against single-occupant car journeys. Blue Systems has also partnered with the e-scooter operator Veo to roll out this solution in 30 cities in North America and supervise 10,000 additional vehicles, optimizing the service provided to end-users.

Smart Mobility: key figures for 2022

- Number of vehicles supervised: 50,000 (bikes, scooters, shared cars, self-driving vehicles).
- Number of trips analyzed: 50 million.

Ecodesign of products: from design to end-of-life, IER and Automatic Systems, subsidiaries of the Systems division, seek to design their products sustainably and reduce their environmental impact throughout their life cycle. For example, IER prioritizes the use of parts produced in Europe, thereby significantly reducing the carbon impact arising from their transport. IER carried out four life-cycle carbon analyses (on an airport self-service terminal and two charging terminals) to measure the quantity in kilograms of CO₂ equivalent emitted by the product over its life, including one on a ticket vending machine in April 2022.

Automatic Systems requires R&D to design products that are more than 80% recyclable (according to the international standard IEC 62635). The choice of materials and manufacturing techniques (surface treatment, painting, welding, gluing, etc.) are decisive in guaranteeing this minimum rate and providing products whose environmental impact is optimized throughout their life cycle (until dismantling). In addition, the target energy consumption and noise level of the equipment, at rest or in operation, are set out in the specifications.

Innovative services to reduce customers' CO₂ emissions throughout the supply chain: through its Track & Trace subsidiary, IER helps its customers optimize their supply chain (warehouses, vehicles, transport, points of sale, public places and roads) with its traceability solutions. For example, in the mass retail sector, IER has been working for more than fifteen years, in partnership with Auchan and Cogit, on traceability in the fruit and vegetables sector in order to monitor products from the producer to the end customer, automate logistics operations and migrate from disposable to reusable packaging. Thanks to an RFID system, more than 7 million plastic cages are tracked per year, making it possible to have less than 0.5% losses and optimize truck loading.

It has also implemented concrete improvements for its customers, facilitating the operator's work while respecting the environment:

- the equipping of terminals with native energy saving solutions, i.e. programmed automatic switching on and shutdown or the systematic implementation of energy efficient power supplies;
- the development of a French information system offering optimization solutions for delivery rounds to maximize the usage of the vehicle fleet, cover the shortest distance possible while ensuring that time commitments are met and reducing GHG emissions due to local operation;

- the provision of mobile applications for drivers to optimize the transport plan, track packages and maximize the use of electronic documents.

In 2021, the Polyconseil business unit published a CSR Charter setting out its CSR policy and commitments. As a signatory of the Planet Tech/Care manifesto, Polyconseil is committed to greener digital technology and participated in the GreenTech Forum in December 2021. Polyconseil is positioning its "Tech for Good" approach in favor of the energy transition through the work initiated in 2019 to overhaul a tool enabling companies to declare their polluting emissions and waste, as part of a mission for the Ministry of the Ecological and Solidarity Transition. Polyconseil also contributed to the creation of the French Observatory for the Ecological Transition website. Work was also carried out with the French Geological and Mining Research Office (BRGM) to develop a database centralizing all waste declarations in France as part of a circular economy approach. The firm is now focusing its approach on responsible "Polyclimate" assignments to support customers committed to various issues, such as sustainable digital solutions, climate change, and inclusion. This is reflected both in its working methods and in the ecodesign of digital solutions, and in the purpose of the assignments that Polyconseil chooses to carry out.

1.2.3.1.4. MANAGEMENT OF THE GROUP TO REDUCE THE IMPACT OF ITS OPERATIONS ON CLIMATE CHANGE

To reduce its greenhouse gas (GHG) emissions, the Group has set itself the objective of implementing an energy consumption management approach based on:

- sobriety: optimization of consumption, fight against energy waste, ecofriendly actions, etc.;
- energy efficiency: investments in energy optimization (LED, presence detectors, renovation of heating/air conditioning systems, etc.), renewal of fleets of vehicles, electrification, etc.;
- promoting renewable energies: increasing the share of electricity consumption from renewable energy sources (certificate of origin in European entities, energy attribute certificates, renewable energy certificates and iREC for the rest of the world).

Significant efforts are made every day by all divisions to reduce consumption, optimize operating costs and reduce the impact of its activities on climate change. While industrial sites are the biggest consumers and as such are the subject of special attention, the Bolloré Group is also careful to optimize the consumption of its tertiary sites. In addition, the Group and its divisions are also working on sustainable management of the real estate and infrastructure portfolio. 78% of entities covered by a management system including environmental considerations have at least one site certified by recognized environmental standards (HQE, LEED®, BREEAM®EDGE, ISO 14001, ISO 50001, Green Terminal or Biodiversity Commitment).

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Reduction of GHG emissions	<ul style="list-style-type: none"> • Implement an energy consumption management approach based on: <ul style="list-style-type: none"> – energy sobriety (consumption, ecofriendly actions, etc.) – energy efficiency (investments in the energy performance of equipment) 	2022	<ul style="list-style-type: none"> • Continued roll-out of various programs dedicated to optimizing consumption: this target will be updated in 2023 following the sale of Bolloré Africa Logistics' activities 	<ul style="list-style-type: none"> • Continued roll-out of various consumption optimization programs: the AcTogether challenge in the Transportation and logistics division, deployment of a dedicated "carbon sobriety" roadmap for the countries with the highest scope 1 and 2 emissions at Bolloré Logistics, continued roll-out of the Green Terminal certification at Bolloré Ports
Renewable energies	<ul style="list-style-type: none"> • Increase the share of electricity consumption from renewable energy sources (proof of origin) 	2022	<ul style="list-style-type: none"> • Share of electricity consumption from renewable sources: 19% (excluding Bolloré Africa Logistics), vs 37% in 2021 (excluding Communications) 	<ul style="list-style-type: none"> • Share of electricity consumption from renewable sources: 37%, vs 20% in 2020 (excluding Communications)

Actions adopted in each of the activities to reduce the impact of our activities on climate change

• Transportation and logistics

Bolloré Ports

Generating 39% of the Group's GHG emissions (scopes 1 and 2), and in line with the overall approach pursued by Transportation and logistics activities in Africa to reduce the impact of its activities on climate change, Bolloré Ports launched an approach for all its activities in 2020. In 2021, Bolloré Ports completed a carbon review with the assistance of a specialist firm. It has already implemented a number of initiatives to limit the impact of port activities on climate change. The MAPS project, for example, aims to

identify decarbonization solutions adapted to the specific characteristics of each terminal. Conducted under the supervision of the Technical Director in Sierra Leone and in coordination with the Bolloré Ports QHSE Department and the Group CSR Department, this process involves producing an inventory of the number and types of equipment on each terminal and analyzing the breakdown of energy consumption by equipment type and the energy sources used.

The certification process for Green Terminal port facilities, implemented in 2021, also contributes to this approach. In 2022, ten Bolloré terminals obtained the Green Terminal label and two terminals launched the certification process.

Green Terminal: the environmental certification process for Bolloré Ports terminals

Developed in collaboration with Bureau Veritas, this approach aims to roll out an enhanced environmental management system intended to exceed the requirements of ISO 14001. The label is based on eight fundamental pillars, including: the conduct of environmental impact analyses for projects, the construction of infrastructure compliant with international standards, the roll-out of environmentally-friendly solutions and handling equipment to facilitate the energy transition, the use of digital solutions to facilitate data exchange, the optimization of waste management (collection, recovery, recycling) with approved partners, water treatment and improved air quality, and finally training and raising awareness of environmental best practice among employees. Applicable to all port terminals, ten terminals are now Green Terminal certified and all terminals are committed to this approach.

Bolloré Ports invests in the construction and development of port infrastructure every year. These investments, and its environmental commitment, meet strict sustainable development criteria (Green Terminal procurement), local environmental standards and help reduce carbon footprint and greenhouse gas emissions. On average, 10% of total investment for construction or site rehabilitation is earmarked for the environment, excluding port handling equipment.

In addition, the proliferation of technical environmental initiatives to improve the energy performance of ports reflects the efforts made by Bolloré Ports in recent years to reduce the impact of its activities on the environment. The measures implemented include the systematic connection of ports to public electricity networks (when the network is reliable) or investments made in the acquisition of new electric handling equipment. Bolloré Ports, which has a fully electric STS container crane fleet, has begun the gradual replacement of its terminal RTG fleet with eRTG, which now account for 29% of the total number of RTGs. Gaussin electric terminal tractors powered by Blue Solutions' LMP® batteries account for 10% of the total number of tractors.

Environmental impact studies: as part of the projects, technical studies are conducted for any new construction, which results in the assigning of a rating for the quality of construction and a consideration of the issues associated with water, air, land and energy consumption. Environmental impact studies assessing the consequences of climate change are also required for infrastructure rehabilitation programs. These studies are systematically carried out for projects for which they are relevant.

Bolloré Railways

Generating 21% of the Group's GHG emissions (scopes 1 and 2), Bolloré Railways is following the same approach as Bolloré Ports to reduce the GHG emissions of its activities and has completed a carbon review with the assistance of a specialized firm.

Bolloré Railways is contributing to the optimization of its energy performance and regularly invests in the renewal of its locomotives with more efficient, less fossil fuel-intensive models to reduce their impact on the environment. Between 2015 and 2018, Sitarail received two deliveries of new locomotives, improving its performance from 1.43 l per tkm on the old locomotives to 0.69 l per tkm thanks to these latest-generation locomotives. The last delivery date was in 2018, with the arrival of four machines from the US manufacturer E2250. They have a gross traction capacity of 1,300 metric tons and can tow up to 25 wagons. As a result, Sitarail prioritizes its new locomotives for freight transport (over 45% to date). At Camrail, in-depth work on engines was carried out in 2020 to ensure their efficiency.

One of Bolloré Railways' priorities is to improve its goods transport plan, in particular by optimizing wagon loads on both legs of the journey. Solar panels are also installed at some Sitarail sites. Even though stations are mostly supplied by the national electricity grid, the production of electricity by solar energy is always considered and preferred wherever possible, all along the railway line (small bush stations, railroad crossings, etc.). Environmental actions, such as switching off locomotive engines in the event of prolonged stops, contribute to the reduction of GHG emissions.

Bolloré Logistics

Generating 34% of the Bolloré Group's GHG emissions (scopes 1 and 2), Bolloré Logistics has committed to reducing GHG emissions from its own activities through its Powering Sustainable Logistics CSR program. Based on the Science-Based Targets initiative methodology, the target was calculated using the absolute contraction approach and is aligned with the 1.5 °C trajectory. It sets a target of reducing scopes 1 and 2 GHG emissions by 43% in absolute terms by 2027 for its entire network (baseline: 2017). To strengthen its policy, Bolloré Logistics officially committed to the SBTi in July 2022 by submitting a commitment letter. The submission of new carbon reduction targets is scheduled for 2023 after having been postponed by several months due to the disposal of the activities in Africa and the resulting change in scope. This submission will include the extension of the net-zero strategy.

The climate plan has been in place in the Bolloré Logistics network since 2018, when its commitments were formally defined. First, in order to support priority countries in terms of scopes 1 and 2 emissions, which respectively account for 86% and 74% of the GHG emissions of Bolloré Logistics' activities (percentage for the reference year for the carbon reduction target), tailored support was provided. With the support of a firm specializing in carbon strategy, a carbon and energy assessment was carried out with local teams with the development of carbon reduction action plans adapted to the profile of each country and activity. Three central themes are included in the approach, centered around buildings, the heating and/or air conditioning system, and the fleet of directly-owned or leased vehicles and machinery. Three cross-functional complementary priorities are implemented: sobriety, energy efficiency, and renewable energy. The roadmaps drafted and the associated investments, validated by local management, are planned over time and integrated into a central carbon trajectory management tool, making it possible to record projects, the carbon gains generated by the actions taken, those planned or in the process of being validated. This system makes it possible to assess whether the deployment of the climate strategy through the implementation of action plans is in line with the target. Investments are also analyzed in light of the expected carbon savings. In 2021 and 2022, this structured approach was extended beyond priority countries to all countries in Asia-Pacific, Europe, the Americas and, more recently at the end of 2022, the Middle East-South Asia region. In Africa, the countries with the highest emissions were already included in the initial climate plan focused on priority countries. In addition, in accordance with local regulations or on a voluntary basis, energy audits were carried out in several countries in 2022, for example the United Kingdom and Canada. As France accounts for 34% of Bolloré Logistics' total electricity consumption, the operational implementation of the tertiary decree reinforces the climate action plan undertaken and extends it to all sites. France is among the top three in terms of electricity consumption, due to network density. Throughout the reporting period, a wide range of actions aimed at reducing GHG emissions have been implemented across the entire network. More than 100 actions involving an investment were recorded in the management tool, with various means:

Investing in low-carbon company-owned road vehicles

Road freight transport operated by company-owned vehicles impacting scope 1 accounts for less than 1% of total transport covered in terms of CO₂ emissions. However, Bolloré Logistics continued to invest in more carbon efficient vehicles. For the last two years, Bolloré Logistics Le Havre, in France, has used trucks powered by biofuel. Its truck fleet expanded at the end of 2022 with the arrival of eight exclusively biofuel-powered container tractors, supplied by a storage tank installed on site. Now, one third of the fleet in Le Havre providing the pre- and postrouting of customer shipments runs on biofuel.

In Singapore, the 4 diesel vans used to deliver the last kilometer were replaced by electric vans. Based on the 110,000 km traveled by these vehicles each year, this represents savings of more than 14 metric tons of CO₂ eq.

In addition, ecodriving training for drivers of company-owned vehicles, company cars and service cars has been rolled out in several parts of the world (France, United Arab Emirates, Netherlands, Philippines).

Extending the use of renewable energies

In terms of renewable energy, several investments were made in Singapore, such as the installation of 2,400 solar panels on the Green Hub roof in 2020. Additional installations are also planned for 2023. Solar panel installations developed during the period. In 2022, the solar panel installation projects in Melbourne, Brisbane, Sydney and Perth, Australia, and Beijing and Shanghai, China, were also finalized. Several studies for new projects are under way in Thailand, Taiwan, Italy, the United Kingdom, Norway, and France.

In addition to producing renewable energy on site and in parallel with the sobriety and efficiency actions, some sites have opted for renewable energy supply through the purchase of energy attribute certificates (EAC) such as REC, iREC, and GO. This was the case for the following entities in 2022: Bolloré Logistics Singapore, Bolloré Logistics Malaysia, Bolloré Logistics Vietnam, Bolloré Logistics Italy, Bolloré Logistics UK, Bolloré Logistics Czech Republic, Global Freight Solutions, Bolloré Logistics France, and Bolloré Logistics Spain.

In addition, to ensure best practices for the use of EACs in the company's network, in 2022, Bolloré Logistics teamed up with a consulting firm to develop internal guidelines, particularly in terms of processes, rules and the selection of EACs. This guide sets out the quality rules and criteria for the selection of EACs and the associated accounting rules; it has been distributed among the internal CSR community.

Increasing awareness, training and engagement among teams

Throughout the period, information, awareness-raising and training activities were carried out across the network. Through the annual AcTogether challenge, an intercountry competition organized via a digital platform using gamification techniques, employees are invited to carry out local CSR actions, helping to reduce Bolloré Logistics' environmental impact. Energy efficiency of buildings and equipment and reducing GHG emissions feature prominently in this project. Through the third edition of AcTogether in 2022, more than 200 actions worldwide were recorded over the period concerning employee awareness of the environment (excluding QHSE actions) (see section - 1.2.4.2.3. Building and maintaining dialog with stakeholders). In the fourth quarter of 2022, and in order to increasingly engage the teams in energy sobriety, a message produced by the CSR Department and sent by the CEO to regional management presented the golden rules for energy sobriety. The implementation of these recommendations will be reflected in an internal label in 2023 and promoted in the AcTogether challenge.

As part of the climate plan, environmental indicators related to investments and operating expenses having an impact on scopes 1 and 2 were included for the first time in 2021 when preparing the budget for 2022, for all regions where Bolloré Logistics operates. Overall, management of the climate action plan initiated in 2018 has intensified and gradually expanded. This management is reflected in monitoring by the regional CSR managers and local country managers. At the central level, meetings between the Corporate CSR Department and regional CSR managers on the progress of action plans, planning and results with regard to the target trajectory are held quarterly.

Offsetting residual emissions from already optimized transport solutions

Available on request since 2011, only certified high-quality projects with a dual social and environmental benefit are selected. Bolloré Logistics continued the voluntary carbon offset program launched in 2020 for its groupage operations. In 2022, Bolloré Logistics renewed its program by financing, through First Climate, a project to build biodigesters manufactured and operated by farmers in 17 municipalities in Hainan province, in China. This project has received Gold Standard certification.

Improving the performance of equipment and buildings

The performance of equipment for refrigeration unit logistics was also optimized, for example in Rungis International Market, where 2 refrigeration motors of the 5,600- m² refrigerated warehouse were renewed in early 2022, enabling energy savings of nearly 400 MWh.

Exploiting advanced technologies is also under consideration. At the end of 2022, Bolloré Logistics China signed a three-year agreement with the start-up Akila to reduce its energy consumption. The agreement is based on the provision of a digital solution using artificial intelligence. Akila's solution will

be deployed in the Songjiang warehouse (Shanghai, China), with a surface area of 18,000 m². In addition to optimizing its energy consumption, the platform will improve air quality throughout the site through precise monitoring of HVAC installations (heating, ventilation and air conditioning).

In buildings, lighting, heating, and air conditioning systems have high energy consumption. The replacement of conventional lighting with LEDs in warehouses and tertiary buildings has grown significantly in the network in 2022, in line with the investments made a year earlier. More than 30 replacements with LED technology were carried out over the period, saving around 375 metric tons of CO₂ per year. Motion detectors have also been installed. At some sites, external lighting has been rationalized, mainly by reducing lighting times. Action has been taken to integrate frugal or technological efficiency in air conditioning systems. In Bangladesh, wind turbines were positioned on the roof of a warehouse in Dhaka, improving air quality without using electricity; a natural light well was also installed. In Hong Kong, filters have been installed in a warehouse air conditioning system, saving around 20% in terms of energy consumption. Other units in another warehouse have been replaced with more efficient models. In Singapore, at the Blue Hub, standard operating procedures (SOPs) and a monitoring system have been put in place to analyze energy use in the building, in particular for air conditioning, making it possible to identify inappropriate uses. On this basis, the facility management team embarked on a six-month project to address energy efficiency issues with the support of external expertise from consulting firms and IoT manufacturers. In addition, work was carried out on the harmonic filter reducing energy waste caused by harmonic distortions, saving more than 160 metric tons of CO₂ eq. per year. Specific maintenance and cleaning work was also carried out on the Green Hub, improving the heat transfer of the building's central cooling system. This reduced the energy needed to provide the same amount of cooling, saving more than 40 metric tons of CO₂ per year.

Overall, electricity consumption increased slightly in 2022 compared to 2021 (+1.66%).

Environmental certification

In addition to the ISO 14001 certification already rolled out on nearly 95% of the surface area operated, the new buildings built in 2022 follow the principles of the internal responsible building charter. In Thailand, the new warehouse in Bangplee that opened in June, with a surface area of 11,000 m², incorporates green features including an intelligent lighting system, solar panels and water saving equipment. LEED Gold certification is expected to be obtained in 2023.

In addition, Bolloré Logistics embarked on a sustainable buildings policy in 2012 with the construction of buildings with strong environmental features. This policy was strengthened through a Bolloré Logistics Responsible Building Charter signed in 2019 by the Chairman and Chief Executive Officer and the Head of Real Estate and Infrastructure division. This document asks local managers to align their investment and operating cost targets with a reduction of their environmental footprint, working on four main interlinked areas:

- reducing the building's carbon footprint during construction and use;
- incorporating biodiversity and its ecosystem services from the design phase;
- ensuring quality of work life to enhance well-being, creativity and performance;
- constructing stronger buildings that are more resilient to climate risk.

To demonstrate its compliance, Bolloré Logistics made a formal commitment to systematically obtaining environmental certification at the construction phase, regardless of the size and location of new buildings. For example, the construction of major logistics hubs will always be subject to LEED® and BiodiverCity® dual certification.

Bolloré Logistics' real estate portfolio with certified environmental performance

- Singapore (2012): 42,000- m² logistics platform LEED® Gold and BCA Green Mark Platinum certified +20,000 m² operational in 2017;
- Nantes (2015): 2,700- m² tertiary building HQE® Exceptional and BiodiverCity® certified, Biodiversity Commitment certified by Ecocert;

- Roissy (2015): 30,000- m² air freight logistics platform HQE® Exceptional, LEED® Gold and Biosourced Building certified; 7,500- m² tertiary building HQE® Excellent, Biosourced Building, and BiodiverCity® certified, Biodiversity Commitment certified by Ecocert;
- Le Havre (2016): 24,000- m² logistics platform LEED® 4 Silver and BiodiverCity® certified, Biodiversity Commitment certified by Ecocert;
- Melbourne (2016): logistics platform of 10,000 m² 5 Star Green – Australian excellence certified;
- Heathrow (2017): 6,400- m² air freight logistics platform with EPC A-Energy performance certification, ranked in the top 25 of the BREEAM® environmental standard;
- Miami (2018): 25,000- m² logistics platform LEED® Gold certified;
- Singapore (2019): 50,000- m² BlueHub logistics platform LEED® Gold, BCA Green Mark Platinum, and BiodiverCity® certified (first certified site in Asia-Pacific), Biodiversity Commitment certified by Ecocert. Many environmental effectiveness systems were incorporated into this warehouse: advanced energy management system based on the Internet of Things (IoT) for the predictive analysis of buildings, smart lighting control system, rainwater recycling system, a system to manage consumption of energy and water, solar panels and a food disposal unit for a waste-free canteen;
- Lyon (2021): 1,400- m² tertiary building BREEAM® Good certified and named "Site committed to nature";
- Fos-sur-Mer (2021): 4,680- m² Green Hub BREEAM® certified, a temperature-controlled warehouse certified for organic products, a site benefiting from the Bolloré Logistics Internal Development Charter;
- Mexico City (2021): 800- m² tertiary building with LEED® Gold certification, a self-sufficient sustainable building with state-of-the-art technology including heating, ventilation and air conditioning (HVAC) and wastewater treatment;
- Strasbourg (2022): 10,000- m² Green Hub and 400- m² tertiary building BREEAM® Very Good and BREEAM® In-Use certified, a temperature-controlled warehouse, a site benefiting from the Bolloré Logistics Internal Development Charter;
- Thailand, Bangplée (2022): Smile Hub, 11,000- m², LEED® Gold certification in progress (expected at the end of 2023), intelligent lighting system, solar panels, and water-efficient equipment.

Bolloré Energy

Bolloré Energy works daily on the environmental performance of its sites, from a standpoint of both pollution control (14001 certification, end-of-life rehabilitation of oil depots, etc.) and site energy performance (e.g., energy optimization of its vehicle fleet, 5% to 8% of which is generally renewed each year).

To improve its environmental performance and as part of its ISO 14001 certification, Bolloré Energy has updated its policy for monitoring electricity consumption for its primary warehouses. New indicators have been implemented to ensure more regular and precise monitoring of consumption. Other initiatives have been rolled out, such as ecodriving training for all new employees involved in transport. Refresher sessions are organized each year to ensure the continued use of ecodriving techniques. As such, in 2022, 59 employees received refresher training.

Following the update of the GHG assessment in 2022, Bolloré Energy continued to renew its oil transport fleet: 25 trucks were ordered (Euro 6 standard), representing an investment of approximately 4 million euros. In 2022, 85% of Bolloré Energy's truck fleet met Euro 5 or Euro 6 standards. Bolloré Energy's goal is for 100% of its new fleet to run on HVO.

• Industry

Blue

In a particularly tense electricity market, it was not possible for the plants in Brittany to cover their electricity consumption with Renewable Origin Guarantees in 2022. Blue Solutions Canada consumes almost 100% renewable power from the Hydro-Québec network.

Films

Bolloré Packaging Films follows an "avoid, reduce, compensate" approach and has embarked on a forest carbon sink project with Alliance Forêts Bois. This project aims to capture, over two years, the incompressible carbon emissions arising from the operation of the Quimper production plant for

the production of films in the Bolphane R3 range over two years through a local reforestation project in the Finistère department, which has been awarded Bas Carbone (low-carbon) certification by the Ministry of Ecological Transition. In 2022, 9,750 trees were planted. This project also enabled the creation of 17 FTE jobs in the forestry sector.

Systems

Since 2021, Automatic Systems Belgium has invested heavily in optimizing the energy performance of buildings at the Mercator site in Belgium (LED lighting controlled by presence detectors, acoustic carpets, better distribution of air conditioners, use of local suppliers). Energy consumption is monitored monthly to detect any excesses.

Automatic Systems is also working to optimize its processes, particularly in its assembly areas. Thus, the subsidiary has moved from classic processes to lean management or one piece flow processes to increase delivery rates while reducing the footprint of each zone.

Drafting and adoption of sobriety plans

Faced with energy supply tensions, the government called on French companies, and as a priority those in the CAC 40 stock market index, to reduce their energy consumption by 10% by 2024 compared to 2019 via the voluntary adoption of an energy sobriety plan. All of the Bolloré Group's French entities thus formalized energy sobriety plans to ensure the continuity of their activities and services while controlling their consumption. In 2022, these entities increased their efforts to develop solutions to improve the control of their energy consumption and thereby reduce their CO₂ emissions.

A task force was set up at the head office and met weekly in the second half of 2022, led by the Purchasing and CSR Departments, to consolidate the best practices of all business units and bring together the various energy plans and commitments to ensure business continuity. All the sobriety plans have applied the following measures:

- reduction of heating and air conditioning;
- restriction of lighting (sign and office lighting automatically shut off at certain times);
- development and strengthening of consumption management and monitoring instruments (e.g. installation of sub-meters);
- roll-out of ecofriendly initiatives;
- identification of energy-intensive equipment to control and limit consumption (fitting of clocks on certain equipment), elimination of individual electric radiators;
- investments: reinforcement of LED roll-out, acceleration of the installation of presence detectors, or implementation of technical building management systems;
- performance of energy audits;
- organization of working time.

Highlights

- **Bolloré Logistics** has extended the French sobriety plan to its global entities and, through the AcTogether platform, has initiated an internal challenge to be implemented by the teams on a daily basis to reduce the carbon footprint generated by the energy consumption of warehouses and offices. This initiative is part of the "energy sobriety" pillar of the Bolloré Logistics climate plan already initiated (see section - 1.2.3.1.2. Towards the implementation of a Group climate strategy). Entities are invited to apply different measures to obtain the internal Energy Saving Office label.

- **IER and Automatic Systems** have committed to achieving a minimum of 10% energy savings over the next two years compared to 2019 by implementing their energy plan. Initiated in 2016, more than 80% of this plan has been completed and it has been renewed until 2025. It will focus on the energy performance of buildings and transport activities (internal, vehicle fleet). Among the concrete measures (installation of presence detectors in some rooms and restrooms and implementation of company-wide RTT days [time off in lieu of the 35 hour working week] to close facilities). Monitoring of energy tension on the national network is carried out through the government's Écowatt platform and an action plan has been formalized to be able to act immediately in the event of a risk of power cuts. Action to regulate heating and the installation of LED lighting is also continuing.

1.2.3.1.5. INDICATORS TO MEASURE CLIMATE CHANGE RISKS AND OPPORTUNITIES

The Bolloré Group's GHG emission indicators⁽¹⁾

(in metric tons of CO ₂ eq.)	Transportation and logistics (excluding Bolloré Energy)	O/w BAL	Bolloré Energy	Industry	Other	2022	2021	2021 pro forma	Change 2021-2022	Coverage rate
GHG emissions associated with energy consumption – scope 1 ⁽²⁾	255,829	244,870	6,107	6,186	392	268,514	270,605	269,792	-1%	100%
GHG emissions associated with energy consumption – scope 2 ⁽³⁾	72,374	49,834	135	6,502	104	79,115	69,006	68,318	15%	100%
GHG emissions associated with energy consumption – scope 2 ⁽³⁾ – Market-based	68,812	49,834	135	3,932	104	72,982	60,236	59,582	21%	100%
GHG emissions associated with energy consumption – scope 1 and scope 2	328,204	294,704	6,242	12,688	496	347,629	339,610	338,110	2%	100%
GHG emissions – scope 3 ⁽⁴⁾	3,686,835	64,842	5,968,682	8,909	335	9,664,762	10,716,700	10,715,601	-10%	100%
TOTAL SCOPES 1, 2 AND 3 GHG EMISSIONS	4,015,039	359,546	5,974,924	21,597	831	10,012,391	11,056,311	11,053,711	-9%	100%

(1) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated Group data including the Communications division are presented in the summary tables at the end of the chapter (see chapter 2 – 1.3.2. Environmental indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's 2022 non-financial performance statement.

(2) Scope 1 corresponds to direct emissions, such as energy consumption excluding electricity, fuel combustion, emissions from industrial processes and fugitive emissions linked to refrigerants.

(3) Scope 2 corresponds to indirect emissions associated with energy, such as electricity consumption or steam, cold or heat consumption through distribution networks.

(4) Scope 3 corresponds to upstream energy, waste, petroleum product combustion and emissions due to the transport of goods in the provision of freight forwarding services and to work-related travel. Scope 3 on a historical basis cannot be compared with the 2021 value due to changes in methodology and greater comprehensiveness in the items calculated. For scope 3 relating to transport services, BAL and excluding BAL cannot be separated; scope 3 emissions are by default allocated to BTL excluding BAL. The calculation methodology used is that of the Ademe (French environment agency) carbon database as of March 28, 2022. Internationally, where the emission factors for certain items of energy consumption were unavailable, the French factor was applied. For GHG emissions linked to electricity, when no emissions factor was available for a particular country, the highest factor from any of its neighboring countries was applied. Comments on the uncertainty rates depending on the emission factors used: for scopes 1 and 2, the level of uncertainty at Group level is between 5% and 30% depending on the item, according to the rates indicated in the Ademe carbon database.

While the Group continuously refines the reliability and accuracy of its data, the uncertainty rates related to scope 3 emission positions are variable: while the rates related to the upstream of energy are around 5%, other rates, such as business travel and transport services, can reach 70%.

Indicators of the share of electricity from renewable sources consumed in the Bolloré Group⁽¹⁾

	2022	Of which BAL	2021
Total electricity consumption (MWh)	272,189	123,410	278,604
Renewable electricity consumption (MWh) ⁽²⁾	28,478	0	101,734
Share of renewable electricity consumption (in %)	10%	0%	37%

(1) These indicators cover the Bolloré Group scope excluding the Communications division to improve legibility in terms of the action described in this chapter. Consolidated Group data including the Communications division are presented in section 1.3.2. Environmental indicator summary tables. More information on the policies and action plans implemented in the Communications division is available in Vivendi's 2022 non-financial performance statement.

(2) These indicators concern the following entities: Bolloré Logistics Singapore, Bolloré Logistics Malaysia, Bolloré Logistics Vietnam, Bolloré Logistics Italy, Bolloré Logistics UK, Bolloré Logistics Czech Republic, Global Freight Solutions, Bolloré Logistics France, Bolloré Logistics Spain and Blue Solutions Canada.

1.2.3.2. REDUCING THE ENVIRONMENTAL IMPACTS LINKED TO OUR ACTIVITIES

The policies to prevent local pollution and industrial accidents, manage waste and water and protect the biodiversity are all put into practice every day by the Group and its divisions to ensure they keep on top of priority risks.

1.2.3.2.1. RISKS OF LOCAL POLLUTION, INDUSTRIAL ACCIDENTS AND HAZARDOUS MATERIALS MANAGEMENT⁽¹⁾

Prioritization of risks related to the prevention of local pollution risks and hazardous materials management

Transportation and logistics				Industry			Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the level of the business unit and/or division.

Due to its industrial activity, the Bolloré Group has identified local pollution risks due to industrial accidents as a priority. The transport and storage of hazardous products and the occurrence of industrial accidents or fires represent major environmental risks and are a top priority for prevention. These risks have not been identified as one of the priority risks of the

Communications division, given the nature of its activities. For more information on the management of priority CSR risks in the Communications division, see Vivendi's 2022 universal registration document (chapter 2 – 2.2. Main non-financial risks and opportunities).

1.2.3.2.2. PREVENTING LOCAL POLLUTION RISKS AND INDUSTRIAL ACCIDENTS

Group policy

Controlling the environmental footprint of the Group's sites requires the deployment of environmental management systems (EMSs) or specific measures and controls in accordance with recognized standards such as ISO 14001 for environmental management or standards that comply with strict regulations such as Seveso or ICPE for industrial sites. The sites are subject to industrial and environmental risk analyses, which constitute a decision-making tool for identifying the preventive or corrective actions to be put in place (e.g. prevention measures in the event of the transport or storage of hazardous materials, inventory of hazardous waste sources, measurement and analysis of emissions into air, water and soil). This continued improvement approach is at the heart of the environmental due diligence cycle implemented in the Group's entities in order to prevent the risks of local pollution and industrial accidents.

The activities are also subject to regular internal and external audits carried out pursuant to regulations and as part of certification processes. The defined processes make it possible to report, analyze, record and correct incidents, accidents and compliance failures that can lead to pollution. Even though the policies implemented and performance indicators are becoming increasingly standardized at the Group level, they inevitably retain

the features specific to the challenges of each business line and activity. Each business unit implements emergency response plans based on the results of its risk maps. To ensure environmental performance monitoring, the business units' Executive Management teams set objectives and targets that are measurable and consistent with the QHSE policy for the relevant functions and levels in the organization. The achievement of targets is monitored at Executive Committee meetings and the annual QHSE Department review.

Objectives and progress

In order to standardize the policies and indicators for monitoring the Group's various business units, a set of indicators relating to environmental risks used by all divisions (excluding Vivendi) has been deployed since 2019 (see "The Bolloré Group's environmental management monitoring indicators" and "The Bolloré Group's environmental incident monitoring indicators"). This work was further reinforced by the setting of reasonable targets, validated in early 2021 by Executive Management (members of the Ethics – CSR and Anticorruption Committee), and consistent with the continued improvement process that is the focus of existing policies.

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Commitment of senior management to monitor the Group's performance to preserve the environment	• 100% of business units must have an environmental policy signed by Management	2022-2025	• 86% of legal entities included in CSR reporting ⁽¹⁾ declare that they have an environmental policy	• 82% of legal entities included in CSR reporting ⁽¹⁾ declare that they have an environmental policy
Implementation of environmental management systems	• 100% of the workforce of legal entities included in the CSR reporting scope ⁽¹⁾ covered by a management system that takes into account the environment	2022	• 99% of the workforce is covered by an environmental management system ⁽¹⁾	• 99% of the workforce is covered by an environmental management system ⁽¹⁾
Certification of management systems	• 70% of legal entities ⁽¹⁾ covered by an environmental management system have at least one site certified by an environmental standard (e.g. ISO 14001, ISO 50001, Green Terminal, etc.)	2022	• 78% of legal entities ⁽¹⁾ covered by an environmental management system have at least one site certified under an environmental standard (e.g. ISO 14001, ISO 50001, Green Terminal, etc.)	• 76% of legal entities ⁽¹⁾ covered by an environmental management system report that they have at least one site certified under an environmental standard (e.g. ISO 14001, ISO 50001, Green Terminal, etc.)

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Prevention of pollution and management of hazardous materials	<ul style="list-style-type: none"> 100% of legal entities required to store or transport hazardous materials equipped with a pollution prevention mechanism 	2022	<ul style="list-style-type: none"> 52% of entities declare that they are required to handle and/or store hazardous materials 79% of these entities declare that they are equipped with a pollution prevention system 	<ul style="list-style-type: none"> 50% of entities declare that they are required to handle and/or store hazardous materials 81% of these entities declare that they are equipped with a pollution prevention system
	<ul style="list-style-type: none"> Mapping and/or assessment of environmental risks to be carried out on at least 100% of entities reporting industrial sites (updated every two years) 	2022	<ul style="list-style-type: none"> 69% of entities that declare that they have industrial sites report that they have carried out an environmental risk mapping or environmental analysis (assessment of significant environmental aspects), and 95% of these entities declare that it has been updated in the past two years 	<ul style="list-style-type: none"> 51% of entities that declare that they have industrial sites report that they have carried out an environmental risk mapping or environmental analysis (assessment of significant environmental aspects), and 97% of these entities declare that it has been updated in the past two years

(1) See section – 2 – 1.3.2.1. CSR reporting methodology note.

Prevention measures adapted for each activity

• Transportation and logistics

The transportation and logistics activities are especially exposed to risks from local pollution and hazardous goods transport and storage. Thus, since 2010, a risk map for hazardous materials handled, stored and transported by the transportation and logistics division has identified three priority risks for Transportation and logistics activities:

- transport of hydrocarbons for railway networks;
- storage of ammonium nitrate for logistics activities;
- handling of class 1, 6 and 7 containers for port activities with safety measures known as "hoist removals". Each year, the hazardous materials management processes of the Bolloré Ports, Bolloré Logistics and Bolloré Railways entities are also reviewed with regard to regulatory updates to classifications and based on the International Maritime Dangerous Goods (IMDG) Code.

Emergency response plans are prepared in accordance with Executive Management directives. Each entity implements performance monitoring processes and corrective monitoring processes and objectives similar to the division's. Each business unit ensures that employees, including subcontractors working on-site, are properly informed of the emergency response procedure.

Bolloré Ports

Port entities are managed in compliance with the main environmental management criteria specific to ISO 14001. Four container terminals out of a total of 17 are ISO 14001 certified (24%).

In addition, in a bid to exceed the requirements of ISO 14001, the Green Terminal certification process implemented by Bolloré Ports in 2020 aims to take account of key environmental factors such as processing plants, construction methods resulting from social and environmental impact studies and controlled discharge into the sea or networks after treatment in order to limit the impact on neighboring communities of terminal construction and/or operation.

Ahead of each development project or changes to port facilities, port and rail entities carry out environmental impact studies where relevant, in consultation with stakeholders. These studies, which are submitted to the competent local authorities and other stakeholders (banks, for instance), allow the local populations and environment to be taken into account at the earliest stage of the development process to ensure the preservation of their environment (biodiversity, soil pollution, etc.) and the well-being of the local communities (safety, maintenance or even improvement of living conditions). At the end of this process, an environmental approval order is obtained. An oversight or monitoring program and environmental monitoring is then put in place to verify the relevance and effectiveness of the environmental protection measures proposed in the environmental and social management plan (ESMP), which summarizes all of the measures recommended by the environmental impact studies. For port activities, the most critical local pollution risks, both gradual and accidental, are containment spills, leaks or

emissions of polluting substances or hazardous materials present on the site, the transport and handling of hazardous products and the waste generated by their activities. To reduce the impact on the environment where spill-risk activities (oils, hydrocarbons and other industrial products) are performed, the terminals have containment tanks. In accordance with local laws and regulations and the QHSE rules established by the business units, all new installations are equipped with rainwater, wastewater and polluted water networks that empty into decantation devices before discharge into city networks or the sea after inspection. For example, in Congo (Congo Terminal), Cameroon (Kribi Terminal), and Ghana (MPS) wastewater is analyzed after treatment by a laboratory approved by the supervisory authorities and waste oil is recovered by a company specializing in the treatment of this type of waste.

The accidental collapse of a gantry crane represents a major industrial accident risk for port activities. Non-compliance with the navigation and berthing rules for vessels arriving at the terminals are responsible for high accident rates on this equipment around the world. In the event of a major accident, a crisis management plan is overseen from Bolloré Ports' head office and may lead to an emergency plan involving the implementation of a business continuity plan by the entity in question.

In 2021, Bolloré Ports increased the awareness of its partners on the specific nature of the handling and storage of hazardous containers, in particular hoist removals, in terms of planning, the impact on ship productivity, and environmental protection. A self-assessment on the application of hazardous container management procedures and compliance with the IMDG Code was performed in 2022 and showed good awareness of the subject. Hazardous container management must follow a specific process clearly defined by the Bolloré Group and communicated to third parties.

Bolloré Railways

Due to the very nature of the railway activity and the type of waste generated (used oils, soiled rags, plastic waste, oil and gasoline filters, smoke emissions, etc.) (see chapter 1.2.3.2.3. Optimizing waste management and promoting the circular economy), railway activities have an impact on the environment. The risk of accidental spillage of hydrocarbons during their transport by tank car was highlighted as a major risk in the risk mapping in 2019.

All Bolloré Railways entities are equipped with pollution prevention systems to intervene in the event of accidental spillage of hydrocarbons on the railway track, such as antipollution kits, motor pumps, geotextile tarpaulins, tanks, etc. Rail concessions also have retention tanks to reduce the impact on the environment where activities presenting risks of accidental spills (oil, hydrocarbons, other industrial products) are carried out. The operations and safety teams are trained regularly in emergency response intervention techniques for hydrocarbon train incidents such as fires, hydrocarbon spills and in the use of antipollution kits. Sitarail has also commissioned eight mirador surveillance wagons dedicated to the monitoring of oil trains in circulation. This surveillance system makes it possible to detect and alert in the event of an environmental incident.

Preventive measures place concerning the handling of creosoted railroad ties

Historically, Bolloré Railways operates networks that may still contain railroad ties painted with creosote, a mixture of oils extracted from coal or wood tar, used as a preventive treatment of wood. Given the risk posed by the exposure and handling of these ties, Bolloré Railways has implemented a specific action plan to prevent any contamination of staff and third parties with this product, one of the main components of which is to replace creosoted wooden ties with concrete ties. The problem of managing wooden railroad ties treated with creosote is taken into account from the first feasibility studies of railway line renewal projects. As part of the project to renew the railway line between Douala and Yaoundé, an environmental and social impact assessment was carried out, and a plan for the management of creosoted railroad ties was proposed. In addition, between July 2020 and December 2021, Camrail called on the Cameroon Network of Human Law Organizations (Recodh) to establish an inventory of the use of creosoted wooden railroad ties by local populations and to inform them of the dangers of using creosoted wood ties for domestic purposes. Awareness-raising actions were maintained in 2022 by Camrail's operational teams as part of their daily mission.

In addition, Camrail staff and its subcontractors are regularly made aware of these issues and the environmental and health risks. Two spaces have been built or refurbished for the storage of used creosoted wooden railroad ties under the best conditions, with a decanter for the collection of water from the storage area. A medical program was put in place to monitor current and former members of staff.

Bolloré Logistics

At Bolloré Logistics, environmental management is governed by the QHSE policy, in accordance with ISO 14001. The award in 2020 of the multi-site triple SMI certification (including ISO 14001, ISO 9001 and ISO 45001) certification for all entities in the Americas, Europe, the Middle East and Asia-Pacific further strengthened its commitment. In 2021, this SMI global certification process was extended to Africa, where 100% of entities were already covered by an environmental management system. In 2022, more than 429 sites in 77 countries were covered by the triple certification.

Due to the challenges associated with local pollution risks, Bolloré Logistics pays special attention to the prevention of industrial accidents and scrupulously supervises its storage and transport activities for hydrocarbons, cyanide and other hazardous materials throughout its entire supply chain in Africa. The management of hazardous goods is strictly governed by the division's QHSE policies and manual, which integrates risk assessment, risk prevention and control strategies, regulatory authorizations, reception procedures, segregation, control and handling of goods, as well as instruction and training of employees. In addition, Bolloré Logistics has spill prevention and control measures in place during all chemical handling operations (loading/unloading, storage, transfer, etc.) to minimize the effects of chemical spills on health and the environment, both on and off-site.

Depending on the activity, area of operation or specific features of the site, specific measures are introduced. For example, chemical storage areas have means of containment of spills in order to control accidental spills and kits containing absorbent products (pellets, pads, socks) are made available. Contaminated materials are safely and adequately treated through a specialized hazardous waste treatment service provider. Retention trays are available to hold containers with leaks.

Warehouses and yards operated by Bolloré Logistics have internal prevention, protection and intervention resources that include:

- fire protection resources (fire extinguishers, fire hoses, etc.) based on the level of risk presented by the activities;
- procedures to ensure the overall condition and maintenance of the facilities;

- regular internal inspections to verify the good condition and accessibility of fire-fighting resources and emergency systems, compliance with safety rules, etc.;
- specific procedures such as issuance of work permits before performing certain risky operations (e.g. hot-spot work);
- procedures to secure facilities against the risk of malicious acts;
- the transportation of high-risk chemical products is also carried out under special certifications such as the ICMI (International Cyanide Management Code), held by entities that transport sodium cyanide.

In addition, Bolloré Logistics has formalized its basic QHSE requirements for warehouse design and yards: a manual lists the QHSE and safety standards that must be followed when new warehouses are built, facilities are extended or modified, or warehouses are rented. Training on the handling and transportation of dangerous goods is also provided to staff (IMDG, IATA, ADR, CFR49, etc.).

Intervention exercises are conducted by the entities to test the effectiveness of the procedures and the emergency equipment available and proper knowledge of the rules to be followed by employees. Crisis management exercises with simulation of spills are also carried out. Members of the local crisis management cell work in concert with the highest civil, administrative, police and specialist military authorities. In 2022, the Republic of Côte d'Ivoire, Benin, Ghana, Burkina Faso, Guinea, and Senegal conducted a drill involving an accidental pollution scenario requiring the intervention of their crisis unit.

Subcontractors responsible for transporting dangerous goods are selected according to the list of qualified suppliers registered in the Link Partner platform, the selection of which is based on several criteria according to the vendor management procedure (compliance with regulations, quality of service, staff qualifications, equipment made available in good condition, appropriate, properly maintained, etc.). Depending on the sensitivity of the dangerous goods that may be transported, a prequalification audit may be carried out to verify the information provided by the subcontractor.

Bolloré Energy

Subject to very strict mandatory regulations relating to its activity (Seveso sites, ICPE, etc.), Bolloré Energy implements an environmental management system on a daily basis to manage environmental risks, such as the risk of spilling hydrocarbons during loading or unloading, as well as the risk of fire on premises and the storage of hazardous products. These issues are governed by Bolloré Energy's general environmental, health and safety policy, which is based in particular on ISO 14001 certification.

Since 2017, Bolloré Energy has committed to a voluntary certification process according to ISO 14001:2015 for 100% of its Seveso-classified oil depots, going beyond the minimum regulatory requirements. Thus, 100% of its massive depots are covered by an environmental management system and a specific environmental policy.

In 2022, this certification was renewed for all five Seveso depots.

These strategic procedures have enabled Bolloré Energy to reduce its environmental impact and provide accountability for environmental issues and to guarantee confidence for its stakeholders.

In addition, Bolloré Energy has put preventive technical controls in place at all of its facilities to allow more in-depth monitoring of depots and correct any anomalies. Crisis management exercises are carried out every year, complementing the exercises linked to the Seveso internal operation plan, enabling employees to gain practical experience in best practices. These exercises mobilize operational staff on site as well as external personnel (fire fighters, etc.). "Crisis cell" exercises are also organized, notably involving head office personnel. In 2022, a crisis unit exercise was organized at the Chasseneuil-du-Poitou site involving the prefecture (a "retention tank fire and explosion" type scenario).

• **Industry**

Blue and Films

The factories producing LMP® batteries in France and Canada, electric buses (Bluebus) and plastic films (Bolloré Packaging Films) are covered by an environmental management system and are ISO 14001 certified. In line with the announced target, Bolloré Packaging Films obtained ISO 14001 certification in 2022.

This same year, 15 ISO 14001 internal audits were carried out on the Blue sites.

Three main risks have been identified for Blue activities and are subject to specific mitigation measures:

- fire risks: extinction and detection systems, training and fire drills including accidental spill scenarios (17 exercises carried out in 2022);
- water pollution risks: storm basins to contain polluted water in the event of a fire or accidental spill. Any liquids stored are placed in retention tanks;
- air pollution risks, which involve the treatment of volatile organic compound (VOC) discharges with thermal oxidation on the Batteries site.

Each year, the sites are subject to substantial investments to manage environmental risks. For example, in 2022, Blue Solutions Canada installed a lithium catalytic oxidation system on its production chain, which reduced VOC emissions by 98% on the lithium anode production unit.

In addition, "solid-state" LMP® battery manufacturing technology has the advantage of eliminating the environmental risks associated with the release of hazardous liquids or the formation of explosive atmospheres in confined environments. LMP® batteries are also exempt from REACH SVHC (Substance of Very High Concern) rules and CMR (carcinogenic, mutagenic or toxic for reproduction) rules under CLP regulations.

Periodic inspections of facilities are carried out in accordance with the regulations in force. Service providers and carriers on our sites are subject to prevention plans and security protocols.

In addition, a safety advisor manages the transport of hazardous goods for all activities. His or her role includes advising Management and ensuring compliance with the requirements for the transport of hazardous goods, including the shipment of products and waste covered by those regulations. Seven people have been trained in the transport of hazardous materials and seventeen on the obligations of drivers of hazardous materials not subject to the ADR certificate (agreement concerning the international carriage of dangerous goods by road). Awareness sessions on environmental issues are regularly held at the Group's sites (publication of dashboards, news flashes, etc.).

Systems

All IER and Automatic Systems entities in the Systems division use an environmental management system. The main Automatic Systems Belgium production sites have ISO 14001:2015 certification. In 2022, Automatic Systems Belgium was audited as part of the renewal of its ISO 14001 certification. Sites in France and Canada have begun planning the certification process with a view to completion in 2024-2025. Internal security audits are also carried out regularly. An internal audit is also carried out each year at Automatic Systems Belgium and IER France, as part of the deployment of the "BLED" solution (noise, light, energy, waste) where each process manager is responsible for assessing certain environmental issues.

Automatic Systems Belgium mapped its environmental risks as part of its ISO 14001 certification. This work was also carried out at all IER France sites in 2020, with a view to achieving ISO 14001 certification in 2024-2025. The main risks are:

- production of hazardous waste: soiled rags, waste from electrical and electronic equipment (WEEE), soiled empty packaging, empty aerosols, batteries, etc.;
- use and storage of cleaning products that may present environmental risks.

Currently, all French IER and Automatic Systems sites are equipped with chemical storage and treatment solutions (cleaners, detergents, aerosol, penetrating fluid, etc.). In addition to the health and safety measures implemented for employees, IER and Automatic Systems issue specific instructions for the management of chemicals and rules tailored to business lines for the management of occupational risks.

Internal information campaigns are carried out to make employees aware of the environmental approach, including environmentally-friendly actions, the distribution of the IER environmental charter, the 5S project, citizens' days and the WEEE campaign.

A sustainability working group was set up at Automatic Systems at the end of 2021. The purpose of this working group was to define an action plan over three years and to carry out a materiality study. In 2022, this materiality study was conducted to define the most significant direct and indirect impacts for Automatic Systems on its various sites. This study was based on the 169 targets of the UN's Sustainable Development Goals. At the end of this exercise, 35 priority targets were identified and an action plan was then drawn up and launched. The first sustainable development activity report will be published in 2023.

The Bolloré Group's environmental management monitoring indicators

The Bolloré Group's environmental management systems indicators⁽²⁾

(as a percentage)	2022					2022 Total	2021 Total	Change 2021-2022
	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Other			
Percentage of staff covered by an environmental management system	100	100	100	87	91	99	99	-
Percentage of entities having an environmental management system	100	100	100	90	50	98	97	+1
Including the percentage of entities with at least one site certified by an environmental standard (e.g. ISO 14001, ISO 50001, Green Terminal, etc.)	81	75	25	67	0	78	76	+2

(1) These indicators cover the Bolloré Group scope excluding Vivendi, as the risk of local pollution related to the transport and/or storage of hazardous materials is not considered a priority risk with regard to the Communications division's activities.

(2) These indicators are derived from CSR reporting (see section - 1.3.2.1. CSR reporting methodology note).

The Bolloré Group⁽¹⁾'s environmental incident indicators⁽²⁾

Transportation and logistics (excluding Bolloré Energy) ⁽³⁾	BAL	Bolloré Energy ⁽⁴⁾	Industry ⁽⁵⁾	Other	2022 Total	2021 Total
Number of environmental incidents	25	0	0	–	77	114

- (1) These indicators cover the Bolloré Group scope excluding Vivendi, as the risk of local pollution related to the transport and/or storage of hazardous materials is not considered a priority risk with regard to the Communications division's activities.
- (2) These indicators cover the CSR reporting scope (see section – 1.3.2.1. CSR reporting methodology note).
- (3) Gradual event (ports and rail scope), incidental and/or accidental event (product spillage, emissions of product vapor or gas, off-site disposal of products with no treatment prior to being discharged into the natural environment, etc.) that could damage the ecosystems or natural resources.
- (4) Number of accidents reported to the hazardous goods transport safety advisor that require declaration to the supervisory body.
- (5) Number of environmental accidents that caused pollution.

1.2.3.2.3. OPTIMIZING WASTE MANAGEMENT AND PROMOTING THE CIRCULAR ECONOMY

Group policy

The Group pays particular attention to the monitoring of its waste at the various sites in France and abroad, whose management is part of the measures taken to reduce its risks of local pollution (notably the storage of hazardous materials). The monitoring centers on "hazardous" waste (waste that, by virtue of its radioactivity, flammability, toxicity or other hazardous properties, cannot be disposed of in the same way as other waste without endangering people or the environment) and "non-hazardous" waste (which in no way endangers people or the environment). The results of the reporting are used to monitor the production of hazardous and non-hazardous waste from the industrial sites of entities included in CSR reporting (see section – 1.3.2.1. CSR reporting methodology note) and identify the recovered or recycled portion. They have been included in the calculation of the Bolloré Group's scope 3 emissions since 2020. Hazardous waste comes from the transportation and logistics activities (particularly in Africa, where specific treatment is applied to used oils),

including Bolloré Energy (oil depots where residual hydrocarbons are either treated by thermal recovery or buried), and the Industry division (battery production plants, and WEEE at IER). The entities of the Transportation and logistics division make every effort to have all of their waste retreated by contractors approved by the Ministries of the Environment of the countries in which they operate to obtain the best level of treatment available in the territory in question. Regarding Bolloré Ports' and Bolloré Railways' activities, environmental audits conducted by the supervisory authorities are carried out annually and a certificate is issued, in accordance with the existing laws in each country. Specific procedures have notably been implemented for dockyard and railway activities, which emit the most hazardous waste. Since 2017, the Bolloré Group has strengthened its waste reporting process by refining its analysis grid by waste sub-categories (more than 30 categories of waste identified such as paper, wood, metals, used oils, etc.) thereby ensuring a more detailed traceability of reported waste and improving the indicator's coverage rate.

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Waste management and the circular economy	• Implement 4R strategies: reduce, repair, recycle, reuse	2022	• 19% of hazardous waste recovered or recycled in 2022, vs 31% in 2021	• 31% of hazardous waste recovered or recycled in 2021, vs 38% in 2020
	• Increase the share of recycled or recovery waste	2022	• 43% of non-hazardous waste recovered or recycled in 2022, vs 55% in 2021	• 55% of non-hazardous waste recycled or recovered in 2021, vs 48% in 2020

Specific features of waste management and the circular economy in the Group

• Transportation and logistics

The entities of the Transportation and logistics division make every effort to have all their waste retreated by contractors approved by the Ministries of the Environment of the countries in which they operate to obtain the best level of treatment available in the territory in question. Regarding Bolloré Ports and Bolloré Railways activities, environmental audits conducted by the supervisory authorities are carried out annually and a certificate is issued, in accordance with the existing laws in each country. Specific procedures have notably been implemented for dockyard and railway activities, which emit the most hazardous waste.

Bolloré Ports

At Bolloré Ports, the strengthening of internal reporting including precise monitoring by waste category helped optimize their traceability. For example, Bolloré Ports recovered or recycled nearly 73% of used oils from its activities, which are the main waste from ports in Africa. An experiment with a view to reducing the consumption of hydraulic oils and therefore the generation of used oils during oil changes is under way at Owendo Container Terminal: special machinery is used to clean the moisture of hydraulic oils. The objective of this experiment is to halve the volume of used hydraulic oils per site. Analysis of this experiment during 2023 will determine whether or not to extend the process to other entities.

The roll-out of the Green Terminal certification process validated by Bureau Veritas also helped optimize the monitoring of waste by promoting best practices at terminals such as the drafting of waste plans, investment in equipment ensuring optimal waste treatment, optimizing the treatment of waste delivered by terminal users (ships, lessors, and operators), by integrating specific criteria in calls for tenders for the concession and lease contract, etc. In Republic of Côte d'Ivoire, the waste management approach implemented at Carena Shipyard is considered a best practice. In addition, for construction projects, a system for monitoring construction-related waste has been put in place (for CIT, Dili and Haiti).

Bolloré Railways

The railway activities are more specifically concerned by the management of metal waste. This waste is resold and recovered by external service providers. Similarly, in addition to its QHSE management system, the two rail networks Camrail and Sitarail apply specific waste management procedures, including for special waste and hazardous waste (sludge, sawdust, soils contaminated by hydrocarbons), as well as the scrapping of used railway installations and equipment. For example, at Camrail, used oil is made available to approved waste recovery structures for a symbolic price of one franc (see section – 1.2.3.2.2. Preventing the risks of local pollution and industrial accidents/Bolloré Railways – focus on the treatment of wooden railroad ties painted with creosote). In addition, next-generation locomotives have the advantage of longer maintenance cycles recommended by manufacturers (compared to older locomotives), thereby reducing the production of waste (used oils, etc.) from maintenance operations, and thus the environmental impact.

Bolloré Logistics

At Bolloré Logistics, waste is processed in accordance with local regulations and waste management procedures defined by the company, following the directives set by the QHSE Corporate Department. Each entity implements and maintains a waste management plan. The waste is entrusted to specialized companies in charge of transporting and treating it (recovery, disposal, etc.). Before collection, waste is placed in suitable packaging and kept in storage areas provided for that purpose.

Improvement of waste monitoring, sorting, and recovery processes in the entities. In parallel with the improvement in waste monitoring, sorting, and recovery processes in the entities, Bolloré Logistics' waste management approach has several drivers:

- **reducing waste:** the reuse of consumables, thereby avoiding waste, has increased in warehouses. In Vietnam and Thailand, wood pallets from inflows are reused for outflows. Other actions include grinding used cardboard for reuse as protection for products in packages. In Singapore, thermal covers used for a health care customer for incoming shipments are reused for outgoing shipments. To avoid any risk of contamination, only thermal covers that pass a quality test are reused. In 2022, 2,400 thermal covers were reused. For a luxury customer, the plastic film used to protect packages during local transport in the same country was replaced by reusable covers, saving 600 kg of plastic. Other solutions include repairing or reusing wooden pallets for the manufacture of new products and uses. For example, in Malaysia, old pallets were used to build a packaging station in the Shah Alam warehouse, avoiding 35 kg of wood going to landfill. Upcycling awareness-raising workshops are also held for employees, for example in Singapore. Other initiatives are being implemented, for example in Singapore, a new service was launched in 2022 to promote the recycling of cosmetics bottles with a leading customer in this industry. As a result, a solution for recycling empty cosmetics containers has been set up;
- **promoting circularity:** in France, for the local transport flows of a leader in the luxury sector, reusable pallet covers specially designed for this customer were developed by B.Lab and implemented via the REcycle digital platform, thus contributing to the end of single-use plastic. As part of its range of ecoresponsible supply chain solutions, Bolloré Logistics continued to roll out its REcycle offering on a large scale. Through its REcycle offer, the company thus promotes the reuse of packaging and consumables used for transportation and logistics, such as: air cargo pallet covers, Europe/US pallet covers used in pre- and postrouting, and insulation kits inside containers. At the same time, the teams have developed a dedicated digital application to enable the management of these consumables (booking of packaging according to needs, visibility of the stock of reusable packaging around the world, support in the management of customs operations, etc.). For example, in Canada, during the winter, reusable insulation kits were deployed for a French customer's container exports. In the United States, for a luxury goods customer in several states, pallet cover solutions (reusable packaging wrapping a pallet to replace plastic packaging) have been implemented between several Bolloré Logistics customer collection points and operational centers. Air cargo pallet covers were used on return charter flights from Paris to Bangkok. All these consumables have a unique barcode, allowing them to be tracked via the REcycle application. In 2022, more than 1,600 circular economy services were registered via the REcycle digital platform. In addition, at the central level, the Bolloré Logistics teams have joined the circular POS marketing program set up by Fabrique Circul'R in order to develop circular economy solutions to improve the management of POS marketing campaigns in several industries that use this type of product: large retailers, agri-food, cosmetics, etc. Reuse solutions are being developed through new business models, as well as a rating solution for the circularity of POS marketing programs.

In addition, as part of the annual AcTogether challenge, more than 181 actions related to waste management, promoting the implementation of the 4R policy (reduce, reuse, repair, recycle) or focused on ecofriendly packaging, were finalized in 2022. Employees were heavily involved in these actions, which helped avoid 508 metric tons of CO₂ eq. In concrete terms across the entire network, Bolloré Logistics' entities have increased their actions on packaging used in warehouses for transportation and

contractual logistics activities (reusable containers, reuse of consumables, optimization of references, environmental criteria in supply). Teams also worked on processes, including in the offices (ramping up the move to paperless offices, improving recycling, donating to allow for reuse, awareness of ecofriendly actions). Overall, significant gains were achieved in 2022, for example, 30 metric tons of plastic, 97 metric tons of cardboard, and 127 metric tons of paper were saved.

Promoting ecodesign and responsible purchasing

At the Miami logistics platform, since 2021, all traditional plastic pallet covers used for contractual logistics activities have been replaced by a biodegradable film. This solution was then rolled out in another warehouse in Dallas. This film is made from natural, plant-based and renewable resources, and is fully certified by the United States Department of Agriculture (USDA). In Singapore, at the beginning of 2020, the company introduced a stretchable film with a thickness of 12 microns, compared to 23 microns previously, after tests proved its effectiveness in protecting pallets, this served to save 15 metric tons of plastic in 2022 and also reduced costs.

Optimizing packaging solutions

The optimization of references is also an area for improvement. In Singapore, where the contractual logistics business is very significant, many solutions related to packaging and the supply of ecofriendly consumables have been implemented. More than 400 consumables are monitored in a dedicated tool and sustainability is one of six criteria subject to an annual analysis of the performance of the main suppliers; nearly 79% of the total weight of consumables purchased comes from recycled or reused sources. Finally, the commitment of teams and stakeholders is an essential driver of improvements in waste management and the optimization of packaging in the transportation and logistics business. Locally, in Singapore, for example, a sustainability roadmap has been prepared for key accounts and all calls for tenders. In 2022, after having directly involved more than half of the top 25 customers in the process, the teams worked together with them to implement 12 projects that enabled a 7% reduction in carbon emissions attributable to packaging consumables compared to 2021, despite an increase in activity. The volume of waste remained stable and the recycling rate increased from 73% to 82%. At the global level, through the AcTogether challenge organized by the head office's CSR Department, regional CSR managers and ambassadors, employees were encouraged to launch initiatives throughout the year. A webinar for all employees on how to start reducing waste was organized in October 2022 (nearly 300 participants). Several exemplary actions already shared on the platform were highlighted in newsletters, the challenge organized on World Environment Day, quizzes and games, as well as with the selection of the winners of this third edition of the AcTogether challenge and the traditional awards ceremony.

• Industry

Blue

Waste from Blue's industrial sites is managed as follows:

- reduction at source;
- the waste generated is sorted and primarily sent to recycling channels;
- the various blended waste from the plants in Brittany are directed to energy recovery facilities. No waste goes into landfill.

Battery recyclability

The recyclability of LMP® batteries is a priority for Blue Solutions, which is committed to creating a sustainable value chain in which its metal raw materials are reused or recycled. All end-of-life battery packs are dismantled to recover recyclable materials such as steel, aluminum, copper and circuit boards, which are then processed via standard recycling process. In addition, since 2020, Blue Solutions has been developing an innovative and patented solution to extract, recycle and reuse lithium metal from used and end-of-life batteries. The objective is to recover lithium in a form that can be reused in battery manufacturing after purification. The results obtained on this prototype are very promising: more than 90% of lithium-metal can be extracted, and the purity rate obtained allows its recycling. More than 440,000 euros have been invested to date, and Blue Solutions is continuing to enhance and develop this process in order to deploy it at an industrial scale.

Films

In terms of packaging and production of dielectric films:

- scraps from the production of dielectric film and certain ranges of packaging films are crushed and re-extruded to transform them into a secondary raw material. These by-products are sold to customers or, in the case of packaging film, may be reused in the manufacturing process (BRI reference using 30% of postindustrial recycled material, extended to two other references in the Bolphane and Bolfresh ranges in 2022);
- manufacturing scraps that cannot be transformed into by-products in-house all have recycling solutions;
- the development of chemical recycling of plastic waste on an industrial scale represents an additional opportunity to recover postindustrial and postconsumer film waste. Bolloré Films Packaging is closely following this development and is contributing to its implementation by already using materials recycled via this technology in some of its products.

Plastic packaging management

Plastic packaging is subject to various restrictions or prohibitions at European and national levels, with the enactment in France of Act No. 2020-105 on reducing waste for a circular economy, which aims to end the marketing of single-use plastic packaging by 2040. Under this law, reduce, reuse and recycling targets will be set by decree every five years.

All films produced by Bolloré Packaging Films can be recovered at the end of their life, either by recycling or by energy recovery in accordance with EN 13431 standard. Bolloré Packaging Films ensures compliance with current or future regulations, it will adapt its developments accordingly and will continue its ecodesign strategy (see section - 1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services):

- Bolphane R3 range: with 100% recyclable products to date, one BRI reference incorporating postindustrial regenerated material, one B-Nat®-0 reference incorporating biosourced material;
- Bolfresh range: with currently one OXBTEC®-RCB® reference, suitable for food contact, recyclable and containing a portion of recycled polymers from postconsumer plastic waste.

In addition, the development of advanced recycling of plastic waste on an industrial scale represents an additional opportunity to recover postindustrial and postconsumer film waste. Bolloré Films Packaging is closely following this development and is contributing to its implementation by already using materials recycled via this technology in some of its products. This approach is applied across its entire range.

Systems

IER and Automatic Systems do not directly consume raw materials, as their primary activity is assembly. However, they promote the recyclability and management of waste from their products as well as those of their suppliers. For example, Automatic Systems strives to reduce its share of total waste by working with its component suppliers to ensure that their packaging is recyclable and reusable. It conducts in-depth monitoring of the overall quantity of waste and reports it annually during the QHSE Department review. More than 80% of the products manufactured by these two subsidiaries, often with lifespans of more than ten years, are recyclable in the waste market. For example, the new FirstLane security corridor designed by Automatic Systems meets this objective by having a recyclability rate of 90.7%, calculated according to IEC 62635/2012 standard and a revaluation rate of 93%.

To further strengthen its waste management strategy, Automatic Systems also implemented a product environmental profile (PEP) approach in January 2023 to assess the ecological footprint of each of its products, particularly by estimating their recyclability rate. This procedure will be extended to IER in the first half of 2023.

In response to regulations (European directive 2002/96/EC), IER is implementing a comprehensive solution for the recovery and reprocessing of its end-of-life products. In 2009, it signed a contract bearing on a treatment solution with a certified and approved company; in France, it also signed up to a government-approved eco-organization on July 1, 2013. IER also offers its customers the opportunity to benefit from the recycling solutions it has set up with its certified service providers for earlier products not covered by the regulations and for facilities outside Europe. This is the case in North America, where the recycling of end-of-life electronic products is not yet regulated: IER, at the customer's request, offers dismantling, packaging and return of equipment to the factory. The recovered metal is then recycled and electronic waste passed on to specialist organizations.

The Bolloré Group⁽¹⁾'s waste monitoring indicators⁽²⁾

	2022					2022 Total	2021 Total	2022 coverage rate
	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Other			
Total amount of hazardous waste (in metric tons)	9,609	9,039	509	730	0	10,848	11,802	100%
Of which hazardous waste recycled or recovered (%)	13	8	65	61	0	19	31	100%
Total amount of hazardous (or non-hazardous) waste (in metric tons)	22,575	14,612	39	4,212	1	26,827	24,021	100%
Of which non-hazardous waste recycled or recovered (%)	33	12	70	97	100	43	55	100%

(1) These indicators cover the Bolloré Group scope excluding Vivendi, as the risk of local pollution related to the transport and/or storage of hazardous materials is not considered a priority risk with regard to the Communications division's activities. Consolidated Group data including the Communications division are presented in the summary tables at the end of the chapter (see section - 1.3.2. Environmental indicator summary tables). More information on the policies and action plans implemented in the Communications division is available in Vivendi's 2022 non-financial performance statement.

(2) The quantities of waste reported by the Bolloré Group (excluding Communications) in the table above only cover companies engaged in industrial activities.

1.2.3.2.4. OPTIMIZING WATER MANAGEMENT

Given the importance of this issue at a global level, the Group is aware of its responsibilities for monitoring and optimizing its water consumption and preventing any risk of water pollution through the treatment of contaminated water. Water management is notably taken into account in the environmental management systems implemented by Group entities (see section - 1.2.3.2.2. Preventing local pollution risks and industrial accidents).

As part of its environmental reporting, the Group monitors its water consumption closely in a constant effort to optimize resources. As a matter of principle, all critical facilities must be equipped to handle wastewater in accordance with local regulations.

Objectives and progress

Area of action	Group objectives	Horizon	Progress at 12/31/2022	Progress at 12/31/2021
Water management	<ul style="list-style-type: none"> Implement actions to reduce water consumption and/or prevent leaks/losses on water networks 	2022	<ul style="list-style-type: none"> Continued deployment of systems to continuously monitor changes in the flow rate 	<ul style="list-style-type: none"> Deployment of systems for continuous monitoring of flow variations to identify possible leaks and implementation of efficient management systems to control water consumption at Bolloré Ports, Bolloré Railways, and Bolloré Logistics Local actions across the network as part of Green Terminal certification at Bolloré Ports and the AcTogether program at Bolloré Logistics (reducing consumption, recovering and reprocessing rainwater, etc.)

Specific challenges related to water management in the Group's activities

• Transportation and logistics

Bolloré Ports

As part of the roll-out of its Green Terminal label, Bolloré Ports intends to make the protection of water resources and management of use the cornerstones of its strategy to promote environmentally responsible logistics. To do this, it deploys water management plans in its infrastructure, which rely on specific systems allowing continuous monitoring of flow variations to identify possible leaks and effective management systems to control water consumption (continuous monitoring of water demand to identify leaks, spray nozzles on water taps, sensor-controlled flows, dry basins, etc.), and ensures staff awareness.

For new projects, and in order to meet the most stringent environmental requirements, all new port facilities such as Kribi in Cameroon, Tuticorin in India and MPS II in Ghana are equipped with their own networks and treatment and purification plants for wastewater, sewage, rainwater and stormwater. This is also the case for terminals under construction, such as Côte d'Ivoire Terminal, Dili in East Timor and the Terra RoRo Terminal in Abidjan.

Bolloré Railways

Local constraints and water stress are also taken into account in water consumption management and rail activity action plans. For example, drilling has taken place and is being exploited by employees and local residents in areas that are not connected to the drinking water system. This is the case for Kihoan in the Republic of Côte d'Ivoire, and Siby and Béréga in Burkina Faso. The functioning of the drilling sites is monitored monthly and physical and chemical analyses are carried out to ensure drinking water

quality. Accordingly, Sitarail has rehabilitated buildings equipped with water collection wells. Finally, at Camrail, any soil that is contaminated is recovered and stored in a treatment area, where physical and chemical treatment is carried out. Once treated, the water is taken to a separator and skimmed to separate the pollutant from the clean water, which is then released into the natural environment.

Bolloré Logistics

Given that water use is mainly linked to sanitary facilities and cleaning, water risk has not been identified as material for Bolloré Logistics' activities. Water consumption is monitored in all entities using meters or invoices. A water consumption reduction policy is in place, notably through the installation of rainwater collection tanks on network sites. The optimization of water consumption is also taken into account in new construction, and daily use is the subject of ecofriendly campaigns with employees. In Thailand, the Smile Hub warehouse, built in 2022, uses an H₂O Air molecular water generator to supply staff with cold water, generating savings of 25%, or 60 m³ per year. In addition, White Horse in South Africa has installed a rainwater recovery system for administrative offices, saving 3,000 liters of water per month.

In addition to efforts to optimize water consumption, the entities also implement awareness-raising actions on the importance of preserving water resources. In 2022, employees carried out two awareness-raising campaigns on the protection of the oceans. The Americas countries organized a campaign for the adoption of 339 corals by Bolloré Logistics' customers on Earth Day with a visit to the Bahamas coral farm organized by their partner Coral Vita. In Indonesia, in collaboration with volunteer divers from Phil Coastguard, corals were restored by teams from Paranaque in Manila Bay with 33 installations of 100 blocks allowing these reefs to grow.

Water consumption monitoring indicators⁽¹⁾

(in m ³)	2022 ⁽³⁾					2022 Total	2021 Total
	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Other		
Water consumption ⁽²⁾	1,428,457	1,212,490	9,679	16,942	7,983	1,463,062	1,641,115

(1) This indicator covers the Bolloré Group scope excluding the Communications division for the sake of the legibility of the actions presented qualitatively in this chapter.

(2) Includes water from distributed supply and natural environment.

(3) Total 2022 coverage rate: 100% of the Bolloré CSR reporting scope.

1.2.3.2.5. PRESERVING BIODIVERSITY

The Bolloré Group is aware of the importance of taking biodiversity issues into account in the performance of its activities. This is reflected in various actions such as the biodiversity policy deployed by Bolloré Logistics or impact studies carried out upstream of new port or railway construction

projects. Partnership actions with external actors are worthy of mention, such as the Bolloré Transport & Logistics Congo Brazzaville collaboration with biodiversity protection NGOs to assist in the conservation of sea turtles and chimpanzees, two species in critical danger of extinction.

Measures taken to preserve biodiversity in the Group's activities

• Transportation and logistics

Bolloré Ports

Before undertaking any project to build or modernize its port infrastructure, Bolloré Ports uses independent organizations to carry out technical and environmental studies that are then sent to the national environmental authority. These studies, which take into account biodiversity, reflect Bolloré Ports' desire to reconcile its operational needs with the preservation of the biological diversity of the environments in which it operates. In East Timor, where Bolloré Ports launched activities at the Tibar Bay deepwater port in early 2022, environmental studies incorporating the World Bank's requirements made it possible to define the compensatory measures to be implemented to rebuild a mangrove area and preserve marine wildlife by building a hatchery to protect turtles. In Ghana, Meridian Port Services (MPS) has been implementing a program for the conservation of marine turtles since 2018 to safely transfer turtle eggs at risk in their natural environment to a closed hatchery reproducing their environment. The program also includes the training of 8 patrol personnel, with volunteers, on the 9- km stretch of beach from Old Ningo to Prampram. Since March 2021, Congo Terminal has launched a series of events to raise awareness among families about the preservation of biodiversity. In partnership with the NGO Renatura, Congo Terminal is raising awareness among hundreds of Pointe-Noire families about the challenges facing marine turtles, the harm done by poaching and the implications of water for the planet. The aim is to introduce Renatura ecocenter to employees' families and to raise awareness among school students in Pointe-Noire and its surroundings about the environment and teach them about ecoresponsible actions and endangered species, particularly marine turtles. At the end of August 2022, more than 270,000 children had been taught about the environment. This partnership is the subject of a sponsorship agreement. To mark World Biodiversity Day, Bolloré Transport & Logistics Benin signed a partnership agreement with several NGOs to protect and preserve the mangrove, as well as with the association of women salt producers in Togbin-Adouanko. This agreement aims to provide financial support for maintenance, monitoring and preservation actions, and to support women producing salt to encourage them to protect the mangrove forest (essential to the survival of many animal and plant species) through their activities. As a result, on June 29, 2022, a delegation from Bolloré Transport & Logistics in Benin visited Togbin-Adouanko, located near the Benin Terminal facilities, and offered 3,000 mangrove plants to contribute to the reforestation of one hectare of land in this area, which houses a dense mangrove forest. This operation was carried out under the supervision of Boris-Arnaud Agonkpo, head of the Water and Forestry Department of the municipality of Abomey-Calavi. It will help reduce the loss of 69 hectares of mangrove forest across the country. This action will also promote the regeneration of the mangrove ecosystem and the safeguarding of certain endangered animal species. Ultimately, it will enable the mangrove to fully play its role in combating greenhouse gases as a natural air treatment plant.

Bolloré Railways

Bolloré Railways also fights against the illegal transport of animal or plant derived products. For example, since June 2005, an agreement signed between Camrail and the Cameroon Ministry of Forests and Wildlife has enabled the establishment of a project to support the wildlife protection program and the eradication of the transport of wildlife products by rail. An NGO was selected to support the process in the project area (Ngaoundéré-Yaoundé section). Camrail's principal undertakings are to:

- allow and facilitate wildlife product inspection missions on trains, at stations and railway sites;
- authorize inspection missions for timber products in the departure or arrival stations of those products and make these mandatory before the goods are allowed on board;
- insofar as possible, make essential logistical resources available to the Ministry of Forests and Wildlife to facilitate oversight missions.

Each year, information sessions and inspections of parcels and luggage on board trains take place, with close involvement of communities bordering the railroad.

Lastly, the use of pesticides for weeding near tracks is controlled, and only pesticides approved by the environmental protection administration are permitted at Camrail. At Sitarail, weeding is done manually.

Bolloré Logistics

In a bid to reduce the environmental footprint of its activities, Bolloré Logistics has worked with an ecology consulting firm for eight years to commit to an active biodiversity policy driven by a Biodiversity Charter, integrated into its CSR program, Powering Sustainable Logistics, since 2018. This policy has been rolled out at pilot sites in France: the logistics hubs in Roissy and Le Havre and the Nantes site, all of which are BiodiverCity® certified by the International Biodiversity & Property Council (IBPC), and at the head office in Puteaux. Since 2019, it has been rolled out internationally with the Singapore Blue Hub, the first site in Asia to have obtained BiodiverCity® certification, and the Bolloré Logistics Responsible Building Charter, which stipulates that any new major construction, such as a major logistics hub, is certified with an environmental standard and BiodiverCity® certified.

As a founding member and director of the IBPC, Bolloré Logistics was one of the first companies in France to have implemented a biodiversity management system (BMS), certified "Biodiversity Commitment" by Ecocert since 2015, which allows the monitoring of local biodiversity initiatives at BiodiverCity® certified sites, with flora and fauna inventories every five years. A biodiversity policy steering committee led by an ecologist and bringing together more than 50 representatives, including 16 biodiversity ambassadors, meets every six months to implement the 15 actions of the biodiversity management system and monitor their development as closely as possible.

Since 2016, Bolloré Logistics has been working on an ecological database of its land holdings around the world in order to define appropriate local action plans in partnership with ecologists: 82% of Bolloré Logistics sites have been analyzed and all sites recognized as having ecological potential (81 sites) were subject to a specific assessment (environment, surface type, footprint, land use, protected areas, etc.). This study of the sites' biodiversity footprint was completed in 2021 for France and the overseas departments and territories in order to cover the entire scope. As such, 43 new sites have been studied by an ecologist, taking the number of sites assessed to 124 to date.

The implementation and monitoring of Bolloré Logistics' biodiversity policy at its sites certified by Ecocert enabled the identification of initiatives that could be duplicated in its international network, particularly via the internal AcTogether challenge.

The objective is to ensure that as many Bolloré Logistics sites as possible gradually implement local action plans to meet the company's priority challenges with regard to biodiversity (preservation of biodiversity at its sites, reduction of the impact on biodiversity of its own activities as well as its customers' and suppliers' activities).

As part of the third edition of the AcTogether challenge, in 2022, more than 486 biodiversity initiatives were carried out in 54 countries, with 95,500 m² of green spaces managed without pesticides, 9,311 trees and mangroves planted, 306 metric tons of paper avoided or recycled, 32 metric tons of plastic avoided or recycled, and 220 metric tons of waste recycled thanks to numerous initiatives to purchase green products, reduce paper consumption and single-use plastic items in offices, cut waste and recycle, reuse, and optimize cardboard, plastic, and wood consumables in the supply chain, etc. Finally, an assessment of the company's impact on biodiversity (and that of its customers and suppliers) using an LCA (life cycle assessment) drawn from the sites' ISO 14001 experience was launched at the end of 2020. To do this, a partnership to study the company's impact and scope for improvement throughout its value chain was signed with a research laboratory at Le Havre Normandie University in early 2022 and took effect from October. As the company committed to the Act4nature initiative carried out by the non-profit EPE (Entreprises pour l'environnement) in 2018, it published the results of its actions in favor of biodiversity over two years, notably via the first edition of the AcTogether challenge, on the Act4nature international site. Building on this experience, the company decided to maintain its ambition by joining the Companies committed to nature – Act4nature France initiative and to strengthen its biodiversity policy by making voluntary commitments internationally by 2025. Bolloré Logistics' sites implementing an action plan covering the three axes of the Biodiversity Charter now receive an internal "Site committed to nature" certificate. In 2021, Bolloré Logistics was recognized as a company committed to nature by the French Biodiversity Office (Office français de la biodiversité) for its specific commitments in France and overseas by 2025 via Act4nature France.

Bolloré Logistics' 12 individual commitments by 2025 are published on the Act4nature France platform. The commitments to biodiversity under the Powering Sustainable Logistics CSR program are:

- the implementation of a biodiversity action plan at 35 international sites by 2025 (27 "Sites committed to nature" were named at the end of 2022);
- 100% of new logistics hubs are certified with a sustainable construction standard and BiodiverCity® certification, with a fauna inventory completed every five years;
- a commitment to double biophilic internal spaces in 2025 compared to 2019 in order to promote employee well-being at work (233,870 m²

covered by the interior design charter incorporating quality of life at work and the greening of premises, i.e. 77% of the target already achieved);

- strengthening the fight against illegal trafficking in protected species with CITES and in rare wood (FLEGT measures) with the signing of the Buckingham Palace Declaration in 2020 and the implementation of an action plan to be finalized by 2025;
- an environmental analysis for 100% of French sites with an action plan to prevent soil, water and air pollution by 2025;
- 50% of employees trained in biodiversity and climate change as of the end of 2022 (13,400 at end-2021).

1.2.4. COMMITTING OVER THE LONG-TERM TO REGIONAL DEVELOPMENT

As a major global economic player, the Group conducts a proactive policy in the areas of access to education, training and care. It establishes lasting

partnerships on themes related to its activities and values, by developing synergies with the local players in the regions in which it operates.

1.2.4.1. RISKS AND OPPORTUNITIES RELATED TO RELATIONS WITH LOCAL COMMUNITIES

Prioritization of risks and opportunities related to relations with local communities⁽¹⁾

Transportation and logistics				Industry			Communications
Bolloré Ports	Bolloré Railways	Bolloré Logistics	Bolloré Energy	Blue	Films	Systems	Vivendi

(1) Priority non-financial risk.

In blue: priority non-financial risk at the level of the business unit and/or division.

In gray: non-priority non-financial risk at the level of the business unit and/or division.

Located in some 100 countries, and specifically in sub-Saharan Africa, the Group, through its activities and relationships with local communities, is a key player in regional social and economic development. It must therefore prevent, mitigate and compensate for the negative externalities generated by its activity while maximizing beneficial impacts for local populations and

the territories where it operates. These risks have not been identified as one of the priority risks of the Communications division, given the nature of its activities. For more information on the management of priority CSR risks in the Communications division, see Vivendi's 2022 universal registration document (chapter 2 – 2.2. Main non-financial risks and opportunities).

1.2.4.2. A GROUP COMMITTED TO THE DEVELOPMENT OF POPULATIONS AND TERRITORIES

Group policy

In all its activities, one of the Group's priority challenges is to contribute to the development of the regions in which it operates. This primarily involves the recruitment and training of local employees, investments, and dialog with the communities around its premises. The Group contributes directly or indirectly to the growth of the local economy and the development of public services, mainly in Africa, where the Group plays a leading role in the logistical and industrial transformation with its Transportation and logistics division. The relationships with local communities and actors enable it to better participate in regional dynamics and be more closely involved in their issues.

The Group's local social impact policy is broken down into several key points:

- contributing to and promoting local employment;
- revitalizing the regions;
- building and maintaining dialog with stakeholders;
- undertaking societal actions for the benefit of local populations.

Objectives and progress

True to its DNA and its values, the Bolloré Group has long-term activities and is committed to reconciling its economic performance with its social mission and the preservation of the environment. To assess the positive impacts of the Group's activities, and particularly the Transportation and logistics division, on individual countries in Africa, the Group has carried out socio-economic impact studies since 2018. These are due to be gradually extended to other countries in Africa, thanks in particular to the integration in 2021 of the assessment questionnaire into the Group's CSR reporting tool, which will facilitate its deployment and ensure regular updates (see sections – 1.2.2.2. Promoting human rights in our value chain and 1.2.4.2.2. Revitalizing regions).

To ensure better monitoring of this indicator, reasonable objectives were set and validated by Executive Management in early 2021 (members of the Ethics – CSR and Anticorruption Committee).

1.2.4.2.1. CONTRIBUTING TO AND PROMOTING LOCAL EMPLOYMENT

In 2022, the Group measured its impact in terms of local employment and observed that the share of local employees remained stable. Of the Bolloré Group's 38,070 employees as at December 31, 2022, 99.1% were local employees.

The representativity of managers on each of the continents is in line with the Group's average overall, with a slightly higher rate in France, which is the

birthplace of the Group and home to its head office. With the exception of Africa, the representation of women is very good in all regions, with almost equal proportions of women and men.

Local managers continue to account for a large proportion of managers, among both men (94%) and women (95%).

Indicators⁽¹⁾ on the workforce by geographic area⁽²⁾

	2022				2021		
	Workforce	Of which share of women	Of which share of managers	Of which share of local managers	Workforce	Of which share of women	Of which share of managers
Total workforce	38,070	32%	16%	15%	37,496	31%	16%
Africa	19,627	18%	14%	13%	20,158	18%	15%
France and overseas departments, regions and authorities	7,803	44%	19%	19%	7,676	43%	19%
Asia-Pacific	6,446	49%	16%	15%	5,830	50%	17%
Europe excluding France	2,304	43%	15%	13%	2,101	43%	15%
Americas	1,890	51%	14%	14%	1,731	48%	18%

(1) These indicators are derived from social reporting (see section - 1.3.1.1. Social reporting methodology note).

(2) These indicators cover the Bolloré Group scope the excluding Communications division, as the risk related to relations with local communities is not considered a priority risk with regard to that division's activities. More information on the non-financial risks, policies, and action plans implemented in the Communications division is available in chapter 2 – Non-financial performance in Vivendi's universal registration document.

1.2.4.2.2. REVITALIZING REGIONS

The Bolloré Group contributes to economic growth through its investments in port and rail infrastructure, its advanced logistics solutions and the development of its electricity storage solutions in the countries in which it operates. It engages in direct employment, and has an indirect impact through purchases from local suppliers and service providers (see section - 1.2.2.2.3. Respect for the fundamental rights of communities and neighbors close to our operations constant efforts to make a positive contribution to society).

Impacts of investments in the Group's activities on regional development

• Transportation and logistics

Through the Transportation and logistics division, the Bolloré Group has been present in Africa for many years and devotes most of its investments to the continent. All logistics, industrial and commercial facilities operated with leading partners and states drive job creation (59% of the Group's 38,070 employees are in Africa) and provide the logistical fluidity necessary for the development of countries' industrial activities.

In 2021, the Transportation and logistics division joined the VIVE program, which aims to create fully sustainable supply chains based on continued improvement, in order to better ensure the development of the region. Led by its local logistics chain services partner Czarnikow, Bolloré Transport & Logistics in East Africa will benefit from a three-year sustainability improvement program, with an initial audit in 2021 and two follow-up audits in 2022 and 2023. The objective of this program is to respond to the current and future concerns of its customers and stakeholders. The Kenyan and Tanzanian subsidiaries of Bolloré Transport & Logistics will take part in this initiative. The first follow-up audit was performed in 2022, incorporating all the pillars of the VIVE standard. The audit took place over two days, with a full review of policies, processes and documents based on the three pillars of traceability, governance, and use of third parties.

Furthermore, the results of the socio-economic impact studies carried out in 2018 (Cameroon, Gabon, Congo), 2019 (Comoros, Sierra Leone, Kenya, Tanzania, Uganda) and 2021 (Guinea-Conakry) testify to the Group's regional roots through its positive impact on:

- job creation (direct, indirect and generated);
- the contribution of activities to the country's economy through local purchases of goods and services;
- the contribution of activities to local GDP;
- contributions to public services;
- employee development (training, transfer of skills, promotion, etc.);
- development of local communities.

Bolloré Ports

As the leading port operator in Africa and with its unique know-how in the management of logistics corridors and systems adapted to the countries in question, Bolloré Ports facilitates import and export operations in even the most isolated areas.

In addition, strategic purchases such as ship-to-shore container cranes, terminal gantry cranes, terminal tractors and terminal operating systems generate import customs duties and taxes for local communities. The main local purchasing categories are hydrocarbon purchases, spare parts, energy (water, electricity and gas), insurance benefits, banking and legal (financial intermediation), technical subcontracting activities, restaurants, etc.

In addition, Bolloré Ports makes its expertise available to local institutions in order to contribute to the technical and professional training of young people and thus facilitate their professional integration, contributing to the countries' socio-economic development (see section - 1.2.4.3. Sponsorship policy – B'Excellence: the new international program of academic scholarships certified Earthtalent by Bolloré).

Bolloré Railways

Through its two rail concessions in West Africa, Bolloré Railways is an essential link in the development of the countries it serves and provides real support for local economies. Railways are a competitive transport tool that enable exports of agricultural production (cotton, sesame, cashew nuts and wood) and the delivery of supplies to national economies (oil, fertilizer, building materials and consumer goods). As an ecological alternative to road transport, rail transport enables smoother flows of goods and people between bordering countries and contributes to the opening up of landlocked hinterland countries. In 2021, Camrail launched an express train between Douala and Yaoundé with a capacity of more than 500 seats. Rail transport also reduces congestion, in a context of urbanization and development of African cities. The 2022 punctuality rate was 96%, for an occupancy rate of 38% and 2 departures per day. The purchasing profile for the railway concession activity is for the most part dominated by equipment (purchase of locomotives, cars, carriages and spare parts), which generates large amounts of import customs duties and taxes for the countries where the business units are based. In addition, local purchases of local subcontracting and services (e.g. maintaining of tracks), play a significant role in boosting local economies. Railways use a large number of local companies to carry out their maintenance operations for tracks and installations (65 million m² for the 2,000 km of the 2 networks), generating nearly 3,000 indirect subcontracting jobs. Sitarail works with 200 local companies and requires external companies responsible for executing certain work to recruit local labor, and young unemployed people in particular.

Every year, Camrail also organizes a recruitment competition in partnership with the Douala vocational and continuing training center. Since its launch in 2017, this initiative has enabled more than 383 young Cameroonians to be trained and recruited at Camrail.

Bolloré Logistics

At Bolloré Logistics, local purchases mainly include subcontracting costs (security, guards, rent, etc.), equipment rental and the purchase of fuel. All logistics, industrial and commercial facilities operated with leading partners and states drive job and wealth creation for the company's countries of operation, and contribute to the opening up of territories and their economic dynamism (local purchases and taxes).

Bolloré Logistics also contributes to the creation of indirect and induced jobs by prioritizing the purchase of materials and goods in the countries in which it operates and outsourcing appropriate tasks to local companies. As well as creating jobs, the company contributes to improving the employability of local populations through:

- the transfer of knowledge and training;
- skills development for local citizens (employee training, solidarity actions to promote the education and training of young people);
- improved performance and the ability of local companies to support economic growth (implementing corporate standards throughout its value chain, solidarity actions for local companies in this area, promotion of cooperation in education, training, and corporate R&D).

On December 7, 2022, Bolloré Transport & Logistics in Republic of Côte d'Ivoire signed a framework agreement with Agence emploi jeunes, a public body for the professional integration of young people in the country. This partnership, which is part of the "Écoles du transit" project created by Bolloré Transport & Logistics, aims to offer 30 young graduates a six-month training course in the company's operational departments. As the leading logistics employer in Republic of Côte d'Ivoire, the company offers young Ivorians the opportunity to gain practical experience in its workshops and logistics platforms to facilitate their professional integration.

On December 5, Bolloré Transport & Logistics Mali signed an agreement with the Council of European Investors in Mali (CIEM) to support professional training related to the needs of the private sector. As such, 21 employees of the company and its subsidiary Ports Secs du Mali will receive professional

training to develop their managerial skills. Initiated by the CIEM, this project extends over a two-year period and was funded by the Royal Danish Embassy in Mali. Its objective is to strengthen inclusive economic growth stimulated by the private sector and to promote the employability of young people, particularly through vocational training.

• Industry

Blue

Out of concern for its impact on the environment and the development of the local economic fabric, Blue relies on local suppliers as much as possible. It works with local sheltered workshops such as CATs (labor assistance centers) and ESATs (labor assistance establishments and services) to purchase office supplies and wooden pallets, maintain green spaces, etc. In 2022, more than 83,578 euros was paid by the business unit as part of partnerships with CATs.

In addition, the production sites of Bluebus 6-meter and 12-meter electric buses and LMP® Blue Solutions batteries are certified Origine France Garantie (guaranteed French origin). This distinction ensures product traceability by giving consumers a clear and objective indication of origin and certifies that Bluebus vehicles built at the Quimper plant acquire their essential characteristics in France. This strategy of continued improvement of these 100% French vehicles also boosts the production line, which currently employs 130 people in Ergué-Gabéric in Brittany for bus production and 240 people for battery production.

1.2.4.2.3. BUILDING AND MAINTAINING DIALOG WITH STAKEHOLDERS

Although the dialog with stakeholders is not consistently organized at Group level, the divisions and subsidiaries maintain constant dialog with their stakeholders. The impacts inherent to their activities are a fundamental aspect of their relationships.

Illustration of dialog with stakeholders

• Transportation and logistics

To conduct its activities in the best possible manner and to be a valued and contributing partner of its host communities, the Transportation and logistics division maintains daily dialog with stakeholders in the territories in which it operates.

Bolloré Ports

At Bolloré Ports, an example of dialog with stakeholders in relation to its activities is the monitoring committees set up with the local communities according to the location of the terminals (e.g. Freetown, Haiti, Dili). These meetings are scheduled in advance, and their frequency varies depending on current topics, activities and issues. These monitoring committees are managed by the Executive Management, which guarantees the quality of dialog and can be mobilized to prepare an overview or identify the needs encountered by the stakeholders neighboring the sites. Local communities are also consulted prior to each project to extend or modify the sites, particularly as part of impact studies.

Bolloré Railways

Like Bolloré Ports, Bolloré Railways organizes monitoring committee meetings with local communities, where their needs and concerns are identified. In addition, a process for informing and consulting stakeholders is put in place before each site extension or modification project, particularly as part of impact studies. For example, when conducting the environmental and social impact assessment under the infrastructure rehabilitation program, Sitarail organized public consultations with local authorities and elected officials, local organizations (heads of villages and communities, presidents of agricultural cooperatives, etc.), NGOs and anyone likely to be impacted by the project.

Bolloré Logistics

Bolloré Logistics is customer-focused, keen to maintain daily dialog to meet customers' current and future needs, to help them achieve sustainable growth. Each year, Bolloré Logistics conducts a customer satisfaction survey so that they can share their feedback and identify areas for improvement by region, country and industry. In 2022, 1,259 customers completed the satisfaction survey. Regular business reviews with customers and suppliers also allow for discussion and progress on environmental action plans. In addition, innovation workshops with customers, based on a design thinking approach focused on sustainable transport and logistics, are organized at the two B.Lab innovation centers at the headquarters in Puteaux and Singapore (see section - 1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services). In parallel, Bolloré Logistics is continuing its work in the transport and logistics sector. For example, in France teams participate in workshops organized by the sustainable development commission of the French Federation of Transport and Logistics (TLF) and the SupplyChain4Good initiative managed by France Supply Chain by Aslog. At the international level, as well as taking part in local initiatives, Bolloré Logistics participates in various international sector bodies with a common objective to combat climate change such as EcoTransIT®, the Clean Cargo Working Group, the Sustainable Air Freight Alliance, the Getting to Zero Coalition, and the Global Logistics Emissions Council. On July 7, 2022, Bolloré Logistics also participated in "Día de la Sustentabilidad" held at Club France in Mexico City as a Silver Sponsor. This global event, organized by the France-Mexico Chamber of Commerce CSR Committee, brought together international companies, SMEs, start-ups and institutional participants. More than 80 people attended this gathering focused on sharing different perspectives on climate change, changes in CSR policies and ESG investments.

The AcTogether challenge, an intercountry competition that strengthens dialog with internal stakeholders

Bolloré Logistics has stepped up dialog with its internal stakeholders with the introduction in early 2020 of an annual intercountry competition entitled "AcTogether", that aims to engage and unite employees in a quest to meet shared sustainable development targets, directly linked to its Powering Sustainable Logistics CSR program. The collective dynamic invites employees to undertake CSR challenges, individually or as part of a team, and share best practices and local initiatives on a digital platform. This enables Bolloré Logistics to strengthen the link between central policies and local network actions in its areas of operation.

For this third edition of the challenge, 1,338 actions were carried out around the world, 65% of which were environmental actions (waste management, energy efficiency and CO₂ with building performance, low-carbon transport plan, sustainable packaging solutions and the circular economy, biodiversity actions) and 33% social actions (well-being at work, preventive health care, diversity and inclusion, etc.). This edition achieved good progress, with a 66% increase in actions finalized compared to the 2021 edition; 10 additional countries participated, bringing together a total of 65 countries.

Bolloré Energy

At Bolloré Energy, site monitoring commission meetings involving residents' associations and government departments, held at the prefecture, are also organized every year, in accordance with the regulations applicable to Seveso upper-tier sites. In 2022, a special intervention plan (PPI) exercise was carried out at the Chasseneuil-du-Poitou site involving the prefecture. An inter-company occupational health and safety committee meeting was also held.

In addition, during the health crisis, oil storage and distribution activities were considered essential to the proper functioning of countries in order to ensure the continuity of public services and meet the needs of their customers. In 2022, 269 delivery drivers continued to travel across France every day to fill the fuel tanks of individuals, communities, and hospitals and supply non-road diesel to farmers.

1.2.4.2.4. UNDERTAKING SOCIETAL ACTIONS FOR THE BENEFIT OF LOCAL POPULATIONS

Solidarity is one of the Group's core values. The Bolloré Group's solidarity policy and the related actions carried out each year are built around the Fondation de la 2^e chance, the Foyer Jean-Bosco, targeted societal actions and the Group's International Solidarity Commitment and Sponsorship Department (see section - 1.2.4.3. Sponsorship policy).

Fondation de la 2^e chance: combating exclusion and promoting solidarity

Set up in June 1998 at the initiative of Vincent Bolloré, the Fondation de la 2^e chance has been recognized for its public utility since 2006. Chaired by Marie Bolloré, the Fondation de la 2^e chance helps people aged 18 to 62 who have faced extreme hardship and who presently live in a vulnerable situation, but who have a real desire to get their lives back on track. It provides financial and personal support for a realistic and sustainable professional project:

- creating or buying a business (up to 8,000 euros in funding);
- completing training leading to a qualification (up to 5,000 euros in funding).

This financial "leg-up" is accompanied by professional and emotional sponsoring provided to the beneficiary, until the project reaches a successful conclusion.

The Foundation's continued activities are supported by a team of employees and volunteers. Six employees coordinate all those involved in the Foundation at the head office, hosted by the Bolloré Group. A network of 1,000 active volunteers acts as on-site representatives, instructors and sponsors throughout France.

Over the past two decades, the Fondation de la 2^e chance has helped over 9,000 people to bounce back. In 2022, 207 new candidates were given support, with average aid per case of 2,804 euros. 75% of candidates received help via training and 25% for creating a company. Successful beneficiaries aged between 25 and 44 years old accounted for 53% of the projects supported.

Bolloré Group employees in Brittany (Nantes/Quimper/Rennes) are committed to the Fondation de la 2^e chance, supporting the social re-integration of people suffering hardship. In 2022, 13 people with projects were accompanied through professional training and/or retraining.

Foyer Jean-Bosco

The Group acquired a building belonging to the *Petites Sœurs des Pauvres*, built in 1896 and located in rue de Varize, in Paris, in the 16th arrondissement, that was fully restored between 2012 and November 2015. Today, it has more than 160 rooms, mainly used by young students from French provinces and from abroad, but also provides rooms for young people suffering from illness and the elderly. This year, the 100 students and 10 elderly residents represented numerous nationalities from Europe, the Middle East and Asia. The students created a choir and an orchestra and participate each week in charity work in Paris. The Foyer Jean-

• Industry

Systems

Car-sharing activities have been part of Systems' DNA since its creation and it naturally continues to maintain essential dialog with its stakeholders such as local authorities, as its solution, the Smart Mobility platform, is specifically designed to support them in the management of mobility services and infrastructure. Thanks to this regulatory tool, the city can offer operators fair access to urban space by balancing the various solutions and by creating a comprehensive and complementary mobility offer to existing transport networks. It enables transport operators to collaborate effectively to maximize the use of city resources and organize mobility services for the benefit of users.

As such, Systems maintains ongoing trustworthy dialog with the public authorities to which it provides its solutions, which enabled it to extend its support and the deployment of its innovative solutions to mobility operators, particularly the city of New York in 2022. Launched by the City Transport Department, the Smart Mobility solution enables the city authorities to support operators by facilitating their connection to the platform and ensuring real-time monitoring, regulation, and reporting of shared mobility operators (vehicles, scooters and motor scooters). Discussions are underway to add tracking of four-wheel vehicles such as taxis and private hire vehicles.

Bosco is a place of fraternal and intergenerational solidarity. It is an innovative scheme that allows all participants to develop their talents while learning to live in unison.

Key societal initiatives in 2022

In all Bolloré Group divisions, employees support causes and engage in projects that are in line with the Group's values, the first and most important of which is solidarity.

Marathon Day, the Bolloré Group's charity race

The seventh edition of Marathon Day, the Bolloré Group's charity race, was held on September 26, 2022. On this occasion, employees around the world gathered with the same objective: to travel 200,000 km by walking, running or pedaling to mark the Bolloré Group's 200th anniversary. The challenge was met in one week, thanks to 15,000 participants from 94 countries. Marathon Day is an opportunity to bring employees together around a festive charity event. Many countries take the opportunity to get involved in their communities. For example, in France, the teams from Toulouse chose to make a food donation to the non-profit Secours populaire in order to combat poverty and exclusion in all its forms. In the United States, employees in Miami made a donation to help vulnerable families in the city of St. Jude. In Congo, top students from the Ucac-Icam Institute received a contribution towards their tuition fees. In Gabon, teams donated school kits to the municipality of Moanda through the non-profit Bangwabete Life, to help 44 children from underprivileged neighborhoods. In Senegal, food and medicine were given to the Association for the Promotion of Disabled Persons (APHO) and Colombin. In Madagascar, food was distributed in a school in Diego-Suarez to combat malnutrition among children from disadvantaged backgrounds. In Sierra Leone, the teams took part in the renovation of the Lifeline Nehemiah Projects orphanage. Supplies and food products for twelve months were also distributed. Once again this year, the ten countries that succeeded in mobilizing the largest number of employees in proportion to their workforce will also make a donation to local non-profits working with young people.

• Other solidarity events

In order to unite employees around major charity events, communications media are created at the head office and then adapted locally to increase team involvement. The Transportation and logistics division carries out a range of initiatives, and best practices are shared between countries and duplicated, for example:

- **International Women's Day, March 8.** An internal Web conference was held to mark International Women's Day on the topic "Let's talk about parity and equality!" With speakers from the Group's different countries and entities. Awareness kits were handed out to employees in Puteaux, Suresnes, and Vaucresson. In Cameroon, Congo, Republic of Côte d'Ivoire, and Senegal, employees were invited to attend conferences, participate in round tables, or discover the inspiring path of some employees via videos.

In these countries, and in Angola, Benin, Burkina Faso, and Chad, donations were made to support hospitalized or displaced women and young students, in coordination with local non-profits. Filmed animated workshops were held in the Americas and in the Asia-Pacific region, where discussions focused on combating stereotypes. Awareness-raising initiatives were also organized in India, Indonesia, and Qatar, and portraits of Inspiring Women were showcased in the company's premises;

- **Earth Hour, March 26.** For the fourth year in a row, the Bolloré Group joined in the WWF's global initiative Earth Hour, inviting employees from all over the world to symbolically switch off their lights for one hour. This initiative reasserted the company's commitment to environmental issues;
- **World Environment Week, June 5-10.** This year, a week was devoted to raising awareness among Transportation and logistics division employees of major current and future environmental issues. This gave them the opportunity to better understand how to limit their environmental footprint as citizens, but also as employees of the company. A Web conference on this topic was broadcast and viewed by teams in more than 60 countries. In addition, head office employees were able to take part in a Climate Fresk workshop. In a dozen countries in Africa, Asia and the Americas, employees organized public space clean-up events. Planting workshops were also held in Cambodia, Cameroon and Uganda;
- **Pink October and November.** Throughout October and November 2022, employees of the Transportation and logistics division organized numerous awareness-raising and prevention actions in more than 25 countries to support the fight against breast cancer and male cancers. At the head office on October 17, employees were encouraged to wear the colors of Pink October and participated in a workshop on breast self-exams and the prevention of breast cancer hosted by a midwife. A webinar to raise awareness of male cancers led by a urologist surgeon from the Saint-Louis Hospital was broadcast in all French-speaking countries on November 23;
- **fight against HIV/AIDS.** Every year, the entities also implement various prevention measures, notably through the organization of vaccination,

screening and awareness campaigns to fight against sexually transmitted infections (STIs) and HIV/AIDS (see section 1.2.1.1.5. Protecting health). In 2022, a voluntary screening campaign was organized at the headquarters of Bolloré Transport & Logistics Burkina Faso and the Bobo Dioulasso branch. This activity campaign has been organized in collaboration with African Solidarity and the Cadi Center since 2008. In Benin, Bolloré Transport & Logistics renewed its partnership with the NGO Racines to fund care for children with AIDS. In Congo, a conference was held to combat discrimination against people with AIDS and sessions to raise staff awareness by company physicians were organized, with the distribution of flyers and condoms;

- **charity collections.** In response to the humanitarian emergency in Ukraine, Earthtalent by Bolloré organized a major collection in all branches in France, in partnership with Acted. All donations were sent to Poland to be handed over to the people in Ukraine.

In December, the Transportation and logistics division organized a collection at its Puteaux and Suresnes sites to help students living in poverty. Nearly 15 boxes of basic hygiene products were collected and handed over to the Cité internationale universitaire de Paris students' residence to be distributed directly to students the most in need. A clothes collection bin for Emmaüs Alternatives was also installed in Puteaux for the whole of 2023.

Lastly, the Transportation and logistics subsidiaries continue to carry out various actions to meet the needs of local communities and schools close to their sites. In order to facilitate access to education for as many people as possible, kits with school supplies and educational materials are regularly distributed, complementing work to refurbish school buildings.

Among the main initiatives in 2022, in Brazzaville, the Bolloré Group offered a multimedia room to students at the National Polytechnic School of Marien-Ngouabi University, the country's leading state-funded university. The room has been renovated and equipped with 20 complete computers and an unlimited internet connection available 24/7 to facilitate the academic training of more than 900 students who study there every year.

1.2.4.3. SPONSORSHIP POLICY

Since 2018, the Bolloré Group's sponsorship policy has been harmonized under the Earthtalent by Bolloré label, which ensures financial transparency and the societal impact of the charitable projects the Group backs to assist local communities.

Being able to give back a part of what we have had the good fortune to receive is a value deeply rooted in the Bolloré Group's DNA. It is the reason why the Group has chosen to prioritize youth empowerment and education, while maintaining its strong commitment to respond to humanitarian and public health emergencies.

In 2022, the human, financial and material support provided by the Group benefited more than 36,000 people in 48 countries, including more than 25,000 young people through organizations working primarily in education, vocational training and entrepreneurship.

- **Be Earthtalent: the community of committed employees**

Established in 2021 with over 5,800 employees, the community of committed employees "Be Earthtalent" allows Bolloré Group employees in France and Singapore to support local associations. In 2022, employees taking part in the program volunteered more than 300 hours of their time in a variety of areas: Education, social ties, help for the most disadvantaged, and environmental protection. The various missions proposed by the

associations are centralized on a platform available to employees. In just a few clicks, they can learn about missions near them, which can be completed remotely or in person, on a one-off or regular basis. Various formats are used: mentoring young people, CV coaching for job seekers, meetings with isolated people, and contributing to charity collections.

- **B'Excellence: the new Earthtalent by Bolloré international program of academic scholarships certified**

Since 2021, the Bolloré Group has offered an international program of academic scholarships named "B'Excellence" under the Earthtalent by Bolloré banner, with the aim of providing financial support to students (young people aged 15 to 26) with outstanding academic achievements but who do not have the financial means to continue their studies.

In 2022, the Cité internationale universitaire de Paris students' residence and the Bolloré Group took action to combat student poverty with the "A room for success" scholarship program. Initiated in November, scholarships were made available to around twenty students living in poverty. A targeted response to the specific needs and situations of these students is offered through specific support and care.

KEY FIGURES

- 399 societal impact projects in 48 countries, including nearly 68% in Africa.
- Over 36,600 beneficiaries, including 25,565 young people.
- 123 projects supported in 2022 to advance SDG no. 4 "Quality education".
- 34 projects supported in 2022 to advance SDG no. 3 "Good health and well-being".
- 20 projects for women.

2022 HIGHLIGHTS

In 2022, Earthtalent by Bolloré and Bolloré Logistics participated, alongside the NGO Acted, in the emergency plan to transport basic necessities by truck to Ukraine from France and neighboring countries. The products were distributed to Ukrainian people who were victims of the conflict to meet their basic needs. To date, 94 trucks have left for Ukraine, transporting 2,000 metric tons of goods and supporting 101,376 people. The products are transported to the Rzeszów warehouse in Poland in trucks organized by Bolloré Logistics.

Earthtalent by Bolloré and Bolloré Logistics have also mobilized for the association La Cravate solidaire, which facilitates the professional reintegration of long-term job seekers by combating appearance-related discrimination. Funding of 20,000 euros was paid to support 150 young jobseekers with "helping hand" workshops held in a special vehicle that

travels around the Val-d'Oise department. In addition to this donation, Bolloré Logistics also organized a charity collection of work clothes in October 2022, which was then distributed to job seekers from disadvantaged neighborhoods and low-income communities.

The key initiatives carried out in 2022 as part of Earthtalent by Bolloré include support provided to the association Proximité, which helps ensure the academic success and long-term professional integration of young people from underprivileged neighborhoods. To provide personalized and regular support, the association establishes mentoring between young people and workers and sets up support centers in these areas. This support was provided in Lille European metropolis, and the Nantes and Toulouse metropolitan areas.

1.3. Summary tables of the Bolloré Group's non-financial performance indicators

1.3.1. SOCIAL INDICATOR SUMMARY TABLES

1.3.1.1. SOCIAL REPORTING METHODOLOGY NOTE

1.3.1.1.1. STANDARD

The reporting of non-financial indicators is based on the internal standards drawn up by the Bolloré Group: the social data reporting protocol. This was completely redesigned in 2018 to enable the necessary indicators to be

compiled. It allows uniform definitions and rules to be applied throughout the Group for the compilation, validation and consolidation of indicators. It was distributed to all those involved in social reporting.

1.3.1.1.2. ORGANIZATION

The following indicators have been compiled and consolidated using Enablon software for all Group activities.

The reporting process relies on three levels of involvement:

- at central level: the Group's Human Resources Information Systems and Compensation Department organizes and supervises the reporting of information throughout its collection. It consolidates the social indicators of all Group entities;
- at division/regional level: the representative for the division or geographic area ensures that the process runs smoothly. The representative validates all of the indicators compiled for his/her scope and acts as the interface

between the local level and central level for his/her area of responsibility in the event of difficulties in reporting the data;

- at the local level: local representatives are responsible for entering the indicators compiled in accordance with the reporting protocol, providing explanations where the indicators differ significantly from those previously reported.

A data validation flow has been set up in Enablon at each level of the organization to ensure that the indicators entered are reliable and the associated explanations are relevant.

1.3.1.1.3. COLLECTION PERIOD AND SCOPE

The data relating to the reporting year is collected in January of the following year for the period from January 1 to December 31.

This year, due to the sale of Bolloré Africa Logistics, two separate reporting campaigns were organized:

- the collection of Bolloré Africa Logistics social data was brought forward and deployed across 106 legal entities in Africa. The data collected cover the period from January 1, 2022 to September 30, 2022, a reporting period of nine months. To ensure data comparability, the published data have been extrapolated to cover a full year according to a methodology established by the Group and validated by the ITO.

For some companies, data on the workforce and movements are presented at December 31, 2022 and have not been extrapolated. This concerns the following entities: Bolloré Africa Logistics, Benirail, Benin-Niger Rail Infrastructure, Africa Construction et Innovation, Ascens Paris;

- the collection of social data outside Africa has been deployed across 125 legal entities and covers the twelve months of the year.

The data are published in consolidated format for 2022 and include data from the Vivendi group. Certain indicators are detailed by activity.

The collection scope applies to all fully-consolidated companies, from the moment that the company takes on staff.

1.3.1.1.4. INDICATORS

Social reporting counts each employee as one unit, regardless of how long that employee worked during the year.

The subjects covered in the information collected are workforce, diversity, staff mobility, training, absenteeism, labor relations, organization of working time and professional insertion.

For certain indicators, it was not always possible to take the whole of the scope into account. In particular:

- new entities that join the reporting scope during the fiscal year are only included in the workforce data;
- for Vivendi, entities with a total workforce of less than 15 at December 31 only report workforce data (i.e. not data on training, absenteeism, health and safety and collective agreements).

1.3.1.1.5. MONITORING AND VALIDATION

To ensure that the indicators are reliable, the Group's Human Resources Information Systems and Compensation Department has established:

- preparatory meetings before compilation commences;
- a user guide and interactive assistance;
- a hotline providing support to representatives.

The monitoring and validation objectives are as follows:

- to detect discrepancies recorded in the reporting tool;

- to ensure the reliability of data by two-level validation (division and local). To ensure that the data entered in the reporting tool are consistent, a test is carried out on the relevance of the values entered for the indicators compiled, particularly by comparison with the previous year's compilation. Depending on the changes observed, the data entered might not be validated, or an explanatory note may be required before the data can be validated.

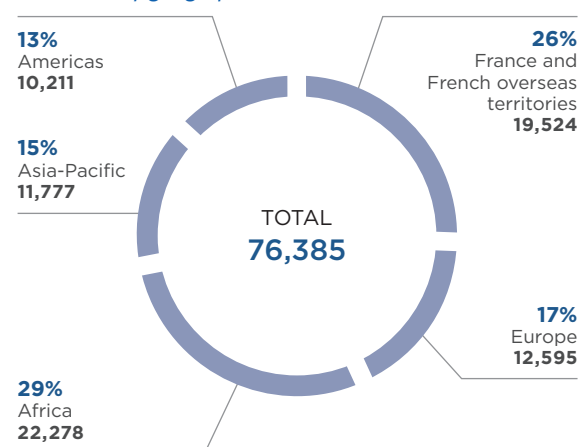
1.3.1.2. SOCIAL DATA

1.3.1.2.1. THE BOLLORÉ GROUP WORKFORCE AT DECEMBER 31, 2022

Workforce by business and geographic area

	France and overseas departments, regions and authorities	Europe excluding France	Africa	Asia	Americas	Total
Transportation and logistics	5,428	1,992	19,627	6,442	1,560	35,049
of which BAL	329	–	19,627	175	–	20,131
Bolloré Energy	690	49	0	0	0	739
Communications	11,721	10,291	2,651	5,331	8,321	38,315
Industry	1,376	261	0	4	306	1,947
Other activities	309	2	0	0	24	335
TOTAL	19,524	12,595	22,278	11,777	10,211	76,385
AS A PERCENTAGE	25.6	16.5	29.2	15.4	13.3	100.0

Workforce by geographic area



Workforce by gender

	Men	Women	Total
Transportation and logistics (excluding Bolloré Energy)	23,673	11,376	35,049
of which BAL	16,393	3,738	20,131
Bolloré Energy	497	242	739
Communications	17,763	20,552	38,315
Industry	1,572	375	1,947
Other activities	190	145	335
TOTAL	43,695	32,690	76,385
AS A PERCENTAGE	57.2	42.8	100.0

Workforce by type of contract

	Permanent contracts	Fixed-term contracts	Total
Transportation and logistics (excluding Bolloré Energy)	31,032	4,017	35,049
of which BAL	17,847	2,284	20,131
Bolloré Energy	706	33	739
Communications	34,348	3,967	38,315
Industry	1,898	49	1,947
Other activities	311	24	335
TOTAL	68,295	8,090	76,385
AS A PERCENTAGE	89.4	10.6	100.0

Workforce by gender



Workforce by type of contract



Workforce by category

	Managers	Of which women	Non-managers	Total
Transportation and logistics (excluding Bolloré Energy)	5,486	1,771	29,563	35,049
of which BAL	2,911	706	17,220	20,131
Bolloré Energy	80	25	659	739
Communications	15,781	8,183	22,534	38,315
Industry	295	55	1,652	1,947
Other activities	83	42	252	335
TOTAL	21,725	10,076	54,660	76,385
AS A PERCENTAGE	28.4	46.4⁽¹⁾	71.6	100.0

(1) Number of women managers/total number of managers.

Workforce by age

	Under 25 years old	25-34 years old	35-44 years old	45-54 years old	55 years old and over
Transportation and logistics (excluding Bolloré Energy)	1,691	8,820	11,935	8,923	3,679
of which BAL	368	4,287	7,588	5,892	1,996
Bolloré Energy	20	99	171	247	202
Communications	3,706	15,210	10,568	6,093	2,738
Industry	87	449	492	575	344
Other activities	19	65	92	91	68
TOTAL	5,523	24,643	23,258	15,930	7,031
AS A PERCENTAGE	7.2	32.3	30.4	20.9	9.2

Recruitment and departures

In 2022, the Bolloré Group took on 18,317 new employees, 64.4% of whom with permanent contracts. Scope effects as well as internal hires (transfers and conversions of fixed-term to permanent contracts) are not taken into account.

Recruitment	Workforce	%	Of which BAL	%
Permanent contracts	11,800	64.4	781	42.6
Fixed-term contracts	6,518	35.6	1,052	57.4
TOTAL	18,317	100.0	1,832	100.0

In 2022, a total of 16,453 people left the Group. Scope effects and internal transfers are not taken into account in departures.

Departures	Workforce	%	Of which BAL	%
Resignation (including terminations by mutual agreement)	9,176	55.8	644	27.8
End of fixed-term contract	4,261	25.9	501	21.7
Redundancy for economic reasons	886	5.4	546	23.6
Dismissal for non-economic reasons	1,384	8.4	201	8.7
Retirement	607	3.7	350	15.1
Other	139	0.8	72	3.1
TOTAL	16,453	100.0	2,315	100.0

1.3.1.2.2. TRAINING

Employees trained

In the Bolloré Group, 60,249 employees underwent at least one form of training in 2022.

	Total employees trained	%
Transportation and logistics (excluding Bolloré Energy)	26,977	44.8
of which BAL	12,993	21.6
Bolloré Energy	593	1.0
Communications	30,797	51.1
Industry	1,641	2.7
Other activities	242	0.4
TOTAL	60,249	100.0

Hours of training

In total, 799,031 hours of training were provided.

	Total	%
Transportation and logistics (excluding Bolloré Energy)	425,574	53.3
of which BAL	233,404	29.2
Bolloré Energy	9,315	1.2
Communications	336,654	42.1
Industry	24,731	3.1
Other activities	2,757	0.3
TOTAL	799,031	100.0

1.3.1.2.3. SOCIAL INDICATORS

	2022 ⁽¹⁾	Of which BAL	% of Group workforce	2021	% of Group workforce	2020	% of Group workforce
Workforce by type of contract							
Permanent contracts	68,295	17,847	89.4	65,861	89.7	63,728	91.0
Fixed-term contracts	8,090	2,284	10.6	7,546	10.3	6,296	9.0
Workforce by gender							
Men	43,695	16,393	57.2	42,906	58.4	41,952	59.9
Women	32,690	3,738	42.8	30,501	41.6	28,072	40.1
Workforce by age							
Under 25 years old	5,523	368	7.2	4,937	6.7	3,886	5.5
25 to 34 years old	24,643	4,287	32.3	23,372	31.8	22,752	32.5
35 to 44 years old	23,258	7,588	30.4	22,583	30.8	22,099	31.6
45 to 54 years old	15,930	5,892	20.9	15,567	21.2	14,777	21.1
55 years old and over	7,031	1,996	9.2	6,948	9.5	6,510	9.3
Hiring							
New employees hired ⁽²⁾	18,317	1,832	–	15,487	–	10,389	–
Including hires with permanent contracts	11,800	781		9,885	63.8	5,662	54.5
Departures							
Number of departures ⁽³⁾	16,453	2,315	–	14,019	–	13,470	–
Including number of redundancies for economic reasons	886	546	5.4	901	6.4	2,399	17.8
Including number of individual dismissals	1,384	201	8.4	959	6.8	1,012	7.5
Professional training							
Number of employees trained	60,249	12,993	80.3 ⁽⁵⁾	52,545	74.9 ⁽⁵⁾	40,002	58.4 ⁽⁵⁾
Number of training hours provided	799,031	233,404	–	769,429	–	627,446	–
Average number of training hours per participant	13.3	18.0	–	14.6	–	15.7	–
Absenteeism							
Number of employees having at least one day of absence	40,805	9,444	54.4	35,142	50.1	34,981	51.1
Total number of days' absence	575,069	84,747	–	514,873	–	571,188	–
Sick leave	340,126	48,449	59.1	298,362	57.9	323,591	56.7
Maternity/paternity leave	151,703	16,661	26.4	148,588	28.9	144,254	25.3
Professional relations and report on collective bargaining agreements							
Number of collective bargaining agreements signed (France only)	270	–	–	126	–	137	–
Number of collective agreements signed (countries other than France) ⁽⁴⁾	85	73	–	84	–	71	–
Organization of working time							
Full-time workforce	74,325	20,123	97.3	70,917	96.6	67,535	96.4
Part-time workforce	2,060	8	2.7	2,490	3.4	2,489	3.6
Professional insertion and employees with disabilities							
Number of employees with a disability	722	34	0.9	701	1.0	669.0	1.0

(1) Communications data include Editis.

(2) External hires with permanent + fixed-term contracts, excluding internal mobility, transfer from fixed-term to permanent contracts and scope effects.

(3) Excluding internal transfers, transfers from fixed-term to permanent contracts and scope effects.

(4) Bolloré SE scope excluding Vivendi.

(5) Based on the Group's total workforce excluding new entities that joined the reporting scope in 2022 and for Vivendi, excluding entities with a total workforce of less than 15 (see the social reporting methodology note section - 1.3.1.1.4. Indicators).

1.3.2. ENVIRONMENTAL INDICATOR SUMMARY TABLES

1.3.2.1. CSR REPORTING METHODOLOGY NOTE

In accordance with the provisions of decree no. 2017-1265 of August 9, 2017 implementing order no. 2017-1180 of July 19, 2017 relating to the publication of non-financial information by certain large companies and groups of companies, and the AMF recommendations on information to be published by companies concerning corporate social responsibility, the Group revised its reporting protocol and drew up a table of significant indicators regarding the risks identified for its diversified activities. The principles on which this protocol is based are consistent with, in particular, IFRS guidelines, ISO 26000 and the Global Reporting Initiative

(GRI). This protocol is distributed and applied to all entities that gather and communicate their non-financial information to the Group.

It is reviewed every year and defines the conditions for the collection and verification of data.

The universal registration document presents the Group's strategic drivers and major social, environmental and societal commitments.

It is supplemented by the CSR report, which includes information about the CSR actions of the various divisions.

1.3.2.1.1. SCOPE OF REPORTING

The scope of companies examined corresponds to the consolidated integrated financial scope (excluding finance and operating companies accounted for using the equity method) established as at Friday, December 31, 2021. For 2022, the scope of reporting includes companies that have:

- a workforce of 20 or more; and/or
- a revenue greater than or equal to 10,000 euros; and
- been in existence for at least one year (i.e. with one full accounting year completed at December 31)⁽¹⁾.

With respect to these thresholds, the Bolloré's CSR reporting (excluding Communications) covers:

- 118 Group entities (67 excluding Africa and 51 in Africa) (versus 233 entities in HR reporting);
- 90% of the Group's total workforce in 2021 (excluding Communications);
- 95% of the Group's 2021 revenue (excluding Communications).

With regard to the consolidation thresholds relating to Bolloré's CSR reporting and Vivendi's environmental reporting (see Vivendi's 2022 universal registration document – chapter 2 – 7.1.4.3. Environmental

reporting scope), the environmental indicators consolidating the Communications division published in 1.3.2.2. Environmental data cover nearly 90% of the Bolloré Group's total workforce (including Vivendi) in 2022. Vivendi's environmental data include Editis.

The Bolloré Group installed specialist CSR reporting software enabling decentralized collection and centralized consolidation of non-financial indicators.

This tool is deployed in all entities of the Transportation and logistics and Industry divisions in the holding entities. All of these companies' data is collected in a shared tool, while those of Havas and Vivendi, which are specific to their activities, are collected in a single tool which is, however, specific to them.

Data consolidation is carried out centrally by the Group CSR team. For the Logistics division's multi-site entities, energy and waste data consolidate the most representative sites, as a minimum.

Waste reporting is only intended for Bolloré Group industrial entities. All entities that do not only carry out office activities are considered to be industrial entities.

1.3.2.1.2. REPORTING METHODOLOGY

The following points describe the methodology employed for reporting.

Reporting protocol

This document details the CSR reporting challenges, describes the respective roles and responsibilities of directors, level one and level two approvers, and contributors as well as the organization of the campaign. It is sent out to all relevant people before the commencement of the campaign. It is also archived and made available to everyone in the reporting system.

Indicators and standards

A set of indicators has been defined, covering all CSR areas and divided into several themes. The indicators were provided to everyone upon sending out of the reporting protocol.

Reporting questionnaire and consistency checks

The reporting questionnaire is split into five related sections:

- structure of the entity;
- health and safety;
- managing our environmental impact;
- environmental information;
- waste.

Consistency checks were introduced in response to requests from the Statutory Auditors with a view to making the reporting more reliable.

Organization and collection period

Due to the sale of Bolloré Africa Logistics, two separate reporting campaigns were organized:

- the Bolloré Africa Logistics reporting campaign was brought forward and deployed across 51 legal entities in Africa. The data collected cover nine months. The published data have been extrapolated to cover a full year;
- the environmental reporting campaign outside Africa has been deployed across 67 legal entities and covers the twelve months of the year.

For missing data, estimates can be made.

1.3.2.1.3. CALCULATION OF GHG EMISSIONS

For scopes 1 and 2, the greenhouse gas emissions presented in the document are linked to the Group's energy consumption and include those of Havas and Vivendi. The calculation methodology used is that of the Ademe (French environment agency) carbon database as of March 28, 2022. Internationally, where the emission factors for certain items of energy consumption were unavailable, the French factor was applied. For GHG emissions linked to electricity, when no emission factor was available for a particular country, the highest factor from any of its neighboring countries was applied.

For 2022 data, the Bolloré Group reported its scope 2 emissions according to the market-based method. Almost ten entities reported that they used

electricity from renewable sources. The *garantie d'origine renouvelable* (renewable energy guarantee) instruments were analyzed for each of these entities. This concerns the following entities: Bolloré Logistics Singapore, Bolloré Logistics Malaysia, Bolloré Logistics Vietnam, Bolloré Logistics Italy, Bolloré Logistics UK, Bolloré Logistics Czech Republic, Global Freight Solutions, Bolloré Logistics France, Bolloré Logistics Spain and Blue Solutions Canada. In accordance with the recommendations of the GHG Protocol, an emissions factor communicated by the renewable electricity supplier was used, and a residual factor specific to the entity's country was applied, if available.

(1) The consolidation scope may be adjusted by the divisions: exclusion of companies that were closed during the year, or for which data was not available, or inclusion of companies below thresholds.

For scope 3, the Group identified the largest sources of emissions. To satisfy its obligation to display information for customers about its CO₂ emissions from transportation services, the Bolloré Group developed an emissions calculation tool.

The methodology for calculating scope 3 GHG emissions from air transport outsourced by Bolloré Logistics was revised in 2022. Distances have been increased to better integrate stopovers at intermediate airports and the average emission factor has been reduced to reflect flight types (long-haul cargo aircraft). 2021 emissions have not been revised in table 1.2.3.1.5. Retroactively applying the 2022 calculation method, scope 3 GHG emissions from transport outsourced by Bolloré Logistics would be approximately

3,158,182 metric tons of CO₂ for 2021, including a 33% decrease in emissions from air transport compared with reported data.

The data relating to employee business travel encompasses data relating to train and plane journeys. For plane journeys, the Group split out medium-haul flights (under 2,000 km) and long-haul flights. For emissions relating to train journeys, the Group decided to use the emission factor provided in the Ademe database for diesel TER regional express trains. In short, scope 3 corresponds to upstream energy, waste, petroleum product combustion and emissions due to the transport of goods in the provision of freight forwarding services and to work-related travel.

1.3.2.2. ENVIRONMENTAL DATA

1.3.2.2.1. GREENHOUSE GAS EMISSIONS

Greenhouse gas emissions by scope

(in metric tons of CO ₂ eq.)	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Communications	Other	2022	2021	2020	2019	2018	Change 2022-2021
GHG emissions associated with energy consumption – scope 1 ⁽¹⁾	255,829	244,870	6,107	6,186	15,958	392	284,472	285,369	271,580	289,283	285,494	0%
GHG emissions associated with energy consumption – scope 2 ⁽²⁾	72,374	49,834	135	6,502	18,631	104	97,746	92,436	104,439	106,785	97,169	6%
GHG emissions associated with energy consumption – scope 1 and scope 2	328,204	294,704	6,242	12,688	34,589	496	382,218	377,804	376,019	396,069	382,663	1%
GHG emissions – scope 3 ⁽³⁾	3,686,835	64,842	5,968,682	8,909	107,168	335	9,771,730	10,828,322	7,374,288	8,024,932	4,828,966	-10%
TOTAL SCOPES 1, 2 AND 3 GHG EMISSIONS	4,015,039	359,546	5,974,924	21,597	141,757	831	10,154,148	11,206,127	7,750,307	8,421,001	5,211,629	-9%

(1) Scope 1 corresponds to direct emissions, such as energy consumption excluding electricity, fuel combustion, emissions from industrial processes and fugitive emissions linked to refrigerants.

(2) Scope 2 corresponds to indirect emissions associated with energy, such as electricity consumption or steam, cold or heat consumption through distribution networks.

(3) Scope 3 corresponds to upstream energy, waste, petroleum product combustion and emissions due to the transport of goods in the provision of freight forwarding services and to work-related travel. For scope 3 relating to transport services, BAL and excluding BAL cannot be separated; scope 3 emissions are by default allocated to BTL excluding BAL. For Vivendi (Communications), scope 3 corresponds to other emissions produced by the Group's businesses, which are not included in scopes 1 and 2 but which are linked to the entire value chain, such as purchases of raw materials (paper, cardboard, plastics, etc.), management of waste generated by the subsidiaries of Vivendi, employee business travel, fixed assets, freight, etc. Comments on the uncertainty rates depending on the emission factors used: for scopes 1 and 2, the level of uncertainty at Group level is between 5% and 30% depending on the item, according to the rates indicated in the Ademe carbon database. While the Group continuously refines the reliability and accuracy of its data, the uncertainty rates related to scope 3 emission positions are variable: while the rates related to the upstream of energy are around 5%, other rates, such as business travel and transport services, can reach 70%.

Scope 3 details

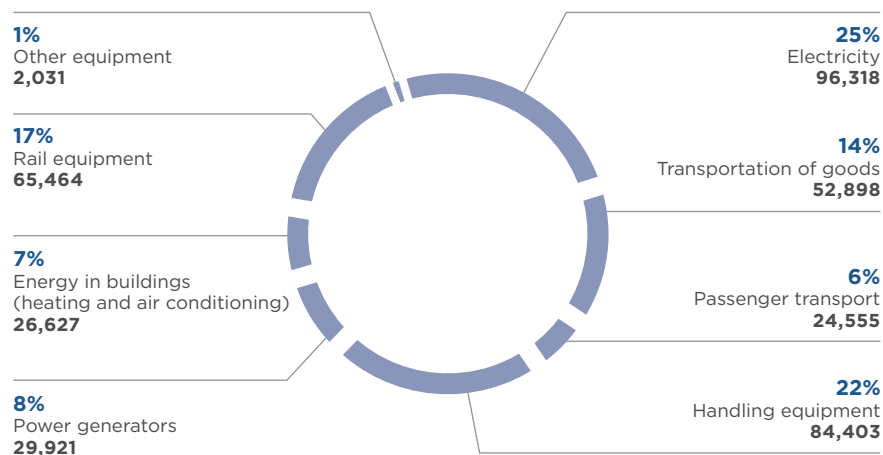
(in metric tons of CO ₂) (excluding Communications)	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Communications	Other	2022	2021	2020
Upstream energy	65,316	59,693	1,517	1,997	NA	118	68,948	73,851	71,965
Waste	4,546	2,646	137.66	6,240	3,448	0	14,372	14,950	13,947
Combustion of petroleum products	NA	NA	5,967,000	NA	NA	NA	5,967,000	6,527,129	3,928,985
Emissions from the transportation of goods in the course of freight forwarding	3,610,357	NA	NA	NA	5,258	NA	3,615,815	4,098,654	3,226,368
Business travel	6,417	2,503	28	672	22,824	217	30,157	15,418	32,548
TOTAL	3,686,835	64,842	5,968,682	8,909	31,530	335	9,696,292	10,730,001	7,273,814

NA: not applicable.

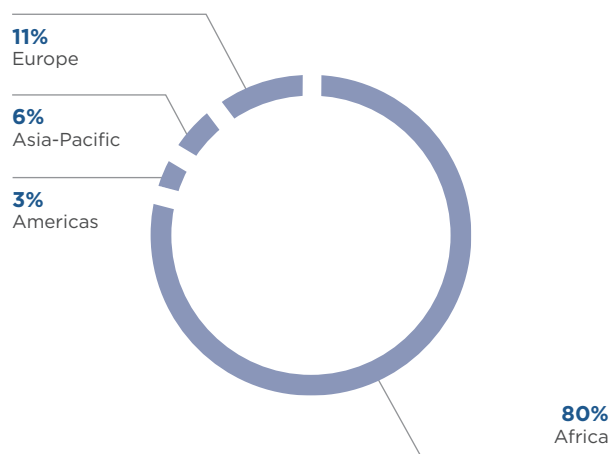
Comments on the uncertainty rates depending on the emission factors used: for scopes 1 and 2, the level of uncertainty at Group level is between 5% and 30% depending on the item, according to the rates indicated in the Ademe carbon database. While the Group continuously refines the reliability and accuracy of its data, the uncertainty rates related to scope 3 emission positions are variable: while the rates related to the upstream of energy are around 5%, other rates, such as business travel and transport services, can reach 70%. Vivendi's scope 3 data presented in this table are common to Bolloré and Vivendi. Vivendi data include Editis. For scope 3 relating to transport services, BAL and excluding BAL cannot be separated; scope 3 emissions are by default allocated to BTL excluding BAL.

Breakdown of scope 1 and 2 greenhouse gas emissions

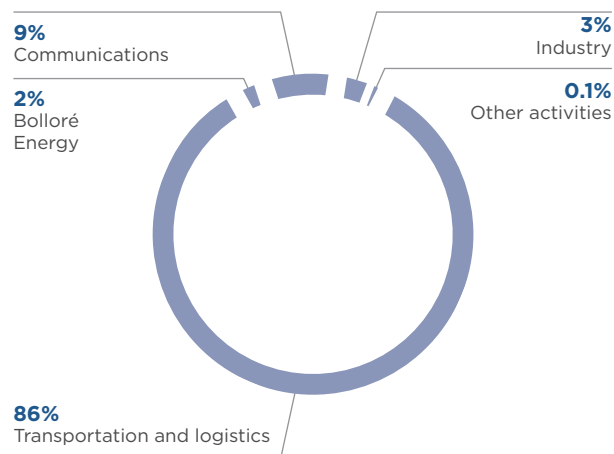
By emission item



By geographic area



By division/business line



1.3.2.2.2. ENERGY CONSUMPTION

	Units of measure	2022 data	Of which BAL	2021 data	2020 data	2019 data	% of total Group workforce covered by the indicator in 2022
Energy consumption							
Electricity							
Electricity consumption in buildings (offices, warehouses, factories, etc.) ⁽²⁾	MWh	367,145	123,410	374,545	272,370	388,640	100
Electricity consumption from renewable sources ⁽²⁾⁽⁴⁾	MWh	60,623	0	119,272	128,687	–	100
Energy in buildings (heating and air conditioning)							
Total urban heating or heating network consumption ⁽²⁾	MWh	7,474	0	9,168	9,957	9,751	100
Total heating oil consumed ⁽²⁾	m ³	369	0	1,152	639	884	100
Total natural gas consumed ⁽²⁾	m ³	1,770,760	0	1,931,630	1,750,137	2,303,548	100
Power generators							
Total diesel consumed (generators, etc.) ⁽²⁾	m ³	11,307	11,030	13,345	12,869	13,061	100
Total gasoline consumed (generators, etc.) ⁽²⁾	m ³	262	10	11	11	252	100
Transport of goods							
Total heavy fuel oil and distillate diesel oil (DDO) consumed by the goods transport fleet ⁽¹⁾	m ³	55	55	38	61	208	100
Total diesel consumed by the goods transport fleet ⁽¹⁾	m ³	21,014	17,227	23,934	19,983	21,893	100
Total gasoline consumed by the goods transport fleet ⁽¹⁾	m ³	78	7	123	119	78	100
Total biodiesel consumed by the goods transport fleet ⁽¹⁾	m ³	200	0	64	–	–	100
Passenger transport							
Total diesel consumed by the passenger transport fleet ⁽²⁾	m ³	5,451	2,367	5,526	5,616	5,798	100
Total gasoline consumed by the passenger transport fleet ⁽²⁾	m ³	3,850	1,080	2,933	2,643	2,629	100
Total liquefied petroleum gas (LPG) consumed by the passenger transport fleet ⁽³⁾	m ³	3	0	2	0	1	100
Total bioethanol consumed by the passenger transport fleet ⁽¹⁾	m ³	20	0	11	–	–	100
Handling equipment							
Total diesel or non-road diesel consumed by handling equipment ⁽¹⁾	m ³	32,184	32,000	31,281	29,590	31,010	100
Total liquefied petroleum gas (LPG) consumed by handling equipment ⁽¹⁾	m ³	1,052	971	1,111	991	1,202	100
Total natural gas consumed by handling equipment ⁽¹⁾	m ³	524	234	1,171	5	1	100
Rail equipment							
Total distillate diesel oil (DDO) consumed by traction units ⁽¹⁾	m ³	7,315	7,315	10,703	10,533	12,715	100
Total diesel consumed by traction units ⁽¹⁾	m ³	17,536	17,536	12,123	14,699	15,165	100
Total diesel or non-road diesel consumed by heavy vehicles ⁽¹⁾	m ³	427	427	486	658	515	100
Other equipment							
Total diesel or non-road diesel consumed by public works equipment ⁽¹⁾	m ³	164	164	160	139	36	100
Total diesel or non-road diesel consumed by various machinery ⁽¹⁾	m ³	615	615	323	314	146	100
Quantity of gasoline consumed by various machinery ⁽¹⁾	m ³	12	12	13	13	–	100

(1) Only Bolloré Group entities are included in this indicator.

(2) Bolloré Group and Vivendi entities are included in this indicator.

(3) Only Bolloré Group entities are included in this indicator.

(4) Refers to the share of electricity derived from renewable sources for Bolloré and Vivendi. For Bolloré, the following entities are concerned: Bolloré Logistics Singapore, Bolloré Logistics Malaysia, Bolloré Logistics Vietnam, Bolloré Logistics Italy, Bolloré Logistics UK, Bolloré Logistics Czech Republic, Global Freight Solutions, Bolloré Logistics France, Bolloré Logistics Spain and Blue Solutions Canada. Vivendi data include Editis.

1.3.2.2.3. WASTE TABLES

Consolidated waste⁽¹⁾⁽²⁾

	2022						2022 total	2021 total	2020 total	2019 total	Total 2022 coverage rate
	Transportation and logistics (excluding Bolloré Energy)	Of which BAL	Bolloré Energy	Industry	Communications	Other					
Total amount of hazardous waste (in metric tons)	9,609	9,039	509	730	2,998	0	13,846	12,483	9,442	9,079	100
Of which hazardous waste recycled or recovered (as %)	13	8	65	61	96	0	36	32	38	31	100
Total amount of hazardous (or non-hazardous) waste (in metric tons)	22,575	14,612	39	4,212	25,550	1	52,377	44,259	22,268	21,183	100
Of which non-hazardous waste recycled or recovered (as %)	33	12	70	97	91	100	66	71	48	41	100

(1) The quantities of waste reported by the Bolloré Group (excluding Communications) in the table above only cover companies engaged in industrial activities.

(2) In 2020 and 2019, these indicators cover the Bolloré Group scope excluding Vivendi. 2022 data include waste generated by the Vivendi group, which explains the increase in the values reported. Vivendi data include Editis.

Bolloré Group waste⁽¹⁾

(in metric tons)	2022			of which BAL			2021			2020		2019	
	Total weight	% recycled or recovered	Emissions in metric tons CO ₂ eq.	Total weight	% recycled or recovered	Emissions in metric tons CO ₂ eq.	Total weight	% recycled or recovered	Emissions in metric tons CO ₂ eq.	Total weight	% recycled or recovered	Total weight	% recycled or recovered
Hazardous waste													
Treated or contaminated wood	19	11	0.1	17	0	0.1	10	1	0.1	1	0	1	66
Soiled rubber	6	0.5	4	6	0.5	4	24	0	17	78	100	–	–
Empty soiled packaging	38	54	87	8	0	19	55	86	147	55	91	29	98
Other soiled waste (rags, sawdust, filters)	185	24	131	152	11	108	266	39	188	201	44	122	25
Contaminated water	7,104	6	2	6,534	0%	2	7,361	16	2	4,983	20	6,268	13
Spent hydrocarbons and oils	1,090	71	770	986	68	696	1,706	78	1,205	1,825	84	1,954	86
Paints and solvents	8	82	6	2	47	2	101	17	71	13	20	3	36
Chemical residues	50	1	35	0	0	0	126	2	89	126	26	135	44
Batteries	186	35	12	50	38	3	245	58	16	101	35	98	31
Waste from electrical and electronic equipment (WEEE)	35	88	1	12	7	0.3	51	75	1	42	84	40	94
Aerosols	4	38	3	1	0	1	5	71	3	3	44	2	32
Medical waste	113	95	106	5	0	5	93	95	87	141	99	49	87
Office supplies (printer/toner cartridges)	7	32	0.2	5	33	0.1	7	39	0.1	10	32	7	30
Sludge and soiled earth	1,115	4	787	1,060	0	748	876	1	619	204	7	–	–
Other hazardous waste	865	61	611	200	9	141	878	75	620	1,660	54	372	20
Non-hazardous waste													
Untreated wood/pallets	1,684	96	9	21	67	0.1	1,492	94	8	1,292	91	1,430	96
Cardboard	3,136	94	508	127	90	21	2,672	97	433	2,230	96	1,523	98
Paper	443	71	451	135	40	137	554	71	564	869	80	479	62
Plastics (bottles, packaging, bags, film, etc.)	2,994	93	6,796	207	13	471	3,124	99	8,360	2,228	95	2,075	93
Food leftovers	374	94	242	11	1	7	325	97	211	249	90	269	1
Green waste	25	43	0.1	14	0	0	14	53	0	17	31	12	25
Ferrous scrap metal	1,919	84	8	1,622	81	7	3,356	94	14	1,251	82	1,475	85
Other metals	90	99	0.4	14	95	0.1	112	99	0.5	91	84	52	100
Rubble and ballast	0	0	0	0	0	0	1	100	0.04	179	100	197	65
Brake shoes	22	95	0.1	22	95	0.1	53	97	0.2	65	98	57	79
Rubber	289	59	6	289	59	6	482	41	11	844	60	915	65
Textiles and nylon	1	0	0.03	1	0	0.03	2	0	0.1	2	0	15	0
Glass	5	67	0.2	1	0	0.1	4	71	0.2	19	19	12	50
Non-hazardous industrial waste (unsorted)	15,827	10	348	12,131	0.2	267	11,700	16	257	12,753	19	11,830	6
Other non-hazardous waste	20	89	0.4	16	87	0.3	129	10	3	180	14	842	98
Total													
Total hazardous waste	10,825	19	2,554	9,039	8	1,729	11,802	31	3,064	9,442	38	9,079	31
Total non-hazardous waste	26,827	43	8,370	14,612	12	917	24,021	55	9,862	22,268	48	21,183	41

(1) The quantities of waste reported by the Bolloré Group (excluding Communications) in the table above only cover companies engaged in industrial activities. These indicators cover the Bolloré Group scope excluding Vivendi, as the risk of local pollution related to the transport and/or storage of hazardous materials is not considered a priority risk with regard to the Communications division's activities. More information on the policies and action plans implemented in the Communications division is available in Vivendi's non-financial performance statement.

1.3.3. TABLES

1.3.3.1. CROSS-REFERENCE TABLE

Priority non-financial risks	Information required by Decree no. 2017-1265	Information published in the 2021 non-financial performance statement	Global Compact	GRI
Health and safety of employees and third parties	Workplace health and safety conditions	1.2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities	#4-5	GRI 401 GRI 403
	Workplace accidents, particularly their frequency and severity, as well as occupational illnesses			
	Measures taken to protect the health and safety of consumers			
Working conditions and social dialog	Organization of social dialog, in particular the procedures for informing and consulting staff as well as negotiation procedures	1.2.1.2.2. Promoting social dialog and quality working conditions 1.3.1.2. Social data	#3	GRI 407
	Report of agreements signed with trade unions or staff representatives, mainly regarding occupational health and safety		#4-5	
	Organization of working time		#3	—
	Compliance with the provisions of the ILO core conventions on social dialog and respect for freedom of association and the right to collective bargaining	1.2.1.2.2. Promoting social dialog and quality working conditions	#3	GRI 407
Attracting and retaining skills	Hiring and departures	1.2.1.2. Being an attractive employer 1.3.1.2. Social data		GRI 401 and 402
	Compensation and changes in compensation			GRI 201 and 202
	Measures taken to improve gender equality			GRI 405
	Total number of training hours			GRI 404
	Total workforce and distribution by gender, age and geographical area			GRI 401
	Absenteeism			GRI 401
	Policy to combat discrimination			GRI 406
	Compliance with the provisions of the ILO core conventions on the elimination of discrimination in the field of employment and occupation			GRI 406
	Measures taken to encourage the employment and integration of disabled people		#4	GRI 405
Human rights	Inclusion of social and environmental issues in the purchasing policy	1.2.2.2. Promoting human rights in our value chain	#1-2	GRI 204
	Consideration of corporate social responsibility in relations with suppliers and subcontractors		#1-2	GRI 404
	Compliance with the provisions of the ILO core conventions on the elimination of forced or compulsory labor		#5-6	GRI 409
	Compliance with the provisions of the ILO core conventions on the elimination of child labor		#5	GRI 408
	Other human rights initiatives			GRI 103, 406 and 411
	Information on combating corruption: initiatives to prevent corruption	1.2.2.1.1. Sharing the same business ethics	#10	GRI 205

Priority non-financial risks	Information required by Decree no. 2017-1265	Information published in the 2021 non-financial performance statement	Global Compact	GRI
Local pollution, industrial accidents and management of hazardous materials	Training policies, particularly for environmental protection	1.2.3.2.2. Preventing local pollution risks and industrial accidents		GRI 404
	Organization of the company to respond to environmental issues and, where necessary applicable, environmental evaluation and certification processes			GRI 103 and 307
	Resources allocated to preventing environmental hazards and pollution			
	Consideration of any form of pollution specific to a business, in particular noise and light pollution			GRI 301, 305, 306 and 413
	Measures to prevent, recycle, reuse, recover and dispose of waste			
	Measures to prevent, reduce or remedy emissions into air, water and soil that seriously damage the environment			GRI 301, 305 and 306
	Water consumption and water supply having regard to local constraints			GRI 303
	Land use			–
	Protecting biodiversity: measures taken to conserve or restore biodiversity			GRI 304
	Consumption of raw materials and measures taken to use them more efficiently	1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services		GRI 301
Climate change risks and opportunities	Energy consumption, measures taken to improve energy efficiency, and use of renewable energies	1.2.3.1. Reducing our carbon footprint and adapting to climate change 1.3.2.2. Environmental data	#7-8-9	GRI 302
	Significant sources of greenhouse gas emissions generated by the company's activity, in particular through the use of the goods and services its produces	1.2.3.1. Reducing our carbon footprint and adapting to climate change 1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services 1.3.2.2. Environmental data		GRI 305
	Measures taken to adapt to the consequences of climate change			GRI 201, 302 and 305
	Voluntary medium-and long – term targets to reduce greenhouse gas emissions and the means used to achieve them		#7-8-9	GRI 305
	The amount of provisions and guarantees for environmental risks	Note 11 – "Provisions and litigation" table	–	GRI 201
Risks and opportunities related to relations with communities	Impact of the company's activity on employment and local development	1.2.4. Committing over the long-term to regional development	–	GRI 203
	Impact of the company's activity on local or neighboring populations	1.2.4. Committing over the long-term to regional development	–	GRI 411
		1.2.1.1. Protecting the health and ensuring the safety of the women and men exposed as part of our activities	–	GRI 413
	Relationships and dialog with the company's stakeholders	1.2.4. Committing over the long-term to regional development	–	GRI 413
	Partnership or sponsorship initiatives	1.2.4. Committing over the long-term to regional development	–	GRI 201
		1.2.4.3. Sponsorship policy	–	

With regard to its activities, the following are not part of the Group's priority CSR risks: the fight against food waste, the fight against food insecurity, the respect for animal welfare and responsible, fair and sustainable food, and initiatives fostering physical and sporting activities.

1.3.3.2. TCFD CROSS-REFERENCE TABLE

Bolloré Group supports the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures). The TCFD is a working group that focuses on climate-related financial disclosures, created as part of the G20's Financial Stability Board during the COP21. This working group has structured its recommendations around four thematic areas, representing the essential aspects of corporate operations: governance, strategy, risk management as well as metrics and targets.

The cross-reference table below serves as a reference for the TCFD's recommendations.

Theme	TCFD recommendation	Information source (from the URD or CDP) ⁽¹⁾
Governance		
Disclose the organization's governance around climate-related risks and opportunities	a) Describe the oversight of climate-related risks and opportunities by the Board of Directors	a) URD 2022 – chapter 2 – 1.2.3.1.2. Towards the implementation of a Group climate strategy, "Group governance in the face of climate-related risks and opportunities" CDP Climate Change C1.1, C1.1a, C1.1b
	b) Describe management's role in assessing and managing climate-related risks and opportunities	b) URD 2022 – chapter 2 – 1.2.3.1.2. Towards the implementation of a Group climate strategy, "Group governance in the face of climate-related risks and opportunities" CDP Climate Change C1.2, C1.2a
Strategy		
Disclose the current and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	a) URD 2022 – chapter 2 – 1.2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.1a, C2.1b, C2.2a
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	b) URD 2022 – chapter 2 – 1.2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.1d, C3.1e, C3.1f
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario	c) URD 2022 – chapter 2 – 1.2.3.1.3. Resilience of the organization's strategy: placing the control of our carbon footprint at the heart of our products and services CDP Climate Change C3.1a, C3.1b, C3.1c, C3.1d
Risk management		
Disclose how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risk	a) URD 2022 – chapter 2 – 1.2.3.1.1. Climate change risks and opportunities CDP Climate Change C2.2
	b) Describe the organization's processes for managing climate-related risks	b) URD 2022 – chapter 2 – 1.2.3.1.4. Management of the Group to reduce the impact of its activities on climate change CDP Climate Change C2.2d, C2.3a
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	c) URD 2022 – chapter 2 – 1.2.3.1.1. Climate change risks and opportunities CDP Climate Change C3.1
Metrics and targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	a) URD 2022 – chapter 2 – 1.2.3.1.5. Indicators for measuring climate change risks and opportunities, CDP Climate Change C6, C7, C8, C9, C11
	b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks	b) URD 2022 – chapter 2 – 1.2.3.1.5. Indicators for measuring climate change risks and opportunities, "The Bolloré Group's GHG emission indicators" CDP Climate Change C5, C6, C7
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	c) URD 2022 – chapter 2 – 1.2.3.1.2, 1.2.3.1.3, 1.2.3.1.4, "Objectives and progress" CDP Climate Change C4.1, C4.2

(1) URD = Bolloré Group's 2021 universal registration document.

CDP = Bolloré Group's 2021 responses to the CDP Climate Change questionnaire (available at <https://www.cdp.net/fr>).

1.4. Independent third party's report on consolidated non-financial statement presented in the management report

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the General Shareholders' Meeting,

In our quality as an independent third party, accredited by the Cofrac under the number n° 3-1681 (scope of accreditation available on the website www.cofrac.fr), we conducted our work in order to provide a conclusion expressing a limited level of assurance on the compliance of the consolidated non-financial statement for the year ended December 31, 2022 (hereinafter the "Statement") with the provisions of article R. 225-105 of the French commercial code (*Code de commerce*) and on the fairness of the historical

information (whether observed or extrapolated) provided pursuant to 3° of I and II of article R. 225-105 of the French commercial code (*Code de commerce*) (hereinafter the "Information") prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), included in the management report pursuant to the requirements of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French commercial code (*Code de commerce*).

CONCLUSION

Based on the procedures performed, as described in "Nature and scope of the work", and on the elements we have collected, we did not identify any material misstatements that would call into question the fact that the consolidated non-financial statement is not presented in accordance with

the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of information allows for the use of different, but acceptable, measurement techniques that may affect comparability between entities and over time.

Therefore, the Information should be read and understood with reference to the Guidelines, the significant elements of which are presented in the Statement.

LIMITATIONS INHERENT IN THE PREPARATION OF THE INFORMATION

The Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used.

Certain information is sensitive to the methodological choices, assumptions and/or estimates made in preparing it and presented in the Statement.

THE ENTITY'S RESPONSIBILITY

It is the responsibility of the Board of Directors to:

- select or establish appropriate criteria for the preparation of the Information;
- prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks as well as the results of these policies, including key

performance indicators and, in addition, the information required by article 8 of Regulation (EU) 2020/852 (Green taxonomy);

- and to implement the internal control procedures it deems necessary to ensure that the Information is free from material misstatement, whether due to fraud or error.

The Statement has been prepared in accordance with the entity's procedures, the main elements of which are presented in the Statement.

RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French commercial code (*Code de commerce*);
- the fairness of the information provided in accordance with article R. 225-105 I, 3° and II of the French commercial code (*Code de commerce*), i.e., the outcomes, including key performance indicators, and the measures implemented considering the main risks.

As it is our responsibility to form an independent conclusion on the Information as prepared by management, we are not permitted to be

involved in the preparation of the Information, as this could compromise our independence.

However, it is not our responsibility to comment on:

- the Entity's compliance with other applicable legal and regulatory requirements, in particular the information required by article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French duty of care law and anticorruption and tax avoidance legislation;
- the fairness of the information required by article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- the compliance of products and services with the applicable regulations.

REGULATORY PROVISIONS AND APPLICABLE PROFESSIONAL STANDARDS

The work described below was performed in accordance with the provisions of articles A. 225-1 *et seq.* of the French commercial code (*Code de commerce*), as well as with the professional guidance of the Compagnie

nationale des commissaires aux comptes (the French institute of statutory auditors, or CNCC) applicable to such engagements and with ISAE 3000⁽¹⁾.

(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of article L. 822-11 of the French commercial code (*Code de commerce*) and the French code of ethics (*Code de déontologie*) of our profession. In addition, we have implemented a

system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

MEANS AND RESOURCES

Our verification work mobilized the skills of six people and took place between September 2022 and March 2023 on a total duration of intervention of about eight weeks.

We conducted five interviews with the persons responsible for the preparation of the Statement including in particular the CSR, Human Resources and QHSE directions.

NATURE AND SCOPE OF THE WORK

We planned and performed our work taking into account the risks of material misstatement of the Information.

In our opinion, the procedures we have performed in the exercise of our professional judgment enable us to provide a limited level of assurance:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102 1 III of the French commercial code (*Code de commerce*) as well as compliance with human rights and anticorruption and tax avoidance legislation;
- we verified that the Statement provides the information required under article R. 225-105 II of the French commercial code (*Code de commerce*), where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French commercial code (*Code de commerce*);
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented,
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in appendix 1; concerning certain risk (corruption and influence peddling, risks and opportunities related to relations with local communities, risks related to attracting and retaining external talent, risks related to the cultural relevance of content, risks related to dialogue with customers and users

and their satisfaction with the products and services), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities: Sitarail, Bolloré Transport et Logistics Côte d'Ivoire, Congo Terminal, Bolloré Transport et Logistics Congo, Bolloré Logistics France, Bolloré Logistics China, Bolloré Energy, Blue Solutions, IER, Canal+ UES, Canal+ International Guinée, Canal+ International Madagascar, Havas Media Germany, Creative Lynx Ltd (UK), BETC Havas Agencia de Publicidade Ltda (Brazil), Havas Media France, PMM Prisma Media, GL Indonesia – Jogjakarta 1, VV Tickets See, Tickets UK, NIGVA Togo;

- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French commercial code (*Code de commerce*) within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in appendix 1, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
 - substantive tests, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 20% and 28% of the consolidated data relating to the key performance indicators and outcomes selected for these tests (20% of water consumption, 28% of electricity consumption, 23% of the workforce);
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-la Défense, April 20, 2023

French original signed by:
Independent third party
EY & Associés

Philippe Aubain
Partner, Sustainable Development

APPENDIX 1 : THE MOST IMPORTANT INFORMATION

Social Information	
<i>Quantitative Information (including key performance indicators)</i>	<i>Qualitative Information (actions or results)</i>
Workforce and movements (number of permanent hires, departures and dismissals) (nb)	– Actions in favor of attraction and retention skills
Number of employees trained (nb)	– Measures in favor of working conditions and social dialogue
Number of training hours (nb)	– Preventive actions for health and safety collaborators, users and third parties
Number of work accidents with lost time (nb)	– Measures related to attracting and retaining external talent
Frequency rate	
Severity rate	
Environmental Information	
<i>Quantitative Information (including key performance indicators)</i>	<i>Qualitative Information (actions or results)</i>
Total quantity of hazardous waste and share recycled or recovered (t)	– Pollution and hazardous materials management measures
Total quantity of non-hazardous waste and share recycled or recovered (t)	– Actions to fight against climate change (in-house activities and low-carbon products)
Water consumption (m ³)	– The identification of the main sources of emissions of scope 3 GHGs
Energy consumption by type of energy and by use (MWh or m ³)	– Water management
Scope 1 and 2 greenhouse gas emissions (teq. CO ₂)	
Scope 3 greenhouse gas emissions related to the transport of goods during transport commission services (teq. CO ₂)	
Scope 3 greenhouse gas emissions related to the combustion of petroleum sold products (teq. CO ₂)	
Societal Information	
<i>Quantitative Information (including key performance indicators)</i>	<i>Qualitative Information (actions or results)</i>
Entities share where employees can benefit from union representation and/or staff representation (%)	– Measures in favor of local communities
	– Actions concerning the cultural relevance of content
	– Measures related to dialogue with customers and users and their satisfaction with products and services
	– Actions in favor of human rights, in particular respect for the fundamental conventions of the ILO
	– Actions taken to prevent corruption and tax evasion