
THE GLOBAL CONTRARIAN

March 7, 2012

Bolloré S.A.

(BUY)

Price: €158.00

52-Week Range: €140.20- €178.00

Shares Outstanding: 21.8 million

Market Capitalization: €3.4 billion (\$4.5 billion)¹

Ticker²: BOL FP

Dividend: €3.00

Yield: 1.9%

Data as of March 2, 2012

¹One euro (€) is equivalent to \$1.3206, as of March 2, 2012.

²The common shares of BOL FP trade on the Euronext Paris Exchange.



*Exclusive Marketers of
The Global Contrarian Report*

PCS Research Services
125 Maiden Lane, 6th Floor
New York, NY 10038
(212) 233-0100
www.pcsresearchservices.com



Research Team

Murray Stahl

Thérèse Byars

Peter Doyle

David Leibowitz

Ryan Casey

Michael Gallant

Eric Sites

James Davolos

Matthew Houk

Fredrik Tjernstrom

Steven Bregman

Derek Devens

Utako Kojima

Steven Tuen

Horizon Kinetics LLC ("Horizon Kinetics") is the parent holding company to several SEC-registered investment advisors including Horizon Asset Management LLC and Kinetics Asset Management LLC. PCS Research Services ("PCS") is the exclusive marketer and an authorized distributor of this and other research reports created by Horizon Kinetics. This report is based on information available to the public; no representation is made with regard to its accuracy or completeness. This document is neither an offer nor a solicitation to buy or sell securities. All expressions of opinion reflect judgment as of the date set forth above and are subject to change. Horizon Kinetics, PCS and each of their respective employees and affiliates may have positions in securities of companies mentioned herein. All views expressed in this research report accurately reflect the research analysts' personal views about any and all of the subject matter, securities or issuers. No part of the research analysts' compensation was, is, or will be, directly or indirectly, related to the specific recommendations or views expressed by the research analysts in the research report. Reproduction of this report is strictly prohibited. © Horizon Kinetics LLC™ 2012.

THE GLOBAL CONTRARIAN

Investment Thesis

Bolloré S.A. (BOL FP), based in France, is a holding company with operations in four primary business segments; Transportation and Logistics, Fuel Distribution, Industry, and Media, Telecom, Plantations and Holdings. The company has a presence in 110 countries, with its operations in France, the French territories, and Africa accounting for nearly three-quarters of the company's revenues. Bolloré's share price implies a significant discount to fair value when analyzed on a sum-of-the-parts basis, which includes the market values of its holdings in publicly-traded securities. The company's fair value implies appreciation potential of at least 50%, thus representing an attractive opportunity for investors. Because of this, shares of Bolloré are recommended for purchase.

In addition to the discount to fair value, Bolloré has a number of other characteristics which investors should view positively. The company is indirectly owned by the Bolloré family and is run by Vincent Bolloré, the company's Chairman and Chief Executive Officer, thus making this an owner-operated entity. Further, because of its significant exposure to Africa, Bolloré investors stand to benefit from the future growth of these developing economies while simultaneously mitigating the risks typically associated with emerging market investing via the company's managerial expertise and balance sheet strength. Although this growth potential is an attractive component of the long-term investment thesis, investors are paying little for this optionality.

The prevailing discount to fair value can be shown using a sum-of-the-parts analysis which starts with the value of the company's listed and unlisted investments. These include €1.6 billion in shares of publicly-traded companies and €1.1 billion in unlisted investments, the values of which are, arguably, conservatively estimated. In addition to these holdings, Bolloré recently sold an ownership stake in its television assets in a transaction that valued this business at €465 million. In total, there is €3.1 billion of readily verifiable value associated with these assets, which compares to Bolloré's current enterprise value of €5.1 billion. This implies a €2 billion valuation for the remainder of the company's assets, which include the company's core Transportation and Logistics and Fuel Distribution businesses.

These two business segments posted operating income of €400 million in 2010, with EBITDA estimated to have been €550 million. If one valued these businesses at a conservative multiple, say 7x EBITDA, one arrives at a valuation that greatly exceeds the €2 billion implied by the stub valuation. Investors would realize equity appreciation of over 50% in this scenario, which has yet to attach any value to the businesses in its Industry segment (including a potential high-growth electric car venture) or the remaining business media, telecom and plantation assets.

The remaining operations can be compared to a venture capital portfolio, and include businesses in various stages of development. Despite the negative earnings from these businesses on a consolidated basis, the more established entities are likely profitable when viewed separately; all, or most, or these would have value should they be spun off or sold by Bolloré, or, it is reasonable to assume given the track record of the company, they would be shut down. This gives investors significant upside, which they are receiving for free. In the absence of any benefit from these operations, however, investors will still earn a compelling rate of return via the continued growth in Bolloré's earnings and book value.

THE GLOBAL CONTRARIAN

Company Description

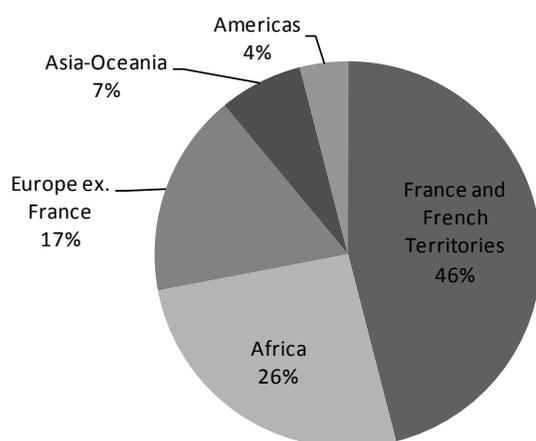
Bolloré S.A. is a holding company which earns the majority of its revenues in the transportation and logistics and fuel distribution industries, with smaller contributions being earned from such businesses as electricity storage (capacitors and batteries), media, telecommunications, and plantations (primarily palm oil and rubber trees). Further, a significant portfolio of publicly-traded securities adds to the company's asset value and is one of underappreciated aspects of this value proposition that makes Bolloré an attractive investment opportunity.

The company was originally founded by Rene Bolloré in 1822 as a manufacturer of thin papers, primarily for cigarettes. The company expanded into the manufacture of paper for capacitors in the 1940's, then into the production of polypropylene film in the 1970's, but began to struggle under its debt obligations and was sold to the investment bank Edmond de Rothschild in 1975. Vincent Bolloré, who began his career in investment banking with Edmond de Rothschild, repurchased his family's indebted business in 1981 for one franc and began rebuilding. He took the company public in 1985 (as Bolloré Technologies), and has since made a number of acquisitions in an effort to both diversify and grow the business. Vincent Bolloré, 59 years old, is still the Chairman and CEO and the Bolloré family has an indirect ownership stake in the company, making Bolloré an owner-operated entity.

Today, Bolloré has operations in 110 countries, with France and the various French departments and territories accounting for nearly 50% of the company's revenue. Bolloré also earns one-quarter of its revenues from its operations in Africa, which may be of interest to those investors seeking exposure to this market via a lower risk investment vehicle (i.e. the equity of an established, well-managed, developed market company).

Exhibit 1 Bolloré: Revenue Breakdown by Geography; 2010

(Euros in millions)



Source: Company reports.

THE GLOBAL CONTRARIAN

The company has been investing heavily in Africa in recent years and this region is expected to be a significant source of growth going forward. As shown in Exhibit 2, Bolloré Africa Logistics has accounted for nearly three-quarter of the company's investments over the last two years.

Exhibit 2 Bolloré: Investments by Business Segment; 2009-2010

(Euros in millions)

	2010	2009
Transportation and Logistics	177	234
- Bolloré Africa Logistics	147	215
- Bolloré Logistics	30	19
Fuel Distribution	13	10
Industry	20	11
Other	20	13
Total	230	268
Businesses to be Sold - Thin Papers	0	2
Total	230	270

Source: Company reports.

Part of the investment thesis explored in this report is summarized in Exhibit 3, which shows that certain of the company's business segments – namely, Industry and Media, Telecoms, Plantations and Holdings – detract from operating income. It could be argued, therefore, that if Bolloré's market valuation reflects a multiple of the consolidated earnings of the company, than this valuation may not appropriately account for the asset value imbedded in these unprofitable businesses. Further, it has been shown that these assets have significant value, as indicated by a recent sale of some of the company's media assets. This transaction will be discussed in more detail later in this section.

Exhibit 3 Bolloré: Revenue and Op. Income Breakdown by Business Segment; 2010

(Euros in millions)

	Revenues	% Contribution	Operating Income	% Contribution
Transportation and Logistics	4,643	66%	363	149%
Fuel Distribution	1,995	28%	37	15%
Industry	205	3%	(70)	-29%
Media, Telecoms, Plantations, Holdings	167	2%	(87)	-36%
Total	7,010	100%	243	100%

Source: Company reports.

One will also notice that Bolloré is primarily a transportation and logistics company, as this business provided two-thirds of the company's revenues and nearly 150% of operating income (after accounting for losses in other segments) in 2010. Like many successful holding companies, Bolloré's strategy appears to be one in which large investments are made to grow its core businesses (transportation and logistics, especially in Africa), while smaller investments are made in new ventures that could potentially become significant businesses (for example, electric

THE GLOBAL CONTRARIAN

vehicles, which leverage the company's competency in battery and supercapacitor production, as discussed below). Bolloré's business segments are described in more detail as follows:

Transportation and Logistics

Bolloré is one of the five largest transport logistics companies in Europe and the largest such company in France. Together with its subsidiaries, Bolloré Logistics operates in 92 countries on five continents, including a significant presence in such emerging markets as China, Singapore and India. The company provides access to the complete transport chain, including general air cargo services and aircraft chartering (through partner airlines), sea transportation services at all of the world's major ports, and the necessary equipment at all of its air and sea freight centers to forward freight by road or rail. Bolloré's logistics platform offers identification, labeling, packaging, order preparation and redistribution services and the company is able to provide data related to these services to its clients in real time. The company is also an approved customs agent and is able to provide advisory and support services in applying customs procedures.

Bolloré Africa Logistics is the leading provider of stevedoring services in Africa and operates container terminals at all of the continent's leading ports. The company offers customs services and warehouses for storing imports and exports and operates two railways with access to the continent's interior. Bolloré Africa Logistics is a leader in providing logistics to oil platforms and mining projects in the region.

Fuel Distribution

Bolloré Energie is the second largest domestic distributor of fuel oil in France, with market share approaching 14% as of the end of 2010. The company distributes fuel oil and oil-based products to over 400,000 households and business customers and provides such technical services as boiler maintenance, air conditioning, and subscription heating services, among others. Bolloré Energie also distributes these products under the Calpam brand in Germany, where it operates 56 service stations and a bunkering business at the port of Hamburg.

The company is also a major player in fuel logistics, operating the 643km-long Donges-Melun-Metz oil pipeline (which traverses France from Donges, on the coast of the Bay of Biscay, to Metz, the northeastern border of France, close to the borders of Belgium, Luxembourg and Germany), as well as various depots.

Industry

Although the businesses in this segment have contributed negatively to operating income in 2010 and the first six months of 2011, certain of these have the potential to exhibit strong growth over the coming years. One of the core, established businesses in this segment revolves around its expertise in creating ultra-thin polypropylene film, which it uses to manufacture capacitors for electricity storage. Bolloré is the world leader in the manufacture of these films for capacitors. The company has also expanded this competency to produce a range of shrink-wrap packaging films and is now one of the three largest manufacturers of packaging films in the world.

Bolloré has been further leveraging its expertise in capacitors to develop a high-performance battery, which allows cars to be made 100% electric, and supercapacitors, which allow, among other capabilities, electric cars to recover energy during braking. Investments in factories were

THE GLOBAL CONTRARIAN

made throughout 2010 and 2011 so that large-scale production of these electrical elements can begin. This will allow mass production of the *Bluecar*®, designed by Italian manufacturer Pinifarina in a partnership with Bolloré. The Paris city council chose Bolloré to develop its Autolib program, which is a clean electric car-sharing system for Paris and its suburbs. The system was scheduled to begin operations at the end of 2011 with 250 *Bluecar*® vehicles and approximately 50 charging stations. Ultimately, 1,740 to 3,000 *Bluecar*® vehicles will be supplied to this program, which should greatly enhance the profitability – or at least lessen the drag on earnings – of this segment. The *Bluecar*® has been in development since 2004.

Lastly, the Industry segment includes IER, which is the world leader in supplying major transportation networks with ticket machines, boarding control equipment, security access systems and automatic identification and traceability solutions using barcode, RFID, voice recognition, Wi-Fi and GPRS technologies.

With established, leading market positions in certain of these business, especially in the manufacture of plastic films and with the IER operations, one could argue that the fair value of these assets is underappreciated when analyzed using the negative operating contribution of the Industry segment. For example, if any of these businesses were to be spun-off or sold, even if one assumed that they were poor businesses with negative earnings, their resulting valuation would be something greater than zero. If not, it is reasonable to assume based on the track record of the company, that these businesses would be shut down, thus eliminating their drag on earnings. When viewed in this manner, Bolloré's Industry segment can be thought of as a venture capital firm that has made investments in businesses in various stages of their development – some established, such as the polypropylene film business, and some in their early stages, such as the *Bluecar*® initiative. Regardless of how established these businesses may be, however, there is significant latent asset value within this segment.

Media, Telecoms, Plantations and Holdings

The thesis that Bolloré possesses underappreciated assets is particularly evident in this segment. Specifically, in December 2011, Bolloré finalized an agreement with Group CANAL+ to sell a stake in its free-to-air television channels Direct 8 and Direct Star, as well as their advertising sales division, Intermedia. The agreement calls for CANAL+ to acquire a 60% stake in this business, with the option to acquire 100% of the business outright. The transaction values Bolloré's television business at an estimated €465 million. It should be emphasized that this business represents only a piece of this Industry segment, which, in aggregate, contributed revenues of €167 million and operating income of €(87) million in 2010.

The media business also includes the free newspapers *Direct Sport* (a weekly newspaper with circulation of 450,000 copies) and *Direct Matin* (a daily newspaper with circulation of more than 900,000 copies). Further, Bolloré owns an 18% stake in Euro Media Group, which is one of Europe's leading audiovisual technical service businesses, providing services such as mobile video buses, film sets, market research, postproduction and scenery studios.

Bolloré also has exposure to the advertising and market research business via its investments in Havas (the sixth largest communication consultancy group), Aegis Group (one of the leading

THE GLOBAL CONTRARIAN

media agency and marketing services groups) and Harris Interactive (a market research and survey company).

The company's telecom exposure consists of 22 regional WiMax licenses, giving it coverage for all of France. Bolloré has been testing the network at pilot sites across the country. The company also operates Wifirst, a wireless broadband internet service provider found primarily in student residences.

In its plantations business, Bolloré owns 8,800 hectares (nearly 22,000 acres) of rubber tree and oil palm plantations via Safa Camaroun, as well as a 39% stake in Groupe Socfin, which manages 150,000 hectares (roughly 370,000 acres) of rubber tree and oil palm plantations throughout Asia and Africa. Other agricultural holdings include three farms in the United States covering 3,000 hectares (7,400 acres) and 246 hectares (600 acres) of vineyards (including 116 hectares of vineyard rights) in France.

Lastly, the company has significant shareholdings in both listed and unlisted companies, which will be shown in greater detail later in this report. Based on the valuations for the unlisted entities as of June 30, 2011, and the current market values of the publicly-traded securities, these holdings are valued at over €2.7 billion, thus representing approximately 50% of Bolloré's current enterprise value. As will be shown, these holdings do not include any businesses that operate in the transportation and logistics or fuel distribution segments. This implies that, after backing out the value of these securities from Bolloré's enterprise value, as well as the value of its television assets per the transaction with CANAL+, investors are only paying approximately €2 billion, or 5x operating income, for the transportation and logistics and fuel distribution businesses, and receiving the businesses in the Industry segment, and parts of the Media, Telecom, Plantations and Holdings segment, for free.

THE GLOBAL CONTRARIAN

Valuation Analysis

As mentioned earlier, the investment thesis for Bolloré is based on a sum-of-the-parts analysis that incorporates the value of its shareholdings in listed and unlisted entities, as well as the value of its television business as indicated by the recent transaction with CANAL+. When one excludes the value of these assets from Bolloré's current enterprise value, it becomes apparent that investors are able to purchase the remaining businesses – which include the core of the Bolloré's operations – at a significant discount to fair value.

To illustrate this discount to fair value, we first start with the current market capitalization and enterprise value of the company, as shown in Exhibit 4. This calculation assumes 25.1 million total issued shares, as noted in a January 6, 2012 filing, and excludes 3.3 million company-owned shares, as noted in the company's filing for the first six months of 2011. Based on the current share price, Bolloré has a market capitalization of €3.4 billion and an enterprise value of €5.1 billion, based on €2.2 billion in total debt and €14 million in cash.

Exhibit 4 Bolloré: Current Valuation Metrics

(Euros in millions)

Share Price (3/2/12)	€158.00
Shares Outstanding	21.8
Market Capitalization	3,443.4
Net Debt	1,674.7
Enterprise Value	5,118.0

Source: Company reports, *The Global Contrarian* estimates.

Exhibit 5 shows that the current value of the company's publicly-traded investments, its unlisted shareholdings and its television business total €3.1 billion in value. It should be noted that the €465 million value attached to the television business was the implied value in the transaction with CANAL+, and that Bolloré will receive Vivendi SA shares (VIV FP) in the transaction. Should CANAL+ exercise its right to purchase 100% of these businesses, Bolloré stands to receive a total of 36 million Vivendi shares.

It should also be noted that Financière de l'Odét (ODET FP), Sofibol, Financière V and Omnium Bolloré are all related to the Bolloré Group. Specifically, Omnium Bolloré owns 50.3% of Financière V, which owns 51.1% of Sofibol, which owns 54.6% of Financière de l'Odét, which owns 67.4% of Bolloré. The estimated values for these entities are, therefore, influenced by the market prices of both Bolloré and Financière de l'Odét. Despite this, the estimated values cited for each entity do not appear to be aggressive, as Financière de l'Odét currently trades at a discount to book value (excluding minority interest) and as the value cited for Sofibol is on par with its proportional ownership in Financière de l'Odét's book value. In total, Group companies account for approximately €1.6 billion of Bolloré's shareholdings.

THE GLOBAL CONTRARIAN

Exhibit 5 Bolloré: Value of Listed and Unlisted Shareholdings and Media Assets

(Euros in millions, prices for listed securities as of 3/2/2012)

Company	Ticker	Market Capitalization	% Ownership	Value
Financiere de l'Odet	ODET FP	2,000	26.82	536
Aegis	AGS LN	2,422	26.19	634
Mediobanca	MB IM	4,280	5.06	217
Vallourec	VK FP	6,556	1.71	112
Generali	G IM	20,224	0.13	26
BigBen Interactive	BIG FP	122	13.71	17
Gaumont	GAM FP	199	9.57	19
Premafin	PF IM	172	2.30	4
Harris Interactive	HPOL US	40	14.68	6
Other Listed Securities (6/30/11)				3
Subtotal				1,574
Unlisted (Value as of 6/30/11)				
Sofibol			48.95	585
Financiere V			49.69	304
Omnium Bollore			49.84	154
Other Unlisted Securities				51
Subtotal				1,094
Total Shareholdings				2,668
Television Business				465
Total				3,133

Source: Company reports, *The Global Contrarian* estimates.

Of the holdings listed in Exhibit 5, Mediobanca Group, Assicurazioni Generali SpA, and Premafin Finanziaria SpA (which account for roughly €250 million in value) operate in the financial services sector in Italy. Aegis Group plc, BigBen Interactive SA, Harris Interactive Inc. and Gaumont SA all operate in the market research and media industries and Vallourec SA is a producer of seamless stainless steel products. None of these holdings contribute to the earnings or value of Bolloré's Transportation and Logistics, Fuel Distribution or Industry segments, nor do they fully reflect the value of the Media, Telecom, Plantations and Holdings segment.

When one subtracts the value of these assets from Bolloré's current enterprise value, one arrives at a value for the remaining Bolloré businesses of under €2 billion (see Exhibit 6).

Exhibit 6 Bolloré: Valuation Excluding Value of Shareholdings and Television Assets

(Euros in millions)

Current Enterprise Value (3/2/2012)	5,118.0
Less: Value of Shareholdings and Television Assets	(3,132.9)
Bolloré Stub Value	1,985.1

Source: Company reports, *The Global Contrarian* estimates.

THE GLOBAL CONTRARIAN

As mentioned earlier, this compares favorably to the earnings from the Transportation and Logistics and Fuel Distribution segments alone. As shown in Exhibit 7, these segments earned €400 million in operating income in 2010 and results through the six months of 2011 grew over 5% relative to the prior year (Fuel Distribution suffered from unseasonably mild temperatures).

Exhibit 7 Bolloré: Operating Income by Business Segment; 2010, 1H2010 and 1H2011

(Euros in thousands)

	Operating Income			
	2010	1H2010	1H2011	Growth
Transportation and Logistics	363	172	185	7.6%
Fuel Distribution	37	13	10	-23.1%
Subtotal	400	185	195	5.4%
Industry	(70)	(40)	(33)	NA
Media, Telecom, Plantations, Holdings	(87)	(31)	(28)	NA
Total	243	114	134	17.5%

Source: Company reports.

It would appear, therefore, that a scenario assuming €400 million in operating income from these two segments going forward is not only reasonable, but conservative. Further, the consolidated company posted depreciation and provisions expenses of €181 million in 2010. If one assumed, conservatively, that €150 million of these charges are associated to the Transportation and Logistics and Fuel Distribution segments (83% of total depreciation charges, which is equal to these segments' share of the total capital expenditure budget in 2010), one arrives at an EBITDA estimate of €550 million. Using these assumptions, one finds that these business segments are being valued at less than 4x last year's estimated EBITDA (see Exhibit 8).

Exhibit 8 Bolloré: EBITDA Valuation the Bolloré Stub

(Euros in thousands)

Current Enterprise Value (3/2/2012)	5,118.0
Less: Value of Shareholdings and Television Assets	(3,132.9)
Bolloré Stub Value	1,985.1
Projected EBITDA of Transportation and Logistics and Fuel Distribution	550.0
Enterprise Value/EBITDA	3.6x
Projected EBITDA of Transportation and Logistics and Fuel Distribution	550.0
Target Multiple	7.0x
Fair Value of Transportation and Logistics and Fuel Distribution	3,850.0

Source: *The Global Contrarian* estimates.

This exhibit also shows that shareholders stand to gain nearly €1.9 billion in equity value should these business come to be valued at 7x EBITDA, which a more reasonable, yet still conservative, multiple when one considers the company's scope, market position and growth potential. This would amount to over 55% upside to the current share price and, again, does not yet reflect any consideration being given to the Industry assets or certain of the other assets, such as the plantations.

THE GLOBAL CONTRARIAN

Although a realization by the market of Bolloré's true asset value would provide investors with the most equity appreciation, investors can still earn an acceptable return should the company be valued on a book value basis. As shown in Exhibit 9, the company has grown book value per share plus dividends and a compound annual rate of over 10% over the last five years. Should the company continue to trade at its current price/book value multiple of 0.86x, which is at the low-end of its historical range, it is reasonable to believe similar returns will be generated going forward. Higher returns are possible should the company realize any price-to-book value multiple expansion.

Exhibit 9 Bolloré: Historical Shareholder Value Created; 2005-2010

(Euros in millions, except per share figures)

	2005	2006	2007	2008	2009	2010	Total
Shareholders' Equity	2,502	3,594	3,269	2,295	2,844	3,736	
Shares Outstanding	22.4	23.1	22.4	21.4	21.4	21.4	
Book Value per Share	111.5	155.6	146.1	107.3	133.0	174.6	
Dividends	6.8	8.1	16.1	23.9	23.5	70.6	
Dividends per Share	0.30	0.35	0.72	1.12	1.10	3.30	
Shareholder Value Created per Share¹		44.4	(8.7)	(37.7)	26.8	45.0	69.7
5-Yr. CAGR							10.2%

¹Growth in shareholders' equity plus dividends.

Source: Company reports, *The Global Contrarian* estimates.

It should be noted that Bolloré's shareholders' equity was not as volatile as it may seem in the exhibit above, as the vast majority (nearly €20 million) of the decline in 2008 was due to changes in the fair value of financial instruments, namely its publicly-traded securities. The company realized some losses related to the forward sale of its equity stake in Vallourec, which at one point was significantly larger than its current holding. Additional deductions to shareholders' equity were experienced as the company repurchased shares.

In summary, investors stand to benefit in numerous ways with Bolloré. Ongoing investment and growth in the company's primary Transportation and Logistics business should provide a steady and adequate return for shareholders, with the exposure to Africa providing long-term secular growth as the continent's economy develops. There is significant, latent asset value within Bolloré, and the recent sale of television assets could be viewed as indication that management will unlock value via asset sales going forward, which is almost certain to benefit shareholders. Lastly, this investment could also be viewed as carrying a free option on the electric car industry via *Bluecar*®, which has the potential to add significantly to Bolloré's earnings. Given these factors, combined with the significant discount to fair value reflected in the company's current share price, shares of Bolloré are recommended for purchase.

THE GLOBAL CONTRARIAN

Conclusion

A sum-of-the-parts analysis for Bolloré indicates that the company is currently valued at a steep discount to fair value. The company has holdings in listed and unlisted securities, the value of which accounts for approximately 50% of Bolloré's enterprise value. There has also been a recent transaction for a piece of the company's media business, which valued its television channels at €465 million. In total, there are identifiable market valuations for certain of Bolloré's assets which represent roughly 60% of the company's current enterprise value. This implies that the remaining business, which includes the company's core Transportation and Logistics and Fuel Distribution segments, are being valued at less than €2 billion. If one considers that the EBITDA currently being generated by these two segments is estimated to be €550 million, the fair value of these businesses easily approaches €4 billion, providing investors with 50% upside to Bolloré's current share price before assigning any value to the remaining assets within its Industry segment or to certain of its Media, Telecom and Plantation holdings. Given this significant discount to fair value, shares of Bolloré are recommended for purchase.

The remaining businesses can be compared to a venture capital operation, and include businesses in various stages of development – early stage, such as the *Bluecar*® venture and the telecom operations, and later stage, such as the more established IER and packaging films businesses. Despite the negative earnings from these businesses on a consolidated basis, the more established entities are likely profitable when viewed separately; all, or most, of these businesses would have value should they be spun-off or sold by Bolloré, or, it is reasonable to assume given the track record of the company, they would be shut down. This gives investors significant additional upside to the value of their shares.

THE GLOBAL CONTRARIAN

Exhibit 10 Bolloré: Consolidated Income Statement

(Euros in thousands)

	6M Ending June 2011	6M Ending June 2010	FY Ending Dec. 2010
Turnover	4,031,805	3,291,571	7,010,251
Purchases and External Charges	(3,306,092)	(2,616,094)	(5,610,597)
Salaries and Employee Benefits	(500,854)	(472,858)	(957,366)
Amortization and Provisions	(86,349)	(86,041)	(181,298)
Other Operating Income	63,100	52,266	114,566
Other Operating Expenses	(67,881)	(54,829)	(132,229)
Operating Income	133,729	114,015	243,327
Net Cost of Financing	(28,376)	(18,812)	(41,182)
Other Financial Income	312,256	36,038	112,999
Other Financial Expenses	(162,962)	(37,188)	(62,765)
Financial Result	120,918	(19,962)	9,052
Affiliate Companies' Share of Results	40,811	145,948	199,892
Corporate Income Tax	(63,769)	(50,065)	(94,498)
Net Income from Continuing Ops.	231,689	189,936	357,773
Net Consolidated Income, Group	213,000	164,608	316,851
Non-Controlling Interests	18,689	25,328	40,922
Earnings per Share:			
Basic	€9.96	€7.70	€14.81
Diluted	€9.89	€7.70	€14.81

Source: Company reports.

THE GLOBAL CONTRARIAN

Exhibit 11 Bolloré: Consolidated Balance Sheet

(Euros in thousands)

	June 30, 2011	Dec. 31, 2010
Assets		
Goodwill	1,111,084	1,098,140
Intangible Assets	240,561	226,099
Tangible Assets	1,116,908	1,091,769
Equity Method Investments	802,065	802,005
Other Financial Assets	2,912,988	2,632,714
Deferred Taxes	38,358	39,253
Other Assets	290	312
Non-Current Assets	6,222,254	5,890,292
Stock and Work-In-Progress Inv.	228,222	175,051
Trade Notes and Accts. Receivable	1,915,363	1,649,730
Current Taxes	111,618	97,585
Other Financial Assets	1,360	325,179
Other Assets	36,879	21,277
Cash and Cash Equivalents	514,220	346,878
Current Assets	2,807,662	2,615,700
Total Assets	9,029,916	8,505,992
Capital	395,630	395,218
Paid-In Capital	239,014	235,614
Consolidated Reserves	3,390,419	3,104,920
Group Share of Equity	4,025,063	3,735,752
Non-Controlling Interests	297,245	299,650
Shareholders' Equity	4,322,308	4,035,402
Long-Term Financial Debt	1,405,201	1,290,613
Provisions for Employee Benefits	102,897	103,867
Other Provisions	119,307	124,729
Deferred Taxes	79,344	69,210
Other Liabilities	29,661	19,209
Non-Current Liabilities	1,736,410	1,607,628
Short-Term Financial Liabilities	783,685	820,153
Provisions	27,976	26,416
Trade Notes and Accts. Payable	1,886,741	1,716,251
Current Taxes	227,034	218,137
Other Liabilities	45,762	82,005
Current Liabilities	2,971,198	2,862,962
Total SE and Liabilities	9,029,916	8,505,992

Source: Company reports.