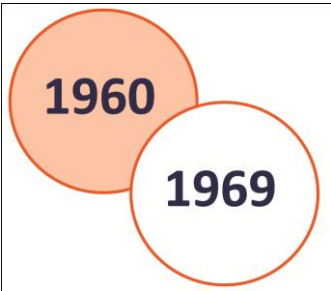
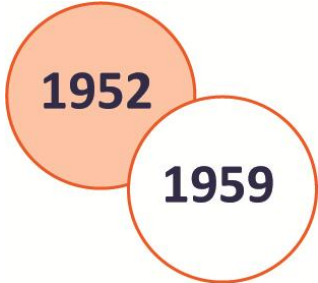


DISCOVER THE HISTORY OF THE BOUYGUES GROUP



1952



Francis Bouygues

Francis Bouygues founds Entreprise Francis Bouygues, a Paris-based company specialising in industrial works and construction. He sets up design and methods departments and applies the industrialization principles.

1956

The company starts property development with Stim.

1959

Founding of a subsidiary specialising in industrial precasting and the development of special concrete treatment processes (EPI).

1963



Le Minorange, the Group's in-house magazine

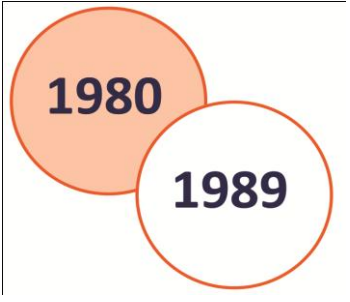
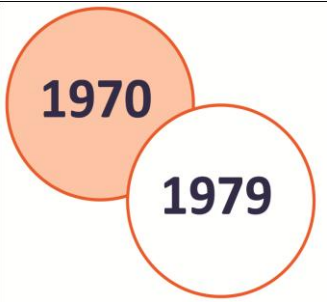
- Creation of the *Compagnons du Minorange* guild to promote an elite among site workers.
- Launch of the Group's in-house magazine.

1965

- Development of civil engineering and public works activities (engineering structures, earthworks, infrastructure, etc.).
- Founding of regional building and civil works subsidiaries that gradually cover the whole of France.

1968

- Bouygues moves to a new head office in Clamart, south-west of Paris.
- An information systems department is set up.



1970 Bouygues is floated on the Paris stock exchange.

1972



The Bouygues logo

- International operations are launched with the Tehran Olympic complex (first prestressed concrete triangular truss).

- Creation of the Bouygues logo.
- Delivery of Parc des Princes stadium.
- A scientific department is set up.

1974



Paris Convention Center

- Establishment of Bouygues Offshore, specialised in oil and gas contracting (sold to Saipem in July 2002).
- Delivery of the Fiat Tower in La Défense business district (Paris).

- Delivery of Paris Convention Centre.

1975 Founding of local foreign subsidiaries.

1978 Founding of "Maison Bouygues" (catalogue homes), sold in 1990.

1981



Terminal 2 Paris Charles de Gaulle Airport

Delivery of Terminal 2 of Paris Charles de Gaulle airport.

1982

Francis Bouygues is named "Manager of the Year" by the magazine *Le Nouvel Economiste*.

1983

- Delivery of Bubiyan Bridge in Kuwait.
- Delivery of the Inset University in Yamoussoukro in the Ivory Coast.

1984

- Delivery of Riyadh University in Saudi Arabia. The mere size of the project (1 million sq metres in the desert) and its successful completion within 40 months changed the face of the Group.
- Delivery of Dar-es-Salaam airport in Tanzania.
- Handover of the Les Halles complex (Paris).
- Delivery of the Elf Tower in La Défense business district.
- Bouygues acquires ETDE, specialising in energy supply and transmission, and Saur, France's third-largest water supply company. Saur was sold to PAI Partners on 15 February 2005, with the exception of its African subsidiaries.

1985 Involvement in the new town centre of Saint-Quentin-en-Yvelines.

1986



Orsay Museum, Paris

- Delivery of Orsay Museum in Paris.
- Delivery of 4,000 housing units in Medea (Algeria).
- A Franco-British consortium is formed to design, build and operate a fixed link across the English Channel.

- Acquisition of the Screg group, France's leading roadworks contractor, comprising Colas, Screg Routes and Sacer. Bouygues becomes the world's leading construction firm.
- Acquisition of Dragages and Smac Acieroid (waterproofing).

1987

- Delivery of Pyeong Taek methane terminal in South Korea.
- Delivery of Lagos thermal power plant (Nigeria), one of the most powerful in Africa.



Lagos thermal power plant

- Acquisition of TF1: Bouygues becomes the main shareholder (25%) and operator of France's leading television channel.

1988



The Ile de Ré Bridge

- The Group moves into its new head office, Challenger, in Saint-Quentin-en-Yvelines (Paris region).
- Delivery of the Ile de Ré bridge (western France).
- Delivery of the European Parliament building in Strasbourg.
- Martin Bouygues is named Chief Executive Officer of Bouygues.

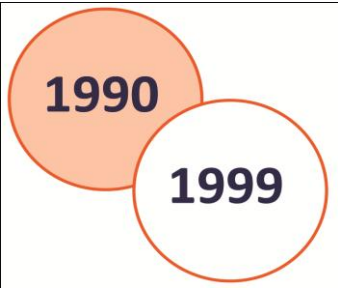
1989



Arche de la Défense in Paris

- On 5 September 1989, Francis Bouygues stands down as Chairman of the Bouygues Board of Directors. On his proposal, Martin Bouygues is appointed Group Chairman and

- Chief Executive Officer.
- Delivery of Sylans viaduct in France.
- Delivery of the Arche de La Défense in Paris.
- Acquisition of Grands Moulins de Paris (GMP), sold on 2 October 1998 to a group of investors made up of AXA Private Equity Fund, Gilde Buy-Out Fund and Charterhouse.



1990

- Restructuring of the Richelieu wing of the Louvre Museum in Paris.
- Delivery of the first project in Moscow (Iris Hotel).
- Bouygues begins operations in Thailand with the construction of Muang Thong Thani new-town near Bangkok.
- Acquisition of Losinger, Switzerland's third-ranking construction group, whose subsidiary, VSL, is world leader in post-tensioning.
- Compagnie Ivoirienne d'Electricité (CIE, a subsidiary of

Saur and EDF) is awarded the concession for the power utility in Ivory Coast.

- Bouygues is the main shareholder of the concession company entrusted with design, financing, construction and 35-year operation of the Northern Lyon Bypass.
- Francis Bouygues founds Ciby 2000, a feature film production company, which stopped its production activities in 1998. Its catalogue was sold in 1999. Films produced include: *Une Epoque Formidable* by Gérard Jugnot, *High Heels* by Pedro Almodovar, *The Piano* by Jane Campion, *Underground* by Emir Kusturica, *Secrets and Lies* by Mike Leigh, and *Taste of Cherry* by Abbas Kiarostami.

1991



Kwun Tong bridge, Hong Kong

- Reconstruction of Charlety Stadium in Paris.
- Delivery of Agadir airport (Morocco).
- Delivery of the viaduct over the Isère river for the Winter Olympics.
- Delivery of the two Pacific Place towers.
- Delivery of Kwun Tong bridge in Hong Kong.
- TF1 takes over the thematic channel Eurosport.
- Ciby 2000 produces *Une époque formidable* by Gérard Jugnot.
- Ciby 2000 produces and *High Heels* by Pedro Almodóvar.

1992

- Delivery of James Bay dam in Canada.
- Delivery of Hassan II mosque in Casablanca (Morocco).

1993



The Channel Tunnel

- Casablanca Bay sanitation scheme (Morocco) (January).
- In February, Bouygues acquires a stake in South African construction firm Basil Read (sold in 2005).
- *Palme d'Or* at Cannes Film Festival for *The Piano* by Jane Campion (May).
- César (French Oscar) for Best Foreign Film for Pedro Almodóvar's *High Heels*.
- Francis Bouygues dies on 24 July.
- Bouygues establishes a national paging network under the ERMES standard. The first service, Kobby, is launched in 1994. (September).
- Delivery of the Channel Tunnel (December).

1994



European Business Centre, Hungary

- Delivery of the World Trade Centre in Bucharest (Romania).
- Delivery of the European Business Centre in Budapest Hungary).
- Stim and Batir merge.
- Bouygues increases its stake in TF1 from 25% to 34%.
- Three Oscars in Hollywood for *The Piano* by Jane Campion (March).
- Bouygues and EDF sign a strategic international partnership agreement (May).
- Launch of LCI (La Chaîne Info), Europe's first rolling news channel and wholly-owned subsidiary of TF1 (June).
- Bouygues gains a licence to operate France's third mobile phone network under the DCS 1800 standard (October).
- Delivery of the National Stadium and the Tsing Ma Bridge.

1995



Normandy bridge, France

- Delivery of the Pontiac Marina office tower in Singapore.
- Inauguration of the Normandy Bridge (France) (January).
- Construction/concession of the Sydney metro in Australia (February).
- Delivery of the French National Library in Paris.
- Construction of the N'Kossa barge in Congo (March).
- *Underground* by Emir Kusturica wins the *Palme d'Or* at Cannes Film Festival (May).
- Establishment of Saibos in which Bouygues Offshore and Saipem hold equal stakes (turkey construction and installation of platforms and subsea pipelines) (June).
- Delivery of the Gök Tepe mosque in Turkmenistan.
- TF1 opens its website (www.tf1.fr) (December).

1996



Rambler Channel Bridge, Hong Kong

- Bouygues creates and launches the digital package TPS (Télévision par Satellite) (January).
- The French broadcasting authority (CSA) renews TF1's broadcasting licence for five years (April).
- Commercial launch of Bouygues Telecom (May).
- *Secrets and Lies* by Mike Leigh wins the *Palme d'Or* at Cannes Film Festival (May).
- 40% of Bouygues Offshore is floated on the stock exchange in Paris and New York (November).
- The Saur/Cise merger alters the capital structure of Bouygues.

1997



Stade de France Stadium Paris

- Delivery of Happy Valley race course in Hong Kong.
- Delivery of Rambler Channel Bridge in Hong Kong.
- Delivery of the Ashgabat Presidential Palace in Turkmenistan (February).
- *Taste of Cherry* by Abbas Kiarostami wins the *Palme d'Or* at Cannes film festival (May).
- Delivery of Hong Kong Convention Centre in time for the ceremony handing the Special Administrative Region back to China (June).
- Opening of the Gustave Eiffel Apprentice Training Centre in Chilly-Mazarin (Paris region, September).
- Bouygues Telecom signs a loan agreement for FF 15 billion (October).
- Bouygues is removed from the CAC 40 index (November).
- Delivery of the Stade de France Stadium in Saint-Denis (November).
- Bouygues Telecom launches high-resolution digital sound and Nomad, the no-commitment mobile (November).
- Delivery of Cheung Ching tunnel in Hong Kong.
- Vincent Bolloré acquires a stake in Bouygues (December).
-

1998



Avignon viaduc, France

- Bouygues signs a PFI contract for the construction of King's College in London (January).
- Delivery of the Boulonnais

- viaducts (A16 motorway, France, June).
- Delivery of the Avignon viaducts (June).
- Bouygues builds two railway tunnels in Hong Kong for FF 2.6 billion (October).
- Bouygues receives a work order for Europe's biggest office development scheme: Cœur Défense in Paris, France (October).
- Vincent Bolloré sells his stake in Bouygues to François Pinault (November).
- SCDM (Martin Bouygues and Olivier Bouygues) and Artémis sign a 3-year shareholder agreement (December).

1999



The George V Hotel,
Paris.

- The capital of Saur is reorganised (January).
- Bouygues signs contracts for the construction of part of the CPC oil export terminal and pipeline in Russia.
- The Group spins off its construction business to form Bouygues Construction (June).
- Bouygues raises its stake in Bouygues Telecom from 34% to 54%.
- €540 million capital increase (June).
- Bouygues Telecom welcomes its two millionth customer (July).
- Francis Bouygues is named entrepreneur of the century in the construction sector by *L'Usine Nouvelle* magazine (October).
- Bouygues returns to the CAC 40 index (October).
- Delivery of the George V Hotel renovated (December).
- The Bouygues parent company sells 51% of Bouygues Offshore and 100% of ETDE to Bouygues Construction (December).

- €229 million capital increase through *Bouygues Confiance*, a mutual fund reserved for employees.

2000

2009

2000



The Rostock Tunnel, Germany

- €1.5 billion capital increase (March).
- Works start on Rostock Tunnel, Germany's first private road infrastructure concession (March).
- Bouygues makes a share exchange offer for its subsidiary Colas (July and August). After this transaction, Bouygues holds 96.5% of Colas.

2001



The Cairo metro (line 2),
Egypt

- Bouygues Telecom decides not to apply for a UMTS licence in France (30 January).
- TF1 acquires 100% of the Eurosport group (January).
- Delivery line 2 of the Cairo metro (Egypt).

2002



i-mode™

- Bouygues increases its stake in Bouygues Telecom from 54% to 65% by acquiring Telecom Italia's interest (February).
- Bouygues Telecom applies for a UMTS licence. Bouygues Telecom and NTT DoCoMo sign an agreement to develop i-mode™ services (April).
- Bouygues Construction sells its majority stake in Bouygues Offshore to Saipem (July).
- Launch of i-mode™ (November).

2003



The Tangiers Mediterranean

- Bouygues acquires E.ON's interest in Bouygues Telecom, raising its stake from 67% to 73% (January), and to 83% (December).
- Bouygues Construction delivers the Budapest sports arena in Hungary (March).
- The shareholder agreement between Artémis and SCDM is extended (May).
- Bouygues Construction signs a contract for construction of the new Tangiers Mediterranean port (Morocco) (June).

2004



Masan Bay Bridge, South Korea

- Bouygues Construction signs a €250 million contract to build Masan Bay bridge in South Korea (June).
- Delivery of Groene Hart Tunnel in the Netherlands, one of the greatest adventures of our times. The 7-km long tunnel bored under the water table through sand and silt soil, allows two trains to pass each other at 300 km

per hour.

- On 23 July, the Bouygues Board of Directors approves an exceptional payout of €5 per share, proposed at the Ordinary Shareholders' Meeting on 7 October.
- On 19 November, Bouygues signs an agreement to sell Saur to PAI Partners. The agreement is approved by the competition authorities on 15 February 2005.

2005



Sail@MarinaBay, Singapore

- An exceptional payout of €5 per share is made on 7 January 2005.
- On 24 January Bouygues Construction signs a contract to build Singapore's tallest residential towers (The Sail@Marina Bay).
- United Kingdom: Bouygues Construction delivers new Home Office headquarters, a PPP project (February).
- Bouygues, Bouygues Telecom, TPS, Orange and France Telecom join forces to test a TV-over-mobile service using the new DVB-H standard (March).
- On 26 May, Bouygues Telecom launches nationwide broadband services using its Edge network, covering 85% of the French population.
- Founding of the Francis Bouygues Corporate Foundation, which helps motivated school-leavers with financial difficulties to finance their studies and fulfil their professional ambitions (June).
- Bouygues Construction and RATP Group are awarded construction of the Gautrain rail link between Johannesburg and Pretoria (South Africa) (July).
- *Bouygues Confiance 3* is launched – the third leveraged share ownership plan reserved for employees of the Group's French companies (November).
- AsiaWorld-Expo exhibition centre is delivered in Hong Kong (December).

2006



Cyprus Airports

- On 26 April Bouygues acquires the French government's 21% stake in Alstom, and signs a cooperation agreement with the company.
- Bouygues signs a sponsorship agreement on the restoration of the Hôtel de la Marine with the French Ministry of Defence and the Ministry of Culture and Communication (April).
- Bouygues Construction starts work on the Cyprus Airports for a total of €491 million. In 2005, Bouygues Construction signed a 25-year concession contract for the airports (May).
- Bouygues Construction to build the three tallest residential towers in Bangkok (May).
- On 26 June, the European Commission authorises acquisition by Bouygues French government's stake in Alstom. This gives Bouygues 23.26% of Alstom's capital and voting rights.
- Bouygues SA opens its new Paris (32 avenue Hoche) headquarters, an *HQE*[®] (High Environmental Quality) building (June).
- Bouygues announces *Bouygues Partage*, a share ownership plan accessible on equal terms reserved for Group employees in France (December).

2007



Seine Ouest Project

- On 4 January 2007, TF1, M6 and Vivendi sign a final agreement to bring together the pay-TV businesses of Groupe Canal+ and TPS in France as part of Canal+ France, a new group controlled

by Vivendi.

- On 26 January 2007, Bouygues Immobilier launches Seine Ouest — 160,000 sq. metres of High Environmental Quality (*HQE*[®]) offices.
- Bouygues Construction uses the world's largest tunnel-boring machines on a project in China (February).
- On 30 May 2007, Colas acquires Spie Rail.
- On 10 September 2007, Bouygues acquires the 6.5% stake owned by BNP Paribas in Bouygues Telecom.
- On 17 September 2007, Vinci and Bouygues Construction sign a contract to build the containment shelter for the Chernobyl sarcophagus.
- *Bouygues Confiance* 4, the fifth leveraged capital increase reserved for employees of the Group's French companies, is carried out in December.

2008



The Bouygues Group's first advertising campaign
"Building the future is our greatest adventure"

- In May 2008, Colas gains a new foothold in Australia with the acquisition of a 51% stake in the Australian company SAMI.
- TF1 Publicité enters the radio advertising market by winning the bid on independent radio stations on 24 June 2008.
- In July 2008, Colas acquires Gouyer and its subsidiaries, a group of companies operating in Martinique and Guadeloupe.
- On 20 October, Bouygues Telecom becomes an internet access provider.
- 28 October 2008, Bouygues Construction wins its first Public-Private Partnership contract in Canada.
- 3 November 2008, the Group launches its first advertising campaign "Building the future is our greatest adventure".

2009



Galeo, headquarters of Bouygues Immobilier

- The Group's first advertising film, featuring 41 employees, is shown on television and in cinemas (April).
- Bouygues Immobilier has laid the foundation stone of the future Orange retail park, incorporating Europe's biggest photovoltaic power plant (May).
- Bouygues Telecom invents All-in-One service with ideo, the best of mobile phone and broadband box in a single package (May).
- Settlement of an agreement between TF1 and Group AB (June).
- Bouygues Telecom passes the 10-million mobile customer mark (September).
- Bouygues Immobilier inaugurates its new headquarters, Galeo, in Issy-les-Moulineaux, outside Paris.
- Bouygues Construction wins a contract worth €950 million for a giant real estate complex in Qatar (November).
- Bouygues Immobilier wins a prize for the future Ginko eco-neighbourhood in Bordeaux at France's first National Urban Sustainability Conference (November).
- TF1 sells its 9.9% interest in Canal+ France to Vivendi, for €744 million (December).

2010



Tour Sequana

- Bouygues Construction wins a contract to build 63 works and maintenance centres throughout France for a total contract sum of €355 million.
- June – Bouygues Construction signs a €490-million

design-build contract in Hong Kong for a cruise ship terminal along with supporting facilities. Dragages Hong Kong (a Bouygues Construction subsidiary) also wins a €360-million contract for the construction of a rail tunnel.

- Colas acquires 100% of the share capital of Société de la Raffinerie de Dunkerque (SRD) (July).
- Bouygues Construction signs a €770-million contract for the Singapore Sports Hub, the world's largest sports infrastructure PPP (August).
- Inauguration of the Sequana tower, an office building carried out by Bouygues Immobilier and occupied by Bouygues Telecom (September).
- Bouygues Construction, through AREMA, signs a partnership with the city of Marseille for the reconfiguration and operation of the Stade Vélodrome football stadium over a 35-year period (November).
- Bouygues Construction and Leadbitter management team acquire a majority stake in the Leadbitter group from Heijmans NV (December).
- Agreement between Bouygues Telecom and SFR on deploying optical fibre in high-density areas (December).
- TF1 group acquires 100% of NT1 and 40% of TMC.

2011



Ministry of Defence at Balard

- Alstom and Bouygues, via its subsidiaries Bouygues Immobilier and ETDE, agree to create a joint venture under the name of EMBIX to develop and provide energy-management services for eco-communities. (January)
- The French state and the consortium "Atlantes", which includes Colas, sign a 40-year concession contract covering the financing, design, development, widening, operation and maintenance of the section of the A 63 motorway running through the department of les Landes in southwest France for a total amount of

€1.1bn. (January)

- Bouygues Construction wins a €1.25bn contract for the financing, design and construction of the new French Ministry of Defence (including the operation and maintenance of the complex for 30 years) at Balard in the 15th *arrondissement* of Paris. (May)
- On the occasion of its 15th birthday, Bouygues Telecom wins two awards: N°1 for customer relations for its fixed line and mobile businesses (the 5th year running for the latter). The operator now has 1 million fixed broadband clients. (June)
- Bouygues Telecom to unveil mobile telephony 2.0 : B&You (July).
- The TF1 Group announces that it has today finalised the acquisition of the 65.7% interest in Metro France held by Metro International, raising TF1's interest to 100%. (July).
- An Extraordinary General Meeting of shareholders authorised the Board of Directors to carry out a reduction in the share capital through a share repurchase tender offer for a maximum of 41.7 million Bouygues shares (11.7% of the share capital), at a price of €30 per share. (October)

2012



Paris Law Court complex

- Bouygues Telecom and France Télécom-Orange have signed an agreement to roll out optical fibre in high-density and lower density areas. (January)
- Bouygues Construction signs a contract to build the new Paris Law Court complex (February)