

# FULL-YEAR 2009 RESULTS PRESENTATION



Paris – 3 March 2010

This presentation contains projections and forecasts. They express objectives based on the current assessments and estimates of the Group's senior management which are subject to many factors and uncertainties. The following factors, among others set out in the Registration Document filed with the French Financial Markets Authority, could cause actual figures to differ significantly from projected figures: unfavourable developments affecting the French and international telecommunications, audiovisual, construction and property markets; the costs of complying with environmental, health and safety regulations and all other regulations with which Group companies are required to comply; the competitive situation on each of our markets; the impact of current or future public regulations; exchange rate risks and other risks related to international activities; risks arising from current or future litigation. Bouygues gives no commitment to updating or revising the projections and forecasts contained in this presentation.

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3 March 2010



- **HIGHLIGHTS AND KEY FIGURES**

- **BUSINESS AREAS**

- **FINANCIAL STATEMENTS**

- **OUTLOOK AND OBJECTIVES**

# HIGHLIGHTS

- Group sales are holding up well
- Debt reduced significantly
- Commercial performance of the Construction businesses
  - ✓ Bouygues Construction: high level of order intakes equivalent to full-year sales
  - ✓ Colas: increase in the order book
  - ✓ Bouygues Immobilier: a high level of housing reservations
- Acquisition by TF1 of TMC and NT1: after the French Competition Authority's approval, TF1 is awaiting the CSA's (French broadcasting authority) ruling
- Bouygues Telecom
  - ✓ Success of ideo
  - ✓ Customer numbers topped the 10-million mark for mobile services and 300,000 for fixed-line services
- 55,326 employees, or 72% of the eligible workforce, subscribed to *Bouygues Partage 2*, thus increasing employee share ownership
- €500 million 8-year bond issue in January 2010 with a historically low coupon
- Dividend stable at €1.60

*Improved performance throughout the year*

# BOUYGUES GROUP: key operating figures

€ million	2008	2009	Change
Sales	32,459 <sup>1</sup>	31,353	-3% <sup>2</sup>
Operating profit	2,196 <sup>1</sup>	1,855	-16%
Net profit attributable to the Group	1,501	1,319	-12%

<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion's contributions

<sup>2</sup>Down 3% like-for-like and at constant exchange rates

## ■ Marked improvement in H2 compared to H1

- ✓ Operating profit was down 3% in H2 compared with a 29% drop in H1

*Solid performance, impacted  
by the crisis nonetheless*

# BOUYGUES GROUP: key quarterly operating figures

€ million	First quarter		Second quarter	
	2009	Change <sup>1</sup>	2009	Change <sup>1</sup>
<b>Sales</b>	<b>6,579</b>	<b>-3%</b>	<b>8,211</b>	<b>-3%</b>
<b>Operating profit</b>	<b>165</b>	<b>-56%</b>	<b>607</b>	<b>-14%</b>
<b>Net profit attributable to the Group</b>	<b>159</b>	<b>-29%</b>	<b>388</b>	<b>-19%</b>

€ million	Third quarter		Fourth quarter	
	2009	Change <sup>1</sup>	2009	Change <sup>1</sup>
<b>Sales</b>	<b>8,378</b>	<b>-4%</b>	<b>8,185</b>	<b>-4%</b>
<b>Operating profit</b>	<b>689</b>	<b>=</b>	<b>394</b>	<b>-7%</b>
<b>Net profit attributable to the Group</b>	<b>477</b>	<b>-5%</b>	<b>295</b>	<b>-1%</b>

<sup>1</sup>Applying the same accounting policy as in 2009 for sales and operating profit, excluding TF1 third-party sales and Finagestion's contributions

## BOUYGUES GROUP: financial position (1/2)

€ million	End-2008	End-2009	Change
Shareholders' equity	8,765	9,726	+€961m
Net debt	4,916	2,704	-€2,212m
Net gearing	56%	28%	-28 pts

- S&P credit rating confirmed in January 2010 and unchanged since 2001: A- with a stable outlook
- Sharp decrease in net debt
- Net gearing divided by two at 28%

*A very healthy financial structure*

## BOUYGUES GROUP: financial position (2/2)

€ million	2008 <sup>1</sup>	2009	Change
<b>Cash flow</b>	<b>3,542</b>	<b>3,430</b>	<b>-3%</b>
- Cost of net debt	-275	-344	+25%
- Income tax expense	-593	-487	-18%
- Net capital expenditure	-1,730	-1,270	-27%
<b>Free cash flow</b>	<b>944</b>	<b>1,329</b>	<b>+41%</b>

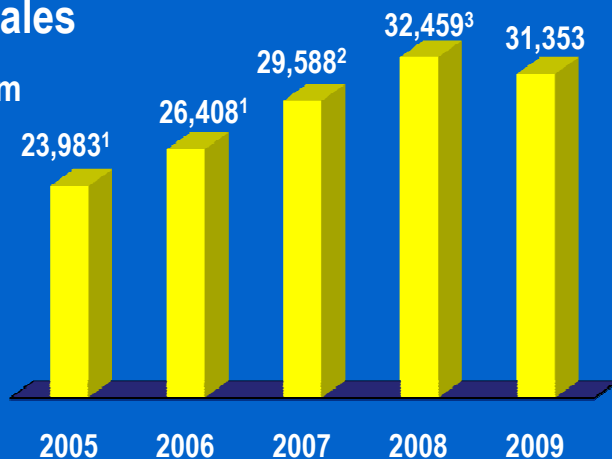
<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion's contributions

*Very high level of free cash flow*

# BOUYGUES GROUP: key figures over five years

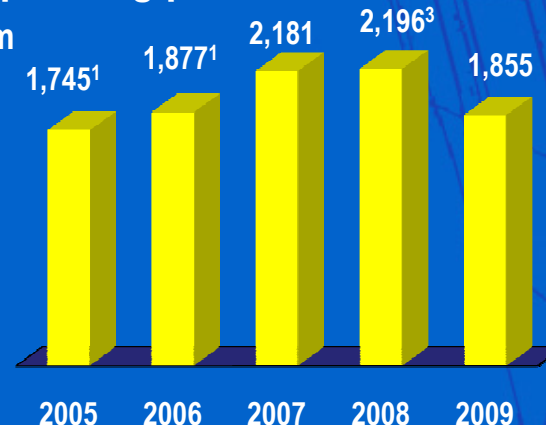
## Sales

€m



## Operating profit

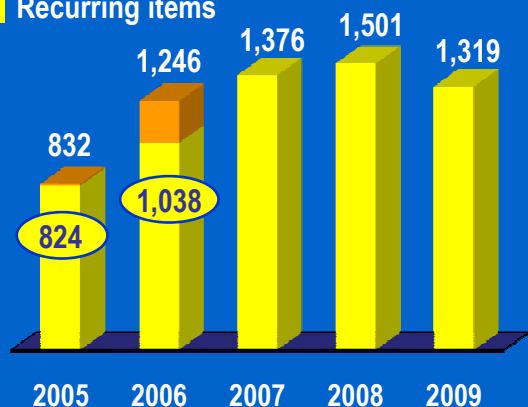
€m



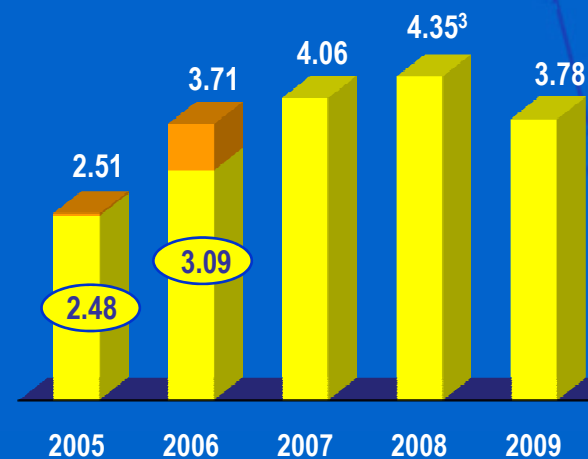
## Net profit attributable to the Group

■ Non-recurring items  
■ Recurring items

€m



## Earnings per share (€)

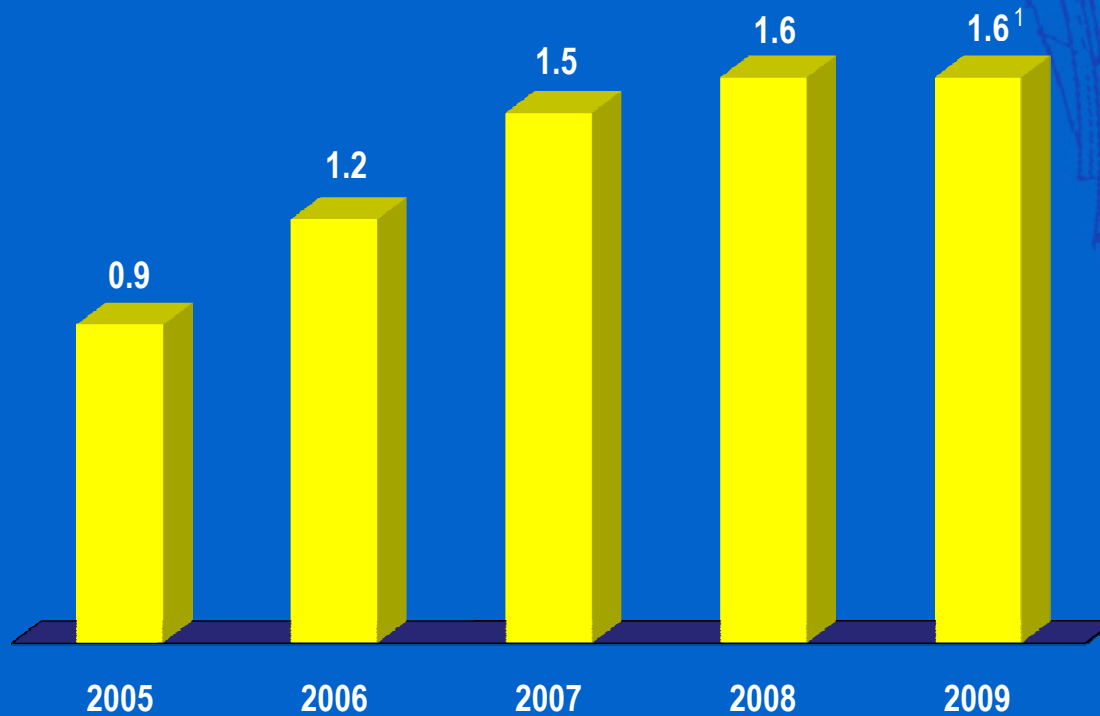


<sup>1</sup>Excluding TPS and Bouygues Telecom Caraïbe

<sup>2</sup>Excluding TF1 third-party sales

<sup>3</sup>Excluding Finagestion's contributions

# BOUYGUES GROUP: dividend per share (€)



Payout ratio:

37%

39%

37%

36%

43%

<sup>1</sup>To be proposed to the AGM on 29 April 2010

***Dividend maintained***

# BOUYGUES-ALSTOM

- Bouygues' stake in Alstom stabilised at 30%
- Acquisition by Alstom of Areva T&D's transmission business
- Continued commercial and operational cooperation
  - ✓ Joint bids for major *TGV* (high speed train) projects in France
- Financial contribution from Alstom in 2009: €329m
  - ✓ Share of Alstom's net profit: €346m<sup>1</sup>
  - ✓ Consolidation adjustments (holding company): -€17m

<sup>1</sup>Calculation based on Alstom's published net profit

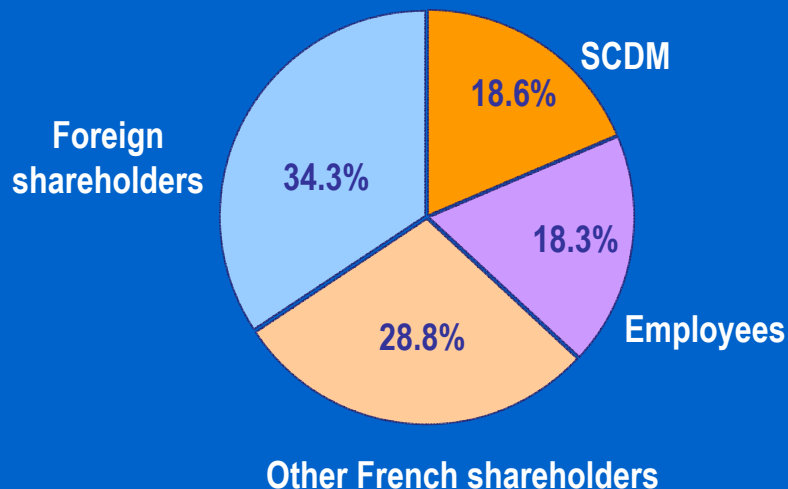
# ALSTOM: nine-month sales

- **At 31 December 2009 (for the first nine months of FY2009/2010)**
  - ✓ **Sales:** €14.4 billion, up 6%
  - ✓ **Orders received:** €11.4 billion, down 47%
  - ✓ **Order book:** €44 billion, ie approx. 27 months of sales
- **Operating margin target of around 9% confirmed for FY2009/2010**
- **Long-term prospects in its markets remain favourable**

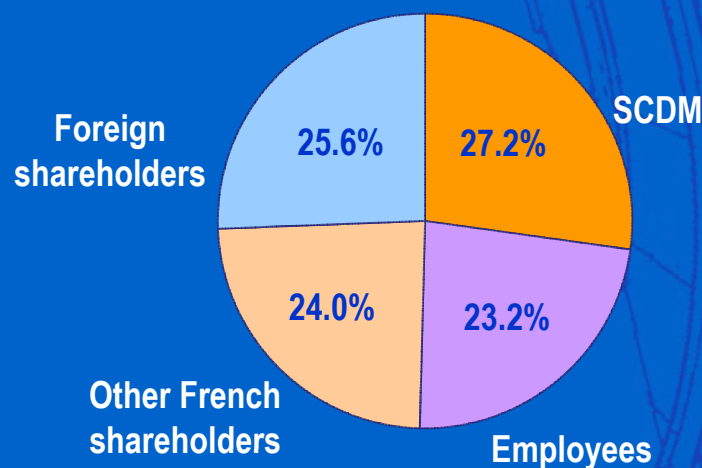


# BOUYGUES: share ownership structure at 31 December 2009

## ■ Capital



## ■ Voting rights



At 31 December 2009

- 354,267,911 shares
- 474,126,027 voting rights

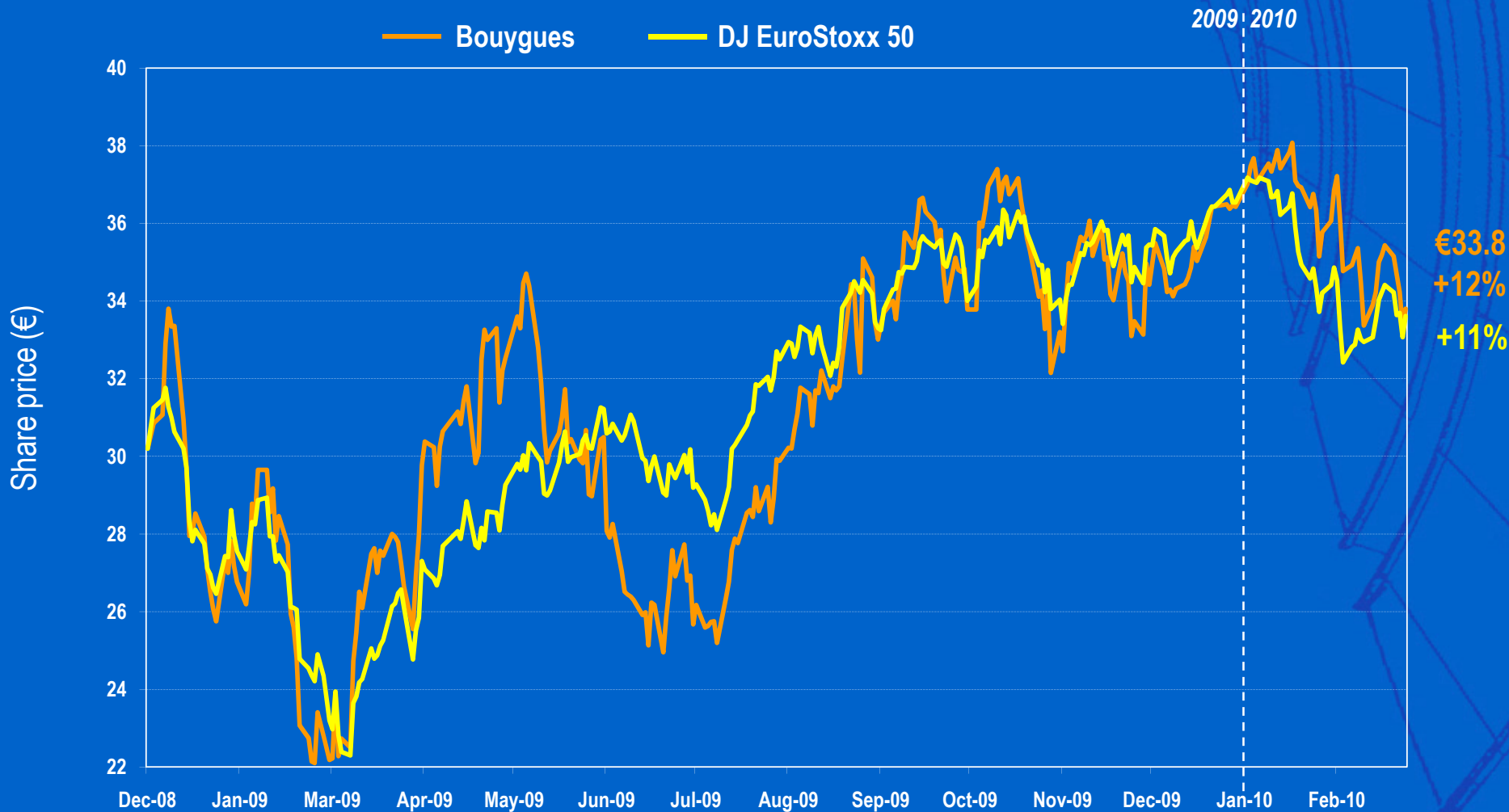
SCDM is a company controlled by Martin and Olivier Bouygues

## ■ Year-on-year change

- ✓ Increase in the interest held by employees thanks to the success of the *Bouygues Partage 2* employee share ownership scheme
- ✓ Bouygues is the CAC 40 company with the highest level of employee share ownership

# BOUYGUES GROUP: share price performance

- Performance of Bouygues share price and Dow Jones Eurostoxx 50 index from 31 December 2008 to 26 February 2010 (close)



# SUSTAINABLE DEVELOPMENT: 2009 highlights

## ■ Carbon and Energy

- ✓ Differentiation strategy based on offering low-carbon eco-variants to customers in the Construction businesses
- ✓ First use of carbon balances as a decision support tool in order to cut costs in all the Group's business areas (eg vehicle fleets)

## ■ Responsible purchasing

- ✓ CSR<sup>1</sup> assessments of 250 targeted suppliers of the Group by an independent third party

## ■ Corporate social responsibility

- ✓ Initiatives to promote integration and diversity: young people from disadvantaged neighbourhoods, disabled people, older people, women, etc.
- ✓ Safety: further measures to raise awareness among employees, provide training and increase accident prevention

<sup>1</sup>Corporate social responsibility

***Significant advances in 2009***

# HUMAN RESOURCES (1/3)

## ■ Headcount

Number of employees at 31 December	2008	2009
<b>Total</b>	<b>138,936<sup>1</sup></b>	<b>133,971</b>
<i>France</i>	<i>77,274<sup>1</sup></i>	<i>76,427</i>
<i>International</i>	<i>61,652<sup>1</sup></i>	<i>57,544</i>
<b>Recruitment – worldwide</b>	<b>28,900</b>	<b>22,500</b>
<i>o/w France</i>	<i>11,400</i>	<i>6,024</i>

<sup>1</sup>Excluding Finagestion sold in 2009 (6,220 employees of whom 7 in France and 6,213 abroad)

- ✓ **The Group's business areas have used mobility to help keep staff in work**
- ✓ **Despite economic circumstances, the number of recruitments remained significant**

## ■ Health and safety

Occupational accidents (worldwide)	2008	2009
Frequency rate	9.59	8.30
Severity rate	0.332	0.307

- ✓ **Health and safety are key requirements in all our business areas. Ambitious training programmes have been rolled out in areas that include not only occupational health and safety but also road safety, stress prevention and combating alcohol and drug addiction**

# HUMAN RESOURCES (2/3)

## ■ Disability

Disabled workers in France	2008	2009
Number of disabled employees	1,625	1,638
Number of disabled employees recruited	146	148

- ✓ The policy of integrating disabled employees will continue to be supported in all business areas by awareness-raising and training for managers as part of partnerships with AGEFIPH<sup>1</sup>

## ■ Young people

France	2008	2009
On internships	5,272	4,770
On apprenticeships	1,499	1,366
On vocational training contracts	1,130	795

- ✓ The Group still considers integration of young people as a priority and supports them in their education and training

<sup>1</sup>Association managing the fund for the occupational integration of disabled people

## HUMAN RESOURCES (3/3)

### ■ Employee savings invested in Bouygues shares

€ million	2008	2009
Company savings scheme + profit sharing <i>of which employer's contribution</i>	197 69	172 73
Leveraged scheme ( <i>Bouygues Partage 2</i> ) <i>o/w employer's contribution + discount</i>	- -	26 21
Total <i>o/w employer's contribution + discount</i>	197 69	198 94

- ✓ Employee share ownership has risen steadily over the last 20 years. Profit-sharing and company savings schemes have been supplemented by leveraged funds
  - *Bouygues Confiance* in 1999, *Bouygues Confiance 2* in 2001, 3 in 2005 and 4 in 2007
  - *Bouygues Partage* in 2007, *Bouygues Partage 2* in 2009

**Over 60,000 employees subscribed to one or more funds**

# SUSTAINABLE CONSTRUCTION: a priority

- The environmental dimension is becoming an important selling point for new buildings
  - ✓ Bouygues Construction: 29% of the total order intake in the building segment worldwide is covered by an environmental labelling or certification scheme
  - ✓ Bouygues Immobilier
    - Green Office® Meudon, the first large-scale positive-energy office building in France
    - Development of an eco-neighbourhood in Bordeaux (Ginko)
    - Low-energy consumption buildings accounted for 14% of building permit applications filed in 2009
- Development of refurbishment services for housing and commercial property
  - ✓ The renovation of Challenger will showcase the Group's know-how in this area
- Savings in materials at Colas by improving recycling processes
- Increase in R&D programmes and partnerships
  - ✓ Sustainable construction skill centre at Bouygues Construction (17 research programmes)
  - ✓ First private-sector research centre in the roads business at Colas
  - ✓ Positive Energy Consortium initiated by Bouygues Immobilier with nine partners

***Sustainable construction is a differentiation factor  
for the Bouygues group***

# CORPORATE GOVERNANCE: Board of Directors

- In 2009: 18 directors, including 7 independent directors
  - ✓ 7 Board meetings
  - ✓ All the committees are chaired by an independent director
    - Accounts Committee: 4 meetings
    - Selection Committee: 1 meeting
    - Remuneration Committee: 2 meetings
    - Ethics and Sponsorship Committee: 3 meetings
  - ✓ The Board carries out an assessment of its own operations each year
  - ✓ The Board attendance rate is 87%
- In 2010: 18 directors, including 7 with independent status
  - ✓ Shareholders will be asked to appoint 3 women at the AGM of 29 April 2010, bringing the number of women to 5

- **HIGHLIGHTS AND KEY FIGURES**
- **BUSINESS AREAS**
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# BOUYGUES CONSTRUCTION: key figures

BOUYGUES  
CONSTRUCTION

€ million	2008	2009	Change
Sales	9,497	9,546	+0.5% <sup>1</sup>
<i>o/w France</i>	5,384	5,356	-0.5%
<i>o/w international</i>	4,113	4,190	+2%
Operating margin	3.2%	3.5%	+0.3 pts
Net profit attributable to the Group	297	240	-19%

<sup>1</sup>Up 0.5% like-for-like and at constant exchange rates



*Tour First  
La Défense, Paris region*

## ■ Highlights in 2009

- ✓ Sales increased slightly, without change in the scope
- ✓ At operating level, the proper execution of ongoing projects offset the negative effect of the Gautrain rail link project
- ✓ Net profit impacted by the fall in interest rates despite a sharp rise in the net cash position – up €694 million for a total of €3.3 billion

***Good operating performance***

BOUYGUES

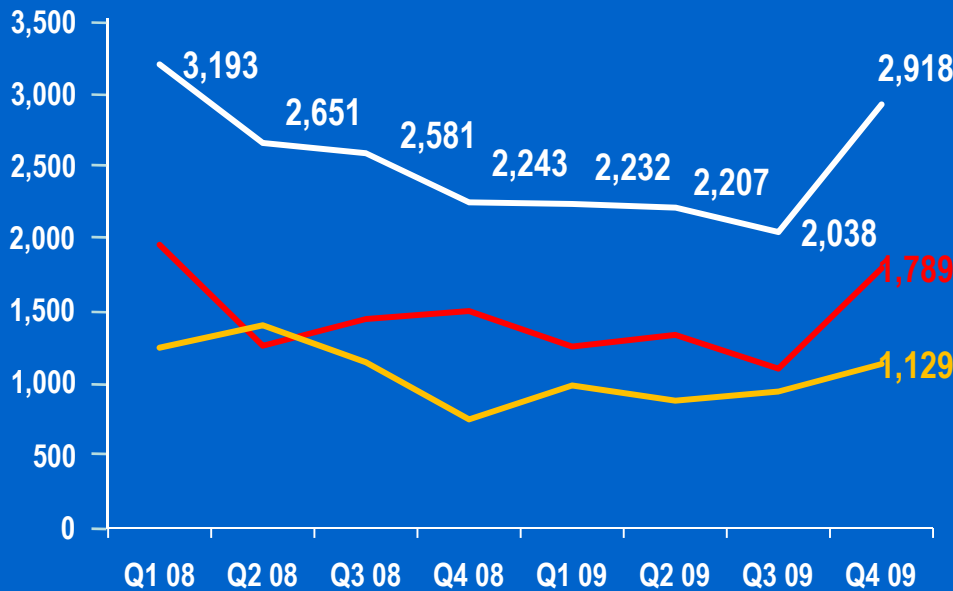
# BOUYGUES CONSTRUCTION: order intakes<sup>1</sup>



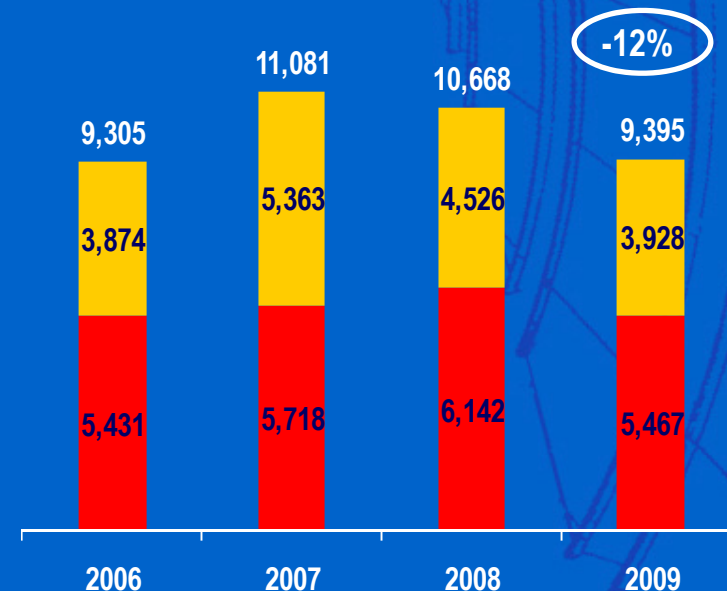
- International
- France
- Total

Quarterly performance

€m



Yearly performance

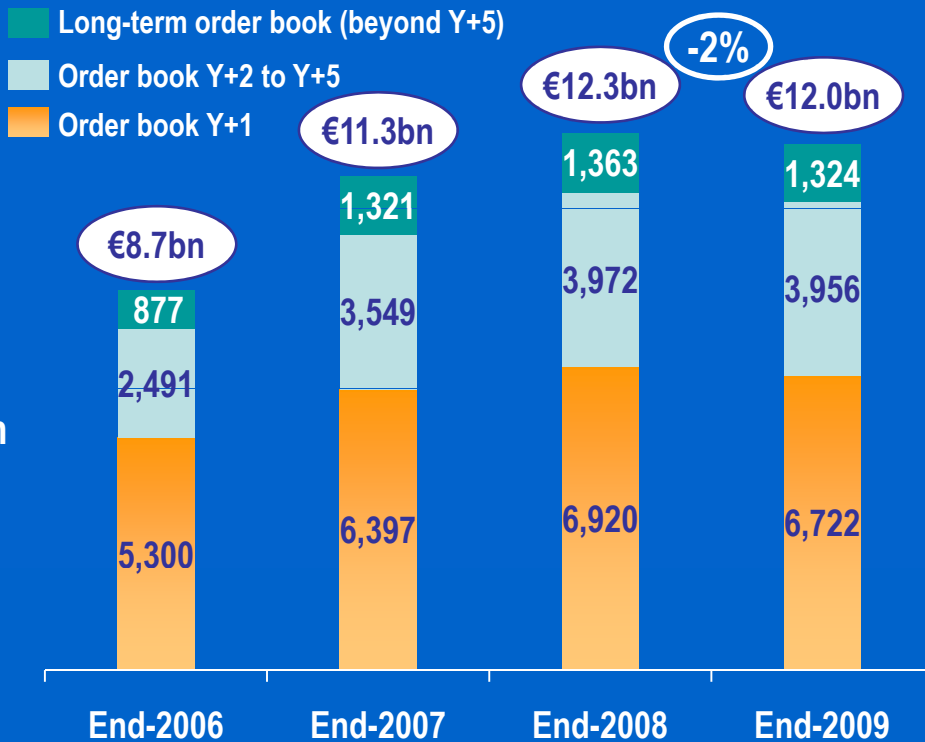


<sup>1</sup>Definition: contracts are booked as order intakes at the date they take effect

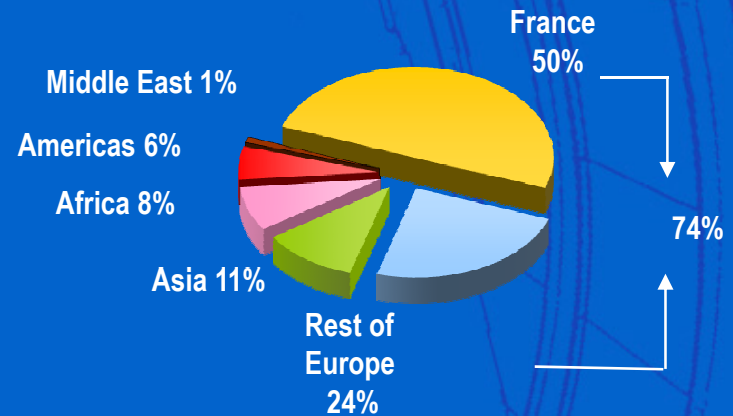
*The amount of order intakes is close to the full-year sales figure*



# BOUYGUES CONSTRUCTION: order book



At 31 December 2009

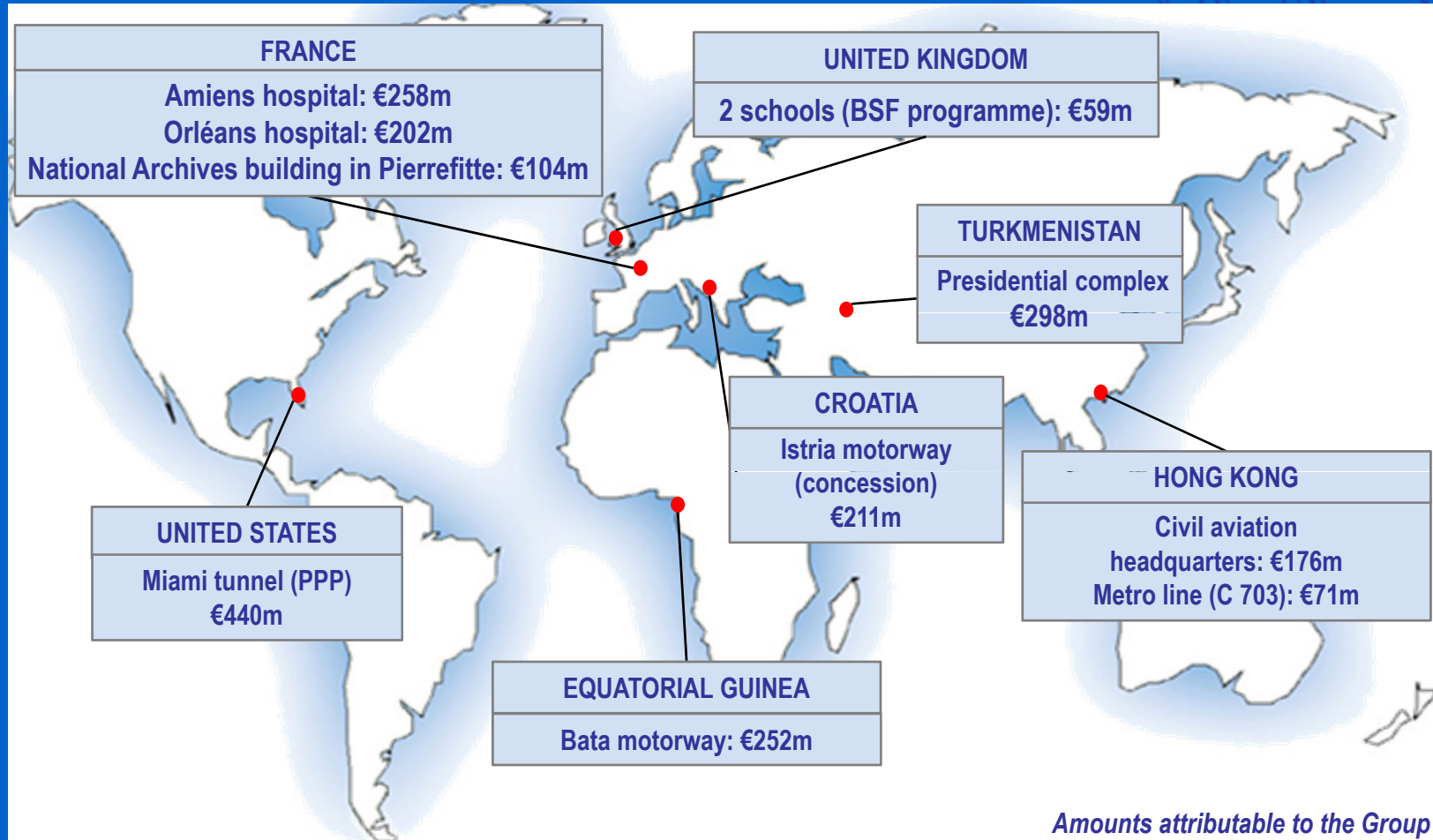


- At end-December 2009, the order book remained almost stable at constant exchange rates, compared with the historic level of end-December 2008, reaching €12.0 billion – or 15.1 months of sales
  - ✓ A negative forex effect estimated at €120 million
- The order book at end-December 2009 does not factor in the *Barwa Financial District* project in Qatar, booked in January 2010

**At end-December 2009, the order book secured 74% of targeted 2010 sales**



# BOUYGUES CONSTRUCTION: major contracts booked in 2009



- Know-how in providing global and innovative solutions to meet customers' expectations
- International presence combining long-term vision and opportunities

**Commercial success both in France and abroad**

# BOUYGUES CONSTRUCTION: opportunities

- Infrastructure needs remain considerable in both emerging and developed countries
  - ✓ Example: €350 billion<sup>1</sup> in structural funds granted by the European Union to new entrants for infrastructure projects over the 2007-2013 period
- Environmental challenges are becoming opportunities in construction and renovation
  - ✓ Example: 400,000 housing units<sup>2</sup> to be built and/or renovated per year in France to meet Grenelle environment standards
- The volume of project financing transactions is at a historic level
  - ✓ Example: Bouygues Construction is currently looking at projects totalling a financing requirement of more than €20 billion
- Major projects are supported by stimulus plans
  - ✓ Major projects to be awarded in 2010<sup>3</sup>: South European Atlantic LGV (high-speed rail line) (€7.0bn), Brittany – Pays de la Loire LGV (€3.4bn), Phase 2 of the East European LGV (€2.0bn)

<sup>1</sup>Source: European Commission

<sup>2</sup>Source: Grenelle law 1

<sup>3</sup>Source of project amounts: Réseau Ferré de France (RFF)

**Structurally strong demand**

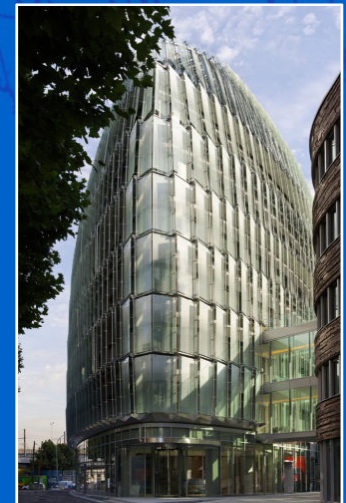
# BOUYGUES CONSTRUCTION: outlook

- Economic environment still difficult in 2010
  - ✓ Competitive pressure remains stiff
  - ✓ The effects of the stimulus plans on order intakes are expected as of 2011
- Against this backdrop, Bouygues Construction relies on
  - ✓ A strong order book securing 74% of targeted 2010 sales
  - ✓ An opportunistic international development strategy
  - ✓ A solid financial structure

Sales target (€ million)	2009	2010 target	Change
Sales	9,546	9,100	-5%
o/w France	5,356	5,000	-7%
o/w international	4,190	4,100	-2%

# BOUYGUES IMMOBILIER: key figures

€ million	2008	2009	Change
Sales	2,924	2,989	+2% <sup>1</sup>
<i>o/w residential</i>	1,797	2,084	+16%
<i>o/w commercial</i>	1,127	905	-20%
Operating margin	8.4%	6.8%	-1.6 pts
Net profit attributable to the Group	105	110	+5%



*Galeo office building  
Issy-les-Moulineaux, Paris region*

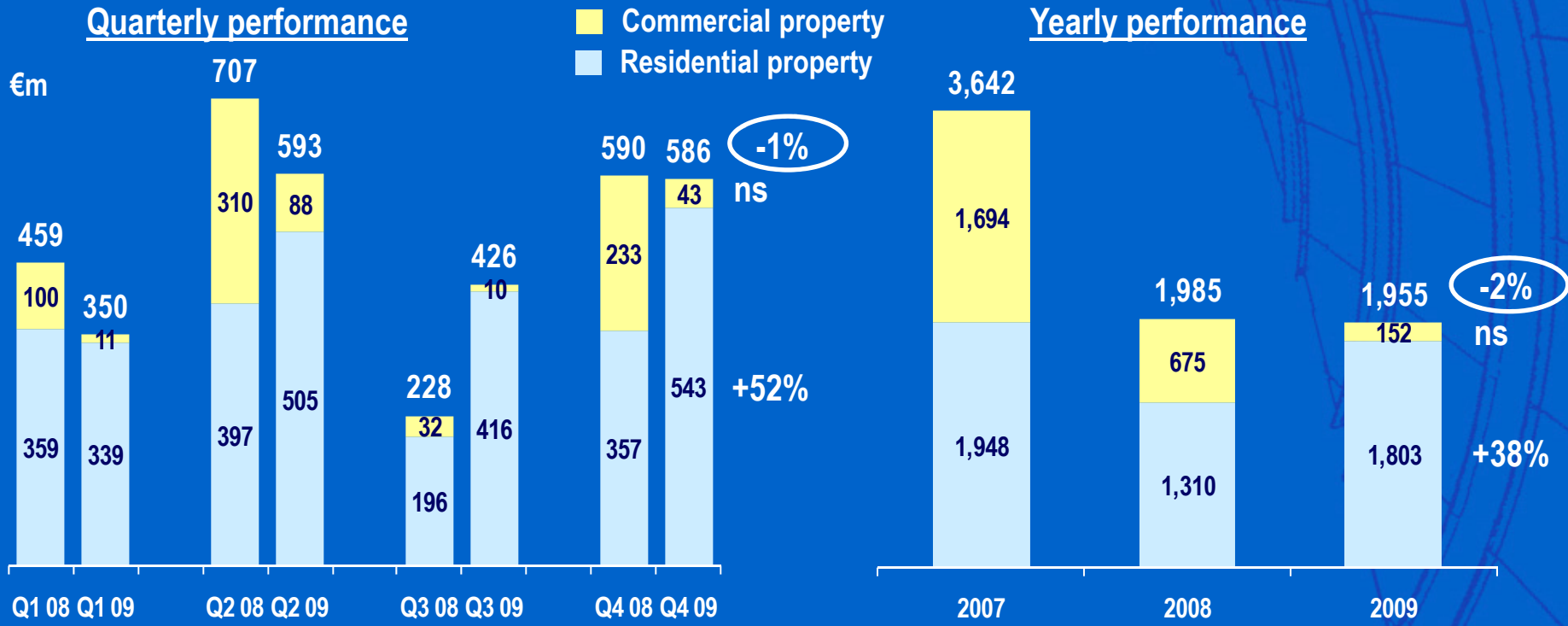
<sup>1</sup>Up 2% like-for-like and at constant exchange rates

## ■ Highlights in 2009

- ✓ Rise in sales in the residential property business thanks to a sharp increase in the selling off rate
- ✓ Decline in sales in the commercial property business following the completion of major programmes
- ✓ Promotional efforts on residential programmes successfully curbed the stock of unsold completed homes, but weighed on the operating margin as expected
- ✓ Cash surplus

***Successful adaptation to market conditions***

# BOUYGUES IMMOBILIER: reservations



Definition: Residential property reservations are always reported net of cancellations  
 Commercial property reservations are firm orders which cannot be cancelled (notarised deeds of sale)

- Residential property**
  - ✓ Strong positive effect of government measures
- Commercial property**
  - ✓ Low level of reservations in a sluggish market

**Total reservations were stable in 2009**



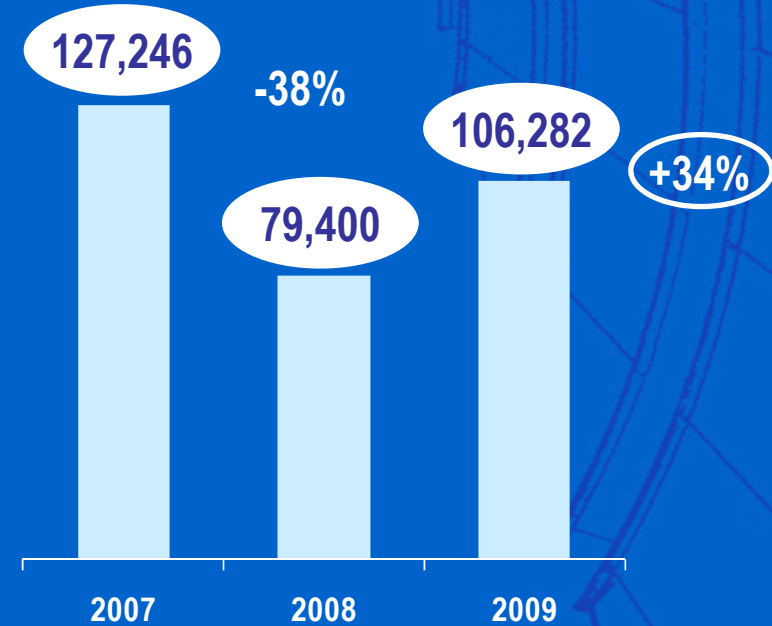
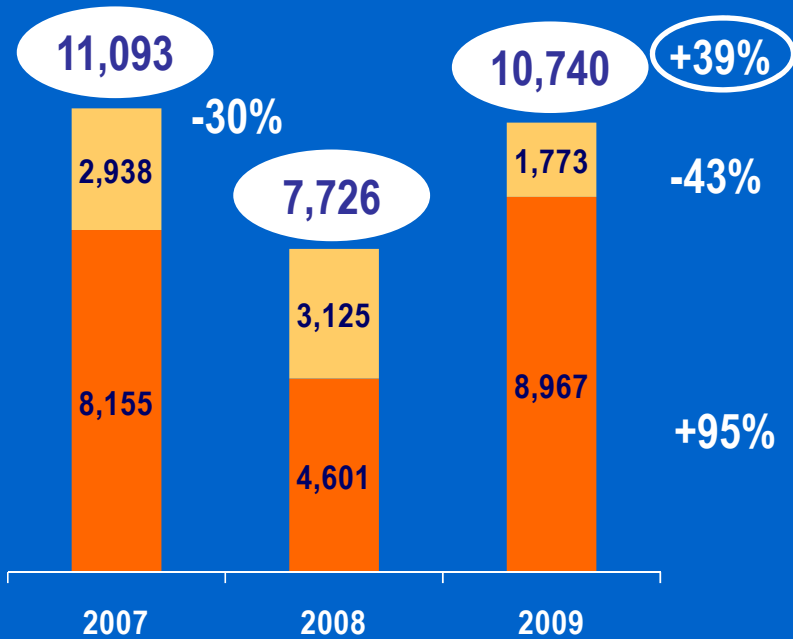
# RESIDENTIAL PROPERTY MARKET: new home reservations in France

Number of housing units

Bouygues Immobilier

Market<sup>1</sup>

- Unit reservations
- Block reservations



■ Bouygues has chosen to position itself in the low- to mid-range segment in line with market demand in terms of price and size

<sup>1</sup>Source: French Ministry of Ecology, Energy, Sustainable Development and the Sea

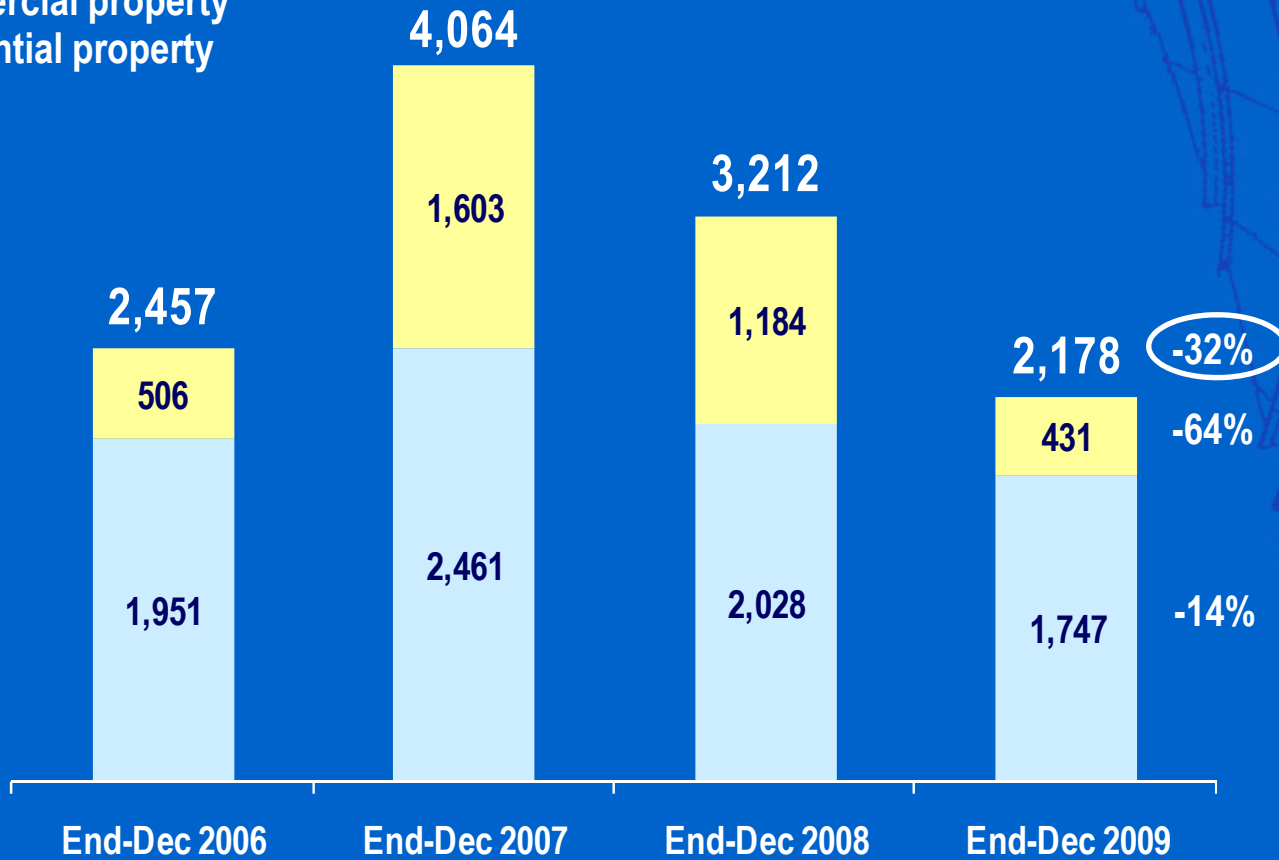
**Bouygues Immobilier is performing better than the market**



# BOUYGUES IMMOBILIER: order book

- Commercial property
- Residential property

€m



*Order book affected by the downturn in commercial property*

# BOUYGUES IMMOBILIER: outlook

- 2010 sales will reflect the decline in the order book
- The French residential property market is expected to remain stable and the commercial property market only to recover progressively
- Bouygues Immobilier's strengths
  - ✓ Very low stock of completed unsold homes
  - ✓ Offering adapted to both investors and owner-occupiers
  - ✓ Competitive edge in sustainable construction
  - ✓ Structures already adapted to the expected decline in sales

Sales target (€ million)	2009	2010 target	Change
Sales	2,989	2,100	-30%
o/w residential	2,084	1,600	-23%
o/w commercial	905	500	-45%

# COLAS: key figures



€ million	2008	2009	Change
Sales	12,789	11,581	-9% <sup>1</sup>
o/w France	7,328	6,751	-8%
o/w international	5,461	4,830	-12%
Operating margin	5.3%	4.7%	-0.6 pts
Net profit attributable to the Group	490	387	-21%



A6 motorway, Champagne region

<sup>1</sup>Down 9% like-for-like and at constant exchange rates

## ■ Highlights in 2009

### ✓ Decline in sales due to

- A contraction in global public and private demand resulting in a decrease in volumes and prices
- Postponements in the implementation of stimulus plans
- A tough comparative in 2009 reflecting the delivery of major projects in 2008
- Drop in bitumen prices and other oil products (knocking 2 points off growth)

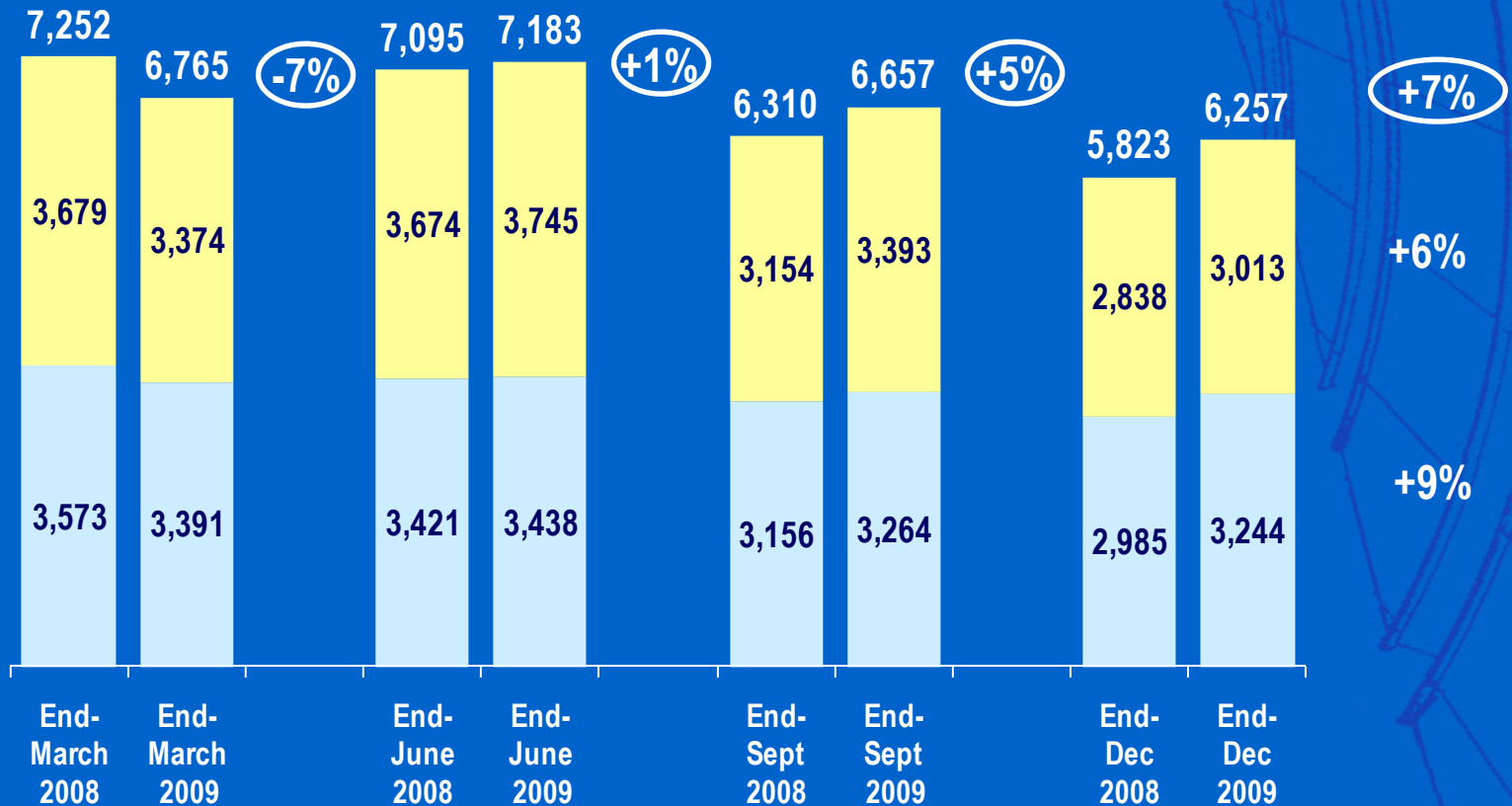
### ✓ Lower profitability due to fierce competitive pressure

**Colas has suffered from the crisis**

# COLAS: order book



€m      ■ International and overseas territories      ■ Mainland France



- The order book increased 7%
- The execution time line of the order book is extending due to a greater share of long-term contracts (PPPs, tramways, etc.)

# COLAS: stimulus plans



- The French and US stimulus plans started to boost business activity but they did not have their full impact
- In France
  - ✓ The French plan for early VAT rebates had a positive impact, especially in Q4 2009
    - Sales were down 2% compared with a 8% drop over the year
  - ✓ Total amounts invested suffered from uncertainties resulting from the debate on local authority financing
- In the US
  - ✓ In 2009, the US stimulus package suffered from:
    - A delay in the start of operations
    - Substitution effects between planned investments and investments linked to the stimulus plan
  - ✓ Around 1/4 of the stimulus package budget was spent in 2009
  - ✓ The rest of the stimulus package is mainly postponed over 2010 but also 2011

# COLAS: growth opportunities



- **PPP contracts generating sales over several years**
  - ✓ **Ongoing projects highlight Colas' expertise**
    - 12 PPPs in progress or signed in 2009
    - Example: in the UK, management and maintenance of 32% of the road and motorway network, and railway maintenance contracts; M6-M60 motorway in Hungary
  - ✓ **Opportunities for coming years**
    - Example: Tram-train system in the Reunion; D1 motorway in Slovakia
- **A growing railway market**
  - ✓ **Projects in progress**
    - Tramways in Reims and Angers (France), Rabat-Salé (Morocco) and Geneva (Switzerland)
  - ✓ **Major projects to come, notably thanks to stimulus plans**
    - South European Atlantic LGV (high-speed rail line); tramways in France; LGV in Morocco
- **Strategy to ensure control over materials and bituminous products giving a competitive edge**
  - ✓ **Aggregate reserves estimated at 2.6 billion tonnes**
  - ✓ **Signature of a memorandum of understanding for the acquisition in June 2010 of Société de la raffinerie de Dunkerque**

# COLAS: outlook



## ■ Outlook for 2010

### ✓ Roads markets

- Assumption of stability or a slight decline in mainland France with still low visibility on local authority budgets
- Downturn in Europe due to the decline in Central Europe. Good prospects in North America

### ✓ Other businesses

- Good prospects for railways and pipelines

## ■ Competitive pressure remains fierce

Sales target (€ million)	2009	2010 target	Change
Sales	11,581	11,500	-1%
o/w France	6,751	6,800	+1%
o/w international	4,830	4,700	-3%



# TF1: key figures



€ million	2008	2009	Change
<b>Sales</b>	2,595	2,365	- 9% <sup>1</sup>
<i>o/w TF1 channel advertising</i>	1,647	1,429	-13%
<i>o/w other activities</i>	948	936	-1%
<b>Operating margin</b>	6.8%	4.3%	-2.5 pts
<b>Net profit attributable to the Group</b>	164	115	-30%



TF1 ad in May 2009

<sup>1</sup>Down 9% like-for-like and at constant exchange rates

## ■ Highlights in 2009

- ✓ Particularly unfavourable economic context and a new competitive and regulatory environment
- ✓ Confirmed leadership with an audience share of 26.1%<sup>1</sup> in 2009
- ✓ Recurring cost savings of €74 million, exceeding the original €60 million plan
- ✓ Major partnerships signed: Sony, UGC, Française des Jeux, Samsung, etc.

<sup>1</sup>Source: Médiamétrie - Médiamat - Individuals aged 4 and over

***A year in which the Group adapted successfully in a context of crisis with a view to preparing for the future***

# TF1: challenges



In keeping with the strategy initiated in 2009

## ■ Strengthen the core business, television

- ✓ Develop a strong programme schedule while controlling its costs
- ✓ Build on the potential of TMC and NT1 (after approval by the relevant authorities)
- ✓ Reinforce production and creation

## ■ Develop synergies with new media

- ✓ The 360° strategy: from audience success to profitable business model
  - More than 17 million unique visitors per month to all TF1 group sites combined
  - France's leading TV media group on the web
- ✓ Web-connected television via set-top boxes and televisions

## ■ Explore new territories

- ✓ Online games and gambling: partnership with La Française des Jeux and acquisition of SPS
- ✓ Build up a qualified customer base on the web to pave the way for new forms of marketing

## ■ Continue efforts to control costs

# TF1: regulatory challenges



<b>Total number of regulatory texts</b>	24 laws/16 decrees in 22 years	None	1 law	1 law
<b>Obligations</b>	<ul style="list-style-type: none"> <li>- Anti-concentration measure</li> <li>- Broadcast obligations</li> <li>- Production obligations</li> <li>- Restrictions on advertising</li> <li>- Strict control of CSA (French broadcasting authority) over content including the news</li> </ul> <p>→ <i>TF1, the most regulated channel in Europe</i></p>	None	None	None
<b>Taxes and levies</b>	<p>38% of advertising revenue:</p> <ul style="list-style-type: none"> <li>- CNC (cinema fund levy)</li> <li>- Radio/press tax</li> <li>- France Télévisions tax</li> <li>- Royalty payments</li> <li>- Other obligations</li> </ul>	No specific taxes	No specific taxes	No specific taxes

**Can competition remain unbalanced over the long term?**



# TF1: outlook



- Promising start to the year with good audience figures
- Possible pick-up in the advertising market in 2010?
  - ✓ Pressure on prices remains
  - ✓ Visibility still low
  - ✓ Advertisers are cautious but convinced of the efficiency of television as a medium
- Strengths
  - ✓ Television and web leadership providing unique exposure for advertisers
  - ✓ Promising projects and partnerships

Sales target (€ million)	2009	2010 target	Change
Sales	2,365	2,410	+2%

# BOUYGUES TELECOM: key figures



€ million	2008	2009	Change
Sales	5,089	5,368	+5% <sup>1</sup>
Sales from network	4,696	4,863	+4%
EBITDA	1,405	1,344	-4%
EBITDA/sales from network	29.9%	27.6%	-2.3 pts
Operating margin	16.1%	13.6%	-2.5 pts
Net profit attributable to the Group	534	471	-12%



ideo ad

<sup>1</sup>Up 5% like-for-like and at constant exchange rates

## ■ Highlights in 2009

- ✓ Sales from network increased 4% despite cuts in voice termination rates
- ✓ Stripping out the termination rate effect, organic growth of sales from network would have been 6%
- ✓ EBITDA impacted by
  - Sales and marketing expenses due to the sharp increase in net additions
  - Costs generated by the development of the fixed-line business
  - New taxes: UMTS fee, audiovisual tax (€31 million)
  - The €0.5 reduction in voice termination rate differential on 1 July 2009

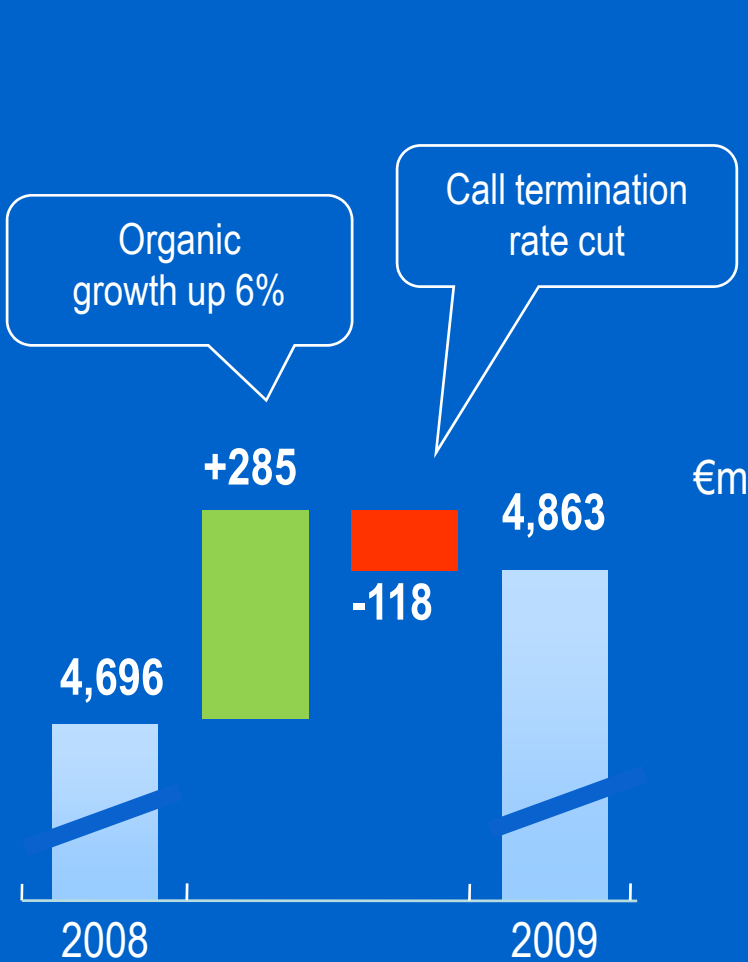
**Successful launch in the fixed-line business**



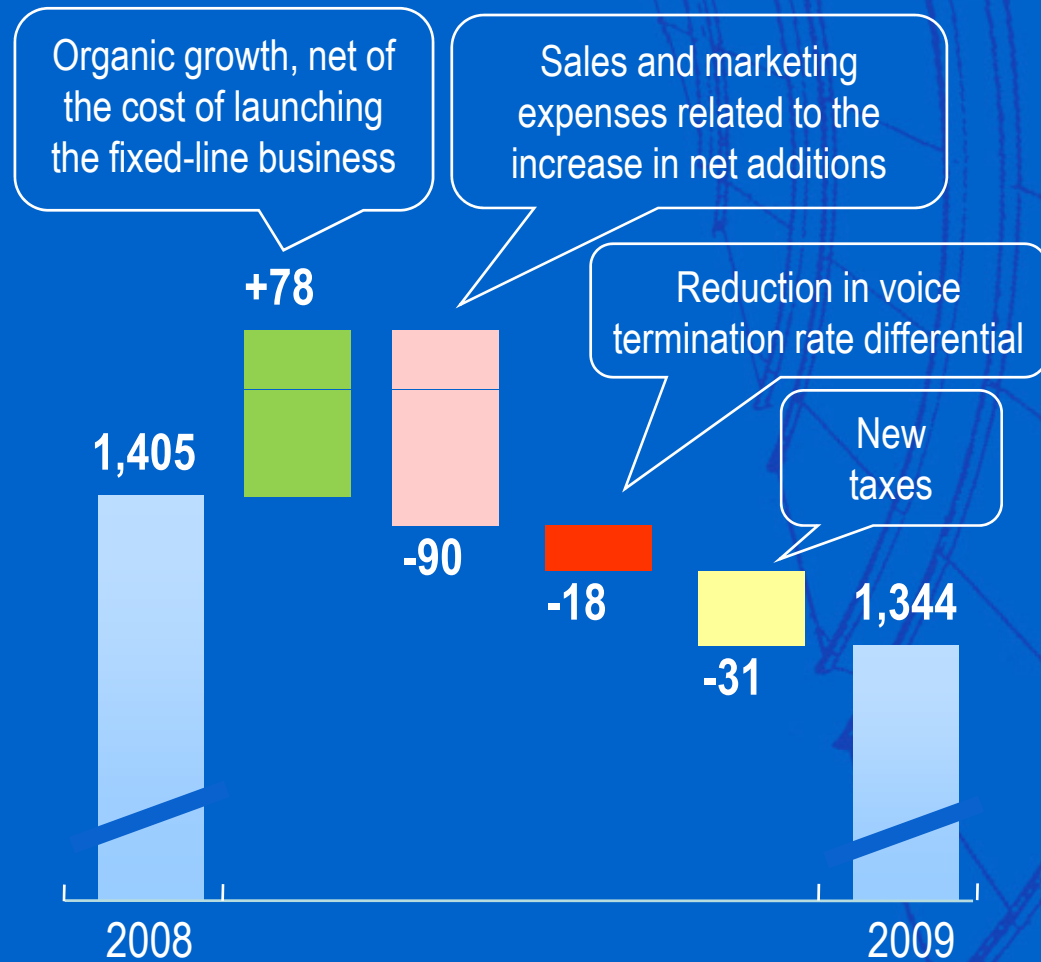
# BOUYGUES TELECOM: 2009 operating performance



## Sales from network



## EBITDA



**Strong organic growth**

# BOUYGUES TELECOM: 2009 commercial performance



- The mobile business achieved an excellent commercial performance thanks to attractive offers
  - ✓ The total customer base passed the 10-million mark (10,352,000 at end-2009), of which 1 million business customers, with a contract mix of 76.6%
  - ✓ 758,000 new mobile customers in 2009 (338,000 in 2008) – or 22% net market growth
  - ✓ 261,000 new customers with call plans in Q4 2009 (175,000 in Q4 2008) – or 21% net market growth
  
- The fixed-line business got off to a very good start
  - ✓ Bouygues Telecom continued to innovate and invented an all-in-one service with ideo, the world's first quadruple play offer
  - ✓ 138,000 net Bbox router activations in Q4 2009 - ie 34% net market growth according to France Telecom estimates
  - ✓ 311,000 Bbox routers activated<sup>1</sup> at end-December 2009

<sup>1</sup>Number of Bbox routers in operation or the number of customers billed

***More than 1 million customers captured in 2009***

# BOUYGUES TELECOM: key indicators



	Contract		Prepaid		Total customer base	
	2008	2009	2008	2009	2008	2009
<b>SIM cards ('000)</b>	7,217	7,926	2,377	2,426	9,594	10,352
<b>SIM cards (% mix)</b>	75.2%	76.6%	24.8%	23.4%		
<b>No. of Bbox routers activated ('000)</b>					11	311
<b>Mobile business – ARPU (€/year)<sup>1</sup></b>	607	589	185	179	498	487 <sup>2</sup>
<b>Mobile business – voice usage (min/month)<sup>3</sup></b>	348	320	75	81	278	261
<b>Marketing costs<sup>4</sup>/sales from network</b>					14.2%	15.7%

<sup>1</sup>Rolling 12-month period excluding machine-to-machine SIM cards

<sup>2</sup>€500/year excluding call termination rate cuts

<sup>3</sup>Rolling 12-month period, adjusted on a monthly basis excluding machine-to-machine SIM cards

<sup>4</sup>Mobile and fixed-line subscriber acquisition and retention costs



# BOUYGUES TELECOM: regulatory environment for the mobile business in 2010



- Increase in taxes and fees estimated at €50 million in 2010
  - ✓ Audiovisual tax, 3G licence fee, etc.
- Cut in SMS termination rates and reduction in the termination rate differential with Orange and SFR at 1 February 2010
- Cut in voice call termination rates and reduction in the termination rate differential with Orange and SFR at 1 July 2010

Voice termination rates € cents/minute		
At 1 January 2008	At 1 July 2009	At 1 July 2010

SMS termination rates € cents/SMS	
2009	At 1 February 2010 <sup>1</sup>

Rates to Bouygues Telecom	8.50	6.00	3.40
Change (%)	-8.0%	-29.4%	-43.3%
Rates to Orange and SFR	6.50	4.50	3.00
Change (%)	-13.0%	-30.8%	-33.3%
Differential	2.00	1.50	0.40

	3.50	2.17
		-38.0%
	3.00	
	0.50	

<sup>1</sup>Tri-partite agreement between operators



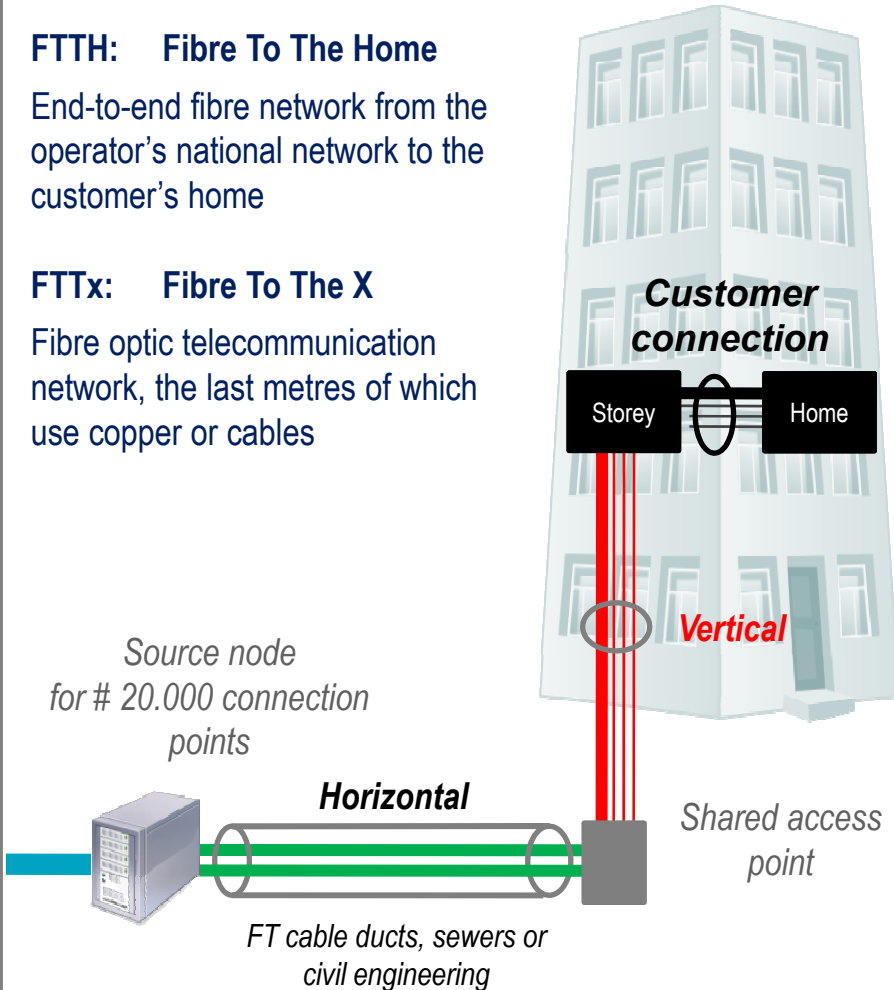
## Very High Speed Architecture

### FTTH: Fibre To The Home

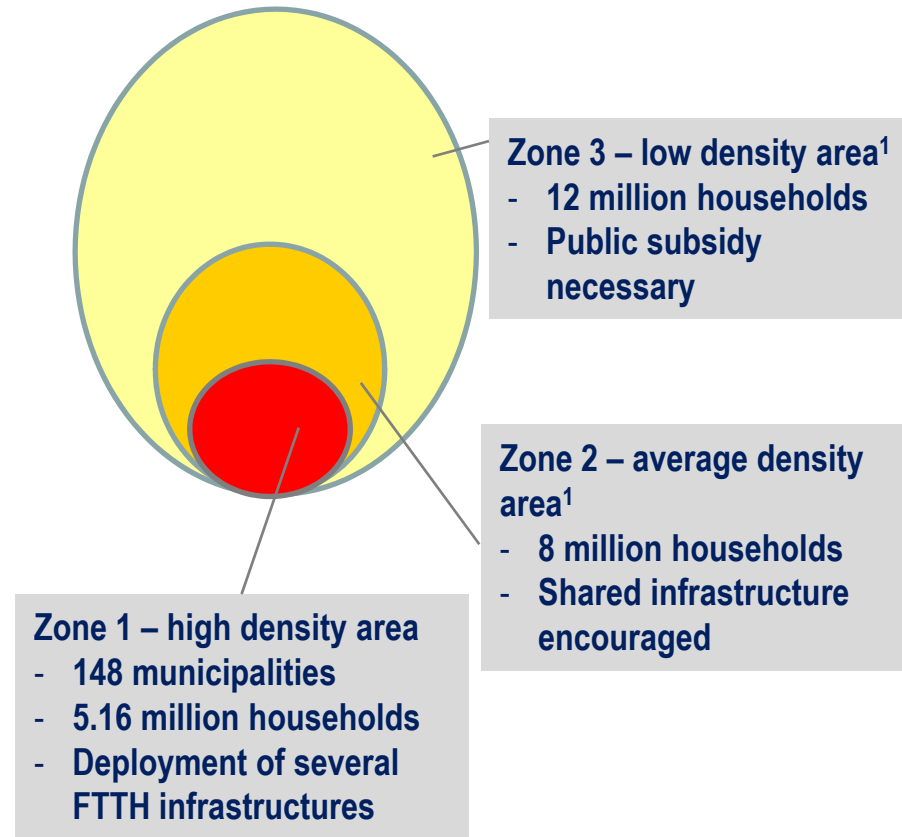
End-to-end fibre network from the operator's national network to the customer's home

### FTTx: Fibre To The X

Fibre optic telecommunication network, the last metres of which use copper or cables



## FTTH: ARCEP segmentation



<sup>1</sup>The contours and principles of deployment for zones 2 and 3 have yet to be defined in detail

# BOUYGUES TELECOM: Very High Speed context



## ■ Market context

- ✓ Internet is part of the everyday lives of customers who want to access all services via multiple devices (home computers, laptops, smartphones, TV, etc.)
- ✓ These new uses are driving increased speeds
- ✓ Very High Speed solutions will be a major issue on the fixed-line network as well, but
  - Customer demand, mainly focused on television (HD/3D), remains limited
  - Currently there are almost no applications (except television) that require Very High Speed lines

## ■ Regulatory context: launch of process decided by ARCEP for deployment of FTTH<sup>1</sup> in high density areas

- ✓ Need to establish positions without delay through agreements on joint-deployment of vertical fibre in each of the 148 municipalities in the high density area
- ✓ No set rules for sharing/unbundling of horizontal infrastructure, which represents 2/3 of necessary investments
- ➔ The regulatory framework encourages competition through infrastructure and requires a significant fixed-line customer base in order to make a return on investment

<sup>1</sup>FTTH: Fibre To The Home

# BOUYGUES TELECOM: position in Very High Speed



- To satisfy customer expectations in the short- and medium-term, launch of a Very High Speed offer in H2 2010 without waiting for FTTH<sup>1</sup>, for which deployment will take several years
  - ✓ Access to Numericable's FTTx<sup>2</sup> network: 3.3 million connection points installed with capacity of up to 100 Mbit/s, of which 2.4 million in high density areas, representing 45% of households in this area
  - ✓ Network perfectly compatible with high definition TV
- Studies for deployment of own FTTH infrastructure
  - ✓ FTTH investments concentrated on targeted cities (inner Paris, etc.)
  - ✓ Focus on partnerships to reduce costs
- Work with ARCEP to ensure that the fibre deployment process is more efficient and truly competitive

<sup>1</sup>FTTH: Fibre To The Home

<sup>2</sup>FTTx: Fibre To The X

***As for UMTS, Bouygues Telecom is adopting a pragmatic and responsible strategy***

# BOUYGUES TELECOM: 2010 targets



- **Maintain strong organic growth** (excluding impact of call termination rates)
  - ✓ Through new innovative, attractive and value-creating services
  - ✓ Building on the strong start made by Bbox and the success of ideo
  - ✓ Targeting, for the fixed-line business, the No. 1 position in customer relations already achieved in the mobile business
- **Launch a Bouygues Telecom Fixed Very High Speed offering in the second half of the year, using the Numericable network**
- **Drive a programme of transformation to improve productivity and reduce the negative impact on EBITDA of voice and SMS termination rate cuts estimated at between €90 and €120 million in 2010**
- **Control investments**

*Continue organic growth in 2010*

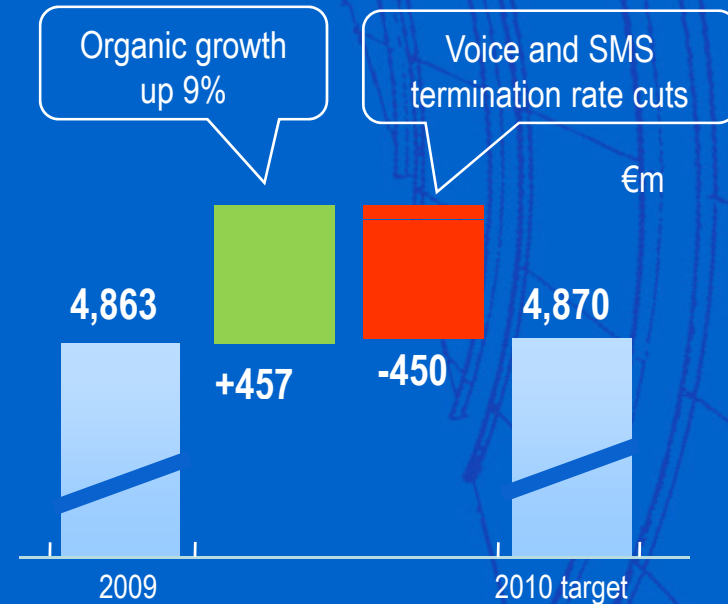
# BOUYGUES TELECOM: outlook



- Strong organic growth in sales from network, concealed by the effect of cuts in voice and SMS termination rates

- ✓ 9% organic growth expected for 2010
- ✓ Termination rate impact estimated at €450 million

## Sales from network



### Sales target (€ million)

2009	2010 target	Change
------	-------------	--------

Total sales

5,368

5,370

=

*o/w sales from network*

4,863

4,870

=

- **HIGHLIGHTS AND KEY FIGURES**
- **BUSINESS AREAS**
- **FINANCIAL STATEMENTS**
- **OUTLOOK AND OBJECTIVES**

# BOUYGUES: condensed consolidated income statement (1/2)

€ million	2008 restated <sup>1</sup>	2009	Change	2008 published
Sales	32,459	31,353	-3%	32,713
Operating profit	2,196	1,855	-16%	2,230
Cost of net debt	(275)	(344)	+25%	(277)
<i>o/w financial income</i>	157	81	-48%	158
<i>o/w financial expenses</i>	(432)	(425)	-2%	(435)
Other financial income and expenses	(19)	25	ns	(19)

<sup>1</sup>Finagestion's group income and expenses reclassified to net profit from discontinued and held-for-sale operations

## BOUYGUES: condensed consolidated income statement (2/2)

€ million	2008 restated <sup>1</sup>	2009	Change	2008 published
Income tax expense	(593)	(487)	-18%	(605)
Share of profits and losses of associates	357	393	+10%	357
Net profit from continuing operations	1,666	1,442	-13%	1,686
Net profit from discontinued and held-for-sale operations	20	14	-30%	0
Net profit	1,686	1,456	-14%	1,686
Minority interests	(185)	(137)	-26%	(185)
Net profit attributable to the Group	1,501	1,319	-12%	1,501

<sup>1</sup>Finagestion group income and expenses reclassified to net profit from discontinued and held-for-sale operations

## Sales by business area

€ million	2008	2009	Change
Bouygues Construction	9,497	9,546	+1%
Bouygues Immobilier	2,924	2,989	+2%
Colas	12,789	11,581	-9%
TF1	2,595	2,365	-9%
Bouygues Telecom	5,089	5,368	+5%
Holding company and other	174 <sup>1</sup>	134	ns
Intra-Group elimination	(609) <sup>1</sup>	(630)	ns
<b>TOTAL</b>	<b>32,459</b>	<b>31,353</b>	<b>-3%</b>
<i>o/w France</i>	22,323	21,678	-3%
<i>o/w international</i>	10,136 <sup>1</sup>	9,675	-5%

<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion's sales (€309 million in Holding company and other, -€55 million in Intra-group elimination)

# Contribution of business areas to Group EBITDA

€ million	2008	2009	Change
Bouygues Construction	534	746	+€212m
Bouygues Immobilier	312	269	-€43m
Colas	1,219	1,109	-€110m
TF1	317	194	-€123m
Bouygues Telecom	1,405	1,344	-€61m
Holding company and other	(37) <sup>1</sup>	(46)	-€9m
<b>TOTAL</b>	<b>3,750<sup>1</sup></b>	<b>3,616</b>	<b>-€134m -4%</b>

EBITDA = current operating profit + net amortisation expense + net provisions and depreciation expense – reversals of provisions no longer required

<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion's contribution (€77 million in 2008)

# Contribution of business areas to Group operating profit

€ million	2008	2009	Change
Bouygues Construction	308	335	+€27m
Bouygues Immobilier	247	203	-€44m
Colas	681	541	-€140m
TF1	177	101	-€76m
Bouygues Telecom	817	730	-€87m
Holding company and other	(34) <sup>1</sup>	(55)	-€21m
<b>TOTAL</b>	<b>2,196<sup>1</sup></b>	<b>1,855</b>	<b>-€341m -16%</b>

<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion's contribution (€34 million in 2008)

# Contribution of business areas to Group net profit

## ■ Group share

€ million	2008	2009	Change
Bouygues Construction	296	240	-€56m
Bouygues Immobilier	105	110	+€5m
Colas	475	374	-€101m
TF1	71	49	-€22m
Bouygues Telecom	478	422	-€56m
Alstom	317	346	+€29m
Holding company and other	(241)	(222)	+€19m
<b>TOTAL</b>	<b>1,501</b>	<b>1,319</b>	<b>-€182m -12%</b>

# BOUYGUES: condensed consolidated balance sheet

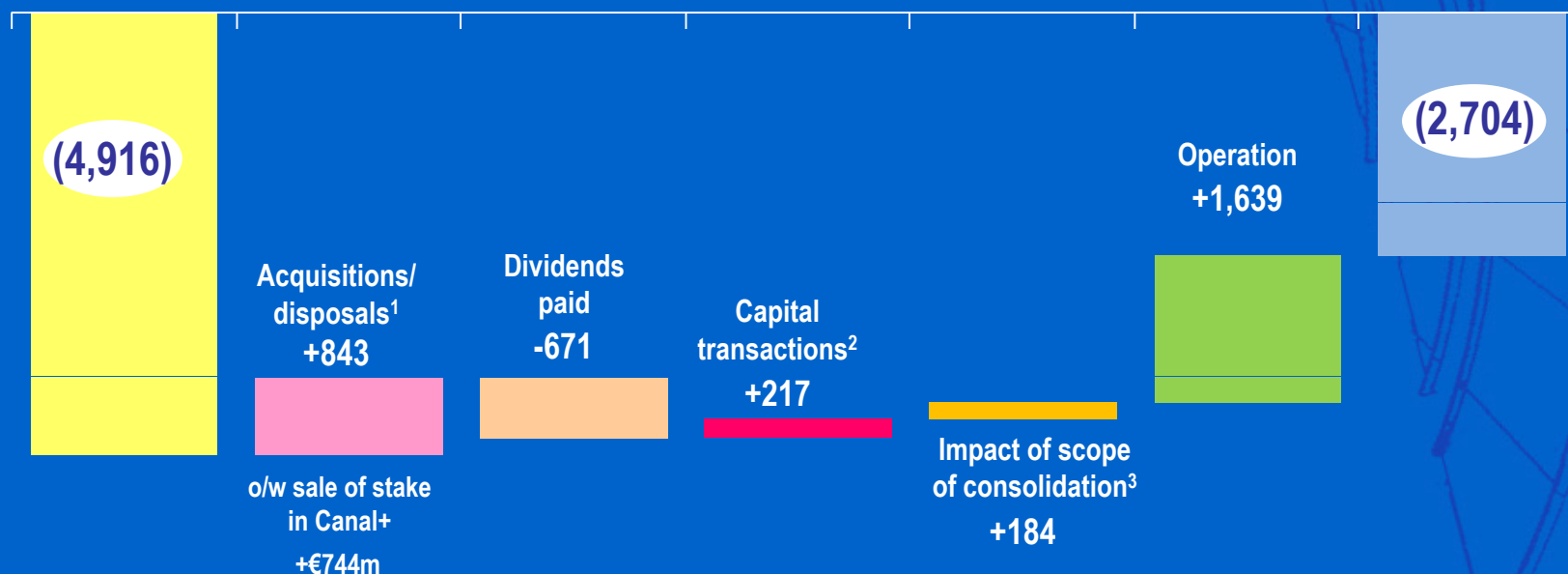
€ million	End-Dec 2008	End-Dec 2009	Change
Non current assets	18,670	17,700	-€970m
Current assets	16,818	16,235	-€583m
<b>TOTAL ASSETS</b>	<b>35,488</b>	<b>33,935</b>	<b>-€1,553m</b>
Shareholders' equity	8,765	9,726	+€961m
Non current liabilities	8,796	8,250	-€546m
Current liabilities	17,927	15,959	-€1,968m
<b>TOTAL LIABILITIES</b>	<b>35,488</b>	<b>33,935</b>	<b>-€1,553m</b>
Net debt	4,916	2,704	-€2,212m

# BOUYGUES: change in cash position in 2009

Net cash at  
31 Dec 2008

€m

Net cash at  
31 Dec 2009



2008	(4,288)	-230	-680	-205	0	+487	(4,916)
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<sup>1</sup>Including Alstom dividend received: +€96 million

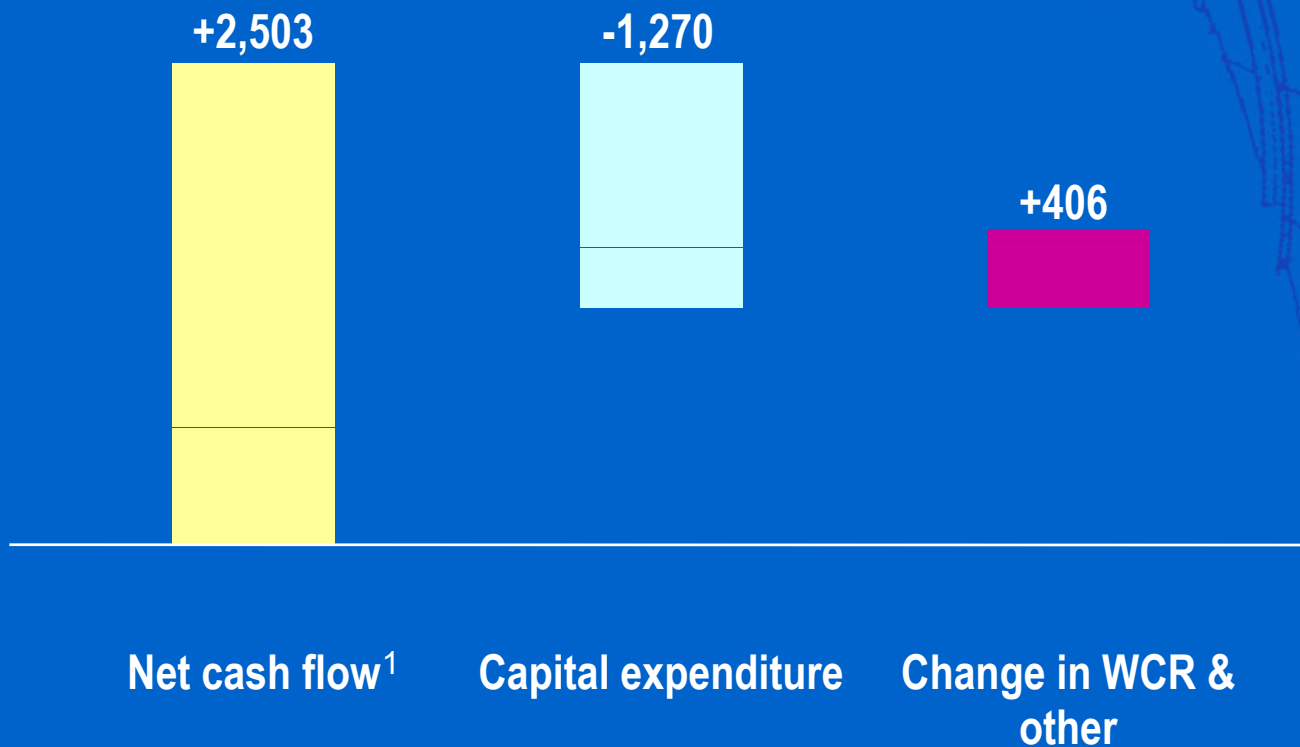
<sup>2</sup>Including *Bouygues Partage 2* capital increase: +€192 million

<sup>3</sup>Impact of the disposal of Axione's delegated public service business (+€163 million) and Finagestion (+€21 million)

# BOUYGUES: change in cash position in 2009

Breakdown of operation: +€1,639m

€m



	Net cash flow <sup>1</sup>	Capital expenditure	Change in WCR & other
2008	+2,606	-1,730	-389

Net cash flow = cash flow - cost of net debt - income tax expense

<sup>1</sup>Excluding Alstom dividend distributed to Bouygues SA (€96 million in 2009 and €68 million in 2008)

# Contribution of business areas to Group net cash flow

€ million	2008	2009	Change
Bouygues Construction	431	471	+€40m
Bouygues Immobilier	116	126	+€10m
Colas	946	860	-€86m
TF1	207	149	-€58m
Bouygues Telecom	1,127	1,084	-€43m
Holding company and other	(153) <sup>1</sup>	(91)	+€62m
<b>TOTAL</b>	<b>2,674<sup>1</sup></b>	<b>2,599</b>	<b>-€75m -3%</b>

Net cash flow = cash flow - cost of net debt - income tax expense

<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion's contribution (€59 million in 2008)



# Contribution of business areas to Group net capital expenditure

## ■ Net capital expenditure

€ million	2008	2009	Change
Bouygues Construction	253	142	-€111m
Bouygues Immobilier	8	6	-€2m
Colas	537	362	-€175m
TF1	58	70	+€12m
Bouygues Telecom	872	683	-€189m
Holding company and other	2 <sup>1</sup>	7	+€5m
<b>TOTAL</b>	<b>1,730<sup>1</sup></b>	<b>1,270</b>	<b>-€460m -27%</b>

<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion 's contribution (€49 million in 2008)

# Contribution of business areas to Group free cash flow

€ million	2008	2009	Change
<b>Bouygues Construction</b>	<b>178</b>	<b>329</b>	<b>+€151m</b>
<b>Bouygues Immobilier</b>	<b>108</b>	<b>120</b>	<b>+€12m</b>
<b>Colas</b>	<b>409</b>	<b>498</b>	<b>+€89m</b>
<b>TF1</b>	<b>149</b>	<b>79</b>	<b>-€70m</b>
<b>Bouygues Telecom</b>	<b>255</b>	<b>401</b>	<b>+€146m</b>
<b>Holding company and other</b>	<b>(155)<sup>1</sup></b>	<b>(98)</b>	<b>+€57m</b>
<b>TOTAL</b>	<b>944<sup>1</sup></b>	<b>1,329</b>	<b>+€385m +41%</b>

Free cash flow = cash flow - cost of net debt - income tax expense - net capital expenditure

<sup>1</sup>Applying the same accounting policy as in 2009, excluding Finagestion's contribution (€10 million in 2008)



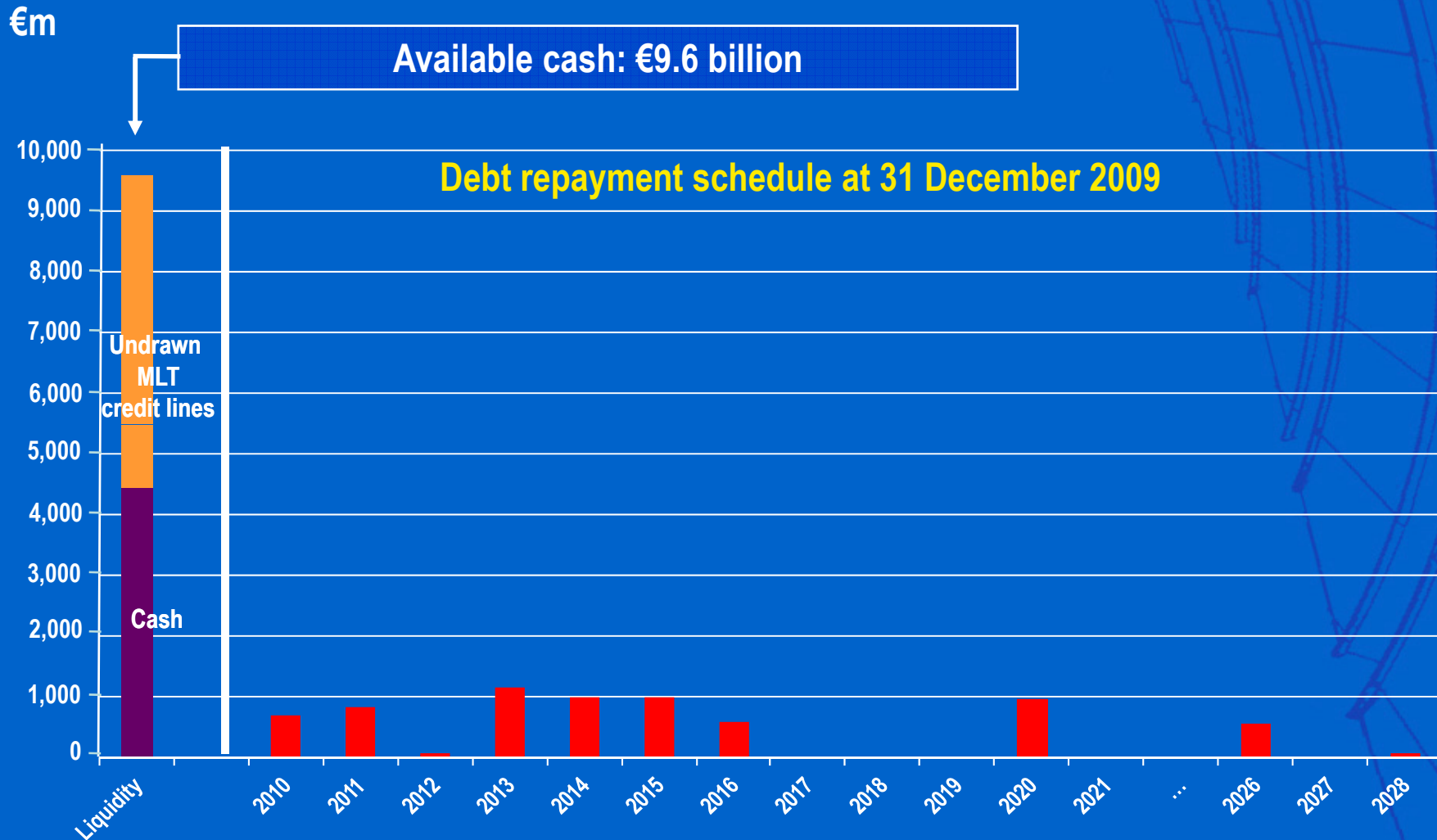
# Contribution of business areas to changes in Group WCR

€ million	2009
Scope of consolidation, exchange rate and other	28
WCR related to tax	(3)
WCR related to operating activities & investment	381
<i>o/w: Bouygues Construction</i>	348
<i>Bouygues Immobilier</i>	138
<i>Colas</i>	(72)
<i>TF1</i>	0
<i>Bouygues Telecom</i>	(46)
<i>Holding company and other</i>	13
<b>TOTAL</b>	<b>406</b>

# Net cash by business area

€ million	End-December		Change
	2008	2009	
Bouygues Construction	2,592	3,285	+€693m
Bouygues Immobilier	1	146	+€145m
Colas	(6)	116	+€122m
TF1	(699)	73	+€772m
Bouygues Telecom	(107)	(294)	-€187m
Holding company and other	(6,697)	(6,030)	+€667m
<b>TOTAL</b>	<b>(4,916)</b>	<b>(2,704)</b>	<b>+€2,212m</b>

# BOUYGUES: very substantial liquidity



*Evenly-spread debt repayment schedule*  
*Mainly fixed-rate debt*

- **HIGHLIGHTS AND KEY FIGURES**
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# BOUYGUES GROUP: 2010 sales target

€ million	2009	2010	Change
Bouygues Construction	9,546	9,100	-5%
Bouygues Immobilier	2,989	2,100	-30%
Colas	11,581	11,500	-1%
TF1	2,365	2,410	+2%
Bouygues Telecom	5,368	5,370	=
Holding company and other	134	130	ns
Intra-Group elimination	(630)	(610)	ns
<b>TOTAL</b>	<b>31,353</b>	<b>30,000</b>	<b>-4%</b>
<i>o/w France</i>	21,678	20,600	-5%
<i>o/w international</i>	9,675	9,400	-3%

# BOUYGUES GROUP: conclusion

- In a context of economic crisis, Bouygues exceeded its 2009 targets
- Throughout the year, Bouygues was able to adapt to its new environment
  - ✓ Change in market offering in line with new customer needs
  - ✓ Cautious stance to face stiff competitive pressure
  - ✓ Control of investments and structural costs
- Bouygues has strong assets
  - ✓ Leading position in four of its five business areas
  - ✓ Diversity in its business areas and geographical locations
  - ✓ High-quality strategic investment: Alstom
  - ✓ Corporate culture shared by all
  - ✓ Strong capacity for innovation and adaptation
  - ✓ Solid financial position

# BOUYGUES GROUP: outlook

- In keeping with the initiatives introduced in 2009, Bouygues will continue to adapt to the current environment
- The Group's financial health is excellent
- Bouygues will be attentive to opportunities without making excessive investments or paying excessive prices for any acquisitions

*Following a successful year in 2009,  
we are starting 2010 with confidence*

# BOUYGUES: calendar (CET<sup>1</sup>)

■	29 April 2010	Annual General Meeting	3.30pm
■	7 May 2010	Dividend payment	
■	12 May 2010	First-quarter 2010 sales	5.45pm
■	1 June 2010	First-quarter 2010 earnings	5.45pm
■	31 August 2010	First-half 2010 sales and earnings	5.45pm
■	1 September 2010	Analysts' meeting in Paris	
■	9 November 2010	Nine-month 2010 sales	5.45pm
■	2 December 2010	Nine-month 2010 earnings	5.45pm

<sup>1</sup>All times are Central European Times

The logo consists of a large orange rounded rectangle with a black border. Inside this rectangle is a smaller white rounded rectangle with a black border, which contains the word "BOUYGUES" in bold black uppercase letters.

**BOUYGUES**