

First-half 2012 results presentation



Building the future is our greatest adventure



Paris – 32 Hoche
29 August 2012

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29 August 2012

- **HIGHLIGHTS AND KEY FIGURES**
- **BUSINESS AREAS**
- **ALSTOM**
- **FINANCIAL STATEMENTS**
- **OUTLOOK AND CONCLUSION**

Highlights

- **Strong commercial activity** in the construction businesses
 - ✓ A record €28.6-billion order book at end-June 2012, up 13% versus end-June 2011

- A stable **mobile customer base** at Bouygues Telecom at end-June 2012
 - ✓ Net growth in mobile plan customers of 55,000 in Q2 2012

- The Group's results mainly reflect **the decrease in profitability at Bouygues Telecom**

- **Tight control of net debt**
 - ✓ Net debt improved €308 million versus end-June 2011 before factoring in the share repurchase tender offer and investments in 4G frequencies

Group sales

€ million	First half		
	2011	2012	Change
Sales	15,214	15,505	+2% ¹
<i>o/w construction businesses²</i>	11,082	11,550	+4%
<i>o/w TF1</i>	1,278	1,301	+2%
<i>o/w Bouygues Telecom</i>	2,866	2,676	-7%

¹Stable like-for-like and at constant exchange rates

²Bouygues Construction + Bouygues Immobilier + Colas (sales contribution)

- The construction businesses and TF1 offset the decline in sales at Bouygues Telecom

Group results (1/2)

First half

€ million	2011	2012	Change
Current operating profit	752	476	-€276m
<i>o/w construction businesses</i>	256	212	-€44m
<i>o/w TF1</i>	187	134	-€53m
<i>o/w Bouygues Telecom</i>	331	148	-€183m
Current operating margin	4.9%	3.1%	-1.8 pts
<i>o/w construction businesses</i>	2.3%	1.8%	-0.5 pts
<i>o/w TF1</i>	14.6%	10.3%	-4.3 pts
<i>o/w Bouygues Telecom</i>	11.5%	5.5%	-6.0 pts

- The decline in profitability at the construction businesses reflects the **harsh weather conditions** for Colas in France and Northern Europe
- Negative impact of the **scrapping of termination rate differentials** and the **increase in amortisation expense and provisions** at Bouygues Telecom

Group results (2/2)

	First half		
	2011	2012	Change
Net profit attributable to the Group (€m)	391	278	-29%
Earnings per share (€)	1.10	0.88	-20%

- **Alstom's contribution** stood at €114 million in H1 2012 versus €94 million in H1 2011

Group financial position (1/2)

€ million	At 30 June		
	2011	2012	Change
Shareholders' equity	10,253	9,372	-€881m
Net debt	4,341	6,215	+€1,874m
Net gearing	42%	66%	+24 pts

- Decrease in **shareholders' equity** related to the cancellation of shares in 2011 (share repurchase tender offer)
- **Tight control of net debt** confirmed in H1 2012
 - ✓ Net debt improved €308 million before factoring in two one-off events: the share repurchase tender offer (€1.25 billion) and 4G frequencies (€932 million)

Group financial position (2/2)

€ million	First half		
	2011	2012	Change
Cash flow	1,502	1,274	-€228m
- Cost of net debt	(134)	(142)	-€8m
- Income tax expense	(223)	(130)	+€93m
- Net capital expenditure	(651)	(592) ²	+€59m
Free cash flow ¹	494	410 ²	-€84m

- The decline in free cash flow is mainly related to the trend in **Bouygues Telecom's EBITDA**

¹Before change in WCR

²Excluding the effect of 4G frequencies (800 MHz band) equivalent to €704 million in H1 2012 (acquisition cost and capitalised interest)

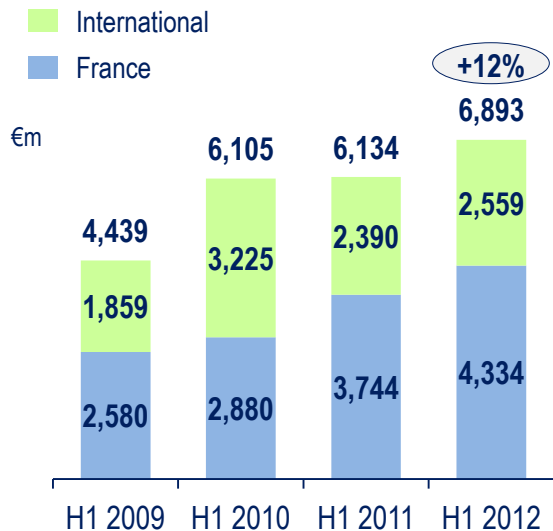
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Construction businesses

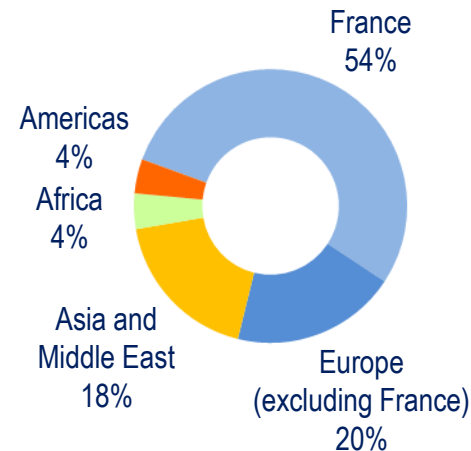
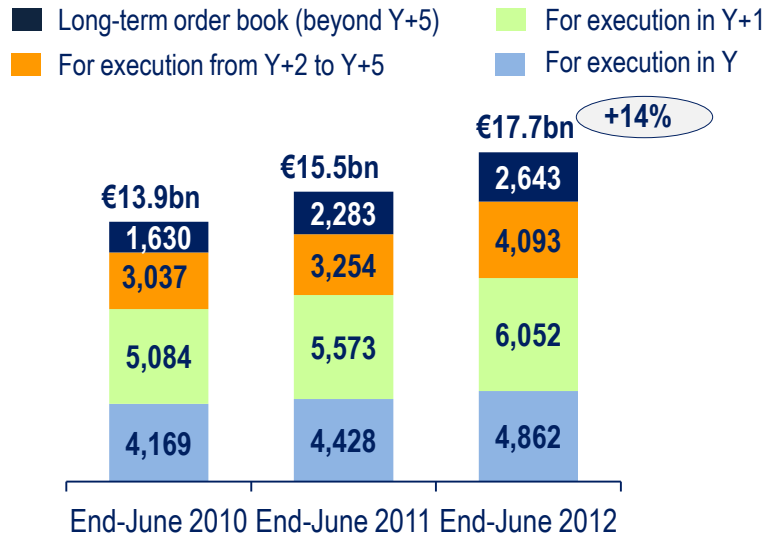


BOUYGUES CONSTRUCTION: commercial activity

Order intake¹



Order book at end-June 2012



¹Definition: contracts are booked as order intakes at the date they take effect

- **Record order intake** in H1 2012 including the Paris law courts complex and the Nimes-Montpellier high-speed railway bypass

The order book offers significant visibility on future business activity

The Nimes-Montpellier railway bypass PPP

- An innovative **high-speed rail line** project
 - ✓ A new shared-track rail infrastructure (freight and passenger trains) between Nimes and Montpellier
- 80 km of line and two new train stations
- A Public-Private Partnership (PPP) signed between **Réseau Ferré de France** and **OC'VIA**
 - ✓ **OC'VIA shareholder structure:** Bouygues Construction, Colas, Spie batignolles, Alstom, Meridiam Infrastructures, FIDEPPP
 - ✓ **Amount:** around €1.1 billion for works and €250 million for maintenance
 - Bouygues Construction's and Colas' share of the works and maintenance is 49% and 25% respectively
 - ✓ **Duration:** 25 years, including around 5 years of construction
 - ✓ **Start of works:** end-2012



The route of the high-speed rail line

The Hong Kong - Zhuhai - Macao bridge

■ The **largest design-build contract** ever awarded in Hong Kong

- ✓ Construction of a bridge **between Hong Kong and the cities of Zhuhai and Macao**
- ✓ Several **technical challenges** to be met
 - Works to be carried out using marine-based equipment, shipping lanes to be kept open throughout construction, restrictions due to the proximity of the airport, etc.

■ **Contract**

- ✓ Bouygues Construction will carry out the **first section of the bridge** as part of a joint venture with China Harbour
 - A 9.4-km section carrying a dual three-lane motorway
- ✓ **Amount:** around €600 million for Bouygues Construction
- ✓ **Start of works:** mid-2012, with handover scheduled for 2016



BOUYGUES CONSTRUCTION: key figures

First half

€ million	2011	2012	Change
Sales	4,705	5,028	+7% ¹
<i>o/w France</i>	2,665	2,721	+2%
<i>o/w international</i>	2,040	2,307	+13%
Current operating profit	165	163	-€2m
<i>Current operating margin</i>	3.5%	3.2%	-0.3 pts
Net profit attributable to the Group	94	107	+€13m

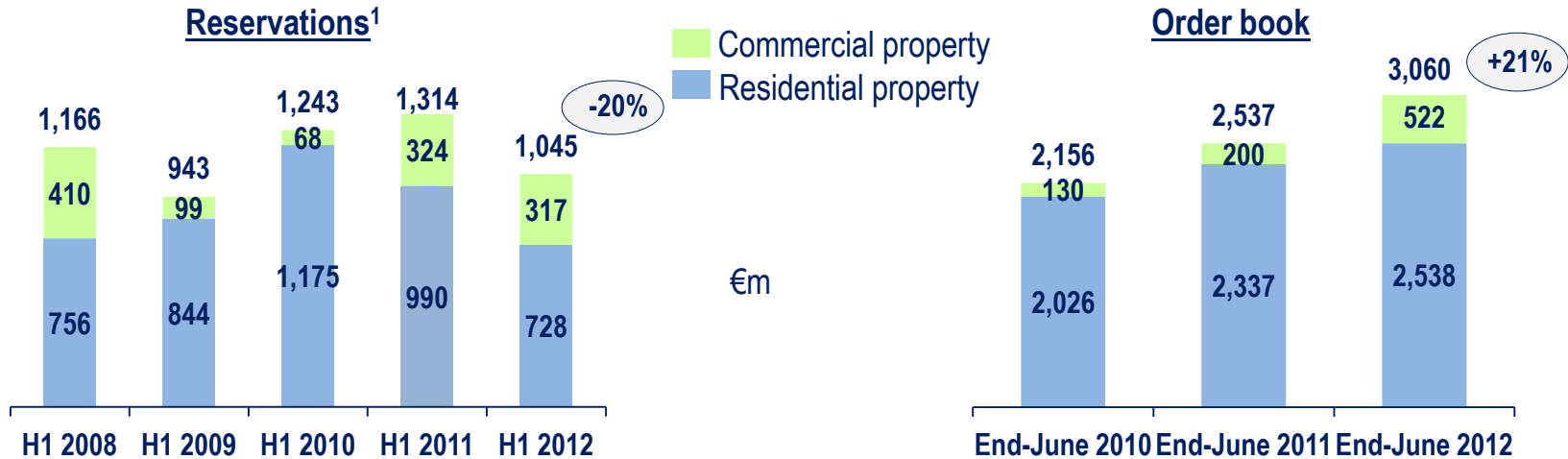
¹Up 2% like-for-like and at constant exchange rates

- Robust sales **growth**
- A **resilient** operating margin



QP District, Qatar

BOUYGUES IMMOBILIER: business activity



¹Definition: Residential property reservations are always reported net of cancellations

Commercial property reservations are firm orders which cannot be cancelled (notarised deeds of sale)

- As expected, **residential property** reservations reflect the **market's wait-and-see stance** and the decline in **buy-to-let investment**
- **Good level of order intake in commercial property** in a sluggish market
 - ✓ Signature of the Rehagreen® contract in Gentilly in Q2 2012

The order book grew 21% year-on-year

Rehagreen® Gentilly

- Rehagreen®: **"green" renovation and rehabilitation** projects for existing commercial buildings
- The **challenges** of the Gentilly project
 - ✓ Bring the building into conformity with **international environmental standards**: HQE® (4* 2011), BREEAM® (Excellent)
 - ✓ **Increase the capacity of the site while freeing up landscaped areas**
 - Three-fold increase in the number of work stations
 - ✓ The first Rehagreen® project involving the demolition of 30,000 m² of existing buildings and reconstruction of a net floor area of 51,000 m²
- **Contract**
 - ✓ Customer: MACSF
 - ✓ Future occupier: Sanofi
 - ✓ Architect: Valode & Pistre
 - ✓ Start of works: October 2012, with handover scheduled for January 2015
 - ✓ Amount: €188 million



Rehagreen®, Gentilly

BOUYGUES IMMOBILIER: key figures

€ million	First half		
	2011	2012	Change
Sales	1,098	1,066	-3% ¹
<i>o/w residential</i>	923	972	+5%
<i>o/w commercial</i>	175	94	-46%
Current operating profit	91	83	-€8m
<i>Current operating margin</i>	8.3%	7.8%	-0.5 pts
Net profit attributable to the Group	56	51	-€5m

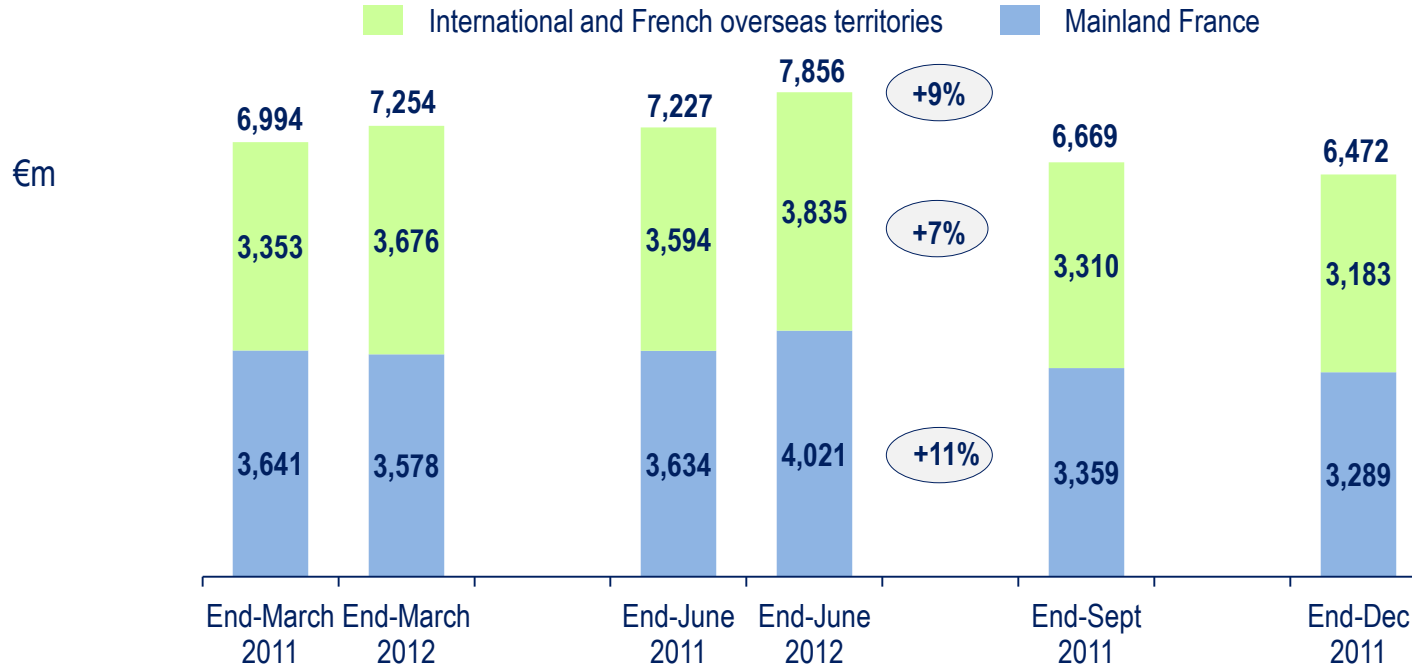
¹Down 3% like-for-like and at constant exchange rates



*Fort d'Issy eco-neighbourhood,
Issy-les-Moulineaux*

- Continued sales **growth** in **residential** property, while **new commercial property reservations** do not yet contribute much to sales
- **Robust** operating margin

COLAS: order book



- The order book was **up 9%** versus end-June 2011

- ✓ Good level of order intake in roads
- ✓ Inclusion of the Nimes-Montpellier railway bypass contract

The order book beyond 2012 grew 12%

COLAS: key figures

€ million	First half		
	2011	2012	Change
Sales	5,400	5,594	+4% ¹
<i>o/w France</i>	3,457 ²	3,367	-3%
<i>o/w international</i>	1,943 ²	2,227	+15%
Current operating profit	0	(34)	-€34m
Net profit attributable to the Group	2	(19)	-€21m

¹Up 2% like-for-like and at constant exchange rates

²Export sales of refined oil products were reclassified according to their location



*The A75 motorway,
southern France*

- First-half sales were driven by **growth in international activities** (North America, Asia, Australia and Indian Ocean)
- Current operating profit was impacted by **bad weather conditions in Europe**, particularly in France

COLAS: geographic areas

- Harsh weather conditions in **France and Northern Europe** delayed the execution of contracts in the order book and affected the profitability of the industrial activities
- Activity and outlook remain strong in **North America**
 - ✓ **US highway bill** extended for two years
 - ✓ **Buoyancy** of the **Canadian** market
- The action plans in **Central Europe** were continued in falling markets
 - ✓ **Return to breakeven** target maintained for 2012



TF1: highlights

- A **fall in ad spend** in a worsening economic environment in Q2 2012
- A continued **unrivalled position in Europe** in free-to-air television
 - ✓ A 28.4% audience share¹ in H1 2012 versus 29.1% in H1 2011 among individuals aged 4 and over (TF1, TMC and NT1)
- The award of a **fourth free DTT** licence, enabling TF1 to bolster its multi-channel offering following launch, which is planned for Q4 2012
 - ✓ HD1: the new channel will be dedicated to creativity in all forms
- A **successful UEFA Euro 2012** tournament across all the group's media
- Stable **programming costs** at the TF1 channel in Q2 2012, excluding sporting events

TF1: key figures

€ million	First half		
	2011	2012	Change
Sales	1,278	1,301	+2% ¹
<i>o/w Group advertising</i>	905	897	-1%
Current operating profit	187	134	-€53m
<i>Current operating margin</i>	14.6%	10.3%	-4.3 pts
Net profit attributable to the Group	119	94	-€25m

¹Up 1% like-for-like and at constant exchange rates

■ Sales up 2%

- ✓ The fall in advertising revenue was offset by the good momentum of the diversification activities (up 9% versus H1 2011)

■ Operating profit was affected by the increase in the TF1 channel's programming costs in Q1 2012 and by the sporting events of Q2 2012

- ✓ The H1 2012 current operating margin is in line with FY 2011



"The Voice", the TV show



BOUYGUES TELECOM: mobile business performance

■ Trends observed in April 2012 **confirmed**

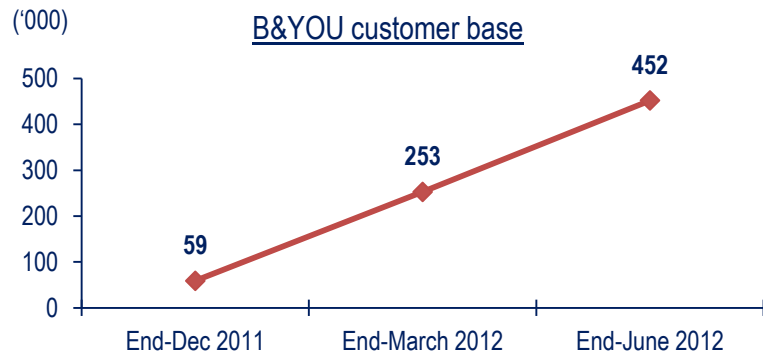
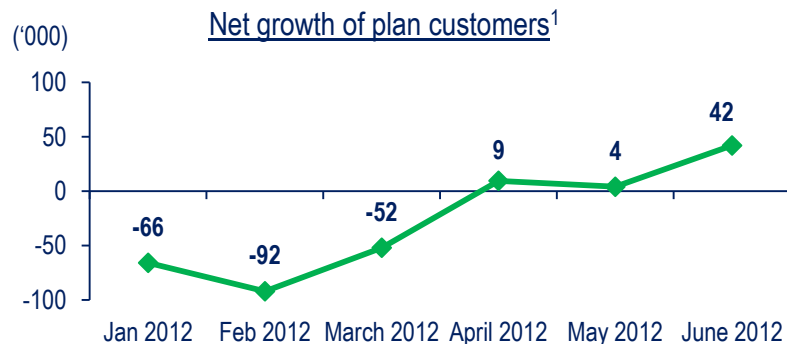
- ✓ **Net growth in plan customers of 55,000** in Q2 2012
- ✓ **A stable** total mobile customer base in June 2012
 - Net loss of 71,000 customers in Q2 2012 (versus 379,000 in Q1 2012)

■ **Momentum** continues at **B&YOU**

- ✓ 452,000 B&YOU customers at end-June 2012

■ **Growth** in the MVNO customer base

- ✓ 2 million active² customers at end-June 2012

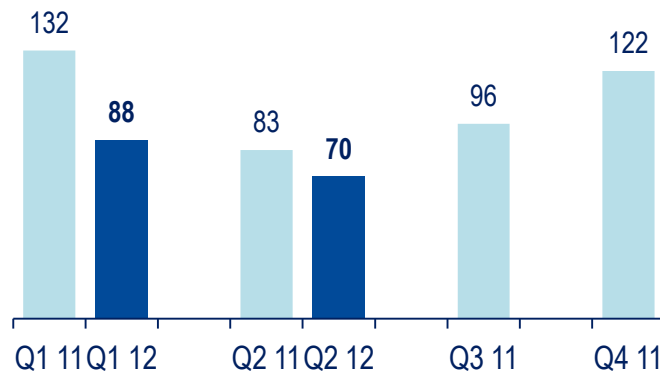


¹Plan customers: total customer base excluding prepaid customers according to the Arcep definition

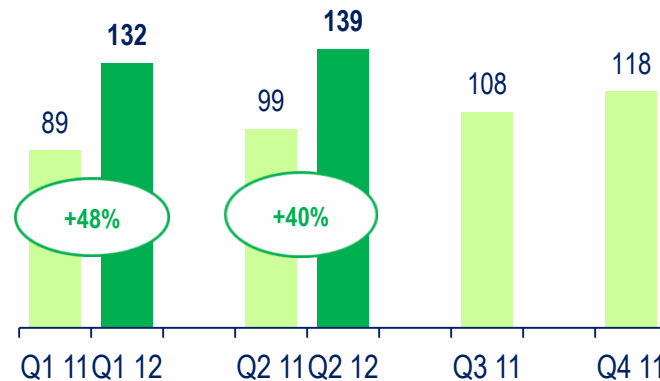
²Estimate of the active MVNO customer base: customers who have carried out an outgoing operation during the last month

BOUYGUES TELECOM: fixed broadband continues to grow

Fixed broadband net growth ('000)¹



Fixed broadband sales from network² (€ million)



- **1.4 million** fixed broadband **customers** at end-June 2012
 - ✓ 131,000 very-high-speed broadband customers (on the Numericable network)
- Sales **up 44%** in H1 2012
- The Bbox Sensation router is expected to have a commercial impact from Q3 2012 onwards

¹Includes broadband and very-high-speed subscriptions ²Sales from network stripping out the ideo discount

BOUYGUES TELECOM: key figures

First half

€ million	2011	2012	Change
Sales	2,866	2,676	-7% ¹
<i>Sales from network</i>	2,575	2,386	-7%
EBITDA	665	559	-€106m
<i>EBITDA/sales from network</i>	25.8%	23.4%	-2.4 pts
Current operating profit	331	148	-€183m
Net profit attributable to the Group	213	92	-€121m

¹Down 7% like-for-like and at constant exchange rates

- The fall in sales accelerated in Q2
 - ✓ Sales from network down 11% in Q2 2012 versus -3% in Q1 2012
- The scrapping of termination rate differentials impacted EBITDA by €99 million
- Operating profit impacted by a context-related increase in provisions in H1 2012 and by higher amortisation expense

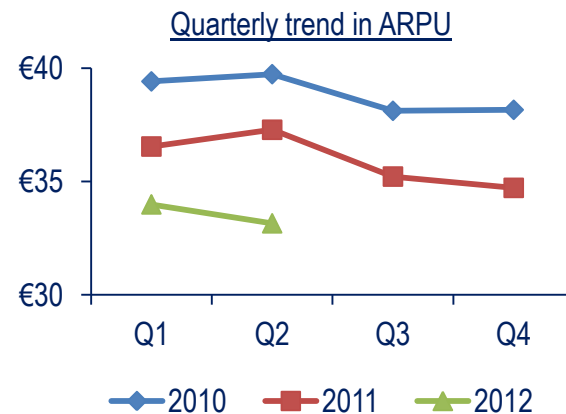


A Bbox Sensation advertisement

BOUYGUES TELECOM: a change in the mobile business model

■ The fall in the contribution from the mobile activity speeded up in Q2 2012 due to

- ✓ The full impact in Q2 2012 of the **reduction in the mobile customer base** observed in Q1 2012
- ✓ More and more customers subscribing to the **new price plans**
 - 27% of customers on non-capped plans at end-June 2012 have switched to the **new Eden plans** (versus 9% at end-Q1 2012)
 - **B&YOU** accounts for a bigger share of the customer base (4% of Bouygues Telecom's customer base at end-June 2012) and of gross additions (more than 19% of gross additions on average in Q2)



Marketing costs¹

■ The fall in marketing costs only partially offsets the decline in the mobile activity's contribution

	Q2		H1	
	2011	2012	2011	2012
€ million	208	164	422	355
As a % of sales from network	15.9%	14.1%	16.4%	14.9%

¹Mobile and fixed subscriber acquisition and loyalty costs

BOUYGUES TELECOM: growth opportunities in the fixed activity

- **7 million households** are eligible for very-high-speed thanks to the Numericable agreement
- **Bbox Sensation** redefines the digital home experience
 - ✓ It is the most **advanced** router on the market, compatible with **all technologies** (ADSL, cable, fibre)
 - ✓ **Launched on 18 June** at the single price of **€37.90/month**
 - ✓ Initial customer feedback is very **positive**
- The **partnership with Darty** started on 24 July 2012
 - ✓ In Q3 2012, **300,000 fixed broadband customers, o/w 100,000 very-high-speed subscribers**, will be added to Bouygues Telecom's customer base
 - ✓ 28 August: commercial launch of the **Bouygues Telecom Édition Darty** offer in the 226 stores of Darty's network



BOUYGUES TELECOM: changes in mobile data



An explosion
in
usages



Growth in
equipment



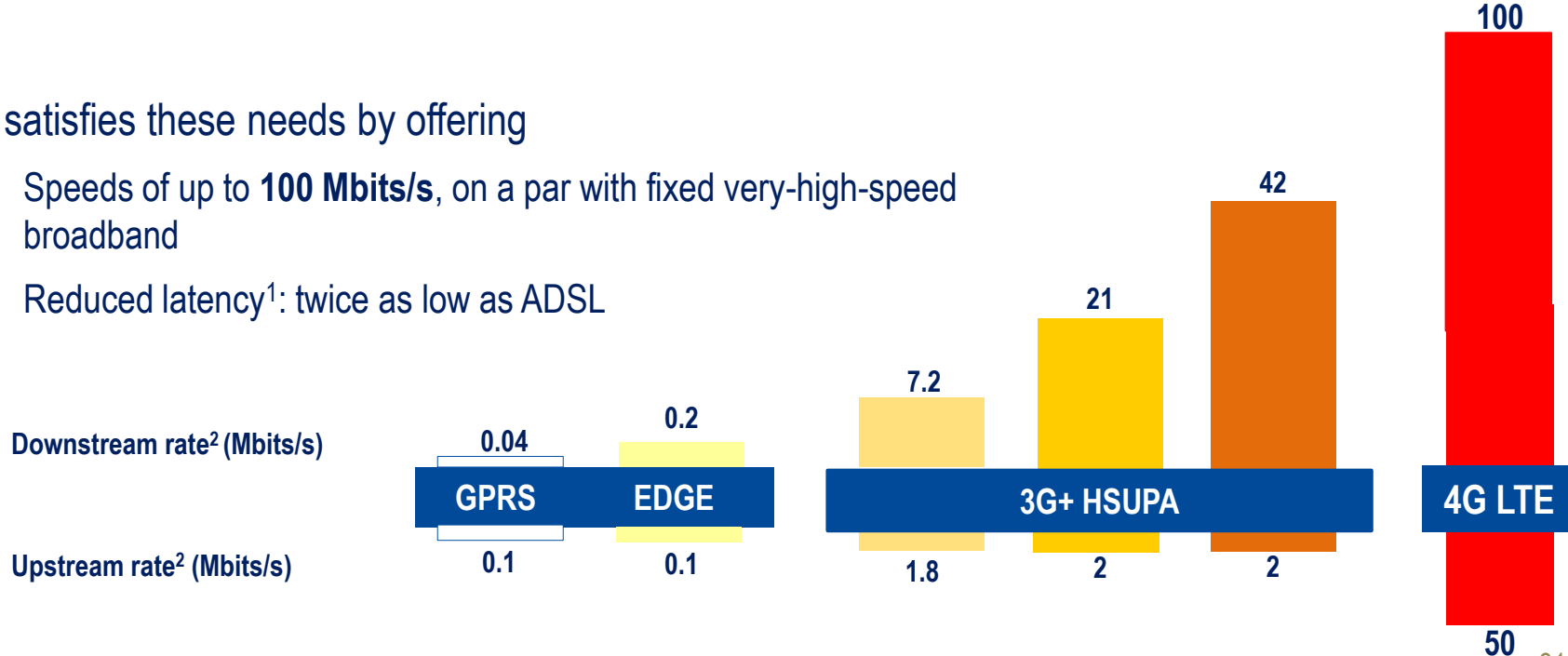
Faster and
faster!



Ever richer
content

4G satisfies these needs by offering

- ✓ Speeds of up to **100 Mbits/s**, on a par with fixed very-high-speed broadband
- ✓ Reduced latency¹: twice as low as ADSL



¹Latency: the time it takes for data to get from one designated point to another ²Theoretical rate

BOUYGUES TELECOM: 4G becomes reality

- 4G technology being rolled out since March 2012
- 4G sites opened in Lyon as early as June 2012
 - ✓ 400 customers testing the new technology: retail consumers, businesses, professionals, students, employees
 - ✓ Usage is tested in **real conditions**: mobile web surfing is “like it is at home”
- **Schedule**
 - ✓ All the **major French urban centres** to be covered in 2013
 - ✓ **A commercial network** is to be launched **at the start of 2013**

Hardware provided to the testers



Samsung Galaxy Tab 4G



4G/Wi-Fi Mobile Hotspot from ZTE

BOUYGUES TELECOM: key indicators

	Plan		Prepaid		Total customer base	
	Q1 2012	Q2 2012	Q1 2012	Q2 2012	Q1 2012	Q2 2012
Customers						
SIM cards ('000)	8,900	8,955	2,025	1,899	10,925	10,854
SIM cards (% mix)	81.5%	82.5%	18.5%	17.5%		
Fixed broadband customer base ('000) ¹					1,329	1,399
Unit data – mobile customers						
ARPU (€/year/customer) ²	497	481	146	139	424	411
Data usage (MB/month/customer) ³					133	150
SMS usage (SMS/month/customer) ⁴	355	372	144	142	311	325
Voice usage (min/month/customer) ⁴	414	416	117	120	352	356
Unit data – fixed customers						
ARPU (€/year/customer) ²					382	383

Marketing costs⁵	Q2 2011	Q2 2012
	Marketing costs (€ million)	208
Marketing costs/sales from network	15.9%	14.1%

¹Includes broadband and very-high-speed broadband subscriptions according to the Arcep definition but does not include Darty Telecom customers

²Rolling 12-month period, excluding machine-to-machine SIM cards for mobile ARPU, stripping out the ideo discount

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

⁴Rolling 12-month period, adjusted on a monthly basis, excluding machine-to-machine SIM cards and excluding internet SIM cards

⁵Mobile and fixed subscriber acquisition and loyalty costs

BOUYGUES TELECOM: mobile termination rates

€ cents/minute for voice € cents/unit for SMS	Voice termination rates					SMS termination rates		
	At 1 July 2010	At 1 July 2011	At 1 January 2012	At 1 July 2012	At 1 January 2013	At 1 February 2010	At 1 July 2011	At 1 July 2012
Rates to Bouygues Telecom	3.40	2.00	1.50	1.00	0.80	2.17	1.50	1.00
% change	-43%	-41%	-25%	-33%	-20%	-38%	-31%	-33%
Rates to Orange and SFR	3.00	2.00	1.50	1.00	0.80	2.00	1.50	1.00
Rates to Free Mobile				1.60 ¹	1.10	Arcep consultation in process		
Bouygues Telecom differential	0.40	-	-	-	-	0.17	-	-
Differential with Free Mobile				0.60	0.30			

¹Came into effect on 1 August 2012

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ALSTOM

- **A good sales performance** in Q1 2012/13
 - ✓ Order intake: €6 billion, up 20% versus Q1 2011/12
 - ✓ A book-to-bill of 1.3
 - ✓ More than 50% of contracts booked are from emerging countries

- **Sales** in Q1 2012/13 **up 6%** versus Q1 2011/12 to €4.8 billion

- **Outlook confirmed**
 - ✓ Sales: up 5% per year for the current financial year and the next two
 - ✓ Operating margin: around 8% during FY2014/15
 - ✓ Positive free cash flow in each of the next three financial years

Alstom starts FY2012/13 with a high level of order intake

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Condensed consolidated income statement (1/2)

€ million	First half		
	2011	2012	Change
Sales	15,214	15,505	+2%
Operating profit	752	476	-37%
Cost of net debt	(134)	(142)	+6%
<i>o/w financial income</i>	42	28	-33%
<i>o/w financial expenses</i>	(176)	(170)	-3%
Other financial income and expenses	(2)	8	nm

Condensed consolidated income statement (2/2)

€ million	First half		
	2011	2012	Change
Income tax expense	(223)	(130)	-42%
Share of profits and losses from associates	91	131	+44%
Net profit	484	343	-29%
Minority interests	(93)	(65)	-30%
Net profit attributable to the Group	391	278	-29%

Sales by business area

First half

€ million	2011	2012	Change
Bouygues Construction	4,705	5,028	+7%
Bouygues Immobilier	1,098	1,066	-3%
Colas	5,400	5,594	+4%
TF1	1,278	1,301	+2%
Bouygues Telecom	2,866	2,676	-7%
Holding company and other	64	68	nm
Intra-Group elimination	(197)	(228)	nm
TOTAL	15,214	15,505	+2%
<i>o/w France</i>	10,999 ¹	10,730	-2%
<i>o/w international</i>	4,215 ¹	4,775	+13%

¹Export sales of refined oil products were reclassified according to their location

Contribution of business areas to Group EBITDA

€ million	First half		
	2011	2012	Change
Bouygues Construction	252	268	+€16m
Bouygues Immobilier	86	69	-€17m
Colas	190	131	-€59m
TF1	234	174	-€60m
Bouygues Telecom	665	559	-€106m
Holding company and other	(19)	(21)	-€2m
TOTAL	1,408	1,180	-€228m

EBITDA = current operating profit + net depreciation and amortisation expense + charges to net provisions and impairment losses - reversals of unutilised provisions

Contribution of business areas to Group current operating profit

€ million	First half		
	2011	2012	Change
Bouygues Construction	165	163	-€2m
Bouygues Immobilier	91	83	-€8m
Colas	0	(34)	-€34m
TF1	187	134	-€53m
Bouygues Telecom	331	148	-€183m
Holding company and other	(22)	(18)	+€4m
TOTAL	752	476	-€276m

Contribution of business areas to Group net profit

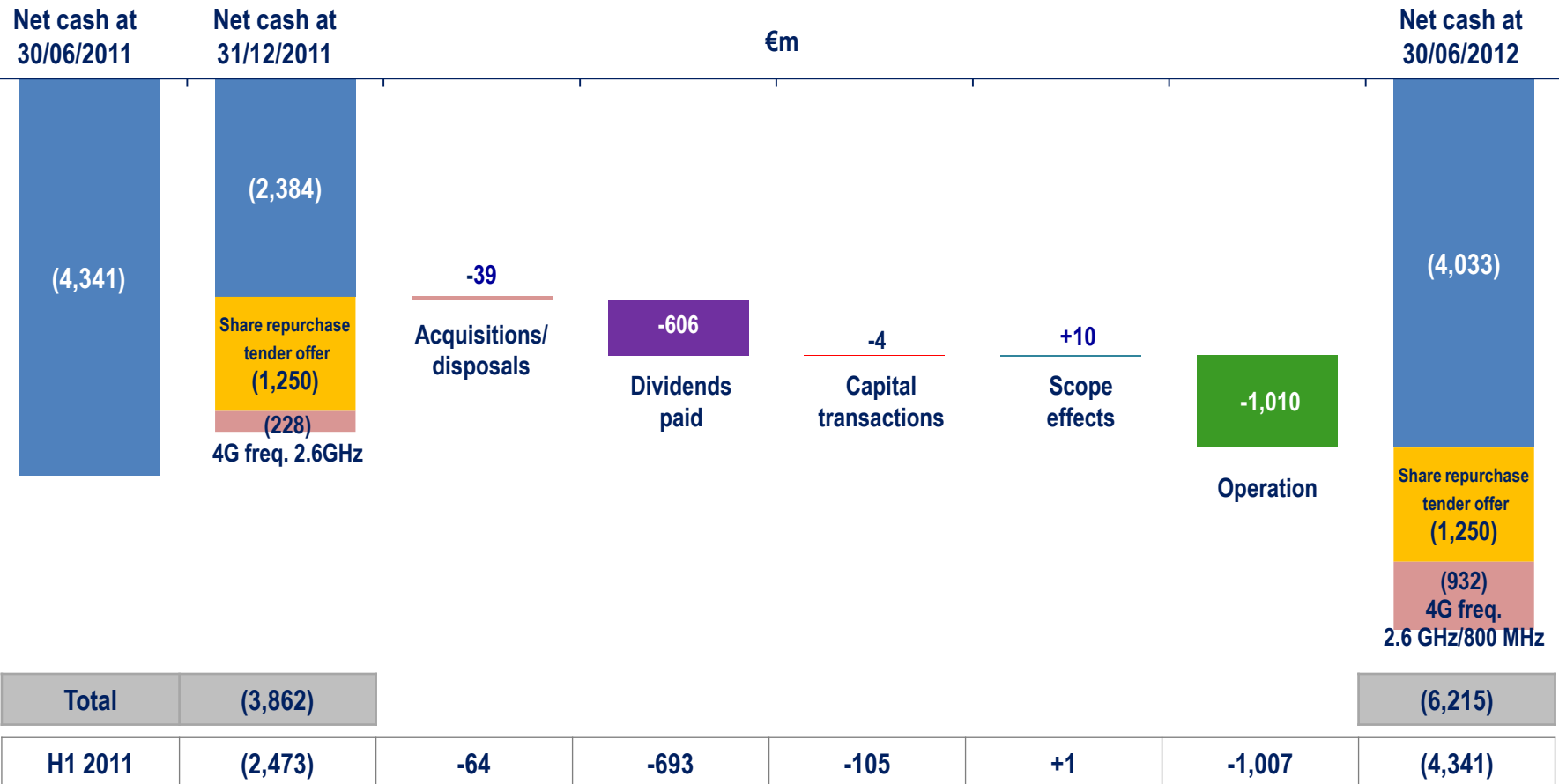
■ Group share

€ million	First half		
	2011	2012	Change
Bouygues Construction	94	107	+€13m
Bouygues Immobilier	56	51	-€5m
Colas	2	(18)	-€20m
TF1	51	41	-€10m
Bouygues Telecom	191	83	-€108m
Alstom	94	114	+€20m
Holding company and other	(97)	(100)	-€3m
TOTAL	391	278	-€113m

Condensed consolidated balance sheet

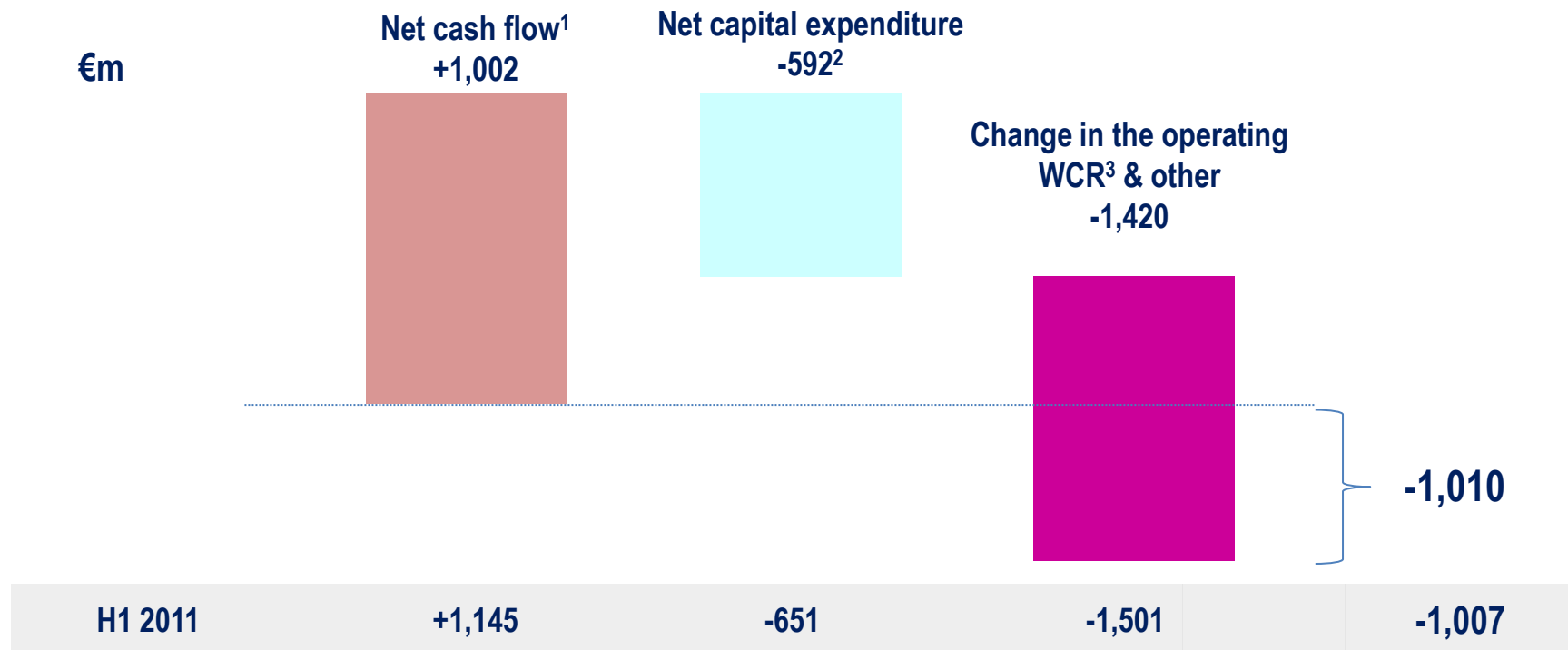
€ million	End-Dec 2011	End-June 2012	Change	End-June 2011
Non-current assets	19,442	20,249	+€807m	18,760
Current assets	15,480	15,808	+€328m	16,515
TOTAL ASSETS	34,922	36,057	+€1,135m	35,275
Shareholders' equity	9,678	9,372	-€306m	10,253
Non-current liabilities	8,875	9,074	+€199m	8,837
Current liabilities	16,369	17,611	+€1,242m	16,185
TOTAL LIABILITIES	34,922	36,057	+€1,135m	35,275
Net debt	3,862	6,215	+€2,353m	4,341

Change in the net cash position in H1 2012 (1/2)



Change in the net cash position in H1 2012 (2/2)

Breakdown of operation



¹Net cash flow = cash flow - cost of net debt - income tax expense ²Excluding investment on 4G frequencies (800 MHz band)

³Operating WCR: WCR relating to operating activities + WCR relating to net liabilities related to property, plant & equipment and intangible assets

Contribution of business areas to Group net cash flow

€ million	First half		
	2011	2012	Change
Bouygues Construction	187	203	+€16m
Bouygues Immobilier	69	54	-€15m
Colas	195	178	-€17m
TF1	167	120	-€47m
Bouygues Telecom	545	456	-€89m
Holding company and other	(18)	(9)	+€9m
TOTAL	1,145	1,002	-€143m

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

Contribution of business areas to Group net capital expenditure

€ million	First half		
	2011	2012	Change
Bouygues Construction	121	80	-€41m
Bouygues Immobilier	4	6	+€2m
Colas	159	125	-€34m
TF1	18	13	-€5m
Bouygues Telecom	348	366	+€18m
Holding company and other	1	2	+€1m
Total excluding frequencies	651	592	-€59m
4G frequencies (800 MHz)	-	704¹	+€704m
TOTAL with frequencies	651	1,296	+€645m

¹Includes acquisition cost and capitalised interest

Contribution of business areas to Group free cash flow

€ million	First half		
	2011	2012	Change
Bouygues Construction	66	123	+€57m
Bouygues Immobilier	65	48	-€17m
Colas	36	53	+€17m
TF1	149	107	-€42m
Bouygues Telecom	197	90 ¹	-€107m
Holding company and other	(19)	(11) ¹	-€8m
TOTAL	494	410 ¹	-€84m

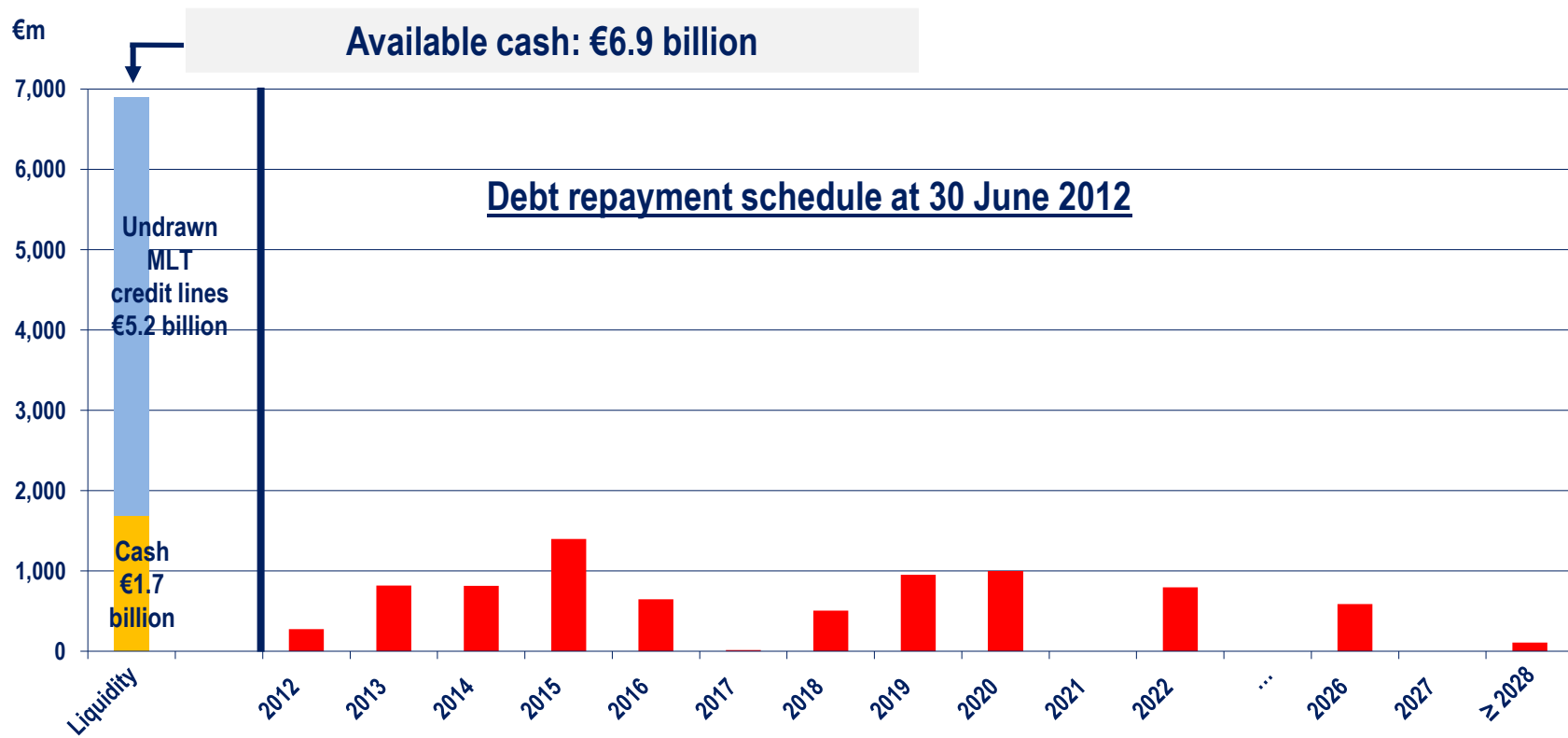
Free cash flow = cash flow - cost of net debt - income tax expense - net capital expenditure. It is calculated before changes in WCR

¹Excluding investment on 4G frequencies (800 MHz band) in H1 2012 (acquisition cost and capitalised interest)

Net cash by business area

€ million	End-June 2011	End-June 2012	Change	End-Dec 2011
Bouygues Construction	2,236	2,531	+€295m	2,869
Bouygues Immobilier	390	305	-€85m	507
Colas	(1,046)	(1,074)	-€28m	28
TF1	11	(91)	-€102m	(40)
Bouygues Telecom	(619)	(1,462)	-€843m	(581)
Holding company and other	(5,313)	(6,424)	-€1,111m	(6,645)
TOTAL	(4,341)	(6,215)	-€1,874m	(3,862)

Financing



- **HIGHLIGHTS AND KEY FIGURES**
- **BUSINESS AREAS**
- **ALSTOM**
- **FINANCIAL STATEMENTS**
- **OUTLOOK AND CONCLUSION**

Outlook for the construction businesses (1/3)

- In an **uncertain** world economic **environment**...
 - ✓ Eurozone sovereign debt crisis and inevitable reductions in public deficits
 - ✓ Question marks hanging over local authority funding in France
 - ✓ Downturn in the French residential market

- ...Bouygues' **construction businesses** enjoy some **major strengths**

Outlook for the construction businesses (2/3): major strengths

1



Good **visibility** on future activity thanks to the order book

- ✓ A **record order book of €28.6bn** at end-June 2012, up 13% versus end-June 2011
- ✓ An increase in the **depth** of the order book
 - Bouygues Construction's 2-year plus order book: 38% of total orders, up 22% versus end-June 2011
 - Colas' order book for execution from 2013 is up 12% versus end-June 2011

2



Diverse activities and expertise

- ✓ **Expertise in innovative projects and high value-added solutions** for customers
 - Complex projects covering design, construction, maintenance and financing
 - Recognised know-how in sustainable construction
 - Turnkey commercial property projects
- ✓ **Diversification** into speciality activities
 - E.g. rail transport at Colas

Outlook for the construction businesses (3/3): major strengths

3



A strong **international** presence

- ✓ A **presence on all the continents**
 - 44% of the 2011 sales of Bouygues Construction and Colas generated on international markets
- ✓ An ability to seize opportunities on **growth markets**
 - In 2011, 26% of sales was generated outside Europe, of which half in emerging countries

4



A high ability to adapt

- ✓ Most of the **cost structure** is **variable**
 - Cost structure per project
- ✓ Geographical **flexibility** of teams
- ✓ Management's **proven responsiveness**
 - E.g. Colas' adjustment in Central Europe
 - E.g. the adjustment measures in progress at Bouygues Immobilier
 - ◆ Review of the land bank
 - ◆ Certain programmes not launched
 - ◆ Tighter control of operating costs and headcount

Outlook for Bouygues Telecom in 2012

- **The fall in the contribution from the mobile activity** speeded up in Q2 2012 and will continue to **dent sales and EBITDA**
 - ✓ The fall in marketing costs is not able to sufficiently offset this impact

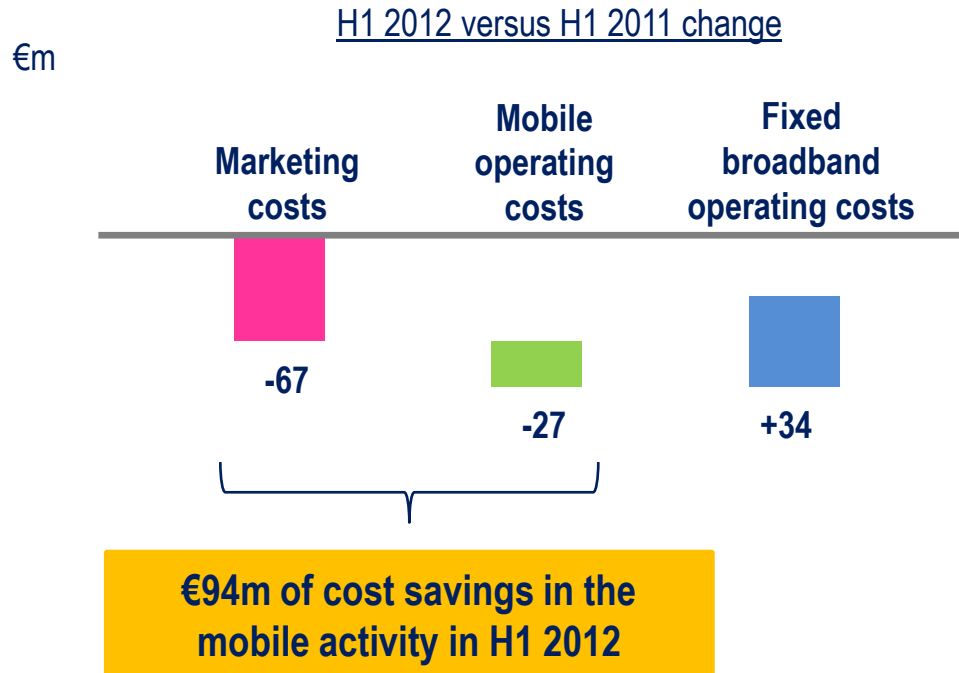
- **2012 targets**
 - ✓ **Sales:** €5,180m (including consolidation of Darty Telecom for €40m), down 10% versus 2011
 - ✓ **EBITDA:** around €900 million (excluding cost of adjustment plan)
 - ✓ An increase of around €100m versus 2011 in **amortisation expense and provisions**
 - ✓ **Investment** at a similar level to 2011 (excluding purchase of 4G frequencies and acquisition of Darty Telecom)

Outlook for Bouygues Telecom: adjustment plan (1/2)

- **Target of €300m cost savings in 2013 confirmed**, to be obtained via a **reduction in the marketing and operating costs of the mobile activity**
- An adjustment plan has been **in progress since February 2012**
 - ✓ **Organisation**: a redeployment of the mobile activity according to the new segmentation of the market
 - ✓ **Distribution**: renegotiation with distributors and divestment of Extenso in progress
 - ✓ **Customer relations**: renegotiation of contracts with external service providers
 - ✓ **Headcount**: a plan for a voluntary redundancy programme concerning 556 employees presented to social partners at the beginning of July
 - ✓ **Monetisation of assets**: divestment of tower business and property assets
- **Cost of adjustment plan** estimated at around €150 million to date for 2012

Outlook for Bouygues Telecom: adjustment plan (2/2)

- The change in the cost structure shows the **initial positive impacts** of the measures taken since the beginning of 2012



2012 sales target

€ million	2011	2012 target			Change
		In March	In May	In August	
Bouygues Construction	9,802	10,000	10,100	10,200	+4%
Bouygues Immobilier	2,465	2,450	2,450	2,450	=
Colas	12,412	12,500	12,700	12,700	+2%
TF1	2,620	2,620	2,620	2,620	=
Bouygues Telecom	5,741	5,140	5,140	5,180	-10%
Holding company and other	120	120	120	120	nm
Intra-Group elimination	(454)	(480)	(480)	(470)	nm
TOTAL	32,706	32,350	32,650	32,800	=
<i>o/w France</i>	<i>22,601</i>	<i>22,050</i>	<i>21,950</i>	22,050	-2%
<i>o/w international</i>	<i>10,105</i>	<i>10,300</i>	<i>10,700</i>	10,750	+6%

Conclusion

- The Group faces **deep-seated changes in the mobile telephony market: a plan** is in progress at Bouygues Telecom **to transform and adjust** the organisation, offers and cost structure
- **TF1 is speeding up its adjustment** by continuing to cut costs and by launching a review of its processes and organisation
- The Group **can count on**
 - ✓ **Its construction businesses**, which are **very strong** and benefit from good **visibility** to anticipate any adjustment measures that might be needed
 - ✓ The ability of its business areas to **generate cash flow on a regular basis**
 - ✓ **Its robust financial structure**

