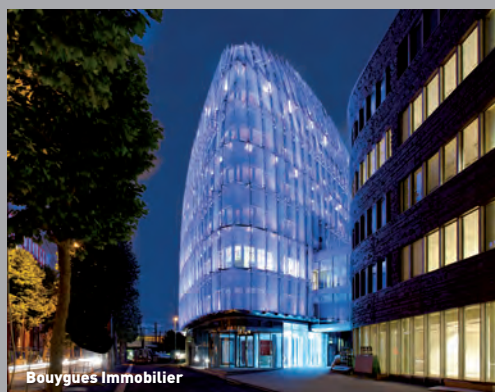


# In Brief



# 2010



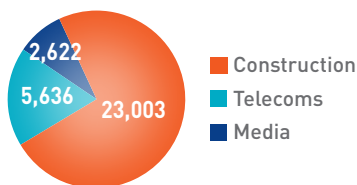
March 2011

## BOUYGUES IN BRIEF

Bouygues is a diversified French industrial group listed on the Paris stock exchange (CAC 40). With operations in over 80 countries, it has more than 133,000 employees. Its lines of business are **construction** (building and civil works with Bouygues Construction, property development with Bouygues Immobilier and roads with Colas), **telecoms** (Bouygues Telecom) and **media** (TF1). Bouygues is also the largest shareholder of Alstom. With a stable share ownership structure, a strong and distinctive corporate culture, a positioning on markets with long-term growth potential and a very sound financial structure, Bouygues has been a consistently solid performer over the last ten years.

## SALES BY BUSINESS AREA IN 2010

(€ million)



## 2000-2010 AVERAGE ANNUAL GROWTH

Sales	+5%
Net profit att. to the Group	+10%
A dividend multiplied by	4.4

## ORGANISATION AND GOVERNANCE

at 1 March 2011

### SENIOR MANAGEMENT TEAM

#### BOUYGUES PARENT COMPANY

#### Martin Bouygues

Chairman and CEO

#### Olivier Bouygues

Deputy CEO

#### Jean-François Guillemin

Corporate Secretary

#### Philippe Marien

Chief Financial Officer,  
Chairman of Bouygues Telecom

#### Alain Pouyat

Executive Vice-President,  
Information Systems and New Technologies

#### Jean-Claude Tostivin

Senior Vice-President,  
Human Resources and Administration

### HEADS OF THE FIVE BUSINESS AREAS

#### Yves Gabriel

Chairman and CEO, Bouygues Construction

#### François Bertière

Chairman and CEO, Bouygues Immobilier

#### Hervé Le Bouc

Chairman and CEO, Colas

#### Nonce Paolini

Chairman and CEO, TF1

#### Olivier Roussat

CEO, Bouygues Telecom

Online interactive version



[www.bouygues.com](http://www.bouygues.com)

(\*) Independent director

### BOARD OF DIRECTORS

#### Martin Bouygues

#### Olivier Bouygues

#### Pierre Barberis\*

Former Deputy CEO, Oberthur

#### Patricia Barbizet\*

CEO and director, Artémis

#### François Bertière

Chairman and CEO, Bouygues Immobilier

#### Mrs Francis Bouygues

#### Georges Chodron de Courcel

COO, BNP Paribas

#### Lucien Douroux\*

Former Chairman of the Supervisory Board,  
Crédit Agricole Indosuez

#### Yves Gabriel

Chairman and CEO, Bouygues Construction

#### Patrick Kron

Chairman and CEO, Alstom

#### Hervé Le Bouc

Chairman and CEO, Colas

#### Helman le Pas de Sècheval\*

Managing Director, Goupama Centre-Atlantique

#### Colette Lewiner\*

Deputy Chairwoman, Caggemini

#### Sandra Nombret

Director representing employee shareholders

#### Nonce Paolini

Chairman and CEO, TF1

#### Jean Peyrelevade\*

Chairman of the Board of Directors, Leonardo & Co

#### François-Henri Pinault\*

Chairman and CEO, PPR

#### Michèle Vilain

Director representing employee shareholders



# Strong commercial performance in 2010

## Very sound financial structure

**2010** confirmed the Group's capacity to adapt in all its business areas. Sales were stable on 2009 at €31.2 billion, with current operating profit down 5% at €1.8 billion and net profit down 19% at €1.1 billion. The financial structure is very sound, with net gearing of 23% and a high level of free cash flow at €1 billion.

**Bouygues Construction** posted a solid operating performance. Sales fell 3% to €9,235 million but the operating margin remained stable. The order book at end-December 2010 reached an all-time high of €14.2 billion, with 55% of orders outside France.

**Bouygues Immobilier** consolidated its leading position on the French housing market, with record residential property reservations of 13,734 units, an increase of 28%. Profitability rose sharply following restoration of the operating margin in the housing segment.

**Colas** reported a 1% increase in sales. A 1.6 point drop in the current operating margin was mainly caused by deteriorating conditions in Central Europe. Colas has introduced an action plan to gradually improve profitability from 2011.

**TF1** bounced back in 2010. An 11% rise in sales was driven by the pick-up in advertising spend. Current operating profit doubled, reflecting the group's strategy of adapting its business model and controlling costs.

**Bouygues Telecom** continued its growth strategy, attracting 1.2 million new customers and reporting a 5% rise in sales. It was able to offset the cut in call termination rate differentials and higher taxes, with EBITDA increasing by 2%.

**Alstom** contributed €235 million to Bouygues' net profit, 32% down on the previous year, including a €66-million provision (Bouygues' share) for its restructuring plan. Alstom's commercial performance rebounded in the third quarter of FY2010/2011, with order intakes reaching their highest level since the first quarter of FY2009/2010.

The Board of Directors will ask the Annual General Meeting on 21 April 2011 to approve the payment of a stable **dividend** at €1.60 per share.

Relying on the diversity of its businesses, **Bouygues** will continue its strategy of long-term growth in 2011.

I should like to thank our shareholders for their confidence and all our employees for their hard work, their commitment and their mindset.

*M. Bouygues*

2 March 2011

Martin Bouygues  
Chairman and CEO

### 2010 INDICATORS

**Sales**  
**€31,225m**  
=

**Current operating profit**  
**€1,760m**  
-5%

**Net profit att. to the Group**  
**€1,071m**  
-19%

**Net gearing**  
**23%**  
-5 pts

**Net capital expenditure**  
**€1,423m**  
+12%

**Free cash flow\***  
**€1,009m**  
-24%

**Dividend per share**  
**€1.60**  
=

(\* Before change in working capital requirement)

### 2011 TARGET

**Sales**  
**€31,700m**  
+2%

# Group PROFILE

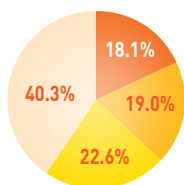
Created in 1952, the Bouygues group now has operations in over 80 countries.

With a strong and distinctive corporate culture, it has solid foundations on which to pursue growth.



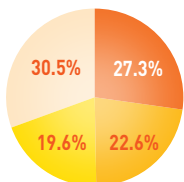
## MAIN SHAREHOLDERS

### Share ownership at 31 December 2010



Number of shares:  
365,862,523

### Voting rights at 31 December 2010



Number of voting rights:  
482,996,796

- SCDM\* ■ Employees
- Other French shareholders
- Foreign shareholders

[\*] SCDM is a company controlled by Martin and Olivier Bouygues

See opposite "A stable share ownership structure"

Bouygues operates in three sectors: construction (building, civil works, property development and roads), telecoms and media. It is the largest shareholder of Alstom.

Listed on the Paris stock exchange (CAC 40 index, Euronext Paris Compartment A), it had a stock market capitalisation of €11.8 billion at 31 December 2010.

## HISTORY

Bouygues was created by Francis Bouygues in 1952. Originally a building firm, it diversified into property development in 1956.

The Group expanded during the 1960s, extending its building, civil engineering and public works activities nationwide.

Flotation on the Paris stock exchange in 1970 marked the start of the Group's international expansion.

Bouygues Offshore, specialising in oil and gas contracting, was created in 1974. It was sold in 2002.

In 1984, the Group acquired Saur, France's third largest water company, and ETDE, an energy and services

group. Saur was sold in 2005.

Bouygues became the world's largest construction firm in 1986 with the acquisition of Scred, France's leading roadbuilder. It also started to diversify into new business areas in the late 1980s.

In 1987, Bouygues became the largest shareholder of TF1, France's most-watched TV channel. It owned 43% of TF1 at 31 December 2010.

In 1994, Bouygues Telecom was awarded the third mobile phone licence in France.

In 2006, the Bouygues group acquired the French government's stake in Alstom, becoming its largest shareholder (it owned 30.77% at 1 March 2011). Alstom is a world leader in rail transport, power generation and transmission infrastructure.

## STRATEGY

Bouygues is a diversified industrial group that gives priority to profitable growth and targets markets with long-term growth potential. In each of its business areas, Bouygues aims to add value to all its products and



services through constant innovation while remaining competitive. The Group takes an opportunistic approach to construction markets, especially outside France. International markets, particularly in Asia and the Middle East, are now an important source of growth.

## THE GROUP'S ASSETS

### ► A stable share ownership structure

A stable shareholder structure means that Bouygues can take a long-term approach to strategy. Its two largest shareholders are SCDM, a holding company controlled by Martin and Olivier Bouygues, and Group employees.

Over 60,000 employees owned shares in the company at 31 December 2010, confirming Bouygues as the CAC 40 company with the highest level of employee share ownership. At 31 January 2011, after the success of Bouygues Confiance 5, a new employee savings scheme, SCDM owned 18.1% of the capital and 27.2% of the voting rights, while employees owned 19.1% of the shares and 22.9% of the voting rights.

### ► A strong and distinctive corporate culture

Common to its five business areas, the Group's corporate culture is dis-



tinguished by project management know-how and human resources management based on the three principles of its human resources charter: respect, trust and fairness. These shared values are expressed in practical initiatives such as dialogue with social partners, a constant concern for health and safety, solidarity, training, and action to promote equal opportunity and integration. In most cases, measurable indicators are used to track progress.

### ► A focus on markets sustained by robust demand

Bouygues operates on markets with potential for long-term growth. In construction, substantial infrastructure and housing needs exist in both developed and emerging countries. Telecoms and media markets are

continuing to expand, with growth being driven by fast technological advances and changing usage.

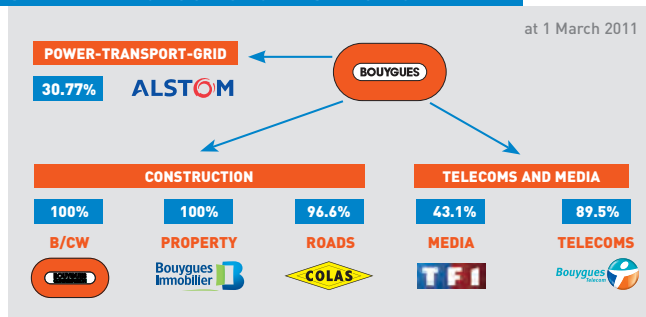
A leader in four of its five business areas, Bouygues is well-positioned in each of its markets and has integrated stakeholders' expectations relating to sustainable development into its products and services, giving them a competitive edge.

### ► A very sound financial structure

Bouygues has a sound financial profile. Keeping capital expenditure under control while generating a high level of cash flow, the Group carries little debt and has a very substantial cash surplus. The Group's credit rating with Standard and Poor's has been A- with stable outlook since 2001.

Drawing on those strengths, Bouygues has posted robust financial performances over the last ten years. Group sales have risen 5% per year on average over the period and net profit by 10% per year, enabling Bouygues to increase its dividend by a factor of 4.4 over ten years.

## SIMPLIFIED GROUP ORGANISATION CHART



Find out more about the Group  
[www.bouygues.com](http://www.bouygues.com)

# The Group's **WORKFORCE**

## HEADCOUNT

at 31 December 2010

**133,456 employees**

### Job category

#### France

42% 29% 29%

Site workers Clerical Managerial  
& technical

#### International

65% 35%

Site workers Managerial

**75,652**

employees in France\*  
(57% of the workforce)

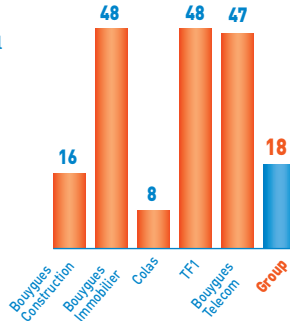
**94%** on

permanent contracts

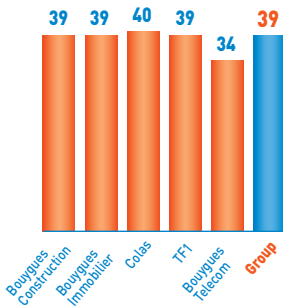
[\*] Mainland France and overseas collectivities

### Proportion of women by business area in France

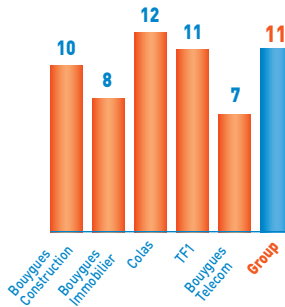
(as %)



### Average age in France: 39



### Average seniority in France: 11 years



## OUR VALUES

**People** are our greatest resource.

**Customers** are the reason for the company's existence and satisfying them our only goal.

**Quality** is the key to competitiveness.

**Creativity** enables us to offer our customers original, practical solutions at the best cost.

**Technical innovation**, which improves the cost and efficiency of our products, underpins our success.

**Respect** for oneself, for others and for the environment inspires our everyday behaviour.

**Promotion** is based on individual merit.

**Training** gives our people the means to extend their knowledge and enhance their professional life.

**Young people** and their potential will forge the company's future.

**Challenge** drives progress. To stay a leader, we must act like challengers.

**Attitude** is more powerful than technical and economic strength alone.

## RECRUITMENT

**6,559 people**

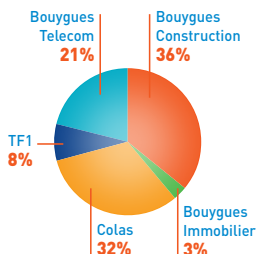
hired in France in 2010

67% 33%

Under 30 Over 30

29% 43% 28%

Site workers Clerical Managerial  
& technical



# HIGHLIGHTS of 2010

## Excellent commercial activity in building and civil works

Bouygues Construction's order book reached a record €14.2 billion at end-December 2010, mainly due to a strategy of international growth. 55% of outstanding orders are for projects outside France, including major contracts like the Singapore Sports Hub, a business centre in Qatar and a rail tunnel and a cruise terminal in Hong Kong (photo).

## Strong organic growth at Bouygues Telecom

Bouygues Telecom saw a highly satisfactory level of commercial activity in 2010. 842,000 new mobile contract customers signed up during the year, representing 23% of net annual market growth\*, and 494,000 new fixed broadband customers. Bouygues Telecom has entered the very high speed fixed market and can already offer the Bbox fibre to over 6 million households.



[\*] Arcep data



Start of works on the Kai Tak Cruise Terminal in Hong Kong

## Bouygues Immobilier: a record year for housing

Bouygues Immobilier recorded a 28% rise in reservations for new housing in France in 2010, reaching a new record level of 13,734 units and confirming the company's position as the French market leader.

## A year of adaptation for Colas

Colas' results in 2010 were affected by difficult market conditions, especially in Central Europe. An action plan was therefore introduced. Colas entered 2011 with a substantial order book worth €6.1 billion and will

gradually improve its profitability in 2011.

## Good viewing figures for TF1 in 2010

TF1 was the only major nationwide channel to increase its prime-time audience, attracting an average of 6.3 million viewers, an increase of 2% in one year. TF1 is also the leading TV media group on the internet, registering 17.5 million unique visitors per month on average on the group's websites (source: Médiamétrie).

For further information

[www.bouygues.com](http://www.bouygues.com)

## FACTS AND FIGURES

**11 million** mobile customers: that was the milestone passed by Bouygues Telecom at end-December 2010.

**6,000** homes with BBC-Effinergie®\* low-energy certification sold in 2010 by Bouygues Immobilier, which has turned sustainable development into a competitive advantage.

[\*] BBC - Bâtiment Basse Consommation. See also "Sustainable Development" and Bouygues Immobilier

**97** of the top 100 TV audience ratings in 2010 achieved by TF1 (source: Médiamétrie).

**19%** of the capital owned by Group employees. Bouygues is the CAC 40 company with the highest level of employee share ownership.

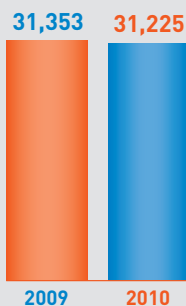
**2.7** billion tonnes of aggregates in reserve in Colas quarries, representing 24 years' output.

# Group KEY FIGURES in 2010

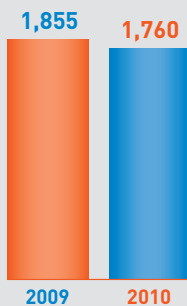
Alstom is consolidated by the equity method: contribution to net profit only.

(€ million)

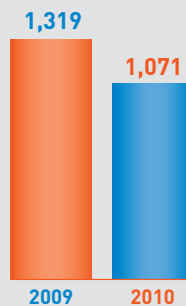
**Sales:**  
=



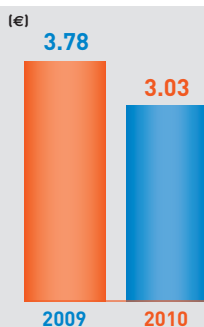
**Current operating profit:**  
-5%



**Net profit att. to the Group:**  
-19%

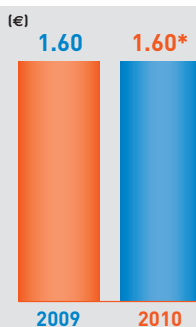


**Earnings\* per share:**  
-20%



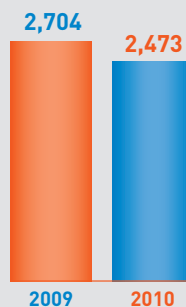
[\*] Group share of continuing operations

**Dividend per share:**  
=

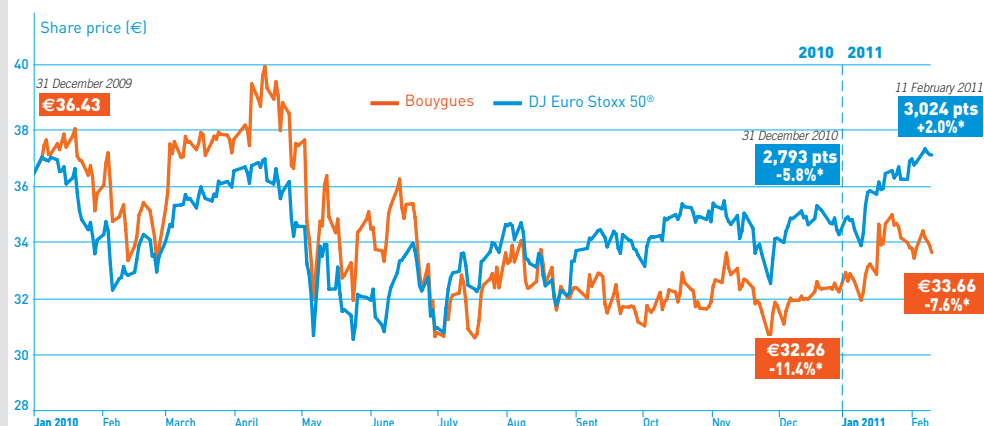


[\*] To be proposed to the AGM on 21 April 2011

**Net debt:**  
-€231m



## STOCK MARKET PERFORMANCE SINCE END-2009



[\*] Compared with 31 December 2009

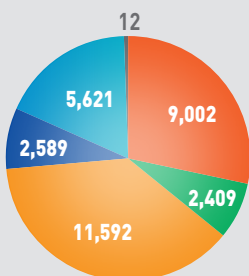


## CONTRIBUTION BY BUSINESS AREA

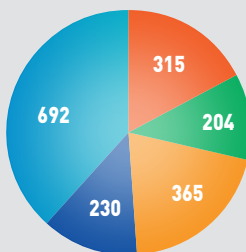
Alstom is consolidated by the equity method: contribution to net profit only.

(€ million)

### Sales

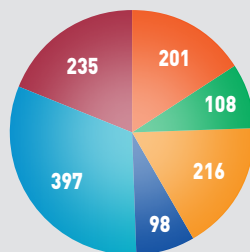


### Current operating profit\*



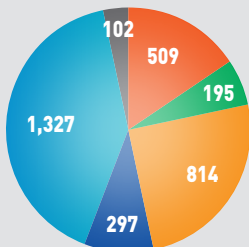
[\*] Holding company and other reported an operating loss of €46m

### Net profit att. to the Group\*

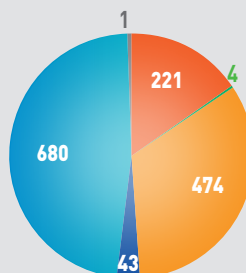


[\*] Holding company and other reported a net loss of €184m

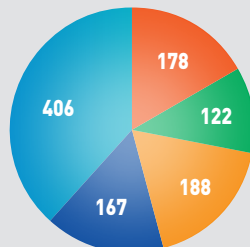
### Cash flow



### Net capital expenditure



### Free cash flow\*\*



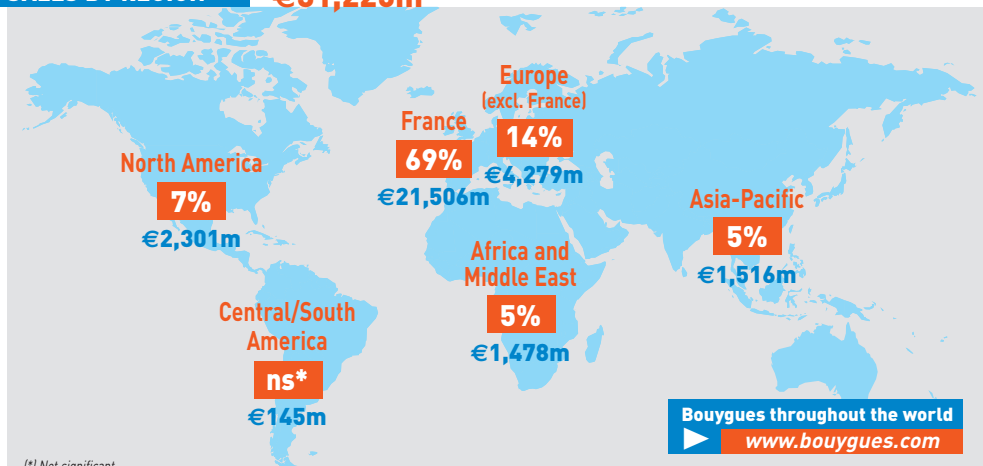
[\*\*] Free cash flow = cash flow - cost of net debt - tax - net capital expenditure

Free cash flow is calculated before change in working capital requirement. Holding company and other reported negative free cash flow of €52m

■ Bouygues Construction ■ Bouygues Immobilier ■ Colas ■ TF1 ■ Bouygues Telecom ■ Holding company and other ■ Alstom

## SALES BY REGION

€31,225m



[\*] Not significant

# Condensed FINANCIAL STATEMENTS

At 31 December 2010

## CONSOLIDATED BALANCE SHEET (€ million)

ASSETS	2009	2010
• Property, plant and equipment and intangible assets	6,915	7,149
• Goodwill	5,156	5,531
• Non-current financial assets	5,356	5,679
• Other non-current assets	273	261
<b>NON-CURRENT ASSETS</b>	<b>17,700</b>	<b>18,620</b>
• Current assets	11,501	11,377
• Cash and equivalents	4,713	5,576
• Financial instruments*	21	13
<b>CURRENT ASSETS</b>	<b>16,235</b>	<b>16,966</b>
<b>TOTAL ASSETS</b>	<b>33,935</b>	<b>35,586</b>

(\*) Hedging of financial liabilities at fair value

LIABILITIES AND SHAREHOLDERS' EQUITY	2009	2010
• Shareholders' equity att. to the Group	8,536	9,317
• Minority interests	1,190	1,290
<b>SHAREHOLDERS' EQUITY</b>	<b>9,726</b>	<b>10,607</b>
• Non-current debt	6,434	6,750
• Non-current provisions	1,727	1,870
• Other non-current liabilities	89	112
<b>NON-CURRENT LIABILITIES</b>	<b>8,250</b>	<b>8,732</b>
• Current debt	726	994
• Current liabilities	14,955	14,935
• Overdrafts and short-term bank borrowings	258	294
• Financial instruments*	20	24
<b>CURRENT LIABILITIES</b>	<b>15,959</b>	<b>16,247</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>33,935</b>	<b>35,586</b>
• Net debt	2,704	2,473

## CONSOLIDATED INCOME STATEMENT

(€ million)	2009	2010
<b>SALES</b>	<b>31,353</b>	<b>31,225</b>
<b>CURRENT OPERATING PROFIT</b>	<b>1,855</b>	<b>1,760</b>
• Other operating income and expenses	-	31
<b>OPERATING PROFIT</b>	<b>1,855</b>	<b>1,791</b>
• Cost of net debt	(344)	(330)
• Other financial income and expenses	25	6
• Income tax expense	(487)	(482)
• Share of profits and losses of associates	393	278
<b>NET PROFIT FROM CONTINUING OPERATIONS</b>	<b>1,442</b>	<b>1,263</b>
• Net profit from discontinued or held-for-sale operations	14	-
<b>NET PROFIT</b>	<b>1,456</b>	<b>1,263</b>
• Minority interests	(137)	(192)
<b>CONSOLIDATED NET PROFIT ATTRIBUTABLE TO THE GROUP</b>	<b>1,319</b>	<b>1,071</b>

## CONSOLIDATED CASH FLOW STATEMENT

(€ million)	2009	2010
<b>Net cash generated by operating activities</b>		
• Cash flow	3,430	3,244
• Income taxes paid during the period	(490)	(501)
• Change in WCR related to operating activities	459	(52)
<b>A - NET CASH GENERATED BY OPERATING ACTIVITIES</b>	<b>3,399</b>	<b>2,691</b>
<b>Net cash used in investing activities</b>		
• Net capital expenditure	(1,270)	(1,423)
• Other cash flows related to investing activities	741	(318)
<b>B - NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(529)</b>	<b>(1,741)</b>
<b>Net cash generated by/(used in) financing activities</b>		
• Dividends paid during the period	(671)	(674)
• Other cash flows related to financing activities	(1,206)	446
<b>C - NET CASH GENERATED BY/(USED IN) FINANCING ACTIVITIES</b>	<b>(1,877)</b>	<b>(228)</b>
<b>D - EFFECT OF FOREIGN EXCHANGE FLUCTUATIONS</b>	<b>15</b>	<b>105</b>
<b>CHANGE IN NET CASH POSITION (A + B + C + D)</b>	<b>1,008</b>	<b>827</b>
• Other non-monetary flows	-	-
• Cash position at 1 January	3,447	4,455
• Cash position at 31 December	4,455	5,282

Full financial statements



[www.bouygues.com](http://www.bouygues.com)

# PERFORMANCE over 10 years

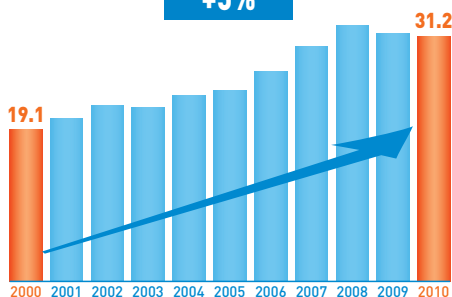
This financial information is presented as published, according to French GAAP from 2000 to 2004 and according to IFRS from 2005.

(\*) Average annual growth rate

## Sales

€ billion

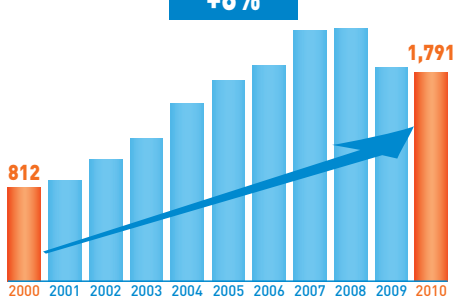
AAGR\*:  
+5%



## Operating profit

€ million

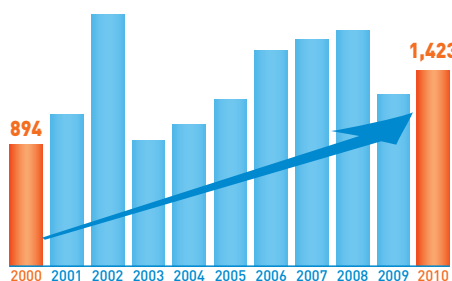
AAGR\*:  
+8%



## Net capital expenditure

€ million

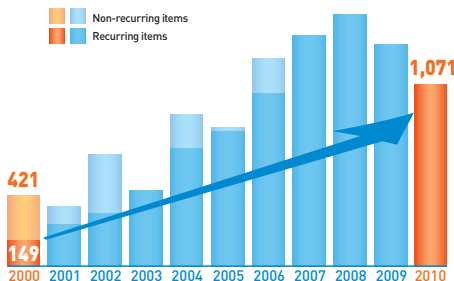
AAGR\*:  
+5%



## Net profit att. to the Group

€ million

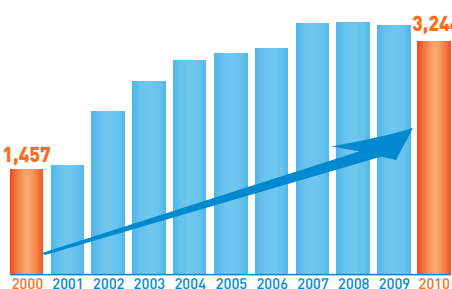
AAGR\*:  
+10%



## Cash flow

€ million

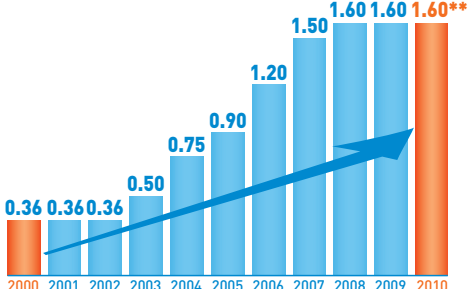
AAGR\*:  
+8%



## Ordinary dividend

€ per share

multiplied by  
4.4



(\*\*) To be proposed to the AGM on 21 April 2011

The Bouygues group implements a sustainable development policy as an integrated part of its strategy, rooted in its corporate culture and values.

## HIGHLIGHTS OF 2010

- ▶ **Bouygues Construction** concluded France's first energy performance contract for social housing with LogiRep.
- ▶ **Bouygues Immobilier** became the first property developer in the world to obtain BREEAM International certification with an Outstanding rating for its Spring office building project in Nanterre, near Paris.
- ▶ **Colas** launched a campaign to raise awareness of energy savings with the aim of cutting the fuel consumption of vehicles and plant by 20%.
- ▶ **TF1** was awarded the Afnor Diversity label, a first in the French media sector.
- ▶ **Bouygues Telecom** introduced a mobile phone handset recycling service open to anyone, whatever the operator, whatever the brand.
- ▶ **Bouygues group** concluded an agreement with ATF Gaia for the recycling and resale of IT and electronic equipment, covering 10,000 to 20,000 items of equipment a year.

# SUSTAINABLE development



## ISSUES AND POLICIES

In 2010, the Group upgraded the sustainable development roadmaps for its business areas, taking account of developments in the issues they face.

### Construction

Sustainable construction, a priority differentiation and growth factor for the Group's construction subsidiaries, is a key marketing element for new buildings and the renovation of existing buildings.

The Group's construction subsidiaries draw on the strictest French and international reference systems and

standards, such as HQE®, LEED and BREEAM, to apply their know-how in eco-design and building operation. In France, for example, Bouygues Immobilier decided in 2010 to seek BBC-Effinergie® low-energy certification for all its new residential programmes, anticipating the requirements of new environmental regulations by more than two years.

The Group applies highly ambitious environmental standards to its own office buildings, as with the ongoing renovation of Challenger, the headquarters of Bouygues Construction, Bouygues Telecom's Tour Sequana and Galeo, the headquarters of



Bouygues Immobilier. Colas also devotes a significant proportion of its R&D programmes to making increasingly eco-friendly products, such as plant-based products and warm asphalt mixes.

## Media-Telecoms

The Group's media and telecoms subsidiaries are also taking action to address the issues specific to their particular businesses. Bouygues Telecom has set up a system for recycling mobile phone handsets, while TF1 has obtained the Afnor Diversity label in recognition of its practices in preventing discrimination and promoting equal opportunity in both its broadcast content and its own human resources management.

## Organisation

The Bouygues group's Sustainable Development department, headed by deputy CEO Olivier Bouygues, oversees and coordinates the main priorities of the Group's CSR\*\* policy (carbon strategy, Green IT, responsible purchasing, R&D, Quality Safety Environment, sustainability reporting), which are then rolled out by all subsidiaries.



The renovation of Challenger began in late 2009



## MAIN PRIORITIES

### Environment

#### Carbon strategy

Bouygues is committed to reducing its CO<sub>2</sub> emissions. The first step in this carbon strategy is to calculate the volume of greenhouse gases emitted by the Group's business areas and their activities. To evaluate its CO<sub>2</sub> emissions, Bouygues uses specific software applications like CarbonEco® at Bouygues Construction and Bouygues Immobilier, Seve® at Colas and CarbonClap® at TF1.

For 2012, the Group has set itself the target of consolidating the carbon balances of greenhouse gas emissions from the activities of all its businesses as well as defining and implementing action plans to reduce these emissions.

Bouygues is also working to quantify the savings made by reducing CO<sub>2</sub> emissions and to offer customers low-carbon eco-variants.

#### Biodiversity

The Group's Construction division is taking steps to preserve biodiversity. For its infrastructure projects, Bouygues Construction has established a 5-year partnership with Noé Conservation, an organisation that proposes original solutions for pre-

serving eco-systems and reducing the environmental impacts of the company's worksites. In another illustration, the Challenger renovation includes a filtering garden incorporating a biological process that will act as a natural water treatment plant. With its specific fauna and flora, the feature will also help to enhance biodiversity on the site.

Colas introduces action plans in advance to ensure that quarries are rehabilitated at the end of their lifecycle.

#### Green IT

Green IT involves taking account of the energy costs and requirements of producing and using IT equipment. A working group on the subject was set up in late 2009 with the aim of sharing methods and technologies in order to reduce the environmental footprint of information and communication technologies.

Green IT's main priority is to reduce energy consumption and mitigate the carbon footprint, notably through better use of computers and printers. Another aspect concerns the ways in which telecommunications systems can favour energy-efficient solutions such as working on the move and videoconferencing, thus reducing the need for travel.

The working group is also looking at the development of smart data centres. Bouygues Immobilier, for example, has created the Green IT Factory® concept, an outsourcing solution that saves 20% in investment costs and 30% in energy consumption.

### Responsible purchasing

The Bouygues group's responsible purchasing policies aim to encourage the referencing of products and services that are eco-friendly, socially responsible and ethically sourced, while developing even-handed relations with suppliers.

Since April 2010, the Group has been a participant in a project coordinated by La Poste that encourages businesses to acquire electric vehicles. It will acquire 500 electric vehicles under the scheme in 2011.

The Responsible Purchasing Committee promotes common tools and methodologies to encourage purchasers to give consideration to CSR criteria. A Supplier CSR Charter has been drawn up and rolled out initially by 79% of Bouygues Construction's operating units. CSR performance assessments of over 400 suppliers have been carried out to date, compared with 250 in 2009, using the EcoVadis software platform and covering 21 environmental, ethical and social criteria.



### Human resources

The Group's Human Resources Charter and Code of Ethics assert three core values for human resources management: respect, trust and fairness. Progress in this area is tracked using measurable indicators wherever possible. The principles set out in the charter are promoted by the Group Human Resources Department and rolled out in all subsidiaries. Specific training actions ensure that social partners and the entire workforce are involved in the process.

Respect is reflected in the quality of industrial relations, a quest for excellence in occupational health and safety, a concern to strike a balance between work and private life, initiatives in favour of local communities and an unequivocal ethical stance.

Trust is expressed through regular exchanges between employees and line managers and recognition of individual merit, and by giving employees a share in the fruits of the Group's growth.

Fairness is applied in recruitment, in the provision of information and training and in the Group's pay policy. It can be seen in the diversity of

the workforce, to which the Group pays particular attention, and is given practical expression in the welcome extended to new employees, their integration into the workforce and the training and career management from which they benefit, whatever their social or geographical origin.

Diversity is a priority for the Group's human resources managers. Some examples are: the signature of a Diversity Charter in January 2010 and award of the Diversity label in December for the TF1 group, systematic use of anonymous CVs at Bouygues Telecom, a policy of hiring young people in difficulty at both Bouygues Construction and Colas, and a proactive approach to the recruitment and integration of disabled people taken by all Group companies.

### Society

The Group has an active sponsorship policy, mainly through its six corporate foundations.

Bouygues' Ethics and Sponsorship Committee created in 2001 meets several times a year to consider applications and select beneficiaries.

Bouygues' sponsorship policy covers three areas of action: health,

education and culture. In health, the Group supports research projects in amyotrophic lateral sclerosis and multiple sclerosis. In education, as well as maintaining long-standing partnerships, the Francis Bouygues Foundation awards grants to deserving high-school graduates who do not have the financial resources to enter higher education. 305 young people have been given financial support to date and each of them is assigned a mentor, a Group employee who tracks their progress.

### Innovation and R&D

In addition to its subsidiaries' own research establishments, like Colas' research centre with 2,000 researchers, engineers and technicians, Bouygues has set up the e-lab, a specialist think tank which develops services for the Group. The e-lab maintains a strategic watch and also has an educational role, analysing technological developments and producing prototypes and new tools such as software applications. Its engineers offer applied research solutions to support technological advances in subsidiaries in order to cut costs,

improve respect for the environment and promote innovation. In sustainable development, the e-lab recently developed software to model earth movements for DTP Terrassement's earthworks, enabling it to reduce the amount of resources needed. The e-lab has also helped Colas, Bouygues Telecom and Bouygues Construction to precisely measure energy consumption in order to develop applications for future projects. Energy efficiency is a priority area of study for the e-lab team as a whole.

## RISK MANAGEMENT TOOLS

### QSE policy

The Bouygues group's QSE (Quality Safety Environment) teams are responsible for managing operational risks and helping to improve stakeholder satisfaction. With more than a thousand employees engaged in tasks related to quality, health and safety, and the environment, both in France and abroad, QSE teams ensure that the Group's actions comply with the requirements of stand-

ards for quality (ISO 9001), safety (OHSAS 18001) and the environment (ISO 14001).

### Sustainability reporting

Because there can be no progress without measurement, the Group has devised and rolled out a sustainability reporting system that renders account of its performance to stakeholders. Among other resources, it uses sustainability reference systems like GRI (Global Reporting Initiative). Bouygues uses a sustainability reporting system to gather CSR performance indicators. Only indicators relating to human resources are consolidated at present.

Bouygues is also included in three ECPI ethical indices, namely ECPI Ethical Index Euro, ECPI Ethical Index EMU and ECPI Ethical Index Global. The indices are managed by E. Capital Partners, an Italian agency that rates a group of 4,000 listed companies worldwide on the basis of sustainability criteria, particularly of a social and environmental nature.









### Sharing knowledge with BYpedia

The Group launched BYpedia, a collaborative extranet devoted specifically to sustainable development and sustainable construction, in 2009. BYpedia was extended to other themes and issues in 2010. As well as encouraging innovation, BYpedia makes it easier for employees to share knowledge and best practice in all areas.

Entirely developed in-house, BYpedia works on the Web 2.0 principle (wikis, forums, self-regulation). By the end of 2010, it had 7,000 registered users, 334 outside partners, over 200 articles and over 300 online working groups.



# 2010 Sustainable development **INDICATORS**

		OBJECTIVES	INDICATORS	UNIT
FINANCIAL AND BUSINESS CHALLENGES		<ul style="list-style-type: none"> <li>Promote sustainable construction to customers.</li> <li>Involve suppliers and subcontractors in the sustainable development policy.</li> </ul>	<ul style="list-style-type: none"> <li>Buildings <b>covered by an environmental labelling or certification scheme.</b></li> <li>Proportion of buildings <b>covered by an environmental labelling or certification scheme</b> in the building order intake.</li> <li>Proportion of sales <b>generated by subsidiaries that have adopted the CSR charter</b> for subcontractors and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Number</li> <li>%</li> <li>%</li> </ul>
		<ul style="list-style-type: none"> <li>Promote green property development as a driver of growth.</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of sales <b>covered by an environmental labelling or certification scheme.</b></li> <li><b>Housing units marketed with the BBC-Effinergie<sup>®(c)</sup> label.</b></li> <li><b>Surface area<sup>d</sup> of positive-energy offices</b> under construction.</li> </ul>	<ul style="list-style-type: none"> <li>%</li> <li>Number</li> <li>sq m</li> </ul>
		<ul style="list-style-type: none"> <li>Promote and develop concessions and PPPs<sup>e</sup> to favour a lifecycle cost approach in the customer's interest.</li> <li>In most countries, propose variants that reduce greenhouse gas emissions.</li> </ul>	<ul style="list-style-type: none"> <li><b>Contracts<sup>f</sup> in progress or concluded</b>, in France and elsewhere.</li> <li><b>Greenhouse gas emissions: savings proposed as variants</b> to customers.</li> <li><b>Greenhouse gas emissions: savings accepted</b> by customers.</li> </ul>	<ul style="list-style-type: none"> <li>Number</li> <li>Tonnes CO<sub>2</sub> eq.</li> <li>Tonnes CO<sub>2</sub> eq.</li> </ul>
		<ul style="list-style-type: none"> <li>Get closer to the public.</li> <li>Reflect the diversity of the public, in broadcast content and within the company.</li> <li>Raise public awareness of the major social and environmental issues facing society.</li> </ul>	<ul style="list-style-type: none"> <li><b>Contacts</b> via TF1's Viewer Relations service.</li> <li><b>Proportion of programmes with subtitles</b> (average on TF1).</li> <li><b>Enhancement<sup>g</sup> of donations</b> to charity.</li> </ul>	<ul style="list-style-type: none"> <li>Number</li> <li>%</li> <li>€m</li> </ul>
		<ul style="list-style-type: none"> <li>Honour its service pledge and support customers in their mobile phone and Bbox use.</li> </ul>	<ul style="list-style-type: none"> <li><b>Personalised studies</b> of customers' consumption.</li> <li><b>Ranking</b> in the TNS Sofres-BearingPoint mobile customer relations league table.</li> </ul>	<ul style="list-style-type: none"> <li>Number</li> <li>Position</li> </ul>
SOCIAL/HR CHALLENGES		<ul style="list-style-type: none"> <li>Lead the industry in terms of health and safety.</li> </ul>	<ul style="list-style-type: none"> <li><b>Frequency rate<sup>h</sup></b> of industrial accidents.</li> <li><b>Severity rate<sup>h</sup></b> of industrial accidents.</li> </ul>	<ul style="list-style-type: none"> <li>(i)</li> <li>(j)</li> </ul>
		<ul style="list-style-type: none"> <li>Favour diversity within the company.</li> <li>Step up commitment to the disability policy.</li> <li>Improve the quality of life in the company.</li> </ul>	<ul style="list-style-type: none"> <li><b>Women</b> as a proportion of all managerial staff.</li> <li><b>Disabled employees hired.</b></li> <li>Amount of sales <b>with the sheltered sector.</b></li> </ul>	<ul style="list-style-type: none"> <li>%</li> <li>Number</li> <li>€ '000</li> </ul>
		<ul style="list-style-type: none"> <li>Encourage local dialogue and acceptance of materials production sites.</li> <li>Train staff in first aid.</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of sales from worldwide materials output <b>covered by a local dialogue structure.</b></li> <li>Proportion of staff worldwide with a <b>workplace first aid certificate.</b></li> </ul>	<ul style="list-style-type: none"> <li>%</li> <li>%</li> </ul>








(a) Excluding Bouygues Bâtiment International and VSL (b) Scope: global (c) Low-energy buildings. Maximum consumption for new residential buildings is on average 50kWh primary energy/sq m/year (d) Change of scope of the indicator for buildings in progress (e) Public-private partnerships (f) PPP, PFI, MAC (UK), CMA (Canada) and concessions (g) Value of airtime, donations made during game shows, free advertising slots, direct donations to charities and associations (h) This indicator is subject to possible correction since it has to be validated by the relevant authorities after publication



2009	2010	ACTION TAKEN IN 2010
148	314	▶ Creation of innovative energy-efficiency solutions. First energy performance contract in the social housing segment.
29	53	▶ Creation of a "sustainable construction club" as a forum for discussion and exchanges with customers and partners.
79 <sup>a</sup>	87 <sup>b</sup>	▶ Training of staff to promote sustainable construction (1,820 employees trained since 2008).
		▶ Outside assessment of suppliers by EcoVadis (164 suppliers assessed in the last two years).
		▶ Timber sourcing partnership with WWF (first construction firm to join the Forest & Trade network).
		▶ Signature of a best practice charter for major accounts and SMEs under the aegis of the Minister of the Economy, Industry and Employment containing ten commitments relating to responsible purchasing.
86	89	▶ BBC-Effinergie <sup>(c)</sup> labelling for all housing programmes for which a building permit application was submitted after 1 July 2010.
63	6,000	▶ Ongoing development of Green Office <sup>®</sup> positive-energy office buildings. Award of BREEAM certification with Excellent rating (Meudon) and Outstanding rating (planned building project in Nanterre).
23,000	23,000	▶ Conclusion of the first lease incorporating an energy performance contract for Green Office <sup>®</sup> in Meudon.
13	17	▶ Introduction of multidisciplinary teams assigned to concession and PPP projects.
175,000	75,000	▶ Deployment of ÉcologieL <sup>®</sup> , a software package developed by Colas, gradually replaced since mid-2010 by Seve <sup>®</sup> , a road industry eco-comparison software application which uses lifecycle analysis to simulate energy consumption and greenhouse gas emissions at the project design phase.
13,000	21,000	
245,000	231,000	▶ Development of the TF1 et Vous website to increase interaction and get closer to the public.
85	95	▶ Advances in subtitling on all group channels.
18,5	21	▶ Showing of prime-time charity fundraising events, free airtime for charities and associations.
750,000	937,000	● Mobilisation of editorial staff for a week-long campaign focusing on employment, featured on the group's channels in April and October.
1 <sup>st</sup>	1 <sup>st</sup>	▶ Development and personalisation of customer relations to optimise the chosen service package.
		▶ NF Service certification for customer relations centres according to the new European EN 15838 standard for all consumer activities (mobile, fixed, TV and internet services).
10.64	6.14 <sup>k</sup>	▶ Continuation of worksite and road safety awareness-raising campaigns ("safety days" in several subsidiaries, partnership with Firefighters Without Borders) involving employees and subcontractors.
0.39	0.30 <sup>k</sup>	▶ Comprehensive safety training course tailored to different categories: site workers, supervisors, managers.
33.1	34.7	▶ Anti-addiction campaigns on Bouygues Entreprises France-Europe worksites.
5	9	▶ Rollout of warm-up exercises for site workers before they start work.
223	253	▶ Conclusion of agreements in several group entities for the prevention of psychosocial risks.
32	46	▶ Conclusion of three company-wide agreements on gender equality, the integration and ongoing employment of disabled workers and quality of life at work.
29	31	● Rollout of the BI & Me programme (raising employee awareness on the theme of "Working better together", training in time management and preventing situations of excessive stress).
		▶ Action plans with a target for each subsidiary to encourage listening and dialogue with local authorities and residents living near production sites.
		▶ Staff training to increase awareness of health and safety issues for the benefit of fellow colleagues, family and friends and civil society as a whole.

*(i) Number of industrial accidents involving time off work x 1,000,000 / number of hours worked (scope: global) (j) Number of days off work x 1,000 / number of hours worked (scope: global) (k) The indicator now includes all employees and not only employees assigned to production (equivalences with the former method of computation: frequency rate = 7.61; severity rate = 0.39)*

# 2010 Sustainable development **INDICATORS**

		OBJECTIVES	INDICATORS	UNIT
SOCIAL/HR CHALLENGES		<ul style="list-style-type: none"> <li>Promote diversity in the company.</li> <li>Prevent stress and improve working conditions.</li> </ul>	► <b>Staff trained</b> to take account of diversity in working life.	Number
			► <b>Disabled workers hired</b> (permanent and fixed-term contracts).	Number
			► <b>Young people</b> from disadvantaged neighbourhoods helped by the TF1 Foundation.	Number
		<ul style="list-style-type: none"> <li>Develop skills and promote equal opportunity.</li> <li>Give as many people as possible access to Bouygues Telecom services.</li> </ul>	► <b>Disabled employees in the company.</b>	Number
			► <b>Sales with the adapted and sheltered sector.</b>	€ '000
			► <b>Stores accessible</b> to disabled people.	Number
ENVIRONMENTAL CHALLENGES		<ul style="list-style-type: none"> <li>Increase the consideration given to environmental factors in project design and construction.</li> </ul>	► Proportion of worldwide sales <b>with ISO 14001 certification.</b>	%
			► <b>Carbon balances</b> of buildings and civil engineering structures.	Number
		<ul style="list-style-type: none"> <li>Control greenhouse gas emissions.</li> </ul>	► <b>Carbon balances</b> carried out for property developments.	Number
			► <b>Videoconferences</b> to limit travel.	Hours
		<ul style="list-style-type: none"> <li>Encourage the recycling of asphalt mix to limit materials consumption and greenhouse gas emissions.</li> <li>Promote warm asphalt mixes (3E®)<sup>d</sup> to save energy and reduce greenhouse gas emissions.</li> </ul>	► <b>Recycled asphalt mixes</b> as a proportion of Colas' worldwide asphalt mix production. <ul style="list-style-type: none"> <li>Bitumen saved as a result of recycling.</li> <li>Reduction of greenhouse gas emissions.</li> </ul>	% Tonnes Tonnes CO <sub>2</sub> eq.
			► <b>Warm asphalt mixes (3E®)<sup>d</sup></b> as a proportion of Colas' worldwide asphalt mix production.	%
		<ul style="list-style-type: none"> <li>Limit the TF1 group's direct environmental footprint.</li> <li>Raise awareness among staff and suppliers of the need to behave differently.</li> </ul>	► <b>Electricity consumption.</b>	MWh
			► <b>Suppliers assessed</b> with EcoVadis.	Number
		<ul style="list-style-type: none"> <li>Reduce the company's environmental footprint and help customers to reduce theirs.</li> </ul>	► <b>Energy consumption</b> (offices, base stations, data centres) in relation to the previous year.	%
			► <b>Used mobile phone handsets collected</b> from consumer and business customers.	Number

*(a) Helping disabled schoolchildren and students to achieve their educational goals (b) out of 413 club stores or franchised stores (c) Low-energy buildings. Maximum consumption for new residential buildings is on average 50kWh primary energy/sq m/year (d) Environmental, Energy-Efficient (e) Favours the least polluting modes of transport for employees and visitors (f) An initiative launched with five public and private-sector partners to raise awareness among producers of the environmental impact of audiovisual activities*

2009	2010	ACTION TAKEN IN 2010
70	404	<ul style="list-style-type: none"> <li>▶ Signature of a Diversity charter and award of the Afnor Diversity label.</li> <li>▶ Introduction of diversity training for 400 managers and 300 employees responsible for programmes.</li> </ul>
17	19	<ul style="list-style-type: none"> <li>▶ Targets set in the 2008/2010 Disability agreement exceeded.</li> </ul>
9	10	<ul style="list-style-type: none"> <li>▶ Three young people from the Foundation's 2008 intake hired on permanent contracts.</li> <li>▶ Conclusion of a "Working better together" agreement on managing stress and improving working conditions in general.</li> </ul>
178	199	<ul style="list-style-type: none"> <li>▶ Conclusion of a third agreement on the integration of disabled employees at Bouygues Telecom.</li> <li>▶ 60 workstations adapted.</li> </ul>
996	1,462	<ul style="list-style-type: none"> <li>▶ Continuation and expansion of partnerships with associations (Tremplin, Arpejeh<sup>a</sup>, Passerelles ESC) and schools (IGS) working for the training and employment of disabled people.</li> </ul>
304	352 <sup>b</sup>	<ul style="list-style-type: none"> <li>▶ Rollout of a centre through which deaf and hearing-impaired customers can be put in contact with customer advisers.</li> </ul>
84	83	<ul style="list-style-type: none"> <li>▶ Anticipation of new thermal regulations in France: 48 buildings with the BBC-Effinergie<sup>®(c)</sup> label completed or in progress.</li> <li>▶ Launch of the Ecosite environmental initiative (68% of worksites qualify for the label).</li> <li>▶ 5-year partnership with Noé Conservation for biodiversity in infrastructure projects.</li> </ul>
330	377	<ul style="list-style-type: none"> <li>▶ Creation of a research chair with École des Ponts ParisTech, École Centrale Paris, Supélec and French building technology research centre CSTB (low-carbon technologies, eco-buildings and eco-communities).</li> <li>▶ Rollout of the CarbonEco<sup>®</sup> in-house software application to systematically carry out carbon balances for projects and calculate eco-variants.</li> </ul>
19	149	<ul style="list-style-type: none"> <li>▶ Rollout of an internal reporting process to carry out a full carbon balance of Bouygues Immobilier's activities (direct emissions and emissions of property developments).</li> </ul>
4,300	6,700	<ul style="list-style-type: none"> <li>▶ Carbon balances systematically carried out for all housing programmes begun in 2010.</li> </ul>
9	10	<ul style="list-style-type: none"> <li>▶ Recycling: upgrading of asphalt plants where needed, organisation of the recovery of planed materials (materials from an upper layer of old highway pavement recovered for recycling), indicator-based monitoring, action plans (one target per subsidiary).</li> </ul>
180,000	200,000	
70,000	76,000	
2	6	<ul style="list-style-type: none"> <li>▶ Warm asphalt mixes: upgrading of asphalt plants where needed, training of production and sales staff, promotion to customers.</li> </ul>
32,520	32,171	<ul style="list-style-type: none"> <li>▶ Continuation of actions to limit energy and water consumption.</li> <li>▶ Launch of a Corporate Travel Plan<sup>®</sup>.</li> </ul>
45	89	<ul style="list-style-type: none"> <li>▶ Continuation of the campaign using EcoVadis, an outside body, to assess suppliers' CSR performance. Action to promote diversity (survey of 108 service providers).</li> <li>▶ As part of the Ecoproduct<sup>d</sup> partnership, launch of Carbon'Clap<sup>®</sup>, the first carbon calculator intended specifically for audiovisual productions.</li> </ul>
+24	+4	<ul style="list-style-type: none"> <li>▶ Rollout of an action plan to maintain energy consumption at current levels despite an increase in business activity and growing customer usage.</li> <li>▶ Creation of an online store on the bouyguetelecom.fr website to promote more environment-friendly packages, call plans, handsets and services.</li> </ul>
13,400	19,857	<ul style="list-style-type: none"> <li>▶ Signature of a responsible advertising charter with the French Union of Advertisers UDA.</li> <li>▶ Rollout of a new used handset recycling service available to all.</li> </ul>



**Good commercial  
and operating  
performance  
in 2010**

**KEY FIGURES**

2010 sales

**€9,235m** (-3%)

Current operating margin

**3.4%** (-0.1 pts)

Net profit att. to the Group

**€201m** (-16%)

Order book

**€14.2bn** (+18%)

Employees

**54,126**

2011 sales target

**€9,400m** (+2%)

**HIGHLIGHTS OF 2010**

**Major contracts concluded**

- ▶ Singapore Sports Hub (€750m).
- ▶ Stade Vélodrome in Marseille (€300m).

**Projects under construction**

- ▶ Flamanville EPR nuclear power plant.
- ▶ Kai Tak Cruise Terminal in Hong Kong.

**Completed projects**

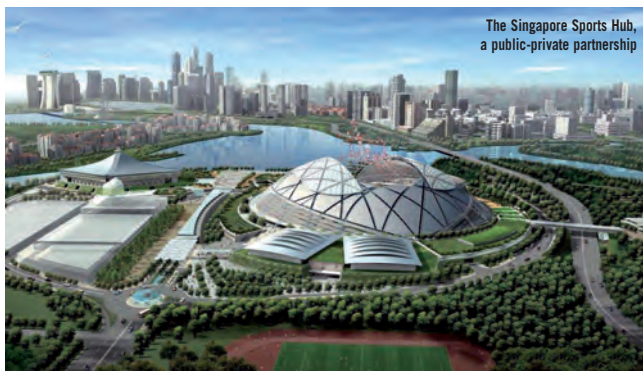
- ▶ Rolex Learning Center (École Polytechnique de Lausanne) in Switzerland.
- ▶ Royal Monceau Hotel in Paris.

**Sustainable development**

53% of building orders covered by an environmental certification or labelling scheme (29% in 2009).

# Full-service CONTRACTOR

**Bouygues Construction** is a world leader in building, civil works, energy and services. Combining the strength of a large group with the responsiveness of a network of companies, its know-how includes project financing, design, construction, operation and maintenance.



The Singapore Sports Hub,  
a public-private partnership

Bouygues Construction's order book at end-2010 reached €14.2 billion, a record level equivalent to 18.4 months' sales. Despite very different economic conditions in the various countries where Bouygues Construction operates, the decline in sales was limited to 3%. The operating margin held up well at 3.4% and net profit amounted to €201 million.

## Building and civil works

In **France**, building activity was sustained by major public infrastructure projects, especially hospitals and schools. Civil engineering work on the Flamanville EPR nuclear power plant is continuing. Demand for high environmental performance buildings has been confirmed.

In **Europe (excl. France)**, Bouygues Construction is taking advantage of its expertise in complex public-private partnership and concession projects, especially in the UK and Croatia, and in property development

in Switzerland.

In **Asia-Pacific**, the group is involved in building and civil works projects requiring high-level technical skills in Singapore and Hong Kong.

In the **Middle East and Africa**, Bouygues Construction operates through local subsidiaries, as in Morocco and Equatorial Guinea, or on a one-off basis for major projects, as in Qatar.

In the **Americas**, Bouygues Construction is involved in its first projects in North America and is continuing to build hotels in Cuba.

## Energy and services

In France and internationally, Bouygues Construction is consolidating its know-how around its three business lines: utility networks, electrical and HVAC engineering and facilities management. It is expanding in segments with high value added, such as data centres and optical fibre.

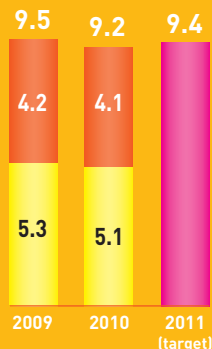


# Indicators and outlook



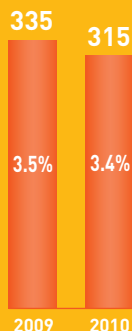
## Sales € billion

■ International  
■ France



## Current operating profit € million

Current operating margin as %



## Net profit\* € million

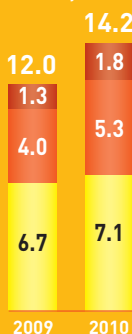


## Net cash € billion

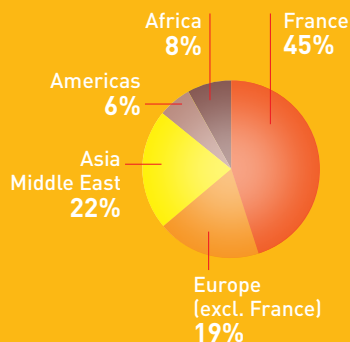


## Order book € billion

■ More than 5 years  
■ 2 to 5 years  
■ Less than one year



## Order book by region



## OUTLOOK FOR 2011

**In a still-uncertain economic environment, Bouygues Construction's sales target for 2011 is €9.4 billion (up 2%).**

With several major projects getting under way, especially in Asia, Bouygues Construction has a relatively clear view of the future and can count on:

► **orders at 31 December 2010 to be executed in 2011** worth

€7.1 billion, covering 76% of forecast sales;

► **sustained growth in international business** (outside Europe), especially in countries less affected by the economic crisis, such as Hong Kong, Singapore and Qatar, etc.;

► **a long-term order book** (more than five years) worth €1.8 billion at 31 December 2010;

► **a sound financial structure**, with a net cash surplus of €2.9 billion;

► **an expanding range of sustainable construction products and services**, some of them incorporating energy and environmental performance commitments.

**Green property  
development,  
driving growth**

**KEY FIGURES**

2010 sales  
**€2,418m** (-19%)

Current operating margin  
**8.4%** (+1.6 pts)

Net profit att. to the Group  
**€108m** (-2%)

Employees  
**1,440**

2011 sales target  
**€2,440m** (+1%)

**HIGHLIGHTS OF 2010**

**Residential**

- ▶ A record 14,307 housing units reserved, up 27% on 2009.
- ▶ BBC-Effinergie®\* low-energy certification for new programmes.
- ▶ Launch of the Fort d'Issy eco-community in Issy-les-Moulineaux (Paris region).
- ▶ Marketing of the first two positive-energy residential developments.

**Commercial**

- ▶ Delivery of Sequana, an HQE® tower in Issy-les-Moulineaux.
- ▶ Acquisition of Urbiparc, a developer specialising in HQE® business parks.

**Corporate Social Responsibility**

- ▶ Diversity and quality of life at work: 4 agreements concluded with social partners.

# France's leading PROPERTY DEVELOPER

With 33 branches in France and four subsidiaries elsewhere in Europe, **Bouygues Immobilier** develops residential, commercial and retail park projects. The group consolidated its leading position on the French housing market in 2010.



Sequana, an HQE® tower in Issy-Les-Moulineaux (Paris region)

The French housing market was buoyant in 2010, still sustained by ongoing measures in the government stimulus plan and historically low interest rates. Bouygues Immobilier took 14,307 reservations, including 13,734 in France, substantially outperforming the market and consolidating its leading position.

It also remained a step ahead in terms of sustainable development, extending BBC-Effinergie®\* low-energy certification to all its new residential developments from July and anticipating new energy-efficiency regulations by more than two years.

**Commercial property**

In a commercial property market at a cyclical low, Bouygues Immobilier took reservations worth €167 million. Two emblematic projects with HQE® High Environmental Quality certification were delivered: Tour Sequana for Bouygues Telecom at Issy-les-Moulineaux (Paris region), a low-energy building that offers 40%

energy saving in relation to 2005 thermal regulations, and the Ewater building in Paris. Work is continuing on Bouygues Immobilier's Green Office® project in Meudon, the first large-scale positive-energy building in France, entirely leased to Steria in 2010. This success confirms that there is demand for very high energy performance office buildings.

**Innovation**

2010 reflected the shift to innovation-driven development at Bouygues Immobilier:

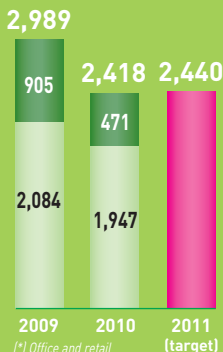
- ▶ launch of the Fort d'Issy eco-community in Issy-les-Moulineaux, whose low-energy buildings are equipped with individual systems to manage energy consumption;
- ▶ launch of positive-energy residential developments at Montreuil (L'Avance) and Aix-en-Provence (Vert Eden);
- ▶ development of new Green Office® projects at Nanterre and Rueil-Malmaison.

# Indicators and outlook



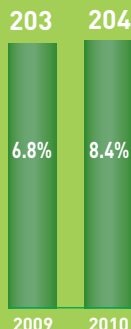
## Sales € million

- Commercial property\*
- Residential property



## Current operating profit € million

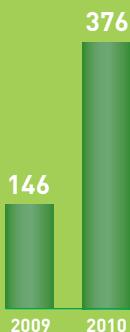
Current operating margin as %



## Net profit\* € million

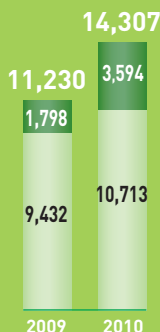


## Net cash € million



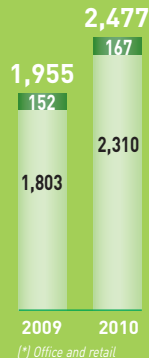
## Residential number of reservations

- Block reservations
- Unit reservations



## Reservations € million

- Commercial\*
- Residential



## OUTLOOK FOR 2011

**Bouygues Immobilier is continuing to pursue growth founded on its major strategic priorities of innovation and sustainable development.**

► **Residential property:** Bouygues Immobilier expects the market to remain stable due to the enhanced zero-interest loan scheme for first-time buyers

and tax incentives for investors in green buy-to-rent properties. The company is particularly well-positioned in this context, with products suited to first-time buyers and the extension of low-energy certification to all its programmes.

► **Commercial property:** Bouygues Immobilier is preparing for the

recovery by developing its Green Office® concept, office buildings that combine Bepos\* positive-energy performance with high-quality architecture.

► Bouygues Immobilier intends to maintain a **solid financial structure**.

(\*) Bepos – Bâtiment à énergie positive



## A year of adaptation

### KEY FIGURES

2010 sales

**€11,661m** (+1%)

Current operating margin

**3.1%** (-1.6 pts)

Net profit att. to the Group

**€224m** (-42%)

Order book

**€6.1bn** (-2%)

Employees

**64,285**

2011 sales target

**€11,800m** (+1%)

### HIGHLIGHTS OF 2010

#### External growth: acquisitions

- ▶ **France:** SRD\* in Dunkirk (annual output: 300,000 tonnes of bitumen).
- ▶ **International:** two roadworks contractors in the United States (annual sales: approx. €100m).

#### Projects under construction

- ▶ Tramways in Reims and Angers (France) and Rabat (Morocco).
- ▶ Highway 73 (Canada).

#### New contracts

- ▶ 5-year MAC\*\* road management and maintenance contract for Area 14 (UK).
- ▶ Casablanca tramway (Morocco).
- ▶ Concession company of the A63 motorway in France.

#### Sustainable development

- ▶ Consolidation of the carbon footprint.

# The world's leading ROADBUILDER

Colas is involved in all aspects of transport infrastructure construction and maintenance. It also spans the full range of upstream industrial activities, from aggregates, asphalts and ready-mix concrete to emulsions, bitumen, waterproofing membranes and road safety equipment.



4-lane widening  
of Highway 185 in Quebec,  
part of the Trans Canada Highway

Colas reported sales of €11.7 billion in 2010, almost the same level as in 2009. In a difficult economic environment, results were affected by a fall in the current operating margin, especially in Central Europe. Measures to adapt were taken and are continuing wherever necessary. The financial situation remains sound.

#### Activity by region

**In mainland France,** sales remained stable overall in a fiercely competitive environment and increased in the rail segment.

Markets in **overseas departments** (Antilles and Reunion Island) were hit by recession.

**In North America, Northern Europe and Asia,** sales rose by over 10% and good results were achieved.

**In Central Europe,** sales fell sharply and heavy losses were suffered.

**In Africa and the Indian Ocean,** sales were stable.

#### Industrial activity

In 2010, Colas produced 102 million tonnes of aggregates (it has 2.7 billion tonnes of reserves, representing 24 years' output), 47 million tonnes of asphalt mix, and 1.6 tonnes of emulsions and binders (it is the world's leading producer).

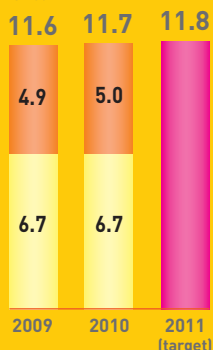
Sustainable development objectives were pursued in areas such as energy saving, cut in CO<sub>2</sub> emissions, safety and diversity. Warm asphalt mixes accounted for over 6% of total asphalt production in 2010 and the average recycling rate exceeded 10%.

# Indicators and outlook



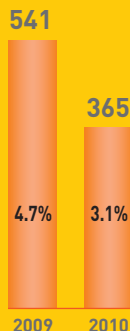
## Sales € billion

- International
- France

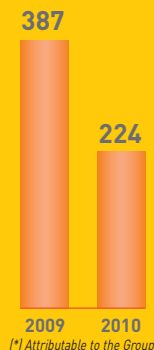


## Current operating profit € million

Current operating margin as %

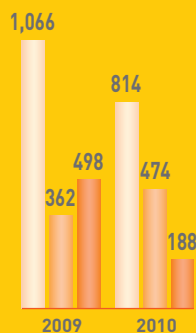


## Net profit\* € million



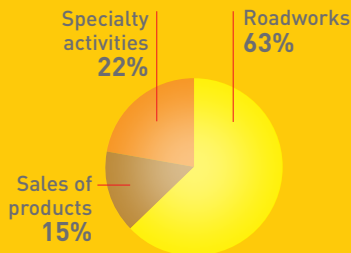
## Cash flow € million

- Cash flow
- Net capital expenditure
- Free cash flow\*

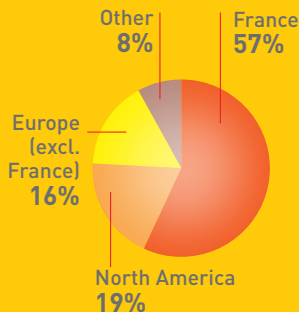


(\* Before change in working capital requirement)

## Sales by segment



## Sales by region



## OUTLOOK FOR 2011

**The order book at end-December 2010 stood at €6.14 billion, 2% lower than at the end of 2009. It is a high level nevertheless and means that Colas can start 2011 with confidence, even though there are differences between regions.**

- In a murky business environment where market trends are

difficult to identify, an initial sales target of €11.8 billion has been set for 2011. Profitability will be preferred to volume.

- It should be possible to aim for improved profitability in 2011 as a result of adaptation strategies, especially in Central Europe, and right-sizing across the group,

combined with Colas' other advantages, notably an international network with operations in 40 countries, vertical integration and control over supplies of materials and the capacity to bid for public-private partnership and concession projects.





## A year of recovery

### KEY FIGURES

2010 sales

**€2,622m** (+11%)

Current operating margin

**8.8%** (+4.5 pts)

Net profit att. to the Group

**€228m** (x2)

Employees

**4,082**

2011 sales target

**€2,630m** (=)

### HIGHLIGHTS OF 2010

- **Best audience in 2010** (all channels), with the match between France and Mexico in the FIFA Football World Cup on TF1: 15.2 million\* viewers on 17 June.
- 32 million viewers a day\* watch **TF1, a true mass media**.
- Acquisition of the additional stake of **TMC** (5th nationwide channel) and **NT1** on 11 June.
- TF1: the **leading TV group on the internet in France**. Record 19.3 million unique visitors set in October.\*\*
- **A first in the media sector:** on 14 December, the TF1 group was awarded the Diversity label\*\*\* after an audit by Afnor Certification.

# No. 1 privately-owned TELEVISION in France

The role of the **TF1** group is to inform and entertain. While continuing to strengthen its position in its core television business with free and pay channels, it has diversified into the internet, audiovisual rights, production and licences.



The TF1 group has preserved its leading position in a changed competitive, regulatory and technological environment. The acquisition of TMC and NT1 in 2010 and a diversification strategy that complements its core business have enabled the group to improve its performance.

TF1 reported consolidated sales of €2,622 million and improved its current operating margin to 8.8% by optimising resources and adapting its business model. Net profit amounted to €228 million, including non-current income of €83 million.

### Broadcasting – France

TF1 confirmed its leading position in 2010 with 97 of the top 100 TV audience ratings\* for all channels, in an environment where 93% of people in France have access to an extended range of channels. Its audience share\* of 24.5% of individuals aged 4

and over and 28.1% of women under 50 give it a unique position in Europe. The TF1 group has also continued to develop complementarity and synergies between broadcast channels, subsidiaries and the internet. TF1 remained the leading TV media group on the internet in France in 2010.

### Audiovisual rights

TF1 has concluded a partnership with UGC to help minimise the risks inherent in film production and distribution and is continuing its video activities with the development of the Blu-ray disc and video on demand.

### Broadcasting – international

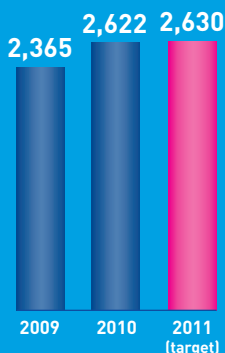
Eurosport International, shown in 59 countries and 20 languages and with 14 websites, is Europe's leading multimedia platform. It is continuing to expand, recording a 14% increase in sales.

[\*] Médiamat 2010 by Médiamétrie [\*\*] NNR-Médiamétrie panel [\*\*\*] Independent certification of the company's commitment to prevent discrimination and promote equal opportunity and diversity in its human resources management ([www.afnor.org/](http://www.afnor.org/))

# Indicators and outlook



## Sales € million

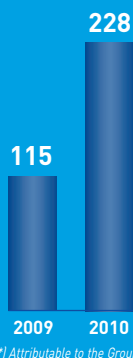


## Current operating profit € million

Current operating margin as %



## Net profit\* € million



## Cost of programmes € million

■ Exceptional sporting events



## Focus

- ▶ **Europe's most-watched free-to-air TV channel:**  
24.5% audience share (individuals aged 4 and over, in France)\*
- ▶ **Leading TV media group on the internet:**  
17.5 million unique visitors\*\* a month
- ▶ **Eurosport International:**  
59 countries, 123 million households
- ▶ **S&P rating:**  
BBB with outlook raised from stable to positive in July 2010
- ▶ **Net cash surplus of €17 million**

(\*) Source: Médiamétrie (\*\*) Source: NNR-Médiamétrie panel

## OUTLOOK FOR 2011

**In 2011, the TF1 group will continue to actively implement the strategy in place for the last three years:**

- ▶ offer **distinctive and unifying content** designed to inform, entertain and move;
- ▶ build up the **core business**;
- ▶ use technological progress to **reach all types of audience** by increasing the number of contact points with them;
- ▶ improve **profitability** by adapting the business model.

The TF1 group will continue to act as a **responsible corporate citizen** by rolling out initiatives to promote social cohesion and diversity.

**Sustained growth  
in mobile and  
fixed broadband  
businesses**

**KEY FIGURES**

2010 sales  
**€5,636m** (+5%)  
Current operating margin  
**12.3%** (-1.3 pts)  
Net profit att. to the Group  
**€444m** (-6%)  
Employees  
**9,182**  
2011 sales target  
**€5,730m** (+2%)

**HIGHLIGHTS OF 2010**

- **February:** 2010 Top Employer award from the CRF Institute.
- **March:** launch of "Eco" versions of the Classic and Evasio service plans, offering customers a reduced rate if they keep their existing handset.
- **May:** market introduction of ideo 24/24, the first quadruple play offer with unlimited calls to mobiles, 24/7.
- **June:** No. 1 in the mobile customer relations rankings for the fourth year running\*.
- **November:** launch of Bbox fibre with speeds of up to 100 Mbit/s.
- **December:** co-investment agreement with SFR on the rollout of optical fibre.

# Mobile, fixed, TV and internet **SERVICES**

A provider of mobile, fixed, TV and internet telecommunications services, **Bouygues Telecom** offers innovative products and services that have already attracted 11 million customers, backed up by acknowledged service quality and a distribution network of over 630 club stores.



In 2010, in an unfavourable regulatory environment, Bouygues Telecom showed its capacity to adapt and continued its growth strategy, signing up 732,000 new mobile customers (26% of net market growth) and 494,000 new fixed broadband customers. Consolidated sales amounted to €5,636 million, up 5% on 2009. Stripping out the cut in call termination rates, organic growth would have been 14%. Net profit amounted to €444 million. Service quality remains the top priority for Bouygues Telecom, top of the mobile phone customer relations rankings\* for the fourth year running.

## **New products and services**

The success of ideo, a fixed-mobile convergence package, was confirmed in 2010. The range was enhanced with ideo 24/24 (unlimited calls to mobiles, 24/7). The range of mobile

Neo service plans was also enhanced with an unlimited 24/7 version for the general public and an expanded 24/7 range at more favourable prices for business and professional customers. After Classic and Evasio, the range of unrestricted plans was offered in cheaper versions for customers not wanting to change their handset.

## **Fibre**

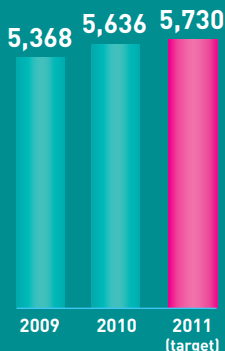
Bouygues Telecom has entered the very high speed fixed market. In November 2010, it introduced a Bbox router linked to Numericable's very high speed network (up to 100 Mbit/s), accessible to over 6 million households.

In addition, the co-investment agreement concluded with SFR for the construction of its own horizontal optical fibre network will provide connection to 3 million households in major French towns and cities.

# Indicators and outlook

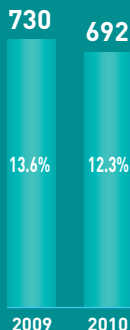


## Sales € million



## Current operating profit € million

Current operating margin as %

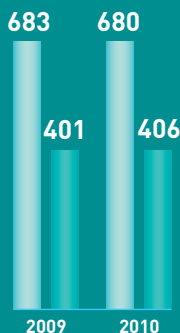


## Net profit\* € million



## Cash flow € million

- Net capital expenditure
- Free cash flow\*

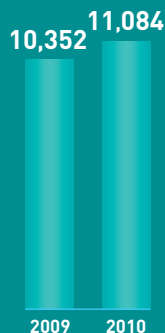


(\*) Before change in working capital requirement

## Fixed broadband customers ('000)



## Mobile customers '000



## OUTLOOK FOR 2011

**Carrying on from 2010, Bouygues Telecom's objectives for 2011 are:**

- ▶ to strengthen its competitive position and continue its high level of organic growth, in particular through attractively-priced quadruple play packages;
- ▶ to offset some of the negative

impacts of regulatory changes (cut in voice and SMS call termination rates, decision not to pass on the VAT increase to mobile service plans that include television).

To support the development of digital technology usage and enhance the growth potential of the high

speed and very high speed fixed market, Bouygues Telecom is planning to **increase capital spending in 2011**.

Bouygues Telecom will also step up initiatives relating to **energy efficiency** and the **eco-design** of its products.

**Ready  
for the recovery**

KEY FIGURES

## Figures for H1 FY2010/2011

(1 April/30 September 2010.

Grid included, consolidated over four months  
from June to September 2010)

### Sales

**€10,432m** (+8%)

### Operating margin

**7.3%** (-1.3 pts)

### Net profit att. to the Group

**€401m\*** (-29%)

### Orders received

**€7,038m** (-1%)

### Employees

**94,500 approx.**

(\*) After a negative impact of €75 million  
linked to Grid acquisition costs and provisional  
allocation of the acquisition price

HIGHLIGHTS

### Strategic acquisition

- June 2010: creation of the **Grid** sector, following the acquisition of Areva T&D's Transmission business.

### Innovation

- September 2010: unveiling of the **Speedelia** non-articulated high speed train.

### FY2010/2011 major contracts

- July 2010: **combined cycle power plant** in India (€450 million).
- September: Chennai **metro** in India (€243 million); **wind farm** in Scotland (€200 million).
- December 2010: **high speed trains** in Morocco (€400 million).
- January 2011: **power plant** in Estonia (first phase: €540 million).

# THREE BUSINESSES: Power, Transport, Grid

Operating in over 70 countries, **Alstom's** 94,500 employees apply their skills and expertise in three sectors – Power, Transport and Grid – at the heart of sustainable development challenges.



Tours tramway  
project

After a first half in line with forecasts in a difficult business environment, Alstom saw orders rise in the third quarter, especially in emerging countries.

Alstom is now a world leader in rail transport, power generation and transmission infrastructure.

### Power generation

Alstom Power is the world's leading provider of turnkey power plants, power generation services and air quality control systems.

Covering all energy sources (coal, gas, oil, nuclear, hydro, wind, geothermal, biomass) Alstom also leads the field in clean power and is pioneering CO<sub>2</sub> capture processes.

### Rail transport

Alstom Transport is a world leader in the rail transport sector, offering the

most extensive range of equipment and services on the market.

A sustainable mobility specialist, it is the world's leading maker of high speed and very high speed trains and the second largest provider of urban light railway systems and regional trains.

### Power transmission

Alstom added a third line of business in June 2010 when it created the Grid sector after acquiring Areva T&D's Transmission activities. It is now one of the world's three leading players in strategic technologies, especially smart grids.

### Performance in H1 FY2010/2011 in line with forecasts

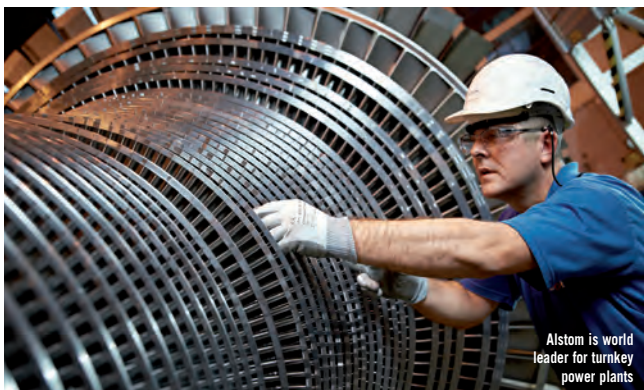
Alstom's performance in the first half of FY2010/2011\* was in line

(\*) First half ended 30 September 2010





Creation of  
the Grid sector in June



Alstom is world  
leader for turnkey  
power plants

with its forecasts. Sales amounted to €10.4 billion, Grid included. Operating profit was €763 million, giving an operating margin of 7.3%. Net profit amounted to €401 million, while free cash flow turned negative at minus €963 million as a result of a fall in orders and a lack of major turnkey contracts. Orders were down 21% excluding Grid (1% including Grid) due to sluggish demand in the power generation sector. The order book at 31 December 2010 stood at €46 billion, representing two years' sales.

### Orders up in the third quarter

The outlook brightened in the third quarter, when Alstom recorded its highest level of orders like-for-like since the first quarter of FY2009/2010. At €5.5 billion, the

order intake over the period was boosted by strong demand on emerging markets, which accounted for 60% of all contracts booked.

### Adapting and expanding

One of the main highlights of 2010 was the successful integration of Areva T&D's transmission business in June. A major strategic acquisition, it led to the creation of a third sector with 20,000 employees and significant potential for growth.

Faced with weak demand for coal and gas power plants in Europe and the United States, Alstom introduced a plan to cut the workforce involved in supplying systems and equipment for the construction of new thermal plants by 20% and reorganised its entire Power sector.

At the same time, Alstom continued its development in renewable energy

sources (solar, hydro, wind and wave power).

Alstom has signed strategic agreements in Russia and China that open up significant prospects for growth, in power generation and transmission in Russia and in rail transport on the Chinese domestic and export market.

### OUTLOOK

**Alstom remains in good financial health. The company is adapting in response to changing markets.**

**With the assurance of a substantial order book, Alstom confirms an operating margin target of between 7% and 8% for FY2010/2011 and FY2011/2012.**

Coordination: Bouygues group Corporate Communications Department. March 2011. Design and production: AC<sup>2</sup> Communication. Translation: Adrian Shaw and Bouygues Translation Department. Printer: Typoform. Interactive version: Prestimédia.

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Cover: headquarters of Bouygues Construction (Challenger), Bouygues Immobilier (Galeo), Colas and TF1; Sequana (home of Bouygues Telecom's sales, marketing and support departments since September 2010). Credits: S. Arbour (p. 22), V. Bauza (p. 11), L. Blossier (p. 10), F. Calcavecchia (p. 23), J. Cauvin (p. 25), Y. Chanoit (cover, p. 2), A. Da Silva/Graphix-Images (cover, p. 11, 21, 27), DDB (p. 26), A. Février (back cover), P. Guignard/Air Images (cover), Hi-Shots Limited (p. 5), B. Levy (p. 19), C. Maillet (p. 20), É. Matheron Balaý (p. 3), Nils HD (p. 13), C. Pedrotti (p. 23), A. Pérus (p. 12), Alstom photo library (p. 28, 29), PresseSports (p. 24), P.-E. Rastoin (p. 1), A. Saxe (p. 19), J.-M. Sureau (cover), L. Zabulon (p. 25). Architects: Arup Sport and DP Architects (p. 18), Arquitectonica (cover), Kohn Pedersen Fox Associates (p. 10), R. Lopez & Associés (cover), C. de Portzamparc (cover), K. Roche J. Dinkeloo & Associates/SRA-Architectes (cover), P. Riboulet (cover), Saubot et Julien (cover), SRA-Architectes (p. 10).







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