

BOUYGUES GROUP PRESENTATION

JUNE 2017

BOUYGUES


This presentation contains forward-looking information and statements about the Bouygues group and its businesses. Forward-looking statements may be identified by the use of words such as “will”, “expects”, “anticipates”, “future”, “intends”, “plans”, “believes”, “estimates” and similar statements. Forward-looking statements are statements that are not historical facts, and include, without limitation: financial projections, forecasts and estimates and their underlying assumptions; statements regarding plans, objectives and expectations with respect to future operations, products and services; and statements regarding future performance of the Group. Although the Group’s senior management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of the Group, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. Investors are cautioned that forward-looking statements are not guarantees of future performance and undue reliance should not be placed on such statements. The following factors, among others set out in the Group’s Registration Document (*Document de Référence*) in the chapter headed Risk factors (*Facteurs de risques*), could cause actual results to differ materially from projections: unfavorable developments affecting the French and international telecommunications, audiovisual, construction and property markets; the costs of complying with environmental, health and safety regulations and all other regulations with which Group companies are required to comply; the competitive situation on each of our markets; the impact of tax regulations and other current or future public regulations; exchange rate risks and other risks related to international activities; industrial and environmental risks; aggravated recession risks; compliance failure risks; brand or reputation risks; information systems risks; risks arising from current or future litigation. Except to the extent required by applicable law, the Bouygues group makes no undertaking to update or revise the projections, forecasts and other forward-looking statements contained in this presentation.


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AT A GLANCE

















Bouygues Telecom users




The Wall – TV game



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The Bouygues group provides products and services that meet essential needs (housing, transportation, information, communication, etc.), thereby driving progress for society



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WHO WE ARE

A diversified industrial group
acting in 3 markets



Construction



Telecoms



Media

Group's key figures in 2016



118,000 employees



€31.8bn sales



€1,121m current operating profit



€732m net profit attr. to the group



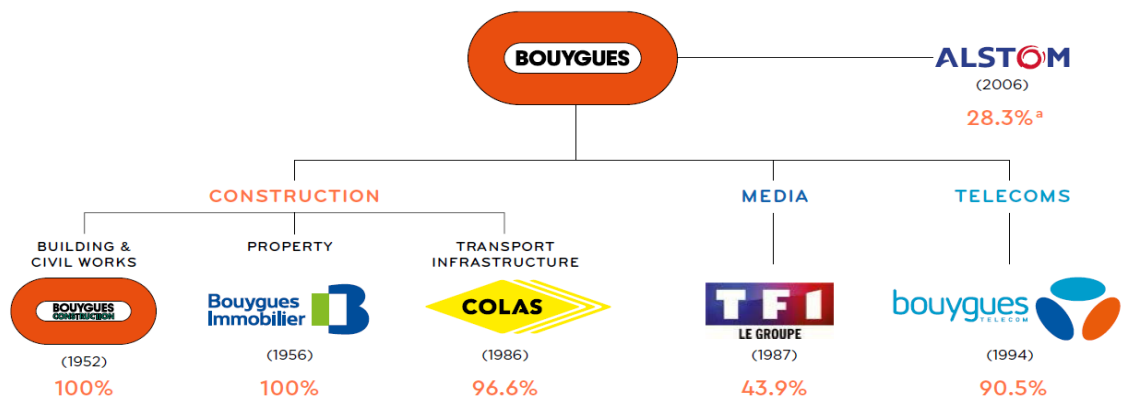
€1.9bn net debt

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ORGANIZATION AT END-2016

at 31 December 2016



(a) Includes the 20% covered by the simple loan agreement with the French state.

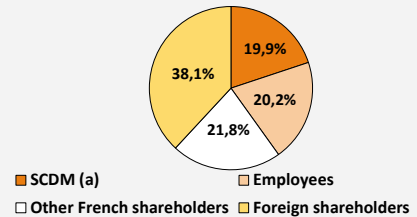
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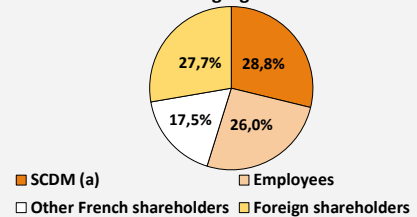
A STABLE OWNERSHIP STRUCTURE

- Bouygues totals **354,908,547 shares** and **488,430,028 voting rights**, at end-Dec. 2016
- **40% of the capital** (54,8% of voting rights) is owned by the **Bouygues family** and **employees**
- Bouygues is the CAC 40 company with the **highest level of employee share ownership**

Ownership structure at end-December 2016
Number of shares: **354 908 547**



Voting rights at end-December 2016
Number of voting rights: **488 430 028**



(a) SCDM is a company controlled by Martin and Olivier Bouygues

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PORTFOLIO MANAGEMENT AS INDUSTRIALS ENTREPRENEURS

Entering new businesses under good conditions

- Market with long-term growth opportunities
- Regulatory or technological changes
- Favorable financial conditions
- Ability to bring managerial skills

- Colas / Screg in 1986
- TF1 in 1987
- Bouygues Telecom in 1994
- Alstom in 2006

Disposing of businesses under the following circumstances

- Structural reduction of free cash-flow generation due to
 - ✓ lack of competitiveness, or...
 - ✓ market no longer offering long term growth opportunities
- Better opportunities for use of proceeds
- Acceptance that Bouygues is no longer the best shareholder

- Maison Bouygues in 1990
- Bouygues Offshore in 2002
- Saur in 2005
- Eurosport International and Cofiroute in 2014

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A LONG-TERM STRATEGY

- **THREE MAIN PRIORITIES**

- Market **high value-added offers** and increasingly **innovative services** in response to **new customer uses**
- Ensure **regular free cash flow generation** over the long term
- **Create value** for all its stakeholders

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A WORLD LEADER
IN CONSTRUCTION
BUSINESSES



Tuen Mun – Chek Lap Kok tunnel - Hong Kong

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THE CONSTRUCTION BUSINESSES ARE WELL POSITIONED IN MARKETS WITH LONG-TERM GROWTH POTENTIAL

- **TWO MAJOR TRENDS BOOST THE GLOBAL CONSTRUCTION MARKET IN THE LONG TERM**
 - Growing infrastructure and building needs (demographic growth, urbanization)
 - Environmental challenges
- **THE GROUP'S CONSTRUCTION BUSINESSES ARE WELL POSITIONED TO SEIZE THESE OPPORTUNITIES THANKS TO THEIR DIFFERENTIATING ASSETS**



- A **world leading contractor** in building & civil works, energy and services
- A **leader in sustainable construction**
- Bouygues Construction covers the **entire value chain**, from usage analysis to deconstruction, though design, construction, maintenance and user services



Orthodox cultural and spiritual center - Paris

Key figures in €m	2016
Sales	11,815
o/w France	5,527
o/w international	6,288
Current operating profit	326
Current operating margin	2.8%
Operating profit	303



- A **leading French property developer**
- A pure player in both **residential** and **commercial** real estate development
- A unique know-how in **sustainable construction**



Intown in Saint-Lazare

Key figures in €m	2016
Sales	2,568
o/w residential	2,100
o/w commercial	468
Current operating profit	167
Current operating margin	6.5%
Operating profit	154



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- A **world leader** in construction and maintenance of **transport infrastructure**
- Key competitive advantage thanks to
 - > A **vertical integration** with a widespread industrial footprint (714 quarries, 123 emulsion plants, 565 asphalt plants, 177 ready-mix concrete plants, 1 bitumen production plant)
 - > A **powerful R&D network**



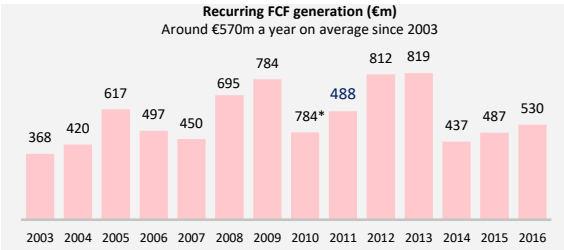
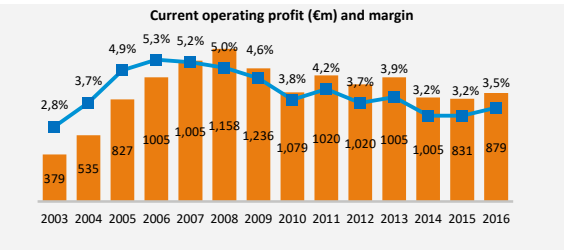
Renovation of Bretonne bridge near Rouen

Key figures in €m	2016
Sales	11,006
o/w France	5,779
o/w international	5,227
Current operating profit	386
Current operating margin	3.5%
Operating profit	324

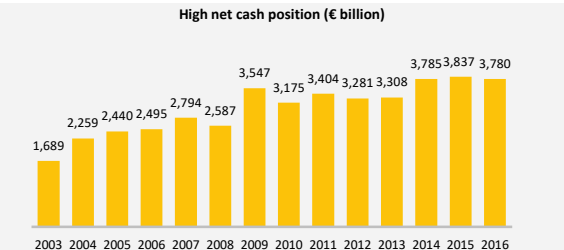


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CONSTRUCTION BUSINESSES SUSTAINABILITY



*Excluding the disposal by Axione of its stake in Public Initiative Networks for €163m



High speed lane between Tanger and Kenitra in Morocco

BOUYGUES GROUP
THE LEADING
FRENCH MEDIA
GROUP AND A
MAJOR ACTOR IN
TELECOMS



- The **leading private television group** in France
 - > 5 complementary freeview channels
 - > A number of pay-TV channels
- A **multi-channel, multi-media, multi-business strategy**
 - > Develop an attractive and distinctive content offering while keeping costs under control
 - > Broaden content distribution by multiplying distribution channels
 - > Generate more revenue from content



Morning news on LCI

Key figures in €m	2016
Sales	2,063
<i>o/w TF1 group advertising</i>	1,530
Current operating profit	129
<i>Current operating margin</i>	6.3%
Operating profit	45

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- A **major player** in the **fixed and mobile** French telecom market
 - > 13M Mobile customers at end-2016
 - > 3M Fixed customers at end-2016
- Committed to **delivering the best possible digital experience for everyone** by developing uses
- A **recognized quality** of its **mobile and fixed networks** and **“best value for money” offers**

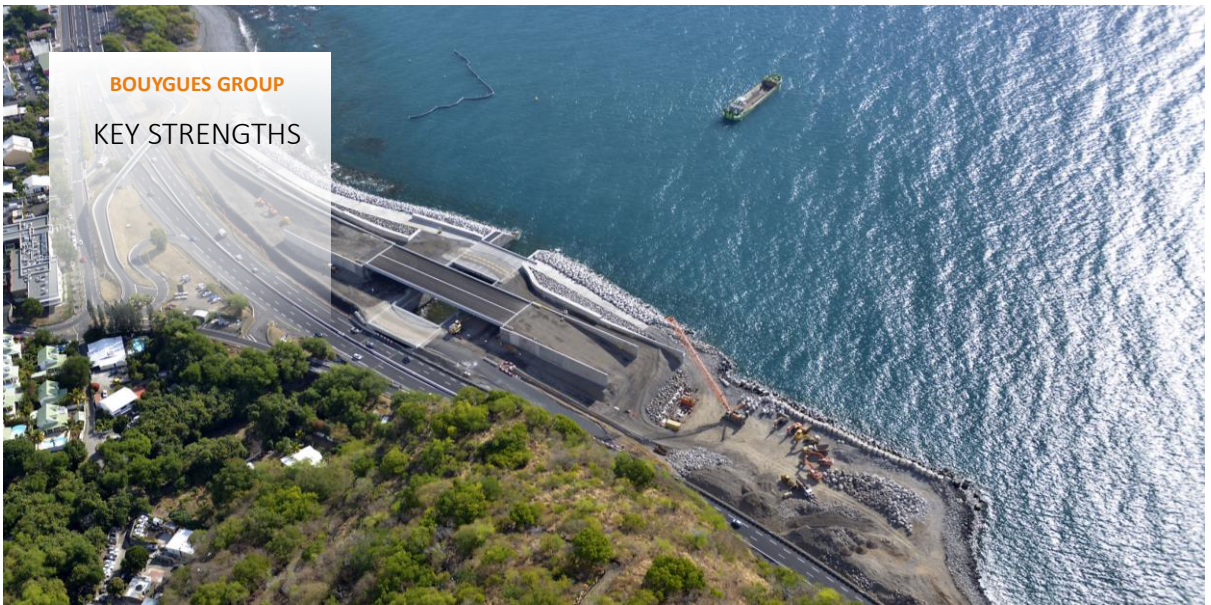


Key figures in €m	2016
Sales	4,761
<i>o/w sales from network</i>	4,055
EBITDA	916
<i>EBITDA/sales from network margin</i>	22.6%
Current operating profit/(loss)	149
Operating profit/(loss)	169
Net capital expenditure	802

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KEY STRENGTHS



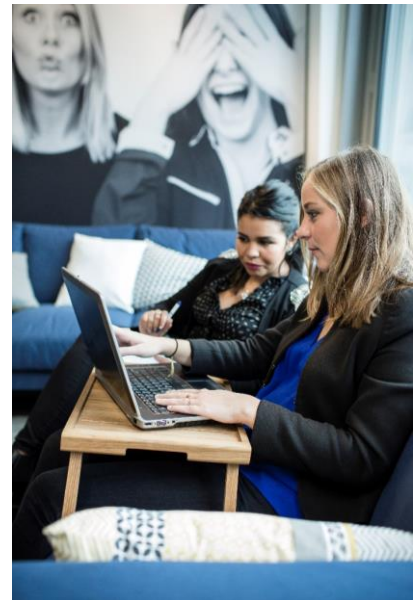
New coastal road – La Réunion island

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A STRONG AND DISTINCTIVE CORPORATE CULTURE

- **MEN AND WOMEN SHARING THE SAME VALUES**
 - > Respect
 - > Trust
 - > Fairness
- **MANAGEMENT BASED ON EMPOWERMENT, ENCOURAGING SELF-RELIANCE AND INITIATIVE**
- **RESPECTFUL AND CONSTRUCTIVE LABOR RELATIONS**



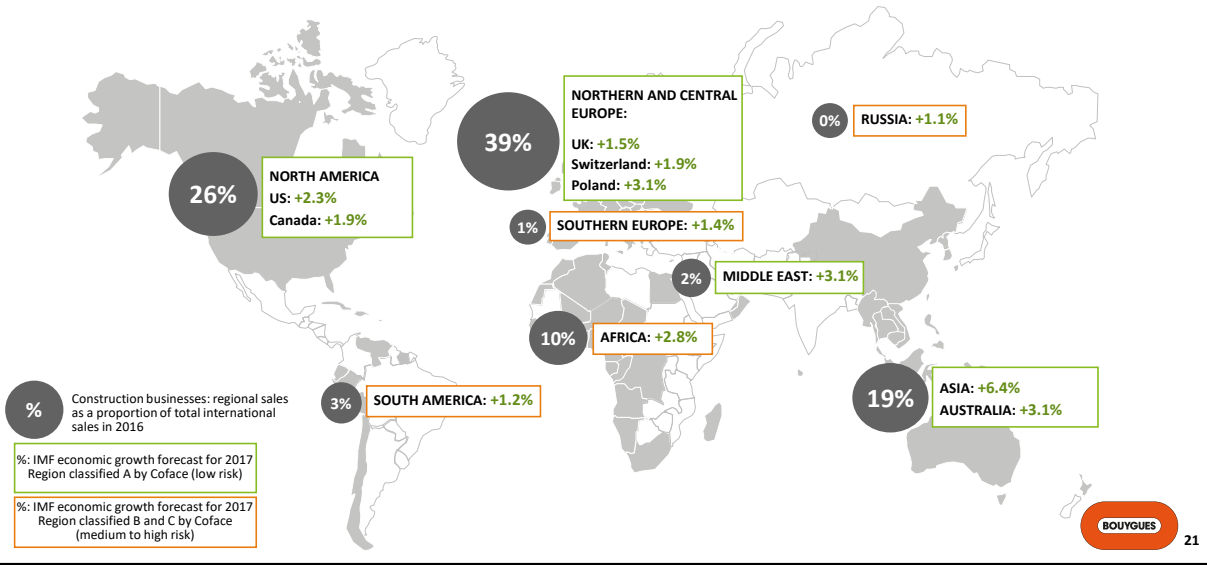
Employees of Bouygues Immobilier

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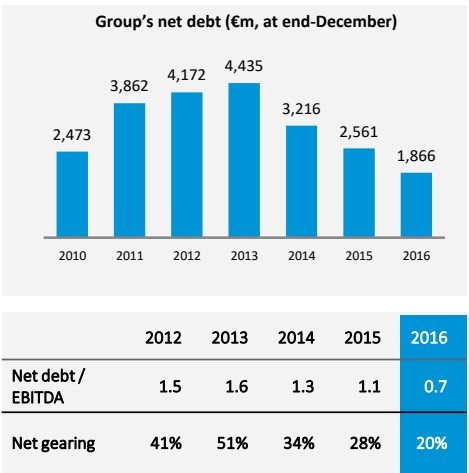
STRONG PRESENCE IN INTERNATIONAL MARKETS

BOUYGUES OPERATES IN GROWING COUNTRIES WITH A LOW-RISK PROFILE

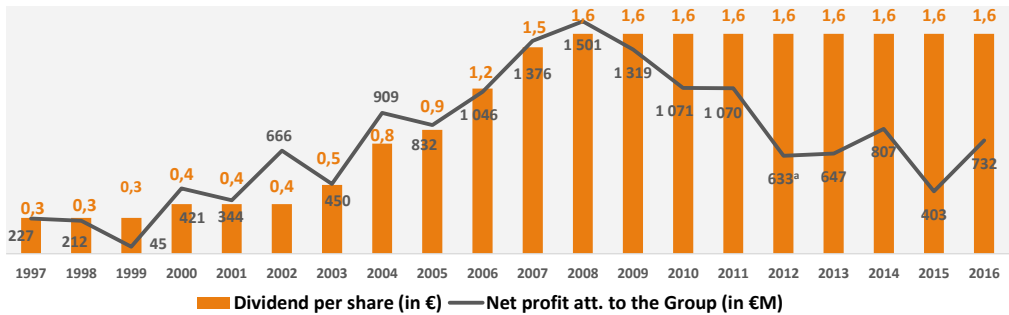


A SOUND FINANCIAL PROFILE

- Financing through **fixed rates bonds**, without triggers or covenants, with evenly spread repayment schedule
- **High level of liquidity** with available cash at €10.1bn at end-2016
 - > €4.6bn cash and €5.5bn undrawn MLT facilities
- Bouygues' credit ratings
 - > Moody's: **Baa1, stable outlook**
 - > Standard & Poor's: **BBB+, positive outlook**



A DIVIDEND POLICY CONSISTENT WITH OUR LONG-TERM STRATEGY



a) Excluding the depreciation of Alstom

Yield	3.7%	2.2%	0.6%	1.1%	1.5%	2.1%	2.7%	2.2%	2.2%	2.6%	2.7%	4.6%	4.7%	4.8%	5.7%	7.7%	6.7%	5.2%	4.6%	5.2%
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Dividend yield based on closing price

- **ADDITIONAL CASH RETURN TO SHAREHOLDERS**

- 2004 dividend (paid in 2005): exceptional dividend (€5/share for a total of €1.7bn) following the SAUR disposal
- 2011: share repurchase tender offer for €1.25bn

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A STRONG ABILITY TO ADAPT

- **CONSTANT ADAPTABILITY THANKS TO A HIGHLY VARIABLE COST STRUCTURE IN CONSTRUCTION BUSINESSES**

- Cost structure driven by project
- Workforce cost flexibility: sub-contracting, temporary workers, ability to hire employees for the duration of the contract
- Between 60% to 100% variable costs depending on countries and projects

- **CAPACITY TO MANAGE ECONOMIC CYCLES**

- **ABILITY TO DEEPLY TRANSFORM BUSINESSES FACING STRUCTURAL MARKET CHANGES (BOUYGUES TELECOM, TF1)**

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OPEN INNOVATION DRIVING PERFORMANCE

- **FORESEE CUSTOMER'S NEEDS TO BRING PROGRESS AND WELL BEING TO SOCIETY**

- **Nextdoor**, flexible and collaborative work spaces
- **Wattway**, world's 1st solar road
- **4G Box**, bringing very-high-speed Internet to less dense areas in France

- **CREATE VALUE ADDED FOR OUR CUSTOMERS**

- Widespread adoption of the **BIM** (Building Information Modeling), **Internet of Things** offering based on LoRa technology, **virtual reality** in TF1 programs, **immersive 3D** visits at Bouygues Immobilier

- **IMPROVE WORKING PROCESSES FOR OUR EMPLOYEES**

- **Exoskeleton** developed by Colas and RB3D

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BOUYGUES GROUP

CORPORATE
SOCIAL
RESPONSIBILITY



Eco-neighborhood on the future Grand Paris Express Clamart station

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CSR IS FULLY INTEGRATED IN THE GROUP STRATEGY

- **Delivering** to its customers high-performance, innovative solutions to meet sustainable development challenges
- **Limiting and reducing the negative impacts** from its activities on the environment and society
- Pledging to reach **United Nations Sustainable Development Goals** (SDGs), notably
 - > N°8: decent work and economic growth
 - > N°9: industry, innovation and infrastructure
 - > N°11: sustainable cities and communities
 - > N°13: climate action



Solar farm in the Philippines

A BENCHMARK PLAYER IN SUSTAINABLE CONSTRUCTION

OUR AREAS OF EXPERTISE

Eco-neighborhoods

- Design, development and management of mixed-use and sustainable neighborhoods
- Invention of new business models for buildings

Renovation

- Renovation of public and private buildings, also while in operation
- Adding extra timber stories to existing buildings

Low-carbon buildings

- Positive-energy and passive-energy office and residential buildings
- Timber construction (low-carbon buildings)

Urban services

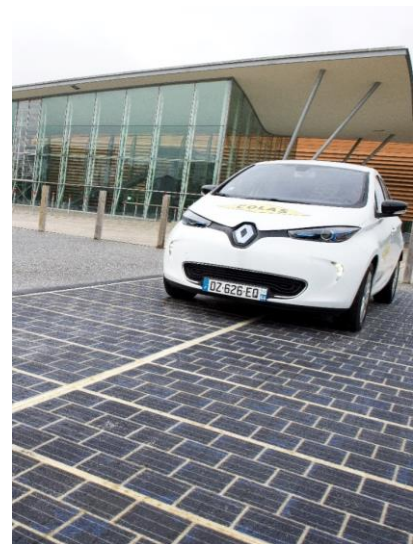
- Managing energy efficiency
- Connected solutions for lighting, electric mobility, urban services, etc.

Soft mobility and management of local services

- Infrastructure for trains and tramways
- Flexible and collaborative workspaces
- Optimization of mobility flows

Renewable Energies

- Solar farms
- Biomass plants
- Solar road
- Installation of wind farms



Solar road Wattway

SUSTAINABLE CONSTRUCTION

OUR STRENGTHS

- A powerful R&D network with close to **65% of investments devoted to sustainable construction**
- **Recognized technical expertise**
- Creation of **innovative concepts**

A UNIQUE OFFERING

- > Covering the **entire value chain**, from usage analysis to deconstruction, via design, construction, maintenance and user services
- > Drawing on the **Group's know-how in construction and telecoms** (IoT, fiber, etc.)
- > **Developed** with the input of the **end users**



Green Office® Coeur Université in Nanterre

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SUSTAINABLE CONSTRUCTION

OUR PROJECTS IN FIGURES

15 **Green Office®** (positive-energy office buildings) under construction or handed over in France

10,000 **electric vehicle charge points** in France (public and private) already connected or being rolled out (Alizé®)

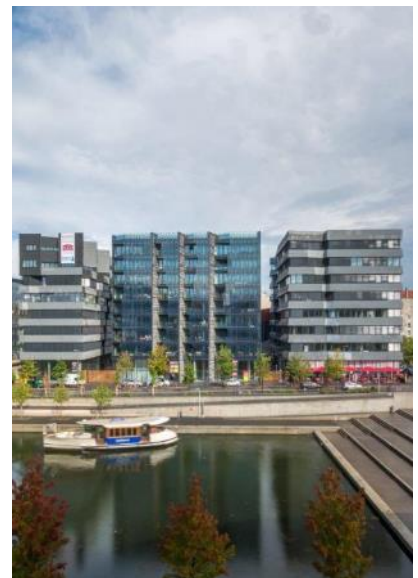
20 **eco-neighborhoods** under construction or handed over

>85 **solar farms** assembled world-wide

4 **Nextdoor®** sites in use representing a total office space of 15,900m²

157 **timber construction projects** in Europe (new builds and rehabilitation)

1st **photovoltaic road surface in the world** (Wattway® solutions)



Hikari, a positive-energy development in Lyon – winner of a "Climate Solutions" award at COP21

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A RESPONSIBLE EMPLOYER TO PROMOTE HUMAN CAPITAL DEVELOPMENT



(a) In 2016

PROMOTING DIVERSITY WITHIN THE GROUP

FOSTERING WOMEN NETWORKS



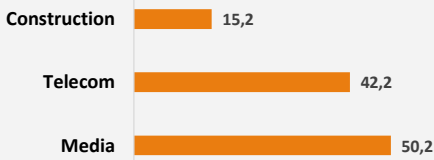
PROMOTING PEOPLE WITH DISABILITIES

- 1,900 employees within the group

FACILITATE YOUNG PEOPLE INSERTION INTO PROFESSIONAL LIFE

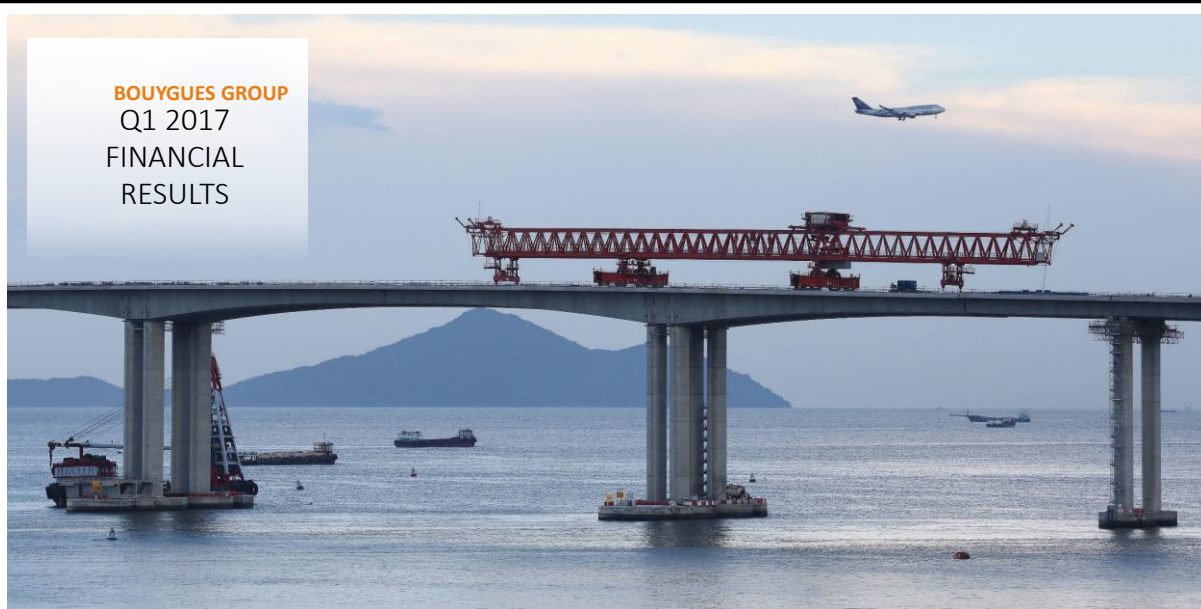
- 3,400 trainees in France
- 4 of our businesses^a ranked in top 10 "Happy trainees" out of 1,000 French companies

Percentage of women in 2016



(a) Colas (2nd), Bouygues Telecom (7th), Bouygues Construction (8th) and Bouygues Immobilier (10th)

BOUYGUES GROUP
Q1 2017
FINANCIAL
RESULTS



Hong Kong – Zhuhai – Macao bridge

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- **HIGHLIGHTS AND KEY FIGURES**
- REVIEW OF OPERATIONS
- FINANCIAL STATEMENTS
- OUTLOOK
- ANNEX

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Q1 2017 HIGHLIGHTS

- As every year, **Q1** results are **not indicative** of the Group's **full-year performance**
- **Backlog** for the **construction businesses** reached a **record level** at end-March 2017
- **Bouygues Telecom**'s good commercial and financial results confirmed its **robust growth** which resulted in **positive current operating profit** in Q1 2017 (vs a loss in Q1 2016)
- **Full-year outlook is confirmed**



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GROUP KEY FIGURES (1/2)

- The **positive trend** in Q1 results gives us **confidence** in our ability to **meet our 2017 objective** of improved profitability
- The **change in net debt** between end-December 2016 and end-March 2017 mainly reflects the **usual seasonal impact** coming from Colas

€m	Q1 2016	Q1 2017	Change
Sales	6,534	6,847	+5% ^a
<i>o/w France</i>	4,361	4,601	+6%
<i>o/w international</i>	2,173	2,246	+3%
Current operating profit/(loss)	(140)	(67)	+€73m
Operating profit/(loss)	(227) ^b	(84) ^c	+€143m
Net profit/(loss) attributable to the Group	(180)	(38)	+€142m
Net profit/(loss) attributable to the Group excl. exceptional items ^d	(137)	(30)	+€107m

€m	End-March 2016	End-Dec 2016	End-March 2017	Change
Net debt	3,524	1,866	3,304	+€1,438m

(a) 5% like-for-like and at constant exchange rates (b) Including non-current charges of €87m in all businesses (c) Including non-current charges of €7m at Bouygues Telecom, €6m at TF1 and €4m at Colas (d) See reconciliation on slide 43

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GROUP KEY FIGURES (2/2)

- In line with 2016, **the Group has improved its profitability** in the first quarter of 2017, driven mainly by Bouygues Telecom
- The cost-cutting and programming optimization strategy implemented since Q4 2016 enabled **TF1 to deliver good performance** in Q1 2017
- Like every year, **Q1 results for the construction businesses are not indicative of full-year performance**, mainly due to Colas' seasonality

€m	Q1 2016	Q1 2017	Change
Current operating profit/(loss)	(140)	(67)	+73m
<i>o/w Bouygues Telecom</i>	(33)	41	+74m
<i>o/w TF1</i>	15	36	+21m
<i>o/w Construction activities</i>	(116)	(134)	-18m



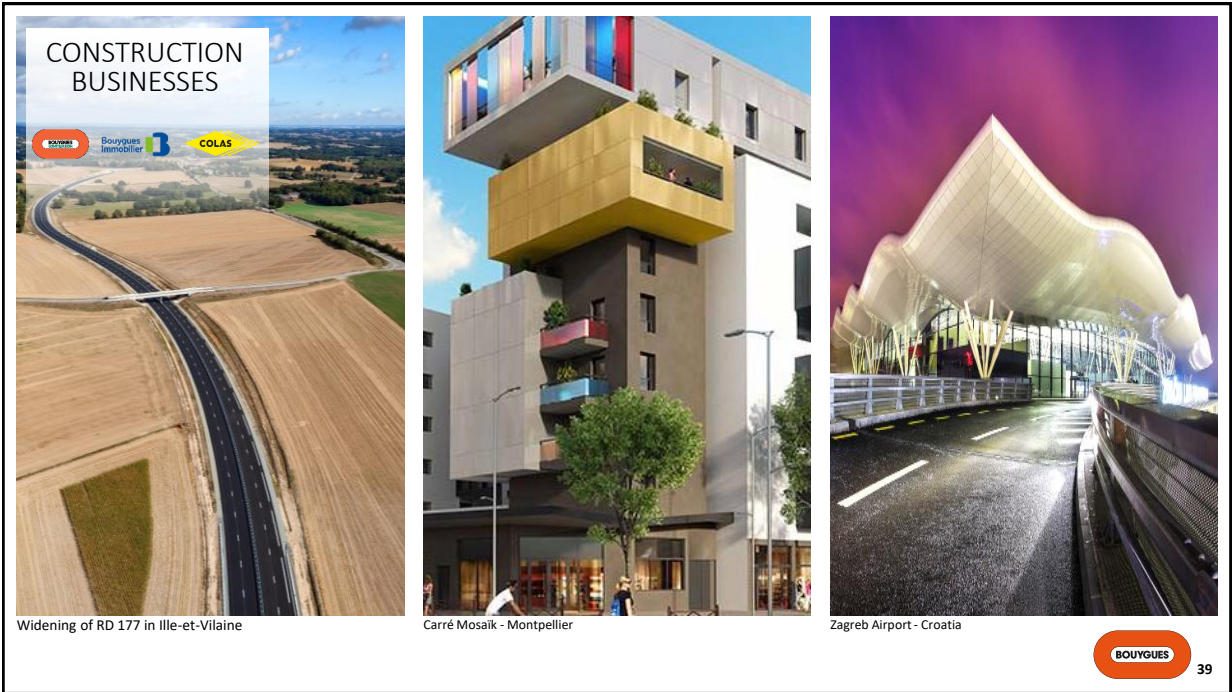
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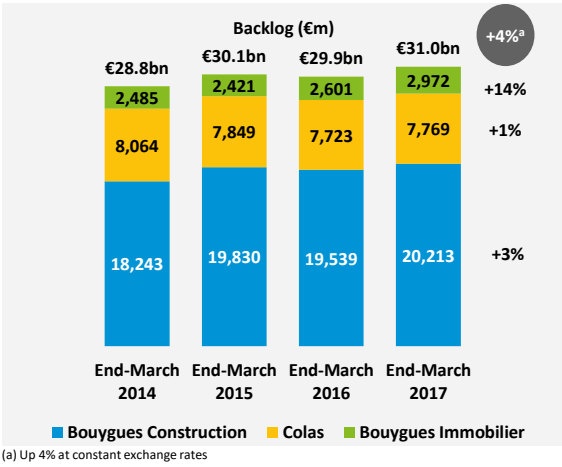


CONSTRUCTION BUSINESSES BACKLOG AT A RECORD LEVEL

- RECORD BACKLOG OF €31bn**
AT END-MARCH 2017, UP 4% YEAR-ON-YEAR

- STRONG INTERNATIONAL PRESENCE**

- 57% of the backlog at Bouygues Construction and Colas in international markets**
- International backlog of €16.1bn, up 2% year-on-year (up 3% at constant exchange rates)**

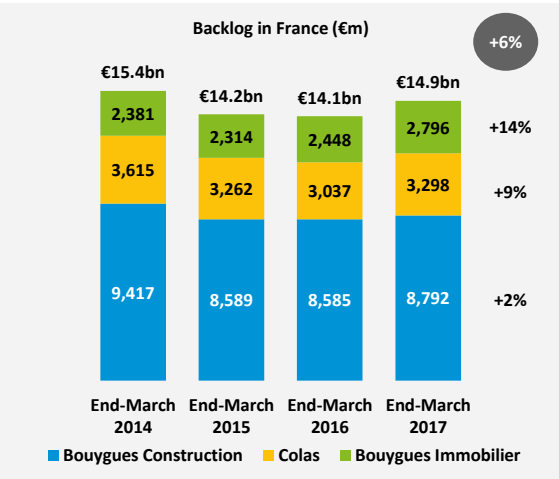


FRENCH CONSTRUCTION SECTOR IMPROVING

● BACKLOG UP 6% YEAR-ON-YEAR

- **5th quarter of growth in residential property reservations** at Bouygues Immobilier
 - > +30%^a in Q1 2017 vs Q1 2016
- **Level of order intake maintained** at Bouygues Construction
 - > 2 significant Grand Paris contracts won (extension of RER Eole and lot T2A of metro line 15 south for a total of €696m)
- **Increase in the backlog** at Colas
 - > +9% at end-March 2017 year-on-year

(a) Reservations in €m



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GRAND PARIS: CONTRACTS WON

Extension of metro line 14

- Excavation of a 2.2-km tunnel and construction of 4 stations
- Duration of the work: 2015-2018
- Contract amount: **€128m**

COLAS BOUYGUES

Metro line 15 South

- Excavation of a 6.6-km tunnel and construction of 4 stations
- Duration of the work: 2018-2022
- Contract amount: **€534m**

COLAS BOUYGUES

Fort d'Issy – Vanves – Clamart station

- Construction of a station for metro line 15
- Duration of the work: 2016-2018
- Contract amount: **€46m**

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Tramway T4

- Laying of railway track and road works
- Duration of the work: 2016-2019
- Contract amount: **€49m**

COLAS

Development – Bagneux station

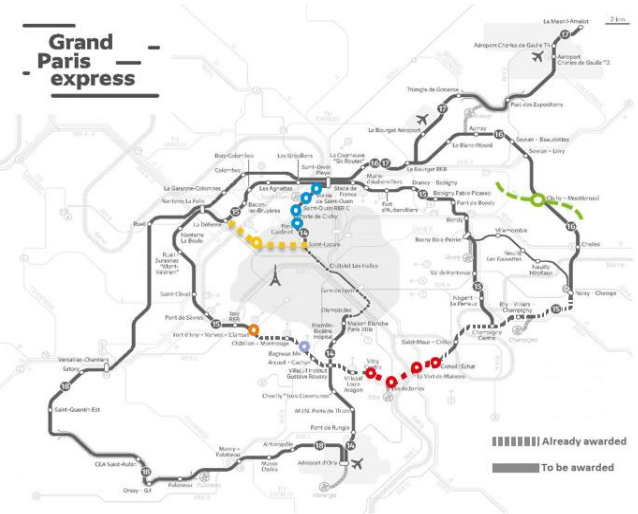
- Development of an eco-neighborhood around the future Bagneux metro line 15 station
- Duration of the work: 2020-2022
- Contract amount: **€80m**

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Extension of RER Eole

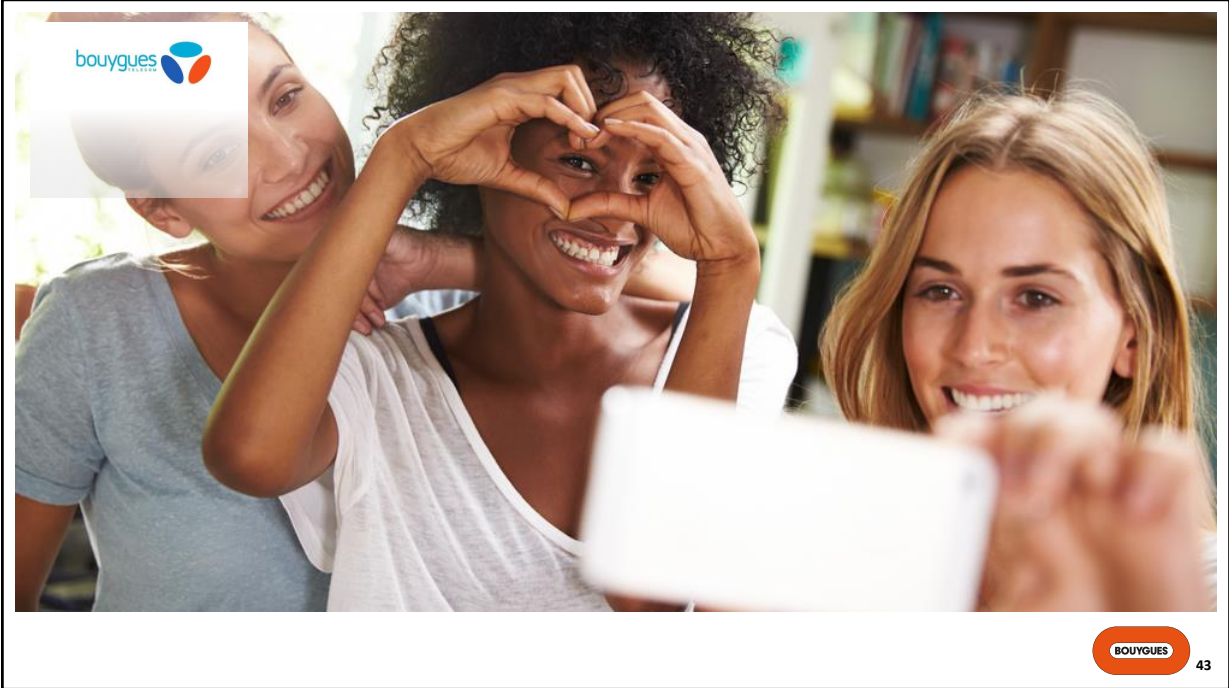
- Excavation of a 6.1-km tunnel between Saint-Lazare and La Défense and construction of a station at Porte Maillot
- Duration of the work: 2017-2021
- Contract amount: **€197m**

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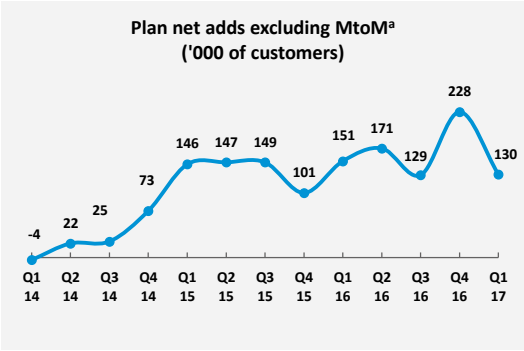
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CONTINUED GROWTH IN MOBILE

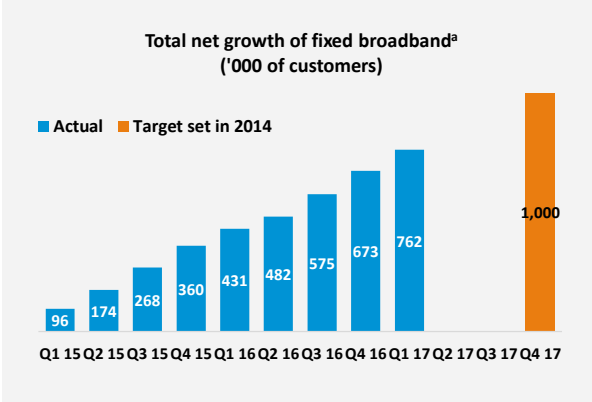
- 13.4M MOBILE CUSTOMERS AT END-MARCH 2017
 - +364,000 customers in Q1 2017
 - Of which +130,000 were mobile plan customers excluding M2M^a



(a) Machine-to-Machine

STEADY GROWTH IN FIXED BROADBAND

- **3.2M FIXED CUSTOMERS AT END-MARCH 2017**
 - **+88,000 customers** in Q1 2017
 - **In line** to reach target of +1m fixed customers at end-2017 (vs end-2014)
- **BASE OF 518,000 VERY-HIGH-SPEED^a CUSTOMERS AT END-MARCH 2017**
 - Including **144,000 FTTH^b customers**
- **FTTH ACCOUNTS FOR 26% OF QUARTERLY NET GROWTH**
 - **2/3 of FTTH net adds are new customers**



(a) Includes broadband and very-high-speed broadband subscriptions

(a) Arcep definition: subscriptions with peak downstream speeds higher or equal to 30 Mbit/s. Includes FTTH, FTTLA, 4G Box and VDSL2 subscriptions
(b) Fiber To The Home – roll-out of optical fiber from the optical access node (place where the operator's transmission equipment is installed) to homes or business premises (Arcep definition)

STRONG FINANCIAL RESULTS FOR BOUYGUES TELECOM

- **SALES UP 8% YEAR-ON-YEAR**
- **EBITDA UP €97m VS Q1 2016**
 - **Sales from network up €66m**
 - **Opex down €31m**
 - > One third coming from recurring savings due to **gross margin optimization** and **improved efficiency in Fixed**
- **Q1 2017 CURRENT OPERATING PROFIT POSITIVE AT €41m**
- **GROSS CAPEX of €309m, IN LINE WITH €1.2bn EXPECTED IN 2017**

€m	Q1 2016	Q1 2017	Change
Sales	1,131	1,222	+8% ^a
<i>o/w sales from network</i>	971	1,037	+7%
EBITDA	146	243	+€97m
<i>EBITDA/sales from network margin</i>	15.0%	23.4%	+8.4pts
Current operating profit/(loss)	(33)	41	+€74m
Operating profit/(loss)	(55) ^b	34 ^c	+€89m
Gross capital expenditure	247	309	+€62m

(a) Up 8% like-for-like and at constant exchange rates

(b) Including non-current charges of €22m essentially related to the roll-out of the network sharing

(c) Including non-current charges of €7m essentially related to the roll-out of the network sharing

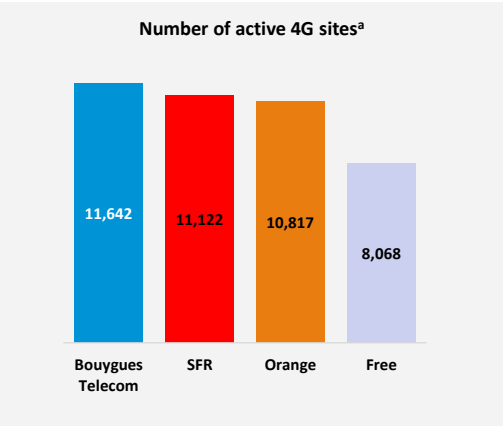
LEADERSHIP MAINTAINED IN 4G OVER THE LONG TERM AND PREPARING FOR 5G

- IMPROVING COVERAGE AND QUALITY OF MOBILE SERVICE

- In dense areas, **continuation of network densification**
 - > Number of sites to be increased by **50% in the next 4 years**
- In less dense areas, **sharp improvement in 4G coverage**
- **88% 4G coverage** at end-March 2017
 - > Target of **92% in 2017** and **99% in 2018**

- DEPLOYING FTTA TO CELL SITES

- **Completion** of Fiber-To-The-Antenna (FTTA) deployment in dense areas in 2019
- **Ramping up** of FTTA deployment in less dense areas



(a) Source: ANFR (French Agency for Frequencies management) at 1st April 2017

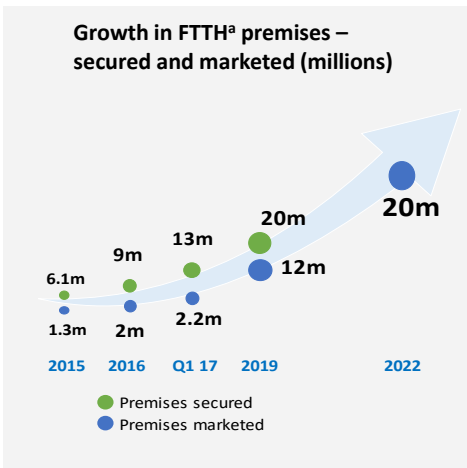
RAMPING-UP OF FTTH ROLL-OUT

- END-MARCH 2017

- **+4m premises secured^a** vs end-December 2016, reaching **13m**
 - > Extension of the agreement with Orange in medium dense area (+3m)
 - > Agreement with Altitude Infrastructure in PIN area (+1m)
- Of which **2.2m premises marketed^b**

- CONFIRMATION OF PREMISES MARKETED TARGETS

- **12m in 2019**
- **20m in 2022**



(a) Premises secured: horizontal deployed, being deployed, or ordered, up to the concentration point
(b) Premises marketed: connectible sockets ie horizontal and vertical deployed and connected via the concentration point

(a) Fiber To The Home – roll-out of optical fiber from the optical access node (place where the operator's transmission equipment is installed) to homes or business premises (Arcep definition)

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CONDENSED CONSOLIDATED INCOME STATEMENT (1/2)

€m	Q1 2016	Q1 2017	Change
Sales	6,534	6,847	+5% ^a
Current operating profit	(140)	(67)	+€73m
Other operating income and expenses ^b	(87)	(17)	+€70m
Operating profit	(227)	(84)	+€143m
Cost of net debt	(62)	(57)	+€5m
<i>o/w financial income</i>	6	5	-€1m
<i>o/w financial expenses</i>	(68)	(62)	+€6m
Other financial income and expenses	(6)	(2)	+€4m

(a) 5% like-for-like and at constant exchange rates
 (b) In Q1 2016, including non-current charges of €34m at TF1 related to the change in accounting treatments of French drama, the transformation plan and the operating loss of the LCI channel, of €22m at Bouygues Telecom essentially related to the roll-out of the network sharing, of €15m at Colas essentially related to the discontinuation of activity at SRD subsidiary, of €4m at Bouygues Construction and €1m at Bouygues Immobilier related to the adaptation plans.
 In Q1 2017, including non-current charges of €7m at Bouygues Telecom essentially related to the roll-out of the network sharing, of €6m at TF1 related to the impacts of Newen Sudios and of €4m at Colas related to preliminary works for the dismantling of Dunkirk site

CONDENSED CONSOLIDATED INCOME STATEMENT (2/2)

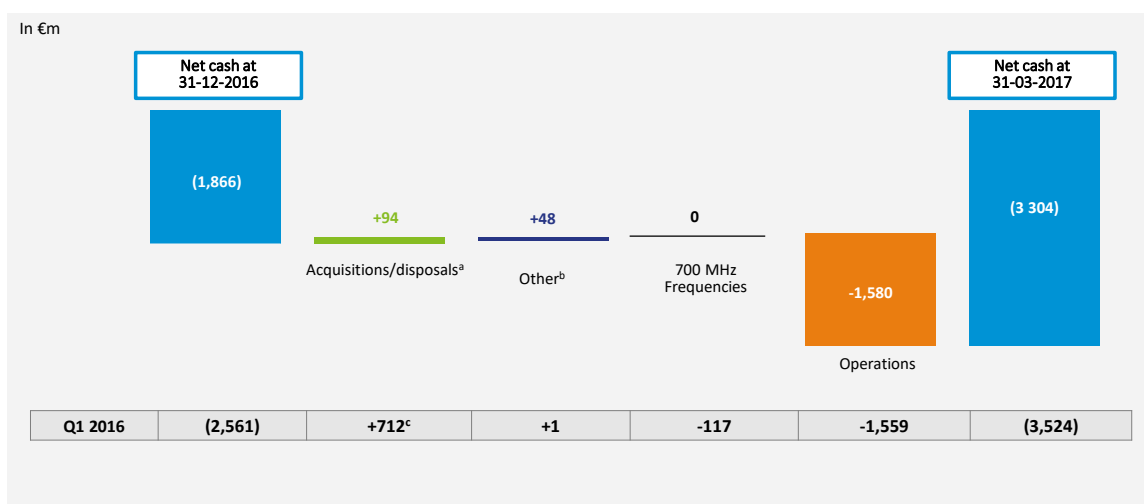
€m	Q1 2016	Q1 2017	Change
Income tax	89	42	-€47m
Share of net profit of joint ventures and associates	9	75	+€66m
<i>o/w Alstom</i>	<i>0^a</i>	<i>45</i>	<i>+€45m</i>
Net profit from operations	(197)	(26)	+€171m
Net profit attributable to non-controlling interests	17	(12)	-€29m
Net profit attributable to the Group	(180)	(38)	+€142m
Net profit attributable to the Group excl. exceptional items ^b	(137)	(30)	+€107m

(a) After taking into account Alstom's contribution to Bouygues' net profit, the impacts on Bouygues' accounts of the sale of Alstom's Energy business, the public share buy-back offer carried out in January 2016 and the reversal of the balance of the write-down recognized at Bouygues at 31 December 2015
(b) See reconciliation in slide 43



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CHANGE IN NET CASH POSITION (1/2)

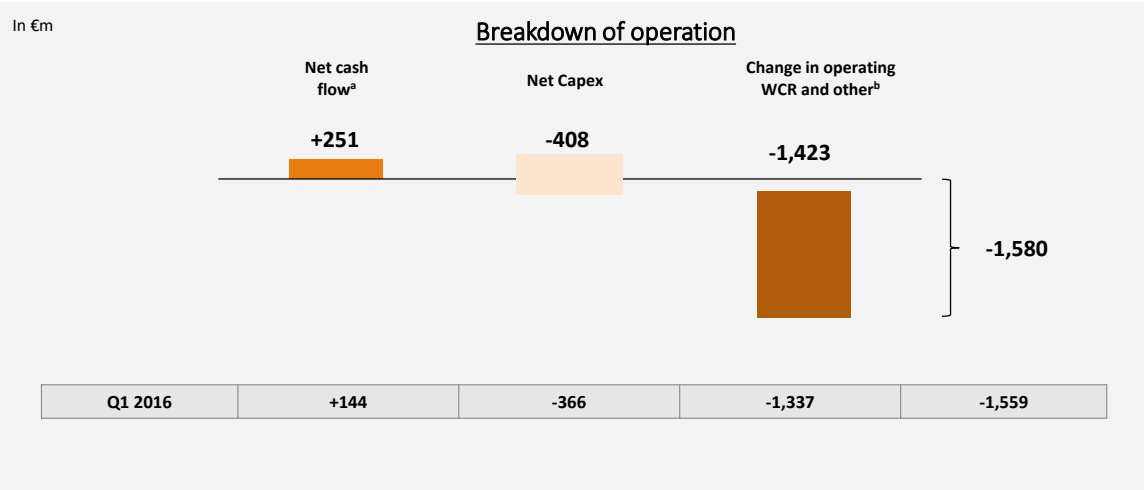


(a) Including the disposal of AB Group and the acquisitions of Tuvalu Media, Minute Buzz and Studio 71 by TF1 and perimeter effects
(b) Including exercise of stock options and a capital increase reserved for employees
(c) Including a put option on the 30% non-controlling interest in Newen Studios



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CHANGE IN NET CASH POSITION (2/2)



(a) Net cash flow = cash flow - cost of net debt - income tax expense
(b) Operating WCR: WCR relating to operating activities + WCR relating to net liabilities related to property, plant & equipment and intangible assets + WCR related to tax

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CONFIRMATION OF 2017 OUTLOOK

THE GROUP EXPECTS TO CONTINUE TO IMPROVE ITS PROFITABILITY IN 2017

- In a market demonstrating long-term growth potential, the **Construction businesses** will continue a selective approach to focus on profitability rather than volumes
 - > As a result, **current operating margin should keep improving in 2017**
- **TF1's** multi-channel, multi-media, multi-business strategy should
 - > Maintain the average annual cost of programs for its five freeview channels at €980m^a, in 2017 and over the next three years, and achieve €25-30m of recurrent savings^b
 - > Improve profitability to reach **double-digit current operating margin in 2019**
- **Bouygues Telecom** confirms its **25% EBITDA margin target for 2017** and **€300m of free cash-flow^c in three years' time**

(a) Excluding sporting events (b) Excluding cost of programs (c) Free cash flow = cash flow - cost of net debt - income tax expense - net capital expenditure. It is calculated before changes in WCR

BOUYGUES

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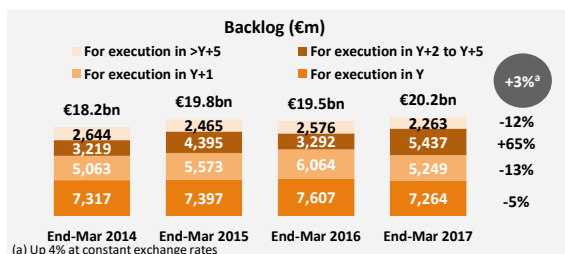
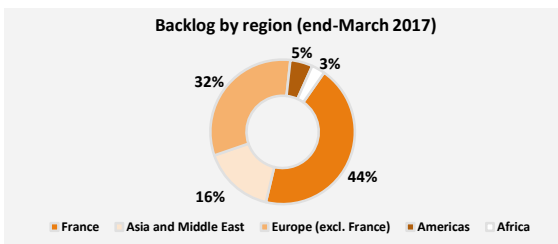
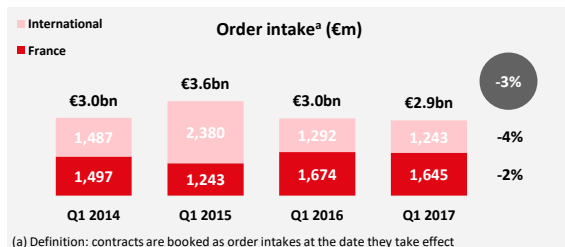
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KEY FIGURES AT BOUYGUES CONSTRUCTION



€m	Q1 2016	Q1 2017	Change
Sales	2,771	2,768	0% ^a
o/w France	1,295	1,310	+1%
o/w international	1,476	1,458	-1%
Current operating profit	82	99	+€17m
Current operating margin	3.0%	3.6%	+0.6pts
Operating profit	78 ^b	99	+€21m

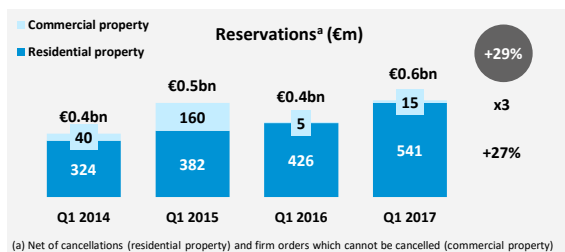
(a) Stable like-for-like and at constant exchange rates

(b) Including non-current charges of €4m related to the implementation of the new organization

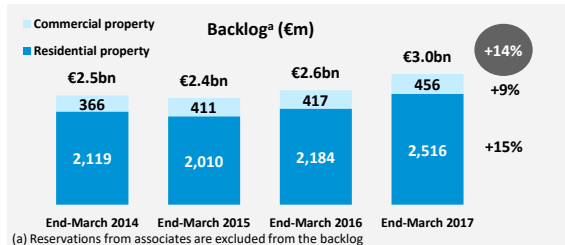
BOUYGUES

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KEY FIGURES AT BOUYGUES IMMOBILIER



Tempo passive energy residence in Carquefou - Loire-Atlantique



€m	Q1 2016	Q1 2017	Change
Sales	475	517	+9% ^a
o/w residential	397	431	+9%
o/w commercial	78	86	+10%
Current operating profit	25	31	+€6m
Current operating margin	5.3%	6.0%	+0.7pts
Operating profit	24 ^b	31	+€7m

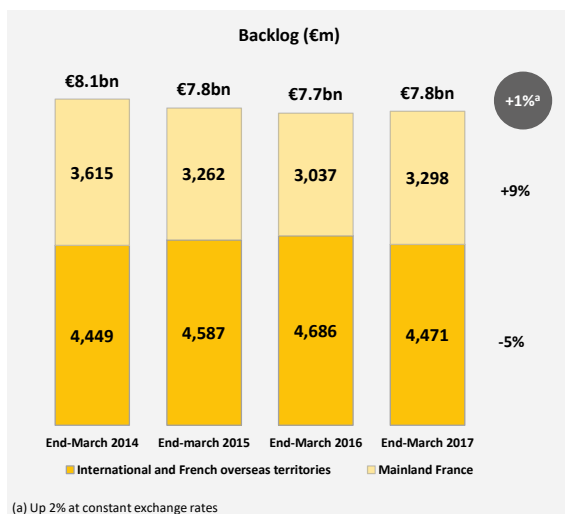
(a) Up 9% like-for-like and at constant exchange rates

(b) Including non-current charges of €1m related to the new organization

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KEY FIGURES AT COLAS



€m	Q1 2016	Q1 2017	Change
Sales	1,754	1,928	+10%^a
<i>o/w France</i>	<i>1,084</i>	<i>1,180</i>	<i>+9%</i>
<i>o/w international</i>	<i>670</i>	<i>748</i>	<i>+12%</i>
Current operating profit	(223)	(264)	-€41m
Operating profit^b	(238)	(268)	-€30m

(a) Up 10% like-for-like and at constant exchange rates

(b) Including non-current charges of €15m in Q1 2016 essentially related to the discontinuation of activity at the SRD subsidiary and €4m in Q1 2017 related to preliminary works for the dismantling of Dunkirk site



Pacific Highway between Brisbane and Sydney

KEY INDICATORS AT BOUYGUES TELECOM (1/2)

'000 customers (end of period)	2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	2016	Q1 2017
Mobile customer base	11,890	12,130	12,433	12,660	12,996	12,996	13,359
Mobile customer base excl. MtoM	10,091	10,251	10,421	10,533	10,682	10,682	10,773
<i>o/w plan^a</i>	<i>9,139</i>	<i>9,290</i>	<i>9,461</i>	<i>9,589</i>	<i>9,817</i>	<i>9,817</i>	<i>9,947</i>
<i>o/w prepaid</i>	<i>952</i>	<i>961</i>	<i>961</i>	<i>944</i>	<i>866</i>	<i>866</i>	<i>826</i>
Fixed broadband customer base^b	2,788	2,859	2,910	3,003	3,101	3,101	3,189
<i>o/w very-high-speed^c</i>	<i>406</i>	<i>407</i>	<i>412</i>	<i>448</i>	<i>482</i>	<i>482</i>	<i>518</i>
€m per quarter							
Sales from mobile network	2,842	714	736	769	756	2,974	757
Sales from fixed network^d	983	257	268	274	281	1,081	280

(a) Plan subscribers: total customer base excluding prepaid customers according to the Arcep definition

(b) Includes broadband and very-high-speed subscriptions according to the Arcep definition

(c) Arcep definition: subscriptions with peak downstream speeds higher or equal to 30 Mbit/s. Includes FTTH, FTTLA, 4G Box and VDSL2 subscriptions

(d) Sales excluding the ideo discount

KEY INDICATORS AT BOUYGUES TELECOM (2/2)

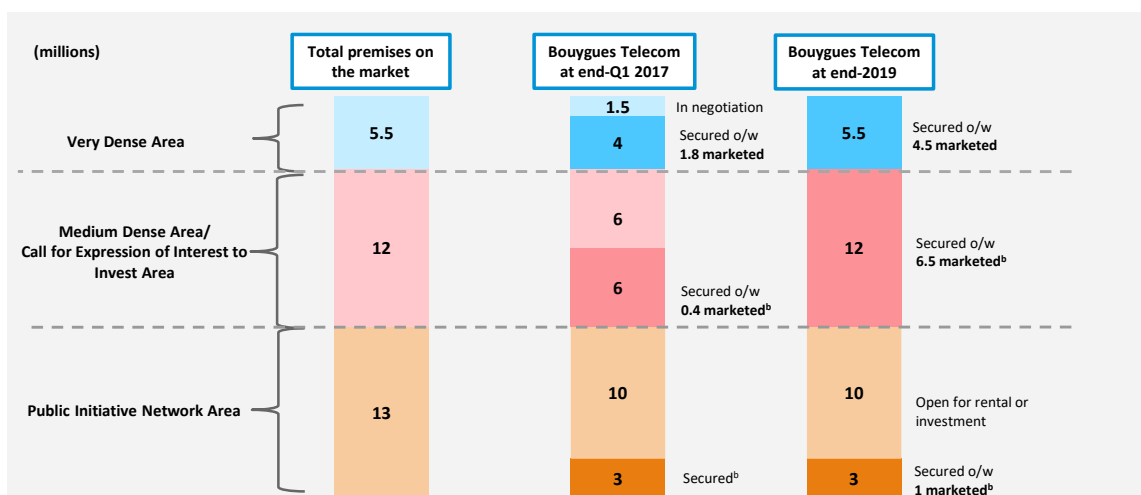
	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017
Mobile ARPU^a €/month/subscriber	22.4	22.4	23.0	22.7	22.5
<i>Plan ARPU^a €/month/subscriber</i>	<i>23.6</i>	<i>23.6</i>	<i>24.1</i>	<i>23.8</i>	<i>23.6</i>
<i>Prepaid ARPU^a €/month/subscriber</i>	<i>7.0</i>	<i>7.2</i>	<i>7.3</i>	<i>7.1</i>	<i>6.9</i>
Data usage^b MB/month/subscriber	1,635	1,997	2,315	2,718	3,312
Text usage^c Texts/month/subscriber	320	312	299	291	281
Voice usage^c Mins/month/subscriber	521	532	490	494	502
Fixed ARPU^d €/month/subscriber	27.7	28.3	28.1	27.7	26.7

(a) Quarterly ARPU, adjusted on a monthly basis, excluding Machine-to-Machine SIM cards and free SIM cards

(b) Quarterly usage, adjusted on a monthly basis, excluding Machine-to-Machine SIM cards

(c) Quarterly usage, adjusted on a monthly basis, excluding Machine-to-Machine SIM cards and internet SIM cards

(d) Quarterly ARPU, adjusted on a monthly basis, excluding BtoB

BOUYGUES TELECOM HAS SECURED ITS FTTH^a ACCESS

(a) Fiber To The Home – roll-out of optical fiber from the optical access node (place where the operator's transmission equipment is installed) to homes or business premises (Arcep definition)

(b) As they are deployed by building operators in Call for Expression of Interest to Invest Areas and by PIN operators

CONDENSED CONSOLIDATED BALANCE SHEET

€m	End-Dec 2016	End-Mar 2017	Change
Non-current assets	17,432	17,593	+€161m
Current assets	17,301	16,593	-€708m
Held-for-sale assets and operations	121	121	€0m
TOTAL ASSETS	34,854	34,307	-€547m
Shareholders' equity	9,420	9,428	+€8m
Non-current liabilities	8,538	8,174	-€364m
Current liabilities	16,896	16,705	-€191m
Liabilities related to held-for-sale operations	-	-	-
TOTAL LIABILITIES	34,854	34,307	-€547m
Net debt	(1,866)	(3,304)	-€1,438m

SALES BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change	lfi & constant fx
Construction businesses^a	4,937	5,144	+4%	+5%
<i>o/w Bouygues Construction</i>	<i>2,771</i>	<i>2,768</i>	<i>0%</i>	<i>0%</i>
<i>o/w Bouygues Immobilier</i>	<i>475</i>	<i>517</i>	<i>+9%</i>	<i>+9%</i>
<i>o/w Colas</i>	<i>1,754</i>	<i>1,928</i>	<i>+10%</i>	<i>+10%</i>
TF1	482	499	+4%	+2%
Bouygues Telecom	1,131	1,222	+8%	+8%
Holding company and other	40	40	Nm	Nm
Intra-Group eliminations^b	(119)	(127)	Nm	Nm
Group sales	6,534	6,847	+5%	+5%
<i>o/w France</i>	<i>4,361</i>	<i>4,601</i>	<i>+6%</i>	<i>+6%</i>
<i>o/w international</i>	<i>2,173</i>	<i>2,246</i>	<i>+3%</i>	<i>+4%</i>

(a) Total of the sales contributions (after eliminations within the construction businesses)

(b) Including intra-Group eliminations of the construction businesses

ANNEX

CONTRIBUTION TO GROUP EBITDA^a BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change
Construction businesses	(116)	(105)	+€11m
<i>o/w Bouygues Construction</i>	63	94	+€31m
<i>o/w Bouygues Immobilier</i>	8	13	+€5m
<i>o/w Colas</i>	(187)	(212)	-€25m
TF1	54	74	+€20m
Bouygues Telecom	146	243	+€97m
Holding company and other	(14)	(8)	+€6m
Group EBITDA	70	204	+€134m

(a) EBITDA = current operating profit + net depreciation and amortization expense + net provisions and impairment losses - reversals of unutilized provisions and impairment losses

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ANNEX

CONTRIBUTION TO GROUP CURRENT OPERATING PROFIT BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change
Construction businesses	(116)	(134)	-€18m
<i>o/w Bouygues Construction</i>	82	99	+€17m
<i>o/w Bouygues Immobilier</i>	25	31	+€6m
<i>o/w Colas</i>	(223)	(264)	-€41m
TF1	15	36	+€21m
Bouygues Telecom	(33)	41	+€74m
Holding company and other	(6)	(10)	-€4m
Group current operating profit	(140)	(67)	+€73m

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ANNEX

CONTRIBUTION TO GROUP OPERATING PROFIT BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change
Construction businesses	(136)	(138)	-€2m
<i>o/w Bouygues Construction</i>	78 ^a	99	+€21m
<i>o/w Bouygues Immobilier</i>	24 ^a	31	+€7m
<i>o/w Colas</i>	(238) ^a	(268) ^b	-€30m
TF1	(19)^a	30^b	+€49m
Bouygues Telecom	(55)^a	34^b	+€89m
Holding company and other	(17)	(10)	+€7m
Group operating profit	(227)	(84)	+€143m

(a) Including non-current charges of €34m at TF1 related to the change in accounting treatments of French drama, the transformation plan and the operating loss of the LCI channel, €22m at Bouygues Telecom essentially related to the roll-out of network sharing, €15m at Colas mainly related to the discontinuation of activity at the SRD subsidiary, and of €4m at Bouygues Construction, and €1m at Bouygues Immobilier related to the adaptation plans

(b) Including non-current charges of €7m at Bouygues Telecom essentially related to the roll-out of network sharing, €6m at TF1 related to the impacts of Newen Studios and of €4m at Colas related to preliminary works for the dismantling of Dunkirk site

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ANNEX

CONTRIBUTION TO NET PROFIT ATT. TO THE GROUP BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change
Construction businesses	(103)	(94)	+€9m
<i>o/w Bouygues Construction</i>	47	79	+€32m
<i>o/w Bouygues Immobilier</i>	16	16	+€0m
<i>o/w Colas</i>	(166)	(189)	-€23m
TF1	(6)	12	+€18m
Bouygues Telecom	(40)	18	+€58m
Alstom	0^a	45	+€45m
Holding company and other	(31)	(19)	+€12m
Net profit attributable to the Group	(180)	(38)	+€142m
Net profit attributable to the Group excl. exceptional items	(137)	(30)	+€107m

(a) After taking into account Alstom's contribution to Bouygues' net profit, the impacts on Bouygues' accounts of the sale of Alstom's Energy business, the public share buy-back offer carried out in January 2016 and the reversal of the balance of the write-down recognized at Bouygues at 31 December 2015

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CONTRIBUTION TO GROUP NET CASH FLOW^a BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change
Construction businesses	(25)	(15)	+€10m
<i>o/w Bouygues Construction</i>	85	125	+€40m
<i>o/w Bouygues Immobilier</i>	13	13	€0m
<i>o/w Colas</i>	(123)	(153)	-€30m
TF1	39	72	+€33m
Bouygues Telecom	160	209	+€49m
Holding company and other	(30)	(15)	+€15m
TOTAL	144	251	+€107m

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

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ANNEX

CONTRIBUTION TO NET CAPITAL EXPENDITURE BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change
Construction businesses	80	72	-€8m
<i>o/w Bouygues Construction</i>	35	18	-€17m
<i>o/w Bouygues Immobilier</i>	4	6	+€2m
<i>o/w Colas</i>	41	48	+€7m
TF1	49	52	+€3m
Bouygues Telecom	238	282	+€44m
Holding company and other	(1)	2	+€3m
TOTAL	366	408	+€42m

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CONTRIBUTION TO GROUP FREE CASH FLOW^a BY SECTOR OF ACTIVITY

€m	Q1 2016	Q1 2017	Change
Construction businesses	(105)	(87)	+€18m
<i>o/w Bouygues Construction</i>	<i>50</i>	<i>107</i>	<i>+€57m</i>
<i>o/w Bouygues Immobilier</i>	<i>9</i>	<i>7</i>	<i>-€2m</i>
<i>o/w Colas</i>	<i>(164)</i>	<i>(201)</i>	<i>-€37m</i>
TF1	(10)	20	+€30m
Bouygues Telecom	(78)	(73)	+€5m
Holding company and other	(29)	(17)	+€12m
TOTAL	(222)	(157)	+€65m

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

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NET CASH BY BUSINESS SEGMENT

€m	End-Dec 2016	End-March 2017	Change
Bouygues Construction	3,387 ^a	2,934 ^a	-€453m
Bouygues Immobilier	(124) ^a	(335) ^a	-€211m
Colas	517 ^a	(171) ^a	-€688m
TF1	187	215	+€28m
Bouygues Telecom	(1,012)	(1,143)	-€131m
Holding company and other	(4,821) ^b	(4,804) ^b	+€17m
TOTAL	(1,866)	(3,304)	-€1,438m

(a) Including a 2016 interim dividend of €250m paid by Bouygues Construction, of €178m by Colas and of €90m by Bouygues Immobilier to the holding company

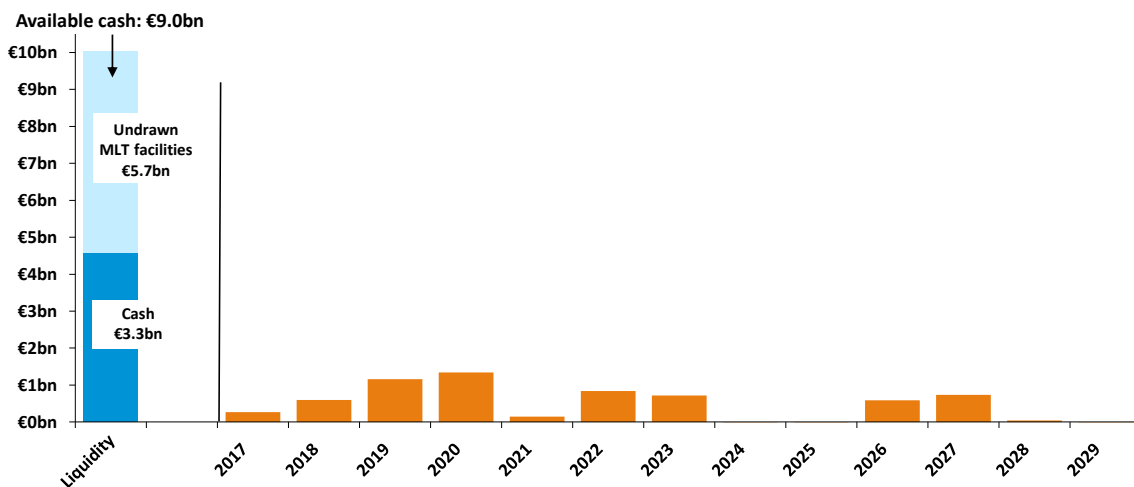
(b) Including a 2016 interim dividend of €512m, received from Bouygues Construction, Colas and Bouygues Immobilier

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ANNEX

DEBT MATURITY SCHEDULE AT END-MARCH 2017



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ANNEX

IMPACTS OF EXCEPTIONAL ITEMS ON NET PROFIT ATTRIBUTABLE TO THE GROUP

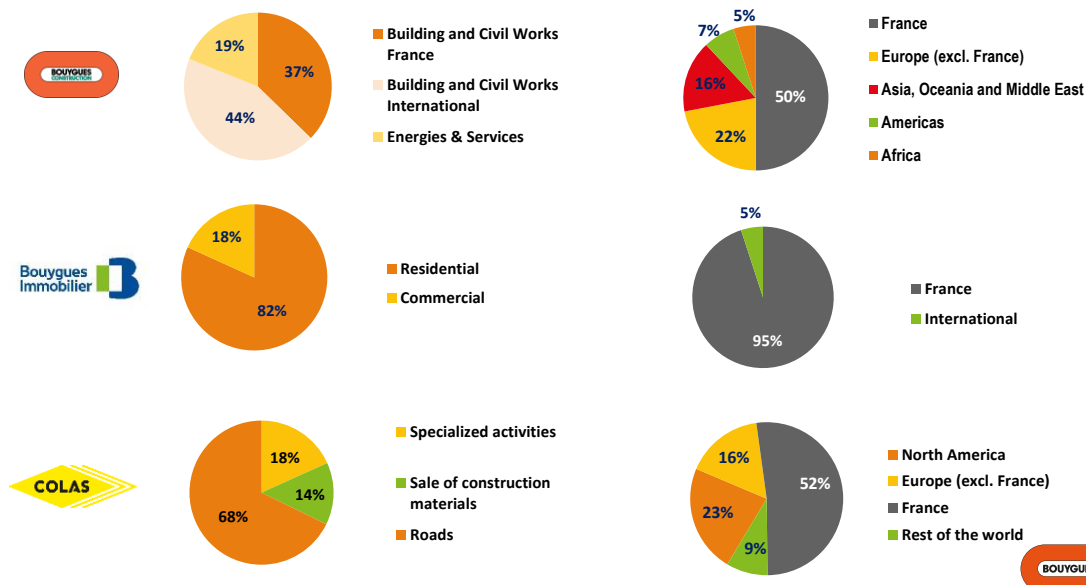
€m	Q1 2016	Q1 2017	Change
Net profit attributable to the Group	(180)	(38)	+€142m
<i>o/w non-current income/charges related to the construction businesses (net of taxes)</i>	13	2	-€11m
<i>o/w non-current income/charges related to Bouygues Telecom (net of taxes)</i>	13	4	-€9m
<i>o/w non-current income/charges related to TF1 (net of taxes)</i>	10	2	-€8m
<i>o/w non-current income/charges related to Holding company (net of taxes)</i>	7	0	-€7m
Net profit attributable to the Group excl. exceptional items	(137)	(30)	+€107m

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ANNEX

2016 SALES BREAKDOWN AT CONSTRUCTION BUSINESSES



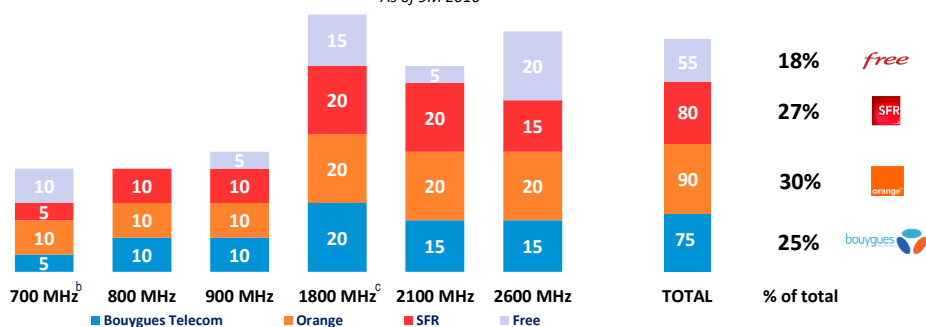
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ANNEX

BREAKDOWN OF SPECTRUM IN FRANCE

Quantity of frequencies allocated to the various operators (MHz duplex)^a

As of 9M 2016



- Bouygues Telecom's range of frequencies represents **25% of available spectrum**, giving it the best MHz/customer ratio on the market

(a) The quantity of FDD (Frequency Division Duplexing - a technique where two separate frequency bands are used at the transmitter and receiver side) spectrum is rounded up or down. Source: Arcep

(b) 700 MHz will be available for use from 6 April 2016 for Ile-de-France and progressively between 2017 and 2019 for the rest of France

(c) In the 1800 MHz band, SFR and Orange will return 5MHz each to Iliad by 25 May 2016, as decided by Arcep on 19 December 2014

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