Contents

1. Presentation of Bouygues Construction
2. Strategy
3. Entities
4. Principal references
5. Extra-financial indicators
Presentation of Bouygues Construction
Bouygues Construction, the original business

Bouygues Construction has its origins in the company founded in 1952 by Francis Bouygues, specialising in building in the Paris region.

> Over 60 years of expertise in construction

1960 - Housing in Gennevilliers, France

1972 - Olympic stadium in Tehran

1984 - Riyadh University, UAE

1988 - Ile de Ré Bridge, France
At the centre of a major group
Bouygues Construction is a global player in construction and services with operations in 80 countries. Its teams design, build and operate structures and facilities which improve people’s daily living and working environments.

Leading the way in sustainable construction, Bouygues Construction and its 53,500 employees develop long-term relationships with their customers in order to help them shape a better life.
Four business areas with high added value

Bouygues Construction operates in four major business areas, organised as eight operating entities. They complement each other in such a way that Bouygues Construction offers its customers know-how that is positioned upstream or downstream of its core business of construction.

**Building**
Housing, schools and universities, hospitals, hotels, office buildings, stadiums, airports, exhibition and leisure centres, etc.

**Civil Works**
Roads and freeways, tramways, subways, rail and port infrastructures, etc.

**Energy and Services**
Energy network infrastructures, street lighting, digital networks, electrical, mechanical and HVAC engineering, facilities management, etc.

**Concessions**
Management and operation of transport infrastructures, sports and entertainment facilities, ports, etc.
Corporate Governance

Executive Committee

Philippe Bonnave
Chairman and CEO of Bouygues Construction

Olivier-Marie Racine
Deputy CEO in charge of Bouygues Bâtiment International and Bouygues Energies & Services

Jean-Philippe Trin
Deputy CEO in charge of Bouygues Travaux Publics, DTP and VSL

Pascal Grangé
Deputy CEO in charge of Strategy and Finance, IT Systems, Concessions and Property Development Strategy

Jean-Marc Kiviatkowski
Executive Vice President in charge of Legal Affairs, Insurance, Auditing, Internal Control and Conformity

Jean-Manuel Soussan
Executive Vice President in charge of Human Resources and Social and Societal Responsibility policy
Corporate Governance

> General Management Committee

- **Pascal Minault**
  - CEO of Bouygues Entreprises France-Europe

- **Bernard Mounier**
  - CEO of Bouygues Bâtiment Ile-de-France

- **Daniel Rigout**
  - CEO of Bouygues Bâtiment International

- **Philippe Amequin**
  - CEO of Bouygues Travaux Publics

- **Christian Gazaignes**
  - CEO of the Civil Works Division for Asia

- **Jean-Christophe Ferraud**
  - CEO of Bouygues Energies & Services

- **Madani Sow**
  - Deputy CEO of Bouygues Bâtiment International

- **Cyril Ferrand**
  - Deputy CEO of Bouygues Energies & Services

- **Charles Paradis**
  - CEO of Concessions Division

- **Olivier Montfort**
  - Chief Financial Officer of Bouygues Construction

- **Marie-Luce Godinot**
  - Innovation and Sustainable Development Director

- **Frank Le Guillou**
  - Purchasing Director

- **Damien Rebourg**
  - Communication Director
Our ambition: Shaping a Better Life

MORE COMMITTED TO OUR EMPLOYEES

Bouygues Construction sets the highest standards with regard to the well-being and development of its employees, leading players in its ambition to shape a better life.

MORE SUSTAINABLE FOR THE USERS OF OUR BUILDINGS AND STRUCTURES

Ensuring that the users are at the core of ours offers and our way of designing to ensure more sustainable and better life.

MORE VALUE FOR OUR CUSTOMERS

Fully involved our customers over the entire value chain of our projects to design with them innovative and economic constructions.

MORE CONNECTION WITH OUR PARTNERS AND COMMUNITIES

Connect and motivate all our different partners according to a set of shared challenges to invent solutions for the future with them.
An ambition committed to our employees

WORKING IN SAFETY

- One target: **zero accidents**
- More than **35% of hours of training** devoted to **safety** in 2014 in the world

ATTRACTING & RECRUITING

- **17,200 recruitments** in other countries and 1,400 in France
- French students rank the Group in the **top ten** of companies in which they want to carry out internships

ENCOURAGING MIX

- **23.2% of managers** in France are women and **10.2% of Group Managers** are women
- **580 members of Welink**, the Bouygues Construction network for women managers

DEVELOPING SKILLS

- **4.5% of the payroll** in France devoted to training
- **77% of employees** took part in at least one training programme in 2014 in France

COMMITTMENT TO LOCAL COMMUNITIES

- **150 projects** have been sponsored by more than **185 employees** in **21 countries** and supported by Terre Plurielle, the Bouygues Construction corporate foundation
- **€3.2m** performed in 2014 for charitable sponsorship in the world

ATTRACTING & RECRUITING

- **17,200 recruitments** in other countries and 1,400 in France
- French students rank the Group in the **top ten** of companies in which they want to carry out internships

ENCOURAGING MIX

- **23.2% of managers** in France are women and **10.2% of Group Managers** are women
- **580 members of Welink**, the Bouygues Construction network for women managers

DEVELOPING SKILLS

- **4.5% of the payroll** in France devoted to training
- **77% of employees** took part in at least one training programme in 2014 in France

COMMITTMENT TO LOCAL COMMUNITIES

- **150 projects** have been sponsored by more than **185 employees** in **21 countries** and supported by Terre Plurielle, the Bouygues Construction corporate foundation
- **€3.2m** performed in 2014 for charitable sponsorship in the world
An efficient and innovative Group

€11.7bn
- sales
  - (of which 49% abroad)
  - + 3%

53,500 employees

€18.1bn
- Order book
  - + 0.3%

€254m
- Net profit

50%
- of investment in R&D devoted to sustainable construction

Active in 80 countries

889
- ENTRIES in the Bouygues Construction Innovation competition
In 2014, Bouygues Construction generated 49% of its business outside France. This includes 21% in Europe (excluding France).
A continual development since 15 years

1999
- Creation of Bouygues Construction (transfer of the Group’s construction activities to a subsidiary)

2003
- New operating structure consisting of eight entities

2005
- Handover of the Home Office in London, a PFI (Private Finance Initiative) project
- Construction of the tallest residential towers in Singapore

2006
- Signature of the contract to build Pafos and Larnaka airports in Cyprus

2007
- The world’s two widest tunnels bored in China
- Signature of the contract for the confinement shelter at Chernobyl (in partnership with Vinci)
- Expansion of the Group in the United Kingdom (Warings) and in Poland (Karmar)

2008
- 1st project in Canada: Surrey hospital
A continual development for 15 years

2009
- Signature of the QP District project in Qatar, a vast 9-tower property complex

2010
- 3 major projects: Sports Hub (Singapore), Cruise terminal (Hong Kong), Stade Vélodrome (Marseille)

2011
- Signature of the contract for the future Ministry of Defence (Paris)
- Handover of the First Tower, the tallest building in France

2012
- 3 major contracts: Paris law courts complex, Nimes-Montpellier railway bypass and Hong Kong-Zhuhai-Macao bridge

2013
- Crédit Agricole Offices in Montrouge France, Tuen Mun Chek Lap Kok tunnel in Hong Kong, L2 Marseille Bypass

2014
- Signature of the contract for the Nouvelle Route du littoral coastal highway on Reunion Island
- First contract on Ghana for the « Ridge Hospital » extension of Accra
Strategy
The Bouygues Construction strategy

Complementing each other, two strategic priorities drive the company’s growth.

Developing skills throughout the entire value chain, both upstream and downstream of construction

The Group meets the specific needs of each customer, while being capable of providing support services at every stage.

Upstream expertise relates to land and property development, design, legal and financial engineering.

Downstream services are provided for buildings and structures and for their users on a long-term basis.

Focusing on sustainable construction throughout the lifecycle of a structure

Bouygues Construction offers its customers a responsible approach that factors in all the technical, environmental and social issues of a structure.

The Group develops technically effective solutions throughout the lifecycle of a building or a neighbourhood and makes a long-term commitment to its customers on high levels of performance.
Three drivers of growth (1/3)

**High value-added operations**

Bouygues Construction has developed high-level expertise in property development, public-private partnerships (PPPs) and concessions, as well as projects of great technical complexity.

These projects enable the Group to offer its customers the full range of its skills.

> **Examples of flagship projects**

- New Ministry of Defence in Paris,
- Future Paris Law Courts,
- Velodrome stadium in Marseille,
- Amiens hospital,
- Sports Hub (Singapore).
International

Operating on every continent and in 80 countries, the Group is firmly established in many territories through local subsidiaries, but it also participates on a one-off basis in large-scale projects requiring a high level of technical expertise.

These two complementary approaches give Bouygues Construction the flexibility it needs to deploy its resources in high potential markets.

> Examples of flagship projects

- Cruise terminal (Hong Kong),
- XRL 820 and 821 tunnels (Hong Kong),
- QP District (Qatar),
- Surrey hospital (Canada),
- Tangiers Med 2 container port (Morocco),
- Port of Miami Tunnel.
The energy and services sector

- Designing comprehensive solutions
- Stronger positions on high-technology segments such as digital infrastructures and data centers

These businesses provide Bouygues Construction with sustainable complementary business cycles and generate recurring long-term revenue.

Examples of flagship projects

- Street lighting in Paris,
- Global Switch data center in Clichy-la-Garenne,
- Fibre optic network, Oise department
- Operation of Green Office
- Power lines, North of Gabon,
- Operation of Challenger, Bouygues Construction Head office
Innovate for Shaping a Better Life

Shaping a better life means providing all our stakeholders with sustainable, innovative solutions. For several years, Bouygues Construction’s research and innovation policy has been a decisive driver in terms of competitiveness and differentiation that has enabled the Group to anticipate and keep pace with all the changes that are impacting its businesses.

> In the design phase

- **BIM or Building Information Model**
  Our professions are evolving rapidly against a structurally-changing backdrop and the BIM is a valuable device for coming to grips with this complexity. A process by which all data are managed throughout the life-cycle of the building, the BIM takes a major place in our R&D policy since 5 years.

- **Virtual reality room**
  Located in Challenger, the Bouygues Construction Head office, an immersive room enables to visualize the inside of the future building before its construction. Based on the building digital modelling, it helps to create physical simulations, under realistic conditions.

- **Ramby or augmented reality**
  Ramby is an augmented reality tool which consists in superimposing digitally generated virtual information on the real environment, then visualising the result on a tablet or a smartphone. Real asset to enrich commercial offers, Ramby has already been experimented on the Ile de la Jatte site, in the Paris region.
**In the construction phase**

- **Panobloc®: the wood asset**
  This prefabricated lattice-structured wood panel improves the thermal efficiency of buildings. The Group has supported the French supplier Techniwood for 3 years to launch the product on the market.

- **ABC: the challenge of self-sufficiency**
  R&D program carried out by Bouygues Construction, ABC (Autonomous Building for Citizens) will aim to achieve self-sufficiency in water and energies instead of dependency on networks, and optimise waste management. A first demonstrator will be built in Grenoble in the form of a block of approximately 90 apartments.

- **TDM: an industrial landmark partnership**
  In order to extend the MTR West Island metro line in Hong Kong, the Group teamed up with CSM-Bessac to build a new equipment: the TDM, or *Tunnel Dismantling Machine*. Equipped with a multifunctional arm, this machine is used to remove the voussoirs, to spray concrete and to refill the existing tunnel to create homogenous ground through which the new tunnel can be bored.
In the operation phase

- **Hypervision®: the compass of energy efficiency**
  Used to measure and forecast energy and fluids consumption in real time, Hypervision® is part of an on-going policy to upgrade buildings performance and users comfort.

- **Citybox®: smart street lighting**
  Incorporated into lamp post columns, the Citybox® solution transforms the street lighting network into a smart, communicating infrastructure. Not only does it regulate the lighting according to the weather or the time, and also offers a range of digital services that can increase the attractiveness of cities: Wi-Fi, video surveillance, charging stations for electrical vehicles...

- **Alizé®: the sustainable mobility**
  Alizé® is a turnkey offer for electric vehicle charging stations destined to local authorities and companies. Bouygues Construction provides assistance from the electrical design to their operation, and take engagements for a fast and reliable installation in accordance with regulations.
Bouygues Bâtiment Ile-de-France

The leader in construction the Paris region

Bouygues Bâtiment Ile-de-France provides its customers with a comprehensive offering through the specialities of its operating units:

- Construction Privée (private construction)
- Rénovation Privée (private renovation)
- Ouvrages Publics (public structures)
- Habitat Résidentiel (housing)
- Habitat Social (social housing)
- Brézillon (industrial civil engineering, environment and refurbishment)

Sodéarif and Elan, specialist property development and project management companies, round out the subsidiary’s offering.

> Sales 2014: €2,614 m
> 5,920 employees*

*as at 31/12/14
Bouygues Entreprises France-Europe

An extensive network of companies

Bouygues Entreprises France-Europe brings together a vast network of subsidiaries located in the French regions and across Western Europe:

• Bouygues Bâtiment Nord-Est
• Bouygues Bâtiment Sud-Est
• Bouygues Bâtiment Centre Sud-Ouest
• Bouygues Bâtiment Grand Ouest
• Bouygues Bâtiment Outre-Mer
• Bouygues Belgium
• Losinger Marazzi (Switzerland)
• Richelmi (Monaco)
• Acieroiïd (Spain)

They operate in construction and most of them possess a property development subsidiary (Cirmad).

> Sales 2014: €2,202 m
> 5,200 employees*

*as at 31/12/14
Bouygues Bâtiment International

An operator for major projects

Bouygues Bâtiment International operates in some twenty countries through a network of local subsidiaries or in the context of major contracts. It is involved in all phases of a project, from setting up to operation.

It applies cutting-edge engineering skills to the design and construction of all types of buildings, including:

- hotels
- offices
- homes
- exhibition centers
- shopping malls
- airports
- etc.

> Sales 2014: €2,887 m
> 17,700 employees*

*as at 31/12/14
Bouygues Travaux Publics

An expert in infrastructure projects

Bouygues Travaux Publics specialises in:
- underground works
- complex civil engineering projects
- engineering structures
- road, port and public transport infrastructure

With a strong international presence, it focuses its development on extremely technical operations with high added value.

> Sales 2014: €1,447 m
> 2,930 employees*
An expert in post-tensioning and cable-stay systems

Part of Bouygues Construction’s Specialist civil works division, VSL offers cutting-edge expertise in:
- post-tensioning systems for engineering structures and buildings
- cable-stay systems for large bridges

Strongly committed to R&D, it holds a significant portfolio of active patents and can therefore offer its customers high added-value technical expertise.

> Sales 2014: €401 m
> 3,860 employees*

*as at 31/12/14
A specialist in terrestrial infrastructure

Part of Bouygues Construction’s Specialist Civil Works division, DTP Terrassement specialises in land-based infrastructure.

Operating in France and numerous other countries, particularly in Africa, it offers a wide range of services:
- linear works
- major works
- local works
- open-cast mines
- concessions and environment

> Sales 2014: €496 m
> 3,800 employees*
The Group’s specialist in concession operations

In France and a number of other countries, the Concessions division manages and operates concessionary transport infrastructure companies in which Bouygues Construction is a shareholder.

The development of the division corresponds to a desire to take part in the creation of new operations that can generate short-term work for the Group and produce recurrent revenue over the long term.

> Receipts of concession entities in 2014: €583 m
> 840 employees*

*Total number of employees of the Concessions division and concession companies, of whom 443 are included in the consolidated Group workforce.
The expert in energy performance and services

Bouygues Energies & Services is an expert in energy performance and services.

Its operations are based on three main business areas:
- digital and energy network infrastructure
- electrical, mechanical and HVAC engineering
- facility management

Operating in France and worldwide, Bouygues Energies & Services is one of the leaders in its sector.

> Sales 2014: €1,677 m
> 12,630 employees*
Principal references
Major projects of the past

**Prestigious references over many years**

- Ile de Ré Bridge, France (1988)
- Grande Arche, Paris-La Défense, France (1989)
- Hassan II Mosque, Casablanca, Morocco (1992)
- Channel Tunnel (1993)
- Convention and Exhibition Centre, Hong Kong (1997)
- Sydney Metro, Australia (2000)
- Peace Footbridge, South Korea (2002)
- Groene Hart Tunnel, Netherlands (2005)
- Pleyel concert hall, Paris (2006)
- AsiaWorld-Expo, Hong Kong (2006)
- Jussieu University, Paris (2009)
- Tangiers Med 1 port, Morocco (2009)
- Clermont-Ferrand teaching hospital (2009)
- Royal Monceau hotel, Paris (2010)
- First Tower, Paris-La Défense (2011)
- Busan container port, South Korea (2011)
- Several schools and hospitals in the United Kingdom
- etc.
Major projects of the past

- Pont de Normandie (1995)
- Pleyel concert hall, Paris (2006)
- First Tower, Paris-La Défense (2011)
Major projects of the past

- Rostock tunnel, Germany (2003)
- Istria motorway, Croatia (2011)
- Rolex Learning Center, Switzerland (2010)
- Home Office, UK (2005)
Major projects of the past

Hassan II Mosque, Casablanca, Morocco (1992)

Cairo metro, Egypt (2011)

Electrification High Tension, Mozambique (2008)

Gautrain rail link, South Africa (2011)
Major projects of the past

- The Sail Marina Bay, Singapore (2008)
- Convention & Exhibition Centre, Hong Kong (1997)
- Massan Bay bridge, South Korea (2007)
- Sydney Metro, Australia (2000)
Major projects of the past

- Surrey hospital, Canada (2012)
- Baluarte bridge, Mexico (2012)
- Royal Hideway Ensenachos hotel, Cayo Santa Maria, Cuba (2005)
Major projects today

A wide variety of current contracts, in France and many other countries

- Street lighting, City of Paris
- QP District, Doha, Qatar
- City of Music in Boulogne Billancourt, Paris region
- French Ministry of Defence, Paris
- Luxury hotel complexes in the Caribbean
- Future Paris Law Courts
- Istria motorway upgrading, Croatia
- Flamanville EPR nuclear power plant, France
- Complexe immobilier The River à Bangkok, Thaïlande
- Renovation of the Ritz hotel, Paris
- Energy performance contract in Vitry-sur-Seine (social housing)
- Tuen Mun-Chek Lap Kok Tunnel, Hong Kong
- Incity Tower, Lyon
- MahaNakhon Tower, Bangkok
- Hong Kong-Zhuhai-Macao bridge
- Hertfordshire University, United Kingdom
- Ridge Hospital, Ghana
- Star City, Myanmar
- Brickell City Center, Miami
- New coastal highway on Reunion Island
Major projects today

- Incity Tower, Lyon (2015)
- Street lighting, Paris (2011-2020)
- Paris Law Courts, Paris (2016)
Bouygues Construction today - 2015

Major projects today

Centrum Bankowo-Finanswoe offices, Poland (2015)

Zagreb airport, Croatia (2016)

Chernobyl - confinement shelter, Ukraine (2014)

Hertfordshire University, UK (2017)
Major projects today

- Ngaoundéré - Garoua road, Cameroon (2015)
- QP District, Qatar (2014)
- Cairo metro, Egypt (2018)
- Ridge hospital, Ghana (2017)
Major projects today

- MahaNakhon Tower, Bangkok, Thailand (2015)
- Sydney rail tunnel, Australia (2015)
- Star City residential complex, Myanmar (2016)
- Hong Kong-Zhuhai-Macao bridge (2016)
Major projects today

Banco de la Nación, Lima, Peru (2015)

New coastal highway, Reunion Island

Ontario stadium, Canada (2015)

Brickell City Centre, Miami, United States (2016)
Extra-financial indicators
Sustainable development at the heart of our strategy

Since 2007, Bouygues Construction has operated a common policy in all its structures, called Actitudes. Promoted at the highest level of the Group, it has brought about a broad understanding of the Group’s environmental, social and community responsibilities.

> As an integral part of projects from design through to operation, sustainable development now contributes to innovation and **value creation** in the solutions offered to customers.

> **Operational deployment** of the policy is supported and enabled by a network of more than 100 Sustainable Development Representatives in Group entities.
Environment and sustainable construction

Percentage of buildings involving a commitment to environmental labelling or certification schemes in the year’s order intake for buildings.

- 2012: 57%
- 2013: 58%
- 2014: 66%

Since 2007, this percentage has risen from 23% to 66%, reflecting Bouygues Construction’s policy of offering customers buildings and infrastructure that are exemplary in terms of environmental performance.

Number of projects on which commitments have been given on energy performance

- 2014: 70

Percentage of worksites covered by consultation exercises, communications campaigns or local resident satisfaction surveys

- 2014: 76%

Bouygues Construction has maintained the proportion of worksites conducting voluntary actions targeting local residents at a high level.

Percentage of the infrastructure order intake for which commitments on biodiversity have been given

- 2014: 54%

Bouygues Construction promotes the protection of biodiversity on these infrastructure operations through contractual commitments to its customers, particularly on large-scale operations (16 projects in 2014).
Customers and partners for a project

Percentage of sales generated by units with an action plan to involve partners, subcontractors and suppliers in their QSE policy

87%

In 2014, Bouygues Construction continued to advance in involving its partners in its extra-financial challenges (this percentage stood at 61% in 2007).

Percentage of sales generated by units that systematically include the Supplier CSR Charter in contracts with subcontractors and suppliers

75%

The Supplier CSR Charter consists of four chapters covering ethics, compliance with labour standards, health and safety and environmental protection.

Percentage of business with triple QSE certification in 2014

89%
Local commitment and community aid

The Group’s commitment to society takes the form of actions broadly grouped in three main areas, whether in France or in other countries:

• social ties and community needs et la solidarité
• education and integration
• improvement of the living environment

In 2014:

€3.2 M
(Amount directly paid to support integration, education and health)

More than 1 million hours of work on integration contracts

Professional integration is a top priority for Bouygues Construction, whether in France or in other countries.
Respect and development of employees

Bouygues Construction’s safety indicators improved sharply in 2013, both in France and abroad, with values well below the industry average.

**Severity rate of workplace accidents for all employees**

- 2012: 0.36
- 2013: 0.23
- 2014: 0.25

**Frequency rate of workplace accidents for all employees**

- 2012: 5.85
- 2013: 4.65
- 2014: 4.38

**Percentage of women in management**

- In France: 10.2%
- Other countries: 24.6%

**Global workforce in 2014**

- 53,500

**Breakdown of the total workforce**

- International: 59%
- France: 41%
Shaping a better life, a reality...

To discover on www.bouygues-construction.com

...and to share on the social networks