I- Group Presentation

1/ Introduction: profile

As a global player in construction and services, Bouygues Construction designs, builds and operates buildings and structures which improve the quality of people’s living and working environment: public and private buildings, transport infrastructures and energy and communications networks. A leader in sustainable construction, the Group has a long-term commitment to helping its customers shape a better life.

For several years, sustainable construction has been at the heart of Bouygues Construction’s strategy. Today, this approach takes the form of the collective ambition of shaping a better life, in which people can live in greater harmony, with more pleasure and with more consideration. Bouygues Construction will do this by designing, building and operating buildings and structures which contribute to improving the quality of our living environment, and living spaces where modernity goes hand-in-hand with calm and comfort.

The Group employs 55,400 people around the world, and it generated sales worth €10.6 billion in 2012.

2/ Simplified organisation chart

3/ Members of the Board of Directors (as at February 22, 2013)

YVES GABRIEL, Board member, Chairman and Chief Executive Officer of Bouygues Construction

PASCAL GRANGÉ, Board member, Deputy Chief Executive Officer

OLIVIER BOUYGUES, Board member

JEAN-FRANÇOIS GUILLEMIN, Board member

GILLES ZANCANARO, Board member

Bouygues represented by PHILIPPE MARIEN, Board member
4/ General Management Committee

PHILIPPE BONNAVE  
Deputy Chief Executive Officer  
CEO, Bouygues Entreprises France-Europe

PHILIPPE FABIÉ  
Deputy Chief Executive Officer  
Chairman and CEO, Bouygues Bâtiment Ile-de-France

PASCAL GRANGÉ  
Deputy Chief Executive Officer

OLIVIER-MARIE RACINE  
Chairman and CEO, Bouygues Bâtiment International

CHRISTIAN GAZAIGNES  
CEO, Bouygues Travaux Publics

PHILIPPE AMEQUIN  
Deputy CEO, Bouygues Travaux Publics

BENOIT DE RUFFRAY  
Deputy CEO, Bouygues Bâtiment International

CHARLES PARADIS  
CEO, Concessions division

JEAN-PHILIPPE TRIN  
Chairman and CEO, Bouygues Energies & Services

DANIEL RIGOUT  
CEO, Specialist Civil Works division

JEAN-MARC KIVIATKOWSKI  
General Counsel and Internal Control Director

JEAN-MANUEL SOUSSAN  
Human Resources Director

YVES GABRIEL  
Chairman and Chief Executive Officer
5/ International operations

With numerous prestigious references on every continent, the Group operates in roughly eighty countries either through sustained business carried out by well-established local subsidiaries or, on a one-off basis, carrying out highly technical major projects with the involvement of its central engineering departments. It is particularly active in Western and Eastern Europe, Asia, Africa and the Caribbean.

In 2012, Bouygues Construction recorded 47% of its sales outside France.
II. Financial Results

• Sales

<table>
<thead>
<tr>
<th></th>
<th>Sales (million euros)</th>
<th>Of which International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>10,640</td>
<td>5,028</td>
</tr>
<tr>
<td>2011</td>
<td>9,802</td>
<td>4,452</td>
</tr>
<tr>
<td>2010</td>
<td>9,235</td>
<td>4,130</td>
</tr>
<tr>
<td>2009</td>
<td>9,546</td>
<td>4,190</td>
</tr>
<tr>
<td>2008</td>
<td>9,497</td>
<td>4,113</td>
</tr>
<tr>
<td>2007</td>
<td>8,340</td>
<td>3,399</td>
</tr>
<tr>
<td>2006</td>
<td>6,923</td>
<td>2,655</td>
</tr>
<tr>
<td>2005</td>
<td>6,131</td>
<td>2,478</td>
</tr>
<tr>
<td>2004</td>
<td>5,512</td>
<td>2,276</td>
</tr>
</tbody>
</table>

The receipts of the Concessions division (€520 million in 2012) are to be added to the above sales.

• Each entity’s contribution to sales

<table>
<thead>
<tr>
<th></th>
<th>2012 Sales</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bouygues Bâtiment Ile-de-France</td>
<td>2,371</td>
<td>22%</td>
</tr>
<tr>
<td>Bouygues Entreprises France-Europe</td>
<td>2,307</td>
<td>22%</td>
</tr>
<tr>
<td>Bouygues Bâtiment International</td>
<td>2,578</td>
<td>24%</td>
</tr>
<tr>
<td>Bouygues Travaux Publics</td>
<td>1,130</td>
<td>11%</td>
</tr>
<tr>
<td>VSL</td>
<td>361</td>
<td>4%</td>
</tr>
<tr>
<td>DTP Terrassement</td>
<td>347</td>
<td>3%</td>
</tr>
<tr>
<td>Bouygues Energies &amp; Services</td>
<td>1,541</td>
<td>14%</td>
</tr>
</tbody>
</table>
Total (holding included) | 9,802 | 100%
--- | --- | ---

Order book as at the end of 2012 stood at a record level of €17.1 billion, a 12% improvement on the previous year’s figure (€15.3 billion).
Sales in 2012 rose 9% to €10.6 billion, crossing the symbolic €10 billion mark for the first time.

- **Geographic breakdown of sales**

In 2012, Bouygues Construction recorded more than €5 billion of sales outside France in total, equivalent to 47%.

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>53%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>18%</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>3%</td>
</tr>
<tr>
<td>Africa – Middle East</td>
<td>8%</td>
</tr>
<tr>
<td>Asia – Pacific</td>
<td>14%</td>
</tr>
<tr>
<td>Americas – Caribbean</td>
<td>4%</td>
</tr>
</tbody>
</table>

- **Operating profit 2012**

€364 million, an increase of 3% compared to 2011.

- **Net profit, Group share 2012**

€267 million.

III. Strategy

1/ Strategic priorities

Bouygues Construction’s strategy is based on two top priorities:

- **Developing skills and businesses over the longest possible value chain from upstream to downstream of the act of construction, which remains the Group’s core business.** The upstream portions of this chain include urban planning, property development, design and legal and financial engineering. The downstream portion consists in long-term services provided for the building or structure and its users.

- **Sustainable construction:** Bouygues Construction offers its customers a responsible approach which factors in all the technical, environmental and social issues that relate to it. On a technical level, the Group introduces efficient solutions throughout the lifecycle of a building, structure or neighbourhood and makes a long-term commitment to its customers on high levels of performance.

These two aspects enrich each other, and have been the driving force for our development for more than ten years, both in France and in international locations.

2/ Areas for development

Supporting this strategy, Bouygues Construction’s priorities for development are based on:

- **High value-added projects:** Bouygues Construction has developed high-level expertise in property development, public-private partnerships (PPPs) and concessions, in all the countries in which it operates. In the property development sector, Bouygues Construction draws on a network of specialist firms and on specific investment funds, especially for low-energy and high environmental quality buildings.

- **Energy and service businesses,** which complement the act of construction but are nonetheless an integral part of Bouygues Construction’s strategy. The Group is positioned on such high-potential markets as energy efficiency, smart grids and smart and communicating buildings. It designs comprehensive solutions that will generate recurrent revenues and a long-term outlook.

- **International development:** operating on every continent, the Group operates through sustained business carried out by very well established local subsidiaries, but also on major projects requiring a high level of technical expertise.
The complementary nature of the know-how present in the Group’s network of companies and functional departments allows it to play a key role in the four main stages of the value-creation chain (design, financing, construction and operation). It is positioned as one of the world’s leading players in certain types of projects (skyscrapers, tunnels, hospitals, luxury hotels and nuclear power plants).

1/ Public-private partnerships and infrastructure concessions

Bouygues Construction has developed acknowledged expertise in PPP operations, thanks largely to a considerable number of PFI (Private Finance Initiative) contracts won in the United Kingdom in the past ten years. The Group’s ability to direct design-build projects and its expert legal and financial engineering skills, along with its full-service offer, particularly in the field of facilities management once the building or structure has been handed over, combine to make it one of the world’s pre-eminent players in contracts of this type.

- The main projects under construction or recently handed over include: the City of Music on Seguin Island, Boulogne (France), the Ministry of Defence at Balard (France), the Gautrain rail link (South Africa), the Masan Bay bridge and Busan port (South Korea), the A41 and A28 motorways (France), prison complexes (France), the Bourgoin-Jallieu hospital (France), Highway 2000 (Jamaica), the Istria motorway (Croatia), Broomfield hospital (United Kingdom), etc.

2/ Project development

Bouygues Construction puts together property, financial and legal packages for all types of public and private construction projects (office blocks, social housing, industrial premises, public amenities, transport infrastructures, etc.). The Group also provides a wide range of services in the form of multi-year contracts.

- The main projects under construction or recently handed over include: police stations and gendarmerie headquarters (including Voiron, Meyzieu and Montereau-Fault-Yonne), Hôtel de la Villette (Paris) and the Porte des Poissonniers development (Paris), the St Antoine urban development zone (Cap d’Ail, France), etc.

3/ Skyscrapers

A leading player in skyscraper construction for more than 30 years, Bouygues Construction has acquired highly specialised expertise in these types of projects. After building a number of towers in Paris-La Défense, the Group has been involved in numerous other major projects, particularly in some of the world’s most prestigious international business districts.

- The main projects under construction or recently handed over include: MahaNakhon Tower (Bangkok, Thailand), Incity Tower (Lyon), T1 Tower (Paris-La Défense), First Tower (Paris-La Défense), Vista Tower (Paris-La Défense), Oxygène Tower (Lyon), QP District (Qatar), Sail@Marina Bay (Singapore), Prime Tower (Switzerland) and the International Waterfront (Trinidad and Tobago), etc.
4/ Tunnels

Bouygues Construction has been involved in a considerable number of tunnel projects. In China, the Group recently constructed the world’s widest tunnels (15.43 m), breaking its own world record for tunnel width, set in 2005 in the Netherlands (a tunnel on the line linking Brussels with Rotterdam and Amsterdam). The Group constantly innovates in this field; it has patented a number of technologies, including the Timby process, which can be used to construct a tunnel on the seabed.

- The main projects under construction or recently handed over include: rail tunnels in Hong Kong, tunnels for the A41 motorway (France), Port of Miami tunnel, Chong Ming tunnels (China), the New Tyne Crossing in Newcastle (UK), etc.

5/ Healthcare sector

The healthcare sector presents genuine commercial opportunities, and allows Bouygues Construction to carry out developments of very great complexity. These demanding, technical projects allow the Group to deliver its know-how by combining a range of internal skills.

- The main projects under construction or recently handed over include: the Surrey hospital in Canada, the Amiens, Calais, Toulouse, Bourgoin-Jallieu, Caen, Vesoul and Estaimping (Clermont-Ferrand) hospitals in France, the West Middlesex, Central Middlesex and Broomfield hospitals in the UK, etc.

6/ Luxury hotel sector

Bouygues Construction has acquired substantial expertise in building and renovating luxury hotels. The Group has many prestigious references in France to its credit (including the refurbishment of the majority of luxury hotels in Paris), along with a significant number of luxury hotel complexes in other countries, especially in the Caribbean (Cuba, Turks and Caicos), Russia and the United Arab Emirates.

- The main projects under construction or recently handed over include: Crillon (Paris), George V (Paris), Fouquet’s Barrière (Paris), Shangri-La (Paris), Royal Monceau (Paris), several luxury hotel complexes (Cuba), Hyatt (Ekaterinburg, Russia) and Ritz-Carlton (Dubai), Royal Mansour (Morocco), etc.

7/ Nuclear sector

With a number of major references in French nuclear facilities (Flamanville 1 and 2, Chooz, Haut Bugey, Saint Alban, Laser Mégajuole, etc.) and some flagship projects currently under way, Bouygues Construction is a prominent player in building, maintaining and decommissioning nuclear power plants in France and other countries. The Group is in the process of carrying out the civil works for the world’s first two EPR (European Pressurized Reactor) plants, at Olkiluoto (Finland) and Flamanville (France). In partnership with Vinci, it is currently building the new safe confinement shelter for the Chernobyl nuclear reactor (Ukraine).

- The main projects handed over or under construction include: many nuclear power plants currently operating in France, civil engineering for the Olkiluoto EPR (Finland) and the Flamanville EPR (France), and the new safe confinement shelter for the Chernobyl sarcophagus (Ukraine).
Shaping a better life means providing all our stakeholders with sustainable and 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.

A response to the environmental challenges raised by its activities and a source of growth for the company, sustainable construction is central to its research programmes. Bouygues Construction devoted 49% of its R&D investment to sustainable construction in 2013, compared with 32% in 2009. It has also put the issue at the heart of its strategy, launching a sustainable construction project in 2010 within the framework of Actitudes, its in-house sustainable development policy. Over and above the technological implications, the project concerns organisation, marketing and sales and worksite production methods. The aims are to develop innovative and practical solutions at every level of the company that promote sustainable construction.

With the aim of delivering practical and pertinent solutions to problems relating to the energy performance of its businesses and the size of their environmental footprint, Bouygues Construction introduced a new organisation in 2009, with an R&D, Innovation and Sustainable Construction Department, responsible for elaborating Group strategy on sustainable construction. It also directs the sustainable development policy, the specialist unit for sustainable construction, and R&D and innovation. It employs its own dedicated resources to finance Group-wide strategic research themes and coordinates the initiatives of the entities, which all run their own R&D programmes, mostly focused on improving the performance of materials and equipment, safety and the quality of work, making work less arduous and reducing environmental impact.

In 2012, a new Group Strategic Marketing department was created. In conjunction with the Group’s subsidiaries, it coordinates the development of customer offers in the context of sustainable construction and will strengthen the Group’s capacity to anticipate changes in its markets. The creation of this department is a first in the construction and public works sector.

1/ An annual cycle

All initiatives undertaken at both Group and entity level form part of an annual cycle that makes it possible to create a long-term innovation strategy. An R&D forum is organised at Group level every two years, alternating with the Group innovation competition and innovation competitions in each of the entities. These competitions attract entries from several hundred Group employees. To create more interaction between the various populations, Innovation Encounters were set up in 2007 with the aim of enabling specific topics to be studied in depth, such as positive-energy buildings, the sustainable construction index, robotics, concrete, digital modelling, etc.

Also in 2007, Bouygues Construction created the Materials Engineering Centre. It carries out R&D and innovation on materials and processes, furnishes technical assistance to the various entities during the preparation of bids and during projects, and provides training. In 2008, a Sustainable Construction structure was created, intended to supply expertise to Bouygues Construction’s technical and sales departments.

2/ Achievements and strategy

To design and develop solutions that meet the demands of its customers and of end users, Bouygues Construction has set up a new Innovation and Sustainable Construction division. It is responsible for reviewing stakeholders’ expectations and for identifying and evaluating the new technologies, materials and tools that can help protect the environment, and it seeks to forecast market trends.
The Group has selected a number of issues to work on, including:

- **Energy**: reduction of consumption in both new and renovated buildings, with the introduction of diagnosis, design and measurement tools that allow a genuine commitment on energy efficiency.

- **Carbon**: the CarbonEco® software tool, developed in-house, measures the carbon impact of buildings and structures. Low-carbon solutions are currently under study, primarily using concrete developed with Lafarge.

- **Resources and materials**: a database of eco-friendly products is available to entities, and procedures have been introduced to reduce water consumption in buildings.

- **Biodiversity**: methodological guides on urban biodiversity have been written and work on optimizing compensatory measures continues.

- **Health and comfort**: several interior air quality measurement campaigns have been carried out in order to reduce the level of pollutants.

- **Uses**: Bouygues Construction organises awareness-raising for users of buildings, showing them the eco-actions they can adopt in order to achieve better control of their energy consumption.

- **Eco-design**: in conjunction with the CSTB, the Group has developed Elodie®, a multi-criteria tool that assesses the life-cycle of buildings.

- **Construction sites**: a series of innovations have been developed to improve working conditions on construction sites (a robotised sander for ceilings and a robotised formwork-cleaner, etc).
Bouygues Construction launched its sustainable development policy in 2007. This policy organises and strengthens the initiatives taken by the Group’s subsidiaries in terms of corporate social and environmental responsibility. The policy was revised in 2012 and reorganised into four key themes which constitute a common working basis for all Bouygues Construction entities.

1/ Four key themes

Axe 1 - Environment and sustainable construction
Axe 2 - Customers and partners for a sustainable project
Axe 3 - Local commitment and community aid
Axe 4 - Respecting and developing employees

2/ A commitment to our customers and partners

Bouygues Construction strives to establish balanced, trusting relationships with its customers, partners and subcontractors.

- Widespread use of independent external organisations for customer satisfaction surveys to ensure free expression by participants.
- Partnerships for progress with subcontractors. Bouygues Construction appendes a “sustainable development charter” to its contracts. Subcontractors are thus expected to abide by the Group’s procedures with regard to working standards, health and safety, and environmental protection.
- Organisation of conventions for our partners and subcontractors in order to involve them in our Quality, Safety and Environment initiatives (meetings, task forces, training, etc.).
- Responsible purchasing policy: Bouygues Construction has compiled a database of products and equipment assessed in terms of eco-performance, including precast units, vehicles, external joinery, etc. It is updated on a regular basis.

3/ Social commitment

Bouygues Construction endeavours to remain a leader in terms of safety, to develop the skills of its employees, and to participate in the economic and social life of the regions in which it operates.

- All Group structures have measurable safety targets in place.
- Safety training for site workers, leading to the award of a “building permit”.
- Training in equal opportunities for recruitment managers and operational personnel.
- Agreement with EPIDe (an insertion agency run by the French armed forces).
- “Handicap Plus” programmes to improve the comfort of disabled people in buildings, going beyond regulatory requirements.
- Schools and clinics built and water supply points made available in proximity to international construction sites (e.g. Thailand, Cameroon, Equatorial Guinea, etc). Bouygues Construction focuses its actions on work opportunities, education, public health and disability.
4/ Pro-environmental commitment

The construction industry is responsible for consuming 40% of the planet’s natural resources. Bouygues Construction’s R&D initiatives focus on consuming less, more efficiently and with lower carbon emissions.

- A specialist unit for Sustainable Construction was set up in 2008, covering the energy efficiency of buildings, overall cost, the use of renewable energies, etc. It relies upon partnerships with key players in the sector, such as architects, engineering offices, materials producers, etc.
- Rollout of Projection, a software tool to evaluate the sustainable development performance of building projects. It is intended to encourage customers to adopt environmentally and economically optimal solutions.
- A five-year partnership with WWF (World Wide Fund for Nature) covering its timber procurement. In 2010, Bouygues Construction joined the Global Forest and Trade Network, becoming the first member in the French construction sector. The Group will increase the volumes of wood it purchases from forests that are managed according to the principles that guarantee the sustainability of resources, the preservation of biodiversity and social well-being.

5/ Bouygues Construction and sustainable construction

Sustainable construction is a strategic priority for all Bouygues Construction entities. This entails training programmes on the theme for technical and sales teams, proposing green design alternatives, and informing and supporting customers, as well as promoting decision-making tools such as Projection (a software package to assess the sustainable development performance of residential projects) and CarbonEco® (a software package for carbon audits applied to building and civil works projects).

6/ The Terre Plurielle corporate foundation

Terre Plurielle, the Bouygues Construction corporate foundation, was set up in 2009. It exclusively finances projects which are sponsored by Group employees and are strongly established in a given territory. This encourages teams to buy into the identification and follow-up of projects.

The projects fall into four specific categories:

- Healthcare, to promote public health (hygiene, access to treatment, life in hospital, etc.).
- Disability, to improve living conditions and facilitate access to education, employment, services and leisure activities for people with disabilities.
- Education, to facilitate access to knowledge and study for disadvantaged young people.
- Employment opportunities, to support companies and other organisations working to provide access to work and vocational training for disadvantaged people.

Terre Plurielle operates with a budget of €1.5 million over five years. It is governed by a Board of Directors along with a Selection Committee and a General Manager.

Since its launch in 2009, the Terre Plurielle foundation has supported more than 120 projects in some eighteen countries.

For more information, visit www.terreplurielle.org
Bouygues Construction’s sustainable construction ambition is expressed on a daily basis through its 54,400 employees. In 2012, Bouygues Construction continued its efforts to provide an environment in which they can flourish both individually and as a group, and which fosters their commitment both within and outside the company.

1/ Recruitment

Having created over 3,000 jobs in France and 7,500 elsewhere in the world in 2012, Bouygues Construction continues to be a major player on the jobs market, as well as an attractive employer for recent graduates. In the Trendence classification of students’ 100 preferred employers, the Group rose to 8th place among future engineers of both sexes, and to 5th place among female engineers. Its activity on social networks, the launch of an HR website in 2013, the various actions of the Student Ambassadors network and the digitisation of the Bouygues Construction Challenge are proof of its proactive stance.

Four new university partnerships were concluded in 2012, while nearly 2,500 interns were taken on, half of them subsequently joining the Group on permanent contracts. In December 2012, Bouygues Construction organised its first forum for students looking for an end-of-study internship or a first job. It resulted in the offer of nearly 300 internships and 30 first jobs, in all areas.

2/ Well-being in the workplace

- Health and safety

The safety of its employees is Bouygues Construction’s top priority. The Group’s accident prevention policy, which aims for “zero accidents”, is reflected on a day-to-day level by practical measures on all worksites, but also by high-profile operations that are intended to raise employees’ awareness. In 2013, several entities organised Health and Safety Days and halted their projects for several hours to carry out large-scale awareness-raising events. In April, Bouygues Bâtiment Ile-de-France involved all its employees, subcontractors and temporary workers, a total of some 6,500 people. In July, Bouygues Travaux Publics also brought more than 40 of its sites to a stop in eleven countries. Another Health and Safety Day with interruptions to all 600 of its construction sites in the French provinces and in Switzerland was organised by Bouygues Entreprises France-Europe in autumn 2013. In 2012, Bouygues Bâtiment International organised a world safety week. As a result of all these operations, a grand total of more than 20,000 employees benefited from consciousness-raising initiatives.

- Counselling and the prevention of work-related stress

All entities conduct satisfaction surveys, achieving response rates of 70 to 80%, and action plans are drawn up on the basis of the feedback. A Stress Observatory and a telephone hotline were set up. A questionnaire on employees’ mental health was rolled out in 2011 as part of their regular medical check-up and a first consolidated analysis was presented in 2012. The study showed that Bouygues Construction is in the average of the panel of companies audited by Preventis, a work-related stress prevention and management body, and helped to identify a number of points to monitor.

- Parenting

As a signatory of the parenting charter and a partner of the Parenting Observatory, the Group takes innovative action to ensure that parents are not penalised in their careers. In 2012, a framework
agreement was signed with two nationwide nursery networks in France, Les Petits Chaperons Rouges and People&Baby, so that subsidiaries can reserve places for their employees’ children.

- **Flexible and modular working time**

In order to take the specific characteristics of construction work into account, Bouygues Construction allows for latitude in the organisation of working time. To ensure flexibility and keep travelling to a minimum, most managerial staff carry laptops and have remote network access, while entity headquarters provide guest offices or work cubicles that can be used by mobile personnel. Expatriates on French contracts have regular home rotation periods when they return to France, helping them to maintain their professional, personal and family connections.

3/ **Personalised and flexible career paths**

Bouygues Construction has a highly proactive training policy based on in-house training centres at Bouygues Construction and in entities. This effort focuses particularly on sustainable construction, ethics and managing diversity. In 2012, Bouygues Construction University dispensed over 27,000 hours of training through a hundred or so Group-wide courses focusing on professional skills and common strategic issues. As well as belonging to a particular entity, employees join a skills or expertise network that encourages the sharing of best practices and collaborative working.

Internal mobility, which enhances personal fulfilment and encourages commitment, also remains a priority. Preference is given to filling vacancies from within the Group: over 1,500 employees benefited from geographical or professional mobility in 2012, not counting the hundred or so who moved to other parts of the Bouygues Group.

4/ **Making progress together**

- **Disability**

Through a network of disability officers in all entities, Bouygues Construction structures its commitments around four themes: raising awareness (disability events on work sites, training in disability management, etc.), recruitment (forums, disability cafés, job dating, etc.), keeping disabled people in employment (accessibility, adaptation of workstations), and subcontracting to the sheltered sector.

- **Gender diversity**

A gender diversity committee initiates and coordinates action. Bouygues Construction encourages the recruitment, at equal skill levels, of women in predominantly male jobs and managerial positions. Initiatives to increase the proportion of women in the workforce were stepped up in 2012, including training for female crane operators and formworkers and actions to raise awareness of construction industry trades among young women in schools and universities. Bouygues Construction also encourages women to develop their potential through targeted training, awareness-raising modules in managerial training courses, a women’s careers committee and the establishment of a Group-wide women’s network.

- **Age management**

All entities have concluded an older worker agreement. An age management committee has also been created to consider age-related issues and come up with initiatives in four areas: transmission of skills, employability, health and working conditions, and support into retirement.

- **Cultural diversity**

The management of intercultural issues is an unavoidable subject for Bouygues Construction, especially in terms of well-being in the workplace. A handbook has been produced to help managers
in areas such as how to handle requests relating to religious practices.

- **Aid**

Individual aspirations need to be combined with a sense of collective endeavour. Bouygues Construction’s mutual assistance scheme is a reflection of the company’s policy of helping its employees. The scheme’s 21,000 members pay a contribution to a fund, which is matched by the Group, which offers grants or loans to employees in difficulty (personal injury, unemployment of a partner, material damage, disabled or sick child, etc.).

The company also supports initiatives in the wider community. Since 2008, the corporate foundation, Terre Plurielle, has provided financial support to projects sponsored by employees in the areas of healthcare, education and the integration of disadvantaged people. In the context of its partnership with FACE, a French anti-exclusion charity, roughly 70 employees from all over France have volunteered to take part in the Job Academy, a scheme to provide individual and collective coaching to support young people from underprivileged urban neighbourhoods looking for work.
VIII. Principal ongoing projects

• France

CITY OF MUSIC IN SEGUIN ISLAND (BOULOGNE-BILLANCOURT)

A consortium headed by Bouygues Bâtiment Île-de-France has signed the contract for the City of Music on Seguin Island in Boulogne-Billancourt, near Paris, with the Hauts-de-Seine Department, in the context of a public-private partnership. The project awarded to the consortium consists in building (finance, design, construction) a new iconic cultural facility and developing its artistic influence through an international programme dedicated to all forms of music (artistic and commercial operation as well as maintenance for a period of 27 years).

This new 36,500 m² musical facility will be unique, combining concert halls, spaces for music teaching and training, recording studios, a seminar centre, restaurants and shops.

The project’s environmental credentials will be confirmed by several labels: HQE® Excellence, the Biodiversité Urbaine1 label and the HQU label level ***2.

• Start of works: March 2014
• Handover: June 2016
• Value of works: €170 m
• Architecture: Shigeru Ban and Jean de Gastines

RENOVATION OF THE HOTEL CRILLON (PARIS)

Bouygues Bâtiment Île-de-France has won a contract for the renovation of the Hotel Crillon, on the Place de la Concorde in Paris. It will be the first time that this prestigious hotel has undergone a major renovation since it opened in 1909.

The project involves a complete refurbishment of the 14,000 m² building, including entirely recreating the décor and extending the bedrooms. The comfort of guests will be improved with the creation of new restaurants and a basement housing a spa and pool.

• Start of works: summer 2013
• Handover: summer 2015
• Value of renovation: €100 m
• Architecture: Richard Martinet of Affine Design

1 Label instigated and awarded by the CIBI (Conseil international Biodiversité et Immobilier).
2 The Haute Qualité d’Usage label awarded by the CRIDEV (Centre de Recherche pour l'Intégration des Différences dans les Espaces de Vie).
**INCYTOWER (LYON)**

GFC Construction and Bouygues Bâtiment Île-de-France, subsidiaries of Bouygues Construction, are building an office tower in Lyon for Sogelym Dixence, known as Incity. The Incity Tower, which will replace the old UAP tower, deconstructed by Bouygues Construction, will form part of the transformation of the Part-Dieu business district in Lyon, the second largest in France. With 44,145 m² of floor space on 40 storeys, the new skyscraper will be a new landmark on the Lyon skyline. It will accommodate around 2,700 employees.

The tower has been designed in line with the principles of sustainable construction. Incity will feature a thin double-skin facade (internal double glazing and external single glazing), which will insulate the building while encouraging good airflow. The wide glazed facade will allow natural daylight to enter and so restrict the need for artificial light. The tower will be equipped with energy-efficient systems.

In all, the building will consume less than 90 kWhPE/m²/year, as compared to between 300 and 800 kWhPE/m²/year for the previous generation of office towers. This will be the first tower in Lyon to be awarded the BBC® low-consumption label, and it will also be seeking double certification (HQE® and BREEAM® Excellent).

- Start of works: April 2013
- Handover: October 2015
- Value of works: €124 m
- Architecture: Valode & Pistre and AIA architects

**RENOVATION OF THE RITZ HOTEL (PARIS)**

Bouygues Bâtiment Île-de-France was declared the winner of the tender for the refurbishment of the celebrated Ritz Hotel, situated in the Place Vendôme in Paris. The luxury hotel is to be totally refitted. This will encompass complete refurbishment of the decoration and renovation of the historic areas, while preserving the spirit of the iconic institution.

The comfort of guests will be greatly improved by the creation of a summer restaurant with a sliding glass roof, a larger number of suites, an extension to the ballroom and incorporation of the latest technological innovations.

- Start of works: July 2012
- Handover: end of 2014
- Value of renovation: €140 m
- Architecture: Didier Beaumtemps of the Atelier Cos
FUTURE LAW COURTS COMPLEX (PARIS)

- Start of works: summer 2013
- Handover: end of 2016
- Value of project:
  design-build: €575 m
  facilities management: €12.8 m
- Architecture: Renzo Piano (Renzo Piano Building Workshop)

The Arelia consortium and the Etablissement Public du Palais de Justice de Paris (the governing body of the Paris Law Courts) have signed a contract for the financing, design and construction of the new Paris Law Courts complex, and the provision of maintenance and upkeep services for a period of 27 years. Bouygues Bâtiment Ile-de-France will be responsible for design and construction, for a total of €575 million. Exprimm, a subsidiary of Bouygues Energies & Services, will provide facilities management services for the complex for an annual sum of €12.8 million.

The future Paris Law Courts building will unite five facilities currently spread all around Paris in a single location.

Designed by the architect Renzo Piano for the Renzo Piano Building Workshop, the project consists in the construction of a 160 m-tall edifice composed of separate functional elements which allow for more than 1 hectare of open-air terraces planted with trees and a podium housing more than 90 courtrooms.

The future law courts complex will set a new benchmark for energy consumption in a very tall building.

MINISTRY OF DEFENCE AT BALARD (PARIS)

- Start of works: January 2012
- Handover: January 2015
- Value of project:
  design-build €745 m (€500 m for Bouygues Bâtiment Ile-de-France)
  facilities management €534 m
- Architecture: Nicolas Michelin & Associés and Atelier 2/3/4

Bouygues Bâtiment Ile-de-France and Exprimm, forming part of Opale-Défense, won a contract to finance, design and construct the French Ministry of Defence at Balard, in the southwest Paris, along with operation and maintenance of the complex for 30 years. The project was designed by two firms of architects (Nicolas Michelin & Associés, who coordinated the overall architectural project, and Atelier 2/3/4) and the engineering consultant Iosis. It comprises the construction of the main ministry building on the western part of the site (140,000 m²) along with a vast redevelopment operation for the eastern part (170,000 m², including 120,000 m² of refurbishment.

Works began in January 2012, and will involve 2,500 people at peak periods. Substantial technical resources will be employed, most notably 25 tower cranes. Almost all the buildings will be available by the start of 2015.
Arema (a consortium whose members include GFC Construction and Exprimm, subsidiaries of Bouygues Construction) is working on the reconfiguration of the Stade Vélodrome football stadium in Marseille and the surrounding area, under the terms of a public-private partnership. The stadium will be entirely modernised and upgraded to comply with international standards, specifically with a view to Euro 2016. The configuration of the stadium will put it in the UEFA “elite” class. Total spectator capacity will be increased to 67,000 from the current level of 60,000, including 6,000 VIP seats.

The stadium will remain in operation during the entire period of building works, with space available for up to 42,000 spectators. The adjoining rugby stadium (the Stade Delort) will also be redesigned. The partnership contract also includes the development of an adjoining 100,000 m² property complex which will comprise offices, a shopping centre, two hotels, a health centre, serviced apartments and housing.

Arema will also be responsible for operating the Stade Vélodrome for 35 years.

PARIS PHILHARMONIC HALL

Bouygues Bâtiment Ile-de-France is a member of the consortium that signed a contract to build the Paris Philharmonic Hall and to operate and maintain it for 15 years. This building will be one of the first projects to be completed in the context of the Grand Paris urban renewal plan. It will include a 2,400-seat auditorium, eight rehearsal rooms, secondary performance spaces, a teaching centre and administrative offices.

The structure will be built on the hill of the La Villette park. The entire roof will provide walkways open to the public, while the exterior will be dominated by a 60 metre-tall giant screen which will be used to publicise forthcoming performances. The building and gardens will then be operated and maintained for 15 years by Cofely, a subsidiary of GDF Suez. The car parks will be managed by QPark.
**THE SAINT-QUENTIN-EN-YVELINES VELODROME**

In the context of a public-private partnership, Bouygues Construction has built the Saint-Quentin-en-Yvelines velodrome. The contract covered the finance, design and construction of a sports facility dedicated to cycling, as well as operation and maintenance for 30 years. It will accommodate up to 5,000 spectators, 3,500 of them in fixed seating, and will incorporate the world’s first 250-metre long, 8-metre wide cycle track with a constant radius of 23 metres. The French Cycling Federation has installed its headquarters in the building. The project also includes the construction of the first covered BMX track in Europe, as well as accommodation facilities and a restaurant. The project is being carried out alongside a 35,000 m² property development programme which mainly consists in the construction of a hotel, accommodation for students and research workers, offices and shops.

The entire project will abide by the principles of sustainable development:
- Optimisation of energy needs and consumption according to the facility’s operational cycles,
- Recovery of rainwater to meet the site’s needs,
- Protection of wildlife,
- Impact of the project on the local economy (local subcontracting and creation of 500 new jobs).

**METZ-THIONVILLE HOSPITAL**

Pertuy Construction and Quille Construction, two subsidiaries of Bouygues Construction, were members of a consortium that built the new Metz-Thionville hospital in Eastern France. The project included the design and construction of a hospital consisting of a central medical and technical unit and three groups of wards organised according to specialities.

The 80,000 m² hospital complex has 640 beds and stands on 12.5 hectares of land.
THE AMIENS-PICARDIE TEACHING HOSPITAL

Bouygues Bâtiment Ile-de-France and Bouygues Entreprises France-Europe are building the new Amiens-Picardie teaching hospital as general contractor. The new 126,000 m² hospital complex will group together departments now located in the Amiens northern hospital as well as units currently scattered around different parts of the city (maternity, ophthalmology, etc.). It will include 791 beds, 30 operating theatres, and a 500-space basement car park.

- Start of works: September 2009
- Handover: mid 2014
- Total value: €260 m
- Architecture: AART International

FLAMANVILLE EPR NUCLEAR PLANT

The French power utility, EDF, awarded the main package for the construction of the buildings that will house the future new-generation nuclear reactor at Flamanville to Bouygues Construction. The contract includes the entire civil engineering works for the nuclear power plant. It is being carried out by a consortium including Bouygues Travaux Publics (lead company), Quille (a Bouygues Construction subsidiary based in Rouen) and Baudin-Châteauneuf (a steel frame constructor). The Flamanville 3 nuclear plant will house a European Pressurised Reactor (EPR) with a capacity of approximately 1,600 megawatts. It will consist of around ten industrial buildings, including the turbine building and the reactor building, which will be built in pre-stressed concrete with a steel liner to ensure leak-tightness.

- Start of works: October 2006
- Total value of project: over €300 m

A28 MOTORWAY BETWEEN ROUEN AND ALENÇON (NOW IN OPERATION)

Design, construction and operation as a concession of the stretch of the A28 motorway linking Alençon and Rouen. Completed in 2005, the stretch is now being operated by Alis, a company in which Bouygues Construction is a shareholder, for a period of 62 years. The 125 km-long four-lane stretch of motorway incorporates 103 engineering structures, two viaducts, interchanges with the A13 and A88 motorways, lay-bys and parking zones, service stations, an operations centre and a maintenance zone.

- Handover of works: October 2005
- Period of concession: 62 years
- Total value of project: €700 million
**Lighting of the City of Paris**

Bouygues Energies & Services, leader of the Evesa consortium, manages the street lighting and traffic lights energy performance contract signed with the City of Paris.

The contract includes project management support plus the operation and maintenance of approximately 180,000 light points for street lighting and 140,000 traffic light lamps, as well as upgrading and servicing all the street lighting, traffic signalling and safety installations.

Bouygues Energies & Services has undertaken to meet the targets of the Paris Climate Plan through sustainable management of public lighting: renovating equipment, replacing energy-intensive lights with more efficient units and installing innovative lighting and new technologies, such as LED lights. Ultimately, these measures will enable the City of Paris to economise 30% of electrical energy by comparison with the consumption of these installations at the start of the contract.

- Length of public service delegation contract: 10 years
- Value of contract: €360 to €450 m per year (according to variable part of orders)
- 180,000 light points for street lighting, 300 illuminated sites and 140,000 traffic light lamps
- 30% reduction in energy consumption

**Street Lighting, Lille**

Since 2004, the technical and financial management of street lighting in the city of Lille and the neighbouring towns of Hellemmes and Lomme has been delegated to Bouygues Energies & Services. As a result, the municipalities are able to reduce their operating costs, improve safety for people and property, optimise public investment, raise the profile of lighting as a public service and promote the image of the local authority. The project is based on the principles of sustainable development.

- Length of public service delegation contract: 8 years
- Value of contract: €4.4 m per year
- 22,500 light points
- 70% of the installation modernised in 8 years
- 40% reduction in energy consumption
**International**

**Brickell City Centre, Miami, United States**

AmericaRibe, an American subsidiary of Bouygues Construction, which teamed up with the American construction firm John Moriarty & Associates of Florida, has won a contract worth approximately $520 million (roughly €400 million) to build the first phase of a mixed-use project in Miami for Swire Properties, South Florida’s leading international real estate developers. AmericaRibe’s share of the contract is worth around $260 million (approx. €200 million).

Brickell CityCentre is a mixed-use development with a total area of around 502,000 m², minutes away from downtown Miami. The project’s first phase includes a luxury shopping centre of more than 46,000 m², two residential towers with 820 apartment units, a 263-room hotel with 89 serviced apartments, a wellness centre and an office building. The project is LEED® registered for Neighbourhood Development, currently one of the largest in the United States.

- Start of works: June 2013
- Handover: 3rd quarter 2015
- Value of works: €200 m
- Architecture: Arquitectonica

**Tuen Mun Tunnel in Hong Kong**

Through two of its subsidiaries, Dragages Hong Kong and Bouygues Travaux Publics, Bouygues Construction has won a €1.15 billion contract for the construction of a 4.2-kilometre undersea road tunnel in Hong Kong. It is the largest design-build contract ever awarded in Hong Kong.

The project consists in constructing an undersea twin-tube tunnel, each tube with two traffic lanes and 14 metres in diameter. The tunnel will link the New Territories, north of Hong Kong, to Lantau Island, where the international airport is located. It will be bored 50 metres below sea level, which will constitute a record depth for Bouygues Construction. The project will entail working in an environment in which pressure is high (over 5 bar).

The project will be carried out in compliance with strict environmental standards with regard to marine ecology, water quality, noise impact and waste management. The two ventilation buildings powered by wind energy that will be constructed to the north and south of the tunnel have been designed to qualify for BEAM Plus Gold rating.

- Start of works: August 2013
- Handover: December 2018
- Value of works: €1,150 m
**ABIDJAN BRIDGE, IVORY COAST**

Bouygues Travaux Publics, as the leading firm in the Socoprim project company, is responsible for the design and construction of a 6.4-kilometre highway in Abidjan, Ivory Coast, along with operation and maintenance for 30 years. This project, in which the construction works represent a total of €232 million, is one of the very first concessions in West Africa. The highway will incorporate the third Abidjan bridge (the Henri Konan Bedié bridge), 1.5 kilometres long, and the Valéry Giscard d'Estaing interchange. The Henri Konan Bedié bridge will consist of two three-lane carriageways over 1.5 kilometres. It will link two of the city's major districts, Riviera (in the north) and Marcory. When completed, 100,000 vehicles per day will be able to use the new road infrastructure.

- Start of works: September 2012
- Handover: 2014
- Value of works: €232 m

**FIRST SECTION OF THE HONG KONG – MACAO BRIDGE**

Dragages Hong Kong and VSL, in a consortium with the contractor China Harbour, are constructing the first section of the bridge between Hong Kong and the cities of Zhuhai and Macao. The value of this contract makes it the largest design-build contract ever awarded in Hong Kong. The consortium will construct a section of the bridge measuring 9.4 kilometres, from the International Airport Island to the boundary of Hong Kong territorial waters. It will support a three-lane dual carriageway over Hong Kong's deep western waters.

The Hong Kong - Zhuhai - Macao bridge is one of ten major infrastructure projects launched by the Hong Kong government since 2007.

- Start of works: mid 2012
- Handover: 2016
- Total value of contract: €1.25 bn (including provisional sums)
Bouygues Thai is constructing the MahaNakhon Tower, in the business district of Bangkok. The 77-storey building will be 314 metres tall, which will make it the country’s tallest skyscraper when it is handed over, as well as the tallest ever built by Bouygues Construction. It will contain a shopping centre, luxury apartments and a hotel.

- Start of works: August 2012
- Handover: December 2015
- Value of project: €52 m
- Architecture: OMA

Bouygues Thai is constructing three residential towers and an office block in the very fashionable business district of Ploenchit, in Bangkok. The three residential towers, which will have 14, 47 and 52 floors (180 metres), will contain around 1,450 apartments, ranging from one room to three rooms. The office building will have three storeys. At peak periods, approximately 1,800 employees will be working on the site, which is situated in a very dense urban environment.

This project is the fourth collaboration between Bouygues Thai and Noble Development plc, proof of the customer’s confidence in the Group.
TRADE AND INDUSTRY TOWER, HONG KONG

Dragages Hong Kong is responsible for the design and construction of a new office tower known as the Trade and Industry Tower. This 22-storey building, which offers roughly 67,000 m² of floor area, will house various departments of the Ministry of Trade and Industry. The tower will implement high environmental standards and will seek to qualify for LEED gold certification. Landscaping is a crucial part of the project. In all, more than 30% of the total site area will be planted.

- Start of works: January 2012
- Handover: 2014
- Value of project: approx. €207 m

CUBE 8 AND CONCORD CONDOMINIUM, SINGAPORE

Dragages Singapore carried out a design-build contract for the construction of two residential towers, with a podium and a car park basement. One tower, called Cube 8, consists of 177 apartments on 36 storeys, while there are a further 157 apartments on 36 storeys in the second tower, Concord Condominium. The total surface area of both buildings is 71,000 m².

- Start of works: August 2010
- Handover: 2013
- Total value of project: €93 m
The Tangiers Med 2 Container Port, Morocco

After completing the Tangiers Med 1 port complex and the roll-on/roll-off port, Bouygues Travaux Publics and Bymaro (subsidiaries of Bouygues Construction) are now constructing two new container port terminals (Tangiers Med 2), which will offer additional capacity of 5.2 million containers. The operation for the Tangiers Mediterranean Special Agency is being carried out by a consortium which also includes Saipem, Besix and Somagec. The consortium will be responsible for building a 3,700-metre long main breakwater and a 950-metre secondary breakwater, 2,800 metres of quay, and a 150-hectare logistics platform. The breakwaters will primarily be constructed with the use of precast four-lobed caissons and piled up rocks protected by Accropodes™. The caisson technique has a number of advantages, above all that of considerably reducing environmental impact as it reduces both the footprint of the project and the volumes of materials used.

QP District, Qatar

Working alongside Qatari partners Midmac Contracting Company and Aljaber Engineering, Bouygues Bâtiment International is currently constructing a 700,000 m² real estate development in Qatar. Located in the new West Bay business district in Doha, this huge development will include nine office towers ranging from 18 to 52 storeys, a 5-star hotel with over 400 rooms, a shopping centre, a conference centre and a mosque, as well as all the necessary car parks and other exterior facilities. The works are being carried out in a particularly difficult environment because of the cramped nature of the site.

- Start of works: September 2009
- Handover: 2014
- Total value: €950 m (60% Group share)
SPORTS HUB, SINGAPORE

As a member of the SHPL consortium\(^3\), Dragages Singapore won a contract for the Singapore Sports Hub. This public-private partnership covers the financing, design and construction of the sports facility, plus facilities management for 25 years. It is the world’s largest PPP contract for a sports infrastructure. The Sports Hub is a huge integrated sports and leisure complex located on a 35-hectare site. Among the facilities are the 55,000-seat New National Stadium, an aquatic centre, a multi-sports hall, the existing Singapore Indoor Stadium, an exhibition centre, a sports museum and sports federation offices, plus 41,000 m\(^2\) of shopping and dining facilities. The works will involve up to 2,500 employees.

- Start of works: September 2009
- Handover: April 2014
- Value: €770 m (Group share)

VANCOUVER HOSPITAL, CANADA (NOW IN OPERATION)

In October 2008, Bouygues Bâtiment International signed a 30-year concession contract for the financing, design, construction and operation/maintenance of a hospital building in Surrey, British Columbia (Canada). This public-private partnership operation is Bouygues Construction’s very first building contract in North America. The 30,000 m\(^2\) building incorporates facilities for outpatient consultations and day-surgery operations. Bouygues Energies & Services, in partnership with the Helios group, is responsible for all facilities management services for the building throughout the 30-year period of the concession.

- Start of works: October 2008
- Handover: mid 2011
- Value: over €230 m (€168 m for design/build and €65 m for operation and maintenance)

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\(^3\) Dragages Singapore (lead partner), HSBC Infrastructure Fund III (an investment fund managed by the HSBC group and specialised in PPP projects), United Premas (a Singapore-based facilities management company ranked No 1 in Southeast Asia, a subsidiary of Australia’s UGL Limited) and Global Spectrum Pico Pte Ltd (a subsidiary of the US company Comcast Spectator, specialised in venue management)
KAI TAK CRUISE TERMINAL, HONK KONG

Dragages Hong Kong was responsible for designing and constructing a harbour terminal for cruise ships, along with supporting facilities, in Hong Kong. The installation, which is located to the south of the former runway of the former Kai Tak airport, is capable of simultaneously berthing two 8,000-passenger mega cruise liners.

Designed by architects Foster + Partners and Wong Tung & Partners, the building consists of a three-storey open plan landscaped structure. The absence of columns allows highly modular use of space. The project complies with the demands of Hong Kong BEAM certification with regard to the precepts of sustainable construction, combining energy saving measures with a focus on the building’s long-term performance: reduced energy consumption, renewable energies, recycling, etc.

The works required a workforce of roughly 3,000 during peak periods.

BROOMFIELD HOSPITAL, UNITED KINGDOM (NOW IN OPERATION)

Bouygues Construction’s British subsidiaries built Broomfield Hospital (in south-east England, near London). This Private Finance Initiative (PFI) provided for the refurbishment of the existing hospital and extended it to 43,000 m². It also covered the installation of network infrastructure and all medical equipment.

The new hospital includes more than 330 beds, five operating theatres, three endoscopy rooms, a maternity unit with two operating theatres and a neonatal intensive care unit. Bouygues UK carried out all the construction work and Ecovert FM will provide facilities management services for 33 years (building maintenance, energy and utilities management, laundry, catering, etc.).
Bouygues Travaux Publics, along with partners Hyundai Development Company, CMA CGM, KMTC, Kukje Transportation Co Ltd, and KCTC, as well as BPA (Busan Port Authority) and Macquarie Korea Infrastructure Fund, signed a construction and 30-year concession contract in January 2008 for one package of South Korea’s new Busan Harbour. The new harbour project is divided into four packages, to be built and operated by four different concession companies. It replaces the previous Busan port, which was located in the centre of the city, and will be better able to respond to strong growth in maritime container traffic.

Located on South Korea’s south-eastern coast, it is well placed to serve local and international markets, particularly China. As part of its package, the Group was responsible for design and civil works, along with the supply of handling facilities (container gantry cranes and other harbour cranes, shuttle carriers, etc.). The first phase consisted in treating the ground and carrying out extensive earthworks to reclaim 84 hectares of land from the sea. Concrete caissons were then installed to form the four quays at which container ships berth. All the equipment (gantries, cranes and shuttle carriers) is fully automated.

- Start of works: January 2008
- Handover: end of 2011
- Total value: €703 m (Bouygues Travaux Publics share: €250 m)
GAUTRAIN RAPID RAIL LINK, SOUTH AFRICA (NOW IN OPERATION)

Bouygues Travaux Public, a member of the Bombela concession company, has carried out the civil works for the Gautrain Rapid Rail Link project. This Public-Private Partnership contract covers the financing, design, construction, operation and maintenance of the rail network. The project is intended to alleviate traffic congestion between Johannesburg and Pretoria. The journey time between Johannesburg and the international airport is shortened to less than 15 minutes. A bus network complements the rail system, providing a distribution and feeder service for passengers within a 10-kilometre radius of the stations. The first section of the network links Sandton to the OR Tambo international airport, and the second runs between Pretoria (Hatfield) and Johannesburg.

The 80-kilometre rail system incorporates 15 kilometres of tunnels, 11 kilometres of viaducts and bridges and 10 stations (three of which are underground). It will also include a maintenance depot, a traffic control centre and 11,000 parking spaces in close proximity to the stations, to attract potential users of the new rail link.

All the construction works are guided by an Environmental Management Plan (EMP), with the replacement of trees removed, monitoring of noise levels, dust management, etc. As part of a social and economic development programme for Gauteng province, virtually all the site workers have been hired locally. A large number of indirect jobs have also been created. In addition, a major skills transfer programme has been put in place, targeting small and medium-sized enterprises and local communities.

HOME OFFICE, LONDON (NOW IN OPERATION)

Bouygues UK and Ecovert FM, Bouygues Construction’s British subsidiaries, carried out the Home Office project in London.

The project consisted in demolishing three towers built in the 1960s in the heart of London, and replacing them with the new headquarters of the Home Office, capable of accommodating roughly 3,500 civil servants in 55,000 m² of office space. The project also included the design and construction of a residential complex (combining social housing, luxury flats, shops and a day-nursery) adjacent to the Home Office. Full facilities management services will be supplied by Ecovert FM for a 26-year period.

- Start of works: March 2002
- Handover: January 2005
- Total value of works: €325 m
- Total value of operation and maintenance: €15 m per year (approx. €380 m in total)
- Architecture: Terry Farrell
HIGHWAY 2000, JAMAICA (NOW IN OPERATION)

Bouygues Construction constructed the 34-kilometre stretch of motorway linking Kingston, capital of Jamaica, and Mandeville, a bauxite mining town in the west of the island. The concession company, Highway 2000, will be responsible for operating and maintaining the infrastructure until.

- Start of works: February 2002
- Handover: end of 2004
- Total value of project: €330 m

ISTRIA MOTORWAY, CROATIA (NOW IN OPERATION)

Bouygues Travaux Publics constructed the Istria motorway in Croatia in three distinct phases:

**Phase 1A**
Design and construction of a two-lane motorway, 42 kilometres long. Works carried out by Bouygues Travaux Publics consisted of earthworks and drainage, construction of engineering structures and roadway, along with the restoration of the network of local access roads, as well as the civil works required for the toll plazas, service stations and rest areas. The company was also responsible for bringing the road equipment into service.

**Phases 1B1 and 1B2**
Construction of a 42-kilometre two-lane motorway consisting of six interchanges, a toll plaza, rest areas, a 1,376-metre launched bridge and 25 engineering structures.

**Phase 1B3**
13 km of two-lane expressway between Vodnjan and Pula. 19 engineering structures will be built on this stretch.

- Start of works: 1997
- Handover of final phase: 2007
- Total value of project: €270 m
IX- A selection of prestigious projects

• France

LES GRESILLONS WASTEWATER TREATMENT PLANT (TRIEL-SUR-SEINE)

Bouygues Travaux Publics was responsible for earthworks and civil engineering for the plant, construction and fit-out of buildings, and the construction of roads and related works. Staff housing was also built for personnel of the Paris regional wastewater authority operating the plant. This is the second phase of the project; the first, also constructed by Bouygues Travaux Publics, was inaugurated early in 2008. The extension triples the plant’s capacity, from treatment of 100,000 m$^3$ of wastewater per day to 300,000 m$^3$: it is now capable of handling the sewage discharged daily by the equivalent of a population of between 1.5 million and 2 million people. It is also capable of complying with very stringent standards of sewage treatment, in line with the objectives of the European Union’s Water Framework Directive. Attesting to the quality of construction its very low environmental impact, the facility qualifies for High Environmental Quality (HQE) certification.

• Start of works: September 2008
• Handover: March 2012
• Total value: €312 m (Bouygues Travaux Publics share: €90 m)
• Architecture: HB architects, Alain Farel, Atelier Acanthe

FIRST TOWER, PARIS LA DÉFENSE

The renovation of the former Axa Building is part of a major programme to modernise the La Défense business district, in order to ensure that it continues to appeal to users and investors. It is a world first in terms of scale and technical complexity. The building comprised three wings, and originally stood 155 metres tall (40 storeys above ground); it was raised by ten storeys to reach a total height of 231 metres, making it the tallest building in France. One of the wings has been lowered, to achieve a 10-storey stepped cut-back. The floor space has been increased by roughly 10% to 87,000 m$^2$. The entire structure has been reinforced and the building skin has been totally rebuilt with approximately 50,000 m$^2$ of glazing and curtain walling, including 30,000 m$^2$ of naturally ventilated double-skin facade. Designed and constructed with a far-reaching approach to sustainable development, the First Tower was awarded High Environmental Quality (HQE®) certification.

• Start of works: January 2008
• Handover: March 2011
• Value: over €300 m
• Architecture: KPF and SRA Architects
AUBERVILLIERS SHOPPING CENTRE

Bouygues Bâtiment Ile-de-France and Brézillon have built a large shopping in Aubervilliers, in the northern suburbs of Paris, for Icade and Klépierre. With a surface area of 56,000 m², the complex, designed by architect Antoine Grumbach, also houses 20,000 m² of offices. Located near the Boulevard Périphérique (the inner ring road around Paris), it has been awarded high environmental quality (HQE) certification. A 2,800-space car park was also built. The complete complex stands in a pleasant setting designed by landscaper Michel Desvignes to reflect the themes of water and nature.

- Start of works: July 2008
- Handover: March 2011
- Value: €212 m
- Architecture: Antoine Grumbach

ROYAL MONCEAU HOTEL, PARIS

Bouygues Bâtiment Ile-de-France has carried out a thorough refurbishment of the Royal Monceau, a celebrated luxury hotel in Paris with a floor area of 14,000 m². The number of rooms was reduced from 220 to 150. The hotel also provides a spa/fitness centre which incorporates the largest hotel swimming pool in Paris, two restaurants, a ball-room, a cinema, a garden, 11 luxury apartments and a business centre. Philippe Starck is responsible for the interior design of the building. This contract illustrates Bouygues Construction’s know-how in constructing and refurbishing luxury hotels.

- Start of works: August 2008
- Handover: October 2010
- Value of project: €104 m (Group share: €36.3 m)
- Architecture: Didier Poignant
As part of the Issy Mozart development project, Bouygues Bâtiment Île-de-France constructed a 24-storey, 100 metre-tall office building which was awarded High Environmental Quality (HQE®) certification. The project also includes a 3-storey building called The Wave, which provides the main access to Mozart Tower. Thanks to the infrastructures already in place beneath the tower block and the third building of the Issy Mozart development, three underground floors house the service areas along with a 757-place car park. The complex became the headquarters of Bouygues Telecom. It won a first prize at the “Eco Building Performance 2007” exhibition.

- Start of works: January 2008
- Handover: April 2010
- Total value of project: €155 m
- Architecture: Arquitectonica

Construction of a 57,000 m² technical centre for Bouygues Telecom, incorporating a 23,000 m² “green office”. A wood-fired cogeneration boiler has been installed, which produces heat in the winter and generates electricity in the summer.

- Start of works: July 2007
- Handover: September 2009
- Value of project: €134 m
- Architecture: Valode & Pistre
OXYGÈNE TOWER, LYON

Two of the Group’s subsidiaries, GFC Construction and Bouygues Bâtiment Ile-de-France, jointly constructed the Oxygène Tower, situated in the heart of the Part-Dieu business district in Lyon. The 28-storey skyscraper stands 115 metres tall, making it the second-tallest building in Lyon, after the Crédit Lyonnais Tower (known as “The Pencil”), which is 162 m tall. The Oxygène Tower provides 29,500 m$^2$ of office space. To improve energy performance, it has ventilated double-skin facades and most of the offices benefit from natural daylighting.

- Start of works: July 2007
- Handover: March 2010
- Value of works: more than €100 m
- Architecture: Arte Charpentier

WOMEN’S, CHILDREN’S AND HAEMATOLOGY UNIT, CAEN UNIVERSITY HOSPITAL

Rouen-based Bouygues Construction subsidiary Quille is responsible for the design and construction of the Women’s, Children’s and Haematology unit of Caen University Hospital. Located on the “pearl coast” site in Caen, the 345-bed facility brings under one roof all services for mothers and children, currently spread out on different sites. Clinical haematology patients are also cared for in the new 4-storey block. This project, financed under the 2007 Hospital Plan, was concluded in the framework of a long-term hospital lease. Exprimm, the Group subsidiary specialising in facilities management, is responsible for the building’s multi-technical maintenance, renewing facilities and operating services.

- Start of works: March 2006
- Handover: April 2009
- Total value of project: €70 m
- Architecture: Architecture Studio
THE COUESNON DAM, MONT SAINT-MICHEL

In order for Mont Saint-Michel (a UNESCO world heritage site) to become an island again, Quille carried out construction works, as a part of a consortium, on a new dam on the Couesnon River that flows into the bay. The dam should free the island from the stranglehold of the sand and marshes that surround it. In addition, the causeway and car park will be replaced by a bridge along which a shuttle will operate.

Civil engineering consortium: Quille (consortium leader), Mastelloto.

- Start of works: March 2006
- Handover: end of 2008
- Total value of project: €12 m

THE THONON-LES-BAINS BYPASS

A consortium comprising Bouygues Construction subsidiaries DTP Terrassement, specialised in land infrastructures, and Lyon-based GFC Construction along with Perrier TP carried out the works on the Thonon-les-Bains bypass.

- Start of works: January 2006
- Handover: summer 2008
- Value of project: €10 m

BRIDGE ACROSS THE RIVER LOIRE

GFC Construction and DV Construction, Bouygues Construction subsidiaries based in Lyon and Bordeaux respectively, were members of a consortium that built a 270 m long suspension bridge on the re-routed RD 498 highway, near the town of Saint-Just-Saint-Rambert. The structure crosses the river without any intermediate support in the riverbed. To ensure the structure is integrated into the environment, natural habitats have been preserved, embankment vegetation has been protected and environmental impact kept to a minimum.

- Start of works: January 2006
- Handover: March 2008
- Value of works: €10 m
ZENITH CONCERT HALL, STRASBOURG

Pertuy, a Bouygues Construction subsidiary based in Nancy, built the Zenith arena in Strasbourg. Elliptical in shape, this huge concert hall is modular to allow for seating capacities ranging from 1,800 to 10,000. This innovatively designed architectural project, with walls that can be tilted at varying angles, is draped from the outside with a tensioned orange glass fibre membrane. With a single 100 m span, the metal frame eliminates the need for interior supporting columns.

- Start of works: March 2006
- Handover: December 2007
- Value of contract: €50 m
- Architecture: Massimiliano Fuksas

THE LASER MÉGAJOULE, NEAR BORDEAUX

Several Bouygues Construction Group companies were contracted to perform the civil engineering and speciality trades (elevators, overhead travelling-cranes, heavy doors, etc.) for the Laser Mégajoule nuclear test centre at Le Barp, near Bordeaux. Located in the centre of the building, the experiment room is encircled by two halls housing 240 beamlines. This room is enclosed by two successive walls 1 and 2 metres thick, a 2.50 m thick floor and a 1.40 m thick ceiling. To meet stringent stability constraints, the building’s foundations have been designed to stop vibrations that could be caused by certain geological phenomena (soil compression, wind, rising water table, etc.).

- Owner: French Atomic Energy Commission
- Start of works: March 2003
- Handover: June 2007
- Value of contract: €135 m
EXTENSION OF MONACO HARBOUR

After creating the outer harbour in 2001, Bouygues Travaux Publics carried out works to modify the north and south breakwaters and built a new quay (Quai Louis II). Situated between the northern breakwater and the outer breakwater, this accommodates the new yacht club at its end. The new quay has created a submerged mole for large cruise ships to anchor, and provides mooring points at the south end of the harbour.

- Start of works: May 2005
- Handover: April 2007
- Value of project: €54 m

THE STADE DE FRANCE, SAINT-DENIS

Design, construction, operation and maintenance of a stadium with 80,000 covered seats and a total of 36,000 m² of net useable surface. Built on a 14-hectare site, the Stade de France features an elliptical disk-shaped roof suspended 42 metres above the pitch. The playing surface is sunk below natural ground level, reducing the external height of the imposing stadium.

To create space for an athletics track, the lower stands, which consist of 10 metal and concrete structural elements, are mobile and can be pushed back 15 metres under the upper section, via a system comprising sliding supports and air cushions. The stands maximise the number of spectators seated along the length of the pitch, where visibility is best.

Outside the stadium, a 4-hectare plaza and a ramp give ground-level access to 25,000 seats, while the remaining seats are reached via 18 stairways located on the exterior of the building. These stairways also lead to a circular gallery offering a panoramic view of Sacré-Coeur in Montmartre and the St Denis Basilica. The Stade de France has 148 boxes and 6,000 VIP seats, 2,000 m² of office space, a 2,000 m² multi-purpose hall, three restaurants including one with a panoramic view, 50 bars, boutiques and 6,000 parking places. There is also 7,500 m² of space separated into seven events rooms ranging from 300 m² to 1,940 m².

- Start of works: January 1995
- Handover: November 1997
- Value of contract: €300 m
- Architecture: Michel Macary, Aymeric Zublena, Michel Regembal, Claude Costantini
THE PONT DE NORMANDIE BRIDGE

Construction of a 2.1-kilometre cable-stay bridge across the Seine estuary between Honfleur (Lower Normandy) and Oudalle, near Le Havre (Upper Normandy). The consortium of civil works companies forming the Pont de Normandie EIG (Economic Interest Group) agreed to meet the challenge set by customer, the Le Havre Chamber of Commerce and Industry, of building a bridge with an 856 m-long central span, 80% longer than the previous world record.

- Start of works: May 1990
- Handover: January 1995
- Value of contract: €140 m

THE PARC DES PRINCES STADIUM, PARIS

The construction of the stadium required the installation of a giant elliptical shell assembled from precast concrete segments. Assembled onsite with the use of synthetic resins, they were installed with prestressing. The stadium has a capacity of 50,000 spectators, with 25 kilometres of tiered seating on stands covering two levels.

- Start of works: January 1968
- Handover: January 1972
- Value of contract: €15 m
- Architecture: Roger Taillibert
• International

**OGUZKENT 5-STAR HOTEL, TURKMENISTAN**

Bouygues Bâtiment International, a subsidiary of Bouygues Construction, built the Oguzkent luxury hotel complex in Turkmenistan. One of the largest five-star hotels in Central Asia, the Oguzkent is intended to receive businessmen and women attracted by the country’s great economic potential. With a total surface area of 95,000 m², it consists of more than 300 rooms on 17 storeys, including 12 presidential suites and serviced apartments, plus a conference centre, a shopping mall, three restaurants, a spa and several swimming pools.

- Start of works: June 2008
- Handover: May 2010
- Total value of project: €270 m

**ROLEX LEARNING CENTER, SWITZERLAND**

Losinger Construction, the Swiss subsidiary of Bouygues Construction, built a 35,000 m² facility at the point of entry to the EPFL (Ecole Polytechnique Fédérale de Lausanne) university campus. The most up-to-date virtual and physical technologies were employed to construct this facility for students. The project, designed by the Sanaa architectural practice, incorporates a library, a training zone, social areas (including a self-service cafeteria and a more elegant restaurant, a function room, shops, etc.), cultural spaces and service areas (machine rooms, car parks etc.).

The “wave-shaped” architectural concept constituted a major technological challenge; it consists of two superimposed arched shells with openings, the longer of them spanning 80 metres. The site has been awarded the Minergie label, certifying the energy efficiency of the building.

- Start of works: August 2007
- Handover: September 2009
- Total value of project: €56.5 m
ROLL-ON/ROLL-OFF PORT, TANGIERS, MOROCCO

After completing the Tangiers container port in summer 2006, Bouygues Travaux Publics and Bymaro (the local Moroccan Bouygues Construction subsidiary) constructed a new port terminal in Tangiers. The operation was carried out as part of a consortium with Saipem on behalf of the Special Tangiers Mediterranean Agency. The consortium built two 1,230-metre breakwaters, eight ferry berths and a 42-hectare logistics area.

The main breakwater consists of 23 precast caissons plus Accropodes™. The use of precast caissons not only decreases the environmental impact of the project, as it reduces the footprint of the project and the volumes of materials used, but also shortens the construction time.

• Start of works: June 2007
• Handover: summer 2009
• Total value of project: €150 m
  (€100 m for Bouygues Construction)

WATERFRONT INTERNATIONAL DEVELOPMENT, TRINIDAD AND TOBAGO

Bouygues Bâtiment International, a subsidiary of Bouygues Construction, designed and built the Waterfront International Development in Trinidad and Tobago, in the Caribbean. Situated on the seafront of the capital, Port of Spain, the Waterfront International Development is a vast 150,000 m² property development that includes two 26-storey office towers, a 5-star Hyatt Regency Hotel with 428 rooms and suites on 22 floors, a conference centre and a car park with some 1,200 places.

• Start of works: August 2005
• Handover: end of 2008
• Total value of project: €265 m

THE DUBAI ELEVATED METRO, UNITED ARAB EMIRATES

VSL, the Bouygues Construction subsidiary specialising in post-tensioning and cable-stay bridges, carried out the construction work on the Red Line, the elevated metro line crossing Dubai. In a joint venture with Freyssinet International and Rizzani de Eccher, VSL precast 13,000 voussoirs for the viaduct and erected them over a distance of 45 km, using eight launching girders.

• Start of works: March 2006
• Handover: September 2008
• Total value of project: €110 m
MASAN BAY BRIDGE, SOUTH KOREA

Bouygues Travaux Publics performed the construction works for the Masan Bay Bridge in South Korea, in a joint venture with Korea’s Hyundai Engineering Corp. The contract covered the financing, design and construction of the bridge. Located at the entrance to Masan Bay, in the south-east of the country, the bridge allows motorists to avoid the congested motorway that skirts around the bay to Busan, the second largest industrial city in South Korea. With a total length of 1,700 metres, it is the second longest bridge in the country. The steel and concrete structure comprises a 740 metre-long cable-stayed bridge and two raised access roads, 410 and 550 metres long respectively.

- Start of works: April 2004
- Handover: mid 2008
- Total value of project: €250 m

SAIL@MARINA BAY

Bouygues Bâtiment International built the Sail@Marina Bay residential complex in Singapore. Located on the seafront in the business district, it comprises two 71- and 63-storey towers. Standing at 245 and 215 metres, they are the tallest residential towers in the country and the tenth highest in the world. They house 1,111 luxury apartments, three pools, two tennis courts and a car park. The original architecture, in the form of sails, features 80,000 m² of glazed facades. The towers, plumb with a metro line, were built on land reclaimed from the sea, which needed special foundations to be built at a depth of 80 metres.

- Start of works: February 2005
- Handover: mid 2008
- Total value of project: €140 m
- Architecture: NBBJ, Meinhardt Thailand Ltd
**TANGIERS COMMERCIAL PORT (TANGIERS MED I), MOROCCO**

Bouygues Travaux Publics and Bymaro, subsidiaries of Bouygues Construction, won a contract in partnership with Saipem to design and construct the Tangiers-Mediterranean deepwater commercial harbour. The project was carried out on behalf of the Tangiers Mediterranean Special Agency (TMSA). Following the international call for tenders issued by TMSA in October 2002, Bouygues Construction was appointed to build the breakwaters, dredge the seafloor and reclaim land for the new Tangiers-Mediterranean port. The company was chosen as a result of a technical alternative proposed by its engineering teams: a breakwater made up of approximately forty precast reinforced concrete caissons in areas where the sea is more than 20 metres deep. This alternative had a number of advantages: it increased the surface area of harbour water by almost 18 hectares and reduced environmental impact by diminishing the footprint of the works and the volumes of materials used. Additionally, it resulted in a shorter construction time.

- Start of works: June 2003
- Handover: summer 2007
- Total value of project: €225 m

**GROENE HART TUNNEL, THE NETHERLANDS**

Bouygues Construction, constructed the Groene Hart tunnel (the Netherlands) in partnership with the Dutch company Koop. The Group proposed an innovative solution to the Dutch Ministry of Transport and its prime contractor, HSL Zuid: a single-tube, two-lane tunnel over 7 kilometres long. This system offered many safety advantages and met the very strict environmental constraints required for building the Rotterdam-Amsterdam extension of the high-speed railway in the protected Groene Hart area. This line, commissioned in 2005, enables trains to connect Amsterdam to Paris in only 3 hours and 15 minutes.

- Start of works: early 2000
- Handover: end of 2005
- Total value of project: €430 m
  (Bouygues Construction share: €370 m)
**THE CHANNEL TUNNEL (FRANCE / UNITED KINGDOM)**

Joining France and Britain, the Channel Tunnel provides a completely underground 50-kilometre link, 37 kilometres of which is under the sea. Bored at a maximum depth of 40 m, the cross-Channel “fixed link” consists of two 7.60 m-diameter single-track tunnels (one in each direction) and a central service tunnel (4.80 m in diameter) for maintenance, ventilation and safety. The two underground switching halls, which allow trains to transfer from one tunnel to the other, are the largest of their type in the world.

Bouygues played a key part in boring the tunnels from the French side.

The Channel Tunnel is the longest undersea tunnel ever constructed using TBMs.

- Start of works: August 1986
- Handover: October 1993
- Total value of project: €11.5 bn

**UNIVERSITY OF RIYADH, SAUDI ARABIA**

This turnkey university complex is one of the world's largest. It includes 1,865 laboratories and 10,000 study rooms. In particular, it incorporates:

- eight teaching buildings, fully equipped with laboratories, classrooms, accommodation and administration facilities dedicated to the various disciplines
- eight specialised buildings, including a forum, two auditoriums, a library, two administrative and academic buildings, an audiovisual centre, two amphitheatres and a restaurant

The buildings are interlinked by 1.5 km of pedestrian walkways, 20 metres wide. With open sides giving onto the surrounding area, they are roofed with monumental arcades.

- Start of works: July 1981
- Handover: December 1984
- Total value of project: €2.6 bn
- Architecture: HOK

For information on more of the Group’s past projects, visit our website: [http://www.bouygues-construction.com/19i/groupe/realisations.html](http://www.bouygues-construction.com/19i/groupe/realisations.html)
X. Bouygues Construction entities

1/ Bouygues Bâtiment Ile-de-France

Sales 2012: €2,371 million  
Order intake 2013: €3,136 million  
Employees: 6,400

The Paris region market leader in the construction sector, Bouygues Bâtiment Ile-de-France provides its customers with a comprehensive offering through the specialities of its operating units and subsidiaries: Rénovation Privée, Construction Privée, Habitat Résidentiel, Ouvrages Publics, Délégations et Partenariats Publics, Habitat Social and Brézillon (rehabilitation, industrial civil engineering and environment). Sodéarif and Élan, specialist property development and project management companies, round out the subsidiary’s offering.

Bouygues Bâtiment Ile-de-France offers its customers acknowledged know-how for new-build or renovation projects, whether in public facilities, private commercial structures, housing or civil engineering. Its expertise-based organisation enables it to attain the level of expertise required to respond effectively to customers’ needs, whatever the scale and complexity of their projects.

In 2012, Bouygues Bâtiment Ile-de-France saw a rise in its sales, to €2,371 million. Its strong results were driven in particular by continuing work on projects such as the Paris Philharmonic Hall, the Ministry of Defence, the Beaugrenelle shopping centre, the Fort d’Issy property complex, the Paris Zoo and 3,000 social housing apartments. Other highlights of the year included the launch of site work on the refurbishment of the Athena Tower at Paris-La Défense, the Bois des Granges eco-neighbourhood in Claye-Souilly and the René Binet school complex in Paris, for which Bouygues Bâtiment Ile-de-France has signed a Guarantee of Energy Results.

Several flagship projects were handed over in 2012, including the National Archives in Pierrefitte-sur-Seine, the Lumen offices in Montrouge and the Equinix data centre in Pantin.

On a commercial level, 2012 was an excellent year, with an improved level of order intake, at €3,136 million. Orders booked were boosted in particular by the PPP contract for the finance, design and construction of the future Paris Law Courts complex, together with a 27-year facilities management contract.

2/ Bouygues Entreprises France-Europe

Sales 2012: €2,307 million  
Order intake 2012: €2,210 million  
Employees: 6,000

Bouygues Entreprises France-Europe consists of subsidiaries operating in the building sector in France (excluding the Paris region) and in the adjacent countries of Western Europe.

Pertuy Construction, GFC Construction, DV Construction, GTC Construction (French West Indies), Quille Construction, Norpac, Bouygues Belgium, Losinger Marazzi (Switzerland), Miraglia, Richelmi
and Acieroid (Spain), backed up by the Cirmad property development network, take charge of projects from the design and finance stage through to completion. Working in close proximity to their customers, they benefit from a strong policy of synergy: pooling of material resources, common purchasing structure and training centre, and networks of competence specialising in healthcare, universities, prisons, etc.)

In 2012, Bouygues Entreprises France-Europe’s markets remained badly affected by the economic slowdown. In this context, the company recorded solid sales of €2,307 million, slightly down on 2011.

Highlights of the year included the handover of such large-scale projects as the Archives du Nord, Metz and Calais hospitals, the structural renovation of the Esca Tower in Strasbourg and a prison in Alençon.

In 2012, the French subsidiaries were particularly active in the construction of public amenities in the areas of healthcare (hospitals in Amiens and Orléans), sport and leisure (reconfiguration of the fully functioning Stade Vélodrome football stadium in Marseille) and local government (Auvergne Regional Council headquarters).

Order intake remained at the high level of €2,210 M€, boosted by several successes including the City Council offices in Bordeaux (PPP), the University of Bordeaux I and a Cancer Institute in Nîmes. In Switzerland, where business was buoyant, a number of contracts were signed, including offices for the Swiss Post Office in Bern and two property complexes in the Canton of Bern.

3/ Bouygues Bâtiment International

Sales 2012: €2,578 million
Order intake 2012: €2,105 million
Employees: 15,750

For more than 40 years, Bouygues Bâtiment International has been creating social amenities in many parts of the world and for many cultures. The company is present on every continent through a network of local subsidiaries that call on a wide range of expertise at Group level. The strengths of Bouygues Bâtiment International reside in technical and commercial innovation, managing complex projects, risk management, and acknowledged leadership in sustainable construction.

Bouygues Bâtiment International develops relations of trust and partnership with its customers, to whom it delivers the solutions best adapted to their needs and expectations.

In the context of an economic downturn, Bouygues Bâtiment International reported a strong sales performance in 2013. A strategy largely based on its capacity for rapid deployment enabled it to seize commercial opportunities in the most dynamic regions.

In 2012, Bouygues Bâtiment International gained footholds in three new countries: Ivory Coast, Ghana and Brazil. Also noteworthy is the acquisition of Thomas Vale, a British company, which strengthens Bouygues Construction’s permanent network in the United Kingdom.

Although order intake was slightly lower than in 2011, they remain at the high level of €2,105 million. The chief contributors to this figure were contracts for the Trade and Industry Tower in Hong Kong, the luxury MahaNakhon Tower in Bangkok, Thailand, sports facilities for the Pan American Games in Toronto, Canada, and Resort Laguna del Este hotels 1 & 2 in Cuba.

With sales of €2,578 million (a 23% increase over the previous year), business was strong in 2012. Highlights of the year’s activity included such ongoing projects as the QP District au Qatar, the Sports Hub in Singapore and the Kai Tak Cruise Terminal Building in Hong Kong, as well as handovers of the headquarters of the Royal Canadian Mounted Police in Surrey, Canada, the headquarters of the civil
aviation authority in Hong Kong, the Bata stadium in Equatorial Guinea and the Komercni Banka in Prague, Czech Republic.

4/ Bouygues Travaux Publics

Sales 2012: €1,130 million  
Order intake 2012: €1,570 million  
Employees: 4,700

Operating in France and in many other countries, Bouygues Travaux Publics is a specialist in underground works, engineering structures and transport infrastructures, through the management of large-scale, high value-added projects and permanent subsidiaries firmly established in their countries (France, Switzerland, Hong Kong, Australia, etc.). Bouygues Travaux Publics is also a significant player in the nuclear sector, with several ongoing projects (including the EPR nuclear plant at Flamanville and the confinement shelter at Chernobyl) and two specialised subsidiaries: Bouygues Construction Services Nucléaires (engineering, maintenance and decommissioning) and NOVI (ventilation in a nuclear environment). Highlights of 2012 included the signature of contracts for three major projects: the Nîmes-Montpellier high-speed rail bypass, the Abidjan bridge and the bridge connecting Hong Kong to Macao.

With sales of €1,130 million, Bouygues Travaux Publics experienced a busy year in 2012. At €1,570 million, order intake was significantly higher than in 2011. With strong expertise in small-scale civil engineering projects and earthworks, the company won a contract in France for the Nîmes-Montpellier rail bypass. Outside France, Bouygues Travaux Publics continued work on the safe confinement project at Chernobyl, and it won contracts to build the Abidjan Bridge in Ivory Coast and to construct a tunnel and a railway line in Australia.

In terms of operations, 2012 saw the completion of a number of major projects. In France, the company completed construction of the Toulon tunnel and the Saint-Gervais viaduct. Meanwhile, Bouygues Travaux Publics also handed over drainage tunnels in Hong Kong, the second stretch of the Gautrain (the new rail link between Johannesburg, Pretoria and OR Tambo international airport) and Highway 2000 in Jamaica.

Among projects that are in progress, Bouygues Travaux Publics continued work on the EPR nuclear power plant at Flamanville, France, the Tanger Med 2 container port in Morocco, in partnership with Bouygues Bâtiment International, a 9 metre-diameter tunnel for the high-speed rail link between Hong Kong and Guangzhou, and the Port of Miami Tunnel in the United States.

5/ VSL

Sales 2012: €361 million  
Order intake 2012: €569 million  
Employees: 3,800

A world leader in its field, VSL operates all around the world in the design and construction of structures that employ post-tensioning systems. This technique for improving the load-bearing properties of concrete extends the potential of concrete applications in structures that are slender or under great stress (long-span bridges and decks, etc.). VSL also operates on other high added-value markets, particularly cable-stay bridges, the reinforcement of existing structures, ground improvement techniques and heavy lifting of structures.
With a network of local subsidiaries established in 35 countries, VSL operates an ambitious R&D policy. With a large portfolio of patents, to its credit, the company focuses chiefly on the development of post-tensioning systems and on cables, anchors and cable ties for cable-stay bridges.

To consolidate its positions in its areas of excellence, VSL operates an ambitious R&D policy focusing chiefly on the development of post-tensioning systems and on cables, anchors and cable ties for cable-stay bridges, a field in which the company is one of the world’s leading players. With a portfolio of around fifty active patents, VSL delivers high added-value technical expertise to its customers.

In an increasingly competitive environment, VSL achieved a good sales performance in 2012. It took orders worth €569 million. The company remains especially well positioned on the dynamic Asian markets, with several contracts awarded in Hong Kong and Malaysia.

With sales of €361, a rise of 7%, VSL enjoyed a very solid year of business in 2012. The company continued work on a number of major projects such as the heavy lifting of the roof of the Maracanã stadium in Brazil, the construction of the LAES nuclear plant in St Petersburg, Russia, the Tuas viaduct in Singapore and the Mas Mansyur viaduct in Jakarta, Indonesia.

2012 was also marked by the handover of flagship projects, including the Hodariyat Bridge in the United Arab Emirates, the LPG/LNG tanks in Singapore, the Newmarket viaduct in Auckland, New Zealand, and the Baluarte Bridge in Mexico (the world’s tallest cable-stay bridge).

6/ DTP Terrassement

Sales 2012: €347 million
Order intake 2012: €577 million
Employees: 2,600

A global player in linear works and high added-value terrestrial infrastructures, DTP Terrassement operates in France and numerous other countries, offering a diversified range of skills applied to a variety of highly technical projects from small-scale local sites to the design and construction of roads, motorways, high-speed rail links and opencast mining.

Its development is based in four types of operations: works carried out by agencies in France, major linear works, particularly in public-private partnerships (PPPs) and concessions, large-scale works abroad, and the operation of open-cast mines. The company conducts an ambitious sustainable development policy, particularly with regard to reduced carbon emissions, optimised water consumption and biodiversity.

Sales in 2012 fell slightly to €347 million, but this was offset by a high level of order intake, which stood at €569 million. The slowdown in public spending has led to reduced business activity in France. The main projects involved earthworks operations in the regions: the widening of the Rhône canal at Sète and at Carnon, the Villeneuve-sur-Allier bypass, the upgrading of the RN79 highway (the Route Centre Europe-Atlantique) and works intended to restore the maritime character of the Mont Saint-Michel bay.

On a commercial level, the highlights of the year were the signature of contracts for the Nîmes-Montpellier rail bypass (in partnership with Bouygues Travaux Publics), the extension of the A304 motorway to Belgium and the construction of airfield pavements at the Villacoublay air base.

In France, DTP Terrassement completed the earthworks for the Ginko eco-neighbourhood in Bordeaux and those of the RN7 bypass at Villeneuve-sur-Allier.

Business was buoyant in international activities, particularly in Africa. In Equatorial Guinea, through its local subsidiary, DTP Terrassement handed over roads built in the Caracolas district of Malabo and
the Sipopo golf course and pressed ahead with works on the motorway linking Bata and Ayak Ntang. In linear works, the company continued with the construction of roads between Garoua Boulai and Nandeke in Cameroon and between Bata and Ayak Ntang in Equatorial Guinea. In the mining sector, DTP Terrassement continued its operations in the goldmines of Tongon (Ivory Coast) and Gounkoto (Mali).

7/ Concessions division

**Receipts 2012: €520 million**

**2,100 employees**

The Concessions division manages and operates the concession companies in which Bouygues Construction has an interest. It also contributes know-how to the start-up of new projects to be operated as concessions, enabling the Group to deliver a range of technical skills in design, finance, legal affairs and construction.

Operating both in France and a number of other countries, the Concessions division is involved in managing a variety of infrastructure projects that facilitate the transportation of goods and people (motorways, bridges, tunnels, railways, buses, tramways, etc.) or provide amenities for leisure activities (stadiums, etc.).

With receipts for the year standing at €520 million, companies in the Concessions division enjoyed solid business in 2012.

In South Korea, the Busan container port, the country’s largest container port and the world’s fifth largest), entered operation.

In South Africa, the second stretch of the Gautrain was handed over and put into operation. When complete, the 77 km rail link between Johannesburg, Pretoria and OR Tambo international airport will carry 100,000 passengers per day, and play a key role in travel between the South African capital and the country’s most heavily populated city.

In Croatia, as part of the programme to widen the Istria motorway, Bina Istra inaugurated a newly completed stretch.

In Germany, the thirty millionth passenger was recorded in the Rostock tunnel.

In the United Kingdom, the second of the Tyne Tunnels in Newcastle was completed and opened to the public, making it possible to begin work on renovating the original tunnel, which was built in 1967.

In Jamaica, where in 2002 Bouygues Construction won the concession to operate Highway 2000, which, when fully complete, will link the capital, Kingston, with Williamsfield, the Group handed over the final section.

8/ Bouygues Energies & Services

**Sales 2012: €1,541 million**

**Order intake 2012: €1,887 million**

**Employees: 11,900**

An expert in energy efficiency and services, Bouygues Energies & Services designs, installs, maintains and operates technical systems and provides tailored services that enable its customers to
combine economical energy consumption with a high-quality lifestyle and working conditions for their users.

Bouygues Energies & Services operates everywhere that regions, cities, homes and workplaces are undergoing change, striving to make life for its customers and their users simpler, more comfortable, cheaper and more responsible. It delivers these benefits through its expertise in energy performance and high value-added services in its three principal business areas: energy and digital networks; electrical, HVAC and mechanical engineering; and facilities management.

Bouygues Energies & Services posted sales of €1,541 million in 2012, and order intake of €1,887 million, slightly down on 2012.

The Network Infrastructure business saw good sales activity. Bouygues Energies & Services won major contracts in France, such as the street lighting for the city of Valenciennes, a PPP (public-private partnership) contract.

In the field of digital networks, the company was awarded a PPP contract to finance, design and produce a high-speed broadband network in the Vaucluse département, including commercial and technical operation, the company’s 15th public initiative broadband network in France, as well as an underground power line between Boutre and Trans. Outside France, it won a contract to install a direct current power line.

Business in electrical, mechanical and HVAC engineering continued to develop in major projects involving hard and soft maintenance, particularly in data centres, with the handover of Interxion in France and Virtus in the United Kingdom. Meanwhile, ETDE continued to develop its mainstream operations, particularly in the industrial, nuclear and service sectors.

The company also won a number of Facilities Management contracts, particularly in PPP projects in synergy with other Bouygues Construction entities: operation and maintenance of the Paris Law Courts complex (a 27-year PPP), operation and maintenance of the Bordeaux City Council offices (PPP) and operation of the University of Bordeaux I.
XI. Press contacts

**MATHIEU CARRÉ**

Press Relations, Brand and Corporate Communications Manager

Tel. (+33) 1 3060 6639

m.carre@bouygues-construction.com

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**FABIENNE BOULOC**

Press attaché

Tel. (+33) 1 3060 2805

f.bouloc@bouygues-construction.com

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Bouygues Construction Communications Department

1, avenue Eugène Freyssinet

78061 Saint-Quentin-en-Yvelines cedex

France

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