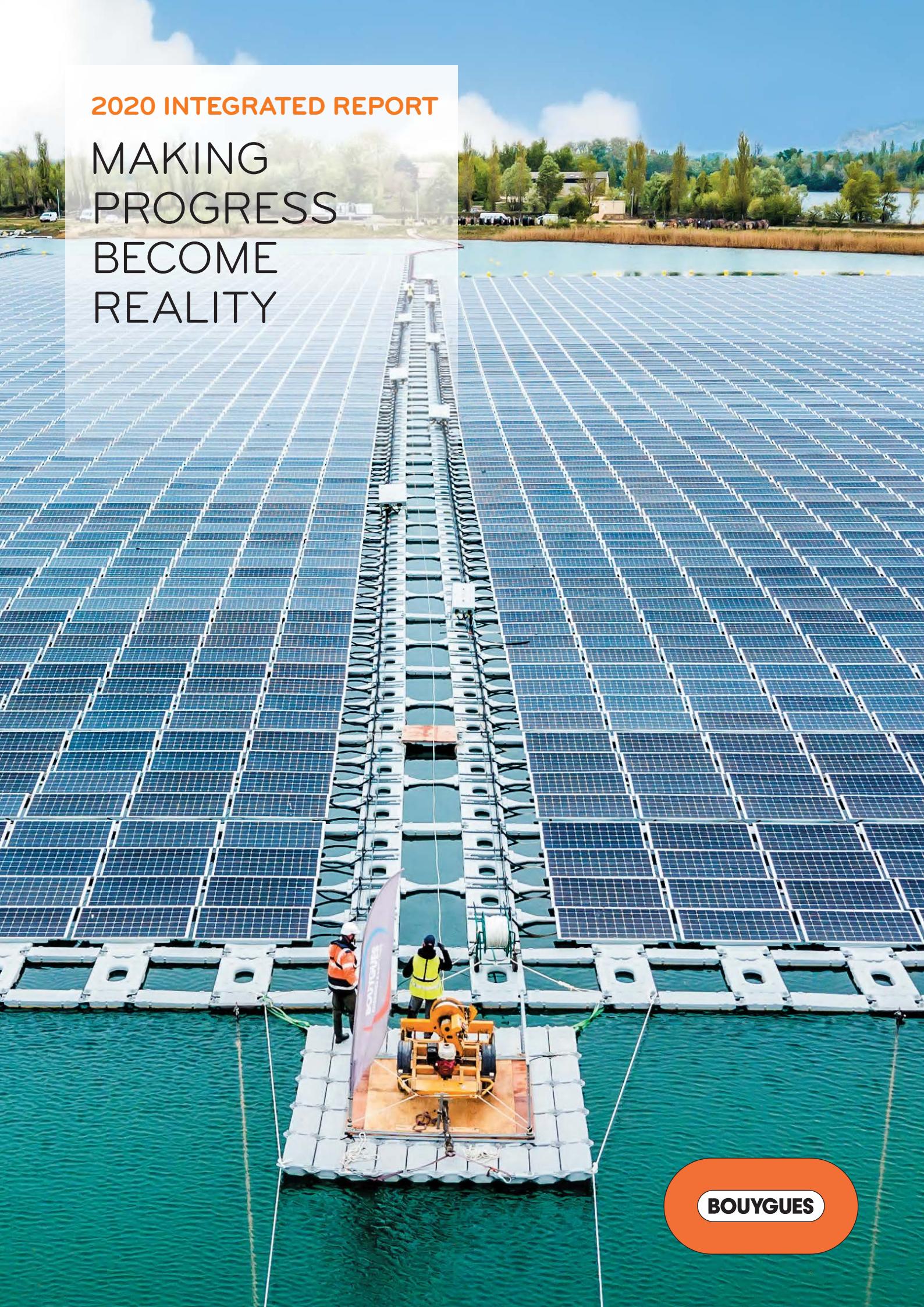


2020 INTEGRATED REPORT

MAKING PROGRESS BECOME REALITY



BOUYGUES



dare
progress

Since helping our employees develop their careers is one of the Group's core pledges, this visual indicates the initiatives which allow their talents to flourish.



This logo signals what the Bouygues group is doing to preserve resources and protect the climate in keeping with its pledge to reduce its carbon emissions at a pace consistent with the Paris Agreement.

SEE OUR KEY INDICATORS ON P. 64

In the Vosges du Nord nature reserve, these new cycle paths will take both cyclists and pedestrians across the border between France and Germany.

ON FRONT PAGE:
France's first floating solar farm O'mega1 at Piolenc and the biggest in Europe. Its 50,000 photovoltaic panels will reduce emissions by 1,096 tonnes of CO₂ per year.



Interview

MARTIN BOUYGUES
Chairman of the Board

How do you view the health crisis we have been living through for the past year?

The terrible human and economic toll of the Covid-19 pandemic has focused minds on the fact that globalisation is just as much a risk as it is an opportunity. Although vaccines are expected to offer a route out of the crisis in the coming months, building back without addressing the fundamental problems that make modern society vulnerable to such events would be a reckless act. Tackling these root causes is especially important if we want to restore trust and foster hope for a better world.

How would you sum up 2020 for the Bouygues group?

Last year, we demonstrated just how agile, resilient and responsible we are as a group. We wasted no time in shifting to new ways of working and rolling out stringent health and safety measures to keep everyone safe – our employees, customers, partners and subcontractors alike. And in France, our construction sites gradually reopened from mid-April, even before the end of the first national lockdown.

Business picked up quickly again in the second half of the year, which meant we were able to limit the impact of the crisis on Group sales and earnings. Our resilience can be attributed to our dedicated workforce, our robust financial structure, and to the fact that our business segments all meet people's vital needs, and the health crisis is not going to change that.

Do the changes to the Group's governance mark the start of a new chapter?

The Bouygues group will soon celebrate its 70th birthday. It has been forged by a strong and distinctive culture and has only had two Chairmen and CEOs since its foundation. To meet the challenges we face, whether economic, climate-related, social or digital, we wanted to ensure that Bouygues has

In 2020, we demonstrated just how agile, resilient and responsible we are as a group. In 2021, we will invest to strengthen its business segments and accelerate their growth.

the most effective governance. The arrival of a new generation of senior executives, acknowledged for their professional skills, trained within the Group and perfectly familiar with its culture, is entirely consistent with the tradition at Bouygues which, since its foundation, has always chosen its leaders from within the Group in order to secure its future.

Bouygues has set ambitious targets for reducing its CO₂ emissions.

What is the thinking behind this pledge?

We cannot vaccinate against the climate crisis, the effects of which are becoming more obvious as each year passes. Through our sustainable development strategy, which dates back 15 years, we have honed our expertise and moved into new lines of business that are more consistent with the environmental challenges facing the planet. We firmly believe that the transition to a low-carbon economy presents an unprecedented opportunity for all our business segments. Bouygues is at its best in times of great challenge. This pledge will both motivate and inspire the creativity of our people.

What will 2021 hold?

Although we hope the world will gradually emerge from the shadow of the pandemic in 2021, its effects will continue to be felt throughout the year. Relying on a particularly strong financial position, the Group will invest to strengthen its business segments and accelerate their growth. For instance, Bouygues Telecom will roll out its "Ambition 2026" strategic plan and TF1 will grow Newen's activity. The prospects for our construction businesses are also bright, both in France and internationally – especially in low-carbon construction.

We will also step up our efforts to protect health and well-being in the workplace, encourage gender balance, roll out our Climate strategy and safeguard biodiversity.

Date of interview:
17 February 2021

In 2020, close to 800 Group employees in eight countries attended "La Fresque du Climat".

These were fun and informative workshops on climate-related themes, where they learned about the causes and mechanisms behind climate change and the implications of human activity for health, the planet and the environment. This one took place at Challenger, the headquarters of Bouygues Construction in Saint-Quentin-en-Yvelines, France.

1 • BOUYGUES GROUP OVERVIEW •

Bouygues is a diversified services group operating in strong growth potential markets. Present in over 80 countries, the Group draws on the expertise of its people and on the diversity of its business activities to provide innovative solutions that meet essential needs.



WHO WE ARE

Backed by a shared culture, our five business segments embody four strengths that shape the identity of our unique Group.

OUR GROUP

It is the Bouygues group's firmly-held belief that meeting essential day-to-day needs with an ethical and responsible attitude helps drive improvement for society as a whole.

What we do
Make life better every day for as many people as possible

 **2020 KEY FIGURES**

129,000
employees worldwide

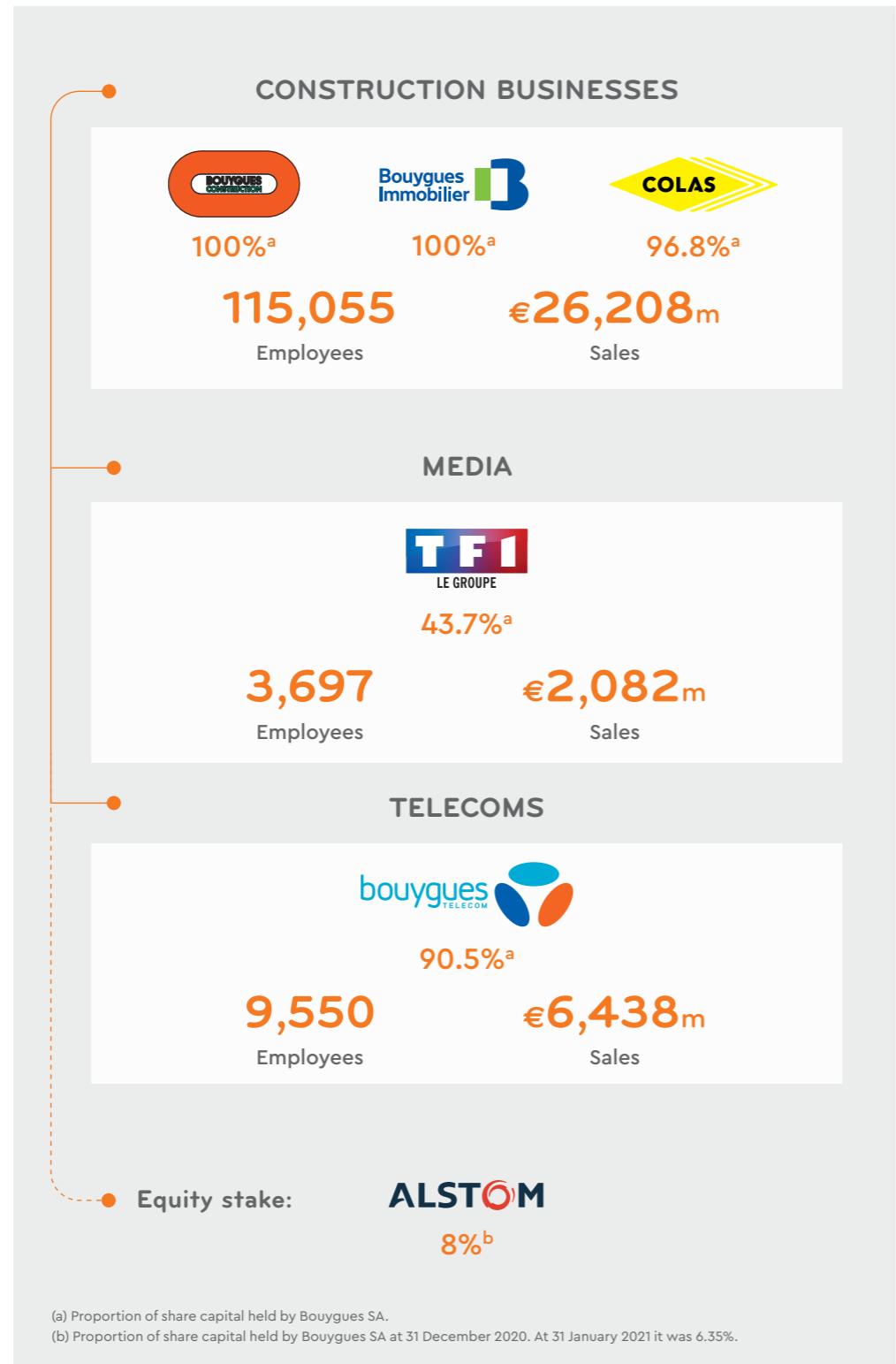
€34.7 bn
Sales

3 sectors of activity
5 business segments

81 countries

OUR BUSINESS SEGMENTS

Key figures at 31 December 2020



OUR STRENGTHS



Dedicated employees

Bouygues employees bring an unparalleled sense of dedication, passion and duty to their responsibilities. Drawing on a strong Group culture, they openly embrace challenge and adhere to high standards of quality for the benefit of customers, both individually and as part of a team.



High value-added products and services

The Bouygues group's business segments put their technical expertise, experience and capacity for innovation to work for their customers. They stand out from the competition by offering comprehensive, high value-added solutions in complex infrastructure and sustainable construction.



Spans the entire value chain

The Group's business segments adhere to high standards of operational excellence and efficiency to span the entire value chain. They have become skilled in incorporating the best internal and external expertise, delivering customised solutions and maintaining direct contact with their customers.



A selective long-term presence worldwide

In addition to its strong presence in France, Bouygues has pursued a long-term and selective expansion into international markets. It has done so by taking advantage of only those growth opportunities that meet its risk-management standards.

THE FUNDAMENTALS OF OUR CULTURE



Respect

Respect is a key value for the Group because it fosters dedication and cohesion among employees. It shines through every day in our staff's exemplary conduct, their commitment to keeping their word and to ethical behaviour, and in the care they take to ensure everyone's safety. For Bouygues, each and every person is important.



Trust

Trust is essential to the running of Bouygues, since its business segments enjoy a large amount of freedom in conducting business and managing operations. Closely related to respect, trust promotes job satisfaction and efficiency among employees.



Creativity

Creativity is what drives the Group towards ever greater innovation, leading to innovative solutions that meet our customers' expectations and help our business segments maintain their competitive edge. In addition, creativity enriches our employees' work and galvanises motivation, commitment and sense of initiative.



Imparting expertise

Bouygues' success depends on the skills and expertise of its people. Learning, developing and imparting expertise are what drive relations between our people. They also strengthen intergenerational bonds, promote job satisfaction and allow employees to develop their talents.

GROUP KEY FIGURES IN 2020



People are at the heart of the Bouygues group

N°1

The CAC 40 company with the highest level of employee share ownership (20.3% of the share capital)

64%

of the subsidiaries outside France have an official employee representative body

84%

Turnout in workplace elections in France

19.5%

Women managers in the Group (up 0.3 points)^a



Robust financial performance

€34,694m

Sales

€1,222m

Current operating profit

€696m

Net profit attributable to the Group

€1,202m

Free cash flow after WCR^b

€1,981m

Net debt



Strong environmental performance



A-

The Group's score in the CDP's Climate Change 2020 list



Top 5

The Group's position in the Heavy Construction sector ranking of 26 European firms



AA

Rating given by the extra-financial rating agency MSCI



Euronext Vigeo Eurozone 120 and Europe 120, FTSE4Good, CDP - Climate, MSCI Europe ESG Leaders



Construction businesses continue to grow internationally

80 countries

host the Group's construction businesses

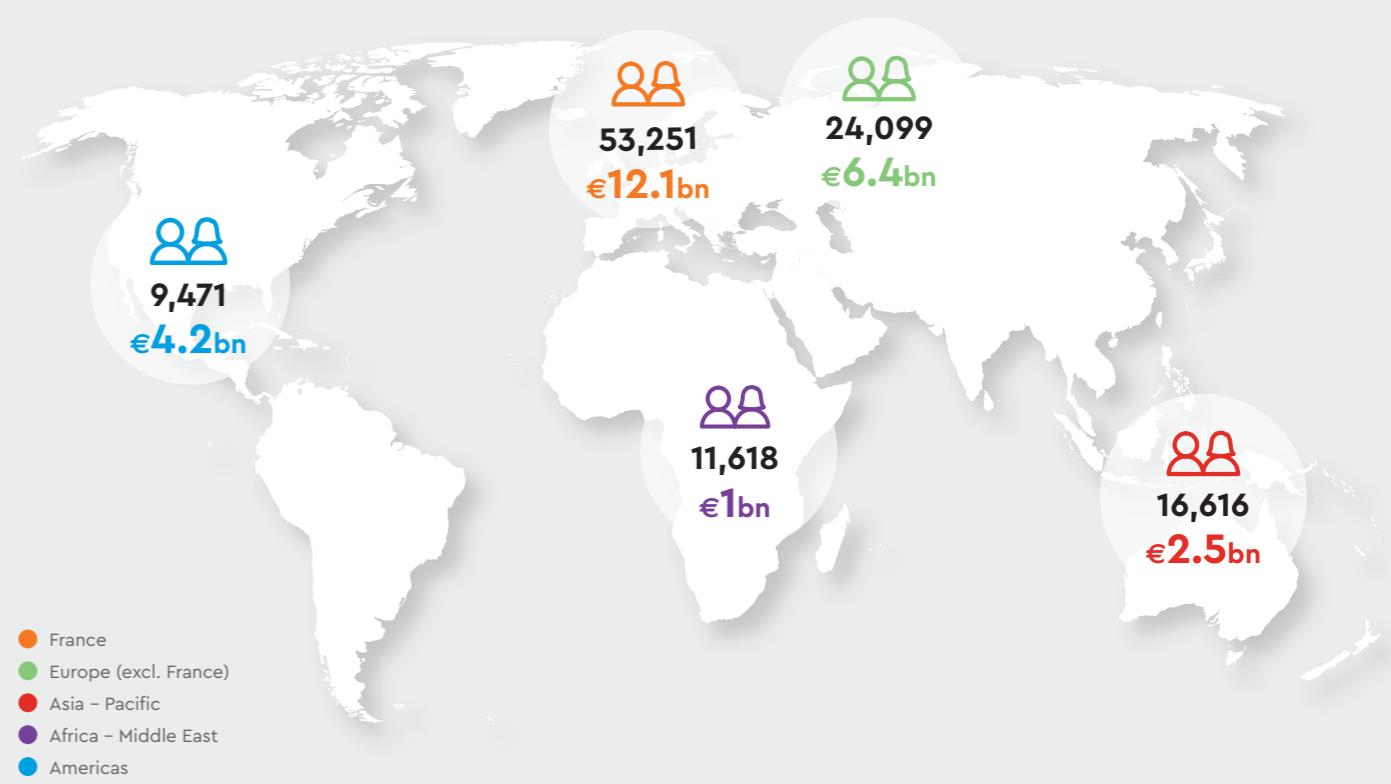
54%

of the headcount of the construction businesses is outside France

62%

of the backlog at Bouygues Construction and Colas is in international markets

SALES AND HEADCOUNT OF THE CONSTRUCTION BUSINESSES BY REGION



A socially-responsible Group

€152m

donated to patronage and sponsoring

989^a

students awarded a grant by the Francis Bouygues Foundation (of which 462 have graduated)

(a) Versus 2019.

(b) Excluding 5G frequencies.

(a) Since the launch of the Francis Bouygues Foundation in 2005.

OUR BUSINESS MODEL

The Bouygues group's business model is based on a sustainable use of natural resources and the decarbonisation of its three sectors of activity. Its resilience ensures a long-term future for the Group whilst creating value for its stakeholders.

OUR RESOURCES

At 31 December 2020

HUMAN CAPITAL

- 129,000 employees
- Diversity and depth of expertise across the Group's five business segments
- Corporate universities providing staff training

ECONOMIC AND FINANCIAL CAPITAL

- A stable ownership structure
- A strong financial structure
- Recurrent free cash flow generation (€0.8 billion per year^a)

NATURAL CAPITAL

- A Climate strategy to reduce the Group's carbon footprint
- Circular economy initiatives, which are sources of environmental and economic benefits
- Biodiversity protection policies
- 94% of Bouygues Construction's sales covered by ISO 14001 certification^b

PRODUCTIVE CAPITAL

- **Group:**
 - €1.6bn in net capital expenditure^c
- **Construction businesses:**
 - A global footprint: over 40,000 Bouygues Construction worksites worldwide, plus Colas' network of 800 profit centres and 3,000 materials production units (quarries, asphalt mixing and ready-mix concrete plants, a bitumen production plant)
 - Colas: 2.7 billion tonnes of authorised aggregate reserves^d
 - Colas' Campus for Science and Techniques: the leading private road construction research centre in the world (100 engineering design offices and 50 laboratories in France and worldwide)
- **Media:**
 - 7 production studios owned by TF1
- **Telecom:**
 - 21,000 mobile sites and a diverse portfolio of frequencies

OUR MACROTRENDS



Population growth, urbanisation and transport



The climate emergency and extinction of biodiversity



Digital and technological transformation



Changing customer behaviour

CONSTRUCTION
BUSINESSES
TELECOMS

WHAT WE DO:

6% of sales
France's leading TV media group, spanning the entire value chain (production, broadcasting and digital)
> 32.4% share of target audience^e

Make life better every day for as many people as possible

75% of sales
A developer, builder and operator of integrated solutions for the construction of complex buildings and infrastructure
> The fifth-largest construction group in the world^f

19% of sales
A leading provider of mobile and fixed connectivity solutions in France, serving the BtoB and BtoC markets
> Bouygues Telecom is ranked second in France for the quality of its mobile network^g

OUR PLEDGES

1

Promote each employee's career development

2

Develop sustainable solutions with and for our customers

3

Simplify everyday life

4

Help build harmonious communities

HOW WE CREATE VALUE

At 31 December 2020

OUR CUSTOMERS

- €34.7bn in sales
- Construction businesses: €33.1bn of backlog
- TF1: 74 of the top 100 audience rating
- Bouygues Telecom: 25 million^h customers

OUR PEOPLE

- €6,256m in payroll expenses
- 52,000 employee-shareholders
- 21.1% of executive body positions occupied by womenⁱ
- 100% of employees worldwide covered by BYCare^j
- 80,165 employees trained
- 84% turnout in workplace elections in France
- Top Employer certification^k awarded to all business segments

THE FINANCIAL COMMUNITY

- €687m in dividends paid out
- 5.1% dividend yield
- €1.83 in net profit per share

OUR SUPPLIERS AND SUBCONTRACTORS

- €22,924 m in procurement spend with suppliers and subcontractors
- 42.5% of business-segment spend subject to CSR assessments^l

CIVIL SOCIETY

- €2,808m paid in taxes and levies
- €152m distributed to communities
- Over 20 academic partnerships in France and abroad
- 989 grant-holders supported by the Francis Bouygues Foundation since its creation in 2005

(a) Average over the period 2016–2020.

(b) Environmental Management System.

(c) Excluding cost of 5G frequencies for €608 million, of which €6 million of spectrum clearing costs.

(d) Colas share; also Colas' share of an additional 1.3 billion tonnes of potential reserves.

(e) Médiamétrie – Target audience: women under 50 who are purchasing decision-makers.

(f) Based on international sales excluding country of origin (ENR Top 250 International Contractors, August 2020).

(g) Arcep (French telecoms regulator) survey of the quality of mobile services, 2020.

(h) Includes 2.1m customers from EIT.

(i) Executive Committees or equivalent of senior management teams in the Group's five business segments and in Bouygues SA.

(j) A programme guaranteeing a core of employee benefits across all Group companies worldwide, based on best practice in every country where Bouygues does business.

(k) A Top Employers Institute certification programme that supports organisations in reviewing and improving their working environment.

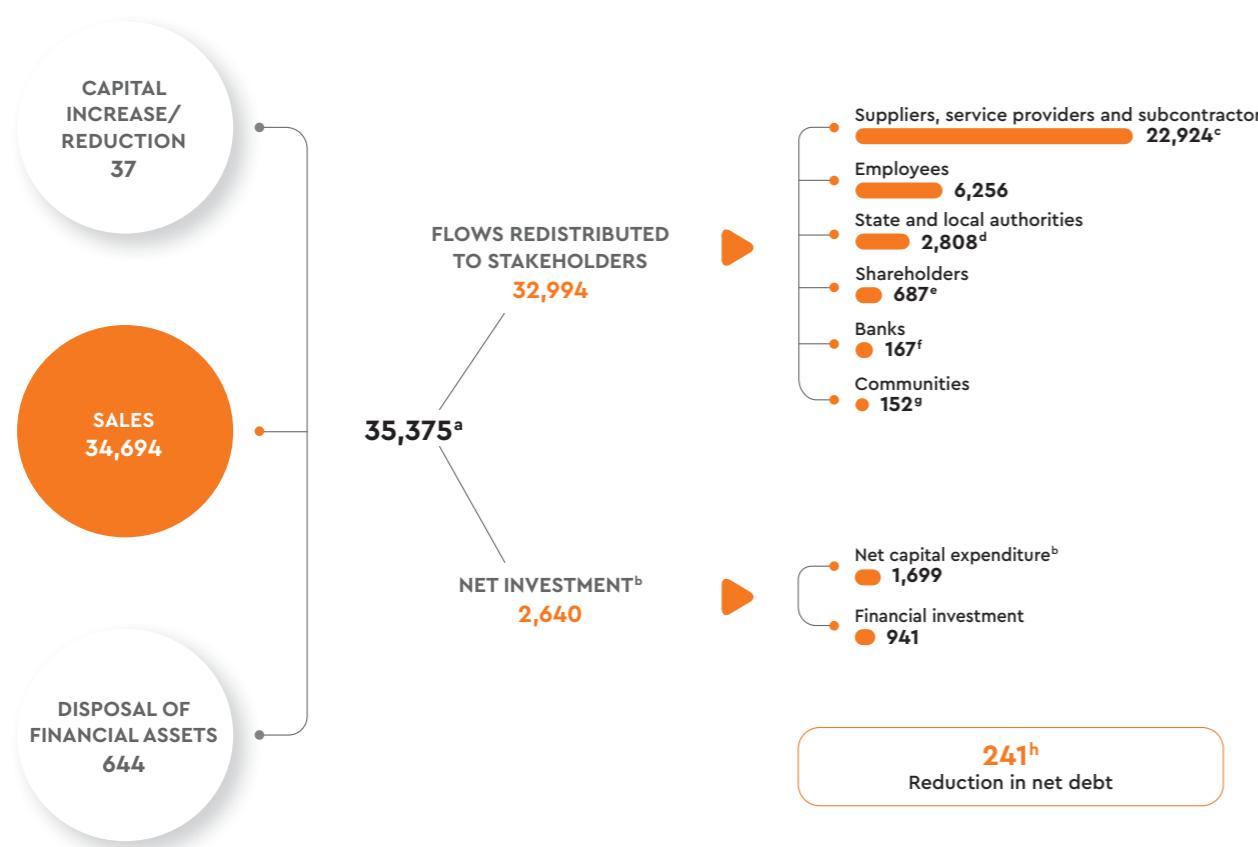
(l) Concerns targetable expenditure.

VALUE CREATION AND FINANCIAL RESULTS IN 2020

The redistribution of the financial flows generated by the Bouygues group has a positive impact on regional economic development and appeal. Investing in the Group's future growth contributes to sustaining this positive impact.

Financial flows generated by the Group in 2020

€ million



FIND OUT MORE
> Universal Registration document (Chapter 3 SEFP)

- (a) In addition to the financial flows redistributed to stakeholders, net investment and the reduction in net debt, this figure also includes a negative amount of €500 million relating to (i) the difference between income tax owed and income tax paid, (ii) the change in the working capital requirement, and (iii) other items.
- (b) Includes the first instalment for 5G frequencies of €87 million.
- (c) Purchases and other external expenditure.
- (d) Income tax, social security contributions and other taxes.
- (e) 2019 dividends paid in 2020, of which €81 million paid to employees.
- (f) Cost of debt and other charges.
- (g) Donations, patronage and sponsorship.
- (h) After changes in the working capital requirement (WCR) and currency effects.

2020 Full-year results

2020 results reflect the Group's resilience during the Covid-19 crisis, with a return to significant profitability in the second half. 2020 targets were achieved or exceeded.

The backlog in the construction businesses reached a record level of €33.1 billion at end-2020, providing good visibility on future activity. TFI's audience share remained at a high level, at 32.4% of women under 50 who are purchasing decision-makers, and its share increased among individuals aged 25 to 49. Bouygues Telecom maintained good commercial momentum over the year, gaining 606,000 new mobile plan^a customers and adding 604,000 new FTTH^b customers.

Sales were €34.7 billion, a limited 9% decrease versus 2019, after a 15% year-on-year drop in first-half 2020. This performance reflects

the concerted efforts made by the business segments to organize a rapid restart and make up the shortfall in activity, in compliance with health regulations. Current operating profit was €1,222 million, down €454 million versus 2019, and current operating margin for the year stood at 3.5%. Group profitability improved substantially in second-half 2020 as a result of the rapid rebound in activity and the adaptation measures taken by the business segments. Net profit attributable to the Group was €696 million versus €1,184 million in 2019.

In 2020, the Group generated free cash flow after WCR^c of €1,202 million, substantially more than in 2019^d in spite

of the pandemic. Free cash flow^e generation remained robust, at €725 million in 2020, in a context where the Group maintained its investment momentum to accelerate growth in the coming years (stable net capex versus 2019 at €1.6 billion^f).

Working capital requirements improved substantially over the period as a result of measures taken by the business segments. Lastly, the Group has a very robust financial structure and liquidity. Net debt was at a low level of €2 billion at end-2020, with net gearing^g reaching a record low of 17%.

FINANCIAL RATINGS

31 December 2020		
	LONG-TERM	OUTLOOK
Standard & Poor's	A-	Negative
Moody's	A3	Stable

Outlook for 2021

The outlook given below assumes that there will be no further deterioration due to the health crisis.

TF1 will benefit from a strong and diversified programming schedule in 2021, which includes drama, entertainment and the Euro 2021 soccer tournament. In a macroeconomic and health context that remains uncertain, TF1 will leverage its adaptability to:

- manage as best as possible the impact of economic fluctuations on Broadcasting;
- grow Newen's activity on international markets, by generating a significant share of its 2021 sales outside France and with the platforms, by increasing its backlog with pure players; and
- refocus the Unify division, strengthening its brands and generating synergies to boost sales and achieve a positive current operating margin in 2021.

In 2021, Bouygues Telecom will roll out the first stage of its strategic plan "Ambition 2026", accelerating growth in FTTH and in the mobile segment by integrating EIT. It expects:

- organic growth in sales from services estimated at around 5% despite the continued restrictions on travel related to the pandemic, which are having a significant impact on roaming usage;

- an increase in EBITDA after Leases^h (including EIT) of around 5% linked to higher expenditures related to growth acceleration in fixed and the improvement in mobile network capacity;
- net capex of €1.3 billion (excluding 5G frequencies) in order to keep pace with the growth in the mobile and fixed customer base and in usage.

The "Ambition 2026" plan targets are detailed on page 35 of this report.

Relying on a particularly strong financial position, the Group will invest in 2021 to strengthen its business segments and accelerate their growth over the next few years. In 2021, the Group's sales and earnings should be well above those of 2020, although without reaching those of 2019. In 2022, Group current operating profit should return to the same level of 2019 or be slightly higher.

(a) Excluding MtoM and EIT.

(b) Fibre-To-The-Home.

(c) Free cash flow after WCR: net cash flow (determined after (i) cost of net debt, (ii) interest expense on lease obligations and (iii) income taxes paid), minus net capital expenditure and repayments of lease obligations. It is calculated after changes in working capital requirements (WCR) related to operating activities and excluding 5G frequencies.

(d) €815 million excluding Alstom dividend of €341 million in 2019.

(e) Free cash flow: net cash flow (determined after (i) cost of net debt, (ii) interest expense on lease obligations and (iii) income taxes paid), minus net capital expenditure and repayments of lease obligations. It is calculated before changes in working capital requirements (WCR) related to operating activities and excluding 5G frequencies.

(f) Excluding the cost of 5G frequencies for €608 million, which includes spectrum clearing costs of €6 million.

(g) Net debt/shareholders' equity.

(h) Current operating profit after taking account of the interest expense on lease obligations, before (i) net charges for depreciation, amortization and impairment losses on property, plant and equipment and intangible assets, (ii) net charges to provisions and other impairment losses and (iii) effects of acquisitions of control or losses of control.

The new 15-MWp solar farm in Curbans (southern France) is located on the site of a disused quarry.

It will generate the annual average power equivalent of 5,000 homes and avoid 1,041 tonnes of CO₂ emissions each year.



2. OUR ECOSYSTEM

The Bouygues group has pinpointed four macrotrends that have a significant impact on its activities. By focusing on these trends and maintaining regular contact with its stakeholders, it is in a better position to seize growth opportunities in a rapidly changing world.

MACROTRENDS THAT PROVIDE OPPORTUNITIES

Bouygues has identified four macrotrends with the potential to affect its activities. Since these trends are interdependent, the Group is taking a holistic approach and adapting its products and services to deliver sustainable solutions to the societal challenges of today.



FABRICE BONNIFET
Sustainable Development & Quality Safety
Environment Director for the Bouygues group

The climate emergency and biodiversity loss, coupled with urban population growth and digitisation, are prompting a shift in lifestyles and consumer behaviour. Likewise, the expectations of our stakeholders – especially our customers – are changing.

Businesses are stepping up efforts to reduce their greenhouse gas emissions and we are seeing a transition in the energy mixes of countries towards renewable energy. At the same time, sustainability is becoming an increasingly important factor in users' buying decisions.

At Bouygues, we see the transition to a low-carbon economy as a source of opportunity. In recent years, we have been adjusting our products and services with a clear aim in mind: to help our customers reduce their CO₂ emissions.

EMERGING CHALLENGES FOR BOUYGUES

- The circular economy, raw materials and waste management
- Adjustment to climate change
- Impact of digital technology and its integration into products and services
- New uses and adaptability of business models
- Skills and employability

These challenges are reflected in the Group's materiality matrix (see p. 17) and in its Universal Registration Document^a.

[FIND OUT MORE](#)
> Chapters 3 and 4 of this report

(a) Published on bouygues.com on 18 March 2021.

POPULATION GROWTH, URBANISATION AND TRANSPORT

In 2050, the world's population will reach 9.7 billion individuals, 68% of whom will be living in urban environments and 16% will be aged over 60^a.

An ageing population – especially in Europe, China and Japan – and mass urbanisation will alter patterns of consumption and affect demand for transport.

RELATED OPPORTUNITIES FOR BOUYGUES:

- Modular and reversible buildings and housing, which adapt more easily to occupants' changing needs
- Public transport and soft mobility infrastructure, and buildings that include electro-mobility solutions
- Modular construction
- Urban renovation that emphasises health (including air quality), architectural heritage, inclusiveness and accessibility



DIGITAL AND TECHNOLOGICAL TRANSFORMATION

Digital technologies are profoundly altering the way we live and work. For instance, the roll-out of 5G will make industrial processes more efficient and open new opportunities for simplifying everyday life.



CHANGING CUSTOMER BEHAVIOUR

Customer expectations and purchasing practices are shifting under the combined effect of natural-resource pressures, urbanisation and the growth of digital services.

RELATED OPPORTUNITIES FOR BOUYGUES:

- Boosting of the customer experience
- Solutions for streamlining and optimising the flow of data, people, etc.
- Offerings that deliver seamless access to information, entertainment and services on the move
- Opportunities to create new activities made possible by new technologies (AI, IoT^b, etc.)

(a) Source: UN (2019).
(b) Internet of Things (connected objects).

THE CLIMATE EMERGENCY AND EXTINCTION OF BIODIVERSITY

People the world over are feeling the effects of the climate emergency and pollution – from an increase in extreme weather events, to biodiversity loss and more. The burning of fossil fuels is partly to blame. At a time when close to 80% of the energy we use worldwide still comes from fossil sources, and when CO₂ makes up 75% of greenhouse gas emissions, there is a pressing need to reduce the use of raw materials – especially hydrocarbons – and to cut energy consumption, while remaining mindful of the social ramifications of these changes. In order to stabilise atmospheric concentrations of CO₂, we will need to halve global greenhouse gas emissions by 2030.

RELATED OPPORTUNITIES FOR BOUYGUES:

- Low-carbon products and services
- Climate change adaptation solutions and limiting the loss of greenfield sites (pollution, etc.)
- Development and use of bio-based materials
- Energy efficiency and renewable energy production solutions



LISTENING TO OUR STAKEHOLDERS

Dialogue with internal and external stakeholders serves as an important source of input when examining strategic options and identifying priority CSR challenges. It also fosters the creativity of Bouygues' teams and helps the Group to future-proof its business model.



CUSTOMERS

Public and private sector customers, retail customers, infrastructure and service users, etc.

How we dialogue: Customer relations team, satisfaction surveys, Customer committees, collaborative platforms, external social media, blogs and trade fairs

Flagship initiatives: p. 42 to 53

- Bouygues Telecom's Customer Committee
- TF1: the highest-ranked French entry in the Top 50 best connected brands^a



FINANCIAL COMMUNITY

Shareholders and investors, banks, analysts and rating agencies

How we dialogue: tailored presentations, meetings, investor conferences and roadshows, AGMs, regulated literature, business reports and answering questions from financial and extra-financial rating agencies

Flagship initiatives: p. 10 to 11 and p. 18 to 35

- First Group Climate Markets Day event held on 16 December 2020
- 570 investors met with management or the Investor Relations team in 2020

(a) Source: BAV 2019 Top 50 awards.



SUPPLIERS AND SUBCONTRACTORS

Industrial partners, large groups, intermediate-size businesses, SMEs and start-ups

How we dialogue: contractual relations, CSR-performance assessments, and co-innovation and co-development partnerships

Flagship initiatives: p. 22 to 23 and 42 to 53

- Publication of the Bouygues Construction circular economy purchasing guide
- Partnership with NextEnergy, a US start-up developing transparent photovoltaic coatings



WORKFORCE

Employees, trade unions, talents

How we dialogue: employee consultation bodies in operations worldwide, an extranet site dedicated to career development at Bouygues, in-house social media, annual appraisals, employee perception surveys and more besides.

Flagship initiatives: p. 38 to 41

- 159 collective bargaining agreements across the Group (France and abroad), new and renewed
- In-house virtual events held by all business segments during the Covid-19 lockdown



CIVIL SOCIETY

Citizens, local residents, charities and NGOs, academia and science, public authorities and the media

How we dialogue: charitable foundations, conferences, partnerships with NGOs, community and skills patronage, active engagement in research and education, participation in think tanks and non-profit organisations

Flagship initiatives: p. 22 to 23 and p. 42 to 53

- Roll-out of Com'in, an app that keeps local residents informed about nearby construction sites and gathers their feedback
- Creation of the "Smart City and the Common Good" chair in partnership with HEC Paris

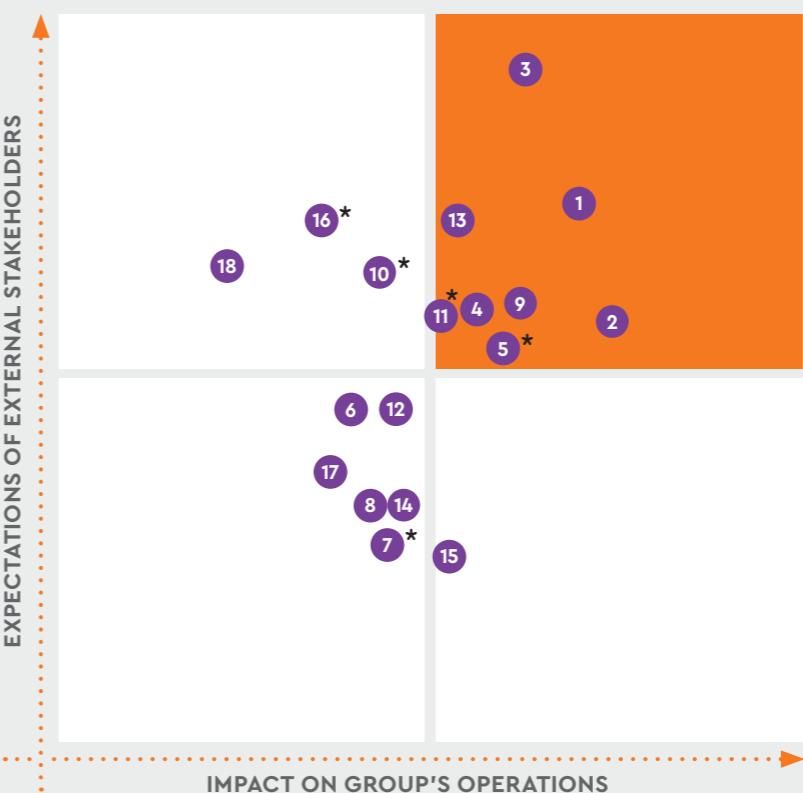
Our main CSR challenges

Updated in 2019, the Bouygues group's materiality matrix^a ranks the Group's main CSR challenges based on their importance for external and internal stakeholders and their impact on its business operations.

In this report, Bouygues provides its tangible responses to meet the main expectations expressed by its stakeholders, most notably:

- Business ethics:** Bouygues undertakes to comply with the strictest standards when doing business (see p. 60 to 61).
- Climate risk:** the Group has identified the impacts of climate change on its business operations and has responded with a comprehensive, coherent strategy (see p. 24 to 31).
- Quality of customer and user experience:** Bouygues offers customers and users a simplified and enjoyable experience (see p. 42 to 49).
- Health & safety and quality of life at work:** health & safety is among the Group's highest priorities. Another is keeping up with its employees' changing needs (see p. 38 to 41).

BOUYGUES GROUP'S MATERIALITY MATRIX



Bouygues' contribution to sustainable development goals



It is Bouygues' policy to help attain the UN Sustainable Development Goals (SDG), with a focus on these five, which are tightly connected with its core businesses.



BOUYGUES.COM

> Materiality matrix (methodology)

Scan this QR code
(app and internet connection required)

FIND OUT MORE
> bouygues.com
> Universal Registration document,
Chapter 3 SEPP

(a) System used to identify and prioritise CSR challenges in line with stakeholder expectations and the impacts on the Group's business segments. Responses to all material issues for the Group, along with a methodological note on our materiality matrix, can be found in the Universal Registration Document (published at bouygues.com on 18 March 2021).

Intended as a solution to resource scarcity, the Bouygues group teamed up with Suez to design and build the ABC (Autonomous Building for Citizens) demonstrator in Grenoble.

ABC is aiming for water and energy self-sufficiency, as well-planned waste management in residential construction projects, where the occupants are the focus of considerations.

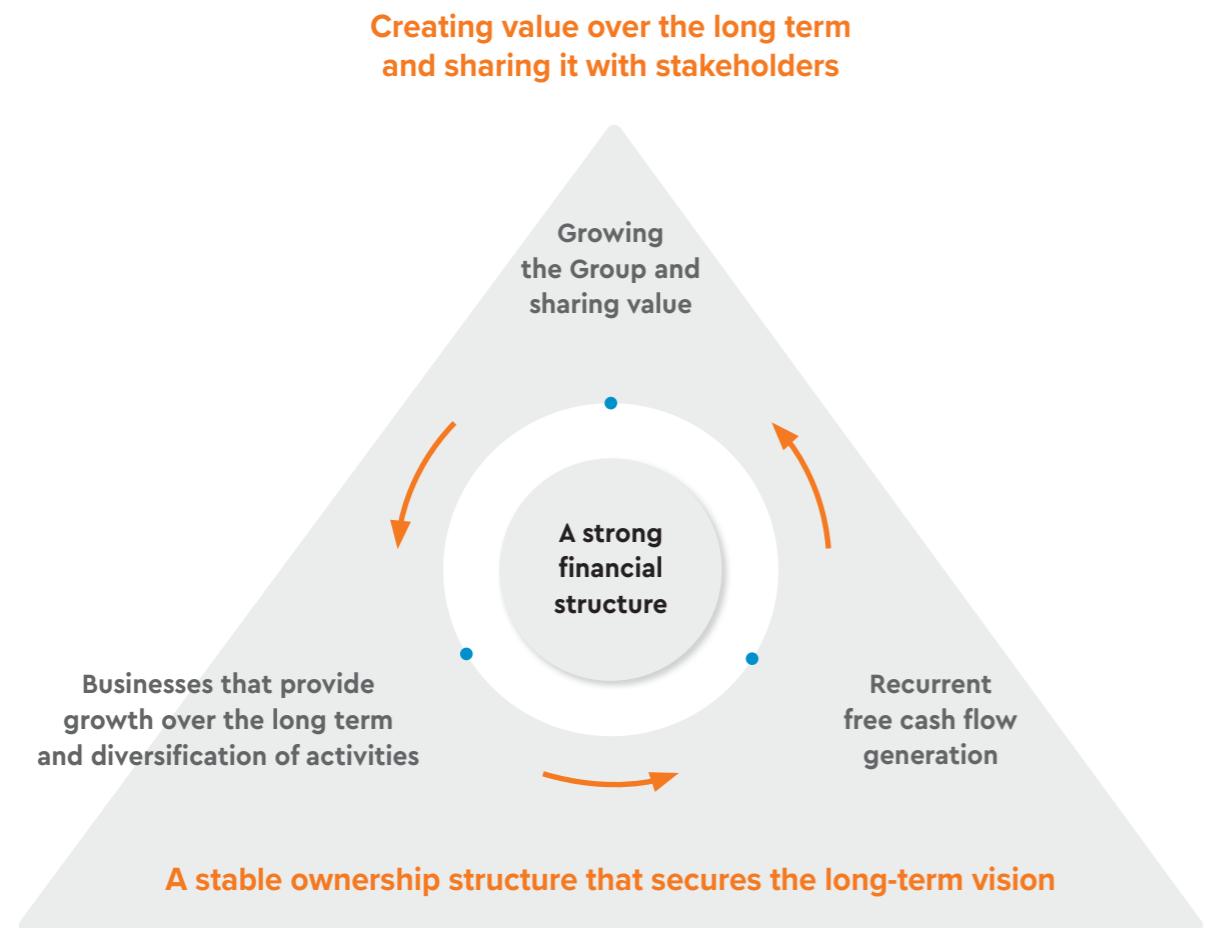
3 · THE STRATEGY OF THE GROUP AND OF ITS BUSINESS SEGMENTS ·

The Bouygues group and its business segments roll out long-term strategies aimed at seizing the growth opportunities related to the macrotrends in their eco-system and at reducing their carbon footprint.

GROUP STRATEGY

The Bouygues group aims to create value over the long term and share it with its stakeholders. It has defined a strategic framework through which its business segments roll out their operational strategies in order to fulfil the Group's mission, which is to make life better for as many people as possible every day.

The virtuous circle of the Group's strategy



The Bouygues group's business segments drive growth over the long term because they meet essential needs for housing, transportation, communication, information and entertainment. Furthermore, their diversity helps to cushion the impact of the less positive business cycles. In 2020, the Group proved how resilient it is during the health crisis.

These features help Bouygues generate free cash flow over the long term. The value created can then be reinvested to grow the Group and shared with its stakeholders.

Bouygues also strives to maintain a robust financial structure in order to ensure its independence and preserve its model over time. For example,

the Group's construction businesses tie up a small amount of capital and generate a high level of cash. As a result, gearing, corresponding to net debt over shareholders' equity, stood at 17% at end-2020.

This entire strategy can be rolled out over the long term thanks to the stability of Bouygues' ownership structure.

Two core shareholders

Bouygues' ownership structure is based on two long-standing core shareholders:

- SCDM, a company controlled by Martin and Olivier Bouygues; and
- its employees, through a number of dedicated mutual funds.

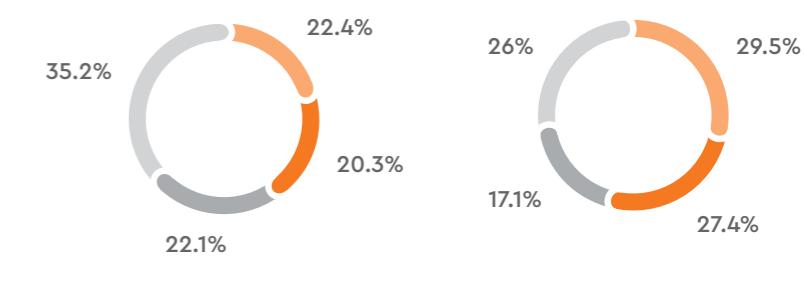
At 31 December 2020, 52,000 employees owned shares in the Group, making Bouygues the CAC 40 company with the highest level of employee share ownership. For half a century, the Group has been offering innovative, long-term mechanisms for employee share ownership.

GROUP OWNERSHIP STRUCTURE

at 31 December 2020

Main shareholders
380,759,842 shares

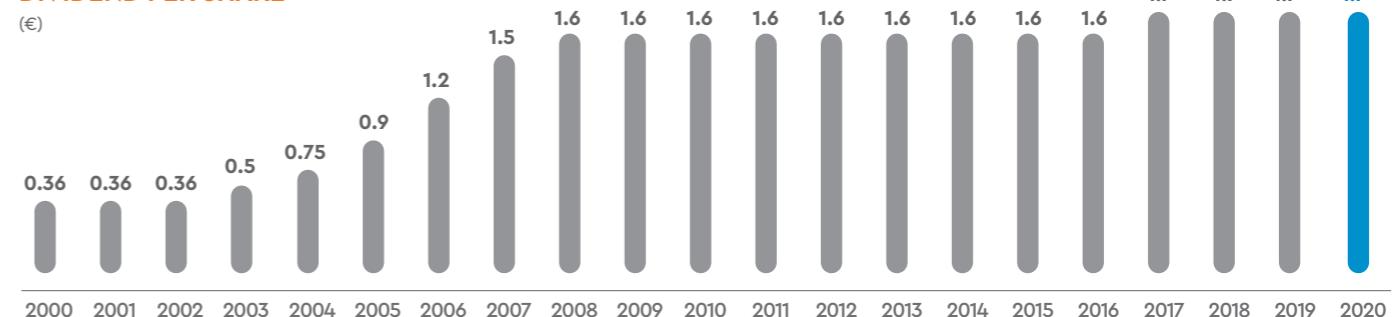
Voting rights
514,767,427 voting rights



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

Dividend policy forms part of a long-term strategy

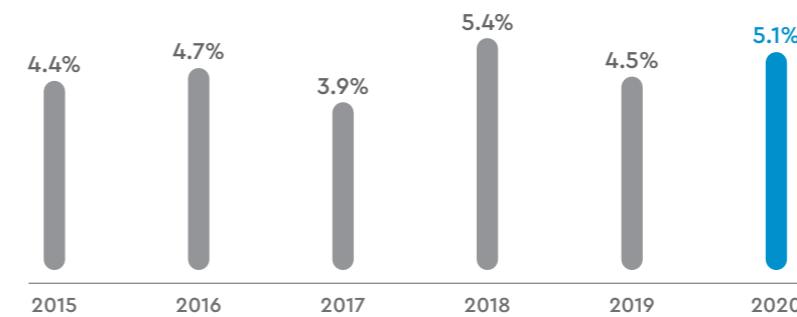
DIVIDEND PER SHARE



(a) Approved by the Annual General Meeting of 4 September 2020.

(b) To be proposed to the Annual General Meeting of 22 April 2021.

DIVIDEND YIELD^a



(a) Divided per share relative to the closing price of the previous year.

A STRATEGY OF INNOVATION FOR THE BENEFIT OF USERS

Bouygues' strategy in the field of innovation is based on delivering services that provide real benefits to users. The aim is to make the daily lives of the Group's customers, partners and employees simpler. It is also to improve the Group's productivity and boost stakeholder satisfaction by creating sustainable solutions.

Diverse business activities that confer unique strength

The diversity of the Group's business segments unlocks synergies when working on cross-disciplinary themes that aim to address a variety of future services. This unique structure is an advantage that bolsters the Group's competitive position. A hallmark of this structure is the cross-entity coordination of experts from each of the business segments when working on themes that require this. This results in the faster development of new technologies such as artificial intelligence and of complex products and services such as those related to smart cities.

Four promising technologies

Bouygues has pinpointed four technologies that have an impact on its activities:

- **Artificial intelligence (AI)** can provide effective decision-support to many of the Group's business segments. For instance, by analysing physical data from a site, as well as regulations and environmental factors, AI can optimise the building potential of land and facilitate interaction between the stakeholders in a property development project (developers, architects, consultancy firms and local authorities).
- **The Internet of Things**, combined with **Big Data**, can harvest and analyse data on an enormous scale for the predictive identification of high-risk areas on road networks through the analysis of vehicle behaviour.
- With **virtual and augmented reality**, it is possible to interact in real time with digital elements that have been added to a live view. For example, brands can insert advertising into a television show without interrupting it. With BIM (Building Information Modelling), 3D can be used to represent a whole range of data used in the design and construction of a structure and simulate its behaviour.

- Finally, **blockchain^a**, by making flows more secure, will facilitate the creation of new services by simplifying transaction processes. For instance, it is currently being used to ensure more secure, transparent and faster signing of complex contracts.

A rich ecosystem of partners

To boost its innovation potential, Bouygues can call on its vast global ecosystem, spanning over 80 countries and bringing together internal and external partners.

- Two technology intelligence offices (Winnovation in San Francisco and Bouygues Asia in Tokyo)
- Partnerships with the best universities worldwide such as MIT^b
- Active dialogue with over 1,300 start-ups
- Investments in promising start-ups through five institutional funds run by the Group^c
- Participation in forward-looking, innovative initiatives such as Futura Mobility, which brings together companies operating along the mobility value chain, and Impact AI, a think-and-action tank that investigates the ethical and societal issues posed by artificial intelligence and sponsors innovative, difference-making projects.

This structure is fertile ground for generating fresh ideas and developing new types of business.

(a) A data transmission and storage technology. It is a decentralised system that offers high levels of transparency and security. Users connected to a network can share data without the need for a central counterpart.

(b) Massachusetts Institute of Technology in Cambridge, US.

(c) Construction Venture at Bouygues Construction, Colas Innovation Board (CIB), Bouygues Immobilier Research and Development (BIRD), One Innovation at TF1 and Bouygues Telecom Initiatives.



OUR CLIMATE STRATEGY

In response to the climate emergency, Bouygues is making a tangible pledge to reduce its carbon footprint and that of its customers.

The Group has adopted a Climate strategy and set targets for reducing its greenhouse gas emissions by 2030 at a pace consistent with the Paris Agreement^a.



OLIVIER ROUSSAT
Chief Executive Officer,
Bouygues group

Is Bouygues' commitment to the climate a recent development?

Around 15 years ago, the Group initiated its decarbonisation strategy by focusing on offering low-carbon solutions to its customers. For instance, we were amongst the first to design positive-energy buildings and undertake extensive renovations to comply with exacting sustainable construction certifications. But we understand that we need to ramp up our efforts if we are to meet the challenges of the climate emergency and demonstrate the strength of commitment our stakeholders expect from us. This is why, towards the end of 2020, we set ourselves ambitious yet realistic targets for reducing our greenhouse gas emissions.

What is distinctive about Bouygues' approach?

First and foremost, our business segments share the same determination to address the climate emergency, regardless of the nature of their operations or their climate risk exposure. The diversity of our businesses means we are able to offer alternative low-carbon solutions and raise awareness of climate change across all levels of society. Also, our five business segments have pledged to act on both direct and indirect sources of emissions.

So, while reducing emissions linked to our purchases and other upstream operations is vital, we also recognise that downstream sources – the customers and users of our products, services and infrastructure – are often more emissions-intensive.

What challenges and opportunities does your Climate strategy present?

We are seeing a growing understanding of environmental issues among our customers. And although the degree of climate awareness still differs from country to country, we are certain that the transition to a low-carbon economy will be a fertile source of business opportunities.

If we are to capitalise on these opportunities, we can leverage our already proven techniques, but we will also need to change the way we design, build and operate in unprecedented ways. For Bouygues, the low-carbon transition is a chance to innovate more and go even further in reshaping our business models. Our success will depend on our ability to bring all our stakeholders along on this journey. We also have a strong attachment to environmental protection across our workforce, especially among our younger staff. So our Climate strategy will help to instil more sense of purpose to their work and drive employee loyalty.

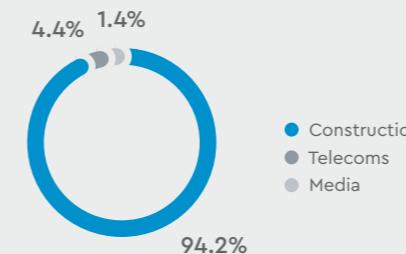
Reducing our carbon footprint

For scopes 1, 2 and 3a^a, Bouygues' carbon footprint was 15.9 million tonnes of CO₂ equivalent in 2020. Most emissions are attributable to purchases by the Group and to the energy consumption of worksites and other installations. The construction businesses account for a decisive part of this result.

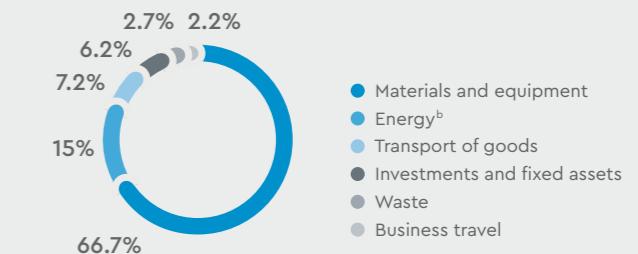
The Group and each of its business segments will manage the Climate strategy and its objectives with a specific governance structure and regular monitoring by Bouygues' Ethics, CSR and Patronage Committee and Board of Directors (see p. 57 for more).

OUR CARBON FOOTPRINT

Greenhouse gas emissions by sector of activity (scopes 1, 2 and 3a^a)



Greenhouse gas emissions by source



OUR 2030 GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

	REFERENCE YEAR	SCOPES 1 AND 2	SCOPE 3A	SCOPE 3B ^c
Colas	2019	-30%	-30%	n.a.
Bouygues Construction	2019	-40%	-30%	n.a.
Bouygues Immobilier	2020	-32%	-32%	-32%
Bouygues Telecom	2020	-50%	-30%	-30%
TF1	2019	-30%	-30%	n.a.

n.a.: not applicable

(a) The Paris Agreement aims to strengthen the global response to the threat of climate change by keeping the average global temperature rise well below 2° C above pre-industrial levels and by pursuing efforts to limit the temperature increase to 1.5° C above pre-industrial levels.

(a) Scope 1 (direct emissions), scope 2 (indirect emissions related to energy, especially the production of electricity and of heat) and scope 3a (other indirect upstream emissions).
(b) Energy consumption (on-site combustion); consumption of electricity, steam, heat or refrigeration; and emissions related to the energy production process.
(c) Scope 3b: other downstream indirect emissions.

Strategy for decarbonising the construction businesses

COLAS

Colas has a large environmental footprint due to the nature of its business activities. Purchases of goods (raw materials, construction materials, etc.) and services essential for its activity (scope 3a) account for the majority (over 65%) of the greenhouse gas emissions in its carbon footprint.

Objectives and action plan

Coordinated by a Carbon Strategy committee, Colas' Carbon roadmap comprises 24 pledges monitored by indicators that either already exist or are being created. Actions are structured around four priorities: integration of climate issues into strategy; improvement of energy efficiency in order

to cut its direct emissions generated by asphalt mixing plants, plant and vehicles; development and promotion of low-carbon products, techniques and solutions; and contribution to carbon neutrality and the reduction of greenhouse gas emissions generated by customers and users. By taking action in these areas, Colas is aiming for a 30% reduction in direct, indirect and induced emissions (scopes 1, 2 and 3a) by 2030.

Business opportunities

The coming years will bring significant growth in rail, shipping and river transport. Colas is building on its established position

in these segments and forging partnerships as it seeks to become a leader in multimodal transport. It is also present in the renewable energy sector, with a particular focus on green hydrogen. In addition, Colas is continuing to develop products and services to help urban and rural communities mitigate and adapt to climate change, including environmental engineering and infrastructure maintenance solutions, as well as alternatives to the loss of greenfield sites.

BOUYGUES CONSTRUCTION

Sources upstream and downstream of its value chain, such as IT installations, freight transport and purchases of building products and materials, account for over 90% of Bouygues Construction's total carbon emissions. Aside from the carbon footprint of its own operations, Bouygues Construction also has a significant influence on emissions throughout the lifecycle of the structures that it builds (scope 3b).

Objectives and action plan

As part of its drive to cut greenhouse gas emissions by 2030, Bouygues Construction is targeting a 40% reduction in direct and indirect emissions (scopes 1 and 2) and a 30% decrease in induced emissions (scope 3a).

In pursuit of these goals, the company is working to reduce the carbon intensity of its operations, as well as boosting and promoting its expertise in order to meet the challenges of the energy transition. Bouygues Construction is aiming to foster a low-carbon mindset among all its employees and to nurture the same mentality among its customers by promoting low-carbon solutions that fit their requirements.

Business opportunities

The low-carbon transition is an opportunity to grow Bouygues Construction's business through low-impact, high value-added offers in construction, civil works, energy

and services. Bouygues Construction's integrated solutions span the entire value chain, from decarbonised energy (nuclear, wind, solar and hydrogen), to energy efficiency, renovation and rehabilitation, and low-carbon mobility.

BOUYGUES IMMOBILIER

Bouygues Immobilier calculates its carbon footprint by considering CO₂ emissions from both direct and indirect (upstream and downstream) sources. The results reveal a strong correlation between its footprint and its residential property business, which accounts for around 90% of its total emissions.

Objectives and action plan

Bouygues Immobilier is aiming for a 32% reduction across its direct, indirect and induced emissions (scopes 1, 2, 3a and 3b). In pursuit of this goal, which is consistent with the recommendations of France's National Low-Carbon Strategy and with the requirements of the Paris Agreement, it will leverage the latest construction methods and align its operations with France's new environmental regulations (RE2020)^a. Yet the company cannot achieve its targets through these external drivers alone.

(a) New environmental regulations that apply to all new housing built in France from 1 January 2021.

For this reason, Bouygues Immobilier is reviewing all its products and services in order to factor in the carbon criterion. Other measures include going further on responsible purchasing, training staff, and rolling out new eco-design tools for its projects.

Business opportunities

The low-carbon transition presents a wealth of opportunities for Bouygues Immobilier, from developing new building methods such as timber and low-carbon concrete, to capitalising on the trend for more energy-efficient buildings. The company offers a range of ground-breaking, low-carbon products and services for improving quality of life in dense urban environments, adapting buildings to new practices like coworking^b and coliving^c, and enhancing occupant comfort, as well as renovation and rehabilitation solutions for commercial and residential properties.

(b) Third places available to self-employed people who do not necessarily work in the same field, designed to encourage exchange and well-being at work while reducing commuting.

COLAS' DRIVERS

- Reduce direct emissions from plant and industrial activities: transition to a decarbonised fleet of machines and vehicles (biogas, green hydrogen, electricity); switch to alternative modes of transport (rail freight, etc.); monitor the idling rate of plant and equipment; equip 50% of its fleet with on-board data collection systems by 2024; monitor the energy consumption of asphalt mixing plants; decarbonisation of electricity used; use innovation in processes.
- Reduce the carbon intensity of products and materials: increase the share of low-carbon binders for roads; increase the share of warm asphalt mixes to 50% by 2030; increase the production of semi-warm and cold asphalt mixes; increase the share of recycled materials in asphalt mixes to 18% by 2024; step up the use

of low-carbon concrete, in-place recycling of road pavement, the production and use of bio-based materials, and renewable energy generation projects.

- Reduce the greenhouse gas emissions of customer-users: deploy solutions for the planning and regulation of worksite flows in urban environments, and for the management of mobility flows and worksite phasing; introduce preventive management of road networks; optimise infrastructure usage; research and develop carbon capture and storage methods.
- Raise awareness and train employees.

BOUYGUES CONSTRUCTION'S DRIVERS

- Foster a low-carbon mindset in-house: provide training in climate issues to all employees (clerical, technical, supervisory and managerial staff); include a section dedicated to carbon in all vetting committees and finalisation reviews for all Bouygues Construction projects.
- Reduce direct emissions: limit business travel; increase the share of green vehicles to 90% of the fleet by 2030; reduce the carbon footprint of IT by 15% by 2025; reduce energy consumption at sites and worksites (timber worksite cabins, connected worksite cabins, remote management of energy use, decarbonised energy).
- Reduce the carbon footprint of purchases: develop action plans for priority packages (steel, façades, etc.); reduce the carbon intensity of cement by 40% by 2030; increase the share of timber construction projects.

Reduce the greenhouse gas emissions of infrastructure users: work together with customers on achieving the low-carbon transition of operations; develop solutions for the production and distribution of decarbonised energy (nuclear, wind, solar and hydrogen), for the energy efficiency and sustainability of buildings and neighbourhoods (zero-carbon neighbourhoods in the operation phase, positive-energy buildings, remote energy performance management solutions for buildings), for renovation, and for low-carbon mobility (electric vehicle charge points, low-carbon transport infrastructure such as metro and tram systems).

BOUYGUES IMMOBILIER'S DRIVERS

- Design and roll out decarbonised products and services: use new building methods; improve the energy efficiency of buildings; deploy low-carbon products and services for commercial and residential properties and urban environments; roll out the "Carbon guarantee" service; develop new renovation and rehabilitation solutions.
- Improve intensity and quality of use: develop shared living spaces, reversible buildings and passive comfort systems; safeguard biodiversity; construct buildings with integrated mobility solutions.
- Strengthen the teams: low-carbon training for all employees, creation of a carbon taskforce to prepare them for the RE2020^d regulation

(c) Dwellings with private areas and areas shared with other residents, combined with services such as internet and laundry.

- Develop responsible purchasing based on thresholds: addition of the Carbon criterion to the Quality-Cost-Delivery trio; an inventory of all FDES^d documents; sourcing of decarbonised materials and equipment; greening of fixtures catalogues; framework contracts for life-cycle analysis services
- Measure and develop tools: creation of "low-carbon technical factsheets" and a "Carbon calculator" for buildings and entire neighbourhoods, which will optimise the technical performance/carbon performance/cost trio; Carbon reporting for operations

(d) A French standardised document that shows the results of a product's life cycle analysis as well as health information. It is used to calculate the environmental and health performance of an eco-designed building.

EXAMPLES OF SOLUTIONS IN THE CONSTRUCTION BUSINESSES

More environmentally-friendly raw materials: Novacol (Colas)

Novacol is a process for the cold, in-place recycling of used pavement, in which existing road materials are milled out then added to a bitumen emulsion before being applied. Because it reduces truck traffic around the worksite, the process saves energy, limits damage to adjacent roads and causes less disruption to other users. Depending on circumstances, Novacol reduces CO₂ emissions by 10–50%.



The Novacol process recycles used road pavement in a single operation, thereby reducing CO₂ emissions and limiting the use of raw materials. Here the process is being applied at a worksite in south-western France.



Energy-efficient production processes: semi-warm and cold asphalt mixes (Colas)

Hot asphalt mixes are heated to temperatures of 160°C. By contrast, semi-warm variants like EcoMat can be produced at just 80°C. This innovative process reduces CO₂ emissions by 30% per tonne of finished product compared with conventional mixes. Meanwhile the cold asphalt mixes Easycold and Valorcol achieve even greater emissions savings: as much as 45% per tonne of output.



Applying the Easycold asphalt mix to a road in France

Renovation and the circular economy: The Hôtel des Postes building, Strasbourg (Bouygues Immobilier)

In renovation projects, identifying materials that can be recycled is a painstaking process. At Hôtel des Postes, Strasbourg's former central post office, Bouygues Immobilier reused structural components, internal doors, external joinery and various other parts of the building, and employed innovative ideas such as repurposing the old carpet as insulation. By factoring in the gains from the use of circular economy principles and low-carbon concrete, the renovation of this building saved nearly 7,100 tonnes of CO₂ emissions when compared with a new build operation of the same size.



During the renovation of the Hôtel des Postes building in Strasbourg, 20,000 m² of existing structure was kept, 1,000 wooden window frames repurposed and 2,700 m² of carpet recycled.



Energy efficiency and sustainability: Green City, Zurich (Bouygues Construction)

The 2000-Watt Society is a Swiss initiative that aims to limit per-capita energy consumption to 2,000 Watts per year – the level at which the Earth's finite resources are able to sustain human populations. Green City in Zurich is the first project of its kind to be awarded the 2000-Watt Site certification. The eco-neighbourhood includes a number of innovations such as buildings with efficient insulation made from sustainable materials, solar and geothermal energy, and systems that allow residents to monitor their energy consumption to increase their buy-in.



The Green City eco-neighbourhood, whose design was unveiled at the COP21 Paris Climate Conference, now features energy-efficient buildings and soft mobility solutions.



Sustainable, self-sufficient housing: the ABC concept (Bouygues Construction)

ABC (Autonomous Building for Citizens) aims for water and energy self-sufficiency and well-planned waste management, with a strong emphasis on occupant well-being. The concept integrates housing into its natural environment, where it also draws the resources it needs to operate. Features include solar panels for electricity and a rainwater recovery and treatment system to supply drinking water. Residents can also monitor and adjust their energy consumption to help make the building more self-sufficient.

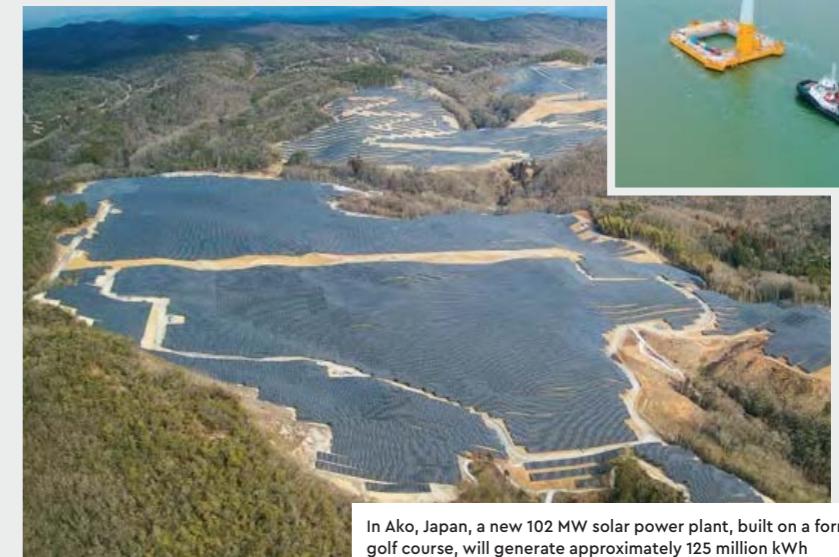


The ABC concept reinvents building methods to achieve a high level of energy and environmental performance without compromising on occupant comfort and convenience. This picture shows the first complete demonstrator, in Grenoble.



Decarbonised power generation: wind and solar power projects (Bouygues Construction)

Bouygues Construction is involved in solar energy and onshore and offshore wind farm projects as part of its commitment to decarbonising the energy mix. For instance, it has teamed up with start-up Ideol to develop the world's first floating foundation for offshore wind (see photo), which enables turbines to be installed at sea where wind speeds are higher. And in solar energy, it is rolling out floating solar farms and championing agrisolar as a way to limit the loss of greenfield sites.



In Ako, Japan, a new 102 MW solar power plant, built on a former golf course, will generate approximately 125 million kWh of electricity each year and contribute to an annual reduction of around 5 tonnes of CO₂ emissions.

WeWood: building differently

Bouygues Construction's WeWood programme places timber and bio-based construction at the heart of its strategy, transforming the way it builds, in France and Europe-wide.

As well as being a renewable resource, timber also stores carbon^a. It is therefore a viable alternative to concrete for reducing greenhouse gas emissions. It also caters to a growing trend for more environmentally friendly buildings.

At Bouygues Construction, timber is more than just a like-for-like replacement for concrete. It is one of the cornerstones of a broader culture shift towards "building differently", in which the company is rethinking its approach from the ground up and rolling out new solutions like

prefabricated structures, construction kits and Building Information Modelling (BIM) systems.

In order to open up this initiative to as many people as possible, the WeWood programme spans all Bouygues Construction subsidiaries and co-design is actively encouraged. Architects and the technical trades are involved in projects from the outset, alongside regular partners and subcontractors. WeWood draws on an in-house timber centre of excellence that drives innovation and provides

practical support, while staff can learn new skills by accessing training through the WeWood Academy.

As well as being an environmentally friendly material, timber leads to cleaner, quieter worksites and reduces construction time, thereby benefiting employees and customers alike.

In the new timber construction Weidmatt neighbourhood in Lausen (Switzerland), only the stairwells, lift shafts and foundation structural elements are made from reinforced concrete.



The timber construction worksite Abela in Bry-sur-Marne, near Paris

60%

CO₂ emissions savings by using timber for the building fabric instead of concrete

30%

of Bouygues Construction projects to use timber for the structural elements in France and Europe-wide by 2030



Strategy for decarbonising the Telecoms business

BOUYGUES TELECOM

On a like-for-like basis, Bouygues Telecom has a smaller carbon footprint than the Group's construction businesses. Investments and property, plant and equipment (mainly the network), as well as purchases of devices used by customers (smartphones, routers, etc.), account for nearly 90% of its carbon emissions.

Objectives and action plan

Amid exponential growth in data traffic, Bouygues Telecom has set three targets for 2030: reduce direct and indirect emissions (scopes 1 and 2) by 50%, reduce induced

emissions (scopes 3a and 3b) by 30%, and achieve at least a 50% share of renewables in its energy consumption. Its climate policy, under the slogan *Agir Ensemble* (working together), is built on three priorities: improve the energy efficiency of infrastructure, design more sustainable products and promote responsible use of digital technology.

Business opportunities

As the first operator to commit to refurbishing mobile phones back in 2011, Bouygues Telecom is consolidating its

leading position in the smartphone circular economy, rolling out a 4R strategy (repair, recover, refurbish, recycle) for pre-owned handsets. In addition, the company encourages customers to use digital technologies in a more sustainable way. Its devices are also eco-designed (router, packaging, first virtual router incorporated into the TV set) and their energy consumption is regularly optimized (36% reduction between the Bbox 4K and the Miami box devices).

BOUYGUES TELECOM'S DRIVERS

- Improve the energy efficiency of infrastructure and equipment: use less energy-intensive equipment (5G, FTTH^b); manage power to its sites dynamically; switch to renewable energy sources; roll out a certified energy management system for data centres and offices; shut down unused frequencies and premises; reuse network equipment.
- Design more sustainable products and services: apply eco-design principles to products; reduce packaging; make new-generation modems and routers more energy-efficient; roll out the 4R strategy (repair, recover, refurbish, recycle) for pre-owned handsets; use refurbished products and equipment.
- Strengthen partnerships and innovation with suppliers to reduce the purchasing footprint: apply a responsible purchasing policy; make lifecycle assessments a standard part of the purchasing process; use recycled materials; switch to virtual decoders.
- Integrate digital sustainability into products and services and into communication with the customer.
- Promote a decarbonised and decarbonising digital mindset within the company: roll out connected objects and AI-powered solutions to reduce energy consumption among BtoC and BtoB customers.

Strategy for decarbonising the Media business

TF1

TF1 has the smallest carbon footprint of all Bouygues group subsidiaries, with nearly 95% of its emissions linked to purchases. However, the nature of its business means that the broadcaster has a critical role in raising awareness of environmental issues among the general public.

Objectives and action plan

TF1 is aiming for a 30% reduction in its direct, indirect and induced emissions (scopes 1, 2 and 3a) by 2030. To achieve this goal, the company is working to reduce its carbon footprint across its production operations, purchases, digital activities and

business travel. Its aim is also to help its advertisers promote more environmentally friendly products and to contribute to the low-carbon transition through its content.

Business opportunities

The low-carbon transition is a powerful growth driver for TF1, as socially and environmentally responsible brands and businesses look to promote their products and initiatives. In response, the company is developing bespoke advertising packages and drawing on a strong sense of commitment to CSR challenges across its media ecosystem.

Climate-related content accounts for a substantial share of TF1's TV and digital programming. The company has also decided to expand its output in this area around the Ushuaïa brand, such as through *Génération Ushuaïa*, a show that airs on TF1. This editorial line is consistent with audience sentiment: 92% of French people agree that the media has a role in raising awareness of environmental issues.

TF1'S DRIVERS

- Decarbonise content: carry out in-house awareness-raising and training in eco-production and educate outside audiences; take steps to cut carbon emissions from transport, equipment and sets; conduct a carbon audit of TV productions.
- Encourage responsible purchasing: introduce criteria for each type of product; monitor the carbon footprint of purchasing.
- Develop responsible digital services: measure the carbon footprint of digital activities (production, post-production, broadcasting) and identify ways to reduce it.
- Roll out sustainable mobility solutions: shift to an electric vehicle fleet; prioritise soft mobility, rail and car sharing; expand teleworking.
- Raise awareness of climate issues: produce more environment-related content and promote positive initiatives; help the advertising market shift towards more responsible communication.

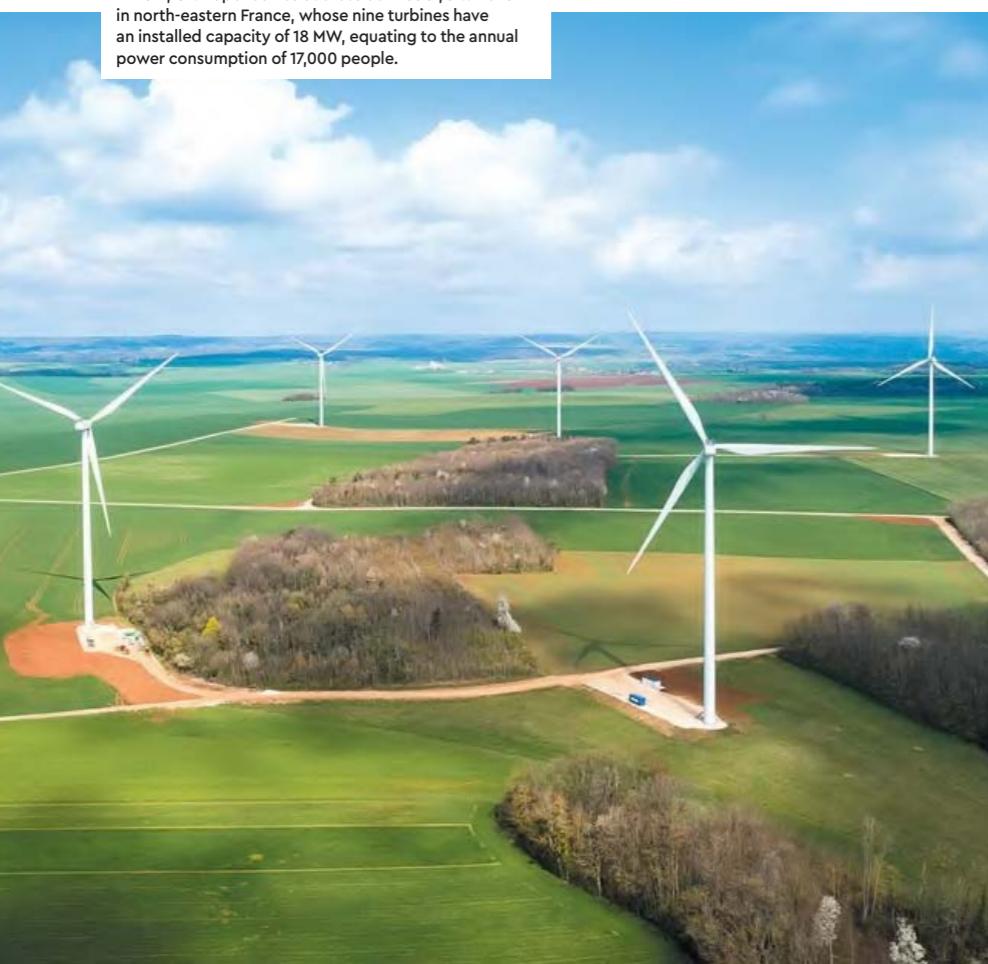
(a) Thanks to photosynthesis, the carbon dioxide captured by a growing tree remains stored throughout the entire time that the products made from the tree's wood are used. And this carbon dioxide continues to be stored afterwards if the wood is reused or recycled for other uses.
(b) Fibre-To-The-Home.

THE STRATEGIC PRIORITIES OF THE BOUYGUES GROUP'S BUSINESSES

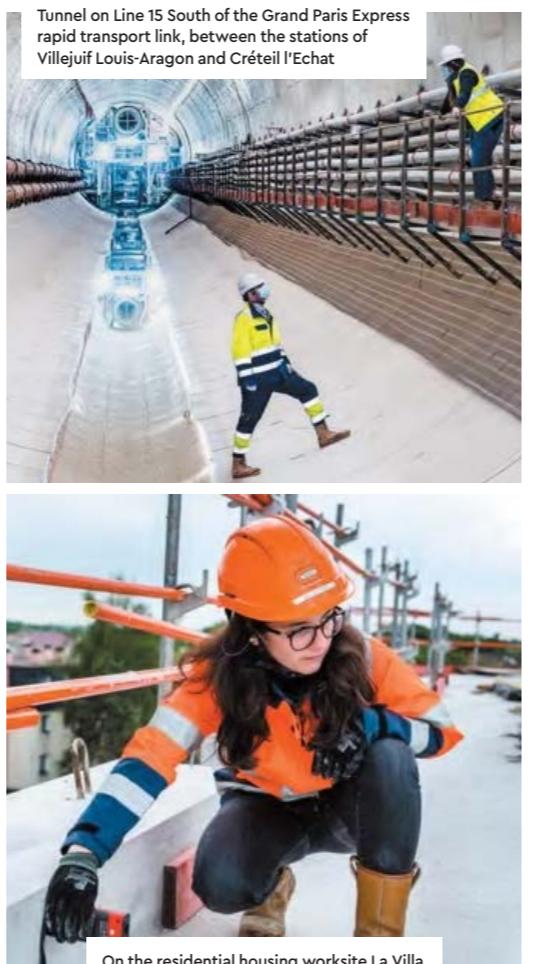
Construction businesses

Bouygues is the fifth largest^a construction group in the world. As a developer, builder and operator, it is active in building and civil works, energy and services, property development and transport infrastructure.

(a) Based on international sales, excluding country of origin (ENR Top 250 International Contractors survey, August 2020).



In 2019, CNR opened Les Sources du Mistral, a wind farm in north-eastern France, whose nine turbines have an installed capacity of 18 MW, equating to the annual power consumption of 17,000 people.



Tunnel on Line 15 South of the Grand Paris Express rapid transport link, between the stations of Villejuif Louis-Aragon and Créteil l'Echat

On the residential housing worksite La Villa des Glycines in Le Plessis Trévise, near Paris

Lead the market for the construction and renovation of buildings and infrastructure

Bouygues builds, optimises and maintains a wide range of buildings and infrastructure (transport, decarbonised energy production, telecommunications). Furthermore, to cope with ageing infrastructure and keep pace with increasing demand for energy efficiency, the Group develops expertise in renovating assets, even whilst they remain in operation.

From the 1970s, Bouygues started to expand its construction businesses outside France in targeted countries. They now have a long-term presence through well-established local subsidiaries (Australia, Canada, US, UK, Hong Kong, Switzerland, etc.) or on a one-off basis when working on



Bern 131 is a proposed timber-frame, positive-energy building on the outskirts of the Swiss capital. The building, which will feature rooftop and façade solar panels, is scheduled for handover in 2023 and will exceed the 2000-Watt Society target^b.

technically complex projects with local partners. The construction businesses currently generate over half their sales in the 80 countries where they are present.

Lead the market for urban design and development

In consultation with customers, residents and local partners, the construction businesses develop projects that promote well-being, harmonious living and environmental protection. The Group offers a range of customised and innovative solutions catering for the individual housing unit to an entire town or city (adaptable housing, connected buildings, eco-neighbourhoods, the smart city, smart mobility, modular construction etc.).

Support our customers to cut their carbon footprint

The transition to a low-carbon economy is central to the expansion of Bouygues' construction businesses because it offers many growth opportunities. They offer a complete range of distinctive and high value-added products and services to help their customers respond to the climate emergency.

They have solutions for:

- the production, storage and distribution of decarbonised energy (solar, nuclear, wind, etc.);
- the energy efficiency of buildings, neighbourhoods and entire towns and cities (positive-energy buildings, zero-carbon neighbourhoods, etc.), whether for new build or renovation projects;
- the development of low-carbon mobility (electric mobility, rail infrastructure etc.); and
- the extension of the life of and the intensification of the use of buildings and infrastructure (shared living spaces and offices, reversible buildings, infrastructure maintenance etc.).

OPERATIONAL PRIORITIES

- Boost the energies and services activities
- Continue Colas' development towards new growth areas: expand its international network via external growth in target countries (Germany, North America, Northern Europe, etc.) and make optimum use of its industrial activities (quarries and bitumen)
- Turn sales and profitability around at Bouygues Immobilier

2020 KEY FIGURES

115,055
Employees

€26,208m
Sales^b

€437m
Current operating profit^b

€33.1bn
Backlog

€2.8bn
Net cash

(a) The 2000-Watt Society is an environmental policy project developed at the Swiss Federal Institute of Technology in Zurich (ETH Zürich) with the goal of reducing per-capita energy consumption to one third of current levels.

(b) The impact of the health crisis was estimated at a roughly €2.5 billion loss in sales and a €530 million drop in current operating profit for first-half 2020. As business levels returned to normal in the second half of the year, it is no longer possible to clearly isolate the impact attributable to Covid-19 within the change in performance as a whole for this period.



TF1 wants to positively inspire society by informing and entertaining as many people as possible. As France's leading TV media group, it keeps pace with the way people view and consume content (catch-up TV, enhanced services, and Salto^a). It has strengthened its presence across the entire value chain investing in new growth-potential sectors such as content production and digital media.

2020 KEY FIGURES

3,697
Employees

€2,082m
Sales^a

€190m
Current operating profit^a

9.1%
Current operating margin

32.4%
Share of target audience^b

Over 1,600 hours in Newen's backlog^c

(a) The impact of the health crisis was estimated at a €250 million loss in sales and a €100 million drop in current operating profit for first-half 2020. As business levels returned to normal in the second half of the year, it is no longer possible to clearly isolate the impact attributable to Covid-19 within the change in performance as a whole for this period.

(b) Source: Médiamétrie – Women under 50 who are purchasing decision-makers.

(c) Projects worth over €1 million.



The Covid-19 pandemic has underscored the interest among the French public for television, with daily viewing time rising sharply during the lockdown and remaining high after restrictions were eased. As a result, TF1 remains focused on its goals:

Pursue the transformation of the unencrypted TV model

- Adapt content accessibility to new "non-linear"^b and mobile viewing habits via its MYTF1 platform and the Salto video-on-demand platform.
- Monetise content and additional services
- Offer innovative commercial offers that pre-empt media convergence.

Consolidate its position in production and accelerate in digital media

In TV production, TF1 draws on Newen, which boasts recognised expertise. Newen's backlog remained at a high level in 2020 thanks to the diversification of its customer base and its continued

international expansion, following the acquisition of De Mensen studios in Belgium and Reel One in Canada in 2019.

In digital media, TF1's Unify division enables it to:

- provide an additional offer based on web-origin content via recognised brands (Marmiton, Auferminin, etc.) able to engage active communities, and;
- strengthen its offering for advertisers to boost their effectiveness and regain value in a growing digital advertising market via the launch of the media sales unit Unify Advertising

Furthermore, TF1 has committed to cutting its carbon footprint and raising awareness about environmental issues among its viewers (see p. 30 to 31).

(a) Salto is an over-the-top (OTT), subscription-based video-on-demand service launched on 20 October 2020 by TF1, France Télévisions and M6.

(b) Viewing that does not follow the broadcaster's imposed schedule. Viewers determine when they view content, for example using the catch-up feature or video on demand.

OPERATIONAL PRIORITIES

- Keep pace with changes in how video content is consumed and monetise these new practices
- Continue Newen's international expansion
- Carry the integration of Unify through to conclusion, foster operational synergies with other TF1 activities and boost profitability



Telecoms

Bouygues Telecom is a major player in the French telecommunications market and, for the last 25 years, has been providing the best technology to make its customer's digital lives richer and more intense. Its networks, products and services bring its 25 million^a customers closer to their family and friends. As a socially-responsible player, Bouygues Telecom facilitates access to high-quality digital services for all, whilst keeping a tight rein on the impacts generated by its activity.

2020 KEY FIGURES

9,550
Employees

€6,438m
Sales^f

€1,502m
EBITDA after Leases^g

30.7%
EBITDA after Leases margin^h

25m^a
Customers

Over 500
Bouygues Telecom stores in France

3,900
Customer and sales advisers



Serving customers in a Bouygues Telecom store in the spring of 2020

Gain an additional 3 million FTTH^d customers

Bouygues Telecom is speeding up the roll-out of fibre in a context marked by a sharp increase in demand. In order to gain an additional three million customers, the company is planning to double its FTTH coverage (from 17.7 million premises marketed in December 2020 to 35 million by 2026) through direct investment and partnerships.

Double market share in fixed BtoB and become a fixed wholesale^e player

As the third ranked operator in the BtoB market, Bouygues Telecom wants to ramp up its growth, particularly in fixed. It enjoys a number of strengths, such as its position as a benchmark in customer relations in BtoB, a multi-channel distribution network and the monetisation of its BtoB fibre infrastructure. It is also growing its fixed wholesale activity.

Bouygues Telecom also implements a dynamic policy aimed at protecting the environment (see p. 30 to 31).

(a) Includes EIT.

(b) Calculated before change in WCR related to operating activities and excluding 5G frequencies.

(c) Survey by Arcep (the French telecoms regulator), December 2020.

(d) Fibre-To-The-Home.

(e) The wholesale market for telecoms operators.

(f) The impact of the Covid-19 crisis was estimated at a €70 million loss in sales in first-half 2020. As business levels returned to normal in the second half of the year, it is no longer possible to clearly isolate the impact attributable to Covid-19 within the change in performance as a whole for this period.

(g) Current operating profit after taking account of the interest expense on lease obligations, before (i) net depreciation and amortization expense on property, plant and equipment and intangible assets, (ii) net charges to provisions and impairment losses, and (iii) effects of acquisitions of control or losses of control.

(h) EBITDA after Leases/sales from services.

OPERATIONAL PRIORITIES

- Achieve nationwide 5G coverage by end-2021
- Complete the integration of alternative operator Euro-Information Telecom and on-board its 2.1 million customers
- Speed up the marketing of FTTH in order to gain an additional 3 million BtoC customers by 2026
- Increase market share in fixed BtoB by 5 points by 2026.

The 27 kilometres of La Voie Bleue cycle path are difficult to access and have many environmental constraints.

The aggregates required to build it were therefore transported to the site by barge via the Vosges canal.

4 • OUR PLEDGES •

To meet its main CSR challenges, underpin long-term growth and guide its transformation, the Bouygues group has signed up to four key pledges: promote each employee's career development; design sustainable solutions with and for customers; simplify everyday life; and help build harmonious communities.



• Our pledges •

PROMOTE EACH EMPLOYEE'S CAREER DEVELOPMENT

People are Bouygues' most important resource. Their dedication is what drives our performance. The Group therefore makes it a priority to encourage them in their careers and to value everyone's contribution, regardless of background, education or profession.

Ensuring employees' physical and emotional well-being is a key priority for the Group, which is actively cultivating a global health and safety culture. A lower frequency of accidents in the workplace is a Group-wide target.

The Bouygues group also recognises that diversity – in all its forms – is vital to the success of its business, helping to spur innovation, creativity and renewal.

Amid the Covid-19 crisis, the Group adjusted working arrangements as it sought to protect the health of its employees and keep risks to a minimum. Social distancing and other safety measures were rolled out worldwide, and employees were allowed to work from home wherever possible.

In keeping with these new forms of workplace organisation, and with

the Group's Climate strategy and gender-balance policy, Bouygues is determined to:

- support the transition to new ways of working;
- help employees gain future-ready skills; and
- speed up the advancement of women within the Group.



Thanks to the strict application of health safety measures, the teams at Dragages Hong Kong were able to get back to work as early as 20 February 2020

“

Following lengthy discussions with our Bouygues Asia and Winnovation technology intelligence units, we got straight to work on developing "BySafe", a smartphone app designed to keep site employees safe for the return to work.”

Adrien BROUÉ
Innovation Manager, Elab
Bouygues group
Innovation department

GROUP OBJECTIVES

Objective monitoring:

	RESULTS			OBJECTIVE
	2018	2019	2020	
Reduce the workplace accident frequency rate ^a	5.2%	4.9%	5.1%	● Down vs 2019
Increase the proportion of women in the workforce	18.4%	18.7%	18.8%	● 21% in 2020
Increase the proportion of women in executive bodies in France ^b	18.8%	20.4%	21.1%	● 23% in 2020

● Result in line with the objective ● Result lagging behind the objective ● Not achieved

(a) Number of accidents involving time off work x 1,000,000/number of hours worked. The auditor states that it has obtained reasonable assurance for the 2020 indicator.
(b) Executive Committees or equivalent of senior management teams in the Group's five business segments and in Bouygues SA.

2020 Review

The Group was focused on the health and safety of its employees, which is monitored regularly by the Board of Directors. Workplace accidents were more frequent in 2020. Regrettably, there were eight fatalities amongst our employees on our worksites. In 2021, the Group will step up its efforts to prevent accidents, protect the health of its people ("BYCare" programme) and improve wellbeing at work (boosting of the "Quality of life at work" initiative).

Furthermore, Bouygues was able to review the performance of its "Group Gender balance" plan for 2017–2020. Although all indicators showed an improvement in gender balance, only the objective relating to the proportion of women who are "Department heads or higher" was attained (20.7% in 2020 vs 18% in 2017). As a result, a new plan will be launched in 2021 with new objectives, for the Group and its business segments, aimed at promoting gender balance at all levels.

Support the transition to new ways of working

Bouygues is embracing new technology as a way to protect the health and safety of its employees. In 2020, the Group continued rolling out connected objects at its worksites, with innovations such as the iPilot remote crane control system and connected sleeves making life easier for staff and preventing workplace accidents. By limiting the need for physical contact, these technologies have also worked alongside social distancing and other safety measures to help stem the spread of Covid-19.

Another effect of the pandemic has been to accelerate the pace of change in workplace organisation. With teleworking now commonplace, the Group is mindful of its responsibilities for employee-well-being.

Its business segments have deployed on-line collaborative platforms, provided digital literacy training and supplied equipment to make sure staff have the tools they need to work effectively from home. Other well-being measures have included making employees aware of their "right to disconnect" and running anonymous satisfaction surveys. And as lockdown restrictions were eased, the Group's business segments introduced combined telework and on-site work arrangements to help staff stay closer together and feel part of a team.

Trophée Entreprise IA

In 2020, Bouygues Telecom scooped the *Trophée Entreprise IA* award in recognition of its overall strategy on artificial intelligence. The operator received special praise for its efforts in boosting AI skills and expertise among its workforce

Nearly 100

exoskeletons rolled out by Colas worldwide. The aims are to reduce repetitive exertion and preserve the health of site workers

• Our pledges •

Colas has enhanced its training courses, particularly in terms of site waste management.



Bouygues trains and raises the awareness of its people about the challenges of the transition to a low-carbon economy.



Employees can get their CVs analysed by an AI-powered app called "Matchez votre CV !" which then directs them to a list of vacancies tailored to their skills and experience.

Help employees gain future-ready skills

In 2020, Bouygues and its business segments signed up to key pledges on decarbonising their business models and ramping up the roll-out of low-carbon products and services. Since the Group's people will be at the focus of this transformation, delivering on these pledges will require action on two fronts: helping them keep pace with changes in their professions, and launching a collaborative and collective drive to implement this strategy.

The Bouygues group has stepped up training on the environment and CSR in recent years. One example is Bouygues Construction's WeWood Academy, which gives employees a chance to sharpen their timber construction skills (see p. 30). The Group is also determined to ensure that all employees – managers, and clerical, technical and supervisory staff – are aware of the CSR challenges Bouygues faces, and how it is responding. Colas has expanded its training to include courses on

topics such as worksite waste management, while TF1 has ambitious plans to train up employees in applying eco-production principles^a to content production.

As well as being essential to the Group's transformation, initiatives such as these increase employee buy-in and give them a sense of purpose in their work. They will also help Bouygues attract a new generation of environmentally conscious talent and equip its employees with the broad skills base they will need to succeed in tomorrow's job market. And they are fully in keeping with the Group's human resources policy, which emphasises internal promotion, training, and job and geographical mobility as a path to varied and rewarding careers.

(a) In TV production, "eco-production" refers to organisational and/or technological measures that reduce the environmental impacts of industrial processes, or eliminate these impacts at source, while preserving natural resources.

I got a lot of support when changing jobs within the Group and I quickly gained new skills. Learning something new every day is incredibly rewarding, and the atmosphere at work is great! As well as taking on new responsibilities, my new position brought me closer to home, so I'm enjoying a better work-life balance. It's a win-win!"

Chafèque JAWHARA
Head of Governance, Network Operating Systems Management
Bouygues Telecom

Employees can get their CVs analysed by an AI-powered app called "Matchez votre CV !" which then directs them to a list of vacancies tailored to their skills and experience.

Top Employer 2020

certification obtained by Bouygues for the third year running

80,165

employees were given training in 2020

405

people attended the on-line Career Workshops, a seven-part webinar series launched in 2020 covering topics such as setting career goals and boosting employability

Speed up the advancement of women within the Group

Bouygues firmly believes that its success depends on its ability to get the best from the women and men in its business segments. Gender balance fosters creativity and cohesion, thereby significantly improving performance and accelerating the Group's transformation. However, given the predominance of its construction businesses, the Group's workforce has traditionally counted more men than women – which is why it operates a proactive gender balance policy.

This policy is enshrined in the "Group gender balance" plan, the first incarnation of which was launched in 2017. The plan has since delivered on several fronts, including progress on the advancement of women within the Group.

In 2021, the Bouygues group will unveil a new plan built on three priorities for 2023:

- Promote gender balance and support the advancement of women through training, including tailor-made programmes for top management and women with strong potential.
- Launch a targeted HR communication campaign for women, with strong messaging on the Group's pledges.
- Measure progress through shared, Group-wide indicators and factor gender-balance criteria into performance-linked pay for executives.

Nearly 800

women mentored since the launch of the Group's mentoring programmes

22nd

place for TF1 in the 2019 Ethics & Boards awards for the level of female representation in the executive bodies of SBF 120 companies. It was also the highest-ranked media group on the list.

80

male and female employees – from France and beyond – participated in the 2020 Women's Forum Global Meeting, which was held on-line. With staff representing all five business segments, it was the biggest Bouygues delegation since the Group first attended the event in 2014.



The Bouygues group recognises the key role that managers play in modelling inclusive behaviours. In 2020, the Group launched a new training module entitled "Inclusive management and performance", signalling its commitment to fostering diversity and inclusiveness at every level of the organisation.



"The drive for gender balance has gathered momentum across the Group since we launched our first action plan. Our priority is to see more women progress to executive-level positions, so it's very much a long-term endeavour. That's why we'll be unveiling a new plan in 2021."

Jean-Manuel SOUSSAN
Senior Vice-President,
Director of Human Resources
Bouygues group

FIND OUT MORE
> Universal Registration Document, Chapter 3 SEFP

DEVELOP SUSTAINABLE SOLUTIONS WITH AND FOR OUR CUSTOMERS

Tackling environmental issues is key to the Bouygues group's strategy.

Taking them into account is vital to the Group's long-term prospects.

Its Climate strategy and its pledges provide solutions that respond to the global challenges of climate disruption, resource scarcity and biodiversity loss.



The Bouygues group helps its customers worldwide to cut their carbon footprint. For the BCA^a Academy project in Singapore, Bouygues Construction was able to reduce the carbon impact of the construction and operation of the building.

Since Bouygues firmly believes that the city of the future will be built with its users and inhabitants, it encourages co-design for its urban transformation projects both in France and abroad.

The Group provides products and solutions that encourage low-carbon mobility, the circular economy and the protection of ecosystems.

The Group has set three key priorities:

- encourage electromobility;
- safeguard resources; and
- protect biodiversity.

GROUP OBJECTIVES

Objective monitoring:

RESULTS

	2018	2019	2020	OBJECTIVE
Increase the level of recycled pavement in asphalt mix production at Colas	15%	16%	16%	● 18% in 2024
Increase the proportion of Colas quarries and gravel pits working to promote biodiversity	51%	52%	44%	● 65% in 2024
Carry out assessments of worksites eligible for TopSite certification (the first CSR label in the construction sector)	11%	20%	46%	● 100% in 2020

● Result in line with the objective ● Result lagging behind the objective ● Not achieved

2020 review

In 2020, an average 16% of Colas' worldwide production of asphalt mixes came from recycled asphalt pavement. Over 300,000 tonnes of bitumen were thus saved, which is the equivalent of the bitumen output of a medium-sized refinery.

Within the scope of Colas' quarries programme, 171 sites took initiatives in favour of biodiversity. These sites represent 44% of the sales before inter-company eliminations of Colas' aggregates production sites. Several initiatives being carried out with local partners had to be suspended in 2020 due to the pandemic.

Launched in June 2018, the TopSite label was created by Bouygues Construction with the aim of ensuring that its CSR standards were complied with on its worksites worldwide. Although it was not possible to assess all its worksites eligible for this label in 2020 due to the pandemic, Bouygues Construction was able to more than double the number of worksites assessed. There is at least one site with the label on each of the five continents.

(a) The Building and Construction Authority.

Encourage electromobility

Transport is one of the biggest sources of CO₂ emissions globally^a. Electric cars and other forms of electromobility, which are quieter and less polluting than other modes, are well poised to support the transition to low-carbon transport. But supporting this shift will require the expansion of charge point infrastructure.

In addition to conventional charge points, Bouygues Energies & Services has developed a space-saving solution in which they are integrated into street lighting networks. It has also rolled out mobile apps and websites that allow users to find their nearest charge point, reserve a slot, and more.

Bouygues is also factoring the shift to electromobility into residential property design, with buildings that include electric vehicle charging solutions. In December 2019, it co-founded Ready4Mobility, a pioneering consortium that brings together construction and mobility partners to develop a set of common standards to speed up building/mobility convergence.

The Group is also involved in public transport and soft mobility infrastructure projects such as tram systems and cycle paths.

(a) The transport sector accounts for 25% of global CO₂ emissions. Source: International Energy Agency (IEA), 2020.

660

tonnes of CO₂ avoided each month thanks to the network of electric charge points installed by Bouygues Energies & Services

3,663 km

of rail line maintained by Colas Rail in 2020

“

“We're seen as a dependable partner in the electromobility industry, where we stand out thanks to the performance of our networks, the quality of our operating systems, the expertise of our people and our extensive geographical footprint.”

Christophe MAYEN
Director of Mobility & Transport
Bouygues Energies & Services

When installed on a cycle path, Wattway panels generate renewable energy that can be fed into the local power grid. This example is at Grave in the Netherlands.



Following extension work, the tram network in Birmingham (UK) now carries passengers from Grand Central to Centenary Square.

• Our pledges •

Safeguard resources

The construction industry generates 70% of all waste produced in France^a. The increasing scarcity and rational use of natural resources are therefore particularly important issues for the Group. Bouygues is rethinking its processes, products and services to incorporate the principles of the circular economy and reap the environmental and economic benefits that this will afford.

The Bouygues group's construction businesses are implementing solutions centred around four priorities: selection of sustainable and easily recyclable materials during the design phase; reducing the amount of resources used during construction; recovering and re-using materials on site; and recycling

of materials. They are also working to encourage the uptake of these practices industry-wide. One example is "Boost Re-use", an initiative launched by Bouygues Immobilier, Bouygues Construction and around 30 partner project owners to pool procurement, identify materials that can be reused and assess their availability.

The Group is also applying circular economy principles in its telecoms businesses. For instance, Bouygues Telecom is running awareness campaigns to encourage people to hand in some of the millions of old smartphones lying abandoned in drawers across France^b, as part of its 4R strategy (repair, recover, refurbish, recycle).

The second life of the future Saint-Denis watersports centre (and its connecting footbridge), to be built for the 2024 Olympic games, was envisaged at its design stage. After the games, it will be possible to reduce the level of seating and adjust the pool and its fixtures to new configurations.

“

We published our Purchasing and circular economy guide because we wanted to break with the traditional 'make - use - throw away' model. The guide is intended to raise awareness among our employees and help them build circular economy principles into their purchasing practices.”

Marine ALLAIRE
CSR project coordinator
Bouygues Construction Purchasing

Top five recyclers worldwide

Colas is one of the world's top five recyclers across all sectors, recycling over 7 million tonnes of materials a year in over 450 recycling units.

EnergieSprong

Bouygues Construction has signed this Europe-wide charter, which aims to support the roll-out of energy renovations in social housing.

228,494

handsets collected by Bouygues Telecom for recycling or re-use

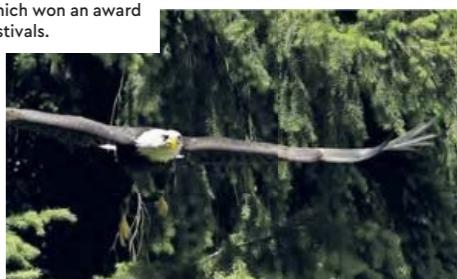
TF1 applies eco-design principles and recycles existing components when making sets. In this example, the set of the new TV series *Ici Tout Commence*

(a) Eurostat, 2018

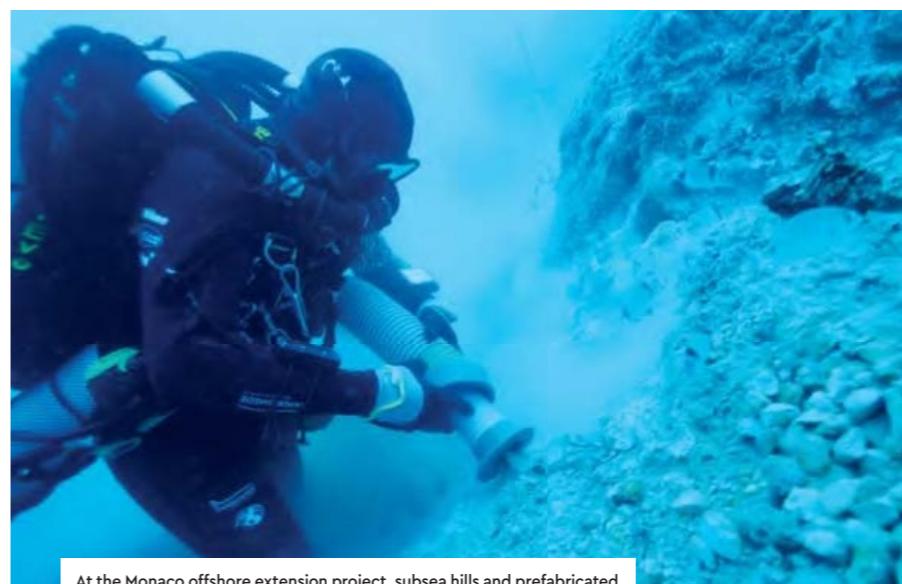
(b) French Alliance of Digital Industries (AFNUM), *Étude du marché et parc de téléphones portables français en vue d'augmenter durablement leur taux de collecte*, July 2019.



To raise awareness of biodiversity issues among its employees, Colas produced the film *L'aigle et le bousier*, which won an award at the Deauville Green Awards and Fimbacte festivals.



In 2016, Colas restored the River Vistre in southern France. Improved water quality and the return of several local species that had disappeared from the site were amongst some of the benefits observed.



At the Monaco offshore extension project, subsea hills and prefabricated modules were installed around the perimeter belt to create an artificial reef that has since been colonised by local marine wildlife.

“
Quarries and gravel pits are ecological niches. Our ambition is to protect biodiversity by, for example, providing refuge for endangered species or installing beehives at our sites. Initiatives like these are run locally, in conjunction with scientific partners, and we use them as a platform for raising awareness among our employees and local people.”

Anne-Laure LEVENT
Deputy Director of Environment
Colas

Protect biodiversity

Aware of the impact that infrastructure projects can have on biodiversity, the Bouygues group has been working hard for several years to limit the environmental footprint of its structures, provide solutions for safeguarding ecosystems and combat the loss of greenfield sites.

In order to find ground-breaking solutions, Bouygues Construction and Colas have been running R&D programmes investigating the protection of biodiversity in infrastructures (measures to stop invasive species, offsetting mechanisms, encouragement of marine biodiversity, etc.) and in urban settings (green roofs, etc.). Colas Génie Écologique (environmental engineering) offers practical ecosystem protection solutions such as rewilding and restoring waterways, and conducting works in sensitive habitats. Colas also rolls out initiatives in favour of biodiversity on its own sites, such as at Rose-Belle in Mauritius. This project encourages

the growth of a plant species endemic to the Mascarene Islands called Cyathea borbonica.

Bouygues Construction helped create BiodiverCity, the first international label awarded to construction and renovation projects that factor in biodiversity. This initiative brings together builders, developers, users and other industry partners. Bouygues Immobilier, which is actively rolling out the label, has also set a target of making 25% of its projects (by surface area) biodiversity-positive^a by 2025.

(a) A project is described as "biodiversity-positive" when a site contains more biodiversity-supporting spaces post-development than it did in its initial state.

FIND OUT MORE
> Universal Registration document,
Chapter 3 SEFP

Act4Nature

In 2018, Bouygues Construction and Bouygues Immobilier joined other businesses in pledging to protect biodiversity by signing up to the Act4Nature alliance. TF1 added its name to the charter in 2020.

31.4%

of Bouygues Construction's projects have taken measures in favour of biodiversity

15

Bouygues Immobilier projects, equating to nearly 9,000 housing units, have received or are in the process of receiving the BiodiverCity label

SIMPLIFY EVERYDAY LIFE

The Bouygues group improves the lives of its customers and the population as a whole through the innovative solutions developed by its business segments.

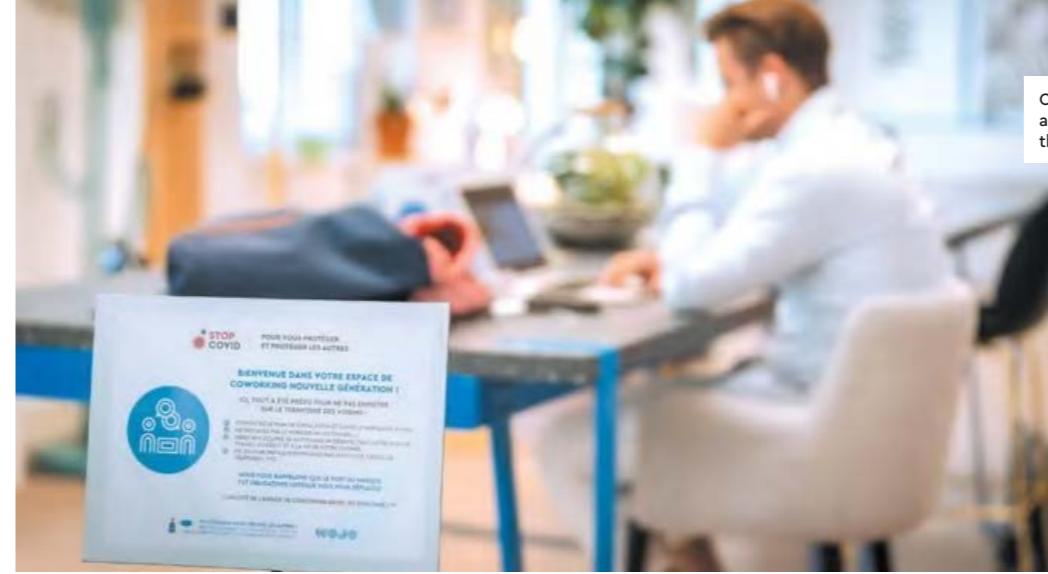


As well as welcoming and advising customers, the Welcome Manager in Bouygues Telecom's stores is responsible for enforcing health safety measures.

All the products and services provided by the Group's five business segments are designed to make everyday life easier and more enjoyable, whether at home, neighbourhood and city level, or in terms of transport, communication, information and entertainment.

To simplify everyday life, the Bouygues group commits to:

- delivering a high-quality experience for residential and office property customers;
- facilitating mobility in both urban and rural areas; and
- making it easier to access communication networks and media content.



Coworking spaces and offices are designed to be living spaces that foster collaboration.



Adaptable housing adjusts easily to the changing needs of occupants, such as the arrival of a new baby.

GROUP OBJECTIVES

Objective monitoring:

	RESULTS			OBJECTIVE
	2018	2019	2020	
Open 1,200 Wojo ^a coworking spaces in France and Europe, including 40 standalone Wojo sites, by 2024	10 locations	11 locations	12 locations	● 40 locations in 2024
Increase Bouygues Telecom's fibre network coverage (millions of FTTH premises marketed)	7.2	12	17.7	● 35 in 2026

● Result in line with the objective ● Result lagging behind the objective ● Not achieved

(a) Wojo, known as Nextdoor prior to March 2019, is a coworking offering delivered under a joint venture between Bouygues Immobilier and Accor.

2020 Review

In 2020, Wojo became the biggest network of coworking spaces in France thanks to the roll-out of new services called "Wojo Corners" and "Wojo Spots". These are coworking spaces designed to be set up in third places such as cafés, fitness centres, shopping centres and railway stations. Both these concepts have experienced strong momentum since their launch: there are now 300 "Wojo Spots" and four "Wojo Corners". As a result of the health crisis, the opening of standalone Wojo sites slowed down: 12 sites are being operated in France and Spain.

Bouygues Telecom stepped up the roll-out of fibre against a backdrop of surging demand from both retail and business customers. In line with its "Ambition 2026" strategic plan, the operator is planning to double its FTTH coverage up to 35 million premises marketed by the end of 2026. As a result, it will be able to win market share and offer a better experience to its customers.

In 2020, Bouygues Immobilier stopped selling the "Flexom" home automation solution. Nonetheless, the offer of connected homes continued to expand, particularly thanks to Bouygues Construction's "Wizom Connected" solution.

Deliver a high-quality experience for residential and office property customers

Climate change, energy transition, the new possibilities offered by digital technology, the boom in teleworking and the need for greater simplicity and ease of use are reshaping the expectations of our customers in relation to where they live and work. The Covid-19 crisis has brought these trends into sharp relief and accelerated the pace of change.

The Bouygues group is responding by designing innovative products and services that emphasise access over ownership. Examples include:

- Connected homes that set new standards for comfort, energy efficiency and running costs, with real-time energy consumption monitoring and central, remote control systems for lighting, heating and roller shutters.
- Housing units that, thanks to their modular layout, can be adapted to meet the changing needs of their residents, precipitated for example by a new baby or the need for home healthcare.
- Energy-efficient offices and coworking spaces designed as pleasant places to be, encouraging collaboration and well-being at work.

“

Our coliving offering is about making housing a springboard into professional life for young people. In keeping with this aim, we're transforming rental housing into living spaces that reflect today's lifestyles, with flexible lease terms, a variety of private and shared spaces, and services and events.”

Augustin ROUSSEAU
Head of Coliving^a Offerings
Bouygues Immobilier

Spacemaker

Bouygues Immobilier has signed a partnership agreement with Norwegian start-up Spacemaker, which has developed an AI-powered tool to help architects optimise property development projects.

Over 3,000

connected homes equipped with the Wizom Connected solution

(a) Dwellings with private areas and areas shared with other residents, combined with services such as internet and laundry.

• Our pledges •



Colas upgraded a section of the Route du Nord, a major road connecting Abidjan, in Ivory Coast, with the borders of Mali and Burkina Faso. This large-scale project is delivering positive outcomes for regional economic development and the living conditions of the local population.



Facilitate mobility in both urban and rural areas

Mobility requirements are increasing in both urban and rural areas, driven by the impact of population growth and urbanisation. Towns and cities are grappling with the traffic congestion and pollution caused by inadequate and insufficient infrastructure – problems that can also make them less appealing places to live and constrain their economic development.

The Bouygues group is tackling these issues head-on through its construction businesses, by building tunnels, bridges, roads, railway tracks and other structures that ease the flow of people and goods. These same businesses have developed recognised expertise in the renovation and rehabilitation of existing infrastructure – solutions they have long championed

as a way to limit the loss of greenfield sites and reduce CO₂ emissions from their operations.

In its drive for low-carbon mobility, the Group is working with towns and cities to expand soft mobility networks (such as cycle paths) and build new public transport infrastructure (metro, tram and urban cable car systems).

Colas is rolling out connected objects for preventive maintenance that help keep infrastructure functioning properly and extend its lifespan, as well as services for users that make roads safer and keep traffic flowing freely.

“

The future Eole line^a station will be the focal point of a major multimodal hub that will substantially cut journey times for Parisians. The project is an immense technical and organisational challenge, since it draws on almost the full breadth of civil engineering expertise.”

Philippe VAILLANT
Project director,
Porte Maillot station (Eole line)
Bouygues Construction

(a) Westward extension of RER Line E – SNCF Réseau.

21.6 km

of section built by Bouygues Construction for the HS2 rail link between London and Birmingham

Singapore

Colas Rail secured a contract to replace power supply equipment for the Bukit-Panjang light rail transit (LRT) system – the first contract won in this country.

Around 90%

of the sales generated by Colas projects are on brownfield sites

Over 100 km

of temporary cycle paths marked out by Aximum in the Paris region in spring 2020

Nanterre Cœur Université, a district in the western suburbs of Paris, is enhanced by its good quality public transport connections (trams, buses and the RER suburban rail line) that will converge in the future Nanterre Université railway station.

“

The future Eole line^a station will be the focal point of a major multimodal hub that will substantially cut journey times for Parisians. The project is an immense technical and organisational challenge, since it draws on almost the full breadth of civil engineering expertise.”

Philippe VAILLANT
Project director,
Porte Maillot station (Eole line)
Bouygues Construction

Make it easier to access communication networks and media content

Teleworking, home-schooling and virtual meetings with friends and colleagues have become a fact of life for many. But as people and businesses become increasingly reliant on high performance communication networks, the challenge for Bouygues Telecom is twofold: maintaining high standards of quality, even during periods of peak demand, while ensuring equitable access to its services for all, including people living in less densely populated areas. To do so, the operator continues to invest in expanding the availability, quality, speed and reliability of its very-high-speed fixed and mobile networks. This approach ensures that everyone can access content at home or on mobile devices, simply and seamlessly.

The Group's media businesses are rethinking their products and services to cater to growing demand for personalised content, with catch-up TV, enhanced services and subscription-based video-on-demand. TF1 is also planning to roll out addressable television, in which different advertising messages adapted to each viewer are delivered during the same show.

Throughout the pandemic, both TF1 and Bouygues Telecom have gone the extra mile to keep customers connected and to guarantee access to media content.

“

Getting rid of the TV modem and replacing it with a Smart TV app marks the start of a new era in triple-play offers, with the promise of a simpler user experience, a smaller carbon footprint and access to an ever-expanding content universe.”

Benoît TORLTING
Deputy CEO
Bouygues Telecom

100%

of the objectives of the “New deal” achieved by Bouygues Telecom. This agreement signed with the French government aims at completing and speeding up 4G coverage in rural areas.

Salto

The video-on-demand service launched by TF1, France Télévisions and M6 in October 2020 that aims to actively showcase French and European content.

Over 50%

increase in voice use over the mobile network by Bouygues Telecom's customers during the first lockdown^a in France.

X 2

The TF1 news bulletin doubled in length, on average, during the first lockdown, with reports accounting for close to 80% of air time.

(a) From mid-March to mid-May 2020.

FIND OUT MORE
► Universal Registration document, Chapter 3 SEFP

Since France first entered lockdown in March 2020, Bouygues Telecom's network maintenance and supervision teams have been working flat out – in the office and in the field – to keep customers connected amid heavy demand.



Throughout the crisis, TF1 has adopted new ways of working and revamped its news coverage to keep French audiences informed about the evolving situation.



HELP BUILD HARMONIOUS COMMUNITIES

Modern society is becoming more and more collaborative, driven by digital and technological transformation. At the local level, people are increasingly wanting closer social ties. Energised by its vision of making life better, Bouygues serves as a key contributor to societal change.



Les Fabriques is a mixed-use and dynamic residential neighbourhood built on a former brownfield site in Marseille. To encourage the growth of vegetation, 85 species of local tree and shrub were planted there.

This is because the Bouygues group believes that strengthening ties and dialogue helps make life better every day. Wherever it can, the Group wants to promote mutual assistance, harmonious relationships and community cohesion, thereby fostering a greater sense of social inclusion. Furthermore, digital technology – a powerful driver for bringing people closer together – adds a further dimension.

Since the beginning of the health crisis, the Group's business segments have been working hard to continue providing essential services to the population. For example, Bouygues Telecom is ensuring good quality

telecoms networks and supporting the growth of teleworking and other new practices. TF1, meanwhile, is focusing on providing quality news information and airing content that is adapted to the lockdown period.

To help build harmonious communities, Bouygues pledges to:

- bring people closer together;
- open up dialogue and co-design efforts to a greater audience; and
- encourage local initiatives that help others within the community.



Bouygues Telecom provided technical support and donated supplies and equipment to hospitals, local authorities, businesses and other customers on the front line in the fight against Covid-19. In this picture, staff at the Nantes teaching hospital.

GROUP OBJECTIVES

Objective monitoring:

	RESULTS			OBJECTIVE
	2018	2019	2020	
Increase the number of Colas production sites working to promote dialogue with local communities ^a	47%	44%	43%	● 50% in 2021

● Result in line with the objective ● Result lagging behind the objective ● Not achieved

(a) Activities that can justify (through a specific report) during the reporting period that they have genuinely interacted with local residents, elected representatives and government through meetings and proper responses to complaints. Supporting documentation must be kept on file.

2020 Review

To encourage public acceptance of its business activities, 43% of Colas^b materials activities have implemented local dialogue initiatives. The slight decline versus 2019 is due to a fall in the number of such initiatives because of the restrictions stemming from the health crisis. In addition to this formal dialogue, Colas makes sure that its production sites are exemplary.

For its worksites, it uses innovative solutions such as apps to communicate with local residents and respond to complaints about disturbances caused by its activities.

(b) In terms of sales before inter-company eliminations.

“Educating the nation”

TF1 lent its support to this nationwide campaign by airing educational programmes for children stuck at home during lockdown.

20,000

free mobile plans donated by Bouygues Telecom to the French Red Cross as part of the “Donate a gigabyte” campaign, along with 10,000 free smartphones

31%

of block reservations marketed by Bouygues Immobilier to social landlords

“

During the pandemic, we stood shoulder to shoulder with our customers and went the extra mile to support the roll-out of network infrastructure. And in April and May, we took the exceptional step of paying all invoices immediately, without waiting for the usual time limit, as a way to relieve financial pressure on our SME partners.”

Christian LECOQ,
Chief Financial Officer
Bouygues Telecom

Bring people closer together

Motivated by this vision, the Bouygues group and its business segments design products and services that cultivate a sharing mindset. With 25 million TV viewers tuning in daily, TF1 wants to positively inspire society by ensuring that its output represents diversity in all its forms and provides an arena for all types of opinion and difference to be heard. The company is working hard to keep its audiences informed and entertained amid the global pandemic by adapting its news and content offerings.

The Group's telecoms businesses play a vital role in bringing people together and maintaining social contact. Bouygues Telecom was there to help friends, relatives and loved ones keep in touch during the lockdowns, as well as to donate supplies and equipment to vulnerable people, healthcare workers and hospitals.

It also signed a three-year extension to its partnership with Samu social de Paris whose aim is to help narrow the digital divide.

The construction businesses build spaces for everyday interaction between people and social groups. Social diversity is systematically taken into account when designing eco-neighbourhoods. And on a smaller scale, community apps and concierge and similar services energise relations between people living in the same apartment building.

• Our pledges •

For Églantine, an eco-neighbourhood in Switzerland, Bouygues Construction innovated by offering local residents and organisations a chance to make their views heard in workshops, brainstorming sessions, briefings and site visits.



“

Our ambition is to be a provider of end-to-end solutions for cities. City.Play is the cornerstone of this strategy. We want to involve citizens, users and residents in designing the cities of the future.”

Julien SCHMID
Director of Strategic Marketing
Bouygues Construction



Open up dialogue and co-design efforts to a greater audience

Bringing together all stakeholders in a project – whether customers, elected officials, local residents, students or senior citizens – before it is launched provides an opportunity to design and offer more suitable and more broadly accepted solutions. For this reason, all the Group's business segments welcome initiatives based on feedback, dialogue and consultation.

The construction businesses make it a priority to listen to all residents' diverse expectations. Meetings, participatory workshops, serious games^a and apps are just some of the ways in which they are involved at all stages of a project – before and during the work, and after handover.

(a) An educational tool based on role playing.

Engaging with and informing the wider local community is also vital to fostering public acceptance. Local residents can use the Com'in app, a product of the Bouygues group's intrapreneurship programme, to report worksite-related issues like noise, dust and traffic disruption in real time. In some cases, work is suspended or adapted to reduce perceived disruption in response to these reports.

Bouygues Telecom involves customers in the continuous improvement of its products and services, particularly via its Customer Committee.

TF1 also keeps permanently in touch with viewers through social media and the "TF1 & Vous" page of its website. In 2020, TF1 launched a citizens' consultation on the impact of the Covid-19 crisis. The results will be shared with the authorities and will inform TF1 and LCI programming.

“Com'in”

The name of the solution that received the 2020 *Trophée de la Construction* award for best digital worksite solution.

“The Smart City and the Common Good” chair

A joint initiative between the Group and the academic institution HEC Paris in 2020. This chair aims to draw on academic thinking for the design of its sustainable city offerings.

Encourage initiatives that help others within the community

Patronage policy is implemented at Bouygues group level, within business segments and through community initiatives. The patronage policy of the parent company, Bouygues SA, focuses on three main themes: education, health and social initiatives. Each of the Group's five business segments also carries out its own patronage initiatives.

The Group helps and supports all kinds of initiatives, small-scale or otherwise, giving priority to long-term actions. It does so around the world, wherever it operates, participating in local life and paying particular attention to projects supported by its employees.

Their dedication helps extend Bouygues' positive impact into local communities.

Whenever possible, the Group's business segments give tangible expression to their societal commitment by volunteering their knowledge and expertise.

The Group's business segments have pulled out all the stops to support the healthcare sector since the start of the Covid-19 pandemic, for instance by donating surgical masks and repurposing their production lines to make hand sanitiser. Its media and telecoms businesses have also played their part by airing awareness-raising spots free of charge and running fundraising campaigns for non-profit organisations.

€200,000

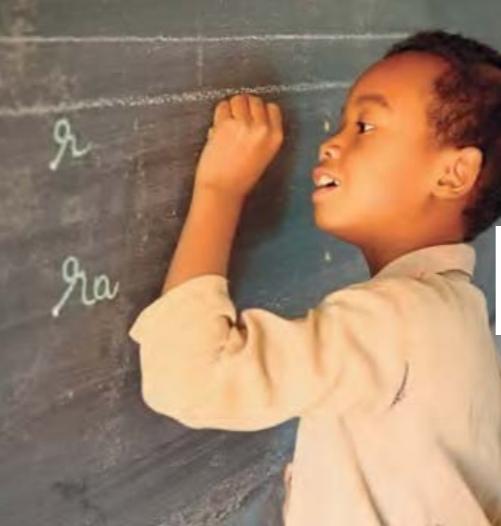
was raised when Bouygues Telecom launched an appeal to donate to the Red Cross via text during the Covid-19 crisis

Nearly 50

Bouygues Telecom employees offered to help non-profits (working to keep contact with senior citizens, etc.) remotely via the Bouygues Telecom corporate foundation

989

student-grant holders supported by the Francis Bouygues Foundation since its creation in 2005.



In 2020, Bouygues Bâtiment International published *Nos belles histoires* – What commitment means to us, a booklet showcasing how its employees are doing their bit to support local communities, such as here in Madagascar.



INTERNET
> *Nos belles histoires* – What commitment means to us booklet
Scan this QR code (app and internet connection required)

“

As the country ground to a halt, people across France showed their pragmatic side and focused on doing whatever they could to help ease the worry. They were keen to share their stories and talk about their initiatives – and we were there to give them a platform. Our news bulletins also featured reports on the many ways businesses adapted quickly and nimbly to the situation.”

Anne-Claire COUDRAY
presenter of TF1's weekend news bulletins during lockdown

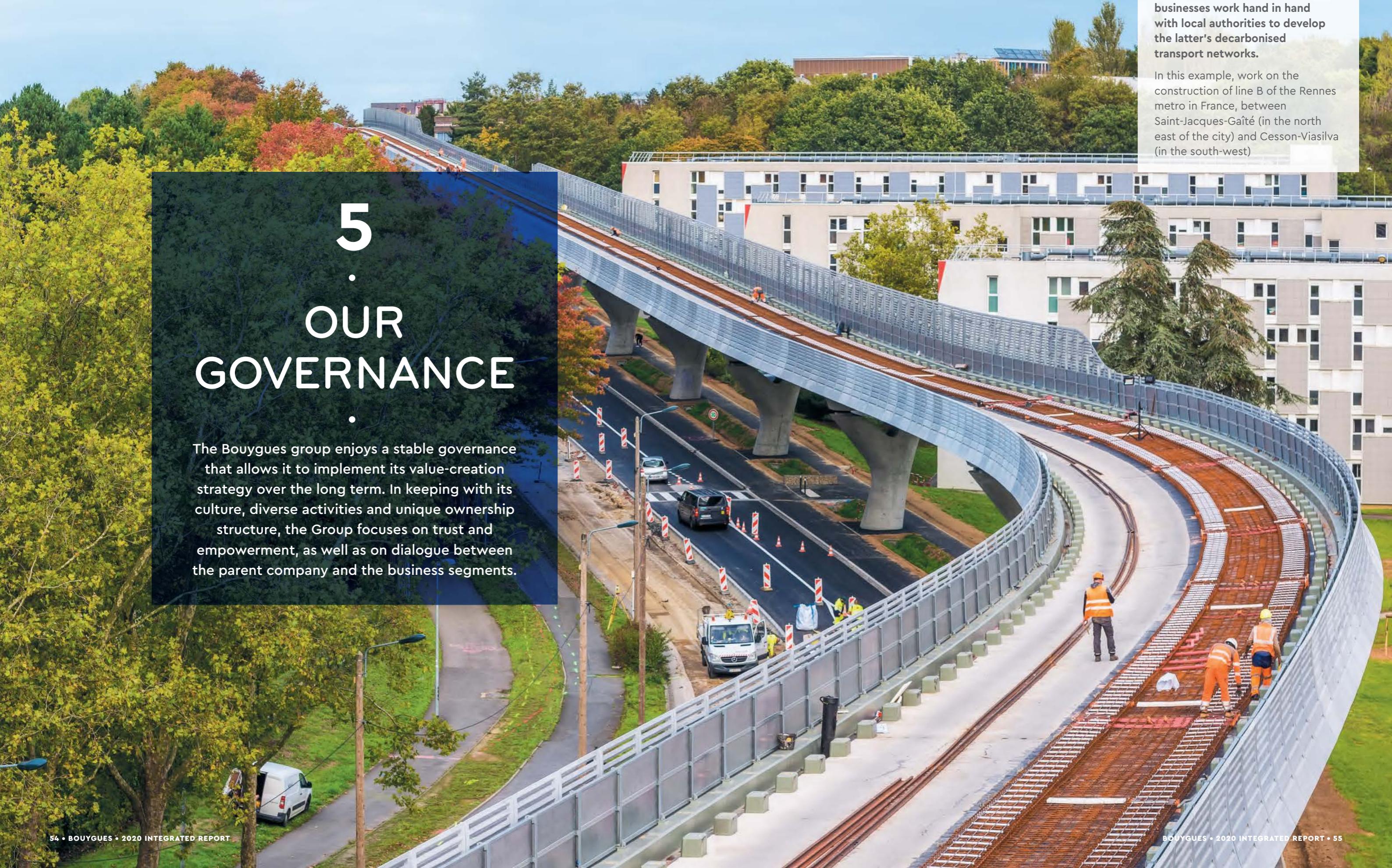
FIND OUT MORE
> Universal Registration document, Chapter 3 SEFP

The Bouygues group's construction businesses work hand in hand with local authorities to develop the latter's decarbonised transport networks.

In this example, work on the construction of line B of the Rennes metro in France, between Saint-Jacques-Gaîté (in the north east of the city) and Cesson-Viasilva (in the south-west)

5 • **OUR GOVERNANCE** •

The Bouygues group enjoys a stable governance that allows it to implement its value-creation strategy over the long term. In keeping with its culture, diverse activities and unique ownership structure, the Group focuses on trust and empowerment, as well as on dialogue between the parent company and the business segments.



A BOARD OF DIRECTORS SERVING A LONG-TERM VISION

Composition of the Board of Directors

At 18 February 2021



● Martin Bouygues
Chairman of the Board



● Olivier Bouygues



● Edward Bouygues
Standing representative
of SCDM



● Cyril Bouygues
Standing representative
of SCDM Participations



● Clara Gaymard



● Anne-Marie Idrac



● Colette Lewiner



● Benoît Maes



● Rose-Marie
Van Lerberghe



● Alexandre de Rothschild



● Bernard Allain



● Béatrice Besombes



● Raphaëlle Deflesselle

- Member of the SCDM group
- Independent director
- Non-independent external director
- Director representing employees
- Director representing employee shareholders

● Michèle Vilain

50%
Independent directors^a

50%

Female Board members^b

8.9 years
Average seniority
of directors

58 years

Average age
of directors

VARIED AND COMPLEMENTARY EXPERIENCE AND SKILL SETS

Sector-specific skills

Construction – Property

7

Power – Transport – Utilities^c

6

Banking – Insurance

4

Industry

4

Telecoms

4

Media

3

Civil service

2

Professional skills

Senior executive in a large group

8

Finance

6

International experience

5

Digital

4

CSR (Corporate social responsibility)

4

Human resources

2

(a) Excluding directors representing employees and employee shareholders.

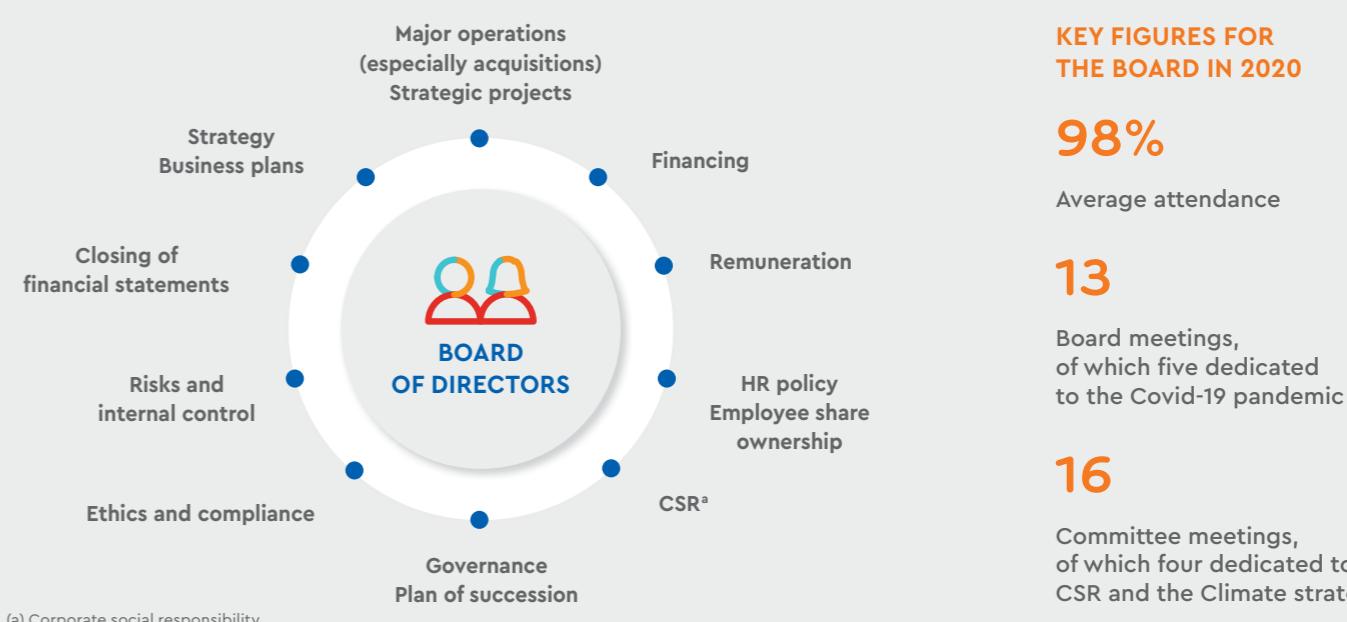
(b) Excluding directors representing employees.

(c) Water, electricity and other public services.

Work of the Board and its committees in 2020

WORK BY THE BOARD ON THE GROUP'S MAJOR STRATEGIC CHALLENGES

The Board ensures the Group's strategy is followed. All major strategic decisions affecting Bouygues and its business segments are reviewed during meetings. For example, in 2020, the Board reviewed the Covid-19 pandemic, the Group's Climate strategy, the plans to acquire Euro-Information Telecom, a subsidiary of Crédit Mutuel, and the proposed sale of Bouygues-held shares in Alstom.



KEY FIGURES FOR THE BOARD IN 2020

98%

Average attendance

13

Board meetings,
of which five dedicated
to the Covid-19 pandemic

16

Committee meetings,
of which four dedicated to
CSR and the Climate strategy

THE WORK OF THE THREE SPECIAL COMMITTEES IN 2020

Audit Committee

Benoît Maes
Chair

Recurrent work:

- Oversees the financial statements and financial information preparation process
- Verifies the effectiveness of internal control and risk management systems
- Reviews the risk map and major litigation
- Monitors the work of auditors

In 2020, the committee also reviewed cybersecurity policies, arrangements for managing the Covid-19 crisis and the organisation and selection of auditors

6 meetings
100% average attendance

Ethics, CSR and Patronage Committee

Anne-Marie Idrac
Chair

Recurrent work:

- Ensures compliance with the Group's values and rules of conduct
- Monitors issues relating to compliance, CSR and changes to business models
- Tracks implementation of sustainable development roadmaps by the business segments
- Gives its opinion on patronage initiatives to the Board
- Approves new compliance programmes and revisions to the Code of Ethics and to existing compliance programmes

In 2020, the committee also participated in the drafting of the Group Climate strategy and reviewing the mechanisms stemming from the Sapin 2 law implemented by the Group

5 meetings
100% average attendance

Selection and Remuneration Committee

Colette Lewiner
Chair

Recurrent work:

- Gives its opinion to the Board on appointments and term-of-office renewals of the directors, the CEO and Deputy CEOs
- Gives its opinion on the composition of committees to the Board
- Presents proposals to the Board of Directors on remuneration policy and on the amount of remuneration paid to corporate officers
- Recommends policy for stock option awards

In 2020, the committee also reviewed the annual variable remuneration of Executive officers in light of the Covid-19 crisis

5 meetings
100% average attendance

SENIOR MANAGEMENT TEAM AND REMUNERATION PRINCIPLES

Bouygues' Group Management Committee is comprised of the Executive Officers of the parent company and the heads of the business segments, who all have vast experience within the Group. Each business segment defines its own business strategy within the framework of the overall vision as determined by the parent company. As such, the business segments work to meet the major challenges facing the Group whilst retaining a great deal of freedom in managing their own operations. Continuous and constructive dialogue between the parent company and the business segments is pivotal in ensuring harmonisation and coordination at the highest level.

GROUP MANAGEMENT COMMITTEE

at 18 February 2021

Bouygues SA:

The parent company has a significant presence on the boards of each of the Group's five business segments, enabling it to help define their strategy and play an active part in making their important decisions.



Olivier Roussat
Chief Executive Officer



Edward Bouygues
Deputy CEO
Telecoms development,
CSR and Innovation



Pascal Grangé
Deputy CEO
Chief Financial Officer



Jean-Manuel Soussan
Senior Vice-President
Group HR Director



Senior management of the business segments:

Each business-segment head attends all Bouygues group Board meetings.



Philippe Bonnave^a
Chairman and CEO
of Bouygues Construction



Pascal Minault^b
Chairman
of Bouygues Immobilier



Frédéric Gardès
Chairman and CEO
of Colas



Gilles Pélisson
Chairman and CEO
of TF1



Richard Viel
Chairman and CEO
of Bouygues Telecom



In line with practices at the parent company, the Boards of Directors of each business segment are supported by committees that enhance their decision-making in areas such as audit, business ethics and remuneration.

(a) In August 2021, Pascal Minault will succeed Philippe Bonnave, following the latter's decision to retire, as Chairman and CEO of Bouygues Construction.

(b) On 19 February 2021, Bernard Mounier will succeed Pascal Minault as Chairman of Bouygues Immobilier.

Remuneration

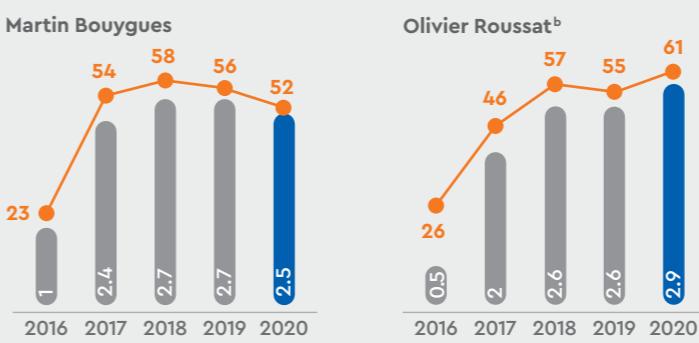
The remuneration policy, which is tailored to each employee and based on merit, is an integral part of Bouygues' culture. The Group is careful to set fixed remuneration at a level that adequately compensates its people for their skills, performance and potential – in all its entities and in every country. The overall remuneration package is designed to reward employees for meeting or surpassing personal and team targets.

GENERAL REMUNERATION PRINCIPLES FOR EMPLOYEES AND SENIOR EXECUTIVES

Giving employees a share in profits	<ul style="list-style-type: none"> In France, over 90% of employees benefit from compulsory or voluntary profit-sharing agreements Since 1999, there have been fourteen leveraged capital increases reserved for employees Close to 700 senior executives and high-flyers benefit from the Group's long-term incentive plan (stock options) 52,000 employee shareholders hold over 20% of the Group's share capital
Ensuring fair pay	<ul style="list-style-type: none"> Decisions on pay are made transparently, involving all relevant parties Throughout the year, the Group analyses internal wage levels and benchmarks remuneration against peers and competitors in France and in its other key markets Performance criteria linked to results and potential are factored into remuneration systems
Offering a comprehensive package	<ul style="list-style-type: none"> Bouygues offers an employee share ownership plan, with regular upward revisions of company top-up contributions Alongside their remuneration package, staff are entitled to employee benefits, membership of a collective retirement savings scheme, training programmes, and more The BYCare programme guarantees a common core of employee benefits across all Group companies, in line with best practice in every country where Bouygues does business The Bouygues group signed up to a retirement savings plan in October 2020
Reflecting contextual factors	<ul style="list-style-type: none"> The Group's attractive remuneration policy is calibrated to professions, specific profiles, geographies and performance

REMUNERATION OF EXECUTIVE OFFICERS^a

Trend in remuneration and pay ratio



In 2020, the duties entrusted to Olivier Roussat were extended, particularly following the departures of Philippe Marien and Olivier Bouygues, both Deputy CEOs. The Board of Directors therefore decided to align his fixed annual remuneration with market practices.

In light of the exceptional circumstances related to the Covid-19 pandemic, the Board of Directors meeting of 28 July 2020 decided to reduce the overall remuneration of Executive Officers (fixed and variable) by 25% for 2020.

- Annual remuneration (€m)
- Pay ratio^c

Remuneration structure for 2021

Following changes within the Group's senior management team, the Board of Directors has revised the remuneration policy for Executive Officers^d. The main changes relate to annual and long-term variable remuneration, which are now linked to Group progress on matters including gender balance and the Climate strategy. The calculation methods have also been adjusted to eradicate overlaps between criteria.

	PROPOSED CHANGES FOR 2021	CRITERIA AND CONDITIONS GOVERNING REMUNERATION
Fixed remuneration	Adjustments to fixed remuneration: • Martin Bouygues: €490,000 (€920,000 in 2020) • Olivier Roussat: €1,500,000 (€1,250,000 in 2020) Determination of fixed remuneration: • Pascal Grangé: €920,000 • Edward Bouygues: €400,000	n.a.
Annual variable remuneration	• The annual variable portion includes new criteria related to attainment of the business segments' strategic priorities, and to progress on the Group's Climate strategy and Gender balance plan.	• Business performance • Financial structure • Progress on a strategic priority • Extra-financial performance: compliance, health and safety, Climate and Gender balance strategies, management
Long-term variable remuneration	• A new long-term incentive plan in the form of an award of existing free Bouygues shares has been rolled out for all Executive Officers, with identical performance criteria for all members. • New extra-financial performance criteria have been introduced.	• A continuing employment condition. • Long-term variable pay is contingent on business performance (ROCE), share performance (relative TSR) and extra-financial performance (Climate and Gender balance strategies).

n.a.: not applicable.

(a) On condition of approval by shareholders at the Annual General Meeting on 22 April 2021.

(b) As Olivier Roussat was appointed Deputy CEO on 1 September 2016, the remuneration indicated for 2016 corresponds to the September-December period.

(c) Calculation based on employees' average remuneration. The calculation methods are shown in the Universal Registration Document.

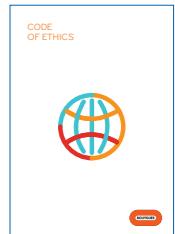
(d) From 17 February 2021, the remuneration policy applicable to the Chairman of the Board of Directors only includes a fixed remuneration component as well as remuneration for his duties as a director.

ETHICS AND COMPLIANCE: A PERMANENT COMMITMENT BY THE GROUP

In 2006, the Bouygues group introduced a Code of Ethics, which sets out the essential values to which the Group and its employees are expected to adhere in performing their professional duties. It is intended to help employees make decisions in real-life situations by reference to clear and precise principles.

Certain major themes have since been expanded on in full compliance programme documents. The Ethics, CSR and Patronage Committee, a driving force within this domain, is systematically informed whenever serious shortcomings are observed and monitors the remedial measures.

CODE OF ETHICS



Code of Ethics

5 COMPLIANCE PROGRAMMES



Financial information and securities trading



Competition



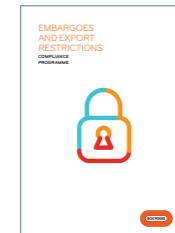
Anti-corruption



"Gifts and invitations" policy



Conflicts of interest



Embargoes and export restrictions

In these compliance programmes, the Group reiterates the main regulations and rules of conduct that are applicable, and specifies the measures for information, prevention, control and penalties that are to be implemented within the business segments.

The Code of Ethics and the compliance programmes, which are disseminated to employees, are updated regularly based on feedback. In 2017, an extensive review was carried out to update them, resulting in a new programme on embargoes that was subsequently disseminated to employees. In 2020, the Group also published a new "Gifts and invitations" policy, setting out guidance on when and how employees are permitted to offer or accept gifts and invitations in the course of their professional duties.

The corporate whistleblowing facility was also revised subsequent to enactment of France's Sapin 2 anti-corruption and transparency law.

As with the parent company, each business segment has its own Ethics committee and Ethics officer. In 2020, the Ethics, CSR and Patronage Committee and the Board of Directors reviewed the Group's Climate strategy and took stock of the measures and mechanisms implemented under the Sapin 2 law.

The Code of Ethics is available at bouygues.com.



Colas employees in France and worldwide gained access to "Fair Play", a serious game* that explores issues relating to ethical best practice.

(a) An app that combines the serious aspects of instruction with the fun aspects of role playing.

Exercising our duty of vigilance

The Bouygues group is intent on preventing serious infringements of human rights and safeguarding its personnel and the environment. In 2020, it published its fourth vigilance plan.

The vigilance plan aims to identify risks, prevent violations and address safeguarding concerns arising from the business activities of the Bouygues group, its subsidiaries, and the subcontractors and suppliers with which it maintains an established business relationship. It is an integral part of the Group's policy on business ethics and has been implemented in each of the five business segments.

Pinpointing the main risks

Each business segment has identified, analysed and ranked its risks. The main risks for the Group are connected with:

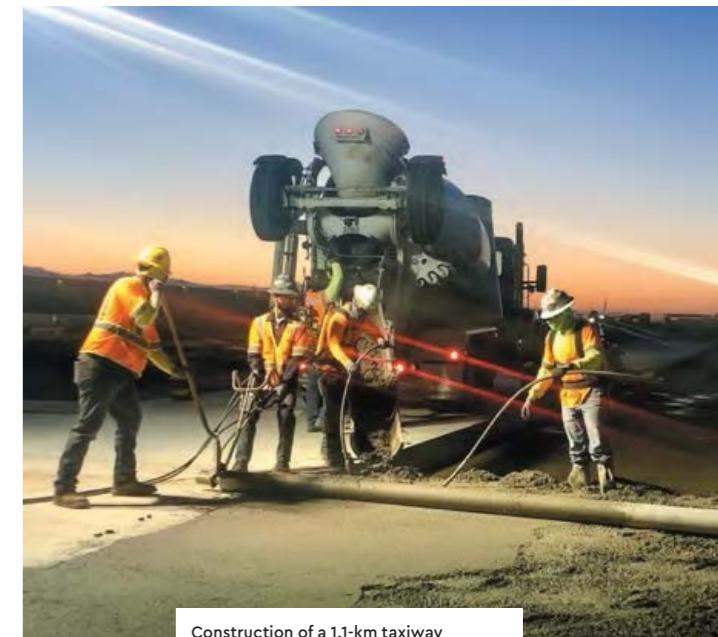
- risks relating to environmental damage and pollution caused by the activities of its business segments, and to climate adaptation;
- human rights abuses such as contracting work that may result in population displacement and excessive working time;
- risks relating to security, workplace accidents, occupational illnesses and the health impact of the Covid-19 pandemic; and
- risks relating to purchasing and supplier relations.

Vigilance plans

Formally identifying these risks has led to tougher existing measures and new prevention and mitigation actions. Specific Group-wide governance measures have been implemented by each business segment to oversee these action plans, resulting in higher levels of collaboration among the departments concerned. These measures were presented to the Bouygues Ethics, CSR and Patronage Committee.

The Group-wide CSR Charter for Suppliers and Subcontractors, which was updated in 2019, sets out the key commitments that must be upheld by companies wanting to do business with the Group. This document is appended to orders and/or contracts managed by each purchasing department within the Group. Failure to uphold these rules can lead to measures up to and including termination of the contract.

The Group uses a range of resources – including the EcoVadis platform and the Acesia system run by Afnor, the French standards agency – to assess the CSR performance of suppliers and subcontractors that have signed master service agreements with its business segments. This means that suppliers and subcontractors can be included in remedial measures. In the past two years, 7,841 CSR assessments have been carried out. Each business segment ensures, through external audits, that their suppliers uphold the CSR obligations incumbent upon them.



Construction of a 1.1-km taxiway at Los Angeles international airport

Whistleblowing mechanism

To receive and process all whistleblowing alerts, including those relating to due diligence obligations, the Group has set up a whistleblowing facility whereby the Ethics Officer of the business segment concerned can be contacted via a dedicated platform. It is accessible to

all and guarantees both the anonymity of the whistleblower and also of the persons implicated by the alert, as well as the confidentiality of all related information.

The platform is available at:
<https://alerte.groupe.bouygues.com>

FIND OUT MORE

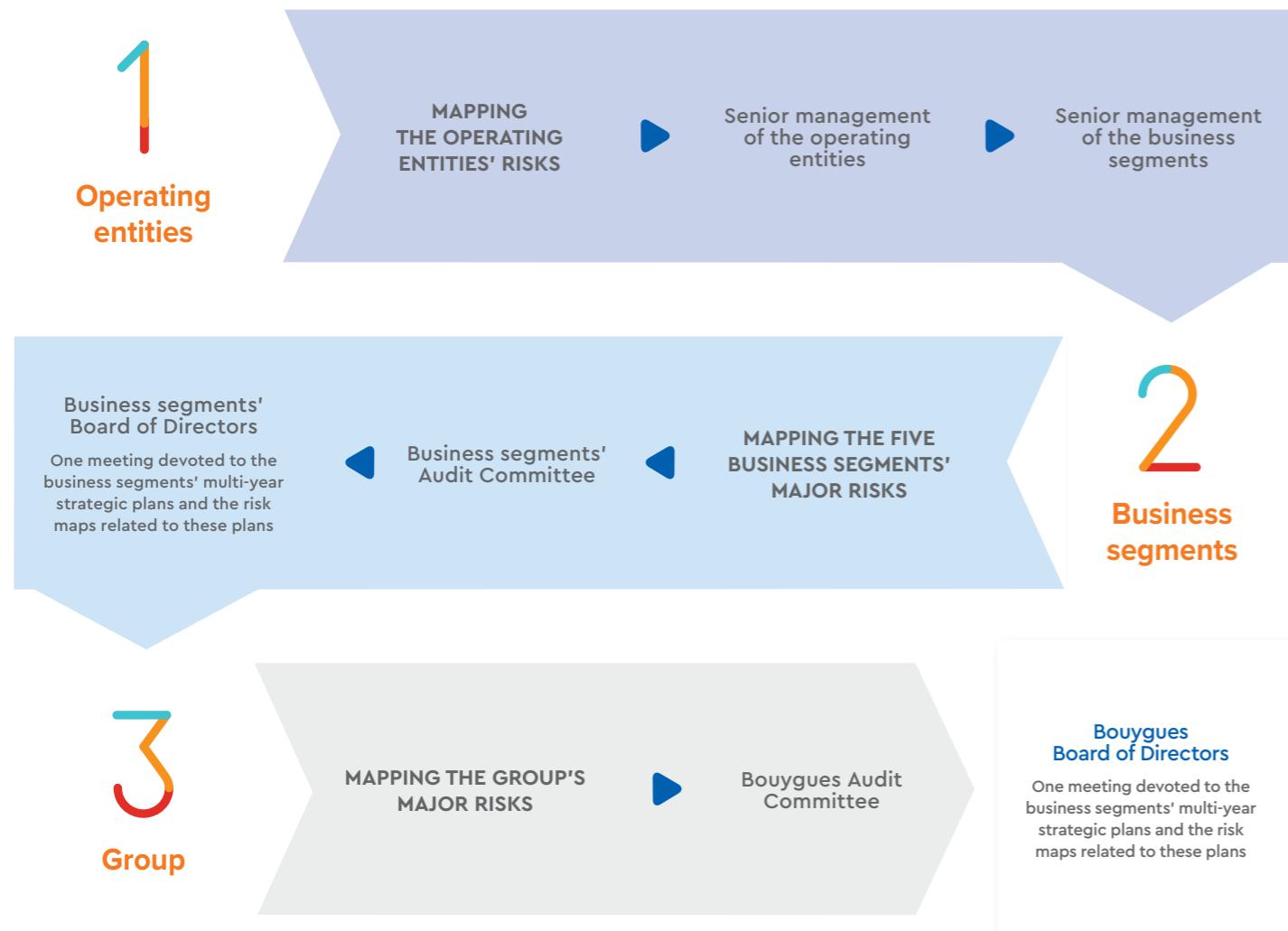
> Universal Registration Document,
Chapter 3 SEFP

MANAGING THE RISKS INHERENT TO THE GROUP'S BUSINESS ACTIVITIES

Risk management is based on the principles which guide employees, namely: prudent thinking, application of experience, pre-emptive action and long-term vision, transparency and collegial decision-making.

Risk management procedure

Each year, the major risks – from strategic and operational to financial, legal, IT and ethical risks – are identified and assessed at the operating entity, business segment and Group levels. Action plans are drafted and monitored to improve control over these risks.



This procedure, which follows an annual cycle, involves a large number of operational and support employees who work to supply regular, transparent information to governance bodies and share expertise between generations.

Major risks identified^a

BUSINESSES CONCERNED	RISKS	IMPACT	EXAMPLES OF ACTIONS IMPLEMENTED
CONSTRUCTION BUSINESSES	<ul style="list-style-type: none"> Operational risks associated with major projects in the design or execution phases HR risk, loss of expertise and talents Risks associated with cycles in the property market 	● ● ● ● ●	<ul style="list-style-type: none"> Specific process for approving and managing major projects, with findings shared with senior management Spotting skills and talents, making professions more appealing to potential employees Cautious management of the land bank
MEDIA	<ul style="list-style-type: none"> Competitive environment, emergence of new uses and players 	●	<ul style="list-style-type: none"> Audience quality, innovation in content, products and services, maintaining the edge over competitors
TELECOMS	<ul style="list-style-type: none"> Competitive context and market trends Loss of service 	● ● ● ●	<ul style="list-style-type: none"> Network quality and customer experience which give Bouygues Telecom a reputation as the operator that people can trust Site security, business continuity plan, crisis management plan
BOUYGUES SA/ GROUP	<ul style="list-style-type: none"> Acquisitions and diversification Cybersecurity and business continuity Compliance and ethics Climate change risk: impact of climate change on the Group's operations, and the consequences of the Group adapting to this change 	● ● ● ●	<ul style="list-style-type: none"> Investment committees set up, systematic review process, definition and monitoring of risks Protective mechanisms for systems and data Supervision, web surveillance and security incident management Cyber-risk insurance, audits, cyberattack simulations, partnerships Wide dissemination of the Group Code of Ethics, compliance programmes and the Internal Control Reference Manual; visible commitment from executives, training Presentation of the Group's climate strategy and decarbonisation targets Adapted products and services, helping customers become more energy efficient

Estimated impact and probability of occurrence, on a scale of 1 to 2, from
● moderate importance ●● to significant importance

(a) Other major events such as the worldwide Covid-19 pandemic may occur and have an impact on business activity.

OUR OVERALL PERFORMANCE

HUMAN CAPITAL	2018 ^a	2019	2020	Factored into the calculation of Executive Officer remuneration		SDG*
				2020	2021	
• Workplace accident frequency rate	5.2	4.9	5.1	■	●	8
• Percentage of women occupying the grade of department head or higher	19.7%	20%	20.7%		●	5
• Number of employees trained	66,903	83,612	80,165			8
• Number of employees with disabilities	1,918	1,860	1,927			8

ECONOMIC CAPITAL € million	2018 ^a	2019	2020	Factored into the calculation of Executive Officer remuneration		SDG*
				2020	2021	
• Sales	35,555	37,929	34,694			9 - 11
• Current operating profit	1,564	1,676	1,222	■	●	
• Net profit attributable to the Group	1,308	1,184	696	■	●	
• Net debt	3,612	2,222	1,981	■	●	
• Return on Capital Employed (ROCE)	9%	8%	6%		●	
• Share price performance ^b	-8%	+20.9%	-11.2%	■	●	

NATURAL CAPITAL	2018 ^a	2019	2020	Factored into the calculation of Executive Officer remuneration		SDG*
				2020	2021	
• Carbon emissions millions of tonnes of CO ₂ equivalent	17	17.4	15.9		●	13
• Carbon intensity tonnes of CO ₂ equivalent/€ million of sales	502	486	461		●	13
• CDP's Climate Change A list score	A	A-	A-			13
• Proportion of Colas quarries and gravel pits working to promote biodiversity	51%	52%	44%			15

■ criterion or performance condition factored into variable remuneration

● theme factored into the criteria and performance conditions of the 2021 remuneration policy

(a) The 2018 financial indicators have been restated to reflect the effects of the application of IFRS 16.

(b) Share price performance after market close between 1st January and 31 December.

(*) It is Bouygues' policy to help attain the UN Sustainable Development Goals (SDG), with a focus on these five, which are tightly connected to its core businesses.



About this Integrated Report

This Integrated Report has been written with all Bouygues group investors, employee shareholders, staff members and other stakeholders in mind.

Purpose: to provide an overview of the Bouygues group, its priorities and its business segments, and explain how it creates long-term value – both financial and extra-financial – for its stakeholders.

Methodology: drawing inspiration from the benchmark framework

(a) International Integrated Reporting Council

proposed by IIRC^a, it is the result of collaboration between the Group's senior management and departments at the parent company and in each of the five business segments.

Scope: this report covers fiscal year 2020. The methodology and the scopes of the indicators are shown in the Group's Universal Registration Document (available from 18 March 2021).

Main changes since the previous report: this fourth Integrated Report includes a detailed overview of Bouygues' business model and of the Climate strategy of the Group and its business segments.

Readers are invited to send their questions and comments to:



rapport.integre@bouygues.com

Overview of Group publications



UNIVERSAL REGISTRATION DOCUMENT

Business, financial, accounting, legal, human resources, environmental and social information for the previous year (regulated information). Filed with the AMF (the French securities regulator) every year.



INVESTOR PRESENTATIONS

Presentation of the Bouygues group's results, strategies and outlook.



BOUYGUES.COM AND SOCIAL NETWORKS

All the news, information, publications and job offers of the Bouygues group.



Scan this QR code
(app and internet connection required)

BOUYGUES GROUP

32 avenue Hoche

F-75378 Paris cedex 08

Tel.: +33 (0)1 44 20 10 00

bouygues.com

Twitter: @GroupeBouygues



BOUYGUES CONSTRUCTION

Challenger

1 avenue Eugène Freyssinet – Guyancourt
F-78061 Saint-Quentin-en-Yvelines cedex

Tel.: +33 (0)1 30 60 33 00

bouygues-construction.com

Twitter: @Bouygues_C

BOUYGUES IMMOBILIER

3 boulevard Gallieni
F-92445 Issy-les-Moulineaux cedex
Tel.: +33 (0)1 55 38 25 25
bouygues-immobilier-corporate.com

Twitter: @Bouygues_Immobilier

COLAS

1 rue du Colonel Pierre Avia
F-75015 Paris
Tel.: +33 (0)1 47 61 75 00
colas.com

Twitter: @GroupeColas

TF1

1 quai du Point du jour
F-92656 Boulogne-Billancourt cedex
Tel.: +33 (0)1 41 41 12 34
groupe-tf1.fr

Twitter: @GroupeTF1

BOUYGUES TELECOM

37-39 rue Boissière
F-75116 Paris
Tel.: +33 (0)1 39 26 60 33
corporate.bouyguestelecom.fr

Twitter: @bouyguestelecom

Shareholders and investors

Karine Adam Gruson
Investor Relations Director
Tel.: +33 (0)1 44 20 10 79
investors@bouygues.com

Registered share service

Gaëlle Pinçon – Marie-Caroline Thabuy
Tel.: +33 (0)1 44 20 10 61/11 07
servicetitres.actionnaires@bouygues.com

Group Corporate Communications department

Tel.: +33 (0)1 44 20 12 01
(press office)
presse@bouygues.com



February 2021 • Bouygues group • Translation: Martin Hemmings and the Bouygues SA Translation department
• Design and production: TERRE DE SIENNE • Printed by: DEJA LINK (Seine-Saint-Denis) • Accessible digital version: ipediis.

Accessibility: from 5 April 2021, the interactive version of this document will comply with accessibility standards for web content (WCAG 2.1) and have ISO 14289-1 certification. Its ergonomic design will allow people with motor disabilities to use keyboard commands to browse the document. It is accessible to people with impaired vision and has been tagged so that it can be transcribed vocally, in full, by screen readers from any computerised device. The PDF has been comprehensively tested and validated by a non-sighted expert.

Certified against the NFT 51-800 standard, the Biopress HC mailing film used to send this publication to Group employees is home compostable and 100% bio-based.

NB: some of the photos used in this report were taken before the Covid-19 health crisis and therefore before the wearing of masks was made obligatory.

Photo credits/artists impressions: J.-P. Baltel/MI2/TF1 (p. 44), F. Berthet (p. 39, 47, 49, 53), D. Bleuset (p. 28), Bouygues Energies & Services Japan (p. 29), Bouygues Immobilier (p. 28), Bouygues SA (p. 40), Bouygues Telecom (p. 5, 16, 51), Bouygues Travaux Publics (p. 45), Y. Chanoit (p. 16, 32), C. Chevalin/TF1 (p. 5), D. Cocatix (p. 41), A. Compain/Shutterstock Custom (p. 29), J. Cresp (front cover, inside back cover), Daesign (p. 60), A. Da Silva (p. 48, 56, 58), V. Defest (p. 60), diff. Kommunikation AG (p. 33), N. Dohr (p. 28, 36-37, 40), S. Duparc (p. 54-55), SO Dupont Renoux (p. 5, 12-13, 39-40), L. Fabry (p. 28), A. Février (p. 2-3, 35, 46, 49, 56, 58, 64), C. Fouquet (p. 32), M. Foyet/MyProd (p. 48), Isabelle & Philippe Gesret (p. 53), D. Giannelli (inside front cover), N. Grosmond (p. 18-19, 23), Ideol Bouygues Travaux Publics Centrale Nantes Above all (p. 29), N. Imre (p. 50), S. Jouve/Colas (p. 45), J.-F. Labat (p. 56, 58), N. Lascourréges (p. 32), C. Lau (p. 39), Losinger Marazzi (p. 52), S. Loubaton/Capa Pictures (p. 1, 14, 53, 56, 58), J. Lutt/Capa Pictures (p. 56, 58), C. Mangin (p. 44), Merlin Photography Ltd (p. 29), F. Momayez/MyPhotoAgency (p. 31), A. Montaufier (p. 28), S. Nivens/Shutterstock (p. 16), NMC Production/Colas (p. 45), A. Popov/Shutterstock (p. 16), Proloog (p. 44), S. Tetu (p. 16, 47), TEC Production (p. 34), O. Timmers/Capa Pictures (p. 43), Upperview Productions Sarl (p. 31), R. Weston (p. 43), Xenozis/Colas (p. 52) **Architects:** ADDP Architect LLP (p. 42), Atelier 5 (p. 33), Diener & Diener Architekten (p. 29, 31), IF Architectes (p. 23), IttenBrechbühl/Ferrari Architectes/Magizan/Tribu Architecture/Wilmotte & Associés/VW A (p. 52), Linkcity/Valode & Pistre (p. 18, 29), Tadao Ando Architect & Associates, Nem/Niney et Marca Architectes, Pierre-Antoine Gatier (p. 64), VenhoevenCS et Ateliers 2/3/4/ (p. 44), Weber Keiling Architectes (p. 28), UrbanEra/François Leclercq Architectes Urbanistes/Mekene (p. 48)

BOUYGUES

Making progress become reality