

An aerial photograph of a large dam and reservoir. The dam is a long, low structure made of grey concrete or stone, stretching across a wide valley. The reservoir is a deep blue, filling the valley. The surrounding landscape is lush green with dense forests. In the background, there are rolling hills and mountains under a clear blue sky with some light clouds. A winding road is visible in the foreground, leading towards the dam.

# Shareholders' General Meeting

8 April 2021

**This presentation may contain forward-looking objectives and statements about VINCI's financial situation, operating results, business activities and expansion strategy.**

**These objectives and statements are based on assumptions that are dependent upon significant risk and uncertainty factors that may prove to be inexact. The information is valid only at the time of writing and VINCI does not assume any obligation to update or revise the objectives on the basis of new information or future or other events, subject to applicable regulations.**

**Additional information on the factors that could have an impact on VINCI's financial results is contained in the documents filed by the Group with the French securities regulator (AMF) and available on the Group's website at [www.vinci.com](http://www.vinci.com) or on request from its head office.**

# Xavier Huillard

Chairman and Chief Executive Officer

# Agenda

- **Approval of the 2020 parent company and consolidated financial statements and appropriation of the parent company's net income**
- **Renewal of the terms of office of Yannick Assouad and Graziella Gavezotti as Directors for a period of four years**
- **Renewal of the delegation of powers to the Board of Directors in view of the purchase by the Company of its own shares**
- **Approval of the remuneration policy for members of the Board of Directors and for Mr Huillard, Chairman and Chief Executive Officer / Approval of the report on remuneration and of the total remuneration paid in 2020 or granted in respect of 2020 to Mr Huillard**
- **Opinion on the Company's environmental transition plan**

- **Authorisation to reduce the share capital through cancellation of VINCI shares held in treasury**
- **Delegation to increase the share capital through the capitalisation of reserves**
- **Delegation to issue any shares and securities giving access to the share capital with shareholders' preferential subscription rights maintained**
- **Delegation to issue all debt securities giving access to equity securities to be issued by the Company and/or its subsidiaries or to existing equity securities of one of the Company's subsidiaries or affiliates with preferential subscription rights cancelled and through a public offering**
- **Authorisation to increase the number of securities to be issued in the event of surplus applications**

- Delegation to issue any shares and equity securities giving access to the share capital, in order to pay for contributions in kind of securities to the Company
- Delegation to carry out share capital increases reserved for employees
- Authorisation to grant awards of existing shares in the Company, for no consideration, to employees of the Group

- **2020 film of the year**
- **Key highlights, financial performance in 2020**
- **Outlook and strategy**
- **Governance and presentation of the Board and its Committees**
- **Reports of the Statutory Auditors**
- **Environmental performance in 2020**
- **Results of votes on resolutions**

# Review of 2020

Xavier Huillard, Chairman and Chief Executive Officer



Significant fall in earnings in the context of an unprecedented health crisis



Very strong free cash flow (€4 billion), close to the record 2019 figure



Sharp year-on-year reduction in net financial debt and very high level of liquidity



Increase in order intake and order book



Dividend proposed for 2020: €2.04 per share, to be paid in cash



Rollout of VINCI's new environmental ambition

« Food trucks solidaires » distributing free hot meals to lorry drivers on the VINCI Autoroutes network



Revenue

€4.6bn  
-17.5%

Ebit\*

€2.0bn  
42.9% of revenue

Change in VINCI Autoroutes traffic in 2020

Total  
(LV and HV)

-21.4%



-23.8%



-6.5%

\* Ebit = operating income from ordinary activities

Vaccine delivery at Belgrade airport (Serbia)



Revenue

€1.0bn  
-62.4%

Ebit

€(0.4)bn  
(37.3)% of revenue

VINCI Airports passenger numbers in 2020\*  
(Change. vs 2019)

Total *of which*

77m  
-70%



18m  
-70%



12m  
-78%



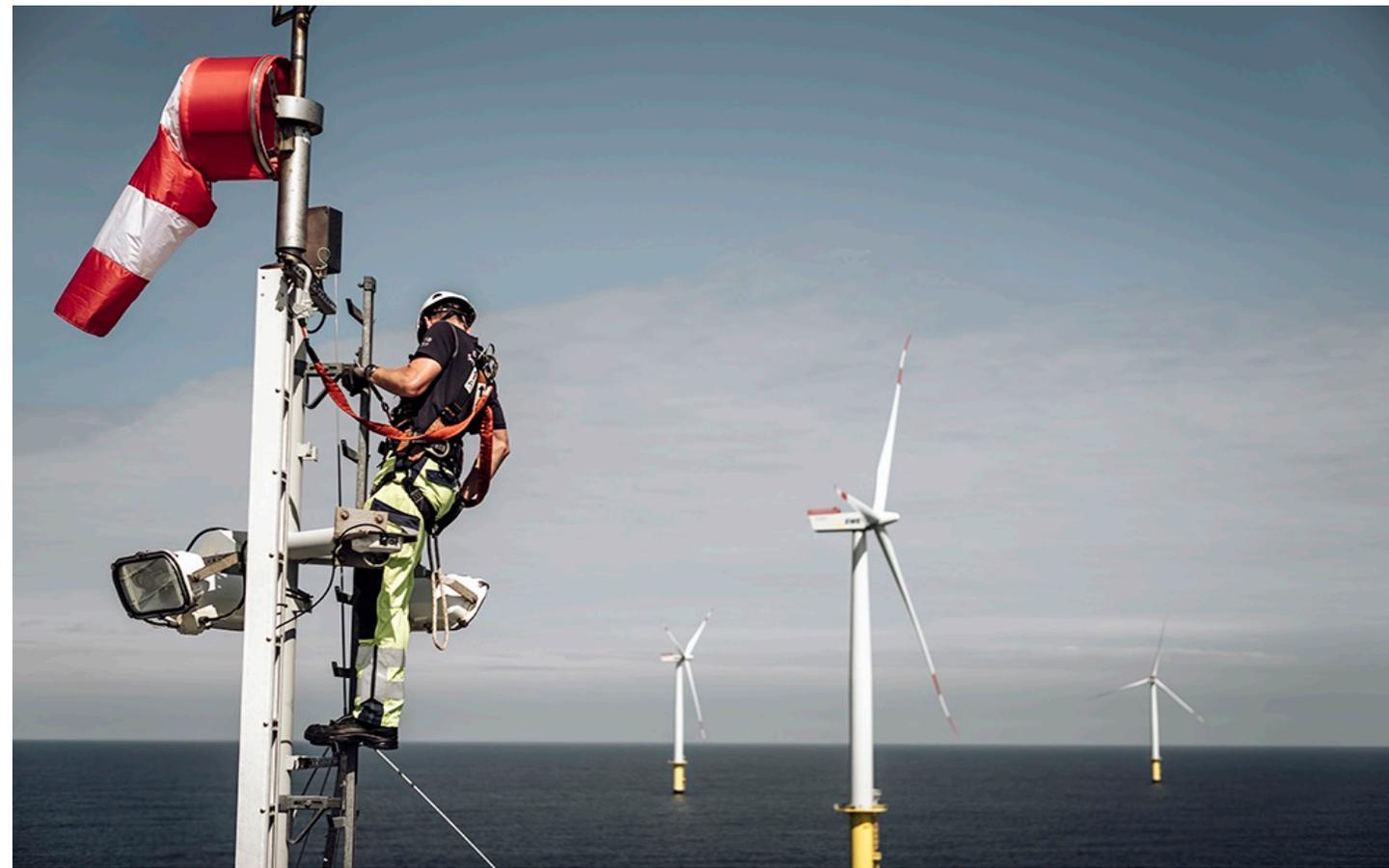
7m  
-68%



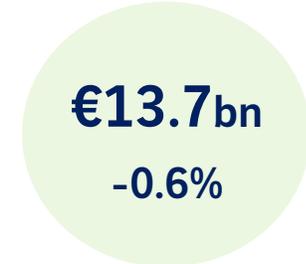
16m  
-69%

\* Data at 100%, including full-year airports traffic

Acquisition of EWE Offshore Service & Solutions (Germany), a specialist in the development, operation and maintenance of offshore wind farms



Revenue

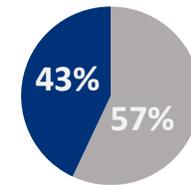


Ebit



Change and breakdown of revenue by geographical area

France  
-4.8%

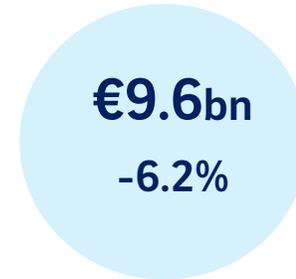


International  
+2.8%

Pilot project in Germany for a road that charges electric vehicles wirelessly using induction with ElectReon



Revenue

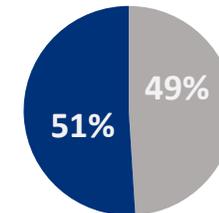


Ebit



Change and breakdown in revenue by geographical area

France  
-11.6%



International  
stable

Sydney Gateway motorway in Australia



Proposed routes shown, subject to change based on detailed design.

Revenue

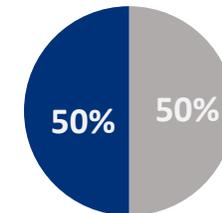
**€13.6bn**  
-8.6%

Ebit

**€0.1bn**  
1.0% of revenue

Change and breakdown of revenue by geographical area

France  
-14.4%



International  
-2.1%

The future Universeine eco-district (Olympic Village) in Saint-Denis (France)



Revenue

€1.2bn  
-9.9%

Ebit

€23m  
2.0% of revenue

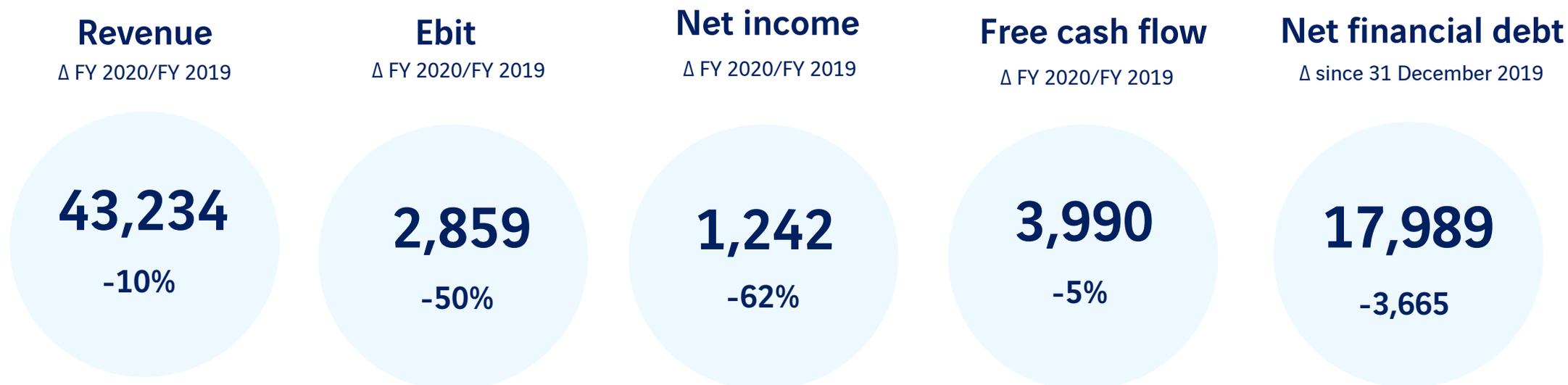
- **Upturn in housing unit reservations in Q4 2020**, limiting the full-year decrease to **16%**, with **6,120 units** reserved in 2020
- **Acquisition of URBAT Promotion**, a specialist home developer in the south of France, completed in January 2021

# 2020 financial performance

Christian Labeyrie, Executive Vice-President and Chief Financial Officer

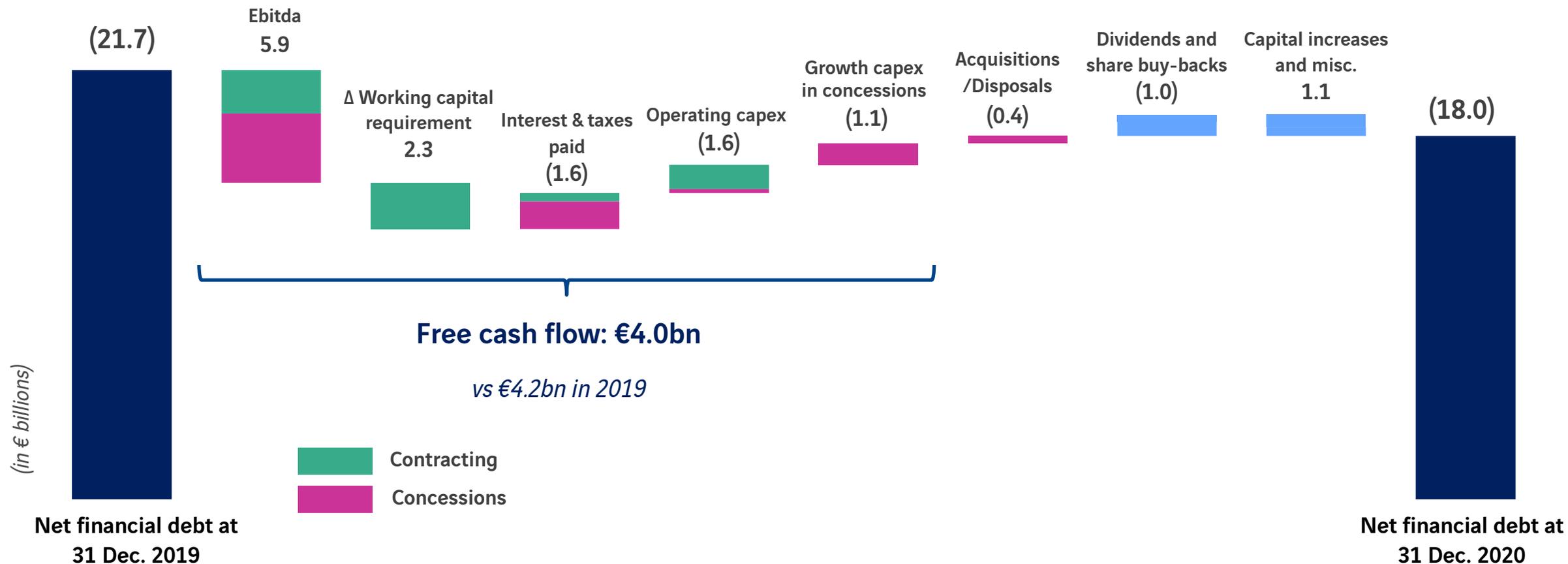
# 2020 Group key figures

Data in € millions (unless otherwise specified)



# Sharp reduction in net financial debt during 2020

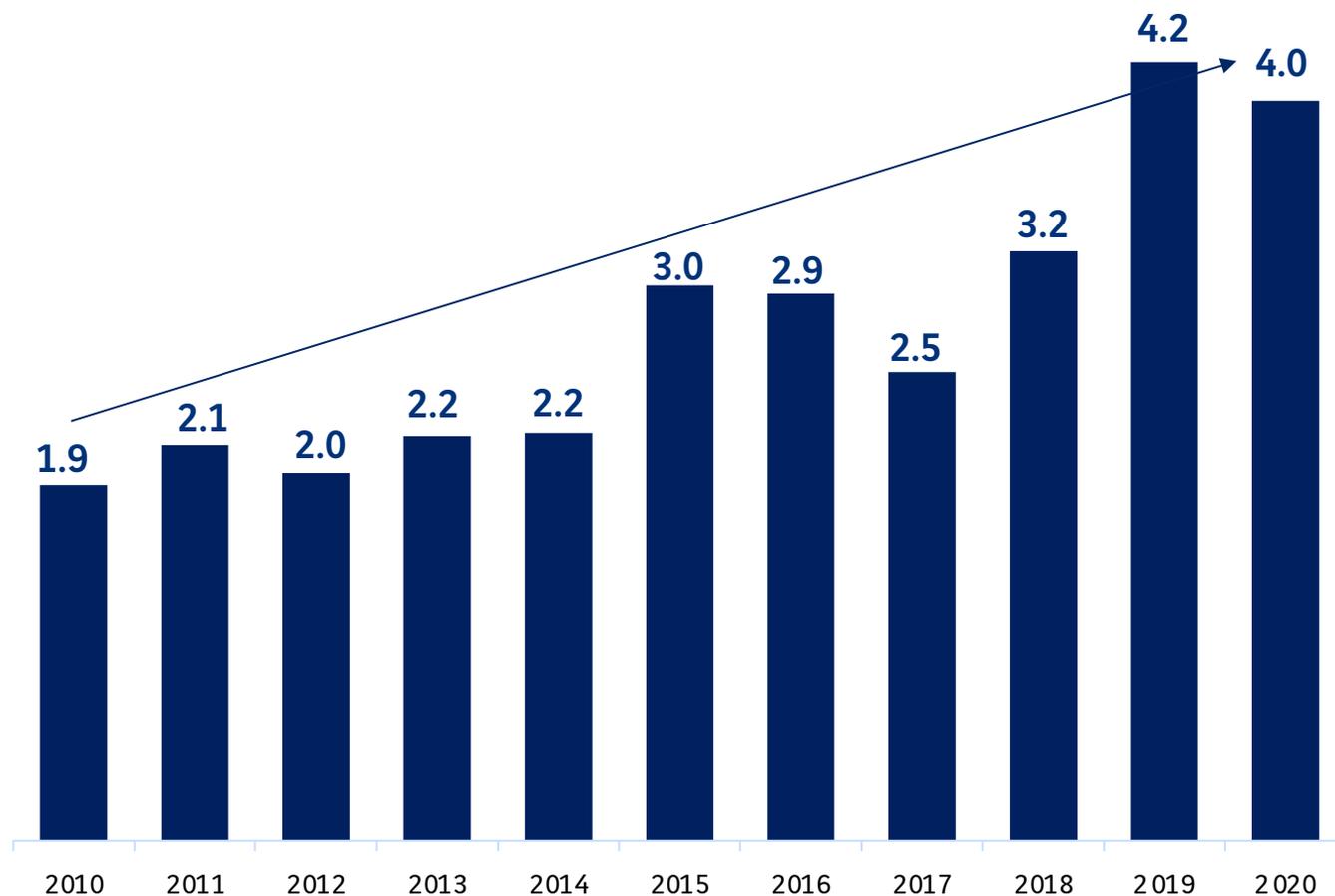
## €3.7bn decrease in net financial debt in 2020 (-17%)



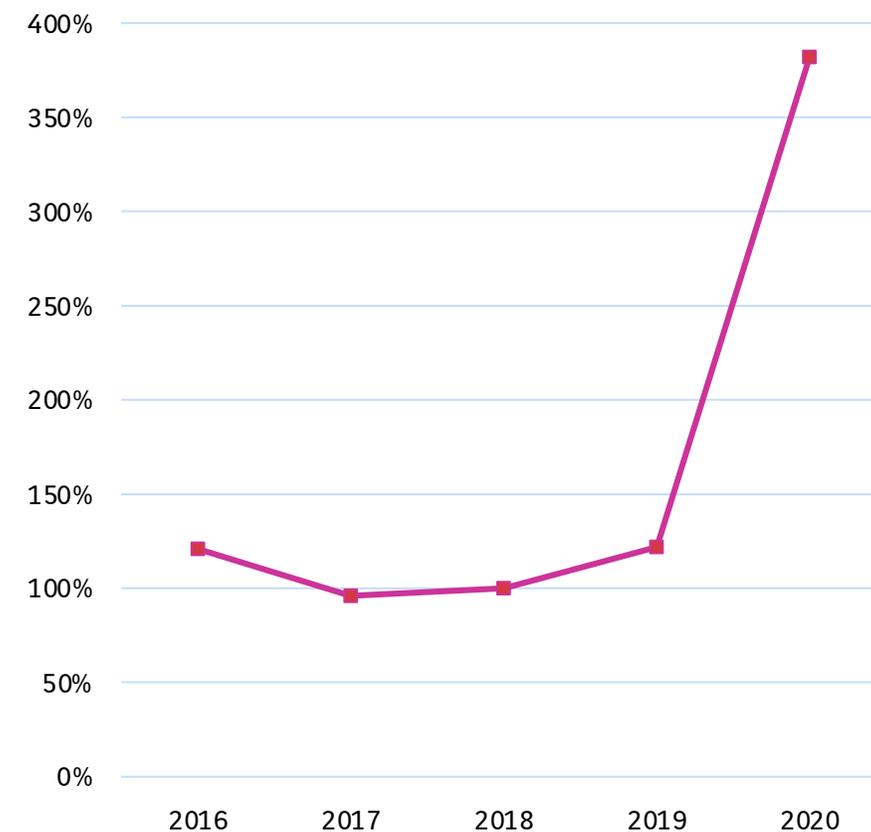
<i>Reminder FY 2019</i>	8.5	0.4	(1.8)	(1.8)	(1.1)	(8.3)	(2.7)	0.7
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# Strong free cash flow generation and high level of cash conversion

Free cash flow generation 2010 to 2020: €30.3bn total

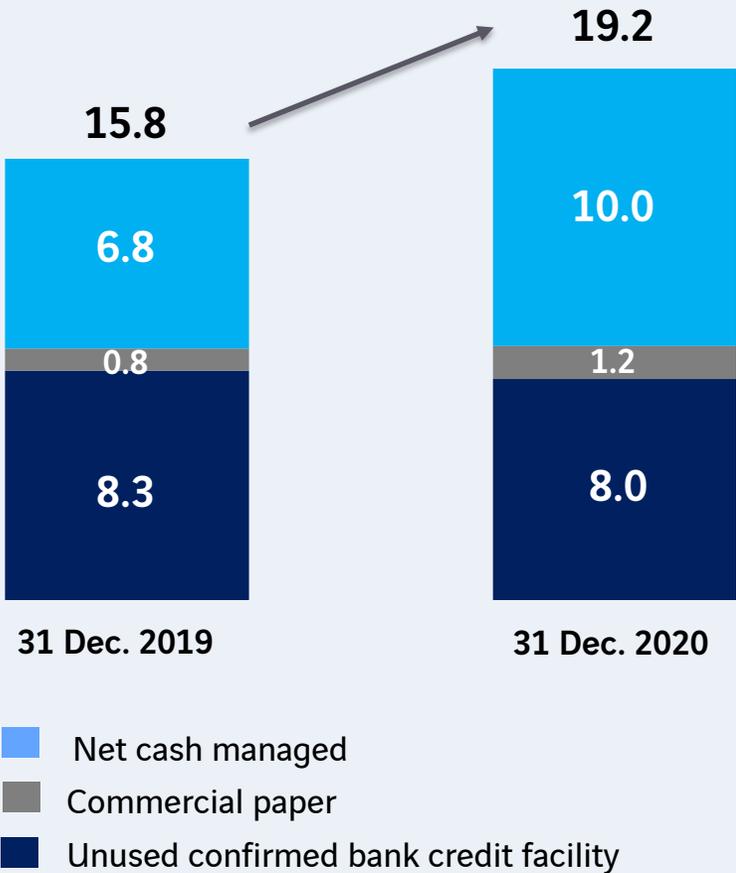


Average cash conversion\*  
over the last 5 years: 164%



\* Cash conversion = Free cash flow / Net income before non-controlling interests and excluding non-recurring impacts

## Liquidity increase



## Debt refinancing in excellent market conditions

In May 2020, **Cofiroute** issued **€950m** of 11-year bonds, carrying an annual coupon of 1.0%

In November 2020, **VINCI** carried out its **inaugural €500m green bond issue** (zero-coupon notes, due to mature in November 2028)

## Share buy back policy

- **Share buy-backs: 3.5 m shares (€335 m) in 2020 vs. 10.1m shares in 2019 (€900m)**
- **Share buy-backs suspended in March 2020** given the uncertainty arising from the Covid-19 pandemic
- **Capital increases: 8.3m shares (€669m), including the part of the 2019 dividend paid in shares**
- **25m treasury shares cancelled in 2020**

## Strong credit rating

**S&P A-/A2 Outlook stable**

Confirmed for VINCI SA, ASF and Cofiroute in October 2020

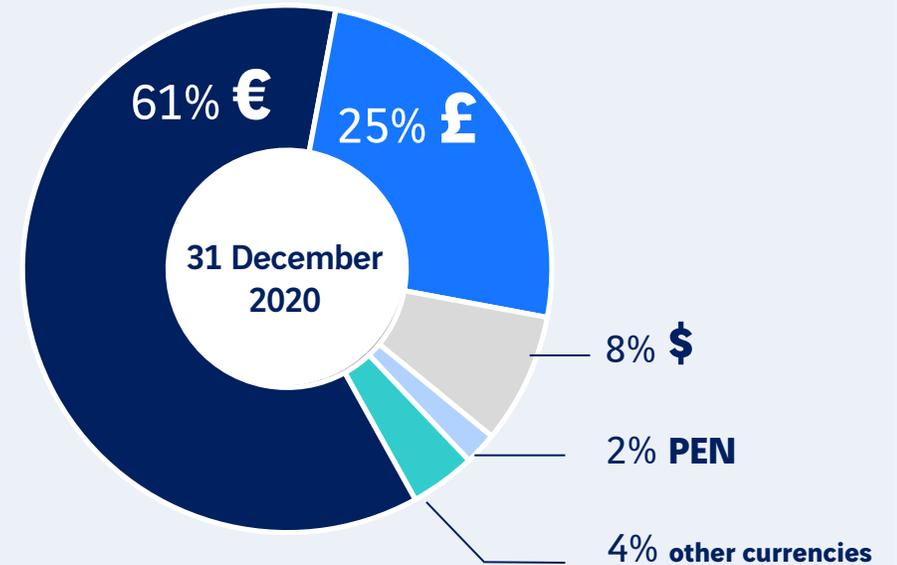
**Moody's A3/P1 Outlook stable**

Confirmed for VINCI SA and ASF in June 2020

## Decrease in the average cost of gross financial debt cost over the past 5 years



## Diversified sources of financing



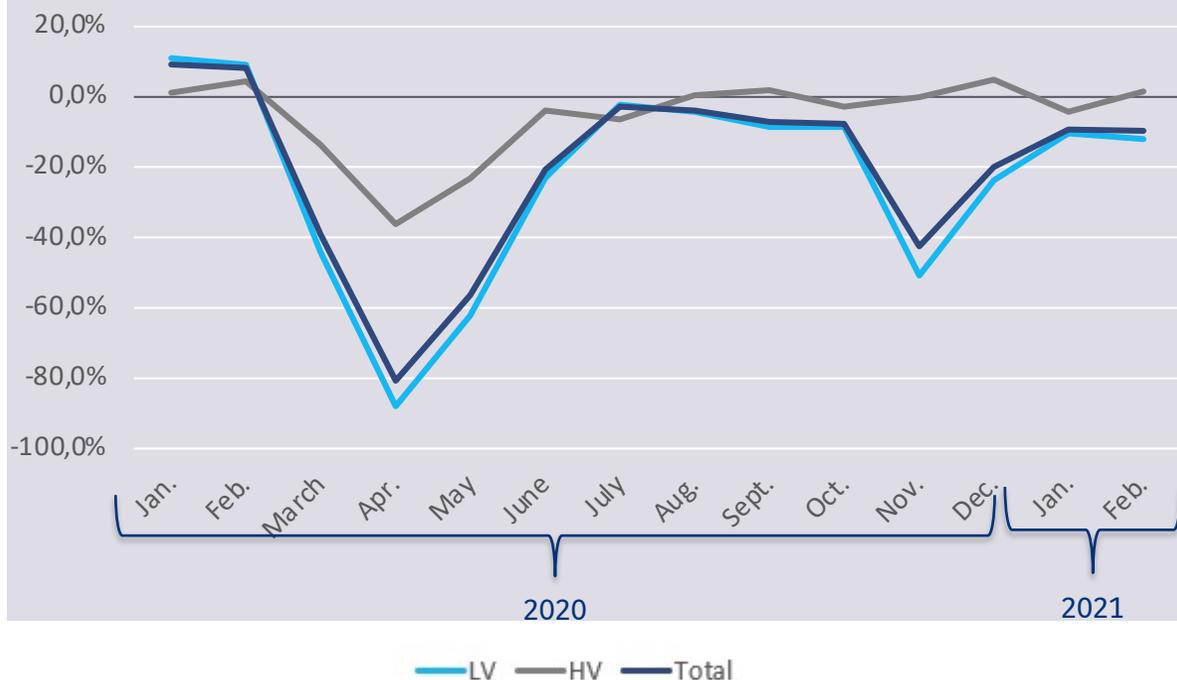
# Outlook and strategy

Xavier Huillard, Chairman and Chief Executive Officer

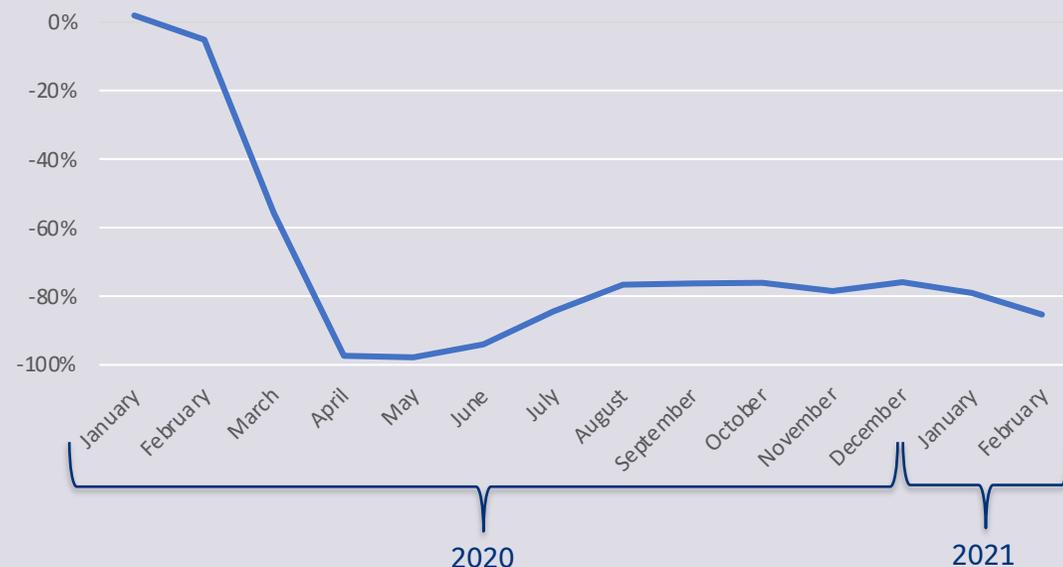
Given the lack of visibility on developments in the Covid-19 situation and the potential resulting restrictions, it is not possible at this stage to offer reliable forecasts regarding VINCI Airports passenger numbers or VINCI Autoroutes traffic levels for the next few quarters

For **VINCI Autoroutes**, a relatively rapid return to normal can be expected once travel restrictions are lifted, as was seen in summer 2020

Change in VINCI Autoroutes' monthly traffic levels in 2020 and 2021 (vs 2019)



Change in VINCI Airports' monthly passenger numbers\* in 2020 and 2021 (vs 2019)



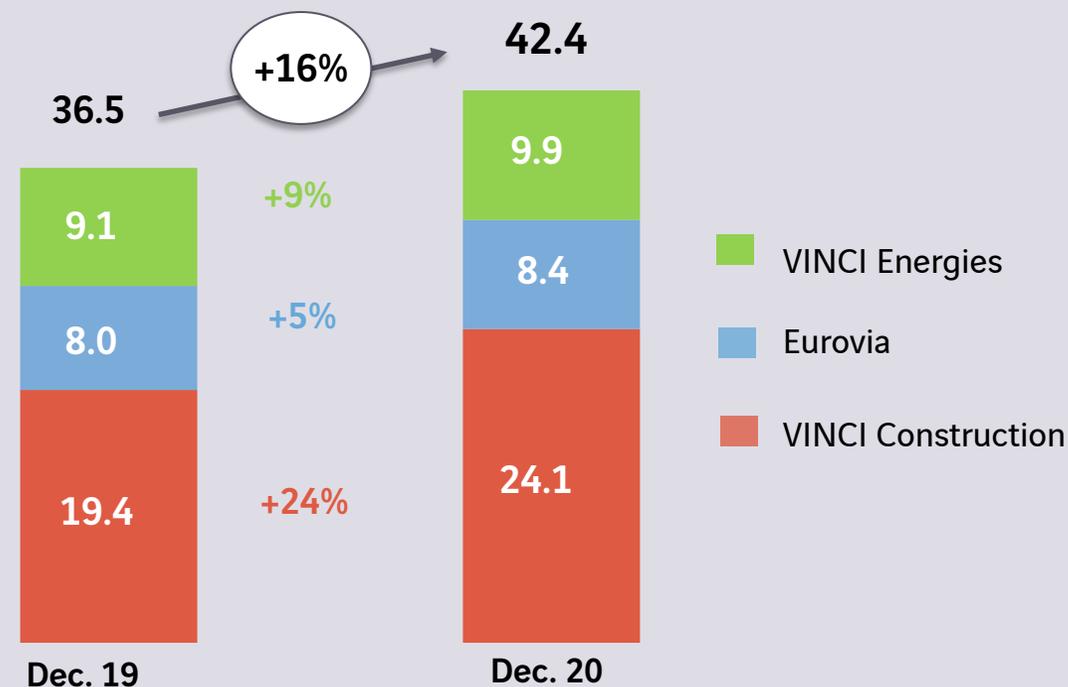
Barring exceptional events and provided that the economic and public health situation stabilises in 2021, VINCI is aiming to:

- **increase revenue** very close to the 2019 level
- **improve operating margins in all 3 businesses** to levels similar to those seen in 2019, or slightly higher for VINCI Construction

## Order book up 16% in 2020

International accounts for 60% of the order book (vs 57% in 2019)

Breakdown by business line (in € billions)



## Long cycles/significant equity investments

### CONCESSIONS

- ✓ Extend the concession portfolio's average maturity
- ✓ Focus growth on transport infrastructures
- ✓ Consider new opportunities in the renewable energy market

## Short cycles/limited equity investments

### CONTRACTING

- ✓ Prioritise margins over revenue growth
- ✓ Monitor risks in a disciplined manner
- ✓ Focus on high value-added segments, in particular in the energy sector
- ✓ Diversify across geographies and business lines

**LEVERAGE THE STRENGTHS OF VINCI'S INTEGRATED CONCESSIONS/CONTRACTING BUSINESS MODEL TO WIN NEW PROJECTS**

**ACCELERATE INTERNATIONAL GROWTH**

**AIM FOR AN ALL-ROUND PERFORMANCE (SOCIAL AND ENVIRONMENTAL COMMITMENTS)**



## A MAJOR STRATEGIC MOVE

- ✓ Create a global player in energy contracting to support the energy transition
- ✓ Develop renewable projects, with an identified potential of c.15 GW
- ✓ Contribute significantly to enhance VINCI's environmental profile
- ✓ Broaden the Group's portfolio of concessions



Source: ACS website

Photovoltaic plant, Kumamoto (Japan)

## GREAT HUMAN CAPITAL

- ✓ Around 45,000 skilled people
- ✓ A pool of high-level engineers
- ✓ An outstanding management team



High-voltage transmission lines (Mexico)

## ACCELERATION OF VINCI'S INTERNATIONAL DEVELOPMENT

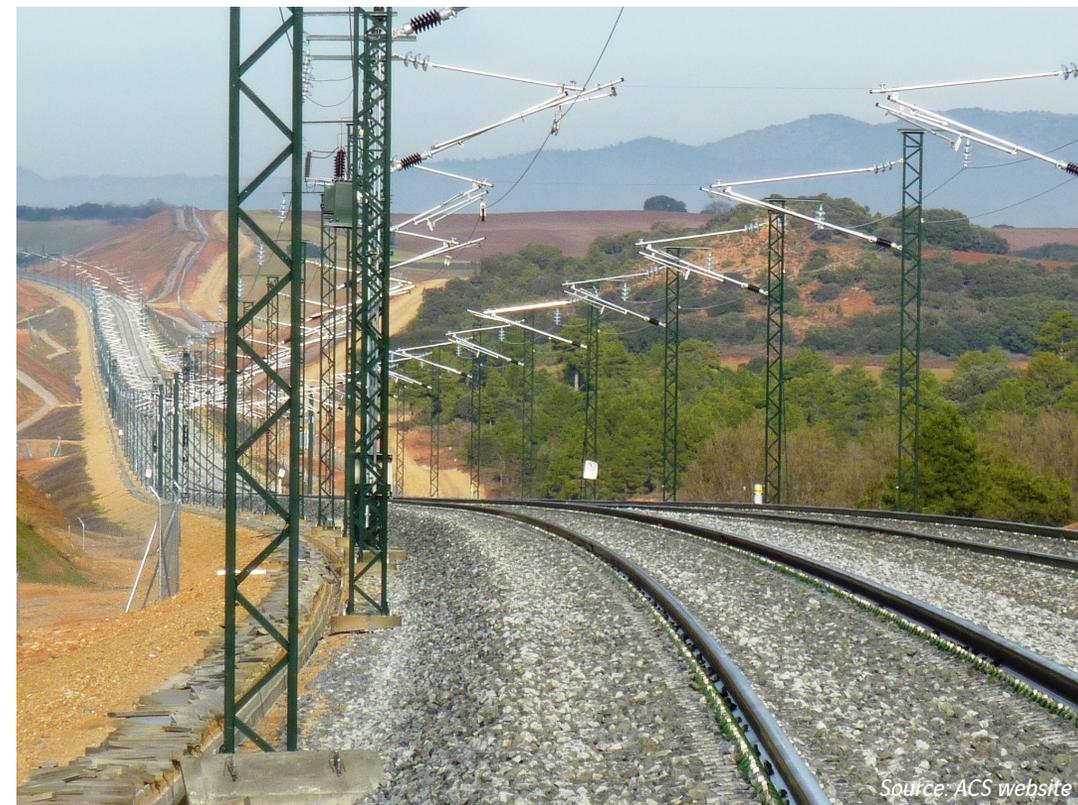
- ✓ A geographical presence complementary to VINCI's, with a long standing footprint in Spain and Latin America
- ✓ Most of VINCI's business will be generated outside France



El Perul wind farm Park (Spain)

## AN ACCRETIVE OPERATION

- ✓ Enterprise value of €4.2bn, leading to a purchase price at closing of c. €4.9bn (closing anticipated at the end of year 2021)
- ✓ Additional payment of €40m for each renewable ready-to-build GW developed by the company (up to 15 GW over a period of up to 8.5 years)
- ✓ Payment entirely in cash, financed through VINCI's available cash and credit lines
- ✓ No significant impact on VINCI's balance sheet strength
- ✓ The operation is expected to be accretive from the first year after closing



Installation of overhead contact lines on the high-speed rail line between Madrid and Valencia (Spain)

After a very difficult 2020, VINCI is confident in its ability to bounce back, and is moving forward with enthusiasm

## Post-crisis growth will be green



**Eurovia**  
The 100% recycled road technology

**VINCI Airports**  
Salvador Bahia named Brazil's "most sustainable airport"

**VINCI Energies**  
Jupiter 1000 project, first power to gas (storage of renewable electricity) showcase

**VINCI Autoroutes**  
High-speed charging stations

**VINCI Construction**  
Ultra low-carbon concrete at l'archipel, VINCI's future head office

A great opportunity for VINCI



	2020	2019	2018	2017
CDP Climate	A-	A-	A-	B
CDP Water Security	B	B-	C	B-
CDP Forest	C	submitted not scored	not submitted	not submitted

Corporate ESG Performance

Rating **C+**

Prime

RATED BY **ISS ESG**



**WDi**  
Workforce Disclosure Initiative

2020 RESPONDER



28.4 Medium Risk



**MSCI**  
ESG RATINGS



« best in class » in 2020 (in Heavy Construction sector)

## Aiming for global performance and sharing our successes with our stakeholders

4  
Together!  
Engage in civic projects

**2 million**

hours of integration  
employment in France in 2020

**>3,000**

high-school students  
welcomed under the "Give  
Me Five" programme

**€10m**

allocated to the "Fondation  
VINCI pour la Cité" for front-line  
staff during the Covid -19 crisis

5  
Together!  
Strive for zero accidents

**75%**

of companies with no lost-time  
workplace accidents (vs 71% in  
2015)

**0.43**

Workplace accident severity  
rate (vs 0.51 in 2015)

**5.32**

Lost-time workplace accident  
frequency rate (-25% vs 2015)

**1,308,431**

training hours in health & safety

6  
Together!  
Foster equality and diversity

**21.1%**

% of female managers in  
2020 (vs 18% in 2015)

### Objectives

By 2023, increase to **28%**,  
the proportion of women  
recruited or promoted as  
managers

Increase the proportion of  
women sitting on the  
management committees of  
Group companies

7  
Together!  
Promote sustainable careers

**3,460,872**

hours of training provided in 2020

**87%**

of permanent job contracts

### Top 10

most attractive employers in  
France (2020 Universum survey  
of engineering students in  
France)

8  
Together!  
Share the benefits of our performance

**170,000**

Employees and former  
employees owning 9%  
of VINCI capital

**90%**

of all employees can subscribe  
to an employee share  
ownership programme

**€448m**

paid out by the Group to  
employees through employer  
contributions and employee  
profit-sharing, incentive and  
retirement savings plans in  
France



# Governance

Patrick Richard, General Counsel and Secretary of the Board of Directors



# An active and diversified Board of Directors

**16 Directors**  
 Independence rate\*: **69%**  
 Gender parity: **50%**  
**6** foreign nationalities

**Board of Directors**  
 12 meetings including 7 ordinary meetings  
 96% attendance at all meetings  
 99% attendance at regular meetings

**Chairman and Chief Executive Officer**      **Vice-Chairman**      **Lead Director**

**Audit Committee**  
 100% attendance

**Strategy and CSR Committee**  
 91% attendance

**Appointments and Governance Committee**  
 95% attendance

**Remuneration Committee**  
 100% attendance

Meetings open to all Directors

\*Excluding Directors representing employees and employee shareholders

- Mobilisation of the Board and Committees: 29 meetings in 2020
  
- Implication of directors facilitated in times of health crisis through :
  - Extensive use of videoconference systems
  - Implementation of a digital platform for the exchange of documents
  
- Main activities in 2020:
  - Regular updates on the Group's activity
  - Examining and approving significant external growth projects
  - Monitoring ESG policies
  - Monitoring the Group's financial situation
  - Developing continuously employee's shareholding

## ■ Creating **value** aiming at **global performance**:

- Economic performance
- Social performance
- Environmental performance

## ■ **Method**:

- Ensure the **sustainability** of businesses
- Increase **international** exposure
- Require the implementation of the **Group's values**



Activity in 2020: 5 meetings  
Attendance : 100%



Rene Medori  
Chairman



Yannick Assouad  
Lead Independent  
Director



Robert  
Castaigne



Graziella  
Gavezotti

## Composition

Independent Chairman :  
**René Medori**

4 members

## Activity in 2020

- ✓ Examination of the budget and accounts
- ✓ Review of risk management, prevention and control systems
- ✓ Collaboration with the auditors

**Activity in 2020: 5 meetings**  
**Attendance: 91%**



Yves-Thibault de  
Silguy  
Chairman



Abdullah Al  
Attiyah  
representing  
Qatar Holding  
LLC



Uwe  
Chlebos  
employees'  
representative



Caroline  
Grégoire Sainte  
Marie



Dominique Muller Joly  
Pottuz  
representing employee  
shareholders



Ana Paula  
Pessoa



Pascale  
Sourisse

## Composition

Chairman :  
**Yves-Thibault de Silguy**

7 permanent members

Meetings **open to all Directors**

## Activity in 2020

- ✓ Accelerating the Group's environmental policy
- ✓ Examining acquisition projects in the fields of Contracting, among which the energy business (ACS-IS) and airport business.
- ✓ Examining 5 proposed multi-year contracts for infrastructure projects
- ✓ Monitoring the deployment of the Group's programmes related to ethics, human rights and ESG

**Activity 2020: 4 meetings**  
**Attendance: 95%**



Yannick  
Assouad  
Chairman



Benoit Bazin



Robert  
Castaigne



Marie-  
Christine  
Lombard



Yves-Thibault  
de Silguy

## Composition

Independent Chairman:  
**Yannick Assouad**

5 members

## Activity in 2020

- ✓ Preparation of the evaluation of the CEO – Evaluation of the independence of the Board members
- ✓ Proposal to appoint Mr Bazin as Director
- ✓ Succession plans

**Activity in 2020: 3 meetings**  
**Attendance: 100%**



Marie-Christine  
Lombard  
Chairman



Benoit Bazin



Miloud Hakimi  
employees'  
representative



Michael  
Pragnell



Pascale  
Sourisse

## Composition

Independent Chairman :  
**Marie-Christine Lombard**

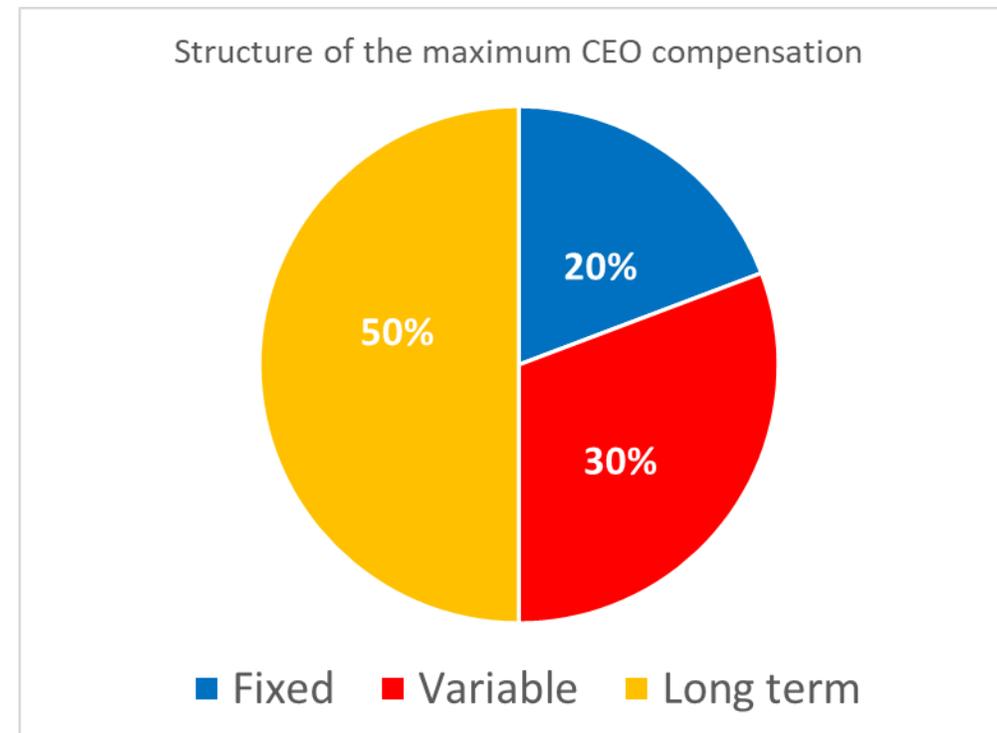
5 members

## Activity in 2020

- ✓ Reviewing the Directors' and the CEO's compensation policies
- ✓ Setting the CEO's variable compensation in respect of FY 2019
- ✓ Monitoring employee shareholding
- ✓ Implementing long-term incentive plans and monitoring performance on vested long-term incentive plans
- ✓ Impact of the health crisis on performance criteria for compensation systems

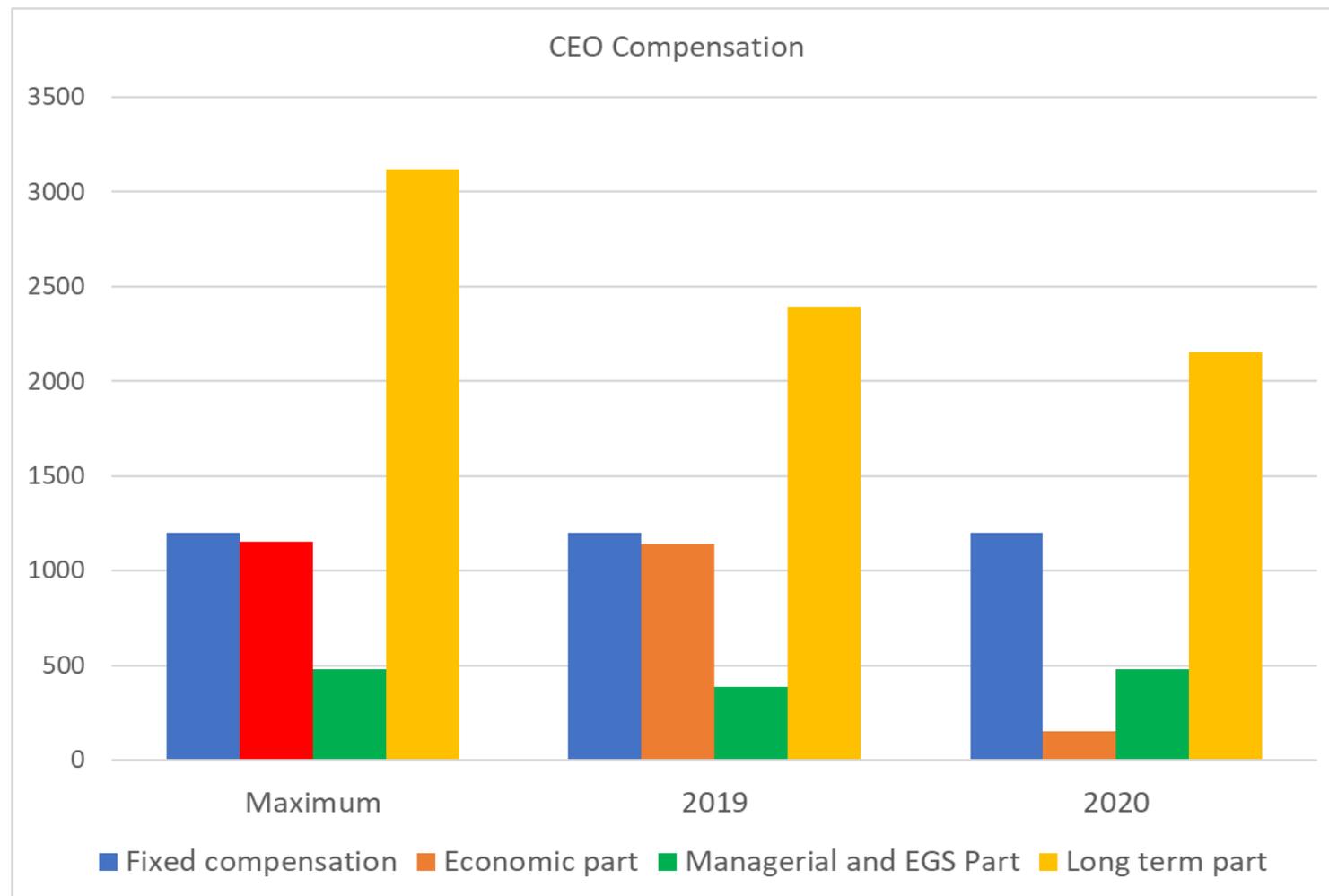
- **Confirmation of the policy approved in 2020**
  - Total envelope of €1,600,000
  - Fixed part: €25,000
  - Variable Part: €3,500 per Board meeting
  
- **Additional compensation:**
  - €70,000 for the Vice-Chairman
  - €30,000 for the Lead Independent Director
  - €20,000 for the Board committee chairs
  - For the participation in Board committees (fixed and variable)
  - For the Directors not residing in France
  
- **Adaptation of the above rules due to the Covid-19 pandemic and the extensive use of virtual meetings**

- **Confirmation of the policy approved in 2020 (page 154 of the URD)**
- **Modification of performance criteria for a broader use of ESG indicators**
- **General characteristics**
  - **Fixed remuneration: €1,200,000 on an annual basis**
  - **Short-term variable compensation: from 0 to 160% of fixed compensation depending on performance**
  - **Long-term compensation: performance shares allocation (fair value not exceeding the fixed and short-term variable compensation ceiling)**
- **Additional pension capped at 8 times the Social Security Ceiling**
- **Compensation in kind: company car**



- **Directors' compensation:** amount of €1,302,382 paid in 2020 (page 163 of the URD)
- **Mr. Xavier Huillard's compensation** (page 161 of the URD)

Xavier Huillard decided to waive 25% of his short-term fixed 2020 and variable 2019 compensation payable in 2020 for a period of 2 months. These amounts (€124,413) were paid by VINCI to the Fondation VINCI pour La Cité



## ■ Continuation of VINCI's employee shareholding policy through:

- Employee shareholder's funds (Castor and Castor International)
- In 2020, 90 % of VINCI's **employees** in 39 countries are **shareholders**  
They hold collectively around 9% of the shares  
This policy is made possible by the 19<sup>th</sup>, and 20<sup>th</sup> resolutions



## ■ Performance shares allocation plans for managers (3,561 beneficiaries in 2020)

- The 21<sup>st</sup> resolution allows for such allocations which are subject to attendance and **economic, financial and ESG performance conditions**

# Presentation by the Statutory Auditors

Combined Shareholders' General Meeting of 8 April 2021

**Deloitte.**

  
**pwc**

1. Report on VINCI's consolidated financial statements (2020 universal registration document, pages 354-357)
2. Report on VINCI's parent company financial statements (2020 universal registration document, pages 373-375)
3. Special report of the Statutory Auditors on regulated agreements (2020 universal registration document, page 376)
4. Four supplementary Statutory Auditors' reports on the use of delegations of authority granted to your Board of Directors in earlier Shareholders' General Meetings to carry out transactions on the share capital reserved for the employees of VINCI and its subsidiaries
5. Five Statutory Auditors' reports on delegations of authority or authorisations to be given to the Board of Directors to carry out transactions on the share capital (Resolutions 12, 14, 15, 16, 17, 18, 19, 20 and 21)
6. Two non-financial reports, the first by one of the Statutory Auditors, appointed as independent third party, regarding the consolidated non-financial performance statement and the second by one of the Statutory Auditors on selected social and environmental information

Report title	Opinion	Justification of assessments – Key audit matters
<p><b>Report on the consolidated financial statements</b> <i>(Resolution 1)</i></p>	<p><b>Clean opinion</b></p>	<ul style="list-style-type: none"> <li>- <b>Recoverable amount of goodwill and intangible assets, along with interests in concession companies accounted for under the equity method</b></li> <li>- <b>Recognition of construction contracts</b></li> <li>- <b>Provisions for liabilities and litigation</b></li> </ul>
<p><b>Report on the parent company financial statements</b> <i>(Resolution 2)</i></p>	<p><b>Clean opinion</b></p>	<ul style="list-style-type: none"> <li>- <b>Assessment of investments in subsidiaries and associates</b></li> </ul>

▶ **We certify that the consolidated and parent company financial statements give a true and fair view of VINCI’s results for the period, and of its financial position, assets and liabilities at the end of the period.**

Report title	Observations
<p>Special report on regulated agreements</p>	<ul style="list-style-type: none"><li>▶ We hereby inform you that we have not been advised of any agreements that were authorised and entered into during the past financial year and that must be submitted for approval at the Shareholders' General Meeting in application of the provisions of Article L.225-38 of the French Commercial Code.</li><li>▶ We hereby inform you that we have not been advised of any agreements previously approved at the Shareholders' General Meeting that remained in force during the past financial year.</li></ul>

# Reports relating to resolutions requiring the approval of an Extraordinary Shareholders' General Meeting

Resolution(s)	Purpose	Duration of authorisation granted to the Board of Directors	Details
12	Authorisation to reduce the share capital through the cancellation of VINCI shares held in treasury	26 months	<ul style="list-style-type: none"> <li>▶ Up to 10% of the share capital</li> </ul>
14, 15, 16, 17 and 18	Authorisation to issue shares and/or other securities with preferential subscription rights maintained and/or cancelled	26 months	<ul style="list-style-type: none"> <li>▶ The nominal amount of capital increases may not exceed:                             <ul style="list-style-type: none"> <li>• €150 million or €300 million depending on the resolution</li> <li>• 10% of the total number of shares</li> </ul> </li> <li>▶ The nominal amount of debt securities that may be issued may not exceed €3 billion or €5 billion depending on the resolution</li> </ul>
19	Delegation of authority to carry out capital increases reserved for employees with preferential subscription rights cancelled	26 months	<ul style="list-style-type: none"> <li>▶ Up to 1.5% of the share capital</li> <li>▶ The subscription price of the new shares may not be less than 95% of the average share price quoted over the 20 trading days preceding the date of the decision of the Board of Directors setting the opening date of the subscription period</li> </ul>
20		18 months	
21	Authorisation to grant awards of existing ordinary shares acquired by the Company, referred to as performance shares, for no consideration, to French or foreign employees	38 months	<ul style="list-style-type: none"> <li>▶ Up to 1% of the share capital</li> <li>▶ Vesting after a period of not less than 3 years from the grant date, subject to continued employment within the Group</li> <li>▶ Vesting subject to performance conditions</li> </ul>

- ▶ We have no observations to make on the details of the transactions proposed or on the information given in the Board of Directors' reports.
- ▶ We will produce additional reports if the authorisations granted under Resolutions 14, 15, 16, 17, 18, 19, 20 and 21 are used.

Report title	Observations
<p>Limited assurance report by the independent third party regarding the non-financial performance statement</p>	<p>▶ Based on our work, nothing has come to our attention that would cause us to believe that the non-financial performance statement does not comply with the applicable regulatory provisions or that the information, taken as a whole, is not fairly presented in accordance with the VINCI Group’s guidelines.</p>
<p>Reasonable assurance report on selected social and environmental information</p>	<p>▶ Based on our work, the information has been prepared, in all material aspects, in accordance with the VINCI Group’s guidelines.</p>

# 2020 environmental performance

Isabelle Spiegel, Global Head of environment

# Forging a sustainable world





## Commitments

### Ambition 2030

**-40%** greenhouse gases emissions vs 2018 (direct activities)

### Ambition 2030

**90%** low-carbon concrete implemented by VINCI Construction

## Key figures

**2.2 mt**

greenhouse gases emissions in 2020 (direct activities)

**-10%**

in 2020 vs 2018 (adjusted from the impact of acquisitions)

**17%**

of renewable energy consumption in 2020 vs 12% in 2019

## Actions and environmental solutions



Low carbon technologies for Field equipments & vehicles



Energy efficiency for industrial assets & buildings



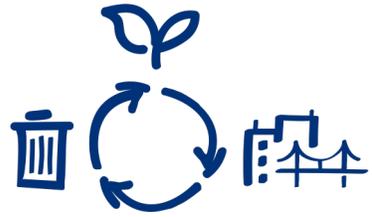
Low-carbon materials and eco-design approach



Low-carbon mobility solutions for the concessions



Environmental solutions for infrastructures & cities



## Commitments

### Ambition 2030

**> 20 mt** recycled aggregated in the total production of Eurovia

### Ambition 2030

**zero** waste to landfill for all our concessions

## Key figures

**12 mt**

Recycled aggregated in the total production of Eurovia in 2020

**54%**

valorised waste in concessions' activities in 2020

**>90%**

wood consumed in dedicated subsidiaries certified for sustainable forest management

## Actions and environmental solutions

**GRANULAT+**



RETRAITEMENT EN PLACE DE CHAUSSÉE  
**RECYCLOVIA®**

**NEOM**





## Commitments

**Ambition 2030**  
*act4nature* commitments  
international

**Ambition 2030**  
**Zero** phytosanitary products

## Key figures

**€3.5bn**  
revenues from projects labeled  
for environment in 2020

**32 sites**  
using zero phytosanitary  
products for VINCI Airports

## Action and environmental solutions

**urbalia**  
biodiversité urbaine

**equo vivo**

SETHY



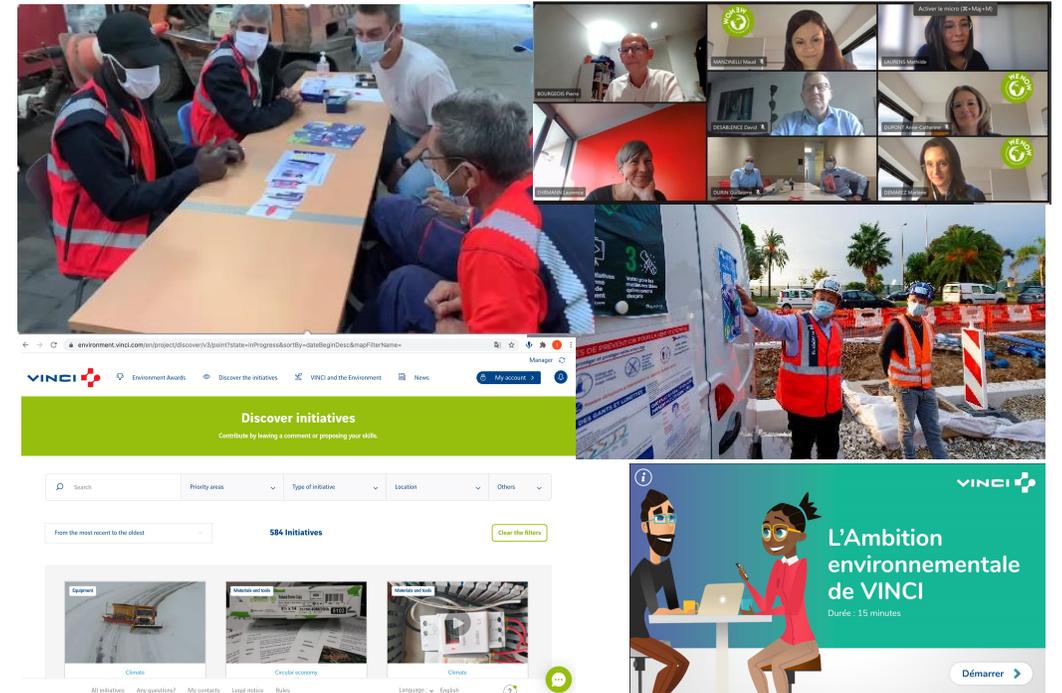
## Key figures

**1<sup>st</sup>** VINCI's environmental day on September 22nd 2020

**+26%** more hours of training devoted to the environment in 2020 vs 2019

**700+** regional relays involved in the Environmental Awards challenge

## Actions



# Resolutions submitted to the Shareholders' General Meeting

- Approval of the 2020 consolidated financial statements

**Approved**

**99.49%**

- Approval of the 2020 parent company financial statements

**Approved**

**99.49%**

- Appropriation of the Company's net income for the 2020 financial year

**Approved**

**98.64%**

- Renewal of the term of office of Yannick Assouad as Director for a period of four years

**Approved**

**96.01%**

- Renewal of the term of office of Graziella Gavezotti as Director for a period of four years

**Approved**

**98.53%**

- Renewal of the delegation of powers to the Board of Directors in view of the purchase by the Company of its own shares

# Approved

98.65%

- Approval of the remuneration policy for members of the Board of Directors

**Approved**

**98.55%**

- Approval of the remuneration policy for executive company officers and particularly that applicable to Xavier Huillard, Chairman and Chief Executive Officer

**Approved**

**97.47%**

- Approval of the report on remuneration

**Approved**

**96.72%**

- Approval of the fixed, variable and exceptional elements of total remuneration and benefits of any kind paid in 2020 or granted with respect of this same year to Xavier Huillard, Chairman and Chief Executive Officer

# Approved

96.33%

- Opinion on the Company's environmental transition plan

**Approved**

**98.14%**

- Renewal of the authorisation granted to the Board of Directors in view of the reduction of the share capital through cancellation of VINCI shares held in treasury

# Approved

99.49%

- Delegation of authority to the Board of Directors to increase the share capital through the capitalisation of reserves, retained earnings or share premiums

# Approved

98.94%

- **Delegation of authority to the Board of Directors to issue any shares, equity securities giving access to other equity securities or giving the right to an allotment of debt securities and other securities giving access to equity securities to be issued by the company and/or by its subsidiaries, with shareholders' preferential subscription rights maintained**

# Approved

98.67%

- Delegation of authority to the Board of Directors to issue all debt securities giving access to equity securities to be issued by the Company and/or its subsidiaries or to existing equity securities of one of the Company's subsidiaries or affiliates, with preferential subscription rights cancelled and through a public offering other than those covered by Article L.411-2(1) of the French Monetary and Financial Code

# Approved

93.36%

- **Delegation of authority to the Board of Directors to issue all debt securities giving access to equity securities to be issued by the Company and/or its subsidiaries or to existing equity securities of one of the Company's subsidiaries or affiliates, with preferential subscription rights cancelled and through a public offering covered by Article L.411-2(1) of the French Monetary and Financial Code**

# Approved

92.04%

- Authorisation of the Board of Directors to increase the number of securities to be issued in the event of surplus applications

# Approved

91.88%

- Delegation of powers to the Board of Directors to issue any shares, equity securities giving access to other equity securities or giving the right to an allotment of debt securities and other securities giving access to equity securities to be issued by the Company, up to 10% of the share capital, in order to pay for contributions in kind of securities to the Company

# Approved

96.38%

- Delegation of authority to the Board of Directors to carry out share capital increases reserved for employees of the Company and VINCI Group companies in the context of savings plans, with preferential subscription rights cancelled

# Approved

98.41%

- Delegation of authority to the Board of Directors to make capital increases reserved for a category of beneficiaries in order to offer the employees of certain foreign subsidiaries benefits comparable with those offered to employees subscribing directly or indirectly via a company mutual fund in the context of a savings plan, with preferential subscription rights cancelled

# Approved

98.41%

- Authorisation of the Board of Directors to allot, for no consideration, existing performance shares acquired by the Company to employees of the Company and of certain related companies or groups in accordance with Articles L.225-197-1 et seq. of the French Commercial Code

# Approved

97.48%

■ Powers to carry out formalities

**Approved**

**99.49%**



R E A L  
S U C C E S S  
I S T H E  
S U C C E S S  
Y O U S H A R E

**Thank you for your attention**