

VINCI

GENERAL MEETING ON 17 APRIL 2025

REPLY TO WRITTEN QUESTIONS SUBMITTED BY SHAREHOLDERS

The Board of Directors received several written questions from shareholders before the combined general meeting on 17 April 2025.

In its meeting on 17 April 2025, the Board of Directors provided the answers to these questions below, that were published on the Company's website prior to the meeting.

It is recalled that the purpose of the written question procedure is to enable shareholders to exercise their rights in an informed manner and to participate actively in the life of the Company. The submitted questions must retain the objective intended by the legislator and not be misused for other purposes.

The Company endeavours to provide its shareholders and other stakeholders with full and transparent information. It provides and will continue to provide appropriate answers in accordance with legal and regulatory provisions, while reserving the right to refer to certain answers already present in its publications to answer some of the questions raised.

Indeed, the Universal Registration Document very often provides the answers to the written questions asked by shareholders.

1 - Written questions from the Forum pour l'Investissement Responsable (Social Investment Forum), shareholder with 1 Company share (letter of 7 March 2025 received by e-mail on 25 March 2025):

"Environment"

Question 1: Sobriety

- a) Is the concept of sobriety an integral part of your environmental strategy? If so, how do you define it? If not, do you use another concept whose purpose is equivalent in your opinion? If yes, which one(s): Could you define it/them?**
- b) How do you apply the concept of sobriety in terms of resource use and in your offerings throughout your value chain? Have you calculated the proportion of your business (in terms of turnover or equivalent) covered by this concept?**

Answer

According to the IPCC definition, “Sufficiency policies are measures and everyday practices that avoid the demand for energy, materials, land and water, while ensuring the well-being of all within the limits of the planet”. With this in mind, sobriety is an integral part of VINCI’s environmental ambitions. In concrete terms, this is reflected in a number of action levers within each of its business lines and throughout its value chain.

Sobriety and energy efficiency

In its industrial activities, VINCI uses roofing for materials storage in order to limit the need for thermal reprocessing (heating, cooling) and to reduce material losses. Production processes are optimised, notably by adjusting temperature and oxygen levels. Moreover, monitoring tools such as the *e-drive* solution enable more precise control of consumption.

The Group is also taking action on employee mobility by rolling out eco-driving training and optimising logistics to limit the energy footprint of travel.

A number of initiatives are being implemented in the concessions activities, including the conversion of lighting installations to LEDs, automatic temperature and lighting control, and the development of eco-driving.

Lastly, in the offices and on the jobsites, the emphasis is on rational management of consumption: adjusted heating, lighting and ventilation, and use of generators that are sized appropriately to avoid over-consumption.

Land conservation and urban recycling

VINCI is taking action to limit the artificialization of land and encourage its de-artificialization, in particular through urban recycling projects that enhance existing spaces rather than developing new ones.

Sobriety of materials

The Group is deploying the *Environment in Design* approach, which enables consumption to be reduced right from the project design phase. This approach is accompanied by technical innovations that consume fewer resources. This is the case, for example, with the “Optipoutre”, developed by a VINCI Construction division, which reduces concrete consumption by 40% while guaranteeing the performance of a conventional beam.

Sobriety of equipment

VINCI is working to extend the lifespan of equipment through preventive maintenance strategies and optimising the use of equipment, thereby reducing the need for replacement and the associated environmental impact.

All of the Group's activities are therefore affected, to varying degrees, by the application of the principle of sobriety, which forms a common thread throughout the implementation of its environmental strategy.

c) Could you provide some concrete examples of recent successes in integrating sobriety into your business model? What indicator(s) do you use to ensure the effectiveness of these measures? What difficulties have you encountered with your customers or main suppliers in implementing sobriety initiatives?

Answer

A number of recent initiatives provide concrete examples of the integration of sobriety into VINCI's business model across its various activities:

- In the property sector, VINCI Immobilier is pursuing an ambitious trajectory towards Zero Net Artificialization (ZAN) by 2030. This is reflected in a gradual transformation of its business portfolio: in 2024, 41% of its turnover was generated by urban recycling operations, such as the redevelopment of brownfield sites, with the objective of reaching 50% each year in the medium term.
- In terms of energy sobriety and efficiency, changes in consumption are a key indicator. At the Group level, energy consumption was reduced by 6% between 2018 and 2024 in absolute terms (on a like-for-like basis), and by 25% in terms of intensity (MWh/€M of turnover). This reduction is the result of targeted actions, such as optimising the energy consumption of industrial activities and buildings, converting lighting to LEDs, and rationalising the use of equipment on jobsites and in offices.
- In addition to these Group indicators, VINCI also deploys solutions for its customers, with the aim of usage sobriety. Energy Performance Contracts (EPC), which include measurable consumption reduction commitments, are one way of controlling actual energy demand. New digital tools developed by VINCI Energies, such as Wave and WiseBMS, reinforce this real-time management, by adjusting the uses of tertiary buildings. To date, more than 30 buildings are already managed using Wave, and further rollouts are underway.
- In the field of materials, the *Environment in Design* initiative at VINCI Construction approach aims to avoid unnecessary consumption right from the design phase. It is based on a three-step logic: avoid, reduce, replace. This method has been successfully applied to a number of major projects, such as line 15 of the Grand Paris Express, the HS2 programme in the United Kingdom and the City Rail Link in New Zealand. For example, as part of the City Rail Link project in New Zealand, VINCI Construction has implemented a series of actions that have been praised by the *Infrastructure Sustainability Council of Australia*, enabling a significant reduction in the

environmental footprint of the jobsite: 11% fewer mined tunnels, an overall 18% reduction in concrete use - the equivalent of more than 7,000 lorries avoided - increased use of lower-carbon solutions (bored tunnels, cut-and-cover at Maungawhau), and an 80% reduction in energy-related emissions thanks to the use of the electricity grid instead of diesel generators.

The implementation of energy-saving measures often requires a cultural change, particularly when it involves rethinking uses or investing in more energy-efficient equipment. It is also necessary to coordinate the actions of a wide range of players and to think on a regional scale so that a systemic approach to sobriety can emerge. Dialogue, gradual acculturation and demonstration through concrete results are all levers for overcoming these challenges.

d) How do you reconcile sobriety and profitability in your activities?

Answer

The energy-saving measures taken by the Group are fully in line with its business model and its objectives to reduce greenhouse gas emissions in scopes 1, 2 and 3. The recent energy crisis, marked by tensions over the availability and price of energy, has acted as a catalyst, accelerating the implementation of energy efficiency initiatives. Eco-design initiatives aimed at using the right quantity of materials are a step in the same direction. These developments confirm that sobriety is not only an environmental lever, but also a tangible factor in economic performance and competitiveness.

Moreover, against the backdrop of increasing scarcity of resources, VINCI is actively deploying a circular economy approach based on the re-use of materials. This approach meets a twofold challenge: limiting the environmental footprint of our activities while controlling operating costs.

Question 2 - Decent standard of living

The overall question concerns: - Employees in your value chain (excluding your own staff), upstream (employees of suppliers, service providers, subcontractors, etc.) and downstream (franchises, etc.) - Non-salaried staff such as self-employed workers, temporary or contract staff. The question therefore does not concern employees of your company and its subsidiaries.

For more details, please refer to the FIR letter

Answer

The Group's approach to the living wage is based on the definitions, approaches and databases of the *Fair Wage Network* and *WageIndicator*.

The risks associated with inadequate remuneration are integrated into our value chain mapping. We adopt a global approach to the risks faced by workers in the value chain, which includes: risks linked to illegal or concealed work, the absence of an employment contract, the effective and timely payment of remuneration, compliance with social minima and collective bargaining agreements, the full payment of owed social security contributions giving access to social protection, working hours, occupational health and safety conditions and, if applicable, accommodation conditions.

These risks are identified globally and analysed by purchasing category and by country of operation so that they can be prioritised. To this end, information is gathered by reviewing available documentation from a variety of sources (public authorities, international organisations, trade unions, NGOs, academia, etc.) as well as through consultations and surveys with Group employees and operational staff.

These expectations are included in our contracts and in the [global performance charter for the Group's purchasing partners](#) and the [VINCI Human Rights Guide](#). Compliance with these standards is verified by means of documentary checks and/or on-site audits based on prepared maps. These checks may include, for example, verifying contracts, pay slips and payments, or checking the consistency between prices charged or offered and the social guarantees to be met during the selection phase. They may also be supported by interviews with workers from our subcontractors and suppliers. In parallel, we are working with our subsidiaries to ensure that the management systems for their value chain partners are able to control and manage these risks at the level of their different areas of operation. The existence of these controls is also queried as part of the annual internal audit survey.

In addition to unannounced checks and inspections of our suppliers, these may also be triggered by alerts issued by Group companies or employees. In this case, an in-depth audit is launched to shed light on the situation and, if necessary, take remedial action.

The Group has also developed specific programmes to manage risks in the value chain, including remuneration-related risks, such as responsible subcontracting (see page 297 of the Compliance Report). Our *Managing Human Rights* assessment tool also covers the management of these risks, with a particular focus on subcontracted and temporary workers, including aspects relating to employment contracts, remuneration and social benefits.

Pools of internal auditors from different departments (HR, Purchasing, Legal, Finance, Social Affairs, etc.) are trained to conduct social audits of subcontractors and suppliers.

These initiatives have been presented to the members of the European Works Council, and employee representatives are taking part in the training provided.

In the event of non-compliance with these expectations, a dialogue is generally initiated with the relevant supplier in order to restore the workers' rights and establish a progress plan to prevent such

situations from recurring. Breach of contract and/or delisting are considered as a last resort, particularly in cases of critical and voluntary non-compliance, accompanied by a clear lack of willingness to remedy the situation.

Detailed information is provided in the Sustainability Report (pages 256-260) and in the Group Compliance Plan (pages 287-297).


















Question 3: Sustainability governance

a) Do you publish a skills matrix for directors?

Is it nominative (per director)? Does it present sustainability-related skills in a granular manner (detailed listing of the each director's skills beyond CSR/ESG/sustainability: climate, biodiversity, human rights, diversity and inclusion, energy transition, social and value chain, financial impact of climate, etc.)?

Answer

We publish a skills matrix for directors, which you will find in the following table taken from 3.1.2 of the URD 2024 on page 134:

			Xavier Huillard	Yannick Assouad	Carlos F. Aguilar	Benoit Bazin	Graziella Gavezotti	Caroline Grégoire Sainte Marie	Claude Lanuelle	Marie-Christine Lombard	René Medori	Annette Messemmer	Roberto Migliardi	Dominique Muller	Alain Said
GENERAL EXPERTISE		Executive management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					
		Financial management		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
		Technical, functional or commercial management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
BUSINESS-RELATED EXPERTISE		Construction	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
		Property development	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	
		Road transport	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>					
		Air transport	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					
		Rail transport			<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>					
		Energy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
		Manufacturing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
		Telecoms	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>		
		B2C services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
		B2B services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
		Digital, AI and cybersecurity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
CROSS-SECTOR EXPERTISE		Environment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Ethics	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
		Social	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

b) On what basis do you consider that a director has CSR or sustainability expertise? Have you defined prerequisites/criteria for each of these skills? If yes, what are they?

Answer:

All directors have CSR skills. Those who also perform operational functions in other groups benefit from increased exposure.

In terms of CSR, competence derives mainly and obviously from the experience acquired within the framework of the functions occupied by the interested parties and more specifically with regard to VINCI, from the experience acquired during site visits and thematic presentations adapted to the Group's various business lines.

The CSR challenges for the VINCI Group are indeed multiple. They are managed in their various components as close as possible to the field.

On the other hand, a self-assessment questionnaire of the Board was completed by all members of the Board of Directors in 2025 for the year 2024, based on a grid drawn up by the company and approved by the senior director.

c) For each director with a sustainability skill (mentioning their first and last names), could you list the specific skills and the nature thereof (experience, scientific/research profile, regulatory expertise, specialist training)?

Answer

Each Director's sustainability skills are set out in the above table (section 3.1.2 of the Corporate Governance Report, Universal Registration Document 2024 page 134) in conjunction with the tables in section 3.2 of the URD 2024.

d) In terms of transparency, do you publish the following information?:

Publiez-vous les éléments suivants :		oui	non	Si oui, merci de nous fournir la source/référence
Une biographie détaillée pour chacun de vos administrateurs mettant en avant leurs expériences ou formations en lien avec les thématiques durables ?				
Le mode d'acquisition de la compétence ?	Format de chaque formation (interne ou externe)			
	Contenu de chaque formation			
	Caractère obligatoire ou non de chaque formation			
	Fréquence de chaque formation			
	Destinataires des formations			
Le type d'évaluation continue de la compétence ?	Auto-évaluation			
	Evaluation externe par des tiers			

Answer:

Biographies of VINCI directors are published in the Universal Registration Document 2024 on page 137 et seq.

The assessment of their sustainability skills is the result of a self-assessment by the people in question.

Question 4 - Governance of artificial intelligence

a) Vision/mastery:

- What activities and business lines in your company are already being impacted by the use of AI?

Answer

At VINCI, artificial intelligence (AI) is integrated into several application areas and several developments are underway thanks to the impetus created by the AI programme launched by Léonard (our foresight and innovation lab) since 2018:

- Generally speaking, the areas of application are:
 - **Computer Vision:** Infrastructure and jobsite surveillance.
 - **Generative Design:** Optimisation of design and design processes within our design offices.
 - **Predictive maintenance:** Optimising infrastructure maintenance through predictive analysis.
 - **Industrial optimisation:** Improving supply chains and operational processes.
 - **Satellite site monitoring:** Large-scale management and monitoring of infrastructures.
 - **Improvement of individual productivity:** Use of intelligent assistants such as Microsoft 365 Copilot.
- 1. Since 2024, almost all VINCI employees with a digital workspace have had access to Copilot Web.
- 2. Secure GPT-type conversational agents have been developed for specific business lines.

- Which of these will be impacted by the use of AI within one year, in the medium term (between one and three years) and in the long term (more than three years)?

Answer

- Within one year:

The use of generative AI, notably with Microsoft 365 Copilot, should improve employee productivity and creativity.

AI developed in-house or purchased off-the-shelf will already be industrialised in certain Business Units. Some are already operational.

- **Medium-term (two to three years):** AI could be used to optimise our operational processes, potentially in most areas of our business areas.
- **Long-term (more than three years):** Long-term planning is no simple matter, but AI could transform the majority of our business lines by integrating advanced technologies that optimise operational and environmental efficiency, while stimulating innovation and reducing our structural costs.

Which ones do you think will have little or no impact in the near future?

None

b) Impacts:

- **Have you measured the current direct and indirect impact of your company's use of AI on energy consumption (notably electricity and water)?**

Several years ago, VINCI introduced a "responsible digital" programme with the following objectives:

- **Green IT:** Implement actions to reduce the impact of digital technology on the environment and improve its use.
- **IT for Green:** using digital tools to help reduce the environmental impact of our business lines.
- **IT for People:** Improving access to digital services and combating the digital divide and digital exclusion.

With the development of AI systems, we are working to integrate the environmental concerns associated with their use into our programme. However, precise measurement of the impact is currently difficult because suppliers communicate very little about the actual consumption of their models.

- **Have you made any projections of the changes in energy consumption resulting from the increasing use of AI technologies in your company?**

Several methodologies are emerging to assess the environmental impact of AI models, but these approaches are still imperfect and focus mainly on electricity consumption. We are committed to a process of improving the methods and tools for measuring our projects.

- **Have you implemented specific actions to reduce these energy impacts related to the development of AI uses in your company?**

We have introduced an AI passport to raise awareness among all Group employees of the environmental impact of AI and encourage its eco-responsible use. In addition, as part of our AI governance approach, we are working to integrate the concept of “Responsible AI by design” into our projects.

- **Have you identified the social consequences of your group’s use of AI?**

AI should be seen first and foremost as a tool and an opportunity, rather than a threat.

We have been working on AI since 2018, and we have a pragmatic approach at VINCI in that we use AI to respond to certain targeted issues emanating from the field.

We are identifying relevant use cases that merit investment in AI, with the promise of faster, less tedious production as our objective.

We will always need humans to make AI work.

To support the change, we have set up training programmes to enable our employees to learn how to manage this change and integrate AI in order to maximise the benefits.

We have launched an IA Gen pathway comprising an IA awareness passport and several training modules on the deployed tools (notably web co-pilot). This course is already available in 7 languages on the Group’s Elearning platform.

What are the ethical issues raised by your company’s use of AI?

We take great care to ensure that the use of AI complies with our ethical principles, notably in terms of respect for employee privacy, transparency of algorithms and non-discrimination in human resources management processes.

For each of these three domains (energy, social and ethical), do you integrate the potential impacts identified into your investment decisions? What organisation have you put in place and what measures have you taken to reduce or eliminate impacts (please be specific and illustrate your comments with appropriate examples)?

See question B: impact

c) Dependency

- **How many AI systems are you using?**

VINCI is using several AI systems as part of several POCs to respond to business use cases. It is currently difficult to give an exact figure. However, we are currently qualifying off-the-shelf tools that can help us identify AIS within the group.

- **Have you anticipated any potential dependency on your suppliers of AI systems?**

Like all companies, we are faced with the hegemony of the American hyperscalers in the Cloud and AI market. Our strategy is to establish contracts that guarantee the localisation of the Group's data in Europe and to give priority to using Europe-based Cloud and AI resources.

Question 5

After reading your action plan, we would like to ask you about one of the 5 main issues identified by the Human Rights Steering Committee: the impact on local communities.

a) The Renace hydroelectric complex project would have destroyed 50 km of the Cahabón river in Guatemala, causing other water sources to dry up, impacting local communities' access to water and agricultural crops, while contributing to poverty.

For your international projects, do you perform in-depth risk assessments like those that you carry out in France?

Are there any plans to extend the use of Local Footprint® to all of your international projects?

b) What is your methodology for assessing the level of risk in areas where Vinci operates? What specific measures do you put in place in the event of a high risk?

c) What corrective measures have you taken or do you plan to take in the case of the Renace hydroelectric project? Who are the legitimate stakeholders that you intend to involve?

Answer

The phases of the RENACE hydroelectric complex project on which COBRA was involved were completed in mid-2018, prior to its acquisition by VINCI. Cobra has not been involved in this project since that date. COBRA was subcontracted for 3 of the 5 construction phases of the project by Corporacion Multi-Inversiones (CMI), the Guatemalan operator of the complex.

Action was taken with the OECD National Contact Point in Spain. During 2016 and 2017, COBRA had taken action in response to concerns raised and in dialogue with the NCP. The Spanish NCP delivered its conclusions and recommendations in December 2019. The NCP decision includes an accounting of these actions and is available online. Cobra followed the NCP's recommendations.

More generally, at VINCI level, local communities are one of the major challenges identified by the Group (Chapter 5 of the VINCI Human Rights Guide). The 2024 Sustainability Report reports on its approach to preventing and managing potential negative impacts on affected communities (see pages 265 to 268). The Group's policy in this area, the types of impact to which it is attentive and the assessment and examples of prevention and mitigation measures are presented.

Finally, while the Group is careful to prevent the negative impacts that its activities could have on projects, it also seeks to maximise the leverage offered by its activities to enable territories and communities to benefit from them (through job creation, support for integration, support for training or territorial development). This is one of the approaches and tools used in the studies carried out using the Local Footprint® tool, which measures the socio-economic footprint of VINCI's activities. These studies are also carried out in France to measure VINCI's socio-economic footprint in France.

VINCI's activities support 462,000 jobs, i.e. 1.6% of national employment, and contribute €35.7 billion to GDP, i.e. 1.5% of national GDP. These analyses are also carried out internationally as part of our airport concessions.

2 - Question from Mr. Guy Simon, individual shareholder holding 178 Company shares (e-mail dated 9 April 2025)

**Why is VINCI not at all involved in commercial ports?
Wouldn't there be a "card" to play with the CMA CGM group?**

Answer

The VINCI Group is present in commercial ports through its works and services activities (notably VINCI Construction and VINCI Energies). The Group has no plans to invest in these infrastructures.

The Group also provides works and services for the CMA CGM group, but has no plans to become a player in the maritime transport sector.

3 - Question from Mr. Gérard BURNOUF, individual shareholder with 305 Company shares (e-mail of 30 March 2025):

As in previous years (see below), I would like an update on the consequences for VINCI of the cancellation of the Notre-Dame-des Landes airport project. In particular, has the Nantes Administrative Court delivered its expected ruling? If so, what is its content and what follow-up action, if any, has been taken?

Answer

Updated information on the current procedure concerning the Notre Dame des Landes airport concession can be found in section M on page 383 of the URD 2024.