

VINCI

French public limited company (*société anonyme*) with share capital of €1,455,643,262.50

Registered office: 1973 boulevard de la Défense, 92000 Nanterre, France

Registered with the Nanterre trade and companies register under number 552 037 806

NAF 7010Z

www.vinci.com

NOTICE OF THE COMBINED SHAREHOLDERS' GENERAL MEETING

The shareholders of VINCI are informed that they will soon be invited to attend a Combined Ordinary and Extraordinary General Meeting of Shareholders to be held on Tuesday, 14 April 2026 at 10:00 CEST at Salle Pleyel, 252 rue du Faubourg Saint Honoré, 75008 Paris to deliberate on the following agenda and draft resolutions:

AGENDA

The Shareholders' General Meeting will be called to deliberate on the following agenda:

Ordinary business

- Reports of the Board of Directors and Statutory Auditors;
- Approval of the 2025 consolidated financial statements;
- Approval of the 2025 parent company financial statements;
- Appropriation of the Company's net income for the 2025 financial year and payment of dividends;
- Renewal of the appointment of Mr Xavier Huillard as Director for a period of four years;
- Renewal of the appointment of Mr Claude Laruelle as Director for a period of four years;
- Renewal of the appointment of Mr René Medori as Director for a period of four years;
- Ratification of the co-option of Mr Frédéric Nougarede as Director representing employee-shareholders;
- Determination of the overall annual amount of remuneration awarded to members of the Board of Directors;
- 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;
- Approval of the remuneration policy applicable to the Chairman of the Board of Directors;
- Approval of the remuneration policy applicable to the Chief Executive Officer;
- Approval of the report on remuneration;
- Approval of the fixed, variable and exceptional elements of total remuneration and benefits of any kind paid in 2025 or granted in respect of that same year to Mr Xavier Huillard;
- Approval of the fixed, variable and exceptional elements of total remuneration and benefits of any kind paid in 2025 or granted in respect of that same year to Mr Pierre Anjolras;

Extraordinary business

- Reports of the Board of Directors and Statutory Auditors;
- 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;
- 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;

- 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;
- Amendments to the articles of association;
- Powers to carry out formalities.

DRAFT RESOLUTIONS

The resolutions submitted by the Board of Directors for the approval of the Shareholders' General Meeting are as follows:

I-Resolutions requiring the approval of an Ordinary Shareholders' General Meeting

First resolution

Approval of the 2025 consolidated financial statements

The Shareholders' General Meeting, having considered the Report of the Board of Directors and the Report of the Statutory Auditors on the consolidated financial statements, hereby approves the operations and consolidated financial statements for the financial year ended 31 December 2025 as presented to it, which show net income attributable to owners of the parent company of €4,903 million.

Second resolution

Approval of the 2025 parent company financial statements

The Shareholders' General Meeting, having considered the Report of the Board of Directors and the Report of the Statutory Auditors on the parent company financial statements, hereby approves the operations and financial statements of the parent company for the financial year ended 31 December 2025 as presented to it, which show net income of €1,845 million. In particular, it approves the amount of expenses non-deductible for tax purposes (€131,107) and the tax paid in respect thereof (Article 39.4 of the French General Tax Code), as mentioned in the Report of the Board of Directors.

Third resolution

Appropriation of the Company's net income for the 2025 financial year

The Shareholders' General Meeting notes that the Company achieved net income of €1,844,883,341.89 for the 2025 financial year and that, taking account of retained earnings of €13,055,762,427.32, distributable income amounts to €14,900,645,769.21.

It therefore approves the appropriation of the distributable income proposed by the Board of Directors and, consequently, resolves to distribute and appropriate it as follows:

▪ to shareholders as an interim dividend	€587,879,397.00
▪ to shareholders as a final dividend €2,192,049,035.85	
▪ to retained earnings	€12,120,717,336.36
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▪ giving total appropriations of	€14,900,645,769.21

The Shareholders' General Meeting resolves to set the dividend payable in respect of the 2025 financial year at €5.00 for each share entitled to and qualifying for dividends at 1 January 2025.

The Shareholders' General Meeting notes that, at 31 January 2026, the number of shares making up the share capital and qualifying for dividends at 1 January 2025 was 582,257,305, breaking down as follows:

▪ shares with no particular restrictions and qualifying for dividends on 1 January 2025	554,949,123
▪ shares held in treasury by the Company	27,308,182
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▪ total number of shares making up the share capital	582,257,305

The Shareholders' General Meeting, noting that the Board of Directors in its 30 July 2025 meeting decided to pay a net interim dividend of €1.05 on 16 October 2025 in respect of each share entitled to and qualifying for dividends at 1 January 2025, approves the payment of this interim dividend.

The Shareholders' General Meeting resolves to pay a final dividend of €3.95 in respect of each of the 554,949,123 shares entitled to and qualifying for dividends at 1 January 2025.

The Shareholders' General Meeting resolves that, should the Company hold a number of its own shares other than 27,308,182 on the day the dividend is paid, the amount of the dividend not paid or to be paid in respect of such shares will be credited to or debited from the retained earnings account, as the case may be.

In accordance with Article 200 A(1) of the French General Tax Code, dividends received in 2026 by natural persons domiciled in France for tax purposes are subject to a single all-in tax (PFU) made up of income tax at a single all-in rate of 12.8% and social security contributions amounting, since the 1.4-point increase in the rate of CSG on income from capital applicable to distributions made from 1 January 2026 onwards, to 18.6% as opposed to 17.2% previously, giving a total tax rate of 31.4% (excluding the exceptional high-income levy at a rate of 3% or 4% and excluding the differential contribution on high incomes). That all-in tax, at the rate of 12.8%, is applicable by operation of law except where the taxpayer takes the express and irrevocable option to have all income, net gains and receivables falling within the scope of the PFU for the year subject to the progressive scale of income tax. If the taxpayer opts to do so, the dividend qualifies for the 40% allowance for natural persons whose tax domicile is in France provided for in Article 158(3)(2) of the French General Tax Code. Furthermore, an initial and non-definitive withholding tax of 12.8%, provided for by Article 117 quater (I-1) of the French General Tax Code, will be paid on account in the year the dividend is paid, deducted from the income tax due (based on the PFU or, optionally, on the progressive scale) in respect of the year in which the dividends were paid. Taxpayers whose taxable revenue the previous year does not exceed a certain threshold may, on request, not pay the withholding tax. The gross amount of dividends received by those natural persons also gives rise to social-security contributions at an overall rate of 18.6%. Those social security contributions are levied at source in the same way as the 12.8% non-discharging obligatory all-in tax. The contributions are not deductible from taxable income, except for taxpayers who have elected for their dividends to be subject to income tax on the progressive scale, in

which case the CSG is deductible, at a rate of 6.8%, from taxable income in the year during which it is paid. Where dividends are paid to natural persons domiciled outside France for tax purposes, whether or not in the European Union, the dividend is paid after a withholding tax of 12.8% (provided for in Articles 119 bis and 187(1)-(2) of the French Tax Code) is applied to its gross amount, subject to the application of international tax conventions and provisions relating to non-cooperative countries and territories (NCCTs).

The ex-date for dividend payments will be 21 April 2026. The dividend will be paid on 23 April 2026.

As required by law, the Shareholders' General Meeting notes that the dividends and income per share eligible for the 40% tax allowance distributed in respect of financial years 2022, 2023 and 2024 were as follows:

Financial year	Type	Amount per share	Number of qualifying shares	Total amount paid (in € millions)
2022	Interim	€1.00	565,073,892	565.07
	Final	€3.00	564,255,601	1,692.76
	Total	€4.00	-	2,257.84
2023	Interim	€1.05	571,407,569	599.98
	Final	€3.45	571,626,110	1,972.11
	Total	€4.50	-	2,572.09
2024	Interim	€1.05	569,280,111	597.74
	Final	€3.70	561,280,201	2,076.74
	Total	€4.75	-	2,674.48

Fourth resolution

Renewal of the appointment of Mr Xavier Huillard as Director for a period of four years

The Shareholders' General Meeting renews the appointment of Mr Xavier Huillard as Director for a period of four years expiring at the close of the Shareholders' General Meeting called to approve the financial statements for the financial year ending 31 December 2029.

Fifth resolution

Renewal of the appointment of Mr Claude Laruelle as Director for a period of four years

The Shareholders' General Meeting renews the appointment of Mr Claude Laruelle as Director for a period of four years expiring at the close of the Shareholders' General Meeting called to approve the financial statements for the financial year ending 31 December 2029.

Sixth resolution

Renewal of the appointment of Mr René Medori as Director for a period of four years

The Shareholders' General Meeting renews the appointment of Mr René Medori as Director for a period of four years expiring at the close of the Shareholders' General Meeting called to approve the financial statements for the financial year ending 31 December 2029.

Seventh resolution

Ratification of the co-option of Mr Frédéric Nougarède as Director representing employee-shareholders

The Shareholders' General Meeting, in accordance with Article L.225-24 of the French Commercial Code, ratifies the decision of the Board of Directors, taken at its 30 July 2025 meeting, to co-opt Mr Frédéric Nougarède as Director representing employee-shareholders, replacing Ms Dominique Muller, for a period expiring at the close of the Shareholders' General Meeting called to approve the financial statements for the financial year ending 31 December 2026.

Eighth resolution

Determination of the overall annual amount of remuneration awarded to members of the Board of Directors

The Shareholders' General Meeting, based on the proposal by the Board of Directors, resolves to set the maximum annual sum to be apportioned between members of the Board of Directors at €1,800,000 from the financial year beginning 1 January 2026.

Ninth resolution

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

The Shareholders' General Meeting, having taken note of (a) the Report of the Board of Directors and (b) the description of the new 2026-2027 share buy-back programme, in accordance with the provisions of Articles L.22-10-62 et seq. and Articles L.225-210 et seq. of the French Commercial Code as well as Regulation (EU) 596/2014 of 16 April 2014 on market abuse, authorises the Board of Directors, with the ability to sub-delegate such powers, within the limits provided for by law and regulations, on one or more occasions, on the stock market or otherwise, including by blocks of shares or through the use of options or derivatives, to purchase the Company's shares for the conduct of the following:

1. disposal or transfer of Company shares to eligible employees and/or company officers of VINCI Group companies in the context of savings plans or any share ownership plan governed by French or foreign law, share and/or share purchase option allocation plans, including disposal to any approved service provider appointed for the design, implementation and management of any employee savings UCITS or similar structure on behalf of the VINCI Group, and pledge of shares as guarantee under employee savings plans;
2. cancellation, as part of the Company's financial policy, of the shares thus purchased, subject to the adoption of the sixteenth resolution hereunder;
3. transfer or exchange of shares upon the exercise of the rights attached to securities giving access to the Company's share capital;
4. retention and future delivery for payment or exchange purposes in connection with transactions involving external growth;
5. ensuring market liquidity within the framework of a liquidity agreement that complies with a code of ethics recognised by the Autorité des Marchés Financiers and entrusted to an investment service provider acting independently;

6. implementation of any market practice, any objective or any transaction that may be accepted by laws or regulations in force or by the Autorité des Marchés Financiers in respect of share buy-back programmes.

The maximum purchase price per share is set at €160. The maximum number of shares purchased by virtue of this authorisation shall not exceed 10% of the share capital. This limit is calculated at the time of the purchases and the maximum amount of shares thus purchased shall not exceed €5 billion.

The share purchase price shall be adjusted by the Board of Directors in the event of transactions involving the Company's capital in compliance with the conditions provided for by the applicable regulations. In particular, in the event of a capital increase through the capitalisation of reserves and the granting of performance shares, the price specified above shall be adjusted by a multiplier equal to the ratio of the number of shares making up the share capital before the transaction to the number of shares after the transaction.

The acquisition, disposal, transfer, grant or exchange of these shares may be carried out by any means that are authorised or that may become authorised by regulations in force, either on-market or off-market, including block transactions or through the use of derivatives, in particular through share purchase options in accordance with the regulations in force. There is no restriction on the proportion of the share buy-back programme that may be carried out through block transactions.

These transactions may be carried out at any time in accordance with the regulations in force, except during a public offer period.

The Shareholders' General Meeting grants full powers to the Board of Directors, including the ability to delegate such powers, so that, in compliance with the applicable legal and regulatory provisions, including those on stock exchange disclosure requirements, it may proceed with the authorised reallocations of the shares purchased in view of one of the programme's objectives to one or more of its other objectives, or sell them on-market or off-market, it being specified that these reallocations and disposals may concern shares purchased pursuant to previously authorised share buy-back programmes.

The Shareholders' General Meeting grants full powers to the Board of Directors, including the ability to delegate such powers, for the purpose of placing stock market orders, signing any deed of purchase, sale or transfer, entering into any agreement, carrying out any necessary adjustments, making all declarations and completing all formalities.

This authorisation is granted for a period of 18 months from the date of this Shareholders' General Meeting. It renders ineffective and replaces the authorisation granted by the Shareholders' General Meeting on 17 April 2025 in its eleventh resolution.

Tenth resolution

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

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Ordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and particularly the report on corporate governance that forms part of it, approves, in accordance with Article L.22-10-8 of the French Commercial Code, the remuneration policy for members of the Board of Directors as presented in the report on corporate governance prepared in accordance with Article L.225-37 of the French Commercial Code and provided on page 150 of the 2025 Universal Registration Document.

Eleventh resolution

Approval of the remuneration policy applicable to the Chairman of the Board of Directors

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Ordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and particularly the report on corporate governance that forms part of it, approves, in accordance with Article L.22-10-8 of the French Commercial Code, the remuneration policy applicable to the Chairman of the Board of Directors, as presented in the report on corporate governance prepared in accordance with Article L.225-37 of the French Commercial Code and provided on page 150 of the 2025 Universal Registration Document.

Twelfth resolution

Approval of the remuneration policy applicable to the Chief Executive Officer

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Ordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and particularly the report on corporate governance that forms part of it, approves, in accordance with Article L.22-10-8 of the French Commercial Code, the remuneration policy applicable to the Chief Executive Officer, as presented in the report on corporate governance prepared in accordance with Article L.225-37 of the French Commercial Code and provided on page 151 and following of the 2025 Universal Registration Document.

Thirteenth resolution

Approval of the report on remuneration

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Ordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and particularly the report on corporate governance that forms part of it, approves, in accordance with Article L.22-10-34 of the French Commercial Code, the information referred to in Article L.22-10-9 of the French Commercial Code as presented in the report on corporate governance prepared in accordance with Article L.225-37 of the French Commercial Code and provided on page 154 and following of the 2025 Universal Registration Document.

Fourteenth resolution

Approval of the fixed, variable and exceptional elements of total remuneration and benefits of any kind paid in 2025 or granted in respect of that same year to Mr Xavier Huillard

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Ordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and particularly the report on corporate governance that forms part of it, approves, in accordance with Article L.22-10-34(II) of the French Commercial Code, the fixed, variable and extraordinary components of the total remuneration and benefits of any kind paid in 2025 or granted with respect to 2025 to Mr Xavier Huillard, as presented in the report on corporate governance prepared in accordance with Article L.225-37 of the French Commercial Code and provided on page 157 and following of the 2025 Universal Registration Document.

Fifteenth resolution

Approval of the fixed, variable and exceptional elements of total remuneration and benefits of any kind paid in 2025 or granted in respect of that same year to Mr Pierre Anjolras

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Ordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and particularly the report on corporate governance that forms part of it, approves, in accordance with Article L.22-10-34(II) of the French Commercial Code, the fixed, variable and extraordinary components of the total remuneration and benefits of any kind paid in 2025 or granted with respect to 2025 to Mr Pierre Anjolras, as presented in the report on corporate governance prepared in accordance with Article L.225-37 of the French Commercial Code and provided on page 159 and following of the 2025 Universal Registration Document.

II-Resolutions requiring the approval of an Extraordinary Shareholders' General Meeting

Sixteenth resolution

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

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Extraordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and the Special report of the Statutory Auditors, in accordance with the provisions of Article L.22-10-62 of the French Commercial Code, authorises the Board of Directors to cancel, at its sole discretion, on one or more occasions, within the limit of 10% of the number of shares making up the share capital on the date when the Board of Directors takes a decision to cancel, and over successive periods of 24 months for the determination of this limit, the shares purchased by virtue of the authorisations granted to the Company to purchase its own shares, and to proceed with a reduction in share capital equivalent to that amount.

The Shareholders' General Meeting establishes the validity of this authorisation at 26 months as from the date of this meeting and grants full powers to the Board of Directors, including the powers to delegate such powers, to take all decisions necessary for the cancellation of shares and reduction of the share capital, to recognise the difference between the purchase price and the nominal value of the shares in the reserve account of its choice, including the account for "share premiums arising on contributions or mergers", to perform all actions, formalities or declarations to finalise the reductions in capital which may be carried out by virtue of this authorisation, and to amend the Company's Articles of Association accordingly.

This authorisation renders ineffective and replaces the authorisation granted by the Shareholders' General Meeting of 17 April 2025 in its eighteenth resolution.

Seventeenth resolution

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

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Extraordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and the Special Report of the Statutory Auditors:

1. delegates to the Board of Directors, in accordance with provisions including those of Article L.225-138-1 of the French Commercial Code in particular and in the context of Articles L.3332-1 et seq. of the French Labour Code, its authority to carry out, based solely on its deliberations, on one or more occasions, capital increases reserved for the members of a VINCI company savings plan or a Group savings plan of VINCI and of companies associated with VINCI within the meaning of Article L.225-180 of the French Commercial Code and Article L.3344-1 of the French Labour Code, through the issue of shares or securities giving access to the Company's share capital;
2. resolves that the total number of shares that may be issued on the basis of this delegated authority and pursuant to the eighteenth resolution of this Meeting may not under any circumstances exceed 1.5% of the number of shares making up the share capital at the time the Board of Directors takes its decision, it being stipulated that this amount will be increased, as the case may be, by adjustments that may take place in accordance with applicable legislative and regulatory provisions and, as the case may be, with applicable contractual stipulations, to preserve the rights of holders of equity securities, other securities or other rights giving access to the capital;
3. establishes the validity of this delegated authority at 26 months as from the date of this Meeting. The Shareholders' General Meeting, having considered the Report of the Board of Directors, notes that the capital increases reserved for employees decided during the Board of Directors meetings on 15 October 2025 and 5 February 2026 are being carried out on the basis of the twenty-fifth resolution of the Shareholders' General Meeting of 17 April 2025 and will result in the recognition of a capital increase after the present Meeting on the basis of the delegation of authority provided by the Combined Shareholders' General Meeting of 17 April 2025 and, insofar as necessary, on the basis of the present delegation of authority as reiterated by the Board of Directors. Subject to the recognition of the capital increases carried out on this basis, the Shareholders' General Meeting resolves that this delegation will cancel the previous delegation granted by the Combined Shareholders' General Meeting of 17 April 2025 in its twenty-fifth resolution;
4. resolves, in favour of the beneficiaries mentioned in point 1, to cancel shareholders' preferential subscription rights in respect of the shares or securities giving access to the capital thus issued;
5. notes that this authority shall entail, by operation of law, the surrender by shareholders of their preferential right to subscribe capital securities to which securities issued under this authority shall confer an entitlement;
6. resolves, pursuant to Article L.3332-21 of the French Labour Code, that the Board of Directors may arrange for the allotment, free of charge, of shares or negotiable securities giving access to the Company's share capital, in respect of the Company's contribution or, if applicable, in respect of the discount, provided that when their monetary value, assessed at the subscription price, is taken into account, it does not have the effect of exceeding the maximum discount provided for by paragraph 8(b) below and the limit provided by Article L.3332-11 of the French Labour Code;

7. resolves that the characteristics of the securities giving access to the Company's capital will be decided upon by the Board of Directors under the conditions laid down by regulations;
8. gives all necessary powers to the Board of Directors, including the power to sub-delegate in accordance with statutory and regulatory conditions, within the limits set above, to determine the conditions of the capital increase or increases and, in particular:
 - (a) to determine the scope of the companies from which employees may benefit from the subscription offer, within the limits set by Article L.225-180 referred to above;
 - (b) to determine the subscription price of the new shares, which may not be less than 95% of the average price quoted on the twenty stock market trading days preceding the date of the decision of the Board of Directors, or of its delegated representative, setting the opening date of the subscription period;
 - (c) to decide that the subscriptions may be made directly or through a company mutual fund or through an open-ended investment company governed by Article L.214-166 of the French Monetary and Financial Code;
 - (d) to decide the way in which the shares to be issued will be paid up and the date of their entitlement to dividends, which may be backdated;
 - (e) to take any steps necessary for the completion of the capital increases, to carry out any consequential formalities, to make the consequential amendments to the Company's Articles of Association and, generally, to do whatever is necessary;
 - (f) on its own initiative, after each increase, to charge the expenses of the capital increase to the amount of the premiums referable thereto and to deduct from this amount the sums necessary to increase the statutory reserve to one-tenth of the new share capital;
 - (g) to enter into any agreements and, whether directly or through an agent, to complete any transactions and formalities;
 - (h) to prepare any reports describing the definitive conditions of the transaction in accordance with French law;
9. notes, in addition, that this delegation has the effect of satisfying the provisions of Article L.225-129-6 of the French Commercial Code, having regard to the delegations granted by the twentieth, twenty-first, twenty-second and twenty-third resolutions of the Shareholders' General Meeting of 17 April 2025.

Eighteenth resolution

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

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Extraordinary Shareholders' General Meetings, having considered the Report of the Board of Directors and the Special Report of the Statutory Auditors:

1. delegates to the Board of Directors, in accordance with the provisions of Articles L.225-129-2 and L.225-138 of the French Commercial Code, its authority, on its own initiative and on one or more occasions, to increase the share capital by the issue of ordinary shares of the Company reserved for the category of beneficiaries defined below;
2. resolves to cancel shareholders' preferential subscription rights in respect of shares issued pursuant to this resolution and to reserve subscription rights for the category of beneficiaries with the following characteristics:
 - (a) employees and officers of the Company and of VINCI Group companies associated with the Company under the conditions provided by Article L.225-180 of the French Commercial Code;
 - (b) and/or UCITS or other employee share ownership entities, with or without legal personality, invested in shares of the Company and whose unit holders or shareholders comprise persons mentioned in (a) above;
 - (c) and/or any banking institution or subsidiary of such an institution involved at the Company's request in setting up a share ownership or savings plan for the benefit of the persons mentioned in (a) above, insofar as the subscription by the person authorised in accordance with this resolution is necessary or desirable in order to allow the employees or company officers indicated above to benefit from employee share ownership or savings plans that are equivalent or similar, in terms of economic advantages, to the ones available to other VINCI Group employees in the context of a transaction completed as part of a savings plan;
3. resolves that the total number of shares that may be issued on the basis of this delegated authority and pursuant to the seventeenth resolution of this Meeting may not under any circumstances exceed 1.5% of the number of shares making up the share capital at the time the Board of Directors takes its decision;
4. establishes the validity of this delegation at 18 months as from the date of the present Meeting. Having reviewed the Report of the Board of Directors, the Shareholders' General Meeting notes that the capital increases reserved for employees decided upon by the meeting of the Board of Directors on 15 October 2025 will be carried out on the basis of the twenty-sixth resolution of the Shareholders' General Meeting of 17 April 2025 and will result in the recognition of a capital increase after the present Meeting on the basis of the delegation of authority provided by the Combined Shareholders' General Meeting of 17 April 2025 and, insofar as necessary, on the basis of the present delegation of authority upon reiteration by the Board. Subject to issues of shares as part of the capital increase currently being carried out, the Shareholders' General Meeting decides that the present delegation of authority renders ineffective the previous delegation granted in the twenty-sixth resolution of the Combined Shareholders' General Meeting of 17 April 2025;

5. within the limits set out above, gives all necessary powers to the Board of Directors, including the power to sub-delegate in accordance with statutory and regulatory conditions, to determine the conditions of the capital increase or increases and, in particular:
- (a) to determine the subscription price of the new shares, which may not be less than 95% of the average price quoted on the twenty stock market trading days preceding the opening date of the subscription period or the date of the decision of the Board of Directors, or of its delegated representative, setting the opening date of the subscription period;

For the specific purposes of an offer made for the benefit of the beneficiaries indicated in 2(a) above residing in the United Kingdom, as part of a Share Incentive Plan, the Board of Directors may also decide that the subscription price for the new shares being issued as part of this plan will be equal, with no discount, to the lower of (i) the share price on Euronext Paris at the opening of the reference period used to determine the subscription price within this plan and (ii) a price determined at the end of this period, with the dates on which such prices are arrived at being determined in accordance with the applicable local regulations;

- (b) to determine, within each of the aforementioned categories, the list of beneficiaries of each issue and the number of shares allotted to each of them;
- (c) to determine the terms and conditions of each issue and, in particular, the amount and characteristics of the securities to be issued, their subscription price, the manner in which they will be paid up, the subscription period and the dividend entitlement date of the shares to be issued, which may be backdated;
- (d) to take any steps necessary for the completion of the capital increases, to carry out any consequential formalities, to charge the expenses of the capital increase to the amount of the premiums referable thereto, to deduct from that amount the sums necessary to increase the statutory reserve to one-tenth of the new capital, to make the consequential amendments to the Company's Articles of Association and, generally, to do whatever is necessary;
- (e) to enter into any agreements, to carry out any transactions and formalities, whether directly or through a representative;
- (f) to prepare any reports describing the definitive conditions of the operation in accordance with French law.

Nineteenth resolution

Amendments to the articles of association

The Shareholders' General Meeting, voting under the quorum and majority conditions required for Extraordinary Shareholders' General Meetings, having considered the Report of the Board of Directors, resolves to amend the articles of association as follows in order to remove obsolete provisions and update the wording, particularly by adjusting their provisions in line with the provisions of French act no. 2024-537 of 13 June 2024 aimed at increasing the financing of businesses and the attractiveness of France:

Article number	Current wording	New wording
Article 1 - Legal form	The company is a joint stock company. It is governed by the laws and regulations in force, notably by the provisions of the Commercial Code and more particularly by Articles L. 225-17 to L. 225-56 as well as by these Articles of Association.	The company is a joint stock company. It is governed by the laws and regulations in force, notably by the provisions of the Commercial Code and more particularly by Articles L. 225-17 to L. 225-56 and L. 22-10-1 and following as well as by these Articles of Association.
Final paragraph of Article 11.1 - Board of Directors	Each Director must be the owner of at least one thousand (1,000) shares for the entire duration of his term. This provision does not apply to the Director appointed pursuant to paragraph 11.2 of this Article 11.	Each Director must be the owner of at least one thousand (1,000) shares for the entire duration of his term. This provision does not apply to Directors appointed pursuant to paragraphs 11.2 and 11.3 of this Article 11.
Third paragraph of Article 11.3(b) - Board of Directors	The term of the first Directors representing employees will expire at the end of the Shareholders' Meeting called to approve the financial statements, held during the fourth year following the adoption of this Article by the Shareholders' Meeting. Thereafter, the term of the Directors representing the employees will expire at the end of the Shareholders' Meeting called to approve the accounts held during the fourth year following their election or their appointment.	The term of the Directors representing the employees will expire at the end of the Shareholders' Meeting called to approve the accounts held during the fourth year following their election or their appointment.
Final paragraph of Article 11.3 - Board of Directors	The first two Directors representing the employees are appointed as follows: - one by the trade union having obtained the greatest number of votes following the first round of the elections mentioned in Articles L. 2122-1 and L. 2122-4 of the Labour Code in the Company and its direct or indirect subsidiaries whose registered offices are located on French territory; - the other by the Group's European works committee.	Paragraph deleted
First paragraph of Article 11.4 - Board of Directors	The duration of the Directors' terms is set: - at four years for Directors appointed or reappointed in this role from 1st January 2005 onwards, - at a duration of six years as previously provided for in the Articles of Association for ongoing terms of office as at 1st January 2005, all subject to provisions regarding the age limit.	The duration of the Directors' terms is set at four years subject to provisions regarding the age limit.
Article 13 - Decisions by the Board of Directors	The Board of Directors is to meet as often as required in the company's interest, in response to a meeting notice issued by the Chairman, and it is to consider all questions put on the agenda by the Chairman at the time of the notice or at the time of the meeting. However, at least one third of the members of the Board of Directors may call on the Board to meet, indicating the agenda of the meeting, if it has not met for more than two months. The meeting notices are to be issued by any means, even verbally. The Board meets at the registered office or at any other place indicated in the meeting notice. On the basis of no more than a decision made by the Chairman, the meeting may take place in the form of an audioconference or a videoconference for all or some of the Directors. Certain decisions by the Board of Directors may be made by written consultation in accordance with statutory and regulatory provisions. The Board of Directors may make valid decisions only if at least half of its members are present. The decisions are made by a majority of the members present or represented. In the event of a tied vote, the chair of the meeting holds a casting vote.	13.1 - The Board of Directors is to meet as often as required in the Company's interest, in response to a meeting notice issued by the Chairman, and it is to consider all questions put on the agenda by the Chairman at the time of the notice or at the time of the meeting. However, at least one third of the members of the Board of Directors may call on the Board to meet, indicating the agenda of the meeting, if it has not met for more than two months. The meeting notices are to be issued by any means, even verbally. 13.2 - The Board meets at the registered office or at any other place indicated in the meeting notice. On the basis of no more than a decision made by the Chairman, the meeting may take place in the form of an audioconference or a videoconference for all or some of the Directors. 13.3 - At the discretion of its Chairman, decisions of the Board of Directors may also be made by written consultation of the directors, in accordance with statutory and regulatory provisions and with the arrangements set out in the rules of procedure of the Board of Directors. The Board's members shall in that case be invited to vote by any written method, including electronically, on matters put to them. All members of the Board shall be able to object to the use of written consultation within the timeframe provided for in the meeting notice.

	<p>Any Director may have a colleague represent him. Power of attorney, valid for a single meeting, may be granted by means of a standard letter or a telegram. The representative may not hold more than two votes, including his own.</p> <p>The Directors, as well as any person called on to attend the meeting of the Board of Directors, are bound to observe discretion with respect to the information provided during the discussions.</p> <p>The minutes shall be drawn up and copies of or excerpts from the decisions shall be issued and certified in accordance with the law.</p>	<p>13.4 - The Board of Directors may make valid decisions only if at least half of its members are present.</p> <p>Any Director may have a colleague represent him. Power of attorney, valid for a single meeting, may be granted by means of a standard letter or a telegram. The representative may not hold more than two votes, including his own.</p> <p>For the purposes of calculating the quorum and majority, members of the Board of Directors who take part in a Board meeting using a telecommunication medium in accordance with regulations in force shall be deemed to be present.</p> <p>13.5 - Decisions shall be taken on the basis of a majority of members present or represented.</p> <p>In the event of a tied vote, the chair of the meeting holds a casting vote.</p> <p>13.6 - The Directors, as well as any person called on to attend the meeting of the Board of Directors, are bound to observe discretion with respect to the information provided during the discussions.</p> <p>13.7 - The minutes are to be drawn up and copies of or excerpts from the decisions are to be issued and certified in accordance with the law.</p>
Article 16 – Statutory auditors	<p>Article 16 – Statutory auditors</p> <p>One or several auditors are appointed and carry out their assignment in accordance with legal and regulatory provisions</p>	<p>Article 16 – Statutory auditors – Sustainability auditors</p> <p>One or several auditors and sustainability auditors are appointed and carry out their assignment in accordance with legal and regulatory provisions</p>
Fourth paragraph of Article 17 – Shareholders’ meetings	<p>These formalities must be completed at the latest by the second working day prior to the meeting in question, at midnight Paris time. Shareholders wishing to physically participate in meetings that have not received their admission card by the second business day prior to the meeting at midnight, Paris time, will have an attestation of participation issued to them. However, the Board of Directors may shorten or eliminate this timeframe, provided that this is done to the benefit of all the shareholders.</p>	<p>These formalities must be completed within the timeframe provided for by the statutory and regulatory provisions in force. Shareholders wishing to take part in meetings in person but who have not received their admission card within the timeframe provided for by the statutory and regulatory provisions in force must have a certificate of investment issued to them. However, the Board of Directors may shorten or eliminate this timeframe, provided that this is done to the benefit of all the shareholders.</p>

Twentieth resolution

Powers to carry out formalities

The Shareholders’ General Meeting hereby confers all necessary powers on the bearer of a copy or extract of the minutes of this Combined Ordinary and Extraordinary Shareholders’ General Meeting to make all registrations and publications required by law.

*

A. Participation in the Combined Shareholders’ General Meeting

A1 – General provisions

All shareholders may participate in this Shareholders’ General Meeting, irrespective of the number of shares they hold, simply by producing proof of their identity and ownership of their shares.

Shareholders may participate in the Shareholders’ General Meeting by:

- attending in person;
- voting by post; or

- arranging to be represented by giving a proxy to the chair, their spouse, their civil partner in the context of a civil partnership agreement, another shareholder, or any other legal entity or individual of their choice under the conditions prescribed by Article L.22-10-39 of the French Commercial Code, or without giving a proxy. In the case of shareholders who wish to be represented without giving a specific proxy, the chair of the Shareholders' General Meeting will vote on their behalf in favour of the adoption of draft resolutions presented or approved by the Board of Directors, and against the adoption of all other draft resolutions.

A2 – Prior formalities

In accordance with Article R.22-10-28 of the French Commercial Code, the only shareholders allowed to attend or be represented at the Shareholders' General Meeting, or to vote by post, will be those who have proved their status as such, in advance:

(a) as regards registered shares, by showing that those shares are registered in their name in a directly registered or intermediary-registered account;

(b) as regards bearer shares, by showing that the shares are held in bearer share accounts kept by their authorised financial intermediaries, as recorded by a certificate of investment issued by such intermediaries (or by electronic means as the case may be) and attached to the postal voting form, proxy form or application for an admission card completed in the name of the shareholder or on behalf of the shareholder represented by the registered intermediary.

These formalities must be completed no later than 00:00 CEST on the fifth business day preceding the Shareholders' General Meeting, namely by 00:00 CEST on Tuesday, 7 April 2026.

A3 – Ways of taking part in the Shareholders' General Meeting

Shareholders may participate in the Shareholders' General Meeting by:

- requesting an admission card in order to attend in person;
- voting by post; or
- giving a proxy to the chair of the meeting or to any natural or legal person, at the shareholder's discretion.

VINCI offers shareholders the option to carry out these procedures online via the secure Votaccess platform.

The Votaccess platform will be open from 25 March until 15:00 CEST on 13 April 2026.

To avoid the Votaccess platform becoming overloaded, shareholders are encouraged not to wait until the day before the Shareholders' General Meeting to vote.

I- Taking part in the Shareholders' General Meeting in person

Shareholders wishing to attend the Shareholders' General Meeting in person may apply for an admission card as follows:

1. Requesting an admission card by post

(a) Holders of directly registered or intermediary-registered shares may request a card by returning the voting form enclosed with the notice of meeting directly to the bank referred to below.

(b) Holders of bearer shares must ask the authorised intermediary that manages their securities account to arrange for an admission card to be sent to them.

Holders of bearer shares who wish to attend this Shareholders' General Meeting and who have not received their admission card by 00:00 CEST on the fifth business day preceding the meeting, namely by 00:00 CEST on Tuesday, 7 April 2026, must present a certificate of investment issued by their authorised financial intermediary in accordance with the regulations.

Holders of registered shares may attend the Shareholders' General Meeting without any prior formalities.

Both holders of registered and bearer shares must be in a position to prove their identity in order to attend the Shareholders' General Meeting in person.

2. Requesting an admission card electronically

Shareholders wishing to take part in the meeting in person may also request an admission card electronically as follows:

(a) Holders of directly registered or intermediary-registered shares may request an admission card on the secure Votaccess platform at the following address: <https://www.actionnaire.cic-marketsolutions.eu>.

Holders of directly registered shares must log in using their usual access details.

Holders of intermediary-registered shares will receive a letter stating their username and password. Shareholders who have forgotten their username and/or password may call the following number for assistance: +33 (0)1 53 48 80 10.

After logging in, holders of directly registered or intermediary-registered shares must follow the on-screen instructions to access the Votaccess platform and request an admission card.

(b) Holders of bearer shares must contact the institution that keeps their account to find out whether or not it is connected to the Votaccess website and, if so, whether that access is subject to any particular terms and conditions of use. Only holders of bearer shares whose account-keeping institution has signed up to the Votaccess platform may request an admission card online.

If the account-keeping institution of holders of bearer shares is connected to the Votaccess website, shareholders must identify themselves on the internet portal of their account-keeping institution using their usual access details. They must then click on the icon that appears on the row corresponding to their VINCI shares and follow the on-screen instructions to access the Votaccess platform and request an admission card.

3. Specific provisions for shareholders wishing to attend the Shareholders' General Meeting in person

Both holders of registered and bearer shares must be in a position to prove their identity in order to attend the Shareholders' General Meeting in person.

Shareholders are informed that, for security reasons, they will not be allowed to take luggage into the meeting room.

Shareholders are informed that, for this Shareholders' General Meeting, they must sign the attendance sheet before the start of proceedings. Shareholders who arrive after the attendance sheet has been closed will not be allowed to vote during the meeting.

II – Voting by post or by proxy

1. Remote or proxy voting by post

Shareholders who do not wish to attend the Shareholders' General Meeting in person and who wish to be represented by a proxy or to vote by post may vote as follows:

(a) Holders of directly registered or intermediary-registered shares must return the combined proxy/postal voting form, sent to them with the documentation accompanying the Notice of Meeting, to the bank indicated below.

(b) Holders of bearer shares may ask their account-keeping institution to send them the combined proxy/postal voting form. Once shareholders have completed the form, they must return it to the account-keeping institution, which will attach to it an ownership certificate and send it to the bank referred to below.

To be taken into account, remote voting forms must be received by the bank indicated below, at the latest on the third calendar day preceding the Shareholders' General Meeting, namely on Saturday, 11 April 2026.

Appointments or revocations of proxies received by post must be received at the latest three calendar days before the date of the Shareholders' General Meeting, namely on Saturday, 11 April 2026.

2. Remote or proxy voting online

Shareholders can also send their voting instructions and appoint or revoke a proxy online before the Shareholders' General Meeting on the Votaccess website as follows:

(a) Holders of directly registered or intermediary-registered shares wishing to vote online must access the Votaccess platform via the following address: <https://www.actionnaire.cic-marketsolutions.eu>.

Holders of directly registered shares must log in using their usual access details.

Holders of intermediary-registered shares will receive a letter stating their username and password. Shareholders who have forgotten their username and/or password may call the following number for assistance: +33 (0)1 53 48 80 10.

After logging in, holders of directly registered or intermediary-registered shares must follow the on-screen instructions to access the Votaccess site and vote, or to appoint or revoke a proxy.

(b) Holders of bearer shares must contact the institution that keeps their account to find out whether or not it is connected to the Votaccess website and, if so, whether that access is subject to any particular terms and conditions of use.

If the account-keeping institution of holders of bearer shares is connected to the Votaccess website, shareholders must identify themselves on the internet portal of their account-keeping institution using their usual access details. They must then click on the icon that appears on the row corresponding to their VINCI shares and follow the on-screen instructions to access the Votaccess platform and vote, or appoint or revoke a proxy.

If the shareholder's account-keeping institution is not connected to the Votaccess website, a notice of appointment or revocation of proxy may still be given by electronic means in accordance with Article R.22-10-24 of the French Commercial Code, as follows:

Shareholders must send an email to mandats-vinci@cic.fr. The email must contain the following information: name of the company concerned, date of the Shareholders' General Meeting, last name, first name and address of the shareholder appointing or revoking the proxy and the last name, first name and address of the proxy being appointed or revoked.

The shareholder must also ask their account-keeping institution to send written confirmation to "CIC - Service Assemblées Générales" at the address provided below.

Only notifications or revocations of proxies may be sent to the aforementioned email address. Any request or notification for any other purpose will not be taken into account or dealt with.

Appointments or revocations of proxy notified by electronic means shall only be admissible if the confirmations are received by the day before the Shareholders' General Meeting, i.e. by 15:00 CEST on Monday, 13 April 2026.

B - Sale by shareholders of their shares before the Shareholders' General Meeting

Shareholders who have already returned their combined proxy/postal voting form, or who have applied for their admission card or certificate of investment, may sell all or part of their shares until the day of the Shareholders' General Meeting.

However, if the shares are sold before 00:00 CEST on the fifth business day before the meeting, the authorised financial intermediary holding the securities account must notify the sale to the bank indicated below, and provide the necessary information to cancel the vote or amend the number of shares and corresponding votes.

No transfer of shares made after 00:00 CEST on the fifth business day preceding the meeting, by whatever means, will be notified or taken into account, notwithstanding any agreement to the contrary.

C - Procedure for exercising the right to add items to the agenda or draft resolutions

Shareholders meeting the legal conditions and wishing to add items to the agenda or draft resolutions must send their request, in accordance with the conditions specified in Article R.225-73 of the French Commercial Code, to VINCI's registered office (1973 boulevard de la Défense – 92000 Nanterre, France) by registered letter with proof of receipt requested or by email at the latest by the twenty-fifth calendar day before the date set for the Shareholders' General Meeting, namely Friday, 20 March 2026. Such requests

must be accompanied by a certificate of entry either in the registered share accounts kept by the Company, or in the bearer share accounts kept by an intermediary.

The examination of agenda items or draft resolutions submitted under the conditions given above is contingent upon the persons requesting the additions sending a second certificate of entry in those same accounts on the fifth business day preceding the Shareholders' General Meeting, namely by 00:00 CEST on Tuesday, 7 April 2026.

The new agenda items or draft resolutions will be added to the agenda for the Shareholders' General Meeting and brought to the attention of shareholders in accordance with the conditions set by current regulations.

D – Procedure for exercising the right to ask questions in writing

All shareholders are entitled to ask questions in writing to be answered by the Board of Directors during the Shareholders' General Meeting. In order to be accepted, such written questions must be sent to VINCI's registered office (1973 boulevard de la Défense, 92000 Nanterre, France) by registered letter with proof of receipt requested, addressed to the Chairman of the Board of Directors, or by email to assembleegenerale@vinci.com, at the latest on the fourth business day before the date of the Shareholders' General Meeting, namely on or before Wednesday, 8 April 2026. Such written questions must be accompanied by a certificate of entry, either in the registered share accounts kept by the Company, or in the bearer share accounts kept by an intermediary of the kind referred to in Article L.211-3 of the French Monetary and Financial Code.

In accordance with current legislation, a combined reply may be given to questions with the same content or dealing with the same subject matter. The answers to written questions may be published directly on the Company's website at www.vinci.com (Finance > Shareholders > Shareholders General Meetings).

E – Documents and information made available to shareholders

Documents that must be made available to shareholders in connection with the Shareholders' General Meeting will be made available under the conditions provided by current legal and regulatory provisions.

All the documents and information relating to the Shareholders' General Meeting and mentioned in Article R.22-10-23 of the French Commercial Code may be consulted on the Company's website at www.vinci.com (Finance > Shareholders > Shareholders General Meetings), with effect from the twenty-first day preceding the Shareholders' General Meeting, namely from Tuesday, 24 March 2026.

F – Audiovisual stream

In accordance with Article R. 22-10-29-1 of the French Commercial Code, a live audiovisual stream of the entire Shareholders' General Meeting will be available on the Company's website (<https://www.vinci.com>).

A recording of the Shareholders' General Meeting will be available on the Company's website at the latest seven business days after it takes place, and will remain available for at least two years after it is made available online.

G – Bank providing share register services

Crédit Industriel et Commercial – CIC

6 avenue de Provence

75452 Paris Cedex 09

The Board of Directors