

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

Registration number: 552 037 806 RCS Nanterre

NAF code: 7010Z

www.vinci.com

NOTICE OF MEETING

The shareholders of VINCI are invited to attend a Combined Ordinary and Extraordinary Shareholders' General Meeting on Tuesday, 14 April 2026 at 10:00 CEST, at Salle Pleyel, 252 rue du Faubourg Saint-Honoré, 75008 Paris.

AGENDA

The Shareholders' General Meeting will 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 Xavier Huillard's term of office as Director for a period of four years;
- Renewal of Claude Laruelle's term of office as Director for a period of four years;
- Renewal of René Medori's term of office as Director for a period of four years;
- Ratification of the co-option of Frédéric Nougarede as Director representing employee shareholders;
- Determination of the aggregate 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 extraordinary components of total remuneration and benefits of any kind paid in 2025 or payable for this same year to Xavier Huillard;
- Approval of the fixed, variable and extraordinary components of total remuneration and benefits of any kind paid in 2025 or payable for this same year to 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 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 carry out 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 full text of the resolutions submitted by the Board of Directors for approval at the Shareholders' General Meeting was published in the prior notice of the Combined Shareholders' General Meeting included in edition 26 of the Bulletin des Annonces Légales Obligatoires of Monday, 2 March 2026.

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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 the fifth business day preceding the Shareholders' General Meeting, therefore 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 – To take 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 the fifth business day preceding the meeting, therefore 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 via the following address: 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 – To vote by post or by proxy

1. To vote or arrange to be represented for this purpose 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, postal voting forms must be received by the bank indicated below no later than the third calendar day preceding the Shareholders' General Meeting, therefore by Saturday, 11 April 2026.

Appointments or revocations of proxies sent by post must also be received no later than the third calendar day preceding the Shareholders' General Meeting, therefore by Saturday, 11 April 2026.

2. To vote or arrange to be represented for this purpose 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: 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:

- The shareholder must send an email to mandats-vinci@cic.fr. The email must contain the following information: the name of the company concerned; the date of the Shareholders' General Meeting; the 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 considered.

Appointments or revocations of proxy notified by electronic means will only be admissible if the confirmations are received by the day before the Shareholders' General Meeting, i.e. by 15:00 CEST on 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 preceding 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 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, therefore 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. Answers to written questions may be published directly on the Company's website at www.vinci.com (Finance > Shareholders > Shareholders' General Meetings).

D – 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 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 21st day preceding the Shareholders' General Meeting, therefore beginning on Tuesday, 24 March 2026.

E – 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: 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.

F – Bank providing share register services

Crédit Industriel et Commercial – CIC
6 avenue de Provence
75452 Paris Cedex 09
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The Board of Directors