

Rueil Malmaison, 25 October 2018

Changes to VINCI's Board of Directors

In 2010, VINCI's Board of Directors innovated by creating the position of Lead Director. This innovation was adopted as a best practice by many other companies listed on the Paris stock market. VINCI's Board of Directors decided at that time to appoint its Vice-Chairman as Lead Director. To date, combining the roles of Vice-Chairman and Lead Director of the Board has been particularly effective for the Group.

Now, in view of VINCI's significant growth, especially in the international arena, and to stakeholder expectations in terms of corporate social responsibility (CSR), as well as to better integrate changes to best practices in the field of corporate governance, VINCI's Board of Directors has decided to separate the roles of Vice-Chairman and Lead Director of the Board.

Consequently, the Vice-Chairman has been assigned duties relative to representing the Group, participating in shareholders' meetings and, more generally, assisting the Chairman; providing his insight to the Board on the Group's operations and organisation; and chairing the Board of Director's Strategy and CSR Committee. Mr Yves-Thibault de Silguy is confirmed in his position as Vice-Chairman.

In addition, the Board has assigned to Mrs Yannick Assouad, Chief Executive Officer of Latécoère and member of the Board, the position of Independent Lead Director. Mrs Assouad will be responsible for ensuring the Board's good corporate governance. She will also chair its Appointments and Corporate Governance Committee.

The internal rules of VINCI's Board of Directors have been revised accordingly. They will be available on www.vinci.com.

About VINCI

VINCI is a global player in concessions and contracting, employing over 190,000 people in some 100 countries. We design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all. Because we believe in all-round performance, above and beyond economic and financial results, we are committed to operating in an environmentally and socially responsible manner. And because our projects are in the public interest, we consider that reaching out to all our stakeholders and engaging in dialogue with them is essential in the conduct of our business activities. VINCI's goal is to create long-term value for its customers, shareholders, employees and partners, and for society at large.

www.vinci.com

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Notes:

Yannick Assouad is a graduate of the Institut National des Sciences Appliquées and the Illinois Institute of Technology. She started her career as an engineer at Thomson CSF in 1986, where she was head of the thermal and mechanical analysis group until 1998. In 1998, she joined Honeywell Aerospace as Technical Director, before being appointed Chief Executive Officer and then Chairman of Honeywell SECAN. In 2003, she joined Zodiac Aerospace, where she served as Chief Executive Officer of Intertechnique Services, In 2008, she was appointed to the group's Executive Committee and created its Services business segment, which she headed until 2010, when she was appointed Chief Executive Officer of its Aircraft Systems segment. In May 2015, she became Chief Executive Officer of Zodiac Cabin, a newly created segment of Zodiac Aerospace, and was appointed to the group's Executive Board. Since 10 November 2016, she has been Chief Executive Officer of Latécoère.

Yves-Thibault de Silguy has a degree in law from the Université de Rennes, a Masters degree in public law, and is a graduate of the Institut d'Études Politiques de Paris, public service section, and the École Nationale d'Administration. From 1976 to 1981, he worked at the French Ministry of Foreign Affairs and for the European Commission from 1981 to 1985. He then worked at the French Embassy in Washington as a Counsellor (economic affairs) from 1985 to 1986. From 1986 to 1988, Mr de Silguy was an adviser in the Prime Minister's office with responsibility for European affairs and international economic and financial affairs. From 1988 to 1993, he headed the international affairs department of the Usinor Sacilor Group, before being named its Director for International Affairs. From 1993 to 1995, he was Secretary-General of the Interdepartmental Committee for Questions of Economic Cooperation in Europe and at the same time, adviser for European affairs and vice-sherpa in the Prime Minister's office, assisting in the preparation of summits of the industrialised nations. From 1995 to 1999, Mr de Silguy was European Commissioner responsible for economic, monetary and financial affairs. From 2000 to 2005, he was Chairman of Medef's European Policy Committee. In January 2000, he became a member of the Executive Board of Suez Lyonnaise des Eaux, then served as Chief Executive Officer of Suez from 2001 to 2003. He was then Executive Vice-President of Suez from 2003 until June 2006. Mr de Silguy was appointed Chairman of the Board of Directors of VINCI on 1 June 2006 and resigned from all his appointments at Suez. Since 6 May 2010, he has been Vice-Chairman of VINCI and Lead Director of the Board.