

A photograph of a wildlife corridor on the A10 motorway. In the foreground, a wooden guardrail runs diagonally from the bottom center towards the right. To the left of the guardrail is a lush green grassy area where several deer are grazing. In the background, there is a dense line of trees under a blue sky with light clouds. A multi-lane highway is visible on the right side of the image, with a dark car driving on it.

VINCI's ESG

June 2020

Wildlife corridor on the A10 motorway

1

The VINCI Group

2

Environmental performance

3

Social performance

4

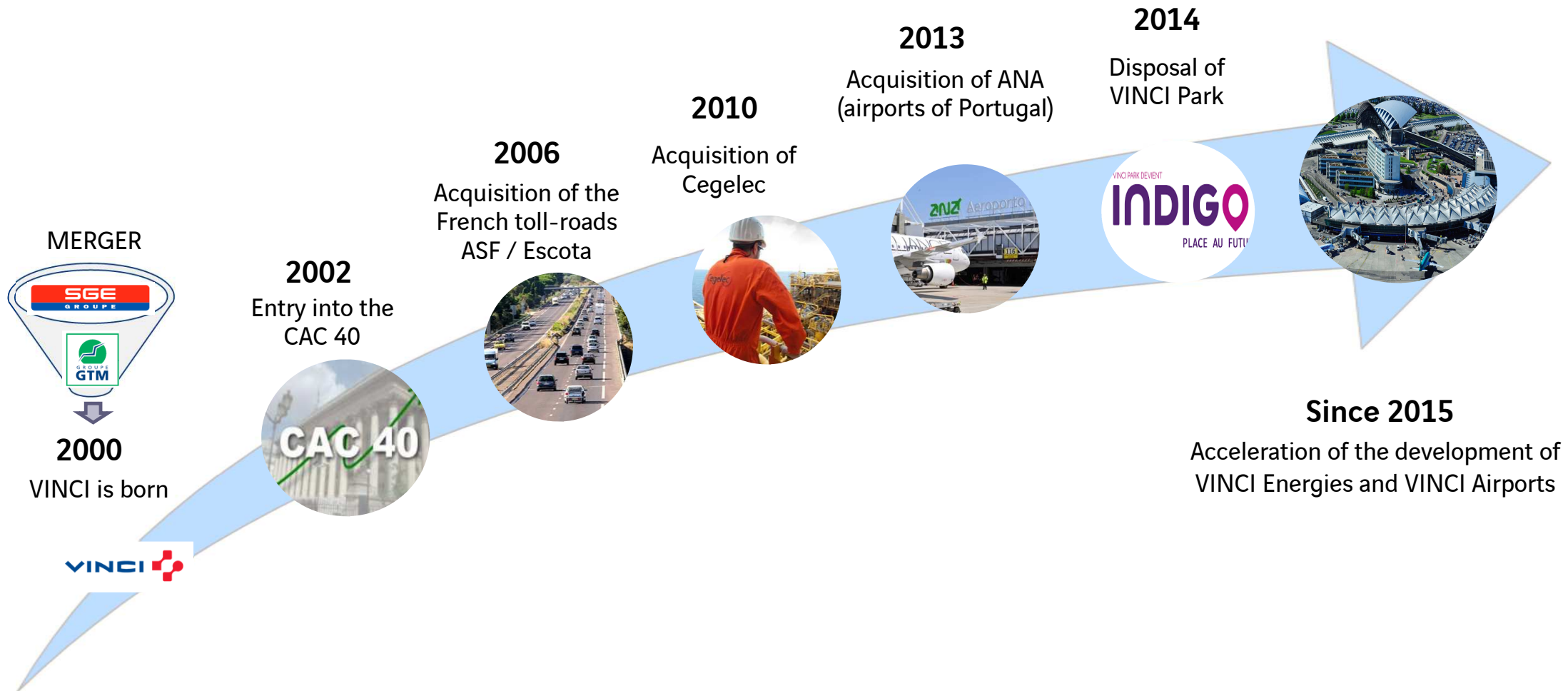
Corporate governance



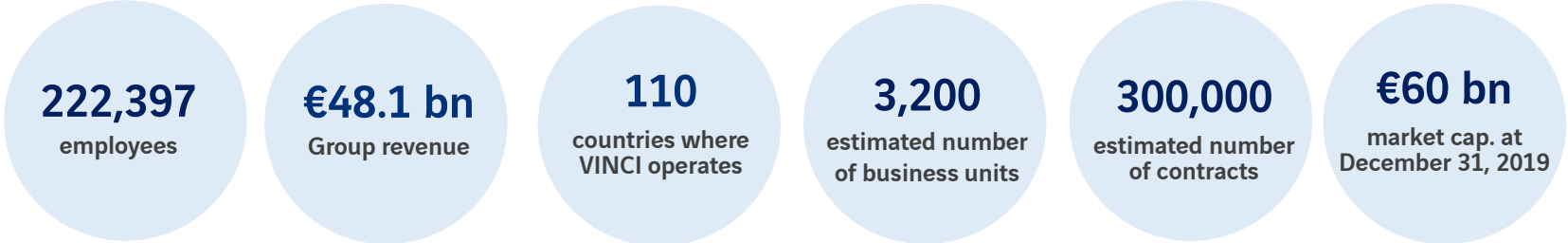
The VINCI Group



History: from pioneer to global leader



VINCI 2019 key figures



Concessions

Revenue: **€8.5 bn**

21,342 people

VINCI Autoroutes

6,095 people

VINCI Airports

13,667 people

Other
concessions

1,580 people

Real estate

Revenue: **€1.3 bn**

966 people

VINCI Immobilier

Contracting

Revenue: **€38.9 bn**

199,711 people

VINCI Energies

82,260 people

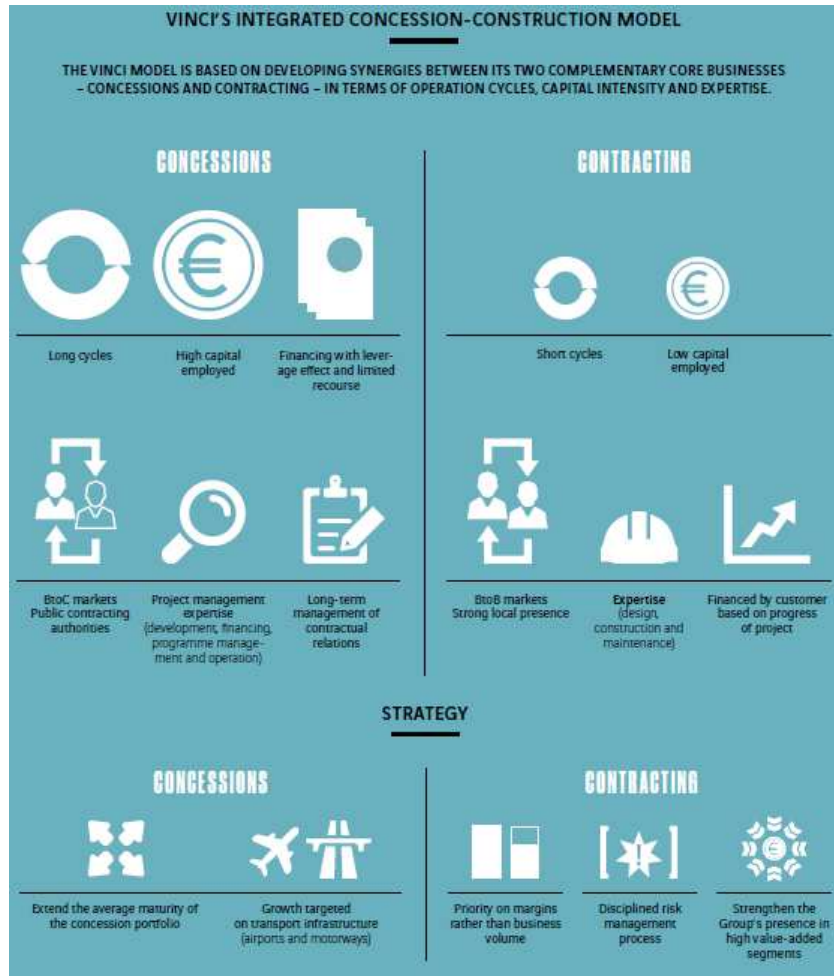
Eurovia

45,306 people

VINCI
Construction

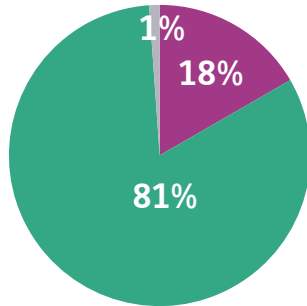
72,145 people

The VINCI integrated Concessions-Contracting model



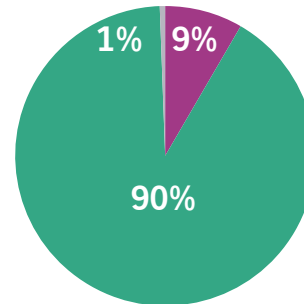
A combination of two complementary business profiles

REVENUE
€48.1 bn*

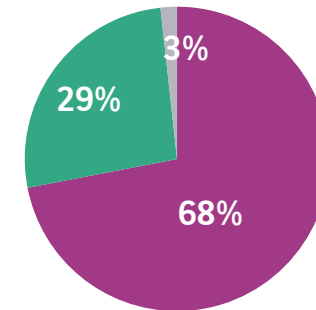


* o/w 45% outside France

EMPLOYEES
222,397

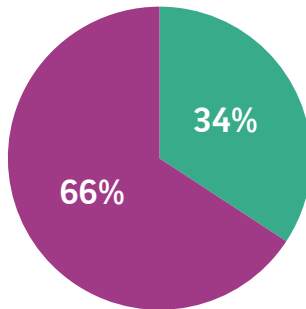


EBITDA**
€8.5 bn

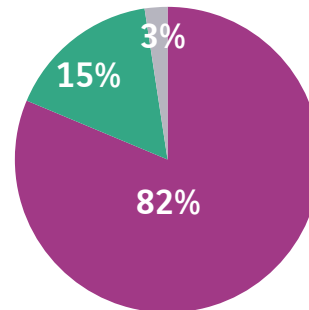


**Cash flow from operations before tax and financing costs
(IFRS 16 impact: €575m)

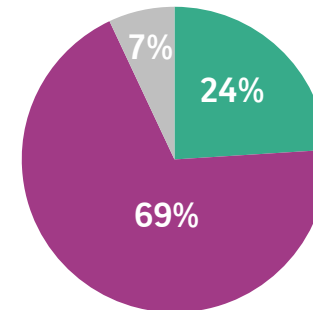
FREE CASH FLOW
€4.2 bn



CAPITAL EMPLOYED
€50.0 bn



NET RESULT
€3.3 bn



(2019 data)

Contracting

Concessions

Holdings & real estate

VINCI's strategy combines the natural organic growth of its businesses and development through acquisitions

CONCESSIONS

- ✓ Focus on airports and motorways (greenfield, yellowfield and brownfield projects)
- ✓ Extend average maturity of concession portfolio

CONTRACTING

- ✓ Prioritise margin over revenue growth
- ✓ Maintain rigorous risk monitoring
- ✓ Focus on high value added segments

LEVERAGE THE STRENGTHS OF OUR INTEGRATED CONCESSIONS/CONTRACTING BUSINESS MODEL

Complementarity between contracting and concessions : expertise, operation cycles and financial profiles

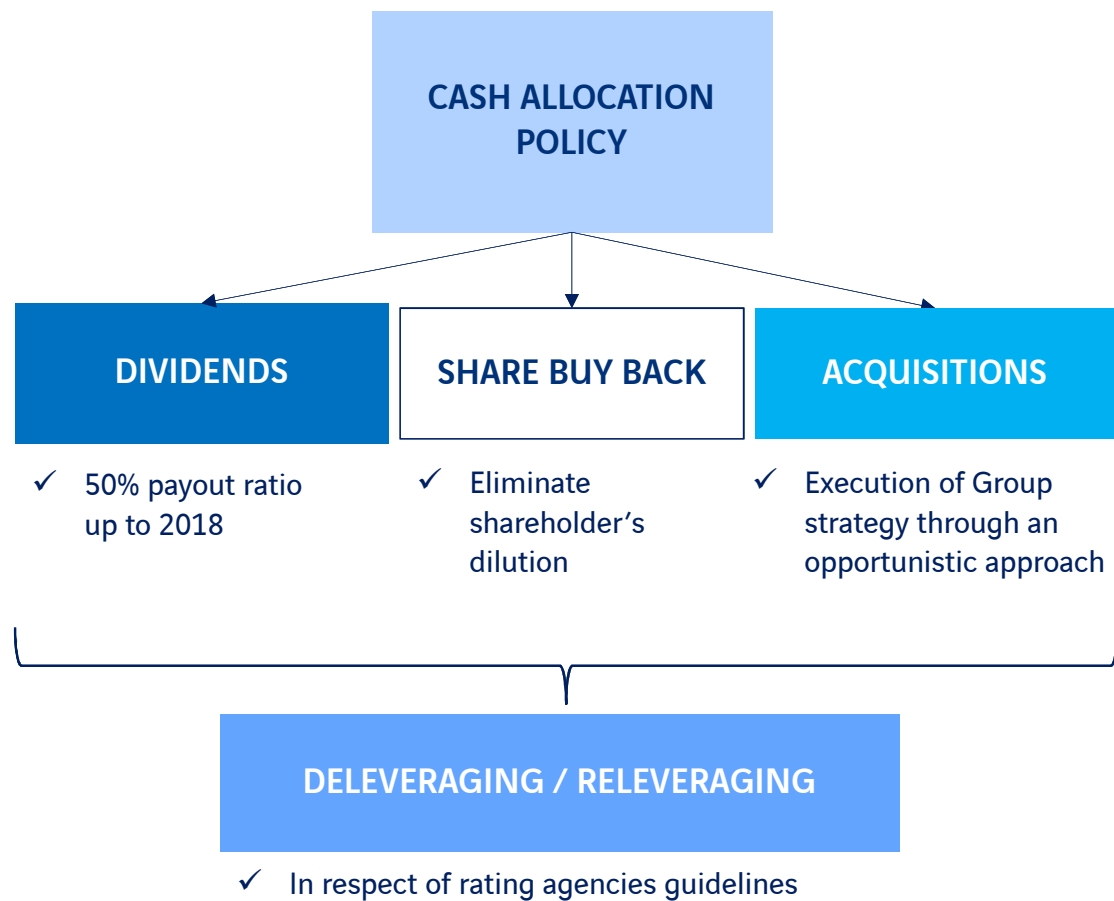
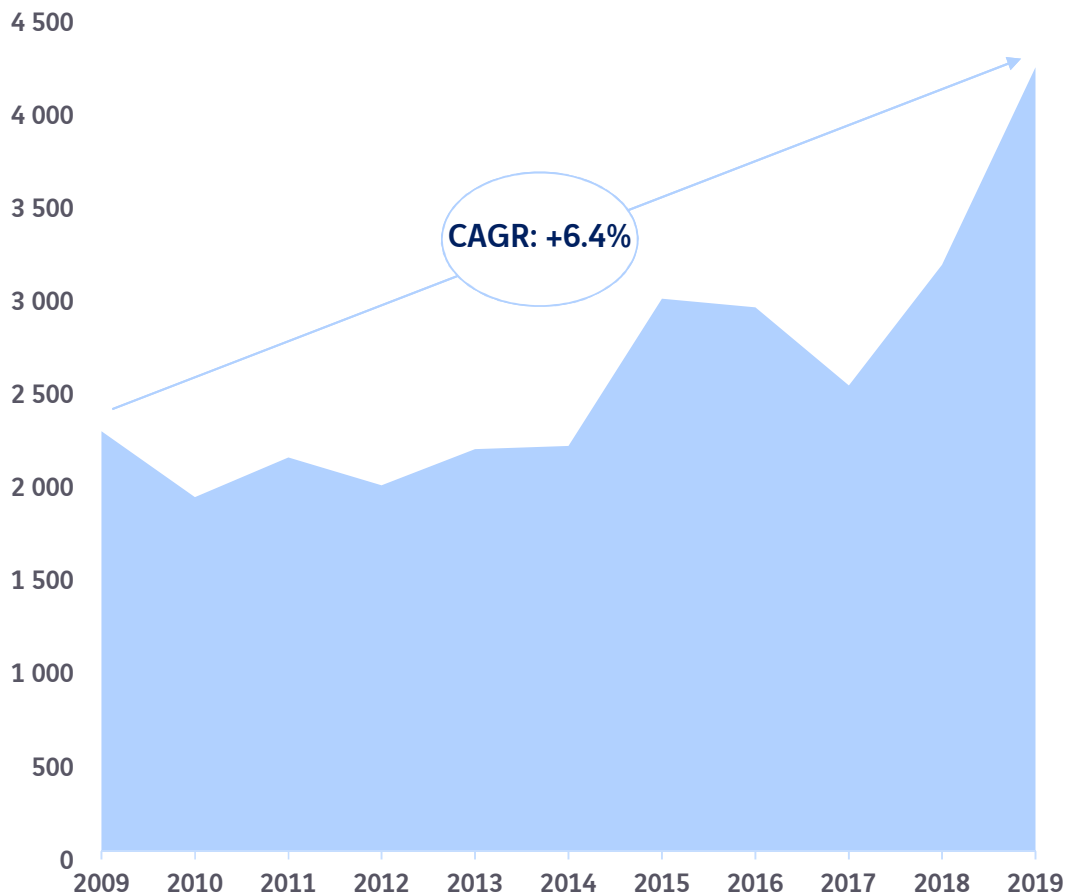
AND ACCELERATE INTERNATIONAL DEVELOPMENT



Strong free cash flow generation and sound cash allocation principles



Free cash flow generation from 2009 to 2019: €29 bn total



2019 dividend proposed to the AGM : €2.04 per share

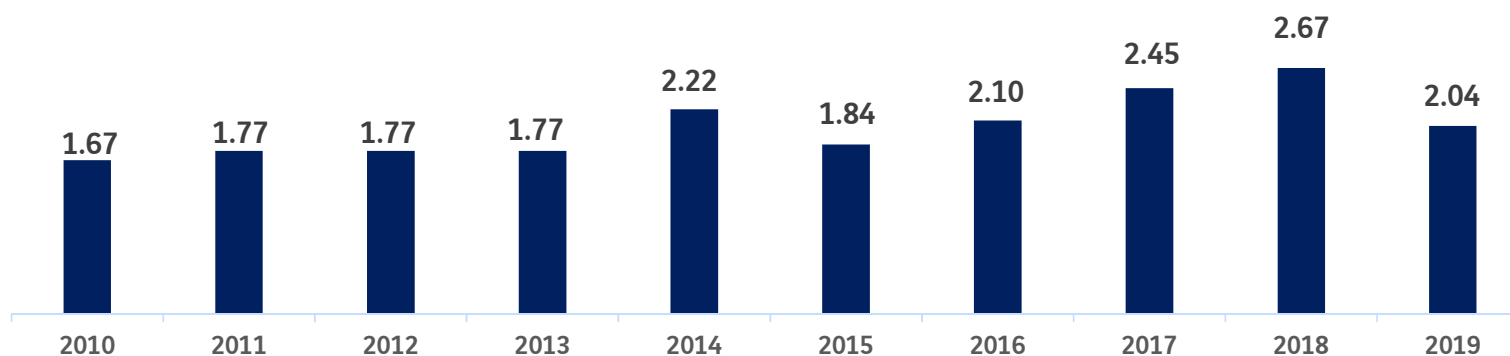


➔ Final 2019 dividend per share **€1.25*** to be paid on 16 July 2020 (Ex-date: 23 June 2020)

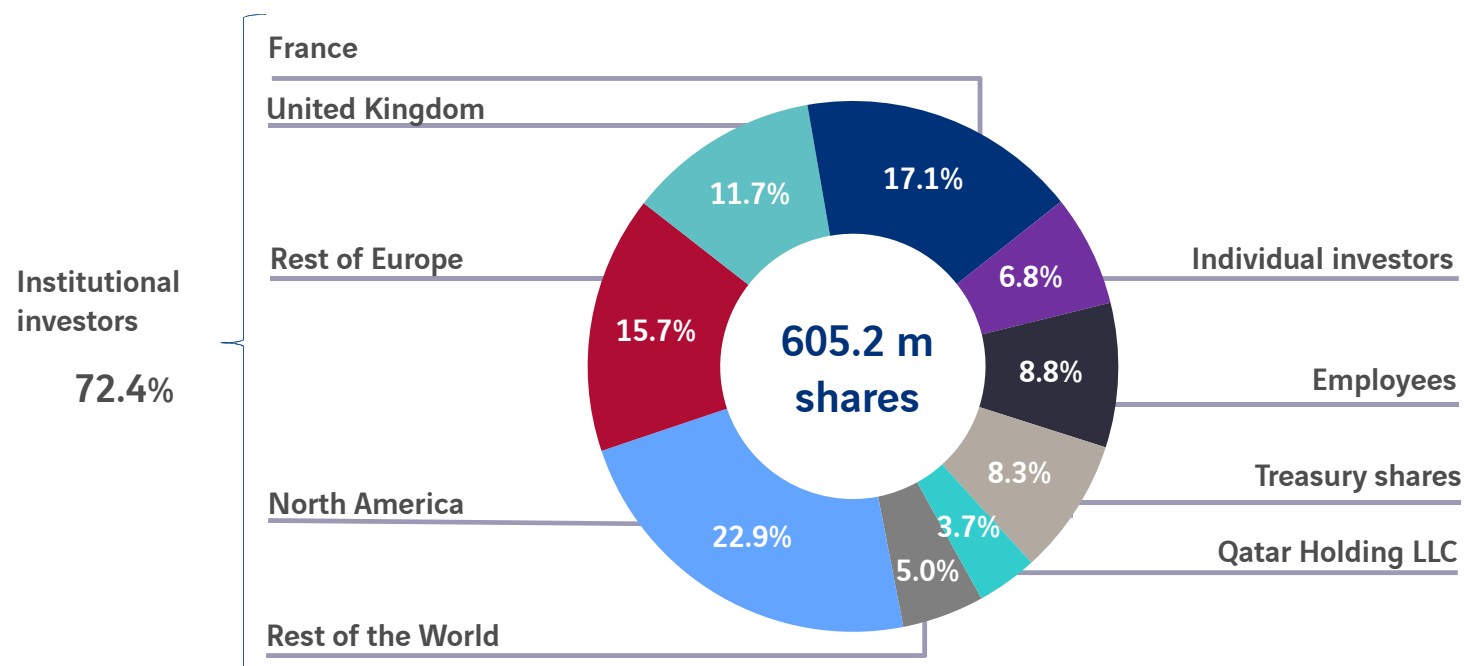
* Option of being paid the final dividend in new VINCI shares

(price: 95% of the average opening price of VINCI's shares in the 20 trading sessions preceding the AGM, less the amount of the final dividend)

Dividend per share since 2010 (in €)



Shareholder base at December 31, 2019



Shareholding structure*

- ✓ Over **500** institutional investors
- ✓ Approximately **160,000** individual shareholders
- ✓ **142,000** Group employees and former employees are shareholders, including approximately **31,000** outside France

* Based on available information

Outperformance of french and sectorial indexes since 10 years



Share price evolution from 31 May 2010 to 31 May 2020



VINCI :+125%

European sectorial index*: +69%

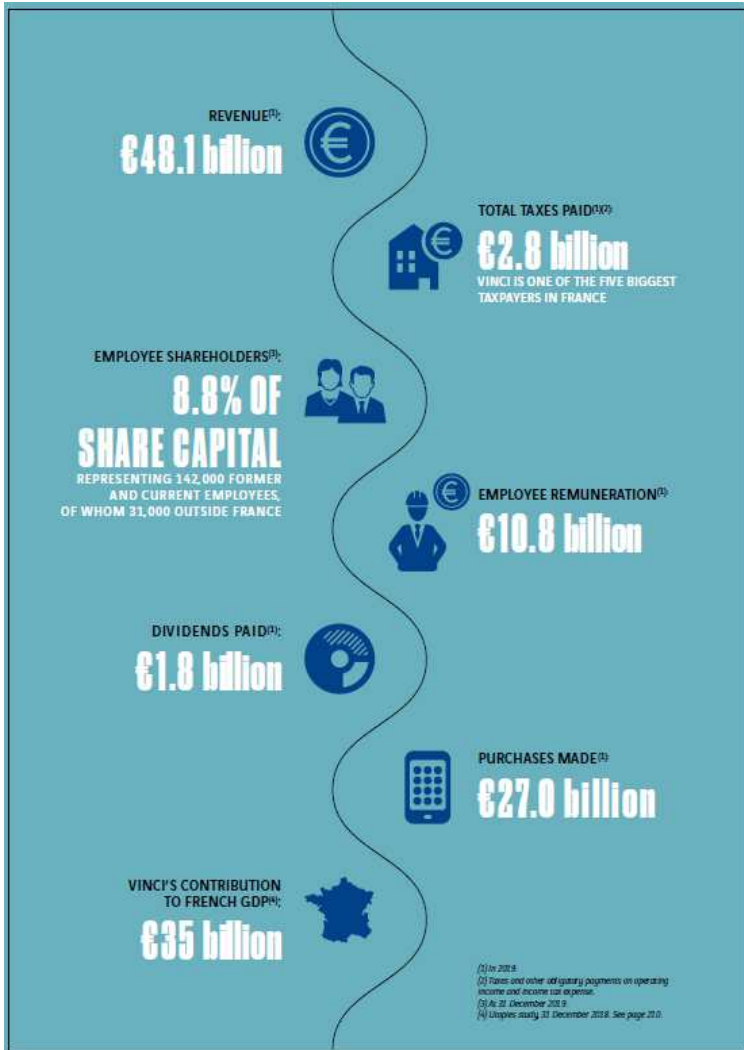
CAC 40 : +34%

Market capitalisation
31 May 2020

€50.3 bn

*Stoxx Europe 600 Construction & Materials

Value creation shared with VINCI's stakeholders



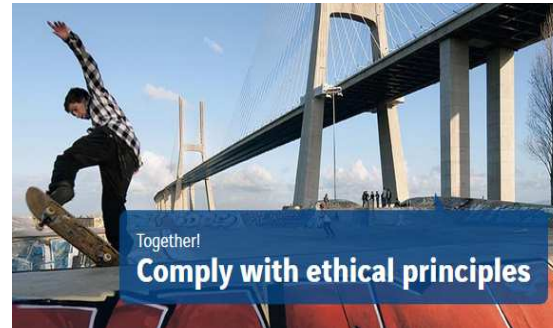
VINCI CREATES LONG-TERM VALUE FOR ITS CLIENTS, SHAREHOLDERS, EMPLOYEES AND PARTNERS, AND SHARES THE BENEFITS OF ITS PERFORMANCE WITH A LARGE NUMBER OF INTERNAL AND EXTERNAL STAKEHOLDERS IN ALL THE REGIONS WHERE THE GROUP OPERATES.

- ✓ Decentralised management
- ✓ The men and women at the heart of actions and organisations
- ✓ A local and global approach, rooted in all territories
- ✓ A global performance



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

Aim for a global performance



A sustainable economic project is impossible without an ambitious social, workforce-related and environmental commitment.



Environmental performance

The Manifesto's Environmental Commitment: Acting for Green Growth



together!

As an integrated concessions-construction company, VINCI designs, finances, builds and operates infrastructure and facilities that help improve daily life and mobility. Because our projects are in the public interest, we at VINCI consider that we have a duty to work on in our public and private sector partners and to engage in dialogue with them and our publicising a more transparent such commitments meeting their objectives.

Design and build

1 Our infrastructure and facilities serve the public and the common good. We therefore strive to break all obstacles - including partners, contractors, suppliers, affected citizens, local residents and civil society - in our projects as early as possible. We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are clearly involved.

Comply with ethical principles

2 Ethical behavior is key to our contracts and our customer relations. Our companies apply our Code of Ethics and Conduct around the world. We commit to ensuring total transparency in our own practices and in those of our subcontractors.

Promote green growth

3 We are taking part in the heated public debate about the sustainable city and sustainable mobility. Our non-change investment enables us to improve the energy and environmental performance of our infrastructure. We commit to reducing our greenhouse gas emissions by 30% between 2009 and 2020, by supporting our customers in their quest to foster energy efficiency and to encouraging their adoption of an environmentally responsible approach.

Engage in civic projects

4 Our business activity is rooted in local areas. We therefore support the engagement of our employees and companies in operating civic projects and donating to our activities. We commit to supporting the civic engagement of our employees, especially through the Group's foundations around the world.

Strive for zero accidents

5 We reject the view that workplace accidents are unavoidable. Our management has a responsibility to do its utmost to ensure the physical integrity and the health of everyone on our work sites and in the facilities we operate. We commit to the zero accidents objective.

Foster equality and diversity

6 Our culture is based on bringing together people of different backgrounds and experience. We fight all forms of discrimination in hiring, workplace relations and in the career paths of our employees. We train our managers in this engagement and promote it in our suppliers and subcontractors. We commit to diversifying our necessary staff to include more women and people of diverse origins.

Promote sustainable careers

7 We take a long-term approach to relations with our employees. We practice responsible flexibility to foster individual career and personal development for our employees. We commit to providing training and job mobility opportunities for all our employees in order to promote sustainable employability.

Share the benefits of our performance

8 Our employees together represent VINCI's biggest advantage. We wish to share the benefits of our growth with our employees around the world through employee stockholding and appropriate profit-sharing schemes. We commit to ensuring that every VINCI employee is given an opportunity, whenever possible, to share in our economic success.

"I commit to calling on all VINCI managers to apply these commitments and make them a key management employer challenge of every kind. The Group will strive to an outside independent organization to verify compliance with the Manifesto and ensure its impact. To ensure full transparency, I will publish the results regularly."

Xavier Huillard, Chairman and Chief Executive Officer

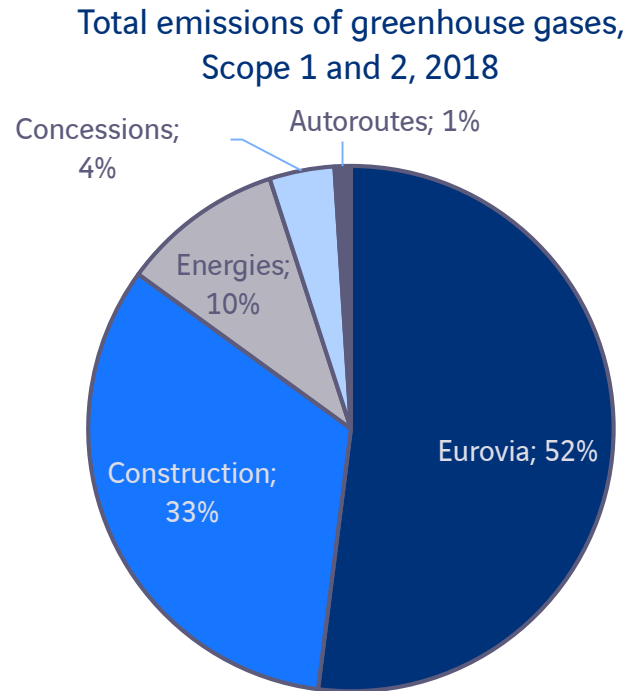


Since 2009, "Together for green growth!"

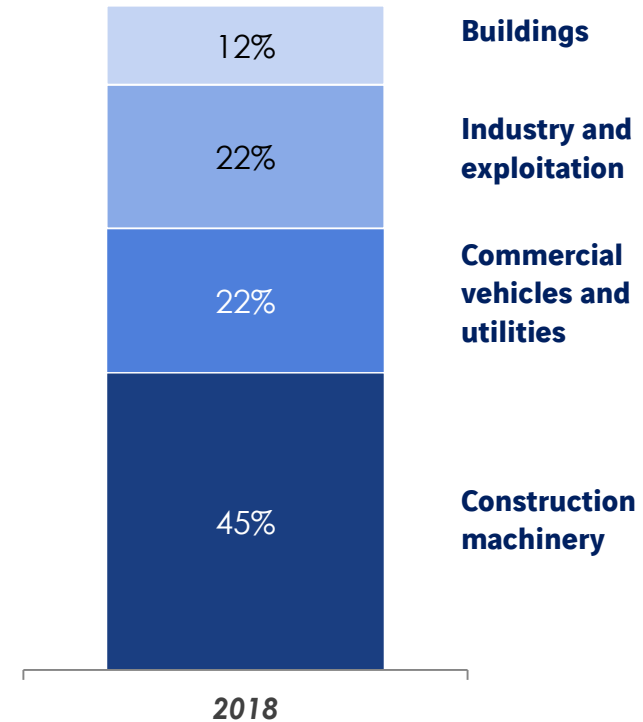
- Develop an **energy-climate strategy**
 - Reduce greenhouse gas emissions by 30% by 2020 (vs 2009)
 - To achieve 50 kT eq. CO₂ / billion of turnover
- Implement an **environmental management**
- Act in favor of **biodiversity**
- Develop the environmental component of the **offers**

VINCI group emissions on scopes 1 and 2 : weight of the clusters and carbon issues

Emissions by pole (2018, ktCO_{2eq} %)



Emissions by use (ktCO_{2eq} %)





I am convinced that we need to go further in terms of green growth.

...

Rather than seeing the problem, we are convinced that we are part of the solution!

...

We must demonstrate how we increase our suppliers' and customers' ability to achieve their own goals.



Xavier Huillard

VINCI

New Year Ceremony, January 2020

Develop solutions that contribute to improving the living environment while controlling and reducing the impact of our activities in 3 key areas



Act for the climate transition



Preserve resources with the circular economy



Respect natural environments





Act for the climate transition

Reduce the carbon emissions

- Engage into a +2°C trajectory:
Reduce our direct emissions (scope 1 and 2) **by 40% by 2030** vs 2018

- Develop solutions** to reduce our customers' emissions (scope 3)

Perspective on climate change adaptation : integrate **resilience** within our projects & solutions

Objectives resulting from the businesses' commitments

(scope 1 & 2)



- 50%



- 51%



- 27%*



- 50% France



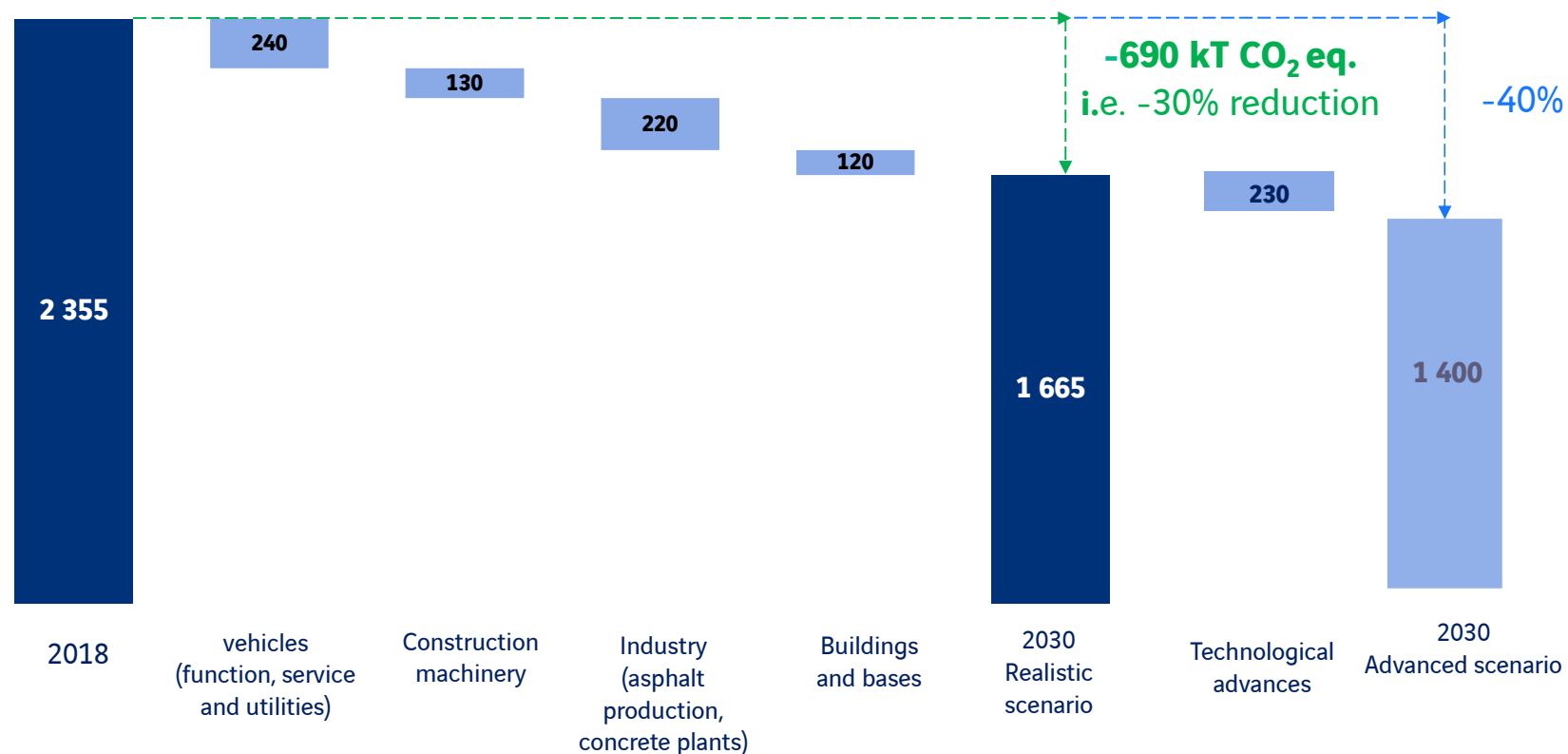
- 40%

- 40% International

* -27% being the consolidation of existing action plans. -40% being communicated to the teams



First milestone of -40% to be reached by 2030



The figures presented relate to the historical scope of activity. Organic growth has been considered in the projection. An update will be made according to significant changes in the scope of the Group (external growth).



2019 Key figures & first actions



2.3 m teq CO₂
in 2019
(direct emissions,
scopes 1 & 2)

-28.3 %
reduction
in **intensity**
2019 vs 2009

*Manifeste
Commitment*

+ 6,4% emissions
(**absolute** value) in
2019 compared to
2018, including
the impact of
acquisitions



Installation of solar energy production capacity – VINCI Airports



Use of hybrid equipments



Covering material storage areas – Eurovia



Energy efficiency

-50%

tCO₂
in 2019 vs 2012

September 2019

Achievement of several restructuring steps, including:

- Reduction of drying energy use, thanks to the coverage of storage areas
- Increasing of recycled aggregates rate (from 30 to 50%)
- Substitution of fuel energy by natural gas and soon biogas





Preserve resources with the circular economy

- Strengthen **the supply of recycled materials**
- Promote **low-resource** building techniques and materials
- Improve **sorting and recovery** of waste

11 m t recycled aggregates in the total production of **Eurovia** in 2019

64% of recycled waste at VINCI concessions in 2019

AMBITION 2030 Eurovia
>20 m t recycled aggregates



Example of realisation – SALVADOR airport



May 2020 - Most Sustainable Airport in Brazil



January 2020 - First airport in Brazil to achieve zero waste in landfill

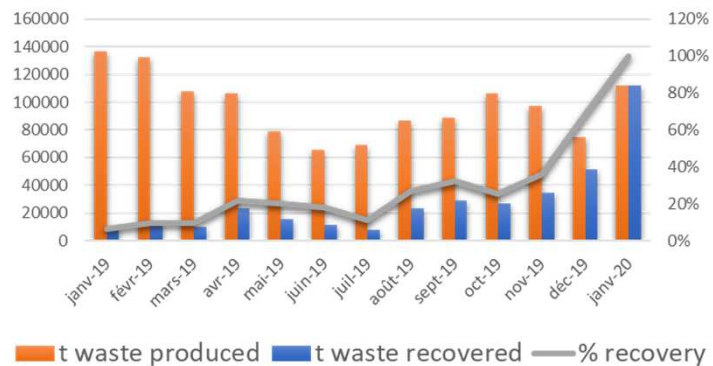


New waste containers



Logistic flows optimisation

Sorting on site





Respect natural environments

- **Prevent** nuisances and incidents
- **Reduce water consumption,** especially in areas of water stress
- Initiate a roadmap towards **Zero net loss of biodiversity**

€3.7 bn
projects labelled
for environment
in 2019

-66%
phytosanitary
products use for
VINCI Autoroutes
since 2008

**22 sites zero-
phyto** for VINCI
Aiports in 2019



Biodiversity approach

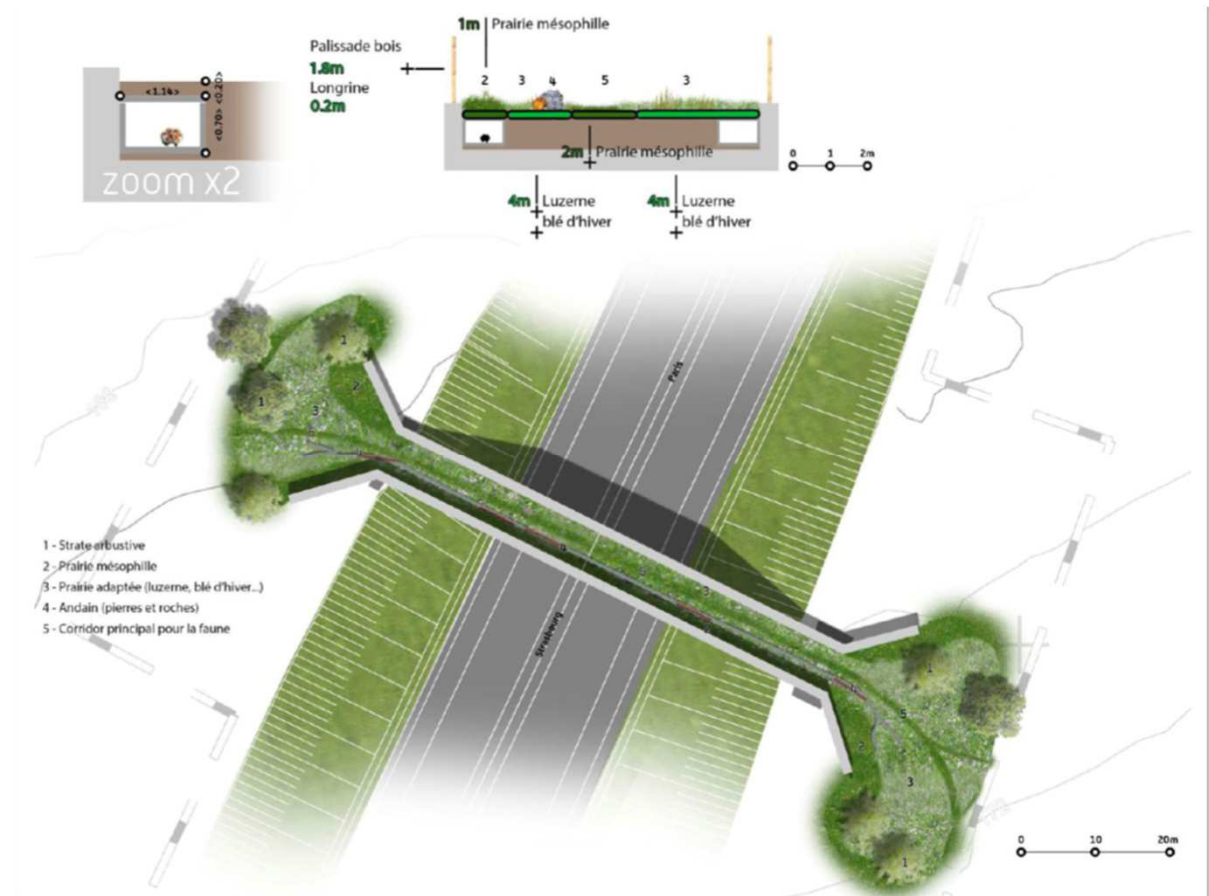
+1300 ha
of compensation
for a 260 ha project

Mitigation measures

- 130 structures with 2 green bridges specially for common hamsters, 3 green bridges, 7 river's bypass

Compensation measures

- 54 years of commitment
- Concomitance between impacts and compensation
- 11 sites for hamster's compensation
- 42 sites for other species



Climate Change

SMART
GRID
ENERGY



Circular economy



RETRAITEMENT EN PLACE DE CHAUSSÉE
RECYCLOVIA®

NEOM

Natural
environments

urbalia
biodiversité urbaine

equo vivo



Transversal Offers



ACTIVSKEEN

RESALLIENCE

Implementing action plans within all activities

- On-going implementation & detailing-out of actions plans for the different activities
- The submission of a detailed environmental action plan is becoming the new rule within the budgeting process
- Training provided to support the implementation, ease decision making and move the transition from compliance to pro-activity

Setting scope 3 objectives

- On-going quantification of reduction potential for given actions, both upstream (procurement) and downstream (use of building & infrastructures) when relevant
- Considering having an external recognition (Science-Based Target)

Put climate risks on the long-term business agenda

- Exploring 2050 scenarios by sectors and geographies, compliant with a +2°C trajectory to assess risk & opportunities for VINCI's businesses
- Implementation of the work performed on resilience into operational activities

Each of us to act



Promote Best Practices



Optimize management of excavated materials



Eco-design solutions for our clients



Act for mobility



Sensitize colleagues



Entrepreneur spirit



Collaborate with suppliers & partners

Implementation by the poles, with our internal and external stakeholders

- Spread an environmental **culture & train** employees
- Work in collaboration with our **suppliers and subcontractors**
- Develop **environmental solutions** for our clients

Assessing both economic & environmental return on investment



E-learning & training



Mobilising through the environmental awards

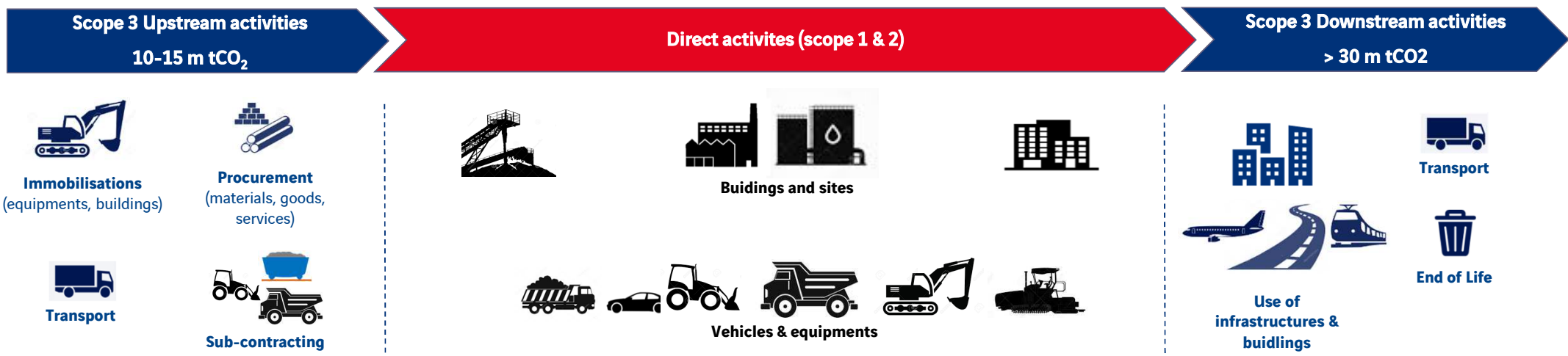


Overview of the Group environmental training program

Target	All the employees		Business Unit Leaders		Quality, safety, environment Managers		Operationnals (engineering, sales, project management, etc.)	
Objectives	Garantee the knowledge of VINCI's environmental ambition 2030, key challenges, share a common langage		Understand the key points of VINCI's environmental ambition relevant for each business. Be equipped with tools & methods allowing the decision making & implementation for its own BU Direction / BU		Understand the key points of VINCI's environmental ambition. Be equipped with tools & methods to support the implementation at a local level		Understand & facilitate the implementation of the environmental ambition in its own activity	
Title	Environmental E-learning	Awarness workshops	Supporting the implementation	Forum du management & Executive Programme	Environmental upgrading	Act for the environmental transition	Ecowork	
Content	Explanations & final quizz	2 different tools: Climate Change & VINCI solutions	Auto-diagnosis tools & Making informed decisions	Making informed decisions	From compliance to voluntary management	Enjeux, impact prise de décision, solutions business	Design thinking workshops	
Duration	15 min	2 h	1 day	0.5-1 day	1 day	2 days	2 month-program	

VINCI Academy programs

Scope 3 – focusing on areas of influence



Select the « core-business » scope 3, on which we could have some action levers

VINCI's environmental ambition (2020-2030)



Reduce our carbon footprint and guarantee the resilience of our structures

- Engage into a +2°C trajectory
 - **Reduce our direct emissions** (scope 1 and 2) **by 40% by 2030** vs 2018
 - **Develop solutions** to reduce our customers' emissions
- Integrate **resilience** within our projects & solutions



Preserve resources with the circular economy

- Strengthen **the supply of recycled materials**
- Promote **low-resource** building techniques and materials
- Improve **sorting and recovery** of waste



Respect natural environments

- **Prevent** nuisances and incidents
- **Reduce water consumption**, especially in areas of water stress
- Towards **Zero net loss of biodiversity**

Implementation by the poles, with our internal and external stakeholders

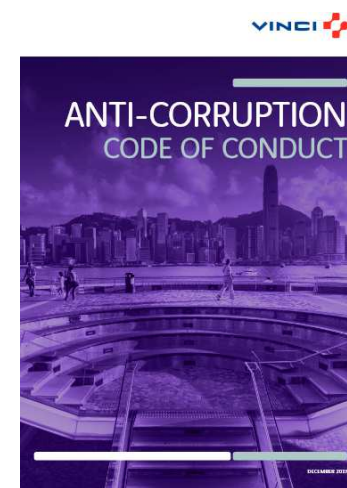
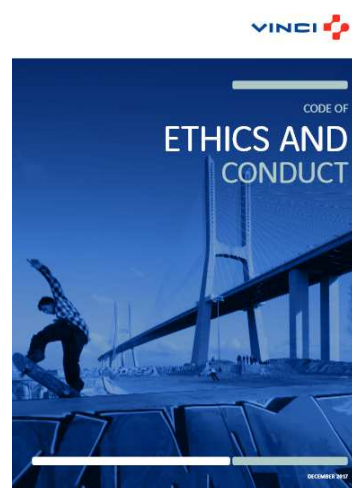
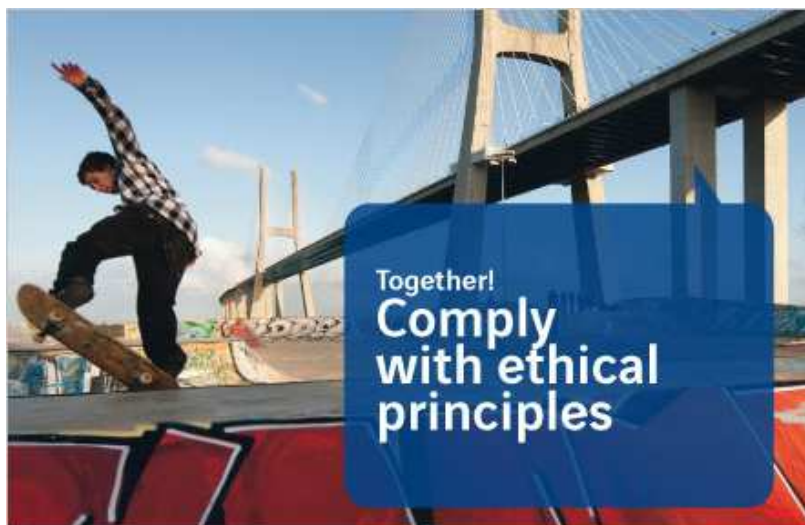


- Spread an environmental **culture & train** employees
- Work in collaboration with our **suppliers and subcontractors**
- Develop **environmental solutions** for our clients



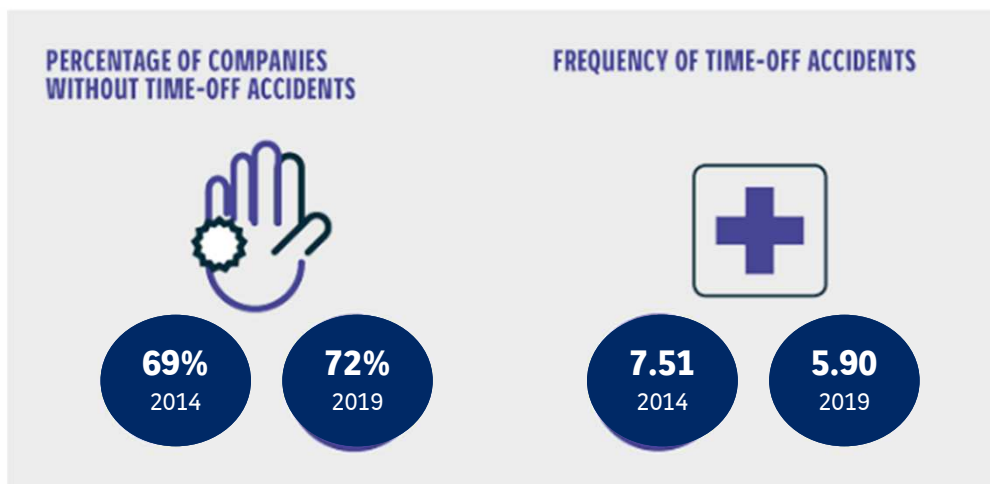
Social performance





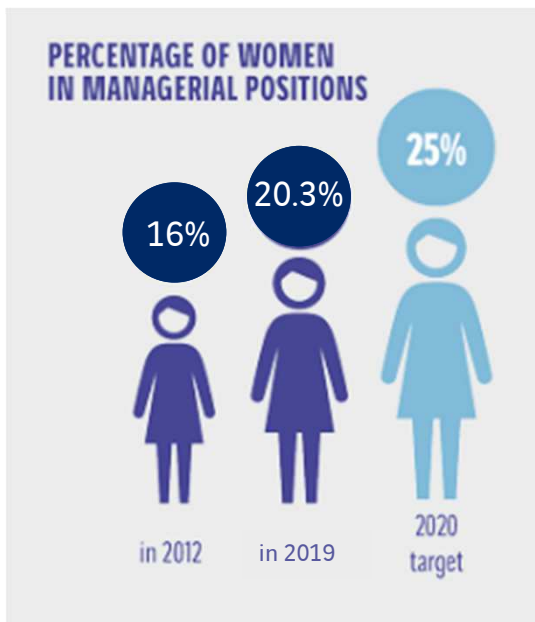
Documents available in 30 languages and for 99 % of employees

Zero accidents on worksites



- An in-house network of health and safety coordinators
- Committed managers
- Trainings and best practices

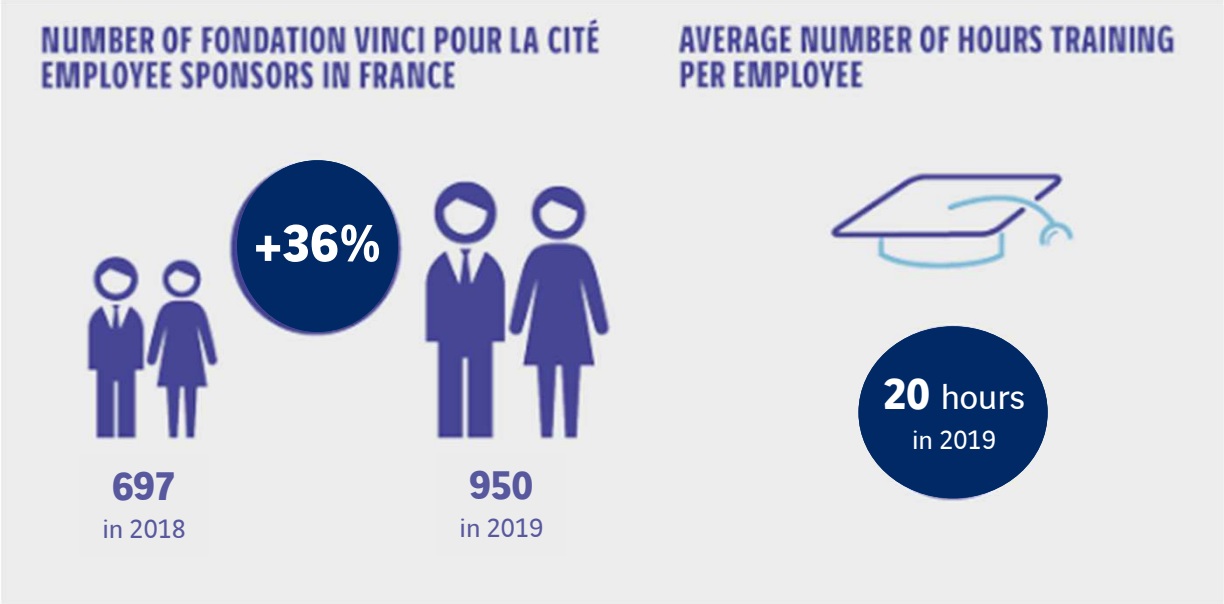




- An in-house diversity network of 300 people
- Promoting gender equality (multiply by 2 the number of women in steering committees)
- Fostering the employment of people with disabilities



Encouraging teams' professional fulfilment



Employee training, sharing the benefits of performance (96.5% of employees benefited from profit-sharing plans in 2019) as well as initiatives to encourage integration (VINCI Insertion Emploi) and civic engagement are key to encourage our teams professional fulfilment

Corporate governance

Summary of corporate governance at the end of 2019



Defines the Company's strategic choices and ensures they are properly implemented



Board of Directors
(16 members)

Xavier Huillard
Chairman and Chief Executive Officer

Maintains the balance of power



Yannick Assouad
Lead Director

Reinforce the connection between the Board of Directors and VINCI's business lines



Yves-Thibault de Silguy
Vice Chairman

Four specialised committees that report to the Board of Directors



Audit Committee

René Medori*
Yannick Assouad*
Robert Castaigne
Graziella Gavezotti*

Appointments and Corporate Governance Committee

Yannick Assouad*
Robert Castaigne
Jean-Pierre Lamoure*
Marie-Christine Lombard*
Yves-Thibault de Silguy

Strategy and CSR Committee

Yves-Thibault de Silguy
Uwe Chlebos
Dominique Muller Joly-Pottuz
Ana Paula Pessoa*
Pascale Sourisse
Permanent representative of Qatar Holding LLC*

Remuneration Committee

Marie-Christine Lombard*
Caroline Grégoire Sainte Marie*
Miloud Hakimi
Michael Pragnell*
Pascale Sourisse

* Independent Directors

Meetings open to all Directors

An active and diversified Board of Directors



9 meetings in 2019
(seven ordinary and two extraordinary)

Women Directors
50 %

Foreign national
Directors
44 %

Independent
Directors*
69 %

Composition of the Board of Directors at 31 December 2019

- ✓ **16** Directors, including :
 - 2 representing employees
 - 1 representing employee shareholders
- ✓ **6** foreign nationalities
- ✓ **9** men and **7** women
- ✓ **9** independent Directors
- ✓ Average tenure : **7** years
- ✓ Average age of Directors : **62** years old

*Excluding Directors representing employees and employee shareholders

Directors' expertise in line with VINCI's strategy

Name	GENERAL EXPERTISE				INDUSTRY-SPECIFIC EXPERTISE					
	Technical fields	Economics, Finance	Communications	Legal affairs, Public sector, Regulations	Property development, Construction	Aerospace and aviation	Telecoms, Energy	Land transport	Digital	Services
Xavier Huillard										
Yves-Thibault de Silguy										
Yannick Assouad										
Robert Castaigne										
Uwe Chlebos										
Graziella Gavezotti										
Caroline Grégoire Sainte Marie										
Miloud Hakimi										
Jean-Pierre Lamoure										
Marie-Christine Lombard										
René Medori										
Dominique Muller Joly-Pottuz										
Ana Paula Pessoa										
Michael Pragnell										
Pascale Sourisse										
Qatar Holding LLC – Abdullah Hamad Al Attiyah										

A Chairman and CEO

Corporate governance appropriate to a decentralised Group needing decisions to be made centrally and strong executive management

Clear objectives :



The Group's good performance since 2010, when this governance system was implemented, confirms it was the right choice

Two key members of the Board : An independent Lead Director and a Vice-Chairman



Appointment of an independent Lead Director since November 1st 2018 to better align with shareholders' expectations

Yannick Assouad, independent Lead Director

Missions:

- ✓ **Main contact for Directors and in charge of shareholder dialogue** for governance questions.
- ✓ **Manage potential conflicts of interest.**

Powers:

- ✓ **Require the Chairman to call a Board meeting.**
- ✓ **Add any item to a Board meeting agenda.**
- ✓ **Call a Directors meeting in the absence of the Chairman and CEO.** Once each year, notably to debate on governance matters and on the performance of the CEO.
- ✓ **Chair the Appointments and Corporate Governance Committee.**

Yves-Thibault de Silguy, Vice-Chairman

Missions:

- ✓ **Help the Chairman** when requested, to perform his missions.
- ✓ **Enlighten the Board** on the matters and organisational aspects brought to the attention of the Board.
- ✓ **Represent the Group** at the Chairman's request, notably out of France
- ✓ Participate in meetings **with shareholders.**
- ✓ **Chair the Board** in the Chairman's absence.

Powers:

- ✓ **Kept regularly informed by the CEO** of the significant events and situations pertaining to the Group's life.
- ✓ **Chair the Strategy and CSR Committee.**
- ✓ **Direct access to the members of the Group's Executive Committee.**

Audit Committee

Composition	Main assignments
Independent Chairman : René Medori	✓ Monitor the process of compiling financial information
Members : Yannick Assouad Robert Castaigne Graziella Gavezotti	✓ Monitor the effectiveness of internal control and risk management systems ✓ Evaluation of proposals for the appointment of the Company's Statutory Auditors or the renewal of their terms of office as well as their remuneration and issuing a recommendation in this matter

Strategy and CSR Committee

Composition	Main assignments
<p>Chairman : Yves-Thibault de Silguy</p> <p>Permanent members: Uwe Chlebos Dominique Muller Joly-Pottuz Ana Paula Pessoa Pascale Sourisse Qatar Holding LLC</p> <p>Meetings open to all Directors</p>	<ul style="list-style-type: none">✓ Formulation of an opinion to Executive Management on proposed acquisitions or disposals of a value exceeding €50 million euros✓ Ensure that CSR matters are taken into account in the Group's strategy and implementation✓ Ensure that whistle-blowing systems have been put in place✓ Examine VINCI's sustainability commitments with respect to the issues faced in its business activities

Acquisitions: a bottom-up and collective decision process



   M&A and PPP projects initiated and executed at the business line level...
   but reviewed by the Board above certain thresholds

	Thresholds	Review by
➔	Investments or commitments > €50 millions	Strategy and CSR committee (Board committee)
➔	Investments or commitments > €200 millions	VINCI BOARD

The Board Committees



Remuneration Committee

Composition

Independent Chairman :
Marie-Christine Lombard

Members:
Caroline Grégoire Sainte Marie
Miloud Hakimi
Michael Pragnell
Pascale Sourisse

Main assignments

- ✓ Make recommendations to the Board concerning remuneration, pension and insurance plans, benefits in kind and miscellaneous pecuniary rights granted to executive company officers

Principles and guidelines of the CEO remuneration policy 2019 – 2022



A balanced, capped and demanding remuneration policy

Item of annual remuneration	Upper limit and determination methods	Amount or upper limit as an absolute value (in €)	Performance conditions	Performance indicators	Relative weight given to indicator	Limit applicable to bonus (in €)
Short-term fixed component	Not applicable	1,200,000	No	Not applicable	Not applicable	Not applicable
Short-term variable component	160% of the fixed component set by the Board	1,920,000	Yes	Earnings per share attributable to owners of the parent	60%	384,000
				Recurring operating income		384,000
				Operating cash flow		384,000
				Managerial performance indicators	15%	288,000
				ESG performance indicators	25%	480,000
				Total short-term variable component	100%	1,920,000
Long-term variable component	100% of the upper limit for short-term remuneration (fixed and variable)	Number of shares set by the Board, corresponding to a maximum fair value (under IFRS) of €3,120,000	Yes	Internal economic criterion: ROCE/WACC	65%	Not applicable
				External economic criterion: TSR VINCI/TSR CAC 40	20%	Not applicable
				External environmental criterion: CDP Carbon score	15%	Not applicable
				Total long-term variable component	100%	Not applicable

More details given p.158 to p.164 of VINCI 2019 annual report

Appointments and Corporate Governance Committee

Composition	Main assignments
<p>Independent Chairman: Yannick Assouad</p> <p>Members: Yves-Thibault de Silguy Robert Castaigne Jean-Pierre Lamoure Marie-Christine Lombard</p>	<ul style="list-style-type: none">✓ Make proposals on the selection of Directors✓ Make recommendations for the appointment of executive company officers and succession plans✓ Monitor the evaluation process of the Board of Directors

Succession plans: a monitored process

- ✓ The Appointments and Corporate Governance Committee makes sure that it **always has a succession plan in place** for the Chairman and Chief Executive Officer in the event of the latter's incapacity.
- ✓ The natural succession process for the Chairman and Chief Executive Officer in the medium term is organized by the Chief Executive Officer and the Lead Independent Director and regularly discussed at meetings of the Appointments and Corporate Governance Committee, so as to ensure **a timely successful and effective management transition**.
- ✓ The **process relating to the succession plans for the Group's other senior executives** is supervised by the Chief Executive Officer in coordination with the Appointments and Corporate Governance Committee for Executive Committee members, and by the Executive Committee for all other senior executives. In the latter case, a report on the Executive Review process is made to the Appointments and Corporate Governance Committee.

Formal assessment of the Board carried out in the second half of 2019



Topic	Strengths	Areas for improvement
Strategy and value creation	<p>Open dialogue with the management teams on the strategies of the various divisions and the challenges they face. High standards met by the strategy seminar and effectiveness of the system whereby the Strategy and CSR Committee's meetings are open to all Directors.</p> <p>Good integration of corporate social responsibility issues into the Group's strategy.</p>	<p>Need to better explain the usefulness and contributions of a group such as VINCI as a partner in the public interest working with many stakeholders.</p>
Members and composition of the Board	<p>Experienced members with complementary areas of expertise. High level of individual and collective commitment.</p>	<p>Need to anticipate the renewal of the Board in the medium term, given that some experienced members are likely to step down from the Board in coming years.</p>
Management of the Board's activities	<p>Very good preparation and coordination of work. The Board is included in all important decisions and the Directors are free to express their views. Efficient governance strengthened by the Chairman's personal qualities. The new Lead Director is considered as well suited to the requirements of her position. The transition was carried out under good conditions.</p>	<p>Interest in providing regular feedback to Directors on the perception of their individual contributions.</p>
Structures and processes	<p>Succession plans for the Chief Executive Officer, and the various possible scenarios, is a topic being examined by the Lead Director and to which the Board is giving due attention.</p> <p>Satisfaction with the functioning of all committees.</p>	<p>Broad discussion to be pursued as soon as this is found to be efficient on the succession plans for senior executives as well as Board members in the short to medium term.</p>

- ✓ End of M. Lamoure's term of office at the close of the 2020 Shareholders' General Meeting
- ✓ From this date, he would no longer be considered independent

Proposition to appoint a new independent director at the 2020 Shareholders' General Meeting – Mr Benoît Bazin

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