

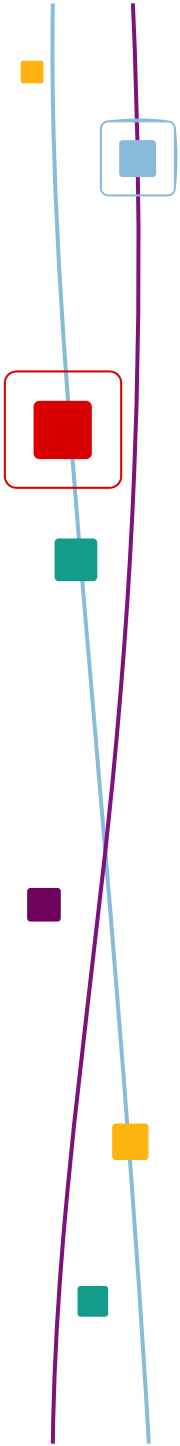
**vivendi**

# Our Sustainable Development Policy

Pascale Thumerelle

*Vice President, Sustainable Development*

*September 2010*



Vivendi  
Our ambition: offering the best to the digital generation

Vivendi is at the heart  
of the worlds  
of content, platforms  
and interactive networks

- #1 Video Games Worldwide
- #1 Music Worldwide
- #1 Alternative Telecoms France
- #1 Telecoms Morocco
- #1 Alternative Broadband Brazil
- #1 Pay-TV France



## Vivendi's contribution to sustainable development

Enabling present and future generations to:

- Satisfy their need to communicate
- Feed their curiosity
- Develop their talents
- Encourage intercultural dialogue



## Vivendi's specific characteristics

- Producer and distributor of content
- At the core of technological broadband and mobility evolutions
- Centered on the subscription model



## Our economic, social and environmental issues

### Our economic issues

- Investing in creation and leveraging our content
- Ensuring the protection of personal data
- Ongoing attention to customers' needs
- Vigilance towards suppliers

### Our social issues

- Encouraging constructive social dialogue
- Continuing an ambitious policy of employee shareholding
- Contributing to the development of territories

### Our environmental issues

- A rigorous policy
- The energy issue
- Health and mobile telephony



## Our specific issues

### Protecting and empowering youth

- Promoting rules of professional ethics
- Continuing to raise parents' and children's awareness
- Offering parental control
- Empowering youth in the new uses

### Promoting cultural diversity

- Encouraging creation in all its diversity
- Contributing to strengthening production capacities in Africa
- Promoting heritage

### Sharing knowledge

- Promoting pluralism and quality of content
- Raising awareness of sustainable development
- Encouraging intercultural dialogue
- Facilitating access to new technologies



## Implementation of the Sustainable Development Policy (1/4)

Chairman of the Management Board

On the agenda of the:

- Management Board
- Risks Committee

Meets regularly  
with civil society network  
(Paris, New York)



## Implementation of the Sustainable Development Policy (2/4)

Vivendi is one of the first CAC 40 companies to integrate performance objectives related to its social responsibility into the variable remuneration of senior executives

- Decision taken at the Supervisory Board (September 2009)
- The criteria defined for each business unit:
  - Commensurate with the expertise and the positioning of each of them
  - Pertinent and verifiable by a specialized firm
  - Able to measure the individual contribution of the Group's senior executives in terms of strategic sustainable development issues





## Implementation of the Sustainable Development Policy (3/4)

### Transversal mobilisation

Close co-operation between the Sustainable Development Department and:

- The Investor Relations Department
- The Audit Department
- The Human Resources Department
- The General Counsel
- The Communications Department



## Implementation of the Sustainable Development Policy(4/4)

- Sustainable Development Committee (6 times per year)
- External auditor's report
- Annual Sustainable Development Report
- A dedicated section on the corporate website
- A newsletter to be released

## Vivendi's ranking and references

- In November 2009, Vivendi was ranked by Goldman Sachs among the top five leading European companies in the media sector in terms of economic performance and sustainable development criteria
- Vivendi is listed in several SRI indexes :



- Vivendi answers the Carbon Disclosure Project questionnaire each year

CARBON DISCLOSURE PROJECT



Sustainable development, how much money does it make?

More than it could ever cost!

- Risk management
- Competitive advantages

## Contacts

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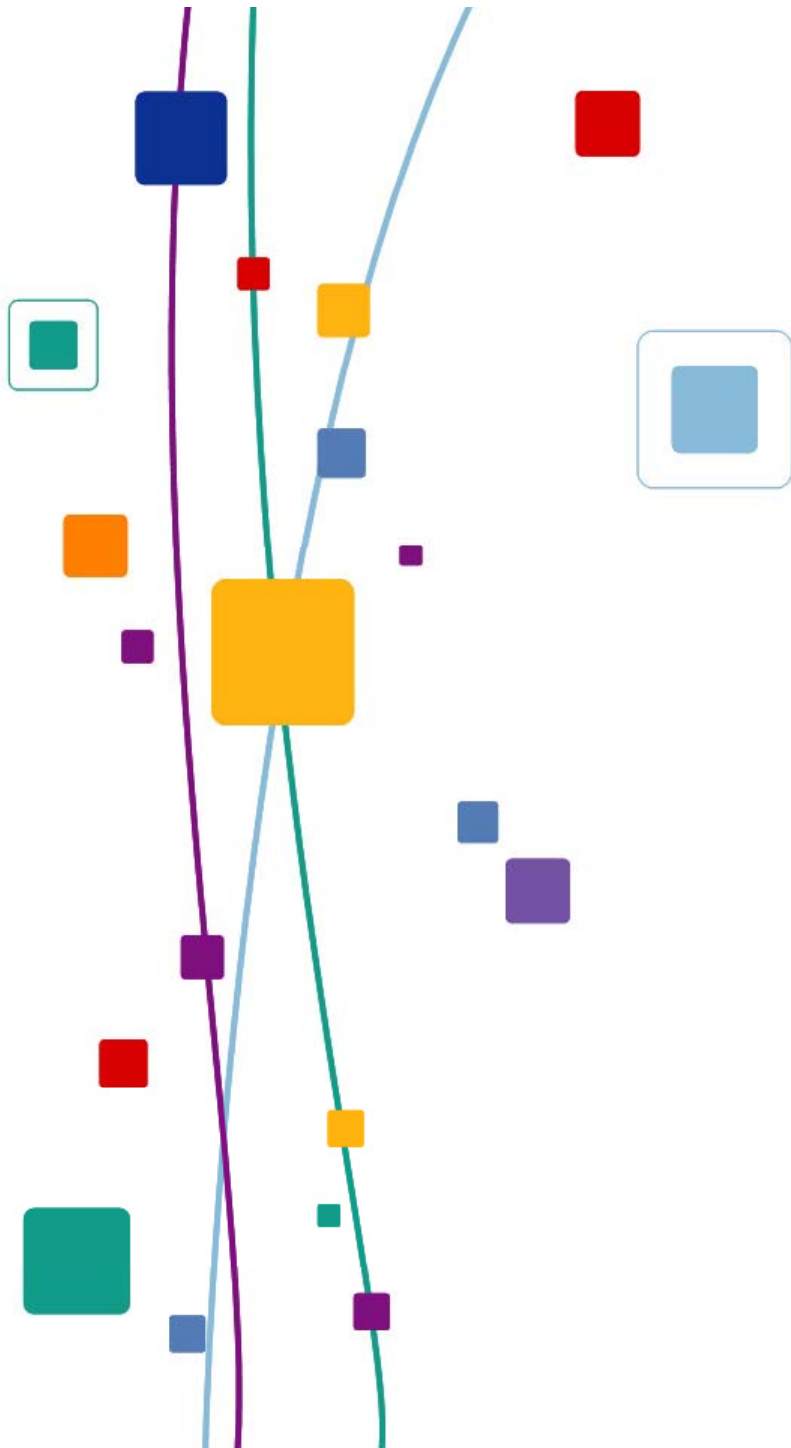
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### Sustainable Development

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Appendices

## Vivendi: Group profile

- Vivendi is at the heart of the worlds of content, platforms and interactive networks, ideally positioned to capture growing demand from consumers for mobility, broadband and digital content

- *73 million subscriptions representing 75% of sales in 2009*

- 49,000 employees, premium content and best-in-class networks, and presence in 77 countries. Our ambition: offering the best to the digital generation

■ Key figures (in EUR millions)	FY2009
➤ <i>Revenues:</i>	<i>27,132</i>
➤ <i>EBITA:</i>	<i>5,390</i>
➤ <i>Cash Flow From Operations:</i>	<i>5,237</i>
➤ <i>Adjusted Net Income:</i>	<i>2,585</i>
➤ <i>Cash dividend paid on May 11, 2010:</i>	<i>1,721 (€1.40 per share)</i>

- *Market capitalization: €24.3bn (\$32.4bn) \**

\* Closing price: €19.68 per share as of September 22, 2010



## Indicators linked to our impact and audience (June 2010)

### ■ Activision Blizzard

11.5 million subscribers to *World of Warcraft*; More than 55 million units of *Call of Duty* franchise sold around the world

### ■ Universal Music Group

A quarter of albums sold or downloaded worldwide; A music catalog with more than two million titles; Major Artists reflecting the diversity of world music

### ■ SFR

More than 20 million mobile customers; 4.7 million broadband Internet customers; 820 sales outlets close to customers

### ■ Maroc Telecom

22 million clients including 15.9 million mobile customers and 1.2 million fixed lines in Morocco ; The first operator to launch ADSL TV in Africa

### ■ Canal+ Group

12.3 million subscriptions to Canal + channel; Some 300 channels, 55 of them exclusive with CanalSat; The first French international TV operator with Canal + Overseas

### ■ GVT

3.5 million of lines in service; Coverage in 89 cities; Present in Brazil's key markets; The leader in next generation services (high-speed broadband and VoIP) and the most modern network in Brazil





# Governance

## A dual and collegial corporate governance structure

- ✓ The Supervisory Board chaired by Jean-René Fourtou (12 members)
  - 4 nationalities (1 Belgian, 9 French, 1 Dutch and 1 American)
  - 1/3 women
  - 10 independent members
  - 4 committees: Strategy Committee; Audit Committee; Human Resources Committee; Corporate Governance Committee
  - 10 meetings in 2009
- ✓ Management Board chaired by Jean-Bernard Lévy (6 members)
  - 4 nationalities (3 French, 1 German, 1 British, et 1 Moroccan)
  - The President, CEOs of business units, CFO
  - 18 meetings in 2009
  - Quarterly activity report submitted to the Supervisory Board
  - Management committees in each entity.

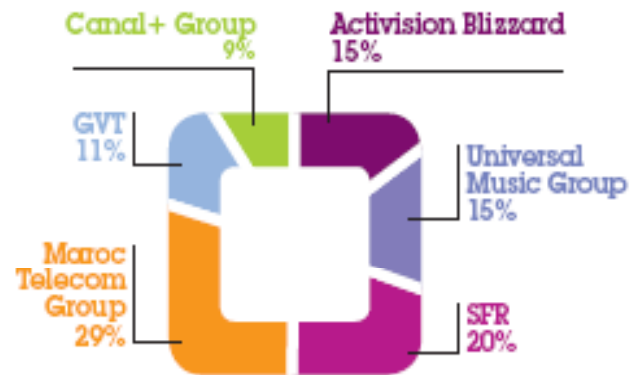
## An optimal organization of internal control

- ✓ Compliance Program
- ✓ General principles established under COSO (The Committee of Sponsoring Organizations of the Treadway Commission)
- ✓ Risk Committee
- ✓ Financial Information and Communication Procedures Committee

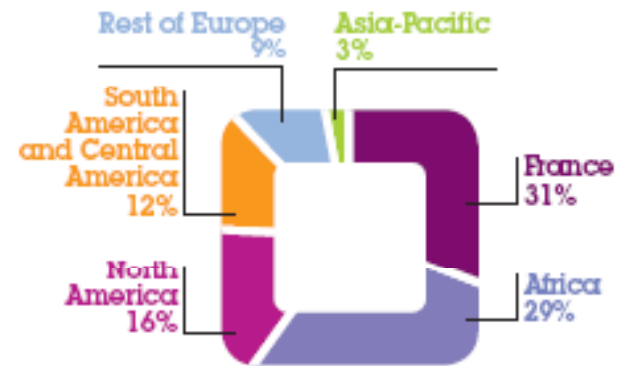
## Principal social indicators (December 2009)

- Total headcount : 49 004 employees of which 35% women

Headcount by business unit



Headcount by geographical area





## Principal environmental indicators (December 2009)

- Water consumption (in thousands of cubic meters) : 637
- Electricity consumption (in millions of kilowatt hours) : 848
- CO2 emissions (in millions of kilograms) : 248
- Waste production (in tons) : 3 771

# Vivendi corporate social responsibility program



*"Bringing joy through communications and entertainment to young people in need"*

## ✓ Objectives:

- To foster happiness through communications and entertainment (Vivendi's core businesses – video games, music, telecom, Internet, TV and film)
- To introduce young adults to Vivendi's industries and to support young talent

## ✓ Dedicated to:

- ill, marginalized, at-risk, or disadvantaged youth and young adults ages 12-25

## ✓ Countries:

- United States, UK, France, Morocco, Burkina Faso, Mali and Brazil.

<http://createjoy.vivendi.com/en>