PRELIMINARY REMARKS

- **Scope of Consolidation**

- **Non-financial reporting & methodology**
  Our non-financial methodology and reporting are detailed in Vivendi’s 2020 Annual Report – Universal Registration Document from page 104 to page 111.

- **Reported non-financial data**
  Our reported non-financial data are disclosed in our 2020 Annual Report – Universal Registration Document 2020, from pages 95 to 103.

DISCLAIMERS

- **Cautionary note regarding forward-looking statements**
  This presentation contains forward-looking statements with respect to Vivendi’s financial condition, results of operations, business, strategy, plans, and outlook including the impact of certain transactions and the payment of dividends and distributions, as well as share repurchases. Although Vivendi believes that such forward-looking statements are based on reasonable assumptions, such statements are not guarantees of future performance. Actual results may differ materially from the forward-looking statements as a result of a number of risks and uncertainties, many of which are outside Vivendi’s control, including, but not limited to, the risks related to antitrust and other regulatory approvals as well as any other approvals which may be required in connection with certain transactions and the risks described in the documents of the group filed by Vivendi with the Autorité des Marchés Financiers (French securities regulator) and its press releases, if any, which are also available in English on Vivendi’s website (www.vivendi.com). Investors and security holders may obtain a free copy of documents filed by Vivendi with the Autorité des Marchés Financiers at www.amf-france.org, or directly from Vivendi. Accordingly, readers of this presentation are cautioned against relying on these forward-looking statements. These forward-looking statements are made as of the date of this presentation. Vivendi disclaims any intention or obligation to provide, update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

- **Unsponsored ADRs**
  Vivendi does not sponsor an American Depositary Receipt (ADR) facility in respect of its shares. Any ADR facility currently in existence is “unsponsored” and has no ties whatsoever to Vivendi. Vivendi disclaims any liability in respect of any such facility.
AGENDA

1. MESSAGE FROM YANNICK BOLLORÉ

2. VIVENDI ESG AT A GLANCE
   - Our ESG journey & main structuring actions
   - Our key ESG performances
   - Green taxonomy

3. GOVERNANCE & CONTENT
   - Our corporate governance
   - Data protection & cyber security
   - Our responsible approach to content

4. VIVENDI CREATION FOR THE FUTURE
   - Our New CSR program
   - Our Climate strategy
   - Our social & societal contribution
   - Our ongoing roadmap

5. CONCLUSION
1. ESG HELPS US BUILD A BETTER WORLD
2. VIVENDI ESG AT A GLANCE
OUR ESG JOURNEY FOR A SUSTAINABLE GROWTH

OUR LONGSTANDING COMMITMENT

Definition of our first CSR commitments
A member of the United Nations Global Compact
Launch of the Vivendi Create Joy solidarity program


2014 – 2019: CSR approach in line with the Group’s repositioning
2017: Creation of a CSR Committee within the Supervisory Board

2020: A pivotal year
Global review of CSR strategy
Weight of ESG criteria applied in the determination of senior executive variable pay raised from 5% to 12%
Intensifying reporting

1 Governance
2 Reporting
3 Achievements

Societe Generale - ESG Conference - 5 October 2021
OUR MAIN STRUCTURING ACTIONS SINCE JAN. 2020

Adapting our structure
- Setting up an adequate structure coordinating networks & projects
- Gathering transversal Teams of dedicated experts on ESG topics, at a corporate level and within the Business Units

Evolving Disclosure
- Enriching the ESG reporting & developing the annual report
- Selecting key ESG KPIs

Intensifying Environmental Roadmap
- Mapping of environmental risks audited
- Finalizing SBT initiative commitment letter
GREEN TAXONOMY

Activities to be disclosed as a proportion of Turnover, Capex and Opex in our reporting*

* Under the Article 10 of the Delegated act supplementing Article 8 of the Taxonomy Regulation

As of December 31, 2021

- Climate-change mitigation
- Climate-change adaptation

As of December 31, 2022

- Climate-change mitigation
- Climate-change adaptation
- Sustainable use and protection of water and marine resources
- The transition to a circular economy
- Pollution prevention and control
- Protection and restauration of biodiversity and ecosystems

in 2022

in 2023 (still under discussion with the regulator)
### OUR KEY ESG PERFORMANCES

**Gender equality**
- 51% of Group employees are women
- 48% of managers are women
- 32% of group’s management are women

**Careers & Engagement**
- 78% employees trained
- 91% permanent jobs
- 9% voluntary turnover rate
- 2.95% employees’ stake in Vivendi’s capital
- €34.2 m newly invested employee savings

**Diversity & well-being**
- 94% of Vivendi employees are covered by health insurance
- 80 countries

**Environment**
- 2.92 Carbon intensity *
- 98.9 MWh Electricity consumption, of which 19.4 MWh from renewables sources 16.4% the electricity used

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* Scope 1 + 2, in terms of CO2 equivalent per M€ of revenues. For detailed figures, please refer to page 103 of our 2020 URD.

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Year ended December 31, 2020 (Source: 2020 Vivendi’s URD)

**Targets:**
- 34% in 2021
- 35% in 2022
3. GOVERNANCE AND CONTENT
Long term vision & decision-making

- A family Group, Bolloré Group, our reference shareholder, holds 29.5%* of share capital
- Sharing value with all stakeholders
- Management Board fully committed and aligned (ESG criteria in compensation)

Committed to the highest standards of governance & ethics

- Rolling out the Compliance program at a group level of which:
  - anti-corruption,
  - vigilance and
  - data protection
- Data Protection & Cyber Security issues are addressed by 3 different committees at the top level of governance

Responsible approach to content

- Protecting young audiences
- Increasing accessibility (price, disability, geography...)
- Responsible editorial standards (integrity, diversity...)

* As of July 26, 2021
DATA PROTECTION LAW & REGULATIONS

Vivendi’s commitment to data protection

- 2008: charter of personal data protection
- Compliance with data protection rules is one of the indicators used to determine the variable compensation of Management Board members and managers

G.D.P.R.*

- Since 2017: all subsidiaries are engaged in a global and collaborative data privacy compliance
- Under the supervision of the Group’s Chief Data Officer
- The Chief Compliance Officer, coordinates its implementation

Improving data protection measures

- Strengthening audit procedures
- Updating personal data protection & cookie management policies in line with applicable regulations
- Incorporating “privacy by design” and “privacy by default” approaches into all personal data projects

* General Data Protection Regulation
### Cyber Risk Governance

- **Risk Committee**
  - 2 meetings / year
  - Management Board

- **Audit Committee**
  - 3 meetings / year
  - Supervisory Board

- **Group alert and escalation process**
  - Immediately in case of critical incident via the Group's General Counsels

### Cyber Security Operations

- **Dedicated Information Security Officer (ISO)**
  - and security team in each BU
  - Reporting to the CFO or the CIO

- **Appropriate IT security measures at entity level**
  - Security Operation Center
  - Endpoint's protection
  - Multi-factor authentication...

- **Group ISOs community**
  - 20+ experts
  - Collaborating and exchanging on an ongoing basis (threats, best practices...)

### Group initiatives

- **Cyber Threat Intelligence (CTI)**
  - Permanent monitoring to detect and anticipate possible cyber threats

- **24/7 incident response team**
  - In place through a framework agreement with an external company

- **Cyber insurance policies**
  - In place since 2012

- **Security audits**
  - Service providers certified by the French National Information Systems Security Agency
RESPONSIBLE CONTENT

Trust, Truth, Tech

- Trust
  1st Agency to join the CAN
  Conscious Advertising Network

- Truth
  Meaningful & Responsible
  Communication

- Tech
  Carrying out audit for clients

Responsible Digital Use

- Numerous restrictions
  relating to the protection of children

- Blocking purchases &
  deactivating functions

- Going further than platforms’
  recommendations

Transforming the audience

% Premium Audience

- 26%
- 2017
- 2018
- 2019
- 2020
- > x 2
- 72%
4. VIVENDI CREATION FOR THE FUTURE
OUR NEW CSR PROGRAM

VIVENDI CREATION FOR THE FUTURE

“It places all our activities under a unified, supportive framework that maximizes the Group’s positive impact on Society”

2025 « CARBON NEUTRALITY »

MAKE CULTURE & EDUCATION MORE ACCESSIBLE

PROMOTING A MORE INCLUSIVE WORLD
Our Climate Strategy

Our Commitments at a group level and in all our businesses

- **T.C.F.D.**
  - Yes
- **S.B.T. initiative**
  - Yes
- Environmental criteria applied to the compensation of the Management Board
  - Yes

New commitment to reach “carbon neutrality” by 2025

1. Targets for the reduction of our greenhouse gas emissions
2. Residual offset as from 2025

T.C.F.D.: Taskforce on Climate-related Financial Disclosures
S.B.T. initiative: Science-Based Target initiative

Our reduction levers together with our ecosystem

- **Energy**
- **Transport**
- **Circular Economy**
- **Eco-Design**

Greener path

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T.C.F.D.: Taskforce on Climate-related Financial Disclosures
S.B.T. initiative: Science-Based Target initiative
Sustainable Publishing & Manufacturing

- Paper: Editis & Prisma use paper from certified sources (FSC, Forest Stewardship Council)
  Editis, 1st publisher in France to use 90% FSC certified paper

- Eco-design at Editis
  - choice of inks, glues, varnishes, formats...
  - and certified printers (« GreenPrinters »)

Eco-Responsible Production

- CANAL+ is a member of Ecoprod to reduce the negative impact of filming on the environment

- Full-circle approach to reducing impact in:
  - decreasing energy consumption,
  - limiting waste,
  - protecting ecosystems when filming in natural environments,
  - cutting back on transports...
SUPPORTING AMBITIOUS, LOCAL CONTENT

**Investing in cultural creativity and diversity**

- €4.0 billion invested in content in 2020
  - **Supporting** local repertoires, and talent
  - **Promoting** cultural diversity
  - **Preserving** heritage works

**Expanding local eco-systems**

- 21.8M subscribers globally
  - **CanalOlympia** is the 1st network of cinema and entertainment venues with 18 theaters in 12 countries (African continent & Madagascar)
  - Together in Africa, Canal+ & Canal Olympia support the local film ecosystem and value chain Theatrical > TV > VOD

**Widening access to all**

- Specially priced services for specific communities (youth, students…)
- Pioneering handicap-related content adaptation (audio description, adapted books…)
DIVERSITY, EQUALITY & INCLUSION (DEI)

Committed to gender equality

- Working on:
  - a quarterly committee
  - 10+ KPIs tracked twice a year

- Fighting against harassment and sexism

- Increasing women’s representation
  - in all jobs and management
  - on screen, in films and series
  - behind the camera

2018: establishing global DEI program with action plans
- Gender equality
- Ethnical & cultural representation
- LGBTQ+
- Disability
- Age

150+ action plans
42 agencies
33 countries

2020: 1st Agency to reveal its figures in North America
Rolling out DEI committees

Havas All In
#Commit to change

Scaling change all over the Group

- 12+ local DEI Taskforces around the world
- Global I&D Taskforce setting the framework
- Global pilot of social footprint tracking tool Mixity across 5 subsidiaries to be expanded in 2022

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OUR ONGOING ROADMAP

CARBON REDUCTION ACTION PLAN
- Targets to be approved by SBT before the end of the year

THEMATIC GLOBAL TASKFORCES
- Driving implementation and tracking progress on environmental, societal and social change

CONTINUOUS REVIEW OF VISION & STRATEGY
- Risk mapping update, materiality analysis started

KPI DEFINITION & MEASUREMENT
- Ongoing review of reporting, adaptation to upcoming CSRD
5. CONCLUSION
Hervé Philippe
TO CONCLUDE

1. WE ARE ESG VIRTUOUS
2. ESG EMBRACED AT THE TOP LEVEL OF THE MANAGEMENT
3. ALL OUR BUSINESSES ARE INVOLVED
4. WE ARE CONTINUOUSLY INVESTING IN OUR ESG JOURNEY
5. WITH THE STRONG MOTIVATION & AMBITION TO CONTRIBUTE POSITIVELY
COMPLIANCE & ETHICS

3 Committees at the top level
- Compliance Committee
- Risk Committee
- Audit Committee

Compliance
- Group’s Compliance Department
- Chief Data Officer
- Audit Compliance team

Anti-Corruption Policy
- Anti-Corruption Code
- Operating practices within the Group
- Assessment procedures & Controls on anti-corruption policy measures

Management Board

Group Compliance Officer and Compliance department

Compliance Committee
- Group Chief Compliance Officer
- Group Compliance Officer
- Compliance department
- Audit and Risk department
- Audit Compliance team
- Chief Data Officer

Risk Committee

Audit Committee

Audit Compliance team (2 members)

Subsidiary Compliance Officers and compliance contacts at operating entities