EXANE
ESG CONFERENCE
27th Sept. 2022
ESG INVESTOR PRESENTATION
PRELIMINARY REMARKS

▪ Scope of Consolidation

▪ Non-financial reporting & methodology
Our non-financial methodology and reporting are detailed in Vivendi’s 2021 Annual Report – Universal Registration Document from page 114 to page 117.

▪ Reported non-financial data
Our reported non-financial data are disclosed in our 2021 Annual Report – Universal Registration Document 2021, from pages 106 to 113.

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.

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SUMMARY

1. ESG performance 2021
2. Update, year 2022 to date
3. Governance & Responsible approach to content
4. Talent, Diversity Equality & Inclusion
5. Commitment to contribute to a net-zero carbon world
6. Contribution to underserved communities
7. Conclusion
8. Q & A
1. ESG Performance 2021
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

2003

2008

2014

1 Governance
2 Reporting
3 Achievements

2019

Global review of CSR Strategy
New CSR Program
Vivendi Creation for the Future

2020

Rolling out of the CSR Program in our businesses
Finalizing environmental roadmap

2020: a pivotal year

Weighting of ESG criteria in Management Board’s variable compensation from 12% to 15%
Improving disclosure
Organizing more ESG investor meetings

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ESG JOURNEY: OUR LONGSTANDING COMMITMENT
OUR CSR PROGRAM

“Creation Unlimited”
Our purpose
(raison d’être)

“Unleashing creation by revealing all talent, valuing all ideas and cultures and sharing them with as many people as possible.”

Taking action for a carbon neutral world

Make culture accessible to the greatest number

Build a more inclusive world
OUR MAIN ESG STRUCTURING ACTIONS IN 2021

- Rolling out of our CSR Program Vivendi Creation for the Future with new global and transversal projects:
  - materiality matrix and non financial risks matrix
- Intensifying our efforts towards ESG investors, 38.2% of our share capital *
  - Dedicated meetings
  - CAC 40 ESG® index
- Enriching the ESG reporting & developing the annual report
- Developing relevant information and details
- Selecting key ESG KPIs
- New KPIs created, in coherence with our ESG Strategy
- Submitting of the group’s carbon reduction plan to the Science-Based Targets initiative in Dec. 2021
- Approval expected in 2022 for end
- 1st stage: decarbonation of our businesses with a 30% reduction** of our carbon emissions by 2025

* Nasdaq IR insight – as of 30th June 2022 – Core and Broad ESG in investment strategy.
** Reduction target relating to scopes 1 and 2 ; targets for scope 3 are aligned to the SBTi trajectory.
2021 KEY ESG PERFORMANCE: OUR MAIN PROGRESS ACHIEVED compared to 2020

Reducing our carbon footprint

- Greenhouse gas emissions
  Carbon intensity \(^{(1)}\): 4.07 -1.2% yoy
  T eq. CO2: 38,194 \(^{(2)}\) +6.9% yoy

- SBT i: Vivendi’s targets aligned to SBT i targets
  1st stage: 30% reduction \(^{(3)}\) of our emissions by 2025

- Targets awaiting validation by SBT i, expected in 2022

Improving gender equality

- Proportion of women
  - in the headcount\(^{(4)}\)
    53% +1 pt yoy
  - in manager position\(^{(4)}\)
    52% +2 pts yoy
  - in management bodies\(^{*}(4)\)
    35% +1 pt yoy

Target achieved on year ahead

Stepping up efforts in governance & ethics

- Weighting of ESG criteria in Management Board’s variable compensation
  15%\(^{(5)}\) +3 pts yoy
  (and +10 pts, compared to 2019)

- Bonus 2021: environmental target not fully achieved

- Employees trained, anti-corruption measures,
  83%\(^{(6)}\) +7 pts yoy

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(1) Carbon intensity: in terms of CO2 emissions equivalent per M€ of revenues - Scopes 1 + 2 - based on constant scope of consolidation (excluding UMG and Prisma Media).
(2) Scopes 1 + 2 - based on constant scope of consolidation (excluding UMG and Prisma Media).
(3) On scopes 1 + 2.
(4) Based on the scope of consolidation excluding UMG and including Prisma Media, and social reporting methodology.
(5) Annual short-term variable compensation - To be proposed to the General Shareholders’ Meeting to be held on April 25, 2022.
(6) Based on % of employees present at the end of December 2021 and eligible to participate in the training program.
* As a percentage of women on our businesses’ executive committees and the Vivendi SE Executive Committee.
**KEY ENVIRONMENTAL FIGURES***

Year ended December 31, 2021

- **Greenhouse emissions**
  - Greenhouse gas emissions
    - Carbon intensity (1): 4.07 -1.2%
    - T eq. CO2: 38,194(2) +6.9%
  - Even if our current trajectory is consistent with our long term target, we need to make a greater effort

- **Renewable energies**
  - 18% of energy consumption are coming from renewable sources (9% in 2018)
  - Renewables energies are fully integrated in our plan with the ambition to accelerate

- **European Green Taxonomy (2)**
  - Eligibility to climate change adaptation objective
    - 60.1% of Revenues
    - 90.4% of Capex
    - < 5% of Opex
  - Non eligible activities: advertising, publishing, video games and magazine publishing

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* For all the definitions, calculation methods and scope of reporting, please refer to the Vivendi 2021 Universal Registration Document – Chapter 2.

(1) Carbon intensity: in terms of CO2 emissions equivalent per M€ of revenues - Scopes 1 + 2 - based on constant scope of consolidation (excluding UMG and Prisma Media).

(2) Pursuant to the Taxonomy Regulation and the Delegated Acts.
KEY SOCIAL FIGURES*
Year ended December 31, 2021

Gender equality
- 57% of promoted people are women **NEW**
- 56% of new recruitments are women **NEW**
- Professional Equality Index (FR) Canal+ France = 90/100 Havas/BETC = 91/100 Editis/Interforum = 90/100 Vivendi SE = 88/100

Careers
- 74% employees trained
- 89% permanent jobs
- 17.6% voluntary turnover rate
- 10.7% recruitment of students, hired at the end of their internship/work-study contract **NEW**

Employee savings
- €40m **(1)** optional and statutory profit-sharing plans
- 2.7% employees’ stake in Vivendi’s share capital
- 1 employees’ dedicated share capital operation at a preferential price each year **(2)** since 2008

Well-being
- 94% of employees covered by health insurance and
- 79% above and beyond legal requirements
- 65% of people benefiting from the possibility of working from home **NEW**

* For all the definitions, calculation methods and scope of reporting, please refer to the Vivendi 2021 Universal Registration Document – Chapter 2.

**(1)** Gross costs of the group’s French companies.
**(2)** Except in 2021 and in 2014

GOVERNANCE AND COMPLIANCE OF OUR BUSINESSES
Year ended December 31, 2021

Governance

- Management bodies *(1)
  35% +1 pt yoy are women, target achieved on year ahead

Increased Targets management bodies
  38% in 2022
  40% in 2023

- ESG criteria progressively included in all annual short term variable compensation of management bodies

Anti-corruption policy

- The Anti-Corruption Code has been translated into 24 languages

- Employees trained, anti-corruption measures
  83%*(2) (76% in 2020)

- Online training module dedicated and specific classroom training for the most exposed to corruption risk employees

Vigilance plan

- Strengthening in 2021 measures to prevent risks and mitigate serious infringements of human rights, fundamental freedoms, health and safety, environment, suppliers

- Scope: all our activities, Prisma Media will join the plan in 2022

Whistleblowing system updated in 2021

* For all the detailed information - Universal Registration Document – Chapter 2
(1) Based on the scope of consolidation excluding UMG and including Prisma Media, and social reporting methodology.
(2) Based on % of employees present at the end of December 2021 and eligible to participate in the training program.
**ESG INVESTOR & RATINGS**

Continuous increasing weight of ESG investor in Vivendi’s share capital, over the last two years.

Key last ESG Scores, extra-financial agencies:

- **VigeoEiris**: 65/100 - **up**
- **Sustainalytics Risk**: 10.5 – Top Performer - stable
- **MSCI**: AA – Leader - stable
- **CDP**: C - stable

Key ESG Indexes:

- CAC 40 ESG
- MSCI EMU ESG Leaders
- Euro Stoxx 600 ESG
- FTSE4Food
- Ethibel Sustainability Index Excellence EU

Source: Nasdaq, Shareholders Analysis, Core ESG + Broad ESG investors
A RESPONSIBLE GROUP ACROSS ALL BUSINESSES

Environmental certifications

Impactful & award-winning content

Inclusive workspace

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2. Update, year 2022 to date
OUR ONGOING EFFORTS, YTD 2022

**Governance**
- **NEW** Corporate Governance
- Prisma Media joins the extra-financial reporting and the vigilance plan
- Pursing our work on European Taxonomy and C.S.R.D.

**Social & Societal**
- Headcount evolution
  - 37,785 people at the end of June 22 (compared to 35,911 Dec. 21)
- Responsible Communication
  - Prestigious Awards at Cannes Lions for Havas Group Campaigns

**Environment**
- Climate Strategy: Finalizing our targets and roadmap by SBT i validation expected by year-end
- Canal+ set-top boxes: Taskforce created on carbon emissions’ analysis
- Energy efficiency plan in each business and acceleration of renewable sources in energy consumption
NEW CORPORATE GOVERNANCE
as from June 24, 2022

New Governance

- Management Board
  6 members
  with 4 NEW people

- NEW Executive committee
  7 NEW members

- Total of 13 leaders in the leadership Team

- Long-term vision and renewed ambition

Operational & Strategic

- Integrating businesses at the heart of the Corporate Governance in coherence with the NEW Vivendi

- Supporting all the group’s businesses in their major strategic priorities: transformation, internationalization and integration

- Working better together to free up energy and create value

Women representation

- 7 women, a 54% ratio
  5 coming from each of our businesses
  of whom 3 are CEOs

- Dedicated experts with deep experience and pivotal roles:
  Human Resources, Strategy & Innovation, Communication, Legal, Compliance and CSR
3. Governance and Responsible approach to Content
CANAL +: INVESTING IN CULTURAL CREATIVITY AND RESPONSIBLE CONTENT

Year ended December 31, 2021

Expanding eco-systems internationally

- 23.7 million subscribers globally
- Shifting the center of gravity from France to the international level
- 62% international subscribers: in Europe, Africa and Asia (< 50% in 2015)

Investing in cultural creativity

- €3.4 billion devoted to financing programs
- > 50% in local programs
- Nearly €500 million invested in French and European cinema
- Preserving heritage works with 120 films restored

Responsible Content

- Data responsible use with a lower data consuming
- Responsible editorial standards (e.g., integrity, diversity…)
- Increasing awareness on societal topics with permanent programs
- Bechdel test: women representation > 75% of the series’ episodes Créations Originales passed the Test in 2021
RESPONSIBLE APPROACH TO CONTENT

- Trust
  1st Agency to join the CAN Conscious Advertising Network
- Truth
  Meaningful & Responsible Communication
- Tech
  Carrying out audit for clients

- Numerous restrictions relating to the protection of children
- Blocking purchases & deactivating functions
- Going further than platforms’ recommendations

% Premium Audience

- 26% 2017
- 82% 2021

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CYBER SECURITY & RESILIENCE

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
  certified by the French National Information Systems Security Agency
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
4. Talent, Diversity, Equality & Inclusion
EMPLOYEES MAPPING
Year ended December 31, 2021

Headcount by area

- North America 13%
- Europe 58%
- Asia Pacific 14%
- South and Central America 8%
- Africa 7%

Headcount 35,911

Headcount by business

- Havas Group 55%
- Canal + 21%
- Editis 7%
- Prisma Media 3%
- Gameloft 8%
- New Initiatives 3%
- Corporate 1%
- Vivendi Village 2%

Headcount by age

- < 25 9%
- 25-34 40%
- 35-44 28%
- 45-54 16%
- >54 7%

Average age 36.9

Voluntary Turnover rate* (1)

- 2019 19.5%
- 2020 10.1%
- 2021 17.6%

* For all the definitions, calculation methods and scope of reporting, please refer to the Vivendi 2021 Universal Registration Document – Chapter 2.
(1) At constant scope; methodology of social reporting
HAVAS: TALENT PRACTICES

- 2021 Group Engagement survey
  82% Participation Rate
  +3pts Engagement from 2020
  No themes went down from 2020

- Highest scoring of 11 themes: fairness and belonging, my manager, people & teams, my agency, my role.

- Areas of focus: Growth & Development, Personal and work-life balance, especially for women

- **NEW 2021** Great Place to Work Certified
  Havas Health & You

- 2018: global DE&I program established:
  agency action plans focused on: Gender equality, LGBTQ+, Disability, Age, More

- 2022 global DE&I Commitments:
  160+ action plans
  52 agencies and 30 countries

- Regional DE&I plans:
  2020: NA Commit to Change plan; first Network to share representation figures
  DE&I Charter established in UK
  2021: DE&I plan rolled out in France

- Femmes Forward
  Specialized training to advance women: 150+ promoted women since 2018.
  **NEW 2021**: Femmes Forward On Air
  **NEW 2022**: Femmes Academy for junior women 1-3 years experience

- EMERGE Manager Development Program
  rolled out in Europe and APAC

- **NEW 2021** Be Kind To Your Mind
  Comprehensive mental wellness programming: expert lead sessions, Havas mental health champions, Wellness Wednesdays and more

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**Engagement**
HavaSay

**DE&I**
Havas All In

**Training & Well-Being**
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

Affirming importance of women in gaming, even if they are less represented

- “ShePlays”: Program launched in 2021 coaching and training for women
  12 participants (EU & USA)
  3 were promoted

- % of women at Gameloft between 2018 and 2021
  headcount: 21% to 25%
  managers: 23% to 25%

- 12+ local DE&I Taskforces around the world

- Global I&D Taskforce setting the framework

- Expanding the global pilot of social footprint tracking tool Mixity across

Scaling change all over the Group
5. Commitment to contribute to a net-zero carbon world
OUR CLIMATE STRATEGY

Our Commitments

- **T.C.F.D.** Taskforce on Climate-related Financial Disclosures
  - YES

- **Environmental criteria** applied to the compensation of the Management Board
  - YES

- **S.B.T. i** Science-Based Target i
  - 2020: commitment made to SBT
  - 2021: targets aligned to SBT
  - 2022: validation of current targets
  - YES

Taking action for a carbon neutral world *

1. Reducing GHG emissions ** of our businesses (2)(3)
   - 1st stage: -30% by 2025

2. Involving our partners and suppliers in our efforts

3. Offsetting residual emissions as from 2025 to contribute to global net-zero

Our reduction levers

- purchases
- eco-design
- energy
- transport

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(1) Annual short-term variable compensation.
* Roadmap and targets are awaiting validation by SBTi.
** GHG : Greenhouse Gas emissions, Tons of CO2 eq
(2) Scopes 1, 2; in line with the Paris Agreements (Accords de Paris) - Scope 3 includes: business travel, energy consumption not included in Scopes 1 & 2, upstream and downstream freight and waste.
(3) Scope 3 also includes set-top boxes in France for Canal+. Targets for scope 3 are aligned to the SBT i well-below 2°C et 2°C trajectory.
REDUCING OUR CARBON FOOTPRINT

### 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…
6. Our contribution to underserved communities
OUR CONTRIBUTION TO UNDERSERVED COMMUNITIES
AFRICA & SOLIDARITY

- Provider of ultra-high-speed Internet access in Africa
- 6 countries: Gabon, Togo, Republic of Congo, Ivory Coast, Rwanda, Burkina Faso
- +1,000,000 homes and businesses
- High demand, continuing to extend its FTTH

- 18 Canal Olympia theaters in 12 African countries
- Creation of a local ecosystem
- African films scheduled each month
- Generation of additional income and legitimacy for producers, allowing them to develop new audiovisual projects
- Affordable entrance ticket: €2 on average

- Our solidarity program launched in 2008 supporting professional training projects
- +50 projects/year co-built with our partner associations
- For teenagers and young adults under 26 years old
- In Europe (France, GB, Poland…) and Africa (Senegal, Cameroon, Benin…)
VIVENDI FOR UKRAINE

- 620 employees in 2 studios in Kharkiv and Lviv
- €600,000 donated to employees & advance payment of their March 2022 salaries
- Solidarity with the teams based in Romania, Hungary and Bulgaria
- Removing games from Russian game apps and platforms

- 250 employees in 1 Village
- €280,000 from employee donations
- Logistical support
- Pursuing activities from other Havas’ offices in Europe
- Missions across the world thanks to the TalentSpace platform
7. Conclusion
TO CONCLUDE

1. WE ARE ESG COMMITTED

2. AT THE TOP LEVEL OF THE MANAGEMENT

3. ALL OUR BUSINESSES ARE INVOLVED

4. WITH THE STRONG AMBITION TO CONTRIBUTE POSITIVELY

5. AND REINFORCED WITH THE NEW GOVERNANCE
8. Q & A