



SOCIETE GENERALE ESG CONFERENCE INVESTOR PRESENTATION



PRELIMINARY REMARKS

▪ **Scope of Consolidation**

The financial and non-financial data are presented as of December 31, 2020. For detailed information on Vivendi's perimeter, please refer to pages 10 and 11 and 345 and 346 of our 2020 Annual Report – Universal Registration Document, available online at <https://www.vivendi.com/en/publication/annual-report-universal-registration-document-2020/>.

▪ **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.

▪ **Un-sponsored ADRs**

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

AGENDA

1. MESSAGE FROM YANNICK BOLLORE

Yannick Bolloré

2. VIVENDI ESG AT A GLANCE

Delphine Maillet

Our ESG journey & main structuring actions
Our key ESG performances
Green taxonomy

3. GOVERNANCE & CONTENT

Hervé Philippe

Our corporate governance
Data protection & cyber security
Our responsible approach to content

4. VIVENDI CREATION FOR THE FUTURE

Caroline Le Masne

Our New CSR program
Our Climate strategy
Our social & societal contribution
Our ongoing roadmap

5. CONCLUSION

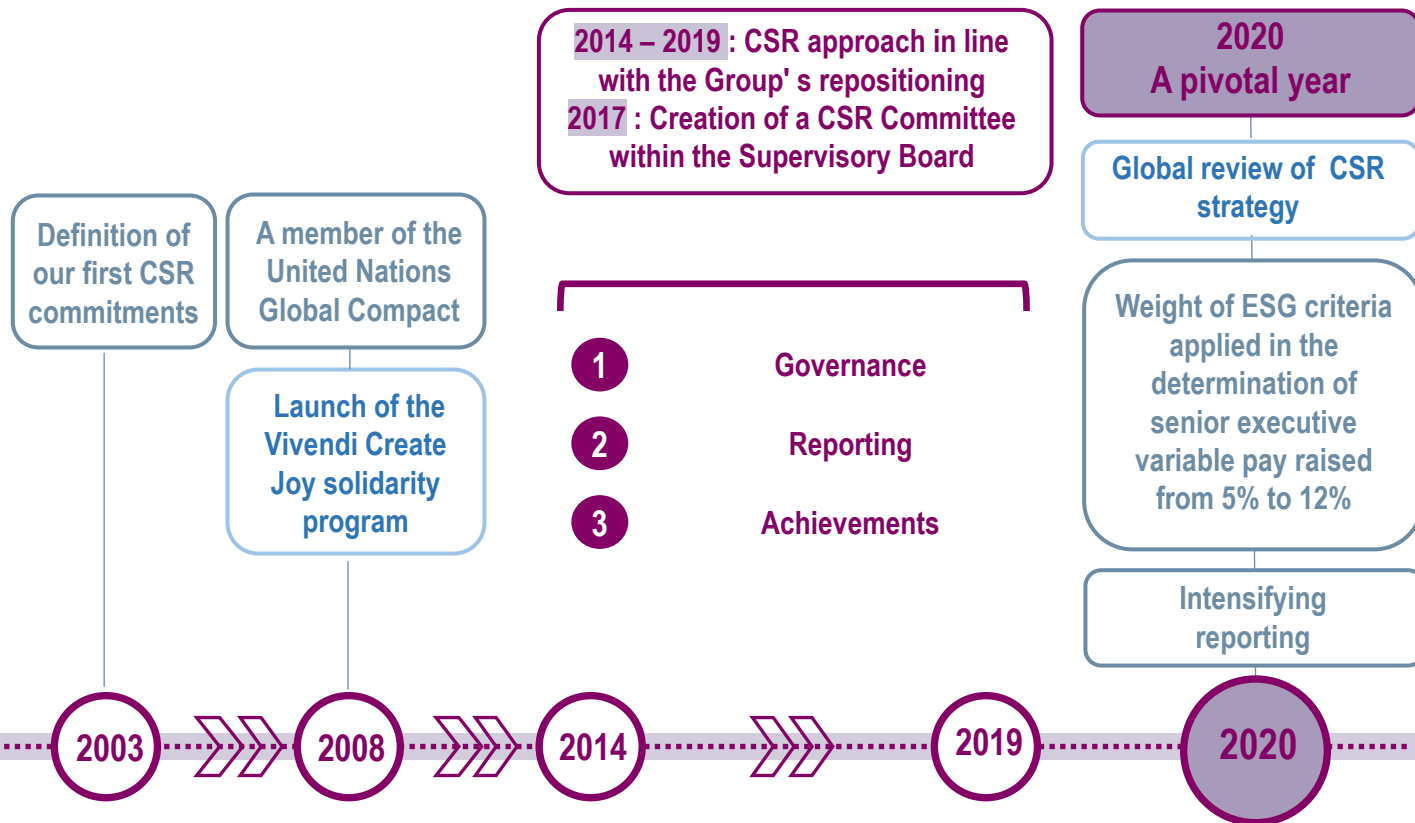
Hervé Philippe

1. ESG HELPS US BUILD A BETTER WORLD

2. VIVENDI ESG AT A GLANCE

OUR ESG JOURNEY FOR A SUSTAINABLE GROWTH

OUR LONGSTANDING COMMITMENT



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

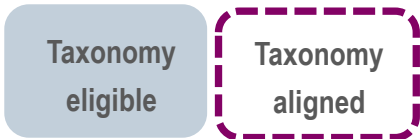
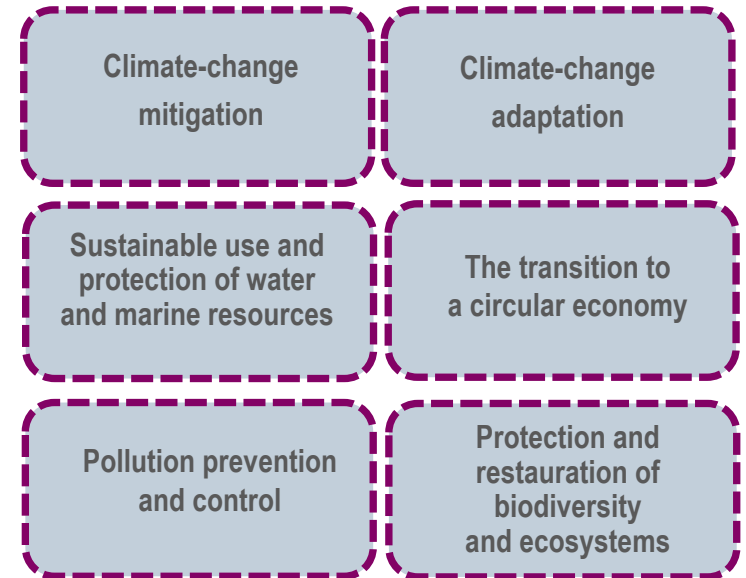
- **Mapping of environmental risks** audited
- **Finalizing SBT initiative** commitment letter

GREEN TAXONOMY

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

As of December 31, 2021

As of December 31, 2022



in 2022

in 2023
(still under discussion with the regulator)

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

OUR KEY ESG PERFORMANCES

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

Gender equality

- **51%** of Group employees are women
- **48%** of managers are women
- **32%** of group's management are women

Targets:

34% in 2021

35% in 2022

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

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

3. GOVERNANCE AND CONTENT

OUR CORPORATE GOVERNANCE

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)

* As of July 26, 2021

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...)

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 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**
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

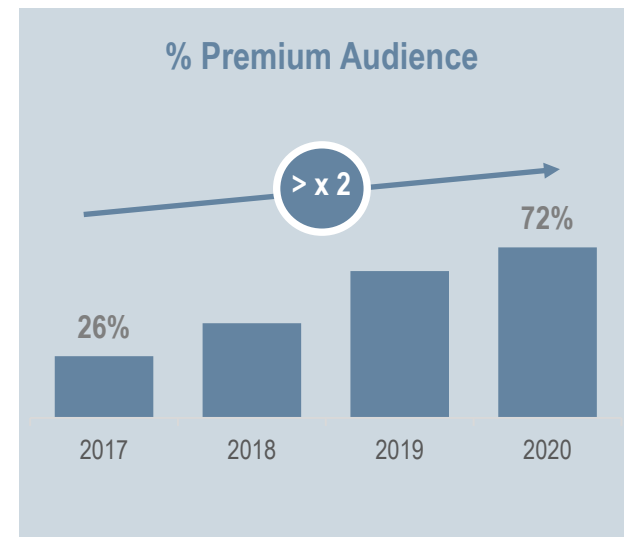


Responsible Digital Use

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



Transforming the audience



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 »

- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND



MAKE CULTURE & EDUCATION MORE ACCESSIBLE

- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES



PROMOTING A MORE INCLUSIVE WORLD

- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES

OUR CLIMATE STRATEGY

Our Commitments at a group level and in all our businesses

T.C.F.D. **YES**

S.B.T. initiative **YES**

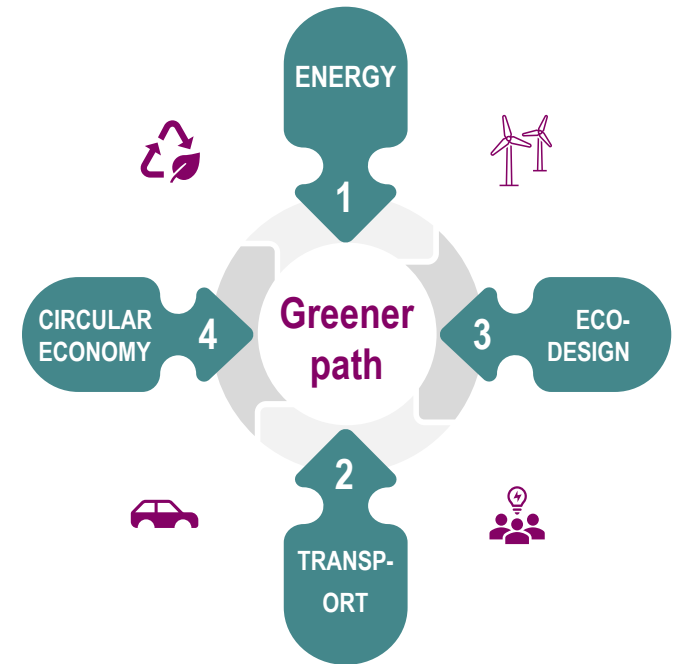
Environmental criteria applied to the compensation of the Management Board **YES**

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



REDUCING OUR CARBON FOOTPRINT



Sustainable Publishing & Manufacturing

Eco-Responsible Production

- **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 »)

- **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

CANAL+

- **21.8M subscribers globally**

CANAL  **OLYMPIA**

- **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



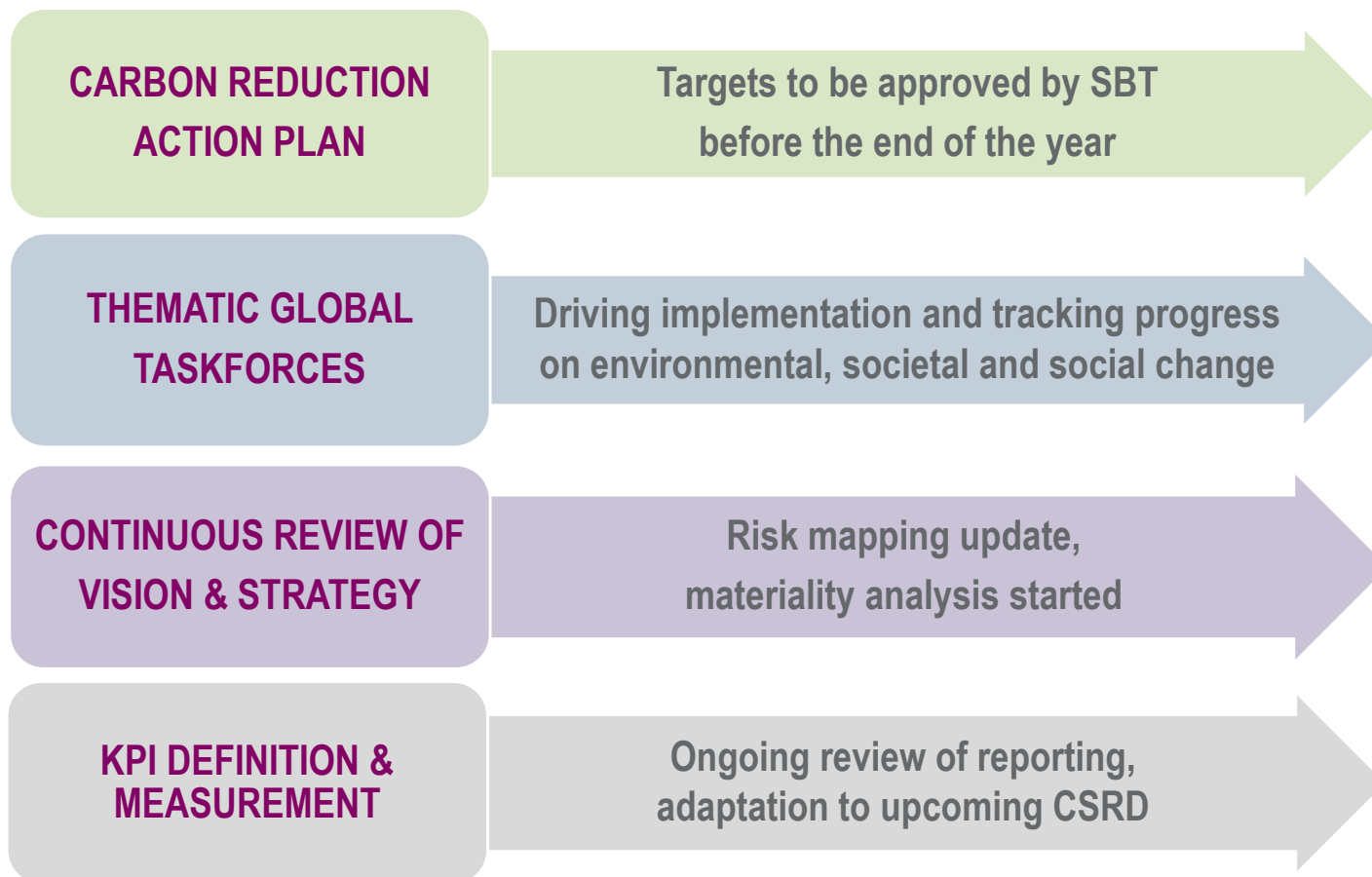
Havas All In #Commit to change

- **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

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 Mixture** across 5 subsidiaries to be expanded in 2022

OUR ONGOING ROADMAP



5. CONCLUSION

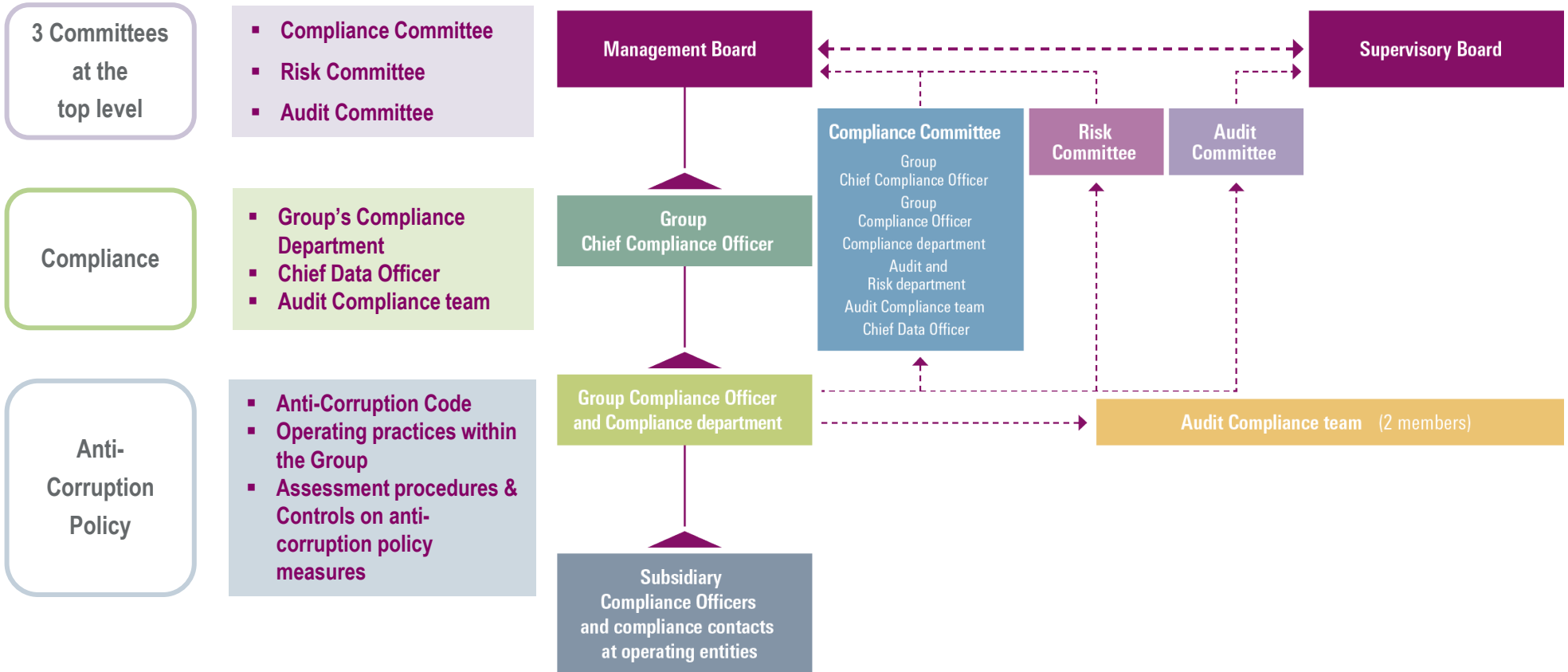
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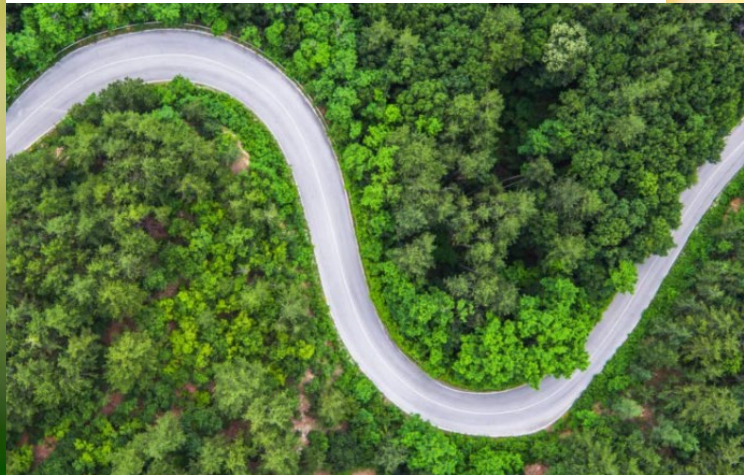
TO CONCLUDE

- 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

APPENDICES

COMPLIANCE & ETHICS





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