



**EXANE**  
**ESG CONFERENCE**  
**27<sup>th</sup> Sept. 2022**

**ESG INVESTOR**  
**PRESENTATION**

**vivendi**

**SAISON 2**

## PRELIMINARY REMARKS

- Scope of Consolidation

The financial and non-financial data are presented as of December 31, 2021. For detailed information on Vivendi's perimeter, please refer to page 8 and 242 of our 2021 Annual Report – Universal Registration Document, available online at <https://www.vivendi.com/en/publication/annual-report-universal-registration-document-2021/>

- 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](http://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](http://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

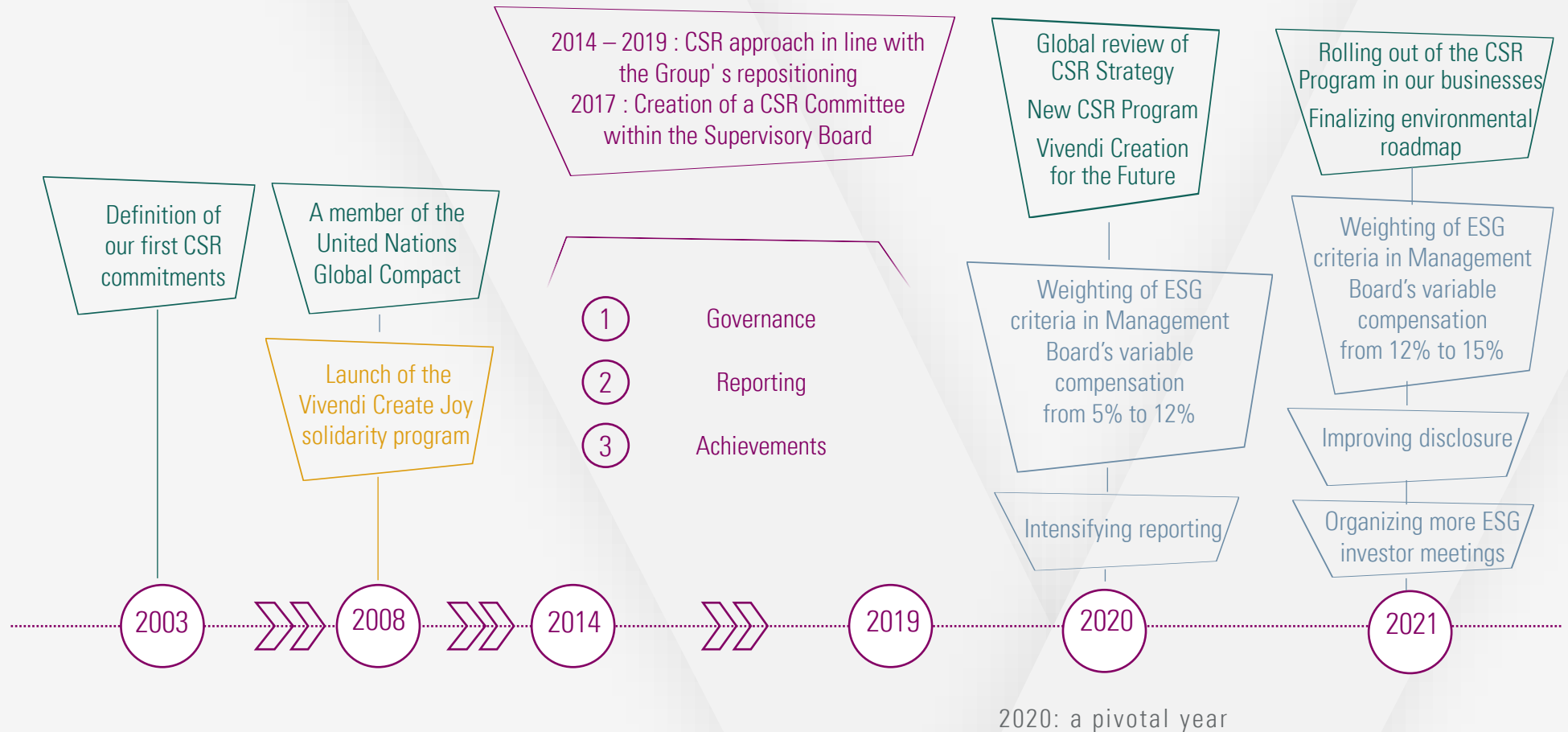
*Vivendi does not sponsor an American Depositary Receipt (ADR) facility in respect of its shares. Any ADR facility currently in existence is "un-sponsored" and has no ties whatsoever to Vivendi. Vivendi disclaims any liability in respect of any such facility.*

# 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

# ESG JOURNEY: OUR LONGSTANDING COMMITMENT



# OUR CSR PROGRAM



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



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

## Intensifying ESG integration

- 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<sup>®</sup> index

## Improving Disclosure

- 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

## Finalizing Environmental Roadmap

- 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 30<sup>th</sup> 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 <sup>(1)</sup>: 4.07 -1.2% yoy  
T eq. CO2: 38,194 <sup>(2)</sup> +6.9% yoy
- SBT i: Vivendi's targets aligned to SBT i targets  
1<sup>st</sup> stage : 30% reduction <sup>(3)</sup> of our emissions by 2025
- Targets awaiting validation by SBT i, expected in 2022

### Improving gender equality

- Proportion of women
    - in the headcount<sup>(4)</sup>  
53% +1 pt yoy
    - in manager position<sup>(4)</sup>  
52% +2 pts yoy
    - in management bodies\*<sup>(4)</sup>  
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%<sup>(5)</sup> +3 pts yoy  
(and +10 pts, compared to 2019)
- Bonus 2021: environmental target not fully achieved
- Employees trained, anti-corruption measures, 83%<sup>(6)</sup> +7 pts yoy

(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 <sup>(1)</sup>: 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 <sup>(2)</sup>

- 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

This is the sense of our Climate Strategy

\* 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 <sup>(1)</sup> 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 <sup>(2)</sup> 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 <sup>\*(1)</sup>  
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%<sup>(2)</sup> (76% in 2020)
- Online training module  
dedicated and specific classroom  
training for the most exposed to  
corruption risk employees

Whistleblowing system updated in 2021

## 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

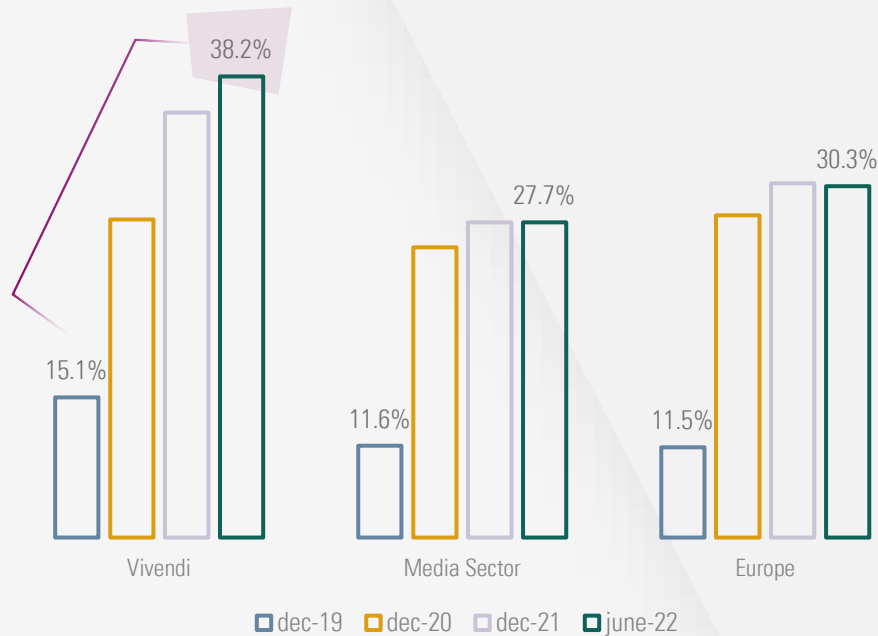
\* For all the detailed information - Universal Registration Document – Chapter 2

(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



Source : Nasdaq, Shareholders Analysis, Core ESG + Broad ESG investors

## 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

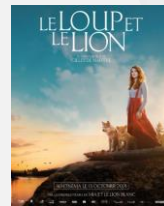
- CAC 40 ESG
- MSCI EMU ESG Leaders
- Euro Stoxx 600 ESG
- FTSE4Food
- Ethibel Sustainability Index Excellence EU

# A RESPONSIBLE GROUP ACROSS ALL BUSINESSES

Environmental certifications



Impactful & award-winning content



Inclusive workspace



## **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 internationnally

- 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, Truth, Tech

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



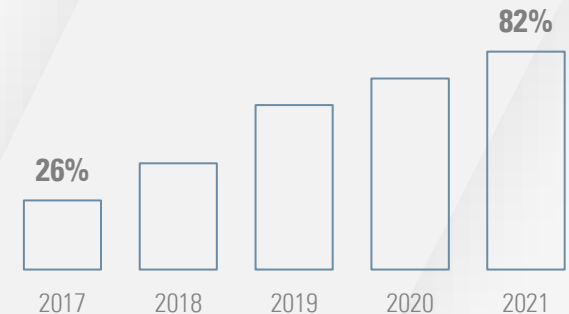
Responsible Digital Use

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



Transforming the audience

% Premium Audience



# 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

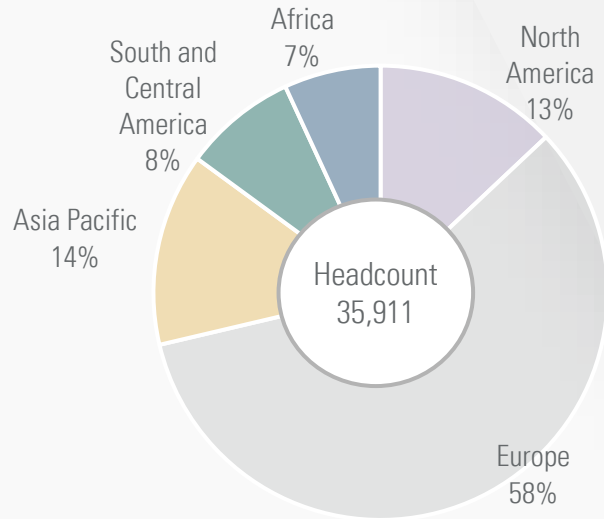
\* General Data Protection Regulation

# 4. Talent, Diversity, Equality & Inclusion

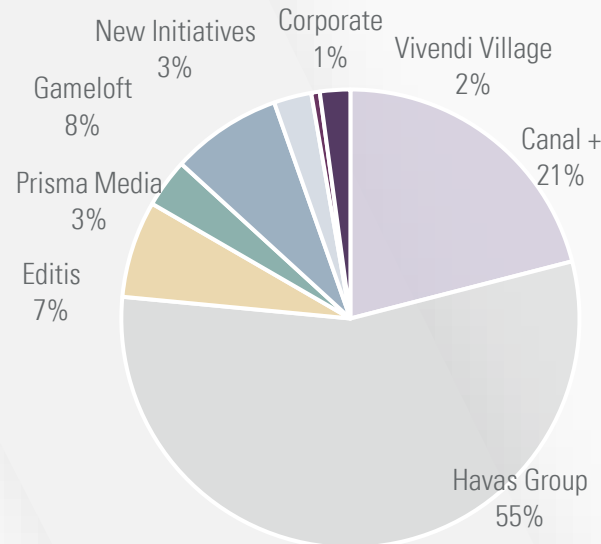
# EMPLOYEES MAPPING

Year ended December 31, 2021

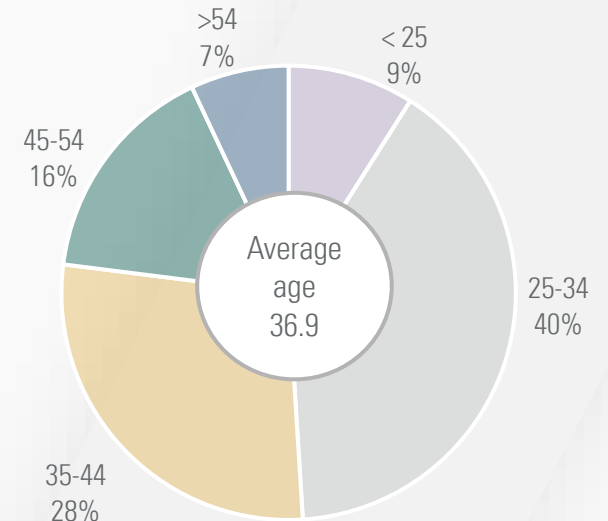
### Headcount by area



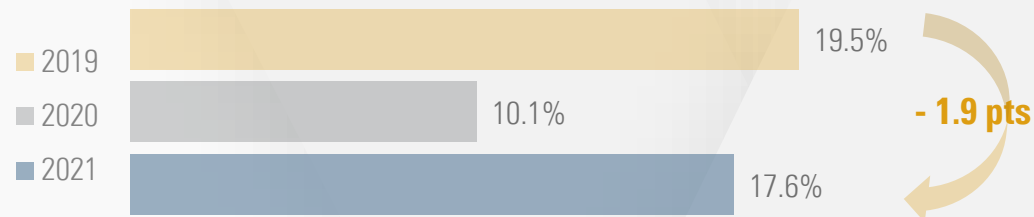
### Headcount by business



### Headcount by age



### Voluntary Turnover rate\* (1)



\* 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

## Engagement HavaSay

- 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

## DE&I Havas All In

- 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

## Training & Well-Being

- 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



# DIVERSITY, EQUALITY & INCLUSION (DE&I)



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%

**Scaling change  
all over the Group**

- 12+ local DE&I Taskforces around the world
- Global I&D Taskforce setting the framework



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

## **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 <sup>(1)</sup>

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 <sup>(2)(3)</sup>

1<sup>st</sup> 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

(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, 1<sup>st</sup> 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