SUBSCRIPTION PERIOD

4 May to 22 May 2026

CASTOR INTERNATIONAL

RELAIS 2026

Invest in VINCI

Bonus share grants*

* Conditional upon an initial investment (see procedures inside)

Richard Nourry/Photothèque VINCI

Pierre Anjolras
Chief Executive Officer

For the 2026 edition of Castor International, Saudi Arabia and India are joining the countries eligible for the scheme. Together, VINCI employees are the Group's largest shareholder.

Sharing the results of our performance is one of the eight commitments of our mission statement. As a tangible expression of this commitment, in 2026, the Castor International programme concerns more than 80% of employees outside France.

By subscribing to VINCI shares through the Castor International Relais 2026 (a temporary employee shareholding fund), you are choosing to invest in the Group and contributing to its long-term success.

In order to support you in your approach, I invite you to read this brochure and the documents related to this transaction carefully. You will also find them on castor.vinci.com. I hope many of you will once again take part in this programme specially designed for you and which nurtures our sharing culture.

VINCI in 2025

294,000 employees worldwide, Including 186,000 outside France

386,000 projects per year

Approximately €**74.6** billion in revenue

VINCI, a Group that improves lives and cares about the planet

VINCI is a global leader in concessions, energy and construction services, employing 294,000 people in over 120 countries. Its mission is to design, finance, build and manage infrastructure and equipment that contribute to the improvement of everyday life and mobility for everyone. Because its vision of success is a global one, VINCI is committed to the high environmental, social and societal performance of its activities. VINCI's projects are in the public interest, and therefore VINCI believes that listening to and engaging in dialogue with all its project stakeholders is a key element of its operations. VINCI's goal is thus to create long-term value for its customers, shareholders, employees, partners and society as a whole.

WITH CASTOR, you are the Group's largest shareholder

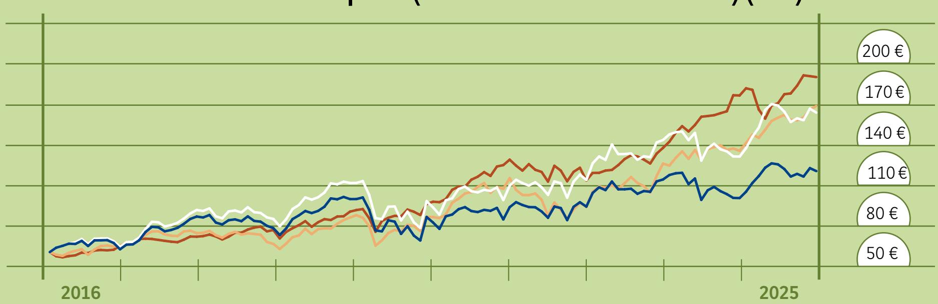
For the past 14 years, VINCI has offered the majority of its international employees the opportunity to become Group **shareholders** through Castor International under preferential conditions through an FCPE (company mutual fund).

Today **more than** 170,000 employees and former employees are shareholders in the VINCI Group through the Castor plans.

The **Castor International 2026** offering is open to a scope of **more than 140,000 employees in 45 countries** that are key to VINCI's growth strategy.

With this offer, you can receive up to 80 free VINCI shares after three years and put aside savings in the medium term.

Movements in VINCI's share price (01/01/2016 to 31/12/2025) (in €).



VINCI
VINCI (dividends reinvested)
Euro STOXX Const & Mat (dividends reinvested)
MSCI World Large Cap (dividends reinvested)

Average annual share performance from 01/01/2016 to 31/12/2025 (expressed in euros and with dividends reinvested)

VINCI share	Euro STOXX Const & Mat	MSCI World Large Cap
+10.74%	+11.07%	+12.42%

Past performance of the share is not a guarantee of future results.

The VINCI share price is available on the castor.vinci.com website.

3 BENEFITS
to joining this program

A financial contribution in the form of bonus shares

- VINCI will match your savings with a bonus share grant, calculated by share purchase bracket.
- The bonus shares will vest and be delivered after three years' time, subject to the conditions outlined below.
- The rule favors small-scale savers with the first 10 shares subscribed eligible for 20 free shares.

When you subscribe for up to... [(1)]	Your company will grant you bonus shares for an amount of... [(2)]	Or a total of up to...
1 to 10 shares	2 bonus shares for the equivalent of 1 share subscribed as of the first share	**20 bonus shares** (10 shares x 2)
11 to 40 shares	1 bonus share for the equivalent of 1 share subscribed as of the 11th share	**50 bonus shares** (10 shares x 2) + (30 shares x 1)
41 to 100 shares	1 bonus share for the equivalent of 2 shares subscribed as of the 41st share	**80 bonus shares** (10 shares x 2) + (30 shares x 1) + (60 shares x 1/2)

For the calculation :

(1) The number of shares subscribed in these calculations corresponds to the amount of your initial investment, divided by the VINCI share subscription price, rounded down to the next whole number.

(2) The number of bonus shares granted is rounded down to the next whole number.

Dividends paid by VINCI

- You will receive dividends, if applicable, paid by VINCI from the date of the share subscription and also in respect of the bonus shares after they have vested.
- Dividends paid on the shares held through the Castor International FCPE (company mutual fund) plan will be automatically reinvested and the number of shares held will increase.

Payment of the costs by your company

As an employee, you incur no account custody fees, and no entry fees.

In return for these benefits, you agree :

- to a **three-year lock-in period for your savings** (except in the cases of early release specified);
- to the **risk involved in investing in shares**, and that your capital may go up as well as down;
- to the risks associated with the fluctuations of the Saudi Arabian Riyals against the euro;
- the concentration of risks on the securities of a single company. Each policyholder is advised to assess the need to diversify their investments.

How do I **SUBSCRIBE?**

Who can subscribe?

All employees in a VINCI Group company that is a member of the International Group Savings and Share Ownership Plan, **and** who have been **employed by the company for a period of at least six months**, whether consecutive or not, in the past 12 months **on the date of subscription.**

Please note: This offer is not made to residents of the United States. For more information, please refer to the Castor International 2026 FCPE (company mutual fund) Relais regulations and Key Information Document (KID). Pursuant to provisions of Regulation (EU) no. 833/2014 and Regulation (EU) no. 725/2006, as amended, the offer is not made to Russian Nationals and persons residing in Russia, nor to Belarusian nationals and persons residing in Belarus, except (i) in case of Russian nationals, if those persons are nationals of an EU Member State, of a member country of the European Economic Area or Switzerland, or have a temporary or permanent residence permit in an EU Member State, a member country of the European Economic Area or in Switzerland, and (ii) in case of Belarusian nationals, if those persons are nationals of an EU Member State or have a temporary or permanent residence permit in an EU Member State.

How do I subscribe?

Subscribe online at castor.vinci.com

or

- **Fill in** the paper subscription form
- **Return** it to Human Resources

For your subscription to be processed, please make sure you have sent the subscription payment to your Castor correspondent.

How much?

The minimum contribution is the subscription price of **1 VINCI share** (i.e., approximately 528.24 Saudi Arabian Riyals as of 31/12/2025). The final price will be set based on the subscription price in euros determined on 30/04/2026 and the official exchange rate on 29/04/2026.

1 VINCI share < Your contribution < **25% of your gross annual salary for 2026***

* Calculated on the basis of all salaries and bonuses received from January 1, 2026 and estimated salaries and bonuses to be received based on your employment contract up until December 31, 2026.

What price?

The subscription price is:

- equal to the **average share price for the last 20 trading days** (average prices weighted by volume) prior to the start of the subscription period;
- determined by the **Chief Executive Officer**, duly authorised by the Board of Directors.

When?

- The subscription period runs from **May 4 to May 22, 2026**, inclusive.**
- Online subscriptions are **possible until May 22, 2026, 11:59 p.m. Paris time**.
- Subscription forms returned outside of these dates will not be considered.

Subscription period

May 4, 2026 **May 22, 2026**

*** Subject to the Chief Executive Officer decision by delegation of the Board of Directors.*

What happens in the event of over-subscription?

If the total number of shares requested exceeds the number of shares in the budget reserved for the offering, subscription requests will be reduced using the average subscription method:

- The total number of shares offered is divided by the number of subscribers to obtain the «average subscription».
- Subscriptions less than or equal to this average are allocated in full. The portions of subscriptions exceeding this average will be allocated in proportion to the number of shares requested.

How does the Relais fund work?

1 Initial subscription — 2 Capital increase — 3 Relais + Castor International FCPE fund **merger**

You hold units in the FCPE Relais fund — then — You hold units in the Castor International FCPE

1. You will initially hold units in the **Castor International 2026 FCPE Relais fund**.
2. On the date of the capital increase (scheduled for July 2, 2026), **the FCPE Relais fund will subscribe for VINCI shares** at the predetermined price.
3. **The FCPE Relais fund will then merge into the Castor International FCPE** once approved by the Supervisory Board and the French Financial Markets Authority (AMF).

How can I

ACCESS MY SAVINGS?

When will my savings be available?

July 2, 2026 — 3 years — **July 2, 2029**

Your investment is **locked up** | Your savings are **available** to you

However, there are situations in which you can apply for **early release** of your savings:

- **termination of your employment contract** (retirement, resignation, redundancy);
- **departure of your employer** from the scope of eligible companies;
- **disability**; or
- **death.**

Your definitive bonus VINCI shares vest if you:

- are still an **employee** of the Group;

and

- have **retained** all of your initial investment.

You are then **free** to:

- **hold** your VINCI shares;

or

- to **sell** all or part of them at any time.

Special rules on the allocation of bonus shares

Upon subscription, you will benefit from the right to bonus shares if you are an employee on July 2, 2026. The vesting of bonus shares is conditional upon being an employee with the VINCI Group in three years' time, i.e., on July 2, 2029.

During this period, however, certain rules relating to the right to bonus shares shall apply, notably:

- **Retirement or layoff** (for a reason other than misconduct);
- **The company for which you work is no longer** within the scope of eligible companies;
- **Change of employer and country** within the VINCI Group; or
- Beneficiary's **death or disability**.

- Your employer **pays** you a **bonus*** equal to the number of bonus shares initially granted, multiplied by the subscription price in euro of one VINCI share as part of the Castor International 2026 offering.
- In return, you **will not receive the bonus shares.**

- **Resignation or layoff for misconduct**;
- Request for **early access** to your savings (at the end of your fixed-term contract).

- You will **immediately and permanently lose** your entitlement to bonus shares.
- **No financial compensation**.

** For countries outside the eurozone, the exchange rate applied will be the rate on the date of your departure from the company.*

How do I find out the value of my savings?

It follows the price of the VINCI share

You can check the value of your savings

on castor.vinci.com at any time

or on your account statement

To access your savings?

Sur le site castor.vinci.com website

or

Contact your Human Resources or Payroll team

WARNING

Subscribers' attention is drawn to the fact that risk is inherent in investing in shares. **Risks include loss of capital and the risk that the value of your investment may go up as well as down**, under the influence of factors that are internal or external to the VINCI shares.

This document is not a contractual agreement. It supplements the Key Information Documents of the Castor International 2026 FCPE Relais fund and the Castor International FCPE fund approved by the French Financial Markets Authority (AMF), and the regulations of the International Group Savings and Share Ownership Plan. These documents are available on the website castor.vinci.com.

All dates given in this document **are subject to change in the case of events affecting the smooth running of the operation.**

VINCI reserves the right to cancel the plan at any time.

New subscribers will receive e-mail notification, to activate their online account, following 2 July, 2026; existing subscribers will see their purchase in their current account, after 2 July, 2026.

GLOSSARY

Bonus share:
A share granted to the beneficiary free of charge.

Dividend:
A part of the net profits of the company paid to the shareholders.

FCPE (company mutual fund):
The FCPE comprises jointly-owned transferable securities divided into shares and reserved for employees of one or several companies. By investing in an FCPE, the person becomes a "shareholder" of this FCPE.

Share:
A financial instrument representing a fraction of a company's capital. By owning shares in a company, shareholders own a part of the company.

Subscription price:
Is calculated based on the average of the VINCI share price (volume-weighted average prices) over the twenty trading days preceding the start of the subscription period.