



# MEDIA RELATIONS GUIDE



# EDITORIAL

**W**ith more than 280,000 employees and €68.8 billion revenue in 2023, VINCI has a very strong reputation in its business sector. Its concessions, energy and construction businesses leave a lasting impact on the regions where they operate and expose the Group to uninterrupted public opinion.

Against this backdrop, external communication, in particular with the media, makes a positive contribution to expanding the Group's business activities. It not only protects VINCI's reputation but also helps boost its visibility and gives the full range of stakeholders a better understanding of the Group. The crucial and strategic responsibility of external communication rests with communication specialists. Our task is increasingly complex at a time of massive, rapid and uninterrupted change in the media landscape and the way in which information is disseminated.

From the overall strategy to the communication tools used, digital technologies have for several years now, been disrupting the media and information sector. As communication specialists, we are in the vanguard of this transformation. The widespread use of generative artificial intelligence, social media is disintermediating communication with our audiences: the media and our end users, partners and investors. Communication now takes place immediately, via multiple channels. In an even more far-reaching change, everyone has now become an active communication player.

We are now a part of a multi-participant communication system centred on influencers and users and operating at a pace requiring extreme responsiveness. We must rise to the challenge of taking the new multidimensional communication features and codes on board. In this respect, the decentralised organisational structure that underpins VINCI's business model is a major asset.

However, decentralisation also means that we must pay very close attention to communication at all times to ensure that the messages we disseminate externally are always consistent. This is especially important for a listed group such as ours, because the principles and rules applying to financial communication require us to account publicly and transparently for our activities, our financial performance and our governance.

**"We are all caretakers,  
responsible for protecting  
VINCI's image together!"**

To address this issue, we think it is important to develop tools enabling us to ensure the consistency of our external communication and to make these tools available to you. We are all caretakers, responsible for protecting VINCI's image together!

This Media Relations Guide is designed as a practical tool that will enable you to gain time and simplify your working methods in your day-to-day operations. It serves as a reminder of the main principles applying to media communication and sets out advice and best practices that should be adopted throughout VINCI.

The key to successful communication is to share experience and pass on expertise.  
Now it's up to us!

---

**Pierre Duprat**

*Vice-President, Corporate Communications*

# CONTENTS

P.5 **1 | WHY AND HOW DO YOU DO MEDIA RELATIONS?**

- P.6 A | What are media relations for?
- P.6 B | Media relations, how do you do it?
- P.7 C | An evolving ecosystem

P.8 **2 | WHAT ARE THE MAIN PRINCIPLES OF MEDIA COVERAGE?**

- P.10 A | The principles and golden rules of successful communication
  - 1- Principles
  - 2- The 8 golden rules
- P.11 B | Drafting messages for the spokesperson
  - 1- The "5W" rule
  - 2- The "PIMS" method
- P.13 C | The right posture to adopt

P.14 **3 | THE DIFFERENT MEDIA TOOLS**

- P.15 A | The press release
- P.17 B | The press kit
- P.17 C | The interview
- P.20 D | The press conference
- P.22 E | The press trip
- P.22 F | Social networks

P.24 **4 | HOW DO WE DO IT AT VINCI?**

- P.25 A | How to manage media requests?
- P.26 B | The press release validation cycle
  - 1- VINCI press releases
  - 2- Business line/division/company press releases
  - 3- Press releases on projects or infrastructure in operation
  - 4- Partner/provider press releases

P.30 **5 | THE FIRST STEPS IN A CRISIS**

- P.31 A | How to identify a crisis?
- P.31 B | Monitoring, a pillar of prevention
- P.32 C | Deal with media requests

P.33 **APPENDICES**



## WHY AND HOW DO YOU DO MEDIA RELATIONS?

## A | WHAT ARE MEDIA RELATIONS FOR?

In this age of infobesity and "fake news" haunting social networks, the traditional media have a card to play: that of the reliability of information delivered by a professional respecting ethics. It's a return to basics for many journalists, who have given different names to these practices of checking what they publish ("truth from falsehood", "fact checking", etc.). In the current context of inflation in the production of written material, sound and video, journalists still have a certain authority, an audience that is often more qualitative than the one of social networks and a good sense of pedagogy, which VINCI can benefit from in terms of credibility. For example, an article written by a journalist about our environmental strategy is less likely to be seen as "greenwashing" than one we would published in one of our own media.

The aim of media relations is to use the authority and credibility of an independent, ethical journalist's signature to convey positive messages about VINCI and show how the Group is doing something useful for citizens and society in general. The media audience is often very diverse; it can be more targeted if necessary (geographically with local newspapers or thematically with the trade press).

The exercise is certainly much less onerous than an advertising campaign, but you have to accept a certain

amount of frustration, even risk: the journalist remains free and responsible for what he or she writes or says, and may present our news in a way that does not fully satisfy us. This makes it even more important to spend time with journalists, to explain our business, our challenges, our specific features and our constraints (regulatory, contractual, technical) so that they can appreciate our successes for themselves.

The final advantage of well-established media relations is the proximity created with journalists in the event of a crisis. A journalist who knows us and follows us on positive subjects, with whom we have been transparent on several occasions, and whom we have welcomed on our construction sites and infrastructure concessions, will be all the more inclined to put a crisis subject concerning us into perspective or to contextualise it for their readers or audience. And in all cases to warn us, to ask for a reaction, in short to avoid us discovering a negative comment with delay.

In conclusion, media relations enable VINCI to maintain a relationship of trust between our brand and the public, who are often the ultimate beneficiaries of our concession, energy and construction businesses.

## B | MEDIA RELATIONS HOW TO DO IT?

There are five basic components in media relations: the medium, the topic, the message, the context and the journalist. As we have a wide choice of media (newspapers, magazines, radio, TV, the Internet), and a choice of channels in each of those media (sections, programmes, etc.), we can target the stakeholders we want to reach (employees, suppliers, partners, customers, elected officials, neighbours, non-profits, etc.) very finely.

To do that, we need a methodical approach, factoring the topic, context and medium into the equation, and choosing the right key message and the right illustrations.

But media relations are also about relationships. You have to be willing to interact with the media (give and take) and build a trust-based relationship with journalists.

## C | AN EVOLVING ECOSYSTEM

Social networks, blogs and forums have reshuffled conversations between companies and their audiences. Journalists are no longer the only channel.

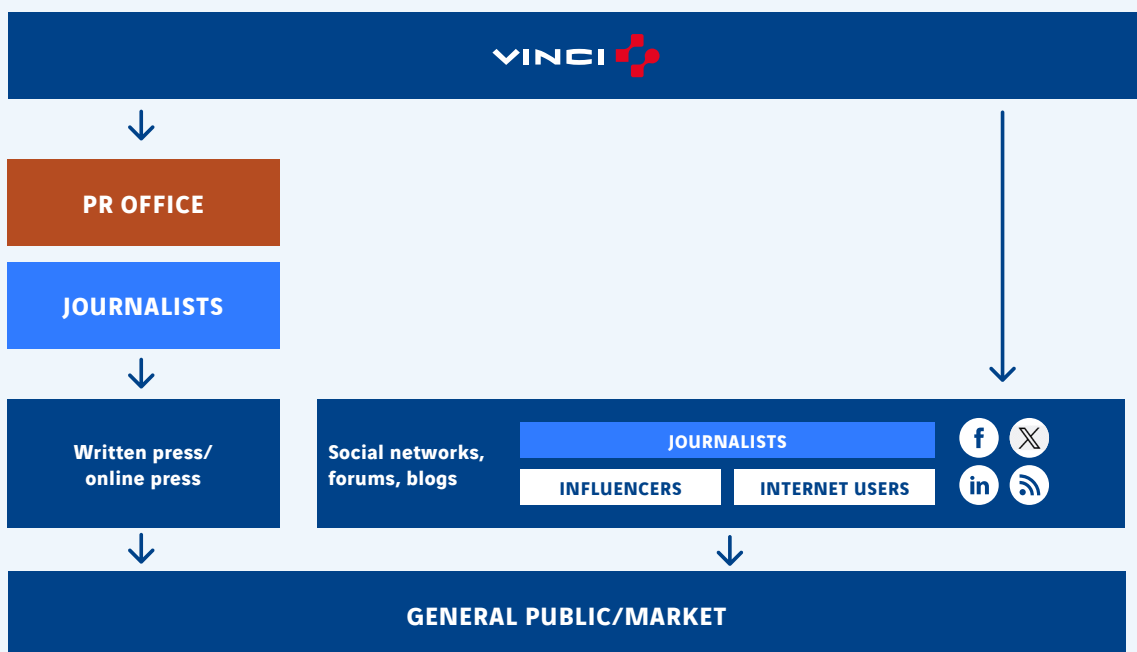
Media relations now span a variety of dimensions we need to take into account.



### MEDIA RELATIONS YESTERDAY



### MEDIA RELATIONS TODAY

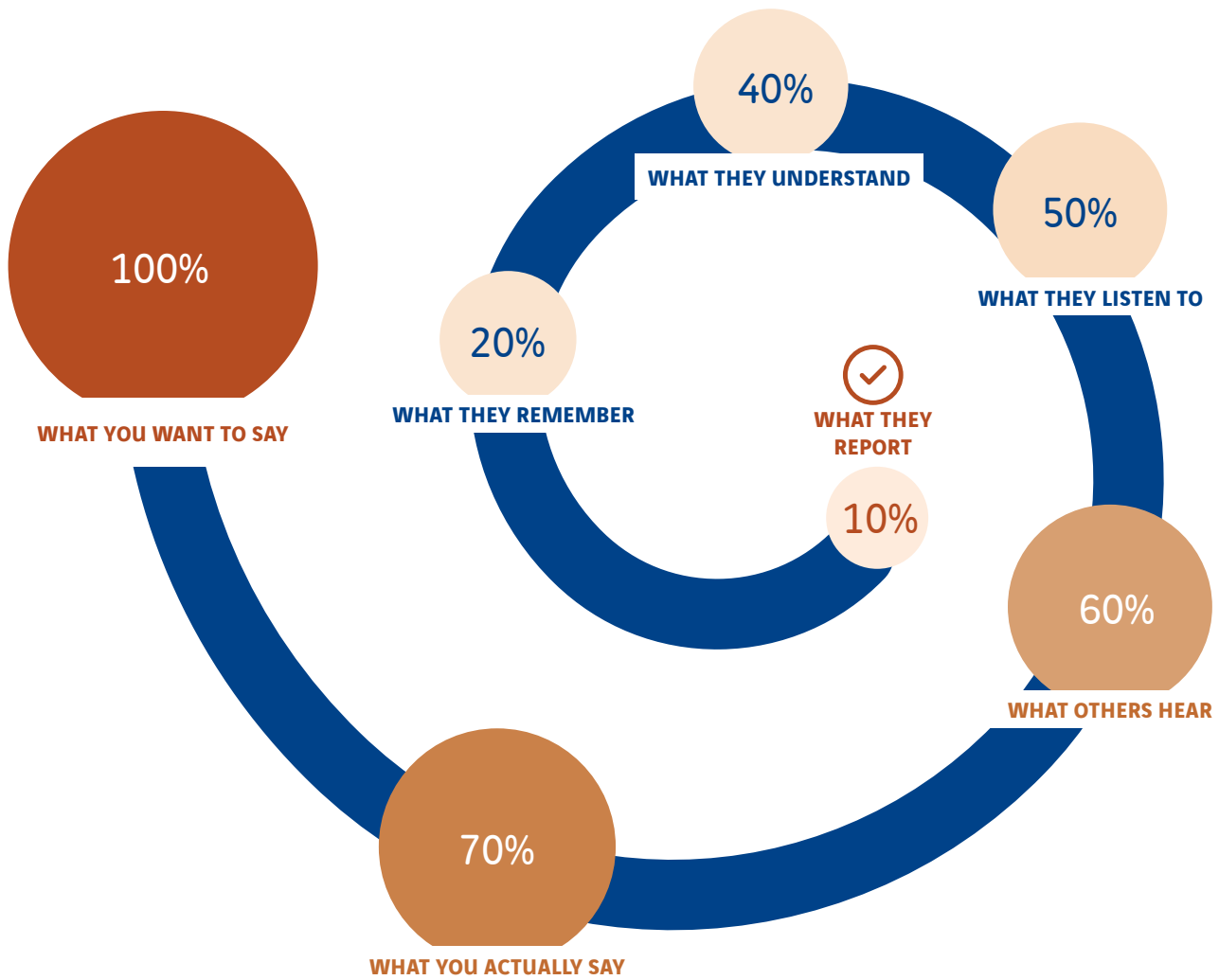




2

## WHAT ARE THE MAIN PRINCIPLES OF MEDIA COVERAGE?

**When you prepare your messages, remember that your audience will not understand or remember everything you say. So keep your wording simple and to the point.**



SOURCE: OMA FORMATION

**EXAMPLE**

*VINCI wishes to announce that one of its subsidiaries is "rearranging and optimising its activities" What we want to say: a positive message.*



*This can be understood as "VINCI is restructuring" and reported as "VINCI is firing".*

## A | THE PRINCIPLES AND GOLDEN RULES OF SUCCESSFUL COMMUNICATION

### 1 - PRINCIPLES



#### Inform

Bring an issue, problem or news to the public's, customers' or future customers' attention.



#### Defuse

Anticipate and forestall possible "media drifts", thwart or deny inaccurate information. You need very sharp eyes and ears on media coverage to do this.



#### Represent

Establish that you are the key contact/expert, so journalists or public stakeholders don't seek other sources of information.



#### Explain

Shed light on a situation, recent development or measure.



#### Stand up

Stand by your position, stand accountable under fire, in a crisis, etc.

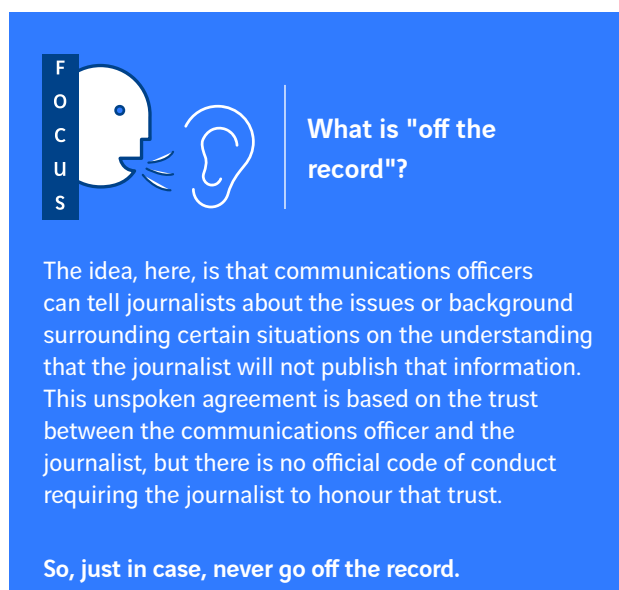


#### Rally

Rally people in the company while you are talking to people outside it: everything you say outside the company will circle back to your employees.

## 2 - THE 8 GOLDEN RULES

- 1 Never reply on the spot.
- 2 Get the journalist's contact details, call back at a more convenient time.
- 3 Contact the Communications Department, make sure you are authorised to reply.
- 4 I read the Media Relations methodological Guide.
- 5 Remember the journalist knows less about the issue than you do; prepare your key messages, run them by the Communications Department for approval.
- 6 I choose the messages I want the journalist to pick up, without aiming to be exhaustive.
- 7 Review the journalist's verbatim and submit them for approval before they are published.
- 8 Never talk to a journalist "off the record".



**FOCUS**

### What is "off the record"?

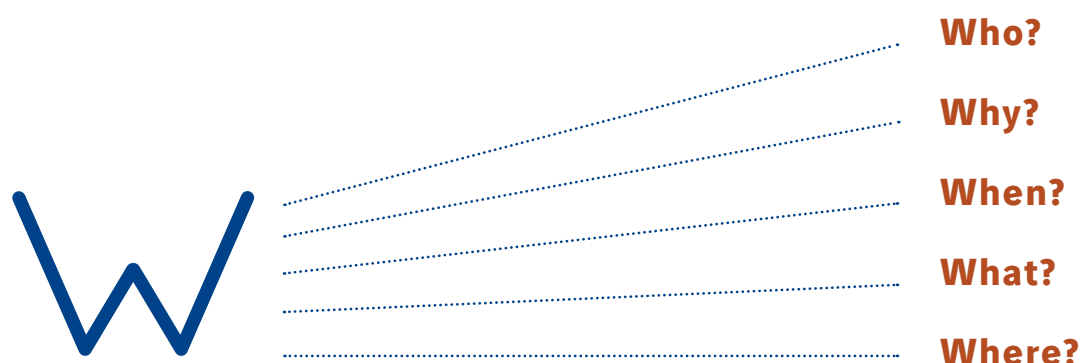
The idea, here, is that communications officers can tell journalists about the issues or background surrounding certain situations on the understanding that the journalist will not publish that information. This unspoken agreement is based on the trust between the communications officer and the journalist, but there is no official code of conduct requiring the journalist to honour that trust.

**So, just in case, never go off the record.**

## B | DRAFTING MESSAGES FOR THE SPOKESPERSON

### 1 - THE "5 W" RULE

The "5 W" rule is the 5 key questions that you need to answer when you prepare your key messages.



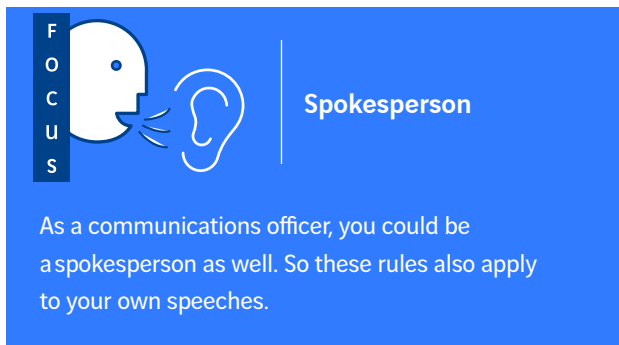
## 2 | What are the main principles of media coverage?

### 2 - THE "PIMS" METHOD

It's important to prepare the "reflex" phase (especially when a crisis hits or your phone starts ringing off the hook for another reason) to be able to deal with the media's requests very promptly. This method doesn't just work very well during a crisis: it is also very helpful for everyday communications.

Using this communications method properly will ease some of the media pressure. More than for the other targets, the message you send journalists at this point needs to be factual and keep them on hold. It needs to free up time to build any essential messages you need to send out (and free up time to deal with the crisis).

As head of communications, your job is to help the spokesperson prepare, illustrate, control and simplify his or her message.



**FOCUS** Spokesperson

As a communications officer, you could be a spokesperson as well. So these rules also apply to your own speeches.

#### — Prepare

Note down the journalist's question and forward it to the spokesperson. **The spokesperson must never reply on the spot.**

Help the spokesperson list precisely:

- what she/he wants to say: i.e. **key messages**, based on the 5W;
- what she/he does NOT want to say.

By all means, identify uncomfortable issues/questions.

#### — Illustrate

Elucidate each idea with an **example**.

Add an interesting and lively edge to your messages:

- use **examples**;
- supply **meaningful, specific facts and figures**;
- **tell a story**, follow a narrative.


#### — Stay in control

Help the spokesperson prepare the interviews.

Use journalists' questions as **opportunities to deliver your messages**. Journalists convey messages between the spokespeople and the public; they are not there to accuse you of anything.

Spokespeople need to steer the debate in the right direction to give journalists **the information you want them to pass on**.

**F  
O  
C  
U  
S**



**Filmed interview**

Think about the backdrop:

- if the interview is on your premises, make sure there are no in-house (i.e. confidential) documents, correspondence, etc. in sight;
- if possible, stand or sit in front of a logo or other sign identifying the company;
- send out your messages.

## — Simplify

The **speech should be simple and concise**, using **short sentences**.

Ideas should be arranged in a hierarchy.

It is important to be **educational**.

## C | THE RIGHT POSTURE TO ADOPT

The Press Relations Department and/or communications officer facilitates access to information for journalists and for the company's spokespeople. They supply information to clarify issues (background information, examples, figures) even for specialised journalists (who may or may not know the company or the market well). Remember that, the more you say something, the more others will remember it!

The Press Relations Department and/or communications officer need to be available to accurately record journalists' requests and promptly forward them to the relevant expert. Only forward questions to VINCI employees who are in a position to reply (i.e. have enough time in their schedule, etc.).

**I  
N  
F  
O**



**A few basic rules to deal with journalists**

- Always call back when a journalist reaches out to you.
- Agree on the rules with the journalist: if you have any constraints, tell him or her about them.
- Make sure you do everything possible to supply reliable information within the agreed timeframe.

**Generally speaking, this attitude helps to build trust-based relationships with journalists.**



# 3

## THE DIFFERENT MEDIA TOOLS

## A | THE PRESS RELEASE



**Press releases are the most common way of sending messages to and through the media. They are brief and sent to selected journalists to convey specific information (a new contract, inauguration, executive appointment, etc.).**

Press release allows to:

- inform selected journalists of the Group's or entity's news;
- arouse the interest of journalists so that they want to talk about the subject and the company;
- give us control over the company's communication angle;
- put us in a position to push news.

Journalists may use the full press release or publish excerpts from it.

### HOW TO DRAFT A PRESS RELEASE?

Press releases condense the information you want to convey. Ideally, fit them into a page at most.

#### — A brief, catchy title

Sum up the release in a single phrase. The title needs to pack a punch, so the journalist will want to read more – or at least remember the key information you want to send out.

#### — The key message

The introduction, just below the title, sums up the release in three or four lines at most. This is the most important part of your press release: if journalists are in a hurry, this paragraph is all they will read. Journalists are flooded with press releases all day long so make their job easier and they will be likelier to report on your information. The introduction also needs to interest readers in the rest of the information.

#### — The main body

Provide all the information you want to convey here. If your text has several sections, add section titles to summarise each paragraph.

#### — Further information

Use this section to provide background information and explain how the news fits into the Group's or entity's strategy.

#### — Boiler plate(s)

The boiler plate is a summary presentation of the company, including its key figures and website.

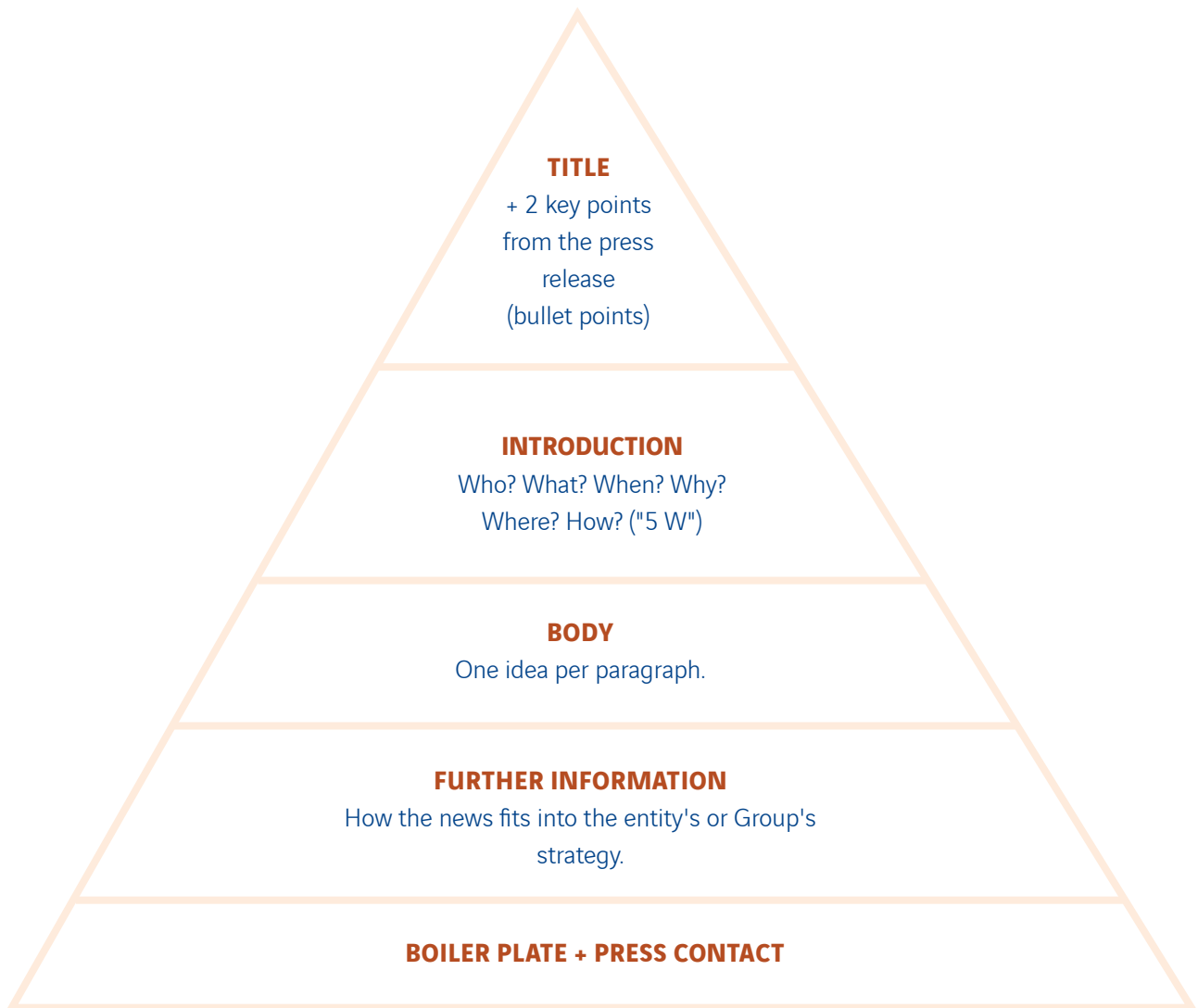
[+ See appendix p.33](#)

#### — Press contact

Remember to supply your and/or your agency's contact details, and a link to your website, in case journalists need to contact you.



»»» The "press-release pyramid" provides a few basic rules everyone can follow to save time, work more efficiently and boost a press release's impact.



F  
O  
C  
U  
S



Q&A

Talking points are essential to back up a press release and to help spokespeople reply to journalists' questions.

They contain details on the announcement, the "5W" and background information not intended for release but that sheds light on the challenges surrounding the situation.

## B | THE PRESS KIT



**Press kits complete press releases with comprehensive, accurate information about a specific topic. They are designed to help journalists by providing all the information they will need to write an article or prepare an interview. Press kits are usually available during events organised for the media (press conferences or press trips).**

### HOW TO PREPARE A PRESS KIT?

There is no right or wrong press kit length. The main goal is to provide quick and easy access to the various components in the kit. So it makes sense to compile a table of contents so journalists can skip straight to the information they are looking for. Make sure the titles are in journalese, i.e. pithy and catchy enough to interest readers in the paragraphs that follow. As in any other communications literature, keep the text concise, precise and free of pointless verbiage.

Lastly, looks matter and will enhance a press kit's appeal. So make sure you include plenty of photos, charts and other illustrations to keep the pages light and keep readers interested. You can circulate press kits online or as printed documents.

**+ See appendix for a press kit example p.38**

## C | THE INTERVIEW



I  
N  
F  
O



### The essentials

- Only designated spokespeople – who, insofar as possible, have trained to speak to the media – can answer questions. The Press Relations Department's and/or the communications officer's job is to prepare the interview, coach the spokesperson and assist him or her during the interview.
- Communications officers can serve as spokespeople too, especially on topics relating to the company as a whole or when no company experts are more qualified to discuss an issue.
- The Press Relations Department and/or communications officer prepares the key messages (talking points, see previous section) with the spokesperson and submits them to the relevant people for approval. These key messages provide the basis for the interview.
- Be careful: everything that is said during a conversation with a journalist commits the Group. So make sure all the information you supply has been checked and approved.
- If the interview will be published, feel free to ask to review the verbatim before forwarding it to the spokesperson for approval.

### 1 - ORGANISING AN INTERVIEW

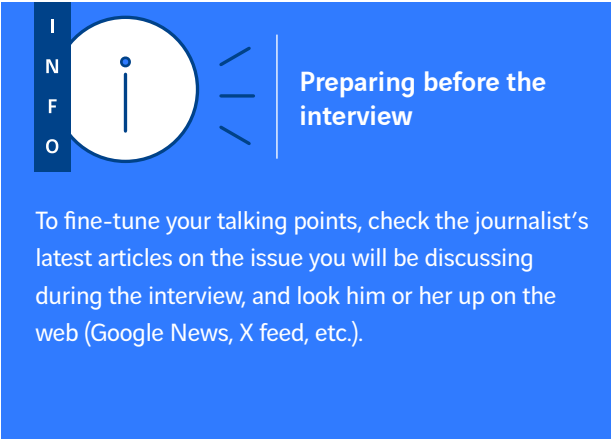
If you are meeting face to face, the setting is important and needs to be neutral for two reasons:

- to focus the audience on the message if the interview is being filmed;
- to avoid the journalist seeing any confidential documents.

If you are organising a conference call, it's important to make arrangements beforehand so the spokesperson can focus on the interview (book the room beforehand, supply international conference call numbers if necessary, etc.). The communications officer introduces the speakers and assists the spokesperson during the conference call.

### 2 - PREPARING THE SPOKESPERSON FOR THE INTERVIEW

- **Encourage the spokesperson to get media training** in order to make sure his or her replies are suited to a non-specialised audience.
- **Draft and go over the messages with the spokesperson before the interview**, and **run them by management** and/or the Press Relations Department for clearance.
- **Establish the rules of the game** with the journalist.



**Preparing before the interview**

To fine-tune your talking points, check the journalist's latest articles on the issue you will be discussing during the interview, and look him or her up on the web (Google News, X feed, etc.).

### 3 - ADVICE FOR THE APPOINTED SPOKESPERSON

#### — **Be careful: you are committing the company**

Everything you say is the company speaking – or, more generally, VINCI speaking – not you. Even if you are speaking on behalf of your entity, subsidiary or business line, you are speaking on behalf of the Group as a whole.

So anything you say is official and needs to be perfectly in line with the corporate key messages. The journalists are asking the company, not an individual. You are the spokesperson for the Group, a social and economic stakeholder, and journalists want to know where it stands – not where you stand – on a number of issues.

## — Weigh the questions, take your time to answer

- What is the journalist asking, exactly?
- How did s/he word the question?
- What answer is s/he expecting?

## — If you can't answer the question

- By all means tell the journalist that you will reply later on, once you have all the information.
- It's fine to say, "I don't know but I'll find out and get back to you on that"; it's not fine to venture into lengthy discussions riddled with pitfalls.

## — If you don't want to answer a sensitive question

- Try to end the question-answer ping-pong.
- Never invent, never conjecture.
- Never insult the journalist (or journalists in general).
- It's fine to say you can't answer a question.

## — Never tell a journalist anything you don't want to see published

## — Never lie

If you don't know the answer, show the journalist you are nevertheless willing to cooperate and get back to him or her with an answer later.

## — Never ask a journalist to proofread an article before publication

The journalist decides. You can spend hours talking and s/he may only use a tiny fraction of the information you supplied. You can, however, ask to check the spokesperson's verbatim.

## — Get straight to the point

- Prepare your key messages beforehand.
- Try to get your key message across early on in the interview.
- Feel free to repeat your key message two or three times during the interview.

## — You're the expert

- Nobody knows more about the subject than you.
- Remember the journalist does not have your skills or knowledge in your field of expertise (this includes trade journalists).
- Keep the message simple, don't overload the journalist with information, select the most important information and head straight for the essentials.

## — Never speak about your competitors unprompted

Never criticise a competitor, even if the journalist's tone suggests s/he might agree and take your side.





#### Use vocabulary most people will understand

- Avoid abbreviations, acronyms and jargon.
- Avoid pointless wordiness.
- Avoid VINCI-specific jargon and acronyms nobody outside will understand.

#### Stay calm, courteous and self-confident in all circumstances

Be honest, sincere and credible.

#### Don't think of the journalist as your enemy, or he will become one

Remember that journalists don't like:

- wasting their time;
- interviewing people who dodge questions and beat about the bush;
- being insulted or feeling they are being treated like idiots;

Never hint that VINCI could buy advertising space in the journalist's publication in exchange for a favour; the journalist would take offense – quite rightly.

## D | THE PRESS CONFERENCE



**The point of press conferences is to congregate all the target media to share specific information or news. Press conferences are events so the occasion needs to be newsworthy.**

Press conferences are opportunities:

- to deliver an official message to the press at large, and to the general public;
- for the broadcast media to record audio and video footage;
- to interact and answer journalists' questions;

- to keep the message consistent by delivering it to all the selected journalists at the same time.

Press releases and/or kits are usually handed out during press conferences.

## ORGANISING A PRESS CONFERENCE

Organise press conference well in advance so you have time to inform all the journalists you want to invite.

It's important to start and finish at precise times, i.e. limit the press conference's timeframe, to keep interaction within boundaries.

### — The venue is very important:

- it needs to befit the organisation and speaker (height, camera positions, etc.);
- it needs to be right for the event to go smoothly (include a table or lectern to hold the mics, adequate acoustics, space for cameras, etc.).

### — Before a press conference:

- help the spokesperson prepare a structure for his or her opening remarks, covering the more sensitive topics and more strategic issues;
- anticipate any questions that may come up and prepare the answers to them;
- rehearse the press conference with the spokesperson;
- make sure someone welcomes journalists when they arrive, to get the conversation going and to pick up any unexpected questions;
- check the presentation that the speaker will be screening.

### — During the Q&A:

- don't be surprised if the same question comes up several times; make sure the spokesperson answers calmly each time without changing the substance of the answer;
- ask the audience for "one last question" when questions become repetitive or drift towards topics you do not wish to discuss.

### — Press briefings in the field:

- make sure the background is corporate;
- organise journalists' questions;
- anticipate all the questions that might come up, and prepare the answers;
- make sure you will not be interrupted;
- make sure nobody accidentally turns up in the camera's field of vision;
- makes sure phones are off or silent.



**I  
N  
F  
O**  **Press breakfast/lunch**

Press conferences can also be organised as breakfast/lunch meetings, providing a less formal setting for a smaller group of journalists. As spokespeople will interact more closely with journalists, it's important to keep the message on track all the time.





## E | THE PRESS TRIP

**Press trips are organised for a limited number of handpicked journalists and for very special occasions (for example to inaugurate new facilities, introduce a new service, provide a concrete illustration of the company's strategy, etc.). They are opportunities for journalists to talk to correspondents – meaning sources of information – one on one, in a laid-back, unusual setting.**

### ORGANISING A PRESS TRIP

This is a tough job: before you start making the actual arrangements, you need to make sure that the information you are planning to disclose during the trip is newsworthy enough to interest journalists and top-tier correspondents.

Keep press trips short (ideally 1 or 2 days) because journalists can't stay away from their offices much longer. And tailor them to your target (newspapers, magazines, TV, radio, etc.). Press kits are usually circulated during these trips.

**A peculiar configuration**

Press trips may lend themselves for accidental leaks to journalists on the lookout for exclusive information. It's a good idea to agree beforehand on what information you will be sharing, and to adjust journalist supervision to keep the situation under control.

## F | SOCIAL NETWORKS



**Over 90% of journalists use social networks for their work, making them an essential new source of information.\***

Social networks, in other words, provide an amazing opportunity to circulate and to adapt certain messages. But they can be as dangerous as they are powerful if they are not used properly. As information can go viral, an event can easily spiral into a crisis if it is not kept in check.

The information and news that Group business lines circulate via social networks relates to VINCI as a whole. **So, before posting anything on social networks, request approval** and make sure the

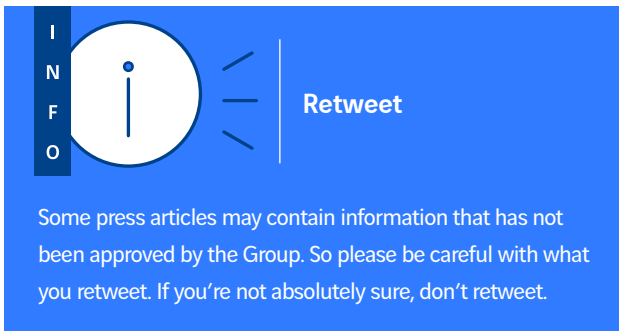
topic and message is consistent with all the other information that the Group is sending out.

### — Posting

Do post: official Group documents.

Don't post: professional documents (in-house projects, documents available on the intranet), confidential documents. Anything you post, even for a few seconds, can linger in cyberspace forever.

\*For more information, consult the Social Networks Guide available on the VINCI intranet.



**I  
N  
F  
O**

**Retweet**

Some press articles may contain information that has not been approved by the Group. So please be careful with what you retweet. If you're not absolutely sure, don't retweet.

## — The right questions

Before posting anything on social networks, i.e. before speaking on VINCI's behalf, ask yourself:

- Am I an expert in this area?
- Is the information I am posting trustworthy?
- Is the information public and/or do I need clearance to post it?
- Am I willing to get into a debate over this?
- Is my message polite, reasonable and respectful?

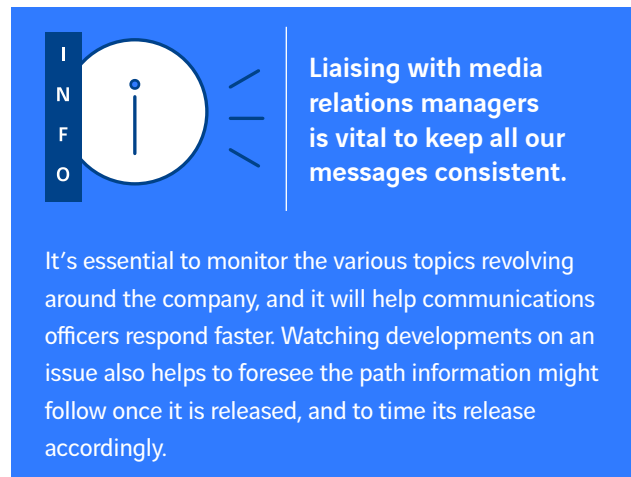
The rules on social networks are plain common sense: be honest, be accountable and show respect.

## — The issues

- **Modernise communication:** social networks are a very handy channel to send out raw information for the traditional media to process. Unlike more conventional channels, companies can use social networks to communicate on a regular basis, not only when they have big announcements to make.

- **Build closer ties with stakeholders:** social networks help us connect with new targets and move closer to all our stakeholders (longstanding customers, prospects, decisionmakers, policymakers, etc.). Social networks also remove intermediaries and provide swifter access to a number of contacts.

- **Contribute to the company's online reputation:** community managers play an essential role here. They monitor various key topics on a permanent basis and feed information to their user communities in keeping with the company's decisions.



**I  
N  
F  
O**

**Liaising with media relations managers is vital to keep all our messages consistent.**

It's essential to monitor the various topics revolving around the company, and it will help communications officers respond faster. Watching developments on an issue also helps to foresee the path information might follow once it is released, and to time its release accordingly.

## — Visuals/infographics

Visuals (mainly meaning photos) boost a publication's impact and viral spread on social networks. Some social networks – Instagram, for example – practically only carry visual content.

Ideally, post visuals and charts that have already been approved by the Group. This way, you can also refer readers to existing content (an illustrated page on VINCI's website, for instance).

As social networks are separate, standalone ecosystems, it also makes sense to create visuals and charts specifically for those channels.



4

## HOW DO WE DO IT AT VINCI?

## A | HOW TO REPLY TO MEDIA REQUESTS?

Every press enquiry must be handled by the right person.



**International press  
&  
national daily  
press**

VINCI Press  
Relations  
Department

Business  
line/division  
communications  
office \*

Company \*\*  
(management or  
communications  
manager)



**Trade  
publications**

VINCI Press  
Relations  
Department

Business  
line/division  
communications  
office \*

Company \*\*  
(management or  
communications  
manager)



**Local  
newspapers**

VINCI Press  
Relations  
Department

Business  
line/division  
communications  
office

Company  
(management or  
communications  
manager)

\*After liaising with VINCI Press Relations Department.

\*\*After liaising with the division's Communications Department.

## B | PRESS RELEASE APPROVAL CYCLES

**Each time you release news or information, you are increasing the Group's visibility. As VINCI is a traded company, a number of legal requirements apply to its communications. So its press release formats, content and circulation times need to be supervised and approved by the Group.**

There are two types of senders and two types of communication channels for written communications to reach the media: "corporate" press releases and "business line/division/company" or "project/infrastructure-in-operation" press releases. Different rules apply to each type's format, wording, translation and circulation.



### VINCI corporate press releases

- Contract or acquisition > €50 million
- Contract/acquisition/development < €50 million but strategically meaningful for the Group (to be defined by VINCI Communications + VINCI Finance Departments)
- Governance, executive appointments (Executive Committee, Management and Coordination Committee, head office)
- Specific news pertaining to the holding company, Group-level crises, results, shareholder's general meetings, etc.



### Business line/division/ company press releases

- Contract or acquisition < €50 million
- Operations, business-line announcements, partnerships, executive appointments, etc.

**It's important to make sure that all VINCI Group entities share the same rules on releasing information to outside audiences.**

**There are different approval cycles depending on the type of release.**

# 1 - VINCI PRESS RELEASES

They contain sensitive, financial, strategic, legal or organisational information about VINCI.

As VINCI is a traded company, a number of **legal requirements** apply to its communications. So its press release formats, content and circulation times need to be supervised and approved by the Group.

They are drafted by the relevant entities and the final version is written by the VINCI's Press Relations, Finance or Legal Departments as appropriate.

These releases are available in French and English.

## Topics

Financial results, governance, shareholder's general meetings, acquisitions, financial operations, contracts (worth over €50 million or strategically meaningful), partnerships, Group initiatives, executive appointments, crises.

## Distribution

**TARGETS:** VINCI Board of Directors, Executive Committee alongside with Management and Coordination Committee members, financial analysts, investors and journalists following VINCI.

**CHANNELS:** the approved channel (Notified), the website ([www.vinci.com](http://www.vinci.com)), LinkedIn, Facebook and X(Twitter).

- **These press releases are issued after trading hours (5.45 p.m. – Paris time) from Monday to Friday** as their content is likely to influence VINCI's share price.
- **If necessary, they may be issued before trading hours (8.30 a.m. – Paris time).**
- **Information that has no impact on the share price** (Fondation VINCI pour la Cité, social initiatives, communication campaigns, etc.) may be released **during trading hours.**



## 2 - BUSINESS LINE/DIVISION/COMPANY PRESS RELEASES

These releases carry the business line's, division's or company's logo and only contain information about the organisation in question. The business line's, division's or company's communications office write these releases. They need the VINCI Group's approval before release.

### — Topics

An acquisition worth less than €50 million, the award of a contract (worth less than €50 million unless it is strategically meaningful for the Group), start of work on a new project, completion of an existing project, a new business unit, a recruitment operation/campaign, information for users/neighbours, information about a local crisis, etc.

### — Distribution

To the VINCI Press Relations Department for approval (if the release contains financial information or information about a contract), or for information purposes (all other situations).

**TARGETS:** by the Communications Department of the division/company to the relevant trade press and/or the local press.

**CHANNELS:** the business line's, division's or company's website (e.g.: [www.vinci-uk.com](http://www.vinci-uk.com)).

- **Always inform the VINCI Press Relations Department before circulating these releases any further in the country or internationally (to business publications, in particular).**
- **These press releases are usually circulated outside trading hours.**



### Business line/ division/company press release approval circuit



### 3 - PRESS RELEASES ON PROJECTS (E.G.: NANTES UNIVERSITY HOSPITAL) OR INFRASTRUCTURE IN OPERATION (E.G.: STADE DE FRANCE)

These releases carry the project's or infrastructure's logo and only contain information about the asset in question.

They are drafted by the project's or asset's communications office, approved by the business line's, division's or company's communications office, and forwarded to VINCI's Press Relations Department for information – or approval if they contain financial or strategic information. These releases are available in the host country's language.

#### — Topics

Updates on traffic in an airport, bridge or tunnel, a worksite milestone, a "worksite endeavour", a new service.

#### — Distribution

**TARGETS:** from the project's or asset's communications office to the relevant trade and/or local publications.

**CHANNELS:** the project's or asset's website (if it has one, and if it has a newsroom).

- **Always inform the VINCI Press Relations Department before circulating these releases any further in the country or internationally (to business publications, in particular).**
- **These press releases are usually circulated outside trading hours.**

### 4 - PARTNER/PROVIDER PRESS RELEASES

Communications from partners/suppliers must be validated. Inform the VINCI Press Relations Department. Make sure that the partner, service provider or supplier does not embellish its role in your project too much. Communications from third parties quoting us must be factual.



# 5

## FIRST STEPS IN A CRISIS

This chapter deals specifically with media relations in the event of a crisis. It is complementary to the Crisis Communication Guide available on the VINCI intranet.

## A | HOW TO IDENTIFY A CRISIS?

Two types of event may require crisis management:

- "Operational" crisis: i.e. serious, sudden and localised events calling for a crisis unit to be set up immediately (e.g. workplace accident with casualties, contamination, industrial action). To define this type of event, each division has established its own definition of a crisis;
- "Corporate" crisis: i.e. a situation in which the name of VINCI or one of its companies or managers is involved. It can occur suddenly or over a long period with more or less pronounced crisis cycles. Two types of action are required for such events: monitoring (press and Internet) and analysis of weak signals likely to emerge in the media landscape.

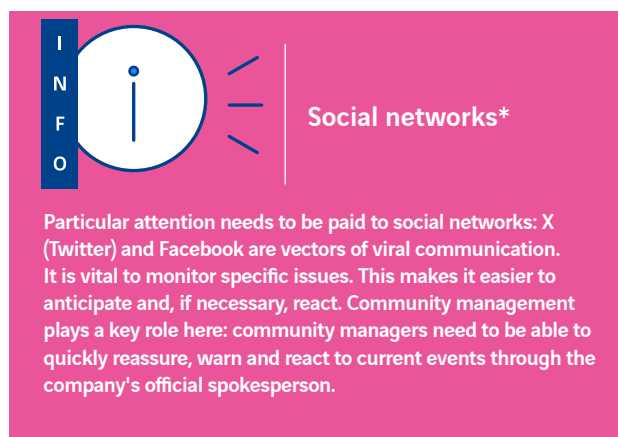
## B | MONITORING, A KEY PILLAR OF PREVENTION

### 1-SPOTTING THE EARLY SIGNS

Crises sometimes hit entirely unexpectedly (i.e. accidents), but they often start gestating slowly and surreptitiously. That's why it's important to keep eyes and ears on the environment outside and inside the company and, especially, think twice before dismissing events that may seem inconsequential (a letter from a government office, phone call from a journalist, rumour, unhappy customer's comment on a blog or X (Twitter)). **In this respect, the role of Internet and social networks should not be overlooked.** They can amplify a crisis because:

- any information or rumour can spread very fast and anyone can see it ;
- they rally communities very swiftly (via blogs, forums, etc.);
- they leave "marks" for a long time, providing information that can accumulate over the long term and remain visible on search engines.

Social networks are one of the places that journalists go to for information. They are fast-paced, amplify information and can spiral out of control. Social networks are also a very effective channel for disgruntled customers neighbours or citizens to circulate information instantly to the general public and journalists.



**I  
N  
F  
O**

**Information**

**Social networks\***

Particular attention needs to be paid to social networks: X (Twitter) and Facebook are vectors of viral communication. It is vital to monitor specific issues. This makes it easier to anticipate and, if necessary, react. Community management plays a key role here: community managers need to be able to quickly reassure, warn and react to current events through the company's official spokesperson.

\*For more information, consult the Social Networks Guide available on the VINCI intranet.

### 2 - REPORT TO CRISIS MANAGERS

Any event (even a minor one) or situation likely to give rise to a crisis must be reported to the crisis managers as soon as possible.

## C | DEAL WITH MEDIA REQUESTS

### Media relations checklist:

- Brief your switchboard on the calls it should expect and supply a list of instructions to deal with those calls.
- Appoint someone responsible for media relations.
- Prepare the messages to be broadcast and anticipate sensitive issues.
- Monitor the media and social networks (X, Facebook), to get an overall view of how the crisis is being handled and adapt messages if necessary.
- Communicate (by e-mail or telephone) with identified media/privileged contacts [**action to be validated with VINCI**].
- Keep the list of media requests up to date.
- Provide management with regular updates on recurring requests from journalists.
- When the crisis has been resolved, organise meetings with journalists you were in touch with to talk about your organisation in more peaceful circumstances.




# APPENDICES

# Rules for endorsing press releases

## 1 | VINCI PRESS RELEASE

- ▶ boiler plate + VINCI logo

**PRESS RELEASE**

**VINCI** 

Nanterre, 28 February 2024

### **VINCI signs an agreement for the acquisition of Denver's Northwest Parkway (Colorado) in the United States**

- 83-year concession toll road in one of the most dynamic states in the United States
- 14 km in the Northwest section of Denver's ring road
- 7,2 million transactions in 2023, up 6% compared to 2022

VINCI Highways, subsidiary of VINCI Concessions, signed an agreement for the acquisition of NWP HoldCo LLC, the company holding the concession contract of Denver's Northwest Parkway, a 14-km section of Denver's ring road in Colorado.

The agreement concerns the acquisition of 100% of the concession company, currently owned by funds managed by DIF Capital Partners and funds managed by Northleaf Capital Partners and HICL Infrastructure PLC. Financial closing is scheduled for the second quarter of 2024, following approval by the grantor - the Northwest Parkway Public Highway Authority, composed of the municipalities of Broomfield and Lafayette - and the competent authorities.

Located within one of the fastest-growing United States metropolitan areas, Northwest Parkway section has been in service since 2003 and notably serves as a gateway to Denver's international airport. Northwest Parkway generated 7,2 million transactions in 2023, up 6% compared to 2022 and 17% compared to 2021. An all-electronic toll road, Northwest Parkway also offers growth perspectives with the ability to implement variable tolling.

The concession contract lasts until 2106, representing the longest remaining term (83 years) on the highway concession sector today in the United States. The concessionaire is remunerated by the perception of tolls.

This acquisition is VINCI Highways' first traffic-risk concession in the United States. VINCI Highways also operates, as part of a public-private partnership (availability payment), the Ohio River Bridges project, linking the states of Indiana and Kentucky, as well as free-flow toll service contracts - through its ViaPlus subsidiary - for governmental agencies in Texas and California.

**About VINCI**  
VINCI is a global player in concessions, energy and construction, employing 280,000 people in more than 120 countries. We design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all. Because we believe in all-round performance, above and beyond economic and financial results, we are committed to operating in an environmentally and socially responsible manner. And because our projects are in the public interest, we consider that reaching out to all our stakeholders and engaging in dialogue with them is essential in the conduct of our business activities. VINCI's ambition is to create long-term value for its customers, shareholders, employees, partners and society in general. [www.vinci.com](http://www.vinci.com)

**CONTACT** VINCI Press Department - Tel: +33 1 57 98 62 88 - [media.relations@vinci.com](mailto:media.relations@vinci.com)

*This press release is an official information document of the VINCI Group.*

## 2 | VINCI PRESS RELEASE RELAYING NEWS FROM A GROUP OF SUBSIDIARIES

► boiler plate + VINCI logo

PRESS RELEASE



Nanterre, 1<sup>st</sup> February 2024

### **VINCI wins the power connection contract for three berths at HAROPA PORT | Le Havre**

- Deployment of infrastructure to decarbonise ports of call by electrifying three berths designed to accommodate HAROPA PORT | Le Havre cruise ships.
- The system will cut emissions by 15,000 tonnes of CO<sub>2</sub> equivalent a year
- A €25 million project

HAROPA PORT has selected a consortium of VINCI Energies and VINCI Construction subsidiaries to deliver a high-voltage power supply system for cruise ships docked at the three berths at HAROPA PORT Pointe de Floride terminal.

The project involves supplying a turnkey electricity conversion substation connected to the public grid to power the cruise ships' batteries. It also includes the modification of a technical hangar and associated civil engineering works.

A purpose-designed mobile connection rig will be built to handle the port's tidal range – which is among the widest worldwide – and to cover the full length of the berths in order to power ships no matter their size.

Each berth will have a system supplying 11 kV and 6.6 kV power rating. The first section, the Pierre Callet berth, will be handed over in spring 2025.

Shore power, also known as RENAQ (Raccordement Électrique des Navires À Quai) or OPS (Onshore Power Supply) is a solution for powering ships from the local grid, reducing their dependence on onboard diesel generators. They are set to become the standard in Europe by 2030 for compelling environmental reasons: they significantly reduce pollutant emissions as well as greenhouse gas emissions from vessels.

Actemium - VINCI Energies' Industry brand - is recognised of its expertise in implementing such systems, with some thirty references worldwide.

HAROPA PORT's multimodal terminal in Le Havre is France's leading and one of Europe's largest ports complexes and is rolling out a vigorous plan to reduce its greenhouse gas emissions and achieve carbon neutrality by 2040, while stewarding natural resources and minimising the environmental impact of its activities.

This wharf power supply system will be one of the largest ever built in Europe. It will support growth in tourism and economic development while helping to fulfil environmental commitments.

#### **About VINCI**

VINCI is a global player in concessions, energy and construction, employing 272,000 people in more than 120 countries. We design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all. Because we believe in all-round performance, above and beyond economic and financial results, we are committed to operating in an environmentally and socially responsible manner. And because our projects are in the public interest, we consider that reaching out to all our stakeholders and engaging in dialogue with them is essential in the conduct of our business activities. VINCI's ambition is to create long-term value for its customers, shareholders, employees, partners and society in general. [www.vinci.com](http://www.vinci.com)

#### **CONTACT**

VINCI Press Department - Tél. : +33 1 57 98 62 88 - [media.relations@vinci.com](mailto:media.relations@vinci.com)

*This press release is an official information document of the VINCI Group*

# Rules for endorsing press releases

## 3 | SUBSIDIARY PRESS RELEASE

► subsidiary boiler plate + subsidiary logo

PRESS RELEASE



Nanterre, 9 July, 2024

### VINCI Construction wins a DC powerline undergrounding contract on the SuedOstLink project in Germany

TenneT, a transmission system operator in Germany, has awarded VINCI Construction GeoInfrastructure the undergrounding contract for the direct-current powerlines on the SuedOstLink project between Marktredwitz and Pfreimd in Bavaria.

The project will supply Bavaria with clean and affordable electricity starting in 2027. SuedOstLink is a key component in Germany's energy transition programme, which is aimed at achieving climate neutrality by 2045. The DC powerline will carry wind energy from the north of the country to its industrial south, where conventional power stations are gradually being phased out.

VINCI Construction GeoInfrastructure has been tasked with the civil engineering works and the project will unfold in two stages:

End of August 2024 to December 2026: earthworks and undergrounding of the sleeves spanning approximately 90 km, and construction of the worksite access roads. During this stage, VINCI Construction GeoInfrastructure will enlist expertise from Spiecapag and HDI, two VINCI Construction subsidiaries specialised in laying underground pipelines.

December 2026 to May 2028: underground access work to lay four 525 kV DC powerlines in the sleeves.

On this project, VINCI Construction GeoInfrastructure will use trenchless techniques, notably including directional drilling, which enable it to clear a variety of obstacles (wetlands, waterways, biotopes) while limiting the operation's environmental footprint. Similarly, the extracted materials will be reused on site as much as possible to avoid transporting waste and using raw materials from quarries.

#### About VINCI Construction

VINCI Construction is one of the world's leading construction companies, providing solutions for transport infrastructure, buildings, networks and urban development. VINCI Construction relies on a network of local business units, speciality networks and specific expertise in major infrastructure projects. VINCI Construction is involved throughout the entire life cycle of a project (design, construction and maintenance). Operating across over 100 countries, VINCI Construction's 1,300 business units employ almost 120,000 people, who together carried out almost 70,000 projects and generated revenue of €31.5 billion in 2023. [www.vinci-construction.com/en/](http://www.vinci-construction.com/en/)

#### CONTACT

VINCI Construction Press Department – [communication@vinci-construction.com](mailto:communication@vinci-construction.com)

*This press release is an official information document of VINCI Construction*

## 4 | BRAND PRESS RELEASE

► boiler plate for brand and entity + brand and entity logo

**VIAPLUS**

POWERED BY **VINCI**  
HIGHWAYS 

### PRESS RELEASE

Carrollton, TX – May 6, 2024

#### **ViaPlus wins contract to support Harris County Toll Road Authority's free-flow video tolling operations**

- Service contract to process license plate images of free-flow transactions in Houston, Texas
- ViaPlus to optimize review process with optical character recognition and machine learning
- Growing leadership for ViaPlus in Texas, a key US state for free-flow mobility

ViaPlus, subsidiary of VINCI Highways, has been selected by the Harris County Toll Road Authority (HCTRA) to provide image review services on the agency's free-flow highway network in and around Houston, Texas, which serves 600+ million annual vehicles.

The 19-month base contract includes four one-year extension options and will commence after an implementation period of 7 to 9 months for software configuration, staffing, and services.

HCTRA's free flow system includes the use of license plate images for toll invoicing. Through the contract, ViaPlus will provide automatic and manual processing of license plate images, thus supporting HCTRA's commitment to smooth and seamless transportation for all drivers on its network.

ViaPlus will optimize the image review process with its optical character recognition software and machine learning algorithms and will manually review any outstanding post-processed transactions. Together these modules deliver the highest efficacy for revenue capture in a video tolling system and will contribute to the smooth operation of HCTRA's free-flow electronic tolling operations.

With this new contract, ViaPlus strengthens its position in Texas and adds to its portfolio of free flow services in Dallas, Austin, Rancho Viejo, and Pharr. Total ViaPlus transactions in the state exceeded 1.35 billion in 2023.

Richard Arce, president and CEO of ViaPlus, states: *"We are eager to continue scaling our operations in Texas with our full range of mobility solutions. Texas is a leader in modern and large-scale highway networks, and supporting HCTRA's video toll program demonstrates the strategic initiatives of ViaPlus and VINCI Highways to grow mobility operations in and around the state."*

#### **About ViaPlus**

ViaPlus is a global mobility company in the Intelligent Transportation Systems (ITS) market, specializing in revenue and services management solutions for the transportation industry. Our customer operations, data analytics, and full-featured, single-account back-office technology facilitate the high-volume transactions required for seamless multimodal mobility. As a VINCI Highways subsidiary, we are committed to technical innovation and to promoting a positive mobility experience for all. More information: [www.ViaPlus.com](http://www.ViaPlus.com)

#### **About VINCI Highways**

VINCI Highways, a VINCI Concessions subsidiary, is a leader in road concessions, operations and mobility services. We design, finance, build and operate highways, bridges, tunnels, urban roads and mobility services on a 3,140 km network in 14 countries. VINCI Highways leverages its expertise to deliver the highest performance and safety standards and provide drivers with a positive experience. More information:

<https://www.vinci-concessions.com/en/vinci-highways>

[@VINCIConcess](https://www.linkedin.com/company/vinci-highways/)

<https://www.linkedin.com/company/vinci-highways/>

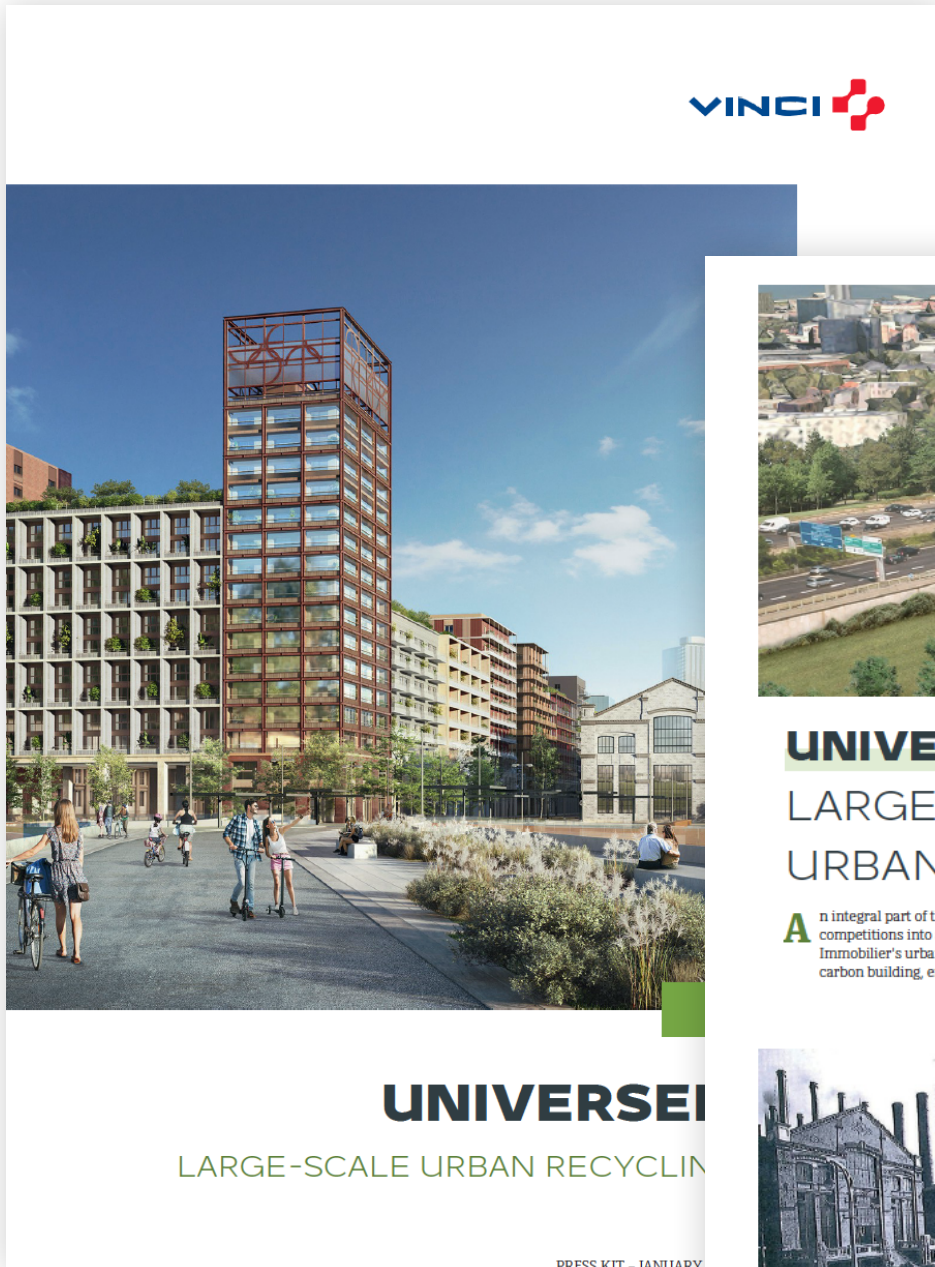
### PRESS CONTACT

**Nicole Busse**

[nbusse@viaplus.com](mailto:nbusse@viaplus.com)

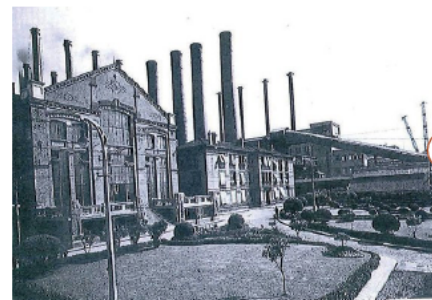
## PRESS KIT EXAMPLE UNIVERSEINE

- ▶ Front cover + double page  
+ 4<sup>th</sup> cover page



### UNIVERSEINE LARGE-SCALE URBAN RECYCLING

An integral part of the Athletes' Village for the 2024 sporting events, Universeine will be transforming the area into a vast mixed-use and environmentally exemplary district. This project is emblematic of Immobiliar's urban recycling strategy, combined with VINCI Construction and VINCI Energies' expertise in carbon building, energy performance and the circular economy.



**EARLY 20TH CENTURY**  
**The original Halle Maxwell**  
Built in 1903 to house a power station.



**2020: START OF WORKS**  
**Development and redevelopment of the wasteland**

The Maxwell Hall and the Copernic Hall are being renovated, preserving their industrial aesthetics, symbolising the renewal of the district.



ed after the  
 eramic of VINCI  
 xpertise in low-



nt of the industrial  
 Pavilion have been  
 ial structure and  
 al of the district.



**2024: DELIVERY OF PHASE 1**

**The Athletes' Village**

It will be home to some 6,000 athletes and those accompanying them for the 2024 sporting events.



**2025: DELIVERY OF PHASE 2 "LEGACY"**

**A sustainable and inclusive mixed-use district**

145,500 sq.m, including 78,100 sq.m of housing, 63,400 sq.m of offices and 4,000 sq.m of shops and business premises.

Photo: studioptb/ptb.com/VINCI - 3D Area: Interaction - Design and production: www.groupevinci.com



# What to do if you receive a call from a journalist

## FACT SHEET



### GIVE NO INFORMATION

**If a journalist calls, never answer directly.**

Write down all the details on the media request form and forward it **directly** to:

..... ; CC .....

**Forward the journalist's request to the spokesperson or communications office as soon as possible.**

If the journalist asks questions, **supply no information and make no comments: "I am not in a position to give you any information about that. If you leave me your contact details, someone will be in touch as soon as they can."**

If the journalist insists, never make any personal comments on the situation. Only spokespersons are allowed to make comments.

**The follow-up form on the media request needs to be completed after each call.**

**Never let a journalist or anyone else access the premises unless they already have an appointment.**

If a journalist visits, note down their request and tell them that the spokesperson is unavailable right now and will call them back as soon as possible to schedule a meeting.

# Key figures



+120 COUNTRIES



4,000 BUSINESS UNITS



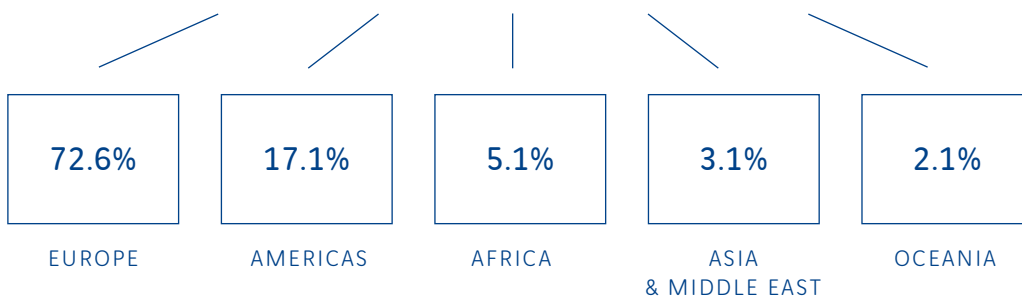
308,000 WORKSITES



**€68.8 BILLION**  
REVENUE IN 2023



**280,000**  
EMPLOYEES IN 2023



# Useful numbers

## **Pierre Duprat**

*VP, Corporate Communications*

+33 6 03 34 83 48

## **Stéphanie Malek**

*Public Relations Director*

+33 6 23 58 36 38

## **Laurène Chanquoy**

*Media Relations Officer*

+33 6 58 46 33 46

---



**VINCI PRESS RELATIONS DEPARTMENT**

Corporate Communications

 +33 1 57 98 62 88

 [media.relations@vinci.com](mailto:media.relations@vinci.com)

