2018 REGISTRATION DOCUMENT

Annual financial report

JCDecaux

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HIGHLIGHTS 2018

2018 financial performance

> Strong 2018 organic growth mainly driven by digital & new contracts with an acceleration in H2

> Margins affected by the cancellation of the Paris "City Information Panels", Programmatic & Data initiatives and ramp-up of new contracts

> Capex program focused on strengthening our positions in major cities and airports around the world and on the digital transformation of our medium

> Integration of APN Outdoor from October 31st, 2018

> Solid cash flow and balance sheet allowing us to pursue further external growth opportunities

> Net income Group share, IFRS up +13.5%, mainly due to reduction in income tax and financial interests

> Dividend per share for 2018 proposed at €0.58, up +3.6%

Investments for future growth

> Pursue the digitisation in our 3 business segments premium locations

> Continue our investments in Programmatic & Data

> Automated trading platform roll-out

> Further consolidation opportunities

GROUP PROFILE

JCDecaux is the number one outdoor advertising company worldwide, with a total of 1.1 million advertising panels in more than 80 countries. The company's revenue were €3,619 million in 2018.

JCDecaux operates 3 different business segments detailed below:

N°1 WORLDWIDE

STREET FURNITURE

N°1 WORLDWIDE

TRANSPORT

N°1 IN EUROPE

BILLBOARD

KEY FIGURES

- JCDecaux is listed on the **Eurolist of Euronext Paris** and is part of the **Euronext 100** and **Euronext Family Business indexes**
- JCDecaux is part of the **FTSE4Good index**
- **N°1 worldwide in street furniture** (526,350 advertising panels)
- **N°1 worldwide in transport advertising** with more than 211 airports and 275 contracts in metros, buses, trains and tramways (365,950 advertising panels)
- **N°1 in Europe for billboards** (137,020 advertising panels)
- **N°1 in outdoor advertising in Europe** (646,270 advertising panels)
- **N°1 in outdoor advertising in Asia-Pacific** (239,300 advertising panels)
- **N°1 in outdoor advertising in Latin America** (72,620 advertising panels)
- **N°1 in outdoor advertising in Africa** (24,170 advertising panels)
- **N°1 in outdoor advertising in the Middle East** (16,650 advertising panels)
- **Leader in self-service bike rental scheme**: pioneer in eco-friendly mobility
- **1,058,830 advertising panels** in **more than 80 countries**
- Present in **4,031 cities** with more than 10,000 inhabitants
- **13,030 employees**

2018 KEY FIGURES

ADJUSTED REVENUE BY REGION

MWH OF ENERGY CONSUMPTION BY REGION

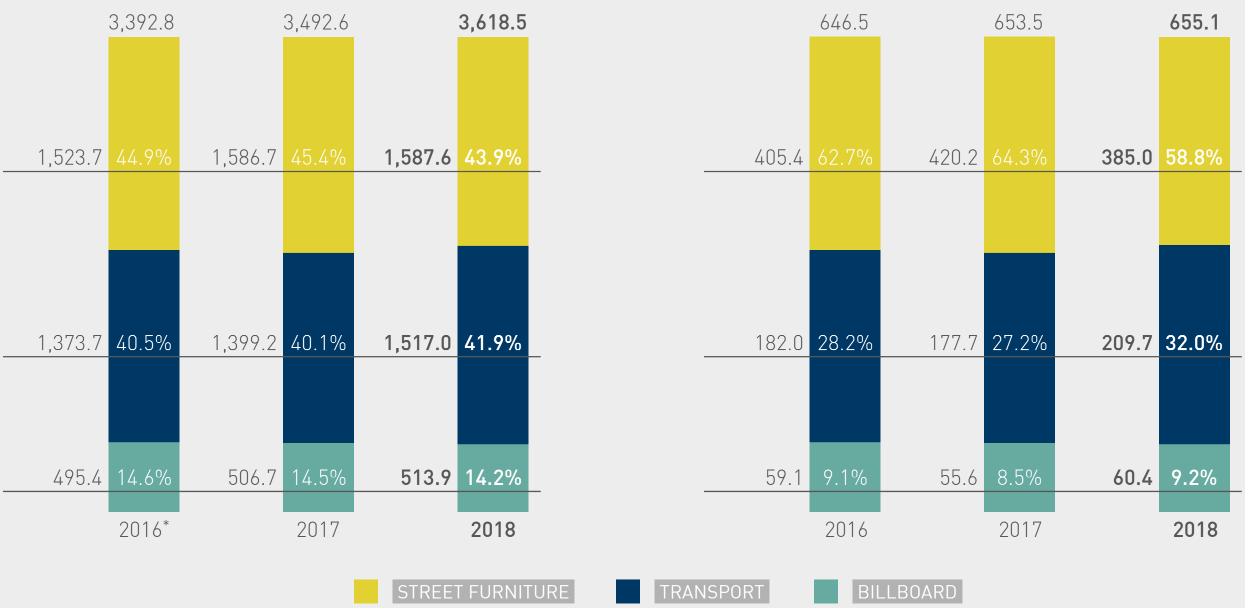
* Excluding France and the United Kingdom

Group adjusted revenue
€3,618.5m

Group energy consumption
808,060MWh

ADJUSTED REVENUE BY BUSINESS

ADJUSTED OPERATING MARGIN BY BUSINESS



* Year 2016 has not been restated for the IFRS 15 impact, which came into effect on January 1st, 2018.

In 2018, the Group's adjusted revenue increased by +3.6% to €3,618.5 million. Excluding acquisitions and the impact of foreign exchange, adjusted organic revenue growth was +5.2%.

Street Furniture adjusted revenue were €1,587.6 million, an increase of +0.1%. Excluding acquisitions and the impact of foreign exchange, the increase was +2.7%.

Transport adjusted revenue were €1,517.0 million, an increase of +8.4%. Excluding acquisitions and the impact of foreign exchange, the increase was +10.2%.

Billboard adjusted revenue were €513.9 million, an increase of +1.4%. Excluding acquisitions and the impact of foreign exchange, the decrease was -0.9%.

Group' adjusted operating margin[1] increased by +0.2% to €655.1 million in 2018 from €653.5 million in 2017. It accounts for 18.1% of adjusted consolidated revenue.

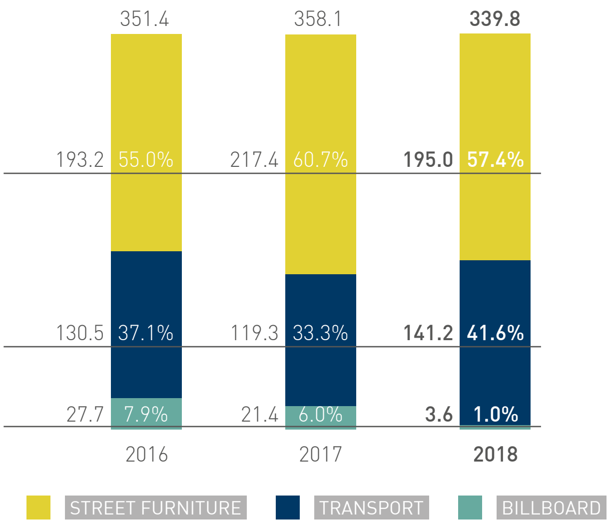
[1] Operating Margin: Revenue less Direct Operating Expenses (excluding Maintenance spare parts) less SG&A expenses.

Adjusted data

Following the adoption of IFRS 11 from January 1st, 2014, the operating data presented is adjusted to include our prorata share in companies under joint control, and therefore is comparable with historical data.

Please refer to the note 3 "Segment reporting" of the Notes to the consolidated financial statements of this registration document for the definition of adjusted data and reconciliation with IFRS.

ADJUSTED EBIT BEFORE IMPAIRMENT CHARGES BY BUSINESS

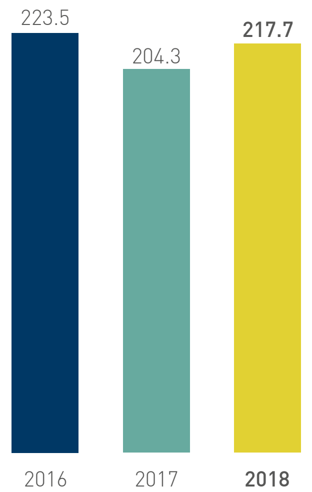


Adjusted EBIT[1] before net impairment charges[2] decreased by -5.1% to €339.8 million in 2018 from €358.1 million in 2017. It accounts for 9.4% of adjusted consolidated revenue (2017: 10.3%).

[1] EBIT = Earnings Before Interests and Taxes: Operating Margin less Depreciation, amortisation and provisions (net) less Impairment of goodwill less Maintenance spare parts less Other operating income and expenses.

[2] The net reversal on impairment resulting from the impairment test conducted for goodwill and tangible and intangible assets amount to +€7.6 million in 2018, compared to a net impairement charge of €(12.3) million in 2017 and a reversal of +€1.7 million in 2016.

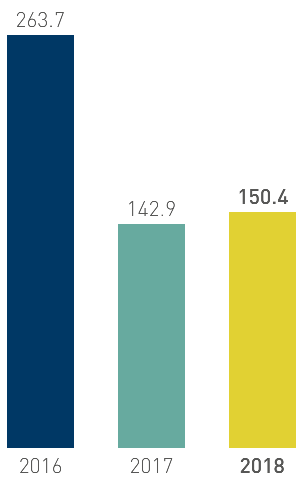
NET INCOME GROUP SHARE BEFORE IMPAIRMENT CHARGES



Net income Group share before net impairment charges[1] increased by +6.6% to €217.7 million in 2018, compared to €204.3 million in 2017.

[1] The net reversal on impairment resulting from the impairment test conducted for goodwill and tangible and intangible assets amounts to +€2.2 million in 2018, compared to a net impairment charge of €(10.6) million in 2017 and a reversal of +€1.2 million in 2016.

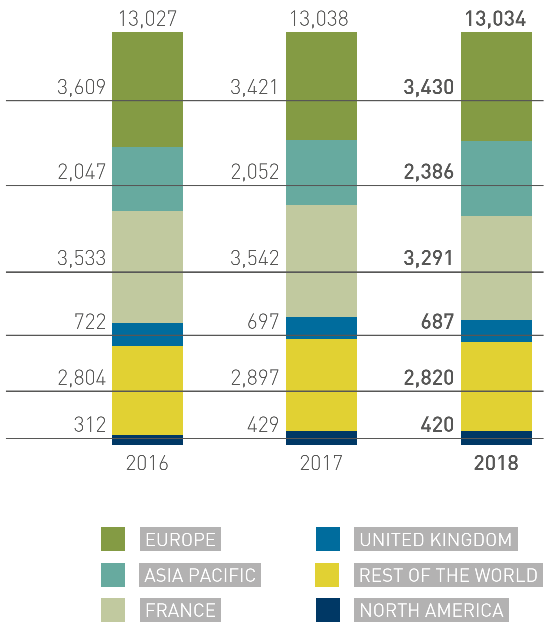
ADJUSTED FREE CASH-FLOW



In 2018, adjusted free cash-flow[1] was €150.4 million compared to €142.9 million in 2017.

[1] Free cash flow: Net cash flow from operating activities less capital investments (property, plant and equipment and intangible assets) net of disposals.

EMPLOYEE BREAKDOWN BY REGION



www.jcdecaux.com

JCDecaux

2018 REGISTRATION DOCUMENT
Financial annual report

JCDecaux SA

AUTORITÉ
DES MARCHÉS FINANCIERS
AMF

This Annual Report was filed with the French Autorité des Marchés Financiers (AMF) on 25 April 2019, as stipulated in Article 212-13 of the rules and regulations of the AMF. It may not be used to support a financial transaction unless it is supplemented with an operation note approved by the AMF. This document was prepared by the issuer and is binding upon its signatories.

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COVER PAGE TITLE :

ICONIC LED 156sqm SCREEN - "The Kensington" by Zaha Hadid Design, West Cromwell Road, London, **UNITED KINGDOM**

LEGAL INFORMATION

OTHER INFORMATION

Items comprising the Annual Financial Report are identified in the table of contents by the pictogram AFR

MESSAGE FROM THE CO-CEOS


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Madam, Sir, Dear Shareholders,

2018 has been particularly dynamic. Last year was for JCDecaux another year of record revenue at €3,618.5 million driven by a 16.4% organic growth rate in Asia Pacific and by a 28.4% revenue increase from our prime DOOH media assets.

As we have seen over the past year, our revenue is now being driven by our digital assets. We saw considerable growth in the number of digital assets in 2018 thanks to new contracts, contract renewals and extensions in most geographical areas in which we operate. This growth applies to all our activities and business areas.

Digitisation has continued across Street Furniture in Berlin, The Hague, Lisbon, Singapore, Paris, and throughout France with the installation of screens in Monoprix shop windows, and in the UK with the country's two largest malls owned by Unibail-Rodamco-Westfield.

In Transport, digitisation has continued with MTR, which includes Hong Kong's subway and Airport Express line and in the UK with Network Rail's implementation of the world's first all-digital transport environment. Guangzhou-Baiyun Airport launched a new terminal, Dubai International Airport introduced iconic new digital opportunities and a sales partnership with Dubai Duty Free enabling advertisers to benefit from a new data ecosystem and convergence of screen displays – maintaining its position at the forefront of the airport revolution. Innovation continued with a "Digital Square" (la Place Digitale) in Paris Charles de Gaulle Airport and digitisation at Brussels Airport.

This shared commitment to delivering high quality services with cutting-edge innovations in over 80 countries in which we operate, is the reason for our strength and our collective success. In 2019, like in 2018, we will draw on our talent, creativity and expertise to explore all possibilities and tackle the many challenges that lie ahead.

Digital Billboard advertising continued in London, with "The Kensington" launch - a unique sculptural digital canvas, created by Zaha Hadid Design.

In France, on our French home market, we are monitoring the amendment of the Local Advertising Regulation (Règlement Local de Publicité) initiated by the City of Paris which could lead to a digital authorisation in the perspective of the 2024 Olympic Games.

We also focused on geographical expansion in line with our business model. This included the acquisition of new markets in Yangon in Myanmar, Abidjan in the Ivory Coast and Lagos in Nigeria and the acquisition of the remaining 15% of Eumex that we had not acquired in 2014, thus consolidating our presence in Mexico, Guatemala, El Salvador, Costa Rica, Panama, Colombia and Chile.

Our most important acquisition in 2018 was APN Outdoor, our biggest external growth transaction since our IPO in 2001. This move opens opportunities for significant expansion in Australia, the world's 7th largest advertising market, with a bias towards Digital Out-of-Home (DOOH). It will also enable us to obtain a foothold in New Zealand. This consolidation means that Asia-Pacific has become the Group's second largest geographical region.

In 2018 we were able to demonstrate our pioneering spirit, innovative capacity and operational excellence in self-service bike hire systems. We extended our system in Dublin, deployed 4,000 new Vélo'v bikes overnight in Lyon in the space of 7 hours (service used by +14% more customers) and successfully launched the digital customer experience. Now used by 65% of customers, we are preparing for the implementation of a network of hybrid electric bikes with a portable battery in 2020. We also implemented a unique offering in the urban area of Nantes, where 1,000 biclooPlus were installed in one night and we launched an all-electric self service bike offering in Luxembourg.

While these achievements and innovations lay the foundations for our shared future, we must give our Group the resources to meet the challenges created by major digital players. For this reason, we have set up two entities that give JCDecaux a new dimension: VIOOH and the Data Corporate Division, while we continue to adapt internally to an increasingly digital environment through staff training and upskilling.

VIOOH, which is 93.5% owned by JCDecaux and 6.5% owned by Veltys, a data specialist and modelling company, is a global independent automated planning and trading platform available to the main global operators. Designed to speed up growth in outdoor advertising, it aims to connect clients and agencies to the digital programmatic ecosystem, a real growth driver for our development.

The Data Corporate Division aims to speed up the global transformation of outdoor advertising and the company by maximising its ability to improve knowledge, and design innovative products and services that create new sources of value throughout the ecosystem: for citizens and consumers, advertisers and agencies, local authorities, cities and transport and retail partners.

In this context, we have strengthened the Group's compliance with the strictest of standards around GDPR, ethics, and duty of vigilance, with the view that nothing short of strict adherence to such standards is acceptable.

Our new world, which is facing multiple challenges, must also be preserved because we do not have a planet B. In this regard, our Sustainable Development Department is working closely with all our activities to create real opportunities for growth while also respecting the 3 major challenges which drive our strategy (Environmental, Social and Stakeholder responsibility) and our commitment to the Global Compact, to ensure the continued existence of our assets, to create shared value and to have a positive impact in society.

Finally, we would like to take the opportunity to thank all our stakeholders for the trust you have placed in JCDecaux since our IPO in June 2001.

Jean-Charles Decaux

Chairman of the Executive Board
Co-CEO

Jean-François Decaux

Co-CEO

DIGITAL BUS SHELTER WITH A 98-INCH SCREEN
5th Avenue in New York
UNITED STATES

COMPANY OVERVIEW

THE YEAR 2018

2018 was for JCDecaux another year of record revenue at €3,618.5 million driven by a 28.4% revenue increase from our prime DOOH media assets and by a 16.4% organic growth rate in Asia Pacific. Our advertisers' portfolio remains very diversified with a growing contribution from both Personal Care & Luxury Goods as well as Internet and our Top 10 clients now represent 11.5% of our Group revenue.

As expected, our 60bps Group operating margin decline was negatively impacted by France and our programmatic (VIOOH) & Data initiatives as well as the ramp-up of new contracts. Our Street Furniture operating margin declined by 220bps mainly due to the cancellation of the Paris "City Information Panels" interim contract and the non-renewal of Vélib' in France. Our Transport operating margin improved by 110bps thanks to a double-digit revenue growth in Asia-Pacific and a strong revenue performance in Europe. Our Billboard margin improved by 80bps, benefitting from the contribution of APN Outdoor since October 31st, 2018. Our cash flow generation remains solid and our net debt increased in line with the financing of APN Outdoor acquisition.

2018 was marked by a number of important contracts wins and renewals in all the geographies where JCDecaux operates. A selection is presented below.

1. OUR CONTRACTS PORTFOLIO EVOLUTION

Europe

- In France, JCDecaux won and renewed a large number of tenders, of which, JCDecaux has won, following a competitive tender, the 10-year advertising street furniture contract for the city of Perpignan (population: 117,000).
- In the United Kingdom, JCDecaux has signed a 5-year deal with Network Rail that will deliver an improved station environment with a 100% digital transport environment at Network Rail stations.

  JCDecaux has installed on Cromwell Road in London a landmark advertising structure that integrates public art, contemporary design and digital media designed by the globally renowned Zaha Hadid Design. The Kensington provides brands with a unique communications' channel in the capital that combines the latest in digital screen technology with a spectacular, curved double-ribbon stainless steel design.

  Additionnaly, JCDecaux has won the contract for the centre advertising at Westfield London and Westfield Stratford City, the premium retail, shopping and leisure destinations in London – ranked number one and two for mall retail spend in the UK. The contract follows a competitive tender and is for a term of 8.5 years
- In Germany, JCDecaux German subsidiary Wall, based in Berlin, has signed a new 15-year exclusive contract for all back-lit and digital advertising street furniture excluding bus-shelters following a competitive tender.

  JCDecaux Wall GmH has also won the Berlin tender for the supply, installation and operation of public toilets in the German capital. Wall has operated the public toilets in Berlin since 1992.

  Additionnaly, JCDecaux Wall GmbH has won both contracts put out for tender by the Berlin Transport Authority (BVG). The first contract includes the exclusive advertising rights for 6,200 2m² advertising panels on over 4,600 bus and tram shelters in the German capital. The second contract covers the cleaning and maintenance of the shelters. Both six-year contracts, including a three-year extension option for the BVG, will begin on January 1st, 2019 and end on December 31st, 2024.
- In Luxembourg, JCDecaux following a competitive tender, JCDecaux Luxembourg was awarded the self-service electric bike contract for Luxembourg. The contract is for a 10-year term in the capital city of the Grand Duchy of Luxembourg (116,000 inhabitants, 180,000 cross-border workers; 60% of the country's 590,000 inhabitants go to the capital at least once a week).
- In Belgium, JCDecaux Belgium, has signed an agreement with the Brussels Government to electrify a third of its 5,000 Villo! bikes, and to offer a revamped and easier-to-use service to the users of the self-service bike rental scheme serving the 19 districts of the Brussels-Capital Region (population: 1,200,000).
- In the Netherlands, JCDecaux Netherlands, was awarded the 8-year exclusive contract for advertising street furniture (excluding bus-shelters) in The Hague.
- In Portugal, JCDecaux Portugal has won the 2 lots of the competitive tender for the installation and advertising operation of street furniture and large-format digital panels in the city of Lisbon (505,000 inhabitants), via a combined offer, for a 15-year term.

Asia-Pacific

- In Myanmar, FMIDecaux Co., the new joint venture between JCDecaux S.A. and its partner First Myanmar Investment Co., Ltd., Myanmar's first listed company, won an exclusive 20-year contract with Yangon City Development Committee ("YCDC") for advertising street furniture in the city of Yangon (population: above 5.2 million).
- In Singapore, JCDecaux was awarded an exclusive 7-year contract for managing advertising and maintaining 1,459 bus shelters across Singapore (population: above 5.6 million) by the Land Transport Authority (LTA).
- In Hong Kong, JCDecaux Pearl & Dean, a 100% subsidiary of JCDecaux has won the renewal of its exclusive advertising contracts with MTR Corporation for the operation and management of outdoor advertising across seven MTR lines and the Airport Express. These renewed contracts are effective since January 2018 for up to 6 years.
- In Japan, MCDecaux (85% owned by JCDecaux and 15% by Mitsubishi Corporation) has been awarded a 20-year Tokyo advertising bus shelter contract by Odakyu Bus Corporation.
- In China, JCDecaux Advertising (Shanghai) Co., Ltd. (wholly-owned by JCDecaux) following a competitive tender, has signed the 10-year advertising contract with Tianjin Metro Resource Investment Co., Ltd., the subsidiary of Tianjin Rail Transit Group. The two parties will establish a joint venture (60% owned by JCDecaux and 40% by the Metro) for the operation and management of advertising on Lines 5 and 6 in Tianjin Metro.

Rest of the World

- In Ivory Coast, JCDecaux Côte d'Ivoire, joint venture jointly owned with Bolloré Group has signed a 20-year contract with SOTRA, the Abidjan Transport Company ("Société des Transports Abidjanais"), for the implementation of a street furniture advertising program (bus shelters and signposts) as well as advertising operations for SOTRA's different transport networks (buses, train stations, bus terminals, and water buses) in the Abidjan district (nearly 5 million inhabitants).

  JCDecaux Côte d'Ivoire has signed a 20-year contract for a street furniture advertising program with Cocody (around 800,000 inhabitants).

- In United Arab Emirates, JCDecaux announced that its subsidiary JCDecaux Dicon will place the world's leading international airport Dubai International (DXB) at the forefront of an airport advertising revolution after extending its contract with Dubai Airports until 2028. Building upon a successful collaboration that began in 2008, this new phase of the partnership, signed today in Dubai, covers all the exclusive advertising concessions at DXB.

2. ACQUISITIONS AND MERGERS

- In December, JCDecaux announced that its subsidiary, JCDecaux Belgium, has completed the first stage of a merger with Publiroute, a long-established Belgian billboards player operating under the Dewez trademark. When the operation is complete, JCDecaux Belgium will be the majority shareholder.

- In October, JCDecaux announced that the scheme of arrangement between APN Outdoor and its shareholders that was approved by APN Outdoor shareholders on October 15th, 2018 and the Federal Court of Australia (NSW) on October 18th, 2018 was implemented on October 31st, 2018. Accordingly, JCDecaux ANZ Pty Ltd, a wholly owned subsidiary of JCDecaux SA, holds all of the shares on issue in APN Outdoor, since that date.

  JCDecaux has paid A$6.70 in cash for each APN Outdoor share, corresponding to an equity value of approximately A$1.119 billion / €0.714 billion and a FY18 EV/EBITDA multiple of 12.9x pre synergies.

- In July, JCDecaux announced that it has acquired 100% of Corameq, a holding company of Eumex, after acquiring the stakes of the two founders and noncontrolling shareholders: Antonio Torres and Carlos de Meer.

3. OTHER ACTIVITIES

- In May, JCDecaux has set up a Data Division at Corporate level inaugurating a new phase in the transformation and development of its business. By setting up a dedicated Division, reporting to the Executive Board, JCDecaux is moving the strategy up a gear. The Data Division's mission will be to develop a Group-wide strategy to exploit the considerable potential of collecting, analysing, modelling and exploiting data. This will always comply strictly with personal data protection rules to safeguard citizens and users, which in Europe, for instance, has been strengthened by the introduction of the General Data Protection Regulation.

- In May, JCDecaux announced that it has signed an exclusive contract with NPD Travel Retail (formerly Counter Retail Intelligence) to be the only media company to have access to the CiR's Global Traveller Statistics service. The contract will run over several years, giving the JCDecaux Global airport division exclusive access to one of the most comprehensive sources of global air travel intelligence and data.

- In June, JCDecaux announced the launch of VIOOH – a global independent automated planning and trading platform designed to accelerate growth of Out-of-Home and connect the industry to the programmatic digital ecosystem. The capital of VIOOH - pronounced View - is currently owned 93.5% by JCDecaux and 6.5% by Veltys, a data specialist and modelling company. VIOOH's purpose is to grow Out-of-Home advertising spend globally by offering an integrated platform to provide automation and offer programmatic trading for media sellers and buyers. While Digital Out-of-Home (DOOH) is expected to be the second fastest growing medium between 2017 and 2020, the platform will strengthen JCDecaux's capacity to meet the new expectations of its clients, brands and agencies, and enlarge the Group ecosystem.

- In November, JCDecaux announced that François-Xavier Pierrel joined the Group as Chief Data Officer (CDO) on November 5th, 2018. He supervises the Data Division with the assistance of the Data Scientists, Data Analysts and Data Engineers teams. These have been strengthened with new members.

- In October, JCDecaux announced that H.E. Falah Al Ahbabi, Chairman of the Abu Dhabi Department of Urban Planning and Municipalities (DPM) signed a strategic Memorandum of Understanding (MoU) with Jean-Charles Decaux, Chairman of the Executive Board and Co-CEO of JCDecaux, in the presence of the French Ambassador to the UAE, H.E. Mr. Ludovic Pouille

THE OUTDOOR ADVERTISING INDUSTRY

1. SEGMENTS OF THE OUTDOOR ADVERTISING INDUSTRY

1.1. Three main segments

Outdoor advertising consists of three principal segments: "Street Furniture", "Transport" and "Billboard":

- Billboard is the most traditional and continues to be the most utilised form of outdoor advertising
- Street Furniture relates to advertising on bus shelters, free-standing information panels MUPI® 2sqm or Senior® 8sqm, large-format advertising panels and multi-service columns
- Transport relates to advertising in transit networks and airports.

The incorporation of digital technologies (new screens) is the most recent form of outdoor advertising.

This document contains a number of estimates. We have used various sources to provide the most accurate possible data hereafter. Where these sources contain inconsistent information, we have tried to harmonise it based on our knowledge of the market. Therefore, we estimate that in 2018, Billboard accounted for approximately 45% of worldwide outdoor advertising spending, Transport accounted for approximately 31%, and Street Furniture accounted for around 23% (source: JCDecaux).

1.2. The place of outdoor advertising in the advertising market

In 2018, outdoor advertising spending worldwide stood at approximately $38.1 billion, an increase on 2017. It represents 6.7% of worldwide advertising investment, which was estimated at $568 billion (source: ZenithOptimedia estimates, December 2018). This average market share results from variations in penetration rates in different countries. For example, outdoor advertising spending, expressed as a percentage of the overall display advertising market, is especially high in the Asia-Pacific region, because of the particularly strong market share of outdoor advertising in Japan and China, the main advertising markets in the region. In 2018, outdoor advertising accounted for 9.0% of the overall advertising market in this region, compared to only 4.8%, 6.5%, and 4.6% of the overall advertising market in North America, Western Europe, and Latin America, respectively.

2. OUTDOOR ADVERTISING: AN INCREASINGLY RELEVANT COMMUNICATION CHANNEL

In recent years, there has been a major shift in the media landscape driven by the growth of Internet advertising which recently became the largest media type ahead of television. This has led to an increase of people using digital platforms and consuming media in entirely new ways. This structural change has for most major traditional forms of display media caused a decline or a fragmentation of audiences. For press this has mostly caused a strong readership decline since 2012. In terms of television, although the overall audience may not have decreased, new digital platforms have provided more choice (catch-up technology, subscription services such as Netflix, ...). The balance of audience for mass communication has shifted slightly in favour of target groups in whom certain advertisers seem less interested. Conversely, outdoor advertising audiences are structurally on the rise, as the world's population naturally becomes increasingly urban.

We believe that in the future, advertising expenditure as a percentage of total will correlate with share of consumer time spent. Currently, television is overweight in terms of advertising spend. A recent report produced by Route, the independent audience measurement body in the UK, showed that television accounted for 42% of total advertising expenditure in 2017. However, consumers spend around 24% of their media consumption time exposed to this media. In our view, outdoor is underweight, accounting for 9% of 2017 advertising expenditure whilst consumers spend c. 21% of their media time in the presence out of home according to the report. Similar disparities are reported in the US and consistently elsewhere in the world. We expect outdoor as a percentage of total advertising spend to increase over time.

Additionally, digital technology has contributed to outdoor advertising becoming a more relevant and flexible communications channel than before, while retaining its broad reach. The nature of outdoor advertising also means that it fits well into the changing patterns of consumer interaction with advertisers' messages. Unlike most major media the growing audience means that this relevance and interaction comes at a low cost per contact. The outdoor industry has also invested in meaningful tools of accountability with respect to audience and return on investment. This has generated interest from advertisers and their advertising agencies allowing them to quantify the contribution of the medium.

Beyond this, in a new socially connected world, outdoor emerges as the last mass medium best positioned to work in collaboration with an increasingly urban, mobile and digitally enabled audience. 2018 has seen continuous growth in the number of clients exploiting the potential of new interactions between a burgeoning mobile marketing sector and outdoor advertising vehicles.

2.1. A fast-growing and mobile audience

The significant growth in the out of home audience is in part driven by structural changes in populations, which are increasingly urbanised. The United Nations Department of Economic and Social Affairs report in 2018 reconfirmed and updated projections suggesting that over half (55%) of the world's population now live in cities. By 2050, it predicts that the total urban world population will be up to 68%. The most urbanised regions include North America (with 82% of its population living in the cities in 2018), Latam (81%) and Europe (74%) (Source: The World Urbanization prospects 2018).

The trend of urbanisation is particularly strong in the developing world, where people are migrating in growing numbers toward large urban centres.

The World Urbanization Prospects (2018) predicts that India, China and Nigeria together will account for 35% of the projected growth of the population living in cities between 2018 and 2050. It is worth noting that although Asia has lower levels of urban population than the developed areas it still contains 54% of the world's urban population. The developed world already has levels of urbanisation well in excess of 50% but this structural change continues even within Europe where more people are predicted to move to cities. It is also interesting to note that the GDP of city-dwellers tends to be higher than that of their non- urban counterparts in the country they live in.

In addition, people are becoming more and more mobile and are spending more time outside of their homes, be it by driving, walking on the street, in trains, railway stations, or airports. Outdoor advertising displays have rapidly developed in city centres, along highly travelled roads, in airports, shopping centres and supermarkets. It is predicted that the audience for outdoor advertising will continue to grow in years to come, benefiting from this population growing mobility.

Consequently, the average commute time between home and work has increased in most countries, which means that consumers are increasingly exposed to outdoor advertising. Many individuals in the world are travelling further and for longer in their everyday activities. In 2017, China saw an increase of 7.9% in distance travelled by passenger in kilometres compared to the previous year (National Bureau of Statistics of China).

The proliferation of smartphones and other devices continued allowing consumers to access internet "on-the-move". In Q3 2018, 86% of new mobile phones sold were smartphones and mobile smartphone subscriptions made up 60% of the total market surpassing those for more basic mobile phones. There are 5 billion smartphone subscriptions globally and this figure is predicted to reach 7.2 billion subscriptions by 2024 (Ericsson Mobility Report, 2018). Greater device affordability and young consumers mean that this phenomenen is also gathering pace in relatively underdeveloped markets; the penetration of mobile broadband will grow by 3 times in the Middle East and Africa for example in the same period.

In the US, smartphone penetration is at 81% (Source: ComScore US 2016 Mobile App Report). With people increasingly using their smartphones as their primary computing devices, close to 90% of mobile data traffic comes from smartphones and it is projected to reach 95% in 2024 (Ericsson Mobility Report, 2018 p.16). Advertisers have ever-increasing opportunities to reach this mobile audience whether in city centres or retail locations, and outdoor is uniquely placed to integrate with this new media in engaging with this valuable audience.

In air transport, according to ACI (Airports Council International), growth in air passengers increased 5.9% in 2017 to almost 8.7 billion. The international traffic is a key driver of this increase and the global growth in passenger traffic can in particular be attributed to Asian-Pacific airports which counted the volume of largest air passenger traffic in 2017.

The Asian market grew by 10% in 2017, led by Chinese airports which have all experienced buoyant growth, Shanghai Pudong airport and Guangzhou airport in particular experience leading growth amongst top international hubs; JCDecaux is ideally positioned in outdoor advertising, with a presence in Beijing, Shanghai, Hong Kong and more recently in Japan with Osaka and Kansai airports as well as other leading growth hubs worldwide such as Los Angeles and Dubai.

2.2. Growing fragmentation of all major media

As many studies show, outdoor advertising continues to benefit from the increasing fragmentation of "in-home" advertising, be it more cable, satellite, and broadcast television channels, along with internet sites, competing for of the viewer's attention.

2018 saw a continued shift in advertising consumption that consolidates the position of outdoor as the only true mass medium unaffected by fragmentation. Despite the recognised growth in internet use, individual platforms or sites struggle to achieve mass coverage (with the exception of Facebook). The mobile revolution precipitated by mass smartphone and tablet ownership has led to different patterns of usership for online access, with shorter and "in the moment" browsing activity becoming much more common. New portals and access methods can rise and fall very rapidly on the web, making planning coherent campaigns somewhat problematic for advertisers. Outdoor is a natural partner in this fragmented digital world to direct consumers on the move towards relevant promotional messages.

2.3. New opportunities for OOH

Convergence of Outdoor and Mobile Marketing

Shipments of smartphones remained at 1.47 billion in 2017 and are forecast to reach 1.57 billion units in 2022 (Source: IDC – International Data Corporation). The Chinese market which represented one third of the market in 2017 is finally showing a levelling off in 2018 due to very high penetration levels. Smartphones, of which a high proportion are NFC enabled (all are QR capable), are an important driver of future growth for our medium helped by the combination of mobile devices, mobile Wi-Fi and mobile enabled outdoor creatives.

In this context, outdoor is well placed to be a more relevant and integral part of the conversation that advertisers will seek to have with potential customers. There are two key reasons for this. First, the younger and technically savvy groups are disproportionately highly exposed to out of home. Second, this group is increasingly averse to an interrupt model of advertising and looks for a dialogue with their peer groups about brands and lifestyle choices. Outdoor is not perceived as interruptive but welcomed in the context of the urban environment as both ambient and useful.

Fueling this growth in social interaction via mobile is the growth in mobile broadband penetration. The Ericsson Mobility Report 2018 states that mobile broadband subscriptions are now 5.7 billion.

This number will continue to grow and the new opportunies and new innovative solutions such as 5G are key components of this. 5G will reach 40% population coverage and 1.5 billion subscriptions in 2024further fuelling data growth and use of mobile broadband.

As growth in mobile broadband gathers pace, increasing amounts of online social interaction will take place on mobile platforms. Outdoor is well placed to interact with, and be part of this increasingly significant conversation style of communication between advertiser and customer "in the moment".

Increased interaction and new forms augmented reality

Through the continued expansion of our JCDecaux Creative Solutions® concept, in 2018, the Group continued to develop solutions enabling this new type of conversation to be offered, an area sought after by our advertisers.

JCDecaux Creative Solutions® teams around the world have developed a range of products and a sophisticated understanding of how technologies from other emerging communications industries can be combined with outdoor advertising to make the outdoor medium more attractive and interactive. In doing so, we have anticipated the increasing desire from advertisers and their agencies for media that deliver engagement. Given the high volume of advertising messages to which consumers are exposed every day, new and innovative methods are required by media owners to persuade consumers to engage with the communication. Such methods will involve actual relational marketing that flourishes in an urban environment by offering the unexpected. JCDecaux Creative Solutions® teams are constantly on the lookout for new and innovative advertising concepts for our customers' product campaigns, driving interest in the medium and stimulating diversity in our customer base and, ultimately revenue growth.

In 2018 this desire by clients and by their customers for brand interaction has led to an expansion of this JCDecaux Creative Solutions® concept in our major markets. By combining experiential activity and innovation along with digital formats and editorial content, JCDecaux Creative Solutions® is driving further growth in sales and attracting new advertisers to our media offering. The dominant trend of interaction has therefore continued and expanded in 2018 and each year we deliver more than 2000 of these innovative technological solutions for our clients. New forms of interaction combining mobile devices with experiential spaces offer unprecedented communication opportunities for advertisers.

This technological expertise is transferred to our smaller markets. In Colombia, for example, the number of such activations virtually doubled; 124 were carried out in 2018 adding significant engagement for our customers, particularly in our street furniture segment, and stimulating a wider utilisation of the medium.

The dominant trend is this area is the addition of live steaming and AR to multi functional innovative solutions. A good illustration of this was a multi solutions delivery for the launch of the latest in the Universal Pictures franchise, Jurassic World, for which JCDecaux built an eclectic range of campaign material to lock into key audiences' imagination. This campaign took place in the UK where experiential & major rail station "takeover" was combined with live tweet, Augmented Reality and special builds.

As JCDecaux continues its roll out of digitisation across key markets there is a notable increase in the number of dynamic campaigns powered by data. Simple creative solutions driven by data concerning weather, time of day and mindset targeting have increased, with many brands taking advantage of these activations to create greater brand recall or increase sales. Some clients have used this approach to create more bespoke solutions. For example Nike's Berlin Marathon campaign, where runner's times were displayed around the city and in the the UK a number of Diageo campaigns which delivered different product messaging based on multi behavioural data sets

Connecting the offline with the online world is increasingly a feature of our clients' activity where using social media integration with platforms such as Twitter. A good example is Amazon which created live feeds of their stock for their advertising campaign with us in Australia.

As clients look to centralise production budgets and make efficiencies JCDecaux OneWorld has enabled the generation of digital campaign material centrally. For example, to promote Absolut's new Absolut World Vodka limited edition bottle, which was exclusive to travel retail, we were able to build one HTML file and adapt this for multiple markets, greatly simplifying a multi market purchase for this client. Absolute created a global movement inviting travellers flying from Frankfurt and Singapore to upload a picture of themselves via Absolut.com/globalselfie with their name, age, city and the recommended places they love eating, drinking and getting together with friends. The "Global selfies" were linked with a location tag and, accordingly, with the flight data, a direct interface to a content-management system made it possible to show the insider tips from the Travellers at the relevant gates of the two airports. The photo that appeared on the digital screen then revealed a mosaic made up of other people faces.

The increased presence of digital screens throughout the world increased the usage of live streaming with brand ambassaders interacting with public to promote products and events surrounding brand activation. Along with sampling events this is an innovative and immediate way to interact with the consumers by placing the product into their hands. This type of innovation took different forms around the world. A interesting example of this would be the Austrian Volkswagen campaign where live streaming was used to interact with passengers at a busy location in Vienna. Real-time personalized messages were displayed on the bus shelter's panel inviting passengers to visit the Volkswagen 'Design Cube' were the new Volvo XC40 was showcased.

Advertisers see a great opportunity in this form of Creative solutions® as it helps them to reach a high audience, drive to social and achieve high levels of product trial.

Other Creative Solutions® products

Creative Solutions® products that don't involve any interaction are still a good means of bringing in new clients in a simple and effective way. Showcase sites that turn a MUPI® into a window showing an advertiser's products, as in a store, remains a popular way of exposing products to consumers. All these innovative products have sound, special lighting effects, modern forms of moving lights and even scent.

Less technologically demanding innovative solutions remain an important part of our JCDecaux offering worldwide driving interest in our medium. Advertisers continue to utilise the physical properties of our furniture to emphasise brand messaging. A good example in 2018 was a campaign by Carlsberg in Portugal for the promotion of their campaign The Danish Way'. Focusing on the Danish philosophy of life, Carlsberg chose the Danish bicycle culture to connect with Portuguese passers-by and communicate about its roots. The brand installed two bicycles rotating on the special build Large Format which featured a 'From Copenhagen to Lisbon' headline and pictures of the two cities on the background. The vibrant special build caught the attention of passers by and successfully communicated Carlsberg's rebrand.

JCDecaux's 360° Station Domination solutions (Transport) provide another way of giving advertisers the opportunity to own an entire station and immerse high frequency commuters in their brand messaging.

These creatively engaging approaches have helped change the perception of the outdoor advertising for advertisers, greatly contributing to the growth of the medium.

Our largest markets have a new JCDecaux Creative Solutions® based campaign virtually every week.

In 2018, there were 2,200 Creative Solutions® campaigns conducted by clients of JCDecaux worldwide.

The markets with the largest number of such campaigns are the UK, France, China, Columbia and Bulgaria, which accounted for almost 700 campaigns in 2018, and this augmentation of clients' regular media messaging occurred in over 60 of our countries in 2018. Most of the Creative Solutions® campaigns in China are in the Transport category, in the metros of Shanghai, Beijing and Hong Kong.

Our expertise in this area is a driver for sales across our business with smaller markets such as with smaller markets such as Panama, Chile, Guatemala, Lithuania and also the USA also extremely active in this augmentation of advertisers' messaging. In Europe Germany, Spain, Hungary and Austria are also particularly creative in terms of innovation, and this innovative approach is particularly attractive to our customers and drives business. This capacity for perpetual innovation allows our sales force to attract new advertisers to outdoor advertising and to retain existing advertisers by offering them new ideas.

Digitally enhanced product

The continued expansion of the Creative Solutions® platform in 2018 will, we believe, attract new potential sources of income, particularly in the digital area of our business. The Jurassic Park campaign mentioned above is a good example of this form.

Our capacity for product innovation also means that we are able to offer advertisers communications media that are increasingly attractive and support the growth of outdoor advertising. In airports as far apart as Shanghai, Dubai, Los Angeles, New York, London, Paris, Frankfurt and São Paulo, and in the Hong Kong, Shanghai and Beijing undergrounds, we have expanded the use of digital screens, making the medium more attractive and flexible in delivering our customers' advertising messages. The quality of both the screens and their locations make this a significant potential driver of revenues in coming years. Of particular note in 2018 was the further increased a use of digital screens to deliver advertising messages, particularly in the street furniture and transport sectors.

In addition, we were awarded the transport contract in Madrid metro in 2013, which has a significant digital element. Digital penetration is extending beyond the largest Airports and transport hubs to smaller rail and metro systems and regional airports, particularly in France and the UK. A particular feature of 2015 and 2016 was the expansion of this digital product in Street Furniture with contracts highly digitised like London and New York as well as major capitals and significant cities such as Stockholm, Hamburg and Sydney.

In 2016 we launched in Sweden the first national street furniture digital network in Europe. The top 12 cities in this country, including the capital Stockholm, have street furniture digital screens in the city centres and close to the most attractive shopping locations. In 2017 we extended our street furniture digital product in the US outside of New York with new 86" screens on city information panels and rapid transit bus shelters in the major city of Chicago, DMA #3.

Further digital expansion occurred in 2017 in cities around the globe such as Antibes, Bayonne, Helsinki, Mannheim, Mexico City, Panama City and Yokohama. In a significant development in 2017 JCDecaux announced the renewal of the partnership with Telstra, Australia's leading telecoms Group, which will result in 1,800 new digital screens on phone booths in the five major Australian cities.

We are committed to this digitisation across the globe with digital screens in almost 50 countries in 2018. In the UK, JCDecaux renewed the Network Rail contract and will deliver a 100% digital network targeting commuters who have a reported spend of over £22 billion a year during their commute (Source: Source: Kinetic, Exterion Media & Centre for Business and Economics Research report 2019).

A significant recent development is the 10-year contract for bus shelter advertising in Camden (London) which follows the award of the TFL bus shelter and the Royal Borough of Kensington and Chelsea advertsing concessions, making London the largest digital advertising bus shelter network in the world.

The growth in Digital Out-Of-Home has led to the launch of VIOOH, a global independent automated planning and trading platform. VIOOH is designed to accelerate Out Of Home advertising spend globally by enabling media buyers to buy Digital Out-Of-Home in a seamless way and thus compete with digital online advertising.

2.4. Reliability and improvements in audience measurement

In the media world, the most advanced forms of advertising have analytical tools that allow purchasers of advertising space to plan their campaigns effectively. Outdoor advertising, unlike other major media, has traditionally lacked reliable audience measurement tools.

For several years, through our subsidiary JCDecaux OneWorld, we have pioneered the development of audience measurement for outdoor advertising.

JCDecaux has significantly contributed to the development of a consistent approach to outdoor audience measurement in Europe, the United States, South Africa, Latam and the Asia-Pacific region. Using our reputation, we have developed a "reference methodology" in audience measurement, together with other key companies in the outdoor advertising industry. These early initiatives were strengthened in 2008 following the creation of a new research Group under the international research institute, ESOMAR, the purpose of which was to develop audience measurement standards specific to outdoor advertising, the "Global Guidelines for Out Of Home Audience Measurement". We served on its decision-making committee and also chaired the technical committee of this research Group. Other members included the World Federation of Advertisers and other participants in the advertising world. Only television and the Internet have undertaken similar audience measurement initiatives so far, and this step shows the increasing importance that advertisers attach to outdoor advertising in formulating their advertising strategy. The completed guidelines were released and referenced in 2009, to assist markets throughout the world to develop true accountability, permitting outdoor to compete more effectively with other media for advertisers' advertising spend.

Generally speaking, regardless of the type of medium, the development of a method of audience measurement requires active participation by the various parties involved (principal vendors, advertising agencies and advertisers). They must agree on the measurement criteria to be used. This step is a fundamental prerequisite that conditions the acceptance of the results of the audience measurement technique by the advertising market and the various participants. Audience measurements carried out for out of home advertising thus involve the principal parties affected and are produced by independent agencies that include the key companies in the industry.

The reference methodology used by us and other participants in the industry is built around three fundamental ideas: identifying the movements of a sample of the population over a period of one to two weeks, measuring vehicular or pedestrian traffic and measuring the visibility of the advertisement (whether the panel is backlit or not, visibility of the panel from the traffic flow position, and in relation to the direction of traffic flow, etc.).

For each panel, a probability factor of being seen can be assigned, based on its potential visibility.

The method of data collection can vary from one country to another for each of these branches of the methodology. Collection of information about movements, for example, can be made using GPS systems, as was the case recently in the Netherlands, Germany, Switzerland and certain major Italian cities. This GPS technique is currently also being used to continually update the UK study and for new studies in Austria. The aim is to gather reliable data about patterns of movement across a wide range of outdoor formats.

This methodology, which has gradually been implemented with success in various regions of the world, improve the level of coverage and increase the frequency of audience measurement for outdoor advertising in order to allow comparability both with other main advertising media and from one outdoor advertising segment to another. Global advertisers are thus able to develop a worldwide strategy for purchasing advertising space from one medium to another, increasing the ease of use and effectiveness of the medium. This reference methodology has already been adopted by the United Kingdom, Norway, Sweden, the Baltics, Ireland, Finland, Germany, Austria, the USA, Australia and the Netherlands. In the United Kingdom, the system has been in place longer than in other countries, and, more recently, has been implemented in Ireland, Sweden, and in Finland. We believe that these audience-measurement methodologies have allowed us to improve the performance of our media due to demonstrably higher audiences for high-quality panels.

We believe that the arrival of such a credible measurement technique has allowed outdoor to grow its share of display advertising spend. In Austria the tool was released to agencies in 2012 and was used for trading in 2013 for the first time.

A significant development in 2010 was the introduction during that year of a new audience measurement system in the US, now called "GeoPath". It permits the use of similar analysis tools to those used for other media and makes it possible to integrate outdoor advertising in media planning tools, including econometric modelling, for the first time in the US. We believe that this has had significant impact on the ability to compare the value of out of home to other major media. Modelling has been significantly refined, allowing the industry to bring transport environments into this system for the first time in 2014 and significantly improve the sensitivity of the model in 2015 to the measurement of digital bulletin boards, such as those we had developed in Chicago. An ongoing programme instigated by the GeoPath members in 2015, Measurement, Optimisation and Ratings Enhancement, or M.O.R.E., continues this important development in accountability and gathered pace in 2017 ensuring the relevance of the medium can be demonstrated in the increasingly digital age. The results of these enhancements were released to the market for trial in the second half of 2018 and will significantly improve the planning and buying of OOH in this important market on full release in Spring 2019. Advertisers will for the first time have access to hourly audience information which has particularly relevance to the attractiveness of our digital offering in the streets of Chicago and New York.

In China, we introduced our first audience measurement using this reference methodology in 2008. This audience measurement was carried out for all of our different types of advertising media in Shanghai and was then extended to metro products in Beijing in 2009. Our objective is to extend this measurement to the principal advertising markets in China, which should significantly strengthen our competitive position there. Due to the rapid pace of change in infrastructure within Shanghai, the study of audience measurement carried out in 2008 was updated in 2010 with results published in 2011. Similarly, the model for Beijing was updated in 2015. In other markets such as Brazil 2018 saw the release of this reference model approach in the most important cities. A new study in South Africa was also launched in 2016, following our acquisition of Continental Outdoor.

Similarly, in other emerging markets such as in Central and Eastern Europe, this reference methodology has the potential to enhance the understanding of the role outdoor can play in the media mix.

In France, the reference institute for measuring outdoor advertising audiences is Affimétrie. Each quarter, the institute measures and delivers outdoor advertising network performance across all regions and formats for the advertising market. With regard to the performance of the Street Furniture and Billboard businesses, Affimétrie places JCDecaux and Avenir products and networks at the top of all major indicators (audience, number of contacts delivered, coverage, repetition and GRP). Several improvements in methodology have been made by Affimétrie since 2007, in particular relating to the effects of back-lighting and scrolling displays on the "visibility" of a display. A regular programme of surveys, prepared and run in close collaboration with the CESP, (Centre d'Etudes des Supports de Publicité) enables mobility behaviour to be updated, on which basis the networks' performances are calculated. Since 2015, Affimétrie has been backed by MOOHV (Mediaplanning Out Of Home Value) – which stems from the total reorganisation of Affimétrie's IT systems – providing market players with a functional, high-performance mediaplanning tool. In September 2018, Affimétrie started a vast programme designed to prepare for the launch of its new audience measurement tool. Entrusted to IPSOS, the new measurement campaign began in February 2019, after a successful pilot conducted with CESP, for the first results to be delivered to the market in March 2020. With a view to taking into account new forms of urban mobility, this audience measurement tool can be adapted to become more precise and more sensitive, more comprehensive and more solid: an advertising space measurement system providing temporal data). In order to achieve this, the system designed by Ipsos (inspired by its experience in the United Kingdom) is based on two major innovations: a passive measurement through a "meter" (a casing equipped with multiple sensors) and big data (exogenous data concerning real flows on the highways like traffic meters, 'smart city' data, automotive browsers and mobile applications…).

In the United Kingdom, the new audience measurement system, Route, in 2014 incorporated advertising in UK airports into the industry study for the first time. It added further outdoor environments such as Cinema in 2015. In 2016 Taxis were added for the first time and work commenced on a new phase of this world leading measurement which, as with the US, will bring greater sensitivity to the model allowing enhanced planning and measurement of the new digital formats. The UK has sensitised the model to quarter hour audience segments, greatly facilitating the use of these data in the automated buying of the medium.

In most of the markets described above, the audience measurement techniques, which were previously limited to the Billboard business, have been extended to all types of outdoor advertising, including Transport advertising and, more recently, advertising structures located near points of sale. This development has allowed advertisers in many markets to plan their campaigns more easily and purchase outdoor advertising networks more coherently.

Measuring the effect of media on the advertiser's image, traffic and sales

In numerous markets, JCDecaux is investing heavily in studies aiming to assess the advertising impact of outdoor advertising campaigns. The feedback from these research and studies programmes enables advertisers to assess in a precise manner the impact of JCDecaux media, to closely connect their brands to their audiences across the whole customer journey and measure the impact of campaigns on brand image as well as on traffic (to their website or stores) and sales.

In France, this approach is at the heart of a vast study and data programme launched in 2015 and known as SMARTER. Unprecedented in terms of its scale, this *ad hoc* programme draws on the expertise of internationally recognised partners (such as Ipsos, MarketingScan, Kantar World Panel, BVA and Asterop) and media agencies that make available their expertise and cutting-edge methodologies to JCDecaux.

By way of an example, the "Drive to store" barometric study, conducted with BVA during 2017 and 2018, enabled the constitution of a database populated by the fruit of the best part of 250 campaigns with sixty advertisers active in the JCDecaux networks. All the levers to identify and understand the reason for website visits, the mobile application or point of sale of a brand have been analysed, demonstrating the favourable effects of the emergence and advertising impact of campaigns on the attention and memorisation that reinforce the immediate visit and customer-brand relationship.

Smarter also integrates a service dimension designed to measure the effectiveness of the campaigns on JCDecaux media, regardless of the customer's challenge: advertising impact, image tracking, effectiveness on sales, creative pre-tests, sectoral studies, etc… Lastly, Smarter is driven by a GéoDataHub developed by JCDecaux which consolidates and activates all the sources of data collected or acquired by the Group in France. This exclusive tool cross-references mobility data (Affimétrie), lifestyle data (geo-behavioural data obtained from our partnerships such as the one with Kantar-TGI or open data) and points of interest data (obtained from partners such as Asterop). It feeds the VIOOH Automation audience planning platform deployed in France in 2017 across all spheres. This unique knowledge of regions and consumers is essential for the design of contextualised and personalised media plans offering high value-added for advertisers.

Data on the Smarter programme in France is available on our website www.jcdecaux.fr/smarter, as well as in our regular brochure publications "Smarter every day".

Of particular note in 2015 was work conducted with GfK in Belgium to demonstrate the positive effect of OOH on sales of customers products and on overall ROI.

Since 2003, in Sweden and the Netherlands, effectiveness studies have been enhanced by the use of the Internet to gather information. This information makes it possible to measure the effectiveness of a larger number of campaigns at low cost and to provide the results more rapidly to our advertisers and their agencies. Similar studies conducted by traditional survey methods are periodically undertaken by all our subsidiaries.

In 2009, the major media owners in the UK, of which we are the most significant, commissioned a meta analysis of independent return on investment research conducted by Brand Science, an econometric company within the Omnicom agency Group. This study revealed considerable benefits for advertisers in a number of product sectors, particularly retail and fast moving consumer goods in diverting advertising expenditure from television or press into outdoor. They highlighted a trend in declining effectiveness in television and recommended advertisers increase the proportion of outdoor used in the media mix to improve advertising return on investment. In 2010, Brand Science extended this analysis to markets outside of Europe such as in the USA, Asia and Australia. This broadening of the analysis delivered broadly consistent findings suggesting that increasing proportions of budget devoted to outdoor would deliver improved communication effectiveness. We believe that a number of advertisers recognise the need to do this, particularly amongst the world's largest advertisers.

In 2013 the Institute of Practicioners in Advertising (IPA) published a meta-study by leading media econometricions Les Binet (Adam & Eve DDB) and Peter Field of all the entries of the IPA Advertising Effectiveness Awards in the previous 30 years. As they had access to all relevant econometric data in the form of the IPA Databank, a condition of entry to the awards process, they were able to demonstrate what drove long term brand growth. They concluded that for positive long term growth media of a more broadcast nature, such as OOH, should be used in the advertising mix along with more activation based media.

Responding to a shift towards online media for activation the study was repeated in 2017 for all the winners between 2004 and 2016. The conclusions were clear that even in a world where online had become a larger part of the media mix long term brand building, driven by improved business effects, was more likely to be present where broadcast media, particularly OOH, were used in conjunction with online.

As the broadest reach medium, OOH was seen to drive improved effectiveness of other more activation based investment, particularly online social media and search, which has limited reach and frequency, and especially if OOH was used at a higher weight than is usually the case.

In 2018, unveiled at JCDecaux UK's Upfronts, 'The Brand Gap' introduced new research which explores the gap between what brands know and how they behave and while Binet and Field's 60:40 (brand: activation) ratio is widely accepted, the pressure of the short-term makes this hard to achieve. The Brand Gap suggests that the digitised offers of the big broadcast media (DOOH and VOD) may be the answer, enabling activation and branding to be achieved by OOH and TV as they deliver addressable and broadcast communication with new digital flexibility.

3. COMPETITIVE ENVIRONMENT

Regarding this competitive landscape, we can see that the entire growth is driven by the Internet (+2.9% in 2019 vs. 2018 according to Global Ad Spend Forecasts from Dentsu Aegis Network - January 2019) and in particular from Internet giants. For example, estimates show that Google, Facebook and Alibaba now account for 61.2% of the global internet advertising market. This concentration is obviously unprecedented in Media history. Therefore, Outdoor, like all other media, must develop major innovations to compete with the world's leading media which is now Internet with 40.6% market share (against only 17.4% in 2011).

Therefore, competitive intensity must be analysed in relation with this dazzling ascent of Internet advertising that ZenithOptimedia projects to have 47.4% market share in 2021.

Competition with the entire Media sector

We compete for advertising revenues against other media such as television, radio, newspapers, daily, weekly and monthly magazines, cinema and the Internet.

Within the advertising and media market, all operators, whatever their businesses segments, are now competing to contribute to defining high impact and efficient brand resource strategies.

In addition to competition within its own sector, the media now have to show its strengths and advantages in a much broader competition. Television, Internet both on desktop and on mobile terminals, Press or even any kind of non-media operations make up a media landscape in which advertisers and their advisers are going to compare and to choose the most powerful levers.

The digitalization and exponential growth of Internet advertising have blurred the boundaries between all media and considerably increased competition between them. Within fifteen years, Internet has become the first advertising medium in many countries. Today, JCDecaux is competing directly with global advertising giants like Google or Facebook… which have the same targets of advisers and consumers and capture circa 80% of the global growth.

JCDecaux is significantly investing in marketing research and surveys, as well as data, in order to provide advertisers, in any circumtances, with proof of a return on investment in their campaigns using our media.

Competition within the Outdoor segment

In the area of outdoor advertising, several major international companies operate in each segments of the sector. Since the disposal by OUTFRONT Media of its European activities, the main outdoor international company (after JCDecaux) is Clear Channel Outdoor.

We also face competition from many actors, the largest of which are as follows:

- France: Global - ex-Exterion Media (Billboard and Street Furniture), Lioté/Citylux (Illuminated panels), Insert (Micro-Billboard), Védiaud Publicité (Street Furniture), Girod Media (Street Furniture), Oxialive (Digital Billboard), Athem (Wall wrap advertising), Métropole (Wall wrap advertising), Abri-services (Street Furniture), Pisoni (Street Furniture and Billboard)
- United Kingdom: Global - ex-Exterion Media (Transport and Billboard), Ocean (Billboard), 8 Outdoor (Billboard), KBH (Transport), Kong Media (Street Furniture) and Limited Space (Malls)
- Austria: JOJ Media House / EPA Media (Billboard)
- Belgium: Belgian Poster (Billboard) and Think Media Outdoor (Billboard)
- The Netherlands: Global - ex-Exterion Media (Street Furniture and Transport), RBL (Street Furniture) and Engage (TR)
- Germany: Ströer (Billboard, Street Furniture and Transport), AWK (Billboard), Schwarz Gruppe (Street Furniture and Billboard), Plakat Union (Billboard), RBL (Street Furniture) and IAW/Illg (Billboard)

- Poland: AMS (Billboard and Street Furniture), Ströer (Billboard and Transport), Cityboard (Billboard)
- Spain: In-Store Media (Street Furniture, Malls), Global - ex-Exterion Media (Billboard), Espacio (Billboard), Exterior Plus (Street Furniture, Transport and Billboard)
- Canada: OUTFRONT Media (Billboard and Street Furniture), Pattison Outdoor (Street Furniture, Billboard and Transport) and Bell Media/ Astral Media (Street Furniture, Transport and Billboard)
- United States: OUTFRONT Media (Billboard, Transport and Street Furniture), Lamar Advertising Company (Billboard and Transport), Eye Media (Malls), Regency (Billboard), Adams Outdoor (Billboard), Intersection (Street Furniture and Transport) and Adspace (Malls)
- Australia: oOh!media (Street Furniture, Billboard, Transport and Malls), QMS (Billboard and Transport), Brand Space (Malls), Val Morgan (Malls), GOA (Billboard) and Torch Media (Transport)
- China: Focus Media (Digital screens), Clear Media (Street Furniture) majority owned by Clear Channel Outdoor, AirMedia (Transport), Asiaray (Transport and Billboard), C-King (Transport), Dian (Transport), Grand Vision (Transport), various cities and provincial newspapers, and other operators
- Pan-Africa: Alliance Media (Billboard, Transport and Street Furniture), Primedia (Billboard, Transport and Street Furniture), Provantage (Brand Activation, Transport, Billboard and Street Furniture)
- Brazil: Otima (Street Furniture), Elemidia (DOOH) and Eletromidia (Transport)
- Mexico: Rentable (Billboard), ISA (Transport), IMU (Street Furniture and Transport), GPO Vallas (Street Furniture and Billboard), 5M2 (Street Furniture and Transport), Pol IFC (Billboard), ATM (Billboard)
- Central America: Publigrafik (Street Furniture and Billboard), IMC (Street Furniture and Billboard, Transport and Malls)
- South America: Massiva (Billboard, Transport and Malls), Publicidad Sarmiento (Street Furniture and Billboard), Punto Visual (Billboard), Efectimedios (Billboard and Transport)
- Middle East: Al Arabiya Outdoor (Street Furniture), Arabian Outdoor (Street Furniture), Backlite (Billboard), Kassab Media (Transport), Rotana Hypermedia (Street Furniture) and Saudi Signs (Street Furniture and Billboard)
- Russia: Gallery (Billboard and Street Furniture), Vera Olimp (Billboard and Street Furniture), Poster (Billboard) and Design Master (Billboard).

The table below shows the 15 largest outdoor advertising groups based on 2018 revenue (published or estimated), in order of magnitude:

COMPANY	COUNTRY OF ORIGIN	REVENUE IN MILLION OF $	GEOGRAPHIC PRESENCE
JCDecaux [1]	France	4,273	Europe, Asia-Pacific, North America, Latin America, Africa and Middle East
Clear Channel Outdoor	United States	2,722	United States, Europe, Asia-Pacific, Latin America
Focus Media	China	2,201	China
Ströer [2]	Germany	1,869	Germany, Poland
Lamar	United States	1,627	United States, Canada
OUTFRONT Media	United States	1,602	United States, Canada
Global Media [3] [4]	United Kingdom	621	Europe
oOh!media [5]	Australia	361	Australia, New Zealand
APG|SGA	Switzerland	309	Switzerland, Serbia
Metrobus [6]	France	301	France
Intersection [3]	United States	273	United States
Clear Media	China	273	China
Asiaray	China	246	China
Al Arabiya [3]	Saudi Arabia	177	Saudi Arabia
Russ Outdoor	Russia	156	Russia

Sources: Press releases, Internet sites of the companies and JCDecaux estimates. Currency conversions are based on an annual average exchange rate $/€ of 0.8468, GBP/€ of 1.1303, CHF/€ of 0.8658, HKD/€ of 0.1080, RMB/€ of 0.1281, AUD/€ of 0.6330 and RUB/€ of 0.0135.

[1] This amount does not include revenues generated by APG|SGA, Metrobus companies consolidate by JCDecaux under the equity method.

[2] Ströer's revenue are split into Ströer Digital OoH & Content et Direct Media ($1,085m) and Ströer OoH Media ($784m).

[3] JCDecaux estimate for 2018 revenue.

[4] In September 2018, radio firm Global has acquired both Primesight and Outdoor Plus. In October 2018, radio firm Global has acquired Exterion Media. The Exterion Media takeover is facing an investigation by the Competition & Markets Authority.

[5] On September 28th, 2018, oOh!media announced that it has completed its acquisition of Out-of-Home street furniture specialist Adshel from HT&E Limited.

[6] Metrobus is active in France only in the ground passenger transport activity, on which JCDecaux is not present in France.

ONE BUSINESS, THREE SEGMENTS

A VIRTUOUS MODEL INVENTED BY JEAN-CLAUDE DECAUX IN 1964

Sustainable and innovative furniture and services financed by brands and their advertisement

At the heart of the service economy : the design, installation and upkeep of useful products and services for citizens and for sustainable and smart cities and mobility services

1. OUR BUSINESS MODEL DEFP

JCDecaux is the number one outdoor advertising company worldwide. Our economic model, invented by Jean-Claude Decaux in 1964 is to provide cities with products and services useful to the citizens funded by advertising, so creating both economic and social value. Today, the Group's business is divided into 3 segments:

- street Furniture, based around the marketing of advertising spaces on furniture such as Abribus®, MUPI® 2 m² and multi-service columns
- transport which focuses on advertising in land transport networks and airports
- billboard advertising.

This model has many advantages, particularly in the services it can offer:

- it offers citizens and users products and services at no cost to local budgets and taxpayers
- it helps improve quality of life in the city, developing more services for citizens (accessibility, soft mobility, connectivity, etc.)
- it is part of the functional economy: JCDecaux provides high quality furniture designed to last, which remains most of the time its property, is maintained by JCDecaux teams and can be renovated and reused
- it contributes to the beautification of the environment in which the furniture is installed thanks to aesthetically pleasing furniture and innovative, high-added value solutions.

Advertising on street furniture:

- allows the financing of services provided by street furniture and the development of new public service solutions
- contributes to the development of local economic players and strengthens the reach of brands.

The company's main activities are developing these products and services, their installation and maintenance over the term of the contracts, and the selling of ad space to international, national and local advertisers. For further information, the JCDecaux value chain is explained on page 19 of this document.

2. OUR FOUNDING VALUES DEFP

For over 50 years, JCDecaux has developed its activities around its founding values: passion, quality and innovation.

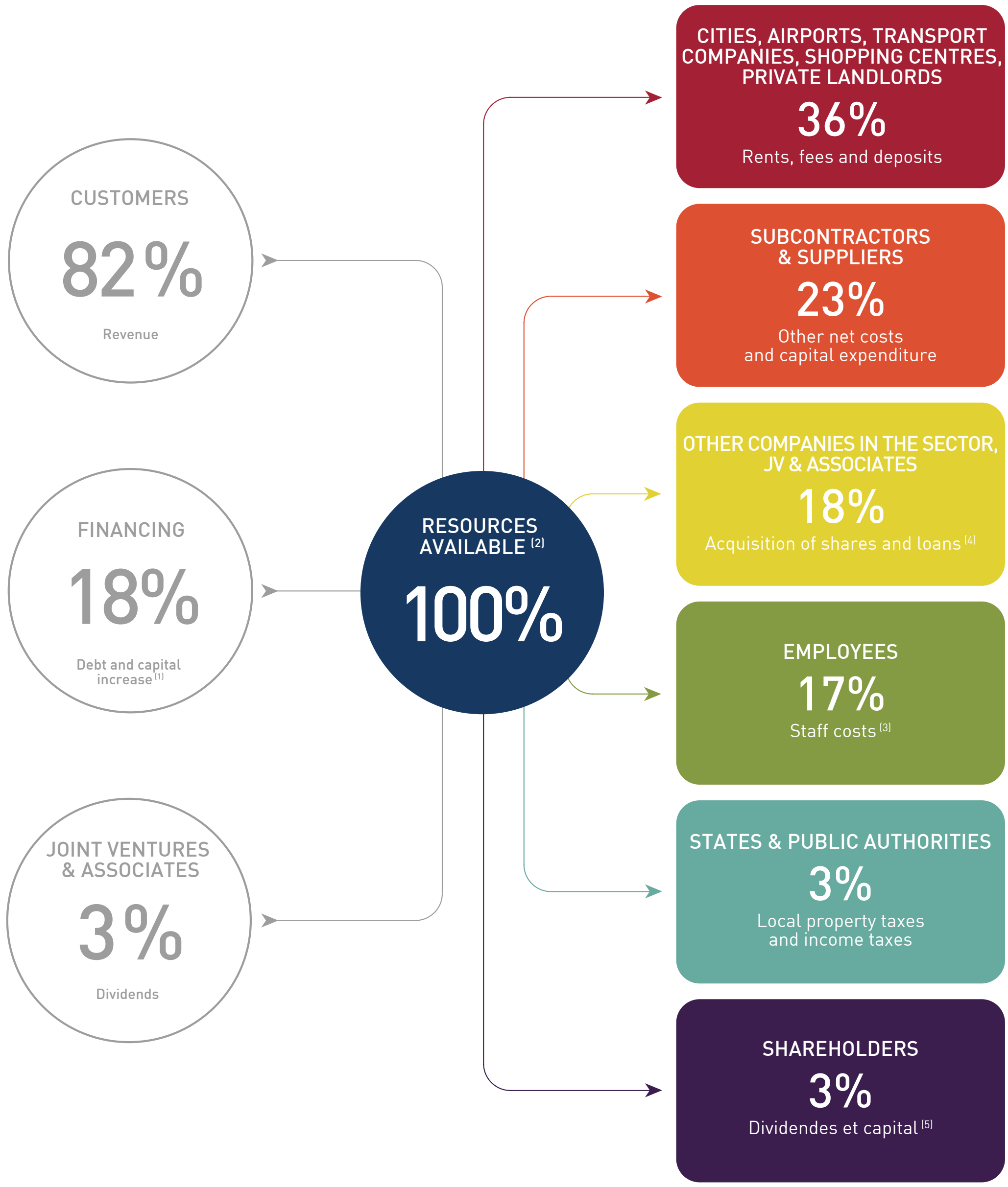
- Passion expresses itself in the entrepreneurial mindset and the desire shared by JCDecaux employees to make the city more attractive and more accessible, in order to meet the challenges of the 21st century
- Quality is reflected in the standards of excellence which all JCDecaux products and services meet

- **Innovation** pushes us to constantly seek out new solutions, whether for the design of street furniture, their ability to integrate into the urban space or their cutting-edge functionality, in response to new uses and consumption patterns.

JCDecaux's innovative business model, combined with these strong values, make it a dynamic company focused on continuous improvement and an international showcase of French knowhow.

3. DISTRIBUTION OF VALUE CREATED FOR STAKEHOLDERS DEFP

JCDecaux operates in over 80 countries, 4,031 cities of more than 10,000 inhabitants, 211 airports and 275 transport contracts in underground systems, buses, trains and tram networks. Our well-designed and innovative furniture make it possible to finance public infrastructure through advertising and develop new solutions to serve citizens. They also contribute to the beautification of the environments where they are placed. JCDecaux's business lines and segments are by their nature anchored in the heart of the regions, local to its installations, the commissioning authorities and advertising customers. In this way, JCDecaux creates economic and social value by creating jobs wherever the company moves in, and so helps develop regional economies. The diagram below shows the distribution of value generated by the company for its different stakeholders.



[1] This amount includes the increase in loans from banks and minority shareholders, the increase in capital from the exercise of stock options, and cash inflows/outflows.
[2] This amount includes a negative change in WCR, which explains why the percentages add up to more than 100%. It also includes a stock option expense.
[3] This amount includes a stock option expense.
[4] Excluding net cash inflows/outflows and including cash payments for non-controlling interests.
[5] This amount reflects dividends paid to all shareholders, including minority shareholders in controlled entities, as well as capital increases made by minority shareholders in controlled entities.

4. OUR STRATEGY DEFP

Each day, JCDecaux has a potential to reach over 870 million people around the world through an unequalled network of outdoor advertising displays. Our objective is to continue expanding and strengthening our product line in areas of high population density and high living standards to continue to increase and improve our profitability, which is already among the highest in the industry.

To achieve this goal, the Group's strategy focuses on three main objectives and two major market transformation pillars.

Three main objectives

- to continue our development through organic growth by winning new advertising contracts with the cities, local governments, malls, metros, stations and airports that we deem to be the most attractive
- to make strategic, targeted acquisitions that enable us to gain a leadership position, or strengthen our existing position in the industry, by developing a national network, thereby building our capacity to achieve better returns on our investments and compete with other media
- to maximise the commercial potential and profitability of our advertising networks in all the countries where we do business.

JCDecaux's strategy in faster-growth economies centres around both organic growth and strategic acquisitions. This will lead to an increase in our share of revenue coming from fast growing* countries. In 2018, 37% of the Group's total revenue came from these markets, up from 8% in 2004.

We will also be selectively deploying digital technologies that reach a captive and growing audience, not only in obvious locations like airports and metros but also in urban landscapes, where the digitisation of the world's great capitals is now a tangible reality. In 2018, digital revenue accounted for 20.4% of the Group's total revenue, 25.8% in the Transport business and over 18% in Street Furniture vs. 4.9% in 2015.

* "Faster-growth countries" include Central & Eastern Europe (excl. Austria), the Baltic countries, Russia, Ukraine, Latin America, Asia (China incl. Hong Kong and Macau, Mongolia, Myanmar Thailand, South Korea, Singapore and India), Africa, the Middle-East and Central Asia.

4.1. Continuing organic growth

We intend to continue building the most attractive advertising network for our advertisers in each of our three lines of business.

To reach this goal, we use the following methods:

- target cities, local governments, airports and other transport systems that offer high commercial potential in each country in order to develop a national advertising network
- create new products and services that meet or anticipate the needs of cities, airports and other transport systems and providing unrivalled products and services to win tenders for advertising contracts in these locations
- use proprietary market research and geomarketing research tools to build flexible advertising systems that meet the demands and budgets of our advertisers (complete national or regional coverage, targeted networks, time-share campaigns, etc.)
- develop a strategy based on data capture and/or acquisition to constantly improve our understanding of regions and consumers, and so continuously improve our service to our customers (see "data" section")
- offer an ever-larger audience to advertisers who can target potential customers both in cities, through a system of street furniture unique in Europe, and on the outskirts of population centres, through a national display network in most European countries
- develop a comprehensive international presence in each of our business segments to respond to the growing demand from international advertisers in this area
- develop operating methods that make it possible to adapt and build networks based on the requirements of our advertisers.

4.2. Participating in the consolidation of outdoor advertising

We believe our robust financial structure, solid track record and powerful advertising network give us a significant edge in seizing acquisition and partnership opportunities needed to enter new markets or strengthen our leading position in existing markets.

Our acquisition strategy focuses on the following main objectives:

- acquire or establish alliances with companies holding strong positions in their markets
- capitalise on our resources (products, operating expertise, commercial strength) to grow and maximise the potential of these new markets
- develop commercial synergies mainly thanks to the digitisation of our networks
- centralise and reduce costs.

This strategy enables us to grow through external growth in cities where Street Furniture contracts have already been awarded, as well as transit networks, and capitalise on the synergies of these activities nationally, while, at the same time, extending our product range.

4.3. Maximising the potential of our advertising network

We will continue to maximise the growth and profitability potential of our network. We rely on our experience in outdoor advertising, our unique geographic coverage, our state-of-the-art product line and our innovative marketing and business approach.

In this way, we seek to:

- retain control of the key locations of our street furniture products and maximise visibility of faces so that we can offer networks to advertisers that ensure the success of their advertising campaigns
- continue our product and marketing innovations, notably in through the selective use of digital, and maintain a pricing policy that reflects the superior quality of our networks
- capitalise on the synergies between our Street Furniture, Billboard and Transport businesses to build international and/or multi-format business offers for major international advertisers

- continue to develop surveys to measure audiences as well as the impact and effectiveness of outdoor advertising in order to enhance the attractiveness of this medium for advertisers and to increase its use:
  - by using sophisticated socio-demographic behavioural, consumer, movement and audience studies of target audiences to build networks that meet the advertising objectives of our customers
  - by developing a real strategy based on data, which represents a major knowledge lever for all survey topics (mobility, attitude, behaviour, ROI, etc.) (see "data" section)
  - by developing and integrating advanced and innovative technologies to meet advertisers' expectations in terms of dynamic, contextualised advertising, thus generating additional value for our offers;
  - by providing advertisers with quantitative data on audiences and effectiveness in order to measure the impact of their campaigns on a specific audience.

Two pillars of market transformation.

4.4. Data

In 2018, after running a number of promising local pilots, JCDecaux decided to create a global data division reporting directly to the Executive Board.

The division's aim is to develop a strategy that accelerates the company's growth by exploiting big data for the benefit of all our stakeholders whenever necessary.

This means qualifying our assets with unprecedented precision, having a perfect understanding of the nature of the regions where we operate, conducting fine-grained research on mobilities, measuring returns on investment by tracking sales impacts, the footfall of brands, etc. Big data can provide all of this information once it has been processed, modelled and plotted into operationally useful form.

Just months after its creation, the "Data Corp" team already has 15 employees and five external consultants specialising in data science, data analysis and data engineering. One of their initial achievements was to develop the first standard for measuring audience in airports - AAM - on a global scale. Others will follow in 2019.

The "Data" division is structured around three essential objectives: managing projects from conception to roll-out in our markets, developing partnerships in the data universe, and data practise and usage.

This global division is a part of the company's transformation and an accelerator of the convergence between DOOH and the mobile universe, operating with full respect of the rules applicable, both at national and regional level.

4.5. Programmatic platform

As world leader in its sector, JCDecaux has taken the initiative in developing a programmatic platform with the global ambition of unifying the outdoor advertising industry: VIOOH.

This programmatic platform, intended to work independently, will help accelerate the transformation of the media buying process by automating it, based on the web industry model. Advertisers will now be able to place their advertising investment in OOH or DOOH using a dematerialised procedure potentially in real time, so optimising the sales cycle and allowing Media Owners to link their DOOH to programmatic buying systems and so make their digital screens accessible to these new advertisers.

Territory, timing, sequencing, target, etc. Thanks to its sophisticated algorithms, VIOOH makes it possible to construct the best outdoor advertising plan for customer, based on a given brief.

The VIOOH team now comprises 65 employees specialising in new technologies, programmatic media sales and modelling. This team of scientists is, of course, linked with a "business development" team looking to gradually roll out the platform across the leading outdoor advertising markets.

VIOOH is a great advance for the outdoor advertising industry.

Brands see in it a new form of urban media perfectly in tune with advertising targeted in time and in space. Digital advertising spaces in fact allow unrivalled flexibility in terms of content and are an effective complement to the incomparable power of billboard campaigns. It is no longer unusual for an advertiser to have multiple different digital adverts which are broadcast depending on the day and time, geo-location, mobility of the target audience or even depending on the day's events.

This is a new value proposition for JCDecaux that we call "audience selling". The customer's precise request will drive the details of the street furniture used in its campaign. Thus, each advertiser will have a greater degree of bespoke design, thanks to the multiple data analysis and construction tools that we have developed. Concepts such as "VIOOH Automation" and "VIOOH Content" are becoming widely used in our countries of operation to provide this new dimension to our Advertisers, as well as to our City partners.

4.6. Investing in and developing the "Smart and Sustainable City"

The Digital and Data revolutions have had a lasting impact on our public spaces, the city and all mobility sites. These territories are being transformed, expectations are changing and outdoor advertising is keeping pace with, and anticipating, these changes.

This is why we are now developing a whole new range of technology services for our partners in the IoT universe: sensors of all types, USB charging points, real-time digital information services, low-emission network antennas, (*small cells*), free Wi-Fi, etc. All of these new services help provide digital services to the greatest possible number of people in public spaces.

At the same time, the rapid growth of our digital assets across the globe offers concrets opportunities to enhance our model.

Firstly, many cities consider digital street furniture as a necessity in the modern world of communication in which we live. To have a significant share of broadcasting time enables them to transmit real-time and relevant messages to their residents.

At the same time, within the rich sphere of mobility, we are developing a new connectivity product range. JCDecaux is proposing to roll out and manage Wi-Fi products based on our historic model of financing through advertising. The service is free for our partners (local authorities, airports…) and we benefit from advertising on the home page as well as through targeting each individual who registers to use the service. This gives JCDecaux revenue from the mobile dimension of the internet.

Again, the prospects are attractive because one of the primary expectations in a city is network connectivity.

It is within this context that we have developed the JCDecaux Link business which offers telephone operators the ability to improve their reception quality in high demand areas. All operators are in fact looking to increase their capacity in certain sectors which are poorly covered by the large antennas installed on roofs. With our concept of small, low-emission antennas installed in street furniture, we bring a simple, efficient and lasting response to ensure high speed broadband within an 80-metre radius around the equipped street furniture. In exchange for this service, the operator pays us an annual rent, thus contributing to the virtuous dimension of our model.

"The smart and sustainable city" means a more sustainable city in which technology is used to improve the quality of life for everyone, within the framework of a committed environmental approach. Our enhanced Street Furniture makes it possible to measure air quality, traffic levels, pedestrian flows, etc. This enables us to provide cities with precious data to understand and improve citizens' well-being.

To roll out these numerous improvements for the City of tomorrow – which must be co-constructed and inclusive – we have also launched a vast Open Innovation programme to identify, and possibly work in partnership with innovative young companies focused on the Smart City and its multiple dimensions.

JCDecaux is thus firmly focused on the "smart and sustainable city" via the strategic development of technology-based services, digital applications and data to cater for new urban uses.

5. STREET FURNITURE

5.1. The Street Furniture concept

A simple but innovative idea

In 1964, Jean-Claude Decaux came up with the concept of Street Furniture advertising based on a simple but innovative idea: to provide cities and local authorities with bus shelters, and maintain them free of charge, in exchange for the right to sell the advertising space these shelters offered. From its inception Street Furniture became a very attractive marketing medium for advertisers because it enabled them to conduct advertising campaigns in the heart of the city.

High-quality, tailored offerings

For over 50 years, we have been designing and developing street furniture products that offer cities both excellent design and impeccable public service, as well as an effective communication medium for advertisers' campaigns.

JCDecaux:

- creates innovative and high value-added services that seek to enhance the quality of urban life, such as bus shelters (Abribus®), free-standing information panels (MUPI®) equipped with local maps, automatic public toilets, large-format advertising panels, multi-service columns (e.g. Morris® columns in France), self-service bicycle schemes, kiosks for flowers and newspapers, public rubbish bins, benches, public information and citylight panels, streetlights, static/dynamic street signage, recycling bins for glass/batteries/paper, electronic message boards, and interactive terminals equipped with information touch screens and services
- develops coordinated Street Furniture product lines by working closely with architects and designers. In addition to internationally renowned designers – such as Marc Aurel, Philip Cox, Sir Norman Foster, Zaha Hadid, Patrick Jouin, Kengo Kuma, Philippe Starck, Robert Stern, Martin Szekely and Jean-Michel Wilmotte – JCDecaux works with young talents who have achieved recognition in their own countries, such as Matali Crasset and Ionna Vautrin in France
- determines, according to the advertising potential of a given area, the amount of advertising space needed to finance a city's street furniture needs
- selects advertising locations and positions advertising faces so as to maximise their impact while optimising their service value and the accessibility of the public spaces they occupy.

At the service of sustainable and intelligent cities and mobility services

Improving the quality of life in urban areas is a major goal shared by users of public spaces, local authorities, transport providers and all economic stakeholders.

Inventing sustainable solutions to keep pace with urban change and the United Nations Sustainable Development Goals is at the centre of our activities and our business model. From bus shelters (Abribus®) to self-service bicycle systems, automatic public toilets to objects connected to the "smart" city, JCDecaux anticipates and explores the new dimensions that will furnish urban spaces and tomorrow's mobility. The solutions below are presented in detail in "Relationships with cities, transport companies and other local stakeholders" in the section on sustainable development.

- JCDecaux develops relevant and innovative solutions on behalf of its principals and for citizens
- JCDecaux simplifies the general public's everyday life by designing comfortable, useful street furniture that is accessible to everyone
- JCDecaux acts to embellish our cities and make them more attractive and welcoming
- JCDecaux develops solutions with a reduced environmental footprint
- JCDecaux develops solutions that contribute to protecting the environment

Priority given to maintenance and service

JCDecaux is recognised by cities, local authorities and advertisers for the quality of its services. Beyond their excellent conception and flawless installation in the best urban context, quality relies heavily on the maintenance provided through Street Furniture contracts. As of 31 December 2018, 46.8% of our Street Furniture employees were responsible for the installation, cleaning and maintenance of our street furniture and for poster management. We put all of our maintenance staff and bill posters through a rigorous training programme in our in-house facilities to ensure they keep alive the company know-how and preserve our excellent reputation for maintaining our street furniture, a key element in our international reputation. This approach also emphasises the need for training with regard to the highest safety standards, in order to ensure employees benefit from knowledge and equipment enabling them to work in the best possible conditions. Training is constantly evolving alongside new street furniture, especially digital platforms, to help employees gain new skills and expertise.

5.2. Street Furniture contracts

Characteristics of Street Furniture contracts

Most of the Street Furniture contracts into which we enter with cities, towns and other government agencies today result from a competitive tender process specific to public procurement procedures. Street Furniture is installed primarily in city centre locations and along major commuting routes where pedestrian and automobile traffic is high. Street Furniture contracts generally require us to supply products which include advertising space, such as bus shelters, free-standing information panels (MUPI® 2sqm), columns, etc. In many cases, they also require us to supply and install non-advertising products, such as benches, public rubbish bins, electronic message boards, street signage and self-service bicycles. Contracts tend to differ depending on the needs of the local government and the volume of non-advertising street furniture desired.

Our strategy is to install and maintain street furniture at our expense in cities and towns with which we have a contractual relationship. We are granted the right to sell advertising space placed on some of the street furniture. Some contracts also include an exclusive right to install additional street furniture and specify the conditions under which we can display advertising in the areas covered by our contracts. In general, contracts provide for installation of additional street furniture as new needs develop. The initial location of street furniture is usually the subject of mutual agreement.

Some cities and local government agencies may prefer to charge a fee instead of benefiting from additional non-advertising street furniture or services. In this case, the cost of such a fee is generally offset, in whole or in part, by the fact that we install few or no non-advertising products. We pay advertising Rent & Fees which can represent more than 20% of Street Furniture revenues to cities and towns.

Historically, almost all of our Street Furniture contracts were made with cities or towns granting us the right to install street furniture in public areas. Few Street Furniture contracts were concluded with private landowners. For several years, we have expanded our Street Furniture business to serve shopping centres in Europe, the Middle East, Latin America, USA and Japan. Under the agreements reached with owners of these shopping centres, we now install Street Furniture in private as well as public areas.

Street Furniture contracts for shopping centres

Shopping centre contracts for Street Furniture generally take the form of master agreements made with operators of shopping centres and a separate agreement made with the managing agent of each shopping centre. Separate agreements contain the same general provisions as the master agreement along with specific provisions reflecting the size, design, and character of the shopping centre. Master agreements provide that operators will afford us the opportunity to enter into individual concessions with all of the centres that they control, and that they will undertake their best efforts to convince the shopping centres in which they have an investment, but do not control, to enter into individual agreements with us.

Long-term contracts

Our Street Furniture contracts have terms of 10 to 30 years. In France, the contract term is generally 10 to 20 years. As of 31 December 2018, our Street Furniture contracts had an average remaining term of 7 years and 1 month (weighted by 2018 advertising revenues and adjusted to account for projected revenues from newcontracts).

High rate of success in competitive tenders

We continue to renew our existing Street Furniture contracts successfully through competitive tendering process and to win a high proportion of the new contracts for which we bid. In 2018, JCDecaux won 81% of the competitive tenders for Street Furniture advertising contracts (renewals and new) for which it bid worldwide, in line with its historically high success rate.

5.3. Geographic presence

Number 1 worldwide in Street Furniture

We are number one worldwide in Street Furniture in terms of revenue and number of advertising faces (source: JCDecaux). As of 31st December 2018, we had Street Furniture contracts in approximately 2,014 cities which have more than 10,000 inhabitants, totaling 525,723 advertising faces in 66 countries. In addition to our operations in public areas, we are also present in around 1,800 shopping malls and supermarkets around the world. In 2018, Street Furniture accounted for 43.9% of our revenues.

We believe that having Street Furniture contracts in major cities in each country is essential to being able to offer a national advertising network to advertisers. As a result of our unique presence in Europe, we are the only outdoor advertising Group able to create networks that enable advertisers to run pan- European advertising campaigns

As of 31st December 2018, the geographic coverage of our Street Furniture advertising faces was as follows:

COUNTRY	NUMBER OF ADVERTISING FACES
Europe [1]	240,954
France	118,305
Rest of World [2]	96,186
Asia Pacific [3]	29,226
UK	22,766
North America [4]	18,276
TOTAL	525,723

[1] Includes Austria, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, Germany, Hungary, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Portugal, Republic of Ireland, Slovakia, Slovenia, Spain, Sweden and Switzerland.

[2] Includes, Angola, Azerbaijan, Botswana, Brazil, Cameroon, Chile, Colombia, Costa Rica, Ivory Coast, Dominican Republic, Ecuador, El Salvador, Gabon, Guatemala, Israel, Kazakhstan, Lesotho, Madagascar, Malawi, Mexico, Mozambique, Nigeria, Oman, Panama, Peru, Qatar, Russia, South Africa, Tanzania, UAE, Ukraine, Uruguay, Uzbekistan, Zambia and Zimbabwe.

[3] Includes Australia, China (Incl. Hong Kong & Macau), India, Japan, Mongolia, Myanmar, Singapore, South Korea and Thailand.

[4] Includes Canada and the United States. The majority of faces are in the United States.

A Street Furniture network unique in Europe

We have an exceptional presence in Europe thanks to our unique portfolio of contracts in Europe's most populous cities. As of 31st December 2018, we had Street Furniture contracts in 36 of the 50 largest cities of the European Union [1], as shown in the table below.

In 2018, our Street Furniture concessions in these 36 European cities accounted for approximately 35% of our advertising revenues, in our Group's Street Furniture segment.

	CITY	COUNTRY	POPULATION IN MILLIONS	MAIN STREET FURNITURE OPERATORS
1	London	UK	8.87	JCDecaux
2	Berlin	Germany	3.61	WallDecaux
3	Madrid	Spain	3.22	JCDecaux / Clear Channel
4	Paris	France	2.19	JCDecaux
5	Brussels	Belgium	2.03	JCDecaux / Clear Channel
6	Vienna	Austria	1.90	JCDecaux [2]
7	Hamburg	Germany	1.83	WallDecaux / Ströer
8	Budapest	Hungary	1.75	JCDecaux / Mahir
9	Barcelona	Spain	1.62	JCDecaux / Clear Channel
10	Munich	Germany	1.46	DSMDecaux [3] / Schwarz
11	Milan	Italy	1.37	IGPDecaux [4] / Clear Channel
12	Prague	Czech Republic	1.29	JCDecaux
13	Sofia	Bulgaria	1.24	JCDecaux / Mediacontact / Reklamna Mreja 5
14	Cologne	Germany	1.08	WallDecaux / Ströer
15	Amsterdam	Netherlands	1.03	JCDecaux
16	Naples	Italy	0.97	IGPDecaux [4]/ Clear Channel
17	Stockholm	Sweden	0.96	JCDecaux / Clear Channel
18	Turin	Italy	0.88	IGPDecaux [4]
19	Marseille	France	0.86	JCDecaux
20	Rotterdam	Netherlands	0.80	JCDecaux
21	Valencia	Spain	0.79	JCDecaux
22	Sevilla	Spain	0.69	JCDecaux / Clear Channel
23	Copenhagen	Denmark	0.68	AFA JCDecaux [5]
24	Zaragoza	Spain	0.67	JCDecaux / Clear Channel
25	Helsinki	Finland	0.64	JCDecaux / Clear Channel
26	Riga	Latvia	0.64	JCDecaux / Clear Channel
27	Stuttgart	Germany	0.63	WallDecaux / Ströer
28	Düsseldorf	Germany	0.62	WallDecaux / Schwarz
29	Dortmund	Germany	0.59	WallDecaux / Ruhfus
30	Leipzig	Germany	0.58	WallDecaux / Ströer
31	Genova	Italy	0.58	IGPDecaux [4]
32	Gothenburg	Sweden	0.57	JCDecaux
33	Malaga	Spain	0.57	JCDecaux / Clear Channel
34	Bremen	Germany	0.57	WallDecaux / Ströer
35	Bristol	UK	0.57	JCDecaux / Clear Channel
36	Dublin	Ireland	0.57	JCDecaux

Source Population: T. Brinkhoff "The principle agglomerations of the world" (https://www.citypopulation.de).

Notes:

[1] As of 31 December 2018, the European Union consists of 28 countries: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, the Netherlands and the United Kingdom.

[2] We are present in Vienna via our subsidiary Gewista, of which we own 67%.

[3] Deutsche Städte Medien Decaux (DSM Decaux) is jointly owned by Ströer and JCDecaux.

[4] JCDecaux owns 60% of IGPDecaux's share capital.

[5] JCDecaux owns 50% of AFA JCDecaux's share capital.

JCDecaux has an outstanding network in France, guaranteeing dense and homogeneous cover of almost 700 municipal areas including Paris, Lyon, Marseille, Bordeaux, Strasbourg, Toulouse, Nice, Metz, Grenoble, Montpellier, Nantes and Cannes. Although France, the birthplace of our company, remains our largest country for Street Furniture, its relative share of divisional revenues has in recent years begun to decline gradually as our international business develops.

In France, in 2018, JCDecaux expanded our street furniture digital offering with panels in major cities such as Nice and Perpignan and in Paris with an arrangement to provide digital screens in Monoprix stores. Earlier, in 2014, JCDecaux renewed the 2,000 bus shelters in Paris. These installations signal a new generation of advertising bus shelters, proposing innovative services: more comfort with, for instance, more seating, an extended roof for better shelter User information has been completely overhauled: waiting time for buses visible from outside the shelter, maps of the district specific to pedestrians, voice announcements on request for the partially sighted, etc. Finally, 100 items of street furniture were fitted with touch screens with information and e-Village® services, 100 with photovoltaic panels, 50 bus shelters have a "green" roof and all the shelters will propose a USB socket to recharge mobile devices for city users.

In 2018, the Group won 33 contracts in France, including the one with the city of Perpignan for a period of 10 years and the one with the city of Amiens for a period of 20 years.

The Group has also won a contract for digital screens in Monoprix shop windows as well as a bus shelter contract with the Syndicat Mixte des Transports Artois-Gohelle (Artois-Gohelle Transport Association).

JCDecaux has also renewed its street furniture contracts with the city of Troyes and with the Communauté d'Agglomération of Béziers Méditerrannée for a period of 15 years.

In United Kingdom, in 2018 there was a significant win with the award of the contract to provide premium digital screens in Bristol city centre, expanding our national digital footprint. In January 2019 the Group announced the award of a new 10-year contract for bus shelters in Camden (borough of central London). The new contract extends the premium locations in this in key streets and with further digitisation builds upon the significant win made in 2015 with the award of the TfL (Transport for London) contract. Comprising nearly 12,000 advertising faces and with a significant new digital element this is the largest contract of its type in the world. 2016 saw the build out of this contract with digital product based in landmark retail locations for the first time and we now operate circa 900 84" digital LCD screens. Also important was the installation in Edinburgh, the capital of Scotland, of the product under an exclusive contract for small and large format panels on public land. This is the first time that such a large British city granted this type of contract and is a showcase for the possibilities afforded by media partnership with local authorities in both classic and digital formats.

In January 2019, JCDecaux has added 43 new digital panels in Dublin centre, replacing earlier paper products, to its already transforming award in 2016 of the national bus shelter contract in the Republic of Ireland by the National Transport Authority (NTA). Commencing 1st January 2017, JCDecaux took over the advertising rights andmaintenance related to 1,843 existing bus shelters reaching 80% of the adult population through the JCDecaux portfolio across every city (including the capital Dublin) and all of the major towns nationwide. JCDecaux will also install and maintain an estimated 500 new bus shelters and this contract includes the scope to install the further roadside digital advertising screens in the country.

In Europe, where there were a limited number of competitive tenders this year, the Group won or renewed several competitive tenders for Street Furniture. Significant among these was the award of the Hague tender in the Netherlands for a period of 8 years. Building on existing contracts this allows JCDecaux to offer the three most important urban centres in this market, and includes significant new possibilities occasioned by full motion digitisation. A tender for the implementation of digital street furniture was also won in Vilnius, the capital of Lithuania.

North America, a dynamic and premium Street Furniture market

We have been present in the United States since 1994, when we won our first Street Furniture contract in San Francisco. As of 31st December 2018, we held Street Furniture contracts in all of the five largest urban areas of the United States (New York, Los Angeles, Chicago, Boston and San Francisco) and are in a position to market a unique product line to advertisers (with the exception of Los Angeles, sold by our partner OUTFRONT Media, which owns 50% of our Street Furniture JV). The acquisition of Cemusa in 2015 provides advertisers the opportunity to reach all of the major markets with a coordinated street furniture product. In 2016 we developed Digital in New York with significant investment in key locations in the heart of Manhattan, including 5th Avenue for the first time, which, as with London, will increase flexibility and bring new advertisers to the medium. In 2017 we extended this concept to Chicago for the first time, completing the installation of 150 digital 86-inch LCD screens in the City of Chicago, which authorised animated contents.

In 2009, the US Industry published the first national audience measurement study for US outdoor advertising, which was updated at the end of 2010. The sector substantially integrated this new audience measurement system as a vital element in its marketing strategy in 2012 and 2013 and started to implement this experimentation on transit media. The results of this new phase were published in 2014. In 2016 the US industry committed to significantly updating and expanding this measurement, now named GeoPath. This will substantially improve our ability to justify the value of outdoor in the advertising media mix with the final rollout of more granular results expected in May 2019.

Key positions in Asia-Pacific

We believe that there is significant potential to develop our Street Furniture business in the Asia-Pacific region, an area where the concept of Street Furniture is still relatively new. Present in this region since the early 1990s, we already have a number of Street Furniture contracts in Sydney in Australia, Bangkok in Thailand, Hong Kong and Macau in China, New Delhi in India and Seoul in South Korea (taxi shelters and bus shelters).

In 2004, following a competitive tender and working through MCDecaux, our joint-venture company with Mitsubishi Corporation, we won the advertising bus shelter contract for Yokohama, the second largest city in Japan. Advertising on street furniture had previously been prohibited, but the removal of this restriction represented a significant growth potential in this market. In 2010, we gained new advertising faces in Tokyo with a contract with the Kokusai Kogyo bus operator. In 2016, we further expanded this significant presence with the award of the contract for more than 400 advertising bus shelters for the Tokyo Bureau of Transportation and for the Fuji Express and Tokyu Bus Corporation bus shelters Tokyo which significantly enhances our Tokyo and national offering. As of 31st December 2018, we are present with street furniture in the 20 largest Japanese cities and 41 out of the top 50 Japanese cities, representing a potential audience of over 50 million people. We have continued to expand our state-of-the-art street furniture offering under long-term agreements and now have a base of around 6,400 advertising faces which will continue to grow in coming years.

In this way, we have created the first national outdoor advertising network to be offered in Japan, providing a credible alternative to television for advertisers seeking a mass audience.

In China, in 2005, we significantly grew our footprint with the acquisitions of Texon Media, the leading Street Furniture advertiser in Hong Kong. Now trading as JCDecaux Cityscape, the company manages 2,793 advertising faces on Hong Kong bus shelters under long-term agreements with the two principal local bus companies.

In 2009 in Australia, we were awarded the contract to provide self- service bicycles in Brisbane, Australia's third largest city. In 2011 we completed the installation of this new network and since 31st December 2014, we are marketing over 900 advertising panels in this key market of Australia. In 2017 we won the significant Yarra Trams concession in Melbourne to provide the entire portfolio of advertising assets in this market. We also announced the renewal for 15 years of our partnership with Telstra, the telecom market leader for Australia. Over 2018 we commenced the build out of this new contract which includes 1,800 payphones in the 5 capital cities (Sydney, Melbourne, Brisbane, Adelaide and Perth) covering 64% of the Australian population and 77% of advertising spend. As the Australian represents less than 6% of total advertising spend, we believe that, coupled with our acquisition of APN Outdoor, the Telstra contract will provide considerable opportunity to drive revenue to the OOH sector.

In 2014, we extended our presence in strongly-growing markets when we were awarded a 30-year street furniture contract in Ulan- Bator, the capital of Mongolia.

In 2018, FMIDecaux, a joint venture with First Myanmar Investment Co., was awarded the exclusive contract in Yangon, a city of 5.3 million people, to install 500 bus shelters and 500 CIPs, further expanding our presence in this rapidly growing region.

Latin America, the Middle East and Central Asia: developing market

In Latin America, we were awarded in 2012 a significant contract for advertising faces on clocks in São Paulo, which is the major economic city for Brazil and the fifth largest metropolitan area in the world. Following the "Clean City" policy of the mayor of São Paulo, most street advertising and outdoor advertising equipment were removed. The contract offers very high growth potential due to the size of the metropolitan area and a regulatory framework well suited to the quality products installed by JCDecaux.

In 2013, we installed 1,000 advertising clocks which update city dweller in real time about events in the city. This contract has provided an exceptional platform for the further development of our Latin American business.

Furthermore, in March 2014 we acquired of 85% of Eumex (followed by the acquisition of the remaining minority stake in July 2018), the leader in Latam for Street Furniture, and the recent merger with Top Media, placing us in a very good position to take advantage of the high growth levels that ZenithOptimedia anticipates for the region. In 2017 JCDecaux Topmedia was awarded the 15 year street furniture contract for Guayaquil, economic capital of Ecuador, which has a population of 2.7 million people and is the business capital of the country.

In 2017 we entered a partnership with America Móvil's which will strengthen our footprint in Mexico's biggest cities. The Group now operates over 13,770 advertising panels across Mexico with a wide range of street furniture in complementary formats, including bus shelters, CIPs (city information panels), traditional and digital billboards, buses, bridges and shopping malls.

With a presence in 14 countries, including 9 of the 10 wealthiest cities in Latin America (São Paulo, Mexico City, Rio de Janeiro, Santiago, Bogota, Lima, Brasilia, Monterrey and Guadalajara), JCDecaux is marketing 72,880 advertising faces and has thus become the leader in outdoor advertising in Latin America.

In the Middle East, in Qatar, we are the exclusive operator for street furniture in the capital, Doha, through our joint venture Elan Decaux (formerly QMedia Decaux). We operate over 2,090 faces under this contract, which was our first Street Furniture contract in the Middle East and permitted the Group to showcase its expertise and know-how in the region. In 2012, we capitalised on this and expanded our operations in this region with the award of the contract for 20 years to provide street furniture in Muscat, the capital of the Sultanate of Oman. In 2017 we won, with our Emirati partner DXB Media, the 10 year contract for Dubai.

We also further grew our business in Central Asia (after Uzbekistan and Kazakhstan) with the award in 2013 of a street furniture contract in Baku (5 million inhabitants), the capital city of Azerbaijan, to provide advertising columns with integrated telephone and Internet services.

Focus on soft and shared mobility through self-service bicycles

A genuine supplement to public transport, self-service bicycles are a means of improving city life and optimising moving around while keeping with current environmental and public health concerns. They are also part of a shift in consumption patterns towards the sharing of goods and services between users.

A self-service bicycle pioneer since 2003, the success of JCDecaux in SSB systems is based in particular on its determination to make this service accessible to as many citizens as possible by facilitating uses (adapted pricing, linking up with transport passes, etc.) and by providing a comprehensive network across cities.

Experience:

- over 15 years of international experience
- nearly 30,000 bicycles made available in 57 cities and 13 countries
- 700 million journeys since 2003.

- significant growth in self-service electric bikes with a host of patented innovations: a lightweight, removable battery, which gives users 10km of autonomy without recharging, an automatic warning if the user forgets to remove the battery and connectivity with the user's smartphone via a dedicated app.

In 2018, JCDecaux was awarded the Grand-Duché de Luxembourg SSB contract (Veloh' with 800 e-SSB spread across 80 stations), successfully deployed the 4,000 new Vélo'v in Metropolitan Lyon in just one night as well as the 1,230 new bicloo in Metropolitan Nantes.

In France, the Vélo'v (second generation) system operated in Metropolitan Lyon was recognised by the "Institut Français du Design" [French Design Institute] and awarded the Janus 2018 de la Cité. This prize highlights innovations which improve the lifestyle of urban residents and users. Vélov', already a prize-winner in 2016, meets the 5E defined by the Institut Français du Design: economy, esthetics, ergonomics, ethics and emotion. Grey and red, the new Vélo'v bicycle is the fruit of the creativity of the JCDecaux teams overseen by Artistic Director Marcelo Joulia, the French-Argentine designer.

On the French market, the "Customer Relation" Department NF-certified since July 2014 has been regularly voted "Customer Service of the year" in the "Individual Transport User" category.

Open data: since 2013, JCDecaux has made some of the data from its self-service bicycle schemes freely available online throughout the world under an Open Licence in real time: location of stations, availability of bikes and parking places, etc. These data can be used by anyone to experiment with new methods of presentation or to provide innovative and useful services to users, for instance by creating apps. In 2018, this platform had over 4,000 active user accounts and averaged one million hits every day.

Safety of self-service bicycle users

Self-service bicycle systems are checked and maintained twice a week by on-site cycle technicians. When necessary, bicycles are repaired in the workshop by cycle mechanics. Brakes are replaced as a preventive measure every 24 months, and the sheaths and cables every 6 months, by mechanics and technicians trained at the Cyclocity® school workshop, internal to JCDecaux.

Awareness-raising operations on road safety among self-service bicycle systems users are also conducted. Since 2014, JCDecaux has organised events to introduce young children to riding bicycles. During these events, small bicycles designed by JCDecaux are made available to children to enable them to familiarise themselves with road safety rules on a closed circuit.

Development of interactive digital services in public spaces

Since 2011, the Group has been developing digital service solutions that provide the general public with relevant information and services in public spaces. Because these services are accessible to everyone, the initiative helps foster digital inclusion, while complementing the digital mobile potential embodied in personal digital devices. Their use is completely anonymous, providing each user with totally secure digital equipment that respects personal privacy.

These services are available via large touch screens attached to Street Furniture, notably to bus shelters or totems. This approach, which was first deployed in France and abroad in 2014, gained momentum in 2015 with the installation of 100 e-Village® screens, as part of the renewal of bus shelters in Paris. The 100 interactive 32-inch screens, spread out across Paris, host content produced by the City of Paris, as well as services offered through app contests sponsored by the city and by JCDecaux, with the aim of promoting new services created by the local, national and international digital ecosystem.

At the end of 2018, the Group operated 500 touch screens in various types of environments. Screens are mainly available in European cities such as the borough of Kensington in London, but also in Australia (Sydney) and in shopping centres, notably in the UK. With regard to airports, touch screens are installed in North American airports such as Boston, Los Angeles, Houston, Dallas, Orlando and Pittsburgh as well as at Nice-Côte d'Azur Airport (France). In Nice airport, where the interactive screens are mainly dedicated to searches for hotels, terminal use increased by 60% between 2017 and 2018.

In 2018, based on records from screens that can be configured for that purpose, there were nearly 2.2 million uses of the services offered on the touch screens. Screens installed in city centres recorded up to 100 uses of digital services per day, per screen.

Moreover, we have noted that the screens have come into daily use by the public and are no longer just a novelty. The most-used services are for orientation and urban transportation purposes, finding nearby points of interest along with practical information and more playful applications such as games.

The e-Village® solution created by JCDecaux is designed to be adaptive as it is based on mobile technology (android), making it an open platform that can host content from the web, social media and mobile apps.

Broadband connectivity, a strategic challenge for cities throughout the world

The quality of a city's mobile broadband connectivity is one of the leading factors of urban attractiveness. In a context of exponential growth in connectivity needs worldwide (data, video, mobile usage, etc.), meeting demand from the public, businesses and other stakeholders is an important challenge for both telecom operators and cities. At the same time, connected city projects (one of the dimensions of the Smart City) require an urban connectivity infrastructure in order to deploy new services, in particular in the public space.

Small Cells are low power relay transmitters with a range of several hundreds of metres. Small Cells are designed to improve the coverage and capacity of mobile networks in locations where this is most needed. Due to their shorter frequency range compared with standard relay transmitters, it is anticipated that Small Cell installations will multiply in the more general context of the 5G deployment which requires very high bandwidth.

The unique density and coverage of street furniture in city centres makes it an ideal platform on which Small Cells can be integrated. After the success of the initial roll-out in 2014, aimed at improving the performance of the Amsterdam mobile network, where approximately 200 Small Cells were installed in JCDecaux bus shelters, thus meeting Vodafone's need to improve coverage and bandwidth for its customers, JCDecaux created a corporate structure dedicated to connectivity whose role is to drive Small Cells and Wi-Fi solutions. JCDecaux Link has since deployed Small Cells in 10 countries (Brazil, Chile, France, Germany, Italy, Mongolia, the Netherlands, Panama, Spain, the United States) for major groups such as Vodafone, Verizon, Orange, Telefónica and América Móvil.

JCDecaux Link also seeks to develop all types of networks, particularly Wi-Fi, by leveraging the density of the Group's Street Furniture, and to take part in developing a range of connectivity services for cities and monetizing these networks and services, in particular via the complementary nature of online and offline advertising products.

In 2018, JCDecaux Link conducted a first 5G experiment in Italy for TIM and launched its first Small Cell roll-outs in Spain. Furthermore, JCDecaux Link has developed a global Wi-Fi solution making it possible to manage the roll-out of Wi-Fi services across all its geographical areas of operation by harnessing the power of a Cloud platform, which enables it to provide consistently high quality services across all areas while ensuring secure and centralised data collection. This platform will make it possible to speed up the roll-out of Wi-Fi services benefiting cities within the framework of urban furniture contracts.

Lastly, ANFR, Agence Nationale des Fréquences [National Frequency Agency] which manages all of the radio frequencies in France, has published the conclusions of research conducted within the framework of pilot projects with JCDecaux in France. This research confirmed that Small Cells enable mobile downloading speed to be multiplied three-fold. It also paints a positive picture about the general public's level of exposure to radio waves, in particular due to the shorter distance between Small Cells and users which makes it possible to reduce the power of smartphone emissions by 2 to 5 times, thus limiting exposure to radio waves while also increasing battery autonomy.

JCDecaux Link consequently makes it possible to virtuously meet connectivity requirements through an overall approach that can operate on several types of urban furniture and is based on the historic JCDecaux business model.

In 2015, JCDecaux Link's approach was recognised in the "Small Cell Technology and Deployment Enablers" category at the Small Cell World Summit award ceremony. JCDecaux Link was again recognised in 2017, by the Small Cell Forum, for the excellence of its technical and aesthetic integration solution, allowing the installation of up to four devices in a single $2m^2$ advertising unit.

The Group extends its expertise to shopping malls

We operate in 23 shopping malls in the United States and have a 19% market share in the most prestigious shopping malls in the 20 largest American urban areas. Our contracts include some of the centres in the United States, including The Mall at Short Hills (New Jersey), Water Tower Place in Chicago (Illinois), and Beverly Center in Los Angeles (California). Our US shopping centre business is mainly focused on the higher standard shopping centres operated by the company Taubmann.

We have also developed this business successfully in other countries. As of 31st December 2018, we were present in 1,800 shopping malls and supermarkets with, in addition to the US, presence in 16 European countries (Belgium, Croatia, Denmark, Finland, France, Germany, Hungary, Norway, Poland, Portugal, Republic of Ireland, Slovakia, Slovenia, Spain, Sweden, UK).

Furthermore, the Group rapidly extended its presence in Japan: in addition to the Aeon/Jusco chain's advertising operations, MCDecaux, an 85% owned subsidiary of JCDecaux in Japan, was also entrusted with the 15-year exclusive installation of MUPI® advertising in the Ito Yokado shopping centres, distributed all over Japan with a very high concentration in the greater Tokyo region. At 31st December 2018, MCDecaux was therefore present in 154 shopping centres throughout Japan, with a total of 2,679 advertising faces.

This activity was also developed in Singapore, with currently 5 shopping centres.

In 2010, we developed our shopping centre business for the first time in the Middle East through our joint venture Elan Decaux which was awarded the significant contract for Villaggio, the largest shopping centre in Doha, the capital of Qatar in 2009, which was followed in 2013 with a contract with City Center.

After our significant expansion in Latin America in 2014, we had a platform to develop this activity even further. In 2016 we expanded this presence to Peru and Uruguay and in 2017 in Panama.

We are also present in Botswana and Zambia in Africa.

Future public tenders: a reservoir for growth

We believe that the Street Furniture business has significant growth potential and intend to pursue international growth in coming years. New Street Furniture contracts are likely to be put out to tender in Europe, in Asia-Pacific, in Latin America, as well as in Africa and in the Middle East.

5.4. Sales and Marketing

We market our Street Furniture products as a state-of-the-art quality advertising medium. All these spaces, in every sector where JCDecaux operates, are marketed by the integrated, multi-discipline and client-focused JCDecaux teams which mobilise their respective expertise on a daily basis to ensure excellent market coverage concerning advertisers, their advertising agencies and media agencies. The sales strategy implemented by the Group enables it to offer solutions to every advertiser in every market (international, national, local, micro-local) and activate all business sectors.

This strategy is based on a "dual mode offer" opening up new media-planning possibilities for advertisers.

"Ready to Advertise" networks with the marketing of advertising campaigns varying between a week in France and the majority of European countries, a fortnight in Spain and the UK and a month in the United States. In order to satisfy the diversity of the communication goals of its clients, the Group offers coverage networks and targeting networks (or thematic networks), with a guaranteed promise and performances, built using databases covering audience (travel), socio-demographic, geo-behavioural and geolocation data concerning points of interest.

"Bespoke" networks, designed to adopt demand marketing and foster the personalisation of spaces in accordance with the advertiser's precise specifications.

In France, for instance, JCDecaux Power Store® provides simple and direct access to the catalogue reference networks and JCDecaux Planning Lab® has become the leading personalisation platform for the communication of brands, supported by VIOOH Automation, the audience planning tool developed by JCDecaux for automated design of real time campaigns based on the advertiser's target, area and budget criteria.

Thanks to the tools and analysis of the JCDecaux "Revenue Management" teams, this carefully studied and dynamic face allocation approach makes it possible to focus on the marketing modes that are the most relevant for the advertiser and the most contributory for the Group.

The rapid development of the outdoor advertising digital channel is also at the heart of the Group's sales strategy. In 2018, JCDecaux's Digital OOH increased by +28.4% globally across all the sectors managed and now represents 20.4% of the Group's total revenue. 68% of the Group's global DOOH revenue is generated in five countries (United Kingdom, United States, China, Australia and Germany). This speeding up of DOOH is based on an approach of targeting and contextualising campaigns, made possible by connected screens with implementation driven by innovative applications and platforms such as VIOOH Automation.

In France, the agreement signed in 2018 with Monoprix has led to the digitisation of the chain's shop windows in Paris and the surrounding area with the launch of a JCDecaux offering that brings Digital OOH into the Data-planning era. The exclusive access to the chain's transactional data opens the possibility of fully optimised campaigns totally measurable in terms of advertising impact and effectiveness on sales. These campaigns are built on the JCDecaux VIOOH Automation et VIOOH Content technological suite with unlimited creative potential for contextualised and personalised campaigns.

Measuring and demonstrating effectiveness is a crucial strand in the advertisers' sales support strategy. In France, buoyed by study expertise acknowledged for almost 15 years, JCDecaux has been developing its SMARTER studies and data programme since 2015, with very high level partners such as Ipsos, Kantar WorldPanel, Nielsen (Homescan panel), MarketingScan and BVA (around 250 advertisers and over 500 studies in the last five years).

In the UK, the rapid development of digital products, particularly in conjunction for the retail sector, has allowed us to compete for short term tactical and promotional investments. We have established an innovative use of the digital platform, SmartSCREEN, developed with our partner Tesco at their largest stores throughout the UK. Developed initially in 2013, this new approach allows advertisers to programme advertising screens on specific days and times to maximize their sales. A dedicated management tool specially developed at this time, now known as VIOOH Automation, permits SmartSCREEN to use Dunnhumby data, drawn from Tesco Clubcard holders' sales data. It will automatically increase or reduce the frequency of display according to the data in order to show creatives at optimal times. This is the first in a series of initiatives taken by our teams to move away from traditional fixed display periods to a more flexible use of the medium. VIOOH Automation SmartSCREEN preliminary research found that the sales uplift by digital screens is 9% in 2016 higher than non-digital posters at these supermarkets. Further, the development of our Dynamic division also permits advertisers to vary their message at each store according to, for example, real time sales data which has been shown to boost sales performance by an additional 8%.

Since 2017, the VIOOH Automation platform has been rolled out to other markets outside the UK providing our clients with similar improvement in terms of effectiveness. In the coming years the VIOOH Automation platform will be implemented extensively throughout our global businesses We believe this should give JCDecaux a strong competitive advantage over other OOH companies and increase relevance for customers by utilising similar tools on the Internet.

In many markets, we are seeing increasing demand for the creation of events within public spaces, enhancing consumer engagement with our advertisers' brands. The JCDecaux Creative Solutions® think tank and JCDecaux Live, set up to enhance the impact and originality of marketing campaigns and currently present in over 60 countries, have run advertising campaigns that have become landmarks in the outdoor advertising sector. In parallel, with the innovation that saw the traditional bus shelter display turned into part of the advertised event itself, other revolutionary communication techniques were launched, such as the privatisation of advertising sites for a given period so they could be turned into street art on behalf of the brands.

The "La Rue - Inspiring Outdoor" Department was launched in France at the end of 2018. It is in charge of all the Group's event and experience advertising, connected or not to spaces (major events, street marketing, sponsoring roadshows, etc). The implementation of a creative effectiveness tracking system for campaigns is also at the heart of the mission of this new entity.

5.5. Contracts for the sale, lease and maintenance of Street Furniture

Principally in France and in the United Kingdom, we sell, lease and maintain street furniture, which generates revenues that are recorded in the Street Furniture segment of our financial statements. In 2018, such activities generated revenues of €156.6 million, representing 9.9% of our total Street Furniture revenues.

In France, in 2018, the Group won 10 new contracts for rental and maintenance of automatic toilets, displays dedicated to the Departments Councils communication or Street Furniture maintenance.

For instance, the toilet designed by Patrick Jouin, installed under a lease and maintain contract with the City of Paris, was created to be accessible, aesthetic and eco-friendly. Eco-design has reduced its energy and water consumption (water by 26% and electricity by 28%) and it is 95% composed of sustainable and recyclable materials. Its interior has been carefully thought through to optimise accessibility for people with reduced mobility and for the comfort of all. This eco-friendly and aesthetically pleasing toilet, with its top quality design and ease of maintenance, has met with great success in Paris and is now being rolled out in other towns.

6. TRANSPORT BUSINESS

The advertising business in Transport activities includes, on one hand, advertising contracts in airports and, on the other hand, advertising contracts in transit systems (metros, trains, buses, trams and other mass transit systems, as well as express trains serving international airports around the world).

In addition to 211 advertising contracts in airports, JCDecaux also manages the selling of advertising space in 275 transport systems in Europe, Africa, Middle East, Asia-Pacific and Latin America. The Group's Transport business totals more than 365,900 advertising faces in 50 countries, of which 44,327 in airports. This figure excludes small advertising faces sold on airport trolleys and inside buses, trams, trains and metros.

In 2018, the Transport business represented 41.9% of the Group's revenue. The airport advertising business represented 48% of Transport revenue and transit system advertising accounted for 40.7%. Almost 11.3% of Transport revenue came from other operations undertaken by subsidiaries in the Transport business, such as printing of posters, sale of non-advertising products or cinema advertising.

6.1. Characteristics of transport advertising contracts

Advertising contracts in airports and other transport systems vary considerably. This variety reflects the extent of the role sought by the landlord in the management of the advertising space they are granting. This choice of approach may mean that contracts vary in terms of duration, rent & fees, ownership of equipment, termination clauses, level of exclusivity, location and advertising content.

Some of the most common terms and conditions in the Group's Transport contracts are listed below:

- a term of three to 15 years; payment of a rent & fees in proportion to revenue generated, combined with a minimum guaranteed rent & fees in numerous cases
- the Group enjoys exclusive rights, except for some very rare exceptions, to conduct its airport and public transport advertising businesses. Some contracts are joint ventures, such as for the Frankfurt, Shanghai and Paris airports, and the Beijing, Shanghai and Guangzhou metros. Using its international expertise, and according to the specific requirements of grantors, the Group designs, installs and maintains, at its own expense, analogue and digital advertising spaces that make up a range of communications solutions adapted to a fast-changing advertising market and to advertiser demands. It also supplies certain grantors with information and advertising panels or displays such as maps. The choice of initial location for the display panels is generally mutually agreed. In certain cases, advertising content may be subject to the grantor's approval. The Group's rights may also be limited by airlines which have sub-leased areas within an airport and may therefore have certain rights in determining the location and content of the advertising visuals in these spaces.

6.2. Advertising in airports

6.2.1. Airport advertising contracts

In 2018, the Group won advertising contracts in Japan for the Osaka airports - Kansai (KIX) and Osaka International (ITAMI) - and in China for Beijing-Daxing airport (due to open in September 2019). In addition, thanks to the acquisition of APN Outdoor in October 2018, JCDecaux now operates the advertising concessions of Sydney and Perth airports in Australia and Auckland, Christchurch and Queenstown airports in New-Zealand. Lastly, JCDecaux has renewed its contracts for Dubai, Beijing and Chengdu airports. All these renewals and new contracts help to establish JCDecaux's footprint in high profile international airports, particularly in the Asia-Pacific region.

At 1 January 2019, the Group holds advertising contracts for 211 airports in 40 countries around the world. Grouped under the "JCDecaux Airport" brand. The Group's advertising business in airports represents 28% of worldwide traffic.

JCDecaux seeks exclusive contracts with airport authorities for the operation of advertising space in airport. Most of these contracts are subject to tender procedures and are generally awarded for a term of 3 to 15 years. At 31 December 2018, the average remaining term (weighted by 2018 revenue) of the Group's airport contracts was 3 years and 11 months.

Under these contracts, JCDecaux pays on average 50-70% of its advertising revenue to the airport authorities. However, the investment and operating costs linked to maintaining these panels are much lower than for street furniture contracts.

6.2.2. Geographic presence

In Europe, the Group manages the advertising contracts of 92 airports, including the three largest, which are London, Paris and Frankfurt. More specifically, JCDecaux is present in:

- 25 airports in France, including Charles de Gaulle and Orly through a joint venture with Aéroports de Paris
- 2 British airports, including London Heathrow
- 1 airport in Ireland
- 3 airports in Germany, including Frankfurt through a joint venture with Fraport
- 3 airports in the Belux region: Brussels International, Charleroi and Luxembourg
- 41 airports in Spain, including Madrid Barajas, Barcelona and Palma de Mallorca
- 8 airports in Portugal including Lisbon, Porto and Faro
- 5 airports in Italy including Milan
- 4 airports in Eastern Europe: Warsaw in Poland, Riga in Latvia, Prague in the Czech Republic and Saint Petersburg Pulkovo airport in Russia, through its joint venture with Russ Outdoor.

In Asia-Pacific, JCDecaux originally began operations in 1998 in Hong Kong airport (Chek Lap Kok), a major gateway for this region, followed by Macau. Over the past few years, the Group has developed substantially on this continent, where it now manages the advertising concessions in 18 airports, six of which feature among the Top 10 airports in Asia-Pacific: Beijing (Terminals 2 & 3 and Daxing when it opens in September 2019), Hong Kong, Bangkok, Singapore, Shanghai and Guangzhou Baiyun International (GBIA). Furthermore, JCDecaux is present in China in Chengdu and Chongqing and in India in Bangalore.

In 2018 the Group extended its footprint to:

- Japan (with the Osaka airports: Kansai (KIX) and Osaka ITAMI)
- Australia (Sydney and Perth) and New-Zealand (Auckland, Queenstown and Christchurch) thanks to the acquisition of APN Outdoor.

All in all, JCDecaux reaches 24% of passenger traffic in the Asia-Pacific region.

In the United States, the Group manages the advertising contracts of 15 airports, including airports in New York (JFK, La Guardia and Newark), Los Angeles, Dallas Fort Worth, Miami, Houston and Chicago (exteriors).

In the Middle East, JCDecaux currently operates in 33 airports and also holds the contract to manage the advertising operations of the new terminal at Bahrain international airport, due to open in 2019. This represents a total of 34 strategic concessions in this region, reaching 58% of passenger traffic. More specifically, JCDecaux is present:

- in Saudi Arabia, where it holds the exclusive advertising concession from the airport authorities with a contract covering 26 airports
- the United Arab Emirates, where it holds the exclusive advertising concession for the airports of Dubai International and Dubai World Central - Al Maktoum; and airports owned by the Abu Dhabi Airports Company (Abu Dhabi International Airport, Al Bateen Executive Airport and Al Ain International Airport)
- in the Sultanate of Oman, through an exclusive contract to operate the advertising space in the airports of Muscat and Salalah.

In Africa, JCDecaux is present in 31 airports:

- in Algeria at Algiers's Houari Boumediebe airport
- in South Africa: 8 airports, including Johannesburg, Cape Town and Durban
- in Angola: 7 airports including Luanda
- in Mozambique: 7 airports including Maputo
- in Zambia: 3 airports including Lusaka.

It also operates in Lesotho, Madagascar, Malawi, Swaziland and Tanzania (in the airport serving the capital city of each country).

JCDecaux operates in 21 airports in Latin America and the Caribbean:

- in Brazil: São Paulo-Guarulhos, Brasilia and Natal
- in Peru, the Jorge Chávez international airport in Lima and 12 airports situated in the north of the country
- in Panama: Panama City international airport
- in Colombia: Bogota's El Dorado international airport
- in the Dominican Republic, JCDecaux operates the exterior advertising spaces at the airport terminals in Santo Domingo, Samana and Puerto Plata.

At 1 January 2018, the geographic distribution of the advertising faces in airports was as follows:

COUNTRY/REGION	NUMBER OF AIRPORTS	NUMBER OF ADVERTISING FACES
Europe [1]	92	19,532
Africa/Middle East[2]	65	7,863
Latin America [3]	21	1,530
Asia-Pacific [4]	18	7,448
North America [5]	15	8,134
TOTAL	**211**	**44,327**

[1] Includes Belgium, Czech Republic, France, Germany, Italy, Latvia, Luxembourg, Poland, Portugal, Republic of Ireland, Russia, Spain and the United Kingdom.

[2] Includes for the Middle East: Oman, Saudi Arabia and United Arab Emirates; and for Africa: Algeria, Angola, Lesotho, Madagascar, Malawi, Mozambique, South Africa, Swaziland, Tanzania and Zambia.

[3] Includes Brazil, Colombia, Panama, Peru and the Dominican Republic.

[4] Includes Australia, China, India, Japan, New Zealand, Singapore and Thailand.

[5] Includes the United States.

6.2.3. Audience and traffic

Advertisers particularly value airport passengers, as they typically include a high percentage of business travellers, who are difficult to reach through traditional media. These travellers spend a considerable amount of time waiting for flights and luggage, and thus constitute a captive, target audience, relatively open to receiving an advertiser's message.

Airport advertising represents one of the best ways for advertisers to reach this affluent audience that generally has little free time. This is also a very significant asset given the fragmentation of audiences observed in recent years (Internet, mobile telephony, etc.).

Today more than ever, airports are thriving hubs for reaching a valuable audience.

Lastly, the passenger experience, whether at the time of making the booking (online), the time spent at the airport (digital check-in, biometric identification, etc.) or on the return journey (sharing of experiences on social media), is increasingly connected and rich in data. JCDecaux strives to collect this data in order to hone its knowledge of its audience.

While global passenger traffic growth has moderated compared to 2017, it has remained fairly robust (+5.9% i.e. 4.3 billion passengers) despite the shroud of economic uncertainties (Brexit, economic slow-down in China, geopolitical conflicts in the Middle-East, tensions between the US and its major trading partners, etc.). International traffic remained a key driver of the increase in passenger numbers, especially in the European and Asia-Pacific markets (respectively 6.9% and 7.4%).

Aviation's gravitational centre continues to shift eastwards, with major growth potential in emerging markets, many of which are in the Asia-Pacific region. The ACI forecasts that by 2022, passenger traffic in emerging economies will surpass advanced economies and that by 2040 emerging markets should handle 60% of total passenger traffic. Moreover, by 2040, China is projected to dominate air traffic, with 4 billion passengers (around 19% of global traffic).

6.2.4. Sales and marketing

The Group believes that its presence in 211 airports worldwide, particularly in major airports such as London, New York, Paris, Los Angeles, Frankfurt, Hong Kong, Shanghai, Singapore and Dubai, is a vital asset when responding to all types of requests from brands, whether in relation to local, national or international campaigns, and when it comes to purchasing individual units of advertising media, advertising packages or networks for one or more airports. The JCDecaux commercial teams use their airport media expertise to design customised campaigns capable of reaching the advertisers' target audiences. Another major advantage is that JCDecaux designs and places its own advertising media to blend in with the overall design and architecture of airport terminals and provides advertisers with the best possible exposure and impact so that their advertising campaigns reach their target audience.

Furthermore, this international presence means the airport authorities can benefit from the Group's ability to generate higher revenue and value per face, thanks to the marketing of national and global advertising media networks.

JCDecaux's global dimension in the field of airport advertising plays a major role in the decision of major airports to work with the Group in managing their advertising over a long period to maximise their advertising revenues per passenger.

In 2018, JCDecaux had a presence in 8 of the Top 10 global airports and reached over 77% of passengers in these strategic airports for delivering brand communication.

AIRPORT	PASSENGERS IN MILLIONS	CONTRACT HOLDER
Atlanta	107.3	Clear Channel Outdoor
Beijing	100.9	JCDecaux / Local companies
Dubai	89.1	JCDecaux
Los Angeles	87.5	JCDecaux
Tokyo Haneda	83.4	Local company
London Heathrow	80.1	JCDecaux
Chicago O'Hare	76.8	Clear Channel Outdoor / JCDecaux
Hong Kong	74.7	JCDecaux
Shangaï Pudong	74.0	JCDecaux[1]
Paris CDG	72.2	JCDecaux[1]
TOTAL	**846.4**	

Source: Airport Authorities 2018 Preliminary Traffic.

[1] In a joint venture.

The Group's products include a wide range of advertising media in different formats, exhibition spaces and advertising on services such as the airport Wi-Fi. Panels are placed where passengers tend to congregate, such at check-in areas, passenger lounges, corridors leading to aircraft and baggage carousel areas, offering advertisers the opportunity to interact with their target audience close to points of sale and in commercial areas of the airport. Furthermore, JCDecaux designs custom-made advertising media such as 3D replicas and giant display screens which have the greatest impact on the airport audience.

In 2018, JCDecaux had a presence in seven out of the ten airports generating the most international traffic. JCDecaux reached over 72% of international passengers in these strategic airports for delivering brand communication.

AIRPORT	INTERNATIONAL PASSENGERS IN MILLIONS	CONTRACT HOLDER
Dubai	89.1	JCDecaux
London Heathrow	75.3	JCDecaux
Hong Kong	74.7	JCDecaux
Amsterdam	71.0	In house
Seoul Incheon	67.6	Local company
Paris CDG	66.3	JCDecaux[1]
Singapore	65.6	JCDecaux
Frankfurt	60.5	JCDecaux[1]
Bangkok	51.5	JCDecaux / Local company
Istanbul	48.8	Local company
TOTAL	670.8	

Source: Airport Authorities 2018 Preliminary Traffic.

[1] In a joint venture with the airport authorities.

Targeting and audience measurement for airport media

In 2018 - proactive in its data-driven approach - JCDecaux signed an exclusive contract with NPD Travel Retail, formerly CiR (Counter Intelligence Retail, a subsidiary of the NPD group). JCDecaux thus becomes the only company in the media sector to have access to a sizeable database of international air passengers traffic of 550 airports (i.e. 95% coverage of international traffic), and in strict compliance with the GDPR.

In addition, in 2018, the company signed a partnership Dubai Duty Free, on top of its contract with Dubai Airports, for the launch of a new drive-to-store offer at Dubai International (DXB). This innovative partnership is designed to create a new eco-system based on advertising, airport and travel retail data to deliver an optimised advertising scheduling system and boost campaign effectiveness.

JCDecaux also regularly commissions qualitative studies at both global and local levels. As the only company operating in airport media on five continents, JCDecaux leverages this competitive advantage by delivering global marketing data to its customers. These insights are widely used by the Group's subsidiaries to demonstrate the effectiveness of the airport media. Among these studies are "Airport Stories" (2011) on the impact and perception of brands in airports, the "Global Shopper Connection" survey (2013 and 2016), which analyses how passengers associate travel and shopping experiences, both in town and at the airport.

In 2018, the Group appointed Future Thinking, an institute specialising in behavioural analysis, to conduct the "Airports: Open for Business" study. Expanded to 12 markets (UK, France, Germany, Italy, USA, Brazil, Saudi Arabia, China, UAE, Hong Kong, Singapore and Australia) it focuses solely on the qualified audience of senior executives. The latter hold positions of high responsibility with influence or control over a significant budget. "Airports: Open for Business" analyses their airport experience and their perception of B2B advertising in the airport, which turns out to be very positive. The conclusions will be presented early 2019.

JCDecaux's move towards a Data Driven business is gaining momentum with the implementation in 2018 of an international Airport Audience Measurement (AAM) project.

Deployed as a pilot at Paris and Singapore airports, the international Airport Audience Measurement will be progressively expanded to the main hubs operated by JCDecaux and will also feed the VIOOH Automation (formerly VIOOH Automation) programmatic platform operated by VIOOH, a partner company in which JCDecaux is the main shareholder.

Digital, events, and services: growth drivers for airport media

Digital screens are a key feature of the airport environment, particularly in terms of visibility and impact, as evidenced by the digital displays at the new Guangzhou Baiyun International Airport -Terminal 2. This installation totalizes over 1,500 sqm of digital screens - counting more than 500 devices (including 4 iconic, 11 LEDs, 126 x LCD85 '' and 47 x LCD 100 ''). It reinvents the airport communication, allowing advertisers to create new, spectacular and memorable advertising campaigns and for passengers to experience exceptional visual and aesthetic experiences.

In addition, offering closed environments and extended dwell times, airports are an ideal place for broadcasting information, advertising messages or content aimed at entertaining passengers. These passengers are willing to interact with digital media; they want to download content and get to know brands better. The Airport Stories World study demonstrates the power of engagement that digital media can bring to a brand:

- 66% of persons interviewed wanted to be able to download entertainment
- 61 % wanted to download offers and discount vouchers.

Operating more than 7,600 digital advertising panels in airports worldwide, JCDecaux offers advertisers a rich and dense selection of effective digital solutions which may prove strategic, in particular for increasing footfall in travel retail spaces.

VIOOH Content, a real-time content management solution operated by VIOOH, promotes interactivity between advertisers and passengers as evidenced by the Absolut innovative Global Selfie campaign which took place simultaneously in May 2018 at Frankfurt Airport and Changi Airport in Singapore, to launch the limited edition of "Absolut World" vodka. The brand invited travellers to upload a selfie via a dedicated website with their name, age, city and places where they like to eat, drink and meet friends in their hometown. Once the content had been moderated, it was downloaded onto the screens of the terminals serving the cities mentioned. A good way for the brand to create a buzz through the dissemination of viral content.

This solution also favours drive-to-store and can be linked with Beacon technology. Beacons are miniature devices installed in advertising furniture in all terminals to detect passengers' electronic devices such as smartphones and tablets as long as their Bluetooth and location functions are enabled. For example, in 2017, at Changi Airport in Singapore, JCDecaux, in partnership with Martell, created an innovative campaign to promote the limited edition launch of the Martell Single Estate collection. 23 new 85 "digital screens broadcast dynamic content thanks to the VIOOH Content solution used to relay personalized content based on real-time information on flights and the geographic location of passengers. The flights to eight Chinese cities, taking off within 45 minutes to two hours, were displayed on digital screens, along with a message inviting passengers to make the most of their waiting time by discovering the new collection Martell Single Estate at the nearest duty free store. In order to instantly capture the attention of travellers, messages were offered in Mandarin as well as in English. To guide passengers, using their GPS coordinates, the displays showed the exact distance to the duty free shop.

The broadcasting of relevant, varied and adapted content depending on the origin or destination of passengers, in different languages and in the appropriate areas of the airport, in real-time maximises the impact and relevance of digital campaigns addressing the right message, at the right time, in the right place and to the right audience

Event advertising, which enables advertisers to create a brand domain within airports and a strong and memorable advertising experience, continues to be a resounding success. JCDecaux Airport offers tailored advertising solutions to enhance and multiply the impact of a campaign, whether on giant display panels, 3D displays, interactive furniture, exhibition spaces or relationship marketing. There are numerous examples of event campaigns in airports and their instances are spreading all over the world. Among the most spectacular operations this year are the "Christmas Tree Netflix" at São Paulo Airport, a 12-metre high digital Christmas tree made of 288 LED screens; the "Pop-up cinema" of Atom tickets, at New York's JFK, to promote its new cinema ticketing application that, the day before Thanksgiving, allowed passengers to quietly pass their time waiting in front of a film, with popcorn; the "Emporio Armani Boarding" fashion show in Milano-Linate during Fashion Week, to present the designer's collection, offering a total immersion from the check-in counters to the hangar with its Emporio Armani banner for guests who had become travellers with the eponymous brand as their destination for the time of the event.

Passenger service devices also serve as high value-added communication solutions for advertisers, passengers and airport authorities. JCDecaux Airport Paris has been a pioneer in marketing the sponsorship of the Wi-Fi service in all Paris airport terminals since 2015. Since 2017, JCDecaux also markets the sponsorship of the Wi-Fi services in the Abu Dhabi, Dubai, Shanghai and Nice airports. Wi-Fi sponsorship is testimony to the unique role airports play in the dialogue between brands and increasingly connected passengers.

6.3. Advertising in metros and other transit systems

6.3.1. Metro and other transit system advertising contracts

At 1 January 2019, the Group had 275 advertising contracts representing 321,617 advertising faces in metros, trains, buses, trams, taxis and rapid transit systems serving airports in 30 countries.

At 31 December 2018, the average remaining term (weighted by 2018 revenue) of the Group's contracts in metros and other transit systems was 3 years and 9 months. The initial investment and operating costs linked to maintaining advertising panels in metros are generally lower than those for Street Furniture contracts.

JCDecaux pays sometimes variable rents and fees back to grantors in the form of a percentage of its advertising revenue, including sometimes a minimum garantee.

6.3.2. Geographical presence

With a very strong presence, JCDecaux is the leading outdoor transport communication company in China.

In fact, the Group holds advertising contracts for buses in eight Chinese cities (including Hong Kong), representing a total of 65,366 advertising faces. With regard to metro systems, JCDecaux has held the advertising concession contract for the MTR (Mass Transit Railway), which was renewed in 2018 and Airport Express Line (AEL) in Hong Kong since 1977 and manages the advertising spaces of the Beijing, Shanghai, Guangzhou, Chongqing, Nanjing, Tianjin and Suzhou metros. JCDecaux Cityscape also holds the 5-year advertising concession awarded by Hong Kong Tramways Ltd for complete wrap-around ads and exclusive rights to manage advertising on the entire fleet, i.e. 160 trams.

With considerable market share in metros, JCDecaux is unbeatable in China. Via the JCDecaux China advertising networks, an advertiser can simultaneously buy space in eight different cities: in addition to simplifying purchasing for advertisers and agencies, this unique network offers creative and innovative opportunities which boost the impact of advertising messages in Chinese metros.

In Asia-Pacific, JCDecaux also holds the exclusive contract for managing the Delhi Airport Metro Express advertising network, and has a contract to operate advertising in Chennai metro.

Outside the Asia-Pacific zone, JCDecaux holds advertising contracts in the metros of São Paulo, Brussels, Lima, Turin, Milan, Rome, Naples, Brescia, Helsinki, Berlin, Nuremberg, Vienna and Prague. In Spain, JCDecaux has the exclusive management of all the advertising supports for the Madrid metro, as well as the advertising concessions for the Barcelona metro and the Bilbao metro.

JCDecaux runs a large number of advertising contracts in other transport systems (trams, buses, coach stations, railway stations and taxis) all over the world, in particular:

- in Africa/Middle East: Algeria, Cameroon, Israel, South Africa,
- in Asia-Pacific: China (including Hong Kong). Thanks to the acquisition of APN Outdoor, JCDecaux strengthened its position in Australia in railway and buses advertising and extended its footprint to New Zealand
- in Europe: Austria, Belgium, Czech Republic, Denmark, Finland, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Russia, Spain, United Kingdom
- in America: Panama, Peru, United States, Uruguay.

6.3.3. Audience and traffic

For its metro and transit systems, the Group uses the same geo-marketing techniques as for its street furniture and large format activities to maximise the impact of its advertising networks on the metro audience, and the effectiveness of the Group's commercial offerings to advertisers. In China, where it is the leader in transport advertising, JCDecaux conducted the first audience measurement study for the Shanghai metro in 2008; this study was extended to the Beijing metro in 2009. The R&F (Reach & Frequency) audience study quantifies the impact of each advertising campaign in the metro.

In 2018, JCDecaux Finland introduced new audience research methodologies and data sets to increase the value of existing and new digital inventory. Both passive and active data collection methods were used to gain insight to help the advertisers understand the audiences they can reach through JCDecaux media. In addition, in January 2018, the team launched a digital planning tool to help advertisers understand and plan DOOH campaigns. This tool provides, for each group of digital panels located in the same area, a profile card that includes information such as audience profile and points-of-interest.

In 2015, JCDecaux launched "Global Metro Stories", the very first international study to analyse the interactions of urban passengers with the metro environment and its advertising.

The study reveals, for example, that passengers consider advertising to be a "bonus" that makes up an integral part of the metro environment, allowing brands to improve their recognition and become better known to potential customers. Indeed, 95% of people interviewed see the advertisements during their metro trip. Users become familiar with the brands that are regularly found in the metro, and 50% of them state that advertising in the metro strengthens a brand's prestige. In addition, travellers actively seek a close relationship with the brands in the metro: as one passenger in Santiago, Chile, explained, "Brands become part of our everyday life… we start to look for them and want to learn more about them". Advertising in the metro therefore offers brands a real opportunity to create stronger relationships with their audience.

6.3.4. Sales and marketing

In 2018, the Group's transit media achieved considerable success with advertisers thanks to particularly original advertising events.

JCDecaux creates a buzz in the metro

JCDecaux China has created two major events to encourage agencies and advertisers to be creative in their use of the metro as a medium: the Best of the Best Awards and the Innovate® Festival. The aim of these awards is to greatly increase the value of advertising spaces managed by the Group while creating, in collaboration with its partners, a harmonious and creative metro culture.

The Best of the Best Awards, started in 2002 by JCDecaux Transport in Hong Kong, was recreated in 2007 in the other Chinese metros. The aim of this competition is to encourage exceptional advertising campaigns, recognising the "best of the best". Every year since 2012, driven by a buoyant market, a special focus has been placed on the Shanghai metro, where the JCDecaux team sets a central theme for the event based on the trends and areas of interest of the Chinese media market. In recent years, to match changes in how metro passengers use their mobiles, the central theme has been targeted at improving their experience through interactive and digital technologies. The 2018 edition theme was "Digitalized Ecosystems".

In Shanghai, JCDecaux has obtained 31 awards in 13 categories. The major prizes are platinum "Best of the Best Awards", respectively in the "Best Media Use" and "Creativity" categories. Two prizes are also awarded by users, through an online vote using WeChat, for the "most popular campaign" and the "most popular digital campaign".

The Innovate® Festival in Hong Kong, organised by JCDecaux Transport in collaboration with the MTR (Mass Transit Railway) Corporation, aims to promote the creative potential of MTR media. Every year, from October to December, zones with the highest passenger traffic in key stations receive dedicated creative advertising campaigns that contribute to the passenger experience. Advised by JCDecaux Transport experts, brands and agencies are encouraged to let their imagination run wild and design innovative campaigns, whether through the use of technology, interaction with MTR users or dramatic use of the space. In 2016, with the creation of the "Emerging Talents" prize, JCDecaux Transport opened the competition up to university students. A new prize was introduced in 2018, that of "Best Presenter". Contestants must design advertising campaigns using a variety of technologies to interact with MTR passengers. The contest is a unique opportunity for these students to demonstrate their creativity and present their innovative ideas in a real-life pitching situation. This highly innovative positioning has boosted JCDecaux Transport Hong Kong's reputation as a business leader for outdoor advertising in Hong Kong.

The metro and other transit systems (train stations): laboratories for new technologies

As with airports, metros and train stations are ideal spaces for digital media. There are two business models:

- 100% advertising (or predominantly advertising). Aimed at a mass audience that is very mobile inside the stations and whose waiting time is limited (two to three minutes), the proposed programme loops are kept short in order to optimise advertisers' visibility. This is the predominant model in Asia, the UK, Germany and Ital
- content media aimed at informing and entertaining passengers with an advertising element such as the Infoscreen channel in the metros, trams and buses of Vienna, Graz, Linz, Innsbruck, Klagenfurt and Eisenstadt (all in Austria), the Canal Metro in Madrid, MOUTV in the Barcelona metro.

In addition, new technologies increasingly offer opportunities to interact with passengers for entertainment or to help them make the most of their travel time by giving them access to promotional offers. Around the world, JCDecaux teams assist advertisers wishing to add an interactive element to their campaigns, whether by distributing coupons, implementing campaigns using augmented reality or by using QR Codes and Beacons that make it possible to access dedicated content on mobile platforms or social networks.

For example, JCDecaux Austria offers campaigns based on location services. In Vienna, the digital screens adapt their message based on the station in which the tram arrives to broadcast, for example, the advertising message of a brand whose shop is located near the station. These targeted campaigns enable not only information but also promotions benefiting local businesses to be offered to passengers during their journeys.

The transport systems are also the perfect place to set up event-driven campaigns and facilitate interaction and engagement with passengers. On 30 May 2018, for the film launch of Jurassic World, Fallen Kingdom, Universal Pictures and JCDecaux transformed King's Cross station (London) with an 11-meter long roaring T-Rex, a 'crashed' gyrosphere for the ultimate selfie and a VR experience in an empty container.

Creativity and innovation enable JCDecaux to improve the passenger experience offering useful solutions and services for all. In this respect, JCDecaux partnered with BNP Paribas, the start-up Airlabs and Clitren Railways, to develop four "Clean Air Zones" that help tackle air pollution in Marylebone station (UK). This ground-breaking advertising solution transforms traditional Out Of Home (OOH) advertising space in favour of CSR/environmental concerns to support the United Nations sustainable development programme.

Finally, the world of advertising in public transportation offers many clear examples of the convergence of off-line and online media. For example, in the Shanghai metro, where passengers have a high propensity to use their mobile phones, numerous advertising campaigns incorporate QR codes that users can scan to make purchases which can be delivered directly to them the same day, at the location of their choice.

7. BILLBOARD

JCDecaux the leader in large-format Billboard in Europe in terms of revenue (source: JCDecaux). In 2018, large-format Billboards provided 14.2% of the Group's revenue.

Generally installed at major traffic intersections in cities and their built-up areas, the Group's large-format media enable advertisers to reach a very broad audience consisting primarily of people in vehicles. The JCDecaux billboard networks include very high-quality sites, in terms of visibility, in large cities such as Paris, London, Berlin, Brussels, Chicago, Vienna, Madrid, Lisbon, Moscow, Johannesburg and Mexico and offer advertisers wide regional cover in each country. In many markets and more particularly in the UK, these large format spaces are transformed into digital supports (Digital OOH).

The Billboard activity also includes illuminated advertising which basically consists of the design and installation of very large advertising neon signs and event banners (very large displays on building refurbishment sites). JCDecaux covers large European capitals and is reinforcing its activity in Latin America, Africa, Central Europe, Asia and, more recently, Australia with the acquisition of APN Outdoor).

7.1. Characteristic of Billboard contracts

Within the scope of the billboard contracts, JCDecaux leases sites on which its assets are installed, generally from the owners of land or private buildings (private law contracts) and, to a lesser but increasing degree, from the local authorities (public contracts), from railway companies, universities or real estate companies. JCDecaux pays rent to the owners of these sites or buildings. To occupy the real estate belonging to the State or the regional communities, the billboard contracts are generally signed after a competitive tender. In the UK, the Group owns a certain number of sites on which its billboard panels are installed, like the one of Cromwell Road, where the digital structure from Zaha Hadid Design was installed.

7.2. Geographic presence

At 31 December 2018, the Group had 166,535 advertising faces distributed over 23 European countries (covering 2,247 European cities with more than 10,000 inhabitants), four Asia-Pacific countries, Australia, China (Hong Kong), New Zealand and Singapore, as well as Russia, Ukraine, Qatar, Uzbekistan, Brazil, Chile, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Uruguay, the United States, South Africa and thirteen other Sub Saharan African markets as well as Nigeria. In 2018, the Group continued with its policy of improving the quality of the large-format billboard panels by removing some panels and replacing them with state- of-the-art backlit panels, scrolling or digital, while in some mature countries, removing the less profitable panels to optimize costs.

As of 31st December 2018, the geographic distribution of our billboards was as follows:

COUNTRY	NUMBER OF ADVERTISING FACES
Europe [1]	96,326
France	37,483
Rest of World [2]	26,717
United Kingdom	3,208
Asia-Pacific [3]	2,642
North America	159
TOTAL	**166,535**

[1] Includes Austria, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Germany, Hungary, Italy, Latvia, Lithuania, Netherlands, Norway, Poland, Portugal, Republic of Ireland, Slovakia, Slovenia, Spain, Sweden.

[2] Includes Angola, Botswana, Brazil, Chile, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Lesotho, Madagascar, Malawi, Mauritius, Mexico, Mozambique, Namibia, Nicaragua, Panama, Qatar, Russia, South Africa, Swaziland, Tanzania, Uganda, Ukraine, Uruguay, Uzbekistan, Zambia, Zimbabwe.

[3] Includes Australia, China, New Zealand and Singapore

7.3. Our product offering

The JCDecaux large Billboard format comprises a wide range of products, 8 m² format furniture through to event banners measuring several hundred m².

The size and format of the billboards vary depending on the countries, mainly in accordance with local regulations. Nevertheless, in all regions, the Group's billboard assets and illuminated signs meet high standards of quality and visibility, vital elements to attract the attention of the advertisers' target public. The Group has a large number of state-of-the-art backlit billboard supports, which enable an increase in audience of up to 40%.

The Group's new billboard supports use the same concepts that made Street Furniture successful, such as backlighting and scrolling panels. Since the acquisition of Avenir in 1999, the Group has made significant investments to improve the quality of its large-format Billboard network, particularly in its main markets of France and the UK. This improved quality enabled it to increase the advertising effectiveness of its networks and to differentiate its product offering with advertisers. Hence, the Group replaced fixed panels with backlit fixed or scrolling panels of 8, 12 and 18 sqm on the most visible and most prestigious sites.

Furthermore, impact studies carried out by Carat (Aegis Media) and by Postar, the institute responsible for audience measurement for outdoor advertising in the UK, showed that an advertising campaign displayed on a scrolling billboard, such as the Vitrines, has as much impact as an advertising campaign displayed on a fixed panel, despite the campaign having less exposure time. The billboard's mobility attracts attention and increases the effectiveness of the advertising message, which makes this type of panel particularly attractive for advertisers.

Within the scope of these developments, JCDecaux systematically converted all of its obsolete billboards to replace them with more modern, backlit, scrolling or digital panels, which have enabled the Group to maintain a quality differential with its customers and, consequently, competitive selling prices. Furthermore, JCDecaux replaced a large proportion of its stock of traditional billboards with high-definition billboard supports with an entirely recyclable polyethylene poster. Thanks to this transformation, not only did the Group reduce its impact on the environment by decreasing its consumption of paper glued to the supports, but the billboard posting process and visibility were also improved. The market has recognised the commitment made by the Group to increase the quality of its billboard advertising and it contributes to the Group's competitive advantage.

The new high-end billboard advertising development dynamic is being extended to other markets, including Austria, Germany, the United States and South Africa.

The development of large-format digital advertising has also been significant for several years, thus contributing to the digitalisation dynamic of outdoor advertising. JCDecaux is developing a new brand communication experience in this area. It is based on themed affinity messages which are targeted in real time. Today, the borders of time and space are being broken down and benefiting communication that is both contextual and relevant for the audiences seeing it.

In the United Kingdom, since the beginning of the decade, the Group has invested significantly in high-quality large format screens, managed via high-performance technological platforms for the design of campaigns and message dissemination management.

The extension of the digitised furniture stock has been focused on a large number of strategic locations covering the main inbound and outbound routes of the largest cities, including London. For instance, these sites include the digitisation of Trafford Arch and the conversion of an emblematic space in Old Street, the gateway to the financial area and the Silicon Valley village further to the east, and the digital transformation of the Wandsworth roundabout in South London, similar in size to the Old Street roundabout.

In September 2018, JCDecaux opened a new, truly outstanding Digital OOH: The Kensington, situated in Cromwell Road, a major artery linking up Central London with Heathrow Airport. An exclusive sculpture by Zaha Hadid Design, which has a very large format screen built into it. Audi and Coty were the first brands displayed when it was launched.

Outside Europe, the deployment of our new digital billboard panels in Chicago was a significant development. This new form of public partnership in the United States enabled us to erect the most visible billboard panels in Chicago DMA, on public sites close to the city of Chicago itself. The industry's data on the audience measurement of outdoor advertising and the GeoPath (formally TAB) assessments confirm that these panels are the most attractive on the market. We believe that this form of partnership for large formats on premium public sites may be adopted by other major cities in the United States.

7.4. Sales and marketing

The Group markets its billboard, illuminated advertising and event banner networks under several brands i.e. JCDecaux Large, Avenir and JCDecaux Artvertising in France, Avenir in Spain, JCDecaux in the United Kingdom, in Ireland, the Netherlands and in several other European countries, Gewista in Austria, Europlakat in Central Europe, WallDecaux in Germany, Belgoposter in Belgium, IGPDecaux in Italy, Continental in Africa, Russ Outdoor in Russia and Vendor in Mexico.

A large part of the JCDecaux billboard business is generated by short-duration advertising campaigns, lasting between one and two weeks.

In order to satisfy the diverse communication goals of its clients, the Group offers "ready to display" coverage and targeting networks (or thematic networks), with a guaranteed promise and performance, built using databases covering audience (travel), socio-demographic, geo-behavioural and geolocation data concerning points of interest. They offer the possibility of national, regional, or local (city to city) cover and, for some urban areas, district.

In some countries such as France, long-duration billboard advertising, lasting between one and three years, represents a significant share of revenue.

With a view to speeding up its growth on this long-term market, JCDecaux has launched Easyway (www.easyway.jcdecaux.com), its portal dedicated to the sale of tailored long-duration advertising space. Designed to show all the eligible JCDecaux locations in

France, the website enables an advertiser or its agency to very simply, in a matter of a few clicks, identify the most relevant spaces thanks to a powerful geolocation tool, simulate its campaign through a virtual image of its billboard and book. This tool makes media more open and accessible to local SME advertisers.

Billboard advertising in France also fully benefits from the study and data programme known as Smarter, which delivers high precision tools and objective evidence of advertising effectiveness regarding campaigns booked with JCDecaux.

OUR ADVERTISERS

1. KEY ADVERTISERS

JCDecaux is constantly endeavouring to widen its customer base. This diversification is an opportunity for growth and a strong protection against the certain categories of advertisers' volatile advertising budgets.

Although trading conditions in 2018, as in the previous few years, remained difficult, the improving global economic environment (particularly in North America and Europe), well established positions in faster-growth markets (particularly China and Latin America), as well as long-term partnerships created with major advertisers, enabled the Group to record revenue, with growth greater than that of other media with less international activity.

In this context, like in 2017, our Street Furniture and Transport business segments posted an annual positive organic growth. Billboard showed positive reported growth fuelled by the contribution of APN Outdoor (2-month contribution November and December), but negative organic growth.

One of the factors that made the greatest contribution towards these relations was the strategic investment the Group made in digital platforms on various activities corresponding to fast-growing expenditure categories.

In 2018, the Group maintained a very diversified advertiser base. Only six advertisers represented more than 1% of the Group's consolidated revenue, and only one more than 2%. This top 10 remained extremely stable in 2018, with seven of the main advertisers already present in 2017. The ten leading JCDecaux advertisers represent 11.5% of the Group's consolidated revenue in 2017 (11.3% in 2017).

The following table shows the 2018 revenue generated by the largest sectors in the Group's activity:

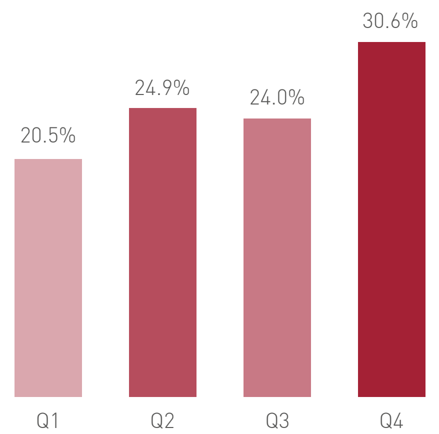
SECTOR	% OF TOTAL
Retail	16.2%
Personal Care & Luxury Goods	12.2%
Entertainment, Leisure & Film	11.6%
Finance	10.1%
Food and Beverage	8.1%
Telecom & Technology	6.8%
Automobile	6.2%
Internet & e-commerce	6.1%
Travel	6.1%
Services	5.8%

Of particular note is the continued growth of spending with us by the burgeoning digital and online sector, including online platforms and e-commerce, such that this now a significant revenue sector for us.

These customers have direct feedback as to the effectiveness of their advertising with us and continue to grow their investment, now 5.8% of our advertising revenues compared with 5.5% in 2017, a growth of 7% in invested revenue year on year.

Cyclicality and seasonality

Advertising spend is highly dependent on general economic conditions. In periods of sluggish economic activity, companies often cut their advertising budgets more drastically than their spending in other areas. Consequently, our advertising business is dependent on the business cycle. The exclusive nature of street furniture in city centres makes it more resilient to economic downturns. This phenomenon allowed us to maintain growth in Street Furniture revenues during the recessions that occurred in France in 1994, 1995, 1996, 2001 and 2002. In 2009, the unprecedented magnitude of the advertising recession did not allow Street Furniture to be significantly more resilient than the rest of the traditional media industry.



Seasonality and contribution of 2018 adjusted revenue by quarter

2. CHARACTERISTICS OF ADVERTISING CONTRACT

Contracts for the purchase of advertising space are generally initiated by media buying units appointed by the advertisers, but also may be entered into directly by the advertisers themselves.

The Group markets advertising space which can be grouped together in networks, mainly in street furniture. Billboard campaigns lasting 7 to 28 days (short stay) or over a longer period generally lasting from 6 months to 3 years (long stay).

Frequently, contracts entered into with advertisers are for a single billboard campaign and concern the supports and the week(s) reserved, the unit prices, the total budget as well as the amount of the applicable taxes. Generally speaking, the advertisements are supplied by the advertisers. Each week, JCDecaux itself prepares these billboards prior to their being sent out to the regional or local agencies, and installs them over the whole network. Once the campaign is over, the Group checks that the faces displayed on the site are those which were provided for in the contract. The advertising campaign invoices are issued according to what was actually displayed.

The increasing digitisation of the various environments in which we conduct our activities has offered scope to compete with sources of revenue previously reserved to media in a better position to benefit from last-minute advertising campaigns. Short- term tactical campaigns often carried out for events increasingly generate the purchase of our digital products for short and tactical campaigns in addition to their normal advertising campaign periods.

3. JCDECAUX ONEWORLD: SERVING OUR INTERNATIONAL ADVERTISERS

Thanks to a presence and an advertising network second to none in the world, JCDecaux is in a position to offer JCDecaux advertisers the ability to carry out pan-regional, multi-support and/ or multi-format campaigns. JCDecaux OneWorld, the JCDecaux world sales and marketing department, is a single portal for international customers who would like to have access to our product worldwide and to JCDecaux Creative Solutions®, which makes it possible to intensify partnerships established by our sales teams.

The growth of our geographical coverage has made this division of heightened importance to large global customers seeking a simple access to our consistent quality product offering in diverse regions and, through its improved co-ordination, was of benefit to the Group's local markets. Established in London, Paris, New York, Madrid, Munich, Milan, San Francisco and Shanghai, JCDecaux OneWorld offers the Group's main international customers a single and clearly identified contact point for international assets, covering all divisions, and therefore enables customers to be served better and to develop and co-ordinate setting up partnerships with international advertisers in countries where the Group operates. This centralisation makes the purchasing of advertising campaigns simpler for customers seeking to develop a media strategy on a pan-regional or worldwide scale. This also enabled JCDecaux to prove its leadership in the development, for its customers, of tools to improve and assess the effectiveness of the outdoor advertising campaigns.

JCDecaux OneWorld continues to carry out international campaigns for customers across a wide range of sectors such as Huawei in Technology, Burberry in Luxury Goods, ExxonMobil in Industry and a number of international and regional Tourist Board customers. Centralised resources have also enabled the Group to improve international collaborations with L'Oreal, Estée Lauder and LVMH, particularly in airports where travel retail customers seek consistent, high quality media delivery internationally. JCDecaux OneWorld has also developed recently close partnerships with clients such as Coty. Centralisation also permitted, for clients such as Pernod Ricard, the access to a centrally co-ordinated Creative Solutions® offering, intensifying the advertisers launch activity in multiple countries via single central discussion.

These relationships were of particular importance in 2018 , capitalising on the continued successes over ten years by simplifying the worldwide coordination of relations with its international customers, the Group benefited from increased JCDecaux OneWorld resources around the world. For example, JCDecaux OneWorld teams work in close collaboration with the marketing teams in Asia-Pacific, to simplify interactions with the Group's customers established in this area. Customers in the burgeoning technology sector in China, such as Tencent, Alipay and Oppo, were able to gain simplified access to countries in rest of the world via our Shanghai JCDecaux OneWorld office, as were Cisco and Zoom Video through OneWorld operations in New York and San Francisco.

JCDecaux feels that this OneWorld division has enabled international customers to have better access to the worldwide range of its products, and that this has also encouraged smaller customers to user JCDecaux services when expanding in new markets.

Collaboration with Calvin Klein was one of the highlights of 2018. In one working day, JCDecaux brought the #MYCALVINS campaign to 11 cities in seven different countries across over 800 screens. The entire campaign was coordinated centrally, from briefing through to booking and to execution, via JCDecaux OneWorld. We continue to develop these close multi-regional relationships with clients such as Coty, Burberry and Total in a manner unique to our sector.

The campaigns carried out by JCDecaux OneWorld are innovative as they benefit from the whole creative and international aspect of an advertisement, whose language is universal. The Group developed tools that can be used all over the world such as the Outdoor Creative Optimiser. Enabling customers to optimize the effectiveness of their advertising campaigns, these solutions have taken over as essential measurement tools with the outdoor advertising sector.

In 2018, JCDecaux continued the international deployment of the 3D Full Motion version of its creative pre-test application: Créaction® to the benefit of many of our global partner and collaborating clients. At the end of 2018, 15 countries where the Group operates are already equipped, with teams trained and a dedicated community intranet area. At the end of 2016, reflecting the growing importance of digital in our business, a module was added allowing the same improvement in creativity for digital advertising to be undertaken within this tool, facilitating the growing use of this part of our offering in 2018. Thanks to these advances in ensuring that the visuals are legible and effective, national and international customers have a unique solution for improving the impact of their advertising on the Group's supports.

RESEARCH AND DEVELOPMENT

1. JCDECAUX'S APPROACH TO RESEARCH AND DEVELOPMENT

The success of JCDecaux within the outdoor advertising market has always been based upon an ambitious research and development policy and a unique capacity for innovation.

With its new digital products, both advertising and service screens, JCDecaux plays its role as "City provider" to the fullest and actively contributes to creating the city of tomorrow and to making the environment within transport infrastructures (airports, metros, etc.) more serviceable and harmonious for users. These new-generation products, which include more technology and are more visible to the public, reinforce and confirm JCDecaux's strategy of controlling quality at each stage of the implementation and design of the furniture produced.

In keeping with the many competitive tenders won in 2017, 2018 was first and foremost a year of deploying mass products in the field: digitisation of a number of contracts in cities, in airports and in metro stations throughout France and abroad, such as Nice, Nantes, London and New York, deployment of screens in Guangzhou Airport in China and in the São Paulo metro, accelerated production of Paris kiosks, (furniture of unprecedented size and complexity for the Group, of which several hundred will be produced) and the deployment of new-generation Vélo offerings in Lyon, Nantes and Luxembourg. Each of these contracts involves the integration of unrivalled services resulting from the Group's innovation in terms of Research and Development and requires a capacity for technical execution within deadlines which are often very tight. Quality, aesthetics, functionality and environmental performance are the main features of JCDecaux creations. Grouped together within the Research, Production and Operations Department, the Research and Development Department and the Design Department work together to develop new products, in close collaboration with the Projects Department, which is the sole point of entry for subsidiaries and the Purchasing, Inventories and Production Department which saw a massive increase in the production of Digital furniture throughout the year.

JCDecaux associates architects and internationally reputed designers with its developments. They include Philippe Starck, Lord Norman Foster, Robert A.M. Stern, Mario Bellini, Jean-Michel Wilmotte, André Poitiers, Patrick Jouin, Mathieu Lehanneur, Carlos Bratke, Ruy Ohtake, Marc Aurel, and Matali Crasset for the new newspaper stands in Paris and Zaha Hadid for the digital sculpture in Kensington in London.

Our teams constantly strive to incorporate more innovative services into the equipment they develop, with their main focus being on integration of equipment into their environment, whether this is urban or indoor.

Eco-design principles are incorporated into the product designs. The materials used are of the highest quality and maximum strength to ensure the furniture has a long lifespan and can be maintained over several decades. Reduced energy consumption, adaptation to useful life and recyclability are at the core of our design processes. A reduced ecological footprint is therefore ensured for each of our products.

The organisation is constantly evolving to ensure it is even more adaptable and more responsive to technological changes for the new needs of our principals and advertisers. Our cross-disciplinary approach and activity management in project mode have been strengthened, as have upstream research, design, industrialisation, qualification, monitoring and technological innovation activities. JCDecaux's R&D organisation is also changing to become more open to the outside world, to allow new partnerships such as start-ups or research centres to be directly integrated into the innovation process, alongside key processes for ongoing demonstrations and proof-of-concept, to ensure continuous brainstorming within all of the Group's businesses on new uses.

Since 2016, there have been no more JCDecaux contracts that do not include advertising and/or municipal information screens - which require permanent adaptation of the Research and Development organisation. The teams evolve and organise themselves to integrate digital components that are constantly changing, with short technological lifespans of around one year, into the Street Furniture, which must remain operational and of good quality for several decades. In keeping with previous years, the industrialisation and qualification processes continue to structure themselves to provide the Group's subsidiaries with reliable and differentiating products that are easy to operate and maintain and are specifically adapted to the constraints of each installation site, in a context of development schedules that are becoming increasingly tighter and in circumstances which are sometimes difficult. These processes have been deployed this year in particular, with a massive increase in the network of suppliers/integrators of digital furniture to meet the increasing double digit growth. The constant search for environment design excellence and the integration of sustainable development has been rewarded on several occasions, through prestigious awards such as the Good Design award (the world's oldest and most prestigious award) and the Green Good Design award, which rewards the integration of sustainable development in the design of industrial products and promotes public awareness of eco-responsible companies.

At the end of 2018, the Janus Award recognised the new-generation of Self-Service Bicycles designed under the artistic direction of Marcelo Joulia, as well as the entire Cyclocity User Experience, which was completely redesigned so that private clients and local authorities could benefit from the experience of this industry leader. This prestigious award joins the "Ingenuity Award" received in December 2012 in New York. The international award, organised by the Financial Times and Citi, was awarded to JCDecaux in the infrastructure category for its Vélib' Self-Service Bicycle system installed in Paris since 2007. This award, under the theme of "Urban ideas in Action", recognises companies, teams and organisations that have developed innovative solutions to deal with urban challenges. This distinction rewards the pioneering spirit of JCDecaux which, in 2003, launched the first Self-Service Bicycle scheme in Vienna, Austria. Since then, 70 cities across the world have successfully adopted our Self-Service Bicycle scheme.

In June 2015, JCDecaux was awarded the "Grand Prix Design de la Réussite" for its commitment to promoting France's success abroad through design.

In July 2015, JCDecaux received the "JANUS de la Cité 2015" from the Institut Français du Design for its new bus shelter designed by Marc Aurel for the city of Paris.

2. NUMEROUS AWARDS AND CERTIFICATIONS

The consistent efforts and results obtained in terms of mastering the design process and the commitment to sustainable development have also been recognised by the renewal in 2018 of research and development activities managed by the Research, Production and Operations Department following the external audit for ISO 9001 and ISO 14001 certifications.

3. RECENT INNOVATIONS

We made significant breakthroughs in the area of acquisition of expertise and the development of products based on digital technologies. Our GRPOD (General Research, Production and Operations Department) teams have developed a full range of equipment to meet indoor and outdoor needs. It includes: LCD displays in formats ranging from 15" (the smallest) to 32" (digital escalators and outdoor touch screens) to 98", such as those deployed indoors in the Shanghai airports or outdoors on 5th Avenue in New York, to LED displays with a 20 mm to 2.5 mm pitch depending on whether they are used indoors or outdoors. These advertising screens are accompanied by interactive e-Village® solutions operating on Android architecture which are presently deployed in such diverse contexts as the Abribus® bus shelters in Paris and the London districts of Kensington and Chelsea. They have also been integrated in the new-generation Self-Service Bicycle offering and more than 450 have been deployed in the terminals of Lyon, Nantes and Luxemburg. These products have been developed and selected after extensive evaluation procedures (laboratory tests, field trials, comparative tests with the manufacturers), ensuring that JCDecaux has the technically best performing products and those which create the best value for the company. These developments have been implemented via the installation of devices in Europe (The Torch and other landmarks in London, the metro in Barcelona, the Paris airports) and in Asia (Shanghai and Singapore airports), as well as in other continents, for example the Digital Clocks in São Paulo and the large-format digital billboards in Chicago.

Despite losing the iconic Vélib' contract in Paris in 2017, JCDecaux won its four other tenders in 2017 (Lyon, Nantes, Luxembourg and Stockholm) and they were deployed in 2018 - with the exception of Stockholm which was cancelled for legal reasons. These deployments offered an opportunity to present a new, totally revised, multi-channel and evolutive User Experience, and a new bicycle design developed under the artistic direction of Marcelo Joulia, which was deployed without any service interruptions between May and November 2018.

These contracts also offer the opportunity to use bicycles which are all connected, and accessible via a dedicated application or a transport card. It will be possible to lock them outside a physical station in 2019 and, in September 2018, Nantes received energy self-sufficient solar stations which were installed without the need for civil engineering. Supported by the Group's know-how and local developments, Stockholm's future Self-Service Bicycle system will operate without physical stations, and with connected bicycles which will be locked in Virtual Stations identified with the City.

The Self-Service Bicycle Contract for Luxembourg also saw the first-time deployment of a network of electric bicycles, based on developments in this area since 2013 and tested in public in December 2015 during the COP21. Under an amendment to the Villo contract, Brussels in 2019, and then Lyon in 2020, will see the implementation of hybrid bicycles that can be used either exclusively mechanically or with electric assistance by subscribers who have rented a personal battery, which is in the process of being redeveloped at the start of 2019. This very innovative solution was presented at the end of 2015 as part of the COP21 and is being redeveloped to take advantage of improvements in the performance of the battery and connector market, and to integrate this seamlessly into JCDecaux's catalogue of new-generation self-service bicycle solutions.

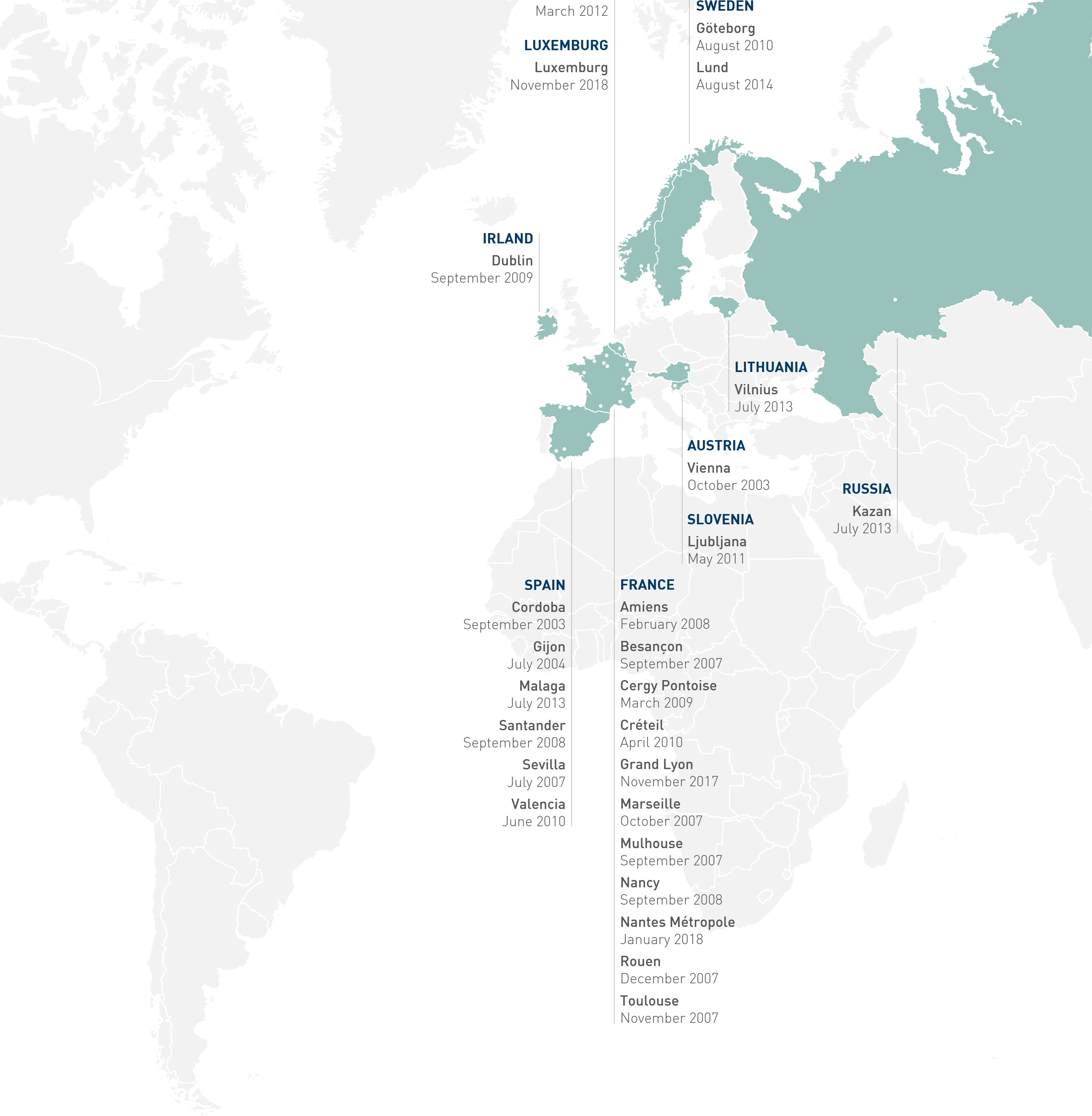
We are also continuing to devote time to innovating in interactivity technologies, with the development of service and advertising platforms using open source Android technologies, GPS, NFC and integration of social networks. Furthermore, we are stepping up our research into new technical solutions around the themes of Smart City, Big data and Open data adapted to the urban environment. Building on the equipping in 2015 of Paris Street Furniture with "beacons" capable of interacting with smartphones, already mobilised to facilitate the digitalisation of activity reports from operating teams, 1,500 items of street furniture in Lyon will be equipped with digital signalling, allowing visitors and citizens to directly access information about the City from their smartphones. Likewise, at the start of 2019, some of the digital Street Furniture in Nice will be equipped with air quality and flow sensors, the first of their kind for JCDecaux, allowing it to significantly enrich its "Smart City" data offering. This "data" offering developed with the Group's new dedicated department was also enhanced in 2018 with traffic forecasting via sensor solutions deployed on roads, which allows devices overhanging the largest junctions in Lagos, Nigeria's economic capital, to provide drivers with forecasts on journey times.

At the same time, the Digital Signage Platform, under development since 2010 and meeting all of the challenges relating to the Group's digital supply chain, has also been enriched, in particular with new monitoring functions that are gradually being introduced into the countries and that will allow the operational teams to monitor the quality of the service provided to advertisers, corporate landlords and cities. The teams in charge of the platform, under the internal supervision of the International Operations Department, continue to develop the integrated tools in order to ensure the control and integrity of digital content to be disseminated, scheduling contents in an elaborate and adaptable way for each digital installation, and to secure the dissemination of information. This platform has already been widely deployed and will continue to support the Group's digital development. At 31 December 2018, more than 18,400 screens were managed via the platform.

Finally, in terms of the sustainable development policy, JCDecaux's R&D teams have produced important studies on the adaptation of existing systems for energy reduction and the use of green energy. There has been significant progress in the selection of energy efficient electronic components, the adaptation of software layers and the integration of solar energy. Besides the solar bike stations in Nantes, soon to be introduced in Mulhouse, JCDecaux has deployed advertising bus shelters in Lagos that are completely energy self-sufficient using the R&D capacities for optimising the energy consumption of lighting solutions and for selecting technological solutions for solar panels and batteries.

The portfolio includes about 1,623 patents and models and is another demonstration of the soundness of this policy and of the creative vitality and innovative power of JCDecaux's teams.

International footprint of JCDecaux's self-service bicycle schemes




JAPAN
Toyama
March 2010
AUSTRALIA
Brisbane
October 2010

NEW KIOSK - Designed by matali crasset
Champs Elysées, Paris
FRANCE

SUSTAINABLE DEVELOPMENT AND CSR

(Corporate Social Responsibility)

NOTE ON AND ELEMENTS OF THE DECLARATION ON EXTRA-FINANCIAL PERFORMANCE

- The scope covered by the extra-financial data represents 97% of the Group's consolidated revenues and 96% of workforce (in FTEs), unless otherwise indicated in the text accompanying the data presented
- In compliance with article L. 225-102-1 of the French Commercial Code, all elements of the Declaration of Extra-Financial Performance are covered in this report:

ELEMENTS OF THE DECLARATION OF EXTRA-FINANCIAL PERFORMANCE (DEFP, DÉCLARATION DE PERFORMANCE EXTRA FINANCIÈRE)			SECTIONS OF THE REGISTRATION DOCUMENT	CHAPTERS	PAGE
BUSINESS MODEL			"Our Business Model"and "Founding values"	Company overview	18
			"JCDecaux in 2018 – key figures"	Sustainable Development and CSR	57
			"Introduction to our of value chain"	Sustainable Development and CSR	78
			"Distribution of value created for stakeholders"	Company overview	19
			"Our strategy"	Company overview	20
			"Perspectives for smart and responsible cities and mobility services"	Sustainable Development and CSR	50
KEY EXTRA-FINANCIAL RISKS			"Management of the Sustainable Development Strategy and integration of extra-financial risks"	Sustainable Development and CSR	55
			"Risk management policy"	Legal Information	284
FIGHT AGAINST CORRUPTION		Description of risk	"Risks related to the Group's reputation and the failure to respect business ethics"	Legal Information	284
		Policies applied, due diligence and results	"Policy ensuring compliance with the Sapin II Law and Due Dilligence"	Legal Information	293
			"Focus on Business Ethics"	Sustainable Development and CSR	79
RESPECT FOR HUMAN RIGHTS	Employees	Description of risk	"Risks related to the non-respect of employees' human rights"	Legal Information	288
		Policies applied, due diligence and results	"Deploy JCDecaux Charters and ensure a basis a baseline of fundamental rights for all employees"	Sustainable Development and CSR	69
	Suppliers	Description of risk	"Risks related to the non-respect of the human rights of suppliers"	Legal Information	288
		Policies applied, due diligence and results	"Strengthening Sustainable Development in the Purchasing Policy"	Sustainable Development and CSR	79

ELEMENTS OF THE DECLARATION OF EXTRA-FINANCIAL PERFORMANCE (DEFP, DÉCLARATION DE PERFORMANCE EXTRA FINANCIÈRE)		SECTIONS OF THE REGISTRATION DOCUMENT	CHAPTERS	PAGE
SOCIAL AND SOCIETAL CONSEQUENCES	Description of risk	"Risks related to the health and safety of employees and subcontractors"	Legal Information	289
	Policies applied, due diligence and results	"Deploy a group-wide Health & Safety Policy"	Sustainable Development and CSR	67
	Other mandatory information: • Collective agreements between the company and impacts on the company's financial performance and employees' working conditions	• "Working conditions"	Sustainable Development and CSR	74
	• Actions to combat discrimination and promote diversity. Measures taken to support people with disabilities	• "Diversity and professional equality"	Sustainable Development and CSR	73
	• Combatting food waste, combatting food insecurity, respect for animal welfare, responsible, fair and sustainable food policy	• Issues not relevant to JCDecaux's business		
ENVIRONMENTAL CONSEQUENCES	Description of risk, Policies, due diligence and results	Environmental issues are fully integrated into JCDecaux's Sustainable Development Strategy (see "Our Environmental Commitment") but are not identified as a key risk (see "Environmental risks")	Sustainable Development and CSR Legal Information	58 289
	Other mandatory information • Climate change consequences of the company's business and use of the goods and services it produces	• "Our energy impact" and "Focus on significant areas of greenhouse gas emissions"	Sustainable Development and CSR	58
	• The Circular Economy	• "Our other environmental impacts" and "Focus on the Circular Economy"	Sustainable Development and CSR	62
COMBATTING TAX EVASION	Description of risk, policies, due diligence and results	Responsible tax issues are fully integrated into the company's strategy (see "Tax policy") but are not identified as a key risk	Financial statements	113

- The DEFP symbol identifies chapters containing information relevant to the Declaration of Extra-Financial Performance
- The limited assurance report prepared by EY, appointed as independent third-party auditor for this financial year, attesting to the presence and fairness of the information can be found at the end of this chapter. The ✓ symbol identifies indicators covered by this report
- Topics identified by the magnifying glass symbol 🔍 are the subject of a specific focus
- GRI G4 (core criteria): a content index table mapping GRI G4 indicators with JCDecaux's extra-financial information is available on page 94.

PERSPECTIVES FOR SMART AND RESPONSIBLE CITIES AND MOBILITY SERVICES DEFP

The transversal approach of Sustainable Development allows the company to anticipate future changes that may impact its business, and to study the risks and market opportunities. For JCDecaux, the integration of Sustainable Development in the company's strategy facilitates the management of risks related to environmental and social challenges and is a driver of innovation and an asset to medium and long-term economic development.

ACCELERATING GLOBAL URBANISATION AND DEVELOPMENT OF TRANSPORT

ISSUES	JCDECAUX PERSPECTIVES
68% of the world's population will live in urban areas by 2050 (vs. 55% in 2018) [1] **Growth of the outdoor advertising audience in cities**	Faster urbanisation strengthens JCDecaux's international development strategy of offering more services to citizens, particularly in emerging countries
90% of the new urbanites will be in Africa and Asia [1] **Emergence of increasingly "global cities", particularly in developing countries, which will want to provide greater accessibility, connectivity, mobility, etc.**	This development creates new opportunities for technological, societal and environmental innovation to anticipate the needs of these "global cities" and the great airports of tomorrow
4.4% annual growth in air traffic between 2017 and 2036 [2] **People are becoming more and more mobile and are spending more time outside of their homes, be it driving, walking on the street, in trains, railway stations, or airports**	Growing worldwide urbanisation and mobility mean that JCDecaux can reach a wider audience and offer advertisers global, national and local networks

CLIMATE CHANGE AND SCARCITY OF RESOURCES

ISSUES	JCDECAUX PERSPECTIVES
Global greenhouse gas emissions will have to be reduced by between **40%** and **60%** by 2030 (from their 2010 level) to limit global warming to 1.5°C by 2050 [3] **Companies will need to set ambitious GHG reduction targets to cap global warning at 1.5°C**	The cutting of greenhouse gas emissions to stay on track for 1.5 degrees is an opportunity for JCDecaux to extend its competitive advantage by rethinking some operations to rise to this challenge
70% of natural disasters are climate-related, almost twice as many as 20 years ago [4] **We need to adapt to the new climate context (higher temperatures and rising sea levels, increased number of extreme events, greater scarcity of resources, etc.)**	Significant opportunities exist to develop new services for cities around climate change resilience and adaptation: pollution measurement sensors to alert on pollution spikes, extreme climate event warnings, participation in the development of biodiversity in cities (e.g. revegetation of street furniture), etc.

[1] United Nations World News Centre, World Urbanization Prospects, The 2018 Revision, Key facts
[2] Airbus Global Market Forecast, 2017
[3] IPPC Special report on the impacts of global warming of 1.5°C above pre-industrial levels [...], 6 October 2018
[4] WWF, Reinventing cities as a new ecosystem, 2015

DIGITAL TRANSFORMATION

ISSUES	JCDECAUX PERSPECTIVES
80 billion objects connected worldwide by 2020, up from 15 billion in 2012 [5] **With the growth of the media offering and mushrooming communication channels, advertisers are seeking solutions to better target an audience that is mobile, connected and demands interactivity**	Outdoor advertising is the only real mass medium able to capture an increasingly mobile and connected global audience This positioning, coupled with the convergence of outdoor and mobile marketing (thanks notably to technologies like NFC, Wi-Fi, etc.) makes JCDecaux's media more relevant than ever
By 2020, the majority of the business activity of **50%** of the "Global 2000" companies will depend on their ability to create improved digital products, services and experiences [6] **New opportunities linked to the growth of the digital offering, smart data and the smart city are emerging**	The digital transformation holds out the prospect of developing new solutions for yet more interactions, richer and better targeted content, through new forms of augmented reality (digitised panels, connectivity services, Creative Solutions®, etc.), and, at the same time, of better service for citizens, cities, transport companies and advertisers

CONSUMPTION PATTERNS AND EXPECTATIONS ARE CHANGING

ISSUES	JCDECAUX PERSPECTIVES
The collaborative sector will be worth € **302** billion worldwide by 2025 [7] **People are requesting collaborative solutions and cities are taking the lead in the collaborative world by making shared service solutions available (soft mobility, concierge services, etc.)**	This underlying trend, in which being able to use an asset is more important than owning it, bolsters the relevance of JCDecaux's original economic model, based on the economy of functionality: the company provides a full service to its clients while retaining ownership of the street furniture made available to cities and transport companies which it can renew at the end of the contract to give it a second life JCDecaux is also a pioneer in this field, notably with its soft and shared mobility solutions or the hosting of local concierge services in kiosks to strengthen economic dynamism at borough level and the social ties among people
70% of consumers say they want to adopt a more sustainable and environmentally-friendly lifestyle, and **45%** say they choose responsible brands first [8] "Meaningful*" brands outperformed the stock market by **206%** between 2006 and 2016 [9]	With a potential audience of 870 million, JCDecaux is well aware of its social influence on the content disseminated and the ensuing behaviours Faced with consumers who are seeking meaning, JCDecaux positions itself as the leading responsible and legitimate outdoor advertising medium, promoting positive and responsible advertising by developing solutions such as JCDecaux UK Social Impact and JCDecaux for Good in France

Analysing these issues and perspectives means we can anticipate their impacts on JCDecaux's business and come up with concrete operational responses The key points raised by this analysis have fed into the process of compiling JCDecaux's internal materiality matrix and extra-financial risk analysis universe (for further information see chapters "The reflection of the issues we face: JCDecaux's materiality matrix" and "Management of the Sustainable Development Strategy and the integration of extra-financial risks").

[5] Idate, The Internet of things Market 2013
[6] International Data Corporation, IDC FutureScape Report, 2016
[7] The collaborative city, the urbanistik files by JCDecaux, no. 1
[8] Oeko Tex study of a panel of over 11,000 consumers in 10 countries (Australia, Brazil, Canada, China, Germany, India, Japan, Spain, Switzerland and the USA) in 2017
[9] 2017 Havas report, Meaningful brands global analysis carried out on 1,500 global brands, over 300,000 people, 33 countries and 15 industry sectors

* Havas Group defines a "meaningful" brand by its impact on personal and collective well-being as well as by its functional benefits

OUR SUSTAINABLE DEVELOPMENT STRATEGY

1. THE REFLECTION OF THE ISSUES WE FACE: JCDECAUX'S MATERIALITY MATRIX

JCDecaux prepared and published its first materiality analysis in 2013. This analysis formed the basis for JCDecaux's Sustainable Development Strategy, rolled out since 2014.

As promised in our previous reports, given the changes in our business (new countries of operation, growing role of digital, etc.) and new expectations among our stakeholders, JCDecaux decided to conduct a new internal materiality study in 2018. The results confirm the relevance of our Sustainability Strategy and will feed into the Group's reflections on how its Sustainable Development Strategy can be enhanced to make a relevant contribution to JCDecaux's corporate Strategy.

Methodological note on our 2018 Materiality Matrix

Our new matrix covers 36 issues considered to be material[1] for JCDecaux. It synthesises the collective view of 190 members of top management, covering all JCDecaux regions where the Group currently operates all its three business lines.

The report highlights the convergence between issues seen as important for the company and for stakeholders, the being points concentrated in the upper quadrant of the matrix (see Global Vision chart). For easier readability, the 36 issues are grouped into families: Business & Licence to operate, Operations, Social, Supply chain and Economic & Social Footprint.

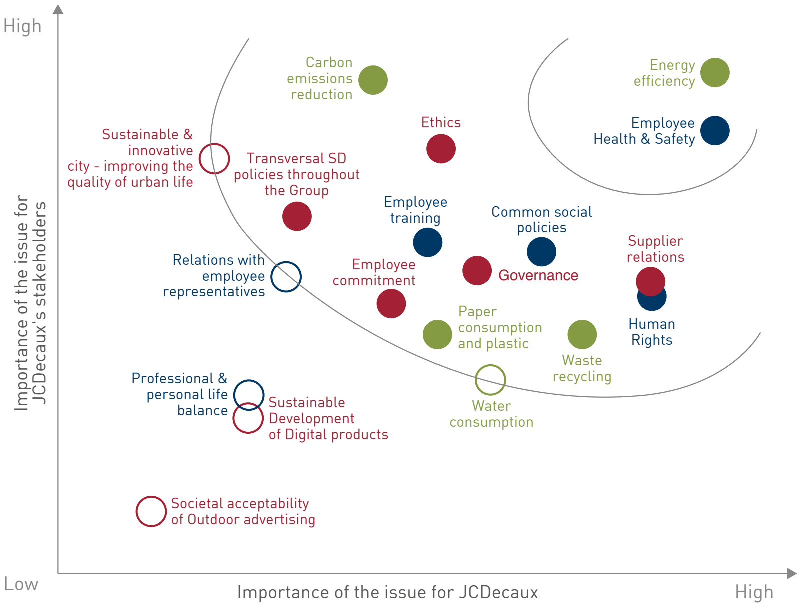
Our materiality process was updated in 2018 in two stages:

- Identification and selection of issues: the issues were identified through an in-depth survey including a review of issues listed in GRI and SASB sector guides, expectations of extra-financial rating agencies, issues prioritised by our direct and indirect competitors and issues highlighted by our media watch;
- Evaluation of issues by JCDecaux business lines: the issues identified were assessed using an online questionnaire to the company's top management, including members of JCDecaux's Executive Board, Regional Directors, Country Heads and functional directors.

This evaluation considers two elements: (a) the importance of the issues for JCDecaux and (b) the importance of the issues for our stakeholders. Each issue was scored on a scale of 0 (no impact or expectations) to 5 (highly significant impact or expectations). For the 2nd element of the evaluation, internal respondents were used as "experts" in the areas covered by their roles within the company, and therefore able to assess their importance for our stakeholders. The main groups of stakeholders considered in our analysis were public and private commissioning authorities, key advertisers, suppliers and partners, citizens and users, associations, NGOs and opinion leaders.

The results of this enriched matrix will be introduced at the same time as the publishing of the enrichment of JCDecaux Sustainability Strategy.

Review of 2013 Materiality Matrix results



Major challenges

Challenges at the heart of the evolution of JCDecaux's economic model

Important challenges

Challenges contributing to the creation of value in the short, medium and long term

Emerging challenges

Challenges that may eventually constitute a risk or an opportunity for JCDecaux

Environmental issue
Social issue
Stakeholder issue

[1] Issues related to sustainable development and relevant to the Company has they may constitute a risk or an opportunity that may impact its economic performance and/or its stakeholders. See the methodological note for further details on the identification, selection and evaluation of issues.

2. STRATEGY AND OBJECTIVES

The Sustainable Development Strategy comprises six priorities, balanced between the three pillars of sustainable development: environment, social and stakeholders. The objective of this Strategy is to coordinate the Group's action in the field of sustainable development.

Summary table on strategic priorities, objectives and results:

OUR STRATEGIC PRIORITIES	OBJECTIVES	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS Indicator
REDUCE OUR ENERGY CONSUMPTION	Achieve a 15% reduction in energy consumed by analogue furniture by 2020 (vs. 2012)	(0.2%)	+3.6%	+2.7%	Points of vigilance
	Propose digital furniture with reduced energy consumption by 50% for LCD screens and 15% for LED screens by 2020	(66 %) [a] (25 %) [b] (23 %) [c]	Unchanged	Unchanged	Mostly achieved
	Cover 100% of the Group's electricity consumption with renewable electricity by 2022	47%	54%	69%	On track
	Reduce fuel consumption per 100 km by 20% by 2020 (vs. 2012)	(14%)	(13%)	(13%)	On track
REDUCE OUR OTHER ENVIRONMENTAL IMPACTS	100% of the paper posters printed by JCDecaux carry a PEFC, FSC or equivalent label by 2020	83%	92%	87%	On track
	90% of paper posters to be recycled by 2020	74%	75%	73%	On track
	80% of canvas containing PVC to be recycled in the European Union by 2020	40%	52%	78%	On track
	70% of waste to be recycled by 2020	62%	64%	68%	On track
DEPLOY A GROUP-WIDE HEALTH & SAFETY POLICY	100% of countries to have established a Health & Safety risk identification and assessment procedure by 2018[1]	51%	87%	91%	Mostly achieved
	100% of employees identified in the training matrix to be trained in Health & Safety by 2018[2]	74%	81%	86%	Mostly achieved
	100% of countries where the Group operates to have developed an action plan and a Health & Safety manual in accordance with the Group's recommendations by 2019[3]		61%	66%	On track
IMPLEMENT AN AMBITIOUS GROUP-WIDE SOCIAL POLICY	100% of countries compliant with the principles of the International Charter of Fundamental Social Values by 2015[4]	100%	No new survey done	100%	Achieved
	Employee training on the Charters to be deployed in 100% of the countries where the Group is in charge of management by 2016[5]	100%	No new training done	100%	Achieved
REINFORCE SUSTAINABLE DEVELOPMENT IN THE PURCHASING POLICY	100% of JCDecaux key suppliers to have signed JCDecaux's Supplier Code of Conduct by 2020	58%	70%	71%	On track
	100% of key suppliers to be assessed annually by 2020[6]	39%	36%	46%	Points of vigilance
	100% of key suppliers to be audited by 2020	15%	17%	21%	Points of vigilance
ENCOURAGE EMPLOYEE COMMITMENT TO SUSTAINABILITY	Train the Group's Executive Management in sustainable development by 2020[7]	3%	52%	57%	On track
	100% of countries having deployed the online sustainable development training to employees equipped with a computer by 2018	9%	74%	100%	Achieved

Achieved · Mostly achieved · On track · Points of vigilance

[a] LCD indoor [b] LED indoor [c] LED outdoor

[1] Group scope, not including entities where JCDecaux has a minority interest, entities acquired in the past 2 years and entities with revenue of less than €5 million
[2] Extra-financial reporting scope, as % of countries
[3] Scope of entities audited by the Group or having a certified Health & Safety Management System
[4] Scope is all countries replying to the survey, covering 97% of headcount by FTE
[5] % of countries having run digital learning training programmes on anti-corruption in 2016 and sustainable development in 2018
[6] Extra-financial reporting scope, not including countries with revenue of less than €5 million
[7] As % of countries

Our ambitious objectives are synonymous with our ongoing review and adaptation in light of challenges facing our activity. Also, it is through continuous improvement and experimentation that we can progress towards our objectives and pragmatically define our road map.

Detailed and descriptive reporting of each of the strategic priorities is presented in the following chapters: "Our environmental commitment", "Our social commitment" and "Our stakeholder commitment".

3. JCDECAUX'S SUPPORT OF THE SUSTAINABLE DEVELOPMENT GOALS AND THE UNITED NATIONS GLOBAL COMPACT

Through its Sustainable Development Strategy, day-to-day operational culture and its offer of solutions to support the emergence of smart and sustainable cities and mobility, JCDecaux contributes to meeting 10 of the UN's 17 Sustainable Development Goals.

JCDECAUX'S CONTRIBUTION

SUSTAINABLE DEVELOPMENT GOALS

Via our Business Model

Our solutions for smart and sustainable cities and mobility services	3 GOOD HEALTH AND WELL-BEING; 7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 10 REDUCED INEQUALITIES; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION

Via the priorities of our Sustainable Development Strategy

Reduce our energy consumption	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
Reduce our other environmental impacts	13 CLIMATE ACTION; 15 LIFE ON LAND
Deploy a group-wide Health & Safety Policy	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
Implement an ambitious group-wide Social Policy	3 GOOD HEALTH AND WELL-BEING; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES
Reinforce Sustainable Development in Purchasing Policy	8 DECENT WORK AND ECONOMIC GROWTH; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Our contribution to the UN's Sustainable Development Goals through our offer of sustainable innovative solutions for cities and transport companies is detailed in the Chapter "Our stakeholder commitment" page 78.
JCDecaux also supports the UN SDGs through its socially responsible media programme, which includes support for major causes (Section 7, "Actions to support major causes" page 91), and through developing programmes to enhance and amplify responsible and positive communications by advertisers (Section 4, "Relations with advertisers" page 88).

JCDecaux further confirmed its commitment to human rights, labour law, environmental protection and the fight against corruption by signing the United Nations Global Compact in November 2015. The vision of the United Nations Global Compact is to make the world economy more stable and inclusive, in order to benefit people, local communities and markets.

As a signatory of the UN Global Compact, and in line with its Sustainable Development Strategy, JCDecaux is committed to supporting and implementing the ten principles of the Global Compact and to publishing an annual "Communication on Progress" setting out its internal efforts to apply their ten principles. This report is available on the JCDecaux website in the Sustainable Development/ Social Priorities section.

MANAGEMENT OF THE SUSTAINABLE DEVELOPMENT STRATEGY AND INTEGRATION OF EXTRA-FINANCIAL RISKS DEFP

1. THE SUSTAINABLE DEVELOPMENT AND QUALITY DEPARTMENT

The field of action of the Sustainable Development and Quality Department covers all the group's activities. It reports directly to a member of the Executive Board, the Chief Financial Officer and Group Administration. At least three times a year, it reports to the Executive Board on JCDecaux's extra-financial performance, progress on the priorities of the Sustainable Development Strategy in the countries where the Group operates and proposes new lines of action. It also reports to the Supervisory Board at least annually, on extra-financial performance and proper management of the Group's environmental, social and stakeholder impacts.

Its main tasks are to:

- define and propose the Sustainable Development Strategy roadmap
- lead and coordinate the Strategy's implementation to make sure it is applied within business lines and subsidiaries;
- guarantee and coordinate management of extra-financial risks and their integration in business practices
- bring together and support business lines and subsidiaries in putting the Group's Sustainable Development Strategy into practice and managing extra-financial risks
- guarantee and coordinate the extra-financial reporting and management process
- anticipate and respond to internal and external stakeholders' expectations regarding issues related to sustainable development
- lead JCDecaux's Quality Control Policy with the Corporate Departments and activities.

The Sustainable Development and Quality Department is thus jointly responsible with each of the company's Departments for integrating environmental, social and stakeholder issues into their business. It supports each Department in making the necessary changes to embed sustainable development in their practices for the long term.

2. DEPLOYMENT OF THE SUSTAINABLE DEVELOPMENT STRATEGY

The Strategy is directed throughout the year by the Sustainable Development and Quality Department, the Business Line Experts ("the Sponsors") and the network of Sustainable Development Correspondents in the countries where JCDecaux operates. This direction notably involves monitoring strategic priorities with the concerned business line experts and holding regular global calls with the Country Directors, Managers of Operational Departments and Sustainable Development Correspondents in each country.

In 2018, the Sustainable Development Strategy was deployed in 47 countries, taking the scope of global coverage to 95% of JCDecaux's revenue.

The role of the Sponsors, i.e. the Business line Experts

The Sponsors are functional or operational experts responsible for operational management and monitoring of strategic priorities. This selection of senior functional or operational managers as sponsors shows the importance the group attaches to everyone's ownership of sustainable development issues and the degree to which they are integrated into the everyday work of the group. The Sponsors are supported by the Department of Sustainable Development in drawing up the Strategy, targets and monitoring policies, action plans and results.

The role of the Sustainable Development Correspondents network in each country

Sustainable Development Correspondents are appointed in all subsidiaries where the Sustainable Development Strategy is deployed. They are members of their country's Management Committee, and serve to raise awareness on the subject and to circulate information locally. They are responsible for implementing and monitoring the action plans of the Sustainable Development Strategy within the subsidiaries.

3. MANAGEMENT OF EXTRA-FINANCIAL RISKS

The process of identifying and measuring extra-financial risks has been part of the Group's risk-mapping process since 2009. To manage these risks, the Sustainable Development and Quality Department calls on the Group Vigilance Committee and the Corporate Functional and Operational Departments. The issue is steered through the following major annual milestones:

1. Preparation of the extra-financial risk universe, risk mapping and identification of key risks (for further information on the risk-mapping methodology see chapter "Risk management policy")
2. Measurement of the level of coverage and, update (if necessary) and validation of major risk sheets
3. Oversight and leadership of the process

Four major extra-financial risks were identified and validated by the Executive Board and Audit Committee in 2018. These were:

- risk related to the Group's reputation and breach of business ethics;
- risk related to employees and sub-contractors health & safety;
- risk related to non-respect of employees' human rights;
- risk related to non-respect of suppliers' human rights.

Descriptions of all these risks and the policies put in place and the resulting action plans and outcomes can be found in this document (see concordance table, page 48).

FOCUS ON ROLE OF THE VIGILANCE COMMITTEE

The Vigilance Committee is chaired by the Group Chief Financial and Administration Officer, a member of the Executive Board whose responsibilities include the Sustainable Development and Quality Department. It comprises the Corporate Functional and Operational Managers (Sustainable Development & Quality, Internal Audit, Legal, International Operations, Purchasing, Human Resources, Communication).

The Committee verifies the proper management of Group extra-financial risks, including the correct implementation of the relevant policies and action plans for dealing with the major extra-financial risks identified. The Committee met twice in 2018.

For further information on the Vigilance Committee's other tasks see chapter 5. "Policy ensuring compliance with the Sapin II law and the "Devoir de Vigilance" law".

4. MANAGEMENT OF EXTRA-FINANCIAL PERFORMANCE

Reporting scope

In 2018, extra-financial reporting covered 97% of the Group's revenue and 96% of FTEs (vs. 98% of revenues and FTEs in 2017). This represents a slight fall compared to 2017, mainly due to the APN Outdoor acquisition.

The Sustainable Development and Quality Department defines the scope covered by the reporting process based on:

- the scope of consolidation provided semi-annually by the Finance Department in adjusted data*, comprising JCDecaux SA and fully or proportionally integrated subsidiaries. Equity affiliates under joint control are excluded from the scope
- criteria relating to size for some subsidiaries of the Group.

For social data, only "Workforce" (FTE) data comes directly from the Group's financial reporting process (in adjusted data*) and therefore covers 100% of the Group.

Reporting process

In 2010, JCDecaux launched an extra-financial reporting solution which covers the three pillars of the Sustainable Development Strategy (environmental, social and stakeholder). This application enables the capture, control and consolidation of the indicators, the publishing of reports and the provision of the necessary documentation for data collection and for the control of information feedback.

The feedback of data from group subsidiaries is based on the network of reporting correspondents charged with collecting, monitoring and validating extra-financial data at the subsidiary level.

Extra-financial data collection campaigns are conducted quarterly for "flow" indicators (e.g. buildings energy consumption, generated waste, etc.) and annually for "stock" indicators (e.g. breakdown of employees). Quarterly data collection makes the information communicated by the subsidiaries more reliable. Data collection is ended as at 31 December each year.

Data input into the application are checked by the Sustainable Development and Quality Department and some Corporate Functional or Operational Departments. The validated data is then consolidated according to the accounting consolidation method, called "adjusted*", in order to ensure coherence with the financial reporting.

Thus, in addition to the diversity of the group's activities and the constant evolution of its operational scope, JCDecaux is continuing its efforts to have audited, and increasingly reliable data to help steer the Sustainable Development Strategy and extra-financial risks.

Management of extra-financial performance

To get the most out of the data collected, the Sustainable Development and Quality Department makes extra-financial performance dashboards available to Corporate and Country management to support the review of action plans and outcomes at the main subsidiaries.

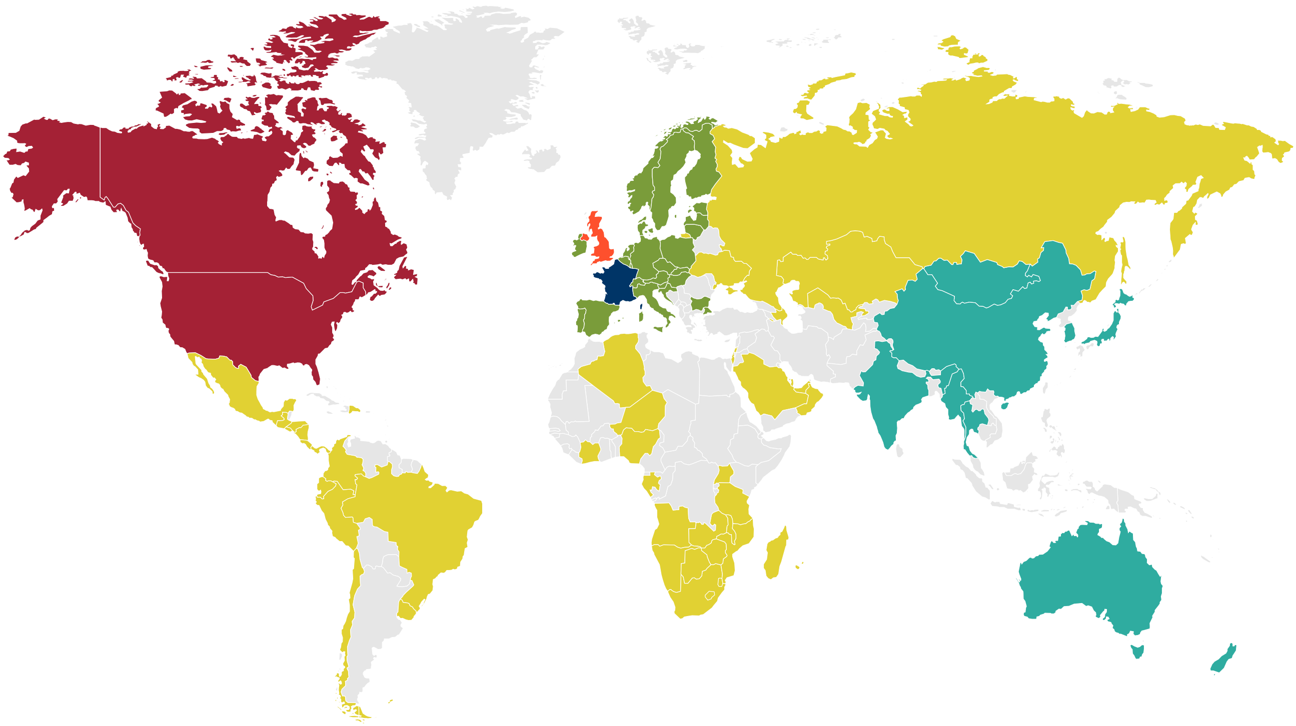
The data is also included in the Registration Document, and further serve to respond to the requirements of extra-financial rating agencies and socially responsible investors.

Details on how indicators are defined can be found in the relevant chapters following the results tables.

*Please refer to page 105 for the definition of adjusted data

JCDECAUX IN 2018 – KEY FIGURES DEFP

13,034	€3,618.5	808,060	+80	4,031	211	275	+870
employees in FTE (94.8% with permanent contracts)	million revenues	MWh of energy consumption	countries	cities with more than 10,000 inhabitants equipped with JCDecaux furniture	airports equipped with JCDecaux furniture	transport concessions (excluding airports) equipped with JCDecaux furniture	million people of potential audience



FRANCE
: 3,291
Revenue: €602.6m
MWh: 219,848

UNITED KINGDOM
: 687
Revenue: €369.0m
MWh: 52,647

REST OF EUROPE
: 3,430
Revenue: €960.7m
MWh: 237,468

NORTH AMERICA
: 420
Revenue: €290.9m
MWh: 45,463

ASIA-PACIFIC
: 2,386
Revenue: €957.3m
MWh: 153,475

REST OF THE WORLD
: 2,820
Revenue: €438.0m
MWh: 99,159

OUR ENVIRONMENTAL COMMITMENT

JCDecaux is committed to reducing the environmental impact of all of its operations. The Life Cycle Analyses (LCA) and greenhouse gas emissions' assessments regularly carried out by JCDecaux, using the SimaPro software, standard in this field, have led to the identification of the main environmental impacts of the company: energy consumption from the operation of its furniture, the materials used for posting campaigns (paper and plastics) and waste management. These three impacts account for 76% of the greenhouse gas emissions over the life cycle of the furniture[2]. Two strategic priorities are dedicated to reducing these impacts.

Environmental risk management is included in the review of the Group's risks (environmental risks are presented in part 2.8 of the Legal Section, page 289). More detailed reviews are also performed under the ISO 14001 environmental management system which exists in 16 of the Group's countries covering 58% of consolidated revenue in 2018.

The Executive Board performs reviews several times a year of the environmental commitments to evaluate the progress made for each of the priorities and to define the next steps.

1. REDUCE OUR ENERGY CONSUMPTION

Our energy impact DEFP

ENERGY CONSUMPTION ✓

Includes electricity, natural gas, district heating, heating oil and fuels

In MWh	2016	2017	2018
Furniture*	653,335	682,812	645,491
Vehicles**	120,104	117,283	111,881
Buildings***	47,658	49,201	50,687
TOTAL	821,096	849,296	808,060

ELECTRICITY CONSUMPTION ✓

In MWh	2016	2017	2018
Furniture*	653,335	682,812	645,491
Buildings***	25,667	25,709	28,668
TOTAL	679,001	708,521	674,159
% renewable electricity	47%	54%	69%

* Electricity consumption of furniture items is estimated based on an inventory of furniture which includes their installed wattage and average operating life. It includes both billed and unbilled consumption

** Vehicle consumption only includes consumption billed to JCDecaux

*** Buildings consumption only includes consumption billed to JCDecaux

Total energy consumption by JCDecaux fell by 5%, mainly due to a reduction in the electricity consumption of furniture. Improved energy efficiency in furniture (most notably in Ireland and Chile) and improved monitoring of consumption (most notably in the United Kingdom and Brazil), also helped reduce the Group's consumption.

GREENHOUSE GAS EMISSIONS ✓

JCDecaux's greenhouse gas emissions come from its energy consumption

In TEQ CO_2	2016	2017	2018
Furniture*	110,945	106,165	57,746
Vehicles	29,574	28,908	27,637
Buildings*	9,368	9,491	11,523
TOTAL EMISSIONS	149,887	144,563	96,905
Scope 1**	33,278	32,723	31,175
Scope 2 **	116,609	111,840	65,731
Deducted emissions linked to the purchase of renewable electricity	109,460	128,321	158,243

NB: emissions shown in the table above take into account renewable energy purchases

* Scope 1: total direct emissions induced by use of fossil fuels (petrol, natural gas, fuel oil, etc.) from vehicles and buildings as defined in the energy consumption table

** Scope 2: total indirect emissions induced by consumption of electricity and urban heating as defined in the energy consumption table. The emission factors per country published by the IEA (International Energy Agency) are used to calculate emissions, from which emissions covered by renewable sources certificates are deducted (the so-called market-based approach)

Total greenhouse gas emissions from JCDecaux's operations fell significantly in 2018 (33%) to 96,905 TEQ CO_2. The fall is explained not only by more energy-efficient furniture but also by the Group's policy on renewable energy purchases.

Coverage of the Group's electricity consumption by green electricity rose from 54% in 2017 to 69% in 2018 due to an active policy by the Group, efficiently put into practice in certain countries which achieved 100% coverage. Since the policy was launched in 2014, JCDecaux's emissions have nearly halved (from 185,478 TEQ CO_2 in 2013). In 2018, purchasing of renewable energy allowed JCDecaux to avoid the emission of nearly 158,253 TEQ C02. Stripping out the effect of renewable energy purchases, the Group's total gross "location-based" emissions would have been 255,148 TEQ CO_2, down by 6%.

[2] Stages of operation and end of life or our furniture. See "Focus on significant areas of greenhouse gas emissions" for further information.

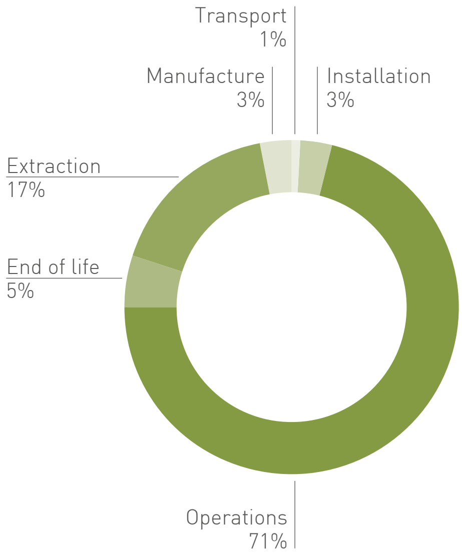
✓ Indicators which have been verified by an external independent third party (limited assurance)

FOCUS ON SIGNIFICANT AREAS OF GREENHOUSE GAS EMISSIONS DEFP ✓

JCDecaux's Research and Development Department performs Life Cycle Analyses (LCA) on the furniture using SimaPro software, standard in this field, and based on global databases that are regularly updated.

JCDecaux furniture is classified into families: bus shelters, Street Furniture Advertising and Information 2m² (MUPI®), Billboards (Senior®), self-service bicycles, digital screens, etc. JCDecaux focuses on furniture families that are in operation which consume electricity and/or need maintenance and/or posting. This type of furniture represents 54% of the total furniture. The remaining furniture has a limited environmental impact (e.g. benches, public litter bins, fencing, signage, etc.).

The LCAs performed cover at least one furniture installation out of the 6 most utilised families* in operation. These families cover 72% of the total furniture in operation. This work**, summarised in the graph below, enables a better understanding of the breakdown of greenhouse gas emissions over the life cycle of the furniture:



* Abribus®, MUPI® 2m², Senior®, 2m² LCD screens, self-service bicycles and toilets

** GHG impacts weighted by the number of furniture installations in each family using a global emissions factor for electricity so that emissions are representative of all Group operations

The operation phase accounts for 71% of emissions for the total life cycle. It includes the posting, upkeep and maintenance, including the energy consumption of vehicles and the electricity for the operation of the furniture. In this phase, the electricity consumption of the furniture is the most important item. In light of this, JCDecaux has defined action plans to reduce the energy consumption of furniture and vehicles as part of the Sustainable Development Strategy.

The extraction phase represents 17% of emissions and includes the extraction and production of the raw material (steel, glass, etc.). At this phase, JCDecaux has limited room for action given the demands we set with respect to the safety, design and quality of our products and services. However, JCDecaux promotes the possibility and necessity of renovating furniture at the end of the contract to extend their duration of use.

The manufacturing phase (3% of emissions), covers the transformation of raw materials into components for our furniture. Transport (1% of emissions) is calculated between the manufacturing site and the place of installation. The installation phase (3% of emissions) includes all impacts from installing furniture on-site (earthworks, installation, fixing, restoration of surfaces). The end of life process for furniture and consumables accounts for 5% of emissions.

Our ecodesign approach to our furniture allows us to develop products while anticipating the separability of the materials therefore increasing their recyclability at end of life. JCDecaux primarily uses recyclable materials which, when recycled, avoid emissions linked to the extraction of raw materials. The studies performed show that this would avoid the equivalent of 14% of emissions over the total life cycle.

Commitment no.1: reduce furniture electricity consumption

Our challenges

The increase in our activities in more than 80 countries worldwide means that we have a network of more than 600,000 furniture items in operation[3]

Furniture energy consumption represents 80% of JCDecaux's energy consumption

Our actions

JCDecaux acts to reduce its energy consumption and carbon emissions in multiple ways: energy efficiency measures in the design and use of furniture and neutralisation of emissions from consumption.

JCDecaux has defined lighting standards based on LED technology for its analogue furniture, whether new or already in place. Consumption thresholds by furniture type have been determined, in terms of power, intensity and light uniformity for each family and type of furniture. Using LED technology makes it possible to reduce electricity consumption by more than 60% compared to fluorescent tubes with ferromagnetic ballast and 50% compared to fluorescent tubes with electronic ballast. Since 2016, 71% of the countries in which JCDecaux operates had partially renewed the lighting technologies in their existing furniture, by replacing the existing lighting with LED lighting.

[3] This means furniture families which consume electricity and/or need maintenance and/or posting

JCDecaux is also developing "smart lighting" solutions which modulate light intensity, detect the presence of people, etc. This will further improve the energy performance of furniture. In 2018, the Technical Directors in each country where JCDecaux operates had awareness training in their use.

Digital furniture represents 14% of total furniture consumption in 2018. To limit this consumption, this type of furniture is installed according to a selective and premium strategy, and is selected by the Corporate Purchasing Department on the basis of strict quality and energy efficiency criteria.

JCDecaux also pursues an ambitious renewable energy purchasing policy, to cover 100% of electricity consumption by 2022. The renewable-source guarantee certificates meet a stringent set of specifications: purchased electricity must have been produced in the year it was purchased, locally if possible, and exclude large-scale hydraulic works (+10MW). JCDecaux also proposes including solar panels on its furniture. In 2018, 3,280 furniture installations around the world were using this technology.

Strategic objectives and results

OBJECTIVES	INDICATORS	2016	2017	2018		COMMENTS AND NEXT STEPS
Achieve a 15% reduction in energy consumed by analogue furniture by 2020 (vs. 2012)	Change in the electricity consumption of analogue furniture (vs. 2012)	(0.2%)	3.6%	2.7%		Electricity consumption of analogue furniture has risen since 2012, mainly due to the Group's external growth (e.g. Acquisitions of Eumex, CEMUSA, Outfront, Top media, etc.). >>Next step: as part of the next enhancement to the strategy, this objective will be re-assessed with respect to the Group's challenges and activities.
Propose digital furniture with energy consumption reduced by 50% for LCD screens and 15% for LED screens by 2020*	Evolution of LCD screens' theoretical energy consumption per sq.m.	(66%) (LCD indoor, vs. 2012)	Unchanged			Objective reached for indoor LCD screens. >>Next step: as part of the next enhancement to the strategy, the objective of reducing the electricity consumption of outdoor LCD screens by 50% will be re-assessed with regards to changes in technical solutions.
	Evolution of LED screens' theoretical energy consumption per sq.m.	(25%) (LED indoor, vs. 2012) (23%) (LED outdoor, vs. 2014)	Unchanged		✓	Objective reached.
Cover 100% of the Group's electricity consumption with energy from renewable sources by 2022 ✓	% of electricity consumption covered by renewable sources**	47%	54%	69%		In 2018, JCDecaux set a new record percentage for its electricity consumption from renewable sources: 69% >>Next step: continue to roll out the policy of purchasing renewable energy to meet the target by 2022.

* Change in the theoretical electricity consumption of new screens per m² (given that the size of the screens has evolved since 2012) and iso luminance
** Calculated on the basis of total electricity consumption (furniture and buildings)

Commitment no. 2: reduce energy consumption of vehicles

Our challenges

Present in more than 80 countries, JCDecaux entities worldwide have a fleet of more than 5,500 vehicles mainly used for cleaning, posting and maintenance and for transporting furniture

Fuel consumption represents 14% of the Group's energy consumption

Our actions

When renewing and developing its vehicle fleet, JCDecaux promotes the selection of vehicles with the least environmental impact (fuel consumption and CO_2 emissions) based on the available solutions and the needs of the activity. Wherever technically possible, operational employees are equipped with clean vehicles (electric, NGV, LPG, flexifuel and hybrid).

From 2006, JCDecaux has developed its own eco-driving programme intended for all employees using a company car. This regularly renewed training programme consists in changing drivers' behaviour for a gentler style of driving, in order to reduce both fuel consumption and the number of accidents. Eco-driving has been deployed in 55% of Group countries.

A process of logistics **rounds optimisation** has been put in place when installing or operating furniture. Maintenance and posting schedules are grouped by type of furniture and by location to limit journey times and fuel consumption.

In addition to these actions, certain subsidiaries implemented a process to **offset carbon** emissions resulting from fuel consumption. This is the case in Australia, France, Norway and Sweden.

Strategic objectives and results

OBJECTIVE	INDICATOR	2016	2017	2018		COMMENT AND NEXT STEP
A 20% reduction in fuel consumption per 100 km by 2020 (vs. 2012)	Evolution of fuel consumption per 100 km*	(14%)	(13%)	(13%)	●	>Next step: continue the deployment of eco-driving training across the Group and continue the renewal of the vehicle fleet favouring vehicles' with less environmental impact.

* Historical kilometres data have been adjusted

Commitment no. 3: reduce energy consumption of buildings

Our challenges

Buildings' energy consumption represents 6% of the Group's energy consumption

Our actions

For the buildings owned by JCDecaux (15% of the buildings occupied by the Group) subsidiaries must carry out an energy audit to implement optimisation and energy efficiency action plans in their buildings.

For rented buildings, discussions are held with the owners to assess energy consumption and means to reduce it.

When seeking new offices, the buildings' energy performance is systematically reviewed.

Example

JCDecaux's North American subsidiary has been LEED (Leadership in Energy and Environmental Design) certified for its offices in the Empire State Building, New York. LEED is the world's most widely recognised environmental quality standard for buildings.

Results

Our results on energy consumption of buildings can be found under "Our energy impact", page 58. A specific action plan was defined for 2015 as part of this commitment. Details and results can be found in our previous publications.

2. REDUCE OUR OTHER ENVIRONMENTAL IMPACTS

Our other environmental impacts DEFP

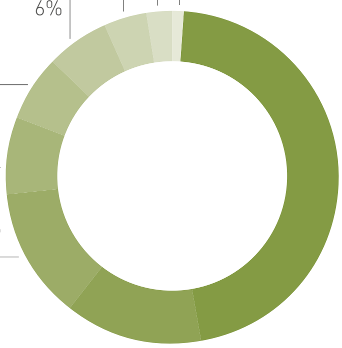
WASTE GENERATED

In tonnes	2016	2017	2018
Total waste generated*	21,649	21,937	22,353
% of waste sorted for recycling**	61.6%	64.1%	68.1%

* Hazardous waste only represents 1.0% of the total waste generated
** The recycling rate also includes other forms of recovery
NB: household waste and waste managed by sub-contractors is not included in the waste total

The increase in waste volume is mainly due to the dismantling and elimination of inventory, notably in Spain and Denmark. Total recycling also rose, to 68% in 2018, largely thanks to substantial improvements in practice in the United Kingdom, Russia, France, Africa, the USA, Guatemala and Brazil.

Breakdown of recycled waste sorted by type



FOCUS ON THE CIRCULAR ECONOMY DEFP

In 1964, Jean-Claude Decaux invented an economic model that is more relevant than ever: the design, installation and upkeep of products and services offering a public service funded by advertising. This model has many advantages, notably since it is part of the service economy. JCDecaux provides high-quality street furniture designed to last, which remains its property, is maintained by JCDecaux teams and may be renovated and reused as part of a new contract.

JCDecaux therefore promotes the possibility and necessity of renovating the furniture at the end of the contract to extend their duration of use and thus significantly reduce the environmental impact linked to the extraction of raw materials and the manufacture of new furniture. Street furniture can be reused several times and last for around 30 years.

To support this practice, JCDecaux has put in place "The Store", an online tool available for all the Group's subsidiaries since 2013. It means countries that have re-usable furniture in stock (bus shelters, self-service bicycles, etc.) can put them online. Furniture can then be reserved by subsidiaries wishing to offer renovated furniture to cities, where the specifications allow. In 2018, 5,694 furniture items were exchanged through The Store, including 5,127 self-service bicycles, docks and stations. This is a big jump from previous years and takes the total number of furniture items exchanged between 2016 and 2018 to over 6,500.

Commitment no.1: improve the use and recycling of paper posters

Our challenges

Paper posters are at the heart of JCDecaux's business, as the majority of furniture is non-digital (representing 97% of furniture)

Paper represents 41% of the waste sorted by JCDecaux

Our actions

For paper posters printed by JCDecaux (approximately 20% of total paper posters displayed), the paper used must be labelled PEFC, FSC or a local equivalent depending on the country. These third-party certifications guarantee a responsible management process of the forest from which the wood used to manufacture posters is taken. All paper posters must be recycled or recovered (energy).

Strategic objectives and results

OBJECTIVES	INDICATORS	2016	2017	2018		COMMENTS AND NEXT STEPS
100% of the paper posters printed by JCDecaux must carry a PEFC, FSC or equivalent label by the end of 2020*	% of labelled ordered paper posters	83%	92%	87%	●	The slight dip in this indicator is due to a small drop in volumes of posters ordered in some countries which already had certification in place. >>Next step: continue the deployment of this objective to reach 100% by 2020.
90% of paper posters to be recycled by 2020*	% of recycled paper posters	74%	75%	73%	●	The slight fall in this indicator reflected one-off difficulties in some countries of operation. >>Next step: continue to implement the systematic recycling of paper posters.

*Objective revised in 2017

Commitment no. 2: increase PVC recycling

Our challenges

Canvasses are an integral part of JCDecaux's business as part of the billboard activity

PVC plastic material is used for certain billboards and canvasses, and represents more than half of the total volume of canvas

Our actions

JCDecaux is committed to reducing where possible the use of PVC for canvases, by using **alternative plastics or less-polluting materials**, as long as they meet the operating requirements, in particular regarding quality and longevity. If no satisfactory alternatives exist, a system is organised to **recycle** PVC advertising canvasses.

Strategic objective and result

OBJECTIVE	INDICATOR	2016	2017	2018		COMMENT AND NEXT STEP
80% of PVC canvasses recycled in European Union countries by the end of 2020*	% of PVC canvases recycled or reused in the European Union countries	40%	52%	78%	●	The recycling rate for PVC canvasses rose significantly in 2018, mainly thanks to France where the temporary difficulties encountered in 2018 were overcome. >>Next step: continue the deployment of this objective to reach 100% by 2020.

*Objective revised in 2017

Commitment no. 3: increase other waste recycling

Our challenges

Our activity generated more than 22,300 tonnes of waste in 2018

More than 15 types of waste generated and recycled

Our actions

Promoting the circular economy and strengthening waste management are our priorities. This will be achieved by **reducing the quantities of waste generated by prolonging the lifespan of our furniture, and maximising waste sorting, recycling and energy recovery.**

Recycling practices are also regularly reviewed to improve the waste recycling rate. JCDecaux ensures that all hazardous waste and WEEE (waste of electric and electronic equipment) are processed in specialised facilities.

Strategic objectives and results

OBJECTIVE	INDICATOR	2016	2017	2018		COMMENT AND NEXT STEP
Reach 70% of waste recycled by 2020*	% of waste sorted for recycling or energy recovery	62%	64%	68%	●	The recycling rate rose in 2018 to 68% (vs. 64% in 2017) mainly due to substantial improvements in practices in the United Kingdom, Russia and France. >>Next step: continue the improvement of recycling practices in all countries.

*Objectifs révisés en 2017

JCDecaux's performance on waste management is presented here via the total recycling rate, under commitments nos. 1 and 2 for recycling indicators for paper posters and PVC canvases, and in the "Focus on the circular economy" for the number of furniture items re-used through The Store. The objective for reducing unsorted waste per m² of advertising, set internally in 2014, was achieved in 2018, thanks largely to improved sorting in a number of countries (see section on the % of waste sorted for recycling) and to the increase in the analogue advertising surface area considered in 2018 following first-time inclusion of Outfront Mexico in the reporting scope.

Commitment no. 4: encourage the deployment of the ISO 14001 Environmental Management System

JCDecaux encourages the deployment of the ISO 14001 certification in all Group subsidiaries. At end-2018, 16 countries were certified ISO 14001 compliant - Australia, Belgium, Brazil, Denmark, Finland, France, Hong Kong Transport, Hungary, Italy, Ireland, Norway, the Netherlands, Portugal, Spain, the United Kingdom and the USA - representing 58% of JCDecaux's revenue.

Guides to set up an environmental management system complying with ISO 14001 were drawn up by the Sustainable Development and Quality Department, together with the certified subsidiaries, and made available to all the Group's subsidiaries.

3. WATER MANAGEMENT

Our impact

WATER CONSUMPTION

In m³	2016	2017	2018
Total water consumption	155,825	161,435	167,386
Including rainwater consumption	4,524	3,641	3,476

The increase in the total volume of water consumed is mainly due to taking the activities under the New York contract in-house, one-off increases in Portugal and Panama and a change of scope in Mexico.

Our actions

The cleaning methods of furniture and vehicles are regularly reviewed to reduce the quantity of water used whilst ensuring high quality washing. To further save water resources, JCDecaux uses two methods to recover rainwater:

- rainwater is collected in tanks by agencies and transferred to reservoirs in field employees' vehicles to clean furniture
- rainwater is collected in street furniture to have water for cleaning directly available (e.g. Patrick Jouin public toilets, billboard columns).

Rainwater, naturally without minerals, requires less detergent and water for each cleaning.

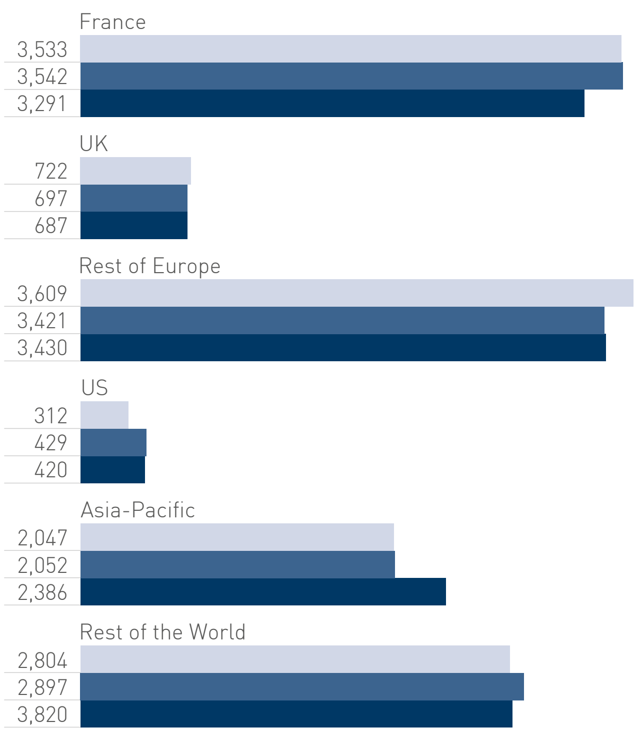
OUR SOCIAL COMMITMENT

JCDecaux, with 13,034 employees, sees its social commitment to them as key to its success. The diversity of its products and services requires a large range of skills and competencies within the company. Thus, JCDecaux creates different jobs, locally, wherever the group is located, in more than 80 countries, 4,031 cities of more than 10,000 inhabitants, 211 airports and 275 transport contracts in metros, buses, trains and tram networks.

Since its creation, JCDecaux has been pursuing a strong policy of job retention, job creation and recruitment on permanent contract. Between 2001 and 2018, the workforce increased 78%, an average annual growth of 3%. The percentage of employees on permanent contracts increased in 2018, amounting to 94.8% (compared with 93.4% in 2017). Lastly, the average length of service was stable in 2018 at 9.3 years at Group level, and 13.4 years in France in 2018.

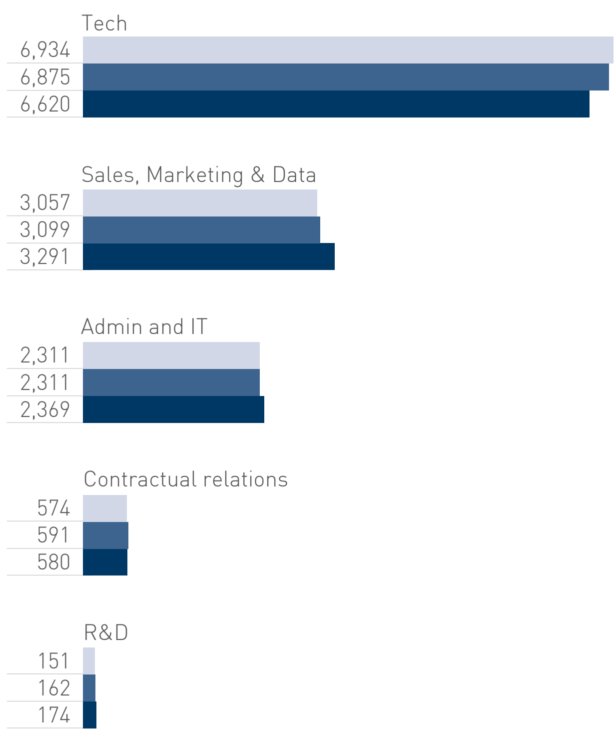
BREAKDOWN OF HEADCOUNT BY REGION (FTE)*

*Workforce** at December 31st*



BREAKDOWN OF EMPLOYEES BY EXPERTISE (FTE)*

*Workforce** at December 31st*



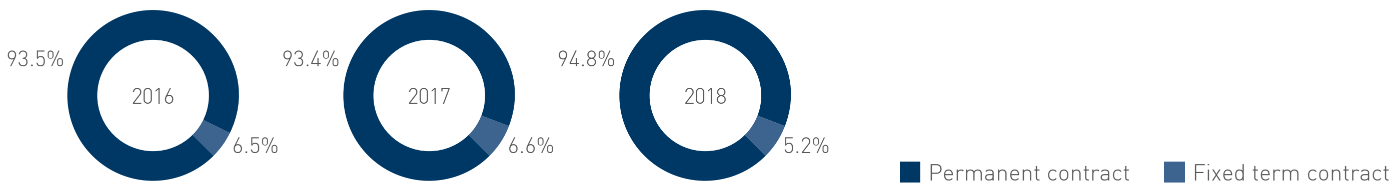
2016 2017 2018

At 31 December 2018, JCDecaux's total headcount was 13,034 employees, i.e. a decrease of four people compared to 2017 (stable compared to 2017). At constant scope, the 2018 headcount recorded a decrease of 216 people, i.e. a -1.7% change compared to 2017, which was mainly due to the termination of the Vélos de Paris contract, and to a lesser degree, the cancellation of the temporary contract to provide smart street furniture for the city of Paris, France. The scope effects leading to an increase in the headcount of 212 people were mainly due to the acquisition of the APN Outdoor group operating in Australia and New Zealand.

* FTE: Full Time Equivalent

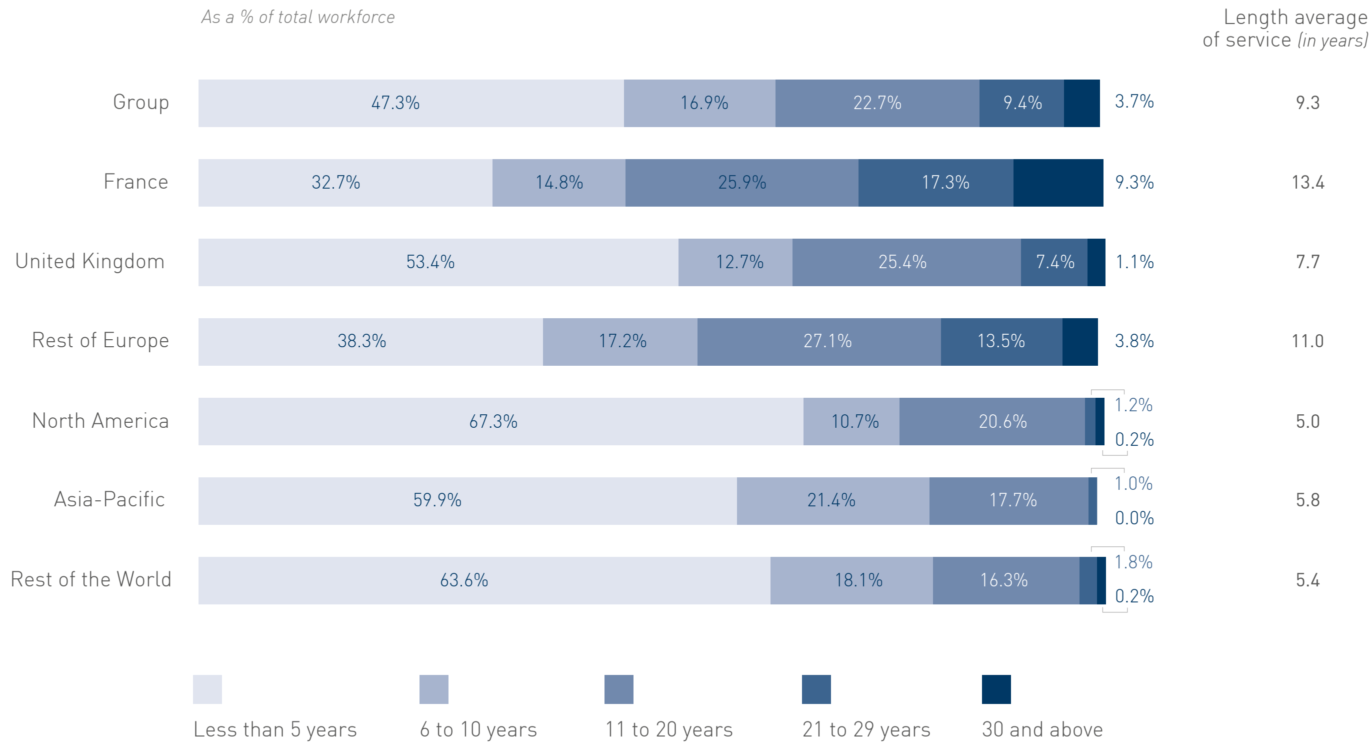
** The data on the breakdown of FTEs by region and by expertise are based on the Group's financial reporting, with a coverage rate of 100% of the Group's workforce (FTE)

BREAKDOWN OF EMPLOYEES BY TYPE OF CONTRACT



In 2018, the percentage of employees on permanent contracts amounted to 94.8%. This rate acheives 100% in 22 countries and the lowest rate within the Group was 74% in 2018.

BREAKDOWN OF EMPLOYEES BY LENGTH OF SERVICE



The Group's subsidiaries monitor their social policies and manage their human resources locally through the local human resources departments or managers. This organisation allows JCDecaux to adapt to the needs and characteristics of each country in which the Group is present whilst deploying the two social priorities set out in the Sustainable Development Strategy, namely: deploy a Group-wide Health & Safety Policy led by the International Operations Department, and implement an ambitious Social Policy across the Group led by the France and International Projects HR Department.

1. DEPLOY A GROUP-WIDE HEALTH & SAFETY POLICY

Our commitment: Deploy a Group-wide Health & Safety Policy DEFP

Our challenges

The operating and field personnel, who represented about 51% of the Group's total headcount in 2018, are the most exposed to risks of accidents and incidents through their activities (which may include working at height, the use of electricity or being close to electrical equipment, driving on the road or close to roads or railways, working in places where there is a strong "concentration" of people, etc.).

The Company's policy is to sub-contract operations as little as possible. However, this choice depends on local contexts and organisational constraints relating to the network of street furniture. When the Group resorts to operating contractors, the same high requirements are set in respect of quality and safety.

Our actions

Guaranteeing the Health & Safety of its employees, operating contractors and users is a priority for JCDecaux, which has developed a Health & Safety Policy and implemented a Health & Safety management system in each of its subsidiaries. The principles of these are:

- to know, understand and control its risks
- to have an organisation and a Health & Safety action plan in place for the country and/or the region
- to train employees in health and safety matters
- to investigate incidents in order to take the necessary measures and to avoid further incidents
- to make the furniture secure
- to ensure that all our sub-contractors have signed a contract comprising detailed Health & Safety clauses and incorporate the sub-contracted operations into our inspection programmes.

The Group supports its subsidiaries. It makes recommendations and provides guidelines, particularly through the Group Health & Safety Committee. This Committee is steered by the International Operations Director and composed of Regional or local Health & Safety Managers and the QHSE Sustainable Development Manager and/or the Sustainable Development and Quality Director.

The members of the Health & Safety Committee meet four times per year to define and monitor the objectives and plans of action at Group level, the results of the country audits and quarterly reports on the frequency and severity of work accidents. In 2018, the Committee's work enabled awareness-raising actions to be strengthened within the Group (these are described farther on). In 2019, this work will continue and discussions will also be held with the aim of further reinforcing the operational contractors' safety measures.

The Executive Board also reviews Health & Safety several times a year. This includes an assessment of the actions taken during the year, monitoring of the objectives to reduce frequency and severity, a review of major accidents, validation of the next steps and the Health & Safety criteria to be included in the variable compensation of the region and country managers. The inclusion of Health & Safety criteria in the variable compensation of the region and country managers is in place since 2017.

A detailed operations manual supports this Policy and includes practical examples. All the documents are available in the Group's intranet. Subsidiaries are invited to adapt and enrich the content to define their own manuals in accordance with their local regulations and relevant situations frequently encountered.

To encourage the dissemination of a Health & Safety culture within the Group, several types of action have been set up: raising the awareness of the Region and Country Managers through a specific training programme launched in November 2018, as well as that of all employees through the "Safety out of Home, Safely Home" campaign, and field audits to assess the maturity of the Health & Safety management system in the countries and to provide them with customised support.

This audit process was launched in 2014. In 2018, the Group started a new cycle of entity audits. The entities to be audited are determined according to the risk level: recent acquisition, weak local regulation, numerous and/or serious accidents, potential under-declaration, follow-up audits. In 2018, 16 Group entities were audited.

At the same time, some subsidiaries have implemented an OHSAS 18001 or ISO 45001 certification processes. This is the case for seven group subsidiaries - Australia, Spain, Finland, Hong Kong Transport, Ireland, the Netherlands and the United Kingdom. Singapore received the Bizsafe certification which is the local equivalent of the OHSAS 18001 standard. All certified subsidiaries together represented 17% of the group's FTE in 2018.

Please refer to section 5 for more information on users' health and safety.

Assessment

The frequency rate of employees work accidents was 22.5 in 2018. It decreased for the fourth consecutive year, thus confirming the effectiveness of the Group's Health & Safety policy deployed since 2014. In 2018, this decrease was mainly due to the reduction in the frequency rate in France and the Rest of Europe region particularly with significant reductions in Germany and Spain. The rise in the frequency rate in North America is mainly due to the increase in the proportion of the operational workforce in the subsidiary due to the internalisation of the New York contact at the end of 2017. Preventive measures and accident and incident analyses were reinforced in this region. The Rest of the World region also saw its frequency rate increase mainly due to the formalisation and reinforcement of accident follow-up in Latin America, a region in which several external growth operations took place during the past three years.

OCCUPATIONAL ACCIDENTS RESULTING IN LOST DAYS ✓

	FREQUENCY RATE			SEVERITY RATE		
At 31 december	2016	2017	2018	2016	2017	2018
France	50.5*	47.0*	43.0	1.9	2.2	2.1
United Kingdom	2.4	4.2	6.2	0.2	0.0	0.1
Rest of Europe	25.1	22.9	18.7	0.5	0.4	0.5
North America	15.2	19.0	23.6	0.5	1.0	1.0
Asia-Pacific	6.9	4.7	8.3	0.3	0.3	0.3
Rest of the World	14.9	13.8	19.7	0.2	0.2	0.3
GROUP	24.9*	22.8*	22.5	0.8	0.8	0.8

NB: - The frequency rate of occupational accidents resulting in lost days (including commuting accidents) per million theoretical hours worked
- The severity rate represents working days lost due to an occupational accident (including commuting accidents) per thousand theoretical hours worked
- The theoretical hours worked are calculated as follows: number of FTE * number of theoretical days worked * number of theoretical hours worked per day.

* Frequency rates in France published for 2016 and 2017 were adjusted following a review of configuration of the HR France's IT tool (the initial data reported for France was 43.7 in 2016 and 32.9 in 2017 and, for the Group, 23.2 in 2016 and 19.2 in 2017).

Strategic objectives and results

OBJECTIVES	INDICATORS	2016	2017	2018	NEXT STEPS
100% of the countries where the Group operates will have set up a Health & Safety risk identification procedure and a risk assessment matrix by the end of 2018	% of countries having set up a risk identification and assessment system*	51%	87%	91%	This concept is now well incorporated into the various Group entities. >> Next step: The follow-up from now on will be part of the audits. Emphasis will be placed particularly on the analysis of the risks in non-road activities.
100% of employees identified in the training matrix to be trained in Health & Safety by the end of 2018	% of countries which have set up a Health & Safety training matrix**	74%	81%	86%	This concept is now well incorporated into the various Group entities. >> Next step: The follow-up from now on will be part of the audits.
100% of countries where the Group operates to have developed an action plan and a Health & Safety manual in accordance with the Group's recommendations by 2019	% of entities which have implemented a full Health & Safety management system***		61%	66%	>> Next step: Continue to establish local action plans and Health & Safety manuals in all countries.

* Group scope, excluding entities in which JCDecaux is not the majority shareholder, and excluding entities acquired less than two years earlier and with consolidated revenue of less than €5 million

** Scope of the extra-financial reporting, representing 96% of the FTEs in 2018.

*** Scope of the entities audited by the Group or whose Health & Safety management was certified (OHSAS 18001 or equivalent) by an independent body

FOCUS "SAFETY OUT OF HOME, SAFELY HOME"

safety out-of-home safely home

A Group awareness-raising campaign was launched in April 2017 to strengthen the knowledge of employees on the subject of Health & Safety. In addition to posters and golden rules to be followed, communication materials for the field employees were also circulated to encourage discussions among the teams on the subject of Health & Safety by means of an innovative quiz-type format. Furthermore, a programme to share best practices was set up.

2. IMPLEMENT AN AMBITIOUS GROUP-WIDE SOCIAL POLICY

Commitment No. 1: deploy JCDecaux Charters, and ensure a basis of fundamental rights for all employees DEFP

Our challenges

38% of the Group's headcount is located in countries where the level of perceived corruption is high (score higher than 60 according to the NGO Transparency International)

24% of the Group's headcount is located in countries that have not ratified all the ILO fundamental conventions

Our actions

JCDecaux created a common social base for its employees formalised by the group's Charters, which set out employees' rights and responsibilities worldwide.

The JCDecaux Code of Ethics sets out the rules of conduct for all employees. This Code was initially published in 2001 and updated in 2005, 2009, 2014 and 2018 (see legal section on page 293 for more information).

JCDecaux's International Charter of Fundamental Social Values describes the group's commitment to respecting human rights, and strengthens the protection of fundamental social rights for all employees, particularly regarding Health & Safety, length of working time and paid holidays, and condemnation of all forms of forced or compulsory labour, child labour, discrimination at work, harassment or violence. Initially published in 2012, and updated in 2013, and then in 2018, this Charter includes an alert procedure in compliance with the ''Devoir de vigilance'' Law. JCDecaux formalises its commitment to support the Universal Declaration of Human Rights and the Guiding Principles relating to companies and to the United Nations Human Rights, the International Labour Organization's Fundamental Conventions, and the Guidelines of the Organisation for Economic Cooperation and Development for multinational companies. This Charter has been implemented in the majority of Group countries.

The members of the JCDecaux Executive Board have the direct responsibility, through the International HR Projects and Legal Departments, to circulate all the Charters and the values they convey throughout the Group. The local management in each country in which JCDecaux operates is responsible for ensuring compliance and enforcing the principles and standards set out in the Charters. These Charters are available on the JCDecaux website and the intranet in each country.

To promote the understanding of the principles set out in the International Charter of Fundamental Social Values, since 2017, JCDecaux has developed practical guides showing concrete examples, key points and best practices to illustrate each of the principles presented in the Charter and to help the countries to put the principles in place locally.

Training is also offered to employees to further facilitate the implementation of the Charters. In 2016, e-learning training on corruption prevention was carried out in all Group subsidiaries. In 2018, another training course on sustainable development was rolled out in all Group subsidiaries. This training tackles all subjects in the Sustainable Development Strategy, including the presentation of the Charter materials and the objectives relating to this strategic priority. In 2019, a communication and awareness plan specific to the International Charter of Fundamental Social Values will be developed for employees so that the JCDecaux fundamental social values will be well understood and implemented to an even greater extent.

Every two years, an assessment of the compliance of local practices with the principles set out in the International Charter of Fundamental Social Values is carried out. The assessment is carried out in the form of an online questionnaire inspired by the "Human Rights Compliance Assessment" by the Danish Institute for Human rights. This questionnaire requires subsidiaries to give information on the local practices related to the principles set out in the Charter. Where local practices are non-compliant, the subsidiary concerned must implement a corrective action plan. A first assessment was conducted in 2013, resulting in the establishment of 23 action plans in 2014. At the end of 2015, a new assessment enabled non-compliance to be identified, as a result of which corrective actions were taken in four Group entities. At the start of 2018, a new assessment of the countries was made to which 56 of the Group entities responded, covering 97% of the FTEs at the end of 2017. This assessment enabled to identify 17 entities with non compliances, mainly related to the principles of non-discrimination and working time. ✓ The entities concerned undertook to implement corrective action plans. Some non-compliance may still remain, justified by specific local constraints in certain countries. These elements are being monitored by the Human Resources International Projects Department.

The Human Resources International Projects Department, the Sustainable Development and Quality Department and the Internal Audit Department work together to ensure compliance with all the Charters in the Group's subsidiaries. This is part of the checks undertaken by the internal auditors when they audit subsidiaries.

Strategic objectives and results

OBJECTIVES	INDICATORS	2016	2017	2018	NEXT STEPS
100% of countries conform to the principles set forth in JCDecaux's International Charter of Fundamental Social Values by 2015	% of compliance of countries with the International Charter of Fundamental Social Values	100%*	No new survey	100%**	>> Next step: Continue follow-up on compliance through the subsidiaries' letters of representation and internal audit controls. A new assessment of the compliance questionnaire will be launched within two years.
Deploy training on the two Charters in all of the Group's countries by 2016	% of countries having rolled out the training	100%***	No new training	100%****	A total of 9,603 employees equipped with a computer undertook the sustainable development training >> Next step: Develop a communication and awareness plan specific to the two Charters in 2019.

* Scope covered by the International Charter of Fundamental Social Values in 2016, i.e. 97% of revenue
**Scope of the countries which responded to the assessment survey, representing 97% of the Group's FTEs on the assessment date
***% of countries having run anti-corruption training (countries where JCDecaux has management)
****% of countries having run sustainable development digital learning training

Commitment no. 2: Development of employees

Our challenges

JCDecaux operates in more than 80 countries through entities of varying size, from over 3,000 employees in France down to a few dozen employees in smaller subsidiaries

The management of Human Resources is decentralised within each subsidiary, which gives the Group significant flexibility to adapt its operating mode according to the local context and regulations

Our actions

To develop its human capital and to ensure its employees' well-being, initiatives were implemented locally by JCDecaux subsidiaries. JCDecaux has capitalised on these initiatives and in 2016 deployed a good social practices guide based on a mapping carried out between 2014 and 2015. This guide notably contains recommendations on: the welcome and integration of new employees, conducting satisfaction surveys, the re-integration of employees after leaves of absence, and the prevention of resignations. Between 2016 and 2018, 18 Group countries carried out employee satisfaction surveys.

Employees' well-being and satisfaction are therefore a significant concern for JCDecaux, as demonstrated by the certifications obtained by several Group entities.

JCDecaux North America, JCDecaux Brazil and Infoscreen Austria are certified "Great Place to Work®". This certification, which identifies companies where it is a great place to work, is based on a survey conducted anonymously among the employees. A detailed questionnaire enables their opinion to be obtained on five key dimensions: credibility, respect, fairness, pride and conviviality. The results of this survey make up two-thirds of the final score. The last third is attributed after an assessment of the managerial practices implemented in the company.

The summary of the various results can be consulted on: http://reviews.greatplacetowork.com/

JCDecaux France was awarded the certificate "Happy At Work for Starters" in 2018, the first time it took part JCDecaux was one of the 12 companies certified among more than 300 which took part in the survey. This certificate awards companies' excellence in reception, management and support for employees less than 28 years' old. The results of the anonymous survey conducted by ChooseMyCompany gives a score of 80% for pride in belonging to the Group and a sense of confidence, 76% for satisfaction in the means given to them to achieve the objectives set, and 74% for a balance between missions, responsibilities, personality and know-how of the employees.

Since 2014, JCDecaux France received the certificate "Happy Trainees", which rewards companies for their welcome for trainees and people on work-study contracts.

In 2018, so that the Company is even more attractive to young graduates, JCDecaux also launched the programme "Trainee Abroad" with the aim of attracting young graduates seeking international experience within a major group. This programme will enable JCDecaux to develop its employer brand to an even greater extent and to prepare the profiles of the future. For this first 2018-2019 group of graduates, nine subsidiaries were chosen by the Members of the Executive Board to host the first of the programme's trainees coming from French universities. For a period of six months, this work placement will enable potential applicants for future vacancies within subsidiaries or "VIE" international volunteer assignments.

Training is also an essential component of employee development and a key factor in the company's success. To support the digital transformation of the company and strengthen its operational excellence, a broad range of training courses is made available to employees by the group and its subsidiaries. Please refer to paragraph 3 "Training" for details of training and results in 2018.

Individualised and transparent **career management** is also part of employee development. It enables short or medium-term needs to be anticipated in terms of skills and types of positions, in line with the company's development and employees' career paths. In 2018, 91% of Group countries implemented a career management system. For example, in France, the Human Resources team supports Managers and Employees via an online career management portal (Scope +). The annual review and professional interview are strategic meetings for the employee, an opportunity to review the past year, discuss skills development, projects and targets for the future, as well as development possibilities. At the start of 2019, "Scope +" became "YOUUS" for all management staff in France. This new tool will offer new functions such as the possibility of providing feedback outside the Manager/Managed relationship.

JCDecaux also promotes internal mobility within subsidiaries and between subsidiaries. Since it set up its first operations abroad in 1967 in Belgium, JCDecaux has capitalised on internal mobility in different countries where the Group operates.

To strengthen this mobility further, in February 2018, JCDecaux launched a simple and effective tool for international mobility called "Ready to move". In 10 months, this platform was visited by 10% of employees, among whom 80 declared themselves to be interested, thus making 10 international mobility projects possible in 2018.

With regard to France, about one-third of vacant "management" positions are filled internally.

3. TRAINING

Our actions

JCDecaux offers training:

- accessible to the largest number of employees
- adapted to the company's needs, the group's evolution and, its social, stakeholder and environmental commitments
- with more innovative, fun and engaging teaching approaches
- offering interactive training pathways adapted to the learner's profile.

Thus, a large number of training courses are run each year in all fields covered by the group's activities: management, operations, technical, security, marketing, etc. Each subsidiary is locally responsible for managing training in line with the needs and evolution of the local business.

In October 2018, the JCDecaux Academy digital learning platform, up to then in France only, was extended to 20 other countries in Europe and its rollout was extended to take in all countries where the Group operates at the start of 2019. For its launch, the new version of the JCDecaux Academy offers the following training programmes:

- amandatory training in the EU: the GDPR programme
- a Finance programme: "Adopt financial reflexes to manage your activity"
- a library of office automation tutorials
- on-line language courses
- a selection of inspiring TEDx videos.

The Finance programme was made available to all the French and European learners in the Group. Conducted 100% as distance learning and run by Marc Bertonèche (honorary visiting professor at HEC Paris), this training is particularly intended for operational managers in order to further facilitate their exchanges with financiers and enable them to better understand the Group's financial results.

As from 2019, additional and multilingual training courses will gradually be added to the training offer to develop the use of digital learning and, in this way, enable everyone to take advantage of the training action shared according to the principle: "wherever I want it, whenever I want it". Employees with an e-mail address can therefore develop their skills and know-how at their own pace, which means that everyone can regularly set aside some time for training depending on their availability and schedule.

In addition to this platform, the Group provides other types of training to subsidiaries:

- operations (International Operations): training course are organised regularly, several times a year, for the subsidiaries. The aim is to train field employees on the maintenance of specific furniture: digital furniture, scrolling panels and toilets
- sustainable development: a digital learning training programme was set up to reinforce the incorporation of sustainable development in the company's practices. (at 4 March 2019, more than 9,603 employees had followed this training course in all countries where the Group operates).

Assessment

EMPLOYEES TRAINING

GROUP	2016	2017	2018
Training hours	96,591	102,712	134,325
Training rate*	50.8%	67.6%	77.0%
FRANCE			
Training hours	27,483	27,703	35,253
Training rate*	36.5%	50.3%	95.8%

* Number of employees having received at least one training course in the year/registered headcount

The number of training hours and the Group training rate significantly increased in 2018, mainly due to France which incorporated digital learning training courses in its figures.

With regard to France, several training course were especially responsible for this increase: the courses on Sustainable Development (+2,600 hours), Personal Data Protection (+1,200 hours) and the Management Academy Course (+1,000 hours).

FOCUS ON THE TRAINING POLICY IN FRANCE

MANAGEMENT

Based on the group's Managerial Standard designed by a representative group of managers in different business lines, the course offers, under evolving teaching formats, development of nine talents in the three fields (COACH, LEADER and PIONEER) which make up this standard. In 2017, all training workshops were completely digitised in the form of a three-hour training course, launched at the end of November 2017, with the goal that all managers would have completed the course by the end of 2018.

As part of its policy to develop skills and to upgrade those acquired in the company, JCDecaux sought to confirm its employees' operating know-how with two courses leading to certificates recognised by the Ministry of Labour and mainly intended for mobile workers. The first course was intended for 48 local managers. This prepares for a CESI Level III "Local Manager" certificate in 12 months and was completed at the end of 2017. The second course was for 138 operators. It prepared for the AFPA Level V "Automated System Maintenance Electrician" certificate and was completed in June 2018. A total of 148 employees graduated and received their certificates at an awards ceremony in November 2018 in the presence of the Group Management, the HRD and business line directors.

BUSINESS

Sales positions

The JCDecaux SAles Academy is JCDecaux France's own sales training centre. Intended for all of the sales teams, it allows development of media expertise and standardisation of sales cycle practices. The training content of the Academy is offered in a "multimodal" format, where an online preparation phase is followed by in-person training sessions. An in-house training course on "off-the-shelf" business computing tools (invoicing tool, customer management, public relations, sales promotion and consolidated customer data) is also available.

Digital Learning

Digital developments are constantly changing the way in which we use information and training methods. The training subjects and materials developed in the Digital Learning JCDecaux Academy platform are varied and extensive – e-learning programmes, expert videos, internal virtual classes, "JCDecaux QUIZ" micro learning – and access is easy, fast and mobile.

OPERATIONS

Operational positions

The programme "JCDecaux EMSA" lasting 315 hours run over a period of 18 months enabled 138 JCDecaux France mobile employees (i.e. 20% of the field headcount) to obtain an Automated Systems Maintenance Electrician certificate recognised by the French Ministry of Labour.

Mobile employees benefited from appropriate and good quality training tools. To complete the training courses conducted in the centres, digital learning tools were provided to the employees (course materials via a JCDecaux Academy AFPA on-line space including modules provided by the CESI).

Health & Safety

Each year, more than 1,000 employees are trained in safety, professional risk prevention, ergonomics, movements and postures. This area represents nearly 50% of training investments. In 2018, 1,258 people were trained. The Health & Safety training was expanded to be better adapted to JCDecaux occupations. The new training on "Management of conflicted relations with the public" to help field employees manage antisocial behaviour continued. It was completed by 269 employees in 2018. "Ergonomics and wellbeing and screen work" training was launched and completed by 65 sedentary employees working at screens. In addition, "Ergonomy of the JCDecaux workstation" was launched in December 2017. In 2018, 185 people received this training.

Eco-driving

Since 2003, JCDecaux employees with a vehicle must complete an eco-driving training course consisting of a theory part and a practical part during which the employee uses eco-driving moves and compares the fuel consumption of the vehicle in eco-drive and traditional modes. This training enables both fuel consumption and driving accidents to be reduced. It is completed by all new employees equipped with a new vehicle and it is repeated every five years.

Disability

A disability training course, launched in 2014, is now accessible to all employees equipped with a computer. It includes 3 modules on the following topics: "Representations and Reality", "Inclusion" and "Managing Positions and Staying in Work".

4. DIVERSITY AND PROFESSIONAL EQUALITY [DEFP]

Our actions

Diversity and non-discrimination

The mixing of cultures, languages and any form of diversity is an opportunity for JCDecaux. It is a performance and innovation driver and also a requirement to attract and retain talents. Respect for the values of non-discrimination is an integral part of JCDecaux's International Charter of Fundamental Social Values, in which the group commits to respecting the ILO's Fundamental Conventions Nos. 100 and 111 on non-discrimination and remuneration equality.

Thus, JCDecaux is focused on creating working conditions in which all employees can thrive and fulfil their potential. This means a policy of non-discrimination in hiring, compensation, access to training and career management.

Examples

In France, by signing the Diversity Charter in 2008, JCDecaux committed to favouring equality for women, disabled workers, seniors and visible minorities. With this Charter, JCDecaux notably committed to raising the awareness of and training employees on diversity, respecting and promoting the principle of non-discrimination, and communicating and explaining the results of this commitment.

Cyclocity®, the self-service bicycle subsidiary of JCDecaux France, has since 2013 developed an innovative programme for detainees with the objective of preparing them for their professional reintegration at the end of their detention. With the approval of the Prison Administration, Cyclocity® therefore set up prison workshops for the integration through economic activity (by repairing Vélo'v and VélÔToulouse bicycles) of detainees. The aim of these workshops is to teach a new skill to those involved with a view to their possible recruitment in the company.

In South Africa, JCDecaux is also committed to promoting diversity through its support for the government initiative B-BBEE (Broad-based Black Economic Empowerment) promoting the economic empowerment of disadvantaged people from ethnic minorities. JCDecaux's South African entity reached level 1 on the B-BBEE scale, with a grade of 111.45, due in particular to its efforts in employing people that have historically been disadvantaged in South Africa (representing 71% of des JCDecaux South Africa employees in 2018) and in supporting the creation of 25 sub-contracting companies employing 140 people who have historically been disadvantaged.

JCDecaux North America is also committed to treating all its employees and applicants equally. The mixing of cultures, languages and all forms of diversity is an opportunity. It is for this reason that JCDecaux North America also participates in "affirmative action programmes" (in other words, a specific recruitment policy aiming at hiring applicants from ethnic minorities) and dedicated job fairs to promote diversity.

Gender equality

The group is committed to ensuring equal treatment of men and women at work, in regard to hiring, compensation and career progression.

To further facilitate access to employment for women, JCDecaux also supports family leave with the support of ILO Convention No. 103, the right to protection on the arrival of a new child, and measures promoting work-life balance.

Examples

In France, negotiations on professional gender equality, started at the end of 2014, led to the conclusion of a three-year agreement on 22 April 2015. Under the agreement, the Executive Management and social partners reaffirm their commitment to non-discriminatory access to employment, diversity in employment, occupational training, professional promotion and career development, working conditions, compensation and work-life balance.

Furthermore, every year the Management provides the trade union organisations with documents with details and figures proving strict gender equality with regard both to recruitment, and training, promotion, wage policy, etc. Data in the three most recent reports particularly show that the proportion of women managers (25%) is almost equal to the proportion of women in the total workforce (30%). These reports also prove that the proportion of women promoted increased in the past three years (from 22% to almost 40%), and that the proportion of women hired (40%) is greater than the proportion of women in the workforce (31%).

Since 2018, JCDecaux UK publishes a report on male-female wage equality. This report is available online on the JCDecaux UK site.

To promote access to employment for women in the Middle-East, JCDecaux entities located in this region - Saudi Arabia, the United Arab Emirates, Oman and Qatar - extended the length of maternity leave from 45 days to 12 weeks in 2016, above the local legislative requirements and to comply with ILO Convention No. 103.

Employment of disabled persons

JCDecaux commits to promoting non-discriminatory access to employment for people with disabilities and to creating favourable conditions for their recruitment and integration.

Examples

In France, the Disability Policy is based on four priorities:

- raising awareness among and providing information for all employees with regard to the employment of people with disabilities
- recruitment and integration of employees with disabilities
- implementation of a policy on, and procedures for, incapacity prevention and management, staying in work and reclassification
- development of a specific training programme.

In 2018, The National Week for the Employment of People with Disabilities, held from 19 to 23 November, enabled JCDecaux to continue its employee training, awareness raising and information actions (a daily communication to highlight local individual or collective actions, a quiz and an event with the installation of a tree for disadvantaged people in the headquarters of Plaisir in France).

To support the recruitment and the integration of people with disabilities, JCDecaux took part in several specialised recruitment forums including the "Disability Pavillion" at Paris pour l'Emploi (Paris for Jobs) on 4 and 5 October 2018.

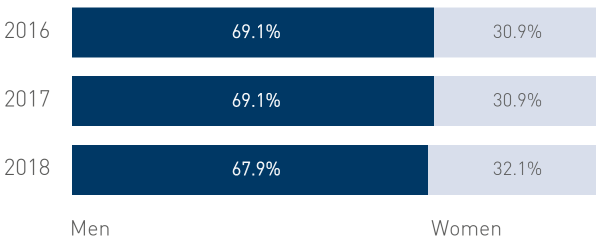
Since 2013, 38 people with disabilities were recruited, five of whom on permanent contracts, 12 on temporary contracts, 22 trainees and six on work-study contracts for positions such as: Technical Sector Operator, Qualified Maintenance Employee, Digital Operations Project Manager.

To further strengthen JCDecaux's commitments to employees with disabilities, an agreement was signed with all union representatives within the JCDecaux SEU (Social and Economic Unit) on 4 April 2017 for a term of three years. This agreement includes provisions relating to the inclusion of disabled people in the ordinary working environment and helping them remain there, developments on partnerships with companies from the sheltered sector and internal and external information and awareness-raising actions on disability.

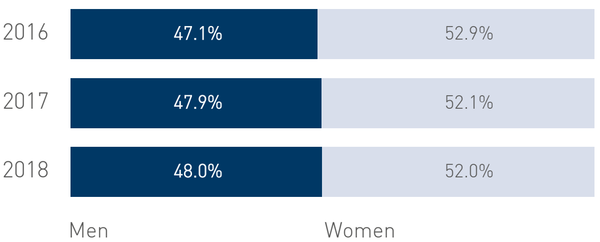
Assessment

BREAKDOWN OF EMPLOYEES BY GENDER

Total headcount



Non-operational total

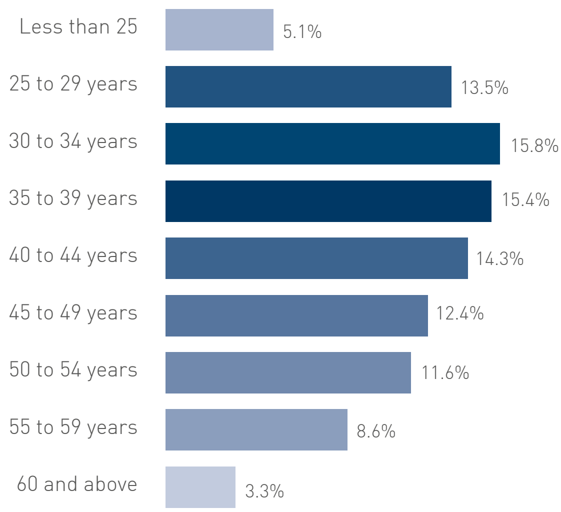


The predominant share of men amongst operational staff is mainly due to the fact that it is mainly men who apply for operational positions. This work involves moving heavy loads for mounting and dismounting activities, and working alone, out of doors and outside traditional office hours (very early in the morning/very late at night) for posting and cleaning activities.

Initiatives were taken by certain Group entities to further encourage gender diversity within the operational employees. This is the case in JCDecaux UK which has set up a programme and specific objectives on the subject. This programme will enable increased diversity among the applicants selected, and to ensure a culture oriented towards support and inclusion. To do this, working roles and modes will be reviewed, as well as methods for attracting applicants.

BREAKDOWN OF EMPLOYEES BY AGE

As a % of total workforce



EMPLOYEES WITH A DISABILITY

In 2018, 1.8% of the Group's employees had a disability and this figure was 3.7% in France.

5. WORKING CONDITIONS DEFP

Compensation

The compensation policy is established in each subsidiary according to the principles of internal fairness and external competitiveness defined by the group. Profit sharing with employees is also based on different systems in each subsidiary.

Through its International Charter of Fundamental Social Values, JCDecaux is also committed to providing a decent wage which at a minimum meets the basic needs of employees where there is no local legal minimum wage or where the minimum wage is exceedingly low.

Example

In France, JCDecaux ensures respect for the principle of professional equality in compensation, avoiding any pay gap between men and women on the same pay scale. Employee compensation is based on pay scales that take into account objective criteria, such as job profile, qualification and experience. For managers, a strategy of variable compensation and bonuses based on individual objectives is generally used. At the same time, bonuses for "performance quality" are awarded to field staff to incentivise them and reward individual results.

Changes in all employees' compensation in France is negotiated each year as part of the Annual Mandatory Negotiation (NAO). In 2018, the Management and the Trade Unions did not come to an agreement. Nevertheless, keen to improve the company's status, Management applied the initial proposals made during negotiations.

In France, profit-sharing agreements cover 100% of employees, except for MédiaKiosk employees, as the company has retained its own profit-sharing agreements.

PROFIT-SHARING AND BENEFITS PAID IN FRANCE*

In thousands of euros	2016	2017	2018
Profit sharing	10,110	6,485	8718
Employee profit-sharing	1,898	942	495
Company contribution**	353	476	N/A
TOTAL	**12,361**	**7903**	**N/A**

* Profit-sharing agreements cover 100% of employees, except for MédiaKiosk employees), as the company has retained its own agreements in this area.

** Amount relates to the Company contribution paid for payments into the employee savings plan

N/A: Figure not currently available

Organisation of work time

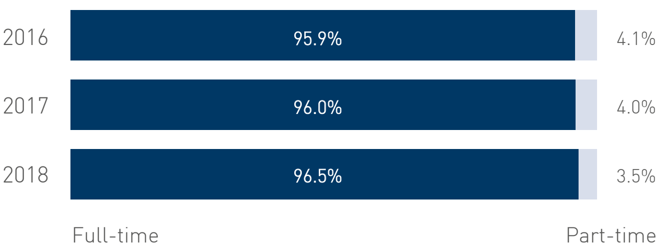
Each subsidiary is responsible for managing the working time of its employees in compliance with contractual and legal provisions, as well as with the principles set out in the International Charter of Fundamental Social Values. Working time in group subsidiaries varies depending on the location and populations concerned.

In France, the organisation of working time in the various entities is based on collective Organisation and Reduction of Work Time agreements initially signed in 1998 and updated in 2000 and 2002, depending on the Group entities.

These agreements provide that actual working time of mobile personnel is 35 hours per week; administration and management personnel benefit from Reduction of Working Time days.

BREAKDOWN OF EMPLOYEES BY FULL/PART-TIME

As a % of total workforce



BREAKDOWN OF EMPLOYEES WITH ATYPICAL WORK SCHEDULES

As a % of total workforce	2016	2017	2018
Employees alternating 2x8 or 3x8 work schedules	7.7%	7.1%	10.1%
Employees working nights	8.5%	8.8%	8.8%
Employees working weekends and/or public holidays	7.4%	6.5%	5.3%

In 2018, 18 countries in which the Group operates have recourse to alternating shifts. The increase compared to 2017 is mainly due to the internalisation of the New York contract in the United States.

35 countries have recourse to night shifts and 24 countries have weekend and/public holiday working.

BREAKDOWN OF EMPLOYEES WORKING FROM HOME

As a % of total workforce	2016	2017	2018
Employees allowed to work from home at least 1 day per week	0.7%	1.2%	1.6%

In 2018, working from home was enabled in 14 Group countries (Australia, Belgium, China, Spain, the United States, Finland, France, Hungary, Italy, Latvia, Mexico, the Netherlands, the United Kingdom and Russia).

After the establishment in 2013 of a work-from-home test phase with volunteer employees from JCDecaux France, an agreement was signed on 22 October 2015, with the social partner which allows to sustain this new organisation of work within JCDecaux SEU (Social and Economic Unit). Keen to further facilitate work organisation, the Management and the Trade Union representatives signed an amendment on 28 March 2018 to enable volunteer employees, in positions permitting it, to work from home more easily.

Employees joining and leaving

RECRUITMENT RATE BY REGION

At 31 December	2016	2017	2018
France	8.3%	9.0%	9.5%
United Kingdom	27.5%	16.1%	16.2%
Rest of Europe	6.1%	6.5%	7.0%
North America	20.9%	44.3%	29.4%
Asia-Pacific	21.9%	19.4%	27.3%
Rest of the World	18.4%	20.8%	16.2%
GROUP	**12.9%**	**13.4%**	**14.0%**

The recruitment rate takes into account the recruitment of employees on permanent contracts divided by the total headcount of registered employees

DEPARTURE RATE (RESIGNATIONS AND REDUNDANCIES) BY REGION

At 31 December	2016	2017	2018
France	6.8%	6.9%	14.6%
United Kingdom	26.8%	22.1%	20.7%
Rest of Europe	15.5%	10.1%	11.5%
North America	16.6%	13.8%	28.2%
Asia-Pacific	22.6%	23.8%	22.4%
Rest of the World	21.1%	23.4%	26.3%
GROUP	**15.6%**	**14.6%**	**18.3%**

The departure rate takes into account resignations and redundancies of employees divided by the total headcount of registered employees

In France, the year was marked by the loss of the Vélib' Paris contract for which substantial support was provided by the Group (organisation of the transfer to the new operator, internal transfers, training, etc.) – excluding the impact of this contract, the departure rate in France would have been 8.2%, and 16% for the Group.

In the United States, the internalisation of the management of the New York contract at the end of 2017 which fell within a context of a more fluid labour market resulted in an exceptionally high departure rate.

In the Rest of the World region, recent acquisitions, particularly in Panama and Mexico, also brought about an exceptional increase in the departure rate. Actions were set up to encourage a good social climate and to ensure that talented people remain.

The Asia-Pacific region had a structurally high departure level, mainly due to the highly fluid labour market particularly in Australia. Actions were undertaken to improve retention of talented people.

Furthermore, the United Kingdom confirmed the continued drop in its departure rate in 2018 and the effectiveness of its strategy to retain talented people set up in 2016. It should also be noted that the departure rate in JCDecaux UK is lower than the sector average in the United Kingdom (29.4% in 2017 according to the Institute of Practitioners in Advertising).

Absenteeism

JCDecaux monitors the rate of absenteeism by cause to assess and ensure the proper deployment of the Health & Safety and Social priorities of the Sustainable Development Strategy.

BREAKDOWN OF ABSENTEEISM BY CAUSE AND REGION		2016	2017	2018
France	Breakdown of absenteeism for illnesses and accidents*	8.0%	7.6%	8.2%
	Breakdown of absenteeism for other reasons**	1.7%	1.5%	1.7%
United Kingdom	Breakdown of absenteeism for illnesses and accidents*	2.2%	1.7%	2.2%
	Breakdown of absenteeism for other reasons**	1.2%	0.7%	1.3%
Rest of Europe	Breakdown of absenteeism for illnesses and accidents*	6.0%	5.7%	5.8%
	Breakdown of absenteeism for other reasons**	2.5%	2.5%	2.3%
North America	Breakdown of absenteeism for illnesses and accidents*	1.6%	2.1%	2.1%
	Breakdown of absenteeism for other reasons**	0.9%	0.4%	0.5%
Asia-Pacific	Breakdown of absenteeism for illnesses and accidents*	1.9%	2.0%	1.8%
	Breakdown of absenteeism for other reasons**	1.7%	1.6%	1.6%
Rest of the World	Breakdown of absenteeism for illnesses and accidents*	1.6%	1.4%	1.5%
	Breakdown of absenteeism for other reasons**	2.2%	1.9%	1.5%
Group	Breakdown of absenteeism for illnesses and accidents*	4.8%	4.4%	4.5%
	Breakdown of absenteeism for other reasons**	2.0%	1.8%	1.7%

NB: the absenteeism rate is the ratio between the total number of days absent and the number of days worked. The number of days worked taken into account in calculating the absenteeism rate is the number of theoretical days worked (annual number of days worked* average number of employees).

* Includes illnesses, occupational diseases, disability, occupational accidents and commuting accidents

** Includes maternity leave, contractual leaves of absence, parental leave and other absences

The absenteeism rate in the Group and the regions was stable in 2018.

The absenteeism rate for illness and accidents is structurally high in France. The Health & Safety France Department has identified three main causes (short-term, medium-term and long-term absence) and conducted substantive work on the subject based on prevention, the availability of new tools and training, particularly with the help of an ergonomics specialist, and support measures when returning to work after a long absence.

Employee relations

JCDecaux commits to promoting the right to collective bargaining and the freedom of association, as stated in ILO Conventions No. 87 and No. 98. In all circumstances, the group commits to creating conditions for favourable employee relations and to reach formal agreements which are fair to all. Free expression within the group and constant dialogue with staff representatives contribute to the smooth running of the company and promote compliance with regulations on employee rights.

STAFF REPRESENTATIVES, MEETINGS AND AGREEMENTS

	GROUP			FRANCE		
At 31 December	2016	2017	2018	2016	2017	2018
Staff representatives (number of terms of office)	619	607	568	437	415	406
Meetings with staff representatives	631	603	612	493	496	486
Agreements signed in the year	53	54	73	9	13	19
Agreements in force	197	188	241	67	54	78
% of employees covered by a collective agreement	49%	50%	50%	100%	100%	100%

JCDecaux operates in more than 80 countries (in which collective trade union agreement relating to our business sector do not always exist) with entities of varying size, from over 3,000 employees in France down to a few dozen employees in the smallest subsidiaries. Therefore, depending on local contexts, it is possible that the employees of certain subsidiaries are not covered by collective trade union agreements or company agreements.

Examples

JCDecaux SEU

The company JCDecaux SA, together with JCDecaux France, comprises a Social and Economic Unit (SEU), combining 3,256 employees (in FTE). It includes 15 Central Trade Union Representatives and assistants, and 49 Establishment Trade Union Representatives. The JCDecaux SEU benefits from Personal Representative Bodies common to the two companies: a Works Council (WC) which meets once a month, or more frequently if necessary, 21 employee representative bodies (ER) which meet once a month, or more frequently if necessary, and 17 Committees for Health, Safety and Working Conditions (CHSCT) which meet once a quarter, or more if necessary.

In 2018, there were 11 negotiation meetings, 12 meetings of the Works Council, 244 employee representative body meetings, 85 CHSCT meetings and 1 ICCHST meeting. Eleven collective agreements were signed on the following subjects: teamwork, company savings plan, working from home, collective profit-sharing, and deadlines for consulting the Works Council.

Cyclocity®

2018 was marked by the establishment of a redundancy plan following the loss of the Vélib' contract. Among the 249 employees concerned by the company redundancy plan, 135 people were transferred to Smoovengo, 100 people benefited from reclassification leave and 14 people were transferred within the JCDecaux Group.

In December 2018, Cyclocity® also set up the Social and Economic Committee which now combines the three personnel representation bodies (WC, ER and CHSCT).

Média Aéroports de Paris

For Média Aéroport de Paris, 2018 was marked by the signature of six agreements covering compensation (NAO agreement), collective profit-sharing, working from home, Time Savings Plan (TSP), the complementary pension scheme and the Company Savings Plan (CSP).

MédiaKiosk

In 2018, MédiaKiosk instituted an action plan to promote professional equality between men and women (signed on 5 April 2018) and an agreement relating to the institution of remote working (signed on 6 June 2018).

OUR STAKEHOLDER COMMITMENT

1. INTRODUCTION TO OUR VALUE CHAIN DEFP

JCDecaux is at the heart of an ecosystem of players, comprising a multitude of stakeholders – **principals** (local authorities and cities, airports and transport companies, shopping malls, private landlords, etc.), **the general public and users of furniture, advertisers** (media agencies, advertisers and international, national and local brand names), **suppliers and sub-contractors, partners** (Joint Ventures, telecommunication operators mainly for the installation of Small Cells, start-ups, etc.), **the financial community** (investors, rating agencies, etc.) **and associations, NGOs, and opinion leaders** – with widely varied priorities. JCDecaux aims to meet their expectations as best as possible, always in compliance with the rules of business ethics, and to continue to enhance the positioning of the Group as a world leader in Outdoor Communication.

The dialogue between JCDecaux and its stakeholders is led locally, mainly by management and the Regional Headquarters of the countries where the Group operates. This approach enables the Group to get as close as possible to its stakeholders and consequently to better identify their expectations and concerns.

The value-chain presented below illustrates JCDecaux's determination to be as close as possible to its stakeholders. There are more than 400 different professions within JCDecaux, ranging from the design of furniture, to the marketing of advertising space, not forgetting upkeep and maintenance. Control of all steps of the value chain helps ensure optimal quality of the products and services offered by JCDecaux over the long term.

STEPS IN THE VALUE-CHAIN	SERVING MANDATORS AND PARTNERS (CITIES, AIRPORTS, SUBWAYS, BUSES, TRAINS, SHOPPING MALLS,...)	SERVING ADVERTISERS AND CONSULTING AGENCIES	KEY RESOURCES
1 ADVICE & DESIGN	• Listening to needs, dialoguing with, and making recommendations, to stakeholders • Understanding the expectations of final users • Development of new designer products and services which are comfortable, innovative, connected, interactive and accessible to all • Eco-design	• Out-of-Home media strategy, advice to advertisers • Creation of international, national and local ad plans • Capacity to combine analogue and digital furniture in over 80 countries • Event solutions	• HUMAN CAPITAL • SOCIAL & RELATIONSHIP CAPITAL
2 SERVICE OFFERINGS	• Response to public tenders and competitive dialogues	• Selling of ad space • On-going advice to advertisers up until campaign posting	• HUMAN CAPITAL • INTELLECTUAL CAPITAL
3 DEPLOYMENT & OPERATIONS	• Responsible purchasing • Assembly and installation of furniture and self-service bicycle schemes • Upkeep and maintenance of furniture and self-service bicycle schemes • Customer relations centres • Internal ethical control of ad visuals	• Preparation of posters and canvasses received from printers • Campaign posting • Putting digital content on-line • Events set up	• HUMAN CAPITAL • SOCIAL & RELATIONSHIP CAPITAL • NATURAL CAPITAL • MANUFACTURED CAPITAL • FINANCIAL CAPITAL
4 POST-DEPLOYMENT SUPPORT	• Customer service: users' satisfaction surveys • Dismantling, recycling or renovation of furniture • Feedback and support to local authorities and mandators	• Poster removal and recycling at the end of campaigns • Post-campaign support: ad efficiency measurement and consumer surveys	• HUMAN CAPITAL • SOCIAL & RELATIONSHIP CAPITAL

More specifically, as part of its Sustainable Development Strategy, JCDecaux has set two corporate priorities to bolster integration of sustainable development in its relationships with its suppliers and JCDecaux employees.

FOCUS ON BUSINESS ETHICS DEFP

The core components of our action aiming to ensure compliance with business ethics (including the Code of Ethics, the Ethics Committee and training measures) are described in the legal section on page 293.

More specifically, JCDecaux is committed to practice responsible lobbying via its "Internal Procedure for Engaging with and Managing Advisers" guidelines which set out the rules for dealing with third parties used to guide, influence, promote, assist and support the Group's strategic development. A complementary procedure, peculiar to the French market, has also been implemented since 2018 as part of the regulations covering the representatives of interests (the Sapin II Law).

In countries where corruption is perceived to be high (rating above 60 on Transparency International's Corruption Perception Index), a thorough investigation into an adviser's previous history is conducted so as to avoid any risk of corruption.

The Group's risk mapping and management process factors in all the risks linked to non-compliance with business ethics, in particular with regard to managing contracts, bidding for competitive tenders, making acquisitions and managing sales (see Risk Factors section). All these risks are controlled under the compliance umbrella, with obligations linked to the Sapin II Law and the Declaration of Extra-Financial Performance.

2. STRENGTHENING SUSTAINABLE DEVELOPMENT IN THE PURCHASING POLICY

Our commitment: to strengthen the integration of sustainable development in Purchasing DEFP

Our challenges

Suppliers are at the heart of the Group's quality processes. JCDecaux has chosen to entrust production of its goods and solutions to reliable third parties.

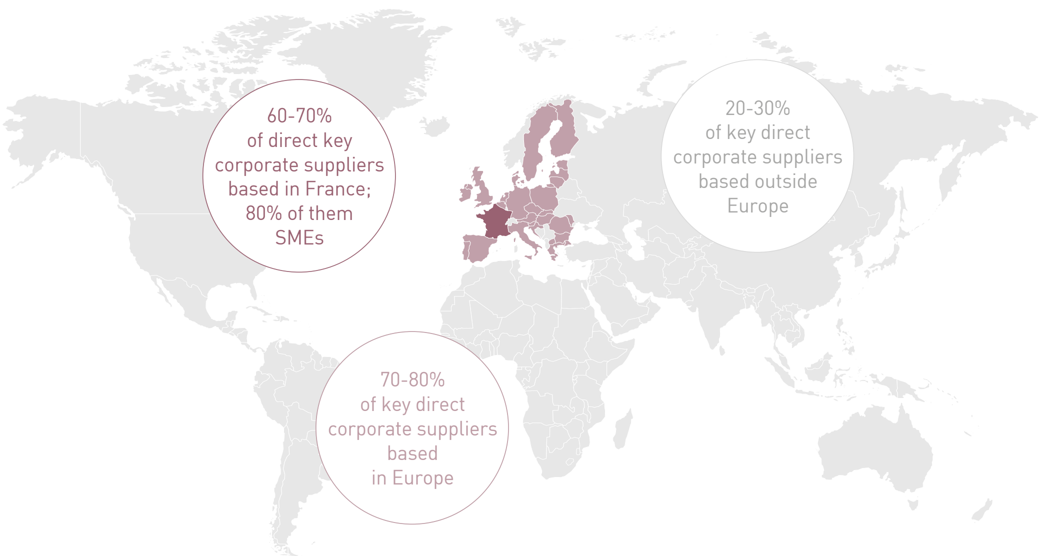
At JCDecaux, "suppliers" produce goods and services for which JCDecaux does not have the skills (e.g. production of sub-assemblies for furniture) and "contractors" provide a service for which JCDecaux has skills in house (e.g. upkeep of furniture, displays, etc.). The company's policy is to use minimum contracting and to select, manage and control suppliers through a Responsible Purchasing Policy. It must be emphasised that purchases of analogue and digital furniture account are the company's single largest outlay.

Our actions

Our priority is to develop long-term trust-based relationships and ensure that our suppliers share our values and commit themselves, alongside us, to promote sustainable development. This approach allows us to control risks, strengthen our relationships with our suppliers and promote the sharing of innovation.

The role of the Group's Purchasing Department is consequently to select and monitor direct (furniture components and sub-assemblies, for example) and indirect purchasing families on behalf of the subsidiaries for all projects exceeding a certain amount of expenditure and for all digital projects. This approach reconciles industrial imperatives and social and environmental issues.

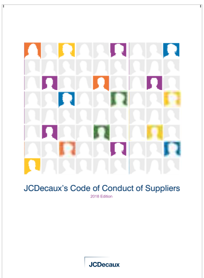
JCDecaux prefers regional and local supply chains whenever possible. New, innovative or high value-added furniture (digital items, public toilets and self-service bicycles) are fitted together at JCDecaux's own expert assembly workshop in Greater Paris in France which works directly with the R&D department, and is ISO 9001 (Quality Management System) and ISO 14001 (Environmental Management System) certified. For the production of components of this type of furniture, we call on a network of suppliers that meet strict criteria, chiefly SMEs with which we have maintained long-standing ties, and based for the most part in France (see diagram, below).



Purchasing at the Group level and by local subsidiaries is framed by a process determined by the Group Purchasing Department, including a pre-selection methodology, which identifies key suppliers, applies the Supplier Code of Conduct and implements methodologies for assessing and auditing key suppliers.

At Corporate level, a rigorous pre-selection of potential suppliers, including sustainable development criteria (human rights, working conditions, the environment and ethics) was also added in the management of the panel of suppliers). This pre-selection tool makes it possible to determine if a supplier meets the requirements laid down by JCDecaux to join the panel of suppliers for the Group or a country where the Group operates.

Measures enhancing the Sustainable Development Policy in Purchasing are focused first and foremost on key suppliers, i.e. any supplier deemed strategic by virtue of their know-how, quality and reliability; and/or because they account for a significant share of total purchasing; and/or because of the difficulty in replacing them; and/or because of the extent to which JCDecaux may be liable for their actions (social and/or environmental risks).



The Supplier's Code of Conduct was rolled out in 2014 and updated in 2018 to take into account new demands linked to regulatory changes (Vigilance, Sapin II and GDPR). It makes clear what JCDecaux expects from its suppliers on social, ethical, health and safety and environmental topics. The Code is based on leading internationally recognised standards: guidelines of the Organisation for Economic Co-operation and Development (OECD), the Universal Declaration of Human Rights of the United Nations (UN) and the eight Fundamental Conventions of the International Labour Organization (ILO). To ensure its spread and application, the Code of Conduct has been included in the Group's General Terms and Conditions of Purchase since 2016.

An annual assessment questionnaire, first used in 2014 and revised in late 2017, measures the financial, technical, sustainable development (social and environmental), quality and logistics performance of suppliers. It is implemented first and foremost for key suppliers. In addition to the annual key supplier assessment, audits are conducted to ensure the principles set out in the Supplier Code of Conduct are properly applied.

The successful integration of sustainable development in the Purchasing Policy requires the full understanding and support of the persons in charge of purchasing. As a result, a training course on how to reinforce sustainable development into the purchasing processes was put in place in 2016. In order to guarantee maintenance of the skills of the purchasing team, this training course will be repeated in 2019.

In addition to these measures, and in order to prevent supply chain risks as well as to respond to new legislation such as the French "Devoir de Vigilance"[4]. The Modern Slavery Act[5] in the United Kingdom, risk mapping was applied in 2016 to five purchasing categories considered strategic or presenting a particular risk, namely digital screens, circuit boards, composite material, work clothes and printing.

[4] JCDecaux's Vigilance Plan can be found in part 5.2.1 of the Legal Section, page 295 of the Registration Document.

[5] JCDecaux United Kingdom's report on measures put in place to prevent human rights violations is available at: http://www.jcdecaux.co.United Kingdom/legal.

Strategic objectives and results

OBJECTIVES	INDICATORS	2016	2017	2018	COMMENTS AND NEXT STEPS
100% of key suppliers will have signed the Supplier Code of Conduct by 2020* ✓	% of key suppliers having signed the Code of Conduct of Suppliers	58 %	70 %	71 %	>> Next step: to improve and speed up the roll-out of the Suppliers' Code of Conduct with JCDecaux key suppliers in order to reach the target in 2020.
Annually assess 100% of key suppliers by the end of 2020*[1]	% of key suppliers which have been evaluated	39 %	36 %	46 %	>> Next step: to improve and speed up the roll-out of the annual assessments of key suppliers in order to reach the target in 2020.
Audit 100% of key suppliers by 2020*	% of key suppliers audited (Corporate: cumulative since 2016, and Country: cumulative since 2015)	15 %	17 %	21 %	>> Next step: prioritise and continue the roll-out of key supplier audit procedures
100% of buyers trained in sustainable development in purchasing by 2016	% of buyers trained	100 %**	Results unchanged	Results unchanged	>> Next step: training of Group buyers will be repeated in 2019.

* Objectives revised in 2017

** Covering 26 countries and accounting for 87% of JCDecaux's revenue in 2016

[1] Scope of extra-financial reporting, excluding countries with less than €5 million in consolidated revenue

3. STRENGTHEN OUR EMPLOYEES' COMMITMENT TO SUSTAINABLE DEVELOPMENT

Commitment no.1: deploy an employee awareness-raising programme on the environment

Our actions

For JCDecaux's commitment towards sustainable development to be a success, it is vital that all its employees support it. In their work and through their everyday actions they give meaning to the commitment and values conveyed by the Group. JCDecaux encourages all the countries where the Group operates to put in place an **awareness-raising programme for its employees** at local level. A dedicated guide explaining how to put in place this type of programme has been developed and communicated to all the countries.

In 2018, 18 JCDecaux entities rolled out this type of programme; this was the case specifically in the following countries:

South Africa	Germany	Australia	Spain	France	Norway	Singapore	Uruguay

Commitment no.2: improve knowledge and understanding of sustainable development

Our actions

In order to achieve objectives set by the group for its Sustainable Development Strategy, employees' commitment is crucial. Employees must therefore be made aware and trained in sustainable development so that they fully participate in deploying the Strategy and in the company's success in the long term.

Strategic objectives and results

OBJECTIVES	INDICATORS	2016	2017	2018	NEXT STEPS
Train the Group's Executive Management in sustainable development by the end of 2020*	% of entities that have put in place a sustainable development training course for Executive Management (2015-2018 combined)	31 %	52 %	57 %	>> Next step: continue the deployment of this training to reach the objective in 2020.
Raise employee awareness via an online course on sustainable development by the end of 2018*	% of countries having deployed online sustainable development training (2016 to 2018 combined)	9 %	74 %	100 %**	At the end of 2018, 8,870 JCDecaux employees had attended the sustainable development training course. As at 4 March 2019, this figure was 9,603 employees.
	% of employees with a computer who finished the training course			96 %**	

*Objectifs révisés en 2017

**Group scope

Commitment no. 3: improve knowledge on the business model, history and values of JCDecaux

Our actions

It is important that each employee of the group fully understands the business model, history and values of JCDecaux, to make them ambassadors of the company. Our business model is presented in the "One business, three segments" section on page 18 of this document.

Each new employee is therefore made aware of JCDecaux's business model when he or she joins the Group (induction seminar, welcome booklet, etc.). A note presenting the company's business model is also made available to all employees on the Group's intranet.

4. RELATIONSHIPS WITH CITIES, TRANSPORT COMPANIES AND OTHER LOCAL STAKEHOLDERS

The success of JCDecaux is based on the acknowledged quality of its products and services as well as its ability to understand and anticipate the needs of city councils, local authorities, airports or transport companies. Our goal is to offer them innovative, high-quality products and services to support their own sustainable development and resilience strategies.

Improving the quality of life in urban areas and public transport is a major goal shared by users of public spaces, local authorities, transport providers and all economic stakeholders. Inventing sustainable solutions to keep pace with urban change and the United Nations Sustainable Development Goals is at the centre of our activities and our business model. From Abribus® (bus shelters) to Self-service Bicycle Systems, automatic public toilets to objects connected to the "smart" city, JCDecaux anticipates and explores the new dimensions that will furnish urban spaces and tomorrow's mobility.

JCDecaux develops relevant and innovative solutions on behalf of its principals and for citizens

OUR UNDERTAKINGS

- Encourage communication by our principals (cities, transport companies, etc.) to citizens and travellers:
  - >> Setting aside a part of the sides of furniture for their own communication (e.g. 1 digital side out of 6 is reserved for communication by the British Airport Authorities in London's airports)
  - >> Information updates in real time via digital media (e.g. bus times)
- Developing furniture reserved for or accessible to the world of culture (example: columns and masts used for cultural displays)
- Supporting the press and the plurality of information with kiosks

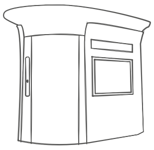
GOING FURTHER

- Making it possible to broadcast alert messages to warn, for example, of incidents such as natural disasters, kidnappings, pollution peaks, bad weather and traffic jams (services using digital furniture as communication media and currently proposed by JCDecaux in Germany, Australia, China, Hong Kong, Portugal and the United Kingdom)
- Facilitating access to emergency services by incorporating defibrillators in furniture (e.g. in Austria and France)
- Enabling cities to monitor and analyse outdoor air quality by incorporating sensors in street furniture (e.g. urban furniture in Nice and soon in Lyons)
- Facilitating access to street-based digital services through e-Village® digital service screens on which interactive maps of the area can be viewed, local services such as restaurants and shops found and directions and transport assistance obtained(more than 500 screens installed in the world, including in France, Belgium, the United Kingdom and Dubaï)
- Facilitating public communication via interactive push notifications to connected signage (e.g. the greater Lyons mobile portal gives information such as bus arrival times and the number of available self-service Vélo'v bicycles in real time, etc.)
- Conveying positive messages and involving the local population to promote local areas (e.g. the "Segnali d'Italia" campaign by the cities of Naples and Parma in Italy, where the objective was the promotion of places, people and businesses that contribute to the excellence and singularity of their territory)

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES



JCDecaux simplifies the general public's everyday life by designing useful and convenient furniture accessible to everybody

OUR UNDERTAKINGS	• Designing universally adapted street furniture that make our products and services accessible to people with disabilities (e.g. Jouin public toilets and all Abribus® bus shelters are designed with wheelchair users in mind, benches are kept to a height catering to people with reduced mobility, and street furniture items are raised above the ground to allow blind people detect the intervening space with their mobility canes,etc.)
GOING FURTHER	• Fostering a comfortable and friendly atmosphere by adding seating to urban street furniture whenever possible (e.g. seating around trees and benches behind bus shelters in Paris) • Providing useful services to the general public and travellers >> USB ports built into furniture for charging a mobile, for example (in particular in Paris, Edinburgh and London, as well as in the airports at Dubai, Lima, Lisbon and Shanghai) >> Promoting access to the internet and digital inclusion via Small Cells and Wi-Fi (e.g., the Champs Elysées in Paris) >> Access to new local services via our kiosks (e.g. the odd job crowdsourcing service "Lulu dans ma rue" in Paris uses 6 JCDecaux kiosks in Paris and 1 kiosk in Clichy for its business of providing local community services and fostering greater social cohesion in the process) • Develop services for people with disabilities: >> Call buttons can be built into furniture to trigger public address announcements, as well as labels with raised lettering to enable blind persons to read written information (e.g., the Paris Abribus® bus shelters) >> Self-service Bicycle Customer Relation Centres accessible by telephone with a built-in camera for hearing-impaired users, who know sign language, to communicate with advisers (available for all Self-service Bicycle Stations in France)
CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS	10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES

JCDecaux acts to embellish our cities and make them more attractive and welcoming

OUR UNDERTAKINGS

- Designing innovative and stylish street furniture in collaboration with famous designers such as Marc Aurel, Philippe Starck, Patrick Jouin and Norman Foster, etc.
- Adopting a strategy of dispersion of the rolling screen furniture or digital screens asset base (choice of strategic locations and number of sites relatively limited) and a layout strategy for shelter type furniture, in tune with the transport network

GOING FURTHER

- Adapting the lighting of our digital furniture in urban environments: a study of the perception of digital screens by the general public in Nice showed that the public found the lighting satisfactory by day and by night (97% of answers were favourable); study carried out in October 2018 in partnership with the independent Future Thinking research agency, covering a sample of 301 people
- Giving back to nature its place in the city via the planting of roofs or walls of Abribus® [bus shelters] or large format furniture. At the end of 2018, 6 countries in the Group had installed planted furniture (Colombia, Finland, France, Netherlands, United Kingdom and Sweden)
- Devising measures against vandalism such as protective varnish and embossed decorations like spikes and waves to prevent graffiti and illegal posters (e.g. Bellini MUPI® skirts)
- Making some of our furniture into supports for displaying works of art: planned contemporary art "Portrait of Britain" in the United Kingdom, planned display of modern art in Ukraine, etc.

OUR LATEST INNOVATIONS

- Designing street furniture that is both fashionable and environmentally friendly; this is the case of the Self-Service Bicycle Station in Nantes, where the solar power supply is built completely into a mast of sophisticated design

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

11 SUSTAINABLE CITIES AND COMMUNITIES

JCDecaux develops solutions with a reduced environmental footprint

OUR UNDERTAKINGS

- **Resisting planned obsolescence** by promoting sustainability and the circular economy with furniture made of sustainable and quality materials that can be recycled and reused for new contracts. Furniture can be reused several times and last for a good 30 years
- **Making LED lighting a regular feature** of analogue street furniture for new and renewed contracts
- **Selecting high quality digital screens** with a built-in probe to automatically match the lighting on the screen to the natural lighting (e.g., the digital screens in Paris's airports)

GOING FURTHER

- **Modulating the intensity of the lighting** to reflect night time for analogue street furniture (e.g., urban street furniture in Copenhagen and the Paris bus shelters)
- **Turning off the furniture by night** (several countries in the Group have adopted this practice: Germany, United Kingdom, Hong Kong, India, Singapore, Denmark, Chile, Colombia, etc.)
- **Developing solar-powered solutions** by incorporating photovoltaic panels on our street furniture:

  >> Energy self-sufficient advertising displays (e.g. the Abribus® bus shelters in Lagos)

  >> Energy self-sufficient non-advertising displays (e.g. 20 self-service bicycle stations in Nantes – self-sufficient docking stations and docking points, and non-advertising bus shelters (Boston, New York, Uccle, Nantes and Lyons) – roof lighting)

  >> Hybrid power supply solutions to optimise self-consumption (example: Abribus® bus shelters in Nice)

  >> Energy self-sufficient road traffic sensors (currently being installed in Lagos)

OUR LATEST INNOVATIONS

- **Researching low-energy digital solutions:**

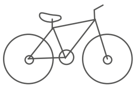
  >> e-paper displays (like those used in e-readers) that use less power when content is updated (example of the prototype bus shelter in Grenoble)

- **Using thin-film solar cells** (as in a partnership with Armor, an SME based in Brittany) to absorb solar energy and supply non-advertising street furniture (e.g. a low-energy MUPI® with a 32" service display). Compared with conventional solar panels thin-film solar cells are lighter, more flexible, have a smaller carbon footprint, contain no rare or toxic elements and provide a high return on investment with regard to the amount of energy produced and consumed

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

FOCUS Gewista JCDecaux Austria is rewarded by the city of Vienna for its innovative environmental solutions

In March 2018, the subsidiary Gewista JCDecaux Austria received the "OekoBusiness" environmental prize from the city of Vienna. Awarded by Vienna's Environmental Council, each year this prize rewards Viennese companies who stand out by their innovative solutions meeting the city's imperatives on reducing energy consumption, managing waste and preserving resources.



JCDecaux develops solutions that contribute to protecting the environment

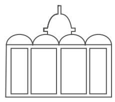
OUR UNDERTAKINGS	• **Promote the use of public transport** by means of bus shelters • **Encouraging "soft" modes of transport** such as walking and cycling by means of Self-Service Bicycle schemes (with or without electric motors); JCDecaux's Self-Service Bicycle schemes are found in 57 cities spread across 13 countries (see "Focus on Soft and Shared Mobility" on page 87 for further information)
GOING FURTHER	• **Installing furniture which enable the collection of certain forms of waste** (batteries, glass, paper, etc.) (several of the countries in which the Group operates have installed this type of furniture: Germany, Spain and Uruguay) • **Develop the next generation of Self-Service Bicycle schemes (VLS)** that are lighter, stronger and smarter (with or without an electric motor) (e.g., 100% electric self-service cycle schemes in Luxemburg, and hybrid self-service cycle schemes with portable batteries, soon to be in Brussels)
CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS	

Developing mobility solutions for smart and sustainable cities involves not only cooperation between private and public entities but also partnerships between companies, in particular between large firms and start-ups. That is why JCDecaux supports and works with start-ups, be they French or international, as part of its strategy of fostering innovation and stimulating entrepreneurship.

This support is characterised in particular by:

- The proposal, in our responses to certain invitations to tender from local authorities, of innovative and sustainable solutions designed and deployed by local start-ups or Very Small Businesses.

  As evidenced by the following two partnerships:

  - Innovation partnership with Rubix to develop street furniture equipped with urban environmental sensors
  - Partnership with Sunna-Design for the design of batteries resistant to high temperatures and built into our street furniture equipped with sensors in Lagos, Nigeria.
- Implementation of "Proof Of Concept" and pilot projects for optimising our in-house processes, as the following partnership illustrates:
  - Partnership with Startup Flow to deploy an in-house collaborative platform to manage, qualify and share start-up sourcing in the Group. Startup Flow is used in 15 areas to control the operational relationship with startups relevant for the Group.
- Promotion of social and community actions through various partnerships:
  - Partnership with Kialatok to hold an internal workshop during European Disability Employment Week: Kialatok is a start-up in the social and community economy sector that offers training to firms in the form of world cooking classes run by people on inclusion schemes
  -  Partnership with "Lulu dans ma rue" to foster greater social cohesion in neighbourhoods, under which JCDecaux provides the Paris based odd job crowdsourcing start-up with 6 kiosks of which 5 in Paris and 1 in Clichy, for its local community services business, (e.g. carrying heavy items, doing chores and collecting house keys to let in workmen or technicians).

JCDecaux also helps to develop and recognise start-ups through several joint initiatives such as:

- Viva Technology, international exhibition devoted to innovation and to start-ups, in which JCDecaux has been a partner since its creation in 2016
- Paris Innovation Grand Prix, a competition for the most innovative Parisian start-ups
- Futur en Seine (FUTUR.E.S), a European digital festival organised by Cap Digital, the French cluster for digital transformation Paris&Co, the economic development and innovation agency of Paris

Neuilly Tech, a business incubator whose members host prize winning start-ups on their premises

FOCUS ON SOFT AND SHARED MOBILITY THROUGH SELF-SERVICE BICYCLES

A genuine supplement to public transport, self-service bicycles are a means of improving city life and optimising moving around while keeping with current environmental and public health concerns. They are also part of a shift in consumption patterns towards the sharing of goods and services between users. The success of JCDecaux's self-service bicycle systems stems from its determination, from the start, to democratise the service by making it easy to use (appropriate pricing, link to transport cards, etc.) and making sure there is a bicycle station nearby wherever you are in the city, while guaranteeing a high quality service.

On three occasions in 2018, JCDecaux has demonstrated its skills and the strength of its integrated model by deploying at night, in a few hours and without any interruption of the service, its new self-service bicycle scheme in Luxemburg, Lyons and Nantes. From now on, users in these cities will benefit from the new digitised user experience developed by JCDecaux with a totally overhauled website, a hitherto unpublished application and completely redesigned user routes.

16 years of international experience

**403,000 long-term subscribers
and 1.3 million occasional users each year**

Over 31,000 bicycles made available in 57 cities and 13 countries

**Over 675 million journeys made since 2003,
in other words 33 million trips each year**

France's Customer Department has been "Customer Relations" certified under French (NF) standards since July 2014. It has been chosen "Customer Service Provider of the Year" in the "Individual Transport for People" category in 2016, 2017 and 2018.

Launch of eVLS: JCDecaux has confirmed the deployment of its first power-assisted bicycles with battery recharging at the stations in Luxemburg in November 2018 with 97 stations and 900 cycles. In mid-2019, Brussels will be the first city equipped by JCDecaux with power-assisted bicycles with portable battery. In 2020, this will be followed by the metropolis of greater Lyons.

Open data: in January 2018 our open data platform had over 4,000 active user accounts and 1 million daily hits. Since 2013, JCDecaux has made some of the data from its self-service bicycle schemes freely available online under an Open Licence in real time: location of stations, availability of bicycles and parking places, etc. These data can be used by anyone to experiment with new methods of presentation or to provide innovative and useful services to users, for instance by creating apps.

Zoom on the Nantes package deal: Nantes Métropole is the first local authority to make JCDecaux its sole bicycle services operator by awarding it, in addition to the self-service cycle scheme:

- Management of the long-term lease cycle service
- Management of the cycle parking facility in the city
- Physical hosting of the public and users with the maison bicloo and bicloo mobile services
- Communication and promotion of the services.

Focus on the Mobility account at Mulhouse: for the first time in Europe, a local authority is bringing under one umbrella all its mobility services (self-service cycles, public transport, car pooling, etc.) within a single portal with the "Mobility Account" app. JCDecaux's teams have been fully employed on the development and success of this "Mobility as a Service" (MaaS) innovation.

Examples of self-service bicycle systems:


CITYCYCLE
Brisbane
2010


VILLO'
Bruxelles
2009


DUBLINBIKES
Dublin
2009


STYR&STÅLL
Göteborg
2010


BICIKELJ
Ljubljana
2011


VÉLO'V
Lyon
2005


BICLOO
Nantes
2008


CYCLOCITY TOYAMA
Toyama
2010


CITY BIKE
Vienne
2003

5. RELATIONS WITH ADVERTISING CUSTOMERS

In a more and more virtual world, JCDecaux media set the pace for outdoor advertising and serve as an important point of contact in real urban life between citizen-consumers, brands and economic stakeholders. We believe that outdoor advertising can be a force for good in society, and we aim to promote responsible advertising and stimulate economic activity through our media, which reach over 410 million people worldwide every day.

Contributing to the dynamism of economies and small local businesses

JCDecaux enables market participants to speak to local, regional and global audiences alike and address their customers and stakeholders.

Committed to the principle that outdoor advertising should be open to all, in 2018 JCDecaux launched the "Solutions For All" brand platform in France in the belief that the most visible form of advertising – a fixture in people's everyday lives – should not be confined to a select few. The platform is the only one to offer firms and businesses the possibility to speak to their audiences on a daily basis at both the individual and group levels. JCDecaux makes outdoor advertising accessible to all advertisers through technology that enables each to buy a personalised piece of the public space.

To further broaden the reach of local market participants in our digital era, some national JCDecaux entities are setting up ways to facilitate local and regional advertising campaigns through open, modular platforms. This is the case of Monaffiche.be in Belgium and the EasyWay solution in France. Thanks to these sites, JCDecaux enables local businesses to choose and assess the best locations for their communication.

MONAFFICHE.BE easyway

Another way JCDecaux supports entrepreneurship is helping young firms get noticed through its Nurture programme in France and the UK. Selected startups receive personalised data support, creative mentoring and privileged access to JCDecaux media.

Enhance responsible and positive advertising

In keeping with the UN Sustainable Development Goals, and in response to conscientious consumers – 70% of whom want a more sustainable and environmentally-friendly lifestyle and 45% of whom prefer brands that are sustainable[6] – JCDecaux positions itself as the leading provider of outdoor advertising media promoting responsible and positive advertising through various programmes, including.

JCDecaux Social Impact (United Kingdom)

This brand-awareness programme has been running since 2017. Its aim is to promote advertising solutions that have a strong social and societal impact. Two examples of recent partnerships that resulted in advertising campaigns are set out below, one on the environment and the other on public health:

- BNP Paribas, Chiltern Railways & AirLab (London, 2018): as part of the United Nations World Cities Day, organised in line with the UN Sustainable Development Goals (SDGs), BNP Paribas Group teamed up with JCDecaux and the startup AirLab to create four Clean Air Zones around street furniture fitted with air filters in order to improve the air quality in Marylebone station and bring attention to the growing importance of this challenge in urban areas and existing solutions.
- The Body Shop (London, 2017): The cosmetics brand and JCDecaux fitted a bus shelter with air filtering technology so as to raise awareness among passers-by of the importance of clean air and of using natural cosmetics.

« JCDecaux for Good » (France)

According to the Cetelem-Harris Interactive Observatoire survey published in February 2018, 79% of the French feel that media have an important role to play in shaping responsible behaviour. This is even more so for outdoor advertising. According to the Value&Values annual study by Iligo for JCDecaux, people in regular contact with outdoor advertising place a much greater value on "solidarity" (index 123) and CSR (index 111) than the average person in France.

Following on from "JCDecaux UK Social Impact Program", in 2018 JCDecaux France set up "JCDecaux for Good", a programme to promote positive advertising within its network of advertisers, media agencies and ad agencies.

France was a hive of creativity in 2018:

- an event, "JCDecaux Open House", brought together market professionals, journalists and influencers as well as design and advertising school students in Paris for two weeks. Topics like Goodvertising, Nudging for Good and Responsible Advertising featured prominently, alongside creativity and effectiveness in the thirty or so talks that took place
- at the Cannes Lions International Festival of Creativity in 2018, a talk was given on "When advertising is about more than selling". Responsible advertising was front and centre at the event, championed by the AACC (Association des Agences Conseil en Communication) and the ARPP (Autorité de Régulation Professionnelle de la Publicité)
- Explore Positive Change is a programme in which brands and their ad/media agencies are inspired to come up with innovative ways of speaking to their audiences and undertake CSR projects and public awareness initiatives

[6] Oeko Tex study of a panel of over 11,000 consumers in 10 countries (Australia, Brazil, Canada, China, Germany, India, Japan, Spain, Switzerland and the United States) in 2017

In 2018, JCDecaux France ran the Start Something Priceless campaign with MasterCard, Carat and McCann for the World Food Program. The initiative won a bronze medal at the Stratégies 2018 Media Changers Awards. The campaign involved setting up payment terminals in front of the Gare Saint-Lazare train station and at the La Défense and Champ de Mars Christmas markets in Paris for two weeks during the festive season. Passers-by were encouraged to take a break from gift shopping to donate one euro to a charity in Africa by simply tapping their phone or card. The funds raised paid for 10,280 school meals.

Other initiatives undertaken by Group entities between 2016 and 2018:

- in the Czech Republic, Ikea and JCDecaux raised awareness of recycling by means of a giant plastic bottle topping a tram stop and an interactive panel fitted onto the 2 m^2 bus shelter facade, on which users can play an interactive game in which they have to guess the composition of a finished product by selecting a type of material
- in Australia, the New South Wales Cancer Institute and JCDecaux raised awareness of the risk of skin cancer from sun exposure by fitting bus shelters near beaches with sunscreen dispensers so that holidaymakers could protect themselves from the sun
- in Norway, Friviling and JCDecaux highlighted the exclusion and loneliness experienced by the elderly through an interactive bus shelter fitted with a screen and a coffee machine whereby an elderly person living alone can suggest a coffee and have a videochat with people waiting for the bus
- in Finland, the Helsinki Police Department and JCDecaux called attention to domestic violence against women with the "You cannot hide the signs of violence" campaign featuring bus shelters fitted with posters of a woman whose facial bruises come to light as night falls and the bus shelter lights come on.

6. RELATIONS WITH USERS

JCDecaux gives great importance to its relations with the end users of its products and services. In order to maintain their long-term trust and, as a result, the stakeholder acceptability of its business activities, JCDecaux ensures above all, the safety of its installations, and puts in place advertising content control procedures and mediation with users.

Users' health and safety

JCDecaux built its reputation on the quality of its services and equipment. This is one of the group's core values. JCDecaux has its own R&D department. This research unit is ISO 9001 and ISO 14001 certified, guaranteeing that products designed comply with standards for access and safety and have all necessary approvals. In this respect, numerous simulations (resistance, performance,…) and tests (thermal resistance…) are conducted enabling the integration of different criteria at the furniture design stage in order to guarantee the safety of furniture. Quality inspections are then conducted at each stage of the production cycle thus guaranteeing high-quality products without any danger for users. After being installed, all furniture is subject to regular on-site checks, in addition to stricter and deeper and more systematic checks of electrical installations at varying intervals.

Safety of self-service bicycle users

Self-service bicycle systems are checked and maintained twice a week by on-site cycle technicians. When necessary, bicycles are repaired in the workshop by cycle mechanics. Brakes are replaced as a preventive measure every 24 months, and the sheaths and cables every 6 months, by mechanics and technicians trained at the Cyclocity® school workshop, internal to JCDecaux.

Awareness-raising operations on road safety among self-service bicycle systems users are also conducted. Since 2014, JCDecaux has sponsored events to introduce young children to riding bicycles. During these events, small bicycles designed by JCDecaux are made available to children to enable them to familiarise themselves with road safety rules on a closed circuit. In 2018, these events were organised in Marseille, Besançon, Mulhouse and Nantes at the launch of the new bicloo services.

Monitoring the impact of Small Cells on public and worker health

Because connectivity is crucial to building Smart Cities, JCDecaux is producing street furniture that can be fitted with Small Cells. Small Cells are small narrow-range antennae built into street furniture that allow telecoms operators to extend the coverage of their mobile voice and data networks in the densest urban centres, thus benefiting cities and citizens.

Fast mobile networks have become a major strategic priority in making cities more attractive and competitive. With its extensive network of street furniture, JCDecaux can integrate solutions into the urban environment in ways that are pleasing to the eye, that respect advertising concession contracts and local urban planning laws, and that comply with radiofrequency exposure limits.

JCDecaux complies with national and international regulations on the level of exposure to radio-frequency fields (thresholds set by the WHO) for all its Small Cells equipment. Independent bodies measure and check radiofrequency exposure levels for users and workers on site. Although there are two exposure thresholds – one for the public and one for workers – JCDecaux applies the "worker threshold" across the board to guarantee the highest level of safety for all parties.

The pilot projects run by the Group with mobile operators in France since 2016 were an opportunity for the AFNR (the Agence Nationale des Fréquences) to assess the impact of these solutions on network speeds and radiofrequency exposure. In its report, published in December 2018, the ANFR found that small cells resulted in download speeds that were three times faster and reduced public exposure to radio waves due in particular to the shorter distances between these and users and the less powerful emissions from smartphones, which were reduced by between two and five times, with the added benefit of increasing battery life.

JCDecaux Link operates the small cells already rolled out in its markets in Germany, Brazil, Chile, Spain, France, Italy, Mongolia, Panama, the Netherlands and the United States on behalf of major mobile operators such as Vodafone, Verizon, Orange, Telefónica and América Móvil. In 2019, JCDecaux will help roll out small cells in a dozen French towns and cities. To do so it will rely on pilot projects run with these operators across France since 2016.

Monitoring advertising content

All JCDecaux entities must make sure that procedures are in place to check that ads comply with applicable regulations and must ensure that ads with socially or culturally sensitive content, such as alcohol, nudity-underwear, the human image, violence, indirect pornography, claims of environmental benefits, tobacco, and products targeting children, are very carefully examined. In 2018, 20 of the Group's countries had an advertising control procedure taking into account the sensitivity of the general public in addition to the verification of legal compliance. Over 22,500 ads in total were internally flagged for revision or were rejected in 2018 due to their non-compliance with the relevant laws or the Group's Code of Ethics or their potential to offend public sensitivities. The growing number of digital ads in China and the screening they require accounted for 92% of Group ads that were either revised or rejected.

In France, JCDecaux has an Advertising Code of Ethics that aims to set out the principles according to which it conducts its advertising. Among other things it enshrines decency, loyalty, truth, objectivity and not giving offence, social responsibility and protecting children and teenagers, and environmental protection. Any ad that might fall foul of the Group's rules or ethics is put to the Legal Department for a compliance check. If an advertisement is identified by the Legal Department as potentially violating the Code of Ethics, it is submitted to the Advertising Ethics Committee, made up of the heads of the Legal, Marketing, Communications, Regions and Institutions, Sales-Marketing & Business Development, Strategy & New Uses, and Sustainable Development & Quality Departments. If an ad is rejected, the campaign must be reviewed and may also be submitted to the ARPP, the French advertising industry's self-regulatory body.

Mediation with users of self-service bicycle systems

JCDecaux attaches great importance to good relations with its customers using the self service bicycle systems. The purpose of mediation is to settle disputes between users and firms in an amicable manner whenever possible. "Mobilité Douce JCDecaux France" is part of the French "Association Nationale des Médiateurs" (French association of mediators). This body is completely independent and impartial and works in compliance with the provisions of the Mediation Charter. It is made up of a mediator and an assistant and covers all the self-service bicycle systems in France.

Its role is to restore relations between self-service bicycle customers and Cyclocity® (the JCDecaux subsidiary running the service) when these break down. The advantages of mediation over legal action include taking circumstances into account, listening to both sides, treating both parties equally and not incurring legal costs.

2018 review of mediation in France

Among the 302 cases referred to the mediator in 2018, 223 of them were dealt with and filed, 19 are in the process of being handled and 60 were transferred to the appropriate departments (insurance, customer relations centre, supervision, regulations).

There were markedly fewer instances of mediation in 2018 than the 782 cases in 2017. This was largely due to the end of the Vélib' contract. Nonetheless, the end of the Vélib' 1 contract gave rise to opportunities for the mediator to offer more advice and information to customers.

In 2018 self-service bicycle users in France sought out the Médiateur Mobilité Douce more frequently for advice and information on the various self-service bicycle scheme options. In response, the mediator intensified his mission to provide "Advice and information" to customers of the various self-service bicycle scheme options. Results from the most recent customer satisfaction survey show that the Médiateur Mobilité Douce France mediation unit is doing an excellent job, with a 78.6% satisfaction rate and an 84.7% recommendation rate. The full results of the 2018 survey will appear in the JCDecaux self-service bicycle scheme Mediation report which will be put online soon on the Cyclocity® website.

The mediation unit was also actively involved in setting up the new contracts won by JCDecaux in Nantes and Lyon.

Mediation and rehabilitation

The obligation to compensate for damage is an alternative to legal action. First put in place by the Group for minors in 2013 and then for adults in 2016, these measures, which by 2018 applied to Vélo'v and VéloToulouse, allow first-time offenders guilty of vandalising JCDecaux self-service bicycle equipment to go to the Cyclocity® workshops and help repair bicycles there as a way to repay their debt. The aim of these measures is to work towards an educational and pedagogical goal in order to prevent repeat offences and avoid situations of social rupture.

In 2018, the Group reviewed its agreements with the Ministry of Justice. In early 2019 it started a review of whether the agreement of 12 January 2016 with the Ministry of Justice could be extended.

7. PROTECTION OF PERSONAL DATA AND RESPECT OF PRIVATE LIFE

In the digital and connected age, data are at the core of JCDecaux's business lines. As part of the fabric of cities and citizens' lives, it is need to lead the way on data. Putting ethical guidelines in place for collecting and processing data, especially personal data, is thus a priority for the Group.

In the course of its business, which among other things covers Wi-Fi, self-service bicycle schemes, commercial relations, events and websites, JCDecaux may collect and process personal data relating to third parties such as its customers, partners, service providers, suppliers, users or job applicants, as well as data relating to its employees. Accordingly, JCDecaux pledges to protect the privacy and personal data of all persons concerned as well as their rights under applicable law.

With regard to the EU's General Data Protection Regulation (GDPR), in early 2017 the Group began adapting its existing practices to the GDPR to make sure it processes data in compliance with the regulation's guiding principles of lawfulness, fairness, transparency, purpose limitation, data minimisation, accuracy, storage limitation, integrity and confidentiality, and accountability. As such, a steering committee was formed comprising the heads of the Legal, Information Systems, Human Resources, Data Strategy & New Uses, Sales-Marketing & Business Development, Communications, Procurement, Sustainable Development and Internal Audit Departments and chaired by the Group Chief Financial and Administrative Officer, a member of the Executive Board. The members of this steering committee have drawn up a set of tools, documents, policies and procedures designed to protect personal data which has since been circulated within the Group.

Communication and awareness-raising initiatives were carried out with employees to help them understand the various issues and risks pertaining to personal data as well as the Group's values and requirements on the matter. Accordingly, an e-learning module on the GDPR was made compulsory for "connected" employees of all JCDecaux's European subsidiaries, a specific intranet community was set up to discuss matters pertaining to personal data, and several documents were sent out.

In accordance with the GDPR, in 2018 a Group Data Protection Officer was appointed for the French entities to replace the Data Protection Correspondent appointed in 2010. The Group Data Protection Officer oversees local Data Protection Officers and Privacy Managers at JCDecaux subsidiaries. Local Data Protection Officers and Privacy Managers ensure personal data are processed by Group entities in compliance with the GDPR by means of relevant documentation, information and advice, risk assessment, and internal controls.

In order to ensure the security of the Information Systems, a Chief Information Security Officer, assisted by a network of regional correspondents and Information Security Managers present in each of the Group's countries, implements JCDecaux's IT Security Policy. This network also organises the active watch and regular audits (internal and external) of JCDecaux's Information Systems, as well as those of the group's key suppliers.

All Group applications affected by the GDPR comply with a set of strengthened technical and structural measures to ensure the proper security of personal data, including data encryption, data minimisation, server isolation, strict access control and regular updates. Automatic and manual surveillance systems carry out daily systems checks and glitches or faults are immediately escalated to the internal security team.

Since 2016, no leaks or theft of personal data have been recorded.

8. JCDECAUX'S SOCIAL CONTRIBUTION

Distribution of value created for stakeholders

JCDecaux operates in over 80 countries, 4,031 cities of more than 10,000 inhabitants, 211 airports and 275 transport contracts in underground systems, buses, trains and tram networks. JCDecaux consequently contributes to economic development and creates jobs where the company has its operations. JCDecaux's activities and businesses are, by nature, rooted in the regions closest to furniture implementation: JCDecaux therefore employs local field personnel and works with local contractors.

How the economic value created by JCDecaux is distributed to its stakeholders is described in section "Company overview" of this document.

Whenever possible, furniture is made by local suppliers (see section "Reinforcing sustainable development in the Purchasing Policy" on page 79 for further information).

Lastly, through its responsible tax Policy, JCDecaux has confirmed its commitment to pay taxes where value is created and to not use local tax structures in so-called "tax havens" for tax planning purposes (see the section on "Tax Policy" on page 113 for further information), thus contributing to local value creation.

Actions to support major causes

Outdoor advertising is a medium that reaches over 410 million people around the world every day and is a prime means of promoting topics of general interest. Since its founding, and aware of the power of its media to shape opinions, JCDecaux has been involved in many activities to support major causes such as road safety, protecting the environment, combating disease, helping the disadvantaged and protecting endangered species. Every year, JCDecaux contributes to supporting the UN Sustainable Development Goals by donating space on its advertising panels and by sponsoring worthy causes, thus helping to find solutions to the social, environmental and societal challenges of today and tomorrow.

At the international level JCDecaux supports two major causes in particular: road safety and the protection of endangered animal species.

Since March 2017, JCDecaux has sponsored the #3500LIVES worldwide campaign for road safety with the FIA (International Automobile Federation). The positive, universal and impactful campaign aims to encourage cyclists, pedestrians, motorcyclists and drivers to observe road safety rules that are simple, easy to apply and effective. The 12 golden rules are promoted by 15 high-profile ambassadors – athletes, racing drivers, artists and more – giving freely of their time to a cause they believe in. International institutions such as the International Olympic Committee also spread the word. The campaign emphasises what everyone can do to make roads safer for all users with its slogan, "Sign up, stay safe, save lives".

The #3500LIVES campaign has been translated into over 30 languages and in 2018 ran in almost 900 cities and 77 countries in which JCDecaux is active (vs. 30 cities in 2017). It appears on over 50,000 advertising panels and was seen more than 2.7 billion times in 2018.

In November 2018, JCDecaux also renewed its "Partnership for the Wild" with WildAid, an international non-profit association that works to combat the illegal wildlife trade through efforts to reduce demand for banned goods such as elephant tusks, rhino horn and shark fins. For several years now JCDecaux has sponsored WildAid and its work in China in particular. Through this long-term international partnership – expressed in the slogan "When the buying stops, the killing can too" – JCDecaux and WildAid aim to alert consumers to the devastating impact of buying products sourced from endangered wildlife and thus encourage them to change their purchasing habits.

The campaign has been translated into six languages, was mounted in 10 countries in 2018 and will continue to run in Africa, the United States and Asia thanks to world-famous ambassadors such as Prince William, Jackie Chan, Yao Ming, David Beckham and Sir Richard Branson. At Beijing Airport, posters featuring former basketball superstar Yao Ming (see image above) have already served to inform the public of China's recent ban on trading ivory. Likewise, calls to protect sharks have been sent out in Hong Kong and Thailand.

More locally, in 2018 the Group's entities in 34 countries set up initiatives to support major causes at the community level.

Some JCDecaux entities also made it easier for their employees to get involved in worthy local causes by organising volunteer days during working hours:

- in November 2018, all the employees of ELAN Decaux in Qatar took part in the Friends of Nature social enterprise programme by cleaning up the Fuwairit beach, which lies 80km from Doha. The initiative, which aimed to raise awareness of the need to protect the environment, resulted in 800kg of rubbish being cleared and showed that change is possible through simple, collective acts;
- in January 2019, 40 JCDecaux Singapore employees joined an educational day on water and environmental pollution organised with Waterways Watch Society, an NGO dedicated to water protection. Together they cleaned up a portion of the Kallang River.

Climate action partnerships

In 2014, JCDecaux confirmed its commitment to combating climate change with its Sustainable Development Strategy, which among other things lays out ambitious targets for reducing its energy consumption (see section "Our environmental commitment" in this chapter).

In 2015, as an official partner of COP21 and a signatory of the French Business Climate Pledge, JCDecaux reaffirmed its intent and its commitment to the climate. JCDecaux helped the COP21 Secretariat organise the 2015 United Nations Climate Change Conference by making over 2,000 2m² advertising panels available for the national campaign ahead of the event as well as street furniture offering services to delegates at Le Bourget. At the conference JCDecaux mounted the #CitiesAreKey campaign for C40, a network of world megacities working towards sustainable development.

In 2018, JCDecaux renewed its commitment to the climate at the One Planet Summit, hot on the heels of the French Business Climate Pledge, with representatives from over 50 countries and international bodies such as the UN, the World Bank and the European Commission.

In 2018, JCDecaux additionally continued to support C40 at several international events through the C40 Cities Climate Leadership group as well as Women4Climate, which brings together the mayors of the world's largest cities in order to discuss and prepare for climate change. At events in San Francisco, Mexico City and Paris, JCDecaux made close to 200 street furniture panels available with a view to bringing attention to these initiatives and helping to combat climate change.

GLOBAL CLIMATE ACTION SUMMIT
WOMEN4CLIMATE MEXICO CITY
WOMEN4CLIMATE PARIS

JCDECAUX'S PRESENCE IN INTERNATIONAL EXTRA-FINANCIAL RATING INDICES

Every year, JCDecaux provides detailed and exhaustive information on its sustainable commitments and extra-financial results in its Registration Document. This information, which is validated annually as part of the Registration Document's publication and is audited by an independent third party, enables us to provide a detailed report to all stakeholders on the Group's progress in its sustainable development approach.

With ratings agencies regularly approaching JCDecaux with regard to its extra-financial results, in 2018 the Group decided to work with three extra-financial ratings organisations known for their expertise in their areas:

MSCI ESG*	FTSE4GOOD INDEX SERIES	CARBON DISCLOSURE PROJECT (CDP) CLIMATE CHANGE
MSCI	FTSE4Good	CDP
AAA rating	3.8/5 score	C rating (industry average: C-)
Since 2013, JCDecaux is rated by MSCI and in 2018 JCDecaux obtained its best rating of AAA across all the environmental, social and governance criteria.	Since 2014, the Group has been featured on the FTSE4Good index and in 2018 it improved its environmental score to 5/5.	Since 2011, JCDecaux has reported to the CDP and remained consistent in terms of transparency and limiting greenhouse gas emissions.

JCDecaux is proud to be the only outdoor advertising firm to be rated by all three of these leading organisations.

JCDecaux also continues to appear in the following ethics indices:

EURONEXT VIGEO EIRIS INDICES	STOXX® GLOBAL ESG LEADERS INDICES	ETHIBEL PIONEER ETHIBEL EXCELLENCE INVESTMENT	OEKOM RESEARCH CORPORATE RESPONSABILITY
In 2018, JCDecaux made it back into the Europe 120 and Eurozone 120 indices. This underlined the solid performance of JCDecaux in particular with regard to environmental, social and human rights criteria.	In 2016, JCDecaux successfully joined the STOXX® Global ESG. Leaders. These indices with a transparency score much higher than the sector average.	Since 2009, JCDecaux has been part of the Ethibel PIONEER and Ethibel EXCELLENCE Investment registers. This selection shows that the company is above the average for its sector in terms of corporate social responsibility.	Oekom Research classified JCDecaux in its "Prime" list. This classification confirms that JCDecaux is among the 15% of companies having attained "Prime" status in the rating world.

* The inclusion of JCDecaux SA in any MSCI index, and the use of MSCI logos, trademarks, service marks or index herein, do not constitute a sponsorship, endorsement or promotion of JCDecaux SA by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI names and logos are trademarks or service marks or MSCI or its affiliates.

GRI-G4 CONTENT INDEX TABLE (CORE OPTION)

Since 2002 JCDecaux has presented extra-financial information in the Sustainable Development chapter of its Registration Document. This is done in line with the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). The GRI is an internationally recognised body that publishes guidelines to help firms report on their economic, environmental and social performance.

JCDecaux has chosen to adopt the "core criteria" reporting approach under which certain general and specific information must be disclosed. The table below sets out both types of information for the JCDecaux Group and matches the GRI indicators to the information published for our 2018 fiscal year.

GENERAL STANDARD DISCLOSURES

GRI G4 - indicators		Page numbers where indicators can be found	External Assurance
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	Pages 4-5	
ORGANIZATIONAL PROFILE			
G4-3	Name of the organization	Cover page	
G4-4	Primary brands, products, and services	Pages 20-39	
G4-5	Location of the organization's headquarters	Page 210	
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	Pages 57, 309-311	Pages 322-323
G4-7	Nature of ownership and legal form	Page 210	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Pages 20-39, 309-311	
G4-9	Scale of the organization	Cover page	Pages 322-323
G4-10	Employment numbers (by type of contracts and by gender)	Page 66	
G4-11	Percentage of total employees covered by collective bargaining agreements	Page 77	
G4-12	Description of the organization's supply chain	Page 78	
G4-13	Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	Pages 8-10	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization	Pages 284-308	
G4-15	List of externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	Pages 54, 69-70, 79, 284-308	
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations	Page 54	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the organization's consolidated financial statements	Pages 309-311	Pages 322-323
G4-18	Process for defining the report content and the Aspect Boundaries	Pages 48-53	
G4-19	Material Aspects identified in the process for defining report content	Pages 48-53	
G4-20	Aspect Boundary within the organization	Pages 48-53	
G4-21	Aspect Boundary outside the organisation	Pages 48-53	
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	N/A	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	Pages 8-10, 55	Pages 98-99
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organization	Pages 78-92	
G4-25	Basis for identification and selection of stakeholders with whom to engage	Pages 48, 53, 78-92	

GENERAL STANDARD DISCLOSURES			
GRI G4 - indicators		Page numbers where indicators can be found	External Assurance
G4-26	Organization's approach to stakeholder engagement	Pages 78-92	
G4-27	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded to them	Pages 48, 53, 78-92	
REPORT PROFILE			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	Pages 55-56	Pages 98-99
G4-29	Date of most recent previous report	Pages 55-56	Pages 98-99
G4-30	Reporting cycle (such as annual, biennial)	Pages 55-56	Pages 98-99
G4-31	Contact point for questions regarding the report or its contents	Pages 279	
G4-32	Reporting of the 'in accordance' option the organization has chosen, GRI Content Index for the chosen option, and reference to the External Assurance Report	Pages 49	
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report	Pages 49	
GOVERNANCE			
G4-34	Governance structure of the organization	Pages 215-243	
ETHICS AND INTEGRITY			
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Pages 20, 69-70, 79, 284-308	

SPECIFIC STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
CATEGORY: ENVIRONMENT						
MATERIAL ASPECT: ENERGY						
G4-DMA	Generic Disclosures on Management Approach	Pages 58-60				
G4-EN3	Energy consumption within the organization	Page 58 and see our reply to CDP Climate Change				Pages 98-99
G4-EN6	Reduction of energy consumption	Page 58-60 and see our reply to CDP Climate Change				
MATERIAL ASPECT: EMISSIONS						
G4-DMA	Generic Disclosures on Management Approach	Page 58-60 and see our reply to CDP Climate Change				
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Page 58 and see our reply to CDP Climate Change				Pages 98-99
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Page 58 and see our reply to CDP Climate Change				Pages 98-99
G4-EN18	Greenhouse gas emissions intensity	Page 58 and see our reply to CDP Climate Change				
G4-EN19	Reduction of greenhouse gas emissions	Page 58 and see our reply to CDP Climate Change				Pages 98-99

SPECIFIC STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
MATERIAL ASPECT: EFFLUENTS AND WASTE						
G4-DMA	Generic Disclosures on Management Approach	Pages 62-64				
G4-EN23	Total weight of waste by type and disposal method	Page 62				
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 79-80				
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Page 80				
CATEGORY: SOCIAL						
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK						
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY						
G4-DMA	Generic Disclosures on Management Approach	Pages 67-68				Pages 98-99
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Pages 67-68	Information non reportée par sexe	L'information est actuellement non disponible		Pages 98-99
MATERIAL ASPECT: TRAINING AND EDUCATION						
G4-DMA	Generic Disclosures on Management Approach	Pages 71-72				
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Page 71	Information not reported by gender nor employee category	The information is currently unavailable		
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY						
G4-DMA	Generic Disclosures on Management Approach	Pages 73-74				
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Pages 74, 215-243	Information on minority groups	The existence of specific legal restrictions	Law No. 78-17 of 6 January 1978 on "Data protection and civil liberties" (Article 8)	
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES						
G4-DMA	Generic Disclosures on Management Approach	Pages 79-80				
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Page 80				
SUB-CATEGORY: HUMAN RIGHTS						

SPECIFIC STANDARD DISCLOSURES						
GRI G4 - indicators		Page numbers where indicators can be found	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 79-80				Pages 98-99
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Page 80				
SUB-CATEGORY: SOCIETY						
MATERIAL ASPECT: ANTI-CORRUPTION						
G4-DMA	Generic Disclosures on Management Approach	Pages 70, 79				Pages 98-99
G4-SO4	Communication and training on anti-corruption policies and procedures	Pages 54, 70, 79				

INDEPENDENT THIRD PARTY'S REPORT ON THE CONSOLIDATED NON-FINANCIAL STATEMENT PRESENTED IN THE MANAGEMENT REPORT

Year ended the 31 December 2018

This is a free translation into English of the original report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

In our quality as an independent third party, accredited by the COFRAC under number n° 3-1050 (whose scope is available at www.cofrac.fr), and as a member of the network of one of the statutory auditors of your entity (hereinafter "entity"), we hereby report to you on the consolidated non-financial statement for the year ended on the 31 December 2018 (hereinafter the "Statement"), included in the management report pursuant to the legal and regulatory provisions of articles L. 225-102-1, R. 225-105 et R. 225-105-1 of the French Commercial Code (Code de commerce).

Responsibility of the entity

Pursuant to legal and regulatory requirements, the Board of Directors is responsible for preparing the Statement including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Criteria"), the main elements of which are presented in the Statement and available on request from the entity's head office.

Independence and quality control

Our independence is defined by the provisions of article L. 822-11-3 of the French Commercial Code and the Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a quality control system, including documented policies and procedures regarding compliance with the ethical requirements, French professional guidance and applicable legal and regulatory requirements.

Responsibility of the independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the provisions of article R. 225-105 of the French Commercial Code
- the fairness of the information provided in accordance with article R. 225-105-I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks, hereinafter the "Information".

However, it is not our responsibility to comment on:

- the entity's compliance with other applicable legal and regulatory provisions, particularly the French duty of care law and anti-corruption and tax evasion legislation
- the compliance of products and services with the applicable regulations.

Nature and scope of the work

Our work described below has been performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code determining the conditions in which the independent third party performs its engagement and with the professional guidance applicable in France to such engagements, as well as to the international ISAE standard 3000 - Assurance engagements other than audits or reviews of historical financial information.

The work that we conducted allows us to assess the compliance of the Statement with regulatory provisions and the fairness of the Information:

- We obtained an understanding of the entity's activities and of all the companies included in the scope of consolidation, the statement of the main social and environmental risks related to this activity, and, where applicable, the impact of this activity on compliance with human rights and anti-corruption and tax evasion legislation, as well as the resulting policies and their outcomes
- We assessed the suitability of the Criteria with respect to their relevance, completeness, reliability, neutrality and understandability with due consideration of industry best practices, where appropriate
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code, as well as information regarding human rights and the anti-corruption and tax evasion legislation
- We verified that the Statement includes an explanation for the absence of the information required by the 2nd paragraph of III of Article L. 225-102-1 of the French Commercial Code
- We verified that the Statement presents the business model and the principal risks associated with the activity of all the entities included in the scope of consolidation; including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and outcomes, including key performance indicators

- We verified, where relevant with respect to the principal risks or the policies presented, that the Statement provides the information required under article R. 225-105 II of the French Commercial Code
- We assessed the process used to select and validate the principal risks
- We asked about the existence of internal control and risk management procedures the entity has put in place
- We assessed the consistency of the outcomes and the key performance indicators with respect to the principal risks and policies presented
- We verified that the Statement covers the consolidated scope, i.e. all the companies included in the scope of consolidation in accordance with article L. 233-16 of the French Commercial Code, within limitations set out in the Statement
- We assessed the data collection process implemented by the entity to ensure the completeness and fairness of the Information
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of their trends
  - substantive tests using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities listed hereinafter: JCDecaux France and JCDecaux Brazil which cover between 18 % and 30 % of consolidated data selected for these tests (19 % of revenue, 30 % of employees, 18% of purchase, 29 % of energy consumption and 27 % of furniture electricity consumption)
- We consulted documentary sources and conducted interviews to corroborate the qualitative information (measures and outcomes) that we considered the most important presented in Appendix 1
- We assessed the overall consistency of the Statement based on our knowledge of all the companies included in the scope of consolidation.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion ; a higher level of assurance would have required us to carry more extensive procedures.

Means and resources

Our verification work mobilized the skills of five people and took place between July 2018 and March 2019 on a total duration of intervention of about 9 weeks.

We conducted a dozen interviews with the persons responsible for the preparation of the Statement including, in particular, the sustainability development department, the internal audit department, the legal department, the international operations department, the human resources department for France and international HR projects, the purchasing, supply chain and production department.

Conclusion

Based on our work, we have not identified any significant misstatement that causes us not to believe that the non-financial statement complies with the applicable regulatory provisions and that the Information, taken together, is fairly presented, in compliance with the Criteria.

Paris-La Défense, the 7th march 2019

French original signed by:

Independent third party
ERNST & YOUNG et Associés

Partner, Sustainable Development	Partner
Eric Mugnier	Béatrice Belle

APPENDIX 1: INFORMATION CONSIDERED AS THE MOST IMPORTANT

SOCIAL INFORMATION	
QUANTITATIVE INFORMATION (INCLUDING KEY PERFORMANCE INDICATORS)	QUALITATIVE INFORMATION (MEASURES OR OUTCOMES)
The frequency rate, accident severity rate of employees	The deployment of a health and safety management system in the subsidiaries (the risk mapping, the organization and establishment of health and safety action plans at the national and/or regional level, the monitoring of employee accidents and their analysis) The integration of health and safety clauses in contracts with subcontractors and inspection program

ENVIRONMENTAL INFORMATION	
QUANTITATIVE INFORMATION (INCLUDING KEY PERFORMANCE INDICATORS)	QUALITATIVE INFORMATION (MEASURES OR OUTCOMES)
The electrical consumption of furniture The group's greenhouse gas emissions (Scope 1, Scope 2 and deducted emissions related to the purchase of electricity from renewable sources)	The analysis of the significant areas of greenhouse gas emissions generated by the activity of the entity, notably through the use of goods and services it produces

SOCIETAL INFORMATION	
QUANTITATIVE INFORMATION (INCLUDING KEY PERFORMANCE INDICATORS)	QUALITATIVE INFORMATION (MEASURES OR OUTCOMES)
The number of entities with non-alignments with the Charter The percentage of key suppliers who have signed the Supplier Code of Conduct	The deployment of the International Charter of Fundamental Social Values for employees The process of biennial assessment of the compliance of subsidiaries' practices with the principles of the Charter The process of risk mapping regarding human rights in purchases The identification of key suppliers The deployment of the Supplier Code of Conduct

87sqm CURVED SCREEN WITH DYNAMIC LIGHTING ON PILLARS
Dubai International airport
UNITED ARAB EMIRATES

FINANCIAL STATEMENTS

MANAGEMENT DISCUSSION AND ANALYSIS OF GROUP CONSOLIDATED FINANCIAL STATEMENTS

1. DISCUSSION OF THE FINANCIAL STATEMENTS

The following discussion of the group's financial position and results of operations should be read in conjunction with the audited consolidated financial statements and the related notes, as well as the other financial information included elsewhere in this Registration Document. As required by European Union Regulation no. 1606/2002, dated 19 July 2002, the consolidated financial statements for 2018 have been prepared in accordance with international accounting standards ("IAS/IFRS") adopted by the European Union and applicable on the balance sheet date, i.e. as of 31 December 2018, and presented with comparative financial information for 2017 prepared in accordance with the same standards.

Introduction

The group's revenue mainly stems from the sale of advertising space for the following three business segments: street furniture advertising ("Street Furniture"), transport advertising ("Transport") and billboard advertising ("Billboard"). Non-advertising revenues relate to the sale, leasing and maintenance of street furniture, as well as to the Self-Service Bicycle business and to the marketing of ancillary services and innovative technical solutions for street furniture advertising campaigns.

From 1964, when it was created, to 1999, the group's expansion was mainly due to organic growth, and Street Furniture was the main business of JCDecaux, in Europe, North America and Australia. In 1999, JCDecaux acquired Media Communication Publicité Extérieure (also known as Avenir) from the Havas group, thereby expanding the outdoor advertising business into Billboard and Transport advertising. The group has continued to grow organically and externally, successfully completing acquisitions and entering into partnership agreements in several European countries. It has also ventured into new geographical areas, namely China in 2005 and the Middle East beginning in 2008. In 2009, JCDecaux became the majority shareholder of Wall AG, number two in outdoor advertising in Germany. At the end of 2011, JCDecaux strengthened its Street Furniture activity in France with the acquisition of MédiaKiosk. In February 2013, JCDecaux acquired 25% of Russ Outdoor, Russia's leading outdoor advertising company. In March 2014, JCDecaux acquired 85% of Eumex, and became the leading outdoor advertising company in Latin America (in 2018, JCDecaux acquired the minority interests in that company giving it full ownership). In June 2015, JCDecaux acquired Continental Outdoor Media, the number one outdoor advertising company in Africa. In November 2015, JCDecaux acquired the Cemusa group and strengthened its positions in Spain, Italy, Brazil and the United States. In 2016, JCDecaux acquired the Outfront Media businesses in Mexico and in Latin America, then JCDecaux formed a strategic alliance with Caracol Television the number one in TV audience in Colombia, while selling to Caracol a 25% stake of the capital of the Colombian subsidiary, Eucol, and finally JCDecaux created a partnership with the Top Media group, in Panama and Central America, confirming its leadership in this region. In 2017, JCDecaux merged its Mexican business with America Movil (CMI) to strengthen its coverage in the main Mexican cities. In end of October 2018, JCDecaux acquired APN, which operates in Australia and New Zealand, thereby completing its Billboard and Transport advertising activities in Australia.

Summary of operations in 2018

In accordance with IFRS 11, applicable from 1 January 2014, companies under joint control, previously consolidated using the proportional consolidation method, must now be consolidated using the equity method. Operational data from companies under joint control continue to be proportionately consolidated in the group's operating management reporting on which Managers base their decision-making. This is why the operational data and the definitions reported below are adjusted in order to recognise the proportional impact of companies under joint control and so continue to be consistent with historical data. As regards the P&L, it concerns all aggregates down to the EBIT. As regards the cash flow statement, it concerns all aggregates down to the free cash flow. Adjusted revenues, operating margin, EBIT and free cash flow data are reconciled with IFRS data in Annex 1 of this document.

The 2017 comparative figures are restated from the retrospective application of IFRS 15 "Revenue from Contracts with Customers", applicable from 1 January 2018. The application of IFRS 15 leads to the change in presentation of invoices relating to advertising taxes. The positive impact in relation to previously reported adjusted revenue for 2017 is €20.7 million.

Group revenues were up by 3.6% to €3,618.5 million in 2018, including 20.4% from digital displays. Excluding perimeter effect and foreign exchange impact, revenues were up by 5.2%. The group's operating margin totalled €655,1 million, up by 0.2%, and accounted for 18.1% of revenues, compared with 18.7% in 2017. Before impairment charges and write-backs, the group's EBIT amounted to 9.4% of revenues in 2018, compared to 10.3% in 2017. After recognition of impairment charges and write-backs, the group's EBIT amounted to €347.4 million in 2018, i.e. 9.6% of revenues compared to 9.9% in 2017.

At 31 December 2018, the group had 13,034 employees (1,201 of whom are the group's share of the joint venture headcount), i.e. a decrease of 4 employees compared with year-end 2017.

The table opposite summarises revenues, operating margin and EBIT, as well as the operating margin and EBIT as a percentage of revenues for each of the group's three business segments in 2018 and 2017.

Fiscal year ended 31 December (adjusted data [1])

In million euros, except percentages	2018	2017
STREET FURNITURE		
Revenue		
- Advertising	*1,431.0*	*1,431.8*
- Sale, rental and maintenance	*156.6*	*154.9*
Total Revenues	**1,587.6**	**1,586.7**
Operating margin	**385.0**	**420.2**
Operating margin/Revenues	*24.3%*	*26.5%*
EBIT before impairment charges and write-backs	**195.0**	**217.4**
EBIT before impairment charges and write-backs/Revenues	*12.3%*	*13.7%*
EBIT after impairment charges and write-backs	**193.8**	**211.3**
EBIT after impairment charges and write-backs/Revenues	*12.2%*	*13.3%*
TRANSPORT		
Revenue	**1,517.0**	**1,399.2**
Operating margin	**209.7**	**177.7**
Operating margin/Revenues	*13.8%*	*12.7%*
EBIT before impairment charges and write-backs	**141.2**	**119.3**
EBIT before impairment charges and write-backs/Revenues	*9.3%*	*8.5%*
EBIT after impairment charges and write-backs	**141.0**	**116.4**
EBIT after impairment charges and write-backs/Revenues	*9.3%*	*8.3%*
BILLBOARD		
Revenue	**513.9**	**506.7**
Operating margin	**60.4**	**55.6**
Operating margin/Revenues	*11.8%*	*11.0%*
EBIT before impairment charges and write-backs	**3.6**	**21.4**
EBIT before impairment charges and write-backs/Revenues	*0.7%*	*4.2%*
EBIT after impairment charges and write-backs	**12.6**	**18.1**
EBIT after impairment charges and write-backs/Revenues	*2.5%*	*3.6%*
GROUP TOTAL		
REVENUE	3,618.5	3,492.6
OPERATING MARGIN	655.1	653.5
Operating margin/Revenues	*18.1%*	*18.7%*
EBIT BEFORE IMPAIRMENT CHARGES AND WRITE-BACKS	339.8	358.1
EBIT before impairment charges and write-backs/Revenues	*9.4%*	*10.3%*
EBIT AFTER IMPAIRMENT CHARGES AND WRITE-BACKS	347.4	345.8
EBIT after impairment charges and write-backs/Revenues	*9.6%*	*9.9%*

[1] The adjusted data take into account the proportional impact of joint ventures under joint control. These data are reconciled with IFRS data in Annex 1 of this document.

Where group companies are active in several business segments, they are grouped according to their dominant segment. Where minority operations are significant, the revenues, operating margin and EBIT of the companies involved are allocated to the various activities carried out. Changes in the portfolio of activities may result in an adjustment of the income allocations between the three business segments.

1. Revenue

1.1. Definitions

The amount of advertising revenues generated by the group advertising networks depends on two principal factors :

Networks

The group sells networks that include advertising faces located on street furniture and other outlets and charges advertisers according to the size and quality of these advertising networks. Although the pricing of networks is impacted by an increase in the number of faces resulting from the installation of new advertising displays as part of new contracts or the installation of digital panels, or, by contrast, a reduction in the number of faces due to the loss of one or more concessions, there is no direct correlation between the change in the number of advertising faces in a network and revenue growth, because of the qualitative characteristics of each network.

Prices

The group endeavours to charge prices that reflect the superior quality of its advertising displays, which are generally located at the best locations in city centres and come in network packages that enable advertisers to maximise the launch of their advertising campaigns. The pricing policy thus depends on the quality of displays, their location, the size and the targeting of the network, and the general state of the advertising market and the economy.

1.1.1. Organic and reported growth

The group's organic growth corresponds to the adjusted revenue growth excluding foreign exchange impact and perimeter effect. The reference fiscal year remains unchanged regarding the reported figures, and the organic growth is calculated by converting the revenue of the current fiscal year at the average exchange rates of the previous year and taking into account the perimeter variations prorata temporis but including revenue variations from the gains of new contracts and the losses of contracts previously held in our portfolio. Reported growth reflects organic growth, increased by revenues generated by acquired companies and by companies recently included within the scope of consolidation (in connection with partnership arrangements) and decreased by the negative impact on revenues arising from asset disposals, increased or decreased by the impact of foreign exchange.

1.1.2. Advertising revenues

Advertising space revenue is recorded on a net basis after deduction of commercial rebates. In some countries, commissions are paid by the group to advertising agencies and media brokers when they act as intermediaries between the group and advertisers. These commissions are then deducted from revenue. In agreements where the group pays variable fees or revenues sharing, the group classifies gross advertising revenues as revenues and books variable fees and revenues sharing as operating charges, insofar as the group is the principal in its advertising space sales activity. Discount charges are deducted from revenues. Furthermore, the group distinctly monitors the digital revenue. Digital revenue represents the sale of advertising spaces through all digital or electronic displays, installed for longer than six months. These digital advertising media may be of varying technologies and sizes, either physical (LED or LCD screens), or intangible (Internet or Wi-Fi).

1.1.3. Non-advertising revenues

In addition to the sale of advertising space on street furniture, the group also generates revenue from the sale, rental, and maintenance of street furniture, the revenues for which are recognised in the Street Furniture segment. The group also generates non-advertising revenues from its self-service bicycle business and the implementation of innovative technical solutions, under the name "JCDecaux Innovate" and services ancillary to its analogue or digital revenue.

1.2. Revenue growth

Group revenue stood at €3,618.5 million in 2018 (including 20.4% in digital revenue) versus €3,492.6 million in 2017, and 16.5% in digital revenue. Acquisition, disposal and partnership transactions had a positive impact of €39.4 million on 2018 revenues. Foreign exchange fluctuations between 2017 and 2018 had a negative impact of €93.5 million on revenues. Excluding perimeter effect and foreign exchange impact, organic revenues increased by 5.2% in 2018. The organic growth of the three segments, Street Furniture, Transport and Billboard was, respectively, +2.7%, +10.2% and -0.9%.

1.2.1. Revenue by segment

Street Furniture

Street Furniture revenues totalled €1,587.6 million in 2018 (including 18.1% in digital revenue), compared to €1,586.7 million in 2017 (including 13.9% in digital revenue), up by 0.1%.

Changes in the scope of consolidation had a negative impact of €3.4 million, primarily stemming from the disposal in Turkey in 2017 and that in Iceland in 2018, this being offset by the acquisition of CMI. Foreign exchange fluctuations between 2017 and 2018 had a negative impact of €37.9 million on Street Furniture revenue, mainly due to the depreciation of the Brazilian real, the US dollar and the Australian dollar against the euro.

- Advertising revenues

Advertising revenue declined by 0.1% in 2018.

Excluding perimeter effect and foreign exchange impact, Street Furniture advertising revenues rose by 2.7% in 2018. Europe (including France and the UK) was down, negatively affected by the cancellation of the Paris "City Information Panels" interim contract in France. Asia-Pacific was up strongly with a double-digit growth, mainly driven by our new contracts in Australia. The Rest of the World and North America delivered a strong performance.

- Non-advertising revenues

Non-advertising revenues totalled €156.6 million in 2018, compared to €154.9 million in 2017, an increase of 1.1%. Excluding perimeter effect and foreign exchange impact, non-advertising revenue growth was 2.4%.

Transport

Transport revenues totalled €1,517.0 million in 2018 (including 25.8% in digital revenue), compared to €1,399.2 million in 2017 (including 22.2% in digital revenue), an increase of 8.4%.

Changes in the scope of consolidation had a positive impact of €17.8 million in 2018, primarily due to the acquisition of APN Outdoor. Foreign exchange fluctuations between 2017 and 2018 had a negative impact of €42.3 million, mainly due to the depreciation of the Chinese yuan, the Hong Kong dollar and the US dollar against the euro.

Excluding perimeter effect and foreign exchange impact, Transport business revenues grew by 10.2% in 2018. Asia-Pacific was up double-digit. Europe (including France and the UK) posted strong growth. The Rest of the World was up and North America was down.

Billboard

Billboard revenues amounted to €513.9 million in 2018 (including 11.6% in digital revenue), compared to €506.7 million in 2017 (including 8.7% in digital revenue), an increase of 1.4%.

Changes in the scope of consolidation had a positive impact of €25.0 million, mainly as a result of the acquisition of APN Outdoor in 2018 and, to a lesser extent, that of CMI and LCO in Réunion in 2017. Foreign exchange fluctuations between 2017 and 2018 had a negative impact of €13.3 million, mainly due to the depreciation of the rouble, the Angolan kwanza and the Mexican peso against the euro.

Excluding perimeter effect and foreign exchange impact, revenues declined by 0.9% in 2018. Europe (including France and the United Kingdom) was down, affected by our multi-year plan to reduce our traditional UK billboard portfolio, while our UK digital billboard business remained strong and our performance in France was good. The Rest of the World was virtually flat and North America was down.

1.2.2. Adjusted revenue by geographic area

Fiscal year ended 31 December

	2018		2017	
In million euros, except percentages	REVENUE	% OF TOTAL	REVENUE	% OF TOTAL
Europe [1]	960.7	26.5	942.8	27.0
Asia-Pacific	957.3	26.5	818.7	23.4
France	602.6	16.7	622.2	17.8
Rest of the World [2]	438.0	12.1	450.0	12.9
United Kingdom	369.0	10.2	362.4	10.4
North America	290.9	8.0	296.5	8.5
TOTAL	**3,618.5**	**100.0**	**3,492.6**	**100.0**

[1] Excluding France and the United Kingdom
[2] The Rest of the World includes Latin America, Russia, Ukraine, Central Asia, the Middle East and Africa.

- Revenues in Europe (excluding France and the United Kingdom) amounted to €960.7 million, up 1.9% compared to 2017. Excluding perimeter effect and foreign exchange impact, revenues increased, up 3.1% compared to 2017
- Revenues in Asia-Pacific totalled €957.3 million, an increase of 16.9% compared to 2017. Excluding perimeter effect and foreign exchange impact, revenue rose by 16.4%
- Revenues in France totalled €602.6 million in 2018, a decrease of 3.2% compared to 2017. There was no change in scope in 2018 and 2017
- Revenue from the Rest of the World totalled €438.0 million, down 2.7% compared with 2017. Excluding perimeter effect and foreign exchange impact, the Rest of the World recorded growth of 4.2% in revenues
- United Kingdom revenues amounted to €369.0 million in 2018, an increase of 1.8% compared to 2017. Excluding perimeter effect and foreign exchange impact, United Kingdom revenue rose by 2.7%
- Revenues from North America amounted to €290.9 million, down 1.9% compared to 2017. Excluding perimeter effect and foreign exchange impact, revenues for North America increased by 2.5%

- As regards the relative weighting of each geographic region in the group, the rest of Europe slipped 0.5%, Asia-Pacific recorded strong growth, up from a rate of 23.4% to 26.5%, France saw a decline of 1.1% (primarily as a result of the loss of the City Information Panel contract in Paris), the Rest of the World posted a decline of 0.8%, the United Kingdom was practically stable, edging down 0.2%, while in North America it was down 0.5%.

1.3. Perimeter effect on group revenue

In 2018, acquisitions (exclusive or joint control) and disposals had a positive impact of €39.4 million on the group's consolidated revenues.

This impact resulted mainly from the following transactions:

- the acquisition, end of October 2018, of APN Outdoor, operating in Australia and New Zealand
- the disposal, in December 2018, of street furniture company operator AFA in Iceland
- the acquisition, in September 2018, of billboard company Publitop Norte in Panama
- the acquisition, end of July 2017, of 100% of LCO in Réunion, operating in the Billboard segment
- the merger, in October 2017, of the group's Mexican businesses with America Movil (CMI). The group fully consolidates this new entity, which operates in the Street Furniture and Billboard segments
- the disposals in Turkey, of ERA at the beginning of January 2017 and Wall Sehir at the end of October 2017, both of which were operating in the Street Furniture segment
- external acquisitions had an impact of €(3.4) million on Street Furniture, +€17.8 million on the Transport segment and +€25.0 million on the Billboard segment.

2. Operating margin

2.1. Definitions

The group measures its performance using a certain number of indicators. With respect to the monitoring of operations, the group uses two indicators:

- operating margin
- EBIT.

As mentioned above, these two key group performance indicators, the operating margin and EBIT, are adjusted for the proportional contribution of companies under joint control.

Using this structure, the group is able to direct the two components of its financial model, namely the advertising space and asset management activities.

The operating margin is defined as revenue less direct operating expenses and selling, general and administrative expenses. It includes charges to provisions net of reversals relating to trade receivables.

The operating margin is impacted by cash discounts granted to customers deducted from revenues and cash discounts received from suppliers deducted from direct operating expenses, as well as stock option expenses recognised in "Selling, general and administrative expenses".

When the group expands its network, the level of fixed operating expenses – such as fixed fees paid to concession grantors, rents, and maintenance expenses – increases, but not in direct proportion to the increase in advertising revenues. The main costs that vary as a function of advertising revenues are variable rents and fees paid in connection with advertising contracts and the subcontracting of certain operations relating to the posting of advertising panels. The proportion of variable operating expenses is structurally weaker in the Billboard and Street Furniture segment than in Transport.

Since operating expenses are mostly fixed, the level of revenues is the main factor that determines the analysis of the operating margin as a percentage of revenues. As a result, any major revenues increase has a significant influence over the operating margin as a percentage of revenues. On the other hand, a decline or stagnation in revenues has the effect of reducing the operating margin as a percentage of revenues. Nevertheless, the group strives to control costs as much as possible by taking advantage of synergies among its various businesses, by maximising the productivity of its technical teams and its purchasing and operating methods, and by adapting its cost structures to reflect the economic conditions in various regions.

2.2. Change in the operating margin

The group operating margin stood at €655.1 million in 2018, compared to €653.5 million in 2017, an increase of 0.2%. It accounted for 18.1% of revenues in 2018, compared to 18.7% in 2017.

Street Furniture: The operating margin decreased by 8.4% to €385.0 million and represented 24.3% of revenues, compared to 26.5% in 2017.

Transport: The operating margin stood at €209.7 million, up by 18.0% compared to 2017, and accounted for 13.8% of revenues compared to 12.7% in 2017.

Billboard: the operating margin was up by 8.6% to €60.4 million and represented 11.8% of revenues, compared to 11.0% in 2017.

3. EBIT

3.1. Definitions

EBIT is determined on the basis of the operating margin less consumption of spare parts used for maintenance, depreciation, amortisation and provisions (net), impairment losses on PP&E and intangible assets and joint ventures, goodwill impairment losses, and other operating income and expenses. Inventory write-downs are recognised in the line item "Maintenance spare parts". Other operating income and expenses include gains and losses on disposals (property, plant and equipment or intangible assets, joint ventures or company shares), profits or losses arising from the re-measurement at fair value of the previously-held (or retained) interest in the event of a business combination with acquisition of control (or within the context of a loss of control), price adjustments resulting from post-acquisition events, negative goodwill, direct costs linked to acquisitions and non-recurring items.

The net charges related to impairment tests performed on joint ventures, as well as property, plant and equipment and intangible assets are recognised in the line item "Net write-downs of PP&E and of intangible assets and joint-ventures". Goodwill impairment is recognised in the line item "Impairment of Goodwill".

Street furniture is depreciated over the term of the contracts, between 8 and 20 years.

The digital screens are depreciated over a 5 to 10 year period; their economic lifetime can be shorter than the term of the contracts.

Billboards are depreciated according to the method of depreciation prevailing in the relevant countries in accordance with local regulations and economic conditions. The main method of depreciation is the straight-line method over a period of 2 to 20 years.

3.2. Changes in EBIT

Before impairment charges and write-backs, EBIT amounted to €339.8 million in 2018, compared to €358.1 million in 2017, i.e. down 5.1%. It accounted for 9.4% of revenues in 2018, compared to 10.3% in 2017. This €18.3 million decrease breaks down as follows: an increase of €1.6 million in operating margin, a decrease of €8.9 in maintenance spare parts and a €28.8 million increase in other expenses, i.e. allowances for depreciation, amortisation and provisions (net) and other operating income and expenses.

Net depreciation and amortisation charges (excluding write-downs recorded after the impairment test on the net assets of companies under joint control, goodwill, PP&E and intangible assets and excluding intangible assets amortisation and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions) amounted to €285.4 million in 2018 compared to €269.1 million in 2017. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions deteriorated from a net gain of €6.2 million in 2017 to a net loss of €3.0 million in 2018.

Net provisions in 2018 represented a net reversal (excluding provisions for onerous contracts) of €16.0 million, compared to a net reversal of €23.2 million in 2017.

The "Maintenance spare parts" item stood at €37.7 million in 2018, versus €46.6 million in 2017.

The "Other operating income and expenses" line item represented a net expense of €5.2 million in 2018. This item represented a net expense of €9.1 million in 2017.

After impairment charges and write-backs, EBIT amounted to €347.4 million, compared to €345.8 million in 2017. Impairments and reversals had a positive impact of €7.6 million on EBIT in 2018. They consisted of net reversals of provisions on onerous contracts of €0.6 million, net reversals of impairment on PP&E and intangible assets of €8.4 million, and a goodwill impairment charge of €1.4 million.

Street Furniture

Before impairment charges and write-backs, Street Furniture EBIT amounted to €195.0 million in 2018, down by 10.3% from €217.4 million in 2017. It represented 12.3% of this activity's revenues in 2018, compared to 13.7% in 2017.

Net depreciation and amortisation charges (excluding asset write-downs recorded after the impairment test and excluding intangible asset amortisation and net reversals of provisions on onerous contracts related to the accounting treatment of acquisitions) amounted to €187.8 million in 2018 compared to €181.2 million in 2017, i.e. an increase of €6.6 million. They represented 11.8% of revenues. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions amounted to an income of €3.6 million (versus an income of €6.8 million in 2017).

Net provisions represented a net reversal (excluding provisions for onerous contracts) of €19.2 million in 2018, compared to a net reversal of €25.9 million in 2017.

The "Maintenance spare parts" line item represented an expense of €31.0 million in 2018, compared to a net expense of €41.4 million in 2017.

The "Other operating income and expenses" line item represented a net income of €6.0 million, compared to a net expense of €12.9 million in 2017.

In 2018, net reversals of provisions on onerous contracts of €1.5 million (versus net charge of €(0.1) million in 2017), and provisions for impairment losses on PP&E and intangible assets of €(1.3) million, and for goodwill of €(1.4) million (versus provisions for impairment losses on PP&E and intangible assets of €(6.0) million in 2017) impacted Street Furniture EBIT, which came to €193.8 million in 2018, compared with €211.3 million in 2017.

Transport

Before impairment charges and write-backs, Transport EBIT amounted to €141.2 million in 2018, compared to €119.3 million in 2017, i.e. an increase of 18.4%. It represented 9.3% of this activity's revenues in 2018, compared to 8.5% in 2017.

In Transport, depreciation and amortisation charges (excluding asset write-downs recorded after the impairment test and excluding intangible asset amortisation and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions) amounted to €58.7 million in 2018, i.e. 3.9% of revenues compared to €51.8 million in 2017. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions was an expense of €0.5 million 2018, compared with a profit of €1.3 million in 2017.

Net provisions in 2018 represented a net expense (excluding provisions for onerous contracts) of €1.0 million, compared to a net expense of €4.1 million in 2017.

The "Maintenance spare parts" line item represented an expense of €2.8 million in 2018, compared to an expense of €1.1 million in 2017.

The "Other operating income and expenses" line item represented a net expense of €5.5 million, compared to an expense of €2.7 million in 2017.

In 2018, provisions on onerous contracts of €(0.9) million and reversals of provisions for impairment losses on PP&E and intangible assets of +€0.7 million (versus a provision on onerous contracts of €(1.7) million and a provision on impairment losses on PP&E and intangible assets of €(1.2) million in 2017) adversely impacted Transport EBIT which stood at €141.0 million in 2018, compared to €116.4 million in 2017.

Billboard

Before impairment charges and write-backs, Billboard EBIT amounted to €3.6 million in 2018, compared to €21.4 million in 2017, i.e. a decrease of 83.2%. It represented 0.7% of this activity's revenues in 2018, compared to 4.2% in 2017.

Depreciation and amortisation charges (excluding asset write-downs recorded after the impairment test and excluding intangible asset amortisation related to the accounting treatment of acquisitions) amounted to €38.9 million in 2018, compared to €36.1 million in 2017. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions amounted to an expense of €6.1 million (versus an expense of €1.9 million in 2017).

Net provisions in 2018 represented a net expense (excluding provisions for onerous contracts) of €2.2 million, compared with a net gain of €1.4 million in 2017.

The "Maintenance spare parts" line item represented an expense of €3.9 million in 2018, compared to an expense of €4.1 million in 2017.

"Other operating income and expenses" represented a net expense of €5.7 million, compared to a net income of €6.5 million in 2017.

In 2018, write-backs on impairment losses of €9.0 million, (versus provisions on onerous contracts of €(1.1) million and provisions for impairment losses on PP&E and intangible assets of €(2.2) million in 2017) positively impacted Billboard EBIT. Therefore, EBIT amounted to €12.6 million in 2018, compared to €18.1 million in 2017.

Contribution of companies under joint control and switch from adjusted EBIT to IFRS EBIT

In 2018, the contribution of companies under joint control to EBIT stood at €109.0 million. After elimination of this contribution, EBIT fell from €347.4 million to €238.4 million in 2018.

In 2017, the contribution of companies under joint control to EBIT stood at €110.2 million. After elimination of this contribution, EBIT fell from €345.8 million to €235.6 million in 2017.

4. Net financial income

In 2018, net financial income amounted to €(26.9) million, an increase of €8.3 million compared with 2017. This improvement was mainly due to the decrease in net interest expense of €8.5 million, of which €7.2 million in France, primarily as a result of the €500 million bond redeemed in February 2018, this having been partially undermined by the negative €1.5 million impact of the liquidation of a company in Europe.

5. Income taxes

In 2018, consolidated income taxes totalled €72.7 million, compared to €98.7 million in 2017.

The effective tax rate before goodwill impairment and the share of net profit of companies under the equity method was 34.1% in 2018 and 49.3% in 2017. The effective tax rate stood at 33.9% in 2018 and 48.7% in 2017 excluding the discounting and revaluation impacts of debts on commitments to purchase non-controlling interests.

Note that the group's tax expense in 2017 was penalised mainly by an unfavourable adjustment on deferred tax related to the change in the US federal tax rate, despite the positive impact of the income tax receivable for the retroactive cancellation of the 3% dividend tax paid over 2013 to 2017 in France.

6. Share of net profit of companies under the equity method

In 2018, the share of net profit of companies under the equity method stood at €98.1 million, down €2.2 million compared to 2017.

7. Net income

In 2018, net income (group share) before impairment charges and write-backs came to €217.7 million, up €13.4 million on 2017, as a result of the decline in income tax and financial expense and despite the decrease in the share of net profit of companies under the equity method and the increase in the share of minority interests.

After impairment charges and write-backs, net income (group share) amounted to €219.9 million in 2018, compared with €193.7 million in 2017, an increase of €26.2 million. This increase was enhanced by the favourable change in impairments, which positively impacted net income (group share) by €2.2 million in 2018, versus a negative impact of €10.6 million in 2017.

8. Cash flow

As of 31 December 2018, the group had net debt of €1,200.0 million (according to the definition of group net debt, excluding commitments to purchase non-controlling interests as defined and described in paragraph 4.13 of the Notes to the consolidated financial statements) compared with net debt of €384.4 million at 31 December 2017, i.e. an increase of €815.6 million, mainly in connection with the acquisition of APN Outdoor.

8.1. Free cash flow

Free cash flow operational data described in detail and commented in this paragraph are adjusted in order to recognise the proportional impact of companies under joint control. Data are reconciled with IFRS data in Annex 1 of this document.

8.1.1. Net cash from operating activities

Cash provided by operating activities amounted to €534.1 million in 2018, compared to €583.5 million in 2017. This €49.4 million decline mainly stems from the unfavourable variation in the working capital requirement and despite increases in financial flows, operating cash flows and dividends received from equity associates compared with 2017. 2018 cash flows were primarily generated by the €655.1 million operating margin, reduced by the €7.4 million in financial cash flows, the "Maintenance spare parts" excluding inventory write-downs of €33.4 million, and the change in working capital requirement of €75.3 million, broken down as follows:

- an increase in inventories of €34.8 million
- an increase in trade receivables and other receivables of €90.7 million
- an increase of €50.2 million in trade payables and other payables.

Net interest expense paid in 2018 amounted to €24.4 million compared to €23.8 million in 2017.

Income taxes paid in 2018 represented €72.9 million compared to €127.1 million in 2017. Such decrease was mainly due to tax refunds in France related to the cancellation of the 3% dividend tax paid over 2013 to 2017 and to the corporate tax prepayments.

Net cash from operating activities in 2018 represented €436.8 million, compared to €432.6 million in 2017.

8.1.2. Cash payments on acquisitions of intangible assets and PP&E net of disposals

Cash payments on acquisitions of property, plant and equipment and intangible assets amounted to €324.9 million, while cash receipts on disposals totalled €38.5 million, generating a net flow of €286.4 million, of which 35.9% related to digital media. Group acquisitions of PP&E totalling €283.7 million included €254.7 million for new street furniture and billboards and general investments of €29.0 million, consisting mainly of tooling, vehicles, computer equipment, real estate, and improvements. Group acquisitions of intangible assets amounting to €41.2 million, included €10.7 million in new advertising rights and capitalised development costs and €30.5 million for general investments, essentially comprising software.

Cash payments on acquisitions of property, plant and equipment and intangible assets amounted to €309.3 million in 2017, while cash receipts on disposals totalled €19.6 million, generating a net flow of €289.7 million. Group acquisitions of PP&E totalling €260.8 million included €209.2 million for new street furniture and billboards and €51.6 million for general investments, consisting mainly of tooling, vehicles, computer equipment, real estate, and improvements. Group acquisitions of intangible assets amounting to €48.5 million included €27.3 million in new advertising rights and capitalised development costs, as well as €21.1 million in general investments, essentially comprising software.

Street Furniture accounted for 73% of the group's acquisitions of property, plant and equipment in 2018, amounting to €207.8 million. Acquisitions of intangible assets, primarily comprising software and capitalised development costs, amounted to €36.7 million in 2018. In 2017, Street Furniture accounted for 57% of the Group's acquisitions of property, plant and equipment, in the amount of €149.2 million. Acquisitions of intangible assets, primarily comprising software and capitalised development costs, amounted to €32.1 million in 2017.

Transport acquisitions of property, plant and equipment totalled €39.8 million in 2018, while acquisitions of intangible assets amounted to €3.4 million. In 2017, Transport acquisitions of property, plant and equipment totalled €71.8 million, while acquisitions of intangible assets amounted to €15.5 million.

In 2018, Billboard acquisitions of property, plant and equipment totalled €36.1 million, while acquisitions of intangible assets amounted to €1.1 million. In 2017, Billboard acquisitions of property, plant and equipment totalled €39.8 million, while acquisitions of intangible assets amounted to €0.8 million.

Free cash flow, net cash provided by operating activities less acquisitions of property, plant and equipment and intangible assets net of disposals, stood at €150.4 million in 2018, compared to €142.9 million in 2017.

The change from the proportionate to the equity consolidation method for jointly controlled companies had an impact on the free cash flow of €(21.8) million in 2018 compared to +€16.5 million in 2017. After taking this impact into account, the free cash flow amounts to €128.6 million in 2018 compared to €159.4 million in 2017.

8.2. Cash payments on acquisitions of long-term investments and other financial assets net of cash receipts

Cash payments on acquisitions of long-term investments less net cash acquired amounted to €(673.3) million in 2018. These acquisitions mainly involved the controlling interests acquired in APN Outdoor, based in Australia and New Zealand, and in Stoc SA de CV in Mexico.

Cash receipts on proceeds on the disposal of long-term investments, net of cash sold, represented €4.2 million in 2018 and stemmed mostly from the reimbursement of the price adjustment relating to Continental.

Acquisitions of other financial assets net of disposals amounted to €24.8 million and primarily involved the escrow account as part of the ongoing acquisition of Publiroute in Belgium.

8.3. Net cash from financing activities

8.3.1. Net cash from financing activities

In 2018, the Group's net financial debt increased by €815.6 million. This increase breaks down as follows:

- no change in the gross financial debt in the balance sheet
- a €824.2 million decrease in cash managed net of bank overdrafts
- a €8.6 million decrease in net financial derivative liabilities.

The change in gross financial debt on the balance sheet and in hedging instruments stood at €(8.6) million and breaks down as follows:

- €(107.4) million in repayments net of borrowings of the controlled entities
- +€98.8 million linked to foreign exchange impacts, the net impact of IFRS 9 on debt and derivatives, changes in scope and various reclassifications.

8.3.2. Net cash from acquisitions/disposals of non-controlling interests

In 2018, cash payments on acquisitions of non-controlling interests stood at €15.3 million.

8.3.3. Net cash from shareholders' equity and dividends

JCDecaux SA paid dividends during 2018 totalling €119.1 million.

Some JCDecaux SA subsidiaries, in which there are minority shareholders, made dividend payments amounting to €16.6 million.

Capital increases represented €4.0 million.

9. Financial management

The type of financial risks arising from the activity conducted by the group and its risk management policy, as well as an analysis of the management of such risks in 2018, are described in the Notes to the consolidated financial statements (from page 124 to 185 of this document).

10. Group commitments other than those relating to financial management

The group's material off-balance sheet commitments as of 31 December 2018 are listed and analysed in paragraph 8 of the «Notes to the Consolidated Financial Statements».

2. RECENT DEVELOPMENTS AND OUTLOOK

The group's business and financial position has not experienced any material change requiring discussion in this document. Any annual revenue forecast for 2019 would be premature. JCDecaux continues to invest selectively in projects that promote the group's development.

3. INVESTMENT POLICY

3.1. Main investments completed

Most of the group's capital expenditures relate to the construction and installation of street furniture and advertising panels in connection with renewals and new contracts, as well as recurring investments necessary for ongoing business operations (vehicles, computers, tooling and buildings).

In 2018, the group devoted €264.4 million to investments linked to new contracts or the renewal of existing contracts, compared to €236.5 million in 2017. More than 50% of growth investments were dedicated to the digitisation of our assets. The group also spent €60.5 million, versus €72.7 million in 2017, on building improvements, tooling, vehicles and computer systems, aside from projects for new contracts or renewal of existing contracts.

The group generates significant operating cash flow enabling it to finance its organic growth and related investments. When cash flow is insufficient to cover investment requirements, the group's financing policy is to raise funds at the level of JCDecaux SA, the parent company, through bank loans or through issuing bonds. Where funds are required at the subsidiary level, financing is accomplished primarily through loans granted directly or indirectly by JCDecaux SA, except where external financing has been implemented in certain subsidiaries.

3.2. Main future investments

Investments in 2019 should primarily be devoted to furthering the development of street furniture installation programmes in connection with new or renewed contracts, with a significant share of digital media.

The Group is, firmly, committed to some future investments. The amount of commitments to purchase property, plant and equipment and intangible assets is discussed on page 168 of this document in paragraph 8.3 «Commitments to purchase assets» of the Notes to the consolidated financial statements.

4. TAX POLICY

As a global corporation with over 13,000 employees worldwide, JCDecaux has activities in more than 75 countries where its subsidiaries' income is taxable. Our objective is to ensure that tax is paid and tax returns are filed on time in each jurisdiction in compliance with the governing laws and rules.

The JCDecaux Tax Department, which reports directly to the group Chief Financial and Administration Officer, a member of JCDecaux's Executive Board, is involved in all relevant aspects of our business, partnering closely with management to provide guidance and ensure the efficiency and compliance of its operations.

We practise transparency to build trusting relationships with the tax authorities and were fully compliant with the BEPS recommendations of the OECD* even before they were issued.

We are committed to ensuring our compliance with and adherence to tax regulations and to interpreting them in a reasonable and consistent manner across all of our operations. We pay tax in the place where the related value is created and economic activity is conducted. We do not use tax vehicles located in tax havens for tax optimisation purposes.

The entry into force of IFRIC 23 does not present any difficulties for the group, in that we already have internal procedures in place for identifying potential tax risks and can, where required, control and correct them. In addition, our subsidiaries are regularly the subject of audits by local tax administrations and their statutory auditors.

We fully understand and support the purpose of the country-by-country reporting to tax authorities and we consider it an opportunity to promote international transparency and strengthen the dialogue and cooperation with local tax authorities. However, JCDecaux does not publicly disclose this information in the interest of fair competition because this information could be used for strategic advantage by our competitors.

* Guidelines of the Organisation for Economic Co-operation and Development on the fight against base erosion and profit shifting.

ANNEX 1

EBIT – Reconciliation of Adjusted data with IFRS data

	2018			2017		
In million euros	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS
Revenue	**3,618.5**	**(437.1)**	**3,181.4**	**3,492.6**	**(432.1)**	**3,060.5**
Direct operating expenses	(2,357.1)	249.7	(2,107.4)	(2,270.5)	247.7	(2,022.8)
Selling, general and administrative expenses	(606.3)	56.4	(549.9)	(568.6)	55.7	(512.9)
Operating margin	**655.1**	**(131.0)**	**524.1**	**653.5**	**(128.7)**	**524.8**
Depreciation, amortisation and provisions (net)	(272.4)	19.6	(252.8)	(239.7)	17.0	(222.7)
Maintenance spare parts	(37.7)	1.1	(36.6)	(46.6)	1.3	(45.3)
Other operating income	36.1	(0.3)	35.8	21.6	(0.3)	21.3
Other operating expenses	(41.3)	1.6	(39.7)	(30.7)	0.5	(30.2)
EBIT (before impairment losses)	**339.8**	**(109.0)**	**230.8**	**358.1**	**(110.2)**	**247.9**
Net write-downs of property, plant and equipment and of intangible assets and joint ventures	9.0	0.0	9.0	(12.3)	0.0	(12.3)
Impairment of goodwill	(1.4)	0.0	(1.4)	0.0	0.0	0.0
EBIT (after impairment losses)	**347.4**	**(109.0)**	**238.4**	**345.8**	**(110.2)**	**235.6**

Free cash flow – Reconciliation of Adjusted data with IFRS data

	2018			2017		
In million euros	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS
Cash flow provided by operating activities	**534.1**	**(59.3)**	**474.8**	**583.5**	**(27.5)**	**556.0**
Including Change in working capital	(75.3)	(9.1)	(84.4)	(4.3)	27.0	22.7
- Change in inventories	*(34.8)*	*0.2*	*(34.6)*	*(14.1)*	*(0.1)*	*(14.2)*
- Change in trade and other receivables	*(90.7)*	*2.8*	*(87.9)*	*(65.8)*	*24.8*	*(41.0)*
- Change in trade and other payables	*50.2*	*(12.1)*	*38.1*	*75.6*	*2.3*	*77.9*
Net interest paid	(24.4)	3.4	(21.0)	(23.8)	4.0	(19.8)
Income tax paid	(72.9)	19.8	(53.1)	(127.1)	25.1	(102.0)
NET CASH FLOW FROM OPERATING ACTIVITIES	436.8	(36.1)	400.7	432.6	1.6	434.2
Cash payments on acquisitions of intangible assets and property, plant and equipment	(324.9)	15.1	(309.8)	(309.3)	15.1	(294.2)
Cash receipts on proceeds on disposals of intangible assets and property, plant and equipment	38.5	(0.8)	37.7	19.6	(0.2)	19.4
ACQUISITIONS OF INTANGIBLE ASSETS AND PP&E NET OF DISPOSALS	(286.4)	14.3	(272.1)	(289.7)	14.9	(274.8)
FREE CASH FLOW	**150.4**	**(21.8)**	**128.6**	**142.9**	**16.5**	**159.4**

Organic growth calculation

In million euros		Q1	Q2	Q3	Q4	YEAR
2017 adjusted revenue	**(a)**	**762.6**	**888.8**	**817.1**	**1,024.1**	**3,492.6**
2018 IFRS revenue	(b)	658.0	789.8	759.7	973.9	3,181.4
IFRS 11 impacts	*(c)*	*84.5*	*111.0*	*108.0*	*133.6*	*437.1*
2018 adjusted revenue	(d) = (b) + (c)	742.5	900.8	867.7	1,107.5	3,618.5
Currency impacts	*(e)*	*42.1*	*32.2*	*10.6*	*8.6*	*93.5*
2018 adjusted revenue at 2017 exchange rates	(f) = (d) + (e)	784.6	933.0	878.3	1,116.1	3,712.0
Change in scope	*(g)*	*(0.3)*	*(0.5)*	*(1.5)*	*(37.1)*	*(39.4)*
2018 adjusted organic revenue	(h) = (f) + (g)	784.3	932.5	876.8	1,079.0	3,672.6
ORGANIC GROWTH	**(i) = (h) / (a)**	**+2.8%**	**+4.9%**	**+7.3%**	**+5.4%**	**+5.2%**

In million euros	FOREIGN EXCHANGE RATE IMPACTS IN 2018
BRL	15.0
USD	13.0
RMB	11.3
HKD	11.1
GBP	3.4
Other	39.7
TOTAL	**93.5**

Average exchange rate	2018	2017
BRL	0.2321	0.2774
USD	0.8468	0.8852
RMB	0.1281	0.1311
HKD	0.1080	0.1136
GBP	1.1303	1.1407

CONSOLIDATED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

Assets

In million euros		31/12/2018	31/12/2017
Goodwill	§ 4.1	1,940.9	1,341.3
Other intangible assets	§ 4.1	393.6	301.9
Property, plant and equipment	§ 4.2	1,293.0	1,156.3
Investments under the equity method	§ 4.4	468.2	476.0
Other financial assets	§ 4.5	90.1	90.3
Deferred tax assets	§ 4.10	101.6	92.3
Current tax assets	§ 4.17	1.1	1.5
Other receivables	§ 4.6	31.2	23.8
NON-CURRENT ASSETS		4,319.7	3,483.4
Other financial assets	§ 4.5	30.2	3.7
Inventories	§ 4.7	159.4	123.8
Financial derivatives	§ 4.15	4.9	0.2
Trade and other receivables	§ 4.8	1,035.6	918.1
Current tax assets	§ 4.17	18.4	49.9
Treasury financial assets	§ 4.9	81.2	277.9
Cash and cash equivalents	§ 4.9	112.3	728.3
CURRENT ASSETS		1,442.0	2,101.9
TOTAL ASSETS		**5,761.7**	**5,585.3**

Equity and liabilities

In million euros		31/12/2018	31/12/2017
Share capital		3.2	3.2
Additional paid-in capital		606.4	602.4
Consolidated reserves		1,734.3	1,669.7
Consolidated net income (Group share)		219.9	193.7
Other components of equity		(135.1)	(117.6)
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY		2,428.7	2,351.4
Non-controlling interests		62.1	60.7
TOTAL EQUITY	**§ 4.11**	**2,490.8**	**2,412.1**
Provisions	§ 4.12	395.9	385.7
Deferred tax liabilities	§ 4.10	90.0	79.3
Financial debt	§ 4.13	1,075.7	786.6
Debt on commitments to purchase non-controlling interests	§ 4.14	87.8	80.1
Other payables		17.0	11.8
Financial derivatives	§ 4.15	0.2	0.5
NON-CURRENT LIABILITIES		1,666.6	1,344.0
Provisions	§ 4.12	71.6	71.6
Financial debt	§ 4.13	296.9	586.0
Debt on commitments to purchase non-controlling interests	§ 4.14	4.6	21.9
Financial derivatives	§ 4.15	1.3	4.9
Trade and other payables	§ 4.16	1,162.2	1,092.4
Income tax payable	§ 4.17	43.4	39.6
Bank overdrafts	§ 4.13	24.3	12.8
CURRENT LIABILITIES		1,604.3	1,829.2
TOTAL LIABILITIES		**3,270.9**	**3,173.2**
TOTAL EQUITY AND LIABILITIES		**5,761.7**	**5,585.3**

STATEMENT OF COMPREHENSIVE INCOME

Income statement

In million euros		2018	2017 RESTATED [1]
REVENUE	**§ 5.1**	**3,181.4**	**3,060.5**
Direct operating expenses	§ 5.2	(2,107.4)	(2,022.8)
Selling, general and administrative expenses	§ 5.2	(549.9)	(512.9)
OPERATING MARGIN		**524.1**	**524.8**
Depreciation, amortisation and provisions (net)	§ 5.2	(243.8)	(235.0)
Impairment of goodwill	§ 5.2	(1.4)	0.0
Maintenance spare parts	§ 5.2	(36.6)	(45.3)
Other operating income	§ 5.2	35.8	21.3
Other operating expenses	§ 5.2	(39.7)	(30.2)
EBIT		**238.4**	**235.6**
Financial income	§ 5.3	7.7	7.2
Financial expenses	§ 5.3	(34.6)	(42.4)
NET FINANCIAL INCOME (LOSS)		**(26.9)**	**(35.2)**
Income tax	§ 5.4	(72.7)	(98.7)
Share of net profit of companies under the equity method	§ 5.5	98.1	100.3
PROFIT OF THE YEAR FROM CONTINUING OPERATIONS		**236.9**	**202.0**
Gain or loss on discontinued operations			
CONSOLIDATED NET INCOME		**236.9**	**202.0**
- Including non-controlling interests		*17.0*	*8.3*
CONSOLIDATED NET INCOME (GROUP SHARE)		**219.9**	**193.7**
Earnings per share (in euros)		1.034	0.911
Diluted earnings per share (in euros)		1.033	0.910
Weighted average number of shares	§ 5.7	212,765,223	212,568,746
Weighted average number of shares (diluted)	§ 5.7	212,808,951	212,771,757

[1] See Note 1.2 "Change of accounting methods".

Statement of other comprehensive income

In million euros	2018	2017
CONSOLIDATED NET INCOME	**236.9**	**202.0**
Translation reserve adjustments on foreign transactions [1]	(18.3)	(114.1)
Translation reserve adjustments on net foreign investments [2]	(1.9)	(5.6)
Cash flow hedges	2.6	(0.3)
Tax on the other comprehensive income subsequently released to net income	0.0	(0.3)
Share of other comprehensive income of companies under the equity method (after tax)	(2.8)	(16.9)
OTHER COMPREHENSIVE INCOME SUBSEQUENTLY RELEASED TO NET INCOME	(20.4)	(137.2)
Change in actuarial gains and losses on post-employment benefit plans and assets ceiling	(2.1)	(2.4)
Tax on the other comprehensive income not subsequently released to net income	(0.2)	1.1
Share of other comprehensive income of companies under the equity method (after tax)	1.8	5.0
OTHER COMPREHENSIVE INCOME NOT SUBSEQUENTLY RELEASED TO NET INCOME	(0.5)	3.7
TOTAL OTHER COMPREHENSIVE INCOME	(20.9)	(133.5)
TOTAL COMPREHENSIVE INCOME	**216.0**	**68.5**
- Including non-controlling interests	*17.6*	*(2.7)*
TOTAL COMPREHENSIVE INCOME - GROUP SHARE	**198.4**	**71.2**

[1] In 2018, the translation reserve adjustments on foreign transactions were related to changes in foreign exchange rates, of which €(12.3) million in Australia, €(7.6) million in Brazil, €(4.9) million in Angola and €10.2 million in Hong Kong. The item also included a €0.5 million transfer in the income statement related to the changes in scope.

In 2017, the translation reserve adjustments on foreign transactions were related to changes in foreign exchange rates, of which €(48.6) million in Hong Kong, €(9.7) million in the United States, €(7.2) million in the United Kingdom, €(6.6) million in the United Arab Emirates, €(5.4) million in Mexico, €(7.7) million in Panama and €11.2 million in Brazil. The item also included a €2.2 million transfer in the income statement related to the changes in scope.

[2] In 2017, the translation reserve adjustments on net foreign investments included a €1.9 million transfer in the income statement related to loans previously qualified as net foreign investments.

STATEMENT OF CHANGES IN EQUITY

In million euros	EQUITY ATTRIBUTABLE TO THE OWNERS OF THE PARENT COMPANY												NON-CONTROLLING INTERESTS	TOTAL
					OTHER COMPONENTS OF EQUITY									
	SHARE CAPITAL	ADDITIONAL PAID-IN CAPITAL	TREASURY SHARES	RETAINED EARNINGS	CASH FLOW HEDGES	AVAILABLE- FOR SALE SECURITIES	TRANSLATION RESERVE ADJUSTMENTS	REVALUATION RESERVES	ACTUARIAL GAINS AND LOSSES / ASSETS CEILING	OTHER	TOTAL OTHER COMPONENTS	TOTAL		
EQUITY AS OF 31 DECEMBER 2016	**3.2**	**596.7**	**0.0**	**1,807.8**	**0.1**	**(0.1)**	**60.7**	**0.9**	**(57.1)**	**0.8**	**5.3**	**2,413.0**	**21.0**	**2,434.0**
Capital increase [1]	0.0	2.9		(1.5)							0.0	1.4	(0.3)	1.1
Distribution of dividends				(119.0)							0.0	(119.0)	(12.7)	(131.7)
Share-based payments		2.8									0.0	2.8	0.0	2.8
Debt on commitments to purchase non-controlling interests [2]											0,0	0,0	10.3	10.3
Change in consolidation scope [3]				(17.6)			(0.4)				(0.4)	(18.0)	45.1	27.1
Consolidated net income				*193.7*							*0.0*	*193.7*	*8.3*	*202.0*
Other comprehensive income					*(0.3)*		*(126.0)*		*3.8*		*(122.5)*	*(122.5)*	*(11.0)*	*(133.5)*
TOTAL COMPREHENSIVE INCOME	0.0	0.0	0.0	193.7	(0.3)	0.0	(126.0)	0.0	3.8	0.0	(122.5)	71.2	(2.7)	68.5
Other														
EQUITY AS OF 31 DECEMBER 2017 PUBLISHED	**3.2**	**602.4**	**0.0**	**1,863.4**	**(0.2)**	**(0.1)**	**(65.7)**	**0.9**	**(53.3)**	**0.8**	**(117.6)**	**2,351.4**	**60.7**	**2,412.1**
IFRS 9 restatement				(1.2)								(1.2)	(0.1)	(1.3)
EQUITY AS OF 01 JANUARY 2018 RESTATED	**3.2**	**602.4**	**0.0**	**1,862.2**	**(0.2)**	**(0.1)**	**(65.7)**	**0.9**	**(53.3)**	**0.8**	**(117.6)**	**2,350.2**	**60.6**	**2,410.8**
Capital increase [1]	0.0	3.0		0.0							0.0	3.0	1.0	4.0
Distribution of dividends				(119.1)							0.0	(119.1)	(16.6)	(135.7)
Share-based payments		1.0									0.0	1.0	0.0	1.0
Debt on commitments to purchase non-controlling interests [2]											0,0	0,0	11.3	11.3
Change in consolidation scope [3]				(8.8)			4.0				4.0	(4.8)	(11.8)	(16.6)
Consolidated net income				*219.9*							*0.0*	*219.9*	*17.0*	*236.9*
Other comprehensive income					*1.9*		*(23.0)*		*(0.4)*		*(21.5)*	*(21.5)*	*0.6*	*(20.9)*
TOTAL COMPREHENSIVE INCOME	0.0	0.0	0.0	219.9	1.9	0.0	(23.0)	0.0	(0.4)	0.0	(21.5)	198.4	17.6	216.0
Other														0,0
EQUITY AS OF 31 DECEMBER 2018	**3.2**	**606.4**	**0.0**	**1,954.2**	**1.7**	**(0.1)**	**(84.7)**	**0.9**	**(53.7)**	**0.8**	**(135.1)**	**2 428.7**	**62.1**	**2,490.8**

[1] Increase in JCDecaux SA's additional paid-in capital related to the exercise of stock options and increase and decrease in the capital of controlled entities.
[2] In 2018, exercise of a commitment to purchase non-controlling interests and change in scope.
In 2017, exercise of a commitment to purchase non-controlling interests and change in scope.
Revaluation and discounting effects are recorded in the income statement under the line item "Consolidated net income" in "Non-controlling interests" for €(1.8) million in 2018 compared to €(2.1) million in 2017
[3] In 2018, changes in consolidation scope are mainly related to the purchase of the non-controlling interests in Latin America.
In 2017, changes in consolidation scope are mainly related to the purchase of the non-controlling interests in the company Mediakiosk and to the asset swap with AMX.

STATEMENT OF CASH FLOWS

In million euros		2018	2017
NET INCOME BEFORE TAX		**309.6**	**300.7**
Share of net profit of companies under the equity method	§ 5.5	(98.1)	(100.3)
Dividends received from companies under the equity method	§ 10.4 & § 11.3	103.5	94.9
Expenses related to share-based payments	§ 5.2	1.0	2.8
Depreciation, amortisation and provisions (net)	§ 5.2 & § 5.3	246.1	233.7
Capital gains and losses and net income (loss) on changes in scope	§ 5.2 & § 5.3	(21.1)	(11.6)
Net discounting expenses	§ 5.3	7.3	7.0
Net interest expense	§ 5.3	10.8	19.3
Financial derivatives, translation adjustments and other		0.1	(13.2)
Change in working capital		**(84.4)**	**22.7**
- Change in inventories		*(34.6)*	*(14.2)*
- Change in trade and other receivables		*(87.9)*	*(41.0)*
- Change in trade and other payables		*38.1*	*77.9*
CASH FLOWS FROM OPERATING ACTIVITIES		**474.8**	**556.0**
Interest paid		(27.8)	(25.2)
Interest received		6.8	5.4
Income tax paid		(53.1)	(102.0)
NET CASH FLOWS FROM OPERATING ACTIVITIES	**§ 6.1**	**400.7**	**434.2**
Cash payments on acquisitions of intangible assets and property, plant and equipment		(309.8)	(294.2)
Cash payments on acquisitions of financial assets (long-term investments) net of cash acquired		(673.3)	(0.6)
Acquisitions of other financial assets		(34.1)	(18.4)
TOTAL INVESTMENTS		(1,017.2)	(313.2)
Cash receipts on proceeds on disposals of intangible assets and property, plant and equipment		37.7	19.4
Cash receipts on proceeds on disposals of financial assets (long-term investments) net of cash sold		4.2	(0.1)
Proceeds on disposals of other financial assets		9.3	23.3
TOTAL ASSET DISPOSALS		51.2	42.6
NET CASH FLOWS FROM INVESTING ACTIVITIES	**§ 6.2**	**(966.0)**	**(270.6)**
Dividends paid		(135.7)	(131.7)
Capital decrease		-	(2.4)
Cash payments on acquisitions of non-controlling interests		(15.3)	(12.3)
Repayment of long-term borrowings		(644.0)	(23.8)
Repayment of finance lease debts		(8.7)	(8.6)
Acquisitions and disposals of treasury financial assets		199.0	(0.9)
CASH OUTFLOW FROM FINANCING ACTIVITIES		(604.7)	(179.7)
Capital increase		4.0	3.5
Increase in long-term borrowings		545.3	42.3
CASH INFLOW FROM FINANCING ACTIVITIES		549.3	45.8
NET CASH FLOWS FROM FINANCING ACTIVITIES	**§ 6.3**	**(55.4)**	**(133.9)**
CHANGE IN NET CASH POSITION		**(620.7)**	**29.7**
NET CASH POSITION BEGINNING OF PERIOD	§ 4.13	715.5	687.7
Effect of exchange rate fluctuations and other movements		(6.8)	(1.9)
NET CASH POSITION END OF PERIOD [1]	§ 4.13	88.0	715.5

[1] Including €112.3 million in cash and cash equivalents and €(24.3) million in bank overdrafts as of 31 December 2018, compared to €728.3 million and €(12.8) million, respectively, as of 31 December 2017.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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SIGNIFICANT EVENTS OF THE YEAR

On 31 October 2018, the Group acquired 100% of the share capital of APN Outdoor, a leader in outdoor advertising in Australia and New Zealand, through a Scheme of Arrangement for a price of AUD 6.40 per APN Outdoor share.

On 18 October 2018, the Group strengthened and diversified its funding sources by implementing a commercial paper program for a maximum amount of €500 million and a €300 million bond offering.

1. ACCOUNTING METHODS AND PRINCIPLES

1.1. General principles

The JCDecaux SA consolidated financial statements for the year ended 31 December 2018 include JCDecaux SA and its subsidiaries (hereinafter referred to as the "Group") and the share of the Group's equity in associates and joint ventures.

Pursuant to European Regulation No. 1606/2002 of 19 July 2002, the 2018 consolidated financial statements were prepared in accordance with IFRS, as adopted by the European Union. They were approved by the Executive Board and were authorised for release by the Supervisory Board on 6 March 2019. These financial statements shall only be considered final upon approval by the General Meeting of Shareholders.

The principles used for the preparation of these financial statements are based on:

- All standards and interpretations adopted by the European Union and in force as of 31 December 2018. These are available on the European Commission website. Moreover, these principles do not differ from the IFRS published by the IASB;
- Accounting treatments adopted by the Group when no guidance is provided by current standards.

These various options and positions can be broken down as follows:

The Group has implemented the following standards, amendments to standards and interpretations adopted by the European Union and applicable from 1 January 2018:

- IFRS 15 "Revenue from Contracts with Customers";
- IFRS 9 "Financial Instruments";
- IFRS 2 Amendments "Classification and valuation of share-based payment transactions";
- IFRIC Interpretation 22 "Foreign Currency Transactions and Anticipated Consideration";
- Annual improvements to IFRS: 2014-2016 cycle.

The impacts of IFRS 15 and IFRS 9 are detailed in Note 1.2 "Change of accounting methods".

In the absence of specific IFRS provisions on the accounting treatment of debts on commitments to purchase non-controlling interests, the accounting principles used in the previous consolidated financial statements were maintained and are explained under Note 1.19 "Commitments to purchase non-controlling interests". In particular, subsequent revaluation and discounting effects of the debt arising from such commitments are recognised in net financial income and allocated to non-controlling interests in the income statement, with no impact on the net income (Group share).

In addition, the Group has opted not to apply in advance the new standards, amendments to standards and interpretations, adopted by the European Union when the mandatory application is after December 31, 2018.

The impacts of these standards and amendments are being analysed.

Regarding IFRS 16 "Leases", the Group will apply IFRS 16 as of 1 January 2019 using the full retrospective method with restatement of comparative figures in the financial statements. The 2019 half-yearly accounts will be published under this new standard.

IFRS 16 will lead to recognition of a lease liability for contractual minimum and fixed rental payments against an asset representing the right-of-use, to be depreciated over the lease term. The variable rental payments are excluded from the scope of the standard.

The fixed lease rental in operating margin is replaced by amortisation of the right-of-use recognised in EBIT and the financial expense of the lease liability recorded in financial income and expenses. The standard has no impact on net income over the lease term, but has a negative impact at the beginning of the lease contract which reverses over time due to declining interest expenses. IFRS 16 has no impact on the Group's changes in cash. It nevertheless has a positive impact on operating cash flows, solely impacted by the payment of interest on the lease liabilities, as the payment of principal impacts cash flows from financing.

The amount of the liability depends on the assumptions used for the length of the commitment and the discount rates. The lease term used is in general that of the initial contract, without assuming any renewal which the Group does not control, except in particular cases. The discount rate is determined on the basis of swap rates in the contract's currency, the cross currency basis and the Group's credit risk (except in particular cases), and for the reference lease term.

Impact assessment work continues on the basis of an inventory of contracts in an IT tool that was selected and deployed in the Group during the first half of 2018. More than 20,000 contracts have been identified in more than 75 countries; mostly contracts with cities, airports and transport companies, shopping malls and private landlords, which entitle the group to have access to sites in order to install advertising structures necessary for the main activity of the Group.

The application of IFRS16 should lead to the recognition of a balance sheet liability as of 31 December 2018 estimated to around €5 billion. This estimate should be considered in light of the commitments relating to lease, rent, and minimum and fixed franchise payments given by the Group in the ordinary course of business. These commitments are presented in Note 8 "Comments on off-balance sheet commitments".

The difference between the estimated lease obligation under IFRS16 and the amount of off-balance sheet commitments is mainly related to the fact that:

- Lease liabilities, unlike off-balance sheet commitments, do not include contracts signed as of 31 December 2018 which do not start until 2019, or short-term leases or leases for low value underlying assets,
- the discounting effect of lease liability does not apply to off-balance sheet commitments.

Moreover, given the importance of leases to the Group's activities, and in order to present consistent performance indicators, customized indicators will be used for internal performance monitoring requirements and financial communication purposes; the segment reporting, in accordance with IFRS 8 and the associated financial communication, will therefore, from the first half of 2019, present adjusted operating performance indicators as follows:

- Depreciation of the right-of-use asset & lease liability interest expenses will be reclassified in Operating Margin, for rental payments of contracts relating to the main activity of the Group
- The payment of the lease liability (principal) will be reclassified in Free Cash Flow.

Lastly, the Group's net debt will exclude the lease liabilities (including the liabilities related to contracts classified on the transition date as finance leases).

1.2 Change of accounting methods

The consolidated financial statements have been restated as of 1 January 2017 and 31 December 2017 of IFRS 15 "Revenue from Contracts with Customers" applicable as of 1 January 2018 onwards.

The application of IFRS 15 has led to a change in the presentation of advertising tax billings in the income statement that were previously recognised as income on the line "Direct operating expenses" and which are henceforth classified as revenue. In addition, the Group acts as the principal in its contracts, including this advertising tax. The methods of recognition of the different types of contracts (recognition dates and terms) are described in more detail, mainly in Note 1.23 "Revenue". The change described above has an impact of +€20.7 million on Adjusted and IFRS revenue and has no impact on the operating margin and net income for the year 2017. This reclassification has no impact on the statement of cash flows and the statement of financial position.

In addition, the analysis of IFRS 15 conducted in particular on the non-advertising activity does not call for change. The non-advertising revenue is the revenue from the sale, rental and maintenance of street furniture as well as from the self-service bicycle business and the implementation of innovative technical solutions, under the name "JCDecaux Innovate®" and services ancillary to analogue or digital revenue.

The Group has adopted the standard IFRS 9 "Financial instruments" as of 1 January 2018 onwards, without restating the 2017 comparative figures.

The application of IFRS 9, which replaces IAS 39 "Financial Instruments", is divided into three components:

- Classification and measurement of financial assets and liabilities: the impact for the Group results in the removal of the category "Assets available for sale" for which under IAS 39 the Group recognised changes in fair value in other comprehensive income with reclassification in the income statement at the time of their disposal.

  IFRS 9 gives the option of revaluing at fair value each of these assets in the income statement or in other comprehensive income items with no option to reclassify in the income statement. The application of this component had no impact on the Group's consolidated financial statements.
- Impairment of financial assets: the new standard introduces a forward-looking model based on expected losses that must apply to financial assets as of their initial recognition, while IAS 39 requires the provision only when the loss is proved (when their recovery value is less than their book value). This change led to the recognition of an additional provision on performing receivables by applying an average rate of default of payment based on historical statistical data. The impact on equity is €(1.8) million (€(1.3) million of provision after tax) as of 31 December 2017.
- The prospective application of the component 3 "Hedge accounting" has no significant impact on the Group's accounting methods concerning the hedging operations and derivative financial instruments managed by the Group.

1.3 Scope and methods of consolidation

The financial statements of companies controlled by the Group are included in the consolidated financial statements from the date control is acquired to the date control ceases.

The equity method is adopted for joint ventures and for associates, companies over which the Group exercises a significant influence on operating and financial policies.

All transactions between fully consolidated Group companies are eliminated upon consolidation.

Inter-company results are also eliminated. Capital gains or losses on inter-company sales realised by a company consolidated under the equity method are eliminated up to the percentage of ownership and offset by the value of the assets sold. Capital losses realised on Inter-company sales to an equity-accounted company are under IFRS3R and capital gains realised on sales to an equity-accounted company are under SIC13.

1.4. Recognition of foreign currency transactions in the functional currency of entities

Transactions denominated in foreign currencies are translated into the functional currency at the rate prevailing on the transaction date. At the period-end, monetary items are translated at the closing exchange rate and the resulting gains or losses are recorded in the income statement.

Long-term monetary assets held by a Group entity in a foreign subsidiary for which settlement is neither planned nor likely to occur in the foreseeable future are a part of the entity's net investment in a foreign operation. Accordingly, pursuant to IAS 21 "The Effects of Changes in Foreign Exchange Rates", exchange differences on these items are recorded in other comprehensive income until the investment's disposal or disqualification. Otherwise, exchange differences are recorded in the income statement.

1.5. Translation of the financial statements of subsidiaries

The Group's consolidated financial statements are prepared using the Euro, which is the parent company's presentation and functional currency.

Assets and liabilities of foreign subsidiaries are translated into the Group's presentation currency at the year-end exchange rate, and the corresponding income statement is translated at the average exchange rate of the period. Resulting translation adjustments are directly allocated to other comprehensive income.

At the time of a total or partial disposal, with loss of control, or the liquidation of a foreign entity, or a step acquisition giving control, translation adjustments accumulated in equity are reclassified in the income statement.

1.6. Use of estimates

As part of the process of preparing the consolidated financial statements, the valuation of some assets and liabilities requires the use of judgments, assumptions and estimates. This primarily involves the valuation of goodwill, property, plant and equipment and intangible assets, the valuation of investments under the equity method, determining the amount of provisions for employee benefits and dismantling, and the valuation of commitments on securities. These judgments, assumptions and estimates are based on information available or situations existing at the financial statement preparation date, which in the future could differ from reality. Valuation methods are described in more detail, mainly in Note 1.11 "Impairment of intangible assets, property, plant and equipment and goodwill", in Note 1.12 "Investments under the equity method", in Note 1.20 "Provisions for retirement and other long-term benefits" and in Note 1.21 "Dismantling provisions". The results of sensitivity tests are provided in Note 4.3 "Goodwill, Property, plant and equipment (PP&E), and Intangible assets impairment tests" for the valuation of goodwill, property, plant and equipment and other intangible assets, in Note 4.4 "Investments under the equity method and impairment tests" for the valuation of investments under the equity method, in Note 4.18 "Financial assets and liabilities by category" for the valuation of the debt on commitments to purchase non-controlling interests and in Note 4.12 "Provisions" for the valuation of dismantling provisions and provisions for employee benefits.

1.7. Current/non-current distinction

With the exception of deferred tax assets and liabilities which are classified as non-current, assets and liabilities are classified as current when their recoverability or payment is expected no later than 12 months after the year-end closing date; otherwise, they are classified as non-current.

1.8. Intangible assets

1.8.1. Development costs

According to IAS 38, development costs must be capitalised as intangible assets if the Group can demonstrate:

- its intention, and financial and technical ability, to complete the development project,
- the existence of probable future economic benefits for the Group,
- the high probability of success for the Group,
- and that the cost of the asset can be measured reliably.

Development costs capitalised in the statement of financial posisition include all costs related to the development, modification or improvement to the array of street furniture offerings and advertising structures in connection with contract proposals having a strong probability of success. Development costs also include the design and construction of models and prototypes. The Group considers that it is legitimate to capitalise tender response preparation costs. Given the nature of the costs incurred (design and construction of models and prototypes), and the statistical success rate of the JCDecaux Group in its responses bids, the Group believes that these costs represent development activities that can be capitalised under the aforementioned criteria. Indeed, these costs are directly related to a given contract, and are incurred to obtain it. Amortisation, spread out over the term of the contract, begins when the project is awarded. Should the bid be lost, the amount capitalised is expensed.

Development costs carried in assets are recognised at cost less accumulated amortisation and impairment losses.

1.8.2. Other intangible assets

Other intangible assets primarily involve Street Furniture, Billboard and Transport contracts recognised in business combinations, which are amortised over the contract term. They also include upfront payments, amortised over the contract term, and software. Only individualised and clearly identified software (ERP in particular) is capitalised and amortised over a maximum period of 10 years. Other software expenses are recognised in expenses for the period.

1.9. Business combinations, acquisition of non-controlling interests and disposals

Goodwill represents the fair value of the consideration transferred (including the acquisition-date fair value of the acquirer's previously held equity interest in the company acquired), plus the amount recognised for any non-controlling interest in the acquired company, minus the net of the amounts of the identifiable assets acquired and the liabilities measured at their fair value and assumed on the acquisition date.

Goodwill is not amortised. The Group conducts impairment tests at least once a year at each statement of financial position date and at any time when there are indicators of impairment. Following these impairment tests, performed in accordance with the methodology described in Note 1.11 "Impairment of intangible assets, property, plant and equipment and goodwill", a goodwill impairment loss is recognised if necessary. When recognised, such a loss cannot be reversed at a later period.

Negative goodwill, if any, is immediately recognised directly in the income statement.

When determining the fair value of assets and liabilities of the acquired entity, the Group assesses contracts at fair value and recognises them as intangible assets. When an onerous contract is identified, a liability is recognised.

Under IFRS, companies are granted a 12-month period, starting from the date of acquisition, to finalise the fair value measurement of assets and liabilities acquired.

Acquisition-related costs are recognised by the Group in other operating expenses, except for acquisition-related costs for non-controlling interests, which are recorded in equity.

For staged acquisitions, any gain or loss arising from the fair value revaluation of the previously held equity interest is recorded in the income statement, under other operating income and expenses, at the time control is acquired. The fair value of this revaluation is estimated on the basis of the purchase price less the control premium.

For every partial or complete disposal with loss of control, any gain or loss on the disposal as well as the re-measurement of retained interest are recorded in the income statement, under other operating income and expenses.

Furthermore, for acquisitions of non-controlling interests in controlled companies and the sale of interests without loss of control, the difference between the acquisition price or sale price and the carrying value of non-controlling interests is recognised in changes in equity attributable to the shareholders of the parent company. The corresponding cash inflows and outflows are presented under the line item "Net cash flows from financing activities" of the statement of cash flows.

1.10. Property, plant and equipment (PP&E)

Property, plant and equipment (PP&E) are presented in the statement of financial position at historical cost less accumulated depreciation and impairment losses.

Street furniture

Street furniture (Bus shelters, MUPI®, Senior®, Electronic Information Boards (EIB), Automatic Public Toilets, Morris® Columns, etc.) and advertising structures in the transport activity are depreciated on a straight-line basis over the term of the contracts between 8 and 20 years. The digital screens are depreciated over a 5 to 10 year period; their economic lifetime can be shorter than the term of the contracts. Street furniture maintenance costs are recognised as expenses.

The expected discounted dismantling costs at the end of the contract are recorded in assets, with the corresponding provision, and amortised over the term of the contracts.

Billboards

Billboards are depreciated according to the method of depreciation prevailing in the relevant countries in accordance with local regulations and economic conditions.

The main method of depreciation is the straight-line method over a period of 2 to 20 years.

Depreciation charges are calculated over the following normal useful lives:

Depreciation periods

Property, plant and equipment:

- Buildings and constructions — 10 to 50 years
- Technical installations, tools and equipment (Excluding street furniture and billboards) — 5 to 10 years
- Street furniture and billboards — 2 to 20 years

Other property, plant and equipment:

- Fixtures and fittings — 5 to 10 years
- Transport equipment — 3 to 15 years
- Computer equipment — 3 to 5 years
- Furniture — 5 to 10 years

1.11. Impairment of intangible assets, property, plant and equipment and goodwill

Items of property, plant and equipment, intangible assets as well as goodwill are tested for impairment at least once a year.

Impairment testing consists in comparing the carrying value of a Cash-Generating Unit (CGU) or a CGU group with its recoverable amount. The recoverable amount is the highest of (i) the fair value of the asset (or group of assets) less costs of disposal and (ii) the value in use determined based on future discounted cash flows.

When the recoverable amount is assessed on the basis of the value in use, cash flow forecasts are determined using growth assumptions based either on the term of the contracts, or over a five-year period with a subsequent perpetual projection and a discount rate reflecting current market estimates of the time value of money. The growth assumptions used do not take into account any external acquisitions. Risks specific to the CGU tested are largely reflected in the assumptions adopted for determining the cash flows and the discount rate used.

When the carrying value of an asset (or group of assets) exceeds its recoverable amount, an impairment loss is recognised in the income statement to write down the asset's carrying value to the recoverable amount.

Adopted methodology

- Level of testing
  - For PP&E and intangible assets, impairment tests are carried out at the CGU-level corresponding to the operational entity,
  - For goodwill, tests are carried out at the level of each group of CGUs determined according to the operating segment considered (Street Furniture, Billboard, and Transport) and taking into account the expected level of synergies between the CGUs. Thus, tests are generally performed at the level where the operating segments and the geographical area meet, which is the level where commercial synergies are generated, and even beyond this level if justified by the synergy.
- Discount rates used

The values in use taken into account for impairment testing are determined based on expected future cash flows, discounted at a rate based on the weighted average cost of capital. This rate reflects management's best estimates regarding the time value of money, the risks specific to the assets or CGUs and the economic situation in the geographical areas where the business relating to these assets or CGUs is carried out.

The countries are broken down into five areas based on the risk associated with each country, and each area corresponds to a specific discount rate.

- Recoverable amounts

They are determined based on budgeted values for the first year following the closing of the accounts and growth and change assumptions specific to each market and which reflect the expected future outlook. The recoverable values are based on business plans for which the procedures for determining future cash flows differ for the various business segments, with a time horizon usually exceeding five years owing to the nature and business activity of the Group, which is characterised by long-term contracts with a strong probability of renewal. In general:

- for the Street Furniture and Transport segments, future cash flows are calculated over the remaining term of contracts, taking into account the likelihood of renewal after term, the business plans being realised over the duration of the contract, generally between 5 and 20 years, with a maximum term of 25 years,
- for the Billboard segment, future cash flows are calculated over a 5-year period with a perpetual projection using a 2% yearly growth rate for European countries, whose markets seem mature to us, and a 3% rate for other countries, where large format billboard activity seems to be experiencing more favourable market conditions.

The recoverable amount of a group of CGUs corresponds to the sum of the individual recoverable amounts of each CGU belonging to that group.

1.12. Investments under the equity method

Goodwill recognised on acquisition is included in the value of the investments under the equity method.

The share of amortisation of the assets recognised at the time of acquisition or the fair value adjustment of existing assets is presented under the heading "Share of net profit of companies under the equity method".

If the Group's share of losses of an equity-accounted entity equals or exceeds its interest in that entity, its share is reduced to zero. If the Group considers itself as involved in losses, a provision is recognised under provisions for contingencies for the share of losses exceeding the initial investment as well as loans and receivables.

Investments under the equity method are subject to impairment tests on an annual basis, or when existing conditions suggest a possible impairment. When necessary, the related loss, which is recorded in "Share of net profit of companies under the equity method," is calculated on the asset's recoverable value which is defined as the higher of (i) the fair value of the asset less costs of disposal and (ii) its utility value based on the expected future cash flows less net debt. The method used to calculate the values in use is the same one applied for PP&E and intangible assets as described in Note 1.11 "Impairment of intangible assets, property, plant and equipment and goodwill".

1.13. Other financial assets

This heading mainly includes investments in non-consolidated entities (financial investments), loans and loans to participating interests granted to companies under the equity method or non-consolidated entities, deposits and guarantees and advances paid on acquisition of long-term investments under conditions precedent.

They are recorded and measured:

- For the investments in non-consolidated entities, initially recognised at their fair value, related to their acquisition price. In the absence of a listed price on an active market, they are then measured at the fair value that is close to the utility value, which takes into account the share of equity and the probable recovery amount. Changes in value are recognised for each of these assets and definitively either in net income or in other comprehensive income with no option to reclassify in net income in the event of their disposal. Only the dividends received from these assets are recorded in the income statement under the line "Other net financial expenses".
- For the other financial assets, at amortised cost (IFRS 9 category). An impairment loss is recognised in the income statement when the recovery amount of these loans and receivables is less than their carrying amount.

1.14. Inventories

Inventories mainly consist of:

- parts required for the maintenance of installed street furniture, and
- street furniture and billboards in kit form or partially assembled.

Inventories are valued at weighted average cost, and may include production, assembly and logistic costs.

Inventories are written down to their net realisable value when the net realisable value is lower than cost.

1.15 Trade and other receivables

Trade receivables are recorded at fair value, which corresponds to their nominal invoice value, unless there is a significant discounting effect. After initial recognition, they are measured at amortised cost.

A provision for depreciation is recognised when their recovery amount is less than their carrying amount. The Group recognises an additional provision on the performing receivables by applying an average rate of default of payment based from historical statistical data. This forward-looking model based on expected losses applies to receivables at their initial recognition.

1.16. Managed Cash

Managed cash includes cash, cash equivalents and treasury financial assets. These items are measured at fair value and changes in fair value are recognised in net financial income.

Cash recognised as assets in the statement of financial position includes cash at bank and cash in hand. Cash equivalents consist of short-term investments and short-term deposits. Short-term investments and short-term deposits are easily convertible into a known cash amount and are subject to low risk of change in value, in accordance with IAS 7.

Treasury financial assets are short-term liquid investments and cash owned by the Group but held in escrow accounts in connection with the execution of contracts. These assets have the main characteristics of cash equivalents but do not strictly comply with all the criteria to be qualified as such, according to IAS 7. They are included in the calculation of net debt of the Group.

For the consolidated statement of cash flows, net cash consists of cash and cash equivalents as defined above, net of bank overdrafts.

1.17. Financial debts

Financial debts are initially recorded at the fair value generally corresponding to the amount received less related issuance costs and are subsequently measured at amortised cost.

1.18. Financial derivatives

A financial derivative is a financial instrument having the following three characteristics:

- an underlying item that changes the value of the financial derivative,
- little or no initial net investment, and
- settlement at a future date.

Financial derivatives are recognised in the statement of financial position at fair value in assets or liabilities. Changes in subsequent values are offset in the income statement, unless they have been qualified as part of an effective cash flow hedge (effective portion) or as a foreign net investment.

Hedge accounting may be adopted if a hedging relationship between the hedged item (the underlying) and the financial derivative is established and documented from the time the hedge is set up, and its effectiveness is demonstrated from inception and at each period-end. The Group currently limits itself mainly to two types of hedges for financial assets and liabilities:

- Fair Value Hedge, whose purpose is to limit the impact of changes in the fair value of assets, liabilities or firm commitments at inception, due to changes in market conditions. The change in the fair value of the hedging instrument is recorded in the income statement. However, this impact is cancelled out by symmetrical changes in the fair value of the hedged risk (to the extent of hedge effectiveness),
- Cash Flow Hedge, whose purpose is to limit changes in cash flows attributable to existing assets and liabilities or highly probable forecasted transactions. The effective portion of the change in fair value of the hedging instrument is recorded directly in other comprehensive income, and the ineffective portion is maintained in the income statement. The amount recorded in other comprehensive income is reclassified to profit or loss when the hedged item itself has an impact on profit or loss. The amount recorded in other comprehensive income is reclassified to profit or loss when the item hedged itself impacts profit or loss. The initial value recorded on the balance sheet in assets or liabilities is recognised by applying the "basis adjustment".

The hedging relationship involves a single market parameter, which for the Group is currently either a foreign exchange rate or an interest rate. When a derivative is used to hedge both a foreign exchange and interest rate risk, the foreign exchange and interest rate impacts are treated separately.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. Any cumulative gain or loss on a cash flow hedge as part of the hedging of a highly probable forecasted transaction recognised in other comprehensive income is maintained in equity until the forecasted transaction occurs. If the hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in other comprehensive income is transferred to net financial income for the year.

For derivatives that do not qualify for hedge accounting, any gains or losses arising from changes in fair value are recorded directly in net financial income for the year.

The accounting classification of financial derivatives instruments in current or non-current items is determined by the maturity of the derivative.

1.19. Commitments to purchase non-controlling interests

In the absence of any position from the IASB on the accounting treatment of commitments to purchase non-controlling interests, the accounting positions taken in the previous consolidated financial statements have been maintained for all Group commitments.

The application of IAS 32 results in the recognition of a liability relating to commitments to purchase shares held by non-controlling interests in the Group's subsidiaries, not only for the portion already recognised in non-controlling interests (reclassified in liabilities), but also for the excess resulting from the present value of the commitment. The amount of this excess portion is deducted from non-controlling interests in the equity of the statement of financial position.

In the absence of any position from the IASB on the accounting treatment of commitments to purchase non-controlling interests, subsequent changes in the fair value of the liability are recognised in net financial income and allocated to non-controlling interests in the income statement, with no impact on consolidated net income (Group share).

Commitments recorded in this respect are presented under the statement of financial position heading "Debt on commitments to purchase non-controlling interests".

1.20. Provisions for retirement and other long-term benefits

The Group's obligations resulting from defined benefit plans, as well as their cost, are determined using the projected unit credit method.

This method consists of measuring the obligation based on the projected end-of-career salary and the rights vested at the valuation date, determined in accordance with collective trade union agreements, company agreements or the legal rights in effect.

The actuarial assumptions used to determine the obligations vary according to the economic conditions prevailing in the country of origin and the demographic assumptions specific to each company.

These plans are either funded, with their assets being managed by an entity legally separate and independent from the Group, or partially funded or not funded, with the Group's obligations being covered by a provision in the statement of financial position. The income from the plan's assets is estimated based on the discount rate used for the benefit obligation.

For the post-employment benefit plans, the actuarial gains and losses are immediately and entirely recognised in other comprehensive income with no option to reclassify in the income statement. Past service costs are immediately and fully recorded in the income statement on acquired rights as well as on future entitlements.

For other long-term benefits, actuarial gains or losses and past service costs are recognised as income or expenses when they occur.

The effects of discounting the provision for employee benefits are presented in net financial income (loss).

1.21. Dismantling provisions

Costs for dismantling street furniture at the end of a contract are recorded in provisions, when a contractual dismantling obligation exists at a foreseeable date. These provisions represent the entire estimated dismantling cost from the contract's inception and are discounted. Dismantling costs are offset under assets in the statement of financial position and amortised over the term of the contract. The discounting charge is recorded as a financial expense.

1.22. Share-based payments

1.22.1. Share purchase or subscription plans at an agreed unit price

In accordance with IFRS 2 "Share-based payment", stock options granted to employees are considered to be part of compensation in exchange for services rendered over the period extending from the grant date to the vesting date.

The fair value of services rendered is determined by reference to the fair value of the financial instruments granted.

The fair value of options is determined at their grant date by an independent actuary, and any subsequent changes in the fair value are not taken into account. The Black & Scholes valuation model used is based on the assumptions described in Note 5.2 "Net operating expenses" hereafter.

The cost of services rendered is recognised in the income statement and offset under an equity heading on a basis that reflects the vesting pattern of the options. This entry is recorded at the end of each accounting period until the date at which all vesting rights of the plan in question have been fully granted.

The amount stated in equity reflects the extent to which the vesting period has expired and the number of options granted that, based on management's best available estimate, will ultimately vest.

Stock option plans are granted based on individual objectives and Group results. The exercise of stock options is subject to years of continuous presence in the company.

1.22.2. Bonus shares

The fair value of bonus shares is determined at their grant date by an independent actuary. The fair value of the bonus share is determined according to the price on the grant date less discounted future dividends.

All bonus shares are granted after a defined number of years of continuous presence in the Group, based on the plans.

The cost of services rendered is recognised in the income statement via an offsetting entry in an equity heading, following a pattern reflecting the procedures for granting bonus shares. The acquisition period begins from the time the Executive Board grants the bonus shares.

1.22.3. Cash-settled share subscription and purchase plans

The share subscription and purchase plans which will be settled in cash are assessed at their fair value, recorded in the income statement and offset with a liability. This liability is measured at each closing date up to its settlement.

1.23. Revenue

The Group's revenue mainly comes from sales of advertising space on street furniture equipment, billboards and advertising in transport systems.

Advertising space revenue, rentals and provided services are recorded as revenue on a straight-line basis over the period over which the service is performed which has a duration ranging from 1 week to 6 years.

The trigger event for advertising space revenue recognition is the execution of the advertising campaign.

Advertising space revenue is recorded on a net basis after deduction of commercial rebates. In some countries, commissions are paid by the Group to advertising agencies and media brokers when they act as intermediaries between the Group and advertisers. These commissions are then deducted from revenue.

In agreements where the Group pays variable fees or revenue sharing, and to the extent that the Group acts as the principal in its advertising space sales activity, the Group recognises all gross advertising revenue as revenue and books fees and the portion of revenue repaid as operating expenses.

Discounts granted to customers for early payment are deducted from revenue.

In addition to marketing advertising space on furniture, the Group also sells, rents and maintains street furniture, the revenue from which is recognised in the Street Furniture business. The Group also earns non-advertising revenues from its Self-Service Bicycle business as well as the implementation of innovative technical solutions, under the "JCDecaux Innovate®" name, and services ancillary to its analogue and digital revenues.

1.24. Operating margin

The operating margin is defined as revenue less direct operating and selling, general and administrative expenses.

It includes charges to provisions net of reversals relating to trade receivables.

The operating margin is impacted by cash discounts granted to customers deducted from revenue, and cash discounts received from suppliers deducted from direct operating expenses. It also includes stock option or bonus share expenses recognised in the line item "Selling, general and administrative expenses".

1.25. EBIT

EBIT is determined on the basis of the operating margin less consumption of spare parts used for maintenance, depreciation, amortisation and provisions (net), goodwill impairment losses, and other operating income and expenses. Inventory impairment losses are recognised in the line item "Maintenance spare parts".

Other operating income and expenses include the gains and losses generated by the disposal of property, plant and equipment, intangible assets, joint ventures and associates, the gains and losses generated by the loss of control of companies, any resulting gain or loss resulting from the fair value revaluation of a retained interest, any resulting gain or loss resulting from the fair value revaluation of a previously held equity interest at the time control is acquired with staged acquisitions, potential price adjustments resulting from events subsequent to the acquisition date, as well as any negative goodwill, acquisition-related costs, and non-recurring items.

Net charges related to the results of impairment tests performed on property, plant and equipment and intangible assets are included in the line item "Depreciation, amortisation and provisions (net)".

1.26. Current and deferred income tax

Deferred taxes are recognised based on timing differences between the accounting value and the tax base of assets and liabilities. They mainly stem from consolidation restatements (standardisation of Group accounting principles and amortisation/depreciation periods for property, plant and equipment and intangible assets, finance leases, recognition of contracts as part of the purchase method, etc.). Deferred tax assets and liabilities are measured at the tax rate expected to apply for the period in which the asset is realised or the liability is settled, based on the tax regulations that were adopted at the year-end closing date.

Deferred tax assets on tax losses carried forward are recognised when it is probable that the Group will have future taxable profits against which these tax losses may be offset. Forecasts are prepared on the basis of a 3 to 5 year time frame adapted to the specific characteristics of each country.

In accordance with IFRS, the Group determined that the CVAE (French tax known as the Cotisation sur la Valeur Ajoutée des Entreprises) is an income tax expense. This qualification as an income tax gives rise to the recognition of a deferred tax liability calculated based on the depreciable assets of the companies subject to the CVAE. Moreover, as the CVAE can be deducted from the corporate tax, its recognition generates a deferred tax asset.

1.27. Finance lease and operating lease

Finance leases, which transfer to the Group almost all of the risks and rewards associated with the ownership of the leased item, are capitalised as assets in the statement of financial position upon inception of the lease at the fair value of the leased asset or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between finance charges and a reduction of the lease liability so as to obtain a constant interest rate on the remaining balance of the liability. Finance charges are recognised directly in the income statement.

Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset or the lease term.

Leases where the lessor retains substantially all the risks and rewards incidental to ownership of the asset are considered as operating leases. Operating lease payments are recognised as an expense in the income statement.

2. CHANGES IN THE CONSOLIDATION SCOPE

2.1. Major changes in the consolidation scope in 2018

The main changes in the consolidation scope during 2018 are as follows:

Acquisitions (with acquisition of control)

On 31 October 2018, the Group completed the acquisition of the group APN Outdoor with a Scheme of Arrangement that was approved by the Australian Competition and Consumer Commission on 23 August 2018 and by the shareholders of APN Outdoor on 15 October 2018. The newly-acquired companies are fully consolidated at 100%.

On 24 July 2018, Equipamientos Urbanos de Mexico, SA de C.V. ("EUMEX") acquired the remaining 50% in the capital of the company Stoc SA de CV in Mexico. This company was previously consolidated under the equity method at 50% and is now fully consolidated.

Acquisitions of non-controlling interests

On 24 July 2018, JCDecaux Latin America Investments Holding SL (Spain) acquired 26.64% of the non-controlling interests of the company Corporacion Americana de Equipamientos Urbanos SL ("Corameq") in Spain. This company which was already fully consolidated is now 100%-owned.

Other variances

The other variances, mainly liquidations, sales and acquisitions of long-term investments are detailed in Note 12 "Scope of consolidation".

2.2. Impact of acquisitions

The main acquisitions made in 2018 give control of the group APN Outdoor and, to a lesser extent, of the company Stoc SA de CV and the purchase price allocation of CMI, acquired in October 2017, within the 12-month period following the acquisition, had the following impacts on the Group's consolidated financial statements:

In million euros		FAIR VALUE AT THE DATE OF ACQUISITION
Non-current assets		177.6
Current assets		66.1
TOTAL ASSETS		243.7
Non-current liabilities		133.3
Current liabilities		38.7
TOTAL LIABILITIES		172.0
FAIR VALUE OF NET ASSETS AT 100%	**(a)**	**71.7**
- of which non-controlling interests	*(b)*	*3.5*
TOTAL CONSIDERATION TRANSFERRED	**(c)**	**681.6**
- of which fair value of share previously held		*0.7*
- of which purchase price		*680.9*
GOODWILL	**(d)=(c)-(a)+(b)**	**613.4**
- including Goodwill allocated to companies under the equity method	*(e)*	-
GOODWILL IFRS [1]	**(f)=(d)-(e)**	**613.4**
Purchase price		(680.9)
Net cash acquired		8.2
ACQUISITIONS OF LONG-TERM INVESTMENTS OVER THE PERIOD		(672.7)

[1] The option of the full goodwill calculation method was not used for any of the 2018 acquisitions.

The value of assets and liabilities acquired and goodwill relating to these acquisitions is determined on a temporary basis and is likely to change during the period required to finalise the allocation of the goodwill, which can be extended to a maximum of 12 months following the acquisition date, with the exception of the purchase price allocation of CMI which is final.

The impact of these 2018 acquisitions on revenue and net income (Group share) is respectively €38.3 million and €6.4 million. Had the acquisitions taken place as of 1 January 2018, the additional impact would have been an increase of €163.0 million in revenue and an increase of €19.7 million in net income (Group share).

3. SEGMENT REPORTING

In segment reporting, the data related to joint ventures, companies under joint control, is proportionately consolidated as shown in the Group's operating management reporting used by the Executive Board – the Chief Operating Decision Maker (CODM) – in order to monitor the business activity, allocate resources and measure performances. Consequently, pursuant to IFRS 8, operating data presented hereafter, in line with internal communication, is "adjusted" to take into consideration the joint ventures proportionately consolidated. The "adjusted" data is reconciled with the IFRS financial statements under which IFRS 11 leads to consolidation of the joint ventures under the equity method.

3.1. Information related to operating segments

Definition of operating segments

Street Furniture

The Street Furniture operating segment covers, in general, the advertising agreements relating to public property entered into with cities and local authorities. It also includes advertising in shopping malls, as well as the renting of street furniture, the sale and rental of equipment, cleaning and maintenance and other various services.

Transport

The Transport operating segment covers advertising in public transport systems, such as airports, subways, buses, tramways and trains.

Billboard

The Billboard operating segment covers, in general, advertising on private property, including either traditional large format or back-light billboards. It also includes neon-light billboards and advertising wraps.

Transactions between operating segments

Transfer prices between operating segments are equal to prices determined on an arm's length basis, as in transactions with third parties.

The breakdown of the 2018 segment reporting by operating segment is as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Revenue [1]	1,587.6	1,517.0	513.9	3,618.5
Operating margin	385.0	209.7	60.4	655.1
EBIT [2]	193.8	141.0	12.6	347.4
Acquisitions of intangible assets and PP&E net of disposals [3]	230.7	43.0	12.7	286.4

[1] Including advertising revenue for €3,261.3 million and non advertising revenue for €357.2 million.

[2] Including a net reversal related to impairment tests for €7.6 million: €(1.2) million in Street Furniture, €(0.2) million in Transport and €9.0 million in Billboard.

[3] Cash payments on acquisitions of intangible assets and property, plant and equipment net of cash receipts on proceeds on disposals of intangible assets and property, plant and equipment.

The reconciliation of this operating data from Adjusted to IFRS breaks down as follows:

In million euros	ADJUSTED DATA	JOINT VENTURES' IMPACT [1]	IFRS DATA
Revenue	3,618.5	(437.1)	3,181.4
Operating margin	655.1	(131.0)	524.1
EBIT	347.4	(109.0)	238.4
Acquisitions of intangible assets and PP&E net of disposals	286.4	(14.3)	272.1

[1] Impact of change from proportionate consolidation to the equity method of joint ventures.

The impact of €(437.1) million resulting from IFRS 11 (change from proportionate consolidation to the equity method of joint ventures) on the adjusted revenue is split between €(449.7) million of revenue from the joint ventures – See Note 10 "Information on the joint ventures" – and +€12.6 million for the non-eliminated part of intercompany revenue from Group fully consolidated companies with joint ventures, under IFRS 11, bringing the IFRS revenue to €3,181.4 million.

The breakdown of the 2017 segment reporting by operating segment is as follows (Revenue restated [1]):

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Revenue [1]	1,586.7	1,399.2	506.7	3,492.6
Operating margin	420.2	177.7	55.6	653.5
EBIT [2]	211.3	116.4	18.1	345.8
Acquisitions of intangible assets and PP&E net of disposals [3]	173.2	85.4	31.1	289.7

[1] See Note 1.2 "Change of accounting methods"

[2] Including advertising revenue for €3,158.2 million and non advertising revenue for €334.4 million.

[3] Including a net depreciation related to impairment tests for €(12.3) million: €(6.1) million in Street Furniture, €(2.9) million in Transport and €(3.3) million in Billboard.

[4] Cash payments on acquisitions of intangible assets and property, plant and equipment net of cash receipts on proceeds on disposals of intangible assets and property, plant and equipment.

The reconciliation of this operating data from Adjusted to IFRS breaks down as follows:

In million euros	ADJUSTED DATA	JOINT VENTURES' IMPACT [1]	IFRS DATA
Revenue	3,492.6	(432.1)	3,060.5
Operating margin	653.5	(128.7)	524.8
EBIT	345.8	(110.2)	235.6
Acquisitions of intangible assets and PP&E net of disposals	289.7	(14.9)	274.8

[1] Impact of change from proportionate consolidation to the equity method of joint ventures.

The impact of €(432.1) million resulting from IFRS 11 (change from proportionate consolidation to the equity method of joint ventures) on the adjusted revenue is split between €(445.1) million of revenue from the joint ventures – See Note 10 "Information on the joint ventures" – and +€13.0 million for the non-eliminated part of intercompany revenue from Group fully consolidated companies with joint ventures, under IFRS 11, bringing the IFRS revenue to €3,060.5 million.

3.2. Information by geographical area

The 2018 information by geographical area breaks down as follows:

In million euros	EUROPE [1]	ASIA-PACIFIC	FRANCE	REST OF THE WORLD	UNITED KINGDOM	NORTH AMERICA	TOTAL
Revenue	960.7	957.3	602.6	438.0	369.0	290.9	3,618.5

[1] Excluding France and the United Kingdom.

The 2017 information by geographical area breaks down as follows (Revenue restated [2]):

In million euros	EUROPE [1]	ASIA-PACIFIC	FRANCE	REST OF THE WORLD	UNITED KINGDOM	NORTH AMERICA	TOTAL
Revenue [2]	942.8	818.7	622.2	450.0	362.4	296.5	3,492.6

[1] Excluding France and the United Kingdom.

[2] See Note 1.2 "Change of accounting methods".

No single customer reaches the 10% of Group revenue threshold.

3.3. Other information

3.3.1. Non-current segment assets

The non-current segment assets by geographical area for the year 2018 (based on IFRS data) breaks down as follows:

In million euros	EUROPE [1]	ASIA-PACIFIC	FRANCE	REST OF THE WORLD	UNITED KINGDOM	NORTH AMERICA	ELIMINATIONS INTERCOS	TOTAL
Non-current segment assets [2]	2,209.5	1,243.5	997.8	522.0	319.2	224.8	(1,422.3)	4,094.5
Unallocated segment assets [3]								123.6

[1] Excluding France and the United Kingdom.

[2] Excluding deferred tax assets and financial instruments.

[3] Goodwill relating to Airports World that is not allocated by geographical area, as global coverage is a key success factor for this business activity from a commercial standpoint and in connection with the awarding and renewal of contracts. This also applies to impairment tests.

The non-current segment assets by geographical area for the year 2017 (based on IFRS data) breaks down as follows:

In million euros	EUROPE [1]	ASIA-PACIFIC	FRANCE	REST OF THE WORLD	UNITED KINGDOM	NORTH AMERICA	ELIMINATIONS INTERCOS	TOTAL
Non-current segment assets [2]	1,872.5	563.4	842.5	539.4	319.7	226.1	(1,096.3)	3,267.3
Unallocated segment assets [3]								123.8

[1] Excluding France and the United Kingdom.

[2] Excluding deferred tax assets and financial instruments.

[3] Goodwill relating to Airports World that is not allocated by geographical area, as global coverage is a key success factor for this business activity from a commercial standpoint and in connection with the awarding and renewal of contracts. This also applies to impairment tests.

3.3.2. Free cash flow

The reconciliation of the free cash flow from Adjusted to IFRS for the year 2018 is as follows:

In million euros	ADJUSTED DATA	JOINT VENTURES' IMPACT [1]	IFRS DATA
Net cash provided by operating activities	436.8	(36.1)	400.7
- Including Change in working capital	*(75.3)*	*(9.1)*	*(84.4)*
Acquisitions of intangible assets and PP&E net of disposals [2]	(286.4)	14.3	(272.1)
FREE CASH FLOW	**150.4**	**(21.8)**	**128.6**

[1] Impact of change from proportionate consolidation to the equity method of joint ventures.

[2] Cash payments on acquisitions of intangible assets and property, plant and equipment net of cash receipts on proceeds on disposals of intangible assets and property, plant and equipment.

The reconciliation of the free cash flow from Adjusted to IFRS for the year 2017 is as follows:

In million euros	ADJUSTED DATA	JOINT VENTURES' IMPACT [1]	IFRS DATA
Net cash provided by operating activities	432.6	1.6	434.2
- Including Change in working capital	*(4.3)*	*27.0*	*22.7*
Acquisitions of intangible assets and PP&E net of disposals [2]	(289.7)	14.9	(274.8)
FREE CASH FLOW	**142.9**	**16.5**	**159.4**

[1] Impact of change from proportionate consolidation to the equity method of joint ventures.

[2] Cash payments on acquisitions of intangible assets and property, plant and equipment net of cash receipts on proceeds on disposals of intangible assets and property, plant and equipment.

4.COMMENTS ON THE STATEMENT OF FINANCIAL POSITION

4.1. Goodwill and other intangible assets

4.1.1. Goodwill

2018 and 2017 changes in net carrying amount:

In million euros	2018	2017
NET VALUE AS OF 1 JANUARY	**1,341.3**	**1,360.8**
Impairment loss	(1.4)	0.0
Decreases	(0.1)	0.0
Changes in scope	613.4	13.1
Translation adjustments	(12.3)	(32.6)
NET VALUE AS OF 31 DECEMBER	**1,940.9**	**1,341.3**

4.1.2. Other intangible assets

2018 changes in gross value and net carrying amount:

In million euros	DEVELOPMENT COSTS	PATENTS, LICENCES, ADVERTISING CONTRACTS, ERP [1]	LEASEHOLD RIGHTS, PAYMENTS ON ACCOUNT, OTHER	TOTAL
GROSS VALUE AS OF 1 JANUARY 2018	**68.4**	**709.2**	**29.0**	**806.6**
Acquisitions/Increases	13.1	14.3	13.5	40.9
Decreases	(0.1)	(2.5)	(0.5)	(3.1)
Changes in scope [2]		90.2	0.1	90.3
Translation adjustments	(0.3)	(1.7)	(0.1)	(2.1)
Reclassifications [3]		13.1	(13.0)	0.1
Goodwill allocation		14.3		14.3
GROSS VALUE AS OF 31 DECEMBER 2018	**81.1**	**836.9**	**29.0**	**947.0**
AMORTISATION / IMPAIRMENT AS OF 1 JANUARY 2018	**(40.6)**	**(447.8)**	**(16.3)**	**(504.7)**
Amortisation charge	(6.5)	(52.8)	(0.2)	(59.5)
Impairment loss		9.7		9.7
Decreases	0.1	2.4	0.1	2.6
Changes in scope [2]				0.0
Translation adjustments	0.1	(0.8)	(0.2)	(0.9)
Reclassifications [3]		(0.8)	0.2	(0.6)
Goodwill allocation				0.0
AMORTISATION / IMPAIRMENT AS OF 31 DECEMBER 2018	**(46.9)**	**(490.1)**	**(16.4)**	**(553.4)**
NET VALUE AS OF 1 JANUARY 2018	**27.8**	**261.4**	**12.7**	**301.9**
NET VALUE AS OF 31 DECEMBER 2018	**34.2**	**346.8**	**12.6**	**393.6**

[1] Includes the valuation of contracts recognised in connection with business combinations.

[2] These amounts are linked to the acquisitions and liquidations of entities over the period.

[3] The net impact of reclassifications is not nil, as some reclassifications have an impact on other items in the statement of financial position.

2017 changes in gross value and net carrying amount:

In million euros	DEVELOPMENT COSTS	PATENTS, LICENCES, ADVERTISING CONTRACTS, ERP [1]	LEASEHOLD RIGHTS, PAYMENTS ON ACCOUNT, OTHER	TOTAL
GROSS VALUE AS OF 1 JANUARY 2017	**57.8**	**727.3**	**26.0**	**811.1**
Acquisitions/Increases	9.0	26.7	11.4	47.1
Decreases	(0.4)	(49.9)	(0.2)	(50.5)
Changes in scope [2]		(4.0)		(4.0)
Translation adjustments	(0.5)	(34.8)	(1.3)	(36.6)
Reclassifications [3]	2.5	26.7	(6.9)	22.3
Goodwill allocation		17.2		17.2
GROSS VALUE AS OF 31 DECEMBER 2017	**68.4**	**709.2**	**29.0**	**806.6**
AMORTISATION / IMPAIRMENT AS OF 1 JANUARY 2017	**(33.0)**	**(452.4)**	**(13.0)**	**(498.4)**
Amortisation charge	(6.7)	(51.7)	(0.4)	(58.8)
Impairment loss				0.0
Decreases	0.4	49.8	0.1	50.3
Changes in scope [2]		4.0		4.0
Translation adjustments	0.2	17.7	1.2	19.1
Reclassifications [3]	(1.5)	(15.2)	(4.2)	(20.9)
Goodwill allocation				0.0
AMORTISATION / IMPAIRMENT AS OF 31 DECEMBER 2017	**(40.6)**	**(447.8)**	**(16.3)**	**(504.7)**
NET VALUE AS OF 1 JANUARY 2017	**24.8**	**274.9**	**13.0**	**312.7**
NET VALUE AS OF 31 DECEMBER 2017	**27.8**	**261.4**	**12.7**	**301.9**

[1] Includes the valuation of contracts recognised in connection with business combinations.
[2] These amounts are linked to the acquisitions and liquidations of entities over the period.
[3] The net impact of reclassifications is not nil, as some reclassifications have an impact on other items in the statement of financial position.

4.2. Property, plant and equipment (PP&E)

	31/12/2018			31/12/2017
In million euros	GROSS VALUE	DEPRECIATION OR PROVISION	NET VALUE	NET VALUE
Land	22.3	(1.3)	21.0	22.1
Buildings	96.9	(71.3)	25.6	35.4
Technical installations, tools and equipment	3,086.8	(2,038.5)	1,048.3	896.2
Vehicles	130.9	(77.6)	53.3	62.7
Other property, plant and equipment	178.8	(132.1)	46.7	42.0
Assets under construction and down payments	98.3	(0.2)	98.1	97.9
TOTAL	**3,614.0**	**(2,321.0)**	**1,293.0**	**1,156.3**

2018 changes in gross value and net carrying amount:

In million euros	LAND	BUILDINGS	TECHNICAL INSTALLATIONS, TOOLS & EQUIPMENT	OTHER	TOTAL
GROSS VALUE AS OF 1 JANUARY 2018	**23.3**	**105.2**	**2,910.8**	**413.7**	**3,453.0**
- of which finance lease		*2.4*	*5.4*	*46.1*	*53.9*
- of which dismantling cost			*169.3*		*169.3*
Acquisitions	0.0	2.3	157.5	151.1	310.9
- of which acquisitions under finance lease				*6.2*	*6.2*
- of which dismantling cost			*35.6*		*35.6*
- of which effect of rate change on dismantling cost					*0.0*
Decreases	(1.2)	(11.7)	(177.8)	(28.9)	(219.6)
- of which disposals under finance lease				*(3.3)*	*(3.3)*
- of which dismantling cost			*(18.9)*		*(18.9)*
Changes in scope			64.7	7.8	72.5
Reclassifications [1]	0.2	0.7	132.1	(136.2)	(3.2)
Goodwill allocation					0.0
Translation adjustments		0.4	(0.5)	0.5	0.4
GROSS VALUE AS OF 31 DECEMBER 2018	**22.3**	**96.9**	**3,086.8**	**408.0**	**3,614.0**
AMORTISATION / IMPAIRMENT AS OF 1 JANUARY 2018	**(1.2)**	**(69.8)**	**(2,014.6)**	**(211.1)**	**(2,296.7)**
- of which finance lease		*(2.4)*	*(5.4)*	*(25.0)*	*(32.8)*
- of which dismantling cost			*(98.1)*		*(98.1)*
Depreciation charge net of reversals		(4.2)	(196.6)	(25.2)	(226.0)
- of which finance lease				*(8.2)*	*(8.2)*
- of which dismantling cost			*(23.3)*		*(23.3)*
Impairment loss			(1.3)		(1.3)
Decreases	0.1	3.4	172.1	22.9	198.5
- of which finance lease				*2.9*	*2.9*
- of which dismantling cost			*15.1*		*15.1*
Changes in scope			(0.2)	0.3	0.1
Reclassifications [1]	(0.1)	(0.6)	1.4	2.7	3.4
Goodwill allocation					0.0
Translation adjustments	(0.1)	(0.1)	0.7	0.5	1.0
AMORTISATION / IMPAIRMENT AS OF 31 DECEMBER 2018	**(1.3)**	**(71.3)**	**(2,038.5)**	**(209.9)**	**(2,321.0)**
NET VALUE AS OF 1 JANUARY 2018	**22.1**	**35.4**	**896.2**	**202.6**	**1,156.3**
NET VALUE AS OF 31 DECEMBER 2018	**21.0**	**25.6**	**1,048.3**	**198.1**	**1,293.0**

[1] The net impact of reclassifications is not nil, as some reclassifications have an impact on other items in the statement of financial position.

2017 changes in gross value and net carrying amount:

In million euros	LAND	BUILDINGS	TECHNICAL INSTALLATIONS, TOOLS & EQUIPMENT	OTHER	TOTAL
GROSS VALUE AS OF 1 JANUARY 2017	**27.1**	**109.7**	**2,974.3**	**366.3**	**3,477.4**
- of which finance lease		*2.4*	*5.4*	*42.4*	*50.2*
- of which dismantling cost			*172.6*		*172.6*
Acquisitions	0.1	2.3	109.5	167.4	279.3
- of which acquisitions under finance lease				*9.7*	*9.7*
- of which dismantling cost			*22.5*		*22.5*
- of which effect of rate change on dismantling cost					*0.0*
Decreases	(3.3)	(4.4)	(150.2)	(28.7)	(186.6)
- of which disposals under finance lease				*(5.4)*	*(5.4)*
- of which dismantling cost			*(19.8)*		*(19.8)*
Changes in scope			3.1	0.2	3.3
Reclassifications [1]		(0.6)	61.3	(78.7)	(18.0)
Goodwill allocation	0.4	(0.1)	(1.5)		(1.2)
Translation adjustments	(1.0)	(1.7)	(85.7)	(12.8)	(101.2)
GROSS VALUE AS OF 31 DECEMBER 2017	**23.3**	**105.2**	**2,910.8**	**413.7**	**3,453.0**
AMORTISATION / IMPAIRMENT AS OF 1 JANUARY 2017	**(1.4)**	**(70.4)**	**(2,035.8)**	**(219.1)**	**(2,326.7)**
- of which finance lease		*(2.3)*	*(5.4)*	*(21.5)*	*(29.2)*
- of which dismantling cost			*(103.2)*		*(103.2)*
Depreciation charge net of reversals	(0.1)	(3.6)	(183.5)	(21.9)	(209.1)
- of which finance lease				*(8.1)*	*(8.1)*
- of which dismantling cost			*(13.5)*		*(13.5)*
Impairment loss			(9.2)	(0.2)	(9.4)
Decreases	0.3	3.6	142.3	26.4	172.6
- of which finance lease				*4.0*	*4.0*
- of which dismantling cost			*15.0*		*15.0*
Changes in scope		0.2	2.4	0.8	3.4
Reclassifications [1]		0.1	14.9	(0.5)	14.5
Goodwill allocation					0.0
Translation adjustments		0.3	54.3	3.4	58.0
AMORTISATION / IMPAIRMENT AS OF 31 DECEMBER 2017	**(1.2)**	**(69.8)**	**(2,014.6)**	**(211.1)**	**(2,296.7)**
NET VALUE AS OF 1 JANUARY 2017	**25.7**	**39.3**	**938.5**	**147.2**	**1,150.7**
NET VALUE AS OF 31 DECEMBER 2017	**22.1**	**35.4**	**896.2**	**202.6**	**1,156.3**

[1] The net impact of reclassifications is not nil, as some reclassifications have an impact on other items in the statement of financial position.

As of 31 December 2018, the net value of property, plant and equipment under finance lease amounted to €18.9 million, compared to €21.1 million as of 31 December 2017. It breaks down as follows:

In million euros	31/12/2018	31/12/2017
Buildings	0.0	0.0
Vehicles	18.9	21.1
Other property, plant and equipment	0.0	0.0
TOTAL	**18.9**	**21.1**

Over 81% of the Group's property, plant and equipment are comprised of street furniture and other advertising structures. These assets represent a range of very diverse products (Senior®, MUPI®, digital screens, columns, flag poles, bus shelters, public toilets, benches, bicycles, public litter bins, etc.). The assets are fully owned (controlled by the Group) and Group advertising revenue represents the sale of advertising space present in some of these structures. The Group owns almost all the buildings (98% of the total gross value), the remainder being held under finance leases.

4.3. Goodwill, Property, plant and equipment (PP&E), and intangible asset impairment tests

Goodwill, property, plant and equipment and intangible assets refer to the following CGU groups:

	31/12/2018			31/12/2017		
In million euros	GOODWILL	PP&E / INTANGIBLE ASSETS [1]	TOTAL	GOODWILL	PP&E / INTANGIBLE ASSETS [1]	TOTAL
Street Furniture Europe (excluding France and United Kingdom)	386.8	337.4	724.2	387.6	339.1	726.7
Billboard Europe (excluding France and United Kingdom)	142.9	49.4	192.3	142.0	43.5	185.5
Airports World [2]	123.6	84.0	207.6	123.8	88.0	211.8
Billboard United Kingdom	143.4	60.1	203.5	144.7	56.2	200.9
Billboard France	115.4	7.2	122.6	115.4	7.3	122.7
Street Furniture France	86.4	405.5	491.9	86.4	350.0	436.4
Street Furniture United Kingdom	57.4	42.5	99.9	57.5	50.7	108.2
Other [3]	885.0	600.7	1,485.7	283.9	419.4	703.3
TOTAL	**1,940.9**	**1,586.8**	**3,527.7**	**1,341.3**	**1,354.2**	**2,695.5**

This table takes into account the impairment losses recognised on property, plant and equipment, intangible assets and goodwill. The goodwill, intangible assets and property, plant and equipment recognised in connection with the acquisition in 2018 of APN, presented on the line "Other", were not subject of impairment tests (This acquisition is in the process of allocation).

[1] Intangible assets and property, plant and equipment are presented net of provisions for onerous contracts, for €80.9 million and €96.8 million, respectively, as of 31 December 2018 and 31 December 2017, and net of deferred tax liabilities related to the contracts and the provisions for onerous contracts recognised in connection with business combinations, for €18.9 million and €7.2 million, respectively, as of 31 December 2018 and 31 December 2017.

[2] Intangible assets and property, plant and equipment for €84.0 million related to the CGU Airports World include €17.5 million belonging to the geographical area Rest of the World, exposed to higher economic volatility.

[3] The amount of €885.0 million of goodwill and the amount of €600.7 million of intangible assets and property, plant and equipment on the line "Other" include, respectively, €138.7 million and €214.8 million related to the geographical area Rest of the World for which the impairment and sensitivity tests were performed at the level of each group of CGUs of this geographical area.

Impairment tests carried out at 31 December 2018 led to an overall impairment reversal in operating income of €8.4 million on intangible assets and property, plant and equipment, a reversal of €0.6 million on onerous contracts and a goodwill impairment of €(1.4) million.

Impairment tests on goodwill, intangible assets and property, plant and equipment had a positive impact of €2.2 million in net income, Group share (versus €(10.6) million in 2017).

The discount rate, the operating margin ratio and the perpetual growth rate for the Billboard business are considered to be the Group's key assumptions with respect to impairment testing.

The countries are broken down into five areas based on the risk associated with each country, and each area corresponds to a specific discount rate ranging from 6.0% to 17.0%, for the area presenting the highest risk. The after-tax rate of 6.0%, used in 2018 (compared to 7.0% in 2017), was used, in particular, in Western Europe (excluding Spain, Portugal, Italy and Ireland), North America, Japan, Singapore, South Korea, and Australia where the Group generates 58.0% of its adjusted revenue. The average discount rate for the Group came to 8.1% in 2018.

Sensitivity tests for which the results are presented below were carried out in the following way:

- In France, the United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific, three sensitivity tests were performed; on the one hand, by increasing the discount rate by 50 basis points, and on the other hand, by decreasing by 50 basis points both the operating margin ratio and the perpetual growth rate of the discounted cash flows for the Billboard business.
- In the Rest of the World geographical area where there are countries much more exposed to economic and political volatility, three sensitivity tests were performed; on the one hand, by increasing the discount rate by 200 basis points, and on the other hand, by decreasing by 200 basis points both the operating margin ratio and the perpetual growth rate of the discounted cash flows for the Billboard business.

The results of the sensitivity tests demonstrate that:

- an increase of 50 basis points in the discount rate for the France, United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific geographical areas would not lead to an additional impairment loss on goodwill or on intangible assets and property, plant and equipment in each of the CGUs in these geographical areas;
- an increase of 200 basis points in the discount rate for the Rest of the World geographical area would lead to an impairment loss of €(23.5) million on goodwill. This would lead to an additional impairment loss on intangible assets and property, plant and equipment of €(1.0) million in this geographical area;
- a decrease of 50 basis points in the operating margin ratio for the France, United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific geographical areas would not lead to an additional impairment loss on goodwill or on intangible assets and property, plant and equipment in each of the CGUs in these geographical areas;
- a decrease of 200 basis points in the operating margin ratio for the Rest of the World geographical area would lead to an impairment loss of €(1.5) million on intangible assets and property, plant and equipment and an impairment loss of €(3.5) million on goodwill in the CGUs in this geographical area;
- a decrease in the perpetual growth rate of the discounted cash flows of 50 basis points for the France, United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific geographical areas would lead to an additional impairment loss of €(16.8) on goodwill (without additional impairment loss on intangible assets and property, plant and equipment). A decrease in the perpetual growth rate of the discounted cash flows of 200 basis points for the Rest of the World geographical area would lead to an additional impairment loss of €(13.0) million on goodwill and an additional impairment loss of €(0.1) million in intangible assets and property, plant and equipment in each of the CGUs in this geographical area.

4.4. Investments under the equity method and impairment tests

In million euros	31/12/2018	31/12/2017
Joint ventures	283.3	288.7
Associates	184.9	187.3
TOTAL [1]	**468.2**	**476.0**

[1] Including €54.7 million related to the Rest of the World area as of 31 December 2018 compared to €62.8 million as of 31 December 2017.

The information related to the joint ventures and associates is provided in application of IFRS 12 "Disclosure of Interests in Other Entities" and is detailed in Note 10 "Information on the joint ventures" and in Note 11 "Information on associates".

No impairment loss was recognised in 2018, as in 2017.

For companies consolidated under the equity method in France, the United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific areas, the results of the sensitivity tests demonstrate that:

- an increase of 50 basis points in the discount rate would lead to an additional impairment loss of €(0.4) million on the share of net profit of companies consolidated under the equity method,
- a decrease of 50 basis points in the operating margin ratio would lead to an additional impairment loss of €(0.7) million on the share of net profit of companies consolidated under the equity method,
- a decrease of 50 basis points in the perpetual growth rate of discounted cash flows for the billboard activity would not lead to an impairment loss on the share of net profit of companies consolidated under the equity method.

For investments under the equity method belonging to the Rest of the World geographical area, the results of the sensitivity tests demonstrate that:

- an increase of 200 basis points in the discount rate would lead to an impairment loss of €(0.1) million on the share of net profit of companies consolidated under the equity method ;
- a decrease of 200 basis points in the operating margin ratio would not lead to an impairment loss on the share of net profit of companies consolidated under the equity method ;
- a decrease of 200 basis points in the perpetual growth rate of discounted cash flows would not lead to an impairment loss on the share of net profit of companies consolidated under the equity method where cash flows are calculated on the basis of a perpetual projection.

4.5. Other financial assets (current and non-current)

In million euros	31/12/2018	31/12/2017
Financial investments	0.5	0.6
Loans	51.4	52.8
Loans to participating interests	0.7	0.7
Other financial investments	67.7	39.9
TOTAL	**120.3**	**94.0**

The increase in other financial assets for €26.3 million as of 31 December 2018 was mainly related to the escrow account in Belgium in accordance with the ongoing acquisition of Publiroute.

The maturity of other financial assets (except financial investments) breaks down as follows:

In million euros	31/12/2018	31/12/2017
< 1 year	30.2	3.7
> 1 year & < 5 years	77.4	84.8
> 5 years	12.2	4.9
TOTAL	**119.8**	**93.4**

4.6. Other receivables (non-current)

In million euros	31/12/2018	31/12/2017
Prepaid expenses	25.4	19.7
Miscellaneous receivables	7.2	5.4
TOTAL GROSS VALUE FOR OTHER RECEIVABLES (NON-CURRENT)	32.6	25.1
Write-down for miscellaneous receivables	(1.4)	(1.3)
TOTAL WRITE-DOWN FOR OTHER RECEIVABLES (NON-CURRENT)	(1.4)	(1.3)
TOTAL	**31.2**	**23.8**

4.7. Inventories

In million euros	31/12/2018	31/12/2017
Gross value of inventories	186.7	149.4
Write-down	(27.3)	(25.6)
TOTAL	**159.4**	**123.8**

The €35.6 million increase is mainly due to projects underway, in particular digital, consequent to contracts received by the Group.

4.8. Trade and other receivables

In million euros	31/12/2018	31/12/2017
Trade receivables	861.7	761.2
Miscellaneous receivables	16.0	23.6
Other operating receivables	27.2	18.9
Miscellaneous tax receivables	69.5	53.8
Receivables on disposal of assets and equipment grant to be received	0.3	3.1
Down payments	11.1	12.2
Prepaid expenses	83.3	76.3
TOTAL GROSS VALUE FOR TRADE AND OTHER RECEIVABLES	1,069.1	949.1
Write-down for trade receivables	(31.5)	(29.4)
Write-down for miscellaneous receivables	(1.9)	(1.5)
Write-down for other operating receivables	(0.1)	(0.1)
TOTAL WRITE-DOWN FOR TRADE AND OTHER RECEIVABLES	(33.5)	(31.0)
TOTAL	**1,035.6**	**918.1**

The €117.5 million increase in trade and other receivables as of 31 December 2018 is mainly due to changes in scope for €48.7 million and flows from operating activities for €76.5 million, offset in part by the foreign exchange rates impacts of €(5.1) million.

The balance of past-due and un-provisioned trade receivables is €330.7 million as of 31 December 2018 compared to €265.2 million at 31 December 2017. 8.0% of the un-provisioned trade receivables are overdue by more than 90 days as of 31 December 2018 compared to 5.6% at 31 December 2017. These receivables are mainly related to media agencies or international groups which do not pose a recovery risk.

4.9. Managed cash

In million euros	31/12/2018	31/12/2017
Cash	97.8	385.3
Cash equivalents	14.5	343.0
TOTAL CASH AND CASH EQUIVALENTS	112.3	728.3
Treasury financial assets	81.2	277.9
TOTAL MANAGED CASH	**193.5**	**1,006.2**

Cash equivalents mainly include short-term deposits and money market funds.

€8.6 million of the total of cash and cash equivalents is invested in guarantees as of 31 December 2018, compared to €8.0 million as of 31 December 2017.

As of 31 December 2018 treasury financial assets were comprised of €44.7 million of short-term liquid investments (compared to €244.0 million as of 31 December 2017) and €36.5 million held in an escrow account by the Group in connection with operational contracts, where the cash belongs to the Group (compared to €33.9 million as of 31 December 2017). These financial assets have the main characteristics of cash equivalents but do not strictly comply with all the criteria to be qualified as such according to IAS 7.

4.10. Net deferred taxes

4.10.1. Deferred taxes recorded

Breakdown of deferred taxes:

In million euros	31/12/2018	31/12/2017
PP&E, intangible assets and provisions for onerous contracts	(92.4)	(77.8)
Tax losses carried forward	28.6	17.6
Provisions for dismantling costs	22.8	21.3
Provisions for retirement and other benefits	23.2	23.6
Deferred rent	17.9	22.6
Other	11.5	5.7
TOTAL	**11.6**	**13.0**

The €1.4 million decrease of deferred tax assets net of the deferred tax liabilities is mainly due to an increase in deferred tax liabilities on intangible assets and property, plant and equipment offset by the increase in capitalised tax losses carried forward.

4.10.2. Net deferred tax variation

As of 31 December 2018, the net deferred tax variations are as follows:

In million euros	31/12/2017	NET EXPENSE	RECLASSIFICATIONS	DT ON ACTUARIAL GAINS AND LOSSES	TRANSLATION ADJUSTMENTS	CHANGES IN SCOPE	31/12/2018
Deferred tax assets	92.3	7.1	(4.8)	(0.1)	2.1	5.0	101.6
Deferred tax liabilities	(79.3)	7.1	4.8		(1.1)	(21.5)	(90.0)
TOTAL	**13.0**	**14.2**	**0.0**	**(0.1)**	**1.0**	**(16.5)**	**11.6**

As of 31 December 2017, the net deferred tax variations were as follows:

In million euros	31/12/2016	NET EXPENSE	RECLASSIFICATIONS	DT ON ACTUARIAL GAINS AND LOSSES	TRANSLATION ADJUSTMENTS	CHANGES IN SCOPE	31/12/2017
Deferred tax assets	134.9	(27.2)	(10.3)	0.5	(14.1)	8.5	92.3
Deferred tax liabilities	(75.7)	(5.2)	10.3	0.5	2.9	(12.1)	(79.3)
TOTAL	**59.2**	**(32.4)**	**0.0**	**1.0**	**(11.2)**	**(3.6)**	**13.0**

4.10.3. Unrecognised deferred tax assets on tax losses carried forward

As of 31 December 2018, the amount of deferred tax assets on unrecognised losses carried forward is €92.0 million, compared to €86.3 million as of 31 December 2017.

4.11. Equity

Breakdown of share capital

As of 31 December 2018, share capital amounted to €3,244,275.27 divided into 212,810,350 shares of the same class and fully paid up.

Reconciliation of the number of outstanding shares as of 1 January 2018 and 31 December 2018:

NUMBER OF OUTSTANDING SHARES AS OF 1 JANUARY 2018	**212,676,701**
Shares issued following the exercise of options	133,649
NUMBER OF OUTSTANDING SHARES AS OF 31 DECEMBER 2018	**212,810,350**

As of 31 December 2018, JCDecaux SA did not hold any treasury shares.

In 2018, the Group did not grant any stock option or bonus share plans.

The cost related to all the current plans amounted to €1.0 million in 2018.

The General Meeting held on 17 May 2018, approved a dividend payment of €0.56 to each of the 212,676,701 shares making up the share capital as of 31 December 2017.

Non-controlling interests do not represent a significant portion of the 2017 and 2018 Group consolidated financial statements.

4.12. Provisions

Provisions break down as follows:

In million euros	31/12/2017	ALLOCATIONS	DISCOUNT [1]	REVERSALS USED	REVERSALS NOT USED	ACTUARIAL GAINS AND LOSSES/ASSETS CEILING	RECLASSIFICATIONS	TRANSLATION ADJUSTMENTS	CHANGES IN SCOPE	31/12/2018
Provisions for dismantling cost	226.5	35.6	3.5	(13.4)	(11.5)		0.3	1.8	(0.2)	242.6
Provisions for onerous contracts	96.8	2.5		(19.0)	(1.6)			2.2		80.9
Provisions for retirement and other benefits	85.7	5.6	1.3	(7.1)	(0.1)	2.1			0.8	88.3
Provisions for risks and litigation	48.3	19.9		(7.0)	(5.8)		0.4	(0.5)	0.4	55.7
TOTAL	**457.3**	**63.6**	**4.8**	**(46.5)**	**(19.0)**	**2.1**	**0.7**	**3.5**	**1.0**	**467.5**

[1] No amount had been recognised versus PP&E.

4.12.1. Provisions for dismantling costs

Provisions consist mainly of provisions for dismantling costs regarding advertising assets in respect of Street Furniture and Transport businesses. They are calculated at the end of each accounting period and are based on the assets pool and their unitary dismantling cost (labour, cost of destruction and restoration of ground surfaces). As of 31 December 2018, the average residual contract term used to calculate the provision for dismantling costs is 11.6 years.

Provisions for dismantling are discounted at a rate of 1.5% as of 31 December 2018, the same as 31 December 2017. The use of a 1.0% discount rate (change of 50 basis points) would have generated an additional provision of approximately €14.3 million.

4.12.2. Provisions for onerous contracts

The provisions for onerous contracts amounted to €80.9 million as of 31 December 2018 compared to €96.8 million as of 31 December 2017. They consist of provisions for onerous contracts recognised during the purchase price allocation exercise of €65.1 million and of provisions recognised following impairment tests of €15.8 million, compared to respectively €80.3 million and €16.5 million as of 31 December 2017.

4.12.3. Provisions for retirement and other benefits

4.12.3.1. Characteristics of the defined benefits plans

The Group's defined employee benefit obligations mainly consist of retirement benefits (contractual termination benefits, pensions and other retirement benefits for senior executives of certain Group subsidiaries) and other long-term benefits paid throughout the employee's career, such as long service awards or jubilees.

The Group's retirement benefits mainly involve France, the United Kingdom and Austria.

In France, termination benefits paid at retirement are calculated in accordance with the "Convention Nationale de la Publicité" (Collective Bargaining Agreement for Advertising). A portion of the obligation is covered by contributions made to an external fund by the French companies of JCDecaux Group.

In the United Kingdom, retirement obligations mainly consist of a pension plan previously opened to some employees of JCDecaux UK Ltd. In December 2002, the vesting rights for this plan were frozen.

In Austria, the obligations mainly comprise mandatory termination benefits.

4.12.3.2. Financial information

Provisions are calculated according to the following assumptions:

	2018	2017
DISCOUNT RATE [1]		
Euro Zone	1.75%	1.50%
United Kingdom	2.80%	2.50%
ESTIMATED ANNUAL RATE OF INCREASE IN FUTURE SALARIES		
Euro Zone	1.90%	2.00%
United Kingdom [2]	NA	NA
INFLATION RATE		
Euro Zone	1.75%	1.75%
United Kingdom	2.40%	2.30%

[1] The discount rates for the Euro Zone and the United Kingdom are taken from the Iboxx data and are determined based on the yield rate of bonds issued by highly rated companies (rated AA).

[2] As the UK plan was frozen, no salary increase was taken into account.

Retirement benefits and other long-term benefits (before tax) in 2018 break down as follows:

In million euros	RETIREMENT BENEFITS UNFUNDED	RETIREMENT BENEFITS FUNDED	OTHER LONG-TERM BENEFITS	TOTAL
CHANGE IN BENEFIT OBLIGATION				
BENEFIT OBLIGATION AT THE BEGINNING OF THE YEAR	18.4	119.8	7.7	145.9
Service cost	1.4	3.5	0.7	5.6
Interest cost	0.3	2.2	0.1	2.6
Acquisitions / disposals of plans	0.7		0.1	0.8
Liquidations of plans	(0.6)			(0.6)
Actuarial gains/losses [1]	1.3	(1.0)	(0.4)	(0.1)
Employee contributions		0.2		0.2
Benefits paid	(1.2)	(4.5)	(0.5)	(6.2)
Translation adjustments		(0.3)		(0.3)
BENEFIT OBLIGATION AT THE END OF THE YEAR	20.3	119.9	7.7	147.9
including France	*12.7*	*55.2*	*4.4*	*72.3*
including other countries	*7.6*	*64.7*	*3.3*	*75.6*
CHANGE IN PLAN ASSETS				
ASSETS AT THE BEGINNING OF THE YEAR		60.2		60.2
Interest income		1.3		1.3
Return on plan assets excluding amounts included in interest income		(1.7)		(1.7)
Employer contributions		4.6		4.6
Employee contributions		0.2		0.2
Benefits paid		(4.5)		(4.5)
Translation adjustments		(0.3)		(0.3)
ASSETS AT THE END OF THE YEAR		59.8		59.8
including France		*7.4*		*7.4*
including other countries [2]		*52.4*		*52.4*
PROVISIONS				
Funded status	20.3	60.1	7.7	88.1
Assets ceiling		0.2		0.2
PROVISIONS AT THE END OF THE YEAR	20.3	60.3	7.7	88.3
including France	*12.7*	*47.8*	*4.4*	*64.9*
including other countries	*7.6*	*12.5*	*3.3*	*23.4*
PENSION COST				
Interest cost	0.3	2.2	0.1	2.6
Interest income		(1.3)		(1.3)
Service cost	1.4	3.5	0.7	5.6
Amortisation of actuarial gains/losses on other long-term benefits			(0.3)	(0.3)
Liquidations of plans	(0.6)			(0.6)
CHARGE FOR THE YEAR	1.1	4.4	0.5	6.0
including France	*0.9*	*3.4*	*0.1*	*4.4*
including other countries	*0.2*	*1.0*	*0.4*	*1.6*

[1] Including €2.6 million related to experience gains and losses, €(5.4) million related to financial assumptions and €2.7 million related to demographic assumptions.

[2] Mainly the United Kingdom.

As of 31 December 2018 the Group's benefit obligation amounted to €147.9 million and mainly involved three countries: France (49% of the total benefit obligation), the United Kingdom (35%) and Austria (5%).

The valuations were performed by an independent actuary who also conducted sensitivity tests for each of the plans.

The results of the sensitivity tests demonstrate that:

- a decrease of 50 basis points in the discount rate would lead to a €9.4 million increase in the benefit obligation's present value,
- an increase of 50 basis points in the annual rate of increase in future salaries would lead to a €4.7 million increase in the benefit obligation's present value,
- an increase of 50 basis points in the inflation rate would lead to a €2.0 million increase in the benefit obligation's present value.

The variances observed during the sensitivity tests do not call into question the rates taken on for the preparation of the financial statements, deemed to be the rates that most closely match the market.

Net movements in provisions for retirement and other benefits are as follows:

In million euros	2018	2017
1 JANUARY	85.7	84.0
Charge for the year	6.0	5.7
Translation adjustments	0.0	(0.9)
Contributions paid	(4.6)	(3.9)
Benefits paid	(1.7)	(1.4)
Change in actuarial gains and losses on post-employment benefit plans and assets ceiling	2.1	2.4
Other	0.8	(0.2)
31 DECEMBER	88.3	85.7
Which are recorded:		
- In EBIT	1.6	1.0
- In Financial income (loss)	(1.3)	(1.4)
- In Other comprehensive income	(2.1)	(2.4)

The breakdown of the related plan assets is as follows:

	31/12/2018		31/12/2017	
	IN M€	IN %	IN M€	IN %
Shares	20.8	35%	21.7	37%
Bonds	23.9	40%	23.1	38%
Corporate bonds	2.8	5%	3.1	5%
Real Estate	2.7	4%	2.5	4%
Insurance contracts	9.2	15%	9.0	15%
Other	0.4	1%	0.8	1%
TOTAL	**59.8**	**100%**	**60.2**	**100%**

The plan assets are assets that are listed, separately from real estate which is not listed.

Retirement benefits and other long-term benefits (before tax) in 2017 break down as follows:

In million euros	RETIREMENT BENEFITS		OTHER LONG-TERM BENEFITS	TOTAL
	UNFUNDED	FUNDED		
CHANGE IN BENEFIT OBLIGATION				
BENEFIT OBLIGATION AT THE BEGINNING OF THE YEAR	17.4	118.0	7.7	143.1
Service cost	1.2	3.3	0.5	5.0
Interest cost	0.3	2.3	0.1	2.7
Acquisitions / disposals of plans	(0.1)		(0.1)	(0.2)
Curtailments of plans	(0.4)			(0.4)
Actuarial gains/losses [1]	1.3	1.7	(0.2)	2.8
Employee contributions		0.2		0.2
Benefits paid	(1.0)	(3.3)	(0.3)	(4.6)
Translation adjustments	(0.3)	(2.4)		(2.7)
BENEFIT OBLIGATION AT THE END OF THE YEAR	18.4	119.8	7.7	145.9
including France	*11.3*	*55.1*	*4.7*	*71.1*
including other countries	*7.1*	*64.7*	*3.0*	*74.8*
CHANGE IN PLAN ASSETS				
ASSETS AT THE BEGINNING OF THE YEAR		59.5		59.5
Interest income		1.3		1.3
Return on plan assets excluding amounts included in interest income		0.3		0.3
Employer contributions		3.9		3.9
Employee contributions		0.2		0.2
Benefits paid		(3.2)		(3.2)
Translation adjustments		(1.8)		(1.8)
ASSETS AT THE END OF THE YEAR		60.2		60.2
including France		*7.3*		*7.3*
including other countries [2]		*52.9*		*52.9*
PROVISIONS				
Funded status	18.4	59.6	7.7	85.7
Assets ceiling				0.0
PROVISIONS AT THE END OF THE YEAR	18.4	59.6	7.7	85.7
including France	*11.3*	*47.8*	*4.7*	*63.8*
including other countries	*7.1*	*11.8*	*3.0*	*21.9*
PENSION COST				
Interest cost	0.3	2.3	0.1	2.7
Interest income		(1.3)		(1.3)
Service cost	1.2	3.3	0.5	5.0
Amortisation of actuarial gains/losses on other long-term benefits			(0.3)	(0.3)
Curtailments of plans	(0.4)			(0.4)
CHARGE FOR THE YEAR	1.1	4.3	0.3	5.7
including France	*0.4*	*3.2*	*0.3*	*3.9*
including other countries	*0.7*	*1.1*	*0.0*	*1.8*

[1] Including €3.7 million related to experience gains and losses, €0.2 million related to financial assumptions and €(1.1) million related to demographic assumptions.

[2] Mainly the United Kingdom.

4.12.3.3. Information about the future cash flows

Future contributions to pension funds for the year 2019 are estimated at €1.9 million.

The average weighted duration is respectively 11 years and 18 years for the Euro Zone and the United Kingdom.

The JCDecaux UK Ltd pension plan in the United Kingdom has been closed since December 2002. Today only the deferred or retirees remain in this plan. "Funding" evaluations are carried out every three years in order to determine the level of the plan's deficit with the agreement of the Trustees and the employer in compliance with the regulations. A schedule of contributions is defined up to 2028.

4.12.3.4. Defined contribution plans

Contributions paid for defined contribution plans represented €36.0 million in 2018 compared to €35.9 million in 2017.

4.12.3.5. Multi-employer defined benefit plans

The Group takes part in three multi-employer defined benefit plans covered by assets in Sweden (ITP Plan). An evaluation is performed according to the local standards each year. The benefit obligation of the company JCDecaux Sverige AB cannot currently be determined separately. As of 31 December 2017, the three plans were in a surplus position for a total amount of €9,172.7 million, at the national level, according to local evaluations specific to these commitments. The expense recognised in the consolidated financial statements for these three plans is the same as the contributions paid in 2018, i.e. €0.6 million. The future contributions of the three plans will be steady in 2019.

4.12.4. Provisions for risks and litigation

Provisions for risks and litigation amounted to €55.7 million as of 31 December 2018 compared to €48.3 million as of 31 December 2017.

The JCDecaux Group is party to several legal disputes regarding the implementation terms and conditions for some of its contracts with its concession grantors and the terms and conditions governing supplier relations. In addition, the specific nature of its business (contracts with public authorities) may generate specific contentious procedures. The JCDecaux Group is party to litigation over the awarding or cancellation of street furniture and/or billboard contracts, as well as tax litigation. In addition, in the context of their businesses, Group companies may by subject to actions/investigations from legal authorities/national competition authorities. Some are ongoing and should not lead to material adverse consequences for the Group.

The Group's Legal Department identifies all risks and litigation (nature, amounts, procedure, risk level), regularly monitors developments and compares this information with that of the Finance Department. The amount of provisions recognised for risks and litigation is analysed case by case, based on the positions of the plaintiffs, the assessment of the Group's legal advisors and any decisions handed down by a court.

4.12.5. Contingent assets and liabilities

Subsequent to a risk analysis, the Group deemed that it was not necessary to recognise a provision with respect to some on-going proceedings regarding litigation or investigations by competition authorities, tax risks or the terms and conditions governing the implementation or awarding of contracts.

Subject to exceptions, no provision for dismantling costs regarding panels in respect of the Billboard business is recognised in the Group financial statements. Indeed, the Group deems that the dismantling obligation of the Billboard business corresponds to a contingent liability as either the obligation is hardly probable or it cannot be estimated with sufficient reliability due to the uncertainty of the probable dismantling date that influences the discounting impact. Regarding panels that resemble street furniture, large format digital screens and the most spectacular advertising structures, whose unitary dismantling cost is more significant than for dismantling traditional panels, as well as for dismantling programs related to panels for which a high probability of dismantling exists in the short term and at our initiative, the Group had estimated the overall non-discounted dismantling cost at €21.0 million as of 31 December 2018, compared to €13.3 million as of 31 December 2017. In exceptional cases where a short-term dismantling obligation is identified, the Group may recognise a provision for dismantling costs regarding panels of the Billboard business.

4.13. Financial debt

In million euros		31/12/2018 CURRENT PORTION	31/12/2018 NON-CURRENT PORTION	31/12/2018 TOTAL	31/12/2017 CURRENT PORTION	31/12/2017 NON-CURRENT PORTION	31/12/2017 TOTAL
GROSS FINANCIAL DEBT	**(1)**	**296.9**	**1,075.7**	**1,372.6**	**586.0**	**786.6**	**1,372.6**
Financial derivatives assets		(4.9)		(4.9)	(0.2)		(0.2)
Financial derivatives liabilities		1.3	0.2	1.5	4.9	0.5	5.4
HEDGING FINANCIAL DERIVATIVES INSTRUMENTS	(2)	(3.6)	0.2	(3.4)	4.7	0.5	5.2
Cash and cash equivalents (*)		112.3		112.3	728.3		728.3
Bank overdrafts		(24.3)		(24.3)	(12.8)		(12.8)
NET CASH	(3)	88.0	0.0	88.0	715.5	0.0	715.5
TREASURY FINANCIAL ASSETS (**)	(4)	81.2	0.0	81.2	277.9	0.0	277.9
NET FINANCIAL DEBT (EXCLUDING NON-CONTROLLING INTEREST PURCHASE COMMITMENTS)	**(5)=(1)+(2)-(3)-(4)**	**124.1**	**1,075.9**	**1,200.0**	**(402.7)**	**787.1**	**384.4**

(*) As of 31 December 2018, the Group had €112.3 million of cash and cash equivalents (compared to €728.3 million as of 31 December 2017) and €81.2 million of treasury financial assets (compared to €277.9 million as of 31 December 2017). Cash equivalents mainly included short-term deposits and money market funds. €8.6 million of the total of cash and cash equivalents is invested in guarantees as of 31 December 2018, compared to €8.0 million as of 31 December 2017.

(**) As of 31 December 2018 treasury financial assets were made of €44.7 million of short-term liquid investments (compared to €244.0 million as of 31 December 2017) and €36.5 million held in an escrow account by the Group in connection with operational contracts, where the cash belongs to the Group (compared to €33.9 million as of 31 December 2017). These financial assets have the main characteristics of cash equivalents but do not strictly comply with all the criteria to be qualified as such according to IAS 7.

The debts on commitments to purchase non-controlling interests are recorded separately and therefore are not included in the financial debt. They are described in Note 4.14 "Debt on commitments to purchase non-controlling interests".

Hedging financial instruments are described in Note 4.15 "Financial instruments".

The reconciliation of the cash flow variance with the change in financial debt is detailed in Note 6.4 "Reconciliation between the cash flows and the change in net financial debt".

The debt analyses presented hereafter are based on the economic financial debt, which is equal to the gross financial debt on the statement of financial position adjusted by the impact of amortised cost:

In million euros	31/12/2018 CURRENT PORTION	31/12/2018 NON-CURRENT PORTION	31/12/2018 TOTAL	31/12/2017 CURRENT PORTION	31/12/2017 NON-CURRENT PORTION	31/12/2017 TOTAL
GROSS FINANCIAL DEBT	296.9	1,075.7	1,372.6	586.0	786.6	1,372.6
Impact of amortised cost	1.2	3.2	4.4	1.2	4.4	5.6
ECONOMIC FINANCIAL DEBT	298.1	1,078.9	1,377.0	587.2	791.0	1,378.2

The economic financial debt breaks down as follows:

In million euros	31/12/2018 CURRENT PORTION	31/12/2018 NON-CURRENT PORTION	31/12/2018 TOTAL	31/12/2017 CURRENT PORTION	31/12/2017 NON-CURRENT PORTION	31/12/2017 TOTAL
Bonds		1,050.0	1,050.0	500.0	750.0	1,250.0
Commercial Paper (NEU/CP)	220.0		220.0			
Bank borrowings	36.4	10.3	46.7	43.1	17.4	60.5
Miscellaneous borrowings	29.6	5.8	35.4	22.5	9.2	31.7
Finance lease debts	7.3	12.8	20.1	7.9	14.4	22.3
Accrued interest	4.8		4.8	13.7		13.7
Economic financial debt	**298.1**	**1,078.9**	**1,377.0**	**587.2**	**791.0**	**1,378.2**

As of 31 December 2018 the Group's financial debt mainly includes:

- bonds held by JCDecaux SA of:
  - €750 million issued in June 2016 maturing in June 2023
  - €300 million issued in October 2018 maturing in October 2020.
- €220 million of commercial paper issued by JCDecaux SA through its Negotiable European Commercial Paper (NEU CP) program set up in October 2018 for a maximum amount of €500 million.

In February 2018, JCDecaux SA repaid its €500 million bond issued in February 2013.

The financial debt also includes:

- bank borrowings by JCDecaux SA's subsidiaries, for €46.7 million,
- miscellaneous borrowings for €35.4 million, mainly comprising borrowings from JCDecaux SA and its subsidiaries towards the joint ventures of the Group,
- finance lease debts for €20.1 million described in the last section of this Note,
- accrued interest for €4.8 million.

The average effective interest rate of JCDecaux SA's debts is approximately 0.9% for 2018.

As of 31 December 2018, JCDecaux SA also holds an undrawn committed revolving credit facility of €825 million maturing in July 2022. This revolving credit facility was amended on 16 November 2018 to include a sub-limit for a maximum amount of €100 million which enable same-day short-term drawdowns (swingline).

This facility requires the ratio of net financial debt/operating margin to be strictly lower than 3.5.

As of 31 December 2018, JCDecaux SA complies with this covenant, with a ratio significantly under the required limit.

JCDecaux SA is rated "Baa2" by Moody's and "BBB" by Standard and Poor's (last Moody's rating on 5 July 2018 and Standard and Poor's on 5 September 2018), with a stable outlook for both ratings.

In October 2018, JCDecaux SA also registered with the Banque de France a NEU MTN program (Negotiable European Medium Term Notes) for a maximum amount of €500 million which may be used for its future needs.

Maturity of financial debt (excluding unused committed credit facilities)

In million euros	31/12/2018	31/12/2017
Less than one year	298.1	587.2
More than one year and less than 5 years	1,074.8	33.7
More than 5 years	4.1	757.3
TOTAL	**1,377.0**	**1,378.2**

Breakdown of financial debt by currency (after basis and currency swaps)

	31/12/2018		31/12/2017	
	IN M€	IN %	IN M€	IN %
Euro	967.4	70%	1,275.7	93%
US dollar	169.2	12%	151.8	11%
Australian dollar	166.8	12%	3.7	0%
Chinese yuan	66.5	5%	71.9	5%
Israeli shekel	41.2	3%	43.0	3%
British pound sterling	37.5	3%	28.0	2%
Japanese yen	17.8	1%	10.7	1%
Emirati dirham [1]	(29.6)	(2)%	(42.0)	(3)%
Hong Kong dollar [1]	(70.6)	(5)%	(187.3)	(14)%
Others	10.8	1%	22.7	2%
TOTAL	**1,377.0**	**100%**	**1,378.2**	**100%**

[1] Negative amounts correspond to lending positions.

Breakdown of debt by interest rate (excluding unused committed credit facilities)

	31/12/2018		31/12/2017	
	IN M€	IN %	IN M€	IN %
Fixed rate	997.1	72%	1,288.8	94%
Floating rate	379.9	28%	89.4	6%
TOTAL	**1,377.0**	**100%**	**1,378.2**	**100%**

Finance lease debts

Finance lease debts are detailed in the following table:

	31/12/2018			31/12/2017		
In million euros	NON DISCOUNTED MINIMUM FUTURE LEASE PAYMENTS	DISCOUNT IMPACT	FINANCE LEASE DEBTS	NON DISCOUNTED MINIMUM FUTURE LEASE PAYMENTS	DISCOUNT IMPACT	FINANCE LEASE DEBTS
Less than one year	8.0	(0.7)	7.3	8.4	(0.5)	7.9
More than one year and less than 5 years	10.6	(0.6)	10.0	14.5	(0.9)	13.6
More than 5 years	2.9	(0.1)	2.8	0.8	0.0	0.8
TOTAL	**21.5**	**(1.4)**	**20.1**	**23.7**	**(1.4)**	**22.3**

4.14. Debt on commitments to purchase non-controlling interests

The debt on commitments to purchase non-controlling interests amounted to €92.4 million as of 31 December 2018, compared to €102.0 million as of 31 December 2017.

The €9.6 million decrease in the debt on commitments to purchase non-controlling interests between 31 December 2017 and 31 December 2018 mainly corresponds to the exercising of purchase commitment of Corameq and to the accounting of a new purchase commitment.

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4.15. Financial instruments

The Group uses financial instruments mainly for foreign exchange rate hedging purposes. These instruments are primarily held by JCDecaux SA.

Foreign exchange rate financial instruments

The Group's foreign exchange risk exposure is mainly generated by its business in foreign countries. However, because of its operating structure, the JCDecaux Group is not very vulnerable to currency fluctuations in terms of cash flows, as the subsidiaries in each country do business in their own country and inter-company services and purchases are relatively insignificant. Accordingly, most of the foreign exchange risk stems from the translation of local-currency-denominated accounts to the euro-denominated consolidated accounts.

The foreign exchange risk on flows is mainly related to financial activities (refinancing and recycling of cash with foreign subsidiaries pursuant to the Group's cash centralisation policy). The Group hedges this risk mainly with short-term currency swaps.

Therefore, as of 31 December, the average exchange rates of the foreign exchange financial instruments are close to the exchange rates at closing.

Since inter-company loans and borrowings are eliminated upon consolidation, only the value of the hedging instruments is presented in the assets or liabilities of the statement of financial position.

As of 31 December 2018, the main foreign exchange rate financial instruments contracted by the Group are as follows (net positions):

In million euros	31/12/2018	31/12/2017
FORWARD PURCHASES AGAINST EURO:		
Hong Kong dollar	39.1	157.6
Emirati dirham	31.4	41.7
Norwegian krone	11.9	15.8
Saoudian riyal	6.2	1.5
Oman riyal	6.0	2.5
Others	16.9	25.7
FORWARD SALES AGAINST EURO:		
Australian dollar	185.1	3.7
American dollar	122.2	105.0
Israeli shekel	41.2	43.3
British pound sterling	34.0	50.2
Japanese yen	17.8	10.7
South African rand	17.1	22.9
Danish krone	10.6	17.1
Others	20.3	22.3
FORWARD PURCHASE AGAINST CHINESE YUAN:		
Hong Kong dollar	31.0	32.2
FORWARD PURCHASE AGAINST BRITISH POUND STERLING:		
Emirati dirham	4.9	1.2
Brazilian real	0.0	10.3
Others	3.6	6.7
FORWARD SALES AGAINST BRITISH POUND STERLING:		
American dollar	3.2	0.0

As of 31 December 2018, the market value of the foreign exchange financial instruments amounted to €3.4 million compared to €(5.2) million as of 31 December 2017.

The inefficient portion of cash flow hedges is zero as of 31 December 2018 compared to €(0.4) million as of 31 December 2017.

4.16. Trade and other payables (current liabilities)

In million euros	31/12/2018	31/12/2017
Trade payables and other operating liabilities	791.8	742.0
Tax and employee-related liabilities	222.7	203.5
Deferred income	87.0	82.6
Payables on the acquisition of assets	14.9	8.3
Other payables	45.8	56.0
TOTAL	**1,162.2**	**1,092.4**

Operating liabilities have a maturity of one year or less.
The €69.8 million increase as of 31 December 2018 is mainly due to scope effects for €33.0 million and to flows from operating activities for €37.0 million.

4.17. Net income tax payable (current and non-current liabilities)

In million euros	31/12/2018	31/12/2017
Income tax payable	43.4	39.6
Current tax assets	(19.5)	(51.4)
TOTAL	**23.9**	**(11.8)**

The €35.7 million increase in net income tax payable is mainly due to the recovery of the receivable related to the exceptional repayment of the tax on dividends in France.

4.18. Financial assets and liabilities by category

		31/12/2018					
In million euros		FAIR VALUE THROUGH INCOME STATEMENT	FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME	CASH FLOW HEDGES AND NIH	AMORTISED COST	TOTAL NET CARRYING AMOUNT	FAIR VALUE
Financial derivatives (assets)	*(1)*	4.7	0.2			4.9	4.9
Other financial assets	*(2)*		0.5		119.8	120.3	120.3
Trade and other receivables (non- current)	*(3)*				5.6	5.6	5.6
Trade, miscellaneous and other operating receivables (current)	*(3)*				871.7	871.7	871.7
Cash		97.8				97.8	97.8
Cash equivalents	*(4)*	14.5				14.5	14.5
Treasury financial assets	*(1)*	81.2				81.2	81.2
TOTAL FINANCIAL ASSETS		**198.2**	**0.7**	**0.0**	**997.1**	**1,196.0**	**1,196.0**
Financial debt	*(5)*				(1,372.6)	(1,372.6)	(1,388.1)
Debt on commitments to purchase non-controlling interests	*(2)*	(92.4)				(92.4)	(92.4)
Financial derivatives (liabilities)	*(1)*	(1.4)	(0.1)			(1.5)	(1.5)
Trade and other payables and other operating liabilities (current)	*(3)*				(843.6)	(843.6)	(843.6)
Other payables (non-current)	*(3)*				(14.3)	(14.3)	(14.3)
Bank overdrafts		(24.3)				(24.3)	(24.3)
TOTAL FINANCIAL LIABILITIES		**(118.1)**	**(0.1)**	**0.0**	**(2,230.5)**	**(2,348.7)**	**(2,364.2)**

[1] The fair value measurement of these financial assets and liabilities uses valuation techniques that are based on observable market data (Level 2 category in accordance with IFRS 13 (§93a and b) except for the cash held in an escrow account for €36.5 million that is disclosed in the Treasury financial assets line and for which the change in fair value refers to quoted prices in an active market (Level 1 category in accordance with IFRS 13 (§93a and b)).

[2] The fair value measurement of these financial assets and liabilities uses valuation techniques that are based on non-observable market data (Level 3 category in accordance with IFRS 13 (§93a and b)). The main assumption impacting their fair value is the discount rate, being at 1.5% as of 31 December 2018. A decrease of 50 bps of the discount rate would lead to an increase of €4.4 million of the debt on commitments to purchase non-controlling interests.

[3] Employee and tax-related receivables and payables, down payments, deferred income and prepaid expenses that do not meet the IAS 32 definition of a financial asset or a financial liability are excluded from these items.

[4] The fair value measurement of these financial assets refers to quoted prices in an active market for €0.2 million (Level 1 category in accordance with IFRS 13 (§93a and b)) and uses valuation techniques that are based on observable market data (Level 2 category in accordance with IFRS 13 (§93a and b)) for €14.3 million.

[5] The fair value measurement of these financial liabilities refers to quoted prices in an active market for bonds for which the fair value amounts to €765.5 million (Level 1 category in accordance with IFRS 13 (§93a and b)) and uses valuation techniques that are based on observable market data (Level 2 category in accordance with IFRS 13 (§93a and b)) for €622.6 million.

In million euros		FAIR VALUE THROUGH INCOME STATEMENT	FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME	CASH FLOW HEDGES AND NIH	AMORTISED COST	TOTAL NET CARRYING AMOUNT	FAIR VALUE
		31/12/2017					
Financial derivatives (assets)	*(1)*	0.2				0.2	0.2
Other financial assets	*(2)*		0.6		93.4	94.0	94.0
"Trade and other receivables (non- current)"	*(3)*				3.8	3.8	3.8
Trade, miscellaneous and other operating receivables (current)	*(3)*				775.7	775.7	775.7
Cash		385.3				385.3	385.3
Cash equivalents	*(4)*	343.0				343.0	343.0
Treasury financial assets	*(1)*	277.9				277.9	277.9
TOTAL FINANCIAL ASSETS		**1,006.4**	**0.6**	**0.0**	**872.9**	**1,879.9**	**1,879.9**
Financial debt	*(5)*				(1,372.6)	(1,372.6)	(1,387.1)
Debt on commitments to purchase non-controlling interests	*(2)*	(102.0)				(102.0)	(102.0)
Financial derivatives (liabilities)	*(1)*	(5.4)				(5.4)	(5.4)
Trade and other payables and other operating liabilities (current)	*(3)*				(793.3)	(793.3)	(793.3)
Other payables (non-current)	*(3)*				(9.0)	(9.0)	(9.0)
Bank overdrafts		(12.8)				(12.8)	(12.8)
TOTAL FINANCIAL LIABILITIES		**(120.2)**	**0.0**	**0.0**	**(2,174.9)**	**(2,295.1)**	**(2,309.6)**

(1) The fair value measurement of these financial assets and liabilities uses valuation techniques that are based on observable market data (Level 2 category in accordance with IFRS 13 (§93a and b) except for the cash held in an escrow account for €33.9 million that is disclosed in the Treasury financial assets line and for which the change in fair value refers to quoted prices in an active market (Level 1 category in accordance with IFRS 13 (§93a and b)).

(2) The fair value measurement of these financial assets and liabilities uses valuation techniques that are based on non-observable market data (Level 3 category in accordance with IFRS 13 (§93a and b)). The main assumption impacting their fair value is the discount rate, being at 1.5% as of 31 December 2017. A decrease of 50 bps of the discount rate would lead to an increase of €4.6 million of the debt on commitments to purchase non-controlling interests.

(3) Employee and tax-related receivables and payables, down payments, deferred income and prepaid expenses that do not meet the IAS 32 definition of a financial asset or a financial liability are excluded from these items.

(4) The fair value measurement of these financial assets refers to quoted prices in an active market for €0.3 million (Level 1 category in accordance with IFRS 13 (§93a and b)) and uses valuation techniques that are based on observable market data (Level 2 category in accordance with IFRS 13 (§93a and b)) for €342.7 million.

(5) The fair value measurement of these financial liabilities refers to quoted prices in an active market for bonds for which the fair value amounts to €1,264.5 million (Level 1 category in accordance with IFRS 13 (§93a and b)) and uses valuation techniques that are based on observable market data (Level 2 category in accordance with IFRS 13 (§93a and b)) for €122.6 million.

5. COMMENTS ON THE INCOME STATEMENT

5.1. Revenue

IFRS revenue increased by 4.0% from €3,060.5 million in 2017 (restated [1]) to €3,181.4 million in 2018.

The IFRS advertising revenue stood at €2,861.2 million in 2018 (versus €2,758.9 million in 2017) and the IFRS non-advertising revenue totalled €320.2 million in 2018 (versus €301.6 million in 2017).

[1] See Note 1.2 "Change of accounting methods".

5.2. Net operating expenses

In million euros	2018	2017 RESTATED [1]
Rent and fees	(1,391.9)	(1,326.9)
Other net operational expenses	(604.4)	(571.3)
Taxes and duties	(6.7)	(6.5)
Staff costs	(654.3)	(631.0)
Direct operating expenses & Selling, general & administrative expenses [2]	(2,657.3)	(2,535.7)
Provision charge net of reversals	33.6	42.6
Depreciation and amortisation net of reversals	(277.4)	(277.6)
Impairment of goodwill	(1.4)	0.0
Maintenance spare parts	(36.6)	(45.3)
Other operating income	35.8	21.3
Other operating expenses	(39.7)	(30.2)
TOTAL	**(2,943.0)**	**(2,824.9)**

[1] See Note 1.2 "Change of accounting methods".

[2] Including €(2,107.4) million in "Direct operating expenses" and €(549.9) million in "Selling, general & administrative expenses" in 2018 (compared to €(2,022.8) million and €(512.9) million in 2017, respectively).

Rent and fees

This item includes rent and fees that the Group pays to landlords, municipal public authorities, airports, transport companies and shopping malls, in return for locations for the advertising business.

In 2018, rent and fees totalled €1,391.9 million:

In million euros	TOTAL	FIXED EXPENSES	VARIABLE EXPENSES
Fees associated with Street Furniture and Transport contracts	(1,240.3)	(878.7)	(361.6)
Rent related to Billboard locations	(151.6)	(125.5)	(26.1)
TOTAL	**(1,391.9)**	**(1,004.2)**	**(387.7)**

Variable expenses are determined based on contractual terms and conditions: rent and fees that fluctuate according to revenue levels are considered as variable expenses. Rent and fees that fluctuate according to the number of furniture items are treated as fixed expenses.

Other net operational expenses

The item includes five main cost categories:

- subcontracting costs for certain maintenance operations,
- the cost of services and supplies relating to operations,
- the fees and operating costs, excluding staff costs, of various Group services,
- operating lease expenses,
- billboard advertising stamp duties and taxes.

Operating lease expenses, amounting to €55.5 million in 2018, are fixed expenses.

Research and development costs

Research costs and non-capitalised development costs are included in "Other net operational expenses" and in "Staff costs". They amounted to €8.5 million in 2018, compared to €10.3 million in 2017.

Taxes and duties

This item includes taxes and similar charges other than income tax. The principal taxes recorded under this item are property taxes.

Staff costs

This item includes salaries, social security contributions, share-based payments and employee benefits, including furniture installation and maintenance staff, research and development staff, the sales team and administrative staff.

It also covers the expenses associated with profit-sharing and investment plans for French employees and retirement expenses.

In million euros	2018	2017
Compensation and other benefits	(531.4)	(507.4)
Social security contributions	(121.9)	(120.8)
Share-based payments [1]	(1.0)	(2.8)
TOTAL	**(654.3)**	**(631.0)**

[1] Including equity settled share-based payments for €(1.0) million in 2018 compared to €(2.8) million of equity settled share-based payments in 2017.

The Group did not grant any bonus share plans in 2018 or in 2017.

Breakdown of stock option plans [1] :

	2017 PLAN	2016 PLAN	2015 PLAN	2014 PLAN	2012 PLAN	2011 PLAN
Grant date	13/02/2017	17/02/2016	16/02/2015	17/02/2014	21/02/2012	17/02/2011
Vesting date	13/02/2020	17/02/2019	16/02/2018	17/02/2017	21/02/2015	17/02/2014
Expiry date	13/02/2024	17/02/2023	16/02/2022	17/02/2021	21/02/2019	17/02/2018
Number of beneficiaries	188	270	173	237	215	220
Number of options granted	344,108	866,903	546,304	780,392	1,144,734	934,802
Strike price before adjustment [2]	€29.77	€34.01	€31.29	€31.69	€19.73	€23.49
Strike price after adjustment [2]	N/A	N/A	€31.12	€31.51	€19.62	€23.36
Repricing - Adjustment of the number of options [2]	N/A	N/A	3,145	3,992	2,437	1,015
Number of options outstanding at the end of the period	332,277	809,599	472,623	569,618	113,891	-

[1] The Group did not grant any stock-option plans in 2013 or in 2018.

[1] Following the simplified public tender offer (OPAS) launched by JCDecaux SA in June 2015 at a unit price of €40, 12,500,000 shares were repurchased on 17 July 2015, and subsequently cancelled. As a result, the number of options previously granted and still outstanding at the date of the OPAS was adjusted by an adjustment coefficient of 1.0056. The exercise price of the options was also adjusted to ensure that the effects of the OPAS on the rights of option holders would be neutral.

The adjustment related to the OPAS had no impact on the IFRS 2 "Share-based payment" charge.

Stock option movements during the period and average strike price by category of options:

PERIOD	2018	AVERAGE SHARE PRICE AT THE DATE OF EXERCISE	AVERAGE STRIKE PRICE	2017	AVERAGE SHARE PRICE AT THE DATE OF EXERCISE	AVERAGE STRIKE PRICE
Number of options outstanding at the beginning of the period	2,497,308		€30.98	2,308,080		€30.81
- Options granted during the period				344,108		€29.77
- Options forfeited during the period	53,397		€32.33	25,834		€32.62
- Options exercised during the period	133,649	€31.91	€22.64	129,046	€33.72	€22.59
- Options expired during the period	12,254		€23.36			
Number of options outstanding at the end of the period	2,298,008		€31.47	2,497,308		€30.98
NUMBER OF OPTIONS EXERCISABLE AT THE END OF THE PERIOD	2,187,249		€31.65	1,991,731		€30.80

The plans were valued using the Black & Scholes model based on the following assumptions:

ASSUMPTIONS	2017	2016	2015	2014	2012	2011
- Price of underlying at grant date	€30.02	€34.90	€31.75	€31.57	€20.21	€24.00
- Estimated volatility	23.38%	25.56%	25.51%	27.46%	38.41%	36.71%
- Risk-free interest rate	(0.11)%	(0.24)%	(0.03)%	0.80%	1.35%	2.27%
- Estimated option life (in years)	4.5	4.5	4.5	4.5	4.5	4.5
- Estimated turnover	4.70%	4.70%	4.70%	4.70%	3.33%	3.33%
- Dividend payment rate [1]	2.21%	1.77%	1.77%	1.42%	2.16%	1.20%
- Fair value of options [2]	€4.32	€6.09	€5.51	€6.42	€5.72	€7.45

[1] Consensus of financial analysts on future dividends (source: Bloomberg).

[2] The fair value does not include the impact of turnover.

The option life retained represents the period from the grant date to Management's best estimate of the most likely date of exercise.

As the Group had more historical data for the valuation of the 2011 to 2017 plans, it was able to refine its volatility calculation assumptions. Therefore, the first year of listing was not included in the volatility calculation, as it was considered abnormal due primarily to the sharp movements in share price inherent to the IPO and the effect of 11 September 2001.

Furthermore, based on observed behaviours, the Group considered at the issuance of the plans that the options would be exercised 4.5 years on average after the grant date.

Depreciation, amortisation and provisions net of reversals

Net reversals of provisions decreased by €9.0 million and amortisation net of reversals decreased by €0.2 million.

Net reversals of provisions mainly correspond in 2018 to reversals of provisions for onerous contracts related to the purchase price allocation (accounting treatment for acquisitions) for €17.5 million, including €16.0 million for Cemusa and €0.6 million for Outfront.

In 2017, net reversals of provisions mainly corresponded to the reversals of provisions for onerous contracts related to the purchase price allocation (accounting treatment for acquisitions) for €22.6 million including €20.7 million for Cemusa and €1.0 million for Outfront.

In 2018, this item included a net reversal of €9.0 million following impairment tests, including €8.4 million of net reversals of depreciation on property, plant and equipment and €0.6 million of net reversals of provisions for onerous contracts.

In 2017, this item included a net depreciation following impairment tests for €(12.3) million of which net amortisation on tangible assets for €(9.4) million and a net depreciation of provision for onerous contract for €(2.9) million.

Goodwill impairment

As of 31 December 2018, a €(1.4) million goodwill impairment was recorded on a company in Latin America.

As of 31 December 2017, no goodwill impairment was recorded.

Maintenance spare parts

The item comprises the cost of spare parts for street furniture as part of maintenance operations for the advertising network, excluding glass panel replacements and cleaning products, and inventory impairment losses.

Other operating income and expenses

Other operating income and expenses break down as follows:

In million euros	2018	2017
Gain on disposals of financial assets and gain on changes in scope	3.5	4.6
Gain on disposals of intangible assets and PP&E	21.6	12.1
Other management income	10.7	4.6
OTHER OPERATING INCOME	35.8	21.3
Loss on disposals of financial assets and loss on changes in scope	(7.8)	(3.4)
Loss on disposals of intangible assets and PP&E	(1.3)	(0.7)
Other management expenses	(30.6)	(26.1)
OTHER OPERATING EXPENSES	(39.7)	(30.2)
TOTAL	**(3.9)**	**(8.9)**

In 2018, the gains on disposals of financial assets and income from changes in scope for €3.5 million were in particular related to the impact of the liquidation of a European company for €2.7 million.

In 2017, the gains on disposals of financial assets and income from changes in scope for €4.6 million were mainly related to the price adjustment for Continental.

In 2018, the losses on disposals of financial assets and losses on changes in scope for €(7.8) million mainly concerned the payment of a guarantee related to the acquisitions for €(7.0) million.

In 2017, the losses on disposals of financial assets and losses on changes in scope for €(3.4) million were mainly related to the impact of disposals of subsidiaries in Turkey.

In 2018, other management expenses for €(30.6) million mainly included acquisition costs of €(11.2) million and restructuring costs for €(9.9) million related to the acquisitions.

In 2017, other management expenses for €(26.1) million were mainly related to restructuring costs for €(18.6) million associated notably with the integration of acquisitions and the Vélib' contract in Paris, and to acquisition costs for €(1.8) million.

5.3. Net financial income (loss)

In million euros		2018	2017
Interest income		7.5	6.0
Interest expense		(18.3)	(25.3)
NET INTEREST EXPENSE		(10.8)	(19.3)
AMORTISED COST IMPACT		(1.2)	(2.2)
COST OF NET FINANCIAL DEBT	**(1)**	**(12.0)**	**(21.5)**
NET FOREIGN EXCHANGE GAINS (LOSSES) AND HEDGING COSTS		(4.0)	(3.3)
NET DISCOUNTING LOSSES		(7.3)	(7.0)
BANK GUARANTEE COSTS		(1.8)	(2.0)
Charge to provisions for financial risks		(0.2)	(0.3)
Reversal of provisions for financial risks		0.1	1.2
PROVISIONS FOR FINANCIAL RISKS - NET CHARGE		(0.1)	0.9
Income on the sale of financial investments		0.1	0.0
Expense on the sale of financial investments		(1.6)	(0.9)
NET INCOME (LOSS) ON THE SALE OF FINANCIAL INVESTMENTS		(1.5)	(0.9)
OTHER		(0.2)	(1.4)
OTHER NET FINANCIAL EXPENSES	**(2)**	**(14.9)**	**(13.7)**
NET FINANCIAL INCOME (LOSS)	**(3)=(1)+(2)**	**(26.9)**	**(35.2)**
Total financial income		7.7	7.2
Total financial expenses		(34.6)	(42.4)

The €8.3 million improvement in net financial income (loss) is mainly due to the decrease in net financial interest in connection with the decrease in average gross indebtedness following the repayment in February 2018 of the €500 million bond issued in February 2013.

5.4. Income tax

Breakdown between deferred and current taxes

In million euros	2018	2017
Current tax	(86.9)	(66.3)
Local tax ("CVAE")	(5.7)	(6.2)
Other	(81.2)	(60.1)
Deferred taxes	14.2	(32.4)
Local tax ("CVAE")		
Other	14.2	(32.4)
TOTAL	**(72.7)**	**(98.7)**

The effective tax rate before impairment of goodwill and the share of net profit of companies under the equity method was 34.1% in 2018 and 49.3% in 2017. Excluding the discounting and revaluation impacts of debts on commitments to purchase non-controlling interests, the effective tax rate was 33.9% in 2018 and 48.7% in 2017.

Breakdown of deferred tax

In million euros	2018	2017
Intangible assets, PP&E and provisions for onerous contracts	5.6	(15.0)
Tax losses carried forward	12.5	7.7
Provisions for dismantling costs	1.0	(4.1)
Provisions for retirement and other benefits	(0.6)	0.7
Deferred rent	(4.1)	(17.6)
Other	(0.2)	(4.1)
TOTAL	**14.2**	**(32.4)**

Tax proof

In million euros	2018	2017
CONSOLIDATED NET INCOME	**236.9**	**202.0**
Income tax charge	(72.7)	(98.7)
CONSOLIDATED INCOME BEFORE TAX	**309.6**	**300.7**
Share of net profit of companies under the equity method	(98.1)	(100.3)
Impairment of goodwill	1.4	
Taxable dividends received from subsidiaries	4.7	7.7
Other non-taxable income	(37.7)	(42.6)
Other non-deductible expenses	73.4	59.3
NET INCOME BEFORE TAX SUBJECT TO THE STANDARD TAX RATE	**253.3**	**224.8**
Weighted Group tax rate [1]	23.56%	23.27%
THEORETICAL TAX CHARGE	**(59.7)**	**(52.3)**
Deferred tax on unrecognised tax losses	(22.4)	(14.3)
Capitalisation and use of unrecognised prior year tax losses carried forward	13.4	4.9
Other deferred tax (temporary differences and other restatements)	6.7	(40.8)
Tax credits	3.8	3.5
Withholding tax	(2.2)	(3.6)
Tax on dividends	(1.2)	15.2
Other	(5.4)	(5.1)
INCOME TAX CALCULATED	**(67.0)**	**(92.5)**
Net Local tax ("CVAE")	(5.7)	(6.2)
INCOME TAX RECORDED	**(72.7)**	**(98.7)**

[1] National average tax rates weighted by taxable income.

In 2017, the other deferred tax amounting to €(40.8) million was mainly due to the change in the deferred tax rate in the United States from 42.0% to 28.5%.

In 2017, the tax on dividends amounting to €15.2 million was mainly due to the exceptional refund of the tax on dividends to be received in France.

5.5. Share of net profit of companies under the equity method

In 2018, the share of net profit of associates totalled €18.3 million compared to €22.0 million in 2017, and the share of net profit of joint ventures under the equity method totalled €79.8 million in 2018 compared to €78.3 million in 2017.

In 2018 and in 2017, no impairment loss was booked.

The information related to joint ventures and to associates is described in Note 10 "Information on joint ventures" and in Note 11 "Information on associates".

5.6. Headcount

As of 31 December 2018, the Group had 11,833 employees, compared to 11,772 employees as of 31 December 2017. These figures do not include the share of employees of joint ventures which represents 1,201 employees and 1,266 employees, respectively, as of 31 December 2018 and 31 December 2017.

The breakdown of employees for the years 2018 and 2017 is as follows:

	2018	2017
Technical	6,074	6,279
Sales and marketing	2,918	2,727
IT and administration	2,122	2,050
Contract business relations	545	554
Research and development	174	162
TOTAL	**11,833**	**11,772**

The breakdown of employees of joint ventures for the years 2018 and 2017 is as follows:

	2018	2017
Technical	545	596
Sales and marketing	373	372
IT and administration	247	261
Contract business relations	36	37
Research and development	0	0
TOTAL	**1,201**	**1,266**

5.7. Number of shares for the earnings per share (EPS)/diluted EPS calculation

	2018	2017
WEIGHTED AVERAGE NUMBER OF SHARES FOR THE PURPOSES OF EARNINGS PER SHARE	**212,765,223**	**212,568,746**
Weighted average number of stock options potentially convertible	2,357,804	2,612,865
Weighted average number of stock options which would not be exercised at strike price [1]	(2,314,076)	(2,409,854)
WEIGHTED AVERAGE NUMBER OF SHARES FOR THE PURPOSES OF DILUTED EARNINGS PER SHARE	**212,808,951**	**212,771,757**

[1] This average number reflects the number of stock options which would not be exercised due to a strike price granted greater than the market price.

Earnings per share are calculated based on the weighted average number of outstanding shares. The calculation of diluted earnings per share takes into account the dilutive effect from the exercise of stock options.

5.8. Auditors' fees

In 2018, the amount of the audit fees was as follows:

In thousand euros	EY ET AUTRES	KPMG AUDIT
Audit of statutory and consolidated accounts and limited audit	1,775	1,604
JCDecaux SA and its french subsidiaries [1]	*512*	*441*
Others controlled entities [1]	*1,263*	*1,163*
Non-audit services [2]	204	162
JCDecaux SA and its french subsidiaries	*127*	*63*
Others controlled entities	*77*	*99*
TOTAL	**1,979**	**1,766**

[1] The controlled entities taken into account are fully consolidated subsidiaries.

[2] The services provided cover the non-audit services required by the legal and regulatory texts as well as the ones requested by the entity. The targeted services concern the ones falling within the scope of the services usually returned in the extension of the statutory audit mission (drafting of particular attestations, carrying out of agreed procedures, acquisition due diligences).

In 2017, the amount of the audit fees was as follows:

In thousand euros	EY ET AUTRES	KPMG AUDIT
Audit of statutory and consolidated accounts and limited audit	1,919	1,916
JCDecaux SA and its french subsidiaries [1]	*599*	*538*
Others controlled entities [1]	*1,320*	*1,378*
Non-audit services [2]	148	122
JCDecaux SA and its french subsidiaries	*91*	*23*
Others controlled entities	*57*	*99*
TOTAL	**2,067**	**2,038**

[1] The controlled entities taken into account are fully consolidated subsidiaries.

[2] The services provided cover the non-audit services required by the legal and regulatory texts as well as the ones requested by the entity. The targeted services concern the ones falling within the scope of the services usually returned in the extension of the statutory audit mission (drafting of particular attestations, carrying out of agreed procedures, acquisition due diligences).

6. COMMENTS ON THE STATEMENT OF CASH FLOWS

6.1. Net cash flows from operating activities

In 2018, net cash flows from operating activities for €400.7 million comprised:

- operating cash flows generated by EBIT and other financial income and expenses, adjusted for non-cash items, for a total of €559.2 million,
- a change in the working capital of €(84.4) million,
- and the payment of net financial interest and tax of €(21.0) million and €(53.1) million, respectively.

In 2017, net cash flows from operating activities of €434.2 million included the operating cash flows generated by EBIT and other financial income and expenses, adjusted for non-cash items, for a total of €533.3 million, the change in the working capital of €22.7 million, the payment of net financial interest of €(19.8) million and the payment of tax of €(102.0) million.

6.2. Net cash flows from investing activities

In 2018, net cash flows from investing activities for €(966.0) million comprised:

- cash payments on acquisitions of intangible assets and PP&E for €(309.8) million (including €0.2 million of change in payables and receivables on intangible assets and PP&E),
- cash receipts on proceeds on disposals of intangible assets and PP&E for €37.7 million,
- cash payments on acquisitions of long-term investments net of cash receipts and net of cash acquired and sold for a total of €(669.1) million (including a €2.7 million change in payables and receivables on financial investments and €7.7 million of net cash acquired and sold). This amount mainly comprised the takeovers of the group APN Outdoor (Australia and New Zealand) and the company Stoc SA de CV (Mexico) as well as the repayment of the price adjustment related to the acquisition of Continental. The amount related to takeovers represented €(680.5) million including €8.2 million of net cash acquired,
- acquisitions of other financial assets net of disposals for a total of €(24.8) million. This amount is mainly due to the escrow account in Belgium as part of the ongoing acquisition of Publiroute.

In 2017, net cash flows from investing activities for €(270.6) million included the cash payments on acquisitions of intangible assets and PP&E net of cash receipts for a total of €(274.8) million, the cash payments on acquisitions of long-term investments net of cash receipts and net of cash acquired (for €7.7 million) for €(0.7) million (including €(4.7) million of change in payables and receivables on financial investments) and disposals of other financial assets net of acquisitions for €4.9 million.

6.3. Net cash flows from financing activities

In 2018, net cash flows from financing activities for €(55.4) million comprised:

- net cash flows on borrowings of the controlled entities for €(107.4) million,
- dividends paid to the JCDecaux SA's shareholders for €(119.1) million and the payment of dividends by controlled companies of the Group to their minority shareholders for €(16.6) million,
- disposals of treasury financial assets for €199.0 million,
- cash payments on acquisitions of non-controlling interests for €(15.3) million,
- capital increase for €4.0 million.

In 2017, net cash flows from financing activities amounted to €(133.9) million, and concerned payment of dividends for €(131.7) million, the cash payments on acquisitions of non-controlling interests for €(12.3) million, acquisitions of treasury financial assets for €(0.9) million, net cash flows on borrowings for €9.9 million and capital increases net of decreases for €1.1 million.

6.4. Reconciliation between the cash flows and the change in net financial debt

In million euros			2018	2017
NET FINANCIAL DEBT AS OF 1 JANUARY	**(1)**	**§ 4.13**	**384.4**	**418.6**
Net cash flows from operating activities	(2)		(400.7)	(434.2)
Net cash flows from investing activities excluding net cash acquired and / or sold (*)	(3)		973.7	278.3
Net cash flows from financing activities excluding changes in financial debts and treasury financial assets (**)	(4)		147.0	142.9
TOTAL NET CASH FLOWS	(5)=(2)+(3)+(4)		720.0	(13.0)
Translation differences, net impact of IFRS9, consolidation scope variations, increase in finance lease debts and reclassifications on the net financial debt (***)	(6)		103.3	(13.5)
Net cash acquired and / or sold	(7)		(7.7)	(7.7)
CHANGE IN NET FINANCIAL DEBT	(8)=(5)+(6)+(7)		815.6	(34.2)
NET FINANCIAL DEBT AS OF 31 DECEMBER	**(9)=(1)+(8)**	**§ 4.13**	**1,200.0**	**384.4**

(*) Including €272.1 million related to the net cash flows from intangible assets and PP&E and €701.6 million related to the net cash flows from financial investments (excluding net cash acquired and/or sold and net cash payments on acquisitions and disposals of non-controlling interests) in 2018, compared to €274.8 million and €3.5 million, respectively, in 2017.

(**) Including €15.3 million related to the net cash payments on acquisitions and disposals of non-controlling interests in 2018, compared to €12.3 million in 2017.

(***) Mainly including €107.5 million of consolidation scope variations, €(3.4) million of translation differences, €6.2 million of increase in finance lease debts and €(8.9) million of variations related to the interests on financial debts in 2018 compared to €(27.4) million of reclassification of a joint venture's loan into equity, €9.7 million of increase in finance lease debts and €3.7 million of translation differences in 2017.

6.5. Non-cash transactions

The increase in property, plant & equipment and financial debts related to finance lease contracts amounted to €6.2 million in 2018, compared to €9.7 million in 2017.

Non-cash transactions related to the acquisitions of long-term investments in 2018 were not significant.

Non-cash transactions related to the asset swaps in 2017 represented €(33.7) million in the net cash flows from investing activities and €33.7 million in the net cash flows from financing activities.

7. FINANCIAL RISKS

As a result of its business, the Group may be more or less exposed to varying degrees of financial risks (especially liquidity and financing risk, interest rate risk, foreign exchange rate risk and risks related to financial management, in particular, counterparty risk). The Group's objective is to minimise such risks by choosing appropriate financial policies. However, the Group may need to manage residual positions. This strategy is monitored and managed centrally, by a dedicated team within the Group Finance Department. Risk management policies and hedging strategies are approved by Group management.

7.1. Risks relating to the business and risks management policies

Liquidity and financing risk

The table below presents the contractual cash flows (interest cash-flows and contractual repayments) related to financial liabilities and financial instruments:

In million euros	CARRYING AMOUNT	CONTRACTUAL CASH FLOWS(*)	2019	2020	2021	2022	>2022
Bonds	1,047.6	1,088.0	7.6	307.9	7.5	7.5	757.5
NEU CP (Commercial Paper)	220.0	220.0	220.0	0.0	0.0	0.0	0.0
Bank borrowings at floating rate	43.3	46.6	42.2	1.7	1.6	1.1	0.0
Bank borrowings at fixed rate	1.4	1.5	1.5	0.0	0.0	0.0	0.0
Miscelleanous borrowings	35.4	37.0	30.6	0.3	4.1	0.2	1.8
Finance lease debts	20.1	20.1	7.3	3.3	3.3	3.4	2.8
Accrued interest (*)	4.8	0.0	0.0	0.0	0.0	0.0	0.0
Bank overdrafts	24.3	24.3	24.3	0.0	0.0	0.0	0.0
TOTAL FINANCIAL LIABILITIES EXCLUDING DERIVATIVES	**1,396.9**	**1,437.5**	**333.5**	**313.2**	**16.5**	**12.2**	**762.1**
Foreign exchange hedges	3.4	3.4	3.4	0.0	0.0	0.0	0.0
TOTAL FINANCIAL INSTRUMENTS (**)	**3.4**	**3.4**	**3.4**	**0.0**	**0.0**	**0.0**	**0.0**

For revolving debt, the nearest maturity is indicated.
(*) The interest amounts are included in the contractual cash flows in each type of borrowing.
(**) A positive amount represents a cash flow to be received.

The Group generates enough operating cash flows to self-finance its organic growth. In the Group's opinion, external growth opportunities could lead it to temporarily increase this net debt.

The Group's financing strategy consists of:

- centralising financing at the parent company level JCDecaux SA. Subsidiaries are therefore primarily financed through direct or indirect loans granted by JCDecaux SA to its subsidiaries. However, the Group may use external financing for certain subsidiaries, (i) depending on the tax or currency or regulatory environment; (ii) for subsidiaries that are not wholly owned by the Group; or (iii) for historical reasons (financing already in place when the subsidiary joined the Group),
- having financing resources available that (i) are diversified; (ii) have a term consistent with the maturity of its assets and (iii) are flexible, in order to cover the Group's growth and the investment and business cycles,
- having permanent access to a liquidity reserve such as committed credit facilities,
- minimising the risk of renewal of financing sources, by staggering instalments,
- optimising financing margins, through early renewal of loans that are approaching maturity, or by re-financing certain financing sources when market conditions are favourable,
- optimising the cost of net debt by recycling excess cash generated by different Group entities as much as possible, in particular by repatriating the cash to JCDecaux SA through loans or dividend payments.

JCDecaux SA is rated "Baa2" by Moody's and "BBB" by Standard and Poor's (last Moody's rating on 5 July 2018, and Standard and Poor's on 5 September 2018), with a stable outlook for both ratings.

As of 31 December 2018, the net financial debt (excluding debt on commitments to purchase non-controlling interests) was €1,200.0 million compared to €384.4 million as of 31 December 2017.

JCDecaux SA carries 94% of Group financial debt which has an average maturity of approximately 2.6 years.

As of 31 December 2018, the Group has €193.5 million of cash, cash equivalents and treasury financial assets (see Note 4.9 "Managed Cash") and €863.2 million in unused committed credit facilities.

JCDecaux SA financing sources are committed, and some of them require compliance with covenant for which the calculation is based on the consolidated financial statements. The nature of the ratio is described in Note 4.13 "Financial debt".

The Group holds cash in some countries from which the funds cannot be immediately repatriated, mainly because of regulatory restrictions. Nevertheless, the Group receives dividends on a regular basis from most of its subsidiaries located in these countries, and the cash is used for local purposes.

Interest rate risk

By its debt, the Group is exposed to interest rate fluctuations. Given the high correlation between the advertising market and the level of general economic activity of the countries where the Group operates, the Group's policy is to secure primarily floating-rate financing except when the interest rates are considered particularly low. The split between fixed rate and floating rate is described in Note 4.13 "Financial debt" and the hedging information is available in Note 4.15 "Financial instruments".

The following table breaks down financial assets and liabilities by interest rate maturity as of 31 December 2018:

		31/12/2018			
In million euros		≤ 1 YEAR	> 1 YEAR & ≤ 5 YEARS	> 5 YEARS	TOTAL
JCDecaux SA borrowings		(543.4)	(750.0)		(1,293.4)
Other borrowings		(67.8)	(10.0)	(5.8)	(83.6)
Bank overdrafts		(24.3)			(24.3)
FINANCIAL LIABILITIES	**(1)**	**(635.5)**	**(760.0)**	**(5.8)**	**(1,401.3)**
Cash and cash equivalents		112.3			112.3
Treasury financial assets		81.2			81.2
Other financial assets (excluding financial investments)		119.8			119.8
FINANCIAL ASSETS	**(2)**	**313.3**	**0.0**	**0.0**	**313.3**
NET POSITION	**(3)=(1)+(2)**	**(322.2)**	**(760.0)**	**(5.8)**	**(1,088.0)**

For fixed-rate assets and liabilities, the maturity indicated is that of the asset and the liability.

The interest rates on floating-rate assets and liabilities are adjusted every one, three or six months. The maturity indicated is therefore less than one year regardless of the maturity date.

As of 31 December 2018, 72% of the Group's total economic financial debt, all currencies considered, was at fixed rate.

Foreign exchange risk

In 2018, net income generated in currencies other than the euro accounted for 57.4% of the Group's consolidated net income.
Despite its presence in more than 80 countries, the JCDecaux Group is relatively immune to currency variations in terms of cash flows, as subsidiaries in each country do business solely in their own country and inter-company services and purchases are relatively insignificant. However, as the Group presentation currency is the Euro, the Group's consolidated financial statements are affected by the conversion of financial statements denominated in local currencies into euros.

Based on 2018 actual data, the table below details the Group's consolidated net income and reserves exposure to a (10)% change in the foreign exchange rates of each of the most represented currencies in the Group which are the Chinese yuan, the British pound sterling, the Swiss franc and the American dollar:

	CHINESE YUAN	BRITISH STERLING POUND	SWISS FRANC	AMERICAN DOLLAR
SHARE OF THE CURRENCIES IN THE CONSOLIDATED NET INCOME	30.7%	5.4%	4.9%	(9.6%)
Impact on consolidated income	(3.1%)	(0.5%)	(0.5%)	1.0%
Impact on consolidated reserves[1]	(0.8%)	(0.9%)	(0.1%)	0.4%

[1] The Australian dollar has a significant share in the Group's equity, the impact of a (10)% change in the exchange rate on consolidated reserves is 2.7%.

As of 31 December 2018, the Group mainly holds foreign exchange currency hedges on financial transactions.

Pursuant to its centralised financing policy, the Group implemented primarily short-term currency swaps to hedge intercompany loans and borrowings transactions. The Group can decide not to hedge some of the foreign exchange risks generated by inter-company transactions when hedging arrangements are (i) too costly, (ii) not available, or (iii) when loan amounts are too small.

As of 31 December 2018, the Group considers that its earnings and financial position would not be materially affected by currency fluctuations.

Management of cash and treasury financial assets

As of 31 December 2018, the Group has €193.5 million of cash, cash equivalents and treasury financial assets, which includes €112.3 million of cash and cash equivalents (including €14.5 million in cash equivalents) and €81.2 million of treasury financial assets. €8.6 million of the total of cash and cash equivalents is invested in guarantees.

Management of equity and gearing ratio

The Group is not subject to any external requirements in terms of management of its equity.

7.2. Risks related to financial management

Risks related to interest rate and foreign exchange financial instruments

The Group solely uses financial instruments to hedge foreign exchange risk.

Risks related to credit rating

JCDecaux SA is rated "Baa2" by Moody's and "BBB" by Standard & Poor's as of the date of publication of these Notes, with a stable outlook for both ratings.

The €750 million bond issued in June 2016 and the €300 million bond issued in October 2018 both include in their terms and conditions a change of control clause giving bond holders the possibility to request early repayment in the event of a change of control when accompanied by a downgrade of the credit rating to speculative grade or a credit rating exit. The Group's other primary financing sources (financing raised by the parent company), as well as the main hedging arrangements, are not subject to early termination in the event of a downgrade of the Group's credit rating.

Bank counterparty risk

Group counterparty risk relates to the investment of the Group's excess cash with banks and to other financial transactions mainly involving JCDecaux SA (via unused committed credit facilities and hedging commitments). The Group's policy is to minimise this risk by (i) reducing excess cash within the Group by centralising the subsidiaries' available cash at JCDecaux SA level as much as possible, (ii) obtaining prior authorisation from the Group's Finance Department before opening bank accounts, (iii) selecting banks in which JCDecaux SA and its subsidiaries can make deposits (iv) and monitoring this counterparty risk on a regular basis.

Customer counterparty risk

The counterparty risk in respect of trade receivables is covered by the necessary provisions if needed. The net book value of the trade receivables is detailed in Note 4.8 "Trade and other receivables". The Group maintains a low level of dependence towards any particular client, as no client represents more than 2.2% of the Group's revenue.

Risk related to securities and term deposits

In order to generate interest on its excess cash position, the Group mainly subscribes short-term investments and makes short-term deposits. The investments consist of money market securities. These instruments are invested on a short-term basis, earn interest at money market benchmark rates, are liquid, and involve only limited counterparty risk.

The Group's policy is not to own marketable shares or securities other than money market securities and treasury shares. Therefore the Group considers its risk exposure arising from marketable shares and securities to be very low.

8. COMMENTS ON OFF-BALANCE SHEET COMMITMENTS

8.1. Commitments on securities and other commitments

In million euros	31/12/2018	31/12/2017
COMMITMENTS GIVEN [1]		
Business guarantees	482.6	454.6
Other guarantees	22.4	14.8
Pledges, mortgages and collateral	9.9	9.2
Commitments on securities (put options granted)	0.3	1.0
TOTAL	**515.2**	**479.6**
COMMITMENTS RECEIVED		
Securities, endorsements and other guarantees	0.0	0.0
Commitments on securities (call options received)	5.3	6.5
Credit facilities	863.2	855.8
TOTAL	**868.5**	**862.3**

[1] Excluding commitments relating to lease, rent and minimum and fixed franchise payments, given in the ordinary course of business.

"Business guarantees" are granted mainly by JCDecaux SA and JCDecaux North America Inc. As such, JCDecaux SA and JCDecaux North America Inc. guarantee the performance of contracts entered into by subsidiaries, either directly to third parties, or by counter-guaranteeing guarantees granted by banks or insurance companies.

"Other guarantees" include securities, endorsements and other guarantees such as (i) guarantees covering lease payments, (ii) JCDecaux SA's counter-guarantees of credit facilities granted by banks, and (iii) other commitments such as guarantees covering payments to suppliers.

"Pledges, mortgages and collateral" mainly comprise cash amounts given in guarantee, and the mortgage of land and buildings in Germany.

"Commitments on securities" are granted and received primarily as part of external growth transactions.

Moreover, under certain advertising contracts, JCDecaux North America Inc., directly and indirectly through its subsidiaries, and its joint venture partners have granted, under the relevant agreements, reciprocal put/call options in connection with their respective ownership in their shared companies.

Lastly, as part of agreements between shareholders, JCDecaux SA can grant, or receive, calls in the event either party's contractual clauses are breached. Under partnership agreements, the Group and its partners benefit from pre-emptive rights, and sometimes rights to purchase, tag along or drag along, which the Group does not consider as commitments given or received. Moreover, the Group does not mention the commitments which are subject to exercise conditions which limit their probability of occurring.

Credit facilities include the committed revolving credit facility secured by JCDecaux SA for €825.0 million and the committed credit facilities granted to subsidiaries for €38.2 million.

8.2. Commitments relating to lease, rent and minimum and fixed franchise payments given in the ordinary course of business

In the ordinary course of business, JCDecaux has entered into the following agreements, primarily:

- contracts with cities, airports and transport companies, which entitle the Group to operate advertising business in return for locations and collect the related revenue, in consideration of payment of fees, comprising a fixed portion or guaranteed minimum (minima garantis),
- rental agreements for billboard locations on private property,
- lease agreements for buildings, vehicles and other equipment (computers, office equipment, or other).

These commitments given in the ordinary course of business break down as follows (amounts are neither inflated nor discounted):

In million euros	≤ 1 YEAR	> 1 YEAR & ≤ 5 YEARS	> 5 YEAR [1]	TOTAL
Minimum and fixed franchise payments associated with Street Furniture or Transport contracts	932.3	2,922.1	1,709.5	5,563.9
Rent related to Billboard locations	104.1	257.6	127.6	489.3
Operating leases	42.1	86.7	65.1	193.9
TOTAL	**1,078.5**	**3,266.4**	**1,902.2**	**6,247.1**

[1] Until 2043.

The amount related to these commitments amounted to €5,460.1 million as of 31 December 2017.

The increase, in 2018, compared to the amount of €5,460.1 million reported as of 31 December 2017 is mainly due to the gains and renewals of contracts and the effect of acquisitions partially offset by the rents and fees due for the year and the translation differences.

8.3. Commitments to purchase assets

Commitments to purchase property, plant and equipment and intangible assets totalled €418.6 million as of 31 December 2018 compared to €452.4 million as of 31 December 2017.

9. RELATED PARTIES

9.1. Definitions

The following four categories are considered related party transactions:

- the portion of transactions with jointly-controlled companies and with associates not eliminated in the consolidated financial statements,
- transactions carried out between JCDecaux SA and its parent JCDecaux Holding,
- transactions carried out with the significant non-controlling interests,
- transactions with key management personnel and companies held by such personnel and over which they exercise a control.

9.2. Details regarding related party transactions

	2018				2017			
In million euros	COMPANIES UNDER THE EM [1]	PARENT COMPANIES[2]	OTHER	TOTAL	COMPANIES UNDER THE EM [1]	PARENT COMPANIES[2]	OTHER	TOTAL
STATEMENT OF FINANCIAL POSITION								
ASSETS								
Loans and loans to participating interests [*]	51.2			51.2	52.7			52.7
Other reveivables	32.4	0.3	2.4	35.1	27.9	0.2	2.4	30.5
TOTAL ASSETS	**83.6**	**0.3**	**2.4**	**86.3**	**80.6**	**0.2**	**2.4**	**83.2**
LIABILITIES								
Financial debts and debt on commitments to purchase non-controlling interests [3]	29.4	94.0		123.4	22.5	103.5		126.0
Other liabilities	6.8	6.1	4.9	17.8	5.9	5.8	1.2	12.9
TOTAL LIABILITIES	**36.2**	**100.1**	**4.9**	**141.2**	**28.4**	**109.3**	**1.2**	**138.9**
INCOME STATEMENT								
EBIT								
Income	49.9	0.1	3.7	53.7	49.2	0.1	4.3	53.6
Expenses	(11.4)	(7.5)	(14.2)	(33.1)	(11.4)	(7.6)	(13.4)	(32.4)
EBIT	**38.5**	**(7.4)**	**(10.5)**	**20.6**	**37.8**	**(7.5)**	**(9.1)**	**21.2**
NET FINANCIAL INCOME (LOSS)								
Income	2.3			2.3	2.1			2.1
Expenses [4]	(0.7)	(2.0)		(2.7)	(1.1)	(2.1)		(3.2)
NET FINANCIAL INCOME (LOSS)	**1.6**	**(2.0)**	**0.0**	**(0.4)**	**1.0**	**(2.1)**	**0.0**	**(1.1)**

[*] Including accrued interest.
[1] Portion of transactions with joint ventures and with associates not eliminated.
[2] Transactions carried out between JCDecaux SA and its parent JCDecaux Holding and transactions carried out with the significant non-controlling interests.
[3] The debt on commitments to purchase non-controlling interests amounted to €92.4 million as of 31 December 2018 compared to €102.0 million as of 31 December 2017.
[4] Including €(1.8) million in 2018 and €(2.1) million in 2017 of net expenses of revaluation and discounting on debt on commitments to purchase non-controlling interests.

The off-balance sheet commitments with related parties amounted to €78.9 million as of 31 December 2018, primarily including commitments relating to rents for buildings held by related parties for €42.0 million and commitments given as business guarantees with associates for €23.1 million.

9.3. Management compensation

Compensation owed to members of the Executive Board for the years 2018 and 2017 breaks down as follows:

In million euros	2018	2017
Short-term benefits	7.6	7.0
Fringe benefits	0.3	0.2
Directors' fees	0.0	0.0
Life insurance/special pension	0.1	0.1
Share-based payments	0.0	0.1
TOTAL [*]	**8.0**	**7.4**

[*] Compensations received from associates are excluded.

In addition, two Executive Board members have been entitled to receive a non-competition indemnity, potentially paid during a two year period and representing 33% of their fixed and variable compensation and calculated on the average of the last twelve months preceding the date of termination of contractual relations, if the members' employment contract were to be terminated.

Post-employment benefits recognised in liabilities in the statement of financial position amounted to €3.5 million as of 31 December 2018, compared to €3.1 million as of 31 December 2017.

Directors' fees owed to members of the Supervisory Board amounted to €0.4 million for the year 2018.

10. INFORMATION ON THE JOINT VENTURES

The following information related to the joint ventures is provided by operating segment in application of IFRS 12 "Disclosure of Interests in Other Entities".

10.1. Income statement items

10.1.1. For the year 2018

10.1.1.1. Net income

The 2018 net income of the joint ventures and reconciliation with the income statement of the consolidated financial statements for 2018 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Net Income [1]	30.4	144.7	4.4	179.5
Impact of application of the holding percentage	(14.8)	(82.6)	(2.3)	(99.7)
Impairment of joint ventures				0.0
SHARE OF NET PROFIT OF JOINT VENTURES	**15.6**	**62.1**	**2.1**	**79.8**

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.1.1.2. Revenue

The 2018 revenue for the joint ventures and reconciliation with their contribution in the consolidated adjusted revenue for 2018 are as follows:

In million euros	REVENUE
Street Furniture	116.2
Transport	616.4
Billboard	182.9
TOTAL [1]	**915.5**
Impact of application of the holding percentage	(464.2)
Elimination of the transactions inter-activities & with controlled entities	(1.6)
CONTRIBUTION OF THE JOINT VENTURES IN THE CONSOLIDATED ADJUSTED REVENUE	**449.7**

[1] IFRS data on a 100% basis before elimination of transactions made between the different activities and before elimination of transactions made with the controlled entities.

10.1.1.3. Other items of the income statement

The other items of the income statement for 2018 that are characteristic of the joint ventures are as follows [1] :

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Depreciation, amortisation and provisions (net)	(8.0)	(15.8)	(21.6)
Cost of net financial debt	0.0	2.6	(16.8)
Income tax	(4.9)	(49.5)	(5.0)

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.1.2. For the year 2017

10.1.2.1. Net income

The 2017 net income of the joint ventures and reconciliation with the income statement of the consolidated financial statements for 2017 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Net Income [1]	27.5	138.4	(1.2)	164.7
Impact of application of the holding percentage	(13.4)	(76.5)	3.5	(86.4)
Impairment of joint ventures				0.0
SHARE OF NET PROFIT OF JOINT VENTURES	**14.1**	**61.9**	**2.3**	**78.3**

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.1.2.2. Revenue

The 2017 revenue of the joint ventures and reconciliation with their contribution in the consolidated adjusted revenue for 2017 are as follows:

In million euros	REVENUE
Street Furniture	116.0
Transport	592.3
Billboard	186.9
TOTAL[1]	**895.2**
Impact of application of the holding percentage	(448.7)
Elimination of the transactions inter-activities & with controlled entities	(1.4)
CONTRIBUTION OF THE JOINT VENTURES IN THE CONSOLIDATED ADJUSTED REVENUE	**445.1**

[1] IFRS data on a 100% basis before elimination of transactions made between the different activities and before elimination of transactions made with the controlled entities.

10.1.2.3. Other items of the income statement

The other items of the income statement for 2017 that are characteristic of the joint ventures are as follows [1]:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Depreciation, amortisation and provisions (net)	(8.8)	(14.7)	(18.8)
Cost of net financial debt	0.9	2.5	(20.7)
Income tax	(9.0)	(48.3)	(3.3)

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.2. Statement of other comprehensive income

10.2.1. For the year 2018

Other 2018 comprehensive income for the joint ventures and reconciliation with the statement of other comprehensive income of the consolidated financial statements for 2018 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Other comprehensive income [1]	2.2	1.6	3.8	7.6
Impact of application of the holding percentage	(1.1)	(0.9)	(2.5)	(4.5)
Translation reserve adjustments on impairment of joint ventures	0.0	0.0	(0.3)	(0.3)
Translation reserve adjustments on goodwill & elimination of shares	0.3	(0.6)	(6.3)	(6.6)
SHARE OF OTHER COMPREHENSIVE INCOME OF THE JOINT VENTURES	**1.4**	**0.1**	**(5.3)**	**(3.8)**

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.2.2. For the year 2017

Other 2017 comprehensive income for the joint ventures and reconciliation with the statement of other comprehensive income of the consolidated financial statements for 2017 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Other comprehensive income [1]	(9.4)	(5.8)	(2.1)	(17.3)
Impact of application of the holding percentage	4.7	2.9	0.8	8.4
Translation reserve adjustments on impairment of joint ventures	0.0	0.0	0.8	0.8
Translation reserve adjustments on goodwill & elimination of shares	(0.5)	(4.6)	(3.9)	(9.0)
SHARE OF OTHER COMPREHENSIVE INCOME OF THE JOINT VENTURES	**(5.2)**	**(7.5)**	**(4.4)**	**(17.1)**

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.3. Statement of financial position items

10.3.1. As of 31 December 2018

10.3.1.1 Net assets

Net assets [1] as of 31 December 2018 of the joint ventures and reconciliation with the statement of financial position of the consolidated financial statements as of 31 December 2018 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Non-current assets	63.9	85.5	169.2	318.6
Current assets	90.0	390.4	63.9	544.3
Non-current liabilities	(17.3)	(6.6)	(77.0)	(100.9)
Current liabilities	(80.5)	(228.6)	(159.3)	(468.4)
NET ASSETS [1]	**56.1**	**240.7**	**(3.2)**	**293.6**
Impact of application of the holding percentage	(27.8)	(116.0)	4.2	(139.6)
Impairment of joint ventures		(0.2)	(9.5)	(9.7)
Goodwill and elimination of shares held by joint ventures	12.6	69.2	48.4	130.2
Negative Net Equity limitation			8.8	8.8
INVESTMENTS UNDER THE EQUITY METHOD	**40.9**	**193.7**	**48.7**	**283.3**

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.3.1.2. Other items of the statement of financial position

The items related to the net financial debt as of 31 December 2018 characteristic of the joint ventures are as follows[1]:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Cash and cash equivalents net of bank overdrafts	(23.2)	221.6	18.0
Financial debt (non-current)	(5.1)	(0.1)	(68.6)
Financial debt (current)	(0.2)	(1.1)	(128.2)

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.3.2. As of 31 December 2017

10.3.2.1. Net assets

Net assets[1] as of 31 December 2017 of the joint ventures and reconciliation with the statement of financial position of the consolidated financial statements as of 31 December 2017 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Non-current assets	70.2	84.8	206.6	361.6
Current assets	78.5	339.3	52.1	469.9
Non-current liabilities	(18.9)	(6.5)	(81.4)	(106.8)
Current liabilities	(71.0)	(190.8)	(186.4)	(448.2)
NET ASSETS [1]	**58.8**	**226.8**	**(9.1)**	**276.5**
Impact of application of the holding percentage	(29.1)	(107.0)	9.6	(126.5)
Impairment of joint ventures		(0.2)	(9.3)	(9.5)
Goodwill and elimination of shares held by joint ventures	15.0	69.8	54.7	139.5
Negative Net Equity limitation			8.7	8.7
INVESTMENTS UNDER THE EQUITY METHOD	**44.7**	**189.4**	**54.6**	**288.7**

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.3.2.2. Other items of the statement of financial position

The items related to the net financial debt as of 31 December 2017 characteristic of the joint ventures are as follows[1]:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Cash and cash equivalents net of bank overdrafts	(14.9)	184.8	6.6
Financial debt (non-current)	(5.6)	(0.1)	(74.7)
Financial debt (current)	(0.2)	(1.0)	(144.6)

[1] IFRS data on a 100% basis without any elimination of transactions made between the different activities and without any elimination of transactions made with the controlled entities.

10.4. Other items

The dividends received from the joint ventures for the year 2018 break down as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Dividends received	17.6	59.1	1.7

The dividends received from the joint ventures for the year 2017 break down as follows

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Dividends received	17.1	53.1	2.3

11. INFORMATION ON ASSOCIATES

11.1. Income statement items

Income statement items of the significant entity APG|SGA SA and the reconciliation with the income statement of the consolidated financial statements are as follows:

	2018	2017
In million euros	APG|SGA SA	APG|SGA SA
Revenue	261.6	270.5
Net income [1]	38.0	55.9
Impact of application of the holding percentage	(26.6)	(39.1)
Impairment of associates	0.0	0.0
SHARE OF NET PROFIT OF ASSOCIATES	**11.4**	**16.8**

[1] IFRS data on a 100% basis.

The contribution of the other companies in the share of net profit of associates totalled €6.9 million in 2018 and €5.2 million in 2017.

11.2. Statement of financial position items

Statement of financial position items[1] of the significant entity APG|SGA SA and the reconciliation with the statement of financial position of the consolidated financial statements as of 31 December 2018 and as of 31 December 2017 are as follows:

	2018	2017
In million euros	APG|SGA SA	APG|SGA SA
Assets	203.7	222.8
Liabilities	(91.4)	(96.1)
Equity	112.3	126.7
Impact of application of the holding percentage	(78.6)	(88.8)
Impairment of associates	0.0	0.0
Goodwill	82.9	82.9
INVESTMENTS IN ASSOCIATES	**116.6**	**120.8**

[1] IFRS data on a 100% basis.

The contribution of other companies in investments in associates in the statement of financial position totalled €68.3 million and €66.5 million as of 31 December 2018 and as of 31 December 2017.

The valuation of 30% of APG|SGA SA at the 28 December 2018 share price amounts to €263.6 million.

11.3. Other items

The dividends received from associates for the years 2018 and 2017 break down as follows:

	2018			2017		
In million euros	APG|SGA SA	OTHER COMPANIES	TOTAL	APG|SGA SA	OTHER COMPANIES	TOTAL
Dividends received	19.4	5.7	25.1	19.8	2.6	22.4

12. SCOPE OF CONSOLIDATION

12.1. Identity of the parent company

As of 31 December 2018, JCDecaux Holding holds 63.93% of the share capital of JCDecaux SA.

12.2. List of consolidated companies

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
STREET FURNITURE					
JCDecaux SA		France	100.00	F	100.00
JCDecaux FRANCE	(1)	France	100.00	F	100.00
SOPACT		France	100.00	F	100.00
SOMUPI		France	66.00	F	66.00
JCDecaux ASIE HOLDING		France	100.00	F	100.00
JCDecaux EUROPE HOLDING		France	100.00	F	100.00
JCDecaux AMERIQUES HOLDING		France	100.00	F	100.00
CYCLOCITY		France	100.00	F	100.00
JCDecaux AFRIQUE HOLDING		France	100.00	F	100.00
JCDecaux BOLLORE HOLDING		France	50.00	E*	50.00
JCDecaux FRANCE HOLDING		France	100.00	F	100.00
MEDIAKIOSK		France	100.00	F	100.00
MEDIA PUBLICITE EXTERIEURE		France	100.00	F	100.00
WALL GmbH	(1)	Germany	100.00	F	100.00
DSM DECAUX GmbH		Germany	50.00	E*	50.00
STADTREKLAME NÜRNBERG GmbH		Germany	35.00	E	35.00
DIE DRAUSSENWERBER GmbH		Germany	100.00	F	100.00
SKY HIGH TG GmbH		Germany	100.00	F	100.00
REMSCHEIDER GESELLSCHAFT FÜR STADTVERKEHRSANLAGEN GbR.		Germany	50.00	E*	50.00
JCDecaux ARGENTINA S.A.		Argentina	100.00	F	100.00
JCDecaux STREET FURNITURE Pty Ltd		Australia	100.00	F	100.00
JCDecaux AUSTRALIA Pty Ltd		Australia	100.00	F	100.00
ADBOOTH Pty Ltd		Australia	100.00	F	100.00
JCDecaux CITYCYCLE AUSTRALIA Pty Ltd		Australia	100.00	F	100.00
ARGE AUTOBAHNWERBUNG GmbH		Austria	67.00	F	100.00
DIGITAL OUT OF HOME OO GmbH		Austria	33.50	E*	50.00
JCDecaux AZERBAIJAN LLC		Azerbaidjan	100.00	F	100.00
JCD BAHRAIN SPC		Bahrain	100.00	F	100.00
JCDecaux STREET FURNITURE BELGIUM	(1)	Belgium	100.00	F	100.00
CITY BUSINESS MEDIA		Belgium	100.00	F	100.00
JCDecaux MALLS		Belgium	73.36	F	73.36
JCDecaux DO BRASIL LTDA (previously JCDecaux DO BRASIL S.A.)		Brazil	100.00	F	100.00
JCDecaux SALVADOR MOBILIARIO URBANO LTDA (previously JCDecaux SALVADOR S.A.)		Brazil	100.00	F	100.00
JCDecaux LATAM SERVIÇOS DE MANAGEMENT LTDA		Brazil	100.00	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
CONCESSIONARIA A HORA DE SÃO PAULO LTDA	(1)	Brazil	100.00	F	86.67
CEMUSA BRASILIA S.A.		Brazil	100.00	F	100.00
CEMUSA AMAZONIA Ltda		Brazil	100.00	F	100.00
CEMUSA RIO S.A.		Brazil	100.00	F	100.00
CEMUSA SALVADOR MOBILIARIO URBANO LTDA (previously CEMUSA SALVADOR S.A.)		Brazil	100.00	F	100.00
WALL SOFIA EOOD		Bulgaria	50.00	E*	50.00
OUTFRONT JCDecaux STREET FURNITURE CANADA, Ltd		Canada	50.00	E*	50.00
JCDecaux COMUNICACION EXTERIOR CHILE S.A. (previously STAND OFF S.A.)	(1) & (25)	Chile	100.00	F	100.00
JCDecaux PEARL&DEAN OUTDOOR ADVERTISING (CHINA) Co. Ltd		China	100.00	F	100.00
BEIJING PRESS JCDecaux MEDIA ADVERTISING Co. Ltd		China	50.00	E*	50.00
NINGBO JCDecaux Pearl &Dean ADVERTISING Co. Ltd		China	100.00	F	100.00
BEIJING JCDecaux PEARL & DEAN Advertising Co.,Ltd		China	100.00	F	100.00
EQUIPAMIENTOS URBANOS NACIONALES DE COLOMBIA SAS	(25)	Colombia	75.00	F	75.00
LLEGA S.A.S.	(25)	Colombia	75.00	F	100.00
JCDecaux KOREA Inc.		South Korea	80.00	F	80.00
EQUIPAMIENTOS URBANOS DE COSTA RICA S.A.	(25)	Costa Rica	72.75	F	100.00
JCDecaux COTE d'IVOIRE		Ivory Coast	50.00	E*	50.00
AFA JCDecaux A/S		Denmark	50.00	F	50.00
JCDecaux STREET FURNITURE FZ LLC		United Arab Emirates	100.00	F	100.00
JCDecaux DXB MEDIA FZ LLC		United Arab Emirates	75.00	F	75.00
JCDecaux ECUADOR SA.		Ecuador	100.00	F	100.00
JCDecaux ESPANA SLU (previously EL MOBILIARIO URBANO SLU)	(1)	Spain	100.00	F	100.00
JCDecaux ATLANTIS SA		Spain	85.00	F	85.00
JCDecaux LATIN AMERICA INVESTMENTS HOLDING S.L.		Spain	100.00	F	100.00
CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS SL.	(25)	Spain	100.00	F	100.00
CORPORACION EUROPEA DE MOBILIARIO URBANO S.A.	(1)	Spain	100.00	F	100.00
JCDecaux EESTI OU		Estonia	100.00	F	100.00
JCDecaux NEW YORK, Inc.		United States	100.00	F	100.00
JCDecaux SAN FRANCISCO, LLC		United States	100.00	F	100.00
JCDecaux MALLSCAPE, LLC		United States	100.00	F	100.00
JCDecaux CHICAGO, LLC		United States	100.00	F	100.00
JCDecaux NEW YORK, LLC		United States	100.00	F	100.00
OUTFRONT DECAUX STREET FURNITURE, LLC		United States	50.00	E*	50.00
JCDecaux NORTH AMERICA, Inc.		United States	100.00	F	100.00
JCDecaux BOSTON, Inc.		United States	100.00	F	100.00
JCDecaux STREET FURNITURE, Inc.		United States	100.00	F	100.00
JCDecaux STREET FURNITURE GREATER BOSTON, LLC		United States	100.00	F	100.00
JCDecaux STREET FURNITURE NEW YORK, LLC		United States	100.00	F	100.00
JCDecaux FINLAND Oy	(1)	Finland	100.00	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
JCDecaux GABON		Gabon	40.00	E*	40.00
JCDecaux GUATEMALA, S.A.	(25)	Guatemala	72.75	F	100.00
VISTA CENTROAMERICANA S.A.	(14) & (25)	Guatemala	72.75	F	100.00
JCDecaux CITYSCAPE HONG KONG Ltd		Hong Kong	100.00	F	100.00
JCDecaux CITYSCAPE Ltd		Hong Kong	100.00	F	100.00
IMMENSE PRESTIGE		Hong Kong	100.00	F	100.00
BUS FOCUS Ltd	(4) & (13) & (36)	Hong Kong	40.00	E	40.00
VBM VAROSBUTOR ES MEDIA Kft.		Hungary	67.00	F	100.00
JCDecaux HUNGARY Zrt	(1)	Hungary	67.00	F	100.00
JCDecaux ADVERTISING INDIA PVT Ltd	(1)	India	100.00	F	100.00
AFA JCDecaux ICELAND ehf	(4) & (34)	Iceland	50.00	F	100.00
JCDecaux ISRAEL Ltd		Israel	92.00	F	92.00
MCDECAUX Inc.		Japan	85.00	F	85.00
CYCLOCITY Inc.		Japan	100.00	F	100.00
RTS DECAUX JSC		Kazakhstan	50.00	F	50.00
JCDecaux LATVIJA SIA		Latvia	100.00	F	100.00
JCDecaux LIETUVA UAB		Lithuania	100.00	F	100.00
JCDecaux LUXEMBOURG SA	(1)	Luxembourg	100.00	F	100.00
JCDecaux GROUP SERVICES SARL		Luxembourg	100.00	F	100.00
JCDecaux MONGOLIA LLC		Mongolia	51.00	F	51.00
JCDecaux MACAU	(1)	Macau	80.00	F	80.00
EQUIPAMIENTOS URBANOS DE MEXICO, S.A. DE C.V.	(25)	Mexico	100.00	F	100.00
SERVICIOS DE COMERCIALIZACION DE PUBLICIDAD, S.A. DE C.V.	(25)	Mexico	100.00	F	100.00
SERVICIO Y TECNOLOGIA ESPECIALIZADA, S.A. DE C.V.	(25)	Mexico	63.70	F	100.00
MEDIOS DE PUBLICIDAD S.A. DE C.V.	(25)	Mexico	63.70	F	100.00
EQUIPAMIENTOS URBANOS DE LA PENINSULA, S.A. DE C.V.	(25)	Mexico	63.70	F	100.00
JCDecaux OUT OF HOME MEXICO SA de CV	(25)	Mexico	63.70	F	63.70
ESCATO URBANO, S.A. DE C.V.	(25)	Mexico	63.70	F	100.00
STOC SA DE CV	(25) & (26) & (31)	Mexico	63.70	F	100.00
FMIDecaux Co., Ltd.		Myanmar	60.00	F	60.00
JCDecaux OMAN	(1) & (5)	Oman	100.00	F	100.00
JCDecaux UZ		Uzbekistan	72.26	F	72.26
JCDecaux PANAMA, S.A.	(1) & (25)	Panama	72.75	F	100.00
JCDecaux CENTRAL AMERICA HOLDING S.A.	(25)	Panama	100.00	F	100.00
JCDecaux Top Media SA	(25)	Panama	72.75	F	72.75
JCDecaux NEDERLAND BV		The Netherlands	100.00	F	100.00
JCDecaux PORTUGAL - MOBILIARIO URBANO Lda		Portugal	100.00	F	100.00
PURBE PUBLICIDADE URBANA & GESTAO Lda		Portugal	100.00	F	100.00
ELAN DECAUX W.L.L	(1)	Qatar	50.00	E*	49.00
JCDecaux DOMINICANA, SAS. (previously JCDecaux DOMINICANA, S.A.)	(25)	Dominican Rep.	100.00	F	100.00
JCDecaux MESTSKY MOBILIAR Spol Sro	(1)	Czech Rep.	100.00	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
RENCAR MEDIA Spol Sro		Czech Rep.	46.90	F	100.00
CLV CR Spol Sro		Czech Rep.	23.45	E*	50.00
JCDecaux UK Ltd	(1)	United Kingdom	100.00	F	100.00
JCDecaux SMALL CELLS Ltd		United Kingdom	70.00	F	70.00
IN FOCUS PUBLIC NETWORKS LIMITED		United Kingdom	100.00	F	100.00
VIOOH LIMITED	(1) & (3) & (21)	United Kingdom	93.50	F	93.50
JCDecaux EL SALVADOR, S.A. DE C.V.	(25)	Salvador	72.75	F	100.00
JCDecaux SINGAPORE Pte Ltd		Singapore	100.00	F	100.00
JCDecaux SLOVAKIA Sro		Slovakia	100.00	F	100.00
JCDecaux SVERIGE AB		Sweden	100.00	F	100.00
OUTDOOR AB		Sweden	48.50	E*	48.50
JCDecaux SVERIGE FORSALJNINGSAKTIEBOLAG		Sweden	100.00	F	100.00
JCDecaux CORPORATE SERVICES GmbH		Switzerland	100.00	F	100.00
JCDecaux URUGUAY	(6)	Uruguay	100.00	F	100.00
JCDecaux URUGUAY SA		Uruguay	100.00	F	100.00
JCDecaux OOH URUGUAY SA		Uruguay	100.00	F	100.00
PUBLIBUS SA	(25)	Uruguay	100.00	F	100.00
TRANSPORT					
MEDIA AEROPORTS DE PARIS		France	50.00	E*	50.00
METROBUS		France	33.00	E	33.00
JCDecaux SPG OUTDOOR ADVERTISING (PTY) LTD (previously CONTINENTAL SPG OUTDOOR ADVERTISING (Pty Ltd))		South Africa	35.00	E*	50.00
JCDecaux ALGERIE SARL		Algeria	80.00	F	80.00
JCDECAUX AIRPORT ALGER EURL		Algeria	80.00	F	100.00
JCDecaux AIRPORT CENTRE SARL		Algeria	49.00	E	49.00
MEDIA FRANKFURT GmbH		Germany	39.00	E*	39.00
JCDecaux AIRPORT MEDIA GmbH		Germany	100.00	F	100.00
TRANS-MARKETING GmbH	(2)	Germany	87.82	F	87.82
JCDecaux ATA SAUDI LLC		Saudi Arabia	60.00	F	60.00
BUSPAK ADVERTISING GROUP PTY LTD	(3) & (33)	Australia	100.00	F	100.00
GSP PRINT PTY LTD	(3) & (33)	Australia	100.00	F	100.00
INFOSCREEN AUSTRIA GmbH		Austria	67.00	F	100.00
JCDecaux AIRPORT BELGIUM	(15)	Belgium	100.00	F	100.00
CEMUSA DO BRASIL LTDA		Brazil	100.00	F	100.00
JCDecaux MIDIA AEROPORTOS LTDA		Brazil	100.00	F	100.00
JCDecaux CAMEROUN		Cameroun	50.00	E*	50.00
JCDecaux CHILE SA	(1) & (25)	Chile	100.00	F	100.00
JCDecaux MOMENTUM SHANGHAI AIRPORT ADVERTISING Co. Ltd		China	35.00	E*	35.00
JCDecaux ADVERTISING (BEIJING) Co. Ltd		China	100.00	F	100.00
BEIJING TOP RESULT METRO Advertising. Co. Ltd	(30)	China	90.00	E*	38.00
JCDecaux ADVERTISING (SHANGHAI) Co. Ltd		China	100.00	F	100.00
CHONGQING MPI PUBLIC TRANSPORTATION ADVERTISING Co. Ltd		China	60.00	F	60.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
CHENGDU MPI PUBLIC TRANSPORTATION Advertising. Co. Ltd		China	100.00	F	100.00
JINAN ZHONGGUAN XUNHUA PUBLIC TRANSPORT Advertising. Co. Ltd		China	30.00	E	30.00
SHANGHAI SHENTONG JCDecaux METRO ADVERTISING Co. Ltd		China	60.00	E*	51.00
NANJING METRO JCDecaux ADVERTISING Co., Ltd		China	100.00	F	100.00
JCDecaux ADVERTISING CHONGQING Co., Ltd		China	80.00	F	80.00
SUZHOU JCDecaux METRO ADVERTISING Co.Ltd		China	80.00	F	65.00
NANJING JCDecaux BUS ADVERTISING Co., Ltd		China	100.00	F	100.00
GUANGZHOU METRO JCDecaux ADVERTISING Co., Ltd		China	49.00	E*	49.00
GUANGZHOU JCDECAUX AEROTROPOLIS ADVERTISING Co.,Ltd		China	100.00	F	100.00
TIANJIN METRO JCDecaux ADVERTISING Co., Ltd	(3)	China	60.00	E*	60.00
JCDecaux DICON FZCO		United Arab Emirates	75.00	F	75.00
JCDecaux ADVERTISING AND MEDIA LLC		United Arab Emirates	80.00	F	49.00
JCDecaux MIDDLE EAST FZ-LLC		United Arab Emirates	100.00	F	100.00
JCDecaux OUT OF HOME FZ-LLC (ABU DHABI)		United Arab Emirates	55.00	F	55.00
JCDecaux TRANSPORT, S.L.U.	(27)	Spain	100.00	F	100.00
JCDecaux AIRPORT, Inc.		United States	100.00	F	100.00
JOINT VENTURE FOR THE OPERATION OF THE ADVERTISING CONCESSION AT LAWA, LLC		United States	92.50	F	92.50
MIAMI AIRPORT CONCESSION, LLC		United States	50.00	E*	50.00
JCDecaux AIRPORT CHICAGO, LLC		United States	100.00	F	100.00
THE JOINT VENTURE FOR THE OPERATION OF THE ADVERTISING CONCESSION AT HOUSTON AIRPORTS, LLC		United States	99.00	F	99.00
JCDecaux AIRPORT BOSTON, LLC		United States	98.00	F	98.00
JCDecaux AIRPORT SPONSORSHIPS, LLC	(22)	United States	100.00	F	100.00
JCDecaux AIRPORT DALLAS FORT WORTH, LLC		United States	97.50	F	97.50
JCDecaux PEARL & DEAN Ltd		Hong Kong	100.00	F	100.00
JCDecaux OUTDOOR ADVERTISING HK Ltd	(2)	Hong Kong	100.00	F	100.00
JCDecaux INNOVATE Ltd		Hong Kong	100.00	F	100.00
MEDIA PRODUCTION Ltd		Hong Kong	100.00	F	100.00
JCDecaux CHINA HOLDING Ltd		Hong Kong	100.00	F	100.00
BERON Ltd	(2) & (13)	Hong Kong	100.00	F	100.00
TOP RESULT PROMOTION Ltd	(1)	Hong Kong	100.00	F	100.00
MEDIA PARTNERS INTERNATIONAL Ltd	(1)	Hong Kong	100.00	F	100.00
MPI PRODUCTION Ltd	(2)	Hong Kong	100.00	F	100.00
JCDecaux DIGITAL VISION (HK) Ltd.		Hong Kong	100.00	F	100.00
IGPDECAUX Spa	(1)	Italy	60.00	E*	60.00
CNDECAUX AIRPORT MEDIA Co. Ltd		Macau	30.00	E	30.00
JCDecaux NORGE AS	(1)	Norway	97.69	F	100.00
AEROTOP, S.A.	(25)	Panama	72.75	F	100.00
CITY BUS TOP, S.A.	(25)	Panama	58.20	F	80.00
PUBLICIDAD AEROPUERTO DE TOCUMEN S.A.	(25)	Panama	72.75	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
JCDecaux AEROPUERTO DE LIMA SAC	(23)	Peru	100.00	F	100.00
JCDecaux PERU SAC (previously EYE CATCHER MEDIA S.A.C.)	(1)	Peru	100.00	F	100.00
JCDecaux AIRPORT POLSKA Sp zoo		Poland	100.00	F	100.00
JCDecaux AIRPORT PORTUGAL SA		Portugal	85.00	F	85.00
RENCAR PRAHA AS		Czech Rep.	46.90	F	70.00
JCDecaux AIRPORT UK Ltd		United Kingdom	100.00	F	100.00
JCDecaux ASIA SINGAPORE Pte Ltd		Singapore	100.00	F	100.00
JCDecaux OUT OF HOME ADVERTISING Pte Ltd		Singapore	100.00	F	100.00
JCDecaux THAILAND Co., Ltd		Thailand	98.00	F	49.50
BILLBOARD					
JCDecaux SOUTH AFRICA HOLDINGS (PROPRIETARY) LIMITED		South Africa	100.00	F	100.00
JCDecaux SOUTH AFRICA OUTDOOR ADVERTISING (PROPRIETARY) LIMITED		South Africa	49.00	F	70.00
JCDecaux SUB-SAHARAN AFRICA (Pty) Ltd		South Africa	70.00	F	100.00
MERAFE RAIL		South Africa	70.00	F	100.00
MERAFE OUTDOOR		South Africa	70.00	F	100.00
CORPCOM OUTDOOR		South Africa	70.00	F	100.00
SUBURBAN INDUSTRIAL SIGN DESIGN		South Africa	70.00	F	100.00
RENT A SIGN LEBOWA		South Africa	35.00	E*	50.00
JCDecaux SOUTH AFRICA (PTY) Ltd		South Africa	70.00	F	100.00
OUTDOOR Co (Pty) Ltd		South Africa	70.00	F	100.00
BDEYE DESIGNS (Pty) Ltd		South Africa	70.00	F	100.00
KCF INVESTMENTS (Pty) Ltd		South Africa	70.00	F	100.00
NEWSHELF1001 (Pty) Ltd (Lease Co)		South Africa	70.00	F	100.00
SIYENZA GRAPHIC DESIGN AND SIGNAGE (PTY) LTD (previously SIYENZA GRAPHIC DESIGN (Pty) Ltd)		South Africa	70.00	F	100.00
INTER-AFRICA OUTDOOR ADVERTISING (SOUTH AFRICA) (PTY) Ltd		South Africa	70.00	F	100.00
JCDecaux SUBSAHARAN AFRICA HOLDINGS (Pty) Ltd		South Africa	70.00	F	100.00
JCDecaux ANGOLA LDA (previously CONTINENTAL OUTDOOR MEDIA (ANGOLA) Lda)		Angola	70.00	F	100.00
URBANMEDIA ARGENTINA S.A.		Argentina	100.00	F	100.00
JCDecaux ARGENTINA OOH S.A.		Argentina	100.00	F	100.00
JCDecaux ANZ PTY Ltd	(3)	Australia	100.00	F	100.00
JCDecaux AUSTRALIA HOLDINGS PTY Ltd	(3)	Australia	100.00	F	100.00
APN OUTDOOR GROUP LTD	(3) & (33)	Australia	100.00	F	100.00
APNO GROUP HOLDINGS PTY LTD	(3) & (33)	Australia	100.00	F	100.00
APNO FINANCE PTY LTD	(3) & (33)	Australia	100.00	F	100.00
APN OUTDOOR PTY LTD	(1) & (3) & (33)	Australia	100.00	F	100.00
EASTCOTT INVESTMENTS PTY LTD	(3) & (33)	Australia	100.00	F	100.00
UNIVERSAL OUTDOOR PTY LTD	(3) & (33)	Australia	100.00	F	100.00
CODY LINK PTY LTD	(3) & (33)	Australia	100.00	F	100.00
TAXIMEDIA PTY LTD	(3) & (33)	Australia	100.00	F	100.00
VALTOFF PTY LTD	(3) & (33)	Australia	100.00	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
TOTAL CAB MEDIA PTY LTD	(3) & (33)	Australia	100.00	F	100.00
SOL AUSTRALIA PTY LTD	(3) & (33)	Australia	100.00	F	100.00
EVERFACT PTY LTD	(3) & (33)	Australia	100.00	F	100.00
EVERFACT UNIT TRUST	(3) & (33)	Australia	100.00	F	100.00
APN OUTDOOR (TRADING) PTY LTD	(3) & (33)	Australia	100.00	F	100.00
AUSTRALIAN POSTERS PTY LTD	(3) & (33)	Australia	100.00	F	100.00
THE AUSTRALASIAN ADVERTISING COMPANY PTY LTD	(3) & (33)	Australia	100.00	F	100.00
ADSPACE PTY LTD	(3) & (33)	Australia	100.00	F	100.00
IOM PTY LIMITED	(3) & (33)	Australia	100.00	F	100.00
TMS OUTDOOR ADVERTISING PTY LTD	(3) & (33)	Australia	100.00	F	100.00
THE NETTLEFOLD OUTDOOR ADVERTISING UNIT TRUST	(3) & (33)	Australia	100.00	F	100.00
NETTLEFOLD ADVERTISING PTY LTD	(3) & (33)	Australia	100.00	F	100.00
NATIONAL OUTDOOR ADVERTISING PTY LTD	(3) & (33)	Australia	100.00	F	100.00
GEWISTA WERBEGESELLSCHAFT.mbH	(1)	Austria	67.00	F	67.00
PROGRESS AUSSENWERBUNG GmbH		Austria	45.10	F	51.00
PROGRESS WERBELAND WERBE. GmbH	(16) & (28)	Austria	67.00	F	100.00
ISPA WERBEGES.mbH	(17)	Austria	45.10	F	51.00
USP WERBEGESELLSCHAFT.mbH		Austria	50.25	F	75.00
JCDecaux CENTRAL EASTERN EUROPE GmbH		Austria	100.00	F	100.00
GEWISTA SERVICE GmbH		Austria	67.00	F	100.00
ROLLING BOARD OBERÖSTERREICH WERBE GmbH		Austria	25.13	E*	50.00
KULTURFORMAT (previously KULTURPLAKAT)		Austria	67.00	F	100.00
MEGABOARD SORAVIA GmbH		Austria	45.10	F	51.00
ANKÜNDER GmbH		Austria	22.31	E	33.30
PROGRESS TIROL-VORARLBERG AUSSENWERBUNG GmbH	(24)	Austria	45.10	F	51.00
JCDecaux BILLBOARD BELGIUM		Belgium	100.00	F	100.00
JCDecaux ARTVERTISING BELGIUM		Belgium	100.00	F	100.00
JCDecaux BOTSWANA (PTY) LIMITED		Botswana	70.00	F	100.00
JCDecaux GRANDES FORMATOS MIDIA EXTERIOR LTDA		Brazil	100.00	F	100.00
JCDecaux OUTDOOR Ltda		Brazil	100.00	F	100.00
JCDecaux BULGARIA HOLDING BV	(11)	Bulgaria	50.00	E*	50.00
JCDecaux BULGARIA EOOD		Bulgaria	50.00	E*	50.00
MARKANY LINE EOOD		Bulgaria	25.00	E*	50.00
EASY DOCK EOOD		Bulgaria	50.00	E*	50.00
PRIME OUTDOOR OOD		Bulgaria	50.00	E*	50.00
JCDecaux IMAGE JSC		Bulgaria	25.00	E*	50.00
INTERNATIONAL OUTDOOR ADVERTISING HOLDING COMPANY	(2)	Cayman Islands	100.00	F	100.00
IOAHC INVESTMENTS URUGUAY COMPANY		Cayman Islands	100.00	F	100.00
IOA PROLIX COMPANY		Cayman Islands	80.00	F	80.00
JCDecaux OOH CHILE S.A.	(25)	Chile	100.00	F	100.00
CEE MEDIA HOLDING LIMITED		Cyprus	50.00	E*	50.00
DROSFIELD ENTERPRISES LIMITED		Cyprus	50.00	E*	50.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
OUTDOOR MEDIA SYSTEMS LIMITED		Cyprus	50.00	E*	50.00
FEGPORT INVESTMENTS Ltd	(2)	Cyprus	25.00	E*	25.00
ELACORP LIMITED		Cyprus	18.75	E*	25.00
PUBLIVALLAS DE COSTA RICA S.A.	(18) & (25)	Costa Rica	72.75	F	100.00
TOP MEDIA COSTA RICA, S.A.	(25)	Costa Rica	72.75	F	100.00
EUROPLAKAT Doo		Croatia	45.10	F	51.00
JCDecaux ESPANA S.L.U.	(1) & (27)	Spain	100.00	F	100.00
CLEAR CHANNEL ESPANA, S.L.U. y CEMUSA - CORPORACION EUROPEA DE MOBILIARIO URBANO, S.A.		Spain	50.00	E*	50.00
JCDecaux SWAZILAND (PTY) LTD		Eswatini	70.00	F	100.00
INTERSTATE JCDecaux LLC		United States	49.00	E*	49.00
TOP MEDIA GUATEMALA, S.A.	(25)	Guatemala	72.75	F	100.00
JCDecaux TOP MEDIA HONDURAS S.A. (previously TOP MEDIA HONDURAS, S.A.)	(25)	Honduras	72.75	F	100.00
POAD		Hong Kong	49.00	E	49.00
JCDecaux REUNION ISLAND (previously LC OUTDOOR)		Reunion Island	56.00	F	100.00
DAVID ALLEN HOLDINGS Ltd	(10)	Ireland	100.00	F	100.00
DAVID ALLEN POSTER SITES Ltd		Ireland	100.00	F	100.00
SOLAR HOLDINGS Ltd		Ireland	100.00	F	100.00
JCDecaux IRELAND Ltd	(1)	Ireland	100.00	F	100.00
BRAVO OUTDOOR ADVERTISING Ltd		Ireland	100.00	F	100.00
JCDecaux LESOTHO (PTY) LTD		Lesotho	70.00	F	100.00
JCDecaux MADAGASCAR SA		Madagascar	56.00	F	80.00
JCDecaux MEDIA Sdn Bhd		Malaysia	100.00	F	100.00
JCDecaux OUTDOOR ADVERTISING LTD		Malawi	70.00	F	100.00
JCDecaux (MAURITIUS) Ltd		Mauritius	56.00	F	80.00
CONTINENTAL OUTDOOR MEDIA MANAGEMENT COMPANY (MAURITIUS) Ltd		Mauritius	70.00	F	100.00
VENDOR PUBLICIDAD EXTERIOR S DE R.L. DE C.V.	(25)	Mexico	63.70	F	100.00
FUSIONANTE VENDOR S DE R.L DE C.V.	(19) & (25)	Mexico	63.70	F	100.00
SERVICIOS ADMINISTRATIVOS AMERICA, S DE R.L DE C.V.	(25) & (32)	Mexico	63.70	F	100.00
CORPORACION DE MEDIOS INTEGRALES, S.A. DE C.V.	(25)	Mexico	63.70	F	100.00
PUBLITOP DE OCCIDENTE, S.A. DE C.V.	(25)	Mexico	63.70	F	100.00
PUBLITOP, S.A. DE C.V.	(25)	Mexico	63.70	F	100.00
JCDecaux MOZAMBIQUE LDA (previously JCDecaux MOZAMBIQUE LTDA)		Mozambique	50.05	F	71.50
JCDecaux NAMIBIA OUTDOOR ADVERTISING (Pty) Limited		Namibia	70.00	F	100.00
TOP MEDIA NICARAGUA, S.A.	(25)	Nicaragua	72.75	F	100.00
JCDecaux NIGERIA OUTDOOR ADVERTISING Ltd	(20)	Nigeria	49.00	F	70.00
APN OUTDOOR HOLDINGS Ltd	(3) & (33)	New Zealand	100.00	F	100.00
APN OUTDOOR Ltd	(1) & (3) & (33)	New Zealand	100.00	F	100.00
JCDecaux UGANDA OUTDOOR ADVERTISING LTD		Uganda	70.00	F	100.00
PUBLITOP DE PANAMA, S.A.	(25)	Panama	72.75	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
JCDecaux TOP MEDIA SERVICIOS DE PANAMA, S.A.	(25)	Panama	72.75	F	100.00
TOP MEDIA PANAMA, S.A.	(25)	Panama	72.75	F	100.00
PUBLITOP NORTE SA	(3) & (29)	Panama	72.75	F	100.00
OUTDOOR SYSTEMS AMERICAS NETHERLANDS NEWCO BV	(25)	The Netherlands	100.00	F	100.00
JCDecaux CARTELERA B.V.	(25)	The Netherlands	100.00	F	100.00
JCDecaux NEONLIGHT Sp zoo		Poland	100.00	F	100.00
GIGABOARD POLSKA Sp zoo Poland		Poland	67.00	F	100.00
RED PORTUGUESA - PUBLICIDADE EXTERIOR SA		Portugal	96.38	F	96.38
AUTEDOR - PUBLICIDADE EXTERIOR Lda		Portugal	49.15	F	51.00
RED LITORAL - PUBLICIDADE EXTERIOR Lda		Portugal	72.29	F	75.00
DISTRIBUIDORA DE VALLAS DOMINICANA, S.A.	(25)	Dominican Rep.	100.00	F	100.00
EUROPLAKAT Spol Sro		Czech Rep.	67.00	F	100.00
JCDecaux Ltd		United Kingdom	100.00	F	100.00
JCDecaux UNITED Ltd		United Kingdom	100.00	F	100.00
ALLAM GROUP Ltd		United Kingdom	100.00	F	100.00
EXCEL OUTDOOR MEDIA Ltd		United Kingdom	100.00	F	100.00
RUSS OUT OF HOME BV (RUSS OUTDOOR)	(8)	Russia	25.00	E*	25.00
ADVANCE GROUP LLC		Russia	12.75	E*	25.00
APR CITY/TVD LLC		Russia	25.00	E*	25.00
BIGBOARD LLC		Russia	25.00	E*	25.00
DISPLAY LLC		Russia	18.75	E*	25.00
EUROPEAN OUTDOOR COMPANY Inc.	(9)	Russia	25.00	E*	25.00
EXPOMEDIA LLC		Russia	25.00	E*	25.00
FREGAT LLC		Russia	25.00	E*	25.00
HARDLINK SOLUTIONS LLC		Russia	25.00	E*	25.00
WALL CIS LLC		Russia	25.00	E*	25.00
MEDIA SUPPORT SERVICES Ltd	(9)	Russia	25.00	E*	25.00
MERCURY OUTDOOR DISPLAY Ltd	(9)	Russia	25.00	E*	25.00
RUSS OUT OF HOME GmbH	(7)	Russia	25.00	E*	25.00
NORTHERN OUTDOOR DISPLAYS Ltd	(9)	Russia	25.00	E*	25.00
OMS LLC		Russia	25.00	E*	25.00
OUTDOOR LLC		Russia	25.00	E*	25.00
OUTDOOR MARKETING LLC		Russia	25.00	E*	25.00
OUTDOOR MEDIA MANAGEMENT LLC		Russia	25.00	E*	25.00
OUTDOOR SYSTEMS LIMITED	(9)	Russia	25.00	E*	25.00
PRIME SITE LLC		Russia	25.00	E*	25.00
PRIME SITE Ltd	(9)	Russia	25.00	E*	25.00
RCMO JSC	(2)	Russia	12.50	E*	25.00
REKART MEDIA LLC		Russia	25.00	E*	25.00
REKTIME LLC		Russia	25.00	E*	25.00
RUSS INDOOR LLC		Russia	25.00	E*	25.00
RUSS OUTDOOR LLC		Russia	25.00	E*	25.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
RUSS OUTDOOR MEDIA LLC		Russia	25.00	E*	25.00
SCARBOROUGH ASSOCIATED SA	(9) & (35)	Russia	25.00	E*	25.00
SCROPE TRADE & FINANCE SA	(9)	Russia	25.00	E*	25.00
SENROSE FINANCE LIMITED	(9)	Russia	25.00	E*	25.00
SOLVEX Ltd	(9)	Russia	25.00	E*	25.00
TERMOTRANS LLC		Russia	25.00	E*	25.00
UNITED OUTDOOR HOLDING Inc.	(9)	Russia	25.00	E*	25.00
MERIDIAN LLC		Russia	12.75	E*	25.00
RINGROADMEDIA LLC		Russia	12.75	E*	25.00
VA LLC		Russia	11.25	E*	25.00
TOP MEDIA EL SALVADOR, S.A. de C.V.	(25)	Salvador	72.75	F	100.00
ISPA BRATISLAVA Spol Sro		Slovakia	67.00	F	100.00
EUROPLAKAT Doo		Slovenia	27.56	E*	41.13
PLAKATIRANJE Doo		Slovenia	27.56	E*	41.13
SVETLOBNE VITRINE		Slovenia	27.56	E*	41.13
MADISON Doo		Slovenia	27.56	E*	41.13
METROPOLIS MEDIA Doo (SLOVENIA)		Slovenia	27.56	E*	41.13
APG|SGA SA		Switzerland	30.00	E	30.00
JCDecaux TANZANIA LTD		Tanzania	70.00	F	100.00
BIGBOARD B.V.	(12)	Ukraine	50.00	E*	50.00
BIGBOARD GROUP LLC		Ukraine	50.00	E*	50.00
ALTER-V LLC		Ukraine	50.00	E*	50.00
AUTO CAPITAL LLC		Ukraine	50.00	E*	50.00
BIG MEDIA LLC		Ukraine	50.00	E*	50.00
BIGBOARD KHARKOV		Ukraine	50.00	E*	50.00
BIGBOARD LLC (KIEV)		Ukraine	50.00	E*	50.00
BIGBOARD LVOV		Ukraine	50.00	E*	50.00
BIGBOARD VYSHGOROD		Ukraine	50.00	E*	50.00
BIGBOARD ZAPOROZHIE		Ukraine	50.00	E*	50.00
BOMOND LLC		Ukraine	25.00	E*	50.00
GARMONIYA LLC	(4)	Ukraine	50.00	E*	50.00
MEDIA PARTNER - O		Ukraine	50.00	E*	50.00
OUTDOORAUTO LLC		Ukraine	50.00	E*	50.00
POSTER DNEPROPETROVSK		Ukraine	50.00	E*	50.00
POSTER DONBASS		Ukraine	50.00	E*	50.00
POSTER GROUP LLC		Ukraine	50.00	E*	50.00
POSTER LLC (KIEV)		Ukraine	50.00	E*	50.00
POSTER ODESSA		Ukraine	50.00	E*	50.00
REKSVIT UKRAINE LLC		Ukraine	50.00	E*	50.00
UKRAIYINSKA REKLAMA LLC		Ukraine	50.00	E*	50.00
JCDecaux ZAMBIA LTD		Zambia	70.00	F	100.00
JCDecaux ZIMBABWE (PVT) LTD		Zimbabwe	70.00	F	100.00

[1] Companies spread over two or three activities for segment reporting purposes, but listed in the above table according to their historical business activity.

[2] Companies liquidated in 2018.

[3] Companies consolidated in 2018.

[4] Companies sold in 2018.

[5] This company is a representative office of JCDecaux Bahrain SPC.

[6] This company is a representative office of JCDecaux France.

[7] Company incorporated under Austrian law and operating in Russia.

[8] Company incorporated under Dutch law and operating in Russia.

[9] Company incorporated under British Virgin Islands law and holding interests in Russia.

[10] Company incorporated under British law and operating in Northern Ireland.

[11] Company incorporated under Dutch law and operating in Bulgaria.

[12] Company incorporated under Dutch law and operating in Ukraine.

[13] Company incorporated under British Virgin Islands law and holding interests in Hong Kong.

[14] Vista Centroamericana S.A. (Guatemala) was absorbed by JCDecaux Guatemala, S.A. (Guatemala) on 16 May 2018.

[15] JCDecaux Airport Belgium (Belgium) was absorbed by JCDecaux Street Furniture Belgium (Belgium) effective retroactively as of 1 January 2018. The Transport business is now in JCDecaux Street Furniture Belgium (Belgium).

[16] On 23 May 2018, purchase of 28.84% of the non-controlling interests in Progress Werbeland Werbe GmbH (Austria) by Gewista Werbegesellschaft.mbH (Austria) bringing the financial interest to 58.56% and the percentage of control to 87.40%.

[17] Ispa Werbeges.mbH (Austria) was absorbed by Megaboard Soravia GmbH (Austria) as of 30 January 2018.

[18] Publivallas de Costa Rica S.A. (Costa Rica) was absorbed by Top Media Costa Rica, S.A. (Costa Rica) effective retroactively as of 1 January 2018.

[19] Fusionante Vendor S de R.L de C.V. (Mexico) was absorbed by Corporacion de Medios Integrales, S.A. de C.V. (Mexico) on 8 March 2018.

[20] The activities of JCDecaux Nigeria Outdoor Advertising Ltd (Nigeria) are now under Billboard.

[21] On 3 May 2018, entry of a minority partner in the capital of Viooh Limited (United Kingdom) bringing the financial interest and the percentage of control to 93.50%.

[22] On 30 June 2018, purchase of a controlling interest in JCDecaux Airport Sponsorships, LLC (United States) by JCDecaux Airport, Inc (United States) bringing the financial interest and the percentage of control from 50% to 100%. The entity will now be fully consolidated.

[23] JCDecaux Aeropuerto de Lima SAC (Peru) was absorbed by JCDecaux PERU SAC (Peru) on 1 July 2018.

[24] Progress Tirol-Vorarlberg Aussenwerbung Gmbh (Austria) was absorbed by Progress Aussenwerbung Gmbh (Austria) effective retroactively as of 1 January 2018.

[25] On 24 July 2018, purchase of non-controlling interests in Corporacion Americana de Equipamientos Urbanos SL (Spain) by JCDecaux Latin America Investments Holding SL (Spain), bringing the financial interest from 73.36% to 100%, which has the effect of increasing the holding percentage of entities held by Corporacion Americana de Equipamientos Urbanos SL.

[26] On 24 July 2018, purchase of minority interests in Stoc SA de CV (Mexico) by Equipamientos Urbanos de Mexico, SA de CV (Mexico) and Corporacion Americana de Equipamientos Urbanos SL (Spain), thus bringing the financial interest and the percentage of control from 50% to 100%. The entity is now fully consolidated.

[27] JCDecaux ESPANA S.L.U. (Spain) and JCDecaux TRANSPORT, S.L.U. (Spain) were absorbed by EL MOBILIARIO URBANO SLU, renamed JCDecaux ESPANA SLU (Spain) effective retroactively as of 1 January 2018.

[28] On 25 July 2018, purchase of non-controlling interest in Progress Werbeland Werbe GmbH. (Austria) by Gewista Werbegesellschaft.mbH (Austria) bringing the percentage of control to 100% and the financial interest to 67%.

[29] On 6 September 2018, acquisition of 100% of Publitop Norte SA (Panama) by JCDecaux Top Media SA (Panama). The company is fully consolidated at its percentage of control of 100%. The financial interest is 72.75%.

[30] Beijing Top Result Metro Advertising. Co. Ltd (China) is consolidated under the equity method as a result of the joint control with the Group's partner in Management.

[31] On 10 October 2018, disposal of equity investment in Stoc SA de CV (Mexico) by Equipamientos Urbanos de Mexico SA de CV (Mexico) and Corporacion Americana de Equipamientos Urbanos SL (Spain) to JCDecaux Out of Home Mexico SA de CV (Mexico) and Corporacion de Medios Integrales SA de CV (Mexico) decreasing the financial interest from 100% to 63.70%.

[32] Servicios Administrativos America, S de R.L de C.V. (Mexico) was absorbed by Corporacion de Medios Integrales SA de CV (Mexico) on 19 October 2018.

[33] On 31 October 2018, acquisition of the APN Outdoor Group via a "Scheme of Arrangement" authorised on 23 August 2018 by the Australian Competition and Consumer Commission then approved by the APN Outdoor shareholders on 15 October 2018. The percentage of control and the financial interest of the newly acquired companies is 100%. These new entities are fully consolidated.

[34] On 16 December 2018, disposal of AFA JCDecaux ICELAND ehf (Iceland).

[35] Scarborough Associated SA was absorbed by Scrope Trade & Finance SA.

[36] On 27June 2018, disposal of Bus Focus Ltd (Hong Kong).

Note:
F = Full consolidation
E* = Under the equity method (joint control)
E = Under the equity method (significant influence)

* The percentage of control corresponds to the portion of direct or indirect ownership in the share capital of the companies except for the companies held by a company under joint control. For these companies, the percentage of control corresponds to the percentage of control of its owner.

For controlled companies and companies under equity method they hold, the voting rights percentage is normally determined based on the percentage of control, with the exception of a few companies in China, where it is determined by representation in the governance bodies, given that local legal and regulatory specificities do not allow it to be assessed otherwise, and in Thailand, where the voting rights percentage is 98%.

13. SUBSEQUENT EVENTS

On 6 March 2019, the Supervisory Board decided to propose a €0.58 per share dividend distribution for 2018 at the General Meeting of Shareholders in May 2019.

COMMENTS ON THE ANNUAL FINANCIAL STATEMENTS OF JCDecaux SA

1. COMMENTS ON THE BUSINESS

Since 1 January 2012 JCDecaux SA has operated as a holding and support company for its subsidiaries.

2. COMMENTS ON THE FINANCIAL STATEMENTS

2.1. Operating income

Revenue in 2018 amounted to €95.4 million compared with €81.5 million in 2017 and mainly consisted of services charged back to the Group's various subsidiaries:

- Tax, legal and financial assistance and advice
- IT services
- Research.

The €13.9 million increase in revenue, representing +17.0% growth, mainly concerns:

- management fees for €2.8 million due to the increase in the cost base, particularly with regard to IT
- direct charge back of IT services for €2.9 million
- charge back of costs incurred on behalf of the subsidiaries for €8.3 million, which in 2018 included the charge back to the Australian subsidiary of the fees paid as part of the acquisition of the APN Outdoor Group.

Capitalised production costs amounted to €6.1 million and related to the IT projects carried out during the year and booked to intangible assets. These totalled €7.6 million in 2017.

Reversals of amortisation, depreciation and provisions as well as expense reclassifications amounted to €1.3 million, the same amount as in 2017.

Other income totalled €45.6 million, compared to €45.4 million in 2017, and is mainly equal to rent & fees from intangible assets (trademarks, patents, know-how and other rights) invoiced to the subsidiaries for a total of €44.7 million, compared with €43.8 million in 2017.

Total operating income stood at €148.4 million compared with €135.8 million in 2017, an increase of 9.3%.

2.2. Operating expenses

Total operating expenses stood at €169.4 million compared with €147.8 million in 2017, a 14.6% increase (+€21.6 million).

Other purchases and external charges stood at €90.2 million compared with €74.9 million in 2017, an increase of 20.4% (€15.3 million), and mainly consisted of:

- €38.0 million in IT subcontracting and maintenance, compared with €36.2 million in 2017, an increase of €1.8 million due to increased sub-contracting for business projects and an increase in maintenance costs
- fees of €13.3 million, compared with €5.1 million in 2017, an increase of €8.2 million primarily due to fees paid as part of the acquisition of the APN Outdoor Group
- administration costs and management fees charged by some subsidiaries, for €10.4 million. This amount was stable in relation to 2017.

Taxes totalled €4.3 million in 2018, compared with €4.4 million in 2017, a decrease of €0.1 million related to the reduction in withholding tax.

Personnel costs amounted to €53.6 million, compared with €47.3 million in 2017, an increase of €6.3 million due to the higher headcount (average full-time equivalent headcount of 468 in 2018 versus 449 in 2017), as well as the increase in profit-sharing and annual bonuses.

Depreciation, amortisation and provisions totalled €11.9 million and were principally made up of €9.0 million in depreciation and amortisation, €1.2 million in deferred charges (fees on borrowings), and €1.7 million in provisions for retirement benefits.

Other expenses totalled €9.3 million and primarily comprised €7.5 million in trademark fees paid to JCDecaux France.

2.3. Net financial income

Net financial income came to €44.6 million in 2018, compared to a loss of €13.5 million in 2017, an improvement of €58.1 million.

Income from equity investments rose by €2.7 million to reach €25.8 million in 2018.

Revenue from loans and current accounts to subsidiaries rose by €1.3 million to €16.1 million in 2018.

Interest charges decreased by €8.6 million due to the decrease in bond interest following the redemption in 2018 of the €500 million bond issued in February 2013.

Translation adjustments amounted to a charge of €2.7 million in 2018, compared with €8.2 million in 2017, representing a positive impact of €5.5 million in net financial income.

Reversals of provisions and expense reclassifications increased by €20.9 million to €29.0 million in 2018. The 2018 reversals primarily include reversals of the write-down of securities of the JCDecaux Amériques Holding subsidiary.

Provisions decreased by €19.1 million to €7.4 million in 2018. The 2018 provisions mainly include the write-down of the loan granted to JCDecaux South Africa (Pty) Ltd.

2.4. Non-recurring income

Non-recurring income resulted in a loss of €5.8 million. It mainly consists of €9.4 million for a guarantee related to the acquisitions and €4.2 million in net reversals of accelerated depreciation.

2.5. Income tax

Tax income of €7.6 million was recognised, including €6.8 million as a tax consolidation bonus.

2.6. Net income

Fiscal year 2018 saw a profit of €25.4 million compared with a loss of €6.4 million in 2017.

3. TERMS OF PAYMENT FOR CUSTOMERS AND SUPPLIERS

In accordance with the provisions of Article L. 441-6-1 of the French Commercial Code, information on customer payment terms is as follows:

	ARTICLE D.441 1.-2* INVOICES ISSUED AND UNPAID AT THE REPORTING DATE WHICH ARE IN ARREARS					
	0 days	1 to 30	31 to 60 days	61 to 90 days	91 days and longer	Total (1 day and longer)
(A) PAYMENT ARREARS BY TRANCHE						
Number of invoices concerned	419					402
Total amount of the invoices concerned including tax	16,708,456.12	35,925,331.79	253,721.71	3,385.31	3,629,133.64	39,811,572. 45
Percentage of revenue including tax for the fiscal year	11.06%	23.78%	0.17%	0.00%	2.40%	26.35%
(B) INVOICES EXCLUDED FROM (A) IN RELATION TO ACCRUED INVOICES, CREDIT CUSTOMERS, FOREIGN CURRENCY TRANSLATION DIFFERENCES						
Total amount of invoices not included	9,078,847.23					
(C) STANDARD PAYMENT TERMS USED (CONTRACTUAL OR LEGAL DEADLINES - ARTICLE L. 441-6 OR ARTICLE L. 443-1 OF THE FRENCH COMMERCIAL CODE)						
Payment terms used to calculate arrears	Contractual deadline: end of month + 45 days Legal deadline: end of month + 45 days					

In accordance with the provisions of Article L. 441-6-1 of the French Commercial Code, information on supplier payment terms is as follows:

	ARTICLE D.441 1.-2* INVOICES ISSUED AND UNPAID AT THE REPORTING DATE WHICH ARE IN ARREARS					
	0 days	1 to 30	31 to 60 days	61 to 90 days	91 days and longer	Total (1 day and longer)
(A) PAYMENT ARREARS BY TRANCHE						
Number of invoices concerned	545					981
Total amount of the invoices concerned including tax	12,540,922.94	10,974,460.17	1,182,169.25	127,235.53	324,451.17	12,608,316.12
Percentage of total amount of purchasing including tax for the fiscal year	3.21%	17.45%	1.04%	0.11%	0.29%	18.89%
(B) INVOICES EXCLUDED FROM (A) IN RELATION TO ACCRUED INVOICES, DEBTOR SUPPLIERS, INVESTMENT INVOICES, FOREIGN CURRENCY TRANSLATION DIFFERENCES						
Total amount of invoices not included	17,910,788					
(C) STANDARD PAYMENT TERMS USED (CONTRACTUAL OR LEGAL DEADLINES - ARTICLE L. 441-6 OR ARTICLE L. 443-1 OF THE FRENCH COMMERCIAL CODE)						
Payment terms used to calculate arrears	Contractual deadline: end of month + 45 days Legal deadline: end of month + 45 days					

4. NON-DEDUCTIBLE CHARGES PURSUANT TO ARTICLE 223 QUARTER OF THE FRENCH GENERAL TAX CODE (CGI)

Expenses that are not tax-deductible, referred to in Article 223 quarter of the French General Tax Code, stood at €163,262 and generated an estimated income tax expense of €54,415.

5. RECENT DEVELOPMENTS AND OUTLOOK

In 2019, JCDecaux SA will continue to act as the Group holding company and provide subsidiary support.

CORPORATE FINANCIAL STATEMENTS AND NOTES

BALANCE SHEET ASSETS

In million euros		2018	2017
Intangible assets	Gross value	74.4	66.8
	Amortisation and depreciation	(51.4)	(45.4)
	Net value	23.0	21.4
Property, plant and equipment	Gross value	50.1	46.3
	Amortisation and depreciation	(18.6)	(15.6)
	Net value	31.5	30.7
Financial assets	Gross value	4,315.9	3,664.8
	Write-downs	(111.3)	(133.2)
	Net value	4,204.6	3,531.6
FIXED ASSETS		**4,259.1**	**3,583.7**
Trade receivables	Gross value	65.6	41.9
	Write-downs	0.0	(0.1)
	Net value	65.6	41.8
Other receivables	Gross value	199.3	231.7
	Write-downs	(0.4)	0.0
	Net value	198.9	231.7
Cash and cash equivalents		77.2	887.4
Deferred income		11.6	2.6
CURRENT ASSETS		**353.3**	**1,163.5**
Deferred charges		3.6	4.5
Bond repayment premiums		0.6	0.8
Currency translation adjustments - assets		7.0	0.5
OVERALL TOTAL		**4,623.6**	**4,753.0**

BALANCE SHEET EQUITY AND LIABILITIES

In million euros		2018	2017
Share capital		3.2	3.2
Premium on share issues, mergers and contributions		724.7	721.6
Reserves		168.8	288.0
Retained earnings		(60.1)	(53.8)
Net income for the period		25.4	(6.4)
Tax-driven provisions		7.9	11.5
EQUITY		**869.9**	**964.1**
PROVISIONS FOR CONTINGENCIES AND LOSSES		**15.2**	**12.1**
Financial debt	Other bonds	1,054.4	1,263.3
	Bank borrowings	4.4	2.9
	Miscellaneous facilities and other financial debt	2,586.7	2,449.5
Operating liabilities	Trade payables and related accounts	43.1	28.8
	Tax, personnel and other social liabilities	28.3	25.9
Miscellaneous liabilities	Amounts due on non-current assets and related accounts	2.4	1.3
	Other liabilities	3.8	4.9
Deferred income		5.3	0.0
LIABILITIES		**3,728.4**	**3,776.6**
Currency translation adjustments - liability		10.1	0.2
OVERALL TOTAL		**4,623.6**	**4,753.0**

INCOME STATEMENT

In million euros	2018	2017
NET REVENUE	**95.4**	**81.5**
Self-created assets	6.1	7.6
Reversals of amortisation, depreciation, provisions and expense reclassifications	1.3	1.3
Other income	45.6	45.4
TOTAL OPERATING INCOME	**148.4**	**135.8**
Other purchases and external charges	90.2	74.9
Taxes	4.3	4.4
Wages and salaries	36.5	31.8
Social security contributions	17.1	15.5
Amortisation, depreciation and provisions	12.0	11.5
Other charges	9.3	9.7
TOTAL OPERATING CHARGES	**169.4**	**147.8**
OPERATING INCOME OR LOSS	**(21.0)**	**(12.0)**
NET FINANCIAL INCOME	**44.6**	**(13.5)**
CURRENT INCOME/(LOSS) BEFORE TAXES	**23.6**	**(25.5)**
Non-recurring income	4.2	5.1
Non-recurring charges	10.0	9.8
NON-RECURRING INCOME	**(5.8)**	**(4.7)**
Employee profit-sharing	0.0	0.2
Income taxes (expense +/income -)	(7.6)	(24.0)
NET INCOME/(LOSS)	**25.4**	**(6.4)**

NOTES TO THE CORPORATE FINANCIAL STATEMENT

NOTES TO THE CORPORATE FINANCIAL STATEMENT

The corporate financial statements of JCDecaux SA for the financial year ended 31 December 2018 were approved by the Executive Board on 1 March 2019 with revenue of €95.4 million, net income of €25.4 million and total assets of €4,623.6 million.

1. ACCOUNTING PRINCIPLES, STANDARDS AND POLICIES

1.1. General principles

1.1.1. Accounting principles and standards

The corporate financial statements for the 12-month period ended 31 December 2018 were prepared in accordance with current laws and regulations and with generally accepted accounting principles:

- going concern
- accrual basis
- consistent accounting policies.

The items recorded in the accounts are valued according to the historical cost method.

1.2. Main policies

1.2.1. Fixed assets

Fixed assets are valued at acquisition cost in accordance with accounting standards. There has been no change in valuation methods.

1.2.1.1. Intangible assets

Intangible assets mainly consist of software. They are amortised on a straight-line basis over a three to five year duration.

The expenditure incurred, both internally and externally, to develop software is recognised as intangible assets and amortised on a straight-line basis over a period of three years or five years. In accordance with current accounting regulations, only expenses incurred in the detailed design, programming and configuration, testing and acceptance phases are recorded under intangible assets.

Other research and development expenditure incurred over the year is booked as an expense.

Software acquired prior to 1 January 2017 was subjected to an exceptional write-off over 12 months, the difference between the depreciation expense and the tax depreciation being recorded as accelerated depreciation.

1.2.1.2. Property, plant and equipment

The depreciation methods and amortisation durations applied are as follows:

- Street furniture
  > straight-line 5 to 10 years
- Technical installations, tools and equipment
  > straight-line or reducing 5 or 10 years
- Vehicles
  > straight-line 4 years or 15 years
- Office, IT and other equipment
  > straight-line or reducing 3, 5, or 10 years.

1.2.1.3. Financial assets

Equity investments are included on the balance sheet at the purchase price and are written down when their recoverable value is lower than the acquisition cost.

The recoverable value corresponds to the highest value between the sale price of financial assets and their value in use.

The recoverable amount is estimated by calculating the present value of expected future cash flows less net debt. Expected future cash flows are determined by using business plans based on budgeted data for the first year after the closing of accounts and specific hypotheses and market growth, which reflect future expected outcomes. Consequently, the scope of forecasts varies according to the line of business of the subsidiary:

- for Street Furniture and Transport, future cash flows are calculated over the remaining duration of the contract taking into consideration a probability of renewal at term
- for Billboard, they are calculated over a period of five years with a perpetual projection on the basis of a 2% annual growth rate in Europe and a 3% annual growth rate in the rest of the world.

Receivables from equity interests and loans are recognized at their nominal value. Impairment is recognized at each annual reporting date if expected discounted future cah flows less net debt is negative.

The FIFO method is applied when transferring equity investments or repaying other financial assets.

1.2.2. Current assets

1.2.2.1. Receivables

Disputed or bad debts, or those which are doubtful due to age, are written down according to the risk of non-recovery.

1.2.2.2. Centralised management of the Group's cash and the financing requirements

The company centrally manages the Group's cash and financing requirements. To this end, the following are recognised as assets in the parent company financial statements:

- receivables and loans linked to equity investments in financial assets for the long-term financing of subsidiaries
- cash current accounts receivables as well as cash pooling current accounts under other receivables
- cash current account payables are classified as miscellaneous borrowings and financial debt under liabilities.

1.2.2.3. Marketable securities

Marketable securities are valued at acquisition cost. An impairment loss is recognised if the year-end carrying value is lower than cost.

1.2.2.4. Prepaid expenses

In accordance with the accrual basis principle, expenses relating to 2019 and thereafter are recorded in this account.

1.2.3. Liabilities and equity

1.2.3.1. Provisions for contingencies and losses

Provisions are recognised to meet legal or implicit obligations, arising from past events existing at the balance sheet date and for which an outflow of resources is expected.

1.2.3.2. Provisions for retirement and similar benefits

JCDecaux SA's obligations resulting from defined benefit plans, as well as their cost, are determined according to the actuarial projected unit credit method.

This method consists of measuring the obligation based on the projected end-of-career salary and the rights vested at the valuation date, determined in accordance with collective trade union agreements, company agreements or the legal rights in effect.

In compliance with ANC recommendation No. 2013-02, actuarial gains/losses are immediately and fully recognised in income during the year they are made. The normal cost and the cost of past services are recognised in income.

1.2.3.3. Deferred income

In accordance with the accrual basis principle, income relating to 2019 and thereafter is recorded in this account.

1.2.4. Foreign currency transactions and financial instruments

JCDecaux SA uses financial instruments mainly for foreign exchange hedging purposes.

The purpose of foreign exchange hedging is to protect the Company against foreign currency fluctuations. The instruments used are mainly forward purchases and sales of foreign currencies and foreign exchange swaps.

Foreign currency liabilities, receivables and cash (the underlying) are recognised on the balance sheet at their exchange value using the end of the fiscal year exchange rate (closing price). Any difference resulting from the translation adjustment of liabilities and receivables in foreign currencies at this closing price is recognised in the translation reserve adjustment account on the balance sheet.

For a hedged underlying, the financial instrument is valued on the balance sheet at its fair value as an offset to the translation reserve adjustment account. The realised translation gains or losses on the settlement of financial instruments whose underlying is still shown on the balance sheet is "deferred" on the income statement as deferred income or prepaid expenses.

For an un-hedged underlying, unrealised foreign exchange losses are subject to a provision for foreign exchange losses.

1.2.5. Income tax

The company opted for the group tax system. French subsidiaries, which fall within the tax consolidation scope, recognise in their financial statements an income tax based on their own results.

JCDecaux SA, as head of the tax consolidation group, recognises as tax consolidation income the difference between the amount of income tax of subsidiaries and income tax due in respect of the overall results. Should one of the group's subsidiaries leave the consolidated tax group, the parties shall meet to analyse the consequences.

1.2.6. Research tax credit - Competitiveness and Employment tax credit

Research tax credits, acquired in respect of expenditure on research during the previous period, is recorded as a reduction of income tax.

The Research tax credit - Competitiveness and Employment Tax Credit (CICE), acquired in respect of wages paid during the current fiscal year, is recognised as a reduction in payroll costs. The CICE for 2017 was €342,392 and was used to fund research and innovation projects in 2018.

2. NAME AND ADDRESS OF THE CONSOLIDATING PARENT COMPANY

Although the Company publishes consolidated financial statements, its corporate financial statements are fully consolidated in the consolidated financial statements of the following company:

JCDecaux Holding

17, Rue Soyer

92 200 Neuilly sur Seine

3. INTANGIBLE ASSETS

In million euros	VALUES AT 1/1/2018	INCREASES	DECREASES	VALUES AT 31/12/2018
Gross value	66.8	16.2	8.6	74.4
Amortisation, depreciation and write-downs	(45.4)	(6.0)	0.0	(51.4)
NET VALUE	**21.4**	**10.2**	**8.6**	**23.0**

GROSS VALUE *In million euros*	VALUES AT 1/1/2018	INCREASES	DECREASES	VALUES AT 31/12/2018
Patents, licences and software	59.9	10.2	0.0	70.1
Intangible assets under development	6.9	6.0	8.6	4.3
TOTAL	**66.8**	**16.2**	**8.6**	**74.4**

AMORTISATION, DEPRECIATION AND WRITE-DOWNS *In million euros*	VALUES AT 1/1/2018	INCREASES	DECREASES	VALUES AT 31/12/2018
Patents, licences and software	(45.4)	(6.0)	0.0	(51.4)
TOTAL	**(45.4)**	**(6.0)**	**0.0**	**(51.4)**

4. PROPERTY, PLANT AND EQUIPMENT

In million euros	VALUES AT 1/1/2018	INCREASES	DECREASES	VALUES AT 31/12/2018
Gross value	46.3	4.5	0.7	50.1
Amortisation, depreciation and write-downs	(15.6)	(3.0)	0.0	(18.6)
NET VALUE	**30.7**	**1.5**	**0.7**	**31.5**

GROSS VALUE *En millions d'euros*	VALUES AT 1/1/2018	INCREASES	DECREASES	VALUES AT 31/12/2018
Street furniture	1.5	0.1	0.0	1.6
Installations, tools and equipment	5.5	2.7	0.0	8.2
Vehicles	29.3	0.0	0.0	29.3
Office, IT and other equipment	9.3	1.5	0.0	10.8
Outstandings	0.7	0.2	0.7	0.2
TOTAL	**46.3**	**4.5**	**0.7**	**50.1**

AMORTISATION, DEPRECIATION AND WRITE-DOWNS *In million euros*	VALUES AT 1/1/2018	INCREASES	DECREASES	VALUES AT 31/12/2018
Street furniture	(0.9)	(0.1)	0.0	(1.0)
Installations, tools and equipment	(3.2)	(0.5)	0.0	(3.7)
Vehicles	(3.7)	(1.4)	0.0	(5.1)
Office, IT and other equipment	(7.9)	(1.0)	0.0	(8.9)
TOTAL	**(15.6)**	**(3.0)**	**0.0**	**(18.6)**

5. FINANCIAL ASSETS

In million euros	VALUES AT 1/1/2018	INCREASES	DECREASES	VALUES AT 31/12/2018
Equity investments	2,921.3	-	0.0	2,921.3
Loans to affiliates	516.5	576.7	21.1	1,072.1
Loans and other long-term investments	227.0	297.6	202.1	322.5
GROSS VALUE	**3,664.8**	**874.3**	**223.2**	**4,315.9**
Write-downs on equity investments	(92.8)	(0.6)	(26.7)	(66.7)
Write-downs of receivables from subsidiaries and loans	(40.3)	(6.2)	(1.9)	(44.6)
WRITE-DOWN	**(133.2)**	**(6.8)**	**(28.6)**	**(111.3)**
NET VALUE	**3,531.6**	**867.5**	**194.6**	**4,204.6**

The increase or decrease in loans corresponds to new loans and to the repayment of loans granted to subsidiaries. The main increases in loans to subsidiaries expressed in gross value involve the subsidiaries JCDecaux Anz Pty (Australia) for €156 million and JCDecaux Asie Holding for €474 million.

The reversals of the write-downs of equity interests mainly involve the securities of the subsidiary JCDecaux Amériques Holding, and the increase in the write downs of loans to subsidiaries mainly concerns the loan granted to JCDecaux South Africa (Pty) Ltd.

6. CASH AND CASH EQUIVALENTS

In million euros	2018	2017
Cash equivalents	44.7	44.0
Cash instruments	4.7	0.0
Term deposits for less than a year	0.0	525.0
Bank	27.8	318.4
TOTAL	**77.2**	**887.4**

The Bank position essentially corresponds to interest-bearing current accounts.

7. DEFERRED CHARGES

In million euros	2018	2017
Loan issuing costs	3.7	4.5
TOTAL	**3.7**	**4.5**

Bond issue costs relate to:

- a confirmed revolving credit facility put in place in February 2012 and maturing in July 2022, and its latest amendments from 2017
- the issue in June 2016 of a €750 million bond maturing in June 2023
- the issue in October 2018 of a €300 million bond maturing in October 2020.

These costs are expensed over the respective term of each loan.

8. MATURITY OF RECEIVABLES AND PAYABLES

In million euros	TOTAL	LESS THAN ONE YEAR	MORE THAN ONE YEAR 5 YEARS OR MORE	MORE THAN FIVE YEARS
Receivables	1,670.7	293.2	1,377.5	
Liabilities	3,728.4	549.1	3,179.3	

The amounts indicated as receivables include loans to affiliates, borrowings, other financial assets as well as receivables concerning customers, other receivables including cash pooling current accounts receivable vis-à-vis Group subsidiaries and prepaid expenses.

The amounts indicated in debts include bonds, bank borrowings and other financial debts vis-à-vis subsidiaries including cash pooling current accounts payable as well as supplier payables, other debts and prepaid expenses.

9. FINANCIAL DEBT

The financial debt of JCDecaux SA in relation to entities that are not direct or indirect subsidiaries mainly consists of:

- the bonds issued by JCDecaux SA:
  - €750 million issued in June 2016 and maturing in June 2023
  - €300 million issued in October 2018 and maturing in October 2020
- €220 million in commercial paper issued by JCDecaux SA under its Negotiable European Commercial Paper (NEU CP) programme with a maximum amount of €500 million.

In February 2018, JCDecaux SA redeemed its €500 million bond issued in February 2013.

At 31 December 2018, JCDecaux SA also had a confirmed undrawn revolving credit facility of €825 million maturing in July 2022. This revolving credit facility was amended on 16 November 2018 to establish a swingline of a maximum amount of €100 million to make it possible to make same-day short term drawings.

This facility requires to be compliant with the following ratio: net financial debt/operating margin strictly lower than 3.5. As of 31 December 2018, JCDecaux SA complied with this covenant with a ratio significantly under required limits.

JCDecaux SA is rated "Baa2" by Moody's and "BBB" by Standard and Poor's (the last rating of Moody's dated on 5 July 2018, and that of Standard and Poor's on 5 September 2018). Each of these ratings has a stable outlook.

In October 2018, JCDecaux SA also registered a NEU MTN (Negotiable European Medium Term Notes) programme with the Banque de France, involving a maximum amount of €500 million. This programme will be used for its future needs.

In 2018, net debt increased by €90.9 million and breaks down as follows:

In million euros	2018	2017
Bonds	1,054.4	1,263.3
Group borrowings	2,130.5	2,019.6
Commercial paper	220.0	0.0
Cash pooling current account	236.2	430.0
FINANCIAL DEBT	3,641.1	3,712.8
Loans and loans to affiliates	**1,349.8**	**702.9**
Cash pooling current account	183.3	188.5
FINANCIAL ASSETS	**1,533.1**	**891.4**
Financial derivatives (assets)	4.7	0.6
Financial derivatives (liabilities)	0.7	4.5
HEDGING FINANCIAL INSTRUMENTS	**3.9**	**(3.9)**
Cash and cash equivalents	72.6	887.4
Bank overdrafts	4.4	2.9
NET CASH	**68.2**	**884.5**
NET DEBT	**2,035.8**	**1,940.8**

10. DEFERRED INCOME

In million euros	2018	2017
Foreign exchange hedges	8.0	0.0
Miscellaneous	3.6	2.6
PREPAID EXPENSES	**11.6**	**2.6**
Foreign exchange hedges	4.9	0.0
Miscellaneous	0.4	0.0
DEFERRED INCOME	**5.3**	**0.0**

Prepaid expenses or deferred income on foreign exchange hedges correspond to the translation gains or losses realised on maturing derivatives used to hedge an underlying still on the balance sheet.

Other prepaid expenses correspond essentially to computer maintenance contracts.

11. EQUITY

In million euros	1/1/2018	APPROPRIATION OF THE 2017 RESULTS	2018 CHANGES	31/12/2018
Share capital	3.2		0.0	3.2
Additional paid-in capital	318.5		3.0	321.5
Merger premium	159.1			159.1
Contribution premium	244.0			244.0
Legal reserve	0.3			0.3
Other reserves	287.6		(119.1)	168.5
Retained earnings	(53.8)	(6.4)		(60.1)
Net income for the period	(6.4)	6.4	25.4	25.4
NET POSITION	**952.6**	**0.0**	**(90.7)**	**862.0**
Tax-driven provisions	11.5	0.5	(4.2)	7.9
TOTAL EQUITY	**964.1**	**0.5**	**(94.9)**	**869.9**

As of 31 December 2018, share capital of €3,244,275.27 was comprised of 212,810,350 fully paid-up shares of the same category. During the year, 133,649 shares were created following the exercise of stock options.

Details of stock option plans [1]:

	2017 Plan	2016 Plan	2015 Plan	2014 Plan	2012 Plan	2011 Plan
Date of grant	13/02/2017	17/02/2016	16/02/2015	17/02/2014	21/02/2012	17/02/2011
Vesting date	13/02/2020	17/02/2019	16/02/2018	17/02/2017	21/02/2015	17/02/2014
Expiry date	13/02/2024	17/02/2023	16/02/2022	17/02/2021	21/02/2019	17/02/2018
Number of beneficiaries	188	270	173	237	215	220
Number of options granted	344,108	866,903	546,304	780,392	1,144,734	934,802
Strike price before adjustment [2]	€29.77	€34.01	€31.29	€31.69	€19.73	€23.49
Strike price after adjustment [2]	N/A	N/A	€31.12	€31.51	€19.62	€23.36
Repricing – Adjustment of the number of stock options [2]	N/A	N/A	3,145	3,992	2,437	1,015
Number of outstanding options at the end of the period	332,277	809,599	472,623	569,618	113,891	0

[1] JCDecaux SA did not grant a stock option plan in 2013 and 2018.

[2] Following the simplified tender offer (OPAS) launched by JCDecaux SA in June 2015 at a unit price of €40, 12.5 million shares were repurchased on 17 July 2015, and then cancelled. As a result, the number of previously granted and outstanding options at the date of the OPAS was adjusted by an adjustment factor of 1.0056. The option exercise price was also adjusted so that the OPAS is neutral on the rights of beneficiaries of options.

As of 31 December 2018, JCDecaux Holding held 63.93% of the Company's share capital (i.e. 136,048,127 shares).

Tax-driven provisions consist of accelerated depreciation.

12. PROVISIONS FOR CONTINGENCIES AND LOSSES

In million euros	VALUES AT 1/1/2018	ALLOCATIONS	REVERSALS	VALUES AT 31/12/2018
PROVISIONS FOR CONTINGENCIES				
Provision for litigation	0.1	0	0.1	0.0
Provision for foreign exchange losses	0.2	0.0	0.2	0.0
Other	0.4	2.4	0.4	2.4
PROVISIONS FOR LOSSES				
Provision for retirement benefits and other long-term benefits	11.4	1.7	0.3	12.8
TOTAL	**12.1**	**4.1**	**1.0**	**15.2**

JCDecaux SA's commitments in respect of defined-benefit plans for employees are mainly made up of retirement benefits pursuant to the applicable collective bargaining agreement and long-service bonuses.

Provisions are calculated according to the following assumptions:

AT 31 DECEMBER	2018
Discount rate	1.75%
Salary revaluation rate	2.00%
Duration	13 years

The discount rate is determined by reference to the yield of bonds issued by leading companies on the date of valuation and whose maturity corresponds to the duration of the commitments to update.

Retirement and other long-term benefits break down as follows:

In million euros	RETIREMENT BENEFITS	OTHER COMMITMENTS	TOTAL
CHANGE IN BENEFIT OBLIGATION			
Opening balance	11.1	0.3	11.4
Service cost	0.7	0.0	0.7
Interest expense	0.2	0.0	0.2
Impact of acq. /disposals on debt	0.0	0.0	0.0
Actuarial gains/losses	0.9	0.0	0.9
Benefits paid	(0.3)	0.0	(0.3)
BENEFIT OBLIGATION AT YEAR-END	**12.5**	**0.3**	**12.8**

13. UNRECOGNISED TAX ASSETS OR LIABILITIES

Decrease (+) and increase (-) in the future tax debt

In million euros	2018	2017
Provision for retirement benefits	12.5	11.1
Other provisions	0.1	0.2
Social security tax	0.1	0.1
Provisions for loan and other receivable write-downs	45.1	40.5
Unrealised foreign exchange gains/ losses	0.0	(0.3)
TOTAL	**57.8**	**51.5**

14. EBIT

14.1. Revenue

In million euros	2018	2017
France	42.5	40.1
Export	52.9	41.5
REVENUE	**95.4**	**81.5**

Revenue includes support and consulting services provided to JCDecaux subsidiaries covering administrative, technical, IT and legal, real estate, labour relations and industrial issues.

14.2. Other operating income

In million euros	2018	2017
Self-created assets	6.1	7.6
Reversals of amortisation, depreciation, provisions and expense reclassifications	1.3	1.3
Other income	45.6	45.4
OTHER OPERATING INCOME	**53.0**	**54.3**

Self-created assets correspond to the significant expenses incurred in order to develop software booked as intangible assets.

Other revenues mainly concern rent and fees from intangible assets (trademarks, patents, know-how and other revenues) charged to subsidiaries.

14.3. Operating charges

In million euros	2018	2017
Other purchases and external charges	90.2	74.9
Taxes	4.3	4.4
Wages and salaries	36.5	31.8
Social security contributions	17.1	15.5
Amortisation, depreciation and provisions	12.0	11.5
Other charges	9.3	9.7
OPERATING CHARGES	**169.4**	**147.8**

Other purchases and external charges are mainly comprised of sub-contracting and computer maintenance, consultancy, fiscal and legal fees for the Group and administrative costs and management fees invoiced by subsidiaries.

Other charges mainly correspond to fees concerning the name and trademark paid to JCDecaux France.

15. NET FINANCIAL INCOME (LOSS)

In million euros	2018	2017
Income from equity investments	25.8	23.1
Revenue from other receivables and other financial income	16.1	14.8
Interest charges and similar charges	(16.2)	(24.8)
Net foreign exchange gains/losses	(2.7)	(8.2)
Reversals of provisions and expense reclassifications	29.0	8.1
Amortisation, depreciation and provisions	(7.4)	(26.5)
NET FINANCIAL INCOME (LOSS)	**44.6**	**(13.5)**

Interest charges decreased by €8.6 million due to the decrease in interest on bonds following the redemption in 2018 of the €500 million bond issued in February 2013.

The 2018 reversals primarily comprise reversals on the write-down of securities of the JCDecaux Amériques Holding subsidiary.

The 2018 provisions mainly comprise the write-down of the loan granted to JCDecaux South Africa (Pty) Ltd.

16. NON-RECURRING INCOME AND EXPENSES

In million euros	2018	2017
Net carrying amount of PP&E and intangible assets sold	0.0	0.3
Net carrying amount of financial assets sold	0.0	6.9
Miscellaneous charges	7.0	0.0
Accelerated depreciation charge	0.6	2.6
Provisions for contingencies and losses	2.4	0.0
TOTAL NON-RECURRING EXPENSES	**10.0**	**9.8**

In million euros	2018	2017
Income from PP&E and intangible assets sold	0.0	0.3
Reversal on financial asset write-downs	0.0	0.8
Reversal of accelerated depreciation	4.2	4.1
TOTAL NON-RECURRING INCOME	**4.2**	**5.1**
NON-RECURRING INCOME	**(5.8)**	**(4.7)**

Non-recurring income resulted in a loss of €5.8 million. It mainly consists of a €9.4 million guarantee related to the acquisitions, including €0.7 million in payment and €2.4 million for additional exposure risk.

17. ACCRUED EXPENSES AND INCOME

In million euros	2018	2017
ACCRUED EXPENSES		
FINANCIAL DEBT		
Other bonds	4.4	13.3
Bank borrowings	0.9	0.6
Other borrowings and long-term debt	-	-
OPERATING LIABILITIES		
Trade payables and related accounts	18.4	15.5
Tax, personnel and other social liabilities	15.3	12.5
MISCELLANEOUS LIABILITIES		
Amounts due on non-current assets and related accounts	1.9	0.8
Other liabilities	1.9	0.5

In million euros	2018	2017
ACCRUED INCOME		
FINANCIAL ASSETS		
Loans to affiliates	0.7	0.4
Loans	3.3	1.1
TRADE RECEIVABLES AND RELATED ACCOUNTS	8.1	5.2
OTHER RECEIVABLES	0.3	0.3
CASH AND CASH EQUIVALENTS	0.0	0.1

18. BREAKDOWN OF INCOME TAX

In million euros	RESULTS BEFORE TAX	INCOME TAX	RESULTS AFTER TAX
Current income	23.6	2.0	25.6
Non-recurring income	(5.8)	(1.3)	(7.0)
Tax consolidation bonus		6.8	6.8
Net income	17.9	7.6	25.4

Income taxes (income +/charges -)

19. OFF-BALANCE SHEET COMMITMENTS, OTHER THAN FINANCIAL INSTRUMENTS

In million euros	31/12/2018	31/12/2017
COMMITMENTS GIVEN		
Business guarantees	106.5	113.7
Other guarantees	224.2	218.2
Commitments on securities	-	-
TOTAL	**330.7**	**332.0**
COMMITMENTS RECEIVED		
Commitments on securities	-	-
Available credit facility	825.0	825.0
TOTAL	**825.0**	**825.0**

Business guarantees correspond to guarantees issued whereby the Company guarantees, either directly or through counterguarantees, the performance of agreements by its subsidiaries.

The "Other guarantees" line item consists of the guarantees issued in respect of settlement of lease payments, financial debt, for certain subsidiaries or counter-guarantees to banks within the scope of collateral security granted to certain subsidiaries. The amount of debt guarantees (credit facilities and bank overdrafts) and bank line guarantees corresponds to the actual amount used as of the closing date.

As part of the shareholders agreements, JCDecaux SA may grant or be granted purchase agreements (calls) should contractual clauses not be respected. JCDecaux SA and its partners benefit from pre-emptive rights under certain partnership agreements and sometimes rights of emption or option rights which JCDecaux SA does not consider as commitments given or received. Moreover, JCDecaux SA does not record commitments subject to the exercise of conditions that limit the likelihood of their occurrence.

20. FINANCIAL INSTRUMENTS

JCDecaux SA uses financial instruments mainly for foreign exchange hedging purposes.

JCDecaux SA is exposed to foreign exchange rate risk particularly from the business activities of its subsidiaries in other countries.

This risk is primarily related to:

- financial transactions: refinancing and transfer of cash flows of foreign subsidiaries primarily hedged by short-term foreign exchange swaps
- commercial transactions.

As of 31 December 2018, the Company had entered into the following transactions:

In million euros	FINANCIAL AND COMMERCIAL ASSETS	FINANCIAL AND COMMERCIAL LIABILITIES	ASSETS - LIABILITIES AND EQUITY	OFF BALANCE SHEET [1]	DIFFERENCE
AED	2.5	34.0	(31.5)	31.4	(0.1)
AUD	180.6	0.0	180.6	(179.4)	1.2
BHD	0.0	5.8	(5.8)	5.8	0.0
CNY	3.3	0.1	3.2	(0.5)	2.7
DKK	10.8	0.0	10.8	(10.7)	0.1
HKD	0.6	22.4	(21.8)	22.3	0.5
ILS	41.5	0.0	41.5	(41.2)	0.3
JPY	20.1	0.0	20.1	(19.7)	0.4
MXN	7.3	0.9	6.4	(5.9)	0.5
OMR	0.2	6.0	(5.8)	6.0	0.2
PEN	3.3	0.0	3.3	(3.2)	0.1
PLN	2.0	0.0	2.0	(1.9)	0.1
SAR	0.1	6.1	(6.0)	6.1	0.1
USD	20.1	1.3	18.8	(18.7)	0.1
ZAR	22.6	4.3	18.3	(17.2)	1.1
Other	3.5	6.6	(3.1)	1.4	(1.7)
TOTAL	**318.5**	**87.5**	**231.0**	**(225.4)**	**5.6**

[1] Forward purchases and sales and foreign exchange swaps at the closing rate.

As of 31 December 2018, the market value of these financial instruments (theoretical cost of liquidation) was €4.2 million.

21. MANAGEMENT COMPENSATION

Directors' fees paid in 2018 to members of the Supervisory Board amounted to €353,500.

Compensation and benefits due or granted for 2018 to members of the Executive Board amount to €3,641,979.

Under a noncompete agreement covering a period of two years, two members of the Executive Board are entitled to non competition compensation to be paid over the same period amounting to 33% of their fixed and variable salary based on the average of the last 12 months before the end of their employment contract.

22. HEADCOUNT

The headcount breakdown by employee category is as follows (full-time equivalent):

CATEGORY	2018	2017
Managers	1	1
Executives	348	323
Supervisors	94	87
Employees	25	38
TOTAL	**468**	**449**

23. TRANSACTIONS CARRIED OUT WITH RELATED COMPANIES

BALANCE SHEET ITEMS *Gross value*	2018	2017
FINANCIAL ASSETS		
Equity investments	2,770.3	2,770.3
Loans to affiliates	1,072.1	516.5
Loans	322.4	226.8
Deposits and securities paid	0.0	0.1
RECEIVABLES		
Trade receivables and related accounts	7.9	41.7
Other receivables	164.6	43.9
Prepaid expenses	-	-
LIABILITIES		
Miscellaneous loans and long-term debt	2,289.7	2,299.5
Trade payables and related accounts	16.9	11.4
Other liabilities	1.3	0.7
Amounts due on non-current assets and related accounts	-	-
Deferred income	-	-

INCOME STATEMENT ITEMS	2018	2017
OPERATING CHARGES	29.9	27.3
OPERATING INCOME	140.5	125.5
FINANCIAL EXPENSES		
Interest and similar charges	1.9	2.5
FINANCIAL INCOME		
Income from equity investments	25.8	23.2
Interest and similar income	14.3	11.0
Other financial income	0.0	0.0
NON-RECURRING INCOME		
Income from the disposal of non-current assets	-	-

In addition to companies likely to be fully consolidated, related companies included companies that are joint-ventures consolidated in the JCDecaux Group financial statements using the equity method.

During the year, there were no related-party agreements, within the meaning of Article R.123-198 of the French Commercial Code, of a material amount which would not have been entered into under normal market terms and conditions.

24. FEES OF THE AUDITORS

In 2018, the amounts of auditors' fees were as follows:

In thousands of euros	EY	KPMG
Certification of individual and consolidated financial statements and limited examination	393.4	300.6
Services other than certification of the financial statements [1]	120.2	49.7
TOTAL	**513.6**	**350.3**

[1] Services in addition to certifying financial statements mainly correspond to affidavits concerning revenue, income tax, the social and environmental report and due diligences.

In 2017, the amounts of auditors' fees were as follows:

In thousands of euros	EY	KPMG
Certification of individual and consolidated financial statements and limited examination	443.9	370.6
Services other than certification of the financial statements [1]	83.2	4.2
TOTAL	**527.1**	**374.8**

[1] Services in addition to certifying financial statements mainly correspond to affidavits concerning revenue, income tax, the social and environmental report and due diligences.

25. SUBSEQUENT EVENTS

Nil.

26. SUBSIDIARIES AND EQUITY INVESTMENTS AS OF 31/12/2018

COMPANIES	SHARE CAPITAL IN €K	OTHERS SHAREHOLDER'S EQUITY [1] IN €K	SHARE OF CAPITAL IN %	BOOK VALUE OF SECURITIES HELD IN €K		LOANS AND ADVANCES GRANTED BY THE COMPANY AND NOT REPAID IN €K	AMOUNT OF GUARANTEES AND SURETIES PROVIDED BY THE COMPANY IN €K	REVENUE EXCLUDING TAX FOR 2018 IN €K	NET PROFIT (OR LOSS) FOR 2018 IN €K	DIVIDENDS RECEIVED BY THE COMPANY IN 2018 IN €K
				GROSS	NET					
A - SUBSIDIARIES IN FRANCE STAKE IN EXCESS OF 50%										
JCDecaux France	7,023	884,124	100	1,304,941	1,304,941			684,426	50,258	
JCDecaux Asie Holding	6,525	208,864	100	54,691	54,691			-	30,828	
JCDecaux Amériques Holding	297,000	(68,640)	100	297,000	271,344	407,879		-	34,539	
JCDecaux Afrique Holding	50,000	(22,777)	100	50,000	26,978	38,090		-	(3,799)	
JCDecaux Europe Holding	581,922	404,894	100	622,224	622,224	77,000		-	41,731	
JCDecaux France Holding	31,204	35,620	100	31,769	31,769	18,124		-	3,001	
International Bike Technology (not consolidated)	1	1	100	37	0			-	NS	
B - EQUITY INVESTMENTS IN FRANCE STAKE BETWEEN 10% AND 50%										
METROBUS (parent company financial statements)	1,840	18,512	33	17,886	17,886			177,887	12,000	1,661

[1] Equity excluding share capital and net income for the year.

COMPANIES	SHARE CAPITAL IN CURRENCY K	OTHER SHAREHOLDERS' EQUITY [1] IN CURRENCY K	CAPITAL INTEREST IN %	BOOK VALUE OF SECURITIES HELD IN €K		LOANS AND ADVANCES GRANTED BY THE COMPANY AND NOT REPAID IN €K	AMOUNT OF GUARANTEES AND SURETIES PROVIDED BY THE COMPANY IN €K	REVENUE EXCLUDING TAX FOR 2018 IN €K	NET PROFIT (LOSS) FOR 2018 IN €K	DIVIDENDS RECEIVED BY THE COMPANY IN 2018 IN €K
				GROSS	NET					
C - FOREIGN SUBSIDIARIES STAKE IN EXCESS OF 50%										
JCDecaux Street Furniture Belgium (Belgium)	269 EUR	710,557 EUR	100	355,493	355,493	428		54,585	84,385	
JCDecaux Eesti OU (Estonia)	3 EUR	1,060 EUR	100	10,838	10,838	1,037		5,932	879	4,000
JCDecaux Mestsky Mobiliar Spol Sro (Czech Republic)	120,000 CZK	(42,899) CZK	96.2	3,092	3,092	4,566		9,451	553	
JCDecaux Korea Inc. (South Korea)	1,000,000 KRW	9,458,326 KRW	50	1,424	1,424			12,621	1,669	496
AFA JCDecaux A/S (Denmark)	7,200 DKK	84,887 DKK	50	2,209	2,209	10,632		27,663	2,725	
JCDecaux UZ (Uzbekistan)	3,511,652 UZS	4,228,274 UZS	65.52	1,197	1,197			399	86	77
JCDecaux Israel Ltd (Israel)	109 ILS	(97,290) ILS	92	19	0	40,980		11,124	(729)	
JCDecaux Small Cells	NS EUR	(4,942) EUR	70	NS	NS	3,730		116	(540)	
VIOOH Limited	NS GBP	(1,358) EUR	93.5	NS	NS	17,017		(248)	2,010	
JCDecaux Monaco (non-consolidated)	15 EUR	(85) EUR	70	11	11			33	(15)	
D - FOREIGN EQUITY INVESTMENTS STAKE BETWEEN 10% AND 50%										
APG/SGA SA (Switzerland)	7,800 CHF	75,983 CHF	30	133,084	133,084			42,169	37,546	18,556
IGP Decaux Spa (Italy)	11,086 EUR	55,811 EUR	20.48	34,861	16,910			124,424	5,538	922
E - OTHER FOREIGN EQUITY INVESTMENTS LESS THAN 10% OWNED BUT WHOSE GROSS VALUE EXCEEDS 1% OF THE COMPANY'S SHARE CAPITAL										
JCDecaux Artvertising Belgium (Belgium)	1,735 EUR	357 EUR	9.29	274	274			60	21	
JCDecaux Portugal Mobiliario Urbano Lda (Portugal)	1,247 EUR	4,135 EUR	1	253	253			29,941	7,369	78

[1] Equity excluding share capital and net income for the year.

27. STATEMENT OF THE RESULTS OF THE LAST FIVE FISCAL YEARS

NATURE OF INFORMATION	2014	2015	2016	2017	2018
I - SHARE CAPITAL AT END OF YEAR					
a) Share capital (in euros)	3,413,859	3,236,483	3,240,271	3,242,238	3,244,275
b) Number of ordinary shares	223,934,334	212,299,238	212,547,655	212,676,701	212,810,350
II - TRANSACTIONS AND RESULTS FOR THE FISCAL YEAR (IN EUROS)					
a) Revenue excluding taxes	73,727,961	73,601,300	73,748 553	81,530,512	95,367,103
b) Income before taxes, profit sharing and calculated expenses (amortisation and provisions)	6,507,809	14,390,330	13,085,959	(3,524,636)	6,213,243
c) Income tax	(4,002,013)	(10,572,740)	(9,038,359)	(24,045,707)	(7,578,835)
d) Employee profit-sharing	-	-	-	161,475	-
e) Income after taxes, profit-sharing and calculated expenses (amortisation and provisions)	6,302,519	11,385,314	(53,758,194)	(6,355,014)	25,444,085
f) Dividends allocated	111,967,167	118,887,573	119,026,687	119,098,953	*(1)*
III - EARNINGS PER SHARE (IN EUROS)					
a) Income after taxes and profit-sharing but before calculated expenses	0.05	0.12	0.1	0.1	0.6
b) Income after taxes, employee profit-sharing and calculated expenses	0.03	0.05	(0.25)	(0.03)	0.12
c) Net dividend per share	0.50	0.56	0.56	0.56	*(1)*
IV - PERSONNEL					
a) Average headcount during the year	395	425	430	449	468
b) Payroll expenditure for the year (in euros)	29,268,640	30,925,910	32,405,855	31,809,188	36,507,180
c) Total paid out in social benefits during the fiscal year (Social Security, welfare activities, etc.) (in euros)	14,474,829	14,682,804	14,821,675	15,516,065	17,061,503

(1) Subject to approval by the General Meeting of Shareholders of the proposed appropriation of 2018 earnings.

DIGITAL FREE STANDING STREET FURNITURE
Berlin
GERMANY

LEGAL INFORMATION

INFORMATION ABOUT THE COMPANY

1. GENERAL AND LEGAL INFORMATION

Company name

JCDecaux SA

Registered office

17 rue Soyer 92200 Neuilly-sur-Seine

Principal administrative office

Sainte Apolline 78378 Plaisir Cedex

Phone number

+33 (0)1 30 79 79 79

Companies' Register

307 570 747 (Nanterre)

Legal form

French corporation (Société Anonyme) with an Executive Board and a Supervisory Board

Governing law

French law

Date of incorporation

5 June 1975

Expiry date

5 June 2074 (except in the event of early dissolution or extension)

Lifespan

99 years

Financial year

from 1 January to 31 December

Company purpose (Article 2 of the Articles of Association)

The Company's purpose in France and abroad is:

- the study, invention, development, manufacture, repair, assembly, maintenance, leasing and sale of all articles or equipment destined for industrial or commercial use, and especially the manufacture, assembly, maintenance, sale and operation of all types of street furniture, whether advertising or not, and the provision of all services, including advisory and public relations services
- the transport of goods, directly or indirectly, by road and leasing of vehicles for transport of such goods
- advertising, marketing of advertising space on all types of street furniture, billboards, as well as on any other media, including neon signs, façades, television, radio, the Internet and all other media, and the undertaking on behalf of third parties of all sales, leasing, display, installation and maintenance of advertising displays and street furniture
- the management of investments in negotiable securities, particularly relating to advertising and especially billboards, and use of its resources to invest in securities, especially through acquisition of, or subscription for, shares, equity interests, bonds, bills and notes, or other securities issued by French or foreign companies and relating particularly to advertising; and more specifically, any financial, commercial, business or real estate transactions that may be related, directly or indirectly, to the corporate purposes or likely to extend or develop them more easily.

In particular, the Company may organise a centralised treasury management system with all companies in which it has a direct and/or indirect equity interest, for the purpose of optimising its credit, such as by investing its surplus cash, in any manner permitted by law at that time.

Crossing thresholds set out in the articles of association

In accordance with Article 9 of the Articles of Association, in addition to the declarations for crossing thresholds expressly provided for under the paragraphs 1 and 2 of Article L. 233-7 of the French Commercial Code, any individual or entity acting alone or in unison with others who becomes the owner, directly or indirectly, through one or more companies that it controls within the meaning of Article L. 233-3 of the French Commercial Code, of a number of shares representing 2% or more of the share capital or the voting rights, must notify the Company by registered letter with acknowledgement of receipt within five trading days of crossing such threshold, of the total number of shares and voting rights the individual then owns, as well as of any securities giving access to the capital or voting rights which may potentially be attached. The same notice requirement applies each time a change of more than 1% in shareholding occurs beyond the initial 2% threshold.

Such notice must also be given to the Company when a shareholder's ownership of shares or voting rights falls below one of the aforementioned thresholds.

The legal penalties in the event of the non-observation of the obligation to declare the crossing of the legal thresholds also apply in the event of the non-declaration of the thresholds stipulated in these Articles of Association, at the request, recorded in the minutes of the General Meeting of Shareholders, of one or more shareholders holding at least 5% of the Company's share capital or voting rights.

Share rights, privileges and restrictions

The Company has issued only ordinary shares.

Each share grants entitlement, in respect of the ownership of the Company's assets and the sharing of profits and liquidation surpluses, to a percentage proportional to the number of existing shares held.

Pursuant to the provisions of Article L. 225-123, paragraph 3, of the French Commercial Code, the General Meeting of Shareholders of 13 May 2015 confirmed that each share grants entitlement to one voting right at General Meetings of Shareholders.

For more detailed information, please see Article 8 of the Articles of Association.

General Meeting of Shareholders

General Meetings of Shareholders are held and transact business under the terms and conditions provided by law. They may be held at the registered office or at any other location in France.

General Meetings of Shareholders are open to all shareholders, regardless of the number of shares they hold, as long as their shares have been fully paid up, to the extent that payment is due.

The right to be present in person or represented by proxy at Meetings is subject to the shareholder being registered either in the records of registered shareholders kept by the Company, or in accounts for bearer shares held by an authorised intermediary, under the terms and conditions and subject to the deadlines provided under applicable laws and regulations.

For more detailed information, please see article 22 of the Articles of Association.

Functioning of the Corporate bodie

The Executive Board and the Supervisory Board operate in accordance with French regulations, as detailed in the "Corporate Governance" section of this Registration Document.

Consultation of legal documents

The Articles of Association and other documents relating to the Company can be viewed on its website (www.jcdecaux.com) and/or at its registered office at 17 rue Soyer, Neuilly-sur-Seine (92200), France.

2. HISTORY

1964

Jean-Claude Decaux invents the concept of street furniture and forms JCDecaux. First street furniture concession in Lyon.

1970s

The Group becomes established in Portugal and Belgium.

1972

First free-standing information panels (MUPI®). Street furniture contract for Paris.

1973

Launch of the short-term (seven-day) advertising campaign.

1980s

Expansion in Europe, Germany (Hamburg), the Netherlands (Amsterdam) and Northern Europe.

1980

Installation of the first automatic public toilets in Paris.

1981

First electronic information panels.

1988

Creation of "Senior®", the first large format billboard and street furniture measuring 8 sq.m.

1990s

JCDecaux is present on three continents: in Europe, the United States and Asia-Pacific.

1994

First street furniture contract in San Francisco.

1998

JCDecaux extends the concept of street furniture to shopping malls in the United States.

1999

Acquisition of Avenir and diversification of the business into billboard and transport advertising. JCDecaux becomes a world leader in outdoor advertising.

2001

Partnership with Gewista in central Europe and IGPDecaux in Italy. JCDecaux becomes the leading billboard company in Europe. JCDecaux wins contracts for Los Angeles and Chicago, in the United States.

2002

JCDecaux signs the Chicago contract in the United States and, in partnership with CBS Outdoor, wins the tender for the city of Vancouver in Canada.

2003

JCDecaux increases its stake in Gewista, a leader in outdoor advertising in Austria, to 67%.

2004

JCDecaux renews the street furniture contract for Lyon. In Asia-Pacific, the Group signs the first exclusive bus shelter advertising® contracts in Yokohama, the second largest city in Japan, and wins the contract to manage advertising space in Shanghai's airports, in partnership with the latter.

2005

JCDecaux makes three major acquisitions in China and becomes number one in outdoor advertising in this fast-growing market. The Group simultaneously pursues its growth in Japan.

2006

JCDecaux makes several acquisitions in order to penetrate new high-growth markets or to consolidate positions in mature markets. JCDecaux thus acquires VVR-Berek, the leading outdoor advertiser in Berlin, and invests in Russia and the Ukraine. The Group accelerates its growth in Japan.

2007 and 2008

JCDecaux renews a number of major contracts, particularly in France, and introduces self-service advertising-financed bicycle systems, including the Vélib' programme in Paris. The Street Furniture business accelerates its expansion in Japan, adding four new contracts, and the Group pursues its growth in India and China, with the renewal and extension of the advertising contract for the Shanghai underground. JCDecaux makes acquisitions and alliances to penetrate new high-growth markets, particularly in the Middle East and Central Asia.

2009

JCDecaux reinforces its market position in Germany by becoming a majority shareholder of Wall AG.

2010

JCDecaux acquires certain rail and retail advertising assets of Titan Outdoor UK Ltd in the United Kingdom.

2011

JCDecaux acquires from Presstalis, a press distributor and marketing company, 95% of the shares in the company MédiaKiosk.

2012

In October 2012, JCDecaux announces the acquisition of 25% of Russ Outdoor, the largest outdoor advertising company in Russia. The acquisition is completed in February 2013.

2013

In November 2013, JCDecaux announced the acquisition of 85% of Eumex, the Street Funiture leader in Latin America. The transaction has been finalised in March 2014. As a consequence, JCDecaux becomes the number one outdoor advertising company in Latam.

2014

JCDecaux celebrated its 50 year anniversary. Since 1964, the concept has both strengthened and globalised over all continents and has been enriched by a wide range of street furniture, including digital, that is offered to brands and local authorities.

2015

In June 2015, JCDecaux finalised the acquisition of 70% of Continental Outdoor Media in Africa. JCDecaux becomes the number one outdoor advertising company in Africa.
JCDecaux also realised the acquisition of CEMUSA, an outdoor advertising Spanish company having assets in Brazil, in Spain, in Italy and in the United States, with notably the Street Furniture contract of New York City. The transaction has been finalised in November 2015.

2016

In July 2016, 17 years after first coming to Japan, a country where public outdoor advertising was banned until 2003, JCDecaux won the bus shelter advertising contract from the Tokyo Metropolitan Bureau of Transportation for a minimum period of 15 years.

2017

In November 2017, JCDecaux reinforce its position in Australia by winning the iconic contract of Yarra trams in Melbourne and extends its partnership with Telstra for 15 years.

2018

In October 2018, JCDecaux acquires APN Outdoor in Oceania. It represents a significant milestone in the Group's global growth strategy, making Australia its 4th largest market and entering a new attractive market such as New Zealand.

3. PUBLICLY AVAILABLE DOCUMENTS

Throughout the validity of this Registration Document, the following documents may be viewed at the Company's registered office at 17 rue Soyer in Neuilly-sur-Seine (92200) or on its website at www.jcdecaux.com:

- the Articles of Association
- all reports, letters, valuations and statements prepared by an expert at the Company's request and included or referred to in part in this Registration Document
- the historical financial information of the JCDecaux Group.

CORPORATE GOVERNANCE

1. REPORT BY THE SUPERVISORY BOARD ON CORPORATE GOVERNANCE

This report has been approved by the Supervisory Board, following its submission to the Compensation and Nominating Committee and to the Statutory Auditors. This report is attached to the Management Report.

The procedures implemented in preparing this report are based on work carried out by the Legal Department of the JCDecaux Group.

Governance structure

Since 2000, our Company has been organised as a French corporation (Société Anonyme) with an Executive Board and a Supervisory Board. The selection of the dual board structure was agreed prior to the Company's initial public offering to better manage, as in any family-owned company, the handover of responsibility between Jean-Claude Decaux, founder of the Company, and his sons Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux. This structure was also chosen over a unitary board structure, in particular, to grant the Company's Executive Board the necessary ability and reactivity to conduct the current course of business and to respond to the numerous tenders issued by administrations and public authorities throughout the year. The adaptation of this governance structure to the realities of the Group and its effective flexibility have been fully confirmed over time, notably in the performance of the Group's activities in the numerous countries in which it operates.

1.1. AFEP-MEDEF Corporate Governance Code

The Company referred to the AFEP-MEDEF Corporate Governance Code (the "AFEP-MEDEF Code"), last revised in June 2018, when drafting this report on corporate governance provided for in Article L. 225-68 of the French Commercial Code. The Code can be viewed on the Medef website at www.medef.com.

In line with the "comply or explain" principle set out in Article L. 225-37-4 of the French Commercial Code and referred to in Article 27.1 of the AFEP-MEDEF Code, the Company states that it has applied all of the recommendations of the said Code, except for the following recommendations, which have been altered slightly in light of the governance structure and specific nature of the Company:

RECOMMENDATION OF THE AFEP-MEDEF CODE	EXPLANATION
Article 24-3-33 (long-term compensation of executive corporate officers): These plans, whose granting must be proportional to the annual fixed and variable portion, must contain strict performance conditions to be met over a period of several consecutive years.	The Chairman of the Executive Board and the Chief Executive Officer, who relinquished "their stock options since the Company was listed on the stock market and hold the majority of the shares of the Company via JCDecaux Holding, monitor the achievement of the targets set for the members of the Executive Board who receive stock options. As a result, the Supervisory Board deemed that the Company's long-term interests were served. Moreover, the Supervisory Board considered that: – on the one hand, the granting of stock options to members of the Executive Board is conditional upon the achievement of Group profit targets and personal targets assessed over one year; and – on the other hand, the exercise by members of the Executive Board of their stock options is tied to strict and demanding performance conditions to be met over an additional year. Corporate officers must therefore meet all of these conditions over a period of two consecutive years.

1.2. Governance structure

1.2.1. The Executive Board

1.2.1.1. Composition

As of 31 December 2018, the Executive Board comprised six members appointed by the Supervisory Board: Jean-Charles Decaux (Chairman of the Executive Board), Jean-François Decaux (Chief Executive Officer), Jean-Sébastien Decaux, Emmanuel Bastide, David Bourg and Daniel Hofer.

Their term of office is three years.

The Chairman is appointed for one year (annual rotation between Jean-Charles Decaux and Jean-François Decaux). In accordance with the articles of association, the CEO has the same authority to represent the Company as the Chairman of the Executive Board.

1.2.1.2. Duties

The Executive Board manages the Company, pursuant to the law and to the articles of association.

The Executive Board defines and implements the Company's broad strategic direction and monitors proper performance. For the overall coordination and implementation of the strategy, it relies on Management Committees in each geographic area or, for larger countries, in each country.

1.2.1.3. Operation

The Executive Board meets at least once a month for a full day.

For each Executive Board meeting, a preparatory file is drawn up covering the main items on the agenda. Employees or third parties may be invited to attend Executive Board meetings if necessary. The Statutory Auditors are also heard during meetings held to review the half-yearly and annual financial statements. A summary of decisions is drawn up to record the proceedings of Executive Board meetings. The Executive Board reports to the Supervisory Board on a quarterly basis.

The Executive Board does not have internal rules of procedure.

1.2.1.4. Work

In 2018, the Executive Board met 15 times, with an attendance rate of 98.88%.

The Executive Board's work regularly covers the Company's business development (the level of commercial activity, outlook for the year, and trends in operating results), the financial results, review and approval of half-yearly and annual financial statements, the reviews of by the Statutory Auditors, organic or external growth transactions and projects, new competitive tenders, the sustainable development strategy (including the Non-Financial Information Statement), the IT strategy, business development strategy and research and development projects.

Other matters are covered as and when required, but in any event at least once a year. They include changes in the information technology sector, digital transformation and programmatics, Group financing, half-yearly review of Group risks and litigation, the budget, internal audit review, review of the portfolio of intellectual property rights, changes in governance within the Company and its subsidiaries (notably the work of the Group Vigilance Committee), granting of stock options, the terms and conditions of the compensation of the Group's senior executives, and the preparation of all documents issued for the General Meeting of Shareholders.

1.2.2. The Supervisory Board

1.2.2.1. Composition

As of 31 December 2018, the Supervisory Board comprised eleven members: Gérard Degonse (Chairman), Jean-Pierre Decaux (Vice-Chairman), Michel Bleitrach, Alexia Decaux-Lefort, Bénédicte Hautefort, Pierre Mutz, Pierre-Alain Pariente, Xavier de Sarrau, Marie-Laure Sauty de Chalon, Leila Turner (appointed by the General Meeting of Shareholders) and Hervé Herchin (employee representative since 25 October 2018, appointed by the Works Council pursuant to Article L. 225-79-2 of the French Commercial Code, replacing Sylvie Lelouarn).

SUMMARY PRESENTATION OF THE SUPERVISORY BOARD AS OF 31 DECEMBER 2018

	PERSONAL INFORMATION				EXPERIENCE	POSITION WITHIN THE BOARD				MEMBERSHIP OF BOARD COMMITTEES
	Age	Gender	Nationality	Number of shares	Number of offices in listed companies	Independance	Date of first appointment	Term expires	Seniority on the Board	
Gérard Degonse (Chairman)	71 years	M	French	50,757	None	X	15/05/2013	2019 AGM	5 years	Member of the Compensation and Nominating Committee
Jean-Pierre Decaux (Vice-Chairman)	75 years	M	French	1,574	None	X	09/10/2000	2019 AGM	18 years	No
Michel Bleitrach	73 years	M	French	1,000	2	✓	15/05/2013	2019 AGM	5 years	Chairman of the Ethics Committee and member of the Compensation and Nominating Committee
Alexia Decaux-Lefort	33 years	F	French	1,000	None	X	15/05/2013	2019 AGM	5 years	No
Bénédicte Hautefort	50 years	F	French	1,000	1	✓	11/05/2017	2020 AGM	1 year	Member of the Audit Committee
Pierre Mutz	76 years	M	French	1,000	1	✓	13/05/2009	2019 AGM	9 years	Chairman of the Compensation and Nominating Committee, member of the Audit Committee and member of the Ethics Committee
Pierre-Alain Pariente	83 years	M	French	1,020	None	X	09/10/2000	2019 AGM	18 years	No
Xavier de Sarrau	68 years	M	Switzerland	30,000	1	X	14/05/2003	2021 AGM	15 years	Chairman of the Audit Committee and member of the Ethics Committee
Marie-Laure Sauty de Chalon	56 years	F	French	1,000	2	✓	11/05/2017	2020 AGM	1 year	No
Leila Turner	36 years	F	French	1,000	None	✓	11/05/2017	2020 AGM	1 year	No
Hervé Herchin (member of the Board representing employees)	58 years	M	French	0	None	N/A	25/10/2018	25/10/2021	Less than 1 year	Member of the Compensation and Nominating Committee

In this table, ✓ rrepresents satisfaction of an independence criterion and X represents non-satisfaction of an independence criterion
N/A: not applicable

INDEPENDENCE OF THE MEMBERS OF THE SUPERVISORY BOARD

The Supervisory Board applies the AFEP-MEDEF criteria to assess the independence of its members, which notably state that members must:

Criterion 1: Employee, corporate officer during the previous five years	Not be or not have been in the previous five years: • an employee or executive corporate officer of the Company • an employee, executive corporate officer or director of a company consolidated by the Company • an employee, executive corporate officer or director of the parent company of the Company or of a company consolidated by the parent company.
Criterion 2: Crossed offices	Not be an executive corporate officer of a company in which the Company holds, directly or indirectly, a directorship or in which a designated employee or an executive corporate officer of the Company (currently serving or having served in the previous five years) holds a directorship.
Criterion 3: Significant business relationships	Not be a customer, supplier, investment banker, financing banker or adviser: • significant for the Company or its group • or for which the Company or its group represents a significant part of its business. The assessment of whether or not the relationship with the Company or its group is significant is debated by the Board, and the quantitative and qualitative criteria that led to this assessment (continuity, economic dependence, exclusivity, etc.) are explained in the Annual Report.
Criterion 4: Family ties	Not have any close family ties with a corporate officer.
Criterion 5: Statutory Auditor	Not have been a Statutory Auditor of the Company in the past five years.
Criterion 6: Term of office exceeding 12 years	Not have been a director of the Company for more than 12 years. The loss of independent status occurs on the twelfth anniversary of the director's appointment.
Criterion 7: Status of non-executive corporate officer	A non-executive corporate officer may not be considered independent if he or she receives variable compensation in cash or securities or any compensation related to the performance of the Company or the group.
Criterion 8: Status of significant shareholder	Directors representing significant shareholders of the Company or its parent company may be considered independent if such shareholders do not take part in the control of the Company. However, beyond a threshold of 10% of the capital or voting rights, the Board, based on a report of the Compensation and Nominating Committee, systematically questions the classification as independent, taking into account the composition of the capital of the Company and the existence of a potential conflict of interest.

The following table presents the situation of each member of the Supervisory Board with regard to the independence criteria of the AFEP-MEDEF Code (with the exception of the member of the Supervisory Board representing employees, who is not counted in determining the proportion of independent members):

Criteria*	Gérard Degonse	Jean-Pierre Decaux	Michel Bleitrach	Alexia Decaux-Lefort	Bénédicte Hautefort	Pierre Mutz	Pierre-Alain Pariente	Xavier de Sarrau	Marie-Laure Sauty de Chalon	Leila Turner
Criterion 1: Employee, corporate officer during the previous five years	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 2: Crossed offices	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 3: Significant business relationships	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 4: Family ties	✓	✗	✓	✗	✓	✓	✓	✓	✓	✓
Criterion 5: Statutory Auditor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 6: Term of office exceeding 12 years	✓	✗	✓	✓	✓	✓	✗	✗	✓	✓
Criterion 7: Status of non-executive corporate officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Criterion 8: Status of significant shareholder	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

* In this table, ✓ represents satisfaction of an independence criterion and ✗ represents non-satisfaction of an independence criterion

The Compensation and Nominating Committee annually verifies that each member of the Supervisory Board meets the independence criteria. The criteria are then reviewed by the Supervisory Board.

In analysing the independence of each member of the Supervisory Board, the latter examined the various relationships potentially existing between its members and the Group, and concluded that no member of the Supervisory Board had any business relationship with the Group of a nature that would undermine their independence.

In 2018, the Supervisory Board noted that, of a total of ten members (excluding the member of the Supervisory Board representing the employees, who is not factored into the calculation of independent members on the Board, in compliance with Article 8.3 of the AFEP-MEDEF Code), five members, i.e. half of the Board, were independent and had no business relationship with the Company.

The members deemed to be independent are Michel Bleitrach, Bénédicte Hautefort, Pierre Mutz, Marie-Laure Sauty de Chalon and Leila Turner.

It should be noted that while Xavier de Sarrau, member of the Supervisory Board for the past 12 years, is no longer considered to be independent according to AFEP-MEDEF criteria, the Compensation and Nominating Committee considers that the loss of this status has in no way altered the independence of Mr de Sarrau's conduct and judgement.

Training of the members of the Supervisory Board

When appointed, each member of the Supervisory Board receives a presentation of the Company, the Group, its business lines and activities.

Likewise, during their terms of office, members of the Supervisory Board regularly receive various presentations, at Board meetings, of the Company's business, changes in IFRS and changes in laws and regulations applying to the Company, as well as presentations relating to current major issue (digital transformation and programmatics, sustainable development strategy among other things).

The member of the Supervisory Board representing employees receives training provided for in Article L. 225-30-2 of the French Commercial Code.

1.2.2.2. Duties

The Supervisory Board's' role is the continuous supervision of the Company's management by the Executive Board.

1.2.2.3. Operation

The Supervisory Board meets as often as it is in the interests of the Company and at least four times a year.

A preparatory file is drawn up for each Board meeting, covering the main points on the agenda. This file is made available on a dedicated, secure digital platform several days prior to the meeting. During the meeting, a detailed presentation of the items on the agenda is made by the Chairman of the Executive Board, the Chief Executive Officer and the member of the Executive Board in charge of finance. The Statutory Auditors are also heard during meetings held to review the financial statements.

Presentations are followed by questions and discussions before the resolutions are voted on, where applicable.

The minutes of the Supervisory Board meetings are provided in a written report, submitted for the approval of its members at the following meeting.

Furthermore, in accordance with the Rules of Procedure of the Supervisory Board and Article 10.3 of the AFEP-MEDEF Code, the members of the Supervisory Board may from time to time meet without the members of the Executive Board. In 2018, a part of one meeting of the Supervisory Board took place in part without the members of the Executive Board.

Moreover, in accordance with Article 17.3 of the AFEP-MEDEF Code, during the presentation of the report on the work of the Compensation and Nominating Committee, the Board discusses the components of compensation of the members of the Executive Board without their presence.

Rules of Procedure of the Supervisory Board

The Supervisory Board adopted Rules of Procedure that specify its powers, remit and duties, as well as those of its special Committees, and that lay out the principles underlying its operating rules.
More specifically, the Rules of Procedure require the Supervisory Board to approve any major transactions outside the Company's stated strategy. It is also informed of the Company's strategic decisions (e.g. the budget or major growth initiatives), financial position, cash position and commitments falling under the Company's stated strategy, in particular those involving acquisitions or disposals, large organic growth investments, or external restructurings.

The provisions of the Supervisory Board's Rules of Procedure relating to the prevention of conflicts of interest are set out below in section 1.2.8.

The Rules of Procedure can be consulted on the Company's website (https://www.jcdecaux.com/fr/investisseurs/gouvernance#statuts-et-reglement-interieur)

1.2.2.4. Work

In 2018, the Supervisory Board met five times, including once by conference call, in accordance with legal provisions and the Articles of Association, with a member attendance rate of 94.55%.

During each Supervisory Board meeting, Executive Board members reported on Group activity, its results and financial situation, on competitive tenders and major external growth projects and, more generally, on the implementation of the Group's strategy and possible changes to it.

The following subjects were also discussed:

- recurring matters such as examining company documents, preparing the General Meeting of Shareholders (review of the agenda, draft resolutions and distribution of earnings, etc.), setting the annual budget limits of authorisations given to the Executive Board as well as specific authorisations given outside the budget limits (guarantees for the operational commitments of Group subsidiaries and relating to Group acquisitions), re-examining previously concluded and authorised regulated agreements executed in the course of the last financial year, evaluating the Board's operation, the training of the member of the Supervisory Board representing the employees, the appointment of the Chairman of the Executive Board and the Chief Executive Officer, and oral reports of the meetings of the Audit Committee and the Compensation and Nominating Committee

- more specific matters such as the renewal of the terms of office of the members of the Executive Board and the Chairmen of the Audit Committee and the Compensation and Nominating Committee, the presentation of the Group's risk mapping, the presentation of the Group's vigilance plan, the presentation of the Group's sustainable development strategy, an update on the Group's activity in Asia, the submission of the final offer for the acquisition of APN Outdoor Group Limited in Australia, and the creation of a new Board Committee (the Ethics Committee).

Assessment of the Supervisory Board

In accordance with the AFEP-MEDEF Code, each year the Supervisory Board devotes an item of the agenda at one of its meetings to a debate on its composition, structure and operation on the basis of a report summarising the responses of each of its members to an individual assessment questionnaire put together by the Compensation and Nominating Committee.

This detailed questionnaire is broken down into several topics and comprises open-ended questions, allowing members of the Supervisory Board to explain their answers and make suggestions for improvement, as well as one section specific to each committee, allowing committee members to assess how they operate.

One section is also dedicated to assessing the personal contribution of members of the Supervisory Board in which these members assess their own contribution and that of their colleagues at Board meetings, as well as the contribution of the Chairman of the Supervisory Board and of the committees.

All Supervisory Board members completed their questionnaire for the 2018 fiscal year and returned it to the Company.

The Board members were impressed with the transparency of the information provided to them at Board meetings, the quality of the input at meetings and the involvement and commitment of all members of the Board.

They also expressed their satisfaction with the existing assessment system, and did not consider it necessary to involve an external body.

The Board has identified the following areas for improvement:

- monitoring of the work of the new Ethics Committee
- making presentations on issues such as the relationship with major investors and proxies, change in the risk matrix and strategic risks.

Suggestions made by members of the Supervisory Board as part of the 2017 assessment were taken into account in 2018. As a result, members of the Supervisory Board and Committees now have access to the minutes of the Committees via the secure digital platform used by the Group. A presentation of the Group's risk mapping was also given, as was an update on the Group's activity in Asia, thereby enabling the members of the Supervisory Board to hold discussions with Emmanuel Bastide, member of the Executive Board and CEO Asia.

1.2.3. The Committees

As of 31 December 2018, the Supervisory Board was assisted by three committees:

Audit Committee

Composition

As of 31 December 2018, the Audit Committee had three members: Xavier de Sarrau (Chairman), Bénédicte Hautefort (independent member), and Pierre Mutz (independent member).

Xavier de Sarrau (Chairman) and Bénédicte Hautefort have considerable financial expertise and professional experience (the profiles and skills of the members of this Committee are presented in detail on page 234 and following of this report).

In accordance with the requirements of the AFEP-MEDEF Code, two-thirds of the Committee members are independent.

The terms of office of members of the Compensation and Nominating Committee coincide with their terms as members of the Supervisory Board.

Duties

The Audit Committee monitors the preparation of financial information and ensures the relevance and consistency of accounting policies applied, especially when in relation to major transactions.

It also monitors the effectiveness of internal control and risk management systems and, where applicable, of internal audit procedures relating to the preparation and processing of accounting and financial information.

It examines risks and significant off-balance sheet commitments.

It monitors the conditions under which the Statutory Auditors perform their mission by:

- issuing the Supervisory Board with a recommendation on the Statutory Auditors whose appointment or renewal is within the competence of the General Meeting of Shareholders, drawn up in accordance with the provisions of Article 16 of EU Regulation No. 537/2014
- monitoring the performance by the Statutory Auditors of their engagement
- ensuring that the Statutory Auditors comply with the applicable independence criteria.

The Audit Committee approves the provision, by the Statutory Auditors or their network, of services other than the certification of accounts, as mentioned in Article L. 822-11-2 of the French Commercial Code.

Operation

The Audit Committee meets at least four times a year, and systematically within a reasonable time before the Supervisory Board meetings called to review the annual or half-yearly financial statements.

To conduct its work, the Audit Committee may call on the assistance of external experts and hear the Group heads of finance, accounting, treasury and internal audit, as well as the Statutory Auditors, outside the presence of the corporate officers.

For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented, as applicable, by the Group Chief Financial and Administrative Officer, the Corporate Finance Director, the Consolidation Director, the Group General Counsel, the Director of Internal Audit and/or the Statutory Auditors and is subsequently discussed.

Written minutes are drawn up to record the proceedings of Audit Committee meetings. An oral account of the Audit Committee's work is given by its Chair to the Supervisory Board after each Committee meeting.

Work

In 2018, the Audit Committee met four times, with a 100% attendance rate by its members.

The following subjects were discussed:

- recurring matters such as the annual financial statements and the consolidated annual and half-yearly financial statements, the accounting policies applied, changes in the Group's financial position, the Statutory Auditors' planned audit of the financial statements, litigation and significant legal risks, the planned audits of the Internal Audit Department, risk mapping and the internal control system, ongoing contracts and agreements held with the controlling shareholder, the independence of the Statutory Auditors, the fees paid to external auditors for the previous fiscal year and approval of the provision of services other than the certification of accounts
- more specific matters such as the analysis of agreements concluded between a subsidiary of the Company and a subsidiary of the controlling shareholder, a presentation on changes to IFRS 16 and an update on the Group's financial communication strategy.

The Compensation and Nominating Committee

Composition

As of 31 December 2018, the Compensation and Nominating Committee had four members: Pierre Mutz (Chairman and independent member), Michel Bleitrach (independent member), Gérard Degonse and, since 5 December 2018, Hervé Herchin (member of the Supervisory Board representing employees, replacing Sylvie Lelouarn).

In accordance with the AFEP-MEDEF Code, no executive corporate officer sits on the Committee and the majority of its members are independent.

The terms of office of members of the Compensation and Nominating Committee coincide with their terms as members of the Supervisory Board.

Duties

The Compensation and Nominating Committee studies all aspects relating to compensation and benefits paid to executive corporate officers, on the basis of which it makes recommendations to the Supervisory Board, and makes recommendations on the amount and terms of Directors' fees to be paid to members of the Supervisory Board.

It also periodically reviews changes in the Supervisory Board's composition so as to propose candidates for new members in line with the AFEP-MEDEF Code.

The Compensation and Nominating Committee each year reviews the succession plan of the members of the Executive Board that it has drawn up to allow it to propose succession solutions to the Supervisory Board in the event of the departure, death or incapacity of members of the Executive Board.

Operation

The Compensation and Nominating Committee meets at least twice a year.

For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

At the meeting, each item on the agenda is presented and discussed.

The Compensation and Nominating Committee may be assisted by specialist external advisors.

With the exception of the Chairman of the Executive Board or the Chief Executive Officer and the Chief Financial and Administrative Officer, where applicable, who present to the Compensation and Nominating Committee the achievement by each of the other members of the Executive Board of their qualitative and quantitative targets, as well as any proposals relating to changes in their fixed and variable compensation for the next fiscal year, no other member of the Executive Board attends the Committee meeting pertaining to compensation.

Written minutes are drawn up to record the proceedings of Compensation and Nominating Committee meetings.

An oral account of the Compensation and Nominating Committee's work is given by its Chair to the Supervisory Board after each Committee meeting. In 2018, the members of the Supervisory Board discussed the components of the compensation of the executive corporate officers outside the presence of these directors, in accordance with Article 17.3 of the AFEP-MEDEF Code.

Work

In 2018, the Compensation and Nominating Committee met twice, with a 100% attendance rate.

The following subjects were discussed:

- recurring matters such as the review of the independence of members of the Supervisory Board, the questionnaire relating to the operation and composition of the Supervisory Board, the review of the Company's policy in terms of professional equality and equal pay, information on the compensation of key non-executive corporate officers, review of the report on the compensation of members of the Executive Board and the Supervisory Board, the fixed and variable compensation of Executive Board members, the setting of targets for certain aspects of compensation, the directors' fees payable to Supervisory Board members, the review of the principles for apportioning directors' fees between the Supervisory Board and the Committees, and the review of the succession plan for Executive Board members

- more specific matters such as the renewal of the terms of office of the members of the Executive Board and the Chairmen of the Audit Committee and the Compensation and Nominating Committee, the examination of the appointment of the new member of the Supervisory Board representing employees as a member the Compensation and Nominating Committee, the composition of the new Ethics Committee and the apportioning of the amount of directors' fees between the members of that Committee.

The Ethics Committee

The Supervisory Board, at its meeting of 5 December 2018, decided to create a new Supervisory Board Committee, the Ethics Committee.

Since then, the new Ethics Committee, a fully-fledged Committee of the Board, has superseded the Internal Group Ethics Committee that was previously in place.

The activity of the Group Ethics Committee until 5 December 2018 is described on page 294 of this Registration Document.

Duties

Since 5 December 2018, the Ethics Committee's role has been to:

(i) monitor the proper implementation and assess the effectiveness of the ethics system, as well as the application of the Group Code of Ethics

(ii) issue recommendations, and establish measures and procedures to prevent and detect acts of corruption and influence peddling

(iii) establish procedures for the collection of alerts and to protect whistle blowers

(iv) establish procedures for the fulfilment of the obligations relating to the transparency of relationships between interest representatives and the public authorities

(v) annually review the provisions of the Company's Corruption Prevention Plan as provided for in Article 17 of French Law 2016-1691 of 9 December 2016 on Transparency, the fight against corruption and the modernisation of economic life

(vi) if necessary, take up any question related to the Basic Rules of Ethics laid down in the Group Code of Ethics, namely

- prohibition of bribery and influence peddling
- respect for the rules of free competition, and
- compliance with the rules on financial and accounting information.

(vii) consider, in the most absolute confidentiality, any situation potentially contrary to the Basic Rules of Ethics brought to its attention in good faith, in particular via the internal whistleblowing system, and to make any recommendation that it deems necessary on that issue

(viii) propose any modification of the Group Code of Ethics.

Composition

Since 5 December 2018, the Ethics Committee has had three members: Michel Bleitrach (Chairman and independent member), Pierre Mutz (independent member) and Xavier de Sarrau.

Operation

The Committee meets at least twice a year and as often as necessary, depending on the number of ethics alerts collected via the internal whistleblowing system or otherwise, and brought to its attention.

For each meeting, a preparatory file is drawn up several days before the meeting and made available on a dedicated digital platform.

The Group General Counsel is entrusted with the Committee's secretariat.

At the meeting, each item on the agenda is presented and discussed.

Within the scope of its powers, the Committee may hear, if it deems it necessary, the Group General Counsel, the Director of Internal Audit or any other person it may designate.

Work

No matters have been referred to the Ethics Committee since 5 December 2018.

It met for the first time on 5 March 2019, notably to ratify its new Rules of Procedure and to take note of the reports collected via the internal whistleblowing system and the implementation of the internal system for the collection of alerts.

1.2.4. Changes in the composition of the Supervisory Board and its Committees in 2018

SITUATION AS OF 31 DECEMBER 2018	DEPARTURES	APPOINTMENTS	RE-ELECTION
SUPERVISORY BOARD	Sylvie Lelouarn, member of the Board representing employees (until 29/10/2018)	Hervé Herchin, member of the Board representing employees (since 25/10/2018)	Pierre Mutz (17/05/2018 for one year) Pierre-Alain Pariente (17/05/2018 for one year) Xavier de Sarrau (17/05/2018 for three years)
AUDIT COMMITTEE	-	-	Pierre Mutz (17/05/2018 for one year) Xavier de Sarrau (17/05/2018 for three years)
COMPENSATION AND NOMINATING COMMITTEE	Sylvie Lelouarn (until 29/10/2018)	Hervé Herchin (since 05/12/2018)	Pierre Mutz (17/05/2018 for one year)
ETHICS COMMITTEE (CREATED ON 5/12/2018)	-	Michel BLEITRACH Pierre MUTZ Xavier de SARRAU (since 05/12/2018)	-

The terms as members of the Supervisory Board of Gérard Degonse, Michel Bleitrach, Alexia Decaux-Lefort, Jean-Pierre Decaux, Pierre-Alain Pariente and Pierre Mutz expire at the end of the General Meeting of Shareholders of 16 May 2019.

In application of the diversity policy described in point 1.2.6 below, the General Meeting of Shareholders of 16 May 2019 will be asked to renew the following terms of office:

- Gérard Degonse, for a period of three years
- Michel Bleitrach, for a period of two years
- Alexia Decaux-Lefort, for a period of three years
- Jean-Pierre Decaux, for a period of one year*
- Pierre-Alain Pariente for period of one year*
- Pierre Mutz for period of one year*.

(* Jean-Pierre Decaux, Pierre-Alain Pariente and Pierre Mutz having turned 75 in 2019, 2011 and 2017 respectively, their terms of office are limited to one year, in accordance with Article 16 of the Articles of Association).

1.2.5. Attendance of members of the Supervisory Board during the 2018 financial year

Average attendance	ATTENDANCE AT SUPERVISORY BOARD MEETINGS	ATTENDANCE AT AUDIT COMMITTEE MEETINGS	ATTENDANCE AT THE COMPENSATION AND NOMINATING COMMITTEE MEETINGS
GÉRARD DEGONSE (CHAIRMAN)	100%	N/A	100%
JEAN-PIERRE DECAUX (VICE-CHAIRMAN)	80%	N/A	N/A
MICHEL BLEITRACH	100%	N/A	100%
ALEXIA DECAUX-LEFORT	80%	N/A	N/A
BÉNÉDICTE HAUTEFORT	100%	100%	N/A
PIERRE MUTZ	100%	100%	100%
PIERRE-ALAIN PARIENTE	100%	N/A	N/A
XAVIER DE SARRAU	100%	100%	N/A
MARIE-LAURE SAUTY DE CHALON	100%	N/A	N/A
LEILA TURNER	100%	N/A	N/A
SYLVIE LELOUARN	For the period from 1 January 2018 to 29 October 2018: 80%	N/A	For the period from 1 January 2018 to 29 October 2018: 100%
HERVÉ HERCHIN	For the period from 25 October 2018 to 31 December 2018: 100%	N/A	For the period from 5 December 2018 to 31 December 2018: N/A

N/A: not applicable

1.2.6. Diversity policy applied to members of the Supervisory Board

The diversity policy of the Supervisory Board of JCDecaux SA, approved by the Supervisory Board at its meeting of 25 July 2018, includes the pursuit of the following objectives:

> balanced overall composition

> marked independence of its members

> diversity of experiences and areas of expertise

> balanced representation of men and women.

The Supervisory Board at its meeting of 6 March 2019 was able to record the results obtained by applying this policy during the past year.

Balanced overall composition

> In terms of size

In accordance with Article L. 225-69 of the French Commercial Code, the Supervisory Board comprises at least three and at most eighteen members (the composition of the Supervisory Board as of 31 December 2018 is provided starting on page 216 of this report).

On 11 May 2017, the General Meeting of Shareholders decided to expand the Board from nine to eleven members. Since then, the Board has comprised eleven members, including a member representing employees.

This is perfectly satisfactory and is considered to be an optimal number: there are not too many members, thereby facilitating exchanges between them, but enough to allow a range of experiences and enriching discussions.

> In terms of age

In accordance with the law, the Company may set an age limit for members of the Supervisory Board in its Articles of Association.

As such, Article 16.1 of the Company's Articles of Association provides that the number of members of the Supervisory Board over the age of 75 may not exceed one-third of members.

Two out of ten members (excluding the Board member representing employees), namely Pierre-Alain Pariente and Pierre Mutz, were aged 75 or over in 2018.

In accordance with the Articles of Association, the General Meeting of Shareholders renews the terms of office of the members of the Board who have reached the age of 75 annually. Each year, it can decide whether or not to renew the term of office of the relevant Board members.

In view of their experience and contributions to the Board, there is no intention to amend this provision of the Articles of Association.

> In terms of the duration of terms of office

The Articles of Association provide that the members of the Supervisory Board are appointed for a maximum of four years. In practice, members of the Supervisory Board are appointed for terms of three years, with the exception of those aged over 75 (see above).

The member representing employees is appointed for a maximum of four years by the Works' Council. In practice, the term of office of Sylvie Lelouarn as member of the Supervisory Board representing employees ended on 29 October 2018. Hervé Herchin was appointed to replace her as a member of the Supervisory Board representing employees by the Works' Council for a period of three years from 25 October 2018.

To ensure better governance, it has been decided to limit the duration of terms of office to three years and to stagger terms of office so as to promote a harmonious renewal of the members of the Supervisory Board and to avoid full renewal at one time. This provision gives the Board greater flexibility to adapt its composition to the needs of the Company and to trends in its markets.

This practice is considered satisfactory by all members of the Supervisory Board.

Marked independence of Board members

JCDecaux Holding is a family company controlled by three private individuals: Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux.

On 11 May 2017, the General Meeting of Shareholders decided to increase the number of independent members on the Board from three to five, including three women.

(The information concerning the independence of the members of the Supervisory Board as of 31 December 2018 is provided starting on page 217 of this report.)

The members of the Supervisory Board are all fully satisfied with the balance between independent members and non-independent members, which goes well beyond the recommendations of the AFEP-MEDEF Code, as well as the way in which independent members assume their responsibilities; they are therefore in favour of maintaining this balance.

Diversity of experiences and areas of expertise

The diversity of expertise of Supervisory Board members, their ability to grasp the Group's challenges and the interests of stakeholders, particularly shareholders and employees, their integrity and their personal commitment are a guarantee of the quality of the Supervisory Board's discussions.

Some members of the Supervisory Board have knowledge of the Group from the inside for having held various salaried or managerial positions, and are accordingly familiar with its activities. Other members have a good knowledge of the public sphere and/or public contracts, which are essential parts of the Company's activities.

Following the General Meeting of Shareholders of 11 May 2017, the Supervisory Board enhanced its skills in the media and digital fields, at a time when digitisation is becoming a major challenge for the Company, by integrating three women with recognised skills in these areas, to give them a better grasp on these new issues.

(The individual information concerning the current members of the Supervisory Board is provided starting on page 234.)

The profiles present on the Board are considered sufficiently diversified.

Balanced representation of men and women

Since the General Meeting of Shareholders of 11 May 2017, the Supervisory Board has had four women out of a total of ten members (not including the Supervisory Board member representing employees, who is not counted to determine the proportion of women within the Board, in accordance with Article L. 225-79 of the French Commercial Code), i.e. a proportion of 40%, in accordance with Article L. 225-69-1 of the French Commercial Code.

The Supervisory Board is fully satisfied with the gender balance within the Board, but would not hesitate to consider the appointment of more women if the conditions were met.

Methods of implementation to achieve/maintain objectives

To ensure that these objectives are achieved and remain so, the Compensation and Nominating Committee and the Supervisory Board each year review the size and composition of the Board in order to adapt its composition to the Company's changing needs. The Committee and the Board also review the status of each member of the Supervisory Board in respect of criteria bearing on independence and the representation of women on the Supervisory Board.

In addition, the Supervisory Board, in its proposals for appointments or renewals made to the General Meeting of Shareholders, ensures the diversity of its members, in terms of qualifications, age, gender, nationality, seniority on the Board and professional experience.

The Supervisory Board remains attentive to the examination of any areas of improvement that may prove to be in the Company's interest or promote its development.

Results achieved during the past year

At its meeting of 6 March 2019, the Supervisory Board considered the composition of the Board to be satisfactory, and therefore did not set a new short-term diversity target.

1.2.7. Information on how the Company seeks to ensure a balanced representation of women and men on the Management Committees/Results in respect of diversity in the 10% of positions with the greatest responsibility.

Group management relies in particular on the Management Committees of the 10 countries representing 75% of its consolidated revenue (i.e. China, France, UK, US, Australia, Germany, Spain, Austria, Brazil, United Arab Emirates).

To guarantee non-discrimination and diversity within these Management Committees, only those occupying certain positions may be members (for example, for France, the Management Committee is composed only of people occupying the following positions: VP Strategy, Data and New Uses, VP Research, Production and Operations, VP Trade, Marketing and Development, VP Territories and Institutions, Chief Financial and IS Officer, VP Human Resources, VP Communication, VP Corporate Financial Services). This means that it is the position that is taken into account (and not the people), thereby ensuring the effective application of principles of non-discrimination and diversity.

For the 10% of positions with the greatest responsibility, the Company uses as a proxy the 25 biggest beneficiaries of stock options (apart from the members of the Executive Board), where the proportion of women is 12% (three women among the 25 biggest beneficiaries of stock options).

1.2.8. Ethics of members of the Executive Board and the Supervisory Board

Conflicts of interest

The Rules of Procedure of the Supervisory Board contain detailed provisions designed to prevent conflicts of interest. They provide that:

- in order to prevent conflicts of interest, the members of the Supervisory Board each year make a "sworn statement" disclosing any conflicts of interest, including potential ones
- the members of the Supervisory Board must also inform the Board of any conflict of interest to which they may be subject at the time of each vote, independently of their annual statement
- in cases where they cannot avoid being subject to a conflict of interest, they refrain from attending the discussion or from taking part in any decision on the matters concerned
- the Committees shall take specific action to prevent any conflicts of interest: one of the Compensation and Nominating Committee's primary duties is to provide recommendations concerning the composition of the Supervisory Board, notably in light of the composition of, and changes in, the Company's shareholding structure and the existence of potential conflicts of interest. During the examination of the financial statements, the Audit Committee investigates material transactions where a conflict of interest may have occurred.

In addition, to the best of the Company's knowledge and at the time of writing:

- there is no conflict of interest between the duties of any members of the Executive Board or the Supervisory Board with respect to the Company and their private interests or other duties
- there are no arrangements or agreements with major shareholders, customers or suppliers whereby one of the members of the Company's Executive Board or Supervisory Board has been selected as such
- the members of the Executive Board or the Supervisory Board have not accepted any restrictions concerning the sale of their stake in the Company's share capital.

Nature of family ties between members of the Executive Board and the Supervisory Board

Jean-Pierre Decaux, Vice-Chairman of the Supervisory Board is the uncle of Jean-François Decaux, Chairman of the Executive Board, Jean-Charles Decaux, Chief Executive Officer and Jean-Sébastien Decaux, member of the Executive Board.

Alexia Decaux-Lefort, member of the Supervisory Board, is Jean-François Decaux's daughter.

Convictions

The members of the Supervisory Board are required to make an annual report to the Company of any convictions they have received over the past five years (fraud, bankruptcy, receivership, incrimination, official public sanction).

To the Company's knowledge, over the past five years, none of the members of the Executive Board or the Supervisory Board:

- has been convicted of fraud
- has been incriminated or publicly sanctioned by any regulatory or statutory authority
- has been disqualified by a court from acting as a member of an administrative, management or supervisory body, or from acting in the management or conduct of the affairs of a company
- has been associated, as a member of an administrative, management or supervisory body, with any bankruptcy, receivership or liquidation of a company.

1.2.6. Other information relating to the members of the Executive Board and the Supervisory Board

Assets belonging directly or indirectly to members of the Executive Board and the Supervisory Board.

Some premises are owned by entities controlled by JCDecaux Holding, which is directly or indirectly owned by certain members of the Executive Board (Jean-François, Jean-Charles and Jean-Sébastien Decaux) and of the Supervisory Board (Jean-Pierre Decaux), which in turn holds 63.929% of the Company's shares.

Thus, the premises situated in France, in Neuilly-sur-Seine, Plaisir, Maurepas, in London in the United Kingdom, in Brussels in Belgium and in Madrid in Spain belong to SCI TroisJean, a subsidiary of JCDecaux Holding. The Group occupies these premises under commercial leases that have been entered into based on market conditions.

The amount of rent paid by the Group to SCI TroisJean is stated on page 277 of this Registration Document. The amount of rent paid by JCDecaux SA is reviewed by the Audit Committee each year.

Related party agreements and commitments, loans and guarantees granted by the Company

The Statutory Auditors' special report, presented on page 322 of this Registration Document, notes the absence of regulated agreements and commitments authorised during the course of the 2018 fiscal year, and reviews the regulated commitments already approved by the General Meeting of Shareholders.

To the Company's knowledge, there are no service contracts between the Company and any corporate officers conferring benefits at the end of such contract. During the fiscal year just ended, no loan or guarantee was made or granted by the Company to members of the Executive Board or Supervisory Board.

Agreements entered into between a manager or significant shareholder and a subsidiary

To the Company's knowledge, no agreements falling under the scope of paragraph 2 of Article L. 225-37-4 of the French Commercial Code were signed in 2018.

1.3. Information on members of the Executive Board and the Supervisory Board

1.3.1. Offices held by members of the Executive Board

Almost all offices and positions held by members of the Executive Board in 2018 were in direct or indirect subsidiaries of JCDecaux SA or in companies in the area of outdoor advertising in which the Group held a significant stake. The other offices or positions are held in companies not active in the field of outdoor advertising.

JEAN-CHARLES DECAUX – CHAIRMAN OF THE EXECUTIVE BOARD

49 - Nationality: French

Holds 1,166,725 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Chairman of the Executive Board since 17 May 2018 for a term of one year (i.e. until the Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018) in accordance with the Company's principle of alternating management responsibilities (annual rotation with Jean-François Decaux).

Date of first appointment to the Executive Board:	9 October 2000
Date of most recent reappointment to the Executive Board:	17 May 2018
Date of expiry of term of office on the Executive Board:	Supervisory Board meeting after the 2021 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2020

Jean-Charles Decaux joined the Group in 1989. He created and developed the Spanish subsidiary and then all subsidiaries in southern Europe, Asia, Latin America, the Middle East and Africa.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES	
Métrobus (France)	Director (first appointment: 18 November 2005)
JCDecaux France (France)	Chairman (first appointment: 31 December 2011)
JCDecaux Bolloré Holding (France)	Member of the Executive Board (first appointment: 24 May 2011)
MédiaKiosk (France)	Chairman of the Supervisory Committee (first appointment: 30 November 2011)
Média Aéroports de Paris (France)	Director (first appointment: 7 September 2011)
JCDecaux España SLU (formerly El Mobiliario Urbano SLU) (Spain)	Chairman of the Board of Directors (first appointment: 14 March 2003) Director (first appointment: 14 March 2003)
IGP Decaux Spa (Italy)	Director (first appointment: 1 December 2001)
JCDecaux Small Cells Limited (United Kingdom)	Director (first appointment: 3 April 2014)

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
Eurazeo (listed company) (France)	Director (since 26 June 2017)
JCDecaux Holding (SAS) (France)	Director (first appointment: 22 June 1998) Chairman (until 5 April 2018) Chief Executive Officer (since 5 April 2018)
Decaux Frères Investissements (SAS) (France)	Chief Executive Officer (first appointment: 24 October 2007)
SCI du Mare (France)	Manager (first appointment: 14 December 2007)
HLD (SCA) (France)	Permanent representative of Decaux Frères Investissements, Member of the Supervisory Board (first appointment: 25 March 2011)
SCI Clos de la Chaîne (France)	Manager (first appointment: 1 August 2013)
SCI Trois Jean (France)	Manager (first appointment: 1 August 2013)
Apolline Immobilier (SAS) (France)	Managing Director (first appointment: 27 November 2015)
BDC SAS (France)	Director (first appointment: 27 July 2016)
Médiavision et Jean Mineur (France)	Director (first appointment: 22 September 2016)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS
None

JEAN-FRANÇOIS DECAUX – CHIEF EXECUTIVE OFFICER

60 – Nationality: French

Holds 401,752 shares

Work address: 991 Great West Road, Brentford, Middlesex TW8 9DN (United Kingdom)

Chief Executive Officer since 17 May 2018 for a term of one year (i.e. until the Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018) in accordance with the Company's principle of alternating management responsibilities (annual rotation with Jean-Charles Decaux).

Date of first appointment to the Executive Board:	9 October 2000
Date of most recent reappointment to the Executive Board:	17 May 2018
Date of expiry of term of office on the Executive Board:	Supervisory Board meeting after the 2021 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2020

Jean-François Decaux joined the Group in 1982 and started and developed the German subsidiary. He also oversaw the development of the United Kingdom, of all of the subsidiaries in Northern and Eastern Europe and then successfully managed the Company's moves into North America, Central Asia and Australia.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES	
Media Frankfurt GmbH (Germany)	Vice-Chairman of the Supervisory Board (first appointment: 3 April 2001)
JCDecaux UK Ltd. (United Kingdom)	Director (first appointment: 24 September 2013)
Russ Out of Home BV (Netherlands)	Director (first appointment: 12 February 2013)
AFA JCDecaux A/S (Denmark)	Chairman of the Board of Directors (first appointment: 11 October 2013)

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
JCDecaux Holding (SAS) (France)	Director (first appointment: 22 June 1998) Chief Executive Officer (first appointment: 1 June 2017)
SCI Congor (France)	General Manager (first appointment: 17 January 2000)
Decaux Frères Investissements (SAS) (France)	Chief Executive Officer (first appointment: 24 October 2007)
DF Real Estate (Luxembourg)	Director (first appointment: 17 December 2007)
Apolline Immobilier (SAS) (France)	Managing Director (first appointment: 27 November 2015)
Médiavision et Jean Mineur (France)	Director (first appointment: 22 September 2016)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
JCDecaux Holding (SAS) (France)	Chairman (until 1 June 2017)

JEAN-SÉBASTIEN DECAUX – MEMBER OF THE EXECUTIVE BOARD

42 – Nationality: French

Holds 1,752 shares (plus 250,105 shares through Holding des Dhuits)

Work address: Centro direzionale Milanofiori Strada 3 Palazzo B/10 20090 ASSAGO (MI) (Italy)

Date of first appointment:	15 May 2013
Date of most recent reappointment:	19 May 2016
Date of expiry of term of office:	Supervisory Board meeting after the 2021 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2020.

Jean-Sébastien Decaux joined JCDecaux in the United Kingdom in 1998.

In 2001, following the agreement between IGP (du Chène de Vère family), Rizzoli Corriere della Sera and JCDecaux, he was appointed as CEO Street Furniture and as Sales and Marketing Director of the Italian company IGP Decaux.

In 2004, he also took over at the helm of the Belgian and Luxembourg subsidiaries. In 2010, Jean-Sébastien Decaux was appointed as CEO Southern Europe, a post created to consolidate the operations of Spain, Portugal and Italy within the same regional entity.

Since 1 March 2013, Jean-Sébastien Decaux has been CEO Southern Europe, Belgium & Luxembourg and CEO Africa, Israel.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES	
JCDecaux Bolloré Holding (France)	Member of the Executive Board (first appointment: 1 March 2013) Chief Executive Officer (from 22 June 2018) Chairman (since 14 June 2017)
JCDecaux South Africa Outdoor Advertising (PTY) Ltd (South Africa)	Chairman of the Board of Directors and Director (first appointment: 11 February 2013)
JCDecaux Subsaharan Africa Holdings (PTY) Ltd (South Africa)	Director (first appointment: 18 June 2015)
JCDecaux Nigeria Outdoor Advertising Limited (Nigeria)	Director (first appointment: 29 January 2016)
JCDecaux Portugal - Mobiliario Urbano E Publicidade Lda (Portugal)	Manager (first appointment: 15 May 2011)
JCDecaux España SLU (Spain)	Chairman of the Board of Directors (until 27 June 2018) and Director (until 27 June 2018) Managing Director (until 27 June 2018)
JCDecaux España SLU (formerly El Mobiliario Urbano SLU) (Spain)	Director (first appointment: 1 May 2011) Managing Director (first appointment: 1 May 2011) Chairman (first appointment: 3 July 2018)
JCDecaux Atlantis SA (Spain)	Chairman of the Board of Directors (first appointment: 1 May 2011) and Director (first appointment: 1 May 2011) Managing Director (first appointment: 1 May 2011)
JCDecaux Transport España SLU (Spain)	Chairman of the Board of Directors (until 27 June 2018) and Director (until 27 June 2018) Managing Director (until 27 June 2018)
Corporacion Europea de Mobiliario Urbano SA (CEMUSA) (Spain)	Chairman of the Board of Directors (until 9 October 2018) and Director (until 9 October 2018) Managing Director (until 9 October 2018)
IGP Decaux Spa (Italy)	Chairman of the Board of Directors (first appointment: 30 June 2015) and Director (first appointment: 23 July 2002)
Cemusa OOH Italie Srl (Italy)	Chairman (until 1 January 2017)
Jean-Claude Decaux Luxembourg (Luxembourg)	Permanent representative of sprl JSD Investimenti, Board director and Chairman of the Board of Directors (first appointment: 2 June 2004)
JCDecaux Street Furniture Belgium (Belgium)	Permanent representative of sprl JSD Investimenti, Board director (first appointment: 28 January 2004)

JCDecaux Airport Belgium (Belgium)	Permanent representative of sprl JSD Investimenti, Director (until 7 February 2018)
City Business Media (Belgium)	Permanent representative of sprl JSD Investimenti, Director (first appointment: 3 January 2007)
OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
JCDecaux Holding (SAS) (France)	Chairman (until 5 April 2018) Chief Executive Officer (until 5 April 2018) Director (first appointment: 22 June 2009)
Decaux Frères Investissements (SAS) (France)	Chief Executive Officer (first appointment: 24 October 2007)
Holding Des DHuits (Belgium)	Director (first appointment: 30 July 2009) Managing Director (first appointment: 30 July 2009)
Apolline Immobilier (SAS) (France)	Managing Director (first appointment: 27 November 2015)
OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
Bouygues Telecom (France)	Permanent representative of JCDecaux Holding, Board director (until 11 April 2017)

EMMANUEL BASTIDE – MEMBER OF THE EXECUTIVE BOARD

50 – Nationality: French

Holds 4,878 shares

Work address: House C10, Stanley Knoll, 42 Stanley Village Road, Stanley (Hong Kong)

Date of first appointment:	1 September 2014
Date of most recent reappointment:	17 May 2018
Date of expiry of term of office:	Supervisory Board meeting after the 2021 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2020

Emmanuel Bastide is a graduate of the Ecole des Mines de Paris (ENSMP).

Emmanuel Bastide began his career as a Works Engineer with Saur in 1994, and joined JCDecaux in 1998 as Deputy Regional Director, Île-de-France Est. In 1999, he was appointed as Head of Development for North Asia, excluding Japan, a position based in Hong Kong.

Promoted in 2001 as Senior Vice Chairman of JCDecaux in Japan (joint venture of JCDecaux SA and Mitsubishi Corporation, of which JCDecaux holds 60%), he becomes the Chairman in 2002.

Since 1 January 2007, Emmanuel Bastide has been the Chief Executive Officer Asia of JCDecaux and is in charge of various countries including, but not limited to: Japan, Korea, China/Hong Kong, Macao, India, Thailand, Singapore, Malaysia, Mongolia, Vietnam, Burma, etc.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

Nanjing Metro JCDecaux Advertising Co., Ltd. (China)	Director (first appointment: 6 January 2011)
Chengdu MPI Public Transportation Advertising Co., Ltd. (China)	Director (first appointment: 7 December 2011)
Chongqing MPI Public Transportation Advertising Co., Ltd. (China)	Director (first appointment: 1 June 2011)
Suzhou JCDecaux Metro Advertising Ltd. (China)	Director (first appointment: 9 November 2012)
JCDecaux (China) Holding Ltd. (Hong Kong)	Director (first appointment: 7 May 2007)
JCDecaux Pearl & Dean Ltd. (Hong Kong)	Director (first appointment: 23 January 2007)
JCDecaux Cityscape Ltd. (Hong Kong)	Director (first appointment: 23 May 2005)
JCDecaux Cityscape Ltd. (Hong Kong)	Director (first appointment: 23 May 2005)
Immense Prestige (Hong Kong)	Director (first appointment: 23 May 2005)
JCDecaux Innovate Ltd. (Hong Kong)	Director (until 21 March 2018)
JCDecaux Digital Vision (HK) Ltd. (Hong Kong)	Director (first appointment: 8 May 2007)
JCDecaux Vietnam Holding Ltd. (Hong Kong)	Director (first appointment: 17 September 2008)
MCDecaux Inc. (Japan)	Director (first appointment: 24 April 2014)
Cyclocity, Inc (Japan)	Director (first appointment: 5 October 2009)
JCDecaux Korea Inc. (South Korea)	Director (first appointment: 26 October 2001)
JCDecaux Macau Ltd. (Macau)	Director (first appointment: 14 June 2007)
JCDecaux (M) Sdn. Bhd. (Malaysia)	Director (first appointment: 24 July 2007)
JCDecaux Media Sdn Bhd (Malaysia)	Director (first appointment: 24 July 2007)
JCDecaux Mongolia LLC (Mongolia)	Director (first appointment: 28 April 2014)
JCDecaux Asia (S) Pte. Ltd. (Singapore)	Director (first appointment: 26 February 2007)
JCDecaux Singapore Pte. Ltd. (Singapore)	Director (first appointment: 26 February 2007)
JCDecaux Out of Home Pte. Ltd. (Singapore)	Director (first appointment: 26 February 2007)
JCDecaux Thailand Co., Ltd. (Thailand)	Director (first appointment: 14 June 2007)

JCDecaux Neonlight Co., Ltd. (Thailand)	Director (first appointment: 14 June 2007)
MNCDecaux Media Utama (Indonesia)	Director (first appointment: 17 December 2015)
FMIDecaux Co., Ltd. (Myanmar)	Director (first appointment: 21 July 2017)
OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
None	
OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
None	

DAVID BOURG – MEMBER OF THE EXECUTIVE BOARD

49 - Nationality: French

Holds 1,025 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Date of first appointment:	15 January 2015
Date of most recent reappointment:	17 May 2018
Date of expiry of term of office:	Supervisory Board meeting after the 2021 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2020

David Bourg is a graduate of Sciences Po Paris and obtained a Master's degree and post-graduate diploma in economics (DEA) from the University of Paris Dauphine.

He began his career in the firm Deloitte & Touche with various positions of responsibility, including Audit Supervisor in Buenos Aires and Audit Manager in Paris. He joined JCDecaux in 2001 as a Business Development Manager principally responsible for merger & acquisition projects within the Group. He was appointed Chief Financial Officer for Asia in 2005, and CEO for Middle East in 2011.

David Bourg has been Group Chief Financial and Administrative Officer since 15 January 2015.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

JCDecaux Bolloré Holding (France)	Member of the Executive Board (first appointment: 15 January 2015)
MédiaKiosk (France)	Member of the Supervisory Committee (first appointment: 1 April 2015)
Média Aéroports de Paris (France)	Director (first appointment: 28 January 2015)
IGP Decaux Spa (Italy)	Director (first appointment: 10 March 2015)
JCDecaux Small Cells Limited (United Kingdom)	Director (first appointment: 15 January 2015)
JCDecaux Subsaharan Africa Holdings (PTY) Ltd (South Africa)	Director (first appointment: 18 June 2015)

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

None

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

DANIEL HOFER – MEMBER OF THE EXECUTIVE BOARD

55 – Nationality: Swiss

Holds 5,000 shares

Work address: Giesshübelstrasse 4, CH-8045 Zurich (Switzerland)

Date of first appointment:	1 September 2014
Date of most recent reappointment:	17 May 2018
Date of expiry of term of office:	Supervisory Board meeting after the 2021 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2020.

Daniel Hofer holds an MBA from the University of Rochester (New York) and a Business Administration Doctorate from the University of South Australia (UniSA) in Adelaide.

Daniel Hofer fulfilled several management roles in the media sector before joining NZZ Group (Neue Zuercher Zeitung), one of the leading media companies in Switzerland, as Member of the Executive Board, from 2006 to 2010.

From 1 October 2010, Daniel Hofer assumed the duties of Chief Executive Officer of APG-SGA, the outdoor advertising leading company in Switzerland. He has been Chairman of the Board of Directors of that company since 21 May 2014.

Since 1 September 2014, Daniel Hofer assumes the duties of Chief Executive Officer Germany, Austria, Central and Eastern Europe and Central Asia of JCDecaux SA.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

APG SGA SA (listed company) (Switzerland)	Chairman of the Board of Directors (first appointment: 21 May 2014)
JCDecaux Corporate Services GMBH (Switzerland)	Manager (first appointment: 20 August 2014)
Gewista werbegesellschaft m.b.H. (Austria)	Vice-Chairman of the Supervisory Committee (first appointment: 26 September 2014)
JCDecaux Bulgaria Holding B.V. (Netherlands)	Director (class A) (first appointment: 23 December 2014)
JCDecaux Hungary Zrt. (Hungary)	Member of the Supervisory Committee (first appointment: 12 December 2014)
RTS Decaux jsc (Kazakhstan)	Member of the Board of Directors (first appointment: 11 September 2014)
Big Board Ukraine (BIG BOARD BV) (Ukraine)	Member of the Board of Directors (first appointment: 26 September 2014)
JCDecaux Central Eastern Europe Holding GMBH (Austria)	Manager (first appointment: 12 November 2015)

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

None

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

1.3.2. Offices held by members of the Supervisory Board

GÉRARD DEGONSE – CHAIRMAN OF THE SUPERVISORY BOARD

71 – Nationality: French

Holds 50,757 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Chairman of the Supervisory Board since 15 May 2013, the Supervisory Board, at its meeting of 19 May 2016, renewed his appointment for the duration of his membership of the Board (i.e. until the Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018).

He has also been a member of the Compensation and Nominating Committee since 15 May 2013.

Date of first appointment to the Supervisory Board:	15 May 2013
Date of most recent reappointment as member of the Supervisory Board:	19 May 2016
Date of expiry of the term of office as member of the Supervisory Board:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018

Supervisory Board attendance rate: 100%

Compensation and Nominating Committee attendance rate: 100%

Gérard Degonse is a graduate of the Institut de Sciences Politiques Paris.

He was Acting Chief Executive Officer of JCDecaux Holding until 30 June 2017. Before that he was Chief Financial and Administrative Officer of the JCDecaux Group, where he also served on the Executive Board from 2000 to 2010. Before joining the JCDecaux Group, Gérard Degonse was Finance and Treasury Director with the Elf Aquitaine Group. He was previously Vice President Treasurer and Company Secretary of Euro Disney.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

Decaux Frères Investissements (SAS) (France)	Director (first appointment: 2 March 2011)
Octo Technology (France)	Member of the Supervisory Committee (first appointment: 2011)
SCI CARO DES PINS (France)	Manager (first appointment: 22 March 2018)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

JCDecaux Holding (SAS) (France)	Acting Chief Executive Officer (until 30 June 2017)
Lendix (France)	Member of the Supervisory Committee (until 30 June 2017)
BDC (France)	Director (until 30 June 2017)
HLD E (Luxembourg)	Member of the Supervisory Committee (until 30 June 2017)

JEAN-PIERRE DECAUX – VICE CHAIRMAN OF THE SUPERVISORY BOARD

75 – Nationality: French

Holds 1,574 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Vice-Chairman of the Supervisory Board since 9 October 2000: the Supervisory Board, at its meeting of 11 May 2017, renewed his appointment for the duration of his membership on the Board (i.e. until the Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018).

Date of first appointment to the Supervisory Board:	9 October 2000
Date of most recent reappointment as member of the Supervisory Board:	11 May 2011
Date of expiry of the term of office as member of the Supervisory Board:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018
Supervisory Board attendance rate: 80%	

During his career with the Group, which he joined from its beginning in 1964, Jean-Pierre Decaux has held various posts. In particular, he was Chairman and CEO of S.O.P.A.C.T. (Société de Publicité des Abribus® et des Cabines Téléphoniques) from 1975 to 1988, Chairman and CEO of R.P.M.U. (Régie Publicitaire de Mobilier Urbain) from 1980 to 2001, CEO of Decaux SA (now JCDecaux SA) from 1989 to 2000 et Chairman and CEO of S.E.M.U.P. (Société d'Exploitation du Mobilier Urbain Publicitaire) from 1995 to 2001.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES	
None	

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
SCI Bagavi	Manager (first appointment: nd)
SCI Criluca	Manager (first appointment: nd)
SCI JPJM	Manager (first appointment: 15 January 2016)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
SCI de la Plaine Saint Pierre (France)	Manager (until 10 January 2015)

MICHEL BLEITRACH (INDEPENDENT MEMBER) – MEMBER OF THE SUPERVISORY BOARD

73 – Nationality: French

Holds 1,000 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Michel Bleitrach has also been a member of the Compensation and Nominating Committee since 15 May 2013 and Chairman of the Ethics Committee since 5 December 2018.

Date of first appointment:	15 May 2013
Date of most recent reappointment:	19 May 2016
Date of expiry of term of office:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018

Supervisory Board attendance rate: 100%

Compensation and Nominating Committee attendance rate: 100%

Michel Bleitrach is an alumnus of Ecole Polytechnique (X65) and Ecole Nationale des Ponts et Chaussées. He also holds a degree in Economics and an MBA from Berkeley.

He is also a director and Chairman of the Compensation and Appointments Committee of SPIE SA. Michel Bleitrach is Honorary Chairman of the Union des Transports Publics et Ferroviaires (French public transport and rail trade association). He is a director of Socotec and Chairman of the Supervisory Board of Indigo.

Michel Bleitrach was formerly Executive Chairman of SAUR. Prior to that, he was Chairman of the Executive Board of KEOLIS.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES	
None	

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
ALBIOMA (France) (listed company)	Deputy Chairman of the Board of Directors (until 30 May 2018)
SPIE SA (France) (listed company)	Director (first appointment: 2011)
INDIGO (France)	Chairman of the Supervisory Board (first appointment: 2 July 2014)
SOCOTEC (France)	Director (first appointment: 1 October 2016)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
VEDICI (France)	Director (until 16 September 2014)
KEOLIS SA (France)	Director (until 31 March 2014)

ALEXIA DECAUX-LEFORT – MEMBER OF THE SUPERVISORY BOARD

33 – Nationality: French

Holds 1,000 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Date of first appointment:	15 May 2013
Date of most recent reappointment:	19 May 2016
Date of expiry of term of office:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018

Taux d'assiduité au Conseil de surveillance: 80%

Alexia Decaux-Lefort is a graduate of Warwick University in the UK.

Since October 2017, she has held the position of Marketing Project Leader at Piaget, part of the Richemont International Group, where she began her career in 2008.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

None

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

BÉNÉDICTE HAUTEFORT (INDEPENDENT MEMBER) – MEMBER OF THE SUPERVISORY BOARD

50 – Nationality: French

Holds 1,000 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Bénédicte Hautefort has also been a member of the Audit Committee since 11 May 2017.

Date of first appointment:	11 May 2011
Date of expiry of term of office:	until the 2020 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2019

Supervisory Board attendance rate: 100%
Audit Committee attendance rate: 100%

A graduate of HEC, Bénédicte Hautefort is the founder of EquityStories, a financial communication firm, and of Hebdo des AG, a leading digital publication reporting on governance and investor relations in the Paris financial market.

She previously worked as an auditor at Arthur Andersen and was the finance and business strategy manager at Péchiney before starting her first financial communication firm, InvestorSight, in 2003, then joining Havas Paris in 2011.

Since 2013, she has been a member of the Board of Directors and the Chair of the Audit Committee of Groupe Flo.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

Groupe Flo	Board director (first appointment: 2013)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

HERVÉ HERCHIN, MEMBER OF THE SUPERVISORY BOARD REPRESENTING EMPLOYEES (SINCE 25 OCTOBER 2018)

58 – Nationality: French

Holds no shares

Business address: 210, impasse Louis Ferdinand Herold 34076 Montpellier (France)

Hervé Herchin has also been a member of the Compensation and Nominating Committee since 5 December 2018.

Date of first appointment by the Works Council:	25 October 2018
Date of expiry of term of office:	25 October 2021

Supervisory Board attendance rate: 100%

Hervé Herchin joined the Group in 1989. Since 1 January 2018, he has been Regional Manager for Development and Heritage of the Occitanie region.

Hervé Herchin was appointed to the Supervisory Board as member representing employees by the Works Council at its meeting of 25 October 2018 for a period of three years. As required by law, Hervé Herchin has relinquished his offices as employee representative within the JCDecaux SEU.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

None

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

SYLVIE LELOUARN, MEMBER OF THE BOARD REPRESENTING EMPLOYEES (UNTIL 29 OCTOBER 2018)

56 – Nationality: French

Holds no shares

Business address: 19, quai du Moulin de Cage 92230 Gennevilliers (France)

Sylvie Lelouarn was also a member of the Compensation and Nominating Committee until 29 October 2018.

Date of first appointment by the Works Council:	29 October 2015
Date of expiry of term of office:	29 October 2018

Supervisory Board attendance rate: 80%
Compensation and Nominating Committee attendance rate: 100%

Sylvie Lelouarn joined the Group in 1982 as an Administrative Secretary for Avenir.

Since 2004, she is an Estate Assistant at JCDecaux's agency in Gennevilliers.

Sylvie Lelouarn was appointed to the Supervisory Board of JCDecaux SA by the JCDecaux Works Council on 29 October 2015 for a period of three years. As required by law, Sylvie Lelouarn relinquished her office as full member of the JCDecaux SEU Works Council.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

None

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

PIERRE MUTZ (INDEPENDENT MEMBER) – MEMBER OF THE SUPERVISORY BOARD

76 – Nationality: French

Holds 1,000 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Pierre Mutz has also been a member of the Audit Committee since 13 May 2009, Chairman of the Compensation and Nominating Committee since 15 May 2013 and a member of the Ethics Committee since 5 December 2018.

Date of first appointment:	13 May 2009
Date of most recent reappointment:	17 May 2018
Date of expiry of term of office:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018

Supervisory Board attendance rate: 100%
Audit Committee attendance rate: 100%
Compensation and Nominating Committee attendance rate: 100%

A graduate from the military academy in Saint-Cyr, Pierre Mutz began his career in the Army in 1963, then joined the Prefectural Corps in 1980, where he was Chief of Cabinet to the Commissioner of Police in Paris, Executive Civil Servant, Staff Sub-Manager of the Police Headquarters and Director of Cabinet to the Commissioner of Police in Paris.

He also served as the Prefect of Essonne, from 1996 to 2000, Prefect of the Limousin region and Prefect of Haute-Vienne from 2000 to 2002, Director General of the National Gendarmerie from 2002 to 2004, as well as Commissioner of Police of Paris from 2004 to 2007.

Then he held the office of Prefect of the Ile-de-France region and Prefect of Paris between May 2007 and October 2008.

Pierre Mutz is an honorary regional prefect.

Pierre Mutz is a Commander of the French Legion of Honour and a holder of the Grand Cross of the French National Order of Merit.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES	
None	

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
Eiffage (listed company) (France)	Adviser to the Chairman (first appointment: 1 December 2008)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
Axa France IARD (France)	Director (until 6 May 2015)
Ecole Normale Supérieure (France)	Director (until June 2014)
Groupe Logement Français (France)	Chairman of the Supervisory Board (until December 2016)
France Habitation (France)	Director (until June 2016)

PIERRE-ALAIN PARIENTE – MEMBER OF THE SUPERVISORY BOARD

83 – Nationality: French

Holds 1,020 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Date of first appointment:	9 October 2000
Date of most recent reappointment:	17 May 2018
Date of expiry of term of office:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2018

Supervisory Board attendance rate: 100%

Pierre-Alain Pariente held various positions within the Group from 1970 to 1999, including Sales and Marketing Director of R.P.M.U. (Régie Publicitaire de Mobilier Urbain).

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

S.C.E.A. La Ferme de Chateluis (France)	Manager (first appointment: 23 July 2001)
Arthur SA (France)	Director (first appointment: nd)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

XAVIER DE SARRAU – MEMBER OF THE SUPERVISORY BOARD

68 – Nationality: Swiss

Holds 30,000 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Date of first appointment:	14 May 2003
Date of most recent reappointment:	17 May 2018
Date of expiry of term of office:	Supervisory Board meeting following the 2021 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2020

Supervisory Board attendance rate: 100%
Audit Committee attendance rate: 100%

Xavier de Sarrau is an attorney admitted at the Paris Bee, he specialises in advising private companies and family businesses. He began his career in 1973 as a lawyer with Arthur Andersen in their Legal and Tax Department.

He has also held the following positions:

- from 1989 to 1993: Managing Partner of Arthur Andersen – Tax and Legal for France
- from 1993 to 1997: Chairman of Arthur Andersen for all operations in France
- from 1997 to 2000: Chairman of Arthur Andersen for Europe, Middle East, India and Africa (based in London)
- from 2000 to 2002: Managing Partner – Global Management Services (based in London and New York). He also served multiple terms on the Board of Directors of Arthur Andersen.

All of this experience has enabled him to acquire expertise in the areas of international taxation, ownership structures and management of private assets, complex financial instruments, mergers and reorganisations. He has also written several books and articles on international tax law and lectured at the World Economic Forum.

Xavier de Sarrau is a Knight of the French Legion of Honour and a former member of the National Bar Council (Conseil National des Barreaux).

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES	
None	

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP	
Thala SA (Switzerland)	Chairman of the Board of Directors (first appointment: July 2008)
Lagardère SCA (France) (listed company)	Chairman of the Supervisory Board (first appointment: 2010)
Verny Capital (Kazakhstan)	Board director (first appointment: 2013)
Gordon S.Blair (Monaco)	Board director (first appointment: 2014)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
Oredon Associates (United Kingdom)	Director (until 2015)
Dombes SA (Switzerland)	Director (until 2014)
IRR SA (Switzerland)	Director (until 2014)

MARIE-LAURE SAUTY DE CHALON (INDEPENDENT MEMBER) – MEMBER OF THE SUPERVISORY BOARD

55 – Nationality: French

Holds 1,000 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Date of first appointment:	11 May 2017
Date of expiry of term of office:	until the 2020 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2019

Supervisory Board attendance rate: 100%

Marie-Laure Sauty de Chalon holds a Master of Law and is a graduate of the Institut d'Etudes Politiques de Paris.

After working in various advertising sales divisions in the press and television sectors she became head of Carat Interactive in 1997.

In 2001 she became Chairwoman and Chief Executive Officer of Consodata North America.

She became head of the Aegis Media Group for France and southern Europe in 2004.

From June 2010 to May 2018, she was Chairwoman and CEO of Aufeminin.

She founded Factor K in July 2018 and teaches at Sciences Po Paris.

Marie-Laure Sauty de Chalon has also been a member of the Autorité de la concurrence (French competition authority) since 2014.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

Au féminin SA (France) (listed company)	Chairwoman and Chief Executive officer (until 27 April 2018)
SARL Au féminin Productions (France)	Manager (until 27 April 2018)
goFeminin.de GmbH (Germany)	Co-Manager (until 27 April 2018)
soFeminine.co.uk Ltd. (United Kingdom)	Director (until 27 April 2018)
SAS Marmiton (France)	Chairwoman (until 27 April 2018)
SAS Etoile Casting (France)	Chairwoman (until 27 April 2018)
SAS Les Rencontres au féminin (France)	Chairwoman (until 27 April 2018)
My Little Paris (France)	Member of the Supervisory Committee (until 27 April 2018)
LVMH (France) (listed company)	Director (first appointment: 1 May 2011)
Carrefour (France) (listed company)	Director (first appointment: 1 July 2017)
Coorpacademy (France)	Director (first appointment: 1 July 2017)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

LEILA TURNER (INDEPENDENT MEMBER) – MEMBER OF THE SUPERVISORY BOARD

35 – Nationality: French

Holds 1,000 shares

Business address: 17 rue Soyer, 92200 Neuilly-sur-Seine (France)

Date of first appointment:	11 May 2011
Date of expiry of term of office:	until the 2020 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2019

Supervisory Board attendance rate: 100%

Leila Turner is a graduate of the Institut d'Etudes Politiques de Paris and holds a Master of International Affairs from Columbia University in New York. She also studied at the Cairo University Centre for Languages and Arabic Culture and at Georgetown University in Washington D.C.

After a few years in San Francisco dedicated to bringing together large groups and start-ups, Leila Turner joined FABERNOVEL in Paris in 2011 to take part in the launch of an activity dedicated to the development of innovation culture and practices among business leaders. She then focused on the commercial development of FABERNOVEL Paris and in 2015 was appointed CEO of FABERNOVEL INNOVATE, the innovation agency of the FABERNOVEL Group, of which she was then a partner.

Leila Turner gave up her post to join Chanel and to move to New York in the summer of 2018. She now holds the position of Head of Incubation within the group's recently created Innovation Department.

OTHER OFFICES AND POSITIONS HELD IN 2018 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2018 IN COMPANIES OUTSIDE THE GROUP

None

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

1.4. Items of potential impact in the event of a public offering (Article L. 225-37-5 of the French Commercial Code)

1.4.1. Structure of the Company's share capital

These items are listed in the "Shareholding" section on page 274 and the "Share capital" section on page 280 of this Registration Document.

1.4.2. Restrictions laid down in the Articles of Association on the exercise of voting rights and transfers of shares or in clauses of agreements brought to the attention of the Company pursuant to Article L. 233-11 of the French Commercial Code/List of holders of any security containing special control rights and their description

There are no restrictions in the Articles of Association on the exercise of voting rights (other than the suspension, at the request of one or more shareholders holding at least 5% of the capital – Article 9 of the Articles of Association – of the voting rights of shares that were not the subject of a declaration when a threshold was crossed) or on share transfers. Nor are there any securities with special control rights.

1.4.3. Direct or indirect holdings of the Company's share capital of which it is aware by virtue of Articles L. 233-7 and L. 233-12 of the French Commercial Code

This information is given on page 275 of this Registration Document.

1.4.4. Control mechanisms provided for in any employee shareholding system when control rights have not been exercised by the latter

To the Company's knowledge, there are no such mechanisms.

1.4.5. Agreements between shareholders of which the Company is aware and which can lead to restrictions in share transfers and the exercise of voting rights

To the best of the Company's knowledge, there is no agreement between shareholders that may lead to restrictions on the transfer of shares and the exercise of voting rights.

1.4.6. Rules applicable to the appointment and replacement of members of the Executive Board as well as the amendment of the Company's Articles of Association

The rules governing the appointment and replacement of members of the Executive Board comply with the law and regulations in force and are listed on page 214 of this Registration Document.

The rules applicable to the amendment of the Company's articles of association comply with the regulations in force, the amendment of the articles of association falling within the exclusive remit of the Extraordinary General Meeting of Shareholders, except in the cases expressly stipulated by law.

1.4.7. Powers of the Executive Board to issue or repurchase shares

The powers granted to the Executive Board to issue or repurchase shares are set out on page 281 of this Registration Document.

1.4.8. Agreements signed by the Company that are amended or come to an end in the event of a change in control of the Company

A financing agreement agreed between the Company and a banking syndicate on 15 February 2012, as amended on 14 February 2014, 10 July 2015 and 16 November 2018, for an amount of €825 million, is liable to be terminated in the event of a change in control of the Company.

1.4.9. Agreements providing for compensation for Executive Board members or employees, if they resign or are made redundant without just cause or if their job comes to an end due to a takeover bid

Severance pay for members of the Executive Board in the event of the termination of their employment is mentioned in the "Compensation for members of the Executive Board" section on page 245 of this Registration Document. There is no specific commitment to pay an indemnity in the event of a takeover bid.

1.5. Remarks of the Supervisory Board on the report of the Executive Board and the financial statements

In accordance with Article L. 225-68 of the French Commercial Code, the Supervisory Board must present its remarks on the report of the Executive Board and the financial statements for the year just ended to the annual General Meeting of Shareholders.

The Executive Board sent the corporate financial statements, consolidated financial statements and its report to the Supervisory Board within three months of the end of the financial year.

After verifying and auditing the corporate and consolidated financial statements for 2018 approved by the Executive Board, the Audit Committee having examined the same on 5 March 2019, the Supervisory Board informs the General Meeting of Shareholders that it has no remarks to make on the financial statements.

Neither does the Supervisory Board have any remarks to make on the Executive Board's management report whose draft it examined on 6 March 2019.

1.6. Other information

The information below and the sections of this Registration Document to which it refers are an integral part of the report of the Supervisory Board on corporate governance.

1.6.1. Information on the compensation of each corporate officer

Information relating to the:

- compensation policy for corporate officers
- total compensation and benefits in kind paid by the Company to each corporate officer in 2018
- commitments by the Company towards its corporate officers in terms of components of compensation, pay and benefits due or liable to be due in the event of or subsequent to the assumption, termination or change of duties

are described in "Compensation and Benefits" on page 245 of this Registration Document.

1.6.2. Current delegations of authority to increase the share capital

The table of current delegations of authority to increase the share capital approved by the General Meeting of Shareholders appears on page 281 of this Registration Document.

1.6.3. Special terms relating to the participation of shareholders in the General Meeting

The terms relating to the participation of shareholders in the General Meeting of Shareholders are set out in the Articles of Association and summarised on page 211 of this Registration Document.

2. COMPENSATION AND BENEFITS

2.1. Compensation policy for members of the Executive Board and of the Supervisory Board subject to approval by the General Meeting of Shareholders

The exposition which follows shapes the compensation policy for the members of the Executive Board and of the Supervisory Board drawn up pursuant to Article L. 225-82-2 of the French Commercial Code. This policy sets out the principles and criteria for determining, distributing and awarding the fixed, variable and non-recurring elements making up the total compensation and benefits of all kinds granted to the Company's executive officers.

2.1.1. Principles and criteria for determining the compensation of members of the Executive Board

1) Principles

The principles and criteria for determining, distributing and awarding the elements making up the compensation of members of the Executive Board are proposed by the Compensation and Nominating Committee and approved by the Supervisory Board.

The principles governing the compensation of members of the Executive Board are set out in Article 24.1 of the AFEP-MEDEF Code, to which the Company adheres. If a new member were to be appointed to the Executive Board after the General Meeting of Shareholders of 16 May 2019, his or her compensation would be determined in accordance with these principles.

The principles and criteria for determining the compensation of members of the Executive Board are set out hereafter and will be submitted to a vote by the General Meeting of Shareholders on 16 May 2019.

In accordance with Article L.225-100 of the French Commercial Code, payment in 2020 of the variable and non-recurring elements making up the compensation for 2019 will be conditional on approval by the General Meeting of Shareholders of the compensation elements for the executive officer in question.

2) Components of the compensation of the members of the Executive Board

As a preliminary comment, it should be made clear that:

- Jean-François Decaux and Jean-Charles Decaux in their capacity as Chairman of the Executive Board and Chief Executive Officer respectively receive compensation by virtue of their office
- Jean-Sébastien Decaux, member of the Executive Board, CEO Southern Europe and Belux, and CEO Africa and Israel, receives compensation by virtue of his office
- Emmanuel Bastide, Chief Executive Officer, Asia, David Bourg, Group Chief Financial and Administrative Officer, and Daniel Hofer, Chief Executive Officer, Germany, Austria, Eastern Europe and Central Asia, receive different forms of compensation in their capacity as employees and in respect of their operational roles and specific functions distinct from their corporate office. Therefore, the internal rules for hierarchical subordination, inherent in an employment contract, guarantee continuous and effective control of their performance.

• Fixed Compensation

The fixed compensation of members of the Executive Board is set and reviewed annually by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

This recommendation takes into account the experience, level and difficulty of responsibilities, seniority within the group and practices observed within the group or in companies operating comparable businesses.

Furthermore, in order to make a recommendation to the Supervisory Board, the Compensation and Nominating Committee may rely on comparative studies of compensation for corporate executive officers.

It is further noted that any significant increase in the fixed compensation of members of the Executive Board must be justified in the Registration Document.

• Annual variable compensation

The criteria for determining the variable compensation of members of the Executive Board are set and reviewed annually by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

The variable compensation of members of the Executive Board is set on an individual and conditional basis in light of strict quantifiable and qualitative criteria (the nature of these criteria is described in paragraph 2.2 Compensation of the members of the Executive Board).

With regard to quantifiable criteria, the level of achievement required in respect of financial objectives is measured and assessed each year by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

In view of the need to preserve the confidentiality of these criteria, which are closely linked to the Company's strategy, the Supervisory Board does not feel it can disclose them in greater detail.

The variable compensation of the members of the Executive Board may not exceed a given percentage of their annual fixed salary (the percentages are described in paragraph 2.2 Compensation of the members of the Executive Board).

• Non-recurring compensation

On recommendation from the Compensation and Nominating Committee, the Supervisory Board may decide to award a non-recurring compensation payment to members of the Executive Board after reviewing the particular circumstances justifying it (e.g.: gaining new, high-value contracts, strategic acquisitions, a successful reorganisation, etc.).

• Directors' Fees

The members of the Executive Board do not receive directors' fees from JCDecaux SA, but may receive them from any subsidiaries of JCDecaux SA in which they hold directorships.

- Fringe benefits

  Members of the Executive Board may receive fringe benefits, such as the provision of company car(s), job-related housing and school fees for their children.

- Stock option and bonus share plans.

Bonus shares

The Executive Board may grant bonus shares to the members of the Executive Board.

Stock option

Allocation

The Executive Board may grant stock options to the members of the Executive Board up to a maximum percentage of their annual fixed remuneration, determined by the Supervisory Board.

Jean-François Decaux and Jean-Charles Decaux do not have any stock options, having waived their entitlement since the IPO in 2001.

Jean-Sébastien Decaux, David Bourg, Emmanuel Bastide and Daniel Hofer are eligible for stock option plans set up, where relevant, within the group.

Stock options granted by the Company provide the right to subscribe to shares issuance at a price defined at the time of grant.

The granting of stock options is in turn subject to performance conditions relating to the group financial results and to individual objectives achieved during the preceding year.

Exercise

The exercise of stock options is subject to the achievement of performance conditions set by the Supervisory Board on the recommendation of the Compensation and Nominating Committee.

Should the officer resign, unless the Executive Board decides otherwise, the recipient may exercise any options exercisable on that date only, at the latest on the date of his/her leaving the Company. Any options granted but that cannot be exercised on that date are lost.

- Supplementary pension

  Members of the Executive Board may join a supplementary pension scheme subject to the principles for determining compensation set forth in the AFEP-MEDEF Code.

- Non-competition compensation.

  Members of the Executive Committee may receive non-competition compensation.

3) Components of compensation for the members of the Executive Board approved by the General Meeting of Shareholders, in accordance with the procedure for regulated agreements and commitments

The components of compensation mentioned below serve simply as a reminder of the components already approved by the General Meeting of Shareholders.

- Supplementary pension scheme

  Daniel Hofer also benefits from an annual supplementary retirement pension contribution. This contribution corresponds to 16% of his annual fixed compensation increased by the variable compensation up to the contractual limit of a CHF110,139.60 contribution for a full year.

  According to applicable Swiss regulations, the contribution's base is capped. However, within the regulatory limit, Daniel Hofer has the option to deduct a part of his variable compensation to be converted into a retirement pension contribution.

  The payment of this pension contribution by the Company is subject to satisfying performance conditions as recommended by the Compensation and Nominating Committee and authorised by the Supervisory Board, the details of which are set out in this Registration Document.

  This regulated commitment was approved by the General Meeting of Shareholders of 13 May 2015 (seventh resolution).

- Non-competition compensation

  If Emmanuel Bastide's and David Bourg's employment contracts are terminated, they are entitled to receive a non-compete indemnity from the Company, for two years, corresponding to 33% of their variable and fixed salary, calculated on the average of the last twelve months before the date when the contract is terminated.

  The Company has the right of discharging the concerned persons from their commitment in case of termination of employment, and not pay the related compensation.

  These regulated commitments were approved by the General Meeting of Shareholders of 13 May 2015 (seventh and eighth resolutions).

2.1.2. Principles and criteria for determining the compensation of the members of the Supervisory Board

1) Principles

The principles and criteria for determining, allocating and awarding the elements making up the compensation of the members of the Supervisory Board are drawn up in accordance with the AFEP-MEDEF Code, to which the Company adheres.

2) Components of the compensation of the members of the Supervisory Board

Members of the Supervisory Board are not entitled to variable compensation, stock options or bonus shares.

Members of the Supervisory Board receive directors' fees only.

The total amount of directors' fees is approved by the General Meeting of Shareholders; their allocation is reviewed annually by the Compensation and Nominating Committee and approved by the Supervisory Board.

Directors' fees are made up of a fixed part and a variable part, in the main conditional on the actual attendance by the members of the Supervisory Board at its meetings. The amounts awarded in respect of the fixed portion are pro-rated when terms of office begin or end during the course of a fiscal year.

Directors' fees paid to members of Committees consist solely of a variable part that is conditional on members' actual attendance at Committee meetings.

Directors' fees are paid to members of the Board and committees quarterly, in arrears.

It should also be noted that any additional meetings of the Supervisory Board in addition to the four annual meetings trigger the payment of additional directors' fees. Members of the Supervisory Board do not receive directors' fees when the Supervisory Board meets by teleconference.

With regards to the Committees, beyond the number of meetings planned on an annual basis, any additional meeting, whether in person, by conference call or by video-conference, does not lead to an additional payment being made.

2.2. Compensation of the members of the Executive Board

Information concerning the elements of compensation received for the 2018 fiscal year by all members of the Executive Board, Jean-François Decaux, Jean-Charles Decaux, Jean-Sébastien Decaux, Emmanuel Bastide, David Bourg and Daniel Hofer, is provided below.

The amounts given below are those paid by JCDecaux SA, by JCDecaux Holding, the controlling shareholder of JCDecaux SA, and by JCDecaux SA's foreign subsidiaries. Executive Board members receive no compensation from JCDecaux SA's French subsidiaries.

- For compensation paid in pound sterling, the exchange rate applied is the 2018 average of sterling exchange rates, or €1.130319 to the pound.
- For compensation paid in Swiss francs, the exchange rate applied is the 2018 average of Swiss franc exchange rates, or €0.865832 to the Swiss franc.
- For compensation paid in Hong Kong dollars, the exchange rate applied is the 2018 average of Hong Kong dollar exchange rates, i.e. €0.108039 to the Hong Kong dollar.

The total amount provisioned or recorded by the Company and its subsidiaries to pay retirement or other benefits to corporate officers is given on page 246 of this Registration Document.

2.2.1. Information concerning the compensation of Jean-Charles Decaux, Chairman and member of the Executive Board in respect of 2018

2.2.1.1. Elements making up the compensation for Jean-Charles Decaux in respect of 2018

Fixed Compensation

For 2018, the Supervisory Board meeting on 6 December 2017, on the recommendation of the Compensation and Nominating Committee, decided to keep Jean-Charles Decaux's fixed compensation at the same level as in 2017, i.e. €1,023,435.

Annual variable compensation

Determination and payment criteria:

Jean-Charles Decaux's variable compensation for 2018 could attain 150% of his fixed annual compensation, including:

- a maximum of 50% of his fixed annual compensation on the basis of a quantifiable criterion related to the change in the group's consolidated EBIT in 2018, including:
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2017
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the 2018 budget.
- 50% of the annual fixed compensation on the basis of a quantifiable criterion reflecting the achievement of the 2018 budget as regards the ratio of operating margin to revenue by segment
- 50% of the annual fixed compensation, at the discretion of the Supervisory Board on the recommendation of the Compensation and Nominating Committee, to reflect the General Management's strategic achievements such as signing new contracts, acquiring companies and meeting sustainable development challenges.

Achievement level:

For 2018, the Supervisory Board, on the recommendation of the Compensation and Nominating Committee, and given the group's performance, decided to award Jean-Charles Decaux variable compensation representing 90% of his annual fixed compensation (i.e. €921,092), broken down as follows:

- 40% for reaching quantifiable targets
- 50% for reaching qualitative targets.

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided to award Jean-Charles Decaux 50% of his annual fixed compensation for qualitative objectives, in light of the main strategic objectives achieved in 2018 and, more particularly, the winning of transformative contracts, the acceleration of digital transformation and enhancement of the group's position internationally.

Non-recurring compensation

Nil.

Directors' Fees

Nil.

Fringe benefits

Fringe benefits include a company vehicle in France.

Bonus shares

Nil.

Stock option

Nil.

Jean-Charles Decaux does not have any stock options, having waived his entitlement since the IPO in 2001.

Supplementary pension scheme/Life Assurance

Jean-Charles Decaux has a life insurance policy.

Severance pay

Nil.

2.2.1.2. Summary of Jean-Charles Decaux's compensation

1. Summary of the compensation and options and free shares granted to Jean-Charles Decaux by JCDecaux SA and its controlled entities

In euros	2017	2018
Compensation due for the fiscal year (listed in the following table)	1,712,761	1,967,703
Valuation of options granted during the year	0	0
Valuation of shares granted during the year	0	0
Valuation of long-term variable compensation granted during the year	0	0
TOTAL	1,712,761	1,967,703
CHANGE COMPARED WITH YEAR Y-1	(26%)	+14.8%

2. Summary of the compensation due to and paid to Jean-Charles Decaux by JCDecaux SA and its controlled entities

In euros	2017		2018	
	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017	AMOUNTS DUE FOR 2018	AMOUNTS PAID DURING 2018
Fixed Compensation	1,023,435	1,023,435	1,023,435	1,023,435
Annual variable compensation	665,233[1]	1,265,620[2]	921,092[3]	665,233[1]
Long-term variable compensation	0	0	0	0
Non-recurring compensation	0	0	0	0
Directors' fees	0	0	0	0
Fringe benefits[4]	6,561	6,561	6,543	6,543
Life insurance/Special retirement	17,532	17,532	16,633	16,633
TOTAL	1,712,761	2,313,148	1,967,703	1,711,844

[1] Variable compensation paid in 2018 for 2017, i.e. 65% of the fixed annual salary (the variable compensation of Jean-Charles Decaux could not exceed 150% of his annual fixed compensation for the 2017 fiscal year).

[2] Variable compensation paid in 2017 for 2016, i.e. 124% of the fixed annual salary (the variable compensation of Jean-Charles Decaux could not exceed 150% of his annual fixed compensation for the 2016 fiscal year).

[3] Variable compensation payable in 2019, subject to approval by the 2019 General Meeting of Shareholders, in respect of 2018, i.e. 90% of the fixed annual salary (the variable compensation of Jean-Charles Decaux cannot exceed 150% of his annual fixed compensation for the 2018 fiscal year).

[4] Company vehicle.

3. Summary of the compensation paid to Jean-Charles Decaux by JCDecaux Holding

JCDecaux Holding granted to Jean-Charles Decaux, by virtue of his executive duties within this company, the following amounts:

- for the 2017 fiscal year: fixed compensation of €200,000
- for the 2018 fiscal year: fixed compensation of €200,000.

4. Share subscription or purchase options granted to Jean-Charles Decaux during the year

Nil.

5. Share subscription or purchase options exercised by Jean-Charles Decaux during the year

Nil.

6. Free shares granted to Jean-Charles Decaux during the year

Nil.

7. Free shares granted to Jean-Charles Decaux which became available during the year

Nil.

8. Other information

EMPLOYMENT CONTRACT		SUPPLEMENTARY PENSION SCHEME		COMPENSATION OR BENEFITS DUE OR LIKELY TO BE DUE FOR CEASING OR CHANGING DUTIES		COMPENSATION RELATING TO A NON-COMPETITION CLAUSE	
yes	no	yes	no	yes	no	yes	no
	✓		✓		✓		✓

2.2.2. Information concerning the compensation for Jean-François Decaux, CEO and member of the Executive Board in respect of fiscal year 2018

2.2.2.1. Elements making up the compensation for Jean-François Decaux in respect of 2018

Fixed Compensation

For 2018, the Supervisory Board meeting on 6 December 2017, at the recommendation of the Compensation and Nominating Committee, decided to keep Jean-François Decaux's fixed compensation at the same level as in 2017, i.e. €1,023,435.

Annual variable compensation

Determination and payment criteria:

Jean-François Decaux's variable compensation for 2018 could reach 150% of his fixed annual compensation, including:

- a maximum of 50% of his fixed annual compensation on the basis of a quantifiable criterion related to the change in the group's consolidated EBIT in 2018, including:
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2017
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the 2018 budget.
- 50% of the annual fixed compensation on the basis of a quantifiable criterion reflecting the achievement of the 2018 budget as regards the ratio of operating margin to revenue by segment
- 50% of the annual fixed compensation, at the discretion of the Supervisory Board on the recommendation of the Compensation and Nominating Committee, to reflect the General Management's strategic achievements such as signing new contracts, acquiring companies and meeting sustainable development challenges.

Achievement level:

For 2018, the Supervisory Board, on the recommendation of the Compensation and Nominating Committee, and given the group's performance, decided to award Jean-François Decaux variable compensation representing 90% of his annual fixed compensation (i.e. €921,092), broken down as follows:

- 40% for reaching quantifiable targets
- 50% for reaching qualitative targets.

The Supervisory Board, on the recommendation of the Compensation and Nominating Committee, decided to award Jean-François Decaux 50% of his annual fixed compensation for qualitative objectives, in light of the main strategic objectives achieved in 2018 and, more particularly, the winning of transformative contracts, the acceleration of digital transformation and enhancement of the group's position internationally.

Non-recurring compensation

Nil.

Directors' Fees

Nil.

Fringe benefits

Fringe benefits consist in the provision of two company cars in the United Kingdom.

Bonus shares

Nil.

Stock option

Nil.

Jean-François Decaux does not have any stock options, having waived his entitlement since the IPO in 2001.

Supplementary pension scheme/Life Assurance

Jean-François Decaux has a life insurance policy.

Severance pay

Nil.

2.2.2.2. Summary of Jean-François Decaux's compensation

1. Summary of the compensation and options and free shares granted to Jean-François Decaux by JCDecaux SA and its controlled entities

In euros	2017	2018
Compensation due for the fiscal year (listed in the following table)	1,765,929	2,025,085
Valuation of free share options granted during the year	0	0
Valuation of bonus shares granted during the year	0	0
Valuation of long-term variable compensation granted during the year	0	0
TOTAL	1,765,929	2,025,085
CHANGE COMPARED WITH YEAR Y-1	(26.3%)	+14.4%

2. Summary of compensation due and paid to Jean-François Decaux by JCDecaux SA and its controlled entities

In euros	2017		2018	
	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017	AMOUNTS DUE FOR 2018	AMOUNTS PAID DURING 2018
Fixed Compensation	1,023,435	1,023,435	1,023,435	1,023,435
Annual variable compensation	665,233[1]	1,265,620[2]	921,092[3]	665,233[1]
Long-term variable compensation	0	0	0	0
Non-recurring compensation	0	0	0	0
Directors' Fees	0	25,000[4]	0	0
Fringe benefits[5]	59,696	59,696	63,894	63,894
Life insurance/Special retirement	17,565	17,565	16,664	16,664
TOTAL	1,765,929	2,391,316	2,025,085	1,769,226

(1) Variable compensation paid in 2018 for 2017, i.e. 65% of the fixed annual salary (the variable compensation of Jean-François Decaux could not exceed 150% of his annual fixed compensation for the 2017 fiscal year).

(2) Variable compensation paid in 2017 for 2016, i.e. 124% of the fixed annual salary (the variable compensation of Jean-François Decaux could not exceed 150% of his annual fixed compensation for the 2016 fiscal year).

(3) Variable compensation payable in 2019, subject to approval by the 2019 General Meeting of Shareholders, in respect of 2018, i.e. 90% of the fixed annual salary (the variable compensation of Jean-François Decaux cannot exceed 150% of his annual fixed compensation for the 2018 fiscal year).

(4) Directors' fees due for 2016 and paid in 2017.

(5) Two company vehicles.

3. Summary of the compensation paid to Jean-François Decaux by JCDecaux Holding

JCDecaux Holding has granted to Mr Jean-François Decaux, by virtue of his executive duties within this company, the following amounts:

- for the 2017 fiscal year: fixed compensation of €200,000
- for the 2018 fiscal year: fixed compensation of €200,000.

4. Share subscription or purchase options granted to Jean-François Decaux during the year

Nil.

5. Share subscription or purchase options exercised by Jean-François Decaux during the year

Nil.

6. Free shares granted to Jean-François Decaux during the year

Nil.

7. Free shares granted to Jean-François Decaux which became available during the year

Nil.

8. Other information

EMPLOYMENT CONTRACT		SUPPLEMENTARY PENSION SCHEME		COMPENSATION OR BENEFITS DUE OR LIKELY TO BE DUE FOR CEASING OR CHANGING DUTIES		COMPENSATION RELATING TO A NON-COMPETITION CLAUSE	
yes	no	yes	no	yes	no	yes	no
	✓		✓		✓		✓

2.2.3. Information concerning the compensation for Jean-Sébastien Decaux, member of the Executive Board, in respect of 2018

2.2.3.1. Elements comprising the compensation for Jean-Sébastien Decaux in respect of 2018

Fixed Compensation

For 2018, the Supervisory Board meeting on 6 December 2017, on the proposal of the Compensation and Nominating Committee, decided to keep Jean-Sébastien Decaux's fixed compensation at the same level as in 2017, i.e. €406,097.

Annual variable compensation

Determination and payment criteria:

For 2018, variable compensation could reach 100% of his annual fixed compensation, based on quantifiable criteria related to the increase in EBIT(*) in the countries in his area of responsibility in 2018, including:

- a maximum of 50% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2017
- a maximum of 50% of the annual fixed compensation linked to the change in EBIT compared with the 2018 budget.

(*) Growth in EBIT includes the impact of variations in exchange rates but excludes management fees and any impairment of goodwill (not allocated to countries).

If the cap of 100% of his annual fixed compensation is not reached by application of quantifiable criteria, an additional variable compensation payment may be granted (capped at a maximum total variable compensation of 100% of his annual fixed compensation), for his participation in one-off strategic achievements or of the region under his responsibility or the achievement of personal or specific objectives related to his management and set by Jean-Charles Decaux.

Achievement level:

For 2018, the Supervisory Board,on the proposal of the Compensation and Nominating Committee, decided to award Jean-Sébastien Decaux variable compensation representing 100% of his annual fixed compensation (i.e. €xx), broken down as follows:

- 50% for reaching quantifiable targets
- 50% for reaching qualitative targets.

The Supervisory Board, on the proposal of the Compensation and Nominating Committee, decided to award Jean-Sébastien Decaux 50% of his annual fixed compensation for reaching qualitative targets, in the light of the principal strategic achievements during 2018 and, more particularly, in the Iberian peninsula, winning two lots in the competitive tender for street furniture and digital billboards in Lisbon (15 years) and the renewal of the Bilbao street furniture contract (15 years).

Non-recurring compensation

Nil.

Directors' Fees

Nil.

Fringe benefits

Fringe benefits consist of a company vehicle in Italy.

Bonus shares

Nil.

Stock option

In 2018, the Executive Board granted no stock options to Jean-Sébastien Decaux.

The impact of the valuation of the stock options granted to Jean-Sébastien Decaux in 2017 is mentioned in the table below.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 157 and 158.

Supplementary pension scheme/Life Assurance

Nil.

Severance pay

Nil.

2.2.3.2. Summary of Jean-Sébastien Decaux's compensation

1. Summary of the compensation and options and free shares granted to Jean-Sébastien Decaux by JCDecaux SA and its controlled entities

In euros	2017	2018
Compensation due for the fiscal year (listed in the following table)	695,704	817,572
Valuation of free share options granted during the year	15,848	0
Valuation of bonus shares granted during the year	0	0
Valuation of long-term variable compensation granted during the year	0	0
TOTAL	711,552	817,572
CHANGE COMPARED WITH YEAR Y-1	(16%)	+14.9%

2. Summary of the compensation due and paid to Jean-Sébastien Decaux by JCDecaux SA and its controlled entities

In euros	2017		2018	
	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017	AMOUNTS DUE FOR 2018	AMOUNTS PAID DURING 2018
Fixed Compensation	406,097	406,097	406,097	406,097
Annual variable compensation	284,268[1]	406,097[2]	406,097[3]	284,268[1]
Long-term variable compensation	0	0	0	0
Non-recurring compensation	0	0	0	0
Directors' Fees	0	0	0	0
Fringe benefits[4]	5,339	5,339	5,378	5,378
Life insurance/Special retirement	0	0	0	0
TOTAL	695,704	817,533	817,572	695,743

[1] Variable compensation paid in 2018 for 2017, i.e. 70% of the fixed annual salary (the variable compensation of Jean-Sébastien Decaux could not exceed 100% of his annual fixed compensation for the 2017 fiscal year).

[2] Variable compensation paid in 2017 for 2016, i.e. 100% of the fixed annual salary (the variable compensation of Jean-Sébastien Decaux could not exceed 100% of his annual fixed compensation for the 2016 fiscal year).

[3] Variable compensation payable in 2019, subject to approval by the 2019 General Meeting of Shareholders, in respect of 2018, i.e. 100% of the fixed annual salary (the variable compensation of Jean-Sébastien Decaux cannot exceed 100% of his annual fixed compensation for the 2018 fiscal year).

[4] Company vehicle.

3. Summary of the compensation paid to Jean-Sébastien Decaux by JCDecaux Holding

JCDecaux Holding has granted to Mr Jean-Sébastien Decaux, by virtue of his executive duties within this company, the following amounts:

- for the 2017 fiscal year: fixed compensation of €200,000
- for the 2018 fiscal year: fixed compensation of €200,000.

4. Share subscription or purchase options granted to Jean-Sébastien Decaux during the year

Nil.

5. Share subscription or purchase options exercised by Jean-Sébastien Decaux during the year

Nil.

6. Free shares granted to Jean-Sébastien Decaux during the year

Nil.

7. Free shares granted to Jean-Sébastien Decaux which became available during the year

Nil.

8. Other information

EMPLOYMENT CONTRACT		SUPPLEMENTARY PENSION SCHEME		COMPENSATION OR BENEFITS DUE OR LIKELY TO BE DUE FOR CEASING OR CHANGING DUTIES		COMPENSATION RELATING TO A NON-COMPETITION CLAUSE	
yes	no	yes	no	yes	no	yes	no
	✓		✓		✓		✓

2.2.4. Information concerning the compensation for Emmanuel Bastide, member of the Executive Board, in respect of 2018

2.2.4.1. Elements making up the compensation of Emmanuel Bastide in respect of 2018

Fixed Compensation

For 2018, the Supervisory Board meeting on 6 December 2017, at the recommendation of the Compensation and Nominating Committee, decided to keep Emmanuel Bastide's fixed compensation at the same level as in 2017, i.e. €432,600.

Annual variable compensation

Determination and payment criteria:

For 2018, variable compensation could reach 100% of his annual fixed compensation, based on quantifiable criteria related to the increase in EBIT(*) in the countries in his area of responsibility in 2018, including:

- a maximum of 50% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2017
- a maximum of 50% of the annual fixed compensation linked to the change in EBIT compared with the 2018 budget.

(*) Growth in EBIT includes the impact of variations in exchange rates but excludes management fees and any impairment of goodwill (not allocated to countries).

If the cap of 100% of his annual fixed compensation is not reached by application of quantifiable criteria, an additional variable compensation payment may be granted (capped at a maximum total variable compensation of 100% of his annual fixed compensation), for his participation in one-off strategic achievements or of the region under his responsibility or the achievement of personal or specific objectives related to his management and set by Jean-Charles Decaux.

Achievement level:

For 2018, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to award Emmanuel Bastide variable compensation representing 100% of his annual fixed compensation (i.e. €432,600), broken down as follows:

- 100% for reaching quantifiable targets
- 0% for reaching qualitative targets.

Non-recurring compensation

Nil.

Directors' Fees

Nil.

Fringe benefits

Fringe benefits include a company vehicle in Hong Kong.

Emmanuel Bastide's benefits in Hong Kong also include company accommodation and payment of the school fees for his children.

Bonus shares

Nil.

Stock option

In 2018, the Executive Board granted no stock options to Emmanuel Bastide.

The impact of the valuation of the stock options granted to Emmanuel Bastide in 2017 is mentioned in the table below.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 157 and 158.

Supplementary pension scheme/Life Assurance

Nil.

Severance pay

If Emmanuel Bastide's employment contract is terminated, he is entitled to receive a non-competition indemnity from the Company, for two years, corresponding to 33% of his variable and fixed compensation, calculated on the average of the last twelve months before the date when the contract is terminated.

The Company has the right to release the person concerned from their commitment in case of termination of employment, and not pay the related compensation as a result.

2.2.4.2. Summary of Emmanuel Bastide's compensation

1. Summary of the compensation and options and free shares granted to Emmanuel Bastide by JCDecaux SA and its controlled entities

In euros	2017	2018
Compensation due for the fiscal year (listed in the following table)	947,987	1,083,080
Valuation of free share options granted during the year	16,391	0
Valuation of bonus shares granted during the year	0	0
Valuation of long-term variable compensation granted during the year	0	0
TOTAL	964,378	1,083,080
CHANGE COMPARED WITH YEAR Y-1	(6%)	+12.3%

2. Summary of compensation due and paid to Emmanuel Bastide by JCDecaux SA and its controlled entities

In euros	2017		2018	
	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017	AMOUNTS DUE FOR 2018	AMOUNTS PAID DURING 2018
Fixed Compensation	432,600	432,600[1]	432,600	432,600[1]
Annual variable compensation	367,710[2]	210,000[3]	432,600[4]	367,710[2]
Long-term variable compensation	0	0	0	0
Non-recurring compensation	0	210,000[5]	0	0
Directors' Fees	0	0	0	0
Fringe benefits[6]	147,677	147,677	217,880	217,880
Life insurance/Special retirement	0	0	0	0
TOTAL	947,987	1,000,277	1,083,080	1,018,190

[1] As an expatriate, Emmanuel Bastide is entitled to a covering exchange rate under his employment contract.
With respect to the period from January to August 2017 and given the appreciation of the Singapore dollar in comparison with the euro, we acknowledge a positive adjustment of 1,547 Singapore dollars. As for the period from September to December 2017 and given the appreciation of the Hong Kong dollar in comparison with the euro, we acknowledge a positive adjustment of 45,542 Hong Kong dollars. For 2018, and given the appreciation of the Hong Kong dollar against the euro, there is a positive adjustment of 144,418 Hong Kong dollars.

[2] Variable compensation paid in 2018 for 2017, i.e. 85% of the fixed annual salary (the variable compensation of Emmanuel Bastide could not exceed 100% of his annual fixed compensation for the 2017 fiscal year).

[3] Variable compensation paid in 2017 for 2016, i.e. 50% of the fixed annual salary (the variable compensation of Emmanuel Bastide could not exceed 100% of his annual fixed compensation for the 2016 fiscal year).

[4] Variable compensation payable in 2019, subject to approval by the 2019 General Meeting of Shareholders, in respect of 2018, i.e. 100% of the fixed annual salary (the variable compensation of Emmanuel Bastide cannot exceed 100% of his annual fixed compensation for the 2018 fiscal year).

[5] Non-recurring compensation following contracts won in Tokyo.

[6] Company vehicle, company housing and the school fees for Emmanuel Bastide's children.

3. Summary of the compensation paid to Emmanuel Bastide by JCDecaux Holding

No compensation was paid by JCDecaux Holding to Emmanuel Bastide during the 2017 fiscal year, or in 2018.

4. Share subscription or purchase options granted to Emmanuel Bastide during the year

Nil.

5. Share subscription or purchase options exercised by Emmanuel Bastide during the year

Nil.

6. Free shares granted to Emmanuel Bastide during the year

Nil.

7. Free shares granted to Emmanuel Bastide which became available during the year

Nil.

8. Other information

EMPLOYMENT CONTRACT		SUPPLEMENTARY PENSION SCHEME		COMPENSATION OR BENEFITS DUE OR LIKELY TO BE DUE FOR CEASING OR CHANGING DUTIES		COMPENSATION RELATING TO A NON-COMPETITION CLAUSE	
yes	no	yes	no	yes	no	yes	no
✓			✓		✓	✓	

2.2.5 Information concerning the compensation of David Bourg, member of the Executive Board, in respect of fiscal year 2018

2.2.5.1. Eléments composant la rémunération de M. David Bourg au titre de l'exercice 2018

Fixed Compensation

For 2018, the Supervisory Board meeting on 6 December 2017, on the proposal of the Compensation and Nominating Committee, decided to keep Emmanuel Bastide's fixed compensation at the same level as in 2017, i.e. €412,000.

Annual variable compensation

Determination and payment criteria:

For fiscal year 2018, the variable compensation of David Bourg could be as high as 100% of his annual fixed compensation of which:

- a maximum of 50% of his fixed annual compensation on the basis of a quantifiable criterion related to the change in the group's consolidated EBIT in 2018:
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2017
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the 2018 budget.
- 50% of the annual fixed compensation on the basis of a quantifiable criterion reflecting the achievement of the 2018 budget as regards the ratio of operating margin to revenue by segment.

If the 100% ceiling of his annual fixed compensation is not reached by application of quantifiable criteria, additional variable compensation may be paid (limited to an overall maximum of variable compensation of 100% of the annual fixed compensation), in respect of his contribution to one-off strategic achievements of Group Management (e.g. new contracts and acquiring companies) or the achievement of personal objectives or goals related to the departments for which he is responsible and set by the Co-Chief Executive Officers.

Achievement level:

For 2018, the Supervisory Board, on the proposal of the Compensation and Nominating Committee, decided to pay David Bourg variable compensation amounting to 100% of his annual fixed compensation (i.e. €412,000) broken down as follows:

- 40% for reaching quantifiable targets
- 60% for reaching qualitative targets.

The Supervisory Board, on the proposal of the Compensation and Nominating Committee, decided to award David Bourg 60% of his annual fixed compensation in respect of qualitative objectives, with regard to the main achievements in 2018, and more particularly the management of costs, investments and working capital, the diversification of sources of financing, notably with the bond issue, M&A projects, M&A-related restructuring activities and the launch of compliance projects (Sapin II, due diligence, GDPR, IFRS 16).

Non-recurring compensation

David Bourg also received additional compensation in line with the rule of one-tenth of paid leave.

Directors' Fees

Nil.

Fringe benefits

Fringe benefits include a company vehicle in France.

Bonus shares

Nil.

Stock option

In 2018, the Executive Board allocated no stock options to David Bourg.

The impact of the valuation of the stock options granted to David Bourg in 2017 is mentioned in the table hereafter.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 157 and 158.

Supplementary pension scheme/Life Assurance

Nil.

Severance pay

If David Bourg's employment contract is terminated, he will be entitled to receive a non-compete indemnity from the Company for two years, corresponding to 33% of his variable and fixed salary, calculated on the average of the last twelve months before the date of contract termination.

The Company has the right of discharging the concerned persons from their commitment in case of termination of employment, and not pay the related compensation.

2.2.5.2. Overview of the compensation package of David Bourg

1. Overview of the compensation, stock options and bonus shares granted to David Bourg by JCDecaux SA and controlled entities

In euros	2017	2018
Compensation due for the fiscal year (listed in the following table)	796,042	855,167
Valuation of options granted during the year	15,611	0
Valuation of bonus shares granted during the year	0	0
Valuation of long-term variable compensation granted during the year	0	0
TOTAL	811,653	855,167
CHANGE COMPARED WITH YEAR Y-1	(3%)	+5.4%

2. Summary of the compensation due and paid to David Bourg by JCDecaux SA and controlled entities

In euros	2017		2018	
	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017	AMOUNTS DUE FOR 2018	AMOUNTS PAID DURING 2018
Fixed Compensation	412,000	412,000	412,000	412,000
Annual variable compensation	350,200[1]	400,000[2]	412,000[3]	350,200[1]
Long-term variable compensation	0	0	0	0
Non-recurring compensation[4]	30,271	30,271	27,614	27,614
Directors' Fees	0	0	0	0
Fringe benefits[5]	3,571	3,571	3,553	3,553
Life insurance/Special retirement	0	0	0	0
TOTAL	796,042	845,842	855,167	793,367

[1] Variable compensation paid in 2018 for 2017, i.e. 85% of the fixed annual salary (the variable compensation of David Bourg could not exceed 100% of his annual fixed compensation for the 2017 fiscal year).

[2] Annual variable compensation paid in 2017 for 2016 i.e. 100% of the annual fixed salary (over a whole year) (the variable compensation of David Bourg could not exceed 100% of his annual fixed salary for 2016).

[3] Variable compensation due to be paid in 2019 subject to the approval of the 2019 General Meeting of Shareholders, in respect of 2018, i.e. 100% of the annual fixed salary (the variable compensation of David Bourg cannot exceed 100% of his fixed annual salary in respect of fiscal year 2018).

[4] Rule of one-tenth of paid leave.

[5] Company vehicle.

3. Summary of the compensation paid to David Bourg by JCDecaux Holding

No compensation was paid by JCDecaux Holding to David Bourg during the 2017 fiscal year, or in 2018.

4. Share purchase or subscription options granted to David Bourg during the fiscal year

Nil.

5. Share subscription or purchase options exercised by David Bourg during the fiscal year

Nil.

6. Free shares allocated to David Bourg during the fiscal year

Nil.

7. Free shares allocated to David Bourg which became available during the fiscal year

Nil.

8. Other information

EMPLOYMENT CONTRACT		SUPPLEMENTARY PENSION SCHEME		COMPENSATION OR BENEFITS DUE OR LIKELY TO BE DUE FOR CEASING OR CHANGING DUTIES		COMPENSATION RELATING TO A NON-COMPETITION CLAUSE	
yes	no	yes	no	yes	no	yes	no
✓			✓		✓	✓	

2.2.6 Information concerning the compensation of Daniel Hofer, member of the Executive Board, in respect of fiscal year 2018

2.2.6.1. Components comprising the compensation of Daniel Hofer in respect of fiscal year 2018

Fixed Compensation

For 2018, the Supervisory Board meeting on 6 December 2017, on the proposal of the Compensation and Nominating Committee, decided to keep Daniel Hofer's fixed compensation at the same level as in 2017, i.e. CHF 627,977.61.

Annual variable compensation

Determination and payment criteria:

For 2018, the variable compensation of Daniel Hofer could reach 130% of his annual fixed compensation on the basis of a quantifiable criterion linked to the change in EBIT(*) in the countries in his area of responsibility in 2018, of which:

- a maximum of 65% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2017
- a maximum of 65% of the annual fixed compensation linked to the change in EBIT compared with the 2018 budget.

(*) Growth in EBIT includes the impact of variations in exchange rates but excludes management fees and any impairment of goodwill (not allocated to countries).

If the 130% ceiling of his annual fixed compensation is not reached by application of the quantifiable criterion, additional variable compensation may be awarded (limited to maximum overall variable compensation of 130% of the annual fixed compensation), in respect of the contribution to one-off strategic achievements or achievements in the region for which he is responsible or the achievement of personal objectives or goals specific to his management and set by Jean-François Decaux.

Achievement level:

For 2018, the Supervisory Board, on the proposal of the Compensation and Nominating Committee, decided to pay Daniel Hofer variable compensation amounting to 130% of his annual fixed compensation (i.e. CHF 816,371) broken down as follows:

- 0% for reaching quantifiable targets
- 130% for reaching qualitative targets.

The Supervisory Board, on the proposal of the Compensation and Nominating Committee, decided to award Daniel Hofer 130% of his annual fixed compensation for reaching qualitative targets, in light of the principal strategic achievements during 2018 and, more particularly, in Berlin with bus and tram shelters and the exclusive 15-year contract for 1,000 digital, backlit advertising panels of different sizes, and the renewal for eight years of street furniture contracts in Vienna with a digital component and fees of less than 15% of revenue.

Non-recurring compensation

Nil.

Directors' Fees

Nil.

Fringe benefits

Nil.

Bonus shares

Nil.

Stock option
In 2018, the Executive Board allocated no stock options to Daniel Hofer.

The impact of the valuation of the stock options granted to Daniel Hofer in 2017 is mentioned in the tables hereafter.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 157 and 158.

Supplementary pension scheme/Life Assurance

Daniel Hofer also benefits from an annual supplementary retirement pension contribution. This contribution corresponds to 16% of his annual fixed compensation increased by the variable compensation up to the contractual limit of a CHF110,139.60 contribution for a full year. According to applicable Swiss regulations, the contribution's base is capped.
However, within the regulatory limit, Daniel Hofer has the option for part of his variable compensation to be converted into a retirement pension contribution.

The payment of this pension contribution by the Company is subject to meeting performance conditions set by the Supervisory Board at the recommendation of the Compensation and Nominating Committee.

For fiscal year 2018, Daniel Hofer opted for an additional payment to his pension fund, to be deducted from his variable compensation.

Severance pay
Nil.

2.2.6.2. Overview of the compensation package of Daniel Hofer

Daniel Hofer's compensation is set and paid in Swiss franc. The amounts shown in the tables below were converted into euros for information purposes.

1. Overview of the compensation, stock options and bonus shares granted to Daniel Hofer by JCDecaux SA and controlled entities

In euros	2017	2018
Compensation due for the fiscal year (listed in the following table)	1,417,429	1,345,925
Valuation of options granted during the year	21,826	0
Valuation of bonus shares granted during the year	0	0
Valuation of long-term variable compensation granted during the year	0	0
TOTAL	1,439,255	1,345,925
CHANGE COMPARED WITH YEAR Y-1	(1.1%)	(6,48%)

2. Summary of the compensation due and paid to Daniel Hofer by JCDecaux SA and controlled companies

In euros	2017		2018	
	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017	AMOUNTS DUE FOR 2018	AMOUNTS PAID DURING 2018
Fixed Compensation	564,893	564,893	543,723	543,723
Annual variable compensation	730,774[2]	739,490[3]	706,840[4]	730,774[2]
Long-term variable compensation	0	0	0	0
Non-recurring compensation[4]	0	0	0	0
Directors' Fees	0	0	0	0
Fringe benefits	0	0	0	0
Life insurance/Special retirement	121,762[5]	121,762[5]	95,362[6]	95,362[6]
TOTAL	1,417,429	1,426,145	1,345,925	1,369,859

[1] The amount of compensation varies according to the exchange rate applied in 2017 and in 2018.

[2] Variable compensation paid in 2018 for 2017, i.e. 130% of the fixed annual salary (the variable compensation of Daniel Hofer could not exceed 130% of his annual fixed compensation for the 2017 fiscal year).

[3] Variable compensation paid in 2017 for 2016, i.e. 130% of the fixed annual salary (the variable compensation of Daniel Hofer could not exceed 130% of his annual fixed compensation for the 2016 fiscal year).

[4] Variable compensation due to be paid in 2019 subject to the approval of the 2019 General Meeting of Shareholders, in respect of 2018, i.e. 130% of the annual fixed salary (the variable compensation of Daniel Hofer cannot exceed 130% of his fixed annual salary in respect of fiscal year 2018).

[5] Plus an additional €22,687 deducted from his annual variable compensation according to his contractual option.

[6] Including €47,681 deducted from his annual variable compensation according to his contractual option.

3. Summary of the compensation paid to Daniel Hofer by JCDecaux Holding

No compensation was paid by JCDecaux Holding to Daniel HOFER during the 2017 fiscal year, nor in 2018.

4. Share subscription or purchase options granted to Daniel Hofer during the fiscal year
   Nil.

5. Share subscription or purchase options exercised by Daniel Hofer during the fiscal year
   Nil.

6. Free shares allocated to Daniel Hofer during the fiscal year
   Nil.

7. Free shares allocated to Daniel Hofer which became available during the fiscal year
   Nil.

8. Other information

EMPLOYMENT CONTRACT		SUPPLEMENTARY PENSION SCHEME		COMPENSATION OR BENEFITS DUE OR LIKELY TO BE DUE FOR CEASING OR CHANGING DUTIES		COMPENSATION RELATING TO A NON-COMPETITION CLAUSE	
yes	no	yes	no	yes	no	yes	no
✓		✓			✓		✓

2.2.7. Shareholders' vote on the individual compensation of executive corporate officers

In application of Articles L.225-82-2 and L.225-100 of the French Commercial Code, the General Meeting of Shareholders must rule on the fixed, variable and exceptional components making up the overall compensation and fringe benefits paid or awarded in respect of the previous fiscal year:

- to the Chairman of the Supervisory Board, Gérard Degonse (presented on page 270 of this Registration Document)
- to the Chairman of the Executive Board, Jean-Charles Decaux
- to the other members of the Executive Board, namely, Jean-François Decaux, Jean-Sébastien Decaux, Emmanuel Bastide, David Bourg and Daniel Hofer.

The components of variable or exceptional compensation awarded in respect of fiscal year 2018 can only be paid to the persons concerned following approval by the General Meeting of Shareholders of 16 May 2019.

Consequently, the General Meeting of Shareholders of 16 May 2019 (13th resolution) will be asked to approve the following compensation components paid or granted by JCDecaux SA and controlled entities for the year ended to Jean-François Decaux, Chief Executive Officer until 17 May 2018 and from then onwards Chairman of the Executive Board.

JEAN-CHARLES DECAUX

COMPENSATION COMPONENTS DUE OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2018

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	1,023,435	The gross fixed compensation of Jean-Charles Decaux for 2018 was approved by the Supervisory Board at its meeting of 6 December 2017.
Annual variable compensation	921,092	The variable compensation of Jean-Charles Decaux is capped at 150% of his fixed compensation (of which 100% is for quantifiable objectives and 50% for qualitative objectives). Pursuant to the quantifiable criteria (consolidated group EBIT in 2018 and achieving the 2018 budget ratios for operating margin to revenue by segment) and qualitative criteria (strategic achievements: signing new contracts, acquiring companies and meeting sustainable development challenges), the amount of Jean-Charles Decaux's variable compensation for 2018 was in consequence valued by the Supervisory Board of 6 March 2019 at €921,092, or 90% of his annual fixed compensation.
Long-term variable compensation	-	Jean-Charles Decaux was not paid any long-term variable compensation.
Non-recurring compensation	-	Jean-Charles Decaux was not paid any non-recurring compensation.
Directors' Fees	-	Jean-Charles Decaux was not paid any Directors' fees.
Stock option grants	-	Jean-Charles Decaux did not receive any stock options.
Bonus share grants	-	Jean-Charles Decaux did not receive any bonus shares.
Valuation of fringe benefits of any kind	6,543	Jean-Charles Decaux has the use of a company vehicle in France.

COMPENSATION COMPONENTS DUE OR GRANTED FOR THE FISCAL YEAR ENDED WHICH ARE OR HAVE BEEN THE SUBJECT OF A VOTE BY THE GENERAL MEETING OF SHAREHOLDERS FOR THE AGREEMENTS AND REGULATED COMMITMENTS PROCEDURE

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Severance pay	-	Jean-Charles Decaux is not entitled to any non-competition compensation.
Non-competition compensation	-	Jean-Charles Decaux is not entitled to any non-competition compensation.
Supplementary retirement scheme	-	Jean-Charles Decaux is not entitled to a supplementary pension.

The General Meeting of Shareholders of 16 May 2019 (14th resolution) will then be asked to approve the following compensation components due or granted by JCDecaux SA and controlled entities for the year ended to the other members of the Executive Board, namely, Jean-Charles Decaux (Chairman of the Executive Board until 17 May 2018 and from then onwards Chief Executive Officer) Jean-Sébastien Decaux, Emmanuel Bastide, David Bourg and Daniel Hofer.

JEAN-FRANÇOIS DECAUX

COMPENSATION COMPONENTS DUE OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2018

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	1,023,435	Gross fixed compensation for 2018 approved by the Supervisory Board at its meeting of 6 December 2017 at the recommendation of the Compensation and Nominating Committee.
Annual variable compensation	921,092	The variable compensation of Jean-François Decaux is capped at 150% of his fixed compensation (of which 100% is for quantifiable objectives and 50% for qualitative objectives). Pursuant to the quantifiable criteria (consolidated group EBIT in 2018 and achieving the 2018 budget ratios for operating margin to revenue by segment) and qualitative criteria (strategic achievements: signing new contracts, acquiring companies and meeting sustainable development challenges), the amount of Jean-François Decaux's variable compensation for 2018 was in consequence valued by the Supervisory Board of 6 March 2019 at €921,092, or 90% of his annual fixed compensation.
Long-term variable compensation	-	Jean-François Decaux was not paid any long-term variable compensation.
Non-recurring compensation	-	Jean-François Decaux was not paid any non-recurring compensation.
Directors' Fees	-	Jean-François Decaux was not paid any Directors' fees.
Stock option grants	-	Jean-François Decaux did not receive any stock options.
Bonus share grants	-	Jean-François Decaux did not receive any bonus shares.
Valuation of fringe benefits of any kind	63,894	Jean-François Decaux has the use of two company vehicles in the UK.

COMPENSATION COMPONENTS DUE OR GRANTED FOR THE FISCAL YEAR ENDED WHICH ARE OR HAVE BEEN THE SUBJECT OF A VOTE BY THE GENERAL MEETING OF SHAREHOLDERS FOR THE AGREEMENTS AND REGULATED COMMITMENTS PROCEDURE

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Severance pay	-	Jean-François Decaux is not entitled to any severance pay.
Non-competition compensation	-	Jean-François Decaux is not entitled to any non-competition compensation.
Supplementary retirement scheme	-	Jean-François Decaux is not entitled to a supplementary pension.

JEAN-SÉBASTIEN DECAUX

COMPENSATION COMPONENTS DUE OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2018

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	406,097	Gross fixed compensation for 2018 approved by the Supervisory Board at its meeting of 6 December 2017 at the recommendation of the Compensation and Nominating Committee
Annual variable compensation	406,097	The variable compensation of Jean-Sébastien Decaux is capped at 100% of his fixed compensation (of which 100% for quantifiable objectives in addition, where applicable, to qualitative objectives within the limit of this cap). Pursuant to the quantifiable criteria (changes in EBIT in the countries of his area of responsibility in 2018) and qualitative criteria (strategic achievements or achievement of specific objectives linked to the countries in the area for which he is responsible, set by Jean-Charles Decaux) the amount of the variable compensation of Jean-Sébastien Decaux, in respect of fiscal year 2018, was in consequence valued by the Supervisory Board of 6 March 2019 at €406,097, representing 100% of his annual fixed compensation.
Long-term variable compensation	-	Jean-Sébastien Decaux was not paid any long-term compensation.
Non-recurring compensation	-	Jean-Sébastien Decaux was not paid any non-recurring compensation.
Directors' Fees	-	Jean-Sébastien Decaux was not paid any Directors' fees.
Stock option grants	-	Jean-Sébastien Decaux did not receive any stock options.
Bonus share grants	-	Jean-Sébastien Decaux did not receive any bonus shares.
Valuation of fringe benefits of any kind	5,378	Jean-Sébastien Decaux has the use of a company car in Italy.

COMPENSATION COMPONENTS DUE OR GRANTED FOR THE FISCAL YEAR ENDED WHICH ARE OR HAVE BEEN THE SUBJECT OF A VOTE BY THE GENERAL MEETING OF SHAREHOLDERS FOR THE AGREEMENTS AND REGULATED COMMITMENTS PROCEDURE

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Severance pay	-	Jean-Sébastien Decaux is not entitled to any severance pay.
Non-competition compensation	-	Jean-Sébastien Decaux is not entitled to any non-competition compensation.
Supplementary retirement scheme	-	Jean-Sébastien Decaux is not entitled to a supplementary pension.

EMMANUEL BASTIDE

COMPENSATION COMPONENTS DUE OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2018

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	432,600	Gross fixed compensation for 2018 approved by the Supervisory Board at its meeting of 6 December 2017 at the recommendation of the Compensation and Nominating Committee
Annual variable compensation	432,600	The variable compensation of Emmanuel Bastide is capped at 100% of his fixed compensation (of which 100% for quantifiable objectives in addition, where applicable, to qualitative objectives within the limit of this cap). Pursuant to the quantifiable criteria (changes in EBIT in the countries of his area of responsibility in 2018) and qualitative criteria (strategic achievements or achievement of specific objectives linked to the countries in the area for which he is responsible, set by Jean-Charles Decaux) the amount of the variable compensation of Emmanuel Bastide, in respect of fiscal year 2018, was in consequence valued by the Supervisory Board of 6 March 2019 at €432,600, representing 100% of his annual fixed compensation.
Long-term variable compensation	-	Emmanuel Bastide did not receive any long-term variable compensation.
Non-recurring compensation	-	Emmanuel Bastide did not receive any non-recurring compensation.
Directors' Fees	-	Emmanuel Bastide did not receive any Director's fees.
Stock option grants	-	Emmanuel Bastide did not receive any stock options.
Bonus share grants	-	Emmanuel Bastide did not receive any bonus shares.
Valuation of fringe benefits of any kind	217,880	Emmanuel Bastide's benefits in Hong Kong also include company accommodation and payment of the school fees of his children.

COMPENSATION COMPONENTS DUE OR GRANTED FOR THE FISCAL YEAR ENDED WHICH ARE OR HAVE BEEN THE SUBJECT OF A VOTE BY THE GENERAL MEETING OF SHAREHOLDERS FOR THE AGREEMENTS AND REGULATED COMMITMENTS PROCEDURE

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Severance pay	-	Emmanuel Bastide is not entitled to any severance pay.
Non-competition compensation	-	Under a non-compete agreement covering a period of two years, Emmanuel Bastide is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the end of his employment contract. This agreement was authorised by the Supervisory Board at its meeting of 30 July 2014 and approved by the General Meeting of Shareholders on 13 May 2015 (seventh resolution).
Supplementary retirement scheme	-	Emmanuel Bastide is not entitled to a supplementary pension.

DAVID BOURG

COMPENSATION COMPONENTS DUE OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2018

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	412,000	Gross fixed compensation for 2018 approved by the Supervisory Board at its meeting of 6 December 2017 at the recommendation of the Compensation and Nominating Committee
Annual variable compensation	412,000	The variable compensation of David Bourg is capped at 100% of his fixed compensation (of which 100% for quantifiable objectives in addition, where applicable, to qualitative objectives within the limit of this cap). Pursuant to the quantifiable criteria (consolidated group EBIT in 2018 and achieving the 2018 budget ratios for operating margin to revenue by segment) and qualitative criteria (strategic achievements or achievement of specific objectives in relation to the departments under David Bourg's responsibility and set by the Co-Chief Executive Officers), the amount of David Bourg's variable compensation for 2018 was accordingly valued by the Supervisory Board of 6 March 2019 at €412,000, or 100% of his annual fixed compensation.
Long-term variable compensation	-	David Bourg did not receive any long-term variable compensation.
Non-recurring compensation	27,614	David Bourg receives additional compensation in line with the rule of one-tenth of paid leave.
Directors' Fees	-	David Bourg did not receive any Directors' fees.
Stock option grants	-	David Bourg did not receive any stock options.
Bonus share grants	-	David Bourg did not receive any bonus shares.
Valuation of fringe benefits of any kind	3,553	David Bourg has the use of a company vehicle in France.

COMPENSATION COMPONENTS DUE OR GRANTED FOR THE FISCAL YEAR ENDED WHICH ARE OR HAVE BEEN THE SUBJECT OF A VOTE BY THE GENERAL MEETING OF SHAREHOLDERS FOR THE AGREEMENTS AND REGULATED COMMITMENTS PROCEDURE

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Severance pay	-	David Bourg is not entitled to any severance pay.
Non-competition compensation	-	Under a non-compete agreement covering a period of two years, David Bourg is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the end of his employment contract. This agreement was authorised by the Supervisory Board at its meeting of 4 December 2014 and approved by the General Meeting of Shareholders on 13 May 2015 (eighth resolution).
Supplementary retirement scheme	-	David Bourg is not entitled to a supplementary pension.

DANIEL HOFER

COMPENSATION COMPONENTS DUE OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2018

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	543,723	Gross fixed compensation for 2018 approved by the Supervisory Board at its meeting of 6 December 2017 at the recommendation of the Compensation and Nominating Committee
Annual variable compensation	706,840	The variable compensation of Daniel Hofer is capped at 130% of his fixed compensation (of which 130% for quantifiable objectives in addition, where applicable, to qualitative objectives within the limit of this cap). Pursuant to the quantifiable criteria (changes in EBIT in the countries of his area of responsibility in 2018) and qualitative criteria (strategic achievements or achievement of specific objectives linked to the countries in the area for which he is responsible, set by Jean-François Decaux) the amount of the variable compensation of Daniel Hofer, in respect of fiscal year 2018, was in consequence valued by the Supervisory Board of 6 March 2019 at €706,840 representing 130% of his annual fixed compensation. Daniel Hofer can choose to have part of his variable compensation paid into a pension scheme. In accordance with his choice, an amount of €47,681 was allocated to his supplementary pension scheme.
Long-term variable compensation	-	Daniel Hofer did not receive any long-term variable compensation.
Non-recurring compensation	-	Daniel Hofer did not receive any non-recurring compensation.
Directors' Fees	-	Daniel Hofer did not receive any Directors' fees.
Stock option grants	-	Daniel Hofer did not receive any stock options.
Bonus share grants	-	Daniel Hofer did not receive any bonus shares.
Valuation of fringe benefits of any kind	-	Daniel Hofer did not benefit from any fringe benefits.

COMPENSATION COMPONENTS DUE OR GRANTED FOR THE FISCAL YEAR ENDED WHICH ARE OR HAVE BEEN THE SUBJECT OF A VOTE BY THE GENERAL MEETING OF SHAREHOLDERS FOR THE AGREEMENTS AND REGULATED COMMITMENTS PROCEDURE

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Severance pay	-	Daniel Hofer is not entitled to any severance pay.
Non-competition compensation	-	Daniel Hofer is not entitled to any no competition indemnity.

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Supplementary retirement scheme	95,362	Daniel Hofer benefits from an annual supplementary pension contribution equal to 16% of his annual fixed compensation increased by his variable compensation up to the contractual limit of a €95,362 contribution for a full year. According to applicable Swiss regulations, the contribution's base is capped. Within regulatory limits, Daniel Hofer can choose to have part of his variable compensation diverted to his pension contribution instead. This pension contribution is made subject to the following performance conditions: 50% is paid if consolidated revenue and group operating margin, as published by JCDecaux SA, both increased by at least 3% in at least one of the three fiscal years before the year in which payment is made, and 50% is paid on the basis of strategic achievements or specific targets in the period in question set by Jean-François Decaux relating to the countries under his responsibility. For 2018, this contribution was valued at €47,681 which was added, at Daniel Hofer's request, to the amount of €47,681 deducted from his variable compensation for 2018, for a total pension contribution of €95,362.

2.3. Compensation of the members of the Supervisory Board

2.3.1. Principles and rules for determination

The overall amount of Directors' fees, set at €425,000 per annum since 1 January 2017 (authorisation granted by the General Meeting of Shareholders of 11 May 2017) is distributed as follows in accordance with the Supervisory Board (in euros):

SUPERVISORY BOARD (PER MEMBER – FOR 4 MEETINGS)					AUDIT COMMITTEE (FOR 4 MEETINGS)		COMPENSATION AND NOMINATING COMMITTEE (FOR 2 MEETINGS)	
BASE PORTION MEMBER	BASE PORTION CHAIRMAN	VARIABLE PORTION MEMBER	VARIABLE PORTION CHAIRMAN	ADDITIONAL MEETING	VARIABLE PORTION CHAIRMAN	VARIABLE PORTION MEMBER	VARIABLE PORTION CHAIRMAN	VARIABLE PORTION MEMBER
13,000	20,000	14,000	22,000	2,050	15,000	7,500	6,000	5,000

The Supervisory Board of 5 December 2018, decided to allocate the amount of directors' fees for 2019 as follows :

SUPERVISORY BOARD (PER MEMBER FOR FOUR MEETINGS)					AUDIT COMMITTEE (PER MEMBER FOR FOUR MEETINGS)		COMPENSATION AND NOMINATING COMMITTEE (PER MEMBER FOR TWO MEETINGS)		ETHICS COMMITTEE (PER MEMBER FOR TWO MEETINGS)	
FIXED PORTION MEMBER	VARIABLE PORTION MEMBER	FIXED PORTION CHAIRMAN	VARIABLE PORTION CHAIRMAN	ADDITIONAL MEETING	VARIABLE PORTION CHAIRMAN	VARIABLE PORTION MEMBER	VARIABLE PORTION CHAIRMAN	VARIABLE PORTION MEMBER	VARIABLE PORTION CHAIRMAN	VARIABLE PORTION MEMBER
€13,000 *(or €3,250 per meeting)*	€14,000 *(or €5,000 per meeting)*	€20,000 *(or €5,000 per meeting)*	€22,000 *(or €5,500 per meeting)*	€2,050	€17,500 *(or €4,375 per meeting)*	€10,000 *(or €2,500 per meeting)*	€8,500 *(or €4,250 per meeting)*	€5,000 *(or €2,500 per meeting)*	€8,500 *(or €4,250 per meeting)*	€5,000 *(or €2,500 per meeting)*

The amounts awarded in respect of the base portion are pro-rated when terms of office begin or end during the course of a fiscal year. Directors' fees are paid to members of the Board and committees quarterly, in arrears.

Beyond four meetings, an additional payment will be made for any Board meeting provided that the meeting is not held by conference call.

Members of the Supervisory Board do not have stock options or bonus shares.

2.3.2. Gross amounts paid (in euros) for fiscal year 2018

GÉRARD DEGONSE – CHAIRMAN OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	42,000	42,000
- Audit Committee	-	-
- Compensation and Nominating Committee	5,000	5,000
OTHER COMPENSATION		
JCDecaux Holding	181,985	-
TOTAL	228,985	47,000

JEAN-PIERRE DECAUX – VICE CHAIRMAN OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2016
DIRECTORS' FEES:		
- Supervisory Board	23,500	23,500
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	23,500	23,500

MICHEL BLEITRACH – INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2016
DIRECTORS' FEES:		
- Supervisory Board	27,000	27,000
- Audit Committee	-	-
- Compensation and Nominating Committee	5,000	5,000
OTHER COMPENSATION	-	-
TOTAL	32,000	32,000

ALEXIA DECAUX-LEFORT – MEMBER OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	20,000	23,500
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	20,000	23,500

BÉNÉDICTE HAUTEFORT – INDEPENDENT MEMBER OF THE SUPERVISORY BOARD*

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	20,250	27,000
- Audit Committee	3,750	7,500
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	24,000	34,500

*since 11 May 2017

HERVE HERCHIN – MEMBER OF THE SUPERVISORY BOARD REPRESENTING EMPLOYEES*

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	-	6,750
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	-	6,750

*since 25 October 2018

SYLVIE LELOUARN – MEMBER OF THE SUPERVISORY BOARD REPRESENTING EMPLOYEES*

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	27,000	20,250
- Audit Committee	-	-
- Compensation and Nominating Committee	5,000	2,500
OTHER COMPENSATION	-	-
TOTAL	32,000	22,750

*until 29 October 2018

PIERRE MUTZ – INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	27,000	27,000
- Audit Committee	7,500	7,500
- Compensation and Nominating Committee	6,000	6,000
OTHER COMPENSATION	-	-
TOTAL	40,500	40,500

PIERRE-ALAIN PARIENTE – MEMBER OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	27,000	27,000
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	27,000	27,000

XAVIER DE SARRAU – MEMBER OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	27,000	27,000
- Audit Committee	15,000	15,000
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	42,000	42,000

MARIE-LAURE SAUTY DE CHALON – INDEPENDENT MEMBER OF THE SUPERVISORY BOARD*

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	20,250	27,000
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	20,250	27,000

*since 11 May 2017

LEILA TURNER – INDEPENDENT MEMBER OF THE SUPERVISORY BOARD*

	AMOUNTS PAID IN 2017	AMOUNTS PAID IN 2018
DIRECTORS' FEES:		
- Supervisory Board	20,250	27,000
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	20,250	27,000

*since 11 May 2017

2.3.3. Shareholders' vote on the individual compensation of the Chairman of the Supervisory Board

The General Meeting of Shareholders of 16 May 2019 (15th resolution) will be asked to approve the following compensation components paid or granted by JCDecaux SA and controlled entities for the year ended to the Chairman of the Supervisory Board.

GÉRARD DEGONSE

COMPENSATION COMPONENTS DUE OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2018		
COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	-	Gérard Degonse receives no fixed compensation.
Annual variable compensation	-	Gérard Degonse receives no annual variable compensation.
Long-term variable compensation	-	Gérard Degonse receives no long-term compensation.
Non-recurring compensation	-	Gérard Degonse receives no non-recurring compensation.
Directors' Fees	47,000	Gérard Degonse receives Directors' fees from JCDecaux SA in his capacity as the Chairman of the Supervisory Board and a member of the Compensation and Nominating Committee.
Stock option grants	-	Gérard Degonse receives no stock options.
Bonus share grants	-	Gérard Degonse receives no bonus shares.
Valuation of fringe benefits of any kind	-	Gérard Degonse receives no fringe benefits.
COMPENSATION COMPONENTS DUE OR GRANTED FOR THE YEAR ENDED THAT ARE SUBJECT TO THE VOTE OF THE GENERAL MEETING OF SHAREHOLDERS IN ACCORDANCE WITH THE PROCEDURE FOR REGULATED AGREEMENTS AND COMMITMENTS		
COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Severance pay	-	Gérard Degonse is not entitled to any severance pay.
Non-competition compensation	-	Gérard Degonse is not entitled to any non-competition compensation.
Supplementary pension scheme	-	Gérard Degonse is not entitled to any severance pay.

2.4. Transactions carried out on JCDecaux SA securities by managers or persons mentioned in Article L. 621-18-2 of the *Code monétaire et financier* (French Monetary and Financial Code) during the course of 2018 (Article 223-26 of the AMF General Regulation)

In 2018, Bénédicte Hautefort and Leila Turner, in their capacity as members of the Supervisory Board, declared the following transactions on the Company's shares:

MEMBER	NATURE OF THE TRANSACTION	DATE OF THE TRANSACTION	UNIT PRICE (IN EUROS)	AMOUNT OF THE TRANSACTION (IN EUROS)
Bénédicte Hautefort	Purchase of de 1,000 shares	14/03/2018	€29.44	€29,440.00
Leila Turner	Purchase of de 1,000 shares	03/01/2018	€34.0133	€34,013.30

2.5. Information on stock options

2.5.1. Use of authorisations given by the General Meeting of Shareholders

In accordance with the authority granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders held on 13 May 2009, 934,802 options were granted by the Executive Board during fiscal year 2011.

In accordance with the authority granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders held on 11 May 2011, 1,144,734 options were granted by the Executive Board during fiscal year 2012.

In accordance with the authority granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders held on 15 May 2013, 1,326,696 options were granted during fiscal years 2014 and 2015.

The quantities and grant values for the plans in force were adjusted as a result of the Simplified Public Tender Offer (Offre Publique d'Achat Simplifiée, or OPAS) from 12 June 2015 to 9 July 2015 to compensate holders of stock options.

In accordance with the authority granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders held on 13 May 2015, 1 211 011 options were granted during fiscal years 2016 and 2017.

No options were awarded in 2018 under the authorisations granted by the Combined Extraordinary and Ordinary General Meetings of Shareholders held on 11 May 2017 and 17 May 2018.

The granting of stock options to group employees and members of the Executive Board alike is subject to reaching targets defined at the start of the previous year

STOCK OPTION GRANT HISTORY

	Plan 2011	Plan 2012	Plan 2014	Plan 2015	Plan 2016	Plan 2017
Date of Extraordinary General Meetings of Shareholders approving option plans	13/05/2009	11/05/2011		15/05/2013		13/05/2015
Date of grant of options by the Executive Board	17/02/2011	21/02/2012	17/02/2014	16/02/2015	17/02/2016	13/02/2017
Number of options granted	934,802 options	1,144,734 options	780,392 options	546,304 options	866,903 options	344,108 options
Number of beneficiaries	220 beneficiaries	215 beneficiaries		410 beneficiaries	270 beneficiaries	188 beneficiaries
OPAS 2015 adjustment[1]	1,015	2,437		7,137	-	-
Number of options granted to Executive Board members:						
• Emmanuel Bastide [2]	9,967	19,295		22,777 (+128 [1])	11,762	7,055
• David Bourg [3]	7,155	7,190		10,812 (+51 [1])	9,557	6,719
• Jean-Sébastien Decaux [4]	9,467	19,261		24,566 (+116 [1])	11,372	6,821
• Daniel Hofer [2]	-	-		5,348 (+30 [1])	16,788	9,394
• Laurence Debroux [5]	12,772	30,411		19,881	-	-
• Jeremy Male [5]	26,153	43,800		-	-	-
Starting date to exercise options	No option may be exercised before the first anniversary of the date of the Executive Board meeting at which the options were granted.					
Expiry date	7 years from date of grant					
Share subscription prices for the options granted	options granted on 17/02/2011 → €23.49 (€23.36 [1])	options granted on 21/02/2012 → €19.73 (€19.62 [1])		options granted on 17/02/2014 → €31.69 (€31.51 [1]) options granted on 16/02/2015 → €31.29 (€31.12 [1])	options granted on 17/02/2016 → €34.01	options granted on 13/02/2017 → €29.77
Number of shares subscribed at 31/12/2018	796,222	868,903		159,964	2,487	0
Number of shares cancelled or expired at 31/12/2018	139,595	164,377		131,628	54,817	11,831
Options remaining at 31/12/2018	0	113,891		1,042,241	809,599	332,277

[1] As a result of the Simplified Public Tender Offer (Offre Publique d'Achat Simplifiée, or OPAS) conducted from 12 June 2015 to 09 July 2015, with the purpose of compensating the holders of stock options, the quantities and grant values were adjusted for plans in force.
[2] Emmanuel Bastide and Daniel Hofer joined the Executive Board on 1 September 2014.
[3] David Bourg joined the Executive Board on 15 January 2015.
[4] Jean-Sébastien Decaux joined the Executive Board on 15 May 2013.
[5] Jeremy Male and Laurence Debroux left the Executive Board on 12 September 2013 and 15 January 2015, respectively.

As at 31 December 2018, 1,827,576 options had been exercised for all plans in force. Taking into consideration options exercised and options cancelled, as of that date, 2,298,008 options remain to be exercised. If these remaining options are all exercised, the employees of the Company, of its subsidiaries and of JCDecaux Holding will hold, taking into account the options exercised at 31 December 2018: 1.07% of the Company's shares (excluding the employee shareholding plan).

Number of shares that can be created: As at 31 December 2018, taking into account all of the various securities outstanding that could give rise to dilution (stock options), the maximum potential dilution is 1.07%.

2.5.2 Stock option features

Granting of stock options

The granting of stock options to corporate officers and non-executive employees is subject to performance conditions relating to group results and personal targets assessed over a year.

Exercising stock options

- For corporate officers

Corporate officers must exercise their options within the same time frame as non-executive employees.

The exercise of options by corporate officers is subject to meeting strict performance conditions over an additional year set each year by the Supervisory Board.

- For non-executive employees.

No option may be exercised before the first anniversary of the date of the Executive Board meeting at which the options were granted.

Each beneficiary may exercise up to one-third of the options granted beginning on the first anniversary of the date of the Executive Board meeting at which the options were granted.

Each beneficiary may exercise up to two-thirds of the options granted beginning on the second anniversary of the date of the Executive Board meeting at which the options were granted.

Each beneficiary may exercise all of the options granted from the third anniversary and until the seventh anniversary of the date of the Executive Board meeting at which the options were granted.

Terms and conditions for holding stock options

In accordance with Article L.225-185 of the French Commercial Code, the Supervisory Board decided to renew the obligation, for Executive Board members, to retain a number of shares issued from exercising shares corresponding to 25% of the exercise gain obtained by the member when said shares were exercised divided by the value of the share at the time of exercising.

2.5.3. Special report of the Executive Board on stock options prepared in accordance with Article L. 225-184 of the French Commercial Code

- Options granted

Options granted to corporate officers

During fiscal year 2018, no share subscription or purchase options were granted to the members of the Executive Board.

Members of the Executive Board must hold a certain number of shares from exercised options as specified below.

Supervisory Board members do not receive stock options.

Options granted to non-executive employees

During fiscal year 2018, no share subscription or purchase options were granted to the Company's non-executive employees.

- Options exercised

Options exercised by corporate officers

The number and price of shares subscribed for by exercising one or more options during the fiscal year by each member of the Executive Board appear in the "Compensation and benefits" chapter on page 270.

Options exercised by non-executive employees

The number and price of shares subscribed by exercising one or several options during the fiscal year, by each of the ten non-executive members of the Company and its subsidiaries with the highest number of subscribed shares are shown below.

BENEFICIARIES	NO. OF STOCK OPTIONS EXERCISED	WEIGHTED AVERAGE PRICE (IN €)
JEAN MULLER	9,516	34.69
JEAN PAUL ABONNENC	9,176	35.00
KLAUS HENRIK KUHANEN	6,166	30.62
KIM JOU YOUNG	6,163	31.63
SHIRLEY CHAN (LAI KWAN)	5,457	30.99
THIERRY BARDOUX	5,277	31.88
REMI PHEULPIN	4,748	35.96
BEATRICE ROUAST	4,370	30.36
STEPHEN WONG (HON CHIU)	4,344	28.00
BEN LIN	3,868	29.56

2.6. Information on bonus shares

2.6.1. Use of authorisations given by the General Meeting of Shareholders

At the Combined Extraordinary and Ordinary General Meeting of Shareholders held on 17 May 2018, the Executive Board was authorised to grant existing or future bonus shares (excluding preference shares) up to a limit of 0.5% of the Company's share capital for a period expiring 26 months from the date of the Shareholders' Meeting, to group employees or executives, or certain of them.

This authority replaced the authority granted at the General Meeting of Shareholders held on 11 May 2017.

This authorisation granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders of 17 May 2018 has not been used at the date of this document.

2.6.2. Special report of the Executive Board on bonus shares granted pursuant to Article L. 225-197-4 of the French Commercial Code

- Bonus shares granted to corporate officers

During the fiscal year 2018, no bonus shares were granted to members of the Executive Board by the Company.

Members of the Supervisory Board are not eligible for bonus shares.

- Bonus shares granted to non-executive employees

During fiscal year 2018, no bonus shares were granted to non-executive employees of the Company.

3. EMPLOYEE INCENTIVE AND PROFIT-SHARING PLANS

A three-year incentive agreement was signed for France, for both JCDecaux SA and JCDecaux France. This agreement covers 2017, 2018 and 2019 and will serve to make employees feel more involved in their entity's performance going forward on a nationwide level throughout France.

A collective incentive agreement was signed for Cyclocity® covering 2017, 2018 and 2019.

A collective profit-sharing agreement was also signed for the company Média Aéroports de Paris covering the years 2018, 2019 and 2020.

In France, a profit-sharing plan was adopted in 2012 providing for a profit pooling agreement between its parties (JCDecaux SA and JCDecaux France). This agreement applies to all employees having at least three months' service with the group during the fiscal year giving rise to the benefit. The benefit is calculated pursuant to the provisions of Article L. 3324-1 of the French Labour Code.

In 2013, a benefit plan was signed for the employees of Média Aéroports Paris; this agreement has the same characteristics as that of JCDecaux SA and JCDecaux France.

The amounts of profit-sharing and benefits paid for France for the last two fiscal years is set out on page 70 of the Registration Document.

JCDecaux SA, JCDecaux France and JCDecaux Holding each have a Company Savings Plan, and each Plan was renewed in 2002; payments of sums from the profit-sharing agreements are supplemented by the employer. Employees of the companies concerned can make voluntary payments to a fund composed of JCDecaux SA shares, allowing employees to invest in the share capital of JCDecaux SA.

In 2012, within MédiaKiosk, a benefit agreement and an agreement to introduce a Company Savings Plan were signed. This benefit is calculated pursuant to Article L. 3324-1 of the French Labour Code and applies to all employees having at least three months service.

SHAREHOLDING AND STOCK MARKET

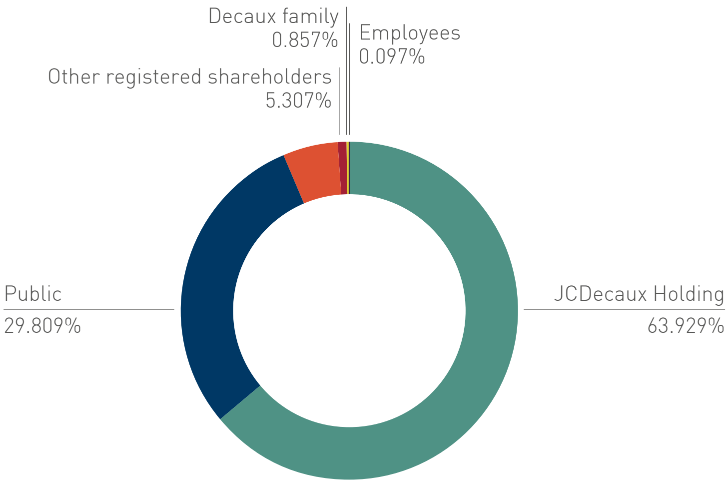
1. SHAREHOLDERS AS AT 31 DECEMBER 2018

1.1. Distribution between registered shares and bearer shares

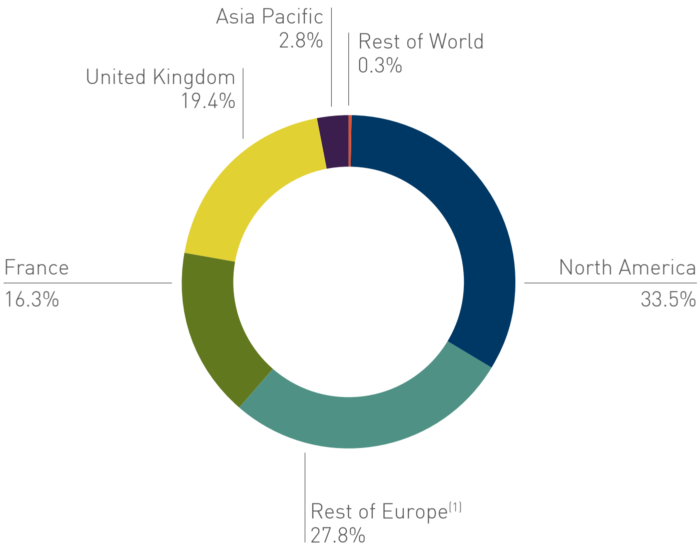
As at 31 December 2018, the share capital was €3,244,275.27, divided into 212,810,350 shares and distributed as follows:

- registered shares: 138,254,469 held by 156 shareholders
- bearer shares: 74,555,881 shares.

1.2. Principal shareholders



1.3. Distribution of publicly-traded floating shares by geographic area



[1] Excluding France and the United Kingdom

Source: Orient Capital

2. CHANGE IN SHAREHOLDER STRUCTURE

SHAREHOLDERS		31 DECEMBER 2016			31 DECEMBER 2017			31 DECEMBER 2018		
		Number of shares	% share capital	% of voting rights	Numbers of shares	% share capital	% of voting rights	Numbers of shares	% share capital	% of voting rights
Majority shareholder	JCDecaux Holding	136,048,127	64.008%	64.008%	136,048,127	63.969%	63.969%	136,048,127	63.929%	63.929%
Members of the Executive and Supervisory Boards as at 31 December 2018	Jean-Charles Decaux	1,166,725 [(1)]	0.548%	0.548% [(2)]	1,166,725 [(1)]	0.549%	0.549% [(2)]	1,166,725 [(1)]	0.549% [(2)]	0.549%
	Jean-François Decaux	401,752 [(1)]	0.189%	0.189% [(2)]	401,752 [(1)]	0.189%	0.189% [(2)]	401,752 [(1)]	0.189% [(2)]	0.189%
	Jean-Sébastien Decaux	1,752 [(1)]	0.001%	0.001% [(2)]	1,752 [(1)]	0.001%	0.001% [(2)]	1,752 [(1)]	0.001% [(2)]	0.001%
	Emmanuel Bastide	4,878	0.002%	0.002%	4,878	0.003%	0.003%	4,878	0.003%	0.003%
	Daniel Hofer	5,000	0.002%	0.002%	5,000	0.003%	0.003%	5,000	0.003%	0.003%
	David Bourg	1,025	0.000%	0.000%	1,025	0.001%	0.001%	1,025	0.001%	0.001%
	Gérard Degonse	50,757	0.024%	0.024%	50,757	0.024%	0.024%	50,757	0.024%	0.024%
	Jean-Pierre Decaux	1,574	0.001%	0.001%	1,574	0.001%	0.001%	1,574	0.001%	0.001%
	Alexia Decaux-Lefort	1,000	0.000%	0.000%	1,000	0.000%	0.000%	1,000	0.000%	0.000%
	Michel Bleitrach	1,000	0.000%	0.000%	1,000	0.000%	0.000%	1,000	0.000%	0.000%
	Pierre Mutz	1,000	0.000%	0.000%	1,000	0.000%	0.000%	1,000	0.000%	0.000%
	Pierre-Alain Pariente	1,020	0.000%	0.000%	1,020	0.000%	0.000%	1,020	0.000%	0.000%
	Xavier de Sarrau	30,000	0.014%	0.014%	30,000	0.014%	0.014%	30,000	0.014%	0.014%
	Sylvie Lelouarn	0	0.000%	0.000%	0	0.000%	0.000%	0	0.000%	0.000%
	Hervé Herchin [(4)]	N/A	N/A	N/A	N/A	N/A	N/A	0	0.000%	0.000%
	Marie-Laure Sauty de Chalon	0	0.000%	0.000%	1,000	0.000%	0.000%	1,000	0.000%	0.000%
	Bénédicte Hautefort	0	0.000%	0.000%	1,000	0.000%	0.000%	1,000	0.000%	0.000%
	Leila Turner	0	0.000%	0.000%	1,000	0.000%	0.000%	1,000	0.000%	0.000%
SUBTOTAL		137,715,610	64.793%	64.793%	137,718,610	64.754%	64.754%	137,718,610	64.714%	64.714%
Other	Danielle Decaux [(1)]	5,256	0.002%	0.002%	5,256 [(1)]	0.003%	0.003%	5,256 [(1)]	0.002%	0.002%
	Monique Cohen	4,000	0.002%	0.002%	4,000	0.002%	0.002%	4,000	0.001%	0.001%
	Holding des Dhuits [(3)]	250,105	0.118%	0.118%	250,105	0.118%	0.118%	250,105	0.118%	0.118%
	APG Asset Management N.V	N/A	N/A	N/A	N/A	N/A	N/A	11,117,642	5.224%	5.224%
	FCPE JCDecaux Développement	200,380	0.094%	0.094%	203,650	0.095%	0.095%	206,660	0.097%	0.097%
	Others registered	71,527	0.033%	0.033%	69,345	0.033%	0.033%	75,094	0.035%	0.035%
Treasury shares and free float	Treasury shares	0	0.000%	00.000%	0	0.000%	00.000%	0	0.000%	0.000%
	Public	74,300,777	34.957%	34.957%	74,425,735	34.995%	34.995%	63,438,239	29.809%	29.809%
TOTAL		212,547,655	100%	100%	212,676,701	100%	100%	212,810,350	100%	100%

[(1)] Of which 1,752 shares held in bare ownership (Danielle Decaux has the beneficial ownership of these shares).
[(2)] As regards shares held in bare ownership, and in accordance with the law, the voting right reverts to the bare owner at Extraordinary General Meetings.
[(3)] Jean-Sébastien Decaux is the sole shareholder of Holding Des Dhuits.
[(4)] Hervé Herchin was appointed to the Supervisory Board as employee representative by the Workers' Council at its meeting of 25 October 2018, replacing Sylvie Lelouarn.

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To the best of the Company's knowledge, no other shareholder owns, directly or indirectly, alone or in concert, more than 5% of the capital or voting rights.

Share capital and voting rights at 31 December 2018

As at 31 December 2018:

- The number of voting rights at 31 December 2018 was 212,810,350, equal to the number of shares forming the share capital
- No shares have double voting rights
- No treasury shares are owned by the Company
- To the Company's knowledge, there are no shareholder agreements
- The percentage of share capital held directly by employees or through specialist investment entities was 0.097%
- The members of the Executive Board and the Supervisory Board, listed in the above table, held 1,670,483 of the Company's shares, accounting for approximately 0.785% of the capital and voting rights
- Certain members of the Executive Board, listed on page 271 of this Registration Document, held securities giving access to the Company's share capital
- The Company has not been informed of any pledge, guarantee or surety on JCDecaux SA shares.

Threshold crossings

On 9 August 2018, APG Asset Management NV, on behalf of funds, notified the AMF (notice no. 218C1430) and the Company that it had risen above the legal threshold of 5%.

It stated that it held, on behalf of the said funds, 11,117,642 JCDecaux SA shares representing as many voting rights, i.e. 5.23% of the capital and voting rights of the Company (on the basis of capital comprised of 212,757,582 shares representing as many voting rights pursuant to the second paragraph of Article 223-13 of the General Regulation).

This threshold was crossed as a result of the purchase of JCDecaux SA shares on the market

Dividends

Dividend payments in respect of the last three years were as follows:

- a dividend €0.56 per share in 2016 in respect of fiscal 2015
- a dividend €0.56 per share in 2017 in respect of fiscal 2016
- a dividend €0.56 per share in 2018 in respect of fiscal 2017.

Unclaimed dividends will revert to the French State five years from the payment date.

3. COMPANIES THAT OWN A CONTROLLING INTEREST IN THE COMPANY

As at 31 December 2018, the Company was controlled by JCDecaux Holding, which holds 136,048,127 of the Company's shares representing 63.929% of the capital and whose corporate purpose is primarily the strategic management of the companies in which it holds, directly or indirectly, a stake.

JCDecaux Holding is a family company controlled by three individuals: Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux.

As of 31 December 2018, the share capital of JCDecaux Holding was held as follows:

SHAREHOLDERS	% OF SHARE CAPITAL
Jean-François Decaux (directly and indirectly)	30.406%
Jean-Charles Decaux (directly and indirectly)	34.795%
Jean-Sébastien Decaux (directly and indirectly)	34.794%
Jean-Pierre Decaux	0.003%
Danielle Decaux	0.002%
TOTAL	100.000 %

JCDecaux Holding controls the Company subject to the following limitations. Neither the articles of association of JCDecaux SA nor the rules of procedure of the Supervisory Board contain provisions that could have the effect of delaying, deferring or preventing a change in control, currently held by JCDecaux Holding.

No double voting rights or other advantages, such as bonus shares, have been granted to the controlling shareholder JCDecaux Holding.

With regard to JCDecaux SA's corporate governance bodies, as at 31 December 2018, five members of the Supervisory Board were independent. Independent directors make up two-thirds and one-half of the Audit Committee and the Compensation and Nominating Committee respectively.

Lastly, it should be noted that the compensation of the corporate officers belonging to the Decaux family is reviewed annually by JCDecaux SA's Compensation and Nominating Committee. The compensation of members of the Decaux family who have positions within the Group but are not corporate officers is set in a manner identical to that of persons who perform similar roles within the Group.

The control of transactions with JCDecaux Holding or its subsidiaries is described in section 4.1 below.

4. TRANSACTIONS WITH RELATED PARTIES

In addition to the information listed below, the details of transactions concluded with related parties in respect of fiscal year 2018 are set out in the notes to the consolidated financial statements and on pages 169 and 170 of this Registration Document.

The information on regulated agreements referred to in Article L. 225-86 of the French Commercial Code is contained in the special report of the Statutory Auditors.

4.1. Transactions with JCDecaux Holding (parent company of JCDecaux SA) and its subsidiaries

Control procedure

Procedures to ensure that transactions concluded between JCDecaux SA and JCDecaux Holding or its subsidiaries are carried out at a price equivalent to that which would have been obtained under an agreement concluded with a non-interested third party and in accordance with the Company's interests are approved by the Audit Committee.

At the date of publication of this Registration Document, the agreements concluded between the Company and JCDecaux Holding or its subsidiaries and still in force (notably property leases and service contracts) are standard agreements entered into at arm's length.

Each year, the Audit Committee reviews the amounts received and paid by JCDecaux SA in respect of the agreements entered into with JCDecaux Holding or its subsidiaries.

Agreements entered into with JCDecaux Holding and its subsidiaries

JCDecaux Holding provides JCDecaux SA with services in the design and implementation of strategic plans, alliances, financing and organisation under an agreement dated 21 January 2000, as amended by a rider dated 1 January 2014. In 2018, JCDecaux Holding billed JCDecaux SA €878,220 excluding taxes under this agreement.

JCDecaux SA also provides JCDecaux Holding with support in the following areas: IT, Consolidation, Legal and Tax. In 2018, JCDecaux SA billed JCDecaux Holding €100,986 excluding taxes under this agreement dated 25 March 2010, as amended by riders dated 22 November 2013, 1 January 2014 and 1 January 2017.

These customary agreements, signed at a fixed price and at arm's length, are not considered as related party agreements subject to the authorisation procedure provided for by Articles L. 225-86 to L. 225-88 of the French Commercial Code.

With respect to the rental of premises, the total amount of rent the Group paid to JCDecaux Holding and to its subsidiaries was €12.1 million in 2018.

This rent is consistent with market prices, which was confirmed by an independent appraiser. The leases are commercial leases compliant with market standards.

These rents represent the largest amount of operating expenses incurred with related parties in 2018, i.e. 37% of such expenses.

4.2. Transactions with subsidiaries of JCDecaux SA

JCDecaux SA provides its French and non-French subsidiaries with support in the areas of finance, accounting, management control, legal affairs, tax affairs and insurance services, management and administration and resource optimisation. Such services are billed to the subsidiaries in proportion to the gross margin of revenue that they represent, when they involve general assistance, and based on allocation keys determined by the type of service actually rendered to such subsidiaries when they involve pooling of resources. In 2018, JCDecaux SA billed its subsidiaries €49.8 million.

JCDecaux SA also invoices its subsidiaries for the use of the intellectual property rights belonging to it. The amount billed in 2018 was €44.7 million.

5. CONDITIONAL OR UNCONDITIONAL PUT OPTION OR AGREEMENT ON SHARES OF GROUP COMPANIES

Such options and agreements are listed in the notes to the consolidated financial statements on page 152 of this Registration Document.

6. JCDECAUX STOCK PERFORMANCE IN 2018

JCDecaux shares are traded on Euronext Paris (Section A), and only on that market.

JCDecaux shares have been included in the SBF 120 index since 26 November 2001, and in the Euronext 100 index since 2 January 2004.

Since 3 January 2005, JCDecaux has also been included in a new stock market index, the CAC Mid100 index. This index consists of the Mid100 first market capitalisations that follow the 60 largest stocks that make up the CAC 40 and CAC Next20.

As at 31 December 2018, the number of shares was 212,810,350 and the share capital included no treasury shares. The weighted average number of shares outstanding in fiscal year 2018 was 212,765,223 shares. The average daily trading volume was 175,641 shares.

JCDecaux shares closed 2018 at €24.52, down -27.0% compared with 31 December 2017.

JCDecaux is included in leading ethical investment indices: FTSE4Good, CDP and MSCI. Please refer to the Stakeholder Commitment section of the Sustainable Development Chapter for more information on JCDecaux extra-financial rating.

7. TREND IN TRADING PRICE AND TRADING VOLUME

Since 1 January 2016, the trading price and trading volumes of JCDecaux shares have been as follows:

	PRICES			VOLUMES		
	HIGHEST (IN EUROS)	LOWEST (IN EUROS)	CLOSING PRICE (IN EUROS)	NUMBER OF SHARES	NUMBER OF AVERAGE SHARES	STOCK MARKET CAPITALISATION [1]
2016						
January	37.89	30.93	36.28	4,665,500	233,275	7,702.2
February	36.82	32.13	36.20	4,683,200	223,010	7,686.2
March	39.07	35.94	38.47	3,793,067	164,916	8,173.3
April	39.69	37.96	38.58	2,232,537	106,311	8,197.7
May	39.78	34.34	37.10	3,618,844	164,493	7,883.9
June	37.23	28.66	30.39	4,729,443	214,975	6,458.1
July	32.64	28.07	30.62	4,960,417	236,210	6,507.0
August	32.13	29.77	30.80	2,669,736	116,075	6,546.3
September	31.56	28.22	28.78	3,816,423	173,474	6,117.0
October	28.91	26.51	27.86	4,920,833	234,325	5,920.5
November	28.15	23.95	24.60	5,747,603	261,255	5,228.7
December	28.23	24.02	27.93	5,154,484	234,295	5,936.5
2017						
January	31.60	27.80	29.59	5,600,659	254,575	6,289.3
February	30.85	29.35	30.15	3,282,985	164,149	6,408.3
March	33.56	29.76	32.99	4,234,880	184,125	7,012.2
April	33.06	31.02	32.39	3,145,978	185,058	6,884.6
May	32.98	28.87	29.47	4,925,184	223,872	6,264.0
June	30.63	28.13	28.72	3,797,855	172,630	6,104.5
July	30.95	27.91	30.06	3,627,143	172,721	6,389.4
August	30.18	27.02	27.51	2,769,432	120,410	5,847.4
September	31.70	27.43	31.68	3,157,618	150,363	6,733.8
October	33.49	31.41	32.85	3,231,674	146,894	6,982.5
November	35.28	32.15	35.01	3,597,232	163,511	7,443.6
December	35.13	30.87	33.61	2,841,690	149,563	7,148.1
2018						
January	36.90	33.36	34.86	3,854,583	175,208	7,415.5
February	35.24	31.14	31.96	3,510,490	175,525	6,799.7
March	31.94	27.64	28.26	5,192,433	247,259	6,012.5
April	29.72	27.16	29.62	3,370,035	168,502	6,301.9
May	29.86	25.58	26.62	4,338,270	197,194	5,663.6
June	29.98	26.42	28.66	4,498,112	214,196	6,097.6
July	29.98	27.50	27.94	3,122,467	141,930	5,944.4
August	28.92	25.46	28.38	2,612,563	113,590	6,038.3
September	31.50	27.68	31.50	3,001,097	150,055	6,702.2
October	31.96	27.00	29.06	4,110,062	178,698	6,183.4
November	31.58	28.14	30.00	3,125,541	142,070	6,383.6
December	31.16	23.66	24.52	4,052,703	213,300	5,218.1
2019						
January	27.20	23.84	25.88	3,745,790	170,263	5,507.7
February	28.64	25.56	27.10	3,358,707	167,935	5,769.7

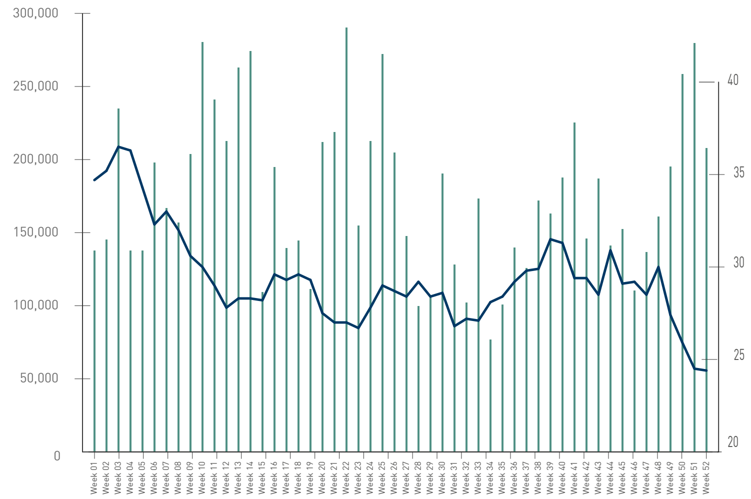
[1] Source: EuroInvestor

SHARE INFORMATION	
ISIN Code	FR 0000077919
SRD/PEA Eligibility	Yes/Yes
Reuters Code	JCDX.PA
Bloomberg Code	DEC FP

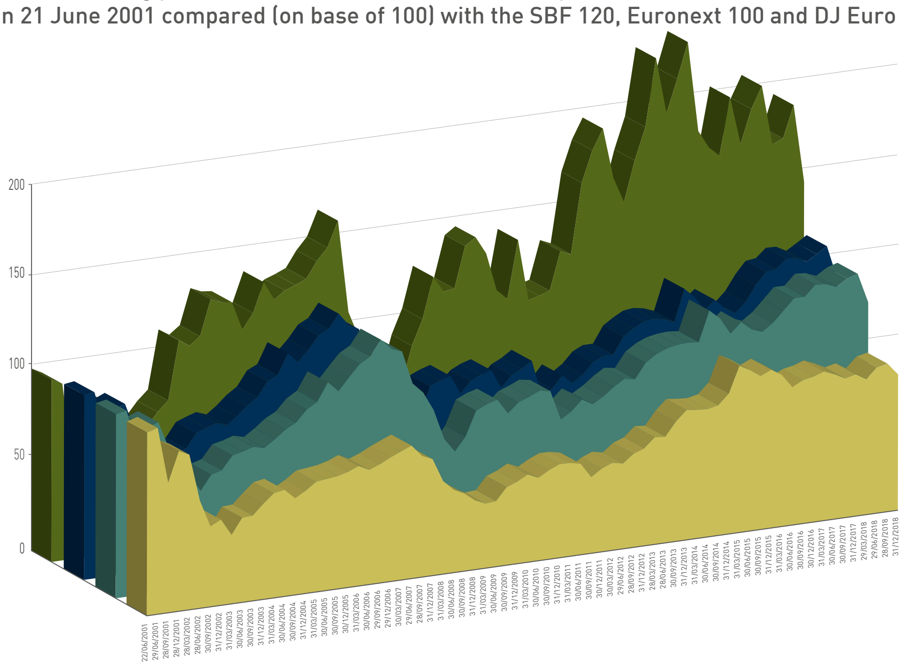
2018 TRADING DATA	
Highest closing price (22/01/2018)	€36.50
Lowest closing price (27/12/2018)	€23.80
Stock market capitalisation	€5,218.11
Average daily volume	175,641

Source: EuroInvestor.
In millions of euros, as of 31 December 2018.

Change in JCDecaux share price and trading volumes in 2018



Average daily volume Closing price Performance in JCDecaux share price since the IPO on 21 June 2001 compared (on base of 100) with the SBF 120, Euronext 100 and DJ Euro STOXX® Media indices



8. SHAREHOLDER INFORMATION

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Head of Financial Communications and Investor Relations
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Fax: + 33 (0) 1 30 79 77 91
E-mail: investor.relations@jcdecaux.com
Market information is available to shareholders at the following website: www.jcdecaux.com.

Provisional financial reporting calendar

DATE	EVENT
14 May 2019	First quarter 2019 revenue and quarterly information
16 May 2019	General meeting of Shareholders
25 July 2019	Second quarter 2019 revenue, half-year results 2019 and half-year financial report
7 November 2019	Third quarter 2019 revenue and quarterly information

SHARE CAPITAL

1. GENERAL INFORMATION ON THE SHARE CAPITAL

1.1. Amount of share capitall

As at 31 December 2018, the Company's share capital totalled €3,244,275.27 divided into 212,810,350 shares, all of the same class and fully paid up. The breakdown of the Company's share capital is set out on pages 274 and 275 of this Registration Document.

The nominal value per share is €0.015244913. When the share capital was converted into euros in June 2000, the reference to the nominal value of the shares was deleted from the articles of association.

1.2. Conditions specified in the Company Articles which are binding on changes to the share capital and the share rights

Any changes in the share capital or rights attached to shares are subject to applicable laws, since the articles of association do not make any specific provisions.

1.3. Change in the share capital over the past three years

DATE	TRANSACTION	NUMBER OF SHARES ISSUED/ CANCELLED	NOMINAL AMOUNT OF THE CAPITAL INCREASE / REDUC-TION (IN EUROS)	ISSUE PREMIUM PER SHARE (IN EUROS)	TOTAL AMOUNT OF THE ISSUE PREMIUM (IN EUROS)	SUCCESSIVE AMOUNT OF SHARE CAPITAL (IN EUROS)	TOTAL NUMBER OF SHARE
30/06/2016	Capital increase by the exercise of stock options	244,144	3,721.95	23.40	5,712,242.74	3,240,205.36	212,543,382
31/12/2016	Capital increase by the exercise of stock options	4,273	65.15	19.60	83,771.11	3,240,270.51	212,547,655
30/06/2017	Capital increase by the exercise of stock options	6,255	95.36	21.24	132,837.94	3,240,365.87	212,553,910
31/12/2017	Capital increase by the exercise of stock options	122,791	1,871.93	22.65	2,781,199.68	3,242,237.80	212,676,701
30/06/2018	Capital increase by the exercise of stock options	80,881	1,233.03	24.59	1,988,742.01	3,243,470.83	212,757,582
31/12/2018	Capital increase by the exercise of stock options	52,768	804.44	19.60	1,034,503.72	3,244,275.27	212,810,350

1.4. Responsibilities and powers delegated to the Executive Board by the General Meeting of 11 May 2017 concerning capital increases

DESCRIPTION OF AUTHORITY DELEGATED TO EXECUTIVE BOARD	MAXIMUM AMOUNT AUTHORISED	PERIOD OF VALIDITY	USE MADE OF THE DELEGATION BY THE EXECUTIVE BOARD
Authority granted to conduct transactions on Company shares. (Resolution 16)	Up to a maximum detention of 10% of share capital	18 months (ended by the AGM of 17/05/2018)	Not used in 2018
Authority granted to reduce the share capital by cancellation of treasury shares. (Resolution 17)	Up to a maximum detention of 10% of share capital	18 months (ended by the AGM of 17/05/2018)	Not used in 2018
Capital increase by the issue - with maintenance of pre-emptive subscription rights - of securities and/or securities giving access to new equity securities with maintenance of pre-emptive subscription rights. (Resolution 18)	€2.3 million*	26 months	Not used in 2018
Capital increase by the issue - without pre-emptive subscription rights of equity securities and/or securities giving access to new equity securities by public offering or private placement. (Resolutions 19 and 20)	€2.3 million*	26 months	Not used in 2018
To issue equity securities or negotiable securities giving access to future equity securities without pre-emptive rights, in consideration for contributions in kind relating to equity securities or transferable securities giving access to the capital. (Resolution 21)	10% of the share capital*	26 months	Not used in 2018
To increase the share capital through capitalisation of bonuses, reserves, profits or any other amounts that may be capitalised. (Resolution 22)	€2.3 million*	26 months	Not used in 2018
To increase the number of capital securities to be issued (over-allocation option) as part of a capital increase with or without pre-emptive rights. (Resolution 23)	Maximum of 15% of the initial issue and within the maximum threshold fixed for the issue of shares or securities*	26 months	Not used in 2018
To increase the Company's share capital by issuing equity shares or transferable securities giving access to the Company's equity capital without pre-emptive rights - for the benefit of employees (subscriptions under a Company Savings Plan, apart from stock-options). (Resolution 24)	Maximum nominal amount of €20,000 (issue price corresponding to average share price during last 20 trading days, discounted by 20% or 30%)*	26 months (ended by the AGM of 17/05/2018	Not used in 2018
Authorisation granted to grant stock or share purchase options - without pre-emptive rights - to Company employees or executives. (Resolution 25)	4% of the share capital (issue price corresponding to the average share price during the preceding 20 trading days)*	26 months (ended by the AGM of 17/05/2018)	Not used in 2018
Authorisation granted to issue existing or future bonus shares - without pre-emptive rights - to Company employees or executives. (Resolution 26)	0.5% of the share capital*	26 months (ended by the AGM of 17/05/2018)	Not used in 2018

*Overall ceiling

1.5. Responsibilities and powers delegated to the Executive Board by the General Meeting of 17 May 2018 concerning capital increases

DESCRIPTION OF AUTHORITY DELEGATED TO EXECUTIVE BOARD	MAXIMUM AMOUNT AUTHORISED	PERIOD OF VALIDITY	USE MADE OF THE DELEGATION BY THE EXECUTIVE BOARD
Authority granted to conduct transactions on Company shares. (Resolution 15)	Up to a maximum detention of 10% of share capital	18 months	Not used in 2018
Authority granted to reduce the share capital by cancellation of treasury shares. (Resolution 16)	Up to a maximum detention of 10% of share capital	18 months	Not used in 2018
Authorisation granted to grant stock or share purchase options - without pre-emptive rights - to Company employees or executives. (Resolution 17)	4% of the share capital – subject to a limit of 0.04% applicable to executive corporate officers (issue price corresponding to average share price during the preceding 20 trading days)	26 months	Not used in 2018
Authorisation granted to issue existing or future bonus shares - without pre-emptive rights - to Company employees or executives. (Resolution 18)	0.5% of the share capital subject to the ceiling of 0.08% applicable to executive corporate officers	26 months	Not used in 2018
To increase the Company's share capital by issuing equity shares or transferable securities giving access to the Company's equity capital - without pre-emptive rights - for the benefit of employees (subscriptions under a Company Savings Plan, apart from stock-options). (Resolution 19)	Maximum nominal amount of €20,000 (issue price corresponding to average share price during last 20 trading days, discounted 20% or 30%)	26 months	Not used in 2018

2. BUYBACK OF THE COMPANY'S OWN SHARES

2.1. Authorisation to buy back the Company's own shares

The Combined Extraordinary and Ordinary General Meeting of Shareholders held on 17 May 2018 granted the Executive Board the authority, also for a period of 18 months, to buy back the Company's shares on the market subject to a limit of €50 per share and an aggregate maximum amount of €1,063,383,500 with a view to cancelling said shares.

This delegation, valid until 17 November 2019, was not used by the Executive Board in 2018 and has not been used since the beginning of 2019.

2.2. New share buyback program

A new share buyback programme, together with a resolution authorising the cancellation of the shares thus repurchased, will be submitted to the shareholders for approval at the Combined Extraordinary and Ordinary General Meeting of Shareholders to be held on 16 May 2019. This authority would replace the authority granted by the General Meeting of Shareholders held on 17 May 2018.

The main features of this programme are as follows:

- affected securities: Company's shares
- maximum percentage purchase authorised by the General Meeting of Shareholders: 10% of the Company's share capital outstanding at any time, this percentage applying to an amount of adjusted share capital based on the transactions affecting it subsequent to the General Meeting of Shareholders to be held on 16 May 2019, i.e., for indicative purposes, 21,281,035 shares on 31 December 2018
- Terms of buybacks: purchases, sales or transfers of shares may be carried out at any time, including during a public offer, within the limits authorised by the legal and regulatory provisions in force and by any means, on regulated markets, on multilateral trading systems, with systematic internalisers or over the counter, including via the purchase or sale of blocks (without limiting the share of the buyback programme that may be carried out by this means), by public tender or exchange offer, or through the use of options or other forward financial instruments traded on regulated markets, on multilateral trading systems, with systematic internalisers or over the counter, or by delivery of shares pursuant to the issue of securities giving access to the capital of the Company by conversion, exchange, redemption, exercise of a warrant or in any other way, either directly or indirectly through an investment service provider.
- maximum share price authorised: €50
- maximum amount of the programme: €1,064,051,750 for 21,281,035 shares.

Objectives of the programme:

- implementation of any Company stock option plan under the provisions of Articles L. 225-177 et seq. of the French Commercial Code; or
- the granting or sale of shares to employees to reward them for contributing to the Company's growth and implementation of any employee savings plan under the terms and conditions provided by law and particularly under Articles L. 3332-1 et seq. of the French Labour Code; or
- the granting of bonus shares as provided under the provisions of Articles L. 225-197-1 et seq. of the French Commercial Code; or

- the delivery of shares upon exercise of rights attached to securities giving access to the capital by redemption, conversion, exchange, presentation of a warrant, or in any other manner; or
- the cancellation of all or part of the shares thereby acquired, subject to approval of the resolution authorising cancellation of securities by the Combined Extraordinary and Ordinary General Meeting of Shareholders to be held on 19 May 2016 and according to the terms indicated therein; or
- the delivery of shares in respect of an exchange, payment, or otherwise in connection with external growth transactions, mergers, spin-offs or contribution transactions, under applicable law and regulations; or
- the making of a secondary market for or provision of liquidity to the JCDecaux SA share by an investment services provider as part of a liquidity contract in accordance with the practices permitted by the regulations in force
- this authority would also allow the Company to conduct transactions for any other authorised purpose or transactions that may come to be authorised by applicable law or regulations. In such case, the Company would advise the shareholders by means of a press release.

Duration of the programme: 18 months from the General Meeting of Shareholders of 16 May 2019, that is, until 16 November 2020.

RISK MANAGEMENT POLICY

1. IDENTIFICATION OF RISKS

To ensure continued business development, the Group must constantly ensure the identification, prevention and proper control of the risks to which it is exposed.

Risk management is based on a risk map, which lists the main risks related to the activity of the Group and its subsidiaries, including those stemming from its business relationships, products and services.

Each year, the Group carries out a process designed to identify and assess the risks to which it is exposed. This task is performed by three working groups led by the Director of Internal Audit:

- a working group comprising the Corporate Legal, Finance, Information Systems, Sustainable Development, Investor Relations, Design Office, International Operations, Purchasing and Human Resources – International Projects Directors
- a working group comprising Country Directors or Area Managers
- a working group comprising Financial, Legal or Compliance Directors at Country or Area level.

Each year, these working groups review the risks identified and make the necessary adjustments (additions, modifications or deletions). The risks identified are then assessed based on three criteria:

- the probability of occurrence, which expresses the possibility of the occurrence on a scale of probabilities ranging from "very unlikely" to "frequent/high probability of occurring"
- severity, which measures the extent of the consequences, i.e. the severity of the impacts envisaged in the event of the occurrence of the risk on a scale ranging from "minor consequences" to "critical consequences"
- the residual risk, which corresponds to the level of risk remaining after the application of control measures (corrective and/or preventive).

Each of the risks identified is assessed by the Central Directors (with a functional perspective) and by the Country Directors (with an operating sensitivity and perspective).

Based on the results of the mapping, the risks defined as "significant" are the subject of a detailed sheet. More specifically, the detailed non-financial risk sheets describe the risk, the controls to be adopted, the person responsible, the policies and action plans to be undertaken, and the monitoring to be implemented. They are established in conjunction with the functions in charge of the operational monitoring of the major risks identified and ensure that appropriate action plans are undertaken.

In addition, an annual self-assessment is requested from each of the subsidiaries on the basis of major risks, and its results are monitored at each on-site audit carried out by Internal Audit. This department draws up an audit plan each year that includes inspections of 15 to 20 countries per year.

The Executive Board and the Audit Committee regularly monitor the identification and assessment of risks and report to the Supervisory Board.

2. RISK FACTORS

The Group faces a number of internal and external risks that may affect the achievement of its objectives, its business or its financial position. The main risks described in detail in this chapter and in respect of which the Group considers it is exposed as of the date of this Registration Document are as follows:

- Risks related to the Group's business:
  - risks related to the Group's reputation and the failure to respect business ethics
  - risks related to reliance on key executive officers
  - risks related to the economic environment
  - counterparty risks related to dependence on customers and suppliers
  - risks related to public procurement procedures.
- Legal and regulatory risks:
  - risks related to the particular regulations applicable to the Group
  - risks related to pending disputes
  - risks related to intellectual property.
- Risks related to the external growth:
  - risks related to acquisitions
  - risks related to the geopolitical environment.
- Financial risks
- IT risks
- Risks related to failure to respect human rights:
  - risks related to the non-respect of employees' human rights
  - risks related to the non-respect of the human rights of suppliers and subcontractors.
- Risks related to the health and safety of employees and subcontractors.

The Group has reviewed risks that could have a material adverse effect on its business, financial position or results (or its ability to achieve its objectives), and considers that there are no significant risks other than those presented.

The Company's internal control procedures describe the organisation and procedures introduced within the Group to manage risks on page 290 of this Registration Document.

2.1. Risks related to the Group's business

2.1.1. Risks related to the Group's reputation and the failure to respect business ethics

The Group's activity is closely linked to the quality and integrity of relations with contracting authorities (cities, local authorities, transport management companies, etc.). Our reputation and our history of integrity are essential elements in our business, and help us access various public and private contracts.

Ethical business conduct is also a key factor in preserving long-term relationships with the Group's advertisers and partners, and in maintaining its reputation for excellence in the market.

JCDecaux is also particularly vigilant in respect of business ethics when making acquisitions, particularly in countries deemed sensitive in terms of corruption.

Risk monitoring and management

In 2001, the Group published a Code of Ethics setting out the principles and ethical rules to be followed in conducting the Group's business.

The Code of Ethics is communicated to all the Group's companies and employees.

The Charter, its method of distribution and the Ethics Committee are presented on page 294 of this Registration Document.

2.1.2. Risks related to reliance on key executive officers

We depend to a large extent on the continued services of the key executive officers. The loss of the services of any of the key executive officers could have an adverse effect upon the business.

Risk monitoring and management

The Compensation and Nominating Committee has established a succession plan for Executive Board members to prepare the Group for the sudden loss of key executives.

2.1.3. Risks related to the economic environment

In the event of a worldwide recession, the advertising and communications sector is quite susceptible to business fluctuations as many advertisers may cut their advertising budgets.

The Group must also deal with the cyclical nature of the advertising market. Our line of business is strongly linked to changes in the GDP in the countries where the Group operates. A significant increase or downturn in the economic activity of a country can substantially impact the Group's business and revenue.

Risk monitoring and management

The Group's operations in geographically diverse markets minimise the impact of a possible across-the-board decline in the sector, since reactions are disparate and occur at different times on markets in the various countries where it operates.

The Group management and its Finance Department are particularly attentive to cost structures, and adopt action plans to maintain the Group's profitability.

2.1.4. Counterparty risks related to dependence on customers and suppliers

The Group has a diversified customer portfolio, as presented on page 40 of this Registration Document, and uses a large number of suppliers, both of finished goods and services.

Risk monitoring and management

The Group does not depend on a single customer or a group of specific customers to achieve its revenues.

Similarly, its strategic supplies are not concentrated on a limited number of suppliers in such a way as would lead to excessive dependence on them.

2.1.5. Risks related to public procurement procedures

The conclusion of contracts with local authorities and administrations, in France and internationally, is subject to complex regulations.

The complexity of the procedures and the multiplicity of the existing paths of recourse, before and after signing such a contract, increase the possibility of the Group being involved in litigation.

Furthermore, if a public procurement contract is voided by a court decision, compensation is awarded to the counterparty, but it does not necessarily cover the full amount of the loss.

Lastly, in certain countries where the Group exercises its business, including France, any local authority that is part of a contract under public law can terminate it at any time, in whole or in part, for reasons in the general interest. The scope of the compensation due to offset the loss of the counterparty remains in this case at the court's discretion. No terminations on grounds of public interest occurred during fiscal year 2018.

Risk monitoring and management

Over time, the Group has accrued teams of lawyers with specialised knowledge in public contract law to manage bids in France and elsewhere. These teams analyse the content of the public tenders and ensure strict compliance with procedures and standard specifications issued by the procurement authority.

The preparation of responses to public tenders follows a precise process that includes all of the relevant departments of our Group, under the supervision of a member of the Executive Board. Responses to tenders that do not meet certain criteria or that exceed certain thresholds are systematically referred to the Executive Board for approval.

Moreover, the majority of the public law contracts are Street Furniture agreements and none of them represent more than 2% of the Group's adjusted consolidated revenue.

2.2. Legal and regulatory risks

2.2.1. Risks related to the specific regulations applicable to the Group

a) Regulatory risks related to advertising media

The outdoor advertising industry is subject to significant government regulation at both the national and local level, in the majority of countries where the Group operates, relating to the type (analogue/digital display), luminosity, nature, density, size and location of billboards and street furniture in urban and other areas. Local regulations, however, are generally moving in the direction of reducing the total number of advertising spaces, and/or reducing their size, and local authorities are becoming stricter in applying existing law and regulations. Some advertising spaces, particularly billboards, could therefore have to be removed or relocated in certain countries in the future.

By way of illustration, in 2012, Singapore introduced restrictions on the maximum size of advertising spaces according to their location, and Bulgaria followed suit in 2014 in Sofia. In Uruguay, a government order dated 13 July 2015 amended the regulations on advertising spaces visible from roads. In Shanghai, the local administration changed the regulations governing the installation of outdoor advertising devices in 2016. The change affected advertising display areas, and bore on such characteristics as format, surface area and size of the advertising devices.

In France, the law of 12 July 2010 on the national commitment to the environment, known as "*Grenelle II*", regulates outdoor advertising. The implementing decree of 30 January 2012 on advertising, signs and advance signs entered into force on 1 July 2012. It constitutes the new national regulations but will be susceptible to more restrictive adaptations by local governments. In the absence of local regulations in force, operators have until 13 July 2015 to apply the new text. In other cases, they will have two years as of the revision of the local advertising regulations, which the local authorities should bring into effect by 13 July 2020 at the latest. The decree also lays down regulations applicable in specific economic zones such as airports and sports venues with more than 15,000 seats.

Finally, the economic model for street furniture is maintained in full. Given its specific function, it is not subject to extinction or density regulations (unless otherwise stated in a decision under local advertising regulations or in urban units of fewer than 800,000 inhabitants where digital advertising broadcasting non-fixed images must be turned off between 1am and 6am). It may be modernised, with the possibility of a digital format of up to 8 sq.m.

The impact of the new regulation was not significant for the Group as a whole. It should be noted that the reform of outdoor advertising in France is still awaiting completion. A decree making certain amendments and corrections to the decree of 30 January 2012 is still pending, concerning, in particular, the format of advertisements.

b) Risks related to regulations applicable to advertising content

The outdoor advertising market is also subject to local and national regulations in most countries where the Group operates. These relate to the content of outdoor advertising (in particular, bans and/or restrictions in certain countries on tobacco and alcohol advertising).

Risks related to regulations applicable to alcoholic beverage advertising

The European Directive 97/36/CE dated 30 June 1997 regulates the advertising of alcoholic beverages. Laws and regulations in this area vary considerably from one European country to another, from complete prohibition of advertising to permission only at points of sale or within a certain zone. For example, since a law promulgated in October 2018, alcohol advertising has been banned within 200 metres of schools and crèches and in public transport in Ireland.

However, the majority of EU Member States have adopted laws that restrict the content, presentation and/or timing of some advertising.

The advertising of alcoholic beverages is also regulated outside the European Union. By way of illustration, the advertising of alcoholic beverages has been banned in South Korea since September 2012. It is also prohibited in countries where Islamic law is applied (Qatar, Saudi Arabia, Sultanate of Oman). In Buenos Aires, a law dated 24 November 2016 regulates the advertising and promoting of the sale of alcohol to alert the population to the adverse effects associated with excessive consumption. In Australia, some states prohibit alcohol advertising within 150 metres of schools or in public transport.

An extension to these restrictions could have a negative impact on the revenues from the relevant countries.

In 2018, alcohol advertising accounted for 0.8% of the Group's total advertising revenue, compared to 2.2% in 2017.

Risks related to regulations applicable to tobacco advertising

The campaign against tobacco is an area of significant intervention for the European Union: Directive 2010/13/EU "Audio-visual Media Services" and Directive 2003/33/EC concerning tobacco advertising and sponsorship harmonise the ban on tobacco advertising.

Tobacco advertising on billboards is banned in Saudi Arabia, Australia, Belgium, Denmark, Spain, Finland, France, Norway, Ireland, Italy, Luxembourg, Uzbekistan, the Netherlands, Poland, Portugal, UK, Slovakia and Sweden, as well as in certain countries of Central and South America and the majority of states in the United States. A ban on tobacco advertising is under discussion in Germany.

In other countries, tobacco advertising is permitted but restricted. This is the case in Austria and China; in Mexico, it is banned within 300 metres of schools and sports centres.

Directive 2014/40/EU on the manufacture, presentation and sale of tobacco products and related products also prohibits any communication or advertising of electronic cigarettes. Advertising for e-cigarettes is also tending to be banned in some countries outside the European Union.

An extension to these restrictions could have a negative impact on the revenues from the relevant countries.

In 2018, tobacco advertising represented 2.3% of the Group's total advertising revenue, as in 2017.

Risks related to regulations applicable to advertising content

Local regulations could temporarily or permanently ban certain advertising content that may be contrary to the public interest. For example, the Beijing local government in China decided in March 2011 to ban advertisements on outdoor advertising displays that promote hedonistic or excessively ostentatious lifestyles, in response to public concern about mounting inequality.

The content of the advertisements must adhere to principles of decency, social responsibility and truthfulness, notions which can differ from one country to another. Additional restrictions exist in certain countries, such as the ban on advertising of pharmaceuticals or drug companies or compliance with strict criteria on the body mass of models appearing on advertisements as part of the fight against anorexia or restrictions on the advertising of gambling and games of chance. In some countries, advertising messages considered sensitive, such as those related to the national identity of a country, are subject to approval on a case-by-case basis. Moreover, in the United Kingdom, advertisements for foods deemed to contain too much fat, too much salt or too much sugar have been prohibited on TFL transport assets since 1 April 2019.

An extension to these restrictions could have a negative impact on the revenues from the relevant countries.

c) Risks related to regulations applicable to other media

In a few countries, restrictions applicable to advertising in some sectors or of some products in other media have changed or have been lifted. The application in France of Directive 89/552/EEC "Television without Borders" and then Directive 2010/13/EU has involved a gradual opening of media to advertising from all industries. In France, the Decree dated 7 October 2003 provides for gradual access for large retailers to television advertising, and all televised media (local channels, cable, satellite and broadcast channels) became open to large retailer advertising from 1 January 2007. This access has had an unfavourable impact on outdoor advertising since 2007.

Risk monitoring and management

The Group's international development limits the concentration of the risk of tighter regulations in a given country.

To contain this risk, the Group relies on its legal teams to ensure the application of regulations in each country and monitor related changes.

Moreover, in France, to ensure that advertising messages comply with legal and regulatory framework, the Group has set up an internal procedure for visual control by a Display Ethics Committee.

2.2.2. Risks related to ongoing litigation

JCDecaux Group is involved in several disputes, related to the normal conduct of business. No litigation is sufficiently important to have significant impact on the financial situation or the Company's profitability.

Its business activities with local governmental authorities, in France and internationally, can lead to specific legal proceedings. Thus, the JCDecaux Group is involved in disputes concerning the attribution or termination of street furniture and/or billboard contracts, as well as disputes relating to the taxation of its business. It may also be involved in disputes regarding the terms and conditions of application of some of its contracts with its concession grantors and suppliers.

Furthermore, in connection with our business, Group companies bring actions and other proceedings with national competition authorities, or are the subject of actions and proceedings brought by our competitors, due to our strong positions on the markets.

Risk monitoring and management

The Legal Department identifies all significant litigation and legal risks for all of the Group companies (type, amounts, proceedings, level of risk) and tracks and monitors these on a regular basis, comparing this information with the information held by the Corporate Financial Services Department and reporting back to the Executive Board, the Audit Committee and the Statutory Auditors twice a year.

The Group sets aside adequate provisions where necessary to cover risks on general or specific disputes.

Moreover, the Group is not aware of any governmental, judicial or arbitration proceedings, including any that have been suspended or threatened, liable to have or that have had material effects on the financial situation or profitability of the company and/or Group over the past 12 months.

2.2.3. Risks related to intellectual property

In view of the increasing digitalisation of advertising displays, as well as the deployment of service solutions integrated in street furniture and constantly changing self-service bicycle solutions, the JCDecaux Group faces several types of risk, and especially those related to:

- its own research and development efforts
- the regular proposal of new forms of displays created by designers
- the integration of products or technologies owned by other parties into its equipment.

Risk monitoring and management

Developments carried out by JCDecaux on its own behalf have given rise to a strong policy aimed at protecting its Intellectual Property rights: as at 31 December 2018, the Group held 134 patents in France and other countries. The "JCDecaux" trademark is protected in 134 countries. All the other intellectual property rights used by the Group belong to JCDecaux SA, with the exception of a few secondary rights that belong to JCDecaux SA subsidiaries.

As at 31 December 2018, the Group owned 650 other secondary brands. 1,489 models registered in France and other countries protect products such as bus shelters, columns, billboards, interactive kiosks, self-service bicycles and automatic public toilets, some of which are designed by internationally renowned architects. The Group owns domain names to ensure the security of its business in all countries where it operates and limit third-party domain name bookings including the term "JCDecaux".

Whether technology is developed in-house or belongs to third parties, studies are conducted to ensure that its use is unencumbered and that the rights of any third parties are not counterfeit. The Group selects its suppliers careful and negotiates adequate counterfeit guarantees.

Designers called on to create new forms of devices generally license all of their disposable rights to the Group. JCDecaux subsequently ensures protection by registering designs in France (in order to have worldwide rights of priority) and internationally. Research is also conducted on such new forms to ensure that they are not similar or very close to forms already created previously and in which third parties have interests. It is impossible to ensure that such searches are exhaustive.

2.3. Risks related to acquisitions

2.3.1. Risks related to acquisitions

As part of its external growth strategy, the Group may make acquisitions of companies operating in outdoor advertising in the French market, as well as on foreign markets.

The European Commission or national competition authorities could prevent us from making certain acquisitions or impose conditions limiting such transactions.

Moreover, the implementation and consequences of these acquisitions could have an adverse impact on the Group's business, financial condition and ability to achieve objectives if risks unidentified prior to the acquisition were to materialise

Risk monitoring and management

To reduce the related risks, the appropriateness of each acquisition is subject to thorough analysis by the Group management, the Mergers, Acquisitions, and Development Department and the Legal Department. Furthermore, the Group surrounds itself with specialized advisers throughout the all acquisition process.

2.3.2. Risks related to the geopolitical environment

As a result of its implementation in many countries, the Group may suffer from a period of economic or political instability.

For example, in the United Kingdom, the 2018 economic context was impacted by the perspective of the Brexit. The United Kingdom's GDP increased by 1.4% in 2018, representing a downturn in comparison with 2017, that year being already down versus 2016. Business investments have declined and uncertainties surrounding the exit from the European Union have slowed the consumption of British households. As a reminder, our exposure remains limited in the United Kingdom where revenue generated in the United Kingdom in 2018 accounted for 10.2% of the group's total revenue.

Risk monitoring and management

The international development of the Group requires a diversified geographical distribution in order to limit the concentration of this risk to a specific country.

The breakdown of revenue by geographic area is presented on page 57 of this Registration Document.

2.4. Financial risks

As a result of its business, the Group may be exposed to varying degrees of financial risks (especially liquidity and financing risk, interest rate risk, foreign exchange rate risk and risks related to financial management, in particular, counterparty risk).

Financial risks are discussed in the Notes to the consolidated financial statements on pages 165 to 167 of this Registration Document.

Risk monitoring and management

The Group's objective is to minimize such risks by choosing appropriate financial policies. However, the Group may need to manage residual positions. This strategy is monitored and managed centrally, by a dedicated team within the Group Finance Department. Risk management policies and hedging strategies are approved by Group management.

JCDecaux SA is rated "Baa2" by Moody's and "BBB" by Standard and Poor's (Moody's most recent rating was on 5 July 2018, and Standard and Poor's on 5 September 2018). Both ratings had a "stable outlook", as was the case at 31 December 2017.

2.5. IT risks

The Group uses complex information systems to support its commercial, industrial and management activities. The main risks are related to the protection of confidentiality, integrity and the maintenance of an operational capacity of its systems.

Risk monitoring and management

These systems are protected on several levels: our data centres are secure, access to our software controlled, and our billboard systems audited. These protections concern in particular the computer platform used for the preparation and dissemination of digital advertising campaigns. This platform relies on a private network and is operated by the JCDecaux teams in accordance with strict end-to-end control and audit rules. It is monitored 24/7 in order to detect and deal with any operational anomalies in real time.

In addition, Business Recovery Plans aimed at ensuring the continuity of our operations are tested several times a year. Moreover, in order to improve the security of IT systems on a continuous basis and to limit the consequences of any malfunctions, the various risks (incidents affecting data centres, failure of equipment or telecommunications systems, security breaches, human error, etc.) are regularly assessed. Based on these assessments, the resources in place are strengthened or/and new protective measures developed to clamp down on any attempted security breaches, disclosure of confidential information, data loss or corruption, loss of traceability, etc.

2.6. Risks related to failure to respect human rights

2.6.1. Risks related to the non-respect of employees' human rights

The JCDecaux group operates in more than 75 countries, and 24% of the Group's FTEs are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organization. However, all employees of the Group enjoy the respect of their fundamental human rights, as stated in the JCDecaux International Charter of Fundamental Social Values.

Risk monitoring and management

All information concerning the monitoring and management of these risks is available in the under "Commitment No. 1: deploy the JCDecaux Charters, and ensure a basis of fundamental rights for all employees", on page 69 of this Registration Document.

2.6.2.Risks related to the non-respect of the human rights of suppliers

Suppliers are central to the Group's quality processes. JCDecaux has chosen to entrust the production of its products and solutions to trusted third parties. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organization. However, JCDecaux requires its suppliers to comply with these international standards through its Supplier Code of Conduct, whose ratification it requires.

Risk monitoring and management

All information relating to the monitoring and management of these risks is available under "Strengthening sustainable development in purchasing", on page 79 of this Registration Document.

2.7. Risks related to the health and safety of employees and subcontractors

There are more than 200 different skills within JCDecaux, from the design of street furniture to the marketing of advertising space, not forgetting furniture's upkeep and maintenance and advertising spaces. Operational and field staff, which represented approximately 51% of the Group's total workforce in 2018, are more exposed to the risks of accidents and incidents through their activities. This may include work at great height, use of electricity or in proximity to electrical equipment, road driving or work close to roads or railways, work in places where the "density" of the public is considerable (airports, railway stations, metro systems, pavements, etc.).

Risk monitoring and management

All information concerning the monitoring and management of these risks is available under "Our commitment: Deploy a Group-wide Health & Safety Policy", on page 67 of this Registration Document.

The Group considers that there are no other significant risks.

Risks deemed insignificant but presented in accordance with Article 173 of the Energy Transition Act of 17 August 2015 are described below.

2.8 Environmental risks

2.8.1. Financial risks related to the effects of climate change and measures taken by the Company to reduce them by implementing a low-carbon strategy in every aspect of its business

As JCDecaux's business is spread across 4,031 cities with over 10,000 inhabitants in more than 80 countries on all continents, the risks associated with increasingly frequent extreme weather events or rising sea levels may impact the Group's business locally. However, this broad geographical spread of the Group's business greatly limits the risk of significant financial impact on the Group. The other consequences of climate change (increase in temperatures, water scarcity, etc.) also represent a financial risk or a risk of limited business for JCDecaux whose business model aims to provide sustainable and high environmental quality goods and services.

Transition risk monitoring and management

(i) Adaptation to climate change: JCDecaux's assets are insured against the risks of weather events, enabling it to further reduce the risk of financial impact of such events on the Group. Moreover, to ensure that street furniture and systems are adapted to weather events (resistance to climatic variations and increased temperatures), heat resistance tests are performed and mechanical resistance simulations are conducted by the Design Office. Moreover, efforts made to reduce water consumption and recover rainwater lessen JCDecaux's reliance on water resources for the maintenance of street furniture.

(ii) Mitigating climate change: to mitigate the impact of the Group's activities on climate change, JCDecaux began ushering in a Sustainable Development Strategy in 2014. At the end of 2018, it covered 95% of the Group's revenue. The first priority of the strategy is to reduce the Group's energy consumption, and as such to cut the greenhouse gases generated by its activities. For more information on this low-carbon strategy, please refer to the "Our environmental commitment" section on page 58 of this Registration Document or the "Environmental impact of the business" section of the Management Report.

2.8.2. Environmental risks related to the business

JCDecaux operates in the outdoor advertising industry sector, where it has three activities, namely street furniture, transport advertising and billboards. The environmental risks related to the Group's business are very limited and JCDecaux did not identify any environmental risk to be provisioned in its financial statements for the financial year ended 31 December 2018. Nevertheless, the Group has identified an ICPE (Installation Classified for the Protection of the Environment) site in France which was declared and is subject of all required controls and monitoring.

Risk monitoring and management

The Group implemented a follow-up of the risks related to those sites and regular controls are done in order to reduce as much as possible the environmental risks related to this site. Moreover, JCDecaux encourages the deployment of ISO 14001 certification in all Group subsidiaries. This environmental management system enables environmental risks to be identified and managed. At end 2018, 16 of the Group's subsidiaries were certified, representing 58% of revenue.

2.9. Insurance – risk coverage

Insurance Policy

Given the similarity of the Group's operations in the various countries, its strategy is to cover essential risks centrally under worldwide insurance policies taken out by JCDecaux SA with major international insurers. This is particularly so for risks of damage to property and operating losses, as well as for public liability risks for Group companies and corporate officers.

This strategy enables us both to obtain a significant level of coverage on the basis of worldwide premium rates, but also to ensure that the degree of coverage applicable to our companies, both in France and elsewhere, is consistent with the potential risks that have been identified and with our Group strategy for risk coverage.

The Group may also obtain local and/or specific coverage to comply with locally applicable laws and regulations or to meet specific requirements. Purely local risks, such as covering risks associated with motor vehicles, are covered by each country, under its responsibility.

For essential risks, worldwide coverage when there are different conditions and/or limits, or when local guarantees are insufficient.

Implementation

The insurance management policy is to identify major catastrophic risks by assessing those which would have the most significant consequences for third parties, employees and for the Group.

All material risks are covered under a worldwide Group insurance programme with self-insurance provided only in respect of frequent risks. Accordingly, to obtain the best value for insurance costs and have full control over risks, the Group self-insures through insurance deductibles, for recurring operating risks and mid-range or low-level risks, essentially through Business Interruption/ Casualty, Third-party Liability and Vehicle Fleet policies.

The aggregate amount of premiums paid in 2018 totalled €3,858,209.

As a matter of policy, the JCDecaux Group does not obtain coverage from insurers unless they have very high credit rating.

All insurance programmes include levels of coverage that, in view of both the Group's past claims and the risk assessment of its key industrial sites, aim to transfer the coverage of major risks of an exceptional nature to the market.

Principal Group policies

The main coverage provided by the Group's policies is as follows:

Civil liability

The Group self-insures risks in unit amounts below or equal to €5,000 in general. The excess is higher for operations in France (excess of €10,000), Ireland (excess of €30,000), the United Kingdom (excess of €50,000) and in the United States (excess of approximately USD50,000 since November 2017).

Above these deductibles, the Group has put in place successive levels of coverage, the amounts of which have been determined after analysis of risk factors specific to the Group's business and their possible consequences. These levels cover all the global subsidiaries.

The Group's policies come into force at the level of €1 million; below that level, specific policies are taken out in each country.

Property damage - Business interruption

The single insurance programme implemented for the principal European countries (a "free servicing agreement") was continued in 2018. The Group's other main foreign subsidiaries are covered under a worldwide programme that provides reinsurance of local policies put in place.

The smaller foreign subsidiaries are insured outside the network, locally, and the Group policy provides coverage of losses under different conditions and/or limits.

Advertising spaces are covered for up to €15 million per claim.

Operating facilities, especially facilities where posters are prepared, are insured for up to €100 million per claim. Coverage limitations include business interruption losses as a result of a covered event.

Three levels of deductibles apply: €60,000, €25,000 and €15,000, which are allocated depending on the size of the subsidiaries.

In terms of business interruption, the applicable excess of -10% of the amount of the claim, with a minimum of €15,000 and a maximum of €1,000,000 has been continued.

The strategy described above is provided as an illustration of a situation over a given period and should not be considered as representative of a permanent situation. The Group's insurance strategy may change at any time depending on the occurrence of insurable events, the appearance of new risks or market conditions.

3. INTERNAL CONTROL SYSTEM AND RISK MANAGEMENT

The Director of Internal Audit, together with the Group General Counsel, compiled the report on internal control and risk management procedures introduced by the Company, and reported on it to the Audit Committee and to the Chairman of the Supervisory Board.

The Company's internal control process refers to the reference framework applicable to the internal control plan, supplemented by the Application Guide drawn up under the aegis of the Autorité des Marchés Financiers (French Financial Markets Authority).

This information was presented to the Executive Board which considered it compliant with the plans existing in the Group. It has also sent it to the Statutory Auditors for them to draw up their own report as well as to the Audit Committee and Supervisory Board.

3.1. Internal control objectives

Policies in place within the Group aim to ensure that its activities and the behaviour of its members comply with laws and regulations, internal standards and applicable best practices, as part of the objectives set out by the Company, in order to preserve Group assets, that the financial and accounting information sent both internally and externally provide a true picture of the situation of Group activity and comply with current accounting standards.

Generally, the Group's internal control system should help to control its activities, the efficiency of its transactions and the effective use of its resources.

As with any control system, it cannot, however, provide an absolute guarantee that such risks have been completely eliminated.

Internal control procedures apply to controlled entities and joint ventures and do not apply to non controlling interests. These procedures result from an analysis of the main operating and financial risks related to the business of the Group and its subsidiaries, including the risks created by its business relationships, products and services.

They are circulated to the personnel concerned and their implementation lies with the Group's operational departments. The Internal Audit Department is responsible for verifying compliance with the procedures adopted and identifying any weaknesses in such procedures.

3.2. Risk management

The control environment is an important factor in the management of the Group's risks.

The main Departments involved in the internal control system

This control environment is based on Operational Departments (Territories and Institutions, Trade and Development, International Operations, Purchasing and Human Resources – International Projects) and Functional Departments (Internal Audit, Group Legal, Corporate Financial Services, Information Systems, Sustainable

Development and Quality).

Since its initial public offering in 2001, the Company has sought to strengthen the internal control system and develop a culture of risk management. The Internal Audit Department was created in 2004. It now reports directly to the Chairman of the Executive Board and the Chairman of the Audit Committee.

The Internal Audit Department checks the compliance, relevance and effectiveness of the internal control procedures as part of the audits that it performs in Group companies according to a schedule presented to the Group's Audit Committee. This schedule is monitored by the Audit Committee. The Internal Audit Department's work is based on audits and operating methods that are constantly reviewed and improved. The audits' conclusions are sent to the Executive Board and systematically followed up on where necessary. This work and the conclusions are communicated to and exchanged with the Statutory Auditors.

The Legal Department identifies all significant litigation and legal risks for all of the Group companies (type, amounts, proceedings, level of risk) and tracks and monitors these on a regular basis, comparing this information with the information held by the Corporate Financial Services Department and reporting back to the Executive Board, the Audit Committee and the Statutory Auditors twice a year.

The Corporate Financial Services Department tracks the trend in performance of the French and foreign subsidiaries on the basis of the information they report, prepares comparisons among subsidiaries, and carries out specific analyses of costs and investments. Within the Corporate Financial Services Department, a Group of controllers is responsible for the financial monitoring of our foreign subsidiaries. The Finance Directors of the subsidiaries meet on a regular basis to analyse and discuss technical and ethical developments and their responsibilities in terms of controls.

With regard to internal control, the work of the IT Department involves four major areas: securing data and information, harmonising systems, hosting systems and the disaster recovery plan.

The Quality Control and Sustainable Development Department constantly monitors any changes to standards and regulations within its areas of expertise, and advises, supports, facilitates and raises awareness among the Group's subsidiaries. It guarantees the management of non-financial risks, and co-constructs policies, action plans and key performance indicators with the associated Operational and Functional Departments. It reports on the maturity of the Group's non-financial performance in its annual report. For more information please consult the "Sustainable Development and CSR" chapter on page 47 of this Registration Document.

A system of delegations

The Group's operating structure is based on fully operational subsidiaries in France and in other countries where it operates, whose general management is vested by law with all the necessary powers.

Nevertheless, the Executive Board has adopted a system of delegating more specific powers according to function. This system is constantly reviewed and updated to adapt it to changes in the Group's organisation.

In areas of particular sensitivity for the Group, the Executive Board has limited the commitment powers of its French and foreign subsidiaries.

A uniform Group procedure for signing and validating private and public contracts

A Group procedure was established at the beginning of 2011 and updated in 2015 and 2018 in order to strengthen controls and harmonise the handling of certain contracts (so-called "qualified" contracts) binding the Group. Qualified contracts now need to be signed off by two specified people from among a very limited number of identified persons, thus ensuring that these contractual commitments have been inspected and validated by people with different competencies and good knowledge of contractual commitments. In any event, other contracts must be signed by two persons. This procedure applies to all subsidiaries and joint ventures managed by JCDecaux SA or which JCDecaux SA is responsible for managing. When the financial statements are closed, the CEOs and Finance Directors of the subsidiaries are asked to sign letters confirming that this procedure has been applied or to explain why this is not the case.

3.3. Internal control bodies

The Executive Board is heavily involved in the internal control system. It exercises its control as part of its monthly meetings. It also refers to existing reports (particularly the work of the Corporate Finance and Administration Department).

The Supervisory Board exercises its control over the Group's management by referring to quarterly reports of the Executive Board's activity that are sent to it and the work of the Audit Committee according to the terms already set out (minutes, reports, etc.).

The Group believes that it has a strong and coherent internal control system, well adapted to the business. However, it will continue to evaluate the system on a regular basis and make any changes deemed necessary.

4. INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES INTRODUCED BY THE COMPANY WITH REGARD TO PRODUCING AND PROCESSING ACCOUNTING AND FINANCIAL INFORMATION

Process for producing and consolidating accounts

The process for producing JCDecaux SA's financial and accounting information is intended to provide members of the Executive Board and operating managers with the information they need to manage the Company and its subsidiaries, to enable statutory accounting consolidation, to manage the business through reporting and the budget and to ensure the Group's financial communications.

This process is organised around three cycles: budget, reporting and consolidation. These three cycles apply to all Group legal entities and follow an identical format (scope, definitions, treatment) set out in the "Finance Manual". This manual contains all the current accounting and management principles, rules and procedures applicable within the Group:

- the budget is prepared in the autumn and covers closing forecasts for the end of the fiscal year in progress, and the budget for year Y+1. Pre-approved by the Executive Board in December and validated in April Y+1, it is sent out to the subsidiaries following this final validation. In addition to strategic and commercial information, the budget includes an operating income account and a use-of-funds statement prepared according to the same format as the consolidated financial statements
- reporting is carried out at the end of March, May, June, August, September, November and December. It has several parts: an operating statement, investment monitoring, cash reporting and headcount monitoring. In addition to the usual comparisons with prior periods and budget, the reports include an updated forecast of the closing forecasts
- the consolidated financial statements are prepared at the same frequency as this reporting, and those of each half-year are disclosed to the market. They include an income statement, a balance sheet, a cash flow statement and, for those disclosed to the market, the notes to the financial statements. Consolidation is centralised (no consolidation cut-off).

All of these cycles are under the responsibility of the following Departments within the Corporate Finance and Administration Department:

- the Corporate Financial Services Department, consisting of a Consolidation Group, a Planning and Control Department, in charge of the budget, reporting and international management control, a Treasury Department and an Administration and Management Unit for the Group's reporting system
- the Tax Department.

The Executive Officers that head these Departments have global and interdivisional responsibility for all subsidiaries. The Group Chief Financial and Administrative Officer has functional authority over the Finance Directors of all of the subsidiaries.

When the financial statements are closed mid-year and at the end of the year, the CEOs and Finance Directors of the subsidiaries jointly sign "letters of confirmation", which are sent to the Director of Corporate Financial Services. The financial statements are audited twice a year by the Statutory Auditors, in connection with the annual closing (full audit) and half-year closing (limited review) of the consolidated financial statements and company accounts of JCDecaux SA.

In connection with the annual closing, subsidiaries within the scope of consolidation are audited.¬ For the half-year closing, targeted audits are conducted on key subsidiaries.

Process for managing published financial information

Apart from the Chairman of the Executive Board, only duly empowered persons are authorised to communicate financial information to the market. This means, in particular, the Deputy Chief Executive Officer and all members of the Executive Board, the Communications Department, and the Investor Relations and Financial Communication Department.

Thanks to the contribution of the Operational Departments, the Investor Relations and Financial Communication Department participates in preparing the Company overview and financial results of JCDecaux presented to the Executive Board, as part of an overall process designed to ensure compliance with obligations relating to financial information.

The documents are subject to a control and validation process prior to being circulated involving, in particular, the Planning & Control Department, the Consolidation Department and the Group Legal Department in addition to the Communications Department and Statutory Auditors. Quarterly press releases are shared with the Audit Committee and the Statutory Auditors before being approved by the Executive Board.

The Investor Relations and Financial Communication Department disseminates and communicates financial information concerning JCDecaux through various means including:

- the Registration Document, half-yearly financial reports and quarterly financial information
- press releases about agreements, mergers and acquisitions
- financial press releases
- presentations for financial analysts and investors.

The Group's Registration Document is filed with the Autorité des Marchés Financiers (French Financial Markets Authority) in accordance with its General Regulation. Beforehand, the document is the subject of verification by the Statutory Auditors aimed at ensuring the consistency of the financial statements and the information relating to the financial position with historical financial information.

The social, environmental and stakeholder information contained in this document is also verified by an independent third-party organisation in compliance with the implementation decree of Article 225 of the *Grenelle II* Act.

Each major communication topic is the subject of a position paper validated by Group management. The papers are regularly updated and serve as a medium for relations with financial market players.

In order to ensure equal access to investor information, the different communication media are available in French and English and are issued via the following circulation channels:

- information for the general public is directly published online on the following website: www.jcdecaux.com. However, anybody wishing to receive this information by post can send a request for this purpose to the Investor Relations and Financial Communication Department, which will send the information to them free of charge
- regulated information is circulated in accordance with the European "Transparency" Directive through a professional communications agency that relays it to news agencies and the media
- meetings organised for financial analysts are broadcast live and in full online or can be accessed by phone without any access restrictions. A transcript of the meetings is available upon request from the Investor Relations and Financial Communication Department
- as a general rule, two people travel to other countries or meet with financial market players (in most cases, a member of the Executive Board along with the Investor Relations Manager) in order to guarantee the accuracy of the information provided and ensure equal access.

5. POLICY ENSURING COMPLIANCE WITH THE SAPIN II LAW AND DUE DILIGENCE LAW

Through the adoption of its Code of Ethics in 2001, its International Charter of Fundamental Social Values in 2012 and its Supplier Code of Conduct in 2014, JCDecaux is committed to a comprehensive approach that is both responsible and ethical towards its employees, customers, suppliers, grantors and competitors. It has set out a strategy and timetable for compliance with recent legislative and regulatory developments (Sapin II Law and Due Diligence Law). It has notably performed a review of existing tools and procedures used within the Company and its subsidiaries around the world, the Goup has launched new, complementary and/or corrective measures as required, particularly with regard to due diligence.

5.1. Compliance with the Sapin II Law of 9 December 2016

5.1.1. JCDecaux's business ethics framework

In accordance with the anti-corruption guidelines imposed under the Sapin II Law, the measures that have been or are being implemented by the Group include: a Code of Conduct; an alert system; risk mapping; procedures for evaluating customers, first-tier suppliers and intermediaries; accounting control procedures; a training programme; disciplinary procedures and an internal control and evaluation system.

Since 2001, the group has set down the ethical principles and rules to be followed in the conduct of its business in a Code of Ethics. The Code was last updated in 2018 in order to include the changes brought about by the Sapin II Law, especially with regard to reporting procedures and the fight against influence peddling.

The members of the Executive Board of JCDecaux, in liaison with Group General Counsel, are directly responsible for communicating the Code of Ethics and its values throughout the entire Group. Local management in each country in which JCDecaux operates is responsible for ensuring compliance and enforcing the principles and standards set out in:

- firstly, the Fundamental Ethical Rules of JCDecaux, which prohibit any form of corruption, active or passive, and influence peddling, and ensure compliance with the rules of the free market and of financial and accounting reporting. The Group Ethics Committee, composed of members of the Supervisory Board of JCDecaux SA, is responsible for ensuring compliance with these rules which are essential to the group's existence and success (See Section 4.1.2 below)
- secondly, a Code of Good Conduct which sets out how the group ought to relate to the authorities and its suppliers and customers, and specifies the rights and responsibilities of its employees. The rules it contains must be implemented by each group company, in accordance with applicable national regulations. Compliance with them is the responsibility of the senior management of each subsidiary, both in France and elsewhere.

The Code of Ethics is available on the website at www.jcdecaux.com and the Group's various intranets. This Code is supplemented by a number of internal procedures:

- as regards the appointment and management of "Advisers", the Code sets out the measures that must be taken to avoid any act of corruption which might be committed by these third parties, particularly in countries considered to present a risk, in which conducting an in-depth survey is compulsory before hiring an Adviser. "Adviser" in this case refers to any third parties used to guide, influence, promote, assist and support the group's development of the group's strategy, revenue or marketing positioning. This procedure also applies to new partners in joint ventures, new subcontractors and significant subcontractors
- it oversees the signing of contracts, in order to secure and standardise the signing process throughout the group, and
- specifically for the group's operations in the French market, regarding lobbying disclosure requirements.

The Code of Ethics and the Group's procedures are widely communicated throughout the Group in order to make employees fully aware of them. There is a practical guide in the company's internal version of the Code of Ethics that explains each rule and principle to help employees have a deeper understanding of them. This internal version of the Charter can be accessed via JCDecaux's Intranet in the group's 15 main working languages or upon request from the Human Resources Department of each of the Group's companies. All new employees must sign the Code of Ethics and employees identified as having responsibilities which could bind JCDecaux to public authorities, customers and suppliers must electronically sign the Code of Ethics and the procedure for the appointment and management of "Advisers".

Since November 2018, a reporting system has been implemented and updated in all the Group's subsidiaries via its intranets and extranets. Three alerts were reported in 2018 (two are being examined and the third was filed without further action).

Every year since 2018, the Internal Audit Department has prepared mapping and an evaluation process setting out all the risks covered under the Sapin Law, taking into account the relevant geographical regions and business processes. The mapping process is set out in pages 297 and following.

Procedures for evaluating the position of first-tier suppliers have been implemented. These procedures are described in the chapter on "Strengthening Sustainable Development in Purchasing" in the Sustainable Development section of this Registration Document. Analogous measures relating to customers and intermediaries are in the process of being evaluated before they are implemented.

Accounting controls, to ensure that the books, registers and accounts are not used for corrupt purposes and influence peddling are performed internally. These include a detailed audit of so-called "sensitive" cost line items (i.e. lobbying, taxation, legal and audit fees, costs relating to advisory services, marketing research, IT maintenance and consulting services, bank fees, recruitment fees, insurance premiums, plans and subscriptions, donations, other external and professional services).

To ensure that employees fully understand and follow the Group's ethical rules, a training module followed by a test was put in place in 2016 and 2017. This module has been designed for almost 5,000 employees who have been identified as having responsibilities which could create liability for JCDecaux, including those working in entities in which the Group has a minority interest. It is mainly made up of concrete examples and role playing on the following topics:

applicable legal framework, risks, gifts and invitations, facilitation payments and third-party management. At the end of the campaign, 94% of targeted individuals had completed the training. It will soon be updated and made available to both new and existing employees on a regular basis.

At the closing of the annual financial statements, the CEOs and Finance Directors of the subsidiaries are asked to sign letters confirming that new employees have been provided with a copy of the Code of Ethics and related procedures or, if this is not the case, an explanation of why this has not transpired.

Compliance with the Group's ethics procedures, the signing of the Code of Ethics by employees and management of the so-called "sensitive" cost line items are systematically verified by the Internal Audit Department as part of the country audits.

5.1.2. Group Ethics Committee

The Supervisory Board, at its meeting of 5 December 2018, decided to create a new Committee on the Supervisory Board, the Ethics Committee.

This new Committee, now the Supervisory Board Committee has replaced the internal Group Ethics Committee which existed until then, and which is described below.

The work of the Group Ethics Committee, which continued until 5 December 2018, is detailed below.

Duties

Up to 5 December 2018, the Group Ethics Committee was mainly responsible for examining any situation contrary to the Fundamental Ethical Rules set out in the Code of Ethics which might be brought to its attention.

Any employee of a Group entity could refer a matter to the Committee if they suspected that a violation of one or more of these rules.

Composition

Up to 5 December 2018, the Group Ethics Committee was composed of three members: the Chairman of the Audit Committee (Mr Xavier de Sarrau), the Chairman of the Compensation and Nominating Committee (Mr Pierre Mutz) and the Director of Internal Audit (Mr Cyril Roche).

The Committee was chaired by the Chairman of the Audit Committee.

The Group General Counsel was entrusted with the Committee's secretariat.

Operation

The Group Ethics Committee met as often as necessary, and at least once a year. It had extensive powers to investigate the facts related to any situation contrary to the Fundamental Ethical Rules and could be assisted by specialist external advisers. It reports on its work to the Chairman of the Executive Board and the Supervisory Board.

Its operation is defined in Rules of Procedure.

Work

It met once in 2018 to examine a potential violation of the Fundamental Ethical Rules and to discuss the Group's compliance with the Sapin II Law.

5.2. Compliance with the Due Diligence Law of 27 March 2017

The group has implemented the necessary due diligence to prepare and publicise its Vigilance Plan in this Registration Document, as it is presented in the Company's Management Report.

This Plan describes existing procedures and documents, as well as the programmes and measures implemented in 2018 and presents those forecasted for the year to come.

Prepared by a dedicated internal governance body, the Group Vigilance Committee, it also refers to the Group's International Charter of Fundamental Social Values and the United Nations Global Compact the Group has subscribed in 2015.

5.2.1. The Vigilance Plan

HUMAN RIGHTS		
	GROUP	SUPPLIERS & SUBCONTRACTORS
GOVERNANCE BODIES	The Vigilance Committee, set up in 2017, is more specifically responsible for drafting the annual Vigilance Plan and handling reports (see item (4) and (5)). The Auditing Committee's remit includes monitoring the effectiveness of internal control and risk management systems as well as, where relevant, the Internal Audit. Each year the Executive Board of JCDecaux SA approves the Vigilance Plan as part of its monitoring of the compliance policy of the Company and the JCDecaux Group. The Supervisory Board of JCDecaux SA, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.	
SPECIALIST BODIES		
HEADS OF OPERATIONAL DEPARTMENTS	Human Resources Department - International Projects	Purchasing-Inventories & Production Department
GROUP-WIDE DEPARTMENTS	> The Department of Quality Control & Sustainable Development is thus jointly responsible with each of the Group's Departments for embedding environmental, social and societal issues into their business. It supports each of these Departments in making the necessary changes to embed sustainable development in their practices. > The Group Legal Department holds the Secretariat of the Group Vigilance Committee. > The Internal Audit Department coordinates the Group's risk mapping process which includes extra-financial risks, and embeds the issues around sustainable development in its control processes (audits and country assessments).	
GROUP CHARTERS & STANDARDS	**External:** Principles of the United Nations' Global Compact (signed up to by JCDecaux SA in November 2015) **Internal:** International Charter of Fundamental Social Values (2018)	**Internal:** Code of Conduct of Suppliers (2018)

HEALTH & SAFETY		
	GROUP	SUPPLIERS & SUBCONTRACTORS
GOVERNANCE BODIES	The Vigilance Committee, set up in 2017, is more specifically responsible for drafting the annual Vigilance Plan and handling reports (see item (4) and (5)). The Auditing Committee's remit includes monitoring the effectiveness of internal control and risk management systems as well as, where relevant, the Internal Audit. Each year the Executive Board of JCDecaux SA approves the Vigilance Plan as part of its monitoring of the compliance policy of the Company and the JCDecaux Group. The Supervisory Board of JCDecaux SA, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.	
SPECIALIST BODIES	The Group Health & Safety Committee, steered by the International Operations Department, has been overseeing the deployment of Group Health and Safety Policy, through a programme of health and safety audits of subsidiaries since 2014	
HEADS OF OPERATIONAL DEPARTMENTS	International Operations Department	**Subcontractors:** International Operations Department **Suppliers & subcontractors:** Purchasing-Inventories and Production Department

HEALTH & SAFETY		
	GROUP	SUPPLIERS & SUBCONTRACTORS
GROUP-WIDE DEPARTMENTS	> The Department of Quality Control & Sustainable Development is thus jointly responsible with each of the Group's Departments for embedding environmental, social and societal issues into their business. It supports each of these Departments in making the necessary changes to embed sustainable development in their practices. > The Group Legal Department holds the Secretariat of the Group Vigilance Committee. > The Internal Audit Department coordinates the Group's risk mapping process which includes extra-financial risks, and embeds the issues around sustainable development in its control processes (audits and country assessments).	
GROUP CHARTERS & STANDARDS	**Internal:** -International Charter of Fundamental Social Values (2018) - Group Sustainable Development Strategy Health & Safety Priority (2014)	**Internal:** Code of Conduct of Suppliers (2018)

ENVIRONMENT		
	GROUP	SUPPLIERS & SUBCONTRACTORS
GOVERNANCE BODIES	The Vigilance Committee, set up in 2017, is more specifically responsible for drafting the annual Vigilance Plan and handling reports (see item (4) and (5)). The Auditing Committee's remit includes monitoring the effectiveness of internal control and risk management systems as well as, where relevant, the Internal Audit. Each year the Executive Board of JCDecaux SA approves the Vigilance Plan as part of its monitoring of the compliance policy of the Company and the JCDecaux Group. The Supervisory Board of JCDecaux SA, with responsibility for monitoring the Executive Board's management of the Company, is regularly notified of the main issues facing the Company, including in the areas of social and environmental responsibility.	
SPECIALIST BODIES	The Environment Committee is a new body set up in 2018 and steered by the International Operations Department, with a remit to oversee the environmental priorities of the Group's Sustainable Development Strategy and propose recommendations.	
HEADS OF OPERATIONAL DEPARTMENTS	International Operations Department	Purchasing-Inventories & Production Department
GROUP-WIDE DEPARTMENTS	> The Department of Quality Control & Sustainable Development is thus jointly responsible with each of the Group's Departments for embedding environmental, social and societal issues into their business. It supports each of these Departments in making the necessary changes to embed sustainable development in their practices. > The Group Legal Department holds the Secretariat of the Group Vigilance Committee. > The Internal Audit Department coordinates the Group's risk mapping process which includes extra-financial risks, and embeds the issues around sustainable development in its control processes (audits and country assessments).	
GROUP CHARTERS & STANDARDS	**External:** Principles of the United Nations' Global Compact (signed up to by JCDecaux SA in November 2015) **Internal:** Environmental Priorities of the Group Sustainable Development Strategy (2014)	**Internal:** Code of Conduct of Suppliers (2018)

1. 1. RISK MAPPING

Every year since 2018, the Internal Audit Department has prepared mapping and an evaluation process setting out all risks covered by the Law of 27 March 2017, taking account of the relevant geographical regions and business processes.

HUMAN RIGHTS

GROUP

Methodology

Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of Risks".

Description

Operating in 75 countries, with 24% of its FTE's located in countries that have not ratified all the Fundamental Conventions of the International Labour Organization, the Group has identified the risk associated with breaches of human rights by employees as significant. The management of this risk is described in the chapter "Commitment No. 1: deploy the JCDecaux Charters, and ensure a basis of fundamental rights for all employees".

Also refer to
- the chapter "Identification of risks" (p. 284)
- to the chapter "Risk Factors" (p. 284)
- to section "D. P. E. F. " (chapter "Commitment n°1") (p. 69)

SUPPLIERS & SUBCONTRACTORS

Methodology

- Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of Risks".
- Specific risk mapping according to purchasing categories considered as strategic or presenting a particular risk has also been carried out; these are digital screens, electronic cards, composite, work clothes and printing.

Description

Suppliers are at the heart of the Group's quality processes. Some of these suppliers are located in countries that have not ratified all the Fundamental Conventions of the International Labour Organization. The management of this risk is described in the Declaration of Extra-Financial Performance in chapter "Strengthening Sustainable Development in Purchasing".

Also refer to
- the chapter "Identification of risks" (p. 284)
- to the chapter "Risk Factors" (p. 284)
- to section "D. P. E. F." (chapter "strengthening Sustainable Development in purchasing") (p. 79)

HEALTH & SAFETY

GROUP

Methodology

Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of Risks".

Description

JCDecaux's field staff represent approximately 51% of the Group's total workforce in 2018. These employees are the most at-risk of accidents and incidents through their activities which may include working at height, the use of electricity or being close to electrical equipment, driving on the road or close to roads or railways.The management of this risk is described in the Declaration of Extra-Financial Performance in the chapter "Our commitment: Deploy a Group-wide Health & Safety Policy".

Also refer to
- the chapter "Identification of risks" (p. 284)
- to the chapter "Risk Factors" (p. 284)
- to section "D. P. E. F." (chapter "Our commitment: deploy a Group-wide Health & Safety Policy") (p. 67)

SUPPLIERS & SUBCONTRACTORS

Methodology

- Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of Risks".
- Specific risk mapping according to purchasing categories considered as strategic or presenting a particular risk has also been carried out. These are digital screens, electronic cards, composite, work clothes and printing.

Description

Operations subcontractors are at risk of the same accidents and incidents as JCDecaux's operational and field employees. The management of this risk is described in the Declaration of Extra-Financial Performance in chapter "Our commitment: Deploy a Group-wide Health & Safety Policy".

Also refer to
- the chapter "Identification of risks" (p. 284)
- to the chapter "Risk Factors" (p. 284)
- to section "D. P. E. F." (chapter "Our commitment: deploy a Group-wide Health & Safety Policy") (p. 79)

ENVIRONMENT

GROUP

Methodology

Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of Risks".

Description

Environmental issues are fully integrated into JCDecaux's Sustainable Development Strategy (see "Our Environmental Commitment") but are not identified as a key risk (see "Environmental risks")

Also refer to

- the chapter "Identification of risks" (p. 284)
- the chapter "Environmental risks" (p. 284)
- the chapter "Our Environmental Commitment" (p. 58)

SUPPLIERS & SUBCONTRACTORS

Methodology

- Vigilance risks are incorporated in the Group's risk mapping, the process for which is described in the chapter "Identification of Risks".
- Specific risk mapping according to purchasing categories considered as strategic or presenting a particular risk has also been carried out. These are digital screens, electronic cards, composite, work clothes and printing.

Description

Environmental issues in our supply chain are fully integrated into the priority "Strengthening Sustainable Development in Purchasing" but are not identified as a key risk (see "Environmental risks")

Also refer to

- the chapter "Identification of risks" (p. 284)
- the chapter "Environmental risks" (p. 284)
- (chapter "strengthening Sustainable Development in purchasing") (p. 79)

2. EVALUATION OF SUBSIDIARIES, SUBCONTRACTORS & SUPPLIERS

Using the data supplied by its risk mapping exercise in particular, the JCDecaux Group implements regular evaluation of the situation of its subsidiaries, subcontractors and suppliers with which it has an established commercial relationship.

HUMAN RIGHTS

GROUP

Compliance with subsidiaries of the principles of the International Charter of Fundamental Social Values

It is assessed through biannual questionnaire.

RESULTS FOR 2018

A new assessment of all subsidiaries was launched in 2018. This identified 17 entities with non-alignments mainly related to the principles of non-discrimination and working hours. The entities in question undertook to implement corrective action plans.

2019 PLAN

In 2019 the implementation of the corrective action plans will be evaluated.

Group's extra-financial performance

Social indicators associated with the Group's operations are managed as part of extra-financial reporting.

RESULTS FOR 2018

Extra-financial reporting covers 96% of the Group's FTEs in 2018. This process was audited by an independent third party, the EY firm, in 2018.

2019 PLAN

Continued monitoring of key performance indicators by the relevant Departments, coordinated by the Sustainable Development Department. The EY firm is contracted to conduct legal auditing for 3 years.

Also refer to

- to section "D. P. E. F." (chapter "Commitment n°1") (p. 69)
- to point (1) "Risk mapping" *above*
- to point (3) "Mitigating risks and preventing serious breaches" *below*

Annual self-evaluation by subsidiaries

This is carried out by the Internal Audit Department and incorporates issues around significant extra-financial risks.

RESULTS FOR 2018
No self-evaluation forms in 2018 were sent to subsidiaries in 2018.

2019 PLAN
75 subsidiaries were evaluated in 2019.

On-site audits of subsidiaries

These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the International Charter of Fundamental Social Values.

RESULTS FOR 2018
19 subsidiaries were audited on-site in 2018.

2019 PLAN
18 subsidiaries are scheduled in 2019.

Also refer to

- to section "D. P. E. F." (chapter "Commitment n°1") (p. 69)
- to point (1) "Risk mapping" *above*
- to point (3) "Mitigating risks and preventing serious breaches" *below*

SUPPLIERS & SUBCONTRACTORS

Compliance of key suppliers with the Code of Conduct of Suppliers

Key suppliers are subject to an annual assessment, an on-site audit every three years by the Corporate (for Corporate), and every five years by the Countries (for the key local suppliers), using a scorecard incorporating relevant social and environmental challenges.

RESULTS FOR 2018
46% of the Group's key suppliers were evaluated in 2018 and 21% of key suppliers were audited.

2019 PLAN
Audits of key suppliers are focused on key direct suppliers and take place every three years. The rollout of the assessment/audit procedures in the subsidiaries will continue.

Group's extra-financial performance

Indicators for monitoring the integration of sustainable development in purchasing processes are managed as part of extra-financial reporting

RESULTS FOR 2018
Extra-financial reporting covers 97% of the Group's revenue in 2018. This process was audited by an independent third party, the EY firm, in 2018.

2019 PLAN
Continued monitoring of key performance indicators by the relevant Departments, coordinated by the Sustainable Development Department. The EY firm is contracted to conduct legal auditing for 3 years.

Self-evaluation

This is carried out by the Internal Audit Department and incorporates issues around significant extra-financial risks.

RESULTS FOR 2018
No self-evaluation forms in 2018 were sent to subsidiaries in 2018.

2019 PLAN
75 subsidiaries were evaluated in 2019.

On-site audits of subsidiaries

These are performed by the Internal Audit Department and include, in particular, a review of the deployment of the Code of Conduct of Suppliers.

RESULTS FOR 2018
19 subsidiaries were audited on-site in 2018.

2019 PLAN
18 subsidiaries are scheduled in 2019.

NB.
A Group supplier is defined as a "key supplier" due to (i) its expertise, quality and reliability, and/or (ii) the fact that it represents a significant portion of the Group's purchasing, and/or (iii) the fact that it is not easily replaced, and/or (iv) that it has the ability to affect the reputation of JCDecaux

Also refer to

- the chapter "Responsible purchasing" (p. 79)
- to point (1) "Risk mapping" *above*
- to point (3) "Mitigating risks and preventing serious breaches" *below*

HEALTH & SAFETY

GROUP

Subsidiaries' health and safety programme

Its purpose is to assess the maturity of subsidiaries in terms of the Group's health and safety standards.

RESULTS FOR 2018
In 2018, 16 Group entities were audited.

2019 PLAN
A target of 21 subsidiaries assessed has been set for 2019.

Group's extra-financial performance

Health and safety indicators associated with the Group's operations are managed as part of extra-financial reporting.

RESULTS FOR 2018
Extra-financial reporting covers 96% of the Group's FTEs in 2018. This process was audited by an independent third party, the EY firm, in 2018.

2019 PLAN
Continued monitoring of key performance indicators by the relevant Departments, coordinated by the Sustainable Development Department. The EY firm is contracted to conduct legal auditing for 3 years.

Also refer to
- to section "D. P. E. F." (chapter "Our commitment: deploy a Group-wide Health & Safety Policy") (p. 67)
- to point (1) "Risk mapping" *above*
- to point (3) "Mitigating risks and preventing serious breaches" *below*

SUPPLIERS & SUBCONTRACTORS

OPERATIONAL SUBCONTRACTORS

Subcontractor inspection programmes carried out locally by subsidiariess

RESULTS FOR 2018
70% of the subsidiaries audited in 2018 have a compliant subcontractor inspection programme.

2019 PLAN
The inspection programme will be continued.

Group's extra-financial performance

Health and safety indicators associated with the Group's operations are managed as part of extra-financial reporting.

RESULTS FOR 2018
Extra-financial reporting covers 97% of the Group's revenue in 2018. This process was audited by an independent third party, the EY firm, in 2018.

2019 PLAN
Continued monitoring of key performance indicators by the relevant Departments, coordinated by the Sustainable Development Department. The EY firm is contracted to conduct legal auditing for 3 years.

Also refer to
- to section "D. P. E. F." (chapter "Our commitment: deploy a Group-wide Health & Safety Policy") (p. 67)
- the chapter "Responsible purchasing" (p. 79)
- to point (1) "Risk mapping" *above*
- to point (3) "Mitigating risks and preventing serious breaches" *below*

SUPPLIERS

Compliance of key suppliers with the Code of Conduct of Suppliers

Key suppliers are subject to an annual assessment, an on-site audit every three years by the Corporate (for Corporate), and every five years by the Countries (for the key local suppliers), using a scorecard incorporating relevant social and environmental challenges.

RESULTS FOR 2018
46% of the Group's key suppliers were evaluated in 2018 and 21% of key suppliers were audited.

2019 PLAN
Audits of key suppliers are focused on key direct suppliers and take place every three years. Continue to roll out evaluation and auditing procedures across subsidiaries to reach 100% in 2020.

ENVIRONMENT

GROUP

Group health and safety auditing programme

Its aim is to assess the maturity of subsidiaries in terms of the Group's Environment Strategy.

Extra-financial performance

Environmental indicators associated with the Group's operations are managed as part of extra-financial reporting.

RESULTS FOR 2018

Extra-financial reporting covers 97% of the Group's revenue in 2018. This process is audited by a third party independent body, the EY firm, in 2018.

2019 PLAN

Continued monitoring of key performance indicators by the relevant Departments, coordinated by the Sustainable Development Department. The EY firm is contracted to conduct legal auditing for 3 years.

On-site audits of subsidiaries

They are carried out by the Internal Audit Department

RESULTS FOR 2018

19 subsidiaries were audited on-site in 2018.

2019 PLAN

18 subsidiaries are scheduled in 2019.

Also refer to

- the chapter "Reduce Our Energy Consumption" (p. 58)
- the chapter "Reduce our Other Impacts" (p. 62)
- to point (1) "Risk mapping" *above*
- to point (3) "Mitigating risks and preventing serious breaches" *below*

SUPPLIERS & SUBCONTRACTORS

Compliance of key suppliers with the Code of Conduct of Suppliers

Key suppliers are subject to an annual assessment, an on-site audit every three years by the Corporate (for Corporate), and every five years by the Countries (for the key local suppliers), using a scorecard incorporating relevant social and environmental challenges.

RESULTS FOR 2018

46% of the Group's key suppliers were evaluated in 2018 and 21% of key suppliers were audited.

2019 PLAN

Audits of key suppliers are focused on key direct suppliers and take place every three years. Continue to roll out evaluation and auditing procedures across subsidiaries to reach 100% by 2020.

Also refer to

- the chapter "Responsible purchasing" (p. 79)
- the chapter "Reduce our Other Impacts" (p. 62)
- to point (1) "Risk mapping" *above*
- to point (3) "Mitigating risks and preventing serious breaches" *below*

3. MITIGATING RISKS & PREVENTING SERIOUS BREACHES

The Group JCDecaux implements actions to mitigate and prevent risks, notably those identified through its risk mapping and/or its assessments of subsidiaries, subcontractors and suppliers.

HUMAN RIGHTS

GROUP

Letter of Representation by Country Directors

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to sign and fully familiarise themselves with the International Charter of Fundamental Social Values.

RESULTS FOR 2018
100% of Country Directors signed the letter of representation in 2018.

2019 PLAN
100% of Country Directors to sign the letter of representation in 2019.

Practical guide

Since 2017 subsidiaries have been provided with a practical guide to provide tangible illustrations of the principles of the Code of Ethics through examples, points of vigilance and good practice.

RESULTS FOR 2018
This guide was circulated to all Country Directors again in 2018.

Training

A digital learning course on Sustainable Development (including a presentation of the Group's Charters and standards) is available to all employees with a computer.

RESULTS FOR 2018
100% of countries in the Group have rolled out the training, covering 8,870 employees with a computer terminal.

2019 PLAN
In 2019, a communication and awareness plan specific to the International Charter of Fundamental Social Values will be developed for employees so that the Group's fundamental social values will be well understood and implemented to an even greater extent.

SUPPLIERS & SUBCONTRACTORS

JCDecaux Code of Conduct of Suppliers

The Code must be signed by all of the Group's key suppliers.

RESULTS FOR 2018
71% of key suppliers signed the Code of Conduct in 2018.

2019 PLAN
Continued roll-out of the Code of Conduct to meet the 100% target by 2020.

Letter of Representation by Country Directors

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to ensure suppliers sign the Group's Code of Conduct of Suppliers.

RESULTS FOR 2018
100% of Country Directors signed the letter of representation in 2018.

2019 PLAN
100% of Country Directors to sign the letter of representation in 2019.

Purchasing team training

Training for Purchasing teams on embedding sustainable development in the Purchasing process, including human rights, was delivered in 2016.

2019 PLAN
The training will be repeated in 2019 to maintain skills levels and vigilance of Purchasing teams.

HEALTH & SAFETY

GROUP

The Group Healh & Safety Committee

It is steered by the International Operations Department and attended by Regional or local Health & Safety Managers and the QHSE Sustainable Development Manager and/or the Sustainable Development & Quality Director. Its remit is to agree and monitor the Group's objectives and action plans, the results of Country audits and the quarterly occupational accident reports.

RESULTS FOR 2018
The Committee met 4 times and developed the Group's awareness-raising initiatives.

2019 PLAN
4 meetings are scheduled, with a continuation of actions at Group level to improve safety at work.

Letter of Representation by Country Directors

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, the Group's Health and Safety Policy.

RESULTS FOR 2018
100% des Directeurs Pays ont signé la lettre d'affirmation 2018.

2019 PLAN
100% of Country Directors to sign the letter of representation in 2019.

Operational manual

A detailed operational manual is made available to all subsidiaries enabling them to roll out a consistent global health and safety system with intended to prevent/reduce accidents at work.

RESULTS FOR 2018
The manual is available on the JCDecaux intranet

Health and safety awareness campaign

A health and safety awareness campaign to be carried out aimed at Area Managers and Country Directors.

RESULTS FOR 2018
For its launch year, the campaign concerned 51% of area and country managers in 2018.

2019 PLAN
The goal is to reach a coverage rate of 100%.

"Safety out of home / Safely home" campaign

A campaign aimed at all employees, "Safety out of home, safely home" has been circulated since April 2017.

RESULTS FOR 2018
In addition to posters and golden rules already circulated in 2017, the communication materials aimed at field employees were also circulated to encourage discussions among the teams on the subject of Health & Safety in an innovative quiz format. Furthermore, a programme to pool good practices was set up.

2019 PLAN
Continue to share good practice within the Group.

SUPPLIERS & SUBCONTRACTORS

OPERATIONS SUBCONTRACTORS

Circulation of health and safety clauses

All operations subcontractors must sign a contract including detailed health and safety clauses.

RESULTS FOR 2018
Standard contractual health and safety clauses have been circulated among subsidiaries.

2019 PLAN
The circulation effort will be continued in 2019.

Training

The Purchasing teams at headquarters are trained to raise their awareness as regards the health and safety issues among suppliers.

RESULTS FOR 2018
No new training completed in 2018.

2019 PLAN - NEW
Training will be repeated in 2019 to maintain the level of skills and vigilance of the Purchasing teams.
They will be asked to ensure that all subcontractors have signed a contract with detailed health and safety clauses.

SUPPLIERS

JCDecaux Code of Conduct of Suppliers

The Code must be signed by all of the Group's key suppliers.

RESULTS FOR 2018
71% of key suppliers signed the Code of Conduct in 2018.

2019 PLAN
A target of 100% of key suppliers has been set for 2020.

Letter of Representation by Country Directors

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to ensure suppliers sign the Group's Code of Conduct of Suppliers.

RESULTS FOR 2018
100% of Country Directors signed the letter of representation in 2018.

2019 PLAN
100% of Country Directors to sign the letter of representation in 2019.

Training

The Purchasing teams at head office have been trained to raise awareness of the issue of suppliers' health & safety procedures.

RESULTS FOR 2018
No new training completed in 2018.

2019 PLAN
The training will be repeated in 2019 to maintain skills levels and vigilance of Purchasing teams.
They will be asked to ensure that all subcontractors have signed a contract including detailed health and safety clauses.

ENVIRONMENT

GROUP

The Environment Committee

It was set up in 2018, is steered by the International Operations Department and is attended by area and/or country Sustainable Development & Quality or EHS Director and Operational Managers. Its remit is to make recommendations regarding the delivery of the environmental priorities of JCDecaux's Sustainable Development Strategy.

2019 PLAN
The Environment Committee will meet 3 times in 2019.

Training

A digital learning course on Sustainable Development (including a presentation of JCDecaux's environmental priorities is available to all employees with a computer.

RESULTS FOR 2018
100% of countries in the Group have rolled out the training, more than 8,870 employees with a computer terminal.

2019 PLAN
Its objectives will be set by the Environment Committee.

SUPPLIERS & SUBCONTRACTORS

JCDecaux Code of Conduct of Suppliers

The Code must be signed by all of the Group's key suppliers.

RESULTS FOR 2018
71% of key suppliers signed the Code of Conduct in 2018.

2019 PLAN
Continued roll-out of the Code of Conduct to meet the 100% target by 2020.

Letter of Representation by Country Directors

A letter of representation is signed by Country Directors of subsidiaries each year in which they undertake to uphold the Group's compliance rules and, in particular, to ensure suppliers sign the Group's Code of Conduct of Suppliers.

RESULTS FOR 2018
100% of Country Directors signed the letter of representation in 2018.

2019 PLAN
100% of Country Directors to sign the letter of representation in 2019.

Training

Head office purchasing teams will be trained in particular to raise their awareness of the issue of the Environment when dealing with subcontractors and suppliers.

RESULTS FOR 2018
No new training completed in 2018.

2019 PLAN
The training will be repeated in 2019 to maintain skills levels and vigilance of Purchasing teams.
They will be asked to ensure that all subcontractors have signed a contract including detailed health and safety clauses.

4. ALERT & REPORTING SYSTEM

A system for alerting to or reporting potential or realised risks was rolled out in 2018 across all Group subsidiaries.

PRINCIPLES AND PROCEDURES

JCDecaux standards

JCDecaux's guidelines on alerts and reporting is made up of the JCDecaux Group's International Charter of Fundamental Social Values and the principles of the United Nations Global Compact to which the JCDecaux Group signed up in 2015.

Implementation

Since 2018, any Group employee has been able to use the alert and reporting system either by filling out a form available in 11 languages on the JCDecaux intranet or by telephone.

Terms and conditions

They can report either to their line management or directly to the Secretariat of the Group Vigilance Committee. The whistleblower benefits from all legal safeguards and full confidentiality

GROUP VIGILANCE COMMITTEE

Composition

The Group's Vigilance Committee, which met for the first time in 2018, is made up of 8 members representing the Group's main businesses where a duty of vigilance applies. It is chaired by the Group Chief Financial and Administrative Officer, a member of JCDecaux SA's Executive Board.

Duties

Its remit is twofold: to investigate and process the reports it is sent via the alert system (see opposite), and to draw up an annual Vigilance Plan to be submitted to JCDecaux SA's Executive Board and Supervisory Board.

Secretariat

Its Secretariat, held by the Group Legal Counsel, keeps a record of alerts, including all reports to the Committee, how they are handled (responses to the person making the report, legal and operational follow-up).

RESULTS FOR 2018 AND 2019 PLAN

Results for 2018

In the second half of 2018 the Group rolled out the alert and reporting procedure to cover due diligence, by providing employees across all subsidiaries with a procedure and form accessible in 11 languages.
The Vigilance Committee met twice in 2018, in February to adopt the 2018 Vigilance Plan and the new intranet alert and reporting procedure, then in November to review the implementation of the 2018 Vigilance Plan.
Two reports were made in 2018 and processed in accordance with the procedure: the first was the subject of an internal investigation which resulted in the acquittal of the employee who had been reported, the second did not fall within the scope of the committee.

2019 Plan

According to local legal and regulatory context, the Vigilance Committee will ensure the alert and reporting procedure is rolled out effectively across subsidiaries and is accessible to all employees via the local intranet or a telephone messaging service.
Other than drafting and implementing the annual Vigilance Plan, its remit includes the proper handling of alerts by the Committee Secretariat and making any recommendations to the Executive Board.

5. SYSTEM FOR MONITORING & EVALUATING THE MEASURES IMPLEMENTED

JCDecaux SA regularly monitors and evaluates the measures implemented as part of the annual Vigilance Plan using the control, survey and reporting systems available at all levels of the Group.

CONTROLS AND INVESTIGATIONS

Control

On-site checks and/or document checks are carried out by each relevant operational department as part of the implementation of the various initiatives of the annual Vigilance Plan
- by the International Projects Human Resources Department (biannual evaluations) with subsidiaries
- by the International Operations Department for subsidiaries and operations subcontractors (on-site audits)
- by the Purchasing-Inventories & Production Department for the Group's subsidiaries and key suppliers (evaluations and on-site audits)
- by the Sustainable Development & Quality Department, for the subsidiaries particularly by managing non-financial reporting
- by the Internal Audit Department (annual self-evaluations, on-site audits).

Surveys

Investigations are conducted where necessary following the checks performed by Departments responsible for overseeing the implementation of the Vigilance Plan:
- by the Internal Audit Department as part of its audit duties in target countries or regions
- by the Group Legal Department and Area Legal Departments, key contacts of subsidiary Country Directors of subsidiaries as part of a two-yearly review of disputes and risks consolidated at Group level
- by the Group Vigilance Committee when investigating any reports or self-referring
- by the Audit Committee as part of its analysis of the Group's position
- by the Executive Board.

REPORTING

The Group Vigilance Committee's work

Every year, as needed, its Chair reports on the Committee's work to JCDecaux SA's Executive Board and Supervisory Board, in particular in relation to the annual Vigilance Plan (Plan for the coming/current year and report on the implementation of the previous year).

The Audit Committee's work

Its Chair reports on the Committee's work to the Supervisory Board.

Review of disputes & Group risks

Twice a year the Group General Counsel presents a review of disputes and Group risks to the Statutory Auditors, the Audit Committee, the Executive Board and the Supervisory Board.

Sustainable Development Strategy and managing Extra-Financial Performance

Each year the Sustainable Development & Quality Department reports on its work to JCDecaux SA's Executive Board.

RESULTS FOR 2018 AND 2019 PLAN

Refer to:

- to point (1) above "Risk mapping" (p. 297)
- to point (2) above "Evaluation of subsidiaries, subcontractors & suppliers" (p. 298)
- to point (3) above "Mitigating risks and preventing serious breaches" (p. 302)

5.2.2. The International Charter of Fundamental Social Values of JCDecaux & the principles of the United Nations Global Compact

JCDecaux's due diligence guidelines are comprised of two main texts: the International Charter of Fundamental Social Values and principles 7, 8 and 9 of the United Nations Global Compact.

In 2012 the group put in place a Charter referring to international standards such as the Universal Declaration of Human Rights, the International Labour Organisation's Fundamental Conventions, and the Organisation for Economic Cooperation and Development's Guidelines for Multinational Enterprises. In a context of strong international growth, the Group expressed its steadfast commitment to fundamental social values by formalising this in a Charter, which provides clear guidelines and principles of conduct within the Group while respecting the diversity of commercial and cultural practices that co-exist in the different entities.

Updated in 2013, the Charter applies to all group employees who also undertake to promote its values among all stakeholders, namely JCDecaux SA's subsidiaries and their suppliers, subcontractors and partners.

The commitments made by the group concern the following areas: the right to collective bargaining and freedom of association, condemnation of all forms of forced or compulsory labour, condemnation of child labour, no discrimination at work, health and safety of workers, working hours, the right to a decent wage, the right to paid leave and to training, condemnation of all forms of harassment and violence, priority redeployment of employees in the event of restructuring, respect for private life and the right to protect personal data, the right to participate in public life, the right to social security, balance between private and professional life, family leave, the right to protection when a new child arrives.

JCDecaux Group's International Charter of Fundamental Social Values is accessible via JCDecaux's Intranet and on request from the Human Resources Department of each of the group companies. Furthermore, each new employee (executive) receives a copy of the Charter when hired.

In 2015, the group also committed to the United Nations Global Compact, and in particular, principles 7, 8 and 9, which notably cover issues relating to the protection of the environment (precautionary principle, initiatives to promote greater environmental responsibility and the use of environmentally-friendly technologies).

5.2.3. Group Vigilance Committee

The Group Vigilance Committee was created in 2018, as part of the establishment of the group's first Vigilance Plan and the implementation of its provisions.

Duties

The Vigilance Committee is responsible for (i) the investigation and processing of reports it receives via the alert and reporting system, (ii) the annual review of the Vigilance Plan and the follow-up on the previous year's plan, as well as (iii) any issues relating to the group's International Charter of Fundamental Social Values and/or the United Nations Global Compact and/or the alert and reporting system.

To ensure the homogeneous implementation of the alert and reporting procedure throughout the Group's subsidiaries, and in compliance with the alert procedure in place with regard to the Sapin II Law, this procedure comprises two complementary methods of alerting the Vigilance Committee: a form in the group's 15 main working languages available on the JCDecaux intranet of each subsidiary, fully secure and accessible by all employees with a business email address, and a secure and dedicated telephone number for employees without professional Internet access.

Composition

The Group Vigilance Committee has eight members representing the group's main business lines concerned with due diligence (Purchasing, Internal Audit, Communication, Sustainable Development & Quality, International Operations, General Counsel, Human Resources -- International Projects). It is chaired by the Group Chief Financial and Administrative Officer, a member of the Executive Board.

Operation

The Group Vigilance Committee meets as often as is necessary, and at least once per year. Its Chairman reports to the Executive Board on the work of the Committee once per year, and whenever necessary.

The operation of the Vigilance Committee is defined by Rules of Procedure.

Work

The Vigilance Committee met twice in 2018, once at the start of the year to approve the 2018 Vigilance Plan and at the end of the year to assess its implementation. Then Committee was also kept informed by its Secretariat of two alerts in 2018. The first was the subject of an internal investigation which cleared the employee in question and the second was rejected because it was viewed as being outside the purview of the Committee.

MAIN SUBSIDIARIES AND SIMPLIFIED ORGANISATIONAL CHART

1. MAIN SUBSIDIARIES

A list of companies consolidated by JCDecaux SA is set out in the Notes to the Consolidated Financial Statements from pages 175 to 185. None of these companies own an equity interest in JCDecaux SA.

We are not aware of minority interests that pose, or could pose, a risk to our group's structure.

The Group has subsidiaries in over 80 countries: the subsidiaries conduct most of their business locally (sales to local advertisers, local operating expenses, etc.). Thus, there exists little in the way of operating expenses and income that flows between and among the various countries where the group does business. The financial information by principal groups of subsidiaries is set out in the Notes to the consolidated financial statements of this Registration Document (segment information).

(Further details regarding the relationships between the parent company and subsidiaries can be found on pages 276 and 277 of this Registration Document, Part "Transactions with subsidiaries of JCDecaux SA" and on page 322, Part "Statutory Auditors' Report on Related Party Agreements and Commitments".)

2. SIMPLIFIED GLOBAL ORGANISATION CHART [1] AS AT 31 DECEMBER 2018

JCDECAUX HOLDING

63.93%

JCDECAUX SA

France

Company	Country	%	Activity	Note
JCDECAUX FRANCE HOLDING :	France	100,00	*	
- MEDIAKIOSK	France	100.00	M	
- SOPACT	France	100.00	M	
- CYCLOCITY	France	100.00	M	
- SOMUPI	France	66.00	M	
JCDECAUX FRANCE	France	100.00	ATM	
- MEDIA AEROPORTS DE PARIS	France	50.00	T	
METROBUS	France	33.00	T	

Europe

Company	Country	%	Activity	Note
JCDECAUX EUROPE HOLDING :	France	100.00	*	
- JCDECAUX ESPANA S.L.U (formerly called EL MOBILIARIO URBANO S.L.U.)	Spain	100.00	ATM	
- CORPORACION EUROPEA DE MOBILIARIO URBANO, SA	Spain	100.00	TM	
- RED PORTUGUESA - PUBLICIDADE EXTERIOR SA	Portugal	96.38	A	(2)
- JCDECAUX LUXEMBOURG SA	Luxembourg	100.00	TM	(3)
- JCDECAUX FINLAND Oy	Finland	100.00	TM	(4)
- JCDECAUX SVERIGE AB	Sweden	100.00	M	
- JCDECAUX NORGE AS	Norway	100.00	TM	(5)
- JCDECAUX NEDERLAND BV	The Netherlands	100.00	M	
- JCDECAUX UK Ltd	United-Kingdom	100.00	ATM	
- JCDECAUX CENTRAL EASTERN EUROPE GmbH	Austria	100.00	*	
• GEWISTA WERBEGESELLSCHAFT. mbH	Austria	67.00	ATM	
· MEGABOARD SORAVIA GmbH	Austria	51.00	A	
· GIGABOARD POLSKA Sp zoo Poland	Poland	100.00	A	
· EUROPLAKAT Doo	Croatia	51.00	A	
· EUROPLAKAT Doo	Slovenia	41.13	A	
· JCDECAUX HUNGARY Zrt	Hungary	100.00	AM	
· EUROPLAKAT Spol Sro	Czech Rep.	100.00	A	
·· RENCAR PRAHA AS	Czech Rep.	70.00	T	
• RUSS OUT OF HOME BV (RUSS OUTDOOR)	Russia	25.00	A	
• BIGBOARD GROUP LLC	Ukraine	50.00	A	
• JCDECAUX BULGARIA EOOD	Bulgaria	50.00	A	
- JCDECAUX LATVIJA SIA	Latvia	100.00	M	
- JCDECAUX LIETUVA UAB	Lituania	100.00	M	
- JCDECAUX SLOVAKIA Sro	Slovakia	100.00	M	
- WALL GmbH	Germany	100.00	TM	
• DSM DECAUX GmbH	Germany	50.00	M	
- JCDECAUX BILLBOARD BELGIUM	Belgium	100.00	A	

Company	Country	%	Activity	Note
JCDECAUX Portugal - MOBILIARIO URBANO Lda	Portugal	100.00	M	(6)
IGP DECAUX Spa	Italy	60.00	ATM	(7)
AFA JCDECAUX A/S :	Denmark	50.00	M	
APG SGA SA	Swiss	30.00	ATM	
JCDECAUX IRELAND Ltd	Irland	100.00	AM	(8)
JCDECAUX AIRPORT POLSKA Sp zoo	Poland	100.00	T	(8)
JCECAUX SMALL CELLs Ltd	United-Kingdom	70.00	M	
JCDECAUX STREET FURNITURE BELGIUM	Belgium	100.00	TM	
MEDIA FRANKFURT GmbH	Germany	39.00	T	(9)
JCDECAUX EESTI OU	Estonia	100.00	M	
JCDECAUX MESTSKY MOBILIAR Spol Sro	Czech Rep.	100.00	TM	(10)

M	Street Furniture
A	Billboard
T	Transport
*	Holding Companies
ATM	Various activities

(1) For ease of reference, this simplified organisation chart does not feature all of consolidated companies, a list of which is included in the notes of the consolidates financial statements.
(2) 96,38% of which 96,36% owned by JCDECAUX EUROPE HOLDING and 0,02% owned by JCDECAUX PORTUGAL MOBILIARIO URBANO E PUBLICIDADE Ltda.
(3) 100% of which 99,995% owned by JCDECAUX EUROPE HOLDING and 0,005% owned by JCDECAUX STREET FURNITURE BELGIUM.
(4) 100% of which 89,89% owned by JCDECAUX EUROPE HOLDING and 10,11% owned by JCDECAUX FRANCE.
(5) JCDECAUX NORGE AS capital is as follows: 75,38% owned by JCDECAUX EUROPE HOLDING, 4,62% owned by AFA JCDECAUX A/S and 20,00% owned by JCDECAUX SVERIGE AB.
(6) 100% of which 99,00% owned by JCDECAUX FRANCE and 1,00% owned by JCDECAUX SA.
(7) 60,00 % of which 20,48 % owned by JCDECAUX SA and 39,52 % owned by JCDECAUX EUROPE HOLDING.
(8) 100% owned indirectly by JCDECAUX FRANCE.
(9) 39% owned by JCDECAUX FRANCE.
(10) 100% of which 96,20% owned by JCDECAUX SA and 3,80% owned by WALL GmbH.
(11) JCDECAUX BAHRAIN SPC branch.
(12) 100% of which 99% owned by JCDECAUX ASIE HOLDING and 1% owned by JCDECAUX EUROPE HOLDING.
(13) 51,00% owned by JCDECAUX ASIA (S) Pte Ltd, owned itself at 100% by JCDECAUX ASIE HOLDING.
(14) 60,00% owned by JCDECAUX ASIA (S) Pte Ltd, owned itself at 100% by JCDECAUX ASIE HOLDING.
(15) 100% owned by JCDECAUX STREET FURNITURE PTY Ltd, owned itself at 100% by JCDECAUX AUSTRALIA HOLDINGS.
(16) 100% owned indirectly by JCDECAUX AUSTRALIA HOLDINGS.
(17) 100% owned indirectly by APN OUTDOOR GROUP Ltd.
(18) 99,96% of which 99,94% owned by JCDECAUX BOLLORE HOLDING, 0,01% owned by JCDECAUX EUROPE HOLDING and 0,01% owned by JCDECAUX ASIE HOLDING.
(19) 70,00% now owned by JCDECAUX SOUTH AFRICA (Pty) Ltd.
(20) 70,00% owned by JCDECAUX SOUTH AFRICA HOLDINGS.
(21) 100% owned indirectly by JCDECAUX SUBSAHARAN AFRICA HOLDINGS (Pty) Ltd.
(22) 80,00% owned indirectly by JCDECAUX SUBSAHARAN AFRICA HOLDINGS (Pty) Ltd.
(23) 100% owned by JCDECAUX STREET FURNITURE BELGIUM.
(24) 50,00% owned by JCDECAUX SA and 30% owned by JCDECAUX OUT OF HOME ADVERTISING Ltd.
(25) 99,99% owned by JCDECAUX AMERIQUES HOLDING and 0,01% owned by JCDECAUX SALVADOR SA.
(26) 99,99% owned by JCDECAUX AMERIQUES HOLDING and 0,01% owned by JCDECAUX LATAM SERVICOS DE MANAGEMENT Ltda.
(27) 50,00% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U. and 50,00% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(28) 50,00% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U. and 50,00% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(29) 63,69% owned by EQUIPAMIENTOS URBANOS DE MEXICO, S.A. de CV and 0,01% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(30) 72,75% owned by JCDECAUX CENTRAL AMERICA HOLDING SA, owned itself at 50% by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING and 50% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(31) 99,99% owned by JCDECAUX TOP MEDIA SA and 0,01% owned by TOP MEDIA EL SALVADOR S.A de C.V.
(32) 99,99% owned by JCDECAUX TOP MEDIA SA and 0,01% owned by TOP MEDIA GUATEMALA S.A.
(33) 99,89% owned by JCDECAUX TOP MEDIA SA and 0,11% owned by TOP MEDIA PANAMA S.A.
(34) 98,00% owned by JCDECAUX TOP MEDIA SA, 1,00% owned by TOP MEDIA PANAMA S.A. and 1% owned by TOP MEDIA COSTA RICA S.A.
(35) 50,00% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U. and 50,00% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(36) 99,99% owned by JCDECAUX COMMUNICATION CHILE EXTERIOR CHILE SA (formerly STAND OFF S.A.) and 0,01 % owned by JCDECAUX CHILE S.A.
(37) 85,00% owned by JCDECAUX AMERIQUES HOLDING and 15 % owned by JCDECAUX ASIE HOLDING.
(38) 99,99% owned by JCDECAUX AMERIQUES HOLDING and 0,01% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U.
(39) 100% owned indirectly by JCDECAUX NORTH AMERICA, inc.
(40) JCDECAUX FRANCE branch.

Asia - Pacific - Middle East - Africa

Company	Country	%	Activity	Note
JCDECAUX ASIE HOLDING :	France	100.00	*	
- RTS DECAUX JSC	Kazakhstan	50.00	M	
- JCDECAUX MIDDLE EAST FZ-LLC :	United Arab Emirates	100.00	*	
• JCDECAUX ATA SAUDI LLC	Saudi Arabia	60.00	T	
• JCDECAUX ALGERIE SARL	Algeria	80.00	T	
• JCDECAUX - DICON FZ-CO	United Arab Emirates	75.00	T	
• JCDECAUX BAHRAIN SPC	Bahrain	100.00	*	
· JCDECAUX OMAN	Oman	100.00	TM	(11)
. JCDECAUX OUT OF HOME FZ-LLC (Abu Dhabi)	United Arab Emirates	55.00	T	
. ELAN DECAUX W.L.L	Qatar	49.00	ATM	
- MCDECAUX Inc.	Japan	85.00	M	
- JCDECAUX THAÏLAND Co., Ltd	Thailand	49.50	T	
- JCDECAUX ADVERTISING INDIA PVT LTD	India	100.00	TM	
- JCDECAUX OUT OF HOME ADVERTISING Pte Ltd	Singapore	100.00	T	
- JCDECAUX AZERBAIJAN LLC	Azerbaidjan	100.00	M	(12)
- JCDECAUX MONGOLIA LLC	Mongolia	51.00	M	(13)
- FMIDECAUX Co., Ltd.	Myanmar	60.00	M	(14)
- JCDECAUX AUSTRALIA HOLDINGS	Australia	100.00	*	
• JCDECAUX AUSTRALIA Pty Ltd	Australia	100.00	M	(15)
• APN OUTDOOR GROUP Ltd	Australia	100.00	AT	(16)
· APN OUTDOOR Ltd	New-Zealand	100.00	AT	(17)

Company	Country	%	Activity	Note
JCDECAUX AFRIQUE HOLDING :	France	100.00	*	
- JCDECAUX BOLLORE HOLDING	France	50.00	*	
• JCDECAUX CAMEROUN	Cameroon	99.96	T	(18)
• JCDECAUX GABON	Gabon	80.00	M	
• JCDECAUX CÔTE D'IVOIRE	Ivory Coast	100.00	M	
- JCDECAUX SOUTH AFRICA OUTDOOR ADVERTISING (PTY) Ltd	South Africa	70.00	A	(19)
- JCDECAUX SUBSAHARAN AFRICA HOLDINGS (PTY) Ltd	South Africa	70.00	A	(20)
- JCDECAUX SOUTH AFRICA (Pty) Ltd	South Africa	100.00	A	
- JCDECAUX MOZAMBIQUE Lda	Mozambique	71.50	A	
- JCDECAUX BOTSWANA (PTY) Ltd	Botswana	100.00	A	(21)
- JCDECAUX ANGOLA Lda	Angola	100.00	A	(21)
- JCDECAUX LESOTHO (PTY) Ltd	Lesotho	100.00	A	(21)
- JCDECAUX SWAZILAND (PTY) Ltd	Eswatini	100.00	A	(21)
- JCDECAUX TANZANIA Ltd	Tanzania	100.00	A	(21)
- JCDECAUX OUTDOOR ADVERTISING UGANDA Ltd	Uganda	100.00	A	(21)
- JCDECAUX ZAMBIA Ltd	Zambia	100.00	A	(21)
- JCDECAUX ZIMBABWE (Pvt) Ltd	Zimbabwe	100.00	A	(21)
- JCDECAUX OUTDOOR ADVERTISING LIMITED	Malawi	100.00	A	(21)
- JCDECAUX (MAURITUS) Ltd	Mauritius	80.00	A	
• JCDECAUX REUNION ISLAND	Reunion Island	100.00	A	
- JCDECAUX NAMIBIA OUTDOOR ADVERTISING (PTY) Ltd	Namibia	100.00	A	(21)
- JCDECAUX MADAGASCAR SA	Madagascar	80.00	A	(22)
- JCDECAUX NIGERIA OUTDOOR ADVERTISING Ltd	Nigeria	70.00	A	

Company	Country	%	Activity	Note
JCDECAUX (CHINA) HOLDING Ltd :	Hong Kong	100.00	*	(23)
- JCDECAUX CITYSCAPE HONG KONG Ltd	Hong Kong	100.00	M	
- JCDECAUX PEARL & DEAN Ltd	Hong Kong	100.00	T	
• SHANGHAI SHENTONG JCDECAUX METRO ADV.Co. Ltd	China	51.00	T	
• JCDECAUX ADVERTISING (BEIJING) Co. Ltd	China	100.00	T	
• NANJING METRO JCDECAUX ADVERTISING Co. Ltd	China	100.00	T	
- MEDIA PARTNERS INTERNATIONAL Ltd	Hong Kong	100.00	*	
• JCD MOMENTUM SHANGHAI AIRPORT ADV. Co. Ltd	China	35.00	T	
• JCDECAUX ADVERTISING (SHANGHAI) Co. Ltd	China	100.00	T	
. GUANGZHOU METRO JCDECAUX ADVERTISING Co.Ltd	China	49.00	T	
. GUANGZHOU JCDECAUX AEROTROPOLIS ADVERTISING Co Ltd	China	100.00	T	
- TOP RESULT PROMOTION Ltd	Hong Kong	100.00	T	
• BEIJING TOP RESULT METRO ADVERTISING Co. Ltd	China	38.00	T	
- JCDECAUX MACAU	Macao	80.00	TM	
JCDECAUX KOREA Inc.	South Korea	80.00	M	(24)
JCDECAUX UZ	Uzbekistan	72.26	M	

Americas

Company	Country	%	Activity	Note
JCDECAUX AMERIQUES HOLDING :	France	100.00	*	
- JCDECAUX DO BRASIL SA	Brasil	100.00	M	(25)
• CONCESSIONARIA A HORA DE SAO PAULO SA	Brasil	86.67	M	
• JCDECAUX MIDIA AEROPORTOS LTDA	Brasil	99.99	T	
• CEMUSA DO BRASIL Ltda	Brasil	99.99	T	
- JCDECAUX PERU SAC (formerly EYE CATCHER MEDIA SAC)	Peru	100.00	TM	(26)
- JCDECAUX LATIN AMERICA INVESTMENT HOLDING S.L.U	Spain	100.00	*	
• CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.	Spain	100.00	*	
. JCDECAUX CHILE S.A.	Chile	100.00	TM	(27)
. EQUIPAMIENTOS URBANOS DE MEXICO, S.A. de CV	Mexico	100.00	M	(28)
.. EQUIPAMIENTOS URBANOS NACIONALES DE COLOMBIA S.A.	Colombia	75.00	M	
.. JCDECAUX OUT OF HOME MEXICO SA DE CV	Mexico	63.70	M	(29)
... VENDOR PUBLICIDAD EXTERIOR S DE R.L. DE C.V.	Mexique	100.00	A	
. JCDECAUX TOP MEDIA SA	Panama	72.75	*	(30)
.. EQUIPAMIENTOS URBANOS DE COSTA RICA S.A.	Costa Rica	100.00	M	
.. JCDECAUX PANAMA S.A.	Panama	100.00	M	
.. JCDECAUX EL SALVADOR S.A. de C.V.	El Salvador	100.00	M	(31)
.. JCDECAUX GUATEMALA S.A	Guatemala	100.00	M	(32)
.. TOP MEDIA HONDURAS S.A. (formerly TOP MEDIA HONDURAS S.A.)	Honduras	100.00	A	(33)
.. TOP MEDIA NICARAGUA S.A.	Nicaragua	100.00	A	(34)
. JCDECAUX DOMINICANA, S.A.S	Dominican Republic	100.00	M	(35)
. JCDECAUX OOH CHILE S.A.	Chile	100.00	A	(36)
- JCDECAUX OOH URUGUAY SA	Uruguay	100.00	M	
- JCDECAUX ARGENTINA OOH SA	Argentina	100.00	A	(37)
- JCDECAUX ECUADOR SA	Ecuador	100.00	M	(38)
- JCDECAUX NORTH AMERICA, Inc.	United-States	100.00	*	
• JCDECAUX SAN FRANCISCO, LLC	United-States	100.00	M	
• JCDECAUX CHICAGO, LLC	United-States	100.00	M	
• JCDECAUX BOSTON, Inc.	United-States	100.00	M	
• JCDECAUX MALLSCAPE, LLC	United-States	100.00	M	
• OUTFRONT DECAUX STREET FURNITURE, LLC	United-States	50.00	M	
• OUTFRONT DECAUX STREET FURNITURE CANADA, Ltd.	Canada	50.00	M	
• INTERSTATE JCDECAUX LLC	United-States	49.00	A	
• JCDECAUX AIRPORT, Inc.	United-States	100.00	T	
• JCDECAUX STREET FURNITURE NEW YORK, LLC	United-States	100.00	M	(39)

Company	Country	%	Activity	Note
JCDECAUX URUGUAY	Uruguay	100.00	M	(40)

DEPARTURE OVERHEAD DOMINATION WITH 26sqm LIGHTBOXES
Guangzhou International airport
CHINA

OTHER INFORMATION

STATUTORY AUDITORS' REPORT

STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

To the Shareholders,

In compliance with the assignment entrusted to us by your annual general meeting, we hereby report to you, for the year ended December 31, 2018, on:

- **the audit of the accompanying consolidated financial statements of JCDecaux S.A.**
- **the justification of our assessments**
- **the specific verification required by law**
- **report on Other Legal and Regulatory Requirements**
- **responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements**
- **statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements**

These consolidated financial statements have been approved by the executive board. Our role is to express an opinion on these consolidated financial statements based on our audit.

To the Annual General Meeting of JCDecaux SA,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of JCDecaux SA for the year ended December 31, 2018.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2018 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from January 1, 2018 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of Ethics (Code de déontologie) for statutory auditors.

Emphasis of matter

We draw attention to the following matter described in Note "1.2. Change of accounting methods" to the consolidated financial statements relating to the effects of the application of IFRS 15 "Revenue from contracts with customers" and IFRS 9 "Financial instrument" on the consolidated financial statements. Our opinion is not modified in respect of this matter.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 823-9 and R.823-7 of the French Commercial Code (Code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Valuation of goodwill, intangible and tangible assets, investments under equity method

RISK IDENTIFIED	As at December 31, 2018, the net value of goodwill, tangible and intangible assets, and investments under equity method amounts to M€ 4,095.7. The intangible and tangible assets, investments under equity method and goodwill are tested for impairment at least once a year. Your Group performs impairment tests at the level of Cash-Generating Units (CGU) corresponding to operational entities for the intangible and tangible assets, and investments under equity method as well as at the level of each group of CGU according to the operating segment considered (Street Furniture, Billboard, and Transport) for the goodwill. Therefore, the tests are performed at the junction between operating segments and the geographical area. The methodology used by the Group is described in Notes 1.11 and 1.12 of the consolidated financial statements. We have considered that the valuation of these assets to be a key audit matter because of their importance in the accounts and to the necessary estimations and judgments to their valuation. Indeed, to determine the recoverable value, these tests include forecast data relevant to each operating segment. These data include, management's view of the prospects of future profitability, and assumptions relating to renewal rate of contracts for the operating segments Street Furniture and Transport, as well as the long-term growth rate for the operating segment Billboard.
OUR RESPONSE	Our works consisted mainly in : • obtaining an understanding of the processes and analysis conducted by JCDecaux SA in order to carry out those evaluations; • reconciling the net book values of the assets being tested for impairment with consolidated financial statements; • verifying, using a sampling method, the arithmetic accuracy of the model used to determine the values in use; • obtaining an understanding of the main assumptions through interviews with Financial Management and the Executive Board regarding forecasted profitability, and comparing those assumptions with the data used for previous impairment tests, as well as, where appropriate, the historical performance of the concerned subsidiaries; • comparing the discount rate used by country with our internal database; • reconciling the long-term growth rate used for discounted flows with market analysis; • comparing the contracts renewal rate used with the historical renewal rate adopted by the group; • performing sensitivity analysis on the main assumptions used; • assessing the appropriateness of the information disclosed in the notes to the consolidated financial statements.

Dismantling provision valuation

RISK IDENTIFIED	As at December 31, 2018, the provisions booked in order to comply with the dismantling requirements amount to M€ 242.6. The rules and accounting methods concerning these provisions and their valuation are described in Notes 1.21 et 4.12.1 "Dismantling Provisions" in the notes to the consolidated financial statements. The costs for dismantling street furniture at the end of a contract are recorded in provisions, if a contractual dismantling requirement exists at an expected date. These provisions represent the entire estimated dismantling cost from the contract's inception and are discounted. Dismantling costs are offset under assets in the statement of financial position and amortized over the term of the contract. The discounting charge is recorded as a financial expense. They are updated at each year-end according to the number of installed items and the dismantling unit cost. We have considered that the evaluation of dismantling provisions to be a key audit matter because of the necessary estimations and judgement to their assessment.
OUR RESPONSE	Our works consisted mainly in: • obtaining an understanding of the methodology implemented by the Company JCDecaux SA; • obtaining an understanding of the internal control processes relevant to the procedure of evaluation of dismantling provision and identifying the main controls relevant to our audit; • verifying the arithmetic accuracy of the model used to determine the dismantling provision calculation in the dedicated application; • testing, using a sampling method, the contracts duration adopted and the compliance of cost estimations used to calculate the provision with the budgets and quotations available, as well as past cost statistics; • comparing the inflation and discounting rates used by countries to internal and external database; • assessing the appropriateness of the information provided in the notes to the consolidated financial statements.

Specifics verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by French laws and regulations of the information pertaining to the Group presented in the Executive Board's management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement provided for by Article L. 225-102-1 of the French Commercial Code (Code de commerce) is included in the information pertaining to the Group presented in the management report, it being specified that, in accordance with the provisions of Article L. 823-10 of said Code, we have verified neither the fair presentation nor the consistency with the financial statements of the information contained in this statement which has to be subject to a report by an independent third party.

Report on Other Legal and Regulatory Requirements

Appointment of the Statutory Auditors

We were appointed as statutory auditors of JCDecaux SA by the annual general meeting held on May 10, 2006 for KPMG Audit, Département de KPMG S.A., and on June 20, 2000 for ERNST & YOUNG et Autres.

As at December 31, 2018, KPMG Audit, Département de KPMG S.A. was in the 13th year of total uninterrupted engagement and ERNST & YOUNG et Autres in the 19th year, which are 18 years since securities of the Company were admitted to trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Executive Board.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code (Code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to

continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.

- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (Code de commerce) and in the French Code of Ethics (Code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, March 7, 2019

The Statutory Auditors
French original signed by

KPMG Audit Département de KPMG S.A.		ERNST & YOUNG et Autres
Frédéric Quélin *Partner*	Grégoire Menou *Partner*	Gilles Puissochet *Partner*

STATUTORY AUDITORS' REPORT ON THE FINANCIAL STATEMENTS

To the Shareholders,

In compliance with the assignment entrusted to us at your Annual General Meeting, we hereby report to you for the year ended 31 December 2017 on:

- **the audit of the accompanying financial statements of JCDecaux S.A., hereinafter referred to as "the Company"**
- **the justification of our assessments**
- **the specific information and verifications required by law**
- **financial assets valuation**
- **report on Other Legal and Regulatory Requirements**
- **statutory Auditors' Responsibilities for the Audit of the Financial Statements**

These financial statements have been approved by the executive board. Our role is to express an opinion on these financial statements based on our audit.

To the Annual General Meeting of JCDecaux SA,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying financial statements of JCDecaux SA for the year ended 31 December 2018.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at 31 December 2018 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with independence rules applicable to us, for the period from 1 January 2018 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014 or in the French Code of ethics (code de déontologie) for statutory auditors.

Justification des appréciations - Points clés de l'audit

In accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Évaluation des immobilisations financières

RISK IDENTIFIED	As at 31 December 2018, financial assets (equity securities, receivables from equity interests and loans) reported on the balance sheet amounted to €4,204.6 million net, which was approximately 91% of total assets. The recoverable amount of equity securities is the greater of the asset's estimated market value or recoverable amount. The recoverable amount is estimated by calculating the present value of expected future cash flows less net debt. Expected future cash flows are determined by using business plans based on budgeted data for the first year subsequent to the reporting date, and specific market growth assumptions that reflect future expected outcomes. Consequently, the scope of forecasts varies according to the line of business of the subsidiary. Receivables from equity interests and loans are recognized at their nominal value. Impairment is recognized at each annual reporting date if expected discounted future cash flows less net debt is negative. We believe that the correct valuation of equity securities, receivables from equity interests and loans is a key audit matter due to the significant proportion of these assets in the balance sheet and the importance of Management's judgments in determining assumptions of cash flows, discount rates, long-term growth rates and contract renewal probability.
OUR RESPONSE	In order to estimate the value in use of equity securities, we performed the following work based on the information provided: • We used sampling methods to check the arithmetic accuracy of the model used to determine value in use; • We gained an understanding of the main assumptions used to prepare the forecast data, through discussions with your Group's finance department and Management Board on the profitability outlook, and compared them with the data used for previous impairment testing, and, where appropriate, with the historical performance of the subsidiaries concerned. • We compared the discount rates applied by country with our internal database; • We checked the long-term growth rates used to calculate future cash flows with market analyses; • We compared the contract renewal rate with the rate observed by the Group historically; • We verified that the resulting forecast cash flows had been adjusted to take into account the deduction of net debt for each entity. In addition to assessing the values in use of equity securities, we also performed the following work: • We checked the arithmetic accuracy of the model used to determine impairment of equity interests and loans; • We assessed the appropriateness of the information provided in the notes to the annual financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Verification of the Management Report and of the Other Documents with respect to the financial position and the financial statements provided to the Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of Executive Board and in the other documents with respect to the financial position and the financial statements provided to the Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment terms, required under Article D.441-4 of the French Commercial Code (Code de commerce).

Report on Corporate Governance

We attest that the Executive Board's report on corporate governance sets out the information required by Articles L.225-37-3 and L.225-37-4 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.225-37-3 of the French Commercial Code (code de commerce) relating to remunerations and benefits received by the members of the Executive Board and of the Supervisory Board and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlling and controlled companies. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public takeover bid or exchange offer, provided pursuant to Article L.225-37-5 of the French Commercial Code, we have verified that the information is consistent with the source documents from which it was derived, which were sent to us. Based on these procedures, we have no comments to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Appointment of the Statutory Auditors

We were appointed as statutory auditors of JCDecaux SA by the annual general meeting held on 20 June 2000 for ERNST & YOUNG et Autres and on 10 May 2006 for KPMG Audit, Département de KPMG S.A..

As at 31 December 2018, ERNST & YOUNG et Autres and KPMG Audit, Division of KPMG S.A. were in the 19th year and 13th year of their total uninterrupted engagements, which are the 18th year and 13th year respectively since the Company's securities were listed for trading on a regulated market.

Responsibilities of Management and Those Charged with Governance for the C Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Executive Board.

Statutory Auditors' Responsibilities for the Audit of the Financial

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report any significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France, such as set out in Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, March 7, 2019

The Statutory Auditors
French original signed by

KPMG Audit
Département de KPMG S.A.

Frédéric Quélin
Partner

ERNST & YOUNG et Autres

Grégoire Menou
Partner

Gilles Puissochet
Partner

STATUTORY AUDITORS' REPORT ON RELATED PARTY AGREEMENTS AND COMMITMENTS

To the annual general meeting of JCDecaux SA,

In our capacity as statutory auditors of your Company, we hereby present to you our report on related party agreements and commitments.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements and commitments indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion as to whether they are beneficial or appropriate or to ascertain the existence of other agreements and commitments. It is your responsibility, in accordance with Article R.225-58 of the French Commercial Code (Code de commerce), to assess the relevance of these agreements and commitments prior to their approval.

We are also required, where applicable, to inform you in accordance with Article R.225-58 of the French Commercial Code (Code de commerce) of the continuation of the implementation, during the year ended December 31, 2018, of the agreements and commitments previously approved by the Annual General Meeting.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this type of engagement. These procedures consisted in verifying the consistency of the information provided to us with the relevant source documents.

Agreements and commitments submitted for approval to the Annual General Meeting

We hereby inform you that we have not been notified of any agreements or commitments authorized and concluded during the year ended December 31, 2018 to be submitted to the Annual General Meeting for approval in accordance with Article L.225-86 of the French Commercial Code (Code de commerce).

Agreements and commitments previously approved by the Annual General Meeting

Agreements and commitments approved in prior years

a) Whose implementation continued during the year ended December 31, 2018

In accordance with Article R.225-57 of the French Commercial Code (Code de commerce), we have been notified that the implementation of the following agreements and commitments, which were approved by the Annual General Meeting in prior years, continued during the year ended December 31, 2018.

Retirement benefits

Person concerned

Mr Daniel Hofer, member of the Executive Board since September 1, 2014.

Nature and purpose

On July 30, 2014, the Supervisory Board authorised your Company to contribute to the retirement benefits granted to Mr Daniel Hofer subject to performance conditions.

Terms and conditions

The Company has agreed to make an annual contribution to Mr Daniel Hofer's pension fund representing 16% of his fixed salary plus variable remuneration. As specified in his employment contract, the contribution base is capped at CHF 110,140.

In accordance with the French Commercial Code (Code de commerce), the payment of contributions to pension funds is subject to performance conditions:

- 50% of the contribution shall be paid provided that the Group's consolidated revenue and operating margin, as reported by JCDecaux SA, both increase by at least 3% in at least one of the three financial years preceding the year in which the contribution is paid; and,
- 50% of the contribution shall be paid to reward his involvement in the achievement of strategic or specific targets set by Mr. Jean-François Decaux relating to the countries under his responsibility during the year.

On March 6, 2019 based on the proposal of the Compensation Committee, the Supervisory Board authorized the payment of 50% of the retirement benefit amount to which Mr Daniel Hofer is contractually entitled. Your Company recognized an expense of CHF 55.070 for 2018.

b) which were not implemented during the year ended December 31, 2018

In addition, we have been notified that the following agreements and commitments, which were approved by the Annual General Meeting in prior years, were not implemented during the year ended December 31, 2018.

1. Non-compete indemnity paid in the event of employment contract termination

Person concerned

Mr David Bourg, Member of the Executive Board since January 15, 2015.

Nature and purpose

On December 4, 2014, the Supervisory Board decided to authorise the amount paid by your Company to Mr. David Bourg in the event of the effective termination of his employment contract under the non-compete clause.

Terms and conditions

From January 15, 2015, a non-compete clause has benefited to Mr David Bourg with the following characteristics:

- Clause duration: 2 years as at the contract termination;
- Countries concerned: France, European Union countries, United States, China;
- Financial consideration: during a two-year period, Mr David Bourg will receive a gross monthly indemnity corresponding to 33% of gross salary received (fixed + variable), based on the average salary for the twelve-month period preceding the contract termination date.

No payment was made under this agreement for the year ended December 31, 2018.

2. Non-compete indemnity paid in the event of employment contract termination

Person concerned

Mr Emmanuel Bastide, Member of the Executive Board since September 1, 2014.

Nature and purpose

On July 30, 2014 the Supervisory Board decided to authorise the amount that would be paid by the Company to Mr Emmanuel Bastide in the event of the effective termination of his employment contract under the non-compete clause.

Terms and conditions

From September 1, 2014, a non-compete clause has benefited to Mr Emmanuel Bastide with the following characteristics:

- Clause duration: 2 years as of contract termination;
- Countries concerned: France, European Union countries, United States, China.
- Financial consideration: for a two-year period, Mr Emmanuel Bastide will receive a gross monthly indemnity corresponding to 33% of gross salary received (fixed + variable) calculated based on the average salary for the twelve-month period preceding the contract termination date.

No payment was made under this agreement for the year ended December 31, 2018.

Paris-La Défense, March 7, 2019

The Statutory Auditors
French original signed by

KPMG Audit Département de KPMG S.A.		ERNST & YOUNG et Autres
Frédéric Quélin *Partner*	Grégoire Menou *Partner*	Gilles Puissochet *Partner*

PERSON RESPONSIBLE FOR THE ANNUAL REPORT AND PERSONS RESPONSIBLE FOR THE AUDIT OF THE FINANCIAL STATEMENTS

1. PERSON RESPONSIBLE FOR THIS DOCUMENT

Mr Jean-Charles Decaux

Chairman of the Executive Board of JCDecaux SA.

2. CERTIFICATE OF THE PERSON RESPONSIBLE FOR THIS DOCUMENT AND THE ANNUAL FINANCIAL REPORT

I hereby certify, after taking every reasonable step for such purpose, that the information contained in this Annual Report is, to my knowledge, true to reality and does not omit any information required to make it not misleading.

I certify, to the best of my knowledge, that the accounts have been prepared in accordance with applicable accounting standards and give a fair view of the assets, liabilities and financial position and profit or loss of the Company and all the undertakings included in the consolidation, and that the management report presents a fair review of the development and performance of the business and financial position of the Company and all the undertakings included in the consolidation as well as a description of the main risks and uncertainties to which they are exposed.

I have obtained from persons legally responsible for auditing the financial statements a "lettre de fin de travaux" in which they state that they have conducted an audit of the information relating to the financial condition and accounting data in this Annual Report, as well as having read the entire Annual Report.

April 17, 2019

M. Jean-Charles Decaux

Chairman of the Executive Board

3. PERSONS RESPONSIBLE FOR THE AUDIT OF THE FINANCIAL STATEMENTS

PRINCIPAL STATUTORY AUDITORS

ERNST & YOUNG et Autres

1/2, place des Saisons

92 400 Courbevoie - Paris-La Défense 1

represented by M. Gilles PUISSOCHET

Date of first appointment : 20 June 2000
Date of most recent reappointment : General Meeting of Shareholders 17 May 2018
Expiry date of the mandate: General Meeting of Shareholders reviewing and approving the financial statements for the fiscal year ending 31 December 2023

KPMG SA

Tour EQHO

2, avenue Gambetta

92 066 Paris la Défense CEDEX

represented by Mr. Frederic QUELIN

Date of first appointment : 10 May 2006
Date of most recent reappointment : General Meeting of Shareholders 17 May 2018
Expiry date of the mandate: General Meeting of Shareholders reviewing and approving the financial statements for the fiscal year ending 31 December 2023

INCORPORATION BY REFERENCE

In accordance with Article 28 of EU Regulation n°809/2004 dated 29 April 2004, the reader is referred to previous Reference Documents containing certain information:

1. Relating to fiscal year 2017:

- The management discussion and analysis and consolidated financial statements, including the statutory auditors' report, set forth in the Registration Document filed on 26 April 2018 under number D. 18-0396 (pages 95 to 179 and 302 to 305, respectively)
- The corporate financial statements of JCDecaux SA, their analysis, including the statutory auditors' report, set forth in the Registration Document filed on 26 April 2018 under number D. 18-0396 (pages 180 to 202 and 306 to 309, respectively)
- The statutory auditors' special report on regulated agreements with certain related parties, set forth in the Registration Document filed on 26 April 2018 under number D. 18-0396 (pages 310 and 311)

2. Relating to fiscal year 2016:

- The management discussion and analysis and consolidated financial statements, including the statutory auditors' report, set forth in the Registration Document filed on 20 April 2017 under number D. 17-0399 (pages 79 to 161 and 268/269, respectively)
- The corporate financial statements of JCDecaux SA, their analysis, including the statutory auditors' report, set forth in the Registration Document filed on 20 April 2017 under number D. 17-0399 (pages 162 to 183 and 270/271, respectively)
- The statutory auditors' special report on regulated agreements with certain related parties, set forth in the Registration Document filed on 20 April 2017 under number D. 17-0399 (pages 274 to 275)

This document has been designed and produced by
the Corporate Finance Department/Financial Communication
and Investor Relations Department of JCDecaux SA

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