2017
REGISTRATION DOCUMENT

Annual financial report

JCDecaux

HIGHLIGHTS 2017

2017 financial performance

Another year of record revenue driven by digital and a stronger than expected H2

Street Furniture margin progressing but Group margins impacted by Transport and Billboard

Net income Groupe share before impairment charge decreasing, mainly due to the mechanical impact related to **the US Federal tax reform** on our tax charges

Higher capex as expected mainly due to new contracts in China and Brazil

Solid financial flexibility

Dividend per share for 2017 proposed at €0.56

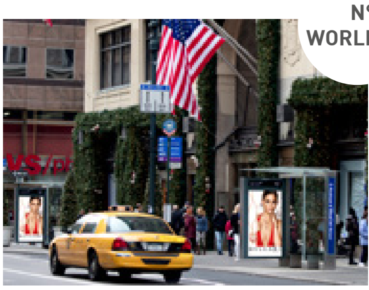
Investments for future growth

- Pursue the Street Furniture's digitisation in premium locations
- On-going organic growth
- Further consolidation opportunities
- Automated trading platform deployment

GROUP PROFILE

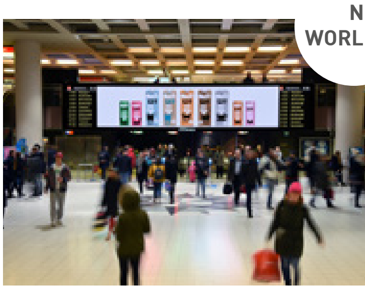
JCDecaux is the number one outdoor advertising company worldwide, with a total of 1.1 million advertising panels in more than 75 countries. The company's revenue was €3,471.9 million in 2017.

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** and **Dow Jones Sustainability Europe indexes**
- **N°1 worldwide in street furniture** (543,050 advertising panels)
- **N°1 worldwide in transport advertising** with more than 215 airports and 250 contracts in metros, buses, trains and tramways (356,320 advertising panels)
- **N°1 in Europe for billboards** (141,630 advertising panels)
- **N°1 in outdoor advertising in Europe** (672,220 advertising panels)
- **N°1 in outdoor advertising in Asia-Pacific** (216,290 advertising panels)
- **N°1 in outdoor advertising in Latin America** (77,190 advertising panels)
- **N°1 in outdoor advertising in Africa** (26,770 advertising panels)
- **N°1 in outdoor advertising in the Middle-East** (18,650 advertising panels)
- **Leader in self-service bike rental scheme**: pioneer in eco-friendly mobility
- **1,074,113 advertising panels** in **more than 75 countries**
- Present in **4,033 cities** with more than 10,000 inhabitants
- **13,040 employees**

2017 KEY FIGURES

ADJUSTED REVENUE BY REGION

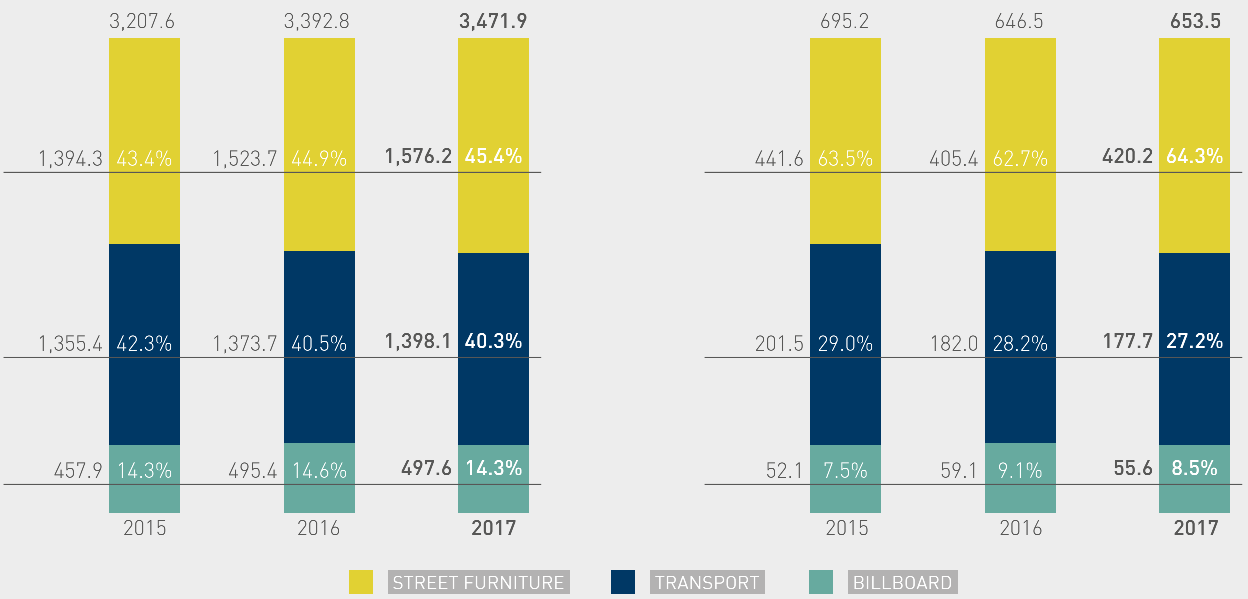
MWH OF ENERGY CONSUMPTION BY REGION

* Excluding France and the United Kingdom

Group adjusted revenue	Group energy consumption
€3,471.9m	849,296MWh

ADJUSTED REVENUE BY BUSINESS

ADJUSTED OPERATING MARGIN BY BUSINESS



In 2017, the Group's adjusted revenue increased by +2.3% to €3,471.9 million. Excluding acquisitions and the impact of foreign exchange, adjusted organic revenue growth was +3.2%.

Street Furniture adjusted revenue was €1,576.2 million, an increase of +3.4%. Excluding acquisitions and the impact of foreign exchange, the increase was +4.4%.

Transport adjusted revenue was €1,398.1 million, an increase of +1.8%. Excluding acquisitions and the impact of foreign exchange, the increase was +4.5%.

Billboard adjusted revenue was €497.6 million, an increase of +0.4%. Excluding acquisitions and the impact of foreign exchange, the decrease was -4.2%.

In 2017, Group' adjusted operating margin[1] increased by +1.1% to €653.5 million from €646.5 million in 2016. It accounts for 18.8% of adjusted consolidated revenue.

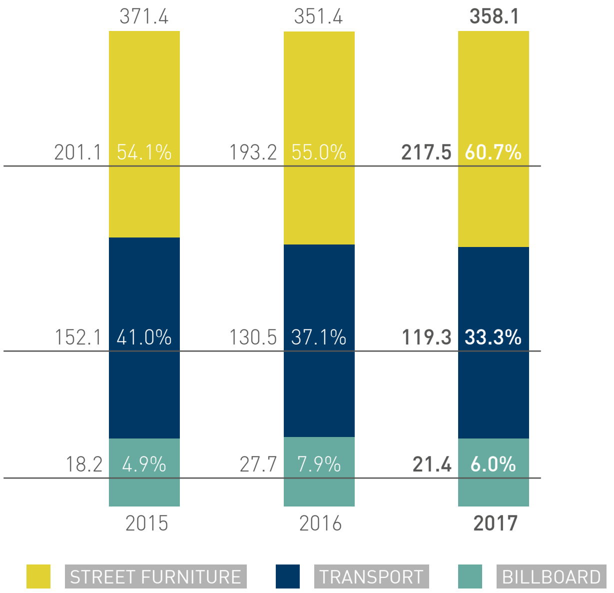
[1] Operating Margin: Revenue less Direct Operating Expenses (excluding Maintenance spare parts) less SG&A expenses.

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 CHARGE BY BUSINESS

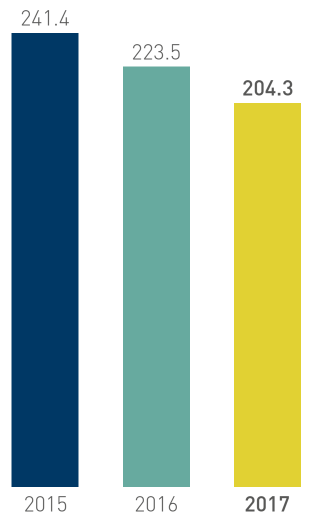


Adjusted EBIT[1] before net impairment charge[2] increased by +1.9% to €358.1 million from €351.4 million in 2016. It accounts for 10.3% of adjusted consolidated revenue (2016: 10.4%).

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

[2] The net impairment charge resulting from the impairment test conducted for goodwill and tangible and intangible assets amount to €(12.3) million in 2017, a reversal of +€1.7 million in 2016 and a net impairement charge of €(13.9) million in 2015.

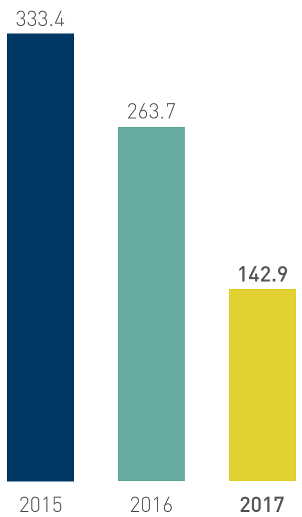
NET INCOME GROUP SHARE BEFORE IMPAIRMENT CHARGE



Net income Group share before net impairment charge[1] decreased by -8.6% to €204.3 million in 2017, compared to €223.5 million in 2016.

[1] The net impairment charge resulting from the impairment test conducted for goodwill and tangible and intangible assets amounts to €(10.6) million in 2017, a reversal of +€1.2 million in 2016 and a net impairment charge of €(7.5) million in 2015.

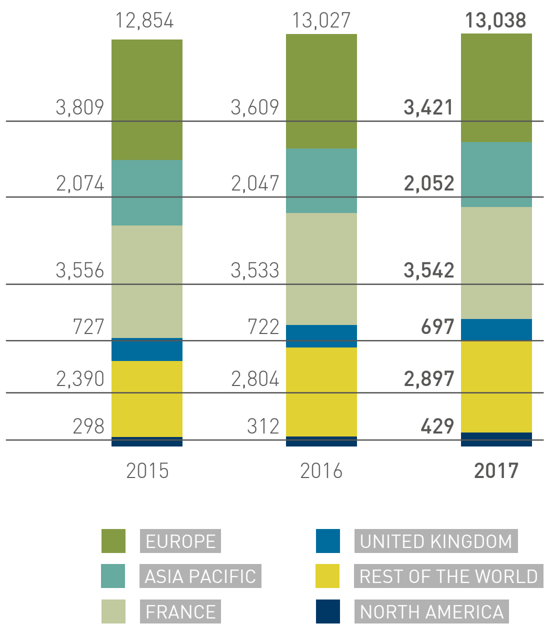
ADJUSTED FREE CASH-FLOW



In 2017, adjusted free cash-flow[1] was €142.9 million compared to €263.7 million in 2016.

[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



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2017 REGISTRATION DOCUMENT
Financial annual report

JCDecaux SA

This Annual Report was filed with the French Autorité des Marchés Financiers (AMF) on 26 April 2018,
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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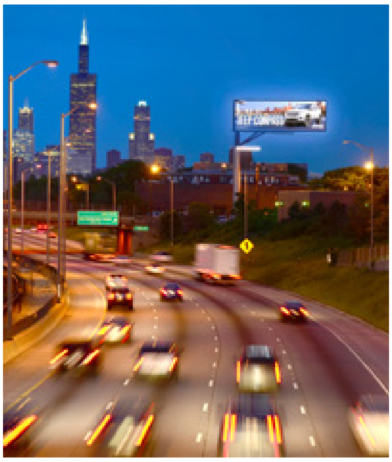
AFR FINANCIAL STATEMENT

COVER PAGE TITLE :

DIGITAL LED SCREEN OF 57sqm - Shanghai International airport, **CHINA**

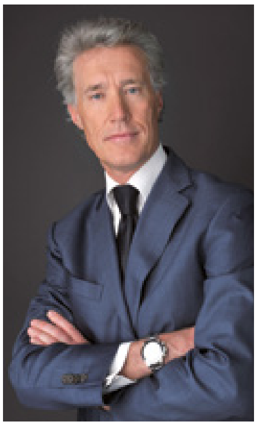
LEGAL INFORMATION



OTHER INFORMATION

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

MESSAGE FROM THE CO-CEOS



Madam, Sir, Dear Shareholders,

JCDecaux is more attractive and competitive than ever before. The ramping up of the roll-out of our digital portfolio combined with our 4D strategy, Digital, Data, Distribution, Dynamic (content), will enable us to market our prime assets to different, attractive audiences. With the contribution of our excellent teams, our ability to win new contracts and our financial strength we are well positioned to compete in an increasingly fragmented media landscape.

In 2017 we continued to grow, with a record year in terms of new contract wins, 31 in total. Annual revenue increased by +2.3%, to an unparalleled level of €3,472 million. This reflects the strong performance of our digital assets in Street Furniture and the recovery in Transport Advertising, driven by an improvement in our Chinese business, becoming our first market this year. While the Billboard Advertising market remains challenging, the good sales performance of our premium large-format screens in London, Chicago and Moscow gives us some confidence. The growth of our digital revenue remains very solid and, as of today, represent 16.6% of total revenue. The uncertainty surrounding Brexit is impacting the UK economy and as a result, the advertising market is slowing down, but France is showing positive signs of recovery and the rest of Europe, as well as North America remain solid markets.

This shared commitment to delivering high quality services with cutting-edge innovations in over 75 countries in which we operate, is the reason for our strength and our success. In 2018, like in 2017, we will draw on our talent, creativity and expertise to explore all possibilities and tackle the many challenges that lie ahead.

As far as Latin America is concerned, the merger of our activities in Mexico with América Móvil, our partnership with the ambitious Smart City project in Panama City, as well as the new advertising concessions for Transport in Sao Paulo and Bogota, enhance our position as the OOH Market leader in the region.

Our organic contract wins / renewal rates remain very strong, including for example: the iconic bus shelters in Tokyo, street furniture in the Nantes and Liege metropolitan areas, airports in Canton, Brussels and Bahrain, the public transport network in Rotterdam, and trams in Hong Kong and Melbourne. In addition, we continue to consolidate the OOH media market with small to medium sized acquisitions, such as LC Outdoor which will strengthen our African network.

As the pioneer in eco-friendly mobility, we have successfully expanded our self-service bike rental schemes and have now topped 600 million bike rentals around the world. However, despite our extremely innovative offer, a record 91% satisfaction levels and a close relationship with users, which was acknowledged by our winning the "Customer Service of the Year" award for the 3rd year running, we did not win the Vélib' 2 contract in Paris.

Having said that, we continue to develop the future of self-service bike rental schemes. In Stockholm, we will provide 5,000 e-bikes and 300 dockless e-parking bike stations. In the Nantes metropolitan area covering 24 districts, we will operate the first global offering featuring self-service bikes and medium/long-term bike rentals. Finally, in Lyon, following the renewal of the Vélov' contract, we will roll out in 2020 a network of hybrid e-bikes with portable batteries.

Our business model invented by our founder Jean-Claude Decaux, which finances state of the art products and services through a first-class advertising program, remains the best solution for supporting the development of cities and brands while meeting the needs of residents and consumers.

Our strong corporate culture, combined with our ability to adapt as well as our capacity to innovate will help build tomorrow's cities, like in Nice, where we are fitting digital street furniture featuring environmental sensors and innovative digital services. Our partnerships with Cellnex for the roll-out of small cell solutions in Spain and Italy, and with Vivo in Brazil reflect our commitment to innovation in all regions. This strategy won the "Excellence in Commercial Deployment" award for small cell solutions in the Urban category.

While our selective and premium digital offering is a strong growth driver, we will continue our internal digital transformation in 2018. We have set up a platform for sharing and cooperation, which is a key part of our open innovation approach and will help us work better with start-ups in all our countries as well as co-create more high-performance services. We are constantly adapting to an increasingly digital world, our teams in the Operations department have been trained in predictive maintenance, which uses data from our digital street furniture to identify and launch required maintenance work to ensure we deliver optimum quality at all times.

Our proactive Sustainable Development approach is a real driver for growth and innovation and it lies at the heart of our strategy. It allows us to adapt ourselves to challenges in our activity and translate them into opportunities for citizens, brands, cities and societies. This is shown by the 67% reduction in energy consumption of the advertising light boxes fitted in new bus shelters in Lyon in France or the renew of our commitment to the Global Compact supporting human rights, the prevention of corruption and the protection of the environment.

We are also proud to have launched in 2017 the first worldwide campaign for road safety in partnership with the "Fédération Internationale de l'Automobile" (FIA).

Aware of the role we must play as an economic actor, our commitment to a more sustainable world is also reflected in the promotion of general interest causes which are given broad exposure through the reach of our media with a daily audience over 410 million of people per day. In 2017, some of our objectives initially defined in 2014 were revised considering the evolution of our activities in more than 75 countries.

In 2018, we want to go further with our stakeholders and to launch a new reflection process to nurture and sustain even more our Sustainable Development Strategy in order to create always more shared value.

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

Jean-François Decaux

Chairman of the Executive Board
Co-CEO

Jean-Charles Decaux

Co-CEO

DIGITAL LCD BUS SHELTER
5th Avenue in New York
UNITED STATES

COMPANY OVERVIEW

THE YEAR 2017

2017 was for JCDecaux another year of record revenue at €3,471.9 million with a strong advertising revenue growth in H2 and China becoming the largest market for the Group. As expected, our Street Furniture operating margin slightly improved by 10bps mainly due to the successful launch of digital in global cities like London, New York, Berlin..., as well as the on going turnaround of CEMUSA. However, our overall profitability declined by 30bps being affected by a margin reduction in Transport due to the ramp-up of new contracts and difficult market conditions mainly in China in H1 as well as in Billboard in line with revenue decline for this activity. Our free cash flow generation remains solid leading to a reduction of our net debt after dividend distribution and M&A transactions.

2017 was marked by an important number of contracts wins and renewals in all the geographies where JCDecaux operates. A selection is presented below.

1. OUR CONTRACTS

Europe

- In France, JCDecaux won a large number of tenders and renewed a large number of contracts.

  JCDecaux announced that it has won three street furniture contracts in the Basque region, following competitive tenders. The Group renewed and extended its existing contracts with the city of Bayonne (47,500 inhabitants) for 18 years and the city of Anglet (40,500 inhabitants) for 15 years. It also won a new 17-year contract for bus shelters in the seven cities operated by the STACBA transport association (Syndicat de Transports de l'Agglomération Côte Basque Adour).

  JCDecaux also announced it has won the street furniture contracts for Nantes, the 6th French city, and six communes in Nantes Métropole for 20 years, following a competitive tender that began in 2015 initiated by Nantes Métropole (total population: 620,000). In addition, JCDecaux has been awarded, following a competitive tender, the bike sharing and parking contract for Nantes Métropole, for a period of 7 years (with the possibility of renewing it for a further 3 years).

  Moreover, JCDecaux announced that, following a competitive tender, it has won the 15-year smart street furniture and bike sharing contract for Lyon Métropole (population: 1.3 million).

  JCDecaux has also announced that, following a competitive tender, JCDecaux Airport, its airport advertising subsidiary, has renewed its advertising concession with Toulouse-Blagnac Airport for 10 years and its advertising concession with Toulon Hyères Airport for 10 years.

  JCDecaux has also renewed and extended its advertising street furniture contract for bus and tram shelters in Nice Côte d'Azur Métropole (Nice, 4th in the global smart city ranking and France's 5th largest city; Métropole's population: 536,300), for 18 years.

  JCDecaux has also renewed its street furniture contract with the city of Antibes (population: 75,700) for a period of 15 years.

- In Germany, JCDecaux announced that its German subsidiary, Wall GmbH, has renewed its street furniture contract with the city of Mannheim for 16 years following a competitive tender. The new contract will start on January 1, 2019 and last until June 30, 2035.

  JCDecaux also announced that its German subsidiary, Wall GmbH, has entered into an agreement with BVG (Berliner Verkehrsbetriebe AöR) to extend its existing contract for advertising bus-shelters in West-Berlin (1,271 bus-shelters) from May 21, 2017 to December 31, 2018. The other BVG advertising franchise agreements remain unchanged.

- In the Netherlands, JCDecaux announced that its Dutch company, JCDecaux Netherlands, has been awarded the 5-year exclusive contract for the entire portfolio of outdoor advertising assets owned by the Rotterdam Public transport company, RET, one of the largest in the country.

- in Belgium, JCDecaux announced that its Belgium subsidiary has won the 15-year street furniture contract for the city of Liege (population: 196,000) in Belgium, following a competitive tender.

  JCDecaux also announced that its subsidiary, JCDecaux Belgium, has renewed the 7-year exclusive advertising concession for Brussels Airport, following a competitive tender.

- In Finland, JCDecaux announced that, following a tender process, it has won the 20-year exclusive contract for advertising across the 1,500 bus and tram shelters in Helsinki (population: 636,000).

- In Sweden, JCDecaux announced that the city of Stockholm (population 950,000) has awarded JCDecaux Sweden following a competitive tender the contract for bike sharing funded by advertising street furniture starting in April 2018.

Asia-Pacific

- In Japan, JCDecaux announced that its Japanese subsidiary MCDecaux (JCDecaux: 85%; Mitsubishi Corporation: 15%) has been awarded exclusive management of the bus shelter advertising panels owned by the Tokyo Metropolitan Government Bureau of Transportation, as well as their maintenance.

  JCDecaux has also announced that, following a competitive tender, its Japanese subsidiary MCDecaux (JCDecaux: 85%; Mitsubishi Corporation: 15%), has been selected as a 20-year exclusive Operator for a 250 City Information Panels (CIPs) network with digital advertising in the heart of Yokohama (population: more than 3.7 million), the second largest city in Japan.

- In Hong Kong, JCDecaux announced that its wholly owned subsidiary, JCDecaux Cityscape, the number one street furniture advertising company in Hong Kong, has been awarded a five-year contract for 'Full Body and Interior Tram' advertising by Hong Kong Tramways Limited. Effective since 1st May 2017, JCDecaux Cityscape is the exclusive advertising agent for the entire fleet of 160 Tramcars in Hong Kong (population: 7.3 million).

- In China, JCDecaux announced that following a competitive tender, its wholly-owned subsidiary JCDecaux Advertising (Shanghai) Co., Ltd. has won the contract to install and operate the advertising concession at Guangzhou Baiyun International Airport (GBIA) Terminal 2 and Ground Transportation Centre (GTC). This contract will cover advertising spaces within GBIA

Terminal 2 and GTC for 5 to 8 years starting from 1 February, 2018. As part of this strategic contract, it will further expand JCDecaux's airport media platform in China (currently covering Shanghai, Beijing, Chengdu, Chongqing, Shenyang, Hong Kong and Macau), and consolidate JCDecaux's leadership in China's outdoor advertising market.

- In Australia, JCDecaux has announced that its Australian company, JCDecaux Australia, has won, following a competitive tender, the 7-year exclusive contract for the entire portfolio of outdoor advertising assets (tram-shelters, Trams and billboards) operated by Yarra Trams in Melbourne, representing one of the largest outdoor advertising concessions in Australia.

  JCDecaux has also announced that its Australian company, JCDecaux Australia has renewed, following a competitive tender, its partnership outdoor advertising agreement with Telstra which is the telecom market leader in Australia, for 15 years.

Rest of the World

- In South Africa, JCDecaux and Vodacom, part of Vodafone Group and a leading African mobile communication company providing a wide range of communication services, announced that they have joined forces in rebranding the iconic Soweto Towers, in South Africa, following the Vodacom Soweto Towers Competition launched in March 2016 to give a new look to the towers.
- In Ecuador, JCDecaux announced it has won, following a competitive tender, the 15-year street furniture contract of Guayaquil (population: 2.7 million), Ecuador's business capital and main harbour city.
- In Panama, JCDecaux announced that its subsidiary, JCDecaux Top Media, has won the exclusive advertising contract for the Tocumen International Airport in Panama City, following a competitive tender.
- In Brazil, JCDecaux announced that it has won the competitive tender for the exclusive 10-year advertising concession for the three main lines of the Sao Paulo metro.

  JCDecaux also announced that it has won, following a competitive tender, the 10-year exclusive advertising concession for the São Paulo Guarulhos International Airport.
- In Colombia, JCDecaux announced that it has won a 9-year advertising contract for the El Dorado International Airport of Bogota, the capital of Colombia.
- In Mexico, JCDecaux announced that its Mexican subsidiary, JCDecaux Out Of Home Mexico, S.A. de C.V., a joint venture with América Móvil, has been selected for the design, installation, management, maintenance and advertising operation of the 125 bus shelters Line 7 of Metrobús, the Bus Rapid Transit system in Mexico City.
- In United Arab Emirates, JCDecaux announced that it has won with its Emirati partner, DXB Media Advertising, a new street furniture contract in Dubai (population 2.7 million) for 10 years, following a competitive tender by RTA (Roads and Transport Authority). This contract will be exercised jointly by an entity that will be ultimately 75% owned by JCDecaux and 25% by DXB Média Advertising.
- In Bahrain, JCDecaux announced that it has entered the Bahrain market (population: 1.4 million) with the advertising contract for the Bahrain International Airport, awarded by Bahrain Airport Company (BAC). Operations at the new Airport are planned to commence July 2019.

North America

- In the United States, JCDecaux announced that it is completing the installation of 150 digital animated screens in the City of Chicago.

2. ACQUISITIONS AND MERGERS

- JCDecaux and América Móvil, S.A.B. de C.V. ("AMX"), the leading wireless provider in Latin America and the third largest in the world in terms of equity subscribers, have announced the entering into a joint venture for the out-of-home ("OOH") advertising businesses in Mexico by merging each of Corporación de Medios Integrales, S.A. de C.V., a wholly-owned subsidiary of AMX ("CMI") and Eumex, S.A. de C.V., a controlled entity of JCDecaux SA ("Eumex") into JCD Out Of Home Mexico, S.A. Entities controlled by JCDecaux will ultimately own 60% shares of JCDecaux MX and the remaining 40% shares of such company will be owned by a wholly-owned subsidiary of AMX de C.V. ("JCDecaux MX"), a recently-formed entity controlled by JCDecaux SA which holds 100% shares of Fusionante Vendor, S. de R.L. de C.V. ("Vendor"), among other companies.

3. OTHER ACTIVITIES

- In 2017 JCDecaux announced the opening of a new JCDecaux OneWorld office in Munich in order to cover the German speaking countries within the EU, with a particular focus on the globally significant automotive, pharmaceutical, banking, insurance and luxury goods companies. Also in 2017 we opened a further JCDecaux OneWorld office in Milan to respond to the needs of international Italian clients, many of which are leaders in the fashion, agri-food and automotive sectors. These openings come after London in 2009, Paris and New York in 2011, Shanghai in 2013 and San Francisco in 2016. These are new locations created within JCDecaux OneWorld, the division that provides international sales and marketing support for clients, media and advertising agencies in more than 75 markets where the Group operates.
- In February, JCDecaux and Cellnex Telecom, the Europe's leading independent operator of wireless telecommunications infrastructure, have signed a commercial cooperation agreement to speed up the roll-out of the new mobility broadband networks based on "small cells" and DAS (Distributed Antenna System) technologies.
- JCDecaux is working with Panama City in its move to turn itself into a "Smart City" by rolling out innovative digital services. JCDecaux has been Panama City's bus shelter concession holder since 2002. Working in tandem with Wigo, Panama's largest free hotspot network with more than 1.3 million unique users, JCDecaux launched free Wi-Fi service on 16 January this year at 50 bus shelters in the country's capital. In mid-December 2016, for example, JCDecaux joined with Telefónica SA to install a pilot 3G small cell in a Panama City bus shelter, in order to test the device's performance. A multi-year national framework contract has also been signed to help the operator replicate this initiative in other street furniture in Panama, where JCDecaux operates more than 550 bus shelters. To expand its range of new innovative digital services in Panama City, JCDecaux has installed 10 digital CIPs on masts, and manages, sells and maintains them.

With a broad range of connected services and interactivity options, this premium network is a huge benefit to both advertisers and the city government, which uses it for real-time public-service or emergency announcements on Panama City's main traffic arterial routes.

- JCDecaux announced the signing of a non-exclusive 10-year framework agreement with Vivo, number one in mobile communications in Brazil with 74 million clients, to deploy Small Cells in JCDecaux street furniture in Brazil.

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 utilized 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 2017, Billboard accounted for approximately 46% of worldwide outdoor advertising spending, Transport accounted for approximately 32% and has been growing share, particularly in Latin America, and Street Furniture accounted for around 22% (source: JCDecaux).

1.2. The place of outdoor advertising in the advertising market

In 2017, outdoor advertising spending worldwide stood at approximately $36.3 billion, an increase on 2016. It represents 6.7% of worldwide advertising investment, which was estimated at $544 billion (source: ZenithOptimedia estimates, December 2017). 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 2017, outdoor advertising accounted for 9.2% of the overall advertising market in this region, compared to only 4.7%, 6.4%, 7.6% and 4.2% of the overall advertising market in North America, Western Europe, Central & Eastern 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 advertisign which became the largest media type for the first time bigger than television. This has led to people using digital platforms in 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. In terms of television, although the overall audience may not have decreased, new digital platforms have provided more choice. 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, both television and press are overweight in terms of advertising spend. A recent report produced by Route, the independent audience measurement body in the UK, showed that television and press accounted for 45% and 19% of total advertising expenditure in 2015. However, consumers spend around 21% and 17% of their media consumption time exposed to these media. In our view, outdoor is underweight, accounting for 6.7% of 2017 advertising expenditure whilst consumers spend c. 28% 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. 2017 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 2015 reconfirmed and updated projections suggesting that over half of the world's population now live in cities. By 2050, it predicts that the total urban world population will be 9.8 billion (World Urbanisation Prospects 2017 revision) with 66% of the population living in cities. This trend is particularly strong in the developing world, where people are migrating in growing numbers toward large urban centres. The World Urbanization Prospects (2014) predicts that 76% of the Chinese population will be living in cities within 32 years and Asia's urban population will exceed 50% by the end of this decade.

This is also expected to be the case in Africa by 2035. It is worth noting that although Asia has lower levels of urban population than the developed areas it still contains 53% 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.

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 2016, China saw an increase of 4.9% in passenger kilometres travelled 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 2017, 83% of new mobile phones sold were smartphones and mobile smartphone subscriptions made up 57% of the total market surpassing those for more basic mobile phones. There are 4.4 billion smartphone subscriptions globally and this figure is predicted to almost double to 7.3 billion subscriptions by 2023 (Ericsson Mobility Report, 2017). 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, it is forecast 90% of mobile data traffic will come from smartphones by the end of this decade (Ericsson Mobility Report, 2016 pp.12). 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 6.5% in 2016 to almost 7.7 billion and is predicted to break 8 billion in 2017 (Annual World Traffic Report, 2017). The annual global growth rate is predicted to remain around 4% for the next two decades. The global growth in passenger traffic can in particular be attributed to Asian airports which counted the volume of largest air passenger traffic in 2016. The Asian market grew by almost 11% in 2016, led by Chinese airports which have all experienced buoyant growth, Shanghai in particular experience leading growth amongst top international hubs; JCDecaux is ideally positioned in outdoor advertising, with a presence in Beijing, Shanghai and Hong Kong 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.

2017 saw a continued shift in advertising consumption that consolidates the position of outdoor as the only true mass medium unaffected by fragmentation. Despite the recognized 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 in 2017 remained at the record levels of 1.5bn recorded in 2016. (Source: Strategy Analytics). 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. Significant growth in Chinese providers is expected to continue to fuel this growth.

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 2017 states that mobile broadband subscriptions will reach 8.5 billion, accounting for close to 95% of all mobile subscriptions.

Between Q3 2016 and Q3 2017, the total data traffic in mobile networks increased by 65% and projected to grow at a GAGR +42% between 2017 and 2023. In addition, commercial 5G will be introduced in 2019 and is expected to reach one billion subscriptions by 2023 (Ericsson Mobility Report, 2017) further 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 2017, 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 2017 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 2017 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.

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, Fast & Furious 8. This campaign took place in the UK where experiential & major rail station "takeover" was combined with live tweet, Augmented Reality and special builds.

This technological expertise is transferred to our smaller markets. For example in the run up to Christmas Samsung ran a campaign in Slovakia where a branding zone, a combination of fully wrapped bus shelters with decoration, music and scent, was combined with an augmented reality animation of Santa Clause as well as a mobile activation allowing people to connect their phones to free wi-fi giving them the opportunity to see a hologram projection of snowflakes on their phones.

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. In Australia for example we conducted an experiential Out-of-Home campaign execution for Heineken where the public interacted with a brand ambassader via a digital screen to win tickets for the 2017 Formula One Rolex Australian Grand Prix (F1). In Israel Samsung promoted the features of their Samsung Gear S3 smart watch via live interaction with a digital screen in a bus shelter.

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 2017 was a campaign by Carlsberg for the launch of their new non-alcoholic cider, Somerby. Using the drink's slogan "Extremely tasty with Ice", JCDecaux produced a unique campaign in one of the main streets of Vilnius, the Capital of Lithuania. A free standing unit was covered by 3 tonnes of real ice blocks. It took the whole day for the ice to completely melt. Once the ice had fully melted, passers-by were surprised to see real Somersby's bottles displayed within the showcase panel floating in what looked like ice.

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. In Chile in 2017, to promote the release the latest Spider-Man movie, the distributer Andes Film chose JCDecaux to launch an impactful and eye-catching . A 3D spectacular Spiderman hanging from a spider's web was placed in the biggest and busiest metro stations in Santiago. This large special build comprised a 7 square meter spider's web and a 1.5 meter high figure of Spider-Man. Pillars & columns within the satation were covered with images from the movie, making an unmissable immersive experience for the commuters.

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 2017, there were 2,395 Creative Solutions® campaigns conducted by clients of JCDecaux worldwide.

The markets with the largest number of such campaigns are the UK, France, Hong Kong and China, which accounted for over 955 campaigns in 2017, and this augmentation of clients' regular media messaging occurred in 57 of our countries in 2017. 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 Bulgaria, Chile, Colombia, Estonia and also the USA also extremely active in this augmentation of advertisers' messaging. In Europe Germany, Spain 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 2017 will, we believe, attract new potential sources of income, in particular in the digital area of our business.

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 and Frankfurt, 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 2017 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, 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.

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, Optimization 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 are expected to be released to the market in the second half of 2018 and will significantly improve the planning and buying of OOH in this important market. 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 work is well advanced on a study following the reference model. 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 2017, Affimétrie launched a vast project to upgrade its audience measurement in France. The benefits of this project (on-site audience measurement with time and date) are expected as from 2019. These improvements, which are particularly useful, allow our advertisers to measure the effectiveness and the quality of our networks.

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.

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 many markets, we have invested significantly in studies to analyse the effectiveness of outdoor advertising campaigns which, when conducted over a broad range of campaigns, are of particular relevance to our advertisers. In France, this approach is at the heart of a vast study and data programme called Smarter, launched in 2015. The scale of this programme and its panel of key partners are unprecedented. Smarter makes it possible to accurately connect brands to their audience to evaluate the effectiveness of JCDecaux media in terms of memorisation and action-taking, through the use of high-performance measurement tools.

In 2017, JCDecaux's investments in the Smarter programme resulted in further significant progress, with institutes at the cutting edge of innovation. A partnership with Nielsen (Homescan panel) has led to the introduction of a plan to guarantee the effectiveness of the Group's media on the sales of mass-market advertisers. JCDecaux conducted a weekly survey via the panel of the BVA institute for the measurement of levers impacting visits to a brand's website, mobile application or retail outlets. The "Drive to Store" efficiency of the JCDecaux media was demonstrated through the 120 campaigns tested during this research programme (12,193 individuals surveyed, over 36,000 interviews conducted with people aged 18 to 60, on a sample of ten French cities of over 200,000 inhabitants). Out of the individuals surveyed, 93% stated that they paid attention to outdoor advertising, while 70% had a positive view of the campaigns. The study underscored the ability of the JCDecaux media to maximise attention and advertising impact – two essential levers, as the memorisation of a JCDecaux campaign boosts visits to a brand's website, mobile application or retail outlet by 16 points. Another notable change has been the development of a JCDecaux GeoDataHub for the French market, enabling us to consolidate and make use of all the sources of data collected or acquired by the Group in France. This exclusive tool combines mobility data (Affimétrie), lifestyle data (stemming from our partnerships with Experian and Kantar-TGI or open data) and points of interest data (obtained via partners such as Trade Dimension and Here). It feeds the SmartBRICS 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 recognize 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.

3. COMPETITIVE ENVIRONMENT

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

In the area of outdoor advertising, several major international companies operate in all three principal market segments. Since the disposal by OUTFRONT Media of its European activities (rebranded Exterion Media) to a Private Equity fund, JCDecaux's main international competitor is Clear Channel Outdoor.

Many local competitors

We also face competition from local competitors, the largest of which are as follows:

- France : Exterion Media (Billboard and Street Furniture), Liote/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: Exterion Media (Transport), Primesight (Street Furniture and Billboard), Ocean (Billboard) and Outdoorplus (Billboard)
- Austria: JOJ Media House / EPA Media (Billboard)
- Belgium: Belgian Poster (Billboard) and Think Media Outdoor (Billboard)
- The Netherlands: Exterion Media (Street Furniture and Transport), RBL (Street Furniture) and Engage (Transport)
- 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), Exterion Media (Billboard), Espacio (Billboard), Promedios (Street Furniture and Transport), Redext Group (Billboard), Exterior Plus (Street furniture 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 (Billboard, Transport and Malls), APN (Billboard and Transport), HT&E (Street Furniture and Transport), QMS (Billboard and 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)
- Latin America: Rentable (Billboard), ISA (Transport), GPO Vallas (Street Furniture and Billboard), IMU (Street Furniture), Otima (Street Furniture), Girola (Billboard), Efectimedios (Transport and Billboard), PC Via Publica (Street Furniture and Billboard), Publicidad Sarmiento (Street Furniture and Billboard), Wall Street (Street Furniture and Billboard), 5M2 (Street Furniture and Transport), Punto Visual (Billboard), Pol IFC (Billboard), Massiva (Billboard, Transport and Malls), Elemidia (DOOH), Eletromidia (Transport and DOOH) and Publigrafik (Street Furniture and Billboard)
- Middle East: Al Arabia 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), TRK (Billboard), Poster (Billboard) and Design Master (Billboard).

The table below shows the 15 largest outdoor advertising groups based on 2017 revenue (published or estimated), in order of magnitude:

COMPANY	COUNTRY OF ORIGIN	REVENUE IN MILLION OF $	GEOGRAPHIC PRESENCE
JCDecaux [1]	France	3,922	Europe, Asia-Pacific, North America, Latin America, Africa and Middle East
Clear Channel Outdoor [3]	United States	2,562	United States, Canada, Europe, Asia-Pacific, Latin America
Focus Media	China	1,780	China
Lamar	United States	1,541	United States, Canada
Ströer [4]	Germany	1,540	Germany, Poland, Turkey
Outfront Media	United States	1,521	United States, Canada
Exterion Media [3]	United States	481	Europe
APG|SGA	Switzerland	306	Switzerland, Serbia
oOh!Media	Australia	292	Australia, New Zealand, United States, Indonesia
APN Outdoor	Australia	263	Australie, New Zealand
Metrobus [2]	France	263	France
Intersection [3]	United States	260	United States
Clear Media	China	253	China
Asiaray	China	226	China
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 0.8852, CHF/€ of 0.8995, HKD/€ of 0.1136, AUD/€ of 0.6788, RUB/€ of 0.0152 and RMB/€ de 0.1311.

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

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

[3] JCDecaux estimate for 2017 revenue.

[4] Ströer's revenue are split into Ströer Digital ($802m) and Ströer Germany and International ($738m).

But also, competition with the entire Media sector

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. Global advertising giants like Google, Facebook... have the same targets of advisers and consumers as traditional media.

This is why JCDecaux is significantly investing in marketing research and surveys. At all times, it is essential to provide advertisers with proof of a return on investment in their campaigns using our media.

The table below shows the 30 world largest media owners based on 2016 revenue in order of magnitude:

#	MEDIA OWNER	COUNTRY	#	MEDIA OWNER	COUNTRY	#	MEDIA OWNER	COUNTRY
1	Alphabet	United States	11	Viacom	United States	21	Verizon	United States
2	Facebook	United States	12	Time Warner	United States	22	Mediaset	Italy
3	Comcast	United States	13	Yahoo	United States	23	Discovery Communications	United States
4	Baidu	China	14	Tencent	China	24	TEGNA	United States
5	The Walt Disney Company	United States	15	Hearst	United States	25	ITV	United Kingdom
6	21st Century Fox	United States	16	Advance Publications	United States	26	ProSiebenSat.1 Group	Germany
7	CBS Corporation	United States	17	JCDecaux	France	27	Sinclair Broadcasting Group	United States
8	iHeartMedia Inc.	United States	18	News Corporation	United States	28	Axel Springer	Germany
9	Microsoft	United States	19	Grupo Globo	Brazil	29	Scripps Networks Interactive	United States
10	Bertelsmann	Germany	20	CCTV	China	30	Twitter	United States

Source: ZenithOptimedia Top 30 Global Media Owners 2017.

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

In 1964, Jean-Claude Decaux invented an economic model that is more relevant than ever: providing cities with products and services offering a public service for users funded by advertising, a creator of economic and stakeholder value. Available now in all of the group's activities (cities, airports, transport services, shopping centres, etc.), our economic model, in particular in its service dimension, offers numerous advantages:

- it offers citizens and users products and services without any impact on local finances or on tax-payers
- it helps improve the quality of urban life with the development of more and more services available for citizens (accessibility, soft mobility, connectivity, etc.)
- it is part of the service economy: JCDecaux provides high quality furniture designed to last, which remains most of the time its property, is maintained by JCDecaux teams and may be renovated and reused as part of a new contract
- 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.

2. OUR FOUNDING VALUES

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 conform with
- 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. OUR STRATEGY

Each day, JCDecaux reaches more than 410 million different 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, our strategy focuses on three main objectives:

- to continue our development through organic growth by winning new advertising contracts with the cities, local governments, metros, 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 should lead to an increase in our share of revenue coming from fast growing countries*. In 2017, 37% of the Group's total revenue came from these markets, up from 8% in 2004.

Another growth driver is the selective roll out of digital technologies, initially in airports and metros which target a captive and growing audience, but increasingly in urban centres, thanks mainly to the digitisation of London and New York as well as the main European cities like Berlin or Milan. In 2017, digital revenue accounted for 16.6% of the Group's total revenue, 22.2% in the Transport business and roughly 14% in Street Furniture vs. 4.9% in 2015.

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

3.1. 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 acquisitions to constantly improve our knowledge of regions and consumers, and thus continuously improve our service to our customers
- offer an ever-larger audience to advertisers who can target potential customers both in city centres, 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.

3.2. 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.

3.3. 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 our survey topics (mobility, attitude, behaviour, ROI, etc.)
  - 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.

3.4. Investing and developing the "Smart and Sustainable City"

The digital revolution and transformation are having a lasting impact on cities and mobility spaces. Public spaces are being transformed, expectations are changing, and so is outdoor advertising.

We are developing a whole range of technology-based services for our partners, as part of what we can now call connected objects: sensors of all types, USB charging ports, real-time digital information services, low-emission antennas, free Wi-Fi, etc. All of these new services promote the digital inclusion of the largest number of people in public spaces.

At the same time, the rapid growth of our digital assets across the globe offers highly promising prospects 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, 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 "SmartBRICS" and "SmartCONTENT" are becoming widely used in our countries of operation to provide this new dimension to our Advertisers, as well as to our City partners.

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 partner (local authority, 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 very attractive because now 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' wellbeing.

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.

4. STREET FURNITURE

4.1. 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 (Senior®), multi-service columns (e.g. Morris® columns in France), self-service bicycle schemes, kiosks for flowers and newspapers, public rubbish bins, benches, public information or 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 maximize their impact while optimizing 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 objective shared by all: users of public spaces, local authorities and all economic players.

Developing long-term solutions to respond to urban changes and supporting cities in their sustainable development and resilience strategies is a historic commitment of JCDecaux.

JCDecaux contributes to the efficiency of cities by proposing high quality and energy-efficient furniture designed to last, and which can be renovated at the end of a contract and reused for a new contract.

JCDecaux uses digital technologies to bring more services to users, through the creation of furniture featuring innovative and interactive concepts (touch screens, USB sockets, etc.) and making available to the largest number of people possible telephony and Internet access thanks to the integration of small cells, Wi-Fi services and other technologies (optic fibres, etc.) in JCDecaux's furniture. These services increase users' autonomy in cities by providing up-to-date and real-time useful information, such as guidance and mobility support, information on local services, etc.

JCDecaux favours the creation of furniture accessible to all. This is particularly true for the automatic public toilet accessible to all designed by Patrick Jouin for which JCDecaux was awarded the "2011 Autonomy Prize" by the "Association des Paralysés de France". Self-service bicycle systems are also a way of developing soft mobility shared by the largest number of people possible in cities. Accessibility for all is also favoured in customer relationships.

By way of example, Cyclocity® (JCDecaux's subsidiary in charge of self-service bicycle systems), put in place a free service enabling hearing-impaired users to contact, in a fully autonomous manner, the Customer Relations Centres thanks to video communication by phone.

JCDecaux also contributes to the beautification of urban spaces and well-being in cities by designing innovative and stylish furniture, and by reducing street clutter in the city thanks to a qualitative furniture location selection strategy and with the use of scrolling panels or digital screens. JCDecaux's activity favours the use of public transport via bus shelters, and soft means of transport – bikes, walking – via self-service bicycle systems and signage. JCDecaux also contributes to efforts to bring nature back to the city in areas that are markedly mineral-dominated by adorning the roofs of bus shelters with vegetation, allowing at the same time to fight against the phenomena of urban heat islands and favouring the return of biodiversity in cities.

Priority given to maintenance and service

JCDecaux is recognized 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 2017, 50.1% 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. Training content and methods are constantly evolving alongside new street furniture, especially digital platforms, to help employees gain new skills and expertise.

4.2. 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® 2 m^2), 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-advertisign 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 2017, our Street Furniture contracts had an average remaining term of 7 years and 1 month (weighted by 2017 advertising revenues and adjusted to account for projected revenues from new contracts).

High rate of success in competitive tenders

We continue to renew our existing Street Furniture contracts successfully through competitive tenders and to win a high proportion of the new contracts for which we bid. In 2017, JCDecaux won 78% 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.

4.3. 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 2017, we had Street Furniture contracts in approximately 2,108 cities which have more than 10,000 inhabitants, totaling 543,048 advertising faces in 68 countries. In addition to our operations in public areas, we are also present in over 1,800 shopping malls and supermarkets around the world. In 2017, Street Furniture accounted for 45.4% 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 2017, the geographic coverage of our Street Furniture advertising faces was as follows:

COUNTRY	NUMBER OF ADVERTISING FACES
Europe [1]	255,603
France	116,998
Rest of World [2]	99,493
UK	23,403
Asia Pacific [3]	28,995
North America [4]	18,556
TOTAL	**543,048**

[1] Includes Austria, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, Germany, Hungary, Iceland, 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, 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, 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 2017, we had Street Furniture contracts in 36 of the 50 largest cities of the European Union, as shown in the table below.

In 2017, our Street Furniture concessions in these 35 European cities accounted for approximately 30% of our advertising revenues, in our Group's Street Furniture segment.

	CITY	COUNTRY	POPULATION IN MILLIONS	PRINCIPLE STREET FURNITURE OPERATORS
1	London	UK	8.87	JCDecaux
2	Berlin	Germany	3.52	WallDecaux/Ströer
3	Madrid	Spain	3.18	JCDecaux/Clear Channel
4	Vienna	Austria	2.21	JCDecaux [2]
5	Paris	France	2.21	JCDecaux
6	Brussels	Belgium	2.03	JCDecaux/Clear Channel
7	Hamburg	Germany	1.79	WallDecaux/Ströer
8	Budapest	Hungary	1.75	JCDecaux/Mahir
9	Barcelona	Spain	1.62	JCDecaux/Clear Channel
10	Munich	Germany	1.45	DSMDecaux [2]/Ströer/Schwarz [3]
11	Milan	Italy	1.35	IGPDecaux [4]
12	Prague	Czech Rep.	1.28	JCDecaux
13	Sofia	Bulgaria	1.24	JCDecaux/Mediacontact/Reklamna Mreja 5
14	Cologne	Germany	1.06	WallDecaux/Ströer
15	Amsterdam	Netherlands	1.03	JCDecaux
16	Naples	Italy	0.97	IGPDecaux/Clear Channel
17	Stockholm	Sweden	0.94	JCDecaux/Clear Channel
18	Turin	Italy	0.89	IGPDecaux [4]
19	Marseille	France	0.86	JCDecaux
20	Rotterdam	Netherlands	0.80	JCDecaux
21	Valencia	Spain	0.79	JCDecaux
22	Sevillia	Spain	0.69	JCDecaux/Clear Channel
23	Zaragoza	Spain	0.66	JCDecaux/Clear Channel
24	Riga	Latvia	0.64	JCDecaux/Clear Channel
25	Helsinki	Finland	0.64	JCDecaux/Clear Channel
26	Stuttgart	Germany	0.62	WallDecaux/Ströer
27	Copenhagen	Denmark	0.61	AFA JCDecaux [5]
28	Dusseldorf	Germany	0.61	WallDecaux/ILG/Ströer/Scharwz
29	Dortmund	Germany	0.59	WallDecaux/Ruhfus
30	Genova	Italy	0.58	IGPDecaux [4]
31	Malaga	Spain	0.57	JCDecaux/Clear Channel
32	Leipzig	Germany	0.56	WallDecaux/Ströer
33	Bremen	Germany	0.56	WallDecaux/Ströer
34	Gothenburg	Sweden	0.56	JCDecaux
35	Dublin	Rep. Ireland	0.55	JCDecaux

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

Notes :

[1] As of 31 December 2017, 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 Stroer and JCDecaux.
[4] JCDecaux owns 60% of IGPDecaux's share capital.
[5] 50%.

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 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 2017, the Group won 25 contracts in France, among which the contract for Nantes, the 6th French city, and six communes in Nantes Métropole for 20 years. In addition we were awarded the 15 year contract in LyonMétropole for smart street furniture and self-service bike rental, as well as the contracts for three street furniture contracts in the Basque region in Bayonne, Anglet and seven cities covered by the Syndicat de Transports de l'Agglomeration Côte Basque Adour . We also renewed and extended our street furniture cobtracts in France's 5th largest city, Nice as well as renewing the contract in Antibes for a period of 15 years.

In United Kingdom, in 2015 the Group made a significant win 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 720 84" digital LCD screens. Also important in 2015 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 2016 JCDecaux was awarded 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 and maintenance 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 first network of 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 were a renewal of the Manheim tender in Germany for a further 16 years and the award of a five year exclusive contract for the entire portfolio of assets of Rotterdam Public Transport, the largest in the Netherlands. We also won new long term contracts in Liege in Belgium, Helsinki in Finland and for the bike sharing contract funded by street furniture advertising in Stockholm, Sweden.

North America, a dynamic niche 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 2016, 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. 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 animated LCD screens in the City of Chicago.

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 full rollout of results expected in July 2018.

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 2017, 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 6,100 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, 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 5,694 advertising faces on Hong Kong bus shelters under long-term agreements with the three 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 announce the renewal for 15 years of our partnership with Telstra, the telecom market leader for Australia.

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.

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, we finalised in March 2014 the acquisition of 85% of Eumex, 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 which has a population of 2.7 million people and is the business capital of the country.

In 2017 we entered a partnership with América Móvil's which will strengthen our footprint in Mexico's biggest cities. The Group now operates over 16,500 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. This venture was awarded the contact for Line 7 of Metrobus, the Mexico City bus rapd transport system.

With a presence in 11 countries, including 5 of the 10 agglomerations that generate the highest GDP per person in Latin America (São Paulo, Mexico, Buenos Aires, Santiago and Bogota), JCDecaux is marketing 43,681 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 3,252 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.

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 was a bike station nearby wherever you are in the city.

15 years of international experience

700,000 long-term subscribers and 3.2 million occasional users each year

Over 52,000 bicycles made available in 57 cities and 13 countries

More than 642 million journeys since 2003

The France Customer Department has been "Customer Relations" NF Services certified since July 2014 and was ranked "Customer Service Provider of the Year" in the "Individual Transport for People" category for the third consecutive year.

Launch of self-service electric bikes: JCDecaux self-service electric bikes incorporate a host of patented innovations: A lightweight, removable battery, which gives users 10km without recharging, an automatic warning if the user forgets to remove the battery and smartphone connectivity via a dedicated app.

JCDecaux won the tenders for Greater Lyon, Nantes Métropole, Stockholm (note: tender still being finalised) and Luxembourg.

Open data: 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 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 January 2018, the platform had more than 4,000 active users and 1 million daily hits.

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. In 2017, these events were organised in seven cities of France: Paris, Marseille, Lyon, Nantes, Besançon, Mulhouse and Nancy.

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 2017, the Group operated 450 touch screens in various types of environments. Urban screens are mainly available in European cities, but also in Australia (Sydney). Screens are also found in shopping centres (particularly in the UK), in US airports – such as those of Boston, Los Angeles, Houston, Dallas, Orlando and Pittsburgh – and at the Nice-Côte d'Azur airport.

In 2017, based on records from screens that can be configured for that purpose, there were nearly two 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 antennas that have a range of up to several hundred metres. Their purpose is to improve 3G, 4G and future 5G network coverage, as well as to offer additional connectivity options, directly where they are needed most.

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 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 is thus focused on helping subsidiaries implement their connectivity projects. 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.

Since the initial roll-out in 2014 in Amsterdam, JCDecaux finalised a strategic international partnership with Vodafone, as well as technical collaborations the same year with Huawei and Alcatel-Lucent, to develop the technology's field of application. In early 2016, JCDecaux and Verizon Wireless signed a national agreement to deploy Small Cells on JCDecaux's street furniture assets in the United States. Other deals followed in 2016, in particular with the first Small Cells contract in South America and continued progress in the European market with contracts signed in France and Italy.

In 2017, JCDecaux Link signed a major partnership with Cellnex – Europe's leading independent operator of mobile infrastructure – to accelerate the development of Small Cells in Italy and Spain. At the same time, pilot projects were conducted, in particular in Luxembourg and Chile, while developments continued in Brazil within the scope of our contract with Telefonica/Vivo. In France, projects were conducted with the main operators, under the supervision of the French Frequency Agency, confirming the benefits provided by Small Cells, in particular the great improvement in mobile transmission rates and significant reduction in mobile phone emissions rates, due to the proximity of small cell antennas.

These collaborations help support JCDecaux's operational entities providing connected city solutions to local government and solutions to improve network coverage to telecom operators.

In June 2016, as part of the JCDecaux Link project, the Group set up the first high-speed Wi-Fi network on the Champs-Elysées in Paris, offering visitors free, very high-quality Wi-Fi entirely managed and monetized by JCDecaux. Since the launch of the service, over 1.5 million unique users have benefited from this useful service, which is totally free. In 2017, we noted growing demand for this type of service in Street Furniture tenders and launched the first such services in France in the cities of Montreuil and Clamart.

In short, JCDecaux Link actively meets connectivity needs through a comprehensive approach based on JCDecaux's traditional 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 2m² 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 2017, we were present in 1,804 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 2017, MCDecaux was therefore present in 158 shopping centres throughout Japan, with a total of 1,397 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.

4.4. Sales and Marketing

We market our Street Furniture products as a state-of-the-art quality advertising medium. Grouped in networks, these spaces are sold for advertising campaigns that last from 7 days in France and the majority of European countries, to 15 days in Spain and the United Kingdom, and one month in the United States. We market and sell all of our advertising space through our own sales force to advertisers and their advertising or media agencies.

To respond to the diversity of our customers' advertising needs, the Group offers both coverage and power networks, and targeted networks built on the basis of sophisticated socio-demographic, behavioural and geographic databases to offer special affinity for precise targets. This selectivity of faces makes it possible to realise higher value from our assets.

In France, the marketing of advertising spaces operates according to two modes, opening up new media planning possibilities for advertisers. On the one hand, the JCDecaux Power Store® ensures simple and direct access to the reference networks in the catalogue. A new data visualisation web app, developed with the Paris-based start-up Toucan Toco, now provides a better interactive and dynamic navigation experience for this service. On the other hand, JCDecaux Planning Lab® stands out as the tailor-made solutions platform for brand communication. It rests on SmartBRICS, the audience planning tool developed by JCDecaux for the automated design of campaigns in real time, based on the advertiser's target, territory and budget.

With research expertise recognised over the past twelve years in France (over 200 advertisers served and over 500 studies conducted over the last five years), JCDecaux relies for its Smarter study and data programme on top-ranked partners such as Ipsos Connect, of which JCDecaux France is the leading customer in the advertising market, Experian Marketing Services, Kantar Worldpanel, Nielsen (Homescan panel) and the BVA Institute.

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 SmartBrics, permits SmartScreens 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. SmartBrics 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%.

In 2017 we extended the SmartBrics concept to other areas of our UK portfolio, both classic and digital and applying relevant data layers, similar to the Dunnhumbydata, applicable to the roadside, shopping mall or rail environments. As with the shopping centres we are therefore able to enhance the relevance of our products by improving targetting and resulting sales results for our customers.

In 2017 we extended this SmartBrics platform to other markets outside of the UK bringing the same enhancement in effectiveness for our customers. In the coming years the SmartBrics platform will be implemented extensively throughout our global businesses which we believe gives JCDecaux a strong competitive advantage over other OOH companies and develops a relevance to customers utilising similar tools within the online space.

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.

In France, the JCDecaux Live department is responsible for all events and promotional activities that are not related to the Group's physical assets (e.g. major events, street marketing, sponsoring roadshows, etc.).

4.5. 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 2017, such activities generated revenues of €144.4 million, representing 9.0% of our total Street Furniture revenues.

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.

5. TRANSPORT BUSINESS

The advertising business in Transport activities includes, on the 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 train terminals serving international airports around the world). In addition to the 218 advertising contracts that the Group holds in airports, JCDecaux also has 252 advertising contracts in transport systems in Europe, Africa, Middle East, Asia-Pacific and Latin America. The Group's Transport business total 356,316 faces in 49 countries, of which 43,047 are in airports. This figure excludes small advertising faces on airport trolleys and inside buses, trams, trains and metros.

In 2017, the Transport business represented 40.3% of the Group's revenues. The airport advertising business represented 46.8% of Transport revenues and transit system advertising accounted for 42.3%. Almost 10.8% of Transport revenues came from other operations undertaken by subsidiaries in our Transport business, such as printing of posters, sale of non-advertising products or cinema advertising.

5.1. 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 flexibility may mean that contracts vary with regard to term, 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 3 to 15 years; payment of a fee in proportion to revenues generated, combined with a minimum guaranteed fee in most contracts
- the Group enjoys exclusive rights, except for some very rare exceptions, to conduct its airport and transport advertising business. Some contracts are joint ventures, i.e. 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.

5.2. Advertising in airports

5.2.1. Airport advertising contracts

In 2017, the Group won advertising contracts for the Sao Paulo, Bogota and Panama airports in Latin America and Guangzhou airport in China. These are all major airports in their respective regions and help to establish JCDecaux's reputation in high-profile international airports. Furthermore, the Group has been awarded the contract to manage the advertising in the future Terminal 2 of the Bahrain airport, due to open in the first quarter of 2019. Lastly, JCDecaux has renewed its contracts for Nice and Brussels airports through competitive tenders.

As a result of these successes, at 1 January 2018, the Group holds advertising contracts for 218 airports in 38 countries around the world. Grouped under the "JCDecaux Airport" brand. The Group's advertising business in airports represents 28% of worldwide traffic, with a presence on four continents.

JCDecaux seeks exclusive contracts for the operation of advertising space in airports. Most of these contracts are subject to tender procedures and are generally awarded for a term of 3 to 15 years. At 31 December 2017, the average remaining term (weighted by 2017 revenue) of the Group's airport contracts was 3 years and 7 months.

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

5.2.2. Geographic presence

In Europe, the Group manages the advertising contracts for 98 airports, including the three largest which are London, Paris and Frankfurt. More specifically, JCDecaux is present in:

- 27 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 the Republic of 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
- 5 airports in Denmark
- 4 airports in Eastern Europe: Warsaw in Poland, Riga in Latvia, Prague in the Czech Republic and Saint Petersburg Pulkovo airport, through its joint venture with Russ Outdoor.

In Asia, 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 concession in 12 airports, six of which feature among the Top 10 airports in Asia: Beijing (Terminals 2 & 3), Hong Kong, Bangkok, Singapore, Shanghai and Guangzhou Baiyun International (GBIA) where JCDecaux will begin operating in February 2018 upon the opening of the new Terminal 2 and its Ground Transportation Centre (GTC). Furthermore, JCDecaux is present in China in Chengdu, Chongqing and Shenyang and in India in Bangalore. With the addition of Guangzhou to its portfolio, in all, JCDecaux will soon reach 21% 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 and Houston.

In the Middle East, JCDecaux currently operates in 34 airports and holds the contract to manage the advertising operations of the new terminal at the Bahrain international airport, due to open in 2019. This represents a total of 35 strategic concessions in this region, reaching 60% 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, Dubai World Central - Al Maktoum and Sharjah; 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 all the advertising space in the airports of Muscat and Salalah.

In Africa, JCDecaux is present in seven Algerian airports, including Algiers' Houari Boumediene airport and in 30 airports in the rest of Africa and more specifically:

- in South Africa: eight airports, including Johannesburg, Cape Town and Durban
- in Angola: seven airports including Luanda
- in Mozambique: seven airports including Maputo
- in Zambia: three airports including Lusaka
- in Lesotho, Madagascar, Malawi, Swaziland and Tanzania (in the airport serving the capital city of each country).

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

- in Brazil: Sao 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 advertising spaces on the outside of the airport terminals in Santo Domingo, Samana and Puerto Plata.

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

COUNTRY/REGION	NUMBER OF AIRPORTS	NUMBER OF ADVERTISING FACES
Europe [1]	98	19,864
Africa/Middle East[2]	72	7,603
Latin America [3]	21	1,591
North America [4]	15	7,364
Asia-Pacific [5]	12	6,625
TOTAL	**218**	**43,047**

[1] Includes Belgium, Czech Republic, Denmark, 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 the United States.

[5] Includes China, India, Singapore and Thailand.

5.2.3. 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.

The strengthening of security procedures in recent years has also contributed significantly to the lengthening of waiting time for travellers. 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…) or on the return journey (sharing of experiences on social media), is increasingly more connected and rich in data. JCDecaux strives to collect this data in order to hone its knowledge of its audience.

Over the period of 12 months to November 2017, global passenger traffic, as reported by the ACI, increased 6.6% compared to the previous 12 months, driven by solid growth in international traffic (8.7%). The ACI predicts that 2017 will be a record-breaking year for passenger traffic.

For the first time in the past five years, Europe experienced the highest increase in traffic (8.5%), followed by Asia-Pacific (7.8%) and the Middle East (5.5%). Only North America lags behind, with growth of 3.4%. With regard to Europe, despite an uncertain environment and the doubts surrounding the effects of Brexit, 2017 was the best year since 2004 in terms of passenger traffic. The five main airports alone welcomed an additional 18 million passengers.

5.2.4. Sales and marketing

The Group believes that its presence in 218 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 airport(s). 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 to 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 played a major role in the decision of the Frankfurt, Paris and Shanghai airports to work with the Group in managing their advertising over a long period to maximise their advertising revenues per passenger.

In 2017, JCDecaux had a presence in 11 of the Top 15 global airports and reached over 65% of passengers in these strategic airports for delivering brand communication.

AIRPORT	PASSENGERS IN MILLIONS	CONTRACT HOLDER
Atlanta	103.9	Clear Channel Outdoor
Beijing	95.7	JCDecaux/Local companies
Dubai	88.2	JCDecaux
Los Angeles	84.5	JCDecaux
Tokyo Haneda	82.0	Local company
London Heathrow	77.9	JCDecaux
Chicago O'Hare	77.9	JCDecaux/Clear Channel Outdoor
Hong Kong	72.8	JCDecaux
Shangaï Pudong	70.0	JCDecaux[1]
Paris CDG	69.4	JCDecaux[1]
Amsterdam	68.4	In house
Dallas Fort Worth	67.0	JCDecaux
Guangzhou	65.7	JCDecaux / Local companies[2]
Frankfurt	64.6	JCDecaux[1]
Istanbul Ataturk	63.7	Local companies
TOTAL	1,151.7	

Source: Airport Authorities 2017 Preliminary Traffic.

[1] In a joint venture.

[2] JCDecaux will be the sole advertising operator in the new terminal due to open in 2018 .

The Group's products include a wide range of advertising media in different formats, as well as exhibition spaces and advertising on trolleys. Panels are placed where passengers tend to congregate, such at check-in areas, passenger lounges, gate areas, passenger corridors 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 both arriving and departing passengers.

In 2017, JCDecaux had a presence in seven out of the ten airports generating the most international traffic. JCDecaux reached over 73% of international passengers in these strategic airports for delivering brand communication.

AIRPORT	INTERNATIONAL PASSENGERS IN MILLIONS	CONTRACT HOLDER
Dubai	88.2	JCDecaux
London Heathrow	73.1	JCDecaux
Hong Kong	72.9	JCDecaux
Amsterdam	68.5	Régie interne
Paris CDG	63.7	JCDecaux[1]
Singapour	62.2	JCDecaux
Séoul Incheon	61.5	Société locale
Francfort	56.3	JCDecaux[1]
Bangkok	49.5	JCDecaux
Taipei	44.8	Société locale
TOTAL	641.0	

Source: Airport Authorities 2017 Preliminary Traffic

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

Targeting and measuring the audience for airport media

A pioneer in audience measurement, JCDecaux was the first outdoor advertising Group to develop audience measurement systems specifically designed for airports such as Radar in Great Britain or MAP (Media Aéroport Performances) in France. The rise of digital media, offering greater flexibility for many advertisers, has resulted in the Group making changes to its business methods, with the aim of bringing sales and audiences closer together, through its campaign building platform SmartBRICS. In 2017, JCDecaux ran a trial at the Paris airports to establish a new methodology for audience measurement, designed specifically for airports; a methodology that will be extended over the coming years to all international airports in which the Group operates.

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

In 2016, JCDecaux appointed m1ndset, a global research institute specialising in travel retail, to update the Global Shopper survey. Expanded to 12 markets (France, Germany, the UK, Russia, China, Hong Kong, Japan, South Korea, the United Arab Emirates, Saudi Arabia, Brazil and the United States) and six key segments (fashion, fragrances, cosmetics, shoes/leather goods, designer sunglasses/watches/jewellery and electronics), "Global Shopper Connections2" analyses the importance of shopping in the destination selection process and in the travel experience, in both cities and airports.

The "Global Shopper Connections2" study shows that this qualitative audience is in constant contact with outdoor advertising during travel abroad. Considered as a source of useful information, outdoor advertising in cities and airports is viewed favourably.

Digital, events and passenger experience: growth levers for airport media

Digital screens are a key feature of the airport environment, be it for broadcasting information, advertising messages or content aimed at entertaining passengers. Offering closed environments and extended dwell times, airports are a place where 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 6,000 digital advertising panels in airports worldwide, JCDecaux offers advertisers a rich selection of effective digital solutions which may prove useful in increasing trade for travel retail spaces.

In addition to its high visibility and impact, one of digital media's most greatly appreciated advantages is its ability to broadcast personalised and contextualised content. For example, in September 2016 JCDecaux Airport Paris launched its Dynamic Content Solution offering. Thus on the JCDecaux Airport Paris screens – connected in real time to information on Paris airport flights and relevant external data flows – varied and adapted content depending on the origin or destination of passengers is broadcast in different languages and in zones customised to the airport. Real-time advertising maximises the impact and relevance of digital campaigns.

Furthermore, JCDecaux's digital media offer added possibilities both for advertisers and passengers. 2015 saw the first major roll out of Beacons at Shanghai airport. This development continued in 2016 with the installation of Beacons in Singapore and Hong Kong airports. 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. Beacons are able to send information or personalised advertising to these devices. They also allow interaction with passengers who wish to download more detailed content about a brand. Other brands combine digital screen advertising and interactivity through NFC technology. Deezer, for example, as part of its summer campaign in the Paris airports, allowed passengers to download music playlists tailored to their holiday destination.

Advertising events, which enable advertisers to create a brand domain within airports, continue to be a resounding success. JCDecaux Airport offers tailored advertising solutions to enlarge and multiply the impact of a campaign, such as 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. One of the most impressive campaigns undoubtedly involved Jaguar setting a Guinness World Record for speed in a giant loop-the-loop on the Bund in Shanghai, China; an event which was carried through to Pudong international airport. With Jaguar, the JCDecaux teams rebuilt the 19.6m-tall by 10m-wide loop, weighing a total of 55 tonnes, along the airport's access road. On this giant wheel, a Jaguar F-Pace was positioned at 180° to the ground, to showcase the road handling abilities of this state-of-the-art sports SUV model.

Passenger service devices also serve as high value-added communication solutions for advertisers, passengers and airport authorities. JCDecaux Airport Paris has been instrumental in marketing the sponsorship of the Wi-Fi service in all Paris airport terminals since 2015. This consists of personalising the multilingual interface (French, English and Italian) of the airport's free Wi-Fi service in the colours of the sponsor brand. In 2017, JCDecaux also marketed 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.

JCDecaux is firmly committed to bringing new services, always aesthetic and ergonomic, to passengers and to airport authorities. For instance, it has installed:

- 270 Smart Stations in Dubai international airport. Created by the JCDecaux R&D department, this unique piece of equipment combines advertising with services: each Smart Station has a 70" digital screen and an interactive tablet for advertising as well as charging points for electronic devices as a service to passengers
- 50 Smart Clocks in Terminal 2 of Shanghai Pudong. These digital screens combine location services for passengers by showing the time, weather forecasts and even distances between terminals while giving brands the option to broadcast targeted messages.

5.3. Advertising in metros and other transit systems

5.3.1. Metro and other transit system advertising contracts

At 1 January 2018, the Group had 252 advertising contracts representing 313,269 advertising faces in metros, trains, buses, trams, taxis and rapid transit systems serving airports in 29 countries.

At 31 December 2017, the average remaining term (weighted by 2017 revenue) of the Group's contracts in metros and other transit systems was three years and nine 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 a variable fee back to grantors in the form of a percentage of its advertising revenue.

5.3.2. 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 nine Chinese cities (including Hong Kong), representing a total of nearly 67,000 advertising faces. With regard to metro systems, JCDecaux has held the advertising concession contract for the MTR (Mass Transit Railway) 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 advertising concession for 5 years to complete wrap-around ads awarded by Hong Kong Tramways Ltd. and today has exclusive rights to manage advertising on 160 trams.

With considerable market share, JCDecaux's advertising displays in Chinese metro systems boasts strong reach. 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, 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 in Santiago de Chile, Brussels, Lima, Turin, Milan, Rome, Naples, Brescia, Helsinki, Berlin, Nurmberg, 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 (a major medium for the advertisers and agencies in Spain) and the Bilbao metro.

In 2017, JCDecaux won the exclusive 10 year advertising contract for the three main lines of the Sao Paulo metro. The blue (line 1), green (line 2) and red (line 3) lines, which carries around 4.4 million passengers per day across six lines, cover 52 out of the 61 stations of the Sao Paulo metro.

JCDecaux runs a large number of advertising contracts in other transport systems all over the world, in particular:

- Africa/Middle East: Algeria, Cameroon, Qatar, South Africa
- in Asia/Pacific: China including Hong Kong and Australia
- in Europe: Austria, Belgium, Czech Rep., Denmark, Germany, Hungary, Italy, Ireland, Finland, Netherlands, Norway, Portugal, Russia, Spain, United Kingdom
- in America: Chile, Mexico, Panama, Peru, United States, Uruguay.

5.3.3. Audience and traffic

For its metro and transit systems, the Group use the same geo-marketing techniques as for its street furniture and large format activities to maximise the impact of these 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. According to reliable media-planning indicators, established objectives such as audience quantification, repetition, GRP or contacts, these data enable advertisers and agencies to make informed decisions, and so maximise their campaigns' performance. The R&F study for the Beijing metro follows the external general audience measurement principles established by the Global Guidelines on Out-of-Home Audience Measurement (GGOOHAM) industrial committee, which issues global audience measurement directives for outdoor advertising. The R&F study for the Beijing metro reveals that a traditional advertising campaign can reach more than 81.6% of the adult population in Beijing in just four weeks. This means that an advertiser can make 992 GRPs or 99.6 million effective visual contacts with a standard network of 200 illuminated panels.

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.

JCDecaux started by commissioning Lawes Gadsby Semiotics, a leader in the field, to undertake an unprecedented worldwide semiotic study on the relations between passengers and their metro environment. On the basis of these results, a vast qualitative and quantitative study was conducted internationally in partnership with GfK, a world leader in market studies. The results of these two studies, consolidated into Global Metro Stories, deliver valuable lessons on the relevance of metro advertising in the urban environment, confirming the unique opportunity it presents to communicate effectively with city dwellers.

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 grow and become better known to potential customers. Indeed, 95% of persons 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.

5.3.4. Sales and marketing

In 2017, the Group's transit media achieved considerable success with advertisers thanks to particularly original advertising events.

Creating the 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, and with a special focus on the Shanghai metro, 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 digital technologies.

In Shanghai, JCDecaux presents 31 awards in 10 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 on WeChat, for the "most popular campaign" and the "most popular digital campaign". Lastly, since 2017, the Media Agency of the Year and Best Creation by a Media Agency prizes recognise the excellent work of media agencies in the Shanghai metro.

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. Since 2016, JCDecaux Transport opened the competition to university students with the theme "Innovation Connecting Life" and the introduction of the "Emerging Talents" prize. In 2017, more than 150 students from different tertiary institutions enthusiastically entered the contest to conceive campaigns using special technology or execution methods to interact with MTR passengers. The contest is a unique opportunity for these students to present their innovative ideas in a real-life pitching situation, where actual execution and effectiveness are of considerable importance to the sponsoring advertisers. 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: laboratories for new technologies

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

- 100% advertising (or predominately 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 Italy

- content media aimed at informing and entertaining passengers with an advertising panel 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 and MOUTV in the Barcelona metro, and Broadcast TV in the Shanghai 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 or NFC Tags 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 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.

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 are prone to using 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.

6. BILLBOARD

JCDecaux the leader in large-format Billboard in Europe in terms of revenue (source: JCDecaux). In 2016, large-format Billboards provided 14.6% 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 large number of people. 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 a number of markets these displays are increasingly being converted to digital displays.

The Billboard activity also includes illuminated advertising which basically consists of the design and installation of very large advertising neon signs and event banners. JCDecaux covers the major European capital cities and aims at increasing its presence in Latin America, in Africa, in Central Europe and in Asia.

6.1. 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.

The following are the main clauses in the private law billboard contracts:

- for France, a term of six years, starting with the date of signature, with, yearly tacit renewal as from the initial expiry date unless terminated within three months prior to expiry These durations may vary in countries where the terms is not limited by law
- free access to the site insofar as is needed to install and maintain the supports
- stipulations on the type of billboard, the nature and size of the billboards which may be installed on the site as well as the rent to be paid to the lessor
- responsibility of the corporate landlord as regards panel visibility, in particular with respect to vegetation.

6.2. Geographic presence

At 31 December 2017, the group had 204,139 advertising faces distributed over 25 European countries (covering 2,592 European cities with more than 10,000 inhabitants), one Asia-Pacific country (Singapore), Russia, Ukraine, Qatar, Uzbekistan, Brazil, Chile, Costa Rica, Dominican Republic, Guatemala, Mexico, the United States, South Africa and thirteen other Sub Saharan African markets. In 2016, 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 2017, the geographic distribution of our billboards was as follows:

COUNTRY	NUMBER OF ADVERTISING FACES
Europe [1]	101,699
France	39,479
Rest of World [2]	33,916
United Kingdom [3]	28,677
North America	350
AAsia-Pacific [4]	18
TOTAL	**204,139**

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

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

[3] Includes advertising space in telephone boxes.

[4] Includes Singapore.

6.3. Our product offering

JCDecaux large-format Billboards include a wide range of products intended to enable advertisers either to reach a wide public (networks with a very large and high impact geographic coverage) or target a specific public (affinity networks built on sociodemographic, behavioural and geographic criteria).

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 therefore has a large number of state-of-the-art backlit billboard supports, which enables them to increase their audience by 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. JCDecaux also has the largest range of backlit billboard panels in 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 scrolling panels of 8, 12 and 18sqm called "Vitrines" on the most visible and most prestigious sites.

Digital products continued to grow strongly in 2016, thus contributing to the digitisation 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. The boundaries of time and space are disappearing to make way for contextual communication, enabling live interaction with city dwellers, consumers and social networks

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 all these developments, JCDecaux systematically converted all its obsolete former billboard such as the trionics 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 recognized this commitment made by the group to increasing the quality of its billboard advertising and, according to JCDecaux, contributes to the group's competitive advantage.

In the UK, for many years, the group has been developing new state-of-the-art, large-format billboard supports. This is expanding to other markets including Austria, Germany, the US and South Africa. The group has made considerable investment in the highest quality digital large format screens supported by enhanced display management platforms.

For a significant number of key locations or "gateways" covering major entrances and exits to the main cities advertisers are consequently no longer limited by fixed two-week periods and therefore buy all the digital faces in the offering by segments or one or more days, in this way taking advantage of total exclusivity to this high added-value audience. This exclusivity concept, initially set up by the group in environments such as airports, metros and stations, has every chance of developing in the coming years and enables JCDecaux to increase its ability to attract late reservations and strategic advertising revenues. This offering has been highly successful since, for example, it prompted several Olympic sponsors to invest in supports of this type of environment and the positive impact has continued up to now. In this programme we continued to extend the digitisation process by converting large formats on premium sites at key gateways towards the capital, London, and other major cities in the UK. These sites include the digitisation of the Trafford Arch and the conversion of our symbolic asset in Old Street in London, which is the entry point to the financial district and runs along the new Silicon Valley village in the east of London. The value of this development was recognized by Google, which bought the whole site for a long duration and continues to do so. In the UK this type of key gateway development continued in 2016 with, for example, the conversion to digital of the key gateway site at Wandsworth roundabout in south London, similar in scale to our Old Street asset. In addition, with the growing deployment of portrait small format digital in 2016 in the UK following the award of street furniture contracts in key cities such Edinburgh and London, we have further enhanced our gateway proposition to major cities with the conversion of a number large format portrait sites to digital. This permits our advertisers to utilise the same creative content developed for the street furniture digital format on the large format gateway sites, covering city centre and gateway entry points simultaneously due to the "in proportion" nature of both offerings, greatly amplifying impact.

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.

6.4. Sales and marketing

The group markets its large-format Billboard networks under several brands, namely: JCDecaux Large and Avenir in France, Avenir in Spain, JCDecaux in the UK, Ireland, the Netherlands and several other European countries, Gewista in Austria, Europlakat in Central Europe, Wall 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 comes from short-stay advertising campaigns, lasting from 7 to 15 days, with the exception of certain countries, such as France, where long-stay billboards, generally lasting from one to three years, provide a significant share of revenue.

As such, in the French market, JCDecaux launched Easyway (www.easyway.jcdecaux.com), its portal dedicated to the sale of long-duration advertising spaces. 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 and simulate its campaign through a virtual image of its billboard. This launch represents a major innovation in the market for so-called permanent outdoor advertising.

Built thanks to geo-marketing tools and audience measurement studies, temporary billboard networks meet advertisers' specific communication objectives. They offer the possibility of national, regional, or local (city to city) cover and, for some urban areas, district.

Billboard advertising in France also benefited 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 2017, as in the previous few years, remained difficult the improving global economic environment, particularly in North America and Southern Europe, well established positions in emerging 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, as was the case in 2016, our Street Furniture and Transport business segments posted an annual positive organic growth. Billboard showed positive reported growth fuelled by the contribution of Top Media and OUTFRONT Media Latam, 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 2017, the Group maintained a very diversified advertiser base. Only seven advertisers represented more than 1% of the Group's consolidated revenue, and only one more than 2%. This top 10 remained extremely stable in 2017, with eight of the main advertisers already present in 2016. The ten leading JCDecaux advertisers represent 11.3% of the Group's consolidated revenue in 2017 (11.2% in 2016).

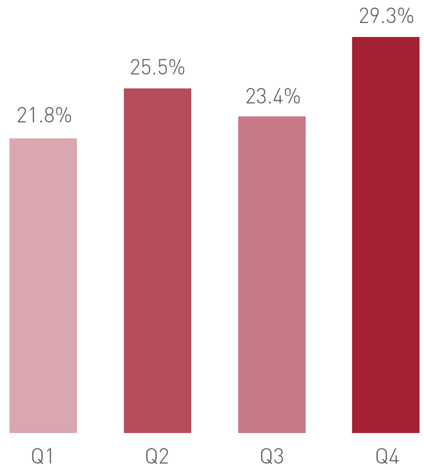
The following table shows the 2017 revenue generated by the largest sectors in the Group's activity:

SECTOR	% OF TOTAL
Retail	16.1%
Entertainment, Leisure & Film	11.5%
Personal Care & Luxury Goods	10.2%
Finance	9.8%
Food and Beverage	7.5%
Telecom & Technology	6.4%
Automobile	5.9%
Services	5.7%
Travel	5.6%
Internet	5.5%

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 5.5% of our advertising revenues compared with 4.8% in 2016, a growth of 22% 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 2017 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.

Recently, JCDecaux OneWorld carried out international campaigns for customers such as Huawei, Nissan, Unilever, and a number of film industry customers. Centralising resources also enabled the Group to improve international collaborations with Total, L'Oreal, Estée Lauder and LVMH, particularly in airports where travel retail customers seek consistent, high quality media delivery internationally. In 2017, JCDecaux OneWorld added a partnership with Coty Travel Retail allowing this customer to join others in this important revenue sector to work directly with our Group. Centralisation also permitted, where relevant, the access to a centrally co-ordinated Creative Solutions® offering, intensifying the advertisers launch activity in multiple countries via single central discussion.

Capitalising on the continued successes over nine years by simplifying the worldwide coordination of relations with its international customers, the Group benefited from new resources on a geographic basis in 2016 with the establishment of sales representation in San Francisco. JCDecaux OneWorld teams work in close collaboration with the marketing teams in the United States, to simplify interactions with the Group's customers established in this area. JCDecaux believes that the growing use by digital customers of the outdoor medium to promote online interaction will mean that this office is strategically placed to link the concentration of digitally based customers in this area, to our global offering. Examples in 2017 included SlackTechnologies and DCX and overall online advertisers increased their investment with us in 2017 by 23% year on year. Customers in the burgeoning technology sector in China, such as Oppo, were similarly able to gain simplified access to countries in rest of the world via our Shanghai JCDecaux OneWorld office.

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

The continued collaboration with Burberry was one of the highlights of 2017. This advertiser, a pioneer in the digital domain, undertook outdoor advertising campaigns internationally, following a successful experience since the beginning of their use of our medium with us in 2011 on our state-of-the-art digital supports, as part of the digital convergence media strategy. In 2017, JCDecaux OneWorld was able to continue the partnership with this advertiser very familiar with digital trends. In addition in 2017 JCDecaux continued a multi-region relationship with Total established in 2016, facilitating a simpler purchase of our media. We continue to develop these close relationships with clients such as Coty and BP 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 2017, JCDecaux continued the international deployment of the 3D Full Motion version of its creative pre-test application: Créaction®. At the end of 2017, 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 ppart of our offering in 2017. 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, digital broadcasting 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.

Alongside the continued deployment of digital street furniture such as in Nantes, the Royal Boroughs of Kensington and Chelsea in London, or Vienna, 2017 was above all marked by the tenders won thanks to the Group's innovation and deployment capacity: the Group won the contract for the Canton Airport in China, with more than 350 screens being deployed at the end of 2017. It also won Street Furniture contracts in Montevideo and Liège, two lots of Street Furniture in Nantes, followed by Nantes bike contract, renewal of the historic Street Furniture contract and the Vélo contract for Lyon, as well as the combined call for tenders for street furniture and bike for Stockholm. 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. Grouped together within the Research, Production and Operations Department, the Research and Development Department and the Design Department work together to develop new products. Quality, aesthetics, functionality and environmental performance are the main features of JCDecaux creations.

JCDecaux associates architects and internationally reputed designers with its developments. These 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, who designed the new newspaper stands in Paris.

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 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.

In 2017, there are practically no JCDecaux contracts that do not include advertising screens and/or municipal information - which requires 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, in a context of development schedules that are becoming increasingly tighter and in circumstances which are sometimes difficult. 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.

In December 2012, in New York, JCDecaux was presented with the "Ingenuity Award", an international award organised by the Financial Times and Citi, for the Infrastructure category for its Vélib' Self-Service Bicycle scheme that has been operating 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 October 2014, JCDecaux won the digital services prize of the year for its connected Marc Aurel Design Abribus® bus shelters installed in Paris. This trophy, organised by Usine Nouvelle, honours the implementation of a service which significantly improves the added value provided to customers, partners and employees.

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 2015 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. These include: LCD and LED displays in formats ranging from 32" (in the case of digital escalators) to 98", such as those deployed in the Shanghai airports to LED displays with a 20 mm to 2.5 mm pitch depending on use. The screens are accompanied by interactive e-Village® solutions using Android architecture and are currently deployed in such diverse contexts as US airports, Paris Abribus® bus shelters and the Brussels metro. 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, JCDecaux's self-service bicycle offering will expand significantly in 2018, with two Street Furniture contracts in Lyon and Stockholm and the bike contracts for Nantes and Luxembourg. These deployments offer 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.

These contracts also offer the opportunity to use bicycles which will all be connected, may be locked outside a physical station and, in Nantes, solar stations which are self-sufficient in terms of energy and installed without any 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 will also see the deployment for the first time of a network of electric bicycles, based on developments in this area since 2013 and tested in public in December 2015 during the COP21.

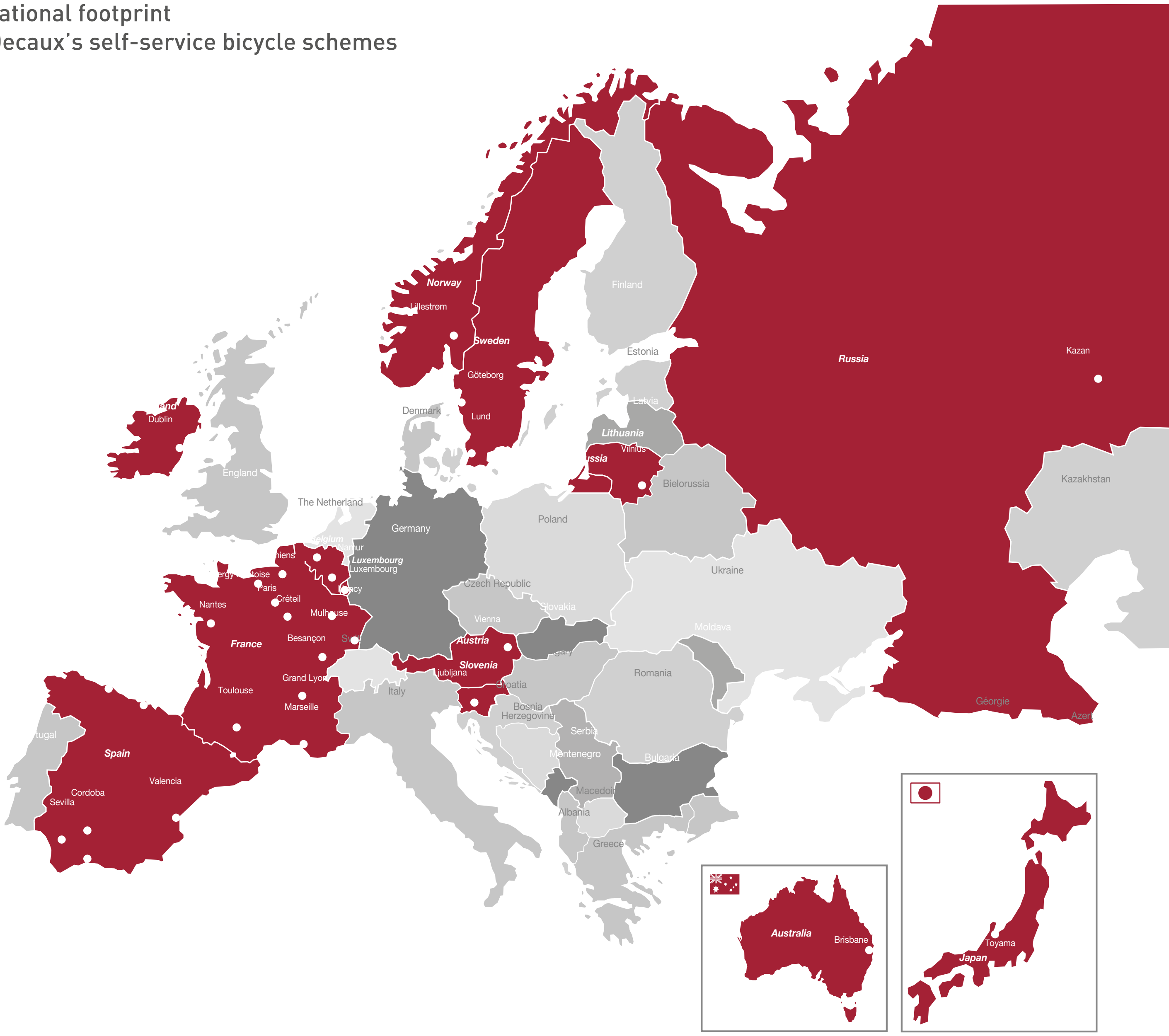
We are also continuing to devote time to innovating in interactivity technologies, with the development of service and advertising platforms using open source Android technologies, GPS, NFC and integration of social networks. Furthermore, we are stepping up our research into new technical solutions around the themes of Smart City, Big data and Open data adapted to the urban environment. As part of the extension 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, 1500 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, in 2018, 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.

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 2017, more than 15,000 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. The teams continue to validate full-scale autonomous energy prototypes, such as advertising shelters currently under development for an African capital.

The portfolio includes about 1,653 patents and models and is another demonstration of our commitment to this policy and of the creative vitality and innovative power of JCDecaux's teams.

International footprint
of JCDecaux's self-service bicycle schemes



● Bicycle stations already in operation

Country	City	Start date
Australia	**Brisbane**	October 10
Austria	**Vienna**	October 03
Belgium	**Brussels**	May 09
	Namur	March 12
Spain	**Cordoba**	September 03
	Gijon	July 04
	Malaga	July 13
	Santander	September 08
	Sevilla	July 07
	Valencia	June 10
France	**Amiens**	February 08
	Besançon	September 07
	Cergy Pontoise	March 09
	Créteil	April 10
	Grand Lyon	May 05
	Marseille	October 07
	Mulhouse	September 07
	Nancy	September 08
	Nantes	May 08
	Rouen	December 07
	Toulouse	November 07
Ireland	**Dublin**	September 09
Japan	**Toyama**	March 10
Luxembourg	**Luxembourg**	May 08
Lithuania	**Vilnius**	July 13
Norway	**Lillestrøm**	April 13
Russia	**Kazan**	July 13
Sweden	**Göteborg**	August 10
Slovenia	**Ljubljana**	May 11
Sweden	**Lund**	August 14

WALL WRAP FOR PROMOTIONAL EVENT ON THE INSTITUT DE FRANCE'S FACADE
Paris
FRANCE

SUSTAINABLE DEVELOPMENT AND CSR

(Corporate Social Responsibility)

NOTE ON THE SUSTAINABLE DEVELOPMENT SECTION:

- The scope covered by the extra-financial data represents 98% of the group's consolidated revenues and workforce (in FTEs), unless otherwise indicated in the text accompanying the data presented
- In accordance with Decree no. 2012-557 of 24 April 2012, the whole of the social, environmental and stakeholder information in relation to the application of article 225 of the Grenelle 2 law is included in the JCDecaux SA Management Report, available on the group's website in the Investors section, in the Extra-financial information sub-section
- A limited assurance report attesting to the presence and fairness of the information was prepared by the EY firm and is available on page page 91. The symbol ✓ identifies indicators covered by this report
- topics identified by the 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 87

PERSPECTIVES FOR INTELLIGENT AND RESPONSIBLE CITIES AND MOBILITY SERVICES

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

CONTEXT AND OUTLOOK

66% of the world's population will live in urban areas by 2050 [1]

Emergence of more and more "global cities" in developing countries; they will be keen to offer residents more services: greater accessibility, connectivity, mobility, etc.

90% of the increase in the number of city dwellers will be in Africa and Asia [1]

Growth of the outdoor advertising audience in cities

4.4% annual growth in air traffic between 2017 and 2036 [2]

Increased environmental impact of cities and transport systems and search for low-carbon solutions

OPPORTUNITIES AND RISKS FOR JCDECAUX

- Faster urbanisation strengthens JCDecaux's international development strategy, particularly in emerging countries
- This development offers new opportunities for technological, societal or environmental innovations through new products and services that meet or even anticipate the needs of these "global cities" and major airports of tomorrow
- Increased urbanisation and global presence provide a wider audience for advertisers via global, national and local networks

CLIMATE CHANGE

CONTEXT AND OUTLOOK

Global greenhouse gas emissions will have to be reduced by between **40%** and **70%** by 2050 (from their 2010 level) to limit global warming to 2°C by 2100 [3]

Companies must align their targets for reducing greenhouse gas emissions with the two-degree trajectory set out in the Paris Agreement (COP 21)

Cities are responsible for **70%** of CO_2 global emissions [4]

Companies need to adapt their products and services to the new climate context (higher temperatures and rising sea levels, increased number of extreme events, greater scarcity of water resources, etc.)

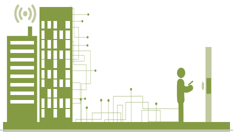
70% of natural disasters are climate-related, almost twice as many as 20 years ago [5]

Cities are anxious to find solutions to mitigate their environmental impact and help them adapt to climate change

OPPORTUNITIES AND RISKS FOR JCDECAUX

- The reduction of JCDecaux's energy consumption to align with the two-degree trajectory is a major challenge for the group, and an opportunity to further strengthen its competitive advantage
- Significant opportunities exist to develop new services around climate change adaptation for cities: pollution measurement sensors to alert on pollution spikes, extreme climate events warnings, participation in the development of biodiversity in cities (e.g. revegetation of street furniture), etc.

[1] United Nations World News Centre, World Urbanisation Prospects, 2014
[2] Airbus Global Market Forecast, 2017
[3] IPCC, Fifth Report on Climate Change and Future Developments, 2015
[4] UN Habitat, Global Report on Human Settlement, 2011
[5] WWF, Reinventing cities as a new ecosystem, 2015



DIGITAL TRANSFORMATION

CONTEXT AND OUTLOOK

80 billion objects connected worldwide by 2020, up from 15 billion in 2012 [6]

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 [7]

14 % yearly increase in the global smart city market, from $507 billion in 2012 to $1,300 billion in 2019 [8]

Continued growth of the Internet of Things (IoT) and proliferation of communication channels, causing the fragmentation of traditional media offers

Increased data generation (big data) and greater need to master and exploit "smart data"

Search by advertisers for innovative solutions enabling them to better target a more mobile and more connected audience eager for interactivity

Increased need for smart urban services to facilitate information and transit flows in cities

Need to rein in energy consumption

OPPORTUNITIES AND RISKS FOR JCDECAUX

- Outdoor advertising is the only real mass media not affected by the fragmentation of media offers, because the use of cities and transport systems continues to grow
- Digital transformation offers prospects for the development of new services for JCDecaux – digitisation of media, development of interactive content and connectivity services (small cells, Wi-Fi, etc.) – serving citizens, cities, transport companies and advertisers alike
- This transformation also reinforces the need for greater control of energy consumption and the implementation of ever more sophisticated data security and data protection systems

CHANGING CONSUMPTION PATTERNS

CONTEXT AND OUTLOOK

The number of cloud-based collaborative platforms is set to **Triple** by 2018 to 450 [7]

The number of members of shared mobility solutions is set to multiply by **15** between 2010 and 2020 [9]

Humanity consumes the renewable natural resources of **1.6** planets each year [10]

New business models offering collaborative platforms and new information channels are emerging

People increasingly want services that meet their constantly changing needs, and to have access to these services without owning the objects in question

Cities want to provide their residents with shared service solutions (soft mobility, concierge services, etc.)

OPPORTUNITIES AND RISKS FOR JCDECAUX

- This trend reinforces the pertinence of JCDecaux's business model based on the functionality economy – the company retains ownership of the furniture it makes available to cities and transport companies, and can refurbish it when the contract expires
- This changes increase the prospects to create new opportunities for the development of new services (kiosks offering concierge services, etc.) serving cities and residents and for the development of JCDecaux's self-service bicycle systems

CHANGING EXPECTATIONS REGARDING CORPORATE SOCIAL RESPONSIBILITY

CONTEXT AND OUTLOOK

Companies are faced with mounting public expectations calling for greater transparency and accountability in the fields of ethics, human rights, responsible marketing, etc.

In 2016, the implementation of a responsible marketing approach improved stakeholder relations for **65 %** of the marketing directors of 44 brands with a strong worldwide reputation (gain of 17 points vs 2014) [11]

Expansion of soft law, which takes corporate responsibility beyond its traditional scope to include subsidiaries, joint ventures, business partners, subcontractors and suppliers

Increased stakeholder expectations in terms of respect for the environment, human rights, ethics and responsible marketing

Social responsibility of the media in respect of content broadcast and its impact on audiences

OPPORTUNITIES AND RISKS FOR JCDECAUX

- The integration of these developments provides JCDecaux with capacity for strategic differentiation, an enrichment of its relations with its stakeholders and a lever for environmental, social and societal innovation
- JCDecaux's concept of extended supplier responsibility translates into a proactive, responsible purchasing approach that ensures reliable and quality supplies
- The management of advertising content is an essential part of JCDecaux's stakeholder policy: it is vital to ensure that content follow regulations, offend public sensibilities or fail to live up to public expectations.

[6] Idate, The Internet of Things Market, 2013
[7] International Data Corporation, IDC FutureScape Report, 2016
[8] UN Habitat, Urbanization as a Transformative Force, 2016
[9] Interministerial Centre for Prospective and Anticipated Economic Change (Pipame), Innovative Uses of the Car and New Mobility, 2015
[10] Global Footprint Network, WWF, Living Planet Report, 2016
[11] ADEME et al, Succeeding with Responsible Marketing, 2016

The analysis of these perspectives, their impacts and associated opportunities and risks, makes it possible to anticipate the consequences of economic, social and environmental issues on JCDecaux's business activities and, to provide concrete operational responses. The main points raised by this analysis were integrated into the development process of JCDecaux's materiality matrix. The matrix helps identify and classify the company's priority issues with regard to its understanding of the expectations of its stakeholders.

OUR SUSTAINABLE DEVELOPMENT STRATEGY

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

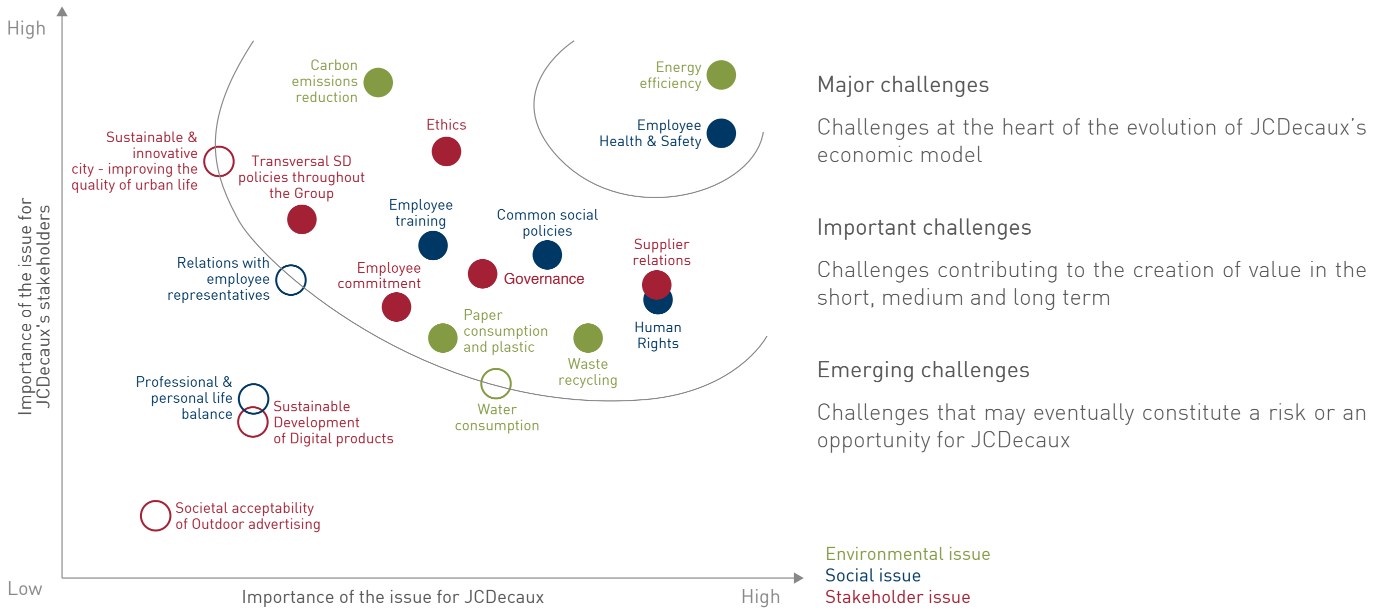
In 2013, JCDecaux set up its materiality matrix internally, which combines the group's environmental, social and stakeholder issues with the main expectations of its stakeholders.

To identify and classify the priority issues for the group and its stakeholders, different tools were used:

- the study of macro-issues and the risks and opportunities arising from them
- internal mapping of JCDecaux's stakeholders (the individuals or groups of individuals who have an impact on or are impacted by the company), and identification of their key expectations
- internal interviews with JCDecaux managers in contact with stakeholders: regional directors (Europe, Asia, North America, Latin America, etc.), operational and functional directors (Strategy, Research and Marketing, Advertising, Finance, Sales and Development, City Relations, Human Resources, Public Affairs, etc.)
- media monitoring.

This information was then combined in a materiality matrix, which helped to highlight the most important issues for both JCDecaux and its stakeholders.

JCDecaux's materiality matrix:



Once the strategic challenges were identified in the materiality matrix, JCDecaux was able to define its Sustainable Development Strategy in line with its business strategy, the business activities of its subsidiaries and the expectations of its stakeholders.

This strategy, which sets out priority actions for the group and its subsidiaries, is deliberately operational, based on six priorities, with associated action plans and qualitative and quantitative targets.

In view of the changes in its business and in the expectations of its stakeholders, JCDecaux plans to carry out a new materiality study in 2018 in order to reassess its priorities and update its Sustainable Development Strategy with new long-term objectives.

2. STRATEGY AND OBJECTIVES

The Sustainable Development Strategy comprises six priorities, balanced between the three pillars of sustainable development: environment, social and stakehoders. 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	OUR COMMITMENTS	OBJECTIVES	RESULTS 2016	RESULTS 2017	RESULTS Indicator
REDUCE OUR ENERGY CONSUMPTION	Reduce furniture electricity consumption	Achieve a 15% reduction in energy consumed by analogue furniture by 2020 (reference year 2012, at constant scope)	(0.2%)	3.6%	Point of vigilance
		Offer digital furniture with energy consumption reduced by 50% for LCD screens and 15% for LED screens by 2020	(66%)[1] (25%)[2] (23%)[3]	Unchanged	Achieved
		Cover 100% of the group's electricity consumption with renewable electricity by 2022	47%	54%	On track
	Reduce vehicles' energy consumption	Reduce fuel consumption per 100 km by 20% by 2020 (vs. 2012)	(14%)	(15%)	On track
REDUCE OUR OTHER ENVIRONMENTAL IMPACTS	Improve the use and recycling of paper posters	100% of the paper posters printed by JCDecaux should carry a PEFC, FSC or equivalent label by the end of 2020*	83%	92%	On track
		90% of paper posters to be recycled by 2020*	74%	75%	On track
	Improve recycling of PVC	80% of canvas containing PVC to be recycled in the European Union by the end of 2020*	40%	52%	On track
	Increase waste recycling	70% of waste to be recycled by 2020*	62%	64%	On track
		Reduce unsorted waste per m² of advertising space by 20% by 2020 (vs. 2012)*	0.6%	(8.1%)	Point of vigilance
DEPLOY A GROUP-WIDE HEALTH & SAFETY POLICY	Establish a Health & Safety Policy	100% of countries to have established a Health & Safety risk identification and assessment procedure by 2018[ab]	51%	87%[4]	On track
		100% of employees identified in the training matrix to be trained in Health & Safety by 2018[a]	74%[5]	81%[5]	On track
		100% of countries where the group operates will have developed an action plan and a Health & Safety manual in accordance with the group's recommendations by 2019		61%[6]	On track
IMPLEMENT AN AMBITIOUS GROUP-WIDE SOCIAL POLICY	Deploy JCDecaux's Charters	100% of countries to comply with the principles set out in the International Charter of Fundamental Social Values by 2015	100%	Unchanged	Achieved
		Employee training on the Charters to be deployed in 100% of the countries where the group is in charge of management by 2016	100%[7]	Unchanged	Achieved
REINFORCE SUSTAINABLE DEVELOPMENT IN THE PURCHASING POLICY	Deploy the Code of Conduct of Suppliers	100% of JCDecaux key suppliers to have signed JCDecaux's Supplier Code of Conduct by 2020*[a]	58%	70%	On track
	Evaluate suppliers	100% of JCDecaux key suppliers to have signed JCDecaux's Supplier Code of Conduct by 2020*[ab]	39%	36%	Point of vigilance
		100% of key suppliers to be assessed annually by 2020*	15%	17%	Point of vigilance
STRENGTHEN EMPLOYEES' COMMITMENT TOWARDS SUSTAINABLE DEVELOPMENT	Deploy an employee awareness raising programme on the environment	100% of Top 20[c] countries to have an employee environmental awareness programme by 2018		70%	On track
	Deploy training programmes	Train the group's Executive Management in sustainable development by the end of 2020*	3 %[8]	52%[8]	On track
		100% of countries having deployed the online sustainable development training to employees equipped with a computer by 2018*	9%	74%	On track

Achieved · On track · Point of vigilance · Partially achieved · Not achieved

* Objectives revised in 2017

[a] Excluding entities acquired less than two years ago
[b] For entities with revenues of more than €5 million
[c] The top 20 group countries in terms of revenues

[1] LCD indoor
[2] LED indoor
[3] LED outdoor
[4] Group scope
[5] % of countries which have established a matrix
[6] Calculated based on the entities audited by the Group or having their Health & Safety Management System certified to OHSAS 18001 or equivalent by an independent body
[7] Anti-corruption training
[8] % of countries having deployed Executive Management training programmes

In 2017, some of the objectives which were initially set in 2014 were reviewed with respect to changes in our activities in more than 75 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. These objectives may change again in 2018 following the latest materiality study and the resulting update of the Sustainable Development Strategy.

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 our Sustainable Development Strategy and our actions to support the emergence of smart and sustainable cities and mobility services, JCDecaux is involved in 9 of the 17 Sustainable Development Goals laid down by the United Nations:

JCDecaux's commitment to supporting smart and sustainable cities and mobility services is described in the "Our stakeholder commitment" chapter.

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.

ORGANISATION AND MANAGEMENT OF THE SUSTAINABLE DEVELOPMENT STRATEGY

1. 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 and provides an update on JCDecaux's extra-financial performance to the Executive Board three times a year, describing progress on the priorities of the Sustainable Development Strategy in the group's countries and suggesting new initiatives. Its main tasks are to:

- propose and ensure the facilitation and coordination of the Sustainable Development Strategy
- bring together and support the business lines and subsidiaries to define and implement their sustainable development programmes in line with the group's Sustainable Development Strategy
- validate and consolidate the group's extra-financial data
- respond to internal and external stakeholders' expectations regarding issues related to sustainable development
- lead JCDecaux's Quality Policy.

For the deployment of the Strategy, the Sustainable Development and Quality Department relies on "sponsors" and a network of Sustainable Development correspondents.

2. SPONSORS

The sponsors provide the operational and technical expertise necessary to manage the strategic priorities. This selection of senior 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.

They are tasked with steering and monitoring their strategic priorities, assisting the Sustainable Development Department in setting objectives and monitoring results, and ensure that the subsidiaries roll out action plans.

3. SUSTAINABLE DEVELOPMENT NETWORKS

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.

For the reporting of extra-financial information, one or more reporting correspondents are appointed by country. They collect, analyse and consolidate the extra-financial information of their countries before reporting it to the group.

4. DEPLOYMENT OF THE SUSTAINABLE DEVELOPMENT STRATEGY

In 2017, the Sustainable Development Strategy was deployed in Mexico, bringing the global coverage rate for the strategy to 96% of JCDecaux's revenues in 2017.

Throughout the year, the Strategy is managed by the Sustainable Development and Quality Department, the sponsors, the Operational Departments of the countries and the sustainable development and reporting correspondents locally. This monitoring involves the quarterly review of extra-financial data and regular exchanges for the monitoring of action plans.

The Executive Board reviews progress on the Strategy several times a year. During these reviews, the priorities, their content and objectives set may be revised in light of progress made, changes in the business or the context.

The monitoring indicators for each priority are presented yearly in the Registration Document.

5. METHODOLOGICAL NOTE ON EXTRA-FINANCIAL REPORTING

Reporting scope

All of the group's activities – street furniture, transport and billboards – are included in the scope of extra-financial reporting, excluding the activities of suppliers and subcontractors.

In 2017, the environmental data of 13 countries in sub-Saharan Africa were also included in the extra-financial reporting scope, as well as activities of entities recently acquired such as Outfront in Brazil, Chile, Mexico and in Uruguay and Top Media in Costa Rica and Panama. The scope covered by extra-financial reporting in 2017 represents 98% of the group's revenue and FTEs.

Reporting process

In 2010, JCDecaux launched an online IT solution for extra-financial reporting that 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. 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 correction is ended as at 31 December each year.

Once the data has been entered into the application, it is controlled by the Sustainable Development and Quality Department, which performs consistency checks and reviews discrepancies. The validated data is then consolidated according to the accounting consolidation method, called "adjusted", in order to ensure coherence with the financial reporting.

Since 2012, the group's extra-financial data has also been audited annually by an independent third-party in accordance with the requirements of Article 225 of the French Law of 12 July 2010 on the national commitment to the environment.

Thus, despite the diversity of the group's activities and 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.

Use of reporting

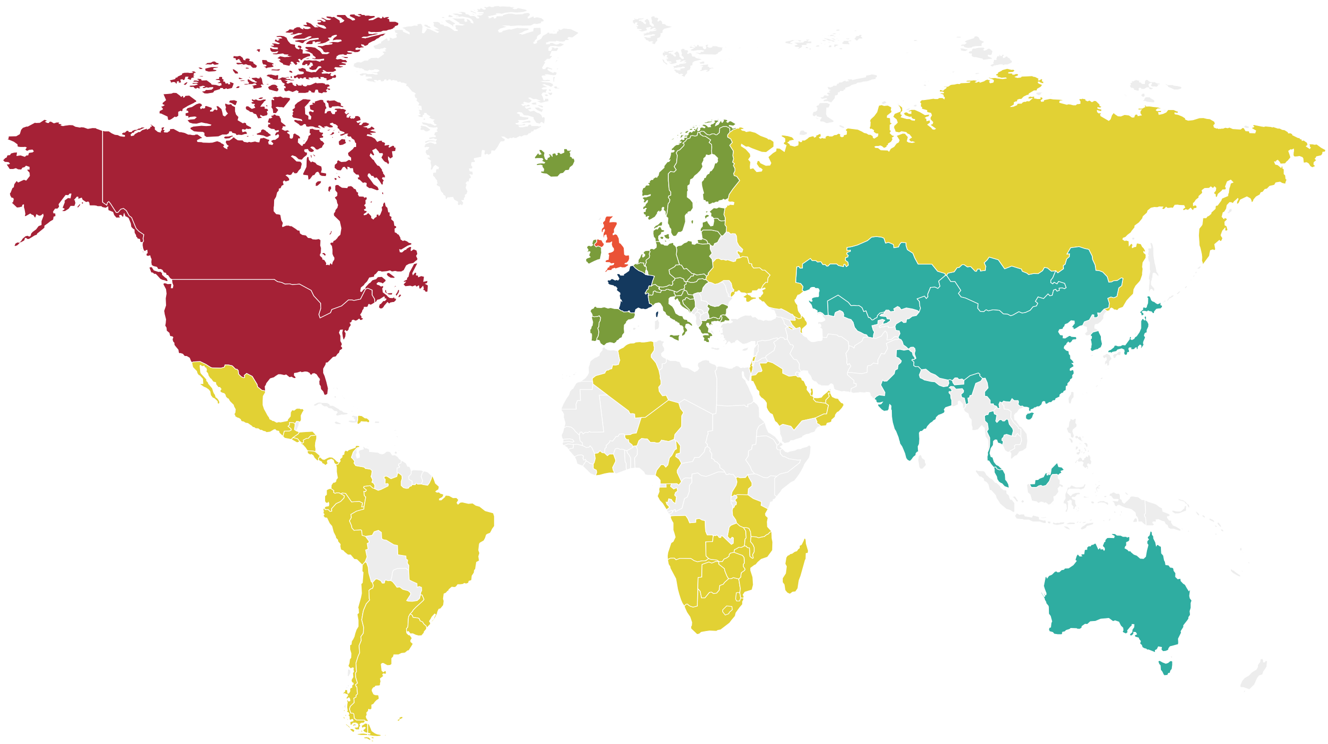
In order to fully exploit the data gathered, the Sustainable Development and Quality Department produces scoreboards several times a year to chart the extra-financial performance and review action plans and results of its main subsidiaries.

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.

A methodological note, setting out the specificities of the reporting process and giving details on certain indicators, is included in the Management Report on JCDecaux's website in the Sustainable Development section, Extra-financial information sub-section.

JCDECAUX IN 2017 – KEY FIGURES

13,038	**€3,471.9**	**849,296**	**+75**	**4,033**	**218**	**250**	**+410**
employees in FTE (93% 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 in daily audience



FRANCE
: 3,542
Revenue: €612.9m
MWh: 231,133

UNITED KINGDOM
: 697
Revenue: €362.2m
MWh: 79,096

REST OF EUROPE
: 3 421
Revenue: €931.6m
MWh: 247,597

NORTH AMERICA
: 429
Revenue: €296.5m
MWh: 43,306

ASIA-PACIFIC
: 2 052
Revenue: €818.7m
MWh: 138,475

REST OF THE WORLD
: 2 897
Revenue: €450.0m
MWh: 109,689

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[1]. 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 1.6 of the Legal Section, page 284). More detailed reviews are also performed under the ISO 14001 environmental management system which exists in 14 of the Group's countries covering 52% of consolidated revenue in 2017.

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

1. REDUCE OUR ENERGY CONSUMPTION

Our impact

ENERGY CONSUMPTION ✓

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

In MWh	2015	2016	2017
Furniture	605,372	653,335	682,812
Vehicles	114,813	120,104	117,283
Buildings	44,484	47,658	49,201
TOTAL	764,668	821,096	849,296

ELECTRICITY CONSUMPTION ✓

In MWh	2015	2016	2017
Furniture	605,372	653,335	682,812
Buildings	23,064	25,667	25,709
TOTAL	628,436	679,001	708,521
% renewable electricity	37%	47%	54%

Furniture electricity consumption accounts for 80% of JCDecaux's energy consumption. The 3% increase compared to 2016 is due to the increase in furniture electricity consumption as a result of the expansion of the reporting scope. The decrease in the energy consumption of vehicles is primarily due to the continued improvement of the vehicle fleet and the sustained effort to train employees in eco-driving.

GREENHOUSE GAS EMMISSIONS ✓

JCDecaux's greenhouse gas emissions come from its energy consumption

In TEQ CO_2	2015	2016	2017
Furniture*	128,510	110,945	106,165
Vehicles	28,278	29,574	28,908
Buildings*	8,861	9,368	9,491
TOTAL EMISSIONS	165,649	149,887	144,563
Scope 1**	31,772	33,278	32,723
Scope 2 ***	133,877	116,609	111,840
Deducted emissions linked to the purchase of renewable electricity	84,407	109,460	128,321

* After taking into account the purchase of renewable electricity

** Scope 1: all direct emissions, from the combustion of fossil fuels (petrol, natural gas, fuel oil, etc.) from resources owned or controlled by the company

*** Scope 2: All indirect emissions generated by the purchase of electricity and district heating. 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)

The total greenhouse gas emissions from JCDecaux's activities continued to drop in 2017 mainly due to the policy of purchasing renewable electricity which covered 54% of the group's electricity consumption in 2017 (vs. 47% in 2016). Excluding the deduction of CO_2 emissions linked to the purchase of renewable electricity, the Group's total gross emissions (location-based) would have been 272,885 teqCO_2 and would have increased by 5% primarily due to the expansion of the Group's scope.

[1] See "Focus on Significant areas of greenhouse gas emissions" for more information.

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

Commitment no.1: reduce furniture electricity consumption

Our challenges

The increase in our activities in more than 75 countries worldwide means that we have a network of more than 600,000 furniture items in operation[2]

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

Our actions

JCDecaux has reduced its energy consumption by means of several levers: energy efficiency measures included in the design and use of furniture, and neutralising consumption.

JCDecaux has defined lighting standards for new analogue furniture which are applicable to all new contracts. Consumption thresholds by furniture type have been determined, in terms of power, intensity and light uniformity. The almost systematic use of LED technology offers energy savings of over 60% compared to the consumption of ferromagnetic tubes and 50% compared to electronic tubes. JCDecaux also develops solutions to improve the energy efficiency of furniture already installed. In 2016 and 2017, 75% 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. By linking LED technology to a system modulating lighting intensity according to the lighting schedule, the reduction in electricity consumption is even more significant.

Digital furniture represents 11.5% of total furniture consumption in 2017. 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 pursued 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 2017, 3,250 street furniture installations worldwide incorporated this technology, compared to 2,167 in 2016. An increase mainly due to the installation of In Focus telephones in the United Kingdom and shelters in New York in the United States.

Strategic objectives and results

OBJECTIVES	INDICATORS	2015	2016	2017		COMMENTS AND NEXT STEPS
Reduce the energy consumption of analogue furniture by 15% by 2020 (vs. 2012 at constant scope)	Change in the electricity consumption of analogue furniture (compared to 2012)	(0.8%)	(0.2%)	**3.6%**	●	The electricity consumption of analogue furniture has increased mainly due to organic growth (e.g. acquisition of CEMUSA) in the countries in which the Group has been present since 2012 (United States, Italy, Spain, etc.). >> Next step: As part of the next update of the Strategy, this objective will be re-assessed with respect to the Group's challenges and activities.
Propose digital furniture with reduced energy consumption 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	Unchanged	●	Objective reached for indoor LCD screens. >> Next step: As part of the next update of 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 LCD 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**	37.0%	47.1%	54%	●	Over the scope of countries deploying the Sustainable Development Scope, this rate reached 56% in 2017. >> Next step: Implementation of an action plan to fulfil the objective by 2022.

* Change in the theoretical electricity consumption of new screens by m^2 (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)

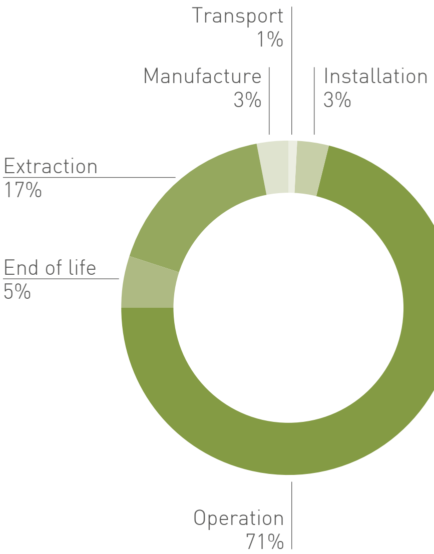
[2] This means furniture families which consume electricity and/or need maintenance and/or posting.

FOCUS ON SIGNIFICANT AREAS OF GREENHOUSE GAS EMISSIONS

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 55% of the total furniture. The remaining furniture has 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 74% 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:



* bus shelter, 2m² MUPI®, Senior®, 2m² LCD screens, self-service bikes and toilets

** GHG impact weighted by the number of furniture installations by family, use of a world emissions factor for electricity so that the emissions are representative of all of the Group's installations

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 action levers 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.

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. 2: reduce energy consumption of vehicles

Our challenges

Present in more than 75 countries, JCDecaux entities worldwide have a fleet of more than 5,300 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 is deployed in 61% 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 France, Australia, Norway and Sweden.

Strategic objective and result

OBJECTIVE	INDICATOR	2015	2016	2017		COMMENT AND NEXT STEP
A 20% reduction in fuel consumption per 100 km by 2020 (vs. 2012)	Evolution of fuel consumption per 100 km*	(17%)	(14%)	(15%)	●	>> Next steps: 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 made 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 (13% 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.

Strategic objective and result

OBJECTIVE	INDICATOR	2015	2016	2017		COMMENT AND NEXT STEP
Conduct energy audits of buildings owned by JCDecaux	% of buildings having undergone an energy audit*	25%	28%	26%	●	The number of buildings owned by JCDecaux increased in 2017 due to organic growth (acquisition of Outfront). These buildings have not yet undergone an energy audit. >> Next step: This objective will be reviewed as part of the next update of the Strategy.

* Calculated on the basis of the number of buildings owned by JCDecaux

2. REDUCE OUR OTHER ENVIRONMENTAL IMPACTS

Our impact

WASTE GENERATED ✓

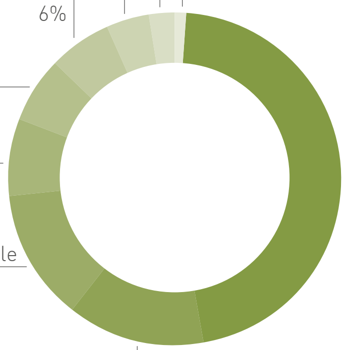
In tonnes	2015	2016	2017
Total waste generated*	22,508	21,649	21,937
% of waste sorted for recycling**	59.3%	61.6%	64.1%

* Hazardous waste only represents 0.8% of the total waste generated

** The recycling rate also includes other forms of recovery

The increase of the volume of waste generated is mainly due to the integration of the Outfront activities in Mexico and the dismantling of large-format billboard furniture in the Netherlands. Nevertheless, the recycling rate increased to 64% (compared to 62% in 2016).

Breakdown of recycled waste sorted by type



Commitment no.1: increase 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 98% of furniture)

Paper represents 46% of the waste sorted by JCDecaux

Our actions

For paper posters printed by JCDecaux (approximately 20% of total paper posters), 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	2015	2016	2017		COMMENTS AND NEXT STEPS
100% of the paper posters printed by JCDecaux should carry a PEFC, FSC or equivalent label by the end of 2020*	% of labelled ordered paper posters*	79%	83%	92%	●	Over the scope of the countries deploying the Strategy, this rate reached 93.4%. >>Next step: continue the deployment of this objective to reach 100% by 2020.
90% of paper posters to be recycled by 2020*	% of paper posters recycled	73%	74%	75%	●	Over the scope of the countries deploying the Strategy, this rate reached 76.5%. >>Next step: continue to implement the systematic recycling of paper posters.

*Objectives revised in 2017

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

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 substitution solution can be **found**, PVC advertising canvasses have to be recycled.

Strategic objective and result

OBJECTIVE	INDICATOR	2015	2016	2017		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	31%	40%	52%	●	The recycling rate of PVC canvasses increased in 2017 despite the exceptional difficulties encountered by the recycling sector in France. >>Next steps: 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 21,900 tonnes of waste in 2017

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

OBJECTIVES	INDICATORS	2015	2016	2017		COMMENTS AND NEXT STEPS
Reach 70% of recycled waste by 2020*	% of waste sorted for recycling	59%	62%	64%	●	The recycling rate increased and reached 64% (vs. 62% in 2016) mainly due to group countries deploying the Sustainable Development Strategy. The waste recycling rate reached by these countries in 2017 is 66%. >>Next step: Continue the improvement of recycling practices in all countries.
Reduce by 20% unsorted waste per m² of advertising space by the end of 2020 (vs. 2012)*	Change in quantity of waste not sorted by m² of advertising space (vs. 2012)	21.2%	0.6%	(8.1%)	●	The improvement in recycling practices has allowed us to control the quantity of unsorted waste while the Group's advertising surface increased by 17% compared to 2012. >>Next step: Continue the improvement of recycling practices in all countries.

*Objectives revised in 2017

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 the end of 2017, 14 countries were certified ISO 14001 – Spain, Norway, France, Italy, Portugal, the United Kingdom, Sweden, Finland, Ireland, the Netherlands, Belgium, the United States, Australia, Denmark and Hungary – representing 52% of JCDecaux's revenue. Four of these countries (France, Norway, United States and UK) have already validated their transition to the 2015 version of this standard.

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.

FOCUS ON CIRCULAR ECONOMY

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 allows all countries with reusable furniture in stock (all types of furniture including the Self-Service Bicycles) to place these online. This furniture can then be reserved by subsidiaries wishing to offer renovated furniture to cities, where the specifications allow. In 2017, more than 470 furniture installations were exchanged thanks to the Store. This practice has increased compared to 2016 (340 furniture installations exchanged).

In total, in 2017, 54% of the Group's countries had reused furniture under new contracts or to renew furniture for existing contracts, thanks to the Store or by reusing furniture available internally in the countries.

3. WATER MANAGEMENT

Our impact

WATER CONSUMPTION

In m^3	2015	2016	2017
Total water consumption	143,098	155,825	161,435
Including rainwater consumption	6,064	4,524	3,641

The increase in the total volume of water consumed is mainly due to the integration of Top Media activities in Panama and exceptional increases in Spain (significant needs in terms of irrigation of green spaces) and in France (cleaning facility on the main sites).

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).

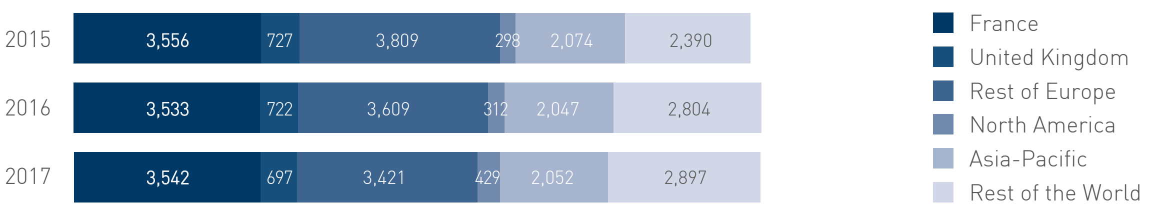
Rainwater, naturally without minerals, requires less detergent and water for each cleaning.

OUR SOCIAL COMMITMENT

JCDecaux, with 13,038 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 75 countries, 4,280 cities of more than 10,000 inhabitants, 220 airports and 260 transport contracts in metros, buses, trains and tram networks.

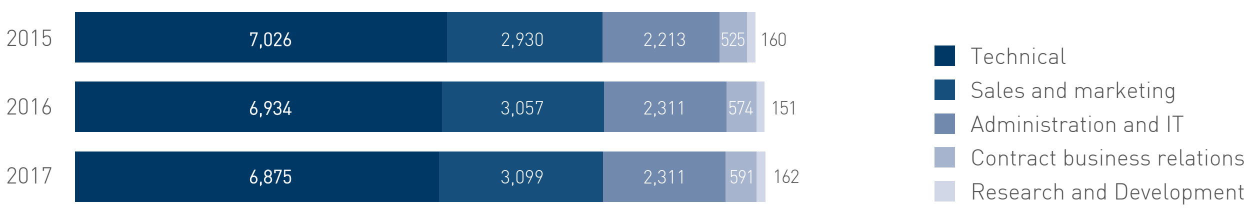
The group's subsidiaries monitor their social policies and manage their human resources locally through the local human resources departments or managers. This organisation allows JCDecaux to adapt to the needs and characteristics of each country in which the group is present whilst deploying the two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

BREAKDOWN OF HEADCOUNT BY REGION (FTE)* ✓



At 31 December 2017, JCDecaux's total headcount was 13,038 employees, i.e. an increase of 11 people compared to 2016 (+0.1%). At constant scope, the 2017 headcount recorded an increase of 89 people, i.e. a 0.7% change compared to 2016, which was mainly explained by the internalisation of the maintenance of bus shelters in New York and the new metro and airport contracts in São Paulo in Brazil and Yarra Tram in Australia. The perimeter effects resulting in a lesser increase are mainly due to the sale of our activities in Turkey.

BREAKDOWN OF EMPLOYEES BY EXPERTISE (FTE)* ✓



* The data on the breakdown of the FTE 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 ✓

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

1. DEPLOY A GROUP-WIDE HEALTH & SAFETY POLICY

Our commitment: Deploy a group-wide Health & Safety Policy

Our challenges

There are more than 200 different expertises within JCDecaux, from the design of furniture to the marketing of advertising space, not forgetting furniture's upkeep and maintenance

Field staff, who represent approximately 53% of the Group's total workforce in 2017, is, due to its activities, more exposed to the risk of accidents and incidents

Our actions

Guaranteeing employees' and users' health and safety is a priority for JCDecaux, which has developed a Health & Safety Policy and implemented a Health and Safety management system in each of its subsidiaries whose principles are:

- setting up a local health & safety organisation and related tools
- defining objectives on the reduction of the number of accidents at work
- managing risk, product and equipment safety
- training
- investigations accidents and incidents at work
- ongoing control, audit and improvement of the Health & Safety management system
- management of subcontractors.

This Policy, managed locally in each country, is based on a local action plan and a Health & Safety manual, according to measures determined by the group and in compliance with local laws.

Risk management relies on the identification of risks in a matrix performed locally and regularly by operating teams, and the implementation of appropriate action plans, particularly concerning working at height, road safety and electrical safety, which are considered the most salient risks.

To prevent and effectively reduce incidents and accidents at work, JCDecaux employees attend training courses adapted to their business line. Thus in 2017, 45% of JCDecaux's employees received Health & Safety training.

A Health & Safety Committee is steered by the International Operations Director and composed of Regional or local Health & Safety managers and the Sustainable Development and Quality Director. This Committee is responsible for defining the guidelines of the group's Health & Safety Policy, and gives assistance to subsidiaries implementing the Health & Safety Policy where needed. In 2017, the members of the Health & Safety Committee met five times to define the content and methods for launching the Group awareness-raising campaign "Safety-out-of-home Safely home", to share best practices, new procedures, the results of country audits and quarterly reports on the frequency and severity of work accidents.

An internal audit procedure to assess the maturity of the Health & Safety management system in the countries was launched in 2014. In 2017, 29 Group entities were audited. Since its launch, 67 audits have been performed.

To continue the consolidation of the deployment of the Health & Safety Policy in each of the group's subsidiaries, the variable compensation of regional and country managers will include Health & Safety objectives from 2017.

At the same time, some subsidiaries have implemented an OHSAS 18001 certification process. This is the case for six group subsidiaries - Australia, 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 represent 12% of the group's FTE in 2017. ✓

Please refer to section 7.5 for more information on users' health and safety.

Assessment

The frequency rate of work accidents decreased significantly in 2017 to 19.2, thus confirming the effectiveness of the Group's Health & Safety policy deployed since 2014. This decrease is mainly due to the reduction in the number of occupational accidents in France, Belgium, Australia and Germany. The increase in the frequency rate in North America is mainly due to an increase in the number of road accidents. An action plan has therefore been put into place which includes the introduction of a "safe-driving" training module, which aims to help drivers be more vigilant and anticipate the risks linked to the behaviour of other road users.

OCCUPATIONAL ACCIDENTS RESULTING IN MEDICAL LEAVE ✓

	FREQUENCY RATE*			SEVERITY RATE**		
31 december	2015	2016	2017	2015	2016	2017
France	52.8	43.7	32.9	1.7	1.9	2.2
United Kingdom	2.4	2.4	4.2	0.0	0.2	0.0
Rest of Europe	26.6	25.1	22.9	0.6	0.5	0.4
North America	8.5	15.2	19.0	0.2	0.5	1.0
Asia-Pacific	9.9	6.9	4.7	0.3	0.3	0.3
Rest of the World	20.2	14.9	13.8	0.3	0.2	0.2
GROUP	27.7	23.2	19.2	0.7	0.8	0.8

* Occupational accidents resulting in medical leave of absence (including commuting accidents) per million theoretical hours worked

** Working days lost due to an occupational accident resulting in medical leave of absence (including commuting accidents) per thousand theoretical hours worked

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

Strategic objectives and results

OBJECTIVES	INDICATORS	2015	2016	2017	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%*	>> Next step: Continue the deployment of procedures to identify and manage risks across the Group.
100% of employees identified in the training matrix to be trained in Health & Safety by the end of 2018	% of countries which have implemented a training matrix in Health & Safety	61%	74%	81%	>> Next step: Continue the implementation of training matrices in those group subsidiaries which have not yet done so.
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%**	>> Next step: Continue to establish local action plans and Health & Safety manuals in all countries.

*Group scope, excluding entities acquired less than two years ago and with a consolidated revenue of less than €5 million

**Calculated based on entities audited by the Group or whose Health & Safety Management system is certified (OHSAS 18001 or equivalent) by an independent body

FOCUS "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. Posters illustrating our activities, the risks to which employees are exposed, prevention measures and the golden rules to follow have been distributed in all countries so that they can be displayed in workshops, warehouses and rest areas to be seen by all employees. Advertising media have also been distributed to field employees to promote team exchanges on Health & Safety (toolbox talks and quiz).

2. IMPLEMENT AN AMBITIOUS GROUP-WIDE SOCIAL POLICY

Commitment no.1: deploy JCDecaux's Charters

Our challenges

39% of the Group's headcount is located in countries where the level of perceived corruption is high (score lower than 60 according to the NGO Transparency International)

24% of the group's headcount is located in "Not free" or "Partially free" countries according to the 2017 Freedom in the World index

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 group's Code of Ethics sets out the rules of conduct for all employees and is deployed in all the countries where JCDecaux operates. This Code was initially published in 2001 and updated in 2005, 2009 and 2014 (see legal section on pages 288-289 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. Through this Charter, which was launched in 2012 and updated in 2013, JCDecaux formalises its commitment to supporting the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the International Labour Organization's Fundamental Conventions and the Organisation for Economic Cooperation and Development's Guidelines for Multinational Enterprises. The Charter is deployed in the majority of group countries (covering 98% of the group's FTE).

Members of the Executive Board have direct responsibility for communicating all the Charters and the social values stated therein 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. Each new employee is given a copy of all the Charters when joining the company. These Charters are available on the JCDecaux's website and the intranet in each country.

To promote the understanding of the principles set out in these two Charters, JCDecaux developed practical guides showing concrete examples, key points and best practices related to the principles presented in the Charters. The practical guide to the Code of Ethics has been included in the internal version of the Code of Ethics since 2014. A practical guide to the International Charter of Fundamental Social Values was deployed in 2017.

Training is also offered to employees to further facilitate the implementation of the Charters. In 2016, e-learning training on corruption prevention was deployed in all group subsidiaries. Some subsidiaries have also used locally-specific training on the Charters (see the table below).

Every two years, a compliance assessment of the local practices with the principles set out in the International Charter of Fundamental Social Values is carried out through reports based on the "Human Rights Compliance Assessment" of the Danish Institute for Human Rights. This report 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-compliances to be identified on non-discrimination principles and the right to protection on the arrival of a new child. Corrective action plans were implemented in 2016 in four group entities. A new assessment of all subsidiaries was launched in 2018. This will ensure that the principles of the Charter are always applied across the Group.

The Internal Audit Department and the Sustainable Development and Quality 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.

At the same time, certain Group entities have put in place an SA 8000 certification process (social responsibility standard). Italy has been certified since 2007.

Strategic objectives and results

OBJECTIVES	INDICATORS	2015	2016	2017		NEXT STEPS
100% of countries conform to the principles set forth in JCDecaux's International Charter of Fundamental Social Values at the end of 2015	% of compliance of countries with the International Charter of Fundamental Social Values	99%*	100%*	Unchanged	✓	>> Next step: New compliance assessment in progress to maintain the continuing involvement of all subsidiaries.
Deploy training on the two Charters in all of the Group's countries by the end of 2016	% of countries having deployed anti-corruption training		100%	Unchanged	✓	>> Next step: Develop a common training programme on the two Charters.

* Scope covered by the International Charter of Fundamental Social Values in 2016, i.e. 97% of revenue
**Countries where JCDecaux had management oversight

Commitment no. 2: Development of employees

Our challenges

JCDecaux operates in more than 75 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 by conducting departure interviews and analysing them. In 2016 and 2017, 15 group countries carried out employee satisfaction surveys.

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 6.3 "Training" for details on training courses and results in 2017.

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 2017, 87% 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. Accessible throughout the year, Scope + allows each employee to update their information, geographic mobility and linguistic skills.

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, at the start of 2018, JCDecaux launched a simple and effective tool for international mobility called "Ready to move".

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.

Group training available 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: toilets, scrolling panels and furniture
- sustainable development: a training programme has been developed to strengthen the integration of sustainable development into the company's practices. It covers responsible purchasing for buyers and e-learning for employees with a computer
- ethics: training via mandatory e-learning on preventing corrupt practices (see page 289 for more details).

Assessment

EMPLOYEES TRAINING

GROUP	2015	2016	2017
Training hours	84,818	96,591	102,712
Training rate*	46.5 %	50.8 %	67.6%
FRANCE			
Training hours	29,599	27,483	27,703
Training rate*	38.5 %	36.5 %	50.3%

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

The number of training hours increased mainly in Spain, Brazil and Portugal where the training rate also increased. The training rate also increased considerably in the United States, China, France, Mexico and the United Kingdom.

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. Since 2012, 658 managers were trained on this system.

In 2016, a training programme certifying "Local Managers" was launched for 48 supervisors. This 21-day training programme taking place over 12 months, co-developed with the training organisation CESI Entreprise, enables those trained to obtain the level III certification recognised by the Répertoire National des Certifications Professionnelles (French national body of professional certifications). This programme was completed at the end of December 2017 and allowed 43 participants to obtain the certification, 1 is repeating the course and 4 interrupted training.

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. JCDecaux Academy, the digital learning platform, has a varied and extensive range of training modules and tools - e-learning programmes, expert videos, internal virtual classes. Access is easy, fast, mobile and free. In 2017, a micro-learning app "JCDecaux QUIZ" was launched. Four tests of 20 to 40 questions were offered to employees - 335 employees have connected to this app.

OPERATIONS

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 2017, 1,266 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 255 employees in 2017. "Ergonomics and wellbeing and screen work" training was launched and completed by 63 sedentary employees working on screens. In addition, "Ergonomy of the JCDecaux workstation" was launched in December 2017. Eighteen people have already completed this training and all employees in the Plaisir poster production workshop must complete it by the end of 2018.

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

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 No. 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

CHARTE DE LA diversité EN ENTREPRISE

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 re-integration 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 Vélib', 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 reaches level 3 on the B-BBEE scale, with a grade of 93.20%, due in particular to its efforts in supporting the creation of 25 subcontracting companies employing 140 people from historically disadvantaged groups.

JCDecaux North America also participates in affirmative action programmes, diversity job fairs and job boards 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

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.

In the United States, JCDecaux decided to guarantee continuity of salary for women on maternity leave and offers two weeks paternity leave to men with 100% salary, well above the legal requirements.

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 Board 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.

In the United-Kingdom, JCDecaux publishes a Gender Pay Gap report. This report shows that the mean gender pay gap is -0.4% and the median gender pay gap is -21.9%. This gap, which is favourable to women, is mainly due to the fact that most employees in the lowest quartile are men (85%).

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 2017, The National Week for the Employment of People with Disabilities, held from 14 to 18 November, enabled JCDecaux to continue its employee training, awareness raising and information actions (distribution of awareness-raising videos, national collection of plastic stoppers for the "Les Bouchons d'Amour" association, completion of training on the JCDecaux Quiz and training workshops with the KIALATOK organisation).

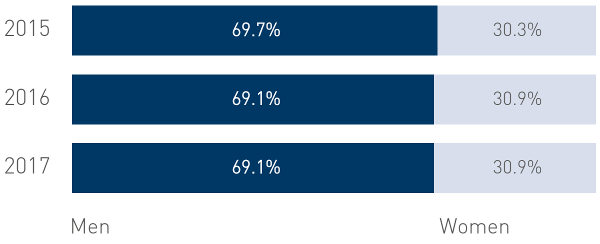
To support the recruitment and integration of people with disabilities, JCDecaux participated in several specialised recruitment forums. Since 2013, 38 people with disabilities have been hired, including three on permanent contracts, 10 on fixed-term contracts, 19 trainees and six alternates for positions such as: Technical Operations in the Technical Sector, (fixed-term), IT support technician (permanent), Brand, Social & Data Administrator (alternating work/training).

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.

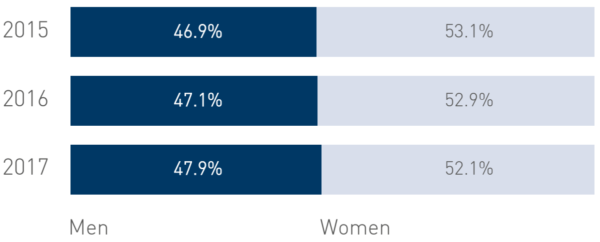
Assessment

BREAKDOWN OF EMPLOYEES BY GENDER ✓

Total headcount



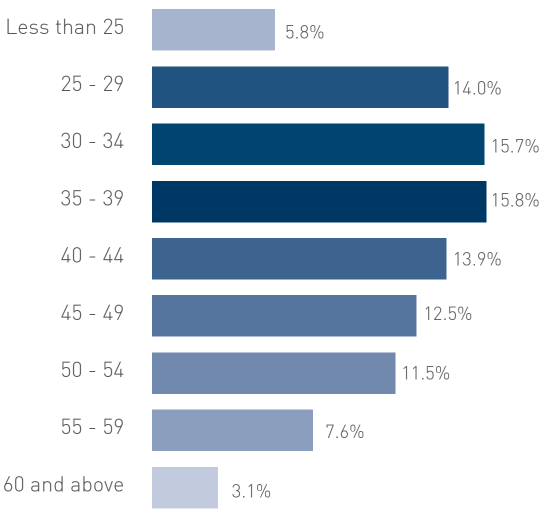
Non-operational total



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.

BREAKDOWN OF EMPLOYEES BY AGE

As a % of total workforce



EMPLOYEES WITH A DISABILITY

In 2017, 1.5% of the group's employees had a disability and particularly 3.3% in France.

5. WORKING CONDITIONS

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.

PROFIT-SHARING AND BENEFITS PAID IN FRANCE *

In thousands of euros	2015	2016	2017
Profit sharing	8,445	10,110	6,485
Employee profit-sharing	1,340	1,898	942
Company contribution **	318	353	N/A
TOTAL	**10,103**	**12,361**	**N/A**

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

**Payment of collective profit-sharing into the company savings plan

N/A: Figure not currently available

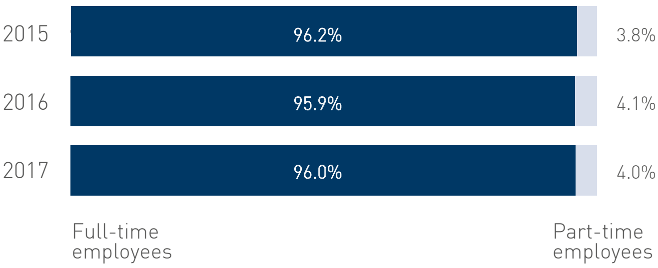
✓ Indicators which have been verified by an external independant third party (limited assurance)

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.

BREAKDOWN OF EMPLOYEES IN FULL/PART-TIME

As a % of total workforce



BREAKDOWN OF EMPLOYEES WITH ATYPICAL WORK SCHEDULES

As a % of total workforce	2015	2016	2017
Employees alternating 2x8 or 3x8 work schedules	8.3%	7.7%	7.1%
Employees working nights	9.4%	8.5%	8.8%
Employees working weekends and/or holidays	8.6%	7.4%	6.5%

In 2017, 18 group countries used alternating work, 34 group countries used night work and 23 group countries used weekend and/or holiday work.

BREAKDOWN OF EMPLOYEES WORKING FROM HOME

As a % of total workforce	2015	2016	2017
Employees authorised to work from home at least 1 day/week	0.6%	0.7%	1.2%

In 2017, working from home was done in 10 group countries (Belgium, Denmark, United States, Finland, France, Italy, Latvia, the Netherlands, the United Kingdom and Russia). The percentage of employees working from home increased in 2017, mainly in Belgium, France 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).

Employees joining and leaving, and length of service

Since its creation, JCDecaux has experienced strong growth of its workforce.

Between 2001 and 2017, the workforce increased 78%, an average annual growth of 4%.

RECRUITMENT RATE* BY REGION ✓

At 31 december	2015	2016	2017
France	6.0%	8.3 %	9.0%
United Kingdom	24.9%	27.5 %	16.1%
Rest of Europe	7.4%	6.1 %	6.5%
North America	25.8%	20.9%	44.3%
Asia-Pacific	23.6%	21.9%	19.4%
Rest of the World	19.4%	18.4%	20.8%
GROUP	**12.8%**	**12.9%**	**13.4%**

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

The increased recruitment rate is primarily due to the increase in recruitment in Latin America (Rest of World) and the internalisation of the management contract for bus shelters in New York (United States).

RECRUITMENT RATE** BY REGION ✓

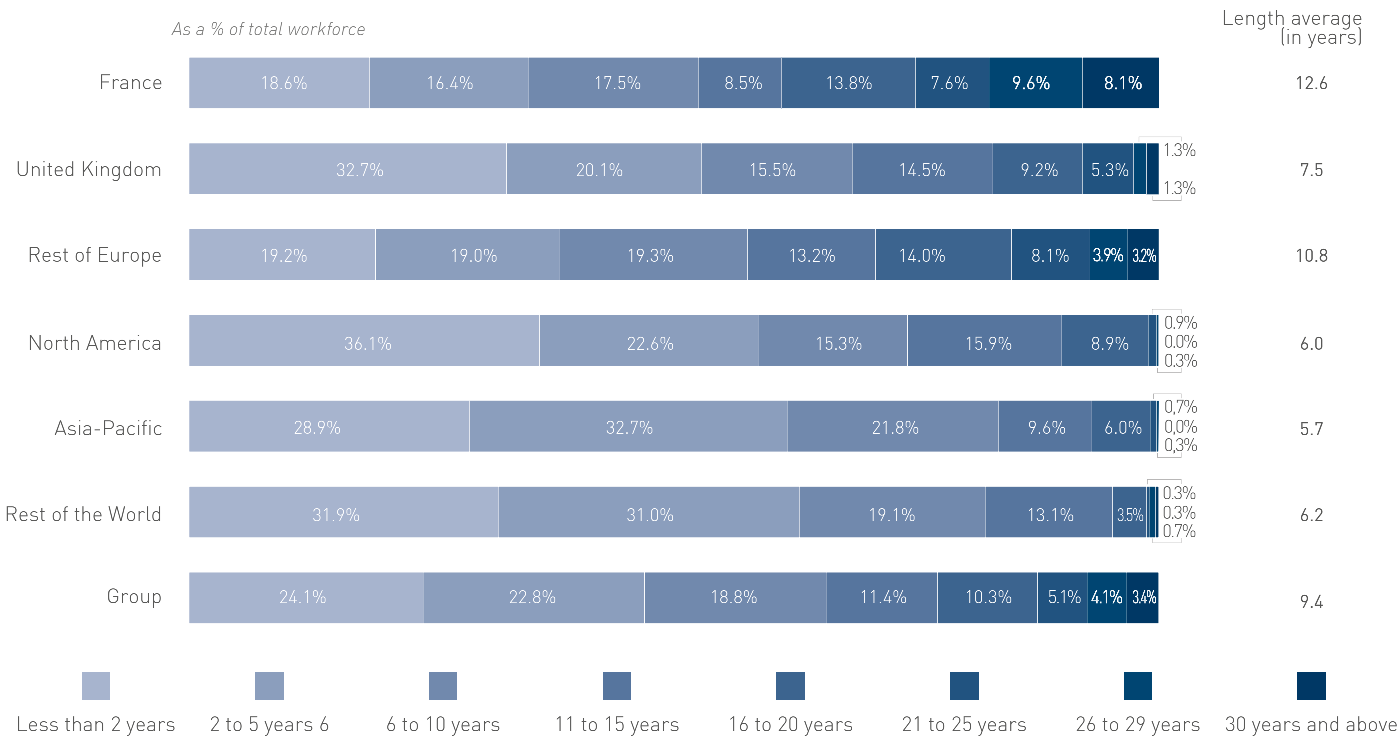
At 31 december	2015	2016	2017
France	6.3%	6.8%	6.9%
United Kingdom	20.0%	26.8%	22.1%
Rest of Europe	12.1%	15.5%	10.1%
North America	17.8%	16.6%	13.8%
Asia-Pacific	25.9%	22.6%	23.8%
Rest of the World	23.8%	21.1%	23.4%
GROUP	**15.0%**	**15.6%**	**14.6%**

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

In 2017, the Group's departure rate decreased by one point compared to 2016 mainly due to the decreases in the UK (following the implementation of a new more ambitious social policy), in the Rest of Europe (improved data reliability in Germany) and in the United States. The departure rate for the Rest of World increased due to the integration of new entities in Brazil and Mexico.

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

BREAKDOWN OF EMPLOYEES BY LENGTH OF SERVICE



The average length of service in the group in 2017 remained high, at more than 9.4 years as a group average and 12.6 years for France.

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 ✓		2015	2016	2017
France	Breakdown of absenteeism for illnesses and accidents*	7.2%	8.0%	7.6%
	Breakdown of absenteeism for other reasons**	2.0%	1.7%	1.5%
United Kingdom	Breakdown of absenteeism for illnesses and accidents*	1.5%	2.2%	1.7%
	Breakdown of absenteeism for other reasons**	1.0%	1.2%	0.7%
Rest of Europe	Breakdown of absenteeism for illnesses and accidents*	5.0%	6.0%	5.7%
	Breakdown of absenteeism for other reasons**	2.3%	2.5%	2.5%
North America	Breakdown of absenteeism for illnesses and accidents*	1.5%	1.6%	2.1%
	Breakdown of absenteeism for other reasons**	1.0%	0.9%	0.4%
Asia-Pacific	Breakdown of absenteeism for illnesses and accidents*	1.8%	1.9%	2.0%
	Breakdown of absenteeism for other reasons**	1.7%	1.7%	1.6%
Rest of the World	Breakdown of absenteeism for illnesses and accidents*	1.5%	1.6%	1.4%
	Breakdown of absenteeism for other reasons**	2.4%	2.2%	1.9%
Group	Breakdown of absenteeism for illnesses and accidents*	4.2%	4.8%	4.4%
	Breakdown of absenteeism for other reasons**	2.0%	2. %	1.8%

* includes illnesses, occupational diseases, disability, occupational accidents and commuting accidents
** includes maternity leave, contractual leaves of absence, parental leave and other absences

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

The rate of absenteeism for illnesses and accidents decreased in 2017 primarily due to the decrease in leaves of absence due to illness in France (where the rate of absenteeism for illness has returned to the 2015 level) and in the United Kingdom (new social policy). In the United States, the rate of absenteeism increased due to the increase in the number of absences due to occupational accidents.

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	2015	2016	2017	2015	2016	2017
Staff representatives	597	619	607	436	437	415
Meetings with staff representatives	633	631	603	508	493	496
Agreements signed in the year	42	53	54	13	9	13
Agreements in force	180	197	188	55	67	54
% of employees covered by collective agreements	50%	49%	50%	100%	100%	100%

JCDecaux operates in more than 75 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, is a Social and Economic Unit (SEU), combining 3,008 employees (in FTE). It is comprised of 15 Central Trade Union Representatives and assistants, and 48 Establishment Trade Union Representatives. The JCDecaux SEU benefits from staff consultation bodies, common to both companies: a Works Council, which meets once a month or more frequently if necessary, 21 Personnel Representatives (PR), who meet once a month or more frequently if necessary, and 17 Committees for Health, Safety and Working Conditions (CHSCT), which meet once every three months, or more frequently if necessary.

In 2017, there were 20 negotiation meetings, 12 meetings of the Works Council, 236 employee representatives meetings, 85 CHSCT meetings and 1 ICCHST meeting. Six collective agreements were signed on the following topics: compensation, collective profit-sharing, scope of the CHSCTs and disability.

Cyclocity®

2017 was marked by the loss of the Vélib' contract. It is in this context that Management and the Trade Unions unanimously signed, on 29 December 2017, a collective agreement under the framework of the collective redundancy project for economic reasons and the plan to save jobs in the Cyclocity® company. An amendment to this agreement was unanimously signed on 1 December 2017.

Média Aéroports de Paris

For Média Aéroport de Paris, 2017 was marked by the signing of two agreements covering compensation (NAO agreement) and group profit-sharing.

MédiaKiosk

In 2017, MédiaKiosk implemented an action plan promoting professional gender equality (signed on 31 March 2017), an action plan related to the "generations contract" (signed on 20 December 2016) and an agreement on working hours and managing working time (signed on 13 December 2016 and which came into force on 1 February 2017).

OUR STAKEHOLDER COMMITMENT

JCDecaux is at the heart of an ecosystem comprising several stakeholders such as the general public and street furniture users, local authorities and city councils, airports and transport companies, advertisers and media agencies, suppliers and sub-contractors, and associations, all with widely differing priorities. They have widely varying requirements and JCDecaux aims to satisfy them all as best as possible while respecting the rules of ethical business.

The dialogue between JCDecaux and its stakeholders is led locally, mainly by the Regional Management 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 requirements.

JCDecaux's economic model is to provide cities and transport companies with products and services tailored to their needs financed by advertising space.

City councils, transport companies and the general public consequently benefit from infrastructures without any impact on public finance, and advertisers have a unique means of communication enabling them to interact with their socially-aware consumers.

The value-chain presented below illustrates JCDecaux's determination to be as close as possible to its stakeholders. There are more than 200 different expertises 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.

MANAGING THE ENTIRE VALUE-CHAIN

SERVING MANDATORS AND PARTNERS (CITIES, AIRPORTS, SUBWAYS, BUSES, TRAINS, SHOPPING MALLS,...)

1 ADVICE AND DESIGN

Serving mandators and partners:
- 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

Serving advertisers and consulting agencies:
- 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 75 countries
- Event solutions

2 SERVICE OFFERINGS

Serving mandators and partners:
- Response to public tenders and competitive dialogues

Serving advertisers and consulting agencies:
- Selling of ad space
- On-going advice to advertisers up until campaign posting

3 DEPLOYMENT

Serving mandators and partners:
- 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

Serving advertisers and consulting agencies:
- Preparation of posters and canvasses received from printers
- Visual ad control
- Campaign posting
- Putting digital content on-line
- Events set up

4 POST-DEPLOYMENT SUPPORT

Serving mandators and partners:
- Customer service: users' satisfaction surveys
- Dismantling, recycling or renovation of furniture
- Feedback and support to local authorities and mandators

Serving advertisers and consulting agencies:
- Poster removal and recycling at the end of campaigns
- Post-campaign support: ad efficiency measurement and consumer surveys

SERVING ADVERTISERS AND CONSULTING AGENCIES

As part of its Sustainable Development Strategy, JCDecaux has identified two stakeholder priorities priority around which it structures its actions, namely: its suppliers and employees.

FOCUS ON BUSINESS ETHICS

JCDecaux is aware that the portion of its business located in countries considered sensitive, from the corruption point of view, is increasing both due to its organic growth and its external growth.

Since adopting its Code of Ethics in 2011 JCDecaux has been committed to behaving in a responsible and ethical manner towards its employees, customers, suppliers, local governments and competitors. The core components of our action (including the Code of Ethics, the Ethics Committee and training measures) are described in the legal section on page 288-289.

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.

In countries where corruption is perceived to be high (rating below 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 corruption, in particular with regard to managing contracts, bidding for competitive tenders, making acquisitions and managing sales. All of these risks are the subject of monitoring by Internal Audit.

1. REINFORCE SUSTAINABLE DEVELOPMENT IN THE PURCHASING POLICY

Our challenges

Suppliers are at the heart of JCDecaux's products quality processes, as they make the furniture designed by JCDecaux engineers

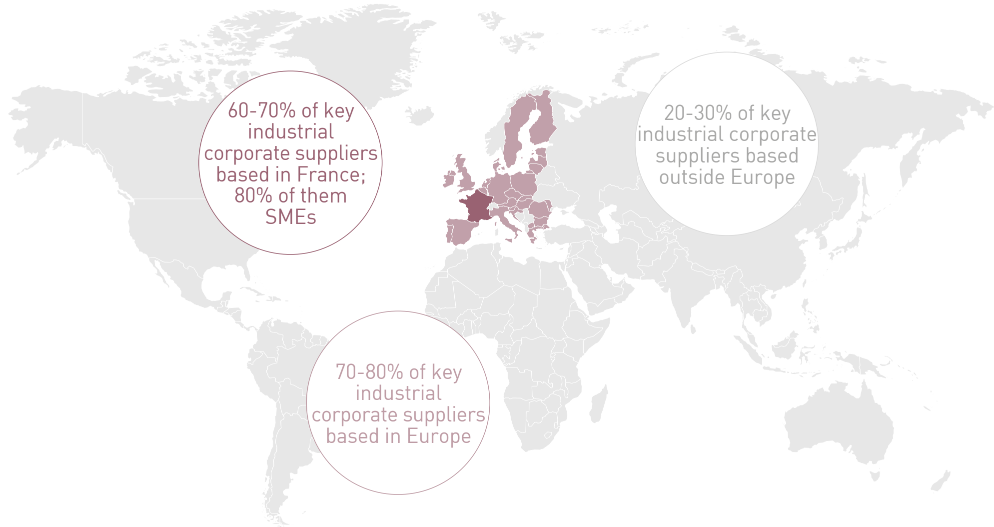
JCDecaux works with over 22,000 suppliers and sub-contractors throughout the world.

Our actions

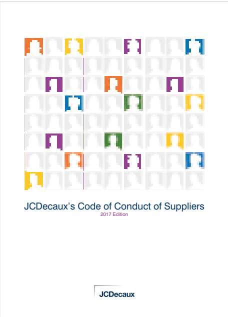
Our priority is to develop long-term trust-based relationships and ensure that our suppliers share our values and commit themselves, alongside us, to promote sustainable development. This approach allows us to control risks, strengthen our relationships with our suppliers and promote the sharing of innovation.

The role of the Group's Purchasing Department is consequently to undertake the sourcing and distribution of furniture components and sub-assemblies on behalf of the subsidiaries for all projects exceeding a certain amount of investment and for all digital projects.

JCDecaux favours local and regional suppliers whenever possible (street furniture that can be put together elsewhere than in our assembly centre). High value-added street furniture such as 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 and ISO 14001 certified. For the production of components of this type of furniture, we work with a network of suppliers meeting strict criteria, chiefly SMEs with which we have had long-standing ties, and based for the most part in France (cf. diagram below).



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



The Supplier Code of Conduct was implemented in 2014. 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 Organisation (UNO) and the eight Fundamental Conventions of the International Labour Organization (ILO). To ensure its spread and application, the Code of Conduct was included in the General Terms and Conditions of Purchase.

An **annual assessment questionnaire**, first used in 2014 and revised in late 2017, measures the financial, technical, sustainable development, quality and logistics performance of suppliers. It is used first and foremost with respect to **key suppliers**; i.e. any supplier deemed strategic by virtue of their know-how, quality and reliability; and/or their significant share of total purchasing; and/or the difficulty in replacing them; and/or the extent to which JCDecaux may be liable for their actions (social and/or environmental risks). 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.

A rigorous **pre-selection of potential suppliers**, including criteria on sustainable development (human rights, working conditions, the environment and ethics) was also added to 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.

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. It will soon be repeated for new buyers.

In addition to these measures, and in order to prevent supply chain risks as well as to respond to new legislation such as Act No 2017-399 on "Devoir de Vigilance"[3] in France or the Modern Slavery Act[4] 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.

Strategic objectives and results

OBJECTIVES	INDICATORS	2015	2016	2017		COMMENTS AND NEXT STEPS
100% of key suppliers will have signed the Supplier Code of Conduct by 2020*[1]	% of key suppliers having signed the Code of Conduct of Suppliers	64%	58%	70%		In 2017, six new countries deployed the Supplier Code of Conduct. >>Next step: continue implementing the Code of Conduct to reach the target by 2020.
Annually assess 100% of key suppliers by the end of 2020*[1,2]	% of key suppliers which have been evaluated	29%	39%	36%		Although the number of key suppliers assessed rose by 19% in 2017, the overall proportion dropped due to the increase in key suppliers. At the end of 2017 the supplier assessment tool was revised in order to simplify the process and enable all subsidiaries to apply it. >>Next step: implement the new tool to reach the target by 2020.
Audit 100% of key suppliers by 2020*	% of key suppliers audited (2015-2017 combined).		15%	17%		>>Next step: continue auditing the key suppliers and achieve the target in 2020.
100% of buyers trained in the integration of sustainable development in purchasing by the end of 2016	% of buyers trained		100%**	Unchanged		>>Next step: train new buyers or local people responsible for local purchasing.

*Target revised in 2017

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

[1] Excluding entities acquired less than two years ago

[2] For entities with revenue of more than €5 million

[3] JCDecaux's Vigilance Plan can be found in section 4.2 of the legal section, pages 289 to 294 of the Registration Document.

[4] 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.

2. STRENGTHEN 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. Each country where the group operates must 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.

Example

In France, Australia and Spain, internal awareness-raising programmes for employees concerning good environmental practices have been put in place, under the names:

Strategic objective and result

OBJECTIVE	INDICATOR	2015	2016	2017		NEXT STEP
100% of Top 20* countries to have an employee environmental awareness programme by 2018	% of Top 20* countries that have an awareness programme in place	31%**	38%**	70%	●	>> Next step: continue implementing awareness programmes to reach the target in 2018.

*By revenue

**Percentage calculated for all countries in connection with the corresponding target which applies to all countries

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		NEXT STEPS
Train the group's Executive Management in sustainable development by the end of 2020*	% of countries that have put in place a sustainable development training course for Executive Management (2015-2017 combined)	31%	52%	●	>> 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 & 2017 combined)	9%	74%	●	>> Next step: continue implementing these courses to reach the objective by the end of 2018 and see to it that all employees with a computer complete the course.

*Objective revised in 2017

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 20 of this document.

Each new employee is therefore made aware of JCDecaux's business model when he or she joins the group (integration sessions, welcome booklet, etc.). A note presenting the company's business model is also made available to all employees on the group's intranet.

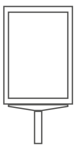
3. RELATIONS WITH CITIES, TRANSPORT COMPANIES AND OTHER LOCAL STAKEHOLDERS

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. Devising long-lasting solutions to keep pace with urban changes is one of our long-standing undertakings and remains at the centre of our business model. From bus shelters to self-service bicycle systems, automatic public toilets to the automatic maintenance of connected devices, JCDecaux anticipates and explores the new dimensions that will furnish urban spaces and make cities open, connected and smart.

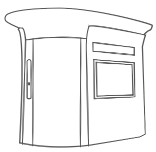
JCDecaux is at the service of sustainable and intelligent cities and mobility services and strives to:

Help to bring about the city of tomorrow: a welcoming, pleasant and innovative city

DEVELOP INNOVATIVE TOOLS AND SERVICES FOR CITIES AND THEIR CITIZENS 	OUR UNDERTAKINGS	• **Develop advertising services for cities and their citizens** by reserving part of our street furniture faces for the cities' own communication needs: >> Public information such as maps and notices (for instance in France 50% of MUPI® faces and windows are set aside for the cities' use[1]) >> Information updates in real time via digital media (e.g. bus times) • **Publicise cultural and civic events in cities** and their surroundings (e.g. billboards on columns and kiosks) • **Raise the profile of non-profit organisations and promote worthy causes** by donating free furniture faces
	GOING FURTHER	• **Broadcast public interest messages** to warn of incidents such as natural disasters, kidnappings, pollution peaks, bad weather and traffic jams (using digital furniture as media as is currently proposed by JCDecaux in China, Portugal, United Kingdom, Hong Kong, Peru and Australia) • **Facilitate access to emergency services** by incorporating defibrillators in street furniture (e.g. in Austria and France) • **Facilitate access to street-based digital services** through e-Village® digital service screens on which interactive maps of the area can be viewed, cultural event tickets purchased, local services such as restaurants and shops found, directions and transport assistance can be obtained • **Enable cities to monitor and analyse surrounding air quality** by incorporating sensors in street furniture (as will be the case in Nice, France, in 2018) • **Facilitate public communication** via interactive push notifications to connected signage (e.g. Grand Lyon's mobile portal gives information such as bus arrival times and the number of available self-service Vélo'v bicycles in real time)

[1] Street furniture agreements (mandatory in France)

HELP PEOPLE EVERY DAY BY MAKING STREET FURNITURE COMFORTABLE, ACCESSIBLE AND USEFUL



OUR UNDERTAKINGS

- **Design universally adapted street furniture** that make our products and services accessible to people with disabilities (e.g. Jouin public toilets and all 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 let blind people detect the intervening space with their mobility canes)

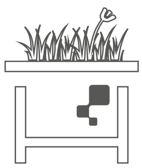
GOING FURTHER

- **Foster 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)
- **Provide useful services to the public:**
  - >> **USB ports** built into street furniture for charging mobile phones
  - >> **Greater Internet access and digital inclusion via Small Cells and Wi-Fi**
  - >> Access to **new local services** via our kiosks (e.g. the **odd job crowdsourcing service "Lulu dans ma rue" in Paris uses five JCDecaux kiosks** for its business of providing local community services and fostering greater social cohesion in the process)
- **Develop services for people with disabilities:**
  - >> Voice-activated spoken notices and embossed labels for the visually-impaired (e.g. at Paris 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)

OUR LATEST INNOVATIONS

- **Design ever more accessible products and services in partnership with non-profit groups working to improve mobility** (e.g. working with a major French national association for the blind (Fédération des Aveugles de France) to incorporate accessibility in the latest generation of public toilets)

MAKE CITIES MORE BEAUTIFUL



OUR UNDERTAKINGS

- **Design innovative and stylish street furniture** in collaboration with famous designers such as Marc Aurel, Philippe Starck, Patrick Jouin and Norman Foster
- **Seek to reduce urban density** by placing our street furniture in relatively few but strategic locations and by using scrolling displays and digital screens

GOING FURTHER

- **Promote the revegetation of cities** by fitting bus shelters with **green roofs** (as in Paris or Bogota) **and/or green walls** (as is being tried in Grenoble) **and/or fitting billboards with green faces** (as with a large-format digital panel in Wandsworth in the United Kingdom)
- **Devise 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, self-service bicycle stations in Nantes and Marseille, and Jouin public toilets in Paris)

OUR LATEST INNOVATIONS

- **Being capable of developing transparent solar panels** for a more pleasing aesthetic effect

Protect the environment and commit to sustainable cities

DEVELOP PRODUCTS THAT HELP PROTECT THE ENVIRONMENT AND PROMOTE SOFT MOBILITY	OUR UNDERTAKINGS	• Promote the use of public transport by means of bus shelters • Encourage "soft" modes of transport such as walking and cycling by means of self-service bicycle schemes (with or without electric motors) and signage (see "Focus on Soft and Shared Mobility" on page 85 for further information
	GOING FURTHER	• Install street furniture for collecting certain forms of waste such as batteries, glass and paper (as in Australia, Germany, Croatia, Denmark, Spain, India, Norway, Sweden, Slovenia and Uruguay) • Develop the next generation of self-service bicycles that are lighter, stronger and smarter (with or without an electric motor) as well as e-parking (as in Stockholm)
LOWER THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS AND SERVICES	OUR UNDERTAKINGS	• Make LED lighting a regular feature of analogue street furniture [1] for new contracts and renewed contracts • Resist planned obsolescence by promoting sustainability and the circular economy by means of street furniture made of sustainable and quality materials that can be recycled and reused in new contracts. Street furniture can be reused several times and last for a good 30 years
	GOING FURTHER	• Automatically adjust the brightness of street furniture depending on sites locations and time of day for analogue furniture, and ambient light for digital furniture (as in Copenhagen) • Turn street furniture off at night (as in Germany, the United Kingdom, Hong Kong, India, Singapore, Denmark, Chile and Colombia) • Develop solar-powered solutions by incorporating photovoltaic panels on our street furniture: >> Energy self-sufficient advertising displays (e.g. bus shelters planned for Lagos in 2018) >> 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 shelter (Boston, New York, Uccle, Nantes and Lyon) – roof lighting) >> Hybrid energy supplies to optimise self-consumption (e.g. bus shelters planned for Nice in 2018) • Make street furniture out of 100% recyclable materials (as in Copenhagen)
	OUR LATEST INNOVATIONS	• Research low-energy digital solutions: >> E-paper displays (like those used in e-readers) that use less power when content is updated (e.g. a prototype bus shelter in Grenoble) • Use 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

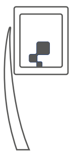
[1] Except for large formats

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 invests in innovative start-ups, be they French or international, as part of its strategy of fostering innovation and spurring entrepreneurship.

Below are some examples of partnerships with start-ups in relations to sustainable development:

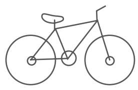
DEVELOPING INNOVATIVE AND SUSTAINABLE BUSINESS SOLUTIONS

- Partnership with Elichens and Rubix to develop street furniture equipped with urban environmental sensors



PUTTING NEW FUNCTIONAL AND ORGANISATIONAL TOOLS IN PLACE

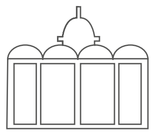
- Partnership with Diduenjoy to conduct user mobility satisfaction surveys in a new joint approach called "Place Research" which polls people on the move. In the two trials it has conducted to date in which it garnered feedback from self-service bicycle and Wi-Fi users, Diduenjoy asked respondents to give their opinion in under ten seconds while remaining mobile



- Partnership with Flow to launch an in-house collaborative platform to manage, qualify and share start-up sourcing in the Group
- Partnership with Toucan Toco to develop online data visualisation applications for the HR, sales and marketing departments

LEADING SOCIAL AND COMMUNITY INITIATIVES

- Partnership with Kialatok to hold an internal workshop during European Disability Employment Week at JCDecaux's headquarters in France (Kialatok is a start-up 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 five kiosks 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:

- 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
- Everywhere, the publisher of the Startup Guide de Paris, an entrepreneurship guide to the places, start-ups and entrepreneurs that constitute the capital's ecosystem
- Neuilly Tech, a business incubator whose members host prize-winning start-ups on their premises. Since 2016, JCDecaux has hosted the start-up Likibu which runs an online marketplace for peer-to-peer holiday rentals

4. RELATIONS WITH ADVERTISING CUSTOMERS

In a more and more virtual world, JCDecaux media are the sole point of contact in real urban life between citizen-consumers, brands and economic stakeholders. Through its furniture networks - on an international, national and local scale - JCDecaux aims to coordinate encounters between brands and consumers in urban areas thanks to well-targeted and powerful campaigns.

The growth of digital enables JCDecaux to develop even more solutions for brands and consumers: interactive and innovative content enabling it to better target consumers who are more mobile, connected and showing a greater demand for interactivity. As a result, advertisers can build their programmatic campaign and calibrate the target and subject of messages, in real time.

JCDecaux OneWorld enables worldwide advertising campaigns

OneWorld is a global and cross-disciplinary JCDecaux entity aiming to facilitate relations with major international advertising customers, create global partnerships and offer cross-cutting skills in marketing and market research in outdoor advertising (see page 41 for further information).

JCDecaux contributes to the dynamism of national economies and small local businesses

At a national level, JCDecaux enables economic players to increase their visibility across their respective countries through national furniture networks. In order to further favour this influence, JCDecaux's national entities also put in place surveys and data analysis programmes enabling advertisers to know consumers better and to measure the effectiveness of their campaigns.

At local level, JCDecaux also promotes local and regional posting campaigns via open and scalable 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

JCDecaux Creative Solutions® (a OneWorld entity) devises tailor-made campaigns to allow advertisers publicise their sustainable commitments in a unique and creative way

JCDecaux Creative Solutions® is the name given to the JCDecaux events and diversification activities in the different countries of the Group. Through JCDecaux Creative Solutions®, special initiatives and events can be organised to raise the awareness of the general public on social and environmental causes.

Below are some examples of campaigns conducted in 2017 to promote the sustainable commitments of various firms:

- raising awareness on recycling with Ikea in the Czech Republic by means of a giant plastic bottle topping a tram stop and an interactive panel fitted onto the $2m^2$ bus shelter face on which users can play a game, the aim of which is to guess the composition of a finished product by selecting a type of material. Recycling is one of Ikea's sustainable commitments
- raising awareness on air pollution and the use of naturally-sourced cosmetics with The Body Shop in London by means of air filters fitted under a bus shelter
- raising awareness on water usage with Procter&Gamble in the United States by filling a $2m^2$ bus shelter face with water to show that the firm's latest detergent uses less water in machine washes.

Below is an example of a campaign conducted in 2017 in support of a non-profit organization:

- raising awareness on water pollution on behalf of Seas Foundation in Amsterdam by filling a glass billboard with seawater and algae created by pollution to "bring the sea to the street" and thereby show the harmful effects of green algae.

5. 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&S 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 sheaths and cables every 6 months, by mechanics and technicians trained at JCDecaux's own Cyclocity® school workshop.

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. In 2017, these events were organised in seven cities of France: Paris, Marseille, Lyon, Nantes, Besançon, Mulhouse and Nancy.

Monitoring the impact of Small Cells on public and worker health

Small Cells are small narrow-range antennae built into street furniture that allow telephone operators to improve reception in areas with high capacity demand.

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.

In France JCDecaux has joined the government's drive to make digital technology safe and trustworthy by identifying the conditions under which Smalls Cells are used in the country. Between 2016 and 2017 the Group conducted three trials in the towns of Annecy, Montreuil and Kremlin Bicêtre with different operators and under various conditions monitored by the ANFR (French electromagnetic spectrum regulator). The trials showed that the average size of the electric fields generated by the Small Cells was 0.1 volts per metre, which is very low compared with current thresholds (WHO: 61 volts per metre) and everyday appliances like microwave ovens (3 volts per metre over a 40 cm radius) and LED lamps (15 volts per metre over a 30 cm radius). Small Cells were also shown to reduce cell phone radio-frequency emissions by a factor of two to five, thus limiting direct exposure to radio-frequency fields and extending battery life while improving reception. The trials were among the first such experiments conducted in the world with their results recognised by the GSM Association.

Monitoring advertising content

Advertising content has been monitored by JCDecaux for several years in order to respect local regulations and to avoid posting advertisements that might offend the public. The company has established a compliance procedure for monitoring advertising displays.

Each JCDecaux entity must put in place a procedure ensuring that advertisements are compliant with applicable laws and regulations and that the advertisements concerning certain specific themes (alcohol, nudity lingerie, violence, indirect pornography, ecological virtues of products, tobacco…) are very carefully examined. In 2017, 23 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 when approving advertising displays.

In total, 19,004 advertisements were flagged for revision or were rejected in 2017 due to their non-compliance with the relevant laws, the Group's Code of Ethics or the advertisement's potential to disturb certain members of the general public (taking into account public sensitivity). China accounted for 91% of advertisements revised or rejected. Only 24 advertisements were rejected. The high number of revisions was largely due to the multitude of digital advertisements on digital devices to be monitored.

In France, advertisements are submitted to the Legal Department, which verifies their compliance with applicable laws and regulations. If an advertisement is identified by the Legal Department as potentially undermining public morality or public sensibilities, the advertisement is submitted to the Advertising Ethics Committee, made up of the heads of the Legal, Marketing, Communications, Asset Management, Sales, New Uses, and Sustainable Development and Quality Departments. In the event of rejection, the advertisement must be revised and submitted again for the approval of the Advertising Ethics Committee.

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. JCDecaux Mediation France is part of the "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 Commission's 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.

2017 review of mediation in France

Among the 782 cases referred to the mediator in 2017, 544 of them were dealt with and filed, 67 are in the process of being handled and 171 were transferred to the appropriate departments (insurance, customer relations centre, supervision, regulations).

Quality Mediation Survey: Following the satisfaction survey carried out in 2016 on self-service bicycle users having approached the Mediator – which earned a 79% approval rating – another detailed survey was carried out in 2017. The results of the 2017 survey will appear in the VLS JCDecaux Mediation report which will be put online in October 2018.

Vélib', the self-service bicycle scheme in Paris, got a new operator on 1 January 2018. Vélib' users will still be able to lodge complaints with the VLS mediator for all rides taken until 30 June 2019.

Mediation and rehabilitation

Getting offenders to make amends for criminal behaviour can be a viable alternative to criminal prosecution as shown by an initiative called tu casses, tu répares ("you break it, you fix it") which in 2017 worked with 22 minors. First put in place by the Group for minors in 2013 and then for adults in 2016, these rehabilitation measures, which by 2017 applied to Vélib', Vélo'v and VélÔToulouse, allow first offenders guilty of vandalising JCDecaux self-service bicycle equipment to join the Cyclocity® workshops and there serve their sentence by helping repair bicycles. 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. The initiative has been a success insofar as the repeat offence rate among minors is around 11%.

Following the national agreement on corrective community service signed in January 2016, one person having reached the age of majority was allowed to carry out his or her community service (Travaux d'Intérêt Général) sentence at the Toulouse workshop.

6. PROTECTION OF PERSONAL DATA AND RESPECT OF PRIVATE LIFE

In the digital and connected age, data management is a strategic priority for JCDecaux. Putting ethical guidelines in place for collecting and managing data, especially personal data, is thus a priority for the Group.

JCDecaux may find itself collecting personal data on third parties such as customers, partners, suppliers and users in order to ensure the proper provision of services such as management of self-service bicycle schemes, commercial relations, Wi-Fi access, and contests and other events. In all cases JCDecaux guarantees the respect of everyone's privacy and the confidentiality of personal data, and is committed to respecting not only the latter but also the fundamental principles of the Data Protection Act of 1978 and the European General Data Protection Regulation (GDPR) concerning personal data to come into effect in May 2018. The basic principles underpinning the GDPR are Lawfulness, Fairness, Transparency, Purpose Limitation, Data Minimisation, Storage Limitation, Integrity and Confidentiality.

Measures to comply with the GDPR were first put in place in 2017, including drawing up a Group Privacy Policy, appointing a Group Data Protection Officer (DPO) and setting up a network of GDPR Managers in the countries concerned. A steering committee and six working groups consisting of the Legal, Information Systems, Human Resources, Data and New Uses Strategy, Marketing and Business Development, Public Relations, Quality Control and Sustainable Development, and Internal Audit Departments meet regularly to implement this programme. The working groups are in charge of Compliance, Computer Infrastructure & Applications, Internal Relations, awareness and training, Stakeholders and contracts, crisis control and management, and audience data.

In France JCDecaux reaffirmed its commitment with the publication of its Privacy Policy (available online at http://www.jcdecaux.com/jcdecauxs-privacy-policy) in early 2017. A Data Protection Officer (Shared CIL) ensures the compliance of all processing for the French entities of the Group with the support of its network of 20 "Relais Informatique et Libertés" (RIL), Data Protection Agent. In 2017, the Data Protection Officer and Data Protection Agents continued their measures to raise awareness among employees and bring data processing into compliance. In-depth compliance audits were conducted on some processing after implementation.

In order to ensure the security of the Information Systems, a Chief Information Security Officer, assisted by a network of regional "Hub Managers" and Information Security Managers present in each of the group's countries, deploys 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. No leaks or theft of personal data were recorded in 2017.

7. JCDECAUX'S CONTRIBUTION TO LOCAL COMMUNITIES

Local and economic impact

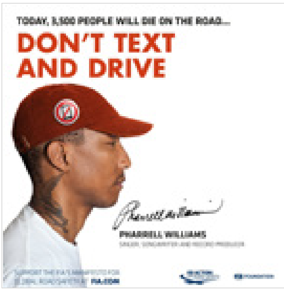
JCDecaux operates in over 75 countries, 4,280 cities of more than 10,000 inhabitants, 220 airports and 260 transport contracts in underground systems, buses, trains and tram networks. JCDecaux consequently contributes to economic development and creates jobs where the company has its operations. JCDecaux's activities and businesses are, by nature, rooted in the regions closest to furniture implementation: JCDecaux therefore employs local field personnel and works with local sub-contractors. Whenever possible furniture is made by local suppliers (see section "Reinforcing sustainable development in the Purchasing Policy" on page 75 for further information). Lastly, through its Policy of responsible taxation, 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 105 for further information), thus contributing to local value creation.

Actions to support major causes

Outdoor advertising is a medium that reaches millions of people around the world and is a prime means of mounting awarenessraising campaigns. Since its creation, JCDecaux has been actively involved in many activities to support major causes such as the fight against disease, support for the disadvantaged, protection of the environment, and road safety.

Every year, JCDecaux proves its support by displaying posters on advertising spaces free of charge across its networks or by providing financial support. In 2017, Group entities in 25 countries lent their support to major causes through free advertising faces or donations mostly in the fields of child welfare, health, medical research, equal opportunity, environmental protection and culture.

Examples



In March 2017, JCDecaux in partnership with the "Fédération Internationale de l'Automobile" (FIA) launched the first worldwide campaign for road safety. The engaging and universal campaign aims to raise awareness and encourage cyclists, pedestrians, motorcyclists and drivers to be more responsible on the road through simple and easily applicable rules that have been shown to work. It forms part of our Corporate Stakeholder Responsibility under which matters of general interest are given broad exposure through the reach of our media. The 10 "golden rules" are promoted by 13 high-profile ambassadors – athletes, racing drivers, artists and more – giving freely of their time to a cause they believe in. Called #3500LIVES and translated into nearly 30 languages, the campaign is live in over 70 countries and has generated an estimated 1 billion-plus views.

In April 2017, JCDecaux Lithuania was rewarded by the Lithuanian president for its contribution to the "For a Safe Lithuania" public health campaign in collaboration with the Lithuanian NGO Child Line.

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 was a bike station nearby wherever you are in the city.

15 years of international experience

700,000 long-term subscribers and 3.2 million occasional users each year

Over 52,000 bicycles made available in 88 cities and 13 countries

More than 642 million journeys since 2003

France's Customer Department has been "Customer Relations" NF Services certified since July 2014 and was chosen "Customer Service Provider of the Year" in the "Individual Transport for People" category for the third consecutive year.

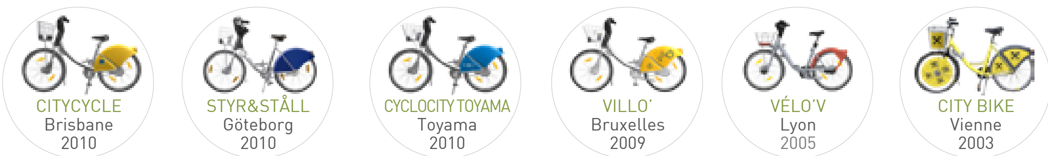
Electric self-service bicycle scheme: JCDecaux will put its first battery-powered electric bicycles on the road in Luxembourg in 2018 and Greater Lyons in 2020.

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 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.

Focus on end of life: at the end of each contract JCDecaux makes sure all the equipment used is given a second life or recycled. For the Vélib' Paris contract that ended in December 2017 this means that:

- othe bicycles, spare parts, docking stations and docking points will be reconditioned and then sent to maintain other self-service schemes around the world or offered to other towns in future calls for tender whenever specifications authorise the use of refurbished equipment (see "Focus on the Circular Economy" on page 62)
- parts and materials that cannot be reused will be sorted, separated and cleaned, then recycled in existing specialised streams.

Examples of self-service bicycle systems:



JCDECAUX'S PRESENCE IN INTERNATIONAL EXTRA-FINANCIAL RATING INDICES

At the end of 2017, JCDecaux was included in several leading ethical investment indices, which list the best companies according to strictly defined criteria of corporate social responsibility:

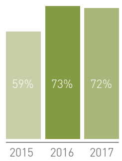
DOW JONES SUSTAINABILITY INDEX EUROPE (DJSI)

In 2017, JCDecaux was listed on the DJSI and received RobecoSAM's Silver Class distinction in its 2017 Corporate Sustainability Assessment.

A performance maintained in 2017

72/100

(Industry average: 38)



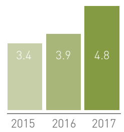
FTSE4GOOD INDEX SERIES

Since 2014, the overall score obtained by JCDecaux has been improving, notably with regard to social criteria and governance.

Our best performance achieved in 2017

4.8/5

(Sector average not available)



CARBON DISCLOSURE PROJECT (CDP) CLIMATE CHANGE

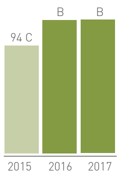
Since 2011, JCDecaux responds to CDP and maintains its performance in terms of transparency and managing its greenhouse gas emissions.

A performance maintained in 2017

B

(Industry average: C)

(CDP changed its rating methodology in 2016 and merged the transparency rating and the performance rating in order to give a single rating)



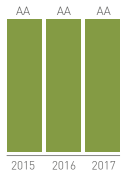
MSCI ESG*

ince 2013, JCDecaux has obtained an AA rating, a position maintained across all the environmental, social and governance criteria.

A rating maintained in 2017

AA

(Sector average not available)



STOXX GLOBAL ESG LEADERS INDICES

In 2016 JCDecaux successfully joined the STOXX® Global ESG Leaders indices with a transparency score much higher than the sector average.

(2017 note unavailable

EURONEXT VIGEO EIRIS INDICES

In 2017 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.

(Overall rating not available)

ETHIBEL PIONEER ETHIBEL EXCELLENCE INVESTMENT

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.

(Note globale non disponible)

OEKOM RESEARCH CORPORATE 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.

(Overall rating not available)

* 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 2017 fiscal year.

GENERAL STANDARD DISCLOSURES

GRI G4 - indicators		Pages 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 206	
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 55, 167-179	Pages 302-311
G4-7	Nature of ownership and legal form	Page 206	
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	Pages 20-39, 167-179	
G4-9	Scale of the organization	Cover page	Pages 302-311
G4-10	Employment numbers	Pages 55, 63	Pages 91-92, 302-311
G4-11	Percentage of total employees covered by collective bargaining agreements	Page 73	
G4-12	Description of the organization's supply chain	Page 74	
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 280-296	Pages 302-311
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 52, 66-67, 76, 288-289	
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations	Page 52	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Entities included in the organization's consolidated financial statements	Pages 167-179	Pages 302-311
G4-18	Process for defining the report content and the Aspect Boundaries	Pages 48-51	
G4-19	Material Aspects identified in the process for defining report content	Pages 50-51	
G4-20	Aspect Boundary within the organization	Pages 50-51	
G4-21	Aspect Boundary outside the organization	Pages 50-51	
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, 53	Pages 91-92
STAKEHOLDER ENGAGEMENT			
G4-24	List of stakeholder groups engaged by the organization	Pages 74-85	
G4-25	Basis for identification and selection of stakeholders with whom to engage	Pages 50-51, 74-85	

GENERAL STANDARD DISCLOSURES			
GRI G4 - indicators		**Pages numbers where indicators can be found**	**External Assurance**
G4-26	Organization's approach to stakeholder engagement	Pages 74-85	
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns	Pages 50-51, 74-85	
REPORT PROFILE			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	Pages 53-54	Pages 91-92
G4-29	Date of most recent previous report	Pages 53-54	Pages 91-92
G4-30	Reporting cycle (such as annual, biennial)	Pages 53-54	Pages 91-92
G4-31	Contact point for questions regarding the report or its contents	Pages 275	
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 48	
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report	Pages 48	Pages 91-92
GOVERNANCE			
G4-34	Governance structure of the organization	Pages 210-237	
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, 66, 76, 288-289	

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: ENVIRONMENTAL						
MATERIAL ASPECT: ENERGY						
G4-DMA	Generic Disclosures on Management Approach	Pages 56-58				Pages 91-92
G4-EN3	Energy consumption within the organization	Page 56, CDP CC.11 Energy				Pages 91-92
G4-EN6	Reduction of energy consumption	Pages 56-58, CDP CC.11 Energy				Pages 91-92
MATERIAL ASPECT: EMISSIONS						
G4-DMA	Generic Disclosures on Management Approach	Pages 56-58, CDP CC.12 Emissions performance				Pages 91-92
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Page 56, CDP CC.9 Scope 1 Emissions breakdown				Pages 91-92
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Page 56, CDP CC.10 Scope 2 Emissions breakdown				Pages 91-92
G4-EN18	Greenhouse gas emissions intensity	CDP Climate Change CC.12 Emissions performance				
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Page 56, CDP CC.12 Emissions performance				Pages 91-92

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 60-62				Pages 91-92
G4-EN23	Total weight of waste by type and disposal method	Page 60				Pages 91-92
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 75-76				Pages 91-92
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Pages 76				
CATEGORY: SOCIAL						
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK						
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY						
G4-DMA	Generic Disclosures on Management Approach	Pages 64-65				Pages 91-92
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 64-65	Information not reported by gender	The information is currently unavailable		Pages 91-92
MATERIAL ASPECT: TRAINING AND EDUCATION						
G4-DMA	Generic Disclosures on Management Approach	Pages 67-68				
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Page 67	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 68-70				
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 68, 210-237	Information on Minority group	The existence of specific legal prohibitions	Law N°78-17 of 6th January 1978 "loi relative à l'informatique, aux fichiers et aux libertés" (Article 8)	
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES						
G4-DMA	Generic Disclosures on Management Approach	Pages 75-76				Pages 91-92
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Page 75				

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
SUB-CATEGORY: HUMAN RIGHTS						
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT						
G4-DMA	Generic Disclosures on Management Approach	Pages 75-76				Pages 91-92
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Page 76				
SUB-CATEGORY: SOCIETY						
MATERIAL ASPECT: ANTI-CORRUPTION						
G4-DMA	Generic Disclosures on Management Approach	Pages 66, 75				Pages 91-92
G4-SO4	Communication and training on anti-corruption policies and procedures	Pages 51, 66, 75				

INDEPENDENT VERIFIER'S REPORT ON CONSOLIDATED SOCIAL, ENVIRONMENTAL AND SOCIETAL INFORMATION PRESENTED IN THE MANAGEMENT REPORT*

To the shareholders,

In our quality as an independent verifier accredited by the COFRAC [8], under the number n° 3-1050, and as a member of the network of one of the statutory auditors of the company JCDecaux, we present our report on the consolidated social, environmental and societal information established for the year ended on the 31 December 2017, presented in the Registration Document, hereafter referred to as the "CSR Information," pursuant to the provisions of the article L.225-102-1 of the French commercial code (code de commerce).

Responsibility of the company

It is the responsibility of the Board of Directors to establish a management report including CSR Information referred to in the article R. 225-105-1 of the French commercial code (code de commerce), in accordance with the protocols used by the company (hereafter referred to as the "Criteria"), and of which a summary is included in the methodological note and is available on request.

Independence and quality control

Our independence is defined by regulatory requirements, the code of ethics of our profession as well as the provisions in the article L. 822-11 of the French commercial code (code de commerce). In addition, we have implemented a quality control system, including documented policies and procedures to ensure compliance with ethical standards, professional standards and applicable laws and regulations.

Responsibility of the independent verifier

It is our role, based on our work:

- to attest whether the required CSR Information is present in the management report or, in the case of its omission, that an appropriate explanation has been provided, in accordance with the third paragraph of R. 225-105 of the French commercial code (code de commerce) (Attestation of presence of CSR Information)
- to express a limited assurance conclusion, that the CSR Information, overall, is fairly presented, in all material aspects, in according with the Criteria.

Nonetheless, it is not our role to give an opinion on the compliance with other legal dispositions where applicable, in particular those provided for in the Article L. 225-102-4 of the French Commercial Code (vigilance plan) and in the Sapin II law n°2016-1691 of 9 December 2016 (anti-corruption).

Our verification work mobilised the expertise of five people and was undertaken between July 2017 and February 2018 for an estimated duration of eight weeks.

We conducted the work described below in accordance with the professional standards applicable in France and the Order of 13 May 2013 determining the conditions under which an independent third-party verifier conducts its mission, and in relation to the opinion of fairness, in accordance with the international standard ISAE 3000 [9].

1. ATTESTATION OF PRESENCE OF CSR INFORMATION

Nature and scope of the work

We obtained an understanding of the company's CSR issues, based on interviews with the management of relevant departments, a presentation of the company's strategy on sustainable development based on the social and environmental consequences linked to the activities of the company and its societal commitments, as well as, where appropriate, resulting actions or programmes.

We have compared the information presented in the management report with the list as provided for in the Article R. 225-105-1 of the French commercial code (code de commerce).

In the absence of certain consolidated information, we have verified that the explanations were provided in accordance with the provisions in Article R. 225-105-1, paragraph 3, of the French commercial code (code de commerce).

We verified that the information covers the consolidated perimeter, namely the entity and its subsidiaries, as aligned with the meaning of the Article L.233-1 and the entities which it controls, as aligned with the meaning of the Article L.233-3 of the French commercial code (code de commerce).

Conclusion

Based on this work, we confirm the presence in the management report of the required CSR information.

* The management report is available on JCDecaux's website in the Investors section, in the Extra-financial information sub-section.

[8] Scope available at www.cofrac.fr.

[9] ISAE 3000 – Assurance engagements other than audits or reviews of historical information.

2. ASSURANCE ON CSR INFORMATION

Nature and scope of the work

We undertook interviews with the people responsible for the preparation of the CSR Information in the CSR and quality department in charge of the data collection process and, if applicable, with the people responsible for internal control processes and risk management, in order to:

- assess the suitability of the Criteria for reporting, in relation to their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, if relevant, industry standards
- verify the implementation of the process for the collection, compilation, processing and control for completeness and consistency of the CSR Information and identify the procedures for internal control and risk management related to the preparation of the CSR Information.

We determined the nature and extent of our tests and inspections based on the nature and importance of the CSR Information, in relation to the characteristics of the Company, its social and environmental issues, its strategy in relation to sustainable development and industry best practices.

For the CSR Information which we considered the most important [10]:

- at the level of the consolidated entity, we consulted documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions, etc.), we implemented analytical procedures on the quantitative information and verified, on a test basis, the calculations and the compilation of the information, verified their coherence and consistency with the other information presented in the management report
- at the level of the representative entities that we selected [11], based on their activity, their contribution to the consolidated indicators, their location and a risk analysis, we undertook interviews to verify the correct application of the procedures and undertook detailed tests on the basis of samples, consisting in verifying the calculations made and linking them with supporting documentation. The sample selected therefore represented 10% of the workforce as at 31 December 2017 and between 6 and 18% of the quantitative environmental data
- for the other consolidated CSR information, we assessed their consistency in relation to our knowledge of the company.

Finally, we assessed the relevance of the explanations provided, if appropriate, in the partial or total absence of certain information.

We consider that the sample methods and the sizes of the samples that we considered by exercising our professional judgment allow us to express a limited assurance conclusion; an assurance of a higher level would have required more extensive verification work. Due to the necessary use of sampling techniques and other limitations inherent in the functioning of any information and internal control system, the risk of non-detection of a significant anomaly in the CSR Information cannot be entirely eliminated.

Conclusion

Based on our work, we have not identified any significant misstatement that causes us to believe that the CSR Information, taken together, has not been fairly presented, in compliance with the Criteria.

Paris-La Défense, 20 February 2018

Independent Verifier
ERNST & YOUNG et Associés

Eric Mugnier
Partner, Sustainable Development

Jean-francois Belorgey
Partner

[10] Environmental and societal information:

- quantitative data: number of entities certified OH SAS 18 001, electricity consumption of furniture (MWh), purchase of green electricity (MWh), greenhouse gas emissions by source and scope (1 and 2) in teqCO_2, total waste generated in tons and percentage of waste sorted for recycling
- qualitative data: importance of sub-contracting and consideration taken to social and environmental issues in the purchasing policy and the relationships with suppliers and sub-contractors, significant greenhouse gas emissions generated as a result of company activity, notably through the use of goods and services it produces.

Social information:

- quantitative data: headcounts and their repartition by gender, geographical area and contract type, recruitments and redundancies, absenteeism rate, work accident namely their frequency rate and gravity rate
- qualitative data: measures taken to ensure health and safety.

[11] The entities JCDecaux USA, JCDecaux Portugal and JCDecaux UK.

LIGHT BOX OF 55sqm
Changi International airport
SINGAPORE

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 2017 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 2017, and presented with comparative financial information for 2016 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 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 principal 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, operating in 47 cities. In March 2014, JCDecaux acquired 85% of Eumex, and became the leading outdoor advertising company in Latin America. 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.

Summary of operations in 2017

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 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. For the income statement, this means all aggregates up to EBIT. For the cash flow statement, this means all aggregates up to free cash flow. Adjusted revenues, operating margin, EBIT and free cash flow data are reconciled with IFRS data in Annex 1 of this document.

Group revenues were up by 2.3% to €3,471.9 million in 2017, including 16.6% from digital displays. Excluding the acquisitions and foreign exchange impact, revenues were up by 3.2%. The group's operating margin totalled €653.5 million, up by 1.1%, and accounted for 18.8% of revenues, compared with 19.1% in 2016. Before impairment charges and write-backs, the group's EBIT amounted to 10.3% of revenues in 2017, compared to 10.4% in 2016. After recognition of impairment charges and write-backs, the group's EBIT amounted to €345.8 million in 2017, i.e. 10.0% of revenues compared to 10.4% in 2016.

At 31 December 2017, the group had 13,038 employees (1,266 of whom are the group's share of the joint venture headcount), i.e. an increase of 11 employees compared to year-end 2016.

The table opposite summarises revenues, the 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 2017 and 2016.

Fiscal year ended 31 December (adjusted data [1])

In million euros, except percentages	2017	2016
STREET FURNITURE		
Revenue		
- Advertising	*1,431.8*	*1,376.4*
- Sale, rental and maintenance	*144.4*	*147.3*
Total Revenues	**1,576.2**	**1,523.7**
Operating margin	**420.2**	**405.4**
Operating margin/Revenues	*26.7%*	*26.6%*
EBIT before impairment charges and write-backs	**217.4**	**193.2**
EBIT before impairment charges and write-backs/Revenues	*13.8%*	*12.7%*
EBIT after impairment charges and write-backs	**211.3**	**194.8**
EBIT after impairment charges and write-backs/Revenues	*13.4%*	*12.8%*
TRANSPORT		
Revenue	**1,398.1**	**1,373.7**
Operating margin	**177.7**	**182.0**
Operating margin/Revenues	*12.7%*	*13.2%*
EBIT before impairment charges and write-backs	**119.3**	**130.5**
EBIT before impairment charges and write-backs/Revenues	*8.5%*	*9.5%*
EBIT after impairment charges and write-backs	**116.4**	**130.6**
EBIT after impairment charges and write-backs/Revenues	*8.3%*	*9.5%*
BILLBOARD		
Revenue	**497.6**	**495.4**
Operating margin	**55.6**	**59.1**
Operating margin/Revenues	*11.2%*	*11.9%*
EBIT before impairment charges and write-backs	**21.4**	**27.7**
EBIT before impairment charges and write-backs/Revenues	*4.3%*	*5.6%*
EBIT after impairment charges and write-backs	**18.1**	**27.7**
EBIT after impairment charges and write-backs/Revenues	*3.6%*	*5.6%*
GROUP TOTAL		
REVENUE	3,471.9	3,392.8
OPERATING MARGIN	653.5	646.5
Operating margin/Revenues	*18.8%*	*19.1%*
EBIT BEFORE IMPAIRMENT ALLOWANCES AND WRITE-BACKS	358.1	351.4
EBIT before impairment charges and write-backs/Revenues	*10.3%*	*10.4%*
EBIT AFTER IMPAIRMENT ALLOWANCES AND WRITE-BACKS	345.8	353.1
EBIT after impairment charges and write-backs/Revenues	*10.0%*	*10.4%*

[1] The adjusted data recognise 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 scrolling and/or digital panels, or, conversely, 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 not dealing as an agent but bears the risks and rewards incidental to the 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 €3,471.9 million in 2017 (including 16.6% in digital revenue) versus €3,392.8 million in 2016, and 12.9% in digital revenue. Acquisition, disposal and partnership transactions had a positive impact of €19.7 million on 2017 revenues. Foreign exchange fluctuations between 2016 and 2017 had a negative impact of €49.0 million on revenues. Excluding the acquisitions and foreign exchange impact, organic revenues increased by 3.2% in 2017. The organic growth of the three segments, Street Furniture, Transport and Billboard was, respectively, +4.4%, +4.5% and -4.2%.

1.2.1. Revenue by segment

Street Furniture

Street Furniture revenues totalled €1,576.2 million in 2017 (including 14.0% in digital revenue), compared to €1,523.7 million in 2016 (including 8.5% in digital revenue), up by 3.4%.

Changes in the consolidation scope had a negative impact of €1.6 million primarily due to the sale of Turkey and the change in consolidation percentage of Cemusa Italy, offset by the acquisition of CMI and the full-year effect of the acquisition of Outfront Media in April 2016. Foreign exchange fluctuations between 2016 and 2017 had a negative impact of €13.3 million on Street Furniture revenues, due to the depreciation of the pound sterling, the US dollar and the Japanese yen vis-a-vis the euro, offset by appreciation of the Brazilian real's appreciation.

- Advertising revenues

Advertising revenues rose by 4.0% in 2017.

Excluding acquisitions and the impact of foreign exchange, Street Furniture advertising revenues rose by 5.1% in 2017. Europe (including France and the United Kingdom) showed good growth due to the digitalisation of its most iconic cities, as well as North America with the positive impact of the New York Digital Network. Asia-Pacific showed an increase. The Rest of the World grew strongly.

- Non-advertising revenues

Non-advertising revenues totalled €144.4 million in 2017, compared to €147.3 million in 2016, a decrease of 1.9%. At constant scope and excluding foreign exchange impact, non-advertising revenues declined by -1.5%.

Transport

Transport revenues totalled €1,398.1 million in 2017 (including 22.2% in digital revenue), compared to €1,373.7 million in 2016 (including 19.7% in digital revenue), an increase of 1.8%.

In 2017, changes in the consolidation scope had a negative impact of €1.8 million, primarily due to the decrease in the consolidation rate of Shanghai Shentong partially offset by the acquisition of Top Media.

Foreign exchange fluctuations between 2016 and 2017 had a negative impact of €35.6 million, mainly due to the depreciation of the Chinese yuan, the pound sterling, the Hong Kong dollar and the US dollar vis-a-vis the euro.

Excluding acquisitions and the impact of foreign exchange, Transport business revenues grew by 4.5% in 2017. Asia-Pacific showed an increase. Europe (including France and the United Kingdom) showed good revenue growth. North America posted double digit growth. Revenues in the Rest of World declined.

Billboard

Billboard revenues amounted to €497.6 million in 2017 (including 8.9% in digital revenue), compared to €495.4 million in 2016 (including 7.5% in digital revenue), an increase of 0.4%.

Changes in the consolidation scope had a positive impact of €23.1 million, mainly attributable to the acquisition in 2017 of Top Media, CMI, LCO in Réunion and the full-year effect of the acquisition of Outfront Media in April 2016. Foreign exchange fluctuations between 2016 and 2017 had a negative impact of €0.2 million

At constant scope and excluding foreign exchange impact, revenues declined by 4.2% in 2017. Revenues decreased in Europe (including France and the United Kingdom). The Rest of the World remained stable. North America posted double digit growth.

1.2.2. Adjusted Revenues by region

Fiscal year ended 31 December

	2017		2016	
In million euros, except percentages	REVENUE	% OF TOTAL	REVENUE	% OF TOTAL
Europe [1]	931.6	26.8	886.2	26.2
Asia-Pacific	818.7	23.6	819.3	24.1
France	612.9	17.7	628.8	18.5
Rest of the World [2]	450.0	13.0	405.3	11.9
United Kingdom	362.2	10.4	382.2	11.3
North America	296.5	8.5	271.0	8.0
TOTAL	**3,471.9**	**100.0**	**3,392.8**	**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 €931.6 million, up 5.1% compared to 2016. At constant scope and excluding foreign exchange impact, revenues increased, up 5.8% compared to 2016.
- Revenues in Asia Pacific totalled €818.7 million, a decrease of 0.1% compared to 2016. Excluding acquisitions and the impact of foreign exchange, revenues rose by 3.3%.
- Revenues in France totalled €612.9 million in 2017, a decrease of 2.5% compared to 2016. There was no change in scope in 2017.
- Revenues from the Rest of the World totalled €450.0 million, up 11.0% compared to 2016. Excluding acquisitions and the impact of foreign exchange, the Rest of the World recorded growth of 2.1% in revenues.
- United Kingdom revenues amounted to €362.2 million in 2017, a decrease of 5.2% compared to 2016. Excluding acquisitions and the impact of foreign exchange, United Kingdom revenues rose by 1.4%.
- Revenues from North America amounted to €296.5 million, up 9.4% compared to 2016. Excluding acquisitions and the impact of foreign exchange, revenues for North America increased by 11.6%.

- Regarding the relative weight of each geographic region within the group, the integration of Top Media, CMI, LCO in Réunion and Outfront Media (full-year effect from the acquisition in April 2016) boosted the growing contribution of the Rest of the World to the group's consolidated revenues in 2017, which grew from 11.9% of consolidated revenues in 2016 to 13.0% in 2017. North America grew from 8.0% to 8.5%. The Rest of Europe also saw its contribution to group revenues increase in 2017, moving from 26.2% in 2016 to 26.8% in 2017. Lastly, the contribution to the group's revenue from France, the United Kingdom and Asia-Pacific fell, moving from 18.5% to 17.7%, from 11.3% to 10.4% and from 24.1% to 23.6%, respectively.

1.3. Impact of acquisitions on group revenues

In 2017, acquisitions (exclusive or joint control) and disposals had a positive impact of €19.7 million on the group's consolidated revenues.

This impact resulted mainly from the following transactions:

- the full-year effect of the acquisition, in April 2016, of 85% of the Outfront Media group in Mexico and Latin America, operating in the Billboard and Street Furniture segments. Outfront Media is fully consolidated;
- the full-year effect of the acquisition, at the end of June 2016, of 73% of JCDecaux Malls in Belgium, operating in the Street Furniture segment. JCDecaux Malls is fully consolidated;
- the acquisition, at the end of December 2016, of the Top Media group in Panama and Central America, operating in the Billboard and Transport segments. Top Media is fully consolidated;
- the acquisition, in August 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 holds 63.7% of this new entity, which operates in the Street Furniture and Billboard segments and is fully consolidated;
- the disposal, in December 2016, of Cemusa Italy to IGP Decaux in Italy. This company, previously fully consolidated, is 60% proportionately consolidated from 1 January 2017;
- the 5% reduction of financial rights in Shanghai Shentong in January 2017. This company, which was previously 65% proportionately consolidated, is now 60% proportionately consolidated;
- 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;
- the disposal, at the end of October 2017, of a 10% equity investment in JCDecaux Gabon. This company, which was previously 50% proportionately consolidated, is now 40% proportionately consolidated;
- external acquisitions had an impact of €-1.6 million on Street Furniture, €-1.8 million on the Transport segment and €23.1 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 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 principal 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 €653.5 million in 2017, compared to €646.5 million in 2016, an increase of 1.1%. It accounted for 18.8% of revenues in 2017, compared to 19.1% in 2016.

Street Furniture: The operating margin increased by 3.7% to €420.2 million and represented 26.7% of revenues, compared to 26.6% in 2016.

Transport: The operating margin stood at €177.7 million, down by 2.4% compared to 2016, and accounted for 12.7% of revenues compared to 13.2% in 2016.

Billboard: the operating margin was down by 5.9% to €55.6 million and represented 11.2% of revenues, compared to 11.9% in 2016.

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), 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 companies under joint control, as well as property, plant and equipment and intangible assets are recognised in the line item "Depreciation, amortisation and provisions (net)". 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 €358.1 million in 2017, compared to €351.4 million in 2016, i.e. growth of 1.9%. It accounted for 10.3% of revenues in 2017, compared to 10.4% in 2016. This €6.7 million increase breaks down as follows: an increase of €7.0 million in operating margin and a €0.3 million decrease in other expenses, i.e. allowances for depreciation, amortisation and provisions, maintenance spare parts 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 €269.1 million in 2017 compared to €261.9 million in 2016. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions declined from a net income of €29.6 million in 2016 to a net income of €6.2 million in 2017.

Net provisions in 2017 represented a net reversal (excluding provisions for onerous contracts) of €23.2 million, compared to a net reversal of €16.5 million in 2016.

The "maintenance spare parts" item stood at €46.6 million in 2017, versus €46.1 million in 2016.

The "Other operating income and expenses" line item represented a net expense of €9.1 million in 2017. This item represented a net expense of €33.2 million in 2016.

After impairment charges and write-backs, EBIT amounted to €345.8 million, compared to €353.1 million in 2016. Impairments and write-backs had a negative impact on EBIT of €-12.3 million in 2017. They consisted primarily of a net allowance for provisions on onerous contracts of €-2.9 million and an impairment loss on PP&E and intangible assets of €-9.4 million.

Street Furniture

Before impairment charges and write-backs, Street Furniture EBIT amounted to €217.4 million in 2017, up by 12.6% from €193.2 million in 2016. It represented 13.8% of this activity's revenues in 2017, compared to 12.7% in 2016.

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 €181.2 million in 2017 compared to €182.3 million in 2016, i.e. an decrease of €1.1 million. They represented 11.5% of revenues. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions amounted to income of €6.8 million (versus income of €17.4 million in 2016).

Net provisions represented a net reversal (excluding provisions for onerous contracts) of €25.9 million in 2017, compared to a net reversal of €14.6 million in 2016.

The "Maintenance spare parts" line item represented an expense of €41.4 million in 2017, compared to an expense of €40.9 million in 2016.

The "Other operating income and expenses" line item represented a net expense of €12.9 million, compared to a net expense of €21.0 million in 2016.

Provisions on onerous contracts of €-0.1 million (versus net reversals of €1.2 million in 2016) and provisions for impairment losses on PP&E and intangible assets of €-6,1 million (versus net reversals of €0.4 million in 2016) impacted Street Furniture EBIT which stood at €211,3 million in 2017, compared to €194,8 million in 2016.

Transport

Before impairment charges and write-backs, Transport EBIT amounted to €119.3 million in 2017, compared to €130.5 million in 2016, i.e. a decrease of 8.6%. It represented 8.5% of this activity's revenues in 2017, compared to 9.5% in 2016.

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 €51.8 million in 2017, i.e. 3.7% of revenues compared to €48.1 million in 2016. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions amounted to income of €1.3 million in 2017 (versus income of €7.0 million in 2016).

Net provisions in 2017 represented a net expense (excluding provisions for onerous contracts) of €4.1 million, compared to a net expense of €1.4 million in 2016.

The "Maintenance spare parts" line item represented an expense of €1.1 million in 2017, compared to an expense of €1.6 million in 2016.

The "Other operating income and expenses" line item represented a net expense of €2.7 million, compared to an expense of €7.3 million in 2016.

In 2017, provisions on onerous contracts of €-1.7 million and provisions for impairment losses of €-1.2 million (versus a reversal of impairment losses of €0.1 million in 2016) adversely impacted Transport EBIT which stood at €116.4 million in 2017, compared to €130.6 million in 2016.

Billboard

Before impairment charges and write-backs, Billboard EBIT amounted to €21.4 million in 2017, compared to €27.7 million in 2016, i.e. a decrease of 23.1%. It represented 4.3% of this activity's revenues in 2017, compared to 5.6% in 2016.

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 €36.1 million in 2017, compared to €31.5 million in 2016. Intangible asset amortisation charges and reversals of provisions on onerous contracts related to the accounting treatment of acquisitions amounted to an expense of €1.9 million (versus income of €5.3 million in 2016).

Net allowances for provisions (excluding provisions for onerous contracts) represented net income of €1.3 million in 2017, compared to a net reversal of €3.3 million in 2016.

The "Maintenance spare parts" line item represented an expense of €4.1 million in 2017, compared to an expense of €3.6 million in 2016.

The "Other operating income and expenses" line item represented net income of €6.5 million, compared to an expense of €4.9 million in 2016.

Provisions on onerous contracts of €-1.1 million and provisions for impairment losses of €-2.1 million adversely impacted Billboard EBIT in 2017. No allowance for, or reversal of, impairment losses was recognised in 2016. Therefore, EBIT amounted to €18.1 million in 2017, compared to €27.7 million in 2016.

Contribution of companies under joint control and switch from adjusted EBIT to IFRS EBIT

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.

In 2016, the contribution of companies under joint control to EBIT stood at €100.8 million. After elimination of this contribution, EBIT fell from €353.1 million to €252.3 million in 2016.

4. Net financial income

In 2017, net financial income amounted to €-35.2 million, down by €-16.4 million compared to 2016. This decrease was mainly due to a €-2.1 million expense net of discounting and the revaluation of debts on commitments to purchase non-controlling interests in 2017 (versus €10.1 million in 2016), and a negative change of €-4.3 million of financial interest expenses related to a new bond issued in June 2016 and a reduction in investment income.

5. Income tax

In 2017, consolidated income taxes totalled €98.7 million, compared to €73.6 million in 2016.

The effective tax rate before goodwill impairment and the share of net profit of companies under the equity method was 49.3% in 2017 and 31.5% in 2016. The effective tax rate stood at 48.7% in 2017 and 32.9% in 2016 excluding the discounting and revaluation impacts of debts on commitments to purchase non-controlling interests. The group's tax expense in 2017 was mainly penalised by an unfavourable adjustement on deferred tax related to the change in US federal tax rate, despite the positive impact of the income tax receivable for 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 2017, the share of net profit of companies under the equity method stood at €100.3 million, up €5.1 million compared to 2016. This change was mainly due to the €6.2 million improvement in joint-venture performance compared to 2016.

7. Net income

In 2017, net income (group share), before impairment, amounted to €204.3 million, down €19.2 million compared to 2016, in line with the decrease in EBIT and increase in taxes, despite the improvement in the share of net profit of companies under the equity method and the decrease in the share of non-controlling interests.

After impairment, net income (group share) amounted to €193.7 million in 2017, compared to €224.7 million in 2016, i.e. a €31.0 million decrease. This reduction was exacerbated due to the unfavourable change in impairments, which adversely impacted net income (group share) by €-10.6 million in 2017 versus €1.2 million in 2016.

8. Cash flow

As of 31 December 2017, the group had a net debt of €384.4 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 to net debt of €418.6 million at 31 December 2016, i.e. a decrease of €34.2 million.

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 provided by operating activities

Cash provided by operating activities amounted to €583.5 million in 2017, compared to €631.7 million in 2016. This €48.2 million reduction was essentially due to a decrease of the change in working capital requirement despite an increase in operating margin in comparison to 2016. 2017 cash flows were primarily generated by the €653.5 million operating margin, reduced by the €22.4 million in financial cash flows, the "maintenance spare parts" excluding inventory write-downs of €37.2 million, and the change in working capital requirement of €4.3 million, broken down as follows:

- an increase in inventories of €14.1 million;
- an increase in trade receivables and other receivables of €65.8 million;
- an increase of €75.6 million in trade payables and other payables.

Net interest expense paid in 2017 amounted to €23.8 million compared to €15.7 million in 2016.

Income taxes paid in 2017 represented €127.1 million compared to €110.0 million in 2016.

Net cash from operating activities in 2017 represented €432.6 million, compared to €506.0 million in 2016.

8.1.2. Acquisition of intangible assets and PP&E net of disposals

Cash payments on acquisitions of property, plant and equipment and intangible assets amounted to €309.3 million, while cash receipts on disposals totalled €19.6 million, generating a net flow of €289.7 million, of which 32.1% related to digital media. Group acquisitions of PP&E totalling €260.8 million include €209.2 million for new street furniture and billboards and general investments of €51.6 million, consisting mainly of tooling, vehicles, computer equipment, real estate, and improvements. Group acquisitions of intangible assets amounting to €48.5 million, included €27.4 million in new advertising rights and capitalised development costs and €21.1 million for general investments, essentially comprising software.

Cash payments on acquisitions of property, plant and equipment and intangible assets amounted to €248.8 million in 2016, while cash receipts on disposals totalled €6.5 million, generating a net flow of €242.3 million. Group acquisitions of PP&E totalling €223.1 million included €204.0 million for new street furniture and billboards and €19.0 million for general investments, consisting mainly of tooling, vehicles, computer equipment, real estate, and improvements. Group acquisitions of intangible assets amounting to €25.7 million included €9.2 million in new advertising rights and capitalised development costs, as well as €16.5 million in general investments, essentially comprising software.

Street Furniture accounted for 57% of the group's acquisitions of property, plant and equipment in 2017, amounting to €149.2 million. Acquisitions of intangible assets, primarily comprising software and capitalised development costs, amounted to €32.2 million in 2017. In 2016, Street Furniture accounted for 72% of the group's acquisitions of property, plant and equipment, amounting to €159.8 million. Acquisitions of intangible assets, primarily comprising software and capitalised development costs, amounted to €23.5 million in 2016.

Transport acquisitions of property, plant and equipment totalled €71.8 million in 2017, while acquisitions of intangible assets amounted to €15.5 million. In 2016, Transport acquisitions of property, plant and equipment totalled €36.0 million, while acquisitions of intangible assets amounted to €1.0 million.

In 2017, Billboard acquisitions of property, plant and equipment totalled €39.8 million, while acquisitions of intangible assets amounted to €0.8 million. In 2016, Billboard acquisitions of property, plant and equipment totalled €27.2 million, while acquisitions of intangible assets amounted to €1.3 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 €142.9 million in 2017, compared to €263.7 million in 2016.

The change from the proportionate to the equity consolidation method for jointly controlled companies had an impact on the free cash flow of €16.5 million in 2017 compared to €-34.2 million in 2016. After taking this impact into account, the free cash flow amounts to €159.4 million in 2017 compared to €229.5 million in 2016.

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 €-0.6 million in 2017. These acquisitions mainly represent the takeover of LC Outdoor in Réunion, the stake in Stoc SA de CV and the merger of our Mexican businesses with America Movil (CMI), as well as increases in the capital of companies under the equity method.

Cash receipts from disposals of long-term investments, net of cash sold, represented €-0.1 million in 2017.

Disposals of other financial assets net of acquisitions were €4.9 million.

8.3. Net cash used in financing activities

8.3.1. Net cash from financing activities

In 2017, the group's net financial debt on the balance sheet decreased by €34.2 million. This decrease breaks down as follows:

- a decrease of €13.4 million in the gross financial debt on the balance sheet;
- a €24.7 million increase in cash managed net of bank overdrafts;
- a €3.9 million increase in net financial derivative liabilities.

The change in gross financial debt on the balance sheet and in hedging instruments stood at €-9.5 million and breaks down as follows:

- a €9.9 million net increase in financing flows;
- €-19.4 million linked to foreign exchange impacts, the net impact of IAS 39 on debt and derivatives, changes in scope and various reclassifications.

8.3.2. Net cash from acquisitions/disposals of non-controlling equity investments

In 2017, cash payments on acquisitions of non-controlling equity investments stood at €12.3 million.

8.3.3. Net cash from shareholders' equity and dividends

JCDecaux SA paid dividends during 2017 totalling €119.0 million.

Some JCDecaux SA subsidiaries, in which there are minority shareholders, made dividend payments amounting to €12.7 million.

Net capital increases represented €1.1 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 2017, are described in the Notes to the consolidated financial statements (from page 156 to 158 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 2017 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 2018 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 2017, the group devoted €236.5 million to investments linked to new contracts or the renewal of existing contracts, compared to €213.2 million in 2016. More than 50% of growth investments were dedicated to the digitization of our assets. The group also spent €72.7 million, versus €35.6 million in 2016, on building improvements, tooling, vehicles and computer systems, aside from projects for new contracts or renewal of existing contracts.

The group generated 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 2018 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 159 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 practice transparency to build trust in our relationships with the tax authorities and we were fully compliant with the BEPS recommendations of the OECD* even before they were issued.

We strive to interpret tax regulations reasonably and consistently across our operations with the objective of paying tax where value is created, and we do not use tax structures in locations commonly referred to as tax havens for tax planning purposes.

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

	2017			2016		
In million euros	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS
Revenue	**3,471.9**	**(432.1)**	**3,039.8**	**3,392.8**	**(418.3)**	**2,974.5**
Direct operating expenses	(2,249.8)	247.7	(2,002.1)	(2,206.3)	244.8	(1,961.5)
Selling, general& administrative expenses	(568.6)	55.7	(512.9)	(540.0)	55.1	(484.9)
Operating margin	**653.5**	**(128.7)**	**524.8**	**646.5**	**(118.4)**	**528.1**
Allowances for amortisation and net provisions	(239.7)	17.0	(222.7)	(215.8)	16.6	(199.2)
Maintenance spare parts	(46.6)	1.3	(45.3)	(46.1)	1.0	(45.1)
Other operating income	21.6	(0.3)	21.3	8.2	(0.1)	8.1
Other operating expenses	(30.7)	0.5	(30.2)	(41.4)	0.1	(41.3)
EBIT (before impairment losses)	**358.1**	**(110.2)**	**247.9**	**351.4**	**(100.8)**	**250.6**
Net write-downs of property, plant and equipment and of intangible assets and joint ventures	(12.3)	0.0	(12.3)	1.7	0.0	1.7
Impairment of goodwill	0.0	0.0	0.0	0.0	0.0	0.0
EBIT (after impairment losses)	**345.8**	**110.2**	**235.6**	**353.1**	**100.8**	**252.3**

Free cash flow – Reconciliation of Adjusted data with IFRS data

	2017			2016		
In million euros	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS	ADJUSTED	IMPACT OF JOINT VENTURES	IFRS
Cash flow provided by operating activities	**583.5**	**(27.5)**	**556.0**	**631.7**	**(75.4)**	**556.3**
Including changes in the working capital requirement related to the business	(4.3)	27.0	22.7	47.9	(29.9)	18.0
- Change in inventories	*(14.1)*	*(0.1)*	*(14.2)*	*(15.7)*	*(0.2)*	*(15.9)*
- Change in trade and other receivables	*(65.8)*	*24.8*	*(41.0)*	*8.1*	*(21.3)*	*(13.2)*
- Change in trade and other payables	*75.6*	*2.3*	*77.9*	*55.5*	*(8.4)*	*47.1*
Net interest paid	(23.8)	4.0	(19.8)	(15.7)	4.0	(11.7)
Income tax paid	(127.1)	25.1	(102.0)	(110.0)	22.5	(87.5)
NET CASH FLOWS PROVIDED BY OPERATING ACTIVITIES	432.6	1.6	434.2	506.0	(48.9)	457.1
Acquisitions of PP&E and intangible assets	(309.3)	15.1	(294.2)	(248.8)	14.9	(233.9)
Proceeds from disposals of PP&E and intangible assets	19.6	(0.2)	19.4	6.5	(0.2)	6.3
ACQUISITION OF INTANGIBLE ASSETS AND PP&E NET OF DISPOSALS	(289.7)	14.9	(274.8)	(242.3)	14.7	(227.6)
FREE CASH FLOW	**142.9**	**16.5**	**159.4**	**263.7**	**(34.2)**	**229.5**

Organic growth calculation

In million euros		Q1	Q2	Q3	Q4	PERIOD
Adjusted 2016 Revenues	**(a)**	**748.5**	**868.8**	**792.7**	**982.8**	**3,392.8**
IFRS 2017 Revenues	(b)	670.2	770.6	712.1	886.9	3,039.8
IFRS 11 Impacts	*(c)*	*87.4*	*113.2*	*99.9*	*131.6*	*432.1*
Adjusted 2017 Revenues	(d) = (b) + (c)	757.6	883.8	812.0	1,018.5	3,471.9
Foreign exchange impacts	*(e)*	*(4.1)*	*1.0*	*21.5*	*30.6*	*49.0*
2017 Revenues adjusted to 2016 foreign exchange rates	(f) = (d) + (e)	753.5	884.8	833.5	1,049.1	3,520.9
Changes in scope	*(g)*	*(12.4)*	*(2.9)*	*(1.9)*	*(2.5)*	*(19.7)*
Adjusted 2017 organic revenues	(h) = (f) + (g)	741.1	881.9	831.6	1,046.6	3,501.2
ORGANIC GROWTH	**(I) = (H) / (A)**	**-1.0%**	**+1.5%**	**+4.9%**	**+6.5%**	**+3.2%**

In million euros	FOREIGN EXCHANGE RATE IMPACTS IN 2017
GBP	25.3
USD	6.0
RMB	16.2
HKD	5.0
Others	(3.5)
TOTAL	**49.0**

Average exchange rate	2017	2016
GBP	1.1407	1.2203
USD	0.8852	0.9034
RMB	0.1311	0.1360
HKD	0.1136	0.1164

CONSOLIDATED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

Assets

In million euros		31/12/2017	31/12/2016
Goodwill	§ 4.1	1,341.3	1,360.8
Other intangible assets	§ 4.1	301.9	312.7
Property, plant and equipment	§ 4.2	1,156.3	1,150.7
Investments under the equity method	§ 4.4	476.0	510.2
Financial investments	§ 4.5	0.6	0.7
Other financial assets	§ 4.5	89.7	103.7
Deferred tax assets	§ 4.10	92.3	134.9
Current tax assets	§ 4.17	1.5	1.1
Other receivables	§ 4.6	23.8	30.2
NON-CURRENT ASSETS		3,483.4	3,605.0
Other financial assets	§ 4.5	3.7	5.1
Inventories	§ 4.7	123.8	112.9
Financial derivatives	§ 4.15	0.2	0.9
Trade and other receivables	§ 4.8	918.1	907.8
Current tax assets	§ 4.17	49.9	19.1
Treasury financial assets	§ 4.9	277.9	281.0
Cash and cash equivalents	§ 4.9	728.3	693.1
CURRENT ASSETS		2,101.9	2,019.9
TOTAL ASSETS		**5,585.3**	**5,624.9**

Equity and liabilities

In million euros		31/12/2017	31/12/2016
Share capital		3.2	3.2
Additional paid-in capital		602.4	596.7
Consolidated reserves		1,669.7	1,583.1
Consolidated net income (Group share)		193.7	224.7
Other components of equity		(117.6)	5.3
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY		2,351.4	2,413.0
Non-controlling interests		60.7	21.0
TOTAL EQUITY	**§ 4.11**	**2,412.1**	**2,434.0**
Provisions	§ 4.12	385.7	408.9
Deferred tax liabilities	§ 4.10	79.3	75.7
Financial debt	§ 4.13	786.6	1,303.0
Debt on commitments to purchase non-controlling interests	§ 4.14	80.1	78.2
Other payables		11.8	16.1
Financial derivatives	§ 4.15	0.5	0.0
NON-CURRENT LIABILITIES		1,344.0	1,881.9
Provisions	§ 4.12	71.6	83.0
Financial debt	§ 4.13	586.0	83.0
Debt on commitments to purchase non-controlling interests	§ 4.14	21.9	32.0
Financial derivatives	§ 4.15	4.9	2.2
Trade and other payables	§ 4.16	1,092.4	1,058.2
Income tax payable	§ 4.17	39.6	45.2
Bank overdrafts	§ 4.13	12.8	5.4
CURRENT LIABILITIES		1,829.2	1,309.0
TOTAL LIABILITIES		**3,173.2**	**3,190.9**
TOTAL EQUITY AND LIABILITIES		**5,585.3**	**5,624.9**

STATEMENT OF COMPREHENSIVE INCOME

Income statement

In million euros		2017	2016
REVENUE	**§ 5.1**	**3,039.8**	**2,974.5**
Direct operating expenses	§ 5.2	(2,002.1)	(1,961.5)
Selling, general and administrative expenses	§ 5.2	(512.9)	(484.9)
OPERATING MARGIN		**524.8**	**528.1**
Depreciation, amortisation and provisions (net)	§ 5.2	(235.0)	(197.5)
Impairment of goodwill	§ 5.2	0.0	0.0
Maintenance spare parts	§ 5.2	(45.3)	(45.1)
Other operating income	§ 5.2	21.3	8.1
Other operating expenses	§ 5.2	(30.2)	(41.3)
EBIT		**235.6**	**252.3**
Financial income	§ 5.3	7.2	13.2
Financial expenses	§ 5.3	(42.4)	(32.0)
NET FINANCIAL INCOME (LOSS)		**(35.2)**	**(18.8)**
Income tax	§ 5.4	(98.7)	(73.6)
Share of net profit of companies under the equity method	§ 5.5	100.3	95.2
PROFIT OF THE YEAR FROM CONTINUING OPERATIONS		**202.0**	**255.1**
Gain or loss on discontinued operations			
CONSOLIDATED NET INCOME		**202.0**	**255.1**
- Including non-controlling interests		*8.3*	*30.4*
CONSOLIDATED NET INCOME (GROUP SHARE)		**193.7**	**224.7**
Earnings per share (in euros)		0.911	1.057
Diluted earnings per share (in euros)		0.910	1.056
Weighted average number of shares	§ 5.7	212,568,746	212,495,553
Weighted average number of shares (diluted)	§ 5.7	212,771,757	212,691,910

Statement of other comprehensive income

In million euros	2017	2016
CONSOLIDATED NET INCOME	**202.0**	**255.1**
Translation reserve adjustments on foreign transactions [1]	(114.1)	(23.1)
Translation reserve adjustments on net foreign investments [2]	(5.6)	1.9
Cash flow hedges	(0.3)	(0.2)
Tax on the other comprehensive income subsequently released to net income	(0.3)	1.4
Share of other comprehensive income of companies under the equity method (after tax)	(16.9)	12.2
OTHER COMPREHENSIVE INCOME SUBSEQUENTLY RELEASED TO NET INCOME	(137.2)	(7.8)
Change in actuarial gains and losses on post-employment benefit plans and assets ceiling	(2.4)	(13.7)
Tax on the other comprehensive income not subsequently released to net income	1.1	3.0
Share of other comprehensive income of companies under the equity method (after tax)	5.0	(0.8)
OTHER COMPREHENSIVE INCOME NOT SUBSEQUENTLY RELEASED TO NET INCOME	3.7	(11.5)
TOTAL OTHER COMPREHENSIVE INCOME	(133.5)	(19.3)
TOTAL COMPREHENSIVE INCOME	**68.5**	**235.8**
- Including non-controlling interests	*(2.7)*	*31.2*
TOTAL COMPREHENSIVE INCOME - GROUP SHARE	**71.2**	**204.6**

[1] 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.

In 2016, the translation reserve adjustments on foreign transactions were related to changes in foreign exchange rates, of which €(37.1) million in the United Kingdom, €(10.0) million in Mexico, €7.0 million in Hong Kong, €6.0 million in Brazil, €6.0 million in South Africa and €7.3 million in Guatemala. The item also included a €0.1 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.

In 2016, the translation reserve adjustments on net foreign investments included a €0.4 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													
					OTHER COMPONENTS OF EQUITY									
	SHARE CAPITAL	ADDITIONNAL 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	NON-CONTROLLING INTERESTS	TOTAL
EQUITY AS OF 1 JANUARY 2016 RESTATED	**3.2**	**587.0**	**0.0**	**1,726.5**	**0.3**	**(0.1)**	**69.6**	**0.9**	**(45.8)**	**0.8**	**25.7**	**2,342.4**	**(18.2)**	**2,324.2**
Capital increase [1]	0.0	5.8									0.0	5.8	(5.3)	0.5
Distribution of dividends				(118.9)							0.0	(118.9)	(14.2)	(133.1)
Share-based payments		3.9									0.0	3.9	0.0	3.9
Debt on commitments to purchase non-controlling interests [2]											*0.0*	*0.0*	*0.4*	*0.4*
Change in consolidation scope [3]				(24.2)			(0.3)				(0.3)	(24.5)	27.2	2.7
Consolidated net income				*224.7*							*0.0*	*224.7*	*30.4*	*255.1*
Other comprehensive income					*(0.2)*		*(8.6)*		*(11.3)*		*(20.1)*	*(20.1)*	*0.8*	*(19.3)*
Total comprehensive income	0.0	0.0	0.0	224.7	(0.2)	0.0	(8.6)	0.0	(11.3)	0.0	(20.1)	204.6	31.2	235.8
Other				(0.3)							0.0	(0.3)	(0.1)	(0.4)
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	**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**

[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 2017, exercise of a commitment to purchase non-controlling interests and change in scope.
In 2016, exercise of a commitment to purchase non-controlling interests and new commitments.
Revaluation and discounting effects are recorded in the income statement under the line item "Consolidated net income" in "Non-controlling interests" for €(2.1) million in 2017 compared to €10.1 million in 2016.
[3] 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.
In 2016, changes in consolidation scope are mainly related to the asset swap with Top Media and to the purchase of the non-controlling interests in the company Wall AG.

STATEMENT OF CASH FLOWS

In million euros		2017	2016
NET INCOME BEFORE TAX		**300.7**	**328.7**
Share of net profit of companies under the equity method	§ 5.5	(100.3)	(95.2)
Dividends received from companies under the equity method	§ 10.4 & § 11.3	94.9	93.2
Expenses related to share-based payments	§ 5.2	2.8	3.9
Depreciation, amortisation and provisions (net)	§ 5.2 & § 5.3	233.7	192.2
Capital gains and losses and net income (loss) on changes in scope	§ 5.2 & § 5.3	(11.6)	1.1
Net discounting expenses	§ 5.3	7.0	(5.7)
Net interest expense	§ 5.3	19.3	15.0
Financial derivatives, translation adjustments and other		(13.2)	5.1
Change in working capital		**22.7**	**18.0**
Change in inventories		*(14.2)*	*(15.9)*
Change in trade and other receivables		*(41.0)*	*(13.2)*
Change in trade and other payables		*77.9*	*47.1*
CASH PROVIDED BY OPERATING ACTIVITIES		**556.0**	**556.3**
Interest paid		(25.2)	(17.6)
Interest received		5.4	5.9
Income tax paid		(102.0)	(87.5)
NET CASH PROVIDED BY OPERATING ACTIVITIES	**§ 6.1**	**434.2**	**457.1**
Cash payments on acquisitions of intangible assets and property, plant and equipment		(294.2)	(233.9)
Cash payments on acquisitions of financial assets (long-term investments) net of cash acquired		(0.6)	(84.2)
Acquisitions of other financial assets		(18.4)	(14.1)
TOTAL INVESTMENTS		(313.2)	(332.2)
Cash receipts on proceeds on disposals of intangible assets and property, plant and equipment		19.4	6.3
Cash receipts on proceeds on disposals of financial assets (long-term investments) net of cash sold		(0.1)	7.8
Proceeds on disposals of other financial assets		23.3	13.3
TOTAL ASSET DISPOSALS		42.6	27.4
NET CASH USED IN INVESTING ACTIVITIES	**§ 6.2**	**(270.6)**	**(304.8)**
Dividends paid		(131.7)	(133.1)
Capital decrease		(2.4)	(5.5)
Cash payments on acquisitions of non-controlling interests		(12.3)	(21.3)
Repayment of long-term borrowings		(23.8)	(88.8)
Repayment of finance lease debts		(8.6)	(7.8)
Acquisitions and disposals of treasury financial assets		(0.9)	(201.0)
CASH OUTFLOW FROM FINANCING ACTIVITIES		(179.7)	(457.5)
Cash receipts on proceeds on disposals of interests without loss of control		-	8.8
Capital increase		3.5	6.0
Increase in long-term borrowings		42.3	763.8
CASH INFLOW FROM FINANCING ACTIVITIES		45.8	778.6
NET CASH USED IN (PROVIDED BY) FINANCING ACTIVITIES	**§ 6.3**	**(133.9)**	**321.1**
CHANGE IN NET CASH POSITION		**29.7**	**473.4**
NET CASH POSITION BEGINNING OF PERIOD	§ 4.13	687.7	218.4
Effect of exchange rate fluctuations and other movements		(1.9)	(4.1)
NET CASH POSITION END OF PERIOD [1]	§ 4.13	715.5	687.7

[1] Including €728.3 million in cash and cash equivalents and €(12.8) million in bank overdrafts as of 31 December 2017, compared to €693.1 million and €(5.4) million, respectively, as of 31 December 2016.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. ACCOUNTING METHODS AND PRINCIPLES

1.1. General principles

The JCDecaux SA consolidated financial statements for the year ended 31 December 2017 include JCDecaux SA and its subsidiaries (hereinafter referred to as the "Group") and the Group's share in associates and joint ventures.

Pursuant to European Regulation No. 1606/2002 of 19 July 2002, the 2017 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 7 March 2018. 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 2017. These are available on the European Commission website: https://ec.europa.eu/commission/index_fr. 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 2017:

- Amendment to IAS 7 "Disclosure initiative",
- Amendments to IAS 12 "Recognition of deferred tax assets for unrealized losses".

Impacts on the consolidated financial statements due to the application of these amendments are not significant.

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, endorsed or not by the European Union, which are not yet in force for the year ended 31 December 2017.

Regarding IFRS 15 on revenue recognition, the Group has detected limited impacts on specific transactions, particularly relating to the presentation of invoices of advertising taxes whose weight in the turnover is marginal. IFRS 15 will be applied as of 1 January 2018 using the retrospective method. Regarding IFRS 9 on financial instruments, the Group did not identify any significant impact at this stage.

The impacts of other standards and amendments applicable after 31 December 2017 are being analysed; in particular, the expected impacts of the application of IFRS 16 "Leases" are very significant in the Group's financial statements as they will lead globally to a classification as assets of a substantial part of Group's commitments relating to lease, rent, and minimum and fixed franchise payments given by the Group in the ordinary course of business (see Note 8 "Comments on off-balance sheet commitments"), in counterpart of debt. Work to assess the financial impacts, which are very significant at Group level, is underway.

1.2. 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, companies under joint control, and for associates, companies over which the Group exercises a significant influence on the 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.

1.3. 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.

1.4. 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.

1.5. 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 1.10 "Impairment of intangible assets, property, plant and equipment and goodwill", in Note 1.11 "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.

1.6. 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.

1.7. Intangible assets

1.7.1. 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 position from 1 January 2004 onwards primarily include all costs related to the development, modification or improvement to the array of street furniture offerings 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 to street furniture 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.

1.7.2. 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 five years. Other software expenses are recognised in expenses for the period.

1.8. Business combinations, acquisition of non-controlling interests and disposals

IFRS 3 revised requires the application of "the acquisition method" to business combinations.

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 1.10 "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, in application of IFRS 10, 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 used in financing activities" of the statement of cash flows.

1.9. 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, MUPIs®, Seniors®, Electronic Information Boards (EIB), Automatic Public Toilets, Morris® Columns, etc.) is 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

1.10. 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.

1.11. 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 1.10 "Impairment of intangible assets, property, plant and equipment and goodwill".

1.12. Financial investments (Available-for-sale assets)

This heading includes investments in non-consolidated entities.

These assets are 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 in other comprehensive income. When the asset is sold, cumulative gains and losses in equity are reclassified in the income statement. When the impairment is permanent, total cumulative gains are cleared entirely or for the amount of the loss. The net loss is recorded in the income statement if the total loss exceeds the total cumulative gains.

1.13. Other financial assets

This heading mainly includes loans and loans to participating interests granted to companies under the equity method or non-consolidated entities, as well as deposits and guarantees.

On initial recognition, they are measured at fair value (IAS 39, Loans and receivables category).

After initial recognition, they are measured at amortised cost.

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.

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 debt

Financial debts are initially recorded at the fair value 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 contract,
- 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 position) or as a foreign net investment.

Hedge accounting may be adopted if a hedging relationship between the hedged item (the underlying) and the 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 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 derivatives in current or non-current items is determined by the related underlying item's accounting classification.

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 liabilities 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 possibility of recycling 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 of the provision for employee benefits are presented in the 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 payment

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 by offsetting 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. The trigger event for advertising space revenue recognition is the execution of the advertising campaign, which has a duration ranging from 1 week to 6 years.

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 insofar as the Group bears the risks and rewards incidental to the 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.

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 2017

The main changes in the consolidation scope during 2017 are as follows:

Acquisitions (with acquisition of control)

On 27 July 2017, JCDecaux (Mauritius) Ltd acquired 100% of the company LC Outdoor (Reunion Island) in exchange for, notably, the contribution of 20% of the assets of JCDecaux (Mauritius) Ltd to the shareholder of the company LC Outdoor. This new set-up is owned at 80% by JCDecaux Sub-Saharan Africa (Pty) Ltd (South Africa) and at 20% by the partner and is fully consolidated.

On 4 October 2017, Equipamientos Urbanos de Mexico, SA de C.V. ("EUMEX") acquired from America Movil, S.A.B. de CV ("AMX") 100% of Corporacion de Medios Integrales, SA de CV ("CMI") and its Mexican subsidiaries, in exchange for the contribution of 36.3% of its interest in the company JCDecaux Out Of Home Mexico SA de CV and its subsidiaries which operate in Mexico. This new set-up is owned at 63.7% by EUMEX and at 36.3% by a subsidiary of AMX and is fully consolidated.

Acquisitions of non-controlling interests

During the first half of 2017, the subsidiary JCDecaux France Holding acquired 12.5% of the non-controlling interests of Mediakiosk (France) which is now owned at 100%. This subsidiary was already fully consolidated.

On 11 December 2017, the company JCDecaux Street Furniture Pty Ltd (Australia) acquired 50% of the non-controlling interests of the company Adbooth Pty Ltd (Australia) which is now owned at 100%. This subsidiary was already fully consolidated.

Variances in the interest percentage

On 1 January 2017, the percentage of financial interest of JCDecaux Pearl and Dean Ltd (Hong Kong) in the company Shanghai Shentong JCDecaux Metro Advertising Co., Ltd (China) decreased by 5% according to the contract with the partner. This company remains consolidated under the equity method, at 60% from now on, without any change in the joint control.

On 20 October 2017, JCDecaux Central Eastern Europe GmbH (Austria) acquired an additional 8.4% interest in the company Ankünder GmbH (Austria). This company remains consolidated under the equity method, at 33.3% from now on, without any change in the significant influence.

Sales with loss of control

On 12 January 2017, the companies Wall Sehir Dizayni LS (Turkey) and Wall GmbH (Germany) sold respectively 90% and 10% of their interests in the company Era Reklam AS (Turkey).

On 26 October 2017, the company Wall GmbH (Germany) sold 100% of its interest in the company Wall Sehir Dizayni LS (Turkey).

Other variances

The other variances, mainly liquidations, sales and acquisitions of interests are detailed in Note 12 "Scope of consolidation".

2.2. Impact of acquisitions

The main acquisitions made in 2017 giving control of the companies LC Outdoor and CMI and the purchase price allocation of the Group Outfront Media and Top Media (acquired respectively in April and December 2016) within the 12-month period granted, had the following impacts on the Group's consolidated financial statements:

In million euros		FAIR VALUE AT THE DATE OF ACQUISITION
Non-current assets		24.4
Current assets		22.7
TOTAL ASSETS		47.1
Non-current liabilities		12.3
Current liabilities		8.4
TOTAL LIABILITIES		20.7
FAIR VALUE OF NET ASSETS AT 100%	**(a)**	**26.4**
- of which non-controlling interests	*(b)*	*9.0*
TOTAL CONSIDERATION TRANSFERRED	**(c)**	**30.5**
- of which assets contributed [2]		*29.5*
- of which purchase price		*1.0*
GOODWILL	**(d)=(c)-(a)+(b)**	**13.1**
- including Goodwill allocated to companies under the equity method	*(e)*	*-*
GOODWILL IFRS [1]	**(f)=(d)-(e)**	**13.1**
Purchase price		(1.0)
Net cash acquired		8.8
ACQUISITIONS OF LONG-TERM INVESTMENTS OVER THE PERIOD		7.8

[1] The option of the full goodwill calculation method was not used for any of the 2017 acquisitions.

[2] Due to the assets swaps with LC Outdoor, CMI and Top Media.

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 the Group Outfront Media and the asset swap with Top Media which are definitive.

The impact of these 2017 acquisitions on revenue and net income (Group share) is respectively €3.4 million and €0.3 million. Had the acquisitions taken place as of 1 January 2017, the additional impact would have been an increase of €11.1 million on revenue and an increase of €0.3 million on 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 2017 segment reporting by operating segment is as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Revenue	1,576.2	1,398.1	497.6	3,471.9
Operating margin	420.2	177.7	55.6	653.5
EBIT [1]	211.3	116.4	18.1	345.8
Acquisitions of intangible assets and PP&E net of disposals [2]	173.2	85.4	31.1	289.7

[1] 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.

[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 this operating data from Adjusted to IFRS breaks down as follows:

In million euros	ADJUSTED DATA	JOINT VENTURES' IMPACT [1]	IFRS DATA
Revenue	3,471.9	(432.1)	3,039.8
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 made by the joint ventures – See Note 10 "Information on the joint ventures" – and +€13.0 million for the non-eliminated part of intercompany revenue made by Group fully consolidated companies with joint ventures, under IFRS 11, leaving IFRS revenue at €3,039.8 million.

The breakdown of the 2016 segment reporting by operating segment is as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Revenue	1,523.7	1,373.7	495.4	3,392.8
Operating margin	405.4	182.0	59.1	646.5
EBIT [1]	194.8	130.6	27.7	353.1
Acquisitions of intangible assets and PP&E net of disposals [2]	178.2	36.4	27.7	242.3

[1] Including a net reversal related to impairment tests for €1.7 million: €1.6 million in Street Furniture and €0.1 million in Transport.

[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 this operating data from Adjusted to IFRS breaks down as follows:

In million euros	ADJUSTED DATA	JOINT VENTURES' IMPACT [1]	IFRS DATA
Revenue	3,392.8	(418.3)	2,974.5
Operating margin	646.5	(118.4)	528.1
EBIT	353.1	(100.8)	252.3
Acquisitions of intangible assets and PP&E net of disposals	242.3	(14.7)	227.6

[1] Impact of change from proportionate consolidation to the equity method of joint ventures.

The impact of €(418.3) million resulting from IFRS 11 (change from proportionate consolidation to the equity method of joint ventures) on the adjusted revenue is split between €(439.2) million of revenue made by the joint ventures – See Note 10 "Information on the joint ventures" – and +€20.9 million for the non-eliminated part of intercompany revenue made by Group fully consolidated companies with joint ventures, under IFRS 11, leaving IFRS revenue at €2,974.5 million.

3.2. By geographical area

The 2017 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	931.6	818.7	612.9	450.0	362.2	296.5	3,471.9

[1] Excluding France and the United Kingdom.

The 2016 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	886.2	819.3	628.8	405.3	382.2	271.0	3,392.8

[1] Excluding France and the United Kingdom.

No single customer reaches the 10% threshold of Group revenue.

3.3. Other information

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 diposals [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.

The reconciliation of the free cash flow from Adjusted to IFRS for the year 2016 is as follows:

In million euros	ADJUSTED DATA	JOINT VENTURES' IMPACT [1]	IFRS DATA
Net cash provided by operating activities	506.0	(48.9)	457.1
- Including Change in working capital	*47.9*	*(29.9)*	*18.0*
Acquisitions of intangible assets and PP&E net of diposals [2]	(242.3)	14.7	(227.6)
FREE CASH FLOW	**263.7**	**(34.2)**	**229.5**

[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

2017 and 2016 changes in net carrying amount:

In million euros	2017	2016
NET VALUE AS OF 1 JANUARY	**1,360.8**	**1,271.6**
Impairment loss	0.0	0.0
Decreases	0.0	(5.0)
Changes in scope	13.1	109.6
Translation adjustments	(32.6)	(15.4)
NET VALUE AS OF 31 DECEMBER	**1,341.3**	**1,360.8**

4.1.2. Other intangible assets

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]		13.2		13.2
Translation adjustments	(0.5)	(34.8)	(1.3)	(36.6)
Reclassifications [3]	2.5	26.7	(6.9)	22.3
Goodwill allocation				0.0
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 LOSS 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.

2016 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 2016	**54.5**	**736.9**	**36.1**	**827.5**
Acquisitions/Increases	5.3	8.5	11.8	25.6
Decreases		(47.8)	(6.6)	(54.4)
Changes in scope [2]		15.8		15.8
Translation adjustments	0.9	(9.4)	0.3	(8.2)
Reclassifications [3]	(0.2)	25.8	(15.3)	10.3
Goodwill allocation	(2.7)	(2.5)	(0.3)	(5.5)
GROSS VALUE AS OF 31 DECEMBER 2016	**57.8**	**727.3**	**26.0**	**811.1**
AMORTISATION / IMPAIRMENT AS OF 1 JANUARY 2016	**(29.7)**	**(478.1)**	**(19.5)**	**(527.3)**
Amortisation charge	(4.9)	(48.3)	(0.5)	(53.7)
Impairment loss		0.1		0.1
Decreases		46.7	6.6	53.3
Changes in scope [2]		23.9		23.9
Translation adjustments	(0.3)	4.4	(0.4)	3.7
Reclassifications [3]	(0.1)	(2.8)	0.8	(2.1)
Goodwill allocation	2.0	1.7		3.7
AMORTISATION / IMPAIRMENT LOSS AS OF 31 DECEMBER 2016	**(33.0)**	**(452.4)**	**(13.0)**	**(498.4)**
NET VALUE AS OF 1 JANUARY 2016	**24.8**	**258.8**	**16.6**	**300.2**
NET VALUE AS OF 31 DECEMBER 2016	**24.8**	**274.9**	**13.0**	**312.7**

[1] Includes the valuation of contracts recognised in connection with business combinations.

[2] Those 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)

	31/12/2017			31/12/2016
In million euros	GROSS VALUE	DEPRECIATION OR PROVISION	NET VALUE	NET VALUE
Land	23.3	(1.2)	22.1	25.7
Buildings	105.2	(69.8)	35.4	39.3
Technical installations, tools and equipment	2,910.8	(2,014.6)	896.2	938.5
Vehicles	141.5	(78.8)	62.7	64.8
Other property, plant and equipment	174.1	(132.1)	42.0	20.9
Assets under construction and down payments	98.1	(0.2)	97.9	61.5
TOTAL	**3,453.0**	**(2,296.7)**	**1,156.3**	**1,150.7**

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**
DEPRECIATION 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
DEPRECIATION 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.

2016 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 2016	**28.2**	**89.4**	**2,991.7**	**351.8**	**3,461.1**
- of which finance lease		*2.4*	*5.4*	*42.7*	*50.5*
- of which dismantling cost			*152.5*		*152.5*
Acquisitions	0.1	1.4	144.1	88.8	234.4
- of which acquisitions under finance lease				*5.6*	*5.6*
- of which dismantling cost			*18.9*		*18.9*
- of which effect of rate change on dismantling cost			*0.9*		*0.9*
Decreases	(0.1)	(1.1)	(135.3)	(19.9)	(156.4)
- of which disposals under finance lease				*(4.9)*	*(4.9)*
- of which dismantling cost			*(10.4)*		*(10.4)*
Changes in scope	1.6	17.8	3.3	2.8	25.5
Reclassifications [1]		0.3	38.0	(54.0)	(15.7)
Goodwill allocation		3.8	(67.3)	(2.8)	(66.3)
Translation adjustments	(2.7)	(1.9)	(0.2)	(0.4)	(5.2)
GROSS VALUE AS OF 31 DECEMBER 2016	**27.1**	**109.7**	**2,974.3**	**366.3**	**3,477.4**
DEPRECIATION AS OF 1 JANUARY 2016	**(1.4)**	**(68.3)**	**(2,000.5)**	**(217.8)**	**(2,288.0)**
- of which finance lease		*(2.3)*	*(5.4)*	*(18.5)*	*(26.2)*
- of which dismantling cost			*(90.6)*		*(90.6)*
Depreciation charge net of reversals		(3.4)	(183.5)	(21.4)	(208.3)
- of which finance lease				*(7.5)*	*(7.5)*
- of which dismantling cost			*(15.7)*		*(15.7)*
Impairment loss				0.4	0.4
Decreases		1.0	130.5	18.1	149.6
- of which finance lease				*4.1*	*4.1*
- of which dismantling cost			*8.0*		*8.0*
Changes in scope			6.9	0.3	7.2
Reclassifications [1]		(0.1)	14.0	(1.2)	12.7
Goodwill allocation			(5.6)	2.0	(3.6)
Translation adjustments		0.4	2.4	0.5	3.3
DEPRECIATION AS OF 31 DECEMBER 2016	**(1.4)**	**(70.4)**	**(2,035.8)**	**(219.1)**	**(2 ,326.7)**
NET VALUE AS OF 1 JANUARY 2016	**26.8**	**21.1**	**991.2**	**134.0**	**1,173.1**
NET VALUE AS OF 31 DECEMBER 2016	**25.7**	**39.3**	**938.5**	**147.2**	**1,150.7**

[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 2017, the net value of property, plant and equipment under finance lease amounted to €21.1 million, compared to €21.0 million as of 31 December 2016. It breaks down as follows:

In million euros	31/12/2017	31/12/2016
Buildings	0.0	0.1
Vehicles	21.1	20.9
Other property, plant and equipment	0.0	0.0
TOTAL	**21.1**	**21.0**

Over 77% 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 (Seniors®, MUPIs®, 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 net book value of buildings amounted to €35.4 million. The Group owns almost all the buildings (98% of the total gross value), the remainder being held under finance leases. Buildings comprise administrative offices and warehouses, mainly in Mexico for €11.7 million, in Spain for €6.9 million, in Germany for €6.1 million, in France for €3.3 million, in Uruguay for €1.6 million, in Belgium for €1.5 million, and in Finland for €1.4 million.

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:

	31/12/2017			31/12/2016		
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)	387.6	339.1	726.7	387.6	358.6	746.2
Billboard Europe (excluding France and United Kingdom)	142.0	43.5	185.5	141.9	45.6	187.5
Airports World [2]	123.8	88.0	211.8	123.5	71.6	195.1
Billboard United Kingdom	144.7	56.2	200.9	149.6	52.4	202.0
Billboard France	115.4	7.3	122.7	115.4	7.4	122.8
Street Furniture France	86.4	350.0	436.4	86.4	354.1	440.5
Street Furniture United Kingdom	57.5	50.7	108.2	57.9	54.2	112.1
Other [3]	283.9	419.4	703.3	298.5	405.0	703.5
TOTAL	**1,341.3**	**1,354.2**	**2,695.5**	**1,360.8**	**1,348.9**	**2,709.7**

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 2017 of CMI and LC Outdoor, presented on the line "Other", were not subject of impairment tests (These acquisitions are in the process of allocation).

(1) Intangible assets and property, plant and equipment are presented net of provisions for onerous contracts, for €96.8 million and €128.3 million, respectively, as of 31 December 2017 and 31 December 2016, and increased by net deferred tax assets related to the contracts and the provisions for onerous contracts recognised in connection with business combinations, for €(7.2) million and €13.8 million, respectively, as of 31 December 2017 and 31 December 2016.

(2) Intangible assets and property, plant and equipment for €88.0 million related to the CGU Airports World include €23.5 million belonging to the geographical area Rest of the World, exposed to higher economic volatility.

(3) The amount of €283.9 million of goodwill and the amount of €419.4 million of intangible assets and property, plant and equipment on the line "Other" include, respectively, €150.8 million and €205.2 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 as of 31 December 2017 resulted in a €(9.4) million net impairment loss on property, plant and equipment, as well as a €(2.9) million net depreciation of provision for onerous contracts, both being recorded in the EBIT.

Impairment tests conducted for intangible assets and property, plant and equipment had a negative impact of €(10.6) million on net income (Group share) compared to €1.2 million in 2016.

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 7.0% to 19.0%, for the area presenting the highest risk. The after-tax rate of 7.0%, used in 2017 (as well as in 2016), 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% of its adjusted revenue. The average discount rate for the Group came to 9.3% in 2017.

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 geographical area Rest of the World 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 geographical areas of France, the United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific would result in an additional impairment loss of €(6.7) million on the Billboard Europe (excluding France and the United Kingdom) goodwill. It would not lead to any additional impairment loss on the intangible assets and property, plant and equipment of any of the CGUs of these geographical areas;
- an increase of 200 basis points in the discount rate for the geographical area Rest of the World would result in an impairment loss of €(8.5) million on goodwill. It would result in an additional impairment loss of €(2.1) million on the intangible assets and property, plant and equipment of this geographical area;
- a decrease of 50 basis points in the operating margin ratio for the geographical areas France, the United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific would result in an additional impairment loss of €(0.7) million on the intangible assets and property, plant and equipment of the geographical area Europe (excluding France and the United Kingdom). It would not lead to any additional impairment loss on the goodwill of any of the CGUs of these geographical areas;
- a decrease of 200 basis points in the operating margin ratio for the geographical area Rest of the World would result in an impairment loss of €(3.8) million on intangible assets and property, plant and equipment. It would not lead to any additional impairment loss on the goodwill of any of the CGUs of these geographical areas;
- a decrease in the perpetual growth rate of the discounted cash flows by 50 basis points for the geographical areas France, the United Kingdom, Europe (excluding France and the United Kingdom) and Asia-Pacific would result in an additional impairment loss of €(4.8) million on goodwill (without any additional loss on intangible assets and property, plant and equipment). A decrease in the perpetual growth rate of the discounted cash flows by 200 basis points for the geographical area Rest of the World would not lead to any additional impairment loss on the intangible assets and property, plant and equipment or on the goodwill of any of the CGUs of this geographical area.

4.4. Investments under the equity method and impairment tests

In million euros	31/12/2017	31/12/2016
Joint ventures	288.7	328.7
Associates	187.3	181.5
TOTAL (1)	**476.0**	**510.2**

(1) Including €62.8 million related to the Rest of the World area as of 31 December 2017 compared to €70.2 million as of 31 December 2016.

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 booked in 2017, as in 2016.

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 impairment loss of €(3.1) million on the share of net profit of companies consolidated under the equity method;
- a 50 basis point decrease in the operating margin ratio would lead to an additional impairment loss of €(2.0) million on the share of net profit of companies consolidated under the equity method;
- a decrease of 50 basis points in the perpetual growth of the discounted cash flows for the billboard activity would lead to an impairment loss of €(0.7) million on the share of net profit of companies consolidated under the equity method;

For investments under the equity method belonging to the geographical area Rest of the World, the results of the sensitivity tests demonstrate that:

- a 200 basis point increase in the discount rate would lead to an impairment loss of €(7.3) million on the share of net profit of companies consolidated under the equity method;
- a 200 basis point decrease in the operating margin ratio would lead to an impairment loss of €(3.3) million on the share of net profit of companies consolidated under the equity method;
- a 200 basis point decrease in the perpetual growth rate of the discounted cash flows would not lead to an impairment loss on the share of net profit of companies consolidated under the equity method for which future cash flows are calculated based on a perpetual projection.

4.5. Financial investments and other financial assets (current and non-current)

In million euros	31/12/2017	31/12/2016
FINANCIAL INVESTMENTS	**0.6**	**0.7**
Loans	52.8	63.7
Loans to participating interests	0.7	9.1
Other financial investments	39.9	36.0
OTHER FINANCIAL ASSETS	**93.4**	**108.8**
TOTAL	**94.0**	**109.5**

The decrease in other financial assets for €15.4 million as of 31 December 2017 was mainly related to the repayments of loans and translation differences.

The maturity of other financial assets breaks down as follows:

In million euros	31/12/2017	31/12/2016
< 1 year	3.7	5.1
> 1 year & < 5 years	84.8	103.0
> 5 years	4.9	0.7
TOTAL	**93.4**	**108.8**

4.6. Other receivables (non-current)

In million euros	31/12/2017	31/12/2016
Prepaid expenses	19.7	21.0
Miscellaneous receivables	5.4	11.2
TOTAL GROSS VALUE FOR OTHER RECEIVABLES (NON-CURRENT)	25.1	32.2
Write-down for miscellaneous receivables	*(1.3)*	*(2.0)*
TOTAL WRITE-DOWN FOR OTHER RECEIVABLES (NON-CURRENT)	(1.3)	(2.0)
TOTAL	**23.8**	**30.2**

4.7. Inventories

In million euros	31/12/2017	31/12/2016
Gross value of inventories	149.4	142.6
Write-down	*(25.6)*	*(29.7)*
TOTAL	**123.8**	**112.9**

4.8. Trade and other receivables

In million euros	31/12/2017	31/12/2016
Trade receivables	761.2	762.7
Miscellaneous receivables	23.6	36.9
Other operating receivables	18.9	20.8
Miscellaneous tax receivables	53.8	45.9
Receivables on disposal of assets and equipment grant to be received	3.1	0.8
Down payments	12.2	7.6
Prepaid expenses	76.3	67.8
TOTAL GROSS VALUE FOR TRADE AND OTHER RECEIVABLES	949.1	942.5
Write-down for trade receivables	*(29.4)*	*(33.0)*
Write-down for miscellaneous receivables	*(1.5)*	*(1.6)*
Write-down for other operating receivables	*(0.1)*	*(0.1)*
TOTAL WRITE-DOWN FOR TRADE AND OTHER RECEIVABLES	(31.0)	(34.7)
TOTAL	**918.1**	**907.8**

The variance over the period is mainly explained by the changes in consolidation scope. The increase in working capital (flows with cash impacts) is globally offset by the foreign exchange rates effects.

The balance of past-due trade receivables that had not been written down amounted to €265.2 million as of 31 December 2017, compared to €240.2 million as of 31 December 2016. 5.6% of non-written down trade receivables were past-due by more than 90 days as of 31 December 2017, compared to 5.2% as of 31 December 2016. These trade receivables are mainly related to media agencies and international groups that do not present a risk in terms of recovery.

4.9. Managed cash

In million euros	31/12/2017	31/12/2016
Cash	385.3	128.0
Cash equivalents	343.0	565.1
TOTAL CASH AND CASH EQUIVALENTS	728.3	693.1
Treasury financial assets	277.9	281.0
TOTAL MANAGED CASH	**1,006.2**	**974.1**

As of 31 December 2017, the Group has €728.3 million of cash and cash equivalents (compared to €693.1 million as of 31 December 2016) and €277.9 million of treasury financial assets (compared to €281.0 million as of 31 December 2016).

Cash equivalents mainly include short-term deposits and money market funds. €8.0 million of the total of cash and cash equivalents is invested in guarantees as of 31 December 2017, compared to €10.1 million as of 31 December 2016.

As of 31 December 2017 treasury financial assets were made of €244.0 million of short-term liquid investments (compared to €243.4 million as of 31 December 2016) and €33.9 million held in an escrow account by the Group in connection with operational contracts, where the cash belongs to the Group (compared to €37.6 million as of 31 December 2016). These financial assets have the main characteristics of cash equivalents but do not strictly comply with all the criteria which must be satisfied according to IAS 7.

4.10. Net deferred taxes

4.10.1. Deferred taxes recorded

Breakdown of deferred taxes:

In million euros	31/12/2017	31/12/2016
PP&E, intangible assets and provisions for onerous contracts	(77.8)	(56.2)
Tax losses carried forward	17.6	11.1
Provisions for dismantling costs	21.3	27.1
Provisions for retirement and other benefits	23.6	22.2
Deferred rent	22.6	45.1
Other	5.7	9.9
TOTAL	**13.0**	**59.2**

The €46.2 million decrease of deferred tax assets net of the deferred tax liabilities is mainly due to the decrease in the deferred tax rate in the United States with a negative impact on the deferred tax assets recorded in accordance with the deferred rent and the provisions for onerous contracts.

4.10.2. Net deferred tax variation

As of 31 December 2017, the net deferred tax variations are 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**

As of 31 December 2016, the net deferred tax variations were as follows:

In million euros	31/12/2015	NET EXPENSE	DT ON ACTUARIAL GAINS AND LOSSES	TRANSLATION ADJUSTMENTS	CHANGES IN SCOPE	31/12/2016
Deferred tax assets	48.6	5.9	0.4	4.9	75.1	134.9
Deferred tax liabilities	(80.0)	6.2	2.5	2.4	(6.8)	(75.7)
TOTAL	**(31.4)**	**12.1**	**2.9**	**7.3**	**68.3**	**59.2**

4.10.3.Unrecognised deferred tax assets on tax losses carried forward

As of 31 December 2017, the amount of deferred tax assets on unrecognised losses carried forward is €86.3 million, compared to €87.9 million as of 31 December 2016.

4.11. Equity

Breakdown of share capital

As of 31 December 2017, share capital amounted to €3,242,237.80 divided into 212,676,701 shares of the same class and fully paid up.

Reconciliation of the number of outstanding shares as of 1 January 2017 and 31 December 2017:

NUMBER OF OUTSTANDING SHARES AS OF 1 JANUARY 2017	**212,547,655**
Shares issued following the exercise of options	129,046
NUMBER OF OUTSTANDING SHARES AS OF 31 DECEMBER 2017	**212,676,701**

As of 31 December 2017, JCDecaux SA did not hold any treasury shares.

As of 13 February 2017, 344,108 stock options were granted, with an exercise price of €29.77.

The cost related to all the current plans amounted to €2.8 million in 2017.

At the General Meeting held on 11 May 2017, the decision was made to pay a dividend of €0.56 to each of the 212,547,655 shares making up the share capital as of 31 December 2016. This distribution is subject to the payment of a 3% dividend tax recorded under the line item "Income tax" in the income statement. This amount of tax paid is part of the total amount which is claimed in accordance with the historical payment related to the 3% dividend tax and recorded in income under the line item "Income tax" (see tax proof in paragraph 5.4 "Income tax").

The non-controlling interests do not represent a significant portion of the 2016 and 2017 Group consolidated financial statements.

4.12. Provisions

Provisions break down as follows:

In million euros	31/12/2016	ALLOCATIONS	DISCOUNT [1]	REVERSALS USED	REVERSALS NOT USED	ACTUARIAL GAINS AND LOSSES/ASSETS CEILING	RECLASSIFICATIONS	TRANSLATION ADJUSTMENTS	CHANGES IN SCOPE	31/12/2017
Provisions for dismantling cost	235.9	22.5	3.5	(16.8)	(10.4)			(7.8)	(0.4)	226.5
Provisions for onerous contracts	128.3	4.1		(24.0)	(0.5)			(11.1)		96.8
Provisions for retirement and other benefits	84.0	5.0	1.4	(5.6)	(0.4)	2.4		(0.9)	(0.2)	85.7
Provisions for risks and litigation	43.7	17.8		(7.9)	(8.2)		1.9	(1.6)	2.6	48.3
TOTAL	**491.9**	**49.4**	**4.9**	**(54.3)**	**(19.5)**	**2.4**	**1.9**	**(21.4)**	**2.0**	**457.3**

[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 2017, the average residual contract term used to calculate the provision for dismantling costs is 8.4 years.

Provisions for dismantling are discounted at a rate of 1.5% as of 31 December 2017, the same as 31 December 2016. The use of a 1.0% discount rate (change of 50 basis points) would have generated an additional provision of approximately €9.9 million.

4.12.2. Provisions for onerous contracts

The provisions for onerous contracts amounted to €96.8 million as of 31 December 2017 compared to €128.3 million as of 31 December 2016. They consist of provisions for onerous contracts recognised during the purchase price allocation exercise of €80.3 million and of provisions recognised following impairment tests of €16.5 million, compared to respectively €112.2 million and €16.1 million as of 31 December 2016.

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:

	2017	2016
Discount rate [1]		
Euro Zone	1.50%	1.50%
United Kingdom	2.50%	2.60%
Estimated annual rate of increase in future salaries		
Euro Zone	2.00%	2.00%
United Kingdom [2]	NA	NA
Inflation rate		
Euro Zone	1.75%	1.75%
United Kingdom	2.30%	2.50%

[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 2017 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	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.

As of 31 December 2017 the Group's benefit obligation amounted to €145.9 million and mainly involved three countries: France (49% of the total benefit obligation), the United Kingdom (35%) and Austria (6%).

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 €9.5 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 €4.6 million increase in the benefit obligation's present value,
- an increase of 50 basis points in the inflation rate would lead to a €2.4 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	2017	2016
1 JANUARY	84.0	70.8
Charge for the year	5.7	6.0
Translation adjustments	(0.9)	(1.1)
Contributions paid	(3.9)	(4.2)
Benefits paid	(1.4)	(2.1)
Change in actuarial gains and losses on post-employment benefit plans and assets ceiling	2.4	13.5
Other	(0.2)	1.1
31 DECEMBER	85.7	84.0
Which are recorded:		
- In EBIT	1.0	1.9
- In Financial income (loss)	(1.4)	(1.6)
- In Other comprehensive income	(2.4)	(13.5)

The breakdown of the related plan assets is as follows:

	31/12/2017		31/12/2016	
	IN M€	IN %	IN M€	IN %
Shares	21.7	37%	22.2	36%
Bonds	23.1	38%	24.8	42%
Corporate bonds	3.1	5%	1.7	3%
Real Estate	2.5	4%	2.3	4%
Insurance contracts	9.0	15%	8.1	14%
Other	0.8	1%	0.4	1%
TOTAL	**60.2**	**100%**	**59.5**	**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 2016 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	15.2	106.2	8.0	129.4
Service cost	1.2	3.3	0.4	4.9
Interest cost	0.4	2.9	0.1	3.4
Acquisitions / disposals of plans	0.9		0.2	1.1
Plan amendments	(0.4)	0.4	(0.1)	(0.1)
Actuarial gains/losses [1]	1.5	12.8	(0.2)	14.1
Employee contributions		0.2		0.2
Benefits paid	(1.4)	(3.4)	(0.7)	(5.5)
Translation adjustments		(7.6)		(7.6)
Other [3]		3.2		3.2
BENEFIT OBLIGATION AT THE END OF THE YEAR	17.4	118.0	7.7	143.1
including France	*10.9*	*52.0*	*4.6*	*67.5*
including other countries	*6.5*	*66.0*	*3.1*	*75.6*
CHANGE IN PLAN ASSETS				
ASSETS AT THE BEGINNING OF THE YEAR		58.6		58.6
Interest income		1.8		1.8
Return on plan assets excluding amounts included in interest income		1.1		1.1
Employer contributions		4.2		4.2
Employee contributions		0.2		0.2
Benefits paid		(3.4)		(3.4)
Translation adjustments		(6.5)		(6.5)
Other [3]		3.5		3.5
ASSETS AT THE END OF THE YEAR		59.5		59.5
including France		*7.3*		*7.3*
including other countries [2]		*52.2*		*52.2*
PROVISIONS				
Funded status	17.4	58.5	7.7	83.6
Assets ceiling		0.4		0.4
PROVISIONS AT THE END OF THE YEAR	17.4	58.9	7.7	84.0
including France	*10.9*	*44.7*	*4.6*	*60.2*
including other countries	*6.5*	*14.2*	*3.1*	*23.8*
PENSION COST				
Interest cost	0.4	2.9	0.1	3.4
Interest income		(1.8)		(1.8)
Service cost	1.2	3.3	0.4	4.9
Amortisation of actuarial gains/losses on other long-term benefits			(0.1)	(0.1)
Plan amendments	(0.4)	0.4	(0.1)	(0.1)
Other [3]		(0.3)		(0.3)
CHARGE FOR THE YEAR	1.2	4.5	0.3	6.0
including France	*0.8*	*3.3*	*0.2*	*4.3*
including other countries	*0.4*	*1.2*	*0.1*	*1.7*

[1] Including €(1.3) million related to experience gains and losses, €15.4 million related to financial assumptions and no impact related to demographic assumptions.

[2] Mainly the United Kingdom.

[3] Following a change in Belgium's legislation, defined contribution plans had been qualified as defined benefits plans.

4.12.3.3. Information about the future cash flows

Future contributions to pension funds for the year 2018 are estimated at €1.9 million.

The average weighted duration is respectively 11 years and 17 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 2024.

4.12.3.4. Defined contribution plans

Contributions paid for defined contribution plans represented €35.9 million in 2017 compared to €35.0 million in 2016.

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 2016, the three plans were in a surplus position for a total amount of €3,171.2 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 2017, i.e. €0.5 million. The future contributions of the three plans will be steady in 2018.

4.12.4. Provisions for risks and litigation

Provisions for risks and litigation amounted to €48.3 million as of 31 December 2017 compared to €43.7 million as of 31 December 2016.

The JCDecaux Group is party to several legal disputes regarding the terms and conditions of application 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.

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, 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 and most spectacular advertising structures, whose unitary dismantling cost is more significant than for dismantling traditional panels, as well as for dismantling programmes 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 €13.3 million as of 31 December 2017, compared to €11.6 million as of 31 December 2016. 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		31/12/2017 CURRENT PORTION	31/12/2017 NON-CURRENT PORTION	31/12/2017 TOTAL	31/12/2016 CURRENT PORTION	31/12/2016 NON-CURRENT PORTION	31/12/2016 TOTAL
GROSS FINANCIAL DEBT	**(1)**	**586.0**	**786.6**	**1,372.6**	**83.0**	**1,303.0**	**1,386.0**
Financial derivatives assets		(0.2)		(0.2)	(0.9)		(0.9)
Financial derivatives liabilities		4.9	0.5	5.4	2.2		2.2
HEDGING FINANCIAL INSTRUMENTS	(2)	4.7	0.5	5.2	1.3	0.0	1.3
Cash and cash equivalents (*)		728.3		728.3	693.1		693.1
Bank overdrafts		(12.8)		(12.8)	(5.4)		(5.4)
NET CASH	(3)	715.5	0.0	715.5	687.7	0.0	687.7
TREASURY FINANCIAL ASSETS (**)	(4)	277.9	0.0	277.9	281.0	0.0	281.0
NET FINANCIAL DEBT (EXCLUDING NON-CONTROLLING INTEREST PURCHASE COMMITMENTS)	**(5)=(1)+(2)-(3)-(4)**	**(402.7)**	**787.1**	**384.4**	**(884.4)**	**1,303.0**	**418.6**

(*) As of 31 December 2017, the Group had €728.3 million of cash and cash equivalents (compared to €693.1 million as of 31 December 2016) and €277.9 million of treasury financial assets (compared to €281.0 million as of 31 December 2016). Cash equivalents mainly included short-term deposits and money market funds. €8.0 million of the total of cash and cash equivalents is invested in guarantees as of 31 December 2017, compared to €10.1 million as of 31 December 2016.

(**) As of 31 December 2017 treasury financial assets were made of €244.0 million of short-term liquid investments (compared to €243.4 million as of 31 December 2016) and €33.9 million held in an escrow account by the Group in connection with operational contracts, where the cash belongs to the Group (compared to €37.6 million as of 31 December 2016). 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 the 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	31/12/2017 CURRENT PORTION	31/12/2017 NON-CURRENT PORTION	31/12/2017 TOTAL	31/12/2016 CURRENT PORTION	31/12/2016 NON-CURRENT PORTION	31/12/2016 TOTAL
GROSS FINANCIAL DEBT	586.0	786.6	1,372.6	83.0	1,303.0	1,386.0
Impact of amortised cost (IAS 39 remeasurement)	1.2	4.4	5.6	2.1	5.5	7.6
ECONOMIC FINANCIAL DEBT	**587.2**	**791.0**	**1,378.2**	**85.1**	**1,308.5**	**1,393.6**

The economic financial debt breaks down as follows:

In million euros	31/12/2017 CURRENT PORTION	31/12/2017 NON-CURRENT PORTION	31/12/2017 TOTAL	31/12/2016 CURRENT PORTION	31/12/2016 NON-CURRENT PORTION	31/12/2016 TOTAL
Bonds	500.0	750.0	1,250.0		1,250.0	1,250.0
Bank borrowings	43.1	17.4	60.5	29.4	21.8	51.2
Miscellaneous borrowings	22.5	9.2	31.7	35.2	21.0	56.2
Finance lease debts	7.9	14.4	22.3	6.8	15.7	22.5
Accrued interest	13.7		13.7	13.7		13.7
ECONOMIC FINANCIAL DEBT	**587.2**	**791.0**	**1,378.2**	**85.1**	**1,308.5**	**1,393.6**

As of 31 December 2017 the Group's financial debt mainly comprises two bonds held by JCDecaux SA of €500 million issued in February 2013 maturing in February 2018 and €750 million issued in June 2016 maturing in June 2023.

The financial debt also includes:

- bank borrowings held by JCDecaux SA's subsidiaries, for €60.5 million,
- miscellaneous borrowings for €31.7 million, mainly comprising borrowings from JCDecaux SA and its subsidiaries towards the joint ventures of the Group,
- finance lease debts for €22.3 million described in the last section of this Note,
- accrued interest for €13.7 million.

The average effective interest rate of JCDecaux SA's debts is approximately 1.4% for 2017.

As of 31 December 2017, JCDecaux SA had also a €825.0 million unused committed revolving credit facility. The maturity of this credit facility has been extended to July 2022 following the exercise of a second extension option effective since July 2017.

This facility requires to be compliant with the following ratio: net financial debt/operating margin strictly lower than 3.5.

As of 31 December 2017, 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 2017 and Standard and Poor's on 19 July 2017), with a stable outlook for both ratings.

Maturity of financial debt (excluding unused committed credit facilities)

In million euros	31/12/2017	31/12/2016
Less than one year	587.2	85.1
More than one year and less than 5 years	33.7	553.0
More than 5 years	757.3	755.5
TOTAL	**1,378.2**	**1,393.6**

Breakdown of financial debt by currency (after basis and currency swaps)

	31/12/2017		31/12/2016	
	IN M€	IN %	IN M€	IN %
Euro	1,275.7	93%	1,378.4	99%
US dollar	151.8	11%	185.7	13%
Chinese yuan	71.9	5%	56.1	4%
Israeli shekel	43.0	3%	44.6	3%
British pound sterling	28.0	2%	10.1	1%
South African rand	23.6	2%	24.7	2%
Emirati dirham [1]	(42.0)	(3)%	(49.0)	(4)%
Hong Kong dollar [1]	(187.3)	(14)%	(229.6)	(16)%
Others [1]	13.5	1%	(27.4)	(2)%
TOTAL	**1,378.2**	**100%**	**1,393.6**	**100%**

[1] Negative amounts correspond to lending positions.

Breakdown of debt by interest rate (excluding unused committed credit facilities)

	31/12/2017		31/12/2016	
	IN M€	IN %	IN M€	IN %
Fixed rate	1,288.8	94%	1,295.1	93%
Floating rate	89.4	6%	98.5	7%
TOTAL	**1,378.2**	**100%**	**1,393.6**	**100%**

Finance lease debts

Finance lease debts are detailed in the following table:

	31/12/2017			31/12/2016		
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	8.4	(0.5)	7.9	7.3	(0.5)	6.8
More than one year and less than 5 years	14.5	(0.9)	13.6	15.8	(0.8)	15.0
More than 5 years	0.8	0.0	0.8	0.7	0.0	0.7
TOTAL	**23.7**	**(1.4)**	**22.3**	**23.8**	**(1.3)**	**22.5**

4.14. Debt on commitments to purchase non-controlling interests

The debt on commitments to purchase non-controlling interests amounted to €102.0 million as of 31 December 2017, compared to €110.2 million as of 31 December 2016.

The €8.2 million decrease in the debt on commitments to purchase non-controlling interests between 31 December 2016 and 31 December 2017 corresponds to the exercising of purchase commitments and to a change in scope partially offset by the revaluation and discounting effects of purchases commitments.

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.

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 2017, the main financial instruments contracted by the Group are as follows (net positions):

In million euros	31/12/2017	31/12/2016
FORWARD PURCHASES AGAINST EURO:		
Hong Kong dollar	157.6	193.9
Emirati dirham	41.7	47.4
Norwegian krone	15.8	8.8
Swedish crown	8.2	2.9
Singaporian dollar	7.7	10.0
Others	13.8	32.3
FORWARD SALES AGAINST EURO:		
American dollar	105.0	111.0
British pound sterling	50.2	11.8
Israeli shekel	43.3	44.7
South African rand	22.9	24.5
Danish krone	17.1	19.1
Mexican peso	13.3	0.0
Japanese yen	10.7	12.3
Others	12.7	41.8
FORWARD PURCHASE AGAINST CHINESE YUAN:		
Hong Kong dollar	32.2	45.5
FORWARD PURCHASE AGAINST BRITISH POUND STERLING:		
Brazilian real	10.3	0.0
Others	7.9	1.7

As of 31 December 2017, the market value of the foreign exchange rate financial instruments amounted to €(5.2) million compared to €(1.3) million as of 31 December 2016.

4.16. Trade and other payables (current liabilities)

In million euros	31/12/2017	31/12/2016
Trade payables and other operating liabilities	742.0	698.2
Tax and employee-related liabilities	203.5	199.3
Deferred income	82.6	105.8
Payables on the acquisition of assets	8.3	8.1
Other payables	56.0	46.8
TOTAL	**1,092.4**	**1,058.2**

Operating liabilities have a maturity of one year or less.

The variance over the period is mainly explained by flows with cash impacts and changes in consolidation scope that are partially offset by the foreign exchange rates effects.

4.17. Net income tax payable (current and non-current liabilities)

In million euros	31/12/2017	31/12/2016
Income tax payable	39.6	45.2
Current tax assets	(51.4)	(20.2)
TOTAL	**(11.8)**	**25.0**

The decrease of €36.8 million in the income tax payable is mainly explained by the receivable related to the exceptional refund of the tax on dividends in France.

4.18. Financial assets and liabilities by category

		31/12/2017						
In million euros		FAIR VALUE THROUGH INCOME STATEMENT	CASH FLOW HEDGES AND NIH	AVAILABLE-FOR-SALE ASSETS	LOANS & RECEIVABLES	LIABILITIES AT AMORTISED COST	TOTAL NET CARRYING AMOUNT	FAIR VALUE
Financial derivatives (assets)	(1)	0.2					0.2	0.2
Financial investments	(2)			0.6			0.6	0.6
Other financial assets					93.4		93.4	93.4
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**	**0.0**	**0.6**	**872.9**	**0.0**	**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**	**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.

In million euros		31/12/2016 FAIR VALUE THROUGH INCOME STATEMENT	CASH FLOW HEDGES AND NIH	AVAILABLE-FOR-SALE ASSETS	LOANS & RECEIVABLES	LIABILITIES AT AMORTISED COST	TOTAL NET CARRYING AMOUNT	FAIR VALUE
Financial derivatives (assets)	(1)	0.8	0.1				0.9	0.9
Financial investments	(2)			0.7			0.7	0.7
Other financial assets					108.8		108.8	108.8
Trade and other receivables (non- current)	(3)				8.4		8.4	8.4
Trade, miscellaneous and other operating receivables (current)	(3)				786.3		786.3	786.3
Cash		128.0					128.0	128.0
Cash equivalents	(4)	565.1					565.1	565.1
Treasury financial assets	(1)	281.0					281.0	281.0
TOTAL FINANCIAL ASSETS		**974.9**	**0.1**	**0.7**	**903.5**	**0.0**	**1,879.2**	**1,879.2**
Financial debt	(5)					(1,386.0)	(1,386.0)	(1,411.0)
Debt on commitments to purchase non-controlling interests	(2)	(110.2)					(110.2)	(110.2)
Financial derivatives (liabilities)	(1)	(1.7)	(0.5)				(2.2)	(2.2)
Trade and other payables and other operating liabilities (current)	(3)					(738.8)	(738.8)	(738.8)
Other payables (non-current)	(3)					(12.6)	(12.6)	(12.6)
Bank overdrafts		(5.4)					(5.4)	(5.4)
TOTAL FINANCIAL LIABILITIES		**(117.3)**	**(0.5)**	**0.0**	**0.0**	**(2,137.4)**	**(2,255.2)**	**(2,280.2)**

[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 €37.6 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 2016. 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 €263.5 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 €301.6 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 €1,275.0 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 €136.0 million.

5. COMMENTS ON THE INCOME STATEMENT

5.1. Revenue

IFRS revenue increased by 2.2% from €2,974.5 million in 2016 to €3,039.8 million in 2017.

5.2. Net operating expenses

In million euros	2017	2016
Rent and fees	(1,326.9)	(1,301.4)
Other net operational expenses	(550.6)	(516.1)
Taxes and duties	(6.5)	(6.7)
Staff costs	(631.0)	(622.2)
Direct operating expenses & Selling, general & administrative expenses [1]	(2,515.0)	(2,446.4)
Provision charge net of reversals	42.6	64.4
Depreciation and amortisation net of reversals	(277.6)	(261.9)
Impairment of goodwill	0.0	0.0
Maintenance spare parts	(45.3)	(45.1)
Other operating income	21.3	8.1
Other operating expenses	(30.2)	(41.3)
TOTAL	**(2,804.2)**	**(2,722.2)**

[1] Including €(2,002.1) million in "Direct operating expenses" and €(512.9) million in "Selling, general & administrative expenses" in 2017 (compared to €(1,961.5) million and €(484.9) million in 2016, 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 2017, rent and fees totalled €1,326.9 million:

In million euros	TOTAL	FIXED EXPENSES	VARIABLE EXPENSES
Fees associated with Street Furniture and Transport contracts	(1,174.7)	(885.3)	(289.4)
Rent related to Billboard locations	(152.2)	(122.0)	(30.2)
TOTAL	**(1,326.9)**	**(1,007.3)**	**(319.6)**

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

This 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 €55.6 million in 2017, 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 €10.3 million in 2017, compared to €10.5 million in 2016.

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	2017	2016
Compensation and other benefits	(507.4)	(501.1)
Social security contributions	(120.8)	(117.5)
Share-based payments [1]	(2.8)	(3.6)
TOTAL	**(631.0)**	**(622.2)**

[1] Including equity settled share-based payments for €(2.8) million in 2017 compared to €(3.9) million of equity settled share-based payments and €0.3 million of cash settled share-based payments in some of the Group's subsidiaries in 2016.

The Group did not grant any bonus share plans in 2017 or in 2016.

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	340,880	834,972	485,321	594,664	179,553	61,918

(1) The Group did not grant any stock-option plans in 2013.

(2) 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	2017	AVERAGE SHARE PRICE AT THE DATE OF EXERCISE	AVERAGE STRIKE PRICE	2016	AVERAGE SHARE PRICE AT THE DATE OF EXERCISE	AVERAGE STRIKE PRICE
Number of options outstanding at the beginning of the period	2,308,080		€30.81	1,746,633		€28.02
- Options granted during the period	344,108		€29.77	866,903		€34.01
- Options forfeited during the period	25,834		€32.62	57,039		€30.98
- Options exercised during the period	129,046	€33.72	€22.59	248,417	€36.70	€23.48
- Options expired during the period						
Number of options outstanding at the end of the period	2,497,308		€30.98	2,308,080		€30.81
NUMBER OF OPTIONS EXERCISABLE AT THE END OF THE PERIOD	1,991,731		€30.80	1,575,464		€29.60

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 €21.8 million and depreciation and amortisation net of reversals increased by €15.7 million.

In 2017, net reversals of provisions mainly corresponded to the reversals of provisions for onerous contracts related to the purchase price allocation for €22.6 million including €20.7 million for Cemusa and €1.0 million for Outfront.

In 2016, net reversals of provisions mainly corresponded to the reversals of provisions for onerous contracts related to the purchase price allocation for €47.2 million including €38.1 million for Cemusa and €8.1 million for Outfront.

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.

In 2016, this item included a reversal of depreciation following impairment tests for €1.7 million of which a reversal of provision for onerous contract for €1.2 million and a reversal of amortisation for €0.5 million.

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	2017	2016
Gain on disposals of financial assets and gain on changes in scope	4.6	2.0
Gain on disposals of intangible assets and PP&E	12.1	4.1
Other management income	4.6	2.0
Other operating income	21.3	8.1
Loss on disposals of financial assets and loss on changes in scope	(3.4)	(5.9)
Loss on disposals of intangible assets and PP&E	(0.7)	(2.7)
Other management expenses	(26.1)	(32.7)
Other operating expenses	(30.2)	(41.3)
TOTAL	**(8.9)**	**(33.2)**

In 2017, the gains on disposals of financial assets and changes in scope for €4.6 million were mainly related to the price adjustment for Continental.

In 2016, the gains on disposals of financial assets and changes in scope for €2.0 million were mainly related to liquidations.

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 2016, the losses on disposals of financial assets and losses on changes in scope for €(5.9) million were mainly related to the impact of allocation in the affectation period of the 2015 operations purchase price and to the impact of loss on disposals following the loss of control in a company in Europe.

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.

In 2016, other management expenses for €(32.7) million were mainly related to restructuring costs associated with the integration of acquisitions for €(18.7) million and to acquisition costs for €(4.6) million.

5.3. Net financial income (loss)

In million euros		2017	2016
Interest income		6.0	7.1
Interest expense		(25.3)	(22.1)
NET INTEREST EXPENSE		(19.3)	(15.0)
Amortised cost impact		(2.2)	(2.1)
COST OF NET FINANCIAL DEBT	(1)	(21.5)	(17.1)
Net foreign exchange gains (losses) and hedging costs		(3.3)	(4.3)
Net discounting losses		(7.0)	5.7
Bank guarantee costs		(2.0)	(1.8)
Charge to provisions for financial risks		(0.3)	(0.2)
Reversal of provisions for financial risks		1.2	0.2
PROVISIONS FOR FINANCIAL RISKS - NET CHARGE		0.9	0.0
Net income (loss) on the sale of financial investments		(0.9)	0.0
Other		(1.4)	(1.3)
OTHER NET FINANCIAL EXPENSES	(2)	(13.7)	(1.7)
NET FINANCIAL INCOME (LOSS)	(3)=(1)+(2)	**(35.2)**	**(18.8)**
Total financial income		7.2	13.2
Total financial expenses		(42.4)	(32.0)

Net financial income totalled €(35.2) million in 2017, compared to €(18.8) million in 2016, corresponding to a deterioration of €16.4 million.

The changes were mainly due to net discounting losses on debts on commitments to purchase non-controlling interests which had a positive impact last year (€10.1 million in 2016 of change in the fair value), to the increase of net interest expense for €4.3 million related to the €750.0 million bond issuance in June 2016, offset by a €1.0 million decrease of net foreign exchange losses and hedging costs.

5.4. Income tax

Breakdown between deferred and current taxes

In million euros	2017	2016
Current tax	(66.3)	(85.7)
- Local tax ("CVAE")	(6.2)	(6.8)
- Other	(60.1)	(78.9)
Deferred taxes	(32.4)	12.1
- Local tax ("CVAE")	0.0	0.5
- Other	(32.4)	11.6
TOTAL	**(98.7)**	**(73.6)**

The effective tax rate before impairment of goodwill and the share of net profit of companies under the equity method was 49.3% in 2017 and 31.5% in 2016. Excluding the discounting and revaluation impacts of debts on commitments to purchase non-controlling interests, the effective tax rate was 48.7% in 2017 and 32.9% in 2016.

Breakdown of deferred tax charge

In million euros	2017	2016
Intangible assets, PP&E and provisions for onerous contracts	(15.0)	(4.6)
Tax losses carried forward	7.7	1.2
Provisions for dismantling costs	(4.1)	(0.6)
Provisions for retirement and other benefits	0.7	0.2
Deferred rent	(17.6)	9.4
Other	(4.1)	6.5
TOTAL	**(32.4)**	**12.1**

Tax proof

In million euros	2017	2016
CONSOLIDATED NET INCOME	**202.0**	**255.1**
Income tax charge	(98.7)	(73.6)
CONSOLIDATED INCOME BEFORE TAX	**300.7**	**328.7**
Share of net profit of companies under the equity method	(100.3)	(95.2)
Taxable dividends received from subsidiaries	7.7	11.1
Other non-taxable income	(42.6)	(38.2)
Other non-deductible expenses	59.3	55.4
NET INCOME BEFORE TAX SUBJECT TO THE STANDARD TAX RATE	**224.8**	**261.8**
Weighted Group tax rate [1]	23.27%	24.70%
THEORETICAL TAX CHARGE	**(52.3)**	**(64.7)**
Deferred tax on unrecognised tax losses	(14.3)	(20.5)
Capitalization and use of unrecognised prior year tax losses carried forward	4.9	2.9
Other deferred tax (temporary differences and other restatements)	(40.8)	13.7
Tax credits	3.5	4.7
Withholding tax	(3.6)	(6.1)
Tax on dividends	15.2	(4.7)
Other	(5.1)	7.4
INCOME TAX CALCULATED	**(92.5)**	**(67.3)**
Net Local tax ("CVAE")	(6.2)	(6.3)
INCOME TAX RECORDED	**(98.7)**	**(73.6)**

[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 2017, the share of net profit of associates totalled €22.0 million compared to €23.1 million in 2016, and the share of net profit of joint ventures under the equity method totalled €78.3 million in 2017 compared to €72.1 million in 2016.

In 2017 and in 2016, no impairment loss was booked.

The information related to joint ventures and to associates is provided in application of IFRS 12 "Disclosure of Interests in Other Entities" and is described in Note 10 "Information on joint ventures" and in Note 11 "Information on associates".

5.6. Headcount

As of 31 December 2017, the Group had 11,772 employees, compared to 11,741 employees as of 31 December 2016. These figures do not include the share of employees of joint ventures which represents 1,266 employees and 1,286 employees, respectively, as of 31 December 2017 and 31 December 2016.

The breakdown of employees for the years 2017 and 2016 is as follows:

	2017	2016
Technical	6,279	6,323
Sales and marketing	2,727	2,687
IT and administration	2,050	2,039
Contract business relations	554	541
Research and development	162	151
TOTAL	**11,772**	**11,741**

The breakdown of employees of joint ventures for the years 2017 and 2016 is as follows:

	2017	2016
Technical	596	611
Sales and marketing	372	370
IT and administration	261	272
Contract business relations	37	33
Research and development	0	0
TOTAL	**1,266**	**1,286**

5.7. Number of shares for the earnings per share (EPS)/diluted EPS calculation

	2017	2016
WEIGHTED AVERAGE NUMBER OF SHARES FOR THE PURPOSES OF EARNINGS PER SHARE	**212,568,746**	**212,495,553**
Weighted average number of stock options potentially convertibles	2,612,865	2,514,156
Weighted average number of stock options which would not be exercised at strike price [1]	(2,409,854)	(2,317,799)
WEIGHTED AVERAGE NUMBER OF SHARES FOR THE PURPOSES OF DILUTED EARNINGS PER SHARE	**212,771,757**	**212,691,910**

[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. Auditor fees

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	148	122
JCDecaux SA and its french subsidiaries [2]	*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).

In 2016, 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	1,997	1,839
JCDecaux SA and its french subsidiaries [1]	*641*	*509*
Others controlled entities [1]	*1,356*	*1,330*
Non-audit services	224	188
JCDecaux SA and its french subsidiaries [2]	*150*	*131*
Others controlled entities	*74*	*57*
TOTAL	**2,221**	**2,027**

[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 provided by operating activities

In 2017, net cash provided by operating activities for €434.2 million comprised:

- operating cash flows generated by EBIT and other financial income and expenses, adjusted for non-cash items, for a total of €533.3 million,
- a change in the working capital of €22.7 million,
- and the payment of net financial interest and tax of €(19.8) million and €(102.0) million, respectively.

In 2016, net cash provided by operating activities of €457.1 million included the operating cash flows generated by EBIT and other financial income and expenses, adjusted for non-cash items, for a total of €538.3 million, the change in the working capital of €18.0 million, the payment of net financial interest of €(11.7) million and the payment of tax of €(87.5) million.

6.2. Net cash used in investing activities

In 2017, net cash used in investing activities for €(270.6) million comprised:

- cash payments on acquisitions of intangible assets and PP&E for €(294.2) million,
- cash receipts on proceeds on disposals of intangible assets and PP&E for €19.4 million,
- cash payments on acquisitions of long-term investments net of cash receipts and net of cash acquired and sold for a total of €(0.7) million (including a €(4.7) million change in payables and receivables on financial investments and €7.7 million of net cash acquired and sold). This amount mainly comprised the acquisition of the company under joint control Stoc SA de CV (Mexico), the takeover of the companies LC Outdoor (Reunion Island) and CMI (Mexico) as well as the increases in capital in companies under the equity method. The amount related to takeovers represented €7.8 million including €8.8 million of net cash acquired,
- disposals of other financial assets net of acquisitions for a total of €4.9 million.

In 2016, net cash used in investing activities for €(304.8) million included the cash payments on acquisitions of intangible assets and PP&E net of cash receipts for a total of €(227.6) million (including €0.7 million of change in payables and receivables on intangible assets and PP&E), the cash payments on acquisitions of long-term investments net of cash receipts and net of cash acquired (for €4.6 million) for €(76.4) million (including €(0.8) million of change in payables and receivables on financial investments) and acquisitions of other financial assets net of disposals for €(0.8) million.

6.3. Net cash used in (provided by) financing activities

In 2017, net cash used in financing activities for €(133.9) million comprised:

- dividends paid to the JCDecaux SA's shareholders for €(119.0) million and the payment of dividends by controlled companies of the Group to their minority shareholders for €(12.7) million,
- net cash flows on borrowings of the controlled entities for €9.9 million,
- acquisitions of treasury financial assets for €(0.9) million,
- cash payments on acquisitions of non-controlling interests for €(12.3) million,
- capital increase net of capital decrease for €1.1 million.

In 2016, net cash provided by financing activities amounted to €321.1 million, and concerned net cash flows on borrowings for €667.2 million, acquisitions of treasury financial assets for €(201.0) million, payment of dividends for €(133.1) million, the cash payments on acquisitions of non-controlling interests for €(12.5) million and capital increases net of decreases for €0.5 million.

6.4. Reconciliation between the cash flows and the change in the net financial debt

In million euros			2017	2016
NET FINANCIAL DEBT AS OF 1 JANUARY	(1)	§ 4.13	**418.6**	**400.5**
Net cash provided by operating activities	(2)		(434.2)	(457.1)
Net cash used in investing activities excluding net cash acquired and / or sold (*)	(3)		278.3	308.5
Net cash used in financing activities excluding changes in financial debts and treasury financial assets (**)	(4)		142.9	145.1
TOTAL NET CASH FLOWS	**(5)=(2)+(3)+(4)**		**(13.0)**	**(3.5)**
Translation differences, net impact of IAS39, consolidation scope variations, increase in finance lease debts and reclassifications on the net financial debt (***)	(6)		(13.5)	25.3
Net cash acquired and / or sold	(7)		(7.7)	(3.7)
CHANGE IN THE NET FINANCIAL DEBT	**(8)=(5)+(6)+(7)**		**(34.2)**	**18.1**
NET FINANCIAL DEBT AS OF 31 DECEMBER	(9)=(1)+(8)	§ 4.13	**384.4**	**418.6**

(*) Including €274.8 million related to the net cash flows used in intangible assets and PP&E and €3.5 million related to the net cash flows used in financial investments (excluding net cash acquired and/or sold and net cash payments on acquisitions and disposals of non-controlling interests) in 2017, compared to €227.6 million and €80.9 million, respectively, in 2016.

(**) Including €12.3 million related to the net cash payments on acquisitions and disposals of non-controlling interests in 2017, compared to €12.5 million in 2016.

(***) Mainly including €(27.4) million of reclassification of a joint venture's loan into equity, €9.7 million of increase in finance lease debts, €3.7 million of translation differences in 2017 compared to €11.1 million of consolidation scope variations, €5.6 million of increase in finance lease debts and €5.4 million of translation differences in 2016.

6.5. Non-cash transactions

The increase in property, plant & equipment and financial debts related to finance lease contracts amounted to €9.7 million in 2017, compared to €5.6 million in 2016.

Non-cash transactions related to the asset swaps in 2017 represented €(33.7) million in the net cash used in investing activities and €33.7 million in the net cash used in 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 (*)	2018	2019	2020	2021	>2021
Bonds	1,246.9	1,305.0	517.5	7.5	7.5	7.5	765.0
Bank borrowings at floating rate	56.4	61.3	42.7	14.3	1.3	1.2	1.8
Bank borrowings at fixed rate	1.6	1.6	1.6				
Miscelleanous borrowings	31.7	33.4	25.3	5.7	0.2	0.2	2.0
Finance lease debts	22.3	22.3	7.9	3.4	3.4	3.4	4.2
Accrued interest (*)	13.7						
Bank overdrafts	12.8	12.8	12.8				
TOTAL FINANCIAL LIABILITIES EXCLUDING DERIVATIVES	**1,385.4**	**1,436.4**	**607.8**	**30.9**	**12.4**	**12.3**	**773.0**
Foreign exchange hedges	(5.2)	(5.2)	(5.2)				
TOTAL FINANCIAL INSTRUMENTS (**)	**(5.2)**	**(5.2)**	**(5.2)**	**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 negative amount represents a cash flow to be paid.

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. 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, and
- 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 2017, and Standard and Poor's on 19 July 2017), with a stable outlook for both ratings.

As of 31 December 2017, the net financial debt (excluding debt on commitments to purchase non-controlling interests) was €384.4 million compared to €418.6 million as of 31 December 2016.

JCDecaux SA carries 93% of Group financial debt which has an average maturity of approximately 3.3 years.

As of 31 December 2017, the Group has €1,006.2 million of cash, cash equivalents and treasury financial assets (see Note 4.9 "Managed Cash") and €855.8 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

The Group is exposed to interest rate fluctuations as a result of its debt. 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 2017:

		31/12/2017			
In million euros		≤ 1 YEAR	> 1 YEAR & ≤ 5 YEARS	> 5 YEARS	TOTAL
JCDecaux SA borrowings		(525.6)	0.0	(750.0)	(1,275.6)
Other borrowings		(86.8)	(13.7)	(2.1)	(102.6)
Bank overdrafts		(12.8)			(12.8)
FINANCIAL LIABILITIES	**(1)**	**(625.2)**	**(13.7)**	**(752.1)**	**(1,391.0)**
Cash and cash equivalents		728.3			728.3
Treasury financial assets		277.9			277.9
Other financial assets		93.4			93.4
FINANCIAL ASSETS	**(2)**	**1,099.6**	**0.0**	**0.0**	**1,099.6**
NET POSITION	**(3)=(1)+(2)**	**474.4**	**(13.7)**	**(752.1)**	**(291.4)**

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 2017, 94% of the Group's total economic financial debt, all currencies considered, was at fixed rate

Foreign exchange risk

In 2017, net income generated in currencies other than the euro accounted for 46% of the Group's consolidated net income.

Despite its presence in more than 75 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 2017 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 Swiss franc, the British pound sterling and the American dollar:

	CHINESE YUAN	SWISS FRANC	BRITISH STERLING POUND	AMERICAN DOLLAR
SHARE OF THE CURRENCIES IN THE CONSOLIDATED NET INCOME	32.9%	8.1%	8.8%	(24.7%)
Impact on consolidated income	(3.3%)	(0.8%)	(0.9%)	(2.5%)
Impact on consolidated reserves	(0.8%)	(0.2%)	(0.9%)	(0.6%)

As of 31 December 2017, 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 2017, 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 2017, the Group has €1,006.2 million of cash, cash equivalents and treasury financial assets, which includes €728.3 million of cash and cash equivalents (including €343.0 million in cash equivalents) and €277.9 million of treasury financial assets. €8.0 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 €500 million bond issued in February 2013 and the €750 million bond issued in June 2016 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 1.9% 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	31/12/2017	31/12/2016
COMMITMENTS GIVEN [1]		
Business guarantees	454.6	436.2
Other guarantees	14.8	9.5
Pledges, mortgages and collateral	9.2	11.4
Commitments on securities (put options granted)	1.0	0.4
TOTAL	**479.6**	**457.5**
COMMITMENTS RECEIVED		
Securities, endorsements and other guarantees	0.0	0.0
Commitments on securities (call options received)	6.5	2.3
Credit facilities	855.8	852.9
TOTAL	**862.3**	**855.2**

(1) Excluding commitments relating to lease, rent and minimum 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 €30.8 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 YEARS (1)	TOTAL
Minimum and fixed franchise payments associated with Street Furniture or Transport contracts	865.8	2,578.7	1,514.9	4,959.4
Rent related to Billboard locations	85.8	155.7	80.1	321.6
Operating leases	39.9	81.4	57.8	179.1
TOTAL	**991.5**	**2,815.8**	**1,652.8**	**5,460.1**

(1) Until 2042

The amount related to these commitments amounted to €5,142.1 million as of 31 December 2016.

The increase, in 2017, compared to the amount of €5,142.1 million reported as of 31 December 2016 is mainly due to the gains and renewals of contracts 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 €452.4 million as of 31 December 2017 compared to €271.5 million as of 31 December 2016.

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

	2017				2016			
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 [*]	52.7			52.7	70.0	0.1	0.2	70.3
Other reveivables	27.9	0.2	2.4	30.5	47.4	0.8	3.5	51.7
TOTAL ASSETS	**80.6**	**0.2**	**2.4**	**83.2**	**117.4**	**0.9**	**3.7**	**122.0**
LIABILITIES								
Financial debts and debt on commitments to purchase non-controlling interests [3]	22.5	103.5		126.0	46.3	111.4		157.7
Other debts	5.9	5.8	1.2	12.9	7.7	5.4	0.3	13.4
TOTAL LIABILITIES	**28.4**	**109.3**	**1.2**	**138.9**	**54.0**	**116.8**	**0.3**	**171.1**
INCOME STATEMENT								
EBIT								
Income	49.2	0.1	4.3	53.6	62.5	0.8	3.2	66.5
Expenses	(11.4)	(7.6)	(13.4)	(32.4)	(9.2)	(6.2)	(12.8)	(28.2)
EBIT	**37.8**	**(7.5)**	**(9.1)**	**21.2**	**53.3**	**(5.4)**	**(9.6)**	**38.3**
NET FINANCIAL INCOME (LOSS)								
Income [4]	2.1			2.1	2.0	10.1		12.1
Expenses [5]	(1.1)	(2.1)		(3.2)	(1.2)	(0.1)		(1.3)
NET FINANCIAL INCOME (LOSS)	**1.0**	**(2.1)**	**0.0**	**(1.1)**	**0.8**	**10.0**	**0.0**	**10.8**

[*] 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 €102.0 million as of 31 December 2017 compared to €110.2 million as of 31 December 2016.

[4] Including €10.1 million in 2016 of net income of revaluation and discounting on debt on commitments to purchase non-controlling interests.

[5] Including €(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 €87.8 million as of 31 December 2017, primarily including commitments relating to rents for buildings held by related parties for €50.6 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 2017 and 2016 breaks down as follows:

In million euros	2017	2016
Short-term benefits	7.0	8.9
Fringe benefits	0.2	0.2
Directors' fees	0.0	0.0
Life insurance/special pension	0.1	0.2
Share-based payments	0.1	0.2
TOTAL [*]	**7.4**	**9.5**

[*] Compensations received from associates are excluded.

In addition, since 31 December 2015, 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 booked in liabilities in the statement of financial position amounted to €3.1 million as of 31 December 2017, compared to €2.8 million as of 31 December 2016.

Directors' fees owed to members of the Supervisory Board amounted to €0.3 million for the year 2017.

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 2017

10.1.1.1. 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.

10.1.1.2. Revenue

The 2017 revenue for 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.

10.1.1.3. 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.

10.1.2. For the year 2016

10.1.2.1. Net income

The 2016 net income of the joint ventures and reconciliation with the income statement of the consolidated financial statements for 2016 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Net Income [1]	31.6	128.5	(8.8)	151.3
Impact of application of the holding percentage	(15.3)	(70.9)	7.0	(79.2)
Impairment of joint ventures				0.0
SHARE OF NET PROFIT OF JOINT VENTURES	**16.3**	**57.6**	**(1.8)**	**72.1**

[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.

10.1.2.2. Revenue

The 2016 revenue of the joint ventures and reconciliation with their contribution in the consolidated adjusted revenue for 2016 are as follows:

In million euros	REVENUE
Street Furniture	117.9
Transport	567.4
Billboard	179.2
TOTAL [1]	**864.5**
Impact of application of the holding percentage	(424.2)
Elimination of the transactions inter-activities & with controlled entities	(1.1)
CONTRIBUTION OF THE JOINT VENTURES IN THE CONSOLIDATED ADJUSTED REVENUE	**439.2**

[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 2016 that are characteristic of the joint ventures are as follows [1]:

In million euros	MOBILIER URBAIN	TRANSPORT	AFFICHAGE
Depreciation, amortisation and provisions (net)	(8.7)	(12.8)	(18.1)
Cost of net financial debt	0.6	2.4	(20.3)
Income tax	(7.0)	(43.9)	(4.7)

[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.

10.2. Statement of other comprehensive income

10.2.1. 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.

10.2.2. For the year 2016

Other 2016 comprehensive income for the joint ventures and reconciliation with the statement of other comprehensive income of the consolidated financial statements for 2016 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Other comprehensive income [1]	3.9	1.5	0.1	5.5
Impact of application of the holding percentage	(1.9)	(0.9)	(0.1)	(2.9)
Translation reserve adjustments on impairment of joint ventures	0.0	0.0	0.4	0.4
Translation reserve adjustments on goodwill & elimination of shares	0.1	(1.9)	10.7	8.9
SHARE OF OTHER COMPREHENSIVE INCOME OF THE JOINT VENTURES	**2.1**	**(1.3)**	**11.1**	**11.9**

[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 2017

10.3.1.1. 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.

10.3.1.2. 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.

10.3.2. As of 31 December 2016

10.3.2.1. Net assets

Net assets (1) as of 31 December 2016 of the joint ventures and reconciliation with the statement of financial position of the consolidated financial statements as of 31 December 2016 are as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD	TOTAL
Non-current assets	92.2	93.0	232.7	417.9
Current assets	133.6	344.3	69.9	547.8
Non-current liabilities	(17.1)	(6.6)	(249.0)	(272.7)
Current liabilities	(79.1)	(215.3)	(54.4)	(348.8)
NET ASSETS [1]	**129.6**	**215.4**	**(0.8)**	**344.2**
Impact of application of the holding percentage	(64.3)	(101.5)	3.0	(162.8)
Impairment of joint ventures	0.0	(0.4)	(10.0)	(10.4)
Goodwill and elimination of shares held by joint ventures	12.9	75.2	58.4	146.5
Negative Net Equity limitation			11.2	11.2
INVESTMENTS UNDER THE EQUITY METHOD	**78.2**	**188.7**	**61.8**	**328.7**

[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 2016 characteristic of the joint ventures are as follows [1]:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Cash and cash equivalents net of bank overdrafts	(12.8)	207.5	19.7
Financial debt (non-current)	(0.7)	(0.1)	(238.2)
Financial debt (current)	(0.2)	(1.4)	(1.2)

[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.

10.4. Other items

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

The dividends received from the joint ventures for the year 2016 break down as follows:

In million euros	STREET FURNITURE	TRANSPORT	BILLBOARD
Dividends received	16.1	54.4	1.2

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:

	2017	2016
In million euros	APG|SGA SA	APG|SGA SA
Revenue	270.5	289.3
Net income [1]	55.9	62.1
Impact of application of the holding percentage	(39.1)	(43.5)
Impairment of associates	0.0	0.0
SHARE OF NET PROFIT OF ASSOCIATES	**16.8**	**18.6**

[1] IFRS data on a 100% basis.

The contribution of the other companies in the share of net profit of associates totalled €5.2 million in 2017 and €4.5 million in 2016.

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 2017 and as of 31 December 2016 are as follows:

	2017	2016
In million euros	APG|SGA SA	APG|SGA SA
Assets	222.8	286.6
Liabilities	(96.1)	(158.6)
Equity	126.7	128.0
Impact of application of the holding percentage	(88.8)	(89.6)
Impairment of associates	0.0	0.0
Goodwill	82.9	82.9
INVESTMENTS IN ASSOCIATES	**120.8**	**121.3**

[1] IFRS data on a 100% basis.

The contribution of other companies in investments in associates in the statement of financial position totalled €66.5 million and €60.2 million as of 31 December 2017 and as of 31 December 2016.

The valuation of 30% of APG|SGA SA at the 29 December 2017 share price amounts to €350.1 million.

11.3. Other items

The dividends received from associates for the years 2017 and 2016 break down as follows:

	2017			2016		
In million euros	APG|SGA SA	OTHER COMPANIES	TOTAL	APG|SGA SA	OTHER COMPANIES	TOTAL
Dividends received	19.8	2.6	22.4	19.4	2.1	21.5

12. SCOPE OF CONSOLIDATION

12.1. Identity of the parent company

As of 31 December 2017, JCDecaux Holding holds 63.97% 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	(18)	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	(21)	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 HOME OO GmbH	(3)	Austria	33.50	E*	50.00
JCDecaux AZERBAIJAN LLC		Azerbaijan	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	(37)	Belgium	73.36	F	73.36

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
JCDecaux DO BRASIL S.A.	(1)	Brazil	100.00	F	100.00
JCDecaux SALVADOR S.A.		Brazil	100.00	F	100.00
JCDecaux LATAM SERVICIOS DE MANAGEMENT LTDA		Brazil	100.00	F	100.00
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 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
STAND OFF S.A.	(1) & (16)	Chile	86.68	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	(16)	Colombia	65.01	F	75.00
LLEGA S.A.S.	(16)	Colombia	65.01	F	100.00
JCDecaux KOREA Inc.		South Korea	80.00	F	80.00
EQUIPAMIENTOS URBANOS DE COSTA RICA S.A.	(16) & (38)	Costa Rica	63.06	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	(17)	United Arab Emirates	100.00	F	100.00
JCDecaux DXB MEDIA FZ LLC	(3)	United Arab Emirates	75.00	F	75.00
JCDecaux ECUADOR SA.	(3)	Ecuador	100.00	F	100.00
EL MOBILIARIO URBANO SLU		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.	(16)	Spain	73.36	F	73.36
CEMUSA CORPORACION EUROPEA DE MOBILIARIO URBANO S.A. EL MOBILIARIO URBANO, S.L.U.	(2)	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

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
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 SREET 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
JCDecaux GABON	(27)	Gabon	40.00	E*	40.00
JCDecaux GUATEMALA, S.A.	(16) & (38)	Guatemala	63.06	F	100.00
VISTA CENTROAMERICANA S.A.	(16) & (38)	Guatemala	63.06	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	(13)	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		Iceland	50.00	F	100.00
JCDecaux ISRAEL Ltd		Israel	92.00	F	92.00
JCDecaux - CEMUSA OOH ITALY (formerly CEMUSA ITALIA Srl)	(44)	Italy	60.00	E*	60.00
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.	(16)	Mexico	86.68	F	100.00
SERVICIOS DE COMERCIALIZACION DE PUBLICIDAD, S.A. DE C.V.	(16)	Mexico	86.68	F	100.00
SERVICIO Y TECNOLOGIA ESPECIALIZADA, S.A. DE C.V.	(16) & (39)	Mexico	55.21	F	100.00
MEDIOS DE PUBLICIDAD S.A. DE C.V.	(16) & (39)	Mexico	55.21	F	100.00
EQUIPAMIENTOS URBANOS DE LA PENINSULA, S.A. DE C.V.	(16) & (39)	Mexico	55.21	F	100.00
JCDecaux OUT OF HOME MEXICO SA DE CV	(16) & (39)	Mexico	55.21	F	63.70
ESCATO URBANO, S.A. DE C.V.	(3) & (39)	Mexico	55.21	F	100.00
STOC SA DE CV	(3) & (40)	Mexico	43.34	E*	50.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
FMIDecaux Co., Ltd.	(3) & (31)	Myanmar	60.00	F	60.00
JCDecaux OMAN	(1) & (5)	Oman	100.00	F	100.00
JCDecaux UZ	(42)	Uzbekistan	72.26	F	72.26
JCDecaux PANAMA, S.A.	(1) & (16) & (38)	Panama	63.06	F	100.00
JCDecaux CENTRAL AMERICA HOLDINGS S.A.	(16)	Panama	86.68	F	100.00
JCDecaux TOP MEDIA SA (formerly JCDecaux CENTROAMERICA HOLDING S.A.)	(16) & (38)	Panama	63.06	F	72.75
TOCUMEN TOP PROPERTIES INC.	(16) & (29)	Panama	63.06	F	100.00
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, S.A.	(16)	Dominican Rep.	86.68	F	100.00
JCDecaux MESTSKY MOBILIAR Spol Sro	(1)	Czech Rep.	100.00	F	100.00
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
JCDecaux EL SALVADOR, S.A. DE C.V.	(16) & (38)	Salvador	63.06	F	100.00
PUBLIVALLAS DE EL SALVADOR, S.A. DE C.V.	(2)	Salvador	85.00	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
ERA REKLAM AS	(4) & (35)	Turkey	100.00	F	100.00
WALL SEHIR DIZAYNI LS	(4) & (34)	Turkey	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 (formerly OUTFRONT MEDIA URUGUAY S.A.)	(16) & (45)	Uruguay	100.00	F	100.00
PUBLIBUS SA	(16) & (46)	Uruguay	93.34	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
TRANSPORT					
MEDIA AEROPORTS DE PARIS		France	50.00	E*	50.00
METROBUS		France	33.00	E	33.00
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		Germany	87.82	F	87.82
JCDecaux ATA SAUDI LLC		Saudi Arabia	60.00	F	60.00
INFOSCREEN AUSTRIA GmbH		Austria	67.00	F	100.00
JCDecaux AIRPORT BELGIUM		Belgium	100.00	F	100.00
JCDecaux PUBLICIDADE INNOVATE Ltda	(2)	Brazil	100.00	F	100.00
CEMUSA DO BRASIL LTDA	(23)	Brazil	100.00	F	100.00
JCDecaux MIDIA AEROPORTOS LTDA (formerly JCDecaux MIDIA BRASIL Ltda)	(16) & (24)	Brazil	100.00	F	100.00
JCDecaux CAMEROUN		Cameroon	50.00	E*	50.00
JCDecaux CHILE SA	(1) & (16)	Chile	86.68	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	(43)	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
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	(15)	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	(3) & (26)	China	100.00	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
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.		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		United States	50.00	E*	50.00
JCDecaux AIRPORT DALLAS FORT WORTH, LLC		United States	97.50	F	100.00
JCDecaux PEARL & DEAN Ltd		Hong Kong	100.00	F	100.00
JCDecaux OUTDOOR ADVERTISING HK Ltd		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	(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		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 NIGERIA OUTDOOR ADVERTISING Ltd		Nigeria	49.00	F	70.00
JCDecaux NORGE AS	(1)	Norway	97.69	F	100.00
AEROTOP, S.A.	(16) & (38)	Panama	63.06	F	100.00
CITY BUS STOP, S.A.	(16) & (38)	Panama	50.45	F	80.00
PUBLICIDAD AEROPUERTO DE TOCUMEN S.A.	(3) & (38)	Panama	63.06	F	100.00
JCDecaux AEROPUERTO DE LIMA SAC		Peru	100.00	F	100.00
EYE CATCHER MEDIA S.A.C.	(1) & (32)	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

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
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	(1)	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 (Pty) Ltd		South Africa	70.00	F	100.00
INTER-AFRICA OUTDOOR ADVERTISING (SOUTH AFRICA) (PTY) Ltd (formerly INTER OUTDOOR AFRICA (PTY) Ltd)		South Africa	70.00	F	100.00
JCDecaux SUBSAHARAN AFRICA HOLDINGS (Pty) Ltd		South Africa	70.00	F	100.00
CONTINENTAL OUTDOOR MEDIA (ANGOLA) Lda		Angola	70.00	F	100.00
URBANMEDIA ARGENTINA S.A.	(16) & (20)	Argentina	100.00	F	100.00
JCDecaux ARGENTINA OOH S.A.		Argentina	100.00	F	100.00
GEWISTA WERBEGESELLSCHAFT.mbH	(1)	Austria	67.00	F	67.00
PROGRESS AUSSENWERBUNG GmbH	(36)	Austria	45.10	F	51.00
PROGRESS WERBELAND WERBE. GmbH		Austria	34.17	F	51.00
ISPA WERBEGES.mbH	(36)	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
KULTURPLAKAT		Austria	67.00	F	100.00
MEGABOARD SORAVIA GmbH	(36)	Austria	45.10	F	51.00
ANKÜNDER GmbH	(36)	Austria	22.31	E	33.30
PROGRESS TIROL-VORARLBERG AUSSENWERBUNG GmbH	(3) & (36)	Austria	45.10	F	51.00
JCDecaux BILLBOARD BELGIUM		Belgium	100.00	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
JCDecaux ARTVERTISING BELGIUM		Belgium	100.00	F	100.00
INSERT BELGIUM SA	(14)	Belgium	100.00	F	100.00
JCDecaux BOTSWANA (PTY) LIMITED		Botswana	70.00	F	100.00
JCDecaux MIDIA EXTERIOR LTDA (formerly OUTFRONT MEDIA EXTERIOR Ltda)	(16) & (45) & (47) & (2)	Brazil	100.00	F	80.00
EPPAR - EMPRESA DE PANEIS A PARTICIPACOES LIMITADA	(2)	Brazil	68.01	F	80.00
JCDecaux GRANDES FORMATOS MIDIA EXTERIOR SA	(16) & (45)	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
AGENCIA PRIMA AD	(2)	Bulgaria	45.00	E*	50.00
MARKANY LINE EOOD	(22)	Bulgaria	25.00	E*	50.00
A TEAM EOOD	(2)	Bulgaria	50.00	E*	50.00
EASY DOCK EOOD		Bulgaria	50.00	E*	50.00
PRIME OUTDOOR OOD		Bulgaria	50.00	E*	50.00
JCDecaux IMAGE JSC	(3) & (25)	Bulgaria	25.00	E*	50.00
INTERNATIONAL OUTDOOR ADVERTISING HOLDING COMPANY	(16) & (46)	Cayman Islands	100.00	F	100.00
IOAHC INVESTMENTS URUGUAY COMPANY	(16) & (46)	Cayman Islands	100.00	F	100.00
IOAHC INVESTMENTS COMPANY	(16) & (2) & (46)	Cayman Islands	100.00	F	100.00
IOA PROLIX COMPANY	(16) & (46)	Cayman Islands	80.00	F	80.00
JCDecaux OOH CHILE S.A.	(16)	Chile	86.68	F	100.00
CEE MEDIA HOLDING LIMITED		Cyprus	50.00	E*	50.00
DROSFIELD ENTERPRISES LIMITED		Cyprus	50.00	E*	50.00
OUTDOOR MEDIA SYSTEMS LIMITED		Cyprus	50.00	E*	50.00
FEGPORT INVESTMENTS Ltd		Cyprus	25.00	E*	25.00
ELACORP LIMITED		Cyprus	18.75	E*	25.00
PUBLIVALLAS DE COSTA RICA S.A. (formerly PUBLIVALLAS S.A.)	(16) & (38)	Costa Rica	63.06	F	100.00
TOP MEDIA COSTA RICA, S.A.	(16) & (38)	Costa Rica	63.06	F	100.00
EUROPLAKAT Doo	(36)	Croatia	45.10	F	51.00
METROPOLIS MEDIA Doo	(19)	Croatia	45.10	F	100.00
FULL TIME Doo	(19)	Croatia	45.10	F	100.00
JCDecaux ESPANA S.L.U.	(1)	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
INTERSTATE JCDecaux LLC		United States	49.00	E*	49.00
TM OUTDOOR, LCC	(16) & (38) & (2)	United States	63.06	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
TOP MEDIA GUATEMALA, S.A.	(16) & (38)	Guatemala	63.06	F	100.00
TOP MEDIA HONDURAS, S.A.	(16) & (38)	Honduras	63.06	F	100.00
POAD		Hong Kong	49.00	E	49.00
LC OUTDOOR	(3) & (33)	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	(33)	Mauritius	56.00	F	80.00
CONTINENTAL OUTDOOR MEDIA MANAGEMENT COMPANY (MAURITIUS) Ltd		Mauritius	70.00	F	100.00
VENDOR PUBLICIDAD S DE R.L. DE C.V.	(16) & (39)	Mexico	55.21	F	100.00
FUSIONANTE VENDOR S DE R.L DE C.V.	(16) & (39)	Mexico	55.21	F	100.00
SERVICIOS ADMINISTRATIVOS AMERICA, S DE R.L DE C.V.	(16) & (39)	Mexico	55.21	F	100.00
CORPORACION DE MEDIOS INTEGRALES, S.A. DE C.V.	(3) & (39)	Mexico	55.21	F	100.00
PUBLITOP DE OCCIDENTE, S.A. DE C.V.	(3) & (39)	Mexico	55.21	F	100.00
PUBLITOP, S.A. DE C.V.	(3) & (39)	Mexico	55.21	F	100.00
JCDecaux MOZAMBIQUE LTDA	(41)	Mozambique	50.05	F	71.50
JCDecaux NAMIBIA OUTDOOR ADVERTISING (Pty) Limited		Namibia	70.00	F	100.00
TOP MEDIA NICARAGUA, S.A.	(16) & (38)	Nicaragua	63.06	F	100.00
JCDecaux OUTDOOR ADVERTISING UGANDA Ltd (formerly CONTINENTAL OUTDOOR MEDIA UGANDA Ltd)		Uganda	70.00	F	100.00
TOP MEDIA, S.A.	(16) & (30)	Panama	63.06	F	100.00
COSMO PUBLICIDAD COMPANY, S.A.	(16) & (29)	Panama	63.06	F	100.00
CENTRAL AMERICAN TOWER, S.A.	(16) & (29)	Panama	63.06	F	100.00
PUBLITOP DE PANAMA, S.A.	(16) & (38)	Panama	63.06	F	100.00
JCDecaux TOP MEDIA SERVICIOS DE PANAMA, S.A. (formerly DIGITAL TOP, S.A.)	(16) & (38)	Panama	63.06	F	100.00
PUENTES TOP, S.A.	(16) & (29)	Panama	63.06	F	100.00
TRANSTOP, S.A.	(16) & (29)	Panama	63.06	F	100.00
TOP MEDIA PANAMA, S.A. (formerly PANAMERICAN OUTDOOR ADVERTISING INC)	(16) & (38)	Panama	63.06	F	100.00
SHOP TOP, S.A.	(16) & (29)	Panama	63.06	F	100.00
TOP MEDIA PANAMA, S.A.	(16) & (29)	Panama	63.06	F	100.00
OUTDOOR SYSTEMS AMERICAS NETHERLANDS NEWCO BV	(16)	The Netherlands	86.69	F	100.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
JCDecaux CARTELERA B.V.	(16)	The Netherlands	86.69	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.	(16)	Dominican Rep.	86.68	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
BIG - MEDIA LLC	(28)	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 DISPLAYS 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
PETROVIK LLC	(28)	Russia	25.00	E*	25.00
PRIMESITE LLC		Russia	25.00	E*	25.00
PRIMESITE Ltd	(9)	Russia	25.00	E*	25.00

COMPANIES		COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
RCMO JSC		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
RUSS OUTDOOR MEDIA LLC		Russia	25.00	E*	25.00
SCARBOROUGH ASSOCIATED SA	(9)	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	(3)	Russia	12.75	E*	25.00
RINGROADMEDIA LLC	(3)	Russia	12.75	E*	25.00
VA LLC	(3)	Russia	11.25	E*	25.00
TOP MEDIA EL SALVADOR, S.A. DE C.V.	(16) & (38)	Salvador	63.06	Glob.	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 SWAZILAND (PTY) Ltd		Swaziland	70.00	F	100.00
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 KIEV LLC		Ukraine	50.00	E*	50.00
BIGBOARD LVIV		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		Ukraine	50.00	E*	50.00
MEDIA PARTNER - O		Ukraine	50.00	E*	50.00

COMPANIES	COUNTRY	% INTEREST	CONSOL. METHOD	% CONTROL*
OUTDOORAUTO	Ukraine	50.00	E*	50.00
POSTER DNEPROPETROVSK	Ukraine	50.00	E*	50.00
POSTER DONETSK	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 2017.

(3) Companies consolidated in 2017.

(4) Companies sold in 2017.

(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) The company Insert Belgium SA (Belgium) was absorbed by JCDecaux Billboard Belgium (Belgium) with retroactive effect starting on 1 January 2017.

(15) On 1 January 2017, decrease from 65% to 60% of the financial interest in the company Shanghai Shentong JCDecaux Metro Advertising Co. Ltd. (China).

(16) On 2 February 2017, dilution of the non-controlling interests of Corporacion Americana de Equipamientos Urbanos SRL (Spain) by a capital increase of JCDecaux Latin America Investments Holding S.L. (Spain) leading to a change in the percentage of ownership of the companies held by Corporacion Americana de Equipamientos Urbanos SRL (Spain) of 73.36% compared to 70% previously.

(17) The main activity of the company JCDecaux Street Furniture FZ LLC (United Arab Emirates) is Street Furniture from now on.

(18) Following the exercise of commitments to purchase non-controlling interests, JCDecaux France Holding (France) acquired the non-controlling interests of Mediakiosk (France) in the 1st semester 2017. The percentages of control and interest are now 100%.

(19) The companies Metropolis Media Doo (Croatia) and Full Time Doo (Croatia) were absorbed by Europlakat Doo (Croatia) on 28 June 2017.

(20) On 31 October 2017, sale of Urbanmedia Argentina S.A. (Argentina) held by Equipamientos Urbanos de Mexico, S.A. DE C.V. (Mexico) to JCDecaux Argentina OOH S.A. (Argentina) leading to a percentage of interest of 100%.

(21) On 11 December 2017, acquisition of the non-controlling interests of Adbooth Pty Ltd (Australia) by JCDecaux Street Furniture Pty Ltd (Australia) leading to a percentage of interest of 100%.

(22) On 18 October 2017, sale of Markany Line EOOD (Bulgaria) held by JCDecaux Bulgaria EOOD (Bulgaria) to JCDecaux Image JSC (Bulgaria) resulting in a decrease in the percentage of interest to 25%.

(23) The main activity of the company Cemusa Do Brasil LTDA (Brazil) is Transport from now on.

(24) The main activity of the company JCDecaux Midia Aeroportos Ltda (Brazil) is Transport from now on.

(25) JCDecaux Image JSC (Bulgaria) is held at 50% in joint control by JCDecaux Bulgaria EOOD (Bulgaria) and at 50% by a partner.

(26) Guangzhou Airport (China) is held at 100% by JCDecaux Advertising (Shanghai) Co. Ltd (China).

(27) On 23 October 2017, entry of a partner in the capital of JCDecaux Gabon (Gabon) leading to a percentage of interest of 40%. The company remains accounted for under the equity method (joint control).

(28) In Russia: Big-Media LLC and Petrovik LLC were absorbed by Bigboard LLC on 30 June 2017.

(29) In Panama, the entities Top Media Panama, S.A., Cosmo Publicidad Company, S.A., Central American Tower, S.A., Puentes Top, S.A., Transtop, S.A., Shop Top, S.A., and Tocumen Top Properties Inc. were absorbed by Panamerican Outdoor Advertising Inc. (Panama) on 31 August 2017.

(30) The entity Top Media, S.A. (Panama) was absorbed by JCDecaux Top Media Servicios de Panama, S.A. (Panama) on 31 August 2017.

(31) FMIDecaux Co., Ltd. (Myanmar) is held at 60% by JCDecaux Asia Singapore Pte Ltd (Singapore) and at 40% by a partner.

(32) On 30 November 2017, acquisition of the non-controlling interests of Eye Catcher Media S.A.C. (Peru) by JCDecaux Amériques Holding (France) leading to a percentage of interest of 100%.

(33) On 27 July 2017, JCDecaux (Mauritius) Ltd acquired 100% of the company LC Outdoor (Reunion Island) in exchange for the contribution of 20% of the assets of JCDecaux (Mauritius) Ltd to a partner. This new set-up is owned at 80% by JCDecaux Sub-Saharan Africa (Pty) Ltd (South Africa). The percentage of interest is 56%.

(34) On 26 October 2017, sale of the company Wall Sehir Dizayni LS (Turkey).

(35) On 12 January 2017, sale of the company Era Reklam As (Turkey).

(36) On 20 October 2017, increase of 8.40% in the ownership of the company Ankünder GmbH (Austria) by Gewista Werbegesellschaft.mbH (Austria), thus increasing the percentage of financial interest from 16.68% to 22.31%. In return Gewista Werbegesellschaft.mbH (Austria) brought to Ankünder GmbH (Austria) 49% of its interest in Megaboard Soravia GmbH (Austria) and Progress Tirol-Vorarlberg Aussenwerbung GmbH (Austria). This transaction also increased the percentage of interest of the following companies: Progress Aussenwerbung GmbH (Austria), Ispa Werbeges.mbH (Austria), and Europlakat Doo (Croatia).

[37] The main activity of the company JCDecaux Malls (Belgium) is in malls, included in the Street Furniture segment.

[38] Following an adjustment of the acquisition price of Top Media SA (Panama), the percentage of control of JCDecaux –Top Media SA (Panama) increased from 71.37% to 72.75% which had the effect of increasing the percentage of ownership of the entities held by Top Media SA (Panama).

[39] On 4 October 2017, asset swap with America Movil, S.A.B. de CV which had the effect of the entry in the consolidation scope of the Mexican companies Corporacion de Medios Intergrales, S.A. de C.V., Escato Urbano S.A. de C.V., Publitop, S.A. de C.V., Publitop de Occidente, S.A. de C.V. and the decrease in the percentage of interest to 55.21% in JCDecaux Out of Home Mexico SA de CV (Mexico) and the companies it holds.

[40] On 24 November 2017, acquisition of a 50% interest in Stoc SA de CV (Mexico) by Equipamientos Urbanos de Mexico, S.A. de C.V. (Mexico). The company is consolidated under the equity method (joint control) at 50%. The percentage of interest is 43.34%.

[41] On 4 August 2017, capital increase of 28.5% in JCDecaux Mozambique Lda (Mozambique) reserved for a new shareholder. The percentage of control is 71.5% and the percentage of interest is 50.05%.

[42] On 28 February 2017, increase in the percentage of control and interest in the company JCDecaux UZ (Uzbekistan) (72.26% compared to 70.25% previously) following the absorption of the non-consolidated company JCDTransreklama LLC (Uzbekistan) and the new ownership structure.

[43] Beijing Top Result Metro Advertising. Co. Ltd (China) is accounted for under the equity method as a result of the joint control with the Group's partner in Management.

[44] The entity JCDecaux - Cemusa OOH Italy (Italy) was absorbed by IGPDecaux Spa (Italy) with retroactive effect starting on 1 January 2017.

[45] On 23 November 2017, sale of JCDecaux OOH Uruguay S.A (Uruguay) by JCDecaux OOH Chile S.A. (Chile) to JCDecaux Amériques Holding (France) leading to an increase in the percentage of interest of 100%. This transaction had the effect of changing the percentage of interest of the companies it holds.

[46] On 25 July 2017, sale of International Outdoor Advertising Holding Company (Cayman Islands) by JCDecaux Amériques Holding (France) and Outdoor Systems Americas Netherlands Newco BV (The Netherlands) to JCDecaux Latin America Investments Holding S.L. (Spain) leading to an increase of the percentage of interest of 100%. The percentage of interest in the companies it holds increased therefore to 100% for IOAHC Investments Uruguay Company (Cayman Islands) and IOAHC Investments Company (Cayman Islands), 80% for IOA Prolix Company (Cayman Islands) and 93.34% for Publibus SA (Uruguay).

[47] On 6 November 2017, sale of JCDecaux Midia Extérior Ltda (Brazil) by JCDecaux OOH Uruguay S.A. (Uruguay) to JCDecaux Midia Aeroportos Ltda (Brazil) leading to an increase in the percentage of interest of 100%.

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 95%.

13. SUBSEQUENT EVENTS

In February 2018, JCDecaux SA proceeded with the reimbursement of its €500 million bond, issued in February 2013.

On 7 March 2018, the Supervisory Board decided to propose a €0.56 per share dividend distribution for 2017 at the General Meeting of Shareholders in May 2018.

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 2017 amounted to €81.5 million compared with €73.7 million in 2016 and mainly consisted of services charged back to the Group's various subsidiaries:

- tax, legal and financial assistance and advice;
- IT services;
- Research.

The €7.7 million increase in revenue, representing +10% growth, concerns

- management fees for €5.6 million due to the increase in the cost base in particular the IT Department;
- direct charge back costs of research amounting to €1.1 million and IT services for €1 million.

Capitalised production costs amounted to €7.6 million and related to the IT projects carried out during the year and booked to intangible assets. They amounted to €5.3 million in 2016, an increase of €2.3 million due to large-scale projects during the period, in particular SAP Core.

Reversals of amortisation, depreciation and provisions as well as expense reclassifications stood at €1.3 million versus €3.5 million in 2016 as a result of deferred charges from new bond issue costs of €3 million.

Other revenue came to €45.4 million compared with €44.9 million in 2016 and mostly covered royalties from intangible assets (trademarks, patents, know-how and other rights) invoiced to subsidiaries for €43.8 million. They also included foreign exchange gains from receivables and trade debts for €1.5 million which have been recorded as operating income since 1 January 2017 in accordance with ANC 2015-05.

Total operating income stood at €135.8 million compared with €127.4 million in 2016, an increase of 6.5%.

2.2. Totaloperating charges

Total operating charges stood at €147.8 million compared with €144.4 million in 2016, a 2.4% increase (+€3.4 million).

Other purchases and external charges stood at €74.9 million compared with €73.0 million in 2016, an increase of 2.6% (€1,9 million), and mainly consisted of:

- €36.2 million in IT subcontracting and maintenance compared with €30.9 million in 2016, an increase of €5.3 million due to increased sub-contracting in business projects booked as intangible assets and an increase in maintenance costs;
- fees of €5.1 million compared with €7.1 million in 2016, a decrease in inventories of €2.0 million explained mainly by the reduced number of external growth projects;
- administration costs and management fees charged by some subsidiaries, for €10.3 million. This amount was stable in relation to 2016.

Taxes came to €4.4 million in 2017 compared with €4.7 million in 2016, a decrease of €0.3 million linked to a partial repayment in respect of the social security solidarity tax on companies paid in 2014, 2015 and 2016.

Staff costs amounted to €47.3 million compared with €47.2 million in 2016, up €0.1 million.

Depreciation, amortisation and provisions totalled €11.5 million and were principally made up of €8.7 million in depreciation and amortisation, €1.4 million in provisions for deferred charges and €1.3 million in provisions for retirement benefits.

Other charges amounted to €9.7 million. They were essentially comprised of:

- the trademark fees paid to JCDecaux France for €7.5 million compared with €7.3 in 2016;
- provisions for foreign exchange losses in respect of liabilities and trade receivables for €1.6 million, which have been booked as EBIT since 1 January 2017, in accordance with ANC Recommendation No.2015-05.

2.3. Financial income

A net financial loss of €13.5 million was recorded in 2017 compared with a loss of €43.2 million in 2016, an improvement of €29.8 million mainly explained by:

- €22.0 million due to a lower depreciation charge net of write-down reversals of shares in 2017 compared with 2016: Net depreciation amounted to €23.9 million in 2017 and essentially concerned JCDecaux Afrique Holding shares. It amounted to €45.8 million in 2016 and mainly concerned JCDecaux Amériques Holding shares;
- €14.8 million due to provisions on loans to subsidiaries net of reversals for €2.6 million in 2017 compared with €12.3 million in 2016;
- €2 million through the increase in interest on loans to subsidiaries;
- €1.5 million through the increase in accrued interest on overdue payments: in 2017, €2 million in relation to the claim concerning the 3% dividend contribution compared with €0.5 million in 2016 concerning adjustment of withheld tax;
- €2.7 million of foreign exchange losses including changes in provisions and recorded losses and income;
- €-3 million due to an increase in interest on the bond put in place in June 2016;
- €-4.8 million due to a decrease in dividends: €23.1 million received in 2017 million compared with €27.9 million in 2016.

2.4. Non-recurring income/(charges)

Non-recurring income came to a loss of €4.7 million. It consists primarily of the loss of €6.1 million following the transfer of the Wall Sehir loan and net reversals of accelerated depreciation charges for €1.5 million.

2.5. Income tax

Income tax of €24.0 million was recorded; it was comprised of:

- €11.0 million of tax consolidation bonus and tax credits compared with €12.6 million in 2016;
- €13.0 million of income in respect of the 3% dividend contribution compared with a charge of €3.6 million in 2016;

In 2017, JCDecaux SA filed a claim for an amount of €16.6 million relating to the 3% dividend contributions from 2013 to 2017. After the Conseil constitutionnel (French Constitutional Council) ruled that the contribution was not constitutional, this amount was recorded as accrued income as at 31 December 2017, cancelling the contribution related to 2017 and generating income of €13.0 million corresponding to contributions from 2013 to 2016. Interest on overdue payments amounting to €2.0 million was booked as interest income.

2.6. Net income

Fiscal year 2017 saw a loss of €6.4 million compared with a deficit of €53.8 million in 2016.

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 INVOICES ISSUED AND NOT SETTLED AT THE DATE OF FISCAL YEAR END AND WHICH ARE IN ARREARS					
	0 days	1 to 30 days	31 to 60 days	61 to 90 days	91 days and over	Total (1 day and over)
(A) PAYMENT ARREARS TRANCHE						
Number of invoices concerned	359					486
Total amount of the invoices concerned including tax in €	7,463,312	26,080,082	174,632	1,035	2,597,048	28,852,797
Percentage of revenue including tax for the fiscal year	5.41%	18.91 %	0.13 %	0.00 %	1.88 %	20.92 %
(B) INVOICES EXCLUDED FROM (A) RELATING TO LIABILITIES AND RECEIVABLES WHICH ARE THE SUBJECT OF A DISPUTE OR NON-RECOGNISED						
Total amount of invoices not included	5,540,029					
(C) REFERENCE PAYMENT TERMS USED (CONTRACTUAL OR LEGAL TERMS - ARTICLE L. 441-6 OR ARTICLE L. 443-1 OF THE FRENCH COMMERCIAL CODE)						
Payment terms used to calculate arrears	Contractual terms: 60 days net Legal terms: 60 days net					

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-I-2 INVOICES ISSUED AND NOT SETTLED AT THE DATE OF FISCAL YEAR END AND WHICH ARE IN ARREARS					
	0 days	1 to 30 days	31 to 60 days	61 to 90 days	91 days and over	Total (1 day and over)
(A) PAYMENT ARREARS TRANCHE						
Number of invoices concerned	468					587
Total amount of the invoices concerned including tax in €	2,924,245	9,402,240	1,144,018	162,241	82,178	10,790,677
Percentage of the total amount of purchases including tax for the fiscal year	3.09%	9.93%	1.21%	0.17%	0.09%	11.40%
(B) INVOICES EXCLUDED FROM (A) RELATING TO LIABILITIES AND RECEIVABLES WHICH ARE THE SUBJECT OF A DISPUTE OR NON-RECOGNISED						
Total amount of invoices not included in €	15,055,449					
(C) REFERENCE PAYMENT TERMS USED (CONTRACTUAL OR LEGAL TERMS - ARTICLE L. 441-6 OR ARTICLE L. 443-1 OF THE FRENCH COMMERCIAL CODE)						
Payment terms used to calculate payment arrears	Contractual terms: 45 days from the end of the month in which the invoice is received Legal terms: 45 days from the end of the month in which the invoice is received					

4. NON-DEDUCTIBLE CHARGES

Expenses that are not tax-deductible, referred to in Article 223 quarter of the French General Tax Code, stood at €134,626 and generated an estimated income tax expense of €44,875.

5. RECENT DEVELOPMENT AND OUTLOOK

In 2018, JCDecaux SA will continue its Group holding and subsidiary support activity.

CORPORATE FINANCIAL STATEMENTS OF JCDecaux SA

BALANCE SHEET ASSETS

In million euros		2017	2016
Intangible assets	Gross value	66.8	97.4
	Amortisation and impairment	(45.4)	(78.5)
	Net value	21.4	18.9
Property. plant and equipment	Gross value	46.3	52.3
	Amortisation and impairment	(15.6)	(20.8)
	Net value	30.7	31.5
Financial assets	Gross value	3,664.8	3,587.4
	Write-downs	(133.2)	(112.8)
	Net value	3,531.6	3,474.6
FIXED ASSETS		**3,583.7**	**3,525.0**
Trade receivables	Gross value	41.9	53.9
	Write-downs	(0.1)	(0.1)
	Net value	41.8	53.8
Other receivables	Gross value	231.7	179.3
	Write-downs	0	0
	Net value	231.7	179.3
Cash and cash equivalents, marketable securities and fixed-term deposits		887.4	859.2
Deferred income		2.6	2.1
CURRENT ASSETS		**1,163.5**	**1,094.4**
Deferred charges		4.5	5.7
Bond repayment premiums		0.8	1.5
Unrealised foreign exchange losses		0.5	18.5
TOTAL ASSETS		**4,753.0**	**4,645.2**

BALANCE SHEET EQUITY AND LIABILITIES

In million euros		2017	2016
Share capital		3.2	3.2
Premium on share issues, mergers and contributions		721.6	718.7
Reserves		288.0	406.9
Retained earnings		(53.8)	0.0
Net income for the period		(6.4)	(53.8)
Tax-driven provisions		11.5	13.0
EQUITY		**964.1**	**1,088.1**
PROVISIONS FOR CONTINGENCIES AND LOSSES		**12.1**	**15.3**
Long-term debt	Other bonds	1,263.3	1,263.3
	Bank borrowings	2.9	1.0
	Miscellaneous facilities and other financial debt	2,449.5	2,192.9
Operating liabilities	Trade payables and related accounts	28.8	31.3
	Tax, personnel and other social liabilities	25.9	21.5
Miscellaneous liabilities	Amounts due on non-current assets and related accounts	1.3	0.5
	Other liabilities	4.9	19.1
Deferred income		0.0	0.1
LIABILITIES		**3,776.6**	**3,529.7**
Unrealised translation gains		0.2	12.0
TOTAL EQUITY AND LIABILITIES		**4,753.0**	**4,645.2**

INCOME STATEMENT

In million euros	2017	2016
NET REVENUE	81.5	73.7
Self-created assets	7.6	5.3
Reversals of amortisation, depreciation, provisions and expense reclassifications	1.3	3.5
Other revenues	45.4	44.9
TOTAL OPERATING INCOME	135.8	127.4
Other purchases and external charges	74.9	73.0
Taxes	4.4	4.7
Wages and salaries	31.8	32.4
Social security contributions	15.5	14.8
Amortisation, depreciation and provisions	11.5	11.7
Other charges	9.7	7.7
TOTAL OPERATING CHARGES	147.8	144.4
OPERATING INCOME OR LOSS	(12.0)	(17.0)
NET FINANCIAL INCOME	(13.5)	(43.2)
CURRENT INCOME/(LOSS) BEFORE TAXES	(25.5)	(60.2)
Non-recurring income	5.1	3.7
Non-recurring charges	9.8	6.2
NON-RECURRING INCOME/(CHARGES)	(4.7)	(2.5)
Employee profit-sharing	0.2	0.0
Income taxes (income +/charges -)	(24.0)	(9.0)
NET INCOME/(LOSS)	(6.4)	(53.8)

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 2017 were approved by the Executive Board on 2 March 2018 with revenue of €81.5 million, a net loss of €6.4 million and total assets of €4,753.0 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 2017 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.

1.1.2. Change in the accounting method

The method of recognition of financial instruments was revised by the ANC through regulation No. 2015-05 of 2 July 2015 concerning forward financial instruments and hedging transactions, ratified by the Order of 28 December 2015 and applicable to fiscal years opened with effect from 1 January 2017.

On the occasion of the first application of these regulations, we revised our principles for recognising instruments. This change of method did not significantly impact fiscal year 2017 results. It nevertheless generated a decrease of the total balance sheet of €23 million (translation reserve adjustment concerning assets/liabilities and accrued income/expenses regarding financial instruments).

The details of the financial instruments and accounting impacts related to these instruments are presented in Note 20.

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.

In order to benefit from the fiscal system enabling the amortisation over a twelve-month period of the expenses incurred as a result of acquiring software, recognised as fixed assets, the company recorded the difference between the book amortisation and impairment and fiscal amortisation and impairment (12 months) as accelerated depreciation. As the software acquired since 1 January 2017 no longer benefits from this system, the software already acquired at that date and in the process of being amortised continues to benefit from the exceptional system.

Other research and development expenditure incurred over the year is booked as an expense.

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 utility value.

The utility value is calculated based on the expected discounted cash flows, less net debt. Future cash flows are determined from business plans established using budget data for the first year following the closing of accounts then on the basis of assumptions for growth and changes specific to each market, reflecting expected future outlooks. The forecast horizon differs according to the business activities of the subsidiary concerned:

- 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 related to equity investments and loans are booked at their nominal value. At each end of fiscal year, they can be the subject of a write-down if there is an objective indication of an impairment loss. The value in use of these receivables and loans is then determined on the basis of the expected cash flow updated, less net debt.

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. Marketable securities

Marketable securities are valued at acquisition cost. An impairment loss is recognised if the year-end carrying value is lower than cost.

1.2.2.3. Prepaid expenses

In accordance with the accrual basis principle, expenses relating to 2018 and thereafter are recorded in this account.

1.2.3. Liabilities

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 2018 and thereafter is recorded in this account.

1.2.4. Foreign currency transactions and financial instruments

Payables, receivables and cash denominated in foreign currencies are shown on the balance sheet at their euro equivalent value using year-end exchange rates.

For non-hedged transactions, any difference resulting from foreign exchange translation adjustments concerning liabilities and receivables at the above-mentioned exchange rate is recorded in the balance sheet under "translation reserve adjustment"; and the unrealised currency losses are the subject of a provision for foreign exchange losses.

For hedged translations, a financial instrument is valued in other liabilities or other receivables at its fair value, the difference between this value and the valuation gap of the underlying value at the historic rate versus the closing price is recorded as EBIT or financial result depending on the nature of the underlying currency.

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.

1.2.5. Income taxes

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 Competitiveness and employment tax credit for 2016 was €286,054 and was used to fund research and innovation projects in 2017.

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

92200 Neuilly sur Seine

3. INTANGIBLE ASSETS

In million euros	VALUE ON 01/01/2017	INCREASE	REDUCTION	VALUE ON 31/12/2017
Gross value	97.4	12.5	43.1	66.8
Depreciation and impairment	(78.5)	(5.8)	(38.9)	(45.4)
NET VALUE	**18.9**	**6.7**	**4.2**	**21.4**

GROSS VALUE *In million euros*	VALUE ON 01/01/2017	INCREASE	REDUCTION	VALUE ON 31/12/2017
Patents, licences and software	93.9	4.9	38.9	59.9
Intangible assets under development	3.5	7.6	4.2	6.9
TOTAL	**97.4**	**12.5**	**43.1**	**66.8**

DEPRECIATION AND IMPAIRMENT *In million euros*	VALUE ON 01/01/2017	INCREASE	REDUCTION	VALUE ON 31/12/2017
Patents, licences and software	(78.5)	(5.8)	(38.9)	(45.4)
TOTAL	**(78.5)**	**(5.8)**	**(38.9)**	**(45.4)**

Software no longer used was written off for €38.9 million; this amount had been completely amortised.

4. PROPERTY, PLANT AND EQUIPMENT

In million euros	VALUE ON 01/01/2017	INCREASE	REDUCTION	VALUE ON 31/12/2017
Gross value	52.3	2.8	8.8	46.3
Depreciation and impairment	(20.8)	(3.0)	(8.2)	(15.6)
NET VALUE	**31.5**	**(0.3)**	**0.5**	**30.7**

GROSS VALUE *In million euros*	VALUE ON 01/01/2017	INCREASE	REDUCTION	VALUE ON 31/12/2017
Street furniture	2.0	0.1	0.6	1.5
Technical installations, machinery and equipment	4.6	1.4	0.5	5.5
Transport equipment	29.3	-	-	29.3
Office, IT and other equipment	16.2	0.7	7.6	9.3
Assets under construction	0.2	0.6	0.1	0.7
TOTAL	**52.3**	**2.8**	**8.8**	**46.3**

DEPRECIATION AND IMPAIRMENT *In million euros*	VALUE ON 01/01/2017	INCREASE	REDUCTION	VALUE ON 31/12/2017
Street furniture	(1.4)	(0.1)	(0.6)	(0.9)
Technical installations, machinery and equipment	(2.7)	(0.5)	-	(3.2)
Transport equipment	(2.3)	(1.4)	-	(3.7)
Office, IT and other equipment	(14.4)	(1.1)	(7.6)	(7.9)
TOTAL	**(20.8)**	**(3.0)**	**(8.2)**	**(15.6)**

5. FINANCIAL ASSETS

In million euros	VALUE ON 01/01/2017	INCREASE	REDUCTION	VALUE ON 31/12/2017
Equity investments	2,922.1	-	0.8	2,921.3
Loans to affiliates	482.8	51.5	17.8	516.5
Loans and other long-term investments	182.5	156.7	112.2	227.0
GROSS VALUE	**3,587.4**	**208.2**	**130.8**	**3,664.8**
Write-downs on equity investments	(69.6)	(24.0)	(0.8)	(92.8)
Write-downs of receivables from subsidiaries and loans	(43.2)	(1.5)	(4.4)	(40.3)
WRITE-DOWNS	**(112.8)**	**(25.5)**	**(5.2)**	**(133.2)**
NET VALUE	**3,474.6**	**182.7**	**125.6**	**3,531.6**

The increase or decrease in loans corresponds to new loans and to the repayment of loans granted to subsidiaries. The main increases in related receivables and loans expressed as gross value concern two subsidiaries: Sky High GmbH for €99 million and JCDecaux Amériques Holding for €36 million.

As of 31 December 2016, write-downs on equity investments essentially concerned the shares of the subsidiary JCDecaux Amériques Holding (€51 million). The €24 million increase in 2017 mainly corresponds to the write-down of JCDecaux Afrique Holding shares (€22 million).

Write-downs of receivables from subsidiaries and loans mainly concern JCDecaux Israel (€33 million).

6. CASH AND CASH EQUIVALENTS, MARKETABLE SECURITIES AND FIXED-TERM DEPOSITS

In million euros	2017	2016
Marketable securities	44.0	306.5
Bank	318.4	62.7
Term deposits for more than a year	0.0	200.0
Term deposits for less than a year	525.0	290.0
TOTAL	**887.4**	**859.2**

The Bank position essentially corresponds to interest-bearing current accounts.

7. DEFERRED CHARGES

In million euros	2017	2016
Loan issuing costs	4.5	5.7
TOTAL	**4.5**	**5.7**

Bond issue costs relate to:

- a confirmed revolving credit facility put in place in February 2012, maturity date July 2022, with its last amendment dating back to 2015 and in respect of which two extension options were signed;
- the issue in February 2013 of a €500 million bond maturing in February 2018;
- the issue in June 2016 of a €750 million bond maturing in June 2023.

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	OVER ONE YEAR NO MORE THAN 5 YEARS	OVER FIVE YEARS
Receivables	1,019.6	297.7	721.9	
Liabilities	3,776.6	1,008.9	2,767.7	

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.

Financial debt

JCDecaux SA's debt in relation to entities that are not its direct or indirect subsidiaries is made up for the most part of the €500 million bond issued in February 2013 maturing in February 2018, and the €750 million bond issued in June 2016 maturing in June 2023.

As of 31 December 2017, JCDecaux SA had a €825 million unused committed revolving credit facility. The maturity of this credit facility has been extended to July 2022 following the exercise of two extension options in 2016 and 2017.

This facility requires to be compliant with the following ratio: net financial debt/operating margin strictly lower than 3.5. As of 31 December 2017, JCDecaux SA complied with this covenant with a ratio significantly under required limits.

9. DEFERRED INCOME

In million euros	2017	2016
Miscellaneous	2.6	2.1
PREPAID EXPENSES	**2.6**	**2.1**
Miscellaneous	0.0	0.1
DEFERRED INCOME	**0.0**	**0.1**

Prepaid expenses correspond essentially to computer maintenance contracts.

10. EQUITY

In million euros	01/01/2017	ALLOCATION OF THE 2016 RESULTS	CHANGES 2017	31/12/2017
Share capital	3.2		0.0	3.2
Additional paid-in capital	315.6		2.9	318.5
Merger premium	159.1			159.1
Contribution premium	244.0			244.0
Legal reserve	0.3			0.3
Other reserves	406.6		(119.0)	287.6
Retained earnings	0	(53.8)		(53.8)
Net income for the period	(53.8)	53.8	(6.4)	(6.4)
NET POSITION	**1,075.1**	**0.0**	**(122.5)**	**952.6**
Tax-driven provisions	13.0		(1.5)	11.5
TOTAL EQUITY	**1,088.1**	**0.0**	**(124.0)**	**964.1**

As of 31 December 2017, the share capital amounted to €3,242,237.80 made up of 212,676,701 fully paid-up shares of the same category.

During the year, 129,046 shares were created following the exercise of stock options.

Details of stock options plan [1]:

	Plan 2017	Plan 2016	Plan 2015	Plan 2014	Plan 2012	PLAN 2011
Date of grant	13/02/2017	17/02/2016	16/02/2015	17/02/2014	21/02/2012	17/02/2011
End date for acquiring rights	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	340,880	834,972	485,321	594,664	179,553	61,918

[1] JCDecaux SA did not grant a stock option plan in 2013.

[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 2017, JCDecaux Holding held 63.97% of the Company's share capital (i.e. 136,048,127 shares).

In accordance with the Combined Extraordinary and Ordinary General Meeting of Shareholders of 11 May 2017, the Company paid a total of €119 million in dividends.

Tax-driven provisions consist of accelerated depreciation.

11. PROVISIONS FOR CONTINGENCIES AND LOSSESS

In million euros	VALUE ON 01/01/2017	ALLOCATIONS	REVERSALS	VALUE ON 31/12/2017
PROVISIONS FOR CONTINGENCIES				
Provision for litigation	0.3	-	0.2	0.1
Provision for foreign exchange losses	3.6	0.2	3.6	0.2
Others	0.7	-	0.3	0.4
PROVISIONS FOR LOSSES				
Provision for retirement benefits and other long-term benefits	10.7	1.3	0.6	11.4
TOTAL	**15.3**	**1.5**	**4.7**	**12.1**

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:

31 DECEMBER	2017
Discount rate	1.50%
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	10.4	0.3	10.7
Service cost	0.6	0.0	0.6
Interest expense	0.2	0.0	0.2
Impact of acquisitions /transfers on liabilities	0.0	0.0	0.0
Actuarial gains/losses	0.5	0.0	0.5
Benefits paid	(0.6)	0.0	(0.6)
BENEFIT OBLIGATION AT THE END OF THE YEAR	**11.1**	**0.3**	**11.4**

12. UNRECOGNISED TAX ASSETS OR LIABILITIES

Decrease (+) and increase (-) in the future tax debt

In million euros	2017	2016
Provision for retirement benefits	11.1	10.4
Other provisions	0.2	3.7
Social security tax	0.1	0.2
Provisions for loan write-downs	40.5	43.1
Unrealised foreign exchange gains/ losses	(0.3)	(3.1)
TOTAL	**51.5**	**54.3**

13. EBIT

13.1. Revenue

In million euros	2017	2016
France	40.1	37.2
Export	41.5	36.5
REVENUE	**81.5**	**73.7**

Revenue includes support and consulting services provided to JCDecaux subsidiaries covering administrative, technical, IT and legal, real estate, labour relations and industrial issues.

13.2. Other operating income

In million euros	2017	2016
Self-created assets	7.6	5.3
Reversals of amortisation, depreciation, provisions and expense reclassifications	1.3	3.5
Other revenues	45.4	44.9
OTHER OPERATING INCOME	**54.3**	**53.7**

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.

13.3. Operating charges

In million euros	2017	2016
Other purchases and external charges	74.9	73.0
Taxes	4.4	4.7
Wages and salaries	31.8	32.4
Social security contributions	15.5	14.8
Amortisation, depreciation and provisions	11.5	11.7
Other charges	9.7	7.7
OPERATING CHARGES	**147.8**	**144.4**

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.

14. NET FINANCIAL INCOME

In million euros	2017	2016
Income from equity investments	23.1	28
Revenue from other receivables and other financial income	14.8	11.2
Interest charges and similar charges	(24.8)	(21.7)
Net foreign exchange gains/losses	(8.2)	1.2
Reversals of provisions and expense reclassifications	8.1	6.2
Amortisation, depreciation and provisions	(26.5)	(68.1)
NET FINANCIAL INCOME	**(13.5)**	**(43.2)**

As at 31 December 2017, amortisation, depreciation and provisions concerned, in particular, the shares of the JCDecaux Afrique Holding subsidiary.

15. NON-RECURRING INCOME AND EXPENSES

In million euros	2017	2016
Net carrying amount of PP&E and intangible assets sold	0.3	0.0
Net carrying amount of financial assets sold	6.9	0.0
Accelerated depreciation charge	2.6	6.2
TOTAL NON-RECURRING INCOME	**9.8**	**6.2**

In million euros	2017	2016
Income from PP&E and intangible assets sold	0.3	0.0
Reversal on financial asset write-downs	0.8	0.0
Reversal of accelerated depreciation	4.1	3.7
TOTAL NON-RECURRING INCOME	**5.1**	**3.7**
NON-RECURRING INCOME	**(4.7)**	**(2.5)**

Non-recurring income came to a loss of €4.7 million. It is mainly made up of the loss of €6.1 million following the transfer of the Wall Sehir loan and net reversals of accelerated depreciation for an amount of €1.5 million.

16. ACCRUED EXPENSES AND INCOME

In million euros	2017	2016
ACCRUED EXPENSES		
LONG-TERM DEBT		
Other bonds	13.3	13.3
Bank borrowings	0.6	0.8
Other borrowings and long-term debt	-	-
OPERATING LIABILITIES		
Trade payables and related accounts	15.5	14.5
Tax, personnel and other social liabilities	12.5	14.7
MISCELLANEOUS LIABILITIES		
Amounts due on non-current assets and related accounts	0.8	0.1
Other liabilities	4.4	15.9

In 2016, the "Other liabilities" item included accrued expenses concerning financial instruments that were no longer recognised in 2017 as they had been offset by translation reserve adjustment assets after ANC Regulation No. 2015-05 was adopted.

In million euros	2017	2016
ACCRUED INCOME		
FINANCIAL ASSETS		
Loans to affiliates	0.4	0.5
Loans	1.1	1.3
TRADE RECEIVABLES AND RELATED ACCOUNTS	5.2	5.8
OTHER RECEIVABLES	0.3	11.5
CASH AND CASH EQUIVALENTS	0.1	3.5

In 2016, the "Other receivables" item included accrued income concerning financial instruments which were no longer recognised in 2017 as they had been offset by translation reserve adjustment liabilities after ANC Regulation 2015-05 was adopted

17. BREAKDOWN OF INCOME TAX

In million euros	RESULTS BEFORE TAXES	INCOME TAX	RESULTS AFTER TAXES
Current income	(25.5)	0.4	(25.1)
Non-recurring income	(4.7)	1.6	(3.1)
Employee profit-sharing	(0.2)	0.0	(0.2)
Tax consolidation bonus		9.0	9.0
Contribution on dividends		13.1	13.1
Net income	(30.4)	24.0	(6.4)

Income taxes (income +/charges -)

A claim was filed contesting the constitutionality of the 3% contribution to dividends in respect of the periods from 2012 to 2017. Income of €13.1 million was recorded to cancel the expenses booked during the period from 2012 to 2016. Interest on overdue payments amounting to €2.0 million was booked as interest income.

18. OFF-BALANCE SHEET COMMITMENTS, OTHER THAN FINANCIAL INSTRUMENTS

In million euros	31/12/2017	31/12/2016
COMMITMENTS GIVEN		
Business guarantees	113.7	117.7
Other guarantees	218.2	209.8
Commitments on securities	-	-
TOTAL	**332.0**	**327.5**
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.

Commitments on securities are mainly granted and received in the context of external growth transactions.

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.

19. 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.

Such risks are 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 2017, the Company had entered into the following transactions:

In million euros	FINANCIAL AND COMMERCIAL ASSETS	LIABILITIES AND EQUITY FINANCIAL AND COMMERCIAL ASSETS	ASSETS - LIABILITIES AND EQUITY	OFF BALANCE SHEET [1]	DIFFERENCE
AED	2.5	45.0	(42.5)	42.8	0.3
AUD	0.2	5.7	(5.4)	5.6	0.2
BHD	0.0	3.2	(3.2)	3.2	0.0
DKK	17.4	0.0	17.4	(17.1)	0.3
HKD	0.5	139.0	(138.5)	140.5	2.0
ILS	43.5	0.0	43.5	(42.8)	0.6
JPY	12.7	0.0	12.7	(12.6)	0.0
MXN	5.4	2.3	3.1	(1.6)	1.5
OMR	0.2	2.5	(2.3)	2.5	0.2
PEN	2.4	0.2	2.2	(2.4)	(0.2)
PLN	2.2	0.0	2.2	(2.1)	0.1
QAR	0.6	0.0	0.6	(0.3)	0.3
SAR	0.0	1.5	(1.5)	1.6	0.1
USD	19.1	1.2	17.9	(14.5)	3.3
ZAR	24.9	0.4	24.6	(21.1)	3.4
Others	7.3	6.4	0.8	0.0	0.8
TOTAL	**138.9**	**207.4**	**(68.5)**	**81.5**	**13.0**

(1) Forward purchases and sales and short-term foreign exchange swaps at the closing rate.

As of 31 December 2017, the market value of these financial instruments (theoretical cost of liquidation) was €-3.5 million.

20. MANAGEMENT COMPENSATIONS

Directors' fees paid in 2017 to members of the Supervisory Board amounted to €337,125.

Compensation and benefits paid in 2017 to members of the Executive Board with respect to their terms of office amounted to €3,344,459.

21. HEADCOUNT

The headcount breakdown by employee category is as follows (full-time equivalent):

CATEGORY	2017	2016
Managers	1	1
Executives	323	306
Supervisors	87	84
Employees	38	39
TOTAL	**449**	**430**

22. TRANSACTIONS CARRIED OUT WITH RELATED COMPANIES

BALANCE SHEET ITEMS *(expressed as gross value)*	2017	2016
FINANCIAL ASSETS		
Equity investments	2,770.3	2,771.1
Loans to affiliates	516.5	482.8
Loans	226.8	182.3
Deposits and securities paid	0.1	0.1
RECEIVABLES		
Trade receivables and related accounts	41.7	53.8
Other receivables	43.9	160.1
Prepaid expenses	-	-
LIABILITIES		
Miscellaneous loans and long-term debt	2,299.5	2,192.7
Trade payables and related accounts	11.4	16.9
Other liabilities	0.7	3.3
Amounts due on non-current assets and related accounts	-	-
Deferred income	-	-

INCOME STATEMENT ITEMS	2017	2016
OPERATING CHARGES	27.3	25.7
OPERATING INCOME	125.5	118.6
INTEREST EXPENSE		
Interest and similar charges	2.5	1.9
INTEREST INCOME		
Income from equity investments	23.2	27.9
Interest and similar income	11.0	8.5
Other financial income	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.

23. FEES OF THE AUDITORS

In 2017, the amounts of auditors' fees were as follows:

In thousand euros	EY	KPMG
Certification of individual and consolidated financial statements and limited examination	444	371
Services other than certification of the financial statements [1]	83	4
TOTAL	**527**	**375**

[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 2016, the amounts of auditors' fees were as follows:

In thousand euros	EY	KPMG
Certification of individual and consolidated financial statements and limited examination	465	363
Services other than certification of the financial statements [1]	143	125
TOTAL	**608**	**488**

[1] Services in addition to certifying financial statements mainly correspond to affidavits concerning revenue, income tax, the social and environmental report and due diligences.

24. SUBSEQUENT EVENTS

In February 2018, JCDecaux SA repaid its €500 million bond issued in February 2013.

25. SUBSIDIARIES AND EQUITY INVESTMENTS AS OF 31/12/2017

COMPANIES	SHARE CAPITAL IN €K	OTHERS SHAREHOLDER'S EQUITY (1) IN €K	CAPITAL INTEREST IN %	CARRYING VALUE OF SHARES HELD IN €K		LOANS AND ADVANCES GRANTED BY THE COMPANY AND NOT REPAID IN €K	AMOUNT OF GUARANTEES AND SECURITY DEPOSITS GIVEN BY THE COMPANY IN €K	NET REVENUE IN FISCAL YEAR 2017 IN €K	NET PROFIT (OR LOSS) FOR FISCAL YIELD 2017 IN €K	DIVIDENDS RECEIVED BY THE COMPANY IN €K
				GROSS	NET					
A – SUBSIDIARIES IN FRANCE WITH A STAKE IN EXCESS OF 50% OF THE SHARE CAPITAL										
JCDecaux France	7,023	843,173	100	1,304,941	1,304,941			670,816	42,620	
JCDecaux Asie Holding	6,525	179,899	100	54,691	54,691			-	28,966	
JCDecaux Amériques Holding	297,000	(58,972)	100	297,000	245,688	316,811		-	(9,668)	
JCDecaux Afrique Holding	50,000	371	100	50,000	27,620	37,974		-	(23,148)	
JCDecaux Europe Holding	581,922	359,004	100	622,224	622,224	77,000		-	45,890	
JCDecaux France Holding	31,204	35,702	100	31,769	31,769	21,162		-	(82)	
International Bike Technology (not consolidated)	1	1	100	37	2			-	NS	
B - EQUITY INVESTMENTS IN FRANCE BETWEEN 10 AND 50% OWNED										
METROBUS (parent company financial statements)	1,840	2,994	33	17,886	17,886			162,096	6,709	1,200

[1] Equity excluding share capital and net income for the year.

COMPANIES	SHARE CAPITAL IN CURRENCY K	OTHER SHAREHOLDER'S EQUITY (1) IN CURRENCY K	CAPITAL INTEREST IN %	CARRYING VALUE OF SHARES HELD IN €K		LOANS AND ADVANCES GRANTED BY THE COMPANY AND NOT REPAID IN €K	AMOUNT OF GUARANTEES AND SECURITY DEPOSITS GIVEN BY THE COMPANY IN €K	REVENUE EX. TAX FOR 2017 IN €K	NET PROFIT (OR LOSS) IN FISCAL YEAR 2017 IN €K	DIVIDENDS RECEIVED BY THE COMPANY IN 2017 IN €K
				GROSS	NET					
C – FOREIGN SUBSIDIARIES WITH A STAKE IN EXCESS OF 50% OF THE SHARE CAPITAL										
JCDecaux Street Furniture Belgium (Belgium)	269 EUR	630,131 EUR	100	355,493	355,493			29,953	75,817	
JCDecaux Eesti OU (Estonia)	3 EUR	3,250 EUR	100	10,838	10,838			5,737	1810	
JCDecaux Mestsky Mobiliar Spol Sro (Czech Republic)	120,000 CZK	(48,096) CZK	96.20	3,092	3,092	4,901		8,870	197	
JCDecaux Korea Inc (South Korea)	1,000,000 KRW	8,197,837 KRW	50	1,424	1,424			12,828	1,975	1,458
AFA JCDecaux A/S (Denmark)	7,200 DKK	73,261 DKK	50	2,209	2,209	16,639		24,667	1,569	
JCDecaux UZ (Uzbekistan)	3,511,652 UZS	4,180,713 UZS	65.52	1,197	1,045			543	41	
JCDecaux Israel Ltd (Israel)	109 ILS	(91,110) ILS	92	19	0	42,961		10,618	(1,514)	
JCDecaux Small Cells (UK)	NS EUR	(4,189) EUR	70	NS	NS	3,545		136	(753)	
VIOOH Limited	NS GBP	NS GBP	100	NS	NS			445	(1,515)	
JCDecaux Monaco (non-consolidated)	15 EUR	(50) EUR	70	15	15			67	(19)	
D – EQUITY INVESTMENTS ABROAD BETWEEN 10 AND 50% OWNED										
APG/SGA SA (Switzerland)	7,800 CHF	81,150 CHF	30	133,084	133,084			60,977	58,249	19,811
IGP Decaux Spa (Italy)	11,086 EUR	52,734 EUR	20.48	34,861	16,169			120,929	8,146	614
E – OTHERS FOREIGN EQUITY INVESTMENTS LESS THAN 10% OWNED BUT THE GROSS VALUE OF WHICH IS MORE THAN 1% OF THE COMPANY'S CAPITAL										
JCDecaux Artvertising Belgium (Belgium)	1,735 EUR	285 EUR	9.29	274	196			64	72	
JCDecaux Portugal Mobiliario Urbano Lda (Portugal)	1,247 EUR	4,135 EUR	0.15	253	94			27,728	7,763	64

(1) Equity excluding share capital and net income for the year.

26. STATEMENT OF THE RESULTS OF THE LAST FIVE FISCAL YEARS

NATURE OF INFORMATION	2013	2014	2015	2016	2017
I - SHARE CAPITAL AT END OF YEAR					
a) Share capital (in euros)	3,407,037	3,413,859	3,236,483	3,240,271	3,242,238
b) Number of ordinary shares	223,486,855	223,934,334	212,299,238	212,547,655	212,676,701
II - TRANSACTIONS AND RESULTS FOR THE FISCAL YEAR (IN EUROS)					
a) Revenue excluding taxes	64,841,301	73,727,961	73,601,300	73,748 553	81,530,512
b) Income before taxes, profit sharing and calculated expenses (amortisation and provisions)	(5,424,035)	6,507,809	14,390,330	13,085,959	(3,524,636)
c) Income taxes	1,528,323	(4,002,013)	(10,572,740)	(9,038,359)	(24,045,707)
d) Employee profit-sharing	-	-	-	-	161,475
e) Income after taxes, profit-sharing and calculated expenses (amortisation and provisions)	(16,156,445)	6,302,519	11,385,314	(53,758,194)	(6,355,014)
f) Dividends distributed	107,273,690	111,967,167	118,887,573	119,026,687	(1)
III - EARNINGS PER SHARE (IN EUROS)					
a) Income after taxes and profit-sharing but before calculated expenses	(0.03)	0.05	0.12	0.10	0.10
b) Income after taxes, employee profit-sharing and calculated expenses	(0.07)	0.03	0.05	(0.25)	0.03
c) Net dividend per share	0.48	0.50	0.56	0.56	(1)
IV - PERSONNEL					
a) Average headcount during the year	368	395	425	430	449
b) Payroll expenditure for the year (in euros)	26,889,440	29,268,640	30,925,910	32,405,855	31,809,188
c) Total paid out in social benefits during the fiscal year (Social Security, welfare activities, etc.) (in euros)	12,894,458	14,474,829	14,682,804	14,821,675	15,516,065

[1] Subject to approval by the General Meeting of Shareholders of the proposed allocation of 2017 earnings

DIGITAL LCD FREE STANDING STREET FURNITURE
Hamburg
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. JCDecaux become the #3 player in the OOH Australian market.

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.

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 November 2016, when drafting this report on corporate governance, in accordance with Article L. 225-68 of the French Commercial Code. The Code can be viewed on the website of the MEDEF 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 said Code, except for the following recommendations which were altered slightly in light of the governance structure and specific nature of the Company:

RECOMMENDATION OF THE AFEP-MEDEF CODE	EXPLANATION
Article 24-3-3 : 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 have declined 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 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 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.
Article 24-3-3 : The resolution for authorising the award plan submitted to a vote at the meeting of shareholders must mention this maximum percentage in the form of an award sub-ceiling for company Officers.	The Company has temporarily waived this recommendation for the following reasons: - the Chairman of the Executive Board and the Chief Executive Officer have declined their stock options since the Company has been listed on the stock market. Only Jean-Sébastien Decaux, David Bourg, Emmanuel Bastide and Daniel Hofer are eligible for the stock options plans, if any. For information purposes, during the 2017 fiscal year, 29,989 stock options were granted to members of the Executive Board, representing only 0.4% of the total allocation ceiling set at 4% of the share capital on the date of the Executive Board's decision to grant; - no bonus shares were granted to members of the Executive Board since the start of their mandates. The Company intends to implement this recommendation at the next General Meeting of Shareholders to be held on 17 May 2018.

1.2. Governance structure

1.2.1. The Executive Board

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.

Composition

At 31 December 2017, the Executive Board was comprised of six members appointed by the Supervisory Board: Jean-François Decaux (Chairman of the Executive Board), Jean-Charles 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-François Decaux and Jean-Charles 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.

Operation

The Executive Board meets at least once a month for an entire 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.

Work

In 2017, the Executive Board met 14 times, with a member attendance rate of 98.81%.

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, 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, granting of stock options, the terms and conditions for 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

Duties

The Supervisory Board's' role is the continuous supervision of the Company's management by the Executive Board.

Composition

At 31 December 2017, the Supervisory Board was comprised of eleven members: Gérard Degonse (Chairman), Jean-Pierre Decaux (Vice Chairman), Michel Bleitrach, Alexia Decaux-Lefort, Bénédicte Hautefort, Pierre Mutz, Pierre-Alain Pariente, Marie-Laure Sauty de Chalon, Xavier de Sarrau, Leila Turner (appointed by the General Meeting of Shareholders) and Sylvie Lelouarn (appointed by the Works Council).

The members of the Supervisory Board were all appointed for a three-year term, with the exception of Pierre-Alain Pariente who was appointed for a one-year term, in accordance with statutory provisions on the age limit of Board members.

Terms of office are spread out so as to avoid (re)appointing members of the Supervisory Board all at once and instead facilitate (re) appointing them in a staggered manner.

Member of the Supervisory Board representing employees

By virtue of Article L. 225-79-2 of the French Commercial Code, the Supervisory Board includes a member representing employees who is appointed for a term of up to four years by the Works Council.

The member of the Supervisory Board representing employees has the same rights, obligations and responsibilities as other members of the Supervisory Board.

Sylvie Lelouarn was appointed as the member of the Supervisory Board representing employees by the Works Council on 29 October 2015 for a term of three years in replacement of Maurice Ducrocq who passed away in August 2015.

Pursuant to the provisions of Article L. 2323-65 of the French Labour Code, since the appointment of a member of the Supervisory Board representing the employees, only one representative of the Workers' Council is appointed and may attend the sessions of the Supervisory Board, on a purely advisory basis.

Balanced representation between men and wome

At 31 December 2017, of the Supervisory Board's ten members, four were women (not including the member of the Supervisory Board representing employees, who is not factored into the calculation of women on the Board, pursuant to Article L. 225-79 of the French Commercial Code).

Independence of the Supervisory Board members

The Supervisory Board applies the AFEP-MEDEF criteria to assess the independence of its members, which notably state that members must:

- not be or have been in the past five years an employee or executive corporate officer of JCDecaux SA or an employee, executive corporate officer or director of an entity consolidated by JCDecaux SA or of JCDecaux Holding or of an entity consolidated by JCDecaux Holding
- not be an executive corporate officer of an entity of which JCDecaux SA is a director, whether directly or indirectly, or of which an employee or executive corporate officer of JCDecaux SA is a director or was so less than five years ago
- not be a major customer, supplier, commercial or investment banker of JCDecaux SA or its Group or for which JCDecaux SA or its Group accounts for a significant portion of its business
- not have any close family ties with a corporate officer
- not have been a statutory auditor of the Company in the past five years
- not be a member of the Supervisory Board of JCDecaux SA for more than 12 years.

The Compensation and Nominating Committee annually verifies that each member of the Supervisory Board meets the independence criteria. The criteria is then reviewed by the Supervisory Board.

As part of its analysis of the independence of each member of the Supervisory Board, the Board has taken account of the different relationships that may exist between its members and the Group and has concluded that none of these relationships are of a nature that would undermine their independence. Both quantitative and qualitative criteria are used by the Board to determine the existence of significant business relationships likely to affect the independence of any member of the Board. These notably include a review of sums paid or received over the course of the year by companies of which the independent members of the Supervisory Board are managers or employees, in addition to an analysis of the nature of existing relationships with these companies.

In 2017, 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.

Diversity of members of the Supervisory Boar

The Supervisory Board regularly reviews the desirable balance within its membership and the membership of its committees, seeking in particular a balanced gender representation and a high level of diversity in terms of experience and expertise. It is with this in mind that the Supervisory Board, based on a recommendation from the Compensation and Nominating Committee, proposed to the General Meeting of Shareholders of 11 May 2017 to expand its membership by appointing three women as members of the Supervisory Board (Bénédicte Hautefort, Marie-Laure Sauty de Chalon and Leila Turner), thereby increasing the Board's composition from nine to eleven members (the profiles and expertise of the new members are presented in detail on page 226 and following of this report).

The quality of Supervisory Board deliberations is guaranteed by the competence of its members based on their experience and grasp of the Group's business and the interests of shareholders and employees, their integrity, the complementary nature of their qualifications, and their involvement.

Training

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.

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 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 recorded in writing and are approved at the next meeting.

Furthermore, in accordance with Article 3.6 of 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 2017, one meeting of the Supervisory Board took place without the members of the Executive Board. This reunion, inter alia, allowed the members of the Supervisory Board to discuss aspects relating to the compensation of the executive corporate officers, without the presence thereof.

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.

These Rules of Procedure are available on the Company's website (http://www.jcdecaux.com/sites/default/files/assets/document/2016/12/reglementinterieurduconseildesurveillance-071216.pdf - in French only).

Work

In 2017, the Supervisory Board met seven times, three times by conference call, in accordance with legal provisions and the Articles of Association, with a member attendance rate of 88.46%.

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.

Moreover, the following subjects were 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
- specific matters such as changes in the composition of the Supervisory Board and the Audit Committee, the re-election of the Vice Chairman of the Supervisory Board, the presentation of the Group's digital transformation, post-investment analysis, authorisation to issue specific guarantees, the sustainable development strategy, and the implementation within the Group of the Sapin II law and the Due Diligence Act.

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 2017 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:

- the organisation, on a more regular basis, of meetings of members of the Supervisory Board and all members of the Executive Board
- access, through a secure digital platform, to the minutes of committee meetings for the members of the Supervisory Board as well as the Group's risk mapping.

Suggestions made by members of the Supervisory Board as part of the 2016 assessment were taken into account in 2017. As a result, the members of the Supervisory Board and of the committees now have access to a dedicated secure digital platform that enables them to view and manage the documentation for meetings of the Supervisory Board and its committees.

1.2.3. The Committees

The Supervisory Board is assisted by two committees:

Audit Committee

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:

- recommending the (re)appointment of the Statutory Auditors to the Supervisory Board for approval by the General Meeting of Shareholders in line with the provisions of Article 16 of Regulation (EU) No. 537/2014

- monitoring the performance by the Statutory Auditors of their mission
- 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.

Composition

At 31 December 2017, the Audit Committee was comprised of 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 226 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.

Operation

The Audit Committee meets at least twice a year and habitually two days before the Supervisory Board meetings that 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 2017, the Audit Committee met four times, with a 91.67% 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
- specific matters such as the analysis of agreements entered into between a Company subsidiary and a subsidiary of the controlling shareholder, presentation of changes in IFRS 15 and 16 and one point on the implementation of the General Data Protection Regulation.

The Compensation and Nominating Committee

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.

It also draws up a succession plan for members of the Executive Board.

Composition

At 31 December 2017, the Compensation and Nominating Committee was comprised of four members: Pierre Mutz (Chairman-Independent Member), Michel Bleitrach (Independent Member), Gérard Degonse and Sylvie Lelouarn (member of the Supervisory Board representing the employees).

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.

Operation

The Compensation and Nominating Committee meets at least once 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 2017, the members of the Supervisory Board discussed aspects of the compensation of the executive corporate officers, without the presence thereof.

Work

In 2017, the Compensation and Nominating Committee met four times, once by conference call, with a member attendance rate of 100%

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 the compensation, the directors' fees payable to Supervisory Board members, the review of the principles for dividing directors' fees between the Supervisory Board and the committees and the review of the succession plan for Executive Board members
- specific matters such as changes in the composition of the Supervisory Board and the Audit Committee and, in particular, the review of nominations for the position of member of the Supervisory Board.

1.2.4. Changes in the composition of the Supervisory Board and its committees in 2017

	APPOINTMENT	RE-ELECTION	EXPIRY OF TERM OF OFFICE	COMMENTS
JEAN-PIERRE DECAUX		✔		On 11 May 2017, Jean-Pierre Decaux was re-elected as a member of the Supervisory Board for a two-year term and was reappointed as Vice Chairman of the Supervisory Board for the term of his office.
PIERRE-ALAIN PARIENTE		✔		On 11 May 2017, Pierre-Alain Pariente was re-elected as a member of the Supervisory Board for a one-year term in accordance with statutory provisions on the age limit of members of the Board (Article 16.1).
MONIQUE COHEN			✔	On 11 May 2017, the terms of office held by Monique Cohen on the Supervisory Board and the Audit Committee came to an end and were not renewed.
MARIE-LAURE SAUTY DE CHALON	✔			On 11 May 2017, Marie-Laure Sauty de Chalon was appointed as a member of the Supervisory Board for a three-year term.
LEILA TURNER	✔			On 11 May 2017, Leila Turner was appointed as a member of the Supervisory Board for a three-year term.
BÉNÉDICTE HAUTEFORT	✔			On 11 May 2017, Bénédicte Hautefort was appointed as a member of the Supervisory Board for a three-year term and as a member of the Audit Committee for the term of her office as member of the Board.

Xavier de Sarrau, Pierre-Alain Pariente and Pierre Mutz Supervisory Board terms of office' come to an end at the end of the General Meeting on May 17th, 2018.

It will be proposed to the General Meeting on May 17th, 2018, the renewal of the terms of office of:

- Xavier de Sarrau for a period of three years;
- Pierre-Alain Pariente for period of one year;
- Pierre Mutz for period of one year.

(Pierre-Alain Pariente and Pierre Mutz who turned 75 years respectively in 2011 and 2017, the duration of their terms of office shall be one year, in accordance with the Articles of Association).

1.2.5 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, each year, the members of the Supervisory Board shall 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 may not take 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.

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 63.969% 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 Statutory Auditors' special report, presented on page 273 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 312 of this Registration Document, notes the absence of regulated agreements and commitments authorised during the course of the 2017 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 subsidiar

To the Company's knowledge, no agreements falling under the scope of Article L. 225-37-4, paragraph 2 of the French Commercial Code were signed during fiscal year 2017.

1.3. Information on members of the Executive Board and 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 2017 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 finoneld of outdoor advertising.

JEAN-FRANÇOIS DECAUX – CHAIRMAN OF THE EXECUTIVE BOARD

59 – Nationality: French

Holds 401,752 shares

Work address: 991 Great West Road, Brentford, Middlesex TW8 9DN (United Kingdom)

Chairman of the Executive Board since 11 May 2017 for a term of one year (i.e. until the Supervisory Board meeting following the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017) 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:	13 May 2015
Date of expiry of term of office on the Executive Board:	Supervisory Board meeting after the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017.

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 2017 IN GROUP COMPANIES	
Métrobus (France)	Director (until 22 November 2017)
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 2017 IN COMPANIES OUTSIDE THE GROUP	
JCDecaux Holding (SAS) (France)	Director (first appointment 22 June 1998) Chief Executive Officer (first appointment 1 June 2017) Chairman (until 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)	Chief Executive Officer (first appointment 27 November 2015)
Mediavision 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-CHARLES DECAUX – CHIEF EXECUTIVE OFFICER

48 – Nationality: French

Holds 1,166,725 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Chief Executive Officer since 11 May 2017 for a term of one year (i.e. until the Supervisory Board meeting following the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017) 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:	13 May 2015
Date of expiry of term of office on the Executive Board:	Supervisory Board meeting after the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017.

Jean-Charles Decaux joined the Group in 1989. He created and developed the Spanish subsidiary and then set up all of the subsidiaries in southern Europe, Asia, Latin America, the Middle East and Africa.

OTHER OFFICES AND POSITIONS HELD IN 2017 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)
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 2017 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 (since 1 June 2017) Chief Executive Officer (until 1 June 2017)
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)
Mediavision 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-SÉBASTIEN DECAUX – MEMBER OF THE EXECUTIVE BOARD

41– 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 the term of office:	Supervisory Board meeting after the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017.

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 is CEO Southern Europe, Belgium & Luxembourg | CEO Africa, Israël.

OTHER OFFICES AND POSITIONS HELD IN 2017 IN GROUP COMPANIES

JCDecaux Bolloré Holding (France)	Member of the Executive Board (first appointment: 1 March 2013) Chief Executive Officer (until 14 June 2017) 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)	General Manager (first appointment 15 May 2011)
JCDecaux España SLU (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)
El Mobiliario Urbano SLU (Spain)	Director (first appointment: 1 May 2011) Managing Director (first appointment: 1 May 2011)
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 (first appointment: 12 November 2010) and Director (first appointment: 3 November 2010) Managing Director (first appointment: 10 November 2015)
Corporacion Europea de Mobiliario Urbano SA (CEMUSA) (Spain)	Chairman of the Board of Directors (first appointment: 13 November 2015) and Director (first appointment: 13 November 2015) Managing Director (first appointment: 16 November 2015)
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, Board director (first appointment 21 September 2007)
City Business Media (Belgium)	Permanent representative of sprl JSD Investimenti, Board director (first appointment 3 January 2007)
OTHER OFFICES AND POSITIONS HELD IN 2017 IN COMPANIES OUTSIDE THE GROUP	
JCDecaux Holding (SAS) (France)	Chief Executive Officer (first appointment 13 November 1999) 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)
Bouygues Telecom (France)	Permanent representative of JCDecaux Holding, Board director (until 11 April 2017)
OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
None	

EMMANUEL BASTIDE – MEMBER OF THE EXECUTIVE BOARD

49 – 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 expiry of term of office:	Supervisory Board meeting after the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017.

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 2017 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 Outdoor Advertising (HK) Ltd. (Hong Kong)	Director (first appointment 14 March 2007)
JCDecaux Innovate Ltd. (Hong Kong)	Director (first appointment 14 March 2007)
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)
OTHER OFFICES AND POSITIONS HELD IN 2017 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

48 – Nationality: French

Holds 1,025 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	15 January 2015
Date of expiry of term of office:	Supervisory Board meeting after the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017.

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 2017 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 2017 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

54 – Nationality: Swiss

Holds 5,000 shares

Work address: Giesshübelstrasse 4, CH-8045 Zurich – Switzerland

Date of first appointment:	1 September 2014
Date of expiry of term of office:	Supervisory Board meeting after the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017.

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 2017 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 BV The 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 2017 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

70 – Nationality: French

Holds 50,757 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

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 Supervisory Board (i.e. until the Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ending 31 December 2018).

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 ending 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 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 IN COMPANIES OUTSIDE THE GROUP

JCDecaux Holding (SAS) (France)	Acting Chief Executive Officer (until 30 June 2017)
Decaux Frères Investissements (SAS) (France)	Director (first appointment 2 March 2011)
Octo Technology (France)	Member of the Supervisory Committee (first appointment: 2011)
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)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

JEAN-PIERRE DECAUX – VICE-CHAIRMAN OF THE SUPERVISORY BOARD

74 – Nationality: French

Holds 1,574 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Vice-Chairman of the Supervisory Board since 9 October 2000: the Supervisory Board, at its meeting of 14 May 2014, renewed his appointment for the duration of his membership on the Supervisory 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 2017
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 ending 31 December 2018

Supervisory Board attendance rate: 71.43%

Throughout his career with the Group, which he joined from its beginning in 1964, Jean-Pierre Decaux has held various posts. He was Chairman and Chief Executive Officer of S.O.P.A.C.T. (Société de Publicité des Abribus® et des Cabines Téléphoniques from 1975 to 1988, Chairman and Chief Executive Officer of R.P.M.U. (Régie Publicitaire de Mobilier Urbain) from 1980 to 2001, Managing Director of Decaux SA (now JCDecaux SA) from 1989 to 2000 et Chairman and Chief Executive Officer of S.E.M.U.P. (Société d'Exploitation du Mobilier Urbain Publicitaire) from 1995 to 2001.

OTHER OFFICES AND POSITIONS HELD IN 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 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

Assor (France)	Member of the Supervisory Board (until 2013)
RMA (France)	Chairman (until 2013)
SCI de la Plaine Saint Pierre (France)	Manager (until 10 January 2015)

MICHEL BLEITRACH (INDEPENDENT MEMBER) – MEMBER OF THE SUPERVISORY BOARD

72 – Nationality: French

Holds 1,000 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	15 May 2013
Date of most recent reappointment:	19 May 2016
Date of expiry of the term of office:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ending 31 December 2018

Supervisory Board attendance rate: 71.43%

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.

Since October 2011, Michel Bleitrach has been Vice-Chairman of ALBIOMA (formerly Séchilienne Sidec) and Chairman of Albioma's Audit Committee. He is also a director and Chairman of the Compensation and Nominating Committee of SPIE SA. Michel Bleitrach is Honorary Chairman of the Union des Transports Publics et Ferroviaires (French public transport and rail trade association).

Michel Bleitrach was formerly Executive Chairman of SAUR. Prior to that he held the position of Chairman of the Executive Board of Keolis.

OTHER OFFICES AND POSITIONS HELD IN 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 IN COMPANIES OUTSIDE THE GROUP

ALBIOMA (France) (listed company)	Vice-Chairman of the Board of Directors (first appointment: 2005)
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)
SAUR (France)	Chairman (until 1 February 2013)
KEOLIS SAS (France)	Chairman of the Board (until 7 June 2012)
KTA (United States)	Director (until 2012)

MONIQUE COHEN (INDEPENDENT MEMBER) – MEMBER OF THE SUPERVISORY BOARD UNTIL 11 MAY 2017

61 – Nationality: French

Holds 4,000 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	11 May 2011
Date of most recent reappointment:	14 May 2014
Date of expiry of the term of office:	11 May 2011

Supervisory Board attendance rate (until 11 May 2017): 66.66%
Audit Committee attendance rate (until 9 May 2017): 50%

Monique Cohen is a former student of France's Ecole Polytechnique (X 76) and she holds a master's degree in mathematics and business law.

Since June 2000, she has held the position of Associate Director with Apax Partners in France. She is in charge of investments in the Business and Financial Services sector and oversees the "origination" division.

Previously she worked at BNP Paribas, where she held the position of Global Head of Equities until June 2000. Earlier, she also served as a Senior Banker at Paribas, managing global sales follow-up for a large number of French key accounts. She has also been a member of the board of the Autorité des Marchés Financiers (French Financial Markets Authority) from 2011 to 2014.

OTHER OFFICES AND POSITIONS HELD IN 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 IN COMPANIES OUTSIDE THE GROUP	
Apax Partners SAS (France)	Director (first appointment 2008)
Société Civile Fabadari (France)	Managing Partner (first appointment 2012)
Proxima Investissement (Luxembourg)	Category A Board director and Chairwoman of the Board of Directors (first appointment 2012)
Global Project SAS (France)	Member of the Supervisory Board (until 2017)
Safran (listed company) (France)	Director (first appointment 2013)
BNPP (listed company) (France)	Director (first appointment 2014)
Hermès International SCA (listed company) (France)	Director (first appointment 2014)
Fides Acquisitions SAS (France)	Member of the Supervisory Committee (first appointment 2017) Chairwoman (until 2017)
Fides Holdings SAS (France)	Category A Board director and Chairwoman of the Board of Directors (first appointment 2017)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS	
Financière MidMarket SAS (France)	Director (until 2014)
Wallet SA (Belgium)	Chairwoman of the Board of Directors (until 2014)
Wallet Investissement 1 SA (Belgium)	Chairwoman of the Board of Directors (until 2014)
Wallet Investissement 2 SA (Belgium)	Chairwoman of the Board of Directors (until 2014)
Buy Way Personnal Finance Belgium SA (Belgium)	Director (until 2014)
Altran Technologies SA (France)	Director (until 2014)
B*Capital SA (France)	Director (until 2013)
Santemedia Group Holding Sarl (Luxembourg)	Manager (class C) (until 2013)
Altamir Gérance SA (formerly Apax Partners & Cie Gérance SA) (France)	Deputy Chief Executive Officer (until 2015)

ALEXIA DECAUX-LEFORT – MEMBER OF THE SUPERVISORY BOARD

32 – Nationality: French

Holds 1,000 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	15 May 2013
Date of most recent reappointment:	19 May 2016
Date of expiry of the term of office:	Supervisory Board meeting following the 2019 General Meeting of Shareholders called to approve the financial statements for the year ending 31 December 2018

Supervisory Board attendance rate: 71.43%

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 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 IN COMPANIES OUTSIDE THE GROUP

None

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

BÉNÉDICTE HAUTEFORT– MEMBER OF THE SUPERVISORY BOARD SINCE 11 MAY 2017

49 – Nationality: French

Holds 1,000 shares since March 14, 2018

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	11 May 2017
Date of expiry of the 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 since 11 May 2017: 100%
Audit Committee attendance rate since 9 May 2017: 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 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 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

SYLVIE LELOUARN – MEMBER OF THE SUPERVISORY BOARD REPRESENTING EMPLOYEES

55 – Nationality: French

Holds no shares

Work address: 19, quai du Moulin de Cage 92230 Gennevilliers

Date of first appointment by the Workers' Council:	29 October 2015
Date of expiry of the term of office:	29 October 2018

Supervisory Board attendance rate: 100%
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 by the Workers' Council of JCDecaux, on 29 October 2015, to join JCDecaux SA's Supervisory Board for three years. In compliance with the law, Sylvie Lelouarn had to relinquish her office as full member of the JCDecaux SEU.

OTHER OFFICES AND POSITIONS HELD IN 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 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

75 – Nationality: French

Holds 1,000 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	13 May 2009
Date of most recent reappointment:	13 May 2015
Date of expiry of the term of office:	Supervisory Board meeting following the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017

Supervisory Board attendance rate: 85.71%
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 2017 IN GROUP COMPANIES	
None	
OTHER OFFICES AND POSITIONS HELD IN 2017 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)
Thalès (listed company) (France)	Director (until 15 May 2012)
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

82 – Nationality: French

Holds 1,020 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	9 October 2000
Date of most recent reappointment:	11 May 2017
Date of expiry of the term of office:	Supervisory Board meeting following the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017

Supervisory Board attendance rate: 85.71%

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 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 IN COMPANIES OUTSIDE THE GROUP

S.C.E.A. La Ferme de Chateluis (France)	General 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

67 – Nationality: Swiss

Holds 30,000 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	14 May 2003
Date of most recent reappointment:	13 May 2015
Date of expiry of the term of office:	Supervisory Board meeting following the 2018 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2017

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, the Middle East, India and Africa (based in London);
- from 2000 to 2002: Managing Partner – Global Management Services (based in London and New York). 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 2017 IN GROUP COMPANIES	
None	

OTHER OFFICES AND POSITIONS HELD IN 2017 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)	Director (first appointment 2013)
Gordon S.Blair (Monaco)	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)
FCI Holding SAS (France)	Director (until 2012)
Bernardaud (France)	Member of the Supervisory Board (until 2012)
Continental Motors Inns SA (Luxembourg)	Director (until 2012)

MARIE-LAURE SAUTY DE CHALON – MEMBER OF THE SUPERVISORY BOARD SINCE 11 MAY 2017

54 – Nationality: French

Holds 1,000 shares

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	11 May 2017
Date of expiry of the term of office:	Supervisory Board meeting following the 2020 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2019

Supervisory Board attendance rate since 11 May 2017: 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.

Since 1 June 2010, she has been Chairwoman and Chief Executive Officer of Aufeminin.com and a lecturer at the Institut d'Études Politiques de 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 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 IN COMPANIES OUTSIDE THE GROUP

Au féminin SA (France) (listed company)	Chairwoman and Chief Executive Officer (first appointment 1 June 2010)
SARL Au féminin Productions (France)	Manager (first appointment 1 June 2010)
goFeminin.de GmbH (Germany)	Co-Manager (first appointment 1 June 2010)
soFeminine.co.uk Ltd. (United Kingdom)	Director (first appointment 1 June 2010)
SAS Marmiton (France)	Chairwoman (first appointment 1 June 2010)
SAS Etoile Casting (France)	Chairwoman (first appointment 1 June 2013)
SAS Les Rencontres au féminin (France)	Chairwoman (first appointment 1 June 2015)
My Little Paris (France)	Member of the Supervisory Board (first appointment 1 January 2014)
LVMH (France) (listed company)	Director (first appointment: 1 May 2011)
Carrefour (France) (listed company)	Director (first appointment 1 July 2017)

OFFICES EXPIRED IN OTHER COMPANIES OUTSIDE THE GROUP OVER THE PAST FIVE YEARS

None

LEILA TURNER – MEMBER OF THE SUPERVISORY BOARD SINCE 11 MAY 2017

34 – Nationality: French

Holds 1,000 shares since January 3, 2018

Work address: 17 rue Soyer, 92200 Neuilly-sur-Seine

Date of first appointment:	11 May 2017
Date of expiry of the term of office:	Supervisory Board meeting following the 2020 General Meeting of Shareholders called to approve the financial statements for the year ended 31 December 2019

Supervisory Board attendance rate since 11 May 2017: 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 Center for Languages and Arabic Culture and at Georgetown University in Washington D.C.

She left San Francisco in 2011 to join FABERNOVEL in Paris and take part in launching an initiative – now the FABERNOVEL INSTITUTE – aimed at fostering change in large corporate Groups by developing a culture of applied innovation within senior management.

As a project manager she led the development of, and research into, new products and services in open data and business social networks.

She then turned her attention to business development at FABERNOVEL Paris before becoming the deputy of Stéphane Distinguin, the founder and Chairman of the FABERNOVEL Group. Today Leila Turner is the CEO of FABERNOVEL INNOVATE, the innovation consulting arm of the FABERNOVEL Group where she is a partner.

OTHER OFFICES AND POSITIONS HELD IN 2017 IN GROUP COMPANIES

None

OTHER OFFICES AND POSITIONS HELD IN 2017 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 270 and the "Share capital" section on page 276 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 is no restriction in the articles of association concerning the exercise of voting rights or share transfers, or shares 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 271 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 210 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 stated on page 277 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 and on 10 July 2015, for an amount of €825 million, is likely to be terminated in the event of a change in control of the Company.

The €500 million bond issued in February 2013 and the €750 million bond issued in June 2016 both include in its terms and conditions a clause of change of control giving bond holders the possibility to demand 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.

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 case of termination of their employment is mentioned in the "Compensation for members of the Executive Board" section on page 239 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 2017 approved by the Executive Board, the Audit Committee having examined the same on 5 March 2018, 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 7 March 2018.

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 during the year to each corporate officer;
- commitments by the Company towards its corporate officers in terms of compensation components, pay and benefits due or liable to be due in the event of or subsequent to the assumption, cessation or change of duties;

are described in "Compensation and Benefits" on page 237 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 277 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 207 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. 225-37-2 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 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 17 May 2018, 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 17 May 2018.

In accordance with Article L.225-100 of the French Commercial Code, payment in 2019 of the variable and non-recurring elements making up the compensation for 2018 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 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, Managing Director, Asia, David Bourg, Group Chief Financial and Administrative Officer, and Daniel Hofer, Managing Director, Germany, Austria, Eastern Europe and Central Asia, receive different forms of compensation in their capacity as employees.

- 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.

  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 members of the Executive Board may not exceed a certain percentage of the annual fixed compensation.

- 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.

  The members of the Executive Board may receive non-competition payments subject to the provisions of the AFEP-MEDEF Code.

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 CHF 110,139.60 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 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 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.

2.2. Compensation of the members of the Executive Board

With respect to its legal representatives, Jean-François Decaux and Jean-Charles Decaux, empowered to represent the Company in dealings with third parties in their respective and alternating capacity as Chairman of the Executive Board and Chief Executive Officer, receive compensation by virtue of their office.

Jean-Sébastien Decaux, CEO Southern Europe and Belux, CEO Africa and Israel, is also a member of the Executive Board although not a legal representative of the Company and 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, are members of the Executive Board and 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.

Information concerning the elements of compensation received for the 2017 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 2017 average of sterling exchange rates, or €1.140674 to the pound
- For compensation paid in Swiss francs, the exchange rate applied is the 2017 average of Swiss franc exchange rates, or €0.899544 to the Swiss franc
- For compensation paid in Singapore dollars, the exchange rate applied is the 2017 average of Singapore dollar exchange rates, or €0.641510 to the Singapore dollar
- For compensation paid in Hong Kong dollars, the exchange rate applied is the 2017 average of Hong Kong dollar exchange rates, i.e. €0.113578 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 161 of this Registration Document.

2.2.1. Information concerning the compensation of Jean-François Decaux, Chairman and member of the Executive Board in respect of 2017

2.2.1.1. Elements making up the compensation for Jean-François Decaux in respect of 2017

Fixed Compensation

For 2017, the Supervisory Board meeting on 7 December 2016, at the recommendation of the Compensation and Nominating Committee, decided to keep Jean-François Decaux's fixed compensation at the same level as in 2016, i.e. €1,023,435.

Annual variable compensation

Determination and payment criteria:

Jean-François Decaux's variable compensation for 2017 could reach 150% of his annual fixed compensation, including:

- a maximum of 50% of his fixed annual compensation on the basis of quantifiable criteria related to the change in the group's consolidated EBIT during the reference year, including:
  - a maximum of 25% of his fixed annual compensation, related to the increase in EBIT compared with actual 2016
  - a maximum of 25% of his fixed annual compensation, related to the increase in EBIT compared with 2017.
- 50% of the annual fixed compensation on the basis of a quantifiable criterion reflecting the achievement of the reference year budget as regards the operating margin ratio 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 group management's strategic achievements such as signing new contracts, acquiring companies and meeting sustainable development challenges.

Achievement level:

For 2017, 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 65% of his annual fixed compensation (i.e. €665,233), broken down as follows:

- 15% 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 2017 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 insurance

Jean-François Decaux has a life insurance policy.

Severance pay

Nil.

2.2.1.2. 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 companies

In euros	2016	2017
Compensation due for the fiscal year (listed in the table below)	2,395,338	1,765,929
Valuation of options granted during the year	0	0
Valuation of shares granted during the year	0	0
Valuation of other long-term compensation plans	0	0
TOTAL	2,395,338	1,765,929
CHANGE COMPARED WITH YEAR N-1	+2.6%	(26.3%)

2. Summary of the compensation due to and paid to Jean-François Decaux by JCDecaux SA and its controlled companies

In euros	2016		2017	
	AMOUNTS DUE FOR 2016	AMOUNTS PAID DURING 2016	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017
Fixed Compensation	1,023,435	1,023,435	1,023,435	1,023,435
Annual variable compensation	1,265,620 [1]	1,176,950 [2]	665,233 [3]	1,265,620 [1]
Long-term variable compensation	0	0	0	0
Non-recurring compensation	0	0	0	0
Directors' fees	25,000 [4]	50,000 [5]	0	25,000 [4]
Fringe benefits [6]	63,178	63,178	59,696	59,696
Life insurance/Special retirement	18,105	18,105	17,565	17,565
TOTAL	2,395,338	2,331,668	1,765,929	2,391,316

[1] 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).

[2] Variable compensation paid in 2016 for 2015, i.e. 115% of the fixed annual salary (the variable compensation of Jean-François Decaux could not exceed 150% of his annual fixed compensation for the 2015 fiscal year).

[3] Variable compensation payable in 2018, subject to approval by the 2018 General Meeting of Shareholders, in respect of 2017, i.e. 65% of the fixed annual salary (the variable compensation of Jean-François Decaux can not exceed 150% of his annual fixed compensation for the 2017 fiscal year).

[4] Directors' fees due for 2016 and paid in 2017.

[5] Directors' fees due for 2015 and paid in 2016.

[6] 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 2016 fiscal year: fixed compensation of €200,000
- for the 2017 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
	✓		✓		✓		✓

2.2.2. Information concerning the compensation for Jean-Charles Decaux, CEO and member of the Executive Board in respect of fiscal year 2017

2.2.2.1. Elements making up the compensation for Jean-Charles Decaux in respect of 2017

Fixed Compensation

For 2017, the Supervisory Board meeting on 7 December 2016, at the recommendation of the Compensation and Nominating Committee, decided to keep Jean-Charles Decaux's fixed compensation at the same level as in 2016, i.e. €1,023,435.

Annual variable compensation

Determination and payment criteria:

Jean-Charles Decaux's variable compensation for 2017 could reach 150% of his fixed annual salary, including:

- a maximum of 50% of his fixed annual compensation on the basis of quantifiable criteria related to the change in the group's consolidated EBIT during the reference year, including:
  - a maximum of 25% of his fixed annual compensation related to the increase in EBIT compared with actual 2016
  - a maximum of 25% of his fixed annual compensation, related to the increase in EBIT compared with 2017.
- 50% of the annual fixed compensation on the basis of a quantifiable criterion reflecting the achievement of the reference year budget as regards the operating margin ratio 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 group management's strategic achievements such as signing new contracts, acquiring companies and meeting sustainable development challenges.

Achievement level:

For 2017, 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 65% of his annual fixed compensation (i.e. €665,233), broken down as follows:

- 15% for reaching quantifiable targets
- 50% for reaching qualitative targets.

The Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to award Jean-Charles Decaux 50% of his fixed annual salary for qualitative objectives, in light of the main strategic objectives achieved in 2017 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 of the provision of a company car 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 insurance

Jean-Charles Decaux has a life insurance policy.

Severance pay

Nil.

2.2.2.2. 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	2016	2017
Compensation due for the year (listed in the chart below)	2,313,691	1,712,761
Valuation of options granted during the year	0	0
Valuation of shares granted during the year	0	0
Valuation of other long-term compensation plans	0	0
TOTAL	2,313,691	1,712,761
CHANGE COMPARED WITH YEAR N-1	+4%	(26%)

2. Summary of compensation due to and paid to Jean-Charles Decaux by JCDecaux SA and its controlled entities

In euros	2016		2017	
	AMOUNTS DUE FOR 2016	AMOUNTS PAID DURING 2016	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017
Fixed Compensation	1,023,435	1,023,435	1,023,435	1,023,435
Annual variable compensation	1,265,620 [1]	1,176,950 [2]	665,233 [3]	1,265,620 [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]	6,564	6,564	6,561	6,561
Life insurance/Special retirement	18,072	18,072	17,532	17,532
TOTAL	2,313,691	2,225,021	1,712,761	2,313,148

[1] 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).

[2] Variable compensation paid in 2016 for 2015, i.e. 115% of the fixed annual salary (the variable compensation of Jean-Charles Decaux could not exceed 150% of his annual fixed compensation for the 2015 fiscal year).

[3] Variable compensation payable in 2018, subject to approval by the 2018 General Meeting of Shareholders, in respect of 2017, i.e. 65% of the fixed annual salary (the variable compensation of Jean-Charles Decaux can not exceed 150% of his annual fixed compensation for the 2017 fiscal year).

[4] Company vehicle.

3. Summary of the compensation paid to Jean-Charles Decaux by JCDecaux Holding

JCDecaux Holding has granted to Mr. Jean-Charles Decaux, by virtue of his executive duties within this company, the following amounts:

- for the 2016 fiscal year: fixed compensation of €200,000 as well as non-recurring compensation of €1,375,000
- for the 2017 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
	✓		✓		✓		✓

2.2.3. Information concerning the compensation for Jean-Sébastien Decaux, member of the Executive Board, in respect of 2017

2.2.3.1. Elements making up the compensation for Jean-Sébastien Decaux in respect of 2017

Fixed Compensation

For 2017, the Supervisory Board meeting on 7 December 2016, at the recommendation of the Compensation and Nominating Committee, decided to keep Jean-Sébastien Decaux's fixed compensation at the same level as in 2016, i.e. €406,097.

Annual variable compensation

Determination and payment criteria:

For 2017, 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 during the reference year, including:

- a maximum of 50% of his fixed annual compensation, related to the increase in EBIT compared with actual 2016
- a maximum of 50% of his fixed annual compensation, related to the increase in EBIT compared with 2017.

(*) 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 2017, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to award Jean-Sébastien Decaux variable compensation representing 70% of his annual fixed compensation (i.e. €284,268), broken down as follows:

- 0% for reaching quantifiable targets
- 70% for reaching qualitative targets.

The Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to award Jean-Sébastien Decaux 70% of his fixed annual salary for qualitative objectives, in light of the main strategic objectives achieved in 2017, and more particularly the winning of transformative contracts and the improvement in the group's position in the countries in his area of responsibility.

Non-recurring compensation

Nil.

Directors' fees

Nil.

Fringe benefits

Fringe benefits consist of a company vehicle in Italy.

Bonus shares

Nil.

Stock option

In 2017, the Executive Board granted 6,821 stock options to Jean-Sébastien Decaux.

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.

For information, the stock options granted in 2017 can be exercised by members of the Executive Board who achieve the following performance conditions:

- achievement of consolidated EBIT in accordance with the 2017 budget
- or achievement in 2017 of personal objectives relating to the departments for which members of the Executive Board are responsible, set by the co-Chief Executive Officers.

On 6 December 2017, at the recommendation of the Compensation and Nominating Committee, the Supervisory Board noted the achievement of these performance conditions by all members of the Executive Board holding stock options.

The impact of the valuation of the stock options granted to Jean-Sébastien Decaux is mentioned in the tables below.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 147 and 148.

Supplementary pension scheme/Life insurance

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	2016	2017
Compensation due for the year (listed in the table below)	817,518	695,704
Valuation of options granted during the year	36,798	15,848
Valuation of shares granted during the year	0	0
Valuation of other long-term compensation plans	0	0
TOTAL	854,316	711,552
CHANGE COMPARED WITH YEAR N-1	+4.8%	(16%)

2. Summary of the compensation due to and paid to Jean-Sébastien Decaux by JCDecaux SA and its controlled entities

In euros	2016		2017	
	AMOUNTS DUE FOR 2016	AMOUNTS PAID DURING 2016	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017
Fixed Compensation	406,097	406,097	406,097	406,097
Annual variable compensation	406,097 [1]	386,759 [2]	284,268 [3]	406,097 [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]	5,324	5,324	5,339	5,339
Life insurance/Special retirement	0	0	0	0
TOTAL	817,518	798,180	695,704	817,533

(1) 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).

(2) Variable compensation paid in 2016 for 2015, 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 2015 fiscal year).

(3) Variable compensation payable in 2018, subject to approval by the 2018 General Meeting of Shareholders, in respect of 2017, i.e. 70% of the fixed annual salary (the variable compensation of Jean-Sébastien Decaux can not exceed 100% of his annual fixed compensation for the 2017 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 2016 fiscal year: fixed compensation of €200,000
- for the 2017 fiscal year: fixed compensation of €200,000.

4. Share subscription or purchase options granted to Jean-Sébastien Decaux during the year

DATE OF GRANT	TYPE OF OPTIONS	VALUATION OF OPTIONS ACCORDING TO THE METHOD USED FOR THE CONSOLIDATED FINANCIAL STATEMENTS IN 2017 (IN EUROS)	NUMBER OF OPTIONS GRANTED IN 2017	GRANT PRICE (IN EUROS)	EXERCISE PERIOD
13/02/2017	Subscription options	15,848	6,821	29.77	From 13/02/2018 to 13/02/2024

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 2017

2.2.4.1. Elements making up the compensation of Emmanuel Bastide in respect of 2017

Fixed Compensation

For 2017, on 7 December 2016 the Supervisory Board, at the recommendation of the Compensation and Nominating Committee decided to increase Emmanuel Bastide's fixed compensation by 3%, in order to reflect business development in the countries of his area of responsibility, bringing it to €432,600.

Annual variable compensation

Determination and payment criteria:

For 2017, variable compensation for Emmanuel Bastide could reach 100% of his annual fixed compensation, based on quantifiable criteria related to the increase in EBIT(*) for the countries of his area of responsibility during the reference year, including:

- a maximum of 50% of his fixed annual compensation, related to the increase in EBIT compared with actual 2016
- a maximum of 50% of his fixed annual compensation, related to the increase in EBIT compared with 2017.

(*) 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 2017, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to award Emmanuel Bastide variable compensation representing 85% of his annual fixed compensation (i.e. €389,340), broken down as follows:

- 50% for reaching quantifiable targets
- 35% for reaching qualitative targets.

Non-recurring compensation

Nil.

Directors' fees

Nil.

Fringe benefits

Fringe benefits consist in the provision of a company vehicle in Singapore until August 2017, then in Hong Kong from September 2017.

Emmanuel Bastide's benefits in Singapore, and in Hong Kong since September 2017, also include company accommodation and payment of the school fees of his children.

Bonus shares

Nil.

Stock option

In 2017, the Executive Board granted 7,055 stock options to Emmanuel Bastide.

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.

For information, the stock options granted in 2017 can be exercised by members of the Executive Board who achieve the following performance conditions:

- achievement of consolidated EBIT in accordance with the 2017 budget
- or achievement in 2017 of personal objectives relating to the departments for which members of the Executive Board are responsible, set by the co-Chief Executive Officers.

On 6 December 2017, at the recommendation of the Compensation and Nominating Committee, the Supervisory Board noted the achievement of these performance conditions by all members of the Executive Board holding stock options.

The impact of the valuation of the stock options granted to Emmanuel Bastide is mentioned in the tables below.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 147 and 148.

Supplementary pension scheme/Life insurance

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. 1. Summary of the compensation and options and free shares granted to Emmanuel Bastide by JCDecaux SA and its controlled entities

In euros	2016	2017
Compensation due for the year (listed in the table below)	990,366	947,987
Valuation of free share options granted during the year	38,060	16,391
Valuation of shares granted during the year	0	0
Valuation of other long-term compensation plans	0	0
TOTAL	**1,028,426**	**964,378**
CHANGE COMPARED WITH YEAR N-1	+4%	(6%)

2. Summary of compensation due to and paid to Emmanuel Bastide by JCDecaux SA and its controlled entities

In euros	2016		2017	
	AMOUNTS DUE FOR 2016	AMOUNTS PAID DURING 2016	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017
Fixed Compensation	420,000 [1]	420,000 [1]	432,600	432 600 [1]
Annual variable compensation	210,000 [2]	400,000 [3]	367,710 [4]	210,000 [2]
Long-term variable compensation	0	0	0	0
Non-recurring compensation	210,000 [5]	0	0	210,000 [5]
Directors' fees	0	0	0	0
Fringe benefits [6]	150,366	150,366	147,677	147,677
Life insurance/Special retirement	0	0	0	0
TOTAL	**990,366**	**970,366**	**947,987**	**1,000,277**

[1] As an expatriate, Emmanuel Bastide is entitled to a covering exchange rate under his employment contract.
As for 2016 and considering the appreciation of the Singapore dollar in comparison with the euro, we acknowledge a negative adjustment of -916 Singapore dollars.
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.

[2] 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).

[3] Variable compensation paid in 2016 for 2015, i.e. 100% of the fixed annual salary (the variable compensation of Emmanuel Bastide could not exceed 100% of his annual fixed compensation for the 2015 fiscal year).

[4] Variable compensation payable in 2018, subject to approval by the 2018 General Meeting of Shareholders, in respect of 2017, i.e. 85% of the fixed annual salary (the variable compensation of Emmanuel Bastide can not exceed 100% of his annual fixed compensation for the 2017 fiscal year).

[5] Nonrecurring compensation following contracts won in Tokyo.

[6] Company vehicle, company housing and the school fees of 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 2016 fiscal year, or in 2017.

4. Share subscription or purchase options granted to Emmanuel Bastide during the year

DATE OF GRANT	TYPE OF OPTIONS	VALUATION OF OPTIONS ACCORDING TO THE METHOD USED FOR THE CONSOLIDATED FINANCIAL STATEMENTS IN 2017 (IN EUROS)	NUMBER OF OPTIONS GRANTED IN 2017	GRANT PRICE (IN EUROS)	EXERCISE PERIOD
13/02/2017	Subscription options	16,391	7,055	29.77	From 13/02/2018 to 13/02/2024

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 2017

2.2.5.1. Components comprising the compensation of David Bourg in respect of fiscal year 2017

Fixed Compensation

For fiscal year 2017, the Supervisory Board meeting on 7 December 2016, at the recommendation of the Compensation and Nominating Committee, decided to increase the fixed salary of David Bourg by 3% given the development in his responsibilities and of the Group internationally, increasing it to €412,000.

Annual variable compensation

Determination and payment criteria:

For fiscal year 2017, the variable compensation of David Bourg could be as high as 100% of his annual fixed salary of which:

- a maximum of 50% of annual fixed compensation on the basis of quantifiable criteria linked to changes in the Group's consolidated EBIT during the reference year, of which:
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2016
  - a maximum of 25% of the annual fixed compensation linked to the change in EBIT compared with the 2017 budget.
- 50% of the annual fixed compensation on the basis of a quantifiable criterion reflecting the achievement of the reference year 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 2017, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to pay David Bourg variable compensation amounting to 85% of his annual fixed salary (i.e. €370,800) broken down as follows:

- 15% for reaching quantifiable targets
- 70% for reaching qualitative targets.

The Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to award David Bourg 70% of his annual fixed salary in respect of qualitative objectives, with regard to the main achievements in 2017, and more particularly the management of mergers/acquisitions during the period and the resulting restructuring programmes, the contribution of the departments for which he is responsible in the process of speeding up the digital transformation, the operational support of the subsidiaries, in particular concerning the high-growth areas, and controlling costs.

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 2017, the Executive Board allocated 6,719 stock options to David Bourg.

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.

For information purposes, the stock options granted in 2017 may be exercised by Executive Board members who satisfy the following performance conditions:

- achievement of consolidated EBIT in accordance with the 2017 budget
- or achievement in 2017 of personal objectives relating to the departments for which members of the Executive Board are responsible, set by the co-Chief Executive Officers.

On 6 March 2017, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, noted that these performance conditions had been met by all members of the Executive Board who were beneficiaries of stock options.

The impact of the valuation of the stock options granted to David Bourg is mentioned in the tables hereafter.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 147 and 148.

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. 1.Overview of the compensation, stock options and bonus shares granted to David Bourg by JCDecaux SA and controlled entities

In euros	2016	2017
Compensation due for the fiscal year (listed in the following table)	807,134	796,042
Valuation of options granted during the year	30,925	15,611
Valuation of bonus shares granted during the year	0	0
Valuation of other long-term compensation plans	0	0
TOTAL	838,059	811,653
CHANGE COMPARED WITH YEAR Y-1	+28%	(3%)

2. Summary of the compensation owed and paid to David Bourg by JCDecaux SA and controlled entities

In euros	2016		2017	
	AMOUNTS DUE FOR 2016	AMOUNTS PAID DURING 2016	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017
Fixed Compensation	400,000	400,000	412,000	412,000
Annual variable compensation	400,000 [1]	325,000 [2]	350,200 [3]	400,000 [1]
Long-term variable compensation	0	0	0	0
Non-recurring compensation [4]	3,560	3,560	30,271	30,271
Directors' fees	0	0	0	0
Fringe benefits [5]	3,574	3,574	3,571	3,571
Life insurance/Special retirement	0	0	0	0
TOTAL	807,134	732,134	796,042	845,842

(1) Variable compensation paid in 2017 for 2016, i.e. 100% of the fixed annual salary (the variable compensation of David Bourg could not exceed 100% of his annual fixed compensation for the 2016 fiscal year).

(2) Annual variable compensation paid in 2016 for 2015 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 2015).

(3) Variable compensation due to be paid in 2018 subject to the approval of the 2018 General Meeting of Shareholders, in respect of 2017, i.e. 85% of the annual fixed salary (the variable compensation of David Bourg can not exceed 100% of his fixed annual salary in respect of fiscal year 2017).

(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 2016.

4. Share purchase or subscription options granted to David Bourg during the fiscal year

DATE OF GRANT	TYPE OF OPTIONS	VALUATION OF OPTIONS ACCORDING TO THE METHOD USED FOR THE CONSOLIDATED FINANCIAL STATEMENTS IN 2017 (IN EUROS)	NUMBER OF OPTIONS GRANTED IN 2017	GRANT PRICE (IN EUROS)	EXERCISE PERIOD
13/02/2017	Subscription options	15,611	6,719	29.77	From 13/02/2018 to 13/02/2024

5. Share subscription or purchase options exercised by David Bourg during the fiscal year

Nil.

6. Bonus shares allocated to David Bourg during the fiscal year

Nil.

7. Bonus 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 2017

2.2.6.1. Components comprising the compensation of Daniel Hofer in respect of fiscal year 2017

Fixed Compensation

For 2017, the Supervisory Board meeting on 7 December 2016, at the recommendation of the Compensation and Nominating Committee, decided to increase the fixed salary of Daniel Hofer by 3% in order to reflect the development of business in the countries in his area of responsibility, increasing it to CHF627,977.61.

Annual variable compensation

Determination and payment criteria:

For 2017, 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 during the reference year, of which:

- a maximum of 65% of the annual fixed compensation linked to the change in EBIT compared with the actual figure in 2016
- a maximum of 65% of the annual fixed compensation linked to the change in EBIT compared with the 2017 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 2017, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, decided to grant Daniel Hofer variable compensation representing 130% of his annual fixed salary (i.e. CHF816,371) for achieving the quantifiable objectives alone.

Non-recurring compensation

Nil.

Directors' fees

Nil.

Fringe benefits

Nil.

Bonus shares

Nil.

Stock option

In 2017, the Executive Board allocated 9,394 stock options to Daniel Hofer.

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.

For information purposes, the stock options granted in 2017 may be exercised by Executive Board members who achieve the following performance conditions:

- achievement of consolidated EBIT in accordance with the 2017 budget
- or achievement in 2017 of personal objectives relating to the departments for which members of the Executive Board are responsible, set by the co-Chief Executive Officers.

On 6 March 2017, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, noted that these performance conditions had been met by all members of the Executive Board who were beneficiaries of stock options.

The impact of the valuation of the stock options granted to Daniel Hofer is mentioned in the tables hereafter.

The valuation assumptions are presented in the notes to the consolidated financial statements on pages 147 and 148.

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 to deduct a part of his variable compensation to be converted into a retirement pension contribution.

The payment of this pension contribution is subject to meeting performance conditions set by the Supervisory Board at the recommendation of the Compensation and Nominating Committee.

For fiscal year 2017, Daniel Hofer chose an additional payment to his pension fund to be withdrawn 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	2016	2017
Compensation due for the fiscal year (listed in the following table)	1,401,516	1,417,429
Valuation of options granted during the year	54,324	21,826
Valuation of bonus shares granted during the year	0	0
Valuation of other long-term compensation plans	0	0
TOTAL	1,455,840	1,439,255
CHANGE COMPARED WITH YEAR Y-1	(0.1%)	(1.1%)

2. Summary of the compensation owed and paid to Daniel Hofer by JCDecaux SA and controlled companies

In euros	2016		2017	
	AMOUNTS DUE FOR 2016	AMOUNTS PAID DURING 2016	AMOUNTS DUE FOR 2017	AMOUNTS PAID DURING 2017
Fixed Compensation	559,266	559,266	564,893	564,893
Annual variable compensation	739,490 [1]	742,228 [2]	730,774 [3]	739,490 [1]
Long-term variable compensation	0	0	0	0
Non-recurring compensation	0	0	0	0
Directors' Fees [4]	0	0	0	0
Fringe benefits	0	0	0	0
Life insurance/Special retirement	102,760 [5]	103,141	121,762 [6]	121,762 [6]
TOTAL	1,401,516	1,404,635	1,417,429	1,426,145

[1] 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).

[2] Variable compensation paid in 2016 for 2015, 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 2015 fiscal year).

[3] Variable compensation due to be paid in 2018 subject to the approval of the 2018 General Meeting of Shareholders, in respect of 2017, i.e. 130% of the annual fixed salary (the variable compensation of Daniel Hofer can not exceed 130% of his fixed annual salary in respect of fiscal year 2017).

[4] Daniel Hofer waived his Directors' fees from a controlled entity for 2016.

[5] Plus an additional €23,044 deducted from his annual variable compensation according to his contractual option.

[6] Plus an additional €22,687 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 2016.

4. Share subscription or purchase options granted to Daniel Hofer during the fiscal year

DATE OF GRANT	TYPE OF OPTIONS	VALUATION OF OPTIONS ACCORDING TO THE METHOD USED FOR THE CONSOLIDATED FINANCIAL STATEMENTS IN 2017 (IN EUROS)	NUMBER OF OPTIONS GRANTED IN 2017	GRANT PRICE (IN EUROS)	EXERCISE PERIOD
13/02/2017	Subscription options	21,826	9,394	29.77	From 13/02/2018 to 13/02/2024

5. Share subscription or purchase options exercised by Daniel Hofer during the fiscal year

Nil.

6. Bonus shares allocated to Daniel Hofer during the fiscal year

Nil.

7. Bonus shares allocated to Daniel Hofer 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 265 of this Registration Document)
- to the Chairman of the Executive Board, Jean-François Decaux
- to the other members of the Executive Board, namely, Jean-Charles Decaux, Jean-Sébastien Decaux, Emmanuel Bastide, David Bourg and Daniel Hofer.

The components of variable or exceptional compensation awarded in respect of fiscal year 2017 can only be paid to the persons concerned following approval by the General Meeting of Shareholders of 17 May 2018.

Consequently, the General Meeting of Shareholders of 17 May 2018 (12th 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 11 May 2017 and from then onwards Chairman of the Executive Board.

JEAN-FRANÇOIS DECAUX

COMPENSATION COMPONENTS PAID OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2017

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	1,023,435	Gross fixed compensation for 2017 approved by the Supervisory Board at its meeting of 7 December 2016 at the recommendation of the Compensation and Nominating Committee.
Annual variable compensation	665,233	On 7 March 2018, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, evaluated Jean-François Decaux's variable compensation for 2017 capped at 150% of his fixed compensation (100% for reaching quantifiable targets and 50% for reaching qualitative targets). In view of the quantifiable criteria (consolidated group EBIT in the period in question and target ratios for operating margin to revenue by segment in the period in question) and qualitative criteria (new contracts and acquisitions and sustainable development challenges), Jean-François Decaux's variable compensation for 2017 was valued at €665,233, or 65% of his fixed annual 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	59,696	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 noncompetition compensation.
Supplementary pension scheme	-	Jean-François Decaux is not entitled to a supplementary pension.

The General Meeting of Shareholders of 17 May 2018 (13th 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 11 May 2017 and from then onwards Chief Executive Officer) Jean-Sébastien Decaux, Emmanuel Bastide, David Bourg and Daniel Hofer.

JEAN-CHARLES DECAUX

COMPENSATION COMPONENTS PAID OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2017

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	1,023,435	Gross fixed compensation for 2017 approved by the Supervisory Board at its meeting of 7 December 2016 at the recommendation of the Compensation and Nominating Committee.
Annual variable compensation	665,233	On 7 March 2018, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, evaluated Jean-Charles Decaux's variable compensation for 2017 capped at 150% of his fixed compensation (100% for reaching quantifiable targets and 50% for reaching qualitative targets). In view of the quantifiable criteria (consolidated group EBIT in the period in question and target ratios for operating margin to revenue by segment in the period in question) and qualitative criteria (new contracts, acquisitions and sustainable development challenges), Jean-Charles Decaux's variable compensation for 2017 was valued at €665,233, or 65% of his fixed annual compensation.% 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	6,561	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 severance pay.
Non-competition compensation	-	Jean-Charles Decaux is not entitled to any non-competition compensation.
Supplementary pension scheme	-	Jean-Charles Decaux is not entitled to a supplementary pension.

JEAN-SÉBASTIEN DECAUX

COMPENSATION COMPONENTS PAID OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2017

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	406,097	Gross fixed compensation for 2017 approved by the Supervisory Board at its meeting of 7 December 2016 at the recommendation of the Compensation and Nominating Committee.
Annual variable compensation	284,268	On 7 March 2018, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, valued Jean-Sébastien Decaux's variable compensation for 2017 capped at 100% of his fixed compensation (100% for reaching quantifiable targets with qualitative targets making up the shortfall where applicable). Given the quantifiable criteria (changes in EBIT in the countries of his area of responsibility during the reference year) and qualitative criteria (contribution to 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 2017, was in consequence valued at €284,268, representing 70% 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	15,848	Under the authorisation granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders of 13 May 2015, the Executive Board at its meeting of 13 February 2017 decided to grant stock options to some corporate officers at the grant price of €29.77. Consequently, Jean-Sébastien Decaux received 6,821 stock options. Exercise of these options is subject to performance conditions defined as follows by the Supervisory Board: achieving the consolidated EBIT in relation to the 2017 budget or the achievement in 2017 of personal objectives linked to the countries for which Jean-Sébastien Decaux is responsible, set by Jean-Charles Decaux.
Bonus share grants	-	Jean-Sébastien Decaux did not receive any bonus shares.
Valuation of fringe benefits	5,339	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 pension scheme	-	Jean-Sébastien Decaux is not entitled to a supplementary pension.

EMMANUEL BASTIDE

COMPENSATION COMPONENTS PAID OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2017

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	432,600	Gross fixed compensation for 2017 approved by the Supervisory Board at its meeting of 7 December 2016 at the recommendation of the Compensation and Nominating Committee.
Annual variable compensation	367,710	On 7 March 2018, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, valued Emmanuel Bastide's variable compensation for 2017 capped at 100% of his fixed compensation (100% for reaching quantifiable targets with qualitative targets making up the shortfall where applicable). In view of the quantifiable criteria (EBIT in countries under his responsibility in the period in question) and qualitative criteria (strategic achievements or specific targets set by Jean-Charles Decaux relating to the countries under his responsibility), Emmanuel Bastide's variable compensation for 2017 was valued at €367,710, or 85% of his fixed annual 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	16,391	Under the authorisation granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders of 13 May 2015, the Executive Board at its meeting of 13 February 2017 decided to grant stock options to some employees at the grant price of €29.77. Consequently, Emmanuel Bastide received 7,055 stock options in his capacity as a group employee. Exercise of these options is subject to the performance conditions defined as follows by the Supervisory Board: achieving consolidated EBIT in relation to the 2017 budget or the achievement in 2017 of personal objectives linked to the countries for which Emmanuel Bastide is responsible, set by Jean-Charles Decaux.
Bonus share grants	-	Emmanuel Bastide did not receive any bonus shares.
Valuation of fringe benefits	147,677	Emmanuel Bastide's benefits in Singapore (and in Hong Kong since September 2017) consist of a car, 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 noncompete 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 pension scheme	-	Emmanuel Bastide is not entitled to a supplementary pension.

DAVID BOURG

COMPENSATION COMPONENTS PAID OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2017		
COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	412,000	Gross fixed compensation for 2017 approved by the Supervisory Board at its meeting of 7 December 2016 at the recommendation of the Compensation and Nominating Committee
Annual variable compensation	350,200	On 7 March 2018, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, valued David Bourg's variable compensation for 2017 capped at 100% of his fixed compensation (100% for reaching quantifiable targets with qualitative targets making up the shortfall where applicable). In view of the quantifiable criteria (consolidated group EBIT in the period in question and achievement of target ratios for operating margin to revenue by segment in the period in question) and qualitative criteria (strategic achievements or specific targets set by the Co-Chief Executive Officers relating to the departments under his responsibility), David Bourg's variable compensation for 2017 was valued at €350,200, or 85% of his annual fixed compensation.
Long-term variable compensation	-	David Bourg did not receive any long-term variable compensation.
Non-recurring compensation	30,271	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	15,611	Under the authorisation granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders of 13 May 2015, the Executive Board at its meeting of 13 February 2017 decided to grant stock options to some employees at the grant price of €29.77. Consequently, David Bourg received 6,719 stock options in his capacity as a group employee. Exercise of these options is subject to performance conditions defined as follows by the Supervisory Board: achieving consolidated EBIT in relation to the 2017 budget or the achievement in 2017 of personal objectives linked to the Departments managed by David Bourg, set by the Co-Chief Executive Officers.
Bonus share grants	-	David Bourg did not receive any bonus shares.
Valuation of fringe benefits	3,571	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 noncompete agreement covering a period of two years, David Bourg is entitled to noncompetition 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 pension scheme	-	David Bourg is not entitled to a supplementary pension.

DANIEL HOFER

COMPENSATION COMPONENTS PAID OR GRANTED BY JCDECAUX SA AND CONTROLLED ENTITIES FOR THE YEAR ENDED 31/12/2017

COMPENSATION COMPONENTS	AMOUNTS PUT TO THE VOTE (IN EUROS)	COMMENTS
Fixed Compensation	564,893	Gross fixed compensation for 2017 approved by the Supervisory Board at its meeting of 7 December 2016 at the recommendation of the Compensation and Nominating Committee.
Annual variable compensation	730,774	On 7 March 2018, the Supervisory Board, at the recommendation of the Compensation and Nominating Committee, valued Daniel Hofer's variable compensation for 2017 capped at 130% of his fixed compensation (130% for reaching quantifiable targets with qualitative targets making up the shortfall where applicable). In view of the quantifiable criteria (change in EBIT in the countries under his responsibility in the period in question) and qualitative criteria (strategic achievements or specific targets set by Jean-François Decaux relating to the countries under his responsibility), Daniel Hofer's variable compensation for 2017 was valued at €730,774, or 130% of his fixed annual 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 €22,687 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	21,826	Exercising the authorisation granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders of 13 May 2015, the Executive Board meeting of 13 February 2017 decided to grant some of its employees stock options at a grant price of €29.77. Daniel Hofer, as an employee of the Group, received, in this respect, 9,394 stock options. Exercise of these options is subject to the performance conditions defined as follows by the Supervisory Board: achievement of consolidated EBIT in relation to the 2017 budget or the achievement in 2017 of personal objectives linked to the countries for which Daniel Hofer is responsible, set by Jean-François Decaux.
Bonus share grants	-	Daniel Hofer did not receive any bonus shares.
Valuation of fringe benefits	-	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.

Supplementary pension scheme	121,762	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 €99,075 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 2017, this contribution was valued at €99,075 to which was added, at Daniel Hofer's request, €22,687 deducted from his variable compensation for 2017, for a total pension contribution of €121,762.

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 by-laws (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 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 2017

GÉRARD DEGONSE – CHAIRMAN OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
DIRECTORS' FEES:		
- Supervisory Board	42,000	42,000
- Audit Committee	-	-
- Compensation and Nominating Committee	5,000	5,000
OTHER COMPENSATION		
- JCDecaux Holding	23,972	181,985
TOTAL	70,972	228,985

JEAN-PIERRE DECAUX – VICE CHAIRMAN OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
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

	MONTANTS VERSÉS EN 2016	MONTANTS VERSÉS EN 2017
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 2016	AMOUNTS PAID IN 2017
DIRECTORS' FEES:		
- Supervisory Board	23,500	20,000
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	23,500	20,000

BÉNÉDICTE HAUTEFORT – MEMBRE INDÉPENDANT DU CONSEIL DE SURVEILLANCE (DEPUIS LE 11 MAI 2017)

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
DIRECTORS' FEES:		
- Supervisory Board	-	20,250
- Audit Committee	-	3,750
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	-	24,000

SYLVIE LELOUARN – MEMBER OF THE SUPERVISORY BOARD REPRESENTING EMPLOYEES

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
DIRECTORS' FEES:		
- Supervisory Board	27,000	27,000
- Audit Committee	-	-
- Compensation and Nominating Committee	2,500	5,000
OTHER COMPENSATION	-	-
TOTAL	29,500	32,000

PIERRE MUTZ – INDEPENDENT MEMBER OF THE SUPERVISORY BOARD

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
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 2016	AMOUNTS PAID IN 2017
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 2016	AMOUNTS PAID IN 2017
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 (SINCE 11 MAY 2017)

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
DIRECTORS' FEES:		
- Supervisory Board	-	20,250
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	-	20,250

LEILA TURNER – INDEPENDENT MEMBER OF THE SUPERVISORY BOARD (SINCE 11 MAY 2017)

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
DIRECTORS' FEES:		
- Supervisory Board	-	20,250
- Audit Committee	-	-
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	-	20,250

MONIQUE COHEN - INDEPENDENT MEMBER OF THE SUPERVISORY BOARD (UNTIL 11 MAY 2017)

	AMOUNTS PAID IN 2016	AMOUNTS PAID IN 2017
DIRECTORS' FEES:		
- Supervisory Board	27,000	6,750
- Audit Committee	7,500	1,875
- Compensation and Nominating Committee	-	-
OTHER COMPENSATION	-	-
TOTAL	34,500	8,625

2.3.3. Shareholders' vote on the individual compensation of the Chairman of the Supervisory Board

The General Meeting of Shareholders of 17 May 2018 (14th 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 31/12/2017		
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 sort	-	Gérard Degonse receives no 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	-	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 2017 (Article 223-26 of the AMF General Regulation)

In 2017, no transactions were carried out on JCDecaux SA securities by the managers or persons mentioned in Article L. 621-18-2 of the "Code monétaire et financier" (French Monetary and Financial Code).

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, 1,010,841 options were granted by the Executive Board during fiscal years 2010 and 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.

As a result of the Simplified Public Tender Offer ("Offre Publique d'Achat Simplifiée", or OPAS) conducted from 12 June 2016 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.

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.

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

Date of Extraordinary General Meeting of Shareholders authorising stock option plans		13/05/2009	11/05/2011		15/05/2013		13/05/2015
	Plan 2010	Plan 2011	Plan 2012	Plan 2014	Plan 2015	Plan 2016	Plan 2017
Option grant date and number of options by grant date	76,039 options granted on 01/12/2010	934,802 options granted on 17/02/2011	1,144,734 options granted on 21/02/2012	780,392 options granted on 17/02/2014	546,304 options granted on 16/02/2015	866,903 options granted on 17/02/2016	344,108 options granted on 13/02/2017
Total options granted	1,010,841 options granted to 222 beneficiaries		1,144,734 options granted to 215 beneficiaries	1,326,696 options granted to 410 beneficiaries		866,903 options granted to 270 beneficiaries	344,108 options granted to 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]		55,410	43,800		-	-	-
• Gérard Degonse [5]		46,782	-		-	-	-
Top 10 of options granted to employees		124,600	168,265		204,133	105,012	49,313
Number of shares subscribed as at 31/12/2017		812,844	803,241		142,170	1,958	0
Number of shares cancelled or expired at 31/12/2017		137,094	164,377		111,678	29,973	3,228
Options remaining at 31/12/2017		61,918	179,553		1,079,985	834,972	340,880
Expiry date	7 years from date of grant						
Share subscription prices for the options granted		options granted on 01/12/2010 → €20.20 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

[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] Gérard Degonse, Jeremy Male and Laurence Debroux left the Executive Board on 31 December 2010, 12 September 2013 and 15 January 2015, respectively.

As at 31 December 2017, 1,760,213 options had been exercised for all plans in force. Taking into consideration options exercised and options cancelled, as of that date, 2,497,308 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 2017: 1.16% of the Company's shares (excluding the employee shareholding plan).

Number of shares that can be created: As at 31 December 2017, taking into account all of the various securities outstanding that could give rise to dilution (stock options), the maximum potential dilution is 1.16%.

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 2017, 29,989 stock or share purchase options were granted to the members of the Executive Board by the Executive Board on 13 February 2017.

The number, maturity dates and the price of the shares granted during 2017 to each member of the Executive Board are included in the Registration Document, in the "Legal Information" section of the "Corporate governance, internal control system and risk management" in paragraph 2.1.1.6. chapter.

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 2017, 314,119 stock or share purchase options were granted to the Company's non-executive employees by the Executive Board on 13 February 2017.

The number, maturity dates and price of the stock or share purchase options granted during fiscal year 2017 to each of the first ten non-executive employees of the Company and its subsidiaries granted the highest number of options appear hereunder.

TOP 10 OPTION GRANTS TO EMPLOYEES

BENEFICIARY	NUMBER OF OPTIONS GRANTED BY THE EXECUTIVE BOARD ON 13/02/2017	ALLOCATION PRICE (IN EUROS)	MATURITY DATE
Stephen Wong	8,366	29.77	13/02/2024
Isabelle Schlumberger	5,322	29.77	13/02/2024
Steve O'Connor	5,178	29.77	13/02/2024
Wim Jansen	5,113	29.77	13/02/2024
Jean-Michel Geffroy	4,615	29.77	13/02/2024
Hester Man	4,519	29.77	13/02/2024
Kurt Sonnleitner	4,166	29.77	13/02/2024
Stéphane Prigent	4,092	29.77	13/02/2024
Tilo Starke	4,031	29.77	13/02/2024
Rémi Pheulpin	3,911	29.77	13/02/2024

- Options exercised

Options exercised by members of the Executive Board

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 265 of this Registration Document.

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 for whom the number of shares thus subscribed was the highest are shown below.

BENEFICIARY	WEIGHTED AVERAGE PRICE (IN EUROS)	WEIGHTED AVERAGE PRICE (IN EUROS)
Brian KAM WAI SUM	12,042	33.85
Noboru OYAMA	11,922	34.20
Elise HALLEMAN	6,940	33.70
Cyril ROCHE	6,255	31.15
Jean-Marc BESNARD	5,948	33.52
Lauri TILLANEN	4,853	32.40
Jelena BROKANE	4,132	33.67
An ZHAO YONG	4,122	34.63
Jean Dominique HIETIN	3,824	33.72
Thibaut HUON DE KERMADEC	3,473	34.20

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 11 May 2017, 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 18 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 19 May 2016.

In accordance with the authority granted by the Combined Extraordinary and Ordinary General Meeting of Shareholders held on 11 May 2017, no bonus shares were granted by the Executive Board during fiscal year 2017.

2.5.2. 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 2017, 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 2017, 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 2015, 2016 and 2017.

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

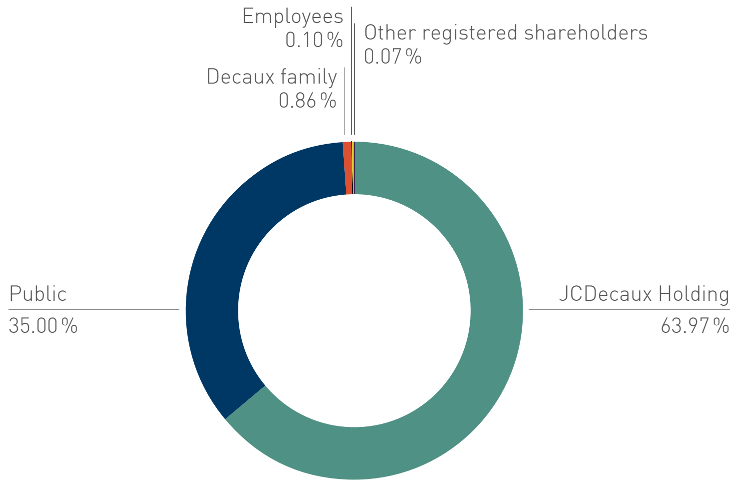
1. SHAREHOLDERS AS AT 31 DECEMBER 2017

1.1. Distribution between registered shares and bearer shares

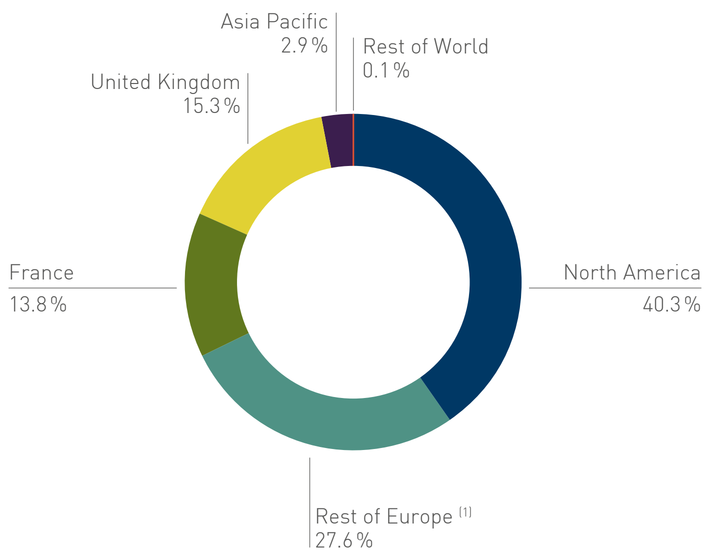
As at 31 December 2017, the share capital was €3,242,237.80, divided into 212,676,701 shares and broken down as follows:

- registered shares: 138,247,966 held by 156 shareholders
- bearer shares: 74,428,735 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 2015			31 DECEMBER 2016			31 DECEMBER 2017 [4]		
		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	135,096,646	63.635%	63.635%	136,048,127	64.008%	64.008%	136,048,127	63.969%	63.969%
Members of the Executive and Supervisory Boards as at 31 December 2017	Jean-Charles Decaux	1,414,973	0.666%	0.666%	1,166,725 [1]	0.548%	0.548% [2]	1,166,725 [1]	0.549%	0.549% [2]
	Jean-François Decaux	941,481	0.443%	0.443%	401,752 [1]	0.189%	0.189% [2]	401,752 [1]	0.189%	0.189% [2]
	Jean-Sébastien Decaux	0	0.000%	0.000%	1,752 [1]	0.001%	0.001% [2]	1,752 [1]	0.001%	0.001% [2]
	Emmanuel Bastide	4,878	0.002%	0.002%	4,878	0.002%	0.002%	4,878	0.003%	0.003%
	Daniel Hofer	5,000	0.002%	0.002%	5,000	0.002%	0.002%	5,000	0.003%	0.003%
	David Bourg	871	0.000%	0.000%	1,025	0.000%	0.000%	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	8,260	0.004%	0.004%	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%
	Marie-Laure Sauty de Chalon	0	0.000%	0.000%	0	0.000%	0.000%	1,000	0.000%	0.000%
	Bénédicte Hautefort	0	0.000%	0.000%	0	0.000%	0.000%	1,000	0.000%	0.000%
	Leila Turner	0	0.000%	0.000%	0	0.000%	0.000%	1,000	0.000%	0.000%
SUBTOTAL		137,528,460	64.779%	64.779%	137,715,610	64.793%	64.793%	137,718,610	64.754%	64.754%
Others	Jean-Claude Decaux	7,453	0.004%	0.004%	-	-	-	-	-	-
	Danielle Decaux	3,059	0.001%	0.001%	5,256	0.002%	0.002%	5,256	0.003%	0.003%
	Monique Cohen	4,000	0.002%	0.002%	4,000	0.002%	0.002%	4,000	0.002%	0.002%
	Holding Des Dhuits [3]	410,105	0.193%	0.193%	250,105	0.118%	0.118%	250,105	0.118%	0.118%
	FCPE JCDecaux Développement	172,600	0.081%	0.081%	200,380	0.094%	0.094%	203,650	0.095%	0.095%
	Others registered	104,768	0.05%	0.05%	71,527	0.033%	0.033%	69,345	0.033%	0.033%
Auto détention et public	Treasury shares	0	0.000%	0.000%	0	0.000%	00.000%	0	0.000%	00.000%
	Public	74,068,793	34.889%	34.889%	74,300,777	34.957%	34.957%	74,425,735	34.995 %	34.995 %
TOTAL		212,299,238	100%	100%	212,547,655	100%	100%	212,676,701	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] Since January 3, 2018 for Leila Turner et since March 14, 2018 for Bénédicte Hautefort.

Share capital and voting rights at 31 December 2017

The number of voting rights at 31 December 2017 was 212,676,701, equal to the number of shares forming the share capital. As at 31 December 2017, in the absence of treasury shares held by the Company and in the absence of double voting rights, there is no difference between the percentage of share capital and the percentage of voting rights.

To the Company's knowledge, there are no shareholder agreements.

As at 31 December 2017, the percentage of share capital held directly by employees or through specialist investment entities was 0.096%.

As at 31 December 2017, the members of the Executive Board and of the Supervisory Board, listed in the above table, owned 1,668,483 of the Company's shares, accounting for approximately 0.785% of the share capital and voting rights.

As at 31 December 2017, certain members of the Executive Board, listed on page 266, held securities giving access to the Company's share capital.

As at 31 December 2017, the Company had not been informed of any pledge, guarantee or security on JCDecaux SA shares.

Threshold crossings

During fiscal year 2017, the Company was informed of the following statutory threshold crossings:

- on 29 September 2017, JO Hambro crossed the upper threshold of 2%, as set out in the Company Articles, of the Company's share capital and voting rights
- on 19 October 2017, JO Hambro crossed the lower threshold of 2%, as set out in the Company Articles, of the Company's share capital and voting rights
- on 30 November 2017, JO Hambro crossed the upper threshold of 2%, as specified in the Company Articles, of the Company's share capital and voting rights
- on 15 December 2017, JO Hambro crossed the lower threshold of 2%, as specified in the Company Articles, of the Company's share capital and voting rights.

Dividends

Dividend payments in respect of the last three years were as follows:

- a dividend of €0.50 per share in 2015 in respect of fiscal 2014
- a dividend €0.56 per share in 2016 in respect of fiscal 2015
- a dividend of €0.56 per share in 2017 in respect of fiscal year 2016.

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 2017, the Company was controlled by JCDecaux Holding which holds 136,048,127 of the Company's shares representing just under 64% of the capital and voting rights and whose company objects mainly consist of the strategic organisation of the companies in which it holds, directly or indirectly, a stake. JCDecaux Holding is a family company controlled by three private individuals: Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux.

As of 31 December 2017, 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 2017, five members of the Supervisory Board are independent. Independent directors make up two- thirds and one-half of the Audit Committee and the Compensation and Nominating Committee respectively.

The agreements with JCDecaux Holding or with family companies, especially leases and service contracts, as set out below, were made at arm's length.

The amount of rent received and paid by JCDecaux SA is reviewed by the Audit Committee each year.

Similarly, procedures to ensure that transactions concluded with family companies are carried out at a price equivalent to that which would have been obtained under an agreement concluded with a disinterested third party and in accordance with the Company's interests are approved by the Audit Committee.

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.

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 2017 are set out in the notes to the consolidated financial statements and on pages 160 and 161 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

In accordance with Articles L.225-86 to L. 255-88 of the French Commercial Code, all agreements, with the exception of standard agreements entered into under normal conditions, intervening directly or via a third party between the Company and a shareholder with a fraction of the voting rights exceeding 10%, must be submitted for the prior authorisation of the Supervisory Board. The same applies to the agreements in respect of which one of the persons named in the previous paragraph is indirectly concerned.

The Chairman of the Supervisory Board informs the Statutory Auditors with regard to all agreements authorised and entered into and submits them for approval to the General Meeting of Shareholders. The Statutory Auditors present a special report concerning the agreements to the General Meeting which makes a decision on the report.

Similarly, procedures to ensure that transactions concluded with 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 disinterested third party and in accordance with the Company's interests are approved by the Audit Committee.

Similarly, every year the Audit Committee receives the amounts received and paid by JCDecaux SA in respect of the standard agreements entered into under normal conditions with JCDecaux Holding or its subsidiaries.

Agreements entered into with JCDecaux Holding and its subsidiaries

JCDecaux Holding provides JCDecaux SA with services in the areas of conception and implementation of strategic plans, alliances, financing and organisation under an agreement dated 21 January 2000, amended by a supplementary agreement on 1 January 2014. In 2017, JCDecaux Holding billed JCDecaux SA €895,314 excluding taxes under this agreement.

Moreover, JCDecaux SA provides JCDecaux Holding with support in the following areas: IT Department, Consolidation, General Counsel, Tax Department. In 2017, JCDecaux SA billed JCDecaux Holding €101,408.52 excluding taxes under this agreement dated 25 March 2010, amended by supplementary agreements on 22 November 2013, 1 January 2014 and 1 January 2017.

These customary agreements, having been signed for 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 €13.1 million in 2017.

This rent is consistent with market prices, which was confirmed by an independent appraiser. The leases are commercial leases compliant with market standards.

The rents represent the largest amount of operating expenses incurred with related parties in 2017, i.e. 40.4% 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 2017, JCDecaux SA billed its subsidiaries €46.8 million.

In addition, JCDecaux SA invoices its subsidiaries for the use of the intellectual property rights belonging to it. The amount billed in 2017 was €43.8 million.

5. CONDITIONAL OR UNCONDITIONAL PUT OPTION OR AGREEMENT ON SHARES OF GROUP COMPANIES

Such options or agreements are listed in the notes to the consolidated financial statements on page 142 of this Registration Document.

6. JCDECAUX STOCK PERFORMANCE IN 2017

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 2017, the number of shares was 212,676,701 and the share capital included no treasury shares. The weighted average number of shares outstanding in fiscal year 2017 was 212,568,746 shares. The average daily trading volume was 172,311 shares.

JCDecaux shares closed 2017 at €33.60, up +20.3% compared with 31 December 2016.

JCDecaux is included in leading ethical investment indices: FTSE4Good, Ethibel Sustainability Index, Euronext Vigeo Eurozone 120, MSCI ESG Governance and Oekom research prime. 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 2015, 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 CAPITALIZATION [1]
2015						
January	31.99	27.53	31.99	3,339,554	159,026	7,162.6
February	33.30	31.65	33.11	2,438,495	121,925	7,413.3
March	34.29	31.04	31.40	4,566,900	207,586	7,043.0
April	35.71	31.12	35.29	4,613,900	230,695	7,918.8
May	37.88	33.02	37.15	5,251,900	262,595	8,341.0
June	38.93	36.38	37.43	4,086,200	185,736	8,409.4
July	41.00	33.87	34.86	4,577,500	240,921	7,398.5
August	35.71	30.23	32.03	5,291,200	251,962	6,798.9
September	34.24	30.64	32.40	4,326,000	196,636	6,876.6
October	37.24	32.04	37.05	3,410,300	155,014	7,865.5
November	38.18	33.55	35.09	3,534,800	168,324	7,449.4
December	36.56	33.53	35.30	2,904,500	132,023	7,494.2
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

[1] Source: EuroInvestor.

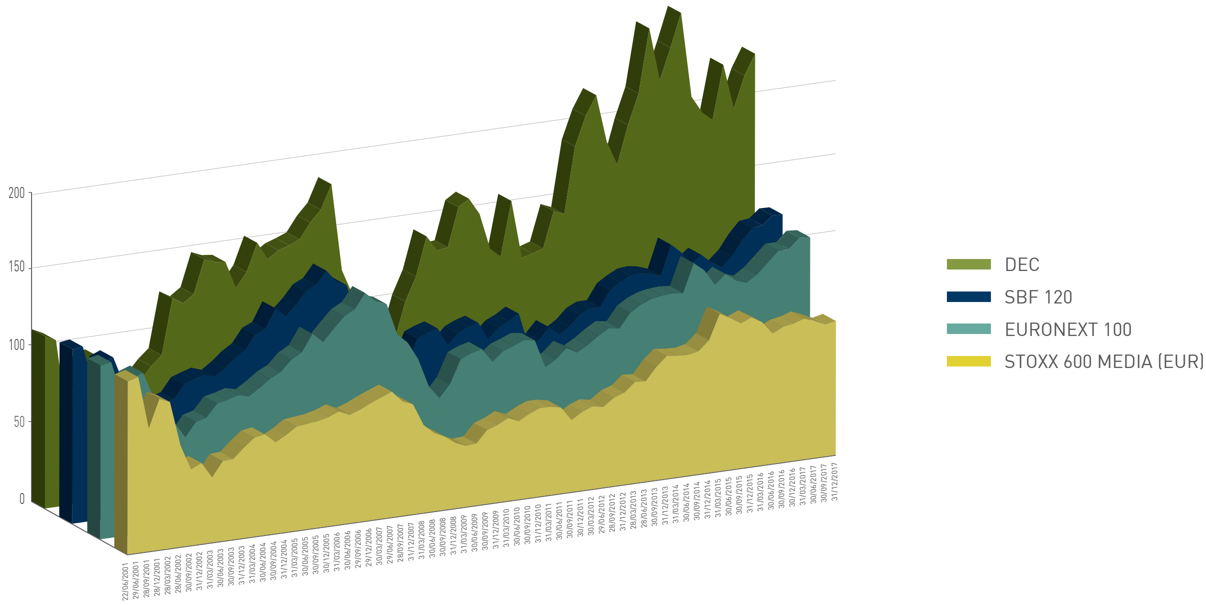
SHARE INFORMATION	
ISIN Code	FR 0000077919
SRD/PEA Eligibility	Yes/Yes
Reuters Code	JCDX.PA
Bloomberg Code	DEC FP

2017 TRADING DATA	
Highest price (30/11/2017)	€35.01
Lowest price (29/08/2017)	€27.32
Stock market capitalisation	7,148.1
Average daily volume	172,311

Source: EuroInvestor.
In millions of euros, as of 31 December 2017.

Change in JCDecaux share price and trading volumes in 2017

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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Provisional financial reporting calendar

DATE	EVENT
14 May 2018	First quarter 2018 revenue and quarterly information
17 May 2018	General meeting of Shareholders
26 July 2018	Second quarter 2018 revenue, half-year results 2018 and half-year financial report
7 November 2018	Third quarter 2018 revenue ans quarterly information

SHARE CAPITAL

1. GENERAL INFORMATION ON THE SHARE CAPITAL

1.1. Amount of share capital

As at 31 December 2017, the Company's share capital totalled €3,242,237.80 divided into 212,676,701 shares, all of the same class and fully paid up. The breakdown of the Company's share capital is set out on pages 270 and 271 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 / REDUCTION (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
03/03/2015	Capital increase by the allocation of bonus shares	13,076	199.34	23.47	306,955.90	3,414,058.71	223,947,410
30/06/2015	Capital increase by the exercise of stock options	722,601	11,015.99	22.13	15,993,304.96	3,425,074.70	224,670,011
20/07/2015	Capital reduction by the cancellation of acquired shares under the OPAS (*)	12,500,000	190,561.34	39.98	499,809,438.66	3,234,513.36	212,170,011
31/12/2015	Capital increase by the exercise of stock options	129,227	1,970.05	22.76	2,941,752.91	3,236,483.41	212,299,238
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

(*) Simplified public offer from 12 June to 9 July 2015.

1.4. Responsibilities and powers delegated to the Executive Board by the General Meeting of 11 May 2017 concerning a capital increase

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	Not used
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	Not used
To increase the share capital by issuing - with pre-emptive right - equity securities and/or securities giving access to the Company's capital and/or securities giving entitlement to future equity securities with preferential subscription rights. (Resolution 18)	€2.3 million	26 months	Not used
To decide on a capital increase by issuing - without pre-emptive rights - of equity shares and/or transferable securities giving entitlement to future equity securities by means of public offering or private investment. (Resolutions 19 and 20)	€2.3 million	26 months	Not used
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
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
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
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 20% or 30%)	26 months	Not used
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 average share price during last 20 trading days)	26 months	Not used
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 (issue price corresponding to the average share price during last 20 trading days)	26 months	Not used

2. BUYBACK OF THE COMPANY'S OWN SHARES

2.1. Buyback of the Company's own shares during the fiscal year

The Combined Extraordinary and Ordinary General Meeting of Shareholders held on 19 May 2016 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 €1,061,496,150 with a view to cancelling said shares.

This delegation, valid until 11 May 2017, was not used by the Executive Board in fiscal year 2017.

The Combined Extraordinary and Ordinary General Meeting of Shareholders held on 11 May 2017 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 €1,062,738,250 with a view to cancelling said shares.

This delegation was not used by the Executive Board in fiscal year 2017.

2.2. New share buyback program

• A new share buyback programme, together with a resolution authorising the cancellation of the shares repurchased, will be submitted to the shareholders for their approval at the Combined Extraordinary and Ordinary General Meeting of Shareholders to be held on 17 May 2018. This authority would replace the authority granted at the General Meeting of Shareholders held on 11 May 2017.

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 17 May 2018, i.e., for indicative purposes, 21,267,670 shares on 31 December 2017
- maximum share price authorised: €50
- maximum amount of the programme: €1,063,383,500 for 21,267,670 shares.

Objectives of this programme:

- implementation of Company stock option plans 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 coupon, or in any other manner; or
- the cancellation of all or part of the shares thereby acquired, subject to approval of the resolution to allow the cancellation of the shares by the Combined Extraordinary and Ordinary General Meeting of Shareholders to be held on 17 May 2018 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
- support for a secondary market or for the liquidity of JCDecaux SA shares by an investment service provider in connection with a liquidity contract that complies with the ethical standards of the Autorité des Marchés Financiers (French Financial Markets Authority)
- this authority would also allow the Company to conduct transactions for any other authorised purpose or transactions that may be authorised by applicable law or regulations. In such case, the Company would advise the shareholders by means of a press release

Length of the programme: 18 months from the General Meeting of Shareholders of 17 May 2018, that is, until 17 November 2019.

RISK MANAGEMENT POLICY

1. 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
  - 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 specific regulations applicable to the Group
  - Risks related to ongoing litigation
  - Risks related to intellectual property.
- Risks related to acquisitions
  - Risks related to acquisitions
  - Risks related to the geopolitical environment.
- Market risks
- IT risks
- Environmental risks.
  - Risks related to climate change
  - Environmental risks related to the business.

The Group considers that there are no other significant risks.

The Company's internal control procedures describe the organisation and procedures introduced within the Group to manage risks on page 285 of this Registration Document.

1.1. Risks related to the Group's business

1.1.1. Risks related to the Group's reputation

Our business is closely linked to the quality and integrity of the relations we have with local government authorities, essentially with respect to our Street Furniture business.

Our reputation for, and our history of, integrity are essential factors that help us to procure contracts with local governments.

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.

It is presented on page 288 of this Registration Document.

1.1.2. 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.

1.1.3. 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.

1.1.4. Counterparty risks related to dependence on customers and suppliers

The Group has a diversified customer base as presented on page 40, and calls on a significant number of suppliers, for finished goods and services alike.

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.

1.1.5. Risks related to public procurement procedures

Concluding contracts with local governments in France and elsewhere is subject to complex statutory and regulatory provisions.

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 2017.

Risk monitoring and management

Over time the Group has accrued teams of lawyers with specialised knowledge in public and administrative 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 Company, 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.

1.2. Legal and regulatory risks

1.2.1. 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). 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 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.

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 of the adverse effects associated with excessive consumption.

An extension to these restrictions could have a negative impact on the revenues from the relevant countries.

In 2017, alcohol advertising accounted for 2.2% of the Group's total advertising revenue, compared to 2.0% in 2016.

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 "Audiovisual 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, Iceland, 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.

Tobacco products advertising is permitted, subject to restrictions, in Germany, Austria and China.

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.

An extension to these restrictions could have a negative impact on the revenues from the relevant countries.

In 2017, tobacco advertising represented 1.0% of the Group's total advertising revenue, as in 2016.

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, morality and truthfulness, notions which can differ from one country to another. Additional restrictions exist from country to country, 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. Moreover, in some countries, advertising messages considered to be awkward, such as those related to the national identity of a country, are subject to approval on a case-by-case basis.

An extension of these bans could have a negative impact on revenue in the countries concerned. An example is the United Kingdom, where advertisements targeting children for food products deemed to contain too much fat, salt or sugar have been prohibited since July 2017.

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 the Directive 89/552/ EEC "Television without Borders" Directive and then Directive 2010/13/EU has involved a gradual opening of media to 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.

1.2.2. Risks related to ongoing litigation

The JCDecaux Group is party to a number of disputes in the context of the normal conduct of its 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 has set 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.

1.2.3. 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 2017, the Group holds 154 patents in the UK and other countries. The "JCDecaux" trademark is protected in 135 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 2017, the Group owns more than 535 secondary trademarks. Over 1,499 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 the domain names to ensure the security of its business and to limit bookings of domain names including the term "JCDecaux" by third parties.

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, by careful selection of suppliers and negotiating adequate guarantees against infringement.

The designers called on to create new forms of devices generally license all of their disposable rights to the Group. JCDecaux subsequently ensures protection by filing patent applications, in France in order to have worldwide rights of priority. 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.

1.3. Risks related to acquisitions

1.3.1. 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 acquisitions.

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 risks associated with external growth, the appropriateness of each acquisition is subject to thorough analysis by the Group management, the Group Mergers & Acquisitions and Development Department and the Group Legal Department. In addition, the Group calls on expert advice throughout the acquisition process.

1.3.2. Risks related to the geopolitical environment

Due to its operations in a very large number of countries, the Group runs the risk of suffering during periods of economic or political instability.

For example, in the United Kingdom, the 2017 economic context was impacted by the outcome of the 2016 referendum confirming Brexit. The United Kingdom's GDP increased by 1.8% in 2017, representing a downturn in comparison with 2016. The 6.5% fall in the sterling exchange rate boosted exports, but negatively impacted the consumption of British households. As a reminder, our exposure remains limited in the United Kingdom where revenue generated in the United Kingdom in 2017 accounted for 10.4% of the group's total revenue.

In the United States, the economic policy conducted by its representatives had no impact on the group's performance in 2017 with the exception of the Tax reform which leads to an increase in the income tax 2017 due to a mechanical decrease of the deferred tax assets net of the deferred tax liabilities in connection with the decrease in the deferred tax rate (cf. chapter "Income tax" page 150). However, future political and economic choices might impact group performance. As a reminder, the revenue generated in the United States in 2017 represented 8.5% of the group's total revenue.

Risk monitoring and management

The group's international development carries with it geographical diversification that limits the concentration of risk in a given country.

The breakdown of revenue by geographic area is presented on page 55 of this Registration Document.

1.4. 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 156 to 158 of this Registration Document.

Risk monitoring and management

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.

JCDecaux SA is rated "Baa2" by Moody's and "BBB" by Standard and Poor's (Moody's last rating was on 5 July 2017, and Standard and Poor's on 19 July 2017). Both of the ratings had a "stable outlook", as was the case at 31 December 2016.

1.5. 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 operational capacity of these systems.

Risk monitoring and management

The Group's information systems are protected at several levels: data centres are secured, access to software is controlled, and display systems are 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. However, 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.

1.6. Environmental risks

1.6.1. 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 4,280 cities with over 10,000 inhabitants in more than 75 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.

Risk monitoring and management

(i) Adapting to climate change: JCDecaux's assets are insured against the risks of climate events, enabling it to further reduce the risk of financial impact of such events on the Group. Moreover, to ensure that street furniture is 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 2017, it covered 96% 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 about this low- carbon strategy, please refer to the section "Our environmental commitment" of this Registration Document or "Environmental information" in the Management Report.

1.6.2. 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 the annual accounts for the financial year ended 31 December 2017. 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 has established measures to monitor the risks associated with this site. Regular checks are made to minimise the associated environmental risks. 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 2017, 14 of the Group's subsidiaries were certified, representing 52% of revenue.

1.7. 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 2017 totalled €3,720,849.

As a matter of policy, the JCDecaux Group does not obtain coverage from insurers unless they have a 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 and Ireland (excess of €10,000), in the United Kingdom (excess of €30,000) 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 2017. 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.

2. 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.

2.1. Internal control objectivese

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 noncontrolling interests. These procedures are the result of an analysis of the principal financial and operating risks arising from the Company's business.

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.

2.2 Risk management

To ensure continuity in the development of its business, the Group must permanently monitor the prevention and strict control of risks (principally financial and operating risks linked to the business) to which it is exposed.

In 2017 the Group continued its efforts by implementing appropriate procedures and controls to manage these risks and putting corresponding measures in place to limit their financial impact.

The scope of risk identification includes the Company, its direct and indirect subsidiaries, and entities in which the Company holds a minority stake but has managerial control. Risk management is based on risk mapping which lists the main risks faced by the Group and its subsidiaries.

The Executive Board and Audit Committee regularly monitor the Group's risk management policy and report on it to the Supervisory Board.

It is organised around six actions:

- Identify: a working Group managed by the Group's Chief Executive Officer responsible for Finance and Administration and led by the Group's Internal Audit and Legal Department, comprised of Country Managers (who are in charge of the different regions), Administrative and Financial Managers of foreign subsidiaries as well as the Managers of the Corporate Financial Services, France Financing, Information Systems, Quality Control and Sustainable Development Departments, and of the Investor Relations Manager regularly reviews the mapping of the identified risks and makes the necessary changes
- Quantify/Qualify: the risks are assessed according to their probability and impact at Group and subsidiary levels, enabling a risk percentage to be calculated
- Validate: the working Group validates the risks assessed and sends them to the operating teams for comments. Any amendment suggested by the operating teams is then analysed and incorporated by the working Group
- Formalise: all risks defined as "significant" are listed on a detailed sheet. This sheet validated by the working Group sets out the risk and the key elements that have enabled the risk level to be reached. It includes the controls to be introduced, the person in charge, the actions and monitoring to undertake. Each sheet is then sent to the operating teams which are then asked to ensure that appropriate solutions are applied at the local level
- Ensure the consistency of the processes: the risk mapping review is included in the procedures for preparing the Registration Document, the Internal Audit Plan and the updates of the control lists within the Internal Control System
- Annual review: each year the working Group "above-mentioned" reviews the key elements enabling the risk mapping to be amended to ensure its completeness, validity and the appropriateness of control points for each risk. The control points are determined thanks to the Internal Control and Self-Assessment Manual described on page 287.

2.3. Control environment

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 the Operational Departments (Asset Management, Sales and Marketing, Operations) and Functional Departments (Internal Audit, Legal, Corporate Financial Services, IT, and Quality Control and Sustainable Development).

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 and reports directly to the Chairman of the Executive Board. 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 scope of competence and advises the Group's subsidiaries, particularly in France, with regard to industrial activities and the operation of ISO 14001 certified facilities.

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 established at the beginning of fiscal year 2011 and updated in 2015 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.

An Internal Control and Self-Assessment Manual

In 2003, the Group prepared an Internal Control Manual with the assistance of an outside consultant. This Manual is applied by all of the Group's Finance Directors. It identifies the principal decision-making processes and defines their major risks.

On the basis of the Internal Control Manual, the Group developed a self-assessment questionnaire to obtain feedback from the Finance Directors of the subsidiaries regarding the administrative processes and the related risks for which they were responsible.

The Group has reviewed the various stages of each of the processes identified to define the most appropriate control points. For each of these points, the subsidiaries were asked to describe the internal controls they applied and evaluate the suitability and adequacy of such controls.

In conjunction with the Group's risk mapping review, the list of control points considered the most important (sales cycle, purchasing cycle, asset management cycle, financial and cash audits, capital expenditure, human resources, information systems) is regularly updated and sent to subsidiaries which every year return their answers to a self-assessment questionnaire issued by the Internal Audit Department describing how they follow these points. A summary of answers is presented to the Executive Board and to the Audit Committee.

2.4. 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.

3. 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
- the monthly reporting process, with the exception of January and July, is comprised of 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 monthly, except for the months of January and July; and those of each semester are circulated to the market. They include a profit and loss account, balance sheet and a cash flow statement and notes. 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 signed jointly "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 net financial income 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 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 said information to them free of charge
- regulated information is disseminated in accordance with the European "Transparency" Directive through a professional communications agency that relays it to press 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.

4. POLICY ENSURING COMPLIANCE WITH THE SAPIN II LAW AND THE DUE DILIGENCE LAW

The group has prepared a strategy and schedule for its compliance with the Sapin II Law and the Due Diligence Law. It has notably performed a systematic review of existing tools and procedures used within the Company and its subsidiaries around the world, and has launched new, complementary and/or corrective measures as required, particularly with regard to due diligence.

4.1. Compliance with the Sapin II Law of 9 December 2016

4.1.1. The group Code of Ethics

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. It was last updated in 2014.

A review of the group's Code of Ethics is under way with regard to the new legal and regulatory framework and in particular concerning updates to the current alert procedure with the introduction of an online reporting form, available on the intranet of each subsidiary (in accordance with the alert and reporting procedure set out in the group's Vigilance Plan (see section 4.2.1)). In compliance with regulations, due diligence relating to the protection of personal data is checked by the C.N.I.L. (French Data Protection Authority).

The Code of Ethics is made up of two sets of rules:

- fundamental Ethical Rules which prohibit any form of corruption, active or passive, and prescribe compliance with the rules of the free market and of financial and accounting information. A group Ethics Committee is responsible for ensuring compliance with these rules which are essential to the group's existence and success
- 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.

Since 2014, the Code of Ethics has been complemented by a group procedure for the appointment and management of Advisers, most recently updated in 2017, which defines the measures that must be taken to avoid any form of corruption which may be committed by these third parties, particularly in countries considered to present a risk, where 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. The procedure also applies to new partners in joint ventures, new subcontractors and significant subcontractors.

These ethical rules are widely distributed throughout the group so that employees are made aware of them. There is a practical guide, in the Company's internal version of this Code, to go with each rule and principle to help employees understand it.

It 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 group's Code of Ethics and the 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".

Over the course of 2016 and 2017, these were covered by an e-learning training module, followed by an assessment. This training module was designed for 5,000 employees identified as having responsibilities that may be binding for JCDecaux, including those working for entities in which the group is a minority shareholder. The training is predominantly comprised of concrete examples and role-playing exercises on the following topics: legal framework, risks, gifts and invitations, facilitation payments and management of third parties. At the end of the campaign, 94% of targeted individuals had completed the training, which will be regularly repeated for both new and existing employees.

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 or, if this is not the case, an explanation of why not.

4.1.2. Group Ethics Committee

Duties

The main duty of the Group Ethics Committee is to examine any situations that may be brought to its attention in good faith as contrary to the Fundamental Ethical Rules defined in the group's Code of Ethics.

Any employee of a group entity can refer a matter to the Ethics Committee if they suspect a violation of the Fundamental Ethical Rules.

Composition

At 31 December 2017, the Group Ethics Committee was comprised 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). These persons are members of the Committee in as much as they exercise their functions in their official capacity within JCDecaux SA.

The Committee is chaired by the Chairman of the Audit Committee.

The Group General Counsel is entrusted with the Committee's secretariat.

Operation

The Group Ethics Committee meets as often as is necessary, and at least once a year. It has extensive powers to investigate the facts connected with any situation contrary to the Fundamental Ethical Rules, and may be assisted by specialist external advisers. It reports on its work to the Chairman of the Executive Board and the Supervisory Board.

The operation of the Ethics Committee is defined by Rules of Procedure.

Work

No matters were referred to the Group Ethics Committee over the course of the 2017 fiscal year.

It met once to discuss employee training on the Fundamental Ethical Rules and the new impacts of the Sapin II Law of 9 December 2016.

No cases of suspected violation of the Fundamental Ethical Rules were referred to the Ethics Committee during 2017.

4.2. 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 details existing procedures and documents, as well as the programmes and measures implemented pursuant to the obligations of the Due Diligence Law.

It also refers to the group's International Charter of Fundamental Social Values and the United Nations Global Compact, as well as the creation of a special internal governance body, the Group Vigilance Committee.

In accordance with the Act of 27 March 2017, it is the subject of an ongoing information/consultation procedure with the group's staff representative bodies.

4.2.1. The Vigilance Plan

LEGAL OBLIGATION (Law No. 2017-399 of 27/03/2017)	DETAILS OF PROCEDURES & DOCUMENTS
1. RISK MAPPING	RELEVANT DEPARTMENTS & BODIES - Executive Board & Supervisory Board - Audit Committee - Internal Audit Department - Subsidiary Country Directors
	In 2018, the Internal Audit Department prepared, for the first time, a targeted mapping of all risks covered by the Law of 27 March 2017, taking account of geographical regions and business processes.
	The preparation process consisted of: • bringing together local managers by target geographical region (Latin America, Asia, Central and Eastern Europe) • collaborating with several working groups: - the Central Directors (Financial Communication, Sustainable Development & Quality, Finance, Information Systems, General Counsel) - country representatives (Country Directors & Finance Directors) - local Compliance Representatives (Africa, Latin America, Asia, UK, Russia). • identifying internal and external risks: - by business process - by risk category with respect to due diligence (compliance, external factors). • classifying risks: of 92 risks identified in 2017, seven major risks related to due diligence (six linked to compliance and one external) • analysing risks: - the preparation, for each major risk, of a description sheet summarising the processes and control points for the mitigation of the risk - the completion of an annual self-assessment questionnaire by the subsidiaries of 75 countries - the performance of on-site checks (20 assignments carried out in 18 countries by the Internal Audit Department in 2017) and checks on parts. SEE ALSO: the internal control and risk management procedures, which notably include risk mapping, and are described in more detail in section 2 of the "Risk management policy" chapter of this Registration Document.
	REFERRED TO IN THE REGISTRATION DOCUMENT: see section 2 of the "Risk management policy" chapter of this Registration Document (p.285 and following) ("Internal control system and risk management")

LEGAL OBLIGATION (Law No. 2017-399 of 27/03/2017)	DETAILS OF PROCEDURES & DOCUMENTS	
2. **PROCEDURES FOR ASSESSING THE SITUATION OF SUBSIDIARIES, SUBCONTRACTORS AND SUPPLIERS**	RELEVANT DEPARTMENTS & BODIES - Audit Committee - Purchasing-Inventories & Production Department - Sustainable Development & Quality Department - International Operations Department - Internal Audit Department	
	JCDecaux SA has introduced procedures for the regular assessment of the situation of subsidiaries, subcontractors and suppliers with which it has a commercial relationship, which contribute to its risk mapping.	
	Subsidiary assessment is performed via: - quarterly/annual reporting on their environmental, social and stakeholder impacts as part of the non-financial reporting carried out by a network of dedicated correspondents SEE ALSO: "Sustainable development" chapter of this Registration Document - a biennial assessment of the compliance of their practices with the principles of the International Charter of Fundamental Social Values, which may result in the implementation of corrective action plans (see point 3 below on "Actions to mitigate risk and prevent serious breaches") SEE ALSO: "Sustainable development" chapter of this Registration Document - an audit of non-financial information by an independent third party (Art. 225 of the Law of 12 July 2010) and of risks (see "Risk mapping" above). **The assessment of operating subcontractors** is carried out via: - a programme of health and safety inspections of subcontractors by the Department of International Operations via the subsidiaries (long-term objective: 100% of subsidiaries audited). SEE ALSO: "Sustainable Development" chapter of this Registration Documente **The annual assessment of "key suppliers"** is performed via: - the assessment and auditing of key suppliers' compliance with the group's Code of Conduct of Suppliers, with a long-term central objective of 100% of key suppliers assessed and audited every three years; at subsidiary level, a comparable objective is being explored (100% of key suppliers assessed and audited every five years). NB: a "key supplier" is defined as a "strategic" supplier for the group due to (i) its expertise, quality and reliability, and/or (ii) the fact that it represents a significant portion of the group's purchases, 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	
	REFERRED TO IN THE REGISTRATION DOCUMENT	"Sustainable Development" chapter of this Registration Document (p.47 and following)
	REFERRED TO ON THE WEBSITE	International Charter of Fundamental Social Values Code of Conduct of Suppliers

<table>
<tr><th>LEGAL OBLIGATION (Law No. 2017-399 of 27/03/2017)</th><th colspan="2">DETAILS OF PROCEDURES & DOCUMENTS</th></tr>
<tr><td rowspan="5">3. ACTIONS TO MITIGATE RISK AND PREVENT SERIOUS BREACHES</td><td colspan="2">RELEVANT DEPARTMENTS & BODIES
- Purchasing-Inventories & Production Department
- Sustainable Development & Quality Department
- International Operations Department
- Human Resources Department
- Subsidiary Country Directors</td></tr>
<tr><td colspan="2">JCDecaux SA implements actions to mitigate and prevent risks, notably those identified through its risk mapping and/or its assessments of subsidiaries, subcontractors and suppliers (see points 1 & 2 above).</td></tr>
<tr><td colspan="2">to prevent risks and/or breaches of human rights and fundamental freedoms:
- every year, the Subsidiary Country Directors sign letters of confirmation in which they undertake to respect the group's compliance rules, in particular the signing or working knowledge of the International Charter of Fundamental Social Values by employees, as well as the proper dissemination of awareness-raising and training procedures pertaining to environmental and health & safety issues
- in 2017, the Sustainable Development & Quality Department published a Practical Guide on the Application of the International Charter of Fundamental Social Values, prepared for the Subsidiary Country Directors;
- based on the assessment of the subsidiaries by the Sustainable Development & Quality Department vis-à-vis the International Charter of Fundamental Social Values, compliance action plans are rolled out where necessary, as are corrective action plans specific to issues of non-compliance.
SEE ALSO: "Sustainable Development" chapter of this Registration Document

to prevent health and safety risks and/or breaches at work:
- the International Operations Department oversees the roll-out of an awareness-raising campaign known as "Safety Out Home, Safety Home"
- it also issues the subsidiaries with a set of procedures and documents to help them launch their own health & safety system intended to prevent/reduce incidents and accidents at work
- a subsidiary health & safety audit programme has been in place since 2014, enabling a Group Health & Safety Committee to identify areas for improvement and implement solutions.

with regard to environmental risks and/or breaches:
- the Sustainable Development & Quality Department has a clear objective to roll out an employee environmental awareness-raising programme on a local scale (21 countries in 2016, i.e. 70% of the Top 20 countries in terms of revenue)
- it has also published a dedicated Guide for this environmental awareness-raising programme.

raising awareness of sustainable development is carried out through a training programme run by the Sustainable Development & Quality and Human Resources Departments and the subsidiaries. It covers:
- the training of Executive Management (18 countries since 2015)
- the training of all employees with Internet access, via e-learning modules on the challenges of sustainable development and the JCDecaux Sustainable Development Strategy (launched in France in 2016 and shared with the subsidiaries)
- the training of buyers on the challenges of responsible purchasing via presentations and/or webinars (65 group/local buyers trained in 2016).
SEE ALSO: "Sustainable Development" chapter of this Registration Document

the Code of Conduct of Suppliers is applied by the group and local buyers:
- through the group's General Terms and Conditions of Purchase signed by all group suppliers
- and through framework contracts, partnership agreements and certain purchase orders (subcontractors).</td></tr>
<tr><td>REFERRED TO IN THE REGISTRATION DOCUMENT</td><td>"Sustainable Development" chapter of this Registration Document (p.47 and following)</td></tr>
<tr><td>REFERRED TO ON THE WEBSITE</td><td>International Charter of Fundamental Social Values
United Nations Global Compact
Code of Conduct of Suppliers
JCDecaux Sustainable Development Strategy
Group General Terms and Conditions of Purchasea</td></tr>
</table>

<table>
<tr><th>LEGAL OBLIGATION (Law No. 2017-399 of 27/03/2017)</th><th colspan="2">DETAILS OF PROCEDURES & DOCUMENTS</th></tr>
<tr><td rowspan="5">4.
ALERT AND REPORTING SYSTEM</td><td colspan="2">RELEVANT DEPARTMENTS & BODIES
- Executive Board
- Sustainable Development & Quality Department
- Group General Counsel & Regional General Counsels
- Group Vigilance Committee</td></tr>
<tr><td colspan="2">System for alerting and reporting on the existence or emergence of risks is being developed in collaboration with the JCDecaux SA trade union representatives.</td></tr>
<tr><td colspan="2">The guidelines for the alert and reporting system are based on:
- the International Charter of Fundamental Social Values
- the environmental principles of the United Nations Global Compact (principles 7, 8 & 9), adopted by JCDecaux in 2015.
These apply to all JCDecaux employees in all countries in which the group operates.

The alert and reporting system will be accessed as follows:
- details of the system and the reporting form available on each country's intranet in the main working languages of the group, using secure technical solutions to guarantee confidentiality. They are also displayed in all group premises
- reporting form, together with a dedicated and secure telephone number and email address available under the same conditions as the form and used to alert the Secretariat of the Vigilance Committee to any issues
- special internal announcement expected following legal consultation with JCDecaux SA and its subsidiaries Staff Representative Bodies (see below).

A Group Vigilance Committee is created. Its composition, duties and functioning are governed by Rules of Procedure, as follows:
- it is composed of eight members representing the group's main business lines concerned with due diligence (Purchasing, Internal Audit, Communication, Sustainable Development & Quality, International Operations, Group General Counsel, Human Resources) and is chaired by the group's Chief Financial and Administrative Officer, a member of the Executive Board
- it 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 (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
- the Chairman of the Group Vigilance Committee reports to the Executive Board once per year, and whenever necessary, on the work of the Committee.

A number of legal due diligence procedures were in place prior to the effective introduction of the alert and reporting system:
- a consultation with the JCDecaux SA trade union representatives via an information/consultation procedure with the Staff Representative Bodies of the French operational subsidiaries (JCDecaux SEU, Cyclocity, MédiaKiosk & Média Aéroports de Paris) in accordance with Article L. 225-102-4.-I. - 4° of the Law of 27 March 2017
- notification of the alert and reporting system to the Commission Nationale de l'Informatique & des Libertés (French Data Protection Authority), as part of the AU 004 single authorisation regime
- declaration of the alert and reporting system to the Inspection du Travail.</td></tr>
<tr><td>REFERRED TO ON THE WEBSITE</td><td>International Charter of Fundamental Social Values
United Nations Global Compact
Alert and reporting procedure & reporting form</td></tr>
</table>

<table>
<tr><th>LEGAL OBLIGATION (Law No. 2017-399 of 27/03/2017)</th><th>DETAILS OF PROCEDURES & DOCUMENTS</th></tr>
<tr><td rowspan="3">5.
SYSTEM FOR THE MONITORING AND ASSESSMENT OF MEASURES IMPLEMENTED</td><td>RELEVANT DEPARTMENTS & BODIES
- Executive Board & Supervisory Board
- Purchasing-Inventories & Production Department
- Internal Audit Department
- Sustainable Development & Quality Department
- International Operations Department
- Group General Counsel & Regional General Counsels
- Subsidiary Country Directors</td></tr>
<tr><td>JCDecaux SA has introduced a system for the regular monitoring and assessment of measures implemented as part of the current Vigilance Plan. The system relies on internal control, investigation and reporting procedures at all group levels.</td></tr>
<tr><td>On-site checks and/or parts checks are carried out by all relevant operational departments as part of the roll-out of the various initiatives of the Vigilance Plan
- by the Purchasing-Inventories & Production Department for the group's key suppliers
- by the Internal Audit Department, via the Sustainable Development & Quality Department, for the subsidiaries (non-financial reporting)
- by the International Operations Department for operating subcontractors.

Investigations are carried out, where necessary, following the checks, by the departments and bodies responsible for overseeing the application of the Vigilance Plan:
- by the Internal Audit Department, notably as part of its periodic audit duties in target countries or regions
- by the Group General Counsel and Regional General Counsels, the primary spokespersons of Subsidiary Country Directors in the event of a proven risk or dispute pertaining to fundamental rights and freedoms, implicating the due diligence of the group, and in particular as part of the preparation of the twice-yearly consolidated review of disputes and risks at group level
- by the Group Vigilance Committee, as part of its twofold duty to review employee alerts and perform self-assessments
- by the Audit Committee, should it so decide, as part of its analyses of the situation of the group and its subsidiaries, which is shared with it by the Internal Audit Department or by external auditors
- by the Executive Board.

Regular reporting is carried out at the highest level within JCDecaux SA and the group:
- concerning the work of the Group Vigilance Committee: each year, and as and when required, by the Chairman of the Group Vigilance Committee to the Executive Board and the Supervisory Board (see point 4 above)
- concerning the work of the Audit Committee: four times per year by the Chairman of the Audit Committee to the Supervisory Board
- concerning the review of group risks and disputes: twice per year by the Group General Counsel to the Statutory Auditors, the Audit Committee and the Executive Board, and in the frame of a summary report to the Supervisory Board
- concerning the work of the Sustainable Development & Quality Department: once per year before the Executive Board.</td></tr>
</table>

4.2.2.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. The implementation of the Charter is of the utmost importance to the group: one member of the Executive Board, and the Group Chief Financial and Administrative Officer, have taken direct responsibility for ensuring that it is correctly applied throughout the group.

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).

4.2.3. 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 via its Secretariat: a form 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. In accordance with regulations, due diligence relating to the protection of personal data is checked by the C.N.I.L. (French Data Protection Authority).

Composition

The Group Vigilance Committee has eight members who represent the group's main business lines concerned with due diligence (Purchasing, Internal Audit, Communication, Sustainable Development & Quality, International Operations, General Counsel, Human Resources). 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 for the first time on 16 February 2018. At this meeting, it approved the 2018 Vigilance Plan which was later approved by the Executive Board of the Company before being submitted to the Supervisory Board as part of the approval of the Company's 2017 Management Report.

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 167 to 179. 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 75 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 page 273 of this Annual Report, Part "Transactions with subsidiaries of JCDecaux SA" and on page 312, Part "Statutory Auditors' Report on Related Party Agreements and Commitments".)

2. SIMPLIFIED GLOBAL ORGANISATION CHART (1) AS AT 31 DECEMBER 2017

JCDECAUX HOLDING

63.97%

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	Spain	100.00	ATM	
• EL MOBILIARIO URBANO S.L.U	Spain	100.00	M	
• JCDECAUX TRANSPORT ESPANA S.L.U	Spain	100.00	T	
- 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	
- AFA JCDECAUX ICELAND ehf	Iceland	100.00	M	
APG SGA SA	Swiss	30.00	A	
JCDECAUX IRELAND Ltd	Ireland	100.00	A	(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	
JCDECAUX AIRPORT BELGIUM	Belgium	100.00	T	
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 99,85% owned by JCDECAUX FRANCE and 0,15% 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% owned by JCDECAUX ASIA (S) Pte Ltd, owned itself at 100% by JCDECAUX ASIE HOLDING.
(14) 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.
(15) 70% now owned by JCDECAUX SOUTH AFRICA (Pty) Ltd.
(16) 70% owned by JCDECAUX SOUTH AFRICA HOLDINGS.
(17) 100% owned indirectly by JCDECAUX SUBSAHARAN AFRICA HOLDINGS (Pty) Ltd.
(18) 80% owned indirectly by JCDECAUX SUBSAHARAN AFRICA HOLDINGS (Pty) Ltd.
(19) 100% owned by JCDECAUX STREET FURNITURE BELGIUM.
(20) 50% owned by JCDECAUX SA and 30% owned by JCDECAUX OUT OF HOME ADVERTISING Ltd.
(21) 99,99% owned by JCDECAUX AMERIQUES HOLDING and 0,01% owned by JCDECAUX SALVADOR SA.
(22) 99,99% owned by JCDECAUX AMERIQUES HOLDING and 0,01% owned by JCDECAUX LATAM SERVICOS DE MANAGEMENT Ltda.
(23) 50% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U. and 50% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(24) 49,99% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U. and 50,01% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(25) 63,69% owned by EQUIPAMIENTOS URBANOS DE MEXICO, S.A. de CV and 0,01% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(26) 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.
(27) 99,99% owned by JCDECAUX TOP MEDIA SA (formerly called JCDECAUX CENTROAMERICA HOLDING S.A.) and 0,01% owned by TOP MEDIA EL SALVADOR S.A de C.V.
(28) 99,99% owned by JCDECAUX TOP MEDIA SA (formerly called JCDECAUX CENTROAMERICA HOLDING S.A.) and 0,01% owned by TOP MEDIA GUATEMALA S.A.
(29) 99,96% owned by JCDECAUX TOP MEDIA SA (formerly called JCDECAUX CENTROAMERICA HOLDING S.A.) and 0,01% owned by TOP MEDIA PANAMA S.A.
(30) 98% owned by JCDECAUX TOP MEDIA SA (formerly called JCDECAUX CENTROAMERICA HOLDING S.A.), 1% owned by TOP MEDIA PANAMA S.A. and 1% owned by TOP MEDIA COSTA RICA S.A.
(31) 50,01% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U. and 49,99% owned by CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.
(32) 99,99 % owned by STAND OFF S.A. and 0,01 % owned by JCDECAUX CHILE S.A.
(33) 85 % owned by JCDECAUX AMERIQUES HOLDING and 15 % owned by JCDECAUX ASIE HOLDING.
(34) 99,99% owned by JCDECAUX AMERIQUES HOLDING and 0,01% owned by JCDECAUX LATIN AMERICA INVESTMENTS HOLDING, S.L.U.
(35) 100% owned indirectly by JCDECAUX NORTH AMERICA, inc.
(36) 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 SAOUDI 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	TM	
- JCDECAUX AUSTRALIA Pty Ltd	Australia	100.00	M	
- JCDECAUX AZERBAIJAN LLC	Azerbaidjan	100.00	M	(12)
- JCDECAUX MONGOLIA LLC	Mongolia	51.00	M	(13)

Company	Country	%	Activity	Note
JCDECAUX AFRIQUE HOLDING :	France	100,00	*	
- JCDECAUX BOLLORE HOLDING	France	50.00	*	
• JCDECAUX CAMEROUN	Cameroon	99.96	T	(14)
• 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	(15)
- JCDECAUX SUBSAHARAN AFRICA HOLDINGS (PTY) Ltd	South Africa	70.00	A	(16)
- JCDECAUX SOUTH AFRICA (Pty) Ltd	South Africa	100.00	A	
- JCDECAUX MOZAMBIQUE Limitada	Mozambique	71.50	A	
- JCDECAUX BOTSWANA (PTY) Ltd	Botswana	100.00	A	(17)
- CONTINENTAL MEDIA OUTDOOR (ANGOLA) Lda	Angola	100.00	A	(17)
- JCDECAUX LESOTHO (PTY) Ltd	Lesotho	100.00	A	(17)
- JCDECAUX SWAZILAND (PTY) Ltd	Swaziland	100.00	A	(17)
- JCDECAUX TANZANIA Ltd	Tanzania	100.00	A	(17)
- JCDECAUX OUTDOOR ADVERTISING UGANDA Ltd	Uganda	100.00	A	(17)
- JCDECAUX ZAMBIA Ltd	Zambia	100.00	A	(17)
- JCDECAUX ZIMBABWE (Pvt) Ltd	Zimbabwe	100.00	A	(17)
- JCDECAUX OUTDOOR ADVERTISING LIMITED	Malawi	100.00	A	(17)
- 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	(17)
- JCDECAUX MADAGASCAR SA	Madagascar	80.00	A	(18)
- JCDECAUX NIGERIA OUTDOOR ADVERTISING Ltd	Nigeria	70.00	A	

Company	Country	%	Activity	Note
JCDECAUX (CHINA) HOLDING Ltd :	Hong Kong	100.00	*	(19)
- 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	Macau	80.00	TM	
JCDECAUX KOREA Inc.	South Korea	80.00	M	(20)
JCDECAUX UZ	Ouzbekistan	72.26	M	

Americas

Company	Country	%	Activity	Note
JCDECAUX AMERIQUES HOLDING :	France	100,00	*	
- JCDECAUX DO BRASIL SA	Brasil	100,00	TM	(21)
• CONCESSIONARIA A HORA DE SAO PAULO SA	Brasil	86,67	M	
• JCDECAUX MIDIA AEROPORTOS LTDA (formerly called JCDECAUX MIDIA BRASIL Ltda)	Brasil	99,99	T	
• CEMUSA DO BRASIL Ltda	Brasil	99,99	T	
- JCDECAUX AEROPUERTO DE LIMA SAC	Peru	100,00	T	(22)
- JCDECAUX LATIN AMERICA INVESTMENT HOLDING S.L	Spain	100,00	*	
• CORPORACION AMERICANA DE EQUIPAMIENTOS URBANOS S.L.	Spain	73,36	*	
. JCDECAUX CHILE S.A.	Chile	100,00	TM	(23)
. EQUIPAMIENTOS URBANOS DE MEXICO, S.A. de CV	Mexico	50,01	M	(24)
.. EQUIPAMIENTOS URBANOS NACIONALES DE COLOMBIA S.A.	Colombia	75,00	M	
.. JCDECAUX OUT OF HOME MEXICO SA DE CV	Mexico	63,70	M	(25)
. JCDECAUX TOP MEDIA SA (formerly called JCDecaux CENTROAMERICA HOLDING S.A.)	Panama	72,75	*	(26)
.. 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	(27)
.. JCDECAUX GUATEMALA S.A	Guatemala	100,00	M	(28)
.. TOP MEDIA HONDURAS S.A.	Honduras	100,00	A	(29)
.. TOP MEDIA NICARAGUA S.A.	Nicaragua	100,00	A	(30)
. JCDECAUX DOMINICANA, S.A.	Dominican Republic	100,00	M	(31)
. JCDECAUX OOH CHILE S.A.	Chile	100,00	A	(32)
- JCDECAUX OOH URUGUAY SA (formerly called OUTFRONT MEDIA URUGUAY S.A.)	Uruguay	100,00	M	
- JCDECAUX ARGENTINA OOH SA	Argentina	100,00	A	(33)
- JCDECAUX ECUADOR SA	Ecuador	100,00	M	(34)
- 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 JCDECAUX 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	(35)

Company	Country	%	Activity	Note
JCDECAUX URUGUAY	Uruguay	100,00	M	(36)

DIGITAL LED SCREEN OF 111sqm
Chicago
UNITED STATES

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, 2017, 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.

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of JCDecaux S.A. for the year ended December 31, 2017.

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 of December 31, 2017 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, 2017 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 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 of December 31, 2017, the goodwill, intangible and intangible assets, and investments under equity method amounts to M€ 3,275.5. 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 for the goodwill. The methodology used by your group is described in the notes 1.10 et 1.11 of the consolidated financial statements. We have considered that the valuation of these assets is a key audit matter because of their importance in the accounts and the estimations and judgments necessary to their valuation. Indeed, these tests include, to determine the recoverable value, forecast data relevant to each operating segment. These data include, the 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 work consisted in particular to : • become aware of the processes and analysis conducted by JCDecaux S.A. in order to carry out those evaluations; • reconcile with the consolidated accounts the net value of the assets that being tested for impairment; • check on sample data the arithmetic correctness of the model used to determine the utility values; • assess by discussion with financial management and the board of directors your group the reasonable character of the main assumptions used, and compare with the data used for previous impairment tests, as well as, where appropriate, the performance history of concerned subsidiaries; • evaluate the reasonable character of discount rate, long term growth rate, and contract renewal rate; • implement sensitivity analysis on the main assumptions used; • assess the appropriateness of the information provided in the notes of the consolidated financial statements.

Dismantling provision valuation

RISK IDENTIFIED	As of December 31, 2017, the provisions booked in order to comply with the dismantling obligations amounts M€ 226.5. The rules and accounting methods regarding these provisions and their evaluations are described in the notes 1.21 et 4.12.1 "Dismantling provisions" of the consolidated financial statements. Costs for dismantling street furniture at the end of a contract are accrued, when a contractual dismantling obligation exists at a foreseeable date. These provisions represent the 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 closing according to the number of installed items and the unitary cost of dismantling. We have considered that the evaluation of dismantling provisions is a key audit matter due to the estimations and judgement necessary to their assessment.
OUR RESPONSE	Our work consisted of : • evaluate the relevance of the methodology implemented by the company JCDecaux S.A.; • evaluate the internal control processes relevant to the dismantling provision evaluation and identifying the main controls relevant to our audit; • assess on a sampling basis the assumptions concerning the contracts durations and the coherence of cost estimations used in the calculation of the provision with the budgets and quotations available as well as past cost statistics; • assess the coherence of the assumptions concerning the inflation and discounting rates; • assess the appropriateness of the information provided in the notes of the consolidated financial statements.

Verification of the Information Pertaining to the Group Presented in the Management Report

As required by law, we have also verified in accordance with professional standards applicable in France the information pertaining to the Group presented in the management report of the board of directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Appointment of the Statutory Auditors

We were appointed as statutory auditors of JCDecaux S.A. by the annual general meeting held on May 6th, 2006 for KPMG Audit, and on June, 20th 2000 for ERNST & YOUNG et Autres.

As at December 31, 2017, KPMG Audit was in the 12th year of total uninterrupted engagement and ERNST & YOUNG et Autres in the 18th year (including 17 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, 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) N° 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 8, 2018

The Statutory Auditors
French original signed by

KPMG Audit Département de KPMG S.A.	ERNST & YOUNG et Autres
Jacques Pierre *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**

Les comptes annuels ont été arrêtés par le Directoire. Il nous appartient, sur la base de notre audit, d'exprimer une opinion sur ces comptes.

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 2017.

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 2017 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 1st January 2017 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 for statutory auditors.

Emphasis of Matter

We draw your attention to the note 1.1.2. "Change of accounting method" which presents the impacts on annual financial statements of the first application of the ANC standard 2015-05, related to financial instruments and hedging transactions and applicable from the 1st of January 2017. 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 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.

Financial assets valuation

RISK IDENTIFIED	As at 31st December 2017, financial assets (equity securities, receivables from equity interests and loans) are booked in the balance sheet for a net amount of M€ 3,531.6, approximately 74% of total assets. The recoverable amount of equity securities is the greater of the asset's sale value or its 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 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. As at 31st December 2017, the Group has booked an impairment of M€ 24, mainly on JCDecaux Afrique Holding equity securities. The recoverable amount of receivables from equity interests and loans is determined by using the present value of expected future cash flows less net debt. We considered that the correct valuation of equity securities, receivables from equity interests and loans represents a key audit matter due to the significant part of these assets in the balance sheet and the importance of the Management's judgments in determining the cash flows, discount rates and long-term growth rates.
OUR RESPONSE	Our position regarding this risk In order to appreciate the reasonable estimation of the value in use of equity securities, we accomplished the following tasks based on the information provided: • Check the arithmetic accuracy of the model used to determine the value in use through a survey • Appreciate the reasonableness of the main selected hypotheses used to establish the forecasted data and when appropriate, appreciate the historical performance of the appropriate subsidiaries • Appreciate the reasonableness of the discount rates, long-term growth rates and the rate of the contract renewals • Check whether the resulting value of the forecasted cash flows has taken into account the deduction of net debt Beyond the appreciation of the values in use of the equity securities, we also performed the following tasks: • Appreciate the recoverability of the receivables from equity interests from the perspective of analyses performed regarding equity securities • Appreciate the appropriateness of the information provided in the notes of the annual financial statements

Verification of the Management Report and of the Other Documents Provided to the shareholders

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by French law.

Information provided in the Management Report and in the Other Documents Provided to the Shareholders with respect to the financial position and the financial statements

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 provided to the Shareholders with respect to the financial position and the financial statements.

Report on Corporate Governance

We confirm the existence in the Report on Corporate Governance of the information required by Articles L. 225-37-3 and L. 225-37-4 of the French Commercial Code (Code de commerce).

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 this work, we attest the accuracy and fair presentation of this information.

Regarding the information on factors that your Company considered could have a potential incidence in case of public takeover or swap bid, given in accordance with the requirements of Article L. 225-37-5 of the French Commercial Code (Code de commerce), we have verified they are in accordance with the underlying documentation provided to us. Based on this work, we have no matter to report 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 20th June 2000 for ERNST & YOUNG et Autres and on 10th May 2006 for KPMG Audit.

As at 31st December 2017, ERNST & YOUNG et Autres and KPMG Audit were in the 18th year and 12th year of total uninterrupted engagement, which are the 17th year since securities of the Company were admitted to trading on a regulated market for ERNST &YOUNG et Autres.

Responsibilities of Management and Those Charged with Governance for the 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 if 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 risks 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 Statements

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 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 financial statements of the current period and which are therefore the key audit matters. We describe these matters in this audit 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 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 8, 2018

The Statutory Auditors
French original signed by

KPMG Audit
Département de KPMG S.A.

Jacques Pierre
Partner

ERNST & YOUNG et Autres

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 31 December 2017, 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 during the year ended 31 December 2017 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 31 December 2017

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 31 December 2017.

Retirement benefits

Person concerned

Mr Daniel Hofer, member of the Executive Board since 1 September 2014.

Nature and purpose

On 30 July 2014, the Supervisory Board authorised the 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, payments of contributions to pension funds are subject to performance conditions:

- 50% of the contribution shall be paid on condition 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 Jean-François Decaux relating to the countries under his responsibility during the year.

On 6 December 2017, based on the proposal of the Compensation Committee, the Supervisory Board authorised payment of the full retirement benefit amount to which Mr Daniel Hofer is contractually entitled. Your Company recognised an expense of €0.1 million for financial year 2017 for this purpose.

b) which were not implemented during the year ended 31 December 2017

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 31 December 2017.

1. Non-compete indemnity paid in the event of employment contract termination

Person concerned

Mr David Bourg, Member of the Executive Board since 15 January 2015.

Nature and purpose

At their meeting on 4 December 2014, the Supervisory Board decided to authorise the amount paid by the Company to Mr David Bourg in the event of the effective termination of his employment contract under the non-compete clause.

Terms and conditions

Since 15 January 2015, a non-compete clause has applied to Mr David Bourg 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 David Bourg 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 31 December 2017.

2.Non-compete indemnity paid in the event of employment contract termination

Person concerned

Mr Emmanuel Bastide, Member of the Executive Board since 1 September 2014.

Nature and purpose

At their meeting on 30 July 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

Since 1 September 2014, a non-compete clause has applied 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 31 December 2017.

Paris-La Défense, March 8, 2018

The Statutory Auditors
French original signed by

KPMG Audit
Département de KPMG S.A.

Jacques Pierre
Partner

ERNST & YOUNG et Autres

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-François 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 25, 2018

Mr Jean-François 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
92400 Courbevoie - Paris-La Défense 1

represented by Mr. Gilles Puissochet,

appointed on 20 June 2000, the engagement of which, renewed by the General Meeting of Shareholders of 10 May 2006 and 15 May 2012, will expire at the General Meeting of Shareholders reviewing and approving the financial statements for the fiscal year ended 31st December 2017.

KPMG SA
Tour EQHO
2 avenue Gambetta
92066 Paris la Défense CEDEX

represented by Mr. Jacques Pierre,

appointed on 10 May 2006, the engagement of which, renewed by the General Meeting of Shareholders of 15 May 2012, will expire at the General Meeting of Shareholders reviewing and approving the financial statements for the fiscal year ended 31st December 2017.

ALTERNATE STATUTORY AUDITORS

AUDITEX
1/2, place des Saisons
92400 Courbevoie - Paris-La Défense 1

appointed on 10 May 2006, the engagement of which, renewed by the General Meeting of Shareholders of 15 May 2012, will expire at the General Meeting of Shareholders reviewing and approving the financial statements for the fiscal year ended 31st December 2017.

KPMG Audit IS
Tour EQHO
2 avenue Gambetta
92066 Paris la Défense CEDEX

appointed on 15 May 2012, the engagement of which will expire at the General Meeting of Shareholders reviewing and approving the financial statements for the fiscal year ended 31st December 2017.

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 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)

2. Relating to fiscal year 2015:

- The management discussion and analysis and consolidated financial statements, including the statutory auditors' report, set forth in the Registration Document filed on 27 April 2016 under number D. 16-0414 (pages 77 to 155 and 250/251, respectively)
- The corporate financial statements of JCDecaux SA, their analysis, including the statutory auditors' report, set forth in the Registration Document filed on 27 April 2016 under number D. 16-0414 (pages 156 to 177 and 252/253, respectively)
- The statutory auditors' special report on regulated agreements with certain related parties, set forth in the Registration Document filed on 27 April 2016 under number D. 16-0414 (pages 254 to 256)

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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