



Digital bus shelter
Rome, Italy

JCDECAUX SE CONVENING BROCHURE

THE COMBINED GENERAL MEETING WILL BE HELD
ON MAY 13 2026 AT 2:30 PM
17, RUE SOYER - 92200 NEUILLY-SUR-SEINE

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KEY DATES & HOW TO ATTEND

Wednesday, 6 May 2026

To be entitled to participate in the General Meeting (the "Record Date"), you must hold your shares on the applicable legal and statutory Record Date.

Thursday, 7 May 2026

Deadline for receipt of written questions.

Saturday, 9 May 2026

Deadline for receipt of postal voting forms.

Tuesday, 12 May 2026, at 3:00 p.m.

Deadline for electronic voting (Votaccess website closing).

Decree No. 2026-94 of 13 February 2026 on modernising communication with shareholders

With a view to simplifying and modernising exchanges with their shareholders, Decree No. 2026-94 of 13 February 2026 now allows companies to convene shareholders holding their shares in registered form **by electronic means**, without their prior consent, **unless they expressly object**.

This new rule will become the default regime for General Meetings convened as from 1 July 2026.

As part of its CSR approach and its commitment to reducing its environmental impact, the JCDecaux Group intends to limit the printing and mailing of convening brochures for the General Meeting to be held in 2027 and is preparing a gradual transition towards primarily paperless communications for General Meeting notices.

As from the 2027 General Meeting, shareholders who have not provided or updated their e-mail address will no longer receive a printed convening brochure, but only a simplified convening letter sent by post.

- How to update your e-mail address?

- If you are a pure registered shareholder : Log on to the secure "Uptevia Investors" website made available to pure registered shareholders by Uptevia (account-keeper): www.investors.uptevia.com and check your e-mail address.
- **If you are an administered registered shareholder** : Contact your financial intermediary (account-keeper) and ask them to forward your e-mail address to Uptevia, our account-keeper.

MESSAGE FROM THE CO-CEOS



Madam, Sir, Dear Shareholders,

In 2025, JCDecaux delivered a **strong performance** despite a geopolitical and economic environment that is still uncertain..

Driven by our Out-of-Home business model, which is unique in the world and based on broad geographical diversification, JCDecaux achieved underlying **organic revenue growth of 3.2%**, excluding the impact of the 2024 Paris Olympic and Paralympic Games and UEFA Euro, to reach **€3,967.1 million**, illustrating our **progress in almost all the geographical areas where we operate**.

In **DOOH (Digital Out-of-Home)**, a **fast-growing media segment**, our revenue recorded organic growth of 10.0%, and now represents **41.7% of our total revenue**.

In a context of accelerating digitisation in the global advertising market, JCDecaux demonstrated the dynamism of its DOOH activity. This was particularly evident **in Brazil, where 79% of revenue comes from digital, in the United States which is 78% digitised, and in the United Kingdom, where DOOH represents 75% of revenue**. In London, we doubled the number of 2m² digital street furniture assets as part of our contract with TfL. The digitisation of our assets, supported by programmatic and data, is a powerful growth accelerator for JCDecaux and for the entire sector, in which we play a leading role, fully aligned with the continued development of our AdTech ecosystem. Thanks to **VIOOH, the most connected SSP on the market, and Displayce, our DSP operating in 79 countries**, JCDecaux is today the only player in its sector to have integrated solutions, open to third parties, covering the entire value chain, which positions us as a reference partner for more powerful, flexible and contextualised campaigns. **Revenue generated by programmatic advertising** is comprised of additional income from innovative, dynamic, data-driven campaigns, as well as from new advertisers. **It grew organically by +19.2% in 2025 to reach €180.5 million, representing 10.9% of our digital revenue**.

2025 also marked a step change in artificial intelligence. Supported by our exclusive portfolio of premium physical assets which provide us with an enduring advantage in the face of AI-driven transformations, we are leveraging this technology in advertising and customer experience to accelerate our growth and scale our operations. For our clients, Displayce launched **CampaignAI**, an intelligent assistant that is transforming how DOOH campaigns are designed, becoming **the first platform to fully integrate generative AI into programmatic DOOH**. With the start-up Doohde, JCDecaux France launched "The mAlker", an online service that enables local or network advertisers to create their own posters, democratising access to the medium while maintaining JCDecaux's quality standards. **All this digitisation demonstrates our ambition to become an "AdTech company"**.

Our financial results demonstrated the strength and operating leverage of our model. Despite the absence of biennial sporting events, we delivered **strong earnings growth**, with operating margin rate reaching 20.9%, a +150bps increase, recurring EBIT increasing by +18.6% and net income excluding the 2024 APG|SGA share sale increasing by +22.8%, combined with a record free cash flow generation of €342.9 million, a +47.9% increase year-on-year. **We have therefore, successfully reached our 2026 financial targets 1 year earlier**. Considering our strong 2025 results, record free cash flow and solid financial structure, we will propose to the AGM **to increase the dividend to €0.65 per share, up from €0.55 last year, representing a +18.2% increase**.

The strong momentum recorded in 2025 illustrates the constant commitment of our employees, which has enabled further successes and progress. **In particular, contract wins and renewals helped consolidate our position as the number one outdoor advertising company worldwide**: including in street furniture, with the contracts for Barcelona and Rennes which we won back; in transport, the advertising spaces of the metro, tram and buses of STIB and the airport in Brussels, the Norwegian railway stations with Bane NOR, as well as the metros of Helsinki, Espoo and São Paulo, the latter backed **by a strong digitisation of our assets**. At the same time, we laid the foundations **for an acceleration in Retail Media through a strategic partnership with Carrefour, Carmila and Unlimitail**.

“

"In 2025, JCDecaux delivered a strong performance."

Regarding external growth operations, which constitute a pillar of our strategy, our majority-owned subsidiary in Panama, JCDecaux Top Media, acquired High Traffic Media to strengthen its presence in this geography and we announced our intention to sell an additional part of our stake in APGISGA to NZZ. The dynamic management of our asset portfolio illustrates our ability to seize decisive opportunities for the future of the company. **In 2026, we will continue developing JCDecaux by combining both organic and external growth.**

Our company has once again demonstrated its ability to transform and innovate, to strengthen its performance, remain its clients preferred medium and to best meet their needs. This culture of innovation is based on R&D rooted in France, resulting **in a portfolio of around 734 models owned by the company and 169 active patents to date.**

As a sustainable media, JCDecaux further strengthened its commitments in 2025. This ambition took concrete shape in our activities with a new milestone in eco-friendly mobility: in France, **self-service bikes recorded nearly 29 million rentals over the year, up 69%**. Our economic model makes a virtuous contribution to the ecological transition, through the continued implementation of our climate trajectory and the objectives defined in our 2030 ESG Strategy. Thanks to our environmental actions, the Group reduced its greenhouse gas emissions (scopes 1, 2, 3 – market-based) by nearly 40.9% in 2025 compared with 2019.

Thanks to our service-driven activity for cities, citizens and travellers, nearly 50% of our revenue is aligned with the European green taxonomy, demonstrating we are a virtuous and sustainable model. Once again included in 2025 in CDP's A List for our climate strategy, the company is recognised for its rigorous approach and the commitment of its teams, in line with our engagement with the United Nations Global Compact. **This encourages us to continue our efforts to reduce our greenhouse gas emissions, to eco-design our street furniture and to offer new solutions with a low environmental impact.**

As a responsible company, JCDecaux has continued its commitment to road safety alongside the United Nations, extending the campaign into new territories (France, Latin America, Japan, Nigeria, Slovenia). Since 2023, the campaign has been displayed in more than 50 countries and is set to reach more than 79 countries by the end of 2026, **enhancing the valuable role that our media plays in everyday life as people live, travel and navigate the city.**

Building on the achievements of 2025, which was a very dynamic year, we will continue to develop our company with confidence, passion and determination and we will reaffirm our strengths in 2026: our ability to innovate and to adapt in a rapidly changing world, driven by digitisation and artificial intelligence; the relevance of our role as a media serving our clients and partners, enjoying strong growth prospects.

We would like to thank our teams for their talent and commitment which ensure operational excellence, our clients for the trust they place in our contribution to the development of their brands, our partners for their loyalty enabling us to provide them with the highest quality of service and our shareholders for their support.

Thank you to our teams for their talent and commitment that ensure operational excellence, to our customers for their trust in our contribution to their brands' development, to our partners for their loyalty in allowing us to provide them with the best quality of service and to our shareholders for their support.

Wednesday, May 13 2026

at 2:30 p.m.

(the doors will open at 1:45 p.m. and close at 3:30 p.m.)

at 17, rue Soyer 92220 Neuilly-sur-Seine

At the Meeting, you can take part in the discussions and exchange with the Management, making this Meeting, within the framework of the relations of trust established since our IPO, an opportunity to exchange views.

As is customary, we will submit during this Combined General Meeting several resolutions for your approval. We thank you in advance for your attention.

We count on your presence and look forward to meeting you.

Yours sincerely

Jean-François Decaux

Chairman of the Executive Board
Co-CEO

Jean-Charles Decaux

Co-CEO

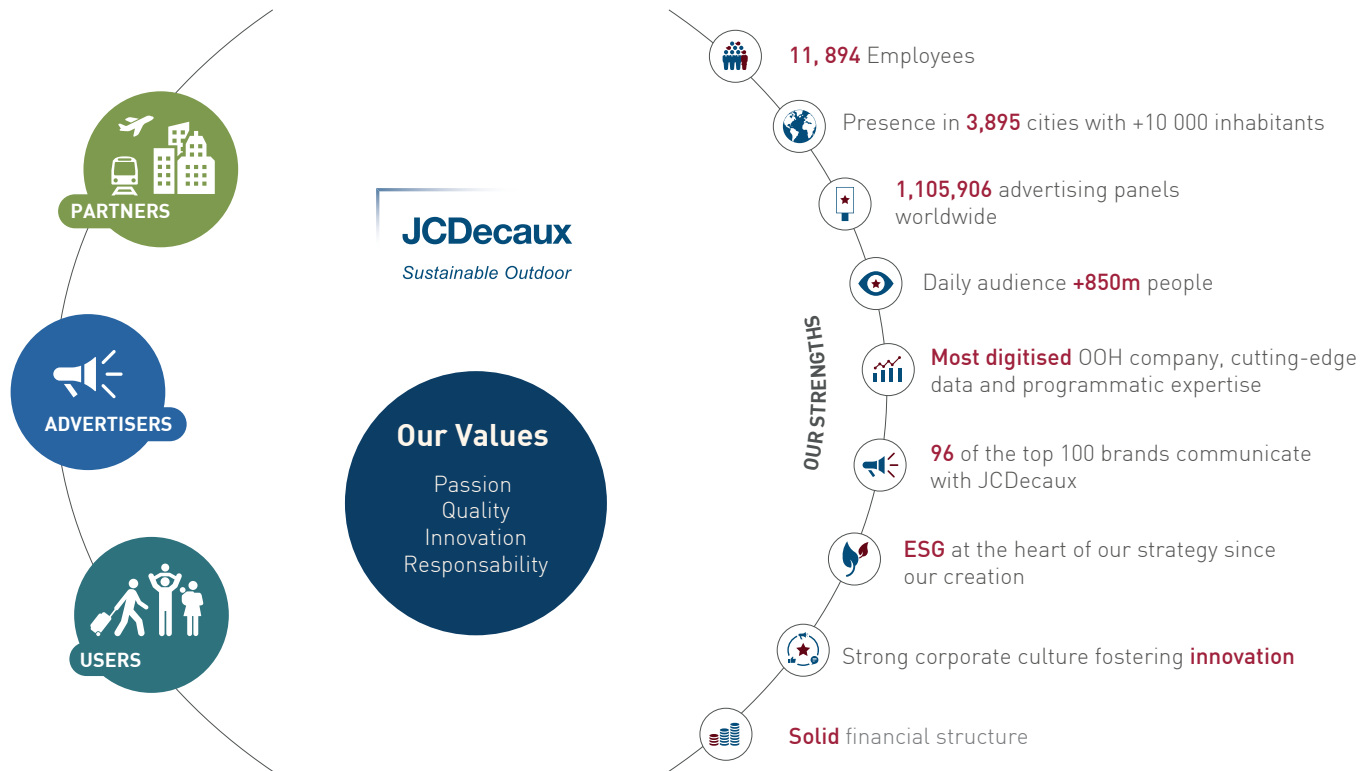
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“Nearly 50% of our revenue is aligned with the European green taxonomy, demonstrating we are a virtuous and sustainable model.”

“

“We will reaffirm our strengths in 2026: our ability to innovate and to adapt in a rapidly changing world, driven by digitisation and artificial intelligence”

AN EFFICIENT AND SUSTAINABLE BUSINESS



2025 HIGHLIGHTS

ACTIVITY

- | Continued strong commercial momentum, despite the absence of major sporting events and the lack of recovery in China
- | Growth driven by Transport and Street Furniture
- | Key contract wins and renewals: Barcelona street furniture, Carrefour Carmila retail media, Brussels metro, trams, buses and airport, Bane NOR train stations in Norway, Helsinki metro
- | Strengthening our position in Central America: Acquisition of High Traffic Media, a leading company in outdoor advertising in Panama

DIGITAL

- | Record contribution from digital: 41.7% of total revenue, up by 10.0% organically
- | Continued selective deployment of digital assets in the most premium locations
- | Strong growth of programmatic advertising revenue +19.2% organically, reaching 10.9% of digital revenue
- | Dynamism of the programmatic ecosystem, including the platforms open to third parties Displayce (DSP) and VIOOH (SSP)

FINANCIAL RESULTS

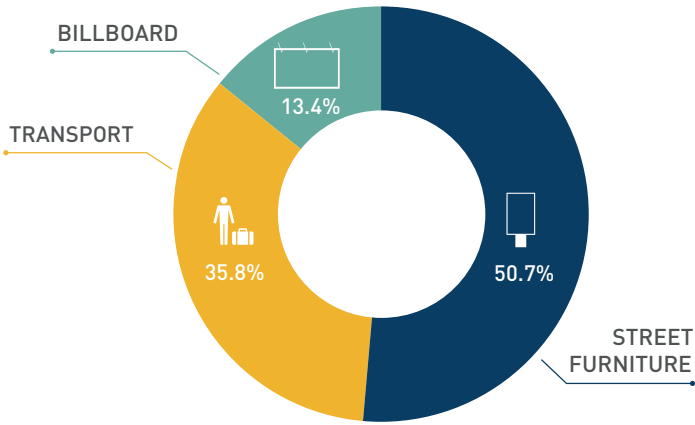
- | Solid underlying organic growth: Revenue up by 3.2%, excluding the impact of the Paris Olympic Games and UEFA Euro in 2024
- | 2026 financial targets reached one year earlier
- | Strong increase in profitability: Operating margin rate up by 150bps to 20.9%, group net income up by 22.8%, excluding APG|SGA share sale in 2024
- | Record free cash flow: €342.9 million, up by 47.9%
- | Sound financial structure: Net debt reduced by 22.3%, now 0.7x operating margin
- | Dividends: Proposed payment of €0.65 per share for 2025, up by 18.2%, with a strategy of gradual increases

ESG

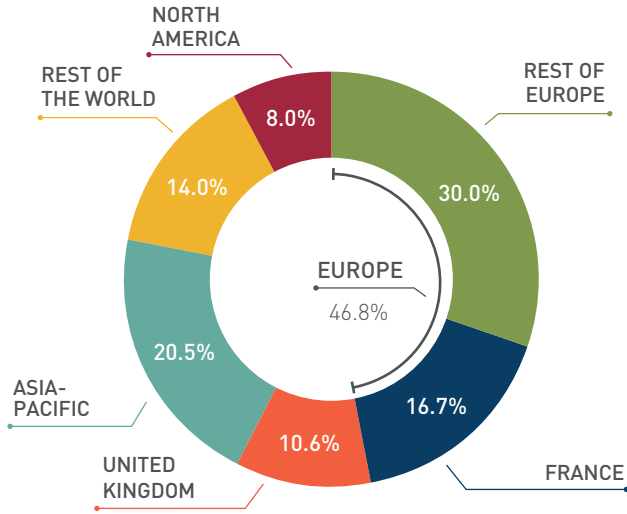
- | Recognition of our ESG performance by leading extrafinancial rating groups (CDP, MSCI, Ecovadis; Sustainalytics).
- | Strategy combining a decarbonisation pathway validated by the SBTi and strengthening of our social policies.
- | Almost 50% of our adjusted revenue aligned with the European Green Taxonomy.
- | Deployment of "360 footprint", an innovative tool to help our customers measure and manage the impact of their advertising campaigns.

KEY FIGURES

REVENUE BY ACTIVITY 2025



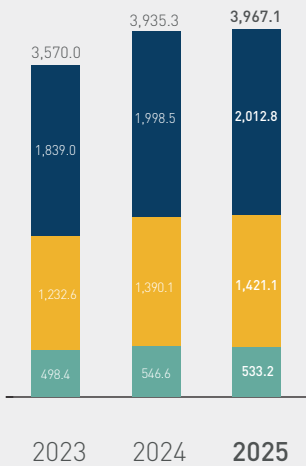
REVENUE BY GEOGRAPHY 2025



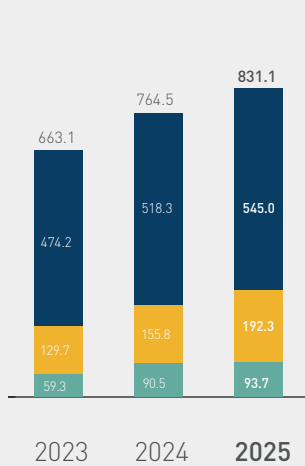
O/W DIGITAL 41.7% OF REVENUE



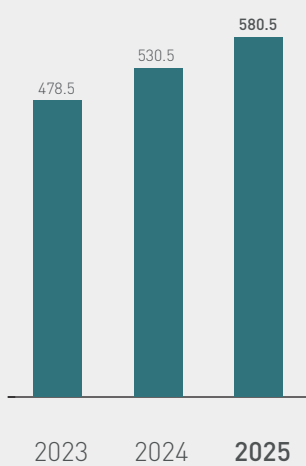
REVENUE BY ACTIVITY (In million euros)



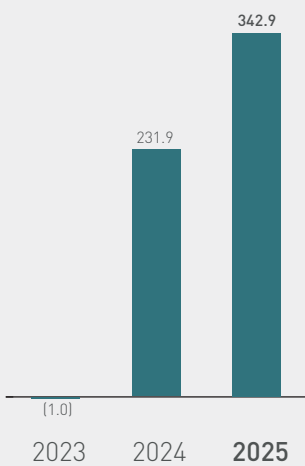
OPERATING MARGING BY ACTIVITY (In million euros)



OPERATING CASH FLOWS (In million euros)



FREE CASH FLOW (In million euros)



STREET FURNITURE TRANSPORT BILLBOARD

Key events of 2025

2025

In 2025, **our revenue remained on its growth trajectory** despite a challenging macroeconomic environment and a demanding base effect linked to the Paris Olympic Games and the UEFA Euro. This performance strengthens our status as **the world leader in outdoor advertising in a highly fragmented market**. The signing and renewal of major contracts enabled us to consolidate our market positions in key geographies. In parallel, we further **accelerated our digital transformation, placing data and programmatic even more at the heart of our value proposition**. Lastly, our commitment to ESG and sustainable development intensified at global level, as illustrated by the recognition of JCDecaux's leadership in the fight against climate change by CDP (Carbon Disclosure Project), with our inclusion on the "A List" for the second year in a row.

FEBRUARY



CDP A-list

Distinction of JCDecaux for its leadership on climate change by global non-profit CDP (Carbon Disclosure Project), securing a place on its annual 'A List' for the second year in a row.



London roadside screens to double

Number of digital roadside screens to reach 2,000 with the installation of 1,000 new London Digital Network (LDN) screens into the city's expanding neighbourhoods.

MARCH



Leadership change

Departure of Daniel Hofer, Member of the Executive Board, Chief Executive Officer Germany, Austria, Central and Eastern Europe and Central Asia; Jérôme d'Héré, appointed new head of this region. Daniel Hofer will not be replaced on the Executive Board.

APRIL



Rennes - Street Furniture

Win of a new contract for the provision, maintenance and operation of city information panels (CIPs) and associated services in Rennes for a 9-year period. A total of 900 advertising panels.

MAY



Jordan - Airport

Partnership with Airport International Group to operate advertising activities from August 1st onwards at Queen Alia International Airport in Amman,, receiving more than 9 million passengers annually.



Dammam - Airport

Renewal for 10-year of the exclusive advertising concession for King Fahd International Airport in Dammam, Saudi Arabia.



Panama - Acquisition of High Traffic Media

Acquisition by JCDecaux Top Media of High Traffic Media, a key player in outdoor advertising in Panama.



Expanded mandate for David Bourg, Member of the Executive Board

Expansion of David Bourg's responsibilities from Group Chief Financial and IT officer since 2015, to become Group Chief Financial, IT and Operations Officer.

JULY



Brussels – Airport

Renewal of the exclusive advertising concession for Brussels Airport by its subsidiary JCDecaux Belgium. With 23.6 million passengers in 2024, it is one of the most important airports in Europe.

AUGUST



Purchase of JCDecaux SE shares

Purchase of 1,4 millions JCDecaux SE shares by JCDecaux SE and by the Amar Family Office (873,491 shares each) at €14.75 per share.

OCTOBER



Norway - Railway Stations

Renewal of the exclusive contract to operate all advertising assets at Norway's Bane Nor railway stations for 4+2+2-year.

NOVEMBER



Brussels – Metro, buses and trams

Contract renewal for the advertising spaces of metro, tram and buses with STIB, the Brussels Intercommunal Transport Company. Deployment of 180 to 200 new digital information screens in 26 stations.

Share buy-back program

Launch of a share buy-back program of up to 1.5 million shares, representing c.0.7% of the share capital of the company.

DECEMBER



Finland - Metro

Renewal of the contract with HKL and Lansimetro Oy to operate all advertising spaces in Helsinki and Espoo metro stations. New LED screens integrated in all 30 metro stations.

Agreement for the disposal of APG|SGA shares

Agreement signed for the sale of 325,519 APG|SGA shares to NZZ, corresponding to 10.85% of the share capital. The stake in APG SGA will be reduced to around 5.6% after a previous sale of 13.56% in May 2024.



Barcelona - Street Furniture

Win of an exclusive 10+4 year contract covering advertising, operation and maintenance for more than 1,400 bus shelters, 500 CIPs and 300 new digital screens.



Excellence Award – JCDecaux Dicon

JCDecaux Dicon honored with the "Excellence in Long-Term Partnership" award at the OneDXB Airport Excellence Awards, celebrating 17 years of collaboration with Dubai Airport.



Partnership with Carrefour Carmila

Partnership with Carrefour, Carmila and Unlimitail to develop and implement indoor DOOH and outdoor OOH and DOOH first in France and then in Spain.



FULL-YEAR 2025 RESULTS

Solid underlying revenue growth

- **+0.8%** reported growth, at €3,967.1m revenue in 2025, **+1.8%** organic growth, **+3.2%** excluding the impact of the 2024 Paris Olympic and Paralympic Games and UEFA Euro
- **+1.6%** organic growth in Q4 above our expectations, a record quarter, including **+3.1%** organic growth for advertising revenue
- **+10.0%** organic digital growth in 2025, **41.7%** of Group revenue, 44.8% in Q4
- **+19.2%** organic programmatic growth, **10.9%** of digital revenue

Strong financial performance

- **+8.7%** Operating Margin at €831.1m, **20.9%**, **+150bps** Operating Margin rate
- **+18.6%** recurring EBIT at €376.7m
- **+22.8%** Net Income Group share excl. APGISGA share sale in 2024 at €262.6m
- **+47.9%** Free Cash Flow, reaching an all-time high of €342.9m

€0.65 dividend per share proposed for 2025, +18.2% yoy, fully paid in cash

Guidance Q1 2026: organic revenue growth expected to be above **+5%**

A report with an unqualified audit opinion had been issued by the Statutory Auditors.

*Following the adoptions of IFRS 11 from January 1st, 2014 and IFRS 16 from January 1st, 2019, **the alternative performance measures presented below are adjusted** mainly to include our prorata share in companies under joint control, regarding IFRS 11, and to exclude the impact of IFRS 16 on our core business lease agreements (lease agreements of locations for advertising structures excluding real estate and vehicle rental contracts). Please refer to the paragraph "Alternative performance measures" for the definition of Alternative performance measures and reconciliation with IFRS in compliance with the AMF's instructions.*

All the comments and numbers below refer to Alternative performance measures, except when indicated as IFRS figures.

The values shown in the tables are generally expressed in millions of euros. The sum of the rounded amounts or variations calculations may differ, albeit to an insignificant extent, from the reported values.

Revenue

In 2025, Group revenue^{(1)&(2)} grew by **+0.8%**, **+1.8%** on an organic basis and **+3.2%** excluding the impact of the 2024 Paris Olympic and Paralympic Games and UEFA Euro, to reach **€3,967.1 million**. This performance reflects the strength of our business model in a challenging macroeconomic environment and after a particularly dynamic year in 2024. Digital continued to be a key growth driver.

In the fourth quarter of 2025, our performance remained robust as group revenue grew by **+1.6%** on an organic basis, above our expectations, including **+3.1%** for advertising revenue.

Among our top 10 advertising categories, Entertainment / Leisure / Film and Finance recorded double-digit growth. Retail and Telecom / Technology also delivered solid growth momentum while Fashion / Personal Care & Luxury Goods declined mid-single digit.

Digital revenue

In **Digital Out of Home (DOOH)**, a fast-growing media segment, our revenue grew by **+7.7%** in 2025, **+10.0%** in organic growth, accounting for **41.7%** of Group revenue, a **2.7ppts** increase yoy, reaching **44.8%** in Q4. We remained focused on the selective roll-out of digital screens in prime locations and the development of our data and programmatic capabilities.

Programmatic revenues through the **VIOOH SSP** (supply-side platform), which include mostly incremental revenue from innovative, dynamic data-driven campaigns and new advertisers, grew organically by **+19.2%** in 2025 to reach **€180.5 million** i.e. **10.9%** of our digital revenue. The DOOH programmatic ecosystem continued to gain strong traction, with the dynamism and the growing number of **DSPs** (demand-side platforms) connected to **VIOOH** (the most connected SSP of the OOH media industry with **57 DSPs** connected) now active in **35 countries**, including Displayce a DSP connected in **79 countries**.

Revenue by activities

In 2025, on an organic basis, Street Furniture grew by +1.9%, including +0.5% in Q4 with continued solid momentum, Transport grew by +3.3%, including +4.7% in Q4, reflecting solid growth in both airports and public transport systems despite a mid-single digit decrease in China, while Billboard declined by -2.3%, including -1.9% in Q4.

	Full-year				Q4			
	2025 (€m)	2024 (€m)	Rep. growth	Org. growth	2025(€m)	2024 (€m)	Rep. growth	Org. growth
Street Furniture	2,012.8	1,998.5	+0.7%	+1.9%	603.9	612.2	-1.4%	+0.5%
Transport	1,421.1	1,390.1	+2.2%	+3.3%	417.3	409.3	+1.9%	+4.7%
Billboard	533.2	546.6	-2.4%	-2.3%	151.6	158.0	-4.1%	-1.9%
Total	3,967.1	3,935.3	+0.8%	+1.8%	1,172.7	1,179.5	-0.6%	+1.6%

- **Street furniture**

Full-year revenue increased by +0.7% to €2,012.8 million (+1.9% on an organic basis) with a continued strong sales momentum throughout the year. Rest of the World grew double digit on an organic basis.

Q4 revenue decreased by -1.4% to €603.9 million (+0.5% on an organic basis) year-on-year, impacted by a strong comparable, including significant non-advertising revenue related to the contract of the Paris automatic public toilet network. Advertising revenue grew by +1.2% (+3.1% on an organic basis). Rest of the World grew double digit on an organic basis.

- **Transport**

Full-year revenue increased by +2.2% to €1,421.1 million (+3.3% on an organic basis) year-on-year. North America and Rest of the World grew double digit on an organic basis.

In Q4, revenue increased by +1.9% to €417.3 million (+4.7% on an organic basis) year-on-year. North America and Rest of the World grew double digit on an organic basis.

Transport remained affected by the low level of activity in China, which declined mid-single digit year-on-year on an organic basis both in full-year 2025 and in Q4 2025.

- **Billboard**

Full-year revenue decreased by -2.4% to €533.2 million (-2.3% on an organic basis) year-on-year, affected by a double digit decline in France on an organic basis due to a high comparable and further rationalisation.

Q4 revenue decreased by -4.1% to €151.6 million (-1.9% on an organic basis) year-on-year. On an organic basis, France decreased double digit, while UK grew double digit due to its high level of digitisation.

Revenue by geographic areas

North America and Rest of the World were key growth drivers as they grew high single digit on an organic basis in 2025. Rest of Europe grew low single digit, UK and Asia-Pacific decreased low single digit, while France decreased mid-single digit impacted by a high comparison base. Excluding the 2024 Paris Olympic and Paralympic Games, France grew by +1.8% on an organic basis.

	2025 (M€)	2024 (M€)	Reported growth	Organic growth
Rest of Europe	1,191.4	1,155.1	+3.1%	+3.1%
Asia-Pacific	814.1	831.2	-2.1%	-0.9%
France	663.7	694.5	-4.4%	-4.7%
Rest of the world	557.0	518.1	+7.5%	+9.8%
United Kingdom	421.9	432.9	-2.5%	-1.4%
North America	319.1	303.5	+5.2%	+9.8%
Total	3,967.1	3,935.3	+0.8%	+1.8%

Analysis of FY 2025 key financial figures

Driven by a sustainable and efficient business model and ongoing cost discipline, 2025 was a year of strong growth across all key financial metrics, with a strong operating leverage, a record Free Cash Flow and a reduction in our net debt, while we continued to invest in the business and we resumed dividend payments. Our operating margin rate reached 20.9%, a +150bps increase yoy, recurring EBIT increased by +18.6%, while net income Group share excluding the 2024 APG|SGA capital gain was up by +22.8% and free cash flow up +47.9% yoy to €342.9 million.

	2025		2024		Evolution 25/24	
	m€	of sales	m€	of sales	m€	Margin rate (bp)
Operating margin						
Street furniture	545.0	27.1%	518.3	25.9%	+26.8	+120bp
Transport	192.3	13.5%	155.8	11.2%	+36.6	+230bp
Display	93.7	17.6%	90.5	16.6%	+3.2	+100bp
Total	831.1	20.9%	764.5	19.4%	+66.6	+150bp

Street Furniture: In 2025, operating margin increased by €26.8 million to €545.0 million. As a percentage of revenue, the operating margin was 27.1%, an improvement of +120bps above prior year, supported by revenue growth in Rest of Europe and Rest of the World regions. This performance was delivered despite a high revenue comparison base related to major sporting events in 2024, reflecting the benefits of contract extensions on better financial terms and tight cost control.

Transport: In 2025, operating margin increased by €36.6 million to €192.3 million. As a percentage of revenue, the operating margin was 13.5%, +230bps above prior year, driven by strong revenue growth in the Rest of the World region and by some contract reset in China.

Billboard: In 2025, operating margin increased by €3.2 million to €93.7 million. As a percentage of revenue, the operating margin was 17.6%, +100bps above prior year, primarily due to revenue growth from the most digitised countries, while the rationalisation plan implemented in France continued to have a positive impact.

EBIT ⁽⁴⁾

Our EBIT grew by +5.5%, +€22.3 million, to reach €431.0 million, mainly driven by the growth of our operating margin (+€66.6 million). Excluding the capital gain from the sale of part of our stake in APG|SGA in 2024 and other one-off items, our recurring EBIT⁽⁵⁾ grew by +18.6% reaching €376.7 million.

Operating margin ⁽³⁾

Our operating margin demonstrated a strong operating leverage, increasing by +8.7% year-on-year, significantly more than our revenue growth, to reach €831.1 million, including margin improvement across all segments.

For the full-year of 2025, our operating margin improved by €66.6 million to reach €831.1 million (vs €764.5 million in 2024), a +8.7% increase year-on-year, well above our revenue growth. The operating margin as a percentage of revenue reached 20.9%, +150bps above prior year (19.4%), with improved operating margin rates across all business segments.

Our EBIT margin rate (before impairment) reached 10.9% overall, a +190bps year-on-year increase excluding the capital gain on APG|SGA shares in 2024, +70bps yoy including this impact. EBIT margin rates improved significantly in both Street Furniture, +180bps yoy to 14.5%, and Transport +300bps yoy to 8.9%, driven by the improvement of the operating margin, while Billboard decreased by -70bps yoy to 2.8% due to one-off reversal of provision in 2024 and amortization related to PPA on acquisitions in Central America.

The net impairment on tangible and intangible assets was a negative impact of -€1.9 million in 2025, compared with a positive impact of €8.4 million in 2024 (mainly due to higher reversals of provisions for onerous contracts in 2024).

Net financial income /Charge, IFRS ⁽⁶⁾

In 2025, net financial charge amounted to -€126.7 million (including -€70.0 million financial interests on IFRS 16 lease liabilities and -€56.7 million other net financial charges) improving by €9.6 million vs 2024.

The financial interests relating to IFRS 16 lease liabilities improved by €5.3 million thanks to the reduction of the IFRS 16 lease liabilities from €2,337.3 million as of December 31st, 2024 to €1,996.1 million as of December 31st, 2025.

Other net financial charges of -€56.7 million, improved by €4.3 million primarily driven by a €22.6 million impairment loss recognised in 2024 on a loan in China, partially offset by lower interest income after the bond repayment, higher negative currency impact and one-off items recognised in 2024.

Equity Affiliates, IFRS

In 2025, the share of net profit from equity affiliates was €46.9 million compared to €45.8 million in 2024, an increase of €1.1 million driven by the improvement of financial performance from some of our affiliates offsetting the decrease of our stake in APGISGA.

Net income group share, IFRS

2025 Net Income Group share is slightly up, +1.4% versus 2024, reaching €262.6 million; but excluding the APGISGA capital gain recorded in 2024, our Net Income Group share increased by +22.8% year-on-year; +13.0% before impairment, a slighter increase as impairment decreased in 2025, as 2024 was impacted by a one-off negative impact linked to a loan in China – as indicated in the comments on the net financial charge above.

Capital Expenditure

In 2025, net capex (acquisition of property, plant and equipment and intangible assets, net of disposals of assets) stood at €296.1 million (€28.1 million less than in 2024) and remained contained at 7.5% of revenue (vs 8.2% in 2024), while we continued to invest to support our organic growth, including in digital which represented 39.5% of the total net capex.

Free cash flow ⁽⁷⁾

Our free cash flow generation has been strong in 2025, reaching €342.9 million, an increase of €111.0 million compared to 2024.

This growth results from improved operational performance, positive impact of working capital requirements and lower capex levels.

Operating cash flows ⁽⁸⁾ increased by €50.0 million (+9.4%) year-on-year, reaching €580.5 million. This growth was mainly driven by the improvement in operating margin (+€66.6 million), net financial interest paid and received (+€6.9 million due to capitalized interests received on cash placements), partially offset by higher income tax paid (€17.7 million change) due to the improvement of our financial performance.

Change in working capital requirements had a positive impact of €33.0 million mainly driven by the decrease in inventory level linked to fewer contracts under deployment at year-end and inventory level optimisation.

ESG performance

We have once again confirmed the excellence of our ESG performance, recognised as best-in-class by extra-financial rating agencies including our inclusion on the CDP A List for the third consecutive year and the award of the Silver Medal by EcoVadis.

Our business model is virtuous to meet climate challenges, as illustrated by its share of revenue, close to 50%, that is aligned with the EU Green Taxonomy regulation. Our climate trajectory aiming to achieve Net Zero Carbon by 2050 was approved by the SBTi in June 2024. Thanks to our continued environmental actions, the Group reduced its greenhouse gas emissions (Scopes 1, 2, 3 – market based) by 40.9% in 2025 compared to 2019.

JCDecaux is a key player in the ecological transition of urban areas and drives innovation through the deployment of tools such as “360 Footprint,” designed to help our clients measure and manage the impact of their advertising campaigns.

Net debt⁽⁹⁾

Our financial structure is strong with a 22.3% decrease in net debt in 2025, bringing it down to €587.4 million, 0.7x our 2025 operating margin.

Our financial net debt decreased by €168.9 million, mainly thanks to the free cash flow generated over the period while financial investments represented in 2025 a limited outflow of €11.6 million and dividend payments represented €146.0 million.

This net debt includes a strong liquidity with €1.3 billion in cash and cash equivalents and €825 million in confirmed revolving credit line, undrawn, with a maturity in 2030, and a well-secured debt profile with no bond maturities until 2028 as well as an optimised management of our liquidity allowing relatively stable net financial expenses over the period

Dividend

At the next Annual General Meeting of Shareholders on May 13th, 2026, the Supervisory Board will recommend the payment of a dividend of €0.65 per share for the 2025 financial year, up +18.2% year-on-year.

Going forward, we intend to continue to gradually increase this dividend while maintaining a balanced cash allocation with capex and bolt-on M&A.

Right-of-use & lease liabilities IFRS 16

Right-of-use IFRS 16 as of December 31st, 2025 amounted to €1,685.1 million compared to €1,954.7 million as of December 31st, 2024, a decrease of €269.5 million related to the amortisation of right-of-use, renegotiations and terminations of contracts and a negative impact of foreign exchange rate partially offset by new contracts, contract renewals, updates of minima guaranteed and changes in scope.

IFRS 16 lease liabilities decreased by €341.2 million from €2,337.3 million as of December 31st, 2024, to €1,996.1 million as of December 31st, 2025. The decrease, mainly related to repayments of lease liabilities, to renegotiations and terminations of contracts and a negative impact from foreign exchange rates is partly offset by new contracts, contract renewals, updates of minima guaranteed and changes in scope.

Outlook

With a solid business momentum in early 2026 with no material impact observed to date from the recent Middle East conflict, we expect above +5% organic revenue growth in Q1 2026, including a positive impact from the 2026 Milano Cortina Winter Olympics and revenue growth turning positive in China. Going forward, building on this revenue momentum, we expect to continue to gradually increase our key financial metrics including margins and cash generation.

Further information

Quarterly revenue growth

Organic growth	Q1	Q2	H1	Q3	Q4	H2	FY 2025
Street furniture	+5.3%	+3.6%	+4.3%	-1.1%	+0.5%	-0.2%	+1.9%
Transport	+6.1%	+0.8%	+3.2%	+1.7%	+4.7%	+3.3%	+3.3%
Display	+4.6%	-3.7%	0.0%	-6.9%	-1.9%	-4.2%	-2.3%
Total	+5.5%	+1.6%	+3.3%	-0.9%	+1.6%	+0.5%	+1.8%

Alternative performance measures

Under IFRS 11, applicable from January 1st, 2014, companies under joint control are accounted for using the equity method.

Under IFRS 16, applicable from January 1st, 2019, a lease liability for contractual fixed rental payments is recognised on the balance sheet, against a right-of-use asset to be depreciated over the lease term. As regards P&L, the fixed rent expense is replaced by the depreciation of the right-of-use in EBIT, below the operating margin, and a lease interest expense on the lease liability in financial result, below EBIT. IFRS 16 has no impact on cash payments, but payment of debt (principal) is booked in funds from financing activities.

However, in order to reflect the business reality of the Group and the readability of our performance, our operating management reports used to monitor the activity, allocate resources and measure performance continue:

- To integrate on proportional basis operating data of the companies under joint control and;
- To exclude the IFRS 16 impact on our core business (lease agreements of locations for advertising structures excluding mainly real estate and vehicle rental contracts).

As regards the P&L, it concerns all aggregates down to the EBIT. As regards the cash flow statement, it concerns all aggregates down to the free cash flow.

Consequently, pursuant to IFRS 8, Segment Reporting presented in the financial statements complies with the Group's internal information, and the Group's external financial communication therefore relies on this operating financial information. Financial information and comments are therefore based on these alternative performance measures, consistent with historical data, which is reconciled with IFRS financial statements.

In 2025, the impacts of IFRS 11 and IFRS 16 on our alternative performance measures are:

- €293.7 million for IFRS 11 on revenue (-€302.7 million for IFRS 11 in 2024) leaving IFRS revenue at €3,673.4 million (€3,632.6 million in 2024).

- €74.6 million for IFRS 11 and €530.8 million for IFRS 16 on operating margin (-€71.9 million for IFRS 11 and €603.8 million for IFRS 16 in 2024) leaving IFRS operating margin at €1,287.2 million (€1,296.3 million in 2024).
- €54.0 million for IFRS 11 and €81.0 million for IFRS 16 on EBIT before impairment charge (-€55.3 million for IFRS 11 and €95.6 million for IFRS 16 in 2024) leaving IFRS EBIT before impairment charge at €460.0 million (€440.6 million in 2024).
- €54.0 million for IFRS 11 and €81.3 million for IFRS 16 on EBIT (-€55.3 million for IFRS 11 and €95.0 million for IFRS 16 in 2024) leaving IFRS EBIT at €458.3 million (€448.4 million in 2024).
- €11.9 million for IFRS 11 on capital expenditure (€30.4 million for IFRS 11 in 2024) leaving IFRS capital expenditure at -€284.2 million (-€293.8 million in 2024).
- €2.7 million for IFRS 11 and €551.8 million for IFRS 16 on free cash flow (€3.8 million for IFRS 11 and €600.8 million for IFRS 16 in 2024) leaving IFRS free cash flow at €897.4 million (€836.5 million in 2024).

Definition notes

1. **Revenue:** It includes on proportional basis the revenue of the companies under joint control.
2. **Organic 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.

3. **Operating Margin:** Revenue less Direct Operating Expenses (excluding Maintenance spare parts) less SG&A expenses. It includes on proportional basis the data of the companies under joint control and excludes the IFRS16 impact on our core business (lease agreements of location for advertising structures excluding mainly real estate and vehicle rental contracts).
4. **EBIT:** Earnings Before Interests and Taxes = Operating Margin less Depreciation, amortisation and provisions (net) less Impairment of goodwill less Maintenance spare parts less Other operating income and expenses. It includes on proportional basis the data of the companies under joint control and excludes the IFRS16 impact on our core business (lease agreements of location for advertising structures excluding mainly real estate and vehicle rental contracts).
5. **Recurring EBIT:** EBIT excluding net reversal of provisions, impairment charge and other operating income and expenses. It includes on proportional basis the data of the companies under joint control and excludes the IFRS 16 impact on our core business (lease agreements of locations for advertising structures excluding mainly real estate and vehicle rental contracts).
6. **Net financial income / charge:** Excluding the net impact of discounting and revaluation of debt on commitments to purchase minority interests (+€11.5 million and -€8.3 million in 2025 and 2024 respectively).
7. **Free cash flow:** Net cash flows from operating activities less capital investments (property, plant and equipment and intangible assets) net of disposals. It includes on proportional basis the data of the companies under joint control and excludes the IFRS16 impact on our core business (lease agreements of location for advertising structures) and non-core business (mainly real estate and vehicle rental contracts).
8. **Operating cash flows:** Net cash flows from operating activities excluding change in working capital requirement. It includes on a proportional basis the data of the companies under joint control and excludes the IFRS16 impact on our core business (lease agreements of location for advertising structures) and non-core business (mainly real estate and vehicle rental).
9. **Net debt:** Debt net of managed cash less bank overdrafts, excluding the non-cash IAS 32 impact (debt on commitments to purchase minority interests), including the non-cash IFRS 9 impact on both debt and hedging financial derivatives, and excluding IFRS 16 lease liabilities.

Organic growth revenue

€m		Q1	Q2	Q3	Q4	FY
2024 revenue	(a)	801.6	1,006.1	948.2	1,179.5	3,935.3
2025 IFRS revenue	(b)	797.7	935.0	855.8	1,084.9	3,673.4
IFRS 11 impacts	(c)	60.3	75.3	70.3	87.8	293.7
2025 revenue	(d) = (b) + (c)	858.0	1,010.3	926.1	1,172.7	3,967.1
Currency impacts	(e)	-1.5	24.2	27.6	38.1	88.4
2025 revenue at 2024 exchange rates	(f) = (d) + (e)	856.5	1,034.5	953.7	1,210.8	4,055.5
Change in scope	(g)	-11.0	-12.5	-14.1	-12.3	-49.9
2025 organic revenue	(h) = (f) + (g)	845.5	1,022.0	939.6	1,198.5	4,005.7
Organic growth	(I) = (H)/(A)-1	+5.5%	+1.6%	-0.9%	+1.6%	+1.8%

€m	Impact of currency as of december 31 st , 2025
AUD	16.6
USD	14.0
BRL	11.3
CNY	9.5
Others	37.0
Total	88.4

Average exchange rate	FY 2025	FY 2024
AUD	0.5709	0.6098
USD	0.8850	0.9239
BRL	0.1585	0.1718
CNY	0.1232	0.1284

RECONCILIATION BETWEEN APM FIGURES AND IFRS FIGURES

PROFIT & LOSS

€m	2025				2024			
	APM FIGURES	IMPACT OF COMPANIES UNDER JOINT CONTROL	IMPACT OF IFRS 16 FROM CONTROLLED ENTITIES ⁽¹⁾	IFRS FIGURES	APM FIGURES	IMPACT OF COMPANIES UNDER JOINT CONTROL	IMPACT OF IFRS 16 FROM CONTROLLED ENTITIES ⁽¹⁾	IFRS FIGURES
Revenue	3,967.1	[293.7]		3,673.4	3,935.3	[302.7]		3,632.6
Net operating costs	(3,136.1)	219.1	530.8	(2,386.2)	(3,170.8)	230.7	603.8	(2,336.3)
Operating margin	831.1	[74.6]	530.8	1,287.2	764.5	[71.9]	603.8	1,296.3
Maintenance spare parts	(49.9)	2.0		(48.0)	(46.9)	1.8		(45.0)
Amortisation and provisions (net) ⁽²⁾	(354.8)	19.9	(456.2)	(791.1)	(360.1)	16.9	(509.1)	(852.3)
Other operating income / expenses	6.5	(1.2)	6.4	11.8	42.8	(2.1)	0.9	41.6
EBIT before impairment charge	432.9	[54.0]	81.0	460.0	400.3	[55.3]	95.6	440.6
Net impairment charge ⁽³⁾	(1.9)	-	0.3	(1.6)	8.4	-	(0.5)	7.8
EBIT AFTER IMPAIRMENT CHARGE	431.0	[54.0]	81.3	458.3	408.7	[55.3]	95.0	448.4

(1) IFRS 16 impact on the core business contracts of controlled entities.

(2) Amortisation and provisions (net) under APM figures include amortisation net of reversals for respectively €(404.4) million and €(400.0) million in 2025 and in 2024, and net reversals of provisions for respectively €49.7 million and €39.8 million in 2025 and in 2024.

(3) Including impairment charge on net assets of companies under joint control.

CASH FLOW STATEMENT

€m	2025				2024			
	APM FIGURES	IMPACT OF COMPANIES UNDER JOINT CONTROL	IMPACT OF IFRS 16 FROM CONTROLLED ENTITIES ⁽¹⁾	IFRS FIGURES	APM FIGURES	IMPACT OF COMPANIES UNDER JOINT CONTROL	IMPACT OF IFRS 16 FROM CONTROLLED ENTITIES ⁽¹⁾	IFRS FIGURES
Operating Cash Flows	580.5	[13.9]	517.1	1,083.6	530.5	[14.9]	581.5	1,097.2
Change in working capital requirement	58.5	4.8	34.7	98.0	25.5	(11.7)	19.3	33.1
Net cash flow from operating activities	639.0	[9.2]	551.8	1,181.6	556.0	[26.6]	600.8	1,130.3
Capital expenditure	(296.1)	11.9		(284.2)	(324.2)	30.4		(293.8)
FREE CASH FLOW	342.9	2.7	551.8	897.4	231.9	3.8	600.8	836.5

(1) IFRS 16 impact on the core and non-core business contracts of controlled entities.

JCDECAUX SE RESULTS OVER THE LAST FIVE YEARS

NATURE OF INFORMATION	2021	2022	2023	2024	2025
I - SHARE CAPITAL AT END OF YEAR					
a) Share capital (in euros)	3,245,685	3,245,685	3,249,631	3,264,373	3,264,373
b) Number of ordinary shares	212,902,810	212,902,810	213,161,658	214,128,663	214,128,663
II - TRANSACTIONS AND RESULTS FOR THE FISCAL YEAR (IN EUROS)					
a) Revenue excluding taxes	81,383,599	99,570,654	111,232,886	117,352,676	120,869,392
b) Income before taxes, profit-sharing and calculated expenses (depreciation, amortisation and provisions)	(19,455,817)	689,364	975,724,922	72,353,153	36,733,758
c) Income tax	(4,047,411)	(3,053,327)	(9,128,053)	(11,620,905)	(11,904,991)
d) Employee profit-sharing					
e) Income after taxes, profit-sharing and calculated expenses (depreciation, amortisation and provisions)	(18,399,420)	229,050,975	807,685,023	181,516,272	159,133,668
f) Dividends allocated	0	0	0	117,770,765	(1)
III - EARNINGS PER SHARE (IN EUROS)					
a) Income after taxes and profit-sharing but before calculated expenses	(0.07)	0.02	4.62	0.39	0.23
b) Income after taxes, profit-sharing and calculated expenses	(0.09)	1.08	3.79	0.85	0.74
c) Net dividend per share	0	0	0	0,55	(1)
IV - PERSONNEL					
a) Average headcount during the fiscal year	500	528	575	606	603
b) Payroll expenditure for the fiscal year (in euros)	34,282,720	41,721,375	48,292,519	51,782,152	53,757,099
c) Total paid out in social benefits during the fiscal year (Social Security, welfare activities, etc.) (in euros)	16,015,858	18,495,304	20,675,438	22,611,386	23,670,895

(1) Subject to approval by the General Meeting of Shareholders of the proposed appropriation of 2025 earnings.

KEY MOMENTS IN SUSTAINABLE DEVELOPMENT IN 2025

As a recognised media of influence and public utility, JCDecaux is committed to integrating all sustainable development issues into its activities. The Group is committed to continually deploying new actions in favour of sustainable development.

The 2030 ESG Strategy - The Sustainable Media



DEVELOP FURNITURE AND SERVICES THAT WORK FOR EVERYONE

- Systematise ecodesign to improve environmental and social performance
- Develop and deploy our responsible innovations and our sustainable furniture
- Preserve and enhance biodiversity in cities

PROMOTE RESPONSIBLE OUTDOOR ADVERTISING

- Promote responsible campaigns
- Safeguard our digital activities to the highest possible degree
- Advocate for public interest communication that serves the United Nations' 2030 Agenda

DEPLOY AN AMBITIOUS CLIMATE STRATEGY AIMING FOR NET ZERO CARBON

- Reduce our operations emissions (Scopes 1 and 2)
- Reduce emissions across our entire value chain (Scope 3)
- Contribute beyond our value chain

CURB OUR OTHER ENVIRONMENTAL IMPACTS

- Promote responsible waste management through a circular economy
- Encourage responsible water consumption

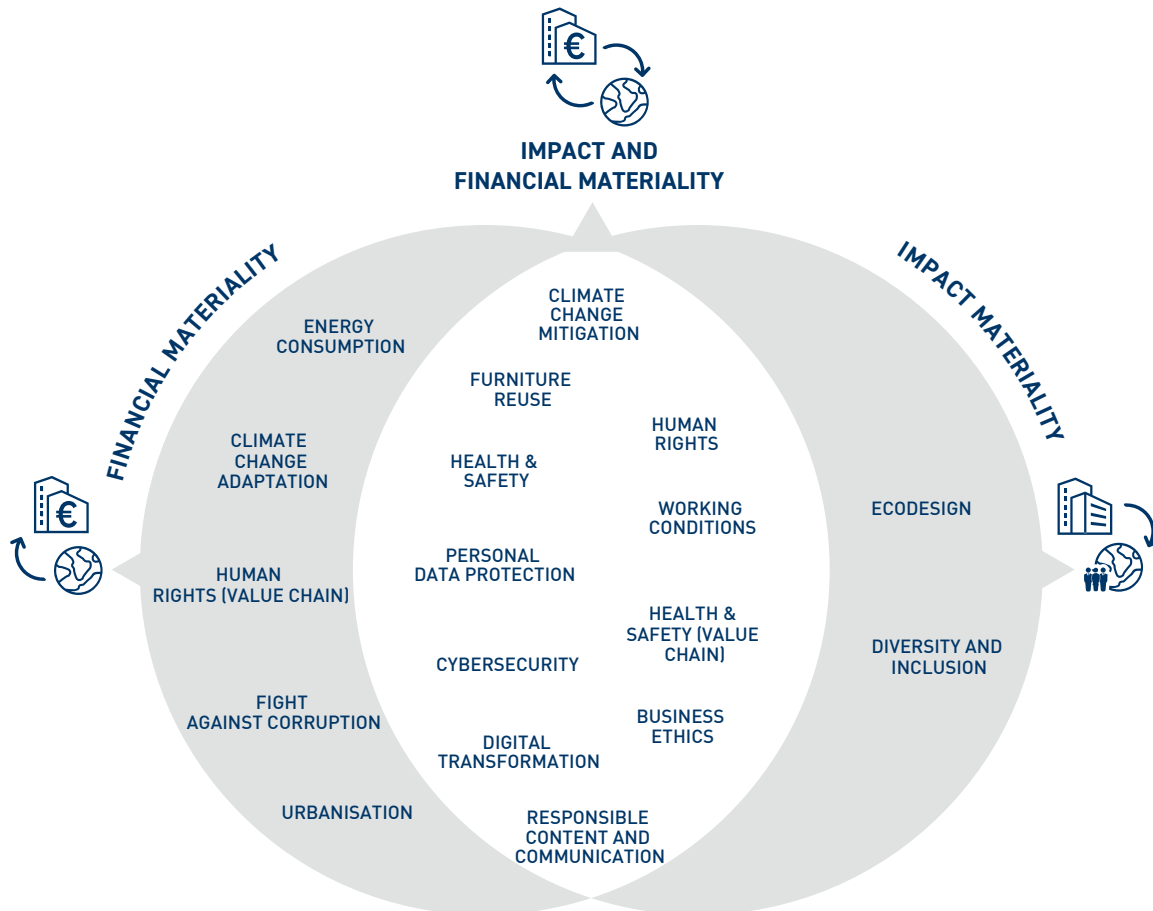
BE A RESPONSIBLE EMPLOYER

- Value all our people
- Care about our people
- Support our people's growth & development
- Foster diversity and inclusion

CONDUCT BUSINESS ETHICALLY AND SUSTAINABLY

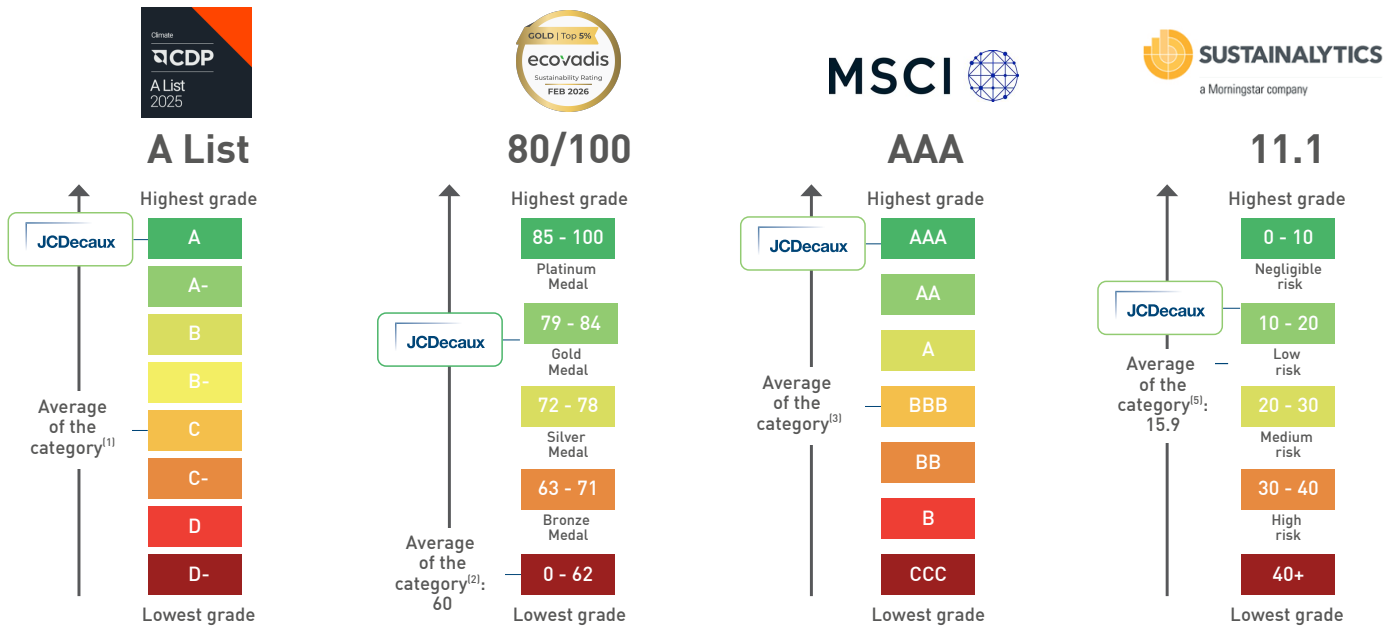
- Maintain ethical conduct and fight corruption
- Help our suppliers implement more responsible practices
- Ensure that personal data is protected

At the end of this work, 18 topics were assessed as material:



Our performance recognised by international standards (voluntary information)

The Group’s ESG performance is assessed annually by four international extra-financial rating players recognised for their expertise in their field:



CDP CLIMATE CHANGE	ECOVADIS	MSCI ESG	SUSTAINALYTICS
JCDecaux has declared its performance to the CDP since 2011. In 2025, JCDecaux was included in the A list for the third year in a row, being part of a minority of companies achieving “Leadership” level in the Web Services & Marketing category.	The Group has been responding to the EcoVadis questionnaire since 2021. In 2025, the Group was ranked Gold with an overall score of 80/100, placing it in the top 5% of companies assessed.	Listed since 2013 by MSCI, JCDecaux obtained an AAA rating in 2025 and is ranked among the best companies in the media sector.	In 2025, JCDecaux obtained a rating of 11.1 (low risk). The Group ranked 33rd out of 210 companies assessed in the Media sector.

(1) Web Services & Marketing, (2) Advertising & Market Research, (3) Media & Entertainment, (4) Media, (5) Media & Advertising

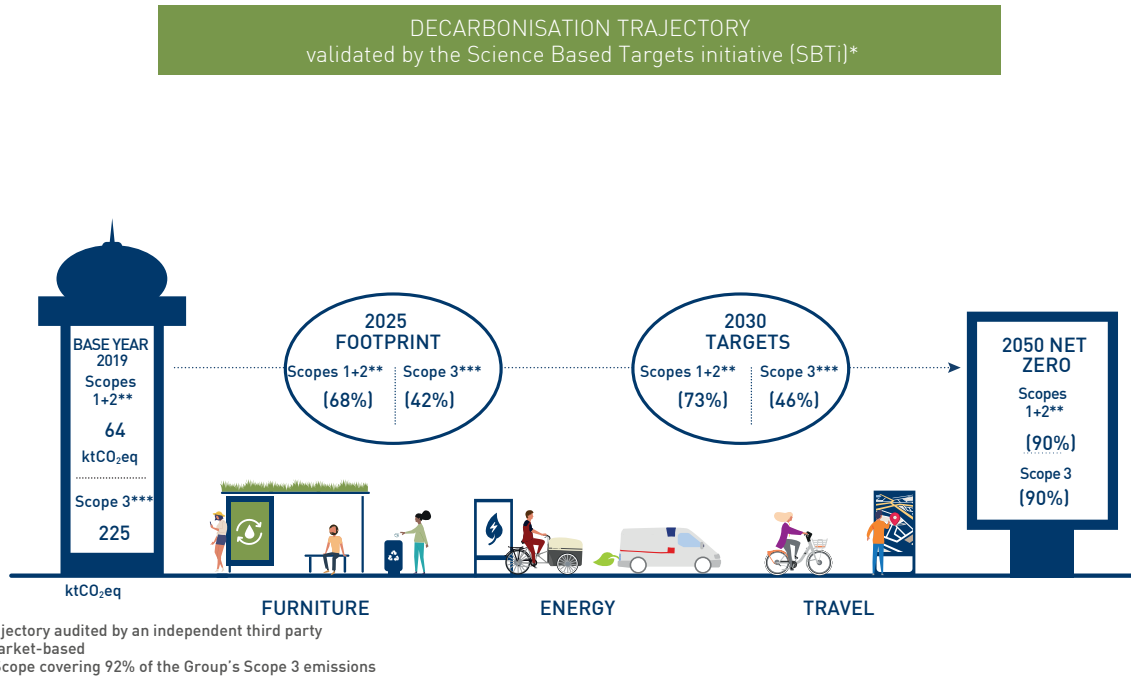
JCDecaux has been on the “Prime” list of the ISS CORPORATE ESG RESPONSIBILITY agency since 2013. This status is awarded to companies exceeding the sector threshold in terms of ESG performance.

FOCUS “SBTi TRAJECTORY”

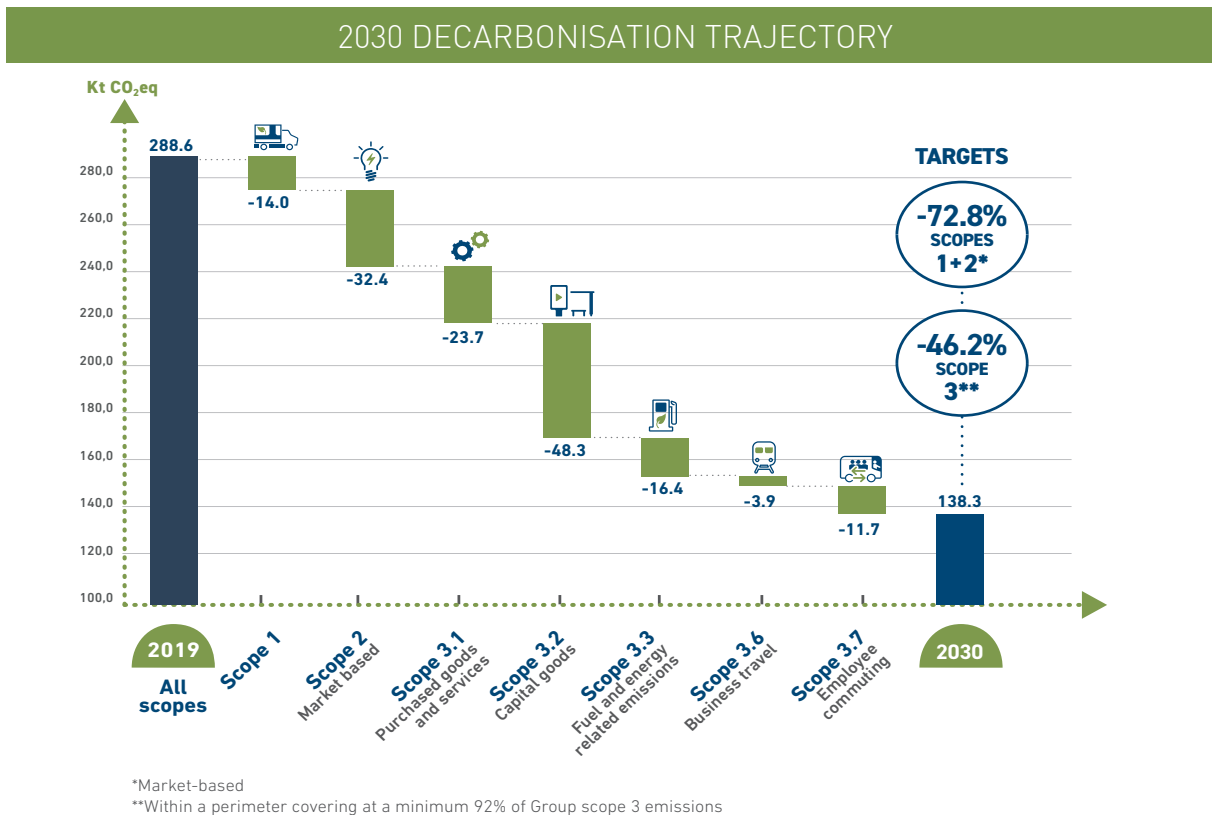
JCDecaux has adopted a reduction trajectory based on scientific targets via the Science-Based Targets Initiative (SBTi).

In June 2024, JCDecaux’s carbon reduction targets were reviewed and validated by the SBTi. The SBTi validation team confirmed that the short-term targets for scopes 1 and 2 are in line with a 1.5°C trajectory, and that the long-term targets for scopes 1, 2, and 3 are aligned with 1.5°C mitigation pathways to achieve Net Zero Carbon by 2050.

The Group’s emission reduction trajectory is validated by SBTi and reported below in adjusted data (see ESRS 2 BP1 concerning information explaining the transition between the IFRS scope and the adjusted scope).



The graph below shows the Group’s medium- and long-term emission reduction targets with a breakdown of reduction efforts according to the scopes and subsopes to which the Group is committed:



GROUP SOCIAL POLICY

WE VALUE ALL OUR PEOPLE



Ensuring **Human Rights** and **fundamental social values**

Providing a **sustainable employment**

Promoting a **speak-up environment (employee dialogue)**

Offering **benefits & compensation and implement a wage policy**

Fostering a culture where **diversity and inclusion** are celebrated

WE CARE ABOUT OUR PEOPLE



Implementing a **Health & Safety** Policy and embed **wellbeing at work**

Providing **social protection** employee

Offering **personal leave**

Taking measures to protect **against any form of violence and harassment** in the workplace

Considering **employee satisfaction**

Facilitating **smart working**

WE SUPPORT OUR PEOPLE'S GROWTH & DEVELOPMENT



Setting up **recruitment standards** and improved candidate experience

Onboarding newcomers

Favouring training & **upskilling**

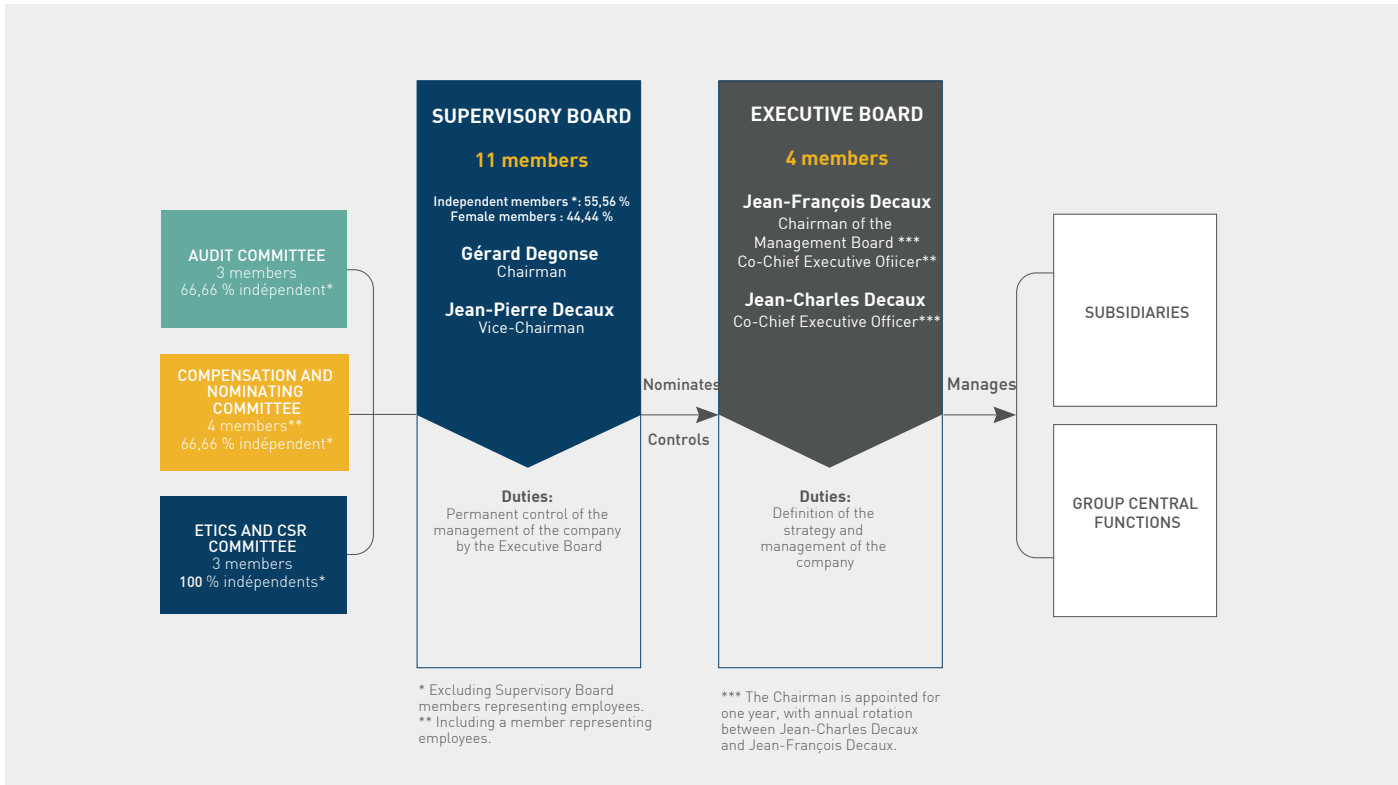
Improving **career management**

GOVERNANCE

COMPOSITION OF THE EXECUTIVE BOARD

As of December 31st, 2025, the Executive Board comprises four members appointed by the Supervisory Board: Jean-François Decaux (Chairman of the Executive Board), Jean-Charles Decaux (Chief Executive Officer), Emmanuel Bastide and David Bourg. Their term of office is three years. Mr. Daniel Hofer was a member of the Executive Board until August 31st, 2025.

The Chairman is appointed for one year (annual rotation between Mr Jean-François Decaux and Mr Jean-Charles Decaux decided at the Supervisory Board meeting following the Annual General Meeting). Under the Articles of Association, the Chief Executive Officer has the same powers of representation as the Chairman of the Executive Board.



Jean-François Decaux
 Chairman of the Executive Board (one-year mandate) and Co-CEO



Jean-Charles Decaux
 Co-CEO



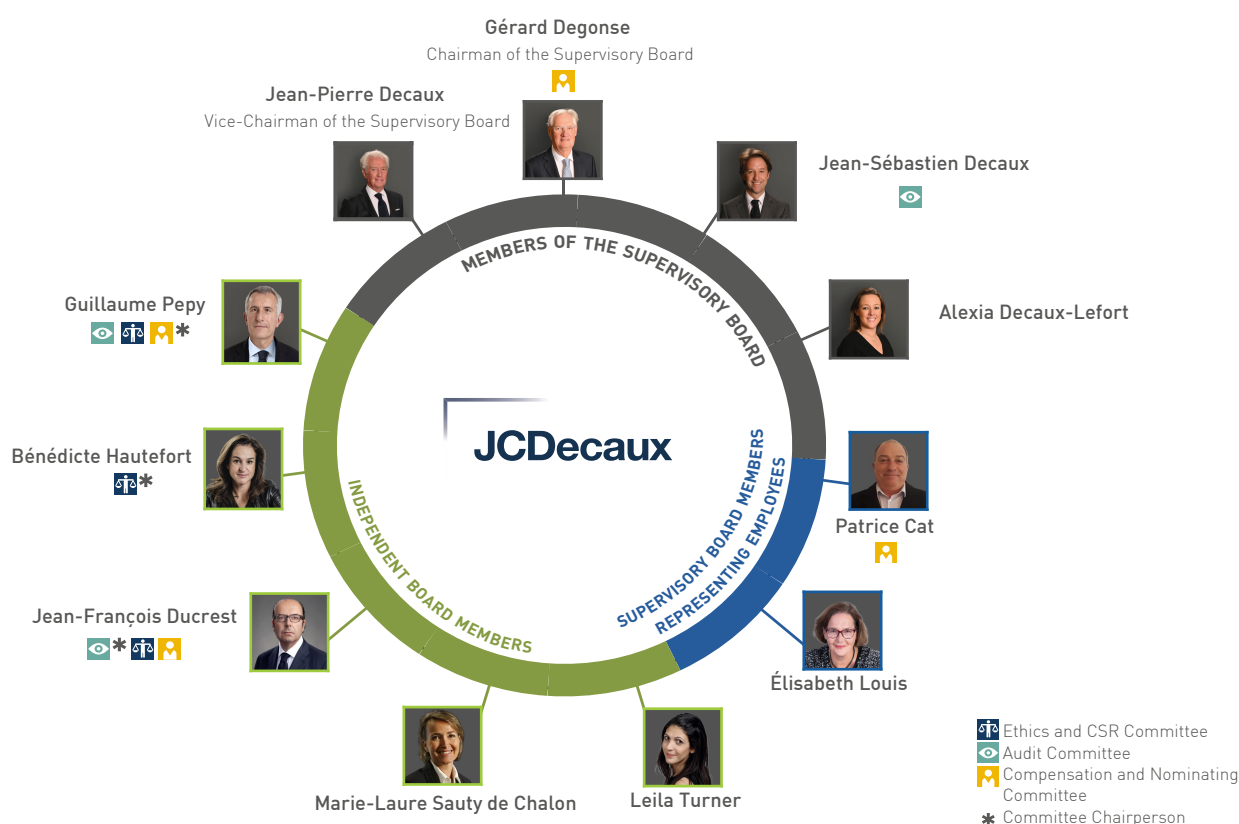
David Bourg
 Group Chief Financial, IT and Operations Officer



Emmanuel Bastide
 Managing Director Asia

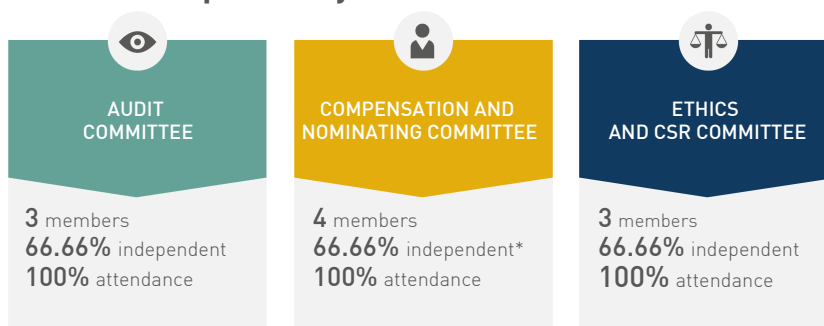
COMPOSITION OF THE SUPERVISORY BOARD

At 31 December 2025, the Supervisory Board comprised eleven members: Gérard Degonse (Chairman), Jean-Pierre Decaux (Vice-Chairman), Jean-Sébastien Decaux, Alexia Decaux-Lefort, Jean-François Ducrest, Bénédicte Hautefort, Guillaume Pepy, (since May 14, 2025, replacing Michel Bleitrach) Marie-Laure Sauty de Chalon, Leila Turner (appointed by the General Meeting), Patrice Cat (appointed as a member of the Supervisory Board representing employees by the Social and Economic Committee and whose term of office was renewed by the European Company Committee on 22 July 2024) and Elisabeth Louis (appointed member of the Supervisory Board representing employees by the Social and Economic Committee on 26 September 2023).



Number of members	Independent Board members*	Attendance rate	Female Board members*	Average age	Average tenure
11	55.5%	100%	44.4%	59	8 years

Supervisory Board Committees



*Excluding Supervisory Board Members representing employees

6 DETAILS OF THE MEMBERS OF THE SUPERVISORY BOARD WHOSE REAPPOINTMENT IS PROPOSED TO THE MEETING

DETAILS OF THE MEMBERS OF THE SUPERVISORY BOARD WHOSE REAPPOINTMENT IS PROPOSED TO THE MEETING

The terms of office of Supervisory Board members Gérard Degonse, Jean-Pierre Decaux, Jean-Sébastien Decaux, Bénédicte Hautefort, Marie-Laure Sauty de Chalon, and Leila Turner will expire at the end of the Annual General Meeting on May 13, 2026.

Pursuant to the diversity policy, the Supervisory Board, on the recommendation of the Compensation and Appointments Committee, submits for your approval the reappointment of:

- **M. Gérard Degonse, for a term of 1 year***

Gérard Degonse has extensive knowledge of the JCDecaux Group, having served as Chief Financial Officer and Member of the Executive Board of JCDecaux SA from 2000 to 2010. As Chairman of the Supervisory Board, he actively contributes to the quality of discussions within the Board. He is also an active member of the Compensation and Nominations Committee.

His attendance rate on the Supervisory Board over the three years of his term of office was 100%.

- **M. Jean-Pierre Decaux, for a term of 1 year***

Jean-Pierre Decaux is very committed to the success of the Company as a member of the Decaux family. He has extensive knowledge of the JCDecaux Group, having spent his entire career there since the Company's creation in 1964.

His attendance rate on the Supervisory Board during his annual office was 100%.

- **Mr. Jean-Sébastien Decaux for a term of 3 years**

In 2019, Mr. Jean-Sébastien Decaux stepped down from the operational roles he had held within the JCDecaux Group since 1998, as well as his position as a member of the Executive Board of JCDecaux SE, to devote himself to the philanthropic activities of the Decaux family.

His reappointment would strengthen the Board's expertise in international affairs, finance, and knowledge of digital technology, media, and external communications, as well as business management in this sector.

His attendance rate at Supervisory Board meetings over the three years of his term of office was 100%.

- **Ms. Bénédicte Hautefort for a term of 3 years**

Ms. Bénédicte Hautefort is the co-founder and chair of SCALENS, a financial communication agency, and of L'hebdo des AG, a leading digital publication covering governance and investor relations news in Paris.

She brings her expertise in financial communication to the Group. She is an independent member and has been chairwoman of the Ethics and CSR Committee since May 14, 2025.

Her attendance rate at Supervisory Board meetings over the three years of her term of office is 100%.

- **Ms. Marie-Laure Sauty de Chalon for a term of 3 years**

Ms. Marie-Laure Sauty de Chalon has held senior management positions in international groups. She is an independent member who is also involved in the governance of several other companies, including listed companies.


Her attendance rate at Supervisory Board meetings over the three years of her term of office was 100%.

- **Ms. Leila Turner for a term of 3 years**

Ms. Leila Turner is an independent member who brings her expertise in the digital field to the Group through her roles at Fabernovel, an agency dedicated to the digital transformation of large groups, and her current position as Director of Customer Experience Innovation at Chanel Fashion.

Her attendance rate at Supervisory Board meetings over the three years of her term of office was 100%.

Please find below the biographies of the three Supervisory Board members:

GÉRARD DEGONSE Chairman of the Supervisory Board 



78 YEARS OLD - FRENCH NATIONALITY

BUSINESS ADDRESS:
17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:
15 May 2013

DATE OF LAST RENEWAL: 14 May 2025

TERM OF OFFICE: Until the Annual General Meeting to be held in 2026 to approve the financial statements for the year ended 31 December 2025.

NUMBER OF SHARES: 17,056 shares

Chairman of the Supervisory Board since 15 May 2013, the Supervisory Board, at its meeting of 16 May 2023, renewed his appointment for the duration of his membership of the Board (i.e. until the Supervisory Board meeting following the 2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2024).

Gérard Degonse is a graduate of the Institut d'Études Politiques de Paris.

He was Acting Managing Director of JCDecaux Holding until 30 June 2017. Before that he was Chief Financial and Administrative Officer of JCDecaux, where he also served on the Executive Board from 2000 to 2010. Before joining the JCDecaux Group, Gérard Degonse was Director of Financing and Treasury at the Elf Aquitaine Group. He was previously Vice President Treasurer and Company Secretary of Euro Disney.

He has also been a member of the Compensation and Nominating Committee since 15 May 2013.

COMPANIES

Terms of office or positions held in 2025 in Group companies

None.

Terms of office or positions held in 2025 in non-Group companies

SCI CARO DES PINS (France)

- Manager (1st appointment: 22 March 2018)

Offices that expired in the last five years in non-group companies

Decaux Frères Investissements (SAS) (France)

- Director (until 15 December 2022)

POSITIONS AND TERMS OF OFFICE HELD

ATTENDANCE AT SUPERVISORY BOARD MEETINGS: 100%

ATTENDANCE AT COMPENSATION AND NOMINATING COMMITTEE MEETINGS: 100%

JEAN-PIERRE DECAUX Vice-Chairman of the Supervisory Board



81 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:
17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:
9 October 2000

DATE OF MOST RECENT RE-APPOINTMENT: 14 May 2025.

TERM OF OFFICE: Until the Annual General Meeting to be held in 2026 to approve the financial statements for the year ended 31 December 2025.

HOLDS: 1,574 shares

Vice-Chairman of the Supervisory Board since 9 October 2000; the Supervisory Board, at its meeting of 16 May 2023, renewed his appointment for the duration of his membership on the Board (i.e. until the Supervisory Board meeting following the 2024 General Meeting of Shareholders called to approve the financial statements for the fiscal year ended 31 December 2024).

Throughout his career within the Group, which he joined from its inception in 1964, Jean-Pierre Decaux has held numerous terms of office. He was notably Chairman and Chief Executive Officer of SOPACT (Société de Publicité des Atribus® et des Cabines Téléphoniques) from 1975 to 1988, Chairman and Chief Executive Officer of RPMU (Régie Publicitaire de Mobilier Urbain) from 1980 to 2001, Chief Executive Officer of Decaux SA (now JCDecaux SA) from 1989 to 2000 and Chairman and Chief Executive Officer of SEMUP (Société d'Exploitation du Mobilier Urbain Publicitaire) from 1995 to 2001.

COMPANIES

Terms of office or positions held in 2024 in Group companies

None.

Terms of office or positions held in 2024 in non-Group companies

SCI Bagavi

- Manager (1st appointment: nd)

SCI Crluca

- Manager (1st appointment: nd)

SCI JPJM

- Manager (1st appointment: 15 January 2016)

Offices that expired in the last five years in non-group companies

None.

ATTENDANCE AT SUPERVISORY BOARD MEETINGS: 100%

6 DETAILS OF THE MEMBERS OF THE SUPERVISORY BOARD WHOSE REAPPOINTMENT IS PROPOSED TO THE MEETING

JEAN-SEBASTIEN DECAUX Member of the Supervisory Board



49 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:
17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:
14 May 2020

DATE OF LAST RENEWAL:
16 mai 2023

TERM OF OFFICE: Until the Annual General Meeting to be held in 2026 to approve the financial statements for the year ended 31 December 2025.

NUMBER OF SHARES: : 3,752 shares (of which 1,752 held in bare ownership) plus 466,950 shares through Holding des Dhuits

Mr Jean-Sébastien Decaux joined JCDecaux in the United Kingdom in 1998. In 2001, following the agreement between IGP (du Chêne de Vère family), Rizzoli Corriere della Sera and JCDecaux, he was appointed as Managing Director Street Furniture and as Sales and Marketing Director of the Italian company IGPDecaux.

In 2004, he also took over at the helm of the Belgian and Luxembourg subsidiaries.

In 2010, Mr JeanSébastien Decaux was appointed as Managing Director Southern Europe, a post created to consolidate the operations of Spain, Portugal and Italy within the same regional entity

From 1 March 2013 to 31 December 2019, Mr Jean Sébastien Decaux was Managing Director Southern Europe, Belgium and Luxembourg, Managing Director Africa and Israel and member of the Executive Board of JCDecaux SA.

Mr Jean-Sébastien Decaux has set up the Terre & Fils endowment fund, which aims to promote the wealth of the regions and support historical know-how. This endowment fund conducts research and supports associations that maintain local know-how. In 2024, Terre & Fils Investissement invested in and took over the presidency of Terre Sauvage Média.

Mr Jean-Sébastien Decaux has been a member of the Audit Committee since 16 May 2023.

COMPANIES

Terms of office or positions held in 2025 in Group companies

IGPDecaux Spa (Italy)

- Chairman of the Board of Directors (1st appointment: 30 June 2015)

Terms of office or positions held in 2025 in non-Group companies

JCDecaux Holding (SAS)(France)

- Managing Director (since June 30th, 2025)
- Chairman (until June 30th, 2025)
- Director (1st appointment: 22 June 2009)

Decaux Frères Investissements (SAS) (France)

- Managing Director (1st appointment: 24 October 2007)
- Director (1st appointment: 24 October 2007)

Holding des Dhuits (Luxembourg)

- Managing Director (1st appointment: 21 December 2023)
- Managing Director (1st appointment: 27 November 2015)

Apolline Immobilier (SAS) (France)

- Chairman (1st appointment: 3 July 2019)

Terre & Fils Investissement (SAS) (France)

- Chairman of the Strategic Committee (since 28 October 2022)

Galatée Films (SAS) (France)

- Director (1st appointment: 15 June 2023)

Médiavision et Jean Mineur (France)

Offices that expired in the last five years in non-group companies

JCDecaux Holding (SAS)(France)

- Managing Director (until 4 April 2024)
- Chairman (until 31 March 2022)
- Managing Director (until 1 April 2021)

Holding des Dhuits (Luxembourg)

- Director (until 21 December 2023)

ATTENDANCE AT SUPERVISORY BOARD MEETINGS: 100%

ATTENDANCE AT AUDIT COMMITTEE MEETINGS: 100%

BÉNÉDICTE HAUTEFORT Member (independent) of the Supervisory Board



57 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:
17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:
11 May 2017

DATE OF LAST RENEWAL:
16 mai 2023

TERM OF OFFICE: Until the Annual General Meeting to be held in 2026 to approve the financial statements for the year ended 31 December 2025.

NUMBER OF SHARES: 1,000 shares

Bénédicte Hautefort is a fintech entrepreneur and governance expert in Paris. She is the CEO and cofounder of Scalens, the first fintech dedicated to listed companies, with customers including companies, investors and regulatory authorities in 14 European countries and in the United Kingdom and the United States.

She has extensive experience in governance issues. A graduate of HEC and EHESS, she worked in auditing (Arthur Andersen), corporate finance and strategic management (Péchiney), before creating the first financial communication agency, InvestorSight, in 2003, and joining Havas Paris in 2011.

Bénédicte Hautefort created Hebdo des AG in 2018, which became Scalens in 2022 by merging with Praexo.

She was also a Director of Groupe Flo and a Chairwoman of its Audit Committee from 2013 until it de-listed in 2023.

Bénédicte Hautefort was also a member of the Audit Committee from May 11, 2017, until May 14, 2025. She has been a member of the Ethics and CSR Committee since May 16, 2023, and Chairwoman of this committee since May 14, 2025.

COMPANIES

POSITIONS AND TERMS OF OFFICE HELD

Terms of office or positions held in 2025 in Group companies

None

None

Terms of office or positions held in 2025 in non-Group companies

SCALENS

- Chairwoman (since 1 March 2022)

Offices that expired in the last five years in non-group companies

Groupe Flo (listed company)

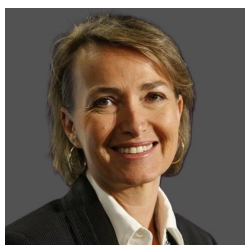
- Director (until March 2023)

ATTENDANCE AT SUPERVISORY BOARD MEETINGS: 100%

ATTENDANCE RATE AT ETHICS AND CSR COMMITTEE MEETINGS: 100%

ATTENDANCE AT AUDIT COMMITTEE MEETINGS: 100%

MARIE-LAURE SAUTY DE CHALON Member (independent) of the Supervisory Board



63 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:
17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:
11 May 2017

DATE OF LAST RENEWAL:
16 mai 2023

TERM OF OFFICE: Until the Annual General Meeting to be held in 2026 to approve the financial statements for the year ended 31 December 2025.

NUMBER OF SHARES: 1,000 shares

Ms Marie-Laure Sauty de Chalon holds a Master of Law and is a graduate of the Institut d'Études Politiques de Paris.

After working in various advertising sales divisions in the press and television sectors, Ms Marie-Laure Sauty de Chalon became head of Carat Interactive in 1997.

In 2001, she became Chairwoman and Chief Executive Officer of Consodata North America.

She became head of the Aegis Media Group for France and Southern Europe in 2004. From June 2010 to May 2018, she was Chairwoman and Chief Executive Officer of the Aufeminin Group.

She founded Factor K in July 2018 and teaches at Institut d'Études Politiques (Sciences Po Paris).

Ms Marie-Laure Sauty de Chalon was also a member of the French Competition Authority between 2014 and 2021.

Ms Marie-Laure Sauty de Chalon has been Chairwoman of Factor K (in which the NRJ Group holds a minority stake) since July 2018 and Chairwoman of the Board of Directors of the Institut pour le financement du cinéma et des Industries culturelles (IFCIC) since January 2022.

COMPANIES

POSITIONS AND TERMS OF OFFICE HELD

Terms of office or positions held in 2025 in Group companies

None

None

Terms of office or positions held in 2025 in non-Group companies

LVMH (France) (listed company)

- Director (1st appointment: 1 May 2011)

Carrefour (France) (listed company)

- Director (1st appointment: 1 July 2017)

FACTOR K (France)

- Chairwoman (1st appointment: 18 July 2018)

Offices that expired in the last five years in non-group companies

Coorpacademy (France)

- Director (until March 2022)

ATTENDANCE AT SUPERVISORY BOARD MEETINGS: 100%

6 DETAILS OF THE MEMBERS OF THE SUPERVISORY BOARD WHOSE REAPPOINTMENT IS PROPOSED TO THE MEETING

LEILA TURNER Member (independent) of the Supervisory Board



Ms Leila Turner is a graduate of the Institut d'Études Politiques de Paris and holds a Masters in International Affairs from Columbia University in New York. After a few years in San Francisco dedicated to bringing together large groups and start-ups, Ms Leila Turner joined FABERNOVEL in Paris in 2011 to take part in the launch of an activity dedicated to the development of innovation culture and practices among business leaders.

In 2015, she became CEO of FABERNOVEL INNOVATE, the innovation agency of the FABERNOVEL Group, of which she became a Partner.

Leila Turner joined CHANEL and moved to New York in 2018 to participate in the launch of the Innovation Department, where she led experiments with new experiences and services. Since September 2022, she has held the position of Director of Customer Experience Innovation for Chanel Fashion and is once again based in Paris.

43 YEARS OLD - FRENCH CITIZEN

BUSINESS ADDRESS:
17 rue Soyer, 92200 Neuilly-sur-Seine (France)

DATE OF FIRST APPOINTMENT:
11 May 2017

DATE OF LAST RENEWAL:
16 mai 2023

TERM OF OFFICE: Until the Annual General Meeting to be held in 2026 to approve the financial statements for the year ended 31 December 2025.

NUMBER OF SHARES: 1,000 shares

COMPANIES

Terms of office or positions held in 2025 in Group companies

None

Terms of office or positions held in 2025 in non-Group companies

None

Offices that expired in the last five years in non-group companies

None

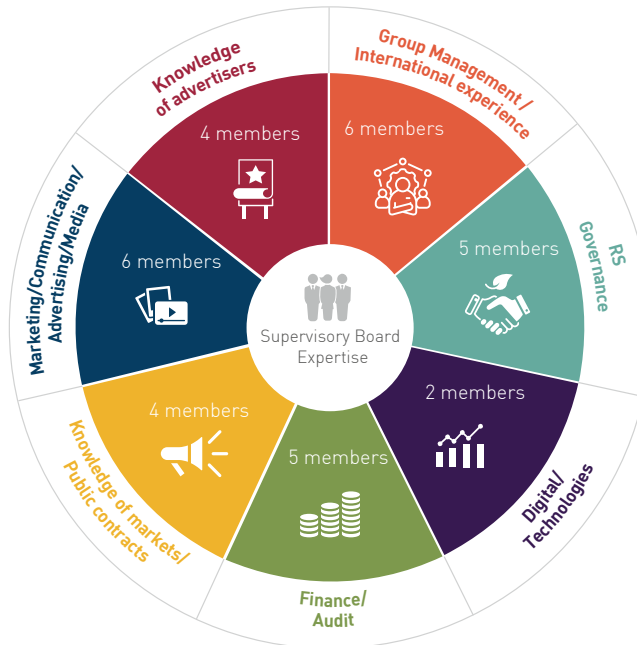
POSITIONS AND TERMS OF OFFICE HELD

ATTENDANCE AT SUPERVISORY BOARD MEETINGS: 100%

ATTENDANCE RATE AT ETHICS AND CSR COMMITTEE MEETINGS: 100%

ATTENDANCE AT AUDIT COMMITTEE MEETINGS: 100%

As a reminder, the profiles present on the Board are considered to be diversified (excluding Board members representing employees). Their skills cover the following areas



INFORMATION CONCERNING THE MEMBER OF THE SUPERVISORY BOARD WHOSE APPOINTMENT IS PROPOSED TO THE GENERAL MEETING

In accordance with the Group's diversity policy, the Supervisory Board, on the recommendation of the Remuneration and Appointment Committee, submits for your approval the appointment of Mrs Isabelle Schlumberger as a member of the Supervisory Board for a term of 3 years.

You will find her biography below:

ISABELLE SCHLUMBERGER



64 YEARS OLD - FRENCH NATIONALITY

BUSINESS ADDRESS :
17 rue Soyer, 92200 Neuilly-sur-Seine (France)

NUMBER OF SHARES : 13 361 actions

A graduate of Sciences Po Paris and Paris Dauphine-PSL University, Isabelle Schlumberger has built a remarkable career spanning more than 40 years at Havas/Avenir and then JCDecaux. After working in finance for the first 15 years of her career, she joined JCDecaux in 1999 when it acquired Avenir Havas Media, while she was head of the UK Transport division in London.

Her career at JCDecaux has been marked by increasing responsibilities: general management of the airport subsidiary (2000), supervision of activities in Europe and international development, then general management of commerce in France (2006-2025).

Her scope expanded to marketing in 2017 and to other countries (Belgium, Luxembourg, Israel) in 2019, forming the FLIB zone, the company's largest in terms of revenue. She also joined the board of Viooh and became the first chairwoman of the Sales & Marketing Committee in 2020.

Alongside her main duties, Isabelle Schlumberger has developed innovative initiatives such as JCDecaux Artvertising (advertising banners on historic monuments) and the PUR (urban recycling point) concept for recycling urban waste. Her leadership, managerial elegance, and interpersonal skills have made her a respected figure in the world of communications and media.

COMPANIES

POSITIONS AND TERMS OF OFFICE HELD

Terms of office or positions held in 2025 in Group companies

Extime Media (France)	Director (until 30 September 2025)
STRATUS (France)	Director (until 30 September 2025)
SOMUPI (France)	Director (until 30 September 2025)
JCDecaux Bolloré Holding (France)	Member of the Executive Board (until 30 September 2025)
JCDecaux Israel Ltd (Israël)	Board of Directors / CEO (until 30 September 2025)
Jean-Claude Decaux Luxembourg S.A. (Luxembourg)	Director (until 30 September 2025)
JCDecaux Street Furniture Belgium (Belgium)	Director (until 30 September 2025)
JCDecaux Insert Belgium (Belgium)	Director (until 30 September 2025)
VIOOH (UK)	Director (until 30 September 2025)

Terms of office or positions held in 2025 in non-Group companies

Société Civile du Val Richer (France)	Manager (first appointment: n/a)
Majelan X (ex ETX STUDIO) (France)	Director (first appointment: 30 June 2021)
Fondation John Bost (France)	Director (first appointment: n/a)
Wattsy (France)	Member of the Supervisory Board (first appointment: 25 January 2024)

Offices that expired in the last five years in non-group companies

None

COMPENSATION POLICY FOR CORPORATE OFFICERS

In the 12th, 13th, 14th, 15th resolutions, you are asked to approve the remuneration policy for the Chairman of the Executive Board, Chief Executive Officer, members of the Executive Board, Chairman of the Supervisory Board, and members of the Supervisory Board, in accordance with the provisions of the French Commercial Code.

This policy is consistent with the company's corporate interests, contributes to its long-term viability and is in line with its business strategy. It describes all the components of fixed and variable remuneration and explains the decision-making process used to determine, review and implement it.

The compensation policy for corporate officers is described in the Universal Registration Document, "Corporate Governance" section.

This document is available on the company's website www.jcdecaux.com

COMPENSATION PAID OR ALLOCATED TO CORPORATE OFFICERS IN 2025

- **General vote for all corporate officers pursuant to I of article L. 22-10-34 of the French commercial code**

In the 16th resolution, you are asked to approve the information listed in Article L 22-10-9 I of the French Commercial Code, including in particular the total remuneration and benefits of any kind paid in respect of their office during the past financial year or granted in respect of the same financial year to all corporate officers (members of the Executive Board and Supervisory Board).

These elements of compensation are presented in the Universal Registration Document, "Corporate Governance" section.

This document is available on the company's website www.jcdecaux.com.

- **Specific vote for each corporate officer pursuant to II of article L. 22-10-34 of the French commercial code**

In resolutions 17th, 18th, 19th and 20th, you are asked to approve the information referred to II in Article L.22-10-34 of the French Commercial Code, namely the fixed, variable and exceptional items making up the total remuneration and benefits of any kind paid during the past financial year or awarded in respect of the same financial year to the Chairman of the Executive Board, the Chief Executive Officer, the other members of the Executive Board and the Chairman of the Supervisory Board.

These elements of compensation are presented in the tables below and are also available in the Universal Registration Document, "Corporate Governance" section.

This document is available on the company's website www.jcdecaux.com.

JEAN-FRANÇOIS DECAUX

COMPENSATION COMPONENTS PAID DURING THE 2025 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

COMPENSATION COMPONENTS SUBMITTED TO THE VOTE	AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS)	PRESENTATION
Fixed compensation	1,096,938	<p>For the 2025 fiscal year, the Supervisory Board meeting on March 4, 2025, acting on a proposal from the Compensation and Nominating Committee, decided to renew Mr. Jean-François Decaux's fixed compensation from 2024.</p> <p>Thus, Mr. Jean-François Decaux's fixed compensation for 2025 was €1,096,938.</p>
Annual variable compensation	1 637 180	<p>It should be noted that the General Meeting of Shareholders on May 14, 2025 (13th resolution) approved the variable compensation of €1,620,726 granted for 2024.</p> <p>The 2024 variable compensation of Mr Jean-François Decaux was capped at 150% of his fixed compensation ("the ceiling") (of which 60% of the ceiling for financial criteria, 15% of the ceiling for ESG criteria and 25% of the ceiling for strategic criteria).</p> <p>By applying these criteria, the amount of variable compensation of Mr Jean-François Decaux's variable compensation for the 2025 fiscal year was valued by the Supervisory Board at its meeting of March 11th, 2026 at €1,637,180,, <i>i.e.</i> 99.50% of his cap on his variable compensation.</p> <p>Out of a total amount of compensation awarded to Mr Jean-François Decaux for the 2025 fiscal year of €2,734,118, fixed compensation represents 40.12% and variable compensation represents 59.88%.</p>
Long-term variable compensation	NA	The compensation policy does not provide for such a grant.
Exceptional compensation	0	The Supervisory Board did not award any exceptional compensation to Mr Jean-François Decaux in 2025.
Stock options, performance shares or any other long-term benefits	0	<p>Stock options: N/A</p> <p>Performance shares: N/A</p> <p>Other allocations of securities: N/A</p> <p>M. Jean-François Decaux has waived the right to receive share subscription or purchase options since the Company's IPO in 2001.</p>
Compensation awarded for membership of the Supervisory Board	NA	Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such.
Fringe benefits	0	Jean-François Decaux did not receive a benefit in kind.
Severance pay	NA	The compensation policy does not provide for such a grant.
Non-competition indemnity	0	Mr Jean-François Decaux is not entitled to a non-competition indemnity
Supplementary retirement scheme	0	Mr Jean-François Decaux is not entitled to a supplementary pension.

8 ELEMENTS OF REMUNERATION OF CORPORATE OFFICERS SUBMITTED TO THE VOTE OF THE MEETING

JEAN-CHARLES DECAUX

COMPENSATION COMPONENTS PAID DURING THE 2025 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

COMPENSATION COMPONENTS SUBMITTED TO THE VOTE	AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS)	PRESENTATION
Fixed compensation	1,096,938	<p>For the 2025 fiscal year, the Supervisory Board meeting on March 4, 2025, acting on a proposal from the Compensation and Nominating Committee, decided to renew Mr. Jean-Charles Decaux's fixed compensation from 2024.</p> <p>Thus, Mr. Jean-Charles Decaux's fixed compensation for 2025 was €1,096,938.</p>
Annual variable compensation	1,637,180	<p>It should be noted that the General Meeting of Shareholders of 14 May 2025 (12th resolution) approved the variable compensation of €1,620,726 granted in respect of 2024.</p> <p>The 2024 variable compensation of Mr Jean-Charles Decaux was capped at 150% of his fixed compensation ("the ceiling") (of which 60% of the ceiling for financial criteria, 15% of the ceiling for ESG criteria and 25% of the ceiling for strategic criteria).</p> <p>By applying these criteria, the amount of variable compensation of Mr Jean-Charles Decaux's variable compensation for the 2025 fiscal year was valued by the Supervisory Board at its meeting of March 11th, 2026 at €1,637,185, <i>i.e.</i> 99.50% of his cap on his variable compensation.</p> <p>Out of a total amount of compensation awarded to Mr Jean-Charles Decaux in respect of the 2025 fiscal year of €2,754,452, fixed compensation represents 39.82% and variable compensation represents 59.44%.</p>
Long-term variable compensation	NA	The compensation policy does not provide for such a grant.
Exceptional compensation	0	The Supervisory Board did not award any exceptional compensation to Mr Jean-François Decaux in 2025.
Stock options, performance shares or any other long-term benefits	0	<p>Stock options: N/A</p> <p>Performance shares: N/A</p> <p>Other allocations of securities: N/A</p> <p>Mr Jean-Charles Decaux has waived any share subscription or purchase options and performance shares since the Company's IPO in 2001.</p>
Compensation awarded for membership of the Supervisory Board	NA	Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such.
Fringe benefits	4,011	Mr Jean-Charles Decaux has a company car at his disposal in France.
Severance pay	NA	The compensation policy does not provide for such a grant.
Non-competition indemnity	0	Mr Jean-Charles Decaux is not entitled to a non-competition indemnity.
Supplementary retirement scheme	0	<p>Mr Jean-Charles Decaux is not entitled to a supplementary pension.</p> <p>However, Mr. Jean-Charles Decaux is the beneficiary of a life insurance policy worth €16,323 in 2025.</p>

EMMANUEL BASTIDE

COMPENSATION COMPONENTS PAID DURING THE 2025 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

COMPENSATION COMPONENTS SUBMITTED TO THE VOTE	AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS)	PRESENTATION
Fixed compensation	463,669	<p>For the 2025 fiscal year, the Supervisory Board meeting of March 4, 2025, on the proposal of the Compensation and Nominating Committee, decided to renew Mr Emmanuel Bastide's fixed compensation from 2024.</p> <p>Thus, the 2025 fixed compensation of Mr Emmanuel Bastide was €463,669.</p>
Annual variable compensation	461,351	<p>It should be noted that the General Meeting of Shareholders of May 14th 2025 (14th resolution) approved the variable compensation of €301,675 granted in respect of 2024.</p> <p>The 2025 variable compensation of Mr Emmanuel Bastide was capped at 100% of his fixed compensation ("the ceiling") (of which 85% for financial criteria and 15% for ESG criteria). If the 85% ceiling of his fixed compensation is not reached <i>via</i> the application of quantifiable criteria, he may be granted additional variable compensation for his participation in strategic accomplishments or the achievement of specific objectives by departments under his authority and set by Mr Jean-Charles Decaux.</p> <p>By applying these criteria, the amount of the variable compensation of Mr Emmanuel Bastide for the 2025 fiscal year was assessed by the Supervisory Board on March 11th 2025 at €461,351, <i>i.e.</i> 99,50% of his annual fixed compensation.</p> <p>Out of a total amount of compensation awarded to Mr Emmanuel Bastide in respect of the 2025 fiscal year of €1,133,536, the fixed compensation represents 40,90% and the variable compensation represents 40,70%.</p>
Long-term variable compensation	NA	The compensation policy does not provide for such a grant.
Exceptional compensation	0	The Supervisory Board did not award any exceptional compensation to Mr Emmanuel Bastide in 2025.
Stock options, performance shares or any other long-term benefits	0	<p>Stock options: 0</p> <p>Performance shares: 0</p> <p>Other allocations of securities: 0</p>
Compensation awarded for membership of the Supervisory Board	NA	Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such.
Fringe benefits	208,516	In 2025, Mr Emmanuel Bastide benefited from a company car and housing, and the payment of school fees for his children in Singapore.
Severance pay	NA	The compensation policy does not provide for such a grant.
Non-competition indemnity	0	<p>Under a non-compete agreement covering a period of two years, Mr 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 termination of contractual relations.</p> <p>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 (7th resolution).</p> <p>No amounts were granted in respect of 2024.</p>
Supplementary retirement scheme	0	Mr Emmanuel Bastide is not entitled to a supplementary pension.

8 ELEMENTS OF REMUNERATION OF CORPORATE OFFICERS SUBMITTED TO THE VOTE OF THE MEETING

DAVID BOURG

COMPENSATION COMPONENTS PAID DURING THE 2025 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

COMPENSATION COMPONENTS SUBMITTED TO THE VOTE	AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS)	PRESENTATION
		For the 2025 fiscal year, the Supervisory Board meeting of 4 March 2025, on the proposal of the Compensation and Nominating Committee, decided to renew the 2024 fixed compensation of Mr David Bourg, <i>i.e.</i> €441,590 (<i>i.e.</i> €183,996 over 5 months).
Fixed compensation	533,996	<p>The Supervisory Board meeting of 14 May 2025, on the proposal of the Compensation and Nominating Committee, decided to increase the fixed compensation of Mr David Bourg to €600,000 with effect from 1 June 2025 (<i>i.e.</i> €350,000 over 7 months) due to the consequent change in his scope of responsibility.</p> <p>Thus, the fixed compensation for 2025 of Mr David Bourg was €183,996 from 1 January to 31 May 2025 and then €350,000 from 1 June 2025 to 31 December 2025, <i>i.e.</i> a total of €533,996 for 2025</p>
		It should be noted that the General Meeting of Shareholders of May 14 th 2025 approved (14 th resolution) the variable compensation of €434,966 granted in respect of 2024.
		From January 1 to May 31, 2025:
		- Mr. David Bourg's variable compensation is capped at 100% of his fixed compensation ("the ceiling") (85% based on financial criteria and 15% based on CSR criteria). If the ceiling of 85% of his fixed compensation is not reached through the application of quantifiable criteria, additional variable compensation may be awarded to him for his participation in strategic achievements or the attainment of specific objectives related to the departments under his responsibility and set by the co-Chief Executive Officers.
Annual variable compensation	705,443	<p>As of June 1, 2025:</p> <p>- Mr. David Bourg's variable compensation is capped at 150% of his fixed compensation ("the ceiling") (of which 60% of the ceiling is based on financial criteria, 15% of the ceiling is based on CSR criteria, and 25% of the cap is based on strategic criteria).</p> <p>By applying these criteria, the amount of variable compensation of Mr David Bourg, for the 2025 fiscal year, was therefore valued by the Supervisory Board on March 11th 2026, at €705,443, <i>i.e.</i> 99.50% of his annual fixed compensation.</p> <p>Out of a total amount of compensation awarded to Mr David Bourg for the 2025 fiscal year of €1,296,294, fixed compensation represents 41,19% and variable compensation represents 51,78%.</p>
Long-term variable compensation	NA	The compensation policy does not provide for such a grant.
		The Supervisory Board did not award any exceptional compensation to Mr David Bourg in 2025.
Exceptional compensation	0	<p>He received additional compensation of €30,016 in line with the rule of one tenth of paid leave.</p> <p>In 2025, Mr David Bourg received compensation of €25,236 corresponding to the collective incentive in excess of the legal ceiling (75% of the annual social security ceiling).</p>
Stock options, performance shares or any other long-term benefits	0	<p>Stock options: 0</p> <p>Performance shares: 0</p> <p>Other allocations of securities: 0</p>
Compensation awarded for membership of the Supervisory Board	NA	Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such.
Fringe benefits	1,603	Mr David Bourg benefits from a company car made available to him in France.
Severance pay	NA	The compensation policy does not provide for such a grant.
		Under a non-compete agreement covering a period of two years, Mr David Bourg is entitled to non-competition compensation to be paid over the same period amounting to 33% of his fixed and variable salary based on the average of the last 12 months before the termination of contractual relations.
Non-competition indemnity	0	<p>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 (8th resolution).</p> <p>No amounts were granted in respect of 2025.</p>
Supplementary retirement scheme	0	Mr David Bourg is not entitled to a supplementary pension.

DANIEL HOFER

COMPENSATION COMPONENTS PAID DURING THE 2025 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

COMPENSATION COMPONENTS SUBMITTED TO THE VOTE	AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS)	PRESENTATION
Fixed compensation	478,874	<p>For the 2025 fiscal year, the Supervisory Board meeting of March 4th 2025, on the proposal of the Compensation and Nominating Committee, decided to renew Mr Daniel Hofer's fixed compensation from 2024.</p> <p>Thus, the 2025 fixed compensation of Mr Daniel Hofer was €478,874 from January 1st to August 31st, 2025.</p>
Annual variable compensation	476,463	<p>It should be noted that the General Meeting of Shareholders of May 14th 2025 (14th resolution) approved the variable compensation of €476,463 granted in respect of 2024.</p> <p>The 2025 variable compensation of Mr Daniel Hofer was capped at 100% of his fixed compensation ("the ceiling") (of which 85% for financial criteria and 15% for ESG criteria). If the 85% ceiling of his fixed compensation is not reached <i>via</i> the application of quantifiable criteria, he may be granted additional variable compensation for his participation in strategic accomplishments or the achievement of specific objectives by departments under his authority and set by Mr Jean-François Decaux.</p> <p>By applying these criteria, the amount of variable compensation of Daniel Hofer for the 2025 fiscal year from January 1st to August 31st, was assessed by the Supervisory Board meeting of March 11th 2026 at €476,463, <i>i.e.</i> 99.50% of his fixed compensation.</p> <p>Out of a total amount of compensation awarded to Mr Daniel Hofer in respect of the 2025 fiscal year of €1,042,236, fixed compensation represents 45,95% and variable compensation represents 45,72%.</p>
Long-term variable compensation	NA	The compensation policy does not provide for such a grant.
Exceptional compensation	0	The Supervisory Board did not award any exceptional remuneration to Mr. Daniel Hofer in 2025.
Stock options, performance shares or any other long-term benefits	0	<p>Stock options: 0</p> <p>Performance shares: 0</p> <p>Other allocations of securities: 0</p>
Compensation awarded for membership of the Supervisory Board	NA	Members of the Executive Board cannot be members of the Supervisory Board and therefore cannot receive compensation as such.
Fringe benefits	8,538	Mr Daniel Hofer received a contribution to the rent for an office (from January 1 st to August 31 st)
Severance pay	NA	The compensation policy does not provide for such a grant.
Non-competition indemnity	157,092	<p>Since 1 September 2023, Mr Daniel Hofer, under a non-compete agreement covering a period of two years, 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 termination of contractual relations.</p> <p>Following the departure of Mr. Daniel Hofer on August 31, 2025, €157,092 was allocated to him under his non-competition clause (from September 1 to December 31, 2025)</p>
Supplementary retirement scheme	78,361	<p>Mr Daniel Hofer has an employment contract governed by Swiss law and concluded with JCDecaux Corporate Services GmbH (a Swiss subsidiary indirectly wholly owned by JCDecaux SE).</p> <p>Under Article 7.1 of his employment contract, Mr Daniel Hofer receives a contribution from JCDecaux Corporate Services GmbH to his pension plans with two pension providers (La Bâloise and VZ), which may not exceed a specified amount (approximately CHF 110K), with Mr Daniel Hofer being responsible for making additional contributions if he deems it necessary.</p> <p>The clause relating to Mr Daniel Hofer's retirement pension, amended with retroactive effect to 1 January 2019, was approved by the General Meeting on 14 May 2020 (4th resolution) under the procedure for reviewing regulated agreements.</p> <p>The amount paid annually to these two pension schemes is CHF 110,139.60, with no possibility of adjustment.</p> <p>In 2025, this amount was prorated following his departure on 31 August 2025 and amounted to CHF 73,426.40.</p>

8 ELEMENTS OF REMUNERATION OF CORPORATE OFFICERS SUBMITTED TO THE VOTE OF THE MEETING

GÉRARD DEGONSE

COMPENSATION COMPONENTS PAID DURING THE 2025 FISCAL YEAR OR GRANTED FOR THE SAME YEAR BY JCDECAUX SE AND CONTROLLED ENTITIES

COMPENSATION COMPONENTS SUBMITTED TO THE VOTE	AMOUNTS AWARDED IN THE PAST FISCAL YEAR OR ACCOUNTING VALUATION (IN EUROS)	PRESENTATION
Fixed compensation	NA	The compensation policy does not provide for such a grant.
Annual variable compensation	NA	The compensation policy does not provide for such a grant.
Long-term variable compensation	NA	The compensation policy does not provide for such a grant.
Exceptional compensation	0	No exceptional compensation was awarded for the 2024 fiscal year.
Stock options, performance shares or any other long-term benefits	NA	The compensation policy does not provide for such a grant.
Compensation awarded for membership of the Supervisory Board	107,000	Mr Gérard Degonse received compensation from JCDecaux SE in his capacity as Chairman of the Supervisory Board and member of the Compensation and Nominating Committee.
Fringe benefits	NA	The compensation policy does not provide for such a grant.
Severance pay	NA	The compensation policy does not provide for such a grant.
Non-competition indemnity	NA	The compensation policy does not provide for such a grant.
Supplementary retirement scheme	NA	The compensation policy does not provide for such a grant.

CURRENT DELEGATIONS OF AUTHORITY TO INCREASE THE SHARE CAPITAL

Delegations of authority and powers granted to the Executive Board by the General Meeting of shareholders of 7 May 2024 with regard to capital increases

DESCRIPTION OF AUTHORITY DELEGATED TO THE EXECUTIVE BOARD	MAXIMUM AMOUNT AUTHORISED	PERIOD OF VALIDITY	USE MADE OF THE DELEGATION BY THE EXECUTIVE BOARD
Share buyback programme (Resolution 20)	Up to a maximum of 10% of share capital	18 months	Used in 2024 as part of the liquidity contract
Capital reduction by cancellation of treasury shares (Resolution 21)	Up to a maximum of 10% of share capital	18 months	Not used during the 2024 fiscal year
Capital increase with cancellation of pre-emptive subscription rights as part of an employee savings plan (Resolution 22)	Up to 5% of the share capital	18 months	Not used during the 2024 fiscal year
Capital increase with cancellation of pre-emptive subscription rights reserved for categories of beneficiaries as part of an employee shareholding transaction (Resolution 23)	Up to 5% of the share capital	18 months	Not used during the 2024 fiscal year

Delegations of authority and powers granted to the Executive Board by the General Meeting of shareholders of 14 May 2025 with regard to capital increases

DESCRIPTION OF AUTHORITY DELEGATED TO THE EXECUTIVE BOARD	MAXIMUM AMOUNT AUTHORISED	PERIOD OF VALIDITY	USE MADE OF THE DELEGATION BY THE EXECUTIVE BOARD
Share buyback programme (Resolution 17)	Up to a maximum of 10% of share capital	18 months	Used in 2025 as part of the liquidity contract
Capital reduction by cancellation of treasury shares (Resolution 18)	Up to a maximum of 10% of share capital	18 months	Not used during the 2025 fiscal year
Capital increase maintaining pre-emptive subscription rights (Resolution 19)	€2.3 million*	26 months	Not used during the 2025 fiscal year
Capital increase without pre-emptive subscription rights by public offering, excluding the offers referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code (Resolution 20)	€2.3 million*	26 months	Not used during the 2025 fiscal year
Capital increase without pre-emptive subscription rights through an offer referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code (Resolution 21)	€2.3 million*	26 months	Not used during the 2025 fiscal year
Authorisation granted to the Executive Board to set the issue price of capital increases without preemptive subscription rights (Resolution 22)	10% of the share capital per 12-month period	26 months	Not used during the 2025 fiscal year
Greenshoe option (Resolution 23)	Maximum threshold of 15% of the initial issue and within the limit of the ceiling set for the issue of equity securities or securities	26 months	Not used during the 2025 fiscal year
Capital increase to remunerate a contribution in kind (Resolution 24)	Within the limit of 10% of the share capital	26 months	Not used during the 2025 fiscal year
Capital increase by incorporation of reserves, profits and/or premiums (Resolution 25)	€2.3 million*	26 months	Not used during the 2025 fiscal year
Allocation of share subscription or purchase options (Resolution 26)	4% of the share capital - under a ceiling of 0.04% applicable to executive corporate officers (allocation price corresponding to the average of the last twenty share prices)*	26 months	Not used during the 2025 fiscal year
Allocation of bonus shares (Resolution 27)	1% of the share capital – subject to a limit of 0.16% applicable to executive corporate officers*	26 months	Not used during the 2025 fiscal year
Capital increase with cancellation of pre-emptive subscription rights as part of an employee savings plan (Resolution 28)	Up to 5% of the share capital	26 months	Not used during the 2025 fiscal year
Capital increase with cancellation of pre-emptive subscription rights reserved for categories of beneficiaries as part of an employee shareholding transaction (Resolution 29)	Up to 5% of the share capital	18 months	Not used during the 2025 fiscal year

AGENDA OF THE COMBINED GENERAL MEETING

RESOLUTIONS FALLING WITHIN THE SCOPE OF THE ORDINARY GENERAL SHAREHOLDERS' MEETING

1. Approval of the financial statements for the year ended December 31, 2025 - Approval of non-tax deductible expenses;

2. Approval of the consolidated financial statements for the year ended December 31, 2025;

3. Appropriation of profit for the year ended December 31, 202;

4. Special auditor's report on the agreements referred to in Articles L. 225-86 et seq. of the French Commercial Code - Finding of the absence of a new agreement

5. Renewal of the term of office of Mr. Gérard Degonse as a member of the Supervisory Board

6. Renewal of the term of office of Mr. Jean-Pierre Decaux as a member of the Supervisory Board

7. Renewal of the term of office of Mr. Jean-Sébastien Decaux as a member of the Supervisory Board

8. Renewal of the term of office of Mrs. Bénédicte Hautefort as a member of the Supervisory Board

9. Renewal of the term of office of Mrs Marie-Laure Sauty de Chalon as a member of the Supervisory Board

10. Renewal of the term of office of Mrs Leila Turner as a member of the Supervisory Board

11. Appointment of Mrs. Isabelle Schlumberger as a member of the Supervisory Board

12. Approval of the remuneration policy of the Chairman of the Executive Board in accordance with Article L.22-10-26 II of the French Commercial Code

13. Approval of the remuneration policy of the Chief Executive Officer in accordance with Article L.22-10-26 II of the French Commercial Code;

14. Approval of the remuneration policy of the members of the Executive Board (other than the Chairman of the Executive Board and the Chief Executive Officer) in accordance with Article L.22-10-26 II of the French Commercial Code;

15. Approval of the remuneration policy of the Chairman of the Supervisory Board and the members of the Supervisory Board in accordance with Article L.22-10-26 II of the French Commercial Code

16. Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to all corporate officers (members of the Executive Board and the Supervisory Board);

17. Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Mr. Jean-François Decaux, Chairman of the Executive Board

18. Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Mr. Jean-Charles Decaux, member of the Executive Board and Chief Executive Officer

19. Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Emmanuel Bastide, David Bourg and Daniel Hofer, members of the Executive Board

20. Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Mr. Gérard Degonse, Chairman of the Supervisory Board

21. Determination of the amount of remuneration of the members of the Supervisory Board;

22. Authorization to be given to the Executive Board to operate on the Company's shares within the framework of Article L. 22-10-62 of the French Commercial Code, duration of the authorization, purposes, terms, ceiling;

RESOLUTIONS FALLING WITHIN THE SCOPE OF THE EXTRAORDINARY GENERAL MEETING

- | | |
|--|---|
| <p>23. Authorisation to be given to the Executive board to reduce the share capital by the cancellation of treasury shares, duration of the authorization, ceiling</p> | <p>equity securities to be issued reserved for members of savings plans, with cancellation of preferential subscription rights for the benefit of the latter</p> |
| <p>24. Delegation of authority to be conferred on the Executive Board for the purpose of deciding on the issuance of ordinary shares and/or transferable securities giving access to the share capital and/or debt securities, with cancellation of the preferential subscription right in favour of one or more named persons</p> | <p>26. Delegation of authority to be given to the Executive Board for the purpose of deciding on the increase of the share capital by issuing equity securities or transferable securities giving access to equity securities to be issued reserved for categories of beneficiaries in the context of an employee shareholding operation, with cancellation of the preferential subscription right for the benefit of the latter;</p> |
| <p>25. Delegation of authority to be given to the Executive Board for the purpose of deciding to increase the share capital by issuing equity securities or transferable securities giving access to</p> | <p>27. Powers to complete formalities.</p> |

OBJECTIVES AND DRAFT RESOLUTIONS

RESOLUTIONS FALLING WITHIN THE SCOPE OF THE ORDINARY GENERAL SHAREHOLDERS' MEETING

Resolutions 1 to 3: approval of the accounts for the financial year and allocation of profit

Objective :

The purpose of the 1st and 2nd resolutions respectively is to approve:

- the company accounts and the transactions recorded in these accounts;
- the consolidated accounts and the transactions recorded in these accounts.

The purpose of the 3rd resolution is the allocation of profit: it is proposed that net income for the year ended, amounting to €159,133,668.49, be allocated as follows:

- payment of a dividend of €139,183,630.95
- and the balance, i.e. EUR 19,950,037.54 for other reserves, which will amount to EUR 1,142,801 989.08

• profit for the year ended December 31, 2025 amounts to	€159,133,668.49
• the carry-over again amounts to	€87,941.15
• the legal reserve amounts to	€341,555.75
• the other reserves amount to	€1,122,851,951.54
• the premiums for the issue, merger and contribution amount to	€730,516,026.44

The General Meeting, upon the proposal of the Executive Board, decides to allocate the profit for the financial year as follows:

- the payment of a dividend in the amount of €139,183,630.95
- and the balance, i.e. EUR 19,950,037.54 for other reserves, which will amount to EUR 1,142,801,989.08

The dividend is set at €0.65 per share for each of the shares giving rise to the right to a dividend.

The total amount of the distribution referred to above is calculated on the basis of the number of shares making up the share capital as of December 31, 2025, i.e. 214,128,663 shares, and may vary according to the number of shares giving rise to dividend rights on the ex-dividend date, which will depend in particular on the number of treasury shares as well as the final allocations of free shares and the exercise of options (if the beneficiary is entitled to the dividend in accordance with the dividend the stipulations of the plans concerned).

The ex-dividend date will be May 19, 2026 and will be paid from May 21, 2026. The Shareholders' Meeting decides that, in the event that, on the date of payment of the dividend, the Company holds some of its own shares, the sums corresponding to the amount of the dividend not paid to the said treasury shares will be allocated to the "carry-forward" account.

It should be noted that, for individuals who are tax resident in France, this dividend is subject to the single flat-rate tax at the overall rate of 31,40%, unless they opt for the taxation of this income at the progressive income tax scale. In the latter case, the entire amount thus distributed will be eligible, subject to compliance with the legal eligibility conditions, for the 40% reduction resulting from the provisions of Article 158 3-2° of the General Tax Code.

In accordance with the provisions of Article 243 bis of the French General Tax Code, the table below shows the amount of dividends and other income distributed for the previous three financial years, as well as their eligibility, subject to compliance with the legal eligibility conditions, for the 40% reduction resulting from the provisions of Article 158 3-2° of the French General Tax Code and benefiting, where applicable, individuals who are tax residents in France.

For the fiscal year	Dividends Distributed	Total amount of dividends distributed*
2024	117 770 764,65€	117 770 764,65€
2023	none	none
2022	none	none

*These dividends were eligible in full for the 40% allowance provided for in Article 158 3-2° of the French General Tax Code when paid to individual shareholders who were French tax residents.

FIRST RESOLUTION

[Approval of the financial statements for the year ended December 31, 2025 - Approval of non-tax deductible expenses and expenses]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having considered the reports of the Executive Board, of the Supervisory Board and of the Statutory Auditors, approves the financial statements for the year ended December 31, 2025, including the balance sheet, the income statement and the notes, as presented to it, which show a profit of EUR 159 133 668.49, as well as the transactions reflected in these accounts and summarised in these reports.

The General Meeting specifically approves the total amount, amounting to 214,025 euros, of the expenses and charges referred to in 4 of Article 39 of the General Tax Code, as well as the corresponding tax.

SECOND RESOLUTION

[Approval of the consolidated financial statements for the year ended December 31, 2025]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary General Meetings, after having considered the reports of the Executive Board, of the Supervisory Board and of the Statutory Auditors approves the consolidated financial statements for the year ended December 31, 2025, including the balance sheet, the income statement and the notes, as presented to it, resulting in a net income group share of €262,6 million, as well as the transactions reflected in these accounts and summarized in these reports.

THIRD RESOLUTION

[Appropriation of profit for the year ended 31 December 2025]

The General Meeting, acting in accordance with the quorum and majority conditions required for Ordinary General Meetings, notes that :

Resolution 4: regulated agreements and commitments

Objective :

No regulated agreements or regulated commitments were entered into during the 2025 financial year. The special report of the statutory auditors on the regulated agreements and commitments can be found in the Universal Registration Document as well as on the Company's website.

The 4th resolution proposes that you take formal note of the absence of a new agreement.

FOURTH RESOLUTION**(Special report of the Statutory Auditors on the agreements referred to in Articles L. 225-86 et seq. of the French Commercial Code – finding of the absence of a new agreement)**

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, after having taken note of the Statutory Auditors' special report mentioning the absence of any new agreement of the nature of those referred to in Articles L. 225-86 et seq. of the French Commercial Code, takes note of it purely and simply.

Resolutions 5 to 11 : renewal of the terms of office of six Supervisory Board members and appointment of a new Supervisory Board member

Objective :

The 5th to 10th resolutions propose that you renew the terms of office as Supervisory Board member of:

- Mr Gérard Degonse, and Mr Jean-Pierre Decaux for a period of 1 year
- Mr Jean-Sébastien Decaux, Mrs Bénédicte Hautefort, Mrs Marie-Laure Sauty de Chalon et Mrs Leila Turner for a period of 3 years

In the 11th resolution, it is proposed that you appoint Mrs Isabelle Schlumberger as a member of the Supervisory Board for a term of 3 years

If you approve all these resolutions, the Supervisory Board will have ten members (excluding the two members of the Supervisory Board representing employees), five women and five men, of which five will be independent members.

FIFTH RESOLUTION**(Renewal of the term of office of Mr. Gérard Degonse as a member of the Supervisory Board)**

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having taken note of the report of the Executive Board and Article 16-1 of the Articles of Association, noting that the term of office of Mr. Gérard Degonse expires today, decides to renew it for a period of one year which will expire at the end of the General Meeting to be held in 2027 which will approve the accounts of the past year.

M. Gérard Degonse has made it known that he accepts this mandate and that he has not been subject to any measure that could prohibit him from exercising it.

SIXTH RESOLUTION**(Renewal of the term of office of Mr. Jean-Pierre Decaux as a member of the Supervisory Board)**

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having taken note of the report of the Executive Board and Article 16-1 of the Articles of Association, noting that Mr. Jean-Pierre Decaux's term of office as a member of the Supervisory Board expires today, decides to renew it for a period of one year which will expire at the end of the Shareholders' Meeting to be held in 2027 which will approve the financial statements of Mr. the past financial year.

M. Jean-Pierre Decaux has made it known that he accepts this mandate and that he has not been subject to any measure likely to prohibit him from exercising it.

SEVENTH RESOLUTION**(Renewal of the term of office of Mr. Jean-Sébastien Decaux as a member of the Supervisory Board)**

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having taken note of the Executive's report, noting that the term of office of Mr. Jean-Sébastien Decaux as a member of the Supervisory Board expires today, decides to renew it for a period of three years which will expire at the end of the Shareholders' Meeting to be held in 2029 which will approve the financial statements for the past financial year.

Mr. Jean-Sébastien Decaux indicated that he accepted the renewal of his mandate and that he has not been subject to any measure likely to prohibit him from exercising it.

EIGHTH RESOLUTION**(Renewal of the term of office of Mrs. Bénédicte Hautefort as a member of the Supervisory Board)**

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having taken note of the Executive's report, noting that the term of office of Mrs. Bénédicte Hautefort as a member of the Supervisory Board expires today, decides to renew it for a period of three years which will expire at the end of the Shareholders' Meeting to be held in 2029 which will approve the financial statements for the past financial year.

Mrs. Bénédicte Hautefort indicated that she accepted the renewal of her mandate and that she has not been subject to any measure likely to prohibit her from exercising it.

NINTH RESOLUTION**(Renewal of the term of office of Mrs. Marie-Laure Sauty de Chalon as a member of the Supervisory Board)**

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having taken note of the Executive's report, noting that the term of office of Mrs. Marie-Laure Sauty de Chalon as a member of the Supervisory Board expires today, decides to renew it for a period of three years which will expire at the end of the Shareholders' Meeting to be held in 2029 which will approve the financial statements for the past financial year.

Mrs. Marie-Laure Sauty de Chalon indicated that she accepted the renewal of her mandate and that she has not been subject to any measure likely to prohibit her from exercising it.

11 OBJECTIVES AND PROPOSED RESOLUTION

TENTH RESOLUTION

(Renewal of the term of office of Mrs. Leila Turner as a member of the Supervisory Board)

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having taken note of the Executive's report, noting that the term of office of Mrs. Leila Turner as a member of the Supervisory Board expires today, decides to renew it for a period of three years which will expire at the end of the Shareholders' Meeting to be held in 2029 which will approve the financial statements for the past financial year.

Mrs. Leila Turner indicated that she accepted the renewal of her mandate and that she has not been subject to any measure likely to prohibit her from exercising it.

ELEVENTH RESOLUTION

(Appointments of Mrs. Isabelle Schlumberger as a member of the Supervisory Board)

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, after having taken note of the Executive's report, appoints as a member of the Supervisory Board Mrs. Isabelle Schlumberger for a period of three years which will expire at the end of the General Meeting held in 2029 called to approve the financial statements for the past financial year.

Mrs. Isabelle Schlumberger has made it known that she accepts this mandate and that she has not been subject to any measure likely to prohibit her from exercising it.

Resolutions 12 and 21: remuneration of corporate officers

Objective :

In the 12th, 13th, 14th, 15th resolutions, you are asked to approve the remuneration policy (ex ante vote) for the Chairman of the Executive Board, the Chief Executive Officer, the members of the Executive Board, the Chairman of the Supervisory Board, and the members of the Supervisory Board, in accordance with the provisions of the French Commercial Code.

The remuneration policy for corporate officers is described in the Corporate Governance section of the Universal Registration Document.

In resolutions 16th, 17th, 18th, 19th and 20th, you are asked to approve the remuneration paid or awarded in respect of the year ended 31 December 2025 to all corporate officers, the Chairman of the Executive Board, the Chief Executive Officer, the members of the Executive Board and the Chairman of the Supervisory Board (ex-post vote) in accordance with the provisions of the French Commercial Code.

In the 21th resolution, it is proposed that you increase the total annual remuneration of members of the Supervisory Board from €590,000. to €625,000.

These remuneration components are presented in the Corporate Governance section of the Universal Registration Document.

TWELFTH RESOLUTION

(Approval of the remuneration policy of the Chairman of the Executive Board in accordance with Article L.22-10-26 II of the French Commercial Code)

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code describing the elements of the corporate officers' remuneration policy, approves, pursuant to Article L. 22-10-26 II of the French Commercial Code, the remuneration policy of the Chairman of the Executive Board as presented in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

THIRTEENTH RESOLUTION

(Approval of the remuneration policy of the Chief Executive Officer in accordance with Article L.22-10-26 II of the French Commercial Code)

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code describing the elements of the corporate officers' remuneration policy, approves, pursuant to Article L. 22-10-26 II of the French Commercial Code, the remuneration policy of the Chief Executive Officer as presented in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

FOURTEENTH RESOLUTION

(Approval of the remuneration policy of the members of the Executive Board (other than the Chairman of the Executive Board and the Chief Executive Officer) in accordance with Article L.22-10-26 II of the French Commercial Code)

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code describing the elements of the corporate officers' remuneration policy, approves, pursuant to Article L. 22-10-26 II of the French Commercial Code, the remuneration policy of the members of the Executive Board (other than the Chairman of the Executive Board and the Chief Executive Officer) as presented in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

FIFTEENTH RESOLUTION

(Approval of the remuneration policy of the Chairman of the Supervisory Board and the members of the Supervisory Board in accordance with Article L.22-10-26 II of the French Commercial Code)

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code describing the elements of the corporate officers' remuneration policy, approves, pursuant to Article L. 22-10-26 II of the French Commercial Code, the remuneration policy of the Chairman of the Supervisory Board and the members of the Supervisory Board as presented in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

SIXTEENTH RESOLUTION

[Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to all corporate officers (members of the Executive Board and the Supervisory Board)]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 I of the French Commercial Code, the information referred to in Article L. 22-10-9 I. of the French Commercial Code that is presented therein relating to the remuneration paid or awarded to the corporate officers for the financial year ended December 31, 2025, as set out in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

SEVENTEENTH RESOLUTION

[Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Mr. Jean-François Decaux, Chairman of the Executive Board]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 II. of the French Commercial Code, the fixed, variable and exceptional components making up the total remuneration and benefits of any kind paid or awarded in respect of the financial year ended December 31, 2025 at Mr. Jean-François Decaux, Chairman of the Executive Board, as set out in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

EIGHTEENTH RESOLUTION

[Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Mr. Jean-Charles Decaux, member of the Executive Board and Chief Executive Officer]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 II. of the French Commercial Code, the fixed, variable and exceptional components making up the total remuneration and benefits of any kind paid or awarded in respect of the financial year ended December 31, 2025 at Mr. Jean-Charles Decaux, Member of the Executive Board and Chief Executive Officer, as set out in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

NINETEENTH RESOLUTION

[Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Mr. Emmanuel Bastide, Mr. David Bourg and Mr. Daniel Hofer, members of the Executive Board]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 II. of the French Commercial Code, the fixed, variable and exceptional components making up the total remuneration and benefits of any kind paid or awarded in respect of the financial year ended December 31, 2025 at Mr. Emmanuel Bastide, Mr. David Bourg and Mr. Daniel Hofer, members of the Executive Board, as set out in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

TWENTIETH RESOLUTION

[Approval of the elements of the remuneration paid or awarded in respect of the year ended December 31, 2025 to Mr. Gérard Degonse, Chairman of the Supervisory Board]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for ordinary general meetings, having taken note of the report on corporate governance referred to in Article L. 225-68 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 II. of the French Commercial Code, the fixed, variable and exceptional components making up the total remuneration and benefits of any kind paid or awarded in respect of the financial year ended December 31, 2025 at Mr. Gérard Degonse, Chairman of the Supervisory Board, as set out in the 2025 Universal Registration Document, in the Corporate Governance chapter, Compensation and Benefits' section.

TWENTY-FIRST RESOLUTION

[Determination of the amount of remuneration of the members of the Supervisory Board]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions required for Ordinary Shareholders' Meetings, having taken note of the Executive Board's report, decides to increase the total annual amount of the remuneration of the members of the Supervisory Board from €590,000 to €625,000 as of the 2026 financial year and until further decision, with the Supervisory Board deciding on the distribution among its members.

Resolution 22: buyback programme**Objective:**

The 22th resolution proposes that you authorise the Management Board, with the option of sub-delegation, to buy back shares in the Company under the following conditions:

- the maximum number of shares that the Company may acquire or hold at any time may not exceed 10% of the share capital;
- the maximum purchase price per share will be €50.

This authorisation would be given for a period of 18 months.

TWENTY-SECOND RESOLUTION

[Authorization to be given to the Executive Board to operate on the Company's shares within the framework of Article L. 22-10-62 of the French Commercial Code, duration of the authorization, purposes, terms, ceiling]

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions of Ordinary Shareholders' Meetings, after having taken note of the report of the Executive Board and in accordance with the provisions of Articles L. 22-10-62 et seq. of the French Commercial Code,

1. Authorises the Executive Board, with the option of sub-delegation under the conditions set by law, Regulation (EU) No. 596/2014 of 16 April 2014, Regulation (EU) No. 2016/1052 of 8 March 2016 and the provisions of Articles 241-1 et seq. of the General Regulations of the Autorité des Marchés Financiers, as well as any other stipulations that may be applicable, to purchase or cause to be purchased shares of the Company in order to enable:

- the implementation of any stock option plan of the Company within the framework of the provisions of Articles L. 225-177 et seq. of the French Commercial Code or any similar plan; or
- the allocation or transfer of shares to employees in respect of their participation in the fruits of the company's expansion or the implementation of any company or group savings plan (or similar

11 OBJECTIVES AND PROPOSED RESOLUTION

plan) under the conditions provided for by law, in particular by Articles L. 3332-1 et seq. of the French Labor Code; or

- the free allocation of shares within the framework of the provisions of Articles L. 225-197-1 et seq. of the French Commercial Code; or
- the company, to fulfill obligations related to stock option programs or other allocations of shares to employees or corporate officers of the issuer or an associate; or
- the delivery of shares upon the exercise of rights attached to transferable securities giving access to the capital by redemption, conversion, exchange, presentation of a warrant or in any other way; or
- the cancellation of all or part of the shares thus repurchased, under the conditions provided for in Article L. 22-10-62 paragraph 4 of the French Commercial Code, subject to the authorization to be given by the present Meeting in the twenty-third resolution Extraordinary Meeting; or the retention and subsequent delivery of shares (by way of exchange, payment or otherwise) in the context of external growth, merger, demerger or contribution transactions; or
- the animation of the secondary market or the liquidity of JCDecaux SE shares by an investment services provider in the context of a liquidity contract in accordance with the practice permitted by the regulations; or
- the implementation of any market practice accepted or which may be accepted by the market authorities.

2. Decides that this program is also intended to enable the Company to operate for any other purpose authorized or that may be authorized by applicable law or regulation. In such a case, the Company will inform its shareholders by means of a press release.

3. Decides that the Company's share purchases may relate to a number of shares such that, on the date of each repurchase, the total number of shares purchased by the Company since the beginning of the repurchase program (including those subject to such repurchase) does not exceed 10% of the total number of shares making up the Company's share capital on that date, this percentage applies to a capital adjusted according to the transactions affecting it after this Shareholders' Meeting (i.e., for information purposes, as of December 31, 2025, a buyback ceiling of 21,412,866 shares); it being specified that (i) the number of shares acquired with a view to their retention and subsequent delivery in the context of an external growth, merger, demerger or contribution operation may not exceed 5% of its share capital, and (ii) when the shares are repurchased to promote liquidity under the conditions defined by the General Regulations of the Autorité des Marchés Financiers, The number of shares taken into account for the calculation of the 10% limit provided for above corresponds to the number of shares purchased, minus the number of shares resold during the term of the authorization.

4. Decides that the acquisition, sale or transfer of shares may be carried out at any time, including during the period of a public offer, within the limits authorized by the legal and regulatory provisions in force and by any means, on regulated markets, multilateral trading facilities, with systematic internalizers or concluded over-the-

counter, including by acquisition or disposal of blocks (without limiting the portion of the buyback program that may be carried out by this means), by public tender offer or exchange, or by the use of options or other financial futures instruments traded on regulated markets, multilateral trading facilities, from systematic or over-the-counter internalizers or by delivery of shares following the issuance of securities giving access to the Company's share capital by conversion, exchange, redemption, exercise of a warrant or in any other way, either directly or indirectly through an investment services provider.

5. Sets (i) the maximum purchase price of the shares under this resolution at €50 per share, excluding acquisition costs (or the equivalent of this amount on the same date in any other currency), and (ii) in accordance with the provisions of Article R. 225-151 of the French Commercial Code, the maximum overall amount allocated to the share buyback program subject to this authorization at €1,070,643,300, corresponding to a maximum number of 21,412,866 shares acquired on the basis of the maximum unit price of 50 euros above authorised.

6. Delegates to the Executive Board, with the option of sub-delegation under the conditions set by law, in the event of transactions on the share capital, in particular changes to the par value of the shares, capital increases by capitalization of reserves, free allocation of shares, division or consolidation of securities, distribution of reserves or any other assets, depreciation of capital, or any other equity transaction, the power to adjust the maximum purchase price referred to above to take into account the impact of such transactions on the value of the share.

7. Confers on the Executive Board, with the power of sub-delegation, all powers:

- to implement this authority,
- to specify, if necessary, the terms and conditions thereof,
- to carry out the purchase programme, and in particular to place any stock exchange order, enter into any agreement, allocate or reallocate the shares acquired to the objectives pursued in accordance with the applicable legal and regulatory conditions,
- to set the terms and conditions under which the rights of holders of securities or options will be preserved, if necessary, in accordance with the legal, regulatory or contractual provisions,
- to make all declarations to the Autorité des Marchés Financiers and any other competent authority and any other formalities,
- to do what is necessary in such matters

8. Recalls that, in accordance with the provisions of the first 8. paragraph of Article L. 22-10-62 of the French Commercial Code, the Company's Social and Economic Committee will be informed of this authorization.

9. Sets the period of validity of this authorisation at eighteen months from the date of this General Meeting, and notes that it deprives of effect, as of the same date, any previous authorisation with the same purpose.

RESOLUTIONS FALLING WITHIN THE SCOPE OF THE EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

Resolution 23: Cancellation of shares

Objective:

The 23th resolution would enable the Managing Board to reduce the share capital by cancelling treasury shares, up to a limit of 10% of the share capital, within twenty-four months of their acquisition.

This authorisation would be given for a period of 18 months.

TWENTY-THIRD RESOLUTION

(Authorisation to be given to the Executive Board to reduce the share capital by cancellation of treasury shares, duration of the authorisation, ceiling)

The Shareholders' Meeting, acting in accordance with the quorum and majority conditions of Extraordinary General Meetings, after having taken note of the report of the Executive Board and the special report of the Statutory Auditors:

1. Authorizes the Executive Board to reduce the share capital, in one or more instalments, in the proportions and at the times it may decide, by cancelling any number of treasury shares that it may decide within the limits authorized by law, in accordance with the provisions of Articles L. 22-10-62 et seq. of the Commercial Code.
2. Decides that on the date of each cancellation, the maximum number of shares cancelled by the Company during the twenty-four-month period preceding the said cancellation, including the shares subject to such cancellation, may not exceed 10% of the shares making up the Company's share capital on that date (i.e., for information purposes, December 31, 2025, a repurchase limit of 21,412,866 shares); it being recalled that this limit applies to an amount of the Company's capital which will, if necessary, be adjusted to take into account transactions affecting the share capital after this Shareholders' Meeting.
3. Confers on the Executive Board, with the power of sub-delegation, all powers :
 - carry out and record any capital cancellation and reduction operations that may be performed pursuant to this authorization,
 - allocate the difference between the repurchase price of the canceled shares and their par value to any available equity items,
 - amend the articles of association accordingly,
 - reallocate the portion of the legal reserve that has become available as a result of the capital reduction,
 - file all necessary declarations with the Financial Markets Authority,
 - complete all other formalities and, in general, take all necessary steps in this regard.
4. Sets the period of validity of this authorisation at eighteen months from the date of this General Meeting, and notes that it deprives of effect, as of the same date, any previous authorisation with the same purpose.

Resolutions 24 : Delegation of authority to increase the share capital without pre-emptive subscription rights in favour of one or more persons designated by name:

Objective :

The purpose of the 24th resolution is to enable the Executive Board to decide to issue ordinary shares and/or securities giving access to equity and/or debt securities, without pre-emptive subscription rights, to one or more named persons.

The maximum amount of the capital increase would be €1.9 million, and would be limited to 30% of the capital per year

TWENTY-FOURTH RESOLUTION

(Delegation of authority to be conferred on the Executive Board to decide on the issuance of ordinary shares and/or transferable securities giving access to the share capital and/or debt securities, with cancellation of the preferential subscription right in favour of one or more named persons)

The General Meeting, deliberating under the quorum and majority conditions applicable to Extraordinary General Meetings, after reviewing the report of the Executive Board and the special report of the Statutory Auditors, and in accordance with the provisions of the French Commercial Code, in particular Articles L. 225-129 to L. 225-129-2, L. 225-129-5, L. 22-10-49, L. 225-135, L. 225-138, L. 22-10-52-1, and L. 228-91 et seq.,

1. Delegates to the Executive Board the authority to proceed, in one or more tranches, at the times and in the proportions it deems appropriate, on the French and/or international market, either in euros, in foreign currencies, or in any other unit of account established by reference to a basket of currencies, with the waiver of the preferential subscription rights of shareholders in favor of one or more specifically designated persons, to the issuance of: (i) ordinary shares, and/or (ii) securities giving access to the capital and/or debt securities, to be subscribed for in cash or by offsetting claims. The Executive Board may sub-delegate to the Chairman of the Executive Board, or with his agreement, to one or more of its members, within the limits permitted by law, all necessary powers to decide and implement the capital increase.

In accordance with Article L. 228-93 of the French Commercial Code, the securities to be issued may give access to capital securities to be issued by the Company and/or by any company that directly or indirectly holds more than half of its capital or of which the Company directly or indirectly holds more than half of the capital.

2. Sets the validity period of this delegation at eighteen months from the date of this General Meeting.
3. The total nominal amount of ordinary shares that may be issued under this delegation shall not exceed €1.9 million. It shall also be limited to 30% of the share capital over a 12-month period, this limit being assessed at any time and applying to an adjusted capital based on operations affecting it after this General Meeting.

11 OBJECTIVES AND PROPOSED RESOLUTION

This ceiling may be increased, if applicable, by the nominal value of ordinary shares to be issued to preserve, in accordance with the law and, where applicable, the contractual provisions providing for other adjustment cases, the rights of holders of securities giving access to the Company's capital.

This ceiling shall be deducted from the overall ceiling provided for in paragraph 2 of the nineteenth resolution of the General Meeting of May 14, 2025.

4. Decides to waive the preferential subscription rights of shareholders for the securities covered by this resolution in favor of one or more specifically designated persons for whom the issuance is reserved, and to delegate to the Executive Board the power to designate such person(s) and to determine the number of securities to be issued to each beneficiary.
5. Authorizes the Executive Board, with the power to sub-delegate, to set the issue price of the shares or any securities giving access to the Company's capital at a price at least equal to the closing price of the last trading session preceding the Executive Board's decision to exercise the delegation granted by the General Meeting to increase the capital in favor of one or more specifically designated persons, possibly reduced by a maximum discount of 10%.
6. Decides that if subscriptions do not absorb the total amount of an issuance referred to in paragraph 1, the Executive Board may limit the amount of the issuance to the amount of subscriptions, where applicable within the limits provided by regulations.
7. Notes that this delegation entails, for the benefit of holders of securities giving access to the Company's capital, the waiver by shareholders of their preferential subscription rights to the shares to which the issued securities entitle them.
8. Notes that, in the event that the Executive Board uses the delegation of authority granted to it under this resolution, the Executive Board shall report to the next ordinary general meeting, in accordance with the law and applicable regulations, on the use made of the authorizations granted in this resolution.
9. Decides that the Executive Board shall have, within the limits set out above and with the power to sub-delegate, all necessary powers, in particular to determine the terms and conditions of the issuance(s), designate the person(s) in whose favor the issuance is reserved, determine the number of securities to be allocated to each beneficiary, decide the amount to be issued, the issue price, and the amount of any premium that may be required for the issuance, determine the dates and modalities of the issuance, the nature, form, and characteristics of the securities to be created, determine the method of payment for the shares and/or securities issued or to be issued, suspend, if necessary, the exercise of the rights attached to the issued securities for a maximum period of three months, record the resulting capital increases, proceed with the corresponding amendment of the articles of association, allocate, at its sole discretion, the costs of the capital increases to the amount of the related premiums, and deduct from this amount the sums necessary to bring the legal reserve up to one-tenth of the new capital after each increase, and more generally to take all necessary actions in this regard.

Resolution 25 and 26: capital increases reserved for employees

Objective:

The 25th and 26th resolutions give the Executive Board authority to decide to increase the share capital by issuing equity securities or securities giving access to equity securities to be issued reserved for members of employee savings plans or reserved for categories of beneficiaries up to a limit of 5% of the share capital.

These authorisations would be given for a period of 26 months and 18 months.

TWENTY-FIFTH RESOLUTION

(Delegation of authority to the Executive Board for the purpose of deciding on the increase of the share capital by issuing capital securities or securities giving access to capital securities to be issued, reserved for members of savings plans, with waiver of the preferential subscription right in favor of such members)

The General Meeting, deliberating under the quorum and majority conditions applicable to Extraordinary General Meetings, after reviewing the report of the Executive Board and the special report of the Statutory Auditors, acting pursuant to Articles L. 225-129-2, L. 225-138, L. 225-138-1, L. 228-91, and L. 228-92 of the French Commercial Code and Articles L. 3332-18 et seq. of the French Labor Code:

1. Delegates its authority to the Executive Board, if it deems it appropriate, at its sole discretion, to increase the share capital in one or more tranches by issuing ordinary shares or securities giving access to capital securities to be issued by the Company, for the benefit of members of one or more company or group savings plans established by the Company and/or by French or foreign companies linked to it under the conditions of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labor Code.
2. Waives, in favor of these persons, the preferential subscription right to the shares that may be issued under this delegation.
3. Limits the maximum nominal amount of the capital increase(s) that may be carried out using this delegation to 5% of the share capital at the time of the Executive Board's decision to implement this increase. The maximum nominal amount of capital increases that may be carried out immediately or in the future under this delegation shall be deducted from the overall ceiling provided for in paragraph 2 of the nineteenth resolution of the General Meeting of May 14, 2025, or, where applicable, from the overall ceiling that may be provided for by a resolution of the same nature that may succeed the aforementioned resolution during the validity period of this delegation. This amount may be increased, if applicable, by the additional amount of ordinary shares to be issued to preserve, in accordance with the law and any applicable contractual provisions providing for other adjustment cases, the rights of holders of securities giving access to the Company's capital securities.

4. Decides that the price of the shares to be issued, pursuant to paragraph 1 of this resolution, shall not be more than 30% (or 40% where the lock-up period provided for in the plan, in accordance with Articles L. 3332-25 and L. 3332-26 of the French Labor Code, is ten years or more) below the average of the quoted share prices during the 20 trading sessions preceding the date of the decision setting the opening date of the subscription, nor shall it exceed this average.
5. Decides, pursuant to the provisions of Article L. 3332-21 of the French Labor Code, that the Executive Board may provide for the free allocation to the beneficiaries defined in paragraph 1 of this resolution of shares to be issued or already issued, or other securities giving access to the Company's capital to be issued or already issued, as (i) a matching contribution that may be paid under the rules of company or group savings plans, and/or (ii), where applicable, a discount.
6. Grants the Executive Board, with the power to sub-delegate under the legal conditions, all necessary powers to implement this delegation, in particular to:
 - Decide whether the shares are to be subscribed directly by employees who are members of company or group savings plans or whether they are to be subscribed through an Employee Mutual Fund (FCPE) or an Employee Shareholding Investment Company (SICAVAS);
 - Determine the companies whose employees may benefit from the subscription offer;
 - Determine whether to grant employees a period of time to pay for their securities;
 - Set the terms of membership in the company or group savings plan(s), establish or amend their rules;
 - Determine, within the limits set above, the characteristics, amounts, and terms of the issuances or allocations carried out under this delegation, and in particular set the opening and closing dates of the subscriptions, as well as the subscription price of the shares to be issued;
 - Determine the number of new shares to be issued and the reduction rules applicable in the event of oversubscription;
 - Allocate the costs of increasing the share capital and issuing other securities giving access to capital securities to be issued to the amount of the premiums related to these increases, and deduct from this amount the sums necessary to bring the legal reserve up to one-tenth of the new capital after each increase;
 - Take all measures and complete all formalities required for the successful completion of each capital increase, record its implementation, and proceed with the corresponding amendment of the articles of association.
7. Sets the validity period of this delegation at twenty-six months from the date of this General Meeting and notes that, as of this date, it renders ineffective, for the unused portion as of the date of this General Meeting, any prior delegation with the same purpose.

TWENTY-SIXTH RESOLUTION

(Delegation of authority to the Executive Board for the purpose of deciding on the increase of the share capital by issuing capital securities or securities giving access to capital securities to be issued, reserved for categories of beneficiaries as part of an employee shareholding operation, with waiver of the preferential subscription right in favor of such beneficiaries)

The General Meeting, deliberating under the quorum and majority conditions applicable to Extraordinary General Meetings, after reviewing the report of the Executive Board and the special report of the Statutory Auditors, acting in accordance with the provisions of Articles L. 225-129 et seq., L. 225-138, and L. 228-92 of the French Commercial Code:

1. Delegates its authority to the Executive Board, if it deems it appropriate, at its sole discretion, to increase the share capital in one or more tranches by issuing ordinary shares or securities giving access to capital securities to be issued by the Company, for the benefit of: (i) employees and corporate officers of companies linked to the Company under the conditions of Article L. 225-180 of the French Commercial Code; (ii) UCITS or other entities, whether or not they have legal personality, dedicated to employee shareholding and invested in the Company's securities, whose unit holders or shareholders are composed of persons mentioned in (i) of this paragraph; and (iii) any banking institution or controlled subsidiary of such an institution, or any entity under French or foreign law, whether or not it has legal personality, acting at the Company's request to implement an employee shareholding scheme, to the extent necessary or desirable to enable employees to benefit from employee shareholding or savings schemes equivalent or similar in economic terms to those available to other employees of the group, particularly under the twenty-fifth resolution of this General Meeting. This resolution may be used to implement leveraged schemes.
2. Waives, in favor of these persons, the preferential subscription right to the shares that may be issued under this delegation.
3. Limits the maximum nominal amount of the capital increase(s) that may be carried out using this delegation to 5% of the share capital at the time of the Executive Board's decision to implement this increase. The maximum nominal amount of capital increases that may be carried out immediately or in the future under this delegation shall be deducted from: (i) the overall ceiling provided for in paragraph 2 of the nineteenth resolution of the General Meeting of May 14, 2025, and (ii) the overall ceiling provided for in paragraph 3 of the twenty-fifth resolution of this General Meeting, or, where applicable, from the overall ceiling that may be provided for by a resolution of the same nature that may succeed the aforementioned resolution during the validity period of this delegation. This amount may be increased, if applicable, by the additional amount of ordinary shares to be issued to preserve, in accordance with the law and any applicable contractual provisions providing for other adjustment cases, the rights of holders of securities giving access to the Company's capital securities.
4. Decides that the price of the shares to be issued, pursuant to paragraph 1 of this resolution, shall: (a) not be more than 30% below the average of the quoted share prices during the 20 trading sessions preceding the date of the decision setting the opening date of the subscription, nor exceed this average, or (b) be equal to the price of the shares issued as part of the capital increase for the benefit of employees who are members of a company savings plan, under the twenty-fifth resolution of this General Meeting.

11 OBJECTIVES AND PROPOSED RESOLUTION

5. Grants the Executive Board, with the power to sub-delegate, all necessary powers to implement this delegation, in particular to:
 - Determine, within the limits set above, the characteristics, amounts, and terms of any issuance carried out under this delegation, and in particular set the opening and closing dates of the subscriptions, as well as the subscription price of the shares;
 - Determine the list of beneficiary(ies) within the aforementioned category, as well as the number of shares to be subscribed by each of them;
 - Determine the number of new shares to be issued and the reduction rules applicable in the event of oversubscription;
 - Allocate the costs of increasing the share capital and issuing other securities giving access to capital securities to be issued to the amount of the premiums related to these increases, and deduct from this amount the sums necessary to bring the legal reserve up to one-tenth of the new capital after each increase;
 - Take all measures and complete all formalities required for the successful completion of each capital increase, record its implementation, and proceed with the corresponding amendment of the articles of association.
6. Sets the validity period of this delegation at eighteen months from the date of this General Meeting and notes that, as of this date, it renders ineffective, for the unused portion as of the date of this General Meeting, any prior delegation with the same purpose.

Resolution 27:Powers

Objective:

The 27th resolution gives full powers to carry out the necessary formalities.d

TWENTY-SEVENTH RESOLUTION

(Powers to complete formalities)

The General Meeting confers all powers on the bearer of an original, a copy or an extract of the minutes of its deliberations to carry out all deposits and formalities required by law.

TERMS OF PARTICIPATION

All shareholders, regardless of the number of shares that they own, can take part in this Meeting, either by attending in person, by voting online, by granting proxy to the President or by being represented at it.

All shareholders who have already applied for an admission card or a participation certificate, voted remotely or sent a proxy will no longer be able to choose any other way of taking part in the Meeting.

Audio broadcast of General Meeting :

You will be able to remotely follow the General Meeting, which will be webcasted live (audio and slides) via the following link:

<https://www.jcdecaux.com/2026gm>

Preliminary formalities to be carried out to participate in the Meeting

In accordance with Article R. 22-10-28 of the Commercial Code, shareholders wishing to attend this Meeting, be represented or vote online must:

- For registered shareholders: be registered in a registered account no later than 0:00 a.m. (Paris time) on Wednesday 6 May 2026;
- For bearer shareholders: have the authorised intermediary that manages their securities account issue a participation certificate recording the registration of their shares no later than 0:00 a.m. (Paris time) on Wednesday 6 May 2026.

Terms of participation in the Meeting

Shareholders may choose one of the following three ways of exercising their voting rights at the General Meeting:

- attend the General Meeting ;
- give proxy to the Chairman of the Meeting or to any other natural or legal person;
- vote by post or online.

In addition to the single paper voting form, shareholders will be able to send their voting instructions, appoint or revoke a proxy and request an admission card over the Internet, prior to the Meeting, on the VOTACCESS website, under the conditions described below.

The VOTACCESS website for this General Meeting will be open from 27 April 2026 until the day before the Meeting, i.e. 12 May at 3 p.m. (Paris time).

To avoid any possible congestion on the website, shareholders are advised not to wait until the day before the Meeting to enter their instructions.

1. To attend the General Meeting in person:

Shareholders wishing to attend the Meeting should request their admission card as follows:

- **Electronically:**
 - for holders of direct registered shares: they can access the voting site via their Shareholders' Area at <https://www.investors.uptevia.com/>.

Registered shareholders should log on to their Shareholder Area using their usual access codes. Once they have logged in to their Shareholder Area, they should follow the on-screen instructions to access the VOTACCESS site and request an admission card.

- for holders of intermediary registered shares: they will be able to access the voting site via the VoteAG website <https://www.voteag.com/>.

Holders of intermediary registered shares should log on to VoteAG using the temporary codes provided on the Single Voting Form or on the electronic invitation. Once on the home page of the site, they should follow the on-screen instructions to access the VOTACCESS site and request an admission card.

- for bearer shareholders: it is the responsibility of bearer shareholders to find out whether or not their financial intermediary, which manages their securities account, is connected to the VOTACCESS site and, if so, the conditions of use of the VOTACCESS site. If the shareholder's financial intermediary is connected to the VOTACCESS site, the shareholder must identify himself on the Internet portal of his financial intermediary using his usual access codes. They must then follow the on-screen instructions to access the VOTACCESS site and request their admission card.

- **By post:**
 - for holders of registered shares: holders of registered shares must complete the single voting form enclosed with the notice of meeting, which will be sent to them, specifying that they wish to attend the General Meeting and obtain an admission card, then return it, dated and signed, using the T envelope enclosed with the notice of meeting;
 - for bearer shareholders: bearer shareholders should ask their financial intermediary, who manages their share account, to send them an admission card.

Requests for admission cards by post must be received by Uptevia no later than six days before the General Meeting, in accordance with the above procedure.

Shareholders who have not received their admission card in the five working days preceding the General Meeting are invited to :

- Registered shareholders should present themselves at the counters set aside for this purpose on the day of the General Meeting, with proof of identity;
- Holders of bearer shares should ask their financial intermediary to issue them with a certificate proving that they are shareholders on the fifth business day before the General Meeting.

2. To vote by proxy or by post :

If they are unable to attend the meeting in person, shareholders may choose one of the following three options:

- send a proxy to the Chairman of the General Meeting;
- grant a power of attorney to any natural person or legal entity of its choice in accordance with Articles L. 22-10-39 and L. 225-106 I of the French Commercial Code;
- vote by post ;

As follows:

- **Electronically:**

- for holders of direct registered shares: they can access the voting site via their Shareholders' Area at <https://www.investors.uptevia.com/>.

Registered shareholders should log in to their Shareholder Area using their usual access codes. Once they have logged in to their Shareholder Area, they should follow the on-screen instructions to access the VOTACCESS site and vote or appoint or revoke a proxy.

- for holders of intermediary registered shares: they will be able to access the voting site via the VoteAG website <https://www.voteag.com/>.

Holders of intermediary registered shares must log on to VoteAG using the temporary codes provided on the Single Voting Form or on the electronic invitation. Once on the site's home page, they should follow the on-screen instructions to access the VOTACCESS site and vote or appoint or revoke a proxy.

- for bearer shareholders: it is the responsibility of the bearer shareholder to find out whether or not the financial intermediary who manages their securities account is connected to the VOTACCESS site and, if so, the conditions for using the VOTACCESS site. If the financial intermediary is connected to the VOTACCESS site, the shareholder must identify himself on the Internet portal of his financial intermediary using his usual access codes. They must then follow the on-screen instructions to access the VOTACCESS site and vote, or appoint or revoke a proxy;

If the shareholder's financial intermediary is not connected to the VOTACCESS website, it should be noted that notification of the appointment and revocation of a proxy may nevertheless be made electronically in accordance with the provisions of Article R. 22-10-24 of the French Commercial Code, by sending an e-mail to the following e-mail address: ct-mandataires-assemblees@uptevia.com. This e-mail must include as an attachment a scanned copy of the duly completed and signed Single Voting Form. Holders of bearer shares must also attach the certificate of attendance issued by their authorised intermediary. Only those notifications of appointment or revocation of proxy duly signed, completed, received and confirmed no later than 3 p.m. (Paris time) on the day before the Meeting will be taken into account.

- **By post:**

- for registered shareholders: registered shareholders must complete the Single Voting Form enclosed with the notice of meeting, which will be sent to them, then return it, dated and signed, using the T envelope enclosed with the notice of meeting;
- for bearer shareholders: bearer shareholders should request the Single Voting Form from their financial intermediary, who

manages their securities account, and return it to them, dated and signed. This intermediary will forward the form to Uptevia, together with a certificate of participation.

Single postal voting forms must be received by Uptevia no later than three days before the General Meeting, in accordance with the procedures set out above.

It should be noted that in the case of proxies without the name of a proxy, the Chairman of the General Meeting will vote in favour of the draft resolutions presented or approved by the Executive Board and against all other draft resolutions.

Single voting forms are sent automatically by post to registered shareholders.

Holders of bearer shares will receive a Single Voting Form by **post from Uptevia - Service Assemblées Générales - Cœur Défense, 90-110 Esplanade du Général de Gaulle - 92931 Paris la Défense Cedex** no later than six days before the date of the meeting.

Shareholders who have sent in a request for an admission card, a proxy form or a postal voting form will no longer be able to change their method of participation in the General Meeting

More information

Written questions

In accordance with Article R. 225-84 of the Commercial Code, all shareholders have the right to put written questions to the Executive Board.

Written questions must be sent no later than midnight, Paris time, on Thursday 7 May 2026, either by registered letter with acknowledgement of receipt to the Chairman of the Executive Board of JCDecaux SE, 17 rue Soyer, 92200 Neuilly-sur-Seine, or by e-mail to the following address fr_assemblee_generale@jcdecaux.com, accompanied, for bearer shareholders, by a certificate of registration in the accounts.

Documents published or made available to shareholders

In accordance with applicable laws and regulations, all documents that must be made available to shareholders in connection with General Meetings will be made available to shareholders at the Company's registered office, 17 rue Soyer, 92200 Neuilly-sur-Seine.

For shareholders wishing to obtain a hard copy of these documents, a request form for the dispatch of documents and information is available at the end of this convening brochure.

Information and documents intended for presentation to the Shareholders' Meeting, in accordance with Articles L.225-115 and R. 225-83 of the French Commercial Code, may be consulted on the company's website at <https://www.jcdecaux.com/2026gm..>

Audiovisual retransmission

In accordance with Article R22-10-29-1 of the French Commercial Code, the entire Meeting will be broadcast live via the following link: <https://www.jcdecaux.com/2026gm>. A recording of the Meeting will be available on the Company's website no later than seven (7) working days after the date of the Meeting and for at least two years from the date it is posted online

HOW TO FILL IN YOUR VOTING FORM?

A

Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - Important : Before selecting please refer to instructions on reverse side
Quelle que soit l'option choisie, noircir comme ceci ■ la ou les cases correspondantes, dater et signer au bas du formulaire - Whichever option is used, shade box(es) like this ■, date and sign at the bottom of the form

JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire / I WISH TO ATTEND THE SHAREHOLDER'S MEETING and request an admission card: date and sign at the bottom of the form

JCDecaux

JCDECAUX SE
 Société Européenne à Directoire et Conseil de surveillance
 Au capital de 3 264 372,84 euros
 Siège social : 17 RUE SOYER - 92200 NEUILLY SUR SEINE
 907 570 747 R.C.S. NANTERRE

Assemblée Générale Mixte
 convoquée le mercredi 13 mai 2026 à 14h30,
 17 RUE SOYER,
 92200 Neuilly sur Seine

Combined General Meeting
 on Wednesday, May 13 2026 at 02:30 PM,
 17 RUE SOYER,
 92200 Neuilly sur Seine

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account

Nombre d'actions / Number of shares

Vote simple / Single vote
Vote double / Double vote

Porteur / Bearer

Nombre de voix - Number of voting rights

B

JE VOTE PAR CORRESPONDANCE / I VOTE BY POST <small>Cf. au verso (2) - See reverse (2)</small>										Sur les projets de résolutions non agréés, je vote en noircissant la case correspondant à mon choix. <small>On the draft resolutions not approved, I cast my vote by shading the box of my choice.</small>														
Non / No	<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>	6	<input type="checkbox"/>	7	<input type="checkbox"/>	8	<input type="checkbox"/>	9	<input type="checkbox"/>	10	A	<input type="checkbox"/>	B	<input type="checkbox"/>
Abs.	<input type="checkbox"/>																				Oui / Yes	<input type="checkbox"/>		<input type="checkbox"/>
Non / No	<input type="checkbox"/>	11	<input type="checkbox"/>	12	<input type="checkbox"/>	13	<input type="checkbox"/>	14	<input type="checkbox"/>	15	<input type="checkbox"/>	16	<input type="checkbox"/>	17	<input type="checkbox"/>	18	<input type="checkbox"/>	19	<input type="checkbox"/>	20	C	<input type="checkbox"/>	D	<input type="checkbox"/>
Abs.	<input type="checkbox"/>																				Oui / Yes	<input type="checkbox"/>		<input type="checkbox"/>
Non / No	<input type="checkbox"/>	21	<input type="checkbox"/>	22	<input type="checkbox"/>	23	<input type="checkbox"/>	24	<input type="checkbox"/>	25	<input type="checkbox"/>	26	<input type="checkbox"/>	27	<input type="checkbox"/>	28	<input type="checkbox"/>	29	<input type="checkbox"/>	30	E	<input type="checkbox"/>	F	<input type="checkbox"/>
Abs.	<input type="checkbox"/>																				Oui / Yes	<input type="checkbox"/>		<input type="checkbox"/>
Non / No	<input type="checkbox"/>	31	<input type="checkbox"/>	32	<input type="checkbox"/>	33	<input type="checkbox"/>	34	<input type="checkbox"/>	35	<input type="checkbox"/>	36	<input type="checkbox"/>	37	<input type="checkbox"/>	38	<input type="checkbox"/>	39	<input type="checkbox"/>	40	G	<input type="checkbox"/>	H	<input type="checkbox"/>
Abs.	<input type="checkbox"/>																				Oui / Yes	<input type="checkbox"/>		<input type="checkbox"/>
Non / No	<input type="checkbox"/>	41	<input type="checkbox"/>	42	<input type="checkbox"/>	43	<input type="checkbox"/>	44	<input type="checkbox"/>	45	<input type="checkbox"/>	46	<input type="checkbox"/>	47	<input type="checkbox"/>	48	<input type="checkbox"/>	49	<input type="checkbox"/>	50	J	<input type="checkbox"/>	K	<input type="checkbox"/>
Abs.	<input type="checkbox"/>																				Oui / Yes	<input type="checkbox"/>		<input type="checkbox"/>
																					Non / No	<input type="checkbox"/>		<input type="checkbox"/>
																					Abs.	<input type="checkbox"/>		<input type="checkbox"/>

C

JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE
Cf. au verso (3)
I HEREBY GIVE MY PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
See reverse (3)

D

JE DONNE POUVOIR À : Cf. au verso (4) pour me représenter à l'Assemblée
I HEREBY APPOINT: See reverse (4) to represent me at the above mentioned Meeting
 M. Mme ou Mlle, Raison Sociale / Mr, Mrs or Miss, Corporate Name

Adresse / Address

E

ATTENTION : Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
CAUTION: As for bearer shares, the present instructions will be valid only if they are directly returned to your bank.

Nom, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné et ne peuvent être effectuées à l'aide de ce formulaire). Cf au verso (1)
 Surname, first name, address of the shareholder (Changes regarding this information have to be notified to relevant institution, no changes can be made using this proxy form). See reverse (1)

B1

B2

Si des amendements ou des résolutions nouvelles étaient présentés en assemblée, je vote NON sauf si je signale un autre choix en noircissant la case correspondante.
 In case amendments or new resolutions are proposed during the meeting, I vote NO unless I indicate another choice by shading the corresponding box:

- Je donne pouvoir au Président de l'Assemblée Générale. / I appoint the Chairman of the general meeting

- Je m'abstiens. / I abstain from voting

- Je donne procuration [cf. au verso renvoi (4)] à M., Mme ou Mlle, Raison Sociale pour voter en mon nom

I appoint [see reverse (4)] Mr, Mrs or Miss, Corporate Name to vote on my behalf

Pour être pris en considération, tout formulaire doit parvenir au plus tard :
 To be considered, this completed form must be returned no later than:

sur 1^{ère} convocation / on 1st notification sur 2^{ème} convocation / on 2nd notification

à : L'URTEVA le 09/05/2026 à 23h59
 Service Assemblées on 05/09/2026 at 11:59 PM
 90-110 Esplanade du Général de Gaulle
 92931 Paris La Défense Cedex

Z

Date & Signature

Must be completed regardless of your choice (date and signature)

* Si le formulaire est renvoyé daté et signé mais qu'aucun choix n'est coché (carte d'admission / vote par correspondance / pouvoir au président / pouvoir à mandataire), cela vaut automatiquement pouvoir au Président de l'Assemblée Générale *
 * If the form is returned dated and signed but no choice is checked (admission card / postal vote / power of attorney to the President / power of attorney to a representative), this automatically applies as a proxy to the Chairman of the General Meeting *

A You wish to attend the meeting in person:

- Tick box **A**;
- Date and sign in box **Z** at the bottom of this form.

B You wish to vote by post:

- Tick box **B** "I vote by post":
 - Each numbered box represents the draft resolutions as proposed or approved by the Executive Board and reproduced in the notice of Meeting.
 - To vote **YES** to the resolutions, leave the corresponding boxes **blank**;
 - To vote **NO** or to **abstain** from voting on some of these resolutions as proposed, shade individually the corresponding boxes.
- Date and sign in box **Z** at the bottom of this form.

B1 This box is to be used only to vote on resolutions submitted by shareholders and not approved by the Executive Board:

To vote, shade the corresponding box.

B2 This box is to be used in case amendments or new resolutions are proposed during the meeting:

To vote, shade the corresponding box.

C You give your proxy to the Chairman of the General Meeting:

- Tick box **C** "I hereby give my proxy to the Chairman of the General Meeting";
- Date and sign box **Z** at the bottom of this form.

D You give your proxy to any physical or legal person of your choice:

- Tick box **D** "I hereby appoint";
- Indicate in box **D** the identity of the person who will be representing you (surname, first name, and address);
- Date and sign box **Z** at the bottom of this form.

E Indicate your surname, first name, and address:

- If these data appear on the form, check their accuracy and correct them if necessary;
- If the person signing the form is not the shareholder, he/she must indicate his/her surname, first name and address and his/her capacity (e.g. legal agent, guardian...).

Z All shareholders must date and sign this box.

DOCUMENTATION REQUEST FORM

(optional request for the documents and information referred to in Article R. 225-83 of the Commercial Code)

To be sent to: Uptevia
Assemblées Générales
90-110 esplanade du Général de Gaulle
92931 PARIS LA DÉFENSE Cedex.

I, the undersigned

Surname and first name(s) or company name:

Home address or registered office:

Owner of shares in:

- registered form
- bearer form, registered in an account with⁽¹⁾

Acting as shareholder of JCDecaux SE, a European company with an Executive Board and Supervisory Board (Société Européenne à Directoire et Conseil de Surveillance) with a capital of 3,264,372.84€, whose registered office is at 17, rue Soyer in Neuilly-sur-Seine (92200), registered under number 307 570 747 RCS Nanterre;

Acknowledge having already received the documents relating to the Combined Annual General Meeting convened on May 13, 2026 and referred to in Article R. 225-81 of the Commercial Code, i.e.: the agenda, text of resolutions and explanatory statement, a summary of the Company's situation during the previous financial year and the table of results for the last five years;

Request the Company to send me, at no cost for me, before the Combined General Meeting of May 13, 2026, the documents and information referred to in Article R. 225-83 of the Commercial Code.

Please note that all preparatory documents for the Annual General Meeting can be viewed on the company's website <https://www.jcdecaux.com/2026gm> under the section:

Investors / Annual General Meeting / JCDecaux SE 2026 Annual General Meeting

Done in On 2026

Signature :

In accordance with Article R. 225-88 of the Commercial Code :

- registered shareholders may, by a single request, have the Company send them the documents referred to above for each subsequent Shareholders' Meeting
- as the documents and information referred to in Articles R. 225-81 and R. 225-83 are published on the Company's website, requests for documents to be sent to the Company will not be processed.

⁽¹⁾ indication of the bank, financial institution or online broker, etc. account keeper (the applicant must prove their shareholder status by sending a certificate of ownership issued by the authorised Intermediary).



www.jcdecaux.com

JCDecaux SE
Registered office: 17 rue Soyier - 92200 Neuilly-sur-Seine - France - Tél. : +33 (0)1 30 79 79 79
United Kingdom: 27 Sale Place, London W2 1 YR - Tél. : +44 (0) 208 326 7777
www.jcdecaux.com

European company with an executive board and supervisory board (Société Européenne à directoire et conseil de surveillance)
with a capital of 3,264,372.84 € - 307 570 747 RCS Nanterre - FR 44307570747

JCDecaux