> *In terms of the duration of terms of office*

The articles of association provide that the members of the Supervisory Board are appointed for a maximum of four years. In practice, members of the Supervisory Board are appointed for terms of three years, with the exception of those aged over 75 (see above).

The members of the Supervisory Board representing employees are appointed, according to the articles of association, for a maximum of four years by the Social and Economic Committee or by the European Company Committee. In practice, the members of the Supervisory Board representing employees have been appointed for a term of three years. Thus, Mrs Elisabeth Louis was appointed by the Social and Economic Committee for a period of three years and Mr Patrice Cat's term of office was renewed by the European Company Committee for a period of three years.

To ensure better governance, it has been decided to limit the duration of terms of office to three years and to stagger terms of office so as to promote a harmonious renewal of the members of the Supervisory Board and to avoid full renewal at one time. This last provision gives the Board more flexibility to adapt its composition to the needs of the Company and to changes in its markets.

This practice is considered satisfactory by all members of the Supervisory Board.

Marked independence of Board members

It should be recalled that JCDecaux SE is majority owned by JCDecaux Holding, a family company controlled by Messrs Jean-François Decaux, Jean-Charles Decaux and Jean-Sébastien Decaux.

At 31 December 2025, five out of nine members of the Supervisory Board (excluding members representing employees) were independent, *i.e.* more than half of the members of the Board (55.5%).

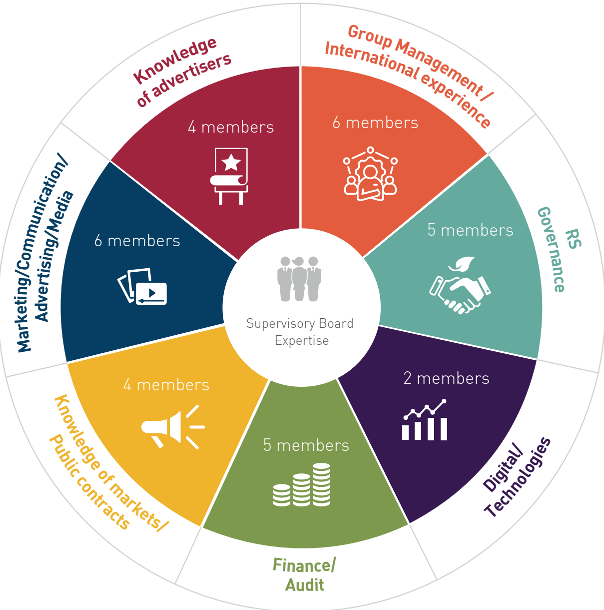
The members of the Supervisory Board are satisfied with this balance between independent and non-independent members, which goes beyond the recommendations of the AFEP-MEDEF Code (Article 10.3: "In controlled companies, the proportion of independent directors must be at least one third") as well as with the way in which the independent members carry out their duties.

Diversity of experiences and areas of expertise

The diversity of expertise of Supervisory Board members, their ability to grasp the Group's challenges and the interests of stakeholders, particularly shareholders and employees, their integrity and their personal commitment are a guarantee of the quality of the Supervisory Board's discussions.

Some members of the Supervisory Board have knowledge of the Group from the inside, for having held various salaried or managerial positions, and are accordingly familiar with its activities. Other members have a good knowledge of the public sector and/or public contracts, financial markets and the media and digital sector which are essential to the Company's activities.

The Supervisory Board considers that the profiles present are diverse (excluding Board members representing employees) but would not hesitate to examine other profiles in order to meet the Company's changing needs. Their skills cover the following areas:



Balanced representation of men and women

As of 31 December 2025, the Supervisory Board had four women out of a total of nine members (not including the Supervisory Board members representing employees, who are not counted when calculating the proportion of women within the Board, in accordance with Article L.225-79 of the French Commercial Code), *i.e.* a proportion of 44.44%, in accordance with Article L. 22-10-21 of the French Commercial Code.

It should also be noted that, in accordance with the provisions of Article L. 225-27-1 of the French Commercial Code, the Social and Economic Committee appointed a woman and the European Company Committee appointed a man as employee representative members of the Supervisory Board.

The Supervisory Board is fully satisfied with the gender balance on the Board, but would not hesitate to consider the appointment of more women if the conditions were met.

Methods of implementation to achieve/maintain objectives

To ensure that these objectives are achieved and remain so, the Compensation and Nominating Committee and the Supervisory Board each year review the size and composition of the Board in order to adapt its composition to the Company's changing needs. The Committee and the Board also examine the satisfaction by each member of the Supervisory Board of the independence criteria as well as the representation of women within it.

In addition, the Supervisory Board, when considering proposals for appointments or renewals made to the General Meeting of Shareholders, ensures the diversity of its members, in terms of qualifications, age, gender, nationality, seniority on the Board and professional experience.

The Supervisory Board remains attentive to the examination of any areas of improvement that may prove to be in the Company's interest or promote its development.

Results achieved during the past year

The Supervisory Board considers that its composition was satisfactory to enable it to carry out its mission during the 2025 fiscal year. However, for the 2026 fiscal year, the Supervisory Board will recommend to the General Meeting of Shareholders of 13 May 2026 the appointment of Mrs Isabelle Schlumberger as a member of the Supervisory Board for a term of three years. This appointment will strengthen the Supervisory Board's expertise, particularly in financial, commercial and marketing matters. This appointment will bring the number of Supervisory Board members to 12, the percentage of women will be 50% (compared to 44.4% in 2025) and the percentage of independent members of the Supervisory Board will be 50% (compared to 55.5% in 2025)