

JCDecaux

THE SUSTAINABLE MEDIA 2030 VISION



JCDECAUX IS A MEDIA WHICH PROVIDES SERVICE TO THE COMMUNITY TO MAKE PUBLIC SPACES MORE SUSTAINABLE AND INCLUSIVE

Since 1964, JCDecaux has provided our city and transport partners with products that offer useful and innovative services in public spaces (such as bus shelters, self-cleaning public toilets and self-service bicycles) paid by Out-of-Home advertising.

This is the virtuous business model invented by our founder, that continues to improve the quality of life of the public, while meeting their evolving expectations.

Design is at the heart of everything we do, ensuring that our products respect and enhance the cityscape (including the support of heritage renovation projects through our "Artvertising" aesthetic solutions) across the world.

With a presence in 79 countries*, JCDecaux plays an active role in the sustainable transition of economies and society worldwide.

JCDECAUX, REACHING A POWERFUL AND GLOBAL AUDIENCE*



nearly **12,000** employees



79 countries



close to **3,900** cities**



150+ airports



250+ transport concessions



850+M people make up our daily audience



96 of the 100 largest global brands communicate with JCDecaux

* 2025 figures

** With +10,000 inhabitants

MESSAGE FROM CO-CEOS



Jean-Charles Decaux



Jean-François Decaux

"Sustainability is more than an environmental necessity, it is a powerful lever for economic and social growth, opening up opportunities for new services that enhance the lives of people across the world."

Sustainability has been at the heart of our business model since the Group was founded. From the earliest days, our commitment was clear, shown through our consistent approach to our quality and environmental management and our global vision for our environmental and societal responsibility.

At JCDecaux, sustainability is integrated into all our activities and our vision for the future. ESG is part of our company's DNA thanks to the public service rendered and rooted in our purpose as the long term responsible media. We have been committed to supporting more sustainable, resilient cities and acting as trusted partner for both landlords and brands — JCDecaux is the sustainable partner for cities and advertisers, to help them to deploy concrete solutions to meet all the environmental and social challenges associated with the transition.

Today as we face huge challenges for the planet and for human development, we remain committed to playing our part in tackling these vital issues through the continuation of our work, taking this forward with our strategic roadmap for 2030.

A BUSINESS MODEL VIRTUOUS IN 3 WAYS

ECONOMICALLY



Nearly 50% of our resources redistributed to finance living spaces and transport facilities

Value redistributed to **landlords, to cities and to communities and local authorities**

SOCIALLY



183,000+ jobs supported by our activity

For **every employee** in the world, nearly **15.3 supplementary jobs supported** by the Group in the global economy*

ENVIRONMENTALLY



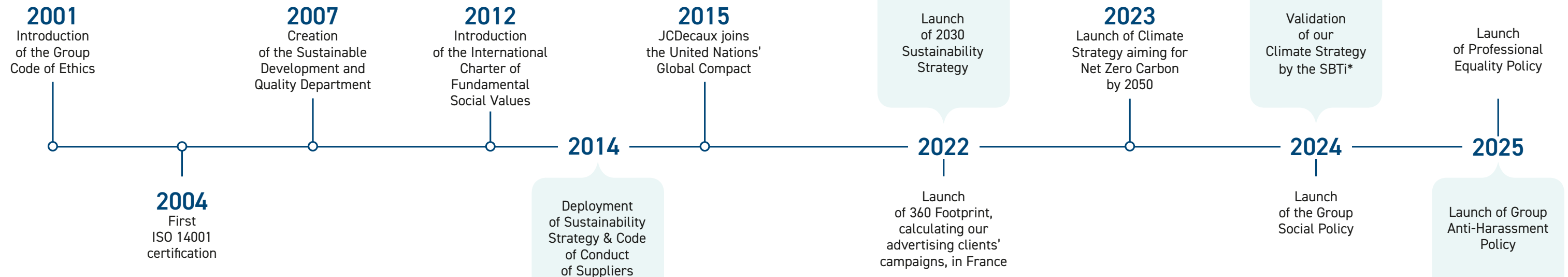
Nearly 50% of Group revenue aligned with the European Taxonomy

JCDecaux's **major businesses promote eco-friendly mobility** (bus shelters, self-service bicycles, land transport) around the world

2025 figures

* Study of socioeconomic impact conducted by Utopies on 2025 data, audited by EY

OUR SUSTAINABILITY JOURNEY BEGAN MORE THAN 20 YEARS AGO



* Science-Based Targets initiative

IN 2025, AN AMBITIOUS VISION ALREADY PRODUCING RESULTS



-40.9%
greenhouse gas emissions
vs 2019
(Scopes 1, 2 and 3, market-based)



97.6%
of waste recovered*
**The rate of recovered waste includes
all treatment methods except landfill*



100%
renewable electricity
coverage



95.5%
of Group-level employees
have permanent contracts



-34.7%
accident frequency
rate vs 2019



37%
of executive management
committee members
are women

2025 figures

OUR CONTRIBUTION TO THE 17 UN SUSTAINABLE DEVELOPMENT GOALS

We contribute to all 17 Sustainable Development Goals, and to 6 in particular, in order to advance their promotion and development across the globe.

Incorporating the SDGs is a major source of innovation enabling us to offer ever more responsible products and services.

OFFICIAL PARTNER OF THE «UNITED NATIONS JOINT FUND FOR THE SDGs»

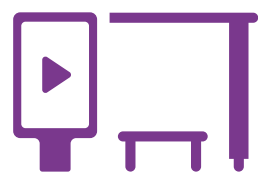


DEVELOP FURNITURE AND SERVICES THAT WORK FOR EVERYONE

OUR PRIORITIES

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

30+ years
average lifespan
of our bus shelters



“At JCDecaux, ecodesign gains real strength when supported by robust tools such as Life Cycle Assessment and our internal Eco Design Index. More than a method, it reshapes how we design urban furniture: selecting the most suitable materials, extending product lifespan, embedding circularity, and making progress visible. We provide our teams and partners with a clear framework for more responsible decisions and truly more sustainable products.”

Lénaïc PINEAU
Chief Sustainability and Quality Officer
JCDecaux Corporate

OUR STRATEGY IN ACTION



INNOVATION, A KEY DRIVER OF GROWTH AND SUSTAINABILITY

At JCDecaux, the ambition takes shape through the eco-design of our street furniture: durable materials, modular structures, optimized maintenance and end-of-life recyclability. By integrating sustainability at the heart of innovation, we create solutions that reduce environmental impact while supporting long-term value creation for cities and citizens.



MAKING CITIES MORE SUSTAINABLE

Our unrivalled network of street furniture is a natural way to expand green spaces in cities for the benefit of all. Our range of solutions represents an effective opportunity to complement other urban greening projects, in particular green roofs, but also vertical greening structures that allow for in-ground planting. It is a pragmatic way to contribute to urban greening strategies put in place by local authorities.

OUR PRIORITIES

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

Nearly 3,500 campaigns
provided free of charge to NGOs
and associations in 2025

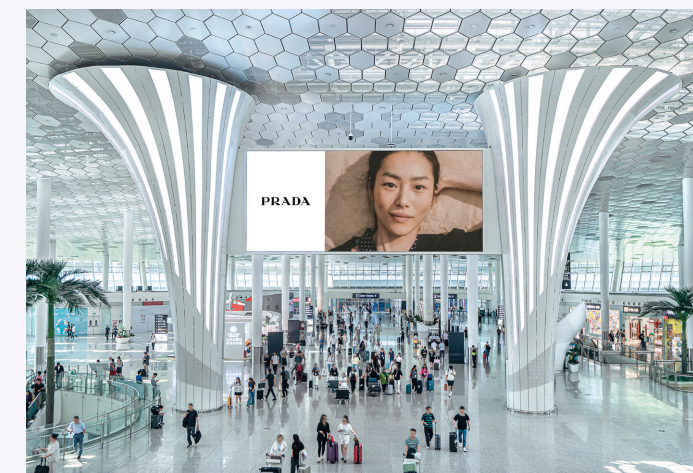


“Promoting responsible outdoor advertising means creating value while respecting the environments and communities we serve. At JCDecaux, this commitment guides our innovation and ensures that every campaign contributes to a more sustainable public space.”

Jean MULLER
Executive Vice-President, Sales, Marketing and Development,
JCDecaux France, Luxembourg, Israel and Belgium

PROMOTE RESPONSIBLE OUTDOOR ADVERTISING

OUR STRATEGY IN ACTION



ETHICAL CONDUCT FOR OUT-OF-HOME DISPLAY

The Code of conduct for Out-Of-Home display strictly governs the distribution of campaigns, incorporating issues such as diversity, inclusion and the protection of vulnerable audiences. Each country has a committee that reviews all visuals and can engage in dialogue with an advertiser to optimize the messages.



INNOVATION AT THE SERVICE OF MORE RESPONSIBLE ADVERTISING

Thanks to 360 Footprint, JCDecaux measures and showcases the invisible impact of campaigns across four key dimensions: carbon, water, social impact and economic contribution. Certified by an external audit and deployed internationally, this tool offers advertisers a simple, comparable and actionable view of their footprint. JCDecaux supports its clients in optimising the performance of their campaigns across all these dimensions.

TOWARDS AN OPTIMISED ENVIRONMENTAL FOOTPRINT



JCDecaux

DEPLOY AN AMBITIOUS CLIMATE STRATEGY AIMING FOR NET ZERO CARBON

OUR PRIORITIES

- Reduce our **operations emissions** (scopes 1 and 2)
- Reduce **emissions** across our **entire value chain** (scope 3)
- **Contribute** beyond our value chain

-71%

**emission reduction on a refurbished
bus shelter compared to a new one***



* On raw material extraction and manufacturing phases



"Innovation drives our energy performance, illustrated by our Matrix Backlight cutting consumption by nearly 50%.

By embedding ecodesign, circularity and an SBTi-validated climate pathway, JCDecaux shows that sustainability and performance go hand in hand.

This momentum strengthens our support to cities and our ability to deploy even more responsible solutions."

Gaëlle DAGORT
Research & Development Director
JCDecaux Corporate

OUR STRATEGY IN ACTION



FURNITURE REUSE STRATEGY

Refurbishment and related efforts are major ways to reduce the environmental impact of our furniture and achieve our goal of decarbonising our activity. Refurbishment allows us to cut extraction- and manufacturing-related carbon emissions of our classic bus shelters in half.



RENEWABLE ENERGY AND EFFICIENCY

We successfully reduced, by 60% on average, electricity use of our 2 sq m billboards over the last ten years thanks to the use of the latest LED technology, solutions to reduce light intensity, and night time switch-off. Covering 100% of our electricity consumption by renewable energy sources, we are proud to be the first Outdoor Communication Group to have joined the RE100* in 2019.

* RE100: international coalition of companies committed to 100% renewable electricity production

OUR PRIORITIES

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

97.6%

**of our waste
recovered***



* The rate of recovered waste includes all treatment methods except landfill

2025 figures



"It is by mobilising the collective intelligence and expertise of all our subsidiaries that we will be able to conserve resources in the long term, despite varying local circumstances. Let's think global."

Eric BAUMANN
International Operations Director
JCDecaux Corporate

OUR STRATEGY IN ACTION



RESPONSIBLE WATER CONSUMPTION

For the past 20 years, we have prioritised the use of rainwater collected in our facilities to reduce pressure on public resources. Since 2024, we have also been deploying an ultra-efficient cleaning technique that uses just one litre of water per shelter. These advances strengthen our commitment to sustainable water management.



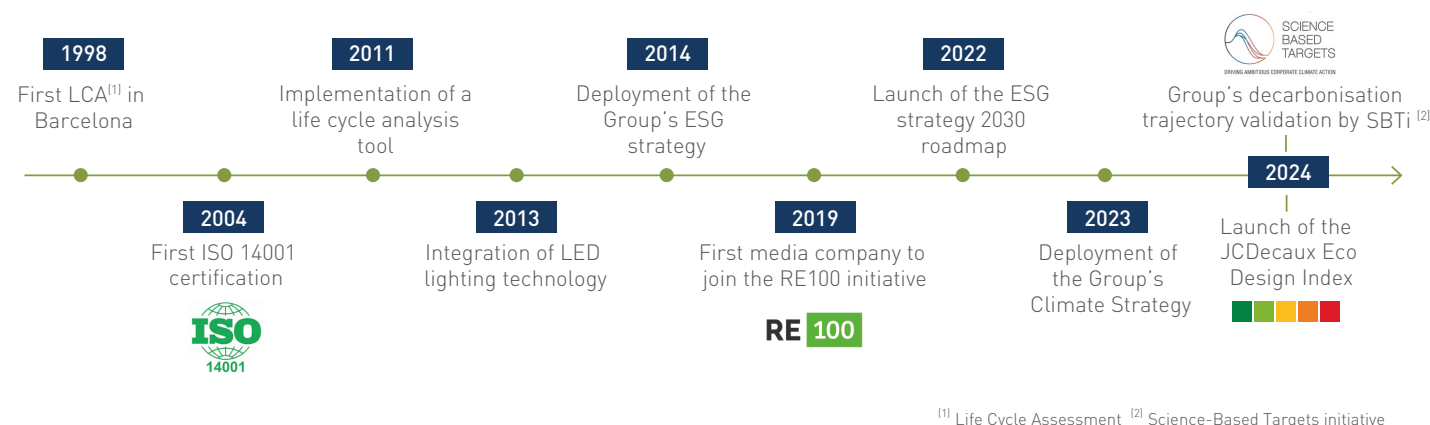
OPTIMISED WASTE MANAGEMENT

The circular economy is at the heart of the Group's business model, which is why JCDecaux has rolled out a policy of responsible waste management. Moreover, we regularly review how we recycle this waste to keep up to date with evolving needs.

SPOTLIGHT ON OUR CLIMATE STRATEGY AIMING FOR NET ZERO CARBON BY 2050

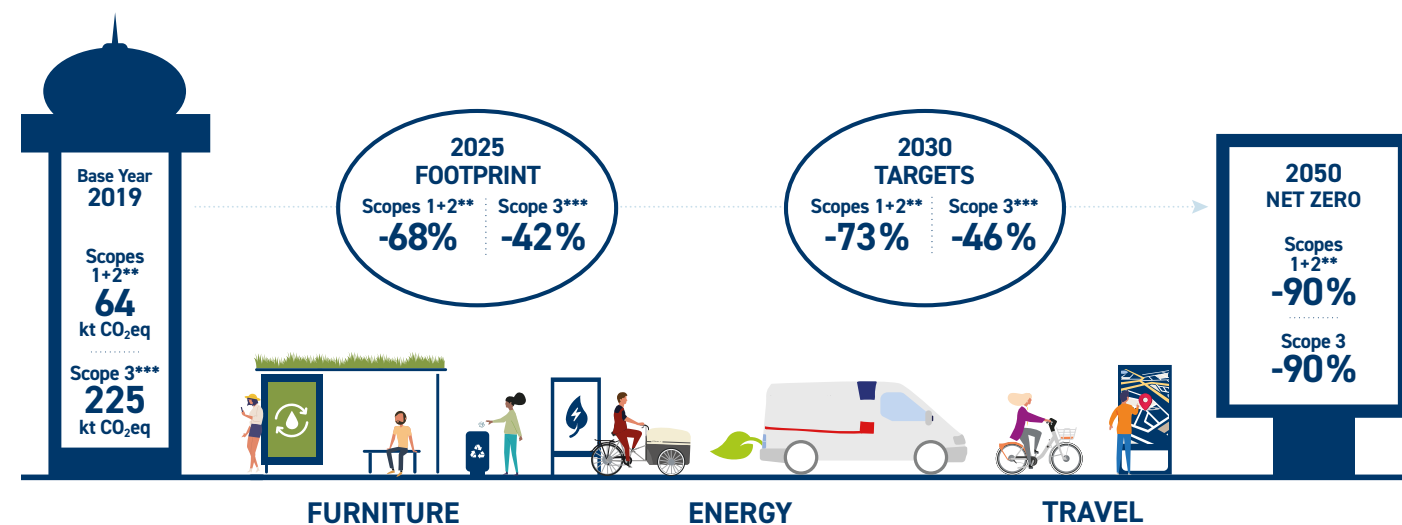
AN AMBITIOUS CLIMATE STRATEGY

This strategy, aligned with the Paris Agreement, takes into account our greenhouse gas (GHG) emissions across our entire value chain. It has been audited by an independant third party.



A SUCCESSFULL TRAJECTORY

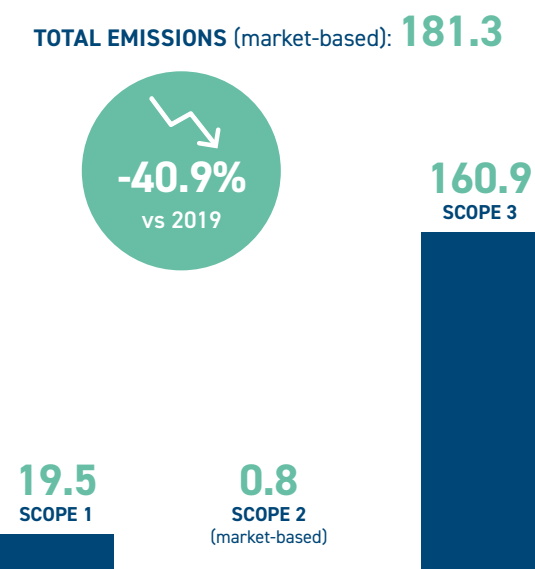
Validated by the Science-Based Target initiative (SBTi)*



* Trajectory audited by an independant third party
 ** Market-based
 *** Within a perimeter covering at a minimum 92% of Group scope 3 emissions

1 MEASURE

BREAKDOWN OF GREENHOUSE GAS EMISSIONS IN 2025 (in KtCO₂eq)



Source: 2025 data audited by Grant Thornton

2 REDUCE

FURNITURE

- **Circular** economy
- **Eco design**
- **Low carbon** or **recycled** materials
- **Refurbishment**

ENERGY

- **Logistical route** optimisation
- **Vehicle** downsizing
- **Low emission vehicles** selection
- Transition to **alternatives to fossil fuel**
- Energy saving actions on **buildings**
- Deployment of more energy-efficient **digital displays**
- **Smart furniture lighting**
- **Night-time switch-off** of lighting on furniture

TRAVEL

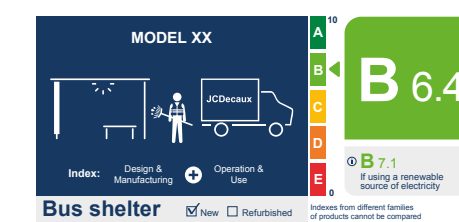
- Reducing **business travels**
- Alternative modes of **transport**

3 ENGAGE

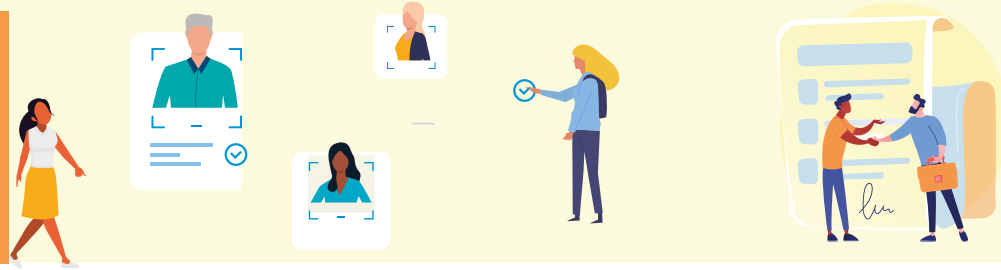


To support our advertising clients in assessing their Scope 3 and therefore measuring and enhancing the invisible impact of advertising campaigns, JCDecaux has developed 360 Footprint, a proprietary tool that is directly inspired by the pilot launched in France in 2021.

JCDecaux ECO DESIGN INDEX



Eco Design Index is an innovative tool developed by JCDecaux to measure, rate and compare the environmental performance of our street furniture, while optimising the eco-design approach that we initiated several years ago.



BE A RESPONSIBLE EMPLOYER

OUR PRIORITIES

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

-34.7%
occupational accident
frequency rate vs 2019



2025 figures



"Because there can be no sustainable performance without human performance, we are committed to enabling every employee to develop their potential and grow within an inclusive environment that ensures everyone's safety."

Marie MONTAIGNE,
Human Resources Director,
France & International HR Projects
JCDecaux Corporate

OUR STRATEGY IN ACTION



COMMON SET OF SOCIAL VALUES

Our success is based on respect for our human capital. Through the JCDecaux Group Social Policy, we guarantee a common foundation of Human Resources management to all our employees, in every country where we operate. Our Policy is structured around 3 pillars: valuing our people, caring about our people, and supporting our people's growth and development.



HEALTH AND SAFETY OF OUR EMPLOYEES

Ensuring the health and safety of our employees, operations subcontractors and users is an absolute priority for JCDecaux, which has developed a Group-wide Health and Safety Policy entailing the implementation of a Health and Safety management system by every subsidiary.

OUR PRIORITIES

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

100%
of our key suppliers
assessed annually



"Our company's social responsibility extends well beyond our own perimeter. By raising awareness and supporting our suppliers in adopting more virtuous practices, we will be able to achieve our own objectives."

Jean-Côme LANFRANCHI
Group Director Purchasing, Supply Chain and Production
JCDecaux Corporate

OUR STRATEGY IN ACTION



ETHICAL CONDUCT

JCDecaux's Code of Ethics, established in 2001, seeks to formalise the rules of business conduct applicable to all Group employees with our customers, grantors and suppliers/service providers. We want to continue to set an example in order to change behaviours so that respect for the law and the requirement for transparency prevail.



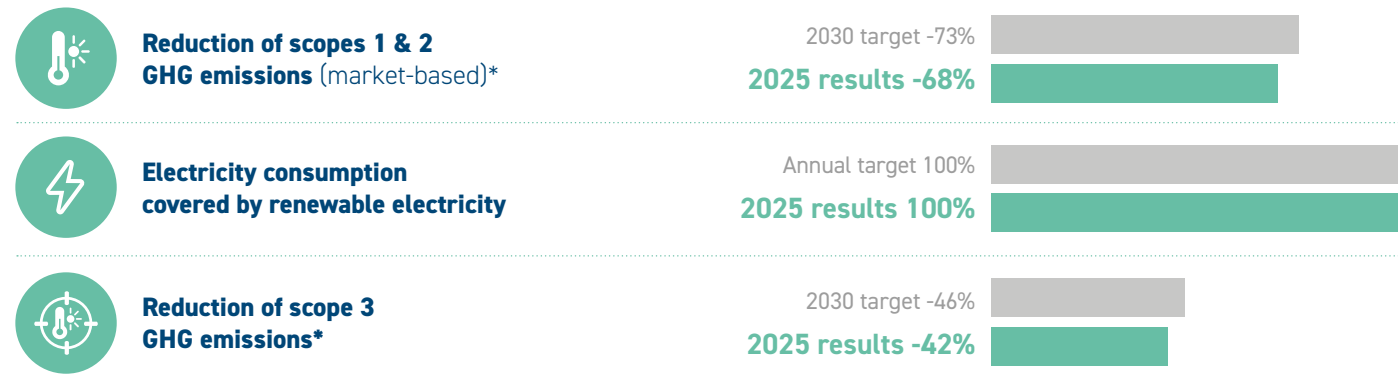
RESPONSIBLE PURCHASING

Our sustainable development approach begins with sourcing. This is why we rely on our Supplier Code of Conduct that 100% of our key suppliers commit to respecting. It lays out JCDecaux's expectations for ethical and social themes including health and safety, hygiene, the ecological transition and the environment.

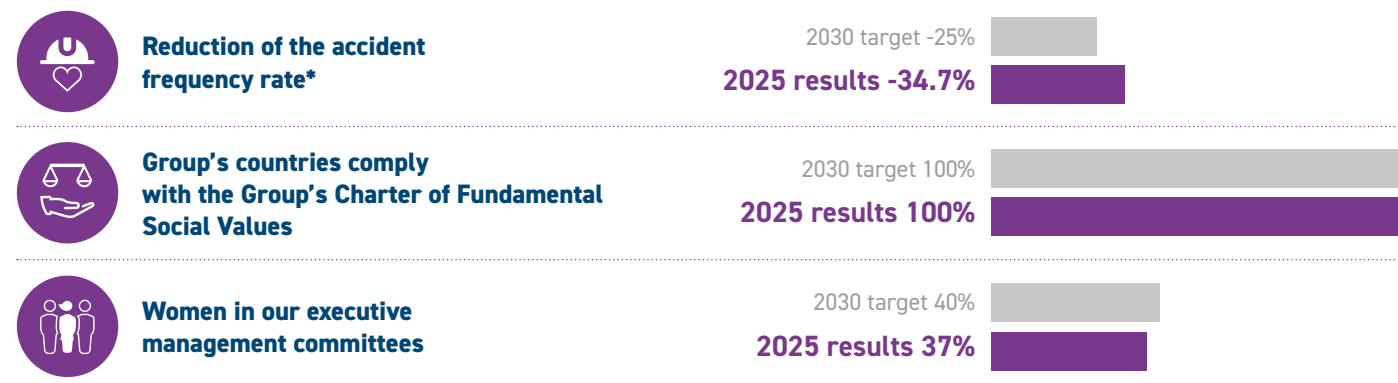
JCDECAUX, THE SUSTAINABLE MEDIA

ESG GROUP PERFORMANCES AND MAJOR ACHIEVEMENTS

ENVIRONMENT



SOCIAL



GOVERNANCE



AN APPROACH RECOGNISED BY INTERNATIONAL STANDARDS



A LIST

Average market rating: C



80/100

Average market rating: 60



AAA

Average market rating: BBB



11.1

Average market rating: 15.9
A rating of 40 indicates the most severe risk

JCDecaux