

JCDecaux

showcasing the world

2006 ANNUAL RESULTS

March 14th 2007








Nagoya, Japan



BUSINESS OVERVIEW



(In million €, under IFRS standards)

• Revenues	1 946.4		+ 11.5 %
• Operating margin⁽¹⁾	533.6		+ 12.6 %
• EBIT⁽²⁾	331.9		+ 10.9 %
• Net income Group share	201.1		+ 4.1 %
• Net cash flow from operations	347.6		+ 5.2 %
• Free Cash flow	179.5		- 5.1 %

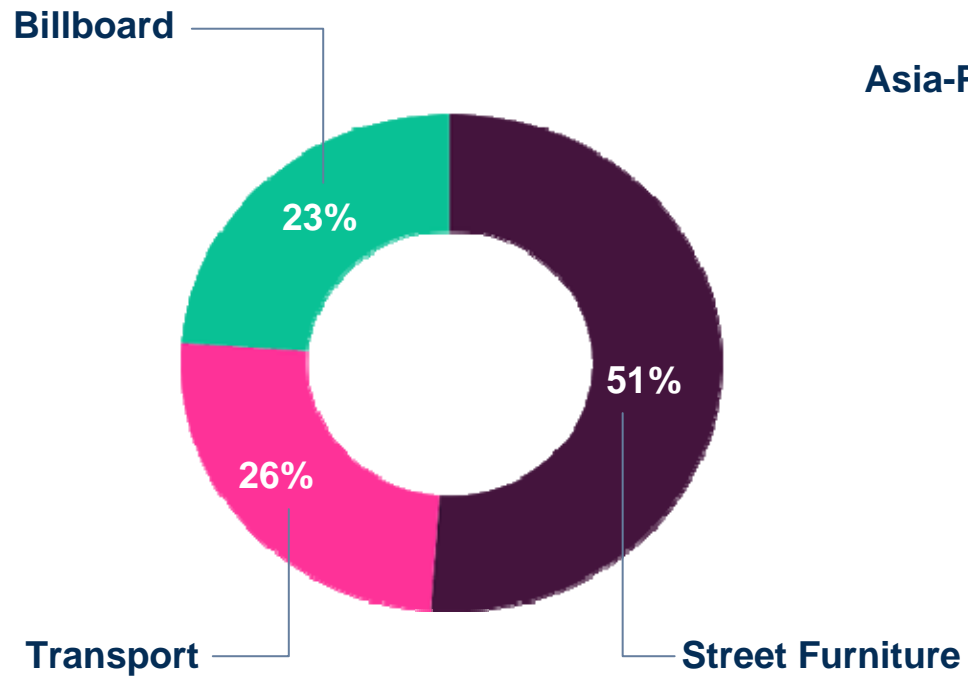
(1) Operating Margin = Revenues less Direct Operating Costs (excluding Maintenance spare parts and including SG&A costs)

(2) EBIT = Earnings Before Interests and Taxes

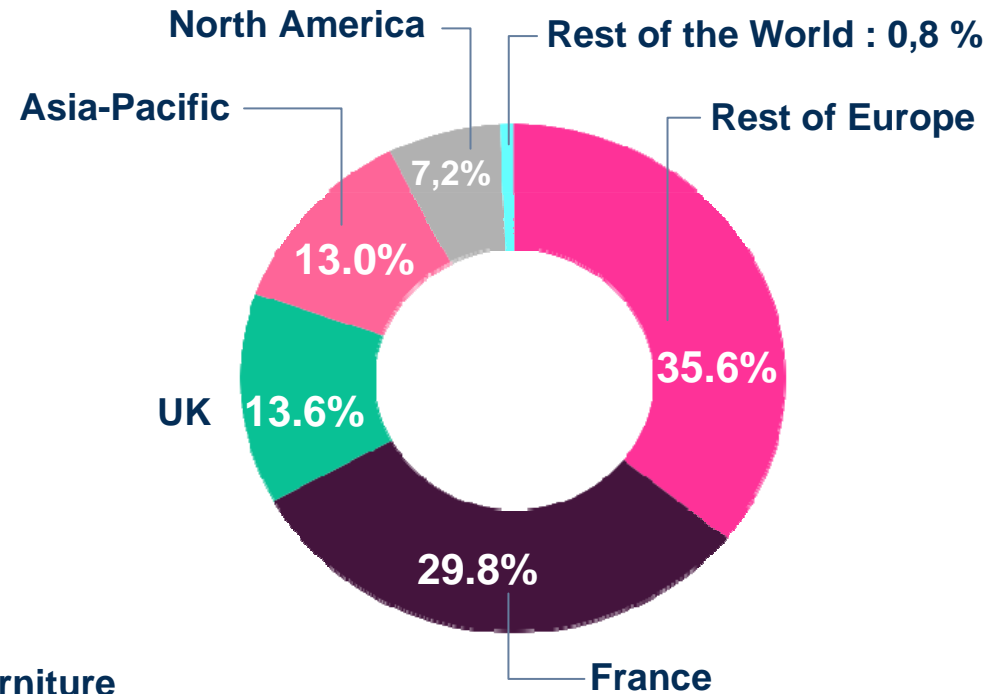
= Operating Margin less Maintenance spare parts less Depreciation and provisions less Other operating income and expenses

FY 2006 REVENUE BREAKDOWN

By business (% of total)

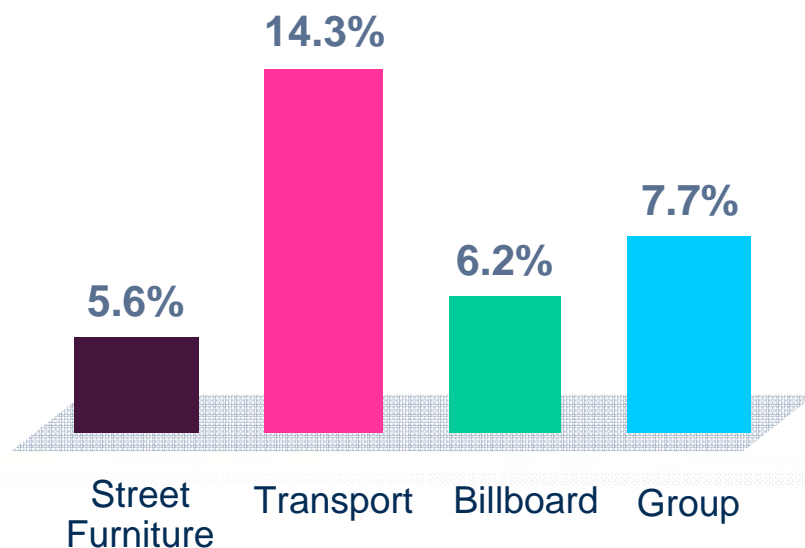


By region (% of total)

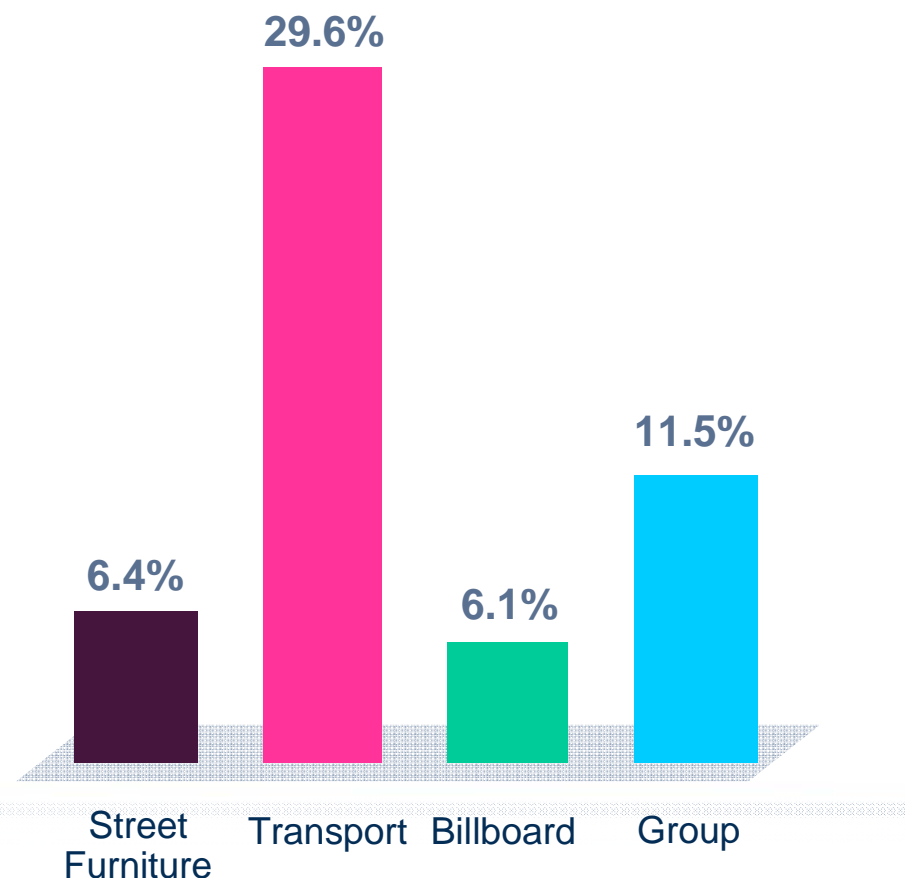


2006 REVENUE GROWTH BY BUSINESS

Organic growth (%)

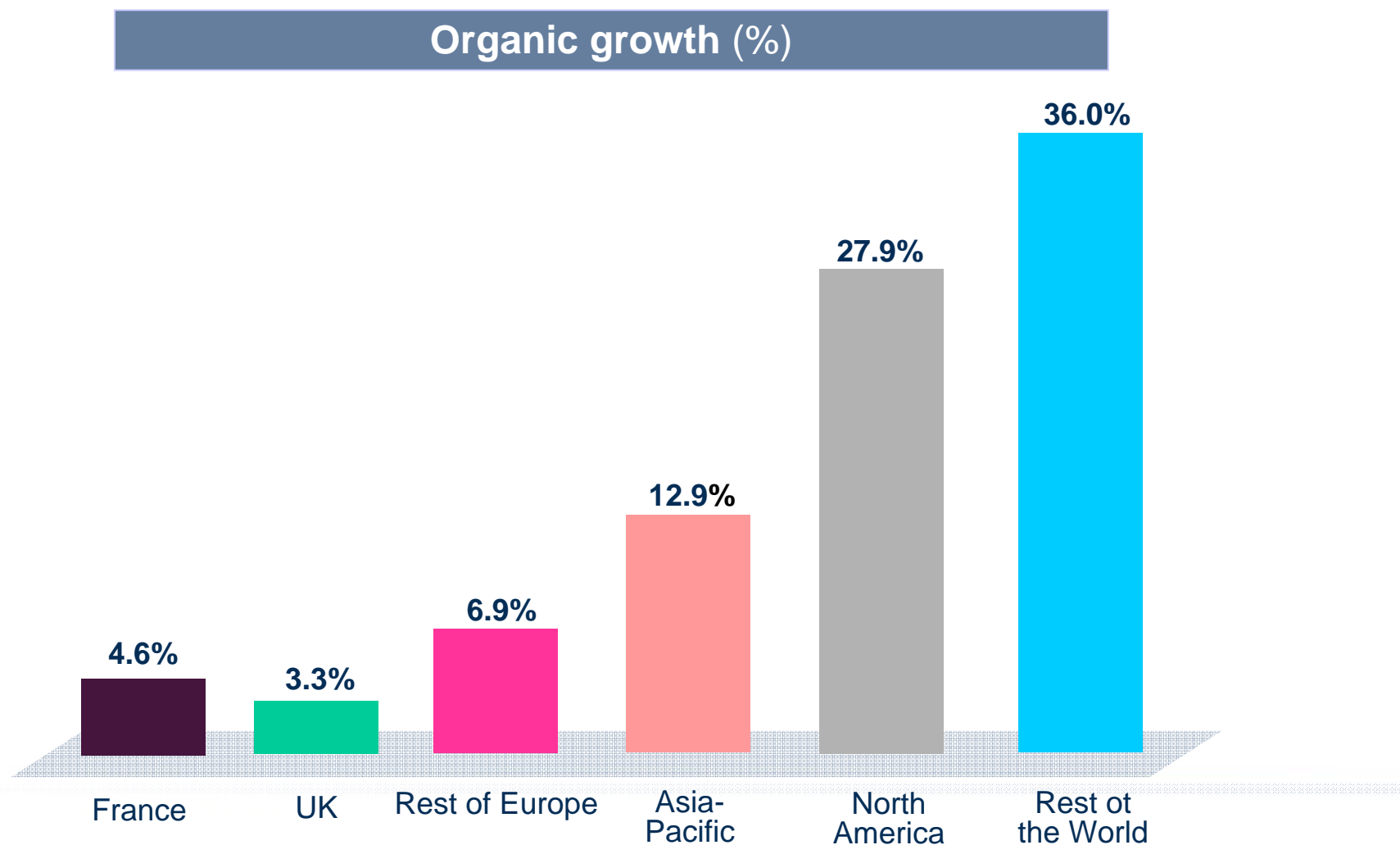


Reported growth (%)



Note: organic growth = excluding acquisitions /divestitures, the impact of foreign exchange.

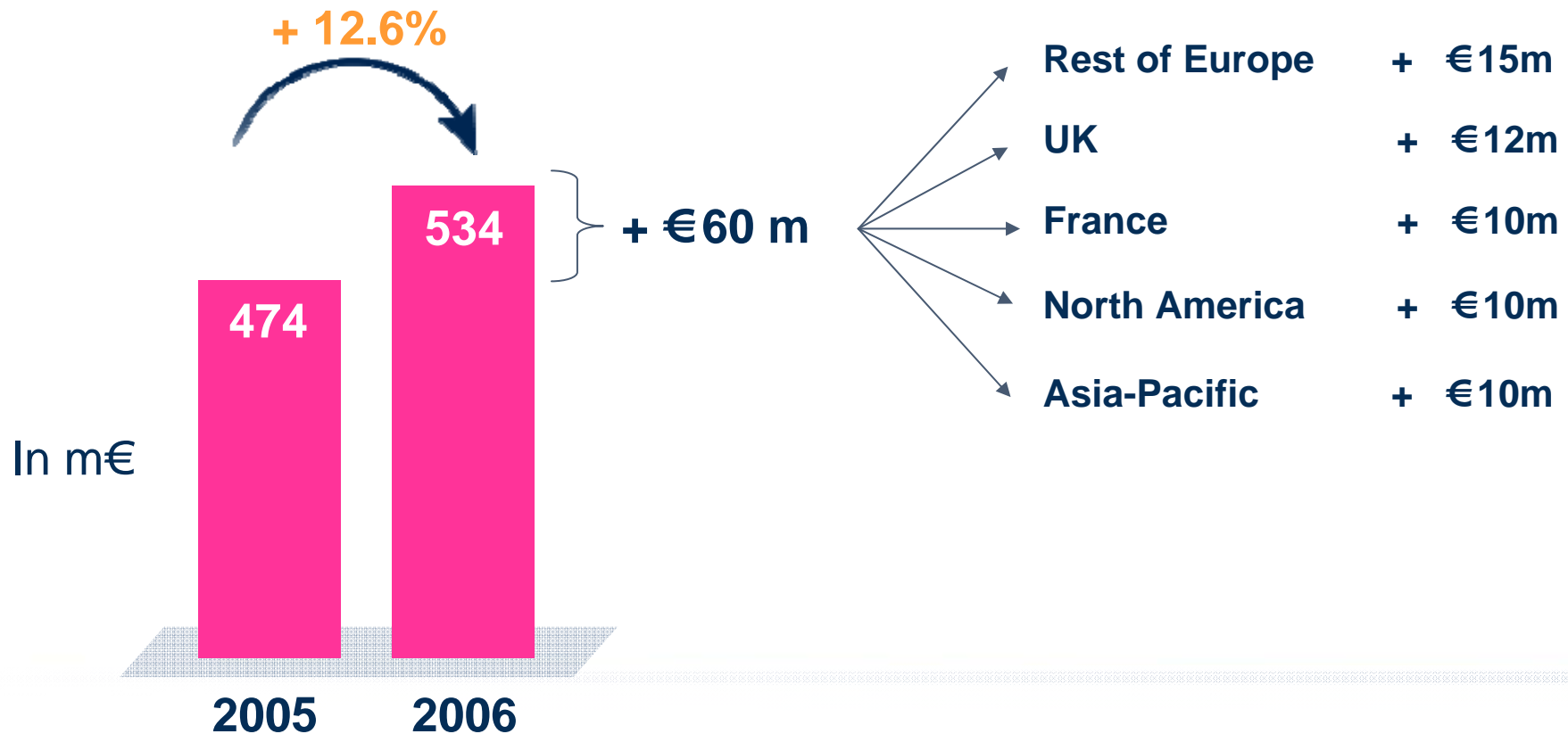
2006 REVENUE GROWTH BY REGION



Note: organic growth = excluding acquisitions /divestitures, the impact of foreign exchange.

2006 OPERATING MARGIN GROWTH

A strong and balanced contribution
from well-established and recently-developed markets



- **Organic growth & renewals**
 - **Focus on French contracts**
 - **Acquisitions**
-

NEW AND RENEWED BUSINESS 2006

NEW CONTRACTS

STREET FURNITURE

- **Japan** Osaka
Fukuoka
Hiroshima
Niigata
Shizuoka
- **India** New Delhi (downtown)
- **Uzbekistan** Tashkent

BILLBOARD

- **UK** BT payphones

TRANSPORT

- **USA** Los Angeles Airport (LAX)

RENEWALS

STREET FURNITURE

- **France** Marseille (bicycles, tram shelters)
Nice
Le Mans
Clermont-Ferrand
Aix-en-Provence
Cannes
- **Spain** Barcelona

TRANSPORT

- **UK** BAA Airports
- **China** Hong Kong Airport

Success rates on **Street Furniture** tenders in 2006:

New contracts	77%
Renewals	89%
French renewals	89%

JAPAN FOOTPRINT EXPANSION

Top 20 Japanese cities

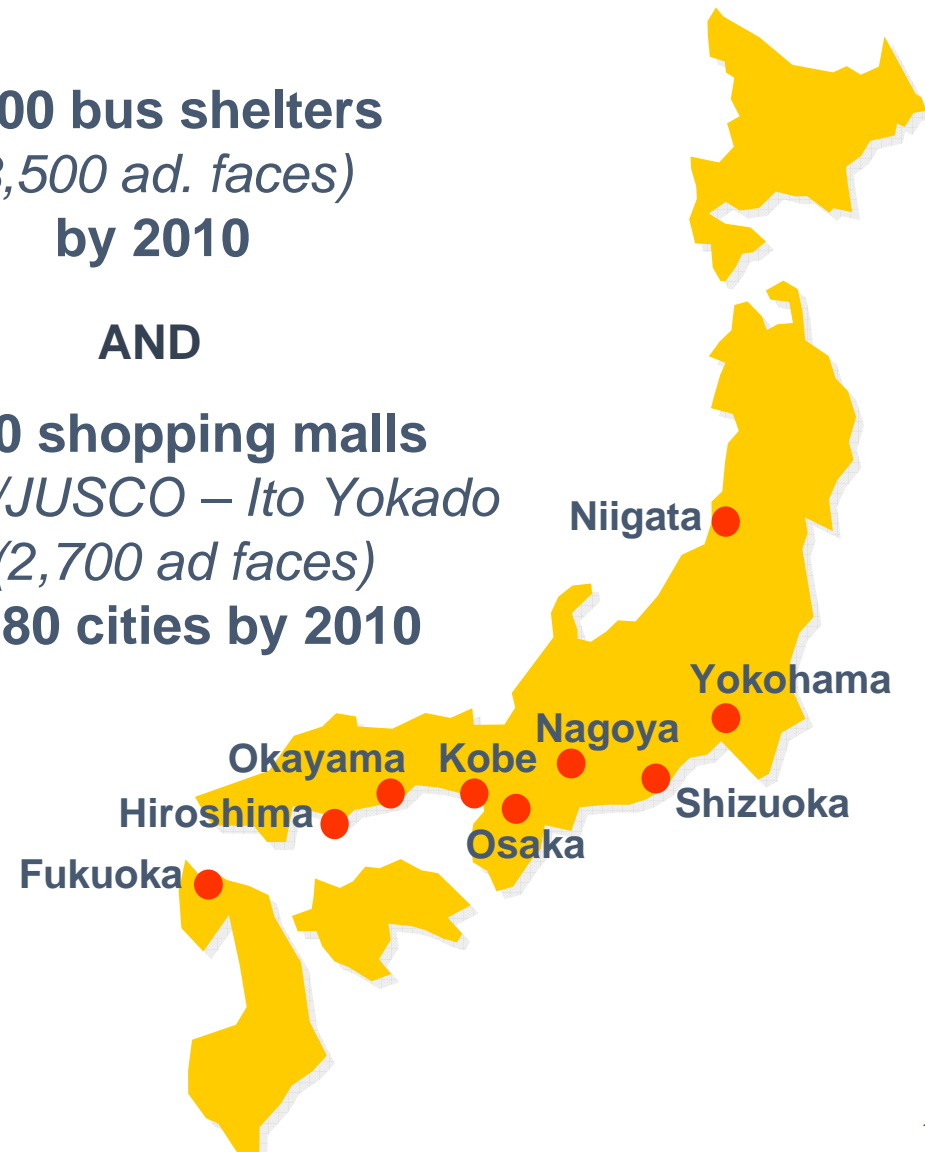
1. Tokyo
2. Yokohama ✓
3. Osaka ✓
4. Nagoya ✓
5. Sapporo
6. Kobe ✓
7. Kyoto
8. Fukuoka ✓
9. Kawasaki
10. Saitama
11. Hiroshima ✓
12. Sendai
13. Kitakyushu
14. Chiba
15. Sakai
16. Hamamatsu
17. Niigata ✓
18. Shizuoka ✓
19. Okayama ✓
20. Kumamoto



2,000 bus shelters
(3,500 ad. faces)
by 2010

AND

170 shopping malls
Aeon/JUSCO – Ito Yokado
(2,700 ad faces)
in 80 cities by 2010



- Organic growth & renewals
 - **Focus on French contracts**
 - Acquisitions
-

UPDATE ON FRENCH CONTRACTS

STREET FURNITURE TENDERS

WON

- **Paris** (bicycles, MUPIs®, Seniors®)
- **Marseille** (bicycles, tram shelters)
- **Nice**
- **Strasbourg**
- **Le Mans**
- **Clermont-Ferrand**
- **Aix-en-Provence**
- **Cannes**

ON GOING

- **Toulouse** (to be re-tendered)
- **Nantes** (to be re-tendered)

LOST

- **Lille**



Strasbourg



Nice



Marseille

PARIS STAND ALONE PANELS & BICYCLES

The **largest self-service bicycle system worldwide** financed through advertising

- 10-year contract
- 1,628 advertising structures (2 sqm / 8 sqm stand alone scrolling panels)
- Expected yearly revenues of € 60 million
- 20,600 free-access bicycles in 1,451 stations
- More than 400 jobs created (285 full-time jobs)



JCDecaux

showcasing the world

**Street Furniture
fully or partly
operated by
JCDecaux**

TOP 20
FRENCH CITIES

AN UNRIVALED
FOOTPRINT

FRENCH STREET FURNITURE COMPETITIVE LANDSCAPE

1. Paris	✓
2. Marseille	✓
3. Lyon	✓
4. Toulouse	To be re-tendered
5. Nice	✓
6. Nantes	To be re-tendered
7. Strasbourg	✓
8. Montpellier	✓
9. Bordeaux	✓
10. Rennes	Tender in process
11. Le Havre	✓
12. Reims	✓
13. Lille	CCO/CBS Outdoor
14. Saint-Etienne	✓
15. Toulon	✓
16. Grenoble	✓
17. Angers	✓
18. Dijon	✓
19. Brest	✓
20. Le Mans	✓



Aix-en-Provence (photomontage)

**Average remaining
Contract life: 9 years**

2006 BUSINESS HIGHLIGHTS

- Organic growth & renewals
 - Focus on French contracts
 - **Acquisitions**
-

TARGETED ACQUISITIONS

Penetrate new markets

- **Ukraine – Russia:**
Partnership with **BigBoard**
JV: 60% BigBoard - 40% JCDecaux

Market leader in **Ukraine:** 7,400 faces
Good presence in **Russia:** 3,000 faces



BigBoard : Kiev

Consolidate existing markets

- **Germany: VVR-Berek**
Major Street Furniture & Transport
advertising contract in Berlin: 3,000 columns,
1,240 buses and all faces in the subway



**A transforming acquisition leading to
a stronger JCDecaux – Wall partnership**



VVR-Berek : Berlin

FINANCIAL HIGHLIGHTS



(In million €, except %, under IFRS standards)

	FY 2006	FY 2005*	% change
Revenues	1,946.4	1,745.2	11.5%
Operating costs	(1,412.8)	(1,271.1)	
Operating margin⁽¹⁾	533.6	474.1	12.6%
Depreciation, spare parts & others	(201.7)	(174.8)	
EBIT ⁽²⁾	331.9	299.3	10.9%
Financial income (loss) ⁽³⁾	(45.1)	(27.7)	
Tax ⁽³⁾	(91.4)	(84.3)	
Equity affiliates	12.6	9.5	
GW Impairment	(4.0)		
Minority interests	(2.9)	(3.6)	
Net Income Group share	201.1	193.2	4.1%

* Restated 2005 figures

(1) Operating Margin = Revenues less Direct Operating Costs (excluding Maintenance spare parts and including SG&A costs)

(2) EBIT = Earnings Before Interests and Taxes

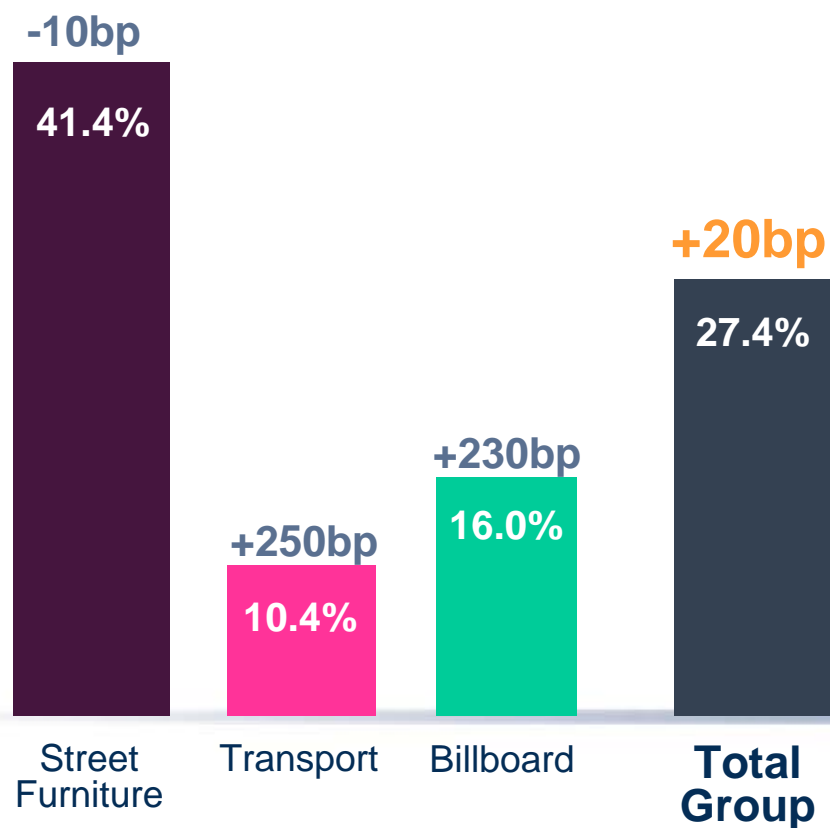
= Operating Margin less Maintenance spare parts less Depreciation and provisions less Other operating income and expenses

(3) Due to the retrospective application of the IAS 21 amendment applicable as of January 1st 2006 and the finalisation of the purchase accounting related to the Chinese acquisitions in 2005, 2005 EBIT and net income have been restated

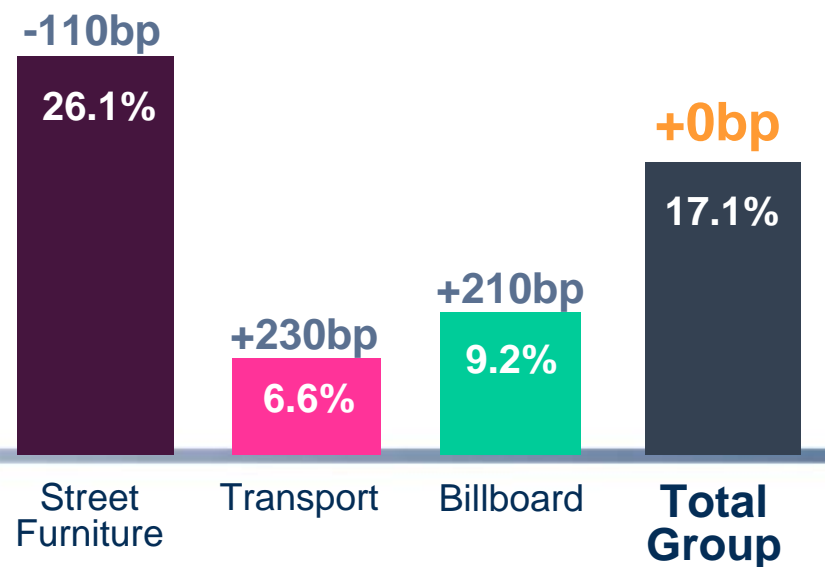
MARGINS BY DIVISION

(under IFRS standards)

Operating margin (% of revenues)

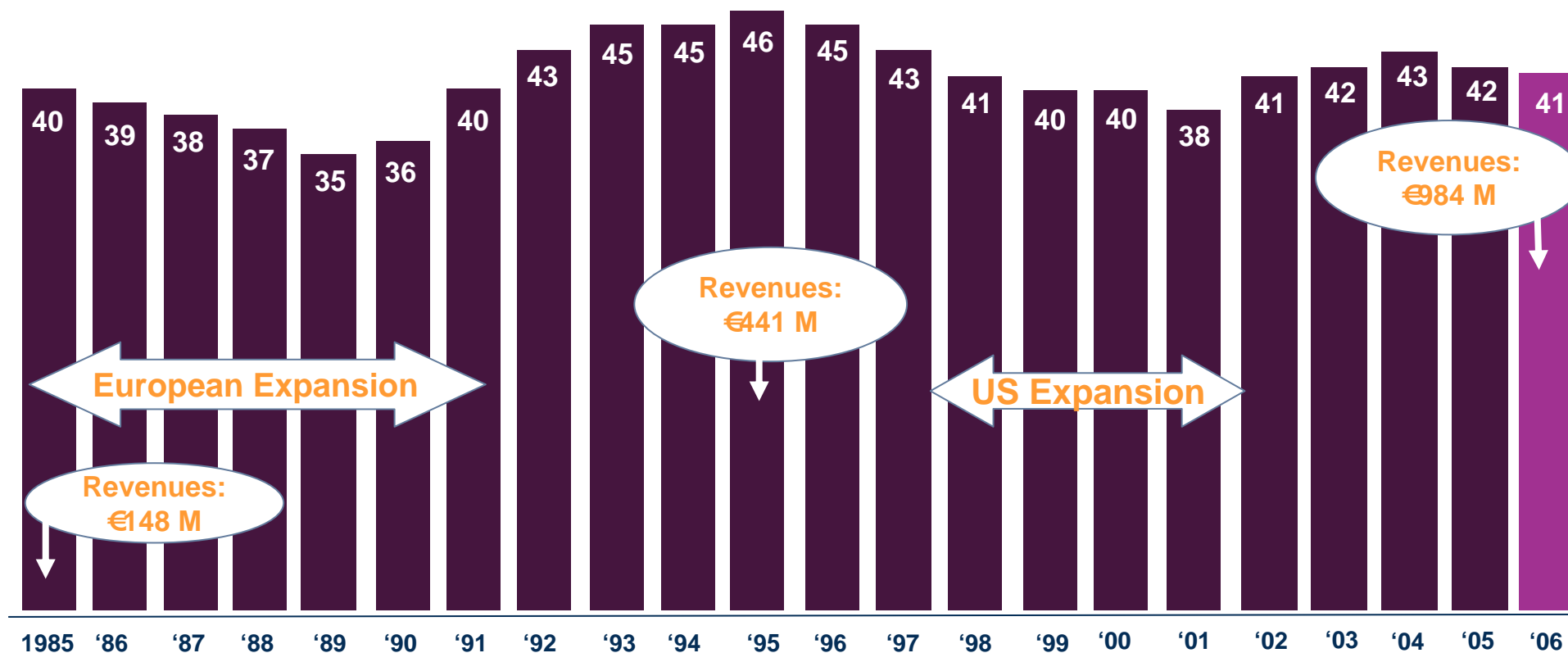


EBIT (% of revenues)



STREET FURNITURE MARGINS AROUND 40%

Operating margin (% of revenues)



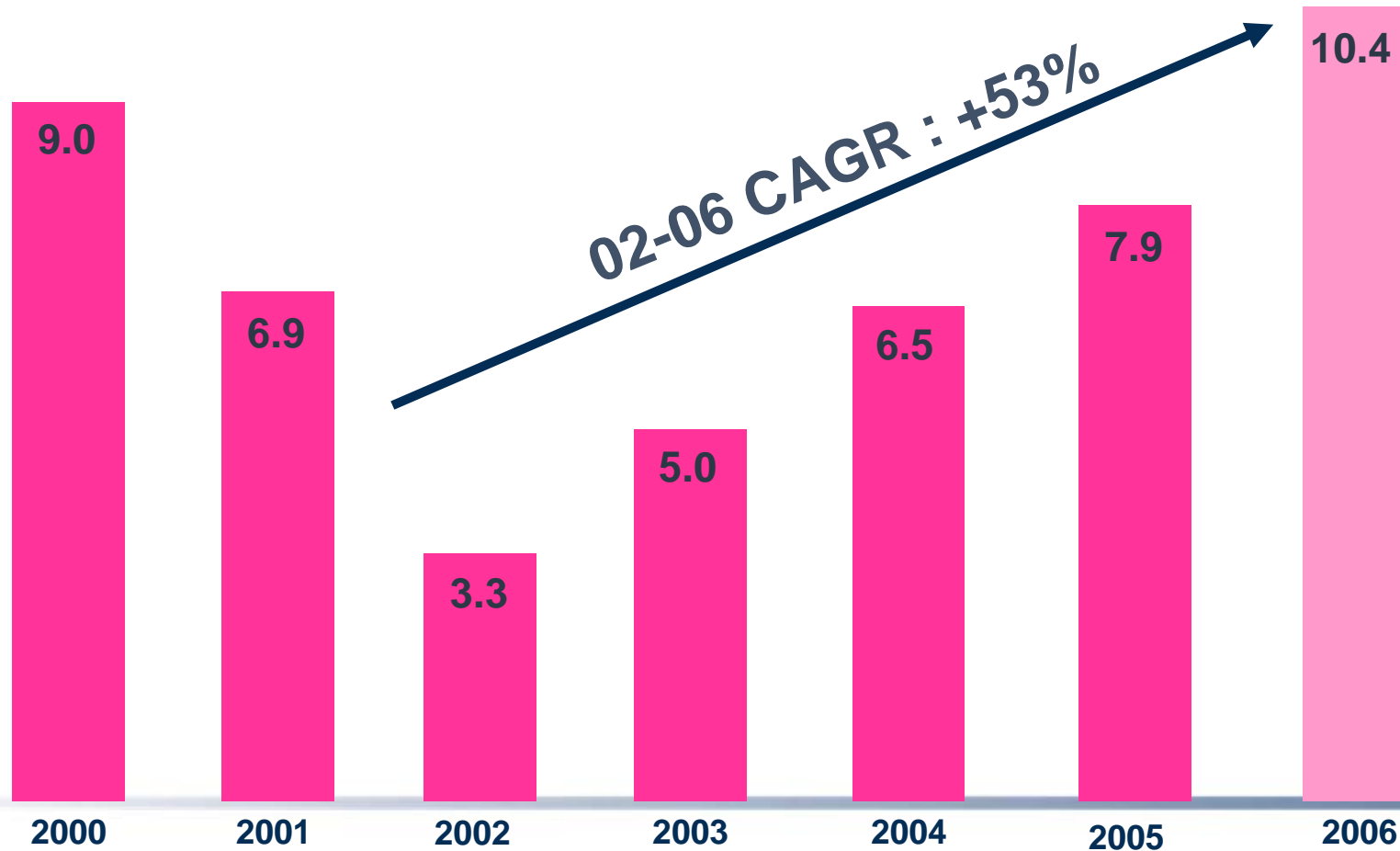
Revenues x 6.6

French Gaap

IFRS

TRANSPORT CONTINUED MARGIN EXPANSION

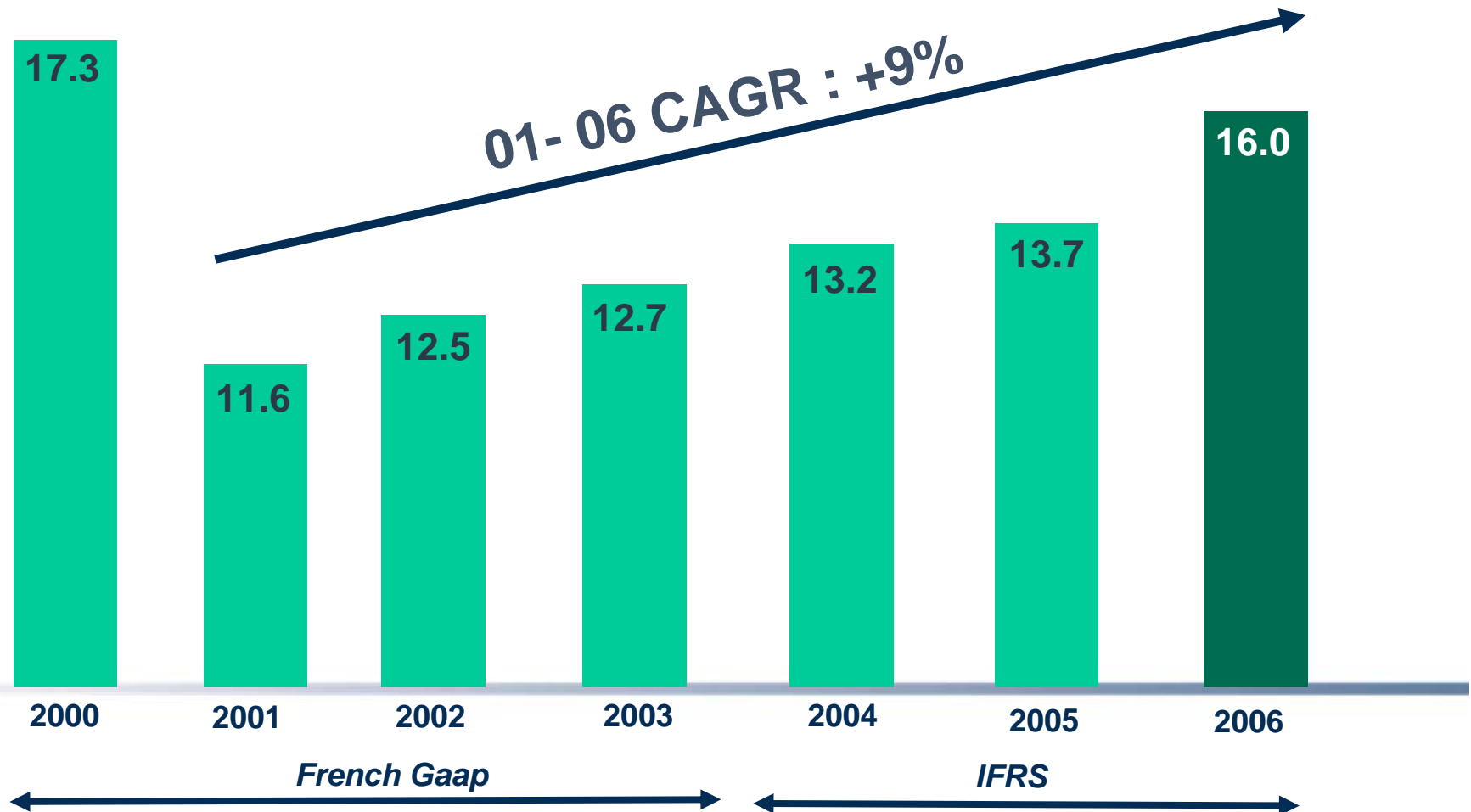
Operating margin since 2000 (% of revenues)



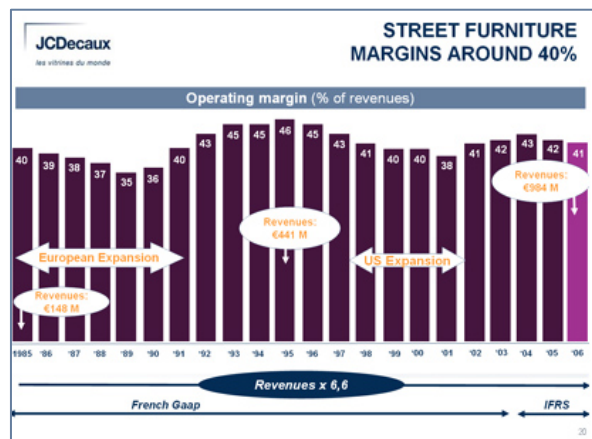
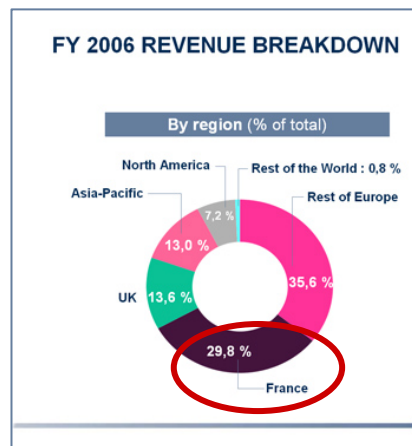
French Gaap IFRS

BILLBOARD STEADY MARGIN IMPROVEMENT

Operating margin since 2000 (% of revenues)



2000-2006 A SUCCESSFUL TRANSFORMATION



Share of France in total revenues

2000

41%

2006

29%

Group Operating margin rate

27.2%

27.4%

Street Furniture Operating margin rate

40.5%

41.4%



A successful transition from a French revenue-driven company to a truly global Outdoor Group generating strong margins in all areas

CASH FLOW STATEMENT

(In million €, except %, under IFRS standards)

	FY 2006	FY 2005	% change
Net Cash flow from operating activities	347.6	330.5	+ 5.2%
General Inv. & Renewal capex	(111.2)	(80.1)	
Adjusted free cash flow	236.4	250.4	- 5.6%
Growth capex	(56.9)	(61.2)	
Free cash flow	179.5	189.2	- 5.1%
Dividends (net)	(84.3)	(3.5)	
Equity increase (decrease)	13.6	(20.5)	
Financial investments (net)	(209.6)	(250.7)	
Others ⁽¹⁾	0.3	(42.4)	
Change in net debt (Balance Sheet) ⁽²⁾	100.5	127.9	

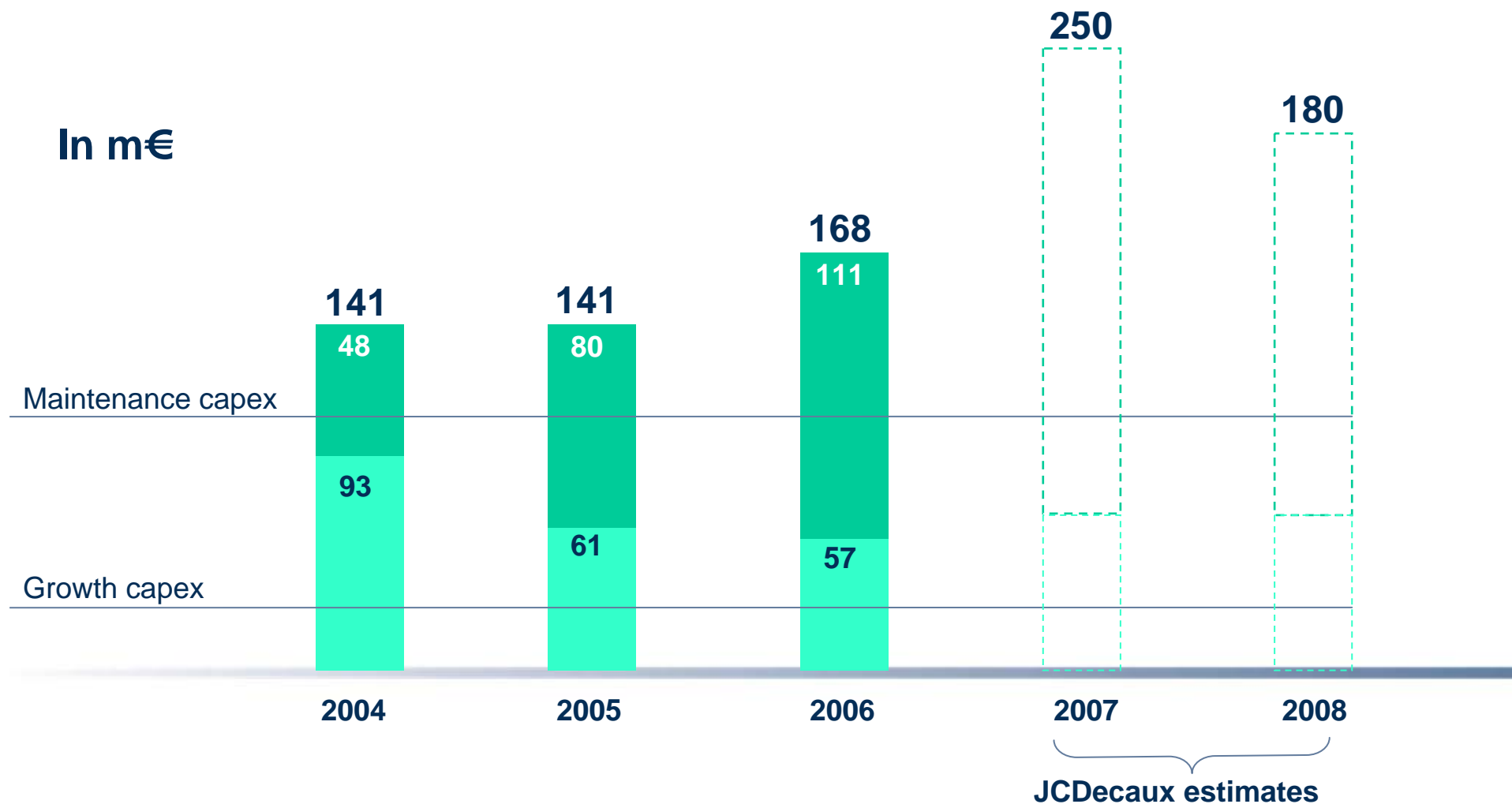
Note: Adjusted free cash flow = Free Cash Flow before Growth Capex.

(1) Non cash variations (mainly due to consolidation scope variations, translation differences on net financial debt, the impact of IAS 39 and finance lease)

(2) Excluding the IAS 32 impact, including the IAS 39 impact on both debt and financial derivatives and including the restatement of loans granted to companies consolidated under the proportionate method

CAPEX 2004 - 2008

In m€



A ROBUST FINANCIAL STRUCTURE

- **SOUND FUNDAMENTALS**
 - **STRONG GENERATION OF CASH FLOW**
 - **A BALANCE SHEET READY FOR GROWTH & EXPANSION**
-

GROWTH STRATEGY AND OUTLOOK



➔ **CHANGING MEDIA WORLD**

Fragmentation of traditional media / growth of on-line

➔ **NEW TERRITORIES – GROWING URBAN AUDIENCES**

Growing needs for Street Furniture and Transport infrastructure worldwide
Increasing urban population

➔ **CHANGING COMPETITIVE LANDSCAPE**

Further consolidation?

➔ **NEW FORMATS**

Step by step to Digital

➡ **Fragmentation of traditional media – Growth of on-line**

Traditional TV

- The technological threat:
- Emergence of Cable/Satellite TV, Digital Pay TV, Video on Demand, PVRs...

Radio

- From analogue to digital radio, podcasts and web radio

Press

- Emergence of free press & on-line media

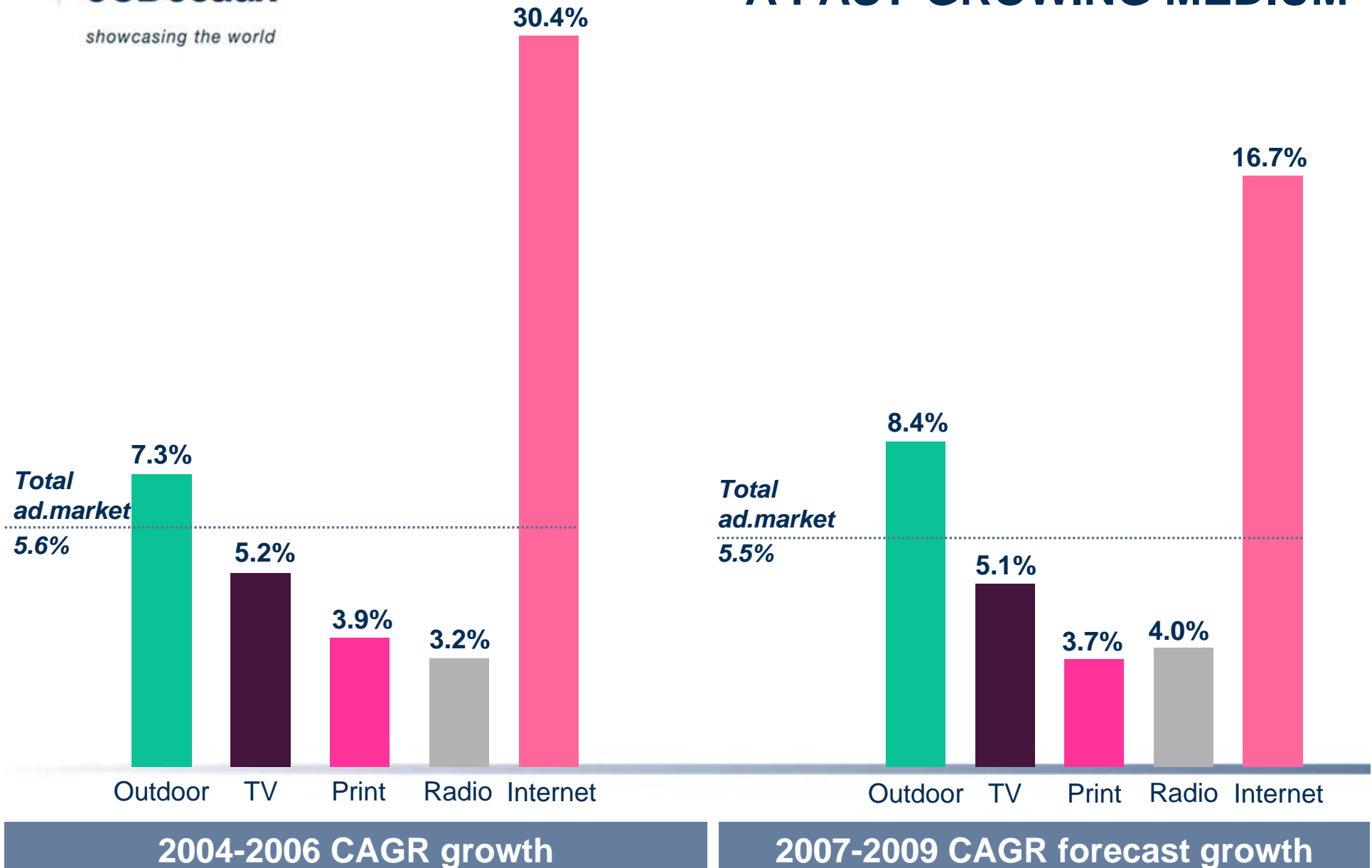
Internet

- 30% (CAGR) growth between 2004 and 2006 but the most fragmented medium (high CPM)

➡ **Outdoor advertising: the last mass medium**

- Alternative to existing and new fragmented media
- The only major medium gaining market share other than Internet

OUTDOOR ADVERTISING A FAST-GROWING MEDIUM



NEW TERRITORIES GROWING URBAN AUDIENCES

- ➡ Growing needs for **Street Furniture** and **Transport** infrastructure in both **emerging & mature** countries

CHINA

10,000 km of new railways, 2,000 km of high-speed railways & 50 new airports to be built by 2010 - new subways to be built in 11 cities by 2011

JAPAN: further expansion in Street Furniture

CENTRAL ASIA: a fast-growing region

MIDDLE-EAST & AFRICA: newly-created JCDecaux business development team

- ➡ Increasingly **URBAN** population

More than 60% of worldwide population will be urban in 2030

- ➡ Increasing number of **MEGACITIES⁽¹⁾** (pop > 10 M inhabitants):

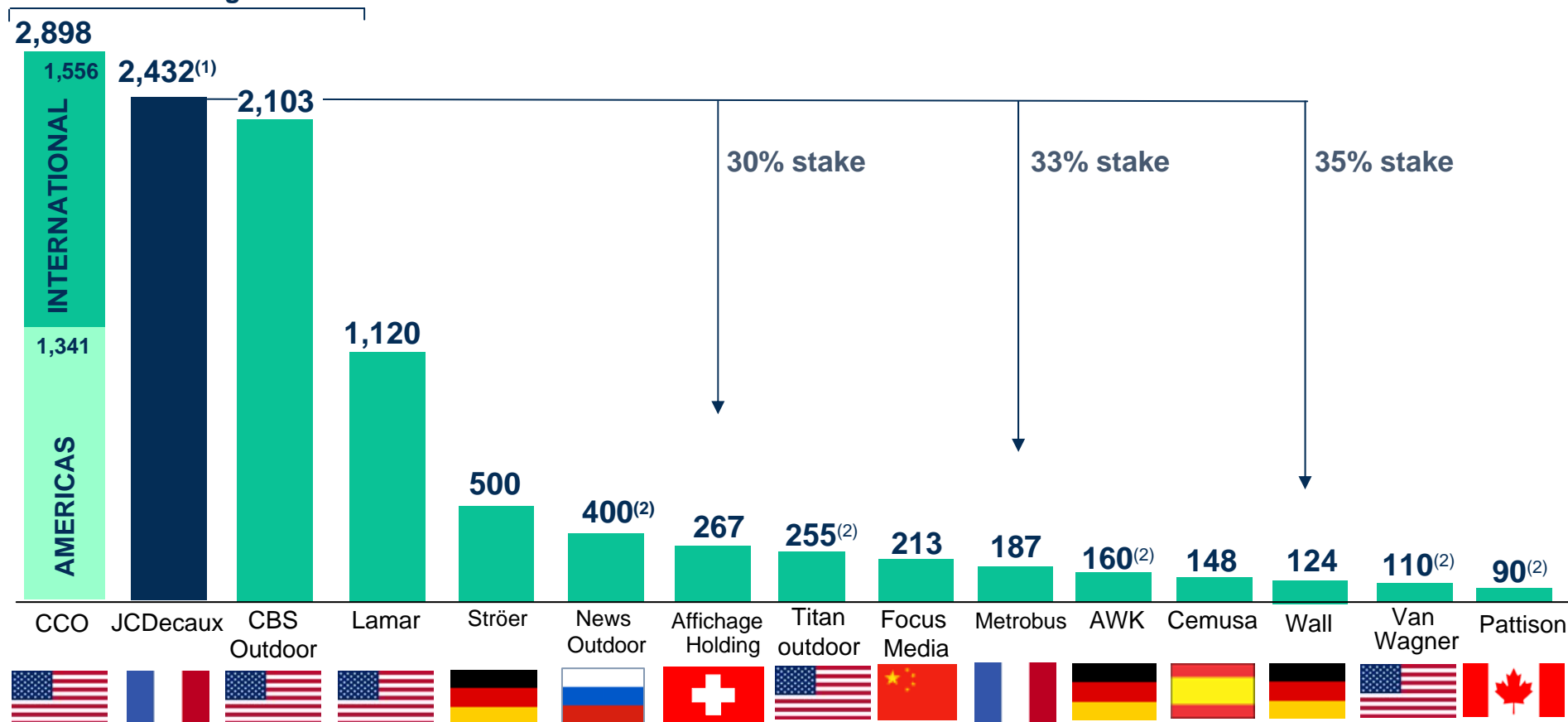
1950: 8 2006: 20 2015: 44

- ➡ Fastest growing cities (in population and GDP terms) are located in emerging countries

FURTHER CONSOLIDATION?

More than 30% of the outdoor advertising market

(2006 outdoor revenues, in million \$)



Sources: Company news releases, Internet sites & JCDcaux estimates. Currency conversions are based on a quarterly average exchange rate \$/€ of 0.8007, and on an annual average exchange rate \$/£ of 0.5430 and \$/CHF of 1.2527 in 2006.

(1) This amount does not include revenues from Affichage Holding, Wall and Metrobus, companies integrated through the equity method in JCDcaux's financial statements.

(2) JCDcaux's estimate of 2006 revenues

JCDECAUX / WALL A STRONGER PARTNERSHIP

JCDecaux assets transferred to Wall

- **VVR-Decaux**
Street Furniture and Transport advertising faces in Berlin
 - 3,000 advertising columns
 - 1,240 buses
 - all panels in the Berlin subway
- **Georg Zacharias**
Street Furniture contract in Düsseldorf



Wall assets transferred to JCDecaux

- **Wall Netherlands**
 - N°3 outdoor player in the Netherlands
 - Street Furniture contract in Amsterdam
- **10% of Wall USA** (50%-held by JCDecaux)
 - Street Furniture contracts in Boston and St Louis
- **Wall Russia**
 - Premium Street Furniture contracts in Moscow and St Petersburg

Creation of a new subsidiary (50% JCDecaux – 50% Wall)

- ➡ Merger of JCDecaux and Wall sales forces in Germany
- ➡ Sale of national Street Furniture networks

CREATION OF A UNIQUE SALES PLATFORM

Top 15 German cities

1.	Berlin	Wall
2.	Hamburg	JCDecaux
3.	Munich	Ströer-Decaux*
4.	Cologne	JCDecaux
5.	Frankfurt	Ströer
6.	Dortmund	Wall
7.	Essen	Ströer
8.	Stuttgart	JCDecaux
9.	Düsseldorf	Wall
10.	Bremen	JCDecaux
11.	Hanover	Ströer
12.	Duisburg	Ströer
13.	Leipzig	JCDecaux
14.	Nuremberg	JCDecaux
15.	Dresden	JCDecaux

50/50 JCDecaux-Wall Joint Venture⁽¹⁾

160,000 ad panels including
high quality Street Furniture
in 10 of the top 15 markets

* Munich JV agreement includes a dedicated sales force

(1) Subject to the approval of the German Competition Authority

A STRENGTHENED POSITION IN THE NETHERLANDS

JCDecaux Netherlands

- Presence in 21 of the Top 25 cities (pop. > 100,000 inhabitants)
- 12,200 2m² faces and 1,100 8m² faces

Wall Netherlands

- Presence in 9 of the Top 25 cities (pop. > 100,000 inhabitants)
- 1,300 2m² faces and 750 8m² faces

- JCDecaux/Wall exclusivity in 9 of the top 25 cities
- Strong presence in Amsterdam (8 m² faces)



Amsterdam - Wall



Amsterdam - JCDecaux

STREET FURNITURE FRANCHISES TOP 5 US MARKETS

- **New York** Cemusa / Van Wagner
- **Los Angeles** CBS-**Decaux**
(50/50 Joint Venture)
- **Chicago** **JCDecaux**
- **San Francisco** **JCDecaux** / CBS Outdoor
- **Boston** Wall-**Decaux**
(40/60 Joint Venture)



Chicago



San Francisco



Boston

PREMIUM STREET FURNITURE ASSETS IN RUSSIA

Contracts in **Moscow** and **Saint Petersburg***, highly complementary to BigBoard assets (40% owned by JCDecaux)

➔ Further expansion in **Russia**, a booming market for outdoor advertising (18% of total ad spend, the highest share of outdoor worldwide)



Moscow



Saint Petersburg

* 10-year automatic renewal is subject to a court case between Wall and the city of Saint Petersburg. If the 10-year extension is not valid, Saint Petersburg will not be part of the asset swap deal

NEW FORMATS DIGITAL OUTDOOR ADVERTISING

- **Rational** move to digital: step by step and selective
- Particularly **relevant to transit** environment with captive audience

AIRPORTS

- Paris Airports
- London Airports
- New York JFK Airport

SUBWAYS

- Hong Kong
- Vienna
- Prague

CITIES

- London
- Cannes
- Ad-hoc campaigns in bus shelters (plasma screens)



Aeo® screen – Paris Orly Airport



Trackside Plasma TV – Hong Kong subway



Showscreen campaign - Chicago

DIGITAL WALLS IN AIRPORTS



Microsoft campaign, Windows Vista

JFK Airport, New York



LONDON: CONVERTING A LANDMARK LOCATION TO DIGITAL



“The Torch”- London, M4



A GROWING INDUSTRY A WELL-POSITIONED COMPANY

- **OUTDOOR**
 - The only media (excl. Internet) gaining market share within the media pie
 - **JCDECAUX**
 - **A well-balanced**
 - Mix of activities
 - Geographic exposure
 - **Strong growth prospects from**
 - Well-established markets
 - Emerging countries (15% of total revenues in 2006)
-

REVENUES

**Organic revenue growth should be maintained
in a range similar to the 2006 level**

OPERATING MARGIN

**The continued development of Transport and Billboard will
largely offset the short-term decline of the Street Furniture
operating margin rate**



LAX, Los Angeles Airports

