



Vancouver, Canada

JCDecaux

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First Half 2002 Results

18 September 2002

Oslo, Norway



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Jean-Charles Decaux
Chairman of the Board and co-CEO

- ▶ **Overview**
- ▶ **Financial Highlights**
- ▶ **Strategy & Outlook**

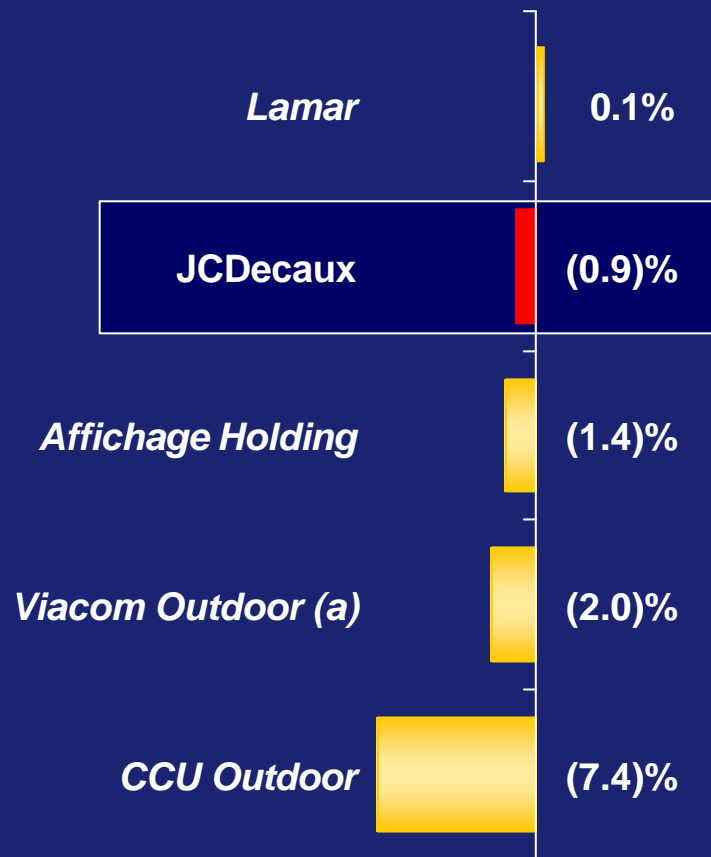
- ▶ **Maintained profitability in challenging advertising environment**
- ▶ **Outperformed market and main competitors**
- ▶ **Street Furniture maintains margins and delivers strong organic growth**
- ▶ **Clear signs of improvement in Billboard**
- ▶ **Transport difficult / Airport tough**
- ▶ **Expanded portfolio through new contracts**

(In € millions,
except per share data)

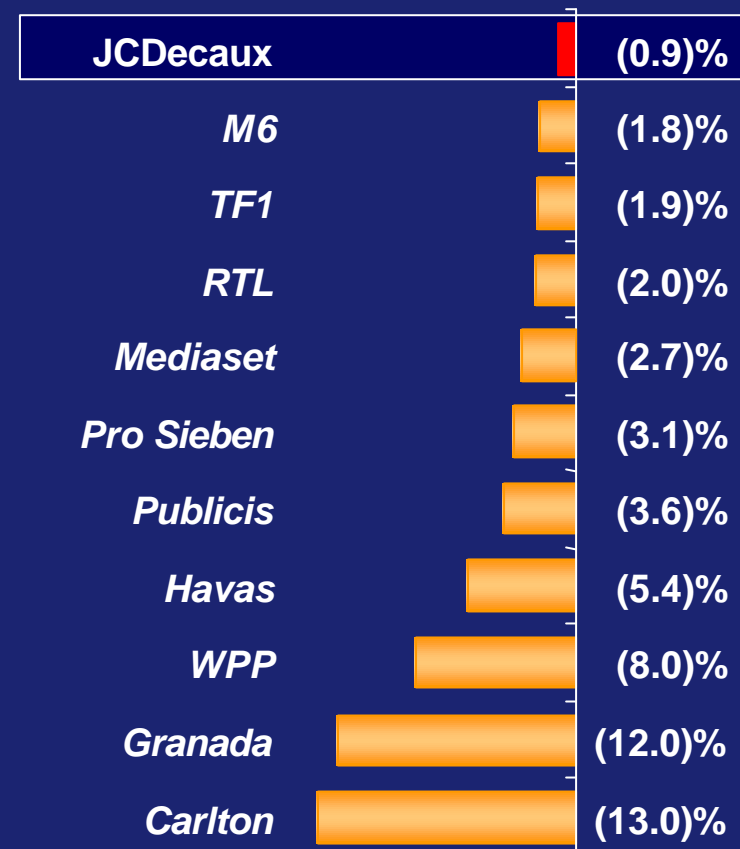
	H1 2002	H1 2001	% Var
► Revenues	779.9	755.1	+3.3 %
► EBITDA	200.2	199.6	+0.3 %
% Margin	25.7%	26.4%	(0.8)%
► EBIT	106.2	116.1	(8.6) %
% Margin	13.6%	15.4%	(1.8) %
► Net income, before GW and exceptionals	44.1	40.7	+8.4 %
► Net income Group share	11.5	11.0	+4.5 %
► Adjusted EPS ⁽¹⁾	0.20	0.18	+11.1 %

(1) Based on net income group share, pre-goodwill and exceptionals

JCDecaux / Competitors



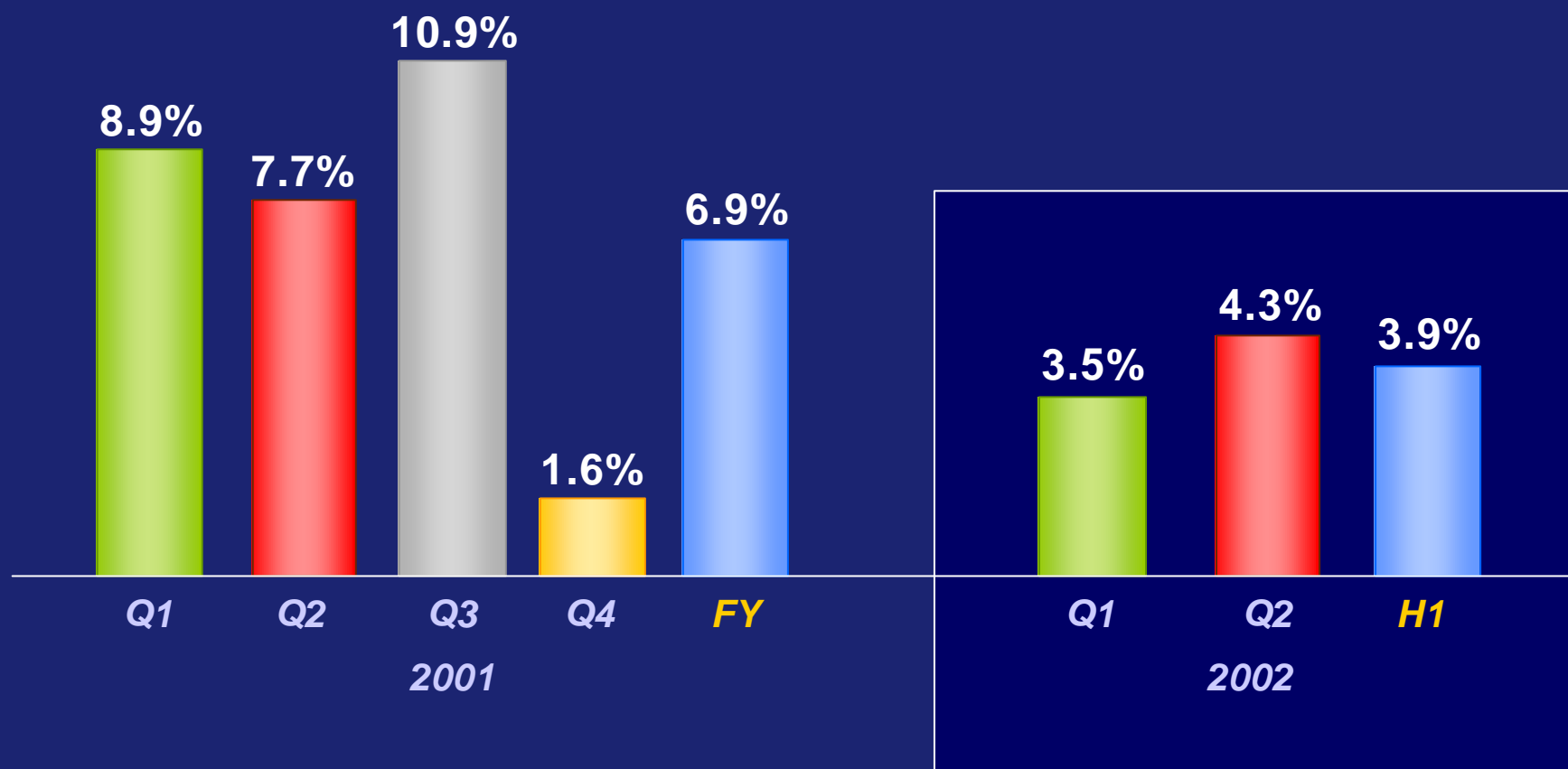
JCDecaux / Media in Europe



Note: H1 2002 organic revenue growth. Advertising revenues when companies also have non-advertising related revenues.

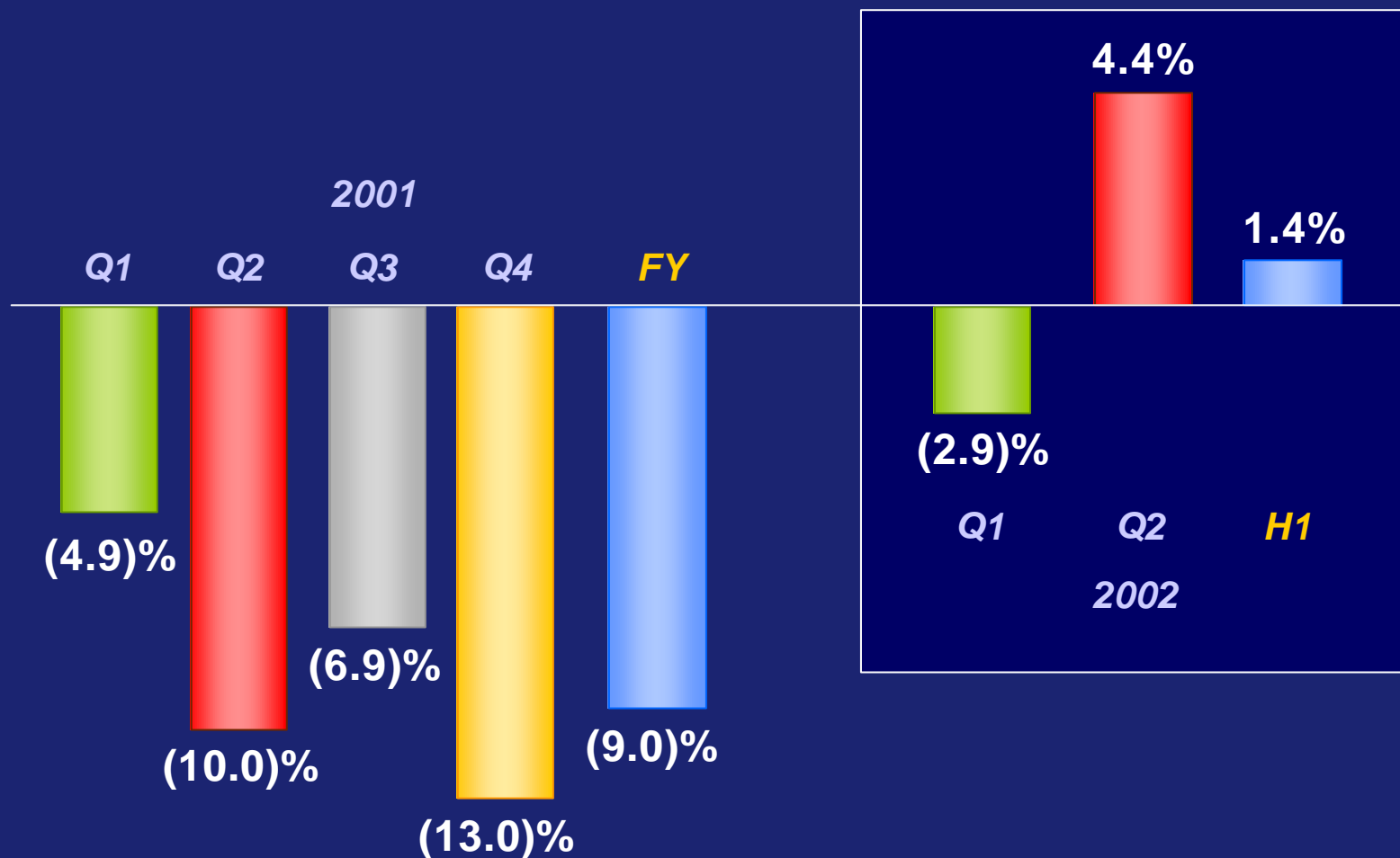
Source: Press releases / Analysts reports. (a) Viacom Outdoor includes outdoor and radio activities – Granada & Carlton: H1 2002 from Oct. 01 to March 02.

Organic Growth in Street Furniture (%)

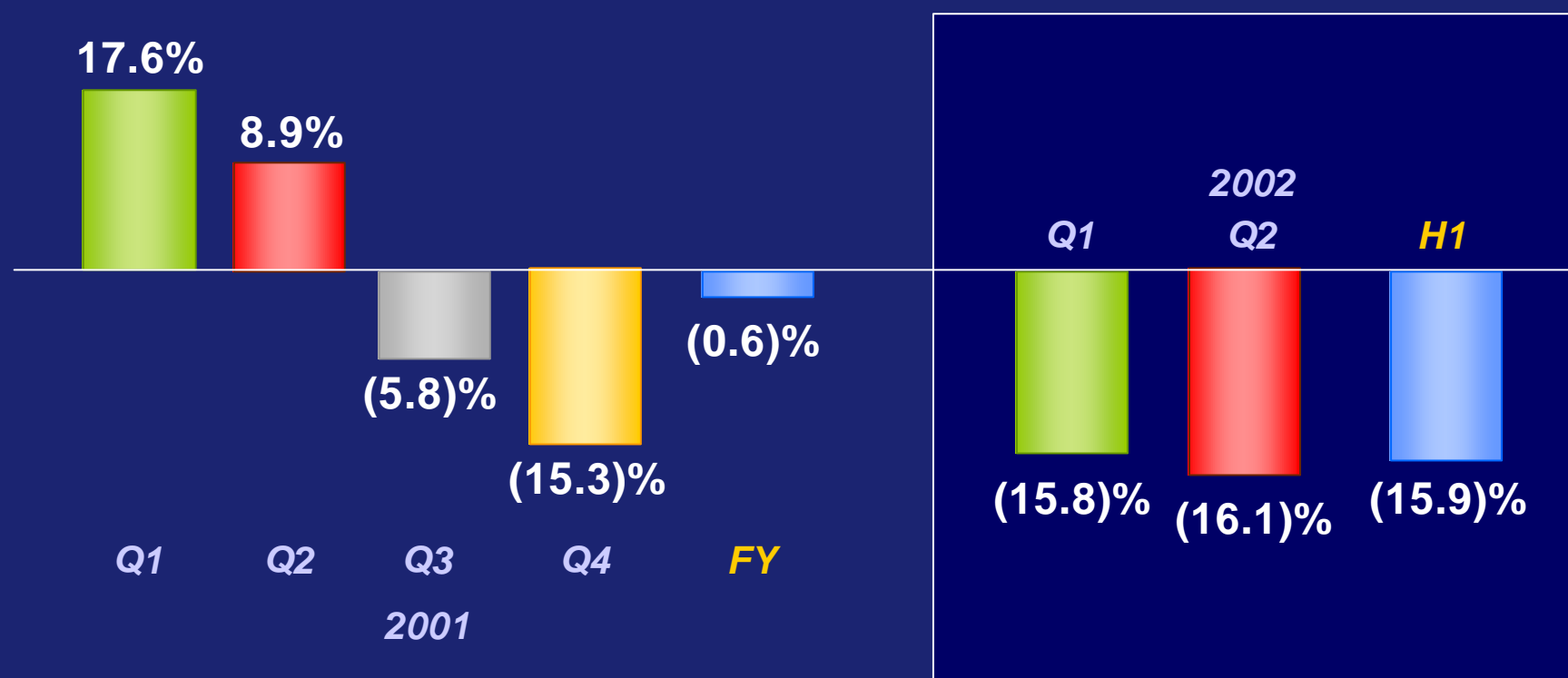


Billboard returns to positive organic growth

Organic Growth in Billboard (%)



Organic Growth in Transport (%)



Renewals

- ▶ **Spain** Saragoza
- ▶ **France** Quimper, Epernay, Aix-les-Bains, Arras
Airports of Marseille, Bordeaux, Toulouse, and Lyon
- ▶ **Hong Kong** Metro

New contracts

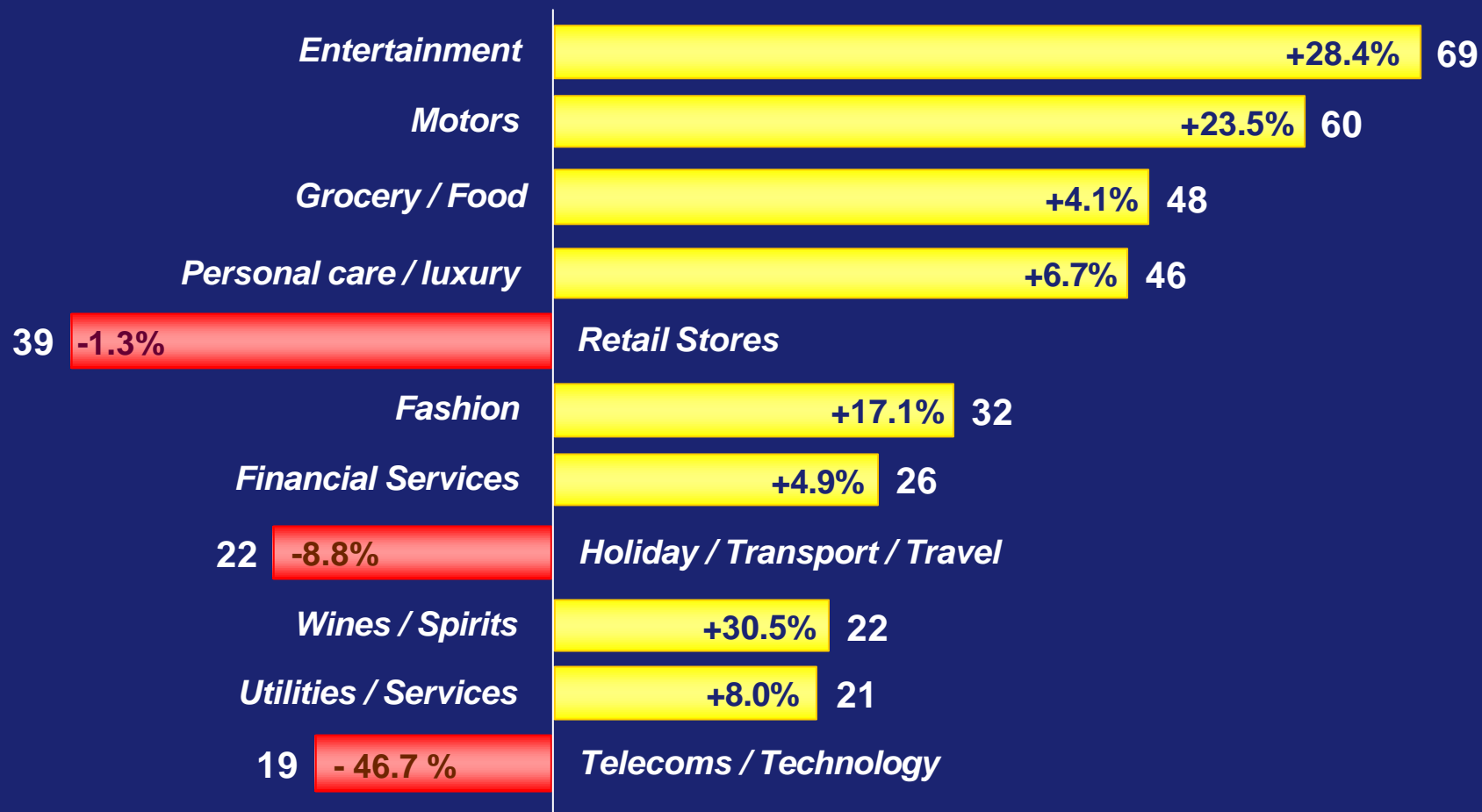
- ▶ **France** Bale/Mulhouse airport
- ▶ **Spain** Alicante, Mostoles
- ▶ **Danemark** Copenhagen
- ▶ **Norway** Oslo (bus shelters)
- ▶ **Canada** Vancouver
- ▶ **USA** Chicago (signed)
- ▶ **Thailand** Bangkok
- ▶ **Korea** Seoul (taxis shelters)

Jan-Aug 2002:

82% success in new contracts / renewals

(In € millions, except percentage)

Strong growth in entertainment, motors & fashion



Note: Growth in revenue by product category in H1 2002 vs. H1 2001, based upon the five largest European markets (France, UK, Germany, Spain and Italy).

- ▶ **A growing audience driven by changing lifestyles**
- ▶ **The last remaining "mass media"**
- ▶ **A good value medium**
- ▶ **Better researched and more accountable**

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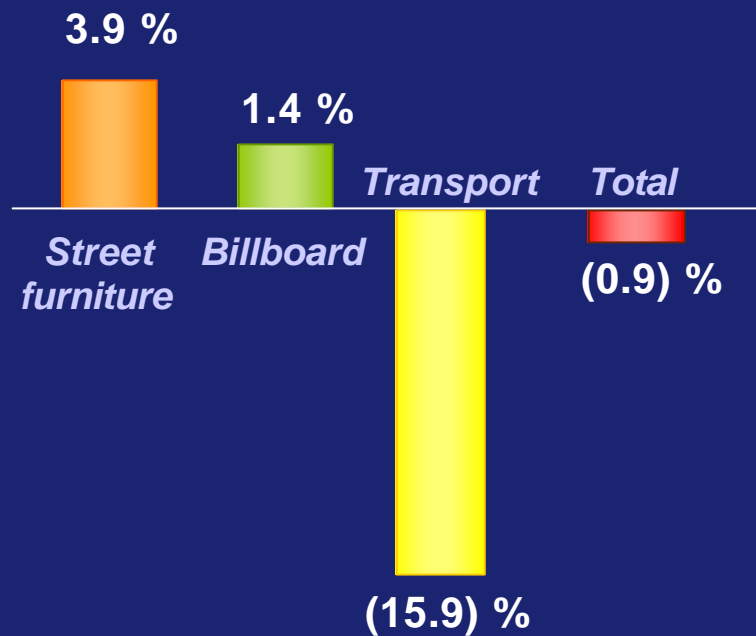


Financial Highlights

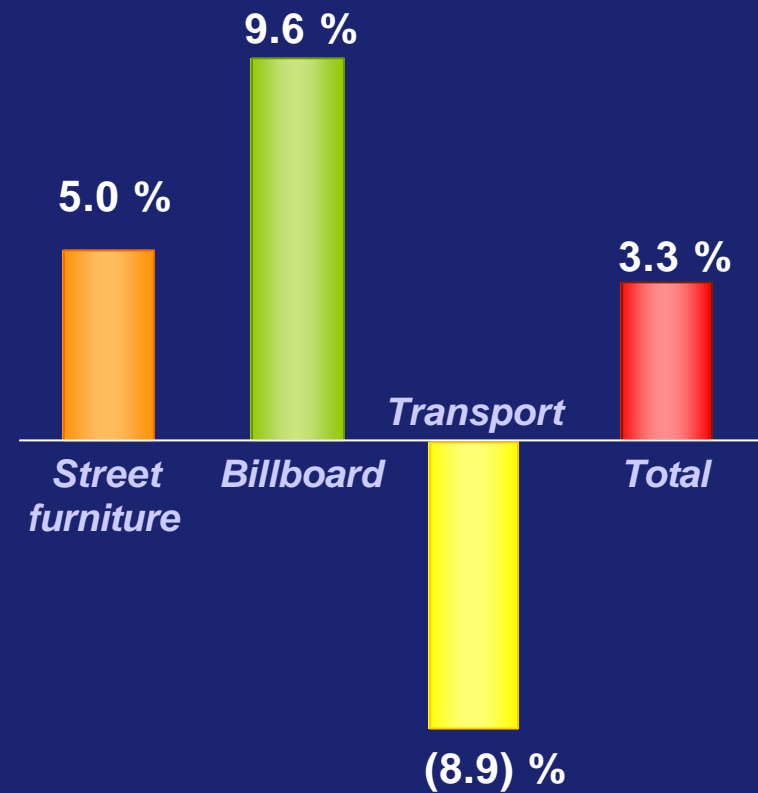
Gérard DEGONSE

Chief Financial Officer

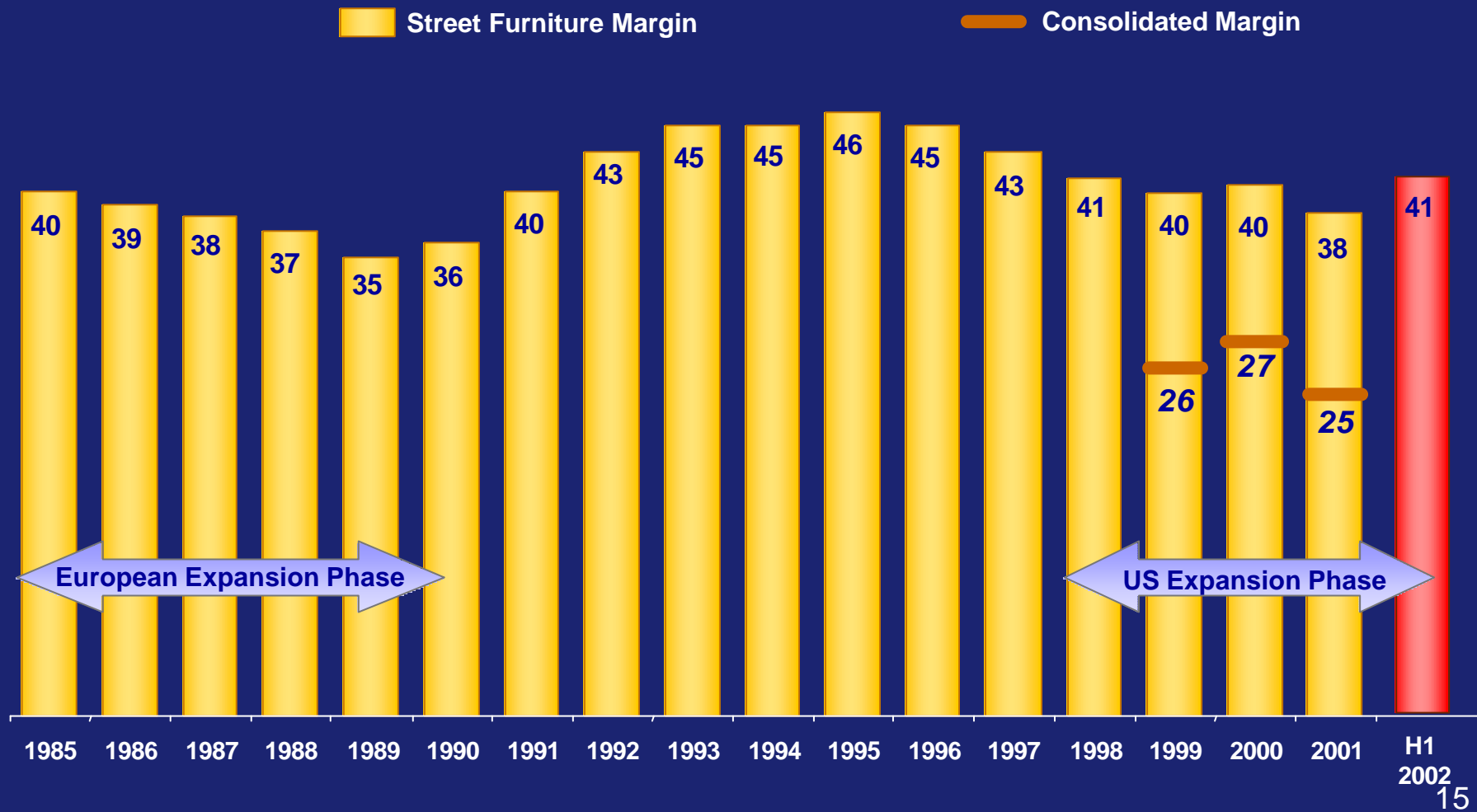
Organic (%)



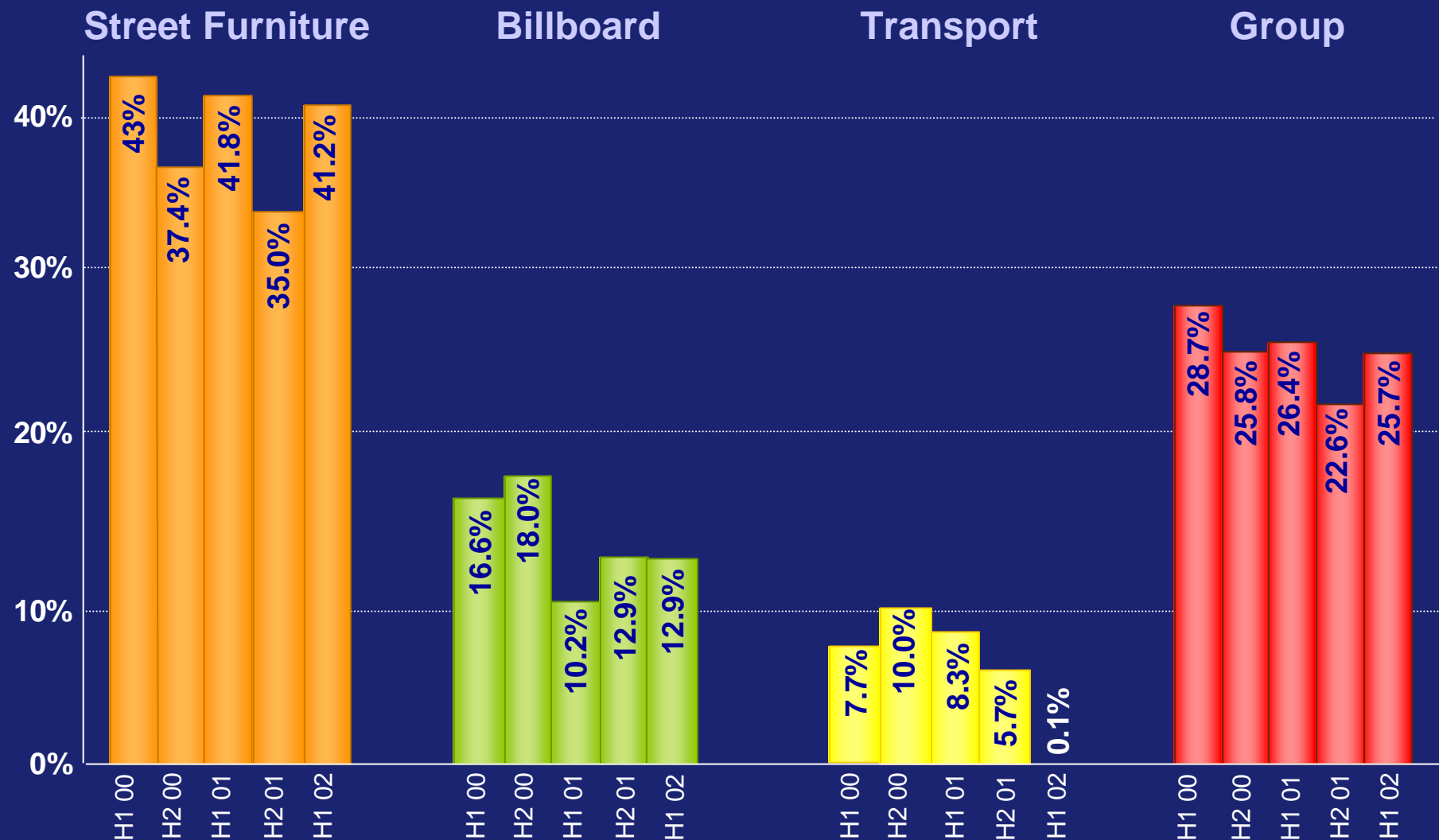
Reported (%)



Street Furniture EBITDA Margin (%)



Evolution of EBITDA margin H1 vs. H2

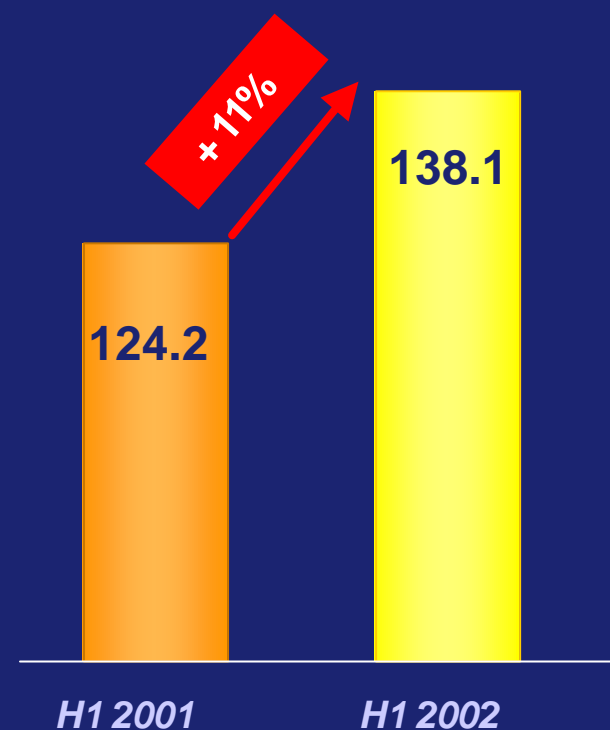


(€ Millions)

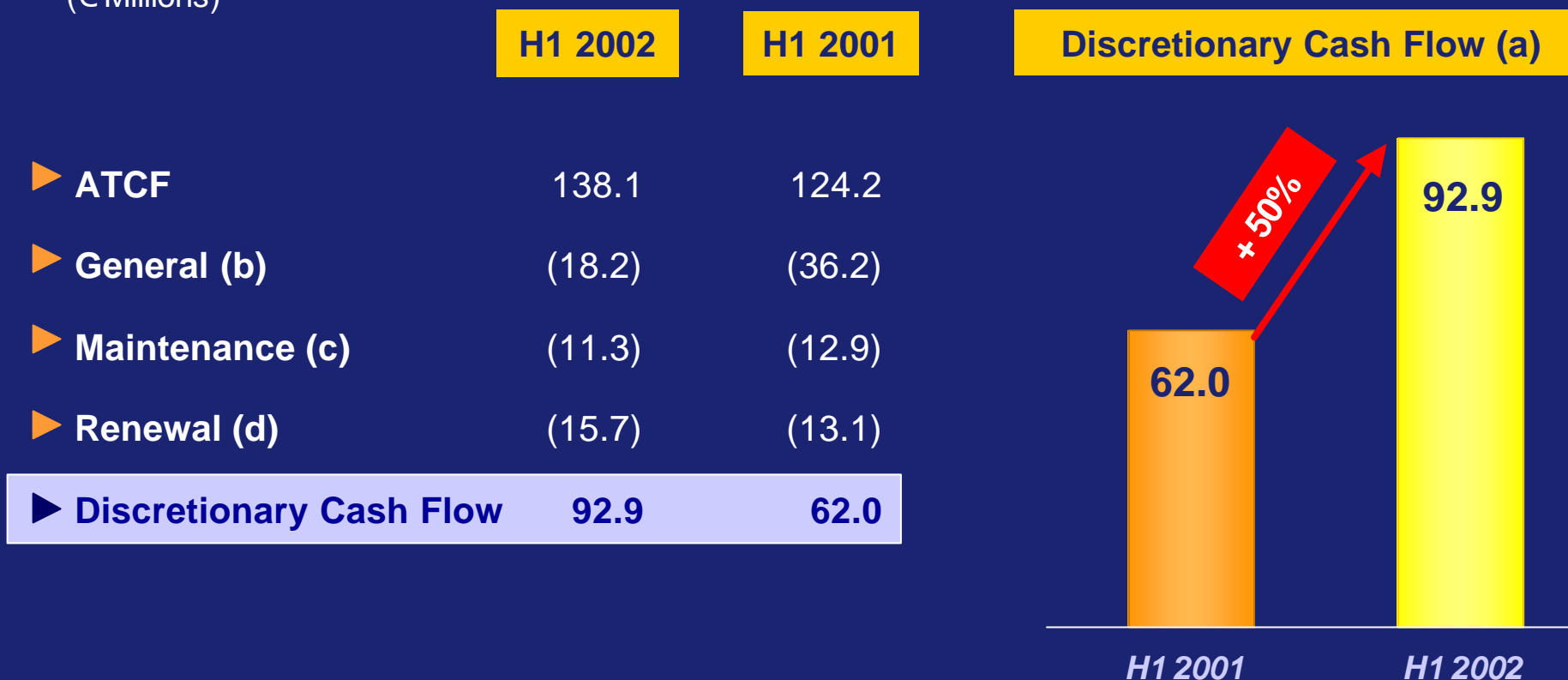
	H1 2002	H1 2001
▶ Revenues	779.9	755.1
▶ Operational costs	(579.7)	(555.4)
▶ EBITDA	200.2	199.6
▶ Depreciation	(94.0)	(83.5)
▶ EBIT	106.2	116.1
▶ Financial results	(19.5)	(34.8)
▶ Exceptional items	(1.4)	0.4
▶ Taxes	(35.2)	(33.9)
▶ Equity interest	2.8	3.9
▶ Goodwill	(31.2)	(30.1)
▶ Net income Consolidated	21.7	21.6
▶ Minorities	(10.2)	(10.6)
▶ Net income Group share	11.5	11.0

(€ Millions)

	H1 2002	H1 2001
▶ Net income GS	11.5	11.0
▶ GW Amortization	31.2	30.1
▶ Depreciation	94.0	83.5
▶ Exceptionals	(1.4)	0.4
▶ After-Tax Cash Flow	138.1	124.2
▶ ATCF / share	0.61	0.56



(€ Millions)

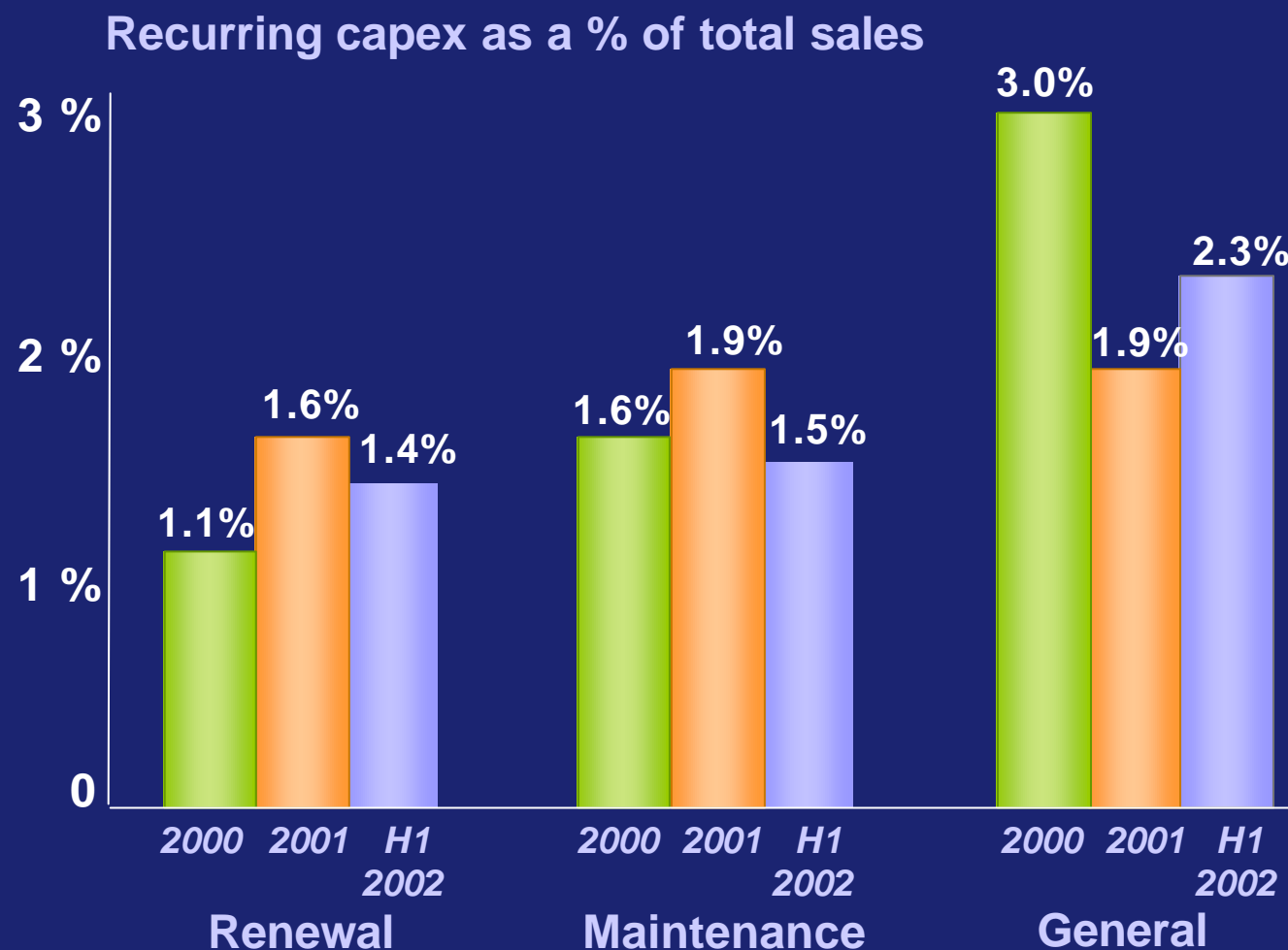


(a) Discretionary Cash Flow = ATCF - general investments, maintenance capex, renewal capex

(b) General investments = software, building extensions, vehicles, etc.

(c) Maintenance capex = spare parts

(d) Renewal capex = amount invested each year to renew revenues linked to contracts expiring during the year



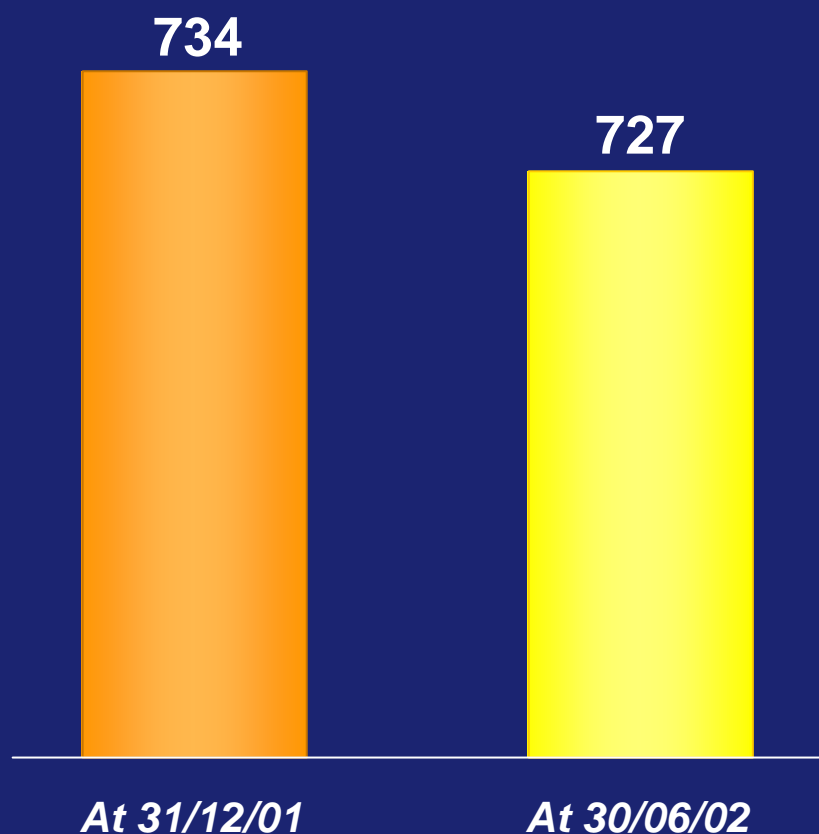
General investments = software, building extensions, vehicules, etc.

Maintenance capex = spare parts / Renewal capex = amount invested each year to renew revenues linked to contracts expiring during the year

(€ Millions)

	H1 2002	H1 2001
▶ Operating cash flows	145.5	116.6
▶ Working capital	(39.9)	(18.5)
▶ Funds from operations	105.6	98.1
▶ Capex (net)	(73.7)	(147.2)
▶ Acquisitions (net)	(19.2)	(84.2)
▶ Dividendes	(6.5)	(11.5)
▶ Others	0.2	(30)
▶ Capital increased	-	696.2
▶ Net debt variation	(6.3)	(521.4)

Net Debt (€Millions)



Comments

▶ Ratios

- ▼ Net debt / EBITDA: 1.9 x
- ▼ EBITDA / net interest: 9.3 x
- ▼ Net debt / Equity: 55.5%

▶ Rating

- ▼ Moody's: "Baa2"
- ▼ S & P: "BBB"

▶ Cash and marketable securities : €104 millions

▶ Confirmed available credit lines: €532 millions

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Strategy and Outlook

Jean-François DECAUX

Co-Chief Executive Officer

- ▶ **Continue to deliver superior organic growth**
- ▶ **Seize external growth opportunities**
- ▶ **Maximize sales / Control costs**
- ▶ **2002 outlook**

Vancouver: 1st step in Canada, 10th largest advertising market



Vancouver, Canada

► In Aug. 2002, Viacom-Decaux (JV 50/50) wins its 1st contract in Canada

- ▼ Against Pattison Outdoor, Canada's #1 outdoor company, incumbent for 26 years
- ▼ 20-year contract in the 3rd largest city in Canada
- ▼ € 150E millions in revenues
€ 17E millions in capex
- ▼ A complete SF offer, including:
bus shelters, bike racks, newspaper kiosks, citymap kiosks, litterbins

Key factors for winning contracts : Conclusion of Vancouver's official report for city council

► **Design** « Both designs were considered acceptable with the Pattison Outdoor basic design City Line rated higher. **The Viacom/Decaux design options provided more distinctive neighbourhood customization** as requested in the RFP. This was in response to the input from various BIA 's to be distinctive »

► **Financial**

« The Pattison Outdoor proposal provides a higher guaranteed income while **the Viacom/Decaux provides a higher projected income**. Staff believes that both companies will exceed their guaranteed income levels based on rates which already exist today. On this basis, **the Viacom/Decaux proposal provides a higher upside potential for the City** (staff believes their projections are credible). »

► **Service & Maintenance**

« In the area, **the Viacom/Decaux proposal is superior** as reflected in their estimate of service and maintenance costs (exceeded our requirements), but more importantly in their **reputation and references** from other communities. Pattison Outdoor was rated lower. »

Comments

"A coordinated street furniture franchise will promote continuity along City streetscapes. The franchise will greatly enhance the aesthetic appeal and appearance of our neighborhoods, and provide an important public service for all New Yorkers. I encourage the City Council to act quickly in facilitating the process of bringing this initiative to fruition"

Michael R. Bloomberg
Mayor of New York City
9 August 2002

- ▶ Existing Viacom contract expires in 2003 (3,500 bus shelters)
- ▶ City of New York has officially announced that the new street furniture contract will be put out to tender
- ▶ Public tender to include a complete range of SF products such as:
bus shelters, newspaper kiosks, automatic public toilets, newsracks and benches

*Upcoming SF tenders
worldwide (2003-2004)*

Europe

▶ France

▼ La Rochelle, Grenoble,
Courbevoie, Arles, Bayonne

▶ Italy

▼ Naples, Milan, Rome

▶ Greece

▼ Athens

▶ United Kingdom

▼ London, Leicester

Central Europe

▶ Hungary

▼ Budapest

▶ Poland

▼ Warsaw

Asia/Americas

▶ Brazil

▼ Sao Paulo

▶ Taiwan

▼ Taipei



- ▶ N° 1 in outdoor in Germany
- ▶ Businesses: Street Furniture, Billboard, Transport and Sport
- ▶ 30 % market share
- ▶ 2001 Revenues: €275 M
- ▶ Shareholders: 28 cities
- ▶ 37 sales and admin. offices in Germany
- ▶ JV 50/50 JCDecaux/DSM in Munich
- ▶ JV with Fraport (of which DSM owns 10%)

Promising start with the Unilever Partnership



Interview of Keith Weed,
Chairman of Lever-Fabergé
Financial Times, 9 July 2002

*"Posters are
a powerful way
of reaching mass
audiences"*

**Keith Weed
Chairman
of Lever-Fabergé**

► Revenues with Unilever significantly up

Based on advertising market decline of -1 to -5%

- ▶ H2 2002 revenues broadly in line with H1
- ▶ 2002 capex around €200M
- ▶ EBITDA slightly up in 2002

- ▶ **Resilience / Good margins in Street Furniture**
- ▶ **Unique organic growth model**
- ▶ **Well positioned for upturn in the advertising market**



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