

7 SPOTLIGHTS

REPORT ON ACTIVITIES



AND SUSTAINABLE GROWTH 2017

Sky as ocean

BY JEAN ROUAUD

A French writer widely known for both his literary and journalistic work, Jean Rouaud won the Prix Goncourt in 1990 for his first novel, *Les Champs d'honneur* (*Fields of Glory*, tr. by Ralph Manheim). In 2018, he published an essay entitled *La Splendeur escamotée de frère Cheval ou Le Secret des grottes ornées*, a reflection on prehistoric art that was featured in the French daily *Le Monde*.

It used to happen only in the main commercial ports. People and merchandise, travelling together, painted a variegated panorama of the world. The great port cities still bear witness to that storied past: a shop logo here, a street sign there are reminders of itinerant peoples doing business or fleeing persecution. Some, like Lorient, on the coast of Brittany, carry the memory of their founding in their very name. Man has always dreamt of flying over the oceans, attaching waxed wings to his back or vials of dew to his belt to lift him to the sun. But Icarus did no better than the mad inventor determined to glide down from the first storey of the Eiffel Tower. Ports were doors to the world in an age when cities were still hunkered down behind gloomy, decrepit, high walls that would soon give way, in the France of Napoleon III, to the grand Parisian railway stations with their soaring, glassed arches, the capital city's new ports of entry.

Passenger trains and freight trains and now ne'er the twain shall meet. Man is impatient and won't be weighted down, won't wait for a tunnel to be drilled to cross the Channel. Louis Blériot's idea to fly over it was... ground-breaking, but now the question was where to land. A busy thoroughfare wouldn't do. The new port, the new point of entry would be a landlocked one, with no deep water or waves pushing towards the shore, but an endless expanse of sky: an air-port. The name says it all. Instead of putting in, we touch down, a testimony to the changing nature and geography of our travels, but we still embark and disembark at a passenger

terminal, imagining the salt spray and the sea winds of our past after returning from our celestial journey. Now a few miles from the city, new cities – airport cities – are springing up, with their jetways and their odd-shaped, lunar-like vehicles that scurry about on the tarmac. The same bustling human activity that inhabited the wharves and the docks is still there, but now more orderly, with a constellation of faraway places displayed on illuminated screens, all so tantalisingly close. A traveller from Paris now sees Bangkok, Los Angeles, Cairo or Bogota where he or she used to see Fontainebleau, Barbizon, Louveciennes or Étretat, those places whose delicate light attracted the impressionists eager to capture it with their dabs of colour, their way of announcing that soon the sky would be within reach.

A nomadic people with little baggage or only so much as will fit on a trolley, who continue to pass through numbered gates to be welcomed aboard. Maybe in spite of their apparent uniformity, we still crave the romance of a long sea journey in an age where everything moves so quickly. But before setting off we are asked to pass one at a time through the narrowest of gates, barely wider than a medieval alleyway, to ensure the absence of sharp metal objects. We've beaten down the walls and flung open the doors, only to replace them with a portcullis of X-rays granting safe entry to the open sky. ♦

* Translated and adapted from the French by Steven Sklar

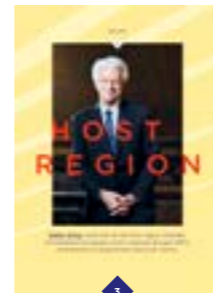
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A world leader in airport design and operation, Groupe ADP welcomed 228 million passengers around the world in 2017. The Group's expertise in airport, commercial and real estate activities and its exceptional geographical location underpin its sound and sustainable growth.



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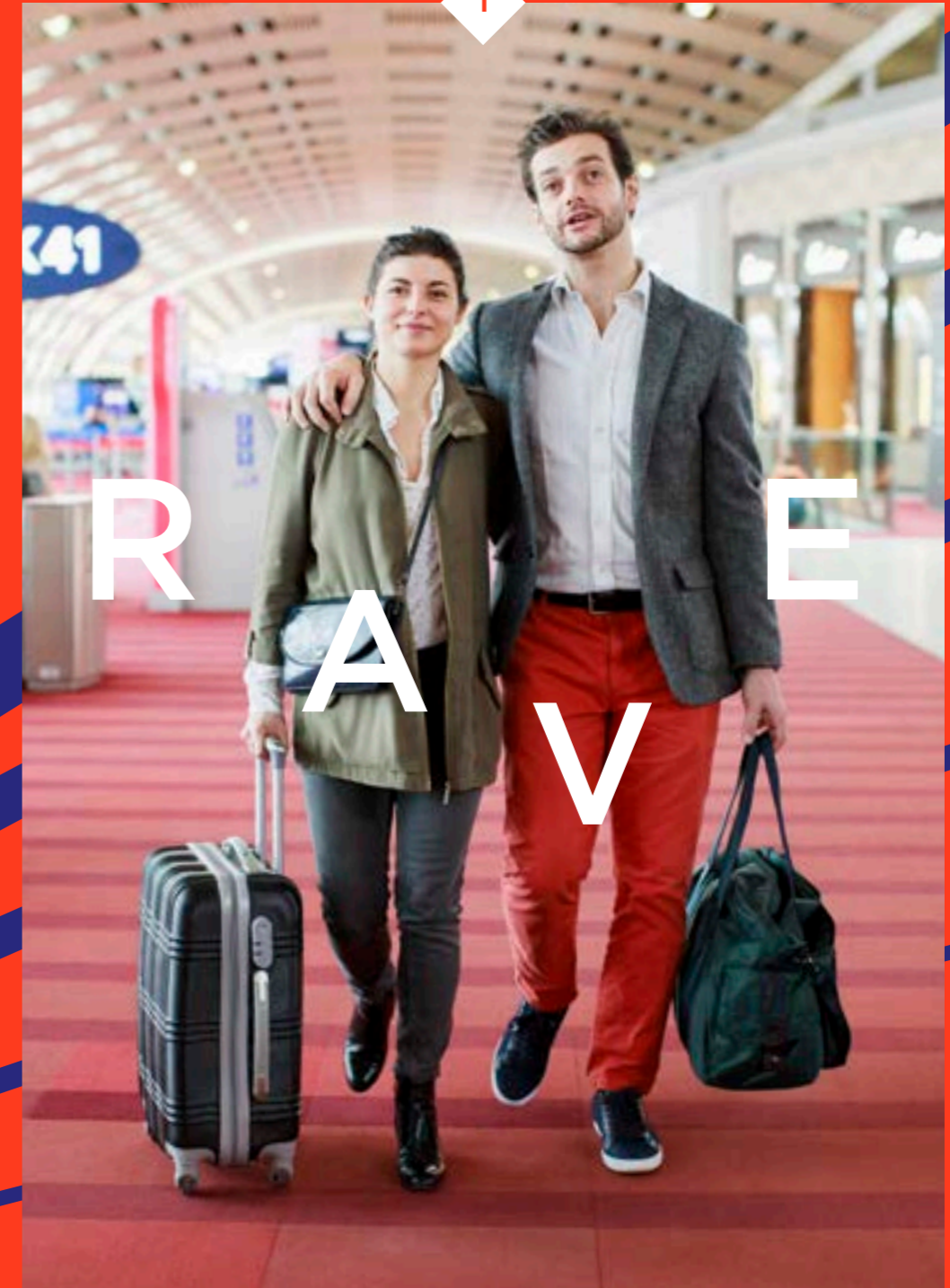
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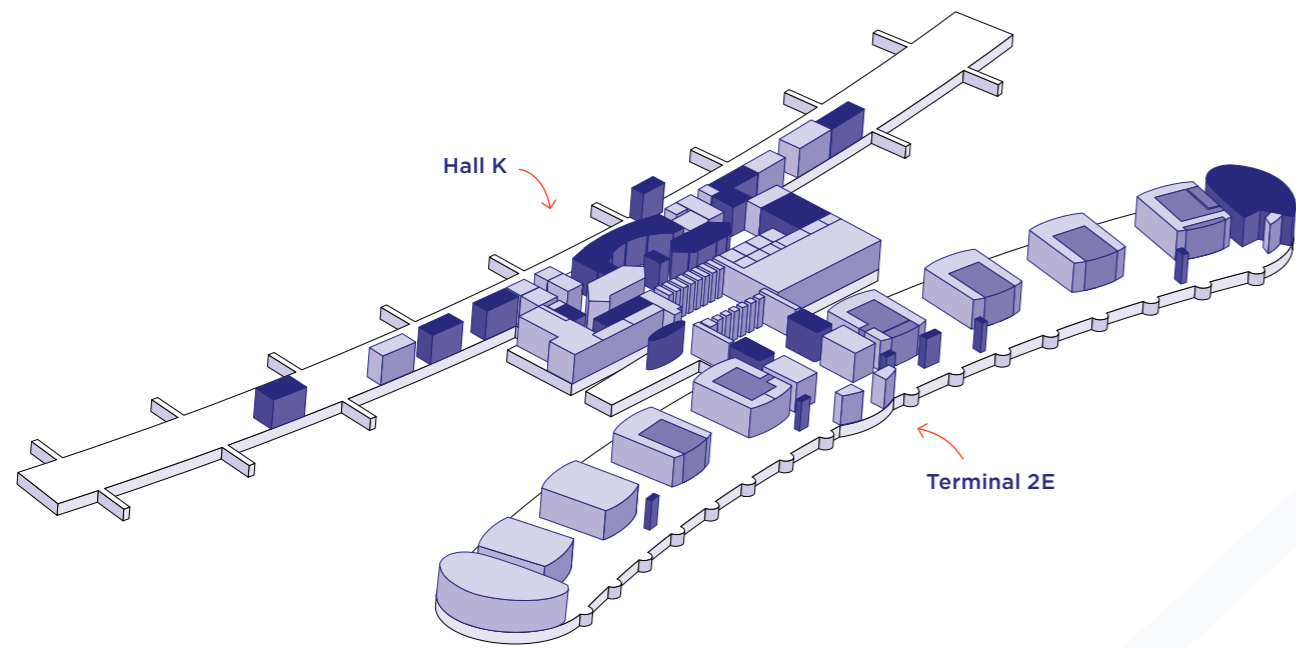


SPOTLIGHT

1



Like **Charlotte and Aurélien**, more than 100 million passengers start, continue or end their journeys in our Parisian airports every year.



OFFERING YOU A UNIQUE EXPERIENCE



LIGHTEN THE LOAD
Everything is designed to simplify your route through the airport: moving walkways link distant areas in no time.



1

Smoother passenger experience

Paris Aéroport's new visual identity clarifies routing and the services available in the airport. To locate your departure or arrival hall, ground transport, the passenger lounge, baggage carts, escalators, moving walkways and more, let us be your guide and show you how to move around the airport quickly and effortlessly.

WE'LL LET YOU CONTROL YOUR TIME

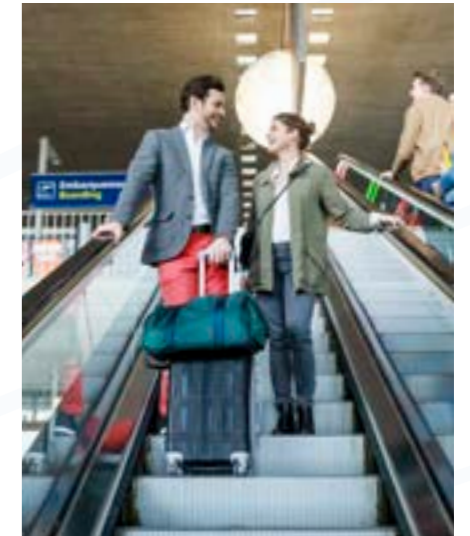
Less than 10 minutes to go through security 95% of the time, and real-time signage showing expected waiting time.



2

Priority on accelerating passport control

Further deployment of "Parafe" (fingerprint) security gates and facial recognition technology will reduce waiting time. Groupe ADP aims to meet the French government's objective of 30 minutes maximum waiting time for EU citizens and 45 minutes for all other travellers.



AUTOMATED SHUTTLES
Moving from one terminal to another has never been so easy.



3

Rapid and reliable transit

With the automated CDGVAL, you can travel between Paris-Charles de Gaulle satellites and terminals in eight minutes (vs 25 previously). The CDGVAL is free of charge for passengers, and trains run often enough to ensure that you never waste time getting around. And the LISA and bus shuttles on the airside make for smooth travelling to connecting flights.





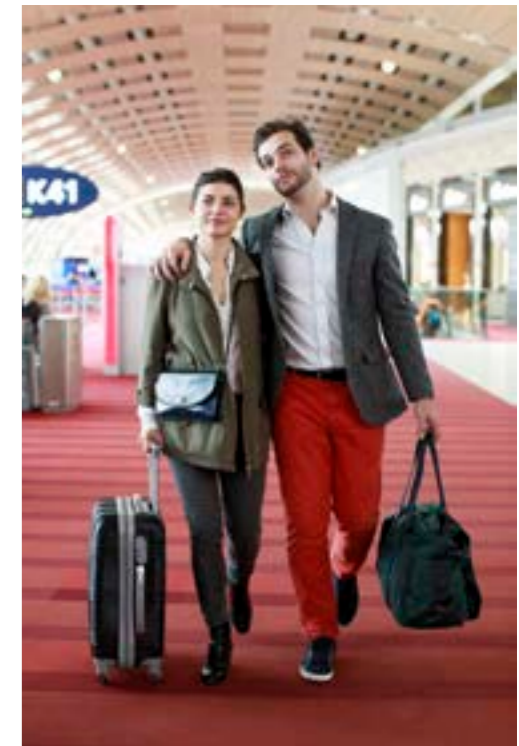
GOURMET DELIGHTS
In Terminal 2E, the Caviar House & Prunier Seafood Bar welcomes lovers of seafood and the brand's emblematic caviar products, which they can top off with a glass of champagne.

6

Comfortable lounges

In our airports, you don't have to travel in business class to take advantage of our friendly, comfortable lounges. The Instant Paris lounge is accessible free of charge to all passengers in transit. Other areas for relaxation throughout the terminals are also open to all.

A BIT OF READING
The modern Hall L pier welcomes travellers with all the comforts of home. Help yourself to a copy of the Paris Worldwide magazine!



4

A wide array of high-quality restaurants

Haute cuisine is showcased in our airports, with emphasis on quality and diversity. From caviar to club sandwiches, whatever your preferences, available time or budget, you will be able to enjoy a good meal. Several big names have joined our halls, such as I Love Paris by Guy Martin, Bellota-Bellota, Caviar House & Prunier Seafood Bar and Yo! Sushi.

WE'LL PAMPER YOU

393 shops, bars and restaurants offer the best of Paris and beyond, high-quality restaurants for all tastes and budgets, and free entertainment areas for all (arcade games, TV screens, game consoles, children's play areas, etc.).

POSE FOR A SELFIE
The seats in the Hall L waiting area are equipped with power points to recharge your cellphone or your tablet in a flash. Smile!



WE'LL RECOGNISE YOU

With information in 11 languages on our website, on the Paris Aéroport mobile app and on our airports' Wi-Fi portal, we can accompany you wherever you come from.

5

A hotel right in the airport

Travellers with a particularly long lay-over time can rent a room for several hours or overnight at the Yotel. Located in Hall L of Terminal 2, in the heart of the International zone, its 80 double or family ensuite rooms are all equipped with a high-speed Wi-Fi connection and a technology wall with USB ports and a flat-screen TV.



BREAK TIME!
You can relax for a few minutes or several hours in the Instant Paris lounge, accessible free of charge.

7

Special attention to passengers with reduced mobility

From the time you finish your trip to the airport until you take your seat in your plane, dedicated personnel and special equipment are available to ensure your experience is adapted to your particular disability needs.





SOUVENIRS
Terminal boutiques offer a wide range of gourmet foods, cosmetics, luxury goods and more for yourself or for that special person.

8

Luxury at your fingertips

You can find France's and the world's most prestigious brands in our airports, for an unforgettable shopping experience. Try our new Buy Paris concept, dedicated to beauty, perfume and gourmet foods.

COFFEE BEFORE YOU BOARD?
Numerous cafés with comfortable seating areas are situated along your route, right up to the departure gate. You can take a moment to relax with a cup of coffee, even just before boarding.



9

Exclusive advantages

If you visit our airports regularly, the My Paris Aéroport loyalty programme offers you exclusive benefits such as unlimited, high-speed Wi-Fi and discounts in boutiques and car parks. Each time you buy something, you earn points that you can convert into gift certificates valid in our boutiques.



WE'LL AMAZE YOU

Look into our cultural services, such as the Museum Space at Paris-Charles de Gaulle Airport, and check out the Paris Worldwide app, the guide to your visit as a departing passenger from our Parisian airports.

10

Optimised procedures

From the time you check in and drop off your bags until you arrive at the boarding gate, new tools are available to you to simplify each step in the process: smart check-in, automated baggage drops, self-boarding counters, passenger information stations and Parafe security gates for passport control.



QUICKLY DETERMINE YOUR LOCATION
You can use the interactive stations to quickly orient yourself in the airport and find various shops, lounges, restrooms, etc.

11

Art where you least expect it

Keep your eyes peeled; everywhere you look, you will see that art has insinuated itself into our airports. You will see artwork on facades, in the shopping areas, in a museum and on worksite barriers that pay homage to the cultural diversity of Paris.



MUSEUM
The airport is dotted with works of art - in the Museum Space, in the middle of the halls, in the corridors, on tarpaulins covering work sites - all of which will remind you of the creative spirit of Paris, just a few miles away.



EVEN MORE BENEFITS
With the My Paris Aéroport loyalty programme, you can earn points, then take advantage of reductions in airport boutiques and on certain services, such as unlimited high-speed Wi-Fi.

12

Connected services

With the Paris Aéroport app, you can organise your journey and orient yourself in the airport. You'll find numerous free Wi-Fi stations in all Parisian airport terminals as well as power points for recharging your cellphones and tablets.

WE'LL PUT YOU AT EASE

With more than 5,000 professionals devoted to air transport security and nearly 9,000 surveillance cameras operating 24/7 throughout our airports.

QUICK BOARDING
Most aircraft leaving Paris-Charles de Gaulle can be accessed directly from the departure lounge without an airside shuttle bus.



13

Professionals ready to serve you

5,000 people to welcome you, inform you and guide you through the airport, including 1,400 Airport Helpers who accompany you and orient you, whatever your needs may be. As soon as you arrive at the airport, the Paris Aéroport reception areas are ready to serve you.



INNOVATIVE SERVICES HUB



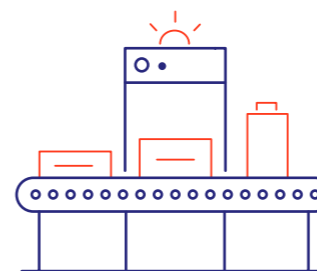
1,400 AIRPORT HELPERS,
employees who volunteer to accompany and orient passengers through the airport. You can identify them by their "Happy to help you" badge.

5 BUSINESS AREAS
offer online services to business travellers looking to optimise their airport waiting time.

79 PARAFE SECURITY GATES
to automatically check passports were installed in Paris-Charles de Gaulle and Paris-Orly in 2017 (37 in 2016).



45 SECONDS
is all you need to check your bags yourself at automated baggage drops.



250 LANES
for passenger and cabin baggage screening at Paris-Charles de Gaulle and Paris-Orly.

393 POINTS OF SALE
spread over 58,150 sq. m., including 22,441 sq. m. for bars and restaurants.

A COMMUNITY OF 440,000 TRAVELLERS ON SOCIAL MEDIA SITES.

267K
Facebook

46K
Twitter

14K
Instagram

39.6K
Wechat

64.3K
Weibo

130 SMART CHECK-IN AND BOARDING
machines at 64 Paris-Charles de Gaulle departure gates.

11 LANGUAGES
AVAILABLE ON THE PARIS AÉROPORT SITE AND MOBILE APP.

THE INFRASTRUCTURE TO MEET NEW CHALLENGES



In 2017, more than 101 million travellers visited Paris Aéroport, a record number. Traffic is set to continue increasing, meaning that a large portion of the infrastructure (terminals, runways & taxiways, etc.) must be modernised and optimised to ensure a better passenger experience and impeccable service. And they must stay open while the renovation work is being done. Certain terminals are being redesigned and expanded to make them more flexible and robust, reduce operating costs and improve passenger services while increasing their quality and diversity. Work is underway to create a simpler, more intuitive, new-generation infrastructure.



1

Consolidation work well underway at CDG

Terminals are being successfully merged under the Connect 2020 plan. Deconstruction of Satellite 2 at Terminal 1 will be completed by July 2018, and three of the seven satellites will be merged in 2019. The preparatory work for joining Terminals 2B and 2D is complete, including the deconstruction of the Lbis tower. Now it is time for construction, revamping and refitting.

Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget must continue to respond to increasing traffic and to the needs of passengers, airlines and other companies located at its airports, while remaining complementary to each other. As part of its Connect 2020 plan, Groupe ADP will invest €4.6 billion between 2016 and 2020, of which €3 billion will be allocated to increasing the attractiveness and competitiveness of its aviation infrastructure.

PARIS / CHARLES DE GAULLE
69.5 million passengers
475,654 aircraft movements per year
301 aircraft parking stands
3 large terminals
4 runways
325 destinations in 115 countries

With more than 73 million passengers expected by 2020, Paris-Charles de Gaulle is destined to remain one of Europe's principal hubs. Several projects will combine to maintain the airport's rank and capture part of the worldwide growth in air traffic: creating CDG Express, merging Terminal 1's international satellites, connecting Terminals 2B and 2D, expanding Terminal 2E's connecting flight baggage sorting system and, in the longer term, building the new Terminal 4.



PARIS / LE BOURGET
No. 1 business airport in Europe
3 runways
54,177 aircraft movements per year
15 business airlines

Europe's leading business airport, Paris-Le Bourget intends to preserve its rank through a modernisation plan launched in 2015. Cross-border controls are now in full compliance. Each of its six fixed-base operators (FBOs) serves nearly 100 companies. In 2019, Paris-Le Bourget will welcome a training centre for careers in aviation.

3

Transformation continues

Work on Paris-Orly's runway 4 continued during the summer of 2017. The surface was renovated, the lighting system overhauled and the runway's landing capacity optimised. Similarly, work to join the South and West terminals is progressing in line with the initial schedule; the shell of this 80,000 sq. m. building was finished during the summer. Lastly, the footbridge connecting the South terminal with the future Cœur d'Orly entered service in July.



2

The Grand Paris Express arrives at Le Bourget

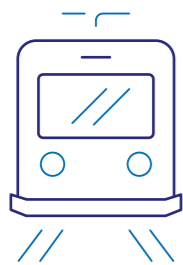
Located only seven kilometres from the centre of Paris, Le Bourget is exceptionally well-placed within Greater Paris. When the Grand Paris Express line 17 enters service and a new rail station is built to complement the existing RER station, it will be easier than ever to get to Le Bourget.



PARIS / ORLY
32 million passengers
229,027 aircraft movements per year
171 aircraft parking stands
2 terminals
156 destinations in 50 countries

Modernisation of France's second-largest airport continues with the joining of the South and West terminals. Paris-Orly aims to adapt to its changing international traffic and the changing nature of the airlines it serves. Low-cost airlines now represent around one-third of the airport's traffic.

TOP-FLIGHT INFRASTRUCTURE

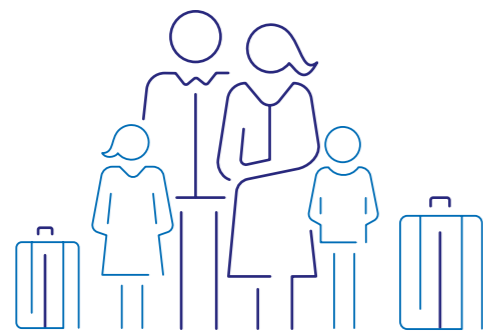


**20
MINUTES**

is all it will take to travel from the Gare de l'Est in central Paris to Paris-Charles de Gaulle when the new CDG Express rail link is completed in 2023.



**357
DESTINATIONS.**



MORE THAN

101.5

MILLION PASSENGERS IN 2017.

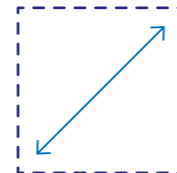


**NO. 3
EUROPEAN HUB**

Paris-Charles de Gaulle's global connectivity ranking.
Source: Airport Industry Connectivity Report 2017, ACI Europe.

**6,686
HECTARES**

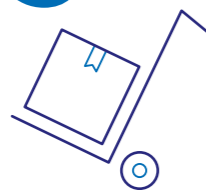
in total surface area across all of Groupe ADP's properties.



2.295

MILLION
TONNES OF
FREIGHT

in 2017 at Paris Aéroport.



100,000



SUITCASES



handled daily at Paris-Charles de Gaulle, 60% for connecting flights.



EXPERTISE

Céline, Jean-Charles, Jennifer, Moïra, Pierre and Romain are the spokespeople of a community of 24,178 dedicated employees.

WHAT

SIX EMPLOYEE PORTRAITS

They are designers, architects, ramp agents, salespeople, project managers, engineers, data managers, infrastructure managers and traveller advisers. Every day 24,178 employees come to work at our Parisian airports and in Groupe ADP's worldwide network of airports to ensure that the airport functions smoothly and passengers are properly welcomed. People who work at Groupe ADP have chosen a company that is open to the world, innovative and constantly reinventing itself to adapt to the evolving skills needed to remain an industry leader.

This vitality is both the driver and the product of their engagement. It creates opportunities for advancement and for using new facets of their expertise. For young people who have just obtained their degree, joining Groupe ADP is a way for them to spread their wings in an exceptional human, technical and logistical environment. For all of them, it is an opportunity to work in optimal conditions of balance between their professional and personal lives.

Here are the testimonials of six group employees explaining what motivates them day after day.

YOU?

JEAN-CHARLES CONTENT

Principal architect,
ADP Ingénierie

◆ SECTOR	ASIA AND OCEANIA BUSINESS UNIT
◆ SENIORITY	AT GROUPE ADP SINCE 2008
◆ OFFICE	HONG KONG

“Groupe ADP has given me the opportunity to exercise my profession internationally, in various regions of the world. Airport design and revamping projects are always strategic, mobilising significant economic forces in the countries involved. I find it fascinating to contribute to these endeavours that involve so many people who feel strongly about the image their country, their region and their airport project, all in an effort to better satisfy passengers, regardless of their geographical origin. My work reaches so many people!”



CÉLINE BIANCHI-GALEUZZI

Head of snow
removal convoy

◆ SECTOR	COMMUNICATION
◆ SENIORITY	AT GROUPE ADP SINCE 1992
◆ AIRPORT	PARIS-CHARLES DE GAULLE

“In addition to my primary job, which is airport filming, I decided to do a three-year stint as head of the snow removal convoy. I wanted to get back outside! When it snows, I drive the vehicle that guides the snow removal and de-icing equipment to clear the runways and taxiways and the areas around the terminals and aircraft parking stands. Before that, I was flight manager in the Connecting Flight department, then in the Flight Planning department. So I've had four different professions. It's atypical, but very motivating! It's what I like about Groupe ADP. You can change direction and the company supports you. Groupe ADP is big, so there are a lot of opportunities.”

JENNIFER HENON

Fire and emergency response agent

◆ SECTOR	AIRPORT TERMINAL
◆ SENIORITY	AT GROUPE ADP SINCE 2005
◆ AIRPORT	PARIS-CHARLES DE GAULLE

“My first responsibility is prevention, as soon as a fire is reported. If a fire has indeed broken out, the firefighters are alerted, and we guide them and assist them at the site of the fire. Secondly, we are on hand to give first aid, to someone who has fainted from low blood sugar, suffered a fall or other injuries, or to a heart attack victim. Sometimes we are the first responders to a person simply trapped in a lift. And, of course, we take care of suspicious packages. We mark off a security cordon and work with the bomb disposal teams. Working as an emergency responder at Groupe ADP is so exciting because it is so varied, both in the type of work and in the people I deal with: travellers, firefighters, police, technicians, airline personnel, etc. Every day is a new adventure!”



MOÏRA DEBURGHGRAEVE

Project manager Boutiques

◆ SECTOR	BOUTIQUE AREAS AND PROJECTS
◆ SENIORITY	AT GROUPE ADP SINCE 2006
◆ AIRPORT	PARIS-CHARLES DE GAULLE

“I am responsible for developing the commercial space in our terminals. Among other things, I work with the sales teams, the concessionaires, the architects and the operational units. In a single day, I might talk about cosmetics, logistics, design and annual sales. My objective is to create the ‘ideal terminal’. I have been a project manager for 12 years at Groupe ADP, but in very different capacities. There has been both continuity and variety, and that’s what’s inspiring. I never get tired of my job! It’s ideal for my natural curiosity. It’s also very motivating to feel trusted and supported in all these new challenges.”



ROMAIN GAJAC

Business Analyst

◆ SECTOR	MARKETING
◆ SENIORITY	AT GROUPE ADP SINCE JANUARY 2018
◆ AIRPORT	PARIS-CHARLES DE GAULLE

“My job is to convert customer data into information that we can use to optimise the services we offer to customers, such as the loyalty programme, flight reservations and the car parks. I have been in this profession for several years, but I have just arrived at Groupe ADP, and I enjoy having a long-term view of the scope of our projects. So, based on the objectives, I can really do fundamental work on the technical and marketing orientation. That said, this also complicates implementation, because strategies evolve, but that’s what makes it interesting. The group is very active in digital and other new technologies: we are launching many projects and things move quickly. It’s very captivating!”



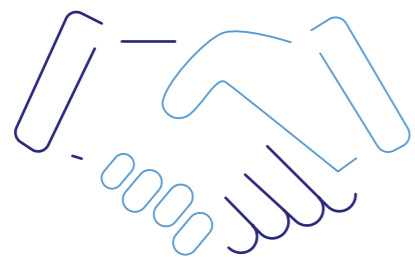
PIERRE GRZESICA

Infrastructure maintenance agent

◆ SECTOR	INFRASTRUCTURE
◆ SENIORITY	AT GROUPE ADP SINCE 2004
◆ AIRPORT	PARIS-CHARLES DE GAULLE

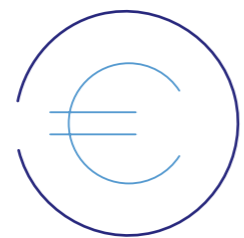
“I am responsible for the maintenance of the airside infrastructure, i.e. from the security fence to the terminal facade: all the roads, green areas, runways and taxiways, aircraft parking stands, and bridges and underpasses. I come from the public works industry, and what is really compelling at Groupe ADP is that I can combine my profession with the aviation environment, with which I have fallen in love. There are serious constraints in airport operation in terms of quality, safety and service continuity. The infrastructure is sorely tested every day: an A380 on a runway is the equivalent of 10 articulated lorries at once. So you have to be innovative when you make proposals; it’s a real challenge!”

DIVERSE BACKGROUNDS AND EXPERTISE



336
NEW RECRUITS

in 2017, of which 285 permanent and 51 fixed-term. 6.3% were recruited after a "sandwich course".



€17M

invested in training in 2017. group employees received 144,076 hours of training, or 19 hours per person.

2.8%

OF NEW RECRUITS FROM OUTSIDE IN 2017

were people with disabilities. The percentage of all employees with disabilities was 7.5% in 2017. Source: 2017 Registration Document.



62.1%
MEN



37.9%
WOMEN

Aéroports de Paris SA.

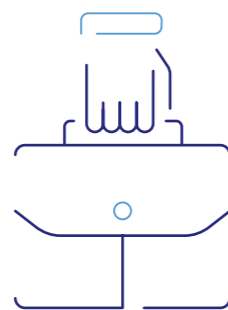
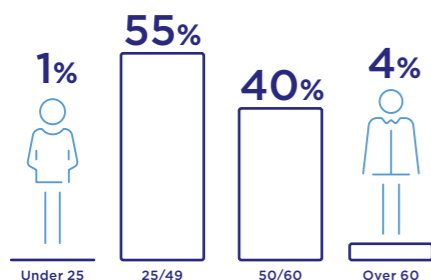


24,178

FTE* EMPLOYEES IN THE GROUP.

* Full-time equivalent employees.

PARENT COMPANY AGE DISTRIBUTION.



MORE THAN

100
PROFESSIONS

Groupe ADP derives its unique character from the diversity of professions its employees exercise: engineer-contractor, architect, data analyst, bird and wildlife controllers, real estate managers, sales agents, security experts, etc.



HOST
REGION

Didier Kling, Chairman of the Paris region Chamber of Commerce & Industry (CCI), analyses Groupe ADP's contribution to employment and local vitality.

Contributing to employment and local vitality



INTERVIEW WITH **DIDIER KLING**
Chairman of the Paris region
Chamber of Commerce & Industry (CCI).

The Paris region CCI and Groupe ADP have a common mission: project Paris's image throughout the world and support its economic vitality. **The CCI and the Paris airports have been working together for a long time.** In 2016, the CCI and Groupe ADP signed a three-year partnership agreement formalising their common initiatives. These are aimed at enhancing the host region's

attractiveness, modernising transport, supporting private enterprise and developing employment. Didier Kling, Chairman of the Paris region CCI, spoke to us about this common commitment. **Between now and 2030 Greater Paris will undergo fundamental change.**

How has the CCI helped enhance the Paris region's image?

Didier Kling: The Chamber of Commerce & Industry advises companies in the region in many areas: creating or acquiring companies, international penetration, innovation, etc. Every year, we support more than 100,000 new projects on average, and our 19 high-quality schools teach more than 30,000 students – of whom nearly half are apprentices – as well as more than 30,000 adults in continuing education. Our subsidiary Viparis has 10 locations in the Paris region (e.g. Paris Nord Villepinte and Paris Expo at the Porte de Versailles) and organises many trade shows and conventions. These are prime opportunities for meetings between French companies and their international partners. Lastly, we defend the interests of companies in the region *vis-à-vis* the public authorities. We carry out studies and take positions in areas as varied as taxation, labour law, transport and many others.

For its part, what does Groupe ADP do to promote the region's economic development?

D. K.: Groupe ADP's contribution is essential. Through the Paris Aéroport brand, which includes the Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget platforms, Groupe ADP plays a direct role in promoting our host region, by providing an entry point for talent, investment and tourism, and as a partner in making French tourism the excellent product that it is. The catchment area around Paris is one of the largest in Europe. As a great deal of merchandise is transported by air, Paris-Charles de Gaulle is one of the leading airports for cargo and needs to remain so. The region's airports connect it to more than 500 cities across the globe, each of which contains unlocked potential for business development for the 670,000 companies that the CCI represents! Thanks to Paris's airports and the quality of our universities and *grandes écoles*, the Paris region also attracts international students. Naturally, the airports must continue to modernise and to develop if they are to support the region's attractiveness, particularly for international tourists coming from emerging market countries such as in Asia. They are visiting Paris in ever-increasing numbers. To provide a warmer welcome to tourists, the CCI supports the commitments that Groupe ADP has made under the Economic Regulation Agreement (ERA) for the 2016-20 period. With the significant investments being made in infrastructure, our airports are becoming more attractive,



and I am very pleased that the symbolic threshold of 100 million passengers was crossed for the first time in 2017.

Why did you sign a partnership agreement with Groupe ADP?

D. K.: We have a been natural partner for a long time to the Paris region's airports, and we wanted to formalise our understanding through a partnership agreement that runs until 2019. The region's 670,000 companies needed this agreement, which will enable us to make tangible progress in four directions: promoting and increasing the attractiveness of our host region, developing public transport and improving access to the region's airports, supporting companies through direct action, and facilitating employment and training.

About promoting and increasing the host region's attractiveness, in what ways have the CCI and Groupe ADP joined forces?

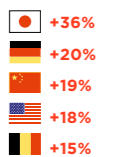
D. K.: Since 2010, Groupe ADP has been a member of the national committee that coordinates trade fairs, shows and conventions and is managed by Michel Clair, Vice-Chairman of the CCI. Among other things, we work together on this committee to promote Paris as a convention city, to improve the way business tourists are welcomed to Paris and how they travel

TOURISM

The Paris region is the world's number one tourist destination, with 47 million visitors per year, including nearly 20 million from outside France.

Tourism represents 7% of the Paris region's GDP.

The number of visitors from all countries has increased, and in particular:



(source: CRT Ile-de-France)

During the first 10 months of 2017:

28.2 million arrivals (up 10% from the same period in 2016)

57.1 million overnight stays (up 11% from the same period in 2016)





FOCUS

Combating illiteracy to learn about the world

Every day, the Fondation Groupe ADP promotes openness, and sharing in our airports' host regions. Illiteracy is a scourge affecting 2.5 million people in France. Combating it is one of the foundation's high-profile projects, through which it has already helped several hundred children and adults.

As a major economic force in the Paris region, Groupe ADP has always wanted to play a key role in the human development of its airports' host regions. Created in 2015, the Fondation Groupe ADP is a foundation that aims to be the partner of choice for its employees, nonprofits and government agencies in building tomorrow's world. In choosing to combat illiteracy, the foundation is taking on a high-priority social issue and contributing to creating the indispensable conditions for social progress. The programme "Lutte contre l'illettrisme" ("Combating illiteracy") finances local initiatives to promote access to education for people of all ages.

Among the 13 projects supported in 2017, the nonprofit Association "Coup de Pouce" plays a central role, tutoring pupils in reading, writing and mathematics. The Fondation Groupe ADP also supports special projects, such as the writing workshops held by the "Issue de Secours" theatre troupe for the inmates of local prisons. And because access to cultural material is key in beating back illiteracy, the foundation supports the dissemination of Ideas Boxes by the NGO Libraries Without Borders. These mobile multimedia libraries, designed by Philippe Starck, are now populating the streets of disadvantaged neighbourhoods. They offer educational and entertaining content that stimulate creativity and show that airports are not the only place to learn about the world.



To learn more about the Fondation Groupe ADP, please visit rapport-annuel-fondation.groupeadp.fr

"The region's future attractiveness depends on the success of Greater Paris."



in the city, to develop accommodation during trade show and convention periods and to make it easier to get here by air. We recently did an international benchmarking study, which demonstrated Paris's competitiveness compared to its principal worldwide competitors, in particular with regard to airport infrastructure quality. Paris has an unparalleled array of state-of-the-art convention and trade show spaces, such as the recently-completed Hall 7 of Paris Expo at the Porte de Versailles, with an all-glass facade and a rooftop terrace.

Contrary to popular belief, Paris is no dearer than other capital cities, where hotel rooms tend to increase in price during trade show periods. Besides, Paris will always be Paris! There is an undeniable magic here that business travellers know how to appreciate. It is up to us to publicise this as much as possible so as to attract more trade shows and conventions to our region. In this regard, our new Paris Convention Center is already booked until the end of 2019. In addition, we are collaborating with Groupe ADP in a workgroup called "How can we make Paris-Charles de Gaulle Europe's leading airport hub?" The leader of this workgroup is the Greater Paris Investment Agency, a nonprofit organisation supported by the CCI. Lastly, to help merchants give tourists a better welcome, we have been offering "Do you speak Tourist?" since 2014, a brochure and a set of applications encouraging merchants to adapt to each international clientele. The programme's flyer is available in airports.

How do the CCI and Groupe ADP work together to improve public transport, specifically transport to and from the airports?

D. K.: The CCI is actively supporting the CDG Express project, and Groupe ADP has helped greatly in reviving the project. This direct rail link between central Paris and its principal airport has been 25 years in the making and will bring Paris up to international standards. The CCI is also supporting the Grand Paris

Express metro projects, such as the extension of line 14 to Orly, the construction of line 17 to Roissy and line 18 linking Orly to Versailles via Saclay. More generally, we sincerely hope all the Grand Paris Express projects will see the light of day. A recent study showed that 48% of Paris region companies want to see improvements in public transport. The CCI supports all of the region's transport infrastructure development projects, including tangential lines and trams. As another example, we support R'Pro'Mobilité, a nonprofit organisation that facilitates mobility for Paris-Charles de Gaulle airport employees. This association creates mobility plans for more than 50,000 employees, including some very convenient ride-sharing applications.

How do the CCI and Groupe ADP support Paris region companies?

D. K.: The CCI's role consists essentially in putting companies in touch with each other and helping them to acquire new skills. Groupe ADP belongs to CCI Business, Greater Paris's investment platform that connects companies to their potential clients. At the end of 2017, we organised the "Faites de l'international" ("Go International") trade show at Paris-Charles de Gaulle's new Environment and Sustainable Development house. Our goal was to encourage SMEs to develop internationally (prospecting,

securing online sales, etc.). More specifically, with regard to companies at or near the airports, the CCI supports them in many ways: help in setting up offices and recruiting personnel, support for start-ups, etc. At Paris-Charles de Gaulle alone, there is a very diverse array of nearly 700 companies that can benefit from the CCI's help if they so desire. Lastly, our host region is attractive for international companies, and our airports have a lot to do with that. According to a study carried out by the CCI and Médiamétrie, the quality of the transport infrastructure – in particular the airports – is very important for foreign companies seeking to establish a presence in the Paris region. In 2017, the Paris region was very attractive for companies, as Paris drew 338 direct investments, thereby becoming the world's third-most attractive city, after London and Singapore, but before Dubai, Shanghai, Hong Kong and New York.

How are the CCI and Groupe ADP fostering employment in the Paris region?

D. K.: The Paris region is the world's leading destination for business tourism. This has a very positive impact on employment. The Paris region owes this



ECONOMY

The Greater Paris project represents €100 billion in investments between now and 2035, including €35 billion for public transport. It's Europe's biggest ongoing project!

The region is home to 12.1 million people, and includes five cities of more than 100,000 inhabitants (Paris, Boulogne-Billancourt, Saint-Denis, Argenteuil and Montreuil). (Source: CCI Ile-de-France)

MULTI-MODAL NETWORK

Between 2024 and 2030, the Grand Paris Express network will gradually enter service, and its regional connectivity will be unprecedented. Road and rail networks (GPE, Metro, RER, trains) will be complemented by rapidly-expanding, low-impact transport modes. Optimal accessibility will strengthen the link between the three Parisian airports and Greater Paris's strategic business clusters.

GRAND PARIS EXPRESS METRO DELIVERY DATE

- M15, M16, M17
- M18
- M17
- M14 extension
- M11 extension
- Portions not financed
- Strategic development areas





FOCUS

Leveraging airport cities and public transport to make a closer-knit Greater Paris

Airports used to be built far from cities but now have a direct impact on them. The two airport cities Roissypole and Cœur d'Orly serve as economic and urban locomotives essential for the construction of Greater Paris.



CŒUR D'ORLY

With its exceptional land holdings located only 10 kilometres south of Paris, Cœur d'Orly is set to become a major business cluster in the southern Paris region. Cœur d'Orly is part of this momentum. An initial building of nearly 20,000 sq. m. was delivered in 2015. With the construction of a footbridge in 2017, the principal business locations are seven minutes walking distance from

Orly South. Improvement in the airport city's accessibility is a direct driver of its future development and urbanisation. Construction of the Grand Paris Express metro will be key to enhancing the attractiveness of Cœur d'Orly. This long-term project will ultimately include 2,400 hotel rooms, more than 200,000 sq. m. of office space, a food market and a shopping centre.



ROISSYPOLE

With its 342,000 sq. m. of office space, hotels and services, Roissypole is Europe's largest airport city. It is part of the larger economic fabric that is Greater Roissy, which already has more than a million sq. m. of office space and 8,000 hotel rooms. Roissypole illustrates Groupe ADP's real-estate diversification strategy towards office space to complement its aviation and cargo activities (hangars, warehouses, freight buildings). The airport city thus has a backbone of facilities and services that can respond to the needs of airlines as well as to the broader challenges of the host region's economic development. Located at the junction of three Paris region departments, Roissypole is a point of entry to Greater Paris, both by land and by air.



122,040 PEOPLE

work at our Paris-area airports: 90,190 at Paris-Charles de Gaulle, 28,360 at Paris-Orly and 3,490 at Paris-Le Bourget.



3 LINES OF THE GRAND PARIS EXPRESS METRO

will serve the three Paris-area airports beginning in 2030: RER Le Bourget (RER B, lines 16 and 17, CDG Express), Paris-Charles de Gaulle T2 (RER B and line 17), Paris-Charles de Gaulle T4 (line 17 and CDG Express), Paris-Orly (Orlyval, lines 14 and 18).

“Airports support the economic vitality of our host region.”



success both to the CCI, which has made massive investments over the last 30 years in convention and trade show facilities, and to Groupe ADP, which efficiently manages the airports and made Paris-Le Bourget Europe's leading business airport several years ago. Groupe ADP is now also a member of the Conférence des formations d'excellence au tourisme (CFET), an association of high-quality tourism training entities. Coordinated in its early stages by the CCI, this group aims to promote the excellence of our tourism training programmes internationally and to further develop the tourism industry. Tourism is already well represented by high-quality schools such as Ferrandi, a CCI school that offers programmes in *haute cuisine* and hotel management. While tourism is an industry where quality generates numerous jobs, innovation in the larger sense is also central to the work that brings the CCI and the airports together. In February 2017, the Techinnov trade show was held right in the Paris-Orly Airport. This business convention brought together more than 100 large companies, 230 start-ups and 330 SMEs. It opened

the door to numerous meetings between innovators to develop projects and create jobs.

Lastly, Hubstart Paris, our “success accelerator”, located in Greater Roissy, has been organising meetings between companies since 2010, 50% financed by Groupe ADP. From these meetings, synergies emerge between large companies located in Roissy and SMEs near the airport. Here too, it's employment that gets a boost.

In the medium term, how can the attractiveness of Paris and its region be developed?

D. K.: I believe that the Paris region's attractiveness will depend on the success of the Greater Paris project in all its dimensions: public transport, housing, business properties, research centres, urban and territorial planning, services, etc. The Paris region is facing increased competition from other “world cities”. Our beautiful host region must continue to attract companies, talent and visitors. Airports are our best allies in this endeavour. We must look

beyond the 2024 Olympic Games, which will be a test for the attractiveness and vitality of the Paris region. Groupe ADP knows this; this year it is launching the studies for a future terminal 4 at Paris-Charles de Gaulle. When the new terminal is complete, Paris-Charles de Gaulle will be able to welcome 35 million more passengers every year, or the equivalent of Orly's current annual passenger traffic. More traffic means more economic activity and more attractiveness for the Paris region! ♦



EMPLOYMENT

119,000 people work at our Paris-area airports. 103 recruited from disadvantaged neighbourhoods

6.2 million jobs (salaried and non-salaried)
678,200 university students

53.1 million sq. m. of available office space
178,500 new companies created, vs 11,500 failures

BREXIT

Brexit is set to cause a great deal of economic activity to leave London, principally in the financial sector. A recent analysis by the Paris CCI has shown that Paris and its surrounding region is the European territory with the greatest hosting capacity.

650,000 sq. m. can host
30,000 jobs today;
by 2019-20, the Duo towers in Paris (86,000 sq. m.) and the Alto tower at La Défense (56,000 sq. m.) will further increase capacity.

(Source: Paris region CCI)

MORE LOCAL VITALITY



3

METRO

lines, part of the Grand Paris Express network, will serve the three Paris area airports.

MORE THAN 400 TRADE SHOWS
are held every year in the region, such as the International Air and Space Show at Paris-Le Bourget, Première Vision Paris and the Paris Worldwide Tourism show.



€



3.9%*

OF THE GDP

of the Paris region is generated by the Parisian airport system.
* Source: Utopies studies, 2017 data.

122,040

PEOPLE

employed at the airports: 90,190 at Paris-Charles de Gaulle*, 28,360 at Paris-Orly and 3,490 at Paris-Le Bourget**.

* 2017 data, including all contract types and all companies.
** Not all persons are employees of Groupe ADP.



1

TOURIST DESTINATION

The Paris region is the world's most popular tourist destination, with 47 million visitors per year, including nearly 20 million from outside France.



7.9%

OF THE PARIS REGION'S JOBS

The Paris airports create €30.3 billion in economic value.



MORE THAN 1,000 CONVENTIONS

are held every year in the Paris region, including that of the mayors and intermunicipality presidents of France, which held their 100th convention in 2017.



4



Since 2016, the Paris area airports have opened the door wide to culture, and French and international travellers love it. **Music, high fashion, haute cuisine, graphic arts, etc.** Inspiration made in Paris.



French

LAURENCE EQUILBEY

CONDUCTOR



FLIGHT OF FANCY

WHAT	MUSIC AND AEROBATICS
WHEN	MARCH 2016
WHERE	PARIS-CHARLES DE GAULLE

An airport goes from inspiring and photogenic to symphonic and acrobatic! The Insula Orchestra, formed in 2012 by the conductor Laurence Equilbey, amazed Paris-Charles de Gaulle employees and visitors alike in a completely unexpected way. With Beethoven's *Eroica* Symphony setting the tone, the musicians and freerunners of the French Freerun Family took spectators on a wild

ride with a triangle player who is late for his concert. Awakening suddenly after landing, the percussionist springs and slides his way through the airport, bounding down escalators, pirouetting around potted plants and backflipping over baggage reclaim belts, arriving on stage just in time with hardly a hair out of place. Spectators marvelled at the novelty of this performance that brought together classical music and "parkour". A full-scale show filmed and broadcast live on Facebook and available for viewing on parisaeroport.fr ◊

"This project was a stroke of luck, because I was allowed to draw on walls, something I usually do as discreetly as I can. A dream come true!"

JEAN-CHARLES DE CASTELBAJAC

FASHION DESIGNER

creativity



OUTSIZED FRESCO

WHAT	PAINTING
WHEN	2015-18
WHERE	PARIS-ORLY (SOUTH TERMINAL)

A multifaceted designer and stylist, Jean-Charles de Castelbajac (JCDC to his inner circle) disseminates his poetic and easily-recognisable drawings, inspired by the world around him. He exploits all media - walls, restaurant tablecloths, letter boxes, garage doors and window sills - and covers them with little angels drawn with pen and ink, paintbrush or chalk. His three emblematic colours are blue, yellow and red, heightened and enhanced with black. JCDC is also a regular traveller at Paris-Orly, so it was only natural for Paris Aéroport to ask him to compose a wall fresco as vast as his imagination: 17 x 202 metres, or the surface area of 16 tennis courts. Visible from the motorway and Orlyval, the fresco gives travellers an XXL view of Paris's artistic energy. ◊



JEAN JULLIEN

ILLUSTRATOR



CARTE BLANCHE FOR A YOUNG ARTIST

WHAT	EXHIBITION
WHEN	MARCH 2016 - MARCH 2019
WHERE	PARIS-ORLY (SOUTH TERMINAL)

Faithful to its tradition of support to young artists, Paris Aéroport gave *carte blanche* to Jean Jullien. The exhibition opened when the Paris-Orly South Terminal's new East pier was inaugurated and presents 15 of Jean's offbeat works showcasing the art of mockery *à la française*. Using his deceptively naive drawings, Jean regales the spectator with vignettes that poke gentle fun at the habits, mania and little peccadillos of our modern lives. Jean's work is an invitation to discover Paris, its culture and its inhabitants, which visitors can observe at their leisure as they are smoothly transported on the moving walkways of the arrivals and connecting flight areas of the South Terminal. ◊



I LOVE PARIS RESTAURANT

WHAT	HAUTE CUISINE
WHEN	SINCE JUNE 2017
WHERE	PARIS-CHARLES DE GAULLE

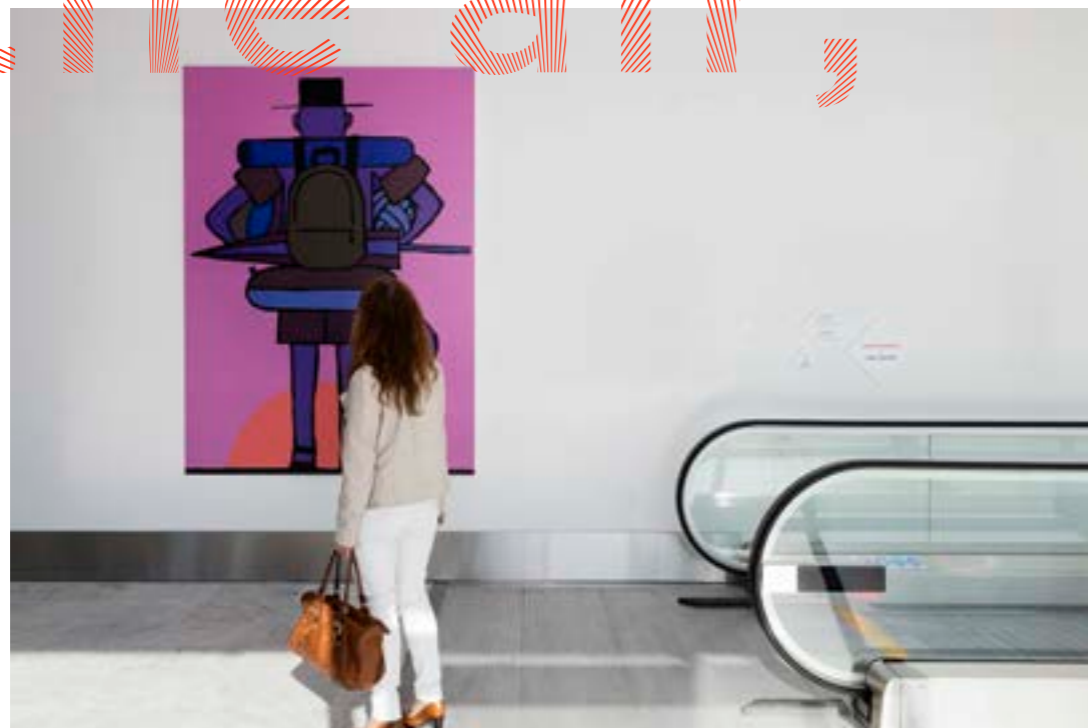
Paris-Charles de Gaulle became an entry point to French *haute cuisine* in 2015, with the opening of its first restaurant headed by a Michelin-star chef. Guy Martin, culinary artist at the Grand Véfour (Paris, 1st arrondissement), has come to deploy his talents at the I Love Paris restaurant located in Hall L of Terminal 2E. Amid a decor created by the architect and designer India Mahdavi, travellers can savour the restaurant's fine dining and order from the champagne bar. Travellers more pressed for time can opt for the acclaimed top-of-the-range sandwiches. This innovative approach to airport dining was awarded the Airport Chef-Led/Fine Dining of the Year prize during the Airport Food & Beverage Conference & Awards in June 2016. ◊

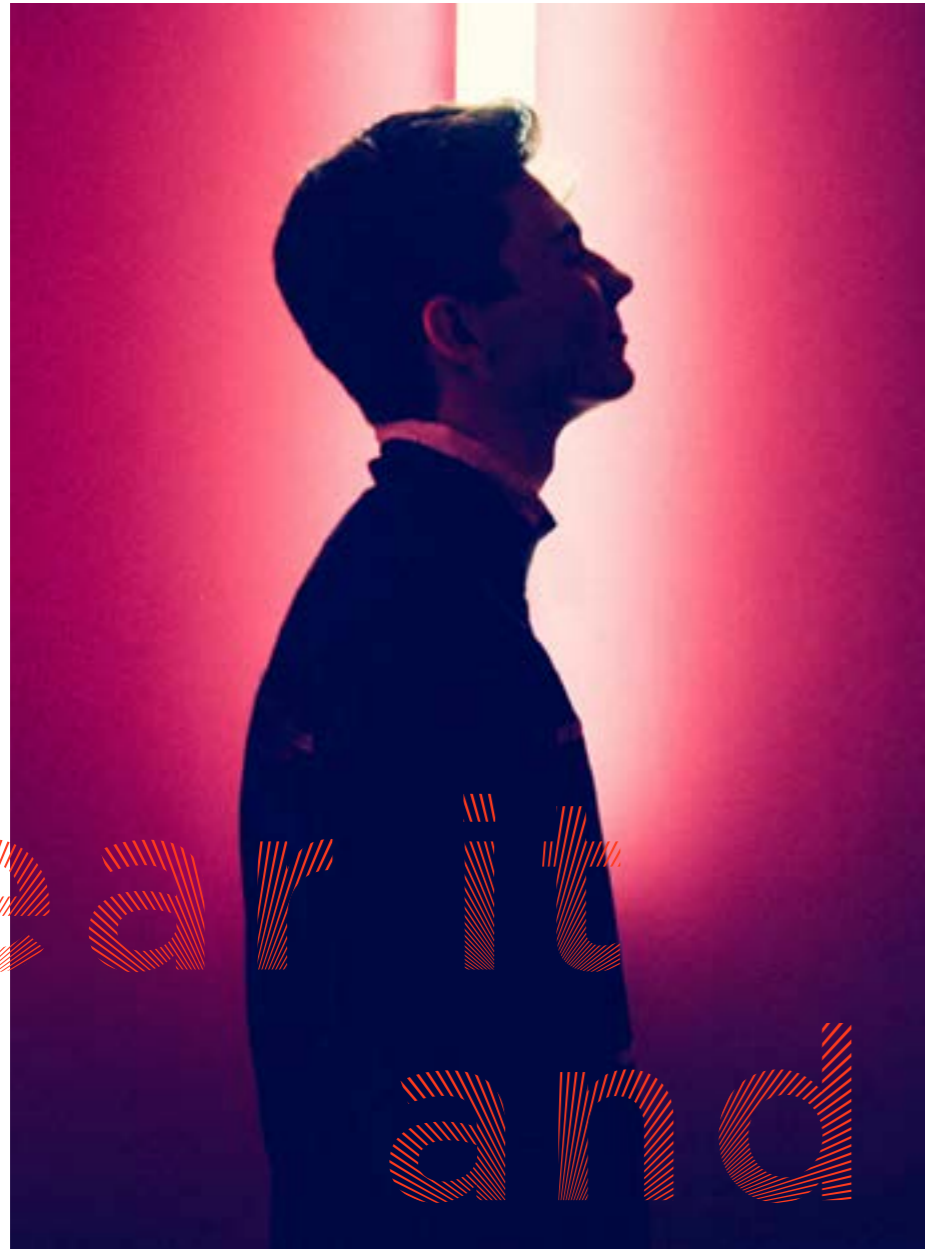


“This restaurant is my declaration of love to Paris. Our aim is to give people pleasure and a feeling of well-being in a warm, contemporary atmosphere reminiscent of the most prestigious Parisian dining venues.”

GUY MARTIN

GOURMET CHEF





hear it and

PETIT BISCUIT
MUSICIAN

“It was incredible to play in the airport; I had never experienced that before. The people were warm and friendly, I enjoyed seeing everyone smile, and I could really play what I wanted and how I wanted.”



LIVE PERFORMANCE

WHAT	CONCERT
WHEN	DECEMBER 2017
WHERE	PARIS-CHARLES DE GAULLE

Mehdi Benjelloun, alias Petit Biscuit, is the new face of the French Touch that the world so admires. Star of the French electro scene, Mehdi is drawn to atypical performance spaces. So the young composer and DJ gladly accepted the invitation from Paris-Charles de Gaulle to play in the arrivals hall of Terminal 2E, privatised for the occasion. 500 lucky spectators watched his live performance between baggage reclaim belts 42 and 43. This unforgettable experience was conceived by Cercle, a live musical performance platform and Paris Aéroport. Broadcast live on Facebook, the concert's video generated nearly 530,000 views. ◊

explore it



OLIVIER MULIN
DESIGNER

in Paris

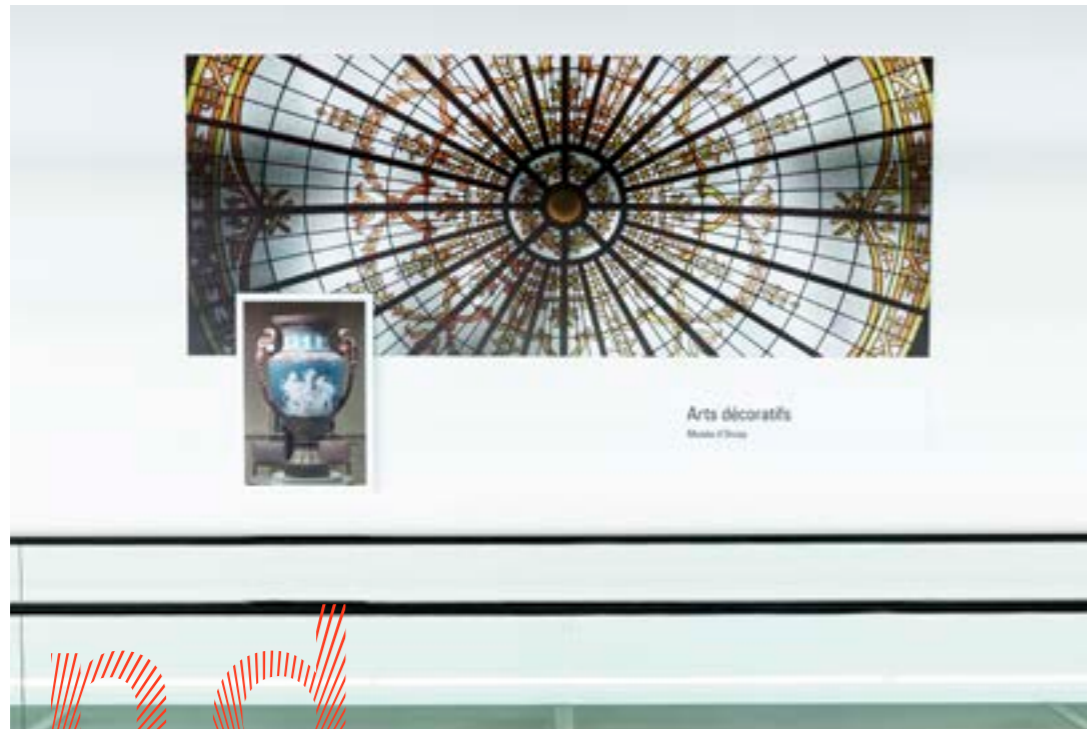


CONSTRUCTION FASHION

WHAT	FASHION
WHEN	JUNE 2017
WHERE	PARIS-CHARLES DE GAULLE

The best way to make travellers forget about the inconveniences of four years of construction is to turn the work sites into a party! This is the idea that gave rise to "Paris Fashion Chantier" ("Paris Construction Fashion"), a studio shoot and fashion show inspired by the Paris airport construction projects and broadcast on departure hall screens. Designer Olivier Mulin was in charge and created the 100%

construction site apparel, brought to life by the studio FBG 221: a trench coat made of rubble tarp, lace made of wire netting, a tuxedo styled with hazard warning tape. Pictures of the Fashion Chantier models, taken by photographer Coco Amardeil, then graced and beautified the worksite barriers. New designs will be created regularly until 2021. ◊



and

Groupe ADP works with the most prestigious Parisian cultural institutions such as the Louvre museum, the Musée d'Orsay and the Orangerie, Paris Musées, and the Château de Versailles.

around



WELCOME TO PARIS

WHAT	EXHIBITION
WHEN	2015-18
WHERE	LANDING PASSAGEWAY AT PARIS-CHARLES DE GAULLE

Paris-Charles de Gaulle (Terminal 2E, Hall L). Travellers deplaning in Paris can peek into some of the city's fine art collections through a selection of interior and exterior

photographs of the buildings that house them and images of their most famous works of art. Works from the Musée d'Orsay and the Orangerie, emblematic of the Parisian cultural landscape, have been exhibited in one of the airport's landing passageways since 2015. ◊



CÔTÉ COUR, CÔTÉ JARDIN

WHAT	EXHIBITION
WHEN	SEPTEMBER 2017 - JULY 2019
WHERE	PARIS-CHARLES DE GAULLE, TERMINAL 1

"Côté cour, côté jardin" lets you explore the Sun King's residence through a succession of photographs, a 45-metre-long travelling shot displaying the architectural, sculptural and ornamental wealth of the Château de Versailles. Visitors can discover or rediscover the site and its collections from a new angle, through 38 photos in three, colour-themed groups. Through a play of light and shadow, the photos emphasise the solar symbolism of this French historical jewel. ◊



the world.



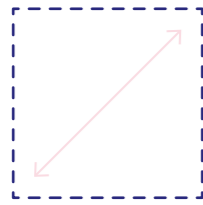
PICASSO PLEIN SOLEIL

WHAT	EXHIBITION
WHEN	JANUARY-JUNE 2017
WHERE	PARIS-CHARLES DE GAULLE MUSEUM SPACE

The unprecedented exhibition "Picasso Plein Soleil" was created by the national Picasso museum in Paris especially for the Museum Space at Paris-Charles de Gaulle Airport, Terminal 2E, Hall M. Passengers in transit could view 35 original works of one of the 20th century's most compelling artists,

Pablo Picasso. After the Second World War, Picasso took up residence in the south of France where he rediscovered the warm, generous Mediterranean sunlight of his youth. Through a selection of original paintings and ceramics, the exhibition displays Picasso's deep and joyous bond between the Côte d'Azur, his new adoptive home, and his timeless, Mediterranean sensitivity. ◊

AN AMBITIOUS CULTURAL AGENDA



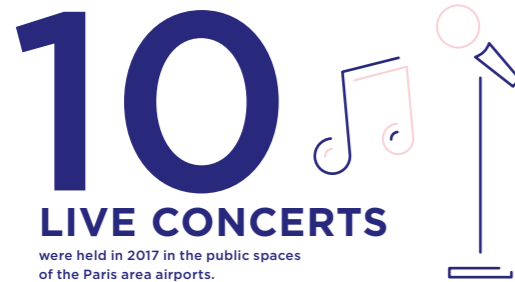
250 sq. m
DEDICATED TO ART

in Departure Hall M of Terminal 2E at Paris-Charles de Gaulle. The Museum Space displays original works of art on a variety of themes and offers visitors an exceptional and innovative cultural experience.



35 ORIGINAL WORKS

of Picasso were presented to the public in the Museum Space from January to June 2017 during the "Picasso Plein Soleil" exhibit.



10
LIVE CONCERTS

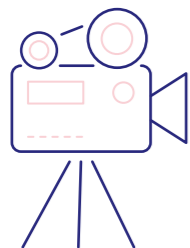
were held in 2017 in the public spaces of the Paris area airports.



500

MUSICIANS AUDITIONED

for the Gate Up contest at Paris-Orly during the summer of 2017. The winners performed for the public in the areas made available to them in the airport's South and West Terminals.



25
FEATURE-

length films, videos, advertising spots, etc. in the Paris-Charles de Gaulle Airport



10

photography and contemporary art exhibits in 2017 in the Paris area airports

WORLD



Fernando Echegaray, International Director at Groupe ADP, and **Mustafa Sani Şener**, CEO of TAV Airports, explain the contours of the airport world of tomorrow.



FERNANDO ECHEGARAY
International Director
at Groupe ADP

“We are developing traffic in the airports we manage around the world.”

INTERNATIONAL EXPANSION ACCELERATED IN 2017, OWING IN PARTICULAR TO YOUR NEW ORGANISATIONAL STRUCTURE. WHAT ARE THE ADVANTAGES FOR YOU?

FERNANDO ECHEGARAY: International expansion is an essential new vein of growth, and it has moved into a new dimension. We have strengthened our staffing, and by creating ADP International, we have grouped together the three areas in which we have real expertise: investment and financing, airport operations and concessions, and design-engineering, the high value-added activity of our subsidiary ADP Ingénierie. This single service offering covers the entire airport value chain and benefits from the support of a strong local network, especially with the three regional offices we opened this year. As such, we are strengthening our local presence near our customers and partners – governments, airport authorities, airlines, investment funds – and we are becoming more efficient in penetrating high-potential markets. Groupe ADP is now a world leader in airport solutions and innovation. The experience we have acquired in Paris stands us in good stead for exporting our expertise, and for managing and developing our worldwide network, which now includes nearly 30 airports.

WHY HAVE YOU INCREASED YOUR INVESTMENT IN FOREIGN AIRPORTS, SUCH AS TAV AIRPORTS AND AIG, THE AMMAN, JORDAN AIRPORT CONCESSIONNAIRE COMPANY?

F. E.: We have been the leading shareholder in TAV Airports since 2012, and since last summer we have held 46.1% of the share capital. This has been a transformative transaction. Apart

from the financial aspects, it enables us to intensify the sharing of skills and synergies, especially in the Middle East. We aim to support and develop TAV Airports and its service subsidiaries. More generally, we seek to build our portfolio of investments. We take our decisions in coordination with our partners. Our investments are made for the long term and must make sense from an industry point of view. It is in this spirit that we increased our stake in AIG, the Amman concessionnaire company. We are developing traffic in all the airports we manage in the world. When we have greater say in corporate governance, we have more room for manoeuvre.

“WE HAVE STRENGTHENED OUR PRESENCE ON THE GROUND, IN ASIA, NORTH AND SOUTH AMERICA AND THE MIDDLE EAST.”

WHAT ARE THE FORTHCOMING OPPORTUNITIES FOR INTERNATIONAL DEVELOPMENT?

F. E.: Air traffic is set to double between now and 2030, to more than 7.5 billion passengers. During that time, infrastructure needs, be they for renovation or additional capacity, will offer many opportunities.

In this context, we have strengthened our presence on the ground, especially in Asia and in North and South America. Meanwhile, our subsidiary ADP Ingénierie, which has historically had a strong presence in the Middle East, upgraded its service offering in 2017 and is continuing to redeploy, particularly in Asia. It now manages 100 projects across the globe. ◊



MUSTAFA SANI ŞENER
CEO of TAV Airports

“We aim to take advantage of the common strengths of TAV Airports and Groupe ADP.”

WHAT WERE TAV AIRPORTS' MAJOR SUCCESSES IN 2017?

MUSTAFA SANI ŞENER: For us and for the aviation sector in general, 2017 saw a strong recovery after a very difficult 2016. In 2017 our consolidated revenue grew by 2%, to €1,139 million. We welcomed around 115 million passengers in 2017, or 10% more than in 2016. Our net income increased by 55% to €185 million. In every respect, we have either reached or exceeded the targets we set in our new approach, owing to a better-than-expected improvement in passenger traffic. Four years ago, we changed our strategy so as to build up our airport management portfolio, while encouraging our service companies to expand beyond TAV Airports and offset the future closing of the Istanbul Ataturk Airport. Today, our products and services are used in 77 airports across 19 countries.

GROUPE ADP HAS INCREASED ITS STAKE IN TAV AIRPORTS. WHAT CHANGES HAS THIS DECISION BROUGHT ABOUT? WHAT ARE THE SYNERGIES BETWEEN GROUPE ADP AND TAV AIRPORTS?

M. S. Ş.: Groupe ADP is our main shareholder. Together, we form a global platform with 26 airports that welcomes 228 million passengers and whose objective is to offer the world's best airport services. By strengthening its stake in TAV Airports' share capital, Groupe ADP clearly indicated its sound conviction that TAV Airports offers wonderful growth opportunities in our core businesses. This transaction has already given rise to a series of common projects aimed at amplifying synergies and increasing efficiency. TAV Airports' talented staff constitute a strategic strength for Groupe ADP. We aim

to take advantage of the common strengths of TAV Airports and Groupe ADP, while exploiting new opportunities in new markets. The complementary strengths of TAV Airports and Groupe ADP will continue to generate value for shareholders into the long term.

WHAT ARE THE TAV GROUP'S DEVELOPMENT PLANS FOR 2018? AND WHAT ARE YOUR LONG-TERM OBJECTIVES?

M. S. Ş.: We foresee another strong year in 2018, with a 10-12% rise in TAV Airports' total passenger numbers. Based on our traffic and exchange rate projections, and assuming that the Istanbul Ataturk Airport remains open for all of 2018, we are estimating growth at several levels: a 6-8% increase in the number of international passengers at Istanbul Ataturk Airport; a 9-11% increase in the number of O&D* international passengers, also at Istanbul Ataturk Airport; a 2-4%

“THE COMPLEMENTARY STRENGTHS OF TAV AIRPORTS AND GROUPE ADP WILL CONTINUE TO GENERATE VALUE FOR SHAREHOLDERS INTO THE LONG TERM.”

increase in consolidated revenue and a 5-7% rise in EBITDA, with a double-digit advance in net income; and capital expenditure of around €80 million. We will continue to produce value for our shareholders, both through regular dividend payments and by adding new concessions to our portfolio. We will reinforce the positive impact we have on all stakeholders through our commitment to the community and by increasing our sensitivity to environmental questions. ◊

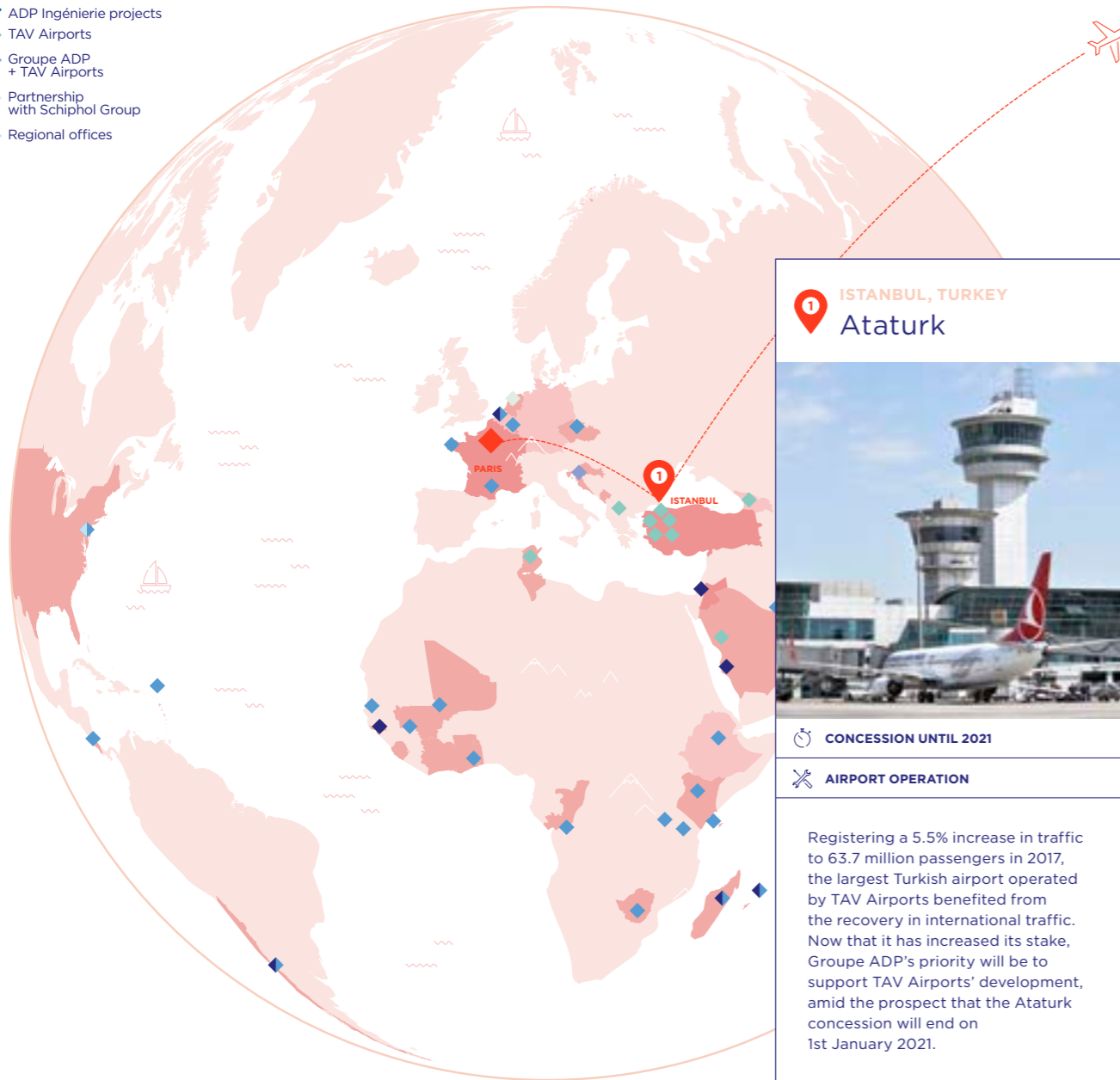
* Origination and destination.

AMBITIOUS PROJECTS THROUGHOUT THE WORLD

Groupe ADP and its partners operate and develop a network of 26 airports and are present in 30 countries in Europe, Asia, the Middle East, South America and Africa. Each of these projects reflects Groupe ADP's expertise in global airport management and in design and engineering.

GRUPE ADP'S PRESENCE IN THE WORLD

- ◆ Groupe ADP
- ◆ ADP Ingénierie projects
- ◆ TAV Airports
- ◆ Groupe ADP + TAV Airports
- ◆ Partnership with Schiphol Group
- ◆ Regional offices



1 ISTANBUL, TURKEY
Ataturk



CONCESSION UNTIL 2021

AIRPORT OPERATION

Registering a 5.5% increase in traffic to 63.7 million passengers in 2017, the largest Turkish airport operated by TAV Airports benefited from the recovery in international traffic. Now that it has increased its stake, Groupe ADP's priority will be to support TAV Airports' development, amid the prospect that the Ataturk concession will end on 1st January 2021.

2 AMMAN, JORDAN
Queen-Alia



25-YEAR CONCESSION

CONSTRUCTION AND OPERATION OF A NEW TERMINAL

Since 2007, Groupe ADP has operated the Amman International Airport via the concessionaire company AIG. The 25-year concession contract included the construction of a new terminal, inaugurated in 2013, then extended in 2016 to reach an annual capacity of 12 million passengers. Groupe ADP's services have earned Queen-Alia a place among the Middle East's best airports several times, according to ACI's Airport Service Quality Awards (ASQ).



3 PORT-LOUIS, MAURITIUS
Sir-Seewoosagur-Ramgoolam




15-YEAR CONCESSION

CONSTRUCTION AND OPERATION OF A NEW TERMINAL

Groupe ADP has operated Sir-Seewoosagur-Ramgoolam Airport since 2009 and holds a 10% stake in the concessionaire company ATOL (Airport Terminal Operations Ltd). During this time, ADP Ingénierie designed a new, 56,900 sq. m. terminal with a capacity of 4.5 million passengers and supervised the construction of the terminal. Inaugurated in 2013, this new terminal enabled Sir-Seewoosagur-Ramgoolam to be named Africa's best airport three times (in 2014, 2015 and 2016) at ACI's Airport Service Quality Awards (ASQ).

4 KATHMANDU, NEPAL
Tribhuvan



ADP INGÉNIERIE CONTRACT
DESIGN OF A NEW TERMINAL

The Kathmandu airport is expanding to increase its passenger capacity. The project includes construction of a new international terminal and the full reconfiguration of the existing terminal to handle domestic traffic. ADP Ingénierie is in charge of the infrastructure design phase and implementation of the public-private partnership that will manage the construction work.



5 BEIJING, CHINA
Beijing-Daxing



ADP INGÉNIERIE CONTRACT
DESIGN OF A MEGATERMINAL

The first terminal of the new Beijing-Daxing International Airport is stunning by its gigantic dimensions (700,000 sq. m., 5 km facade). Designed by ADP Ingénierie, the infrastructure is based on an bold concept: place the international terminal atop the domestic terminal, with transverse functions grouped in the centre of the building. As a result, the 45 million passengers expected to use the airport annually will find their routes simplified and shortened, and access to the various services facilitated. This exceptional design won the international architectural competition held by Beijing New Airport Headquarters (BNAH) in September 2014.

7 ZAGREB, CROATIA
Franjo-Tuđman



30-YEAR CONCESSION
CONSTRUCTION AND OPERATION OF A NEW TERMINAL

A brand-new terminal entered service in March 2017, replacing the Zagreb airport's existing building. The opening was a small revolution, as it required all activities to be transferred in a single night, managed by the consortium in charge of airport operation. Franjo-Tuđman thus saw its capacity increased to 5 million passengers p.a. and its number of destinations increased by 15. Groupe ADP holds 21% of the shares of the consortium, alongside TAV Airports (15%), Bouygues Bâtiment International (21%), IFC-World Bank (17%), FI Marguerite (21%) and Viadukt (5%).



6 SANTIAGO, CHILE
Arturo-Merino-Benítez



20-YEAR CONCESSION
CONSTRUCTION AND OPERATION OF A NEW TERMINAL

In 2015, Groupe ADP became the majority operator (45%) of South America's fifth-largest airport, alongside its partners VINCI Airports and Astaldi. Groupe ADP and its partners are also in charge of designing and building a new, 200,000 sq. m. terminal, which will triple the airport's commercial space and increase its capacity to 30 million passengers p.a.

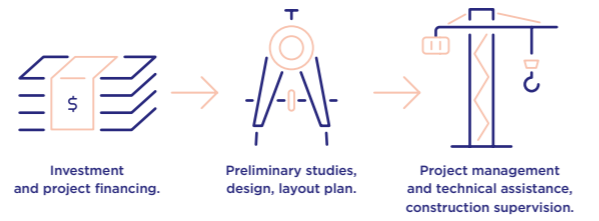
GROWING WORLDWIDE PRESENCE

3 OFFICES
abroad (New York,
Istanbul, Hong Kong).

26 AIRPORTS
managed worldwide,
directly or indirectly.

46.12%
OF THE SHARES OF TAV AIRPORTS
held by Groupe ADP.

130 PROJECTS
underway worldwide
at ADP Ingénierie.



228.2 MILLION PASSENGERS
IN 2017



Total traffic includes 100% of the traffic at fully consolidated airports and a prorata share of the traffic at all other airports, based on the percentage interest held by Groupe ADP.



Collaboration to minimise aviation's environmental footprint, as explained by **Sandrine Prieur**, Assistant to the Director of Environment and Sustainable Development at Groupe ADP, and **Aline Pillan**, Deputy Director of Sustainable Development at the DGAC.

JOINT INTERVIEW

Combining airport initiatives in favour of the environment

BY **SANDRINE PRIEUR**, ASSISTANT TO THE DIRECTOR OF ENVIRONMENT AND SUSTAINABLE DEVELOPMENT AT GROUPE ADP, AND **ALINE PILLAN**, DEPUTY DIRECTOR OF SUSTAINABLE DEVELOPMENT AT THE DIRECTION GÉNÉRALE DE L'AVIATION CIVILE (FRENCH CIVIL AVIATION AUTHORITY)

How is coordinated action in the aviation sector key for the environment?

ALINE PILLAN: Airparif studies have shown that airports contribute about 7% of the Paris region's NOx emissions and 2% of fine particles. These emissions derive from all airport activities. Airports are complex ecosystems, and all of their participants must work together to reduce emissions.

SANDRINE PRIEUR: Two-thirds of an airport's carbon footprint comes from aircraft (landing-taxiing-taking off), assistance vehicles and aircraft auxiliary power units (APUs). The rest derives from airport access. Groupe ADP's part represents 4% of emissions and includes our power units (67%)

and our electricity purchases (30%). Many different entities are involved, requiring collaborative action for each emission source.

What role can Groupe ADP play in this collaborative effort?

S. P.: We signed the first agreement among French aviation sector entities 10 years ago, under the impetus of the French government. The aim was to contain the environmental impact of air transport, the development of which is economically and socially desirable. We supply services to our partners and encourage them to develop their own solutions. All of our aircraft parking stands are equipped with 400 Hz power points to reduce the use of APUs. Pre-conditioned air is used in Hall M. Operating an airport is like performing a ballet: everyone must do his or her part to ensure good execution. Similarly, environmental solutions are necessarily mutually beneficial.

A. P.: Initiatives for reducing emissions are often interdependent. As an infrastructure manager, Groupe ADP's participation is paramount: it facilitates access to equipment and services, such as for the use of alternative energy sources to replace jet fuel.

“The airport operator's participation is paramount in facilitating access to alternative energy sources.”

◆ **ALINE PILLAN**

What results has this collaborative approach already produced?

A. P.: When the Paris region's atmospheric protection plan was revised, collective mobilisation gave rise to an ambitious action plan for the aviation industry. Initiatives included reducing the use of APUs, taxiing aircraft with one less engine running, and reducing taxiing time at Paris-Orly through a collaborative decision-making plan to optimise departure management. The objective is to gain 3% by 2020 compared with 2015.

S. P.: At Paris-Charles de Gaulle, if we reduce taxiing time by 10%, we can improve punctuality and save jet fuel, which benefits both the environment and the airlines' financial results. We reached level 3 of Airport Carbon Accreditation (ACA), which

demonstrates our cooperation with other participants. We are now aiming to be carbon neutral by 2030.

Do you have other examples of collaborative environmental solutions?

S. P.: In biodiversity, we belong to an association called Hop! Biodiversité, through which we enrich the database of the National Museum of Natural History. Another example is the work we are doing with our partners SNCF Réseau and the Caisse des Dépôts with regard to the CDG Express. Each airport has an inter-company mobility plan involving the principal employers, who work together to ensure that employees have more sustainable mobility solutions, such as ridesharing and more efficient connections.

“Our experience in sustainable development will ensure our work is put to good use over the long term.”

◆ **SANDRINE PRIEUR**

A. P.: The DGAC is also a member of Hop! Biodiversité, and we are determined to reconcile biodiversity with the security requirements of air transport. This approach has given rise to changes in our technical department's recommendations for civil aviation, such as in managing grass cover, cutting techniques, managing animal risks, etc. With regard to noise pollution, we are working closely with Groupe ADP on several consultative, environmental commissions to map noise pollution, with the support of Groupe ADP's research lab, or to find operational solutions. This is fundamental for integrating an airport into its environment.

S. P.: We now also provide more information to local residents prior to construction work on runways and taxiways, so as to anticipate noise pollution affecting our neighbours as best as possible.

What are the main challenges on the horizon?

S. P.: The road ahead is long. Our experience in sustainable development will ensure our work is put to good use over the long term, especially as the market is now receptive to new solutions.

A. P.: With the increase in air traffic in the years to come, environmental progress will depend a great deal on technical advances in aircraft design and in the pace of aircraft fleet renewals. Research and innovation are therefore fundamental for future progress. ◊



FOCUS ON CSR INITIATIVES

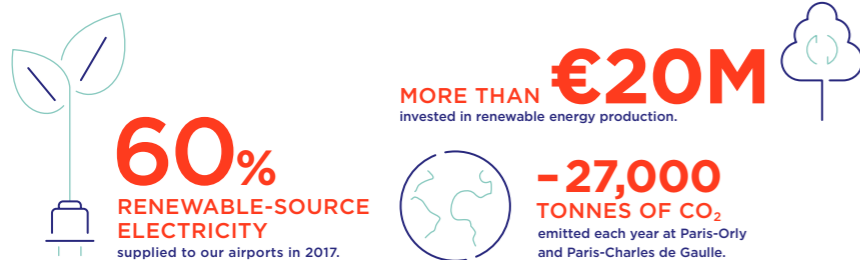
Strengthening our position as leader in sustainable development

In 2015, Groupe ADP became the European airport leader in corporate social responsibility (CSR) and intends to remain so. This ambition is rooted in the Group's corporate culture and is a strategic priority.

BOOSTING PRODUCTION OF RENEWABLE ENERGY AT OUR AIRPORTS

In 2017, renewable energy production satisfied 15.8% of our internal energy needs, in the three Paris area airports. Several renewable energy production facilities are already operational at our airports. They use solar, geothermal, and biomass energy. Groupe ADP has invested €12.7 million in geothermal energy production and €8.65 million in energy from biomass.

- ▶ At Paris-Orly, the geothermal plant in service since 2011 should ultimately produce enough energy to heat the terminals and the Cœur d'Orly business cluster, thereby avoiding the emission of 9,000 tonnes of CO₂ p.a. once it is fully up to speed.
 - ▶ At Paris-Charles de Gaulle, a thermo-frigorific system with a high-yield pump has heated and cooled Hall M since 2012. In addition, a biomass plant covers 25% of the airport's heating needs and avoids the emission of 18,000 tonnes of CO₂ every year.
 - ▶ At Paris-Le Bourget, an innovative photovoltaic system installed on car park awnings was inaugurated in 2015. The panels complement the systems successfully deployed at the other airports.
- Groupe ADP has also subscribed to an offer under which our energy supplier committed to deriving 60% of our electricity from renewable sources in 2017 (vs 50% in 2015), with a target of 80% by 2020. ◊



THE NEW HEAD OFFICE AND THE HONORARY PAVILION CERTIFIED HQE™

After 20 months of construction, Groupe ADP inaugurated its new 12,000 sq. m. head office on 20 March 2017. Located in proximity to the Paris-Charles de Gaulle Airport runways and designed by Groupe ADP staff, the three buildings boast "Excellent" HQE™ and "Very good" BREEAM™ certification. The Paris-Orly honorary pavilion also achieved the same level of excellence.



Managing water

Restructuring the network of rainwater collection and treatment basins at Paris-Charles de Gaulle

At the three Paris area airports combined, we recover and recycle more than 72,600 cu. m. of rainwater p.a., or the equivalent of 5% of our annual consumption of drinking water. To complement the retention and pollution isolation basins, we operate rainwater treatment plants at Paris-Orly and Paris-Charles de Gaulle, enabling us to satisfy regulatory requirements. Reusing rainwater generates annual savings of around €150,000.

Non-potable water used in the restrooms

To reduce water consumption, most of the restrooms at Paris-Orly now use non-potable water from the rainwater treatment plant. Water-saving equipment is also in place in the restrooms of all airport terminals to decrease water consumption. ◊



More organic waste collection and treatment

Organic and non-hazardous waste from the three Paris area airports are sorted by type so as to maximise what can be recycled. Our objective is to offer organic waste collection services to all of our customers by 2020. Waste collected and treated in the Bionerval facility near Paris-Orly is methanised as part of the production of biogas. The residue of methanisation is provided free of charge as fertiliser to farms in our host region. Used food oils from the four employee restaurants at

Paris-Orly are converted into biofuels. At the same time, we raise awareness about waste management among our airport terminal concessionaires and our intercompany restaurant service providers, who manage six restaurants at our airports. ◊



THE ENVIRONMENT PARTNERS CLUB

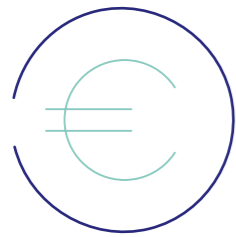
Promoting good environmental practices also means sharing them with our stakeholders. Since 2003, the Environment Partners Club brings together companies located at our Paris area airports to exchange ideas and increase the impact of our initiatives. In 2017, Ecoairport updated its website. Accessible to Club members, the site contains useful information for carrying out specific activities. For the 2017 European Sustainable Development Week, Groupe ADP invited several start-ups to exhibit their innovative sustainable development solutions.



ECOEMPLOYEES

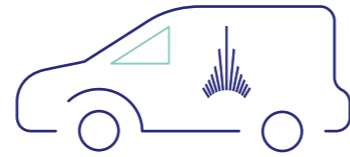
Since 2015, ecoemployees have been promoting good ecological practices within Groupe ADP. Five initiatives were developed in 2017: recycling coffee capsules (35,000 in one year), encouraging the use of ashtrays and printing double-sided payslips.

EFFECTIVE ENVIRONMENTAL MEASURES



€44M

devoted to sustainable development measures during the 2016-20 period.



234

CLEAN SERVICE VEHICLES (ELECTRIC AND HYBRID)

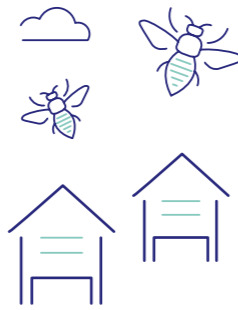
in our fleet of light vehicles as of end-2017, or 23.8%. Our goal is 25% by 2020.

-69.9%

LESS CO₂ EMITTED PER PASSENGER, COMPARED WITH 2009.



15.8% OF THE GROUP'S TOTAL ENERGY CONSUMPTION DERIVED FROM RENEWABLE SOURCES IN 2017.



22 BEEHIVES

at the three Paris area airports and at the Toussus-le-Noble general aviation airport produce a delicious, edible honey.

100%

OF THE GROUP'S NEW PROPERTIES CERTIFIED HQE™: GOAL FOR 2020.



315

CHARGING POINTS

for electric and hybrid service vehicles.

7



AMBITION

Groupe ADP is a world leader in airport activities, a driving force federating and bringing people closer together, by **Augustin de Romanet**, Chairman and CEO.

“The growth we achieved in 2017 validates the strategic choices of the Connect 2020 plan.”

F

Featuring an increased investment in TAV Airports, modernisation of the Paris airports, and the launch of the CDG Express project, 2017 was emblematic of Groupe ADP's transformation. Augustin de Romanet, Chairman and CEO, takes stock of the group's achievements.

What were the highlights of 2017 for Groupe ADP?

AUGUSTIN de ROMANET: The biggest highlight was the reduction in waiting time at police border controls. Waiting times had increased significantly because of more stringent security controls. But now, police staffing has been increased, booth equipment has been optimised and the new Parafe security gates have been deployed. As a result, waiting times have been reduced, in the vast majority of cases, to less than 30 minutes, in line with the prime minister's instructions. The other source of satisfaction is the increase in traffic: 7.4% groupwide, 4.5% at Paris Aéroport and 9.8% at TAV Airports. For the first time, we welcomed more than 100 million passengers to Paris. This growth was driven by a favourable traffic mix and the opening of new routes, including eight long-haul routes in 2017.

What were the other growth drivers in 2017?

A. d. R.: All the major financial indicators improved significantly, owing to a tight grip on operating expenses and the full integration over six months of TAV Airports. We took control of TAV after increasing our investment from 38% to 46.12% of share capital. We now consolidate the results of TAV Airports in our books, and this increased total revenue by €616 million, EBITDA by €280 million and net income by €63 million.

Nevertheless, I should also point out that our intrinsic performance, i.e. excluding TAV Airports, remained sound. Refocusing on our core business was the common theme in 2017, during which we sold 49% of TAV Construction and 80% of Hub Safe. We also signed a new lease with FedEx, which ensures that Paris-Charles de Gaulle will continue to be Europe's leading airport for freight and mail transport.

Which major projects were completed or are underway in the group's airports?

A. d. R.: The projects of the Connect 2020 plan are on schedule. These include major construction work to optimise our infrastructure: linking Paris-Orly's South and West terminals, connecting terminals 2B and 2D at Paris-Charles de Gaulle, merging the Terminal 1 international satellites, expanding Terminal 2E's baggage sorting system and revamping the commercial areas in Terminals 2F and 2E. Lastly, we moved into our new head office, at the heart of the Paris-Charles de Gaulle Airport, and we are now closer to our customers. Another priority is CDG Express, scheduled to enter service at the end of 2023. We are launching construction this year on CDG Express, which will put the airport only 20 minutes away from the Gare de l'Est in central Paris. We must be ready for the 2024 Olympic Games!

How are you making real estate investment a strength for the group?

A. d. R.: Our first priority is to develop the job-generating cargo areas. The new contract with FedEx is representative of our intention to bring together the sector's major players. There is stiff competition in European freight, and we must continue to invest and expand. In addition, we are investing our own funds in airport real estate projects and in diversification. Both Roissy-pole and Cœur d'Orly, our two airport cities, will become more attractive with the improvement in airport access and the Greater Paris projects. The acquisition of the office space in the “Dôme” building at Paris-Charles de Gaulle and our hotel investments demonstrate this ambition. So will the future construction of Belaïa, the second building at Cœur d'Orly. Our airports are meant to serve the surrounding host regions.



What are the strategic avenues defining the group's international development?

A. d. R.: Our international activities entered a new dimension in 2017 and will continue to grow. Supporting the development of TAV Airports and acquiring control of AIG, the Queen-Alia Airport concessionaire company in Amman, will enable us to consolidate this global stature.

In creating ADP International, our three main business lines – investment and project financing, airport operations and design-engineering – are now under the same roof. This organisation, supported by regional offices in New York and Hong Kong, responds better to the needs of our customers. Air traffic is set to double between now and 2030; our objective is to capture that growth and create maximum value in our airports. In this regard, new infrastructure has been delivered, such as in T'bilisi, Georgia, or launched, such as in Madagascar and Santiago, Chile.

Looking beyond the excellent 2017 results, what are the group's objectives and vision for 2018?

A. d. R.: Service quality, first of all. In 2018, all of our employees must meet the challenge of traffic growth and

intensifying modernisation work in our airports. During construction, we must ensure that our customers, airlines and passengers continue to receive the welcome and high level of service they deserve. Our innovation strategy, based on partnerships with start-ups, is part of this constant quest for quality.

Next, we must continue to seek a balance between sustainable development, the needs of local residents and those of the group's employees. With respect to sustainable development, the new ride-sharing application for the airport community and the ambitious objective to reduce greenhouse gas emissions by 25% by 2020 will enable us, I hope, to remain a leader in this domain. With our host regions, our priority is to prepare for capacity increases. New forms of mobility, renewed environmental targets with a zero emissions goal for 2030, and development of employment are only a few of our shared projects. Lastly, with regard to our employees, we will continue to devote our attention to reducing work accidents. We will also continue to innovate to protect the balance between employees' professional and personal lives, based on an initial assessment of teleworking at Groupe ADP, ongoing projects on working hours and the right to disconnect.

All these positive results and ambitious projects will put us in phase with the objectives of our Connect 2020 strategic plan. ◊



FOR MORE INFORMATION

To review 2017 results in their entirety, please visit www.parisaeroport.fr/homepage-groupe

TRANSFORMATION AND INNOVATION

WITH EDWARD ARKWRIGHT



this available to innovative companies. Our internal investment fund ADP Invest has €16 million at its disposal and supports the financing needs of start-ups through minority investments. In 2017 it made three investments, in Pacifa Decision, Egidium and Safety Line. Our hybrid financing model is unique in the industry, combining direct equity investment with subscription to external funds.

Innovation hub is also a rich ecosystem of industry partners, incubators, external funds, academic partners, and individual and collective internal talent, all gravitating around an exceptional 300 sq. m. location in the heart of Groupe ADP's new head office at Paris-Charles de Gaulle. With 15 experimentations per year, we have a portfolio of projects oriented around three verticals: the smart airport, new forms of mobility and robotics. We connect start-ups with our business units to support innovative and promising projects. An airport consolidates all of the ways people work and use technology and has all of the target populations and microcosms a start-up seeks to work with: it is an international crossing, it has commercial shops, it is a place for leisure activities and it is prominent in intermodal transport.

We are continuing to transform our airports into intelligent, connected platforms, offering new services and new experiences to our passenger-customers. We want to make our airports veritable connection hubs between places, services and people, by offering travellers contextualised information and made-to-measure services throughout their time in the airport. As part of rethinking the passenger experience, we are developing a chatbot solution with a start-up called Destygo, which personalizes passenger information. Artificial intelligence technologies are now offering new areas for exploration, infrastructure improvement and better passenger services. Another start-up, FieldBox.ai, has deployed its predictive maintenance solution in our baggage sorting operations. FieldBox.ai uses historical baggage flow data and sorting operation information to predict breakdowns and avoid them. The connectivity, mobility and service quality challenges of an airport are comparable to those of a city; Paris-Charles de Gaulle is an inter-modal hub one-third the size of the city of Paris. The new autonomous transport services are critical

Innovation is an essential component of Groupe ADP's DNA. It is the engine of our transformation and is central to our Connect 2020 strategic plan. Innovation has numerous applications affecting all of our activities: operation, maintenance, retail shops, services, engineering, real estate and many others. In this regard, 2017 was a pivotal year for innovation in our group. We launched an ambitious, comprehensive programme called "Innovation Hub", which addresses the dual challenge of transformation and competitiveness that our group faces, in a context of stiff competition between major global hubs. We are surrounded by an exceptional host region, and we have expertise and visibility, as well as the ability to finance, experiment and invest. We make all of

for the development of our airports. Given the constraints of the airport environment, autonomous vehicles are a way to optimise the infrastructure so as to offer new mobility services. We launched an initial experiment by testing a route with a maximum of complexity: crossing an open road and integrating a dense environment with numerous pedestrians. We implemented an intelligent routing system based on traffic lights dynamically interconnected with the shuttle buses, the first system of its kind in the world.




Lastly, we chose to invest in robotics and in particular in drone technology. We use around a dozen applications aimed at improving operational efficiency and security. Together with DSNA and Thales, we have developed Hologarde, a creative solution for long-distance protection of sensitive sites against malicious drones. The Hologarde system uses three types of technology (radar, radio frequency and HD video) in a single control centre and can detect any type of drone up to 5 km away. Airports are now veritable living laboratories with solutions that are now used by millions of passengers. We also manage, directly or indirectly, 26 airports across the globe. Innovations are deployed on our Paris area airports but we offer qualified

start-ups the opportunity to deploy their technologies in our international network of airports, which have a wide variety of needs.

Our overall approach to innovation must also further the group's internal transformation and in so doing, be helpful to all our employees. To this end, our mobile staff use Prima, an application that enables them to anticipate passenger needs to better welcome them, inform them and answer their questions. Vasco, a tool developed by a start-up called Pacifa Decision, follows the flow of passengers in real-time through the terminal. The application offers a complete overview of the airport from the entrances to the boarding gates. It enables airport managers to identify congestion situations and take appropriate action.

We also want to help our employees adopt new cultural trends and appreciate the possibilities that new technologies offer. Through a series of presentations, 1,200 employees learned about the key aspects of digital transformation and received a digital passport. Lastly, 2017 was the year to imagine the airport of the future with the worldwide "Play Your Airport" contest. Nearly 2,000 contestants from 77 countries took up the challenge. This contest marked the beginning of "intrapreneurship" at Groupe ADP with a wide variety of projects that we will support in 2018. With Innovation Hub, the airport of the future is being designed every day on our Paris area platforms, thanks to the creative energies of our ecosystem. ◊

"Our overall approach to innovation, and Innovation Hub in particular, must also be useful to our employees."

INNOVATION IS THE DNA OF GROUPE ADP		
 <p>€16</p> <p>MILLION</p> <p>The amount of our investment fund devoted to supporting the financing needs of start-up companies.</p>	 <p>1,200</p> <p>EMPLOYEES</p> <p>learned about the key aspects of digital transformation and received their digital passport.</p>	 <p>2,000</p> <p>CONTESTANTS</p> <p>from 77 countries took part in the "Play Your Airport" challenge.</p>

UNPARALLELED ADVANTAGES

Owing to its recognised expertise and the diversity of the activities it carries out at the three Paris area airports and at 23 airports across the globe, Groupe ADP has a sound corporate profile and an attractive growth outlook.



EXCEPTIONAL LOCATION

PARIS AND ITS SURROUNDING REGION

No. 1 tourist destination in the world
No. 1 economic region in Europe

A REGIONAL AND GLOBAL CATCHMENT AREA

25 million inhabitants within a radius of 200 km
A 2-hour flight from most European cities
24% of passengers are connecting

LARGEST AIRPORT DOMAIN IN EUROPE

6,686 hectares in land area

MULTI-MODAL ACCESS

to be expanded by CDG Express and the future Grand Paris metro



AVIATION ACTIVITIES

THREE COMPLEMENTARY AIRPORTS

Paris-Charles de Gaulle
No. 2 airport in Europe for passenger traffic and no. 1 for freight

Paris-Orly
dedicated to point-to-point traffic
No. 2 airport in France

Paris-Le Bourget
No. 1 business airport in Europe
1 heliport - 10 aerodromes

161 AIRLINES*

147 at Paris-Charles de Gaulle and 37 at Paris-Orly

120 COUNTRIES SERVED*

115 from Paris-Charles de Gaulle and 50 from Paris-Orly



SHOPS AND SERVICES

STRONG CONTRIBUTION

393 shops, bars and restaurants
1 international zone hotel
58,100 sq. m. of shops, bars and restaurants, including 23,400 sq. m. in the international zone and 43,155 parking spaces

OWNER AND OPERATOR: 5 JOINT VENTURES

Flexible business model
€18.20 in revenue per departing passenger on the airside

73% of passengers spend more than 2 hours at the airport, 38% more than 3 hours

45% frequent the shops
40% visit the bars and restaurants



INTERNATIONAL

EXPORTING EXPERTISE TO FIVE CONTINENTS

Airport design
ADP Ingénierie (100%)

26 AIRPORTS MANAGED

Realisation and consulting in more than 30 countries

AIRPORT MANAGEMENT

ADP International (100%)
TAV Airports (46.12%)
Royal Schiphol Group (8%)
Santiago, Chile (45%)



REAL ESTATE

LARGEST PRIVATE LAND OWNER IN PARIS REGION

6,686 hectares (1,028 acres) of land reserves

EXCEPTIONAL HOLDINGS AND SIGNIFICANT POTENTIAL

1.0 m sq. m. built, valued at €2.8bn, incl. 0.9 m sq. m. rented to 650 external customers
145,100 sq. m. delivered in 2017

AIRPORT REAL ESTATE

Hangars with direct access to runways

DIVERSIFICATION REAL ESTATE

Offices, hotels, shops, industrial estates, delivery services, warehouses



OTHER ACTIVITIES

ESSENTIAL AIRPORT SERVICES

Hub One (100%)
Airport and logistics applications, Wi-Fi, hotspots, geolocation, secure telecoms, traceability, mobile professional solutions
4,500 customers

AIRPORT SECURITY

Hub Safe (20%)
Passenger screening, freight and mail surveillance
More than 15 million people screened per year
Sniffer dogs used more than 70,000 times

* With a minimum of 12 aircraft movements per year.

THE EXECUTIVE COMMITTEE

AS OF 1 MAY 2018



Augustin de Romanet
Chairman and Chief Executive Officer,
sole corporate officer



Philippe Pascal
Executive Director, Chief Financial
Officer Finance,
Strategy & Administration



Henri-Michel Comet
Executive Director



Mathieu Daubert
Customer Division Director



Edward Arkwright
Chief Executive Director



Marc Houalla
Executive Director, Director
of Paris-Charles de Gaulle Airport



Serge Grzybowski
Real Estate Division Director



Élise Hermant
Communication Director



Fernando Echegaray
Chief International Officer



Gilles Lévêque
Group Chief Information Officer



Guillaume Sauvé
Director of Engineering
and Development



Régis Lacote
Managing Director of Paris-Orly
Airport

THE BOARD OF DIRECTORS

AS OF 22 FEBRUARY 2018

CHAired BY AUGUSTIN de ROMANET

BOARD MEMBER REPRESENTING THE FRENCH GOVERNMENT

Solenne Lepage
Director of Transport Investments -
State Investments Agency - Ministry
of the Economy and Finance

BOARD MEMBERS NOMINATED BY THE GOVERNMENT AND APPOINTED BY SHAREHOLDERS AT THEIR ANNUAL GENERAL MEETING

Geneviève Chaux-Debry
Chairwoman of the Supervisory Board
of Aéroport de Bordeaux-Mérignac

Michel Massoni
Associate member of the General
Council for the Environment
and Sustainable Development -
Ministry for an Ecological
and Solidary Transition

Denis Robin
General Secretary and senior defence
official at the Ministry of the Interior

Perrine Vidalenche
Independent director of Orange Bank
and member of the Supervisory Board
and Audit Committee of the Société
nationale immobilière (SNI)

BOARD MEMBERS APPOINTED BY SHAREHOLDERS AT THEIR ANNUAL GENERAL MEETING

Augustin de Romanet
Chairman and Chief Executive Officer
of Groupe ADP

VINCI
Represented by **Xavier Huillard**
Chairman and Chief Executive
Officer of VINCI

Jacques Gounon
Chairman and Chief Executive
Officer of Getlink

Jacoba Van Der Meijs
Member of the Executive Board
and Chief Financial Officer of Royal
Schiphol Group NV

Jos Nijhuis
Chairman and Chief Executive Officer
of Royal Schiphol Group NV

Predica
Represented by **Françoise Debrus**
Director of Investments at Credit
Agricole Assurances Solutions

BOARD MEMBERS REPRESENTING EMPLOYEES

Brigitte Blanc
CGT

Marie-Anne Donsimoni
CFE-CGC

Serge Gentili
FO

Frédéric Gillet
CFE-CGC

Jean-Paul Jouvent
Unsa/Sapap

Frédéric Mougins
CGT

OTHER MEMBERS WITH ADVISORY STATUS

Patrick Gandil
Government Commissioner -
Director General of the French Civil
Aviation Authority

Marc Borel
Deputy Government Commissioner -
Director of Air Transport

**Béatrice Mathieu
de Lavergne**
Economic and Financial
Corporate Controller

Pascal Papaux
Secretary of the Works Council

NON-VOTING MEMBERS WITH A CONSULTATIVE VOICE, APPOINTED BY SHAREHOLDERS

Anne Hidalgo
Mayor of Paris

Bernard Irion
Director of several companies

Christine Janodet
Mayor of Orly

Gilles Leblanc
Regional and Interdepartmental
Director of Infrastructure and
Development for the Île-de-France
region - Regional Director of
Infrastructure for the Île-de-France
region - Ministry for an Ecological
and Solidary Transition

CORPORATE GOVERNANCE

Aéroports de Paris is a French *société anonyme* (public limited company) with a Board of Directors. The members of the Board are appointed for a five-year term of office. The Chairman of the Board also carries out the duties of CEO.

THE BOARD OF DIRECTORS

The Board of Directors determines the orientation of the Company's activities and ensures that it is implemented. It supervises the management of the Company and ensures that the information provided to shareholders and to the market is of good quality. The Board of Directors is composed of 3-18 members, pursuant to Article 13 of the company's Articles of Association. The Board is currently composed of six members appointed by shareholders at their Annual General Meeting, one member representing the French government, four members nominated by the French government and appointed by shareholders at their Annual General Meeting and six members representing employees. Four non-voting members with a consultative voice, appointed by shareholders at their Annual General Meeting, also participate in Board meetings. The Board of Directors uses the Afep-Medef code of corporate governance for listed companies as its reference framework. A set of rules and procedures defines the Board's remit and its *modus operandi*.

It specifies that the Board must deliberate on the quality of its own operations once a year. The Board member's charter specifies members' rights and responsibilities. A code of ethics relating to securities trading and compliance with regulations on insider trading has been appended to the rules and procedures. The Board of Directors met 12 times in 2017, with an attendance rate of 80%.

BOARD COMMITTEES AS OF 22 FEBRUARY 2018

Three committees help prepare the decisions of the Board of Directors:

- the Audit and Risk Committee, composed of Jacques Gounon (Chairman), Françoise Debrus, Serge Gentili and Solenne Lepage;
- the Strategy and Investment Committee, composed of Augustin de Romanet (Chairman), Geneviève Chaux-Debry, Marie-Anne Donsimoni, Solenne Lepage, Frédéric Mougin and Jos Nijhuis;
- the Remuneration, Appointments and Governance Committee, composed of Françoise Debrus (Chairwoman), Jacques Gounon, Xavier

Huillard, Jean-Paul Jouvent and Solenne Lepage.

INTERNAL CONTROL AND RISK MANAGEMENT

Internal control and risk management is a comprehensive system for managing the activities and performance of the group and its various entities. Headed by the Airport Security, Risk Management and Compliance Division, the system is intended to ensure that all regulations are properly applied and that the measures implemented to handle the risks impinging on the group's objectives are effective. The Board of Directors applies the reference framework of the French Financial Markets Authority (AMF). The group's risk management and internal control charter describes how the system is organised: regulatory frameworks and internal standards, participants, roles and responsibilities, governance. It supports the implementation of internal controls. The Audit Division is responsible for monitoring internal control and risk management, and it is certified by IFACI⁽¹⁾. ◊

(1) Institut français de l'audit et du contrôle interne, or French audit and internal control institute.



THE STRATEGIC PLAN

In 2016, Groupe ADP adopted Connect 2020, its strategic plan, setting its objectives and the resources implemented to achieve them. Three priorities – optimise, attract and expand – are expressed through nine commitments converging on a single ambition: become the leader in airport design and operation. Halfway through the period, the priorities adopted in 2016 remain applicable today. The commitments we made to all of our stakeholders – airlines, passengers, employees, shareholders,

and local & regional authorities – have been upheld or are in the process of being upheld. All of the planned projects are proceeding according to their initially defined schedules. By optimising its infrastructure to meet tomorrow's air traffic, by using innovative and personalised services to make its airports more attractive, and by opening up new horizons through shared growth, Groupe ADP has become a major player in sustainable, integrated development. ◊

CONNECT 2020 OBJECTIVES



+ 2.5%

Projected average annual growth in passenger traffic in 2016-20 (3.6% for international traffic).



€4.6 bn

In capital expenditure in 2016-20, including €3bn in the regulated scope (in 2016 euros).



5.4%

Expected return on capital employed (ROCE) from regulated activities in 2020, in line with the weighted average cost of capital (WACC).



4/5

Overall ACI/ASQ⁽¹⁾ score for quality of service in 2020 (3.76 in 2016).



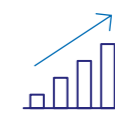
€23

Full-year, per-passenger revenue from airside shops, after delivery of infrastructure projected over the 2016-20 period (€18.20 in 2016).



10 - 15%

Growth in external-source rental income (excl. indexation and re-invoicing) from real estate activities between 2014 and 2020.



30 - 40%

Consolidated EBITDA growth objective between 2014 and 2020.

ETHICS

Groupe ADP has three charters: an ethics charter, a CSR charter, whose first of six commitments is to "guarantee exemplary governance", and a responsible lobbying charter. The group's code of conduct is regularly updated. An ethics officer, reporting to the Secretary General, ensures adherence to the code.

2017 EARNINGS

571 NET INCOME GROUP SHARE
in millions of euros

1,030

OPERATING INCOME FROM ORDINARY ACTIVITIES ⁽¹⁾
in millions of euros

€ **1,567** EBITDA ⁽²⁾
in millions of euros

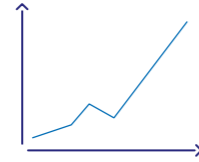
€ **3,617** REVENUE
in millions of euros

⁽¹⁾ Operating income from ordinary activities before non-recurring items, including the group share of income from the operating activities of associates.

⁽²⁾ Operating income from ordinary activities, including operating activities of associates, plus depreciation and amortisation and impairment of non-current assets, net of reversal.

3,797 NET DEBT ⁽³⁾
in millions of euros

⁽³⁾ pro forma, including shareholder loans and debt related to the minority put option.



4,577 SHAREHOLDERS' EQUITY
in millions of euros

AÉROPORTS DE PARIS SA SHARES

PER SHARE DATA ⁽¹⁾

In euros	2017
Net income	€5,77
Dividend	€3,46 ⁽²⁾

⁽¹⁾ Published data for 2012, restated for 2013, 2014 and 2015.
⁽²⁾ Proposed to shareholders at their 11 May 2017 Annual General Meeting.

MARKET DATA (CLOSING PRICES)

In euros	2017
Closing price for the year	€158,5
Change between 1st January and 31 December	+55.3%
Market capitalisation as of 31 December ⁽³⁾	€15.6bn

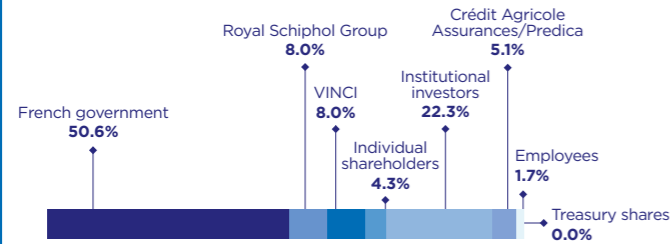
⁽³⁾ In millions of euros.

AÉROPORTS DE PARIS SA SHARES

- ◆ ISIN code: FR0010340141
- ◆ Ticker symbol: ADP
- ◆ Stock market: Euronext Paris
- ◆ Number of shares: 98 960 602
- ◆ Eligible for deferred settlement service (SRD) and equity savings plans (PEA)
- ◆ Indices: SBF 120 CAC Mid 60
- ◆ SRI index: DJSI, Aspi Eurozone, Euronext Vigeo Europe 120
- ◆ Market capitalisation as of 31/12/2017: €15.6bn

BREAKDOWN OF CAPITAL

as of 31 December 2017



SHAREHOLDER'S CALENDAR

- ◆ First-quarter revenue 3 May
- ◆ Annual General Meeting 4 May
- ◆ First-half results 30 July
- ◆ Third-quarter revenue 29 October



groupeadp.fr

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