

2016 Report on activity  
and sustainable development



# TRAVELLERS & AIRPORTS



GROUPE ADP

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“We are transforming our airports so as to give our customers the best possible service. We want to give them easy access and a seamless experience, and we want to welcome them in a way that is worthy of the world’s most beautiful city. We also offer them a Parisian experience in our shops, restaurants and relaxation areas. Like the airlines, we aim to be both efficient and competitive.

Improving their operations with more aircraft contact stands at the terminals, simplifying the passenger experience and automating certain processes is one of our priorities. We are supporting the growth in air traffic by increasing our capacity, and we are doing it in a cost-efficient manner by optimising our infrastructure, making use of digital technologies and building efficient and sustainable structures. We are forging more partnerships with start-ups to make our airports intelligent and connected and to provide our customers with a unique and personalised quality of service at all times.”

**EDWARD ARKWRIGHT**  
Chief Executive Director

**2016 Skytrax ranking**

**Paris-Charles de Gaulle Airport** is now among the world's top 10 airports of more than 50 million passengers.

Hall M in Terminal 2E has taken its place as one of the **three best boarding lounges** in the world.

**2016-17 customer service**

For the seventh year in a row, **Paris Aéroport** was awarded the Customer Service of the Year award.



# OUR SERVICES

“Paris vous aime”,  
means bringing you the  
services you expect,  
delighting you, pampering  
you, entertaining you, giving  
you the best Paris has  
to offer and the desire  
to come back again.

Paris Aéroport and our signature line “Paris vous aime” constitute Groupe ADP’s new brand identity for air travellers, rolled out in our Paris airports. Through this brand identity we promise a high quality of personal, business and retail services, expressed by our five commitments to passengers.

◆  
**GIVE YOU CONTROL**  
**OF YOUR TIME**

With passenger information in real-time wherever you are in the airport, by guaranteeing that 90% of the time your wait at security checks will not exceed 10 minutes.

◆  
**PAMPER**  
**YOU**

With 395 shops, bars and restaurants offering the best of Paris and beyond, high-quality restaurants for all tastes and budgets, and free entertainment for all.

◆  
**PUT YOU**  
**AT EASE**

With more than 5,000 professionals devoted to air transport security and close to 9,000 surveillance cameras in our airports, everywhere and at all times.

◆  
**RECOGNISE YOU**

With information in 11 languages on [parisaeroport.fr](http://parisaeroport.fr); agents to welcome you, and provide you with information and guidance; a new loyalty programme and personalised services.

◆  
**AMAZE YOU**

With artists, musicians, events, fashion shows and art & photography exhibits in our terminals.

*“Paris is one of the most loved and most visited cities in the world, and the Paris airports must be worthy of that affection. The satisfaction of our customers, up significantly in the last few years, is and will continue to be central to our efforts. We are making clear commitments to air travellers, and we are working to ensure that passengers have the most pleasant experience possible in our terminals. We are constantly improving our service quality, and we also want travellers to experience the best of Paris through our shops, bars, restaurants and new services. Paris must retain its place in the hearts of air travellers, and to ensure that, we must win them over.”*

**LAURE BAUME**  
 EXECUTIVE DIRECTOR AND CHIEF CUSTOMER OFFICER



GOURMET

# DELIGHTS



Between now and 2020, the restaurants of eight famous chefs will grace our airports to allow travellers to experience emblematic French haute cuisine. A variety of high quality restaurants will also be available to satisfy diverse culinary desires at all times.



## I LOVE PARIS

### The best airport restaurant in the world in 2016!

On the occasion of the Food and Beverage (FAB) Awards for the best airport restaurants, Guy Martin's "I Love Paris", the gourmet restaurant in Hall L of Paris-Charles de Gaulle Terminal 2E, won the Airport Chef-Led/Fine Dining of the Year prize. This prize recognises the restaurant's sophisticated cuisine and the unique character of the venue. Opened in June 2015, I Love Paris by Guy Martin evokes the charm of Le Grand Véfour, Mr. Martin's celebrated two-star restaurant at the Palais-Royal in central Paris. The menu pays homage to traditional French cuisine using organic and seasonal ingredients.

SAVOUR YOUR MEAL IN A WARM AND ELEGANT SETTING WHILE YOU WATCH AEROPLANES TAKE OFF AND LAND.



## CUP

### The cosmopolitan cuisine of a Parisian brasserie

In June 2016, the celebrated chef Gilles Choukroun opened the restaurant "CUP" (*for cuisine urbaine parisienne*) on the public side of Paris-Orly South. In a decor inspired by the old Paris market at Les Halles, modernised by street artist Da Cruz, the menu brings together poulet basquaise, hot dogs and shish kebab in a relaxed atmosphere. A place where food lovers can enjoy cosmopolitan relaxation, just like in Paris.

EXCEPTIONAL VIEWS OF THE RUNWAYS FROM THE 1<sup>ST</sup> FLOOR OF THE TERMINAL.



## CAFÉ EIFFEL

### Real Parisian bars and stools

Opened in 2016 at Paris-Charles de Gaulle Terminals 1 and 2 AC, two-star chef Michel Rostang's Café Eiffel is reminiscent of the traditional Parisian *comptoir*, with its bistro dishes, open spread sandwiches, seasonal products, salads, and assortments of cheese and delicatessen meats, to suit your desires.

HIGH-QUALITY PRODUCTS SOURCED FROM SMALL, RECOGNISED FRENCH PRODUCERS.

### And more



#### DEVELOPMENT

**Epigo, a new restaurant joint venture**  
Similar to its strategy in retailing and advertising, Groupe ADP has teamed up with Select Service Partner (SSP), one of the most talented specialists in airport restaurants, to form a new 50-50 joint venture, Epigo. The objective is to improve service to passengers, with a constantly refreshed and diversified offering based on the French bakery tradition, coffee shops, bars and high-quality Asian fast food. Brioche Dorée and Caviar House & Prunier continue to operate, and three new restaurant brands now enhance the portfolio: Maison Pradier, Pret A Manger and Yo! Sushi.



#### ON THE GO

**Maison Pradier**  
Maison Pradier has been serving the best chocolate éclair in Paris since 1859. But it also has pastry, croissants & brioches, and lunches for people on the go, 100% home-made.

**Pret A Manger**  
Fresh natural ingredients, without additives or preservatives, for sandwiches, salads, croissants & brioches prepared on site, as well as hot wraps, soups, desserts and excellent organic coffee.

**Yo! Sushi**  
Prepared dishes served on a traditional Japanese conveyor belt, and sushi prepared to order with ultra-fresh ingredients.



#### FOR YOUR SWEET TOOTH

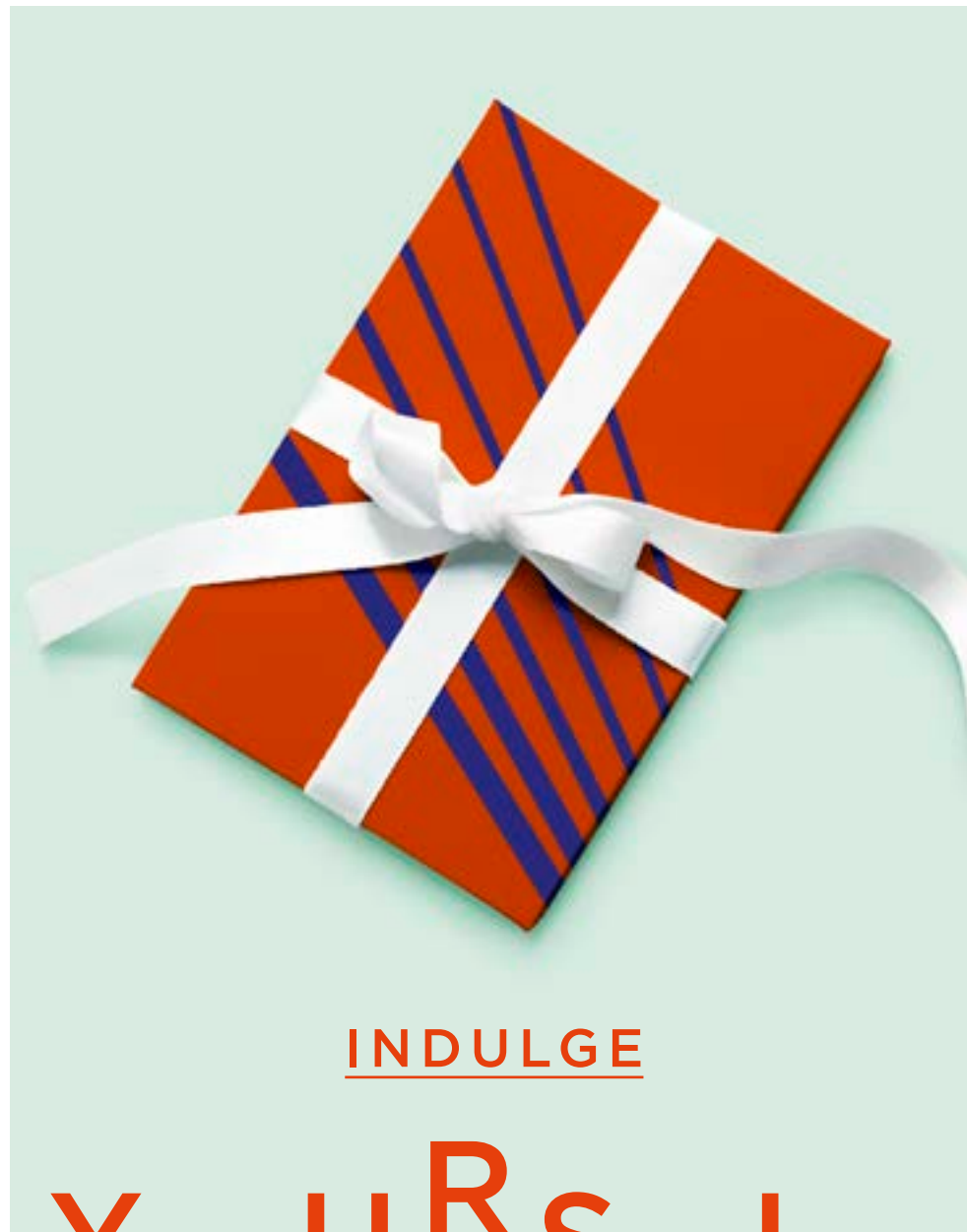
**Café Pouchkine**  
An exquisite experience awaits you in the two Paris-Orly terminals.

**23 sweet shops from the streets of Paris now also in the terminals.**



#### STOCKING UP

**Marks & Spencer Food Store**  
After Carrefour City in 2015, Marks & Spencer has opened its first airport Food Store on the arrivals level at Paris-Charles de Gaulle Terminal 2E. Four franchise stores operated by Lagardère Travel Retail France are to be opened between now and 2018. On the menu: ready-to-eat sandwiches, salads and fresh fruit.



INDULGE

YOURSELF



Our progress this year is dedicated to those who take advantage of air travel to go shopping, those who simply want to relax between two flights, those who appreciate luxury, sports fans, in other words, all those who want the best that Paris has to offer.



INSTANT PARIS,  
FRENCH ART DE VIVRE

**A comfortable and elegant lounge, offered free of charge to transit passengers**

Since November 2016, a new 4,500 sq m space welcomes passengers in transit for three hours or more in the international zone of Paris-Charles de Gaulle Terminal 2E. In a very Parisian atmosphere, akin to an open, plush Haussmann-style residence, Instant Paris offers a moment of well-being and all the services of a hotel, including a warm, personal reception. Instant Paris offers a library, a game room, a TV room, work spaces, newspapers and deep armchairs, even a virtual window with a view of the Eiffel Tower based on the time, the weather and the season, plus lots more: a Naked restaurant and its organic and ethical menu, and an 80-room Yotel with family rooms boasting full multimedia services.

**EXPERIENCE THE UNIQUE, STRIKING FRENCH ART DE VIVRE WITHOUT LEAVING THE AIRPORT.**

(1) The brand belongs to the jointly-held subsidiary *Société de distribution aéroportuaire*.  
(2) According to the research firm Make a Better Choice. (3) 15,000 passengers surveyed each month (Passengers observatory).

**And more**

SEATS

**A wider variety**  
Before ordering new seats for the next five years, more than 3,000 passengers tested 50 different types of seats in the boarding lounges for a six-month period. Nine types of seating surfaces were requested, vs five previously, with a wider choice of individual alcove seats, bench seats and other casual seating

arrangements. 22 different models were catalogued for renewal of existing stock over time.

PARIS

**Paris Worldwide has its app**  
Use this 10-language guide to design your Paris visit, with your must-see items, cultural events, good deals, maps and itineraries.

SHOPPING

**31 new boutiques,** including Saint Laurent Paris, which has joined the Fashion & Accessories brand portfolio.

**Travel light**  
With Shop & Collect, passengers travelling to the European Union can buy at Buy Paris Duty Free and pick up their purchases on the return journey.

GAMES & CO.

**Even better**  
PS4 consoles, retro game arcades, video and multimedia on tablets, and – a new touch – an open piano in the boarding lounge of the International pier at Paris-Orly.

THE ULTIMATE PARIS  
SHOPPING EXPERIENCE

**Iconic brands in surroundings inspired by famous Paris boutiques**

The Place des Trésors in Hall K of Paris-Charles de Gaulle Terminal 2E, where you can find Cartier, Chanel, Dior, Hermès and Les Caves Particulières by Moët Hennessy, is a perfect illustration of this concept.

Groupe ADP continues to enhance its portfolio of brands dedicated to the French *art de vivre*, beauty products, fashion and accessories. We are improving service quality, while building up and unifying the offering of the international terminals.

**BUY PARIS DUTY FREE<sup>(1)</sup>, THE WORLD'S BEST DUTY FREE FOR CHINESE CUSTOMERS<sup>(2)</sup>.**

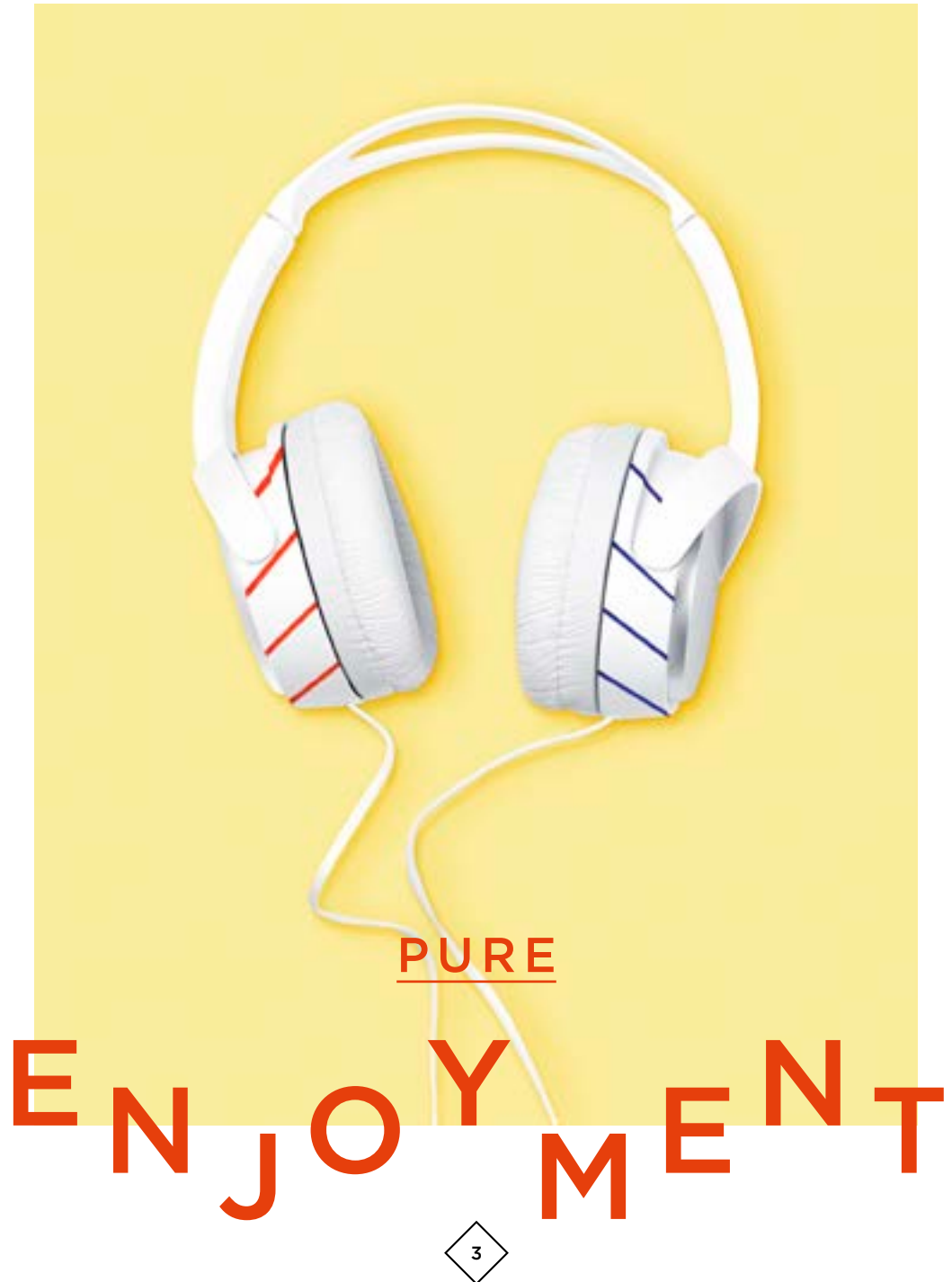


EURO 2016

**All matches live**

Pleasing you also means letting the sports fan in you watch major sporting events live. Airport TV's 259 screens and 11 corners equipped with giant screens broadcasted all Euro 2016 matches. They also broadcasted large portions of the French Open tennis tournament, the Tour de France and the Rio Olympic Games.

**90% OF PASSENGERS ARE EITHER SATISFIED OR VERY SATISFIED WITH PARIS AÉROPORT<sup>(3)</sup>.**



In addition to providing areas dedicated to music, reading, cinema, video games and kids activities, we have made our terminals into venues for culture, amusement and fun times full of surprises and wonder.

## A MOVING WALKWAY THROUGH VERSAILLES

### Giving wings to French culture

The Palace of Versailles is an emblem of France, and the exhibition *Côté cour, Côté jardin* in Paris-Charles de Gaulle Terminal 1 affords a peak at the wealth of its art collection. Thirty-eight large-format photographs are displayed along the tunnel leading to Boarding Satellite 3. What better way than a photographic immersion to discover the architecture, sculpture and ornamentation of this French historical jewel?

TRAVELLERS SAVOUR A LOOK AT THE VERSAILLES GARDENS, AS PHOTOGRAPHED BY HERVÉ TERNISIE (2014).



## METRONOMY LIVE AMIDST THE SUITCASES

### Music and dance

On 4 July 2016, the British trio Metronomy performed in Paris-Charles de Gaulle Airport to celebrate summer in music. The group chose the baggage hall in Terminal 2E to shoot their latest video. Metronomy is a British electronic and alternative music group formed in 1999 by Joseph Mount. Their music is highly instrumental, with instruments taking precedence over voice.

FOCUSING ON CONNECTING WITH OTHER ARTS AND WITH THE GENERAL PUBLIC.



## CARTE BLANCHE TO JEAN JULLIEN

### Supporting young artists

Inaugurated in the spring of 2016, the international pier at Paris-Orly South now displays the work of Jean Jullien, a London-based graphic artist from Nantes, whose work can often be seen in the pages of *the New Yorker* or *L'Obs*. Fifteen naive-style works with warm colours gently poke fun at our little peccadillos; their depictions and humour invite us to get to know Paris and France. In *La Scène*, the artist exposes our addiction to smartphones, in *Ramen* he revels in our taste for the exotic, and in *Luxury* he mocks our conformism. This modern illustrator was chosen to exemplify the renewal of Orly, and his work brings a new type of cultural attraction to the airport.

ART AS SOCIAL COMMENTARY.

### And more

◇ VALENTINE'S DAY

**Proclaim your love!** Paris Aéroport offers lovers heart-shaped banners, stamped postcards and Paris' most romantic photographic backgrounds.

◇ NEW

**Celebrating the year of the monkey** In Mandarin with dragons, lanterns, hostesses in silk dresses and a new game for Chinese passengers: the more they share photos showing their visiting museums, historic buildings and monuments in Paris, the more gifts they win in the Paris airports.

**Yoga dressess** Free classes throughout the summer in the departure lounge for passengers on long-haul flights.

◇ CULTURE

**Classical music and acrobats** On 11 March 2016, passengers disembarking in Paris-Charles de Gaulle Terminal 2F were treated to Laurence Equilbey, one of the few French female conductors, leading the Insula Orchestra in the scherzo from Beethoven's *Eroica Symphony*. They played by the baggage reclaim carousels together with acrobats from the French Freerun Family, the most acclaimed freerunners group in France.

**Museum area - two exhibitions per year** Paris museums lend original works of art to our open-access, free museum in Hall M at Paris-Charles de Gaulle Terminal 2E. 2016 saw *Paris de la Belle époque*, organised with the Petit Palais, and a history of ceramics, with 60 works from the Sèvres-Cité de la Céramique collection.

**Photo exhibits - all terminals** ♦ "Voyages" with the Louvre and novelist Philippe Dijan. ♦ Dominique Issermann: 80 fashion and publicity photos projected on the terminals' advertising screens. ♦ Yanidel, *Moments volés sur Paris et ses habitants*. ♦ Sandrine Expilly, *Ciels de Paris de l'aube à la nuit*. ♦ "Paris Aéroport loves your style": what passengers were wearing during Paris Fashion Week.



OUR  
SERVICES



It is our everyday mission to ensure that passengers feel good. We consider shared needs and individual needs and endeavour to satisfy them, in accordance with expectations, with the right service at the right time.



FOUR NEW BUSINESS AREAS

97% of users appreciate them

Encouraged by the success of the first "Espace Business" in Orly West in 2015, Paris Aéroport opened four new business areas in 2016 in Orly South and Paris-Charles de Gaulle Terminals 2F and 2G. Connected and free of charge, travellers in the Espaces Business can find a quiet place to work, read the news on a tablet, meet start-up entrepreneurs or find customers and suppliers who might be travelling at the same time using geolocalisation and the Paris Aéroport application.

THE ESPACES BUSINESS MEET THE EXPECTATIONS OF THE 16,500 BUSINESS TRAVELLERS WHO PASS THROUGH OUR AIRPORTS EVERY DAY.

And more

◇  
DISABLED

**New services**  
New facilities for people with disabilities: freely available wheelchairs, electric vehicles for getting around the terminal, driven by airport employees easily identifiable by their uniform, and new shuttles for transit passengers. A shared information and management system enables staff to monitor service quality in real time.

◇  
INTERNET CONNECTION

**Non-stop**  
Paris-Charles de Gaulle offers free, unlimited WiFi on board its transit shuttles to remote parking stands. Passengers

can connect in one click using a simplified, 11-language portal.

◇  
INFORMATION

**In Mandarin**  
At Paris-Charles de Gaulle, "Welcome Chinese" certified by the China Tourism Academy, signs in Mandarin guide Chinese passengers along the routes they often take.

**By scanning**  
You can obtain up-to-date information on your flight by scanning your boarding pass at any of our 100 digital orientation stations.

**On your cell phone**  
The Paris Aéroport app uses geolocalisation to guide you to the boarding gate

on your smartphone or your connected watch.

**Security**  
No more than 10 minutes waiting time before security scans 90% of the time.

**Parking**  
Reserve a parking space online with the Paris Aéroport app. All options can be compared, reserved and paid for through a simple process.

LE BUS DIRECT BETWEEN PARIS AND ITS AIRPORTS

**Paris Aéroport has replaced Air France coaches with "Le Bus Direct":** 50 eminently comfortable coaches operated by Aerolis on four routes, including one linking Paris-Charles de Gaulle and Paris-Orly, and offering premium services. The online ticketing service accepts payments in all currencies, baggage handlers help travellers at every stop, WiFi is available on board free of charge, every seat is equipped with a USB socket, and information on waiting times and traffic is disseminated in real-time.

LE BUS DIRECT SERVES NEW STOPS FREQUENTED BY TOURISTS, INCLUDING THE EIFFEL TOWER, TROCADÉRO AND TRANSFER POINT LA MOTTE-PICQUET.



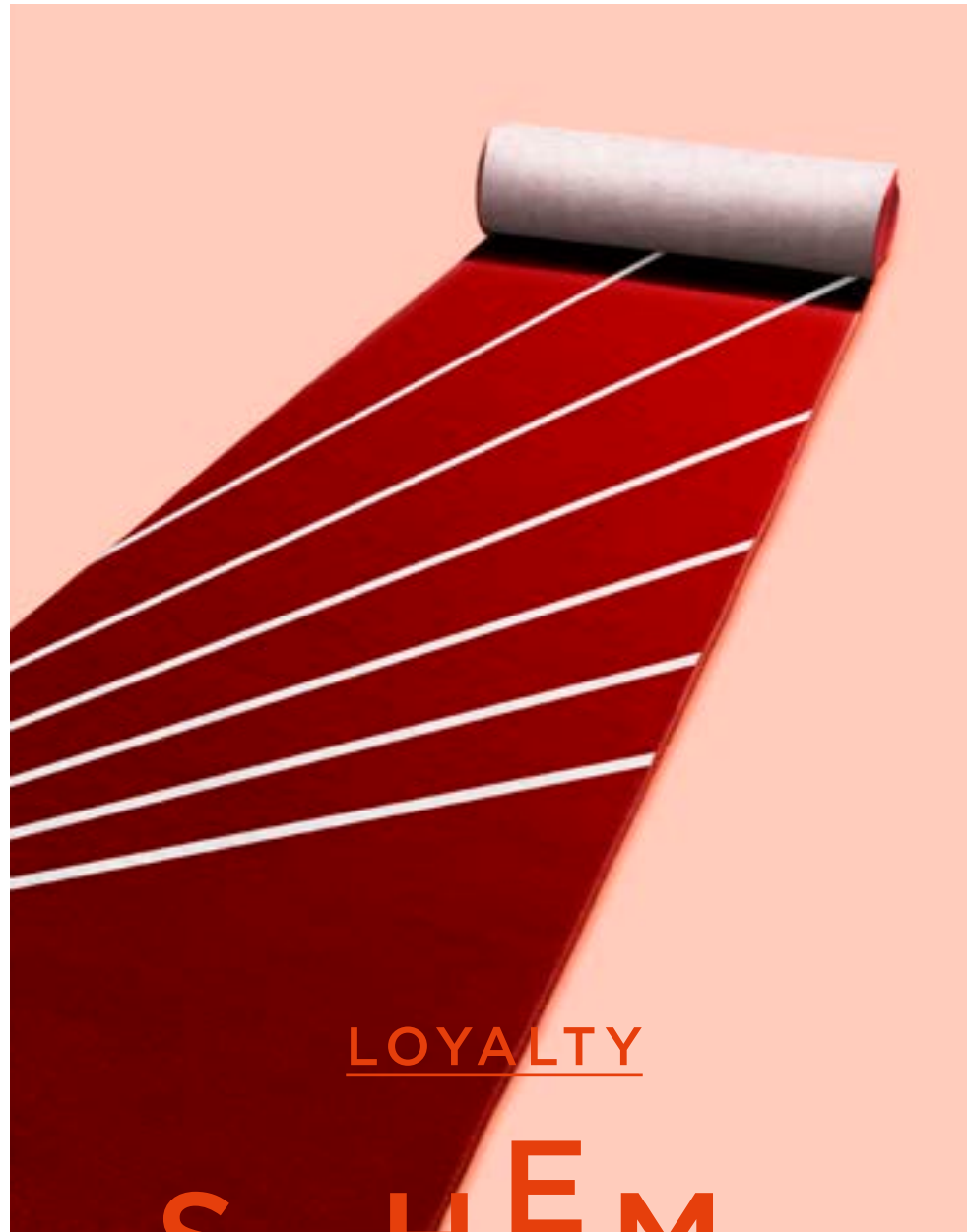
QUIET AREAS FOR THE YOUNGEST TRAVELLERS AND THEIR PARENTS

Let your baby sleep before boarding

Far from the din of the boarding lounge, these new baby rooms have been designed for babies and toddlers to eat and nap. They are equipped with freely-accessible cradles, a full kitchen, highchairs for the little ones, and seats for their parents. A flight information screen allows you to relax while you take advantage of the quiet time.

THE FIRST BABY ROOM IS IN THE NEW ORLY SOUTH INTERNATIONAL PIER.





# LOYALTY SCHEME

5

The Paris Aéroport loyalty scheme aims to make customers want to visit us more often and thanks them for it by creating a more personal relationship and offering new advantages.



## MAY I HELP YOU?

### 5,000 agents offering personal assistance

Airport Helpers – volunteers who work at Paris Aéroport or one of its partners – as well as seasonal welcome personnel during peak periods are there to welcome, inform and guide all Paris airport travellers.

## A COMPLETE DIGITAL ECOSYSTEM

### Information in 11 languages

Paris Aéroport is intensifying its digital presence with a website, a tablet/smartphone app, and passenger information on social media: non-stop arrival/departure and other information, contests, events and suggestions.

PARIS-CHARLES DE GAULLE: NO. 2 IN EUROPE FOR THE QUALITY OF ITS DEPARTURE LOUNGES AND AVAILABLE SERVICES<sup>(1)</sup>.

## MY PARIS AÉROPORT

### A loyalty scheme available to all

Launched in May 2016, this 100% digital programme gives members privileges on each visit to Paris-Orly or Paris-Charles de Gaulle. As soon as they sign up, members can use high-speed WiFi free of charge, obtain discounts any time in a network of partner shops in the terminal or when making an online parking reservation via the Paris Aéroport app or site. Lastly, the “My assistant” function gives access to all of your flight information in real-time. Nearly 150,000 passengers have already become members.

USING GEOLOCALISATION, THE “MY ASSISTANT” FUNCTION INFORMS PASSENGERS OF THEIR JOURNEY, THE TIME NECESSARY TO REACH THE AIRPORT, THEIR TERMINAL OR THEIR BOARDING GATE, OR THE WAITING TIME AT SECURITY OR AT BAGGAGE RECLAIM.



(1) Source: Skytrax 2016.

## Safety/security quiz

1

Who decides the movement of aircraft to or from their parking stands?

- A French Government
- B Groupe ADP

2

Who is in charge of passenger and baggage security checks?

- A French government
- B Groupe ADP
- C The government delegates screening to Groupe ADP

3

How many people are in charge of passenger and baggage screening in the Paris airports?

- A 2,700
- B 4,700

4

Paris Aéroport commits to keeping the wait before security checks to no more than 10 minutes 90% of the time. In 2016, Paris-Charles de Gaulle Airport succeeded:

- A 86% of the time
- B 96% of the time

5

How many surveillance cameras are there in the Paris airports?

- A 5,000
- B 9,000

6

Who is responsible for border passport control?

- A Border Police
- B Air transport police
- C French Customs

7

To speed up border control, Groupe ADP will install new-generation, automated, biometric “Parafe” control gates in 2017. How many?

- A 27
- B 45

8

Who is responsible for transporting baggage from departure to final destination?

- A The airline
- B Groupe ADP

9

Checked baggage is systematically screened for explosives. How many bags did Paris-Charles de Gaulle Airport screen on average per day in 2016?

- A 50,000
- B 100,000

10

How much did Paris airports invest in safety and security in 2016?

- A €20 million
- B €33 million
- C €45 million

### Your score

Between 0 and 5: your safety is Paris Aéroport's top priority, and we devote more resources to it than you imagine.

Between 6 and 10: you know that your safety is precious, and you have confidence in the resources we have brought to bear.

Answers:  
1-B, 2-C, 3-B, 4-B, 5-B, 6-A, 7-B, 8-A, 9-B, 10-B.





# OUR INFRA- STRUCTURE

“Paris vous aime”

also means improving our terminals and runways to facilitate the passenger experience and optimise airline operations, and setting fees that cater for the development of long-haul traffic and connecting passengers.

With Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget, Groupe ADP has three complementary airports accommodating all types of aircraft. In addition to this airport system, Groupe ADP also operates 10 general aviation aerodromes in the Paris region and the Issy-les-Moulineaux heliport. It aims to get the most out of its Paris area infrastructure by modernising it, improving its efficiency and competitiveness, and optimising terminal capacity and comfort to ensure that its customers – passengers and airlines – have an experience that is:



### SIMPLER

We have rethought how passengers move through the terminals, made signage clearer and ensured that form follows function. Information is omnipresent, airport personnel are attentive and helpful, and soon, terminals will be merged and new metro and train lines will link our airports directly to Paris.



### MORE FLUID

Aircraft parking stands are equipped with the latest technology, resources and facilities are adapted to passenger flow, and the passenger experience has been digitised from automated check-in to passport control and, soon, to more efficient baggage systems.



### MORE INTUITIVE

Aviation infrastructure boasting new intelligent systems that make it possible to ensure safety and security both airside and landside, inspection drones, sensors for regulating temperature and lighting, and geolocalisation beacons to assist in monitoring traffic.

*“€538 million was invested in our infrastructure in 2016 and €3 billion will be invested between 2016 and 2020, with three objectives: strengthen maintenance, optimise capacity, increase the competitiveness of our three large airports, and in particular the Paris-Charles de Gaulle hub. Being more efficient also means rethinking the way we are organised to prepare our airports for the challenges of 2020, in particular by creating an Airport Operations division, bringing together expertise, both to benefit and to serve the Paris region’s airports and those of the Group.”*

**FRANCK GOLDNADEL**

EXECUTIVE DIRECTOR, CHIEF AIRPORT OPERATIONS OFFICER  
AND MANAGING DIRECTOR OF PARIS-CHARLES DE GAULLE AIRPORT

# PARIS • CHARLES DE GAULLE 2016

Paris-Charles de Gaulle Airport offers a connecting flight infrastructure that is unparalleled in Europe, free of runway constraints, and significant land reserves to support increases in traffic and airline operations. Between 2016 and 2020, Groupe ADP will invest €2 billion to capitalise on these assets.

## PARIS • CHARLES DE GAULLE EUROPEAN HUB

During the period covered by the Connect 2020 plan, Groupe ADP will optimise its existing infrastructure rather than building big, new terminals. At Paris-Charles de Gaulle, two major projects will be implemented: a new link will be built between Terminals 2B and 2D – with Terminal 2B being completely renovated in the process – and three international boarding satellites at Terminal 1 will be merged. At the same time, the baggage sorting system in Terminal 2E will be expanded and strengthened. This approach will enable us to absorb growth in traffic while reducing the airlines' operating costs and improving passenger service.



**“We want to be both welcoming and efficient, with robust and comfortable facilities, and we aim to reduce waiting times and better satisfy passengers through a collaborative approach. We are also getting ready for better transport links to Paris, and being given the green light for CDG Express is a great step forward.”**

**FRANCK GOLDNADEL,**  
Managing Director of Paris-Charles de Gaulle Airport

 <p><b>N°1 European hub</b> For intercontinental traffic<sup>(1)</sup> <b>72 million passengers</b> in handling capacity <b>Air France hub</b></p>	 <p><b>2<sup>nd</sup> largest European airport</b> 10<sup>th</sup> largest in the world in number of passengers <b>2<sup>nd</sup> largest European airport</b> for freight and post  <b>329 cities served<sup>(2)</sup></b> in 117 countries</p>	<p><b>TRAFFIC IN 2016</b> • 65.9 million passengers, up 0.3%. • 472,950 aircraft movements • 149 passengers per aircraft, on average • 31.9% of passengers in transit</p>
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(1) Source ACI Europe. (2) With a minimum of 12 movements per year.



### AN EVEN MORE EFFICIENT HUB

#### More connecting flights

More than 100,000 transit passengers pass through Paris-Charles de Gaulle Airport every day and can connect to numerous flights in less than two hours at three terminals – 2F and 2G for flights within the Schengen area, 2E for flights outside Schengen – with gate-to-gate times reduced to as little as 10 minutes. Air France and its SkyTeam partners celebrated the 20<sup>th</sup> anniversary of their hub with a new structure successfully commissioned on 30 October 2016. Connecting flight schedules have been revised to better meet the needs of passengers and develop intra-European connecting flights. All activities were reviewed in detail with Air France and all other partners to improve the quality of service and overall performance.

**NEW ONE-DAY TRAFFIC RECORD: 237,000 PASSENGERS.**

#### New pick-up parking offering at Terminal 2E

Opened in July at the arrivals level, this new car park satisfies the needs of people who come to meet arriving passengers. By allowing them to park kerbside at the arrivals, it makes for smoother traffic flow in the drop-off area on the departures level.

#### New security checkpoints

Installed in the 2A-2C connecting building and in Hall L of Terminal 2E, these new security checkpoints have the latest equipment, including body scanners and shoe analysers, which improve the performance of the security check, as well as the flow and comfort of passengers.

#### Redesigned connecting flight experience

Everything has been designed to improve the orientation, ease of movement and comfort of passengers in transit between Hall L of Terminal 2E and Terminal 2G: flight information screens, seats with electrical power points, the Instant Paris lounge space, smoking areas, lavatories.

### SATELLITE 2A MODERNISED

#### Space and light

Waiting and seating areas are now bathed in natural light. Boarding counters and displays have been changed and services enhanced. On the airside, aircraft parking stands will be improved to accommodate the largest wide-body aircraft in use. The arrivals level of Terminal 2A and the baggage reclaim area, frequented each year by more than 2 million passengers, have been improved to offer more space and more light.



# PARIS CHARLES DE GAULLE 2016



## IMPROVED SAFETY ON THE TARMAC

### An automated preventive system

The Runway Status Lights system (RWSL) uses signal lights embedded in the runways and taxiways to indicate traffic conditions to pilots and drivers of other vehicles. It complements existing safety methods and procedures with direct, autonomous and preventive information in situations where every second can be important. RWSL was commissioned on runway 1 in 2016 and will be commissioned on runway 2 in the spring of 2017. Paris-Charles de Gaulle is the first European airport to be equipped with the RWSL system, which is in operation at some 15 airports in the United States and Japan.

A SAFETY VEHICLE ON THE TARMAC (CSA).

## CDG EXPRESS HAS CLEARED SOME KEY HURDLES

### 20 minutes to Paris

This direct, comfortable railway will link the airport to central Paris with a train every 15 minutes between 5am and midnight. The CDG Express may be operational as early as end-2023. The commission in charge of the public enquiry has issued a favourable opinion, and Parliament gave it the go-ahead. A joint venture between Groupe ADP, SNCF Réseau and the Caisse des Dépôts will be responsible for building and maintaining the infrastructure. The French government will identify and designate a rail operator.

20 MINUTES FROM PARIS-CHARLES DE GAULLE TO PARIS.



### Ready for winter

To clear runways of snow and de-ice aircraft, the airport has 177 snowploughs, 50 de-icers, 20 de-icing areas, six glycol stations and a 10-day supply in reserve. It has 3,300 information screens and can call upon more than 1,000 people to assist the airlines, disseminate information and provide assistance to passengers.

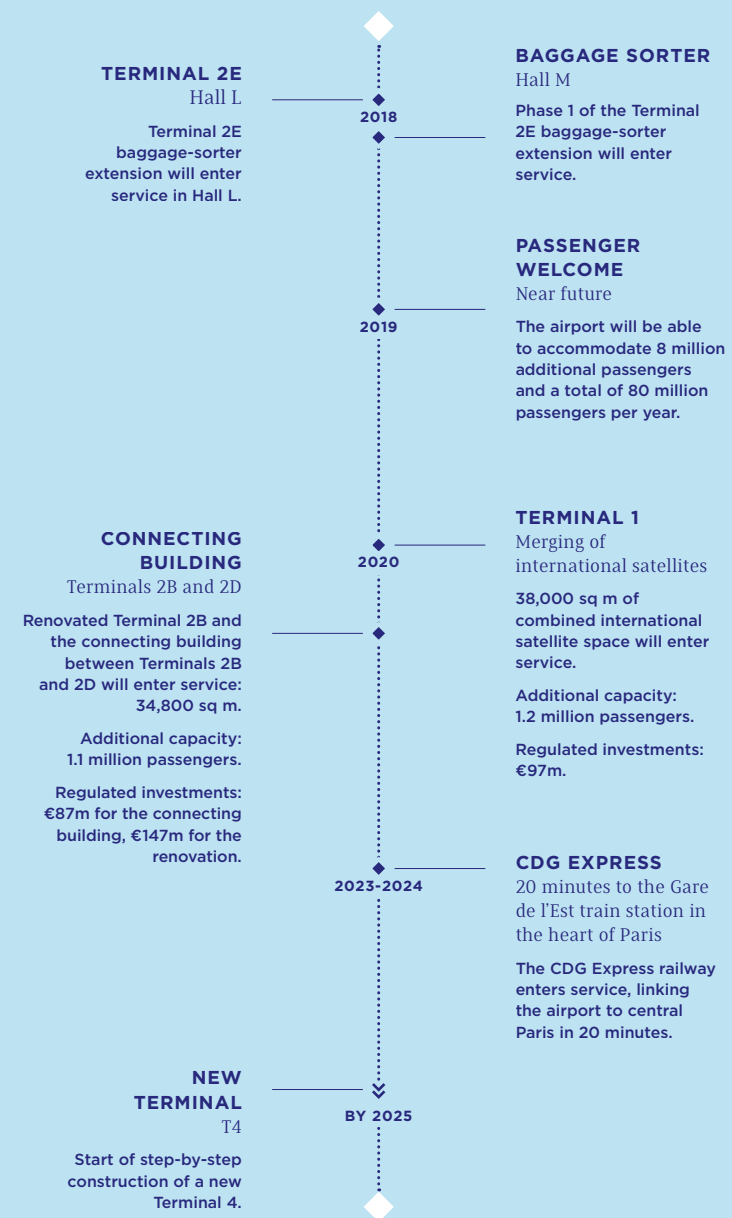
### Maintenance drones

Drones contribute to maintenance efficiency by identifying necessary work more quickly and at lower cost, in particular in difficult-to-access areas. The Group has deployed a captive, wireline drone technology very well adapted to the airport environment.

### Brand-new runway 2

The surface and lighting of this 4,170-metre-long, 45-metre-wide runway were renovated in 11 weeks last summer. 300,000 sq m of asphalt was poured and 1,800 LED lights were positioned. The safety features of the Runway End Safety Area (RESA) have been improved. Next up for renovation: runway 3 in 2020.

# PARIS CHARLES DE GAULLE TOMORROW



## "ONE ROOF", THE MERGING OF TERMINALS

Increase the capacity of certain terminals by merging them – that's the idea behind "One Roof", a strategy already successfully implemented at Paris-Charles de Gaulle with Terminals 2A and 2C. Linking Terminals 2B and 2D and merging the international satellites at Terminal 1 will make it possible to handle the increase in traffic without building a large, new terminal before 2024<sup>(1)</sup>, while improving comfort, services and operating costs.



### Baggage sorting extension

Paris-Charles de Gaulle has seven baggage sorters. Laid end-to-end, they would stretch 45 kilometres; they sort 100,000 pieces of luggage per day, 60% of which are for connecting passengers. Groupe ADP plans to invest €224 million to optimise and renovate the sorter at Terminal 2C and serve Halls L and M at Terminal 2E.

### New remote stands for wide-body aircraft

Groupe ADP plans to create five parking stands for wide-body aircraft and seven for large-narrowbody aircraft to the north of Terminal 2F to support the increase in connecting traffic. In the longer term, these stands will be used for the future Terminal 4.

(1) Based on average annual growth of 2.5%, and 3.6% for international traffic.

Paris-Orly Airport is transforming itself to better satisfy passengers and meet the needs of airlines, in particular low-cost airlines. Currently composed of two terminals and six departure halls, by mid-2019 it will have a single terminal with four departure halls. Groupe ADP is investing €385 million in this major project to connect the two terminals.

# PARIS ✦ ORLY NEW FACILITIES

The programme to transform the airport is multifaceted. The first phase consisted in completely revamping the perimeter and terminal access, completed in 2014; the second was creating a new international pier for wide-body aircraft and international flights, which entered service in 2016. The next step is to overhaul the baggage system and build a new connection building linking the South and West terminals. Designed to handle flights both inside and outside the Schengen area, this new building will fulfil all departure and arrival functions for passengers and their baggage. It will offer airlines even more efficient facilities and provide passengers with a high level of comfort and service.



**“Paris-Orly will be able to welcome 32.5 million passengers with the highest standards of comfort and service. The single terminal, thanks to the 80,000 sq m connecting building, will provide airlines with more flexibility and efficiency. When two more metro lines open in 2024, Paris-Orly will be even more attractive.”**

**FRANCK MEREYDE,**  
Managing Director of Paris-Orly Airport

 <p><b>The airport on the outskirts of Paris</b> dedicated to point-to-point traffic <b>Average taxiing time: 6 minutes</b></p>	 <p><b>2<sup>nd</sup> largest French airport</b> 34 customer airlines<sup>(1)</sup> <b>36% of flights</b> operated by low-cost airlines</p>	<p><b>TRAFFIC IN 2016</b></p> <ul style="list-style-type: none"> <li>• 31.2 million passengers, up 5.3%</li> <li>• 234,361 aircraft movements</li> <li>• 133 passengers per aircraft on average</li> <li>• 60% of traffic to or from outside France</li> </ul>
 <p><b>153 destinations<sup>(1)</sup></b> in 40 countries</p>		

(1) More than 12 movements per year.

## PARIS ✦ ORLY 2016



### WELCOME TO THE SOUTH TERMINAL INTERNATIONAL PIER

#### Comfortable and efficient facilities

Opened in April 2016, this new 12,000 sq m boarding lounge is dedicated to international traffic outside Europe, in particular flights to the West Indies. With its six versatile parking stands, it can accommodate either six wide-body or 12 large-narrowbody aircraft at the terminal apron at any one time, contributing to flight punctuality. Certified HQE “Excellent”, the new departure hall provides additional capacity of 1.9 million passengers per year. Everything is designed to create an atmosphere of light and warmth. It is simple and intuitive to find your way around. The various service, waiting and shopping areas are clearly identified, and the number of border control positions was increased from 10 to 18 to speed up controls for arriving passengers.

#### It's never been so easy to check in at Orly South

Owing to innovative solutions and close collaboration with the airlines, airline locations, fit-out, signage, procedures and the passenger route through the terminal were optimised so as to best manage departures during the summer peak season.

#### Increasingly automated solutions

Paris-Orly has installed 28 automated baggage drops that enable passengers to check in a bag in 45 seconds. To speed up boarding, new automatic gates are being tested: one more step towards the IATA Fast Travel Platinum Award that Paris-Orly hopes to win soon.

#### Orly West's single baggage reclaim area

A complete overhaul is underway to secure the baggage area, improve customs checks and enhance passenger services with an information desk, a transport information area, cash dispensers and baggage services. In 2016, access to three baggage reclaim belts was secured. The entire project should be complete by mid-2018.

### EASYJET HAS MOVED TO ORLY WEST

**After operating for 13 years from Orly South,** in October 2016 easyJet moved into Hall 4 in the West terminal. Passengers there have a six-counter check-in area to drop off their bags. Following efficient, ORAT<sup>(1)</sup> method teamwork, the terminal is now ready to welcome easyJet's 3 million additional passengers.

(1) Operational Readiness and Airport Transfer.



# PARIS ✦ ORLY 2016



## RUNWAY 4 HAS BEEN RESURFACED

### An unprecedented project, completed on schedule

During a six-week period in July and August, half of runway 4 was renovated. Eight centimetres of asphalt were scraped off of a 2,400-metre-long and 45-metre-wide stretch of runway and replaced by a brand-new layer. The remaining work is scheduled for the summer of 2017. During this renovation, carried out on a 10-year cycle, the runway's profile and load-bearing capacity were optimised and the safety area at the end of the runway was extended. The work was carried out in record time and completed 24 hours ahead of schedule. Two shifts of 150-550 people worked 18-hour days; 40 companies took part; 10,000 metric tonnes of asphalt out of the total of the 35,000 used were poured in a single day to ensure that the surface would be perfectly smooth; 1,250 runway lights were replaced; and 300 km of electrical wiring were installed to enable the runway lighting to be converted to LED technology and the 14 Turboclair fog dispersal units to be removed.

€15 MILLION INVESTED

## FOOTBRIDGE TO CŒUR D'ORLY

### Eight minutes

That's all it will take to walk from the terminal to the hotels and offices of the Cœur d'Orly business district along the footbridge under construction. This covered walkway will be 220 metres long, 7.50 metres wide and 5.50 metres high and will be equipped with moving walkways. It will open in May 2017 and will also connect Cœur d'Orly to the future multi-modal station, where lines 14 and 18 of the Grand Paris Express will arrive in 2024. At that time, Paris-Orly will be only 15 minutes from central Paris and 20 minutes from the Paris-Saclay university and science campus.



### Technical facilities to be managed by a single entity

From engineering to maintenance, a single entity now manages all the functions required for the management of technical airport equipment, including air bridges, baggage systems, and security equipment. The objective is to better meet the needs of users and increase the availability level of equipment.

### New VIP pavilion

Joining the two terminals means that the VIP pavilion dedicated to official arrivals had to be moved. Construction of the new pavilion started in May 2016 and is scheduled to enter service in the first quarter of 2017. This 1,000 sq m building will be fit out in partnership with the Mobilier National, the French government office responsible for furnishing official buildings.

### New medical and emergency centre

Located next to the new VIP pavilion, the centre will have secure, easy-to-access premises. Its mission will be to provide first aid in the event of an accident or terrorist attack. The Paris-Orly medical centre also provides emergency care for all airport users.

# PARIS ✦ ORLY TOMORROW

## THE CONNECTING BUILDING IS TAKING SHAPE

The construction site for the building that will connect the Paris-Orly South and West terminals is currently the largest overall construction site in France. The building will be 250 metres long, 120 metres wide, 18.5 metres high and will have floor space of 80,000 sq m. The total investment will be €385 million. Construction of the frame of the building that will link the two terminals in 2019 began in April 2016. Using 3D Building Information Modelling (BIM) tools, the design, construction and future maintenance of the building—which will be high environmental quality certified—will be optimised.



### FOOTBRIDGE Cœur d'Orly

The footbridge linking the airport to the hotels and offices of the Cœur d'Orly business district enters service.

2017

### PASSENGER CAPACITY Near future

The airport will be able to accommodate 3.5 million additional passengers and 32.5 million passengers per year in total, at the highest European standards.

2019

### A SINGLE TERMINAL Boarding halls

In service:

- ◆ a single terminal for the three boarding halls: 80,000 sq m;

- ◆ a new baggage sorting system;

- ◆ four versatile parking stands to accommodate either four wide-body or eight large-narrowbody aircraft.

### GRAND PARIS EXPRESS Metro lines

Two Grand Paris Express lines will enter service

- ◆ line 14, linking the airport to the centre of Paris;

- ◆ line 18, linking the airport directly to the Paris-Saclay science cluster, Versailles and Nanterre-Paris la Défense.

2024

### TGV HIGH-SPEED TRAIN STATION Transport to Paris

A TGV high-speed train station will enter service.

### The terminal will be bathed in light

A transparent facade, large open spaces and traditional construction materials will make the building worthy of the world's most beautiful airports. The building has been designed to make it easier for passengers to get around while ensuring optimal security. It will include all the functions related to passenger departure and arrival: check-in, security screening, Schengen and non-Schengen border controls, boarding and disembarkation, transit, baggage handling, shops and services.

### The highest quality of service

Passengers will have a large selection of shops covering more than 5,000 sq m, including a large Parisian department store offering perfumes and cosmetics, *art de vivre* and French *haute cuisine*. Restaurants will extend over another 1,000 sq m. In an effort to please travellers, there will be inviting places to relax, exhibitions and numerous events.

Paris-Le Bourget Airport is modernising so as to welcome its business clientele under ideal conditions and to prepare for the arrival of new aviation companies as part of the Grand Paris project.

PARIS • LE BOURGET

# CENTRE OF EXCELLENCE

Located on 553 hectares seven kilometres north of Paris, Paris-Le Bourget is the largest business airport in Europe. Its three runways and aircraft parking areas can accommodate all types of aircraft, including an Airbus A380. Nearly 80 companies and 3,500 employees are based at the airport, such as the European maintenance centres of manufacturers Cessna, Dassault Falcon and Embraer. Paris-Le Bourget also hosts the Air and Space Museum, and the biennial International Air and Space Show. The previous Air and Space show attracted 2,300 exhibitors and 351,000 visitors and the next one will be held from 19-25 June 2017.



“Paris-Le Bourget is undergoing wide-ranging modernisation and development.

It offers premium services to business travellers and high-quality facilities to aviation companies. The future line 17 of the Grand Paris Express will stop at Paris-Le Bourget, which will increase its attractiveness even further.”

**BRUNO MAZURKIEWICZ,**  
Director of Paris-Orly Airport

 <p><b>N°1 business airport in Europe</b> 3 runways 52,935 aircraft movements</p>	 <p><b>15 airlines</b> 6 fixed-base operators (FBOs)</p>	<p><b>GRUPE ADP ALSO HAS IN THE PARIS REGION:</b></p> <ul style="list-style-type: none"> <li>• 1 heliport at Issy-les-Moulineaux</li> <li>• 10 general aviation aerodromes</li> </ul>
 <p><b>13 aircraft maintenance, repair and painting companies</b></p>		

## PARIS • LE BOURGET 2016

### EUROPEAN CHAMPION FOR PRIVATE FLIGHTS

**Private jets frequent Paris-Le Bourget more than any other airport in Europe**

It ranks higher than London-Luton and Zurich. The Pontoise, Toussus-le-Noble and Paris-Charles de Gaulle airports welcome some private flights, but Paris-Le Bourget receives virtually all of the traffic, in contrast to London, where flights are more distributed among neighbouring airports. France has two other airports in Europe's top 20 for private flights<sup>(1)</sup>: Nice-Côte d'Azur (3<sup>rd</sup> place) and Cannes-Mandelieu (12<sup>th</sup> place).

**4,000 PEOPLE WORK AT THE PARIS-LE BOURGET AIRPORT**



### A new VIP terminal

In 2017, Ségur, whose subsidiary Jet Services Group operates at the airport, will launch the construction of a new business aviation terminal. Set to open in 2019, it will bring the number of terminals at Paris-Le Bourget to 10.

### AMFAé opens its doors at the airport

In September, AMFAé, an association for aviation industry training, opened in the north of the airport, with a view to a definitive site. The association manages the training centre for aviation profession apprentices. The centre trains nearly 600 apprentices every year, free of charge, in collaboration with more than 100 companies and partner entities from the aeronautical, aviation and airport sectors. It is the only such training centre for aviation professions in the Paris region.

### Successful Paris Air Expo in Pontoise

The Pontoise-Cormeilles airport, managed by Groupe ADP, hosted the 10<sup>th</sup> edition of the Paris Air Expo<sup>(2)</sup> from 2-4 June 2016. Co-organised by Groupe ADP, this international, general aviation trade show will henceforth be held in the Paris region every two years. Paris Expo aims to become the leading general aviation trade show in Europe.

### ZERO CARBON RENOVATION

**A first ever, right here at Paris-Le Bourget**

The renovation of the five Lossier hangars, entrusted to the Carmine company, was chosen by RQE (Environmental Quality Research), as a pilot project for the new “zero carbon” worksite certification. Built in 1920, these historic hangars once accommodated Charles Lindbergh's *Spirit of St Louis*. All of the project's participants worked together to meet the challenge of an emission-free renovation. A reforestation project was carried out in Madagascar to offset residual emissions.



(1) Source: WingX & PrivateFly 2016. (2) Previously named “France Air Expo”.

# NEW AIRLINES, NEW ROUTES, NEW DESTINATIONS



Against a very competitive background, Groupe ADP's dynamic strategy aims to attract traffic as well as promote Paris as a destination, and the advantages of the Paris-Charles de Gaulle hub.



## OPENING NEW ROUTES

Groupe ADP is pursuing its development efforts by prospecting in the Chinese market and in the new, promising markets of Africa, Central Asia and the Far East. It uses its expertise in identifying and evaluating the profitability of new routes to advise airlines in their development. In 2016, the Group took part in 28 shows and events in priority markets, in partnership with entities promoting France. Groupe ADP takes part in the "Made in Paris" campaign with the Ministry of Foreign Affairs, Atout France, the Paris region and the City of Paris. It has also forged partnerships with Viparis and the Paris Region's tourism board to support business tourism. Lastly, Groupe ADP is an official partner in Paris' candidacy for the 2024 Olympic Games and World Expo 2025.



## BOOST LONG-HAUL AND CONNECTING TRAFFIC

A simpler, more attractive and more incentivising fee structure for wide-body aircraft and direct and connecting long-haul flights went into effect on 1 April 2016. The new fees also encourage airlines to adopt Paris as their base, by offering free overnight aircraft parking, and to develop their freight activity.

### IN 2016

**38 new scheduled routes opened**  
(up 33% from 2015)

- ♦ 28 at Paris-Charles de Gaulle
- ♦ 10 at Paris-Orly

**24 new seasonal routes**

#### 7 new airlines

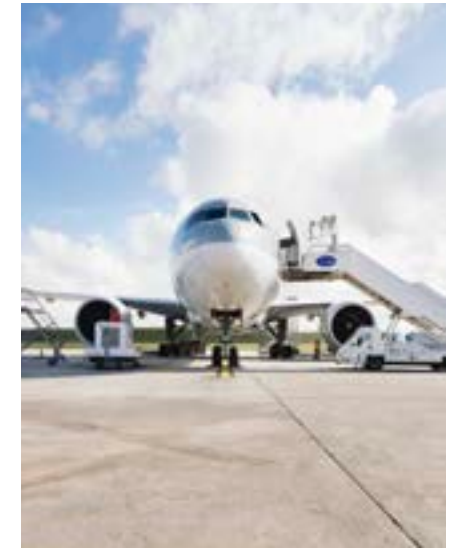
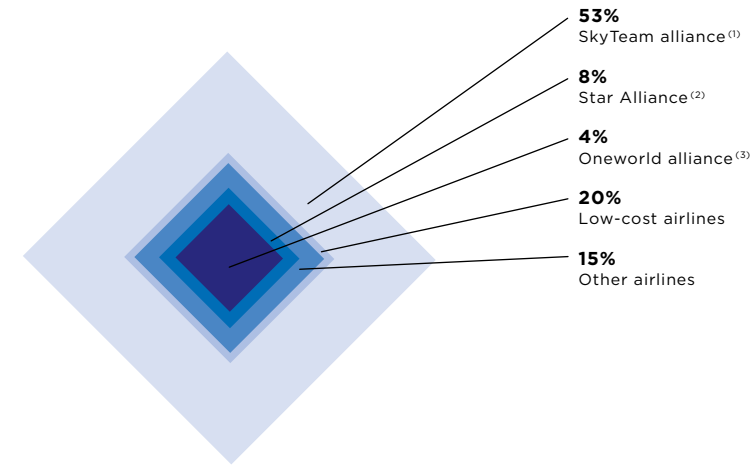
- ♦ Air Arabia, Norwegian and Vueling Airlines at Paris-Charles de Gaulle
- ♦ French Blue, Icelandair, Rossiya and Eastern Airways at Paris-Orly

#### 7 new long-haul destinations

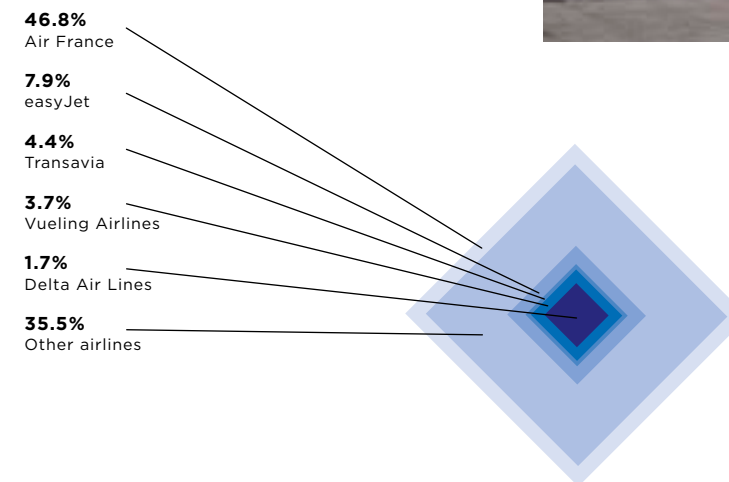
- ♦ New York-John F. Kennedy International Airport<sup>(1)</sup>, San Jose (Costa Rica), Fort Lauderdale and Raleigh-Durham (United States), Cayo Coco, Varadero and Santa Clara (Cuba), Teheran (Iran)

<sup>(1)</sup> from Paris-Orly Airport.

### Passenger traffic at Paris-Charles de Gaulle and Paris-Orly airports by type of airline in 2016



### Passenger traffic at Paris-Charles de Gaulle and Paris-Orly airports by airline



<sup>(1)</sup> 20 members, including Air France-KLM <sup>(2)</sup> 26 members, including Lufthansa. <sup>(3)</sup> 15 members, including American Airlines



## FEES AND TAXES

**Airport fees** are paid by the airlines in return for investment in the infrastructure and aeronautical services. They represent on average less than 5% of a traditional airline's operating costs. In 2016, airport fees totalled €1.7 billion, or 59% of Groupe ADP's consolidated revenue. They included: €619 million in passenger fees, €233 million in landing fees and €151 million in parking fees.

**Taxes** are paid by passengers and remitted to the government. The main such tax is the airport tax, which mainly finances investments in security. In 2016, revenue related to airport safety and security totalled €480 million, of which nearly 89% was for security.

# CONTRIBUTING TO AIRLINE PERFORMANCE

Increase punctuality, make the passenger experience smoother, optimise connecting flights: these shared commitments are all for the benefit of passengers. Groupe ADP invests, innovates and implements collaborative undertakings to contribute to these common goals



## COLLABORATIVE DECISION-MAKING AND LOCAL DEPARTURES MANAGEMENT

Airside, information is shared in real-time with aerial navigation services, airlines and their assistants under a collaborative decision-making system. The objective is to ensure that traffic remains fluid under all circumstances. The collaborative Local Departure Management system contributes to this effort.

## TIMERS FOR LEAVING ON TIME

A countdown to departure, displayed airside and at the head of the air bridge, improves the punctuality of long-haul flights.



## VASCO HELPS IMPROVE PASSENGER FLOW MANAGEMENT

Landside, the Vasco system gives operators a 3D tablet-based view of the passenger's route through the terminal, enhanced with flow data – passenger count, waiting time at controls, lift and escalator availability, etc. – and detailed flight information. Vasco harnesses synergies and makes it easier for airport personnel to prevent problems by quickly mobilising the necessary resources.

## BUT WHEN WILL MY LUGGAGE ARRIVE?

The new Bagradar system will tell you. Developed for the airlines and their handling agents at Paris-Charles de Gaulle, Bagradar provides a comprehensive view of baggage circuits and processing times. The station manager can thus decide earlier whether or not a departing flight should wait for luggage, resulting in better punctuality and less missing luggage.

## AUTOMATED BORDER CONTROLS

45 latest-generation, double-entry "Parafe" security gates will be installed in the spring of 2017, with a target of 87 by 2021. To pass through "Parafe" gates, passengers will only have to present their biometric passport and their index finger. This new equipment has been designed to accommodate facial biometrics in future.

## SMART BOARDING

With this new equipment, passengers scan their boarding pass themselves, which opens the door leading to the aircraft. The process takes eight seconds, including ID verification. With it, the boarding time for an Airbus A380 can be reduced to 30 minutes. 130 smart boarding machines have been installed at 64 boarding gates.

### Self check-in kiosks

- ◆ More than 40% of passengers use the kiosks, which reduces queuing and lightens the workload of the airlines.

### Automated baggage drops

- ◆ 45 seconds to check your luggage.

### 94 automated baggage drops have been installed at Paris-Charles de Gaulle and Paris-Orly.

- ◆ 21 more have been ordered.



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\*€0.34 per minute (inclusive of tax) from a landline in France, not including any additional costs from your service provider.





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