

Aviation Workshop 2016-2020

F. Goldnadel

COO and Managing Director of Paris-CDG airport

F. Mereyde

Director of Paris-Orly airport



AÉROPORTS DE PARIS



A successful airport system

... optimised and more competitive

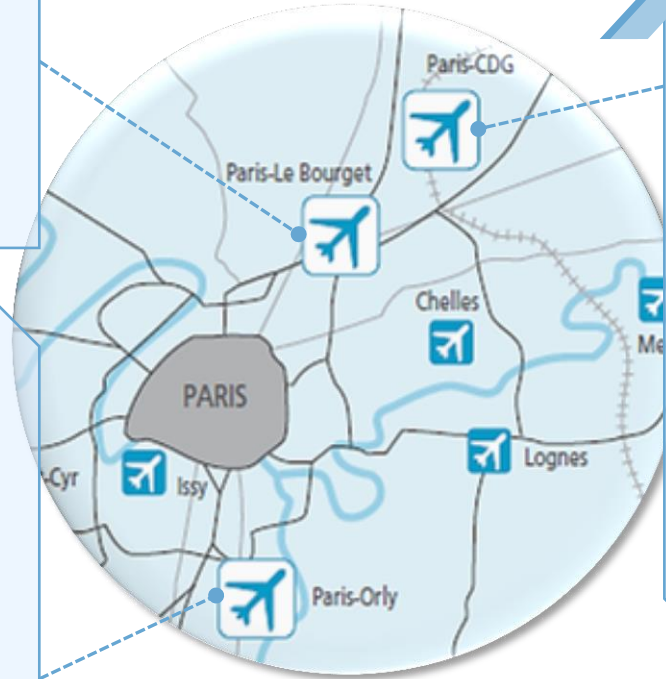
The Aéroports de Paris airport system is the only one of its kind in Europe

Paris-Le Bourget

- > Largest business airport in Europe
- > Industrial and aeronautical area
- > Convention centre

Paris - Orly

- > Europe's 10th busiest airport in terms of passenger numbers
- > 3 runways
- > Close to Paris - large catchment area
- > Rapid turnaround of medium-haul and particularly low-cost flights



Paris - Charles de Gaulle

- > Europe's 2nd busiest airport, 8th busiest in the world in terms of passenger numbers
- > 2nd busiest airport in Europe for cargo and mail handling
- > 4 runways, 2 independent parallel pairs
- > Skyteam hub for international and connecting traffic
- > FEDEX's cargo hub



An airport system equipped with efficient runways

... a parallel runway system at Paris-CDG unlike any other in Europe



NO RUNWAY RESTRICTIONS IN PARIS

4 runways at Paris-CDG
3 runways at Paris-Le Bourget
3 runways à Paris-Orly

Paris-CDG, a system unique in Europe

> 2 independent parallel pairs of runways (+1 runway at Bourget)

> 120 movements per hour
→ potential of 135 movements per hour

Comparison of the runway systems of other major hubs

Airport	Existing runways		ATM/h (2014)
Paris-CDG	4	2 independent parallel pairs of runways	120*
Paris-Orly	3	not independent	76
London-Heathrow	2	independent	112
Frankfurt	4	not independent	88
Madrid	4	independent	100
Amsterdam	6	not independent	100
Istanbul Ataturk	3	not independent	58

Potential of runways at Paris-CDG compared to US airports

Airport	Existing runways		ATM/h (2014)
Paris-CDG	4	2 independent parallel pairs of runways	120*
Los Angeles	4	2 independent parallel pairs of runways	176
Atlanta	5	2 independent parallel pairs of runways + 1 parallel runway	238

* Programmed summer schedule 2016





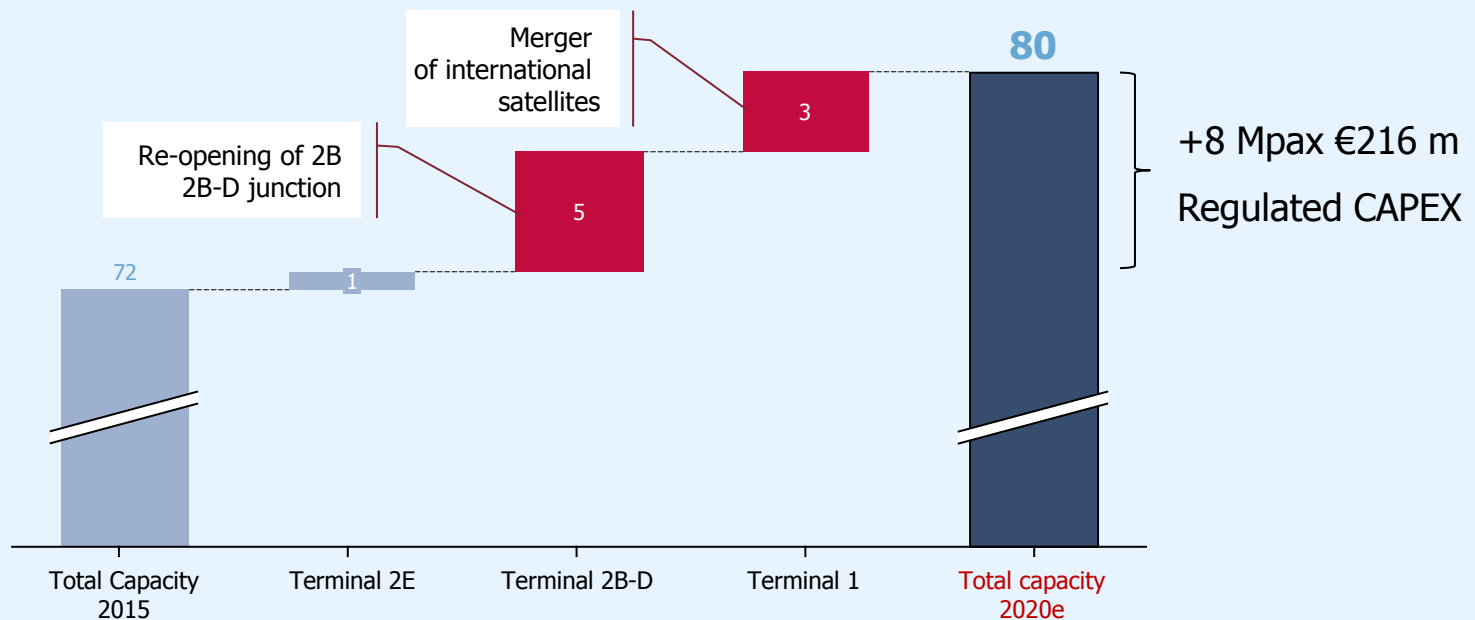
Terminal capacities optimised through the "One Roof" concept



CAPACITY OPTIMISATION: Capacity +8 Mpax by 2020 without the need for a new terminal at Paris-Charles de Gaulle



2020 terminal capacity at Paris-Charles de Gaulle (Mpax)

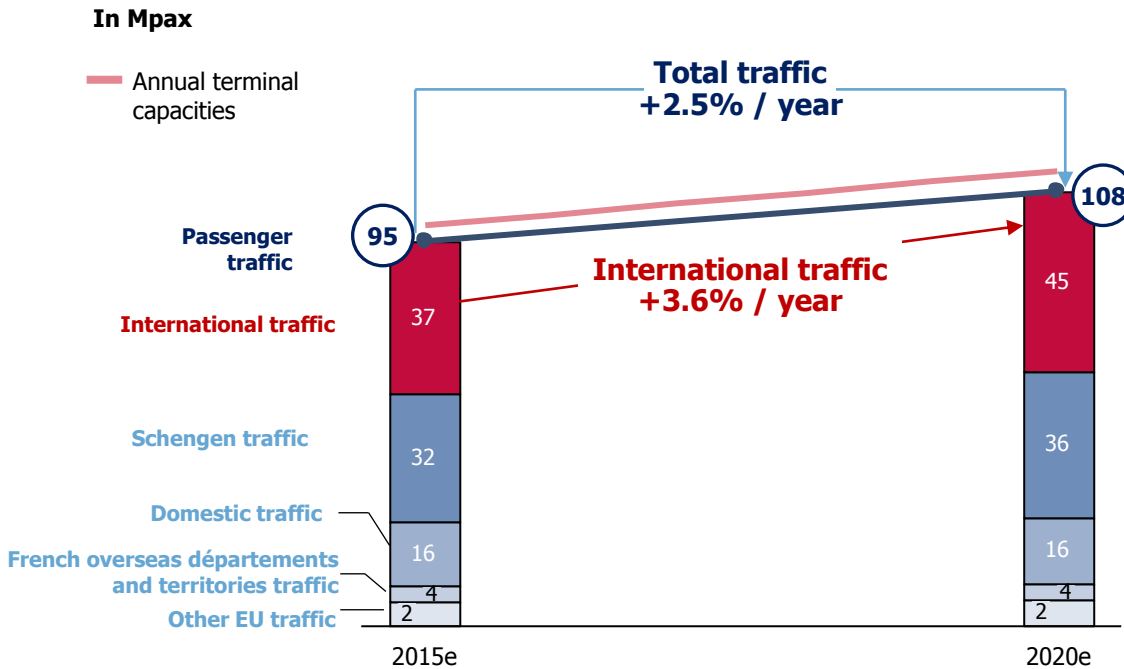




Aéroports de Paris can accommodate increased traffic without a new terminal until 2024



EXPECTED TRAFFIC INCREASE +2.5%
INTERNATIONAL TRAFFIC +3.6%
ON AVERAGE PER YEAR BETWEEN 2015E AND 2020E



> Increased international traffic

> Dynamism of low-cost airlines on Schengen traffic

> Stable domestic traffic

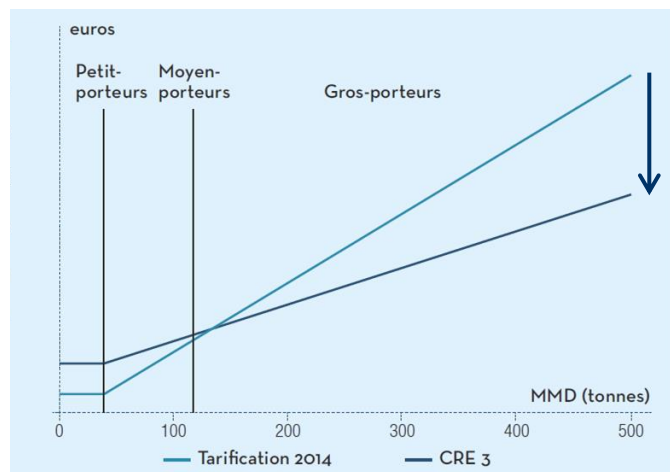


A proposal to **revamp the pricing structure** to encourage growth in international traffic and wide-bodied aircraft



NEW TARIFFS STRUCTURE⁽¹⁾ EFFECTIVE FROM 1st APRIL 2016

Proposed change to the landing fee



Reduction in the variable element
Favourable to wide-bodied aircraft

Enhance slot reliability through an increase in the fixed element



Improve our competitiveness on long-haul pricing

Reduction in passenger fees and the variable element of the landing fee



Enhance the efficient use of slots by favouring high load factors

Increase in the fixed element of the landing fee



Attract based aircraft

Overnight parking exemption



Encourage international traffic through increased pricing competitiveness



Economic neutrality for ADP in 2016



(1) proposal





Incentives⁽¹⁾ to reward high-performing airlines and connecting traffic



INCENTIVES PROPOSED IN ADDITION TO THE NEW TARIFFS STRUCTURE, IN ORDER TO BOOST INTERNATIONAL TRAFFIC

Measure in favour of international traffic

30% reduction in the passenger fee for rapidly-growing traffic

Measure in favour of connecting traffic

No passenger fees for growing connecting traffic

Measure in favour of the rapid turnaround of aircraft

Reduction in the parking fee for turnarounds <45 min



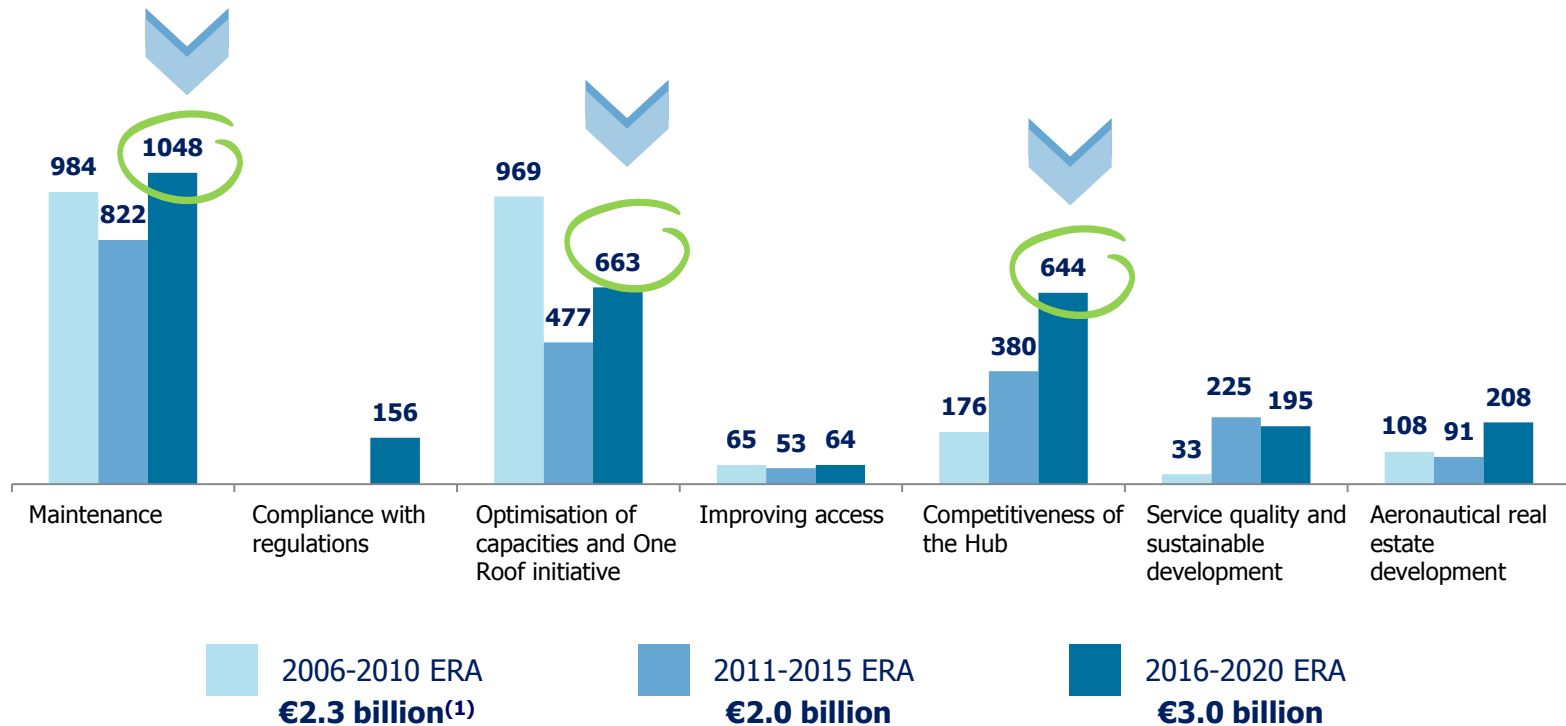
Attract international and connecting traffic
Reward high-performing airlines



(1) proposal

An ambitious and selective investment programme with an emphasis on maintenance, optimisation and competitiveness

3 PRIORITIES FOR 2016-2020 ERA



Comparison of 2006-2010, 2011-2015 and 2016-2020 ERA investment programmes (€ million 2015)

⁽¹⁾ €2.3 billion with a scope comparable to that of ERA 2, i.e. an adjusted till system

⁽²⁾ compared to 2011-2015 ERA

Invest in the competitiveness of the Paris-CDG Hub



INCREASE THE COMPETITIVENESS OF THE HUB AND PROMOTE OPERATIONAL EFFICIENCY

Improve operational reliability, the competitiveness of the hub and the operational efficiency of airlines

**€644 million
REGULATED CAPEX
2016-2020**

Improvement to services offered to airlines

- > Automatic baggage drop-off
- > Self-boarding gates

Development of areas to accommodate wide-bodied aircraft

- > Create parking areas for wide-bodied aircraft

Improved running time

- > Securing of the northern two-way runway

Baggage sorting in Terminal 2E's Halls L and M

- > Phase 1 up to Hall L
- > Phase 2 up to Hall M



Preserve airport assets



INVEST IN MAINTENANCE AND COMPLIANCE

Ensure the security and preservation of airport assets

€1,204 m
REGULATED CAPEX
2016-2020



Upgrade terminals to the highest standard



Renovation to fight against oldesnest



Maintenance of computer systems





Develop the potential of Aéroports de Paris

... by making the most of our Parisian assets

Develop the potential of **Aéroports de Paris**

... through the competitiveness of the Paris-Charles de Gaulle hub

Paris-Charles de Gaulle

A connection infrastructure like no other in Europe, with land reserves and no runway restrictions



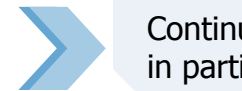
International and connecting traffic boosted by the **competitive** pricing structure and incentives



Optimised capacity to accommodate traffic until 2024 without a new terminal or using land reserves



Invest in **the competitiveness of the hub**, promoting the **operational** reliability of airlines



Continue night flights and dev. cargo activ., for FEDEX in particular

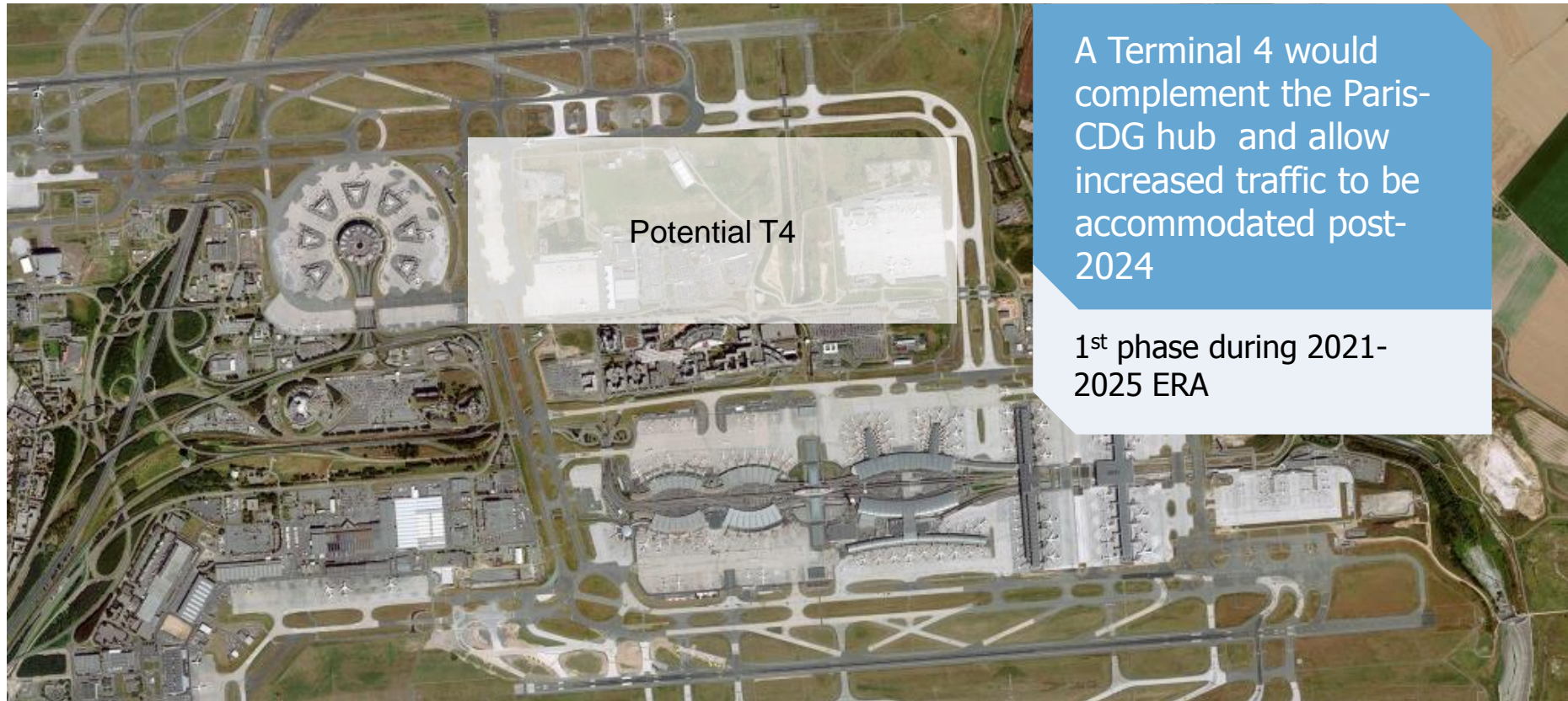


Land reserves provide the opportunity for a T4

Spotlight on the proposed Terminal 4



SUFFICIENT LAND RESERVES



A Terminal 4 would complement the Paris-CDG hub and allow increased traffic to be accommodated post-2024

1st phase during 2021-2025 ERA

Develop the potential of **Aéroports de Paris**

... through the internationalisation of Paris-Orly

Paris-Orly

An infrastructure close to Paris, easy to use for airlines and passengers alike



International traffic boosted by the competitive pricing structure, **promoting higher load factor**



Incentives to reward **high-performing airlines**, low-cost in particular



Capacity optimised and modernised to accommodate this traffic



Ease of operation for airlines



Paris-Orly, a profound transformation between now and 2020

Paris-Orly

Increase the capacity of Paris-Orly to accommodate up to **32.5MPAX**

2016

International boarding lounge East Pier

12 aircrafts stands

2019

Junction building

Baggage handling

4 mixed aircraft stands



Plan for Paris-Orly with the One Roof project



Connect 2020

Our 2016-2020 Strategic Plan

ATTRACT

Connected infrastructures via connecting buildings

OPTIMISE

Airports connected nationwide

- > **CDG Express**
- > **Grand Paris**

EXPAND

Airports connected with the rest of the world as a result of increased international traffic



OPTIMISE



ATTRACT



EXPAND

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About Aéroports de Paris

Aéroports de Paris builds, develops and manages airports including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2014, Aéroports de Paris handled around 93 million passengers, 2.2 million metric tonnes of freight and mail in Paris, and more than 41 million passengers at airports abroad.

Boasting an exceptional geographic location and a major catchment area, Aéroports de Paris Group is pursuing its strategy of adapting and modernising its terminal facilities and upgrading quality of services; the Group also intends to develop its retail and real estate businesses. In 2014, Group revenue stood at €2,791 million and net income at €402 million.

Registered office: 291, boulevard Raspail, 75014 Paris, France. A public limited company (Société Anonyme) with share capital of €296,881,806. Registered in the Paris Trade and Company Register under no. 552 016 628 RCS Paris.

Investor relations

Aurélie Cohen

Tel : + 33 1 43 35 70 58

Mail : invest@adp.fr

Website: <http://www.aeroportsdeparis.fr>

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