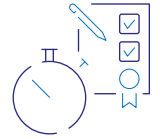


ORAT OPERATIONAL READINESS AND AIRPORT TRANSFER



A KEY TO A SMOOTH AIRPORT OPENING, IS A ROBUST ORAT PLAN BESPOKE TO YOUR PROJECT

GROUPE ADP
AIRPORT SERVICES,
DELIVERING
READY-TO-USE AIRPORTS
FROM DAY ONE

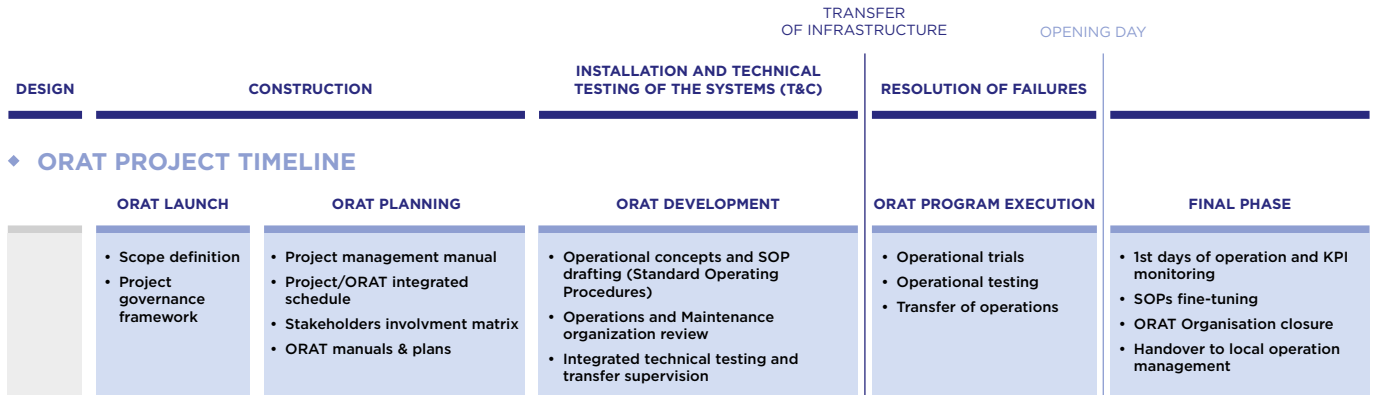
The implementation of a ORAT plan tailored to your project needs ensures that stakeholders are focused on a mutual project objective, namely a definitive operational readiness and a smooth transfer of facilities to the end-user. Having a solid knowledge of the systems architecture and thorough training ensures that the systems are used efficiently and operational costs, including maintenance, is optimized. This reduces life-cycle costs associated with improper use.

WHY OUR PROVEN AND UNRIVALLED ORAT METHODOLOGY IS THE MOST RECOMMENDED FOR YOUR AIRPORT

- ◆ **YOU GAIN THE BENEFIT FROM OUR PROJECT MANAGEMENT APPROACH THAT FOLLOWS THE HIGHEST INDUSTRY STANDARDS.** We plan all tasks to be completed in a coherent sequence, monitor the progress and integrate the impact of other plannings such as third-party works. Any obstacle or risk for opening is also reported to the executive management teams.
- ◆ **YOU BENEFIT FROM EARLY STAKEHOLDER ENGAGEMENT AND PREPARATION FOR OPERATIONS** through a robust familiarization, training and readiness programme that will be implemented, with real-time working group meetings occurring from early stages to ensure that operation and maintenance staff are actively involved and familiar with the systems and processes.
- ◆ **YOU ARE GUARANTEED A STRONG INVOLVEMENT OF EXPERTS IN OPERATION, IT, MAINTENANCE AND CHANGE MANAGEMENT** to facilitate the transition between the handed-over project and the real-life environment, to ensure an optimum level of security, safety and the highest level of quality of service and finally to assess the overall serviceability of the facility.
- ◆ **YOU ARE OFFERED TAILOR-MADE SERVICES** ranging from (remote) ORAT advisory to total ORAT "turnkey" solution after undertaking a thorough ORAT assessment, with our expert staff being deployed for a fixed duration on-site or on-demand missions.

OVERALL SCHEME

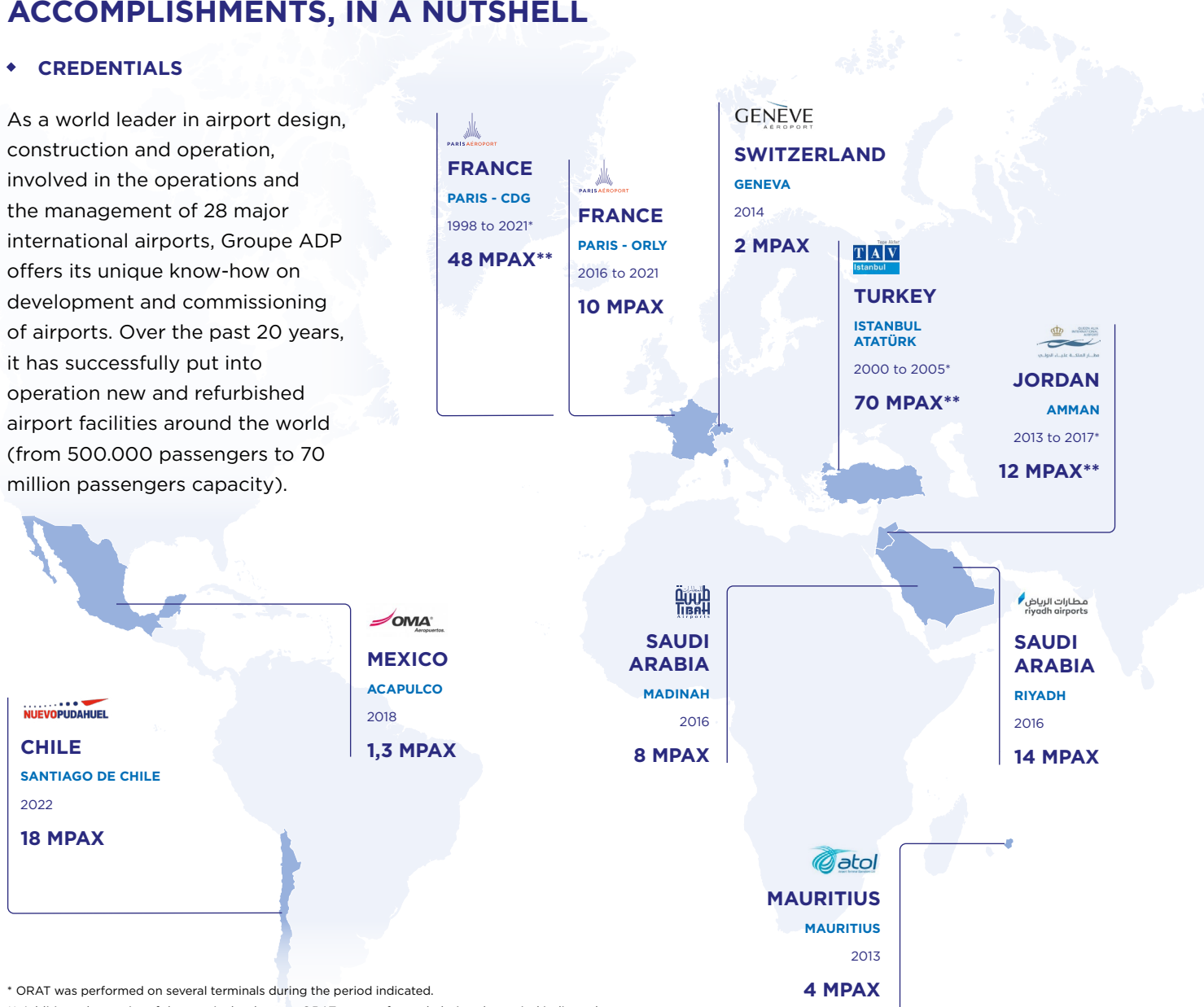
◆ DESIGN AND CONSTRUCTION TIMELINE



GROUPE ADP ORAT AIRPORT SERVICES ACCOMPLISHMENTS, IN A NUTSHELL

◆ CREDENTIALS

As a world leader in airport design, construction and operation, involved in the operations and the management of 28 major international airports, Groupe ADP offers its unique know-how on development and commissioning of airports. Over the past 20 years, it has successfully put into operation new and refurbished airport facilities around the world (from 500.000 passengers to 70 million passengers capacity).



* ORAT was performed on several terminals during the period indicated.

** Additional capacity of the terminals where an ORAT was performed, during the period indicated.