



AÉROPORTS DE PARIS
MANAGEMENT REPORT
2017 FINANCIAL YEAR

Aéroports de Paris

A French public limited company ("*Société Anonyme*") with a share capital of €296,881,806

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This management report includes Aéroports de Paris' management report for the 2017 financial year.

In this management report, the terms "Aéroports de Paris" and "the Company" both refer to the company Aéroports de Paris SA. The term "group" refers to the group of companies formed by the Company and all of its subsidiaries and associates included in the scope of consolidation during the financial year just ended.

The "Groupe ADP" brand speaks on behalf of all the activities in France and internationally. It carries the relations with the public authorities, shareholders and financial markets, as well as partners. Internally, it is the common foundation for belonging for all employees that it brings together around a corporate project.

The "Paris Aéroport" brand endorses the following elements: the sites and applications dedicated to travellers, the content, the free and paying services, the promotion of the Parisian hub, marketing communications, general public events within and outside of the sites.

1 HIGHLIGHTS OF THE PERIOD

Change in passenger traffic

- ◆ Group stake-weighted traffic¹

Group traffic (million passengers)	Groupe ADP stake ⁽¹⁾	Stake-weighted traffic (mpax)	2017 / 2016 change ⁽²⁾	
Groupe ADP	Paris Aéroport (CDG+ORY)	@ 100%	101.5	+4.5%
	Zagreb	@ 20,8%	0.6	+11.8%
	Jeddah-Hajj	@ 5%	0.4	+2.9%
	Amman	@ 9,5%	0.8	+6.8%
	Mauritius	@ 10%	0.4	+5.4%
	Conakry	@ 29%	0.1	+23.8%
	Santiago de Chile	@ 45%	9.6	+11.6%
	Madagascar	@ 35%	0.4	+6.2%
TAV Airports Group	Istanbul Atatürk	@ 46.1%	63.7 (@ 100 %)	+5.5%
	Ankara Esenboga	@ 46.1%	15.8 (@ 100 %)	+21.5%
	Izmir	@ 46.1%	12.8 (@ 100 %)	+6.4%
	Other airports ⁽³⁾	@ 46.1%	22.6 (@ 100 %)	+17.5%
TOTAL GROUP(4)		228.2	+7.4%	

(1) Direct or indirect. Groupe ADP total traffic stands at 259 million passengers, up by 7.4% compared to 2016.

(2) Excluding stake in Mexican airports, sold in October 2016 ; Calculation taking into account TAV Airports traffic at 100% in 2017.

(3) Turkey (Milas-Bodrum), Croatia (Zagreb), Saudi Arabia (Medinah), Tunisia (Monastir & Enfidha), Georgia (Tbilisi & Batumi), and Macedonia (Skopje & Ohrid).

(4) The computation is made according to the following method: traffic from airports that are fully consolidated are taken at 100%, traffic from other airports is taken according to the stake owned

- ◆ Traffic à Paris Aéroport

Paris Aéroport handled a total of 101.5 million passengers in 2017, an increase of 4.5% compared to the previous year. Paris-Charles de Gaulle Airport welcomed 69.5 million passengers (+5.4%) and Paris-Orly Airport 32.0 million (+2.6%). Traffic increased by 5.0% over the first half of the year and by 4.0% over the second half.

- International traffic (excluding Europe) was up (+6.2%) due to growth in all destinations: the Middle East (+8.9%), Africa (+7.8%), North America (+6.9%), the French Overseas Territories (+4.8%), Asia-Pacific (+4.1%) and Latin America (+0.7%);
- European traffic (excluding France) was up by 4.2%;
- Traffic within France was up by 1.0%.

Geographic split Paris Aéroport	2017 / 2016 change	Share of total traffic
France	+1.0%	16.3%
Europe	+4.2%	43.8%
Other International	+6.2%	40.0%
Of which		
Africa	+7.8%	11.3%
North America	+6.9%	10.0%
Latin America	+0.7%	3.1%
Middle East	+8.9%	5.1%
Asia-Pacific	+4.1%	6.4%
French Overseas Territories	+4.8%	4.1%
Total Paris Aéroport	+4.5%	100.0%

The number of connecting passengers rose by 1.2%. The connecting rate stood at 23.1%, down by 0.8 points.

The load factor was up by 3.5 points, at 85.0%. The number of air traffic movements (704,681) was up by 0.4%.

Freight and postal activity increased by 2.3%, with 2,295,417 tonnes transported.

¹ Direct or indirect

Revision of Paris Aéroport 2017 traffic growth assumption

On 27 April 2017, during the announcement of the 1st quarter 2017 revenue, regarding the trends in traffic and the growth prospects for the remaining of the year, Groupe ADP revised upward its traffic growth assumption for Paris Aéroport at +3.0%, more or less 0.5 points in 2017 compared with 2016, versus +1.7% and +2.2% previously. On the basis of this assumption, Groupe ADP confirmed its 2017 consolidated EBITDA.

Forecasts have been revised on 24 July 2017.

	2017 Forecasts as presented on 22 February 2017	2017 Forecasts as of 26 April 2017	2017 Forecasts as of 24 July 2017
Traffic growth assumption for 2017 in Paris Aéroport	Between +1.7 and +2.2 % compared with 2016	+3.0% more or less 0.5 points in 2017 compared with 2016	Between +3.5% and +4.0% in 2017 , compared with 2016
Consolidated EBITDA	<i>In upward trend compared with 2016, favourably impacted by the extraordinary incomes planned to date</i>	In upward trend compared with 2016, impacted favourably by planned-to-date profit linked to cargo hub buildings ¹	In upward trend compared with 2016 - Capital gain linked to cargo hub buildings for €63 million - independently of the effect of the global integration of TAV Airports
Dividend for 2017	<i>Maintaining 60% payout ratio, with a minimum dividend fixed at €2.64 /share Interim dividend payment scheduled for December 2017</i>	Maintaining 60% payout ratio, with a minimum dividend fixed at €2.64 /share Interim dividend payment scheduled for December 2017	Maintaining 60% payout ratio, with a minimum dividend fixed at €2.64 /share Interim dividend payment scheduled for December 2017 (unchanged)

Bond redemption

On 27 January 2017, Aéroports de Paris redeemed a mature bond with nominal value of CHF200 million (€135 million), bearing interest at 2.50%.

Tariffs 2017 approval process completed

On 19 January 2017, Aéroports de Paris SA has taken note of the decision of the Autorité de Supervision Indépendante (ASI, Independent Supervisory Authority) not to approve the proposed aviation fee tariffs applicable from 1 April 2017. The refusal of approval was primarily motivated by a technical consideration in the fee for the provision of the computerised check-in and boarding system (CREWS).

The regulatory provisions lay down that Aéroports de Paris SA should present a new proposal for 2017 tariffs within one month of the decision of the ASI, and that the latter is invited to issue its decision within 15 days of the new notification of tariffs.

As a consequence, Aéroports de Paris SA proposed a modified tariffs grid (see below) that have been approved by the ASI on 20 February 2017.

Tariffs

As of 1 April 2017, airport and ancillary fees (excluding fees for disabled and reduced-mobility passengers) will increase by 1.51%, except for the CREWS fee that will decrease significantly. Globally, the evolution will should therefore amount to +0.97% in average by 1 April 2017.

CDG Express reaches a major milestone on 20 March 2017: agreement between Groupe ADP, SNCF Réseau and Caisse des Dépôts on the economic and financial model of the infrastructure management company

For three years, Groupe ADP and SNCF Réseau, joined by Caisse des Dépôts in a single grouping in February 2016, have been fully mobilised to ensure the realisation of the CDG Express project, the non-stop express rail link between Paris and Paris-Charles de Gaulle Airport.

This project constitutes a major challenge for the competitiveness and the attractiveness of France, in

¹ Groupe ADP and Fedex intend to sign in 2017 a final contract for the rental of cargo hub buildings until 2048. This contract having to be qualified as financial lease in accordance with IAS 17 norm, a capital gain on disposal will have to be accounted for by Groupe ADP in 2017 for the buildings leased.

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particular, as part of the support for Paris's bids to host the 2024 Olympic Games and World Expo 2025. More than 100 engineers and technicians have been mobilised by the two industrial partners of the consortium in order to enable the completion of the CDG Express link by 2023.

The French State, at the end of 2016, clarified the legislative framework within which the three partners will have to carry out their infrastructure management duties for the CDG Express link.

Groupe ADP, SNCF Réseau and Caisse des Dépôts have just provided the State with the details of this management company's economic and financial make-up, the main terms of which were incorporated in the notification of the French authorities to the European Commission under the rules relating to State aid. The scheme defines the key parameters of the economic balance of the future concession contract that will bind the infrastructure management company to the State, as well as those of the project's funding plan.

This major milestone enables the foundations to be laid for the creation of the infrastructure management company by the end of July, and to finalise the concession contract that will bind the infrastructure management company to the State.

This key step for the continuation of the project, combined with the publication on 20 March 2017 of the prefectural order modifying the déclaration d'utilité publique (declaration of public utility) of CDG Express, make it possible to confirm that the project is in line for the CDG Express link to be opened by end of 2023.

Dividend voted by the Annual General Meeting

The Annual General Meeting of Shareholders, held on 11 May 2017, voted to pay a dividend of €2.64 per share for financial year 2016, with an ex-dividend date of 7 June 2017. Given the interim payment (€0.70) made on 9 December 2016, the balance (€1.94) was paid on 9 June 2017. This dividend corresponds to a payout ratio of 60 % of the net result attributable to the Group for financial year 2016, and is unchanged since that of financial year 2013.

Groupe ADP has entered into exclusive negotiations to dispose its 80% stake in its subsidiary Hub Safe

On 24 May 2017, Groupe ADP announced it has entered into exclusive negotiations with Groupe Samsic to dispose its 80% stake in its Hub Safe subsidiary, specialised in airport security.

This project underlines the desire of Groupe ADP to entrust control of Hub Safe to a partner that would set the airport security at the heart of its strategy and would be able to bolster its expertise as well as its technical and financial resources, in order to foster its development and sustainability.

Created in Bretagne (France) in 1986, Samsic is a family-owned company that has become a leading group in the

provision of services to companies in Europe, in the fields of cleaning, security and human resources services. Samsic has never ceased diversifying, in order to complete its range of services and thus meet the needs of its clients. With annual revenue of €1.5 billion, the company currently employs 70,000 people.

At the request of Groupe ADP, the divestment plan will provide for ongoing contracts concluded between ADP and Hub Safe to remain in force and continue to run until their expiry date.

On this basis, Groupe ADP will study, within the framework of these exclusive negotiations with Samsic, the conditions under which such a disposal could be possible.

In any case, it will only be possible to implement this project upon the completion of the information-consultation of the relevant employee representative bodies, subject to the finalisation of definitive agreements considered as satisfactory for the stakeholders, and of the obtention of the prior authorisations necessary for the operation, including the approval of the Minister of the Economy, in compliance with order N°2014-948 of 20 August 2014, relative to the governance and operations on capital for companies with a public shareholding, as well as of the approval of the Autorité de la Concurrence (the French competition authority) as regards merger control.

As of 30 June 2017, this divestment is considered as highly probable and should be completed in 2017. Hence, 100% of the assets and liabilities of the subgroup Hub Safe have been reclassified under "Assets and liabilities held for sale".

Groupe ADP intends to increase its stake in TAV Airports and to sell its stake in TAV Construction

On 9 June 2017, Aéroports de Paris SA, mother company of Groupe ADP, through its subsidiary Tank ÖWA alpha GmbH, entered into a share purchase agreement, signed on 9 June 2017, with Akfen Holding A.Ş. ("Akfen Holding") for the acquisition of Akfen Holding's whole stake in TAV Havalimanları Holding A.Ş. ("TAV Havalimanları Holding" or "TAV Airports"). Groupe ADP has been a 38% shareholder of TAV Airports since 2012.

With this transaction¹, Groupe ADP will acquire an 8.12% stake in TAV Airports, for an amount of \$160 million. The transaction values TAV Havalimanları Holding's equity at around USD2.0 billion, equivalent to TRY19.2 per share. This project of acquisition will increase Groupe ADP's commitment in the company, with a stake brought to 46.12% of TAV Airports' share capital. Tepe İnşaat Sanayi A.Ş. and Sera Yapi Endüstrisi ve Ticaret A.Ş., the other two key founding shareholders of TAV Airports, have expressed their support in favour of this transaction and its prospects for TAV Airports.

Meanwhile, Groupe ADP will sell its 49%-stake in TAV Investment, mother company of TAV Yatırım Holding A.Ş. ("TAV Construction"²), to Sera Yapi Endüstrisi ve Ticaret A.Ş./Sens Proje

¹ Completed on 7 July 2017. Please refer to the paragraph "Events having occurred since 30 June 2017"

² Since 31 December 2016, TAV Construction shares are accounted for "Assets for sale"

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Gelistirme ve Yatırım A.S. and Tepe İnşaat Sanayi A.Ş. for an amount of €9 million¹.

Groupe ADP is thus deploying its international strategy, on the one hand, by increasing its commitment in the airport group TAV Airports as leading shareholder and, on the other hand, at refocusing its activities on its core business with the disposal of its stake in TAV Construction.

Following the completion of this transaction, expected during summer 2017, Groupe ADP will fully consolidate TAV Airports in its financial statements.

TAV Airports currently operates 14 airports in Turkey and around the world, and served 104 million passengers in 2016. The group is fully vertically integrated and provides all commercial services in the airports it operates and provides airports services in many airports around the world. TAV Airports intends to deploy its social and intellectual capital and strong balance sheet to take advantage of growth opportunities in airport operations and services such as duty free, food and beverage, ground handling, security, operation services and IT through both organic and inorganic growth.

Following this transaction, Dr. M. Sani Sener will continue in his position as CEO of TAV Airports. M. Edward Arkwright will be proposed to be appointed as Chairman of the Board of Directors of TAV Airports by the next General Shareholders Meeting.

TAV Airports' Board of Directors would still be constituted by a total of 11 members, with 5 members to be appointed by Groupe ADP, 1 for who Tepe can propose a candidate and 1 for who Sera can propose a candidate and 4 independent members to be proposed by the Nomination Committee to the General Shareholder Meeting.

The transaction about the 8.12% of TAV Airports capital acquisition occurred on 7 July 2017 – see press release published for the 1st half-year results, available on www.groupeadp.fr.

Profit linked to the cargo hub buildings

For memory, Aéroports de Paris SA and FedEx signed in July 2016 a memorandum of agreement for the cargo zone for the planned "extension 2" construction project and the leases extension until 2048.

The development of the project and the obtaining of the administrative approval thus allow, on 15 June 2017, the signing of all the contracts regarding:

- ◆ The extension until 2048, of all the FedEx hub real estate facilities on Paris-Charles de Gaulle airport, that is to say 108,500 sq.m. of facilities
- ◆ The creation in 2019 of an additional 47,000 sq.m.-sorting building, certified according to the French HQE² and British BREEAM² high quality environmental standards
- ◆ The provision, from 2017, of an additional 4-hectare equipment area

These new facilities, implying for FedEx a total investment of €200 million (automated sorting center for all type of package, including large size packages...), will allow them to increase by 40% its processing capacity for packages.

In the case of cancellation of the lease by FedEx, the agreement conditions planned a compensation for Aéroports de Paris SA for the remaining rents until the termination of the contract.

In accordance with IAS 17 "Leases", the leasing of buildings is similar to a finance lease, given the transfer to Fedex of all the risks and benefits related to the construction. In addition:

- ◆ The term of the leases corresponds to the economic life of the leased assets;
- ◆ The discounted value of the minimum lease payments amounts to substantially all of the fair value of the leased asset.

Therefore, in the Group's consolidated financial statements, the contract appears as a credit sale and results in a pre-tax gain of €63 million for the period. This gain on disposal is on the line "Other income and expenses" and the corresponding receivable in Financial assets.

Regulated ROCE for 2016

As of 31 December 2016, the ROCE³ for the regulated scope was at 4.5%. The operating income for the regulated scope for 2016 amounted to €342 million and the regulated asset base amounted to €4,988 million.

Payment of the 2017 interim dividend

The Board of Directors of Aéroports de Paris decided in 2015 to implement a policy for the payment in cash of an interim dividend up until the financial year ending on 31 December 2020. For the 2017 financial year, this interim dividend amounts to €69 million, i.e. €0.70 per share. The ex-interim dividend date was 6 December 2017 and the interim dividend for 2017 was paid out on 8 December 2017.

New appointments within Groupe ADP

Augustin de Romanet, Chairman and Chief Executive Officer of Groupe ADP, announces the following appointments on 1 August 2017:

- ◆ Franck Mereyde is appointed Deputy CEO of TAV Airports, in accordance with Sani Sener, CEO of TAV Airports, effective 1 September 2017.
- ◆ Marc Houalla is appointed Director of Paris-Orly Airport, and joins Groupe ADP's Executive Committee, effective 15 October 2017.

These appointments are part of the Connect 2020 strategic plan, which has led to the creation on 1 July 2017 of the Operations Division (DGO) headed by Franck Goldnadel and of ADP International, headed by Antonin Beurrier. As part of his

¹ The transaction was completed on 20 July 2017. Please refer to the paragraph "Events having occurred since 30 June 2017"

² Building Research Establishment Environmental Assessment Method.

³ Return on capital employed

new duties, Marc Houalla will work in coordination with the Operations Division.

Groupe ADP finalised the disposal of 80 % of its shares in Hub Safe

On 29 September 2017, Groupe ADP finalised the disposal to Groupe Samsic of 80 % of its shares in its subsidiary Hub Safe, specialised in airport security, after having obtained the required regulatory approvals. Groupe ADP will remain a shareholder with a 20% stake in Hub Safe.

Publication of TAV Airports first 9 months 2017 results

Over the first 9 months of 2017, TAV Airports revenue stood at €854 million, up by 5% compared to the same period last year. EBITDA increased by 12%, to €391 million. Net profit increased strongly (+49%), to €163 million.

Revision of TAV Airports 2017 forecasts

On 24 October 2017, during the publication of their results for the first 9 months 2017, TAV Airports Group revised its forecasts for 2017 to reflect the better than expected recovery of traffic:

- ◆ **Istanbul Ataturk Airport international passenger traffic:** growth of between 4 and 6% in 2017 compared with 2016 (vs between +1 and +3% previously)
- ◆ **Istanbul Ataturk Airport international origin/destination passenger traffic:** growth of between 6 and 8 % in 2017 compared with 2016 (vs flat previously)
- ◆ **Total TAV Airports passenger traffic:** growth between 6 and 8 % in 2017 compared with 2016 (vs +4 and +5 % previously)
- ◆ **Revenue:** growth expected between 1 and 3% in 2017 compared with 2016 (vs flat previously)
- ◆ **EBITDAR:** growth expected between 6 and 8% in 2017 compared with 2016 (vs flat previously)

Net profit and capex forecasts remain unchanged.

Groupe ADP signed a contract to take exclusive control on AIG, concessionaire of Amman Airport, Jordan

Groupe ADP signed on 22 December a contract to take exclusive control on Airport International Group ("AIG"), concessionaire of Queen Alia International Airport in Amman, Jordan. The co-shareholders will be Meridiam, ASMA Capital Partners B.S.C. (c), acting in its capacity as investment manager for IDB Infrastructure Fund II and Edgo.

With this take over, Groupe ADP, which has been a 9.5%-shareholder of AIG, through ADP International, since 2007, will be able to fully consolidate the financial statements of the concessionaire company.

This transaction results in an investment of USD267million for Groupe ADP.

The completion of the transaction is subject suspensive conditions including the Government of Jordan and AIG's Lenders consents.

Queen Alia airport welcomed 7.4 million passengers in 2016 and was named the best airport of its size (5-15 million passengers) in the Middle East by the Airport Council International (ACI) based on the results of the 2016 Airport Service Quality (ASQ) Survey, the world's leading airport passenger satisfaction benchmark program.

€500 million new bond issue

On 6 December 2017, Aéroports de Paris launched a bond issue for a total amount of €500 million with the following characteristics:

- ◆ Format: Fixed rate
- ◆ Redemption: in fine
- ◆ Annual rate: 1.0%
- ◆ Re-offer spread: 25 bp over mid swap
- ◆ Re-offer yield: 1.036%
- ◆ Payment date: 13 December 2017
- ◆ Maturity date: 13 December 2027

Aéroports de Paris is rated A+ (stable outlook) by Standard and Poor's.

This bond was issued on 13 December 2017 and will have to be reimbursed on 13 December 2027.

2 2017 RESULTS AND FINANCIAL SITUATION

2.1 2017 consolidated financial statements of Groupe ADP

Groupe ADP key figures

(in millions of euros)	2017 ⁽¹⁾	2016	2017/2016 ⁽¹⁾
Revenue	3,617	2,947	+€670m
EBITDA	1,567	1,195	+€372m
EBITDA / Revenue	43.3%	40.6%	+2.7pt
Operating income from ordinary activities (including operating activities of associates)	1,030	664	+€366m
Operating income from ordinary activities / Revenue	28.5%	22.5%	+6.0pt
Operating income (including operating activities of associates)	1,052	696	+€356m
Financial income	(179)	(115)	-€64m
Net income attributable to the Group	571	435	+€136m

⁽¹⁾ Including the full consolidation of TAV Airports in the 2nd half of 2017

Analysis of Groupe ADP 2017 income statement

Unless otherwise stated, percentages compared 2017 data with 2016 data.

Revenue

(in millions of euros)	2017	2016	2017/2016
Revenue⁽¹⁾	3,617	2,947	+€670m
Aviation	1,813	1,743	+4.0%
Retail and services	953	941	+1.2%
Real estate	250	263	-4.8%
International and airport developments ⁽¹⁾	682	97	+€585m
of which TAV Airports	616	-	+€616m
Other activities	217	223	-2.5%
Inter-sector eliminations	(298)	(321)	-7.0%

⁽¹⁾ Including the full consolidation of TAV Airports in the 2nd half of 2017

Over 2017, Groupe ADP consolidated revenue stood at €3,617 million, up by €670 million, mainly thanks to:

- ◆ The full consolidation of TAV Airports for the 2nd half of 2017, which contributed to revenue up to €616 million. Excluding the full consolidation of TAV Airports, Groupe ADP revenue grew by 1.8%, to €3,001 million;
- ◆ The growth in airport fees in Paris Aéroport (+5.2%, at €1,055 million), driven by passenger traffic dynamics (+4.5%) combined with the increase in tariffs since 1 April 2017 (+0.97%);
- ◆ The strong increase in revenue from ancillary fees in Paris Aéroport (+4.6%, at €230 million), in particular from the fee related to the provision of de-icing facilities (+29.1%, at €24 million) and PRM¹ fees (+9.5%, at €60 million).

These favorable items were partially offset by:

- ◆ The decrease in revenue in international activities, excluding the full consolidation of TAV Airports (-32.0%, at €66 million) linked to a slowdown in activity and a decrease in backlog in the Middle-East for ADP Ingénierie;
- ◆ The change in consolidation method for Hub Safe during the 4th quarter², following the 80%-disposal of the stake in this entity. For the 4th quarter of 2017, Hub Safe's results has been accounted for as non-operating associates.

Over 2017, intersegment eliminations³ amounted to €298 million.

¹ Persons with reduced mobility

² Please refer to the press release published on 29 September 2017, available on www.groupeadp.fr

³ Internal revenue realised between segments

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EBITDA

(in millions of euros)	2017 ⁽¹⁾	2016	2017/2016 ⁽¹⁾	2017 (excl. FC of TAV A)	2017/2016 (excl. FC of TAV A)
Revenue	3,617	2,947	+€670m	3,001	+1.8%
Operating expenses	(2,142)	(1,807)	+€335m	(1,809)	+0.1%
Consumables	(165)	(113)	+€52m	(120)	+5.8%
External services	(865)	(707)	+€158m	(725)	+2.7%
Employee benefit costs	(814)	(698)	+€116m	(689)	-1.2%
Taxes other than income taxes	(260)	(262)	-€2m	(250)	-4.5%
Other operating expenses	(39)	(27)	+€12m	(25)	-9.4%
Other incomes and expenses	93	56	+€37m	96	+€40m
EBITDA	1,567	1,195	+€372m	1,287	+7.7%
EBITDA / Revenue	43.3%	40.6%	+2.7pt	42.9%	+2.3pt

⁽¹⁾ Including the full consolidation of TAV Airports in the 2nd half of 2017

Group operating expenses stood at €2,142 million over 2017. Excluding the full consolidation of TAV Airports, operating expenses were almost stable (+0.1%) due to the good control over expenses. The operating expenses of the parent company increased slightly by 0.3%, compared to 2016.

The distribution of operating expenses is as follows:

- ◆ **Consumables** stood at €165 million. Excluding the full consolidation of TAV Airports, consumables were up by 5.8% due to the increase in furniture need for the de-icing activity and the increase in Hub One activities.
- ◆ The **costs related to external services** stood at €865 million. Excluding the full consolidation of TAV Airports, the costs related to external services were up by 2.7% due to the increase of use of sub-contracting, linked to the change of accounting method for Hub Safe, and the increase in expense for maintenance and repairs.

Employee benefit costs stood at €814 million. Excluding the full consolidation of TAV Airports, employee benefit costs were down by 1.2%, notably due to the partial sale of Hub Safe over the last quarter of 2017. As of 31 December 2017, the average number of employees stood at 17,422^{1/2}.

(in millions of euros)	2017 ⁽¹⁾	2016	2017/2016 ⁽¹⁾
Employee benefit costs	814	698	+€116m
Aéroports de Paris	555	553	+0.4%
Subsidiaries	258	145	+€113m
Average staff numbers (Full-Time Equivalent)	17,422	8,947	+8,475
Aéroports de Paris	6,435	6,478	-0.7%
Subsidiaries	10,987	2,469	+8,518

⁽¹⁾ Including the full consolidation of TAV Airports in the 2nd half of 2017

- ◆ **Taxes other than income taxes** stood at €260 million. Excluding the full consolidation of TAV Airports, taxes other than income taxes decreased by 4.5% due to the settlement of a litigation on previous years.
- ◆ **Other operating expenses** stood at €39 million. Excluding the full consolidation of TAV Airports, other operating expenses were down by 9.4%, due to a decrease in management expenses.

Other income and expenses stood at €93 million, due to the accounting, under to the IAS 17 norm, of the capital gain linked to the long term lease of cargo hub buildings³, for €63 million.

Over 2017, group consolidated EBITDA stood at €1,567 million. Excluding the full consolidation of TAV Airports, EBITDA stood at €1,287 million, up by 7.7% compared to 2016. The consolidated gross margin rate⁴ for 2017 was up by 2.7 points, at 43.3%.

¹ Full time equivalent, of which average number of employees of Hub Safe over 9 months, following the sale of a 80%-stake in the entity at the end of september 2017 and of which average number of employees of TAV Airports since the full consolidation, made in July 2017.

² The average number of employees of the parent company decreased by 0.7% in 2017.

³ Please refer to the press release of the first half year of 2017 results, available on www.groupeadp.fr

⁴ EBITDA / Revenue

Net result attributable to the Group

<i>(in millions of euros)</i>	2017 ⁽¹⁾	2016	2017/2016 ⁽¹⁾
EBITDA	1,567	1,195	+€372m
Amortisation & Depreciation	(615)	(479)	+€136m
Share in associates and joint ventures from operating activities after adjustments related to acquisition of holdings	77	(52)	+€129m
Operating income from ordinary activities (including operating activities of associates)	1,030	664	+€366m
Other operating expenses and incomes	22	32	-€10m
Operating income (including operating activities of associates)	1,052	696	+€356m
Financial income	(179)	(115)	-€64m
Associates from non-operating activities	1	59	-€58m
Income before tax	874	640	+€234m
Income taxes	(260)	(202)	+€58m
Net results from continuing activities	614	438	+€176m
Net income attributable to non-controlling interests	(44)	(3)	-€41m
Net income attributable to the Group	571	435	+€136m

⁽¹⁾ Including the full consolidation of TAV Airports in the 2nd half of 2017

Over 2017, **amortisation and depreciation** stood at €615 million. Excluding the full consolidation of TAV Airports, amortisation and depreciation decreased by €7 million.

Operating income from ordinary activities (including operating activities of associates) stood at €1,030 million notably due to:

- ◆ The scope effect of the full consolidation of TAV Airports for the 2nd half of 2017;
- ◆ The re-evaluation of the 38%-stake in TAV Airports for €63 million;
- ◆ The capital gain following the sale of TAV Construction for a net amount of €12 million;
- ◆ The negative effect linked to provisions on international stake amounting to €46 million, accounted for during the 1st half-year of 2017.

Operating income stood at €1,052 million, due notably to the capital gain of the 80%-sale of the stake in Hub Safe, net of disposal fee, for an amount of €27 million.

The **net financial result** stood at -€179 million and was notably impacted by provisions on international stake for €9 million accounted for during the 1st half of 2017, in addition to the €46 million mentioned above.

As of 31 December 2017, Groupe ADP net debt stood at €3,797 million compared with €2,709 million as of 31 December 2016 due to the full consolidation of TAV Airports. Excluding the full consolidation of TAV Airports, Groupe ADP's net debt would stand at €3,144 million.

The **share of profit of non-operating associates** was down by €58 million, to €1 million, due to the negative impact of the non-renewal of the capital gain linked to the sale, in October 2016, of Groupe ADP's stake in the Mexican airport operator OMA for an amount of €58 million.

The **income tax expense** stood at €260 million in 2017, up by €58 million. This net increase in income tax is, on one hand, due to the corporate income tax for €82 million, linked to the increase in income before tax and the 2017 surcharge on income tax, partially offset by the re-evaluation of deferred taxes from 2020. On the other hand, the reimbursement of tax on dividends, amounting for €24 million, reduced the impact of the increase in corporate income tax.

Taking into account all these items, the **net result attributable to the Group** increased by €136 million, to €571 million.

Analysis by segment

Aviation

(in millions of euros)	2017	2016	2017/2016
Revenue	1,813	1,743	+4.0%
Airport fees	1,055	1,003	+5.2%
Passenger fees	653	619	+5.4%
Landing fees	243	233	+4.6%
Parking fees	159	151	+5.6%
Ancillary fees	230	220	+4.6%
Revenue from airport safety and security services	487	480	+1.6%
Other income	40	40	-1.6%
EBITDA	551	488	+12.8%
Operating income from ordinary activities (including operating activities of associates)	272	186	+46.4%
EBITDA / Revenue	30.4%	28.0%	+2.4pt
Operating income from ordinary activities / Revenue	15.0%	10.7%	+4.4pt

Over 2017, Aviation segment, that only includes Parisian activities, revenue increased by 4.0%, to €1,813.

Revenue from **airport fees** (passenger fees, landing fees and aircraft parking fees) was up by 5.2%, at €1,055 million, in 2017, benefiting from the growth in passenger traffic (+4.5%) and the increase in tariffs as of 1 April 2017 (+0.97%). It should be noted that, as of 1 April 2017, tariffs (excluding PRM¹ fees) have increased by 1.51%, except the CREWS fee that decreased significantly. Overall, excluding PRM fees, the increase was equal to +0.97% on average.

Ancillary fees were up by 4.6%, to €230 million, mainly thanks to the increase in revenue from the fee related to the provision of de-icing facilities (+29.1%, at €24 million) and from the fee for PMR (+9.5%, at €60 million) linked to the growth in traffic.

Revenue from airport safety and security services was up by 1.6%, to €487 million. This revenue covered the expenses engaged by Groupe ADP, up due to the increase in traffic. This increase was partially offset by productivity gain made possible by the signing of markets in obligation of results in security.

Other income, which mostly consists in re-invoicing the French Air Navigation Services Division and leasing associated with the use of terminals, slightly decreased by 1.6%, to €40 million.

The combination of these elements with the good control over expenses resulted in an EBITDA of the aviation segment up by 12.8%, at €551 million. The gross margin rate increased by 2.4 points and stood at 30.4%.

Amortisation and depreciation were down (-7.9%), at €279 million due to the favourable base effect linked to the extraordinary amortisation and depreciation in 2016 and the full year effect of the review of the lifespan of some assets occurring at the end of 2016 that translated into a small lengthening of the mean duration of amortisation.

As a consequence, the **operating income from ordinary activities** was strongly up by €86 million, at €272 million in 2017.

¹ Persons with reduced mobility

Retail and services

(in millions of euros)	2017	2016	2017/2016
Revenue	953	941	+1.2%
Retail activities	459	449	+2.2%
Airside shops	303	299	+1.6%
Landside shops	19	18	+5.4%
Bars and restaurants	42	39	+10.2%
Advertising	50	50	-0.8%
Others	45	44	+1.0%
Car parks and access roads	171	175	-2.1%
Industrial services revenue	134	133	+0.5%
Rental income	147	146	+0.5%
Other income	42	38	+11.4%
EBITDA	533	527	+1.0%
Share in associates and joint ventures from operating activities	3	1	+€2m
Operating income from ordinary activities (including operating activities of associates)	404	409	-1.2%
EBITDA / Revenue	55.9%	56.0%	-0.1pt
Operating income from ordinary activities / Revenue	42.4%	43.5%	-1.1pt

Over 2017, revenue from Retail and services, that only includes Parisian activities, was up by 1.2%, at €953 million.

Revenue from **retail** (rents received from airside and landside shops, bars and restaurants, banking and foreign exchange activities, and car rental companies, as well as revenue from advertising) was up by 2.2% in 2017, at €459 million, the favorable impact of the return of the most contributive passengers being partly offset by the negative effect of exchange rate during the 2nd half of 2017.

- ◆ Among this item, the rents from airside shops stood at €303 million, up by 1.6%, thanks to the good performance of the luxury activity, partly offset the negative effect of the roll-out of the plain packaging on tobacco sales. The sales per passenger¹ were stable (+0.4%), at €18.2;
- ◆ Rents from landside shops increased by 5.4%, to €19 million;
- ◆ Bars and restaurants posted a growth of 10.2%, at €42 million, linked partly to the full year effect of the roll-out of the EPIGO joint venture.

Media Aéroports de Paris² saw a decrease of 1.0% of its revenue, at €53 million, due to the negative base effect linked to the strong activity in 2016 related to the Euro football championship. Its EBITDA was down by 1.5%, at €8 million and its net result was up by 3.2%, at €2 million.

Revenue from **car parks** stood at €171 million, down by 2.1%.

Revenue from **industrial services** (the supply of electricity and water) was up slightly (+0.5%), at €134 million.

Rental revenue (leasing of space within terminals) increased slightly by 0.5%, to €147 million.

Other revenue saw an increase of 11.4%, to €42 million.

EBITDA of the segment was up by 1.0%, at €533 million, due to the growth in revenue and to the control over expenses. The gross margin rate was stable (-0.1 point), at 55.9%.

The share of profit from operating associates (Société de Distribution Aéroportuaire, RELAY@ADP and EPIGO) was up by €2 million, at €3 million.

Operating income from ordinary activities (including operating activities of associates) decreased by 1.2%, to €404 million.

¹ Sales of airside shops divided by the number of departing passengers

² Media Aéroports de Paris is now fully consolidated and no longer accounted for in associates. 2016 restated accounts were released in 2016 full year results press release, available on www.groupeadp.fr

Real Estate

(in millions of euros)	2017	2016	2017/2016
Revenue	250	263	-4.8%
External revenue ¹	208	211	-1.1%
Land	108	102	+5.5%
Buildings	68	82	-16.1%
Others	32	27	+19.2%
Internal revenue	42	52	-19.6%
Other income and expenses (incl. capital gain linked to the cargo hub buildings)	69	3	+€66m
EBITDA (excluding capital gain linked to cargo hub buildings)	146	149	-2.3%
EBITDA	209	149	+€60m
Share in associates and joint ventures from operating activities	(2)	(2)	-€0.6m
Operating income from ordinary activities (including operating activities of associates)	161	104	+€57m
EBITDA / Revenue	83.5%	56.7%	+26.8pt
Operating income from ordinary activities / Revenue	64.1%	39.7%	+24.4pt

Over 2017, Real estate revenue, that only includes Parisian activities, was down by 4.8%, at €250 million.

External revenue¹ (€208 million) was down (-1.1%) due to the loss of some contracts in Paris-Orly.

Internal revenue decreased (-19.6%), to €42 million, due to the revision of internal rents in order to correspond to market prices, in order to improve the internal management of the group, with no impact on the group consolidated revenue.

According to the IAS 17 norm, the capital gain linked to the long term lease of cargo hub buildings², was accounted for in "other incomes" and amounted to €63 million. This gain was accounted for during the 1st half of 2017.

As a consequence, **EBITDA** was up strongly, by €60 million, at €209 million.

Excluding the profit linked to the cargo hub buildings, the EBITDA was down 2.3% due, notably, due to the increase in local taxes.

Amortisation and depreciation increased by 7.6%, to €46 million, linked to the head offices amortisation (€2.5 million in 2017).

The share of profit from operating associates stood at -€2 million.

As a consequence, **operating income from ordinary activities (including operating activities of associates)** increased strongly, to €161 million, compared with €104 million in 2016.

¹ Generated with third parties (outside the group)

² Please refer to press release published for the 1st half year results, available on www.groupeadp.fr

International and airports developments

(in millions of euros)	2017 ⁽¹⁾	2016	2017/2016 ⁽¹⁾
Revenue	682	97	+€585m
ADP Ingénierie	52	75	-30.9%
ADP International	15	23	-35.6%
TAV Airports	616	-	+€616m
EBITDA	252	3	+€249m
Share in associates and joint ventures from operating activities after adjustments related to acquisition of holdings	77	(51)	+€128m
Operating income from ordinary activities (including operating activities of associates)	186	(49)	+€235m
EBITDA / Revenue	36.9%	2.8%	N/A
Operating income from ordinary activities / Revenue	27.2%	-50.4%	N/A

⁽¹⁾ Including the full consolidation of TAV Airports in the 2nd half of 2017

Over 2017, revenue from International and airport developments increased strongly by €585 million, to €682 million, due to the full consolidation of TAV Airports since July 2017, and the acquisition of an additional 8.12%-stake in the company, for a total stake of 46.12%. EBITDA stood at €252 million.

At constant scope (excluding the full consolidation of TAV Airports), revenue from International and airport developments decreased by 32.0% and EBITDA stood at -€28 million.

ADP Ingénierie's revenue was down by 30.9%, at €52 million, due to a slowdown in activity for all international branches and a decrease in backlog in the Middle East. EBITDA and operating income from ordinary activities (including operating activities of associates) stood both at -€14 million (compared with a positive result of €5 million in 2016). At the end of 2017, ADP Ingénierie's backlog amounted to €61 million.

ADP International, excluding ADP Ingénierie, saw its revenue decreasing by €8 million, to €15 million. EBITDA stood at -€12 million (compared to zero in 2016). Its operating income from ordinary activities (including operating activities of associates) stood at -€39 million (compared with a result of €5 million in 2016) due to a provision on international stake amounting to €46 million, accounted for during the 1st half of 2017.

Over the 2nd half of 2017, TAV Airports' contribution in the financial accounts of the group, after adjustments related to acquisition of holdings, stood at €616 million in revenue, €280 million in EBITDA and €149 million in operating income from ordinary activities.

In 2017, **TAV Airports** achieved an increase in revenue of 2%, to €1,139 million, in EBITDA of 15%, to €481 million and in net result of 55%, to €185 million.

Share of profit from operating associates, including mainly TAV Airports for the 1st half of 2017 and Schiphol Group, after adjustments related to acquisition of holdings, stood at €77 million in 2017, compared to -€51 million in 2016, hence an increase of €128 million. This increase was mainly due to the following drivers:

- ◆ The capital gain of the re-evaluation of the 38%-stake in TAV Airports for an amount of €63 million;
- ◆ The positive base effect linked to the impairment of TAV Construction in 2016, and, in 2017, a capital gain, net of disposal fee, for an amount of €12 million;
- ◆ These elements are partially offset by provisions on international stake amounting to €46 million, accounted for during the 1st half of 2017.

Operating income from ordinary activities (including operating activities of associates) for International and airport developments stood consequently at €186 million, compared to a result of -€49 million in 2016.

¹ Subsidiary of ADP International from 1 July 2017

Other activities

<i>(in millions of euros)</i>	2017	2016	2017/2016
Revenue	217	223	-2.5%
<i>Hub One</i>	154	144	+6.8%
<i>Hub Safe⁽¹⁾</i>	63	78	-19.6%
EBITDA	25	29	-12.5%
Operating income from ordinary activities (including operating activities of associates)	9	14	-35.1%
<i>EBITDA / Revenue</i>	11.6%	12.9%	-1.3pt
<i>Operating income from ordinary activities / Revenue</i>	4.3%	6.4%	-2.1pt

⁽¹⁾ Revenue for 9 months, following the sale of an 80%-stake in Hub Safe on 29 September 2017.

In 2017, revenue from Other activities segment was down by 2.5%, at €217 million. EBITDA decreased by 12.5%, to €25 million. As a reminder, since 29 September 2017, date of sale of 80%-stake in Hub Safe, Hub Safe has been accounted for as non-operational associates. From this date, the share in profit has been accounted for as share in associates from non-operating activities.

In 2017, Hub One saw its revenue growing by 6.8%, at €154 million, driven by the increased activity of the Telecom division. EBITDA was down 7.7%, at €20 million. The operating income from ordinary activities (including operating activities of associates) decreased by €3 million, to €5 million.

Hub Safe's revenue was down by 19.6%, at €63 million due to the change in accounting method of the company during the last quarter. EBITDA increased by €1 million, to €5 million. The operating income from ordinary activities (including operating activities of associates) increased by 9.2%, to €4 million.

The operating income from ordinary activities (including operating activities of associates) of the segment was down by 35.1%, at €9 million.

Groupe ADP Cash flow

<i>(in millions of euros)</i>	2017	2016
Cash flows from operating activities	1,270	875
Cash flows from investing activities	(888)	(624)
Cash flows from financing activities	(114)	(327)
Change in cash flow	254	(76)
Cash at opening	1,656	1,732
Cash at closing	1,910	1,656

Cash flow from operating activities

<i>(in millions of euros)</i>	2017	2016
Operating income (including operating activities of associates)	1,052	696
Other non-cash income and expenses	460	484
Net financial income other than cost of debt	(42)	(2)
Operating cash flow before change in working capital and tax	1,470	1,178
Change in working capital	113	(77)
Tax expenses	(313)	(226)
Cash flows from operating activities	1,270	876

Cash flow from investing activities

<i>(in millions of euros)</i>	2017	2016
Purchase of property, plant, equipment and intangible assets	(879)	(792)
Acquisitions of subsidiaries	20	(20)
Proceeds from sale of subsidiaries	21	71
Dividends received	42	70
Other cash flows from investing activities	(92)	47
Cash flows from investing activities	(888)	(624)

2017 was impacted by tangible and intangible investments amounting to €879 million for the Group, including €801 million for the parent-company (€774 million in 2016) and €78 million for subsidiaries (€18 million in 2016).

Investments at Paris-Charles de Gaulle, investments mainly related to:

- ◆ continued work to set up a system for conveying, handling and increasing security of luggage under the satellites S3 and S4 of terminal 2E;
- ◆ the renovation of terminal 2B and its junction with terminal 2D;
- ◆ the completion of building work on the new head office;
- ◆ the acquisition of the North part of the "le Dôme" office building in Roissy-pôle;
- ◆ compliance work on the rainwater treatment systems;
- ◆ work on the junction of the international satellites of terminal 1;
- ◆ relocation of taxi operating base;
- ◆ restoration of RER train station in Roissy-pôle;
- ◆ repair work on the façades of the satellites of terminal 1;
- ◆ refurbishment of Hall K retail area, in Terminal 2E;
- ◆ hotel development in the Roissy-pôle Ouest area;
- ◆ the redevelopment of the secondary road network in the Roissy-pôle zone.

2017 consolidated financial statements of Groupe ADP

Investments at Paris-Orly mainly related to:

- ◆ continued building work on the junction between South and West terminals;
- ◆ the redesign of the international departure process of the South Terminal;
- ◆ extension work to the Golf areas and compliance work on the LGN-LJS turn;
- ◆ the extension to Hall 1 of the terminal West;
- ◆ the second phase of runway 4 refurbishment;
- ◆ construction of additional boarding gates in Hall A of the South Terminal;
- ◆ work to switch the security check and border control posts at international departures in the South Terminal;
- ◆ the continued renovation of the Orlytech business district;
- ◆ the end of construction of the airbridge linking the *Cœur d'Orly* district with the South Terminal;
- ◆ preparatory work before the construction of the future Grand Paris station.

Investments at the Paris-Le Bourget airport mainly related to preparatory work related to the construction of the future Grand Paris station and development work on the Nord Atlas zone.

Aéroports de Paris also made significant investments in its support functions and projects common to both platforms in 2017, notably the purchase of hold luggage inspection equipment up to European regulation standard 3, updating of the sanitary facilities and IT developments.

Aéroports de Paris fully funds its investment programme, primarily through operating cash flow, and medium- to long-term debt as needed.

Cash flow linked to funding activities

<i>(in millions of euros)</i>	2017	2016
Proceeds from long-term debt	561	7
Repayment of long-term debt	(253)	(4)
Dividends paid to shareholders of the parent company	(261)	(258)
Other cash flows from financing activities	(162)	(72)
Cash flows from financing activities	(114)	(327)

Financial debt

The net debt/equity ratio stood is up at 70% as at 31 December 2017 compared to 63 % at end of 2016. Group net debt grew to €3,797 million as at 31 December 2017 compared to €2,709 million at the end of 2016, due to the full integration of TAV Airports.

Net financial breakdowns are as follows:

<i>(in millions of euros)</i>	2017	2016
Financial debt	5,911	4 484
Derivative financial instruments (liabilities)	54	20
Gross financial debt	5,965	4 504
Derivative financial instruments (assets)	(27)	(90)
Receivables and current accounts from associates	(90)	(58)
Cash and cash equivalents	(1,912)	(1,657)
Restricted bank balances	(189)	-
Debt related to the minority put option	50	11
Net financial debt	3,797	2,709
<i>Net financial debt / EBITDA</i>	2.42	2.27
<i>Net financial debt / equity (gearing)</i>	70.0%	63.1%

2.2 2017 Financial statements of the company Aéroports de Paris

2017 profit and loss account of Aéroports de Paris

<i>(in millions of euros)</i>	2017	2016
Revenue	2,820	2,744
Changes in finished goods inventory	(2)	6
Capitalised production	61	56
Reversal of provisions and expense transfers	42	46
Operating subsidies	1	2
Other operating income	29	14
Operating income	2,951	2,868
Purchases and external expenses	(832)	(818)
Taxes other than income taxes	(247)	(251)
Employee benefit costs	(590)	(585)
Other operating expenses	(24)	(24)
Depreciation, Amortisation and provision	(477)	(471)
Operating expenses	(2,170)	(2,148)
Operating income	781	719
Financial income	141	70
Financial expenses	(151)	(143)
Financial income	(10)	(72)
Income before tax	771	648
Extraordinary income	130	120
Extraordinary expenses	(150)	(132)
Extraordinary income	(20)	(12)
Employees' profit sharing	(22)	(22)
Income taxes	(223)	(214)
Net income	506	399

The revenue achieved by Aéroports de Paris is up by 2.8%, at €2,820 million in 2017 and can be broken down as follows:

<i>(in millions of euros)</i>	2017	2016
Airport fees	1,056	1,003
Revenue from airport safety and security services	487	480
Retail activities	442	432
Rental income	324	326
Ancillary fees	243	232
Car parks and access roads	171	175
Industrial services revenue	41	42
Other revenue	56	54
Total	2,820	2,744

Revenue from airport fees and revenue from airport safety and security services are recognised exclusively in the airport activities segment. For more details please refer to the paragraph related to the aviation segment above.

Revenue from commercial activities is recognised almost exclusively in the retail and services segment. For more details please refer to the paragraph related to the retail and services segment above.

Rental revenue was accounted for in either the aviation segment or in the real estate segment. For more details please refer to the paragraphs related to the aviation and real estate segment above.

Car parks revenue is recognised almost exclusively in the retail and services segment. For more details please refer to the paragraph related to the retail and services segment above.



Events having occurred since 31 December 2017

The raw materials and consumable amounted to €832 million as of 31 December 2017 versus €818 million last year, an increase of 1.7%. This increase is mainly explained by the increase in use of service providers.

The number of employees is slightly down (-0.7%) to an average of 6,435 employees in average in 2017 and related expense are up by 0.8%.

Depreciation and amortisation for Aéroports de Paris increased by 1.3%.

Operating income increased by 8.6%, to €781 million.

Net financial result is a charge of €10 million in 2017, compared to a charge of €72 million in 2016, due notably to the increase in dividend received.

Extraordinary income (expense) is a charge of €20 million, up by €8 million in 2017 compared to 2016.

Net income totaled €506 million, up 26.9%.

Cash flow statement of Aéroports de Paris

(in millions of euros)	2017	2016
Operating income	781	719
Net depreciation and provisions for liabilities and expenses	439	439
Financial income and expenses (excluding debt)	(8)	8
Change in working capital	3	(79)
Tax expenses paid minus tax received	(276)	(221)
Cash flows from operating activities	940	867
Disposals of holdings	1	3
Acquisition of holdings	(50)	(9)
Purchase of property, plant, equipment and intangible assets	(791)	(774)
Change in other financial assets	(144)	(6)
Proceeds from sales of fixed assets (net of the change in receivables)	36	27
Dividends received	87	32
Change in debt and advances on asset acquisitions	(47)	29
Cash flows from investing activities	(908)	(698)
Capital called but unpaid	-	-
Capital grants received in the period	6	15
Net disposal (purchase) of treasury shares	-	12
Dividends paid	(261)	(258)
Proceeds from long-term debt	504	7
Repayment of long-term debt	(142)	(4)
Change in other financial liabilities	(130)	93
Net financial interest paid	(105)	(109)
Cash flows from financing activities	(128)	(244)
Change in cash and cash equivalents	(97)	(75)
Cash at opening	1 617	1 692
Cash at closing	1 520	1 617

2.3 Events having occurred since 31 December 2017

January 2018 traffic figures

In January 2018, Paris Aéroport saw 7.6 million passengers, an increase of 4.5% on January 2017. 5.2 million passengers travelled through Paris-Charles de Gaulle (+4.9%) and 2.4 million through Paris-Orly (+3.8%).



2.4 Forecasts

	2018 Forecasts
Traffic growth assumption	Traffic growth assumption for Paris Aéroport between 2.5% and 3.5% in 2018 compared to 2017 Traffic growth assumption for TAV Airports between +10% and +12% in 2018 compared to 2017
Consolidated EBITDA ⁽¹⁾	Increase of between 10% and 15% in 2018 compared to 2017, with the full-year effect of the full consolidation of TAV Airports and excluding the effects of any change in scope that may occur in 2018 2018 consolidated EBITDA excluding the full consolidation of TAV Airports: increase of between 2.5% and 3.5% in 2018 compared to 2017 Reminder of the TAV Airports EBITDA ⁽²⁾ 's guidance: increase of between 5% and 7% in 2018 compared to 2017
Dividend for 2018	Maintained pay-out of 60% of NRAG 2018

⁽¹⁾ TAV Airports' EBITDA guidance, underlying Group's EBITDA guidance, is built on the following exchange rate assumption: EUR/TRY = 4.86 and EUR/USD = 1.22

⁽²⁾ EBITDA reported by TAV Airports includes the Ankara guaranteed pax revenue and the equity pick-up

The achievement of these forecasts are subject to the assumption of traffic growth in Paris Aéroport and the good run of TAV Airports' strategy.

2016-2020 Period guidances

Groupe ADP 2016-2020 targets, as announced on 13 October 2015 remain unchanged and have to be understood independently from the effect of the full consolidation of TAV Airport. Groupe ADP will continue to present a consolidated EBITDA excluding the effect of the full consolidation of TAV Airport in order to follow the 2020 EBITDA target.

On the basis of a traffic growth assumption of 2.5% in average per year between 2016 and 2020:

ROCE of the regulated scope	5.4% in 2020e
2020 consolidated EBITDA	+30 to +40% growth in consolidated EBITDA between 2014 and 2020e
Quality of service	Overall ACI/ASQ rating of 4 in 2020e
Retail	Sales per passenger of €23 on a full-year basis after delivery of the 2016-2020e projects
Parent company operating expenses	Limit the growth in parent-company operating expenses to a level below or equal to 2.2% in average per annum between 2015 and 2020
Real estate	Growth in external rents (excluding reinvoicing and indexation) ranging from 10% to 15% between 2014 and 2020e



Dividend distribution policy

During its meeting on 22 February 2018, the Board of Directors approved the social and consolidated financial statements for the year ended 31 December 2017. The Board of Directors decided to propose a dividend payment of €3.46 per share for 2017, reduced by the interim dividend for 2017 of €0.70/share, paid out on 8 December 2017, at the next Annual Shareholders General Meeting, to be held on 4 May 2018. Subject to the approval of the Annual General Meeting, the ex-dividend date would be on 6 June 2018, and payment would be made on 8 June 2018. This dividend corresponds to a payout ratio of 60% of the 2017 net income attributable to the Group.



3 RISK MANAGEMENT AND CONTROL

3.1 Introduction

Aéroports de Paris carries out its activities within the legal framework of decree no. 2005-828 of 20 July 2005 relating to Aéroports de Paris SA pursuant to law no. 2005-357 of 20 April 2005 related to airports. Its missions fall within the scope of the Economic Regulation Agreement (ERA), in line with articles L.6325-2 of the French transport code and R.224-4 of the French Civil Aviation Code.

The ERA 2016-2020 was signed with the government authorities on 31 August 2015.

In support of and in line with the ERA 2016-2020, the strategic plan, "Connect 2020", establishes the goals of Groupe ADP for the same period. In order to achieve them, a strategic coordination process was implemented. It is structured around road maps that give the indicators established at group level and deployed by each division.

Groupe ADP conducts its business in a constantly changing environment that generates risks and opportunities. Risk taking can translate into the search for opportunities and the wish to develop the Group.

The information provided in this chapter concerns the significant risks to which the Group believes itself to be exposed to date (see "Risk factors").

These risks or other risks not identified to date, or considered to be insignificant by the Group, could have an unfavourable effect on its activity, its financial situation and/or its income.

The risk management and internal control system aims to correctly identify the risks inherent to the Group's activities.



3.2 Risk management and internal control system

Global system

A global approach

The risk management, internal control and internal audit systems constitute a global approach in support of the Group's management for its activities and objectives. The management systems, deployed within certain Group's entities, are an integral part of risk control.

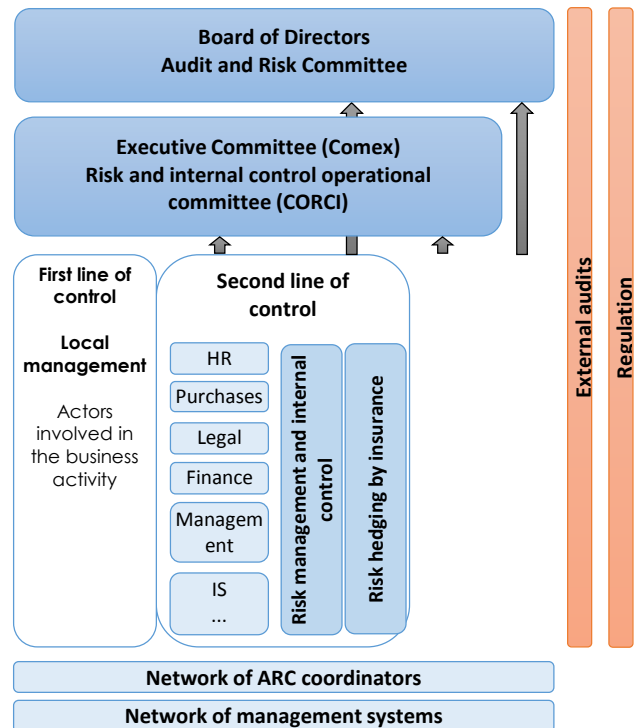
Governance and scope of the systems

The approach is coordinated by the Risk Management and Compliance Department, reporting to the Group's Secretary General (for the risk management and internal control system) and by the Corporate Audit and Internal Control Division, reporting to the Chairman and CEO.

It is supported by:

- ◆ the Board of Directors, which determines the directions taken by Aéroports de Paris SA's activity and ensures they are followed (Article 16 of the Statutes & Articles of Association);
- ◆ the Audit and Risks Committee, which assists the Board of Directors in monitoring the effectiveness of the internal control and risk management systems (its mandate is specified in the rules of procedure of Aéroports de Paris' Board of Directors);
- ◆ the Executive Committee (Comex), chaired by the Chairman and CEO, which takes part in directing Groupe ADP, both operationally and strategically, and debates any subject relating to its smooth running;
- ◆ the Risk and Internal Control Operational Committee (CORCI) which brings together the directors of the entities;
- ◆ the network of "Audit-Risk management-Internal control" (ARC) coordinators appointed in each Group entity¹;
- ◆ the "Management Systems" network.

It is based on the model of three lines of activity control, invented by the IFACI (the French Institute for Audit and Internal Control) and the AMRAE (the French Association for the Management of Corporate Risks and Insurance).



For 2017, the scope of the system covers the Group, and in particular, its wholly-owned subsidiaries (ADP International and Hub One). It is planned to include TAV Airports within the system in 2018.

Description of the risk management and internal control system

Cornerstone of the system

- ◆ Two charters manage the global system within the Group. These concern:
 - risk management and internal control: the charter indicates that the Group applies the provisions of the AMF reference framework published in 2007 and updated in July 2010;
 - internal audit: the charter is based on international standards and the internal audit code of ethics distributed in France by the French Institute for Audit and Internal Control (IFACI) and which constitutes the international reference framework for internal audit.
- ◆ A risk management guideline describing the methodology is currently being updated and will complete the system.
- ◆ For Groupe ADP, ethics and compliance are true levers for developing trust with all stakeholders.

¹ In 2017, the entities correspond to the divisions of Aéroports de Paris, and specifically to its wholly-owned subsidiaries.



Risk management and internal control system

Groupe ADP has, therefore, set them as governance principles. Carried by Executive Management and designed to guide working behaviour for all employees, they are described in the paragraph of Chapter 4 "Groupe ADP's ethics commitment".

Risk Management

This system aims to provide an overall, fair vision of the Group's major risks and their level of control, in order to anticipate them.

A mapping is updated annually to provide the Group's stakeholders with an overall, shared and discussed vision of the risks. It enables the Group to identify the major risks and prioritise and deal with them and to monitor the actions identified within this framework. Risks are prioritised according to their critical level, given the existing control measures. Major risks and risks deemed unacceptable¹ are the subject of priority handling. After a review in the Risks and Internal Control Operational Committee (CORCI), the mapping is submitted to the Comex, then presented to the Audit and Risk Committee and the Board of Directors.

Business continuity and crisis management

Through this approach, Aéroports de Paris aims to better control extreme risks.

For this, it is supported by a Group Policy on Business Continuity (PGCA). Its aim is to guarantee essential services for the Company's operations. For each of the critical processes identified, the PGCA indicates the objectives, principles, responsibilities and main procedures. It is reflected in a business continuity plan (PCA) for each of the platforms (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget) and for each of the essential support activities for airport operations (IT systems and human resources). A pandemic plan completes the approach.

With regard to crisis management, Aéroports de Paris' system aims to ensure continuity of the Group's operational control and the quality of its response to sudden, unexpected events. It must contribute to optimally keep the activities at satisfying levels of quality while remaining in compliance with the security and safety obligations. A booklet describing the Group's management continuity and crisis management was formalised in 2017. Crisis exercises are also carried out several times per year to test the system's effectiveness.

Lastly, feedback on experience (REX) carried out after crisis situations contributes to continuously improving the system. The REX policy indicates the analysis methodology to be followed.

Internal control

The aim of this permanent system is to contribute to controlling the Group's businesses, the effectiveness of its operations and the efficient use of its resources.

To further secure the Group's activities and optimise transversality between entities and operating modes, an internal control deployment plan through cross-entity processes was decided in 2016.

In 2017, it led to the formalisation of a mapping of major Group processes and the identification of internal control pilots. Work began to strengthen the internal control of five strategic processes.

Management systems

Certain divisions and subsidiaries write their interventions into their management systems initiatives that constitute, for all or part of their activity, their risk control mechanism. These management systems initiatives which attest to the formalisation of professional practices, the analysis and management of issues related to relevant industry standards, the risks analysis, the compliance with relevant regulation, and the enrolment of all staff into the continuous improvement programme.

In 2017, the entities that already had management systems obtained ISO 9001 certification 2015 version, excluding Paris-Orly airport that obtained it in 2018. The certificates of entities certified ISO 14001 are currently being converted to comply with the 2015 version.

Aéroports de Paris' Purchasing Department and Engineering & Development Divisions were certified ISO 9001.

Periodic monitoring of the system

The internal control and risk management systems are monitored by:

- ◆ the monitoring of major incidents and incidents due to unacceptable risks,
- ◆ the Corporate Audit and Internal Control Division,
- ◆ external structures, such as the Statutory Auditors and other relevant organisations, notably Government services.

Major incidents

Major incidents or incidents due to unacceptable risks are collected by Aéroports de Paris' Divisions and wholly-owned subsidiaries. A review of these declared incidents is sent to the Chairman & Chief Executive Officer and Chief Operating Officer semi-annually.

Internal audit

The system aims to provide, in complete independence, the Company and the Group with reasonable assurance over the degree of control over its operations, provide advice on improvements and contribute to creating added value.

Certified by IFACI since 2008, the Corporate Audit and Internal Control Division assesses the operation of the risk management and internal control systems. Through its recommendations, it

¹ The Group defines the risks that, whatever their level of criticality, are unacceptable. These are subject to specific monitoring and the different entities are required to be extremely vigilant with regard to them.



contributes to improving safety and optimising the overall performance of the Company and its subsidiaries.

In 2017, an audit on Groupe ADP's risk management system was conducted. It confirmed that the process complies with AMF guidelines.

The annual audit programme is presented to the Comex and examined by the Audit and Risks Committee.

It informs the same bodies of the monitoring:

- ◆ of internal audit action plans;
- ◆ of the conclusions drawn from the audits carried out within Aéroports de Paris by external control and monitoring bodies (with the exception of management system audits).

External control structures

In the first instance, this relates to the Statutory Auditors appointed by the General Meeting of Shareholders of 18 May 2015: Ernst & Young Audit and Deloitte & Associés.

Moreover, Aéroports de Paris is subject to specific controls due to its being a majority State-owned company. The Court of Auditors, the Economic Affairs Committee of the National Assembly and the Senate, the State Economic and Financial verification mission, and the Council on the Environment and sustainable development, in particular, are therefore responsible for overseeing the finance, management and internal control sectors.

The company is also subject to controls of an operational nature, which are carried out by the French Civil Aviation Authority and by the European Commission in the context of compliance with regulations.

Moreover, to obtain or maintain certification of their management systems, various divisions of Aéroports de Paris, as well as some subsidiaries of Groupe ADP, undergo annual external appraisal audits, conducted by independent accredited organisations. These audits may lead to request for improvement, thus helping to improve risk control and internal control systems.

It is also subject to assessments by credit rating agencies.

The internal control mechanism and management of risks relating to the development and handling of financial and accounting reports

Comitology and players

Comitology

The systems are supported by:

- ◆ the Strategy and Investment Committee, which makes recommendations to the Board of Directors on the definition and implementation of Groupe ADP's strategic directions (its mandate is indicated in the rules of procedure of Aéroports de Paris' Board of Directors);

- ◆ two internal investment committees, chaired by the Chairman & CEO, involved in the decision-making process in terms of commitments:

- the strategic investments committee (*comité stratégique des investissements* - CSI), which is called on to place the various investment strategies in a business context. Following a defined annual programme, it evaluates the main medium- and long-term sectoral policies by regularly reviewing needs, risks and opportunities. It carries out a regular review of priorities and validates the multiannual investment programme for each division. Such an exercise ensures that each activity's strategic directions are coordinated with the associated schemes and plans and the multi-annual investment programme,
- the investment approval committee (COE), organised around two specialised COEs:
 - the COE for the Aéroports de Paris scope, which systematically reviews the tangible and intangible investments in excess of €3 million, the firm financial investment commitments made by the Company and its main contractual receivables,
 - the COE for the scope of subsidiaries and equity investments, which reviews investment and disposal decisions carried out by all subsidiaries and equity investments.

Players

Within this context, the finance, management and strategy division coordinates and monitors all subsidiaries and affiliates of the Groupe ADP. With its overall view of this activity, it adjudicates on the alignment of projects with the group's strategic goals and carries out arbitration. Concerning non-airport contracts, the finance, management and strategy division uses the prior analysis from the real estate division and customer division, for real estate activities and commercial joint ventures, respectively. This organisation is accompanied by a reporting system as part of the guidance of both the group and the company.

The Group's steering mechanism is currently being updated in order to adapt it to its new wider scope, since the control taken over TAV Airports by Aéroports de Paris, and to take ADP International's role into account.

Processes contributing to the development of accounting and financial reporting

Organisation

The Finance, Management & Strategy Division is responsible for the group's strategic and financial direction. It guarantees that the Economic Regulation Agreement (ERA) is fulfilled and is consistent with the strategic plan, directs the main levers for economic regulation, supplies financial expertise and forecasts, and is in charge of financial communication. It supplies senior management and various departments and subsidiaries with financial reports and analysis allowing them to



monitor their performance. It contributes to defining and tracking financial objectives and to determining any necessary corrective action to be taken to ensure the group's economic sustainability. It is supported by and is responsible for a branch of management control (finance, management and strategy branches).

The Finance, Management & Strategy Division is responsible for aligning the financial objectives of the subsidiaries and consolidated shareholdings with those of the Group. It also oversees and controls financially the subsidiaries and consolidated shareholdings.

The Corporate Accounts Division makes accounting and financial reports available to different decision-making bodies within the Company, allowing them to monitor how their performances correspond to the Company's overall strategy. It is responsible for the production of financial statements and consolidated financial statements in accordance with current French and international accounting legislation as well as the establishment of reliable accounting procedures. It includes the financial unit, whose responsibilities include ensuring that the fiscal policy is correctly applied at group level. It manages fiscal integration and local taxes, as well as all other taxes.

Methodology and tools

- ◆ Operational processes for inputting accounts
All processes paying into the accounts are the subject of specific procedures, follow-ups, rules of validation, authorisation and accounting defined and stated by the Corporate Accounts Division (particularly for sales, purchasing, management of assets and cash flow, etc.).
- ◆ IT systems
These mechanisms and initiatives are based on an IT system centred on SAP software packages for general accounting and analysis, SAP BFC for consolidation and reporting, and OBIEE for writing performance indicators.

The IT Financial Management unit of the Information Systems Division has guaranteed assistance to the project management and to the prime contractor for IT projects requiring functional expertise, administration or support for accounting and financial IT systems, for all departments in the Financial, Strategy and Administrative unit.

Account closures, consolidation and management reports

The closure process of corporate accounts and consolidated financial accounts is based on a detailed calendar, which has been shared with all consolidated companies so as to ensure that deadlines are met and that the preparation of financial statements is coordinated.

To support the accounts department, the finance, management and strategy branch contributes to the account closure process as part of a data consistency check.

The consolidation of the group's accounts is carried out twice a year. The Statutory Auditors carry out a limited review of the half-yearly accounts and an audit of the annual accounts. The statements for the months of May and November are reviewed within the framework of these missions.

In addition, managers in operational units, in some functional units and in consolidated companies sign monthly an engagement letter to confirm the correctness of the accounting information they communicate relating to their area of responsibility.

Financial information reporting and monitoring

Each month, the Finance, Management & Strategy Division produces an operating report for the Executive Committee (ExCom), based mainly on the analysis reports drawn up by the entities. It brings together the group's consolidated monthly accounts, sectorial information relevant to accounting reports established in accordance with IFRS standard 8, as well as information on the regulation scopes.

In 2017, from the date of closing in February, the *rolling forecast* was introduced on the profit and loss statements, 2 annual reforecasts being made for investments. This tool allows a monthly update of the exit point forecast at 31 December, according to the latest real data available. This makes the financial forecasts more reliable and optimises the Company's financial steering.

The Finance, Management & Strategy Division also manages the strategic analysis process and the strategic objective operational planning process and has ensured its monitoring.

The strategic steering process is based on emphasising the strategy as a framework tool and guide for the financial year as well as on the alignment between the Group's reporting, budget and objectives.

The Finance, Management & Strategy Division monitors the analytical management framework; its transcription into the management plans is carried out by the Finance Management Information Systems unit of the Information Systems Division. The latter creates analysis documents as required and along the lines and segments of analysis defined by the Company and the Finance, Management & Strategy Division and sends them to the Executive Committee and to the departments concerned.

Financial communication

As an issuer of regulated information, the finance, management and strategy division exerts control over the development and publication of all communications of a financial nature. Alongside the Legal Affairs and Insurance Division, the division is responsible for authorising any type of memo or press release containing "sensitive information", that is, any information of a financial or legal nature, or with financial or legal implications, and/or information likely to influence Aéroports de Paris SA share price.

A procedure concerning financial communication of Groupe ADP has been designed to guarantee the accuracy of



information of a financial nature, and to ensure that the group meets all its associated requirements.

An annual calendar of the group's main periodical commitments in terms of accounting, financial and shareholder memos, was created by the Legal Affairs and Insurance Division and shared internally. In addition, an annual schedule of periodic regulated financial publications is established by the finance, management and strategy division, and published to the AMF and available on Groupe ADP's website.

Groupe ADP disseminates its regulated information via a system approved by the AMF. Its main financial communication channel is its website (www.groupeadp.fr), along with several social media channels (Twitter, Facebook,...) in accordance with the AMF recommendation as published in the guide on permanent information and management of protected information¹. Executive Corporate Officers have received a charter on the use of the current financial communication procedure. The financial communication practices of TAV Airports are currently being harmonised with those of Groupe ADP.

Group's general insurance policy

Groupe ADP believes that it has had reasonable insurance cover to date, the excess level of which is consistent with the rate of frequency of losses observed and the risk prevention policy.

Civil liability

Civil liability for airport operators is guaranteed by a policy that covers the financial consequences of any contractual and criminal civil liability that may be ascribed to Aéroports de Paris, and in certain circumstances, to its subsidiaries, its subcontractors and/or its co-contractors in the event of any physical injury, material and consequential loss caused to third parties whilst carrying out their business activities. The principal guarantee amount is €1,500 million per event and/or per year according to the guarantees. This policy also includes a \$150 million guarantee to cover the consequences of the risk of war and other perils. This guarantee amount of \$150 million is supplemented by a specific policy taken out by Aéroports de Paris for the sum of \$1,350 million.

Other "Civil Liability" insurance has been taken out by the Company, including a policy covering the liability of corporate

officers, a policy covering liability in the case of accidental or gradual harm to the environment (also covering ground decontamination costs) and insurance covering the consequences of the Company's civil liability in the carrying out of activities relating to the ground section (in particular activities linked to the operation of car parks, buildings not owned by the Company, co-generation and emergency medical services).

Damage to property and construction risks

Aéroports de Paris has taken out a damage policy that guarantees any real estate and movable property owned by the Company or of which it is in charge, against in particular fire, explosion, lightning, storm, electrical damage, natural disasters and acts of terrorism risks. The total value of the primary cover is fixed at €1 billion per claim.

In addition to the abovementioned general policy, the Company has also taken out specific policies with a view to guaranteeing against the consequences of targeted loss that could affect certain property, such as the "Roissypôle-Le Dôme" centre or the interconnection between the TGV and RER stations on the Paris-Charles de Gaulle platform.

In addition, the Company has taken out several policies with a view to protecting itself against construction risks within its largest work sites.

Some of the Group's assets cannot, by their very nature, be covered by property damage insurance. This includes runways, aircraft movement areas, certain civil engineering works and works of art. This last category is covered, but for a maximum annual amount of €30 million.

Main policies directly benefiting the Company's subsidiaries

Professional civil liability policies have been taken out on behalf of ADP Ingénierie, Aéroports de Paris Management (which became ADP International from 29 June 2017), Hub One and Hub Safe (up to 29 September 2017 for the latter²), for the purposes of covering their activities carried out in France or abroad, as the case may be.

¹ Guide on permanent information and management of protected information DOC-2016-08

² Date of the disposal of 80% of Aéroports de Paris' interest in Hub Safe. See press release of 29 September 2017, available on the website www.groupeadp.fr.



3.3 Risk factors

The main risks faced by Groupe ADP at the date of this report are summarised below. It should be specified that actions are implemented to manage them.

Of the main risks linked to the general environment in which the Group operates, the most significant are:

RISK CATEGORY	RISK FACTORS
Strategic risks	<ul style="list-style-type: none"> Risks related to economic regulation Risks related to the competitive environment Risks related to the customer portfolio structure International risks Risks related to investments in developments and capabilities Risks related to ethics and compliance Risks related to the impact of climate change
Risks related to the Group's activities	<ul style="list-style-type: none"> Risks linked to security Risks linked to airport safety Risks linked to the safety of people and goods Risks related to shop revenue Risks linked to asset maintenance
Legal risks	<ul style="list-style-type: none"> Risks related to regulatory changes
Management organisation risks	<ul style="list-style-type: none"> Human Resources risks Risks linked to information protection and IT systems
Financial risk	<ul style="list-style-type: none"> Credit risk Liquidity risk Market risk



Strategic risks

Risks related to economic regulation

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>The missions of Aéroport de Paris fall within the scope of the Economic Regulation Agreement (ERA), in line with articles L.6325-2 of the French transport code and R.224-4 of the French Civil Aviation Code.</p> <p>The ERA 2016-2020 was signed with the government authorities on 31 August 2015.</p> <p>The airport fee cap takes into account cost, revenue and investment projections, as well as quality of service targets. The regulation allows for the airport operator to receive fair compensation on capital invested within the regulated scope, assessed based on the weighted average cost of its capital.</p> <p>However no assurance can be given as to the level of fees that Government authorities will authorise it to apply after 2020. In addition, in circumstances upsetting the economics of the contract, the ERA could be revised or even cancelled early.</p> <p>Moreover, litigation may be filed seeking to annul some pricing decisions. If successful or confirmed, this may have, at least temporarily, an adverse impact on the Group's income. Please refer to the paragraph in Chapter 20 on "Legal and arbitration proceedings" of the 2017 Registration Document.</p>	<p>In support of the ERA 2016-2020, the strategic plan "Connect 2020" establishes the goals of Groupe ADP for the period 2016-2020.</p> <p>The Finance, Management and Strategy Division guarantees that the ERA is fulfilled and is consistent with the strategic plan. It carries out the Group's strategic and financial control, structured around road maps.</p> <p>Moreover, Aéroports de Paris annually consults airlines on the topics of service quality, investment programme and pricing proposals during economic consultative commissions.</p> <p>The pricing proposal is then submitted to the Independent Supervisory Authority for Airport Fees (ASI) for approval.</p>

Risks related to the competitive environment

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Groupe ADP's Ile-de-France region platforms are in competition with:</p> <ul style="list-style-type: none"> ◆ other major airports specialising in correspondence platforms (<i>hubs</i>) located in Europe and the Middle East; ◆ the major European airports with competitive tariff policies to attract intercontinental routes; ◆ airports serving the Ile-de-France region for low-cost airline traffic; ◆ high-speed trains for journeys of less than three hours from Paris. <p>Platform attractiveness is a major challenge for the Group. Please refer to the paragraph in Chapter 6 on "Competition" of the 2017 Registration Document</p>	<p>Changes in the air traffic market are regularly analysed by the strategic analysis unit of the Finance, Management and Strategy Division.</p> <p>The objective of the Connect 2020 strategic plan is to win market share through a proactive search for traffic, in particular by the business development unit within the Customer Division. In addition, the implementation of incentive measures aims to attract companies and develop passenger and cargo traffic.</p> <p>Groupe ADP has also reinforced its partnership with Atout France, the Paris City Hall and the Ile-de-France region in order to promote the attractiveness of Paris and France.</p>



Risks related to the customer portfolio structure

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>The AF-KLM¹ Group, member of the SkyTeam Alliance, is the leading customer of Groupe ADP's platforms in the Ile-de-France region. In 2017, it represented around 21.0% of Aéroports de Paris' revenue and 51% of passenger traffic at Paris-Charles de Gaulle and Paris-Orly airports.</p> <p>A change in AF-KLM Group's strategy, particularly in the organisation of its connection network with the closure or transfer of some of its activities (passengers, cargo, maintenance), a significant change in its passenger typology, financial difficulties, a worker strike or a deterioration in the quality of its services could have a material impact on Aéroports de Paris' results.</p>	<p>A policy of active development of connections to and from Paris (see "Risks related to the competitive environment") as well as a commitment to improve the quality of services to match that of the best European airports aim to attract new airlines and thus diversify its customer portfolio and reduce Groupe ADP's dependence on the AF-KLM Group.</p>

International risks

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Groupe ADP conducts a significant portion of its activities abroad through its subsidiaries and equity interests.</p> <p>These activities expose the Group to the inherent risks of international operations, linked to:</p> <ul style="list-style-type: none"> ◆ the geopolitical and economic context of the main geographical regions in which the Group operates; ◆ legal, tax and compliance risks; ◆ exchange risks; ◆ operational risks associated with asset management; in Turkey, the area of concern is the end of the concession of Istanbul-Ataturk airport in January 2021; ◆ exposure to exceptional natural phenomena. 	<p>Groupe ADP brought the management of its international activities under a single entity, ADP International², in July 2017. This wholly-owned subsidiary of Aéroports de Paris is responsible for the entire international scope of Groupe ADP, including TAV Airports and for monitoring the interest in Schiphol Group.</p> <p>The Group's three main activities internationally are now under the same management: investments, airport operations and engineering-innovation.</p> <p>ADP International now benefits from support from a strong local network, thanks to the three regional offices: in New York for the Americas zone, in Hong Kong for the Asia zone and in Istanbul for the Middle East zone.</p> <p>This change was accompanied in 2017 by:</p> <ul style="list-style-type: none"> ◆ a reinforcement of the dedicated international teams in the operations, finance and risk & compliance sectors; ◆ the implementation of momentum to reinforce project steering; ◆ the initiation of actions to ensure the correct integration of TAV Airports into Groupe ADP's governance and processes; these actions will continue in 2018. <p>This new organisation aims to provide an essential growth relay, in order to achieve the value creation objectives defined in Groupe ADP's strategic plan, Connect 2020.</p>

¹ Groupement Air France-KLM, Hop!, Transavia

² See press release of 7 July, available on the website www.groupeadp.fr.



Risks related to investments in developments and capabilities

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Groupe ADP's Ile-de-France region platform development and infrastructure projects are complex with long investment cycles (from the study phase up to commissioning).</p> <p>Significant technological or structural changes (in terms of traffic...) could lead to:</p> <ul style="list-style-type: none"> ◆ the saturation of existing infrastructure before the new installations are delivered; ◆ mismatch between the delivered infrastructure and requirements. <p>The return on investment could be lower than forecast, and have an adverse impact on income.</p> <p>Moreover, the Group is pursuing a programme of significant investment as part of its strategic plan, "Connect 2020".</p> <p>Given the size, complexity and number of investment projects and external constraints (conditions for obtaining administrative authorisations, stakeholders...), the control of project steering is a major challenge.</p>	<p>Amongst the priorities of the strategic plan, "Connect 2020", for the period 2016-2020 are notably:</p> <ul style="list-style-type: none"> ◆ the optimisation of infrastructures by deploying a "one roof" initiative (merging terminals), ◆ support for Société du Grand Paris and the CDG Express projects, to facilitate access to Ile-de-France region platforms. <p>The Group has an investment project steering system based around a Strategy and Investment Committee and an Investment Approval Committee chaired by the Chairman & CEO.</p> <p>In addition, the Engineering & Development Division plans, designs, organises and conducts investments in infrastructure (roads and runways), buildings (terminals, hangars, shops and administrative premises, real estate projects) and all types of equipment for the Company, for the purpose of meeting the medium to long term aeronautical and strategic needs.</p>

Risks related to ethics and compliance

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>In view of the expectations in ethics and compliance (change in legislation, with the Sapin II and Potier laws, existing standards...), there is a double challenge for Groupe ADP:</p> <ul style="list-style-type: none"> ◆ deploy an Ethics and Compliance culture at all levels; ◆ reinforce the ethics and compliance programme in order to meet standards, and particularly international standards. 	<p>In order to reinforce the Ethics and Compliance Culture within the Group, we aim to deploy an awareness raising and communication plan.</p> <p>With regard to the global compliance programme:</p> <ul style="list-style-type: none"> ◆ for France: the new code of ethics was presented to staff representative bodies. Added to the appendix of the Rules of Procedure, it was distributed to all Aéroports de Paris employees; ◆ in 2018, we plan to formalise a vigilance plan and update the following systems: the training programme on preventing corruption and the alert system; ◆ with regard to international activities: Groupe ADP will implement a compliance programme including TAV Airports in 2018. This programme will give rise to an international code of conduct during the first quarter of 2018 including both the main principles of Groupe ADP and international specificities. <p>Please refer to the paragraph "Reinforcing the prevention of corruption" in chapter 4.</p>



Risks related to the impact of climate change

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>The occurrence of events linked to extreme natural phenomena or exceptional weather conditions may have a major impact on the Group's activity.</p> <p>These events could disrupt the functioning of airport infrastructures in a direct way by reducing the operating capacity of facilities or leading to temporary closure. They may also have an impact on the functioning of airlines, essential service providers and the strategic networks essential to the Group's activities (electricity, water, roads, fuel, etc.).</p>	<p>In 2016, Aéroports de Paris analysed and evaluated the "natural environment" risk, including the effects of climate change on the Group's activities. We plan to update this risk mapping in 2018. Measures to adapt to the risk are addressed in the paragraph "Adapting to climate change" in chapter 4.</p> <p>In order to help the fight against climate change, the Company implements a low-carbon strategy described in the paragraphs "Sustainable use of resources" and "Fight against climate change" in Chapter 4.</p>

Risks related to the Group's activities

Risks linked to security

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>In a context of increased terrorist threats, the Group is exposed to malevolent acts perpetrated on its installations.</p> <p>Depending on their seriousness, the occurrence of malevolent acts could impact:</p> <ul style="list-style-type: none"> ◆ the integrity of persons (customers, employees, partners) and physical or virtual goods; ◆ the level of air traffic and, consequently, revenue from airport retail, services and car parks; ◆ security obligations: new French or European rules that could result in increased operational requirements or the enforcement of additional obligations. <p>The national vigilance, prevention and protection plan against the terrorist threat (Vigipirate) is maintained at the "increased security-attack alert" level.</p>	<p>To prevent the occurrence of malevolent acts:</p> <ul style="list-style-type: none"> ◆ the Public Safety and Security department of the Airport Operations Executive Management monitors security obligations. It proposes the security policy and implementation conditions, and coordinates its deployment; ◆ a plan to bolster security for the landside areas of its terminals has been shared and implemented with the competent Government departments since 2016; ◆ Aéroport de Paris' Operator Security Plan (PSO) has been updated in respect of its obligations as an Essential Services Operator (OIV) and should give rise to updated Protection Plans for each of the Company's vital installations; ◆ Public Security Studies (ESP) were conducted, in accordance with the Urbanism Code, as part of certain building or renovation projects; ◆ lastly, confronted with the phenomenon of radicalisation in airports, awareness raising sessions on understanding, detecting and preventing radicalisation have been carried out for those personnel concerned since September 2016. <p>The Company also has a crisis management system steered by the Risk Management & Compliance Division. As part of this framework, crisis exercises are carried out annually to improve the system's effectiveness.</p> <p>In 2017, large scale "attacks in public areas" crisis exercises were organised at Paris-Charles de Gaulle and Paris-Orly airports.</p>



Risks linked to airport safety

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>The European Union and the French Government define the legal framework for airport safety.</p> <p>As an airport operator, Groupe ADP is required, notably to:</p> <ul style="list-style-type: none"> ◆ hold a European Airport Safety certificate for each of its platforms (see Community regulation no.139/2014 of 12 February 2014); ◆ carry out the maintenance, development, surveillance and snow-removal in aeronautical areas; ◆ implement a security management system; ◆ provide an animal hazard prevention service; ◆ provide an aircraft rescue and fire-fighting service (ARFF). <p>Violation of these rules is likely to jeopardise the safety of air transport, prevent the operation of Ile-de-France region airports and engage the liability of Aéroports de Paris.</p> <p>This legal framework could also be strengthened, placing additional obligations on Aéroports de Paris.</p>	<p>Each airport in the region Île-de-France has an airport safety certificate covering the organisation, operational procedures and infrastructures.</p> <p>The DGAC (French Civil Aviation Authority) controls and oversees all activities in this area and issues the airport security certificate.</p> <p>In 2017, the national certificates held by each of the airports were converted to the European standards. Thus, Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports now hold a European Airport Safety Certificate in accordance with the requirements of ruling 139/2014.</p> <p>In application of the commitments made as part of the European certification, a Compliance Monitoring Manager was appointed within the new Airport Operations Executive Management. He ensures:</p> <ul style="list-style-type: none"> ◆ compliance of airports in the region Ile-de-France with airport safety legislation (adoption of regulatory changes, analysis and verification of compliance); ◆ that Groupe ADP's positions on this subject are carried to the DGAC.

Risks linked to the safety of people and goods

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>The protection of people (customers, employees, partners) and installations is a priority for Groupe ADP.</p> <p>Notably as a company receiving the general public, Aéroports de Paris is required to implement a certain number of protective measures: fire safety measures in public areas, the construction of car parks and access roads in compliance with the Highway Code and road safety rules, accessibility of all facilities for the disabled and persons with reduced mobility, etc.</p> <p>Violation of these rules is likely to jeopardise people's safety and engage the liability of Aéroports de Paris – it could also lead to the suspension of the administrative permissions required for operation.</p>	<p>Regarding the protection of persons and facilities, the prevention policies are proposed by the Airport Security, Risk Management and Compliance Division and the Airport Operations Executive Management to the airport divisions. This concerns, in particular, measures relating to fire protection in Establishments Open to the Public and health protection.</p> <p>In terms of occupational health and safety conditions, the directions in the mobilisation plan defined in 2015 are reaffirmed: the risks relating to attacks and anti-social behaviour, the risks involved in transfers and psycho-social risks. In addition, a new strategy was defined in 2017, in order to move from the idea of workplace safety to a prevention culture shared at all levels. Numerous actions were implemented to reinforce prevention management: an action plan to reduce travel risks, a guideline for managerial practices on occupational health and safety; a training module and guide for managers on how to take human factors into account in transformation projects.</p> <p>Bimonthly updates in the Executive Committee include data from subsidiaries and subcontractors on the main work projects.</p> <p>A specific action plan has been implemented for these projects.</p> <p>With regard to employees internationally, the Risk Management & Compliance Division supervises the protection system for Group expatriates on long- and short-term assignments. This system is described in the travel policy which was updated in 2017. Training about awareness of safety abroad is given regularly.</p>



Risks related to retail revenue

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Retail activities are sensitive to traffic, the economic, competitive and regulatory environments (health policies tend to limit the consumption of tobacco and alcohol, etc.), to customer consumption modes, and to passenger experience in the Parisian platforms (offers of goods and services, waiting times).</p> <p>The decrease in revenue from retail activities could have an adverse impact on Group revenue.</p>	<p>With a view to optimising passenger experience in the airport and securing revenue targets for the Company, the Customer Division is tasked with ensuring the development of commercial activities.</p> <p>To achieve this, the Customer Division has deployed a "Connecting client 2020" strategy that revolves around four principles:</p> <ul style="list-style-type: none"> ◆ raise the quality of service to the level of the best European airports; ◆ increase the number of destinations offered from and to Paris; ◆ simplify and personalise the customer relationship, in particular by means of digital; ◆ propose the best of the Parisian experience, through a unique offering of retail and services. <p>The development of the retail activity is based on an economic model either of joint ventures, owned by Aéroports de Paris and by a specialist in the business, or of direct management by the brands. See Chapter 6 "Business overview" in the 2017 Registration Document.</p>

Risks linked to asset maintenance

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Aéroports de Paris must ensure that the facilities available to its customers are in good working order.</p> <p>Given the complexity and density of its physical infrastructure in its Ile-de-France platforms (with a strong increase in reception capacities over the last ten years), the Company is exposed to the risk of obsolescence and loss of value of its infrastructure.</p> <p>Infrastructure maintenance presents challenges in terms of security, image, customer satisfaction (airlines, passengers) and operational effectiveness.</p>	<p>Infrastructure maintenance is one of the priorities of the strategic plan, "Connect 2020" (€1 billion in investments allocated to the Ile-de-France platforms).</p> <p>A technical division within the new Airport Operations Executive Management was dedicated to steering the technical policy (notably in terms of maintenance and obsolescence) and infrastructure information in July 2017.</p> <p>To this can be added the completion of modernisation and renovation work such as runway four in Paris-Orly during summer 2017.</p>

Legal risks

Risks related to regulatory changes

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Groupe ADP is subject to all national and international laws, and regulations that change constantly in a wide range of areas (safety, security, environment, ethics...) and which differ depending on the countries in which the Group operates.</p> <p>These changes may have an impact on the Group's activities, liability and image, and generate compliance costs.</p> <p>The regulatory changes concern notably the risks linked to:</p> <ul style="list-style-type: none"> ◆ economic regulation; ◆ ethics and compliance; ◆ security; ◆ airport safety; ◆ the safety of people and goods; ◆ information protection and IT systems. 	<p>The Public Affairs Division, reporting to the Group's Executive Management, carries out regulatory monitoring on its behalf.</p> <p>Responsible for institutional relations, the Public Affairs Division has structured the Group's interactions with the national and European parliaments, the supervisory ministries and administrations in respect of the obligations for transparency linked to the "Sapin II" and "Duty of vigilance" laws.</p> <p>Groupe ADP also has a responsible lobbying charter since December 2016.</p>



Management organisation risks

Human Resources risks

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Achieving the Group's ambition requires, specifically, the commitment and mobilisation of the men and women who work for it, based around shared objectives and common values.</p> <p>If Aéroports de Paris is not able to ensure an adequate level of resources and skills required for its activities, its development, the achievement of its objectives and its results could be affected.</p>	<p>The Human Resources (HR) policy contributes directly to the priorities of the Connect 2020 strategic plan and the ERA 2016-2020, in particular by managing changes in organisations and jobs and by promoting the development of employees and the development of a managerial culture that will attract talent, whilst complying with the Company's CSR commitments.</p> <p>The three-year collective agreement of 29 January 2016 on the management of resources and skills included provisions on "training" and "generation". It develops a three-year qualitative overview of the resources and skills, to anticipate mobility, and the professional development of employees. The managers are responsible for an overall budget including recruitments, temporary workers and training.</p> <p>The management of talents and career paths contributes to developing the Company's attractiveness. Career paths, under development, provide visibility to employees and meet the strategic needs of the Company and organisations, including the Group and international dimensions.</p> <p>Mobility supports the redeployment of the organisations, and is subject to detailed analysis of the characteristics of the needs for Aéroports de Paris, the Group and international organisation.</p>

Risks linked to data protection and IT systems

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Data protection and IT systems are a major challenge for Groupe ADP.</p> <p>The risk of data leaks through negligence, malevolent acts or intrusion into IT systems may have a very significant impact on the Company's image, reputation, robustness and performance if they were to occur.</p> <p>Large-scale global cyberattacks are increasingly frequent, as shown by Wannacry and Petya in 2017.</p> <p>The growing digitalisation of the Group's activities and the change in its working practices (telework) expose it to increased risks.</p> <p>In addition, the new regulatory obligations (with the entry into force in May 2018 of the new European regulation on personal data protection (RGPD)) have led Groupe ADP to reinforce its vigilance and to deploy new actions in 2017.</p>	<p>In view of the challenges, the Group's data protection and IT system protection systems are based on:</p> <ul style="list-style-type: none"> ◆ group information protection and IT system security policies, which both contribute to compliance with Groupe ADP's code of good conduct for data security, in the appendix to the rules of procedure of Aéroports de Paris; ◆ dedicated organisations and governance with specifically: <ul style="list-style-type: none"> - a Strategic Committee for the Security of IT Systems which defines the IT system security strategy, - a Group Head of IT System Security (RSSI), responsible for the IT System Security Department, - an Information Protection Manager and a Civil Liberties Correspondent (CIL) appointed in 2013 with the French National Commission for IT and Civil Liberties (<i>Commission Nationale de l'Informatique et des Libertés</i> - CNIL). <p>The current context has led Groupe ADP to commit to a certain number of additional actions in 2017, including:</p> <ul style="list-style-type: none"> ◆ a major awareness raising plan for Group staff, called Vigie Info, launched at the end of the year; ◆ a compliance plan for the Group to the RGPD currently being deployed; ◆ a robustness diagnosis of its critical IT systems to meet regulatory obligations.



Financial risk

The main risks relating to Groupe ADP's financial¹ instruments are credit risk, liquidity risk and market risk.

The Group's main financial liabilities consist of bonds, bank loans, derivative instruments, finance leases, supplier debts and possibly overdrafts. The main objective of these financial liabilities is to fund Groupe ADP's operating activities.

The Group has other financial assets such as customer debts and cash, derivative instruments and short-term deposits that are generated directly by its activities.

The derivative instruments used by the Group, primarily interest rate swaps, are designed to manage interest rate risks linked to the financing used by the Group.

Credit risk

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Credit risk</p> <p>Credit risk represents the risk of financial loss to the Group in the case of a customer or counter-party to a financial instrument failing to meet its contractual obligations. This risk essentially results from customer debts, investment securities and guarantees given.</p>	<p>The Debt and Cash division regularly analyses the counterparties and monitors the financial ratings given by rating agencies.</p>
<p>Customers and other debtors</p> <p>Aéroport de Paris' exposure to credit risk is mainly influenced by the individual characteristics of the customers.</p> <p>The Direction Générale de l'Aviation Civile (DGAC) issues traffic rights to airlines without informing Aéroports de Paris on their financial solvability.</p> <p>Figures concerning receivables and the age of current receivables are detailed in note 9 to the chapter 20 of Registration document "Analysis of risks related to financial instruments".</p>	<p>The Company's policy is to monitor customer non-payments on a daily basis. Financial analysis may be conducted on request from sales staff.</p> <p>Except for agreements with French government authorities and wholly-owned subsidiaries, contracts between Aéroports de Paris and its customers contain guarantees (a deposit cheque, bank endorsement or on-demand bank guarantee, etc.). In addition, customer balances are the subject of permanent monitoring. As a result, the Group's exposure to bad debts is not significant.</p> <p>Aéroports de Paris determines a level of write-down that represents its estimate of potential losses in relation to customer debts and other debtors, as well as investments. The main component of this write-down corresponds to the potential losses linked to individualised significant risks.</p>
<p>Investments</p> <p>With regard to credit risk relating to the Group's other financial assets (cash, cash equivalents, available-for-sale financial assets and certain derivative instruments), Aéroports de Paris invests its surplus cash in Euro Money market funds subject to the provisions of French law.</p> <p>The maximum exposure is equal to the book value of these instruments.</p>	<p>The counter-party risk linked to these investments is considered to be marginal.</p> <p>For derivative instruments, the Group's exposure is linked to possible default on the part of the third parties involved, mainly leading financial institutions.</p>
<p>Guarantees given</p> <p>Financial guarantees are included in off-balance sheet commitments (see note 15 to the chapter 20 of Registration document).</p>	<p>The Group's policy is only, where possible, to grant financial guarantees on behalf of wholly-owned subsidiaries. At 31 December 2017, there are several guarantees granted by Aéroports de Paris on behalf of ADP Ingénierie and ADP International for the benefit of different clients of these subsidiaries.</p>

¹ Also see note 9 to the chapter 20 of the Registration document "Analysis of risks related to financial instruments"



Liquidity risk

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Liquidity risk corresponds to the risk that the Group may experience difficulties in honouring its debts when these become due. The payment schedule for financial liabilities is presented in note 9 to the chapter 20 of Registration document "Analysis of risks related to financial instruments".</p> <p>Aéroports de Paris is rated by Standard & Poor's. Since 21 March 2014, the long-term rating of Aéroports de Paris has been A+ outlook stable.</p> <p>The euro-denominated bonds are listed on NYSE Euronext Paris.</p> <p>In the event of a lowering of its rating or the loss of the majority of the capital and voting rights by the Government, Aéroports de Paris may be exposed to the risk of early repayment of loan issues contracted through the European Investment Bank (EIB). For bonds, a clause on the change in control exists in the contracts and its action may, under certain conditions, give bond holders the possibility to request early repayment of their bonds.</p> <p>As of 31 December 2017, Aéroports de Paris did not have any Euro Medium Term Note (EMTN) or commercial paper programmes.</p>	<p>Aéroports de Paris monitors its cash flow on a daily basis. They are subject to monthly <i>reporting</i> to the Comex, summarising, in particular, financing operations and investments.</p> <p>Cash flow forecasts are carried out on a multi-year basis.</p> <p>In order to monitor changes in its rating, Aéroports de Paris holds regular discussions with the Standard & Poor's rating agency.</p> <p>For loan issues contracted through the European Investment Bank (EIB), a consultation clause that could lead to a request for early repayment is included within the contracts. These clauses concern: a lowering of Aéroports de Paris's rating to below or equal to A by the specialist agency Standard & Poor's (or any equivalent rating issued by a comparable rating agency), loss by the State of most of its share capital and its voting rights, and in the case of a substantial reduction in the cost of the project as defined within the loan contract (proportional repayment only).</p> <p>Bonds plan that in the case of a change of controlling interest in the company and a decrease in rating below BB+ during the period of change of controlling interest, each holder of a bond may request repayment or buy-back by the issuer of all or a portion of the bonds that it holds at their nominal value.</p> <p>Given the smoothing of debt repayments over time, the Company estimates little exposure to liquidity risk.</p> <p>Financial debt stood at €3,797 million at the end of 2017, vs. €2,709 million at the end of 2016. Average maturity is 6.0 years with the average cost being up slightly by 2.6% at the end of 2017 compared to 2.4% at the end of 2016.</p>



Market risk

RISK IDENTIFICATION	RISK MONITORING AND MANAGEMENT
<p>Market risk</p> <p>Market risk corresponds to the risk that market price variations, such as exchange rates, interest rates and equity instrument prices, may affect the Group's income or the value of financial instruments held.</p> <p>The objective for the management of market risk is to manage and control exposure to market risk within acceptable limits, whilst optimising the profitability/risk ratio. Sensitivity analyses to interest rate risks and exchange risks are included in note 9 to the chapter 20 of the Registration document "Analysis of risks related to financial instruments".</p>	<p>The Company has a limited interest rate exposure policy. Low rates have led the Company to retain most of its debt at a fixed rate.</p> <p>The variability of the debt is studied on a case-by-case basis.</p> <p>Exchange rate risk is currently marginal and handled at each operation, with the use of hedging being favoured.</p>
<p>Interest rate risk</p> <p>In addition to its operating cash flow, Aéroports de Paris has access to borrowing to fund its investment programme.</p> <p>In 2017, Aéroports de Paris redeemed a mature loan in Swiss Francs (200 MCHF).</p> <p>On 13 December 2017, Aéroports de Paris issued a ten-year bond at a rate of 1% for an amount of €500 million.</p> <p>At 31 December 2017, debt, excluding interest accrued and derivative financial instruments (liabilities) stood at €5,965 million and mainly consisted of bonds and bank loans.</p> <p>The majority of Aéroports de Paris' exposure to interest rate risk derives from its financial indebtedness and to a lesser extent its portfolio of rates derivatives.</p>	<p>The rates risk relating to the debt is managed by modulating the respective proportions of fixed rates and variable rates in line with market developments.</p> <p>The management of this risk depends on the putting in place or cancellation of interest rate operations (swaps).</p> <p>The Group's policy consists of managing its interest expense by using a combination of fixed-rate and variable-rate loans such that 50% to 100% of its debt is fixed rate. In line with this objective, the Group puts in place interest rate swaps through which it exchanges, at specific intervals, the difference between the amount of interest at fixed rates and the amount of interest at variable rates, calculated on a nominal loan amount agreed between the parties. These swaps are assigned to loan hedging.</p> <p>As of 31 December 2017, after taking interest rate swaps into account, around 85% of the Group's debt was at fixed interest rates (86% in 2016).</p>
<p>Exchange risk</p> <p>The main currencies in which transactions are denominated are the Euro and the US dollar, together with some Persian Gulf currencies linked to the American dollar at fixed parity, such as the Saudi riyal, the United Arab Emirates dirham and the Omani rial.</p>	<p>In general terms, the Group has little exposure to currency risk (see note 9 to the chapter 20 of the Registration document "Analysis of risks related to financial instruments").</p> <p>In order to reduce exposure to fluctuations in the value of the US dollar and in the values of currencies linked to it by a fixed exchange rate, the Group has implemented, at the level of its ADP Ingénierie subsidiary, a hedging policy consisting of:</p> <ul style="list-style-type: none"> ◆ neutralising exchange rate risk to the greatest extent possible by reducing the balance of revenues and expenses in these currencies; ◆ making partial forward sales of dollars for residual balances.



4 SOCIAL, ENVIRONMENTAL AND SOCIETAL RESPONSIBILITY INFORMATION

4.1 Social information

Human resources policy

The personnel policy and the management of human resources (HR) form part of the strategic guidelines of the Company and Group, and are one of the levers for modernisation and progress. The HR policies therefore contribute directly to the priorities of the Connect 2020 strategic plan and the 2016-2020 Economic Regulation Agreement (ERA 2016-2020):

- ◆ optimise: monitoring the development of the organisations and businesses, tools and processes, controlling staff costs, in particular by limiting general increases and valuing performance, modernising labour-management discussions and labour rules, making managers more responsible for an overall budget including recruitments, temporary workers and training;
- ◆ attract: encouraging employee development, attracting talent and monitoring the development of the managerial culture;
- ◆ expand: protecting the Group's identity and developing mobility in France and abroad and supporting job development in the territories.

The objective of the human resources policies is therefore to develop the collective efficiency of the company, while maintaining sustained labour-management discussions which are essential for the development of these projects and the quality of life of employees. They are progressively being developed throughout the Group: management of mobility and career paths, skills and coherence of compensation.

Groupe ADP's scope changed notably in 2017 with the exit of the subsidiary, Hub Safe, in which the Group disposed of 80% of its interest in the company, and the restructuring of international subsidiaries. This operation involved the grouping of international activities to provide coherence in the actions of subsidiaries in this area. Thus, a dedicated structure, ADP International, was created from the Aéroports de Paris Management company, gathering the three international businesses: engineering, operations and management. In this configuration, ADP Ingénierie became one of ADP International's subsidiaries. Lastly, following the acquisition of an additional interest, TAV Airports is now fully consolidated into the scope.

This change created new balance and identity challenges within the group. The development of human resources projects takes a strong group and international focus.

For TAV Airports, the human resources data communicated for 2017 concerns the average staff numbers. All the indicators will be covered for 2018.

However, Hub Safe, in which Aéroports de Paris now only owns 20% of the capital, is no longer included in the consolidated accounting scope.

The human resources policies also contribute to improved internal functioning of Groupe ADP, with a dynamic of sustainable development and risk management.

The aim of the efficiency and modernisation plan implemented by the Company is to optimise organisational structures and processes, particularly for the support functions. Inter-departmental synergies have been identified that will optimise the plan and allow the Company's operations to run more smoothly. This optimisation is also the aim of the changes in the operating organisation of the three platforms, Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. Other significant projects will structure the organisation of strategic activities for the Company, in particular for reception in the terminals.

At last, Groupe ADP emphasised on the decrease in accident at work¹.

Employment policy

Aéroports de Paris has drafted its employment policy to both anticipate and manage employment and industry changes, career paths and skills development, and to attract and retain talent. It helps employees to adapt to these changes in accordance with the company's social obligations.

Human resource and skills management planning system (GPEC or "Gestion Prévisionnelle des Emplois et des Compétences")

The collective agreement signed by Aéroports de Paris on 29 January 2016 covering 2016 to 2018 on human resources and skills management included the provisions "Training" and "Generation". In particular, its aim is to develop internal advancement and to increase the rates at which vacant posts are filled.

It includes a three-year qualitative overview of jobs and skills, to anticipate the advancement and professional development of its employees, and a communication is sent on this development. The company provides the training

¹ Please refer to the paragraph "Health and Safety" of this chapter

required for this development and has a dedicated budget for career advancement and retraining.

Career progression

The Company deploys programmes with the purpose of encouraging employee advancement and development based on their aspirations and the Company's needs. Employee advising is strengthened through the development of communications on professional horizons and support from the Company's human resources department and company management.

The management of talents and career paths is a Company priority. It contributes to developing the attractiveness of its employer brand. It relies on aiming for the satisfaction of recruited employees and their employability. Career paths, under development, provide visibility to employees and meet the strategic needs of the Company and organisations, including the Group and international dimensions.

The charter Mobility, at Groupe ADP level, and the mobility principles, were published in June 2015. Tools have been implemented to promote mobility: immersions, job space opened since March 2015, dedicated "mornings" (32 in 2016, for over 600 people). These initiatives are part of the "My Mob" programme. In 2016, the Mob HR tool, allowing managers to assess the skills of their staff, was implemented. Building on a new skills reference guide linked to jobs and employees, it was deployed for managers in 2016 and non-managers in 2017.

In 2017, the Human Resources Department began three talent management initiatives that will continue in 2018:

- ◆ updating of the career review process;
- ◆ construction of a career path management tool, based on the organisation's short and medium term needs; and lastly
- ◆ a review process for the management of international talents.

These three priority initiatives aim to meet the Group's activity development challenges.

Mobility is the second priority in terms of employment. It is monitored at the reception department level, supports the redeployment of the coming organisations, and is subject to precise analysis on the characteristics of needs, for Aéroports de Paris, Groupe ADP and internationally.

In particular, support for newly hired or promoted executives is given during the "executive induction days" that have been organised since 2011. A similar programme was introduced for non-executives in 2013 and for trainees in 2015. They are integrated into the global induction system, "On Boarding", created in 2016, which includes different modules for information, exchanges and awareness.

"Graduate programme"

The "Graduate programme" aims to think ahead about filling key posts for the Company in the medium term: it recruits young graduates (engineers, multi-disciplinary/business schools, etc.) identified for their potential and likely to hold different functions in the technical, operation and support

departments. It is notably based on the pooling of recruitment processes, on-site assessment, and support after hiring for achieving promotion. Each person carries out three eight-month missions, in different Company environments. Graduates that have carried out the Graduate programme are then allocated to a division.

In 2016 and 2017, 30 graduates were recruited within this programme.

Employer image

Aéroports de Paris is implementing an employer image action plan with a view to raising its profile and boosting its appeal among young students of colleges and universities but also employees looking for external mobility opportunities, whose profiles match the recruitment needs of Aéroports de Paris. In 2015, Aéroports de Paris showcased the group's jobs and employees in a film shown on the internet and social media.

In 2016, while identifying the brand's commitments, those of the Employer Brand were defined: become part of a dynamic group and work in a growing business sector, develop your skills within an international group that offers many different jobs and career paths, work for a changing group which focuses its attention on its clients and prioritises innovation, belong to a group which is committed to strong managerial values, which is a major player in the region and is socially responsible.

In 2017, the brand is relayed with a new image, starring ten employees, representing the diversity of jobs in an international environment. It should attract candidates and new profiles, and disseminate our messages during meetings with students on all communications channels. Our presence on social networks developed with an increase of over 30% in LinkedIn subscribers since 2017. Twelve job web videos with employees are currently being produced to promote our brand. The Company has taken part in 15 forums the aim of which is to attract permanent recruits or interns/trainees and to discover the different jobs within the aeronautical industry. These forums target universities and engineering or business schools (Bac + 5 years), the employment of local residents, persons with disabilities and young people from priority districts. It was a partner of RUE (*Rencontres Université Entreprise*), Sciences PO and AJU (*Atout Jeunes et Universités*) forums. It is committed to diversity through numerous actions, including involvement in "Elles bougent", a network for women promoting technical occupations in secondary schools, and the handicap mission to facilitate the employment of disabled people.

In 2017, Groupe ADP is present in the different rankings of the most attractive companies: Happy trainees (13th), Capital (36/500), Randstad (31/250).

Training

Professional training is one of the tools that can be used to the benefit of Groupe ADP's strategy. It provides support for employment policy, mobility, and projects for the human resource and skills management planning system (GPEC or *Gestion Prévisionnelle des Emplois et des Compétences*). It enables employees to adapt to developments in the organisation of work, technological changes and changes in culture and managerial practice and to develop new skills to

assist with professional re-training. Individual professional training may be accompanied by being placed in a work situation as part of a mobility project. Given the nature of the jobs within the Company, regulatory training is important.

Employees undergo group training focusing on the company's major strategic guidelines. Accordingly, corporate social responsibility (CSR) is part of several internal training modules. Training sessions for mobility/retraining take the form of validation of prior experience (VAE), long training sessions and modular training for new employees. Training is included in the global agreement about "GPEC", training and generation contracts.

In 2017, for Aéroports de Paris, over €4 million in purchasing was dedicated to professional training and skills development.

In addition, in 2017 the work/study training policy resulted in the integration of 140 work/study trainees. Of these, 122 were apprenticeship contracts and 18 professional training contracts.

Groupe ADP's subsidiaries develop the training programmes corresponding to their activity.

Managerial development

Within departments, managers relay human resources policies with the help of the local human resources department. They set goals for their units in terms of workforce, develop skills and help with the completion of professional projects. They are associated with company agreements and their implementation, and contribute to risk prevention. They are given training to enable them to oversee these missions. Managers are made aware of the human values contained in the company's corporate policy.

The management development policy aimed at team or project managers aims to help build a management and leadership culture that embodies our values and our strategic ambitions and allows us to meet the challenges of agility, cooperation and trust to act in transformations. In terms of managerial approach, our focus is on daily work relations. The Group's four values: trust, commitment, boldness and openness have formed the basis on which the managerial model was prepared.

The Attitude Manager training course has helped managers to translate these values into their daily responsibilities. Deployed since the end of 2015, this support came to an end in 2017 after concerning 1,700 managers. In addition, a Manager Guide and an online Toolkit were made available.

With individual support, within their teams, or through cross-functional systems, managers benefited from new initiatives in 2017. On an individual level, a 360° pilot project was implemented. Each team concerned by a change in organisation was supported to take on board the change support momentum and promote adjustments to behaviour and operating modes.

For the Top 100, a specific "Lead & change" programme was implemented in 2017. A pilot group of non-manager employees also benefited from similar support.

These approaches reinforce self-knowledge and awareness of the collective impact. Co-development workshops also enhanced the approach. The first feedback took place in 2017. The effects are visible with greater awareness of individual operating modes, an adjustment in managerial practices, a change in the type of interactions and the change in certain processes.

The momentum will continue in 2018, with support for managers on how to coordinate their teams based on collective intelligence.

Training is offered to managers, including awareness of the Company's corporate policy. Over 600 Aéroports de Paris employees participated in the Trajectoires programmes this year, with modules centred around management fundamentals and techniques.

These programmes are for Aéroports de Paris employees.

Compensation

Wages and salaries

The management and executive compensation system effective since January 2011 takes into account the quality of contribution and skills development. The variable portion compensation system, which is tied to the achievement of targets, has been gradually strengthened: on the one hand, through discussions on adjustments to the amounts in view of the type of functions and roles, for more equity in view of contribution to performance, and on the other, to improve competitiveness and align the Company's practices with those of the market. There were no employee agreements or unilateral measures in 2016 and 2015.

For 2017, the salary agreement of 16 January 2017 includes a general increase of 0.5% on 1 July 2017.

Pursuant to the agreement on professional equality between men and women, the analysis of wage differentials had resulted in remedial measures for 2010 to 2013. Since 2014, situations are examined on a case-by-case basis.

Employees benefit from a complementary health insurance and pensions contract. In 2016, these contracts were subject to a tender offer, leading to a change in insurer for Aéroports de Paris, with equivalent guarantees and new services, whilst guaranteeing economic balance. At Group level, convergence work on the supplementary health insurance was carried out in 2017; in 2018, it will lead to the deployment of the same level of services with the same insurer across all subsidiaries.

Each subsidiary has its own compensation system.

Incentives and profit sharing

An incentive agreement for Aéroports de Paris was signed on 24 June 2015 for years 2015 to 2017. It provides for the payment of a profit-sharing bonus if two major criteria are achieved: economic performance and customer satisfaction. A bonus may be paid, depending on the number of objectives achieved each year from the following three: frequency rate of workplace accidents with lost time, revenue per departure

passenger in reserved zone, control over operating costs per passenger (arrivals and departures).

ADP Ingénierie and Hub One also have incentive agreements.

In 2017, the incentives recorded for all Groupe ADP companies totalled €13 million compared with €14 million in 2016.

Aéroports de Paris and its wholly-owned subsidiaries (apart from ADP International) have implemented a profit-sharing mechanism for their employees. €22 million was paid out in profit sharing for the entire Group in 2017, compared with €23 million in 2016.

Group employee savings scheme and employee share ownership policy

Since 1 January 2011, employees of Aéroports de Paris and its subsidiaries have access to a Group *plan d'épargne* [Group Savings Scheme] (PEG) and a Group *plan d'épargne pour la retraite* [Group Retirement Savings Scheme] (PERCOG). These two salary saving schemes give employees the opportunity to put together a portfolio of securities that may be contributed to by the Company.

For Aéroports de Paris, company allowances are reserved exclusively to payments made to the *Fonds Commun de Placement d'Entreprise* [Investment Fund] (FCPE) of the "ADP Actionariat Salarié" employee shareholdings, within the framework of the PEG and payments made to the PERCOG.

In 2017, the allowance made by the Company was €9 million (€9 million in 2016 and €8 million in 2015).

In 2016, a resolution of the Extraordinary General Meeting of Shareholders authorised the implementation of an employee share ownership structure comprising two facets: an offer to purchase Company shares at preferential conditions reserved for employees and previous employees of Aéroports de Paris and its subsidiaries belonging to the Group Savings Plan in its version revised by rider no. 4 of 10 December 2015 and a free allocation of Company shares. The transaction totalled €25 million, provisioned in 2015.

To support the positive employee savings momentum, the creation of an ADP FCPE bond, invested mainly in unlisted bonds issued by Aéroports de Paris, was initiated in 2017; its implementation is planned as part of the payment of 2017 profit-sharing bonuses.

Staff regulations

The employees of Aéroports de Paris come under private-law contracts and specific staff regulations, which replace those of the Employment Code; the Code remains applicable where the staff regulations do not contain specific provisions. This status is not applicable to staff governed by a specific contract. There are specific regulations for apprentices with apprenticeship contracts and young people with specific contracts linked to the job policy. These provisions are supplemented by Corporate agreements negotiated with the four representative trade unions.

Employees of subsidiaries are subject to specific collective bargaining agreements pertaining to their activities.

Geographic distribution

Geographic distribution Groupe ADP	2017	2016 proforma
France	7,143	7,188
European Union excluding France	3	4
Other Europe	0	0
North America	2	0
South America	9	9
Middle East	157	165
Southeast Asia, India, China	10	9
Africa	18	14
Total	7,342	7,389

Organisation of working time

In accordance with the legal rules governing working time, the number of working hours at Aéroports de Paris is a result of the agreement on the organisation and reduction of working hours signed on 31 January 2000 (and its rider signed on 7 October 2007) and supplemented by the Solidarity Day Agreement of 29 March 2005 and its rider signed on 6 November 2008.

It is for:

- ◆ 1,569 hours annually for non-management and non-executive employees on administrative, workshop and rolling work schedules;
- ◆ 1,501 hours annually for non-management and non-executive employees on uninterrupted work schedules; and
- ◆ 204 days annually for managers and executives.

Riders governing situations unique to certain employees, including rescue and fire-fighting services (SSLIA, or *Service de Sauvetage et de Lutte contre l'Incendie des Aéronefs*, agreement of 6 April 2001 as amended by the agreement of 28 December 2006), emergency medical services (SMU, or *Services Médicaux d'Urgence*, agreement of 30 January 2002 and rider of 22 December 2008) and telephone switchboards (agreement of 24 July 2001).

Two agreements were signed in 2016:

- ◆ on remote working, on 15 December;
- ◆ on the Time Savings Account, on 26 December.

In 2017, negotiations began for an agreement to bring the daily working day to 12 hours for employees operating under the winter service framework.

Each subsidiary is responsible for organising its own working time.

Labour-management relations

Aéroports de Paris places particular importance on the quality of labour management discussions. The development of modes of consultation and communication help to improve the quality of the corporate climate and encourage the individual and collective efficiency that contributes to the growth of the company.

In accordance with the laws of 4 August 1982 and 3 August 1986 relating to employees rights of expression (protocol signed on 23 December 1987) and the law of 14 June 2013 on job security, Aéroports de Paris agrees to ensure quality labour management discussions while respecting the principles of the International Labour Organisation (ILO): the group develops this dialogue through the recognition of trade unions, the right of employees to join a trade union, the right to union training and its willingness to communicate through trade union bodies and meetings with staff representatives.

Dialogue is structured around a Groupe ADP committee, and a Works Council for Aéroports de Paris with a central body of employee delegates as well as over 50 union delegates. The exit from the Group's accounting scope of consolidation of Hub Safe led to the renegotiation with the representative trade unions within the Group of a new configuration agreement. This was signed unanimously by the concerned trade unions, and the first meeting of the new committee took place at the end of November 2017.

The health and safety policy was reviewed and three agreements were concluded on 9 January 2017 relating to the scope of the CHSCTs (Health and safety committee) (seven

committees), the creation of a CHSCT coordination body and resources allocated to the CHSCTs. The inter-company committee installed by corporate agreement will handle the Company's prevention policy and completes the prevention system. Two agreements were also signed on 10 January 2017 in application of the "Rebsamen" law of 17 August 2015. The first, on the conditions for holding mandatory negotiations, defines four negotiating blocks, three of which are held once every three years: compensation and distribution of added value (annual), working time and quality of working life, diversity, jobs and career management; the second sets out the conditions for informing and consulting the Works Committee.

Discussions have started to adapt these systems to the new provisions in Ruling no. 2017-1386 of 22 September 2017 on the new organisation for social and economic dialogue within the Company, and favouring the exercise and promotion of trade union responsibilities.

The agreements concluded will be made known to all employees, using several tools such as the intranet, internal newsletters, or "Infodif" (multicast).

Collective agreements signed by theme – Aéroports de Paris	2017	2016	2015
Compensation (employee agreements, incentives, profit sharing, medical expenses)	1	1	2
Employee representation	3	1	1
Diversity	3	1	-
Professional elections	4	1	2
Professional networks	-	-	-
GPEC ¹ , training, generation contract	-	1	-
Training	-	-	-
Working time	-	3	-
Workplace health and risk prevention	3	-	-
Aéroports de Paris	-	-	1
Organisations	1	-	-
Pensions	-	-	-
Savings plan (Company and Group)	-	-	2
Total	15	8	8

Agreements were also signed in 2017 in the other Group companies benefiting from staff representation:

- ◆ ADP Ingénierie (NAO Mandatory Annual Negotiations, new Generation Contract agreement);
- ◆ Hub One (NAO, rider to the profit-sharing agreement, telework, development of the quality of working life).

In 2016, the following agreements were signed by the subsidiaries: ADP Ingénierie (NAO), Hub One (profit-sharing 2016 – 2018, membership of the PERCOG and contribution 2016-2019, PEG and contribution 2016-2019, breakdown of the allocation of free shares within Groupe ADP, annual overtime hours, NAO) and Hub Safe (breakdown of the allocation of free shares within Groupe ADP, riders to the profit-sharing agreements).

Health and Safety

Prevention of occupational risks

The results of the actions conducted in 2017 to fight against workplace accidents are encouraging after an unfavourable year in 2016.

In 2017, for the scope of Aéroports de Paris, the number of workplace accidents with lost time recorded a significant drop (-19%) along with the frequency rate and severity rate.

The three directions in the mobilisation plan were reaffirmed:

- ◆ act to prevent accidents on foot or in vehicles (work and journey);

¹ Human resource and skills management planning system

- ◆ act to prevent aggressions and uncivil behaviour; this is a particular problem for all companies operating on airport platforms;
- ◆ act to promote well-being at work and fight against psychosocial risks.

A new strategy was defined in 2017, in order to move from the idea of workplace safety to a prevention culture shared at all levels of the Company. Numerous actions were implemented to reinforce prevention management: monitoring of the action plan to reduce travel risks, a guideline for managerial practices in terms of occupational health and safety; a training module and guide dedicated to managers on how to take human factors into account in transformation projects.

Bimonthly updates in the Executive Committee include data from subsidiaries and subcontractors on the main work projects.

Since summer 2017, a security action plan was implemented on work projects. It includes initiatives coming from the culture: reception of visitors, displays, awareness raising, feedback as well as actions such as including security information in calls for candidates, security clauses in tender offers, introduction of penalties in the event of workplace accidents. Monitoring actions were developed in the form of meetings, "15 minutes security", thematic audits, surprise visits, monthly publication of statistics, etc.

However, travel accidents increased in 2017. Two days on workplace road safety were organised, one in Paris-Orly and the other in Paris-Charles de Gaulle, to raise employee awareness of this risk.

Prevention of psychosocial risks

The prevention of psychosocial risks, which may be of internal or external origin, for example customer relations, is one of the priorities of the Aéroports de Paris mobilisation plan:

- ◆ raising awareness and training individuals in the alert network, and including psychosocial risk prevention in the professional training received by managers;
- ◆ evaluating psychosocial risks and analysing accidents to prevent situations of discontent;
- ◆ building prevention of psychosocial risks into project management, particularly prior to reorganisations, promoting a good understanding of priorities, the contribution of each individual, independence and cooperation.

For this, a methodology guide to take into account human factors in projects was drafted, as part of a collaborative and multidisciplinary framework and in association with the inter-company CHSCT. In a context of deep cultural change and transformation, it aims to anticipate the impacts on men and women at the heart of the transformations. It is based on:

- ◆ a systemic approach to projects taking into account the entire ecosystem and placing the project in its strategic and historical context;
- ◆ a collaborative momentum, that clarifies the role of the different players.

Strong involvement for the concerned employees based on clear, transparent and authentic communication. The methodology for evaluating psychosocial risks was finalised and documented in the Single Document. The units have been trained and are being supported in assessing these risks and the "Single Document", the regulatory professional risk assessment tool, is currently being updated.

The social barometer gives a snapshot of the company environment and its main sectors and is a tool to help managers communicate with their teams. It takes place every other year, given the time needed to implement the action plans. The 2017 social barometer was carried out in October, with a 51.1% participation rate. These results were presented and action plans will be prepared in 2018.

Annual report on workplace hygiene, health and safety

The relevant agreements in force in 2017 for Aéroports de Paris are the following: three agreements, signed on 9 January 2017, improve the organisation and functioning of the CHSCT and employee representative participation in the prevention of occupational risks:

- ◆ the first reviews the scope of the CHSCT consistent with the diversity of the activities carried out within the Company and the places where these activities are exercised (seven committees);
- ◆ the second provides for the creation of a CHSCT coordination body, as a spin-off from local CHSCT when a project concerns at least two;
- ◆ lastly, the third on the resources allocated to the CHSCT, also provides for the creation of an inter-company committee to handle the Company's prevention policy.

Diversity policy

Aéroports de Paris joined the Corporate Diversity Charter in 2013, and has worked on the diversity recruitment process with its subsidiaries. An agreement on diversity was signed on 27 April 2017. It is a framework agreement to take on transversal commitments for all discriminatory criteria, although recording the maintaining of specific commitments if necessary.

These provisions form part of the successive agreements that the Company has undertaken for several years within the different areas related to equal opportunities: the inclusion of disabled workers (first collective agreement in 1991), professional equality (first agreement in 2003) and more recently, the retention of seniors in employment (collective agreement in 2009 then action plan relating to the 2013-2015 generation contract). The integration and support of young people is also a core concept in our training programmes.

Provisions relating to the employment of young people and seniors are now incorporated into the global collective agreement of 29 January 2016 on training and generation contracts. They are subject to specific commitments which are described below.

The extra-financial rating of Groupe ADP by Ethifinance increased by four points to 82/100 in 2016 with, in particular an increase of two points in the theme Human Capital, to 79/100. The parent company increased by three points to 83/100 and by one point in Human Capital, to 79/100. These ratings correspond to the level "Excellence". A rating request will be renewed in 2018.

Gender equality in the workplace

Aéroports de Paris' fourth three-year agreement on gender equality in the workplace covered the 2014-2016 period. It was extended in 2017 to allow the negotiation of a new agreement as part of the Diversity agreement of 27 April 2017. The purpose of the Aéroports de Paris professional equality guidelines and the associated measures is to ensure equal pay, improve job desegregation and act in favour of a work-life balance.

The fifth agreement was signed on 29 November 2017. The Company confirms its determination to promote professional gender equality, highlights its desire to go further in this commitment and continues and completes its tangible, proactive actions:

- ◆ wage equality, through the analysis of compensation differences, recovery of unjustified differences and automatic progress in the event of maternity, paternity or adoption leave, full compensation during paternity leave, employee family supplementary benefit;
- ◆ the aim is to achieve 40% of women managers and 50% in recruitment to the "Graduate programme";
- ◆ the CESU system (Universal Service Employment Cheque) and access to childcare places;
- ◆ the development of the partnership with the women's "Elles bougent" network.

The agreement also provides for additional progress on over-compensation of parental part-time jobs chosen until the child is six years old, the development of women in executive positions and the appointment of a professional gender equality contact.

In 2017, the Company's proportion of women was 37.9%, unchanged since 2015. A significant proportion of recruitment is still in the male-dominated technical and regulatory roles. The gradual rebalancing of men and women in the corporate hierarchy has been stabilised. The proportion of women in the executive category is 36.7% (36.1% in 2016, 36.3% in 2015, and 35.6% in 2014). A partnership was set up in 2015 with the "Elles bougent" association: its aim is to encourage women to work in engineering and technical roles, via its network of female sponsors who are also company employees.

From 2010 to 2013, Aéroports de Paris applied the additional corrective salary measures as set forth in the current agreement. Since 2014, situations are examined on a case-by-case basis. In 2017, out of 11 requests studied, 7 situations resulted in wage adjustment. The salary gap between men and women (in average gross wages) is up to 10.0% in 2017, after stabilising between 2015 and 2016, at 9.3%.

In 2017, more females were promoted than men, just like in 2016.

	2017		2016	
	Men	Women	Men	Women
Workforce distribution by gender ¹				
Aéroports de Paris	62.1%	37.9%	62.1%	37.9%
ADP Ingénierie	74.0%	26.0%	72.4%	27.6%
ADP International	80.0%	20.0%	73.6%	26.4%
Hub Safe	72.5%	27.5%	73.5%	26.5%
Hub One	62.1%	37.9%	62.1%	37.9%

Retention of seniors employment

Provisions relating to the employment of seniors are now incorporated into the global collective agreement on training and generation contracts.

The agreement stipulates a 2% senior (at least 50 years old) hiring rate in 2016-2018, an average percentage of the workforce aged 55 and over of 14.5%, measures to improve working conditions and prevent difficult working conditions, anticipate career development, skills development and access to training and end-of-career management (interviews, aid for the purchase of contribution quarters, part-time hours). The transfer of knowledge and skills is supervised.

In 2017, the recruitment rate was 5.1% of permanent hires and employees aged over 55 years old accounted for 22% of average staff numbers. 36 employees benefited from end-of-career part-time hours as of 31 December 2017.

Employment of young people

Provisions relating to the employment of young people are now incorporated into the global collective agreement of 29 January 2016 on training and generation contracts.

Management undertook a commitment to bringing in young people; the target is for 30% of new recruits over the life of the agreement to be young employees on permanent contracts. In 2017, this rate was 48.9%. On-boarding programmes and tutors have been put in place, with a particular focus on their training. The company also reaffirmed its desire to expand the use of work/study programmes as a preferred means of bringing young people on permanent contracts into the company, in line with the needs identified. The recruitment of permanent staff from work/study programmes is 6.3% (target over the life of the agreement: 15%). The rate of employment of interns is 2.4% of the workforce (target: 3%).

Aéroports de Paris has continued its recruitment efforts in passenger handling by means of future sustainable jobs or generation contracts, primarily in the Car Park agents area.

¹ Excluding Média Aéroports de Paris

Aéroports de Paris workforce distribution by age	2017	2016
Under 25 years old	1%	1%
25 to 49 years old	55%	58%
From 50 to 60 years old	40%	38%
Over 60 years old	4%	3%

Employment and integration of disabled people

A new agreement was signed on 25 January 2016 for the 2016-2018 period, reaffirming Aéroports de Paris' commitment to this field since 1991. In particular, it includes appointment targets over the life of the agreement: 15 permanent (five recruits in 2017) six work-linked training (zero completed), 15 assisted or fixed-term contracts (two made), six internships (four made) and service purchases (€0.8 million per year: €0.933 million completed). It also allows for better support of the integration of disabled workers through the commitment to adapt their working environment according to their needs and promote the actions of the employees who support them.

As part of its policy to foster relationships with schools and welcome students with disabilities, in July 2013 Aéroports de Paris signed a partnership with Institut National des Jeunes Sourds.

The level of employment achieved in 2017 was 7.5% (7.24% in 2016, 6.74% in 2015 and 6.46% in 2014).

Disabled persons accounted for 2.8% of external hires in 2017.

Diversity in the subsidiaries

Collective agreements on gender equality in the workplace were signed with ADP Ingénierie (2014) and Hub One (2014), and on the "generation contract" (respectively in 2013 then 2015 and 2017).

In addition to these agreements, each subsidiary of Aéroports de Paris signed the Diversity Charter on 17 April 2014. This commitment confirms the policy of the Group in this area and marks the launch of a common approach to reflecting on the

priority actions to be taken. Collective agreements on gender equality in the workplace were signed with ADP Ingénierie (2014) and Hub One (2014), and on the "generation contract" for ADP Ingénierie (2013 then 2017) and Hub One (2015).

Sheltered and protected employment sector

In 2017, Aéroports de Paris ordered services worth €933,000 from 21 suppliers in the sheltered and protected sector, in line with the annual target set out in the agreement on the employment of disabled persons. The services are very diverse in nature (cleaning of vehicles, collection of light waste, care of green spaces, small building maintenance projects, plan updates, post management, administrative work, catering and food trays, etc.) and 88% are covered by multi-year contracts.

The work of the Mission Handicap and the Purchasing department, with the involvement of advisory bodies, has made it possible to maintain momentum in terms of the work being done to develop and perpetuate purchases with the sheltered and protected employment sector. These results also come from the partnership with the GESAT¹, a major organisation in the sector, facilitating the relationship between Aéroports de Paris, its counterparts from ordering parties and the service providers.

Promotion of and compliance with the provisions of the fundamental conventions of the International Labour Organisation

Beyond a proactive policy where respect for human rights contributes to the functioning of the company, Aéroports de Paris has developed its activity in accordance with the principles of the Global Compact, to which it has been a signatory since 2003. The Group undertakes to respect and promote the provisions of the fundamental conventions of the International Labour Organisation (ILO). More generally, extra-financial ratings, actions and communication on the Company's processes rely on the ISO 26000 guidelines, which are the performance benchmark for CSR used by the Company.

The commitment to the principles of the ILO and the Global Compact is realised by actions undertaken in these areas, as described in the table below:

Principles of the Global Compact and the ILO	Actions undertaken
<i>Human rights</i>	
1. Support and respect the protection of international law on human rights within the Group's sphere of influence	Company Code of conduct and the wholly-owned subsidiaries' codes of conduct (ADP International and Hub One), Group CSR charter Suppliers integrated in the purchasing process (sent for signing to applicants for procurement procedures launched by Aéroports de Paris)
2. Ensure that the Group's companies are not complicit in violations of human rights	Company Code of conduct and the wholly-owned subsidiaries' codes of conduct (ADP International and Hub One), elaboration of duty of vigilance scheme in progress Aéroports de Paris ensures that its suppliers comply with the provisions on illegal work by collecting from them legal documents certifying that they are in good standing with regard to tax and social legislation and the declaration of foreign workers. As part of the procurement procedures, the criteria for the rating of offerors include a CSR assessment based in particular on the declared practices of respect for human rights. Social audits (compliance with the rules of labor law) are carried out on certain segments of purchases. The Purchasing Department is part of the process of implementing the Due Diligence Act on the Suppliers and Subcontractors Component.
<i>Labour standard/ILO principles</i>	
3. Uphold freedom of association and the effective recognition of the right to collective bargaining	Individual right to union training and signature of an agreement on trade union rights
4. Eliminate all forms of forced or compulsory labour	Integration of CSR criteria in the selection of suppliers / subcontractors. Contractual contract documents include the Supplier CSR Charter and ADP's general administrative clauses provide for the application by suppliers and service providers of national rules for the protection of the workforce and compliance with ILO.
5. Ensure the effective abolition of child labour	By agreeing to respond to the calls for tenders, the candidates undertake to apply the CSR Supplier Charter, in particular its requirements regarding the abolition of child labor.
6. Eliminate discrimination in the workplace and professions	Aéroports de Paris commitment to fight against discrimination through the signing of two agreements: professional equality between women and men (2017-2019) and the diversity agreement (2017-2019)
<i>Respect for the environment</i>	
7. Support a preventative approach to environmental challenges	Environmental policy of Aéroports de Paris
8. Undertake initiatives to promote greater environmental responsibility	Realisation of a training program and environmental awareness for all Aéroports de Paris staff
9. Encourage the development and diffusion of environmentally friendly technologies	Technological watch and innovation (renewable energies) of Aéroports de Paris
<i>Fight against corruption</i>	
10. Work against corruption in all its forms, including extortion and bribery	Signatory of Transparency France's declaration in favor of responsible lobbying Audit in 2018 on the prevention of fraud 2015-2017 for Aéroports de Paris Appointment of a compliance officer reporting directly to the Chairman and Chief Executive Officer and recruitment of an audit and risk director in charge of compliance for the international scope. Revision of the code of ethics for Aéroports de Paris annexed to the Internal Regulations. Realization of an inventory of existing procedures and actions with a view to strengthening the prevention of corruption.

4.2 Social indicators for the Group

A methodological note on social and environmental reporting is provided at the end of the chapter.

	Scope	2017	2016 proforma	Change
Average staff numbers				
Aéroports de Paris	2	6,435	6,478	-0.7%
Subsidiaries		17,743	2,409	+636.5%
of which TAV Airports		16,836	-	-
of which ADP Ingénierie		392	412	-4.9%
of which Hub One		456	448	+1.8%
of which ADP International		59	51	+15.7%
of which Hub Safe		-	1,498	-
Group Total	0	24,178	8,887	+172.1%
Feminisation rate	2	37.9%	37.9%	-
Appointments/Departures				
Appointments	1	336	266	+26.3%
On a permanent basis	1	285	232	+22.8%
On a fixed term basis	1	51	34	+50.0%
Departures	1	349	313	+11.5%
of which were dismissals due to disability	1	19	26	-26.9%
of which were dismissals on economic grounds	1	-	-	na
of which were dismissals due to personal reasons	1	18	17	+5.9%
Rate of promotion (%)	2	3.7	4.0	-7.5%
Compensation				
Average gross monthly compensation (in €)	2	4,679	4,586	+2.0%
Gross wage bill (in €m)	1	379	380	-0.3%
Social security charges (in €m)	1	216	214	+0.9%
Incentives and profit sharing (in €m)	1	35	36	-2.8%
Working time				
Full-time employees	2	5,882	5,874	+0.1%
Part-time employees	2	553	604	-8.4%
Absence rate	2	(√)6.9%	7.0%	-0.1pt
of which illness	2	5.3%	5.2%	+0.1pt
of which maternity - paternity	2	0.4%	0.4%	-0.0pt
of which authorised leave	2	0.4%	0.6%	-0.2pt
of which work and journey accidents	2	0.7%	0.8%	-0.1pt
Overtime	2	11,213	11,634	-3.6%
Employee benefits				
Sums paid out to the Works Council (in €m)	2	6.5	6.5	0.0%
Staff restaurant subsidies (in €m)	2	9.1	8.7	+4.6%
Health and safety conditions				
Frequency rate	2	(√)13.64	16.63	-18.0%
Severity rate	2	0.95	1.08	-12.0%
Number of workplace accidents with lost time	1	135	173	-22.0%
Professional diseases declared over the year	2	5	3	+66.7%
Training				
Sums paid out for professional training (in €m)	2	17	20	-12.8%
Average number of hours of training per employee	2	19	24	-19.2%
Total number of training hours	1	(√)144,076	172,841	-16.6%
Employment and integration of disabled workers				
Number of disabled workers	2	441	397	+11.1%
Number of disabled workers appointed on permanent contracts	2	5	5	-

Scope 0: Groupe ADP

Scope 1: Groupe ADP excluding TAV Airports

Scope 2: Aéroports de Paris company

(√): 2017 data checked by Deloitte with reasonable assurance

4.3 Aéroports de Paris Corporate Social Responsibility (CSR) policy

Each year, Groupe ADP reports on its sustainable development activities in its "Corporate Social Responsibility Disclosure" prepared according to the 4th generation of guidelines relating to management and reporting of the Global Reporting Initiative (GRI), which can be downloaded from the website: www.groupeadp.fr, in Documents under the CSR tab in the Group section.

There is also more general information available in the activity and sustainable development report which is available in hard copy format and digital format on the website.

Groupe ADP applies its policy in accordance with the ISO 26000 guidelines as a framework for its CSR performance.

Stakeholder dialogue: materiality study on CSR challenges

Listening, dialogue and consideration of stakeholder expectations are the driving forces behind Groupe ADP's corporate social responsibility strategy. This ongoing dialogue with all stakeholders makes it possible to better identify changes, priorities and new expectations so that we can include them in the CSR strategy, projects and actions.

From 2006, Groupe ADP mapped its stakeholders and has regularly updated it since, and ensures that involvement and consultation methods are in place¹, in particular, satisfaction surveys (on passengers and occupants of airport facilities) and individual and group meetings (with shareholders, investors, the media and local elected officials, etc.).

In 2014, before drafting the *Connect 2020 strategic plan*, Groupe ADP adapted its CSR challenges based on a new stakeholder mapping and a materiality matrix. The main challenges identified by the materiality matrix and that have fed the strategy are airport security, improving environmental performance, employee health and safety, customer services (airline companies and passengers), activity continuity and crisis management.

In 2017, in application of the best CSR practices, a new materiality study was launched with Groupe ADP stakeholders to provide new elements for its CSR strategy and better communicate about its actions and results.

The 2014 stakeholder mapping was reviewed, but it was not considered necessary to amend it. An online survey of over 8,000 stakeholders (employees, suppliers, elected officials, real estate customers, airlines, passengers, etc.) and interviews of qualified persons, both internal and external, were carried out in order to update the materiality matrix. The challenges focus on four themes: exemplary airport management, well-being of platform employees, environmental preservation and commitment to regions.

Over 2,000 stakeholders responded. The results will be published in the 2017 CSR information.

¹ The consultation methods are outlined on our website www.groupeadp.fr in the CSR section – note 4 of the CSR information.

Group CSR charter: six commitments

The Chairman and CEO of Groupe ADP and the executive directors of its wholly-owned subsidiaries signed the Group CSR Charter at the beginning of 2015. Under this charter, Groupe ADP has the following six commitments:

- ◆ ensure exemplary governance;
- ◆ place people at the heart of its strategy;
- ◆ satisfy all customers;
- ◆ control and minimise its impact on the environment;
- ◆ ensure ethical and responsible purchasing; and
- ◆ promote local community involvement.

The Group CSR Charter reinforces Groupe ADP's CSR management and serves as the basis for the adaptation of the thematic charters signed at the Group level, such as the Diversity Charter.

Reinforcing the prevention of corruption

The first system implemented from 2014 included training and awareness raising actions and an email alert system accessible to all employees.

As part of the anti-corruption and influence-peddling measures implemented by the Sapin II law on transparency, the fight against corruption and the modernisation of economic life, Groupe ADP installed an inter-company steering tool involving the parent company and its subsidiaries. Aéroports de Paris' new code of ethics includes the prevention of corruption and the duty of vigilance. It was presented to staff representative bodies and added to the appendix of the rules of procedure of Aéroports de Paris in 2017

One of the aims is to reinforce the Group's Ethics and Compliance culture via the communication and action plan initiated at Aéroports de Paris.

Committed to basing its development on principles which reflect its ethical commitment, Groupe ADP formalised its ethics rules at the end of 2016 in a "Responsible Lobbying" Charter, available on its website. Since 24 October 2017, it is also registered in the list of interest representatives held by the High Authority for Transparency in Public Life (*Haute Autorité pour la transparence de la vie publique*) in accordance with the Sapin II law.

A member of Transparency International France via Aéroports de Paris, and specifically its Forum of committed companies, Groupe ADP has signed Transparency International France's declaration for responsible *lobbying* and holds regular discussions with the association on its practices and progress in the fight against corruption.

In order to encourage the appropriation and application of ethical principles, "ethical reflex cards", which present concrete cases, were distributed from 2016 to managers and human resources (HR) managers in order to help them support employees in this area. They can be accessed via the HR employee intranet, and will be updated in 2018 to take into account the changes in the rules of procedure. The training programmes (managers, buyers, etc.), including an ethics and compliance section, will also be updated. In addition, an E-learning programme on the prevention of corruption and influence peddling will be progressively rolled-out to all Group employees from mid-2018, targeting as a priority the people most exposed to the risks of corruption and influence peddling.

The Group is also reinforcing its ethics approach for projects abroad. Appointed in August 2017 within ADP International, an audit, risks, ethics and compliance Director (including the prevention of corruption) defines and steers the deployment of a compliance and anti-corruption programme for international projects and relays the Group's policy for the international scope in association with the Group's Ethics Officer.

Duty of vigilance

The law of 27 March 2017 creates a duty of vigilance for parent companies and order providers with regard to their subsidiaries, sub-contractors and suppliers, in order to protect against serious violations of human rights and fundamental freedoms, and the health and safety of people and the environment. In 2017, these risks were the subject of a mapping covering Aéroports de Paris, and specifically the Purchasing Department. This mapping will be updated in 2018 to develop the action plans on the prevention of corruption and the duty of vigilance.

The vigilance plan provided for by law is currently being drafted, under the responsibility of Groupe ADP's Ethics Officer. The priority focus of this plan - the assessment procedures for subsidiaries, sub-contractors and suppliers - will be completed in 2018. Aéroports de Paris' Purchasing Department already implements a CSR policy for suppliers, with an assessment questionnaire and the signature of the CSR commitment charter during the selection process, CSR criteria taken into account in the choice of supplier and social audits for certain at-risk sectors.

The *Audit, Risks, Ethics and Compliance Director* appointed in 2017 within the subsidiary ADP International will transmit and adapt the vigilance plan for the foreign subsidiaries.

The ethics alert procedure will be updated in 2018 to cover the requirements of the duty of vigilance and enable all alerts to be reported and handled.

Fight against discrimination

Since 2003, Groupe ADP has been a member of the UN Global Compact, with, since 2015, *Advanced Level* status. In 2015, it also signed the Mobilisation Charter to fight for equality against racism, carried by the Defender of Rights.

Measurement and ongoing improvement of performance: ratings and benchmarks

Groupe ADP exercises its corporate social responsibility to its stakeholders through a policy based on reducing the environmental impacts of its operations and creating positive externalities based on economic and social cooperation programmes with local communities. The CSR risk factors are identified and taken into account in risk management.¹

Performance has been assessed by an extra-financial rating agency since 2005 for Aéroports de Paris and since 2014 for the main Group subsidiaries. In 2016, Ethifinance performed the rating of Aéroports de Paris and its subsidiaries, ADP Ingénierie, Aéroports de Paris Management (now ADP International), Hub Safe and Hub One, in relation to corporate governance, business ethics, the environment, community involvement, human resources, clients and purchases. The Group's rating increased by four points between 2014 and 2016, at 82 out of 100, corresponding to Ethifinance's "excellent" level. The scores of Aéroports de Paris and its subsidiaries are up.

For the parent company, all areas are rated as "excellent", demonstrating the extent of the commitments, the successful implementation of the actions and advanced performance. Improvement points from this evaluation feed the improvement plans managed by each entity and are coordinated by the Environment and Sustainable Development department.

For Groupe ADP's main subsidiaries, each one showing strong progress, the detailed results can be found in the corporate social responsibility information published on the website.

The next extra-financial rating requested will take place in 2018 for Aéroports de Paris and the main wholly-owned subsidiaries. The conditions for extending the exercise for the TAV scope are currently being defined.

Groupe ADP belongs to a number of socially responsible investment indexes, particularly the *Dow Jones Sustainability Index World* and *Europe* with, for the latter, a rating of 79/100 in 2017.

Groupe ADP is also included in indexes such as the ISR Euronext Vigeo Eiris Monde 120 and France 20 (since 2015), Euronext Vigeo Eiris Europe and Eurozone (since 2012), FTSE4GOOD (since 2015), MSCI (since 2012), Ethibel (since 2009), Oekom Prime (since 2014).

In 2017, Groupe ADP was rated B in its evaluation (from A to D) of the *Carbon Disclosure Project* (CDP).

¹ See Chapter 3 "Systems and procedures for internal control and risk management" of the Management report.

4.4 Environmental information

Environmental and energy policy 2016-2020

Signed by the Chairman and CEO, Groupe ADP's environmental and energy policy 2016-2020¹ reinforces its collaboration with all of its stakeholders around three commitments:

- ◆ optimising, by going beyond the regulatory compliance requirements;
- ◆ attracting, by strengthening the existing systems and integrating all posts, employees and suppliers, the airport community and all stakeholders;
- ◆ expanding, so that Groupe ADP leadership serves as a base in terms of sustainable development and CSR, for its development in France and internationally, its competitiveness and valuation.

It includes on six themes (energy, water, waste, air and emissions, biodiversity, land development and sustainable buildings), ambitious objectives linked in particular to the financial policies of the economic regulation agreement (ERA) 2016-2020 and the energy transition law for green growth of August 2015.

Certified systems

The environmental and energy policy is based on the systematic integration of environmental factors into all activities, in particular through the application of international standard ISO 14001 at Paris-Charles de Gaulle (certified since 2001), Paris-Orly (certified since 2002) and Paris-Le Bourget (certified since 2005) airports, the Issy-les-Moulineaux heliport (certified since 2009) and the Toussus-le-Noble civil general aviation aerodrome (certified since 2015). Certification of their environmental management systems (EMS) is renewed continuously.

The Management teams at Paris-Charles de Gaulle and Paris-Orly have adopted an integrated management system (IMS) based on compliance with three international standards: ISO 9001 (quality management), ISO 14001 (environmental management) and OHSAS 18001 (management of health and safety at work). IMS renewal audits were carried out in 2017 and were successfully passed by Paris-Charles de Gaulle and Paris-Orly airports.

In June 2015, Aéroports de Paris was the first group managing a large airport system to obtain ISO 50001 certification for its operation and development of airports in Île-de-France and its energy management system (EMS) based on fossil fuels and renewables (biomass, geothermal, photovoltaic). The follow-up audit in 2016 recorded an improvement in operational management.

The certification for environmental management systems covers:

- ◆ adherence to environmental regulations;
- ◆ availability of the necessary human and financial resources;
- ◆ a systematic approach to improving the main environmental impacts (waste, water, emissions into the atmosphere, energy use, etc.);
- ◆ competence of all employees through training, awareness-raising or information;
- ◆ operational management of the impact of operations in both normal and emergency situations;
- ◆ monitoring of performances via audits (internal or external) and other environmental surveillance and measuring procedures (mostly conducted by the Groupe ADP lab, ISO 9001-certified and accredited by the French accreditation committee COFRAC).

Throughout the year, employees are made aware of issues relating to the preservation and protection of the environment as well as energy control. Information is shared via internal environmental communication tools, particularly, the electronic document management system, the EcoCharter and articles in Groupe ADP's internal *Connexion* newspaper and intranet site.

A new Energy training course is currently being deployed and 200 employees will be trained by 2020.

Specific operations have also been launched: free distribution of LED bulbs to employees, edition and diffusion of comical films to raise awareness on energy management, etc.

Preventative measures to reduce and remedy air emissions

Groupe ADP is committed to preventing collective pollution risks in four areas: air, water, noise and soil.

Measures to reduce and recycle waste

Groupe ADP has implemented an ambitious policy to reduce CO₂² emissions and atmospheric pollutants linked to its activities and facilities, and its energy production units in particular. It has fixed five main objectives by 2020:

- ◆ account for 25% of clean vehicles³ in its light vehicle fleet⁴, reduce the emissions of the other vehicles, develop electric vehicle recharging terminals in its airports;
- ◆ maintain Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports at level 3 *Airport Carbon Accreditation* (ACA);

¹ See *Policy and Commitments on our website - CSR section, pages 59 - 60 of the CSR information.*

² See paragraphs "Optimisation of energy efficiency", "Increased use of renewable energies", "Fight against climate change".

³ Electric vehicles, hybrids or vehicles with very low CO₂ emissions.

⁴ City cars, management vehicles and small vans.

- ◆ continue its mobility plan and actively contribute to inter-company mobility plans for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports;
- ◆ limit and reduce the emissions of aircraft on the ground (taxiing and parking) and ground handling vehicles (GSE)¹;
- ◆ reduce the emissions associated with airport access and internal circulation.

Accredited by COFRAC, the French accreditation committee, its laboratory operates five air quality measuring stations at the Paris-Orly and Paris-Charles de Gaulle airports. It records emissions from planes, thermal stations and road transport resulting from airport activities and conducts air quality studies inside the terminals, car parks and technical buildings. It continuously measures levels of nitrogen dioxide (NO₂) and nitric oxide (NO), particles (PM 2.5) and ozone (O₃) levels.

Groupe ADP is also involved in public policies and helped to review the 2017-2020 atmosphere protection plan (AAP) for the Paris agglomeration. The AAP sets out measures to improve air quality in the region.

Preventative measures to reduce and remedy water discharge

Groupe ADP has set itself three main objectives by 2020:

- ◆ reduce drinking water consumption per passenger by 5% compared to 2014;
- ◆ as part of a water masterplan, define rainwater management rules by zone taking into account adaptation to climate change;
- ◆ continue to improve the management of winter pollution.

At the Paris-Orly and Paris-Charles de Gaulle airports, in addition to pollution catch basins and retention basins, Aéroports de Paris has water treatment stations to meet the regulatory requirements for discharge into the natural environment imposed by an inter-prefectural order specific to each airport.

Paris-Orly airport also has a 2,000 sq.m. wetland filtration facility, which optimises the treatment of rainwater.

To improve the regulation of rainwater discharge, Paris-Charles de Gaulle airport has constructed clean and more polluted water segregation basins as well as a connection for the most winter polluted water to the wastewater network.

Aéroports de Paris is committed to limiting newly sealed surfaces favouring infiltration wherever possible and, failing this, to offset sealed surfaces with retention ponds. As part of a water masterplan, zoning defining rainwater management rules by zone was created to promote infiltration and limit the maximum the flow of leaks from retention ponds to:

- ◆ 1 litre/second/hectare for Paris-Charles de Gaulle airport (rainwater storage capacity equivalent to 550 m³ per hectare);
- ◆ 10 litres/second/hectare for the catchment basin from the Morée river to Paris-Le Bourget airport.

After treatment, the wastewater produced at Aéroports de Paris airports is discharged into public sewers. A procedure for monitoring the wastewater produced as a result of the activities of Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget and the industries of the airport zone is in place. Groupe ADP's laboratory monitors the quality of the rainwater discharged into the natural environment as well as the water table level thanks to a network of measuring points (piezometers).

Preventative measures to reduce and remedy discharge in the soil

The Groupe ADP laboratory also carries out environmental monitoring of soil quality, using the National Methodology of the Ministry of the Environment. This makes it possible to check the compatibility of the environmental state of the sites with their uses and/or development projects, and ensures that any on-site pollution is handled.

The procedures for the prevention and management of soil pollution risks were updated in 2017.

Measures to reduce and recycle waste

As part of its 2016-2020 environmental and energy policy, Groupe ADP is committed by 2020 to reducing and recycling waste produced at its airports to save natural resources and taking measures to:

- ◆ reduce its waste production and encourage its partners to adopt these practices;
- ◆ achieve a 45% material recycling rate for its internal non-hazardous waste;
- ◆ recycle 70% of building waste;
- ◆ deploy actions associated with the circular economy;
- ◆ develop the biowaste sector by proposing a biowaste collection service to all clients by 2020 and reduce food waste in its company restaurants.

The waste collection and processing contracts for Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget (granted to the same service provider in 2016 for the first two airports, and in 2017 for the third), provide for an increase in recycling rates by reinforcing the waste collection systems at the treatment centres of the collection service provider. At the airports, biowaste and non-hazardous waste are sorted and all administrative offices have recycling points for paper and printer cartridges. In terminals, sorting bins are installed upstream and downstream of the checkpoints.

¹ Ground Support Equipment, Ground handling vehicles.

Where possible, Groupe ADP promotes the circular economy. A few examples:

- ◆ regular action to collect and recycle used work clothes;
- ◆ during the recent relocations, collection of unused office supplies in good condition to distribute to schools and associations in Essonne, Hauts-de-Seine and Val-de-Marne departments during an Open Morning in 2017;
- ◆ sorting of leftover food on trays in company restaurants in the Paris-Orly terminal and the Parc Central as well as in some inter-company restaurants in Paris-Charles de Gaulle; progressive expansion of bio-waste collection to all platform restaurants;
- ◆ organisation of bio-waste processing at a methanisation plant;
- ◆ recycling of glycol used by Aéroports de Paris during testing of snow-removal machines to manufacture coolant (continued studies to recycle the glycol recovered in de-icing bays).

Fight against food waste

Groupe ADP makes airport concessions aware of biowaste management and runs awareness sessions along with the inter-company restaurant service providers or the Works Council which manages six company restaurants (five restaurants and a snack cafeteria) at our sites.

Facilities classified for environmental protection (ICPE)

The storage and distribution of aviation fuel for aircraft are provided by external companies that maintain and operate the tanks and the hydrant fuelling system for which they also ensure the control and compliance. As the storage facilities are subject to legislation on facilities classified for environmental protection (ICPE or Installations classées pour la Protection de l'Environnement), they regularly undergo quality and compliance audits by the Regional and Interdepartmental Environment and Energy Department (DRIEE).

Aéroports de Paris operates ICPEs such as the thermal power facilities used for combustion and refrigeration activities at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports subject to authorisation in accordance with the specific provisions of the prefectural decree. The Groupe ADP laboratory carries out annual regulatory controls and continuous monitoring of the atmospheric discharges from these facilities, as required under their operating permits, and a quarterly report is sent to local authorities.

Aéroports de Paris also operates environmentally classified facilities (ICPEs) for which they must submit a statement of compliance with general provisions determined by ministerial order, such as accumulators and small combustion installations (emergency power units), flammable liquid filling

systems, etc. Its prevention policy relies on internal expertise, audits evaluating regulatory compliance within the framework of the Environment Management Systems and regular regulatory checks by the public authorities (DRIEE or STIIC, the Technical Department of Inspectors of Classified Facilities).

Groupe ADP does not operate any classified facility (SEVESO site) that may create considerable risks to the health or safety of neighbouring populations and the environment.

Since 2014, Groupe ADP sends a letter to third parties in order to know their potential changes in activities and in ranking of their ICPEs (service stations, SMCA fuel depots¹, etc.).

Actions to limit noise pollution

In order to reduce the noise for local residents, a curfew has been in place at Paris-Orly airport from 11.30 pm to 06 am since 1968. Moreover, the number of time slots that may be allotted to the airport has been set by regulation at 250,000 per year since 1994.

At Paris-Charles de Gaulle airport, a limitation of night traffic and a total weighted measured noise index (IGMP) were established by regulation in 2003. Aéroports de Paris continues to take part in the Night Flights working group presided by the prefect, Régis Guyot. As a result of work in this area conducted jointly with the airlines, the continued descent procedure between 00.00 and 05.30 was adopted in September 2016 and the modified aerodynamics of the Airbus A320 has halved the noise pollution produced by this plane, which is the most common on the runways at Paris-Charles de Gaulle.

Differentiated landing charges on the basis of an aircraft's noise category and the tax on air noise pollution (TNSA) also help to limit noise in that they encourage the use of less noisy aircraft and penalise night flights. The TNSA is levied by the French Civil Aviation Authority, and its proceeds go to Aéroports de Paris and are used for financing sound-proofing measures for the benefit of local residents.

Within the framework of this procedure, Aéroports de Paris SA manages the applications for help with soundproofing from residents living near Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports, whose homes are within the scope of a Noise Nuisance Plan (PGS). Aéroports de Paris SA receives new requests for help, investigates them, passes them on to the relevant local committees, which are consulted on the allocation of grants, and pays out the grants allocated to local residents for noise assessment and sound-proofing work. Local residents have been entitled to free assistance for works since 2013. They are supported through all stages of their project by a dedicated service which is part of the aid programme. In 2017, several technical provisions, including the modification to the AGILE processing tool and the opening of an internet site accessible 24h/24 to file an application and supporting documents, were taken to improve data traceability throughout the process and eliminate paper. In 2017, 22,198 files were processed.

¹ Société de Maintenance de Carburants Aviation.

² Source: Unit for financial aid for soundproofing of houses and tertiary buildings in the Noise Nuisance Plan for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget.

Aéroports de Paris SA makes available to the public the Vitrail tool to view aircraft flight paths and access information online. Available in the Environment and Sustainable Development Resource Centres at Paris-Orly and Paris-Charles de Gaulle, Vitrail is also proposed to municipalities wishing to consult it. Linked to Vitrail, a new IT tool, Itrap, was developed to improve the quality of claim processing. In less than three hours, this tool collects and processes complaints from local residents relating to noise from planes and is quicker to send them information on a possible breach (altitude, speed, flight path), along with an explanation. If they wish to, the local resident can meet with a representative of DGAC to learn about the techniques developed to reduce aircraft noise.

Financial resources allocated to the prevention of environmental risks and pollution

Environmental expenditure

Aéroports de Paris allocate a dedicated budget of €44 million, planned by the Economic Regulation Agreement, over the term of the strategic plan 2016-2020.

In 2017, no compensation was paid out as a result of any court decision of an environmental nature. No significant restorative action was necessary as a result of damage caused to the environment.

Environmental liability insurance

Aéroports de Paris has liability insurance for environmental risks. It covers all declared activities of Aéroports de Paris.

As of 31 December 2017, the payments and provisions recorded on this policy since 2012 amounted to 106,000 euros.

Sustainable use of resources

Water consumption and supply based on local restrictions

Aéroports de Paris distributes drinking water at its airports and has a water tower and booster pump at Paris-Charles de Gaulle, while Paris-Orly and Paris-Le Bourget are supplied by drinking water distribution points. Aéroports de Paris SA's airports have no water constraints.

To reach its target of reducing drinking water consumption per passenger by 5% by 2020 compared to 2014, Groupe ADP recycles rainwater for different uses, for example to supply its cooling towers at Paris-Orly or toilet blocks. It also installs water saving equipment in the toilet areas of its terminals:

- ◆ recycling of rainwater at the West Terminal at Paris-Orly to supply the toilet blocks;
- ◆ installation of economical water flushes for all toilet block renovation projects;

- ◆ continuous staff training on the use of water resources, products and equipment.

Studies on certain buildings are on-going to recover roof rainwater for non-domestic uses.

Consumption of raw materials and improvement measures

Aéroports de Paris is mainly a service company, and the challenge of controlling and reducing the consumption of raw materials is lower compared to other environmental impacts.

Reuse is studied during the completion of building deconstruction projects.

Optimisation of energy efficiency

With the aim of improving its energy efficiency by 1.5 % each year¹ over the 2016-2020 period (for a total of 7% over five years), Groupe ADP is deploying a policy focused on energy optimisation for operations and maintenance and improvements to buildings and equipment. This policy is part of its energy management system, certified ISO 50001 in 2015. The follow-up audit in 2017 did not show any non-compliance.

Over the third quarter of 2017, Aéroports de Paris realised a gain in energetic efficiency of 1.8% compared to 2015, the year of reference, while this gain was up 1.9% over the third quarter of 2016.

In spite of the replenishment in light emitting diodes (LED) for the car parks and the commissioning of 2 new cold units of Paris-Orly power plant and the refurbishment of part of the heat network and the rolling out of the LED lighting for the runway lights in Paris-Le Bourget, that helped to improve the energetic efficiency, the global decrease observed can be explained by the commissioning of new facilities highly energy consuming (ex: Hall L luggage sorting system), the slight decrease in heat production productivity, generating more losses, an upgrade of the heat count, that lead to reinstate in the scope of reporting some consumptions without integrating new areas in Paris-Charles de Gaulle as counterpart.

Significant energy saving programmes in the buildings help to improve energy efficiency, in particular:

- ◆ setting an internal carbon price for projects in excess of €3 million (the calculation of the carbon cost is requested for projects with a direct impact - increase or decrease - on energy consumption and therefore, on CO2 emissions);
- ◆ remote meter readings by electric meters, to allow better monitoring of consumption and detect excesses;
- ◆ deployment of the "local energy performance indicators" project;
- ◆ compensation for real estate projects in excess of €60 million (verification, at each key stage of the project that the construction will achieve the set energy target);

¹ Energy consumption for the Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget platforms, excluding external/m² of building, in MWh primary energy/m² floor area excluding external, recharging terminals for vehicles,

400 Hz plugs, PCA, PC125A, chargers for ground support vehicles as far as possible depending on existing counting system.

- ◆ replacement of the classical lighting systems by more energy-saving LEDs in the terminals (Hall 2 of Paris-Orly), car parks (PEF in Paris-Charles de Gaulle, P0 in Paris-Orly) and airport zones, and automation of lights to provide lighting on demand.

In 2017, Groupe ADP committed to achieving carbon neutrality by 2030 as part of the *Airport Carbon Accreditation* programme. A road map is being prepared to show the different stages.

As part of its sustainable development and construction policy, Groupe ADP has set itself the strictest rules to limit primary energy consumption (RT 2012 thermal regulations) and to obtain high environmental quality certification for all its real estate projects (French HQE® and British BREEAM standards). It systematically studies the feasibility of certification for new airport projects.

At Paris-Orly, HQE certification "excellent" was awarded in 2017 to the new VIP pavilion.

Increased use of renewable energies

Groupe ADP has also set itself the target of covering 15% of its final energy consumption with renewable sources. At the end of the third quarter 2017, over the last 12 months², renewable energy production units at the airports covered 15.7% of the internal energy consumption of Aéroports de Paris (12.8% at the end of 2016).

At Paris-Orly, the geothermal plant in service since 2011 should ultimately produce the heat required to heat the terminals and the Cœur d'Orly business district thus avoiding the emission of 9,000 tonnes of CO₂ per year, when fully operational.

In 2012, Paris-Charles de Gaulle installed a high-performance heat/refrigeration pump system for the heating and cooling of Hall M, together with a biomass power plant that provides 25% of the airport's heating needs and in normal operating mode prevents the emission of 18,000 tonnes of CO₂ per year.

Since the end of 2015, Paris-Le Bourget has 600 m² of photovoltaic solar panels and a geothermal plant which produces heat to meet almost 70% of Aéroports de Paris' internal heating and cooling needs. In total, it covers the equivalent of 30% of Aéroports de Paris' internal energy consumption in the terminals and avoids the emission of approximately 120 tonnes of CO₂.

In addition, to reduce its carbon footprint, Groupe ADP subscribed to the renewable electricity offer from Engie, which commits the latter to ensuring that 60% of its electricity is of renewable origin in 2017 (50% in 2015). The energy company provides certificates certified by a third party, proving that this 60% quota was produced by hydroelectric dams, wind farms or solar farms. At the Paris-Le Bourget airport, 100% of the electricity purchased is of renewable origin. The decision was made to move to 80% of electricity of renewable origin for the Paris-Charles de Gaulle and Paris-Orly platforms in 2020.

Land use and measures taken

As a land developer, Groupe ADP takes care to respect the balance of the diversity of living things. The issue of land use is treated in accordance with current regulations.

In line with our soil pollution management procedures updated in 2017, a soil diagnosis is performed each time a building changes tenants.

Fight against climate change

Groupe ADP made a commitment to the climate and the fight against climate change in line with the environmental and energy policy it has been conducting for many years. In phase with the new directions proposed by France in this area, ambitious targets have been set for the 2016-2020 period, in particular to reduce CO₂ emissions per passenger by 65% between 2009 and 2020 while increasing traffic.

In 2017, CO₂ emissions per passenger³ were down 63.0% compared to 2009.

Reduce greenhouse gas emissions

As an operator of energy production units of more than 20 MW, Aéroports de Paris is subject to Directive No. 2003/87/EC of 13 October 2003 with regard to greenhouse gas emission (GHGs) quotas. Under the national allocation plan for greenhouse gas emission allowances, annual allowances are allocated to Aéroports de Paris and its CO₂ emissions are carefully monitored. Thanks to the investment made in low-carbon thermic production plants (biomass, geothermal, photovoltaic) and improvements in its energy efficiency, Aéroports de Paris does not exceed the quotas allocated to it and therefore does not purchase quotas on the markets.

In accordance with article L. 229-25 of the French Environmental Code, Aéroports de Paris reports on its greenhouse gas emissions. Data for CO₂ emissions from power plants in 2017 are presented in the table of environmental indicators and verified by a third party per the French national quota allocation plan (PNAQ).

Level 3 of the *Airport Carbon Accreditation* for Paris-Charles de Gaulle, Paris-Orly and Paris-Le-Bourget airports was renewed in 2017. This accreditation, all aspects of which are verified by a third party every two years, acknowledges the calculation and actions to reduce our direct emissions (scopes 1 and 2) as well as indirect emissions (scope 3).

The fight against climate change consists not only of changing internal operations (scopes 1 and 2) but also those of Aéroports de Paris' partners at all airport terminals (scope 3). Joint actions are undertaken to reduce aircraft running time. At Paris-Charles de Gaulle and Paris-Orly, 400 Hz floor-mounted sockets were installed to supply electricity to planes at contact stands. These replace the diesel generators and auxiliary thermal engines. In partnership with the DGAC, Paris-Charles de Gaulle and Paris-Orly airports have developed the local management of departures (GLD) with the support of an IT

¹ Building Research Establishment Environmental Assessment Method.

² The value for Q4 2017 (and so, for the civil year) will be published in the 2017 CSR information

³ CO₂ emissions per passenger take into account the internal emissions for the three Parisian platforms (scopes 1 and 2).

tool. A result of a *collaborative process* (Collaborative Decision Making), the local management of departures helps to reduce the running time of an aircraft between leaving the gate and taking off, which generates significant savings in terms of fuel and CO₂ emissions. Moreover, the continuous descent implemented for certain approaches reduces engine load and thus their kerosene consumption and CO₂ emissions.

Reduced by 17% compared to the average for 2013-2015, internal CO₂ emissions (scopes 1 and 2) for the three Paris platforms were ¹ 76,970 tonnes in 2016.

External CO₂ emissions (scope 3) for the three airports were estimated at around 1,925,000 tonnes in 2016,² up 3% compared to the average for 2013-2015 due to more reliable calculation methods for certain emission types. Scope 3 emissions take into account:

- ◆ aircraft, for which emissions are determined from the different LTO cycle phases (Landing Take-Off): approach, movements on the ground, take-off, climbing;
- ◆ auxiliary power units (APU), that provide energy on-board the planes and for air-conditioning on the ground, and for which use depends on climatic conditions and the power required for the correct operation of the aircraft;
- ◆ ground handling vehicles used by external companies and required for all aircraft logistics on the ground;
- ◆ home-work travel for all platform employees;
- ◆ professional travel for employees of Aéroports de Paris;
- ◆ passenger journeys to reach and leave platforms;
- ◆ other sources (internal waste management, third party electricity).

These scope 3 emissions for 2017 will be calculated during the first half-year of 2018.

In 2017, air traffic was up by 4.4% in number of passengers in 2017 compared to 2016 and down 0.4% in number of movements. A virtual stability of aircraft emissions is expected in 2017 compared to aircraft emissions in 2016.

Emissions (scope 1 and 2) from Groupe ADP's subsidiaries and investments were estimated for 2016³ to:

- ◆ around 710 tonnes of CO₂ in 2016 for the majority owned subsidiaries or those over which Groupe ADP has operational control (accounted for in Groupe ADP's scopes 1 and 2) and
- ◆ around 48,800 tonnes of CO₂ for subsidiaries and investments over which the Group does not have operational control and which are consolidated in proportion to Groupe ADP's financial investment at 31/12/2016⁴ (accounted for in Groupe ADP's scope 3).

The 2016⁵ CO₂ emission and greenhouse gas balance and the emission reduction action plan are available on the website

www.groupeadp.fr, Group section, CSR tabs, Documents page, as well as on Ademe's GHG platform.

The mobility plan

To help employees to better manage their mobility and reduce the environmental impact of their home-work and professional travel, in particular greenhouse gas emissions, Groupe ADP deployed a mobility plan in⁶ 2005. It also actively contributes, with its airport partners, to the inter-company mobility plans of its airports, Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget.

The 2016-2018 plan includes around ten actions to optimise the organisation of work, develop electromobility and active modes and make employees more aware of sustainable mobility. All the information, tools and documents on this issue are available on a dedicated intranet site.

Inter-company mobility plans have also been implemented with the companies present at the airports, since 2011 at Paris-Charles de Gaulle, 2012 at Paris-Orly and 2013 at Paris-Le Bourget. Shared initiatives contribute to improving airport access.

Collaborative tools in action

To reduce employees' professional travel, Groupe ADP provides a network of 70 video-conference rooms. Since 2010, over 6,000 IT positions equipped with the Skype Entreprise system have been installed for audio or videoconferencing and to share documents online. Employees may also work remotely from free access working positions spread across the different sites.

Reducing the carbon footprint of the vehicle fleet

Aéroports de Paris has 234 clean service vehicles (electrical and hybrid) and 315 charging points at its airports. Groupe ADP's aim is for clean vehicles to account for 25% of its light vehicle fleet by 2020 (23.8% at the end of 2017).

Aéroports de Paris and the subsidiary, Hub One, offer their employees ecodriving training with a dual objective: prevention of road risks and reduction in fuel consumption.

Facilitating access to platforms

Aéroports de Paris is working with various entities in charge of public transport at the airports to identify actions to improve access to airports. Fully committed to the success of the Paris 2024 Olympics, Groupe ADP has taken investment decisions to facilitate access to the airport platforms (CDG Express project) and support the Grand Paris Express project which plans for the creation of three stations on the Paris-Charles de Gaulle and Paris-Orly areas.

¹ 2017 data not available yet for the publication of the document. The results will be published in the 2017 CSR information.

² 2017 data not available yet for the publication of the document. The results will be published in the 2017 CSR information.

³ 2017 data not available yet for the publication of the document. The results will be published in the 2017 CSR information.

⁴ Excluding TAV Construction, sold in 2017.

⁵ 2017 data not available yet for the publication of the document. The results will be published in the 2017 CSR information.

⁶ Change in the Corporate Travel Plan (PDE).

Adaptation to climate change

Since 2014, specific attention has been paid to the "natural environment" risk. It was the subject of a specific mapping in 2016, with an update planned for 2018. Groupe ADP also evaluated the financial risks linked to its greenhouse gas emissions and took measures to reduce these by integrating a low carbon strategy in all areas of its activity.

The adaptation measures identified are based on the following actions: activity continuity plan, management of extreme climate conditions, water management. By regularly assessing climate risks, Groupe ADP can update its adaptation strategy and, in the spirit of continuous improvement, it is exploring new practices enabling it to respond appropriately to the risk of future changes in the natural environment, as part of the current risk management framework.

Protection of biodiversity

Groupe ADP occupies more than 6,000 hectares of land in Ile-de-France and is directly involved in the protection of

biodiversity, which is one of the six priorities of its 2016-2020 environmental and energy policy.

Integrated into the company's strategy, the protection of biodiversity is based on the following three areas:

- ◆ define and deploy an ecological land development plan;
- ◆ conduct a biodiversity study for structural projects and for all airports;
- ◆ continue to reduce, by 50%, the consumption of phytosanitary products between 2008 and 2020.

These actions are, for the majority, conducted with partners, for example the Hop! association. Biodiversité, which helps take a census of the biodiversity of species living at the Paris-Orly and Paris-Charles de Gaulle airports, with scientific support from the National Natural History Museum.

Launched in 2016 for Paris-Charles de Gaulle airport, the *Development, landscape and biodiversity* study is being rolled-out for Paris-Le Bourget and Paris-Orly airports.

Paris-Orly airport no longer uses phytosanitary products to maintain its green areas next to runways.

Environmental indicators for the Group

The figures presented in this table relate to the company Aéroports de Paris' own consumption as well as consumption relating to third parties based at its airports.

	Scope	2017	2016
Consumption of drinking water (in m³)		2,719,275	2,950,168
Paris-Charles de Gaulle	1	2,085,413	2,267,723
Paris-Orly	1	526,594	608,438
Paris-Le Bourget	1	107,268	74,007
Internal consumption of drinking water (in m³)		1,397,877	1,361,975
Paris-Charles de Gaulle	2	1,035,731	1,031,268
Paris-Orly	2	316,665	315,940
Paris-Le Bourget	2	45,481	14,767
Gas consumption (in MWh PCS)		263,155	257,004
Paris-Charles de Gaulle	1	207,381	212,465
Paris-Orly	1	43,313	30,724
Paris-Le Bourget	1	12,461	13,816
Total electricity purchase (internal + external) (in MWh)		476,177	474,177
Paris-Charles de Gaulle	1	336,192	332,938
Paris-Orly	1	115,273	116,093
Paris-Le Bourget	1	24,712	25,146
Internal electricity consumption (in MWh)		(✓) 370,986	359,239
Paris-Charles de Gaulle	2	290,959	279,250
Paris-Orly	2	73,647	78,048
Paris-Le Bourget	2	6,380	1,940
Heat generation (in MWh)		350,527	319,692
Paris-Charles de Gaulle	1	258,329	226,925
Paris-Orly	1	83,421	81,583
Paris-Le Bourget	1	8,777	11,184
Refrigeration output (in MWh)		148,375	140,961
Paris-Charles de Gaulle	1	125,294	118,713
Paris-Orly	1	22,292	21,277
Paris-Le Bourget	1	789	971
CO₂ emissions from power plants, French national quota allocation plan⁽¹⁾⁽²⁾ (in tonnes)		44,600	50,314
Paris-Charles de Gaulle	1	36,769	41,769
Paris-Orly	1	5,545	5,960
Paris-Le Bourget	1	2,286	2,585
NOx emissions from power plants ^{(2) (3)} (in tonnes)		37.9	71.1
Paris-Charles de Gaulle	1	33	69.5
Paris-Orly	1	3.5	3.8
Paris-Le Bourget	1	1.4	1.6
Vehicles CO₂ emissions ⁽²⁾ (in tonnes)		2,227	2,500
Paris-Charles de Gaulle	2	1,214	1,482
Paris-Orly	2	888	855 ⁽⁴⁾
Paris-Le Bourget	2	125	163
Share of renewable energy in the final internal energy consumption (in %)		15.7	12.8
Paris-Charles de Gaulle	2	15.9	10.2
Paris-Orly	2	19.1	25.5
Paris-Le Bourget	2	6.7	7.1

Increase in energy efficiency compared to 2015 (year of reference) in primary energy consumed/m² (%)		1.8	1.9
Paris-Charles de Gaulle	2	0.3 ⁽⁴⁾	1.9
Paris-Orly	2	5	1.4
Paris-Le Bourget	2	4.6	3.9
Volume of non-hazardous waste collected (in tonnes)		39,784	40,483
Paris-Charles de Gaulle	1	31,770	32,806
Paris-Orly	1	6,715	6,383
Paris-Le Bourget	1	1,299	1,294
Volume of internal non-hazardous waste collected (in tonnes)		(✓) 16,259	15,796
Paris-Charles de Gaulle	2	10,305	9,963
Paris-Orly	2	5,574	5,541
Paris-Le Bourget	2	380	291
Distribution of internal non-hazardous waste by treatment type (in %)			
Recycled	2	(✓) 33.1	29.5
Incinerated	2	(✓) 65.4	70.1
Buried	2	(✓) 1.5	0.5
Volume of internal hazardous industrial waste collected (in tonnes)		2,997	2,556
Paris-Charles de Gaulle	2	2,601	2,355
Paris-Orly	2	233 ⁽⁵⁾	125
Paris-Le Bourget	2	162	76
Help to local residents for soundproofing			
Number of applications processed		2,198	1,841
Paris-Charles de Gaulle		1,150	645
Paris-Orly		801	981
Paris-Le Bourget		247	215
Amounts committed (in €m)		38.21	37.17
Paris-Charles de Gaulle		21.98	16.66
Paris-Orly		12.7	16.59
Paris-Le Bourget		3.53	3.92

Scope 1: internal (Aéroports de Paris SA) and external Aéroports de Paris SA (third parties present at our airports).

Scope 2: Internal scope (Aéroports de Paris SA only).

(1) Data verified by a third-party controller.

(2) Data over a calendar year

(3) Calculated on the basis of the consumption of fuels and emissions factors used as part of the GEREPE declaration for Paris-Orly and Paris-Le Bourget, on the basis of continuous measurement for Paris-Charles De Gaulle.

(4) The global decrease observed can be explained by the commissioning of new facilities highly energy consuming (ex: Hall L luggage sorting system), the slight decrease in heat production productivity, generating more losses, an upgrade of the heat count, that lead to reinstate in the scope of reporting some consumptions without integrating new areas in Paris-Charles de Gaulle as counterpart.

(5) Since 2017, hydrocarbon waters are accounted for in hazardous wastes for Paris-Orly; they were already accounted for in Paris-Charles de Gaulle's hazardous wastes

(✓) 2017 data checked by Deloitte with reasonable assurance.

4.5 Societal responsibility information

Territorial, economic and social impact of Company activity

Groupe ADP's support and cooperation strategy is centred around four key concepts:

- ◆ the attractiveness and promotion of territories;
- ◆ partnerships to give local residents access to airport jobs;
- ◆ quality of life of airport employees;
- ◆ sponsorship and support for charitable projects.

Dialogue and local partnerships

Aéroports de Paris exercises its social responsibility by engaging in partnerships with the socio-economic actors in major airport areas, with political, consular or association representatives, and with French government services.

To best meet the expectations of its many stakeholders, it has created two regional delegations within its Environment and Sustainable Development Department: one for Paris-Orly, the other for Paris-Charles de Gaulle and Paris-Le Bourget. These delegations meet with local residents, elected representatives, associations, school groups, etc. A website is dedicated to this dialogue: www.entrevoisins.org.

The company is also active through partnership structures devoted to employment and development of the economy. Communication tools have been established with stakeholders.

Aéroports de Paris is responsible for the secretariat of the Consultative Environment Commissions (CCE), a favoured tool for consulting with populations local to the airports. The CCE must be consulted on any important matter relating to airport operational incidents in areas affected by noise pollution.

Economic and social development around the platforms

Within the framework of its policy of sustainable development, Groupe ADP promotes economic and social co-operation with local authorities so that the local area benefits from its growth. It also maintains an on-going dialogue with local residents through numerous partnerships and the provision of tools, mainly online services. The forms of dialogue are described in the Groupe ADP Corporate Social Responsibility Report¹.

Commitment to local employment

Over 122,040 people work at the airports, 90,190² at Paris-Charles de Gaulle, 28,360 at Paris-Orly and 3,490 at Paris-Le Bourget).

Results of the socio-economic impacts study made in 2017 show that Parisian airports supported 2.2% of job in France and contributed to wealth creation for National economy up to €30.3 billion in 2016.

On a regional basis, the global economic activity generated by the Parisian airport system represents 3.9% of the GDP of the region Île de France and 7.9% of the job of the region Île de France, totalling 570,860 jobs (data: study Utopies 2017).

For over fifteen years Aéroports de Paris, in conjunction with its economic partners, has been investing in programmes to encourage inclusion, employability and job retention.

Since 2017, the Social and Solidarity division (ESS) carries the NGO Planè'tAIRport which brings together the associative structures created by Groupe ADP in partnership with the regional authorities and companies. Testifying to Groupe ADP's commitment to the regions surrounding its platforms, it has deployed the FILM (training, insertion, accommodation, mobility) programme, carried by four associations: Planè'tFormation, First Stade, Comité Habitat and Papa Charlie. Each year, nearly 1,300 people are trained, 400 families find accommodation, 300 people can go to work thanks to very low-cost car rental. All these initiatives enable some to find stable employment.

In addition, each year, *Discover airport occupations* seminars for local job-seekers are organised for the Grand Roissy-Le Bourget area in the North and Grand Orly in the South. Companies and public services present their occupations as well as the organisations and training courses leading to them. The aim is to help job-seekers to better present their career plan. Practical workshops to prepare professional interviews, enhance your image, or understand company codes complete the information.

Delegations also take part in information forums about airport occupations, organised by schools and local communities next to the airports.

They also organise, along with the Job Centres and local prescribers, recruitment forums for companies in sectors in demand.

Other actions have been carried out at Paris-Charles de Gaulle, including the "Occupation orientation" to promote airport occupations to motivated groups of school children, selected and "prepared" by the education teams at the schools. This approach aims to help them prepare their vocational orientation in the identified sectors of Grand Roissy-Le Bourget (hotel-restaurants, freight-logistics, reception-sales, aeronautical mechanics) and to let them discover these sectors and get to the heart of the activity of the companies, in order to better understand how they operate.

Aéroports de Paris also helps young companies and supports their location on airport grounds. At Paris-Charles de Gaulle, it is supported by two partner structures: a talent pool and a

¹ Available on the website www.groupeadp.fr.

² 2017 data, all contracts combined (permanent, fixed-term, interim, work-study and other contracts).

local resource centre. It supports small and medium-sized enterprises (SMEs) via agreements with organisations that provide advice or assistance to businesses. Since 2009, it has also hosted a branch of Coopactive, a business and employment cooperative for self-employed entrepreneurs.¹

Responsible purchasing and subcontracting

Aéroports de Paris' purchases exceed €1 billion per year and are broken down into four categories: supplies, equipment, services and intellectual services.

Aéroports de Paris has held the Responsible Supplier Relations label since 2014, along with 36 other companies. Awarded by the Médiation interentreprises (under the Finance Ministry) and the Conseil national des achats (National Purchasing Council), this label recognises the inclusion of the sustainable development strategy in the purchasing function and supplier relations. Awarded for three years, it includes an annual audit to check the correct deployment of improvement plans on essential criteria.

Recognised by the Conseil national des achats in June 2016 as "Best purchasing department of the year", for its actions (organisation, processes, CSR), Aéroports de Paris' Purchasing Department received the Les Echos Ethics Prize, the Décisions Achats Trophy Silver prize and the EIPM Peter Kraliic prize for the Purchasing Department of the year 2017. Certified ISO 9001 for its quality management system in February 2017, it was also rated 84/100 (80/100 in 2014) by the extra-financial rating agency, Ethifinance, in 2016.

Ethics and securing of purchasing and procurement processes

For all contracts in excess of €25,000, since 2010, the Purchasing Department has deployed a secure five-stage process, with three gates (validations) and four approvers from one of the following four entities: requesting unit, management controller, Legal department, Purchasing department. This process aims to ensure ethics and transparency throughout the contract bidding cycle.

In order to further secure the purchasing procedure for purchases of less than €25,000, the Purchasing Department initiated a programme in January 2015 to place all of the Company's procurement under its responsibility, with support for managing change and a training programme for logistics experts.

Alongside this, the processes and procedures were dematerialised. The purchasing procedure was entirely "zero paper" in 2014. It is fully monitored via a collaborative file management platform and signatures are applied using an electronic tool. The traceability afforded by dematerialisation enhances the reliability of interactions and ensures a better information exchange between the various contributors to the purchasing procedure.

A code of purchasing ethics annexed to the Aéroports de Paris rules of procedure establishes ethics with regard to suppliers and service providers. Specifically, this code is provided to employees who agree in writing to comply therewith.

Integrated into all new contracts since 2014, the supplier CSR charter supports suppliers in their ethical and code of ethics policies or encourages them to commit to them. The charter makes it possible to cascade information to all suppliers and share with them the major directional policies, values and commitments of the company.

Sapin II law and the duty of vigilance

As part of the approach steered by the Group Ethics Officer, Aéroports de Paris' Purchasing Department has defined a methodology to map risks of corruption in the area of purchasing, in accordance with the law. The aim is to determine the level of exposure to corruption according to different criteria: sector of activity, existence and quality of different stakeholders, supplier origin, business opportunities, etc. From this mapping, it has designed an assessment system for suppliers, as a decision tool both before and during the contract.

In accordance with the law of 27 March 2017, on the duty of vigilance of parent companies and order providers, the Purchasing Department has also reinforced the systems governing the relations with its suppliers and sub-contractors in the areas of human rights, health and safety and the environment. This approach is jointly conducted by the Group's Ethics Officer and the Environment and Sustainable Development Department.

Monitoring of the CSR and environmental performance of suppliers

The rating of bids includes environmental (energy in particular) and/or social (protected sector, public service returning to work, etc.) CSR criteria depending on the purchasing segment concerned and its level of risk exposure. These criteria are used in the judging process during the tender offers to ensure that service providers and suppliers progress in areas that are important for the Company and to support them in the long-term as they improve their performance. They account for 5 to 10% of the final rating awarded. In 2017, more than 72% (78% in 2016) of contracts entered into by Groupe ADP (for a target of 75%) include at least one CSR criterion, in addition to technical and financial criteria.

In 2017, Aéroports de Paris' Purchasing Department reinforced its energetic performance criteria in consultations for markets with a strong impacts on Aéroports de Paris' energetic performance. It integrated an energetic performance criterium, distinctive of CSR criterium, on 60% of markets targeted as high energy consumer (target set at 50% in 2017).

Candidates' level of CSR maturity is evaluated based on a multicriteria analysis grid covering the CSR challenges adapted to the type of purchase, with the support of internal CSR experts, from the Purchasing, Human Resources,

Environment and Sustainable Development departments. Candidates must be able to back up their responses with supporting documentation; a CSR expert analyses their response levels and the consistency of their responses with the supporting documents supplied.

For the purchase of services with a strong CSR social aspect, which account for more than 30% of the purchasing amount, the Purchasing department calls upon a CSR expert from the Human Resources department. The latter has created a proven methodology to evaluate the maturity of bidders based on workforce related criteria (employment law, health and safety, training, non-discrimination, etc.). Candidates are asked to submit a CSR statement giving reasons for their practices in different areas, along with supporting documentation. The expert analyses the documents and takes part in negotiations which include a discussion period dedicated to this matter.

Since 2014, Groupe ADP has decided to expand even further on this approach and verify during the execution phase, by means of social audits, the suppliers' compliance with their commitments on the different criteria. The Company uses an independent external provider to carry out this audit. In 2017, a partnership was signed with a specialist service provider to ensure that suppliers comply with the regulatory provisions on the underground economy and regulations on facilities classified for environmental protection (ICPE - installations classées protection de l'environnement) throughout the contract.

These audits also enable suppliers to make improvements by implementing improvement plans which include areas for improvement and auditor recommendations. In 2017, seven audits were conducted: two on the works segment and five on the service segment. Several audits are planned for 2018 on the services and maintenance segments.

For several years, the Purchasing Department has prepared a detailed report of workplace accidents involving service providers to monitor trends and figures for certain segments and suppliers. Specific steering meetings were organised in 2017 with suppliers in segments with the highest workplace accident rates and action and commitment plans were launched to stimulate a continuous improvement approach.

A team trained in responsible purchasing

Training and awareness-raising programmes on responsible purchasing have been delivered to buyers since 2007. The goal of these modules is to recap the main CSR issues for Groupe ADP, explain the contribution made by the Purchasing Department to the Group's CSR performance and, using specific examples, clarify for buyers the means by which the responsible purchasing process is applied on a daily basis.

Moreover, the compensation of the Purchasing Director and buyers comprises a variable portion partly based on the achievement of CSR objectives.

Maintain momentum for socially inclusive purchasing practices

The work of the Mission Handicap and the Purchasing Department, with the involvement of advisory bodies, has made it possible to maintain momentum since 2014 in terms of the work being done to develop and perpetuate purchases with the sheltered and protected employment sector. These results also come from the partnership with the GESAT, a major organisation in the sector, facilitating the relationship between Aéroports de Paris, its counterparts from ordering parties and the service providers.

In 2017, Groupe ADP ordered services worth €938,000 from 21 suppliers in the sheltered and protected sector, in line with the annual target set out in the agreement on the employment of disabled persons. The services are very diverse in nature (cleaning of vehicles, collection of light waste, care of green spaces, small building maintenance projects, plan updates, post management, administrative work, catering and food trays, etc.) and 88% are covered by multi-year contracts.

Moreover, for certain contracts to develop the Paris-Orly airport, Aéroports de Paris includes social inclusion clauses which commit suppliers to reserve working hours for people with social and professional difficulties. Social inclusion clauses have also been included in the contracts for works on the link between the South and West terminals at Paris-Orly.

Increasing purchases from SMEs: a contribution to the Company's local involvement

As a signatory of the SME charter promoting partnerships between major companies and innovative SMEs, Groupe ADP intends to further develop its purchases from SMEs located in areas surrounding the airports.

Its regular attendance at meetings with SMEs in the Île-de-France region and other regions, such as the Business Meetings in Grand Roissy in October 2017, reinforces its links with the local economic fabric. A barometer is sent to suppliers every year to elicit their evaluation of compliance with contractual commitments and payment deadlines and the quality of the partner relationship. The Purchasing Department obtained a rating of 80/100 in 2016 and 2017.

Measures to promote the health and safety of consumers

Airport safety

Each airport has an airport security certificate covering infrastructures, operational procedures and the security management system.

In 2017, Groupe ADP obtained the European Airport Security Certificate (mandatory for all airports receiving commercial flights and cargo) thus confirming the compliance of its

¹ Grouping together of establishments and services promoting assistance through work.

operational processes on security, airport infrastructure and airport security management system to the extended requirements introduced by the European regulations.

Groupe ADP sees its responsibilities extended in terms of airport safety (training in driving in movement zones, training in access to airside areas, increase in the zone of operational responsibility beyond the airport limits).

Protecting people and facilities

Regarding the protection of persons and facilities, the prevention policies adopted in response to the measures and regulations established by the State are proposed by the Airport Security, Risk Management and Compliance Division to the Airport Divisions. This concerns in particular measures relating to fire prevention in Establishments Open to the Public, and health protection (pandemic plan – updated in 2015). In 2016, at the request of the Chairman and CEO, measures were implemented to reinforce security landside after the terrorist attacks that took place in November 2015.

Within the framework of its status as an Essential Services Operator (ESO) and through the application of the operator safety plan (OSP), Aéroports de Paris establishes special protection plans (SPP), implemented by the Company's departments concerned. According to the new national security directive (DNS), published in October 2015, Aéroports de Paris updated its OSP in 2016, in connection with the concerned departments. With regard to the Vigipirate Plan, the Airport Security, Risk Management and Compliance Division receives instructions from the State, analyses them and communicates them to the airport divisions and the various concerned entities, which are supported with advice regarding their implementation.

The airport divisions and the Real Estate division are tasked with ensuring the safety of the property and buildings falling under their responsibility and of the people they shelter. In doing so they also ensure the respect of obligations lying with the landowner (brought up to sustainable development standards in particular).

As they work towards protecting both aircraft and people, the winter viability units at Paris-Charles de Gaulle Airport, Paris-Orly Airport and Paris-Le Bourget Airport concentrate all the activities and techniques related to snow and de-icing, define the rules, procedures and operating modes in these areas. They cover airside activities (roads, taxiways, runways, de-icing zones, etc.) and landside activities (roads and car parks).

Groupe ADP Corporate Foundation

Groupe ADP's Foundation represents the Company's wish to increasingly link economic development and a commitment to serve the regional and human environment.

The Foundation supports general interest projects in the regions where the Group operates in France and abroad, prioritising the fight against illiteracy and the prevention of school dropouts, predominantly for disadvantaged populations. Each project supported by the Foundation has a sponsor who is a company employee and acts as the "human" interface between the association leading the project and the

Foundation. In 2017, 169 employees gave time out of their working or personal time to the supported associations through four involvement programmes: sponsorship, tutoring-coaching for young local high school students, expertise sponsorship or solidarity vacations. Inaugurated in 2017, the latter enabled three employees to take part in an international educational mission in Madagascar and Benin.

The "Groupe ADP Foundation Prizes" encourage Company employees in their societal, humanitarian and associative commitments. The "Employees' Prize" highlights the associations supported by the foundation by inviting Groupe ADP employees to vote for their favourite project. This year, an additional subsidy of €2,000 will be given to the La Cravate Solidaire Association for its "Helping hand workshops for young start-ups" project. The "Foundation's Favourite Prize", highlights employee commitment in an associative project which may in turn be supported by the Foundation. In December 2017, the Chairman and members of the Foundation's Board of Directors awarded the "Foundation's Favourite" prize to three associations carried by Group employees (The Real Me, Bethel and Salydarité) for an amount of €9,000.

Groupe ADP's Foundation is steered by a Board of Directors chaired by Augustin de Romanet, Chairman and CEO of Aéroports de Paris - Groupe ADP, which sets the Foundation's directions and monitors its control. Two selection committees meet once a year to analyse the supporting application files in the intervention areas covered by the statutes of the Foundation and set the amounts.

In 2017, the Foundation paid €1,000,000 to 54 projects.

Grenelle correlation table

The Grenelle correlation table states as follows:

Workforce-related indicators	Y/N	Justification
a) Workforce		
- Total staff; Breakdown of staff by age	Y	Chap. 4.1 and chap. 4.2.
- Gender and geography	Y	Chap. 4.1
- New hires and dismissals	Y	Chap. 4.2
- Compensation and changes thereof	Y	Chap. 4.1
b) Work organisation		
- Organisation of working time	Y	Chap. 4.1
- Absenteeism	Y	Chap. 4.2
c) Labour-management relations		
- Organisation of labour-management discussions (staff information and consultation procedures, negotiation procedures)	Y	Chap. 4.1
- Collective bargaining agreements	Y	Chap. 4.1
d) Health and Safety		
- Occupational health and safety conditions	Y	Chap. 4.1
- Agreements on occupational health and safety signed with the trade unions and staff representatives	Y	Chap. 4.1
- Workplace accidents, frequency and severity, and occupational illnesses	Y	Chap. 4.1 and chap. 4.2.
e) Training		
- Training policies implemented	Y	Chap. 4.1
- Total number of training hours	Y	Chap. 4.2
f) Equal treatment		
- Measures taken to promote gender equality	Y	Chap. 4.1
- Measures taken to promote the employment and integration of disabled persons	Y	Chap. 4.1
- The anti-discrimination policy	Y	Chap. 4.1
g) Promotion and compliance with the provisions of the fundamental conventions of the International Labour		
- Respect for freedom of association and the right to collective bargaining	Y	Chap. 4.1
- The elimination of discrimination in respect of employment and	Y	Chap. 4.1
- The elimination of forced and compulsory labour	Y	Chap. 4.1
- The effective abolition of child labour	Y	Chap. 4.1
Environmental indicators	Y/N	Justification
a) Overall environmental policy		
- The company's organisational structure for addressing environmental issues and, where applicable, environmental evaluations and certifications	Y	Chap. 4.4
- The employee training and information initiatives implemented with respect to environmental protection	Y	Chap. 4.4
- The resources devoted to the prevention of environmental risks and pollution	Y	Chap. 4.4
- Amount of provisions and guarantees for environmental risks	Y	Chap. 4.4
b) Pollution		
- Measures to prevent, reduce and remedy air emissions and water and soil discharges seriously impacting the environment	Y	Chap. 4.4
- Account taken of noise pollution and all other forms of pollution specific to an activity	Y	Chap. 4.4
c) Circular economy		
i) Prevention of pollution and waste management		
- Measures for prevention, recycling, reuse and other methods of valuation and waste disposal	Y	Chap. 4.4
- Fight against food waste	Y	Chap. 4.4

Societal responsibility information

ii) Sustainable use of resources		
- Consumption of water	Y	Chap. 4.4
- Water supply according to local constraints	Y	Chap. 4.4
- Consumption of raw materials and measures taken to improve the efficiency with which they are used	Y	Chap. 4.4
- Consumption of energy, measures taken to improve energy efficiency and use of renewable energy sources	Y	Chap. 4.4
- Land use	Y	Chap. 4.4
d) Climate change		
- Significant posts for greenhouse gas emissions generated by the company's activity, in particular through the use of the goods and services it produces	Y	Chap. 4.4
- Adaptation to the effects of climate change.	Y	Chap. 4.4
e) Protection of biodiversity		
- Measures taken to preserve and develop biodiversity	Y	Chap. 4.4
Societal indicators	Y/N	Justification
a) Territorial, economic and social impact of company activity		
- For employment and regional development	Y	Chap. 4.1 and chap. 4.5
- On neighbouring and local residents	Y	Chap. 4.1 and chap. 4.5
b) Relationships with persons or organisations interested in the Company's business activity (associations working to prevent social exclusion, educational institutions, environmental protection organisations, consumers' associations and local residents)		
- Conditions of dialogue with these persons or organisations	Y	Chap. 4.3
- Partnership and sponsorship initiatives	Y	Chap. 4.5
c) Sub-contracting and suppliers		
- Integration of social and environmental issues into the purchasing policy	Y	Chap. 4.5
- Significance of sub-contracting and, taking into account, in relationships with suppliers and sub-contractors, their corporate social responsibility	Y	Chap. 4.5

5 CAPITAL AND SHARE-OWNERSHIP STRUCTURE

Information likely to have an impact in the event of a public offer is indicated in the Corporate Governance report, annexed to this Management report.

5.1 Transactions carried out by corporate officers using their stock

Decision and information no.	2017 DD022517
Date of publication	24 January 2017
Declared by	Franck Mereyde
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	24 January 2017
Date of receipt of the disclosure	26 January 2017
Location of the operation	Euronext Paris
Unit price	104.50€
Amount of operation	11808.50€
Decision and information no.	DD022875
Date of publication	24 February 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	23 February 2017
Date of receipt of the disclosure	24 February 2017
Location of the operation	Euronext Paris
Unit price	106.74€
Amount of operation	4344646.36€
Decision and information no.	DD022931
Date of publication	28 February 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	24 February 2017
Date of receipt of the disclosure	28 February 2017
Location of the operation	MS POOL, EURONEXT, TURQUOISE DARK, TURQUOISE, CHI-X
Unit price	105.64€
Amount of operation	2038558.24€
Decision and information no.	DD022984
Date of publication	03 March 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	01 March 2017
Date of receipt of the disclosure	03 March 2017
Location of the operation	POSIT for 64%, the balance spread over TURQUOISE, EURONEXT PARIS, CHI-X, UBS-MTF
Unit price	108.84€
Amount of operation	3442735.72€

Transactions carried out by corporate officers using their stock

Decision and information no.	DD022985
Date of publication	03 March 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	02 March 2017
Date of receipt of the disclosure	03 March 2017
Location of the operation	URONEXT PARIS for 55%, the balance spread over TURQUOISE, UBS-MTF, CHI-X, CHI-X DARK, BATS
Unit price	108.91€
Amount of operation	3089864.65€
Decision and information no.	DD0223079
Date of publication	13 March 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	10 March 2017
Date of receipt of the disclosure	13 March 2017
Location of the operation	CHI-X Dark for 84%, the balance spread over UBS-MTF, Turquoise Dark, BlockMatch, BATS Dark
Unit price	109.60€
Amount of operation	6576090.00€
Decision and information no.	DD023089
Date of publication	14 March 2017
Declared by	Jean-Paul JOUVENT, Director
Financial instrument	Other types of financial instruments
Nature of the operation	Disposal
Date of the operation	13 March 2017
Date of receipt of the disclosure	14 March 2017
Location of the operation	Euronext Paris
Unit price	133.88€
Amount of operation	10228.70€
Decision and information no.	DD023090
Date of publication	14 March 2017
Declared by	Christine HOTZ-JOUVENT, physical person linked to Jean-Paul JOUVENT, Director
Financial instrument	Other types of financial instruments
Nature of the operation	Disposal
Date of the operation	13 March 2017
Date of receipt of the disclosure	14 March 2017
Location of the operation	Euronext Paris
Unit price	133.88€
Amount of operation	10228.70€
Decision and information no.	DD023170
Date of publication	17 March 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition

Transactions carried out by corporate officers using their stock

Date of the operation	16 March 2017
Date of receipt of the disclosure	17 March 2017
Location of the operation	POSIT for 53%, the balance spread over SIGMA X, Euronext Paris, Turquoise, CHI-X Dark
Unit price	109.91€
Amount of operation	4139487.60€
Decision and information no.	DD023216
Date of publication	21 March 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	17 March 2017
Date of receipt of the disclosure	21 March 2017
Location of the operation	Euronext paris for 85%, the balance spread over Turquoise, BATS Dark, CHI-X, BATS
Unit price	110.84€
Amount of operation	502876.54€
Decision and information no.	DD023220
Date of publication	21 March 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	20 March 2017
Date of receipt of the disclosure	21 March 2017
Location of the operation	Euronext Paris for 25%, the balance spread over SIGMA X, Turquoise, CHI-X, BATS, Turquoise Dark et CHI
Unit price	113.03€
Amount of operation	2011855.68€
Decision and information no.	DD023410
Date of publication	04 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	03 April 2017
Date of receipt of the disclosure	04 April 2017
Location of the operation	Euronext Paris for 41%, the balance spread over CHI-X, Turquoise, et BATS
Unit price	115.98€
Amount of operation	497224.27€
Decision and information no.	DD023416
Date of publication	05 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	04 April 2017
Date of receipt of the disclosure	05 April 2017
Location of the operation	POSIT for 46%, the balance spread over Euronext Paris, CHI-X, BATS, Turquoise

Transactions carried out by corporate officers using their stock

Unit price	116.07€
Amount of operation	1604025.21€
Decision and information no.	DD023461
Date of publication	06 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	05 April 2017
Date of receipt of the disclosure	06 April 2017
Location of the operation	Euronext Paris for 67%, the balance spread over Super-X, Turquoise, CHI-X
Unit price	115.00€
Amount of operation	100855.00€
Decision and information no.	DD023527
Date of publication	11 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	06 April 2017
Date of receipt of the disclosure	11 April 2017
Location of the operation	Euronext Paris for 70%, the balance spread over CHI-X Dark, BATS, Turquoise
Unit price	114.19€
Amount of operation	4683428.37€
Decision and information no.	0
Date of publication	13 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	12 April 2017
Date of receipt of the disclosure	13 April 2017
Location of the operation	Aquis exchange
Unit price	112.75€
Amount of operation	4993770.76€
Decision and information no.	DD023588
Date of publication	13 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	13 April 2017
Date of receipt of the disclosure	13 April 2017
Location of the operation	Euronext Paris
Unit price	113.66€
Amount of operation	377366.80€
Decision and information no.	DD023661
Date of publication	21 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares

Transactions carried out by corporate officers using their stock

Nature of the operation	Acquisition
Date of the operation	20 April 2017
Date of receipt of the disclosure	21 April 2017
Location of the operation	Euronext Paris
Unit price	116.89€
Amount of operation	1344004.67€
Decision and information no.	DD023662
Date of publication	21 April 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	21 April 2017
Date of receipt of the disclosure	21 April 2017
Location of the operation	Euronext Paris
Unit price	117.00€
Amount of operation	104481.00€
Decision and information no.	DD023755
Date of publication	02 May 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	26 April 2017
Date of receipt of the disclosure	02 May 2017
Location of the operation	UBS-MTF for 36%, le solde sur BATS Dark, Euronext Paris, CHI-X Dark, CHI-X, MS Pool, Turquoise
Unit price	120.44€
Amount of operation	7226370.00€
Decision and information no.	DD23803
Date of publication	03 May 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	02 May 2017
Date of receipt of the disclosure	03 May 2017
Location of the operation	Turquoise Dark for 38%, the balance spread over Euronext Paris, CHI-X Dark, ITG Dark, MS Pool, UBS MTF,
Unit price	123.68€
Amount of operation	7420542.00€
Decision and information no.	DD034029
Date of publication	19 May 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	16 May 2017
Date of receipt of the disclosure	19 May 2017
Location of the operation	Euronext paris for 58%, the balance spread over CHI-X, Turquoise, POSIT, CITIMATCH
Unit price	131.27€

Transactions carried out by corporate officers using their stock

Amount of operation	7876494.00€
Decision and information no.	DD034136
Date of publication	24 May 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	22 May 2017
Date of receipt of the disclosure	24 May 2017
Location of the operation	UBS-MTF for 35,21%, Turquoise Dark for 29,57%, the balance spread over 8 other markets (CHI-X, Primary, ...)
Unit price	131.15€
Amount of operation	5089379.74€
Decision and information no.	DD034158
Date of publication	24 May 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	23 May 2017
Date of receipt of the disclosure	24 May 2017
Location of the operation	MSPool for 42,70%, the balance spread over 9 other markets (Turquoise Dark, ...)
Unit price	130.99€
Amount of operation	2776159.25€
Decision and information no.	DD034258
Date of publication	31 May 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	30 May 2017
Date of receipt of the disclosure	31 May 2017
Location of the operation	Euronext Paris for 29%, the balance spread over MS-Pool, CHI-X, Turquoise, UBS-MTF, Turquoise Dark
Unit price	134.49€
Amount of operation	3661302.94€
Decision and information no.	DD034354
Date of publication	06 June 2017
Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	31 May 2017
Date of receipt of the disclosure	06 June 2017
Location of the operation	Turquoise Dark for 35%, the balance spread over MS Pool, CHI-X Dark, Turquoise, CHI-X, Euronext Paris
Unit price	136.72€
Amount of operation	4016798.34€
Decision and information no.	DD034520
Date of publication	13 June 2017

Transactions carried out by corporate officers using their stock

Declared by	PREDICA SA, board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	12 June 2017
Date of receipt of the disclosure	13 June 2017
Location of the operation	Euronext paris for 20%, the balance spread over CHI-X Dark, CHI-X, Turquoise, Turquoise Dark, BATS Dark
Unit price	136.16€
Amount of operation	8169762.00€
Decision and information no.	DD045499
Date of publication	02 August 2017
Declared by	Jean-Paul JOUVENT, Director
Financial instrument	Other types of financial instruments
Nature of the operation	Disposal
Date of the operation	01 August 2017
Date of receipt of the disclosure	02 August 2017
Location of the operation	Euronext Paris
Unit price	177.04€
Amount of operation	10756.72€
Decision and information no.	DD045500
Date of publication	02 August 2017
Declared by	Christine HOTZ-JOUVENT, physical person linked to JEAN-PAUL JOUVENT, Director
Financial instrument	Other types of financial instruments
Nature of the operation	Disposal
Date of the operation	01 August 2017
Date of receipt of the disclosure	02 August 2017
Location of the operation	Euronext
Unit price	177.04€
Amount of operation	10756.72€
Decision and information no.	DD046121
Date of publication	18 September 2017
Declared by	Bernard Irion, non-voting board member
Financial instrument	Shares
Nature of the operation	Acquisition
Date of the operation	15 September 2017
Date of receipt of the disclosure	18 September 2017
Location of the operation	Euronext Paris
Unit price	141.75€
Amount of operation	14175.00€
Decision and information no.	DD057260
Date of publication	11 December 2017
Declared by	Jacques Gounon
Financial instrument	Shares
Nature of the operation	Disposal
Date of the operation	04 December 2017
Date of receipt of the disclosure	04 December 2017
Location of the operation	Euronext Paris

Unit price	162.04€
Amount of operation	40510.00€

5.2 Structure of the Company's capital

As at the date of this document, the share capital of Aéroports de Paris stands at €296,881,806, divided into 98,960,602 fully paid-up shares with a par value of €3 each, to which there was no change in 2017.

5.3 Authorisations to carry out capital operations

These authorisations were all given to the Board of Directors by the shareholders at the Combined General Meeting of 3 May 2016 and are enforced at the date of publication of this document:

Subject	Global ceiling or maximum nominal amount (26-months authorisations)
Share capital increase with preservation of the pre-emptive subscription right	Share capital increase: €97 million ^{(P) (1) (4)} Issue of debt securities: €500 million ⁽²⁾
Share capital increase with removal of the pre-emptive subscription right through public offering	Share capital increase: €29 million ^{(P) (3) (4)} Issue of debt securities: €500 million ⁽²⁾
Share capital increase with removal of the pre-emptive subscription right through a private placement offer	Share capital increase: €29 million ^{(P) (1) (4)} Issue of debt securities: €500 million ⁽²⁾
Increase in the amount of securities in the case of a capital increase with or without pre-emptive rights	Increase in the amount of securities to be issued: 15% of original issue ^{(P) (4) (6)}
Capital increase through the incorporation of premiums, reserves, profits or other	Share capital increase: €97 million ⁽⁵⁾
Share capital increase reserved for subscribers to an Employee Savings Scheme	Share capital increase: €2.9 million ^{(P) (3)}
Capital increase in payment for a public exchange offer initiated by the Company	Share capital increase: €29 million ^{(P) (3)} Issue of debt securities: €500 million ⁽²⁾
Capital increase with a view to payment in contributions in kind	Share capital increase: 10% of share capital at the time of the issue ^{(P) (3)}
Free allocation of existing shares	Allocation of shares 1% of share capital
Dilutive share capital increase (global cap)	Global cap for dilutive share capital increases €97 million Global cap to which the following sub-caps are added: <ul style="list-style-type: none"> • €97 million, or 33% of capital for share capital increases with preservation of the pre-emptive subscription right⁽¹⁾ • €29 million, or 10% of capital for share capital increases with removal of the pre-emptive subscription right⁽³⁾ • €29 million, or 10% of capital for share capital increases during public offer periods⁽⁴⁾
Share capital increases during public offer periods (global cap)	Global cap for share capital increases during public offer periods: €29 million ^{(P) (3) (4)}

^(P) With attribution to the global cap of dilutive capital increases of €97 million par value.

⁽¹⁾ With attribution to the global cap of capital increase with preservation of pre-emptive rights of €97 million par value.

⁽²⁾ With attribution to the global cap of an issue of securities giving access to Company debt of €500 million.

⁽³⁾ With attribution to the global cap of capital increase with removal of pre-emptive rights of €29 million par value.

⁽⁴⁾ With, for an issue with preservation of pre-emptive rights, attribution to the cap⁽¹⁾ and for an issue with removal of pre-emptive rights, attribution to cap⁽³⁾.

⁽⁵⁾ Without attribution to the global cap for dilutive capital increases.

⁽⁶⁾ With attribution to the global cap of capital increase of €29 million par value in the event of a capital increase during a period of an offer on the Company.

Authorisation for buyback of shares by Aéroports de Paris

Share buyback programmes in force

The Company's Board of Directors implemented the share buyback programmes authorised by the Annual General Meeting of Shareholders of 3 May 2016 (between 1 January and 10 May 2017) and that of 11 May 2017 (between 12 May and 31 December 2017), within the framework of a liquidity contract concluded with Rothschild & Cie Banque. The sum of €35 million was assigned by the Board of Directors to the liquidity account.

The maximum purchase price per share for the share buyback programme in place at 31 December 2017 was €170, excluding acquisition costs, under the liquidity contract, and €140, excluding acquisition costs, for other transactions in the share buyback programme. The maximum amount that the Company can allocate to the share buyback programme cannot exceed €550 million.

At 31 December 2017, Aéroports de Paris held no shares. The liquidity contract account had a credit balance of €17,325,462, the budget of €35 million authorised by the Board had not been fully called upon at that stage. An additional contribution of €8,709,437 was made on 2 July 2017. As at that date, no position was open, with regard to buying or selling, within the framework of the share buyback programme.

Transactions relating to treasury shares carried out within the framework of the liquidity contract between 1 January 2017 and 31 December 2017:

Cumulative gross flows	Number of shares	Average price (in euros)	Valuation (in euros)
Number of shares at 1 January 2017	0	0	0
Purchases	346,492	134.8506	46,724,658.36
Sales	346,492	135.0523	46,794,530.14
Number of shares at 31 December 2017	0	0	0

Distribution of capital as percentage of the capital and voting rights:

No operation has been carried out within the framework of the share buyback programme through the use of a derivative product.

Aéroports de Paris implemented its previous share buyback programmes in 2015 and 2016 under Article L. 225-209 of the French Commercial Code and pursuant to the liquidity contract, in order to set up a share purchasing scheme for the subscribers of the Group savings scheme (see paragraph below).

Shares allocated to the free allocation of Company shares programme were delivered to employees who subscribed to the programme on 4 May 2017.

Elements of the calculation and results of the adjustment of conversion bases and of the conditions of subscription or exercise of transferable securities giving access to capital and share subscription or purchase options

Not applicable.

Share-ownership structure

In accordance with Article L. 6323-1 of the French Transport Code, the French government must hold the majority of the capital. At 31 December 2017, the French government held 50.6% of the Company's capital and voting rights. The Company considers that there is no risk that the control by the French government will be exercised in an abusive manner. The Company has not issued any securities that do not represent share capital.

Aéroports de Paris identified its shareholders by carrying out an Identifiable Bearer Shares inquiry as of 31 December 2017 on the basis of the following thresholds: intermediaries holding a minimum of 20,000 shares, shareholders holding a minimum of 50 shares. By adding these shareholders to the registered list, 97.1% of the capital was identified. 344 institutional investors were identified in this way.

As of 31/12/2017

As of 31/12/2016

Shareholders	% of capital	% of voting (including double voting rights) ⁽¹⁾	Number of shares	% of capital	% of voting (including double voting rights) ⁽³⁾	Number of shares
French government	50.6%	58.5%	50,106,687	50.6%	58.6%	50,106,687
Schiphol Group	8.0%	9.2%	7,916,848	8.0%	9.3%	7,916,848
Vinci group	8.0%	9.2%	7,916,848	8.0%	9.3%	7,916,848
Predica/ Crédit	5.1%	5.7%	5,052,591	5.1%	5.7%	5,051,791
French institutional	6.5%	3.7%	6,398,593	7.4%	4.3%	7,280,214
Non-resident	15.8%	9.1%	15,605,446	16.2%	9.3%	15,988,996
French individuals and unidentified	4.3%	2.6%	4,228,903	2.8%	1.7%	2,732,810
Employees ⁽²⁾	1.7%	1.9%	1,725,533	1.9%	2.0%	1,851,739
Treasury shares ⁽³⁾	0.0%	0.0%	9,151	0.1%	0.0%	114,667
TOTAL	100.0%	100.0%	98,960,600	100.0%	100.0%	98,960,600

(1) Pursuant to article L. 225-123 of the French Commercial Code, certain shareholders will automatically be entitled to double voting rights as of 3 April 2016.

(2) Includes shares held by employees and former employees of Aéroports de Paris and its subsidiaries through the mutual fund of the Plan d'Épargne Groupe (Group savings scheme), FCPE ADP Actionnariat Salarié of Aéroports de Paris

(3) As part of the share buyback programme. These shares have no voting rights
Breakdown between institutional and individuals shareholders is not available.

Amount of dividends distributed during the course of the last three financial years

Dividends distributed

- ◆ with respect to 2016: €261 million or €2.64 per share, representing a payout ratio of 60% of net income;
- ◆ with respect to 2015: €258 million or €2.61 per share, representing a payout ratio of 60% of net income;
- ◆ with respect to 2014: €201 million or €2.44 per share, representing a payout ratio of 60% of net income.

Since 1 January 2013, all dividends and interest paid for the benefit of natural persons are subject to the progressive scale for income tax after a 40% reduction. However, before being taxed on the progressive scale, this income is (unless exempted) subject to a mandatory 21% withholding tax. This withholding represents an income tax prepayment, which can be set against the tax due the following year and, in the event of overpayment, is refundable.

6 OTHER INFORMATION

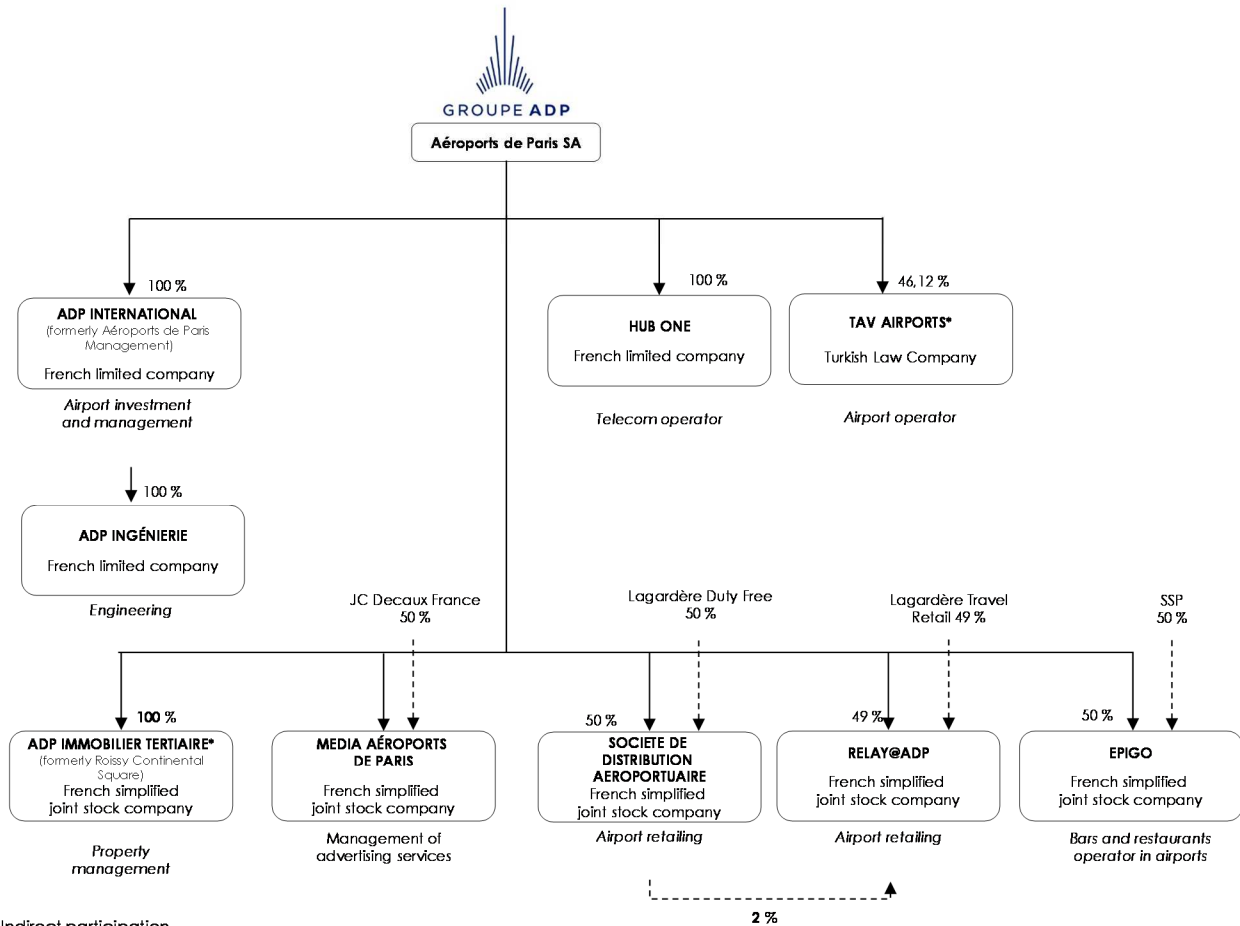
6.1 Corporate results for the last five financial years

<i>(in millions of euros)</i>	31/12/2013	31/12/2014	31/12/2015	31/12/2016	31/12/2017
Capital at year end					
Capital endowment	-	-	-	-	-
Capital	297	297	297	297	297
Number of year-end shares (in millions)	99	99	99	99	99
Number of weighted average shares (in millions)	99	99	99	99	99
Transactions and income of the financial year					
Revenue excluding VAT	2,734	2,759	2,735	2,744	2,820
Income before tax, employee profit-sharing and depreciation and provisions net of reversals	978	1,026	1,087	1,116	1,239
Income tax	(173)	(200)	(233)	(214)	(223)
Employees' profit sharing	(15)	(19)	(20)	(22)	(22)
Income after tax, employee profit-sharing and depreciation and provisions net of reversals	312	352	396	399	506
Income distributed across the financial year	205	183	311	259	261
Income per share (in euros)					
Income per share after tax and employee profit-sharing but before depreciation and provisions net of reversals	7.98	8.15	8.51	8.89	10.04
Net income per share	3.15	3.56	4.08	4.03	5.12
Dividend per share paid during the financial year	2.07	1.85	3.14	2.61	2.64
Staff					
Average number of employees during the financial year	6,836	6,798	6,553	6,478	6,435
Total wage bill for the financial year	(391)	(388)	(390)	(391)	(393)
Total employee benefit costs for the financial year	(193)	(201)	(200)	(193)	(196)

Simplified Group organisation chart as at 31 December 2017

6.2 Simplified Group organisation chart as at 31 December 2017

Only companies with significant business activities within the Group (percentages listed for each entity correspond to the share of ownership interest, held directly or indirectly, in the capital of the company concerned and the voting rights) are shown below in the simplified organisational chart. All companies subject to consolidation in the Group's financial results are mentioned in note 18 to the consolidated financial statements.¹



* Indirect participation

Disclosed percentages are both sharing participation and voting rights as of 31 December 2017

In September 2017, Groupe ADP disposed of 80% of its interest in its subsidiary, Hub Safe, specialising in airport security. This project marks Groupe ADP's wish to entrust the control of Hub Safe to a partner who will place the occupation of airport security operator at the heart of its strategy and which could reinforce its expertise as well as its technical and financial resources to consolidate its development and sustainability.

Groupe ADP reinforced its partnership with TAV Airports Group by acquiring an additional 8% of the capital, bringing its interest to 46.12%. Thus, Groupe ADP has deployed its international development strategy as part of its ambition to become a world leader in the design and operation of airports.

6.3 Alienation of shares as a result of regularising cross-acquisitions

None.

6.4 Provisions of Article 223 quater of the French General Tax Code

Pursuant to the provisions of Article 223 quater of the French General Tax Code, the Annual General Meeting of Shareholders also approves the total amount of expenses and charges that cannot be deducted from the corporate taxes referred to in

¹ Available on the website www.groupeadp.fr.

Injunctions or financial sanctions for anti-competitive practices imposed by the Autorité de la concurrence (French Competition Authority)

paragraph 4 of Article 39 of said Tax Code, which amount to €246,790,66 and for which a tax amounting to €97,310 was paid. The corporate tax rate for 2017 is 39.43% (impact of the extraordinary surcharge on income tax for corporate with a revenue above €1 billion).

This amount of non-deductible expenses and charges corresponds exclusively to the reinstatement of share of profit of depreciation/rents of tourist vehicles used by Aéroports de Paris, either on a wholly-owned or on a long-term lease basis.

6.5 Injunctions or financial sanctions for anti-competitive practices imposed by the Autorité de la concurrence (French Competition Authority)

None.

6.6 Activities relating to research and development

Not significant.

6.7 Observations by the Autorité des Marchés Financiers (French Financial Markets Authority) on the proposal to reappoint the Statutory Auditors

Not applicable.

Schedule of supplier payments relating to existing liabilities at the year-end

6.8 Schedule of supplier payments relating to existing liabilities at the year-end

Invoices received, not settled at the balance sheet date of the fiscal year

Article D. 4411.-1° : Invoices received not settled at the balance sheet date of the fiscal year

	0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	total (1 day and more)
(A) Slices of late payment						
Number of invoices concerned	15					409
Total amount of the invoices concerned (specify : excl. or incl. VAT)	€218,133.10 incl. VAT	€281,907.17 incl. VAT	€511,727.67 incl. VAT	€77,530.14 incl. VAT	€1,718,339.88 incl. VAT	€2,589,504.86 incl. VAT
Percentage of the total amount of purchases for the financial year (specify : excl. or incl. VAT)	0.01% (incl. VAT)	0.02% (incl. VAT)	0.03% (incl. VAT)	0.00% (incl. VAT)	0.11% (incl. VAT)	0.16% (incl. VAT)
Percentage of revenue of the year (specify : excl. or incl. VAT)						
(B) Invoices excluded from (A) relating to disputed and unrecorded debts and receivables						
Number of invoices				951		
Total amount of excluded invoices (specify : excl. or incl. VAT)				€24,152,951.58 incl. VAT		
(C) Reference payment periods used (contractual or statutory period - Article L.441-6 or Article L.443-1 of the French Commercial Code)						
Payment deadlines used to calculate late payments		<input type="checkbox"/>	<input checked="" type="checkbox"/> Contractual deadlines: (specify) Legal deadlines: According to the Code of Commerce			

Schedule of supplier payments relating to existing liabilities at the year-end

Invoices issued and outstanding at the balance sheet date of the fiscal year ending

Article D. 4411. - 2° : Invoices issued and outstanding at the balance sheet date of the fiscal year ending

	0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	total (1 day and more)			
(A) Slices of late payment									
Number of invoices concerned	8,294					20,372	(Account 411)	Global revenue 2017	
Total amount of the invoices concerned (specify : excl. or incl. VAT)	€231,952,825.93	€36,209,441.73	€2,384,721.91	€151,609.38	€1,503,918.31	€272,202,517.26	Incl. VAT	€3,024,247,738.60	
Percentage of the total amount of purchases for the financial year (specify : excl. or incl. VAT)									
Percentage of revenue of the year (specify : excl. or incl. VAT)	8%	1%	0%	0%	0%	9%			
(B) Invoices excluded from (A) relating to disputed and unrecorded debts and receivables									
Number of invoices	27	61	67	-	3,893	4,048	(Account 416)		
Total amount of excluded invoices (specify : excl. or incl. VAT)	€51,475.27	€141,343.60	€153,923.71	-	€18,823,066.72	€19,169,809.30	Incl. VAT		
(C) Reference payment periods used (contractual or statutory period - Article L.441-6 or Article L.443-1 of the French Commercial Code)									
Payment deadlines used to calculate late payments	<input type="checkbox"/>								
	<input checked="" type="checkbox"/>	Contractual deadlines: (specify) Legal deadlines: (specify)							

7 APPENDICES

7.1 Corporate governance report of Aéroports de Paris

Submitted separately

7.2 Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated human resources, environmental and social information included in the management report

Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated human resources, environmental and social information included in the management report

This is a free English translation of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended December 31st, 2017

To the Shareholders,

In our capacity as Statutory Auditor of Aéroports de Paris, (the "Company"), appointed as independent third party and certified by COFRAC under number(s) 3-1048¹, we hereby report to you on the consolidated human resources, environmental and social information for the year ended December 31st, 2017 included in the management report (hereinafter named "CSR Information"), pursuant to article L.225-102-1 of the French Commercial Code (*Code de commerce*).

Company's responsibility

The *Board of Directors* is responsible for preparing a company's management report including the CSR Information required by article R.225-105-1 of the French Commercial Code in accordance with the procedures used by the Company (hereinafter the "Guidelines"), summarised in the management report and available on request from the company's head office.

Independence and quality control

Our independence is defined by regulatory texts, the French Code of ethics (*Code de déontologie*) of our profession and the requirements of article L.822-11 of the French Commercial Code. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with the ethical requirements, French professional standards and applicable legal and regulatory requirements.

Statutory Auditor's responsibility

On the basis of our work, our responsibility is to:

- ◆ attest that the required CSR Information is included in the management report or, in the event of non-disclosure of a part or all of the CSR Information, that an explanation is provided in accordance with the third paragraph of article R.225-105 of the French Commercial Code (Attestation regarding the completeness of CSR Information);
- ◆ express a limited assurance conclusion that the CSR Information taken as a whole is, in all material respects, fairly presented in accordance with the Guidelines (Conclusion on the fairness of CSR Information);
- ◆ at the request of the Company and outside of certification scope, express reasonable assurance on the fact that the information selected by the Company and marked with the symbol ✓ in chapter 4 of the management report is, in all material aspects, fairly presented in accordance with the Guidelines.

¹ whose scope is available at www.cofrac.fr

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It is not our responsibility to provide any conclusion on the compliance with other applicable legal expectations, in particular those concerning article L.225-102-4 of the French code of commerce (duty of care) or the French law 2016-1691 (fight against corruption).

Our work involved six persons and was conducted between October 2017 and February 2018 during a six-week period. We were assisted in our work by our sustainability experts.

We performed our work in accordance with the order dated 13 May 2013 defining the conditions under which the independent third party performs its engagement and the professional guidance issued by the French Institute of statutory auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and with ISAE 3000¹ concerning our conclusion on the fairness of CSR Information.

1. Attestation regarding the completeness of CSR Information

Nature and scope of our work

On the basis of interviews with the individuals in charge of the relevant departments, we obtained an understanding of the Company's sustainability strategy regarding human resources and environmental impacts of its activities and its social commitments and, where applicable, any actions or programmes arising from them.

We compared the CSR Information presented in the management report with the list provided in article R.225-105-1 of the French Commercial Code.

For any consolidated information that is not disclosed, we verified that explanations were provided in accordance with article R.225-105, paragraph 3 of the French Commercial Code.

We verified that the CSR Information covers the scope of consolidation, i.e., the Company, its subsidiaries as defined by article L.233-1 and the controlled entities as defined by article L.233-3 of the French Commercial Code within the limitations set out in the methodological note, presented in chapter 4 of the management report.

Conclusion

Based on the work performed and given the limitations mentioned above, in particular concerning some social indicators that relate only to the Aéroports de Paris Company or the Groupe ADP excluding TAV Airports, we attest that the required CSR Information has been disclosed in the management report.

2. Conclusion on the fairness of CSR Information

Nature and scope of our work

We conducted seven interviews with the persons responsible for preparing the CSR Information in the departments in charge of collecting the information and, where appropriate, responsible for internal control and risk management procedures, in order to:

- ◆ assess the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate ;
- ◆ verify the implementation of data-collection, compilation, processing and control process to reach completeness and consistency of the CSR Information and obtain an understanding of the internal control and risk management procedures used to prepare the CSR Information.

We determined the nature and scope of our tests and procedures based on the nature and importance of the CSR Information with respect to the characteristics of the Company, the human resources and environmental challenges of its activities, its sustainability strategy and industry best practices.

Regarding the CSR Information that we considered to be the most important²:

¹ ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

² Quantitative social indicators: Average staff numbers; Appointments; Departures (of which were dismissals); Absence rate; Number of workplace accidents with lost time; Frequency rate; Severity rate; Total number of training hours; Average number of hours of training per employee

Qualitative social information: Human resources policy; Employer image; Managerial development; Prevention of occupational risks

Quantitative environmental indicators: Consumption of drinking water; Internal consumption of drinking water; Gas consumption; Total electricity purchase; Internal electricity consumption; Heat generation; Refrigeration output; CO₂ emissions from power plants (French national quota allocation plan); NO_x emissions from power plants; Vehicles CO₂ emissions; Share of renewable energy in the final internal energy consumption; Increase in energy efficiency compared to 2015 (year of reference) in primary energy consumed/m²; Volume of non-hazardous waste collected; Volume of internal non-hazardous waste collected; Distribution of internal non-hazardous waste by treatment type; Volume of internal hazardous industrial waste collected

Qualitative environmental information: Optimisation of energy efficiency; Global accounting of CO₂ emissions; Operation of facilities classified for environmental protection; Actions to limit noise pollution

Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated human resources, environmental and social information included in the management report

- ◆ at parent entity level, we referred to documentary sources and conducted interviews to corroborate the qualitative information (organisation, policies, actions), performed analytical procedures on the quantitative information and verified, using sampling techniques, the calculations and the consolidation of the data. We also verified that the information was consistent and in agreement with the other information in the management report;
- ◆ at the level of a representative sample of entities selected by us¹ on the basis of their activity, their contribution to the consolidated indicators, their location and a risk analysis, we conducted interviews to verify that procedures are properly applied, and we performed tests of details, using sampling techniques, in order to verify the calculations and reconcile the data with the supporting documents. The selected sample represents 27 % of Group average headcount disclosed, between 63% and 100% of other social quantitative data disclosed and between 17% and 99% of quantitative environmental data disclosed.

For the remaining consolidated CSR Information, we assessed its consistency based on our understanding of the company.

We also assessed the relevance of explanations provided for any information that was not disclosed, either in whole or in part.

We believe that the sampling methods and sample sizes we have used, based on our professional judgement, are sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures. Due to the use of sampling techniques and other limitations inherent to information and internal control systems, the risk of not detecting a material misstatement in the CSR information cannot be totally eliminated.

Conclusion

Based on the work performed, no material misstatement has come to our attention that causes us to believe that the CSR Information, taken as a whole, is not presented fairly in accordance with the Guidelines.

3. Reasonable assurance conclusion on a selection of CSR Information

Nature and scope of our work

Regarding the information selected by the Company and marked with the symbol ✓, we conducted work of the same nature as the work described in section 2 above regarding the CSR Information that we considered to be the most important but in further detail, in particular concerning the number of tests.

The selected sample represents between 90% and 100% of quantitative social data and between 40% and 98% of quantitative environmental data disclosed and identified by the symbol ✓.

We believe that this work is sufficient to provide a basis for our reasonable assurance conclusion on the information selected by the Company and marked with the symbol ✓.

Conclusion

In our opinion, the Information selected by the Company is, in all material respects, fairly presented in accordance with the Guidelines.

Neuilly-sur-Seine, March 6th 2018

One of the Statutory Auditors

Deloitte & Associés

French original signed by

Olivier BROISSAND

Qualitative societal information: Stakeholders' consultation to update the materiality study; Reinforcing the prevention of corruption; Ethics and securing of purchasing and procurement processes; Monitoring of the CSR and environmental performance of suppliers; Measures to promote airport safety and people protection

1 Aéroports de Paris SA for social indicators, Paris-Orly airport for all environmental indicators and Paris-Charles de Gaulle airport for the following environmental indicators: Consumption of drinking water; Internal consumption of drinking water; Gas consumption; Internal electricity consumption; Refrigeration output; CO2 emissions from power plants (French national quota allocation plan); NOx emissions from power plants; Volume of internal non-hazardous waste collected; Volume of internal hazardous industrial waste collected

7.3 Methodological note on social, societal and environmental reporting

Groupe ADP's social, societal and environmental reporting is based on:

- ◆ the reporting system set forth in articles L. 225-102-1 and R. 225-104 to R. 225-105 of the French Commercial Code;
- ◆ and the transparency principles of the *Global Reporting Initiative* (GRI 4), the international reference in terms of *sustainable* development reporting in line with the ISO 26000 standard on the social responsibility of organisations.

The 2017 *social reporting* period is based on a calendar year (1 January to 31 December 2017) to ensure consistency with French regulations and the social reporting of French companies.

The *environmental reporting* period is based on a year running from 1 October 2016 to 30 September 2017, except for CO₂ and NO_x emissions from plants, which continue to be reported by calendar year.

The scope of the *reporting* is intended to be representative of the significant activities of the Group.

Social reporting

Since 2006, Aéroports de Paris corporate reporting is prepared according to the requirements of the French Commercial Code and is based on the number of employees registered and paid during the calendar year, expressed as a full-time equivalent. The scope of the workforce covers Aéroports de Paris and the Group's (controlled) companies and fully consolidated subsidiaries owned at 50 % and more: ADP Ingénierie, ADP International (formerly Aéroports de Paris Management), Hub One and TAV Airports, with the exception of Média Aéroports de Paris which represents less than 1% of the Group's workforce.

Some indicators and data relate only to the Aéroports de Paris scope. The scope for each indicator is specified in the corporate indicators table in the management report. The scope will be extended to the entire Groupe ADP for all social indicators in the coming years.

Environmental reporting

The *environmental* and social responsibility reporting is limited to the scope of activities of Aéroports de Paris, except in the cases indicated below.

These consolidation rules apply to all indicators of environmental and societal reporting.

Quantitative environmental data for owned subsidiaries are not included in the management report given the impact and representativeness of the data compared with Aéroports de Paris and the non-material nature of the data. Aéroports de Paris brings together the three airports of Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. The qualitative environmental and social responsibility activities of Aéroports

de Paris subsidiaries are included in the relevant sections of the 2017 management report.

The scope of scope 3 CO₂ emissions covers CO₂ emissions linked to planes, access for passengers and employees, business trips of all employees, ground handling vehicles (GSE), auxiliary power units (APU) for planes, internal waste treatment and consumption in third party buildings.

Change in consolidation scope

Changes in scope of consolidation are taken into account at the time of their actual introduction.

- ◆ Corporate scope: the scope is updated in year N.
- ◆ Environmental scope: the scope is updated in year N+1.

However, it is tolerable for acquisitions, disposals, creations of companies or contracts won to be taken into account only after one full year of operation depending on the activity performed.

When the data are considered relevant, previous years may be consolidated according to the new scope for ease of comparison (*pro forma*).

A change in scope occurred between the 2016 reporting and 2017 reporting: the subsidiary, Hub Safe, was sold (80% of the capital) and Aéroports de Paris strengthened its position in the share capital of TAV Airports (46.12% of the capital), fully consolidated since the 2nd half-year of 2017. For the 2017 financial year, the decision was taken not to include TAV Airports in the social (excluding the annual average staff numbers, published for the scope of the Group including TAV Airports) and environmental reporting. Integration is planned for 2018 after a full year of operations

Reporting methodology

Data collection, calculation and consolidation methods are defined by procedures collected in the social and *environmental* reporting protocols. These protocols are distributed to the people involved at all levels of *reporting development*.

Relevance and choice of indicators

The indicators published by Aéroports de Paris are intended to report, with complete transparency, the Group's annual results with respect to corporate social responsibility. The indicators are chosen based on the social, societal and environmental impact of group company activity and the risks associated with the company's strategic challenges.

The data selected are based on a common set of criteria:

- Aéroports de Paris's commitments and corporate social responsibility policy;
- regulatory obligations set by the French government;

Methodological note on social, societal and environmental reporting

- the Group's performance and impact in relation to key challenges.

The **social indicators** published by Aéroports de Paris are based on three levels of indicators:

- ◆ the themes of Article R. 225-105-1 of the French Commercial Code;
- ◆ the social reporting indicators set forth in French law;
- ◆ the specific indicators of the Group's human resources policy.

The complementary nature of these three levels of indicators makes it possible to measure the results of the human resources policy and the Group's commitments in social matters.

The **environmental indicators** are consistent with the themes of Article R. 225-105-1 of the French Commercial Code and are divided into six general areas:

- ◆ preservation of resources and consumption of energy, water and raw materials;
- ◆ pollution and waste management;
- ◆ climate change and adaptation;
- ◆ certifications and approved projects;
- ◆ environmental training and awareness;
- ◆ expenditures to prevent the consequences of business activity on the environment.

The choice of environmental indicators was made using a relevant approach that facilitates understanding of the Group's real challenges and comparison with companies in the same industry. This choice also takes into account the availability of data at the time of writing of the management report. These challenges are described in detail in the Social Responsibility Report.

Methodological limitations and specificities

The methodologies used for certain corporate and environmental indicators may have limitations due to:

- ◆ differences in available professional skills between Aéroports de Paris and its subsidiaries;
- ◆ specific provisions of social laws in certain countries;
- ◆ changes in scope of activity from one year to another;
- ◆ the difficulty of retrieving information in the event of subcontracting to, and/or joint ventures with, foreign partners;
- ◆ procedures for collecting and entering such information;
- ◆ availability of data during the *reporting year*.

The 2017 management report lists data known by the Group at the year-end date. However, these data may need to be corrected over the next year if a significant anomaly is found and backed up by detailed supporting evidence.

With effect from 2014, the consolidation of data on internal electricity consumption is calculated using the *Airport Carbon Accreditation method*.

The "Consumption of drinking water" (internal + external) indicator includes a "network loss" percentage of around 13%. However, these network losses are not taken into consideration when calculating the "Internal consumption of drinking water" indicator.

For waste indicators:

- ◆ a portion of construction waste is taken into account by the service providers responsible for construction and is not recognised in the total volume of non-hazardous industrial waste collected;
- ◆ Paris-Charles de Gaulle: the "Volume of internal hazardous industrial waste collected" indicator includes an insignificant percentage of hazardous waste produced externally;
- ◆ in the breakdown of internal hazardous waste per treatment type (presented in the table of environmental indicators), the percentage of recycled waste covers the share of waste generated internally, including waste generated in the terminal (passengers, businesses) which is recycled. The percentage of burnt wastes covers the part of wastes being subject to energetic recycling. The percentage of buried wastes covers the part of wastes being subject to burying.

For social indicators:

- ◆ the average workforce is calculated as full-time equivalent on the basis of staff registered as permanent, fixed-term, and specific job contracts (contracts for professionalisation, apprenticeship, employment support, future jobs), excluding Chairman and CEO and Chief Operating Officer;
- ◆ the managed workforce is including the current workforce and suspended contracts as of 31 December;
- ◆ the feminisation rate is calculated on the full and part-time staff managed as at 31 December;
- ◆ employees whose contracts terminated on 31 December are accounted for in the workforce as at 31 December 2017, as well as in the leaving occurring during the year;
- ◆ the number of training is calculated for permanent and fixed-term employees. The average number of our allocated by employee is calculated by dividing the total number of training hours by the average workforce in number of people (and not in full-time equivalent). The average workforce in the subsidiaries is not available in 2017 in number of employees hence the absence of data for this indicator for the subsidiaries.

Consolidation and internal control

Each entity is responsible for the data it provides, as is the department responsible for the consolidation of the indicator published:

- social data are collected by the Human Resources Department. The main source of data is the Human Resources Information System supplied by the SAP-HR management application. The other systems used are SAP FI- company financial statements and consolidated financial statements and specific workplace security applications. The data consolidated and verified at the entity level (Aéroports de Paris and its subsidiaries) are then made available to the Group Human Resources Department;
- environmental data are collected, audited, consolidated and verified for each airport department by the environmental officer and then consolidated by the Environment and Sustainable Development Department.

During consolidation, consistency checks are performed on the data. Comparisons with results from previous years are made. Differences considered significant are subject to analysis and further processing.

The most sensitive and most relevant data are controlled internally and monitored by the Executive Committee should any decisions need to be made.

Any deviation from these methods is explained by *the reporting* protocol during the *reporting* year.

External controls

The verification of the completeness and fair presentation of social, environmental and societal information published in the 2017 Aéroports de Paris management report pursuant to Article L. 225-102-1 paragraph 7 of the French Commercial Code was performed by Deloitte.

Indicators such as CO₂ emissions from energy production plants are audited annually by external parties.