| 01 | INTRODUCTION |
| 02 | GROUPE ADP PRESENTATION |
| 03 | AVIATION |
| 04 | PACTE LAW |
| 05 | REGULATION & ERA 4 |
| 06 | RETAIL & SERVICES |
| 07 | REAL ESTATE |
| 08 | INTERNATIONAL & AIRPORT DEVELOPMENT |
| 09 | CORPORATE SOCIAL RESPONSIBILITY |
| 10 | APPENDICES |
| 11 | IR TEAM |
INTRODUCTION
**GROUPE ADP AT A GLANCE AS OF 31 DECEMBER 2019: FY 2019 RESULTS**

### Aéroports de Paris SA (parent company)(1)

**Aviation**
- Construction and management of Parisian airports
  - 10 regional airfields

**Retail & Services**
- All commercial activities
  - Rents from shops and B&R concessions
  - Car parks
  - Rentals for offices and lounges within terminals
  - Industrial services

**Real Estate**
- Real estate activities outside terminals
  - Aeronautical RE with direct access to runways (maintenance hangars, cargo)
  - Diversification real estate (offices, malls and hotels)

Full consolidation of Société de Distribution Aéroportuaire and Relay@ADP since April 2019

### Subsidiaries & Associates(2)

**International and Airport Developments**
- **Airport engineering**
  - ADP Ingénierie (100%)
- **Airport management**
  - ADP International (100%)
  - Schiphol Group (8%)
  - TAV Airports (38% → 46.12% since July 2017)
  - AIG (9.5% → 51% since April 2018)

**Other Activities**
- **Telecom**
  - Hub One (100%)

### TOTAL GROUPE ADP 2019 RESULTS

Revenue: +17.3% to €4,700m(3) - EBITDA: +5.5% to €1,772m

Operating income from ord. act.: -2.6% to €1,094m - Net result attributable to the Group: -3.5% to €588m

---

(1) Including retail and real estate joint ventures
(2) Associates are accounted for using the equity method and includes Schiphol (8%) and the associates of TAV Airports and AIG, following the full consolidation of their results respectively since July 2017 and since April 2018.
(3) Including €257m of intersegment eliminations
GOOD PERFORMANCE OF GROUPE ADP IN 2019

1. The IFRS 5 standard “Non-current assets held for sale and discontinued operations” is applying to TAV Istanbul’s activities as of the closure of activities at Istanbul Atatürk airport on 6 April 2019 (see the press release from 8 April 2019). The revenue and operating expenses of TAV Istanbul for 2018 and 2019 are therefore presented on a separate line on the income statement titled “net income from discontinued activities”. Consolidated revenue, EBITDA and operating income of the Group don’t take into account the activity of Istanbul Atatürk airport in 2018 and 2019 anymore. Furthermore, the line “net income from discontinued activities” includes as well the profit following the announcement by Turkish authorities of the compensation due to TAV Airports for the early closure of Atatürk airport, after taxes and the impact of corresponding assets disposal (for €31m before elimination of non-controlling interests)(see the press release from 26 December 2019)

2. 2019 Average foreign exchange rates: EUR/TRY = 6.36 (vs. 5.67 in 2018), EUR/USD = 1.12 (vs. 1.18 in 2018)
2019 GROUP TRAFFIC AFFECTED BY THE CLOSURE OF ISTANBUL ATATÜRK

Group traffic at 218.4 mPax\(^{(1)}\) \((+2.3\%)\)\(^{(2)}\) excluding Istanbul Atatürk\(^{(3)}\) \((-16.7\%)\)

France
- Paris-CDG: 76.2 mPax \((+5.4\%)\)
- Paris-Orly: 31.9 mPax \((-3.8\%)\)

Croatia
- Zagreb: 3.4 mPax \((+3.0\%)\)

Macedonia
- Skopje, Ohrid: 2.7 mPax \((+14.3\%)\)

Turkey
- Antalya: 35.7 mPax \((+12.6\%)\)
- Ankara: 13.7 mPax \((-18.2\%)\)
- Izmir: 12.4 mPax \((-7.6\%)\)
- Milas-Bodrum: 4.3 mPax \((+4.0\%)\)
- Gazipasa: 1.1 mPax \((-8.3\%)\)
- Istanbul Atatürk: 16.1 mPax \((N/A)\)

Georgia
- Tbilissi, Batumi: 4.3 mPax \((-2.1\%)\)

Jordan
- Amman: 8.9 mPax \((+5.9\%)\)

Guinea
- Conakry: 0.2 mPax \((+12.3\%)\)

Chile
- Santiago de Chile: 11.1 mPax \((+5.7\%)\)

Tunisia
- Enfidha & Monastir: 3.0 mPax \((+22.1\%)\)

Madagascar
- Antananarivo, Nosy Be: 0.4 mPax \((+8.4\%)\)

Mauritius
- Mauritius: 0.4 mPax \((+0.6\%)\)

Saudi Arabia
- Jeddah (Hajj Terminal): 0.3 mPax \((-7.6\%)\)
- Medina: 8.4 mPax \((+2.9\%)\)

1. Total traffic is calculated using the following method: traffic at the airports that are fully integrated is recognized at 100%, while the traffic from the other airports is accounted for pro rata to Groupe ADP’s percentage holding. Traffic in TAV Airports’ airports is taken into account at 100% in accordance with TAV Airports’ financial communication practices.
2. Change in 2019 traffic as compared to 2018. For TAV Airports, change in traffic in 2019 vs 2018 is calculated on a comparable basis and includes traffic at Antalya Airport since January 2018.
3. Taking into account Atatürk’s traffic until the termination of commercial flights on 6 April 2019, Group traffic is at 234.5 million passengers, down by 16.7%.
AN IMPROVEMENT OF TRAIN ACCESS
FOR PARIS-LE-BOURGET AND PARIS-CHARLES DE GAULLE

CDG Express

A railway connection specially designed for airport passengers
Direct rail connection between Paris-Gare de l’Est and Paris-Charles de Gaulle
Journey time of 20 minutes
A departure every 15 minutes, from 05.00 am, to midnight, 365 days a year
A high quality level of service both at the station and on board
Separate routes with RER B to ensure the reliability and regularity of both daily trains and CDG Express

Line 17 of the Grand Paris Express

A metro line connecting the center of Paris and Paris-Le Bourget, then, eventually, Paris-Charles-de-Gaulle
A commissioning between Saint-Denis Pleyel and Paris-Le Bourget scheduled for 2024, and between the triangle of Gonesse and Paris-Charles de Gaulle in 2030
A significant improvement in the travel time of passengers and employees of the various platforms (divided by 4)
AN IMPROVEMENT OF THE ACCESS TO PARIS-ORLY

A railway station of the Grand Paris Express network right in the heart of Paris-Orly airport with direct access to the terminal for pedestrians

A 10-level parking designed for 2,000 vehicles

An adjoining railway station

A direct connection for line 14 from downtown Paris to Paris-Orly in 27 minutes instead of 54 minutes today

In 2024, a "Pont de Rungis" station on line 14 that will serve the North of Paris-Orly platform and adjoining business parks (diversification real estate)

In 2027, a direct connection via line 18, with a link of Paris-Orly to Paris-Saclay scientific pole
Traffic dynamism at Paris Aéroports despite the closure for works of Orly’s main runway from 28 July to 2 December 2019 and the effects of the bankruptcies of Aigle Azur and XL Airways in September:

- **CDG:** +5.4%, at 76.2 mPax
- **ORY:** -3.8%, at 31.9 mPax

Notable increase in the number of connecting passengers: +7.4%
### 2019 GROUP TRAFFIC

<table>
<thead>
<tr>
<th>In mPax</th>
<th>Group traffic @100%</th>
<th>2019 / 2018 change</th>
<th>Stake-weighted traffic$^{(1)}$</th>
<th>2019 / 2018 change$^{(2)}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paris Aéroport (CDG+ORY)</td>
<td>108.0</td>
<td>+2.5%</td>
<td>108.0 (@ 100%)</td>
<td>+2.5%</td>
</tr>
<tr>
<td>Zagreb</td>
<td>3.4</td>
<td>+3.0%</td>
<td>0.7 (@ 20.8%)</td>
<td>+3.0%</td>
</tr>
<tr>
<td>Jeddah-Hajj</td>
<td>6.7</td>
<td>-7.6%</td>
<td>0.3 (@ 5%)</td>
<td>-7.6%</td>
</tr>
<tr>
<td>Amman</td>
<td>8.9</td>
<td>+5.9%</td>
<td>8.9 (@ 100%)</td>
<td>+5.9%</td>
</tr>
<tr>
<td>Mauritius</td>
<td>3.9</td>
<td>+0.6%</td>
<td>0.4 (@ 10%)</td>
<td>+0.6%</td>
</tr>
<tr>
<td>Conakry</td>
<td>0.6</td>
<td>+12.3%</td>
<td>0.2 (@ 29%)</td>
<td>+12.3%</td>
</tr>
<tr>
<td>Santiago de Chile</td>
<td>24.6</td>
<td>+5.7%</td>
<td>11.1 (@ 45%)</td>
<td>+5.7%</td>
</tr>
<tr>
<td>Madagascar</td>
<td>1.3</td>
<td>+8.4%</td>
<td>0.4 (@ 35%)</td>
<td>+8.4%</td>
</tr>
<tr>
<td>Istanbul Atatürk - TAV Airports</td>
<td>16.1</td>
<td>N/A</td>
<td>16.1 (@ 100 %)</td>
<td>N/A</td>
</tr>
<tr>
<td>Antalya - TAV Airports</td>
<td>35.7</td>
<td>+12.6%</td>
<td>35.7 (@ 100 %)</td>
<td>+12.6%</td>
</tr>
<tr>
<td>Ankara Esenboga - TAV Airports</td>
<td>13.7</td>
<td>-18.2%</td>
<td>13.7 (@ 100 %)</td>
<td>-18.2%</td>
</tr>
<tr>
<td>Izmir - TAV Airports</td>
<td>12.4</td>
<td>-7.6%</td>
<td>12.4 (@ 100 %)</td>
<td>-7.6%</td>
</tr>
<tr>
<td>Other airports - TAV Airports$^{(3)}$</td>
<td>27.3</td>
<td>+4.6%</td>
<td>27.3 (@ 100 %)</td>
<td>+4.6%</td>
</tr>
<tr>
<td><strong>TOTAL GROUP</strong></td>
<td><strong>259.2</strong></td>
<td><strong>-15.3%</strong></td>
<td><strong>234.5</strong></td>
<td><strong>-16.7%</strong></td>
</tr>
<tr>
<td><strong>TOTAL GROUP (exl. Atatürk)</strong></td>
<td><strong>243.1</strong></td>
<td><strong>+2.2%</strong></td>
<td><strong>218.4</strong></td>
<td><strong>+2.3%</strong></td>
</tr>
<tr>
<td><strong>AENA GROUP$^{(4)}$</strong></td>
<td><strong>275.2</strong></td>
<td><strong>+4.4%</strong></td>
<td><strong>275.2</strong></td>
<td><strong>+4.4%</strong></td>
</tr>
<tr>
<td><strong>VINCI AIRPORTS</strong></td>
<td><strong>255</strong></td>
<td><strong>+5.7%</strong></td>
<td><strong>199.8</strong></td>
<td><strong>+5.4%</strong></td>
</tr>
<tr>
<td><strong>FRAPORT GROUP</strong></td>
<td><strong>248.8</strong></td>
<td><strong>+4.2%</strong></td>
<td><strong>198.4</strong></td>
<td><strong>+3.6%</strong></td>
</tr>
</tbody>
</table>

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1. Total traffic is calculated using the following method: traffic at the airports that are fully integrated is recognized at 100%, while the traffic from the other airports is accounted for pro rata to Groupe ADP’s percentage holding. Traffic in TAV Airports’ airports is taken into account at 100% in accordance with TAV Airports’ financial communication practices.
2. Change in 2019 traffic as compared to 2018. For TAV Airports, change in traffic in 2019 vs 2018 is calculated on a comparable basis and includes traffic at Antalya Airport since January 2018.
3. Turkey (Milas-Bodrum & Gazipaşa), Croatia (Zagreb), Saudi Arabia (Medinah), Tunisia (Monastir & Enfidha), Georgia (Tbilisi & Batumi), and Macedonia (Skopje & Ohrid).
4. 2019 AENA Group stated traffic only accounts for Spanish airports.
GROUPE ADP PRESENTATION
A GROUP IN COMPETITION

A competitiveness through investment

Montant des plans d'investissement CRE

In € Bn
(constant € beginning of era)

A continuous financial discipline

A long time tariffs moderation

(base 100 in 2009)

Percentage of change in annual operating expenses of ADP SA (1)

1. Intermediate consumption + Personnel expenses (excluding employee-related liabilities and profit sharing) + Taxes other than income, excluding SGP

2019 was the second strongest growth since 2012, despite renovations in the terminals and works in the surroundings of the platforms
In €

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>9.8</td>
<td>10.7</td>
<td>11.6</td>
<td>12.4</td>
<td>14.3</td>
<td>15.1</td>
<td>16.8</td>
<td>17.7</td>
<td>18.2</td>
<td>18.2</td>
<td>18.2</td>
<td>18.4</td>
<td>19.7</td>
<td>19.7</td>
</tr>
</tbody>
</table>

Growth of sales(1)/Pax

The real estate growth (IAS 40 valuation)

In M€

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>983</td>
<td>1,077</td>
<td>1,063</td>
<td>1,187</td>
<td>1,373</td>
<td>1,628</td>
<td>1,837</td>
<td>2,110</td>
<td>2,007</td>
<td>2,111</td>
<td>2,238</td>
<td>2,349</td>
<td>2,434</td>
<td>2,624</td>
</tr>
</tbody>
</table>

A growing international weight within the Group

Part of managed international passengers compared to the Group total traffic (2)

Groupe ADP consolidated EBITDA growth

1. Revenue from airside shops
2. Total traffic is calculated using the following method: traffic at the airports that are fully integrated is recognized at 100%, while the traffic from the other airports is accounted for pro rata to Groupe ADP’s percentage holding. Traffic in TAV Airports’ airports is taken into account at 100% in accordance with TAV Airports’ financial communication practices.
1. Amount subject to the approval of the Annual General Meeting of May 12th 2020
2. Net Result attributable to the Group

Since the IPO in 2006, the stock price was multiplied by 3.9
Since beginning of 2013, it was multiplied by 3

2,016 millions euros of cumulated dividends
paid to shareholders since 2013
A stable pay out ratio at 60% of NRAG\(^2\) since 2013
### Financial Situation as of 31 December 2019

#### Debts Repayment Schedule (€ Million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Debt (€m)</th>
<th>Share of Fixed-rate Debt</th>
<th>Average Maturity</th>
<th>Average Cost</th>
<th>Rating (S&amp;P)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31/12/2019</td>
<td>31/12/2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5,254</td>
<td>4,942</td>
<td></td>
<td></td>
<td>A+ / stable</td>
</tr>
<tr>
<td></td>
<td>of which TAV Airports</td>
<td>537</td>
<td>of which ADP(2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>512</td>
<td>412</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>of which AIG</td>
<td>592</td>
<td>89%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>416</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Share of fixed-rate debt(1)</td>
<td>75%</td>
<td>of which ADP(2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>78%</td>
<td>88%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average maturity</td>
<td>7.4 years</td>
<td>of which ADP(2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.9 years</td>
<td>6.8 years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average cost</td>
<td>2.6%</td>
<td>of which ADP(2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.6%</td>
<td>2.3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rating (S&amp;P)</td>
<td>A+ / stable</td>
<td></td>
<td></td>
<td>A+ / stable</td>
</tr>
</tbody>
</table>

1. After rate swap
2. Excluding the full consolidation of TAV Airports and AIG
## GROUPE ADP CREDIT RATING

### SENSITIVITY OF THE S&P RATING

Current rating: A negative outlook since 25 March 2020  
- « stand-alone » S&P rating, i.e. without French state support -

<table>
<thead>
<tr>
<th>S&amp;P RATING</th>
<th>FFO (1) / ADJUSTED NFD (2)</th>
<th>NFD (2) /EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA / AA+</td>
<td>&gt; 35 %</td>
<td>&lt; 2x</td>
</tr>
<tr>
<td>AA</td>
<td>23 to 35 %</td>
<td>2 to 3x</td>
</tr>
<tr>
<td>A+</td>
<td>20.0 %</td>
<td>3.5x</td>
</tr>
<tr>
<td>A</td>
<td>13.0 %</td>
<td>4.0x</td>
</tr>
<tr>
<td>A-</td>
<td>11.0 %</td>
<td>4.5x</td>
</tr>
<tr>
<td>BBB+</td>
<td>9.0 %</td>
<td>5.0x</td>
</tr>
<tr>
<td>BBB</td>
<td>7.5 %</td>
<td>5.5x</td>
</tr>
<tr>
<td>BBB-</td>
<td>6.0 %</td>
<td>6.0x</td>
</tr>
</tbody>
</table>

Despite its recent downgrade by S&P, which is mostly due to the Covid-19 pandemic, Groupe ADP’s credit quality still remains in the **upper medium range of the investment grade ratings**.

---

1. FFO: Funds from operations  
2. NFD: Net financial debt
AVIATION
Eurocontrol has warned about a risk of capacity deficit of around 4% of the flights in 2025.

IATA highlights the need to provide Europe with new infrastructures in order to match demand.

The two twin parallel runways of CDG give the best capacity and highest growth potential (+50%) in Europe.

Source: COHOR, STAC, FAA, Virginia Tech - Air Transportation Systems Laboratory – 2017 data
1. FRA: configuration: one twin parallel runways and one parallel runway
2. AMS: configuration: three parallel runways or two parallel runways and one secant runway
A NEED OF INFRASTRUCTURES IN EUROPE AND AN UNIQUE DEVELOPMENT CAPACITY IN PARIS

Total aircraft movements at Paris-Charles de Gaulle below the threshold of the Noise Exposure Plan

At Paris-Charles de Gaulle, a moderate growth in the number of movements is expected in the coming years, without exceeding the planned revision thresholds of the Noise Exposure Plan (600,000 annual movements).

Noise index at Paris-Charles de Gaulle

At Paris-Charles de Gaulle, the noise index has significantly decreased since 2008. Moderate growth in movements, fleet modernization, the limited growth of night flights and new flight paths will lead to contain the increase of the noise index.

A passenger traffic growth not impacted by the movements ceiling at Paris-Orly

• In Paris-Orly, traffic forecasts indicate that the 250,000 movements ceiling will not be reached in the medium term
• Assumptions regarding slots usage or the number of passengers per movement could further delay the reach of this cap:
  - An increase of an average of 4 passengers per flight (driver 1)
  - Optimization of 10 short-haul slots per day (driver 2)
  - Optimization of 15 long-haul slots per day (driver 3)

Total movements at Paris-Le Bourget are below regulatory caps

At Paris-Le Bourget, the annual movements number is significantly below the renegotiation threshold enforced by the Noise Exposure Plan (100,000 annual movements).
**AN ASSUMPTION OF AIR TRAFFIC GROWTH IN CONTINUOUS GROWTH IN PARIS FOR THE ERA 2021-2025**

**Evolution by destination**

<table>
<thead>
<tr>
<th>MPax 2025</th>
<th>ADP assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>16.6</td>
</tr>
<tr>
<td>Schengen</td>
<td>41.7</td>
</tr>
<tr>
<td>EU / EEA excl Schengen</td>
<td>7.8</td>
</tr>
<tr>
<td>French Overseas</td>
<td>5.7</td>
</tr>
<tr>
<td>International</td>
<td>54.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>125.8</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TCAM 2020 – 2025</th>
<th>ADP assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>+0.6 %</td>
</tr>
<tr>
<td>Schengen</td>
<td>+2.2 %</td>
</tr>
<tr>
<td>EU / EEA excl Schengen</td>
<td>+2.8 %</td>
</tr>
<tr>
<td>French Overseas</td>
<td>+3.2 %</td>
</tr>
<tr>
<td>International</td>
<td>+3.5 %</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>+2.6 %</strong></td>
</tr>
</tbody>
</table>

Note: 2019 forecast in the middle of the guidance scale of 2.0% to 2.5% as released on February 14th 2019 and 2016-2020 forecast of 3.0%/year for a guidance between 2.8% to 3.2%/year.
A moderate evolution of airport charges on the long term

Excluding Schiphol, the average annual airport charges increases of London, Frankfurt and Madrid over the period 2009 – 2019 are higher than in Paris: MAD: +6.0% / year, LHR: +4.7% / year; FRA: +2.4% / year

### European airports charges evolution
- Base 100 in 2009

### European platforms airport charges
- Base 100 ADP in 2009

### CAGR

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>LHR</td>
<td>+10.7%</td>
<td>+4.7%</td>
</tr>
<tr>
<td>FRA</td>
<td>+4.4%</td>
<td>+2.4%</td>
</tr>
<tr>
<td>CDG</td>
<td>+2.2%</td>
<td>+1.7%</td>
</tr>
<tr>
<td>MAD</td>
<td>+13.8%</td>
<td>+6.0%</td>
</tr>
<tr>
<td>AMS</td>
<td>+0.7%</td>
<td>-0.6%</td>
</tr>
</tbody>
</table>
PACTE LAW
Once the majority of Groupe ADP’s shares will be transferred to private shareholders, the Groupe ADP’s legal framework will be modified.

**TODAY**

- **Who owns the land?**
  - ADP owns the land and the infrastructures
- **How long is the operating right effective?**
  - Perpetual operating right
- **What is the impact on the specifications of the company?**
  - Legal and regulatory framework

**PACTE LAW(1)**

- **Who owns the land?**
  - ADP owns the land and the infrastructures for **70 years** / The French State becomes the owner **after 70 years**
- **How long is the operating right effective?**
  - **70-year** operating right
- **What is the impact on the specifications of the company?**
  - Reinforcement of the legal and regulatory framework

**CONCESSION**

- The French State owns the land and the infrastructures
- **70-year** operating right
- Specifications are integrated into the concession contract

**A confirmation of our business model:**

- **Unchanged property and operational conditions for the next 70 years vs. today** regarding Parisian activities
- **Confirmation of the «adjusted till» system**
- **No accounting impact in French GAAP (which are used to elaborate the regulated accounts)**;
  the IFRS treatment is still to be specified, especially considering the future specifications of the company.

---

1. As voted by the French National Assembly after its second reading

---

1. **GROUPE ADP**

---

1. **2020 Toolbox | 24**
A compensation for the expropriation from Parisian airports

**A preliminary indemnity**

- **Definition**: Sum of the discounted post-tax free cash flows generated by the Parisian activities post-70 years, using ADP’s WACC\(^{(1)}\), after deduction of the estimated net book value of the assets which are subject to expropriation.

- A fixed and non-revisable indemnity, calculated using available market data, defined by decree, under the conformity agreement of the Commission des participations et des transferts (after consulting a commission composed of three representatives appointed by (i) the first president of the Cour des Comptes, (ii) the president of the AMF and (iii) the president of the National Council of Accountants).

**A second component paid at the end of the 70-year operating right period**

- **Definition**: Net book value of the Parisian assets at the expropriation date.

- A fixed indemnity, defined by decree and paid to Groupe ADP no later than on the date of asset ownership transfer to the French State.

---

1. Calculated using the Capital Asset Pricing Model (CAPM) as of the date of transfer of the majority of Groupe ADP’s share capital to private shareholders.
REGULATION & ERA 4
A MODEL WHICH RELIES ON VARIOUS PILLARS OF ACTIVITY

REGULATED ACTIVITIES in Paris

- Aeronautical till
- Airport real estate
- Rental revenue
- Car parks
- Industrial services
- Other regulated activities

FAIR RETURN ON CAPITAL EMPLOYED

Governed by a regulation agreement which aims at providing the best economic equilibrium between every stakeholder of the airport ecosystem

NON-REGULATED ACTIVITIES

- Commercial activities
- Diversification real estate
- Airport safety & security
- Other non-regulated activities
- International & airport developments

MAXIMIZATION OF VALUE CREATION

Based on relevant financial and extra-financial evaluation criteria defined by the company
A CONSOLIDATION OF THE EXISTING PARIS-RELATED REGULATION PRINCIPLES

A REGULATION MODEL WHICH HAS BEEN CONFIRMED AND SECURED

◆ Confirmation of ADP’s « adjusted till » model through the PACTE law as voted by the French National Assembly (after its second reading)

◆ Confirmation of the principle of fair return on capital employed and clarification of the methodology to be retained for the calculation of the Weighted Average Cost of Capital (WACC) related to regulated activities, estimated « using the Capital Asset Pricing Model (CAPM), available market data and parameters from companies operating comparable activities »

◆ Intangibility of the WACC related to regulated activities, which cannot be called into question throughout the period covered by the economic regulation agreement (also applicable to the current agreement)

A HIGHER LEVEL OF MEDIUM TERM VISIBILITY

◆ Dual principle of (1) fair return on capital employed and (2) adequacy between the price charged and the cost of services rendered (incl. the cost of capital employed), which can be assessed on a global and prospective way throughout the contract period

◆ A regulation model which is based on French accounting standards (French GAAP), confirming that assets under construction should be taken into account in the capital employed (i.e. prior to their commissioning)

Illustration of the capping system related to the evolution of the regulated ROCE

Cap #1: ROCE ≤ WACC
Cap #2: revenue related to aeronautical fees ≤ cost of services rendered*

* Including the cost of capital employed (based on the WACC)
A FAIR PROPOSAL, SERVING THE BEST INTEREST OF EVERY STAKEHOLDER

1. A growing traffic in Paris
   TRAFFIC GROWTH
   $CAGR_{2021-2025} = +2.6\%$

2. Executing an investment plan twice as important as the previous plan
   REGULATED INVESTMENTS
   € 6.0 Bn

3. Pursuing cost control and discipline
   DISCIPLINE ON REGULATED COSTS
   € 130 M of cost reduction in 2025 vs. base case trend

4. Ensuring a fair return on capital employed for regulated activities in average over the long run
   WACC
   5.6% as part of the regulation agreement

5. Keeping an attractive pricing policy
   PRICE INCREASE
   $CAGR_{2021-2025} = IPC + 1.35\%$
The regulated ROCE target (5.4%, equal to the WACC) is outperformed in 2020: the 40 bps outperformance (5.8%\(^{(1)}\) vs. 5.4% in 2020) will allow a more moderate price increase over the next economic regulation agreement.

This outperformance enables Groupe ADP to target an average regulated ROCE equal to the ERA-related WACC (5.6%) over the 2021-2025 economic regulation agreement period.

\(^{(1)}\) Upper range of the 2020 regulated ROCE guidance which was disclosed on February 14th, 2019
1. Based on an average applicable CPI assumption of 1.65% between 2021 and 2025 (sources: FMI, France Stratégie)
2. Short/medium term financing is also covered by the CPI
Upcoming Economic regulation agreement 2021-2025

April 2019

April-July 2019

2 months

2-3 months

2 months renewable once

Public Consultation Document

Public consultations and IATA meetings

Airport Consultative Commission

Negotiations with the State

Submittal to ART for assent

Signature of the ERA

Simple opinion of the ART on the WACC proposed by ADP in the Public Consultation Document

Terminal 4 project

May-June 2019

July-August 2019

Autumn 2019

2020

End of public concertation and publication of guarantors report

ADP’s answer to the guarantors report

Filing of the environmental authorization request

Public inquiry of the environmental authorization request with public investigation

Start of work (if Economic Regulation Agreement signed)
A REGULATED INVESTMENT PROGRAM TWICE AS BIG AS THE ERA 2016-2020

ERA 3 2016-2020
€3.2 Mds

ERA 4 2021-2025
€6.0 Mds

Amount of works + regulated of costs ERA 2021-2025 in € M, in constant euros 2018
Amount of works + regulated of costs ERA 2016-2020 in € M, in constant euros 2019

Maintenance & reg.  Terminal 4  Capacities Paris-Orly  Competitvity, quality of service and sust. Development  Other capacities  Capacities Paris-CDG (without terminal 4)  Accessibility

Total by category (€M)

Regulation & ERA 4
A RISE IN THE PARIS INVESTMENT PLAN DRIVEN BY THE REGULATED SCOPE, AT THE SERVICE OF THE GROUP'S AMBITIONS

1. Including CAPEX for the construction or rehabilitation of commercial areas in the terminals (from €100 M to €150 M between 2021 and 2025)

NOTE: preliminary trends which are subject to many conditions, including the validation of Groupe ADP’s proposal for the 2021-2025 Economic Regulation Agreement

<table>
<thead>
<tr>
<th>2016-2020</th>
<th>2021-2025</th>
<th>o/w to be invested between 2020 and 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>€ 4.7 bn</strong></td>
<td><strong>€ 7.7 bn</strong></td>
<td><strong>€ 8.9 bn</strong></td>
</tr>
<tr>
<td>In constant € billions (2019) afterwards</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2016-2020 (under review for 2020)

- **Regulated scope**: 3.2
- **Real Estate**: 0.7
- **Retail and others (1)**: 0.3
- **Safety**: 0.5

### 2021-2025

- **Regulated scope**: 6.0
- **Real Estate**: 0.6
- **Retail and others (1)**: 0.6
- **Safety**: 0.5

### o/w to be invested between 2020 and 2025

- **Regulated scope**: 6.8
- **Real Estate**: 0.8
- **Retail and others (1)**: 0.6
- **Safety**: 0.7
AN OPTIMISED AND SUSTAINED 2016-2020 CAPEX PROGRAMME OF €4.7 BILLION\(^{(1)}\) TO BACK OUR STRATEGY

### Regulated CAPEX
€3.2 billion

- Regulated

### Non-regulated CAPEX
€1.0 billion

- Retail\(^{(2)}\) and other non regulated: €0.7bn
- Diversification Real Estate: €0.3bn

### Security CAPEX
€0.5 billion

- Security equipment Standard 3

CAPEX €M 2019

<table>
<thead>
<tr>
<th>Year</th>
<th>Regulated</th>
<th>Non-regulated</th>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>204</td>
<td>120</td>
<td>84</td>
</tr>
<tr>
<td>2017</td>
<td>194</td>
<td>174</td>
<td>96</td>
</tr>
<tr>
<td>2018</td>
<td>215</td>
<td>93</td>
<td>167</td>
</tr>
<tr>
<td>2019</td>
<td>203</td>
<td>120</td>
<td>41</td>
</tr>
<tr>
<td>2020e</td>
<td>205</td>
<td>178</td>
<td>41</td>
</tr>
</tbody>
</table>

(1) ADP SA (mother company), excluding subsidiaries and financial investments. CAPEX breakdown could be revised if necessary.

(2) Including Retail works CAPEX estimated at €198m over 2016-2020.
### AN INVESTMENT PLAN
THAT MEETS THE NEEDS OF AIRLINES AND PASSENGERS

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Cost (€ M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance</td>
<td>Convergence and reduction of the obsolescence of Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget</td>
<td>€1,279</td>
</tr>
<tr>
<td>Regulatory compliance</td>
<td>Rainwater management at Paris-Charles de Gaulle, strengthening of facades protection and development of video protection</td>
<td>€220</td>
</tr>
<tr>
<td>Preparation of Terminal 4</td>
<td>Launch of the preparatory works: servicing plot, structural work APM (Airport People Mover) in airside areas, airside North, etc.</td>
<td>€1,654</td>
</tr>
<tr>
<td>Capacities</td>
<td>▪ Paris-Charles de Gaulle : densification of the Hub, continuation of the junction of the T1 satellites, 2D renovation…&lt;br&gt;▪ Paris-Orly : Quebec boarding room, connection Hall 1/2, project Orly 4…</td>
<td>€1,191</td>
</tr>
<tr>
<td>Accesses</td>
<td>Development of the East and West accesses of Paris-Charles de Gaulle, T2E viaducts, additional APM (Airport People Mover) trainsets, Parking PR upgrade, Paris-Orly drop-off, North interchange at Paris-Orly</td>
<td>€925</td>
</tr>
<tr>
<td>Competitiveness, Smart Airport, Sustainable Development</td>
<td>APOC (Airport Operation Center), Hub robustness reinforcement, improvement of the quality of service, digitization of the passenger itinerary</td>
<td>€570</td>
</tr>
<tr>
<td>Aviation Real Estate</td>
<td>Cargo development, rehabilitation of hangars and aeronautical areas</td>
<td>€146</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>€5,985</strong></td>
</tr>
</tbody>
</table>

**Amount of works + regulated of costs ERA 2021-2025 in € M, in constant euros 2018**
A TERMINAL 4 FOR A LONG-TERM DEVELOPMENT OF PARIS-CHARLES DE GAULLE

Content of the works by 2037

- Airport infrastructures: processor, Baggage Handling System and boarding piers
- Airfields and aircraft taxiways, including the covering of the TGV trench
- Road network for passengers, professionals and employees from West and East accesses
- Multimodal transport hub (eg connection to the metro station Grand Paris Line 17)
- Airport public transport connecting the remote car parks and the terminals
- Other transport links in the security zone for connecting passengers

35 to 40 Mpax
1st delivery in 2028

7 to 9 bn €
Finalizing in 2037
RETAIL & SERVICES
RETAIL STRATEGY

A strategy based on 4 pillars

A POSITIONING: the « ultimate Parisian shopping & dining experience »
A BUSINESS MODEL to sustain the positioning
A DYNAMIC TRAFFIC, with a favourable mix
A STIMULATION OF DEMAND

A strategy enriched in the coming years by many new projects and initiatives, which will drive the growth

A target of €27 in 2025 for the SPP airside retail + F&B

A intermediary target of €25.5 in 2021 for the SPP airside retail + F&B, 2021 being the first full year after the delivery of the infrastructure projects of the 2016-2020 period
A concession based business model, with mainly **2 types** of concessionnaires

- Brands, mostly in luxury
- 4 Joint-ventures owned 50% by ADP

**65,300 sqm**, with **422** points of sales (retail + F&B)

Revenue of **€970M** coming from commercial activities, as variable rents (% of sales)

A SPP (1) airside, including retail and F&B, of **€22.3M (2)** (€19.7 Retail)

1. Spend per pax
2. Spend per pax retail + F&B airside
PAST PERFORMANCE 2006-2017
A GROWTH AMONG THE BEST PERFORMERS WORLDWIDE

EVOLUTION SPP
Airside retail
(Base 100 = 2006)
ALL DRIVERS ARE ACTIVATED TO HELP ACHIEVE THE SALES/PASSENGER\(^{(1)}\) TARGET

Target of €23 sales/passenger for a full year after delivery of infrastructures in 2021

**QUALITY OF THE OFFERING**
- Finalisation of flagship projects (2F2, T1 public zone)
- Opening of the Beauty Space in Terminal 2E Hall K in March
- But heavy works in Terminal 2E Hall L
- Delivery of central area at Paris-Orly
- Delivery of the main luxury boutiques in Terminal 2E Hall L
- Delivery of all major projects:
  - Terminal 2E Hall L 2B-2D junction
  - 1\(^{st}\) phase of the T1 connecting building
  - Southern area at Paris-Orly

**SQUARED METRES**
Development of airside shops areas & main projects over the period

**TRAFFIC MIX**
2016-2020 forecast: increase in international traffic between +3.6% and +4.0% (vs. increase in total traffic between +2.8% and +3.2%)

\(^{(1)}\) Changes in sales/passenger primarily depend on a combination of the following three factors: quality of the offering, retail areas and traffic mix. Retail areas only cannot explain the changes in sales/passenger.
A target of €27 in 2025 for the SPP airside retail + F&B

An intermediary target of €25.5 in 2021 for the SPP(1) airside retail + F&B, 2021 being the first full year after the delivery of the infrastructure projects of the 2016-2020 period

---

1. Spend per pax
THE PARISIAN DEPARTMENT STORE
TWO FORMATS TO ADAPT OUR OFFER TO OUR PASSENGER MIX

The **Premium** format

- International Clientele
- **5 Terminals at Paris-Charles de Gaulle**: 2E Halls K/L/M, T1 international, 2A/C
- 4,500 to 5,000 sqm Retail per terminal with high profitability, 1,000 to 1,500 sqm F&B
- Large presence of Luxury and VVIP services

The **Superior** format

- European Clientele
- **2 Terminals at Paris-Charles de Gaulle**: (2B/D, 2F) and **3 at Paris-Orly** (Orly 1/3/4)
- 3,000 to 4,500 sqm Retail per terminal, 1,000 to 1,500 sqm F&B
- Few Luxury Fashion and special focus on trendy Beauty and Food
THE 2E HALL K: THE PREMIUM RETAIL FLAGSHIP, READY TO BE DUPLICATED
EXCELLENT RESULTS WHICH GIVE CONFIDENCE IN THE FUTURE

By far our **best performing terminal**

**SPP DUTY FREE 2019**
(Base 100 = 2EL)
Premium Retail zones

---

**One of the best SPP in the world**

**SPP DUTY FREE 2019**
(Base 100 = 2EK)

---

**A typical parisian Department store mix, totally unique in airport world, with very limited exposure to tobacco, and a strong focus on fastest growing categories**

---

**Very strong synergies with advertising**

---

1. SPP: Spend per pax
4 pillars in the strategy

Mix of international & French Brands, offering many types of food options

A successful laboratory at the 2F2, to be duplicated in all our terminals

Differentiation via the French Chefs

Moderate pricing vs downtown

Large variety of price points, but a global target of increasing the average basket
REAL ESTATE
A DIVERSIFIED BUSINESS PORTFOLIO

2019 rental incomes from the real estate segment (M€)

- **External rents**: 200
  - **Re-invoicing expenses**: 37
  - **Internal rents**: 30

- **Aviation industrial offer**: 54

Breakdown of the 2019 real incomes per activities

- **Aviation industrial offer**: 27%
- **Cargo**: 38%
- **Business parks**: 11%
- **Offices**: 15%
- **Retail**: 3%
- **Hotels**: 5%

* Rents re-invoiced to the Group subsidiaries (HubOne, ADPI...), commercial activities, and other incomes from the real estate segment.
A CONTINUOUS LAND OWNERSHIP VALUATION BY THE GROUP

Growth of more than 40% over the last 7 years

1. From 2013 to 2015, the real estate valuation out of IAS 40 scope is estimated by internal expertise
2. In 2019, the assets dedicated to real estate activities were valued at €3,320 million, of which €2,885 million in fair value of investment properties amounts as detailed in Note 6.3.2 of the Group’s consolidated accounts, (IAS 40). This valuation includes nearly €435 million in buildings occupied by Groupe ADP for its own use, the assets held by its fully consolidated subsidiaries and assets restated according to IFRS standards under lease-financing contracts (IAS 17)
3. Aérodromes d’Aviation Générale: General Aviation Aerodromes

Real estate

Leased buildings and subsidiaries
Investment buildings

LBG and other AAG
Land reserves Orly & CDG
Buildings Orly and CDG
Land leased Orly and CDG

1
2
3

2013
2014
2015
2016
2017
2018
2019

in €M

2,192
2,007
2,266
2,111
2,511
2,238
2,642
2,349
2,825
2,434
3,048
2,624
3,320
2,885

+43.7%
THE 3 PILLARS OF THE REAL ESTATE VALUE CREATION

1. A capacity to catch the increasing demand and the long term value
   - Higher demand due to traffic dynamism and airport developments: new hotel programs, cargo, and surfaces of activity dedicated to support functions (catering, maintenance, etc)
   - Important land reserves within the platforms in a general context of land scarcity around French airports
   - A value boosted by the upcoming arrival of new public transports in the three Parisian platforms

2. An investor strategy for the future
   - An opportunity to maximize the value creation
   - Precise financial criterias (IRR, NPV, rent level) and main investments targets (destination and quality of assets)

3. A progressive asset recovery for a better valuation
   - At the end of the land lease agreements in force, ADP may either request the deconstruction of the assets for new projects, or take back the property and lease them at a higher rent
A high demand due to the traffic increase that boosts the real estate development (especially the following activities: cargo, hotels, business parks)

Groupe ADP Île-de-France footprint: 6,686 ha

1. Valuation as of 31 December 2019, as detailed in Note 6.3.2 of the Group’s consolidated account: includes assets dedicated to real estate activities valuated according to IAS40, buildings occupied by Groupe ADP for its own use, the assets held by its fully consolidated subsidiaries and assets restated according to IFRS standards under lease-financing contracts (IAS 17)
From a developer strategy to an investor strategy

Multiplication of rental incomes generated by Groupe ADP’s new projects as investor

<table>
<thead>
<tr>
<th>Developer</th>
<th>Investor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rental incomes (in €/built-up m²)</strong></td>
<td><strong>Land only</strong></td>
</tr>
<tr>
<td>Logistic</td>
<td>€45/m²</td>
</tr>
<tr>
<td>Hotel</td>
<td>€70/m²</td>
</tr>
</tbody>
</table>

A valuation of projects based on financial and appreciation criterias

- Dynamism and depth of the market in which each assets are located
- Quality and intrinsic sustainability of assets
- Tenant’s solvency if he has been identified
- Intrinsic risk of the operation

Our main investment target

- **Hotels**
  - REVPAR⁽¹⁾ significantly higher than the hotel off-airport one
  - Traffic growth
- **Cargo**
  - Traffic growth
  - Express development (e-commerce)
  - Competitive advantage from the on boarder installations
- **Business parks**
  - Supply scarcity on territories
  - Traffic growth
- **Industry / Logistic**
  - Land scarcity in Paris inner suburbs
  - Good connections to highways
- **Offices**
  - For CDG: Market for the 2nd inner parisian outskirt
  - For Orly: potential new access ways thanks to the Grand Paris Express
- **Commercial Real Estate**
  - Abundance of the existing supply

⁽¹⁾ Revenue Per Available Room
A POTENTIAL REAL ESTATE DEVELOPMENT ON A LONGER TERM

After 2025, around 70% of the 2019 building potential still available
A development potential reliable and readable thanks to the master plans realized for each district

- Realistic property planning guidelines, expression of our market knowledge
- Urban planning guidelines by local area, taking into account local urban planning regulations (SDRIF, PLU)
- Enabling a reliable and realistic assessment of the building potential, by platform and by nature of activity
- Knowledge of development costs to ensure the economic viability of projects

Buildable surface and projects horizon

<table>
<thead>
<tr>
<th></th>
<th>Orly</th>
<th>CDG</th>
<th>LBG &amp; AAG</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land reserves reminder (ha)</td>
<td>164</td>
<td>138</td>
<td>53</td>
<td>355</td>
<td></td>
</tr>
</tbody>
</table>
| Building potential ('000 m²) | 758  | 564 | 221       | 1,543 | 100%
| Projects signed/under construction at the end of 2018 (built-up area) | 32   | 123 | 25        | 180   | 12% |
| Projects identified up to end of 2025(1) | 158  | 118 | -         | 276   | 18% |
| Building potential remaining | 568  | 323 | 196       | 1,087 | 70% |
ASSETS RECOVERY PLAN AND RENTAL REVALUATION AT THE END OF LAND HISTORIC CONTRACTS

By 2045, pursuit of the reintegration policy in the ADP built-up assets belonging to third parties generating a rental upside

- CAPEX amount required by the asset takeovers (renovation)(1)
- Rental upside on a yearly basis

1. Excluding LBG and excluding analysis of contracts ending beyond 2045
**OUR AMBITION IS TO ACHIEVE (I) 400-450 MILLIONS PASSENGERS, (II) ~35-40% OF EBIT CONTRIBUTION AND (III) 4.0 ASQ RATING FOR ALL OUR AIRPORTS BY 2025**

### Vision

<table>
<thead>
<tr>
<th>Be the world-leading airport operator in managed traffic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribute substantially to Groupe ADP value</td>
</tr>
<tr>
<td>Become a worldwide brand in terms of quality of service</td>
</tr>
</tbody>
</table>

### 2018 Value

<table>
<thead>
<tr>
<th>Passengers(^1)</th>
<th>281M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operated airports worldwide</td>
<td>25</td>
</tr>
<tr>
<td>EBIT contribution of international activities</td>
<td>~30% (~20% excl. IST)(^2)</td>
</tr>
<tr>
<td>Above 4.0 ASQ(^3) rating</td>
<td>6</td>
</tr>
<tr>
<td>International airports</td>
<td>All international airports</td>
</tr>
</tbody>
</table>

### 2025 Ambition

| 400-450M |
| 35 - 40% |

---

1. Incl. French airports and Ataturk airport (expected to close during 2019)
2. International activities including Ataturk airport account for 27% of EBIT contribution in 2018 (versus ~20% excluding Ataturk airport)
3. Airport Service Quality
A FOCUS ON SELECTED GEOGRAPHICAL CLUSTERS TO ACCELERATE EXPANSION\(^{(1)}\) IN ACTIVE AREAS AND OPEN UP NEW GEOGRAPHIES

Active core clusters

Clusters with **mature potential**, expected to be core contributors to our 2025 ambition

Upcoming core clusters

Clusters with **promising potential**, that could unlock the coming years

Opportunistic clusters

Groupe ADP continues to monitor selected clusters on an opportunistic basis (e.g., Western Europe, Africa)

1. An expansion through direct investments or through Group service offering, notably engineering (ex. India, China)
2. Chinese market is not yet opened for investments in airport concessions
CORPORATE SOCIAL RESPONSIBILITY
A LEADER REGARDING CORPORATE SOCIAL RESPONSIBILITY

A continuous improvement of the extra-financial rating

- EthiFinance rating **86/100** in 2018

One of the only French company of the « Transport » sector and the only European airport present in the World and Europe DJSI indexes

- Presence in the World and Europe indexes since 2015

ADP outperformance compared to SBF 120\(^{(2)}\) companies average (For the rating from Sustainalytics, world leader in terms of information dissemination regarding Corporate Social Responsibility)

- ADP ESG\(^{(3)}\) rating: 76/100 above SBF 120 average (69/100)

---

1. ADP SA and its 100%-owned subsidiaries
2. SBF120: Paris market index, representative of the market as a whole, determined from the CAC40 and 80 stocks of the first and second listed markets in Paris
3. ESG: Environmental, Social, Governance
At Groupe ADP level

48% of Groupe ADP’s airports are certified ACA (Airport Carbon Accreditation)

12% of Groupe ADP’s airports have achieved carbon neutrality (level 3+): Amman, Izmir and Ankara

+ accreditation in progress in Madagascar

Amman

Izmir

Ankara
In average, over the 2014-2016 period:
- Paris-Charles-de-Gaulle has created 1,375 new direct jobs for every one additional million passenger.
- The activity in Paris-Orly has created 914 new direct jobs for every one additional million passenger.

In the hypothesis of stability of those ratios, the traffic growth expected for 2025 should allow to create:
- 29,670 additional direct jobs for Paris-Charles de Gaulle(1)
- 6,350 additional direct jobs for Paris-Orly(1)

Once its construction completed, the traffic of the future terminal 4 should create, on its own, around 50,000 additional jobs(1)

1. The estimates do not take into account the role played by cargo activities on the two platforms, nor the impact of the activity of Paris-Le Bourget.
Significant progress made during the last 10 years

Groupe ADP reaffirms the ambition of carbon neutrality in 2030 (for Parisian airports)

**4 AXES OF WORK to reduce its internal CO₂ emissions**

<table>
<thead>
<tr>
<th>Energy Efficiency</th>
<th>5.9% / m² in 2018 vs. 2015 (7% in 2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renewable Energy</td>
<td>15.8% of internal energy consumption in 2018</td>
</tr>
<tr>
<td>Green Electricity</td>
<td>65% of 2018 purchases (80% in 2020)</td>
</tr>
<tr>
<td>Clean Vehicles</td>
<td>25.4% of the park at the end of 2018</td>
</tr>
</tbody>
</table>

1. Energy efficiency gain (internal consumption / m²)
2. Share of clean vehicles in ADP SA light vehicle fleet

**CO₂ / PAX (kg / PAX) perimeter ADP SA 2009 - 2018**

**2020 CO₂ / PAX target**

**2020 CO₂ / PAX target**
APPENDICES
## 2019 Detailed Group Income Statement

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,700</td>
<td>4,007</td>
<td>693</td>
<td>17.3%</td>
<td>693m</td>
</tr>
<tr>
<td>- Of which TAV Airports</td>
<td>746</td>
<td>695</td>
<td>51</td>
<td>7.5%</td>
<td>51m</td>
</tr>
<tr>
<td>- Of which AIG</td>
<td>250</td>
<td>175</td>
<td>75</td>
<td>43.2%</td>
<td>75m</td>
</tr>
</tbody>
</table>

### Operating expenses

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses</td>
<td>(2,985)</td>
<td>(2,438)</td>
<td>547</td>
<td>22.4%</td>
<td>-547m</td>
</tr>
<tr>
<td>Other expenses and incomes</td>
<td>57</td>
<td>111</td>
<td>54</td>
<td>-48.8%</td>
<td>-54m</td>
</tr>
</tbody>
</table>

### EBITDA

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>1,772</td>
<td>1,680</td>
<td>92</td>
<td>5.5%</td>
<td>92m</td>
</tr>
<tr>
<td>- Of which TAV Airports</td>
<td>277</td>
<td>268</td>
<td>9</td>
<td>3.4%</td>
<td>9m</td>
</tr>
<tr>
<td>- Of which AIG</td>
<td>77</td>
<td>54</td>
<td>23</td>
<td>43.8%</td>
<td>23m</td>
</tr>
</tbody>
</table>

### EBITDA excluding full consolidation of TAV Airports and AIG

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>1,418</td>
<td>1,359</td>
<td>59</td>
<td>4.4%</td>
<td>59m</td>
</tr>
</tbody>
</table>

### Amortization and depreciation

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(768)</td>
<td>(638)</td>
<td>130</td>
<td>20.4%</td>
<td>-130m</td>
</tr>
</tbody>
</table>

### Share in associates from operating activities

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share in associates</td>
<td>90</td>
<td>81</td>
<td>10</td>
<td>11.9%</td>
<td>10m</td>
</tr>
</tbody>
</table>

### Operating income from ordinary activities

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>1,094</td>
<td>1,123</td>
<td>29</td>
<td>-2.6%</td>
<td>-29m</td>
</tr>
<tr>
<td>Other operating income and expenses</td>
<td>(13)</td>
<td>(2)</td>
<td>N/A</td>
<td>-11m</td>
<td>-11m</td>
</tr>
</tbody>
</table>

### Operating income

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>1,081</td>
<td>1,121</td>
<td>40</td>
<td>-3.5%</td>
<td>-40m</td>
</tr>
<tr>
<td>Financial income</td>
<td>(206)</td>
<td>(232)</td>
<td>26</td>
<td>-11.2%</td>
<td>€26m</td>
</tr>
<tr>
<td>Income taxes</td>
<td>(293)</td>
<td>(297)</td>
<td>3</td>
<td>-1.1%</td>
<td>€3m</td>
</tr>
<tr>
<td>Net results from discontinued activities</td>
<td>55</td>
<td>103</td>
<td>48</td>
<td>-46.1%</td>
<td>-48m</td>
</tr>
</tbody>
</table>

### Net income

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
<th>Change %</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>637</td>
<td>695</td>
<td>58</td>
<td>-8.3%</td>
<td>-58m</td>
</tr>
<tr>
<td>Net income attributable to non-controlling interests</td>
<td>48</td>
<td>85</td>
<td>36</td>
<td>-42.7%</td>
<td>-36m</td>
</tr>
<tr>
<td>Net income attributable to the Group</td>
<td>588</td>
<td>610</td>
<td>22</td>
<td>-3.5%</td>
<td>-22m</td>
</tr>
</tbody>
</table>

1. The revenue and operating expenses of TAV Istanbul for 2018 and 2019 are therefore presented on a separate line on the income statement titled “net income from discontinued activities”. Consolidated revenue, EBITDA and operating income of the Group don’t take into account the activity of Istanbul Atatürk airport in 2018 and 2019 anymore. Furthermore, the line “net income from discontinued activities” includes as well the profit following the announcement by Turkish authorities of the compensation due to TAV Airports for the early closure of Atatürk airport, after taxes and the impact of corresponding assets disposal (for €31M before elimination of non-controlling interests) (see the press release from 26 December 2019).
INVESTOR RELATIONS TEAM
<table>
<thead>
<tr>
<th><strong>Mrs. Audrey ARNOUX</strong></th>
<th><strong>Head of Investor Relations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mr Thibault GARCIA</strong></td>
<td><strong>Investor Relations Officer</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Phone</strong></th>
<th>+33 (0) 1 74 25 70 64 /+ 33 (0) 6 61 27 07 39</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E-mail</strong></td>
<td><a href="mailto:invest@adp.fr">invest@adp.fr</a></td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td>finance.groupeadp.fr/</td>
</tr>
</tbody>
</table>
| **Address** | 1, rue de France  
93 290 Tremblay en France |
| **Postal address** | ADP  
1, rue de France  
BP 81007  
95 931 ROISSY CHARLES DE GAULLE Cedex |
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About Groupe ADP
Groupe ADP develops and manages airports, including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2019, the group handled through its brand Paris Aéroport more than 108 million passengers and 2.2 million metric tons of freight and mail at Paris-Charles de Gaulle and Paris-Orly, and more than 127 million passengers in airports abroad. Boasting an exceptional geographic location and a major catchment area, the Group is pursuing its strategy of adapting and modernizing its terminal facilities and upgrading quality of services; the group also intends to develop its retail and real estate businesses. In 2019, group revenue stood at €4,700 million and net income at €588 million.


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