

Paris, July 22, 2009

Pierre Graff, Chief Executive Officer of Aéroports de Paris, is reappointed Head of the Group

Upon proposal of the French Ministry of Ecology, Energy, Sustainable Development and Sea, in charge of green technologies and climate negotiations, Mr. Pierre Graff, general engineer of Ponts et Chaussées, was reappointed Chief Executive Officer of Aéroports de Paris by the President of the French Republic.



Pierre Graff, Chief Executive Officer of Aéroports de Paris, declared: *"It is with a great deal of enthusiasm that I will pursue my mission within Aéroports de Paris, with the objective to reinforce our position as an airport leader in continental Europe."*

Pierre Graff at the head of Aéroports de Paris, the major steps since 2006:

- **A successful IPO of Aéroports de Paris in 2006**

Aéroports de Paris conversion into a French Public Limited company and the opening of its capital have been the two essential steps to give the Group the means to implement its industrial project and to become the reference airport services group in Europe. The IPO of part of the capital carried out on 16 June 2006, less than a year after the change of status, allowed to guarantee the financial sustainability of the Group as well as its debt reduction.

2.6 million individual investors as well as French and foreign corporate investors bought shares. More than 80 % of employees have also subscribed to the offer set aside for them.

- **An investment program at the service of airlines and passengers, which upgrades the handling capacities**

At the time of its IPO in 2006, Aéroports de Paris made the commitment to boost the capacities of Paris-Charles de Gaulle airport by 19.4 million passengers by 2010.

This objective has already been reached: the airport capacities have increased by more than 25 millions passengers, which is nearly the equivalent of Paris-Orly capacity.

Since 2006, the investment program focused in priority on the development of airport capacities. Facilities were commissioned according to schedule for the main investments:

- **At Paris-Charles de Gaulle airport:**

- the Galerie Parisienne, new boarding satellite in terminal 2E (capacity : 8.6 million passengers per year),
- boarding pier in terminal 2E (capacity : 8,7 million passengers per year),

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Aéroports de Paris builds, develops and manages airports including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. Aéroports de Paris is Europe's second-largest airport services group in terms of airport revenues and the European leader for cargo and mail. Aéroports de Paris accommodates nearly 460 airlines, including the main companies in the air transport industry. With an exceptional geographic location and a major trading area, the Group is pursuing its strategy of modernizing its terminal facilities and upgrading quality of services, and also intends to develop its retail and real estate business. In 2008, Aéroports de Paris Group had revenues of €2,527 million, and the company handled 87.1 million passengers.



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- CDG Val, a complimentary automatic metro line linking the terminals in less than 8 minutes,
 - the regional terminal 2G (capacity : 3 million passengers per year),
 - the refurbishment of terminal 1 (capacity : 10,8 million passengers per year).
- **At Paris-Orly airport:**
- the reconfiguration of international passenger traffic flows in terminal Sud.

Over the 2006-2010 period, a total of 2.7 billion euros would have been invested.

- **Quality of service : a priority strategic objective**

Aéroports de Paris has made the choice to place the quality of service at the heart of its organisation. The Group has made commitments vis-à-vis airlines, passengers and the State in this matter. In 2008, quality of service indicators showed marked improvement: the rate of passenger global satisfaction reached 85 %¹ (against 80 % at the beginning of 2006).

Moreover, Aéroports de Paris initiated concrete and visible developments, such as the total signage revamping or the upgrading of comfort, ambience and fluidity in the terminals.



In parallel, Aéroports de Paris signed cooperation agreements with its partners ("Réussir Ensemble" with Air France-KLM, the "Memorandum of understanding" with Star Alliance...).

Lastly, a Customer Satisfaction Department was created in 2008.

- **Development of airport retail potential**



The Group has made important investments aiming at developing the retail areas and the number of stores. Between 2006 and 2010, the retail areas would have increased by 34 %, including 70 % in the restricted area. Thanks to the enrichment of the retail offer, the enhancement of locations, the visibility and ambience of the retail areas and a better flow management, the spend per passenger increased by 18 % between 2006 and 2008.

- **A new sustainable development policy**

In 2007, Aéroports de Paris aimed at reducing by 20 % the energy consumption per passenger by 2020. In January 2008, the air transport charter drew from this target. In its turn, late 2008, the European Union endorsed and generalized a 20% reduction of energy consumptions and green house emissions by this deadline of 2020.

- **Development of international activities**

ADPi and Aéroports de Paris Management, the Group's international subsidiaries, have won several commercial contracts all over the world, hence enhancing Group's

¹ Source : Passenger observatory, BVA survey carried out for Aéroports de Paris



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international influence. ADPI's turnover was hence multiplied by three between 2006 and 2008.

- **A healthy financial situation**

The Group's financial structure is sound and Aéroports de Paris debt is now under control. In 2003, the gearing was 150%. It amounts today to 70% (60% before the alliance with Schiphol). Aéroports de Paris is rated AA- by Standard & Poor's.

- **A strategic alliance with Schiphol**

On décembre 1st 2008, Aéroports de Paris and Schiphol Group created HubLink, a leading global alliance in the airport industry, via a long term industrial cooperation agreement together with an 8% cross-shareholdings. This alliance is a powerful performance driver.

Among the main investments to come at Paris-Charles de Gaulle, the works in satellite 4 in Terminal 2, which should be commissioned by 2012, have started. The oldest terminals will also be upgraded:

- Terminals 2A and 2C will be joined, with the objective to improve passenger flow, while enriching the offer of services and retail.
- Terminals 2B and 2D will be renovated.

Curriculum vitae

Pierre Graff, 61, is a graduate of the Ecole Polytechnique and General Engineer of the Ecole des Ponts et Chaussées. After occupying a number of posts in French Departmental Infrastructure Divisions, Mr. Graff was, in 1986, a Technical Advisor for highway policy, road safety and transport to the Office of the Ministry of Infrastructure, Housing, Urban Planning and Transport (1986-1987), head of safety and roads, Interministerial Delegate for road safety (1987-1990), and subsequently Departmental Infrastructure Director in Essonne (1990-1993) before becoming Deputy Chief of Staff to the Minister of Infrastructure, Transport and Tourism (1993-1995), director general of the French Civil Aviation Authority (1995-2002), subsequently Chief of Staff to the Minister of Infrastructure, Transport, Housing, Tourism and Maritime Affairs (June 2002-September 2003). He was appointed President of the public entity Aéroports de Paris in September 2003, and subsequently Chief Executive Officer of the Société Anonyme Aéroports de Paris in July 2005. Mr. Graff is also a member of the Economic and Social Counsel, associate president of the European affairs section on the National Tourism Council, member of the national committee for sectors of activity of vital importance, a member of the Board of the Paris transport network (RATP), director of Gaz de France, which became GDF Suez on 22 July 2008, a non executive director SOGEPa (the company running State aeronautical stakes in the aircraft construction company EADS), and SOGEADE, a member of the Board of MEDEF Paris, an Officer of the Legion of Honour and an Officer of the National Order of Merit.

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