

2012 Full Year Results28 February 2013





Introduction and business overview

Augustin de Romanet Chairman and CEO



2012, new record year with 88.8 million passengers and operating income from ordinary activities increasing by 6.2%

Traffic:

 2012: record year for traffic in Paris with 88.8m passengers (+0.8%)

Results: a strong business model

- Dynamic trend in retail and 1st contribution of TAV:
- Commercial activities up by 12.6% thanks to the strong growth in Sales/PAX* (+11.3% to €16.8)
- Operating Income from Ordinary Activities up thanks to the consolidation of TAV Airports and TAV Construction (+16M€)
- Decrease in net result due to exceptional items impacting favourably 2011 (2E compensation and Masternaut capital gain)

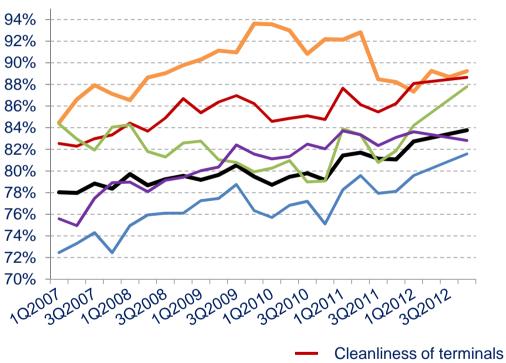
In €m (unless stated otherwise)	2012	Δ 2012 / 2011
Passengers (in m)	88.8	+0.8%
Revenue	2,640	+5.6%
EBITDA	1,017	+4.6%
Operating income from ordinary activities	645	+6.2%
Net income attribuable to the group	341	-1.9%

Proposal to increase the payout ratio at 60% of the net result attributable to the Group (against 50% in 2012): dividend of €2.07 per share in 2013



Increasing customer satisfaction: overall satisfaction at 86.0% in 2012 against 85.8% in 2011

Overall improvement of major drivers since 2007



Overall satisfaction at departures

Overall satisfaction at arrivals

Restrooms

Orientation

Staff availability

"Elected Customer Service of the Year" in the airport category



Positive impact of opening of new facilities

- A/C Junction
- Satellite 4

Specific actions dedicated to customer satisfaction

- Launch of « Airports Helpers » operation
- Pooling of security checkpoints at terminal 2F
- Implementation of a new performance measurement system for cleaning subcontractors
- Continued deployment of lavatories at the new "5 stars" standard



2012: a milestone for Paris-Charles de Gaulle attractiveness

Hub reconfiguration possible due to operational excellence

Opening of Satellite 4 (gates M)

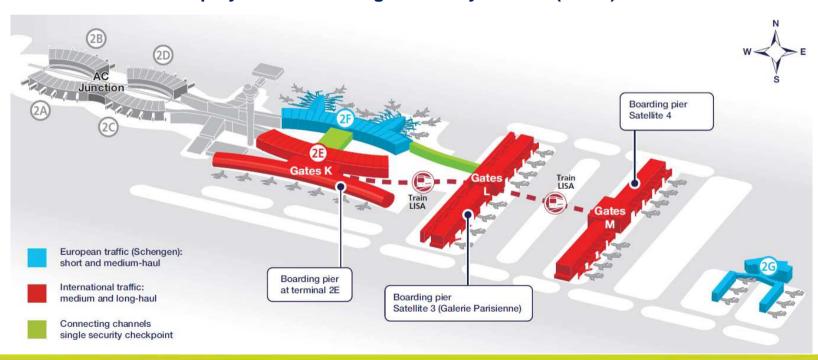
Total capacity of CDG increased by 8m pax to 79m pax incl. 43m pax for the hub* Infrastructure at the best standards of quality of service

Reconfiguration of 2F to 100% Schengen

Optimisation of airline allocation between terminals

22% of passenger traffic reallocated between terminals

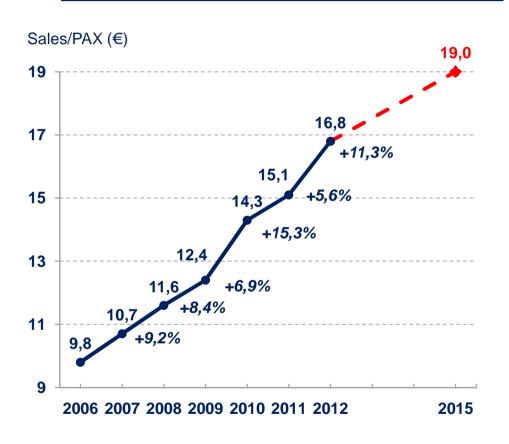
Deployment of the Single Security Control ("IFU")





Continued strong growth of sales/PAX: +11.3% to 16.8€

Constant and sustained change of Sales/PAX since 2006



Strong contribution of the new facilities: S4 and A/C Junction

Exceptional performances of new surfaces:

- Sales/PAX of 4th quarter (2E, S4 and A/C Junction) between 44€ and 45€.
- In line with the performance of the best terminal: 2E

Important deployment of offer:

- 8,300 sqm of shops, bars & restaurants in international areas
- 47 new shops and bars & restaurants (total of 78 for ADP)

Satellite 4 wins 2 "Duty Free News International" awards:

- Best new beauty store
- Best new fashion & leathergoods store



85% of the 2011-2015 target secured thanks to the acceleration of projects

Main delivery

« Altaï » building (Continental Square 3): 13,250 sqm

- Office building located at CDG
- Commissioned mid-July 2012, fully rented to Air France and Servair
- Hold at 40% by Schiphol Real Estate



Main projects in progress

Aéroville: 110,000 sqm

- Shopping mall developed by Unibail and located at **CDG**
- Works started in July 2011, opening planned for the end of 2013

3 Hotels at Roissypôle: 33,000 sqm

- Accor:
 - 2 hotels of 27,000 sqm
 - 600 rooms
 - Commissioning: 2015
- Citizen M:
 - 1 hotel of 6,100 sqm
 - 230 rooms
 - Commissioning: 2014

118,500 sqm of projects delivered in 2012 against 14,000 m² in 2011*



TAV continues its fast development



Strong growth in traffic for TAV Group: +36% in 2012

- Istanbul: +20% to 45m pax including +24% for the international traffic
- Ankara: +9%
- Tunisia: +45% thanks to quick recovery of traffic
- New concessions of Medina and domestic terminal in Izmir

A very dynamic partnership ADP and TAV

3rd airport project in Istanbul: ADP expertise used on several areas for the preparation of the tender

- Design & Engineering (ADPI)
- Retail and Real Estate

Management and extension of Zagreb airport

- Equal equity share in the consortium
- Contribution of TAV expertise (bars & restaurants thanks to BTA and ground handling thanks to Havas)

Project of tender for management and renovation of LaGuardia central terminal

- Prequalification application jointly filed on January, 25
- Project of equal equity share in the consortium



Dense news flow for the Group subsidiaires

Hub télécom: a new identity

- Acquisition of Nomadvance, French leader of traceability and mobility solutions for professionals



- 3 expertises: telecommunications, traceability and professional mobility
- 4,500 customers

ADPM: 2 major projects

- Zagreb:
 - Closing expected in H1 2013
 - Concession: 30 years
- LaGuardia: prequalification application filed on January, 25

ADPI: a renowned expert

- Expertise benefiting to TAV Airports as regard to the bid on the 3rd Airport project in Istanbul
- AIA (American Institute of Architects) award for the French embassy in Tokyo

Continued development of JVs:

- Media ADP: strong growth in advertising revenue (+18%) in 2012 thanks to the biggest advertising screen of the world located in Paris-CDG
- Diversification of Relay@ADP in catering thanks to the new concept Eric Kayser



ADP: only airport operator in the « Global 100 Most Sustainable Corp. In the World », ranked 39th out of 100

Strong results in terms of Sustainable Development and SRI¹

Significant reduction of the environmental footprint and continued actions in favour of SRI:

- Reduction of 20% of CO₂ emissions between 2009 and 2012
- New agreement for disabled staff and implementation of professional equality between men and women

A recognised performance:

- Group non-financial rating² up to 3+ in 2012 against 3 en 2010
- Level 3 of the Airport Carbon Accreditation reached

2015 target: to be #1 among **European airports**

Environmental target:

- Decreasing internal emission of CO₂ by 25% between 2009 and 2015:
 - Full-year operation of the biomass plant and a solar farm to be commissioned at Paris-CDG in 2013
 - Deployment of efficient lighting

Social Responsibility Target:

 Hiring 660 young people living in the airport surroundings by 2014, including 24 with permanent contract, 390 with internship and 242 with subsidized or temporary contracts



¹ Socially responsible investing

² Rating carried out by VIGEO



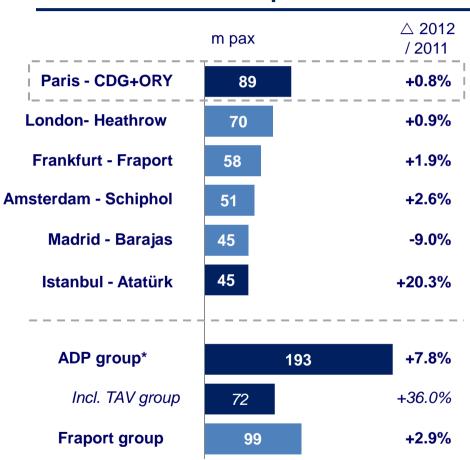
Financial results

Laurent GALZY **CFO**

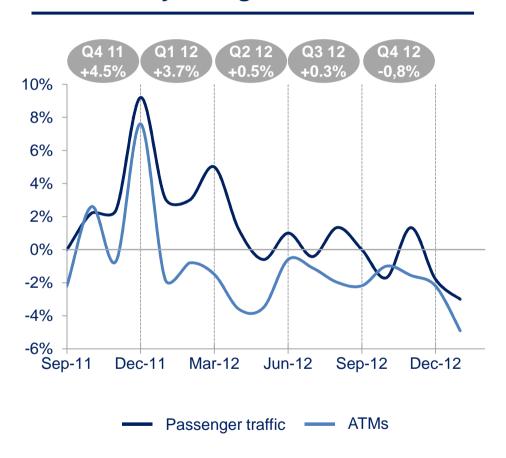


Dynamic trend for ADP group

ADP vs peers



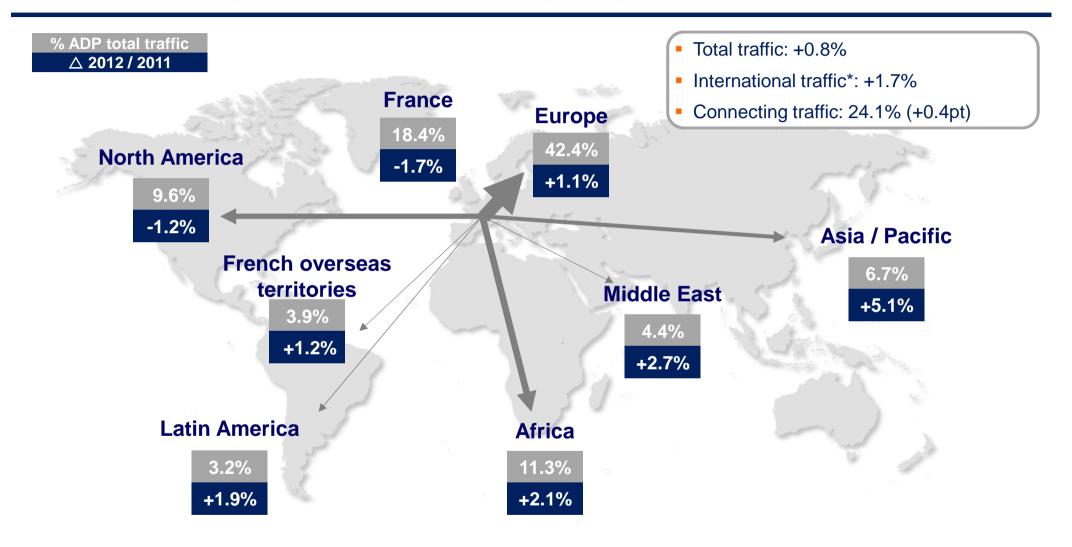
Monthly change in ADP traffic



AÉROPORTS DE PARIS

Positive mix of traffic on parisian airports

Growth driven by international traffic and especially from/to Asia





2012 results: Operating Income from ordinary Activities up 6.2%

A strong business model

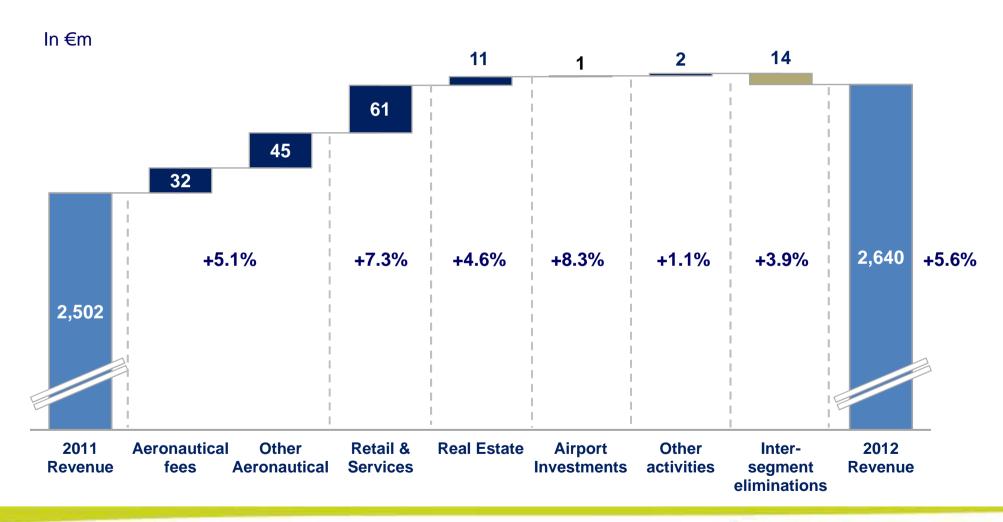
In €m (unless stated otherwise)	2011	2012	Δ 2012 / 2011
ADP passengers (in m)	88.1	88.8	+0.8%
Revenue	2,502	2,640	+5.6%
EBITDA	972	1 017	+4.6%
Profit/loss of associates from operating activities	18	38	+108.8%
Operating income from Ordinary Activities	607	645	+6.2%
Operating income	652	642	-1.4%
Discontinued activities	(13)	(5)	+63.8%
Net income attribuable to the group	348	341	-1.9%*



^{* +6.2%} excluding non recurring events of 2011: 2E insurance compensation (€50m), Masternaut capital gain (€15m) and ADPI impairment of receivables (-€21m)

Revenue up by 5.6%

Strong performance of Aviation, Retail and Real Estate



EBITDA up by 4.6%

Increase in costs partially offset by exceptional items

In €m	2012	Δ 2012 / 2011	
Revenue	2,640	+5.6%	
Capitalized production	62	+18.4%	
Operating expenses	(1,709)	+6.9%	
including:			
consumables used	(115)	+24.0%	
external services	(672)	+5.7%	
employee benefits costs	(709)	+4.7%	
taxes other than income tax	(190)	+8.0%	
other operating expenses	(23)	+33.9%	
Other income and expenses	24	+34.2%	
EBITDA	1,017	+4.6%	
EBITDA/Revenue	38.5%	-0.4pt	

Consumables used: +€22m

- Integration of Nomadvance: +€7m
- Increase in energy prices: +€7m

External services: +€36m

- Strike of security staff (December 2011) and increase in services for disabled people: +€17m
- Strengthening of cleaning and transportation operations, mainly due to the opening of S4: +€12m
- Strengthening of winter operations: +€7m

Employee benefits costs: +€32m

Taxes other than income tax: +€14m

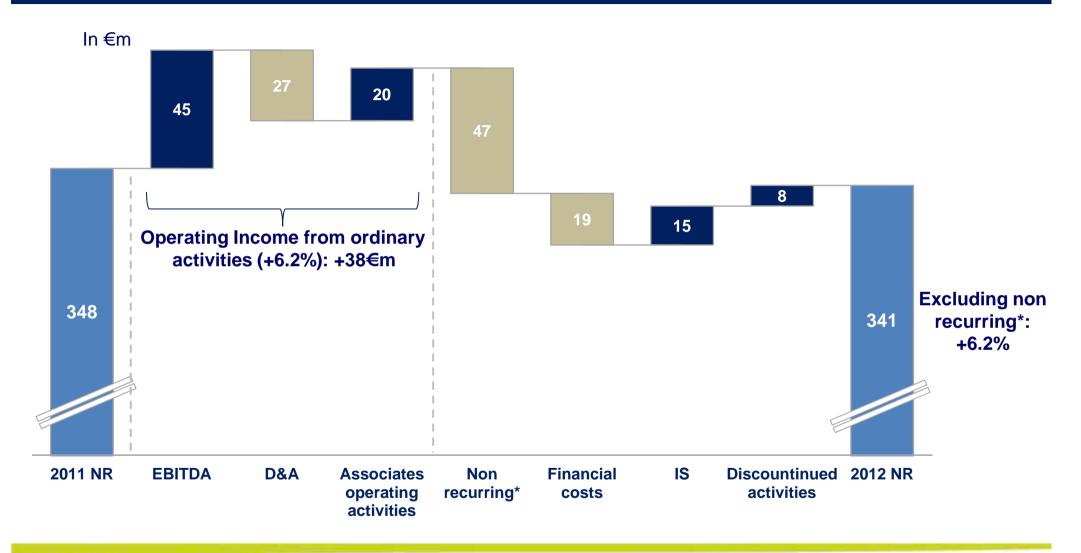
- Increase business tax
- Increase in property tax

Other income and expenses: +€6m



Net Result Attributable to the Group slightly down by 1.9%

Non recurring items of 2011 partially offset by P&L of associates from op. activities

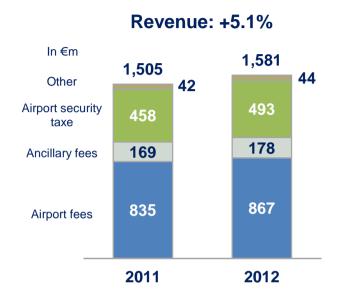




^{*} In 2011: 2E insurance compensation (€50m), Masternaut capital gain (€15m) and ADPI impairment of receivables (-€21m)

Aviation

Increase in tariffs and traffic offset by the rise in operating costs



Airport fees (+3.8%): +€32m

Tariffs: +€25m

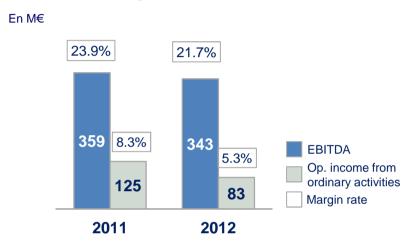
Traffic (incl. mix effect): +€10m

Tariff incentive: -€3m

Ancillary fees (+4.9%): +€9m

Airport security tax (+7.5%): +€35m

EBITDA: -4.4% / Operating Income from Ordinary Activities: -33.3%



EBITDA and Operating Income from Ordinary **Activities down:**

- Operating expenses (+9.3%): increase in security and services for disabled people, cleaning, transportation, maintenance and winter operation costs
- D&A (+11.0% to €260m vs. €234m in 2011): new pieces of infrastructure

EBITDA/Revenue (%): -2.2pts



Retail and Services

Shops in restricted areas continue to drive growth



Retail (+12.6%): +€40m

- Shops in restricted area (+13.5%): +€30m
- Sales/pax: +11.3% to €16.8
- Advertising (+19.9%): +€4m

Industrial services (+14.4%): +€8m

- Favorable base effect (temporary disruption of cogeneration plant in 2011): +€4m
- Increase in energy prices

EBITDA: +8.5% / Operating Income from Ordinary Activities: +9.8%



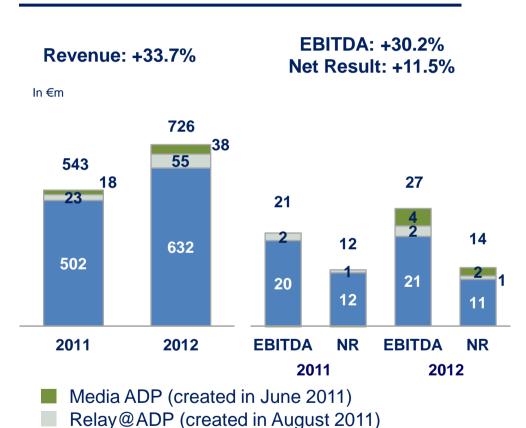
Strong growth in EBITDA and Operating Income from Ordinary Activities:

- Operating costs under control
- D&A: +3.5%
- P&L of associates from operating activities (JVs with Lagardère and JCDecaux): +9.2% à +€1m

EBITDA/Revenue (%): +0.7pt

Strong development of JVs

Continued growth in revenue and EBITDA...



SDA

... thanks to enlarged scope and Fashion & Accessories

26,700 sgm of shops at the end of December 2012:

- Core business: 14,000 sqm (+15% vs. 2011)
- Fashion and Accessories: 6,500 sqm (+25%)
- Relay: 6,200 sqm (+11%)

SDA (distribution JV with Lagardère):

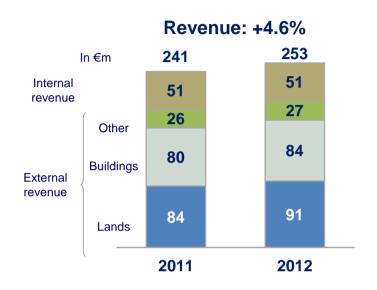
- Revenue up by 25.9% thanks to Fashion and Accessories:
 - Increase in sales/PAX
 - Increase in average basket and stop ratio
- Net result down by 0.7%:
 - Unfavorable base effect due to integration of Duty Free Paris en 2011

Media ADP:

- Full year impact
- Increase in fee rate

Real Estate

Positive impact of new leases, higher rents and provisions

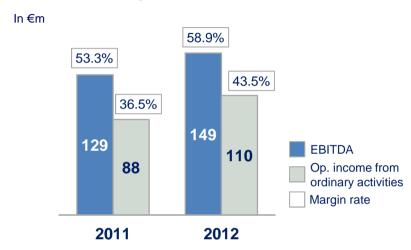


External Revenue (+5.7%): +€11m

- New occupations: +€7m
- Rent indexing: +€6m
- Terminations: -€4m
- Other: +€2m

Stable Internal Revenue

EBITDA: +15.6% / Operating Income from Ordinary Activities: +24.9%



Strong increase in EBITDA and Operating Income from Ordinary Activities:

- Operating costs under control (+2.2%)
- Depreciation (2011) and exceptional provision (2012): +€5m
- Exceptional item: +€6m
- D&A down (3.8%)

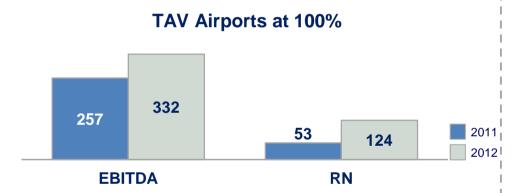
EBITDA/Revenue (%): +5.6pts



Airport investments

TAV Airports results above expectations

In €m	2011 pro forma*	2012
Operating Income from Ordinary Activities, incl.:	13	29
Schiphol (P&L of associates from op. activities)	13	15
TAV Airports (P&L of associates from op. activities)	-	13



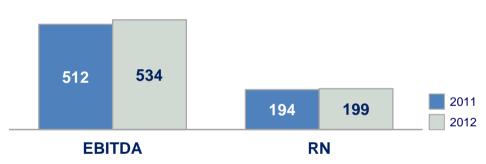
EBITDA: +29.2%

Increase in traffic on all platforms

Increase in retail revenues

RN: x2.3





EBITDA: +4.4%

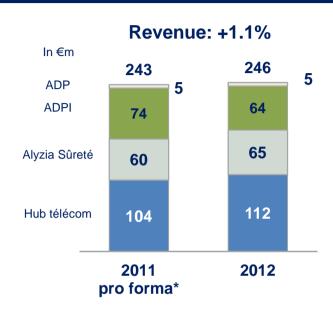
• Increase in traffic, tariffs and retail (sales/PAX: +7.3% at €16.7) offset by higher operating costs

RN: +2.2%



Other Activities

ADPI activity down, integration of Nomadvance and TAV Construction



Hub télécom (+7.5%): +€8m

Disposal of Masternaut: -€13m

Acquisition of Nomadvance: +€17m

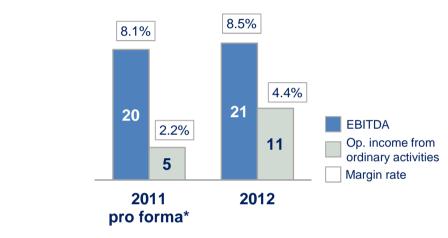
On a like-for-like basis, revenue up by 5.7%

Alyzia Sûreté (+9.8%): +€5m

ADPI (-13.1%): -€10m

Backlog: €65m

EBITDA: +5.7% / Operating Income from Ordinary Activities: +105.2% In €m



Operating Income from Ordinary Activities (105.2%): +€6m

TAV Construction: +€4m

Hub télécom: +€2m

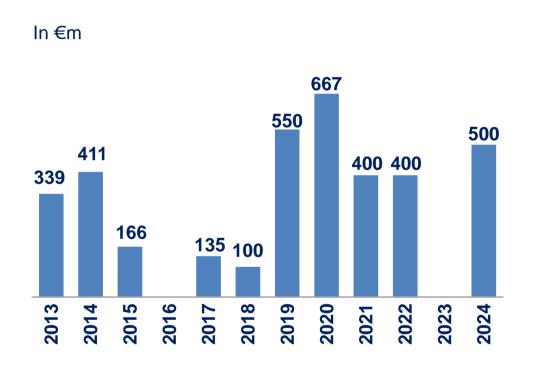
Alyzia Sûreté: +€1m

ADPI: -€1m



A sound financial situation

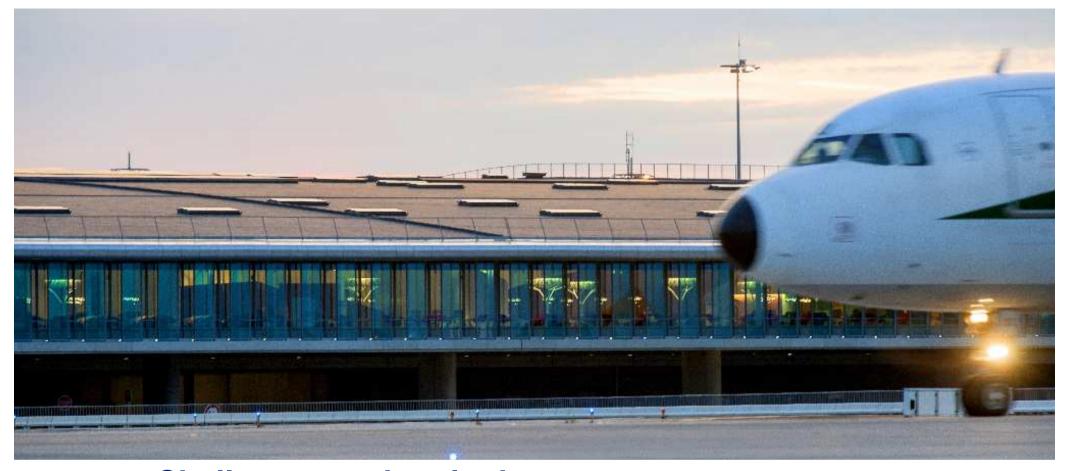
Debt schedule



- Net debt: €3.0bn
 - 83% of debt at fixed rate
 - Maturity: 6.4 years
 - Average cost: 3.5%
 - Gearing: 80% vs 61% at the end of December 2011
- Rating A+, negative outlook (S&P)
- Undrawn credit facilities: €400m, maturing June 2013
- Bond issue of €800m in June 2012

Capital excluding interests as at 31 December 2012*





Challenges and outlook

Augustin de Romanet Chairman and CEO



ADP offers a medium and long-term growth potential

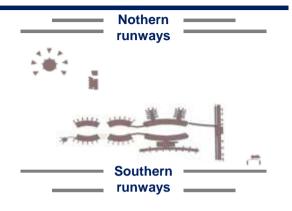
Sufficient capacities at CDG to handle traffic growth:

- Runways: no constraint on the long-term
 - Two independent sets of parallel runways
 - 115 ATMs per peak hour
- Terminals: no need of additional terminal until 2023/2024
 - Hub reconfiguration
 - Refurbishment programme for oldest terminals

A privileged geographic location

Potential of diversification activities still strong:

- Retail:
 - Interim target: Sales/PAX of shops in restricted areas of €19 in 2015
 - long-term target: becoming the best player in Europe for travel retail
- Real Estate:
 - Interim target: developing 320 000 to 360 000 sqm of projects by 2015
 - Initiate projects with guaranteed profitability, including within Cœur d'Orly project







A business model that creates value on the long-term

Regulated scope: progressive improvment of profitability

Progressive improvement of ROCE

- In 2015: reaching 3,8 to 4,3%
- long-term: in line with the WACC (~6% in 2012)

4 drivers of value creation

- Growth in traffic
- Increase in tariffs
- Cost control
- **CAPEX** control

Non regulated scope: continued dynamic of development

Retail: increase in Sales/PAX

- Opening of new facilities
- Optimisation of oldest surfaces
- Improvement of offer
- Diversification of promotional measures

Real Estate: increased involvement in more operations

- Increasing the offer of new surfaces
- Priority to diversification
- Strengthening the role of investor

Airport investments: future growth driver

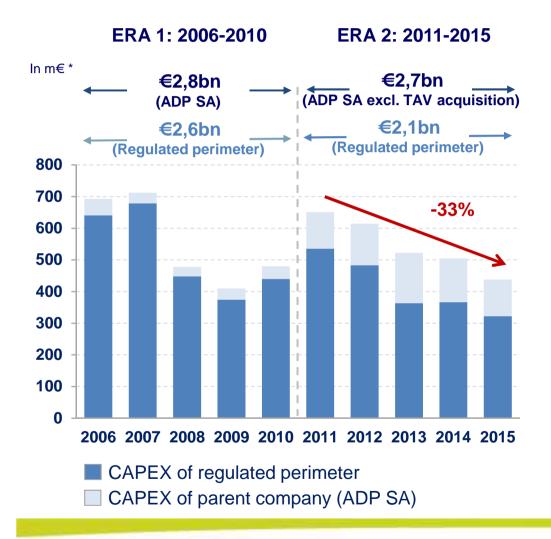
- Significant growth prospects
- Geographic targeting: OECD or BRIC
- Airports >10Mpax



Value Creation



2013: continued decrease in CAPEX



Major investments of ERA 2 have been delivered:

Satellite 4: €580m

A/C Junction: €70m

Single Security Control (« IFU »): €100m

priority is the improvement operational efficiency and quality of service:

- Refurbishment of oldest terminals: 2B terminal and satellites of terminal 1 at Paris-CDG
- Optimisation of existing terminals: extension of Orly Sud

Increase in Free Cash Flows Generation



2013: 5 priorities in terms of quality of service

Standardising passenger meeters & greeters and terminal atmosphere

Improving overall satisfaction at arrivals

Making connections more efficient and appealing

Aiming global leadership for hosting people with disabilities or reduced mobility

Improving coordination between major stakeholders on platforms

Target of overall satisfaction set at 88.1% in 2015



2013: continued optimisation of retail offer

Improving passenger satisfaction and upgrading offer to the best standards

2A and 2C: finalisation of boarding lounges

Creating a efficient retail facility throughout 2A, 2C and A/C Junction:

- Standardisation and improvement of passenger layout
- Enlargement of A/C Junction offer:
 - Wide range of Bars and Restaurants
 - Leisure
 - Diversified offer in Fashion and Accessories
- Opening of 15 new outlets in 2013

2F: reorganisation of retail areas

Reorganisation of retail areas:

- Restricted area: adaptation of offer to the new type of traffic and development on the additional surfaces created by the pooling of security controls:
 - 2 department stores of 600 sqm (Buy Paris Duty Free)
 - Diversified offer in Fashion and Accessories
- Opening of 11 new outlets in 2013

2E: reshaping of luxury offer

Creation of a new retail area associated with a high end offer:

- 4 shops with exceptional size dedicated to iconic brands in Fashion and Accessories
- Works starting in 2013



TAV Airports: a future growth drivers

Dynamism on the short...

Strong growth expected for 2013:

- Istanbul traffic: +14% to +16%
- Consolidated EBITDA: +17% to +19%

Measures to increase the capacity of Atatürk without significant CAPEX:

- Increasing the utilisation of runways
- Better traffic distribution between operating hours
- Increasing airlines load factors
- Targeted improvements: increase in parking stands, transformation of domestic areas to international, increase in baggage handling system capacity

...and long-term

Turkey is the aviation market with the strongest growth and highest potential in Europe thanks to the unique geographical position of Istanbul:

- Traffic: CAGR₂₀₀₂₋₂₀₁₁ of +15%
- Traffic: CAGR _{2009-2023e} of +11%

Project of 3rd Airport in Istanbul: ensuring our presence on a long-term market in strong growth

- Bid due date: May, 3rd
- Concession: 25 years starting at the end of the
 1st phase of works
- 4 phases with initial capacity of 70 m pax and
 150 m pax at the end
- TAV Airports compensated if 3rd airport opened before 2021

Aeroports de Paris group forecasts and targets

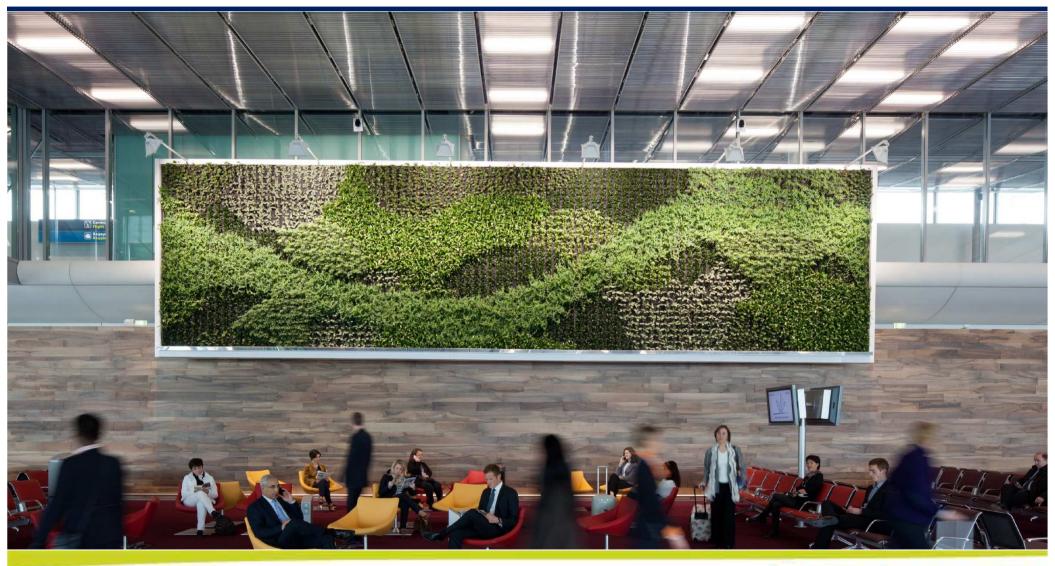
2013 forecasts:

Assuming that traffic remains stable in 2013 compared to 2012, consolidated revenue and EBITDA are expected to grow slightly in 2013 compared to 2012

Major 2015 targets:

- 2015 EBITDA is expected to increase by 25% to 35% compared to 2009
- The cost-savings programme in place since the beginning of 2013 should limit the growth in operating costs of the parent company by 3.0% maximum on average per year between 2012 and 2015
- First update on the cost-savings programme at the H1 2013 presentation

APPENDIX





Trend still dynamic on the main airports of the Group abroad

		Traffic (m pax)	Δ 2012 / 2011	ADP Share ⁽¹⁾
	Paris (CDG + Orly)	88.8	+0.8%	100%
	Mexican regional airports	12.6	+7.0%	25.5%(2)
ADP	Jeddah - Hajj	8.4	+0.8%	5%
	Amman	6.3	+14.3%	9.5%
	Maurice	2.7	+0.9%	10%
	Istanbul Atatürk	45.0	+20.3%	38%
T A V /	Ankara Esenboga	9.2	+8.9%	38%
TAV	Izmir	9.4	ns ⁽³⁾	38%
	Other platforms	10.2	+29.8%	
	Total Group - Participations	192.5	+7.8%	
	Management contrats (4)	10.1	+15.0%	



¹⁾ Direct or indirect

²⁾ Of SETA, which owns 16.7% of GACN controlling 13 airoports in Mexico

³⁾ TAV Airports started to serve domestic Turkish passengers in January 2012. Like-for-like, traffic is up 9.8%

⁴⁾ Algier, Zagreb, Phnom Penh, Siem Riap and Conakry

2011 pro forma

New segment « Airport Investments »

- ADPM (P&L)
- Investments in Schiphol and TAV Airports (P&L of associates from operating activities)

In €m	2011 as published	2011 pro forma	Δ	
Airport Investments Segment				
Revenue	-	12	+12	ADPM
EBITDA	-	2	+2	ADPM
P&L of Associates from Operating Activities	-	13	+13	Net Result of Schiphol Group
Operating Income from Ordinary Activities	-	14	+5	
Segment Other Activities				
Revenue	255	244	-11	Revenue of ADPM: (€12m) Intersegment: (+€1m)
EBITDA	22	20	-2	EBITDA of ADPM
P&L of Associates from Operating Activities	13	-	-13	Net Result of Schiphol Group
Operating Income from Ordinary Activities	20	5	-14	



Airport fees

In €m	2012	Δ 2012 / 2011
Airport fees	867	+3.8%
Landing	191	+1.6%
Parking	118	+5.7%
Passenger	557	+4.2%

Retail

Retail: +12.6% Sales/PAX 2012: +11.3% to €16.8 355 In €m Sales/PAX (€) 315 60 35 31.0 +12.2% **52** 29 30 27.6 13 28 12 25 +11.3% 20 16.8 15.1 15 253 223 10 6.3 5.9 +5.0% 5 0 2011 2012 2011 2012 **Rents** Duty paid **Duty Free Total** Shops in restricted areas Bars & restaurants Shops in public areas Other

Pipeline of Real Estate Projects: around 330,000 sqm delivered or under development at the end of December 2012

Platform	Segment	ADP Role	Operator	Projects	Opening	Surface (sqm)
Delivered pro	jects					132,600
CDG	Diversification	Developer	IBIS	Hotel extension	2011	8,600
ORY	Diversification	Developer	Compass	Operation premises	2011	4,250
CDG	Diversification	Developer	Divers	Offices	2011	1,300
ORY	Diversification	Developer	Franprix	Logistics	2012	28,000
CDG	Aeronautical	Developer	Air France	Baggage storekeeper	2012	11,700
CDG	Diversification	Developer/Investor	Servair/AF	Continental Square 3 Offices	2012	13,250
CDG	Diversification	Developer	Air France	Engine test bench	2012	5,500
ORY	Diversification	Developer	Divers	Logistics	2012	22,000
CDG	Aeronautical	Developer/Investor	Divers	Cargo station GB3	2012	18,000
CDG	Diversification	Developer	Aélia	Operation premises	2012	20,000
Projects in pr	rogress (mise en serv	vice avant 2015)				158,500
CDG	Diversification	Developer	Unibail	Aéroville shopping center	2013	110,000
CDG	Aeronautical	Investor	Divers	Operation premises	2013	5,700
CDG	Diversification	Investor	Divers	Offices	2013	700
CDG	Aeronautical	Developer	Sodexi	Cargo	2014	9,000
CDG	Diversification	Developer	Citizen M	Hotel	2014	6,100
CDG	Diversification	Developer	Accor	3* Hotels	2015	27,000
Total projects	s delivered or in prog	ress during ERA 2				<u>291,100</u>
Projects in pr	rogress (delivery afte	r 2015)				30,000
CDG	Diversification	Developer	Divers	Offices and storage	2015/2016	30,000
Projects in pr	reparation					124,500
ORY	Diversification	Developer/Investor	-	Cœur d'Orly	-	80,000
ORY/CDG	Div./Aero.	Developer/Investor	-	Miscellanous	-	44,500



^{*} Surfaces of building owned by Aéroports de Paris or third parties built on Aéroports de paris' land between 2011 and 2015

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About Aéroports de Paris

Aéroports de Paris builds, develops and manages airports including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2012, Aéroports de Paris handled almost 89 million passengers and 2.3 million tons of freight and mail in Paris and 40 million passengers in airports abroad.

With 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, and also intends to develop its retail and real estate business. In 2012, the group revenue stood at €2.640 million and the net income at €341 million.

Registered office: 291, boulevard Raspail, 75014 Paris, France. A limited company (Société Anonyme) with share capital of €296,881,806. 552 016 628 RCS Paris

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Pictures

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