

**2012 Half Year Results** 31 August 2012





## **Introduction and highlights**

Pierre GRAFF Chairman and CEO



## Stable EBITDA

## Strong performance in Retail and decline in EBITDA of Aviation

In €m (unless stated otherwise)	H1 2012	Δ H1 12 / H1 11
ADP passengers (in m)	42.8	+2.0%
Revenue	1,267	+4.1%
EBITDA	464	(0.2%)
Operating income from ordinary activities	282	(0.4%)
Net income attributable to the Group	147	(18.1%)

- Resilient traffic in Paris: +2.0% with 42.8 million passengers
- Revenue up 4.1%, driven by a strong increase in sales per pax of shops in restricted area: +10.6% at €16.2
- EBITDA and operating income from ordinary activities almost flat due to higher operating costs in aviation and strong performance of retail

## 2012, a key milestone in ADP's history

## **Reconfiguration of CDG's hub**

#### **Deep evolution of the infrastructures**

- A/C Junction
- Satellite 4
- The single security control ("IFU")

# A careful operational management of these transitions

- Optimisation of airlines' allocation within terminals
- Adaptation of the operating systems to the new infrastructures

# A major strategic investment: acquisition of 38% of TAV Airports

# Fully in line with ADP's international strategy

- OECD and BRIC countries
- Airport size > 10m pax
- Strong pax, revenue and EBITDA growth prospects

## Significant value creation opportunities

- Turkey shows strong growth prospects
- TAV is a leading airport operator



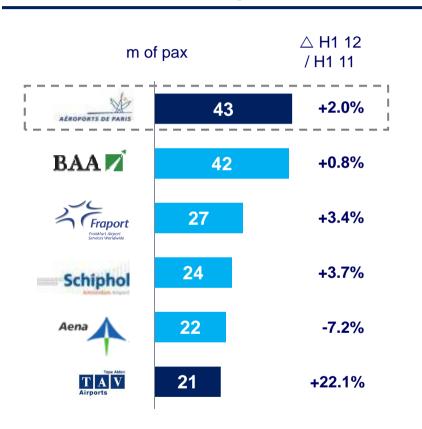
## **Business review**

**François RUBICHON**Deputy CEO

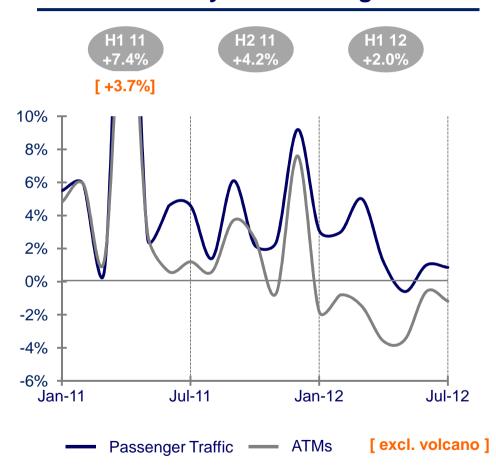


## Traffic up 2.0% in H1 2012

## **ADP** vs peers



## Monthly traffic change



## Dynamic trend for the Group's major airports abroad

		Trafic (m pax)	Δ H1 12 / H1 11	ADP stake (1)
	Paris (CDG + Orly)	42.8	+2.0%	100%
	Regional Airports Mexico	5.9	+5.9%	25.5%(2)
ADP	Djeddah - Hajj	3.7	+16.3%	5%
	Amman	3.0	+22.0%	9.5%
	Mauricius	1.3	+1.9%	10%
	Istanbul Atatürk	20.6	+22.1%	38%
TAV	Ankara Esenboga	4.5	+9.7%	38%
IAV	Izmir	4.3	ns <sup>(3)</sup>	38%
	Autres plates-formes	2.1	+38.1%	38%
	Total Group - Investments	90.3	+13.6%	
	Management contracts (4)	5.9	+13.6%	

<sup>1)</sup> Direct or indirect

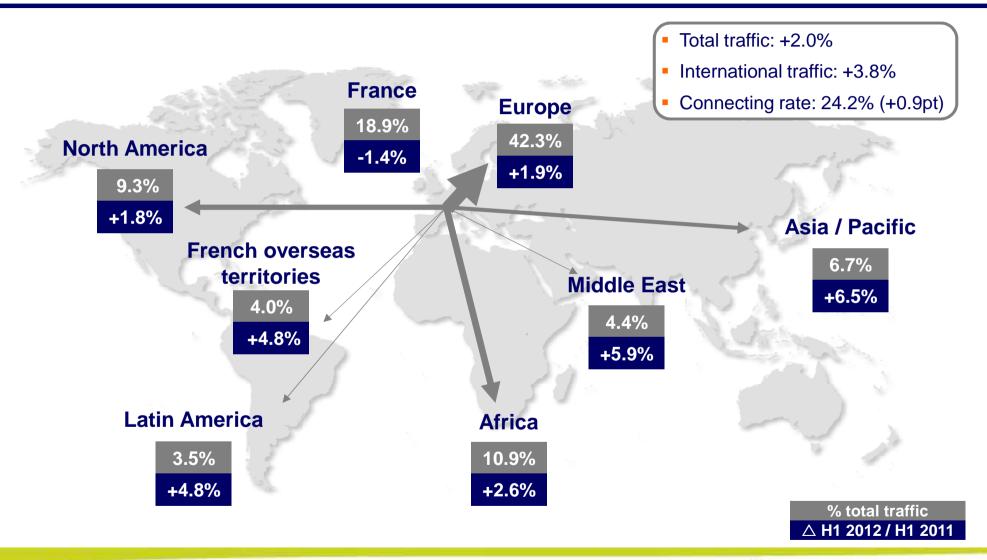
<sup>2)</sup> Of SETA, which owns 16.7% of GACN controlling 13 airoports in Mexico

<sup>3)</sup> TAV Airports started to serve domestic Turkish passengers in January 2012. Like-for-like, traffic is up 8.6%

<sup>4)</sup> Algier, Zagreb, Phnom Penh, Siem Riap and Conakry

## **Positive mix traffic on Parisian platforms**

International traffic drives growth



## 27 March 2012: opening of the A/C Junction

A major improvement in operations

## A unique entry point for terminals A and C

- Improved fluidity thanks to
  - 16 security checkpoints
  - 13 Border Police checkpoints and 6 PARAFE gates
- An outstanding retail area of 2,300 sqm
- New lounges for airlines







## 28 June 2012: successful opening of Satellite 4

The most amazing boarding lounge in Europe

### Final stage of the extension of 2E terminal

#### With an 7.8m pax capacity, the hub is now technically completed

- SkyTeam operations gathered at the east side of the platform: easier connections
- Ramp up of operations:
  - Summer '12: 118 flights / week
  - From October 2012: 165 flights / week



## A boarding lounge at the highest levels in terms of quality of service

#### An exceptional retail area to offer a last Parisian shopping experience over 6,000 sqm:

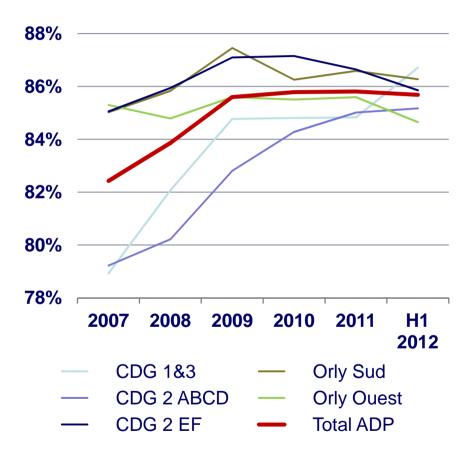
- The Department store (2,200 sqm)
- The Parisian Square
- The Avenue: a luxury street and a museum

#### A large range of services



## A general improvement in the quality of service

#### Change in satisfaction since 2007



#### Positive impact of the opening of new facilities

- A/C Junction
- Satellite 4

# And specific actions dedicated to customer satisfaction

- 1st "Family Area" in Orly West
- New security checkpoints in terminal 2F
- Car parks refurbishment in terminals 2E & 2F and implementation of guidance system in Orly
- New airlines ticketing desks in Orly South







## Sales/PAX continue to grow: +10.6% to 16.2€

### Change in sales/PAX since 2006



# A general improvement of the performance

#### Particularly strong growth in Duty Free

- Sales/PAX in fashion & accessories: +20%
- Sales/PAX in gastronomy: +20%

# Highly contributive destinations continue to grow despite the crisis

 BRIC represent 4.5% of traffic and 30% of the revenue growth: strong growth in luxury

Strong performance of the shops of the AC junction (+€5m of revenue)

Very promising start of operations of S4 during summer



## 290,000 sqm of real estate projects

Projects development on schedule

#### **Major projects on track**

#### Aéroville: 110,000 sqm

- Shopping center located at CDG
- Works started in July 2011, opening planned for the end of 2013

#### Continental Square 3: 13,250 sqm

- Office building located at CDG
- Delivered mid-July 2012, fully rented
- 40% held by Schiphol Real Estate

#### Cargo station GB3: 18,000 sqm

- Works started at the end of 2011, opening planned for Q3 2012
- Pre-sold at 100%

## **New projects**

#### Sodexi: 9,000 sqm

- Mail sorting system
- Works permit obtained
- Lease commitment to be signed soon





## A decisive milestone in the international strategy

ADP Group has acquired 38% of TAV Airports and 49% of TAV Construction

#### Solid traffic growth: +34% in H1 2012

Istanbul: +22%

20.6 m pax

+26% on international traffic

**Ankara: +10%** 

**Izmir: +9%** 

Domestic operations started in January 2012

Tunisia: +56%

Progressive recovery of traffic

#### **New contracts won**

#### **TAV Airports: start of operations in Medina**

- Operations started 30 June 2012, for 25 years
- Increase in terminal capacity from 4 to 8m pax
- Planned investment: \$1-1.5bn
- TAV stake: 33%

# TAV Construction: win of a tender for a new terminal in Abu Dhabi

- A 27 m pax capacity terminal
- Total cost of works: \$3bn
- Expected time of achievement: 49 months





## **Financial results**

**Laurent GALZY**CFO



## **EBITDA** almost flat

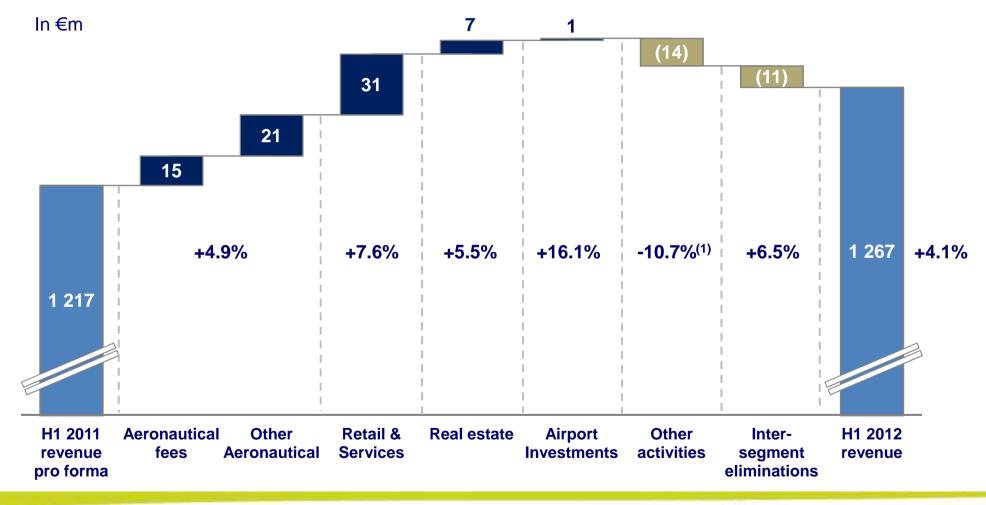
## Excellent performance of retail, decline in aviation

In €m (unless stated otherwise)	H1 2012	H1 2011 pro forma <sup>(1)</sup>	Δ H1 12 / H1 11	Creation of a 5 <sup>th</sup> segment: "Airport
Passengers (in m)	42.8	42.0	+2.0%	<ul><li>Investments"</li><li>ADPM</li></ul>
Revenue	1,267	1,217	+4.1%	<ul> <li>Stakes in Schiphol and TAV Airports (Associates from operating activities)</li> </ul>
EBITDA	464	465	(0.2%)	,
Operating Income from Ordinary Activities	282	283	(0.4%)	As in FY 2011 Results:
Operating Income	282	327	(13.8%)	<ul> <li>Removal of the method of proportional consolidation</li> </ul>
Net income attributable to the Group	147	180	(18.1%)	<ul> <li>Removal of the "Ground handling" seg</li> </ul>



## Revenue up 4.1%

## Strong underlying growth of core activities





## EBITDA almost flat in H1 2012

Several factors contribute to an exceptional increase in operating costs

In €m	H1 12	Δ H1 12 / H1 11
Revenue	1,267	+4.1%
Capitalized production	31	+17.4%
Operating costs	(851)	+6.3%
Raw materials and consumables used	(56)	+9.0%
External services	(330)	+7.4%
Employee benefit costs	(360)	+4.3%
Taxes other than income tax	(95)	+9.5%
Other operating costs	(9)	+0.1%
Other income and expenses	16	(24.3%)
EBITDA	464	(0.2%)

#### Raw materials and consumables used: +€5m

- Increase in gas, base effect (cogeneration disruption in 2011)
- Increase in energy prices

#### External services: +€23m

- Strike of Security staff (December 2011) and increase in security and services for disable people: +€10m
- Strengthening of cleaning and transportation operations, mainly due to the opening of S4: +€5m
- Strengthening of winter operations: +€4m

#### **Employee benefit costs: +€14m**

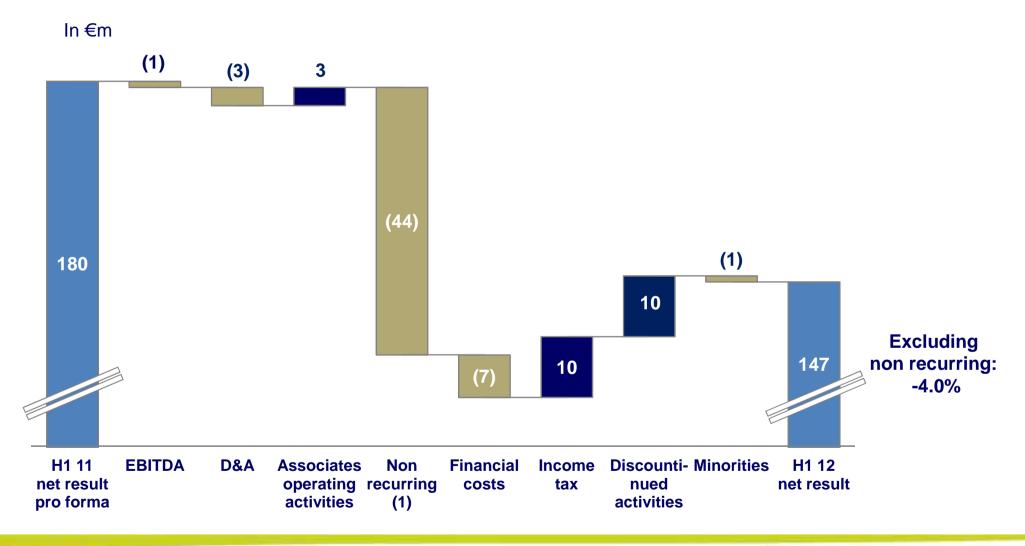
#### Taxes other than income tax: +€8m

- Increase in business tax
- Increase in property tax



## **Net Result attributable to the Group down 18.1%**

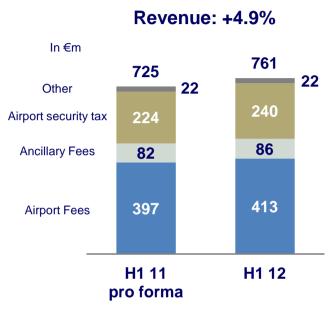
Impact of non recurring items in H1 2011





## **Aviation**

Positive impact of tariffs and traffic increase offset by higher operating costs



#### Airport fees (+3.9%): +€15m

Traffic: +€4m

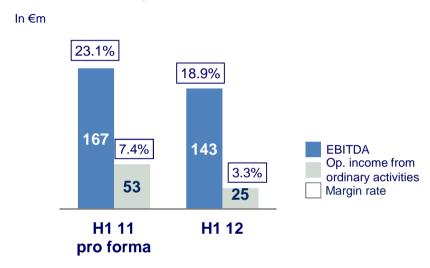
Tariffs: +€10m

Mix traffic: +€1m

#### Airport security tax (+7.4%): +€16m

 Decrease in trade receivables toward the State by €7m

# EBITDA: -14.3% / Operating Income from Ordinary Activities: -53.5%



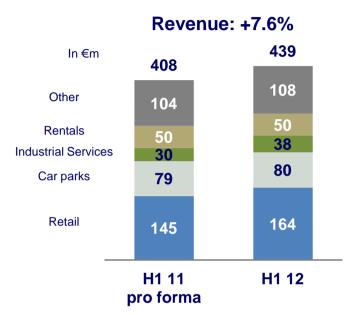
#### **EBITDA** and operating income down:

- Operating expenses (+11.3%): increase in security and services for disable people, cleaning, transportation & maintenance, winter operations costs
- D&A: +4.2%

**EBITDA margin: -4.2 pts** 

## **Retail and Services**

## Shops in restricted areas continue to drive growth



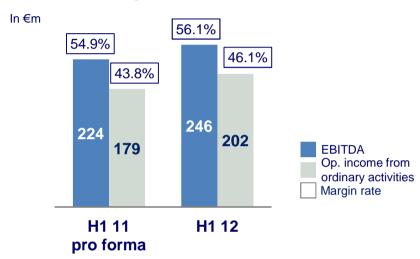
Retail (+12.9%) : +€19m

- Shops in restricted areas (+14.4%): +€15m
- Sales/Pax: +10.6% to €16.2

Industrial services (+25,2%): +€8m

- Weak base effect (temporary cogeneration disruption in 2011): +€4m
- Higher energy prices

# EBITDA: +9.9% / Operating Income from Ordinary Activities: +13.1%



# Strong growth of EBITDA and operating income from ordinary activities

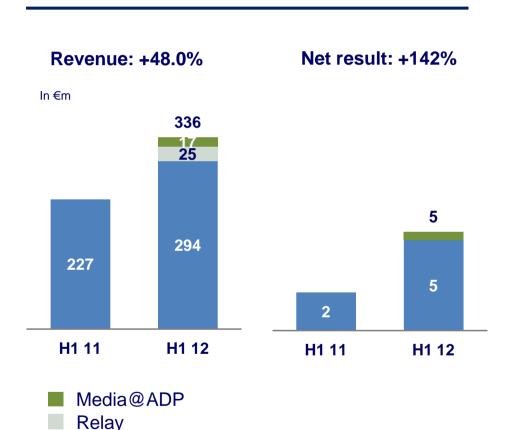
- Operating costs under control
- Stable D&A
- Associates from operating activities: +€2m (x3)

EBITDA margin: +1.2 pt

## Continued development of the JVs

All business lines show strong growth

## Strong growth in results...



SDA + DFP

# ... driven by the development and enlargement of the perimeter

#### 26,700 sqm of shops at the end of June 2012

Core business: 14,700 sqm

Fashion: 6,300 sqm

• Relay: 5,700 sqm

#### SDA: revenue up 30%

Fashion outlets formerly operated by Aelia: +€5m

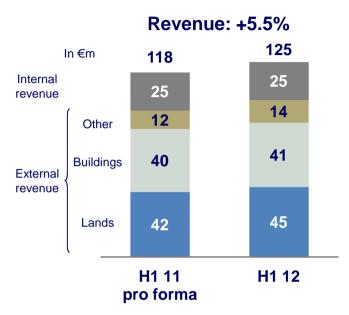
Revenue of core business: +15.6%

Revenue of fashion: +15.2%

Increase in stop ratio and average basket

## **Real Estate**

Growth driven by new land leases and higher rents, costs under control

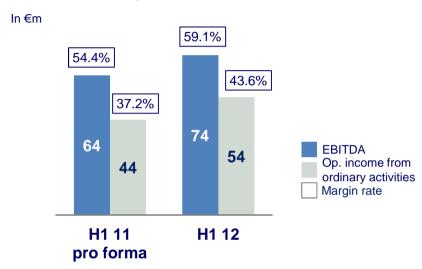


#### External revenue (+7.0%): +€7m

- Recent developments: +€3m
- Rents indexing: +€3m
- Terminations: -€1m
- Other: +€2m

#### Flat internal revenue

# EBITDA: +14.6% / Operating Income from Ordinary Activities: +23.7%



# Strong growth in EBITDA and operating income from ordinary activities

- Operating expenses under control
- Reversal of non-recurring provision: +€2.5m

EBITDA margin: + 4.7 pts

## **Airport Investments**

In €m	H1 2012	H1 2011 pro forma
Revenue (ADPM)	6	5
Operating Income from Ordinary Activities, ow:	7	5
<b>ADPM</b> (Operating Income from Ordinary activities)	0	0
<b>Schiphol</b> (Associates from operating activities)	7	6
<b>TAV Airports</b> (Associates from operating activities)	-	-

#### Schiphol: H1 Results are up

- Revenue: +5.5% to €637m: increase in traffic and tariff, Sales/pax of shops up by 7.8% to €16.5
- EBITDA: +2.2% to €264m: decrase of margin in aviation, strong growth of retail
- Objective to match the 2011 net result

#### **ADPM**

- Revenue up: increase in traffic in Algier and in Mexico
- April 2012: win of the concession contract of Zagreb airport

### TAV Airports: strong growth in results (1)

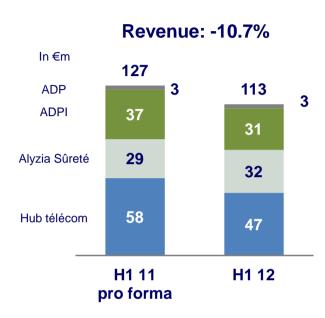
- Revenue: +20% to €483m: increase in traffic of all platforms, increase in retail
- EBITDA: +23% to €129m
- Net Result: €48m (vs -€5m in H1 2011)
- Goodwill: €500m, allocated to assets within 12 months

<sup>1)</sup> As at 30 June 2012, no result has been recorded for these two entities. At 31 December 2012, the impact of the net results of TAV Airports and TAV Construction will be adjusted for the allocation of goodwill carried in H2 2012



## Other Activities

## Stop of activity in Libya, disposal of Masternaut



Hub télécom: -€11m (-18.4%)

Disposal of Masternaut: -€12m

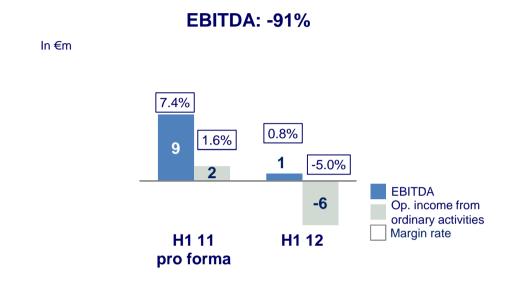
Excluding Masternaut, revenue up 5.7%

Alyzia Sûreté: +€3m (+8.4%)

**ADPI: -€6m (-16.5%)** 

 Stop of activity in Libya and end of large contracts (Doha), partially compensated by new contracts

Backlog: €100m



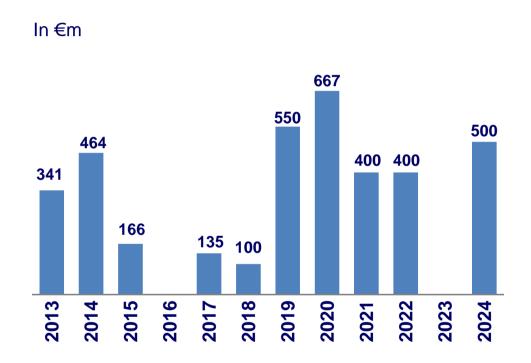
Hub télécom: op. income from ordinary activities = €3m (+€1m)

ADPI: op. income from ordinary activities = -€4m (-€4m)

 Impact of the slowdown in activity on margin rate and provisions (€1.5m)

## A sound financial situation

#### **Debt schedule**



- Net debt = 3.1Md€
  - 83% of debt at fixed rate
  - Maturity = 6.4 years
  - Average cost: 3.5%
  - Gearing = 87% vs 61% at the end of December 2011
- Rating A+, negative outlook (S&P) (2)
- Undrawn credit lines: €400m, maturity
   June 2013
- Bond issue of €800m in June 2012
- Capital excluding interests as at 30 June 2012 (1)



<sup>1)</sup> Nominal value, after currrency swap



# **Challenges and outlook**

**Pierre GRAFF**Chairman and CEO

# ADP has solid assets and substantial growth potential in the medium and long term

Sufficient runway capacities to keep pace with growth in traffic in the long term

#### **Sufficient terminal capacities**

- Completion of the hub of CDG
- Refurbishment programme of the oldest facilities in place

#### A privileged location

- Paris: 1st tourist destination in the world
- Little competition within a 200 km radius

A target to reach a sales / pax of shops in restricted area of €19 in 2015

A target to develop 320,000 to 360,000 sqm of Real Estate projects by 2015

#### An increase in FCF driven by:

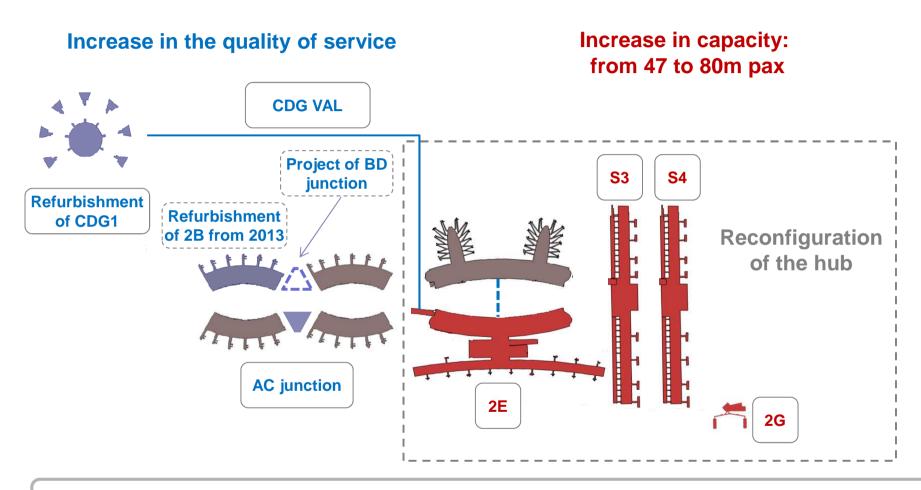
- Growing results
- Decrease in capex by 2015

And shows good resilience and strong assets to improve in the short term



## CDG will continue to grow and to increase the quality of service

New infrastructures and a refurbishment programme well advanced



CDG can accommodate traffic up to 2022 / 2023 without any new facility

## Retail: a constant optimisation of the Business Model

## **Shops and Advertising**

#### JVs on strategic activities

- A 50/50 JV with the best operator in the sector
- A joint governance



Specialized multibrand stores on activities with strong technicality

The best operator downtown









Luxury brands directly managed











### **Bars and Restaurants**

### **Operators**

- Competition
- Only on leader franchises
- A strong incentive to deliver quality



Brands directly managed on specific formats









## **Traffic outlook for 2012**

## **Challenges**

- Uncertain economic environment
- Only stable offer for the majority of airlines
- Limited increase in capacity in 2012:
  - Thai Airways (Bangkok)
  - XL Airways (French West Indies)
  - Toward Tunisia / Algeria
  - Transaero (Moscow from Orly)

## Development of the A380 at Charles de Gaulle

- 10 aircrafts operating in CDG (Air France, Singapore Airlines, Emirates)
- 4 in order
- 3 additional by the end of 2013: Emirates (Dubaï), Korean Air (Seoul), Thai (Bangkok)

## ADP confirms its 2012 and 2015 guidance

- Assumption of a slight growth in traffic in 2012 and a CAGR <sub>2010-2015</sub> of 3.2% maintained
- In an uncertain economic environment, guidance of a moderate growth in revenue and EBITDA in 2012 maintained
- 2015 EBITDA: growth of 40% compared to 2009:
  - ROCE of the regulated perimeter between 4.5% and 5.0% in 2015
  - Sales / pax of €19 in 2015



## **APPENDIX**



# New presentation of the financial statements from 1 January 2012 and pro forma 2011

#### Implementation of the option offered by the standard on interests in joint ventures (IAS 31)

- Compliance with IFRS 11
- Removal of the method of proportionate consolidation
- Distinction between profit/loss of associates from operating and non-operating activities
- Accounting for the net result of the associates from operating activities between the EBITDA and the Operating Income from Ordinary Activities: JVs in Retail and Real Estate, stake in Schiphol Group
- Accounting for the net result of the associates from non-operating activities as usual, below the operating income from ordinary activities for other associates

#### Removal of the segment "Ground handling and related services"

- Consequence of the sale of the 80% stake in Alyzia group
- Reclassification of ground handling activities of Alyzia group as "discontinued activities" (IFRS 5)
- Transfer of 100% of Alyzia Sûreté (Security) to the segment "Other activities"
- From 1 January 2012, recognition of a 20% share of the net result of the residual stake in Alyzia group as "profit/loss of associates from non-operating activities"

#### Creation of a 5th segment "Airport Investments"

- ADPM (P&L)
- Stake in Schiphol and TAV Airports (Associates from operating activities)



## Change in the P&L presentation

	Before change in presentation	After change in presentation
Revenue	<ul> <li>50% JVs (Retail and Real Estate)</li> <li>100% Alyzia Sûreté (Security)</li> <li>100% Ground Handling</li> </ul>	<ul> <li>100% Alyzia Sûreté (Security)</li> </ul>
EBITDA	<ul> <li>50% JVs (Retail and Real Estate)</li> <li>100% Alyzia Sûreté</li> <li>100% Ground Handling</li> </ul>	<ul> <li>100% Alyzia Sûreté</li> </ul>
Associates from operating activities		<ul> <li>50% JVs Net Result (Retail and Real Estate)</li> <li>8% Schiphol Net Result</li> <li>38% TAV Airports Net Result (1)</li> <li>49% TAV Construction Net Result (1)</li> </ul>
Operating Income from Ordinary Activities	<ul> <li>50% JVs (Retail and Real Estate)</li> <li>100% Alyzia Sûreté</li> <li>100% Ground Handling</li> </ul>	<ul> <li>50% JVs Net Result (Retail and Real Estate)</li> <li>100% Alyzia Sûreté</li> <li>8% Schiphol Net Result</li> <li>38% TAV Airports Net Result (1)</li> <li>49% TAV Construction Net Result (1)</li> </ul>
Operating Income	<ul> <li>50% JVs (Retail and Real Estate)</li> <li>100% Alyzia Sûreté</li> <li>100% Ground Handling</li> </ul>	<ul> <li>50% JVs Net Result (Retail and Real Estate)</li> <li>100% Alyzia Sûreté</li> <li>8% Schiphol Net Result</li> <li>38% TAV Airports Net Result (1)</li> <li>49% TAV Construction Net Result (1)</li> </ul>
Associates from non-operating activities	8% Schiphol Net Result	<ul><li>20% Alyzia Net Result (from 2012)</li></ul>
Discontinued activities		<ul><li>100% Ground Handling (in 2011 only)</li></ul>
Net Result		<ul><li>Unchanged</li></ul>

<sup>1)</sup> At 30 June 2012, no results were accounted. At 31 December 2012, the impact of the net result will be adjusted for the allocation of goodwill carried in H2 2012



## H1 2011 pro forma P&L

In €m	H1 2011 as published	H1 2011 pro forma	Δ	
Revenue	1,343	1,217	(125)	Ground Handling: (€54m) Retail JVs: (€71m)
EBITDA	459	465	+6	Ground Handling: +€9m Retail JVs: (€3m)
Associates from operating activities	-	6	+6	Net Result Schiphol Group: +€6m Net result of retail JVs: +€1m
Operating Income from Ordinary Activities	269	283	+14	
Operating Income	313	327	+15	
Associates from non operating activities	7	1	(6)	Net Result Schiphol Group
Discontinued activities	-	(10)	(10)	Net Result Ground Handling
Net Result	180	180	-	



## H1 2011 pro forma P&L

In €m	H1 2011 as published	H1 2011 pro forma	Δ	
Segment Retail & Services				
Revenue	479	408	(71)	Revenue of Retail JVs: (€113m) Rents paid by the JVs: +€41m
EBITDA	227	224	(3)	Retail JVs
Associates from operating activities	-	1	+1	Net Result of Retail JVs
Operating Income from Ordinary Activities	180	179	(1)	
Segment Airport Investments				
Revenue	-	5	+5	ADPM
EBITDA	-	0	0	
Associates from operating activities	-	6	+6	Net Result Schiphol Group
Operating Income from Ordinary Activities	-	5	+5	
Segment Other Activities				
Revenue	102	127	+24	Alyzia Sûreté: +€29m ADPM: (€5m)
EBITDA	9	9	+1	Alyzia Sûreté
Associates from operating activities	-	-	-	
Operating Income from Ordinary Activities	1	2	+1	



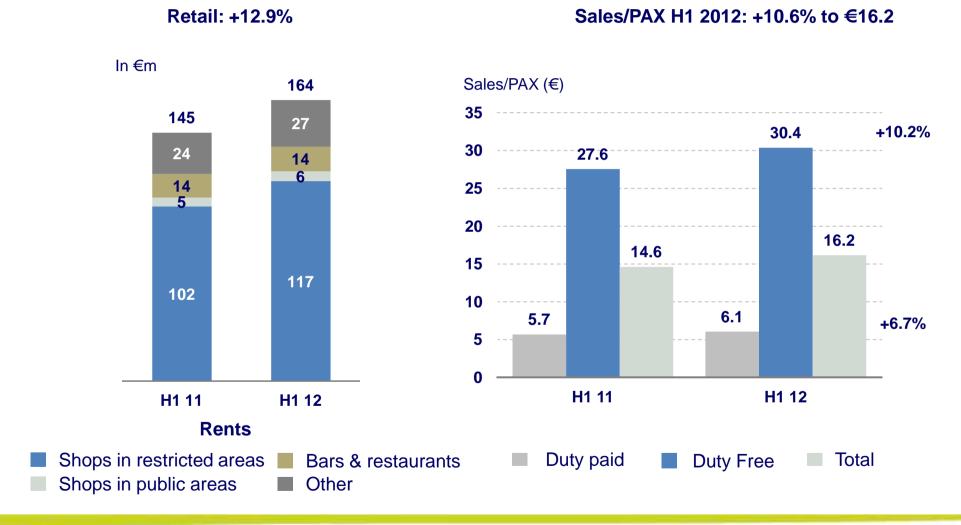
## Regulated perimeter ERA II (adjusted till) as at 31 December 2011

Non audited figures in €m (unless stated otherwise)	2011	Δ 11 / 10
Regulated Operating Income*	265	+14.7%
Regulated Asset Base	4,858	+3.4%
RoRAB	3.5%	+0.3pt

# **Airport fees**

In €m	H1 12	Δ H1 12 / H1 11
Airport fees	413	+3.9%
Landing	92	+1.4%
Parking	57	+4.0%
Passenger	264	+4.7%

## Retail



# Pipeline of real estate projects at the the end of June 2012: more than 290,000 sqm delivered or under development

Platform	Type of project	ADP's role	Client	Project	Opening	Surface (sqm)
Delivered pro	jects					53,850
CDG	Diversification	Developer	IBIS	Hotel extension	2011	8,600
ORY	Diversification	Developer	Compass	Operation premises	2011	4,250
CDG	Diversification	Developer	Miscellaneous	Offices	2011	1,300
ORY	Diversification	Developer	Franprix	Logistics	2012	28,000
CDG	Aeronautical	Developer	Air France	Bagages storekeeper	2012	11,700
Projects in p	ogress					237,250
ORY	Diversification	Developer	Miscellaneous	Logistics	2012	22,000
CDG	Aeronautical	Developer / Investor	Miscellaneous	Cargo station GB3	2012	18,000
CDG	Diversification	Developer / Investor	Servair	Offices Continental Square 3	2012	13,250
CDG	Diversification	Developer	Air France	Engine test bench	2012	5,500
CDG	Aeronautical	Developer	Sodexi	Cargo station	2012	9,000
CDG	Diversification	Developer	Unibail	Shopping Center Aéroville	2013	110,000
CDG	Diversification	Developer	Aélia	Operation premises	2013	20,000
CDG	Diversification	Developer	Accor	3* Hotels	2014	27,000
CDG	Aeronautical	Investor	Miscellaneous	Operation premises	2013	5,700
CDG	Diversification	Investor	Miscellaneous	Offices	2013	700
CDG	Diversification	Developer	Citizen M	Hotel	2014	6,100
Total projects	s delivered or in prog	gress				<u>291,100</u>
Projects in p	eparation					167,500
ORY	Diversification	Developer / Investor		Cœur d'Orly	-	80,000
ORY/CDG	Div./Aeronautical	Developer / Investor		Miscellaneous	-	87,500
					<b>Guidance 2011-2015</b>	*: 320,000 - 360,000

<sup>\*</sup> Surfaces of buildings owned by Aéroports de Paris or third parties built on Aéroports de Paris' land between 2011 and 2015

#### **Disclamer**

Forward-looking disclosures are included in this presentation. These forward-looking disclosures are based on data, assumptions and estimates deemed reasonable by Aéroports de Paris. They include in particular information relating to the financial situation, results and activity of Aéroports de Paris. These data, assumptions and estimates are subject to risks (such as those described within the reference document filed with the French financial markets authority on 6 April 2012 under number D.12-0297) and uncertainties, many of which are out of the control of Aéroports de Paris and cannot be easily predicted. They may lead to results that are substantially different from those forecasts or suggested within these disclosures.

#### About Aéroports de Paris

Aéroports de Paris builds, develops and manages airports including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2011, Aéroports de Paris handled more than 88 million passengers and almost 2.5 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 2011, the group revenue stood at €2,502 million and the net income at €348 million.

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

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#### **Pictures**

Aéroports de Paris - Mikaël Lafontan / Olivier Seignette

