

SHARING

EXPLORING

DISCOVERING

IMAGINING

ADMIRING

SHARING NEW HORIZONS

EXPLORING

DISCOVERING

CONTEMPLATING

IMAGINING

PARIS-ORLY
CHANGE



04
TRAVELLERS
Air traffic and
passenger numbers
are soaring



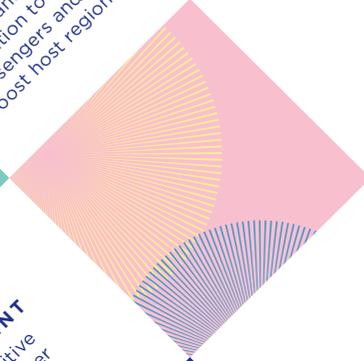
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Groupe ADP's
earnings continue
to rise



As the world's leading airport group in terms of passenger numbers, we have a responsibility to **open new horizons** for our employees, our airline customers and our passengers.

We have been a major force in the market for more than 50 years. We **design, build and manage airport platforms**, in Paris and abroad, and offer passengers a travel experience that we aim constantly to improve through impeccable hospitality and customer service. We are demanding of ourselves, because we know we can depend every day on our robust operations and our ambitious infrastructure projects to support the activities of our partners, while **respecting the environment in our host regions**.

We make every airport that we manage a vector for value **creation to be shared** by all **stakeholders**: passengers, airlines, local residents, service providers, employees, government offices and elected officials.

We develop **true "airport cities"** that help promote the **international visibility, employment and economic attractiveness** of those regions.

Now more than ever, we are assuming and asserting our role of **leader**. We are contributing to the **changing face of air transport**, where **"sharing new horizons"** is the watchword for the entire airport community.

Air traffic and passenger numbers are soaring

Chapter 1
TRAVELLERS



- INTERNATIONAL
- REST OF EUROPE
- FRENCH OVERSEAS DEPARTMENTS AND TERRITORIES
- FRANCE



Increase in the number of passengers welcomed in our Paris airports, by destination, between 2014 and 2018.

VIEWPOINT



AIRPORTS ARE GATEWAYS TO THE WORLD

THIERRY TOURNIER
FREQUENT TRAVELLER

Thirty years ago, flying was an expedition. You had to arrive several hours in advance and you were in an unfamiliar environment. Today, procedures have been simplified, and the experience is much more fluid. With internet check-in and Sky Priority queues, a half-hour is all I need between my arrival at the airport and boarding. This is a real revolution if you fly on business every week to destinations across Europe.

Smoother security controls

Conversely, security procedures are sometimes slow and can delay your boarding or make you miss your flight. The Düsseldorf airport has X-ray booths that scan your entire body. You no longer have to take off your watch, your belt or your shoes. You save time, and you have a more comfortable experience. Little features can make a big difference, too. I travel with a smart watch. If the boarding pass scanner is horizontal, I have to twist my wrist in unnatural ways. But if it is placed vertically or on top, it's easy!

"TRAFFIC AROUND AIRPORTS IS OFTEN HEAVY. ANYTHING THAT CAN REDUCE IT AND IMPROVE ACCESS TO CARPARKS AND DROPOFF ZONES IS A WELCOME ADDITION!"

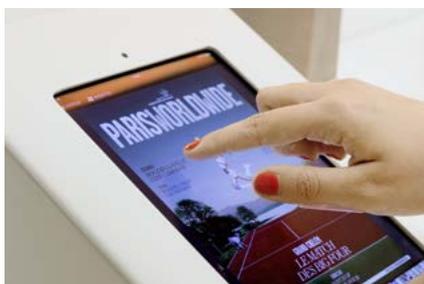
Enjoying the airport experience

I particularly appreciate the new, more luminous, more open terminal architecture, with indoor vegetation. You feel a lot more at home in them! Reception areas and passenger lounges with charging equipment and Wi-Fi connections have also become a must for every good airport. The same is true for boutiques and restaurants other than sandwich places. Everything that takes you away from the purely functional aspect of your journey makes the experience more enjoyable. And there has been enormous progress in that regard. ♦

1

The assistant that lets you travel with peace of mind

The Paris Aéroport mobile app now has new travel assistance functions. After reserving your flight on parisaeroport.fr, you receive all the information you need in real time on your cellphone: comparison of the various ways of getting to the airport, traffic updates, waiting time at the security controls, boutiques and services along the way, etc. And to make your journey even simpler, you can now reserve a parking space, a hotel room or a car online. A few seconds is all it takes.



2

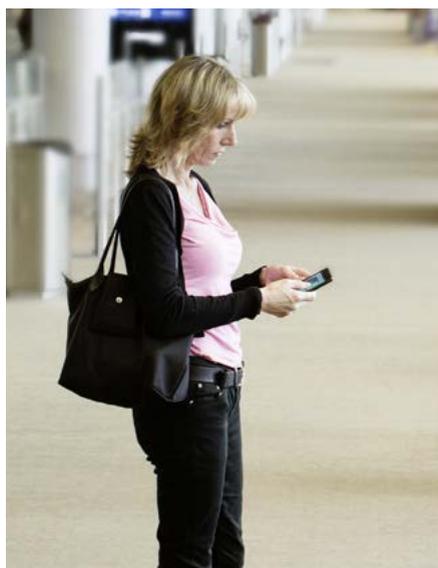
Discover Paris à la carte

Paris Worldwide is a city guide full of tips you can download onto your smartphone. Available in 10 languages, including Chinese, Japanese and Korean, Paris Worldwide offers a wide selection of places to visit and things to do in Paris, from the outstanding to the offbeat: museums, exhibitions, walking tours, restaurants, hotels, and more. If you're just passing through, Paris Worldwide will show you around the airport's cultural attractions and entertainment and suggest guides of numerous other French cities that you can download free of charge.

3

100% personalised and innovative services

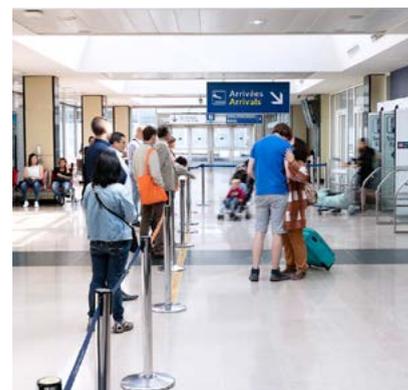
In May 2018, Groupe ADP launched a solution that detects customers who are organising their holidays, ten days before they reserve. Developed in partnership with Sensego, its objective is to accompany them and offers services that are suited to them. At the same time, Groupe ADP developed a smartphone-based chatbot with a startup called Destygo to answer all your questions while you are travelling. What is my boarding time? What is my gate number? Everything for a bespoke customer service.



4

Travel with your hands free and your mind at ease

If you have a postcard, an urgent letter or a gift to send, the French post office now has a presence in Paris-Orly with a full range of services, from buying stamps, sending mail and withdrawing cash to reserving a meeting room. Your hands are free, and so is your mind! If your suitcases are too heavy, there are too many escalators or you don't have enough room in your car, another solution has been available since November 2018. Travellers departing from Paris-Orly can now use a mobile app and the Paris Aéroport site to access a new baggage pick-up service starting at €15. Qualified baggage handlers pick up your luggage at your home and bring it to the airport, where they either hold it for you at the left luggage office or deliver it to you personally at the check-in counter.



PARIS-ORLY 10 BENEFITS





TWO PARIS-ORLY BUILDINGS ARE TESTING FUTURE ENVIRONMENTAL STANDARDS

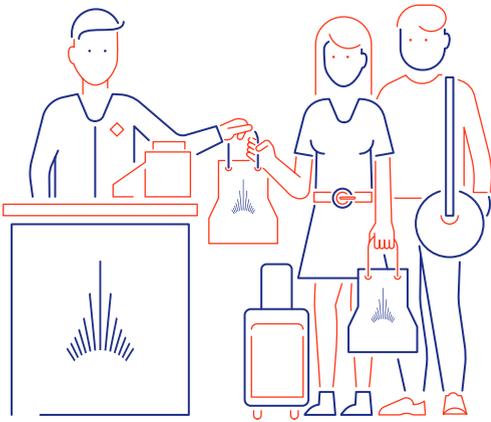
Groupe ADP is participating in the work to define the next responsible building regulations (RBR 2020). In this context, the Paris-Orly connection building, which is undergoing HQE™ certification, and a logistics building have entered the E+C- label testing phase. The results are encouraging, reaching E2/E3 in energy consumption and C1 in carbon footprint.

6

A single terminal for a smoother and richer experience

The new link between Paris-Orly West and South terminals is entering its final construction phase. Once it becomes a single terminal, the new 80,000 sq. m. building will make it easier for you to navigate from one place to another. Your path through the terminal will be lined with brand new boutiques and restaurants, offering you a real Parisian shopping experience!

The first departure lounge was opened in April 2018 and the full building came into service in April 2019. With all the resources necessary to welcome both arriving and departing passengers, the new terminal will include more check-in counters, a larger security area to speed up formalities and a new baggage handling system that will reduce waiting time after arrival.



5

More spacious, more lively, more fun

When it opened on 5 July 2018, the 3,300 sq. m. extension of Paris-Orly's Hall 1 boosted the terminal's capacity from 4.8 to 5.5 million passengers p.a. The new 6,000 sq. m. departure lounge and the 250 sq. m. of shops make your experience considerably more pleasant and let you take full advantage of the time you spend at the airport. Four additional aircraft parking stands top off the improvements to the terminal, for the comfort of the 5.5 million people who will use it every year.



7

New nomenclature for easier orientation

Joining the Paris-Orly terminals created an opportunity to revisit airport nomenclature, which was simplified and clarified under a new system introduced in March 2019. New indications on boarding passes will make it easier for you to find your way. Goodbye ORYS for Orly South or ORYW for Orly West; hello Orly 1, 2, 3 and 4 for a single terminal. In 2020, new information islands will be installed and new signage implemented to round out the new system.

THE HALL 1 SITE IS BOTH ECO-FRIENDLY AND SOCIALLY AWARE

The Hall 1 extension gave rise to a huge construction site where up to 100 people worked at once. The project was part of a community service programme under which 10,000 hours of work were performed by people trying to re-enter the workforce. The future building will be equipped entirely with LED lighting, and 70% of construction site waste has been recycled.



8

A bit of reading or a film while you wait?

Free digital reading areas, accessible 24/7, have been in place for three years now in the Paris-Orly departure lounges. You can sit on a couch, soak up the relaxing atmosphere and use the tablets available to you to read books, magazines and cartoons, watch films and documentaries or listen to musical playlists. Both free and fee-based content is available in several languages, and you can download it directly onto the tablet and enjoy optimal reading or viewing conditions.



TWO HQE™ HOTELS FOR TRAVELLERS AND BUSINESS DISTRICT CUSTOMERS

The 4-star Mercure Hotel at Paris-Orly Airport will undergo a thorough renovation, and a 200-room 3-star Ibis Styles hotel will soon open on the site. These two projects will comply with HQE™ environmental standards and will improve the quality of hotel services offered to passengers and customers of nearby business districts.



9

France's celebrated savoir-faire in three new boutiques

Perfume, cosmetics, tobacco, liquor and gourmet foods have been grouped together in a new duty-free area. If you just want a snack, Ladurée offers you a taste of France's legendary and creative expertise in pastries, showcasing *macarons* in particular. And if you want to immerse yourself in the Parisian ambience, a Relay shop offers you a vast selection of magazines, newspapers, books and souvenirs.



10

A Parisian street so real you'll do a double-take

Paris-Orly will be graced with a new shopping area worthy of the most chic Parisian districts to give you an unforgettable shopping experience. Designed as a Parisian street, this future 1,600-metre-long commercial lane will include restaurants and boutiques with the most prestigious French and international names. Planned opening: March 2020.

A new look for the Paris airports

1

A single departure lounge for Terminal 1

The work to join three of the seven satellites at Paris-Charles de Gaulle Terminal 1 began in 2018 and will completely change the terminal's look and feel. The project consists in constructing a five-storey building with a surface area of 36,000 sq. m. It will connect current satellites 1 and 3 and will include common security and boarding areas and a commercial zone. Nine new aircraft parking stands will be created, raising the number of widebody stands to six, from five currently. Terminal capacity will increase from 9 to 12.2 million passengers p.a. Most importantly, passenger comfort will increase. In this large, single departure hall, to be completed in 2020, you will have access to more services, lounges, boutiques and restaurants. A 5,000 sq. m. area in the other Terminal 1 satellites will also be completely rehabilitated.



PARIS-CHARLES DE GAULLE IN 2018

72.2 million passengers

480,945 aircraft movements per year

298 aircraft parking stands

3 large terminals

4 runways

331 destinations in 117 countries

Terminals 2B and 2D will be joined

Rehabilitating Terminal 2B and creating a connecting building between Terminals 2B and 2D will mark an important step in the development and modernisation of Paris-Charles de Gaulle airport. The future building connecting the two terminals will include a single passenger security area, a shopping and services area, new lounges and a common arrivals walkway. When checking in, you will go to one or the other of the two terminals, then use the services of the 30,000 sq. m. building to get to your departure lounge. As an arriving passenger, you will also reclaim your luggage in the building.

At the same time that the connecting building is under construction, Terminal 2B is undergoing a complete overhaul. The building interior has already been stripped clean; only the bare concrete

remains. All of the facades have been modernised, with latest generation windows for a much-improved environmental performance. This dual project will enable the terminal to accommodate six million more passengers starting in the summer of 2020.

CDG EXPRESS

2018
Declared to be in the public interest

20 MINUTES
Travel time between Paris-Charles de Gaulle and the Gare de l'Est in central Paris from 2024.

2019
Transport minister Elisabeth Borne confirms construction launch. Work begins on the segment from Mitry-Mory to Paris-Charles de Gaulle 2.

2

The new multi-modal station will bring central Paris closer than ever before

The Orly Airport stop on the Grand Paris Express will be in the heart of the airport. It will significantly improve public transport access to the airport; 80% of airport access is currently by road. Travel time between Paris-Orly and the Gare de Lyon in Paris will be reduced to 23 minutes from 45 minutes currently. Serving both road and rail users, this 22,500 sq. m. dual-mode station will significantly improve access to the airport with connections to metro lines 14 and 18 and tram line T7. It will also connect with Orlyval, Orlybus to Denfert-Rochereau in central Paris and several other coach and shuttle lines. In addition to the new coach station, there will be a new 10-level PO carpark. Concrete for the first diaphragm walls was poured at the end of 2018, and delivery is planned for 2024.



PARIS-ORLY IN 2018

- 33.1 million passengers
- 229,052 aircraft movements per year
- 74 aircraft parking stands
- A single terminal with four check-in zones
- 3 runways
- 149 destinations in 50 countries



SAMPLE TRAVEL TIMES IN 2024

- ◆ Paris-Orly < > Olympiades: 16 minutes via line 14 vs 43 minutes currently.
- ◆ Paris-Orly < > Kremlin-Bicêtre: 12 minutes via line 18 vs 52 minutes currently.

PARIS-LE BOURGET IN 2018

- No. 1 business airport in Europe
- 60,325 aircraft movements per year
- 3 runways
- 15 business airlines



3

A specialised artwork hub

In 2020, a new art storage centre will open at Paris-Le Bourget, in partnership with André Chenue. Designed by GBL Architectes and located only 7 km from Paris, the new building will be the first in France constructed specifically for this purpose. The structure will offer large storage spaces that meet the highest international standards, for use by museums, art owners and other artworld professionals. These customers will benefit from specialised infrastructure right on the outskirts of Paris and a secure logistics hub with easy access to the airport and customs services.

This creative project will position Paris-Le Bourget as a centre of expertise in the world of art, a showcase for Greater Paris. In this way, Paris-Le Bourget confirms its strong commitment to developing airport services around Paris, thereby creating value and jobs in the region.

A WIDE SELECTION OF PRODUCTS AND SERVICES FOR A UNIQUE EXPERIENCE

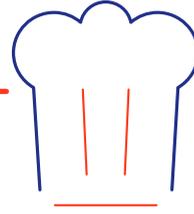
146



SDA* BOUTIQUES, INCLUDING LUXURY GOODS

that embody French *savoir-faire*. A double dose of French touch and elegance.

*Société de Distribution Aéroportuaire



8

RENOWNED CHEFS

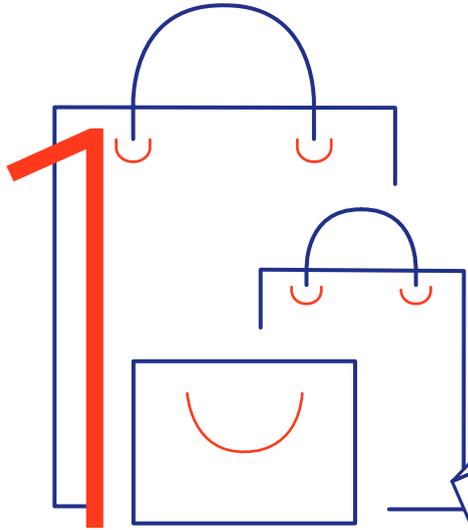
Groupe ADP airport terminals host Michel Rostang (Café Eiffel), Thierry Marx (Teppan Daily Marx Cuisine), Guy Martin (I Love Paris, The French Taste, Miyou) and Gilles Epié (The Frenchy's). Objective: one renowned chef per terminal by 2020.

58,075

SQ. M. OF COMMERCIAL SPACE

including 22,280 sq. m. dedicated to 107 bars and restaurants (23,051 sq. m. including snack machines and storage spaces) among 382 points of sale.

4



NEW SHOPS AND RESTAURANTS IN 2018

Specifically, 19 shops and 22 bars and restaurants. At Paris-Charles de Gaulle, they will include a Louis Vuitton pop-up store and a New Age perfume boutique in Hall K of Terminal 2E; the first Victoria Secret boutique in Terminal 2F; the Teppan Daily Marx Cuisine, Chef Thierry Marx's new restaurant, and a Sushi Shop in Terminal 1; Guy Martin's French Taste in Terminal 2F2; Michel Rostang's Café Eiffel in the landside area of Terminal 2E; and a McDonald's in the landside area of Terminal 2F.

71

RELAY@ADP BOUTIQUES

under the Relay, Travel&co, Kayser, Teppan and Orange (telephone) banners.

36

MORE THAN

1,000

PRODUCTS

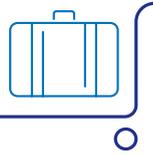
from gourmet foods to perfume, from fashion to accessories, not to mention high-tech.



EPIGO BARS AND RESTAURANTS

covering a total surface area of 4,592 sq. m. High service quality and lots of diversity, offering passengers the best of Paris.

INFRASTRUCTURE MEETING THE HIGHEST INTERNATIONAL STANDARDS

 **110,000** 

SUITCASES

handled daily at Paris-Charles de Gaulle. The baggage sorting equipment manages the luggage of more than 51 million passengers p.a.

MILLION METRIC TONNES OF FREIGHT

and mail in 2018. These figures make Groupe ADP the second-largest freight and mail carrier in Europe.



361

DESTINATIONS SERVED

in 121 countries (with a minimum of 12 aircraft movements p.a.), including Istanbul, Buenos Aires, Copenhagen, Dubai, Hong Kong, Lisbon, Los Angeles and Rome.



95

INTERACTIVE PASSENGER INFORMATION STATIONS

in the terminals to inform and orient passengers. The station presents a dynamic, personalised map with the time you will need to get where you are going. A short video shows where to start.

68



LINES OPENED

in 2018, including 49 at Paris-Charles de Gaulle and 19 at Paris-Orly.

96

"PARAFE"

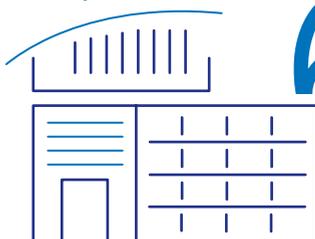
automated border control security gates deployed in Paris-Charles de Gaulle and Paris-Orly terminals.



6,686

HECTARES IN TOTAL SURFACE

area held by Paris Aéroport. Real estate activities outside the terminals represent a strategic vein of growth for Groupe ADP.

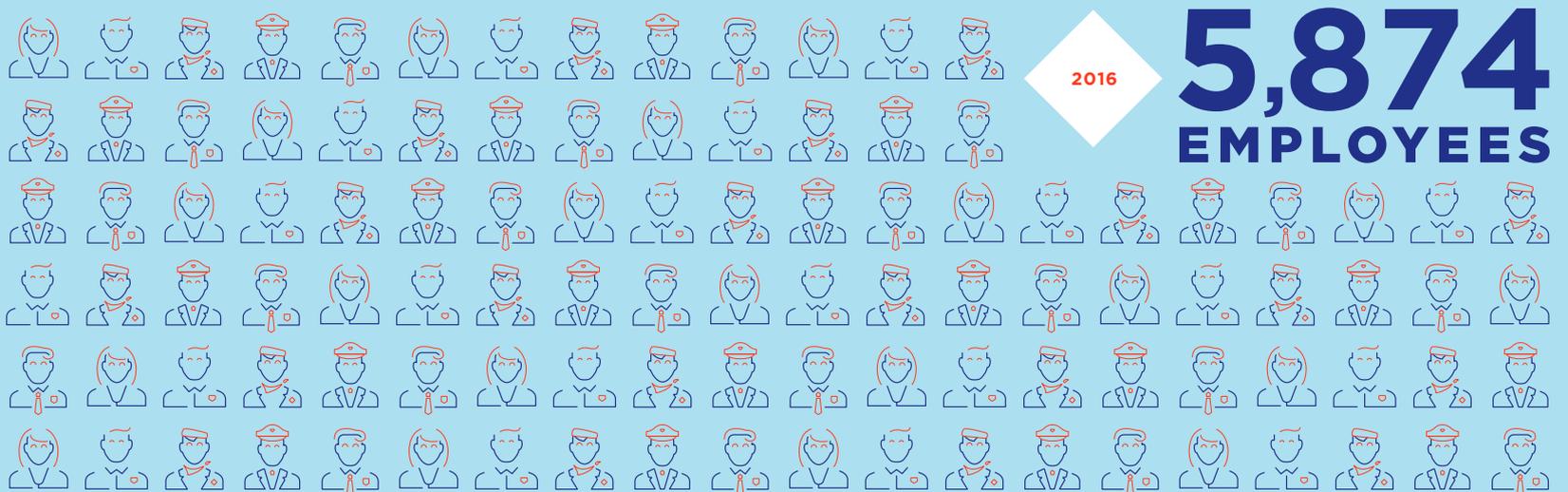


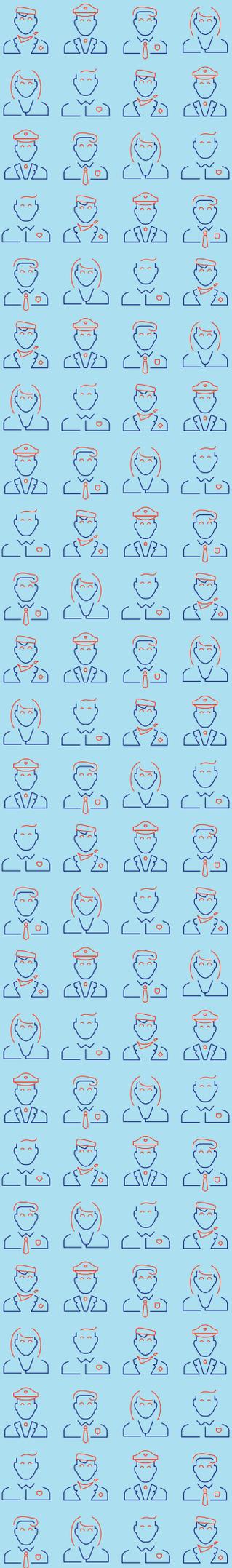


The airport sector offers numerous career opportunities

Rise in the number of full-time-equivalent employees at Groupe ADP between 2016 and 2018.

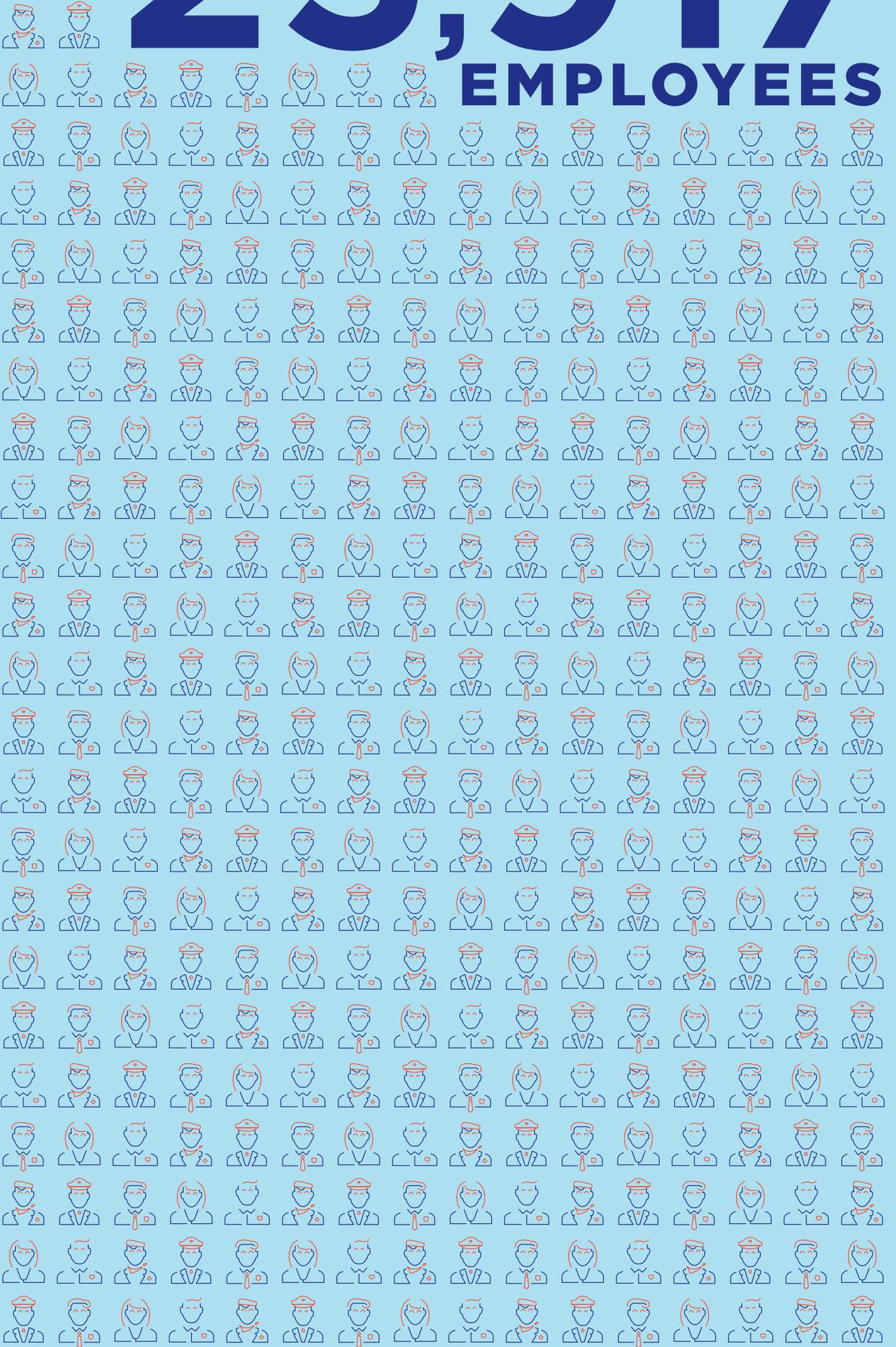
This significant increase resulted from the consolidation of TAV Airports in 2017 and Airport International Group (AIG) in April 2018.





25,917

EMPLOYEES





TOGETHER, LET'S MAKE THE COMPANY'S TRANSFORMATION A SUCCESS

HERVÉ WATTECAMPS
GROUPE ADP'S DIRECTOR
OF HUMAN RESOURCES

Previously Director of Human Resources for France's Army, Hervé Wattecamps joined Groupe ADP in July 2018 as HR Director and member of the executive committee. Together, we reviewed the year just ended and discussed future challenges.

After nine months at Groupe ADP, how do you see the company?

Hervé Wattecamps

Right from the outset, I noticed that employees are proud of the company and feel an attachment to it. I saw and I continue to see every day that employees have a sense of commitment, service and hospitality. We have a dynamic group, with a wide variety of projects, a strategic orientation focused on the development of activities in France and abroad, a multitude of professions, enthusiastic employees, numerous challenges and a duty to serve on a daily basis for the benefit of passengers, partners and other stakeholders. This is what makes our company the jewel that it is.

How would you assess 2018?

H. W.

We handled many human resources issues in 2018. We negotiated and renewed many company-wide agreements, and revised and implemented HR systems as well as a certain number of employment and skills projects (recruiting, mobility, training, etc.). Other subjects of employee-management discussion were remuneration and benefits, accident prevention, HR support for transformation, managing headcount and payroll, digital transformation, HR information systems, HR service quality and preparing for the future social and economic committee. The range of projects is broad, and necessarily so

if we are to support Groupe ADP's transformation and its ambition over the next few years. Finally, I'm aware that we must share more with everyone. We must make it easier to understand our HR challenges, so that employees will feel at home and pursue their professional career with us. I will make a concerted effort in 2019 to go into the field

"I will make a concerted effort in 2019 to go into the field more often and meet employees to understand their environment."

more often and meet employees, understand their environment and share HR improvements with them so that they understand the initiatives we have undertaken.

How will you prepare employees for the changing airport environment?

H. W.

Passenger traffic in our airports is set to increase, and new technologies are everywhere. We must be ready to imagine what tomorrow's airport jobs will look like. These are the challenges inherent in our Strategic Workforce Plan and they figured prominently in discussions we had during the year within the Group. We must now gradually implement the transformation and be sure employees understand why we are doing it. Targeted recruiting, mobility and transmission of expertise are the three avenues we need to work on if we are to make this transformation successful. ♦

A ROUNDUP OF PRIORITY PROJECTS

Over the next few years, Human Resources will be active in numerous projects that will have a decisive impact on employee relations, careers and employees' daily work life.

PROJECT 2

IMPLEMENT THE SOCIAL AND ECONOMIC COMMITTEE

Implementing the social and economic committee is a major project for 2019. The new committee will merge several employee representative bodies (works committee, health & safety committee, personnel representatives) into one. It will reform employee-management dialogue within the enterprise and will facilitate consultation. Groupe ADP has been negotiating regularly with unions on this future committee since Autumn 2018 with a Summer 2019 target date for an agreement reflecting a shared vision of everyone's roles and responsibilities. The committee should also ensure better tracking of occupational risk and accident prevention through better monitoring at the local level. Lastly, as part of the implementation of the social and economic committee, the Group will support employees elected to represent unions as they reintegrate positions in their various departments.

2019

PROJECT 1

BUILD THE HR STRATEGIC PLAN THAT WILL GUIDE THE COMPANY FROM NOW UNTIL 2025

A general policy document will express HR's vision and ambition with regard to the Company's strategic plan, and it will be signed by the Chairman & CEO. It will establish a framework for Groupe ADP's long-term vision of human resources and employee relations. The HR strategic plan will be translated into thematic projects, with the common thread of consistent HR practices that can be shared both with employees internally and with stakeholders outside the enterprise. It will serve as a reference document and will make it easier for everyone to understand the Company's HR goals, its prospects and the context in which it operates. It is part of the strategic orientation specified in the 2021-25 Economic Regulation Agreement currently being drafted and the most recent Strategic Workforce Plan.

2019

PROJECT 3

STRENGTHEN MANAGERIAL CULTURE

The art of management is knowing how to imbue action with meaning and how to support the development of employee talent so as to ensure the company performs at its best. Managers must have an aptitude for leadership and an appetite for interpersonal relationships to federate their teams around a common objective. Airports currently operate in a highly competitive environment, with ever more demanding passengers, partners and shareholders. More than ever before, the role of the manager is pivotal to performance, to enabling employees to understand the strategy and to successfully transforming the enterprise. The HR department will be particularly attentive to supporting managers and developing their talents so as to strengthen the managerial culture.

2019-2020

PROJECT 4

STIMULATE INTERNATIONAL CAREERS

Groupe ADP is actively pursuing its development throughout the world. It must recruit and train the most talented individuals to support its strong growth. Synergies are developing between Group entities. Defined and structured in liaison with ADP International, the international HR policy is undergoing fundamental change, with emphasis on the following initiatives: creating and keeping close tabs on a pool of employees with recognised potential who are willing to take on international responsibilities; anticipating the return of expatriates; encouraging intra-Group mobility; boosting local recruitment; creating training programmes that instill both the skills and the cultural awareness necessary for an international experience, etc. Positioning the Group as an international airport sector employer should thus give a fillip to the international HR policy.

2019

PROJECT 6

STEP UP RECRUITMENT AND MOBILITY

To better respond to the company's needs and to employees' aspirations, the HR department has revisited recruitment and mobility procedures. The annual recruitment plan has been recast along two avenues: identifying the needs of each department far in advance (Strategic Workforce Plan approach) and adhering to the schedule so as to ensure each business line's operational continuity. We have given new impetus to the mobility theme in order to respond to the aspirations of a large number of employees, to round out their professional careers, to foster skills development and to contribute to organisational transformation. Initial results are encouraging and confirm that our new tools and methods are moving in the right direction. Deployment is ongoing.

2019

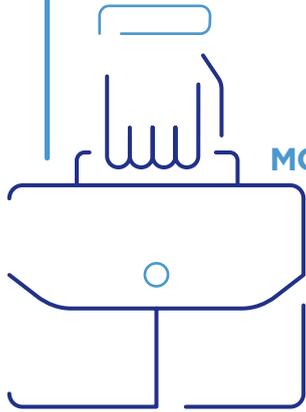
PROJECT 5

ALIGN TALENT WITH THE STRATEGIC PLAN

For the first time in its history, Groupe ADP will see 40% of its workforce retire in the next 5-10 years, at the same time that its activities in France and abroad will grow significantly. The 2019-21 Strategic Workforce Plan, signed in January 2019 is, for that reason, all the more important. It is imperative that we master the expertise necessary ahead of time to respond to the changes in our lines of business. The agreement will prepare the Company for new challenges such as digitalisation, changing customer expectations and the transformation of airport businesses. We must hire young people on contracts that alternate practical work experience with academics and recruit young graduates with new skills. We will also have to encourage mobility. Lastly, intergenerational and inter-professional skills transmission must take place so that the Group can pool its expertise and increase each employee's ability to master tomorrow's skills.

2019-2024

EACH PROFILE IS UNIQUE; EXPERTISE IS DIVERSIFIED



MORE THAN

100

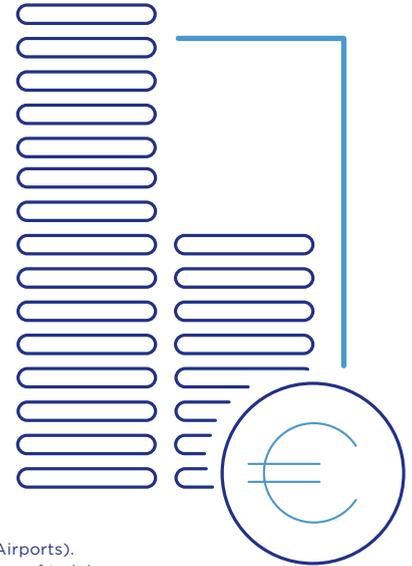
PROFESSIONS

Groupe ADP derives its unique character from the diversity of the professions its employees exercise: engineer-contractor, architect, data analyst, bird and wildlife controllers, real estate managers, sales agents, security experts, etc.

17

MILLION EUROS

invested in training in 2018 (excl. TAV Airports). Group employees received 143,596 hours of training, or 19 hours per person on average.



AGE DISTRIBUTION AT AÉROPORTS DE PARIS SA

4.2%
under 30

12.8%
30-39

36.9%
40-49

40.6%
50-59

5.3%
60 and over

62.4%

MEN*



*Aéroports de Paris SA

37.6%

WOMEN*

364

NEW RECRUITS

in 2018 (excl. TAV Airports and Amman), of which 300 permanent and 64 fixed-term. 6.5% were recruited after a "sandwich course".



25,917

FTE EMPLOYEES

(full-time equivalent) at Groupe ADP (incl. TAV Airports).

The airport is becoming a catalyst for local development

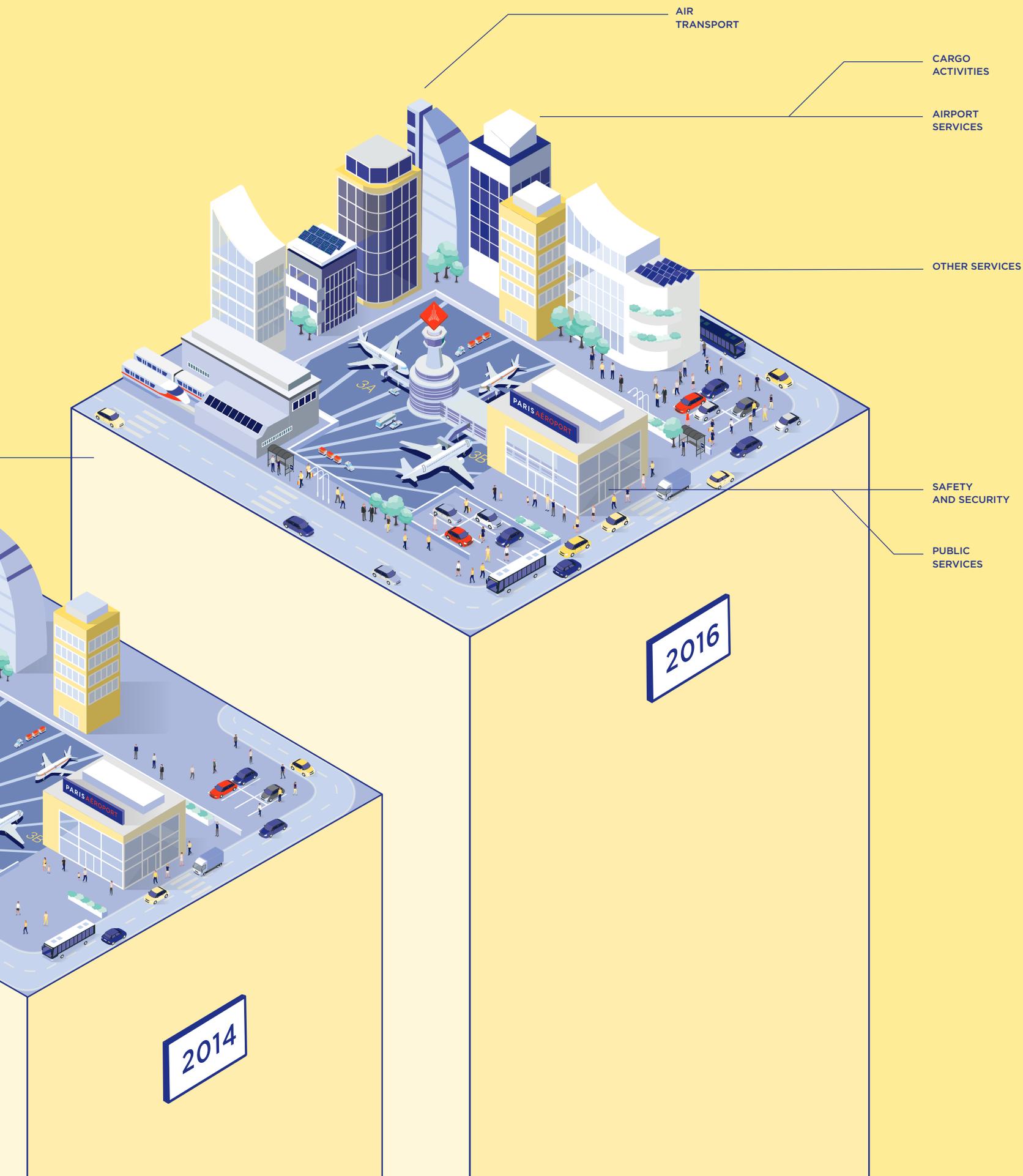


122,036
DIRECT JOBS

119,330
DIRECT JOBS



Increase in the number of direct jobs (with job type) at the three Parisian airports between 2014 and 2016.



VIEWPOINT



ROISSY-LE BOURGET: THE EMPLOI-HUBSTART PUBLIC INTEREST GROUP SUPPORTS THE HOST REGION'S ATTRACTIVENESS

JEAN-YVES LATOURNERIE

PREFECT OF THE VAL D'OISE DEPARTMENT AND PRESIDENT
OF THE EMPLOI-HUBSTART PUBLIC INTEREST GROUP

How has the Emploi-Hubstart public interest group contributed to the attractiveness of Roissy-Le Bourget's host region and to the employment of its residents?

Jean-Yves Latournerie

Since the Emploi-Roissy-CDG public interest group merged with the Hubstart Alliance⁽¹⁾, we have been actively pursuing both of these objectives. We organise an annual international seminar for sustainable

“We are also working to improve the procedure for responding to companies that ask to set up operations.”

airports, and this increases our visibility. We will be increasingly present in certain trade shows outside France, where we will deliver a new message to get people talking about us. We are also working in close collaboration with Paris Région Enterprises to improve the procedure for responding to companies that ask to set up operations. We would like to answer them quickly, with specific information, using attractive media and a common graphical identity. Lastly, we are active in the entire local employment chain. We encourage local residents to learn about the jobs we offer, we hold recruitment events by profession, we develop skills, etc. We also develop innovative activities with learning companies. In particular, we have created the “professional qualification campuses” in partnership with training companies and France's education ministry.

How does Groupe ADP support the Emploi-Hubstart public interest group?

J. Y. L.

Groupe ADP is a founding member of Emploi-Hubstart. It lets us use their premises, so that we can develop our activities at Paris-Charles de Gaulle. I'm thinking for example of the recruitment events we hold at the Maison de l'environnement. Groupe ADP's employees work alongside us on a daily basis. They made an important contribution to “Paris-Charles de Gaulle, France welcomes the world”, a MOOC (Massive Open Online Course) that trains hundreds of local residents in how to welcome foreign customers. Together with the Paris region, Groupe ADP also created the Cité des métiers, a centre for learning about different lines of work, at Greater Roissy-Le Bourget. More generally, Groupe ADP helps ensure that the relationship with airport community companies is a long-term one. In return, we also help our partner. For example, we analyse the skills the future Terminal 4 will require and the jobs it will generate.

What are your future plans?

J. Y. L.

As I said earlier, we will seek to increase our visibility internationally. We will re-examine our trade show and conference strategy in light of our new brand visibility tools. In particular, we will strengthen our online communication strategy. In addition, we have an ambitious mobility project specific to the air travel and airport professions, involving Atlanta and Beijing. Lastly, we want to develop virtual reality tools for training and orientation. ♦

www.gipemploiroissy.fr

(1) Alliance with international promotion of Greater Roissy.

Safety Line

BIG DATA IS WORKING FOR YOUR AIRPORT

Groupe ADP has supported this startup since 2013. In 2017, Safety Line came out with a revolutionary solution – AirsideWatch – that improves the efficiency of aircraft traffic on the ground. The software has been deployed at Paris-Charles de Gaulle and Paris-Orly. Here’s the story of that partnership.



GROUP ADP CO-DEVELOPS INNOVATIVE SOLUTIONS

The Group’s airports are at the crossroads of innovation, offering startups the freedom to experiment in topics as diverse as mobility, operations, maintenance, retailing, services, engineering, real estate and drone technology, and supporting them over the long term.

Safety Line was founded in 2011 by Pierre Jouniaux, former investigator at the BEA, France’s bureau of aeronautical investigation. The company’s objective is to exploit the huge volume of aircraft data. Using powerful algorithms, Safety Line models aircraft behaviour and improves their performance.

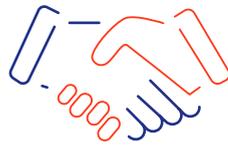
At the same time, Groupe ADP must increase the capacity of its infrastructure, without compromising on safety and while limiting noise pollution and the impact on the environment for local residents.

A PARTNERSHIP IS LAUNCHED, FOCUSED ON INNOVATION

In major airports, ground-based radar monitors aircraft traffic on the ground and airside vehicle traffic.

There is a world of information in these data: aircraft type and trajectory, parking and taxiing time, landing deceleration profile, etc.

Once analysed, this information can be used to improve the efficiency of airport operations. In 2014, Safety Line and Groupe ADP initiated co-development of a solution aimed at exploiting these data beyond the real-time function they were serving until then.



FUEL CONSUMPTION HAS DECLINED BY NEARLY

23,000

TONNES PER YEAR

This represents annual savings of €14 million.



FINANCIAL AND STRATEGIC SUPPORT

In 2017, as part of Innovation Hub and its investment fund ADP Invest, Groupe ADP participated in Safety Line’s €3 million fundraising. By becoming a minority shareholder of Safety Line and a member of its strategy committee, Groupe ADP helped determine the startup’s technological and commercial choices, while its network of airports offered Safety Line new development opportunities. This fundraising enabled Safety Line to recruit talent and develop its portfolio of solutions.

24

PEOPLE EMPLOYED BY THE STARTUP

Safety Line’s staff includes experts in air travel, aviation safety and statistics.



FOUNDED

2011

FOUNDER

Pierre Jouniaux

HEAD OFFICE

33, avenue du Maine
75015 Paris (France)

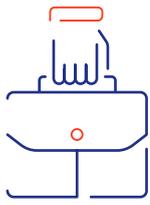
WEBSITE

www.safety-line.fr

DESCRIPTION

Safety Line offers innovative solutions for improving the safety and efficiency of air transport. Its customers are airlines, airports and maintenance companies. In addition to AirsideWatch, the company offers SafetyCube, a risk management solution, FlightScanner, a flight data analyser, and OptiClimb, a method for optimising the climbing phase so as to reduce the aircraft’s CO₂ emissions.

THE ADVENT AND LAUNCH OF AIRSIDEWATCH



AirsideWatch was launched in 2017 to analyse ground-based radar and the data recorded by sensors on and near airport runways. The solution detects abnormal situations by comparing real-time radar data with models developed through machine learning using all of the data. For example, by combining radar, weather information and aircraft deceleration data, AirsideWatch can estimate runway friction. Airports no longer need to systematically close down a runway to analyse its condition. Later the same year, Safety Line and Groupe ADP jointly filed a patent that opened the door to international marketing of the solution. Groupe ADP uses its worldwide network to support Safety Line's international development.

THE PARIS AIRPORTS ALREADY USE AIRSIDEWATCH

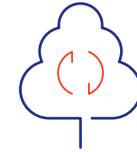
Working in close cooperation with the safety teams at Paris-Charles de Gaulle airport, Safety Line has deployed AirsideWatch throughout the airport. The solution detects abnormal braking or lateral movement of an aircraft on landing. These are signs of poor runway condition. Runway condition is determined in real-time for each third of its total distance. With help from artificial intelligence and machine learning, AirsideWatch is constantly improving. In 2018, the solution was also deployed at Paris-Orly airport, where the results have already led to repositioning a runway turn-off based on aircraft engine and landing speeds.



73,000
METRIC TONNES OF CO₂
emissions could be eliminated every year. This is equivalent to the yearly emissions of 100,000 cars in the Paris region.

AIRSIDEWATCH MAKES INROADS ABROAD

In 2018, ADP Ingénierie won a bid for a consulting assignment to optimise the airside infrastructure of Beijing Capital International Airport. Safety Line and its AirsideWatch solution will have a role to play.



BENEFITS FOR LOCAL RESIDENTS AND THE ENVIRONMENT

AirsideWatch analyses each phase of an aircraft's movements: parking, taxiing, take off, landing, return to parking stand, etc. For each phase, the solution measures the distance travelled and the time spent. By compiling the data, the solution can relieve overall congestion, such as by reducing parking time, runway threshold waiting time or de-icing time. Airports can also better manage their noise pollution and environmental impact through fuel economy and the related CO₂ emissions.

45

CUSTOMERS,
both airlines and airports, use Safety Line's various products (SafetyCube, OptiClimb, AirsideWatch).

INNOVATIONHUB

LOOKING AHEAD TO THE AIRPORT OF TOMORROW

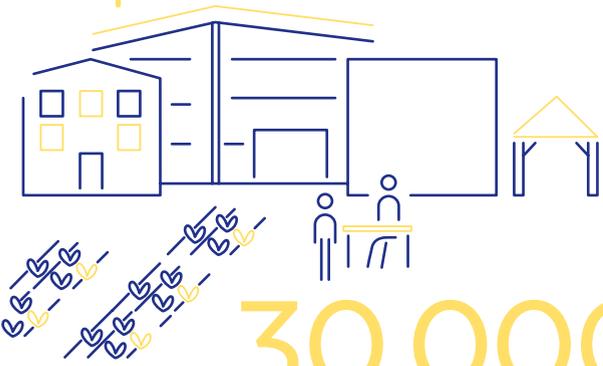
"Inaugurated in March 2017, Innovation Hub is a vector for transformation, serving customers and making the Group more competitive. The 'Open' approach disseminates an innovation culture among employees through conferences, workshops and learning expeditions and is based in a 300 sq. m. space in the heart of our new corporate headquarters. With 'Connect', the Hub supports young companies generating smart airport innovation, new forms of mobility and robotics. For

example, chatbot technology is improving passenger hospitality, while big data is optimising runway use and baggage sorting. Lastly, through 'ADP Invest', our investment fund, the Hub is investing directly in startups such as Pacifica Decision, Egidium Technologies and Safety Line or in outside funds so as to gain additional expertise and keep tabs on what is happening in airports worldwide." ♦



Edward Arkwright,
Chief Executive Director

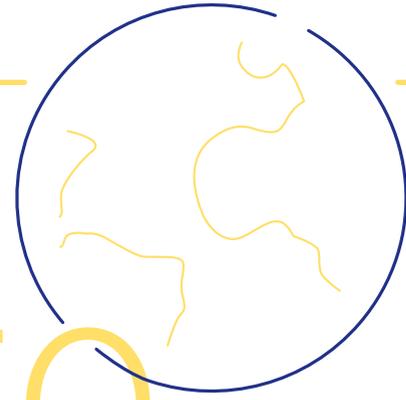
SUPPORTING THE LOCAL ECONOMY AND EMPLOYMENT IN OUR HOST REGIONS



30,000

VISITORS P.A.

(between 10,000 and 15,000 schoolchildren) in the Environment and Sustainable Development Centres of Paris-Charles de Gaulle and Paris-Orly.



50

SHARED INITIATIVES

coordinated by the Hubstart Alliance in 2017 to promote the Greater Roissy-Le Bourget host region abroad.



7,500

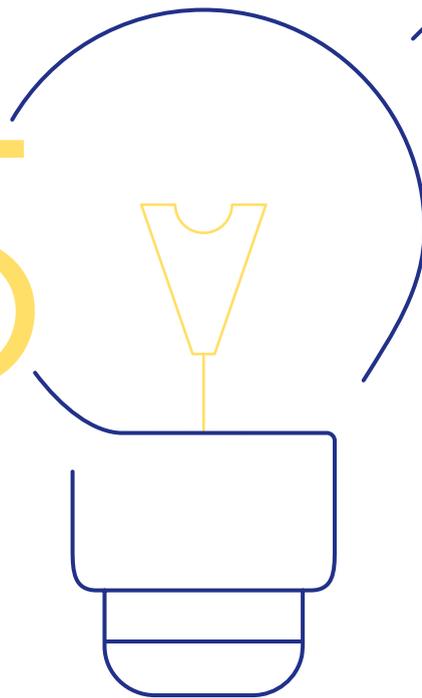
RECRUITMENTS FACILITATED

by Papa Charlie, a nonprofit supported by Groupe ADP that helps people get access to jobs by lending them vehicles.

165

ENTREPRENEURS

supported since 2002 by the Hubstart Paris Region business incubator, which is in turn supported by Groupe ADP.



42

COMPANIES

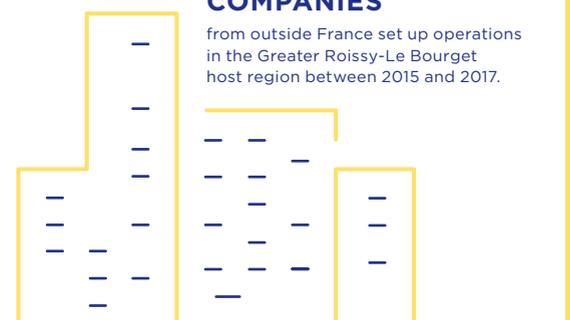
from outside France set up operations in the Greater Roissy-Le Bourget host region between 2015 and 2017.



570,860

JOBS SUPPORTED

by the activities of the Paris region's airports.



Culture and education to please passengers and boost host regions

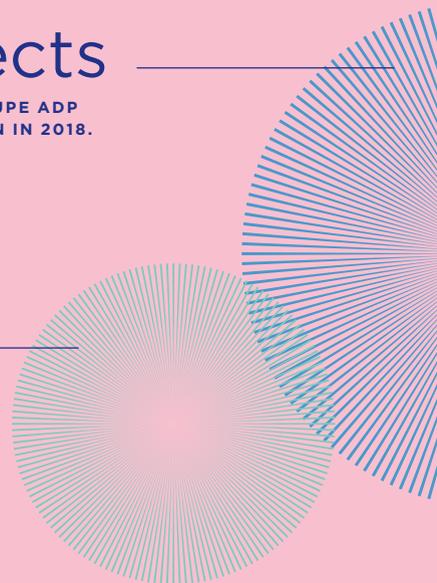


63 projects

SUPPORTED BY THE GROUPE ADP CORPORATE FOUNDATION IN 2018.

9 museums

IN FRANCE HAVE LENT WORKS OF ART TO THE PARIS-CHARLES DE GAULLE MUSEUM SPACE, INCLUDING THE MUSÉE RODIN AND THE MUSEUM OF DECORATIVE ARTS.



17 million

TRAVELLERS HAVE VISITED
THE PARIS-CHARLES DE GAULLE
MUSEUM SPACE SINCE IT WAS
CREATED IN 2013.

1 million

EUROS PER YEAR:
BUDGET OF THE GROUPE ADP
CORPORATE FOUNDATION.

370 original
works

IN THE PARIS-CHARLES DE GAULLE
MUSEUM SPACE SINCE 2013.

VIEWPOINT



THE LOUVRE OPENS A BRANCH AT PARIS-ORLY

LÉO CAILLARD

ARTIST AND PHOTOGRAPHER, CREATOR
OF THE “TRAVERSÉE DU LOUVRE” EXHIBIT

What attracted you to this fresco project?

Léo Caillard

As an artist, I travel a lot, and I love airplanes. But I especially love painting and the Louvre. So to have *carte blanche* here was a wonderful creative opportunity. It's a nod to my work as a sculptor, where I revisit classical sculpture with a contemporary eye. I especially appreciate that continuity.

What link do you see between art and travel?

L. C.

The passageway is long enough for a fully-fledged chronological journey from the Renaissance, da Vinci and Raphael to the classical painters of the

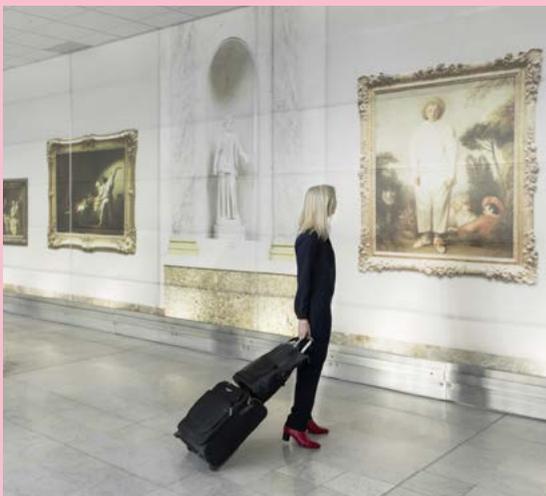
“The passageway is long enough for a fully-fledged chronological journey.”

18th century such as Ingres. It's also a journey in space. The pictures capture the light of the exhibition space and show the size of the works and all their imperfections. They reconstitute the museum experience as faithfully as possible.

For you, is art at home everywhere, even in an airport?

L. C.

Absolutely, because travellers who pass through Orly don't always have the time to visit Paris. The idea was to bring Parisian culture into the airport to provide a glimpse of the treasures of this emblematic Parisian museum. Also, we are living in a time that is searching for its identity. Art and culture have a central role to play in this. The public is now very critical, and this is a good thing. People need authenticity. This fresco was proof that an ephemeral approach can create a high-quality experience. ♦



ART AND CULTURE ✦ A GUIDED TOUR THROUGH OUR PARISIAN AIRPORTS

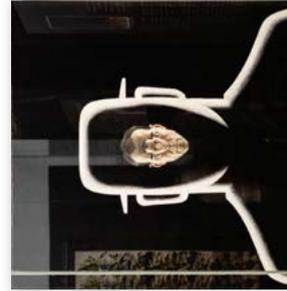
2018 was a particularly eventful year from a cultural point of view. Travellers and airport employees alike were delighted by the succession of concerts and exhibitions at Paris-Charles de Gaulle and Paris-Orly.

1

THE ELECTRIC ECLECTICISM OF DINA VIERNY

| | |
|--------------|---|
| WHAT | EXHIBITION |
| WHEN | 08/10/2018 - 08/03/2019 |
| WHERE | PARIS-CHARLES DE GAULLE MUSEUM SPACE, TERMINAL 2E, GATE M |

Paris-Charles de Gaulle airport hosted an exhibition devoted to the life and art collection of Dina Vierny, founder of the Maillol museum in Paris. A selection of more than 20 original works shed light on this woman's fascinating career. Illustrated by Maillol, Bonnard, Matisse, Dufy, Rodin, Séraphine Louis, Kandinsky, Pollackorf, Robert Couturier, Duchamp-Villon and others, the exhibition presented a moving, behind-the-scenes look at the art world of the 20th century.



1

2

CARTE BLANCHE FOR PARIS PHOTO

| | |
|--------------|--|
| WHAT | EXHIBITION |
| WHEN | FROM OCTOBER 2018 FOR TWO YEARS |
| WHERE | PARIS-CHARLES DE GAULLE TERMINAL 2E LANDING PASSAGEWAY |

Timed to coincide with Paris Photo, travellers arriving in Hall M of Terminal 2E at Paris-Charles de Gaulle saw samples of pictures displayed at the world's largest photography fair. The works of William Klein, Denis Darzacq, Edouard Taurenbach, Noémie Gouda and others were displayed for all to enjoy.



2

3

LÉONIE PERNET, THE SUSPENDED CONCERT

| | |
|--------------|-------------------------------------|
| WHAT | CONCERT |
| WHEN | 26/11/2018 |
| WHERE | PARIS-CHARLES DE GAULLE, TERMINAL 1 |

After the live concerts put on by Rhye in Terminal 2E and the Mount Kimbie duo on a Paris-Orly passageway, it was Léonie Pernet's turn to perform against the exceptional background of a Paris airport. For the third "passengers" production, in partnership with Arte Concert, the multi-instrument artist gave a live performance from the suspended moving walkways of Terminal 1, one of Paris-Charles de Gaulle's emblematic locations. A perfect retro-futuristic decor for her uplifting electronic music.



3

4

FEATURING HIGH FASHION AND CRAFTSMANSHIP

| | |
|--------------|-------------------------------------|
| WHAT | EXHIBITION |
| WHEN | FROM FEBRUARY 2017 TO FEBRUARY 2019 |
| WHERE | PARIS-ORLY SOUTH TERMINAL, HALL B |

The exhibition "Paris, Capital of Creation", in partnership with Paris Match, took an inside look at the Paris fashion world. Arriving passengers admire 20 large format photos of fashion designers in their studios and watch how they create embroidery or jewellery or incorporate bird plumage into their work.



4

ENTRY POINT TO THE WORLD • THE MAJOR INITIATIVES SUPPORTED BY THE FOUNDATION

Every day, Groupe ADP's airports are an entry point to the world at large.

The Foundation takes concrete steps to ensure that the greatest number of people can cross that point. The Group is committed to improving access to knowledge by supporting projects that involve its employees.

1

MUSIC IS FOR EVERYONE

| | |
|--------------|-------------------|
| WHAT | MUSICAL EDUCATION |
| WHERE | ESSONNE |

"Demos" is a musical education programme that enables children to practice orchestral music and brings musical culture to their level. Each child is given an instrument and has four hours of lessons per week. The lessons are given by two professional musicians and a social worker to groups of 15 children. A concert is organised at the end of each year.

1



2

THE ROAD TO AUTONOMY

| | |
|--------------|------------|
| WHAT | EDUCATION |
| WHERE | VAL-D'OISE |

A nonprofit organisation called "Clé" uses multimedia workshops to tutor children in the "three R's": once, twice or three times a week and prevent them from dropping out of school. Volunteers accompany 40 children ranging in age from 9 to 14, helping them to improve their reading, writing and maths skills.

2



3

A BRAND NEW BOARDING SCHOOL

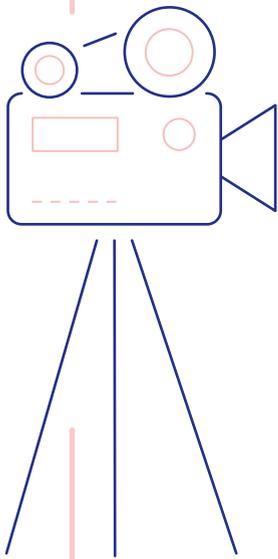
| | |
|--------------|-----------|
| WHAT | EDUCATION |
| WHERE | MOROCCO |

On 26 March 2019, a boarding school for girls opened its doors in Asni, Morocco. In this small town at the foot of the Atlas mountains, going to school means travelling several kilometres along steep mountain paths. Financed in part by the Foundation, the school was created by an association called "En Route pour l'Ecole" ("On board for school"), and will play a key role in removing the obstacle that distance represents. It will accommodate 48 girls aged 11 to 18.

3



**THE CULTURAL
AGENDA IS AMBITIOUS
AND SO IS THE COMMITMENT
TO THE COMMUNITY**

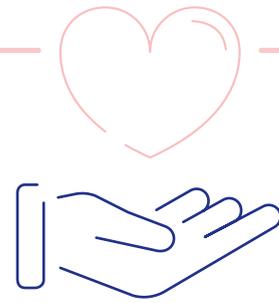


25

**FEATURE-LENGTH
FILMS**

videos, advertising spots, etc. were shot in Paris-Charles de Gaulle airport.

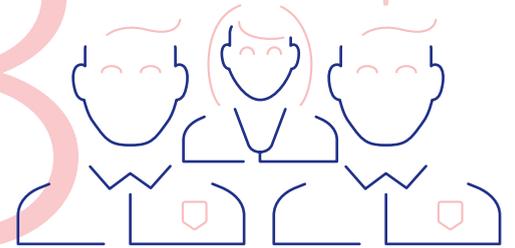
3



SOLIDARITY LEAVES

were granted. Employees signed up with nonprofits supported by the Foundation to carry out an international solidarity project.

48



EMPLOYEES COMMITTED

to a sponsorship project. Employees choose to work with a nonprofit supported by the Foundation, and they share knowledge and skills that are directly or indirectly tied to their professional activity in the company.

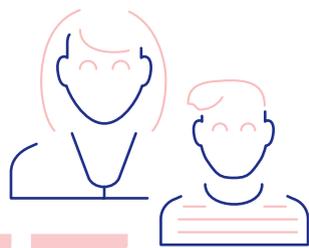
40



METRES

is the length of Léo Caillard's monumental fresco offering passengers a peek at the Louvre's Grande Galerie.

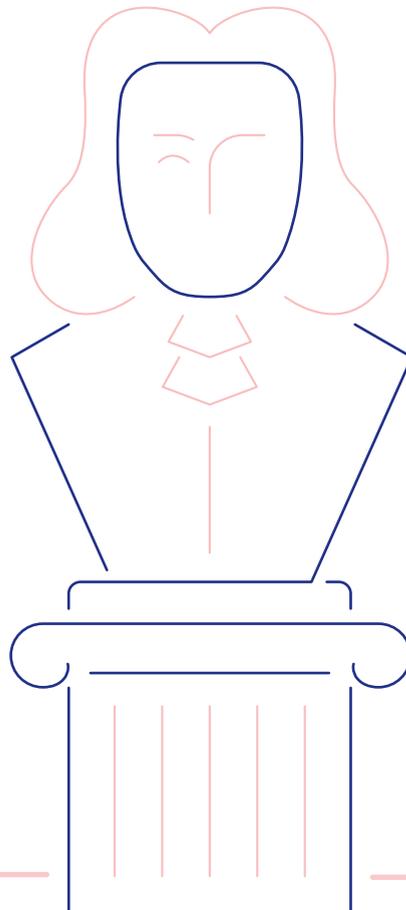
73



TUTORS

worked with children aged 11 to 18 to help combat illiteracy and school dropout. They are employees who devote part of their work time to the Foundation and help these young people stay on the path to learning.

250

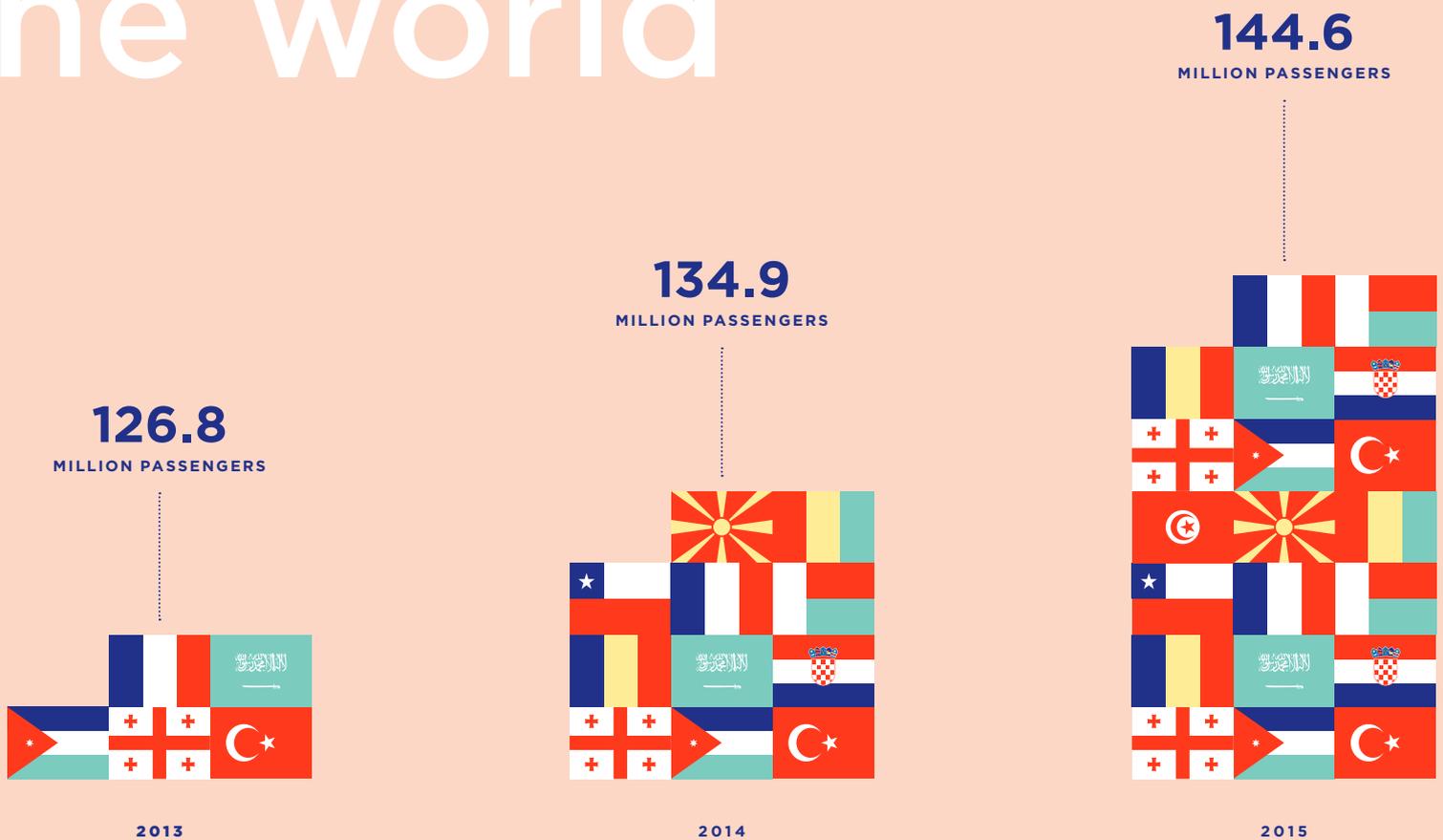


**SQ. M. DEDICATED
TO ART**

in the Museum Space, which offers an exceptional cultural experience through the wide variety of original works of art it has on display.



Exporting excellence throughout the world



Increase in the number of passengers worldwide (Groupe ADP scope) between 2013 and 2018.

*Sale of investment in Mexican airports **Stake in TAV Airports increased to 46.1%.

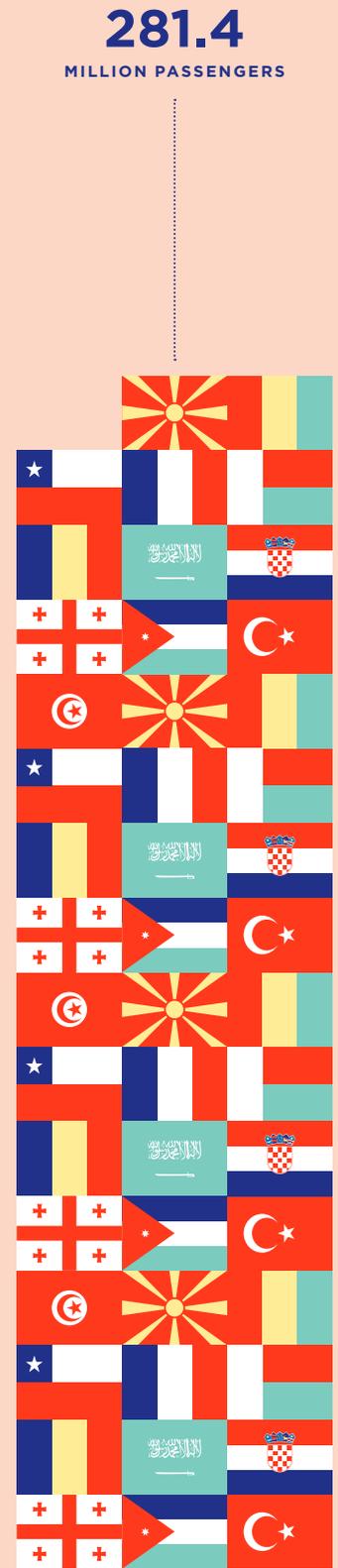
In 2018, Groupe ADP was the world's leading airport group in terms of passenger numbers.



2016*



2017**



2018



VISIBILITY FOR OUR EXPERTISE IN JORDAN

GRUPE ADP

In 2018, Groupe ADP took exclusive control of Airport International Group (AIG), the Queen-Alia International Airport concessionaire in Amman, Jordan. Here is that international project's emblematic success story.



Groupe ADP has strong, long-standing ties with the Kingdom of Jordan. In 2007, the Group won a 25-year concession contract to develop and operate the Queen-Alia International Airport in Amman (QAIA) via AIG, the concessionaire company in which the Group took a 9.5% stake. In 2013, Groupe ADP successfully brought a new terminal into service, replacing the old, historical facility and doubling the airport's capacity. In 2016, the terminal was expanded to raise the airport's capacity to 12 million passengers p.a.

A BEACON FOR THE MIDDLE EAST

Located 35 km south of Amman, the Queen-Alia Airport serves 66 cities and welcomed 8.4 million passengers in 2018, representing a 6.4% rise. Headquarters for Royal Jordanian Airlines, which has an

extensive network in the Middle East, the airport is an up-and-coming competitor in the region, recognised for the quality of its aeronautical infrastructure and its passenger service. It has been designated the best Middle Eastern airport in its category three times – in 2015, 2016 and 2018 – at the Airports Council International's Airport Service Quality awards. It is also the first airport in the Middle East to become carbon neutral, according to the Airport Carbon Accreditation (ACA) programme. Jordan's beautiful landscapes and cultural heritage – Petra, the Dead Sea, the Wadi Rum desert, Mount Nebo – give the country's tourism industry real potential. By increasing its stake in AIG to 51%, Groupe ADP will add impetus to the current

“In Jordan we are putting all of our expertise to work, and our industry plan for the airport is having a positive impact on the local economy.”



Fernando Echegaray,
Chief International Officer of Groupe ADP.

momentum, with the objective of hosting other airlines and strengthening Royal Jordanian's hub. And it will also aim to increase revenue from shops, bars and restaurants, launch real estate projects in the vicinity, etc. Priority will remain on constantly improving service quality and on a high level of safety and security. In this regard, the Jordanian example is emblematic of the overall range of services and expertise that Groupe ADP exports throughout the world. ♦

HIGH VALUE-ADDED PROJECTS THROUGHOUT THE WORLD

Between 2015 and 2035, the number of passengers worldwide is expected to double to more than 7.5 billion. Most countries will have to increase the capacity of existing airports or build new ones. Present along the entire airport value chain, Groupe ADP already supports the growth in air transport through the various projects it is carrying out around the globe.

1

UNITED STATES

Merchant Aviation, a targeted acquisition in engineering



After acquiring this design office, Groupe ADP is now uniquely placed to land consulting and engineering contracts in the North American market, which includes 30 of the world's 100 largest hub airports.

2

CHILE

Progress on the new terminal project



20-YEAR CONCESSION

In 2015, Groupe ADP became the largest shareholder (45%) of Arturo-Merino Benítez Airport, South America's fifth-largest airport, alongside its partners VINCI Airports and Astaldi. The consortium is to design and build a new 200,000 sq. m. terminal. Construction progressed favourably in 2018 and saw the inauguration of the first departure lounge, Pier C, with a surface area of 24,000 sq. m. Once the new terminal is delivered, the airport's capacity will rise to 30 million passengers.



GROUPE ADP'S PRESENCE AROUND THE WORLD

- ◆ Groupe ADP
- ◆ ADP Ingénierie projects
- ◆ TAV Airports
- ◆ Groupe ADP + TAV Airports
- ◆ Partnership with Royal Schiphol Group
- ◆ Regional offices



TURKEY
A new vein of growth for TAV Airports

3



25-YEAR CONCESSION

In May 2018, TAV Airports acquired 49% of ICF, the Antalya Airport concessionaire. TAV now operates Antalya alongside German company Fraport. Traffic at Antalya surged 22% in 2018 to 31.6 million passengers. Antalya is the principal point of entry to the Turkish Riviera. With this new concession, TAV Airports now operates four of the Turkish Riviera's five airports and has obtained a rich new vein of growth to offset the closing of the Istanbul Atatürk Airport in 2019. Antalya is Turkey's second-largest airport for international passenger traffic.

VIETNAM
Design of the future airport

4



ADP INGÉNIERIE CONTRACT

Following an international competition, ADP Ingénierie landed a major contract in Vietnam for the design of Ho Chi Minh City's second airport, which is currently in the project stage. The Groupe ADP subsidiary will be in charge of the feasibility studies up to the preliminary design phase of the new airport, which is to accommodate 25 million passengers p.a. beginning in 2025. This commercial success follows several other contracts ADP Ingénierie has already won on this project, including site selection and layout plan definition.

UNITED ARAB EMIRATES
Design and supervision of the expansion project

5

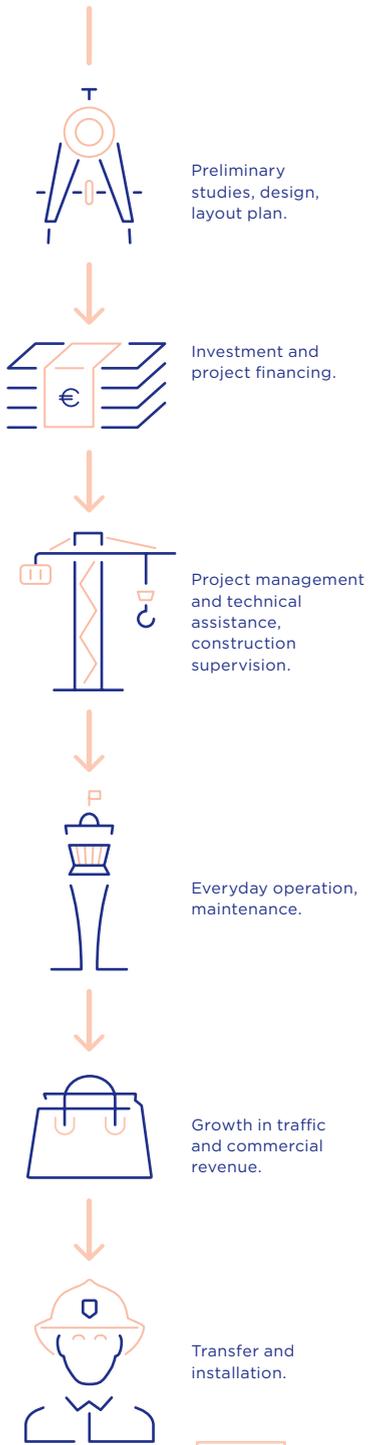


ADP INGÉNIERIE CONTRACT

In May 2018, ADP Ingénierie won the architectural design and supervision contract for the expansion of the airport at Sharjah, one of the country's seven emirates. This airport project is one of the Persian Gulf's largest and will increase the airport's capacity from 11 to 17.5 million passengers p.a. This commercial success is testimony to Groupe ADP's excellent reputation in the region, where it has been active for more than 20 years.

INTERNATIONAL DEVELOPMENT IS AN ESSENTIAL GROWTH VECTOR

EXPORTABLE SKILLS COVERING THE ENTIRE AIRPORT VALUE CHAIN

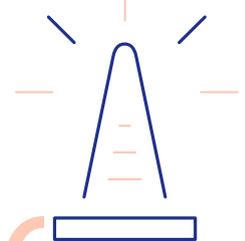


TOP



AIRPORT MANAGER

in the world with 281.4 million passengers. Passenger traffic in the Group's airports increased 7.6% over 2017.



25

AIRPORTS MANAGED

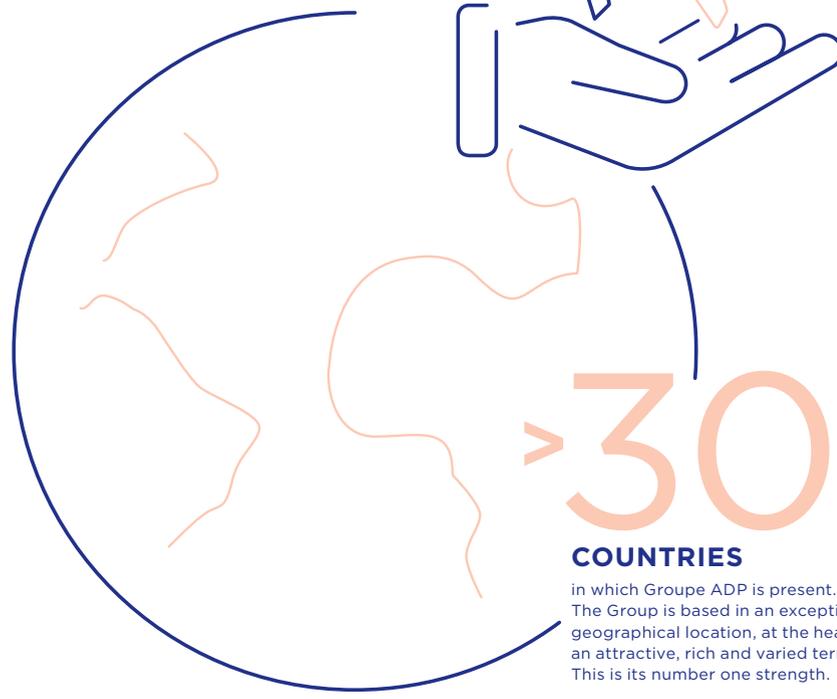
around the globe, from Amman, Jordan to Santiago, Chile, from Zagreb to Mauritius, from Conakry to the Hajj terminal in Jeddah, Saudi Arabia.



130

PROJECTS

underway at ADP Ingénierie, which has worked on more than 300 international architectural and engineering projects.



>30

COUNTRIES

in which Groupe ADP is present. The Group is based in an exceptional geographical location, at the heart of an attractive, rich and varied territory. This is its number one strength.

46.1% stake in **TAV Airports**, which operates 14 airports in six countries.

51% stake in **AIG**, operator of Queen-Alia Airport in Amman, Jordan.

45% stake in **Nuevo Pudahuel**, operator of the Santiago, Chile airport.

STRATEGIC INVESTMENTS



2015



2016



More positive impact,

2017



2018



lower emissions

The decrease observed since 2009 has come about because we have initiated energy production from renewable sources (geothermal, biomass, solar), consumed less fossil fuel in our power plants, kept close tabs on energy consumption and implemented clean mobility solutions.

VIEWPOINT



MAKING CSR A REALITY IN OUR HOST REGIONS

AMÉLIE LUMMAUX

DIRECTOR OF THE ENVIRONMENT
AND SUSTAINABLE DEVELOPMENT

Every airport shares a common destiny with its host region. Amélie Lummaux talks about the numerous CSR initiatives that involve all of Groupe ADP's employees and stakeholders.

What are the major CSR issues in a group like yours?

Amélie Lummaux

Because they are closely tied to the host region, our airports must be exemplary in terms of environmental impact and employment. So we strive to limit noise and other forms of pollution while maximising the positive externalities of our activities. CSR is fully integrated into our strategy and activities, and we are judged on our non-financial performance. Our CSR ratings have improved significantly. In 2018 we scored 86/100, exceeding our objective of 83/100 by 2020. In addition, Sustainalytics, an ESG research firm, has rated us seven points above the SBF 120 average. These very positive indicators provide tangible proof of our commitment to balanced growth and development, which will be beneficial both to Groupe ADP and to all of its stakeholders.

What projects are underway?

A. L.

We have an ambitious roadmap, be it in environmental protection, social responsibility or territorial outreach. In environmental protection, for example, we have made a commitment to be carbon neutral by 2030 in our Paris airports. To do this, our roadmap will require us to improve the energy efficiency of our installations, build sustainably, develop renewable energy facilities, purchase green electricity and

transition to electric vehicles. In social responsibility, we are trying to involve our stakeholders more closely in our decisions. In 2018, we prepared the consultation on the Terminal 4 and Paris-Charles de Gaulle development project. "Stakeholders" means everyone: local residents, of course, as well as our customers, suppliers and employees. In fact, our employees now play a direct role in corporate communication through the community of ambassadors we have created.

"We dialogue all the time with our stakeholders to make our CSR policy a reality."

How do you see the current year?

A. L.

2019 will be eventful. There will be a lot of dialogue with our host regions: at Paris-Charles de Gaulle there will be a public consultation on the Terminal 4 project and at Paris-Orly on the construction of the third runway. It's an opportunity for us to hear what our stakeholders have to say and to share our projects and our CSR commitments. Also in 2019, our company will experience a transformation, and we will support our employees in the context of a possible change in our shareholder structure. This year, like every year, we will act on all the major CSR issues our company faces. ♦

The Paris airports are increasingly responsible

Efforts to reduce the environmental footprint are increasing, both at Paris-Charles de Gaulle and Paris-Orly. They include numerous initiatives to increase biodiversity, improve air quality and better manage water and waste.

1

TAXIS RUNNING ON HYDROGEN

There is now a hydrogen fuel station, supplied by Air Liquide, at the entrance to the airport zone. The station serves Hype taxis, the world's first fleet of taxis powered by hydrogen fuel cells. These vehicles emit only water vapor and cause no local pollution. The service is gradually expanding. A new hydrogen fuel station opened at Paris-Charles de Gaulle in December 2018.

At the Avia service station

2

GREEN SPACES MORE ECOLOGICALLY MANAGED

Groupe ADP has committed to reducing the use of pest-control products on green spaces by 50% between 2002 and 2020. Alternative protection methods are being developed. Already at Paris-Orly, no pest-control products are used in the maintenance of green spaces, either airside or landside.

On all green spaces airside and landside

6

FREE CHARGING STATION RESERVATIONS

Since the summer of 2018, drivers of electric vehicles have been able to reserve a charging station at Paris-Charles de Gaulle. The reservation service is free, as is the charging itself (excluding cost of parking). The service will soon be available at Paris-Orly as well.

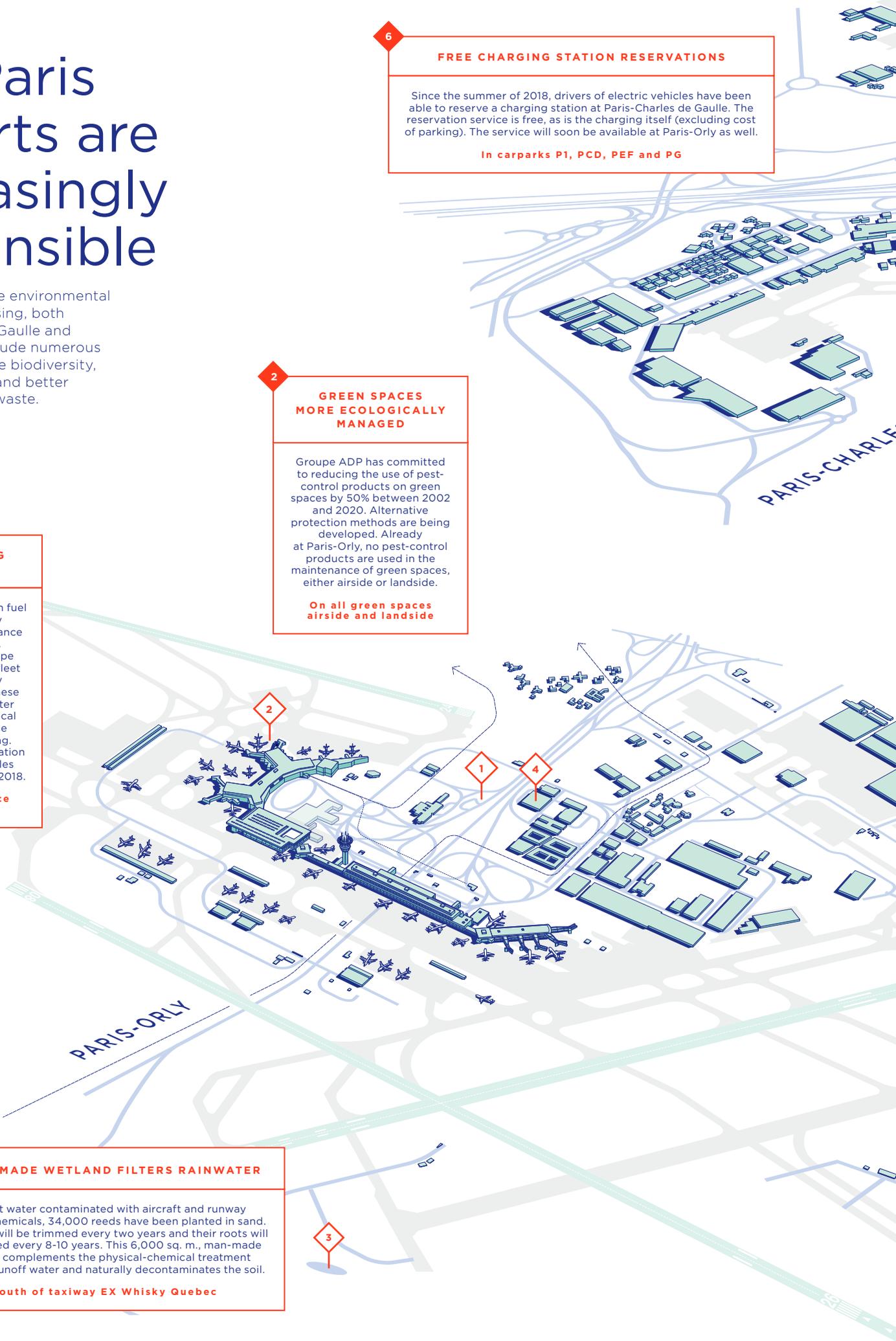
In carparks P1, PCD, PEF and PG

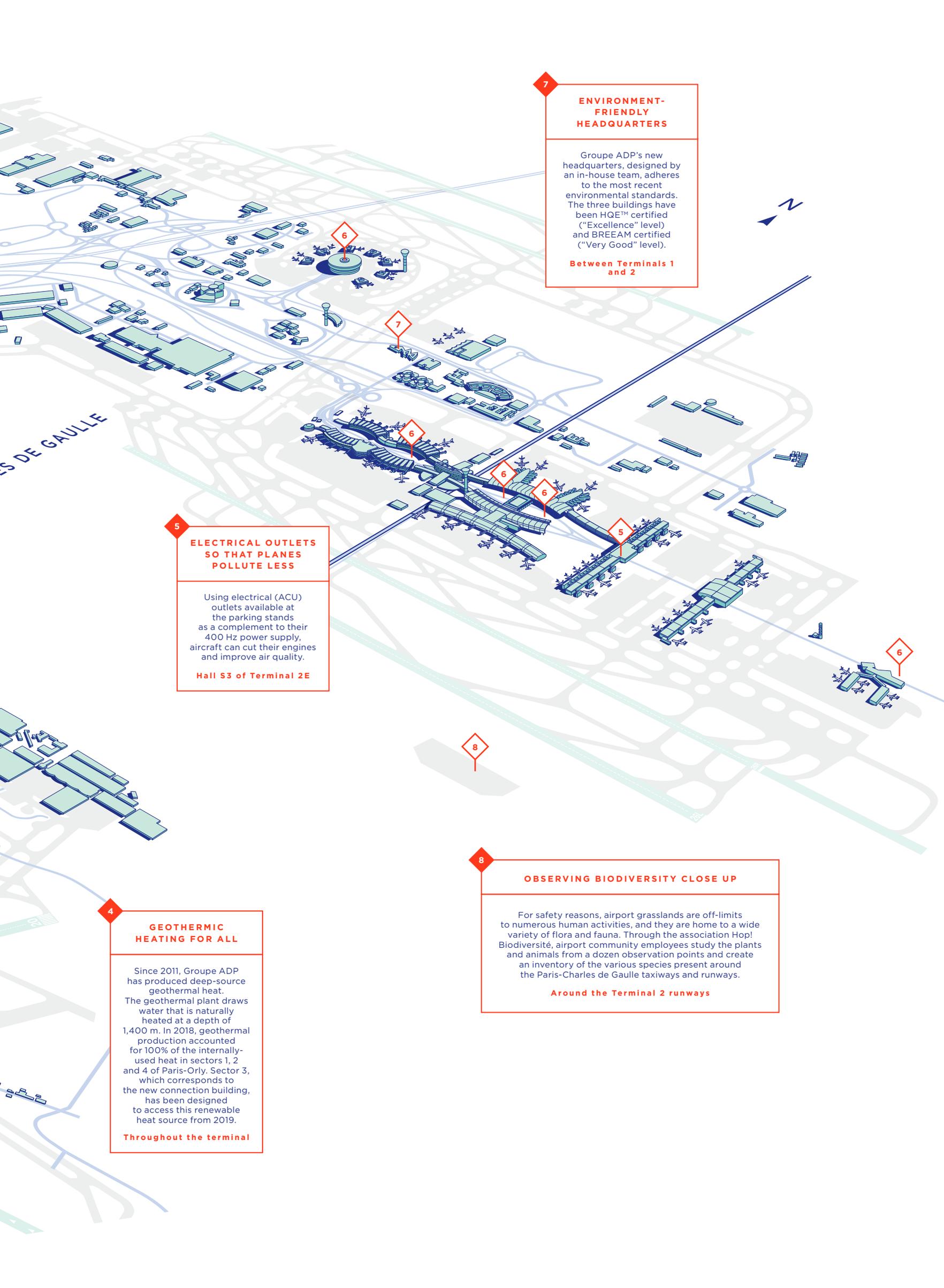
3

A MAN-MADE WETLAND FILTERS RAINWATER

To treat water contaminated with aircraft and runway de-icing chemicals, 34,000 reeds have been planted in sand. The reeds will be trimmed every two years and their roots will be replaced every 8-10 years. This 6,000 sq. m., man-made wetland complements the physical-chemical treatment of winter runoff water and naturally decontaminates the soil.

South of taxiway EX Whisky Quebec





7

ENVIRONMENT-FRIENDLY HEADQUARTERS

Groupe ADP's new headquarters, designed by an in-house team, adheres to the most recent environmental standards. The three buildings have been HQE™ certified ("Excellence" level) and BREEAM certified ("Very Good" level).

Between Terminals 1 and 2

5

ELECTRICAL OUTLETS SO THAT PLANES POLLUTE LESS

Using electrical (ACU) outlets available at the parking stands as a complement to their 400 Hz power supply, aircraft can cut their engines and improve air quality.

Hall S3 of Terminal 2E

4

GEOHERMIC HEATING FOR ALL

Since 2011, Groupe ADP has produced deep-source geothermal heat. The geothermal plant draws water that is naturally heated at a depth of 1,400 m. In 2018, geothermal production accounted for 100% of the internally-used heat in sectors 1, 2 and 4 of Paris-Orly. Sector 3, which corresponds to the new connection building, has been designed to access this renewable heat source from 2019.

Throughout the terminal

8

OBSERVING BIODIVERSITY CLOSE UP

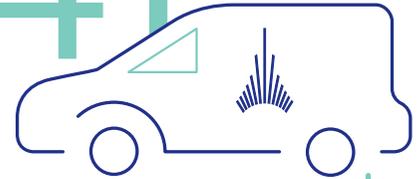
For safety reasons, airport grasslands are off-limits to numerous human activities, and they are home to a wide variety of flora and fauna. Through the association Hop! Biodiversité, airport community employees study the plants and animals from a dozen observation points and create an inventory of the various species present around the Paris-Charles de Gaulle taxiways and runways.

Around the Terminal 2 runways

ENVIRONMENTAL MEASURES IN OUR AIRPORTS ARE VARIED AND EFFECTIVE

241

GREEN SERVICE VEHICLES



(electric and hybrid) in our Paris fleet of light vehicles as of end-2018, or 25.4%. The 2020 objective of 25% has already been achieved.

69%

REDUCTION IN CO₂ EMISSIONS

per passenger during the 2009-18 period.

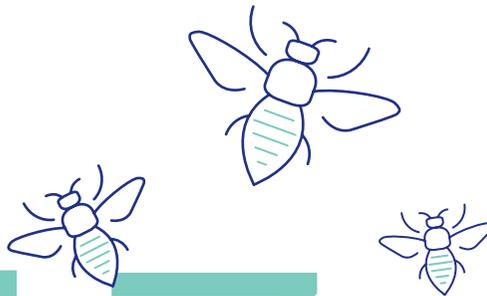


44 €

MILLION EUROS

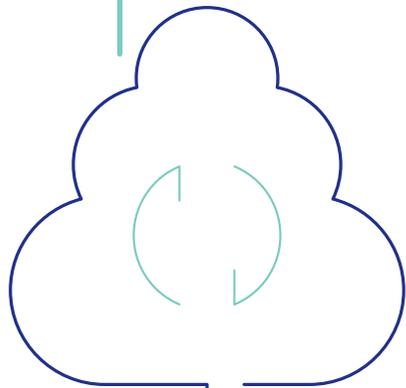
will be devoted to sustainable development measures during the 2016-20 period.

43



BEEHIVES

produce delicious honey. The beehives are located at Paris-Charles de Gaulle (2), Paris-Orly (8), and at general aviation aerodromes (33), which also have 150 brood cell hives.



387

CHARGING POINTS

for the 241 electric and hybrid service vehicles. These charging points can also be used by our customers.

15.8%

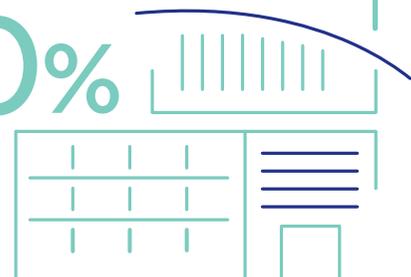
OF THE GROUP'S TOTAL ENERGY CONSUMPTION

in Q4 2018 derived from renewable sources. To achieve this result, Groupe ADP has developed the use of geothermal heating, biomass, and solar energy plants.

OBJECTIVE

100%

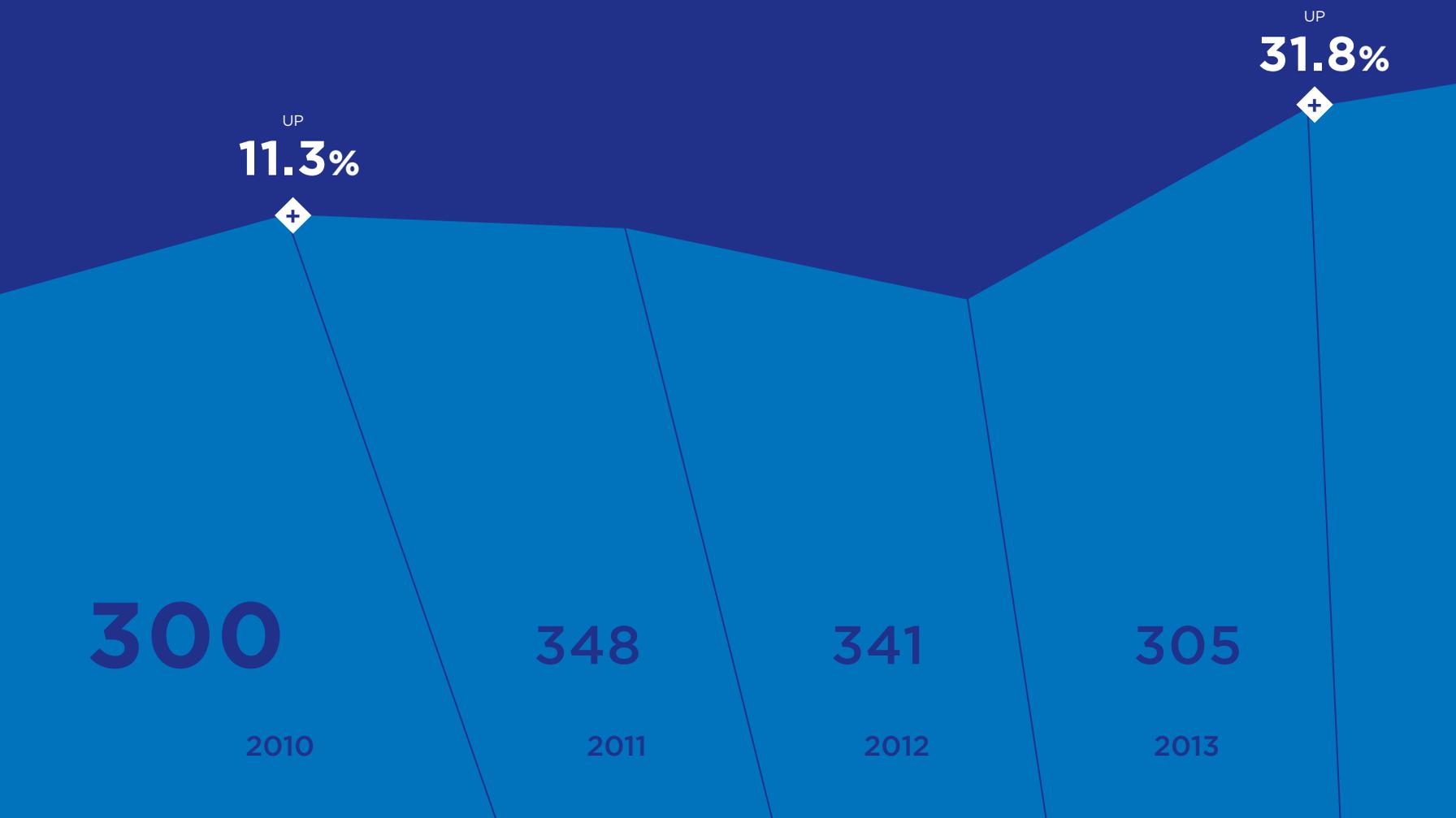
of the Group's new properties certified HQE™ in 2020.

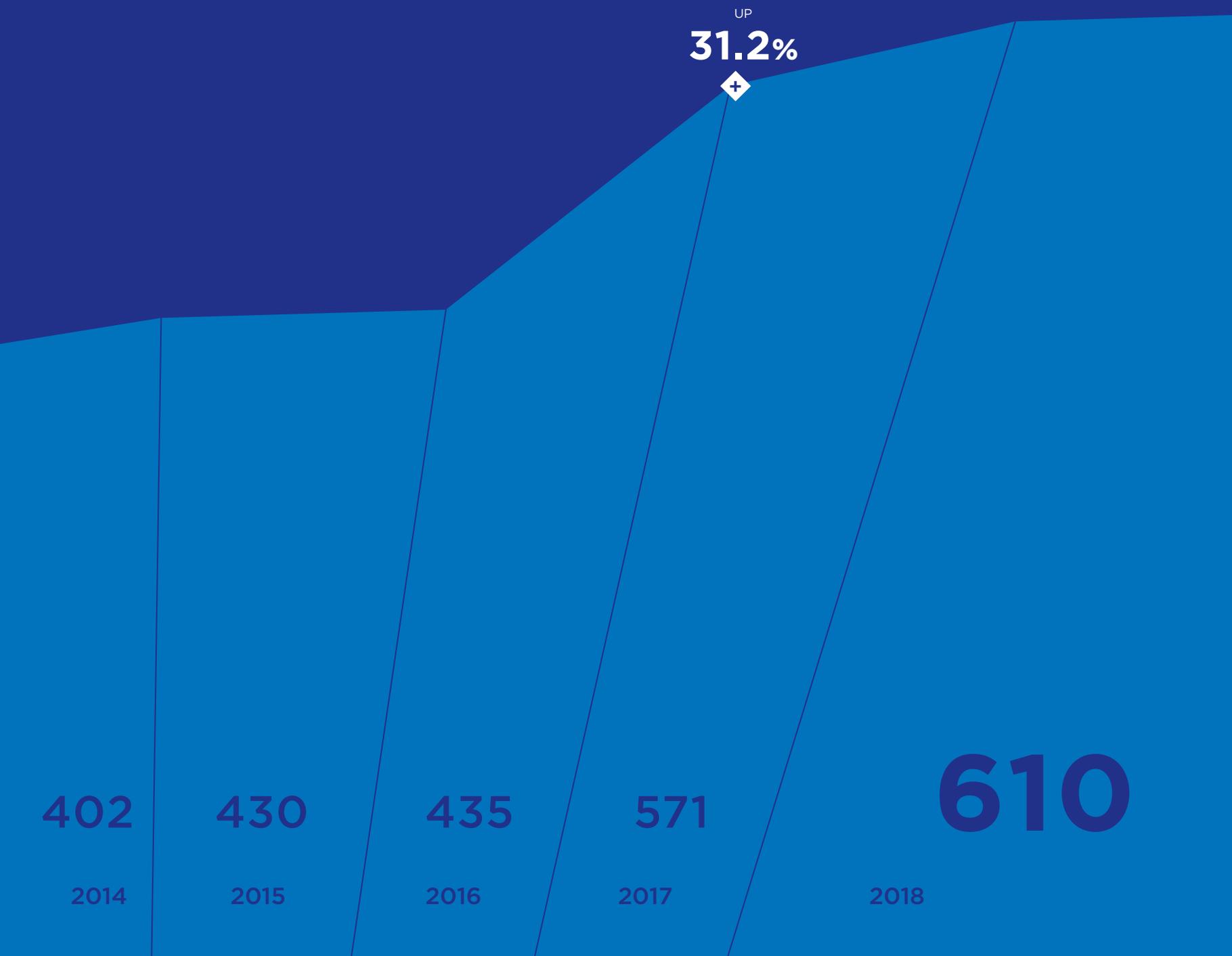




Groupe ADP's earnings continue to rise

Change in net income, group share, in millions of euros, between 2010 and 2018.







“In 2018, we met the numbers challenge. Numerous passengers from new places transited through our airports. New airlines have chosen us, and new routes have been opened from our Paris region airports.”

In 2019, let's continue to reinvent the airport of tomorrow

2018 was full of accomplishments. Passenger traffic rose, major projects moved forwards, and Groupe ADP expanded internationally. The Group is sharing its growth with customers, employees and external partners. In this interview, Augustin de Romanet also discusses the challenges that 2019 presents and imagines the longer-term future.

How would you assess the year just ended?

Augustin de Romanet

I am proud of what we did last year. In 2018 we welcomed a total of 281 million passengers in our airports. We are now the largest airport group in the world! Passenger traffic increased 7.6% over 2017. Traffic increased 3.8% in Paris and 10% internationally. Paris-Charles de Gaulle has 111 intercontinental destinations, which have made it the European airport most connected to distant locations. It's also the airport that best serves China, with 13 destinations and 81 weekly flights. And in 2018, we opened 68 new flights in Paris, including 19 at Paris-Orly.

How are the improvements to the Paris airport infrastructure progressing?

A. d. R.

We are in line with the Connect 2020 plan. Construction is continuing apace. In 2018 we delivered the TDS3 baggage sorting system, a major factor in Paris-Charles de Gaulle's competitiveness as a hub airport. The work to join Terminal 1's international satellites is well underway, as is the connection between Terminals B and D. At Paris-Orly, the connection between the West and South terminals was completed this Spring and is now ready to enter service. I am also pleased that we are increasingly able to welcome passengers in attractive and pleasant commercial areas. In Hall K of Paris-Charles de Gaulle's Terminal 2E, we have opened a new multi-brand space called Buy Paris Duty Free, and it has been very successful. Louis Vuitton has opened a much-appreciated pop-up store in the same hall. Lastly, we are eager to create new food courts similar to the one we opened in Terminal 2F. Paris-Orly is also changing. The Hall 1 expansion has opened up 250 sq. m.

of additional commercial space and now accommodates new retail brands. Regarding customs, the new "Parafe" security gates have simplified both arrival and departure procedures and reduced waiting times. In sum, we are transforming our infrastructure through a steadfast policy of innovation, incarnated by our Innovation Hub, which has forged numerous partnerships with startups.

What is happening on the international scene?

A. d. R.

The past year's international activities were very favourable. In April, we took control of AIG, the concessionaire of the Queen-Alia Airport in Amman, Jordan. Through TAV, our Turkish subsidiary, we also acquired 49% of the fast-growing Antalya Airport, where passenger traffic rose by 22%,

owing in particular to the return of Russian tourists. Revenue from the international segment totalled more than €1 billion. With the closing of Atatürk Airport in Istanbul*, we must pursue expansion in the rest of the world, and we are doing just that. I am very pleased with ADP Ingénierie's success in winning new contracts, as well as with Hub One, our digital technology operator. Hub One is racking up commercial successes and in 2018 acquired Sysdream, a company specialised in cyber security. This is opening the door to future achievements.

Groupe ADP is very committed to supporting the regions in which its airports are located. What were the highlights in this regard in 2018?

A. d. R.

More than ever, we are determined to see local residents and communities accept and welcome our activities. We want to develop Paris-Charles de Gaulle's Terminal 4 so as to better accommodate airlines and their passengers. And because we feel very strongly about dialogue, we have undertaken an ambitious consultation with local residents. To do this, we asked the National Commission on Public Debate in 2018 to help us define a unique form of local resident participation. On the employment front, I am pleased with the success of the Real Estate department's Play Your Airport challenge, which aims to develop and inject new energy into the Roissypole district.

What are Groupe ADP's challenges for 2019?

A. d. R.

We must focus on performance. To do this, we need a robust, efficient infrastructure. Traffic must be smooth, while safety and security must remain impeccable. Travel times must be reduced, especially for road access. To improve performance, we will also have to innovate. Together with our partners we are imagining what tomorrow's "smart airport" will look like. Autonomous vehicles, antirone equipment and chatbots for passengers are examples of experiments that will help us move forwards. Of course, performance devoid of coherence makes

no sense. Coherence with employees, first of all. Coherence with our values, secondly. And coherence with external partners.

In 2019, Groupe ADP might be privatised. Can you tell us more about this?

A. d. R.

The "loi Pacte", a new law intended to simplify administrative procedures for companies, was adopted by the French National Assembly on 11 April 2019. It preserves our business model, while giving us the resources we need to invest for the future. I will ensure that all

de Gaulle Airport only 20 minutes away from the Gare de l'Est in central Paris. CDG Express will make our airport more competitive than ever. I would like to say a word about the Economic Regulation Agreement no. 4 (CRE4), which we will negotiate in 2019 and which will cover the 2021-25 period. Through this agreement, we will lay the groundwork for the medium term in order to pave the way for growth over the long term. Remember, air passenger traffic is set to double over the next 20 years.

"Our airports must constantly evolve if they are to welcome the future. Tomorrow's airports will be smart, collaborative, sustainable and friendly places."

necessary protections are in place so that we can continue to exercise our public service mission. Our major infrastructure projects, our good financial results and the determination and commitment of our employees are what make the Group dynamic, and I am sure that any future shareholders will only want to make it more so.

Also in 2019, construction is set to begin on the CDG Express...

A. d. R.

The Minister for Transport has signed a concession agreement confirming the start of construction on this essential rail project, which will put Paris-Charles

Exactly. And given that, how do you imagine the longer-term future?

A. d. R.

We will always want shared growth. The major projects we have undertaken all embody that responsibility. Terminal 4 will be innovative and exemplary from an environmental standpoint. We want to share the benefits of our growth with our employees, our customers and our host regions. Groupe ADP is transforming itself but is also remaining true to its values and aspirations. Airports will never be simply a place to pass through. They will always be inclusive places, full of life, full of promise, for ourselves and for the world. ♦

*Commercial flights were transferred from Atatürk Airport to the new Istanbul airport as of 6 April 2019.

Unparalleled advantages

Owing to its recognised expertise and the diversity of the activities it carries out at the three Paris area airports and at 25 airports around the globe, Groupe ADP has a sound corporate profile and an attractive growth outlook.

Aviation activities, retail and services, real estate and international development all contribute to enhancing the international reputation and visibility of one of the leading companies in its sector.





AVIATION ACTIVITIES

THREE COMPLEMENTARY AIRPORTS

Paris-Charles de Gaulle: No. 2 airport in Europe for passenger traffic and No. 2 for freight

Paris-Orly: dedicated to point-to-point traffic No. 2 airport in France

Paris-Le Bourget No. 1 business airport in Europe - 1 heliport, 10 aerodromes

164 AIRLINES*

152 at Paris-Charles de Gaulle and 34 at Paris-Orly

121 COUNTRIES SERVED*

117 from Paris-Charles de Gaulle and 50 from Paris-Orly

* With a minimum of 12 aircraft movements per year.

REVENUE
€1,890_M

EBITDA
€603_M





INTERNATIONAL

EXPORTING EXPERTISE TO FIVE CONTINENTS

Airport design
ADP Ingénierie (100%)

25 AIRPORTS MANAGED

Consulting assignments and management in more than 30 countries

AIRPORT MANAGEMENT

ADP International (100%)
TAV Airports (46.12%)
Royal Schiphol Group (8%)
Nuevo Pudahuel (45%)
Airport International Group (51%)

REVENUE
€1,412_M

EBITDA
€585_M



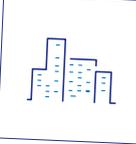
RETAIL AND SERVICES

STRONG CONTRIBUTION
 382 shops, bars and restaurants
 1 international zone hotel
 58,075 sq. m. of shops and restaurants
 41 new shops, bars and restaurants
 43,155 parking spaces

OWNER AND OPERATOR: FOUR JOINT VENTURES
 Flexible business model
 €18.40 in revenue per departing passenger on the airside
 76% of passengers spend more than 2 hours at the airport, 40% more than 3 hours
 48% frequent the shops
 41% visit the bars and restaurants

REVENUE
€1,000_M

EBITDA
€580_M



REAL ESTATE

NO. 1 PRIVATE LANDOWNER IN THE PARIS REGION
 6,686 hectares, including 335 hectares of available land

EXCEPTIONAL HOLDINGS AND SIGNIFICANT POTENTIAL
 1 million sq. m. built and rented to 650 external customers, valued at €3 billion
 58,075 sq. m. delivered in 2018

AIRPORT REAL ESTATE
 Warehouses and hangars with direct access to runways

DIVERSIFICATION REAL ESTATE
 Offices, hotels, shops, industrial estates, delivery services, warehouses

REVENUE
€265_M

EBITDA
€148_M

Groupe ADP is active across the entire airport value chain



OTHER ACTIVITIES

ESSENTIAL AIRPORT SERVICES
 Hub One (100%)
 Airport and logistics applications, Wi-Fi, hotspots, geolocalisation, secure telecommunications, traceability, mobile professional solutions.
 4,500 customers

REVENUE
€155_M

EBITDA
€47_M

The Executive Committee

AS OF 27 MARCH 2019



Edward Arkwright
Chief Executive Director



Philippe Pascal
Executive Director,
Chief Financial Officer
Finance, Strategy &
Administration



Augustin de Romanet
Chairman and Chief
Executive Officer,
sole corporate
officer



Élise Hermant
Communication
Director



Mathieu Daubert
Customer Division
Director



Henri-Michel Comet
Group Secretary
General



Régis Lacote
Managing Director
of Paris-Orly
Airport

The Board of Directors

AS OF 27 MARCH 2019

Board member representing the French government

Solenne Lepage

Senior Management Programme Officer, reporting to the Commissioner of State Investments – State Investments Agency – Ministry of the Economy and Finance

Board members nominated by the French government and appointed by shareholders at their Annual General Meeting

Geneviève Chaux Debry

Chairwoman of the Supervisory Board of Aéroport de Bordeaux-Mérignac

Michel Massoni

Associate member of the General Council for the Environment and Sustainable Development – Ministry for an Ecological and Solidary Transition

Christophe Mirmand

Former Prefect – Secretary General of the Ministry of the Interior

Perrine Vidalenche

Independent director of Orange Bank and CEETRUS, and member of the Supervisory Board and Audit Committee of CDC Habitat

Board members appointed by shareholders at their Annual General Meeting

Augustin de Romanet

Chairman and Chief Executive Officer of Groupe ADP

Jabine van der Meijs

Member of the Executive Board and Chief Financial Officer of Royal Schiphol Group NV

Jacques Gounon

Chairman and Chief Executive Officer of Getlink

Jos Nijhuis

Former Chairman and Chief Executive Officer of Royal Schiphol Group NV

VINCI

Represented by Xavier Huillard
Chairman and Chief Executive Officer of VINCI

Predica

Represented by Françoise Debrus
Director of Investments at Crédit Agricole



Serge Grzybowski
Real Estate
Director



Hervé Wattecamps
Human Resources
Director



Fernando Echegaray
Chief International
Officer



Guillaume Sauvé
Director of Engineering
and Development



Marc Houalla
Executive Director,
Director of
Paris-Charles de
Gaulle airport



Gilles Lévêque
Group Chief
Information Officer

**Board members
representing employees**

Laurence Arrieu
CFE-CGC

Brigitte Blanc
CGT

Frédéric Gillet
CFE-CGC

Jean-Paul Jouvent
Unsa Sapap

Christelle Martin
FO

Joël Vidy
CGT

**Other members
with advisory status**

Patrick Gandil
Government Commissioner
Director General of the French
Civil Aviation Authority

Marc Borel
Deputy Government
Commissioner
Director of Air Transport

**Béatrice Mathieu
de Lavergne**
Economic and Financial
Corporate Controller

Pascal Papaux
Secretary of the Works Council

**Non-voting members
with a consultative voice,
appointed by shareholders**

Anne Hidalgo
Mayor of Paris

Bernard Irion
Director of several companies

Christine Janodet
Mayor of Orly

Corporate governance

AÉROPORTS DE PARIS IS A FRENCH *SOCIÉTÉ ANONYME* (PUBLIC LIMITED COMPANY) WITH A BOARD OF DIRECTORS. THE MEMBERS OF THE BOARD ARE APPOINTED FOR A FIVE-YEAR TERM OF OFFICE. THE CHAIRMAN OF THE BOARD ALSO CARRIES OUT THE FUNCTIONS OF CEO.

THE BOARD OF DIRECTORS

The Board of Directors determines the orientation of the Company's activities and ensures implementation. It supervises the management of the Company and verifies that the information provided to shareholders and to the market is of good quality. The Board of Directors is composed of 3-18 members, pursuant to Article 13 of the company's Articles of Association. The Board is currently composed of six members appointed by shareholders at their Annual General Meeting, one member representing the French government, four members nominated by the French government and appointed by shareholders at their Annual General Meeting and six members representing employees. Three non-voting members with a consultative voice, appointed by shareholders, also participate in Board meetings.

The Board of Directors uses the AFEP-MEDEF code of corporate governance for listed companies as its reference framework. A set of rules and procedures defines the Board's remit and its *modus operandi*. It specifies that the Board must evaluate the quality of its own operations once a year. The Board member's charter specifies members' rights and responsibilities. A code of ethics relating to securities trading and compliance with regulations on insider trading has been appended to the rules and procedures. The Board of Directors met eight times in 2018, with an attendance rate of 90%.

BOARD COMMITTEES AS OF 27 MARCH 2019

Three committees help prepare the decisions of the Board of Directors: the Audit and Risk Committee, composed of Jacques Gounon (Chairman), Françoise Debrus, Christelle Martin and Solenne Lepage; the Strategy and Investment Committee, composed of Augustin de Romanet (Chairman), Geneviève Chauv Debry, Laurence Arrieu, Solenne Lepage, Joël Vidy and Jos Nijhuis; the Remuneration, Appointments and Governance Committee,

composed of Françoise Debrus (Chairwoman), Jacques Gounon, Xavier Huillard, Jean-Paul Jouvent and Solenne Lepage.

INTERNAL CONTROL AND RISK MANAGEMENT

Risk management, internal control and internal audit constitute a comprehensive system for managing the activities of the Group and its objectives. The management systems of certain Group entities are an integral part of risk management. The system is coordinated by the Safety and Risk Management department, reporting to the Group Secretary General (for risk management and internal control) and by the Audit department, reporting to the Chairman and CEO and certified by IFACI⁽¹⁾. Ethics and compliance are the two cornerstones of the system. There are two governing charters. One covers the fundamentals of the risk management and internal control organisation and the other covers internal audit and constitutes the Group's methodological framework for risk management.

The Audit department and external control entities such as the statutory auditors monitor the risk management system through the tracking of major incidents and other incidents involving unacceptable risks. ♦

(1) French Institute of Internal Auditors.

ETHICS

Ethics and compliance are defined as adherence to the Group's four values (trust, commitment, boldness and openness) and to laws and regulations. An Ethics department was created in 2018. The three priorities for 2018 – preventing corruption, preventing conflicts of interest and duty of care – will continue to be priorities in 2019 so that every employee learns to adopt good practices on a daily basis.



The strategic plan

IN 2016, GROUPE ADP ADOPTED CONNECT 2020, ITS STRATEGIC PLAN, WHICH SET OBJECTIVES FOR THE 2016-20 PERIOD AND SPECIFIED THE RESOURCES NEEDED TO ACHIEVE THEM.

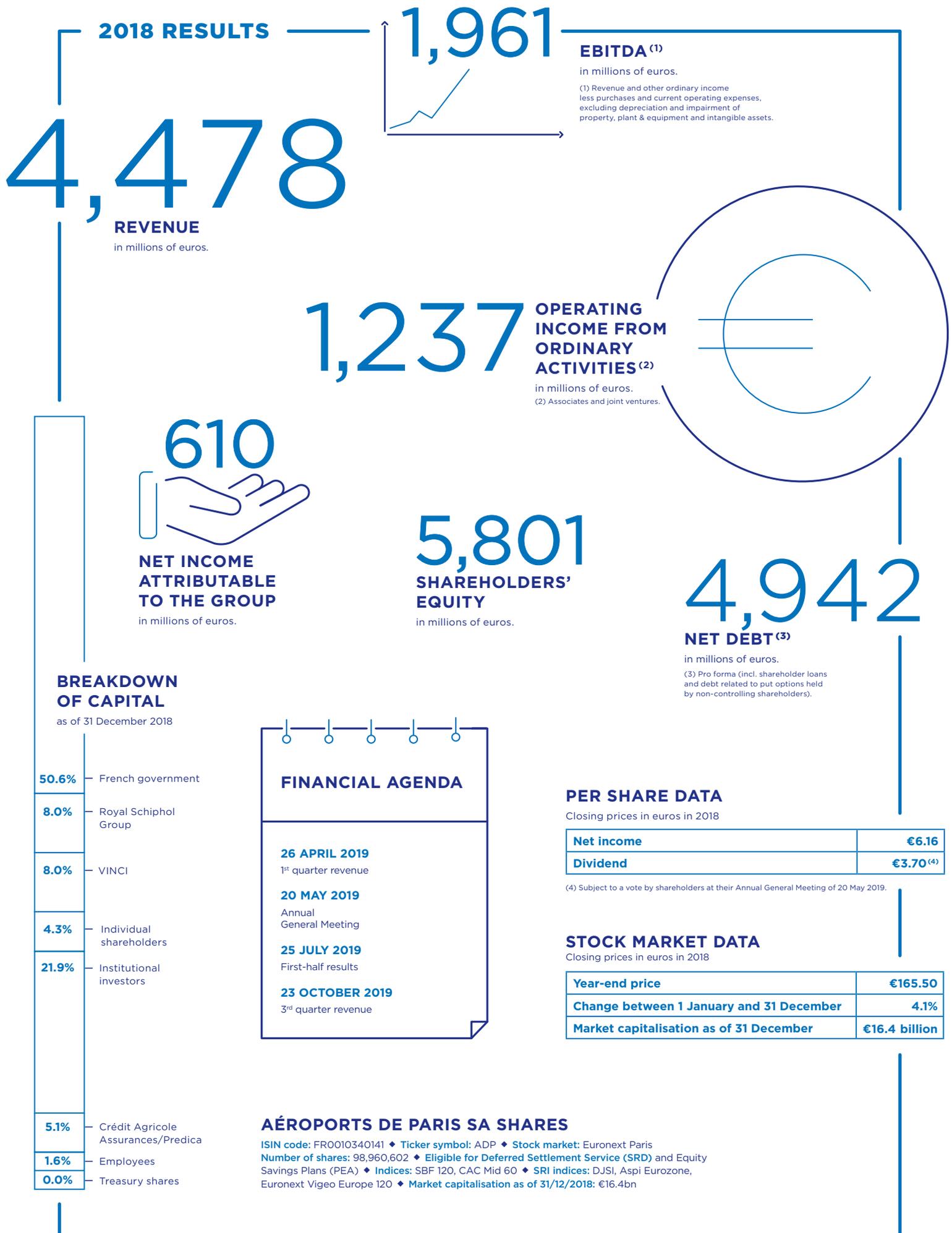
Three priorities – optimise, attract and expand – are expressed through nine commitments converging on a single ambition: become the leader in airport design and operation. The priorities set in 2016 remain applicable today, but certain objectives have been revised upwards. The commitments we made to all of our stakeholders – airlines, passengers, employees, shareholders, and local & regional authorities – have been upheld or are in the process of being

upheld. All of the planned projects are proceeding according to their initially defined schedules. By optimising its infrastructure to meet tomorrow’s air traffic, by using innovative and personalised services to make its airports more attractive, and by opening up new horizons through shared growth, Groupe ADP has become a major player in sustainable, integrated development. ♦

CONNECT 2020 OBJECTIVES



⁽¹⁾ The Airports Council International (ACI) performs an "Airport Service Quality" (ASQ) study every year on our airports.





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