

REPORT ON ACTIVITY
AND SUSTAINABLE DEVELOPMENT
2019



Where the sky meets the Earth, you experience the horizon. A horizon uncluttered and expansive, both stable and evolving. Where the sky meets the Earth, you experience our airports.

As the leading global airport company, Groupe ADP embraces hospitality, welcoming passengers from all over the world with kindness, respect and authenticity. We offer them a singular travel experience, and strive to constantly improve the quality of our service.

We operate with a commitment to cultivating responsibility by running our business platforms and developing our activities with a clear grasp of our impact and what is at stake, particularly for the places that welcome us the world over. We develop robust synergies that create value for all our stakeholders. We open up new opportunities for everyone we work with.

Creative and agile, we're exploring new horizons, planning the airport of the future by constantly pushing the envelope when it comes to the durability of our infrastructure, the accessibility of our platforms and the seamless integration with our host territories.

We cultivate trust, the driving force behind relationships among men and women the world over, offering new horizons for all to share.



THE COEUR D'ORLY
PASSAGEWAY -
FRANCE



THE TERMINAL 2
A-C CONNECTION
BUILDING,
PARIS-CHARLES DE
GAULLE - FRANCE





TERMINAL 2E,
RUNWAY SIDE,
PARIS-CHARLES DE
GAULLE - FRANCE





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GROUPE ADP
SHARING NEW HORIZONS

“AFTER EVERY CRISIS, THE AIRPORT INDUSTRY HAS BEEN ABLE TO ADAPT AND TAKE OFF AGAIN.”

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Augustin de Romanet
Chairman and Chief Executive
Officer of Groupe ADP

By causing the brutal, massive and sudden collapse of passenger traffic everywhere in the world, the Covid-19 pandemic has hit air transport hard, and this astonishing and unprecedented crisis has forced us to take strong measures, including the temporary closure of a large number of our airports.

Nevertheless, air transport, and the airport industry in particular, has always been able to overcome challenges. Security challenges after the events of September 11th 2001, the ongoing challenge of energy transition and carbon neutrality. Each time, we have been able to adapt, come up with new solutions to better serve our clients: the airline companies and passengers. The current crisis is showing us how important it is to take health risks into account and fully integrate protection measures into our infrastructure. Groupe ADP had already committed to a process of

continuous improvement. We must continue this and amplify it to nourish the confidence of our passengers and thus pave the way for the fastest and surest resumption of traffic possible, in Paris and elsewhere around the world.

“Air connections are still essential to allow people from the world over to meet.”

To understand our teams' capacity for mobilisation, just look back at 2019. Groupe ADP employees rose to the challenge both in hospitality and quality of service, with an historically high overall satisfaction rating at Paris Aéroport, scoring 3.85 out of 5 in the ACI/ASQ¹ benchmarking programme. We also significantly reduced waiting times at the main passage points, finished implementing our “Welcome to Paris” reception programme and proudly wore our uniforms designed by Jean-Charles de Castelbajac. New digital tools and services, like the chatbot, have enriched our relationship with passengers. We have also improved the atmosphere in boarding areas with the “quiet airport” programme and the organisation of cultural projects in the heart of our terminals. Thanks to all these achievements, Paris-Charles de Gaulle now ranks in the TOP 30 in the Skytrax airport ratings, and even in the top ten if only very large airports were included.

2019 was also driven by the pursuit of large infrastructure projects designed to modernise our airports. With the inauguration of Orly 3, Paris-Orly was given a new look: a single terminal with 4 distinctive zones, much easier for passengers to navigate. Another major project that was carried out in a spirit of excellence was the total renovation of Paris Orly's runway 3, completed in six months of work that respected local residents and prioritised recycled materials. It was a great year for travel retail with 72 new shops, bars and restaurants opened by Paris Aéroport, including some brands – like Louis Vuitton – coming into our terminals for the first time. It was also a decisive year for progress on the CDG Express rail link, where works are progressing toward an inauguration in 2025.

Internationally, Groupe ADP is opening up new horizons for itself, winning a number of contracts for our different engineering and service units, like the operating contract for

“Only the groups with the strongest structures will be able to take off again quickly.”

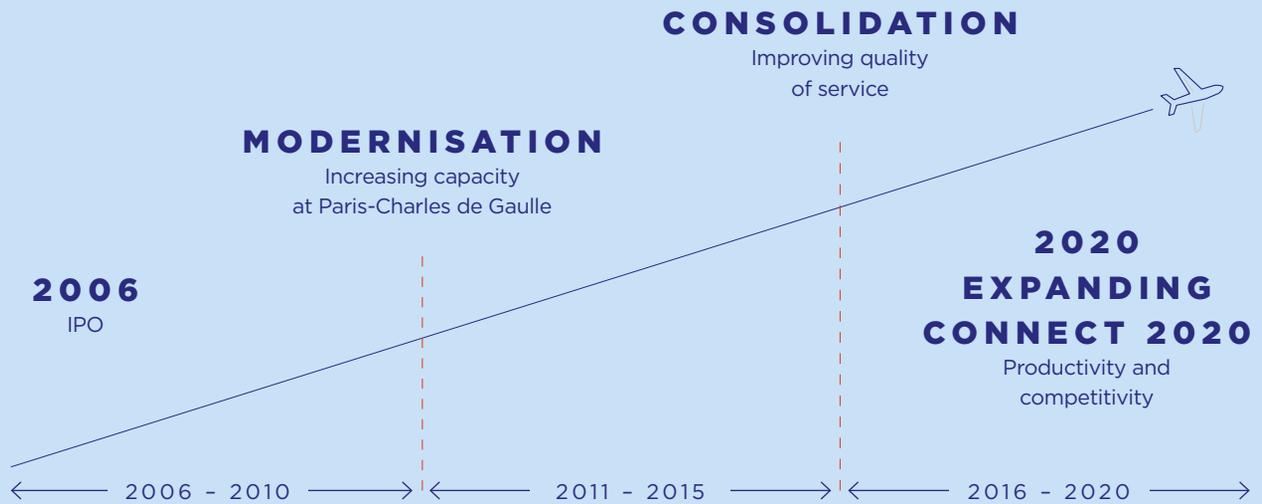
12 New York Stewart International Airport. We also put into place a new organisation, which we call One Group, resulting in two new management teams: one in charge of development in the broadest sense, and the other dedicated to operations. By prioritising more transversality and integration, we’re clearly positioning ourselves as a leading player in the airport industry. Our ambition for 2025 horizon is to connect between 400 and 450 million passengers via 35 to 40 airports under management. The acquisition in two stages of 49 percent of the capital of GMR Airport, a leading Indian airport operator, will help us in this goal and is already leading to the construction of the world’s largest network of airports. In the same vein, having perfectly managed the early closure of Istanbul Atatürk Airport, for which it will be compensated financially, TAV Airports intends to continue its development.

Air connections remain essential to allow people the world over to meet, exchange ideas, travel and discover other cultures. But after a crisis like the one we are going through, the way we travel by air will change. To take off again together, we must create the conditions for a “confidence shock” as well as lasting guarantees in terms of health and safety. We need to know how to project ourselves into the future and anticipate the environmental and societal challenges that will become integral parts of the recovery. Solid and strongly structured players like Groupe ADP will be able to take their share. If today’s hardship will significantly affect our financial results in 2020, I know I can count on the passion and motivation of the men and women of Groupe ADP, in all of its components. Our workforce is already hard at work preparing for business to take off again.

THE GROUPE ADP STRATEGY

In 2016, Groupe ADP initiated its strategic plan, Connect 2020, setting the objectives to be reached by the end of the 2016-2020 period and the means to be put in place to get there.

A GROUP IN CONTINUOUS TRANSFORMATION SINCE ITS INITIAL PUBLIC OFFERING



THE CONNECT 2020 STRATEGIC PLAN

CONNECT

our Paris infrastructure:

OPTIMISE

- Optimise our platforms, our pricing structure and our costs to be more competitive



CONNECT

our clients: passengers and airline companies and mobilise our staff:

ATTRACT

- Standards of excellence and quality, particularly for changeovers

CONNECT

Aéroports de Paris to the rest of France and to the world: **EXTEND**

- Build the CDG Express
- Export our know-how to new markets

OUR AMBITION: TO BE A LEADING GROUP IN THE PLANNING AND OPERATION OF AIRPORTS



Optimise



Attract



Extend



HOSPITALITY, A PREMIUM GRADE

In every airport we operate, we aim for the highest standards in terms of welcome, hospitality and services. To provide passengers with a fluid, quick and safe path through our terminals and give them the best digital and physical experiences possible, we work hard to constantly improve performance.

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1. Award-winning quality of service

In 2019, Paris-Charles de Gaulle made it into the Top 30 of the Skytrax 100 best airports list for the first time (according to a vote by travellers around the world), and the Top 10 in the category for the biggest airports. Among our other airports, Sir Seewoosagur Ramgoolam (Mauritius), Arturo-Merino-Benítez (Santiago de Chile), Shota-Rustaveli (Tbilisi) and Franjo-Tudman (Zagreb) also moved up in the Skytrax ranking. Four of our international airports, Skopje (Macedonia), Franjo-Tudman (Zagreb, Croatia), Queen Alia (Amman, Jordan) and Liège (Belgium), received honours at the of the Airport Services Quality Awards 2019 presented by Airports Council International (ASQ/ACI).

2. With time under control, a more fluid path

Punctuality, fluidity and convenience: in 2019, we redoubled our efforts to further improve passengers' experience in our airports. A host of measures helped cut the average time of transit (from the terminal entrance to the boarding gate) to 8 minutes from 13 in 2018 at Paris-Charles de Gaulle, and to 6 minutes from 7 at Paris-Orly. Effort was particularly focussed on the time passengers spent at inspection and screening checkpoints, under 10 minutes on average for 95 percent of passengers. In 2019, we tested, in hall K of terminal 2E of Orly 3, new multiplexed screening lines with much higher throughput, tools for measuring and anticipating wait times, and a reception area at zone entrances. Finally, transfer fluidity, an important criterion for competitiveness, also improved, with a successful transfer rate of 98 percent at the Paris-Charles de Gaulle hub, a level approaching the best of international airports.



2 A host of initiatives have given passengers a more fluid path, notably at certain screening points or during transfers.



1 Skopje airport in Macedonia, operated by TAV Airports, was recognised as one of the best airports in its category.



4 The "silent airport" programme rolled out in Paris has reduced noise pollution and brought peace and tranquillity to passengers about to take off.



5 The PARAFE* facial recognition system, deployed on a large scale, allows much quicker passport screening.

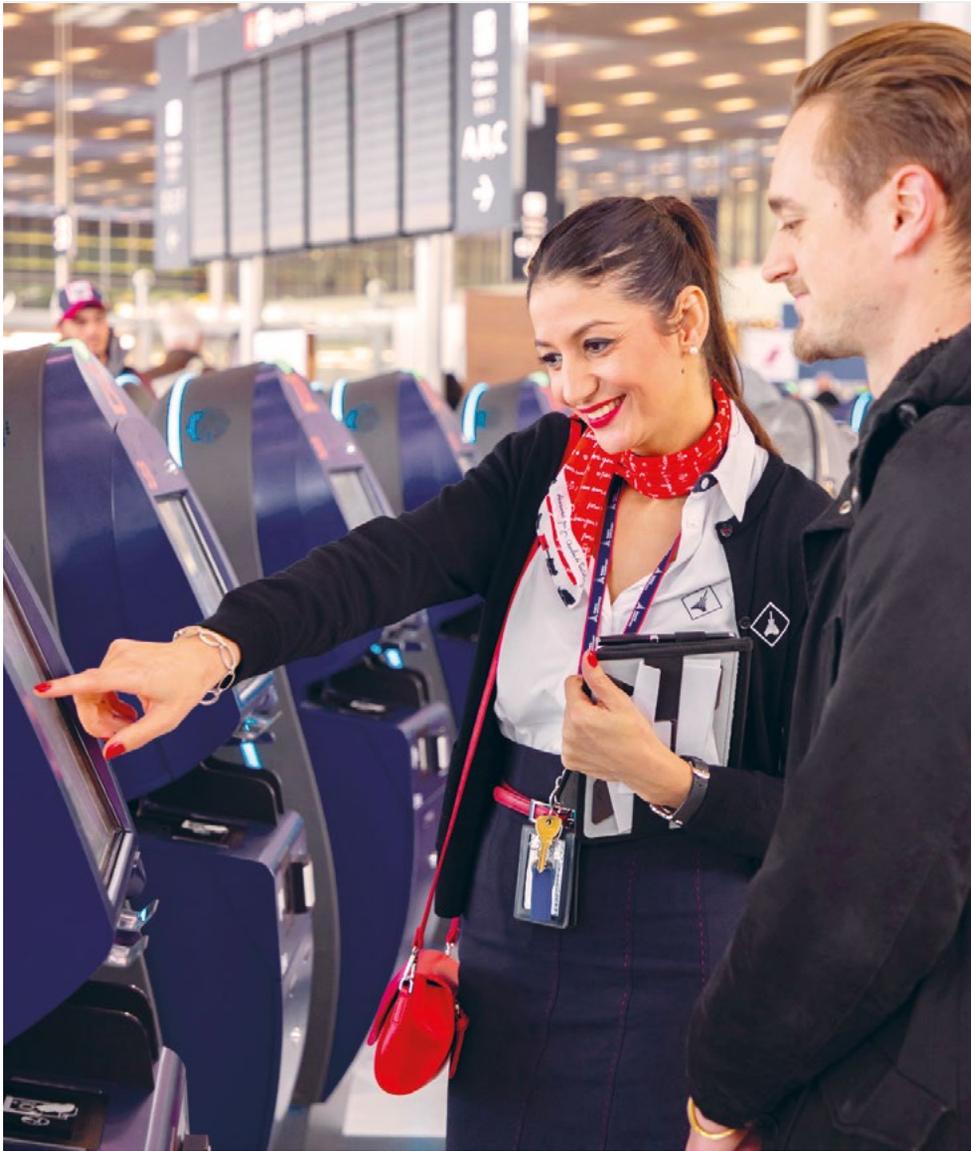
3. High-tech border crossing

Deployment of the PARAFE* system at arrivals and departures continued, with 102 checkpoints installed by the end of 2019 (80 at Paris-Charles de Gaulle and 22 at Paris-Orly): practically three times more than in 2017. The checkpoints, which use facial recognition technology and are available to all passengers from European Union countries plus Iceland, Lichtenstein, Norway and Switzerland, have helped to reduce waiting times at border crossings. Passenger control at these checkpoints takes an average of 22 seconds, compared with a minute at the traditional manned booths. This reduction of waiting time contributes to customer satisfaction, which reached historic levels at Paris-Charles de Gaulle and Paris-Orly.

* The French acronym for Passage Automatisé Rapide Aux Frontières Extérieures, or automated fast-track crossing at external borders

4. Quieter terminals

Once they have passed through all of the security checks, passengers have an average of two hours to before their flight. This period is the realm of emotion, experience and discovery that burnishes the image of Paris Aéroport. To enhance the serenity of our travellers, we deployed in 2019 an approach known as the "quiet airport" throughout our terminals, with audio announcements reduced to a minimum. We have also tested in some terminals, in particular for the holiday season, a themed soundscape.



5 Led by our reception agents, the «Welcome to Paris» program has helped significantly improve passenger satisfaction.

5. Seamless and tailor made

Our passengers begin their journeys long before they enter one of our terminals, and we are constantly interacting with them – both physically and digitally – to ensure seamless travel. That's why we're developing Smart Airport solutions that offer the very best of digital. At Paris-Orly, then at Paris-Charles de Gaulle (in terminals 1 and 2F), we're deploying new digital information infrastructure, including 193 digital kiosks and 800 screens. We've also built new functionality into our Paris Aéroport mobile app, using geolocation inside our terminals. And to answer all of the questions that a passenger may have on the spot, a smartphone chatbot was developed with the start-up Destygo.

Another key step in the journey is the treatment and monitoring of luggage. At Paris-Charles de Gaulle, with Air France we are rolling out an innovative system that uses RFID technology to optimise luggage tracking. This technology, which should involve 8 million pieces of luggage in 2020, will be extended to all terminals. It will allow passengers to know the location of their luggage in real time and improve the efficiency of identification and tracking.



«I make at least one return trip a month and it's always a pleasure to fly. I'm rarely stressed in an airport! Of course, my expectations vary depending on whether I'm traveling for work or for vacation.

In the first instance, efficiency is what matters – getting through security quickly and into the Frequent Flyer Lounge. In the second case, I take more time to wander around the terminals, shopping... This year, I saw Orly undergo a transformation with the opening of Orly 3: it's much brighter, more airy and contemporary. At Paris-Charles de Gaulle, I find that certain processes and controls have improved, particularly for morning return flights to Asia. For me, quality of service depends a lot on the ability of the teams – airport staff and airline staff – to work together in a coherent way.”

Khanh Nham,
passenger



6. Tomorrow, sustainable airport cities

Real commercial districts are sprouting up near terminals, with office buildings and hotels. In 2019, the Roissy-pole district got a 4-star hotel, the Inside by Méliá, as well as an easyHotel, the first in the Paris area by the budget chain. This year we also maintained the BREEAM In-Use sustainability performance rating framework for existing buildings on all 8 buildings in the Continental Square office complex. We also got the HQE Conception label for two new buildings, the Belaïa à Coeur d'Orly office building and the new Station Cargo 4 at Paris-Charles de Gaulle. These achievements and labels speak to the ambition of our real estate policy. With significant land reserves and a privileged location, whose attractiveness will be strengthened with the completion of CDG Express and of the Grand Paris Express subway, we will continue to promote and develop, as a planner and investor, real “airport cities,” like Coeur d'Orly and Roissy, which offer both quality of life and services.

6 Groupe ADP owns the building leased by the Inside by Méliá hotel, which opened in 2019 in the heart of Roissy-pole.

THE QUINTESSENTIAL PARISIAN EXPERIENCE

Paris is not a destination like any other. Our airports are the outposts of French hospitality, know-how and culture. Travelers from across the world know they'll find, with each visit, a renewed experience, from the most beautiful houses and the most creative designers of the moment.

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1. True Parisian chic

The great French houses of fashion and gastronomy are present in our terminals. In Paris-Charles de Gaulle, Chanel and Dior opened new boutiques in 2019; Céline and Louis Vuitton stores also made their entrance. Joining these prestigious names are some of the rising stars of the Parisian scene: Dorothee Meilichzon, Toro & Liutard and Hubert de Malherbe. As for gastronomy, Alain Ducasse and Michel Roth have opened establishments at Paris-Charles de Gaulle, reinforcing the efforts of starred chefs already present like Guy Martin, Thierry Marx and Michel Rostang. Last but not least, new French brands like Cojean and Gontran Cherrier have come to enrich the snacking scene.

2. Orly 3: A Boutique Terminal by nature

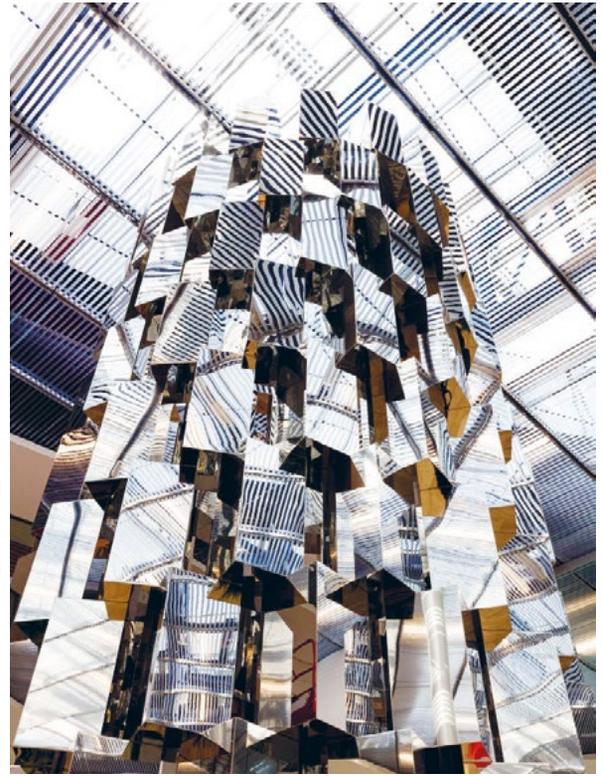
Borrowing from the concepts that made Boutique Hotels successful, we're using our unique characteristics (many terminals, but on a human scale) to design a collection of Parisian "Boutique terminals." From the outset, the new Orly 3 was designed in that spirit, with cutting-edge brands like Make Up Unlimited or BuY Paris Collection. As for gastronomy, Akrame Benalla and Guy Martin are in the mix. Up in the mezzanine, a Food Court offers a multitude of experiences, from Cojean to Gontran Cherrier, as well as new brands like Paul Le Café or the pan-Asian chain Wagamama. The terminal has a friendly, playful vibe, with areas set up with Playstation and arcade games.



1 The luxury brand Louis Vuitton opened two exclusive boutiques at Paris-Charles de Gaulle. Here, in the connection area between terminals 2A-2C.



2 Born in London, the pan-Asian restaurant chain Wagamama has touched down in Paris-Orly.



5 In the heart of Orly 3's commercial zone, an immersive installation by the artist Arnaud Lapierre.



4 Paris Aéroport personnel are sporting chic and understated uniforms designed by Jean-Charles de Castelbajac.

3. Experience creators

In 2019, we asked young artists for proposals to decorate the arrivals corridor of the Paris-Orly pier, which is used by nearly 4 million passengers per year. The theme? "Cosmopolitan Paris." Our airports offer a unique medium for expression. Both celebrating heritage and supporting creation, our approach to culture pays homage to Paris and France and enriches our passengers' experience with about a dozen exhibitions per year in our terminals. In five years, the Museum Space in hall M of terminal 2E at Paris-Charles de Gaulle has become a permanent cultural fixture. Works like the monumental sculpture *Vertigo* by Arnaud Lapierre have been installed at Orly 3.

4. So chic, so Castelbajac

Our airports are the main gateway to Paris, fashion capital of the world, and our hospitality, medical and technical staff are its first ambassadors. Since June 2019, 2,800 employees have been wearing the new Paris Aéroport uniforms designed by the couturier Jean-Charles de Castelbajac. With their chic Parisian style and modernity, these redesigned outfits express the values of our new travel brand and mark the opening of a new cycle in our history. Along with this change came an extensive operation to collect the old outfits, and sort and recycle 10 tonnes of clothing.

ENGINEERING AND INNOVATION, FOR VISIBILITY



Régis Lacote,
Managing Director, Paris-Orly Airport

As experts in airport engineering, from the technical or architectural conception of every type of infrastructure (terminals, runways, control towers, luggage sorters, etc.) to overseeing project management, we put our wide range of design and development know-how into service for the economic attractiveness and visibility of the destination cities that put their trust in us.

Why create a connecting building at Paris-Orly?

With the Welcome to Paris programme, we had already reorganised the reception of passengers, and with APOC (Airport Operations Centre), we created in January 2019 a single command centre to manage operational functions in real time. The new Orly 3 follows the same transformation process. By combining all of the functions of a terminal (check-in, screening, and boarding gates), it provides more comfort and space for passengers, who can now make their way from one end of the airport to the other much more easily.

What changes for the passengers?

80 percent of our passengers come in from Paris: The numbering of the check-in areas, the departure gates, and the luggage conveyors was entirely reconfigured for a West-to-East reading, in line with the new toponymy: Orly 1, 2, 3 and 4. The entire airport community mobilised to ensure the success of this complex project. Today, Orly Sud and Orly West have been relegated to the past, and we, along with our passengers, are writing a new chapter in our history!

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1. Orly 3, a beautiful connection

By linking the original terminals of Paris-Orly, the new Orly 3 building, commissioned in April 2019, serves as the emblem of the airport's renewal. With the capacity to welcome 8 million passengers, this ultramodern, 80,000 square meter building is up to the finest international standards. Now grouped together in a single terminal, the four zones (Orly 1,2,3 and 4) make the airport easier to navigate and more pleasant for passengers. More capacity, flexibility and a better customer experience for passengers: the new Orly has even more surprises in store for you.

2. Recycling a runway at Paris-Orly

To meet the new European standards, runway 3 at Paris-Orly was completely redone over the period of July to December in 2019. This construction project, which was finished on time, was outstanding in more ways than one. It was the first time a runway was entirely deconstructed and rebuilt using two-thirds of the original material. A plant was built on the edge of the runway to recycle 200,000 metric tonnes of material from the demolition of the original runway, avoiding 13,000 truck trips. Another feat: the airport continued to operate safely with only one operational runway, thanks to the hard work and motivation of our staff. During the construction work, 6,000 flights were rerouted, in close consultation with the airlines and the civil aviation authority.



▶ Bright and airy, the new Orly 3 is emblematic of the complete transformation of the airport.



4 Attracting airlines and developing connectivity: "Route Development" marketing was fruitful in 2019.



3 Among the major engineering and development projects of the year: the link between terminals 2B-2D at Paris-Charles de Gaulle.



2 The complete renovation of runway 3 at Orly, a highly technical project, was completed on deadline - to the day.

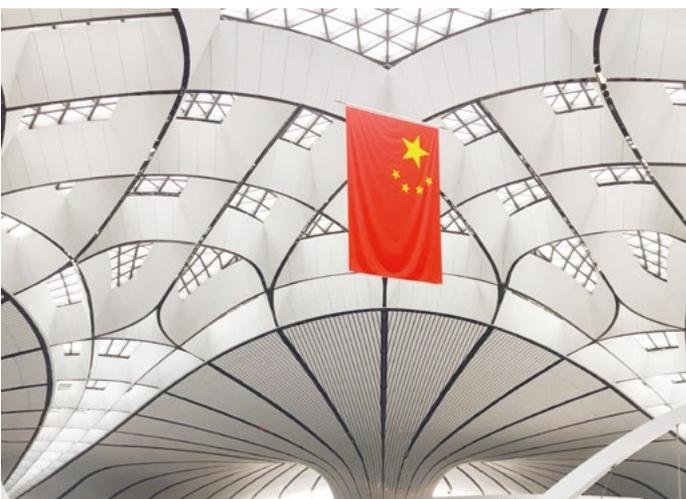
3. At Paris-Charles de Gaulle, the "one roof" concept

At Paris-Charles de Gaulle, following the completion of the structure linking terminals 2A and 2C in 2012, the 2B-2D liaison construction work is in its home stretch. This 77,500 m² project includes the complete remodeling of terminal 2B, its enlargement and the addition of a 24,500 m² junction with terminal 2D, rounding out the "one roof" concept.

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4. Even more destinations

Pushed by the "Route Development" promotional policy put forward by the Groupe ADP marketing teams, 34 new air routes departing from the Paris airports were created in 2019. Among the 21 new routes at Paris-Charles de Gaulle were destinations like Quito with Air France, Calgary with WestJet or Qingdao by China Eastern. Not to be outdone, Paris-Orly added 13 routes, including new destinations like Nador, Morocco.



5 With its futuristic design, Beijing Daxing International Airport put the spotlight on expertise at ADP Ingénierie, which is very active in China.

5. Exporting our expertise

Internationally, our subsidiaries ADP Ingénierie and Merchant Aviation won several major contracts. In China, the Sept. 2019 opening of Beijing Daxing International Airport put the spotlight on ADP Ingénierie, which had won the competition for the architectural design of what is now one of the biggest airports in the world. In Santiago, Chile, our subsidiary was entrusted with several pieces of the airport enlargement project, including runway capacity studies, architectural studies and the development of the airport systems using BIM (Building Information Modeling). And in the United States, Merchant Aviation will perform strategic planning missions at several major airports, including one for terminal B at New York's JFK airport.

A MULTITUDE OF CHOICES CREATE A UNIQUE SHOPPING AND DINING EXPERIENCE



65 308 M² OF COMMERCIAL SPACE

with about 25,000 m² set up for bars and restaurants amid 422 points of sale.



MORE THAN 1,000 DIFFERENT PRODUCTS

from gastronomy to perfume, fashion, accessories and high-tech.



157 SDA* BOUTIQUES, INCLUDING LUXURY STORES,

which embody French savoir-faire.
Pure French touch and elegance.

* Société de Distribution Aéroportuaire



76 RELAY@ADP SHOPS

carrying brands like Relay, Travel&co, Kayser, Teppan et téléphonie Orange.



72 OPENINGS FOR BRANDS IN 2019

Over 2019, several new brands enriched our portfolio, both retail (Louis Vuitton, Céline, Rimowa), and dining (Teppan with Thierry Marx and The French Taste with Guy Martin).

To spice up commercial activity, a large number of temporary outlets were opened (retail and dining).



5 MICHELIN STAR CHEFS

The terminals of Groupe ADP's Paris airports are home to 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).



38 EPIGO FAST FOOD OUTLETS

over a total surface area of 4,700 m². A high quality of service and lots of choice, offering passengers the best of Paris.

INFRASTRUCTURE THAT MEETS THE BEST INTERNATIONAL STANDARDS



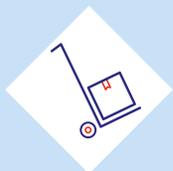
108 MILLION PASSENGERS FOR PARIS AEROPORT

76.2 million at Paris-Charles de Gaulle and 31.9 million at Paris-Orly. 234.5 million passengers for the whole of Groupe ADP in 2019.



328 DESTINATIONS DEPARTING FROM PARIS-CHARLES DE GAULLE AND 128 AT PARIS-ORLY

The two Parisian airports are among the best served in the world. No. 3 in Europe in terms of global connectivity, Paris-Charles de Gaulle is No. 1 for intercontinental traffic. Paris-Orly offers a large number of destinations for short- and medium-haul flights, especially to French overseas territories and the Mediterranean rim.



2.2 MILLION TONNES OF FREIGHT

and post handled by Paris Aéroport. The top European airport for cargo activity, Paris-Charles de Gaulle hosts the vast European Cargo City (300 hectares), as well as FedEx's European hub.



34 ROUTES OPENED

in 2019. 21 for Paris-Charles de Gaulle and 13 for Paris-Orly.



100,000 BAGS HANDLED PER DAY

at Paris-Charles de Gaulle of which 60 percent are in transfers at terminal 2E. The airport has no less than seven baggage sorters in its depths.



102 PARAFE* BOOTHES

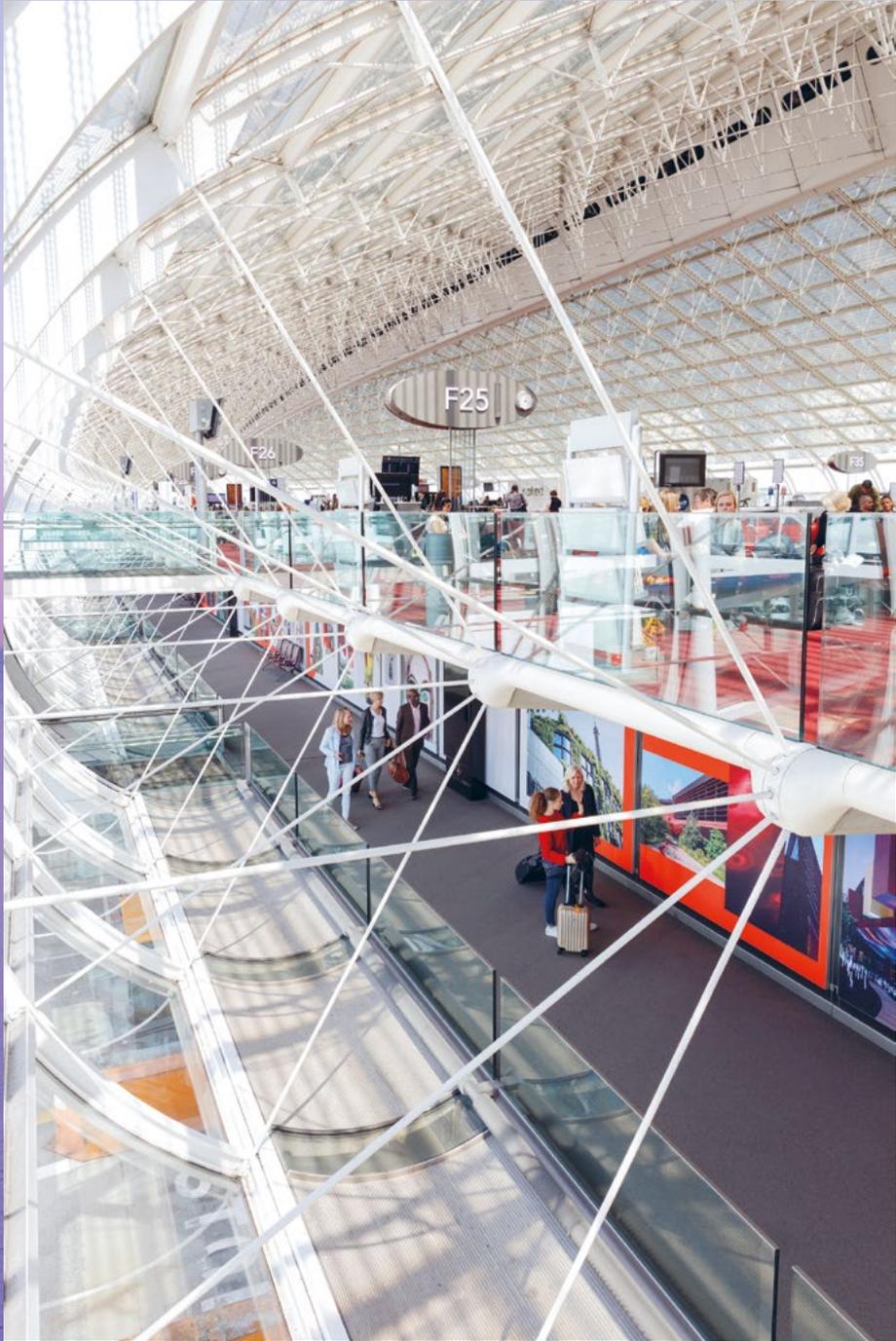
deployed in the terminals at Paris-Charles de Gaulle and Paris-Orly. The number of installed booths has almost tripled in three years.

* Passage Automatisé Rapide Aux Frontières Extérieures, or automated fast-track crossing at external borders



193 KIOSKS, SCREENS OR POSTS FOR INFORMATION AND ORIENTATION

To better inform and orient passengers, this system is also being improved with new digital tools, like the "My Assistant" travel aid that lets users personalise their journey with one click from the Paris Aéroport mobile app, available in 11 different languages.



PREPARING OUR TEAMS

Attracting, renewing and retaining talent, supporting careers and the new One Group organisation, enhancing the employee experience and quality of life at work. These are the major issues in human resources as we ensure the performance and the future of the Group.

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The ADP Group faces several major challenges. Given that the average age of the Parisian workforce is 48, with more than 20 years of seniority, a quarter of staff will have to be renewed within the next five years. To be sure, the coronavirus crisis and the cost savings it has imposed have forced the group into a temporary hiring freeze for the year 2020. But to meet the staff renewal challenge over the medium and the long term, the group has come up with a centralised recruitment plan and reinforced its relationships and partnerships with universities and grandes écoles. There is also the challenge of ensuring the proper transmission of know-how to the youngest or newly hired employees. Successfully tested as part of the Orly 2020 project, a system of “transmitters” and “peer-to-peer” training will be extended throughout the company. In a context of rapid transformation, talent retention and skills development are also a focus point. A number of projects launched in 2019 respond to these concerns: the mapping of top management, a new GPEC policy to better guide employees in changing professions, improvement of the employee experience in the context of the «Impulse HR» programme...

Finally, the HR teams are mobilised to implement the One Group strategic project, which calls for a new organisation around a dozen newly created career streams. A dedicated department, called Accompagnement RH Top Management et International, was created to support the ambition of international conquest. As a concrete step in this direction, a first-ever Group Mobility committee met in June 2019, bringing together both the parent company Aéroports de Paris SA and certain subsidiaries: ADP Ingénierie and Hub One. Values, professional practices, reporting of social data, the entire HR ecosystem has started its transformation to a more integrated model, in line with the global leadership and embodied by the One Group project.



1 Recruiting new talent, talking with employees, guiding careers... These are the challenges for the Group, which has led several major HR transformation projects in 2019.



“The group got really mobilised over risk prevention in 2019 with an internal campaign, “Prevention is success,” arranged around 4 themes, like battling incivility or anticipating the risks of travel. This mobilisation was piloted at the highest level, with a fortnightly report to the Executive Committee. What’s at stake? Disseminating a culture of prevention and making everyone understand just how much this subject is important for the performance of the company. With a 12 percent decrease in accidents in 2019, the trend is encouraging.”

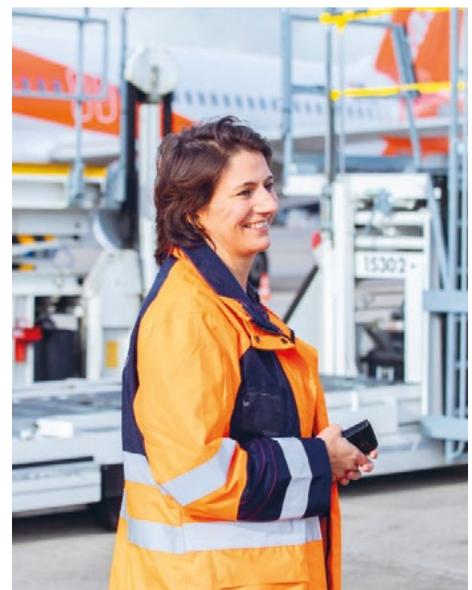
Caroline Delpey,
Department Head
HR support for
Transformation and Quality
of Life at Work projects

1. New impetus for social dialog

From January 1st 2020, a Social and Economic Committee, assisted by several commissions and a horizontal group, the CSSCT (the French acronym for the commission for health, safety and working conditions), has been in place. The adoption of these new staff representation bodies has been smooth and has the full support of the unions. For Groupe ADP, this was an opportunity to rethink the relationships between employer and staff representatives in a spirit of transparency, responsiveness and increased efficiency. As a new, single entity for staff representation, the Social and Economic Committee will simplify and energise social dialogue within the company.

2. Improving working conditions

2019 was particularly rich in terms of social dialogue, with the renewal of 14 collective agreements covering all aspects of working life: skills, teleworking, diversity, disability, organisation of the workplace, professional equality between men and women, etc. These agreements, accompanied by very specific provisions and action plans, are already improving working conditions and are contributing to building the future.



2 Among the risks that were addressed by the 2019 prevention campaign: risks linked to travel in careers where mobility is required.

UNIQUE PROFILES AND DIVERSE KNOW-HOW



**26,122
EMPLOYEES**

FTE (full-time equivalent)
within Groupe ADP.



**MORE THAN 100
PROFESSIONS**

Engineer, project supervisor, architect, data analyst, bird and wildlife controller, real estate asset manager, sales agent, security expert... The diversity of professions within Groupe ADP give it a unique character.



272 NEW HIRES

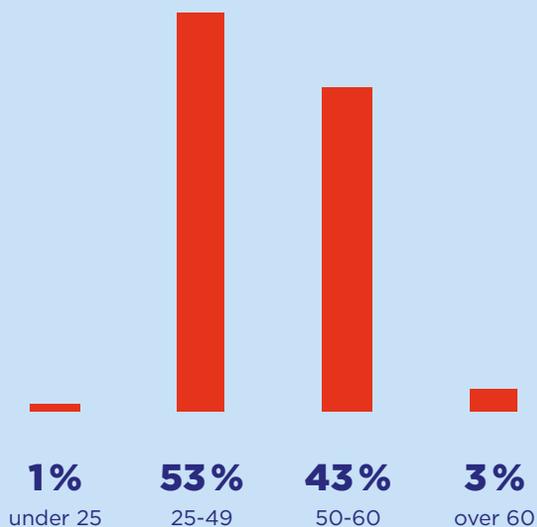
for fulltime posts in the Groupe in 2019 (excluding TAV Airports and Amman). 46% of outside recruits were under 30 years old.



17 MILLION EUROS

spent on training in 2019 (excl. TAV Airports). Group employees received 141,605 hours of training, or 25 hours per person on average.

AGE DISTRIBUTION AT AÉROPORTS DE PARIS SA



**62.4% MEN
37.6% WOMEN**

The goal of 40% of promotions for women was exceeded in 2019, with 42.4%.

SHAPING THE FUTURE



📌 The young co-founders of the Turkish start-up Bagaj, honoured on Airport Startup Day 2019. Their concept: secure and connected lockers.



Opening new fields of exploration with our employees and our partners, creating and experimenting with solutions to bring tomorrow's airport to life: for us, innovation is a powerful motor for growth and transformation

1. Between Izmir and Paris, innovation accelerates

We wanted to expand a pioneering concept internationally: Innovation Hub – a showroom for innovations, but also an approach that aims to increase experimentation and partnerships in the start-up world. So, Groupe ADP and TAV Airports created a Franco-Turkish accelerator, and the 2019 iteration of Airport Startup Day – where start-ups come and present their airport-related innovations – was organised simultaneously at Paris-Charles de Gaulle and Izmir Adnan Menderes Airport in Turkey. About thirty start-ups participated in the event, at the end of which two start-ups from Turkey and two from France were selected.

One of the winners, the Turkish start-up Bagaj, supplies BtoB and BtoC solutions for connected baggage storage. Already used by UEFA and Nike, the concept connects air and time, according to Deniz Dilekoz, co-founder of Bagaj. "In this age of mobility and speed, demand is strong for safe storage space that can help save time and increase comfort while limiting contact with people. This is what Bagaj proposes with its mobile, adaptable platform, simply and securely managed by users from their mobile phones." This young company's trip to Paris was productive: "We were able to meet with major French groups like LVMH, Unibail-Rodamco-Westfield, and Choose Paris Region," says Deniz. "And the half-day with the ADP Groupe's Innovation teams was very productive – now we hope to quickly propose our concept to other airports around the world!"



2 Legislation will soon impose geolocation on drones near airports. In this context, Groupe ADP, Thales and the DSNA are working together on the Hologarde drone-detection system.



Bérénice Nossent,
Innovation Hub

What is the group's investment approach?

ADP Invest's objective is to contribute to the group's strategic roadmap while ensuring a financial return. It's a hybrid model: we invest both in start-ups to meet our operational needs and support development projects, and in venture capital funds to keep an eye on multi-sectoral and international developments. This arrangement, unique in the airport industry, allows us to deal with an environment that is becoming increasingly competitive, with shortened innovation cycles.

So it is not just a financial approach?

Investing in a start-up is above all about putting trust in a group of entrepreneurs with whom we are making a long-term commitment around a common business project. We've chosen to limit the size of our portfolio to ensure special relationships with these entrepreneurs.

How does partnering with start-ups benefit Groupe ADP?

The start-ups in the portfolio work closely with the group on issues covering all aspects of our airport value chain. Safety Line, for example, is developing a solution for optimising aircraft movements on the ground. It has been successfully deployed at several of our airports and is a major selling point when we bid for engineering projects abroad. These partners also accompany us in the development of a new generation of connected airports, like Bestmile with its management tool for autonomous vehicle fleets

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2. Drone detection: Hologarde, a real-time solution

As drone usage becomes increasingly widespread, the risk of intrusion at airports is rising. Since 2018, Groupe ADP, in partnership with the DNSA and Thalès, has been working on the Hologarde project, a drone-detection system capable of detecting small flying objects within a radius of 5 km. The system, successfully tested in Parisian airports and during the last G7 meeting in France, may soon enter into mass production.

3. Flying taxis for the 2024 Olympics?

At the last Paris Air Show at Le Bourget, Groupe ADP, in partnership with Airbus and RATP, presented the Vertiport project. Several models were designed, with the most forward-looking version hosting as many as six take-off and landing platforms. The mobile platforms can be moved closer to the places where passengers are boarding or disembarking. An initial test is to be carried out at one of the 10 civil aviation airfields that Groupe ADP operates in Île-de-France.

The goal: create, approve and certify, by 2024, a Paris-area VTOL (vertical take-off and landing) service linking the Paris-Charles de Gaulle airport and Saint-Denis. New mobility solutions like this and the Smart Airport are among our major innovation axes.



5 A prototype of Vertiport VTOL service should soon be tested in one of the 10 airfields Paris Aéroport operates in Île-de-France.

BECOMING EVEN MORE ACCESSIBLE

Improving access to our platforms and ground transport between city centres and our airports is a major issue for us. In 2019, we saw decisive progress in the development of fast, capable and efficient transport options that further strengthened our integration with the metropolitan area.

1. Road access: improvement in sight

Because it contributes to improved customer satisfaction, the redesign and improvement of road access to our platforms are among our priorities. At a meeting with investors, Groupe ADP unveiled several ambitious projects in this area for the 2021-2025 period. At Paris-Charles de Gaulle, the creation of a new road network around Terminal 2, lane expansions, and the construction of a 10,000 space car park are among our plans. At Paris-Orly, the road network will also be redeveloped to accommodate the opening of the future Grand Paris rail transport station, which will house a multilevel car park, and the creation of an interchange to the north of the airport.



Improvements to make the road network around Paris-Charles de Gaulle more fluid are under study.

As part of the Grand Paris public transport works, the future Orly multimodal station will put the airport 20 minutes from Gare de Lyon in central Paris.



2. Métro line 14 advances

By mid 2024, line 14 of the Grand Paris Express will put Paris-Orly 23 minutes from the Gare de Lyon in central Paris. Groupe ADP is continuing works started in 2018 on the future Orly multimodal station, while since July 2019 a 100-metre tunnel-boring machine weighing 1,400 tonnes has been digging 15-30 metres under the earth. Having passed smoothly under runway 3 at Orly, it should reach the Pont de Rungis zone in August 2020.

3. The CDG Express: on the right track

With an average of 200,000 passengers and more than 90,000 employees frequenting the airport every day, access to Paris-Charles de Gaulle is sometimes difficult, between the saturated A1 motorway and the RER B, which struggles to absorb all its passenger flows. The future CDG Express rail link, which in 2025 will put the airport 20 minutes away from the Gare de l'Est train station, is therefore essential for the airport as well as for the allure of Paris and Île-de-France, the leading global tourism destinations. Led by Groupe ADP, SNCF Réseau and the Caisse des Dépôts et Consignations, the CDG Express is on the right track: the public authorities have given their final go-ahead, the project company was created in February 2019, and works on the railway's infrastructure have started... The operating concession for the future line will be entrusted to the Hello Paris group (Keolis and RATP Dev).



The future CDG Express rail link, which will put the airport 20 minutes from the Gare de l'Est train station, will reduce congestion on the RER B line.

SHARING OUR PROJECTS WITH HOST REGIONS



In an effort to share its future plans with all stakeholders, in 2019 Groupe ADP voluntarily initiated a consultation round of unprecedented scale. Let's look back at this intense period, which motivated employees and nourished strong commitments.

“This consultation was a first for ADP, there was a real acculturation to this participatory democratic exercise.”

Floran Augagneur,
Vice President of the National Commission
for Public Debate (CNDP).

A wide-ranging dialogue

Our ambition for the future Terminal 4 was to be as transparent as possible, involving all the stakeholders in the host region. The project led to an unprecedented public consultation in 2019, organised under the auspices of the National Commission for Public Debate (CNDP). This independent authority dispatched four guarantors to ensure that public opinion was taken into account. One of them, Floran Augagneur, Vice President of the CNDP, said: “Certain large groups, like the SNCF or EDF, are used to this type of consultation. For Groupe ADP, it was a first, and during this consultation, there was a real acculturation to this participatory democratic exercise, which overturns the usual premises and power relationships.”

Terminal 4 did not require the construction of a new runway, so Groupe ADP was not legally obliged to hold this prior consultation process, but the company recognised a unique opportunity to talk about its work and to reach out and meet citizens, elected officials, companies (both large and small), associations, partners in the aeronautical sector – really all those who create the local scene...

Organised from February to May 2019, this voluntary public consultation was a great success. Originally planned for 180 communes, in the end it covered 480, including the city of Paris, in seven departments. Ten thematic public meetings, workshops with locals and employees, participative coffee gatherings, and visits to the construction site were held... This robust approach attracted more than 6,000 participants and allowed for 73 hours of public debate. “We went out to the markets, the RER and train stations, to meet the residents,” said Karen Lévy, head of the Major Projects communication division for Groupe ADP. “Our interactive bus made about 50 round trips.” In addition to the physical presence, there was a dedicated website, where the group answered questions within 72 hours; more than 2,000 comments and emails were handled during the consultation process.



“The major public consultation round we organised mobilised more than 6,000 participants.”

Karen Lévy,
Head of the Major Projects communication
division for Groupe ADP



“The 29 commitments we made in response to the expectations and concerns of local residents will be the subject of a supervised follow-up.”

François Charritat,
Assistant director for host area
relations (North) at Groupe ADP



Public meetings, workshops, participatory cafés, bus tours to the markets or RER stations, and a website dedicated to consultation: the approach relied on multiple formats for a rich and lively dialogue.



At the end of this unprecedented consultation process, Groupe ADP made a series of 29 commitments concerning a range of issues like the environment and climate change, noise and health, or employee training. “These commitments, which will be the subject of a supervised follow-up, aim to address in a concrete manner the concerns or expectations of our local residents,” said François Charritat, assistant director for host area relations (North) at Groupe ADP. “And we are moving from words to deeds because we opened, in February 2020, the Cité des Métiers du Grand Roissy-Le Bourget for the young people of the region. We also committed to publishing updated data on real estate prices via our Entrevoisins.org website and to carry out a balanced approach study regarding aircraft descents, in order to mitigate noise pollution.»

A vision for the future

An airport manager must be able to form a long-term industrial vision for infrastructure going out ten, twenty or even thirty years. To improve airport operations and keep pace with growth in air traffic over the next twenty years, Groupe ADP has launched studies for an airport development project that would include a terminal building (Terminal 4), where construction over several phases could begin from 2021. This redevelopment project will not entail the construction of a new runway, and it is being undertaken in the context of our desire to further improve our quality of service and to increase, progressively and only if demand warrants it, the airport’s total capacity to 120 million passengers per year by 2037. Finally, this terminal will have to be innovative and exemplary when it comes to respect for the environment.

2019 WITH OUR HOST AREAS

In our Paris airports and internationally, we're ramping up our efforts for successful integration with our host areas: respecting the environment, increasing economic attractiveness, for the well-being of residents and for the support of local communities.



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Les initiatives menées en 2019
FOR THE ENVIRONMENT
FOR RESIDENTS
FOR ECONOMIC ATTRACTIVENESS
FOR LOCAL COMMUNITIES

PARIS-CHARLES DE GAULLE

IN 2019



76.2 MILLION PASSENGERS



498,000 AIRCRAFT MOVEMENTS PER YEAR



298 AIRCRAFT PARKING STANDS



3 LARGE TERMINALS
4 RUNWAYS



328 DESTINATIONS
IN 119 COUNTRIES

88 SPECIES OF BIRDS
26 SPECIES OF BUTTERFLIES
AND 217 PLANTS

monitored with Aéro Biodiversité
since 2017

CARGO, COMPLIMENTARY AND RESILIENT

With 2.1 million tonnes of freight and mail processed in 2019, Paris-Charles de Gaulle is the top European airport for cargo. Cargo is complimentary to passenger traffic. It represents an important source of value and has proved to be resilient since the beginning of the Covid-19 crisis. Cargo City  at Paris-Charles de Gaulle stretches out over 300 hectares on a single plot with 700,000 m2 of facilities and 80 all-cargo aircraft stations. In 2019, Groupe ADP continued its efforts to enliven and bring together the cargo community, notably by organising an innovation challenge, promoting certification activities, and simplifying management and the traceability of goods.

INCUBATING TO SCALE UP

We encourage entrepreneurship and innovation wherever we operate. To ensure that it is able to network with the region's other incubators, we've turned over management of the incubator "Hubstart Center,"  based in the Paris-CDG airport, to a unit of the CCIR (regional chamber of commerce and industry.)

ATTRACTING PROJECTS AND COMPANIES

In 2019, Paris CDG Alliance  some 40 collective promotion and prospection actions, notably participating as a partner in the 9th edition of the Sustainable Airport Areas International Seminar (SAAIS) in Atlanta.

PARIS-LE BOURGET IN 2019



THE LEADING BUSINESS AIRPORT IN EUROPE



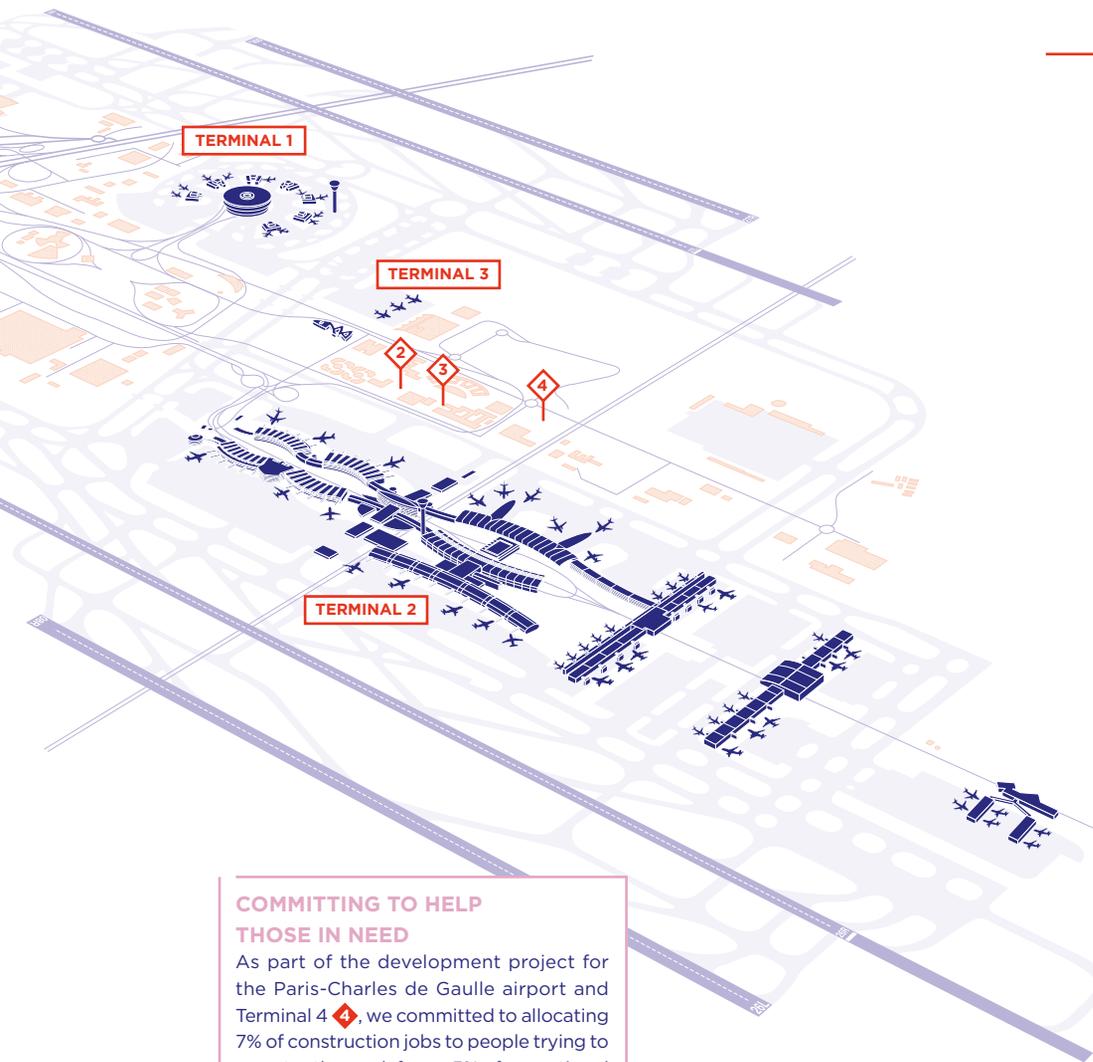
54,646 AIRCRAFT MOVEMENTS PER YEAR



15 BUSINESS AVIATION COMPANIES



3 RUNWAYS



TRANSPARENCY ON AIR QUALITY

Among the actions carried out around air quality: an exploratory campaign on the measurement of ultrafine particles that enabled the development and deployment in 2020 of a strategy for monitoring this pollutant at Paris-CDG and Paris-Orly. Data on these measurements will be published in real time on the entrevoisins.org website.

PROTECTING BIODIVERSITY

In 2019, we renewed for 3 years our partnership with the Aéro Biodiversity association (formerly HOP! Biodiversity) for Paris-Orly and Paris-CDG. We also added 3 more sites, Paris-Le Bourget, the Issy-les-Moulineaux heliport and the Pontoise-Cormeilles Aerodrome. This partnership helps feed the database at the natural history museum with observations from our employees and those of our partners, as well as scholars and the general public.

COMMITTING TO HELP THOSE IN NEED

As part of the development project for the Paris-Charles de Gaulle airport and Terminal 4 , we committed to allocating 7% of construction jobs to people trying to re-enter the work force; 5% of operational jobs were allocated to this category of job-seekers.

EMPLOYMENT AROUND T4

According to a prospective study conducted by Paris CDG Alliance around the project for the development of Paris-Charles de Gaulle and Terminal 4 , the project would create 4,000 to 5,000 jobs per year for the construction phase and between 41,000 and 45,000 for the operational phase, by 2037. These results were presented as part of the public consultation conducted in 2019.

A PLACE TO LEARN A TRADE

Managed by Paris CDG Alliance, the Cité des Métiers at Grand Roissy-Le Bourget , a space dedicated to employment and training, opened its doors in March 2019.

RECRUITING LOCALLY

7 recruitment forums organised in 2019 at Paris-Charles de Gaulle with Paris CDG Alliance and Pôle Emploi allowed us to offer 1,700 positions and to make 166 hires.

ADAPTING TRAINING OFFERINGS

In 2019, we signed a cooperation agreement with the rectorates of Versailles, Créteil and Amiens covering three areas: observations and prospection, youth orientation, and adapting training to job openings and skills. And with the national education authority, the Île-de-France region and the community in and around Meaux, we put together a partnership agreement for the creation of a training centre for aeronautical professions in Meaux.

DEVELOPING SUSTAINABLY

Orly finalised its "Development, Landscapes and Biodiversity" blueprint in 2019. It is a strategic document that allows for the incorporation of biodiversity management issues into development plans.

AN EXEMPLARY RUNWAY

After 18 weeks of intensive work, runway 3 at Orly went back into service on December 2nd 2019, the deadline that was fixed before work started. An exemplary construction project: for the first time a Paris airport runway was entirely deconstructed and rebuilt using two-thirds of the original materials.

GREEN SHUTTLES

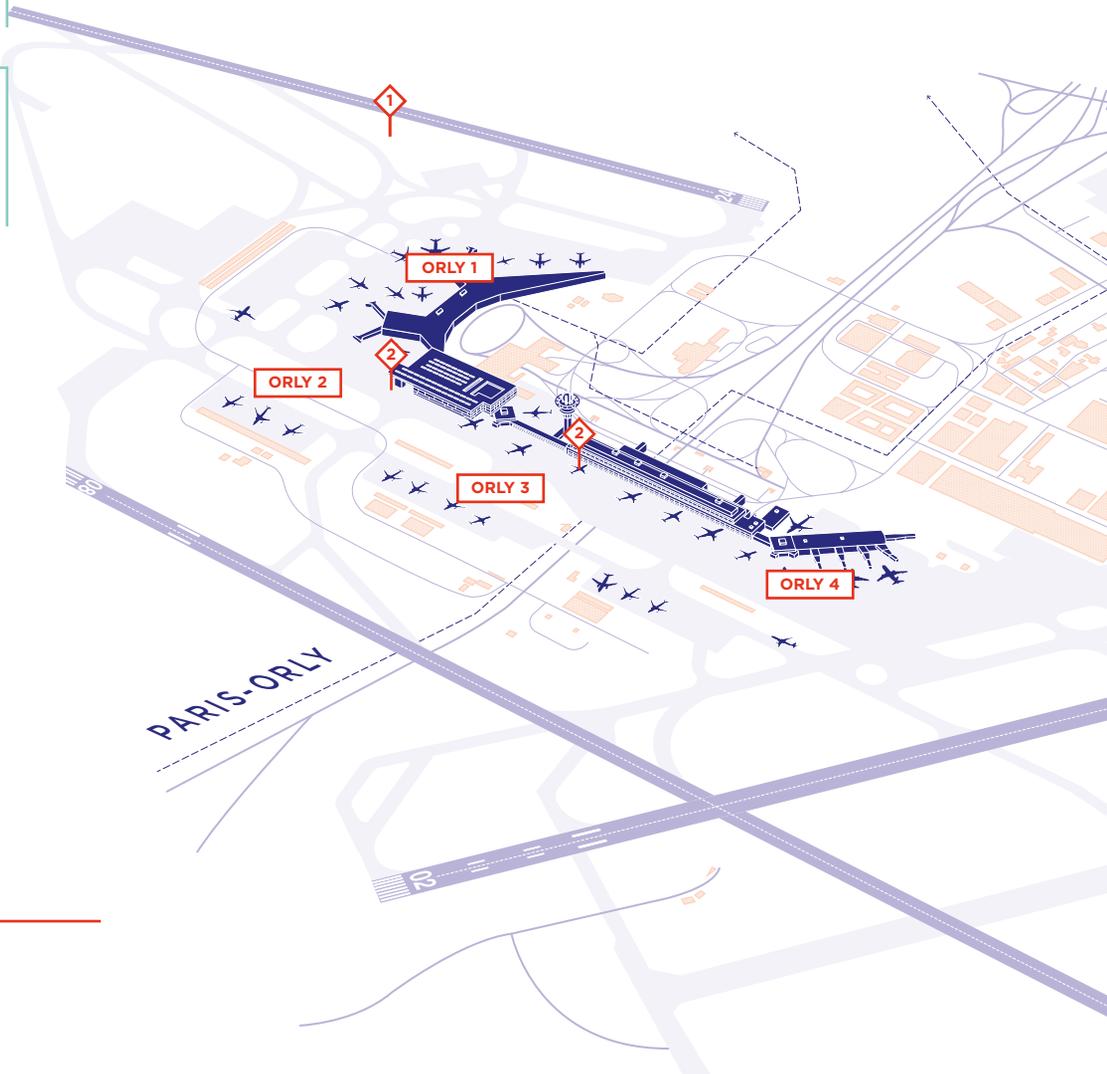
The buses that run between the car parks and the terminals run on HVO (hydrotreated vegetable oil), a biofuel. Result: 50% less CO2 emissions.

ENTREPRENEURS WELCOME

The Rendez-vous de l'entrepreneuriat d'Orly Paris®, organised with Orly International to put a spotlight on opportunities to start or buy out companies, attracted 350 participants in 2019.

A PARTNER FOR REAL ESTATE

Orly International now centralises the real estate offers of its partners, associating the landowners ICADE, ADP Group and the Agglomeration Paris-Saclay.



PARIS-ORLY IN 2019



**31.9 MILLION
PASSENGERS**



**218,349 AIRCRAFT
MOVEMENTS PER YEAR**



**75 AIRCRAFT
PARKING STANDS**



**1 SINGLE TERMINAL WITH
4 CHECK-IN ZONES
3 RUNWAYS**



**128 DESTINATIONS IN
48 COUNTRIES**

28 VISITS
to Paris-Orly in 2019
brought 4,120 participants

A CIVIC COMMITMENT TO EDUCATION

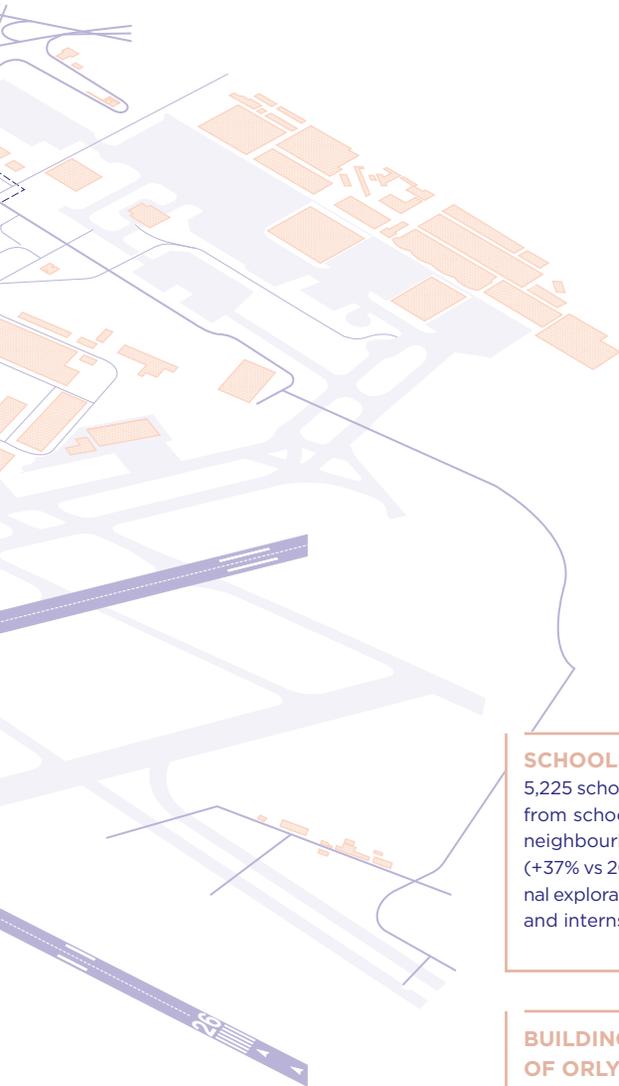
Created in 2015, the Groupe ADP corporate foundation is committed to the fight against illiteracy and the prevention of school dropouts. Among the activities supported: The Démos programme for musical education coordinated by the Cité de la Musique-Philharmonie de Paris, and United Way alliance, which works to provide a professional future for secondary school students from disadvantaged areas in Val-de-Marne and Val-d'Oise.

GUIDING PEOPLE IN DIFFICULTY

Started by Orly International, "Parcours Salon" is a new programme for the long-term unemployed and others in difficulty. The principle? A course that involves participation in events and supervised workshops to encourage stability, master corporate codes and be at ease in a professional environment.

SPONSORING SPORTS TEAMS

We have established a patronage partnership for three seasons with Paris FC, whose training centre is in Orly. This association an ambitious Ligue 2 football club, which is aiming to get into the top league, confirms our commitment to our host area.



SCHOOLS AT THE AIRPORT

5,225 schoolchildren, 44% of whom come from schools in the city's disadvantaged neighbourhoods, were welcomed in 2019 (+37% vs 2018) at Orly for visits, professional explorations, a work-study programme, and internships.

BUILDING THE FUTURE OF ORLY TOGETHER

400 participants attended Rencontres d'Orly, the starting point for a collective project involving private actors and public authorities in the sustainable development of the Orly Rungis cluster. The themes in this programme: the environment, mobility and employment.

MAKING JOB OFFERS MORE VISIBLE

In Paris-Orly, with Orly International, 2,340 job offers were presented to the 5,000 visitors at the Rendez-vous de l'emploi. At Orly 3 and 4 , an interactive kiosk, huLink[®], lets thousands of visitors browse job offers and apply in 2 minutes, without a CV.



A NEW FOUNDATION IN JORDAN

The Groupe ADP foundation helped AIG (Airport International Group), the company that manages Queen Alia International Airport in Amman, Jordan, in the creation of its own foundation. With three areas of activity - environment, solidarity and education - the new foundation will support projects around the Amman airport.



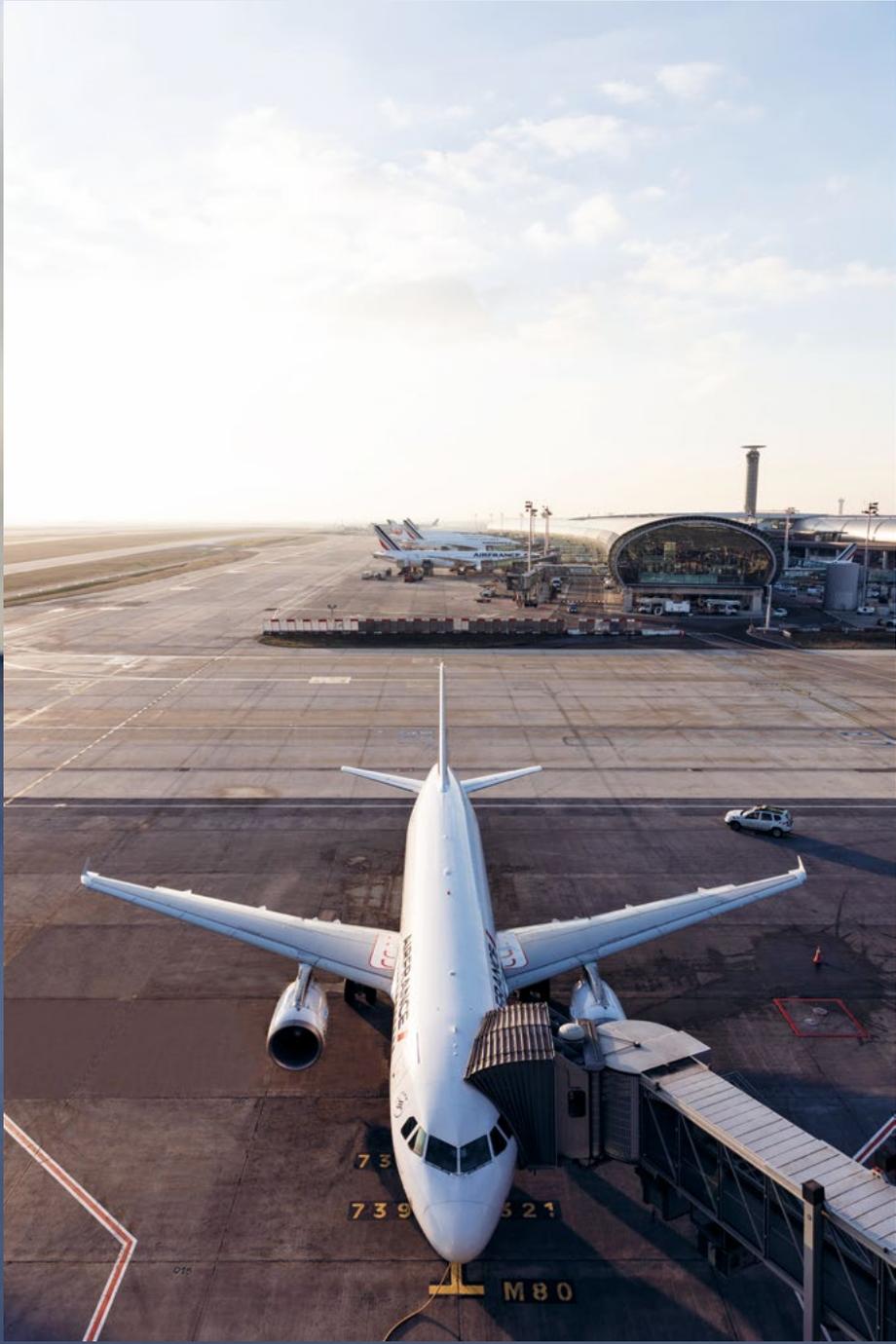
IN MOROCCO, A GIRLS' SCHOOL

In 2019, the Groupe ADP foundation, along with the Fondation Béatrice Schönberg, which it has supported since 2015, opened a boarding school in Asni (Morocco) that will allow 48 young women from 11 to 18 years of age to remain in school until graduation.



IN MAURITIUS WITH CARITAS

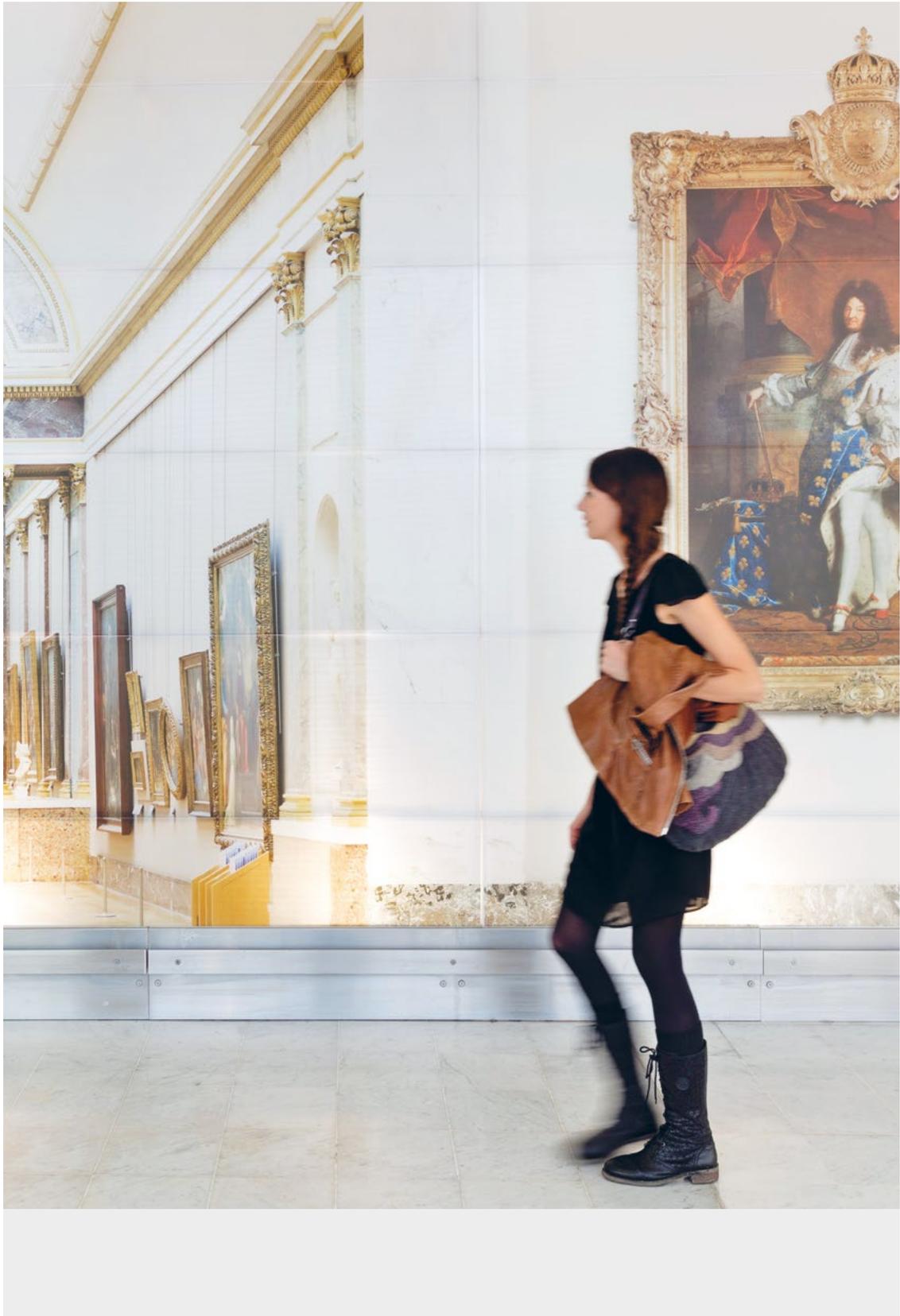
In Mauritius, the Groupe ADP foundation has supported since 2018 the Caritas association's functional literacy programme in different parts of the island by setting up and supporting literacy centres and training the volunteers who give the classes.

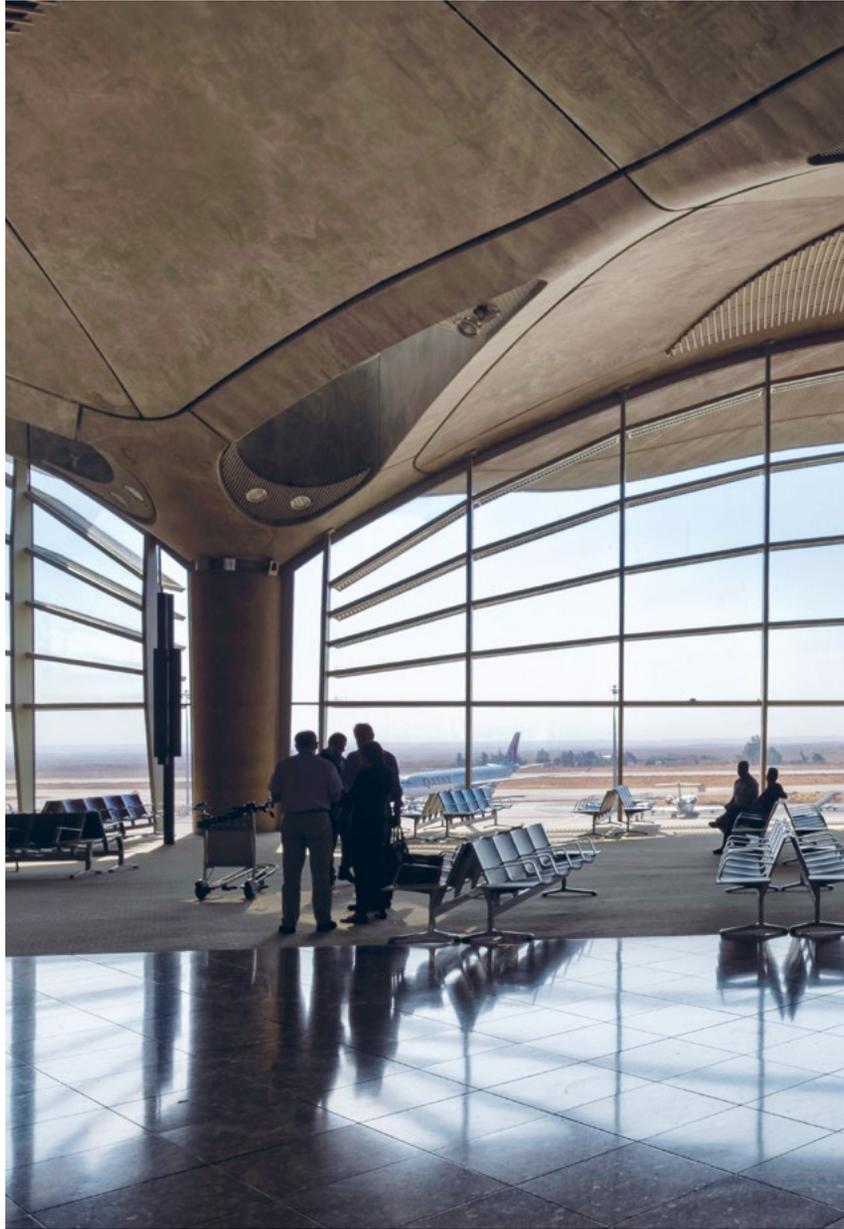


THE HALL K
BOARDING GATE
IN TERMINAL 2E AT
PARIS-CHARLES DE
GAULLE - FRANCE



THE GRANDE
GALERIE DU LOUVRE
PICTURED IN THE
ARRIVALS HALL,
AT TERMINAL 1,
PARIS-ORLY -
FRANCE





**THE WAITING AREA
AT THE QUEEN ALIA
INTERNATIONAL
AIRPORT IN AMMAN,
JORDAN**

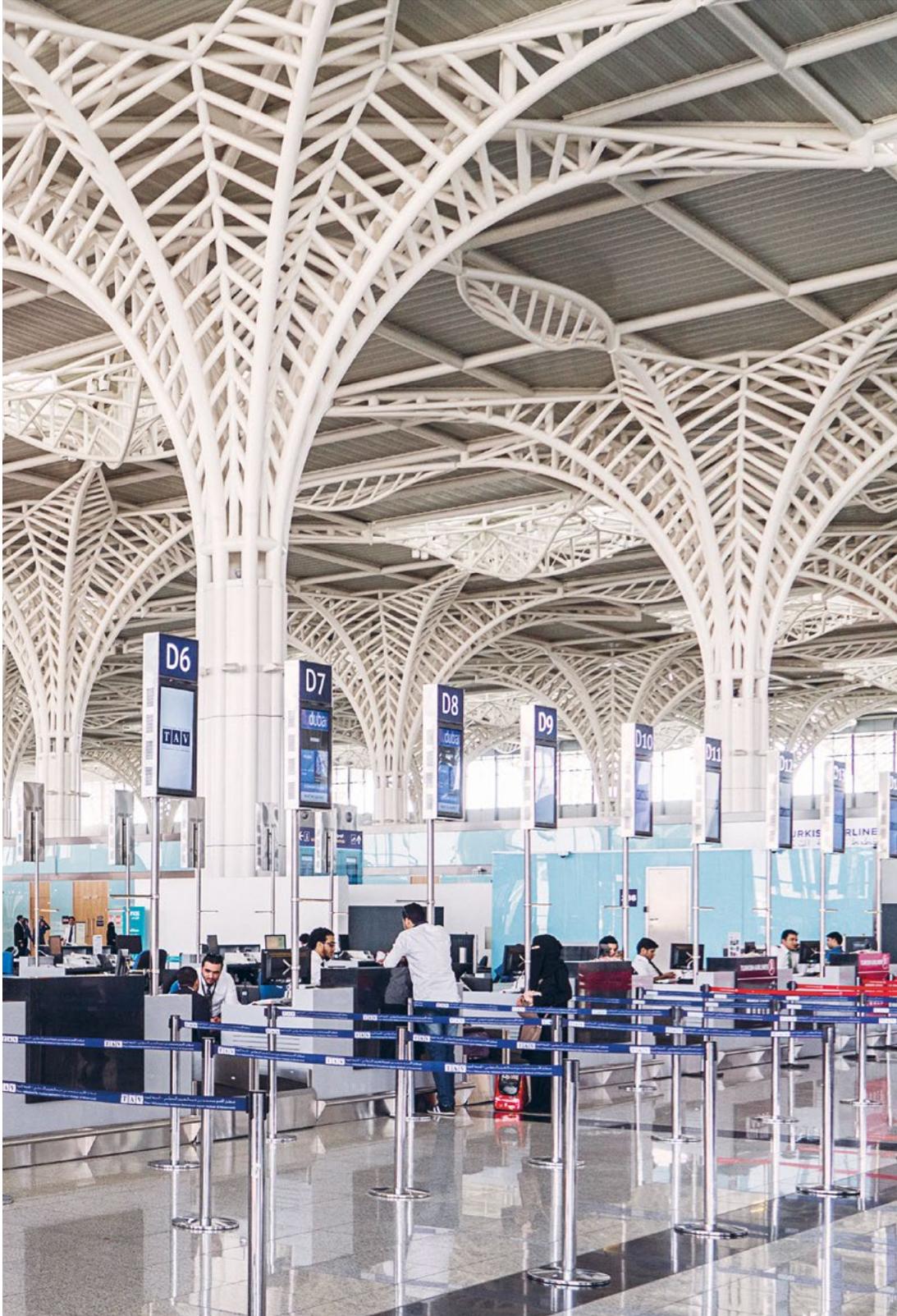


CHAIRS DESIGNED
FOR RESTING IN
FRONT OF THE
BAY WINDOWS AT
TERMINAL 2E, PARIS-
CHARLES DE GAULLE
- FRANCE



TERMINAL 1,
RUNWAY SIDE,
PARIS-CHARLES
DE GAULLE - FRANCE

THE BAGGAGE CHECK-IN
ZONE IN MEDINA
INTERNATIONAL AIRPORT -
SAUDI ARABIA



LOADING FREIGHT ON
CARGO PLANES,
PARIS-CHARLES DE GAULLE
- FRANCE







CONQUERING NEW HORIZONS, DIFFERENTLY

International activities are taking on a new dimension with the launching and implementation of the One Group project. It's all about a new organisation, which is global, integrated and transversal at the same time; it should help bring all the group's business lines on board to conquer new horizons. Let's break it down:



Fernando Echegaray,
CEO, ADP International



Xavier Hürstel,
Deputy Chief Executive
in charge of coordinating
development operations

What is the underlying logic behind the new organisation that is expressed through One Group?

Xavier Hürstel: When you include all of our business lines, subsidiaries and professions, we're currently present in 125 airports spread over about 50 countries. Few actors in our industry have such a worldwide reach and thus a global understanding of our issues. The question today is how to capitalise on and to make full use of all our skills, to put them at the service of our international development. In other words, it's no longer just about being a French group that exports its know-how, it's about acting more like a global player that is present in every region of the world: we've got to be American in America, Asian in Asia, European in Europe... The group is now in a situation where it has to pursue and accelerate its development by relying on the international market to continue growing its Parisian platforms.

Fernando Echegaray: Within the airport network that we manage, we are already pooling resources and skills: certain know-how and innovations that exist in Paris are destined to be deployed at our other platforms in the world, and vice-versa. Now, we must go even farther, by reinforcing operational ties and synergies with TAV Airports and managing our operations on a global level, in a more transversal way, which is precisely what One Group makes possible with the creation of ten branches, each organised around a family of business lines, systematically taking into account the expertise related to innovation and sustainable development. By internationalising all the company's business lines, we will become a more integrated industrial group and will also gain in resilience by no longer being dependent on only one geography. Up until just before the coronavirus pandemic, Parisian traffic was progressing steadily at a rate of 2% to 3% per year, but the main global growth drivers were already in Asia and other emerging regions of the world. One Group aims to involve all of our teams to seek out new engines of growth.

How does this translate in practice?

X.H: The mission I've been entrusted with is to accelerate our internationalisation. This requires systematic coordination in responses to calls for tenders relating to airport management or concessions, but also in any opportunity for investment, the development of all our activities, those from the scope of the old ADP International (investments and shareholdings, airport management), but also the other business lines: engineering, travel retail, restaurants, or even digital technology.

This leads to a more transversal way of working, greater agility and increased integration of subsidiaries in an effort to offer more than just operating activities. Today, international business accounts for 30% of the group's operating income and the objective is to raise that to 35% to 40% by 2025.

What are Groupe ADP's strengths in a highly competitive international market?

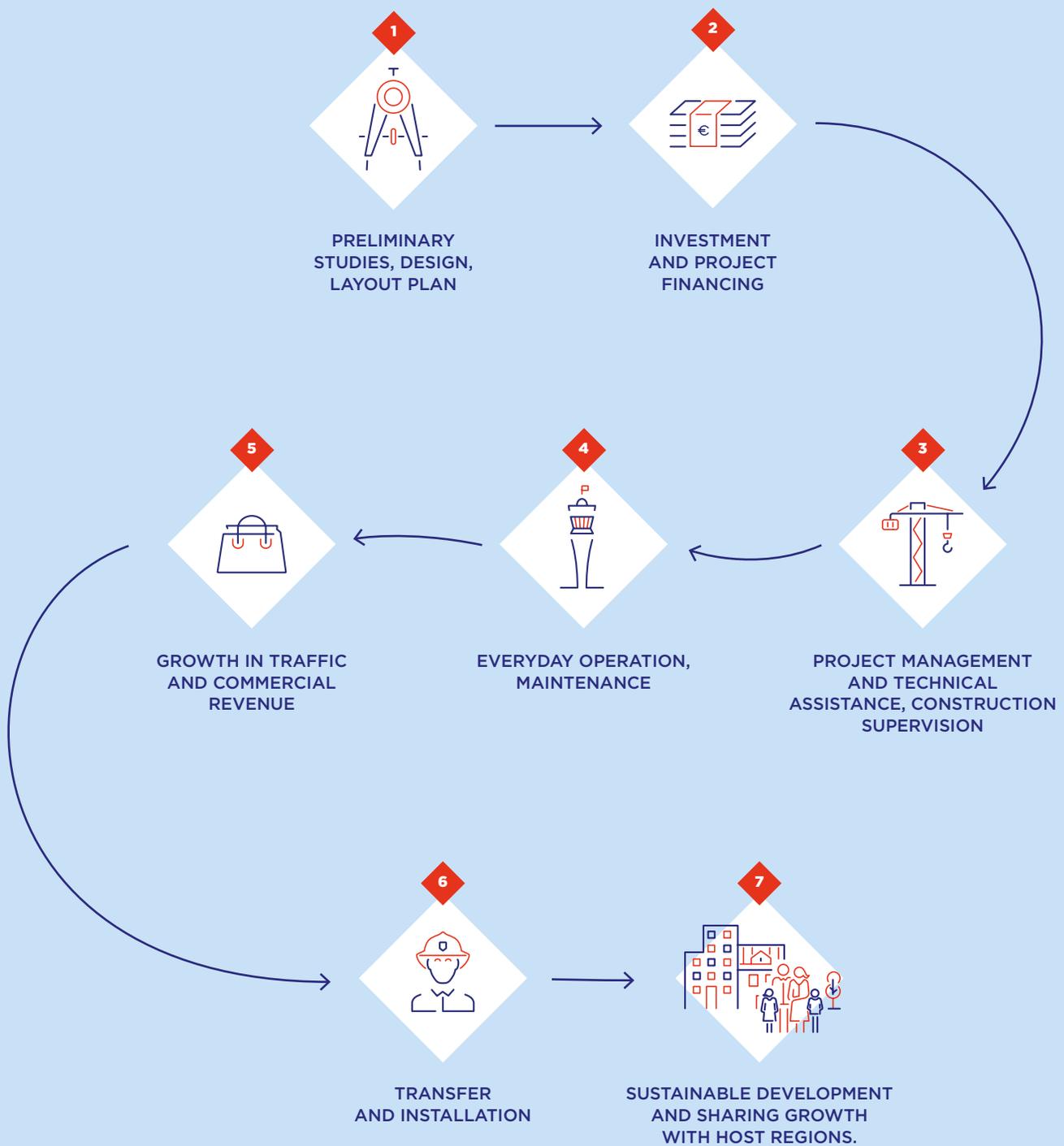
F.E: We have 70 years of experience in Paris and we cover, with our different subsidiaries, the entire airport value chain, which is not the case for most of our competitors. We're also innovative, capable of testing solutions within our ecosystem of start-ups that can be used anywhere in the world. Finally, with TAV Airports and GMR Airports in addition to the Paris-area airport system, we have a unique network with three big global airport platforms. Our ambition is to bring together between 400 and 450 million passengers on this network by 2025, and we believe that this new One Group organisation is an essential step in achieving this goal.

Has this increased internationalisation required a cultural change?

X.H and F.E: Yes, absolutely. With One Group, we're shifting the paradigm by abolishing the differences between the Paris airports and the rest of the world. It's a major change for our teams and a necessity to ensure our future development.

OUR INTERNATIONAL CHAIN OF BUSINESS LINES

We are one of the few players in the industry that masters every link in the airport value chain. To meet clients' needs as closely as possible in terms of infrastructure and management, we're developing both global expertise and the ability to target an approach by market, country or client. One goal remains constant: turning airport activity into a motor for the local economy and for jobs.



OUR INTERNATIONAL FOOTPRINT



NEW YORK, U.S.A.

Consulting mission for JFK

The Merchant Aviation subsidiary won a series of contracts in the United States. Among them is the strategic planning and design for the extension of Terminal 8, operated by American Airlines, of John F. Kennedy International Airport.



SANTIAGO DU CHILE, CHILE

Commissioning of new infrastructure.

In 2019, the construction project for the new international terminal reached an important step with the inauguration of Piers C and E. Santiago de Chile Airport has been operated under concession by Nuevo Pudahuel, a company led by Groupe ADP, since 2015.



CONAKRY, GUINEA

A renewed concession

Groupe ADP consolidated its presence in Africa, renegotiating a 25-year concession to develop and modernise Gbessia International Airport in the capital Conakry with the Guinean government and the investment fund Africa50.



BEIJING, CHINA

A design by ADP Ingénierie

Commissioned in the autumn, the new Beijing Daxing International Airport was born of a bold concept and design developed by ADP Ingénierie, which signed one of its most beautiful architectural achievements in China.



ANTANANARIVO, MADAGASCAR

A new terminal for Ivato

Antananarivo Ivato International Airport, operated by Ravinala Airports, a company led by Groupe ADP, saw the construction of a new terminal that can welcome as many as 1.8 million passengers per year. It is the country's largest piece of transportation infrastructure.

**LOCATIONS
BY TYPE OF ACTIVITY**

- ◆ Management and operations
- ◆ Design and engineering
- Other services (duty free, lounges, ground handling, etc.)

REACHING FARTHER AFIELD INTERNATIONALLY

TAV AIRPORTS BUILDS MOMENTUM



1 Commercial flights that operated out of Istanbul Atatürk now fly out of the new airport, to the north of the city.



2 The travel retail specialist ATU already manages a large number of airport shopping areas around the world.



3 Thanks to its location, Almaty airport has become the hub of Central Asia.

1. Exemplary closure at Istanbul Atatürk

As the historic operator of Istanbul Atatürk Airport, TAV Airports did an exemplary job of managing the smooth closure of this platform on April 6, 2019 to commercial flights, which were transferred to the new Istanbul airport. The closure came ahead of the theoretical and contractual end of the concession (expected in 2021), so TAV Airports will be compensated with a payment of 389 million euros from the Turkish government. Though it did not win the concession for the new Istanbul airport, TAV Airports will be handling certain businesses there, like ground handling and the management of bars and restaurants.

2. Dynamic services via subsidiaries

As a highly integrated airport operator, TAV Airports offers a wide range of services through its subsidiaries: ATU (travel retail and duty free), BTA (bars and restaurants), Havas (ground handling), TAV OS (lounges) or TAV Technologies (telecommunications) and TA Security. With their dynamic sales teams, these airport services subsidiaries regularly win contracts and are increasingly robust. In the United States, for example, ATU has been operating the Houston airport retail area since 2015, while TAV OS, already established in 21 countries, inaugurated two new passenger lounges in the fall of 2019 at JFK airport in New York.

3. Exclusive talks in Kazakhstan

TAV Airports, in association with VPE Capital, has initiated talks for the takeover of Almaty International Airport. Almaty is the largest city in Kazakhstan, and its airport is the leader in Central Asia, with more than 6 million passengers handled per year, half of whom are on international changeovers. TAV Airports' teams are leading a project that aims to improve the quality of service, a request from Air Astana, the main local airline. The negotiations could be concluded in the next few months.

A NEW DIMENSION WITH GMR AIRPORTS

Groupe ADP has signed a deal for the acquisition in two stages of 49% of the capital of the Indian company GMR Airports – the first stage, completed on February 26th 2020, gave it 24.99% of the capital. The second stage should be completed in the next few months. GMR Airports, a family-owned company that has been in the airport business for about 15 years, is a top player in India and Asia. The group leads a world class portfolio of assets consisting of a network of six airports under management or in construction,



three of which are already operational: the Indian airports in Delhi and Hyderabad (which have achieved carbon neutrality), and the Philippine airport Mactan Cebu. These three airports hosted 102 million passengers in 2019. The other three airports are either under development (Goa in India and Heraklion in Greece) or have been won through bidding (Boghapuram, India). All three will be under management once the work is completed.

INTERNATIONAL DEVELOPMENT: AN ESSENTIAL DRIVER OF GROWTH



NO. 3 AIRPORT MANAGER

globally, with 234.5 million passengers at the end of 2019; potentially No. 1 when traffic from GMR Airports is counted.



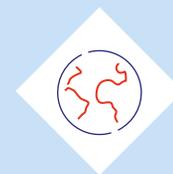
24 AIRPORTS UNDER MANAGEMENT

across the world, from Amman, Jordan to Santiago du Chile, including Zagreb in Croatia, Mauritius, Conakry in Guinea, or the Hajj terminal in Jeddah, in Saudi Arabia.



MORE THAN 140 PROJECTS

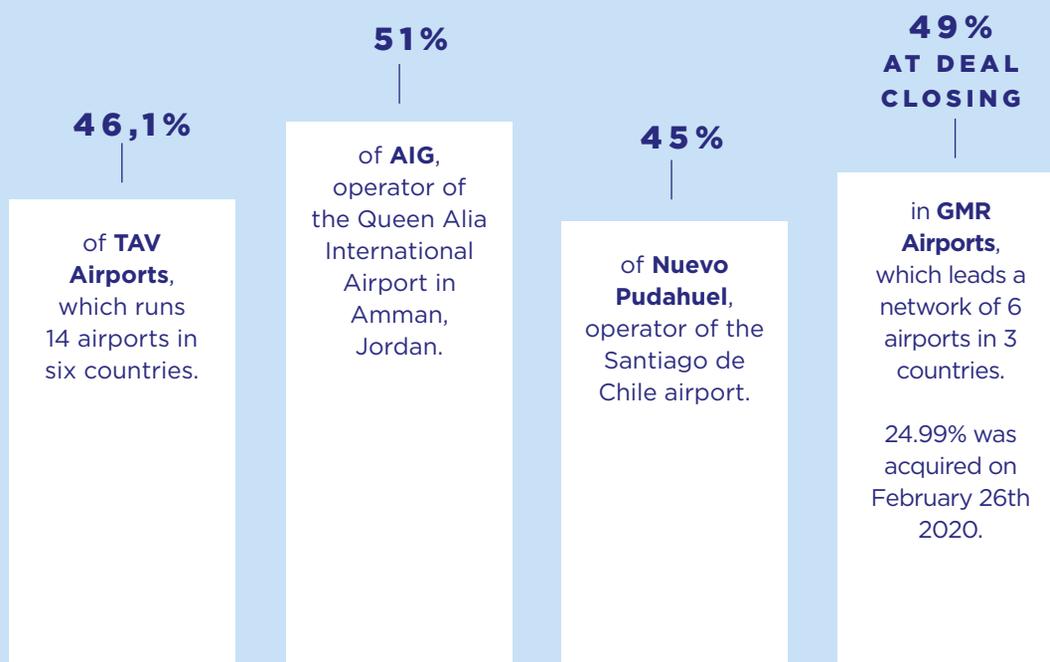
in progress by ADP Engineering, which has more than 300 international references in the field of engineering and architecture.



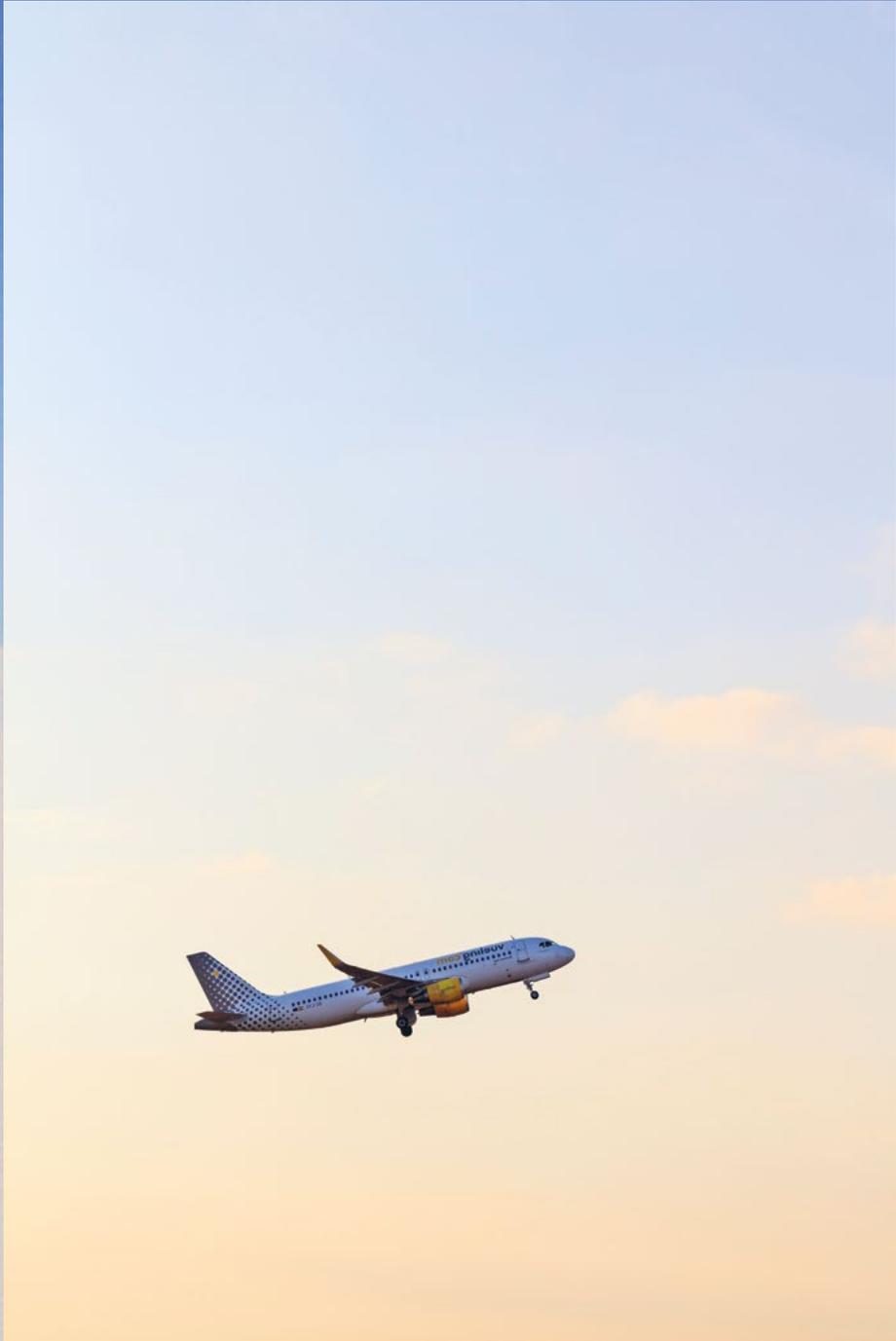
MORE THAN 50 COUNTRIES

where Groupe ADP is present. The Group's primary asset is its exceptional geographical positioning, along with the appeal and the wealth of the territories where it operates.

STRATEGIC SHAREHOLDINGS¹



1. Non-exhaustive list



“OUR PURPOSE WILL ENDURE.”

Face with the shockwave of Covid-19, Edward Arkwright, Chief Executive Director of Groupe ADP, reaffirms his confidence in the sustainable growth model of the company and looks to potential horizons in the post-crisis period.



“We are present in 125 airports in 50 countries and we operate 25 airports in 13 countries. For us, the international market is both an immediate reality and an immense reservoir for long term growth.”

Edward Arkwright,
Chief Executive Director

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What is the group's profile today?

ADP's business model is one-of-a-kind – unique in the world. We cover the entire value-creation chain for airport infrastructure, from preliminary studies to the day-to-day operations of an airport. This proven, integrated model provides a solid foundation to expand our horizons and to nourish and share sustainable growth. How? By being an integrator of solutions, growing with our host territories and venturing out to conquer new markets.

You talk about conquering new markets.

What horizons do you have in mind?

I'm thinking of geographical diversification of course. One of the lessons of the Covid-19 crisis is that portfolio risk diversification is really essential for a company like ours. For example, the Indian group GMR, in which we took a majority stake in 2019, has less exposure to Chinese traffic and international traffic, so the health crisis affected it much later than many of our airports. But I'm also thinking of the diversification of business lines. The group is active in cargo, business parks, offices, and of course the aerospace industry. With the One Group project, our ambition is to strengthen synergies among these business lines and among our subsidiaries in order to better deploy internationally. We can also drawing on two major assets: our commitment to CSR and our ability to innovate.

How is the Group coping with the Covid-19 pandemic?

Our industry is going through an ordeal that will leave considerable marks and will significantly impact our results in 2020. Yet this crisis is also highlighting the cohesion and cooperation within the airport community in Paris and internationally.

How is the group preparing for the post Covid-19 future?

By facilitating the safe transport of people and goods, we're in a useful profession. This purpose will carry on even as the rules of the game change. We're going to have to adapt our infrastructure to the risks of epidemics. It's a new challenge, in addition to the environmental challenge. Our airport community has taken a serious hit, but our commitment and our passion are intact. Our teams are hard at work preparing for business to take off again, which we hope will be as quick as possible.

THE STRENGTHS OF GROUPE ADP

Thanks to its renowned know-how and the diversity of its businesses spread out over three Parisian airports and a network of airports around the world, Groupe ADP presents a solid profile and attractive growth perspectives. Aeronautical activities, shopping, services, real estate, and international development contribute to the visibility and influence of a company that is a leader in its sector.

AERONAUTICAL ACTIVITIES

THREE COMPLIMENTARY AIRPORTS

- Paris-Charles de Gaulle: The No. 2 airport in Europe for passenger traffic and No. 1 for cargo
- Paris-Orly: dedicated to point-to-point flights, France's No. 2 airport
- Paris-Le Bourget: No. 1 business airport in Europe - 1 heliport, 10 airfields

355 DESTINATIONS AVAILABLE FROM THE PARIS AIRPORTS

160 AIRLINES¹

144 at Paris-Charles de Gaulle and 35 at Paris-Orly

123 COUNTRIES SERVED¹

119 from Paris-Charles de Gaulle and 48 from Orly

Revenue

€1.929 billion

EBITDA

€611 million

1. duplications at the two airports are only accounted for only once

INTERNATIONAL

EXPERTISE THAT IS VALUED ACROSS FOUR CONTINENTS

Airport design
ADP Ingénierie (100 %)

24 AIRPORTS UNDER MANAGEMENT

Consulting missions carried out in more than 50 countries

STRATEGIC PARTNERSHIPS

- TAV Airports (46.12 %)
- Royal Schiphol Group (8 %)
- Nuevo Pudahuel (45 %)
- Airport International Group (51 %)
- GMR Airports (49% in progress)

REVENUE

€1.081 billion

EBITDA

€326 million

SHOPPING AND SERVICES

HIGH-EARNING BUSINESS LINES

- 422 shops, bars and restaurants
- 1 hotel in an international zone
- 65,308 m² of shops and restaurants, 72 new shops, bars and restaurants opened
- 43,155 parking spaces
- €19.70 in revenue per passenger on the runway side at departure

LESSOR AND OPERATOR: FOUR JOINT VENTURES

- SDA
- Relay@ADP
- EPIGO
- Média Aéroports de Paris

REVENUE

€1.505 billion

EBITDA

€638 million

REAL ESTATE

No. 1 PRIVATE PROPERTY OWNER IN ÎLE-DE-FRANCE

6,686 ha, including 357 ha of available reserves

AN EXCEPTIONAL PORTFOLIO WITH GREAT POTENTIAL

- Nearly 1 million square meters built and leased to more than 900 external clients, valued at €3.3 billion
- 131,943 m² developed in 2019

AIRPORT PROPERTIES

Logistics warehouses, maintenance hangars, and freight stations with direct access to the runways

REAL ESTATE DIVERSIFICATION

Offices, hotels, shops, industrial estates

REVENUE

€274 million

EBITDA

€169 million

OTHER ACTIVITIES

ESSENTIAL AIRPORT ACTIVITIES

- Hub One (100 %)
- Airport and logistics applications, Wi-Fi, hotspots, geolocation, secure telecommunications, traceability, professional mobile solutions
- 4,500 clients

REVENUE

€168 million

EBITDA

€29 million

“OUR CSR APPROACH IS BASED ON OPENNESS AND PARTNERSHIP”

Amélie Lummaux, Director, Environment, CSR and Territories, explains how Groupe ADP has further accelerated its energy transition efforts while at the same time carrying out a sustained dialogue with all stakeholders.



Amélie Lummaux,
Director, Environment,
CSR and Territories

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What commitments have you made to sustainable development? What progress would you highlight for 2019?

Our environmental approach goes back a long way, which makes us one of the most advanced airport operators on the subject. From 2009 to now, we've cut CO₂ emissions per passenger by 69% in our Paris airports, and last year we reaffirmed our ambition: carbon neutrality in Paris by 2030, ahead of zero net emissions by 2050. Several airports that we manage abroad are already neutral in terms of emissions of CO₂ and we must follow their example.

How can we go farther?

To support our energy transition, which has already led us to a 15% share for renewables (geothermal, biomass, solar) in our end consumption, we signed a deal in 2020 for the direct supply of green electricity with Urbasolar and GazelEnergie. As a result, 10% of the electricity requirements from our Parisian platforms will be covered with green energy from three additional photovoltaic farms. But our progress is only worthwhile if it is a collective effort that brings all the stakeholders on board. This is why we reaffirmed, at the last Paris Air Show in le Bourget, a commitment shared by the entire aeronautical industry. The goal is to halve CO₂ emissions from air transport by 2050.

Does this collective, partnership-based approach also apply to relationships with host areas and their residents?

Yes, totally. Our responsibility is not only environmental, but also societal. We're careful to try and limit harmful effects and maximise the positive externalities of our activities, particularly when it comes to local employment. We work with local actors on matters of common interest, such as those relating to access, training and economic development. We engage in a great deal of dialogue with our stakeholders, and these exchanges were particularly intense in 2019, in particular on the occasion of the voluntary consultation carried out in 480 communes around the project for Terminal 4 and development of Paris-Charles de Gaulle. Some 85 events brought airlines, state authorities, local authorities and residents together... The south of Ile-de-France did not sit still. During the Rencontres d'Orly, more than 400 participants came together to reflect on the link between the airport and the surrounding areas. Such fruitful dialogue engages us: it gives accountability to stakeholders, and we'll be sure to keep this momentum going.

Why was a CSR committee created in 2019 within the Board of Directors?

The Pacte Law affirms the requirement for all companies to take into account the social and environmental issues linked to their business activities. The creation of a CSR committee within the group's highest governing body underscores our desire to further integrate the CSR component in our strategy – at the highest level.

A STRUCTURED AND EFFECTIVE ENVIRONMENTAL APPROACH

Since 2015¹, we have been the European leader in CSR matters among the major airport management companies. Our ambition: to strengthen this leadership in the years to come and construct a shared culture of responsibility with all our stakeholders.



-69% CO₂ EMISSIONS

at the three Paris airports between 2009 and 2019. Our goal: carbon neutrality in Paris in 2030, then zero net emissions by 2050.



44 MILLION EUROS

will be spent on sustainable development measures over the 2016-2020 period.



43 BEEHIVES

produce delicious honey. They are spread out over Paris-Charles de Gaulle (2), Paris-Orly (8) and on the general aviation airfields (33), which also host 150 brood hives.



OBJECTIVE: 100%

of the group's new properties will be certified HQE™ in 2020.



257 CLEAN SERVICE VEHICLES

(electric and hybrid) in our Paris light-vehicle fleet at the end of 2019, or 29%. The 2020 objective of 25% has already been reached.



425 CHARGING STATIONS

for the 257 electric and hybrid service vehicles. These charging stations can also be used by our customers in our car parks.



+10.4% IMPROVEMENT IN ENERGY EFFICIENCY

for infrastructure used by Paris Aéroport, compared with 2015.

¹. Ranking based on extra-financial scores of the main European airport groups from the Sustainalytics agency

2019 FINANCIAL RESULTS



**€4.7 BILLION IN
CONSOLIDATED REVENUE**



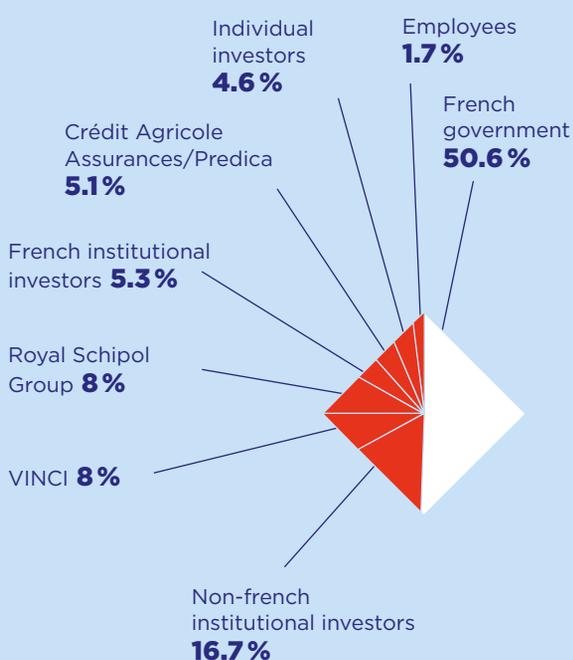
**€1.094 BILLION OPERATING
INCOME FROM ORDINARY
ACTIVITIES**



**€6.007 BILLION IN
SHAREHOLDERS' EQUITY**

BREAKDOWN OF CAPITAL

as of December 31st 2019



**€1.772 BILLION
EBITDA¹**



**€588 MILLION NET INCOME
ATTRIBUTABLE TO THE
GROUP**



**€5.254 BILLION
NET DEBT²**

PER-SHARE RESULTS

2019 closing price in euros

Net profit: €5.95

Dividend: €3.70³

STOCK MARKET DATA

2019 closing price in euros

2019 final closing stock price: €176.10

**Percent change from January 1st
to December 31st, 2019: +7.6 %**

**Market capitalisation
on December 31st 2019: €17.4 billion**

¹. Revenue and other ordinary income less purchases and current operating expenses excluding depreciation, amortisation and impairment of property, plant and equipment and intangibles. ². Pro forma (including associated current accounts and debt related to the minority put option). ³. In order to preserve margins of manoeuvre of the company in a crisis of unknown duration and at the request of the State, expressed in a letter dated March 30th 2020, the Board of Directors of Aéroports de Paris has decided to submit to the vote of the next Annual General Meeting scheduled for May 12th, 2020 the payment of a total dividend of 69,264,101.90 euros. This amount corresponds to the interim dividend of 0.70 euro paid for each share entitled to a dividend on December 10th, 2019. (compared with the proposed dividend payment of €3.70 announced previously) It is therefore not proposed to pay the balance of the dividend for the 2019 fiscal year. Only the interim dividend of €0.70 for the 2019 financial year will remain payable.

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 is the collegial body of the company that determines the strategic orientations of the activities of Aéroports de Paris and ensures their implementation. It is committed to promoting the creation of value over the long-term of the company, taking into account the social and environmental issues related to its activities. It has an obligation to act under any circumstance in the interest of the company. It 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, five members nominated by the French government and appointed by shareholders at their Annual General Meeting and six members representing employees. Four 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 internal rules defines the Board's remit and its operating procedures. It provides that the Board shall discuss its own operations once a year. A members' charter specifies the rights and duties of each member of the Board of Directors. A code of ethics relating to securities trading and compliance with market regulations has been appended to the rules and procedures. The Board of Directors met 14 times in 2019, with an 84% attendance rate.

Lead director

The Board of Directors meeting of July 25th 2019 decided to appoint a lead director from among the independent directors, on the proposal of the remuneration, appointments and governance committee. The lead director assists the chairman and chief Executive Officer in his duties as president of the board of directors, in the organisation and smooth functioning of the Board and its committees and in the supervision of corporate governance and internal controls. He carries out his duties under conditions of perfect objectivity and impartiality.

Board committees as of March 25 2020

Four committees assist in the preparation of decisions of the board of directors:

- The Audit and Risk Committee, composed of Jacques Gounon (Chairman), Isabelle Bui, Françoise Debrus and Frédéric Gillet;
- The Strategy and Risk Committee, composed of Augustin de Romanet (Chairman), Isabelle Bui, Geneviève Chaux Debry, Fayçal Dekkiche, Jabine van der Meijs and Joël Vidy;
- The Remuneration, Appointments and Governance Committee, composed of Françoise Debrus (Chairman), Isabelle Bui, Jacques Gounon, Xavier Huillard, and Jean-Paul Jouvent;
- The Corporate Social Responsibility Committee, composed of Fanny Letier (chairman) Brigitte Blanc, Françoise Debrus, Nancy Dunant, Frédéric Gillet, and Perrine Vidalenche

Internal control and risk management

Risk management, internal control and internal audit, to which management systems contribute, constitute a comprehensive system for managing the activities of the Group and its objectives.

The system is coordinated by the Safety and Risk Management department, reporting to the Group Secretary General and by the Audit department, reporting to the Chairman and CEO.

These group systems rely on two charters, one covering the fundamentals of risk management and internal control, and the other covering internal audit, and constitute the Group's methodological framework for risk management. The supervision of the system is ensured by the monitoring of major incidents and incidents related to unacceptable risks, the Audit department, and external control structures (auditors, etc.).

THE EXECUTIVE COMMITTEE



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



Edward Arkwright
Chief Executive
Director



Philippe Pascal
Executive Director for
Finance, Strategy &
Administration



Xavier Hürstel
Executive Director for the
Coordination of Operations
and Development



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



Régis Lacote
Director of
Paris-Orly Airport



Élise Hermant
Communication Director



Thierry de Séverac
Director of Engineering and
Development



Mathieu Daubert
Director of the Customer
Division

THE BOARD OF DIRECTORS

as of March 25 2020



Fernando Echegaray
CEO, ADP International



Henri-Michel Comet
Executive Director, Group
Secretary General



Hervé Wattecamps
Director of
human resources



Gilles Lévêque
Director of
Information Systems



Serge Grzybowski
Real Estate Director

DIRECTOR REPRESENTING THE STATE

Isabelle Bui
Director of Transport Investments at the State Investment Agency - Ministry of Economy and Finance

DIRECTORS PROPOSED BY THE STATE AND APPOINTED BY THE GENERAL MEETING OF SHAREHOLDERS

Geneviève Chaux Debry
Chairwoman of the Supervisory Board of the French limited company Bordeaux-Mérignac Airport and honorary civil administrator

Fanny Letier
Co-founder and CEO of GENE capital, entrepreneur

Michel Massoni
Associate member of the General Council for the environment and sustainable development - Ministry for the Ecological and Inclusive Transition

Christophe Mirmand
General Secretary of the Ministry of the Interior

Perrine Vidalenche
Corporate director

DIRECTORS APPOINTED BY THE GENERAL MEETING OF SHAREHOLDERS

Augustin de Romanet
Chairman and Chief Executive Officer of Aéroports de Paris - Groupe ADP

Dick Benschop
President and Chief Executive Officer of Royal Schiphol Group NV

Jabine van der Meijs
Member of the managing Board and Chief Financial Officer of Royal Schiphol Group NV

Jacques Gounon - lead director, independent
Chairman and Chief Executive Officer of GETLINK

VINCI
Represented by Mr Xavier HULLARD, Chairman and CEO of VINCI

Société Predica, independent
Represented by Ms Françoise DEBRUS, Director of Investment of Crédit Agricole Assurances Solutions

DIRECTORS WHO REPRESENT EMPLOYEES

Brigitte Blanc
CGT union

Fayçal Dekkiche
CFE-CGC union

Nancy Dunand
CFE-CGC union

Frédéric Gillet
CFDT union

Jean-Paul Jouvent
UNSA-SAPAP union

Joël Vidy
CGT union

OTHER MEMBERS WITH ADVISORY CAPACITY

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

Marc Borel
Deputy Government Commissioner - Director in charge of Air Transport

Béatrice Mathieu de Lavergne
General Economic and Financial Controller

Thierry Bouchet
Secretary of the Social and Economic Committee

NON-VOTING BOARD MEMBERS APPOINTED BY THE GENERAL MEETING OF SHAREHOLDERS

Anne Hidalgo
Mayor of Paris

Christine Janodet
Mayor of Orly

Valérie Pécresse
President of Regional Council of Ile-de-France

Patrick Renaud
President of Roissy Pays de France

MAINTENANCE
CENTRE, PARIS-
LE BOURGET -
FRANCE





AN AIRBUS A-380
UNDERGOES AN AIR
PRECONDITIONING
OPERATION AT
PARIS-CHARLES DE
GAULLE - FRANCE



THE TERMINAL
2F BUILDING,
PARIS-CHARLES
DE GAULLE -
FRANCE



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* 0,34 € TTC/minute depuis un poste fixe en France métropolitaine,
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GROUPE ADP
SHARING NEW HORIZONS

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