



Investors Day
13 October 2015



Agenda of the plenary session

A developing group's ambition

Augustin de Romanet, Chairman & Chief Executive Officer

Preparing the airport of the future

Patrick Jeantet, Deputy Chief Executive Officer

Connecting Clients 2020

Laure Baume, Chief Customer Officer

Connect 2020 Targets

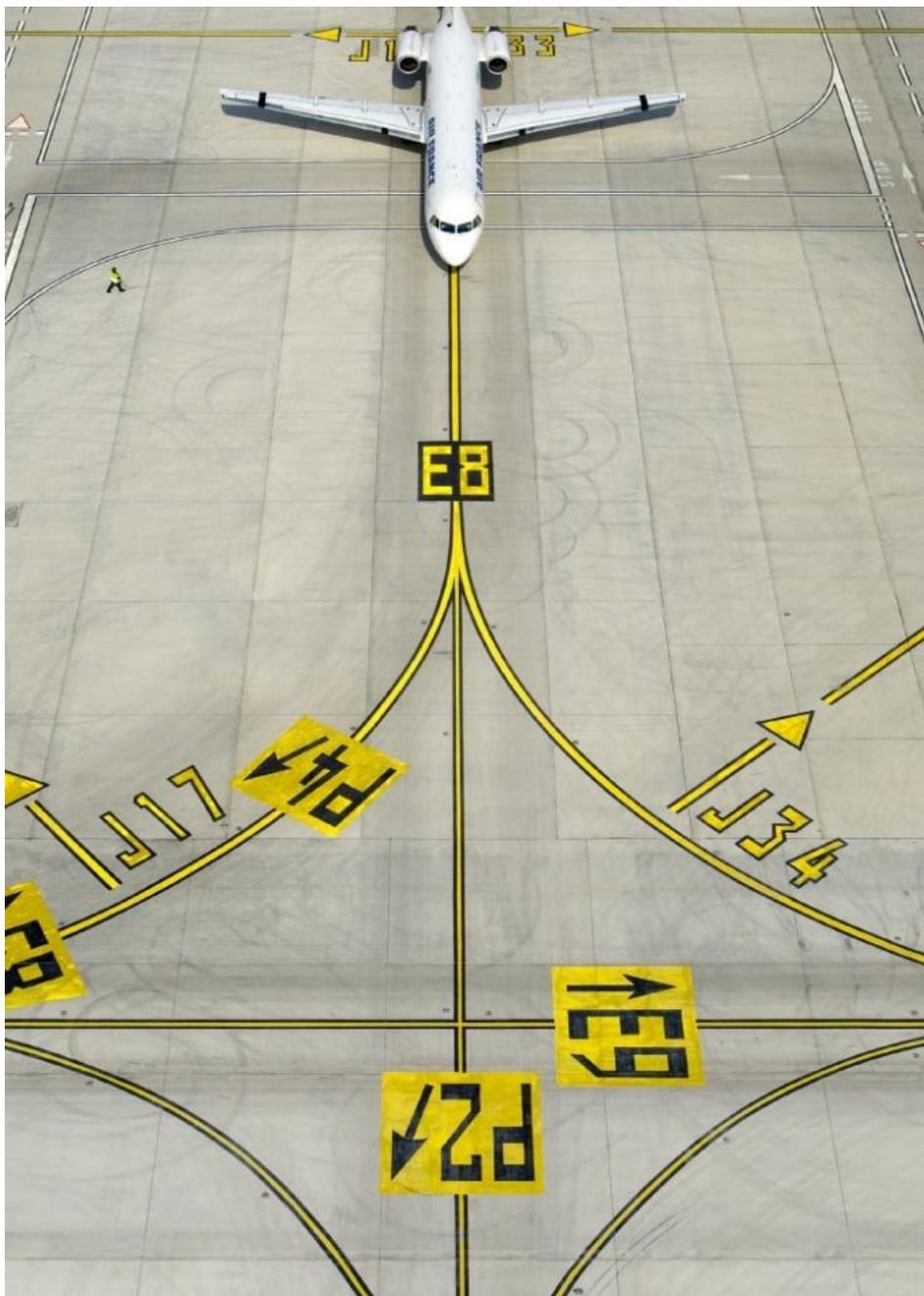
Edward Arkwright, Chief Financial Officer

Connect 2020

Augustin de Romanet, Chairman & Chief Executive Officer

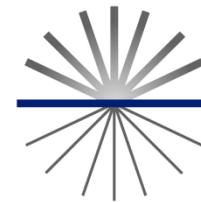
Q&A





A developing group's ambition

Augustin de Romanet,
Chairman and CEO



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AÉROPORTS DE PARIS

Aéroports de Paris, major player in the aviation sector with a robust business model, strongly rooted in territories

OPTIMISE

A **confirmed business model**, with an **industrial strategy** that encourages **local and sector competitiveness** and with a strict **financial discipline** policy, focused on **productivity**

ATTRACT

Working proactively on our **Quality of Service** and **Route development** to become the **number one choice for our customers**

EXPAND

A **value-creating business model** that spans all of its activities, strongly rooted in territories, with a controlled international development



Connect 2020

A 2016-2020 Strategic Plan to serve our Ambition

Connect our infrastructures in Paris :
Optimise

- > **Optimise** our airports, our tariffs structure and our costs to increase our competitiveness

Connect our passenger and airline customers and motivate our employees : **Attract**

- > High standards of quality and excellence, for connecting customers in particular

Connect Aéroports de Paris with territories and with the rest of the world : **Expand**

- > Realise the **CDG Express**
- > Export our expertise to new markets



**Be a leading Group in airport design,
construction and operation**



OPTIMISE



ATTRACT



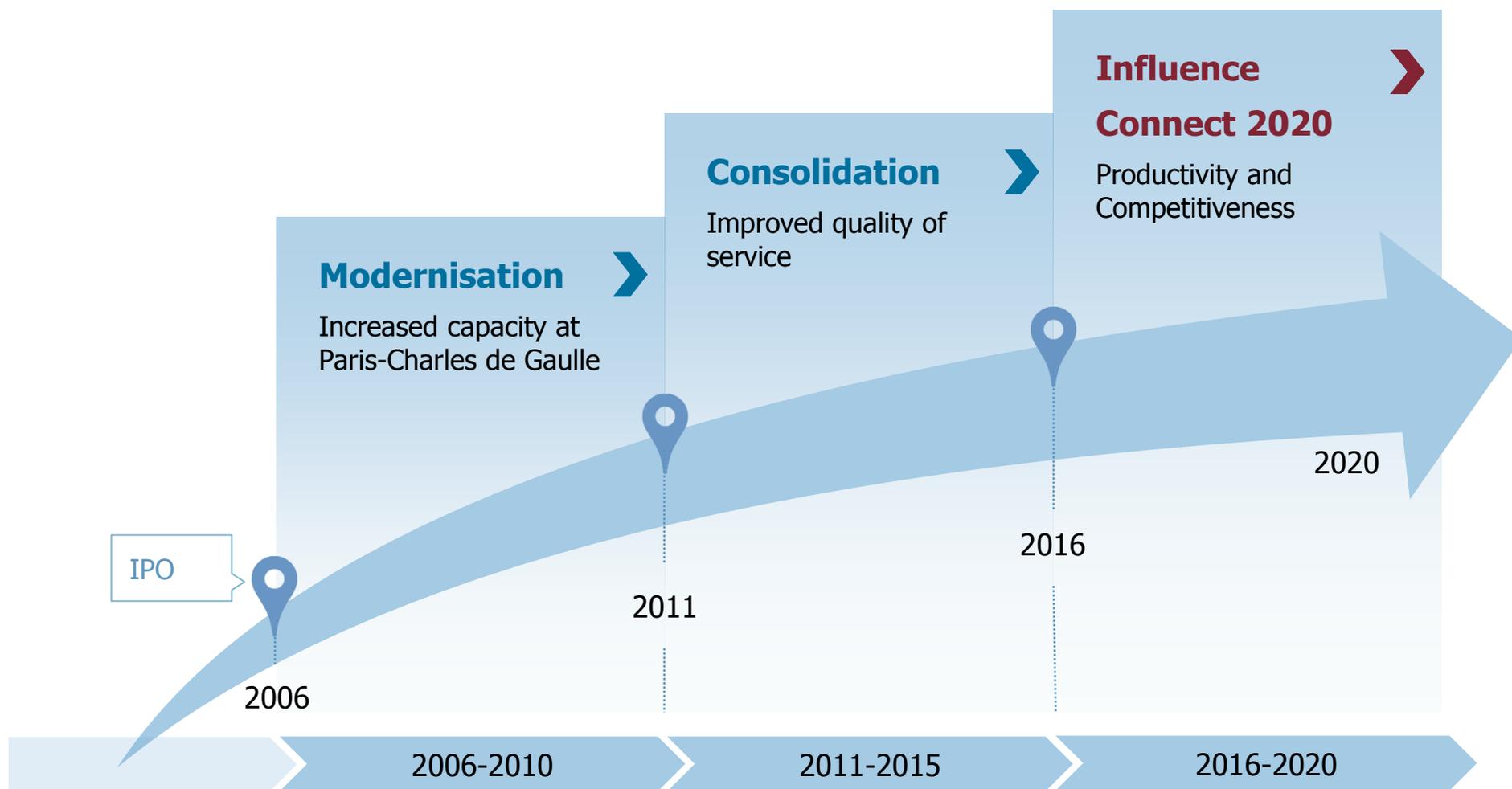
EXPAND



AÉROPORTS DE PARIS

Aéroports de Paris,

Constantly evolving since its initial listing on the stock exchange...



AÉROPORTS DE PARIS

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2011-2015: **Consolidation** of our businesses

Completion of the hub at Paris-Charles de Gaulle

- > Completion of the new Hall M in Terminal 2E
- > Introduction of the single security check

Further development of retail activities

- > Increased sales per pax: from €15.1 in 2011 to €19 (estimated) in 2015
- > Enlarged retail space
- > Successful joint ventures
- > Setting up of the concept "The ultimate Parisian Shopping experience"

Improved quality of service

- > Record satisfaction rate of 88.9%
- > Improved customer experience (single security check, passenger information and guidance terminals)
- > Airport digitisation: MyAirport app, free Wifi

Real estate development

- > Development of the Roissypôle district
- > Expansion of the hotel district (introduction of Citizen M, Accor, etc.)



...leading the achievement of all **2011-2015 targets**

2011-2015 Targets ⁽¹⁾		Estimated results
Traffic (CGAR 2011-2015)	+1.9% < x < +2.9%	+2.8% ⁽²⁾ ≥ 3.0% in 2015
OPEX ADP SA (CGAR 2012-2015)	x < +3%	x < +3%
EBITDA (2015 vs 2009 ⁽³⁾)	+30% < x < +35%	+30% < x < +35%
Retail (Sales per pax ⁽⁴⁾)	€19	€19
Real estate development (2011-2015)	+320,000 m ² < x < +360,000 m ²	335,600 m ²
Regulated CAPEX (2011-2015)	€1.9 billion	€2.0 billion
Regulated ROCE (2015)	3.8% < x < 4.3%	3.8%

⁽¹⁾ Initial targets updated by press releases dated 27 June 2012, 20 December 2012 and 29 July 2015

⁽²⁾ **Assumed growth in traffic 2015:** ≥ +3.0% compared to 2014, refined by the press release of 13 October 2015 available on www.aeroportsdeparis.fr

⁽³⁾ EBITDA 2009: €883 million

⁽⁴⁾ Sales per pax: revenue in airside shops per departing passenger



Be **proactive** towards our passenger and airlines clients, so as to become their number 1 choice

➤  **Build long-term customer relationships**
> Basic standards of service
(7 Quality Standards indicators)

➤  **Unite the community**
> Collaborative projects with other airport and airline service players
(luggage punctuality)

➤  **Become the number 1 choice for our customers**
> Particular emphasis on connecting flights (guidelines and service commitments)
> Loyalty program

➤  **Be proactive towards our airline customers**
> Routes development policy
> Incentives

Revealing of the new brand of Aéroports de Paris in 2016

Capitalising on a **robust** business model

Regulated scope⁽¹⁾

Industrial strategy
to boost
competitiveness

- > Strengthen the **competitiveness** of our airports, the aviation sector and our country
- > **Attract increased** traffic, mainly international and in connection

➤ **2020 convergence between regulated ROCE⁽²⁾ and WACC⁽³⁾:
5.4%e**

+

Non-regulated scope

**Development
strategy**
across the entire
airport chain

Retail

- > Offer the ultimate Parisian experience in shopping and dining

➤ Increased **sales per
pax**

Real estate

- > Modernise existing real estate assets and continue the development strategy

➤ Increase in
external rents

International

- > 4 criteria for tender offers:

- Growth of traffic
- The use of Group skills
- Control of the asset
- Profitability

➤ **Growth in consolidated EBITDA** ◀

⁽¹⁾Aviation (excl. airport security tax), car parks, industrial services revenue, airport real estate

⁽²⁾Return on capital employed calculated as the ratio of after-tax operating income to the Regulated Asset Base

⁽³⁾Weighted average cost of capital



Guarantee a « fair return » on capital employed on the regulated scope



2016-2020 ERA INDUSTRIAL STRATEGY

Attract increased traffic, connecting traffic in particular, within a stable regulated scope



Traffic growth assumption:
+2.5% CAGR₂₀₁₆₋₂₀₂₀



Control of regulated investments and OPEX



Amendment of the tariffs structure and incentives



Focus on looking after **connecting** passengers



Moderation in tariffs
to CPI +1.0% CAGR₂₀₁₆₋₂₀₂₀

**Convergence between regulated ROCE⁽¹⁾
and WACC⁽²⁾
at 5.4% in 2020**

⁽¹⁾Return on capital employed calculated as the ratio of after-tax operating income to the Regulated Asset Base

⁽²⁾Weighted average cost of capital



Make **the most out** of our Parisian airports

AVIATION

Ensure operational robustness and strengthen efficiency



Put an emphasis on **maintenance and renovation**



Strengthen the competitiveness of the hub and optimise other process



Improve **passenger satisfaction**



Roll out the **One Roof concept** to optimise our capacities

Potential visual of the junction building at Paris-Orly



Potential visual of the merger of international satellites of Terminal 1



Continue the **success story** of Retail

➤ RETAIL

Offer the ultimate Parisian experience in shopping and dining



Optimise and standardise the offering available in **international terminals**



Increase **awareness** before the arrival at the airports



Develop our **brand portfolio**



Roll out the JV⁽¹⁾ model to **Bars & Restaurants**

Potential picture of retail area of international Terminal 1



Central square of Hall K of terminal 2E



(1) Joint Ventures

Prepare for the **airport city** of tomorrow



REAL ESTATE

Build and retain value creation



Modernisation of existing assets



Development of **diversification activities**



Development of **cargo activities**

Roissypole potential change



Potential picture of Aéroports de Paris headquarters at Paris-Charles de Gaulle



Continue our policy of **financial discipline**

to improve competitiveness



FINANCIAL DISCIPLINE

Emphasis on Group
productivity

Savings on other
company expenses



Restructuring and synergies



Payroll management



Control and standardisation of needs



Control over purchases



Establish **international** as the third business of the Group

by exporting our *savoir-faire* in a controlled way



INTERNATIONAL

Capitalise on our international assets



Forecast design of the future terminal of the new airport of Chengdu

4 criteria for international tender offers

Continue the development of TAV Airports

Enter new markets with ADPi

Diversify our global footprint with ADPM

Generate Group skill synergies all over the value chain, in particular TAV Construction

> Growth

> The use of Group skills

> Control of the asset

> Profitability



Promote the development of employees

Main success factor



HUMAN RESSOURCES

4 fundamental values
of Connect 2020

Confidence

Boldness

Commitment

Openness

Promote the personal
development of
employees

Offer professional training plans for enforcement officers

Roll out of the « Attitude Manager » program for executives



Act responsibly

with the trust of our stakeholders



CORPORATE SOCIAL RESPONSIBILITY

Proven leadership: our strengths lie in our long-term development and the value of our invisible assets

Commitment undertaken by ADP⁽¹⁾

- > Reducing our CO2 emissions infrastructure per passenger by 50% between 2009 and 2020⁽²⁾, while at the same time developing traffic
- > Improving our energy efficiency by 1.5% per year over the period 2016-2020⁽³⁾, which represents about 15% between 2009 and 2020,
- > Establishing our share of renewable energy in the final consumption of our airports at 15% in 2020⁽⁴⁾



Exemplary Group CSR policy

- Energy efficiency and the fight against climate change
- Human capital and customer relationships
- Responsible and ethical purchases



Sustainable development and performance

- Grow in line with the country: employment and economic activity (sustainable airport sector)
- A competitive Group asset in France and internationally

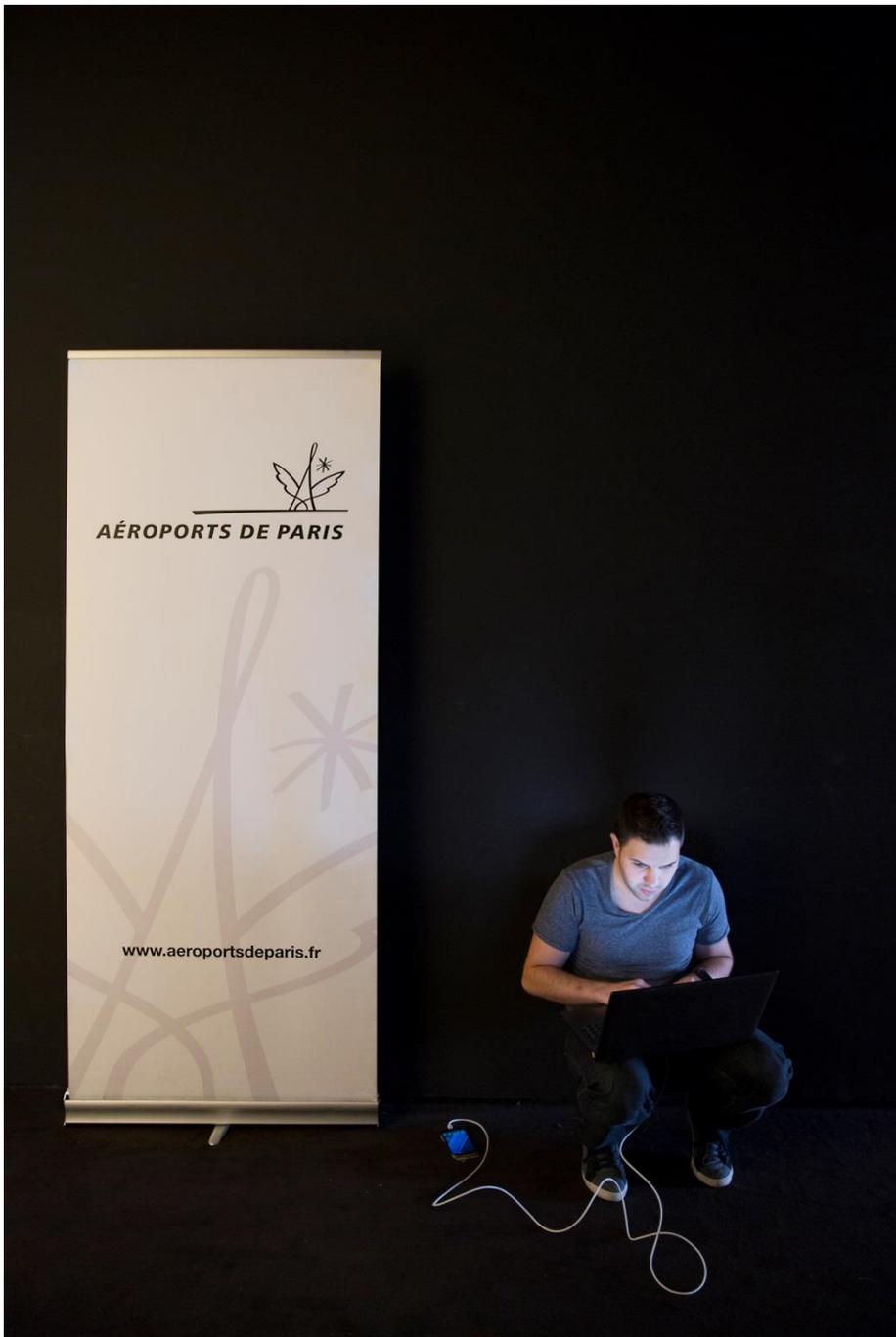


Extra-Financial ranking \geq 83
in 2020



⁽¹⁾ Commitment of ADP-Air France – GIFAS announced on 18 June 2015 press release available on www.aeroportsdeparis.fr
⁽²⁾ Emissions from ACA scope 1 & 2 (direct and indirect) / PAX (2020 traffic forecasts: 107.7 million passengers - source CRE3)
⁽³⁾ Energy consumption for all ADP excluding externals per sq.m., in MWh Ep per sq.m.GFA Excluding externals, vehicle charging stations, 400 Hz sockets, PC125A, ramp vehicle chargers where possible based on existing counts
⁽⁴⁾ Renewable energy production at the 3 main Paris airports + purchase of renewable heat / final internal energy consumption

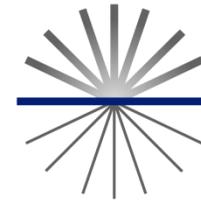




Preparing the airport of the future

Patrick Jeantet,

Deputy Chief Executive Officer



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Preparing the airport of the future



Adapt our **infrastructures** to accommodate future traffic increases



Roll out the One roof concept



Optimise our operational processes



"Smartisation" of our airports



Improve **access** to the airports

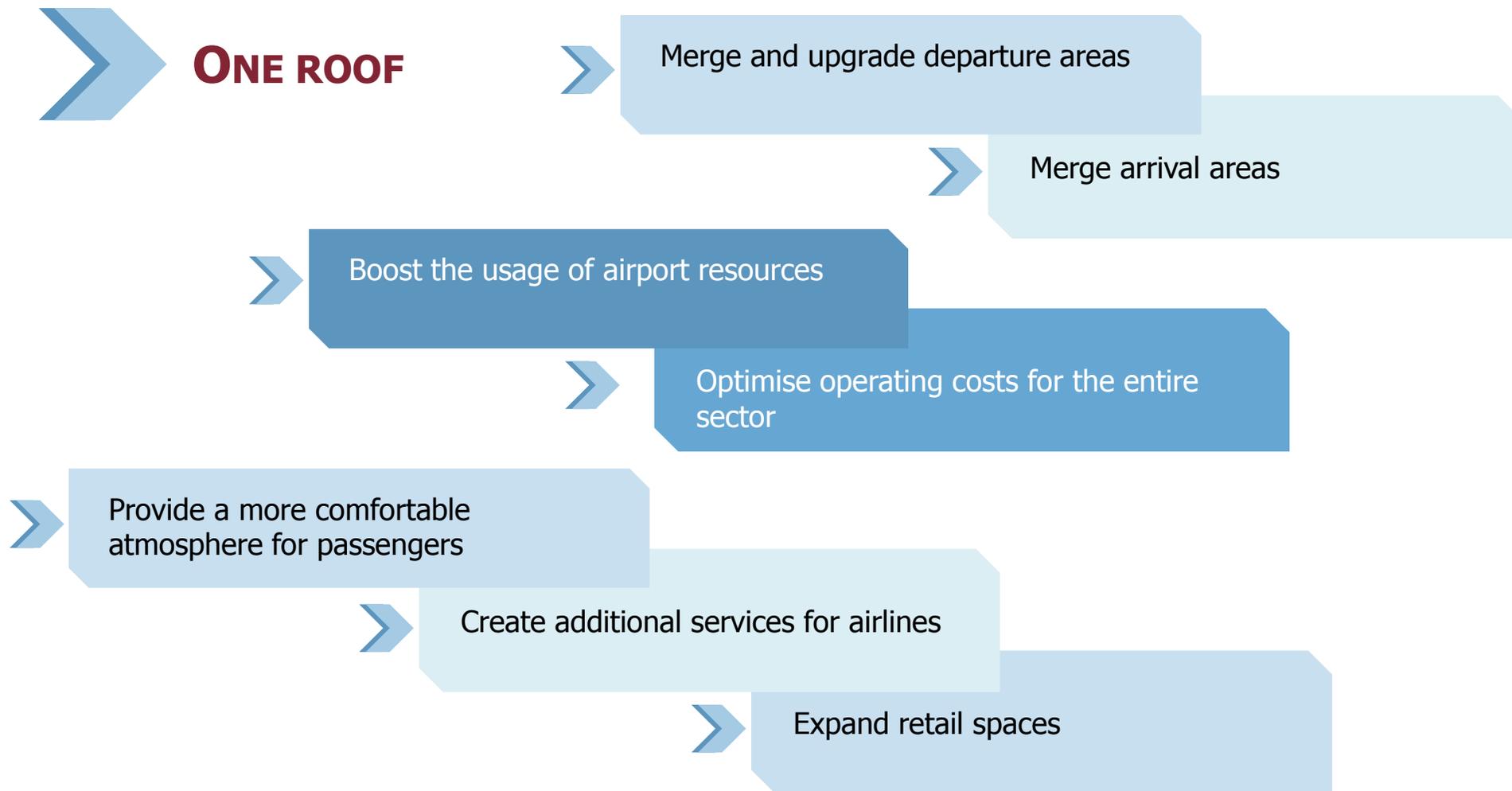


Continue our commitment to the CDG Express





Roll out the "One Roof" concept





One Roof – Paris-Orly

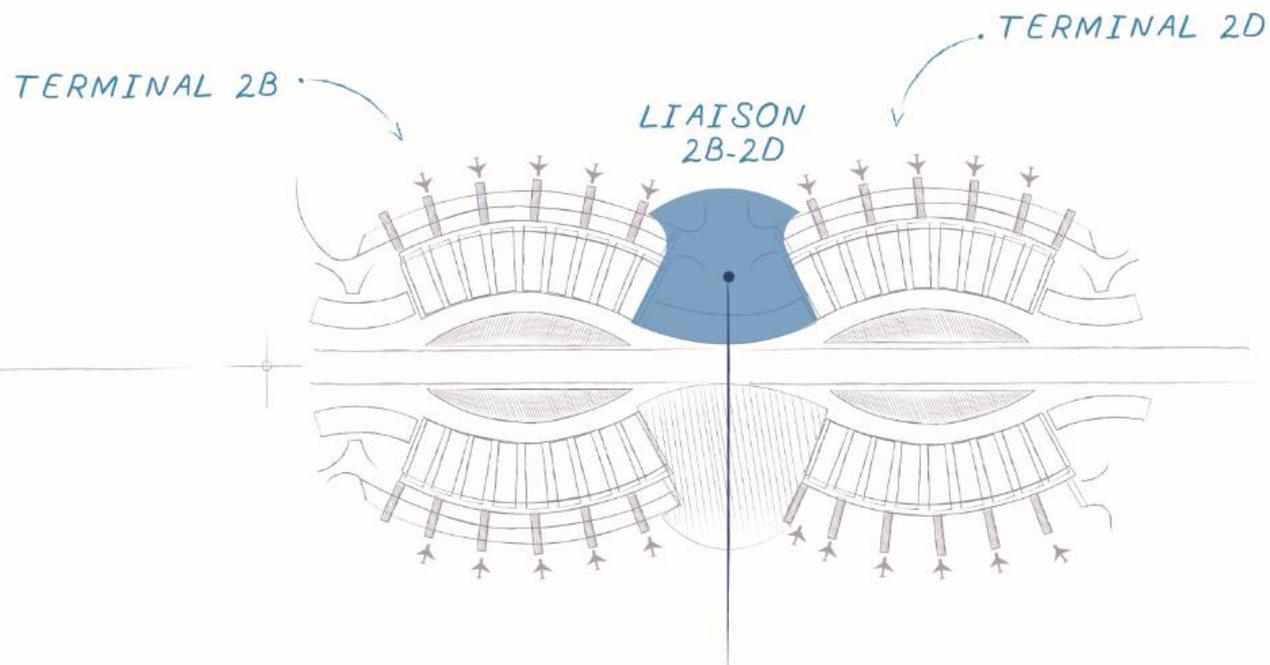
Paris-Orly
Linking of South and West
terminal

80,000 sqm
3.5 MPAX capacity





One Roof – Paris-CDG, 2B-2D Junction



Paris-Charles de Gaulle
2B-2D Junction

34,800 sqm

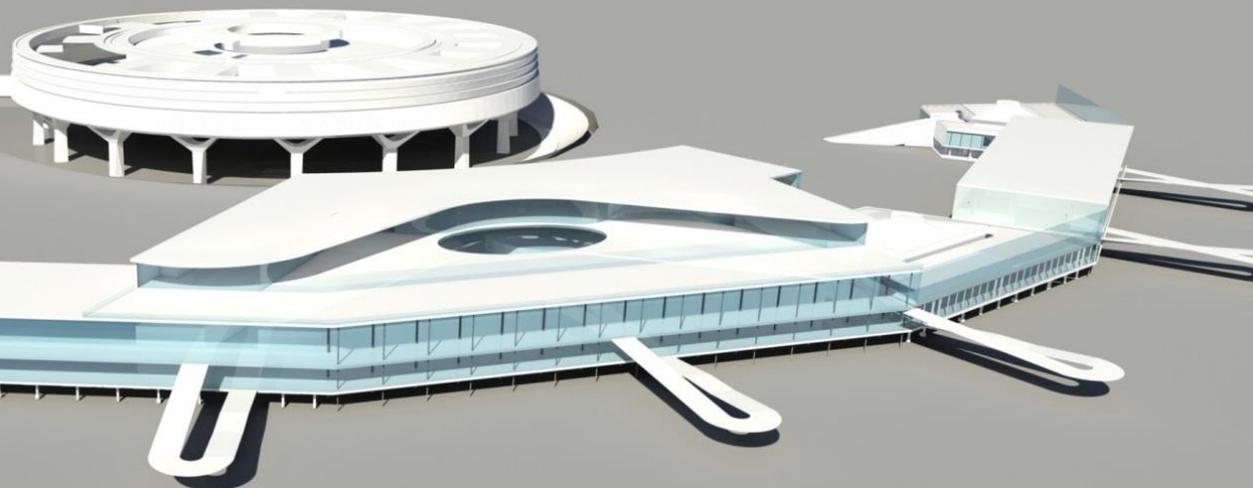
1.1 MPAX capacity



One Roof – Merger of international satellites of Terminal 1

Paris-Charles de Gaulle
Terminal 1
Merger of international
satellites

26,000 sqm
1.2 MPAX capacity



<Note> Merger of 3 international satellites of Terminal 1 over ERA 2016-2020



Modernisation of our operational process



SMARTIZATION

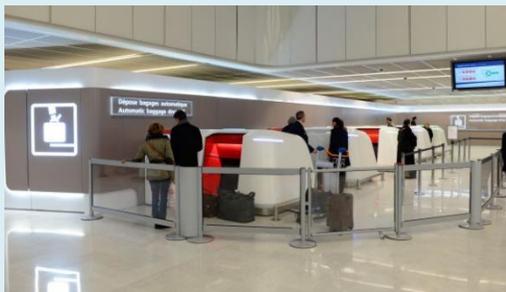
Ease passenger path, ease the operational management and meet the new expectations linked to digital

> Automated luggage drop

> Self Boarding

> Automated luggage sorting system

> Operational efficiency for Airlines



> Operational efficiency for the Hub



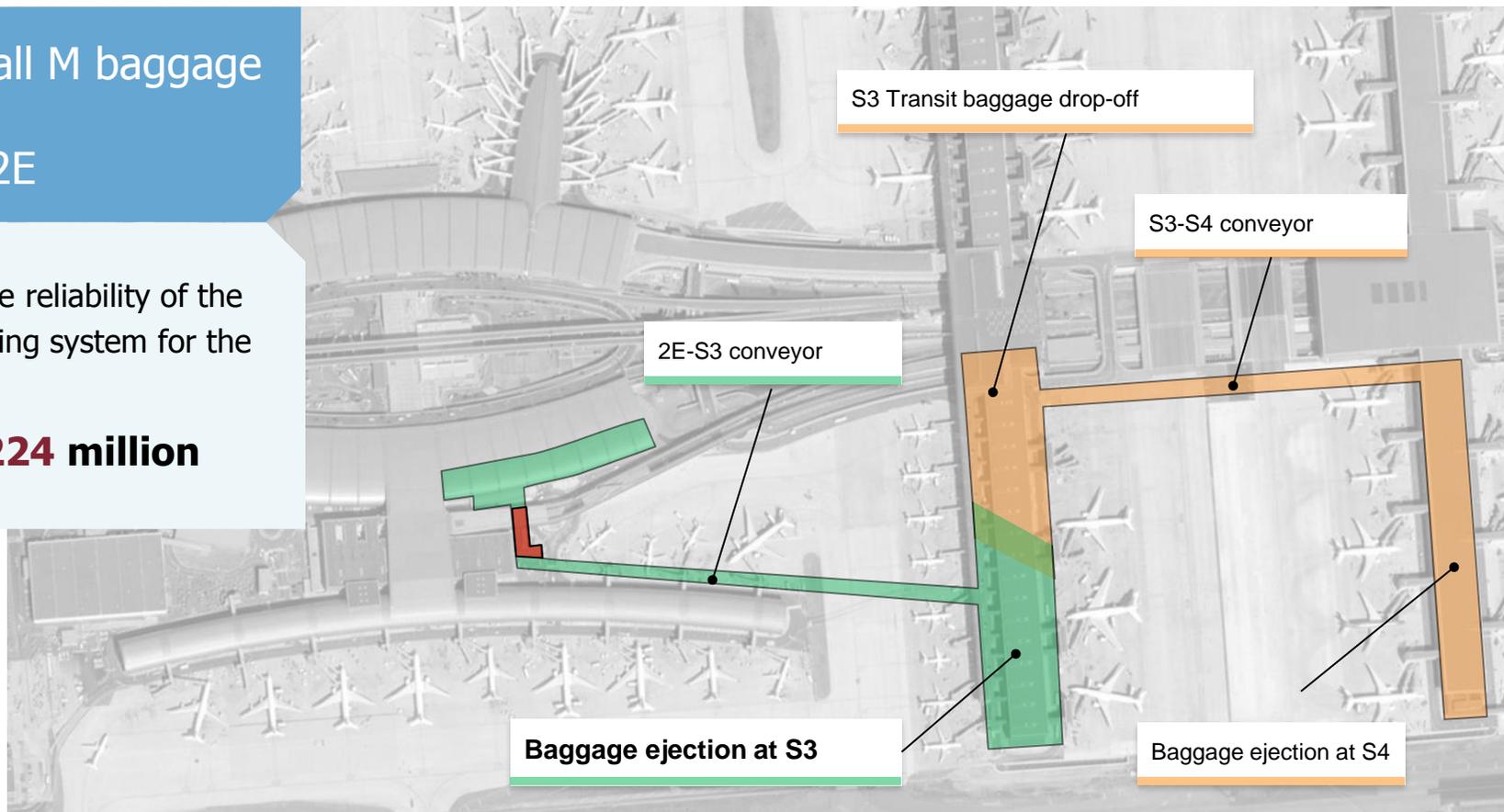


Baggage sorting between Terminal 2E's Halls L and M

Hall L - Hall M baggage sorting
Terminal 2E

Increasing the reliability of the baggage sorting system for the hub

CAPEX €224 million



- Phase 1: TDS3 departing baggage sorting
- Phase 2: departures and transit baggage sorting

} S3S4 - TBS3S4 baggage sorting



Continue our commitment to the CDG Express



CDG Express: Target 2023

Access to Paris-Charles de Gaulle to be adapted to accommodate increased traffic through the introduction of a dedicated and high-quality train line



Dedicated rail link

Expected end-2023



Total potential CAPEX
€1.7 billion

Improved passenger
experience: direct train,
journey time of 20 min

Every 15 minutes

2 years of preparation

Followed by 6 years of
construction, predominantly at
night

Split between ADP and SNCF
Réseau

Call for tenders for an operator

*(1) Total cost of the project is currently under
consideration*

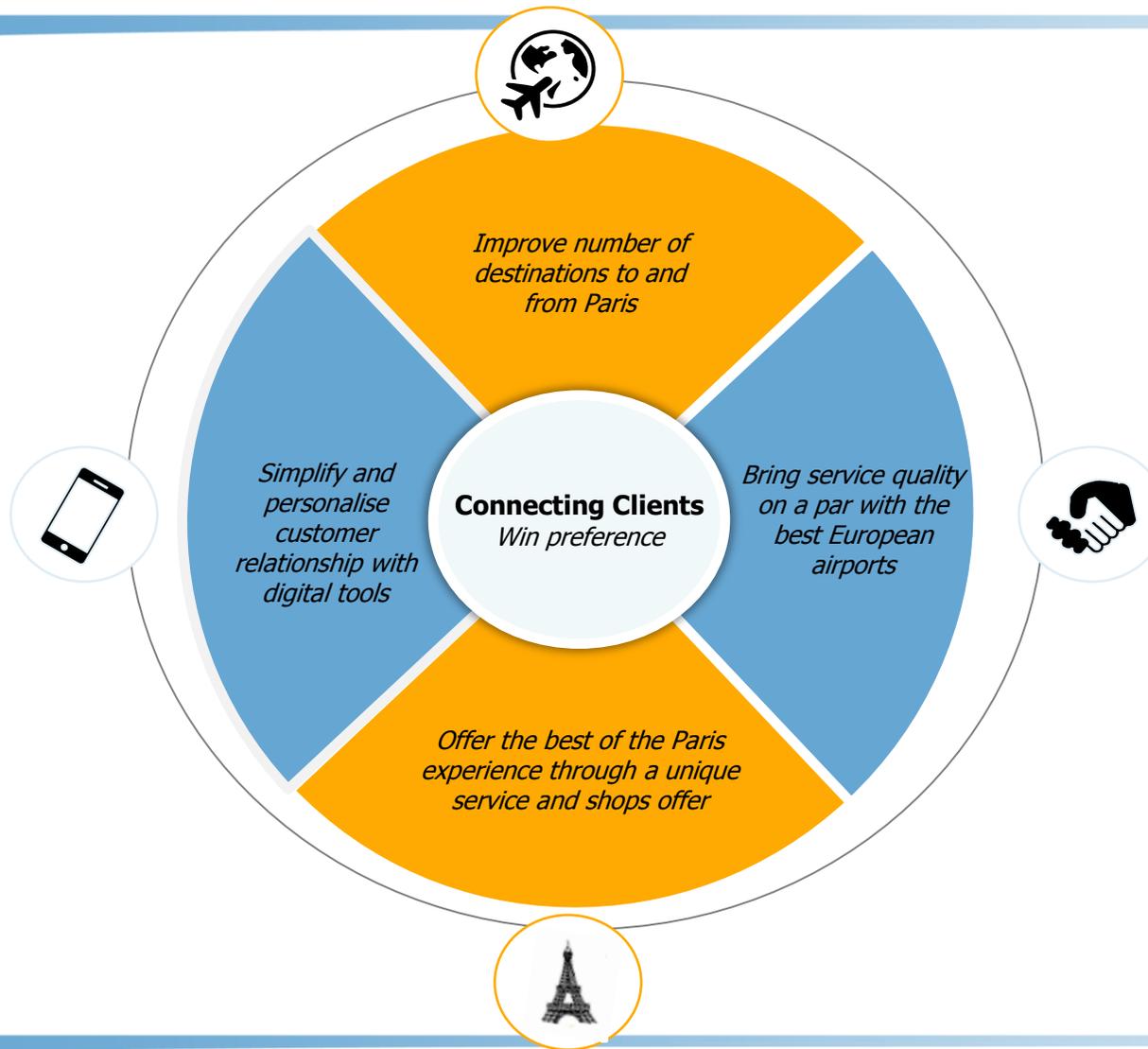




Connecting Clients

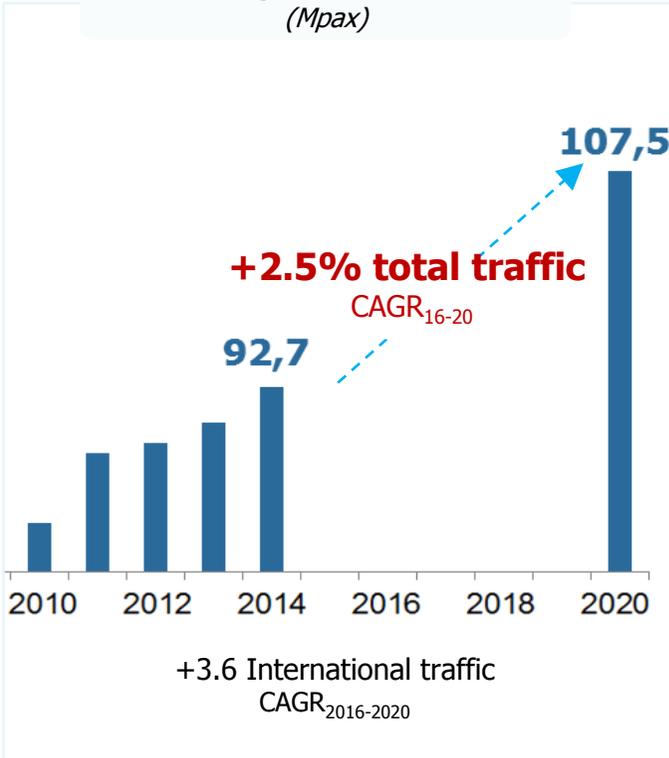
Laure Baume,
Chief Customer Officer

Our customer-centric strategy



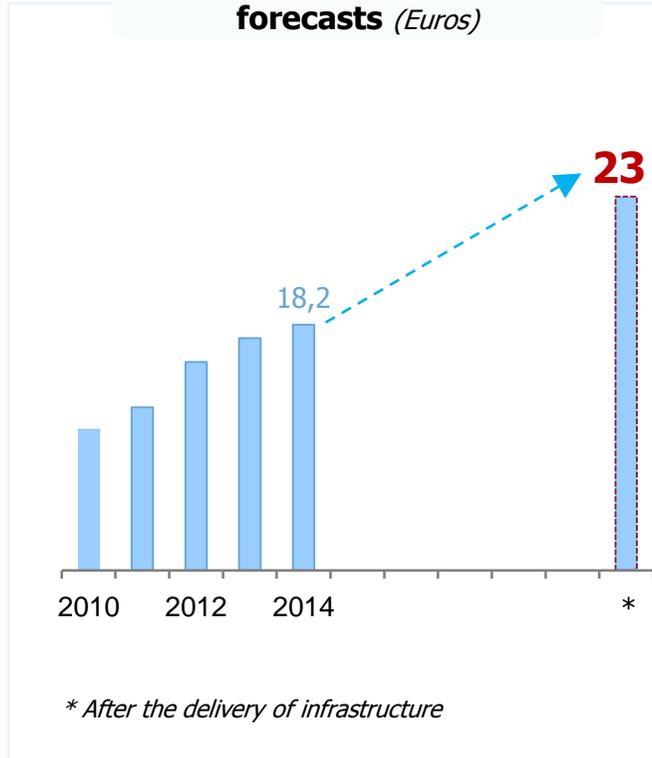
« Connecting Clients », is promoting value creation drivers of the Group

Traffic growth forecast
(Mpx)



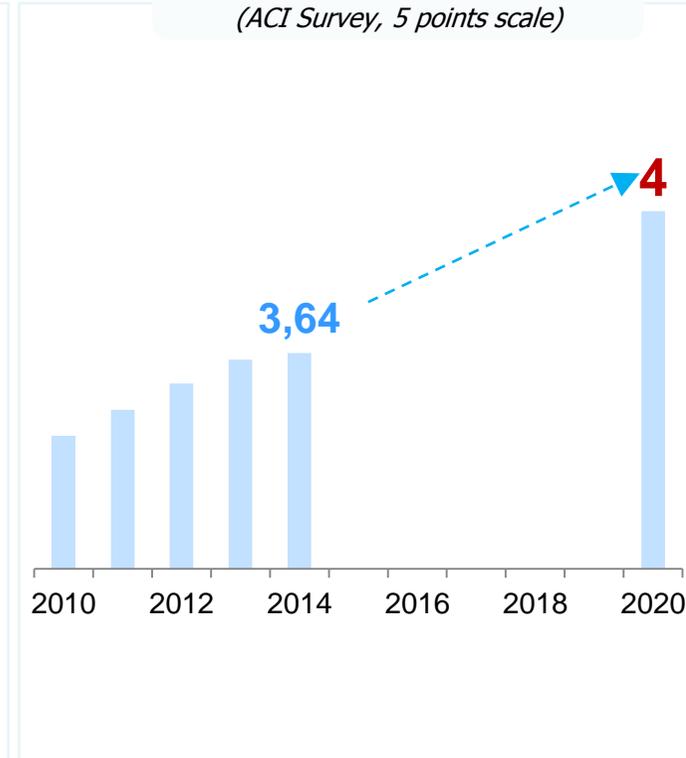
Source : ADP Data

Sales/PAX⁽¹⁾ forecasts (Euros)



Source : ADP Data

Customer satisfaction
(ACI Survey, 5 points scale)



Source : ACI Data + ADP forecast

⁽¹⁾ Sales of airside shops per departing passenger

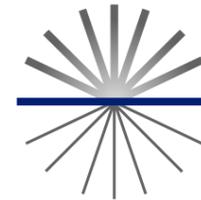




Route Development Strategy



Improve number of destinations to and from Paris



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2011 – 2015 : Dynamic development of serviced routes

Growth of line openings ...

	2014	2015
New routes at Paris-CDG et Paris-Orly	28	24 (today)

... spurred on by high-growth markets like China.

	PARIS	FRANKFURT	LONDON	AMSTERDAM
				
Cities serviced	7	6	4	6
Weekly rate	89	63	54	46
N° of airlines	5	4	5	3

ADP data at end Dec.2015

The goal is to pursue the upward trend by connecting Paris to China's Top 10 cities⁽¹⁾

	1	2	3	4	5	6	7	8	9	10
City	Shanghai	Beijing	Guangzhou	Shenzhen	Tianjin	Suzhou	Chongqing	Chengdu	Wuhan	Hangzhou
Strategy	✓	✓	✓	Target	Target	-	Target	✓	✓	✓

(1) In terms of GDP/capita. 6 cities out of TOP 10 Chinese cities are already connected, 3 remained to be connected (Suzhou is the surrounding of Shanghai).

8 Chinese cities are connected, including 2 secondary cities (Xi'an and Kunming)





2016 - 2020 : Conquer high-potential markets

Speed up prospection...

Targeted prospection to favour profit markets

- > Structurally : China, Korea, Japan, Hong Kong, (Russia)
- > With strong potential: Indonesia, South Africa, Iran, Philippines

A partnership with the institutions in charge of promoting the French territory

- > Convention signed with Atout France in July
- > Stronger links with Tour Operators

An awareness plan for ADP

- > Commercial visit campaign to the airline's head offices
- > Increased presence at "Routes" commercial events

... and develop effective tools

- > A new **tariffs structure** that is more attractive for long-haul flights, together with incentives for growth, connections and the opening of new routes
- > Acquiring innovative tools to run profitability simulations on potential routes

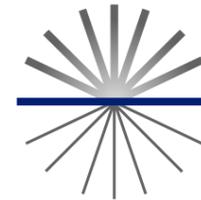




Service quality



Bring service quality to the level of the best European airports



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2010 – 2015 : A significant increase in customer satisfaction, which is recognised in international rankings



Growth at CDG
(year on year as of late June)

2010
86.2%

SAD +3 pts



2015
89.2%



Growth at ORY
(year on year as of late June)

2010
86.3%

SAD +1,3 pt



2015
87.6%



Skytrax 2015 – CDG : the strongest overall growth, and real strengths in competition

Paris-CDG = **World's Most Improved Airport**

Shift from rank 95 to 48 Skytrax ranking



Best Leisure Amenities (10th)



Best Shopping Airport (5th)



S4 : Best Airport Terminal (6th)



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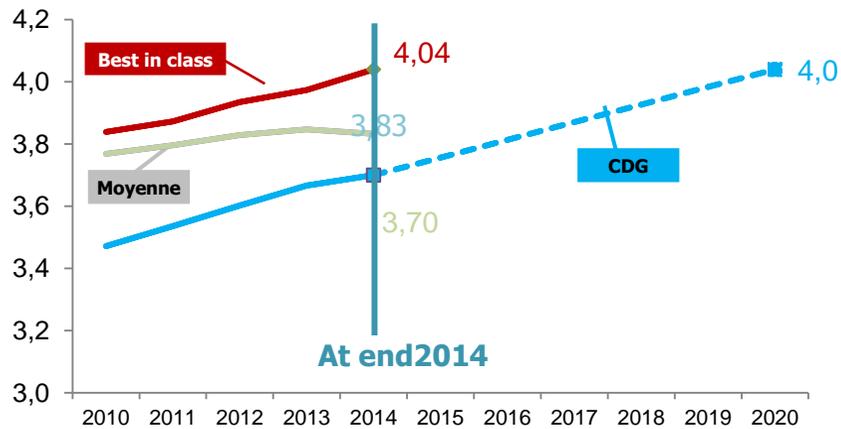
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2016 – 2020 : Reach the level of the best European airports

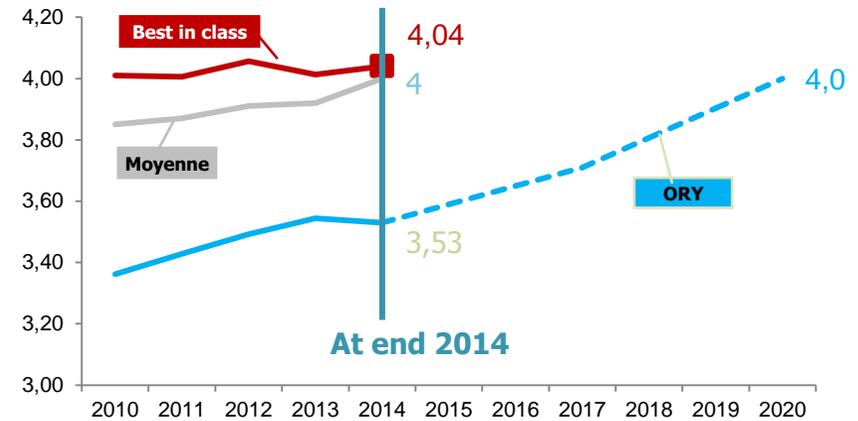
History and forecast of CDG's ACI ranking

compared to equivalent European airports (+40 Mpx / year)



History and forecast of Orly's ACI ranking

compared to equivalent European airports (25-40 Mpx / year)

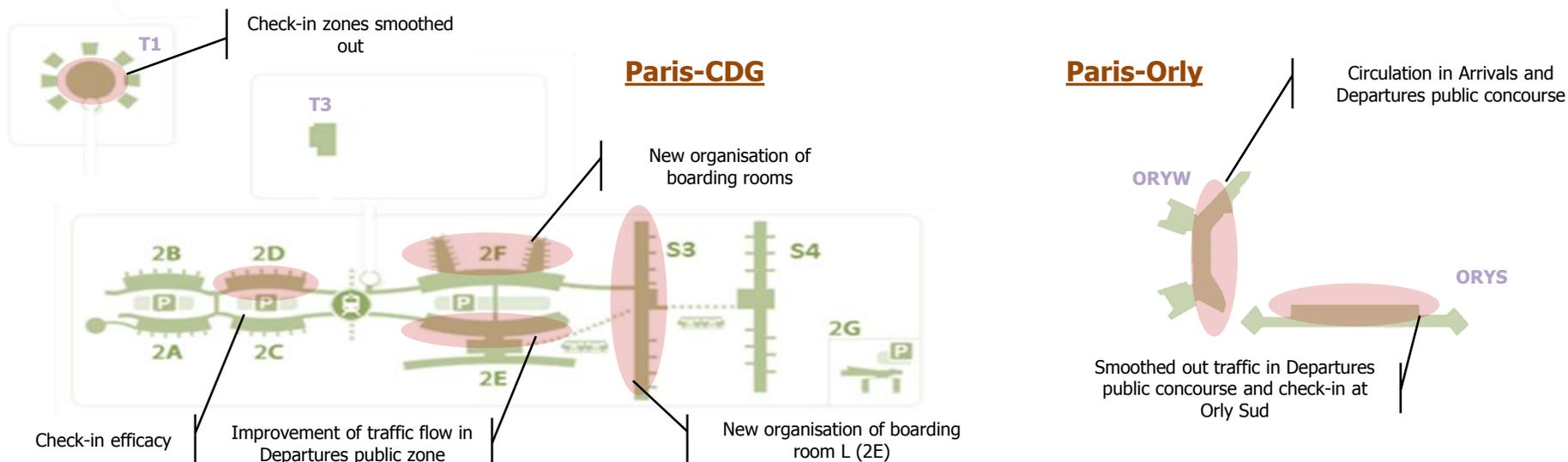


Continuing the strong growth trend of the previous period (growth 3.5 times higher than that of comparables) to reach the level of the best European airports

Speed up our improvement, to support the expected transformation of the platform through Paris-Orly, New Departure project

An aggressive programme to fulfil our ambition...

Terminal improvement projects run in zones with high passenger footfall



Cross-functional projects to enable flawless processes and key services in airport

An easier customer path

Connections – Directions – Luggage delivery – City-airport link

Services

Bars & restaurants – Wifi – Financial services – Rest rooms

Two project to rally the airport community

Hospitality

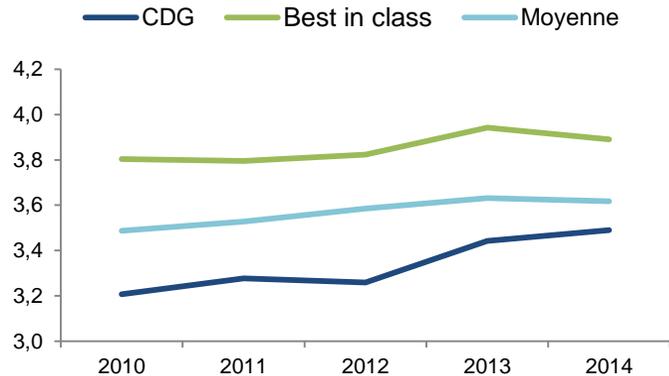
Punctuality



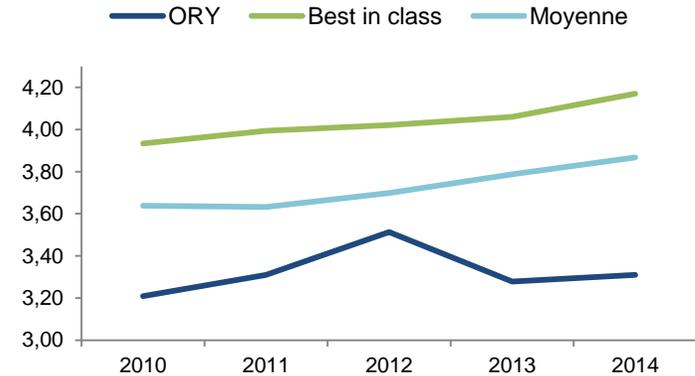
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FOCUS : Connections, a major & competitive advantage for Aéroports de Paris

Ranking of item « Ease of connections » in CDG and Orly



CDG compared to equivalent European airports (+40 Mpx / year)



ORY compared to equivalent European airports (25-40 Mpx / year)

Two priorities to improve customer experience during connections

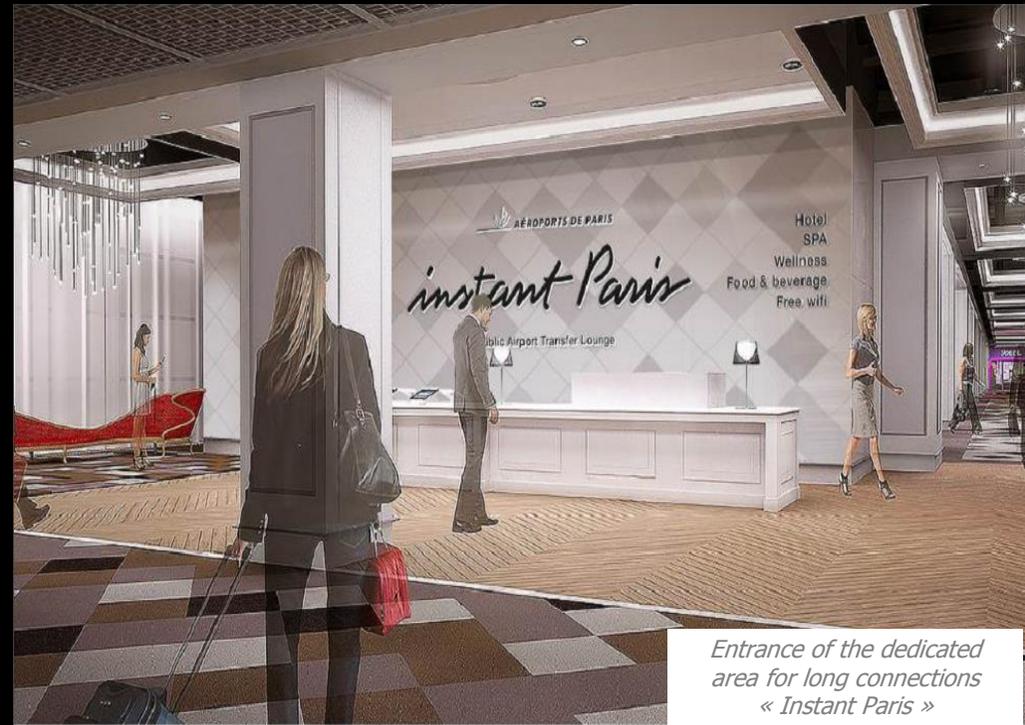
Connections Efficiency

- > **Direction & information** available at any time on connections journeys
- > **Fluidity** during controls & Fast Track
- > **Optimization of transfers** between terminals (shuttles routes, stations, ...)

Quality of the « stay »

- > A new product : a dedicated **area for long connections** on CDG's hub
- > **Comfort in boarding areas** (showers, seats to have a rest, ...)
- > **Communication on existing services**, depending on time available

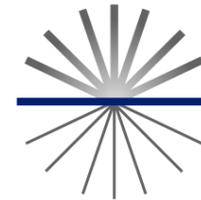
FOCUS : A place, symbolizing the best of Paris, in the heart of CDG's hub for connecting passengers (in 1st July 2016)





Digital

- Simplify and personalize customer relationships



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Digital, a new value creation and customer satisfaction driver

Digital services to customize and facilitate passengers' journeys

- > **MyAirport V2** with new services including **Function « Travel Memo » Loyalty program**
- > **Digital Equipments** for front line staff

Innovative business models to boost e-commerce

- > **Data Management Platform Monetization and commercialization** of data
- > **E-services** : shopping, car park reservations, ...
- > **Geolocated and appropriated commercial offer**

New distribution channels

(Mobile App, Web, Social Networks)

New digital technical platform

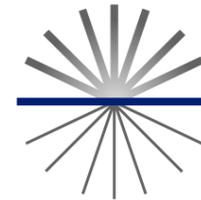
(Database, CRM tools, push tools ...) - « Smart Airport » program (traceability and geolocation)





Services & Retail offering

➤ Offering the best of the Paris experience



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2016-2020: A service and retail strategy for the preference and value creation

SERVICES

1/ Developing **free functional services**

2/ Increasing **our entertainment offering in boarding lounges**

3/ **Maximizing our revenue on paid-for services** with high added value for our customers:

- > Well being
- > Concierge service – hospitality events
- > Luggage
- > Development of online booking for all airport services

RETAIL

A target of 23€ Sales/pax after the delivery of infrastructure of the 2016-2020 period, driven by:

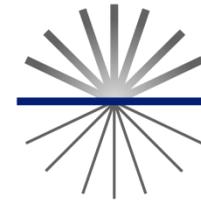
- > The **ultimate parisian shopping & dining experience**
- > Creation of **awareness before the arrival at the airport**
- > A **unique business model unique of JV and of brands** directly operating





Connect 2020 targets

Edward Arkwright,
*Executive Director of Finance
and Strategy*



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2020 Targets

Drivers of our development strategy

Traffic growth assumption: +2.5% CAGR₂₀₁₆₋₂₀₂₀

- **Convergence of regulated ROCE⁽¹⁾ to the WACC⁽²⁾** ● **5.4%** in 2020e
- **RETAIL** ● Revenue per passenger of **€23** on a full-year basis after delivery of the 2016-2020e projects
- **REAL ESTATE** ● Growth in external rents (excluding re invoicing and indexation) ranging from **10% to 15%** between 2014 and 2020e
- **QUALITY OF SERVICE** ● Overall ACI/ASQ⁽⁴⁾ rating of **4** in 2020e

➤ **+30 to +40% growth
in consolidated EBITDA⁽³⁾** <➤
between 2014 and 2020e

⁽¹⁾Return on capital employed calculated as the ratio of after-tax operating income to the Regulated Asset Base

⁽²⁾Weighted average cost of capital

⁽³⁾Target to be completed annually by an annual forecast

⁽⁴⁾Airport Quality of service indicator (Airport Service QUALITY[®] MADE BY Airport Council International)



Convergence of regulated ROCE to the WACC in 2020...



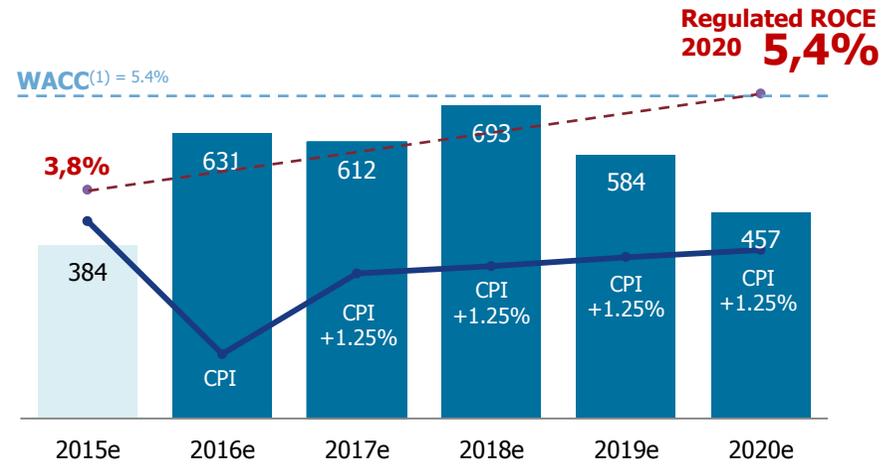
An emphasis on price competitiveness and the development of international and connecting traffic

Moderation in tariffs:
CPI +1.0% on average/year

New tariffs structure⁽²⁾

Incentives:
3 incentives capped at €5 million/year

- Regulated ROCE
- Pricing increase cap
- Regulated CAPEX



Regulated CAPEX 2016-2020 in €m 2015, pricing changes and regulated ROCE

Regulated ROCE at 5.4%
in 2020

⁽¹⁾ Methodology consistent with that outlined in the Public Consultation Document for the 2016-2020 ERA available at www.aeroportsdeparis.fr
⁽²⁾ Proposal



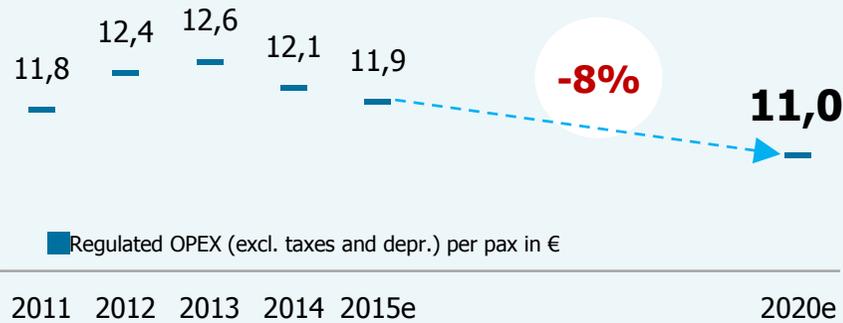


... thanks to continued increases in **productivity**



Decrease of OPEX/PAX in a growing traffic context

FOCUS on regulated expenses per pax



> **Limit** general wage increases

> **Non-replacement** of one in two leaving employees

> **Additional savings** on other expenses



-8%

Regulated OPEX⁽¹⁾/pax between 2015 and 2020



⁽¹⁾ Regulated scope operating expenses, excluding taxes other than income taxes and amortization & depreciation, in constant euros 2015



Retail: target sales/PAX of €23 based on a full-year after delivery of the infrastructure projects scheduled for 2016-2020

Growth of sales per pax ⁽¹⁾ between 2015 and the delivery of 2016-2020 infrastructure projects



Favourable traffic mix:
+3.6% CAGR 2016-2020 for international traffic



Standardisation of international terminals

- Renovation of Terminal 2E Halls K and L
- Renovation of the Terminal 1 international satellites
- Remodelling work at Orly Sud and the junction building
- Merging of satellites 2B and 2D



Development of the airport's reputation

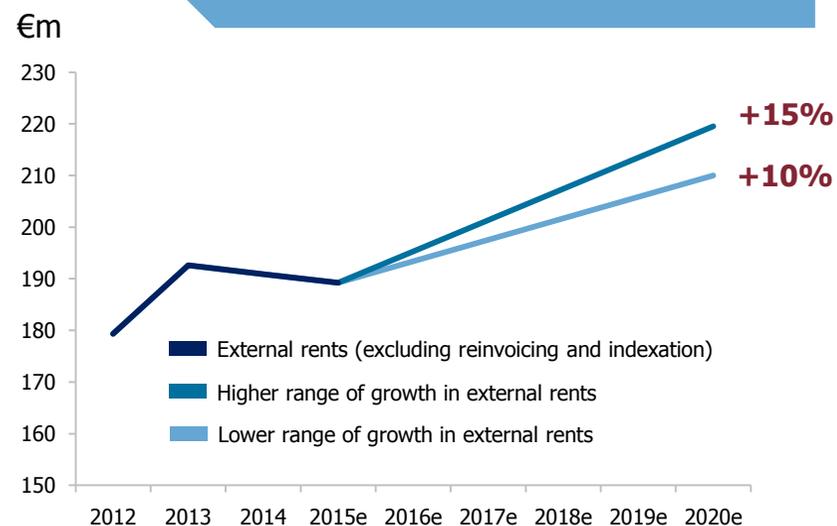
€23 of sales/PAX
based on a full-year after delivery
of the 2016-2020 infrastructure projects

⁽¹⁾ Sales per pax: revenue of airside shops per departing passenger

Real estate: Modernisation of assets and development

Growth in external rents

(excluding reinvoicing and indexation)



Modernisation of assets

Improved quality of assets

Demolition and reconstruction



Development of diversification activities

Airport business district (Roissypole)

Hotel activity



Development of cargo activities



External rents up 10% to 15%

between 2014 and 2020e



An optimised and sustained investment policy of **€4.6 billion⁽¹⁾** to back our strategy

Regulated CAPEX:
€3.0 billion

Non-regulated CAPEX:
€0.9 billion

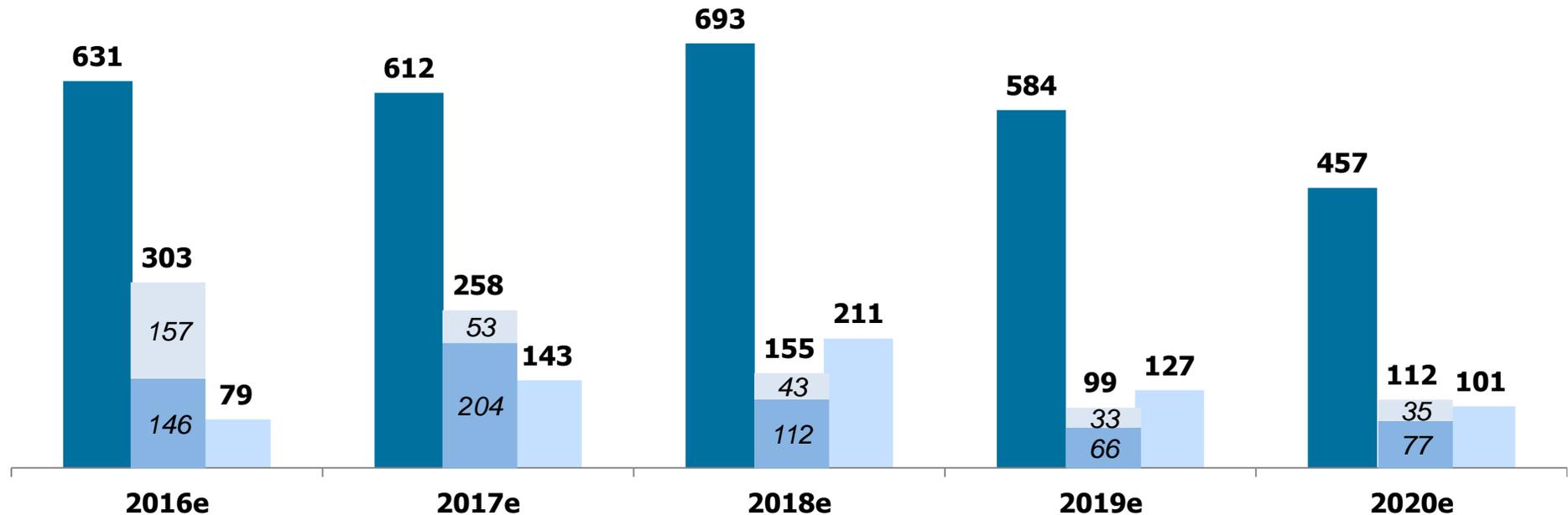
Security CAPEX:
€0.7 billion

Retail ⁽²⁾ and other non regulated

Diversification Real Estate

Security equipment
Standard 3

CAPEX
€ million
2015



⁽¹⁾ ADP SA (mother company), excluding subsidiaries and financial investments. CAPEX breakdown could be revised if necessary.

⁽²⁾ Including Retail works CAPEX estimated at €198m over 2016-2020

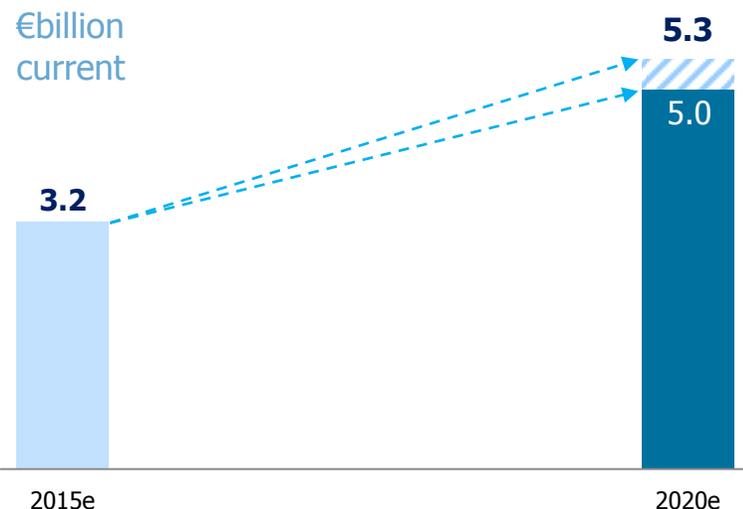


Allocation of share capital

Moderate debt and an assumption of a dividend distribution policy at 60%



Estimated change of the Group net debt in line with our ambition to keep our rating



CAPEX Financing 2016-2020

€3.0 billion on the regulated scope

€1.6 billion on security and non-regulated scope

Financial investments and subsidiaries

Assumption of a 60% pay out dividend policy until 2020

60% of net income attributable to the Group

Payment of interim dividends



A+ Stable outlook maintained

For our S&P rating



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A sound, value-creating economic model

supporting the target of strong EBITDA growth

Regulated scope⁽¹⁾

Industrial strategy
to increase
competitiveness

- > Traffic: **+2.5% CAGR₂₀₁₆₋₂₀₂₀**
- > CAPEX 2016-2020: **€3.0 billion**
- > OPEX/PAX: **-8%** between 2015 and 2020
- > Tariffs: **CPI +1.0% CAGR₂₀₁₆₋₂₀₂₀**

➤ **Convergence between regulated ROCE and WACC: 5.4%** in 2020e

+

Non-regulated scope

**Development
strategy** across the
entire airport chain

Retail

- > Growth in **sales per pax**

➤ **€23** based on a full-year after delivery of the 2016-2020e infrastructure projects

Real estate

- > Growth in **external rents** (excl. re-invoicing and indexation)

➤ **+10% to +15%** between 2014 and 2020e

International

- > 4 criteria for tender offers:

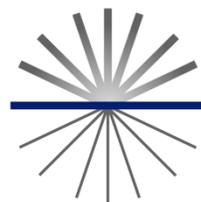
- Growth
- The use of Group skills
- Control of the asset
- Profitability

➤ **Consolidated EBITDA +30% to +40%** ◀

between 2014 and 2020e

⁽¹⁾Aviation (excl. airport tax), car parks, industrial services revenue, airport real estate





CONNECT 2020

*Augustin de Romanet,
Chairman and CEO*

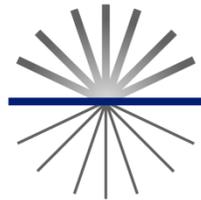
Roll out a strategy to promote the ambition of **Aéroports de Paris** to face challenges

To be a leading Group in airport design, construction
and operation

Competitiveness

Attractiveness

Growth



CONNECT
2020

Connect 2020

To be a leading Group in airport design, construction and operation



OPTIMISE



ATTRACT



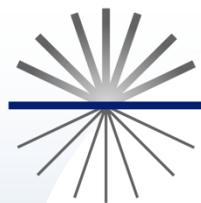
EXPAND

CUSTOMER oriented	<ul style="list-style-type: none"> > Ensure operational performance <p>Reliable and adaptable assets providing high-quality services...</p>	<ul style="list-style-type: none"> > Become the first choice for our customers <p>...better than our competitors...</p>	<ul style="list-style-type: none"> > Be an integrator of solutions <p>...creating new value for our customers through a global offering</p>
SOCIALLY oriented	<ul style="list-style-type: none"> > Reinforce structural performance <p>Efficient and proactive asset management...</p>	<ul style="list-style-type: none"> > Encourage the development of our employees <p>...by motivated and skilled employees...</p>	<ul style="list-style-type: none"> > Grow with territories <p>...creating new value for the country's development</p>
DEVELOPMENT oriented	<ul style="list-style-type: none"> > Improve financial performance <p>Profitable assets...</p>	<ul style="list-style-type: none"> > Promote the Group's brand <p>...and an established identity...</p>	<ul style="list-style-type: none"> > Conquer new markets <p>...that can be exported to other markets</p>



Connect 2020

A 2016-2020 Strategic Plan to promote our Ambition



CONNECT
2020



OPTIMISE



ATTRACT



EXPAND



**Be a leading Group in airport design, construction
and operation**



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About Aéroports de Paris

Aéroports de Paris builds, develops and manages airports including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2014, Aéroports de Paris handled around 93 million passengers, 2.2 million metric tonnes of freight and mail in Paris, and more than 41 million passengers at airports abroad.

Boasting an exceptional geographic location and a major catchment area, Aéroports de Paris Group is pursuing its strategy of adapting and modernising its terminal facilities and upgrading quality of services; the Group also intends to develop its retail and real estate businesses. In 2014, Group revenue stood at €2,791 million and net income at €402 million.

Registered office: 291, boulevard Raspail, 75014 Paris, France. A public limited company (Société Anonyme) with share capital of €296,881,806. Registered in the Paris Trade and Company Register under no. 552 016 628 RCS Paris.

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