



**GROUPE ADP**



**A GLOBAL LEADER IN THE AIRPORT INDUSTRY**

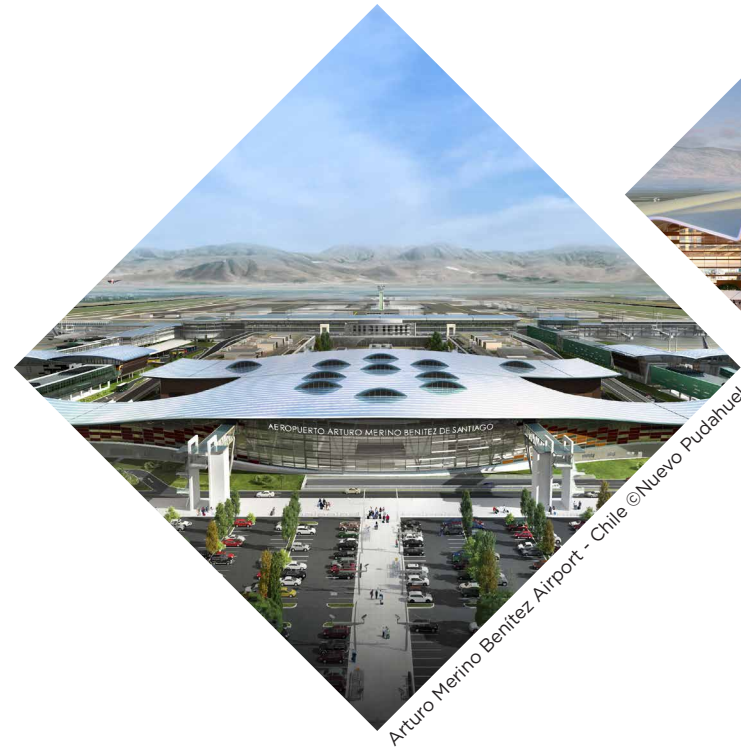
**INTERNATIONAL ACTIVITIES & EXPERTISE**

The words of  
**AUGUSTIN DE ROMANET,**  
Chairman & CEO of Groupe ADP



“Drawing on **70 years of experience** and world-renowned skills in the design, operation and development of airports, Groupe ADP provides its clients with a **full range of services and innovative solutions.** Our team of experts assist airport authorities in

modernizing their facilities and developing traffic. With **26 airports worldwide** under direct or indirect management, Groupe ADP stands among the world’s leading airport industry players. This position **demonstrates our attention to the needs of our clients.**”



Arturo Merino Benitez Airport - Chile ©Nuevo Pudahuel



Katmandou Airport - Nepal ©ADP Ingénierie



# A 70-YEAR EXPERIENCE IN PARIS

Groupe ADP owns and operates **the three main airports in the Paris region**, accommodating all types of aircraft and traffic. Paris Hub is a **leading European hub for connectivity**.

In 2017, the group handled :

- ◆ more than **101 million passengers** at **Paris-Charles de Gaulle** and **Paris-Orly** airports.
- ◆ more than **2.3 million metric tons** of freight and mail.

Between 2016 and 2020, Groupe ADP will **invest €4.6 billion** to capitalize on these assets. Groupe ADP benefits from one of the most unique infrastructure of its kind in Europe, with no constraints on runway capacity, and with significant land reserves.

In 2017, Groupe ADP consolidated revenue stood at €3,617 million and **net income at €571 million.**



Paris-Charles de Gaulle ©Groupe ADP



## PARIS ✦ CHARLES DE GAULLE

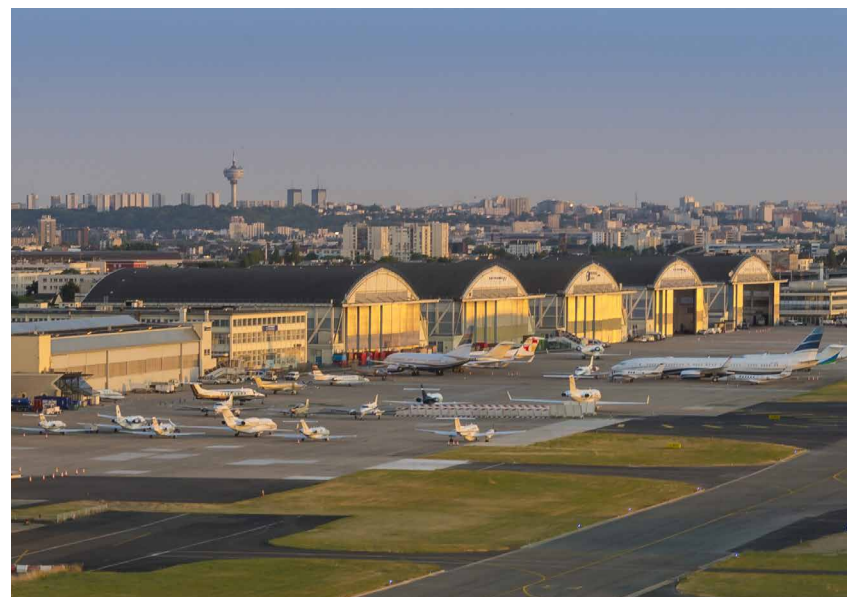
- ◆ Europe's 2nd busiest airport & 10<sup>th</sup> busiest in the world in terms of passenger number
- ◆ 325 cities served in 115 countries
- ◆ 2<sup>nd</sup> busiest airport in Europe for cargo and mail handling
- ◆ 4 runways with 2 independent parallel pairs
- ◆ Skyteam hub for international and connecting traffic
- ◆ FEDEX's cargo hub

## PARIS ✦ LE BOURGET

- ◆ Largest business airport in Europe
- ◆ Industrial and aeronautical cluster
- ◆ Convention centre

## PARIS ✦ ORLY

- ◆ 2<sup>nd</sup> largest French airport & Europe's 12<sup>th</sup> busiest airport in terms of passenger number
- ◆ 3 runways
- ◆ 156 destinations in 50 countries
- ◆ Close to Paris - large catchment area
- ◆ Rapid turnaround of medium-haul and particularly low-cost flights



Paris-Le Bourget ©Groupe ADP



Paris-Orly ©Groupe ADP





## A GLOBAL AIRPORT OPERATOR

Groupe ADP, **already active in more than 30 countries**, is one of the few players covering each aspect of the airport's value chain, from the financing to the design and operation of an airport. Our strength lies in our ability to draw on the network of airports already managed in Paris and abroad.

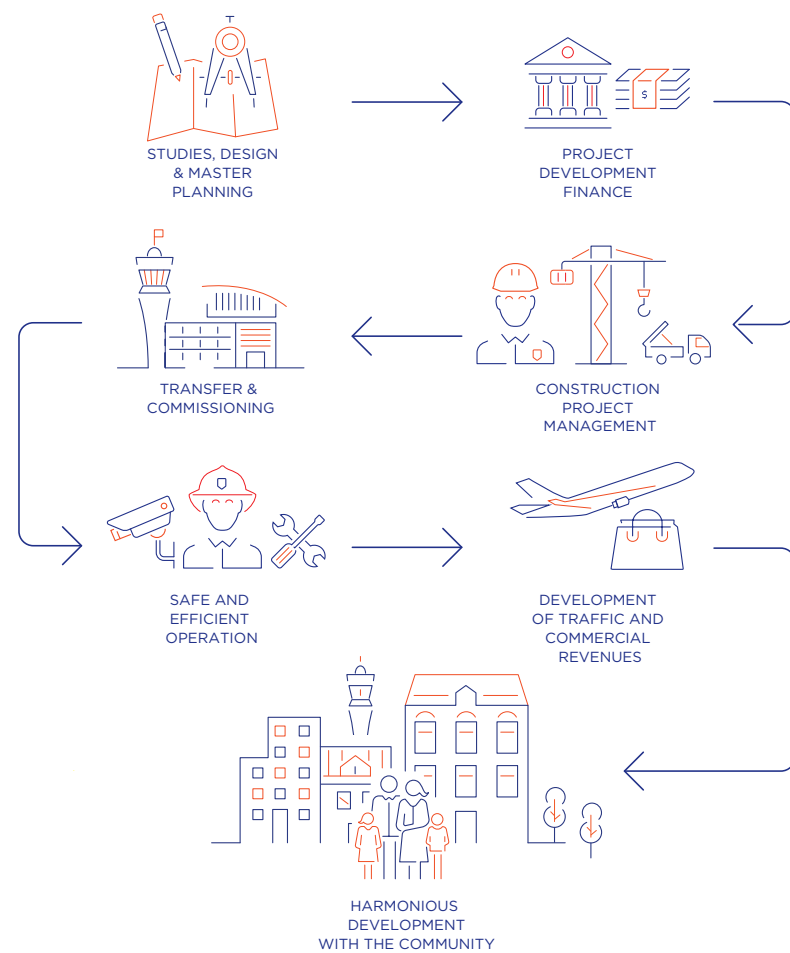
With that comes a broad range of skills and a renowned expertise that we bring to the international markets. We are committed to develop three major lines of business: **investment, airport operations** and **design engineering** services, delivering innovative solutions. These three lines are gathered together under **ADP International**.

### GROUPE ADP AT THE GLANCE:

 <b>1<sup>st</sup></b> GROUP ON PROVIDING HOLISTIC AIRPORT SOLUTIONS	<b>70</b> YEARS OF AIRPORT EXPERIENCE	 <b>€3.6bn</b> REVENUE IN 2017	 <b>26</b> NUMBER OF AIRPORTS MANAGED WORLDWIDE IN 2017	 <b>228.2 million</b> PASSENGERS WELCOMED BY THE GROUP
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## EXPERTISE AND EXPERIENCE IN EACH BUSINESS LINE OF THE AIRPORT VALUE CHAIN



## THREE MAJOR AREAS OF EXPERTISE

### INVESTMENT AND PROJECT FINANCING

- ◆ We assist and advise governments, airport authorities and public stakeholders in the **upstream phases** of the granting of concessions
- ◆ We **invest** in airport concessions in numerous countries
- ◆ We are experts in **seeking funding, structuring investments and debt** for airport development



Chongqing Airport - China ©ADP Ingénierie

### AIRPORT OPERATIONS AND ASSET MANAGEMENT

We manage our assets as a **long-term shareholder** and an industrial partner

- ◆ **We have extensive experience in the day-to-day management of airports**
- ◆ **We improve operations and successfully develop airports on the long term:**
  - Commissioning new infrastructures
  - Developing aeronautical and non-aeronautical revenue
  - Increasing traffic through route development

### AIRPORT DESIGN AND ENGINEERING

- ◆ Through our dedicated subsidiary **ADP Ingénierie**, we design, fit out and develop airports all over the world (700 references worldwide)
- ◆ **We are able to step in at each and every stage of an airport infrastructure project:**
  - Auditing and consulting
  - Master planning, architectural and technical design
  - Works supervision and project management
- ◆ **We provide innovative solutions** in a large number of technical fields such as:
  - Air navigation systems
  - Safety and security management systems
  - Baggage sorting systems
  - Telecommunications networks

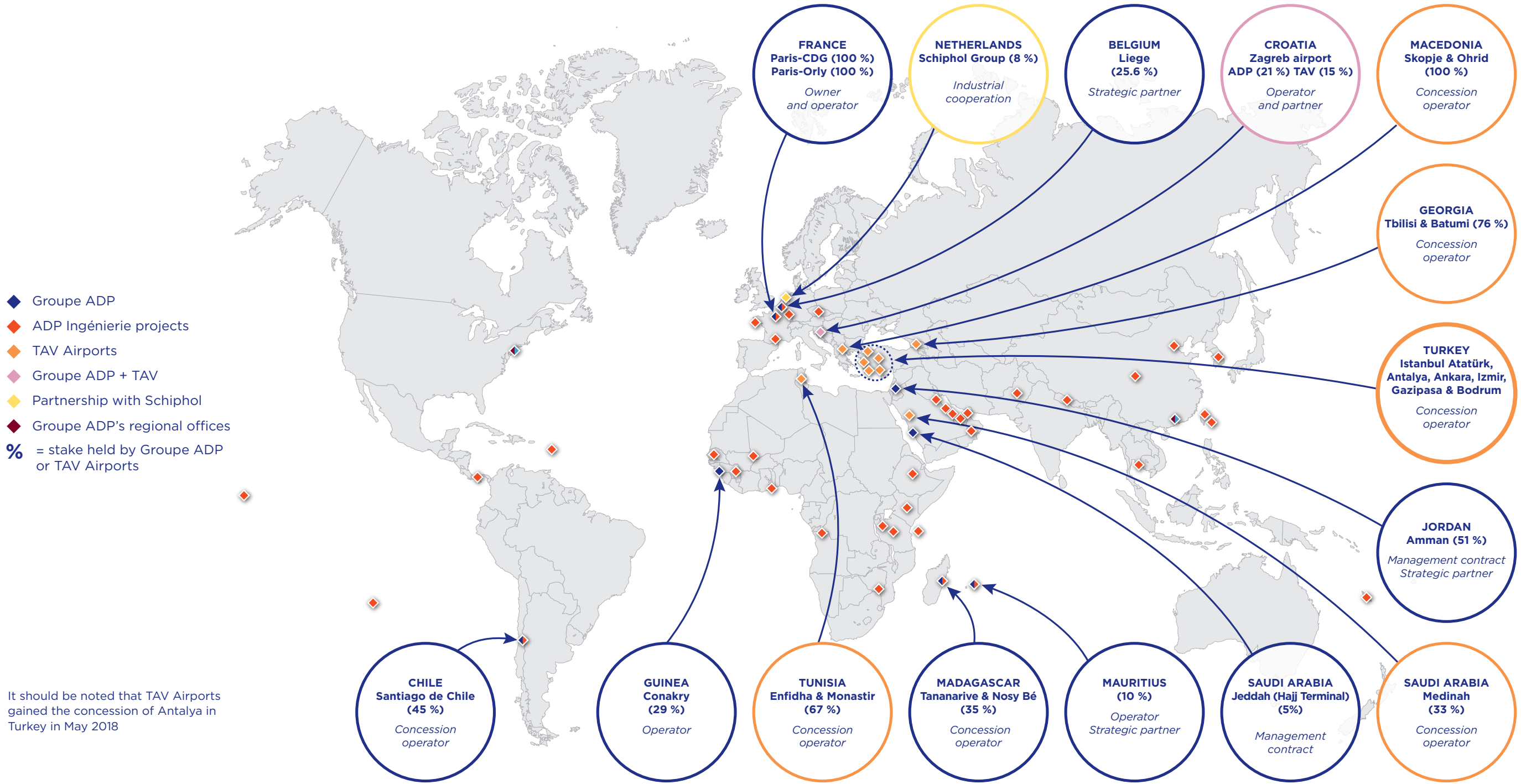


**Gratién Maire,**  
Chief Executive Officer  
of ADP Ingénierie

“The ambition of ADP Ingénierie is to be a business partner of its clients. Relying on Groupe ADP operation’s experience, on our 360° Airport expertise, on our vision of a human friendly airport, on our strong knowledge of the client’s needs, ADP Ingénierie, a 100% Airport company, aims to support them all along the Airport value chain.”

# INTERNATIONAL FOOTPRINT

## AIRPORT OPERATIONS AND ENGINEERING PROJECTS



It should be noted that TAV Airports gained the concession of Antalya in Turkey in May 2018



# OUR INDUSTRIAL PARTNERSHIPS

## TAV AIRPORTS

Groupe ADP holds a **46.12% stake** in the Turkish airport operator TAV Airports, which is the largest airport operator in Turkey. TAV Airports has established itself as **the market leader in airport services in the Middle East and North Africa.**

TAV Airports is **involved at each stage of the airport value chain:** its subsidiaries are active in the areas of retail (landside and airside), food and beverage, ground handling, lounges management, security, operational services and information systems.

At end of June 2018, TAV Airports **manages a portfolio of fifteen airports in six countries,** including Istanbul Ataturk, Ankara Esenboga and Izmir Adnan Menderes in Turkey, as well as airports in Tunisia, Georgia, Macedonia, Croatia and Saudi Arabia. In May 2018, TAV Airports gained concession of Antalya in Turkey.

Groupe ADP and TAV Airports aim at **fostering cooperation and coordination between both groups,** especially for expansion in fast growing areas such as the Middle East, Africa and Asia.



Istanbul Atatürk Airport ©cyrille Cosmao



### AIRPORTS

#### Turkey

- Istanbul Ataturk Airport (100%)
- Ankara Esenboga Airport (100%)
- Izmir Adnan Menderes Airport (100%)
- Gazipasa Alanya Airport (100%)
- Milas Bodrum Airport (100%)
- Antalya Airport (49%)

#### Georgia

- Tbilisi (80%) and Batumi Airports (76%)

#### Tunisia

- Monastir and Enfidha Airports (67%)

#### Macedonia

- Skopje and Ohrid Airports (100%)

#### Saudi-Arabia

- Medinah (33%)

#### Croatia

- Zagreb Airport (15%)



### DUTY FREE

#### ATU (50%)

- Largest duty free operator in Turkey
- Partner with Unifree-owned by Heinemann, leading German travel retailer (Travel Value)
- Operating in Turkey, Georgia, Tunisia, Macedonia, Latvia, Oman and Medinah
- Operating in Houston, USA since September 2015.



### FOOD AND BEVERAGE

#### BTA (100%)

- Operating in Turkey, Georgia, Macedonia, Tunisia, Latvia, Saudi Arabia, Oman and Croatia
- Operates Istanbul Airport Hotel (128 rooms)
- Operates Izmir Airport Hotel (81 rooms)
- Total seating capacity of c. 22 thousand at c. 300 points including BTA IDO and UNIQ
- Baker and pastry factory serving in Turkey
- BTA Denizyollari (50%) is the F&B operator of Istanbul Deniz Otobusleri (IDO)
- Uniq shopping mall food-court
- BTA started operating in Muscat Int'l airport in 2017



### GROUND HANDLING

#### HAVAS (100%)

- Major ground handler in Turkey with a c.70% share
- Operates in 36 airports in Turkey including Istanbul, Ankara, Izmir and Antalya
- TGS (50%) operates in Istanbul (IST&SAW), Ankara, Izmir, Antalya, Adana, Bodrum and Dalaman
- 100% owner of Havas Latvia, with 65% market share
- 33% owner of Saudi HAVAS operating in Medina



### OTHERS

#### TAV OS (100%)

- Commercial area allocations and lounges, travel agency services

#### TAV Technologies (100%)

- Airport IT services on 36 airports in 9 countries

#### TAV Security (100%)

- Security service provider in Istanbul, Ankara, Izmir, Gazipasa and Bodrum

#### TAV Latvia (100%)

- Commercial area management in Riga Airport

# OUR INDUSTRIAL PARTNERSHIPS

## ROYAL SCHIPHOL GROUP



Amsterdam Schiphol International Airport ©Royal Schiphol Group

Since 2008, Groupe ADP and NV Luchthaven Schiphol (Royal Schiphol Group), which operates **Amsterdam Airport Schiphol**, enjoy an **industrial cooperation** framework agreement (project "Hublink") and an 8% cross-shareholding.

Royal Schiphol Group runs four airports in the Netherlands; it also has a shareholding in New York's JFK International Airport (Terminal 4) and in Brisbane Airport, Australia.

This cooperation was enlarged in 2014 to **Seoul Incheon Airport Corporation.** It aims at **improving the quality of services** available to customers (passengers, airlines, freight operators, etc.) and **fostering exchange of best practices** in various fields: human resources, innovation and digital technology.

## MERCHANT AVIATION



**MERCHANT AVIATION**  
A GROUPE ADP COMPANY

The US Company Merchant Aviation (MAV) is now a member of Groupe ADP as of July 2018, bringing together a long-term, strategic business **partnership with ADP Ingénierie** that began in 2016.

Founded in 2015 by **Kiran Merchant**, who previously led the Aviation Planning Division at the Port Authority of New York and New Jersey, Merchant Aviation is a growing full service aviation consulting firm focusing on Airport Development. **MAV's principals have worked at more than 50 airports around the world.** Their experience includes strategic visioning, airport planning, design and construction, airline operations and financial feasibility studies, with rich and numerous references at airports in New York/New Jersey region, Dallas-Fort Worth, Fort Lauderdale, San Francisco, Seattle, and Boston, among many others.

- ◆ **Strategic Master Planning:** Visioning Studies, Land use and Urban Planning, ALP updates.
- ◆ **Facilities Planning:** Airfield and Airspace Planning, Terminal Planning and Programming, Landside Planning, Cargo and Support Facilities, Intermodal Facilities.
- ◆ **Operational Planning and Feasibility Studies:** Constructability and Phasing Analysis, Operational Readiness Planning, Customer Service Enhancement, Process Redesign, Non-Aeronautical Revenue Enhancement.
- ◆ **Program Management:** Comprehensive Design Review, Professional Services, Policies and Procedures, Program Accounting, Reporting and Analysis, Program Scheduling, Cost Control and Budget Management.
- ◆ **Operational Readiness, Activation, and Transition:** successfully ORAT support at airports such as EWR Global Gateway Project, ORD, and Mumbai Terminal 2 (India).
- ◆ **Airport Innovation:** Collaborative Workshops, Peer Reviews.

## OUR MAJOR ACHIEVEMENTS

### SANTIAGO DE CHILE INTERNATIONAL AIRPORT, CHILE

#### PROJECT /

- ◆ Since 2015: **45% stake** in **Nuevo Pudahuel** consortium.
- ◆ **20-year** concession contract.
- ◆ Architectural design and systems engineering for the **new 200,000 sq.m terminal**.

#### ACHIEVEMENTS AND BENEFITS /

- ◆ **Smooth concession takeover.**
- ◆ **Traffic growth:** +24%, 6 new airlines and 22 new routes opened in 2015-2017.
- ◆ **New infrastructure:** timely launch of expansion works and timely delivery of partial infrastructures.
- ◆ **Renewal of commercial offer.**
- ◆ **Improvement of passenger experience.**
- ◆ **Public-private partnership for country promotion.**

 **200,000** SQ.M  
SURFACE AREA  
OF THE NEW TERMINAL

 **30** MILLION  
PASSENGER  
CAPACITY

 **22**  
NEW ROUTES OPENED  
SINCE TAKEOVER



New terminal at Arturo Merino Benítez Airport - Santiago de Chile ©Nuevo Pudahuel

### ZAGREB INTERNATIONAL AIRPORT, CROATIA

#### PROJECT /

- ◆ Since 2013 Groupe ADP holds: **20.8% stake** in **ZAIC-A Ltd consortium**.
- ◆ TAV Airports holds: **15% Stake** in **ZAIC-A Ltd**.
- ◆ **30-year** concession contract.
- ◆ **Financing, construction and operation of a new 65,000 sq.m terminal**.

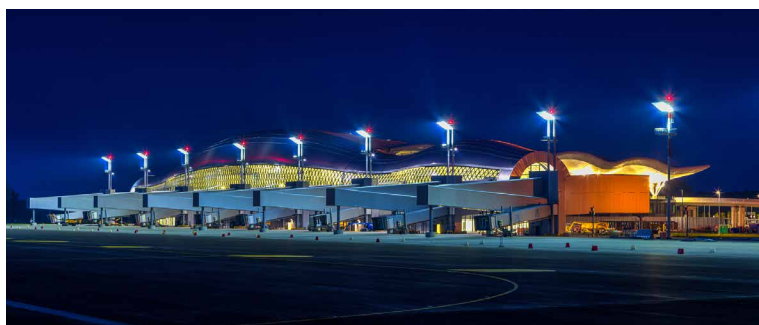
#### ACHIEVEMENTS AND BENEFITS /

- ◆ **Transitioning from public to private:** transforming a public entity into successful private companies.
- ◆ **Successful commissioning of new facilities:** opening of new terminal in March 2017.
- ◆ **Successful transfer of operations** through a specific operational commissioning protocol called "**ORAT**" (Operational Readiness and Airport Transfer).
- ◆ **Route development:** 15 new destinations created since taking over concession.

 **65,000** SQ.M  
SURFACE AREA  
OF THE NEW TERMINAL

 **5** MILLION  
PASSENGER  
CAPACITY

 **15**  
NEW ROUTES OPENED  
SINCE TAKEOVER



New terminal at Zagreb Airport ©Josip Škof - MZLZ

## OUR MAJOR ACHIEVEMENTS

### AMMAN INTERNATIONAL AIRPORT, JORDAN

#### PROJECT /

- ◆ Since April 2018: **51% stake** in **AIG (Airport International Group)** consortium holding (previously, 9.5% held).
- ◆ **25-year** concession contract.
- ◆ **Financing, construction and operation of a new 103,000 sq.m terminal** expanded to **147,000 sq.m** in 2016 (capacity of 12 million passengers).

#### ACHIEVEMENTS AND BENEFITS /

- ◆ **Development of new facilities:** delivery on-time, on-quality and on-performance of a state-of-the-art terminal.
- ◆ **Traffic Growth:** +6.5% on average per year since the beginning of the concession, in 2017.
- ◆ **Successful ORAT protocol:** on-time and smooth opening of the new facilities.
- ◆ **High-standard passenger experience:** Best Airport in the Middle East (2014 and 2015) and 2<sup>nd</sup> in the middle East for airports from 5 to 15 mpax in 2017.

 **147,000** SQ.M  
SURFACE AREA  
OF THE NEW TERMINAL

 **12** MILLION  
PASSENGER  
CAPACITY



New terminal at Queen Alia Airport - Amman ©A.Leduc - AIG

### MAURITIUS INTERNATIONAL AIRPORT, REPUBLIC OF MAURITIUS

#### PROJECT /

- ◆ Since 2008: **10% stake** in **ATOL (Airport Terminal Operations Limited)** consortium holding.
- ◆ **15 year** concession contract.
- ◆ **Technical assistance agreement** to oversee the construction, commissioning and operation of a **new 56,900 sq.m terminal**
- ◆ **Architectural design and supervising works.**
- ◆ **Architectural design and supervising works.**

#### ACHIEVEMENTS AND BENEFITS /

- ◆ **Strong financial performance:** operating margin over 55%, net result €15m on €50m turnover.
- ◆ **Successful commissioning of state-of-the-art facilities**
- ◆ **Traffic growth:** +25% since opening thanks to proactive route development.
- ◆ **High-standard passenger experience:** Best Airport in Africa since opening (2014, 2015 and 2016).

 **56,900** SQ.M  
SURFACE AREA  
OF THE NEW TERMINAL

 **4.5** MILLION  
PASSENGER  
CAPACITY

 **+25%**  
TRAFFIC GROWTH  
SINCE OPENING



New terminal at Mauritius Airport ©A.Leduc - ATOL



# OUR MAJOR ACHIEVEMENTS


## BEIJING DAXING AIRPORT, CHINA


### PROJECT /


- ◆ **Architecture design of the first mega-terminal at the new Beijing Daxing International Airport** won by ADP Ingénierie.
- ◆ The unique centralised terminal design offers:
  - vertical superposition of the international and domestic levels ;
  - Shorter, simpler passenger journey, greater comfort and easy access to the many services on offer, as well as **operational savings for the airport operator.**

### ACHIEVEMENTS AND BENEFITS /

- ◆ **Reduction in the footprint:** organization of handling on multiple levels of the processor including a dedicated check in area directly connected to the train station.
- ◆ **Reduction of cost for airport operator & easy path for passengers:** no requirement for a people mover in the first stage when keeping reasonable walking distance.
- ◆ **Flexibility of operations:** efficient domestic/international distribution.
- ◆ **Optimization of travel retail revenue:** centralised shopping area crossed by all passengers.

 **700,000** SQ.M  
SURFACE AREA OF  
THE NEW TERMINAL

 **45** MILLION  
PASSENGER  
CAPACITY

 **145**  
AIRCRAFT  
PARKING STANDS



Future terminal at Beijing Daxing Airport ©ADP Ingénierie & Zaha Hadid architects

## BAHRAIN INTERNATIONAL AIRPORT, KINGDOM OF BAHRAIN

### PROJECT /


- ◆ Through ADP Ingénierie: **Architecture design and supervising the construction works** since 2014 of the **new Bahrain International Airport passenger terminal.** Delivery planned in 2020.
- ◆ **Design and supervision of the new Regional Air Traffic Center** won by ADP Ingénierie in March 2017.


### ACHIEVEMENTS AND BENEFITS /

- ◆ **State-of-the-art facility:** not constrained by the geometry of the old building and designed to the best standards.
- ◆ **Passenger experience improved:** removal of operations interface in saturated facility and construction works.
- ◆ **Risk control:** simplified phasing, reduction of total costs and time schedule.
- ◆ **An optimised master plan:** possible reuse of the old terminal after renovation, following the transfer of traffic.



New terminal at Bahrain Airport ©ADP Ingénierie

 **220,000** SQ.M  
SURFACE AREA OF  
THE NEW TERMINAL

 **14** MILLION  
PASSENGER  
CAPACITY



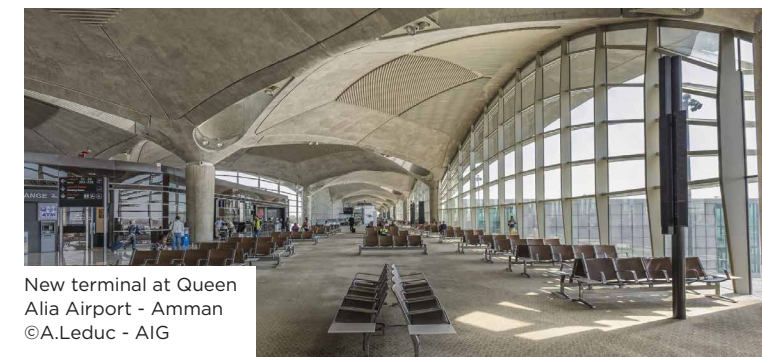
Istanbul Atatürk Airport ©TAV Airports



Arturo Merino Benítez Airport - Santiago de Chile ©Nuevo Pudahuel



New terminal at Zagreb Airport ©Josip Škof - MZLZ



New terminal at Queen Alia Airport - Amman ©A.Leduc - AIG





International Abu Dhabi Airport - Air control tower - UAE © ADP Ingénierie

## ADP INTERNATIONAL MANAGEMENT TEAM



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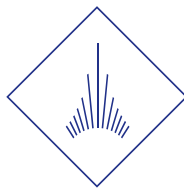


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