



**PRESS
CONFERENCE**



16 November 2016

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Chairman & Chief Executive Officer

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Executive Director, Chief International Officer



01

HIGHLIGHTS OF THE 1ST YEAR OF CONNECT 2020

Augustin de Romanet

Chairman & Chief Executive Officer

PARIS AT THE HEART OF OUR STRATEGIC VISION

3 COMPLEMENTARY AIRPORTS EQUIPPED TO CAPTURE THE GROWTH IN TRAFFIC

Paris-Le Bourget

- ◆ No. 1 European business airport
- ◆ Industrial and aeronautics cluster
- ◆ Conference centre

Paris - Orly

- ◆ 10th busiest airport in the EU, in terms of passenger numbers
- ◆ 3 runways
- ◆ Close to Paris - large catchment area
- ◆ Quick turnaround of aircraft ideal for medium-haul traffic, and low-cost airlines in particular



Paris-Charles de Gaulle

- ◆ 2nd busiest airport in Europe
9th busiest in the world
- ◆ Europe's leading air cargo hub
- ◆ 4 runways (2 separate pairs)
- ◆ Air France Hub: international and connecting traffic
- ◆ FedEx Hub: cargo traffic

8,996 Groupe ADP employees

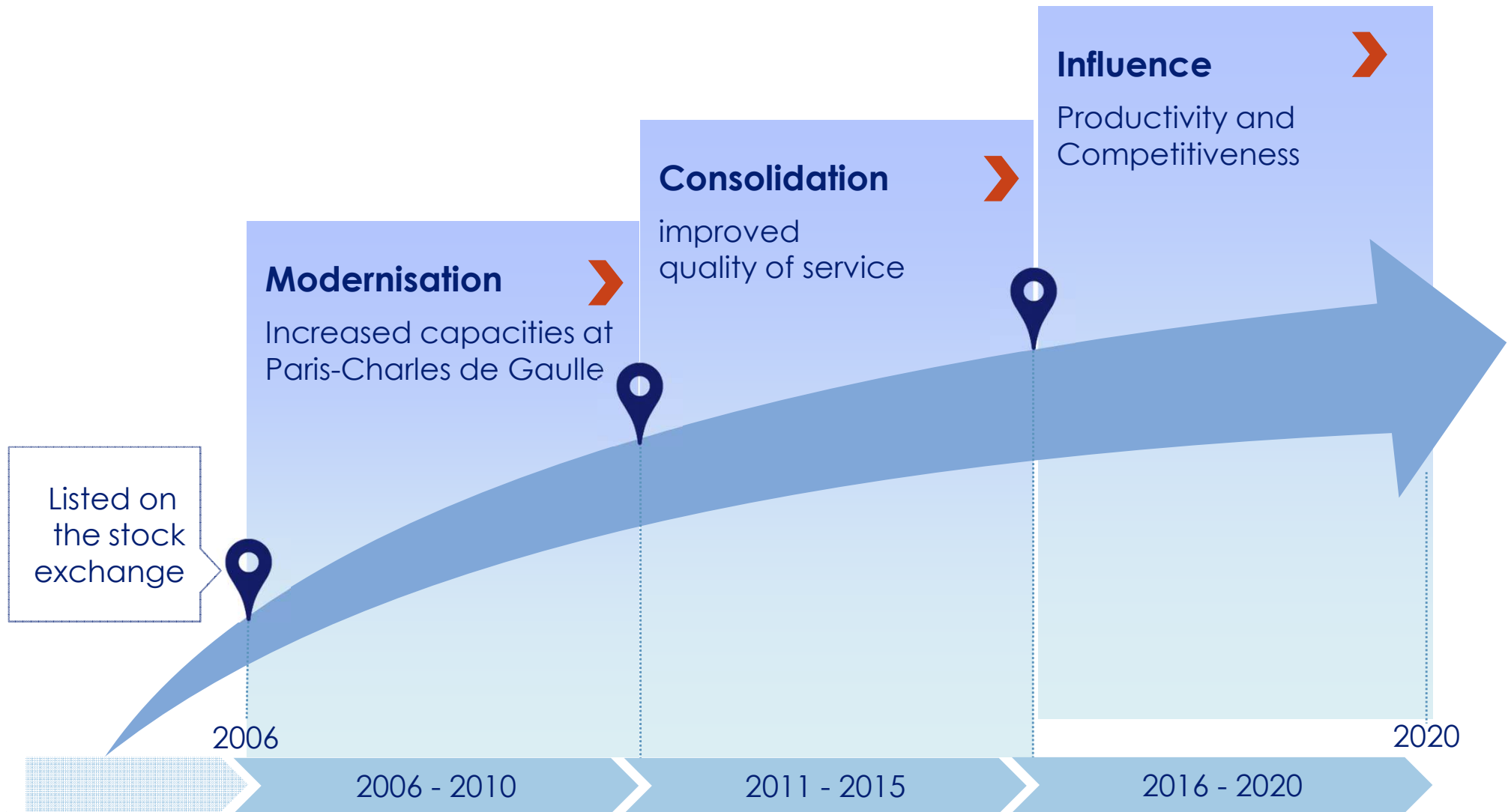
- ◆ 6,553 working for ADP SA
- ◆ 2,443 working for subsidiaries

119,000 employees across the Paris airports

- ◆ 340,000 jobs generated (equal to 8% of salaried employment in the Paris region)

GRUPE ADP HAS ENTERED A NEW CYCLE

TWO MAJOR CHALLENGES TO MEET IN THE NEXT FOUR YEARS: PRODUCTIVITY AND COMPETITIVENESS



RECAP ON CONNECT 2020: THREE PRIORITIES

A STRATEGIC PLAN TO HELP ACHIEVE OUR GOALS FOR 2016-2020

/ Connect our Paris infrastructure: OPTIMISE

- ◆ Make the most of our facilities and our organisational structure
- ◆ Optimise our pricing structure and reduce costs to become more competitive

/ Connect our passenger and airline customers and engage our employees: ATTRACT

- ◆ Become the preferred choice of our customers by aiming for excellence
- ◆ Promote the Group's brands and attract talent

/ Connect Groupe ADP to the rest of France & the world: EXPAND

- ◆ Share our growth with neighbouring regions
- ◆ Complete work on the CDG Express
- ◆ Export our know-how internationally



OUR AMBITION

**To be a world leader in the design,
construction and operation of airports**

THREE DRIVERS TO BOOST OUR COMPETITIVENESS

/ There are three major drivers that Groupe ADP can use towards meeting the challenges of growth, attractiveness and competitiveness with which it is faced:

- 1. Robust infrastructure and streamlined processes**
to support our airline customers
- 2. The highest standards of customer service and hospitality,**
with the best services on offer
to make the passenger experience as enjoyable as possible
- 3. Moderate fees** to attract long-haul traffic and
develop connecting traffic

THREE STEPS TO BOOST THE ATTRACTIVENESS OF PARIS AND ITS AIRPORTS

1. HELP OUR CUSTOMERS MAKE THE MOST OF OUR AIRPORT INFRASTRUCTURE

- / A selective and ambitious investment programme on infrastructure...
- ◆ **Strong focus on maintenance:**
 - Renovation of runways and car parks
 - Refurbishment of Terminal 2B
 - Recycling of waste water
- ◆ **Optimisation of terminal space with 3 "one-roof" connecting building projects:**
 - Ongoing construction work on the connection of the South and West terminals at Paris-Orly
 - Launch of studies on the merging of the boarding satellites in Terminal 1 at Paris-Charles de Gaulle
 - Launch of studies on the connection of Terminals 2B & 2D at Paris-Charles de Gaulle
- ◆ **Operational efficiency and competitiveness for connecting traffic:**
 - Extension of the baggage sorting system and widebody aircraft aprons
 - Modernisation of processes (self-boarding, docking systems, etc.)
- ◆ **Improvements to road and rail access:**
 - Highest priority is the CDG Express link



/ ... to better support the activities of our airline customers.

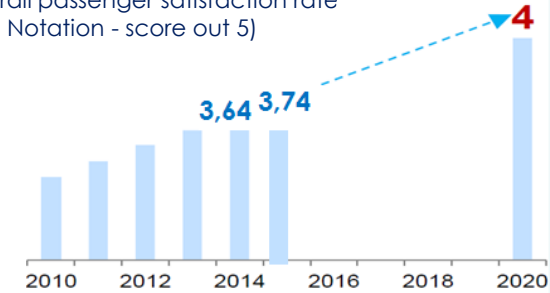
THREE STEPS TO BOOST THE COMPETITIVENESS OF PARIS AND ITS AIRPORTS

2. AIM FOR FLAWLESS QUALITY OF SERVICE TO MEET PASSENGER EXPECTATIONS

◆ An ambitious service quality target with an overall ACI/ASQ⁽³⁾ score of 4 by 2020

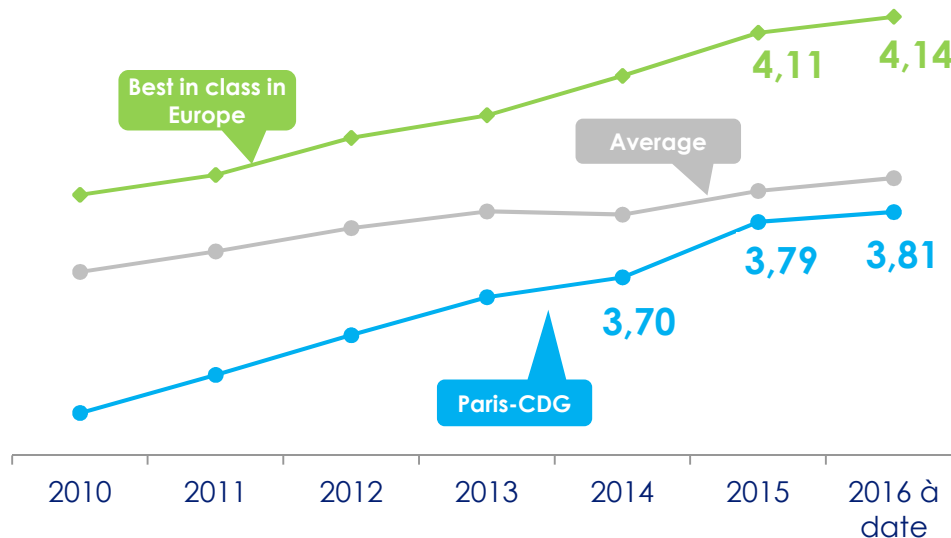
for long-standing recognition as one of the best in Europe.

Overall passenger satisfaction rate (ACI Notation - score out 5)



Notable progress already → **double the rate** of the average European airport over the 2014 and 2016 period

Overall satisfaction in Departures (ACI score /5):



Growth contributors at Paris-CDG over the past 3 years:

◆ Improvements to the fundamentals of the customer's passage through the airport:

- Intuitive layout and simple transfer process (launch of the Programming Guide)
- Chinese-language signage
- Toilet facilities and new cleanliness standards
- Free Wi-Fi and introduction of power sockets, etc.

◆ The comfort of the boarding lounge:

- A wide range of free services (PS4, multimedia lounge, etc.)
- Free cultural experiences (Espace Musée museum area, exhibitions, etc.)

◆ The "Ultimate Parisian shopping and dining experience":

- Refurbishment of retail areas
- Chef's court in all terminals

◆ The personalisation of the relationship with the passenger:

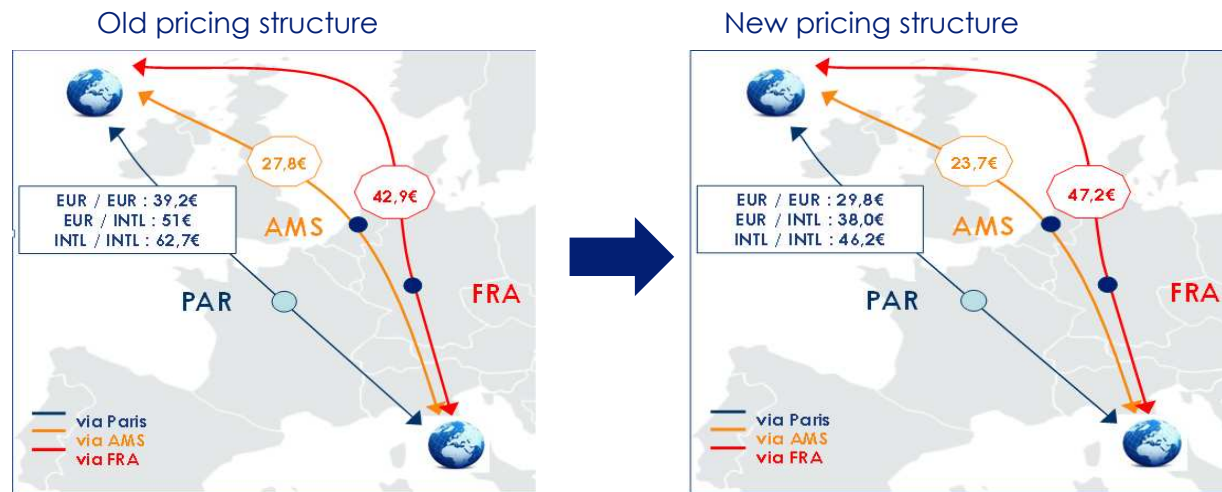
- Launch of the "My Paris Aéroport" loyalty programme
- New app with "My Assistant" feature

THREE STEPS TO BOOST THE COMPETITIVENESS OF PARIS AND ITS AIRPORTS

3. ADJUST OUR TARIFFS TO ATTRACT LONG-HAUL TRAFFIC AND DEVELOP CONNECTING TRAFFIC

- / Two decisive actions:
- Implementation of new pricing structure (from 1 April 2016):
 - Reduction in passenger-based fees / increase in aircraft-based fees
 - Introduction of incentives to reward efficient airlines

- ◆ Incentives for long-haul traffic with more competitive fees
- ◆ Increased attractiveness for connecting traffic:



- ◆ **Tariffs unchanged in 2016** (CPI +0%) and **a moderate increase in tariffs over 2017-2020** (CPI +1.25%)
- ◆ **Ongoing financial discipline**, through exemplary control of operational charges (increase in charges to the parent company of $\leq 2.2\%$ per year, on average)

COMPETITIVENESS THAT ALSO RELIES ON LOOKING OUTWARD

INNOVATION AND PARTNERSHIPS

/ In addition to its operational measures, Groupe ADP is committed to:

1. Intensifying its **approach to innovation**: seize upcoming technological opportunities that may benefit the airport ecosystem.
2. Strengthening its **partner relations** in all areas of French tourism: work together to promote the attractiveness of Paris.

USING INNOVATION TO CREATE THE AIRPORT OF TOMORROW

AN OPEN AND COLLABORATIVE ECOSYSTEM

- / **±15** trials per year
- / **3** main innovation programmes:
 - ◆ **"Smart Airport":**
 - Partnership with **Pacifa Decision** to monitor and predict passenger flow.
 - Digital, passenger-friendly signage.
 - Launch of B2B Beacon technology (to improve services for passengers with reduced mobility).
 - ◆ **New mobility concepts:**
 - Work with the start-up **Hublex** to test the use of Segways to facilitate employee transport and movement.
 - New vehicles to transport passengers with reduced mobility through the terminals (comfortable and quick).
 - ◆ **Robotics:**
 - Testing the robotic valet at Paris-CDG (efficient vehicle parking) in collaboration with start-up **Stanley Robotics**.
 - The use of **drones** to inspect infrastructure (buildings, worksites, thermal imaging, etc.).



- / An ecosystem of business incubators and partners:
 - **Welcome City Lab** (tourism)
 - **Impulse Labs** (engineering, energy)
 - **Starburst** (aviation/drones)
 - **Nec Meraitur** (security)
- / Investment capacity:
 - Subscription to the investment fund **X-Ange Capital 2**.
 - Direct investment in start-ups.
- / Dedicated innovation premises:
 - The **"Shaker"** at the new head office: technology show-room and innovative project incubator.
 - **"Business areas"** where start-ups can present their ideas to passengers.

A JOINT ACTION PLAN WITH OUR PARTNERS TO REVIVE TOURISM IN PARIS

TOURISM IS A KEY COMPONENT IN THE ATTRACTIVENESS OF PARIS AND OF OUR AIRPORTS

/ Tourist numbers have fallen since the attacks in November 2015:

- ◆ Paris Region, **the most popular destination in the world** with **46 million tourists in 2015** (42% of whom were from abroad), has been facing fierce competition, from London in particular.
- ◆ Paris Region has seen its tourist numbers fall by **1.8 million**, representing a loss of over **€1 billion**. It has seen a significant drop in Asian visitors (Japanese: -46.2%; Chinese: -19.6%) [source: Paris Region Tourist Board report].

/ Groupe ADP, is committed, with its partners, to boosting the attractiveness of Paris:



PARIS



FRANCE 2025



- ◆ Launch of the **"Paris Aéroport" brand**, offering information to travellers about Paris.
- ◆ "Made in Paris" campaign with the **French Ministry of Foreign Affairs, Atout France, Paris Region** and **Paris City Hall** to promote Paris as a destination.
- ◆ Partnerships with **Viparis and the Paris Region Tourist Board** to support business tourism.
- ◆ Groupe ADP as an official partner of the Paris bids for the **2024 Olympic Games** and **the 2025 Universal Exhibition**.
- ◆ #ParisWeLoveYou campaign with **Alliance 46.2** and 70 businesses to promote Paris.

THE CUSTOMER IS AT THE CENTRE OF OUR STRATEGY

CREATE A VIRTUOUS CIRCLE THAT MEETS AIRLINE AND PASSENGER EXPECTATIONS





02

TRANSFORMING FOR OUR CUSTOMERS

Edward Arkwright

Deputy CEO in charge of
Development, Engineering and Transformation

TRANSFORMING FOR OUR CUSTOMERS

/ Groupe ADP is undergoing a transformation:

1. More modern, world-class
airport infrastructure

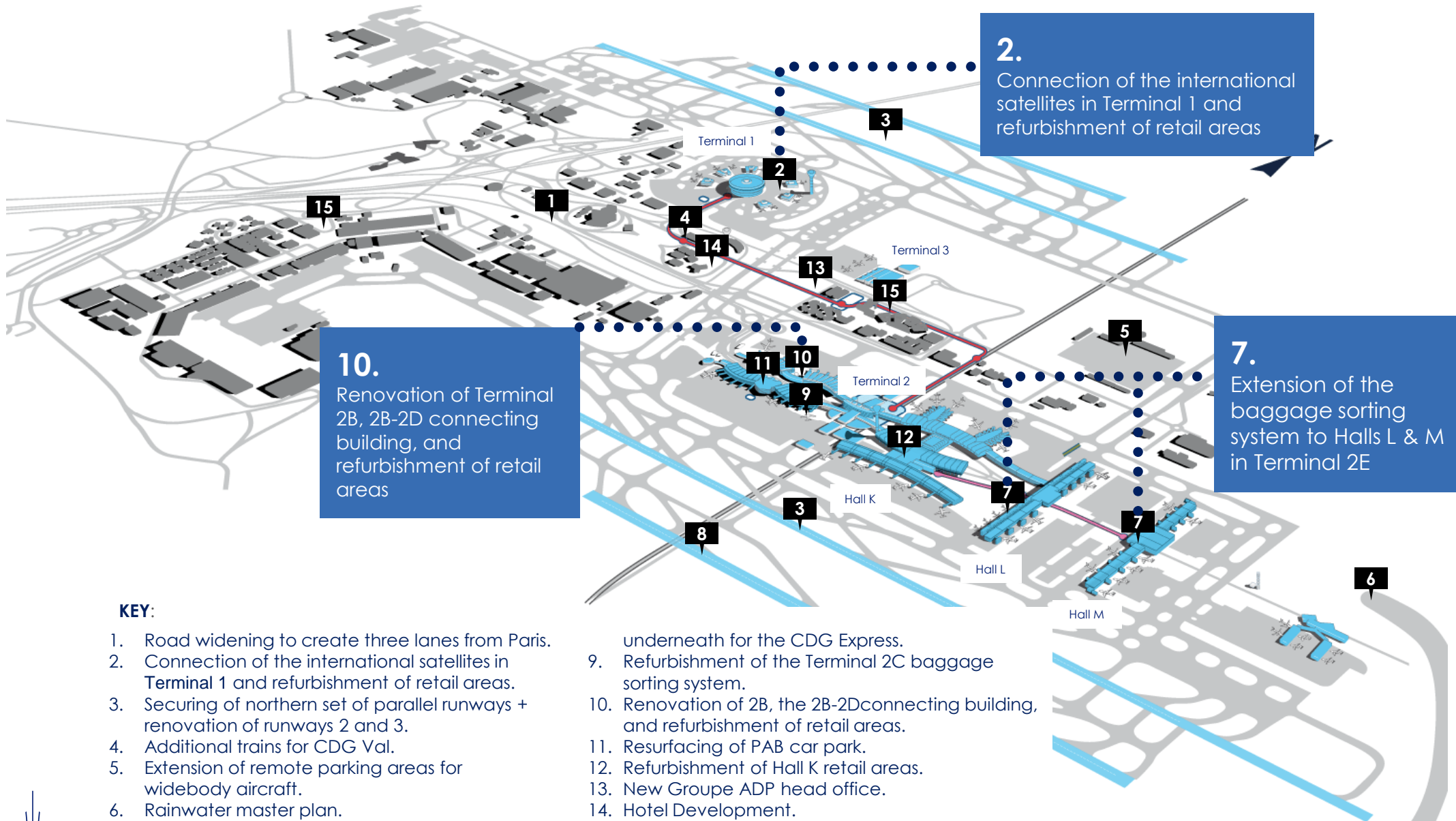
1. An ever-improving **quality of service**
and enhanced **retail** and food & beverage offering

1. Priority focus on **access to the airports**



AIRPORTS UNDERGOING TRANSFORMATION: THE DEVELOPMENT OF PARIS-CHARLES DE GAULLE

THE MAIN INFRASTRUCTURE PROJECTS PLANNED FOR 2016-2020



2. Connection of the international satellites in Terminal 1 and refurbishment of retail areas

10. Renovation of Terminal 2B, 2B-2D connecting building, and refurbishment of retail areas

7. Extension of the baggage sorting system to Halls L & M in Terminal 2E

KEY:

1. Road widening to create three lanes from Paris.
2. Connection of the international satellites in Terminal 1 and refurbishment of retail areas.
3. Securing of northern set of parallel runways + renovation of runways 2 and 3.
4. Additional trains for CDG Val.
5. Extension of remote parking areas for widebody aircraft.
6. Rainwater master plan.
7. Extension of the baggage sorting system in Terminal 2E.
8. Refurbishment of runway 4 and the tunnel underneath for the CDG Express.
9. Refurbishment of the Terminal 2C baggage sorting system.
10. Renovation of 2B, the 2B-2D connecting building, and refurbishment of retail areas.
11. Resurfacing of PAB car park.
12. Refurbishment of Hall K retail areas.
13. New Groupe ADP head office.
14. Hotel Development.
15. Development of the Cargo City.



MERGING OF THE INTERNATIONAL SATELLITES AT TERMINAL 1

STUDIES TO BE COMPLETED

/ **Terminal 1 at Paris-Charles de Gaulle today**





MERGING OF THE INTERNATIONAL SATELLITES AT TERMINAL 1

STUDIES TO BE COMPLETED

/ Terminal 1 at Paris-Charles de Gaulle in 2020



- ◆ **38,000 sq.m**
- ◆ Additional capacity of **1.2 million passengers**
- ◆ **€97 million** invested
- ◆ Due to be completed in **2020**



CONNECTING BUILDING BETWEEN TERMINALS 2B AND 2D, AND THE REFURBISHMENT OF TERMINAL 2B

MORE SPACE AND COMFORT, BASED ON THE 2A-2C CONNECTION DESIGN

/ Connection of Terminals 2B-2D at Paris-Charles de Gaulle

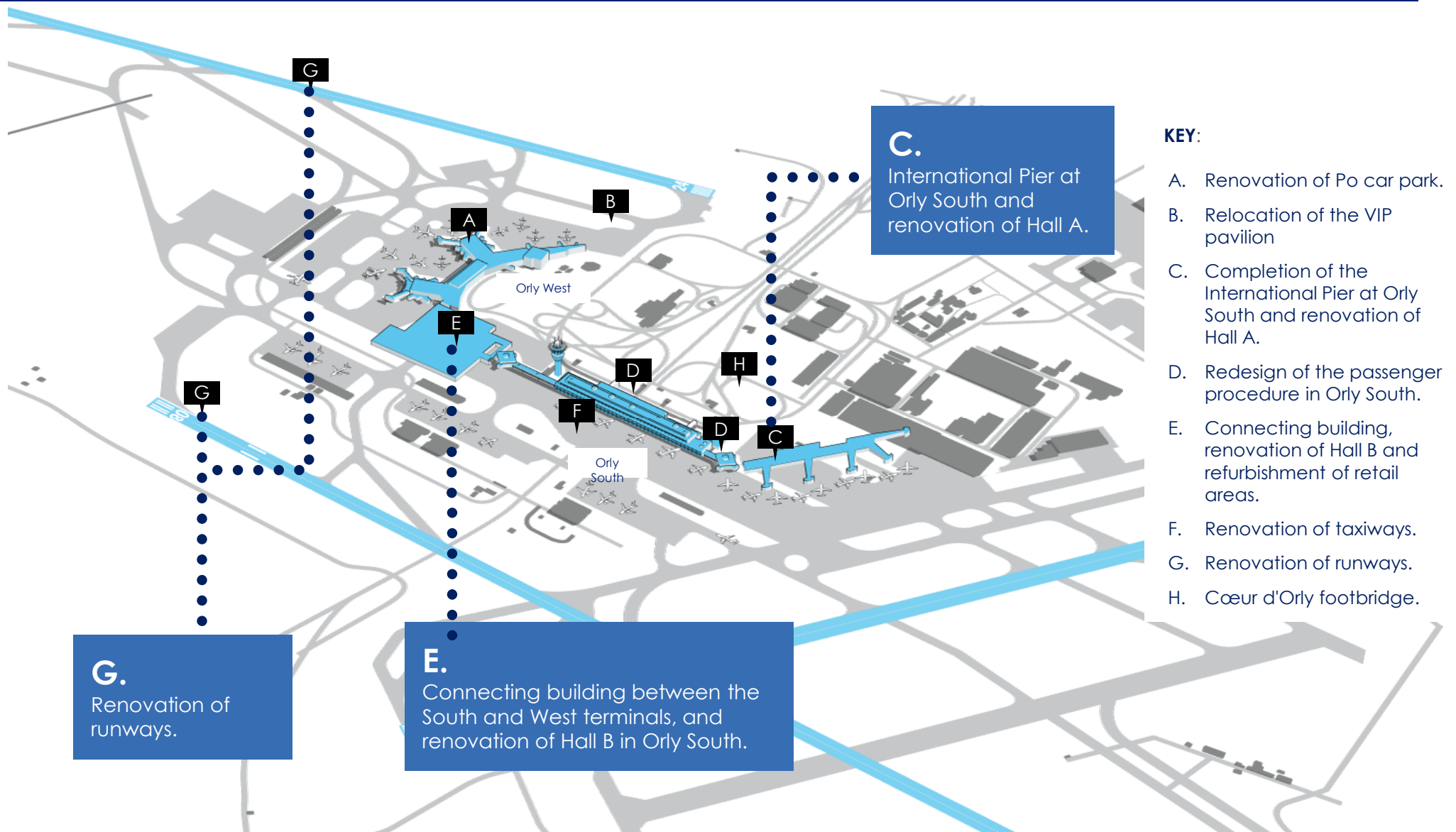
- ◆ **34,800 sq.m**
- ◆ Additional capacity of **1.1 million passengers**
- ◆ **€121 million** invested in the renovation of 2B
- ◆ **€74 million** invested in the 2B-2D connection
- ◆ Delivery in **2020**





AIRPORTS UNDER TRANSFORMATION: THE DEVELOPMENT OF PARIS-ORLY

THE MAIN INFRASTRUCTURE PROJECTS PLANNED FOR 2016-2020





WORK ON THE CONNECTION OF SOUTH AND WEST TERMINALS ONE SINGLE, WORLD-CLASS TERMINAL AT PARIS-ORLY AIRPORT

/ Connection of the South and West Terminals at Paris-Orly

- ◆ **80,000 sq.m**
- ◆ Additional capacity of **3.5 million passengers**
- ◆ **€382 million** invested
- ◆ Due for completion in Spring **2019**





NEW VIP PAVILION AT PARIS-ORLY

/ **VIP Pavilion at Paris-Orly**

- ◆ **1,000 sq.m**
- ◆ Partnership with **Le Mobilier National**
- ◆ Delivery **1st quarter 2017**





PARTICULAR ATTENTION GIVEN TO THE QUALITY OF OUR SHOPS AND SERVICES

TRANSFER LOUNGE, RESTAURANT OFFERING AND SHOPPING AMBIENCE



Opening of the "Instant Paris" lounge

- ◆ An elegant, cosy place for passengers in transit:
 - **4,500 sq.m**
 - **Yotel** (80 rooms)
 - A restaurant called **Naked**
 - Library, lounges, etc.

± **2,000** visitors per day expected in the 1st year

€**17 million** invested.



Roll out of the "ultimate Parisian dining experience"

- ◆ **Launch of the Epigo joint venture** in fast food (34 outlets with 11 already opened so far in 2016):
 - Expansion of the portfolio with new brands: **Prêt à Manger**, **Maison Pradier**, **Yo Sushi**...
- ◆ **One Michelin-starred chef per terminal by 2020:**
 - Opening of the **CUP** restaurant at Orly.
 - Guy Martin's "**I love Paris**", voted best airport restaurant (*Food & Beverage Awards 2016*).



Standardisation of the offering in the international zones

- ◆ **51 new outlets** opened so far in 2016 at Paris-CDG and Paris-Orly:
 - **18 bars and restaurants:** **Café Pouchkine**, etc.
 - **33 shops:** **Longchamp**, etc.
- ◆ **6 major retail area refurbishment projects:** ongoing work throughout 2016-2020.
 - At Paris-CDG: already **10** shop openings in Terminal 1, and **6** openings in Hall K in Terminal 2E.
 - At Paris-Orly: **2** new openings already in Orly West.



"Instant Paris" lounge in Hall L at Terminal 2E



CUP restaurant in Orly-South



Artist's view of the shopping centre in Hall L at Terminal 2E



/SPECIFIC FOCUS ON THE QUALITY OF OUR SERVICES AND SHOPS STANDARDISED OFFERING ACROSS THE INTERNATIONAL ZONES



/ **"Place des trésors" in Hall K, Terminal 2E, at Paris-Charles de Gaulle**



LAUNCH OF THE "MY PARIS AÉROPORT" LOYALTY PROGRAMME

STRENGTHENING THE RELATIONSHIP WITH OUR CUSTOMERS

/ To better understand and serve our customers

◆ Positioning:

– to reward visits to the airport, as a complement to airline frequent flyer programmes.

◆ Ambition for 2017:

– to enrich it through partner loyalty programmes: airlines, hotels, transport, retail partners, etc.

◆ A **100% digital** loyalty card:

– available from the "Paris Aéroport" app

/ ... and to offer them exclusive benefits



◆ **Approx. 105,000 passengers have already** signed up since its launch in June 2016.

IMPROVING ACCESS TO OUR AIRPORTS: DIRECT BUS TO PARIS AÉROPORT

A HIGH-END COACH SERVICE IN PARIS AÉROPORT LIVERY

/ The “BUS DIRECT-Paris Aéroport” service

- ◆ May 2016: Roll-out of high-end coaches in Paris Aéroport livery, operated by **Kéolis**
- ◆ A fleet of **50 coaches**
- ◆ **4 routes** serving:
 - Paris-Orly
 - Paris-Charles de Gaulle
 - Link between Paris-Charles de Gaulle and Paris-Orly
- ◆ Personalised passenger welcome:
 - **170** qualified and trained drivers
 - Baggage-handling service at all stops (**90** porters)



New customer benefits following the change of name:

- ◆ **New stops** in the tourist areas of Paris: Eiffel Tower, Trocadéro, La Motte Piquet / Grenelle
- ◆ **Improved service quality:**
 - **Wi-Fi / USB sockets** on every seat;
 - **Real-time information** at stops and remotely;
 - **New online ticketing service** available in all currencies;
 - **Welcome service at the most popular stops** offering directions and support to customers that have pre-booked their tickets.

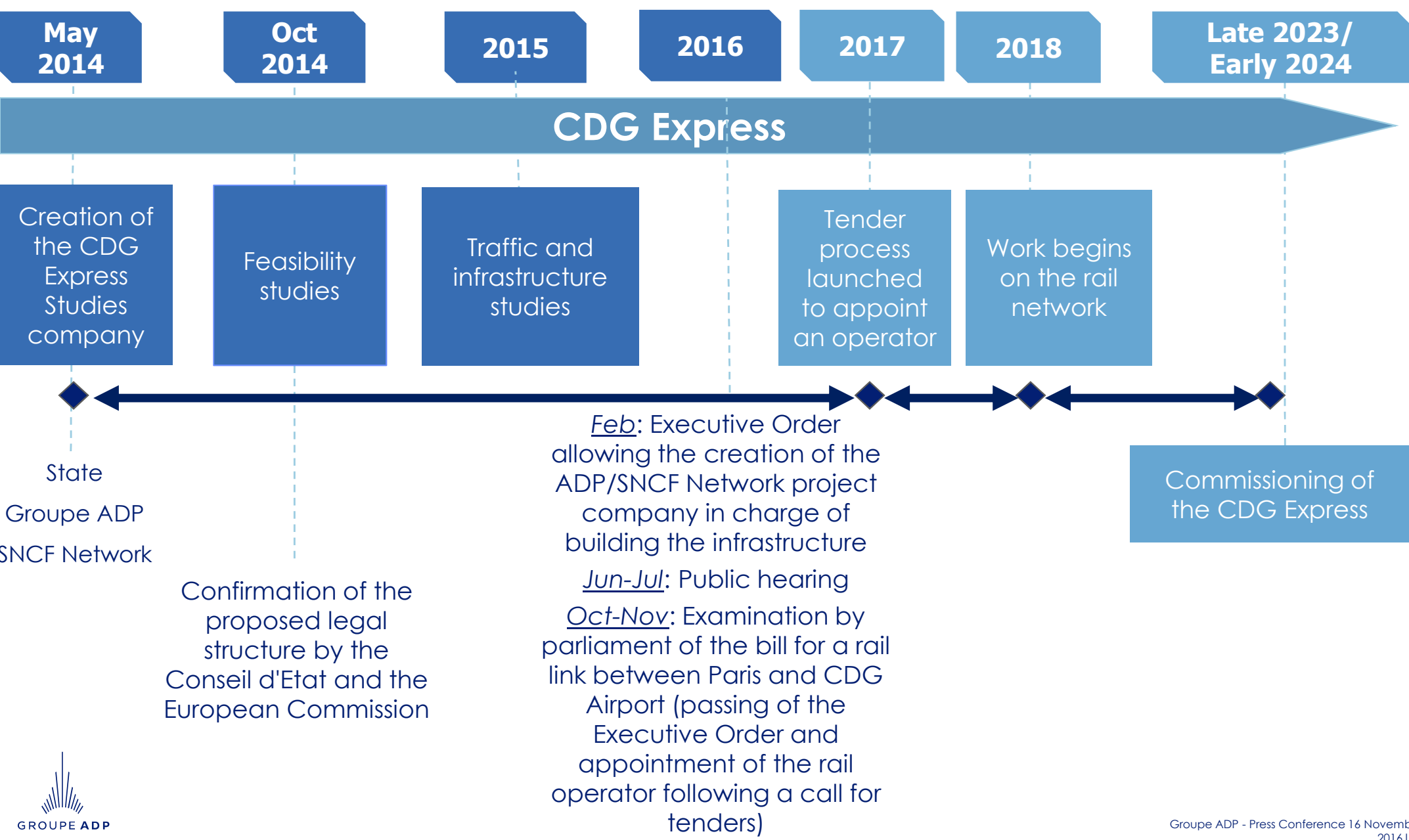


- ◆ **2.5 million passengers expected during 2018** (+20% compared to 2015)



IMPROVING ACCESS TO OUR AIRPORTS: UPDATE ON THE CDG EXPRESS

NEW MILESTONES REACHED OVER THE COURSE OF THE LAST FEW MONTHS





03

OPERATIONAL ROBUSTNESS FOR MORE EFFICIENT AIRPORTS

Franck Goldnadel

Executive Director,
Chief Airport Operations Officer and

Managing Director of Paris-Charles de Gaulle
Airport

OPERATIONAL ROBUSTNESS FOR MORE EFFICIENT AIRPORTS

/ Groupe ADP is committed:

1. For the benefit of passengers: to reducing waiting times at **security checkpoints** and **baggage reclaim**
2. For the benefit of airlines: to optimising **ground processes**: smartboarding, automated baggage drop-off, etc.
3. To cope with unforeseen situations: **mobilised operational teams**



A COMMITMENT TO GUARANTEE KEEPING WAITING TIMES IN CHECK

ROLL-OUT OF PARAFE GATES AND REDUCTION IN WAITING TIME AT SECURITY CHECKPOINTS

The context

- ◆ **The n°1 passenger expectation** is minimal time wasted, in both arrivals and departures:

Currently "unacceptable" delays are due to:

- Prolonged waiting times at police checkpoints due to increased checks following the attacks.
- Additional checks on Schengen flights.

/ Border Control:

- ◆ Paris Aéroport is stepping up the roll-out schedule for **PARAFE** equipment at Border Control:



- Replace existing PARAFE gates with **new PARAFE 2** gates, introducing **facial recognition** technology.

/ Security checkpoints:

- ◆ Paris Aéroport has made a commitment to its travellers to reduce the waiting time at security:



Ensure that the waiting time before clearing security **does not exceed 10 minutes, in 90% of cases**

Cumulative results for 2016 exceed our customer commitment:

- Paris-CDG: **96%**
- Paris-Orly: **95.3%**

Our actions



BAGGAGE HANDLING GRADUALLY IMPROVING

REAL-TIME INFORMATION FOR PASSENGERS, FASTER DELIVERY TIMES

The context

- ◆ **The conveyance** of baggage (from departure to the final destination) is the responsibility of the airline. As manager of the airport, we provide the necessary equipment (baggage sorters, conveyor belts, carousel, etc.)
- ◆ **± 100,000** items of baggage are handled each day at Paris-Charles de Gaulle. All hold baggage is systematically checked.
- ◆ There are currently **more than 7 baggage handling systems** in operation at Paris-Charles the Gaulle, covering between them a distance of **45 km**.

Our actions

- ◆ Display of **real-time updates** on screens in the baggage reclaim areas.
- ◆ **Collaboration with the airlines** and their service providers to ensure continuous improvement.
- ◆ Implementation of a **transfer baggage tracking tool** for the airlines.
- ◆ Implementation of a **maintenance policy** adapted to passenger flows.

Our results

- ◆ **89%** of baggage was delivered on time this summer, compared to 85% in 2015.

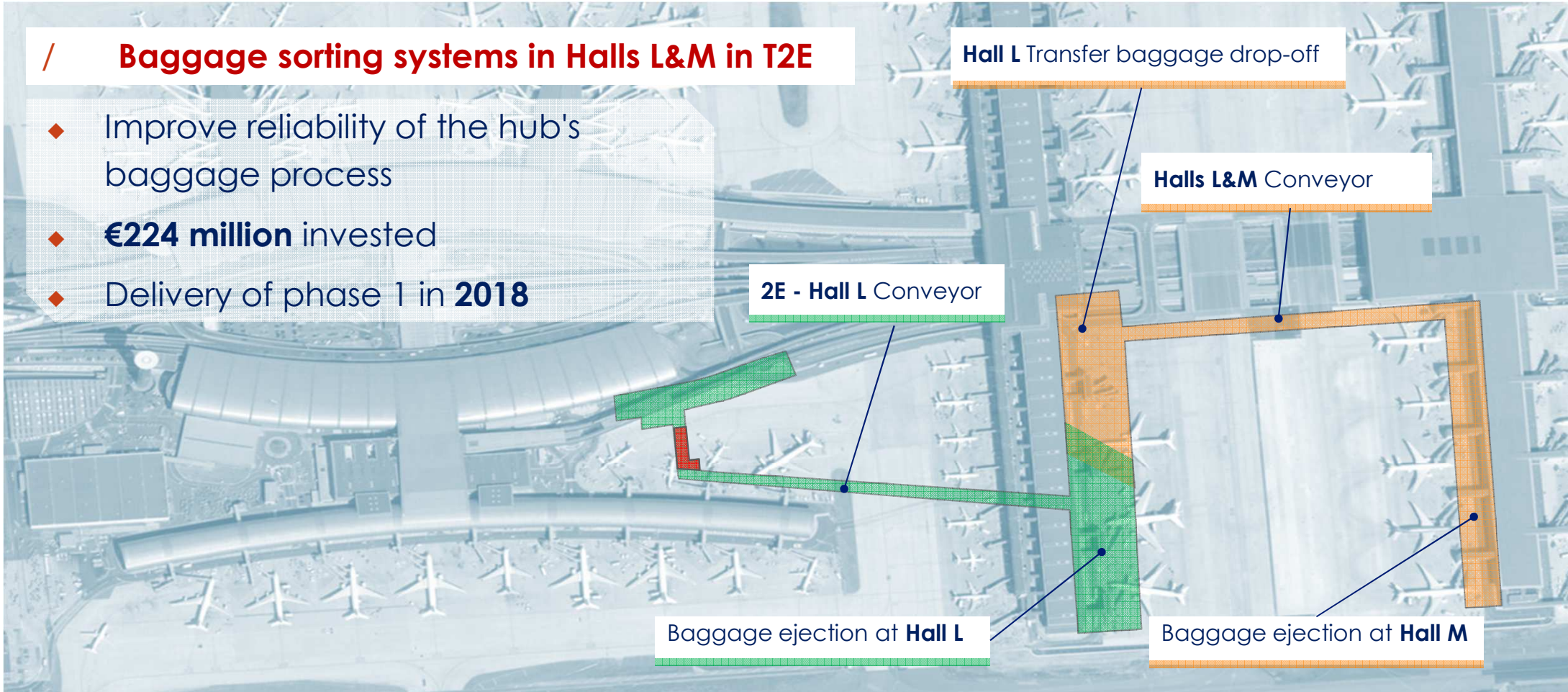




EXTENSION OF THE BAGGAGE HANDLING SYSTEM IN TERMINAL 2E AT PARIS-CDG

KEY TO BOOSTING THE HUB'S COMPETITIVENESS

/ Baggage sorting systems in Halls L&M in T2E

- ◆ Improve reliability of the hub's baggage process
- ◆ **€224 million** invested
- ◆ Delivery of phase 1 in **2018**



-  **Phase 1** (2018): departing baggage sorting at TD, Hall L
-  **Phase 2**: departing and transit baggage sorting

Extension of baggage sorting system to Halls L & M



AUTOMATED TOOLS TO SUPPORT OUR AIRLINE CUSTOMERS

SMARTBOARDING, AUTOMATED BAGGAGE DROP-OFF

/ More highly automated ground processes:

- ◆ Self check-in
- ◆ Roll-out of "smart boarding" systems:
 - **8 seconds** to process a passenger (boarding time for a full A380 is reduced from 45 min to 30 min)
 - **130** machines installed at **64** boarding gates in 2016
- ◆ Automated baggage drop-off:
 - **45 seconds** to check in a bag
 - **94** automated drop-offs already installed at Paris-CDG and Paris-Orly and **21** on order.



Self check-in



Smart boarding



Automated baggage drop-off



/ ... to enable the airlines to optimise their resources and passengers to save time at the airport



PARIS-ORLY: COMMISSIONING OF THE SOUTH TERMINAL INTERNATIONAL PIER

6 MIXED AIRCRAFT STANDS DEDICATED TO LONG-HAUL TRAFFIC

/ International Pier at the South Terminal

- ◆ **12,000 sq.m**
- ◆ Additional capacity of **1.9 million passengers**
- ◆ **€90 million** invested
- ◆ Delivered in **April 2016**





PROACTIVE TRAFFIC RESEARCH TO IMPROVE PARIS' CONNECTIVITY

PROMOTE THE OPENING OF NEW ROUTES TO OUR PRIORITY MARKETS

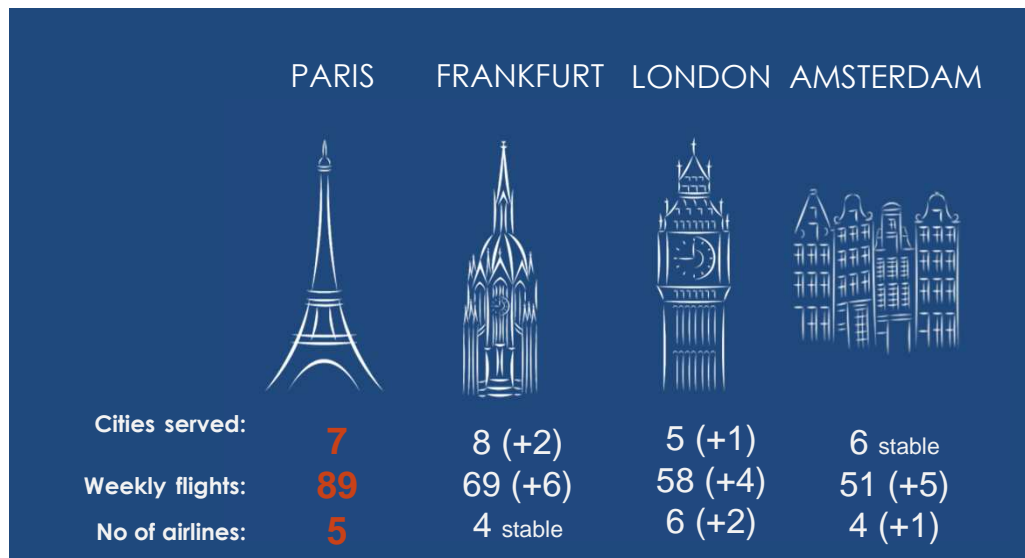
/ More routes opened in 2016:

- ◆ **36 scheduled routes launched** to date:
 - an increase of **33%** on 2015.
- ◆ **6 new intercontinental destinations:**
 - San José (Costa Rica), Fort Lauderdale & Raleigh Durham (US), Cayo Coco, Varadero and Santa Clara (Cuba).

/ Development driven by new economic models:

- ◆ **A more attractive pricing structure:**
 - More favourable rates for long-haul flights, incentives to boost transfer traffic.
- ◆ **Welcoming new low-cost airlines:**
 - Examples: **Norwegian** at CDG, **French Blue** at Orly, setting up of the **Vueling** base at CDG.

/ ... will continue in 2017 through the exploration of key markets, including China



◆ **Traffic rights with China, a key element in boosting Paris' competitiveness:**

- 1.3 million seats added to/from Europe in 2016 (only 100k to Paris due to the saturation of traffic rights since Dec 2015).
- Strong traffic growth expected over the long term (+7% per year) which could benefit **Paris**, still the **most popular destination among Chinese tourists***, if traffic rights are renegotiated in 2017.

(*Source: Fédération Mondiale des Villes Touristiques Sept 2016)



ENHANCED WINTER OPERATIONS PROGRAMME FOR THE 2016/2017 SEASON

Specially tailored human and technical resources

At Paris-Charles de Gaulle:

- ◆ **100 km** of taxiways
- ◆ **117** snow clearing trucks
- ◆ **50** de-icers
- ◆ **20** aircraft de-icing areas
- ◆ **2,400 m³** of glycol in stock: enough for 10 days of very heavy snowfall

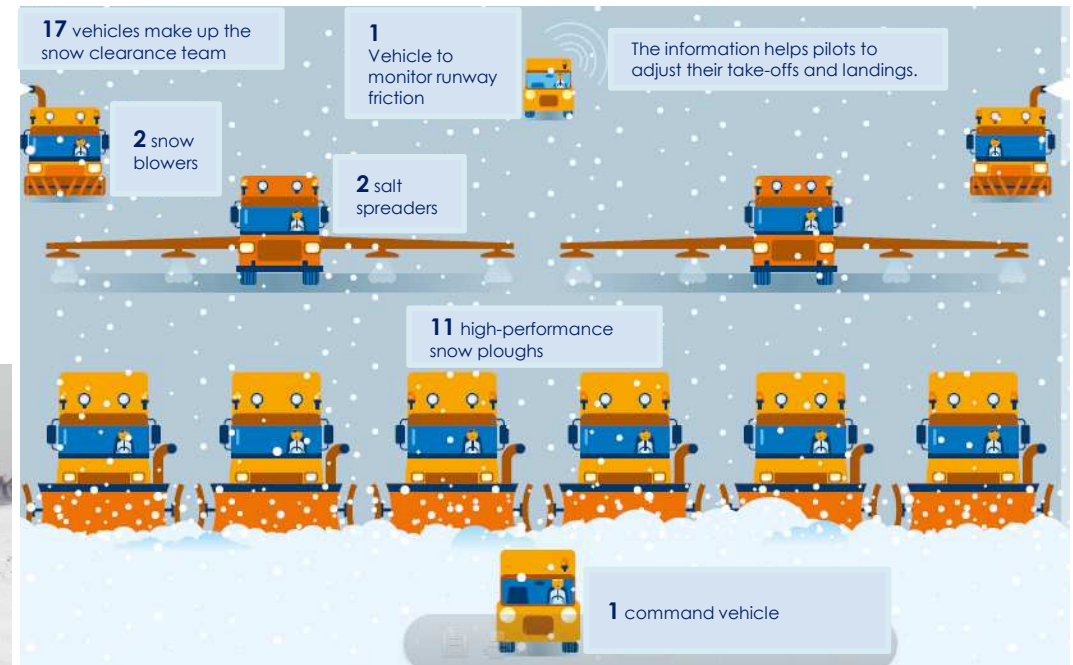
At Paris-Orly:

- ◆ **18 km** of taxiways
- ◆ **64** snow clearing trucks
- ◆ **540 m³** of glycol in stock for this winter season

- ◆ **Over 1,050 employees and partners on standby** at the Paris airports to assist airlines, inform and provide passenger care.



Aircraft de-icing



A runway and taxiway snow clearing team



04

INTERNATIONAL AFFAIRS

Antonin Beurrier

Executive Director,
Chief International Officer

GROUPE ADP: A GLOBAL PLAYER

34 AIRPORTS MANAGED DIRECTLY OR THROUGH SUBSIDIARIES (DATA FROM THE FIRST 9 MONTHS OF 2016)

Mexico: 13 regional airports in the north and centre

Investment disposed of in Oct 2016

- 14m passengers
- Operator and strategic partner

France

- Paris-CDG: 50.1m passengers
- Paris-Orly: 23.7m passengers
- Owner and operator

Schiphol Group (8%)

- 48.4m passengers
- Industrial cooperation

Liege – Belgium (25.6%)

- 0.5m tonnes of cargo
- Strategic partner

Zagreb - Croatia (ADP 21% and TAV 15%)

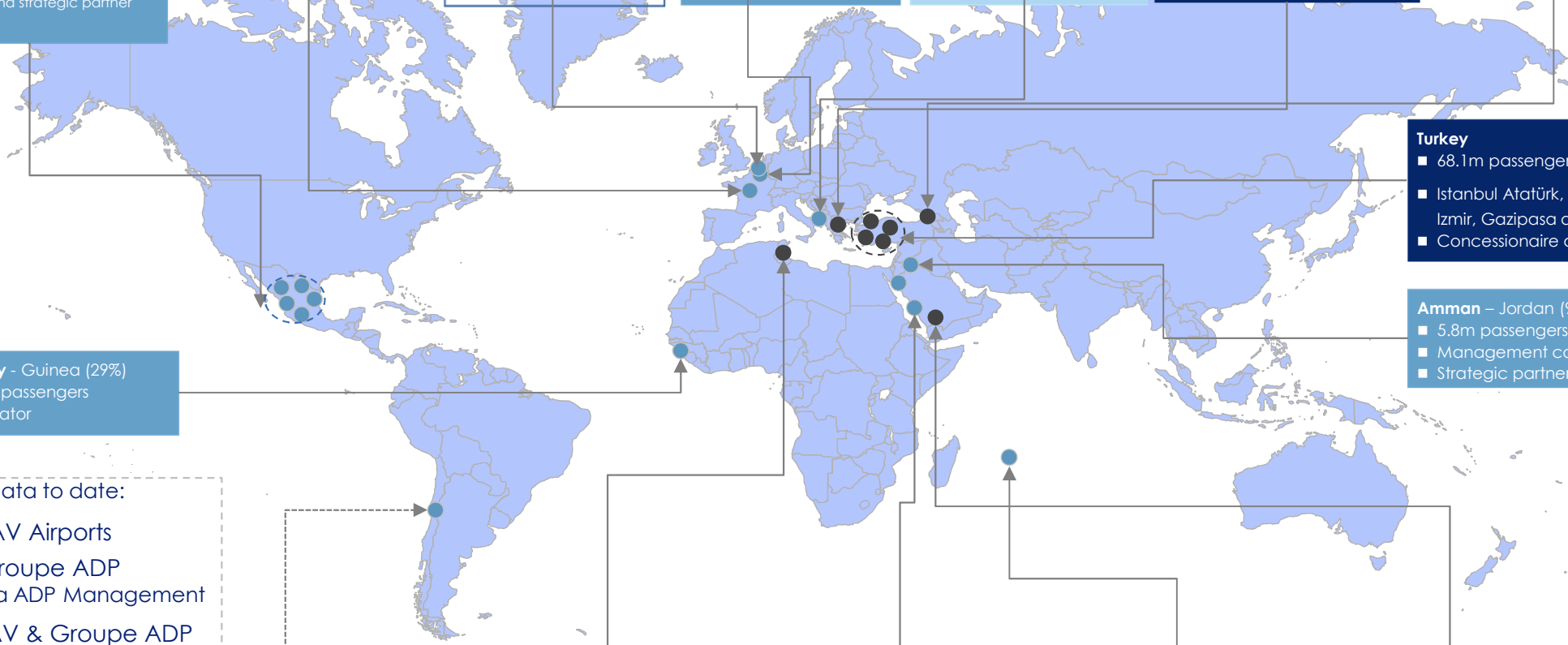
- 2.1m passengers
- Operator & partner

Republic of Macedonia (100%)

- Skopje & Ohrid: 1.4 m pass.
- Concessionaire and operator

Georgia (76%)

- Tbilisi & Batumi: 2m pass.
- Concessionaire and operator



Turkey

- 68.1m passengers
- Istanbul Atatürk, Ankara, Izmir, Gazipasa and Bodrum
- Concessionaire and operator

Amman – Jordan (9.5%)

- 5.8m passengers
- Management contract
- Strategic partner

Conakry - Guinea (29%)

- 0.3m passengers
- Operator

2016 data to date:

- TAV Airports
- Groupe ADP via ADP Management
- TAV & Groupe ADP

Santiago de Chile (since Oct 2015) (45%)

- 14.1m passengers
- Operator & concessionaire

Tunisia (67%)

- Enfidha & Monastir: 1.4m pass.
- Concessionaire and operator

Jeddah Hajj Terminal – Saudi Arabia

- 8.4m passengers
- Management contract

Mauritius (10%)

- 2.5m passengers
- Operator
- Strategic partner

Medina - Saudi Arabia (33%)

- 5.1m passengers
- Concessionaire and operator



GROUPE ADP IS DEVELOPING IN A GROWING GLOBAL MARKET

DRIVEN BY THE EMERGING MARKETS, AIR TRAFFIC IS SET TO INCREASE BY AN AVERAGE OF 4% PER YEAR ⁽¹⁾

Air traffic growth forecast per region:



Groupe ADP today has the advantage of being **one of the few companies with a presence across the entire airport value chain** thanks to the know-how of its subsidiaries.

⁽¹⁾ ACI – Global Traffic Forecast 2012-2031

OUR GOAL: MAKE INTERNATIONAL TRAFFIC THE GROUP'S THIRD MAIN BUSINESS

SUBSIDIARIES AND STRICT CRITERIA TO SEIZE NEW OPPORTUNITIES

Work together
with our
international
assets....

/ Secure new countries/markets with **ADP Ingénierie.**

/ Support **TAV Airports** in their development.

/ Diversify our airport portfolio via **ADP Management.**

... and apply
strict criteria to
tender for
contracts
internationally

/ **Growth**

Target geographical areas in which traffic growth is higher than at the Paris airports.

/ **Skills**

Select projects that enable us to use the unique combination of our know-how (in engineering, building and operating airports).

/ **Control**

Retain a sufficient level of capital investment to influence decisions and corporate governance.

/ **Profitability**

Diversify risks and generate a higher return on investment than at the Paris airports.

FOCUS ON SANTIAGO DE CHILE AIRPORT

A PROMISING START TO THE CONCESSION



A concession
perfectly in line
with our strategy

- ◆ **6th**-busiest airport in Latin America (**17.2m passengers** in 2015).
- ◆ The **Nuevo Pudahuel** consortium, made up of Groupe ADP (45%), VINCI Airports (40%) and Astaldi (15%) won the concession in February 2015.
- ◆ Operation of the airport for a period of **20 years** from October 2015 with:
 - the renovation and redevelopment of existing facilities;
 - the construction and operation of a **new international terminal**, increasing the airport's capacity to 30m passengers (extendable to 45m passengers).



Aerial view of the future international terminal at Santiago

- ◆ **1 October 2015:** the Nuevo Pudahuel consortium takes over the concession.
- ◆ **June 2016:** finalisation of the closing financial statements.
- ◆ **Nov 2016:** construction work begins on the new terminal (175,000 sq.m / 34 aircraft stands).

GOAL: to make Santiago the best airport in Latin America in terms of service quality

DISPOSAL OF OUR INVESTMENT IN THE MEXICAN AIRPORTS

WITHDRAWAL OF CAPITAL FROM SETA/OMA, BUT INDUSTRIAL PARTNERSHIP WILL CONTINUE

/ **Disposal of investments in SETA/OMA** carried out under good financial conditions:

- ◆ Conversion of SETA securities into OMA shares and disposal of OMA shares in early October 2016.
- ◆ Net proceeds from disposal estimated at **±€50m** after taxes.



Monterrey Airport, Mexico



Culiacan Airport, Mexico

/ Industrial relationship maintained via a **Technical Assistance Agreement**.

TAV AIRPORTS AND TAV CONSTRUCTION: TWO MAJOR ASSETS

DESPITE DIFFICULT CONDITIONS, THE TURKISH SUBSIDIARIES STILL HAVE MAJOR ADVANTAGES

/ TAV AIRPORTS ⁽¹⁾

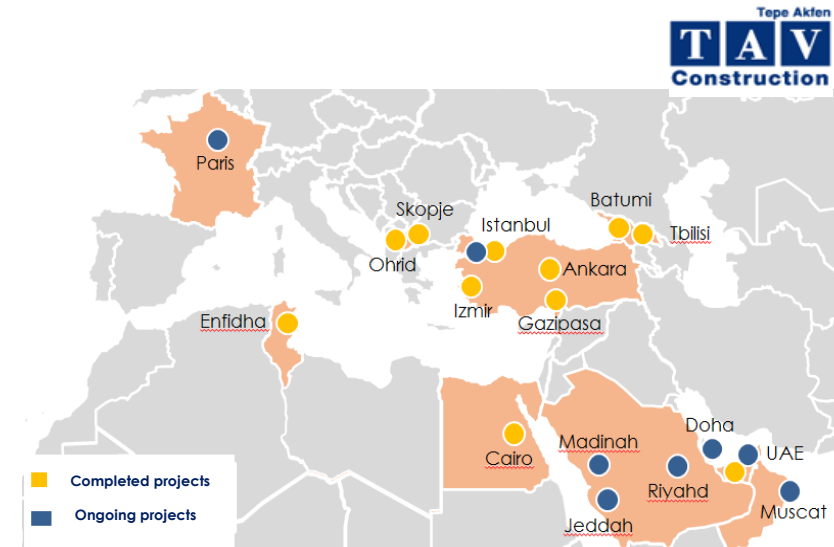
- ◆ Anticipate the end of the current concession of **Istanbul Atatürk Airport** in 2021 (61.3m passengers in 2015).
- ◆ Grasp opportunities available with the 2nd Istanbul airport.
- ◆ **Develop the other airports** in Turkey (Ankara, Izmir, Bodrum, Gazipasa) and in the Middle East (Saudi Arabia, Georgia, etc.).
- ◆ Enhance the **service offering** (retail, lounges, F&B, IT, ground handling).



Istanbul Atatürk Airport

/ TAV CONSTRUCTION ⁽²⁾

- ◆ **World N°1 group in airport construction** order book estimated at **\$1.7 billion** (end of Sept).
- ◆ Capitalise on a good track record:
 - **16** airports built
 - **8** projects under way
- ◆ Secure the project portfolio



Presence of TAV Construction

(1) 38%-owned by Groupe ADP

(2) 49%-owned by Groupe ADP

THREE OPPORTUNITIES FOR INTERNATIONAL DEVELOPMENT

DISCUSSIONS UNDERWAY FOR AIRPORTS WITH STRONG POTENTIAL

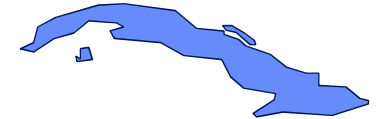
IRAN



Tehran Imam Khomeini Airport

- ◆ An **exclusive Memorandum of Understanding** was signed on 28 January 2016.
- ◆ Challenge: renovation of the existing terminal and BOT contract for two new terminals to increase the airport's capacity from 6.5m passengers to **34m passengers**.

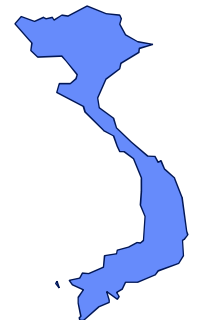
CUBA



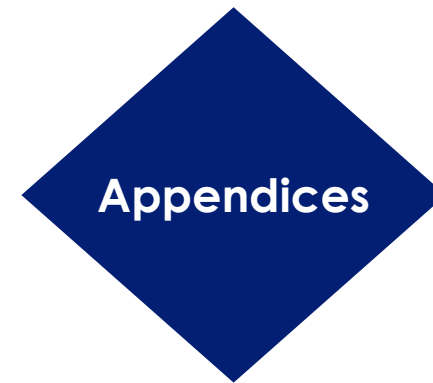
José Martí Airport, Havana

- ◆ **Discussions began** in August 2016 with Bouygues Bâtiment international and the Cuban authorities.
- ◆ Challenge: development of **José Martí Airport in Havana** (4.7m passengers) and **San Antonio de los Baños** military airfield.

VIETNAM



- ◆ **Exclusive discussions** with the Vietnamese government to buy a 20% stake in the national operator **Airport Corporation Vietnam**, which manages 22 airports for a combined total of 62m passengers.



Appendices

IN SUMMARY: 2016 WAS THE YEAR IN WHICH A NEW CYCLE BEGAN

MAIN PROJECTS UNDERTAKEN THIS YEAR



OPTIMISE

Make the most of our resources



ATTRACT

Target excellence



EXPAND

Stimulate and share sustainable growth

Launch of large ERA 2016-2020 **infrastructure** projects
Commissioning of the **international pier** at Paris-Orly South Terminal

1st quarter 2016

Launch of the **Groupe ADP** and **Paris Aéroport** brands
Launch of the **My Paris Aéroport** loyalty programme

2nd quarter 2016

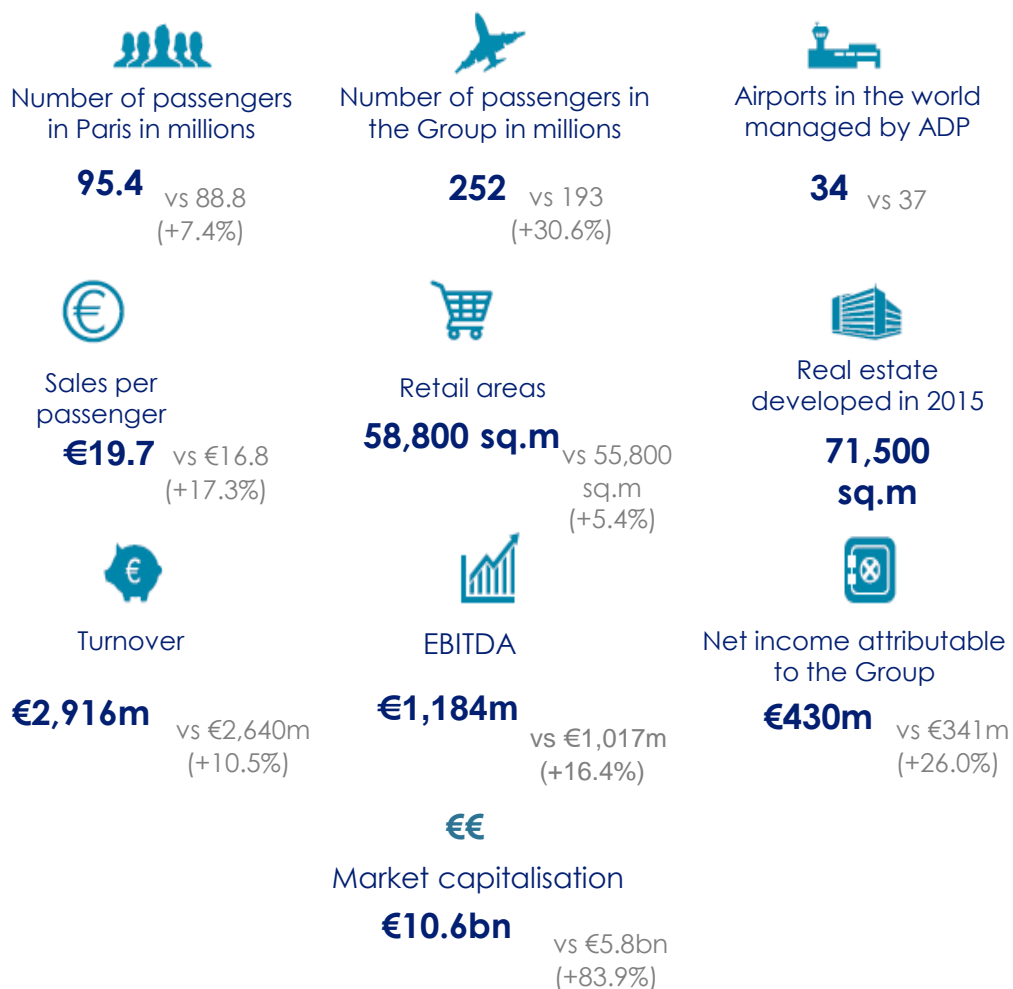
Opening of the **Instant Paris** lounge
Delivery of the new head office
Establishment of the **CDG Express** infrastructure manager

2nd half 2016

RESULTS

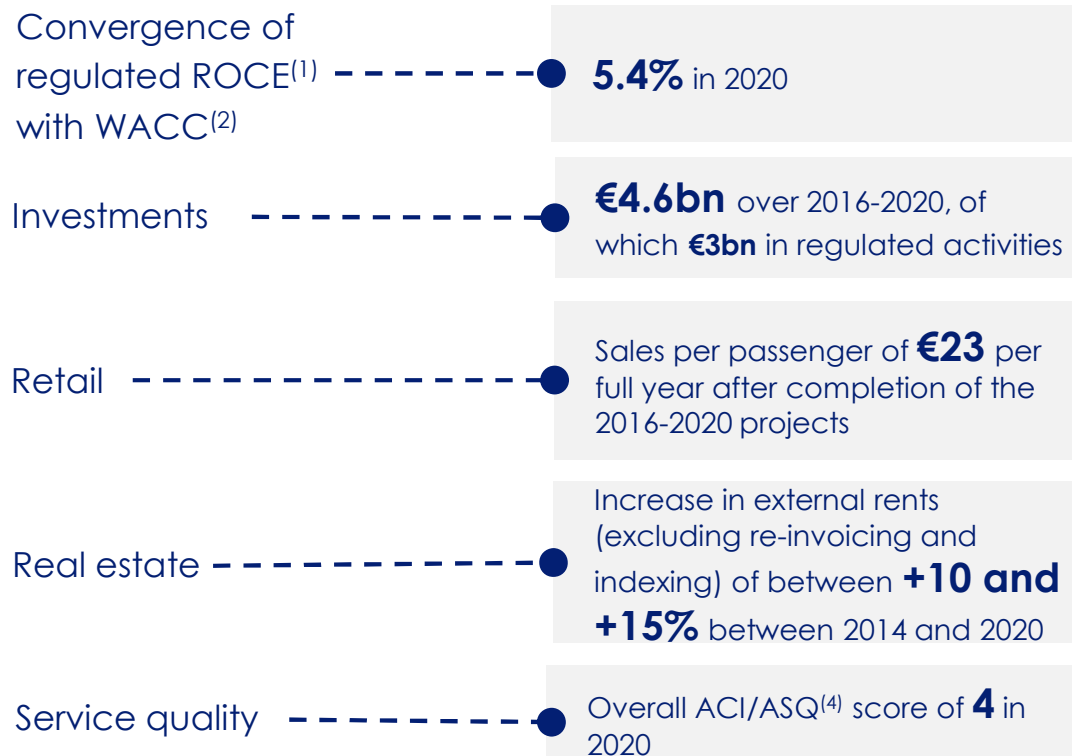
KEY FIGURES FOR 2015 AND RECAP ON THE CONNECT 2020 TARGETS

/ Key figures for 2015 (vs. 2012)



/ Connect 2020 targets:

Assumed traffic growth: **+2.5% AAGR₂₀₁₆₋₂₀₂₀**



Growth in consolidated EBITDA⁽³⁾ of between **30 and 40%** between 2014 and 2020

(1) Return on capital employed calculated as the ratio of the regulated operating profit after tax based on the regulated assets

(2) Weighted average cost of capital

(3) Target based on an annual projection

(4) Airport Service Quality indicator assessed by the Airport Council International

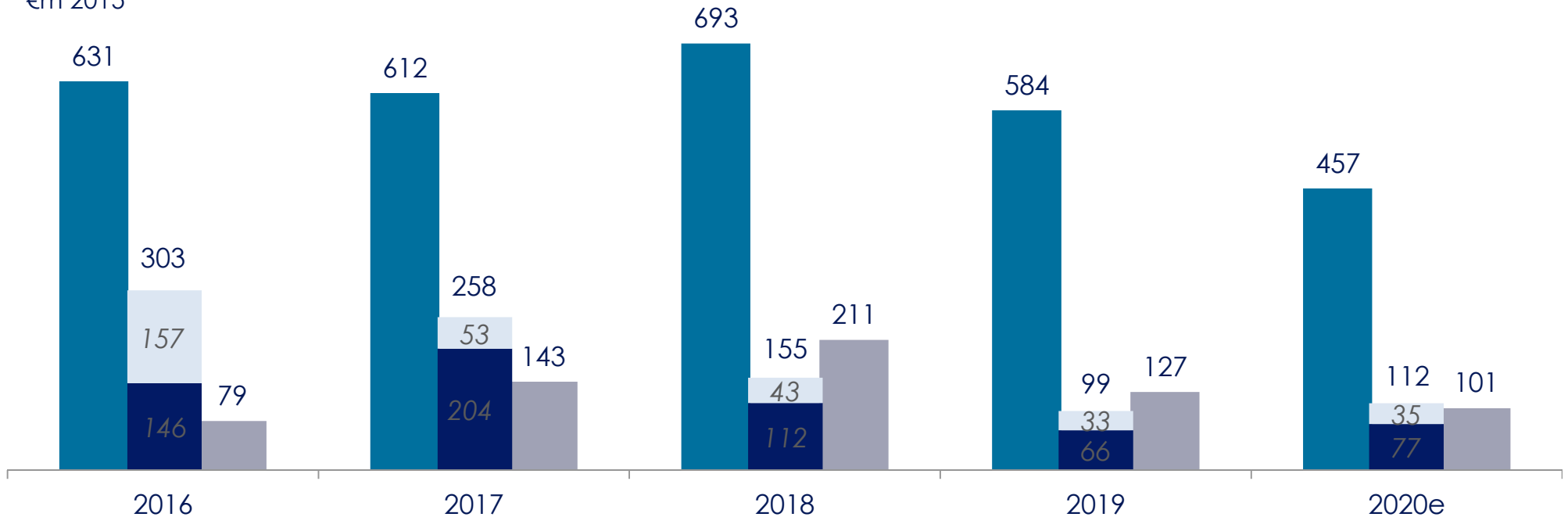
A STRONG AND OPTIMISED INVESTMENT POLICY

€4.6 BILLION⁽¹⁾ TO BOOST OUR COMPETITIVENESS

■ Regulated investments: €3.0 billion
 ■ Unregulated investments: €0.9 billion
 ■ Security investments: €0.7 billion

■ Diversified real estate
■ Retail⁽²⁾ and other unregulated

Investments
€m 2015





THANK YOU FOR YOUR TIME

QUESTION AND
ANSWER SESSION