GROUPE ADP

SHARING NEW HORIZONS

BUSINESS MODEL & FINANCIAL OUTLOOK

2019 INVESTOR DAY

CONTENT

1

A strong business model

A MODEL WHICH RELIES ON VARIOUS PILLARS OF ACTIVITY

REGULATED ACTIVITIES in Paris

- Aeronautical till
- Airport real estate
- Rental revenue
- Car parks
- Industrial services
- Other regulated activities

NON-REGULATED ACTIVITIES

- Commercial activities
- Diversification real estate
- Airport safety & security
- Other non-regulated activities
- International & airport developments

FAIR RETURN ON CAPITAL EMPLOYED

Governed by ***a regulation agreement which aims at providing the best economic equilibrium*** *between every stakeholder of the airport ecosystem*

MAXIMIZATION OF VALUE CREATION

Based on relevant financial and extra-financial ***evaluation criteria*** *defined by the company*

NUMEROUS VALUE-CREATION DRIVERS AT THE SERVICE OF A DYNAMIC MODEL

	REGULATED ACTIVITIES in Paris		NON-REGULATED ACTIVITIES		
	Aeronautical till	Other regulated activities	Commercial activities	Diversification real estate	International & airport developments
VALUE CREATION DRIVERS	▪ Volume and nature of the traffic (origin - destination / connecting traffic) ▪ Aviation marketing ▪ Dimensioning and quality of infrastructure plans ▪ Cost efficiency		▪ Volume and nature of the traffic ▪ Quality and differentiation of the offer ▪ Price positioning ▪ Quality of services / custo	▪ Exploitation of land reserves ▪ Accessibility and connectivity ▪ Type of projects ▪ Acting as investor ▪ Asset recovery	▪ Airport management experience and know-how (synergy of expertises) ▪ Engineering expertise ▪ Adaptation to the local environment
PERFORMANCE INDICATORS	▪ Convergence of regulated ROCE and regulated WACC in order to achieve a fair return on capital employed		▪ SPP[1] growth ▪ IRR > group's WACC	▪ External rents growth ▪ Yield ▪ IRR > group's WACC	▪ Traffic growth ▪ Control of the asset ▪ IRR > IRR of Paris-based activities ▪ Contribution to cash-flows

PREDICTABILITY

Based on a multi-year contract which ***enhances the visibility on the profitability*** *of the regulated activities in Paris*

PROFITABILITY

Based on solid foundations which allow Groupe ADP to ***accelerate its development as an integrated operator*** *and to* ***consolidate its global leadership*** *over the sector*

ASSOCIATING THESE TWO COMPLEMENTARY APPROACHES ENSURES THE CONSISTENCY AND THE DYNAMISM OF THE BUSINESS MODEL

1. Spend Per Pax

A SCHEME ENCOURAGING PERFORMANCE AND FINANCIAL DISCIPLINE

	REGULATED ACTIVITIES in Paris		NON-REGULATED ACTIVITIES
REVENUE +	Regulated revenue		Non-regulated revenue
EXPENSES −	100% regulated expenses	Common expenses to be allocated	100% non-regulated expenses
CAPITAL EMPLOYED	100% regulated capital employed	Common assets to be allocated	100% non-regulated capital employed

Performance ***supporting the cost and price competitiveness*** of Parisian airports

Uncapped value creation

A COMMON PERFORMANCE BASE

Gathering the expenses from both regulated and non-regulated activities and from the support functions

Allocated between regulated and non-regulated activities according to specific allocation rules

(detailed in the appendices of each economic regulation agreement and audited)

2

An operating framework preserved by the PACTE law

AN OPERATING MODEL CONFIRMED FOR THE NEXT 70 YEARS

Once the majority of Groupe ADP's shares will be transferred to private shareholders, the Groupe ADP's legal framework will be modified

	TODAY	PACTE LAW[1]	CONCESSION
Who owns the land ?	ADP owns the land and the infrastructures	ADP owns the land and the infrastructures for **70 years** / The French State becomes the owner **after 70 years**	The French State owns the land and the infrastructures
How long is the operating right effective ?	Perpetual operating right	**70-year** operating right	**70-year** operating right
What is the impact on the specifications of the company ?	Legal and regulatory framework	**Reinforcement** of the legal and regulatory framework	Specifications are integrated into the **concession contract**

A confirmation of our business model:

- **Unchanged property and operational conditions for the next 70 years vs. today** regarding Parisian activities
- Confirmation of the **« adjusted till »** system
- No accounting impact in French GAAP (which are used to elaborate the regulated accounts) ; the IFRS treatment is still to be specified, especially considering the future specifications of the company

1. As voted by the French National Assembly after its second reading

A COMPENSATION FOR THE EXPROPRIATION FROM PARISIAN AIRPORTS

YEAR N → YEAR N+70

A Transfer of the majority of Groupe ADP's share capital to private shareholders
Loss of the operating right in 70 years
Payment by the French State of a fair and preliminary indemnity to Groupe ADP

B Transfer of the ownership to the French State
Payment of a 2nd component of the indemnity to Groupe ADP

A — A preliminary indemnity

- ***Definition**: Sum of the discounted post-tax free cash flows generated by the Parisian activities post-70 years, using ADP's WACC[1], after deduction of the estimated net book value of the assets which are subject to expropriation*
- A fixed and non revisable indemnity, calculated using available market data, defined by decree, under the conformity agreement of the *Commission des participations et des transferts* (after consulting a commission composed of three representatives appointed by (i) the first president of the **Cour des Comptes**, (ii) the president of the **AMF** and (iii) the president of the **National Council of Accountants**)

B — A second component paid at the end of the 70-year operating right period

- ***Definition**: Net book value of the Parisian assets at the expropriation date*
- A fixed indemnity, defined by decree and paid to Groupe ADP no later than on the date of asset ownership transfer to the French State

[1] Calculated using the Capital Asset Pricing Model (CAPM) as of the date of transfer of the majority of Groupe ADP's share capital to private shareholders

A CONSOLIDATION OF THE EXISTING PARIS-RELATED REGULATION PRINCIPLES

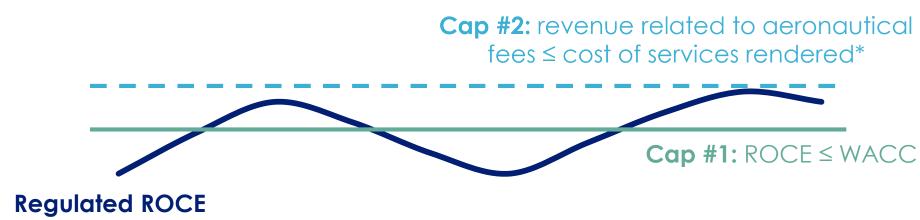
A REGULATION MODEL WHICH HAS BEEN CONFIRMED AND SECURED

- **Confirmation of ADP's « adjusted till » model through the PACTE law as voted by the French National Assembly** (after its second reading)
- **Confirmation of the principle of fair return on capital employed** and clarification of the methodology to be retained for the calculation of the **Weighted Average Cost of Capital (WACC) related to regulated activities**, estimated « using the **Capital Asset Pricing Model (CAPM)**, available market data and parameters from **companies operating comparable activities** »
- Intangibility of the WACC related to regulated activities, which **cannot be called into question** throughout the period covered by the economic regulation agreement **(also applicable to the current agreement)**

A HIGHER LEVEL OF MEDIUM TERM VISIBILITY

- Dual principle of (1) fair return on capital employed and (2) adequacy between the price charged and the cost of services rendered (incl. the cost of capital employed), which can be **assessed on a global and prospective way throughout the contract period**
- A regulation model which is based on **French accounting standards (French GAAP)**, confirming that assets under construction should be taken into account in the capital employed (i.e. prior to their commissioning)

Illustration of the capping system related to the evolution of the regulated ROCE



** Including the cost of capital employed (based on the WACC)*

3

Performing regulated activities in Paris

A FAIR RETURN ON CAPITAL EMPLOYED

There was no significant difference until recently between Groupe ADP's WACC and the WACC considered for the Economic Regulation Agreement, mostly due to the limited contribution of international activities within the Group

After having fully consolidated TAV in 2017 and AIG in 2018, **Groupe ADP's WACC is now deviating from the WACC applicable to regulated activities**

- It is proposed **to retain an ERA-related WACC of 5.6% for the purpose of the 2021-2025 Economic Regulation Agreement**
- This WACC has been assessed on the basis of **parameters from companies operating comparable activities**

A FAIR RETURN ON CAPITAL EMPLOYED

Ensuring an average return on capital employed **equal to the ERA-related WACC over the 2021-2025 period**

REVIEW OF THE PARAMETERS RETAINED IN OUR PROPOSED ERA-RELATED WEIGHTED AVERAGE COST OF CAPITAL (WACC)

$$WACC = k_E \times \frac{V_E}{V_E + V_D} + k_D \times (1 - T) \times \frac{V_D}{V_E + V_D}$$

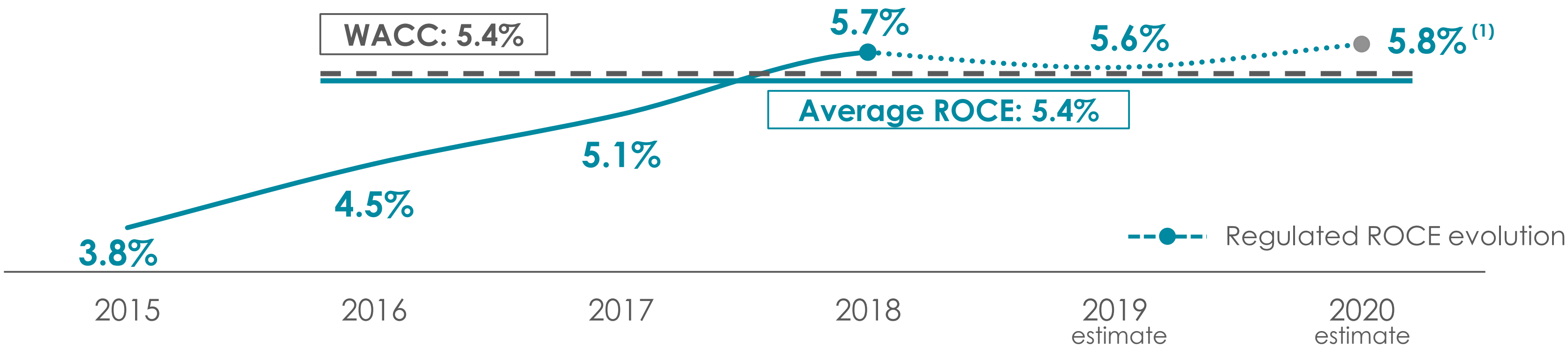
Parameters	Value	Comments
r_f = risk-free rate	2.0%	10-year French government bond yield – 10-year historical average
T = applicable tax rate	26%	Theoretical income tax rate applicable in France from 2022 / Uncapped financial interest deductibility
$\frac{V_D}{V_E + V_D}$ = leverage	25.5%	Prospective leverage, in line with the 10-year historical average of Groupe ADP's leverage
$r_m - r_f$ = market risk premium	6.0%	Ibbotson & Associés en Finance estimate, based on a 8.0% expected market return (rm)
k_D = pre-tax cost of net financial debt	4.1%	Cost of Groupe ADP's net financial debt – 10-year historical average
β_E = equity beta (levered)	0.75	Bloomberg adjusted beta – Historical average based on the beta of the listed companies which are the most comparable to ADP's regulated activities, successively unlevered / relevered on the basis of their historical leverage / Groupe ADP's historical leverage

WACC → **5.6%**

A FINANCIAL OUTPERFORMANCE SERVING THE FUTURE

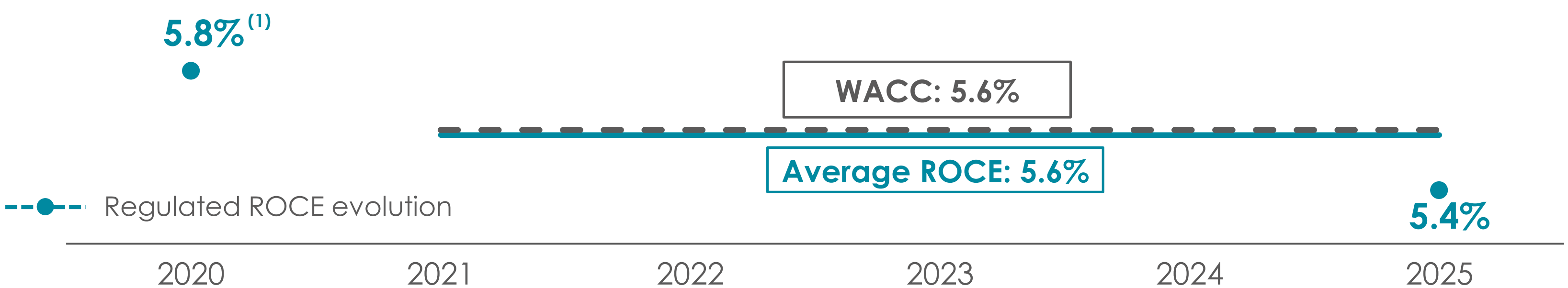
Economic Regulation Agreement **2016-2020**

- The regulated ROCE target (5.4%, equal to the WACC) is outperformed in 2020: **the 40 bps outperformance (5.8%[1] vs. 5.4% in 2020) will allow a more moderate price increase over the next economic regulation agreement**



Economic Regulation Agreement **2021-2025**

- This outperformance enables Groupe ADP to target **an average regulated ROCE equal to the ERA-related WACC** (5.6%) over the 2021-2025 economic regulation agreement period



1. Upper range of the 2020 regulated ROCE guidance which was disclosed on February 14th, 2019

A FAIR PROPOSAL, SERVING THE BEST INTEREST OF EVERY STAKEHOLDER

1

A growing traffic in Paris

TRAFFIC GROWTH

$CAGR_{2021\text{-}2025}$ = +2.6%

2

Executing an investment plan twice as important as the previous plan

REGULATED INVESTMENTS

€ 6.0 Bn

3

Pursuing cost control and discipline

DISCIPLINE ON REGULATED COSTS

€ 130 M of cost reduction in 2025 vs. base case trend

4

Ensuring a fair return on capital employed for regulated activities in average over the long run

WACC

5.6% as part of the regulation agreement

5

Keeping an attractive pricing policy

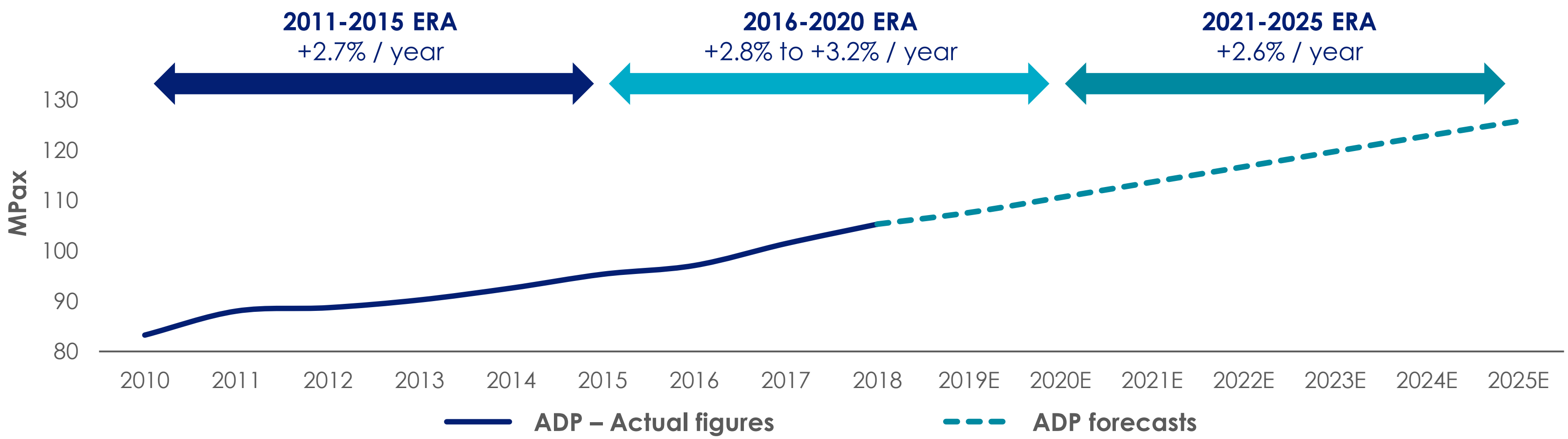
PRICE INCREASE

$CAGR_{2021\text{-}2025}$ = IPC + 1.35%

AN AMBITIOUS INVESTMENT PLAN TO ANTICIPATE THE FUTURE TRAFFIC GROWTH

TRAFFIC

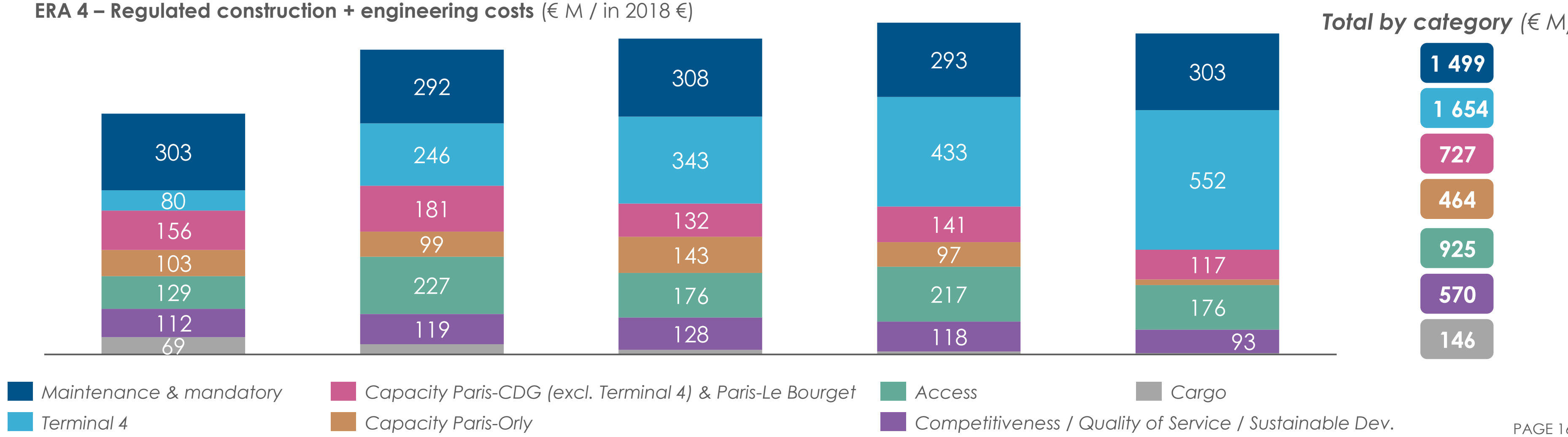
A **dynamic traffic growth** of +2.6% per year between 2021 and 2025



INVESTMENTS

A **€ 6.0 Bn regulated investment plan** for the short, medium and long terms

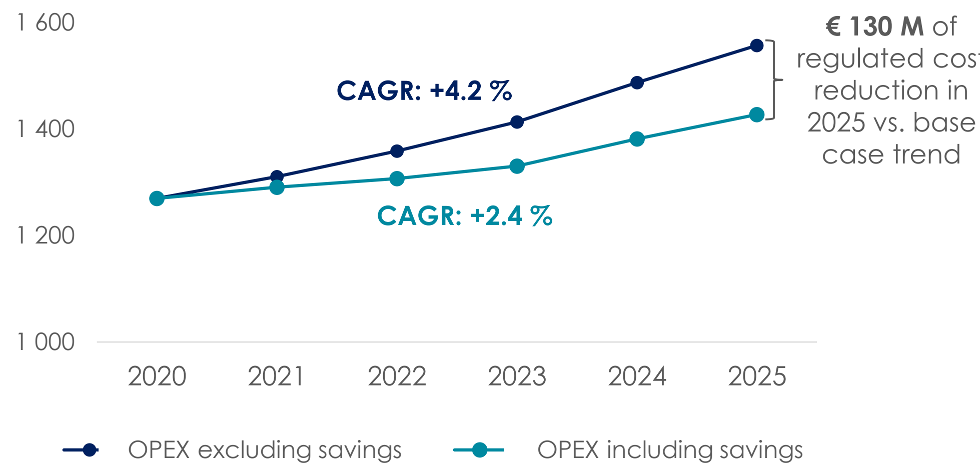
ERA 4 – Regulated construction + engineering costs (€ M / in 2018 €)



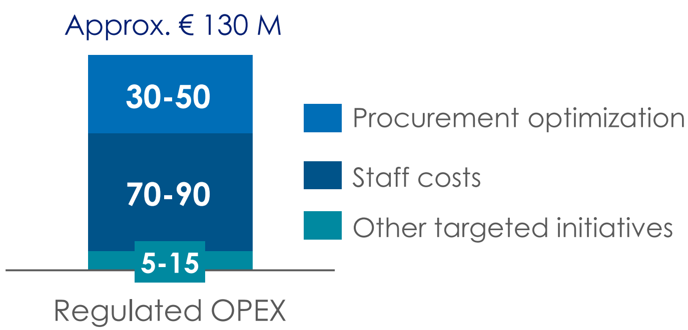
A RELENTLESS COST DISCIPLINE

- Our commitment: **€ 130 M of efforts concerning regulated costs in 2025** vs. base case trend
- Limitation of regulated OPEX growth to a 2.4% CAGR over 2020-2025, despite **numerous infrastructures to be delivered**
- Planned savings originating from **3 main levers:**
  - **Procurement optimization**
  - **Staff costs**
  - **Other targeted initiatives**

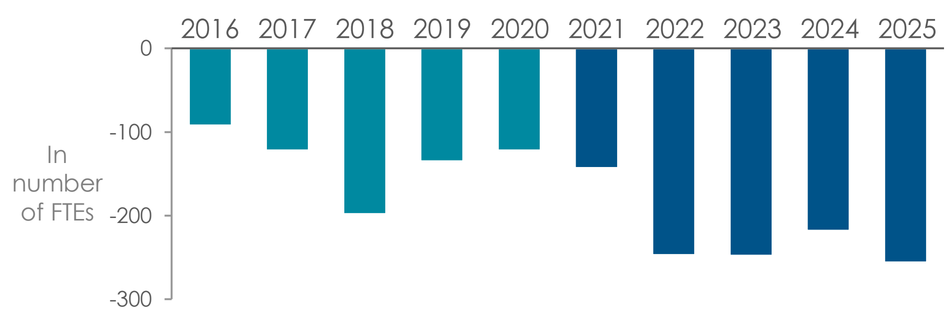
OPEX evolution - 2021-2025 ERA
(regulated scope, in € M)



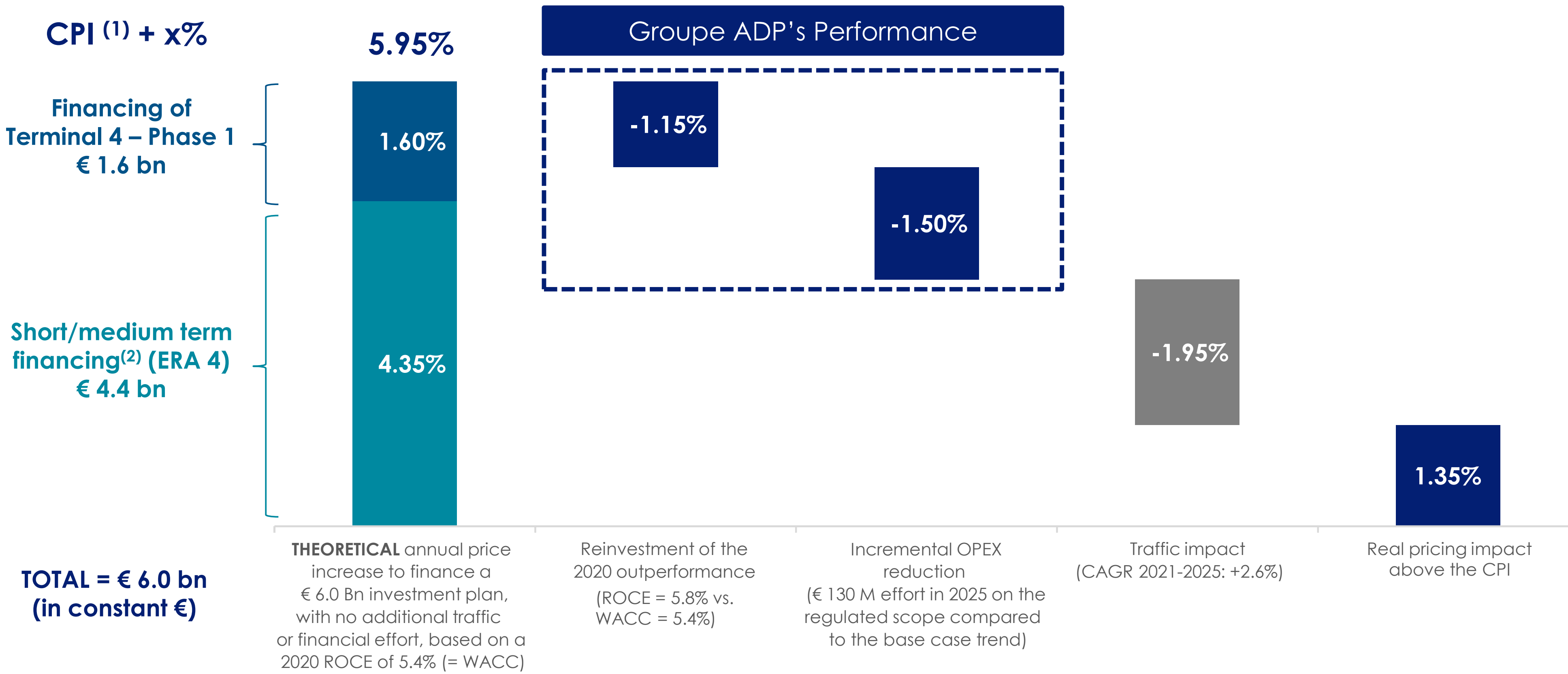
Preliminary estimation of savings
(2025 savings related to the regulated scope vs. base case trend)



Potential impact of retirements – 2021-2025 ERA



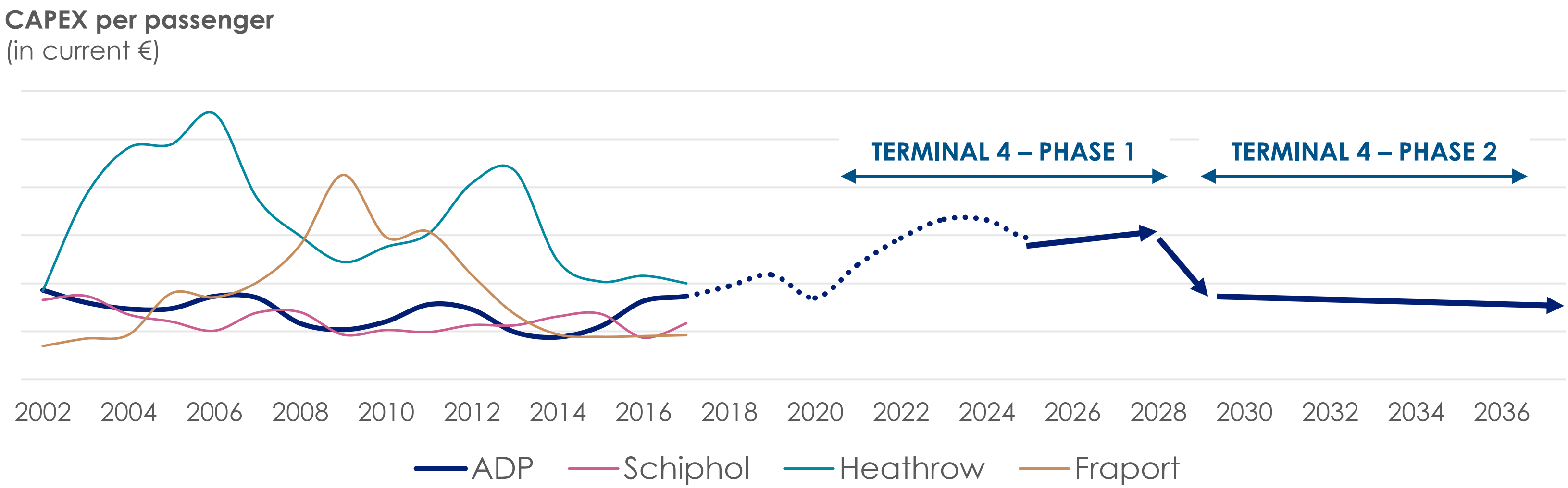
A FINANCING OF LONG-TERM INVESTMENTS BY GROUPE ADP'S PERFORMANCE



1. Based on an average applicable CPI assumption of 1.65% between 2021 and 2025 (sources: FMI, France Stratégie)
2. Short/medium term financing is also covered by the CPI

A LONG-TERM INVESTMENT AMBITION ALLOWED BY THE STRENGTH OF THE ECONOMIC REGULATION

In the long run, **the investment plan including the development of the Terminal 4 is consistent** with the historical CAPEX levels of Groupe ADP and its European peers



The underlying financial forecasts are in line with the prior economic regulation agreements' key principles – which mostly aim at **maintaining an economic equilibrium** – of which:

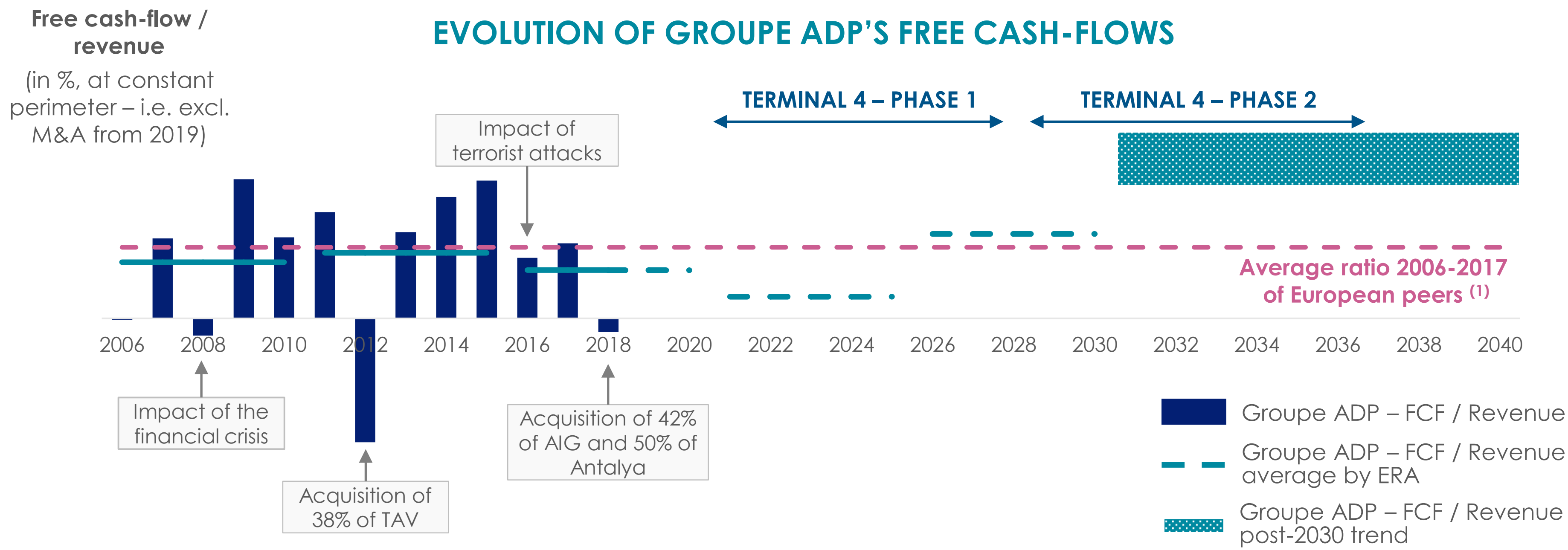
Convergence ROCE / WACC

Moderate and smooth price increase

AN ABILITY TO SELF-FINANCE OUR ECONOMIC ASSET, EVEN AT THE HIGHEST POINT OF OUR INVESTMENT CYCLE

- In the long run, Groupe ADP **maintains a level of cash-flow generation in line with industry standards**

EVOLUTION OF GROUPE ADP'S FREE CASH-FLOWS



NOTE: preliminary trends subject to the validation of Groupe ADP's proposal for the 2021-2025 Economic Regulation Agreement, among others

- The **construction of the Terminal 4**, which is necessary to ensure the development of Paris airports' capacities over the long term, uses a significant part of the financial resources available, especially during the 2021-2025 period. Yet, **Groupe ADP's ability to generate cash is never at risk and remains at the standard level of the airport industry in the long run**
- Over the 2021-2025 period, the cash-flow generation enables Groupe ADP to self-finance its international development (positive FCF post-M&A over the period despite Terminal 4 – Phase 1 construction works)

1. Fraport, Flughafen Zurich and AENA (since 2015) / Sources: Companies, Thomson Reuters

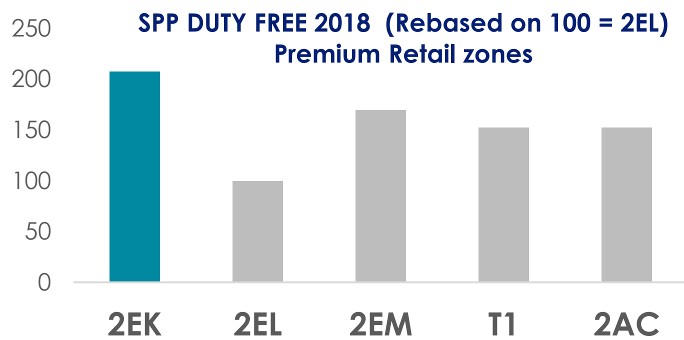
4

The development of non-regulated activities

THE GROWING DYNAMISM OF COMMERCIAL ACTIVITIES

THE « ULTIMATE PARISIAN SHOPPING & DINING EXPERIENCE »

- Moving upmarket & duplicating the most successful concepts



- Relying on the growth of international traffic

A STRENGTHENED BUSINESS MODEL

- **Full consolidation in ADP accounts of SDA and Relay@ADP** from Q2 2019[1]
- Better control of Groupe ADP over the entire value chain
- Continued optimization of the cost structure of the retail joint ventures

A GROWING SPP

	2018	2021	2025
Airside shops + B&R *(o/w Airside shops standalone)*	**€ 20.9** *€ 18.4*	**€ 25.5** *€ 23.0*	**€ 27.0**

B&R: Bars & Restaurants (airside only)

A POSITIVE IMPACT ON GROUPE ADP'S FINANCIALS

- Full consolidation of SDA/Relay@ADP *(full year)*
  - **c. + € 700 M** of additional revenue
  - **c. + € 50 M** of additional EBITDA
  - Impact on the Retail & Services EBITDA margin (c. -15pt)

1. Parties agreed on these new arrangements at the end of March 2019. The legal documentation is currently being finalized for signature

A UNIQUE REAL ESTATE POTENTIAL TO BE DEVELOPED

AN EXCEPTIONAL LAND POTENTIAL IN PARIS

Land reserves: 355 ha
= Building lands: 1,543,000 sqm

1. **Projects in progress** 180,000 sqm
2. **Defined projects** (delivery<2025) 276,000 sqm
3. **Remaining building lands** 1,087,000 sqm

Almost **70% of building lands remain available** for future projects (>2025)

AN EVOLVING REAL ESTATE MIX

Surface per type of activity

As of 2018
489 ha

Projects by 2025
1 + 2

Pursuing a development program that bolsters the **diversification** of activities

Adopting an « investor » strategy which enables to **capture more of the value creation**

CONTINUOUS GROWTH OF SURFACES AND RENTS

Between 2018 and 2025, the **surface occupied by the service activities will increase by 60%, stimulated by the growing demand brought by the new metro lines connecting Paris and the three platforms**

A PROFITABILITY BOOSTED BY THE « GROUPE ADP AS INVESTOR » PROJECTS

Groupe ADP will own **24% of the hotel capacity** located on the Parisian platforms in 2025

By 2025, from € 700 M to € 750 M will be invested in real estate with an expected return of c. 10% per year

INVESTMENT CRITERIA

- **Financial criteria**: Yield, IRR, NPV
- **Operating criteria**: rent, standing, quality and sustainability of the asset
- **Strategic criteria**: investor logic

A CONTINUED DEPLOYMENT OF SAFETY EQUIPMENT FINANCED BY THE AIRPORT TAX

Implementation of a user fee starting from April 1st, 2019[1]: 6% of the costs covered by the airport tax (opex including capex amortization) will remain at the expense of ADP

Estimated negative impact on EBIT: **€ 30 M to € 35 M per year** on a full year basis on the basis of safety costs of **€ 500 M to € 600 M per year (by 2021)**

More than € 900 M of safety-related investments until 2025

Continued deployment of Standard 3 Baggage Inspection Equipment

- € 82 M invested since the beginning of the program
- € 415 M to invest by 2022

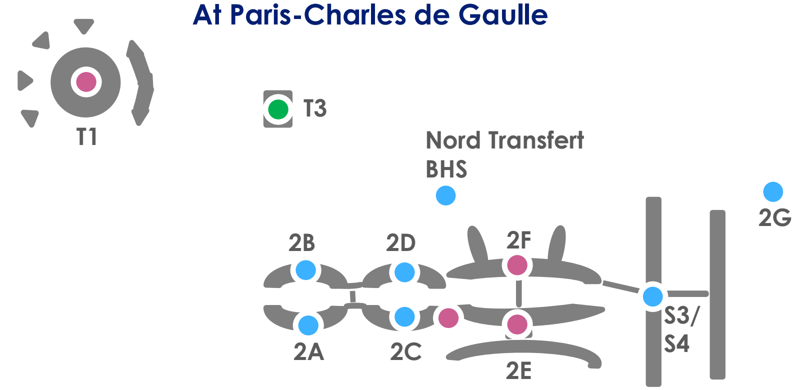
Deployment of new generation inspection-filtering lines integrating people and shoe scans

Experimentation and possible deployment of explosives detection in cabin luggages

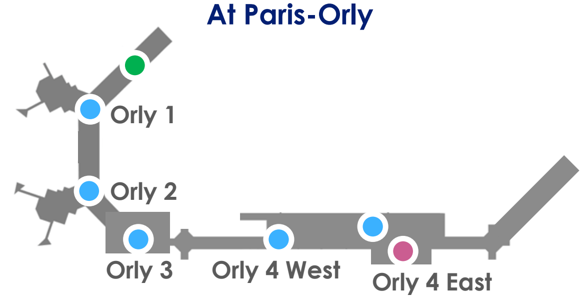
Focus on the deployment of Standard 3

Deployed · In progress · To be deployed by 2022

At Paris-Charles de Gaulle



At Paris-Orly



1. *In accordance with article 179 of the State finance law n ° 2018-1317 of December 28th, 2018*

A WORLD LEADING POSITION TO STRENGTHEN

Maintaining our world leading position by implementing an ambitious development plan

2018

TRAFFIC

281 MPax

25
airports

c. 6.5%
of the world traffic

FINANCE

c. 27% of Groupe ADP's EBIT
is generated outside of the Parisian platforms

2025

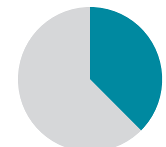
TRAFFIC

400 - 450 MPax

30 - 40
airports

7.5% - 8.5%
of the world traffic

FINANCE



35% - 40% of Groupe ADP's EBIT
will be generated outside of the Parisian platforms

Setting and meeting highly demanding standards

CONSISTENCY BETWEEN OUR TARGETS AND OUR INVESTMENT POTENTIAL

A **significant budget to be dedicated to international projects** by 2025

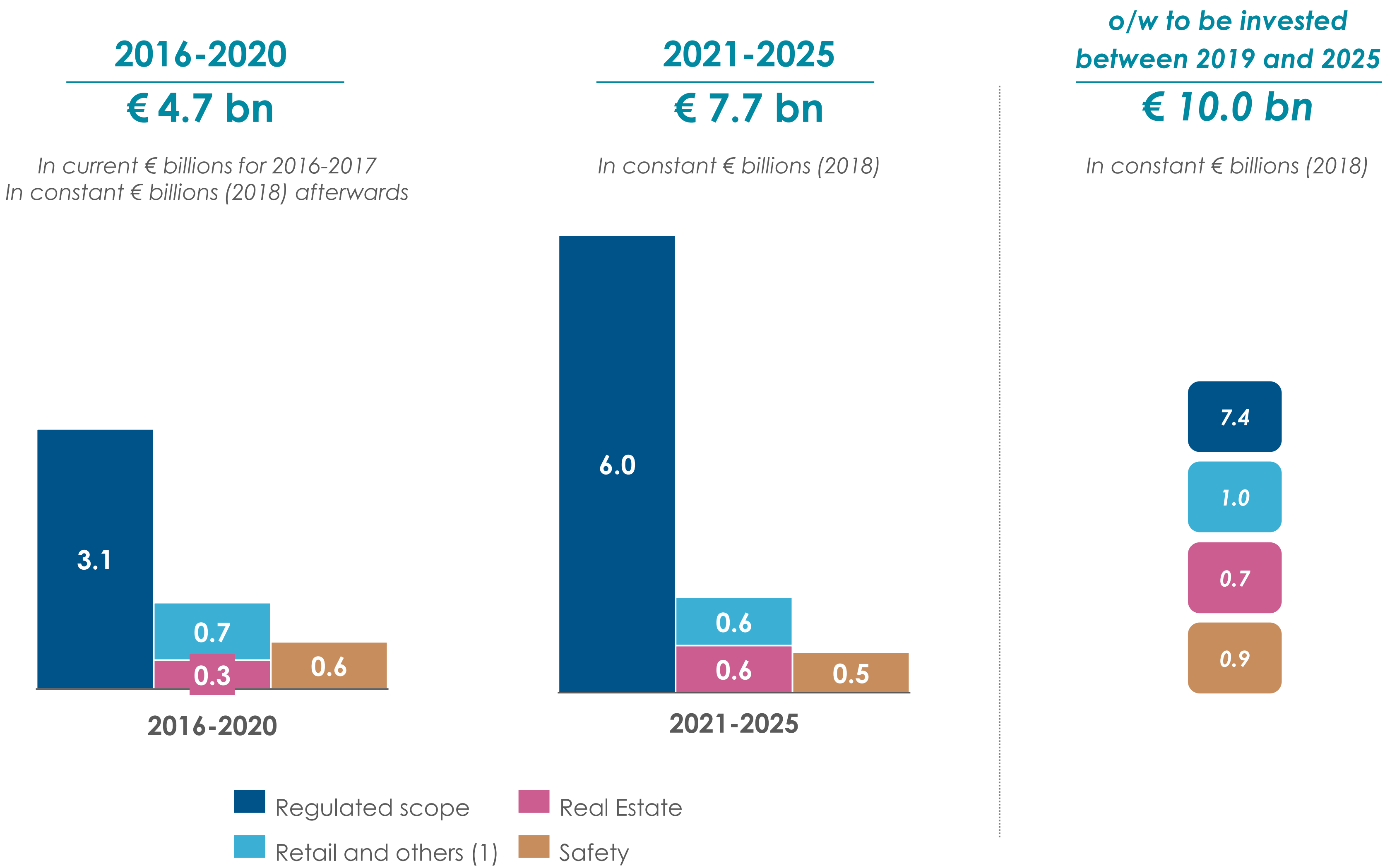
STRICT INVESTMENT CRITERIA

Higher growth and profitability requirements than in the Parisian activities

5

A global leader with the resources to fulfill its ambitions

A RISE IN THE PARIS INVESTMENT PLAN DRIVEN BY THE REGULATED SCOPE, AT THE SERVICE OF THE GROUP'S AMBITIONS



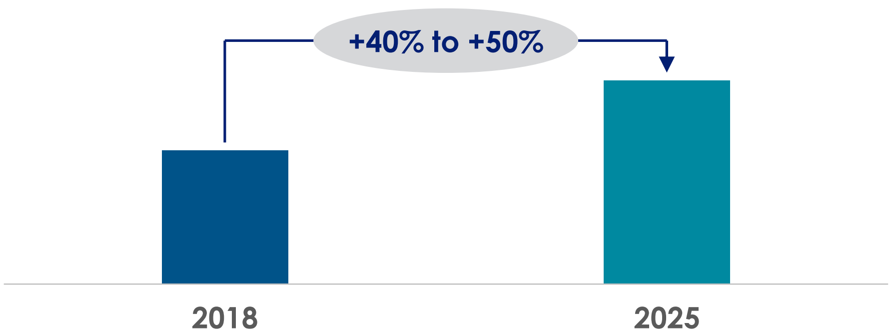
1. *Including CAPEX for the construction or rehabilitation of commercial areas in the terminals (from € 100 M to € 150 M between 2021 and 2025)*

NOTE: preliminary trends which are subject to many conditions, including the validation of Groupe ADP's proposal for the 2021-2025 Economic Regulation Agreement

AN INCREASE OF THE INVESTMENT PLAN IN PARIS PULLED BY THE REGULATED PERIMETER, SERVING GROUP AMBITIONS

REVENUE

Revenue growth (%)



EBIT

EBIT growth (%)

EBIT margin (% of revenue)

EBITDA (1)

EBITDA growth (%)

EBITDA margin (% of revenue)

1. EBITDA: Earnings before interests, taxes, depreciation and amortization

These estimates are preliminary forecasts which are subject to many conditions, including the validation of Groupe ADP's proposal for the 2021-2025 Economic Regulation Agreement

A CONSTANT REQUIREMENT OF FINANCIAL STRENGTH

SENSITIVITY OF THE S&P RATING

Current rating: **A+** *stable outlook*

- « stand-alone » S&P rating, i.e. without French state support -

S&P RATING	FFO [1] / ADJUSTED NFD [2]	NFD [2] / EBITDA
AAA / AA+	> 35%	< 2x
AA	23 à 35%	2 to 3x
A+	20.0 %	3.5x
A	13.0 %	4.0x
A-	11.0 %	4.5x
BBB+	9.0 %	5.0x
BBB	7.5 %	5.5x
BBB-	6.0 %	6.0x

NFD [2] / EBITDA

A LIMITED LEVEL OF INDEBTEDNESS

Always under 4x until the end of the construction of the Terminal 4

FFO [1] / ADJUSTED NFD [2]

A STRONG REPAYMENT CAPACITY

Constantly in the higher range of S&P's A+ rating requirement (c. 20-23 %)

NFD [2] / EQUITY

A CONTROLLED FINANCIAL STRUCTURE

Always under 110%, in line with the average ratio of European peers

Thanks to its financial strength, Groupe ADP is able to finance its investment plan with **no risk of seeing its S&P rating downgraded**

Over the long run, the possibility of a S&P rating upgrade could even be considered

Groupe ADP's solid financial outlook allows flexibility regarding its dividend payout policy as well as high ambitions regarding its international development **without putting into question the group's credit quality**

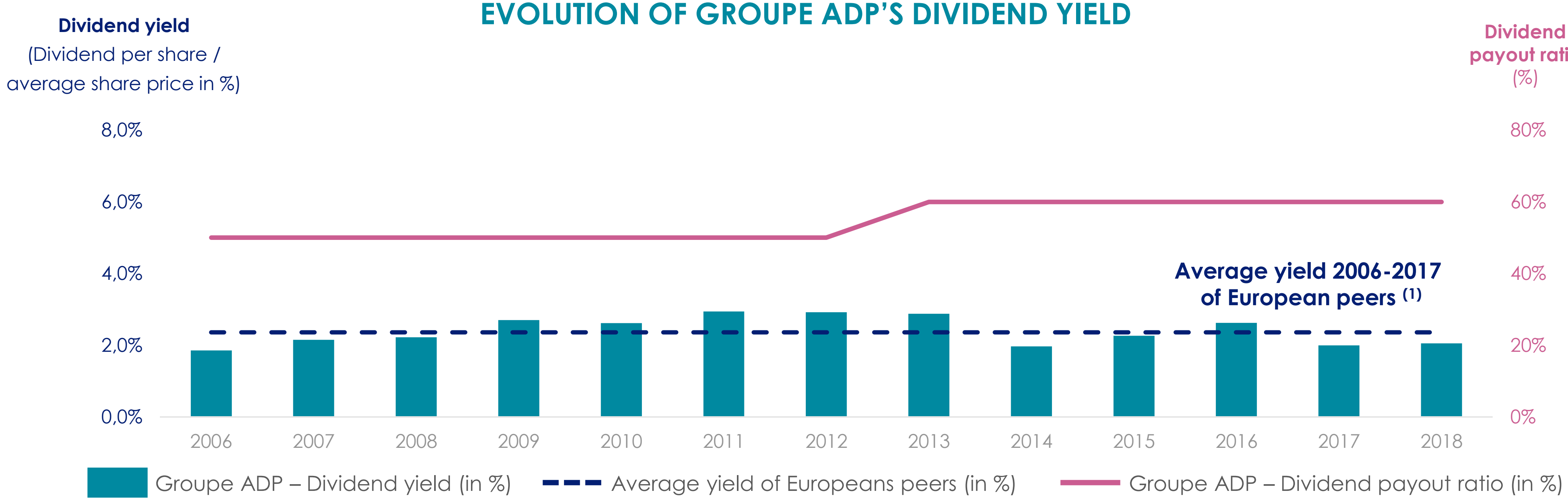
1. FFO: Funds from operations
2. NFD: Net financial debt

AN ABILITY TO FULLY REWARD OUR SHAREHOLDERS

Since the IPO, **shareholders have always been associated with the growth** of Groupe ADP's results

The financial strength of Groupe ADP and its willingness **to fully reward its shareholders** allows to propose a dividend yield (dividend per share / average share price) in line with industry standards

EVOLUTION OF GROUPE ADP'S DIVIDEND YIELD



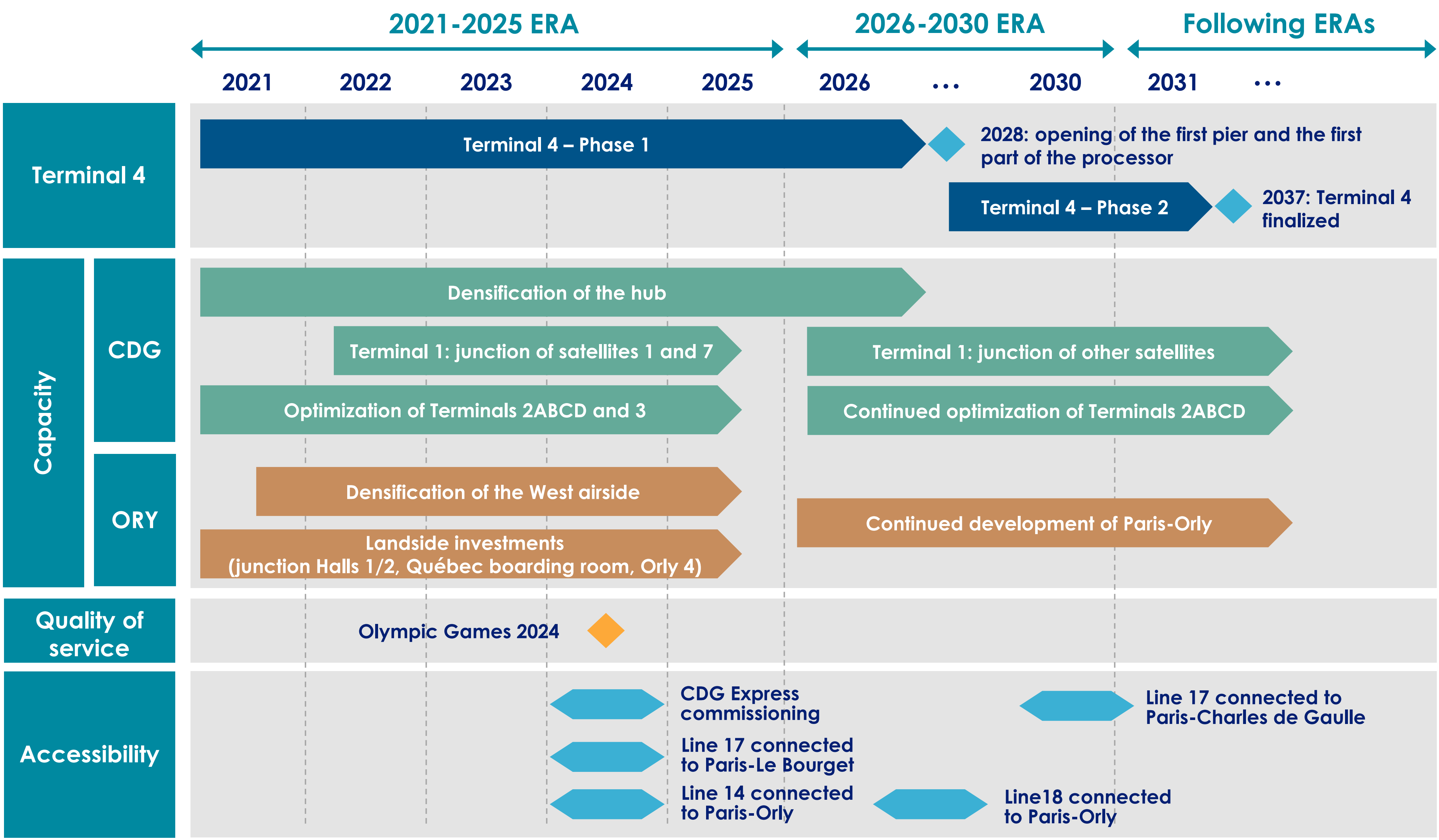
The strong financial performance of Groupe ADP allows **the prolongation of the current shareholders payment policy**

CURRENT FINANCIAL ESTIMATES TAKE INTO ACCOUNT A 60% DIVIDEND PAYOUT RATIO

1. Fraport, Flughafen Zurich and AENA (since 2015) / Sources: Companies, Thomson Reuters

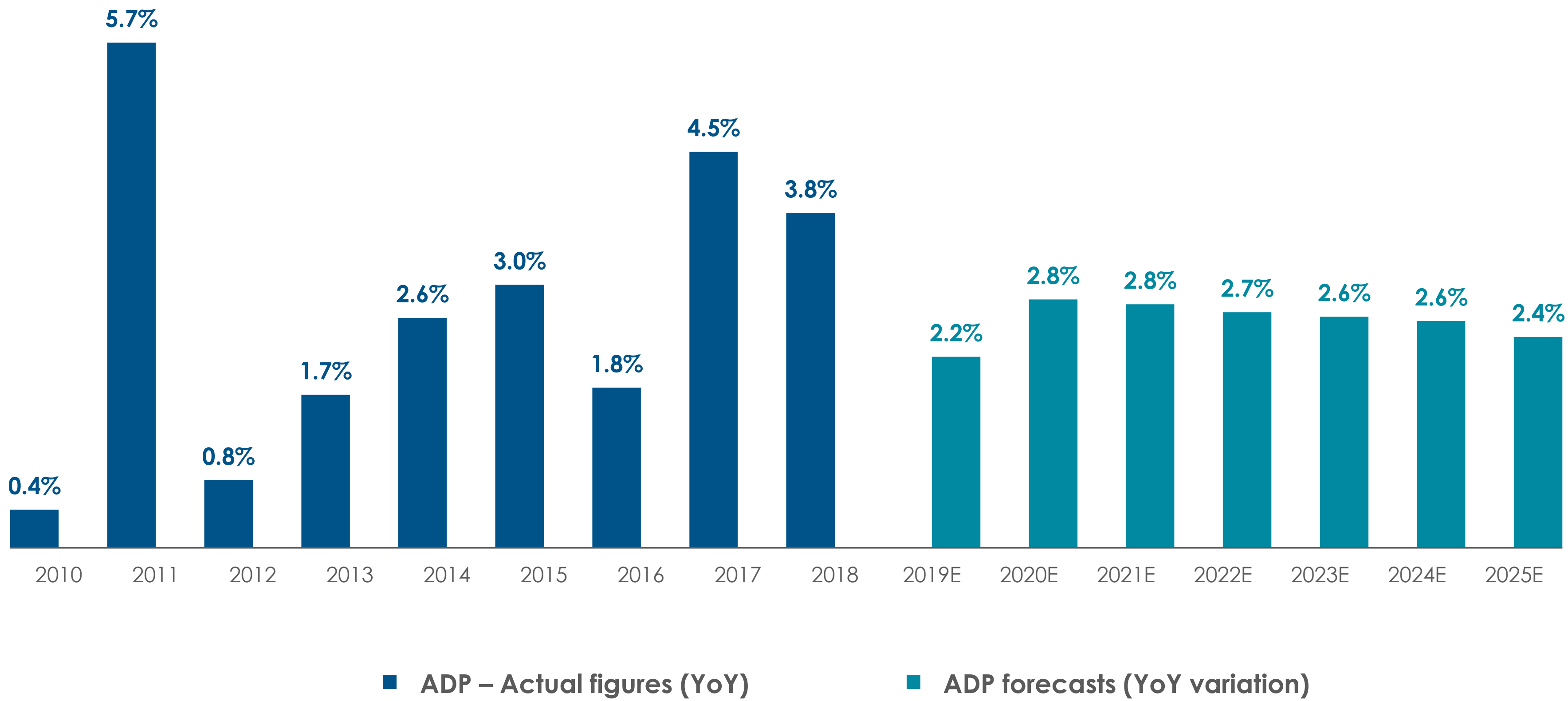
Appendices

AN INVESTMENT PLAN FOR THE SHORT, MEDIUM AND LONG TERMS



A DYNAMIC GROWTH OF THE TRAFFIC IN PARIS SINCE 2010

EVOLUTION OF THE TRAFFIC IN PARIS SINCE 2010 (IN %)



Note:
2019 forecast in the middle range of the +2.0% to +2.5% guidance which was disclosed on February 14th, 2019
2016-2020 forecast standing at +3.0%/year vs. +2.8% to +3.2%/year in the guidance which was disclosed on February 14th, 2019

Disclaimer

This presentation does not constitute an offer of, or an invitation by or on behalf of Aéroports de Paris to subscribe or purchase financial securities within the United States or in any other country. Forward-looking disclosures are included in this press release. These forward-looking disclosures are based on data, assumptions and estimates deemed reasonable by Aéroports de Paris. They include in particular information relating to the financial situation, results and activity of Aéroports de Paris. These data, assumptions and estimates are subject to risks (such as those described within the reference document filed with the French financial markets authority on 6 April 2018 under D-18-0298 and uncertainties, many of which are out of the control of Aéroports de Paris and cannot be easily predicted. They may lead to results that are substantially different from those forecasts or suggested within these disclosures.

About Groupe ADP

Groupe ADP develops and manages airports, including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2018, the group handled through its brand Paris Aéroport more than 105 million passengers and 2.3 million metric tonnes of freight and mail at Paris-Charles de Gaulle and Paris-Orly, and more than 176 million passengers in airports abroad through its subsidiary ADP International. Boasting an exceptional geographic location and a major catchment area, the Group is pursuing its strategy of adapting and modernizing its terminal facilities and upgrading quality of services; the group also intends to develop its retail and real estate businesses. In 2018, group revenue stood at €4,478 million and net income at €610 million.

Registered office: 1 rue de France – 93290 Tremblay en France, France. A public limited company (Société Anonyme) with share capital of €296,881,806. Registered in the Bobigny Trade and Company Register under no. 552 016 628.

Investor Relations
Audrey Arnoux
Phone: + 33 1 74 25 70 64
E-mail address: invest@adp.fr
Website: finance.groupeadp.fr