



GROUPE ADP  
&  
AIRPORTS OF  
THAILAND



23-25 January 2018



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## **GROUPE ADP DELEGATION**

# KEY MEMBERS OF GROUPE ADP DELEGATION



**Mr. Julien Coffinier** is Managing Director Asia Pacific of Groupe ADP and a member of the Executive Committee of ADP International

Born in 1979, Julien Coffinier is a graduate from ESCP Europe business school (class of 2003).

He began his career in the telecommunication industry in the United Kingdom, before joining the European food retail company Louis Delhaize in Belgium as Senior Financial analyst in charge of mergers and acquisitions from 2004 to 2008.

In 2008, he joined Groupe ADP as General Manager for business planning and finance strategy, he was in charge of the financial negotiation of the five-year Economic Regulation Agreement, he also succeeded in several acquisitions projects of which TAV Airports 38% taking over in 2012.

In 2013, he is appointed deputy Chief International Officer of Groupe ADP and also a member of several Board Committees of TAV Airports and TAV Construction.

Since 2017 he is Managing Director Asia Pacific of Groupe ADP in charge of developing and managing all Asian activities of the Group. He is also a Board member of ADP Ingénierie.



**Mr. Patrice Bastid** is Senior Vice President for the international concessions activity of Groupe ADP and a member of the Executive Committee of ADP International.

He is graduated from the French Institute of Politic Studies in Paris (IEP).

In 1985, Patrice Bastid joined Groupe ADP. Patrice Bastid has experience in multi-airport management, airport operations, ORAT, finance, subcontracted activities management and marketing. Throughout his career he has worked in Europe, Asia and the Middle East and has gained extensive knowledge in airport management and operations, while holding top management positions in Paris Charles-De-Gaulle Airport, Cambodia and Egypt.

Upon the various activities under his management, he was more specially involved in the commissioning and opening of major facilities and the management of many facilities (of which Cambodian airports), he has also been the Managing Director of EAC (Egyptian Airport Company) for the management of the five major regional airports in Egypt during 6 years.

He is today involved in the management of Groupe ADP international assets and major concession projects providing his extensive knowledge in the bidding processes.

He is a Board member of a few airports around the world (Santiago de Chile, Zagreb, Amman, Mauritius, Madagascar)



**Mr. Jean-Yves Coulot** is Managing Director of ADP Ingénierie Business Unit for Asia Pacific

After graduating as Civil Engineer from State High School in 1982, Jean-Yves Coulot began his career as public servant for the Ministry of Public Works and for the Ministry of Economy and Finance, assigned in Economic & Trade sections of French Embassies in Beijing and in Singapore.

He joined the private sector in 1994, being involved with large construction projects in China and subsequently for airport engineering worldwide with ADP Groupe from 1998.

In the recent period, Jean-Yves has been deeply involved in securing and managing all major planning and design assignments won by ADP INGENIERIE in China, including Beijing Second Airport or new Chengdu Greenfield, as well as Hong Kong International Airport Extension or many other airport development projects in ASEAN countries.

Jean-Yves Coulot has extensive experience in Asia, having spent almost 20 years of his professional life in this region.



**Ms. Sandra Long** joined Groupe ADP in 2018. as Business Development Analyst.

She holds a Master of Finance from the University of Hong Kong and is a CFA Charterholder.

She previously worked for Jones Lang LaSalle, with a 5 years experience in real estate market and advisory, and in particular in financial valuations and models.

Before joining Groupe ADP in Hong Kong, Sandra Long was a financial analyst at Hong Kong Disneyland



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## **OVERVIEW OF GROUPE ADP**

# GROUPE ADP IN A NUTSHELL

## 2016 FIGURES

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NUMBER OF PASSENGERS IN  
PARIS AIRPORTS

**97.2 MPAX**



NUMBER OF GROUP  
PASSENGERS

**240 MPAX**



NUMBER OF AIRPORTS  
MANAGED WORLDWIDE

**26**



AIRPORTS IN THE EUROPEAN TOP  
5

**2\***



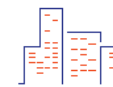
SALES/PAX

**€18.2**



RETAIL SPACE

**56,800 sq.m**



RELA ESTATE AREA  
DEVELOPED IN 2016

**68,600 sq.m**



MARKET CAPITALIZATION

**€15 BN**



REVENUE

**€2,947 M**



EBITDA

**€1,195 M**

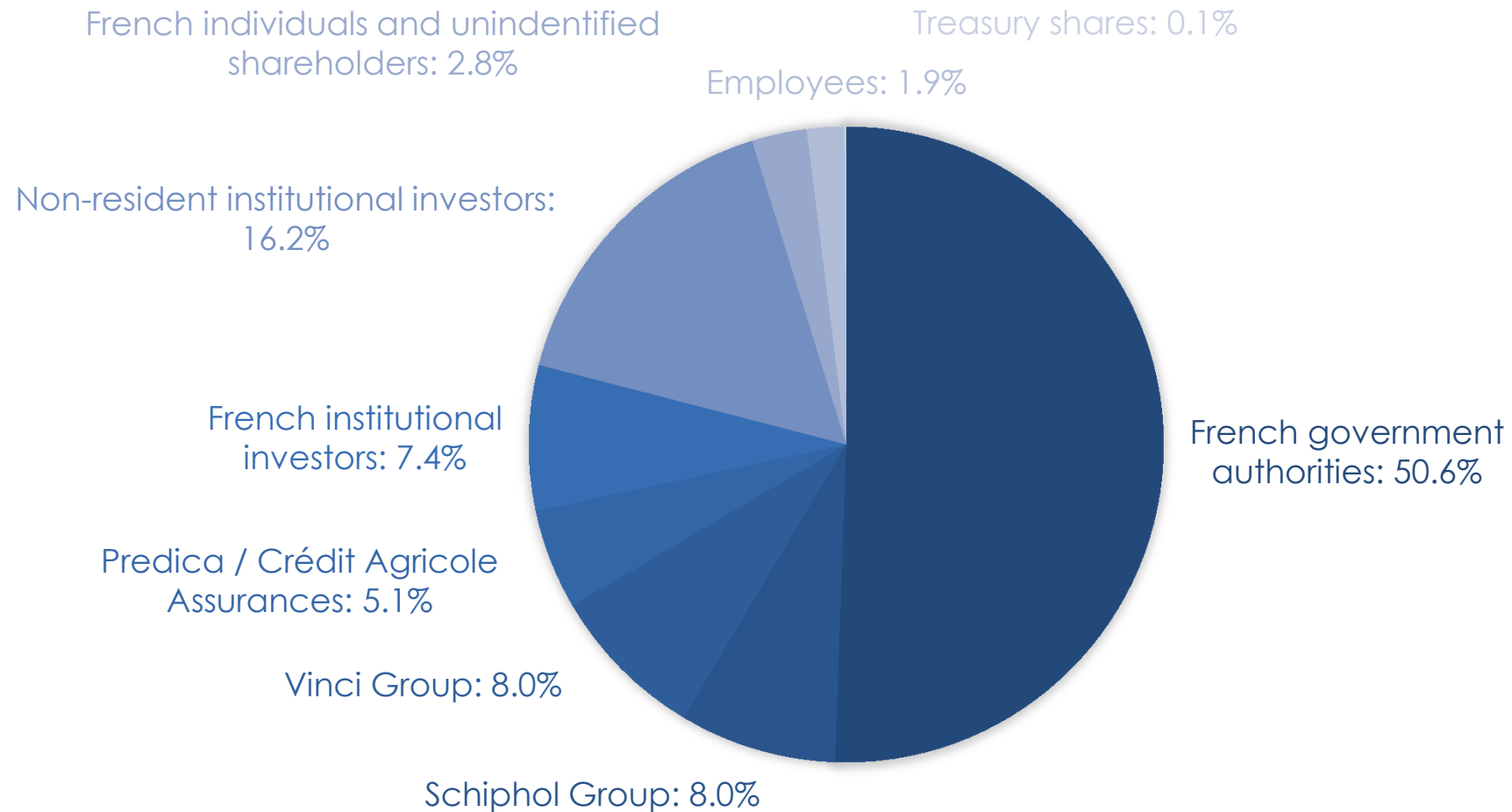


NET INCOME ATTRIBUTABLE  
TO THE GROUP

**€435 M**

# SHAREHOLDING STRUCTURE AS OF 31 DECEMBER 2016

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# PARIS AIRPORT SYSTEM IS THE ONLY ONE OF ITS KIND IN EUROPE

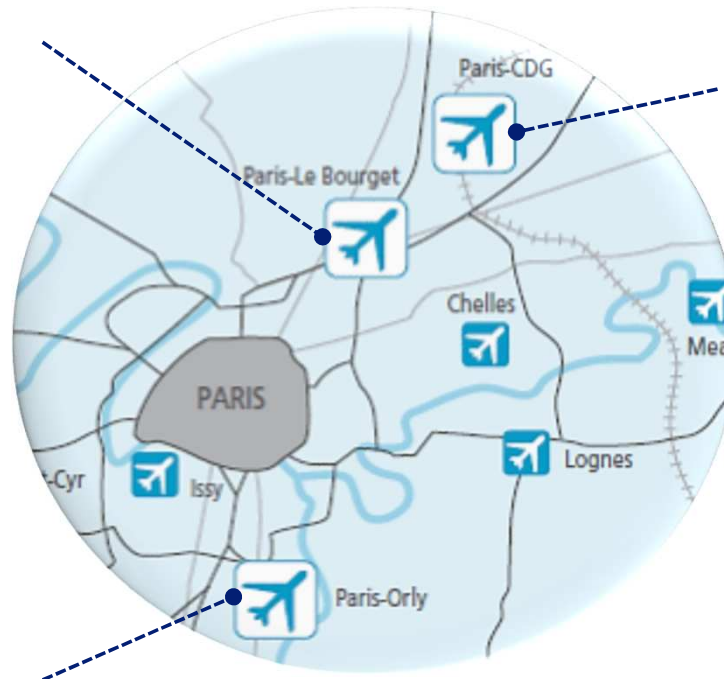
## PARIS-LE BOURGET

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



## PARIS-ORLY

- ◆ Europe's 12th busiest airport in terms of passenger numbers
- ◆ 3 runways
- ◆ Close to Paris - large catchment area
- ◆ Rapid turnaround of medium-haul and particularly low-cost flights



## PARIS-CHARLES DE GAULLE

- ◆ Europe's 2nd busiest airport, 10th busiest in the world in terms of passenger numbers
- ◆ 2nd busiest airport in Europe for cargo and mail handling
- ◆ 4 runways, 2 independent parallel pairs
- ◆ Skyteam hub for international and connecting traffic
- ◆ FEDEX's cargo hub

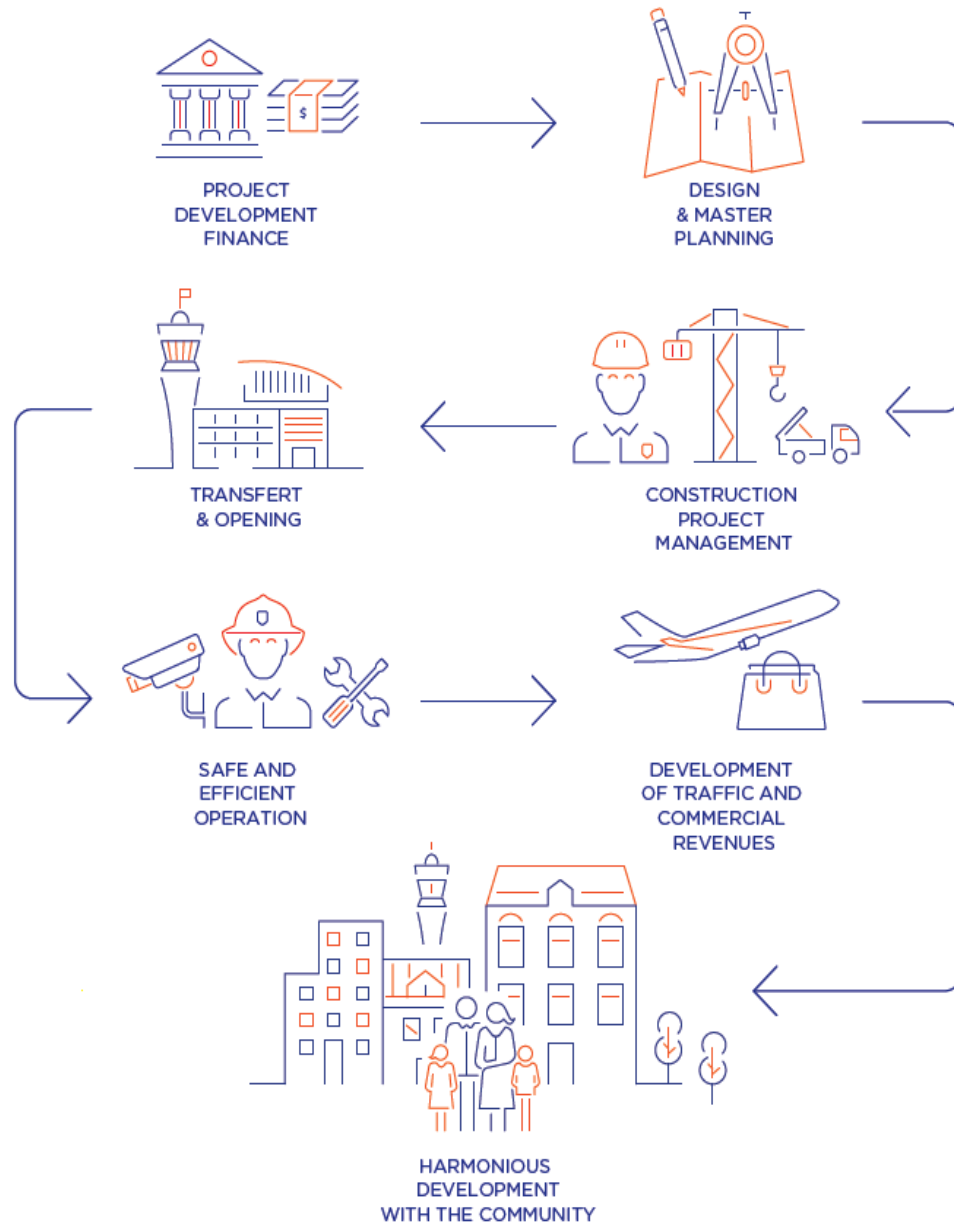


PASSENGERS PER PARISIAN AIRPORT IN 2016  
(in millions)



PARIS  
VOUS  
AIME

# EXPERTISE AND EXPERIENCE IN EACH BUSINESS LINE OF THE AIRPORT VALUE CHAIN



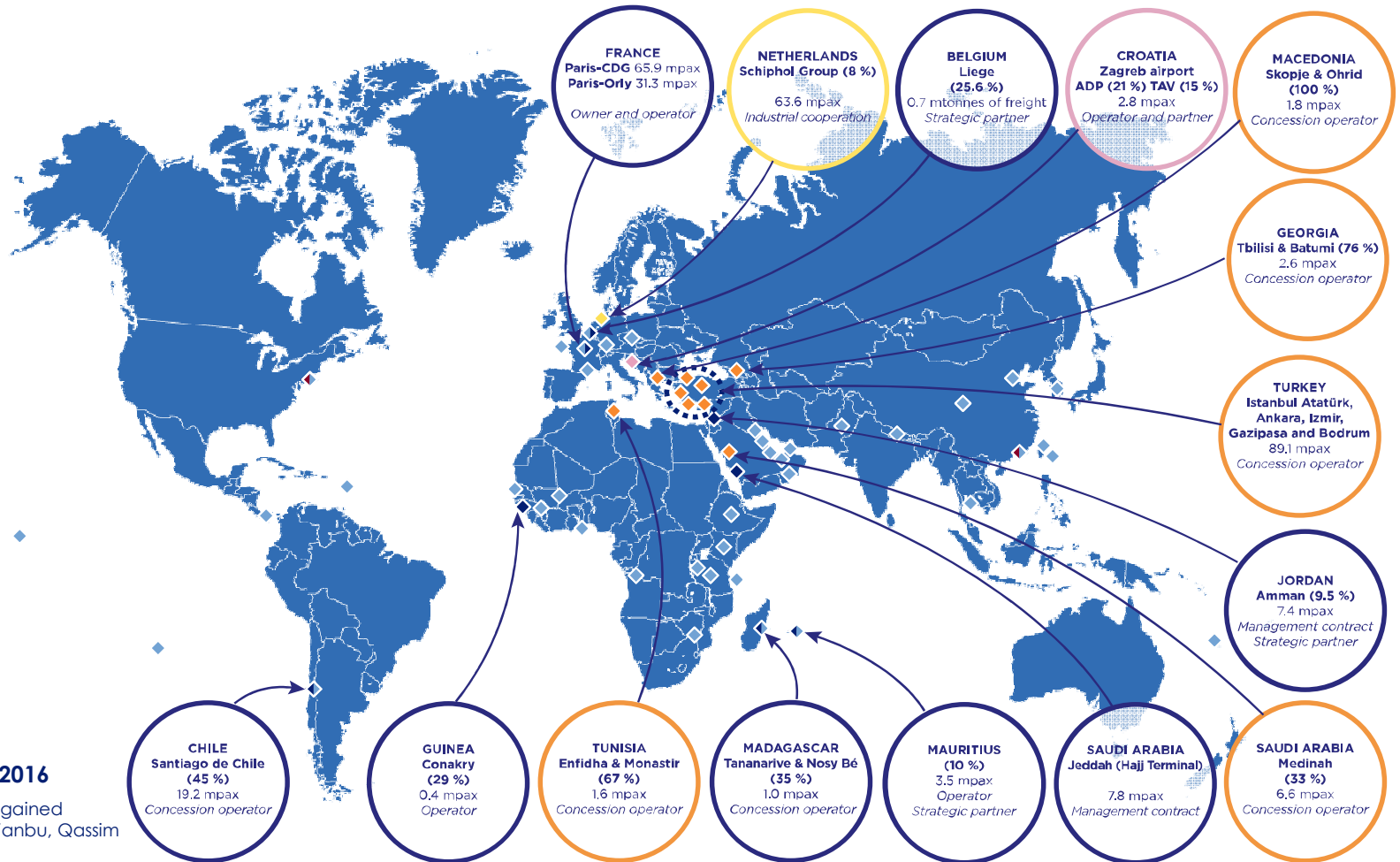
- ◆ A global player offering local expertise and background on each business line of the airport value chain to become an effective sparing partner throughout the project life cycle





# A PREMIUM NETWORK OF 26 AIRPORTS UNDER MANAGEMENT WELCOMING MORE THAN 240 M PASSENGERS A YEAR INCLUDING 140 M OUTSIDE PARIS

- ◆ Groupe ADP
- ◆ ADP Ingénierie projects
- ◆ TAV Airports
- ◆ Groupe ADP + TAV
- ◆ Partnership with Schiphol
- ◆ Regional offices Groupe ADP
- ◆ = stake held by Groupe ADP or TAV Airports



**Mpax: million passengers in 2016**  
 It should be noted that TAV Airport s gained concessions of 3 airports in Saudia (Yanbu, Qassim and Hail) on June 2017.

# GROUPE ADP INTERNATIONAL BUSINESS SEGMENT

## A NEW MOMENTUM

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## **CORPORATE STRATEGY AND MAIN CHALLENGES**

# CONNECT 2020

## A 2016-2020 STRATEGIC PLAN TO SERVE OUR AMBITION

### 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

*Optimize our airports, our tariffs structure and our costs to increase our competitiveness*



OPTIMISE

### ATTRACT

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

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



ATTRACT

### EXPAND

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

*Realize the CDG Express  
Export our expertise to new markets*



EXPAND








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

# 2020 TARGETS OF GROUPE ADP<sup>(1)</sup>

## DRIVERS OF OUR DEVELOPMENT STRATEGY

TRAFFIC GROWTH ASSUMPTION: **+2.5% CAGR**<sub>2016-2020</sub>

	<b>Convergence of regulated ROCE<sup>(2)</sup> to the WACC<sup>(3)</sup></b>	.....	<b>5.4%</b> in 2020e
	<b>Cost cutting plan</b>	.....	Limit the growth in parent-company operating expenses to a level below or equal to <b>2.2%</b> in average per annum between 2015 and 2020
	<b>RETAIL</b>	.....	Revenue per passenger of <b>€23</b> on a full-year basis after delivery of the 2016-2020e projects
	<b>REAL ESTATE</b>	.....	Growth in external rents (excluding re-invoicing and indexation) ranging <b>from 10% to 15%</b> between 2014 and 2020e
	<b>QUALITY OF SERVICE</b>	.....	Overall ACI/ASQ <sup>(4)</sup> rating of <b>4</b> in 2020e

**+30 to +40% growth**  
**in consolidated EBITDA<sup>(5)</sup>**  
 between 2014 and 2020e

<sup>(1)</sup> 2020 targets remains as explained in the strategic plan, Connect 2020, independently of the effect of the full consolidation of TAV airports

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

<sup>(3)</sup> Weighted average cost of capital

<sup>(4)</sup> Airport Quality of service indicator (Airport Service Quality) made by Airport Council International

<sup>(5)</sup> Target to be completed annually by an annual forecast

<sup>(5)</sup> Independently of the full consolidation of TAV Airports in 2<sup>nd</sup> half of 2017

# CONVERGENCE OF REGULATED ROCE: A VALUE-CREATING REGULATION MODEL PROVIDING VISIBILITY OVER THE NEXT 5 YEARS (2016-2020)

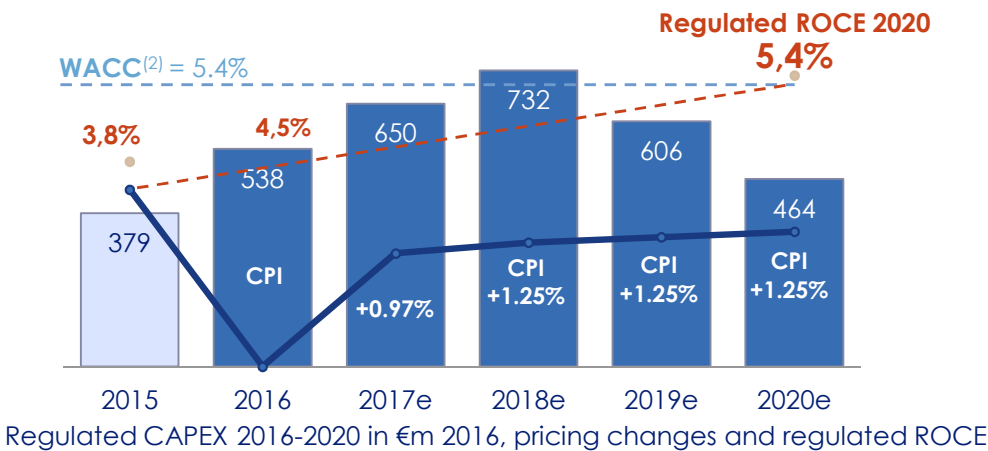
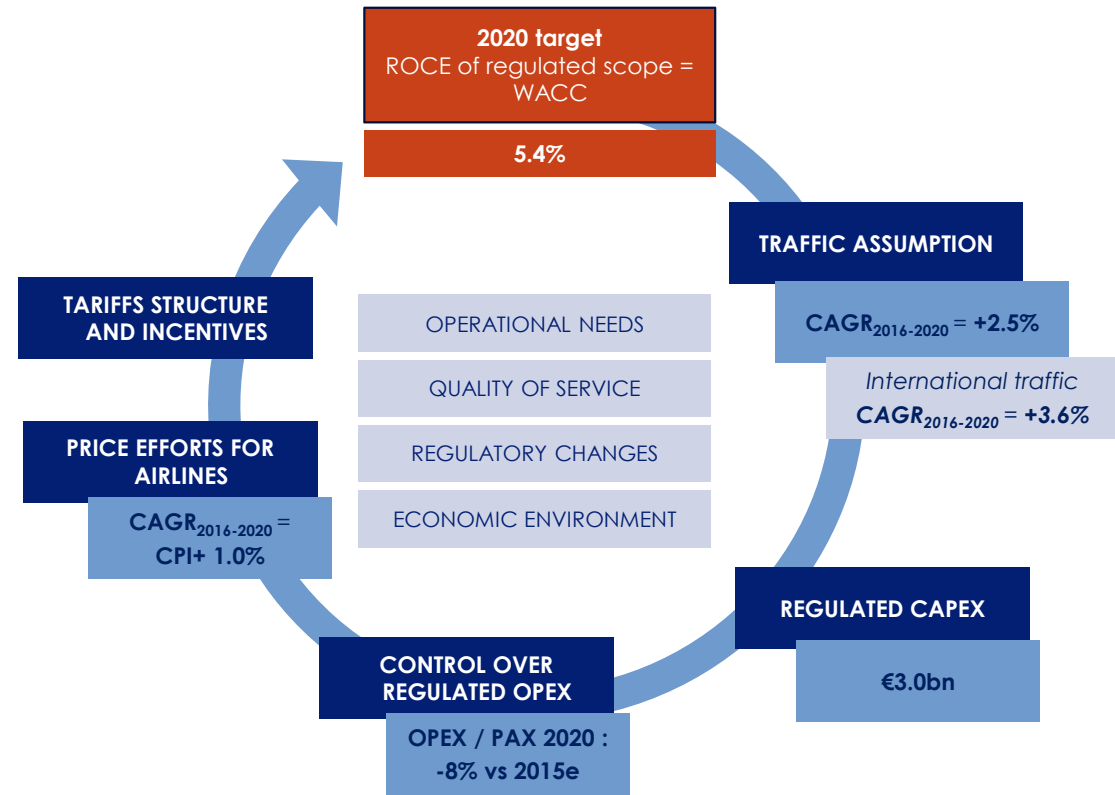


## ADJUSTED TILL MODEL

	REGULATED SCOPE	NON-REGULATED SCOPE
AVIATION ACTIVITIES	<ul style="list-style-type: none"> <li>Aeronautical fees (passenger, landing, parking fees)</li> <li>Ancillary fees<sup>(1)</sup> (check-in desks, luggage sorting systems, de-icing)</li> </ul>	<ul style="list-style-type: none"> <li>Revenue from airport safety and security services</li> </ul>
NON-AVIATION ACTIVITIES	<ul style="list-style-type: none"> <li>Car parks</li> <li>Industrial services</li> <li>Rental revenue</li> <li>Airport real estate</li> </ul>	<ul style="list-style-type: none"> <li>Commercial activities</li> <li>Diversification real estate</li> <li>Subsidiaries and associates</li> </ul>



## A BALANCED EQUATION



**CONVERGENCE** of regulated ROCE to the level of the WACC in 2020 **at 5.4%**

<sup>(1)</sup> Excluding fees for disabled person (PHMR)

<sup>(2)</sup> Methodology consistent with that outlined in the Public Consultation Document for the 2016-2020 ERA available at [www.groupeadp.fr](http://www.groupeadp.fr)

# AVIATION

## MAKE THE MOST OUT OF OUR PARISIAN AIRPORTS

Ensure  
**OPERATIONAL  
ROBUSTNESS**  
and strengthen  
**EFFICIENCY**



Put an emphasis on  
**maintenance and  
renovation**



Strengthen the  
**competitiveness** of  
the hub and **optimise  
other process**



Improve **passengers'**  
**satisfaction**



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



*Potential visual of the junction building at Paris-Orly*

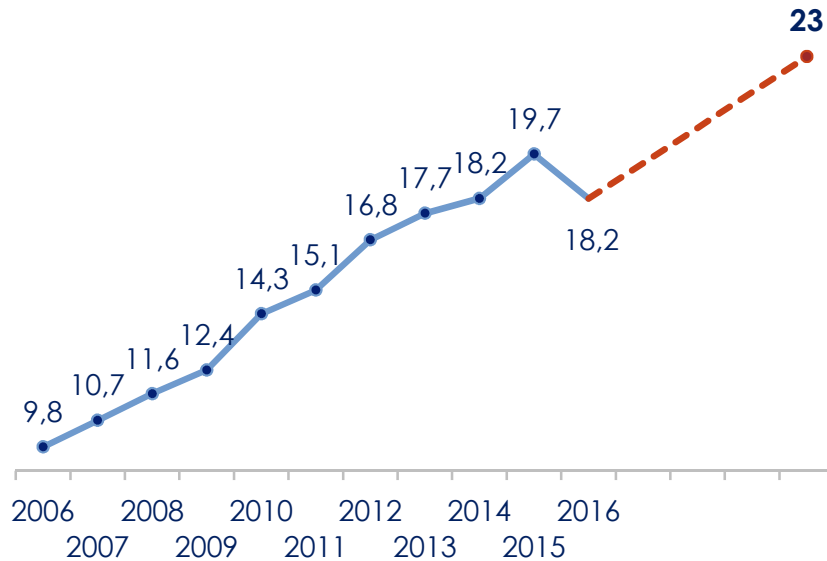


*Potential visual of the merger of international satellites of Terminal 1*

# RETAIL: TARGET SALES/PAX OF €23 BASED ON A FULL-YEAR OF 2020 CONFIRMED AFTER DELIVERY OF THE INFRASTRUCTURE PROJECTS SCHEDULED FOR 2016-2020

## GROWTH IN SALES PER PAX<sup>(1)</sup>

between 2016 and the delivery of 2016-2020 infrastructure projects



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



**Standardisation of international terminals**

- ◆ Refurbishment of terminal 2E halls K and L
- ◆ Refurbishment of 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

<sup>(1)</sup> Sales per pax: revenue of airside shops per departing passenger



# IMPLEMENTATION OF OUR INTERNATIONAL STRATEGY TO SERVE OUR AMBITION

## Reorganisation of our ongoing international activities

- ◆ **More consistency**, between our 3 international activities (investments, operations, engineering/innovation) around a **new organisation**, « **ADP International** »
- ◆ **More proximity to growing markets**, with regional branches (Americas, Asia, Europe, the Middle East)
- ◆ **More expertise** by reinforcing key skills (risk management, market intelligence, ...)

## Optimisation of the results of our international subsidiaries

- ◆ **ADP International** : growth in activity linked to the takeover of Santiago de Chile airport concession, the first services provided to Madagascar airports, and recently the takeover of the majority in Amman Airport
- ◆ **ADP Ingénierie** : new offers / new strategic plan with emphasis on Asia

## Active management of our international portfolio

### Derisking of our portfolio

TAV Construction  
(disposal in July 2017)

### Consolidation of skills

*Stronger integration of our international activities*

### Development of our footprint

*Study of projects following 4 criteria (Growth, Skills, Control, Profitability)*

# RECENT INTERNATIONAL DEVELOPMENT IN A STRATEGIC ASSET: TAV AIRPORTS

## TAV AIRPORTS AT A GLANCE

**An acquisition in line with Groupe ADP's long-term industrial project**

- ◆ Creation of ADP International, a Groupe ADP steering entity responsible for international investments, including TAV Airports, with nearly 148 million passengers welcomed at 24 airports
- ◆ Establishment of ADP International 3 offices: Middle East, Asia and Americas
- ◆ Joint actions of Groupe ADP and TAV Airports Group



(1)

**Attractive market with strong growth prospects**

**Turkey is the fastest growing aviation market in Europe**

- ▶ Passenger growth of 12% p.a. during 2002-2016
- ▶ Projected passenger growth of 9% p.a. between 2016-2023<sup>(1)</sup>
- ▶ Aggressive capacity expansion plans of major airlines in Turkey<sup>(2)</sup>

**Access to fast growing MENA region**

(1) Source: Turkey's Ministry of Transport  
(2) THY and Pegasus web site

**Leading airport operator with diversified portfolio & integrated structure**

**Diversified, balanced portfolio with leading market positions**

- ▶ #1 airport terminal operator in Turkey
- ▶ 14\* airports operated in Turkey, Georgia, Tunisia, Macedonia, Saudi Arabia, Croatia and Latvia
- ▶ 77 airports around the world have a TAV subsidiary functioning in them
- ▶ Strong vertically integrated value chain

As of June, 2017

\* TAV will add 3 more airports in Saudi Arabia, bringing airports operated to 17.

**Strong financial performance and cash flow generation**

**Strong momentum with EBITDA posting 28% CAGR between 2006 and 2016**

- ▶ High earnings visibility given clear / agreed regulatory framework
- ▶ Proven track record of growth and profitability with attractive organic growth prospects
- ▶ High financial returns and cash flow generation given fixed cost base (operational leverage) and minimal ongoing capex
- ▶ Hard currency based cash flow & visible earnings
- ▶ 50% dividend payout policy
- ▶ TAV will receive compensation for all loss of profit in case of new Istanbul airport opening before 2021

**"Platform play"**

**Well-positioned to benefit from further organic and inorganic growth**

- ▶ Central and Eastern Europe, Africa Middle East, South East Asia and Cuba
- ▶ Inorganic growth of service companies



03

## **MAIN FINANCIALS AND ACTIVITIES**

# A WELL-DIVERSIFIED BUSINESS MIX ACROSS OUR 5 BUSINESS ACTIVITIES

Aéroports de Paris SA (parent company) <sup>(1)</sup>									Subsidiaries & Associates <sup>(2)</sup>					
Aviation			Retail & Services			Real Estate			International and Airport Developments			Other Activities		
														
<b>Construction and management of Parisian airports</b> <ul style="list-style-type: none"> <li>3 major airports: Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget</li> <li>10 regional airfields</li> </ul>			<b>All commercial activities</b> <ul style="list-style-type: none"> <li>Rents from shops and B&amp;R concessions</li> <li>Car parks</li> <li>Rentals for offices and lounges within terminals</li> <li>Industrial services</li> </ul>			<b>Real estate activities outside terminals</b> <ul style="list-style-type: none"> <li>Aeronautical real estate with direct access to runways (maintenance hangars, cargo)</li> <li>Diversification real estate (offices, malls and hotels)</li> </ul>			<b>Airport engineering</b> <ul style="list-style-type: none"> <li>ADP Ingénierie (100%)</li> </ul> <b>Airport management</b> <ul style="list-style-type: none"> <li>ADP International (100%)</li> <li>Schiphol Group (8%)</li> <li>TAV Airports (38% → 46,12% after transaction)</li> </ul> <b>Airport construction</b> <ul style="list-style-type: none"> <li>TAV Construction (49%)<sup>(3)</sup> → Sold 20/7/17</li> </ul>			<b>Telecom</b> <ul style="list-style-type: none"> <li>Hub One (100%)</li> </ul> <b>Security</b> <ul style="list-style-type: none"> <li>Hub Safe (100%) → 20% after the transaction that occurred on 29/9/2017</li> </ul>		
Revenue	EBITDA	Op. Inc. Ord. Act.	Revenue	EBITDA	Op. Inc. Ord. Act.	Revenue	EBITDA	Op. Inc. Ord. Act.	Revenue	EBITDA	Op. Inc. Ord. Act.	Revenue	EBITDA	Op. Inc. Ord. Act.
€1,743m	€448m	€186m	€941m	€527m	€409m	€263m	€149m	€105m	€97m	€3m	€54m	€223m	€29m	€14m

## Total Groupe ADP in 2016 (before transactions)

Revenue: +0.4% to €2,947m<sup>(4)</sup> - EBITDA: +0.4% to €1,195m

Operating income from ordinary activities: -16.1% to €664m - Net result attributable to the Group: +1.2% to €435m

<sup>(1)</sup> Including retail and real estate joint ventures

<sup>(2)</sup> Associates include TAV Airports (38%-owned), TAV Construction (49%) (see below) and Schiphol (8%) and are accounted for using the equity method

<sup>(3)</sup> The increase in TAV Construction's exposure to non-airport building projects have led Groupe ADP's management to engage, at the end of December 2016, the sale of its 49%-stake in the holding that owns 100% of TAV Construction.

<sup>(4)</sup> Including €320m of intersegment eliminations and Media Aéroports de Paris fully consolidated

# THREE MAJOR AREAS OF EXPERTISE

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## Investment and Project Finance

- ◆ We assist and advise airport governments, 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

## Airport Operations and Asset Management

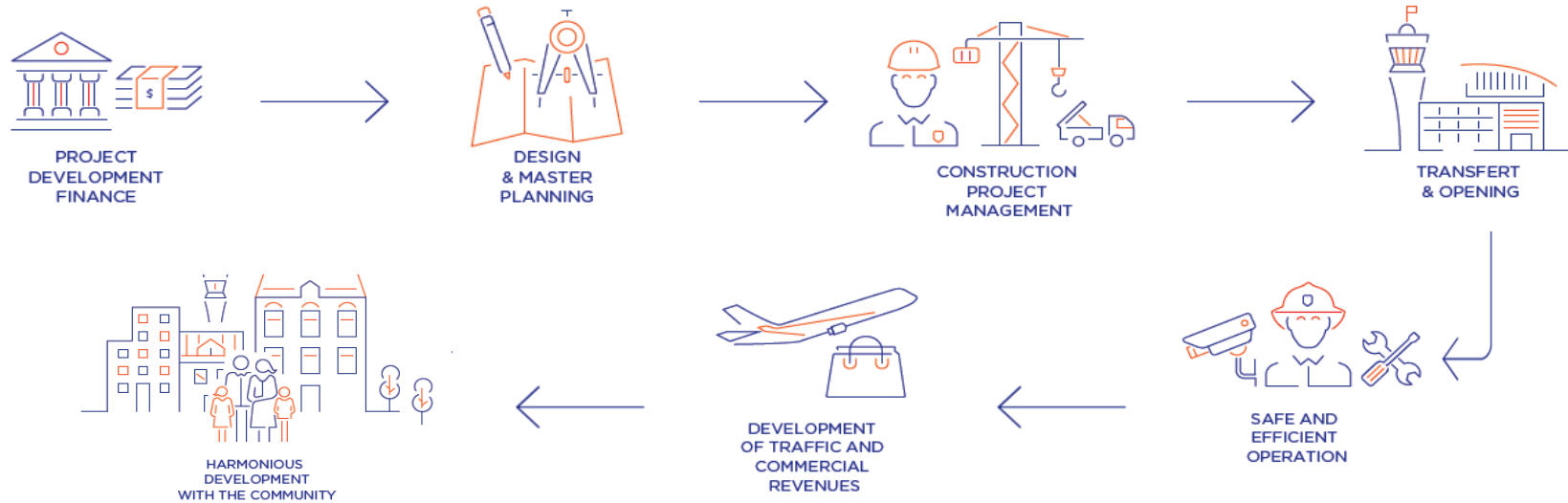
We manage our assets as a long-term shareholder and an industrial partner

- ◆ 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

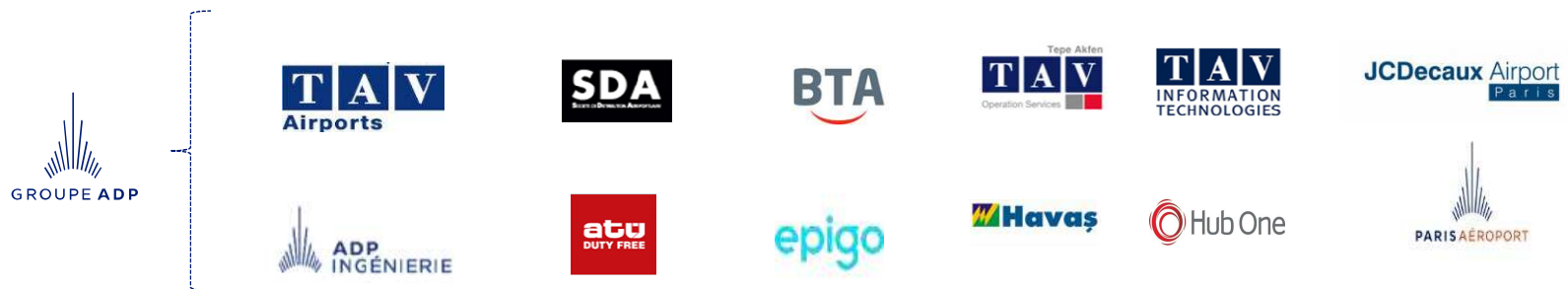
- ◆ Through our dedicated subsidiary ADP Ingénierie, we design, fit out and develop airports all over the world (700 references worldwide)
- ◆ We are able to step in at each and every stage of an airport infrastructure project:
  - Auditing and consulting
  - Master Planning, Architectural and technical 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 handling systems
  - Telecommunications networks

# WE HAVE EXPERTISE ALL OVER THE AIRPORT VALUE CHAIN



- ◆ **A global player offering local expertise and background on each business line of the airport value chain to become an effective sparing partner to airport stakeholders throughout the project life cycle**

*A brand universe for dedicated services and expertise:*

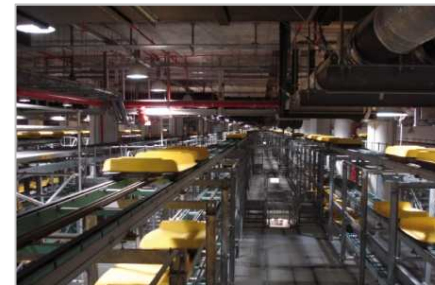




**Airport planning and consulting**



**Airport design**



**Special airport systems**



**Air Control and airside products**

**KENYA NAIROBI**  
Building of a 2<sup>nd</sup> runway  
Refurbishment of the Terminal



**MAURITIUS PORT-LOUIS**  
Design of the new control tower



**ETHIOPIA ADDIS ABABA**  
New site for the new airport



**BAHRAIN MANAMA**  
Design of a regional air traffic control center



**NEPAL KATHMANDU**  
Design of the airport extension



**CHINA CHENGDU**  
Design review of the new airport



**TAIWAN TAIPEI**  
Design of the new control tower



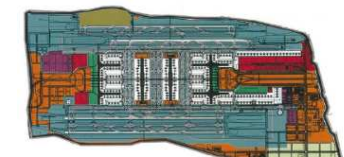
**TAIWAN MATSU ISLANDS**  
Safety studies



**CHINA CAPITAL BEIJING**  
Runway capacity simulations



**THAILAND BANGKOK**  
Design of the 3<sup>rd</sup> runway & associated airside areas



**INDONESIA YOGYAKARTA**  
Desian Review



**CURRENT PROJECTS**  
Project Management

- ◆ TOCUMEN
- ◆ TAIPEI
- ◆ SANTIAGO
- ◆ ADDIS ABEBA
- ◆ MASCATE
- ◆ SALALAH...

**Current projects**

## Projects

- Greenfield Airports
- Terminals buildings
- Special Airport Systems (ICT, BHS, SSE, GS...)
- ATC Control towers
- Aviation Hangars
- All ancillary buildings
- Airside Infrastructures and Systems
- Airport Cities

## Services

- Consulting (Traffic, Capacity, Simulations, audits)
- Planning services
- Expertise
- Design (architecture & engineering)
- Value engineering and Design review
- ICAO IATA Compliance check / safety Studies
- Construction supervision / commissioning
- ORAT services

## 360° airport expert



**A World Leader**  
in Airport Design (ENR)



**700 Projects**  
in 100 Countries over 15 years



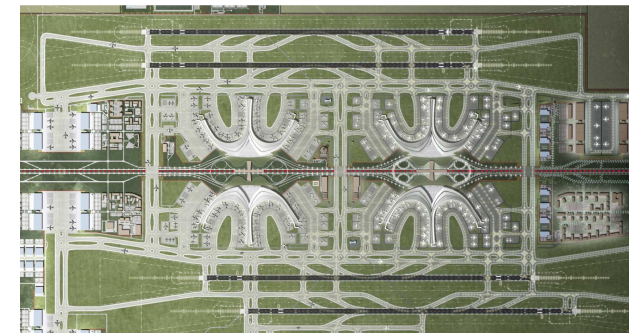
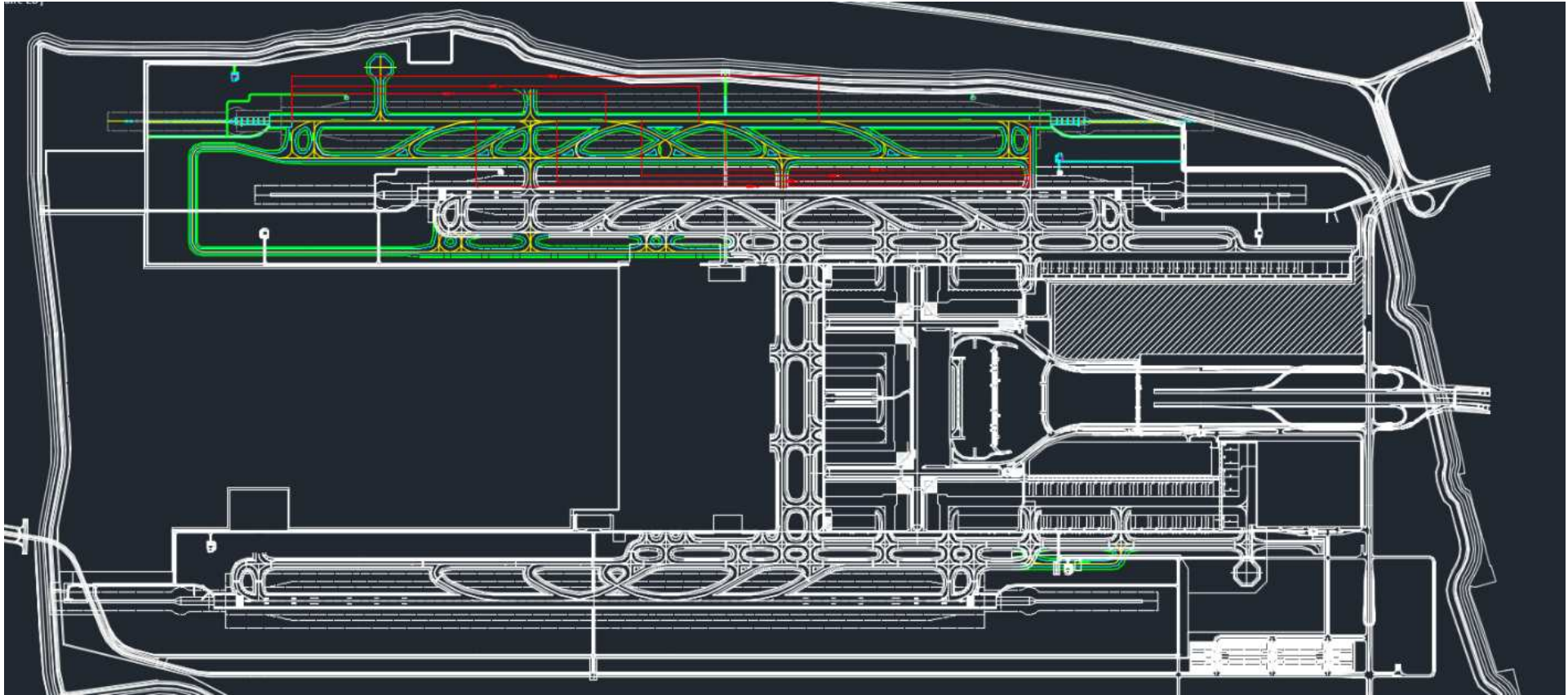
**74 Million Euros**  
of Revenue in 2016



**More than 400 Employees**  
in 15 Countries









04

## **CAPEX PROGRAM AND FUTURE PROJECTS**

# AVIATION

## MAKE THE MOST OUT OF OUR PARISIAN AIRPORTS

Ensure  
**OPERATIONAL  
ROBUSTNESS**  
and strengthen  
**EFFICIENCY**



Put an emphasis on  
**maintenance and  
renovation**



Strengthen the  
**competitiveness** of  
the hub and **optimise  
other process**



Improve **passengers'**  
**satisfaction**



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



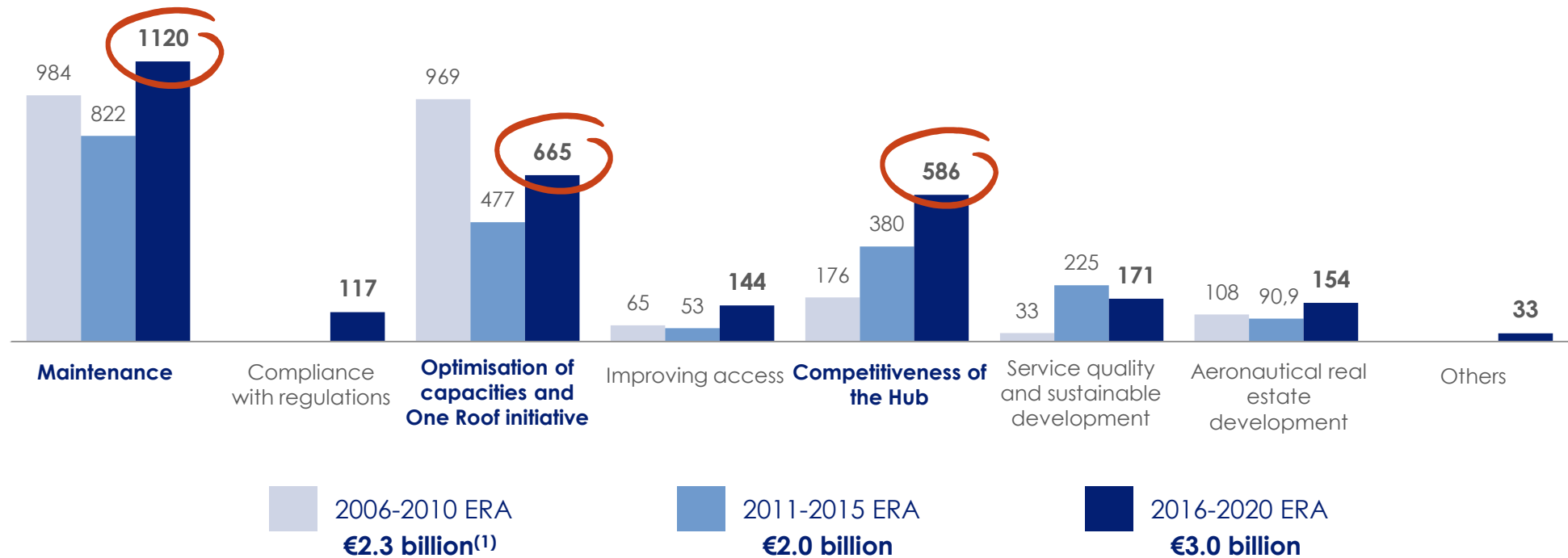
*Potential visual of the junction building at Paris-Orly*



*Potential visual of the merger of international satellites of Terminal 1*

# AN AMBITIOUS AND SELECTIVE REGULATED 2016-2020 CAPEX PROGRAMME

## 3 PRIORITIES FOR 2016-2020 ERA



Comparison of 2006-2010, 2011-2015 and 2016-2020 ERA investment programmes (€ million 2016)

<sup>(1)</sup> €2.3 billion with a scope comparable to that of ERA 2, i.e. an adjusted till system

<sup>(2)</sup> Compared to 2011-2015 ERA

# AN OPTIMISED AND SUSTAINED 2016-2020 CAPEX PROGRAMME OF €4.6 BILLION<sup>(1)</sup> TO BACK OUR STRATEGY

**Regulated CAPEX:**  
**€3.0 billion**

**Non-regulated CAPEX:**  
**€0.9 billion**

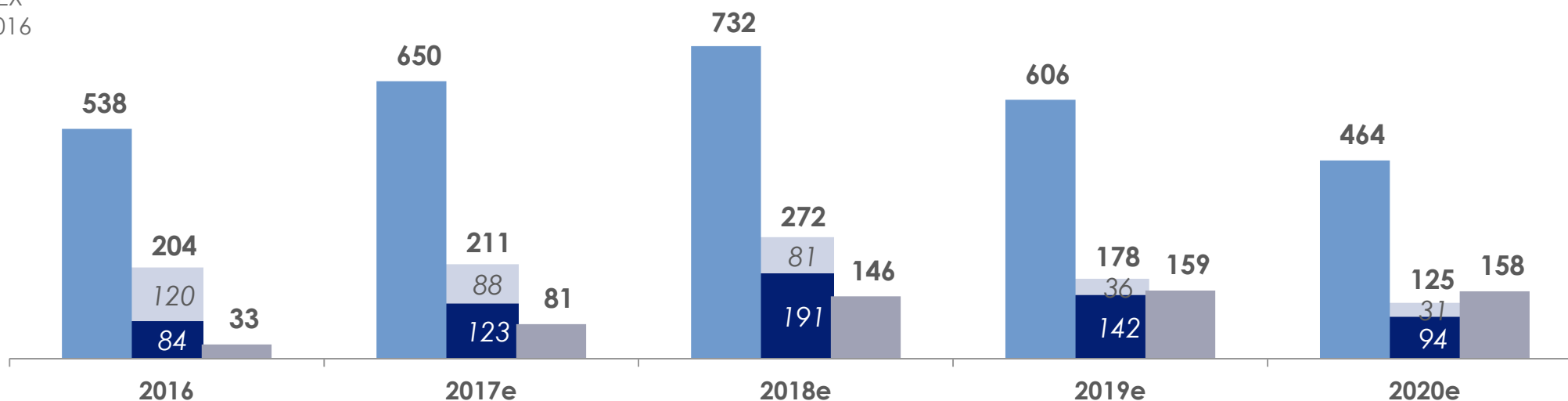
**Security CAPEX:**  
**€0.6 billion**

■ Regulated

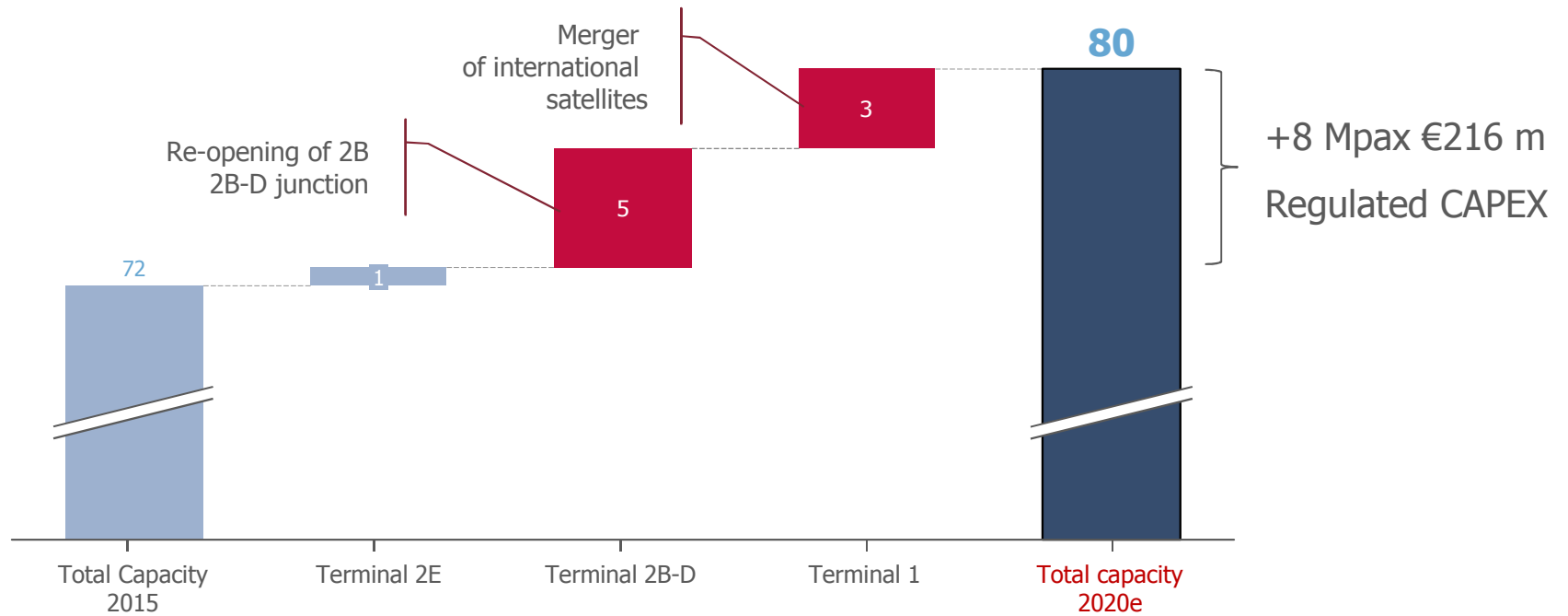
■ Retail<sup>(2)</sup> and other non regulated: €0.6bn  
 ■ Diversification Real Estate: €0.4bn

■ Security equipment Standard 3

CAPEX  
 €m 2016



# CAPACITY OPTIMISATION: CAPACITY +8 MPAX BY 2020 WITHOUT THE NEED FOR A NEW TERMINAL AT PARIS-CHARLES DE GAULLE

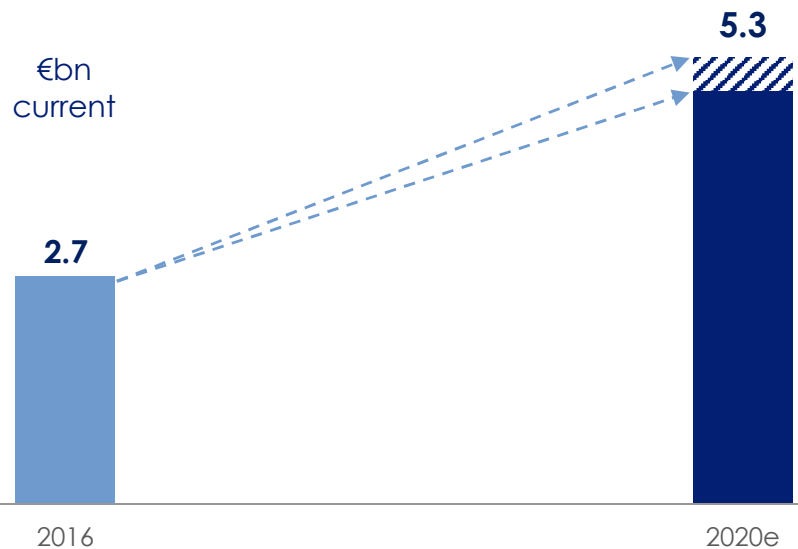


# CAPITAL ALLOCATION OF GROUPE ADP

## AN ASSUMPTION OF A DIVIDEND DISTRIBUTION POLICY AT 60%



Estimated change  
of the Group net debt  
in line with our ambition to  
**KEEP OUR S&P RATING**



Capex **FINANCING** for 2016-2020

- ◆ €3.0 billion on the regulated scope
- ◆ €1.6 billion on security and non-regulated scope
- ◆ Financial investments and subsidiaries (undisclosed)

Assumption of a **60% PAY OUT** dividend policy until 2020

- ◆ 60% of net result attributable to the Group
- ◆ Payment of interim dividends

**A+ Stable outlook maintained**

for our S&P rating



# UPDATE IN 2017 OF GROUPE ADP STRUCTURAL PROJECTS FOR THE 2016-2020 PERIOD (1/2)

## ◆ Connection of the international satellites of Terminal 1 of Paris-Charles de Gaulle



## ◆ Paris-Orly junction building



Orly South

Junction

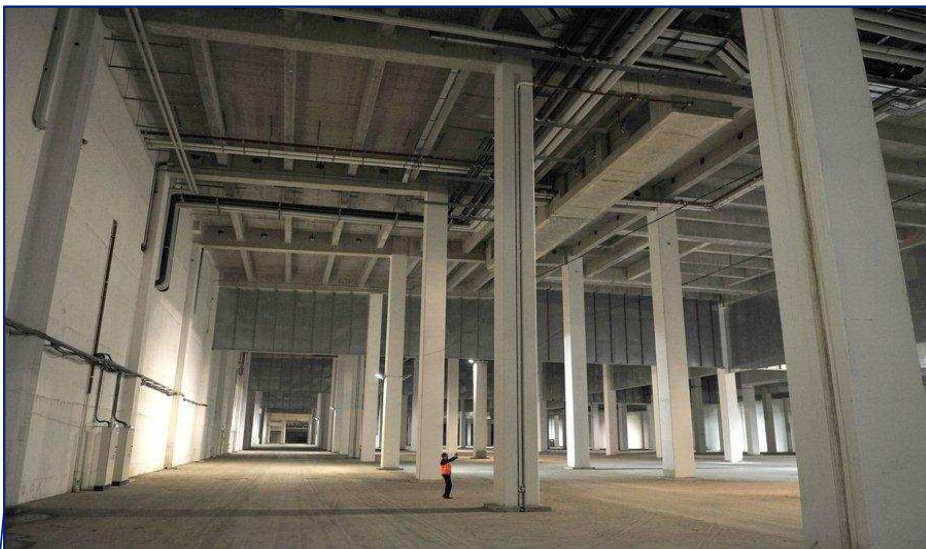
Orly West

## UPDATE IN 2017 OF GROUPE ADP STRUCTURAL PROJECTS FOR THE 2016-2020 PERIOD (2/2)

### ◆ B-D connection at Paris-Charles de Gaulle



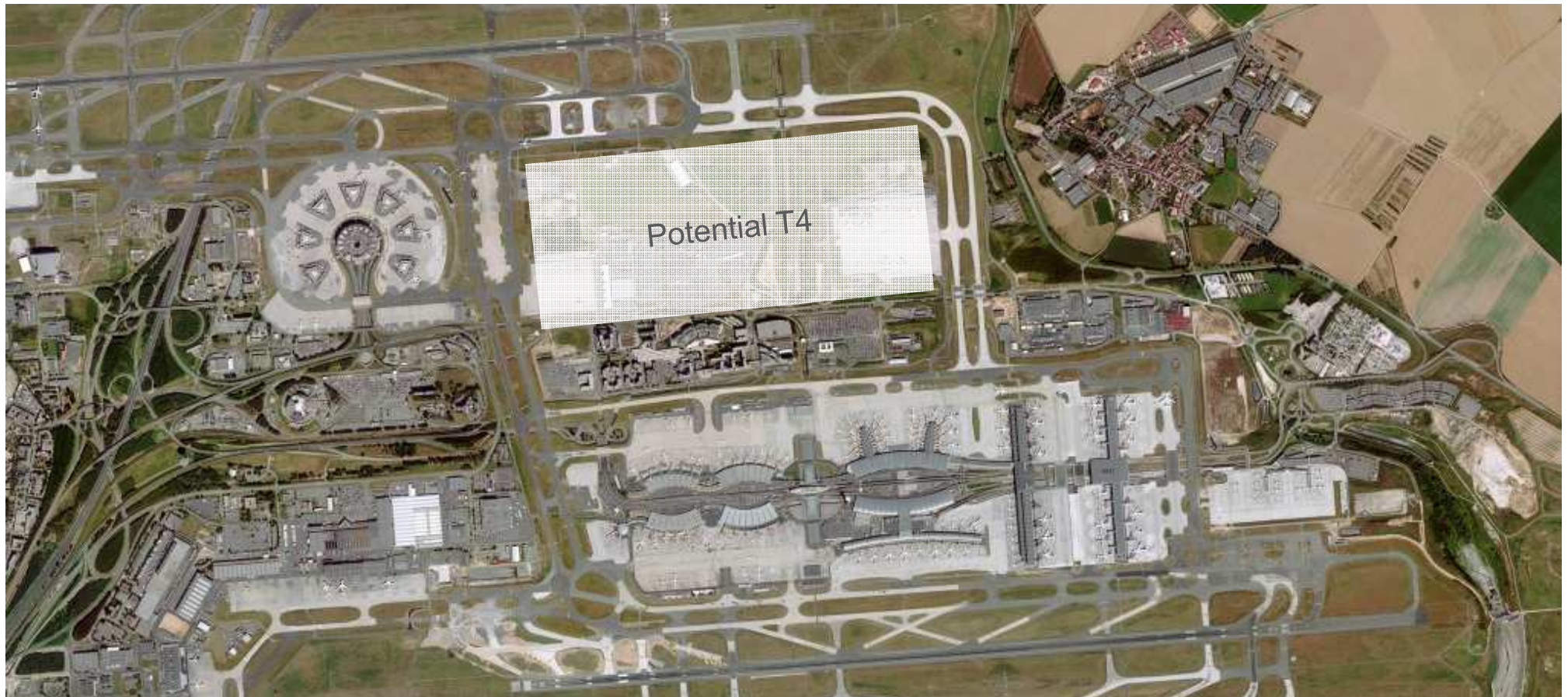
### ◆ Baggage sorting system in Hall L of Terminal 2E of Paris-Charles de Gaulle



# TERMINAL 4 PROJECT INITIATION

## TERMINAL 4 IS THE NEXT MAJOR CAPACITY INCREASE AT CDG AIRPORT

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05

# **INNOVATION AND DIGITAL STRATEGY**

# GROUPE ADP INNOVATIONHUB

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Our Ambition: To Become the airport group leader in innovation area

- ◆ To extend the 'Innovation Hub' program at an international level to all 23 airports of Groupe ADP
- ◆ To accelerate the development of ecosystems through places that embody the approach
- ◆ To develop a real range of innovative services on the entire value chain



Three strategic dimensions for an innovative cooperation

1. **SMART AIRPORT**
  - To develop a smart infrastructure, a digitalised airport
  - To reinforce the offer of personalised services in order to create a unique experience
2. **NEW MOBILITY**
  - To improve the connectivity thanks to digital and automation
  - To optimise both the connections between the city and the airport, the movements within the platform and between platforms
3. **ROBOTICS**
  - To implement solutions of automation process that meet the business challenges
  - To re-think the passenger experience through new technologies



Innovation serving transformation and competitiveness

- ◆ Our goal
  - On a short term, to accelerate innovation (prototypes, proof of concepts)
  - On a middle term, to explore new territories and business models
  - To promote the innovation culture and associate the employees into the approach
  - To provide a support to Business Units (sourcing, methodology, financing)
- ◆ A specific organization that:
  - Evolves into a short cycle of decision-making
  - Has support at the highest level (top management of Groupe ADP)
  - Benefits from a freedom to choose
  - Has its own budget

# DIGITAL TECHNOLOGY AS A TRANSFORMATIONAL TOOL TO ENGAGE, SIMPLIFY AND PERSONALIZE CUSTOMERS RELATIONSHIP

The association of the **human factor** and the **mobile and innovative digital tools** at the service of our customers for:

- Piloting the performance of the territory
- Ensuring personalized communication tailored to our clients
- Easing and speeding up the flow of information
- Facilitating data capture



# WE DEPLOY UNIQUE INNOVATIVE SYSTEMS...

Use of Automation at every stage of the passenger process

Automatic luggage drop-off system



Automated screening lanes



Self-boarding

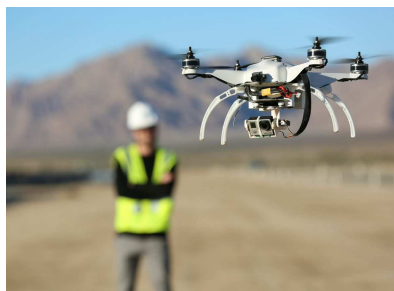


Biometric Authentication Technologies



Use of disruptive technologies thanks to  
**INNOVATIONHUB**

Drones for the maintenance



Real-time Pax flow monitoring – Digital Airport (Vasco)



AI for luggage system

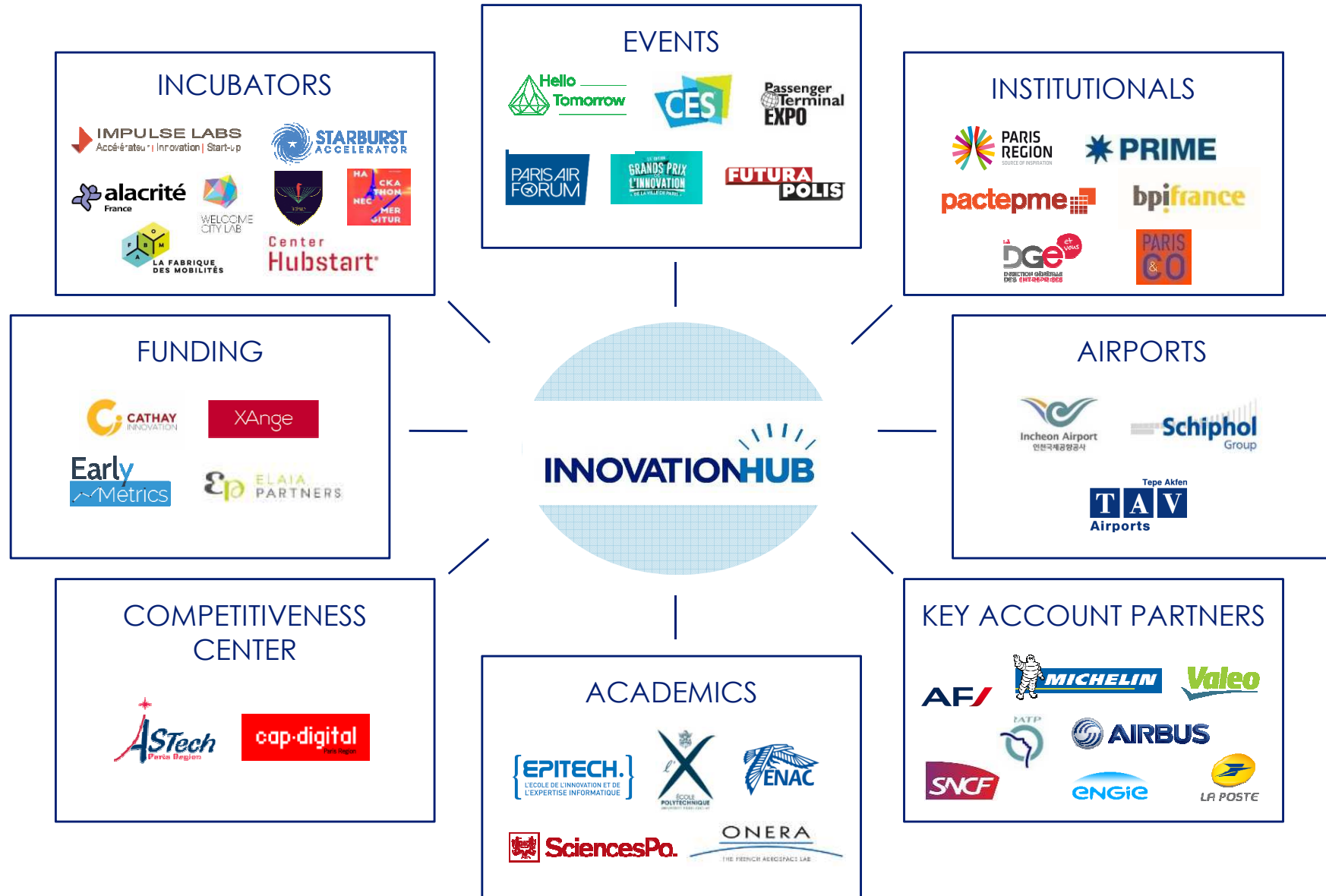


Chatbot



... to enable the airlines to optimize their resources and to bring our terminals to the forefront in terms of passenger experience

# A UNIQUE ECOSYSTEM





# INVESTMENT: A NEW INNOVATION LEVER

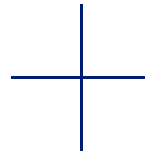
## A DUAL APPROACH

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### ADP Invest

- Dedicated to strategic operations
- 16M€ for five years

 INNOVATIONHUB



### External funds

- A qualified expertise and sourcing
- A geographical complementarity
- A capacity of co-investment



# EXAMPLE OF INNOVATIVE PROJECTS DEPLOYED



Area 'arrivals' information'



Lecture area



Waiting time on security checks



**PACIFA** decision  
3D INNOVATIVE TECHNOLOGIES



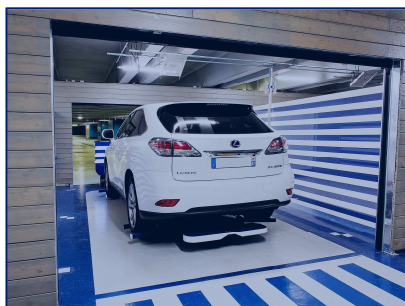
Biop



Prima Mobile



Business areas



**SR**  
STANLEY ROBOTICS



**SAFETY LINE**  
take control of your safety



Autonomous vehicle



**destygo**