



**GROUPE ADP**  
SHARING NEW HORIZONS

## **2027-2034 Economic Regulation Agreement Proposal: a proposal to successfully transform Paris airports and enhance their competitiveness**

**Investor Teach-In**

**11 December 2025**



INVESTOR TEACH-IN GROUPE ADP

# Agenda and speakers

## 8:30 a.m. Main session presentation

### Objectives and proposal



**Philippe Pascal**

Chairman and Chief Executive Officer

### Industrial project



**Justine Coutard**

Deputy Chief Executive Officer

### Economic balance



**Christelle de Robillard**

Executive Vice-President – Finance,  
Strategy and Development

### Conclusion and Q&A



## 11:00 a.m. Break

## 11:30 a.m. Thematic workshops

### Workshop #1 - 11:30 a.m. Operational performance levers



**Régis Lacote**

Executive Vice-President – Operations  
and Innovation



**Baptiste Maurand**

Director of Engineering and Capital Projects

### Workshop #2 - 12:15 p.m. Economic performance levers



**Christelle de Robillard**

Executive Vice-President – Finance,  
Strategy and Development



**Antoine Crombez**

Deputy Chief Financial Officer

## 1 p.m. Cocktail reception

# 01

## OBJECTIVES AND PROPOSAL

Philippe PASCAL, Chairman and Chief Executive Officer



# A new cycle for the airport industry

1

## Environmental transition

A key priority and a collective responsibility

2

## Competitiveness

Growing competition and increased taxation and construction costs

3

## Traffic

More moderate and structurally reshaped growth

4

## Real estate regulation and modernisation

Necessary updates and new requirements



# Key assets for creating sustainable value

Groupe ADP is:



**A world leader**  
in airport operations



**An airport system in the Paris region** with unique potential



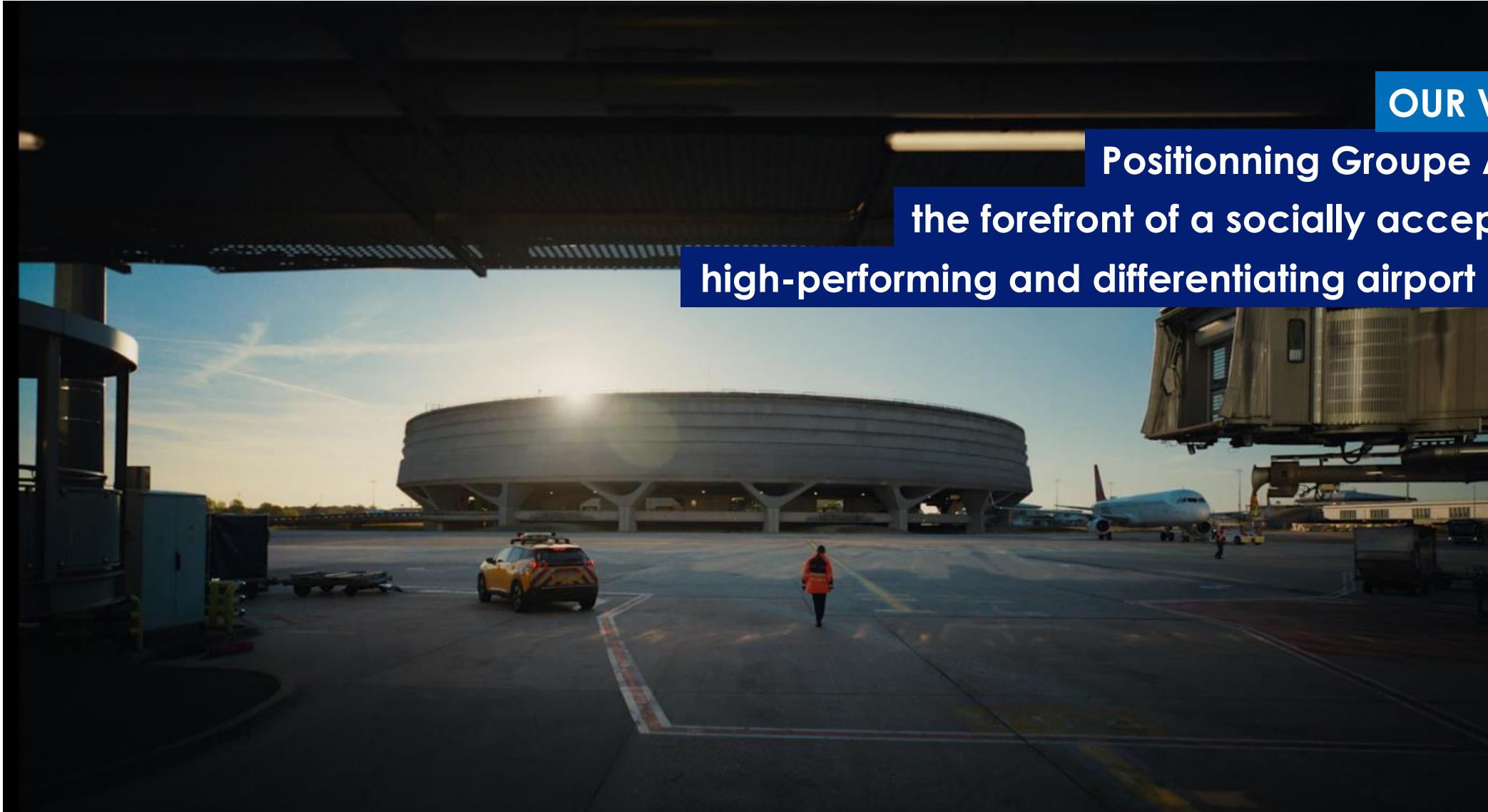
**A pioneer in decarbonising**  
air transport



**A powerful hospitality brand**  
and operational expertise



**A robust business model**  
based on a hybrid till



## OUR VISION

Positionning Groupe ADP at  
the forefront of a socially acceptable,  
high-performing and differentiating airport model

# Boosting the performance of airlines and Groupe ADP through investment

## Reinforcing operational competitiveness

Gains for airlines:  
**punctuality, reliability, speed**

## Developing airport **capacity** in a targeted way

Increasing airport capacity  
by **18 million passengers**<sup>1</sup>

## Improving service quality

Achieving the **highest ACI-ASQ service quality standards**

## Accelerating the **energy transition** and intermodality

Ensuring **net-zero emissions by 2050**<sup>2</sup>

A REINVENTED INDUSTRIAL MODEL FOR A NEW BALANCE  
**BETWEEN PERFORMANCE, RESPONSIBILITY AND COMPETITIVENESS,**  
**CREATING VALUE FOR ALL OUR STAKEHOLDERS**

<sup>1</sup> Additional capacity compared with estimated 2025 capacity following the deployment of the Entry-Exit System - EES

<sup>2</sup> Achieving and maintaining net zero on Scopes 1 and 2 and actively reducing Scope 3 emissions, with a stronger commitment from third parties. Sequestration of residual emissions using approved solutions.

# A streamlined development model designed for success in a challenging environment

## Efficiency

Priority given to optimisation and densification before building new infrastructure

Choosing a more demanding project, requiring operational interface management and resulting in a longer timeline but promoting greater efficiency and delivering sustainable performance

## Modularity

A series of medium-sized projects to fit in with existing structures

## Progressivity

Progressive and sequential development, limiting land take



# An industrial choice justified by an exceptional public consultation

## PARIS-ORLY 2035

26 February to 26 May 2024

more than  
**6,000**  
people made  
their voices heard

**22**  
stakeholder reports

more than  
**100**  
municipalities

**2,436**  
contributions

more than  
**20**  
consultations

**10,335**  
opinions

## CD&G VOUS

8 April to 8 July 2025

more than  
**17,000**  
people made  
their voices heard

**103**  
stakeholder reports

more than  
**800**  
municipalities

**6,388**  
contributions

more than  
**50**  
consultations

**20,476**  
opinions

*With the support of the entire airport community, including airlines.*



## A multi-year regulation framework, essential for executing the industrial project

**Setting a clear course**  
that is consistent with  
our industrial vision  
and objectives for 2050

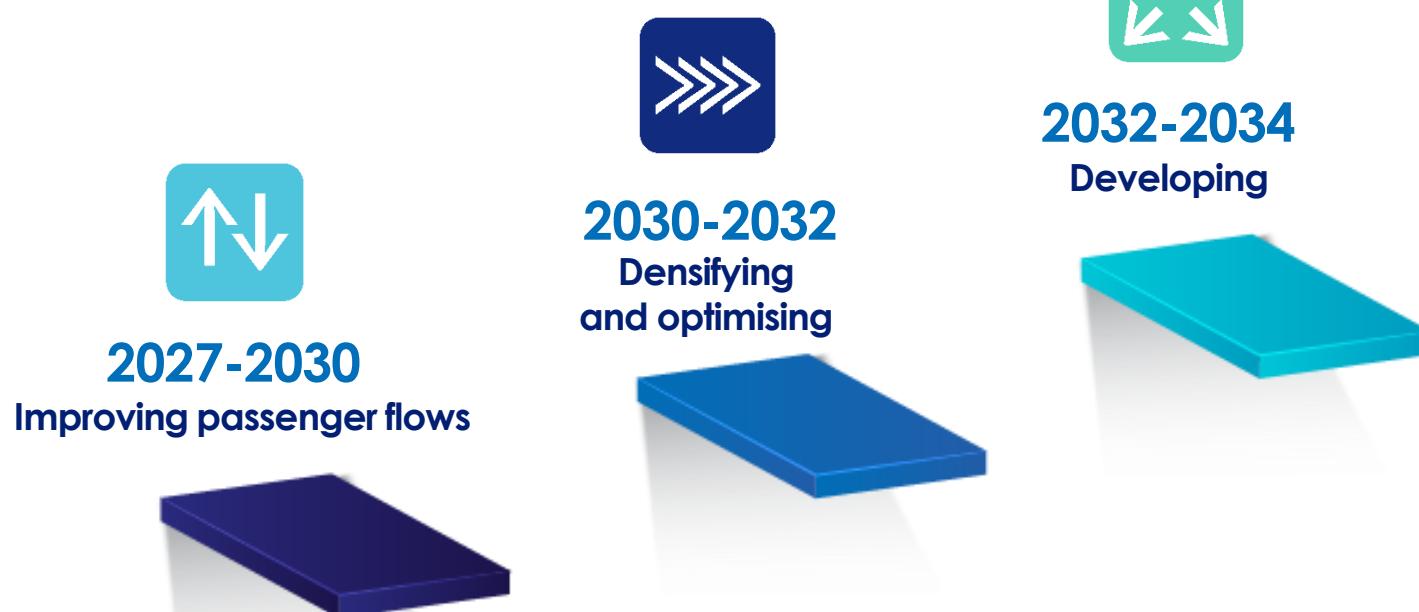
**Aligning** investment,  
operating performance  
and airport charges

**Guaranteeing** long-term  
visibility and stability



# An eight-year agreement to execute and deliver the 2027-2034 industrial project

A time span consistent with a progressive approach to the industrial project designed around 3 phases:



## Content of the agreement

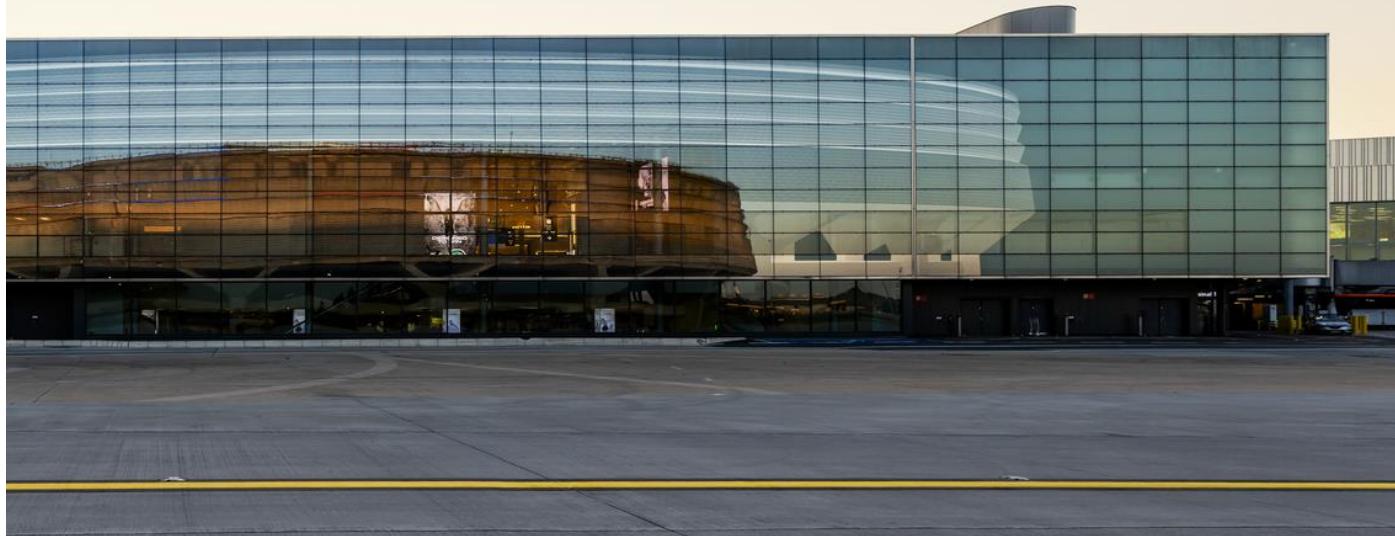
Investment commitment supported by a **controlled fee trajectory**

Performance and service quality commitments

Fair risk sharing through fee review, termination and adjustment clauses

## A fair return on regulated investments

**Convergence of the  
regulated ROCE with the regulated WACC  
at 5.9%**  
on average  
over the term of the agreement (2027-2034),  
in line with French law



# A proposal providing a framework for stability and sustainable performance

A moderate traffic growth

TRAFFIC GROWTH  
**+1.6%**  
2026-2034 CAGR

A progressive, tailored investment plan

REGULATED INVESTMENTS  
**€8.4 billion<sup>1</sup>**

A long-term modular project

DURATION  
**8 years**

Measures to control costs

REGULATED EXPENSES  
**-€130 million**  
by 2034 (vs. trend)

A coherent and proportional fee policy

AVERAGE AIRPORT CHARGES INCREASE  
**CPI<sup>2</sup> +2.6pts**

Balanced risk-sharing mechanisms

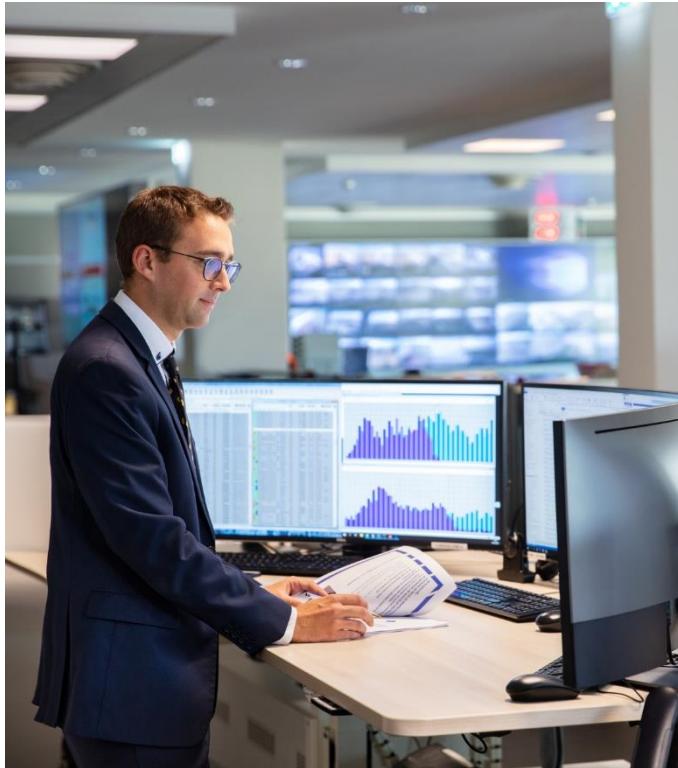
**4** ADJUSTMENT FACTORS for the airport charges increase cap

**CONVERGENCE BETWEEN THE REGULATED ROLE AND THE REGULATED WACC, AT 5.9%  
ON AVERAGE OVER THE TERM OF THE AGREEMENT**

1. In constant euros, 2025.

2. Harmonised index of consumer prices

# A proposal that reinforces Groupe ADP's business model



## A stronger, more secure regulated business model

**Hybrid till**, guaranteeing the resilience of the regulated model

Asset and expense **allocation keys** stabilised, pending confirmation with the regulator

## Greater financial discipline

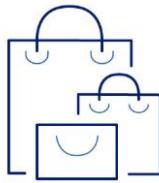
**Cost control** within the regulated scope and savings plans

**Sequenced, modular investment management**, optimising existing infrastructure and keeping pace with air traffic growth without overtaking it

**Efficient capital allocation**, preserving financial robustness



## A solid balance sheet and continued capacity to invest and distribute



### CAPACITY TO INVEST

in unregulated  
growth drivers



### CAPACITY TO DISTRIBUTE

a dividend of 60% of  
attributable net income,  
with a floor of €3 per share



### CAPACITY TO MAINTAIN

an unchanged  
credit rating<sup>1</sup>



**CONFIRMED**

<sup>1</sup>. Except new, unregulated development opportunities



# 02

## **AN INDUSTRIAL PROJECT TO MATCH OUR COLLECTIVE AMBITION**

Justine COUTARD, Deputy Chief Executive Officer



# An optimised and coordinated development project, calibrated to reduce risks in a more restricted environment



## A phased development project that maximises efficiency before continuing expansion

A coherent eight-year programme

Management of execution costs and risks

Construction schedule designed to minimise disruption to airport operations and preserve business continuity



## An unprecedented consultation to ensure the acceptability and robustness of the project

Paris-Orly 2035 and CDG&Vous public consultations

Structured, ongoing dialogue with airlines and their representatives

A jointly constructed project to strengthen local presence and long-term sustainability



## An efficient and more responsible development model

Optimisation and densification of existing infrastructure prior to expansion

A modular design with intermediate projects integrated into existing infrastructure

Gradual development that limits land take, reducing environmental impacts



# Increasing capacity through a gradual approach to development



**2027-2030**

## STREAMLINING AND IMPROVING THE FLOW PASSENGER JOURNEYS

- Solve border control waiting times
- Improve service quality at security checkpoints
- Improve the customer journey and experience



**2030-2032**

## DENSIFYING AND OPTIMISING EXISTING INFRASTRUCTURE

- Densify terminals
- Optimise airside capacity
- Simplify and improve baggage handling



**2032-2034**

## CREATING NEW INFRASTRUCTURE AND DEVELOPING INTERMODALITY

- Increase the number of aircraft contact stands
- Improve connecting journey performance
- Facilitating intermodal journeys and developing regional connectivity



# FILM





## A first phase dedicated to improving the flow and streamlining passenger journeys



### Streamlining the border control process

**Reduce waiting times** by densifying checkpoint equipment

**Expand waiting areas**

**Support the introduction of the EU Entry/Exit System (EES)**

### Improving the customer experience at security checkpoints

**Deploy cutting-edge equipment:** AVSEC<sup>1</sup> security checkpoints and EDSCB<sup>2</sup>

**Maximise security**

### Improving the customer journey and experience

**Make the passenger journey clearer** and easier to navigate

**Implement simpler wayfinding,** in particular for connections

**Relieve congestion in certain areas,** particularly during renovation work in public areas and boarding lounges

1. Aviation security

2. Explosive detection system for cabin baggage (EDSCB)

## Paris-Charles de Gaulle

Terminal 1 – New border control area under the Alpha taxiway



### IMPROVING PASSENGER FLOWS

**Creation of a new departures and arrivals border crossing under an aircraft taxiway**

**Double the surface area dedicated to border controls  
(5,400 sq.m. vs. 2,300 sq.m.)**

**Double the number of border control checkpoints  
(37 vs. 19) and triple the number of PARAFE gates  
(57 vs. 20)**

**Delivery in 2030**



# Paris-Charles de Gaulle

Terminal 2E – New arrivals border



## IMPROVING PASSENGER FLOWS

Construction of a new 18,500 sq.m building to the east of the central corridor of Terminal 2E

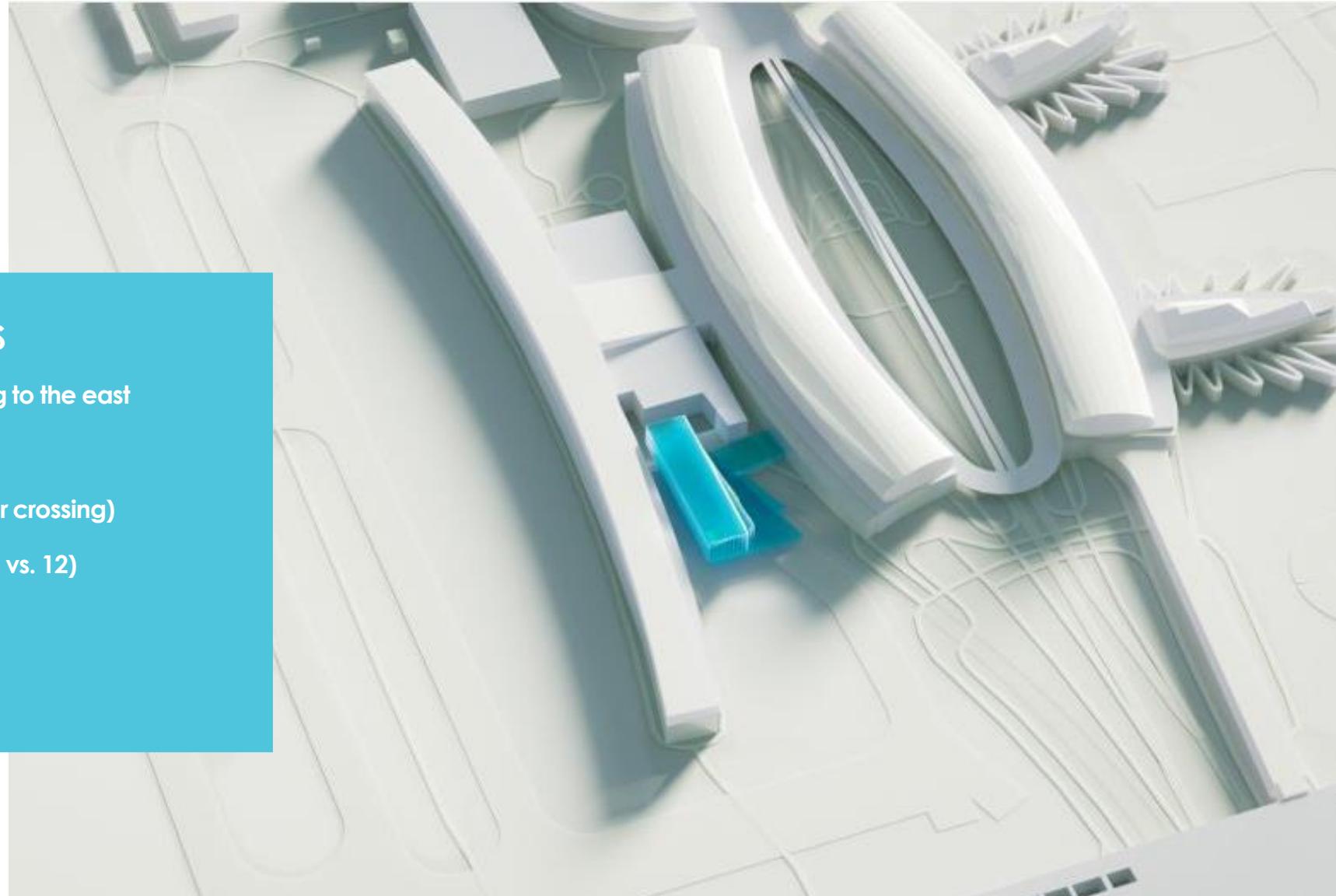
Creation of a new arrivals border crossing  
(1.7x the surface area of the current border crossing)

Increase in the number of checkpoints (21 vs. 12) and PARAFE gates (24 vs. 18)

Creation of new premium lounges  
(1.5x the current lounge surface area)

**Delivery in 2030** (border)

**Delivery in 2031** (lounges)



## »»» A second phase for densifying and optimising existing infrastructure

### Densifying terminal capacity

**Strengthen existing landside capacities:**  
check-in, security checkpoints and baggage halls

**Densify boarding lounges** as part of a wider renovation programme

### Optimising airside capacity

**Optimise and increase the number of aircraft stands**, while limiting further soil sealing and the impact on operations

**Prioritise contact boarding capacity** to enhance both customer experience and airline performance

### Improve baggage handling performance

**Increase baggage storage capacity**

**Improve baggage handling between terminals** through new mechanised links and improving interfaces between baggage sorting modules



## Paris-Charles de Gaulle

Terminal 2E – New eastern satellite –  
Phase 1 – Bringing the “AGEN” areas  
into contact



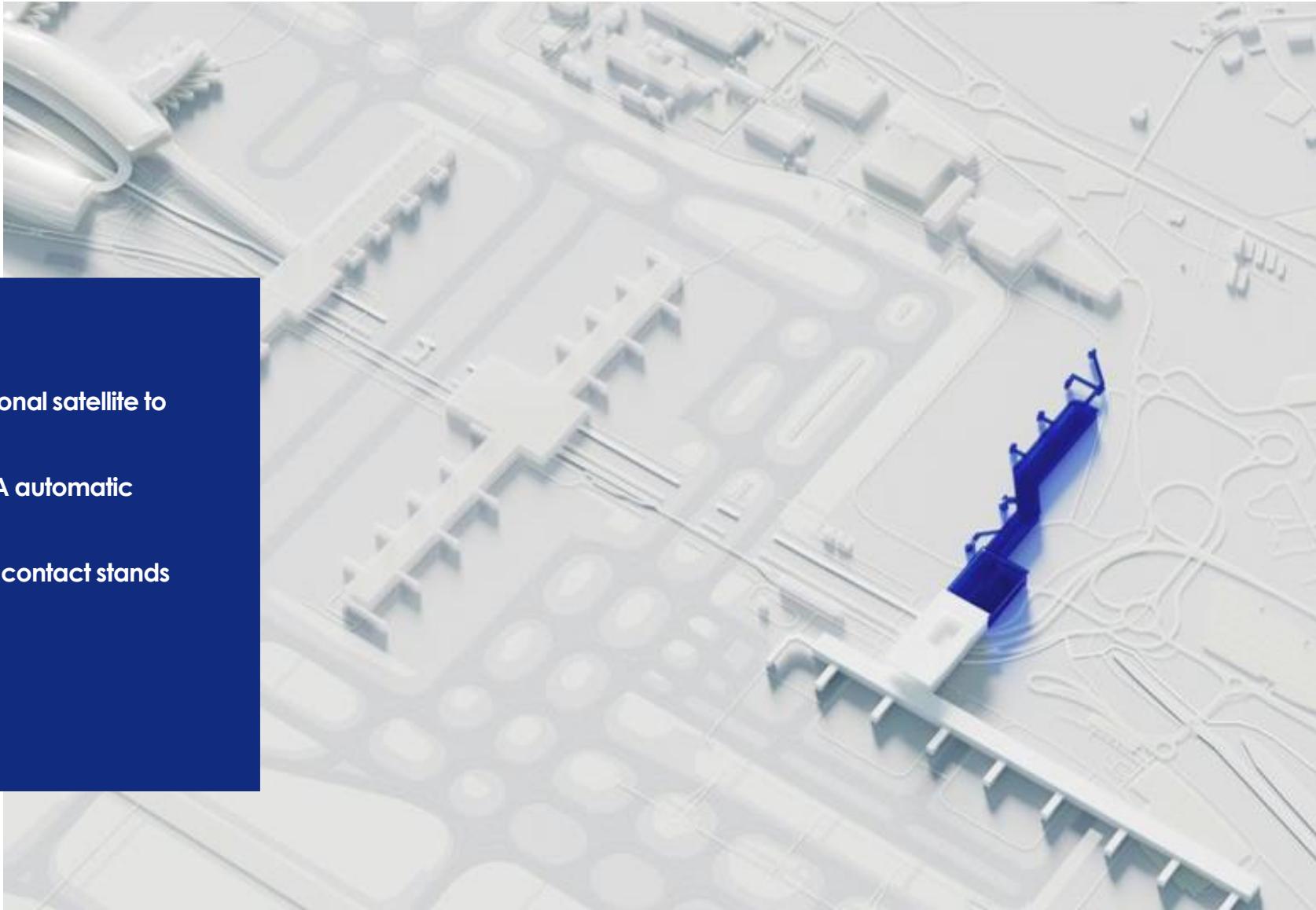
### DENSIFYING AND OPTIMISING

Construction of a new 28,000 sq.m. international satellite to  
the east of the airport

Bringing the satellite into contact via the LISA automatic  
shuttle extension from Hall 2EM

Additional capacity of 6 wide-body aircraft contact stands

Delivery in 2030



## Paris-Charles de Gaulle

Remote capacity – Extension of the Hotel areas



### DENSIFYING AND OPTIMISING

Extension of the Hotel areas to the north of the airport

Additional capacity of 10 remote wide-body aircraft stands

Absorb traffic growth in the medium term while contact capacity is being increased

Positioned as close as possible to the terminals to optimise the contact rate thanks to rapid double-pushback operations

Delivery in 2030



# Paris-Charles de Gaulle

Terminal 3 – Densification and extension



## DENSIFYING AND OPTIMISING

Creation of a modular, reusable dual-status boarding pier

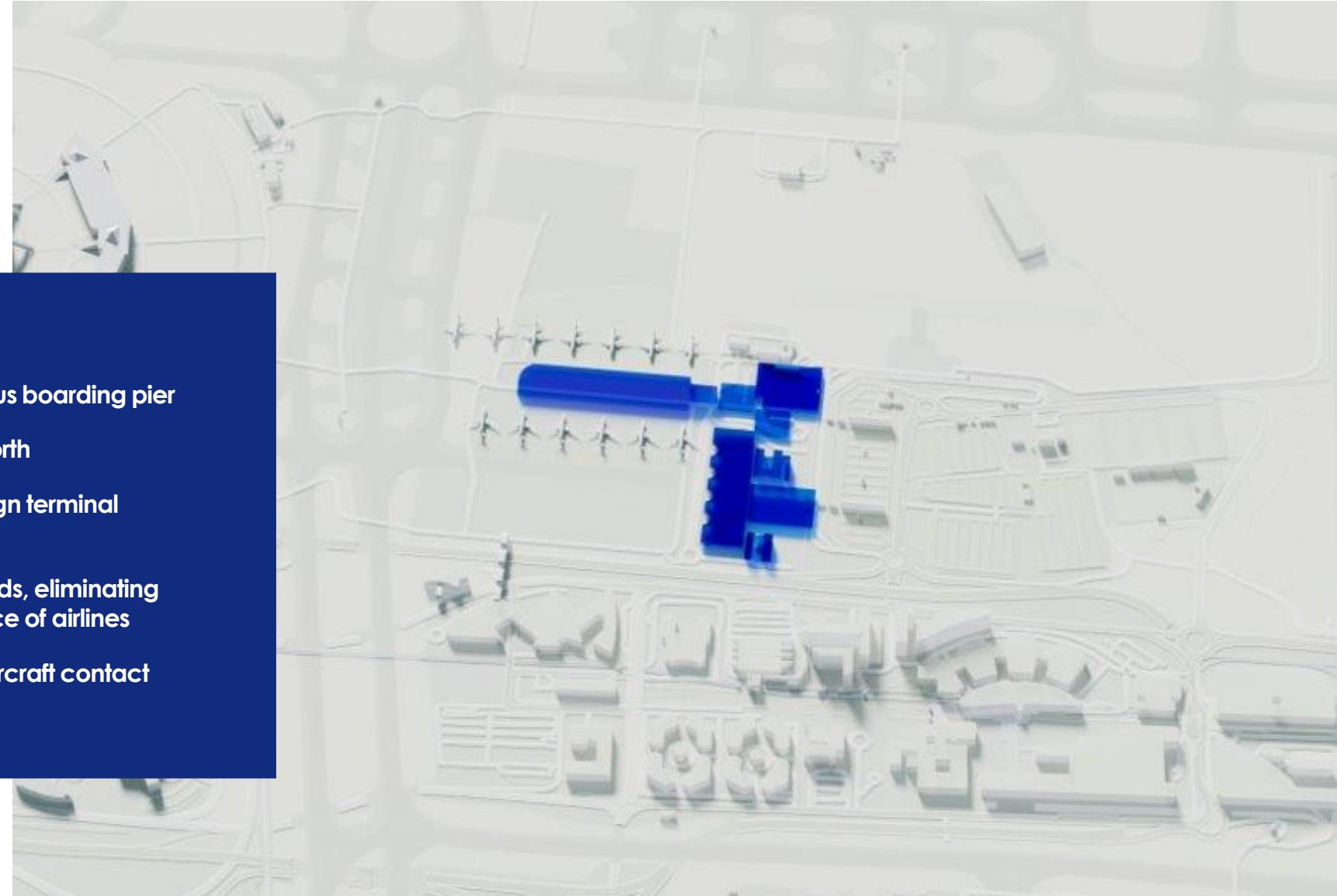
Extension of the “Quebec” areas to the north

Densification of the existing terminal to align terminal resources

Walking contact for 6 existing aircraft stands, eliminating bus transfers and boosting the performance of airlines

Additional capacity of 7 medium-body aircraft contact stands

Delivery in 2030



# Paris-Orly

Orly 1 – New processor in 1A/1B



## DENSIFYING AND OPTIMISING

**Construction of a new 10,000 sq.m building between Halls 1A and 1B**

**Creation of a new shared security control area with cutting-edge security checkpoints**

**Expansion of 1A and 1B boarding lounges to take advantage of the space freed up by the removal of the existing security checkpoint areas**

**Delivery in 2031**





## A third phase for creating new infrastructure and developing intermodality

### Increasing the number of aircraft contact stands available

**Create new infrastructure** offering additional contact boarding capacity

**Respond to the growing need for wide-body aircraft stands** at Paris-Charles de Gaulle and **medium-body** aircraft stands at Paris-Orly

### Transforming connecting journeys

**Improve hub connectivity performance** by developing a fast and robust internal transport infrastructure – a connection train – at Paris-Charles de Gaulle

### Developing intermodality

**Encourage a modal shift** to lower-carbon transport

**Improve connectivity with neighbouring regions** by capitalising on new public transport services



## Paris-Charles de Gaulle

Terminal 2E - New eastern satellite -  
Phase 2 - Creation of an international  
satellite



### DEVELOPING

**Construction of a new international satellite  
on the current site of Terminal 2G to the east of the airport**

**Additional capacity of 9 wide-body aircraft stands**

**Satellite linked to the "AGEN" satellite areas (phase 1)  
to form a single international satellite with a capacity  
of 15 wide-body aircraft contact stands**

**Delivery in 2034**



# Paris-Charles de Gaulle

New intermodal hall



## DEVELOPING

**Construction of a new building between the CDG2 train station and Terminal 2E**

**A building constructed to extend the Terminal 2E public area, incorporating air terminal capacity to accompany the entry into service of the new satellite to the east**

**A direct connection between Terminal 2E and the CDG 2 railway station, creating a dedicated route for passengers accessing the airport by train**

**Delivery in 2033**



# Paris-Charles de Gaulle

New connecting train



## DEVELOPING

**Creation of a connecting train linking the hub's boarding halls, starting from a station shared by Terminal 2E and Terminal 2F and ending at the new boarding satellite to the east of the airport**

**Project to improve connecting performance and the customer experience, and control security expenditure**

**An essential prerequisite for subsequent development to the north of the airport**

**Delivery in 2032**

*(commissioning of initial trains)*



## Paris-Orly

Orly 2-3 - New satellite to the west



### DEVELOPING

**Creation of a new boarding satellite to the west of the airport**

**Construction of a skybridge above the taxiways connecting the satellite to Orly 2 and Orly 3**

**Contact stands for 8 aircraft positions**

**Delivery in 2034**



## Paris-Orly

“Landside Orly” – Overhaul of the access model and development of intermodality

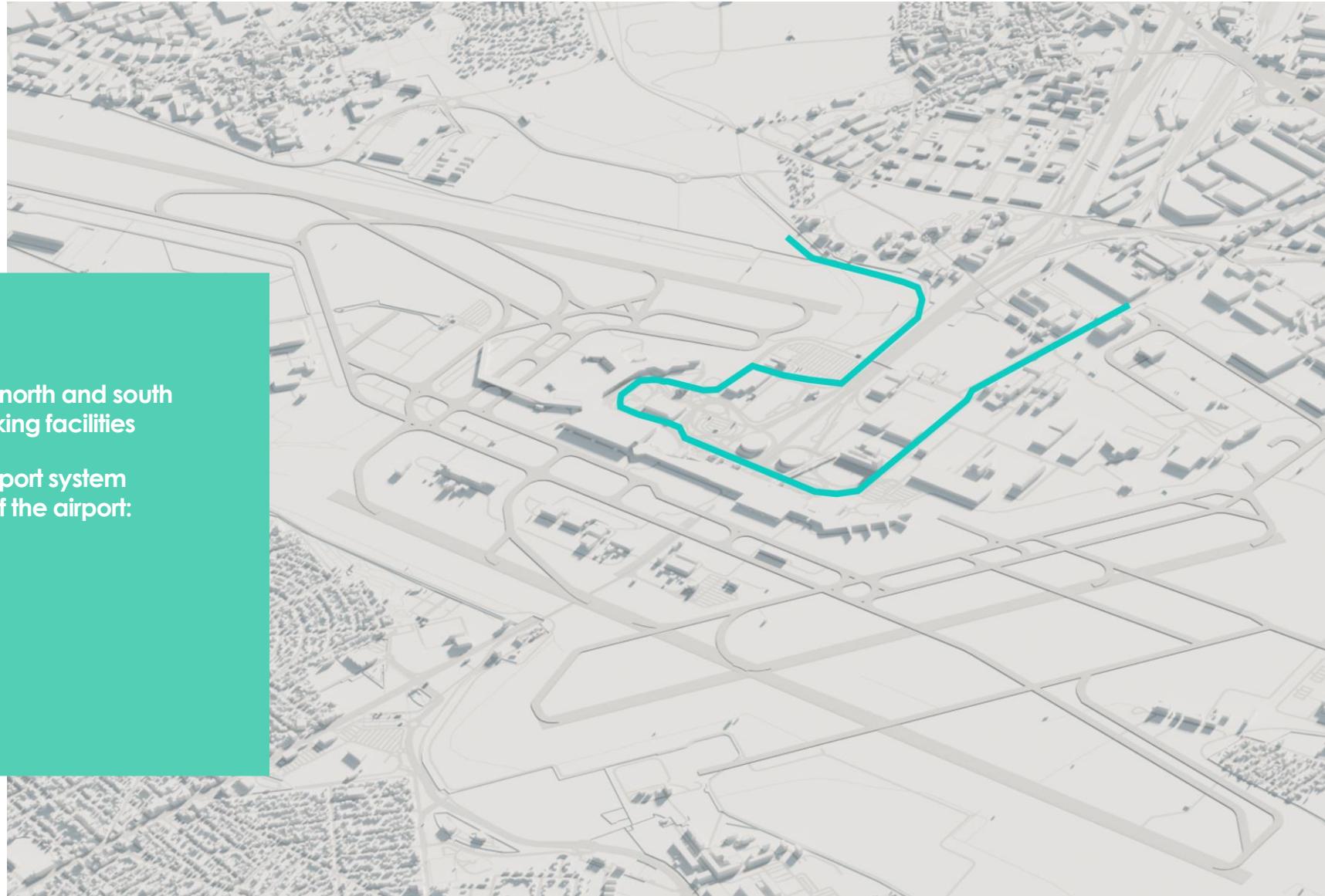


### DEVELOPING

Construction of two welcome areas to the north and south of the airport to streamline remote car parking facilities

Construction of an internal guideway transport system to connect the various areas to the north of the airport: terminals, car parks and built-up areas

Phased delivery until 2035



# A 2027-2034 ERA for a sustainable and balanced model that creates value for all stakeholders

## For the hub and the airlines: enhanced competitiveness

Providing **visibility** on the **industrial project** to keep pace with **traffic growth**

**Multiannual visibility** on airport charges changes

**Gradual development of new capacities** to keep pace with growth

## For passengers: continuous improvement in service quality

a smoother end-to-end process

An enhanced travel experience

Increased accessibility

## For local regions: a lever for economic development

**Greater appeal** for business activities

**Improved connectivity** and a direct contribution to sustainable mobility

A momentum of **13,000 direct and indirect jobs**, supported by more than **€1 billion of investment per year**



# 03

## A BALANCED ECONOMIC PROPOSAL

Christelle de ROBILLARD,  
Executive Vice-President, Finance, Strategy and Development



## A balanced economic proposal aimed at ensuring a fair return on capital employed

Average convergence for the regulated ROCE and regulated WACC of **5.9%** over the duration of the 2027-2034 Economic Regulation Agreement



# A proposal providing a framework for stability and sustainable performance

A moderate traffic growth

TRAFFIC GROWTH  
**+1.6%**  
2026-2034 CAGR

A progressive, tailored investment plan

REGULATED INVESTMENTS  
**€8.4 billion<sup>1</sup>**

A long-term modular project

DURATION  
**8 years**

Measures to control costs

REGULATED EXPENSES  
**-€130 million**  
by 2034 (vs. trend)

A coherent and proportional fee policy

AVERAGE AIRPORT CHARGES INCREASE  
**CPI<sup>2</sup> +2.6pts**

Balanced risk-sharing mechanisms

**4 ADJUSTMENT FACTORS**  
for the airport charges increase cap

## CONVERGENCE BETWEEN THE REGULATED ROCE AND THE WACC, AT 5.9% ON AVERAGE OVER THE TERM OF THE AGREEMENT

1. In constant euros, 2025.

2. Harmonised index of consumer prices

## Moderate long-term traffic growth

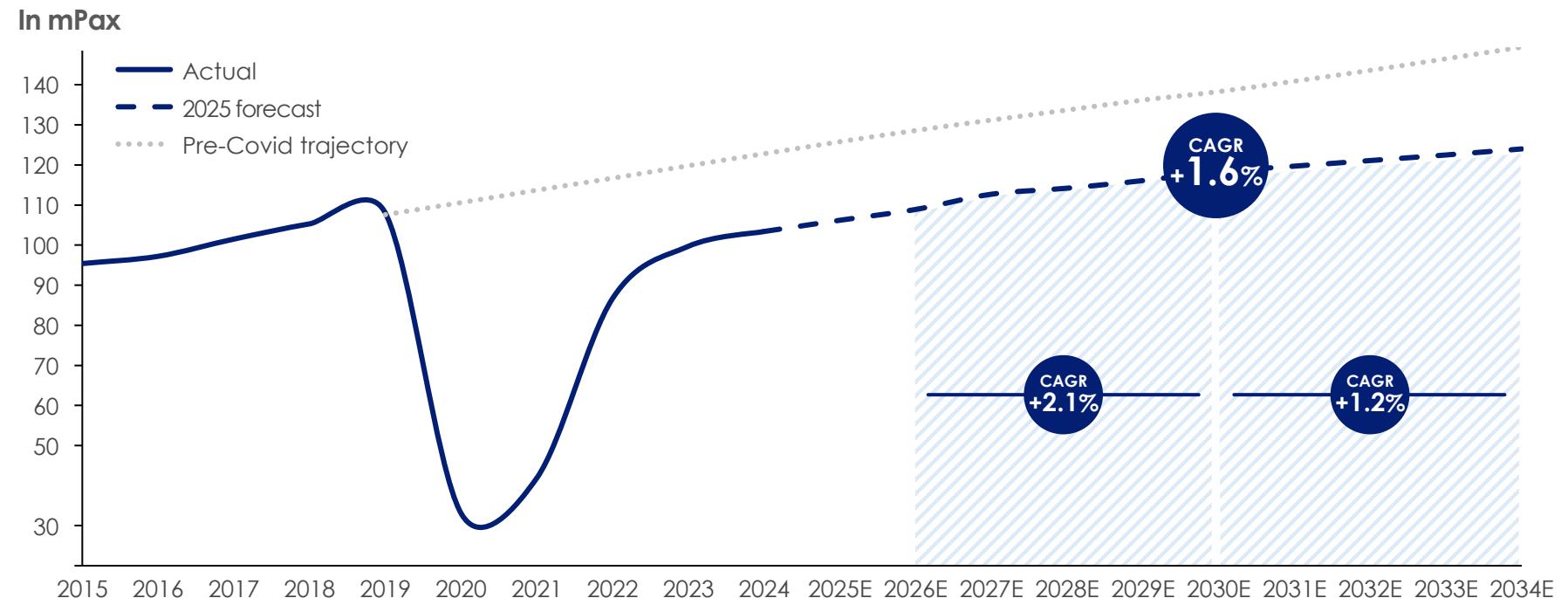
Long-term passenger traffic growth of around **1% to 1.5%** per year by 2050.

This trajectory is consistent with the sector's **decarbonisation objectives**, the **regulatory** changes underway and the **economic growth** of the markets served by Paris airports.

**2026-2034  
growth  
estimated at  
+1.6%  
per year**

**Growing need  
for additional  
capacity**

**Traffic growth in Paris**  
(Paris-Charles de Gaulle and Paris-Orly)



## A more value-creating traffic mix

Differentiated 2026-2034  
traffic growth

### Domestic

-1.5%  
CAGR

### Schengen

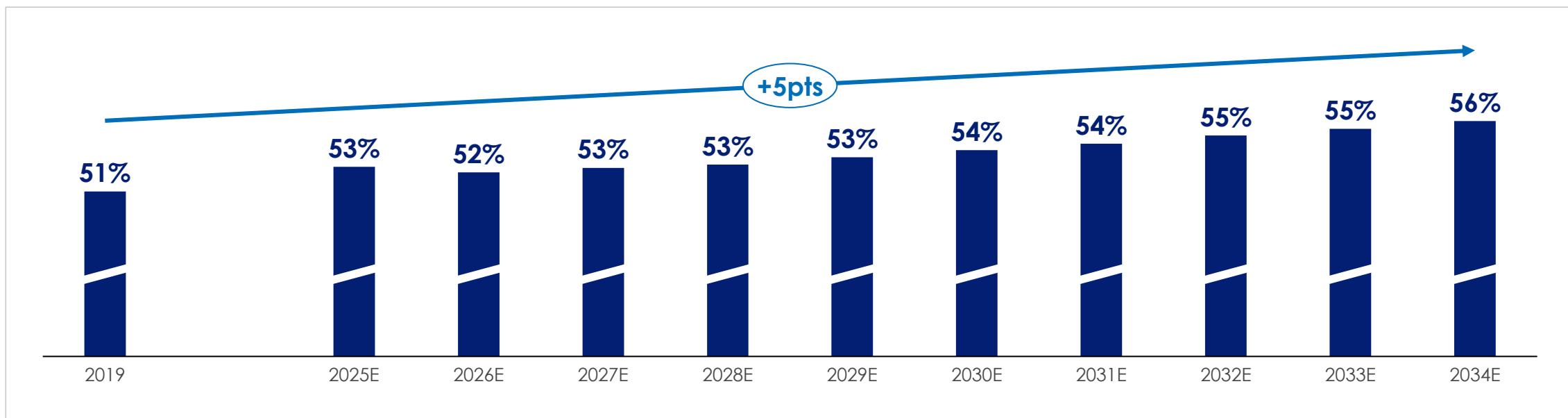
+1.2%  
CAGR

### International

+2.7%  
CAGR

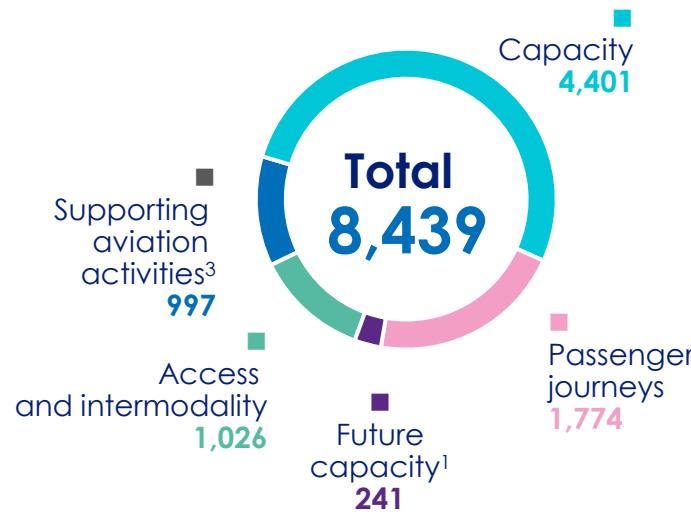
#### International share of traffic up 5 points vs. 2019

Growth in the international share (incl. French overseas territories) of passenger traffic in Paris



# A regulated €8.4 billion<sup>1</sup> investment programme, planned in phases and enhancing value

## Breakdown of 2027-2034 investments (€m<sup>1</sup>)



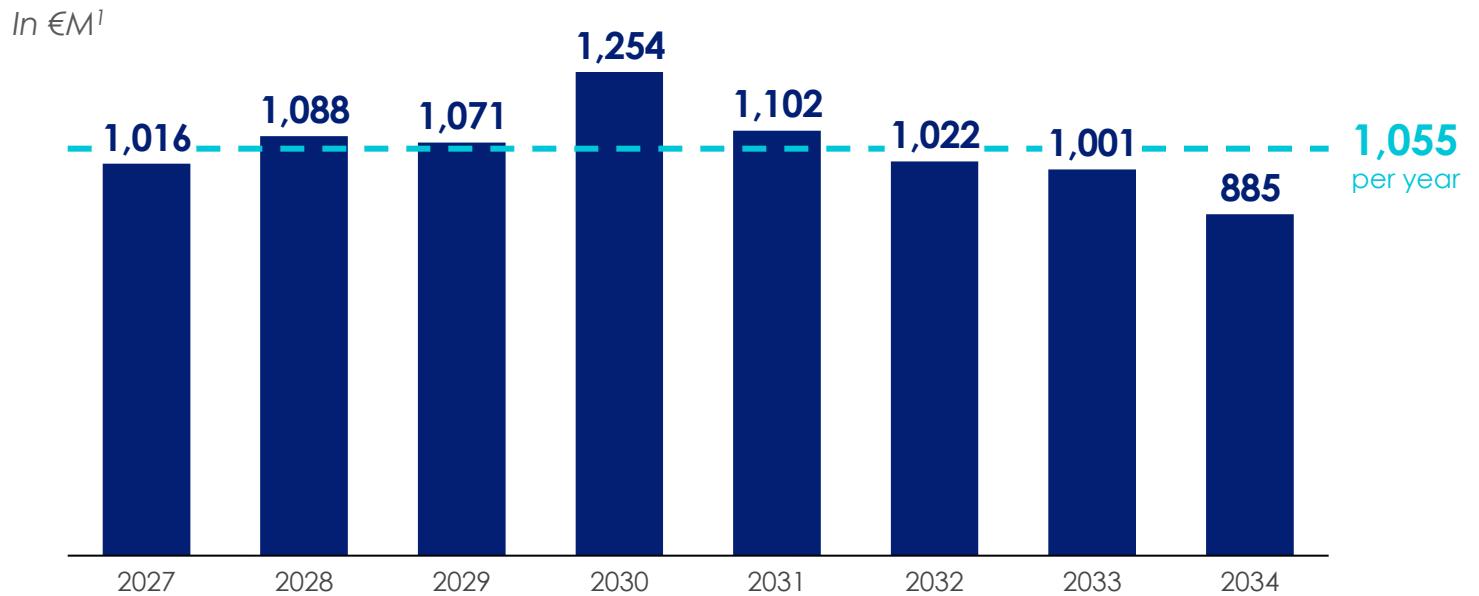
of which 2.4 billion  
maintaining performance

2027-2034 investment phases: €1,055 million on average per year

Streamlining and improving  
passenger journeys

Densifying and optimising  
existing infrastructure

Creating new infrastructure  
and developing intermodality



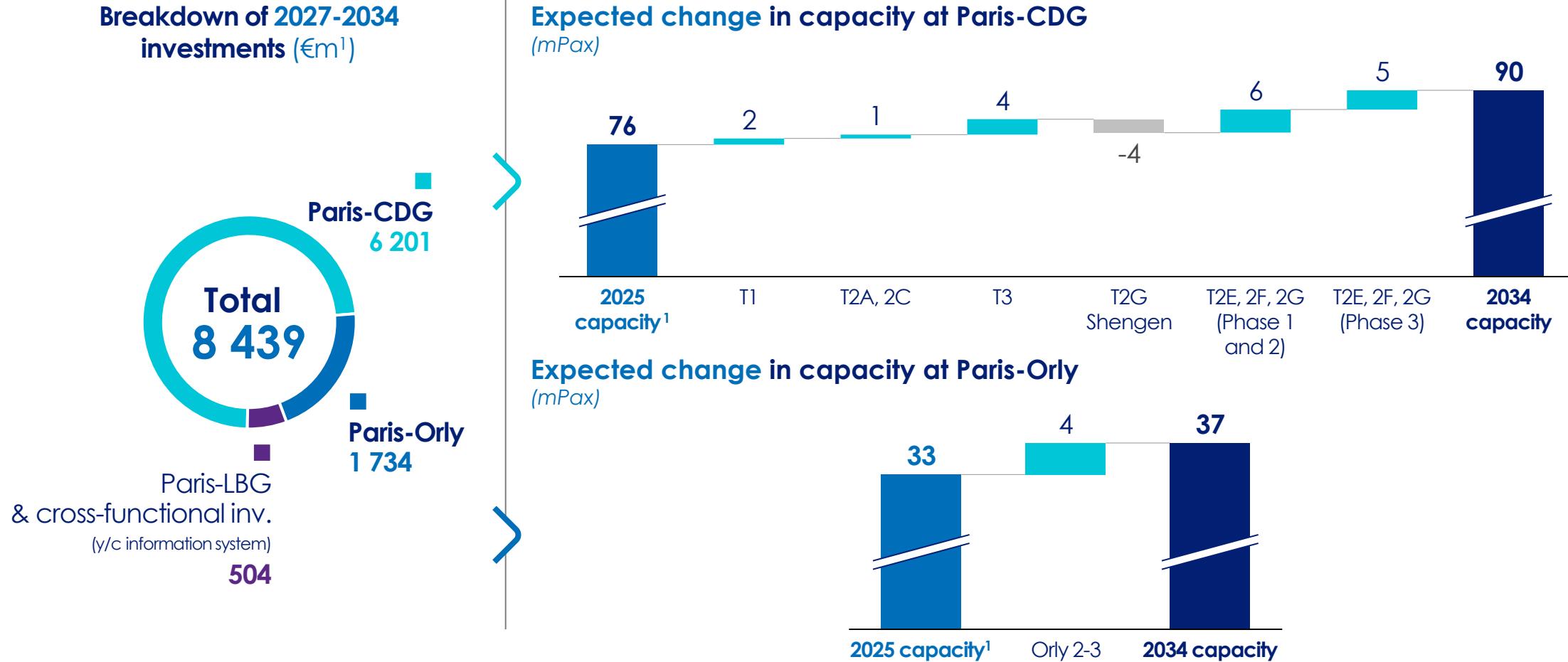
1. In constant 2025 euros.

2. Preparatory work to continue the industrial project beyond 2034.

3. Supporting aviation activities: support buildings, energy production and water management, information systems



## A progressive increase in capacity, based on targeted investment

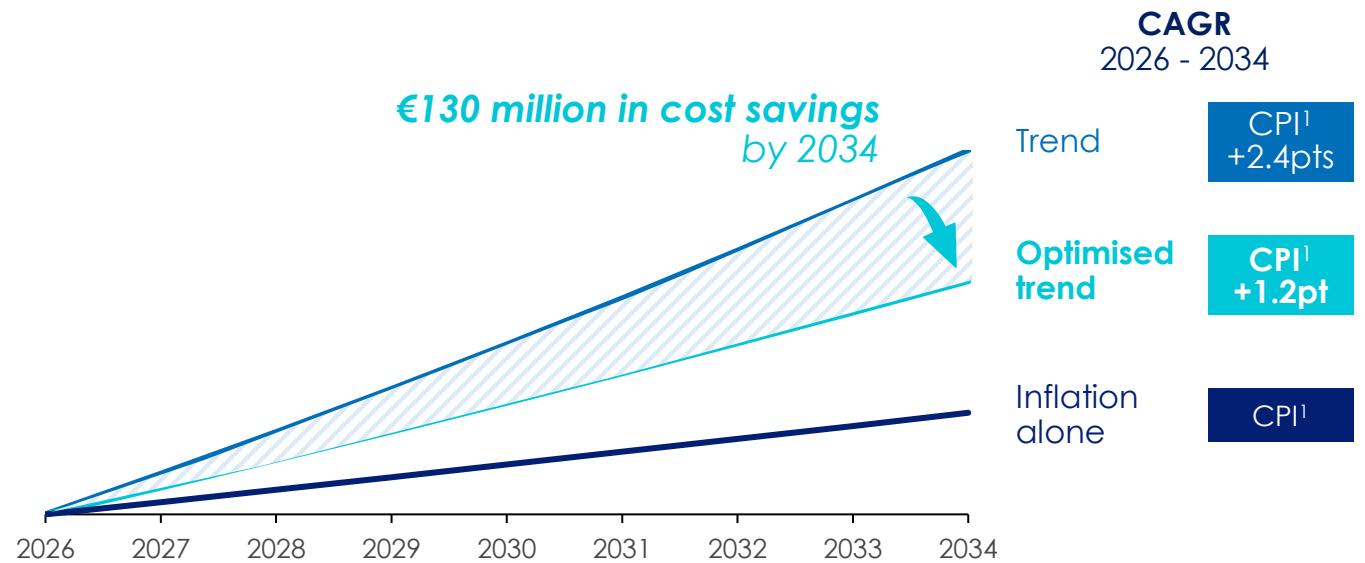


1. Estimated 2025 capacity following EES implementation.



# Controlling regulated operating expenses

## Expected change in regulated expenses



## Main levers for savings

**Optimising purchasing** during contract renewals

**Optimising infrastructure** operations and maintenance

**Increased performance** in support functions

**Controlling salaries**

**Decrease in unit costs** per additional passenger of **around 30%** in 2034 vs. average cost per passenger in 2026

1. Harmonised index of consumer prices



# A regulated WACC of 5.9%, in line with ART methodology

## Quantitative criteria

### Regulated WACC range

calculated using quantitative parameters in line with ART guidelines



**Regulated WACC retained  
5.9%**

## Qualitative criteria

justifying a regulated WACC at the top end of the range

### Main factor

An 8-year ERA

### Secondary factors

Scope of the investment plan

Strong competition in international hubs

Specialised and not readily adaptable infrastructure



# A fee trajectory in line with the investment plan

## Proposed average change in

CPI<sup>1</sup> +2.6pts

+/- adjustment factors

**Visibility** for users

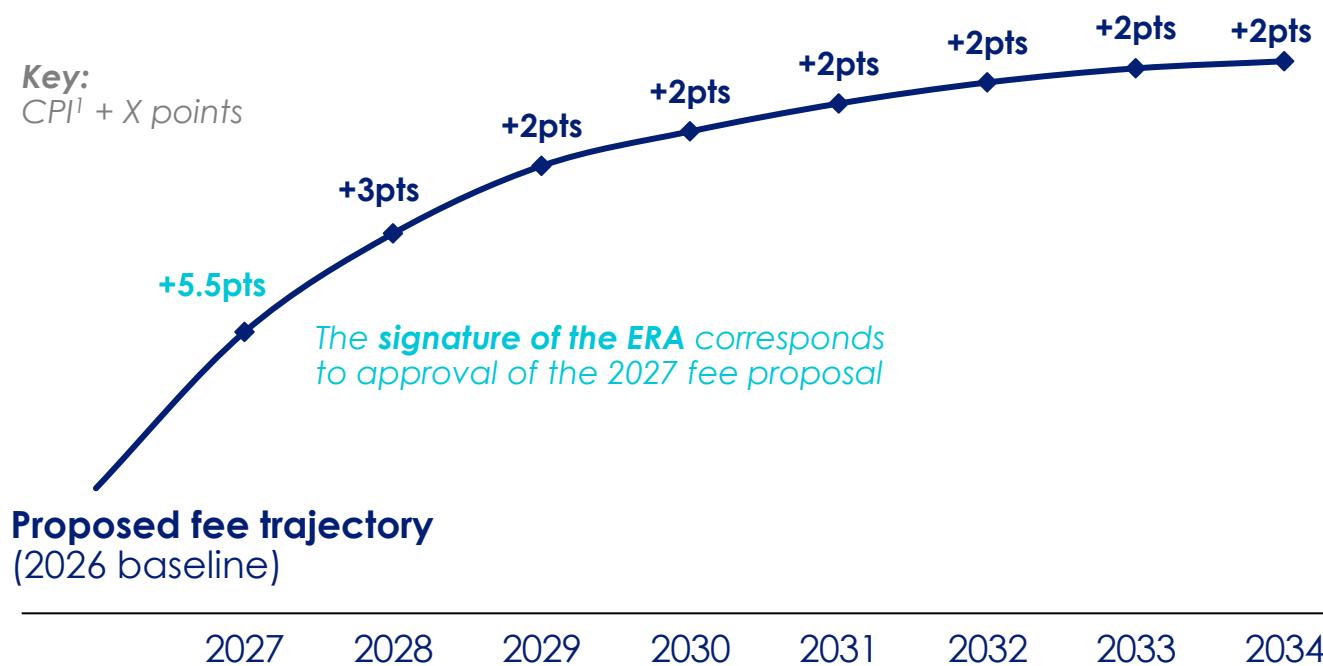
Structured in phases to support regulated **ROCE-WACC convergence**

Built-in **protection** against **inflation**

**Adjustment factors** for the airport charges cap in the case of unforeseen events

## Proposed 2027-2034 airport charges trajectory

(according to the annual airport charges cap, excluding the effect of adjustment factors)

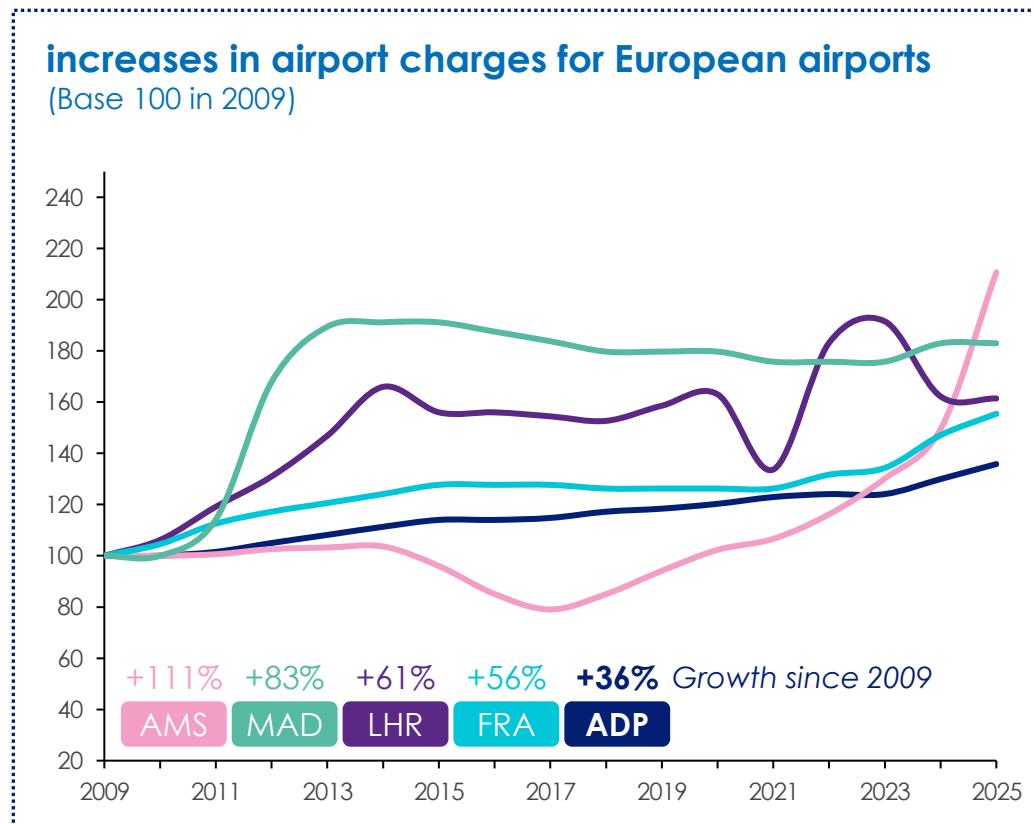


1. Harmonised index of consumer prices

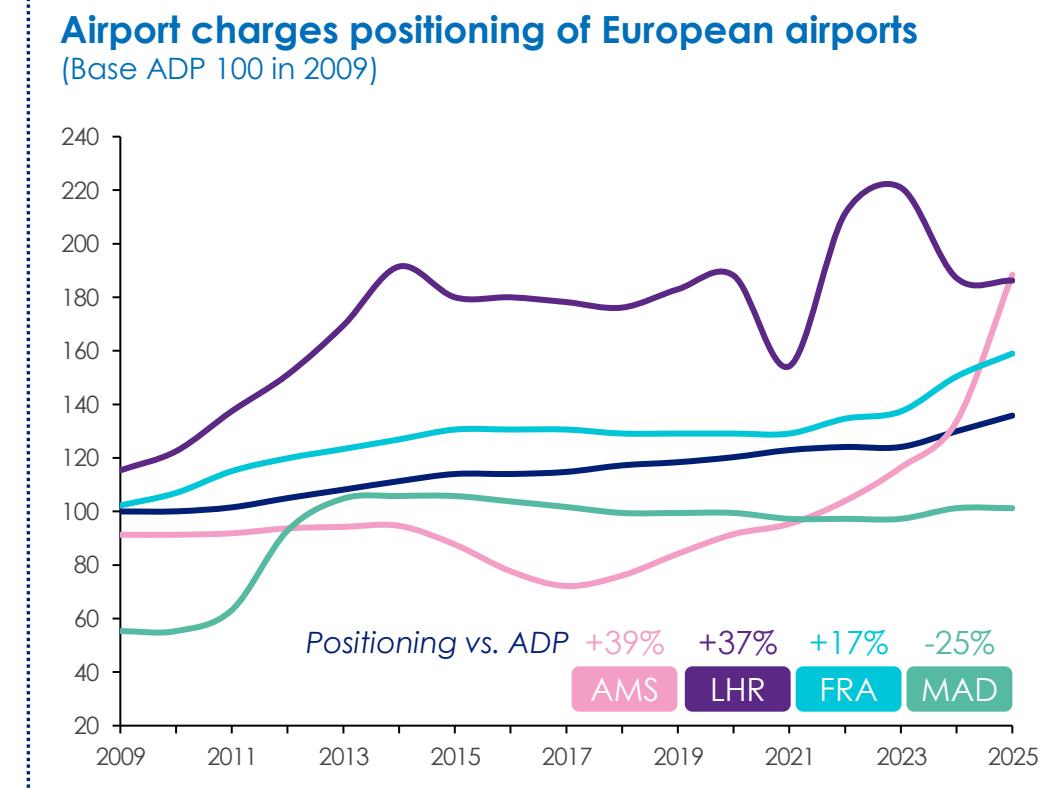


# A history of attractive and visible fees

## Controlled and foreseeable airport charges increases



## Competitive airport charges



# An incentive-based fee structure in line with our strategic priorities

## Maintaining the price competitiveness of our airports and modernising the fee structure

### Passenger fees

Reducing the gap between international fees and Schengen fees

Maintaining the 40% discount for connecting passengers

### Aircraft Parking fees

Integration of ancillary services (electricity, pre-conditioned air)

## Optimising the use of our infrastructure

### Aircraft Parking fees

Increasing the incentive to fast turnarounds at pier-side stands

### Passenger fees

Discount for airlines with the best load factor

## Reducing the environmental impact of our business and encouraging territorial cohesion

### Landing fees

Maintaining the acoustic modulation, and gradual increase in the fee difference

Modulation linked to NOX and particulate matter emissions and incorporation of an incentive mechanism to promote the use of sustainable aviation fuels

### Passenger fees

Adjustment to align fees for French overseas territories with fees for Mainland France



**PRM<sup>1</sup> FEES:** Proposal for a **multi-year rebalancing mechanism** to achieve **break-even status for this service**

1. Person with reduced mobility

## Complementary and progressive measures to preserve value and contain risk



### Adjustment factors

Automatic adjustment of airport charges cap for unforeseen events



### Review

Renegotiation of the agreement when discrepancies are significant enough to threaten economic balance



### Termination

Early termination as a last resort if the review fails or in the event of extreme shocks



A mandatory review will take place in 2030 (4<sup>th</sup> year), to decide whether to maintain or revise the agreement, following consultation with users and approval from the ART

## Adjustment factors to promote a balanced regulated performance



### Traffic

Adjusting airport charges according to the volume and nature of traffic



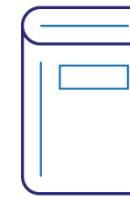
### Investments

Overseeing the proper execution of the investment plan



### Service quality

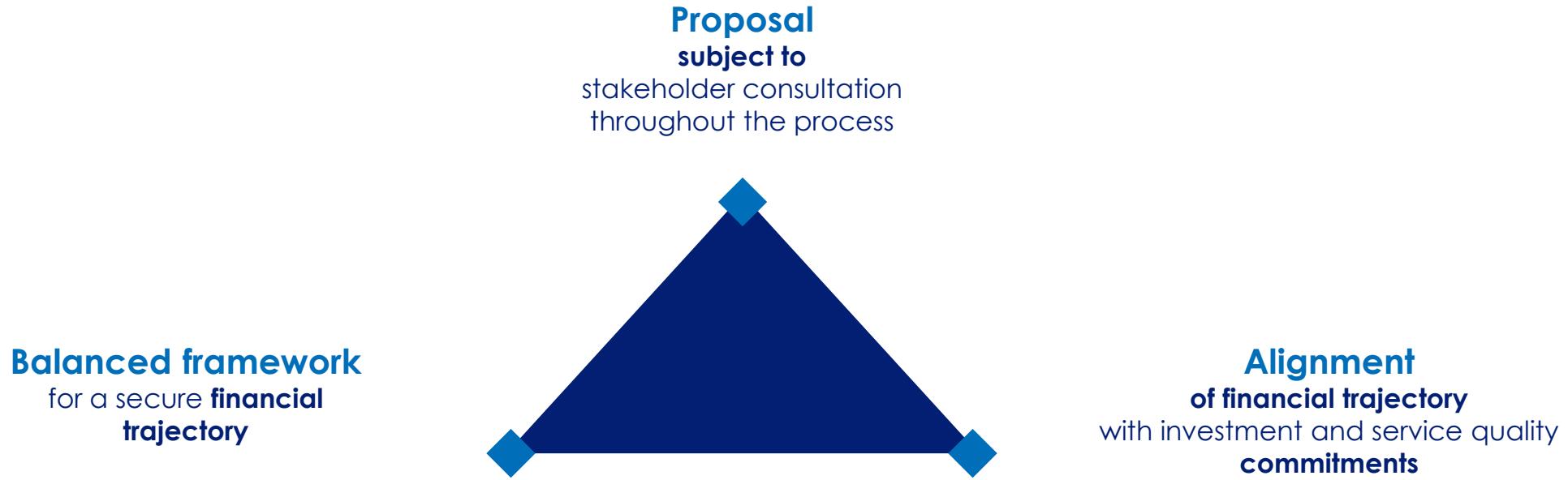
Measuring operational performance and user/customer satisfaction



### Changes in standards

Compensating for impactful regulatory and tax changes

# A proposal that balances performance, responsibility and competitiveness



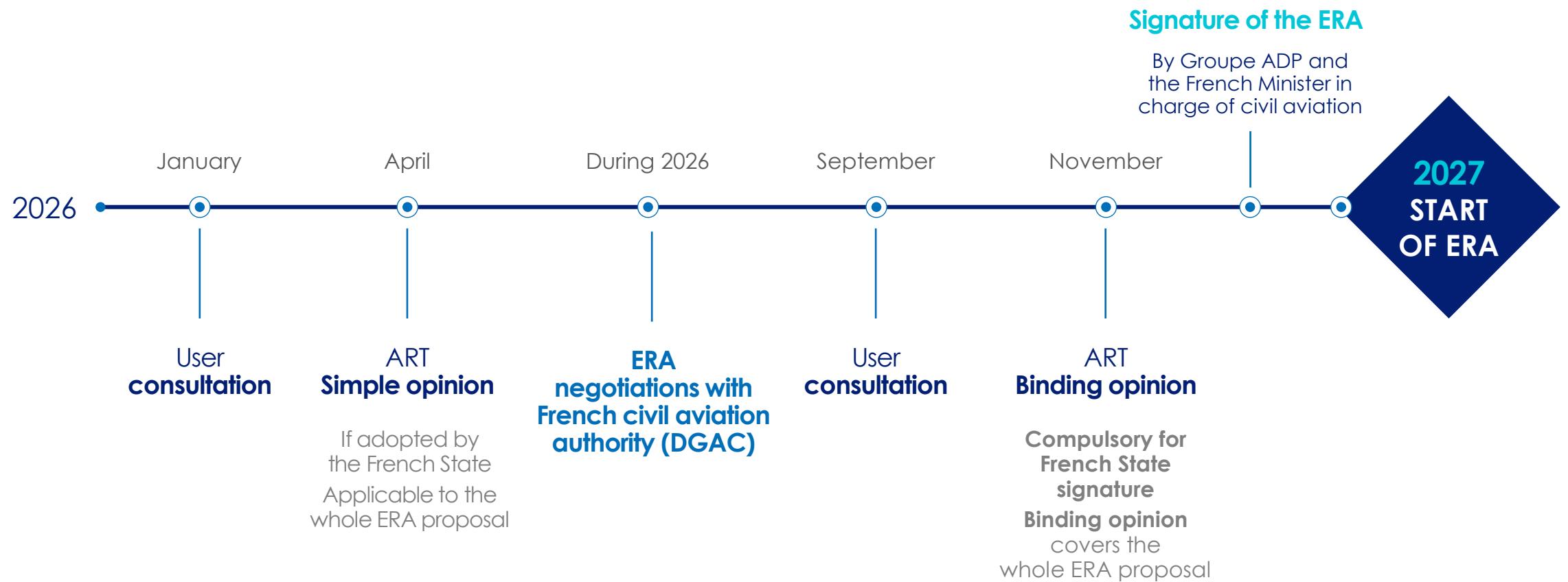
# 04

## CONCLUSION



# Process for drawing up the Economic Regulation Agreement

## PROVISIONAL TIMELINE



## 2026, the initial transformation of Paris airports

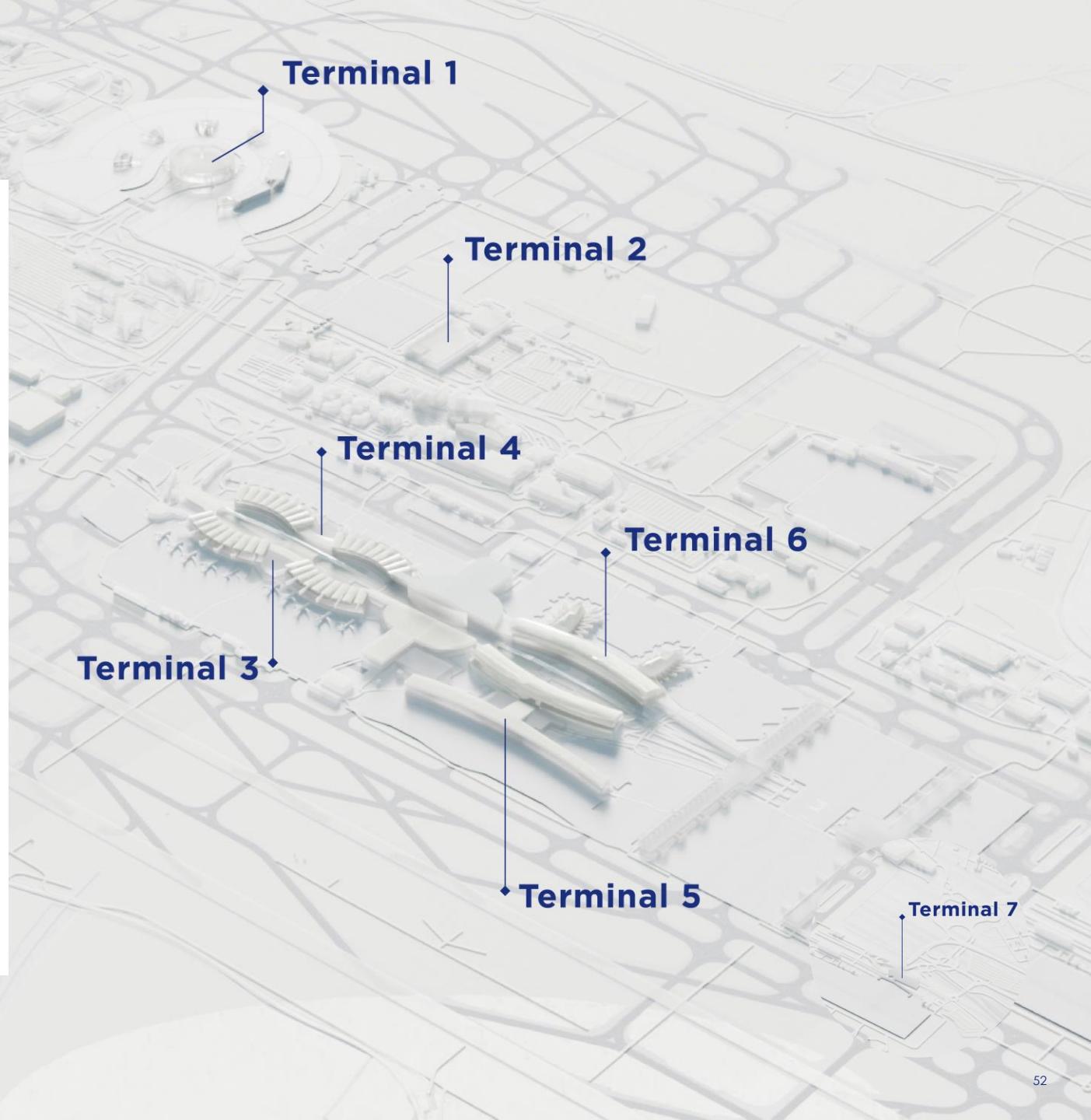
Simplifying the passenger experience  
Paris-Charles de Gaulle:

### Renaming and wayfinding overhaul

Terminals will now be  
identified by a unique  
number only, and **no  
longer by a number  
and/or letter**

The parking area  
associated with each  
terminal will use **the same  
number as the terminal**

Boarding gates will be  
**identified by letters**



# The ERA, the first step in Groupe ADP's new strategic cycle

2026, a year dedicated to preparing  
the 2027-2030 strategic plan

**Negotiation of the  
Economic Regulation  
Agreement**

**Corporate culture:**  
developing a more agile,  
performance-oriented  
culture

**Review of non-regulated  
activities and assets:**  
clarifying our priorities,  
growth drivers and portfolio

**Social change:** conducting  
key negotiations to support  
transformation



# 05

## Q&A



## Forward looking statements

This document does not constitute an offer to purchase financial securities within the United States or in any other country.

Forward-looking disclosures (including, if so, forecasts and objectives) are included in this document. These forward-looking disclosures are based on data, assumptions and estimates deemed reasonable at the diffusion date of the present document but could be inaccurate and are, either way, subject to risks. There are uncertainties about the realisation of predicted events and the achievements of forecast results. Detailed information about these potential risks and uncertainties that might trigger differences between considered results and obtained results are available in the latest Universal Registration Document published and filed with the French financial markets authority (Autorité des marchés financiers – AMF) and, if applicable, in the half-year financial report, both available online on the AMF website [www.amf-france.org](http://www.amf-france.org) or the Aéroports de Paris website [www.parisaeroport.fr](http://www.parisaeroport.fr).

Aéroports de Paris does not commit and shall not update forecast information contained in the document to reflect facts and circumstances occurring after the presentation date.

## About Groupe ADP

Groupe ADP designs and operates airports responsibly in Paris and around the world. In 2024, it welcomed nearly 364 million passengers across its network of 26 airports, including more than 103 million at its three airports in the Paris region, Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget, where the passenger experience is provided by Paris Aéroports. Boasting extensive expertise thanks to its international workforce - including a team of almost 6,000 in Paris - Groupe ADP strives to offer its passengers the highest standards of service and hospitality, while pursuing a strategy focused on performance and the decarbonisation of all its airport activities. The Group is transforming its airports into multi-energy, multi-modal hubs to pave the way for a low-carbon aviation industry and better connect France's regions. Internationally, Groupe ADP has two strategic partnerships with a complementary geographic presence: TAV Airports in Turkey and the Middle East and GMR Airports in India and South-East Asia. In 2024, Group revenue came to €6,158 million and attributable net income to €342 million.

**Legal information:** Aéroports de Paris is a public limited company (société anonyme) with share capital of €296,881,806. Registered office: 1, rue de France, Tremblay-en-France, 93290, France. Registered in the Bobigny Trade and Company Register under no. 552 016 628.

Read all our news on <https://www.parisaeroport.fr/en/homepage-group> |  @GroupeADP |  Groupe ADP

### Investor Relations contacts:

Cécile Combeau

Eliott Roch

+ 33 6 32 35 01 46

+ 33 6 98 90 85 14

[invest@adp.fr](mailto:invest@adp.fr)

[finance.groupeadp.fr](mailto:finance.groupeadp.fr)

### Press contact:

Justine Léger

+33 1 74 25 23 23

**Pictures:** © Aéroports de Paris – Groupe ADP

