



GROUPE ADP
SHARING NEW HORIZONS

2025 9-Months Revenue

October 23rd, 2025





01

9-months 2025 highlights



HIGH-SPEED RAIL STATION
PARIS-CDG

9M 2025 : solid revenue growth, FY 2025 targets confirmed

all X.X% vs. 9M 2024, unless otherwise stated

KEY FIGURES

Group traffic

286.3

Mpax

+4.0%

Paris traffic

81.2

Mpax

+3.5%

Extime Paris SPP

€31.3

+5.3%

vs. 9M 2023

Consolidated revenue

€5,037M

+9.4%

9-MONTHS HIGHLIGHTS

- ◆ **Fully on track, despite subdued operating trends**
 - ◆ Traffic in line with assumptions: up 3.5% in Paris and up 5.2% at TAV Airports
 - ◆ Extime Paris Spent Per Pax (SPP) at 31.3€, up 5.3% vs. 9M 2023
- ◆ **CDG&VOUS consultation**, public feedbacks presented on October 9th
- ◆ **2026 Paris regulated tariffs** submitted to ART with a 1.5% fee increase
- ◆ **Looking forward:**
 - ◆ **2025 outlook confirmed**
 - ◆ **Economic Regulation Agreement proposal** to be unveiled on **Dec. 10th**
 - ◆ **Investor teach-in on ERA** proposal and industrial project on **Dec. 11th**

2026 regulated tariff proposal for Paris

Approval timeline

- ◆ **ADP's proposal** to the ART made on October 17th
- ◆ **ART's decision** on the proposal to be made 2 months later, by mid-December
- ◆ **New tariff period:** starting on April 1st 2026

2026 Tariff proposal

+1.5% fee increase

in Paris-CDG & Paris-Orly, excepted PRM fee¹, increasing +15%

1. Passenger assistance fee for passengers with disabilities or reduced mobility.



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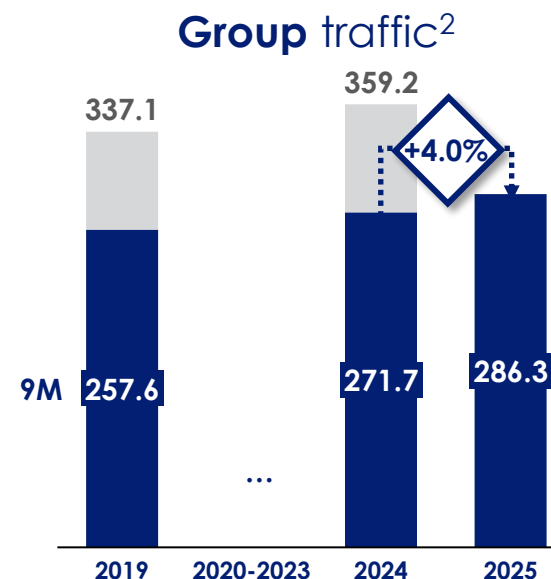
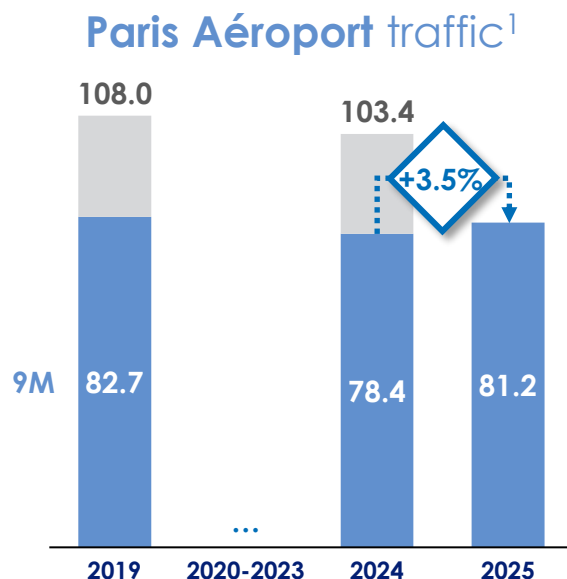
9-Months 2025
Key indicators



TERMINAL 2E-K
PARIS-CDG

9M 2025 traffic: growing in line with our assumptions despite less favorable trends

In Mpax / all X.X% vs. 9M 2024



Paris Aéroport: driven by international traffic

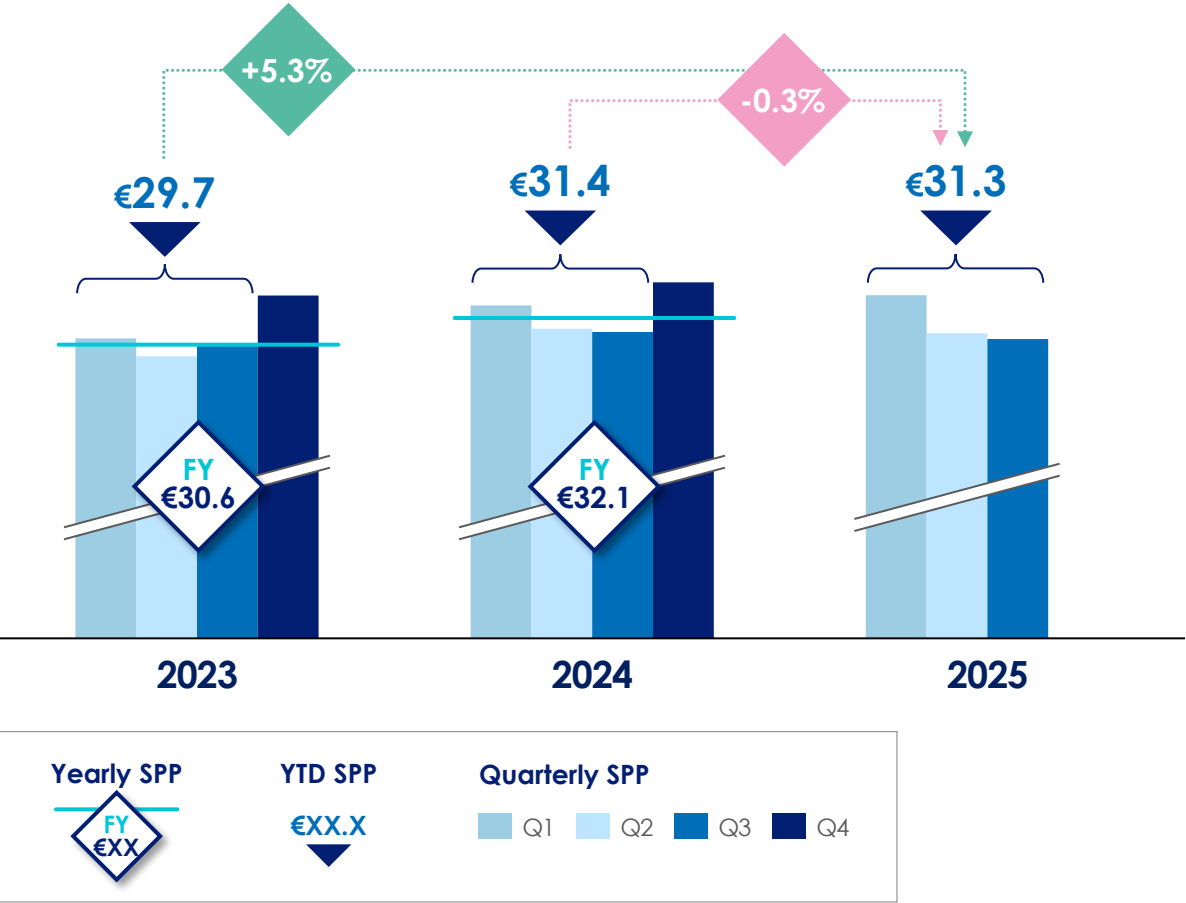
Note 2025/2024 variation is skewed by disruptions linked to the 4-Flight ATC system and by the leap day in 2024. Excluding these effects, traffic would be up 3,0%

- ◆ **Structural decline** in mainland **domestic traffic (-2.3%)**
- ◆ Steady traffic with **N. America (+2.0%)**, at 106.8% of 9M 2019
- ◆ Strong momentum with **Africa (+5.5%)**, at 120.9% of 9M 2019
- ◆ Reaching near **recovery with Asia-Pacific (+8.0%)** at 90.1% of 9M 2019

Group : continued growth despite headwinds

- ◆ **TAV Airports (+5.2%)** driven by its **international assets (+8.5%)**, despite slower dynamics in Turkey (+3.4%)
- ◆ **GMR Airports (+3.1%)**, experiencing **operational and geopolitical headwinds**, notably in Delhi (-0.4%), despite solid **underlying traffic dynamics**
- ◆ **Amman airport (+7.5%)**, in a **strong recovery trend** except during disruptions in June due to geopolitical escalation

Extime Paris sales per pax¹ at €31.3, in line with our expectations



Resilient retail performance, in a challenging context:

- ◆ **Terminal 2AC:** negative rebasing effect from its **reopening** in mid-2024
- ◆ Intensifying works in **terminal T2EK**
- ◆ **Normalization of Advertising and Extime Travel Essentials** revenues after strong 2024 levels, supported by the Paris Games
- ◆ **Luxury: slower momentum since Q2**, after an outstanding Q1, with unsupportive currency effects from USD and CN.

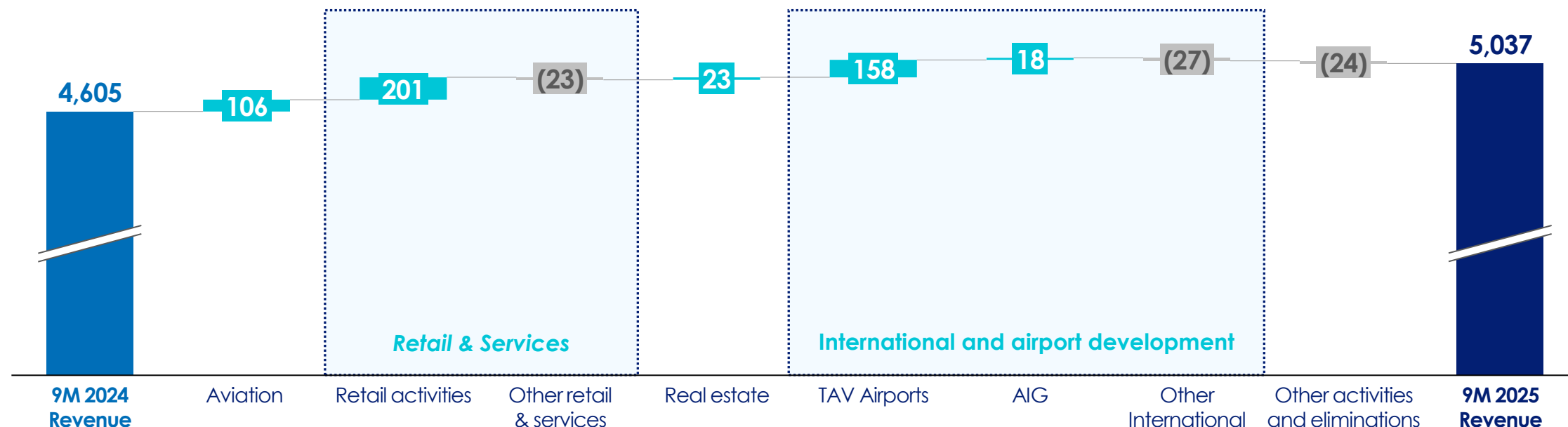
SPP outlook unchanged of 4% to 6% vs. 2023 (i.e. €31.8 - €32.4)



1. Extime Paris Sales/Pax: Sales per passenger in the airside activities, including shops, bars & restaurants, foreign exchange & tax refund counters, commercial lounges, VIP reception, advertising and other paid services in the airside area.

Revenue delivering a solid 9.4% growth

In €M / all X.X% vs. 9M 2024



- ◆ **AVIATION** in Paris up €106M (+6.9%) reflecting **traffic growth at Paris Aéroport** (+3.5%) and **tariffs increase** by an average of +4.5%
- ◆ **RETAIL & SERVICES** up €178M (+12.4%). Increase in Retail revenue is driven by **international traffic growth** and **positive scope effects from acquisitions** and reclassifications. Other services are down due to reclassifications and lower re invoicing of works & studies relating to SGP (Société des Grands Projets) projects.
- ◆ **INTERNATIONAL** up €149M (+10.1%). **TAV Airports'** revenue is up €158M (+12.8%), both from its **service companies** (BTA +€51M, Havas +€21M, TAV IT +€13M, TAV OS +€12M...) and its **airports assets** (Georgia +€13M, Almaty +€9M, etc.). **AIG's** revenue is up €18M (+8.5%), supported by the traffic recovery at Amman (+7.5%) despite its geopolitical context. Other international activities are impacted by scope effects from reclassifications & cessions.



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Outlook



TERMINAL 2E-L
PARIS-CDG

Financial outlook

2025 targets confirmed

TARGETS

PARIS TRAFFIC GROWTH

+2.5% to +4.0% vs. 2024

EXTIME PARIS
SPP GROWTH

+4.0% to +6.0% vs. 2023 i.e. SPP of **€31.8 to €32.4**

REC. EBITDA GROWTH

>+7.0% vs. 2024

NET DEBT / REC. EBITDA

3.5x – 4.0x
incl. selected international growth projects

CAPITAL ALLOCATION

GROUP CAPEX

Up to 1.4 billion euros

ADP SA CAPEX

Up to 1.0 billion euros

DIVIDEND

60% payout
Dividend floor at 3.00€ per share¹

2026 outlook

2026 targets will be set and communicated at the time of the **FY 2025 results**

Supporting increasing investments through:

- ◆ Organic growth
- ◆ Strategic focus
- ◆ Financial discipline

→ **Balanced capital allocation including unchanged 60% dividend payout**



Investor teach-in on ERA proposal and industrial project

Investor teach-in

- ◆ **Presentation** of our detailed **ERA proposal**
- ◆ Long term **industrial vision** for our Parisian platforms and main **development objects**
- ◆ Details on **key assumptions** underlying our proposal, **ERA parameters** and **adjustment factors**

Save the date:
Dec.11th in Paris
In-person conference followed
by **interactive workshops**
(Plenary session to be webcasted live)

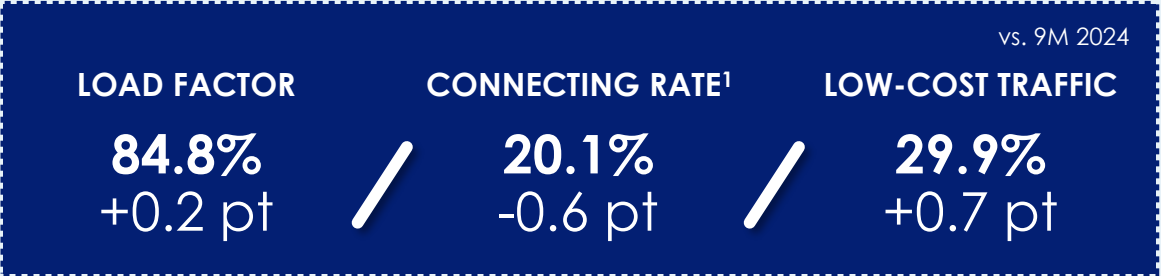
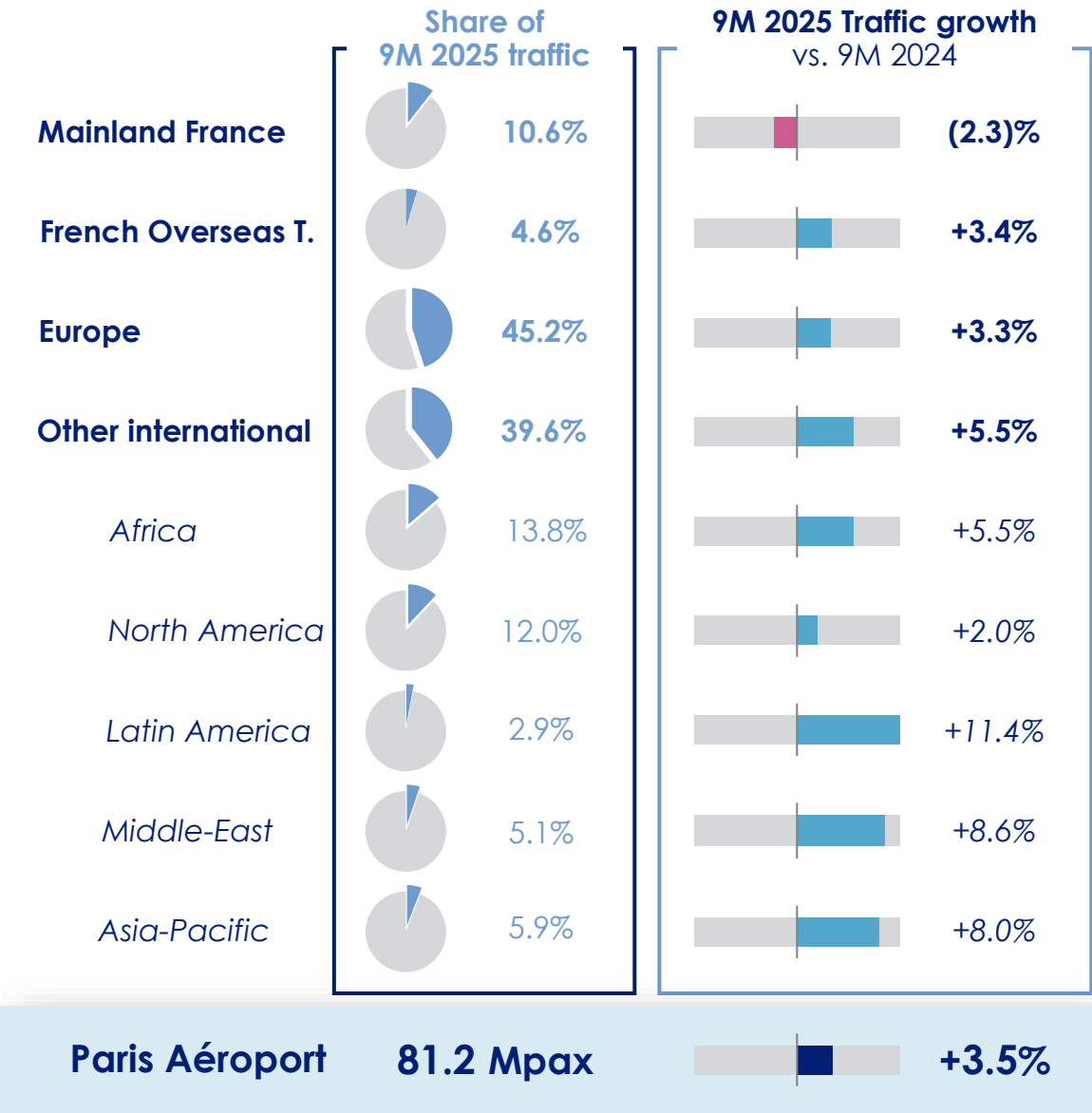
ERA Indicative timeline

- ◆ **December 10th: Public Consultation Document** release (after market)
- ◆ **By early Q2 2026:** expect. ART non-binding opinion
- ◆ **2027:** contemplated **start of the ERA**

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Appendices

Paris Aéroport: traffic growth



¹ Number of connecting pax. out of the number of departing pax.

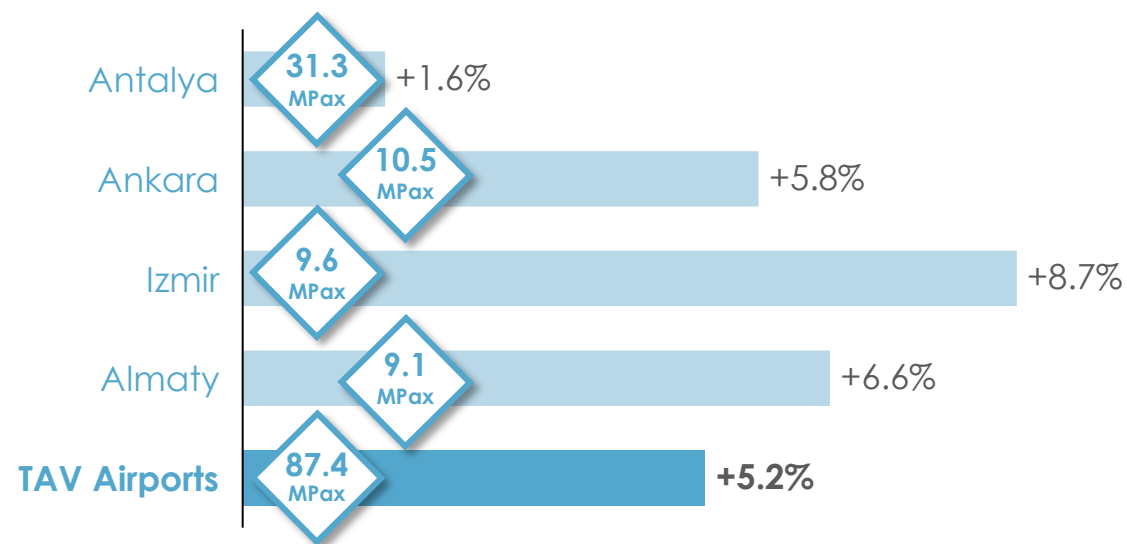
- ◆ **2025/2024 variation** is skewed by **disruptions linked** to the **4-Flight ATC system** and by **the leap day in 2024**. Excluding these effects, traffic would be up **3.0%**
- ◆ Structural decline in mainland **domestic traffic (-2.3%)**
- ◆ **Continued trends** in traffic with **North America**:
 - **USA**: up 1.2%, 8.5% of Paris traffic
 - **Canada**: up 7.1 %, 2.7% of Paris traffic
- ◆ **Asia Pacific traffic growing** overall with:
 - **China** up 8.6%, 1.4% of Paris traffic, (i.e 65% recovery vs. 2019) Currently c.55 weekly frequencies vs. c.79 in winter 2019. Going forward: no material increase expected
 - **Japan**: down 3.4%, 0.8% of Paris traffic



Traffic at TAV Airports & GMR Airports

vs. 9M 2024

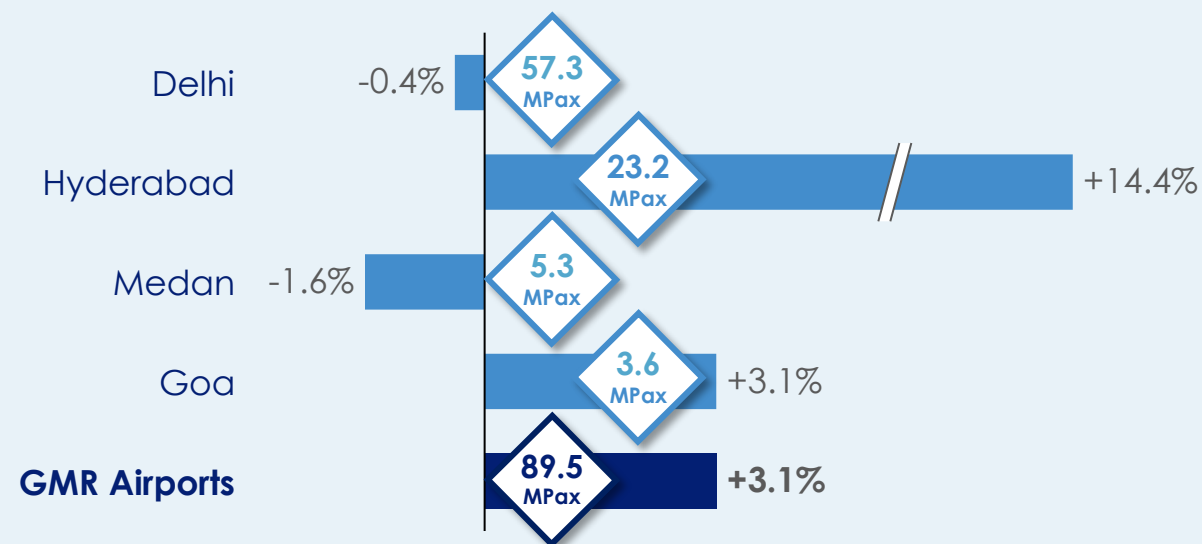
TAV AIRPORTS¹



TAV AIRPORTS: VARIED TRENDS

- ◆ **Turkish Airports: up 3.4%**, with **subdued international traffic** (+1.3%), notably at Antalya, offset by **dynamic domestic traffic** (+7.1%), notably in Ankara, and Izmir.
- ◆ **International assets: up 8.5%**, especially in **Georgia** (+15.5%) and **Tunisia** (+9.5%)

GMR AIRPORTS



GMR AIRPORTS: RESILIENT, DESPITE HEADWINDS

- ◆ **Delhi traffic down -0.4%**, impacted since Q2 by temporary reduction in Air India's operations, a runway closure for works, and geopolitical tensions.
- ◆ **Hyderabad up 14.4%**, benefiting from strong underlying trends and additional capacity.

GROUP TRAFFIC² EXCLUDING PARIS AÉROPORT TRAFFIC

205.1 Mpax / +4.2%



9M 2025 REVENUE
GROUPE ADP

1. Traffic figures for all of TAV Airports' assets appear in the appendices of this presentation

2. Group traffic includes traffic from airports operated by Groupe ADP in freehold or under concession, receiving regular commercial passenger traffic, excluding airports under management contract. Historical traffic data since 2019 is available on the [company's website](#)

Finance law for 2025: reminder of estimated effects

	Infrastructure tax	Income tax surplus	Security activities funding	Solidarity tax on air tickets
WHAT'S NEW? VS. FINANCE ACT 2024	No change	Temporary income tax increase	Reduction of State coverage of security costs	Tax increase on air tickets
WHO PAYS?	ADP SA (parent company)	ADP's French tax consolidation group ¹	ADP SA (parent company)	Passengers
WHEN DOES IT APPLY?	since 2024	in 2025	from 2025	from 2025
WHAT IMPACT ON ADP FINANCIALS?	c.€130-140M additional opex	c.€110-120M in 2025 ² add. income tax expense €64M booked in H1 ³	c.€12M add. revenue shortfall	Indirect impact (traffic impact depending on price-elasticity)
IS THERE A PASS-THROUGH?	Regulated portion (c.75%) offset via higher reg. tariffs	No	No	N/A

1. Corporate Income Tax is calculated on the taxable result of the ADP tax consolidation group, encompassing the parent company Aéroports de Paris SA and its >95%-held French subsidiaries.
2. Estimate built based on an effective tax rate combining the income tax and the social contribution on profits, with the exceptional contribution introduced in the 2025 finance bill leading to income tax rates of 36.125% for fiscal year 2025 (from 25.83%)
3. For details on Income tax accounting, see [financial release from 1st July 2025](#) and [financial release from 30th July 2025](#).



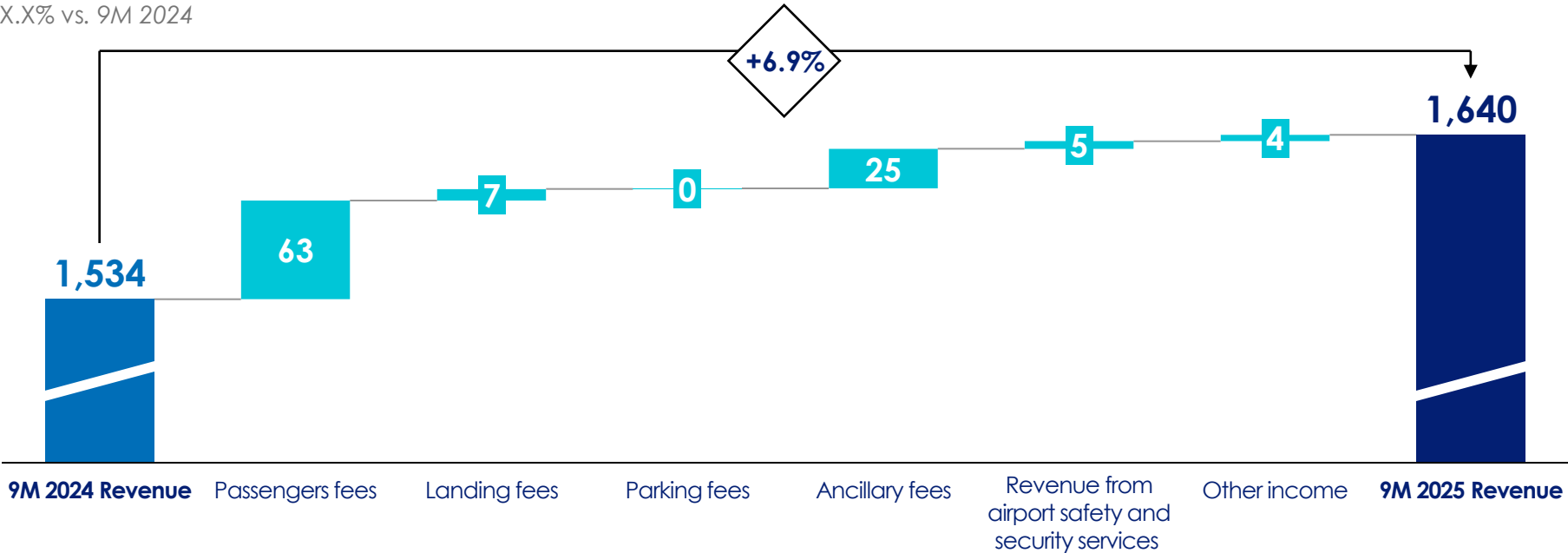
Group traffic¹ in 9M 2025

	Passenger traffic	25/24 change (in %)	Aircraft movements	25/24 change (in %)
Paris-CDG	54,500,290	+3.0%	356,666	+2.9%
Paris-Orly	26,712,460	+4.7%	163,641	+4.3%
Total Paris Aéroport	81,212,750	+3.5%	520,307	+3.3%
Antalya	31,334,474	+1.6%	182,256	+1.6%
Almaty	9,098,635	+6.6%	72,193	+6.2%
Ankara	10,464,382	+5.8%	66,643	+3.6%
Izmir	9,586,467	+8.7%	58,757	+9.1%
Bodrum	3,762,108	+1.6%	23,198	+0.6%
Gazipaşa	802,596	-1.8%	5,163	-6.0%
Medina	8,507,537	+6.6%	56,658	+3.4%
Tunisia	2,616,847	+9.5%	17,451	+9.0%
Georgia	5,050,969	+15.5%	47,738	+19.4%
North Macedonia	2,585,096	+6.2%	20,141	+2.8%
Zagreb	3,584,832	+9.8%	39,297	+4.2%
Total TAV Airports	87,393,943	+5.2%	589,495	+4.9%
New Delhi	57,298,941	-0.4%	333,038	-0.2%
Hyderabad	23,223,701	+14.4%	158,254	+12.7%
Medan	5,296,324	-1.6%	39,422	-1.7%
Goa	3,632,548	+3.1%	25,398	+5.1%
Total GMR Airports	89,451,514	+3.1%	556,112	+3.3%
Santiago de Chile	19,918,753	+3.0%	121,747	+0.1%
Amman	7,302,682	+7.5%	59,268	+4.7%
Madagascar ¹	986,877	+18.0%	10,931	+19.4%
GROUPE ADP	286,266,519	+4.0%	1,857,860	+3.7%



Aviation – 9M 2025

In €M / all X.X% vs. 9M 2024



(in millions of euros)	9M 2025	9M 2024	9M 2025/9M 2024	
Revenue	1,640	1,534	+106	+6.9%
Airport fees	1,000	928	+72	+7.8%
Passenger fees	662	599	+63	+10.5%
Landing fees	207	200	+7	+3.5%
Parking fees	130	130	-	- %
Ancillary fees	223	198	+25	+12.6%
Revenue from airport safety and security services	397	392	+5	+1.3%
Other income	20	16	+4	+25.0%

Revenue: up €106M driven by:

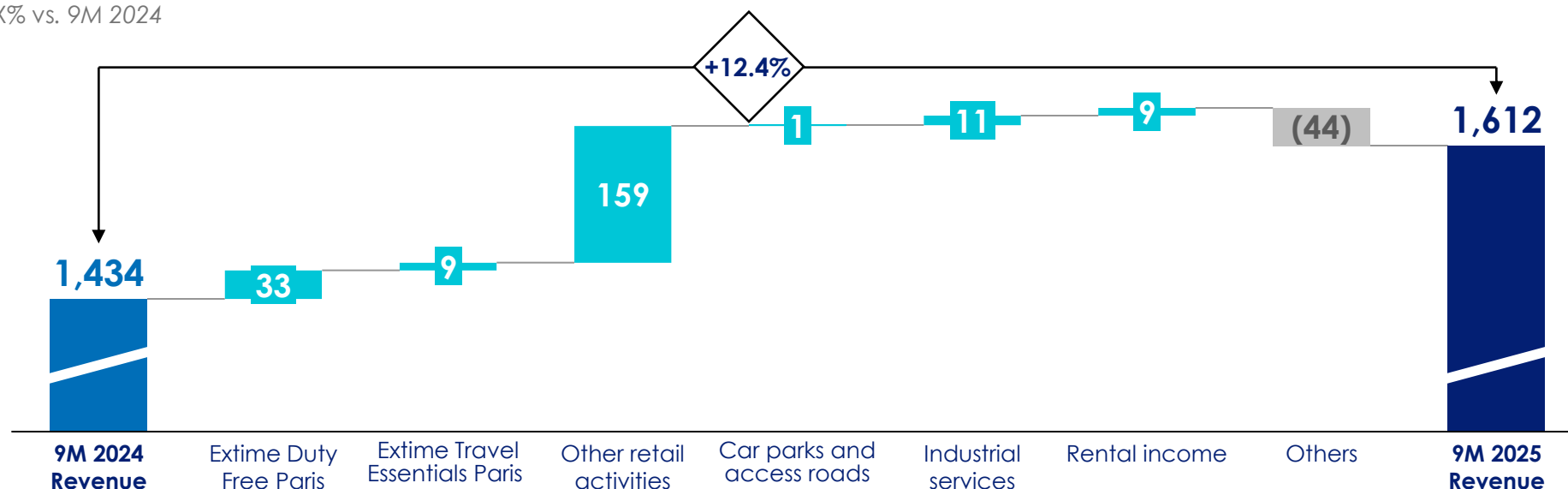
- ◆ The increase in revenue from **airport and ancillary fees, up 7.8% and 12.6% respectively**, linked to the increase in traffic in Paris up **3.5%** and the **average increase of +4,5% in aeronautical fees** applicable since 1st April 2025, including notably the increase by **25% of the PRM fee¹** ;
- ◆ The increase in revenue from **airport safety and security services, up 1.3%** despite the lower share of costs from these activities covered by the French State, as per the Finance law for 2025.



1. Passenger assistance fee for passengers with disabilities or reduced mobility.

Retail and services – 9M 2025

In €M / all X.X% vs. 9M 2024



(in millions of euros)	9M 2025	9M 2024	9M 2025/9M 2024	
Revenue	1,612	1,434	+178	+12.4%
Retail activities	1,125	924	+201	+21.8%
Extime Duty Free Paris	631	598	+33	+5.5%
Extime Travel Essentials Paris	148	139	+9	+6.5%
Other Shops and Bars & restaurants	98	96	+2	+2.1%
Advertising	45	56	(11)	(19.6)%
Société de Distribution Aéroportuaire Croatie	16	-	-	-
Hospitality and other retail revenue	187	35	+152	+434.3%
Car parks and access roads	137	136	+1	+0.7%
Revenue from Industrial services	166	155	+11	+7.1%
Rental income	159	150	+9	+6.0%
Other income	23	67	(44)	(65.7)%

Revenue: up €178M, now including the contributions of P/S and PEG acquired in 2024 and SDA Croatie whose accounts have been reclassified since FY 2024. **Excl. these scope effects, the revenue would be up €26M.**

- ◆ **Retail activities: up €201M** mainly driven by scope effects, and the **increase in international traffic**.
- ◆ **Car parks and access roads: up €1M (+0.7%)** the effect of increased traffic is partially offset by the transfer of certain passengers to public transport
- ◆ **Other income: up €152M**, mainly due to the integration of P/S and PEG turnover acquired in October 2024, the reclassification of hospitality services within these products since the 2024 annual results.

Retail and services subsidiaries

RETAIL SUBSIDIARIES & JVS

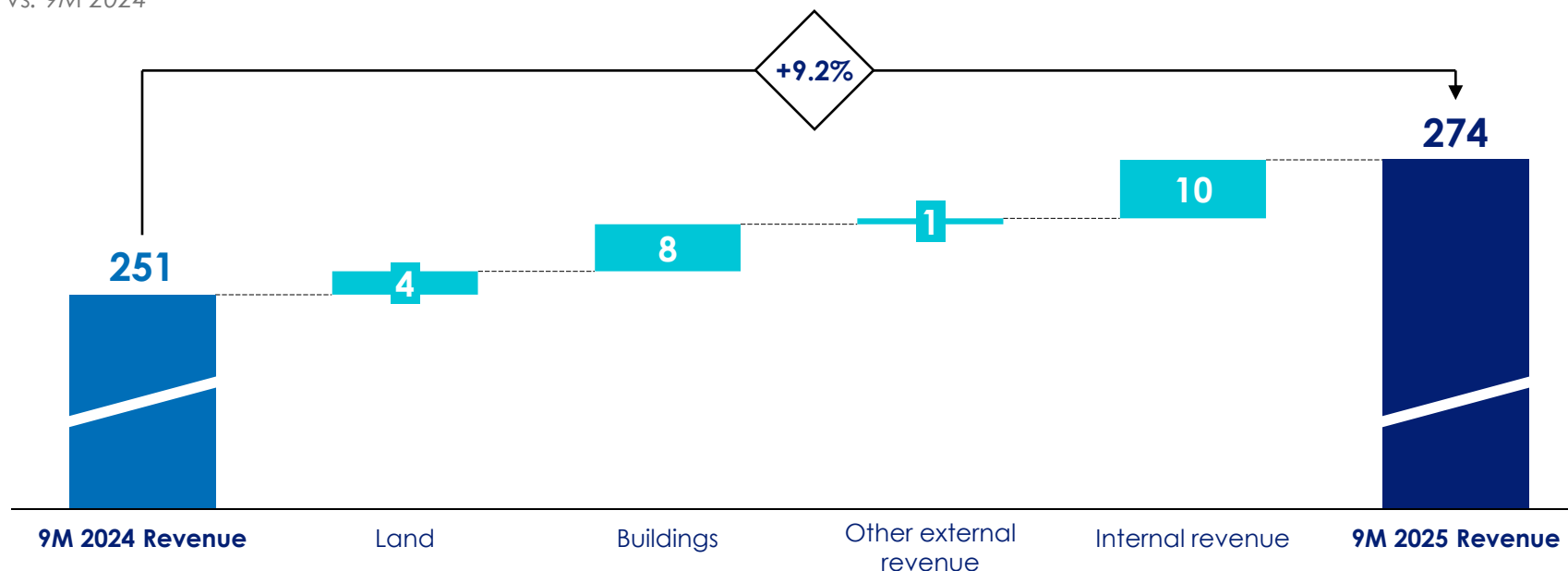
Company	Activity	Notes	Ownership as of 30/09/2025	Consolidation method	Functional Currency
Extime Duty Free Paris (ex. Société de Distribution Aéroportuaire)	Retail	JV with Lagardère Duty Free	51%	Full consolidation	EUR
Extime Travel Essentials (ex. Relay@ADP)	Travel Essentials	JV with Lagardère Travel Retail	50%	Full consolidation	EUR
Extime Média (ex. Média ADP)	Advertising	JV with JC Decaux	50%	Full consolidation	EUR
Extime Food & Beverage Paris	Bars & restaurants	JV with Select Service Partner (SSP)	50%	Equity accounting	EUR
Paris Experience Group	Touristic Experiences	Acquisition in October 2024	100%	Full consolidation	EUR
P/S (ex. Private Suite)	Private terminals	Acquisition in October 2024	100%	Full consolidation	USD

DEVELOPMENTS OVER THE PAST YEAR

- ◆ **Epigo merged with Extime Extime Food & Beverage Paris on July 8th 2024**
- ◆ **Acquisition of 100% of Paris Experience Group and of P/S in October 2024 for a combined €360M.**

Real estate – 9M 2025

In €M / all X.X% vs. 9M 2024



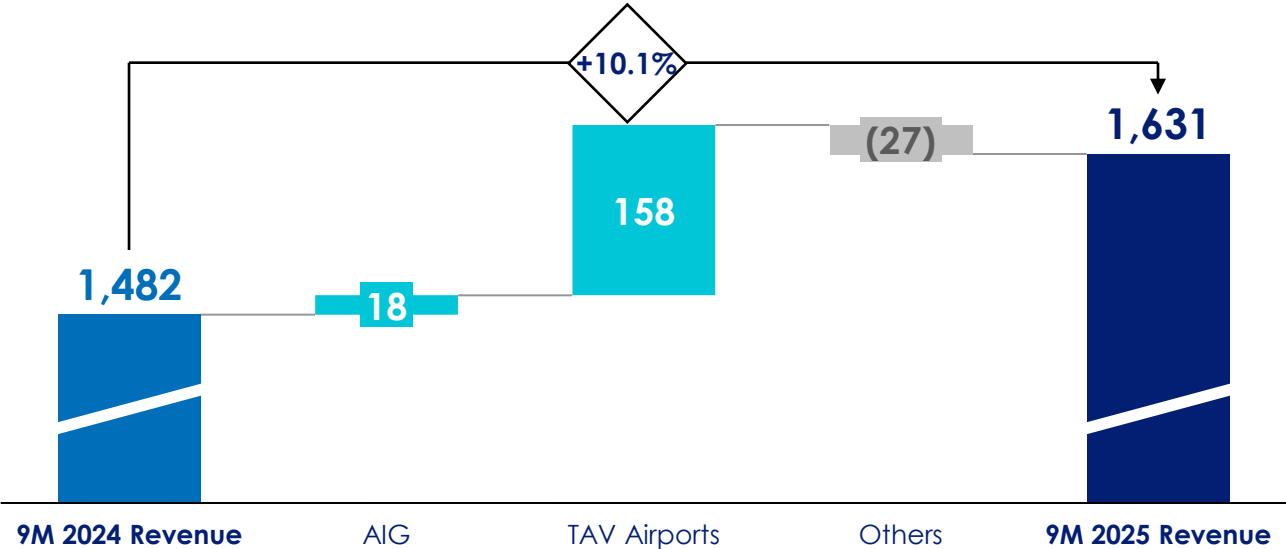
(in millions of euros)	9M 2025	9M 2024	9M 2025/9M 2024	
Revenue	274	251	+23	+9.2%
External revenue	233	220	+13	+5.9%
<i>Land</i>	97	93	+4	+4.3%
<i>Buildings</i>	92	84	+8	+9.5%
<i>Others</i>	44	43	+1	+2.3%
Internal revenue	41	31	+10	+32.3%

Revenue: up €23M, driven by:

- ◆ External revenue up **€13M** notably from **buildings acquired and commissioned**, and from the effect of **rent indexation**, despite the slowdown in the **underlying** indices.
- ◆ **Internal revenue, up €10M**

International and airport development – 9M 2025

In €M / all X.X% vs. 9M 2024



(in millions of euros)	9M 2025	9M 2024	9M 2025/9M 2024	
Revenue	1,631	1,482	+149	+10.1%
ADP International	241	235	+6	+2.6%
of which AIG	230	212	+18	+8.5%
TAV Airports	1,389	1,231	+158	+12.8%

Revenue: up €149M, not including ADP Ingénierie anymore, sold in October 2024, and SDA Croatie, reclassified into Retail & Services since FY 2024. **Excluding these scope effects, the revenue would be up €176M, driven by :**

- ◆ **TAV Airports revenue, up 12.8%**, linked with the traffic growth (+5.2%), and **strong growth in service companies**.
- ◆ **AIG revenue, up 8.5%** driven by a strong start of the year despite geopolitical tensions in the Middle East in June.



TAV Airports main assets & subsidiaries

Company	Activity	Expiration date	2024 Traffic	Ownership (by TAV)	Consolidation method	Functional Currency ⁽¹⁾
AIRPORT COMPANIES						
TAV Kazakhstan	Airport Operator, Fuel, F&B, Lounges, Ground Handling, Cargo	-	11.4 Mpax	100% ⁽²⁾	Full consolidation	USD
TAV Ege	Izmir airport terminal services	2034	11.5 Mpax	100%	Full consolidation	EUR
TAV Georgia	TAV Tbilisi Tbilisi airport operator & ground handling services	2027	5.7 Mpax	80%	Full consolidation	GEL
	Batumi Airport Batumi airport operator	2027		76%		
TAV Ankara	Ankara airport terminal services	2050	9.9 Mpax	100%	Full consolidation	EUR
TAV Macedonia	Skopje & Ohrid airport operator & ground handling services	2032	3.2 Mpax	100%	Full consolidation	EUR
TAV Milas Bodrum	Bodrum airport terminal services	2037	4.4 Mpax	100%	Full consolidation	EUR
TAV Tunisia	Enfidha & Monastir airport management & ground handling	2047	2.9 Mpax	100%	Full consolidation	EUR
TAV Latvia	Riga airport commercial areas operator	-	-	100%	Full consolidation	EUR
TAV Gazipasa	Gazipasa airport operator	2036	1.1 Mpax	100%	Full consolidation	EUR
TAV Antalya	Antalya airport terminal services	2026	38.3 Mpax	50% ⁽³⁾	Equity accounting	EUR
TIBAH Development	Medina airport operator	2041	10.9 Mpax	26% ⁽⁴⁾	Equity accounting ⁽⁵⁾	SAR
MZLZ	Zagreb airport operator	2042	4.3 Mpax	15% ⁽⁶⁾	Equity accounting	HRK
TAV Antalya Inv. (New Antalya)	Antalya airport terminal services (Future concession)	2027 - 2051	-	50% ⁽⁷⁾	Equity accounting	EUR
Services companies						
Havas	Ground handling services			100%	Full consolidation	EUR
BTA	Food & beverage services			100%	Full consolidation	TRY
TAV Technologies (TAV IT)	Software & system services			100%	Full consolidation	USD
TAV OS	Operations & Maintenance and Lounge Services			100%	Full consolidation	TRY
TAV Security	Security Services			100%	Full consolidation	TRY
ATU	Duty Free Services			50%	Equity accounting	EUR
TGS	Ground handling services			50% (indirect)	Equity accounting	TRY

1. Mentioned companies may have local subsidiaries using other functional currencies.

2. The TAV Group holds an 85% stake in Almaty International Airport JSC and has a call and put option agreement on the remaining 15%. The analysis of this agreement leads to retain 100% ownership interest.

3. The 49% stake of TAV Airports in TAV Antalya gives the same governance rights as Fraport, as well as 50% of dividends.

4. In application of IAS 28, income or loss of Tibah Development will be netted-off from TAV's loan to Tibah Development, as financial income or expense and are not accounted under equity accounted investees.

5. MZLZ is a 100%-owned subsidiary of ZAIC-A, in which TAV Airports holds 15.81% of the capital, and ADP International holds 20.8%, bringing the total Groupe ADP interest at 35.8%.

6. The 51% stake of TAV Airports in TAV Antalya Invest give the same governance rights as Fraport, as well as 50% of dividends.



TAV Airports: 2025 guidance

	2025 New Guidance ⁽¹⁾⁽³⁾	2025 Previous Guidance ⁽¹⁾⁽³⁾
Revenue (€M)	1,750 – 1,850	1,750 – 1,850
Total Pax (M)	110 – 120	110 – 120
Intl Pax (M)	75 – 83	75 – 83
EBITDA (€M)	520 – 590	520 – 590
Capex (€M)	220 - 240	140-160 (+Almaty Investment Plan 2025) ⁽²⁾
Net Debt/EBITDA	2.5 – 3.0	2.5 – 3.0

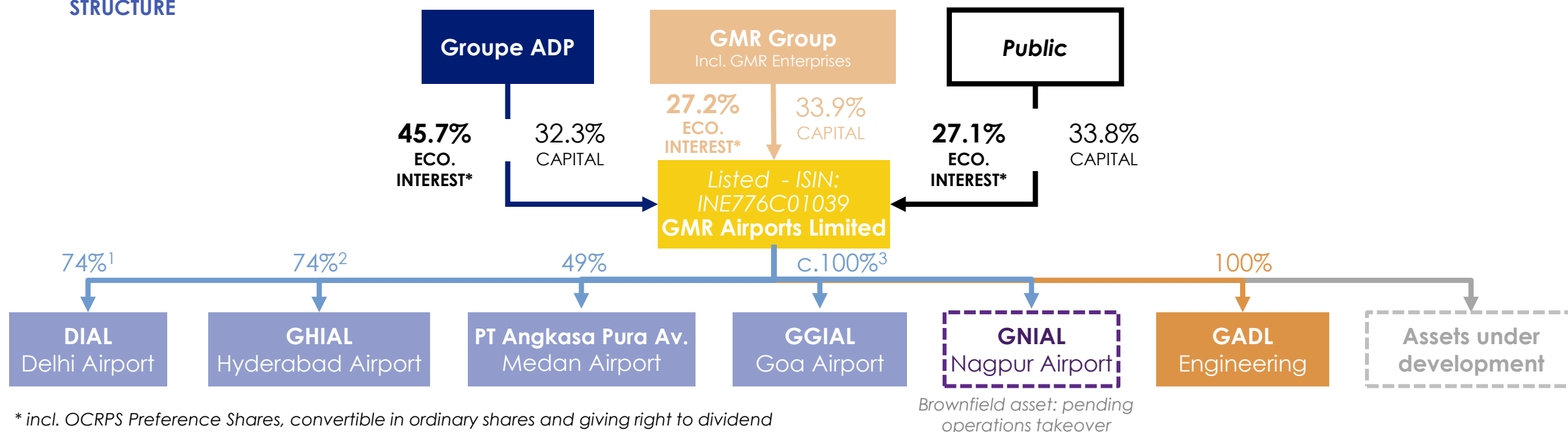
(1) Our 2025 outlook is based on an assumption of no mobility restrictions, normal business conditions, no other force majeure or security related events and no unexpected volatility or other abnormal conditions in foreign exchange markets. Deviations from these assumptions could have material effects on our expected passenger volume and financial results for 2025. Passenger outlook includes joint venture airports. Due to equity accounting, revenue, EBITDA and Capex outlook does not include joint venture entities.

(2) Almaty investment Plan is expected to total around €315m and be mostly completed by the end of 2027, Almaty 2025 investment is expected to be €70m.

(3) In 2025, we expect higher amortization costs and higher interest expenses (previously capitalized) from completed investments such as New Antalya, New Ankara and Almaty new international terminal. We also expect lower net income from Antalya 1 due to the amortization (non-cash effect) of the remaining Purchase Price Allocation. Moreover, strong TL may also result in a drop in the net income of TGS and ATU. In addition, we expect rent amortization from Ankara, BTA Antalya and TAV OS new NY lounge. As a result of the combined effect of these movements below EBITDA, **we do not expect 2025 net income to be higher than 2024.**

GMR Airports: main assets & subsidiaries

STRUCTURE



* incl. OCRPS Preference Shares, convertible in ordinary shares and giving right to dividend

MAIN ASSETS

Company	Activity	2024 Traffic	Ownership (New GIL)	Consolidation method (by GAL)	Functional Currency ⁽¹⁾	Capacity	End of concession
Delhi International Airport Ltd. (DIAL)	Delhi airport management	77.8 Mpax	74%¹	Full consolidation	INR	100 Mpax	2036+30y
Hyderabad International Airport Ltd. (GHIAL)	Hyderabad airport management	27.8Mpax	74%²	Full consolidation	INR	34 Mpax	2068
PT Angkasa Pura Aviasi	Medan airport management	7.1 Mpax	49%	Equity accounting	IDR	10 Mpax	2047
GMR Airport Developers Limited (GADL)	Airport project management	-	100%	Full consolidation	INR	-	-
GMR Goa International Airport Limited (GGIAL)	Goa airport management	4.7 Mpax	c.100%³	Full consolidation	INR	8 Mpax	2059+20y
GMR Nagpur Inter. Airport Limited (GNIAL)	Nagpur airport management	-	-	Full consolidation	INR	4 Mpax	2055



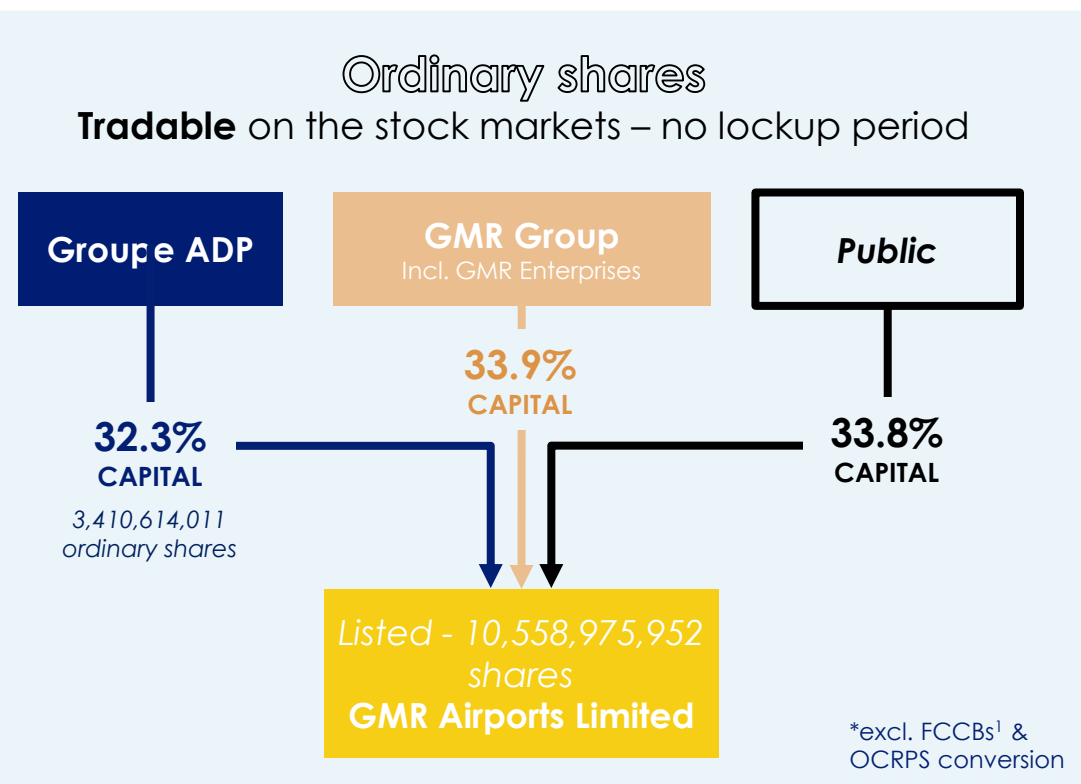
GMR Airports: capital & economic interest structure

Our stake is structured in **two types of instruments** : Ordinary shares & Preference shares (OCRPS)

Positioning our partner GMR Group
as the **largest single shareholder**
in management control...

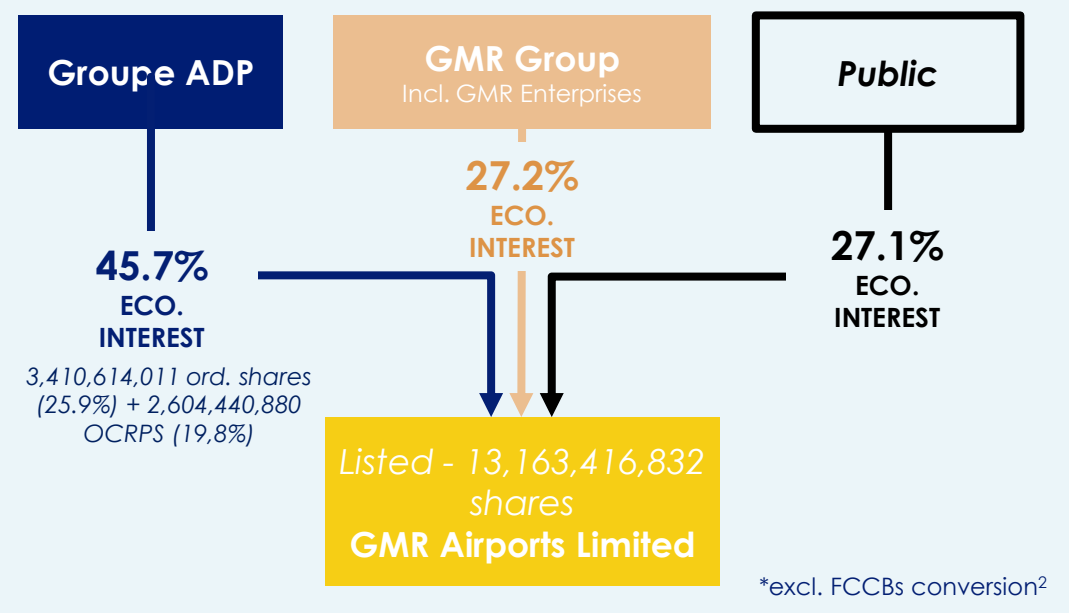
... while maintaining Groupe ADP's **substantial economic interest** (45.7%)

POST MERGER SHARE CAPITAL STRUCTURE*



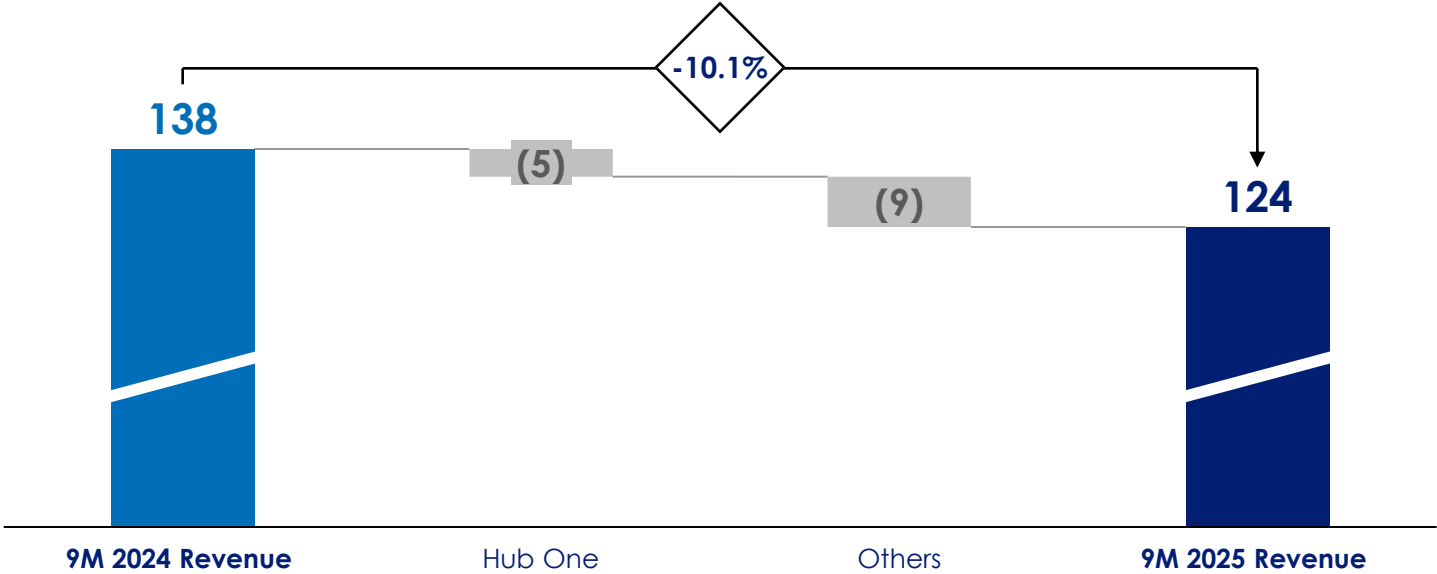
POST MERGER ECONOMIC INTEREST*

Ordinary shares & OCRPS as if converted
(Optionally Convertible Redeemable Preference Shares)
Right to **dividend & convertible¹** in ord. shares



Other activities– 9M 2025

In €M / all X.X% vs. 9M 2024






(in millions of euros)	9M 2025	9M 2024	9M 2025/9M 2024	
Revenue	124	138	(14)	(10.1)%
Hub One	117	122	(5)	(4.1)%

Revenue: down €(14)M due to the end of certain Hub One contracts and the delivery of a project by Hologarde



2025 Pioneers strategic roadmap indicators

	N°	Key Performance Indicator	Scope
ONE AMBITION 	1*	Make that 65% of flights depart on time or within 15 minutes of the scheduled time	Airports controlled within Groupe ADP
	2*	Reduce average taxiing emissions per flight by 7% at Paris-CDG and Paris-Orly	Paris-CDG & Paris-Orly
	3	Set a carbon budget for the life cycle of all investment projects over €5 million	ADP SA, TAV Airports
	4*	Provide 50% of international passengers at Paris-Orly and Paris-CDG with biometric facilitation in their departure journey	
	5	Aim for excellence in hospitality : - Place Paris-CDG in the top 10 of the Skytrax ranking of the world's best airports, as well as 4 airports in the Top 50 and 8 airports in the Top 100 - Achieve an ACI/ASQ score of 4 for passenger satisfaction	All of the group's airports Airports controlled within Groupe ADP with more than 3 million passengers
	6*	Deploy the Extime Retail and Hospitality concept in Paris and initiate the deployment of two lines of Extime businesses outside the Parisian platforms	
	7	Set the Parisian platforms at the best European level in terms of train-air connection by increasing by 50% the number of train-aircraft connecting passengers at Paris-CDG and by doubling it at Paris-Orly	
	8	Using 10% of low-carbon energy in terminals and airside, almost doubling compared to 2019, and 40% excluding landing and take-off	Airports controlled within Groupe ADP with an ACA ≥ 3 in 2021
	9	Open the new multimodal hub at Paris-Orly, with the opening of the line 14 station, in 2024 and make it possible to open or build 8 additional public transport lines to connect the Parisian airports to the neighboring territories	
	10	Preserve 25% of land for biodiversity at Paris-CDG and 30% at Paris-Orly and Paris-Le Bourget, and set a course for the group's airports to improve their biodiversity index by 2030	The 23 airports of the group committed to the Airports for trust charter
ONE GROUP 	11	Stabilize the average maturity of our concession portfolio at 30 years	All of the group's airports under concession, excluding Paris
	12	Opening 100 additional international routes to increase the connectivity of our territories	All of the group's airports
	13	Develop the smartization of the Group's airports with three airports at "full" level and 100% of the others at "friendly" level	Airports controlled within Groupe ADP ¹ with more than 4 million passengers
	14	Support the generalization of continuous descent procedures between 2023 and 2025 at Paris-CDG and Paris-Orly	
	15	Promote the realization 80% of local purchases in the Paris region, including 20% from SMEs, in compliance with public procurement legislation	ADP SA
SHARED DYNAMICS 	16	Deploy 120 experiments in societal, environmental and operational innovations by 2025, 30 of which will leading to industrialization	ADP SA, TAV Airports, Hub One
	17	Carry out at least one employee shareholding operation by 2025	ADP SA
	18	Include a ESG element in the remuneration of 100% of employees	ADP SA, TAV Airports, AIG
	19	Increase the number of employee civic engagement days by a factor of five, to 5,000 over the period 2022-2025	ADP SA
	20	Educate 100% of employees on good ethical and compliance practices	ADP SA, TAV Airports, AIG

Definitions

Definition and accounting of Alternative Performance Measures (APM) as well as the segmentation of Group activities presented in this press release are fully published in the Group's Universal Registration Document. It is available on the Group's website: <https://www.parisaeroport.fr/en/group/finance/amf-information>

Operating indicators:

- ◆ **Extime Paris spend/pax** or Spend per Extime Paris passenger corresponds to: Revenue in airside activities: shops, bars and restaurants, foreign exchange and tax refund counters, commercial lounges, VIP reception, advertising and other paid services in the airside area/departing passengers at Paris Aéroport.
- ◆ **Group traffic** includes traffic from airports operated by Groupe ADP in full ownership (including Almaty) or under concession, receiving regular commercial passenger traffic, excluding airports under management contracts. As of the date of this press release, it includes traffic from the following airports. Historical data from 2019 onwards is available on the Company's website.

Financial indicators:

- ◆ **Recurring EBITDA** (previously referred to as "EBITDA") is an accounting measure of the operating performance of Aéroports de Paris and its subsidiaries. It comprises revenue and other recurring operating income less operating purchases and expenses from ordinary activities, excluding depreciation and impairment of property, plant and equipment and intangible assets.
- ◆ **EBITDA margin** corresponds to: recurring EBITDA/revenue.
- ◆ **Gross debt** as defined by Groupe ADP includes long- and short-term borrowings and debt (including accrued interest and any related hedging derivatives with a negative fair value and lease liabilities), liabilities related to minority puts (presented in Other payables and Other non-current liabilities).
- ◆ **Net debt** as defined by Groupe ADP refers to gross debt less any related hedging derivatives with a positive fair value, cash and cash equivalents and restricted bank balances.
- ◆ **Adjusted net debt** as defined by Groupe ADP refers to net debt less the fair value of derivative instruments granted to third parties which, if exercised, do not involve an outflow of cash for the Group.
- ◆ **Net debt/recurring EBITDA** is the ratio corresponding to: net debt/recurring EBITDA, which measures the Company's ability to repay its debt based on its recurring EBITDA.

Financial calendar

(Subject to change)

NEXT FINANCIAL PUBLICATIONS

October traffic	November 17 th , 2025
2025 Full-Year results	February 18 th , 2026

NEXT EVENT

Investor teach-in on ERA proposal and industrial project	In person in Paris December 11th, 2025 8:30am to 2:30pm CET
<i>(Quiet period from 10 November to 10 December)</i>	

GROUPE ADP IS SCHEDULED TO ATTEND THE FOLLOWING CONFERENCES/EVENTS

Broker	Event	Date
JP Morgan	Back to school - Virtual	07 January 2026
Barclays	Back to school - Virtual	07 January 2026
ODDO BHF	ODDO BHF Forum – Lyon	08-09 January 2026



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 (including, if so, forecasts and objectives) are included in this press release. These forward-looking disclosures are based on data, assumptions and estimates deemed reasonable at the diffusion date of the present document but could be unprecise and are, either way, subject to risks. There are uncertainties about the realization of predicted events and the achievements of forecasted results. Detailed information about these potential risks and uncertainties that might trigger differences between considered results and obtained results are available in the latest available universal registration document, filed with the French financial markets authority, and if applicable updated in the latest half-year financial report, both retrievable online on the AMF website www.amf-france.org or Aéroports de Paris website www.parisaeroports.fr. Aéroports de Paris does not commit and shall not update forecasted information contained in the document to reflect facts and posterior circumstances to 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 Aéroport. 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 stood at €6,158 million and attributable net income at €342 million.

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

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