



2025 PIONEERS

INVESTOR DAY
17 FEBRUARY 2022

01

**OUR VISION
AND AMBITIONS**

02

**OUR 2022-2025
STRATEGIC ROADMAP**

03

**A BUSINESS MODEL
CREATING VALUE**

04

ONE AMBITION
Imagining the airport
of tomorrow



05

ONE GROUP
Building a global, integrated
and responsible groupe



06

SHARED DYNAMICS
Innovate, support and
empower



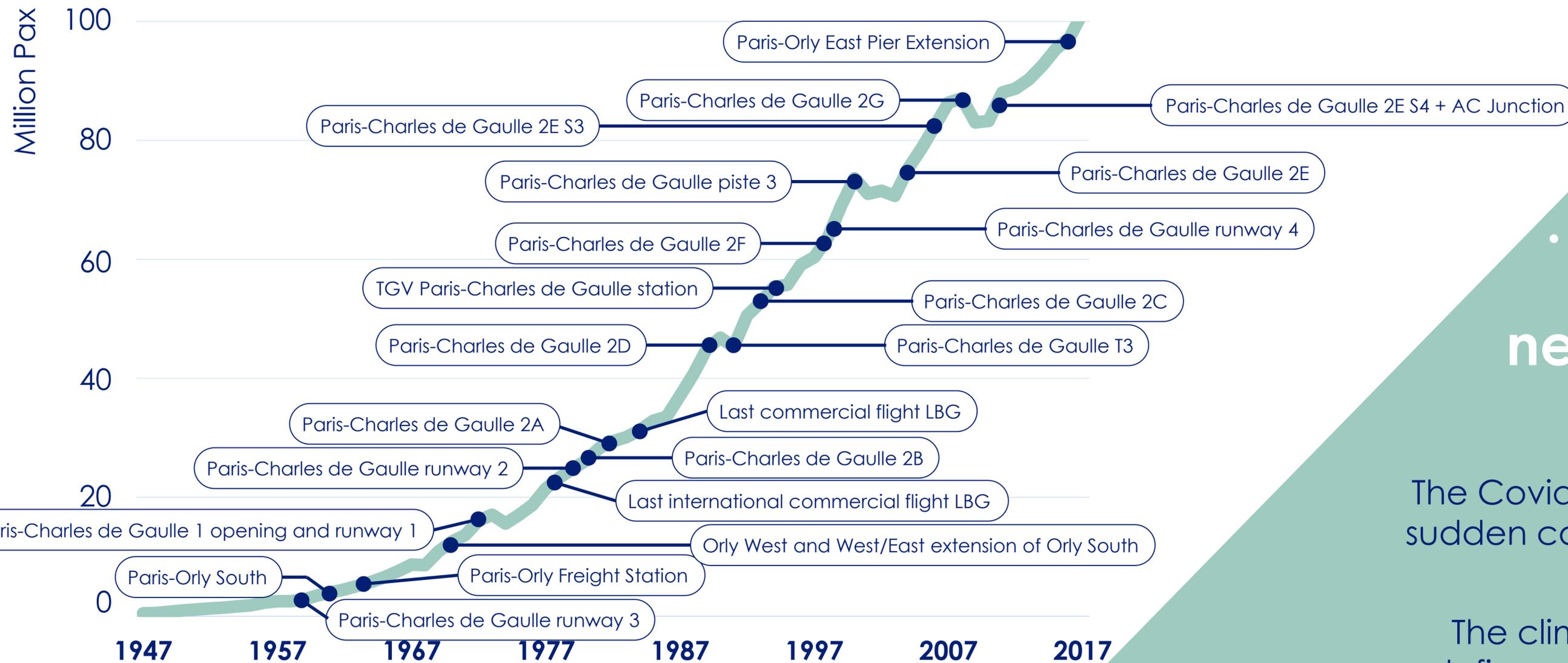
OUR VISION AND AMBITIONS

01



DESIGNING A NEW MODEL TO GENERATE FUTURE GROWTH

An airport model premised on sustained development...



...which must adapt to a new paradigm

The Covid-19 crisis caused a sudden collapse of air traffic

The climate crisis is fueling defiance towards air travel

Our **raison d'être** remains our compass



To welcome passengers, operate and imagine airports, in a responsible way around the world



A HOSPITALITY GROUP
at the service of travelers



AN INNOVATIVE GROUP
in terms of operations and
infrastructure



A MULTI LOCAL GROUP
at the service of
communities

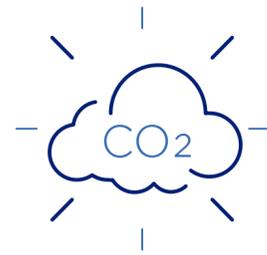
OUR MARKET

Towards a sustainable growth for air transportation

Air transport:
a mode of transportation that is



ESSENTIAL to an open
and peaceful world



Able to reinvent itself
through progress to
DECARBONIZE



Evolving towards a
REASONED use, as a
segment of the trip
chosen as the most
environmentally optimal



Adapting to **LOCAL**
development
needs

OUR CLIENTS

Towards excellence at the service of all



Hospitality at the service of travelers

AN INNOVATIVE PLACE: fluidity and speed of passengers' journey are facilitated, in particular by digital tools, such as biometrics

A UNIQUE PLACE: the reception in airside area aims at excellence, through the place's design, the service rendered and the proposed offer



Performance at the service of airlines

Continue to strive for **OPERATIONAL EXCELLENCE** by perfecting our operating methods at the service of our airline customers and the entire airport community

Reduce **CARBON EMISSIONS** at the operations optimization service

OUR ACTIVITY

Towards a transport and energy hub

Tomorrow, the airport
will become a
hospitality hub...



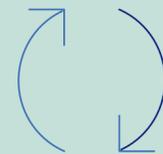
progressively transitioning
to **MULTIMODALITY**



integrated in a holistic **TERRITORIAL**
planning strategy



PERFORMANT for the airlines



with **SUSTAINABLE** construction
and operational practices



in which **ENERGY** management
is becoming a major priority

OUR CODE OF CONDUCT

Global and united, around the values of hospitality and responsibility



A united **AIRPORT COMMUNITY**



Groupe ADP intends to make commitments that go beyond its core scope at the service of passengers

A **PROFESSIONAL COMMUNITY** based on responsibility and probity



Groupe ADP intends to be an attractive employer and to promote ethics, compliance and civic commitment

A **LOCAL COMMUNITY** at the heart of the priorities



Groupe ADP intends to place its action at the service of the communities



**The pioneer spirit,
source of our leadership**

THE PIONNIER SPIRIT

The pioneer spirit,
source of our
leadership

AN HOLISTIC AND STRUCTURAL TRANSFORMATION OF OUR ACTIVITIES AND SERVICES



a structural approach
to our **ENVIRONMENTAL TRANSFORMATION**: from
the positioning of our activity to our operating
and construction methods

a structural approach
of our **INSERTION IN THE TERRITORIES**: by reducing our
nuisances and by being part of a global urban
planning (real estate, energy, place of the car...)



a structural approach
to our **CLIENTS' RELATIONSHIP**:
holistic and personalized approach to clients and
a hospitality model that strives towards excellence