



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





ONE GROUP

BUILDING AN INTEGRATED AND RESPONSIBLE GLOBAL GROUP

05



THE FIRST INITIATIVES BY 2025

to build a global, integrated and responsible group

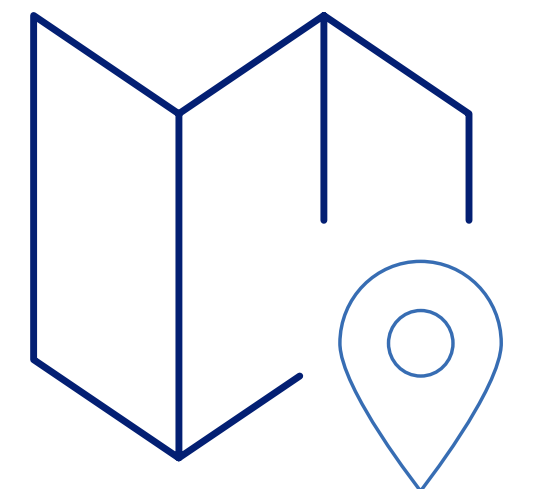


05

ONE GROUP
BUILDING AN
INTEGRATED AND
RESPONSIBLE GLOBAL
GROUP

BE A PIONEER
in terms of territorial
anchoring

BE A PIONEER
in the development
of a multi-local group



TO BE A PIONEER IN TERMS OF TERRITORIAL INTEGRATION



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OUR PROMISE

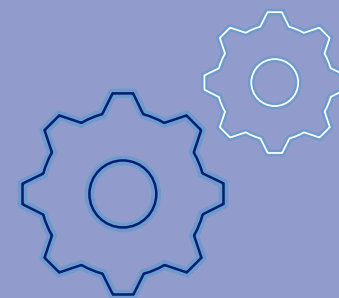
Rely on a strong territorial anchorage



OUR APPROACH

Improve connectivity and increase positive externalities for the benefit of territories

OUR QUANTIFIED OBJECTIVES



Opening 100 additional international routes to increase the connectivity of our territories

All airports of the group

Promote the realization of **80% OF LOCAL PURCHASES IN THE PARIS REGION, INCLUDING 20% FROM SMES**, in compliance with public procurement legislation

ADP SA



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BE A PIONEER IN THE DEVELOPMENT OF A MULTI-LOCAL GROUP

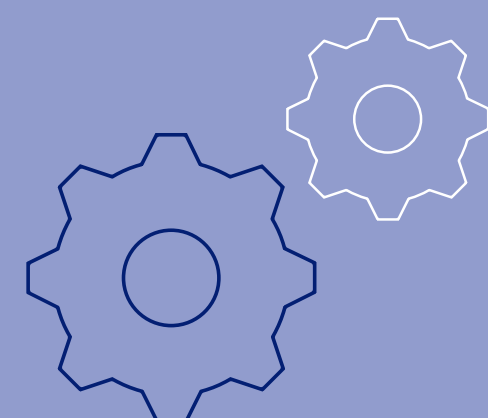
OUR PROMISE

Building a sustainable multi-local group



OUR APPROACH

Strengthen the Group's airports network by ensuring the long-term strength of its various assets



OUR QUANTIFIED OBJECTIVES

Stabilize the average maturity of our **CONCESSIONS PORTFOLIO**
at 30 years

All the airports of the group under a concession contract, excluding Paris

RENEWAL OF ANTALYA CONCESSION



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UN ACTIF STRATEGIQUE POUR LE GROUPE...

Second largest airport in Turkey with the highest proportion of international passengers (~85% O/D1)

Largest airport among Mediterranean leisure destinations

2019 traffic: 35.7 million passengers, of which 29 million of international passengers

1999-2009: international traffic CAGR >13%

Resilient airport with fast recovery

... RENEWED FOR 25 YEARS

Consortium with Fraport

25 years concession until end of 2051

Total concession price : €7.25 bn +VAT

Total CAPEX: >€700M

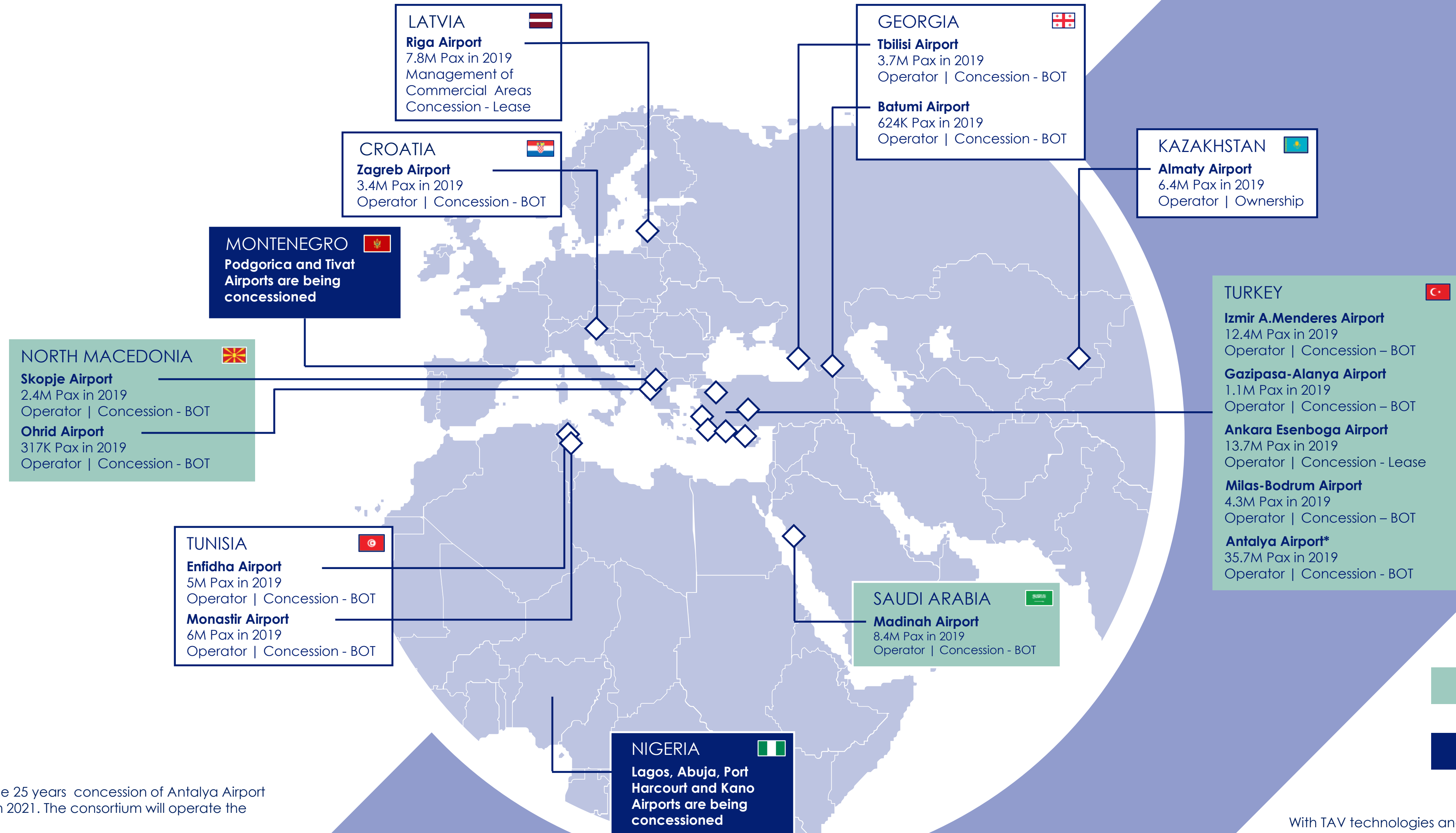
€220M of EBITDA in 2019

TAV AIRPORTS' BUSINESS OPPORTUNITIES



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*TAV is awarded the 25 years concession of Antalya Airport with Fraport AG in 2021. The consortium will operate the airport until 2051.



TAV AIRPORTS' GUIDANCES

Recovery of traffic at TAV Airports

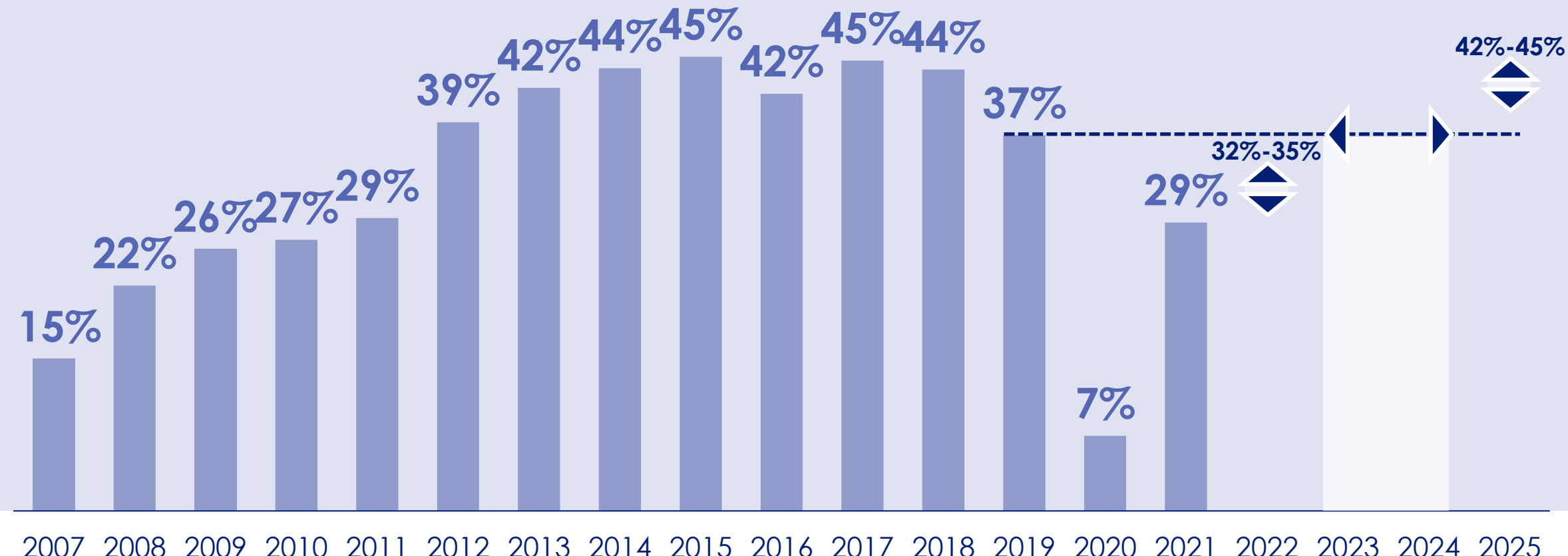


2022 Traffic Between **71 and 76 million passenger** in 2022

2023 Traffic Return to the **2019 traffic level** in 2023

2025 Traffic Between **102 and 107 million passenger** in 2022

TAV Airports' EBITDA margin

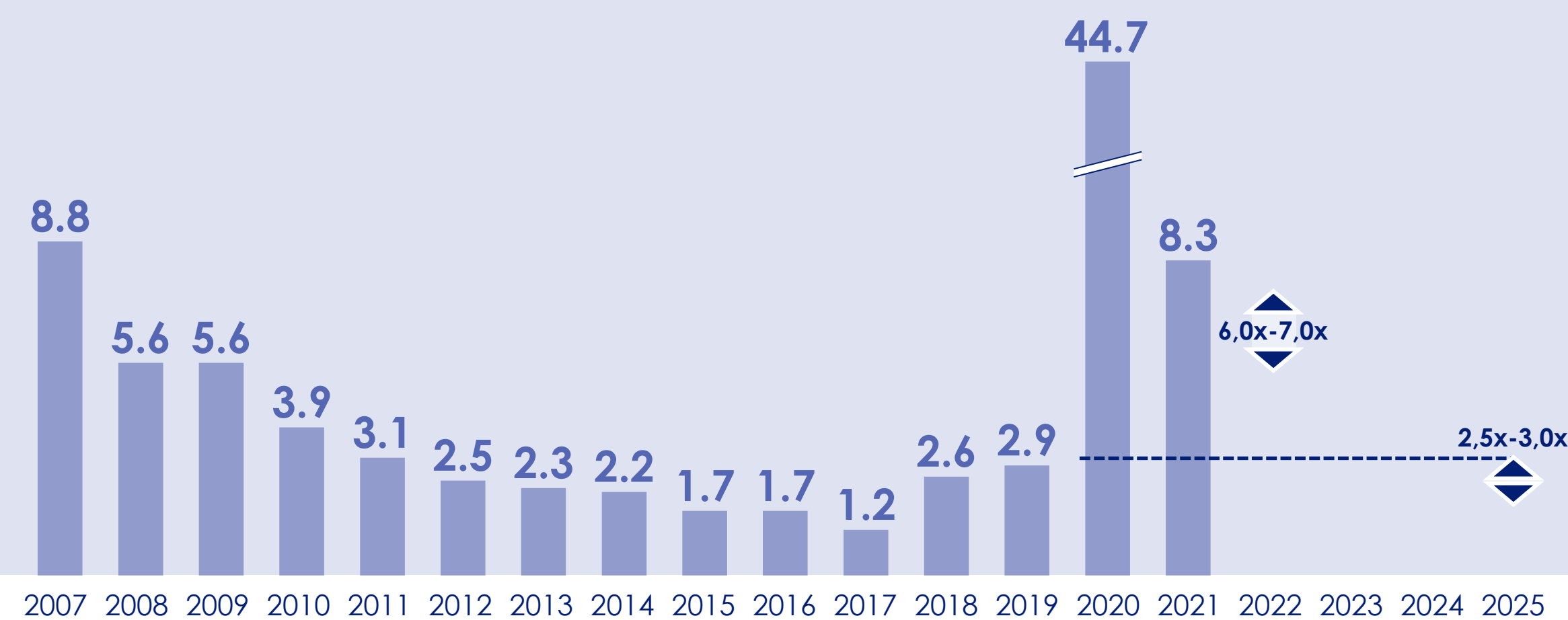


2022 Between **32% and 35%**

2023-2024 Return to the margin of 2019 between **2023 and 2024**

2025 Between **42% and 45%**

TAV Airports' Net Financial Debt / EBITDA ratio



2022 Between **6.0x and 7.0x**

2025 Between **2.5x and 3.0x**

PRESENTATION OF GMR AIRPORTS MAJOR ON-GOING PROJECTS



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CAPACITY EXTENSION AT EXISTING AIRPORTS

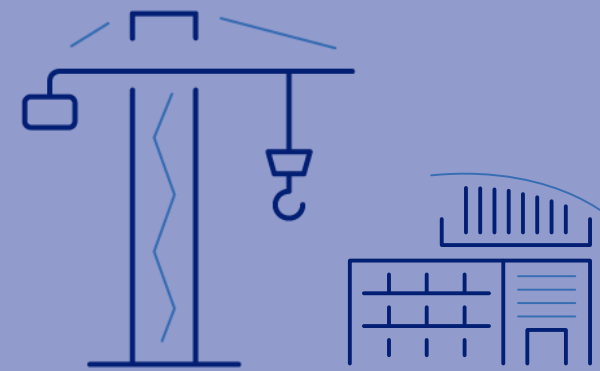
€1.2 billion expansion program in Delhi by the end of 2023

Increased capacity to nearly
100MPax per year

First 4-runway airport in India

€800 million investment program in Hyderabad by the end of 2022

Increased capacity from 12
to 34 mPax



CONSTRUCTION OF NEW GREENFIELD AIRPORTS

Construction of a second airport in Goa in progress

Serving a region with high tourism growth
potential,

40-year concession agreement

Commissioning planned in August 2022 (for
domestic operations), with a capacity

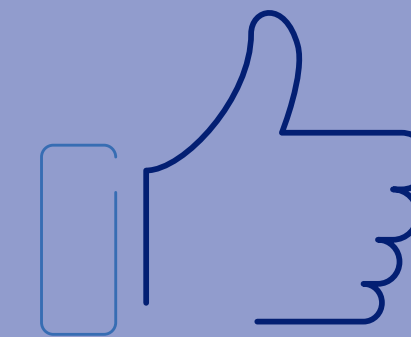
of 4.4MPax for the first phase

Construction of the new Bhogapuram airport which will serve Visakhapatnam

Commissioning in 2025

Construction of the new Heraklion airport in progress

Commissioning in 2025



RECENT WINS

Medan Airport Concession in Indonesia

Gain of the 25-year concession

Fourth largest urban area
in the country

8.1MPax in 2019

Nagpur airport concession

Bombay High Court ruling in favor
of grantor to sign concession
agreement

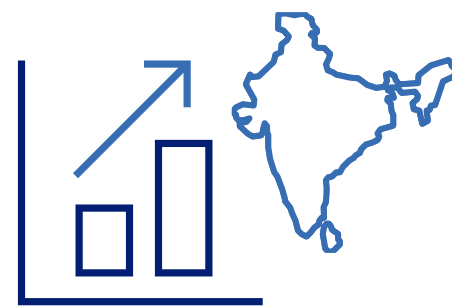
Pending outcome of appeal
to Supreme Court

GROWTH DRIVERS STILL TO BE SEIZED FOR GMR AIRPORTS



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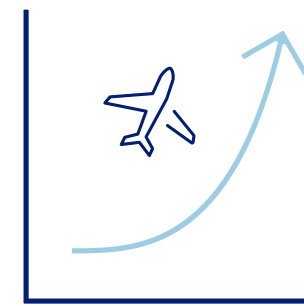


STRONG GROWTH POTENTIAL IN INDIA

Expected average passenger traffic growth in India of 8.6% CAGR for the period 2020-2030

Low penetration of air transport (0.07 trip per capita vs. 0.3 in China)

Growth potential of Duty free Sales/PAX at Delhi Airport: \$10-11, compared to \$19-20 at Changi and Dubai Airports

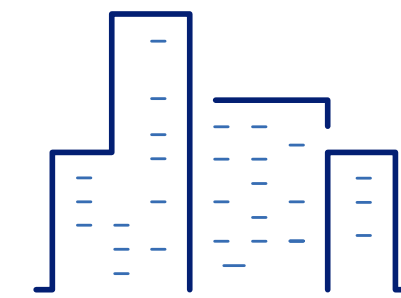


DYNAMISM OF INDIAN AIRLINES

Acquisition of Air India by TATA Group – now owning 4 airlines operating in India

Largest orders in world aviation by Indigo – airline with the largest domestic operations in India

Introduction of new airlines: Akasa from 2022 (ultra low-cost) and revival of Jet Airways



PRIME REAL ESTATE ASSETS

93 hectares in Delhi of which 51.4 hectares have been monetized so far

592 hectares available in Hyderabad

94 hectares available for Goa

119 hectares available in Bhogapuram



NUMEROUS PRIVATIZATION OPPORTUNITIES

Potential privatization of 25 airports by 2025, including 13 regional airports in 2022 (Amristar, Varnasi, etc.)

Sale of minority stakes envisaged by the Airport Authority of India in Delhi (26%) and Hyderabad (13%)

DEVELOP GROUP SYNEGIES

IT and Smart exemple



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WITH MORE THAN **1,000 ENGINEERS** SPECIALIZED IN THE DEVELOPMENT, INTEGRATION AND SUPPORT OF DIGITAL AIRPORT SOLUTIONS, THE **GROUP'S NETWORK OF 28 AIRPORTS, TO:**

Optimize our technology investments

Imagine and develop innovative digital solutions

Deploy our Smart Airport program around a common roadmap

Facilitate the sharing and promotion of the Group's data portfolio

Consolidate our purchasing policies

Provide our airports and our customers with the best practices and digital tools

AIRPORTS SMARTIZATION OBJECTIVES



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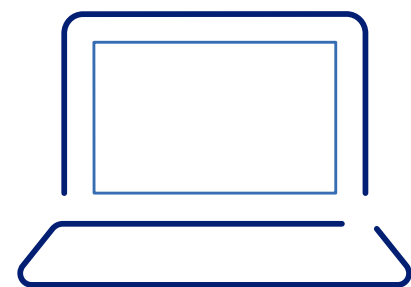
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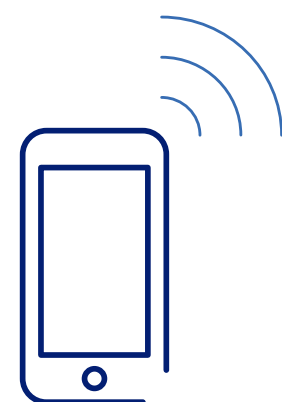
Accompanying our travelers
to offer them the best
conditions of hospitality



and guarantee them a
smooth and controlled
journey



Optimize the use of our
airport's resources and
mobility on our platforms



leveraging
innovative
technologies

AN AMBITIOUS PROGRAMM

Centered around customer
experience and data

Leveraging Artificial
Intelligence, facial biometrics
and connected

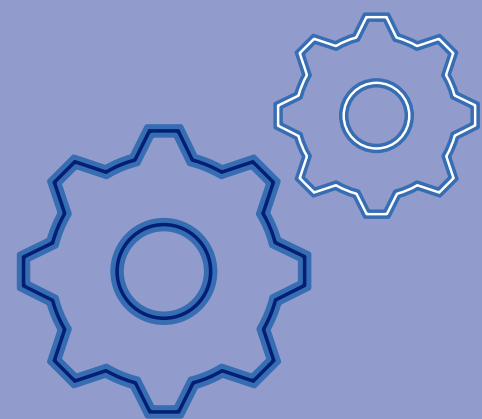
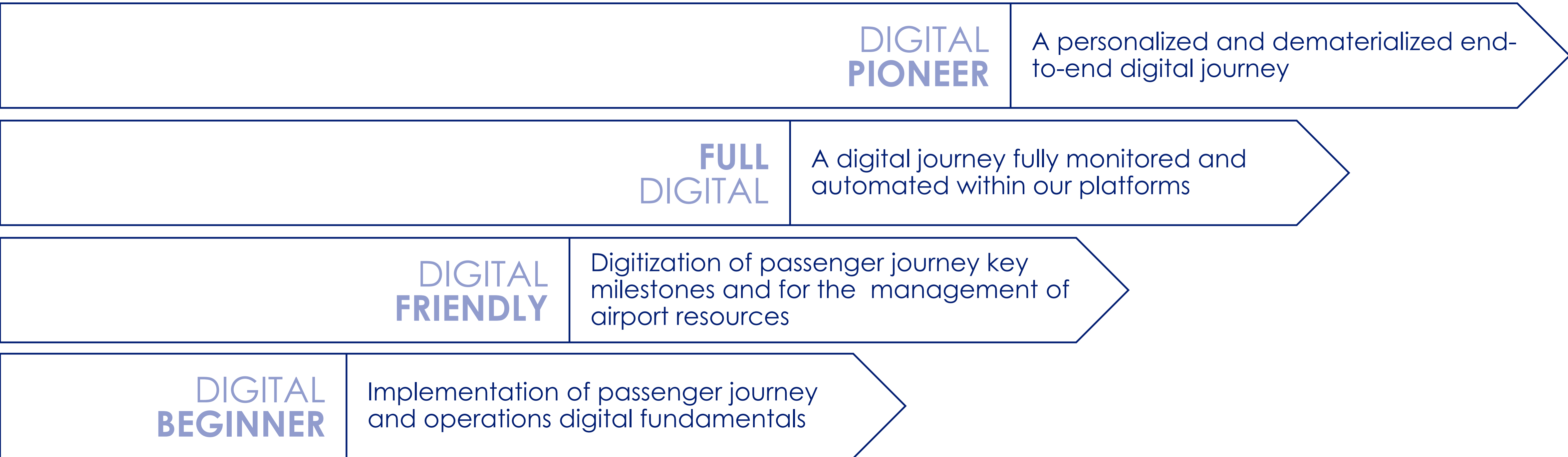
Multi-local

A FRAMEWORK TO MEASURE OUR THE ACHIEVEMENT OF OUR AMBITION



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OUR QUANTIFIED OBJECTIVES

Develop the **SMARTIZATION OF THE GROUP'S AIRPORTS** with **3 AIRPORTS AT "FULL DIGITAL"** level and **100% OF THE OTHERS AT "DIGITAL FRIENDLY" LEVEL**

Airports controlled within Groupe ADP with more than 4 million passengers