



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 group



06

SHARED DYNAMICS
Innovate, support and
empower





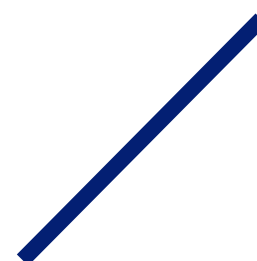
SHARED DYNAMICS

INNOVATE, SUPPORT AND EMPOWER

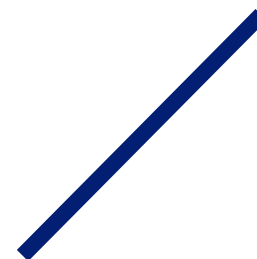
06



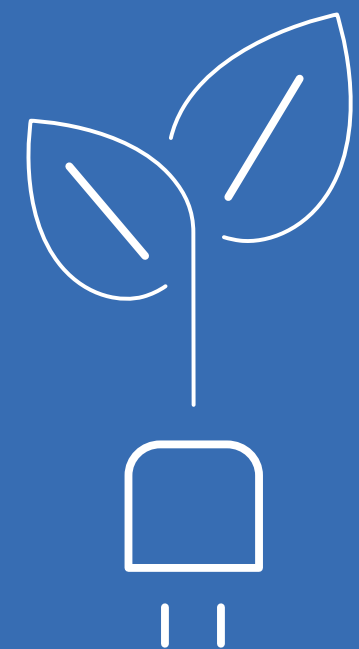
THE FIRST INITIATIVES FOR 2025



**BEING A PIONEER in
innovation**



**BEING A PIONEER
by promoting a new
culture of responsibility
and commitment**





BE A PIONEER IN INNOVATION

An open and experimental approach to serve our environmental transformation

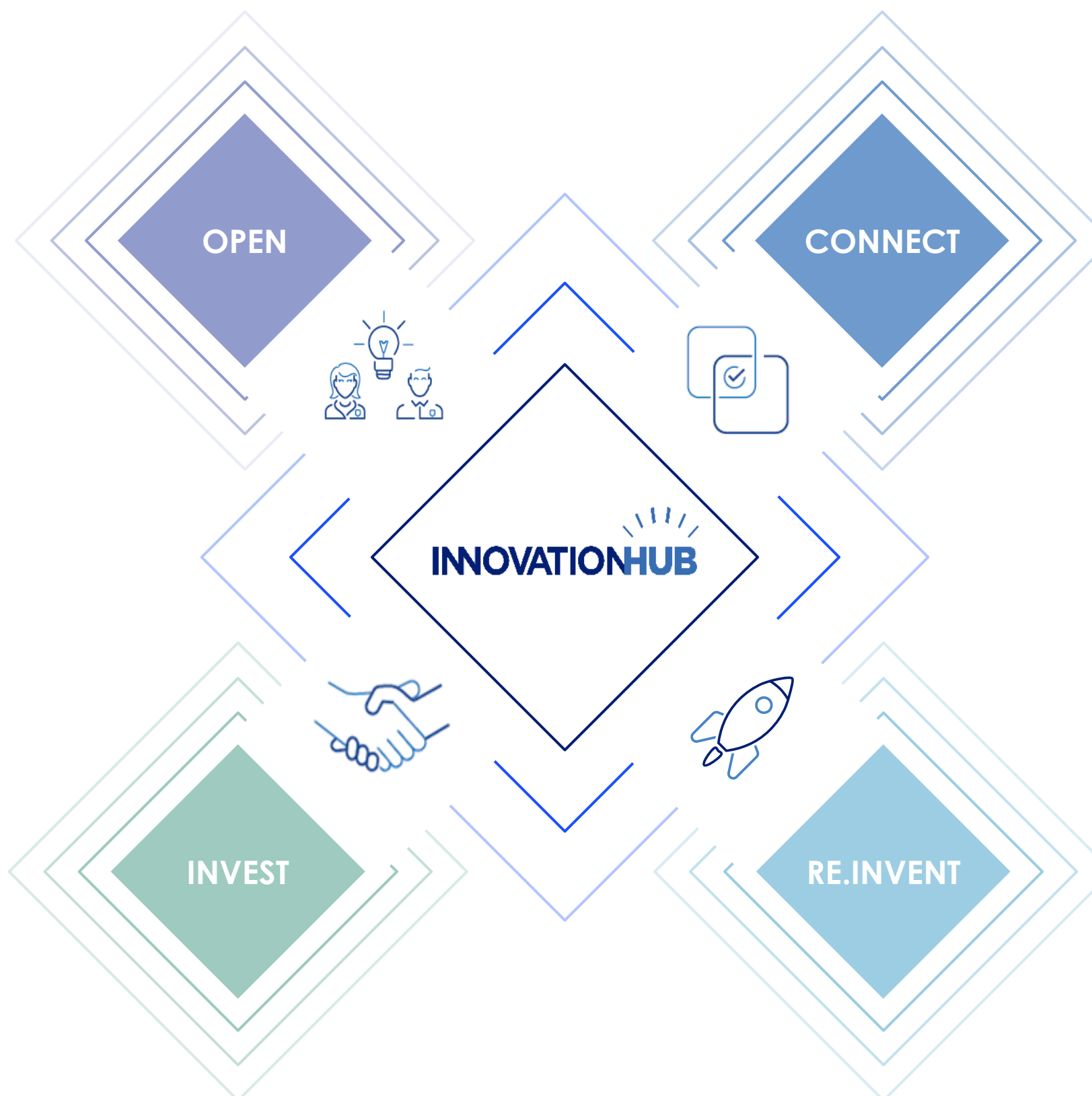
DEVELOP PARTNERSHIP ECOSYSTEMS

Reinforce our local innovation ecosystem approach in Paris region and develop it in the network

Tighten our partnerships portfolio to focus on fostering our environmental transformation

SUSTAIN AN HYBRID INVESTMENT MODEL

Support our existing portfolio while keeping an opportunistic look by relying on our geographical and sectorial watch



EXPERIMENT AND DEPLOY INNOVATIVE SOLUTIONS

Deploy in the Group experiments, that meet pre-industrialization criteria

EXPLORE NEW TERRITORIES

Advanced Air Mobility (UAM, regional electric, airships)
New energy issues
Multimodality

BE A PIONEER IN INNOVATION

Be a pathfinder to decarbonize our activities



06

SHARED DYNAMICS
INNOVATE, SUPPORT
AND EMPOWER



PASSENGERS EXPERIENCE



Decarbonize, smoothen access and rethink mobilities on our platforms

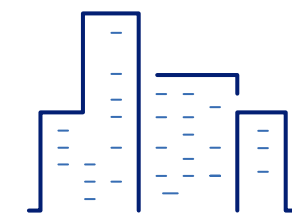
Autonomous, soft, shared
Air carbon-free routes

Multimodal hub and intermodality: luggage transfer, data exchanges

Offer a comfortable and smooth journey

Ensure a comfortable journey :
sanitary, acoustic, thermal

Better know, inform and make independent all our passengers : personalized and location-based services, indoor guidance, PRM



OPERATIONS & INFRASTRUCTURES



Automate and decarbonize operations

On runways and within the terminals
Prepare the arrival of new energies

Implement new ways of building and maintaining our infrastructure

Predictive maintenance, new materials,
carbon footprint and energy neutrality of
our work



STAFF

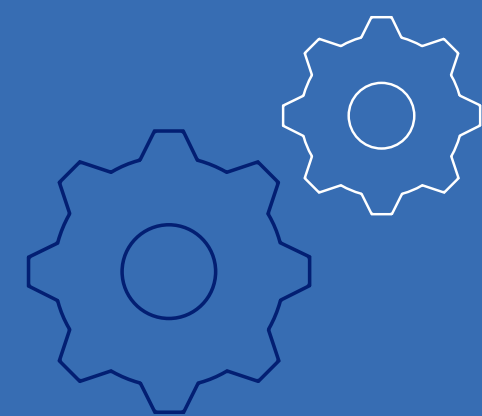


Reinforce Group attractiveness and modernize staff support

Recrutement ciblé et diversifié, formation digitale enrichie, nouveaux modes de travail

Favoriser l'engagement de nos collaborateurs

Enquêtes spontanées, mesures de l'adhésion et la satisfaction, modes collaboratifs et intelligence collective



OUR QUANTIFIED OBJECTIVES

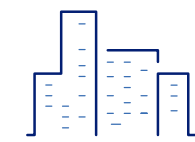
Deploy 120 experiments in societal, environmental and operational innovations by 2025, 30 of which will leading to industrialization

ADP SA, TAV, Hub One

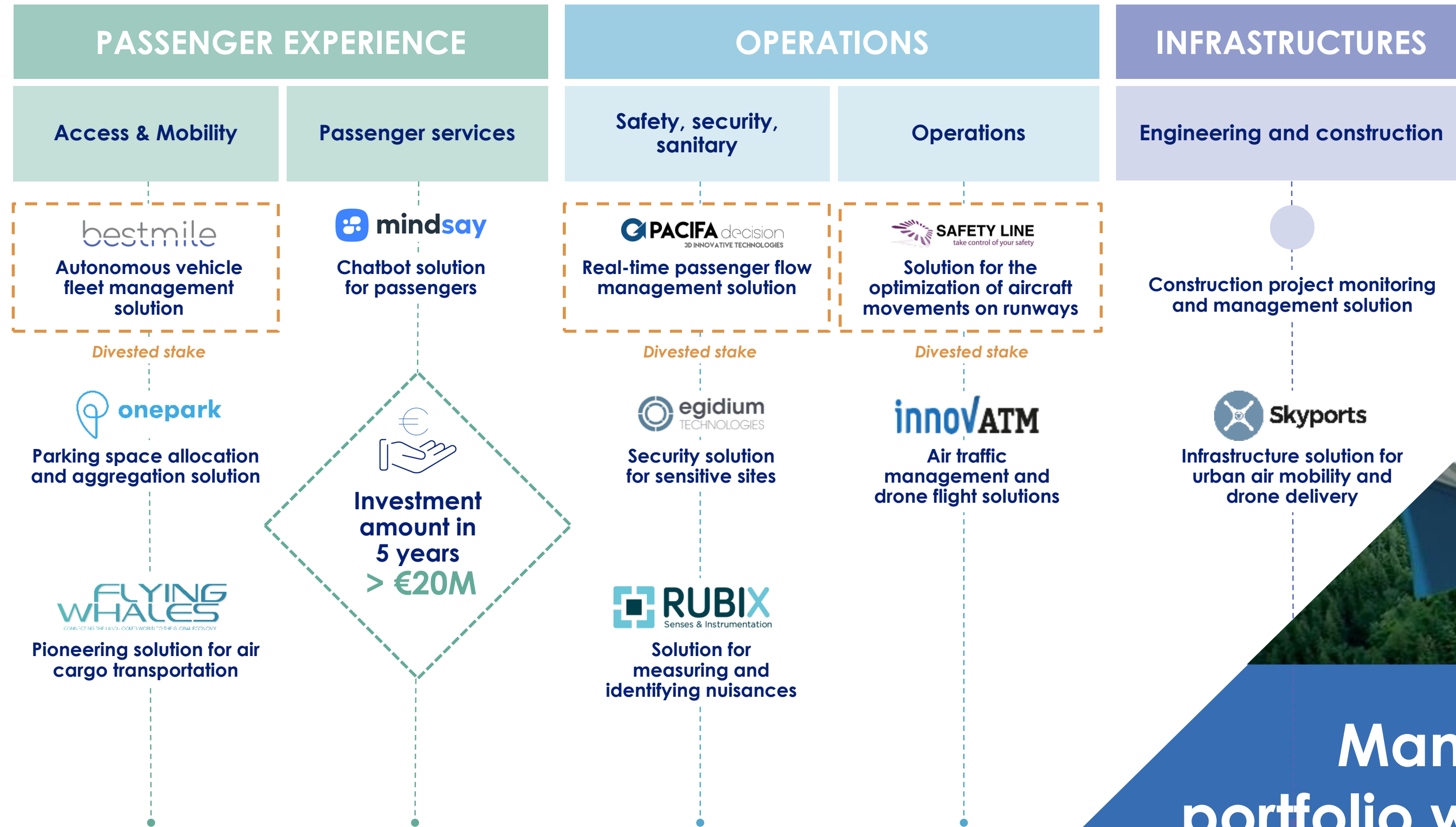


BE A PIONEER IN INNOVATION 1/2

An efficient and hybrid investment model in start-ups and funds



STARTUPS

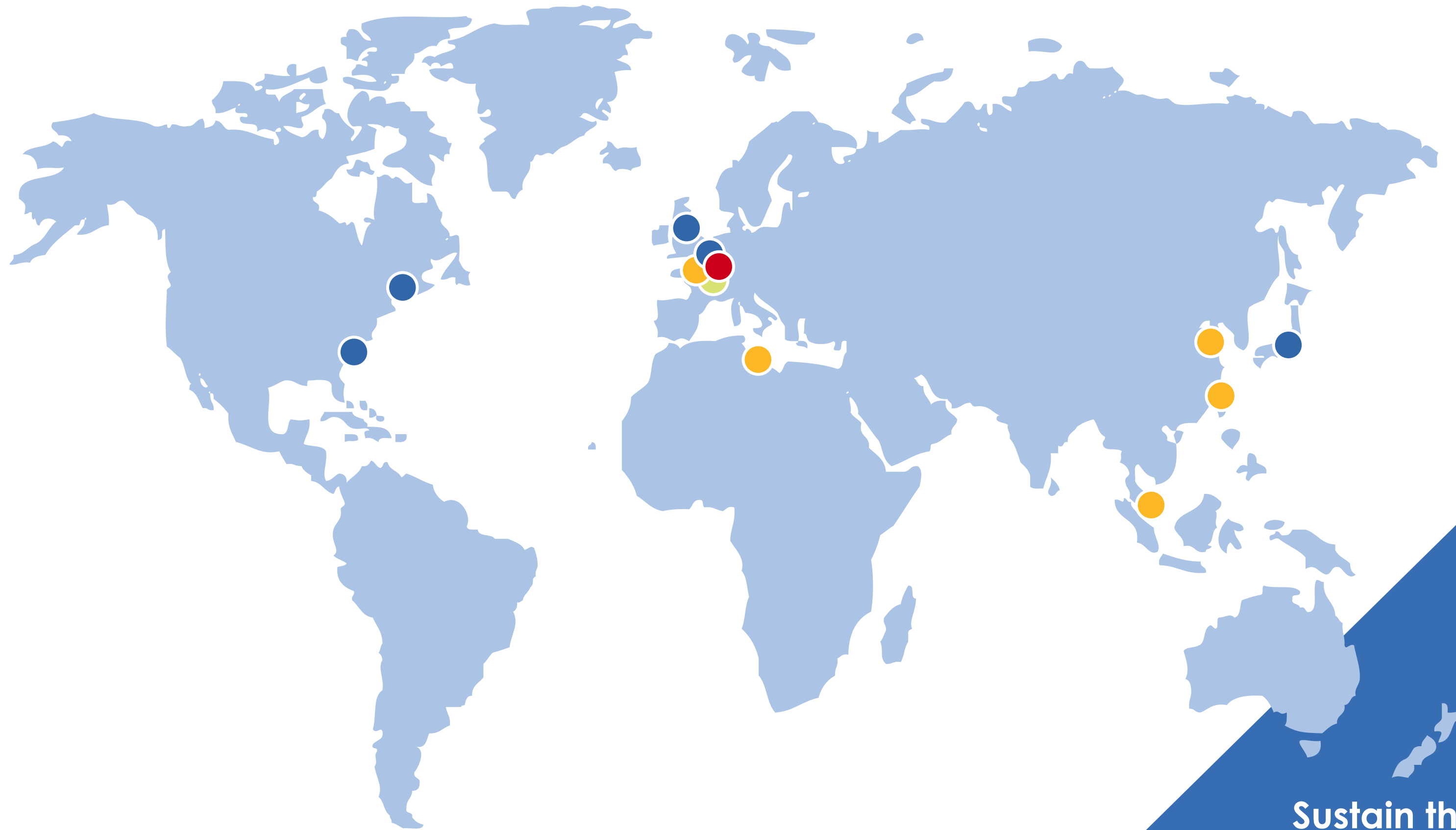


Manage the existing portfolio while keeping a broad watch on new territories



BE A PIONEER IN INNOVATION 2/2

An efficient and hybrid investment model in start-ups and funds



INVESTMENT FUNDS

Investment amount
> €100M



Sustain the intelligence to cover various geographies, maturity levels and subjects, in particular regarding new environmental transformation issues





BE A PIONEER IN INNOVATION

An ambitious roadmap on eVTOL technologies to pave the way for the emergence of a decarbonized aviation industry

2021

THE SANDBOX

Implement a test vertiport on Pontoise airfield

2024

THE 'SHOWCASE'

Launch pre-commercial services between the airport and the city during the Olympics and Paralympics Games

2026

THE SCALE-UP

Support the rise of logistics, emergency and passengers transportation use cases



PARIS AIR FORUM

- First eVTOL flight in France



EXPERIMENTAL VERTIPORT ON PONTOISE AIRFIELD

- Vehicles
- Pax experience Infrastructure
- Airspace management

2 ROUTES UNDER STUDY

- Paris-Issy-les-Moulineaux heliport and Saint-Cyr airfield
- Paris-Charles de Gaulle and Le Bourget airports and Paris

DESIGN OF A MODULAR, SUSTAINABLE AND AGNOSTIC INFRASTRUCTURE





BE A PIONEER BY PROMOTING A NEW CULTURE OF RESPONSIBILITY AND COMMITMENT

OUR PROMISE

Attract and retain talents



OUR APPROACH

Implementing remuneration linked to the company's economic and social performance



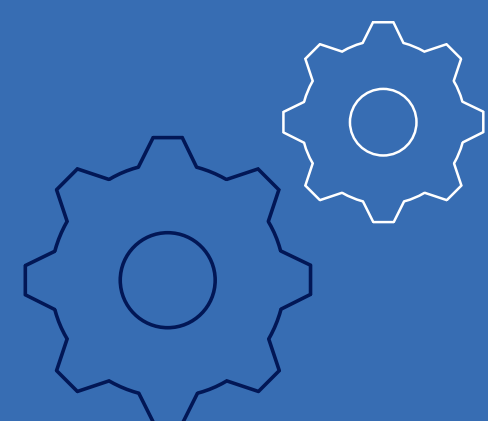
Implement transparent compensation packages in line with the market



Improve recognition of internal successes



Involve employees in long-term value creation targets



OUR QUANTIFIED OBJECTIVES

Carry out at least one employee shareholding operation by 2025

ADP SA



BE A PIONEER BY PROMOTING A NEW CULTURE OF RESPONSIBILITY AND COMMITMENT

OUR PROMISE

Developing a culture of responsibility



OUR APPROACH

Promote the development of each employee, exemplarity and ethics



Maintain and develop employees' skills throughout their career



Train employees to promote internal and international mobility

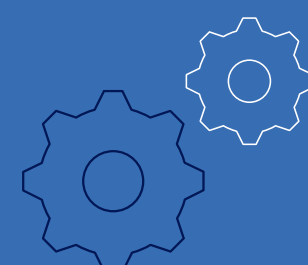


Ensure ethical behavior through the dissemination of procedures by referents throughout the group's entities



Put the exemplarity of individual behavior at the service of the collective

OUR QUANTIFIED OBJECTIVES



Include an **ESG ELEMENT** in the **REMUNERATION OF 100% OF EMPLOYEES**

ADP SA, TAV Airports and AIG

EDUCATE 100% OF EMPLOYEES on **GOOD ETHICAL AND COMPLIANCE PRACTICES**

ADP SA, TAV Airports and AIG



BE A PIONEER BY PROMOTING A NEW CULTURE OF RESPONSIBILITY AND COMMITMENT

OUR PROMISE

Develop a culture of civic engagement



OUR APPROACH

Encourage employee commitment by relying on a close management



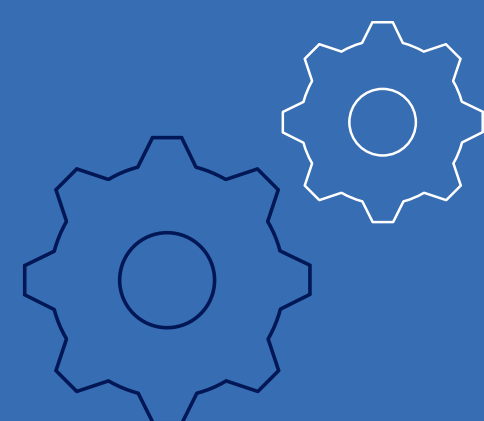
Develop skills sponsorship and other solidarity actions



Promote professional development and serve the performance of the team



Support managers in strengthening and adapting their managerial skills



OUR QUANTIFIED OBJECTIVES

Increase the number of employee **CIVIC ENGAGEMENT DAYS BY A FACTOR OF FIVE, TO 5,000 OVER THE PERIOD 2022-2025**

ADP SA