

2025 PIONEERS



Workshop
Retail Strategy
MARCH 18th, 2022

Groupe ADP's new Retail and Hospitality project

The Extime Experience

01



extime

AN EXTIME PROJECT THAT IS A PART OF A MORE GLOBAL APPROACH / TO BE A PIONEER IN HOSPITALITY



01
THE
EXTIME EXPERIENCE,
GOUPE ADP'S NEW
RETAIL AND
HOSPITALITY PROJECT

OUR PROMISE

Make our network of airports be the preferred destination for all travelers



OUR APPROACH

Act on all the rational (smart airport) and emotional (emotional airport) service quality levers



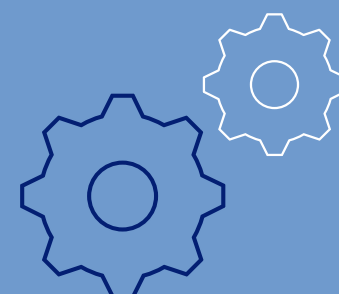
In public areas, guaranteeing passengers an efficient, fluid and seamless service at the service of their time management



Turning airside areas into territories of experience and emotion around a new Extime brand



OUR QUANTIFIED OBJECTIVES



Place **8 AIRPORTS OF THE GROUP IN THE 100 OF THE SKYTRAX** of the world's best airports, of which **PARIS-CHARLES DE GAULLE IN THE TOP 10 and 4 airports IN THE TOP 50**

All of the group's airport

Place all of the group's airports > 3 millions pax above **4 IN PASSENGER SATISFACTION** (ACI/ASQ score out of 5)

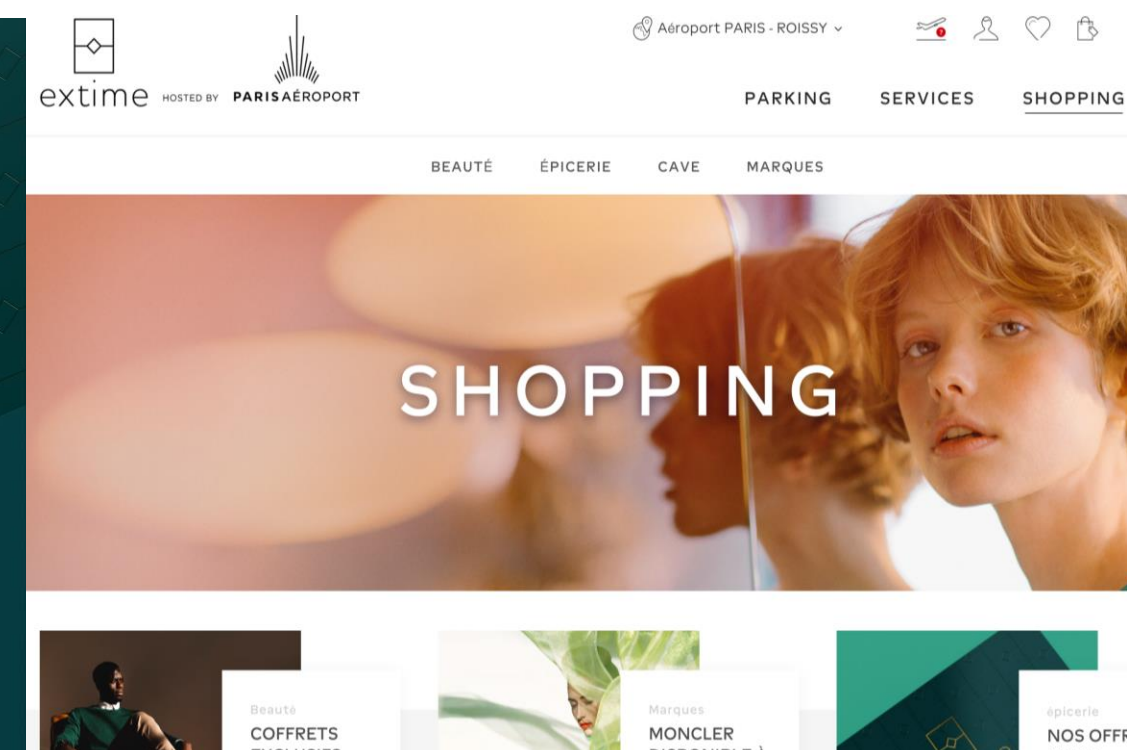
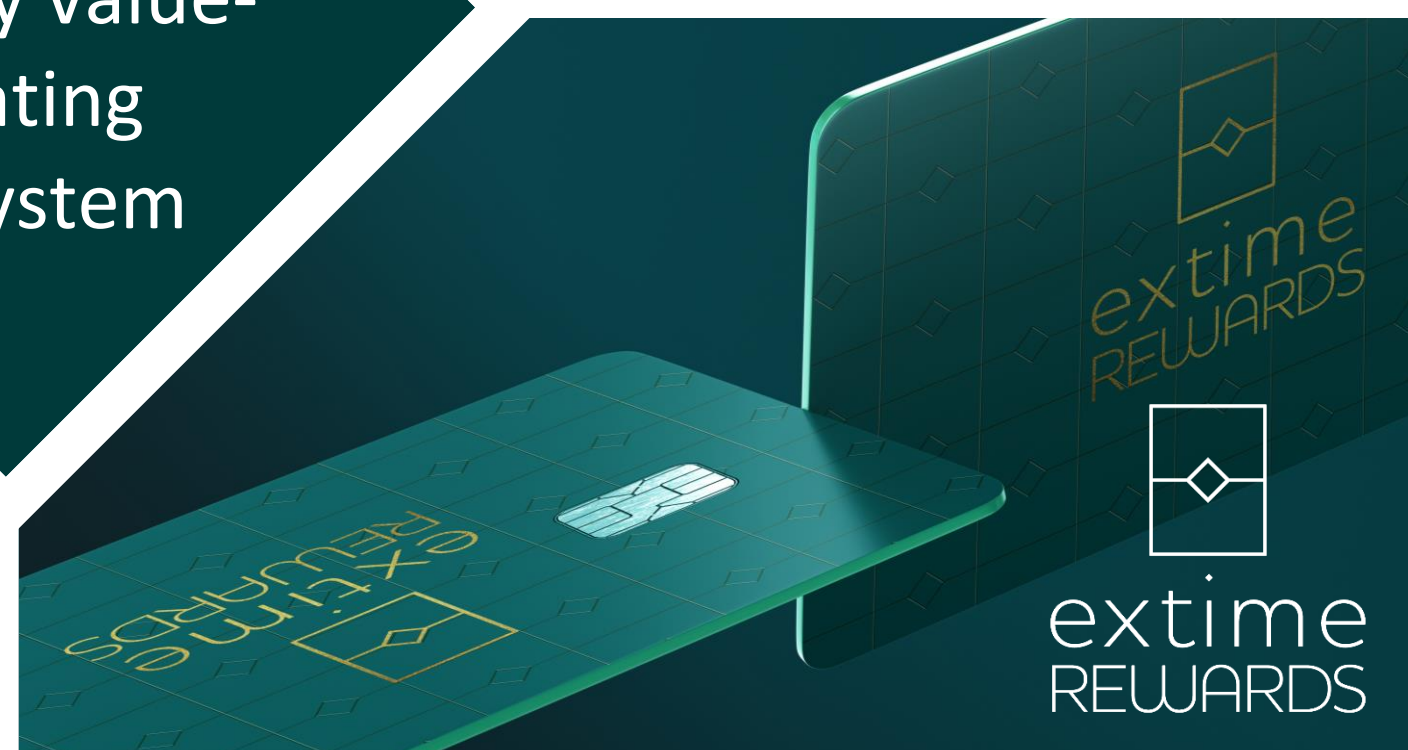
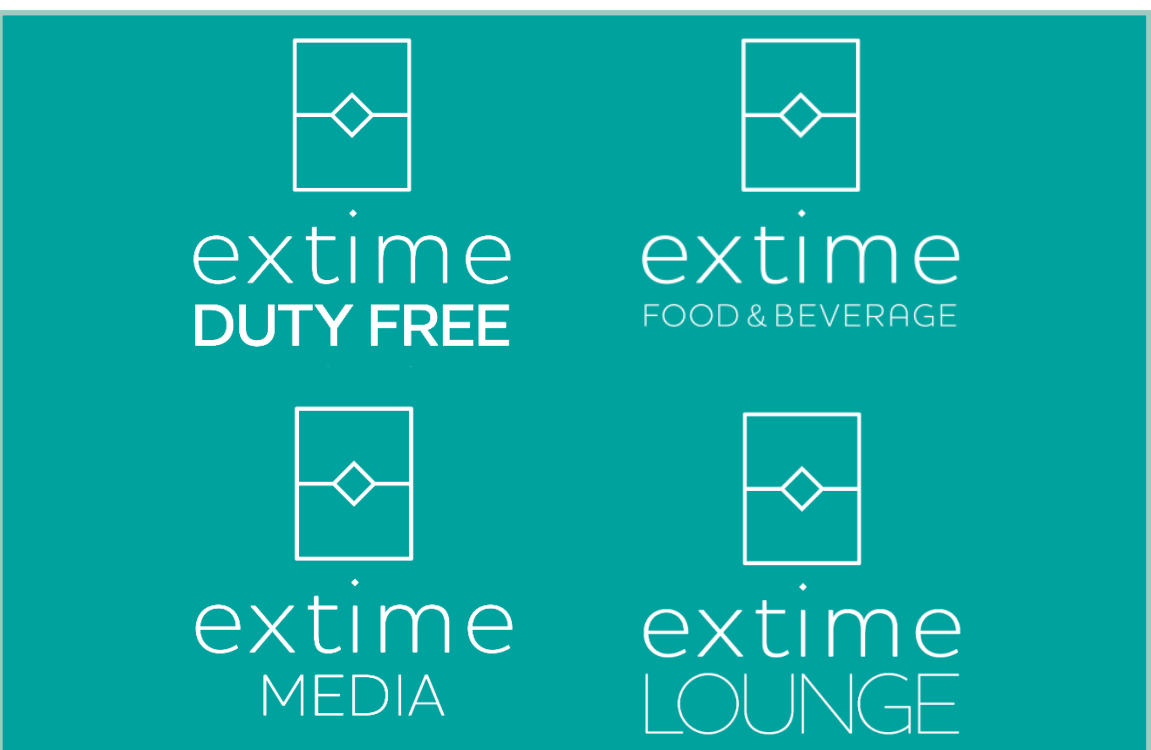
Airports controlled within Groupe ADP with more than 3 million passengers

EXTIME, A GLOBAL FRANCHISE BRAND WHICH EMBRACES AND AMPLIFIES THE STRATEGY AND THE KNOW-HOW ALREADY DEPLOYED AT PARIS AÉROPORT

The « Collection of Boutique terminals»
The spirit of a chain of Boutique hotels



Stimulation of contributive traffic
A globalized Aviation marketing



Integrated Business model with
Retail & hospitality champions

Stimulation of demand
A unique and global digital ecosystem

THE EXTIME EXPERIENCE : THE « COLLECTION OF BOUTIQUE TERMINALS »

The spirit of a chain of boutique hotels where you don't sleep

Excellence in designing venues

Human scale Airside Zones with
a path of 6 minutes maximum

A singularity in styling, interior design and
architecture

Strong integration between the commercial
area the departure lounge

A strong local footprint



Excellence in service

The embodiment of the place
by a "Maître de Maison" whose presence
is palpable everywhere

Large scale of personalized
services & events

A special ritual to welcoming guests
and little attentions



Excellence in product offer

Excellence in brand portfolio

A portfolio of Extime own brands, all
coherent and working in synergy



A singularity via Chefs restaurants and
cultural programming

Excellence in price positioning



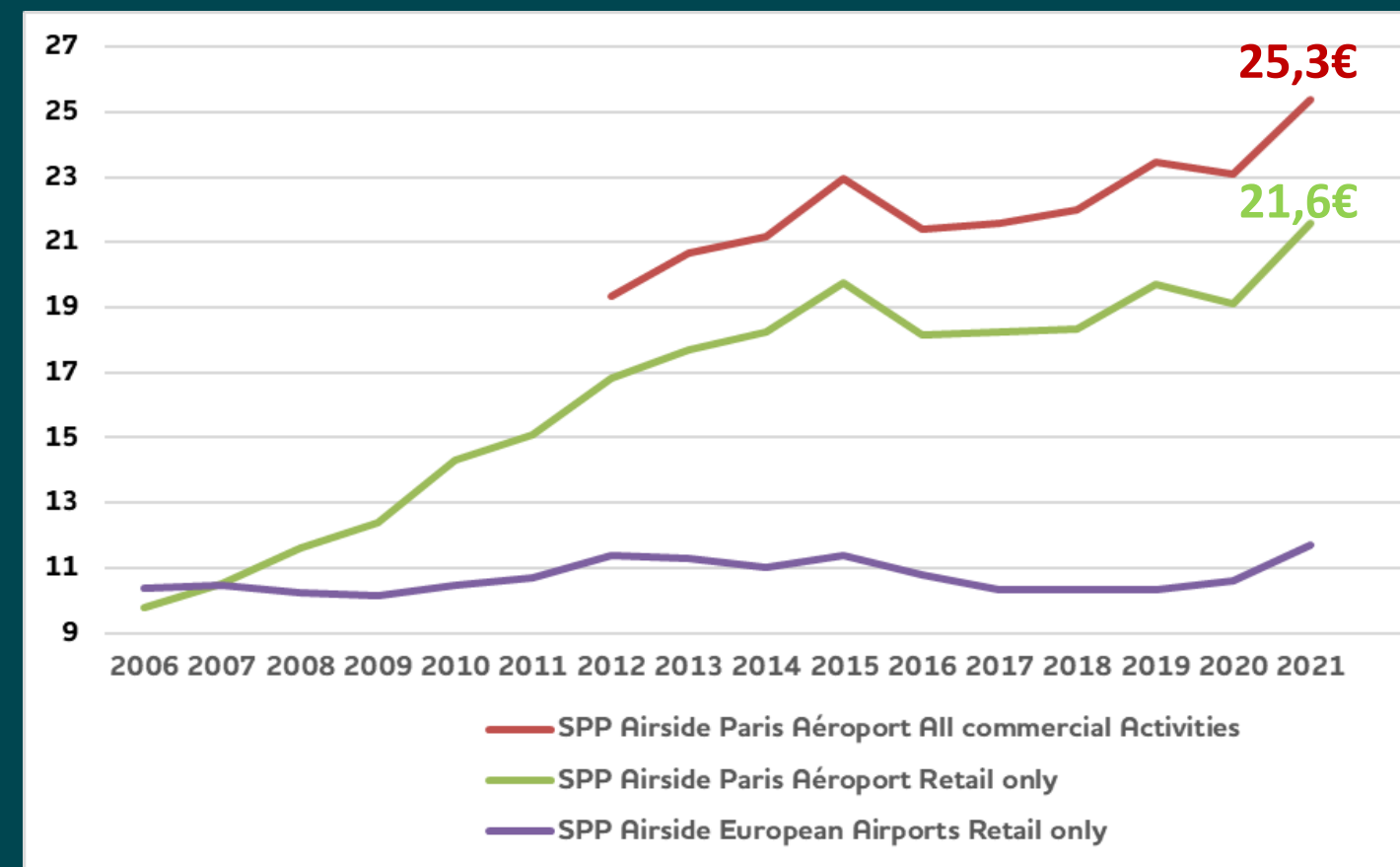
EXTIME : A PROMISE OF PERFORMANCE

A promise that is already supported by a proven track record at Paris Aéroport

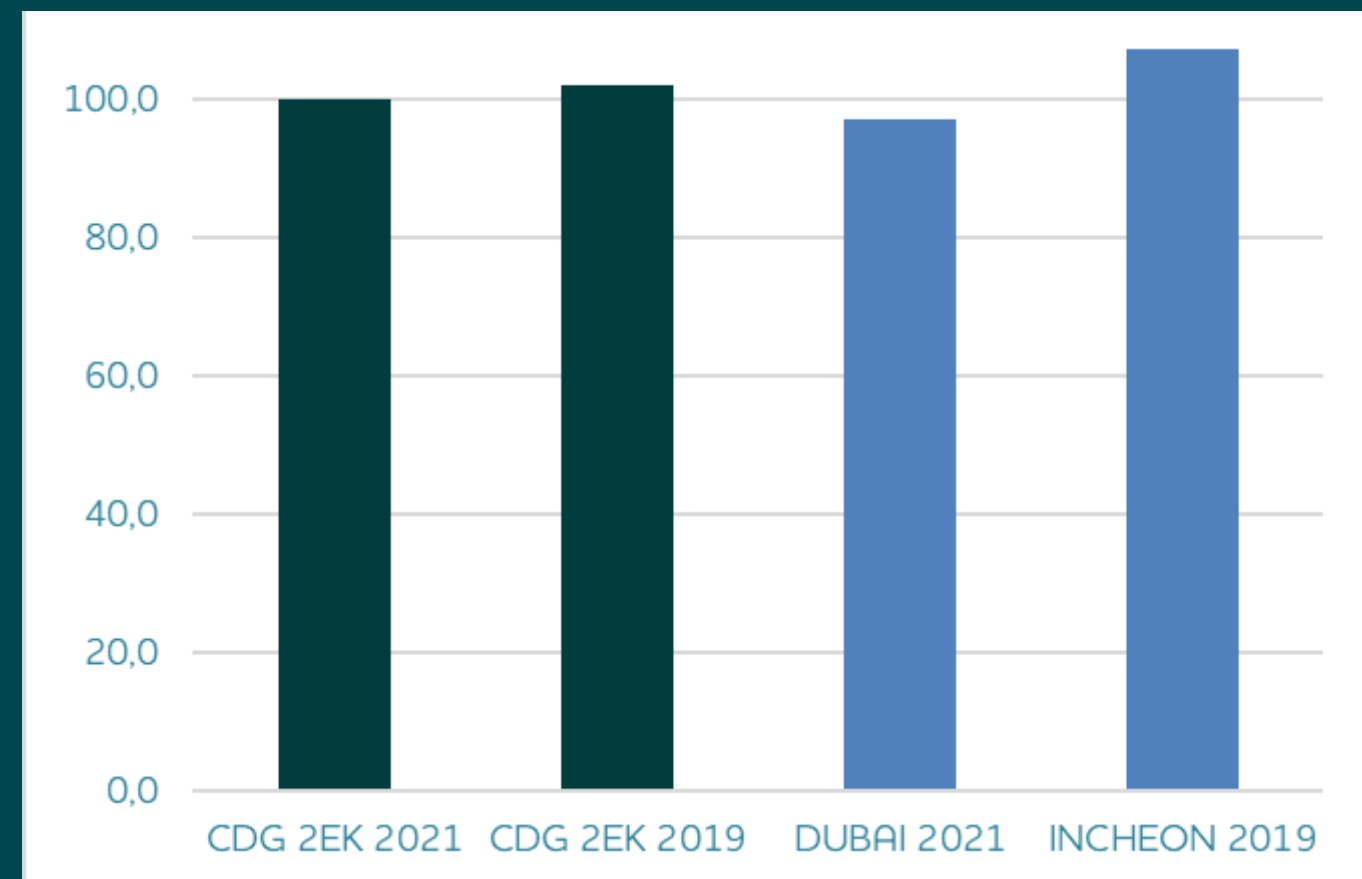
A promise of performance that is already supported by a proven track record at Paris Aéroport



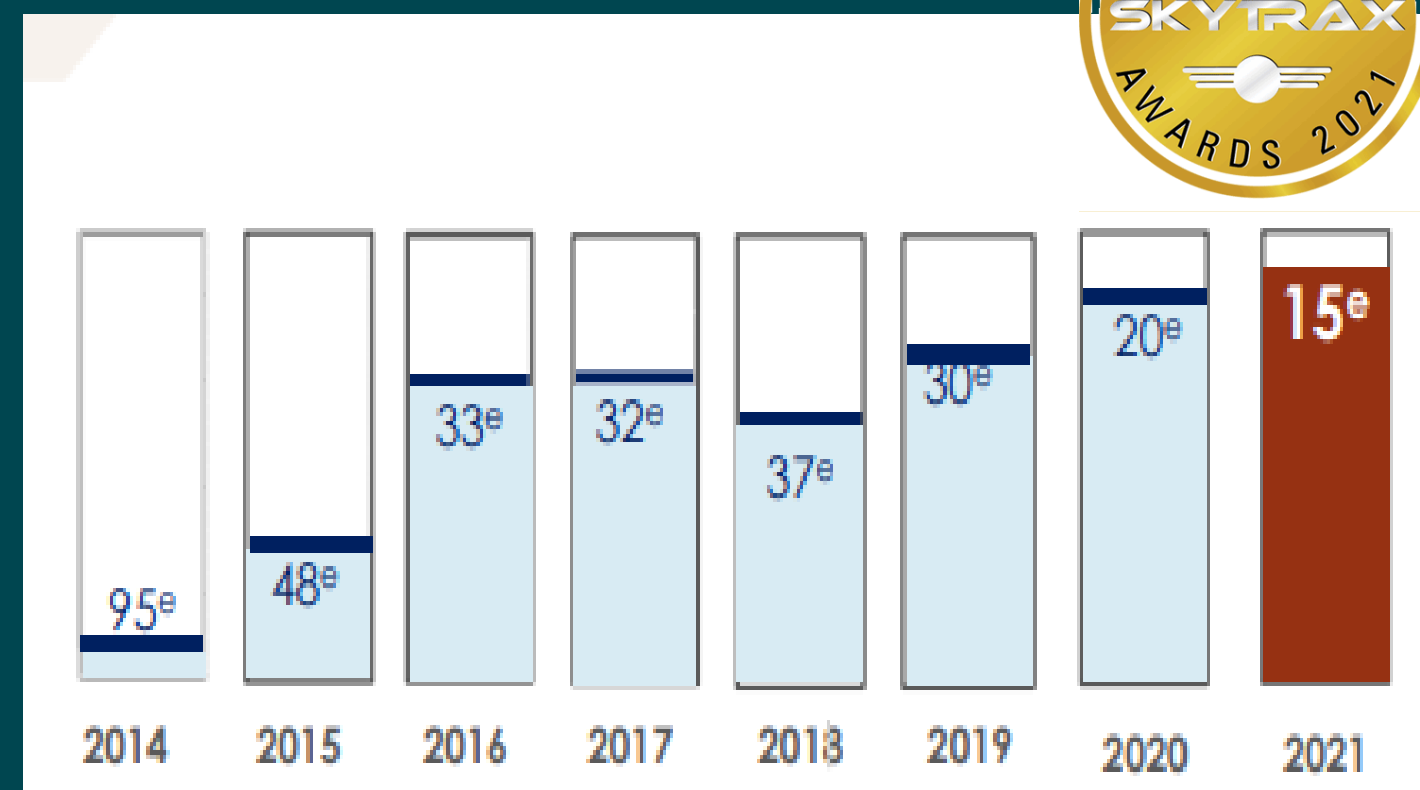
SPP Airside (€)



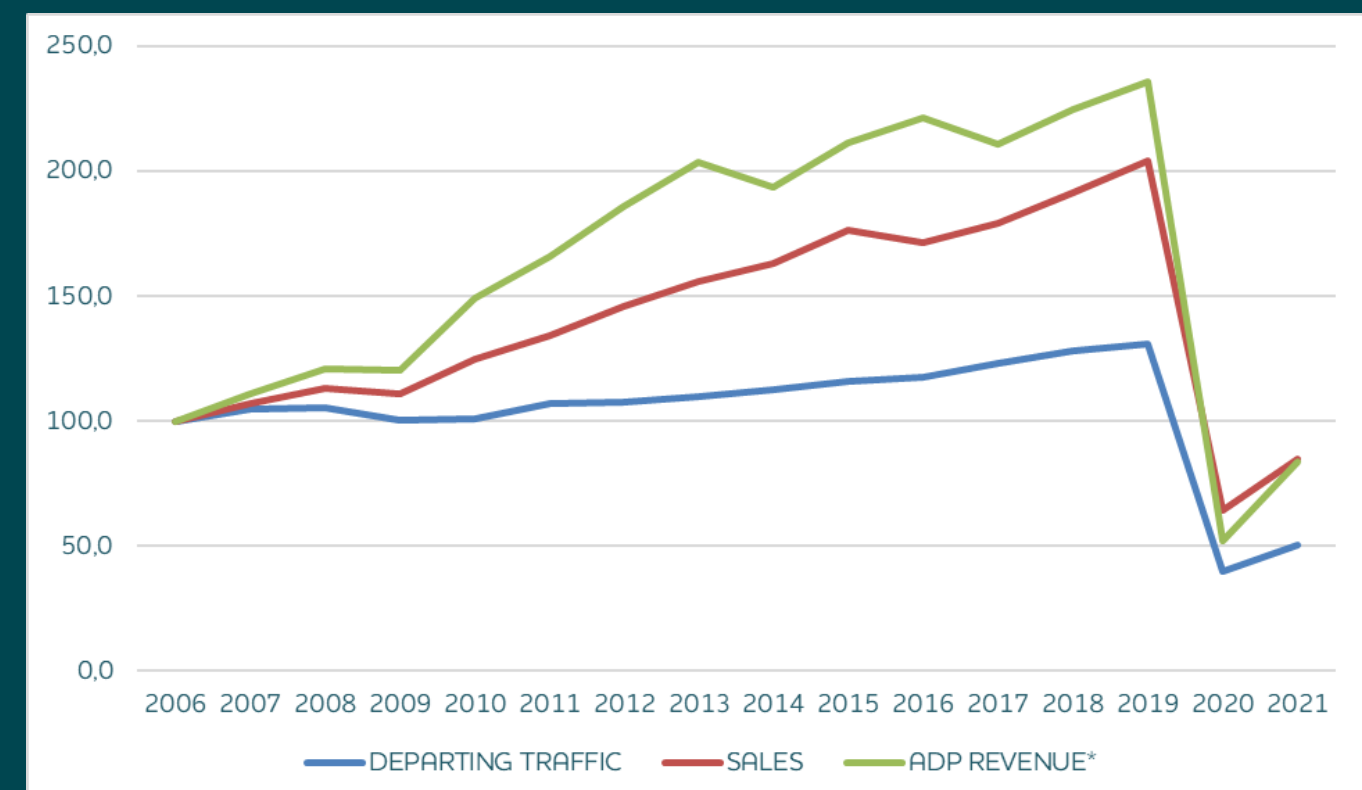
SPP Airside Retail only (Base 100 2EK 2021)



CDG ranking in the TOP 100 Skytrax
Best airports in quality of service



Evolution of ADP Departing traffic, Sales and Revenue*
All commercial concessions (Base 100 = 2006)

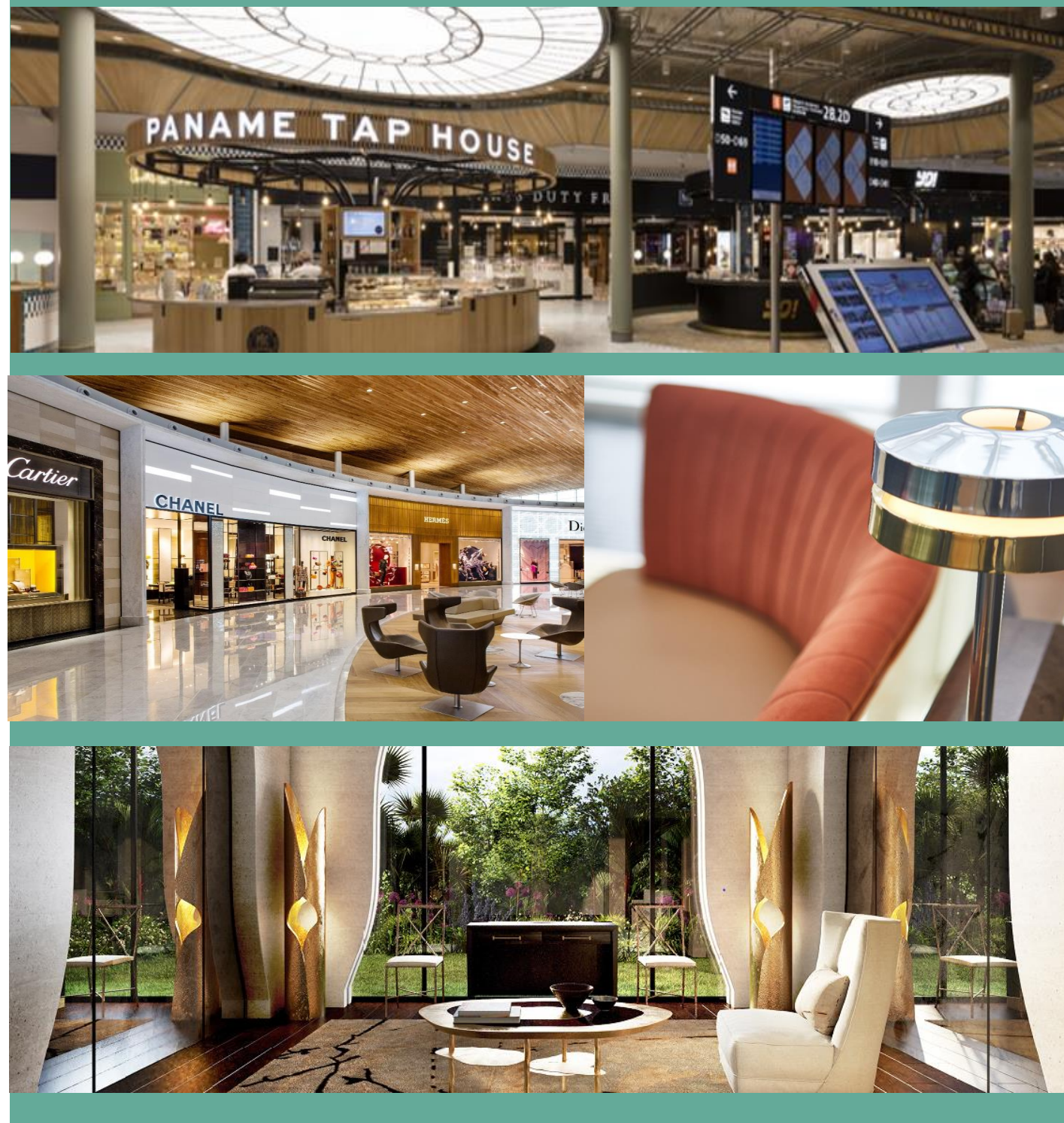


* Variable rents + ADP share of JVs result

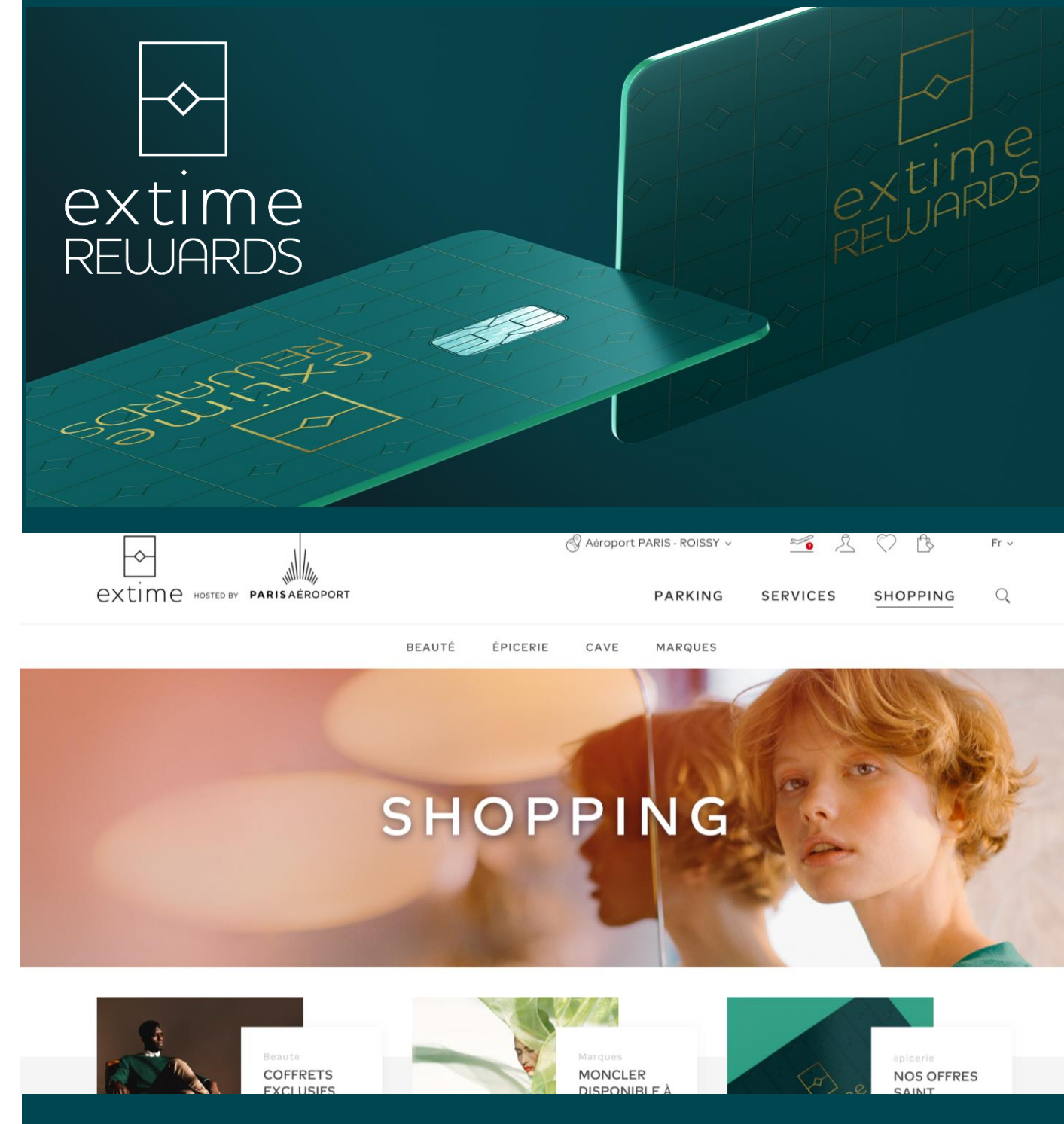
A FIRST STAKE : THE DECLINATION OF THE EXTIME EXPERIENCE AT PARIS AEROPORT

A big bang Implementation planned mainly over the first half of 2023

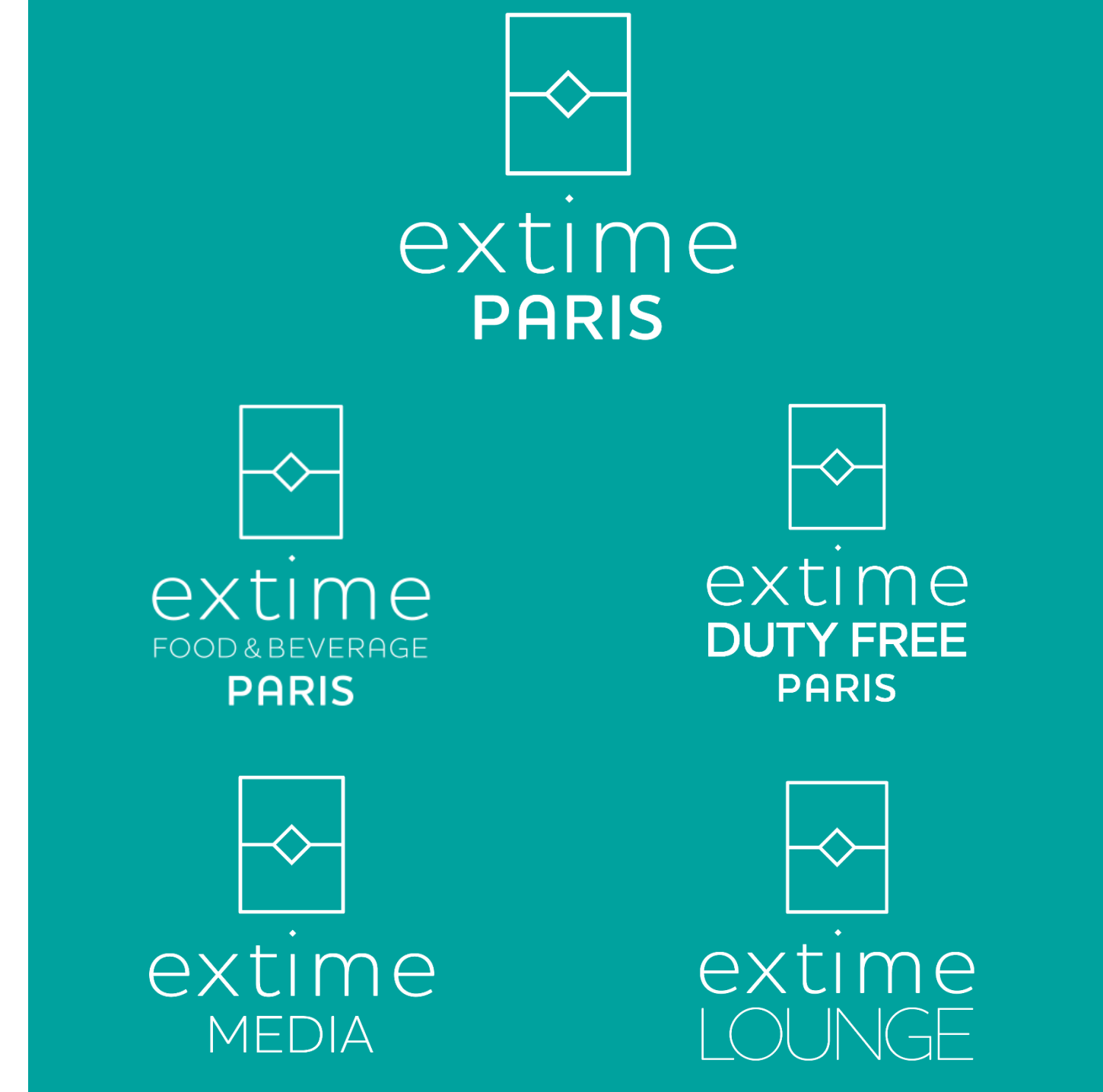
The structuring of the Show apartments



The Implementation of the digital ecosystem



The structuring of the business model and Franchise



The declension of the Extime experience at Paris Aéroport

The structuring of the Show Apartments

02



extime

HOSTED BY



PARISAÉROPORT

THE STRUCTURING OF THE SHOW APARTMENTS

A parisian Collection of "Boutique terminals" structured around 3 ranges

Lifestyle



Premium



Exclusive



THE STRUCTURING OF THE SHOW APARTMENTS : THE LIFESTYLE RANGE

Three Show apartments for the Lifestyle range

Boutique Terminal CDG 2BD

Opened in June 2021



Boutique Terminal Orly 3

Opened in April 2019



Boutique Terminal Orly 4

Opening end of 2024



SPP Airside Retail only (equivalent traffic mix) (Base 100 = BD 2019)



A mostly French Clientele, flying to either EU or non EU destinations

A strong focus on Beauty, Arts of living and F&B

SPP growth in line with expectations

THE STRUCTURING OF THE SHOW APARTMENTS : THE PREMIUM RANGE

Three Show apartments for the Premium range, Extime core proposition

Boutique Terminal CDG 2E Hall K

Best Duty Free retail SPP worldwide

The only place in Paris where all the most iconic French and International Brands are present



Boutique Terminal CDG 2E Hall L

Finalization summer 2021

First project incorporating the new departure lounge standards



Boutique Terminal CDG T1 international

Opening December 2022

First global EXTIME project (commercial area + boarding area + lounge)



THE STRUCTURING OF THE SHOW APARTMENTS : THE PREMIUM RANGE

The Boutique Terminal CDG 2E Hall K : Extime laboratory and Retail flagship

To be finalized : F&B, Departure lounge, Lounge

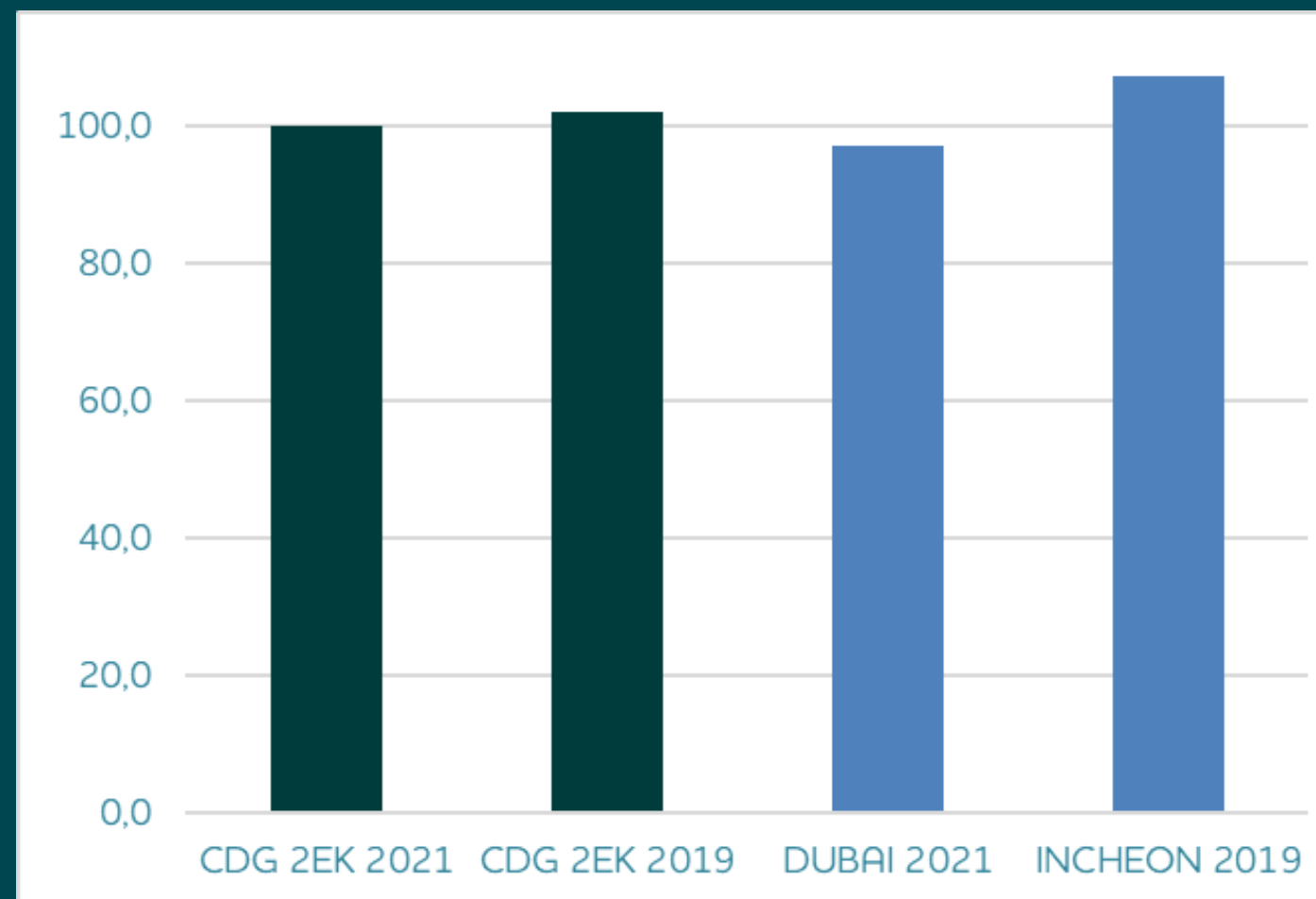
Boutique Terminal CDG 2E Hall K

Best Duty Free retail SPP worldwide

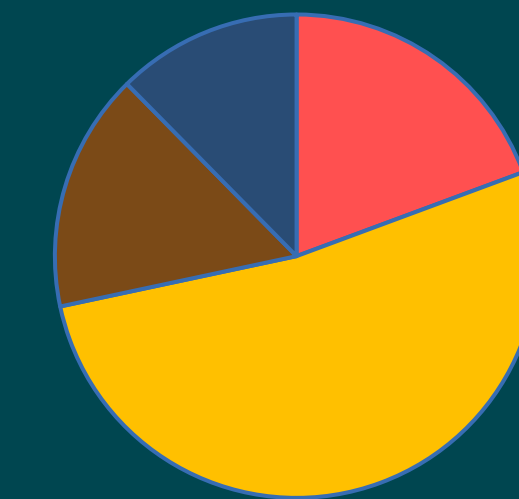
The only place in Paris where all the
most iconic French and International
Brands are present



SPP Airside Retail only (Base 100 2EK 2021)



Retail mix (2021)



- Beauty
- Fashion & Accessory
- Arts of living
- Others



THE STRUCTURING OF THE SHOW APARTMENTS : THE PREMIUM RANGE

The Boutique Terminal CDG 2E Hall L : The first project with the new departure lounge standards

To be finalized : Commercial area, Lounge

Boutique Terminal CDG 2E Hall L

Finalization summer 2021

First project incorporating the new
departure lounge standards



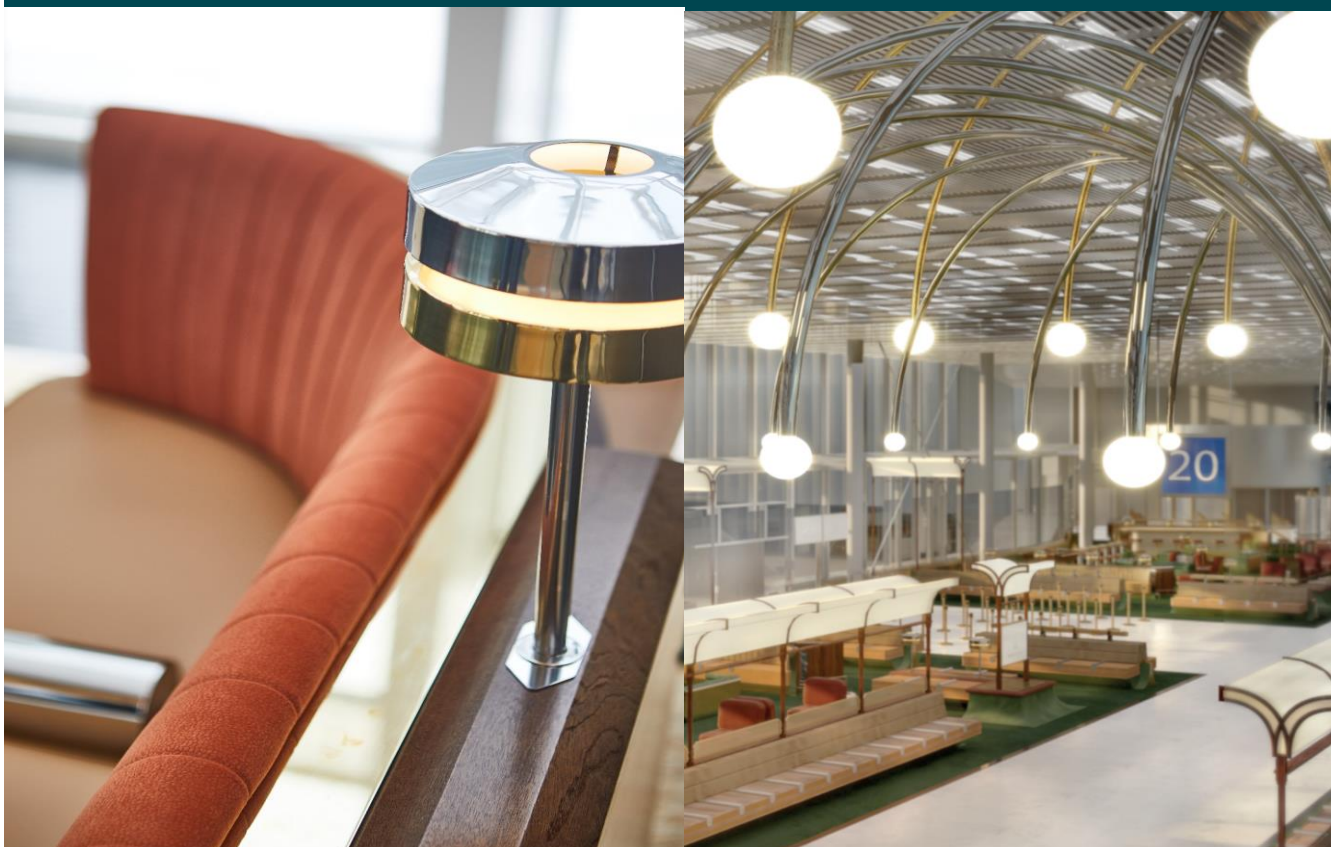
THE STRUCTURING OF THE SHOW APARTMENTS : THE PREMIUM RANGE

The Boutique Terminal CDG T1 international : The first global Extime project

Boutique terminal CDG T1 international

Opening December 2022

First global EXTIME project
(commercial area + boarding area
+ lounge)



THE STRUCTURING OF THE SHOW APARTMENTS : THE EXCLUSIVE RANGE

The opening of CDG Exclusive Boutique terminal Summer 2024

The CDG Exclusive Boutique Terminal

A « Parisian Palace on the runway », decorated by Jacques Garcia, with 3 main assets : total confidentiality, fully personalized welcome and seamless journey procedures

11 private lounges with a possibility of personal shopping



The declension of the Extime experience at Paris Aéroport

The implementation of
The digital ecosystem

03



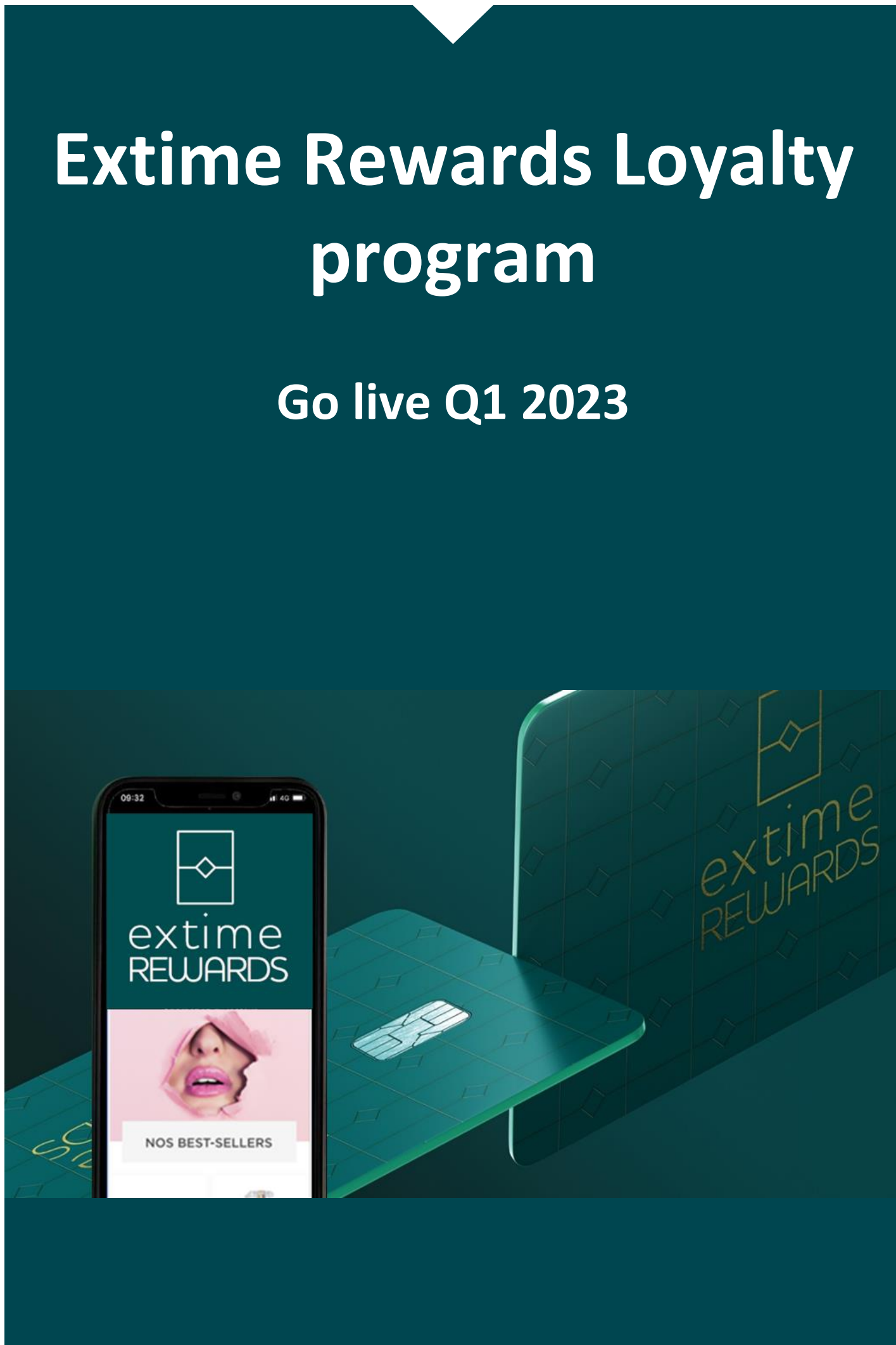
extime

THE IMPLEMENTATION OF EXTIME DIGITAL ECOSYSTEM

A global and unique digital ecosystem, to stimulate demand

Extime Rewards Loyalty program

Go live Q1 2023



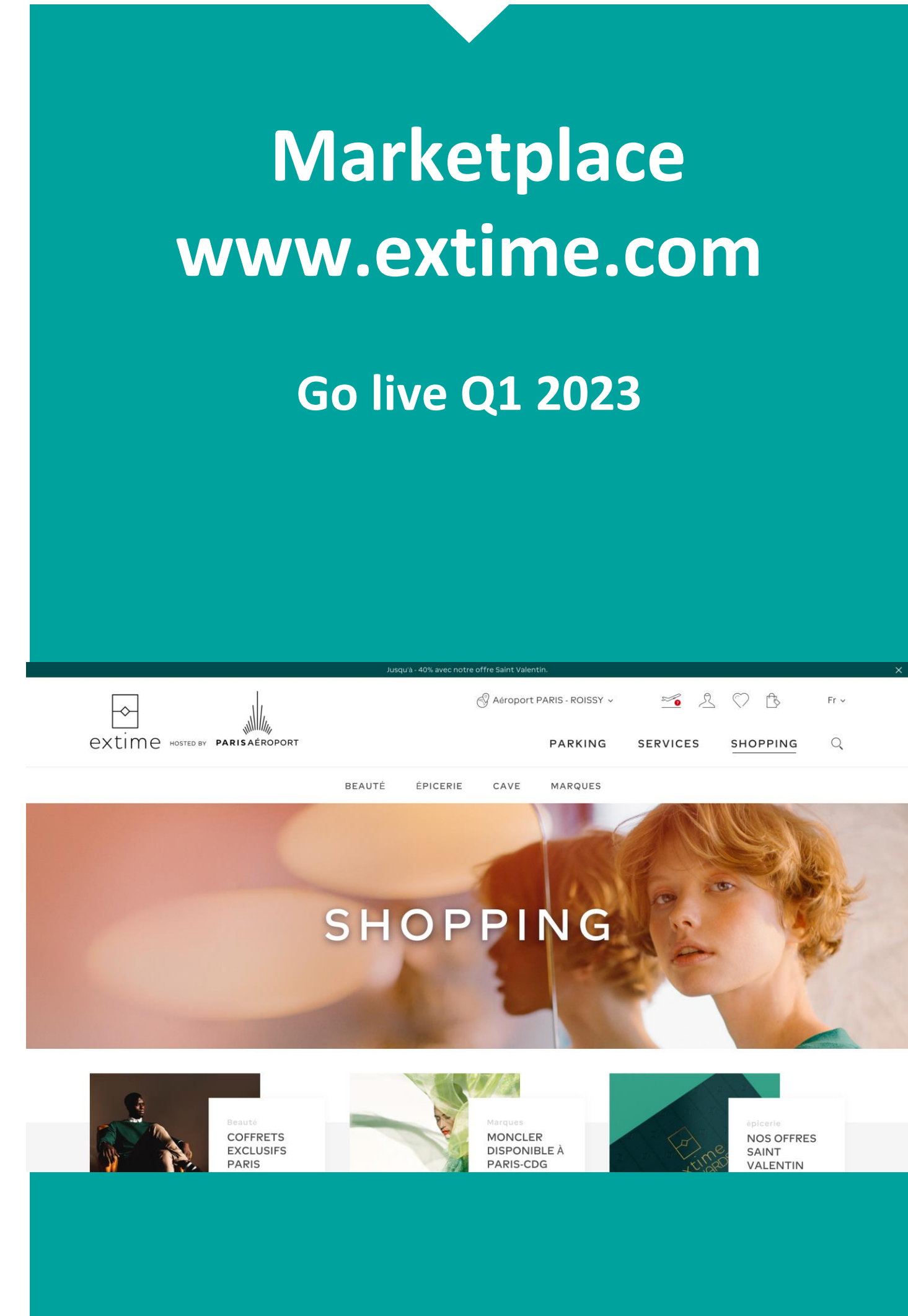
The graphic features a dark teal background with a white smartphone on the left displaying the 'extime REWARDS' app interface. To the right is a large, stylized green credit card with the 'extime REWARDS' logo and a chip. The background has a subtle pattern of small white squares.



Marketplace

www.extime.com

Go live Q1 2023



The screenshot shows the Extime Marketplace website interface. At the top, there's a teal header with the 'extime' logo and navigation links for 'Aéroport PARIS - ROISSY', 'PARKING', 'SERVICES', and 'SHOPPING'. Below the header is a navigation bar with categories: 'BEAUTÉ', 'ÉPICERIE', 'CAVE', and 'MARQUES'. The main content area features a large banner with the word 'SHOPPING' overlaid on a background image of a woman's face. Below the banner are three product cards: 'Beauté COFFRETS EXCLUSIFS PARIS', 'Marques MONCLER DISPONIBLE À PARIS-CDG', and 'épicerie NOS OFFRES SAINT VALENTIN'.

THE EXTIME REWARDS LOYALTY PROGRAM

My Paris Aéroport turns into a global Airport loyalty Program, 100% digital



A simple and attractive
promise to the passengers,
customers of Extime
airports

Retail, lounges, parkings, services,
my Extime reward program is accepted
everywhere in the Extime ecosystem, in
France and abroad

I can earn and burn points throughout my
entire online/offline journey

Extime Rewards gives me access to exclusive
discounts and services

I am recognized as a privileged guest, with
my own tastes and preferences



THE EXTIME REWARDS LOYALTY PROGRAM

An essential tool to create value inside the Extime franchise

Customer segmentation and knowledge

1.4M

Members of the current My Paris Aéroport loyalty program (end of February 2022), which will be the first base of the new Extime Rewards program

>50%

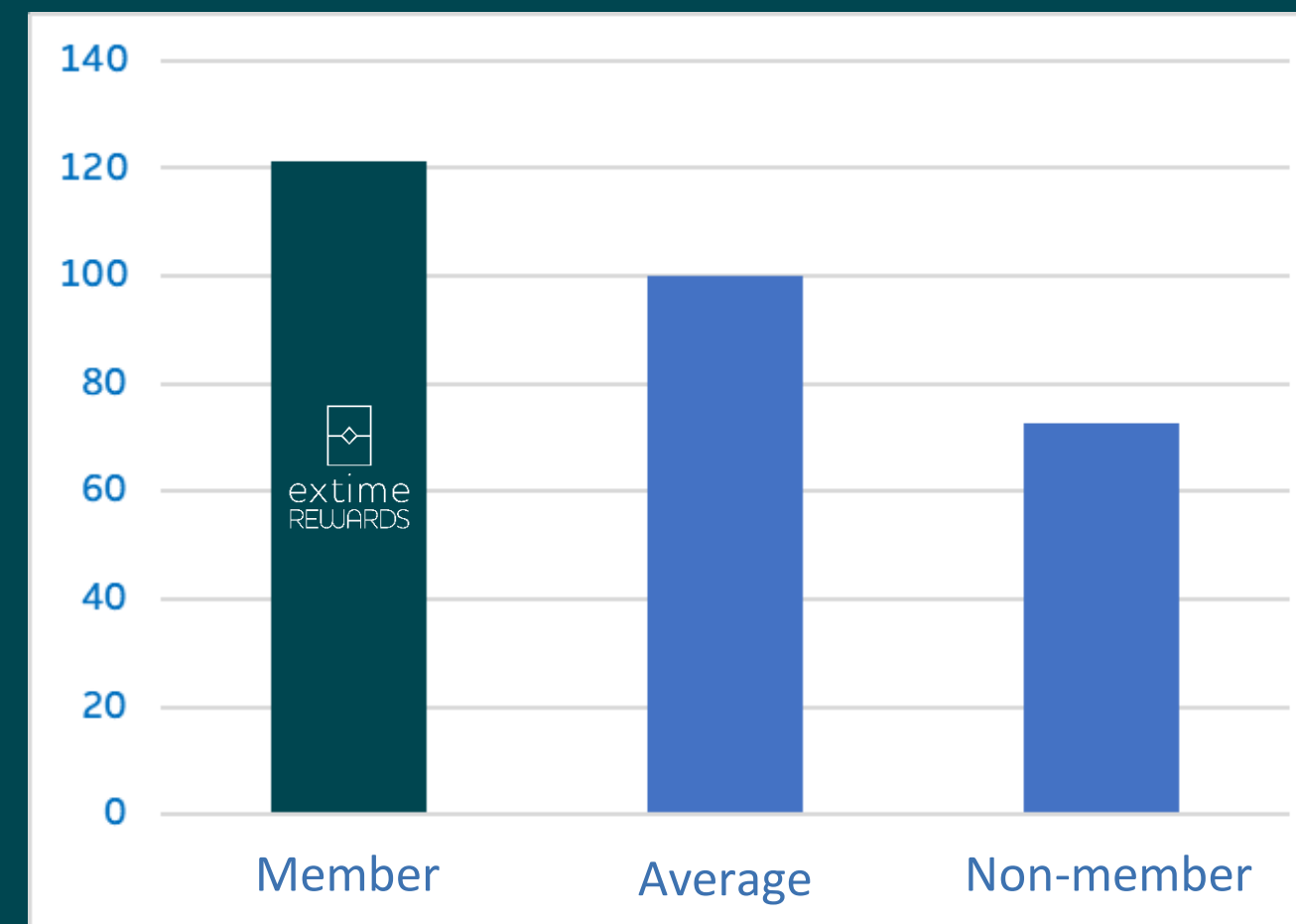
Of « Perfume » and « Car parks » sales performed with My Paris Aéroport members (Q3 2021)

The growth in the average basket

Exclusive discounts and Earn & Burn levels calibrated to grow the average basket

Average perfume basket

(100 basis average for all types of customers over Q3 2021)

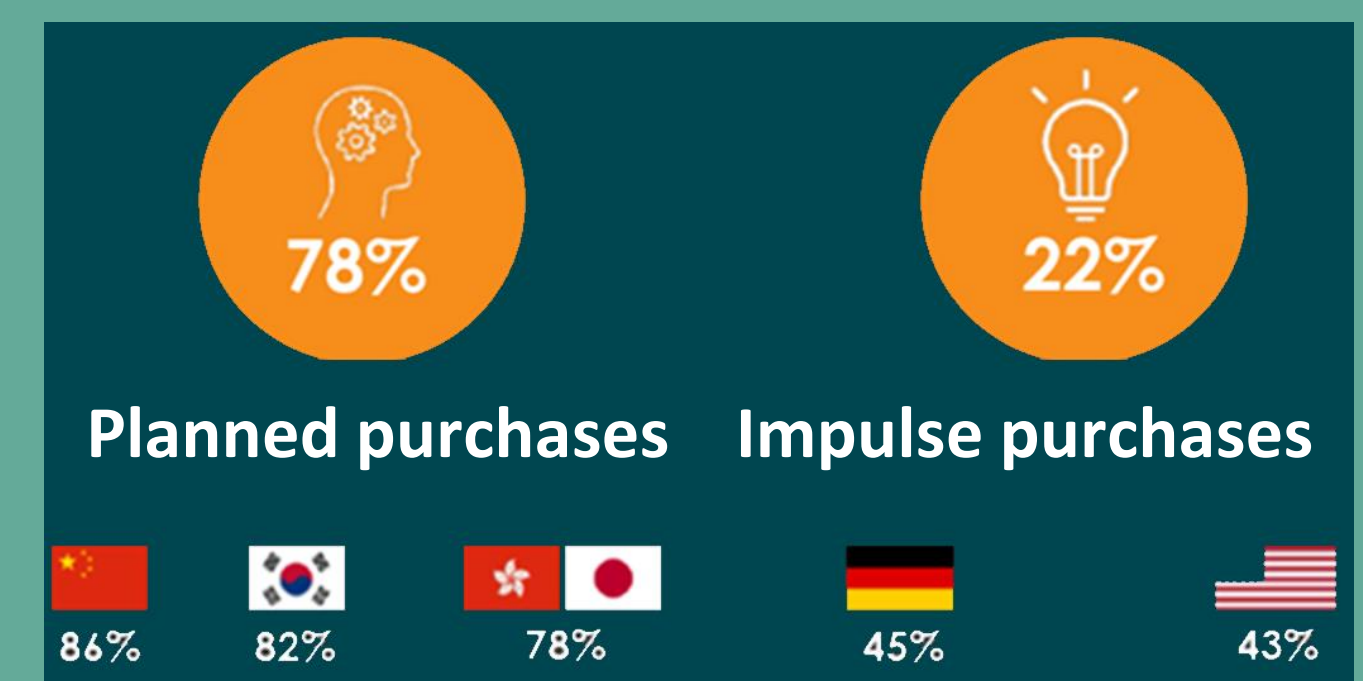


The development of planned purchases

A chance to interact with our customers before their arrival at the airport, without SEA or files purchase

Share of planned retail purchases

(Mindset Study on Paris Aéroport perimeter 2019)



THE EXTIME REWARDS LOYALTY PROGRAM

New products dedicated to our best customers

The Pass by



Subscription plans dedicated to the most loyal users of Extime Boutique Terminals, leveraging TAV expertise in this field, with its  product



The Club by

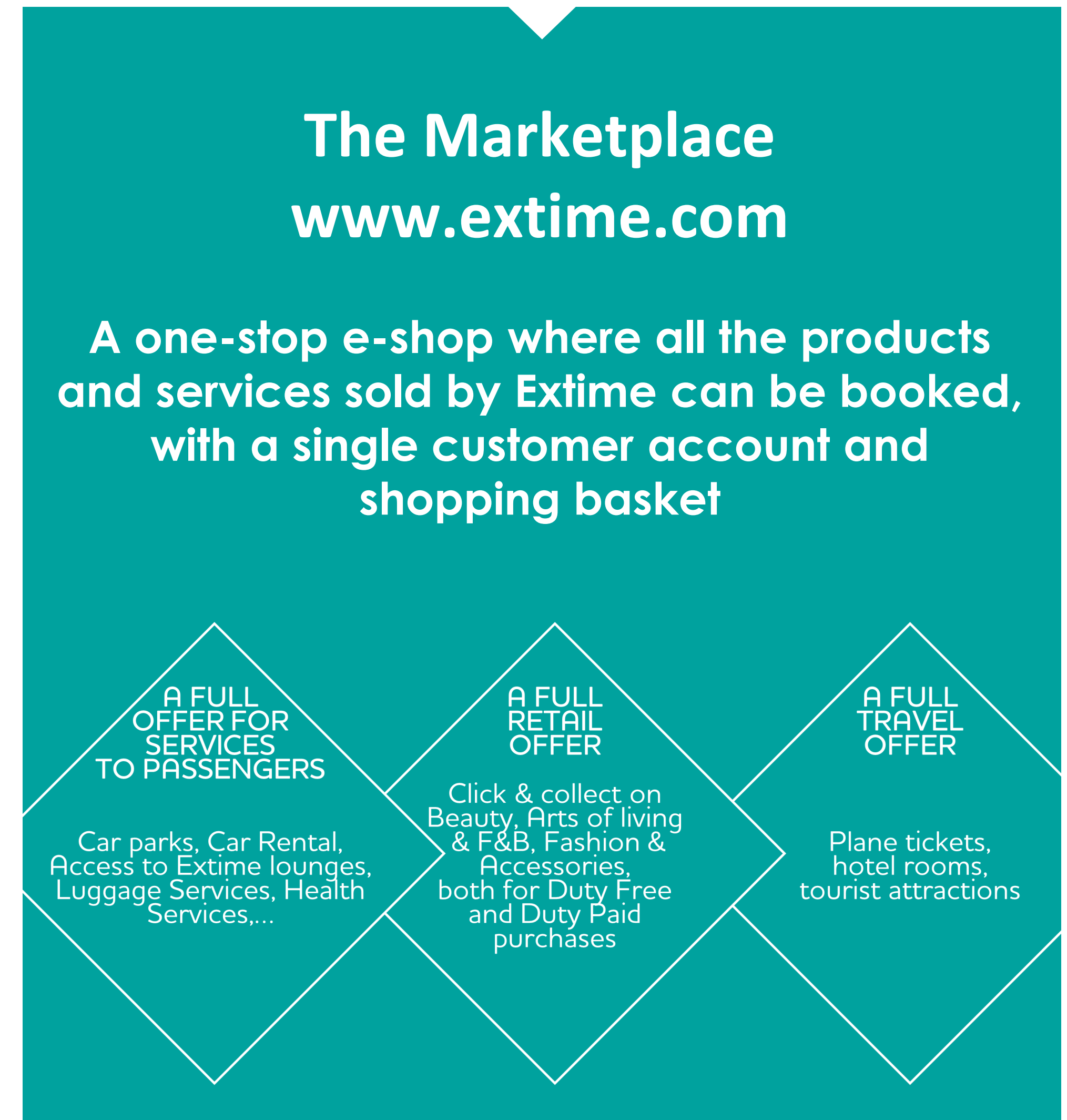
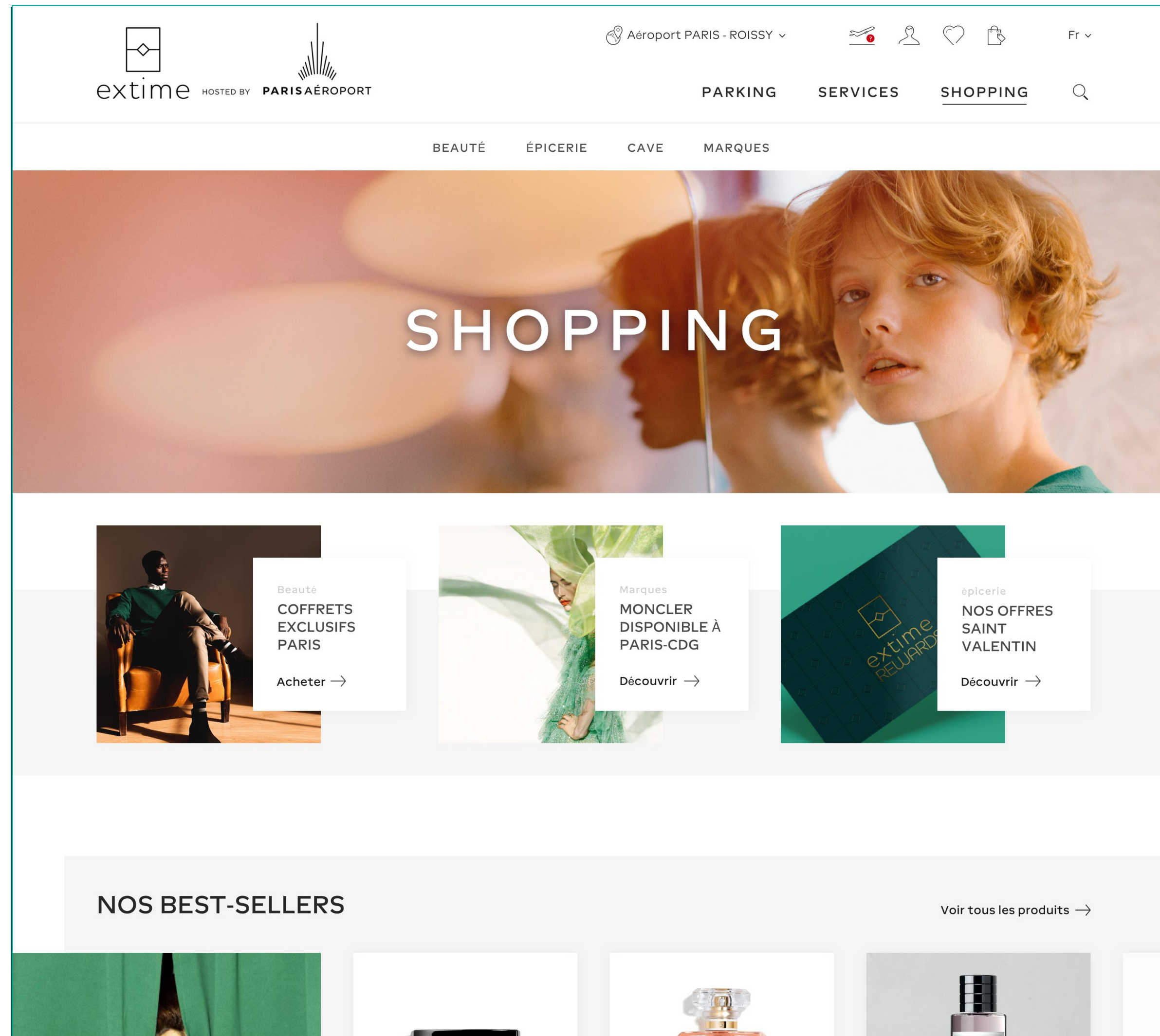


An exclusive clienteling program dedicated to VIP and VVIP customers (luxury retail, Exclusive Boutique Terminals guests, ...)



THE MARKETPLACE www.extime.com

A unique and global digital ecosystem, to stimulate demand



The declension of the Extime experience at Paris Aéroport

The structuring of the business model

04



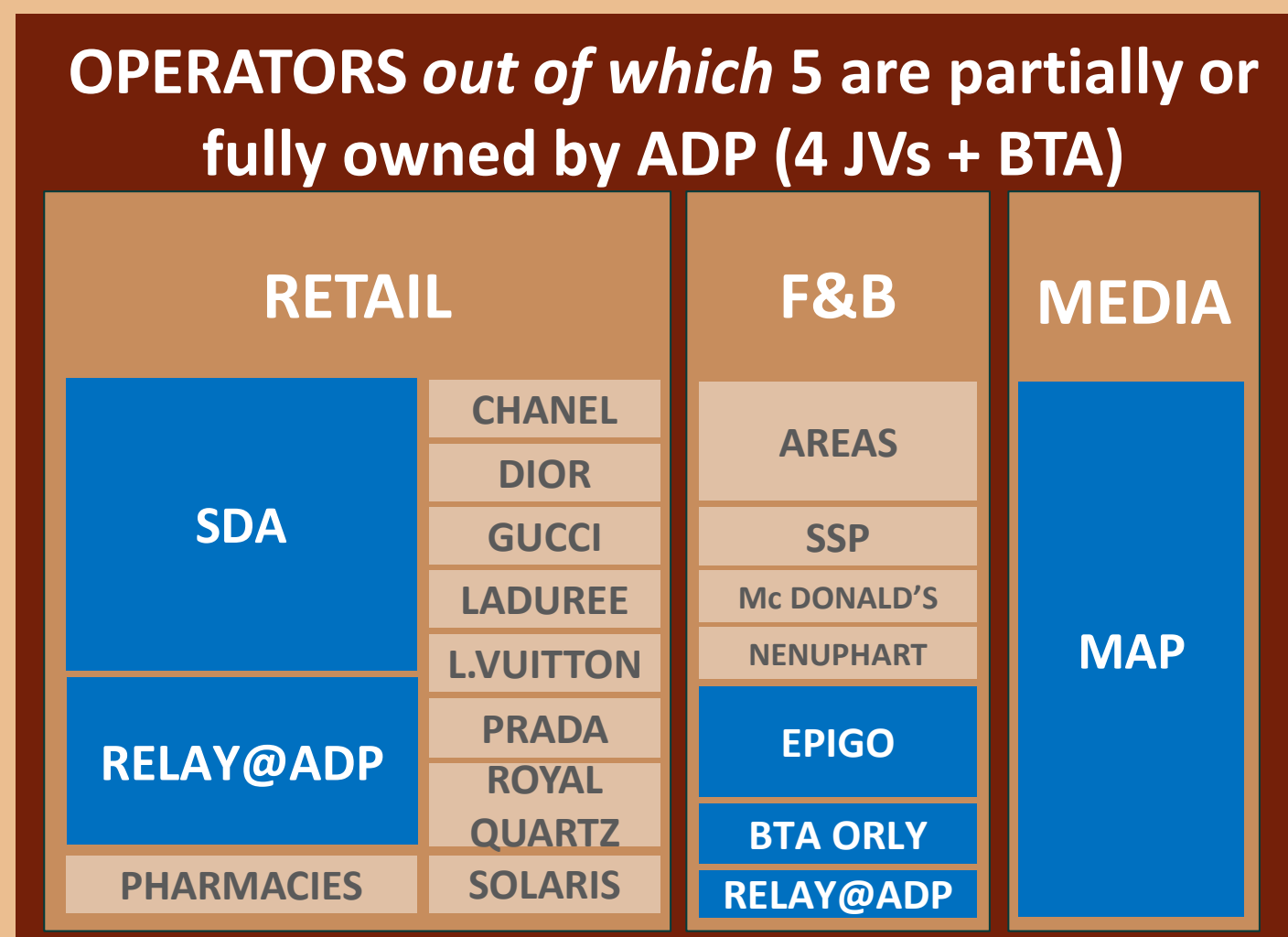
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THE STRUCTURING OF THE BUSINESS MODEL

A significant change in the business model and in the role of ADP

Current model

A concession model, with key concessionnaires being JVs owned 50% by ADP



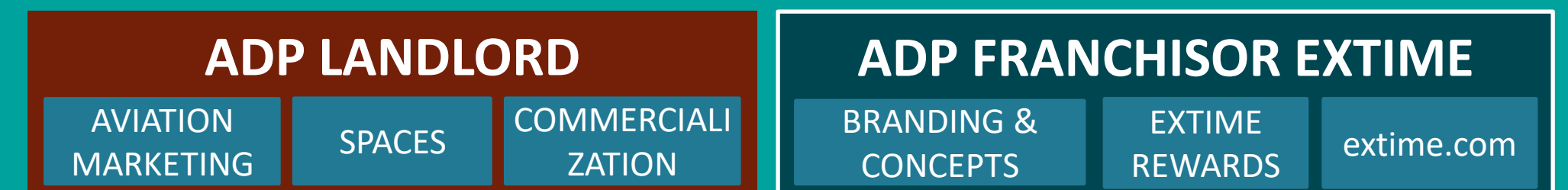
Creation of the Franchisor Function around 3 roles

Creation of Extime Paris, operator of Extime Boutique terminals, in charge of coordinating and animating all operators

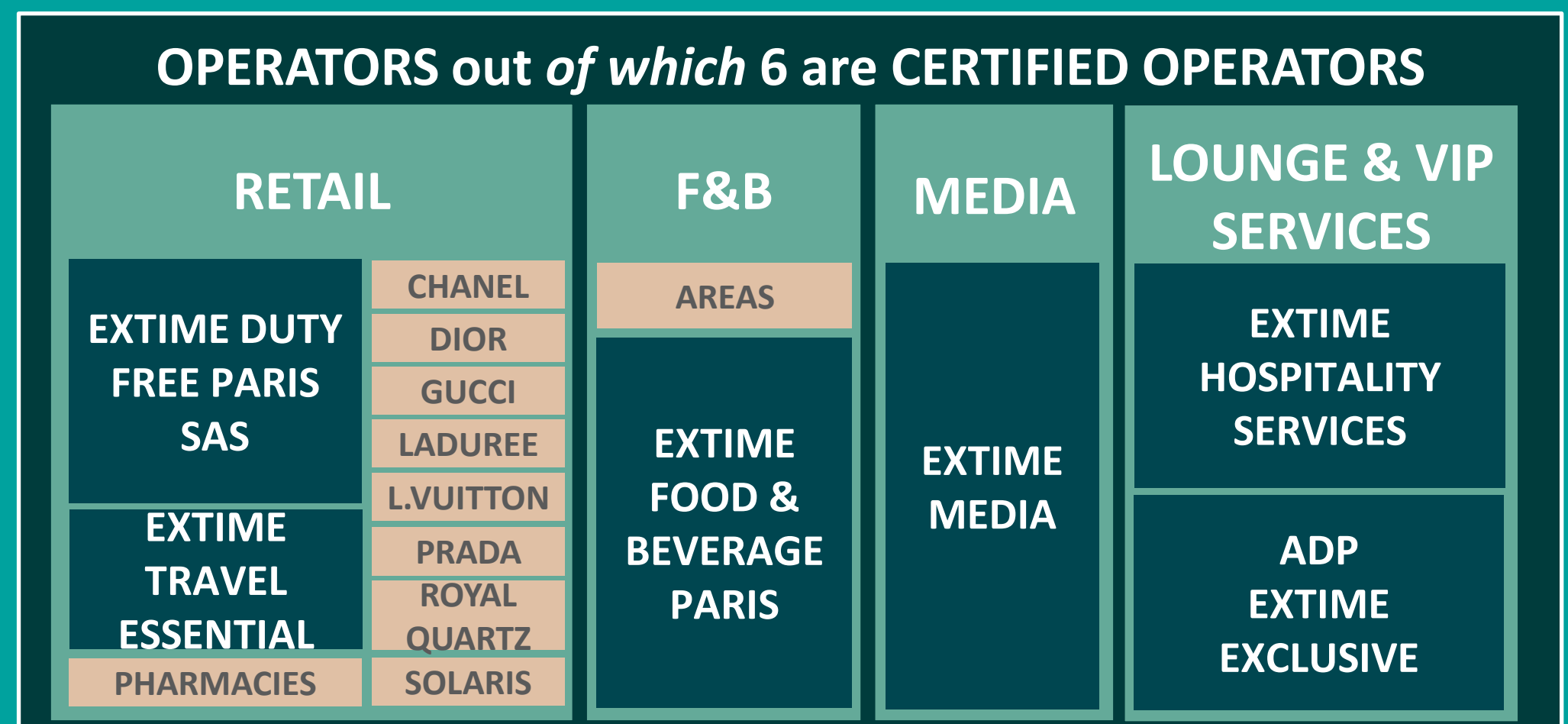
JVs transforming into certified Extime operators : Retail & Hospitality Champions, rationalized and optimized after the pandemic crisis, and working in synergy

Targeted model

A hybrid model, with all operators being concessionnaires of ADP acting as landlord for all, some being Extime franchisees, with ADP strengthening its role in operations



ADP EXTIME PARIS, sword arm of the Franchisor at Paris Aéroport



THE STRUCTURING OF THE BUSINESS MODEL

A business model that creates additional value for ADP

The added value of the Franchise model

An inflow of Franchise Fees in addition to the commercial fees, whose objective is to retain the current level, activity by activity

A requirement for excellence at all times



The operational added value of Extime Paris

From a shopping mall to a department store : a unique and coherent experience rather than a sequence of multiple experiences

A brigade of "Maîtres de Maison" which federates operators around gathered services, events and welcome rituals



JVs business models optimized post COVID

A tighter overall CAPEX plan compared to the previous sequence

Tenders to select co-shareholders in the JVs, allowing us to choose the best performing partners considering the Extime project

In-depth optimization of direct OPEXs of the JVs



THE EXTIME CERTIFIED OPERATORS

Joint-Ventures in which partners are chosen via tenders

Upcoming tenders: Media and Travel Essential

Bars & Restaurant

50% ADP / 50% SSP

Co-control

Chairman: SSP

CEO: ADP



Duty Free

51% ADP / 49% XXX

Controlled by ADP

Chairman and CEO: ADP

Deputy CEO: XXX



Lounges

51% TAV / 49% Groupe 3S

Co-control



THE EXTIME CERTIFIED OPERATORS : EXTIME FOOD & BEVERAGE PARIS

A new and optimized business model, going live S2 2022

Bars & Restaurants

50% ADP / 50% SSP
Co-control

Chariman : SSP
CEO : ADP

From 28 units in 2022 to 109 in 2031



A progressive move from 5 operators to 1 major Extime certified operator, more productive



Epigo



Relay@ADP



BTA



SSP



Areas

50% ADP



50% SSP

via a tender aimed at selecting the best performing partner ready to purchase 50% of the shares

Maintained commercial fees rate

Economies of scale on overhead costs

Globalization of purchasing

Optimization of brand portfolio

Optimization of productivity of operations

THE EXTIME CERTIFIED OPERATORS: EXTIME DUTY FREE PARIS

A new and optimized business model, going live 01/2023

Duty Free

51% ADP / 49% XXX
Controlled by ADP

Chairman and CEO : ADP
Deputy CEO : XXX

Around 145 units



As of 01/01/2023, SDA becomes Extime Duty Free Paris, Franchisee of Extime



51% ADP



49% XXX

via a tender aimed at selecting the best performing partner ready to purchase 49% of the shares

Target to maintain fee rate

Franchisee of Extime on duty free stores

Target to select the best Purchasing Organization, IT and logistics operator

Optimization of operations



The declension of the Extime experience at Paris Aéroport

Synthesis

05



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THE EXTIME EXPERIENCE AT PARIS AÉROPORT

A new business model that creates value

GROWTH IN SALES
PER PASSENGER
(SPP)




Finalized and enhanced Boutique Terminals
More synergies between operators
An enhanced digital ecosystem

OPTIMIZATION OF
PROFITABILITY

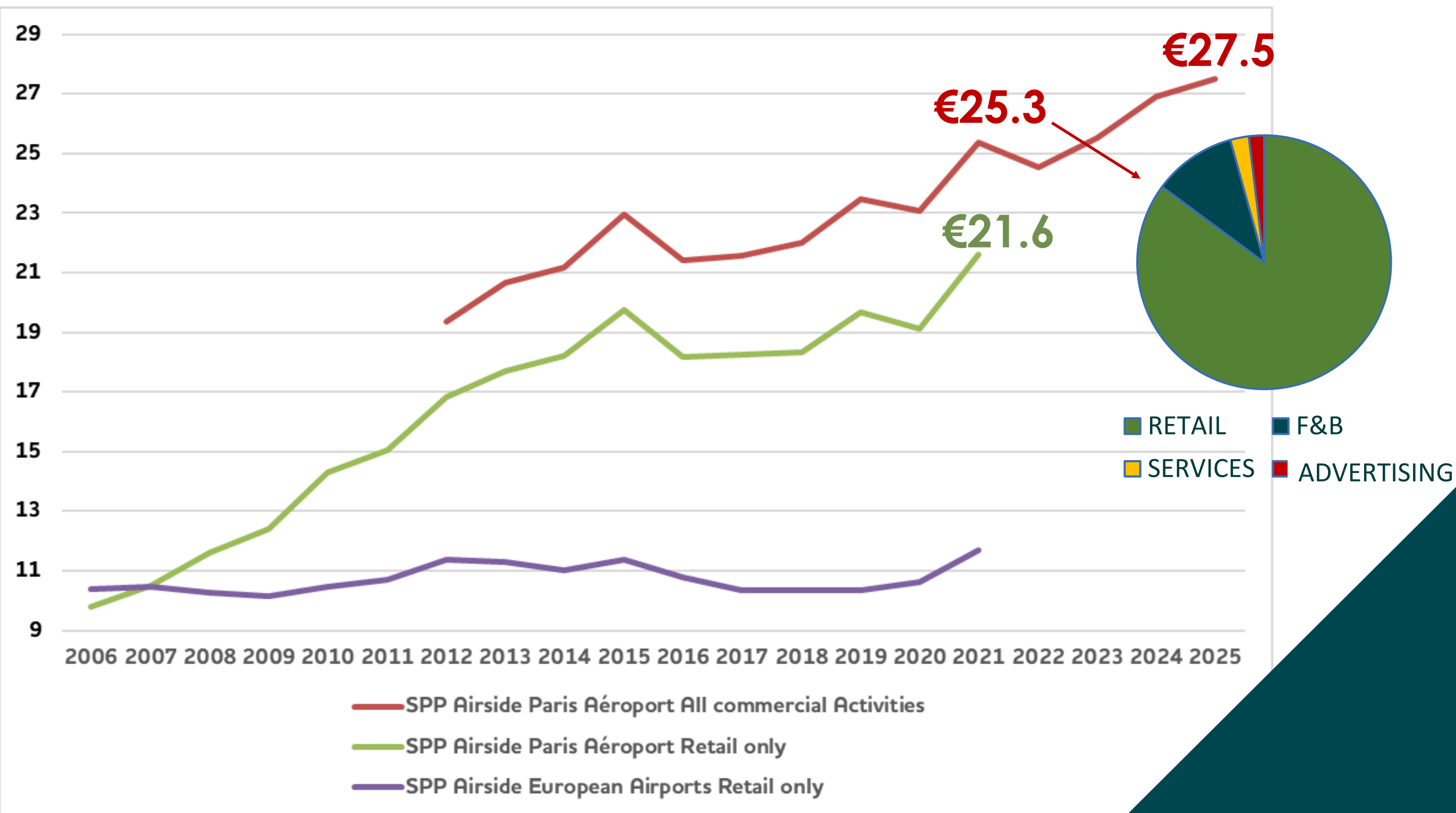
Variable rents	Shareholder dividends
Landlord Maintaining the variable rents	Shareholder Optimizing the JVs business models



Franchise Fees
Franchisor
Implementing Franchise fees

THE CONTINUED GROWTH IN THE SPP

SPP Airside Paris Aéroport (€)



2025

SPP Airside Paris Aéroport all commercial activities of €27.5

Current scope:
airside shops

New scope:
Sales per passenger in the airside activities (shops, bars & restaurants, foreign exchange & tax refund counters, commercial lounges, VIP reception, advertising and other paid services)

The international declension of the Extime experience

Fostering a deployment of a Franchise model

06



extime

THE EXTIME FRANCHISE VALUE PROPOSITION

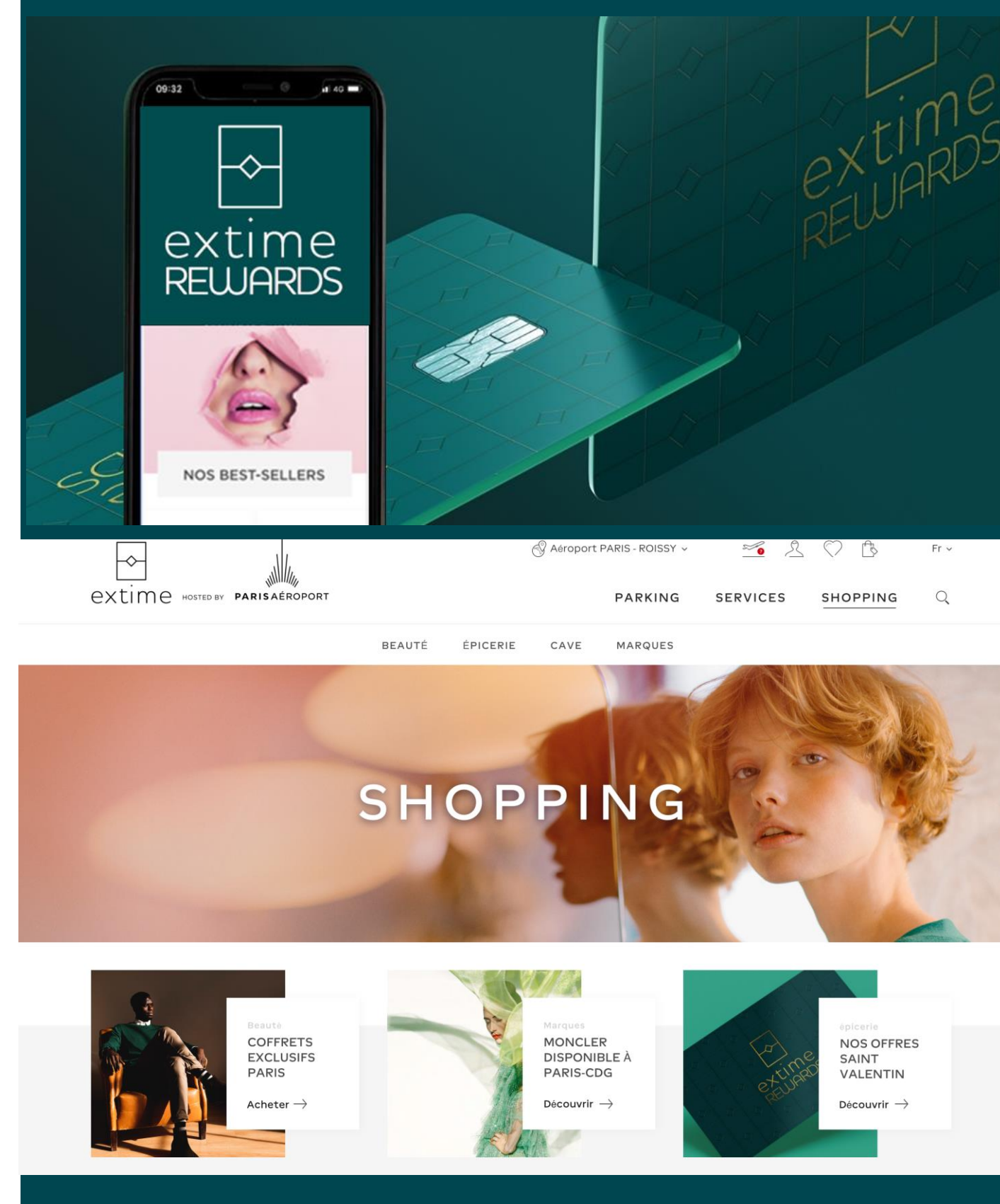
An value proposition organized around 3 topics

The structuring of Boutique Terminals



- ASSESSMENT OF THE POTENTIAL
- SPACE ORGANIZATION
- SPACE DESIGN & CONCEPTS
- AVIATION MARKETING
- COMMERCIALIZATION
- PROJECT MONITORING ASSISTANCE
- THE "MAÎTRE DE MAISON" TRAINING PROGRAM

The provision of the digital ecosystem



extime REWARDS

NOS BEST-SELLERS

extime REWARDS

extime HOSTED BY PARIS AÉROPORT

PARIS AÉROPORT

Aéroport PARIS - ROISSY

PARKING SERVICES SHOPPING

BEAUTÉ ÉPICERIE CAVE MARQUES

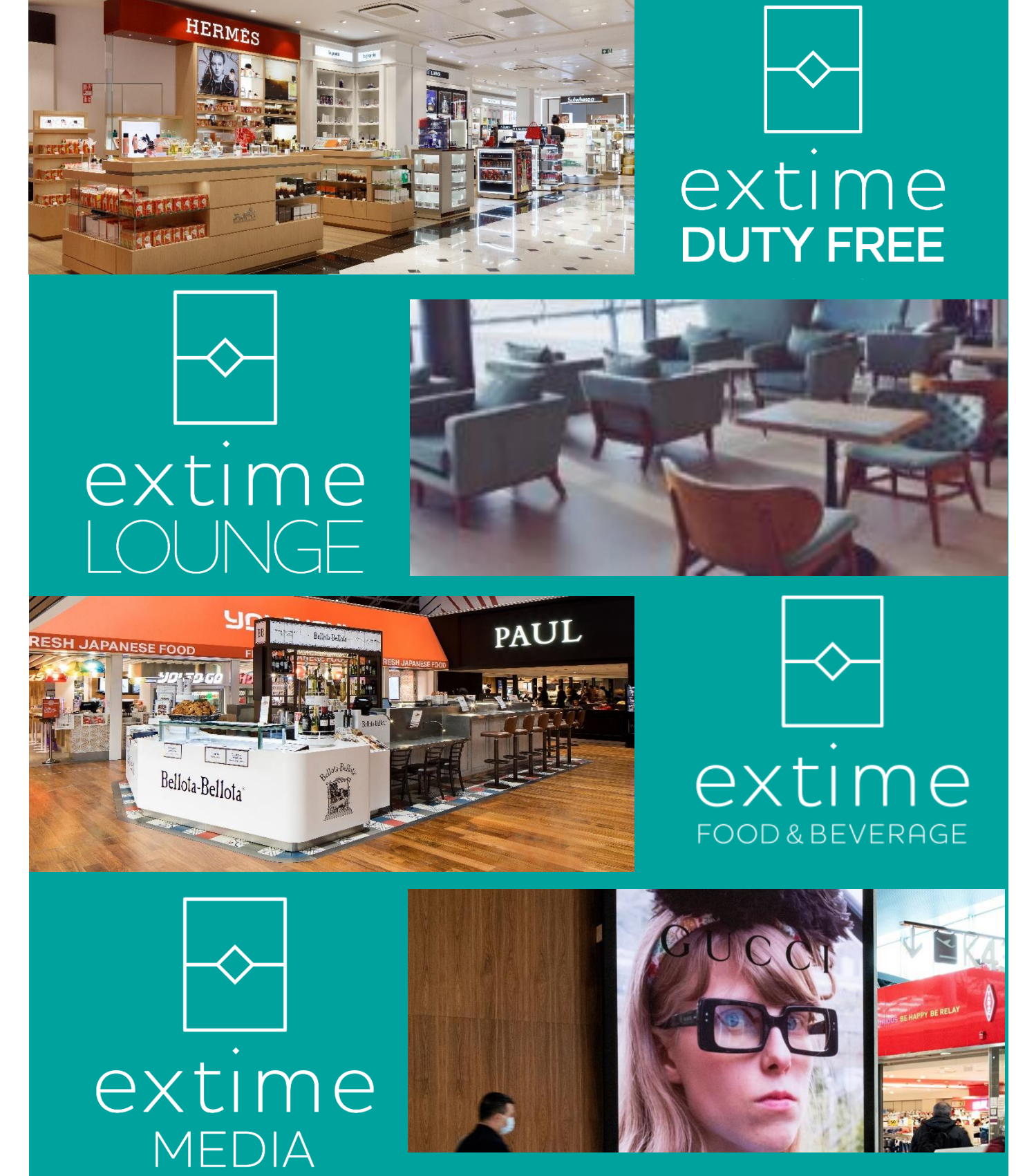
SHOPPING

COFFRETS EXCLUSIFS PARIS Acheter →

MONCLER DISPONIBLE À PARIS-CDG Découvrir →

NOS OFFRES SAINT VALENTIN Découvrir →

The local structuring of certified operators



HERMÈS

extime DUTY FREE

extime LOUNGE

extime FOOD & BEVERAGE

extime MEDIA

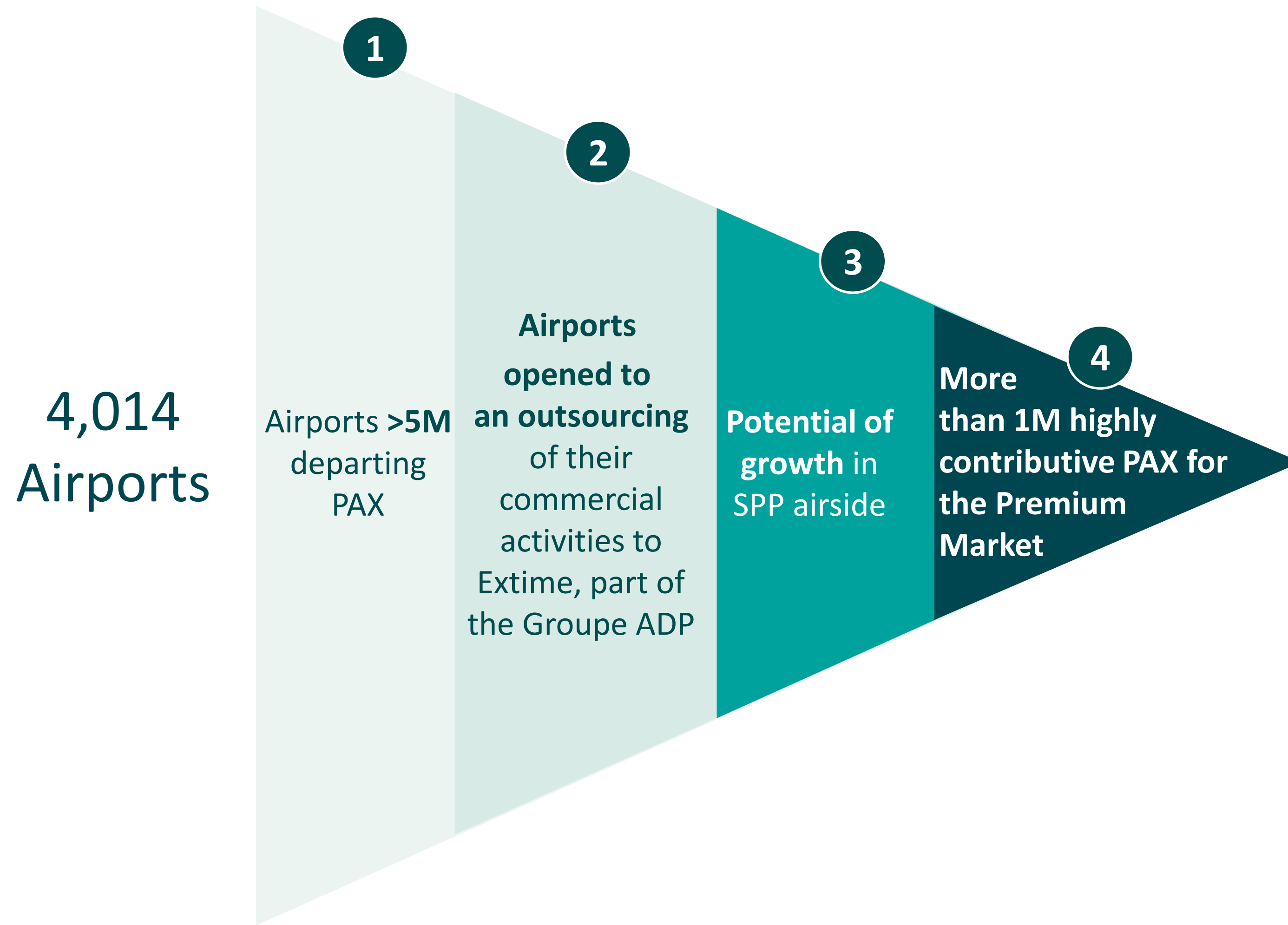
PAUL

Bellola-Bellola

GUCCI

THE INTERNATIONAL DECLENSION OF THE EXTIME FRANCHISE

An eligible market estimated at more than 160 airports worldwide



Eligible "PREMIUM" Market

37

- Airports: 37
- Number of departure PAX: ~750M



Eligible "LIFESTYLE" Market

128

- Airports: 128
- Number of departure PAX: ~1 450M



AN IMPLEMENTATION PLAN OF EXTIME IN THREE STEPS



06

THE INTERNATIONAL DECLENSION OF THE EXTIME EXPERIENCE

Step 1 : 2022-2023
PARIS AEROPORT

Step 2 : 2023-2026
GROUPE ADP'S AIRPORTS

Step 3 : 2024-2028
AIRPORTS OUTSIDE THE GROUP



Finalization of the show apartments
Provision of the digital ecosystem

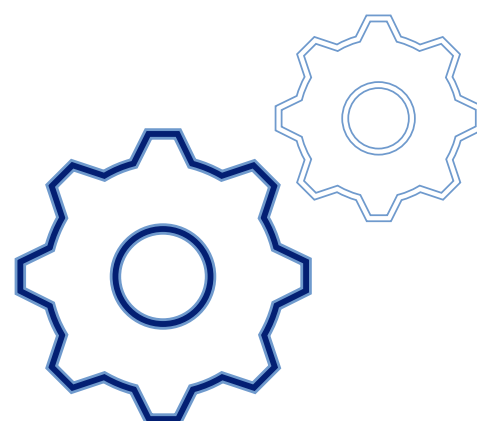
Extime structuring (Franchisor Function, Extime Paris, Certified operators with optimized business model)



Deployment of the Extime Franchise within the group's airports with the highest potential



Depending on opportunities, deployment of the Extime Franchise in prospect airports
Preferred regions:
USA, Asia and Middle East



Declension of the Extime Franchise outside Paris Aéroport
WITH AT LEAST 2 PROJECT AGREEMENTS OF IMPLEMENTING A BOUTIQUE TERMINAL

/
International outside Paris Aéroport