



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 AMBITION

IMAGINE THE SUSTAINABLE
AIRPORT OF TOMORROW

04

THE FIRST INITIATIVES FOR 2025

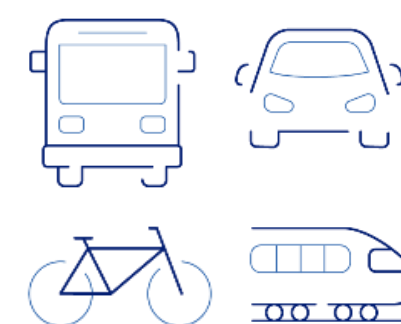
to imagine the sustainable airport of tomorrow



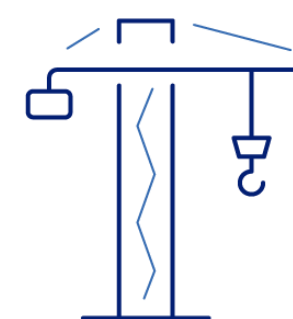
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ONE AMBITION
IMAGINE THE
SUSTAINABLE AIRPORT
OF TOMORROW

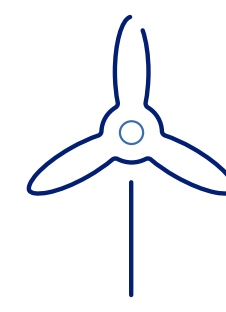
BE A PIONEER



in the offer of **multimodal connections**



in our **construction methods**



in the **excellence and sustainability of operational and energy modes**



in terms of **hospitality**

TO BE A PIONEER IN THE MULTIMODAL OFFER

The rational of the approach



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IMAGINE THE
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OUR PROMISE

Offer each traveler the opportunity to choose the transportation mode with the lowest environmental impact, regardless of their destination : active modes, bus, train, carbon-free aircraft, etc.

OUR APPROACH

Create integrated multimodal hubs, the new hearts of the airport hubs



Densified and more
compact infrastructures



Concentration on the traffic
mix that contributes most to
air transport

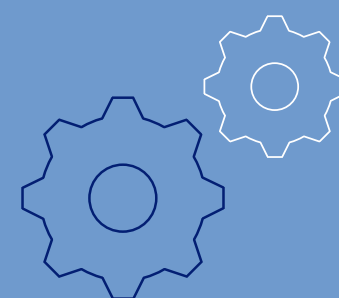


Limitation of traffic
congestion



Better connectivity with the
territories for the development
of cross benefits

OUR QUANTIFIED OBJECTIVES



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

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

TO BE A PIONEER IN THE MULTIMODAL OFFER

Towards a new development project for the Paris-Charles de Gaulle platform



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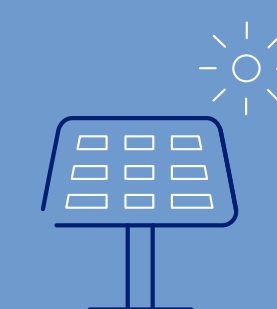
A LONG-TERM VISION OF PARIS-CHARLES DE GAULLE UNDER CONSTRUCTION

4 PRIORITIES

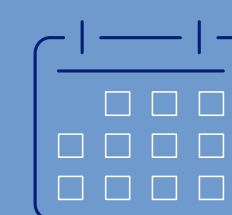
Following **THE ABANDONMENT OF THE TERMINAL 4 PROJECT**, draw up **a new ground plan for the airport, giving a central place to intermodality**

Rethink the airport in terms of flows (passengers and users) and networks (especially energy), and not in terms of only aeronautical capacity

Meet traffic demand with progressive extensions, connected to the transport hub



Integrate the new ground/
air energy mix



To be part of an economic/
development planning at
the territorial level



Develop intermodality and
reduce the use of cars

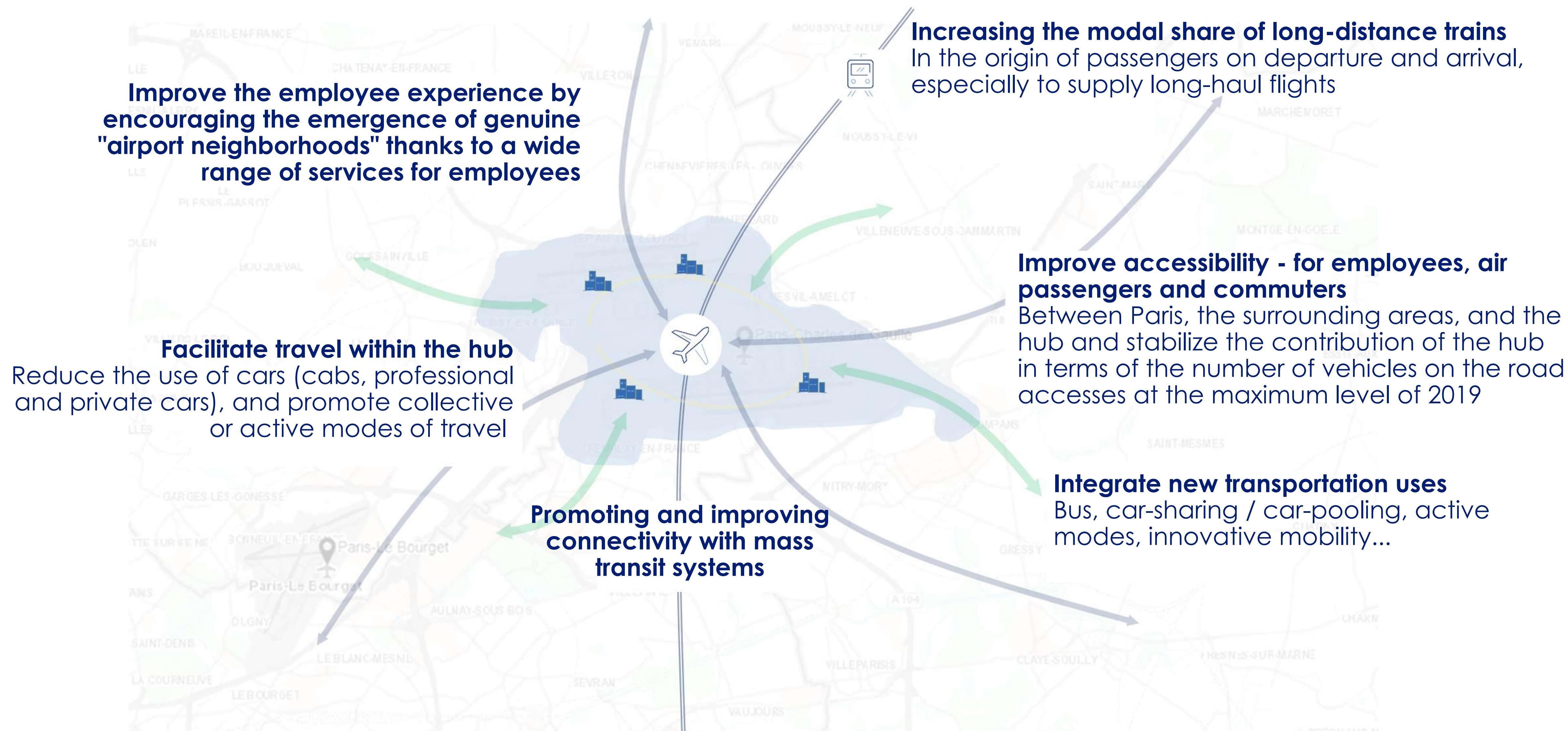


Meet the demand for
international traffic



TO BE A PIONEER IN THE MULTIMODAL OFFER

Towards a new relationship with airport territories at Paris-Charles de Gaulle



TO BE A PIONEER IN THE MULTIMODAL OFFER

The multimodal hub at the Paris-Orly hub



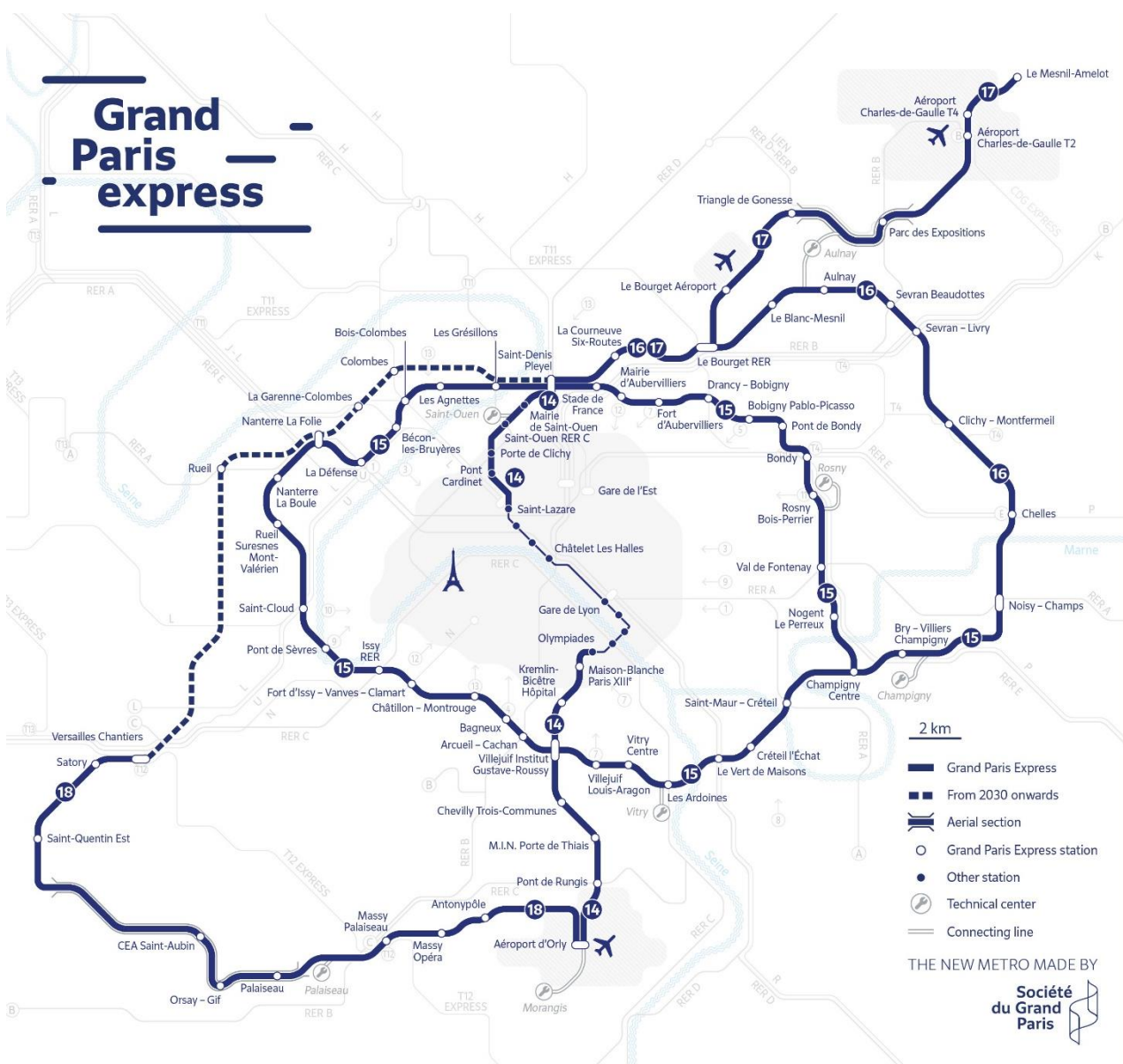
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LINES 14 AND 18 OF THE GRAND PARIS EXPRESS

A **direct link from 2024 on line 14 from downtown Paris** to Paris-Orly airport
in 27 minutes instead of the current 54 minutes

In **2027, a direct link via line 18**, which will connect Paris-Orly
to the Paris-Saclay science park



A "Grand Paris Express" network station at the heart of the Paris-Orly
hub with direct access for pedestrians to the terminal

An adjacent bus station

TO BE A PIONEER IN OUR CONSTRUCTION METHODS



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OUR PROMISE

Promoting sustainable, low-energy and high-quality infrastructure by reviewing our construction methods



OUR APPROACH

To reach the best standards of project management in terms of low carbon construction



Optimize and densify our existing infrastructure to limit capacity increases



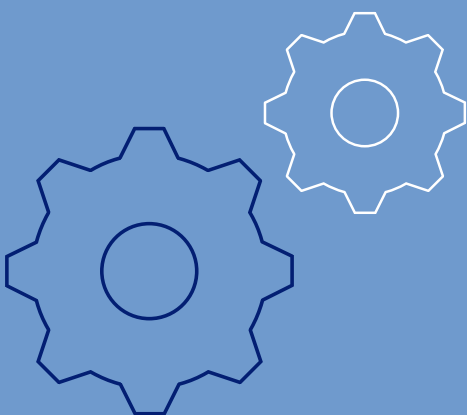
Reuse materials on site and reduce vehicle traffic (e.g. Runway 1 at Paris-Charles de Gaulle)



Reduce the operating costs of new infrastructure



Promote the emergence of competitive supply chains for low-carbon materials



OUR QUANTIFIED OBJECTIVES

Set a **CARBON BUDGET FOR THE LIFE CYCLE** of all investment projects over €5 million

Parisian airports (Paris-Charles de Gaulle/Paris-Orly) and Amman (AMM)
Airports controlled par TAV Airports: Ankara (ESB), Izmir (ADB), Bodrum (BJV), Gazipaşa (GZP), Monastir (MIR), Enfidha (NBE) Skopje (SKP), Ohrid (ODH), Tbilisi (TBS), Batumi (BUS), Almaty (ALA)

TO BE A PIONEER IN THE TRANSFORMATION OF OUR OPERATIONS

operational excellence



04
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IMAGINE THE
SUSTAINABLE AIRPORT
OF TOMORROW

OUR PROMISE

Strive for operational excellence at the service of airlines and passengers



OUR APPROACH

Perfecting our operating methods, particularly through the use of digitalization and of new technologies at the group level



Improve the
operating performance of our
customer airlines

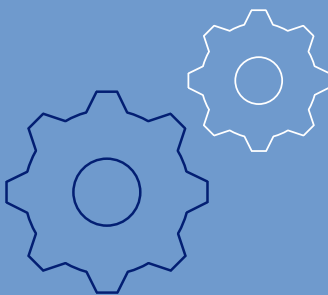


Contribute to the
improvement of passenger
reception conditions



Enhance the productivity
of airport resources

OUR QUANTIFIED OBJECTIVES



Make more than **80% OF FLIGHTS**
DEPART ON TIME OR WITHIN
15 MINUTES of the scheduled time

Airports controlled within Groupe ADP

Provide **50% OF PASSENGERS**
AT PARIS-ORLY AND PARIS-CDG
WITH BIOMETRIC FACILITATION
in their departure journey

TO BE A PIONEER IN THE TRANSFORMATION OF OUR OPERATIONS

the integrated management of airside processes



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OUR PROMISE

Make carbon-neutral aviation possible in 2050, for all flights departing from Europe

OUR APPROACH

Contribute to the efforts of the aviation sector and of the entire airport community to reduce the environmental impact of flight operations (on ground, on take-off and on approach), and incorporate new energies



Optimized operations with multiple benefits: noise, air, climate, operational efficiency



The strengthening the positive externalities generated by airport activity

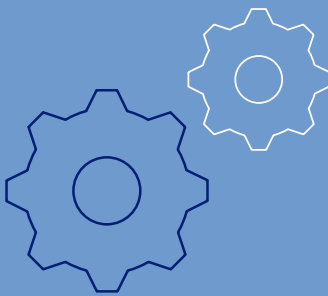


The development of new expertise and activities in the field of environment management



A contribution to the structuring of low-carbon energy supply chains for the benefit of territories

OUR QUANTIFIED OBJECTIVES



Reduce average **TAXIING EMISSIONS PER FLIGHT BY 10%** at Paris-Orly and Paris-CDG

Support the **GENERALIZATION OF CONTINUOUS DESCENT PROCEDURES** between 2023 and 2025 at Paris-CDG and Paris-Orly

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 (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget, Ankara, Izmir, Amman)

TO BE A PIONEER IN THE TRANSFORMATION OF OUR OPERATIONS

control of environmental impacts and preservation of biodiversity



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OF TOMORROW

OUR PROMISE

Act to strengthen territorial ecosystems and improve the living environment of local residents



OUR APPROACH

Trending towards operations with no impact on the environment (climate, air, soil, water, living environment)
and promoting actions with a net positive impact, particularly on biodiversity



Strengthen the resilience of
our activities



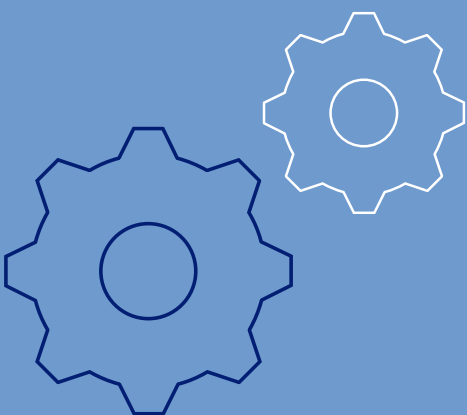
Preserve and enrich our
natural capital



Develop the hospitality
of the territories under
the airports influence



Anticipate future regulations and
reduce compliance costs



OUR QUANTIFIED OBJECTIVES

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

BE A PIONEER IN HOSPITALITY



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OUR PROMISE

Make our network of airports the preferred destination for all travelers



OUR APPROACH

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



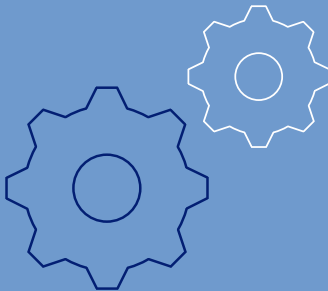
In public areas, guaranteeing
passengers an efficient, fluid and
seamless service at the service of their
time management



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 BRAND WHICH EMBRACES AND AMPLIFIES THE STRATEGY AND THE KNOW-HOW ALREADY DEPLOYED AT PARIS AÉROPORT



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A PROMISE OF ECONOMIC PERFORMANCE
AND CUSTOMER SATISFACTION



Integrated Business Model
With Retail & Hospitality champions



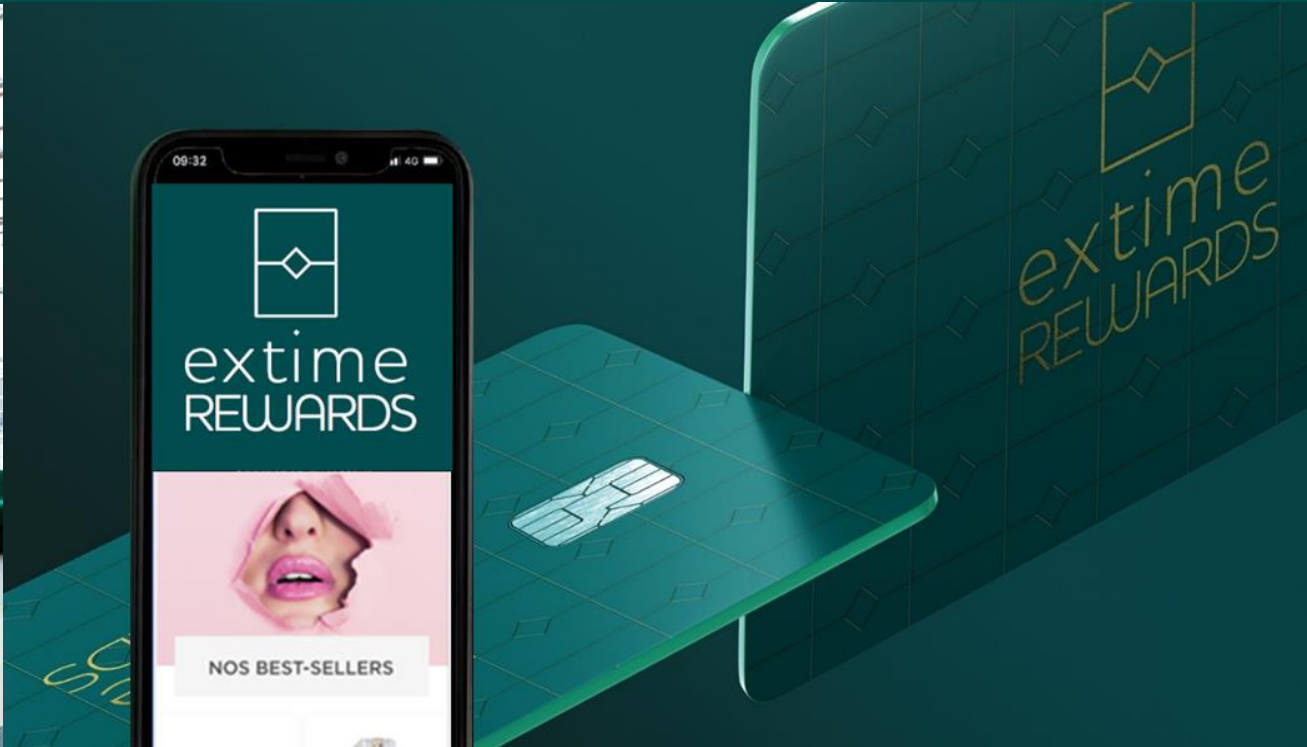
Stimulation of contributive traffic
A globalized aviation marketing



The « Collection
of Boutique Terminals »
The spirit of a Chain
of Boutique Hotels



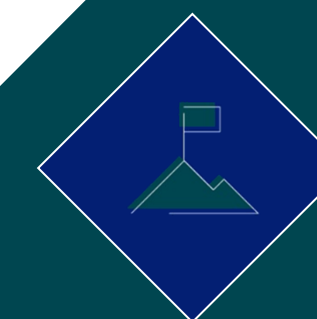
Stimulation of Demand
A unique and global digital Ecosystem



THE EXTIME EXPERIENCE

The international collection of "Boutique terminaux"

EXCELLENCE IN DESIGNING VENUES



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IMAGINE THE
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OF TOMORROW



extime

Human scale Airside Zones with
a path of 6 minutes maximum

A singularity in architecture
and in interior design & styling

A strong integration between the Retail
area and the Departure lounge

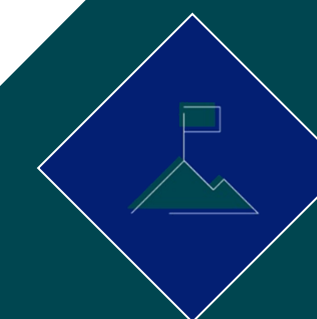
A strong local footprint



THE EXTIME EXPERIENCE

The international collection of "Boutique terminaux"

EXCELLENCE IN SERVICE



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OF TOMORROW



extime

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

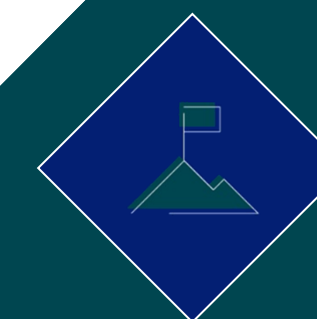
Large scale of personalized
services & events

A special ritual to welcoming guest

THE EXTIME EXPERIENCE

The international collection of "Boutique terminaux"

EXCELLENCE IN PRODUCT OFFER



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Excellence in brand portfolio

A portfolio of Extime own coherent
brands all working in synergy

A singularity via Chefs restaurants

Excellence in price positioning

A singularity in cultural programming



THE EXTIME EXPERIENCE

The international collection of "Boutique terminaux" structure around 3 ranges



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IMAGINE THE
SUSTAINABLE AIRPORT
OF TOMORROW

Exclusive



Premium



Lifestyle



EXTIME

a new business model creating value at paris aeroport



GROWTH IN SALES PER PASSENGER (SPP)

Une expérience unique en zone réservée
La « collection de Boutique Terminaux »



La stimulation du trafic
Une priorité au trafic contributeur



Une performance
qui s'appuie sur
une stratégie
autour de 4 piliers



CRM & MARKET PLACE



Un modèle économique maîtrisé
Des opérations intégrées



La stimulation de la demande
Comment devenir le lieu préféré d'achat



- New products
- More synergies between Operators
- An enhanced digital ecosystem

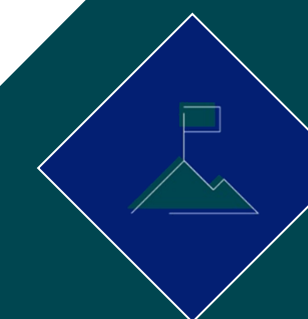
OPTIMIZATION OF PROFITABILITY

- Landlord

Preserving
Concession
Rates
- Shareholder

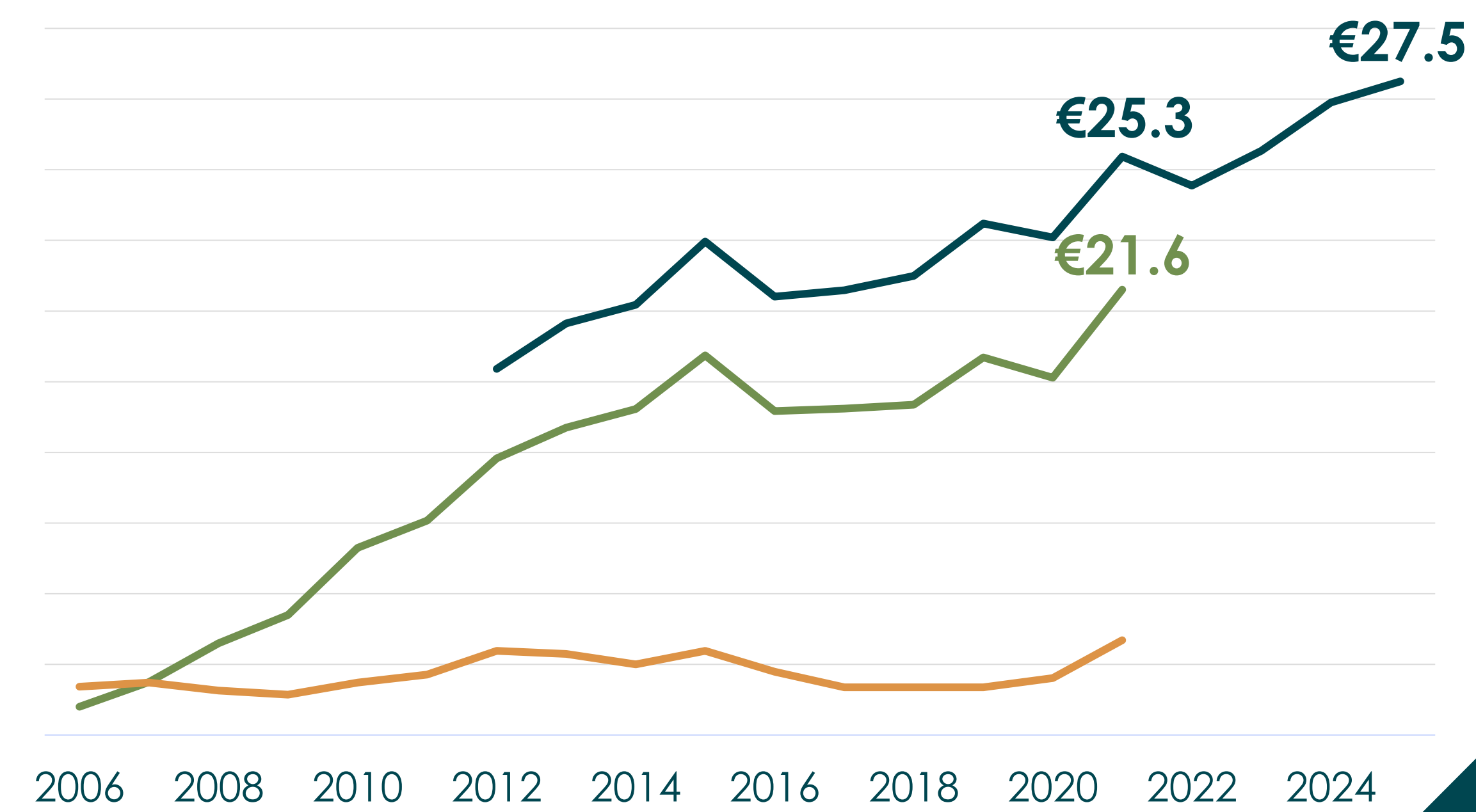
Optimizing our
JVs business
models

- Franchisor
- Introducing
Franchise Fees

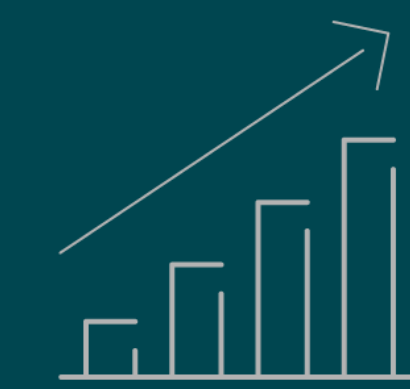


THE CONTINUED GROWTH IN SALES PER PASSENGER (SPP)

SPP Airside Paris Aéroport



- SPP Airside Paris Aéroport All commercial Activities
- SPP Airside Paris Aéroport Retail only
- SPP Airside European Airports Retail only



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)

2025

SPP Airside Paris Aéroport all commercial activities of 27,5 €

AN IMPLEMENTATION PLAN OF EXTIME IN THREE STEPS



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OF TOMORROW

Step 1 : 2022-2023
PARIS AÉROPORT

Step 2 : 2023-2026
GROUPE ADP'S AIRPORTS

Step 3 : 2024-2028
AIRPORTS OUTSIDE THE GROUP



extime
DUTY FREE
PARIS

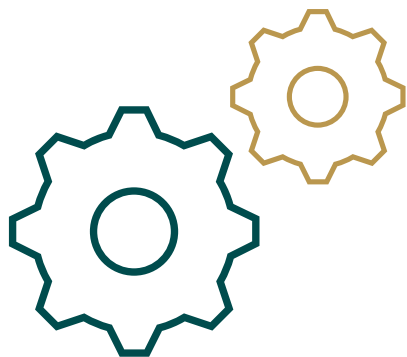
extime
FOOD & BEVERAGE
PARIS



Finalizing our parisian « Show apartments »
Implementing our digital ecosystem
Structuring the Extime
(Franchisor, Franchisee Extime Paris, Certified
Operators with optimized business models)

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 Aéroports