



2025 PIONEERS

Extime Retail Strategy
conference
April 05, 2023

TODAY'S PROGRAMME

EXTIME RETAIL STRATEGY CONFERENCE - 2:00pm

INTRODUCTION

Philippe Pascal, Chief Financial Officer

PASSENGER JOURNEY

Régis Lacote, Director of Paris-Charles de Gaulle

EXTIME PRESENTATION

Mathieu Daubert, Chief Customer Officer

CONCLUSION & Q&A

Philippe Pascal, Régis Lacote, Mathieu Daubert

SITE VISIT OF PARIS-CHARLES DE GAULLE - for in-person attendants - 3:15pm

TERMINAL 2B-2D

Passenger journey & **Extime lifestyle** retail areas

TERMINAL 1

Passenger journey & **Extime premium** retail areas

INTRODUCTION

Philippe Pascal

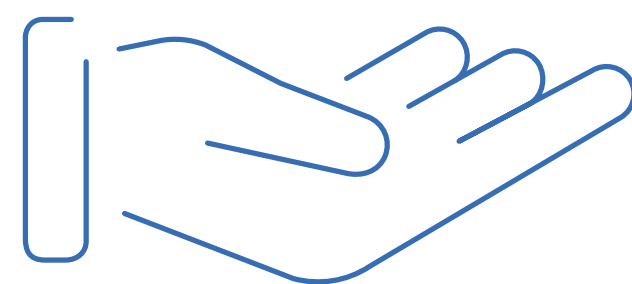
**Deputy Executive Officer in charge of
Finance, Strategy and Administration**

01

HOSPITALITY IS AT THE CORE OF AEROPORTS DE PARIS' VISION

Hospitality is at the center of our **raison d'être**

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



A HOSPITALITY GROUP



AN INNOVATIVE GROUP



A MULTI LOCAL GROUP

RETAIL ACTIVITIES AT THE HEART OF OUR BUSINESS MODEL AND PERFORMANCE

REPORTING SEGMENTS

Unregulated
no cap on
profitability

**Regulated
scope**

AVIATION *Paris*

Airport security

*Aeronautical
activities
Other*

RETAIL & SERVICES *Paris*

Retail activities

*Duty free ;
Travel essentials ;
F&B ;
Advertising ;
Lounges*

Car rentals ; Other services

*Car parks
Industrial services
Official lounges*

REAL ESTATE *Paris*

*Diversification
real estate*

*Aeronautical
real estate*

INTERNATIONAL & OTHERS

International assets

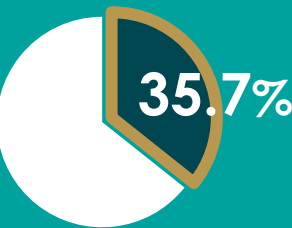
*TAV Airports ; GMR Airports ;
ADP International ; AIG*

*Airport Services
Hub One*

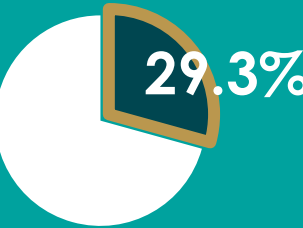
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CONTRIBUTION *to FY 2022*

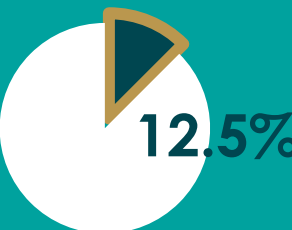
REVENUE
€1,675M



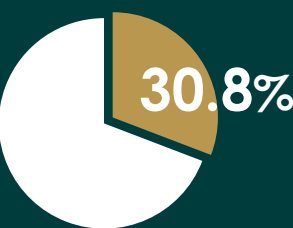
EBITDA
€499M



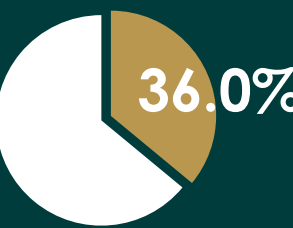
OP. INCOME
€117M



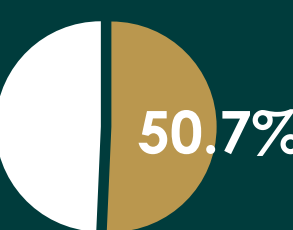
REVENUE
€1,442M



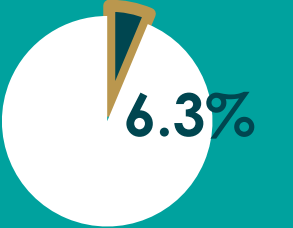
EBITDA
€613M



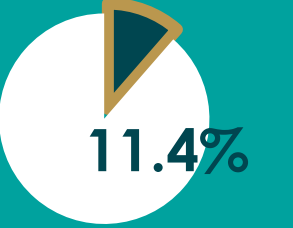
OP. INCOME
€475M



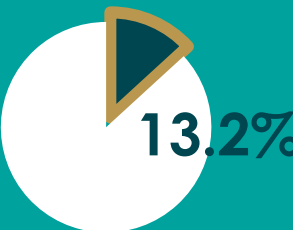
REVENUE
€296M



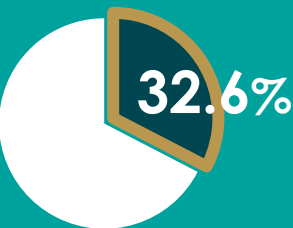
EBITDA
€194M



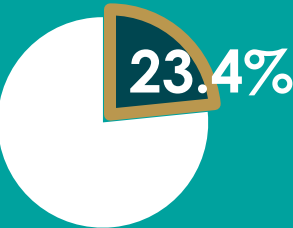
OP. INCOME
€124M



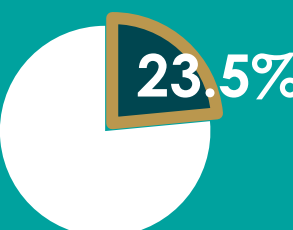
REVENUE
€1,527M



EBITDA
€398M



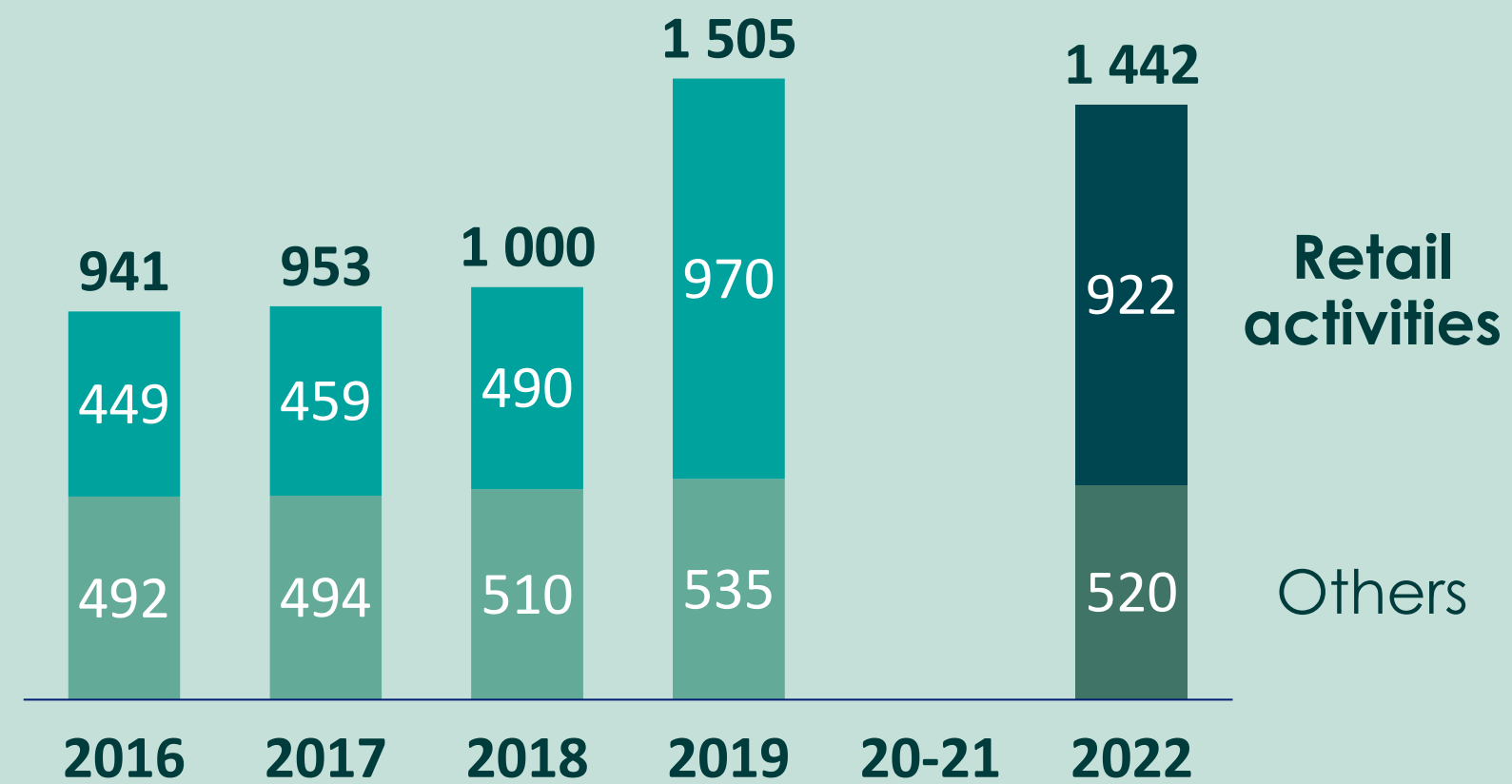
OP. INCOME
€296M



SUSTAINED PROFITABLE GROWTH STORY IN RETAIL ACTIVITIES

RETAIL & SERVICES SEGMENT'S PERFORMANCE

Revenue (€M)



EBITDA (€M)



EBITDA Margin

42.4%
in 2019

42.5%
in 2022

Stable despite lower traffic,
especially with Asia

EXTIME TO DRIVE ALL AIRSIDE RETAIL ACTIVITIES

(in millions of euros)	2022	2021	2022/2021
Revenue	1,442	825	+€617M
Retail activities	922	428	+€494M
Extime Duty Free Paris (ex. Société de Distribution Aéro.)	631	311	+€320M
Relay@ADP	95	36	+€59M
Other Shops and Bars and restaurants	119	40	+€79M
Advertising	35	18	+€17M
Other products	41	23	+€18M
Car parks and access roads	149	90	+€59M
Industrial services revenue	156	146	+€10M
Rental income	140	122	+€18M
Other income	75	39	+€36M

Mostly
Airside Retail Activities
EXTIME SCOPE

Marginal landside
Retail Activities



2025 PIONEERS: MAKING OUR AIRPORTS' NETWORK THE PREFERRED DESTINATION

OUR APPROACH

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



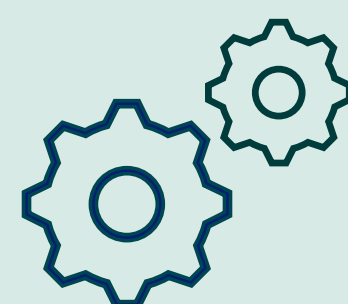
In public areas, guaranteeing passengers an efficient, fluid and seamless service



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

PARIS-CDG

Régis Lacote,
Paris-CDG Managing Director

02



PARIS-CHARLES DE GAULLE AIRPORT

INVESTORS PRESENTATION

05/04/2023



PARIS-CDG EXECUTIVE TEAM

Airport management is organized around:

- **Airport processes** : Airside, Passengers terminal, Baggage, Landside & Utilities.
- **Related expertise** in Real time management, Development and Partnerships, Investments and projects management.
- **Support departments** such as HR and finance.



HADRIEN **MORDACQ**
CDGF



REGIS **LACOTE**

PARIS-CDG MANAGING DIRECTOR



CDG
MANAGING
DIRECTOR

RENAUD **DUPLAY**

DEPUTY MANAGING DIRECTOR



HUMAN RESOURCES
CDGH

ARNAUD **CHARRIER**

CDGH



EDOUARD **MATHIEU**
CDGD



DEVELOPMENT
& PARTNERSHIPS
CDGD

AIRPORT OPERATIONS
PROCESS
CDG9

INVESTMENTS & PROJECTS
MANAGEMENT
CDGM

PIERRE **ABRAHAM**
CDGM



NATACHA **BARIKOSKY**
CDGU



LANDSIDE & UTILITIES
PROCESS
CDGU

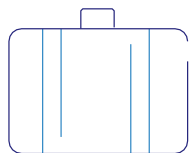
PASSENGERS TERMINAL
PROCESS
CDG9

VALÉRIE **SENENTZ**

CDG9



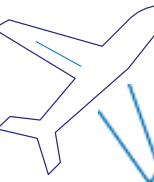
HUBERT **DE REBOUL**
CDGB



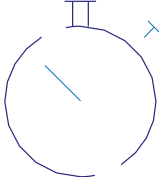
BAGGAGE
PROCESS
CDGB

AIRSIDE
PROCESS
CDGR

MATHIEU **RONDEL**
CDGR

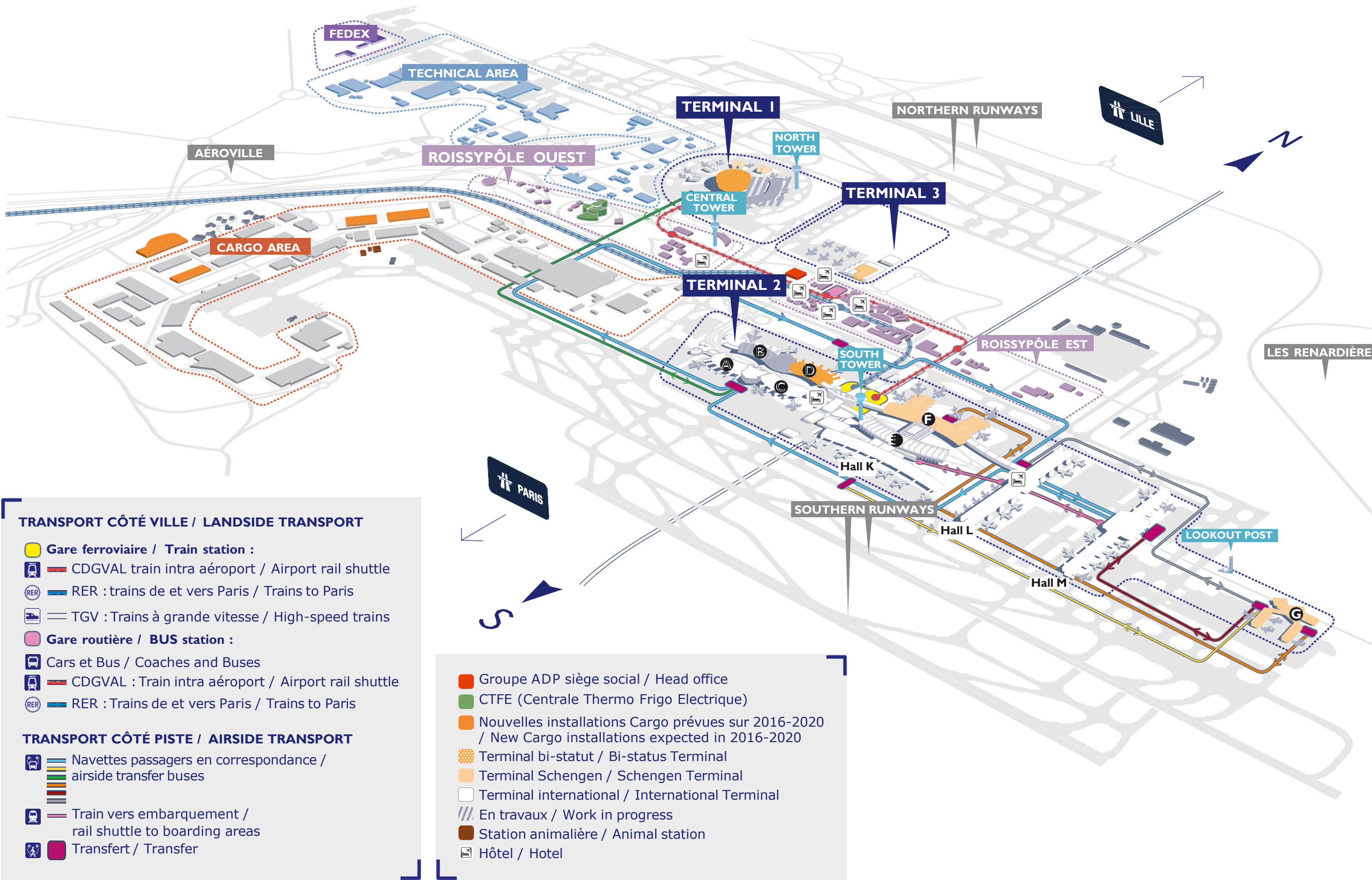


BASTIEN **BERNARD**
CDGO



APOC
AIRPORT
OPERATIONS
CENTRE

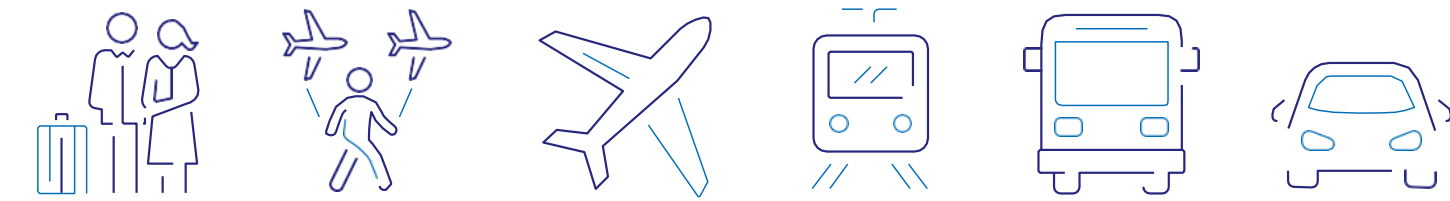
PARIS-CDG - OVERVIEW





INTERMODALITY AND ACCESSIBILITY

A WELL-CONNECTED AIRPORT



53 TGV/DAY

4.2 MILLION
PASSENGERS

INCLUDING 3.36 MILLION
FOR TGV/AIRCRAFT
CONNECTIONS

52 CITIES SERVED
PER DAY

INCLUDING 28
IN UNDER 3 HOURS

2 RER B STATIONS
30 MIN FROM PARIS

3 MOTORWAYS
A1, A3 AND A104

CDGVAL

FREE ON-SITE
AUTOMATIC TRAIN SHUTTLE
CONNECTING T1 AND T2 IN 8 MIN

BUSES

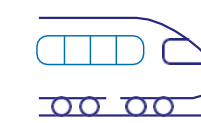
42 LOCAL URBAN ROUTES
31 NATIONAL LONG DISTANCE
ROUTES
8 INTERNATIONAL ROUTES

28,400
PARKING SPACES

228,400
RESA PARKING SPACES

200 KM OF ROADWAYS
USED BY 70,000 CARS
EACH DAY

2 MAJOR PROJECTS



CDG EXPRESS LINK 20 min from Paris

METRO LINE as part of the Grand Paris

PARIS CDG - KEY FACTS & FIGURES 2022



300
DESTINATIONS
in 119 countries



No. 1
BUSIEST AIRPORT
IN UNION EUROPEAN
57.5 mPax (-24,5.% vs 2021)

5th BUSIEST AIRPORT
WORLDWIDE
International Traffic

256,504
PASSENGERS WELCOMED
Record on 29/07/2019

31th BUSIEST AIRPORT
WORLDWIDE
Commercial Passenger



138
AIRLINES

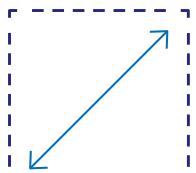


EUROPE'S LEADING
CARGO PLAYER
1.9^M TONNES IN 2022



1,252
BUSINESSES

85,776
DIRECT JOBS



SURFACE AREA
3,257^{HA}
equal to 1/3 of the size
of central Paris

- 9 Passenger terminals
- 3 Control towers
- 4 Runways
- 2 Cargo areas
- 1 Technical area

PARIS-CDG MEETS THE HIGHEST INTERNATIONAL AVIATION SAFETY STANDARDS

(2017 European safety certificate)



Technical area
and Air France
maintenance area

Fedex

Roissypôle Ouest

Northern runways

North tower

Central tower

T3

Roissypôle Est

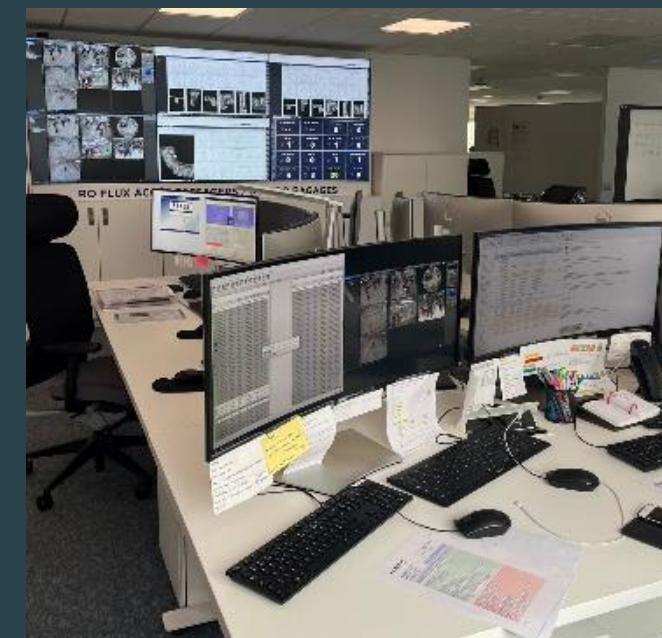
South tower

Cargo area

Southern runways

ROBUST & PERFORMANT OPERATIONS WITH A NEWLY CREATED AIRPORT OPERATIONS CENTRE

- **4 achievements** to better host our passengers
 - Better **management** of our daily operations
 - Better **understanding** of situations
 - Better **anticipation** of any disruption
 - Better **allocation** of our resources
- Up to **6 different partners and companies working from the APOC together** on different topics : aircrafts, baggage, passenger flows, security, facility management...
... and more to come !
- A **high-tech workplace** to benefit from all the data and information available
... and still new improvements
- More than **30 work positions gathered in** an iconic operational center, adapted to new technologies, and adapted to our infrastructures ;
- A **new operational culture** : oriented towards information sharing, anticipation, collaborative decision making, in order to better serve our community and customers



PARIS CDG – AN AWARD-WINNING AIRPORT



SKYTRAX WORLD AIRPORT AWARDS 2023 DU WORLD’S BEST AIRPORT

5th in the top 100 of the world's Best Airport (up 1 place).

IN 2022

THE BD CONNECTION
AND THE TERMINAL 2E HALL L
HAVE RECEIVED

5 STARS
synonymous with excellence
in terms of service quality

5 STARS
maximum score
for the sanitary safety

IN 2021

PARIS-CHARLES
DE GAULLE RANKED

15th WORLDWIDE
up 5 places from 2020
(10 places from 2019)

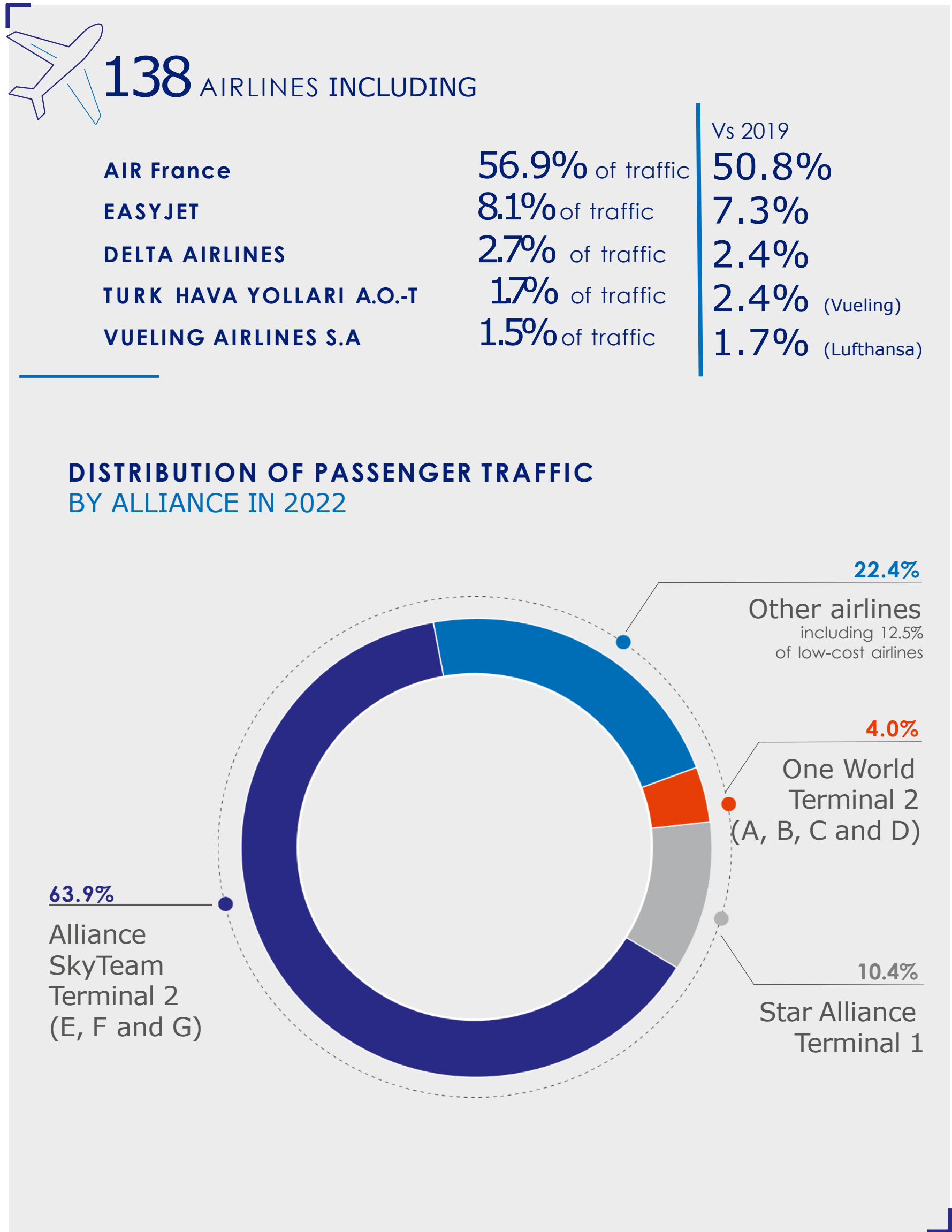
IN 2020

TERMINAL 3 WINS AWARD FOR
“WORLD’S BEST LOW-COST
AIRLINES TERMINAL”

HALL M IN TERMINAL 2E
IS RANKED

4th BEST TERMINAL
IN THE WORLD

PARIS CDG SERVING THREE MAJOR HUBS





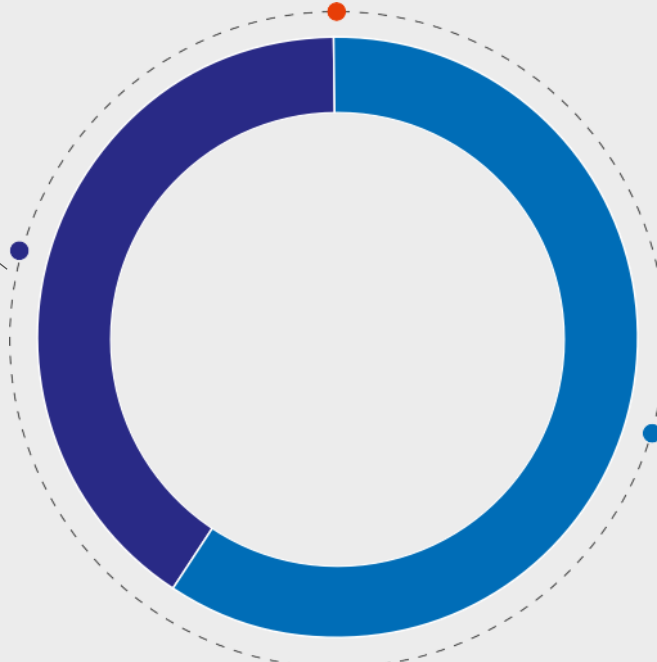
BREAKDOWN OF PASSENGER TRAFFIC/MOVEMENTS

2022 FIGURES



PASSENGERS

40.55%
23,305,914
Wide-body
aircraft

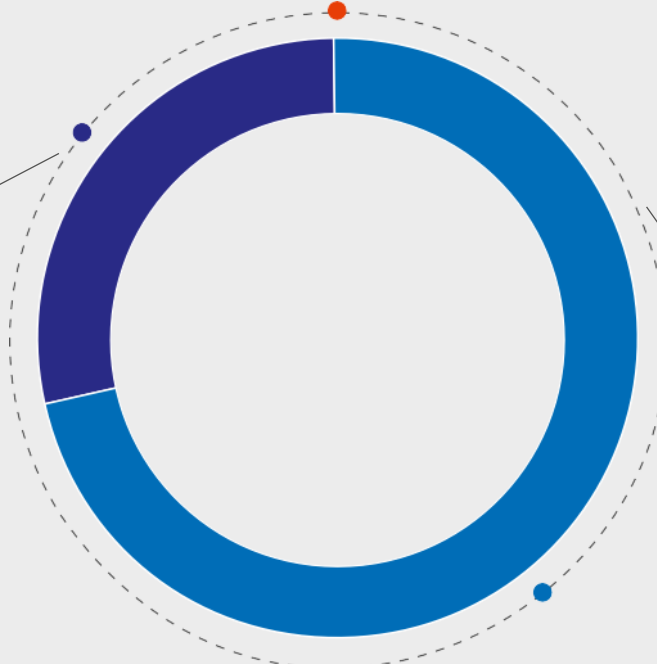


59.45%
34,167,685
Medium-body
aircraft



FLIGHTS

28.20%
113,615
Wide-body
aircraft



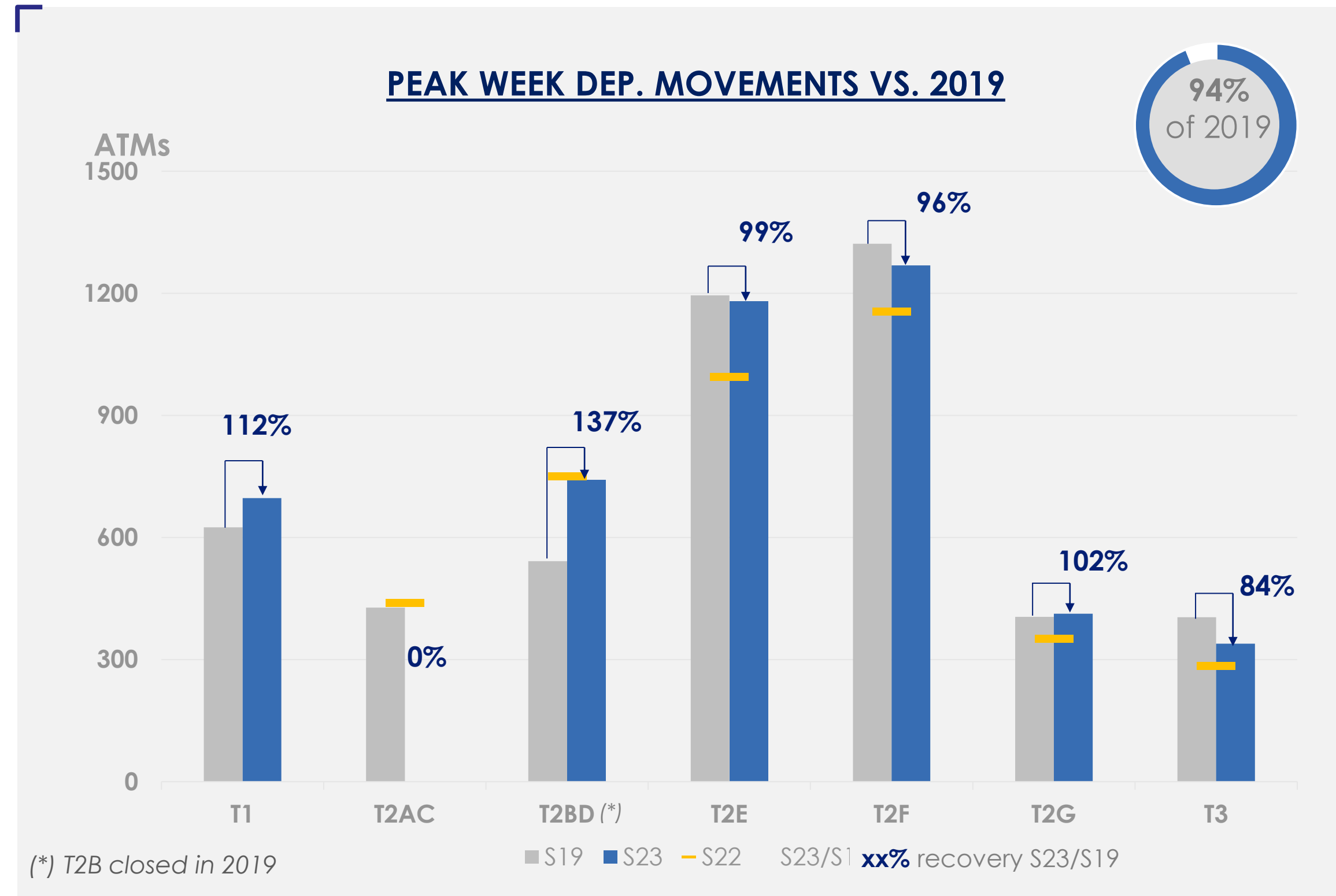
71.79%
289,218
Medium-body aircraft

2023 SUMMER PEAK: EXPECTING CLOSE TO A FULL RECOVERY VS. 2019

ASSUMPTIONS OF RECOVERY (ATMs) FOR WEEK 27 OF SUMMER 23 – VS. PEAK WEEKS OF SUMMER 19 & SUMMER 22

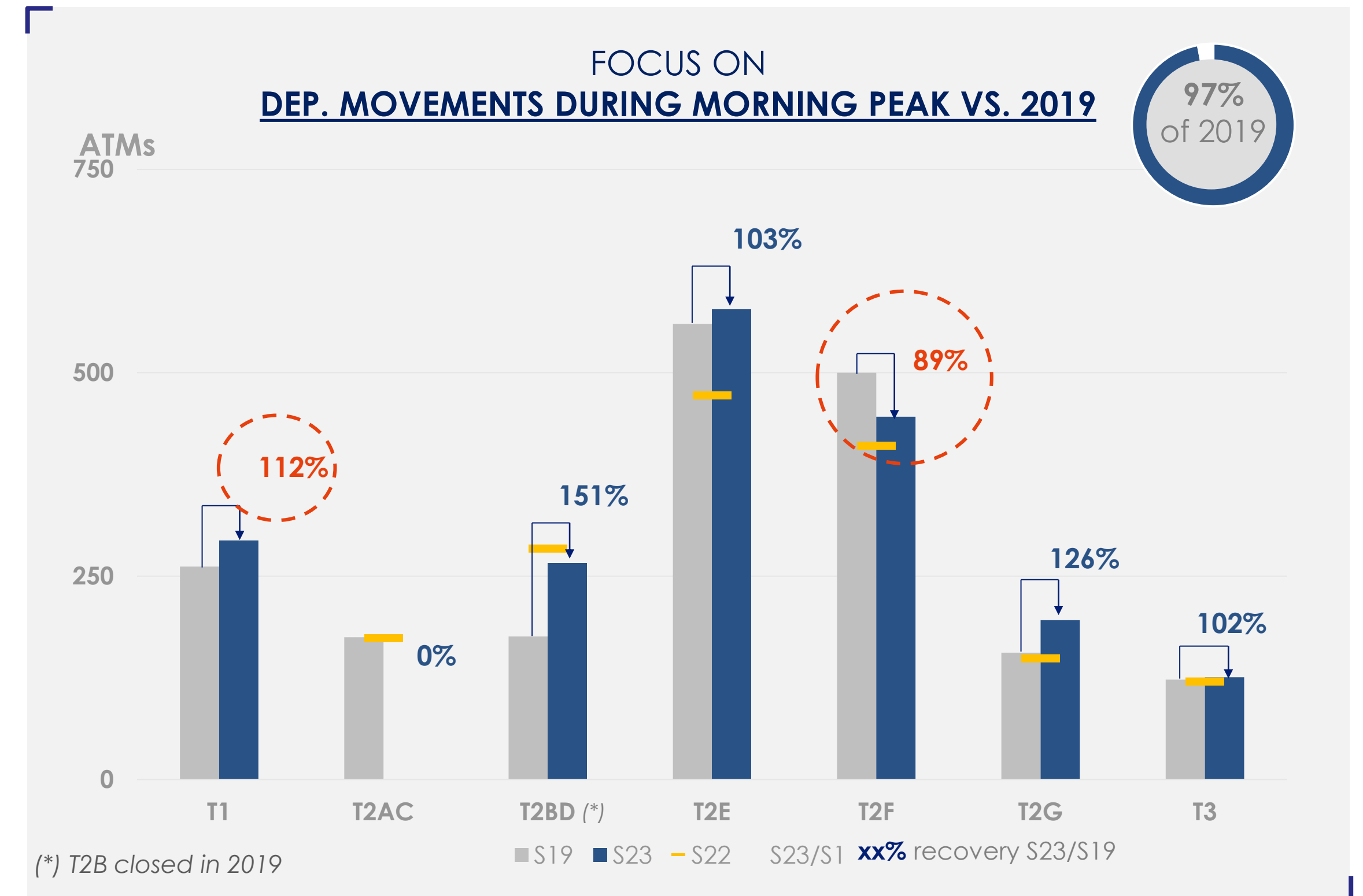
02

PARIS-CDG
PRESENTATION



Terminal 2BD closed in 2019, now able to welcome Schengen traffic

Terminal 2AC closed in 2023



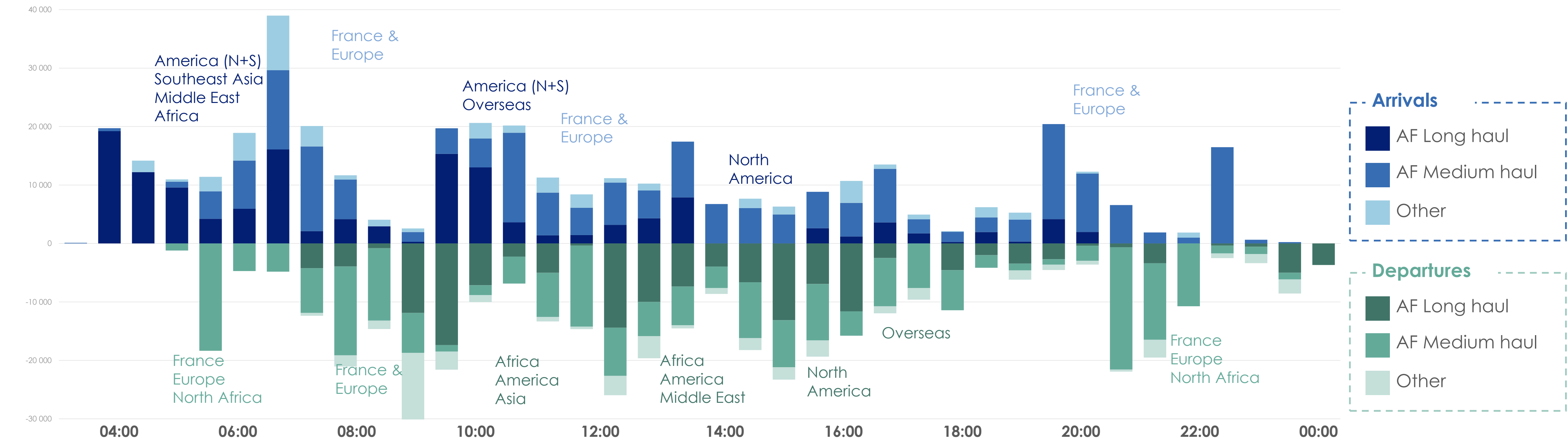
Improved and expanded Terminal 1 able to handle a **higher traffic peak**

More spread operations in T2F allowing for a lower traffic peak than 2019

AN INTERNATIONAL HUB CONSISTING OF 7 DAILY WAVES OF ARRIVALS AND DEPARTURES

HUB PASSENGER TRAFFIC AND WAVES ORIGINS/DESTINATIONS

(T2E-2F-2G, Summer 2022, week 27, PAX / 30 min)



AIRLINE HUB MARKET SHARE

(% of passenger traffic in T2E-2F-2G)



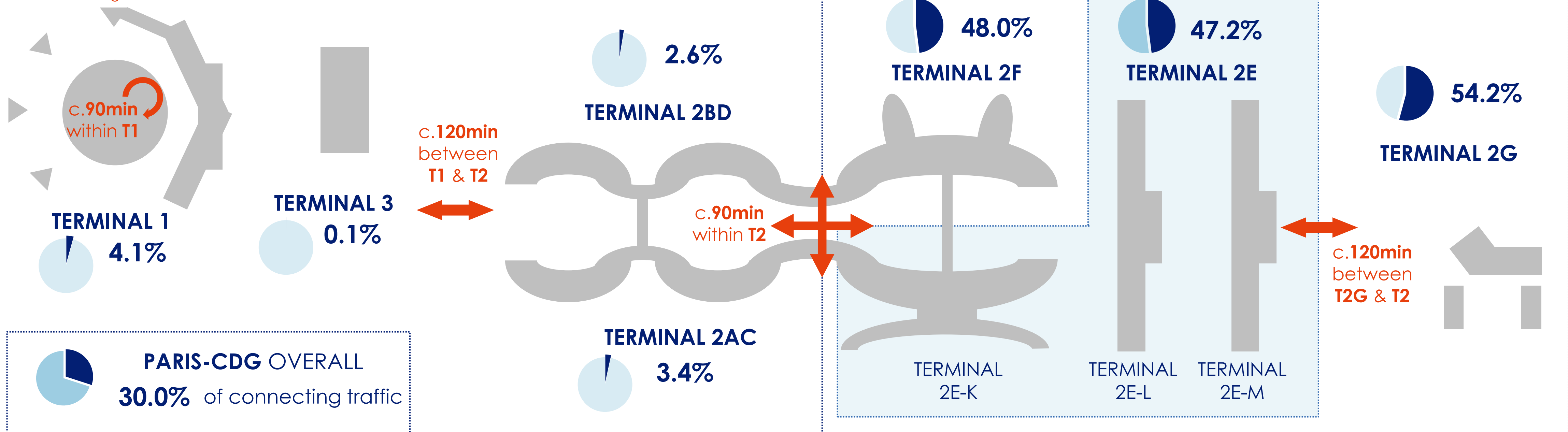
TERMINALS 2E, 2F, 2G ARE THE HEART OF PARIS-CDG HUB

02

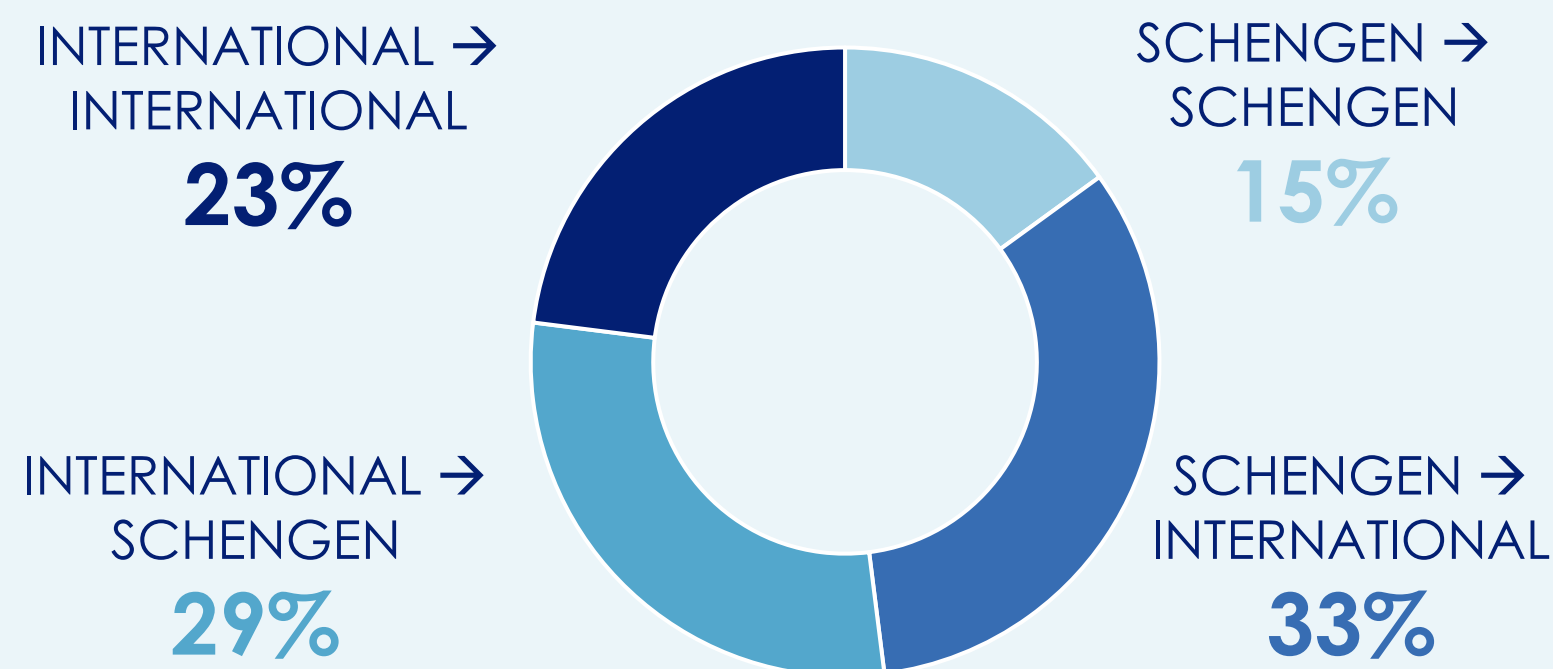
PARIS-CDG
PRESENTATION

XX.X % SHARE OF CONNECTING TRAFFIC PER TERMINAL

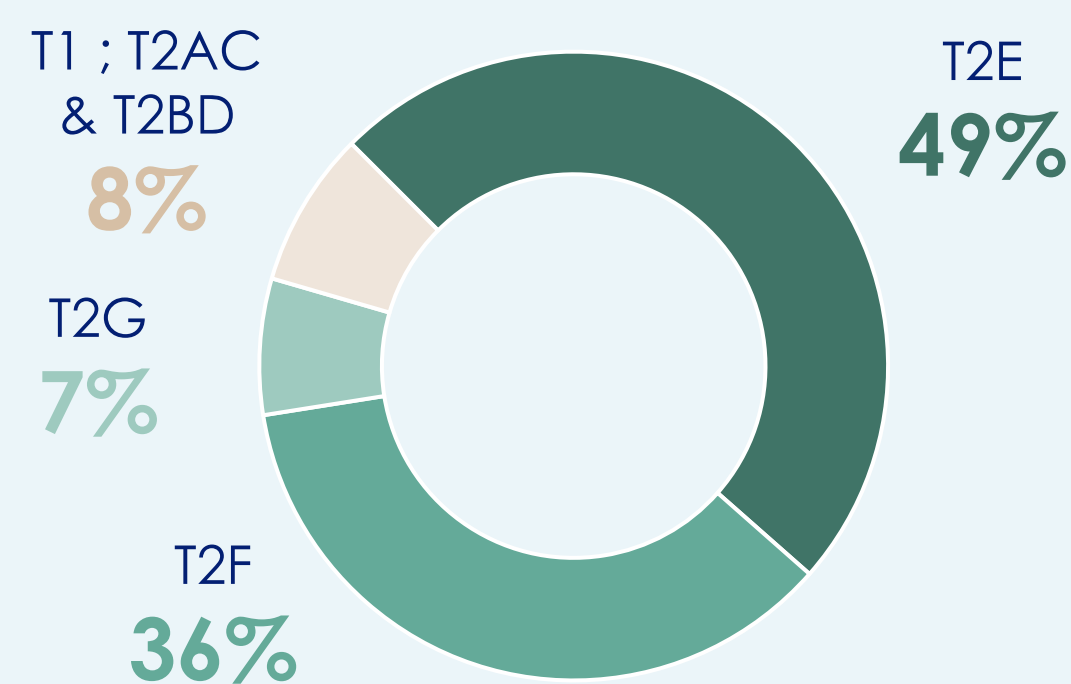
XXmin Connecting time



CONNECTING TRAFFIC BY ROUTE

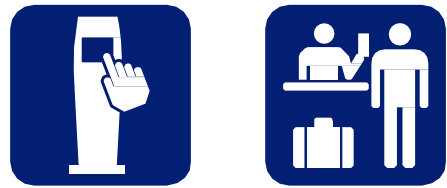


CONNECTING TRAFFIC BY TERMINAL



92%
of Paris –CDG
connecting traffic
within **Skyteam**
Hub

A SEAMLESS & UNIVERSAL CUSTOMER JOURNEY WITH THE DEPLOYMENT OF A SMART AIRPORT



CHECK-IN



SECURITY & BORDER CONTROL



BAGGAGES



BOARDING



SELF SERVICE KIOSKS & AUTOMATED BAG DROP

>100 ADDITIONAL SELF BAG DROPS AND >110 SELF SERVICES KIOSKS BY S23 AT TERMINAL 1, 2BD & T3



E-BORDER GATES

+20% E-BORDER GATES BY S23 AND PLAN TO EXPAND BY S24



RFID BAG TAG



SELF BOARDING GATES

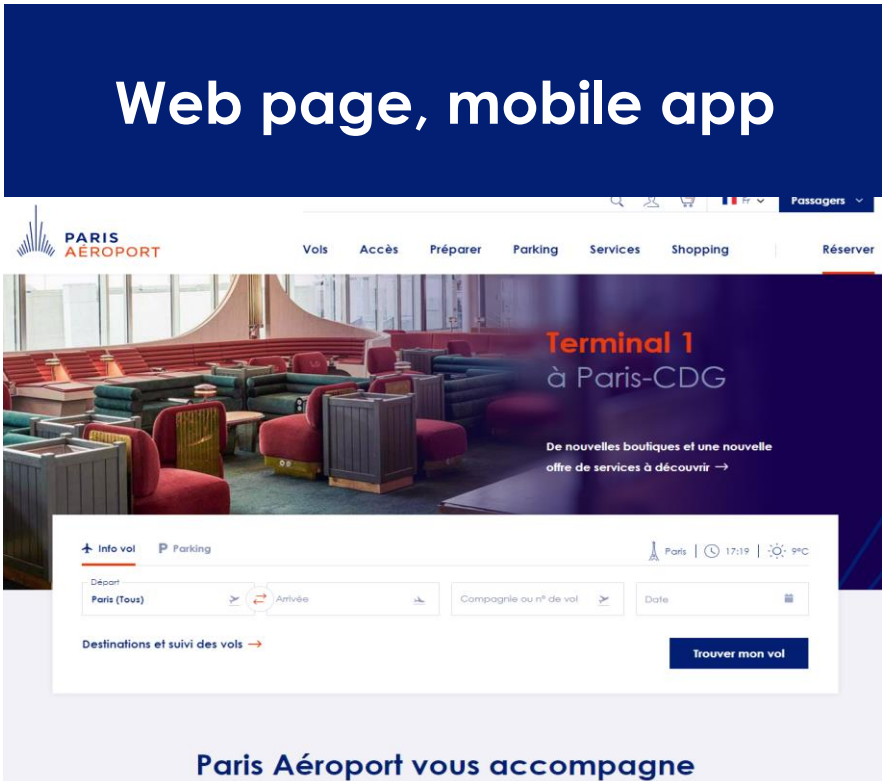
EXTEND CURRENT DEPLOYMENT OF SELF BOARDING GATES



TARGET 2025 :
50% DEPARTING PASSENGERS WITH AT LEAST ONE BIOMETRIC FACILITATION



Information Display & Wayfinding



Web page, mobile app



Digital Shopping Experience

EXTIME & RETAIL STRATEGY

**Mathieu Daubert,
Chief Customer Officer**

03

ADP Retail and Hospitality

A first cycle of growth between 2006 and 2019

3.1



extime

A FIRST CYCLE OF GROWTH BETWEEN 2006 AND 2019

Sales growth 4 times higher than traffic growth (and even greater value growth for ADP SA)

DRIVERS OF GROWTH 2006-2019

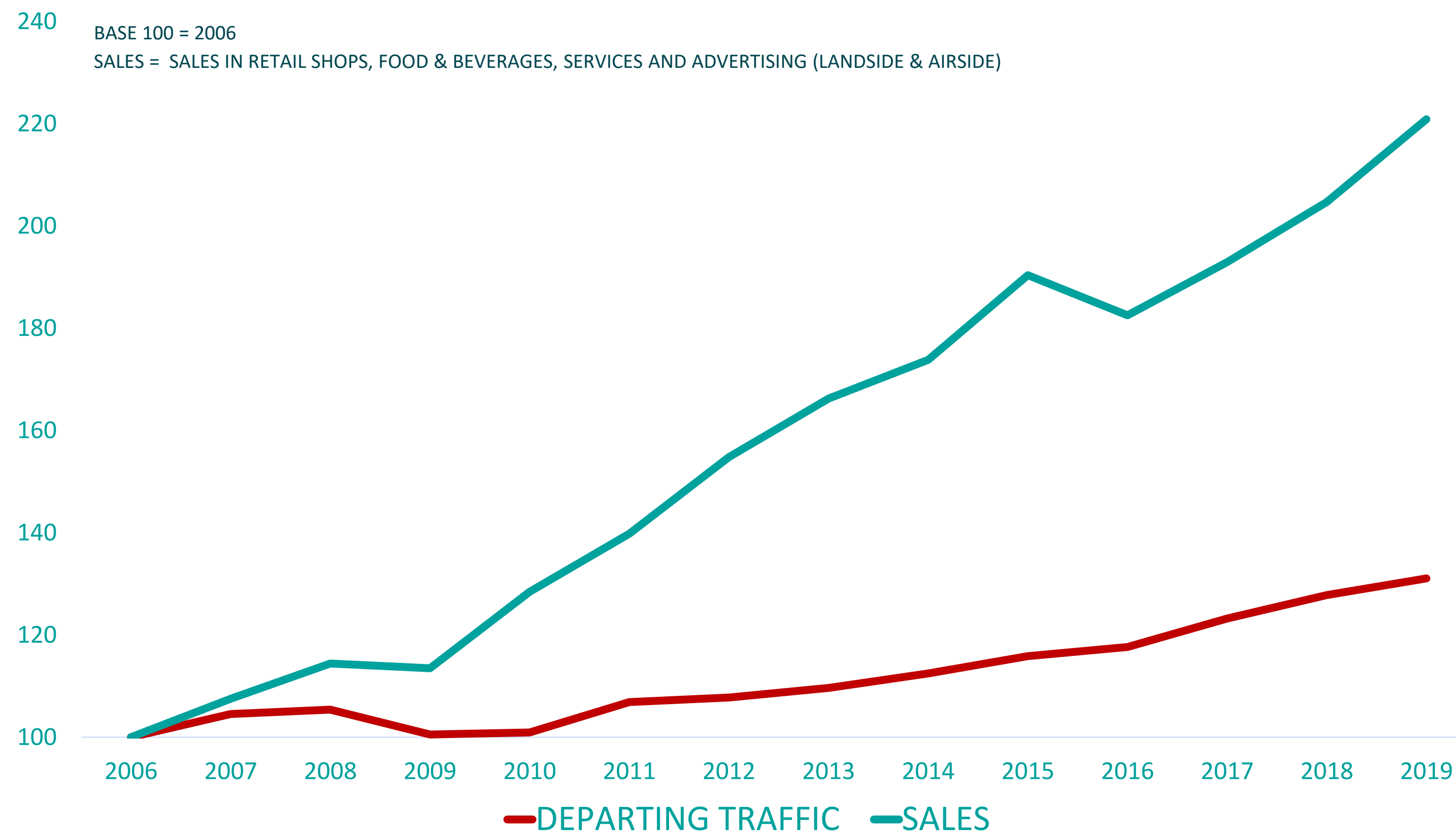
Growth of traffic



Growth of SPP Airside



A STRONG BUSINESS MODEL



2006-2019 : THE GROWTH OF AIRSIDE SALES PER PAX (SPP)

A very atypical growth of SPP compared to the european market

LEVERS 2006-2019

Development of
the most contributive
traffic



Massive development
of airside commercial
surfaces



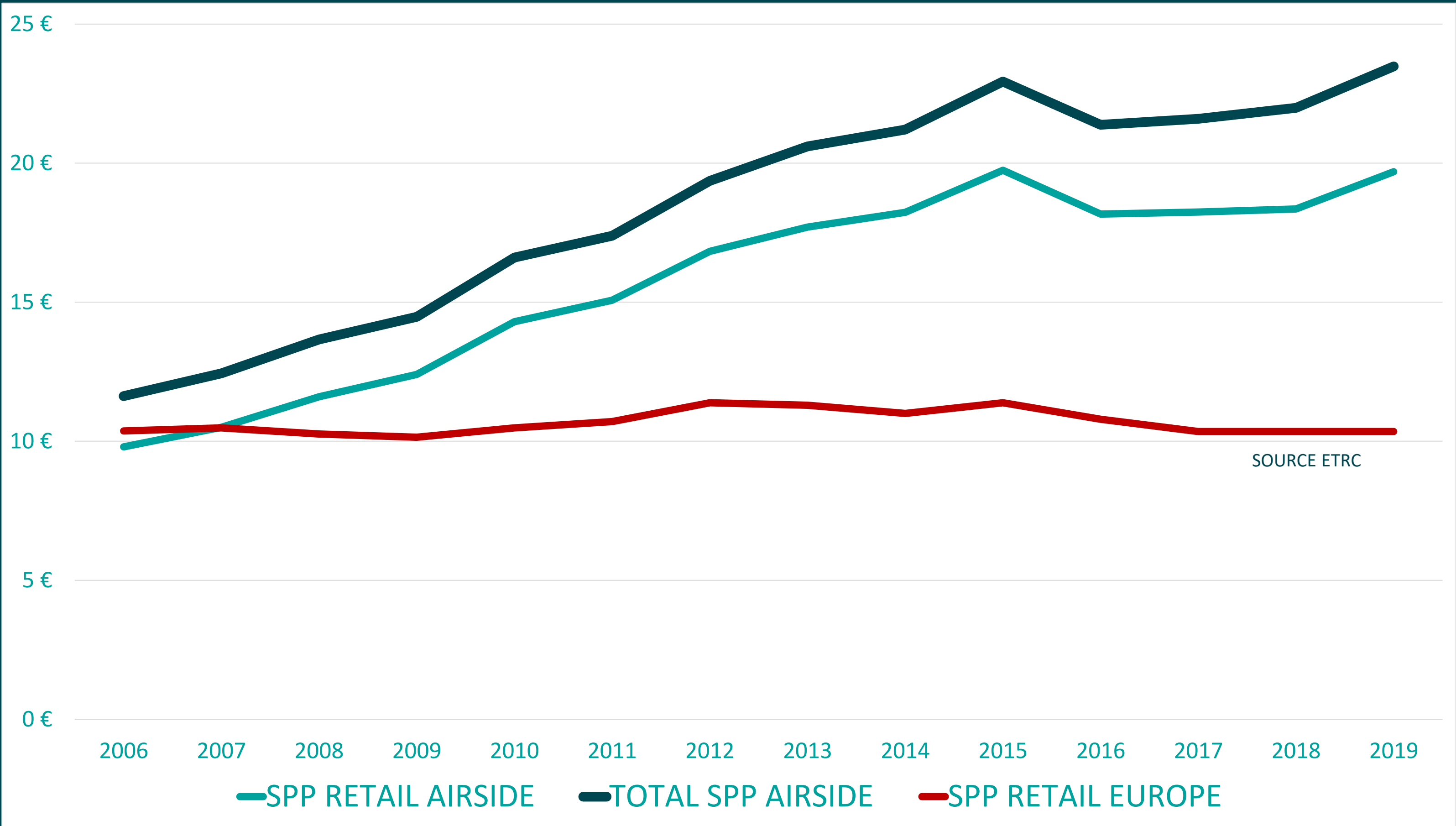
Enrichment of the
Brands portfolio



Implementation
of commercial
Joint Ventures



A STEADY AND STRONG GROWTH OF SPP



SPP : Sales per passenger in the airside activities, including shops, bars & restaurants, foreign exchange & tax refund counters, commercial lounges, VIP reception, advertising and other paid services in the airside area.

A CYCLE OF GROWTH ABRUPTLY INTERRUPTED BY THE COVID CRISIS

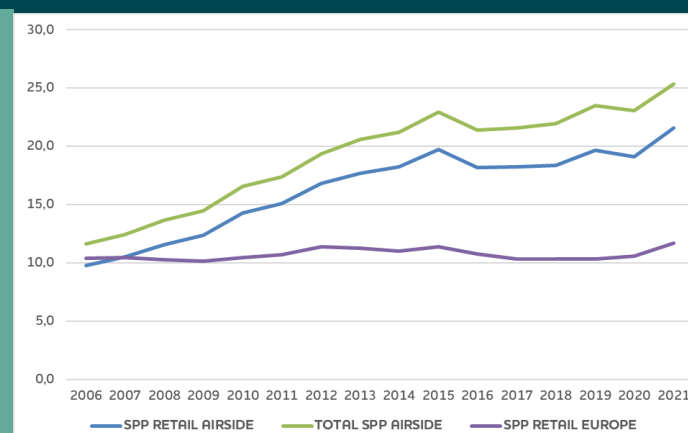
A damaged Business Model despite a still growing SPP and maintained concession rates

COVID CRISIS 2020-2021

Traffic collapse



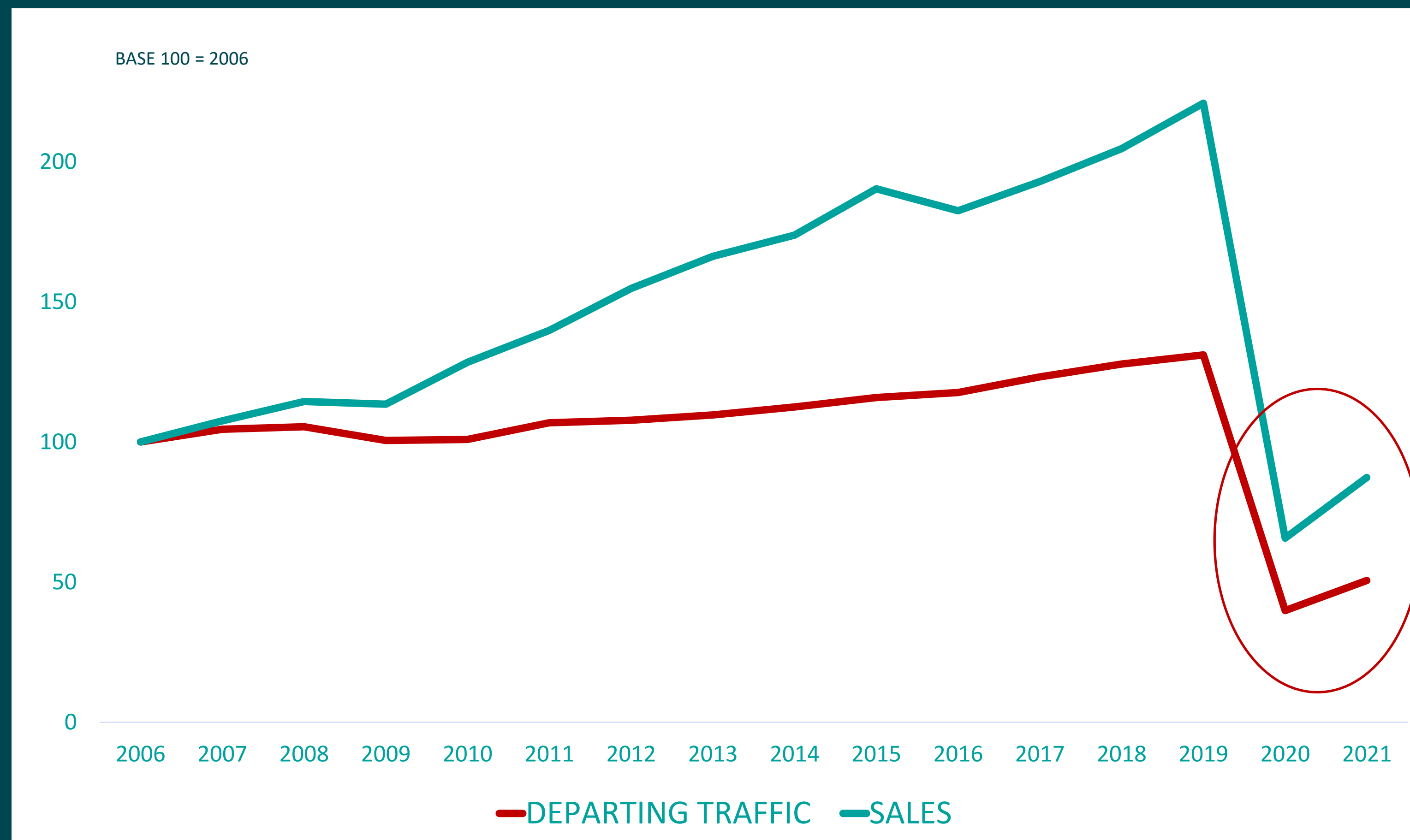
Resilient and
still growing
Airside SPP



Economic losses for
almost all JVs, but no
renegotiation of
concession rates



COMING OUT OF THE CRISIS, SPP IS RECOVERING FASTER THAN TRAFFIC



ADP Retail & Hospitality 2022-2032, a new cycle of growth thanks to Extime

3.2

EXTIME CONFERENCE – 5 APRIL 2023



extime

HOSTED BY



PARIS AÉROPORT₂₇

EXTIME : A PARADIGM SHIFT IN THE BUSINESS MODEL

New Levers of Growth in a context of Organic Growth

LEVERS 2006-2019

Development of
the most contributive
Traffic



Massive development
of airside sqm,
allowing the
enrichment of Brands
portfolio



Implementation of
commercial Joint
Ventures



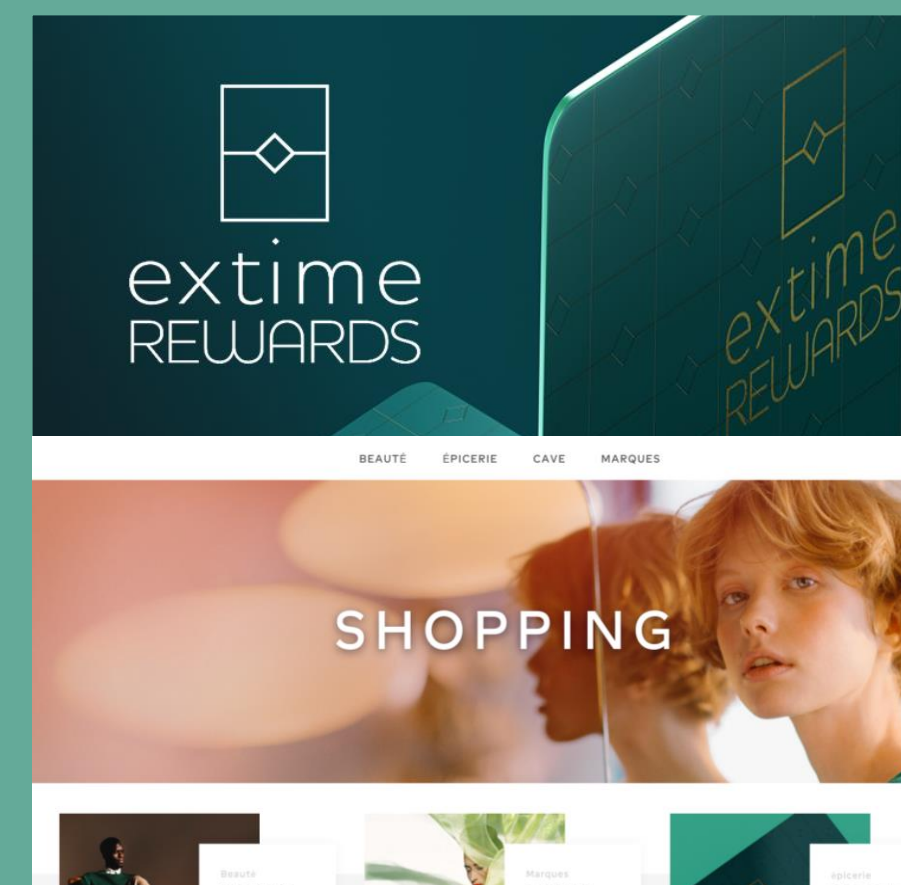
2022-2032, NEW LEVERS ACTIVATED BY EXTIME TO ENTER A NEW CYCLE OF ORGANIC GROWTH WITH STRONG DYNAMICS

SPP DRIVERS

New EXTIME Boutique
Terminal concept



Implementation of a full
ecosystem to drive
demand before the
arrival at the airport



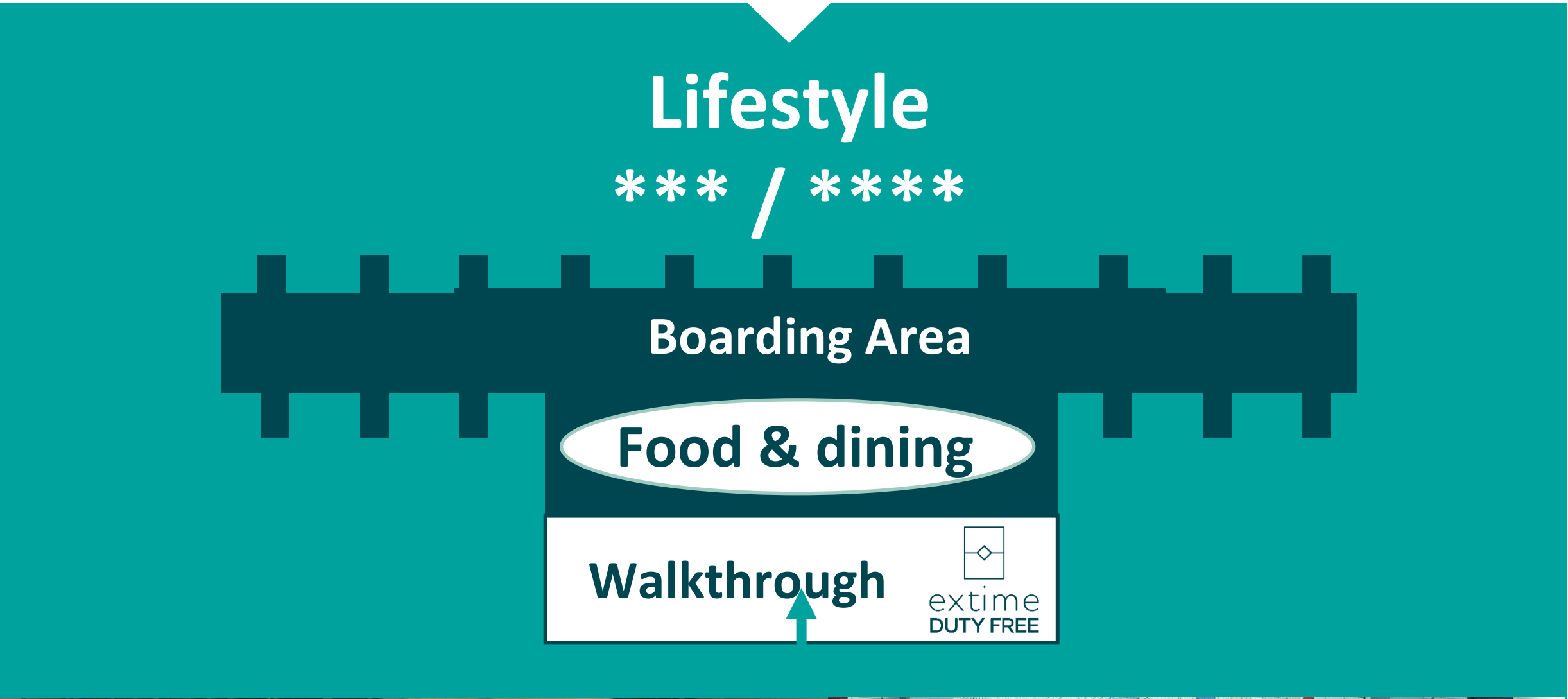
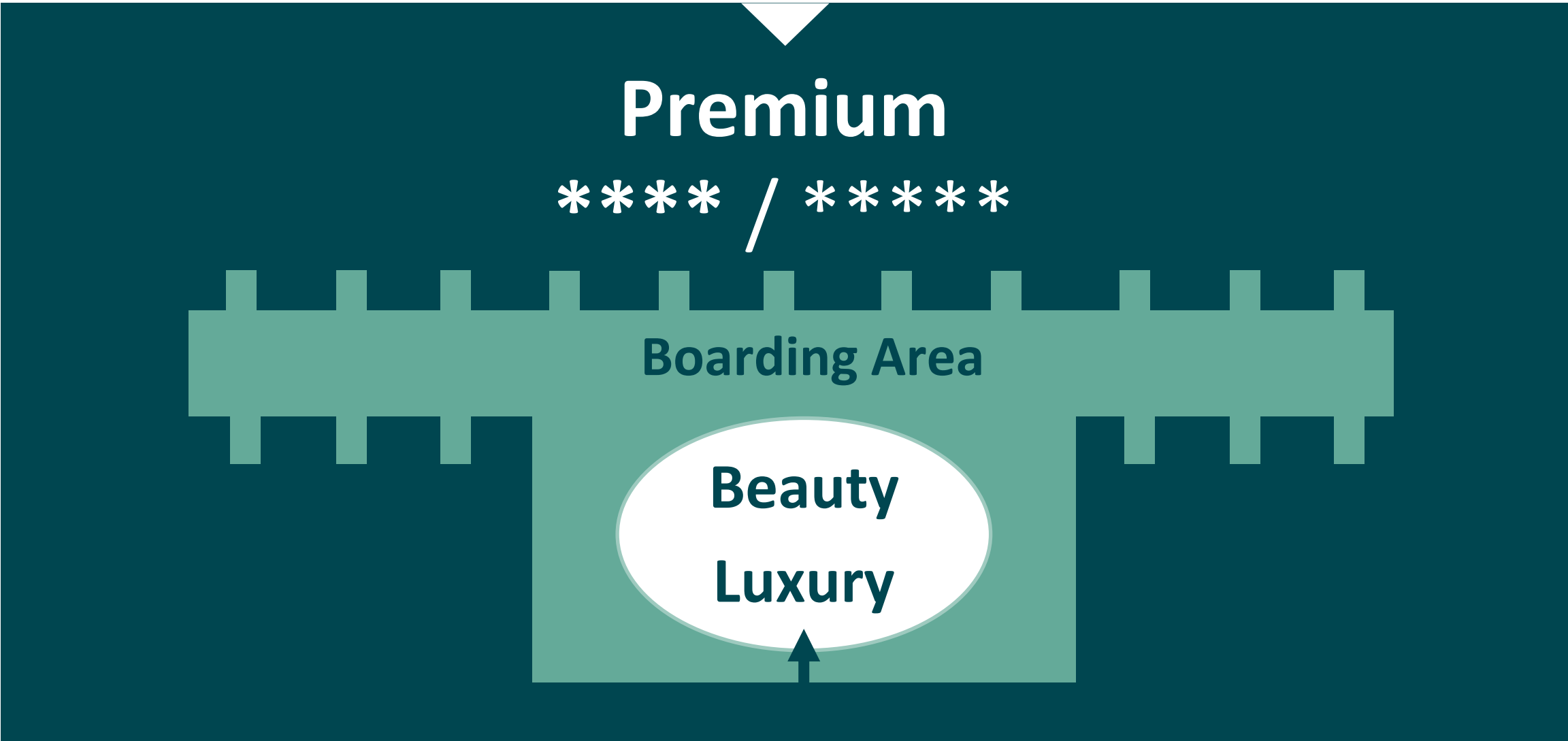
ADDITIONNAL VALUE DRIVER

New Business Model



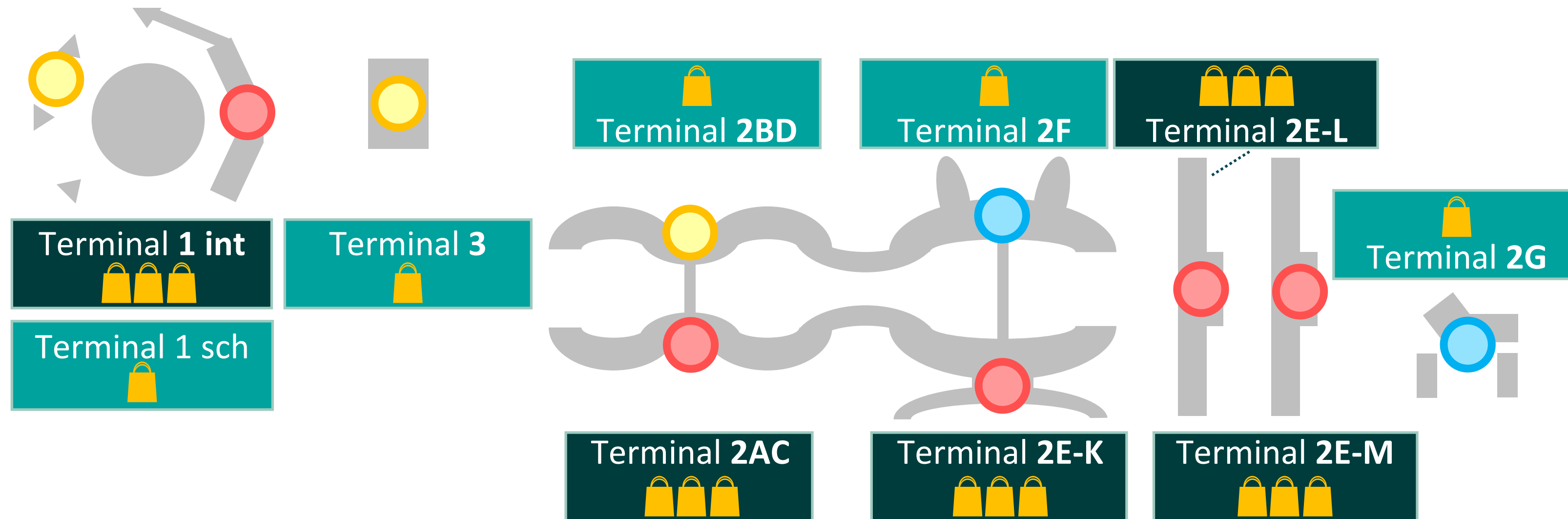
THE COLLECTION OF BOUTIQUE TERMINALS

A Collection structured around 2 ranges

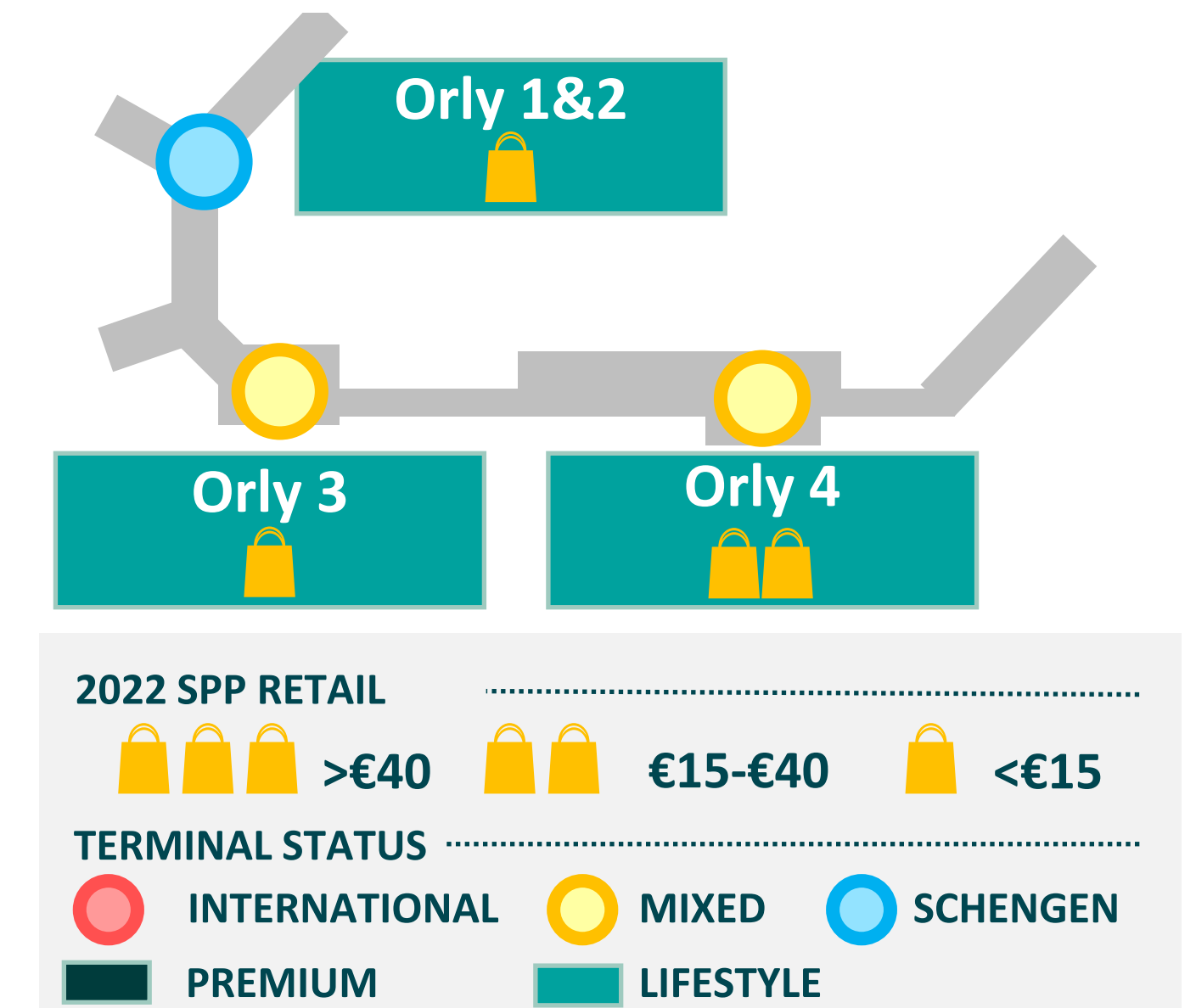


THE COLLECTION OF BOUTIQUE TERMINALS

PARIS-CHARLES DE GAULLE

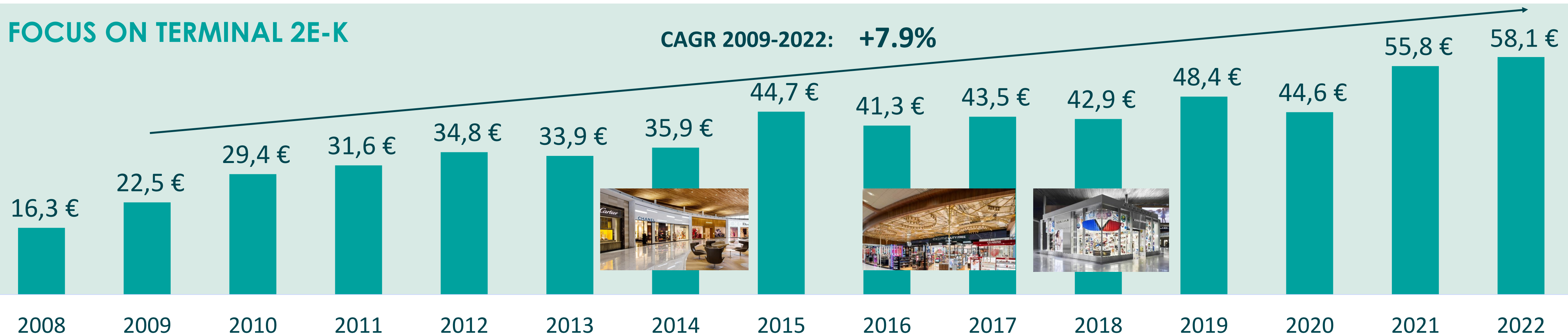


PARIS-ORLY



FOCUS ON TERMINAL 2E-K

CAGR 2009-2022: +7.9%



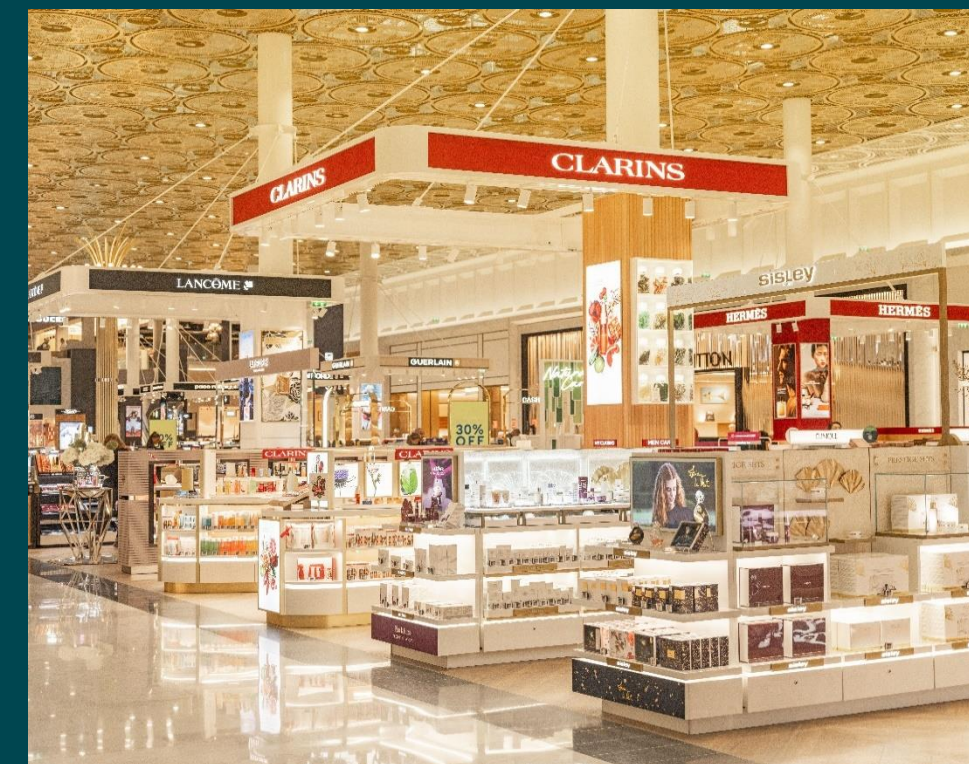
PREMIUM : A MASTERED FORMAT DRIVING EXCEPTIONAL PERFORMANCE

The Boutique Terminals 2EK et T1 international already deliver best performance worldwide

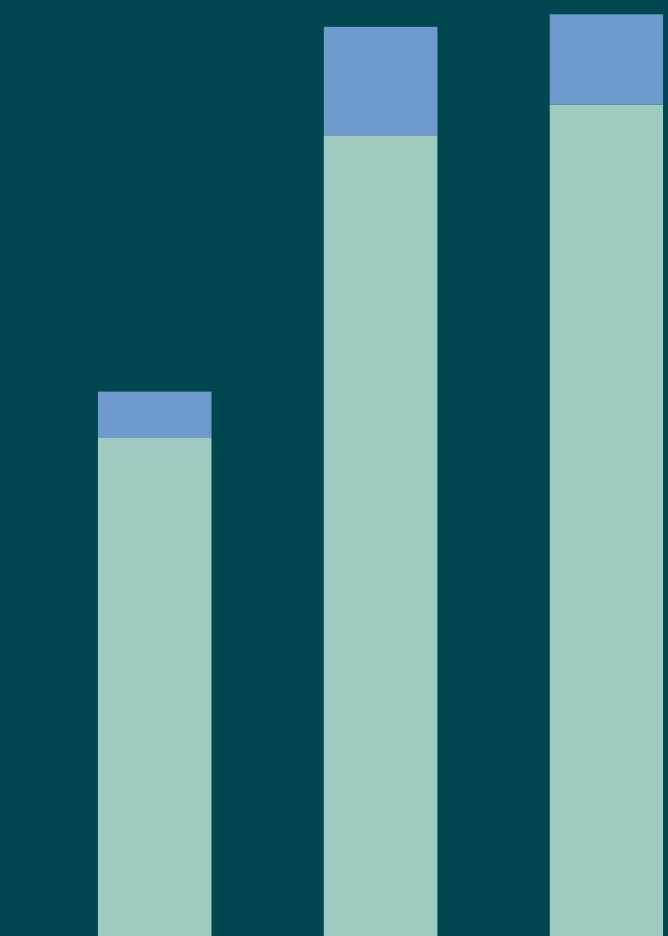
A Best in class performance for the 2EK flagship



A mastered model, delivering the same Best-in class Retail performance in our two flagships



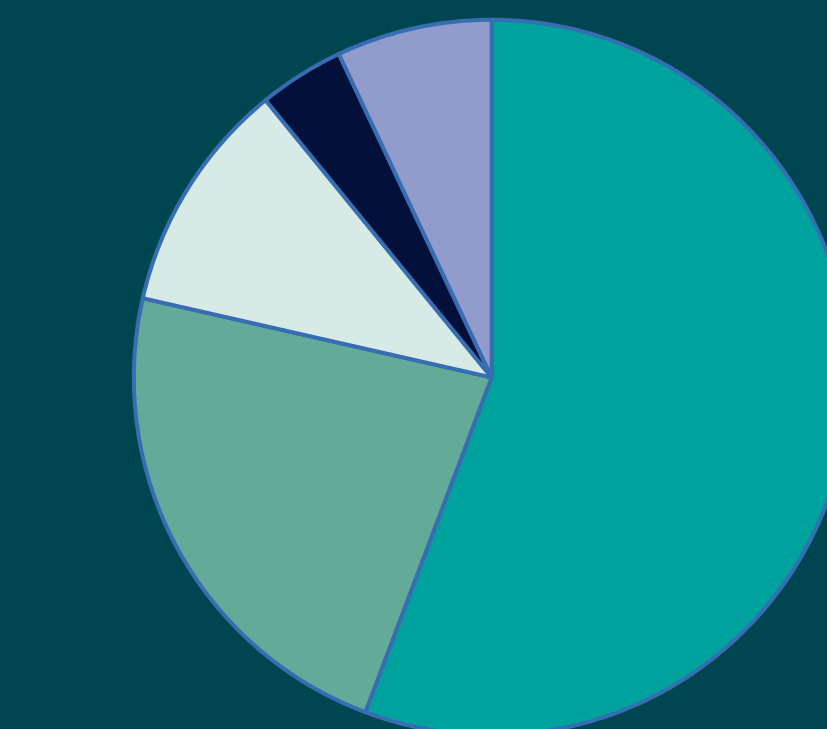
CDG T1 international



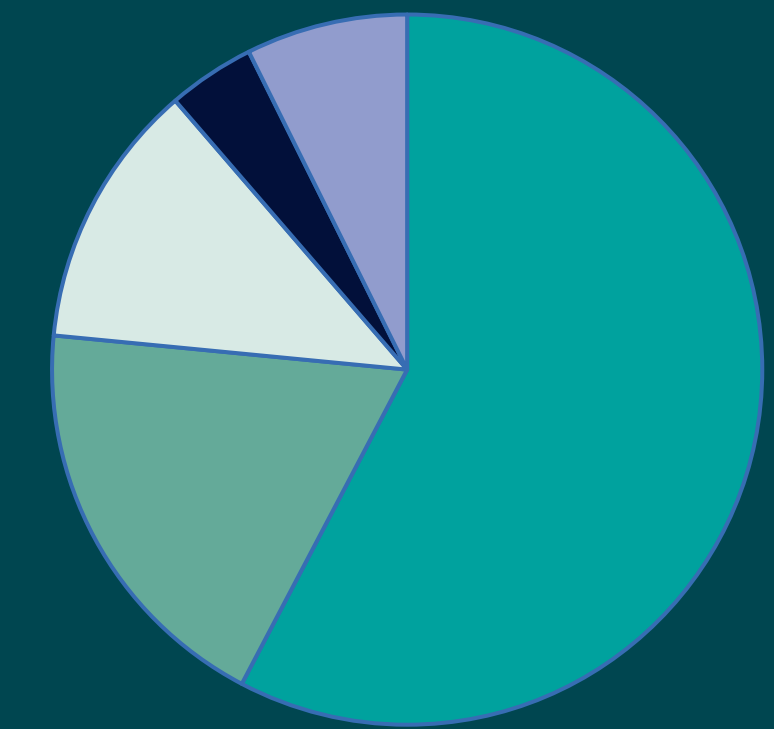
T1 2019 T1 NEW 2EK
■ RETAIL ■ OTHER



CDG 2EK



Airside Retail Sales per activity
since T1 opening




■ FASHION ■ BEAUTY ■ WINES, SPIRITS & FINE FOOD ■ TOBACCO ■ LEISURE & CONVENIENCE

PREMIUM : AN OPTIMIZATION OF THE FLAGSHIP BOUTIQUE TERMINAL 2EK

A 2023-2026 project to drive performance further

Drive Retail Performance further

- Transform & enlarge the  Beauty flagship integrating T1 learnings
- Build new flagships for Luxury Brands (8 new shops)
- New Giant Advertising formats



Implement Extime Hospitality standards

- New design by a famous French designer
- Optimization of the Food & Beverage



LIFESTYLE : A NEW FORMAT IN THE PROCESS OF FINE TUNING

The Boutique Terminal 2BD, the newly opened Laboratory for the Lifestyle Format

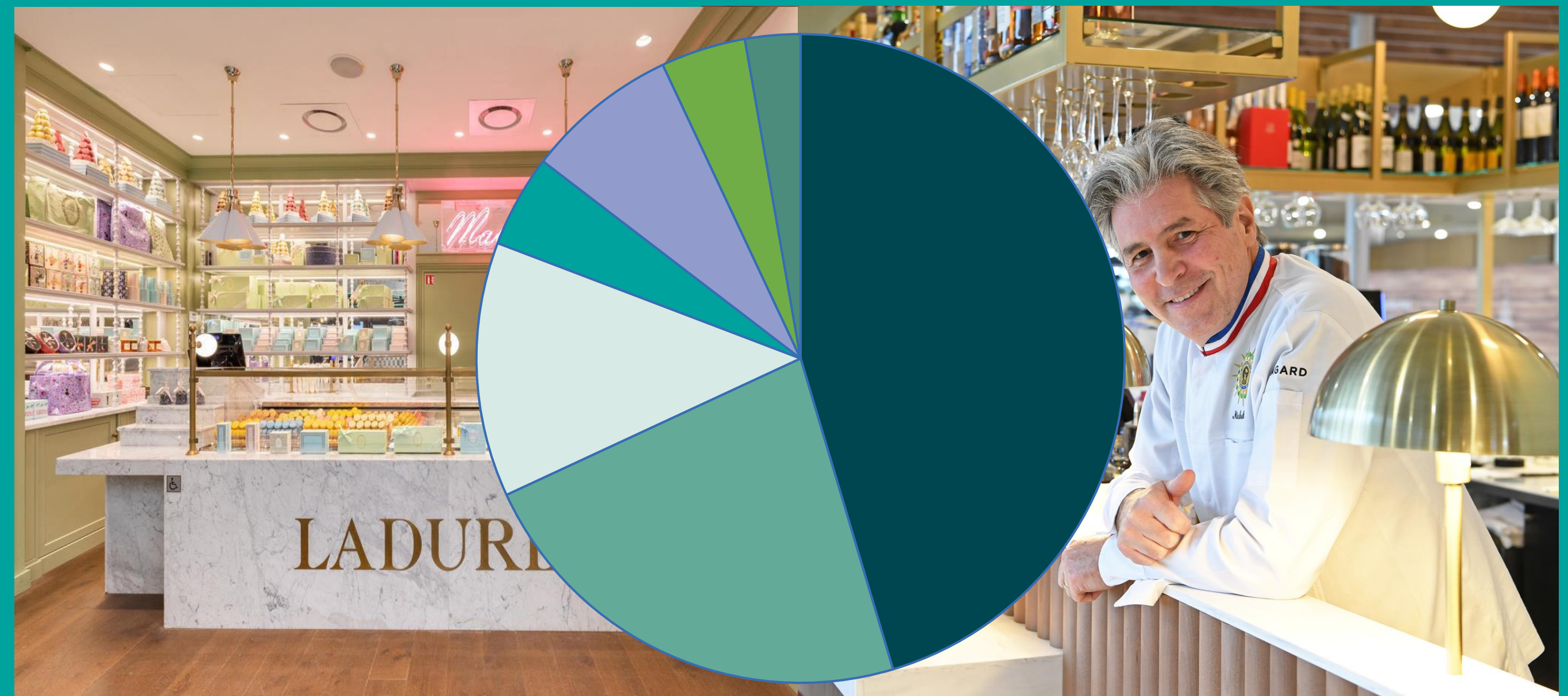
An optimized performance

SPP 2022 AIRSIDE



Food (Confectionary & Fine Food, Food & Beverage) plays a Key role in the performance

Airside Sales per activity 2022
Boutique Terminal 2BD



■ FOOD ■ BEAUTY ■ SPIRITS & TOBACCO ■ FASHION ■ LEISURE & HIGH TECH ■ LOUNGES ■ OTHERS

LIFESTYLE : ONLY 4, THE NEXT LIFESTYLE BOUTIQUE TERMINAL TO COME

A 2023-2025 project to drive performance further

All the standards of a Lifestyle Boutique Terminal implemented

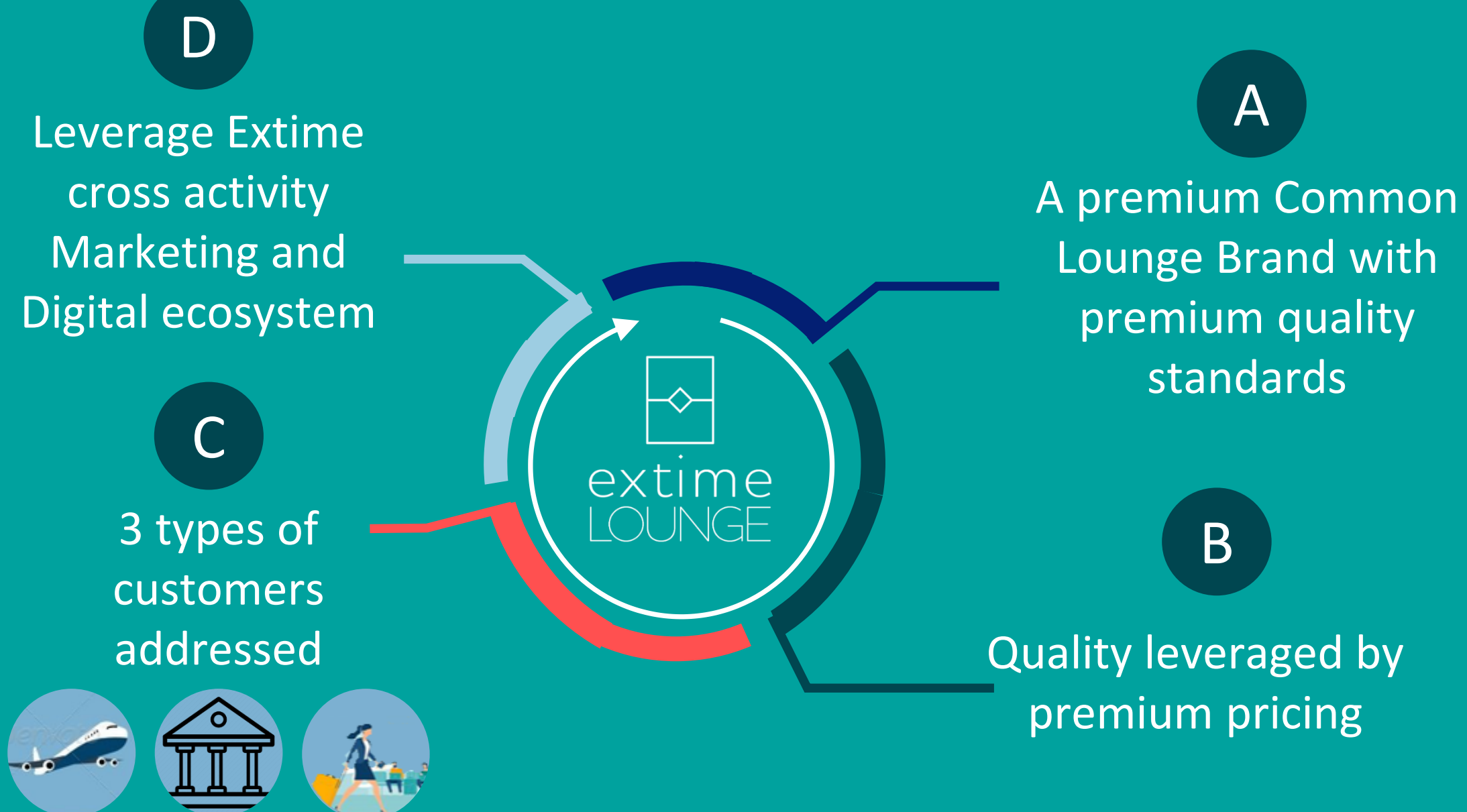
- A large  extime DUTY FREE PARIS flagship at the entrance, as a walkthrough
- In the heart of the commercial area, a large Fine Food & dining offer, like a parisian Village.
- An Extime Lounge on the first floor



THE DIVERSIFICATION INTO NEW MARKETS OF HOSPITALITY

Duplicate the recipes for success of Extime Retail in the Hospitality industry

Extime Lounge, a new range of common lounges with a unique value proposition



Extime Exclusive, a new palace on the runway with a unique value proposition, opening June 2024 at CDG



A FULL ECOSYSTEM TO DRIVE DEMAND BEFORE THE ARRIVAL AT THE AIRPORT

An ecosystem fully integrated with operations on the shopfloor

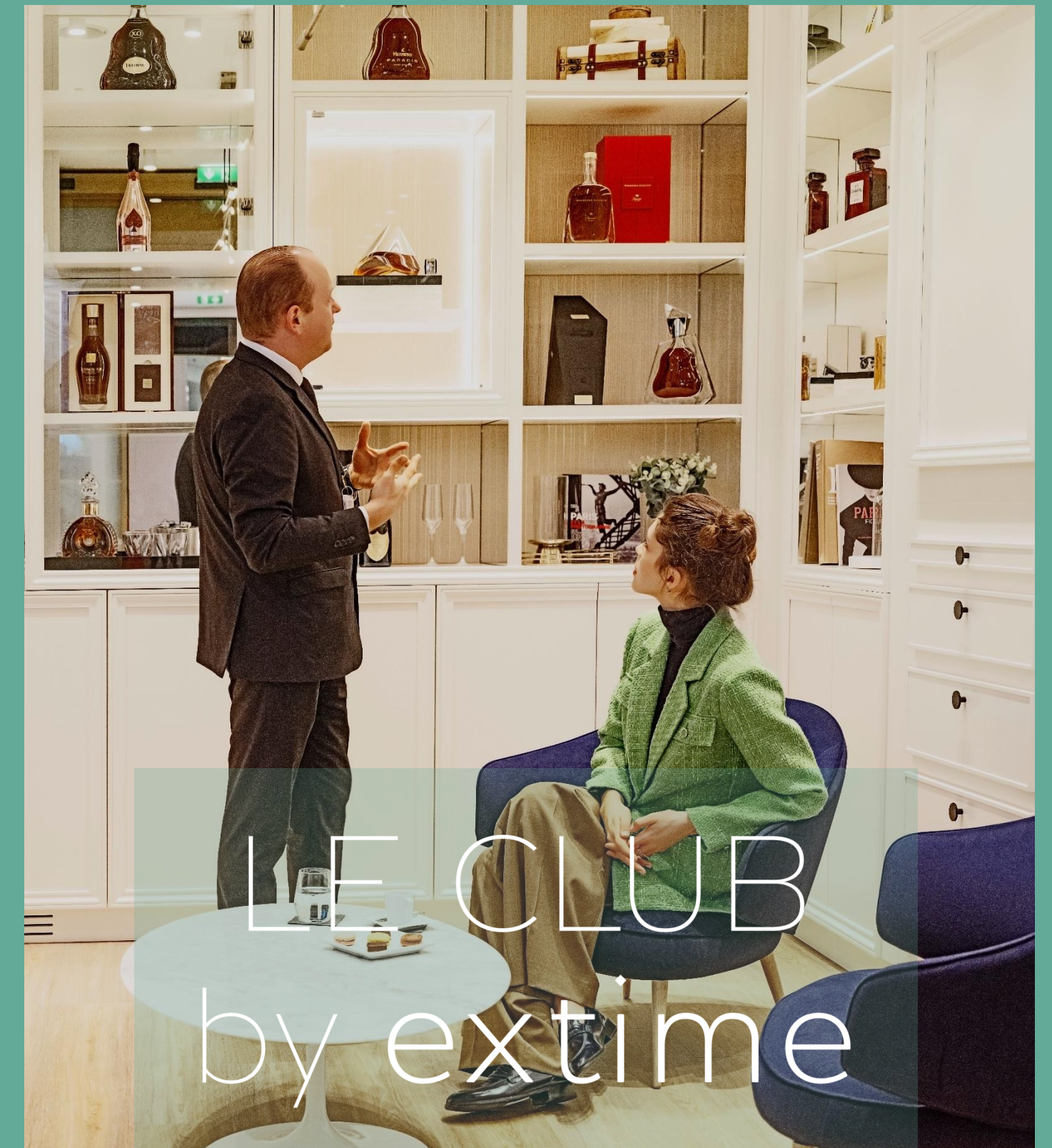
Loyalty program Extime Rewards



Marketplace www.extime.com Go live May 2023



Clienteling Le Club by Extime



A FULL ECOSYSTEM TO DRIVE DEMAND BEFORE THE ARRIVAL AT THE AIRPORT

An essential lever of growth for our commercial activities

Segment customers
& increase knowledge

2.0M

Members of
Extime Rewards

>50%

Of Beauty sales already
performed with Extime Rewards
members

Interact with customers
during Pre-travel period

78%

of Planned purchases
in all our sales

10 to 90

Days Pre-travel Booking
window

Grow the
average basket

x2

Average Beauty Basket
for Extime rewards members vs
non members (130€ vs 61€)

2,639

Sales over 10K€ in 2022
(+ 69% vs 2019)

A NEW ORGANIZATION AROUND A CENTRAL AND A LOCAL STRUCTURE

An organization setting up the beginnings of a Franchise

A CENTRAL STRUCTURE, ACTING AS A FRANCHISOR

Build Branding & communication



Imagine and build extraordinary Venues



Define Business Models, lead Tenders & select Partners & Brands



Provide a full ecosystem to drive Demand before the arrival at the Airport



A LOCAL STRUCTURE OPERATING OUR COLLECTION OF PARISIAN VENUES

Global Services



EXTIME PARIS



Boutique Terminals
Premium Format

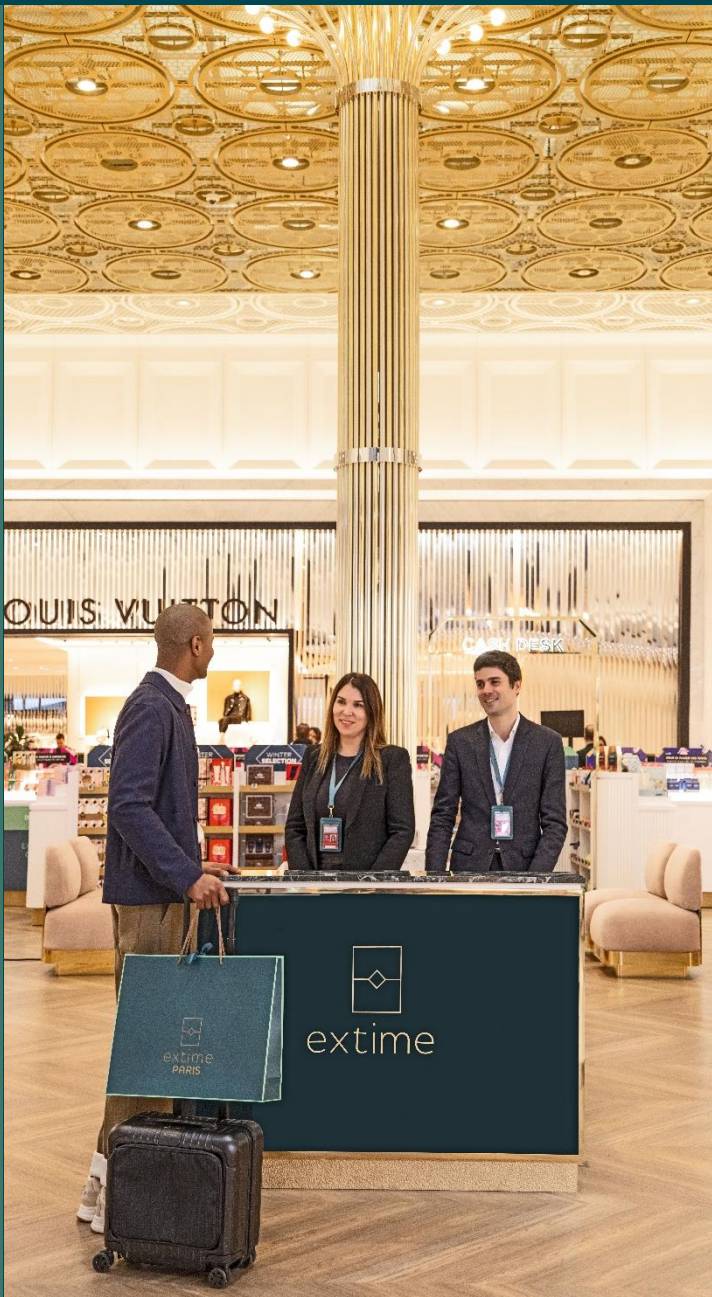
BOUTIQUE
TERMINAL
CDG 1int

BOUTIQUE
TERMINAL
CDG 2EK

BOUTIQUE
TERMINAL
CDG 2EM

BOUTIQUE
TERMINAL
CDG 2EL

BOUTIQUE
TERMINAL
CDG 2AC



Boutique Terminals
Lifestyle Format

BOUTIQUE
TERMINAL
CDG 2BD

BOUTIQUE
TERMINAL
CDG 2F

BOUTIQUE
TERMINAL
CDG 2G

BOUTIQUE
TERMINAL
CDG 3

BOUTIQUE
TERMINAL
ORY 3

BOUTIQUE
TERMINAL
ORY 4

EXTIME PARIS MANAGES SEVERAL OPERATORS IN EACH BOUTIQUE TERMINAL

4 Product Lines operated par different operators, being mainly Extime Certified Operators



3.2

2022-2032, A NEW
CYCLE OF GROWTH
THANKS TO EXTIME

RETAIL including



FOOD & BEVERAGE



LOUNGES



SEATING, LEISURE & AMNENITIES



ADVERTISING



Other Operators



EXTIME PARIS : A NEW AMBITION OF SERVICE TO DRIVE PERFORMANCE

An essential lever of growth for our commercial activities

A community of Extimers
federated by a team of
Maîtres de Maison



A new global platform
of services that benefits all
operators



A new facility to train &
inspire the community of
Extimers



2022-2025 : A NEW CYCLE OF GROWTH OF SPP EXTENDING PAST TRENDS

A convincing performance in 2022 to start the new cycle

LEVERS OF 2022-2025 SPP GROWTH

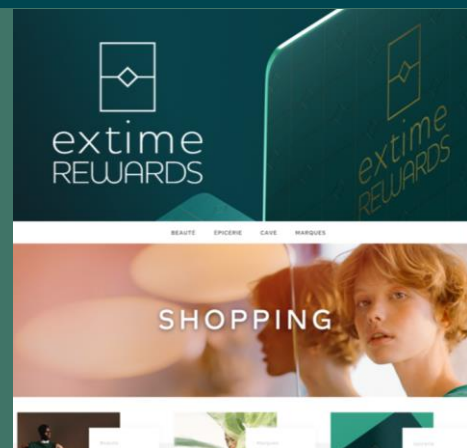
Diversification into
new markets of
hospitality



Progressive
implementation of the
Boutique Terminal
concept



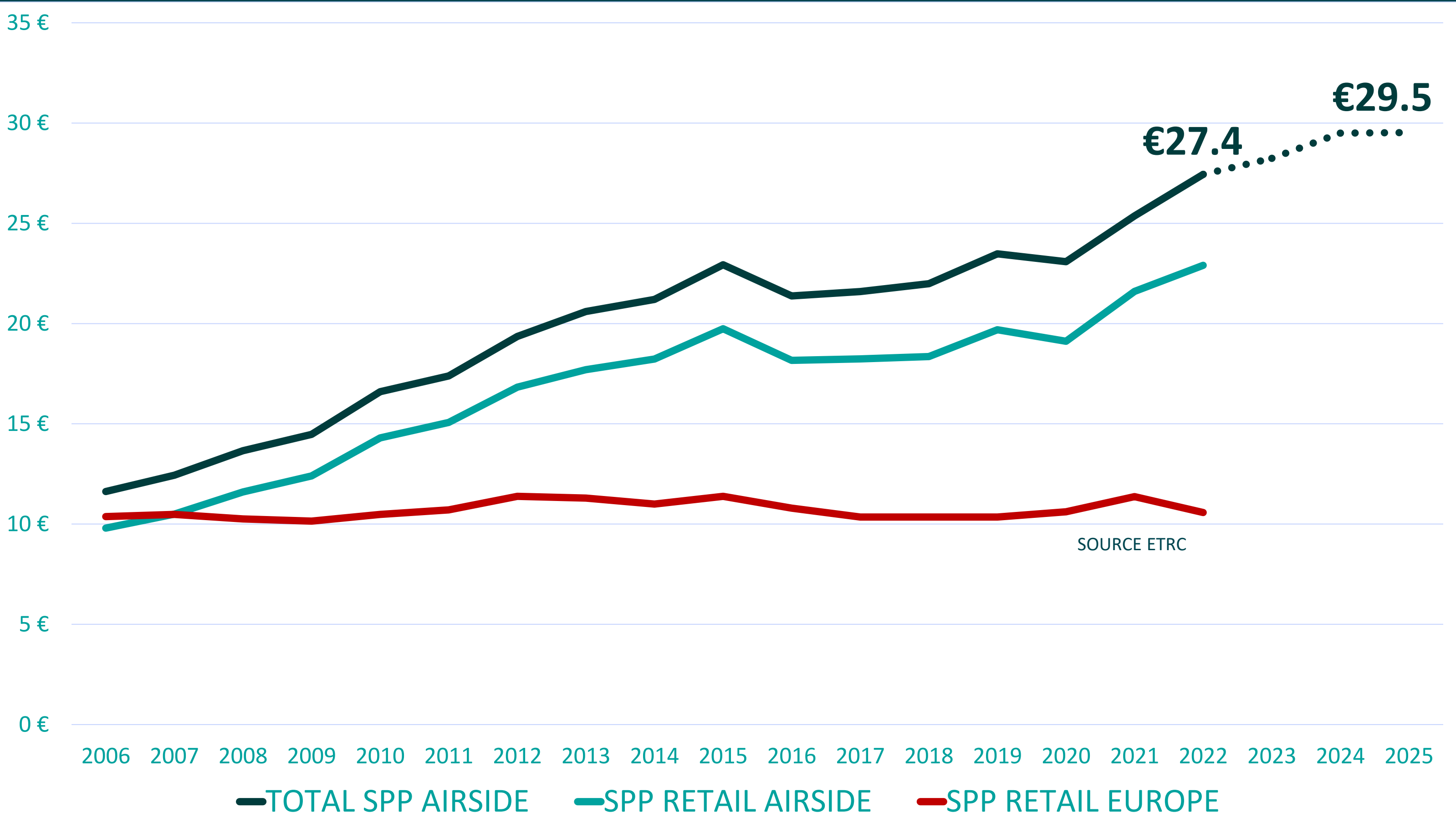
A full ecosystem to
drive demand before
the arrival at the
airport



A new ambition of
service to drive
performance



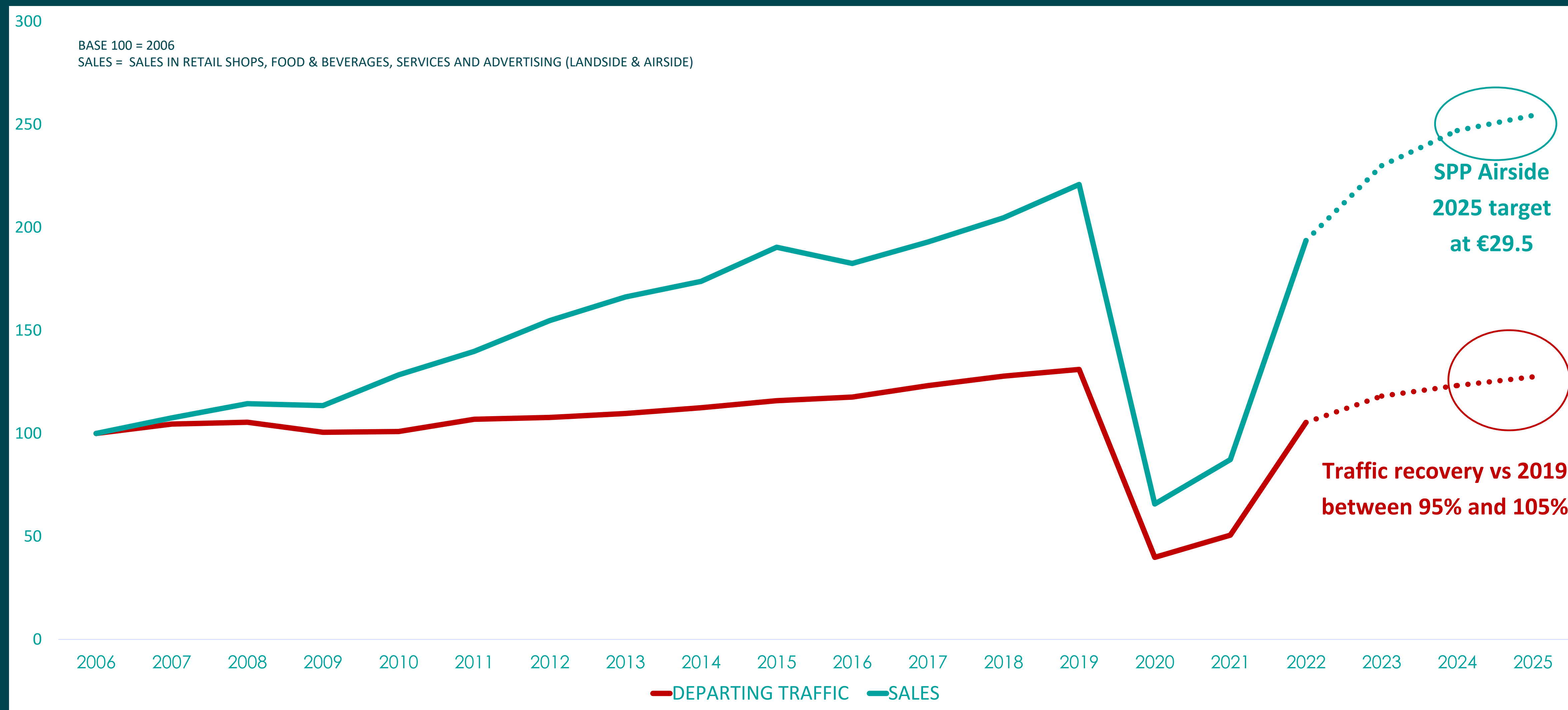
A STEADY SPP GROWTH EXTENDING PAST TRENDS



SPP : Sales per passenger in the airside activities, including shops, bars & restaurants, foreign exchange & tax refund counters, commercial lounges, VIP reception, advertising and other paid services in the airside area.

2022-2025: A NEW CYCLE OF GROWTH EXTENDING PAST TRENDS

Historical trends to be back from 2023



IN ADDITION, A NEW BUSINESS MODEL TO DRIVE VALUE

A new business model increasing value for ADP

The transformation of the JVs into certified Operators drives new Value for ADP

- 1) At the end of each contract, ADP purchases Partners' shares in JVs
- 2) ADP transforms each JV into Extime Certified Operator, which gets then a new lease
- 3) ADP sells shares of each Extime certified Operator to a new Partner, selected via a Tender
- 4) New sources of value for ADP :

CONCESSION RATES
MAINTAINED or HIGHER

NEW FRANCHISE FEES FOR BtoC BRANDING + USE
OF DIGITAL ECOSYSTEM

NEW MANAGEMENT
FEES

CAPITAL GAIN ON
M&A OPERATIONS



50% ADP – 50% LAGARDERE

20/01/2023



51% ADP – 49% LAGARDERE



50% ADP – 50% JC DECAUX

04/2023



50% ADP – 50% JC DECAUX

MULTI OPERATORS

2023 Tbc



50% ADP – 50% SSP



50% ADP – 50% LAGARDERE

02/2024



50% ADP – 50% XXXX

A Central structure that
acts as a Franchisor,
and can be leveraged
for the international
development

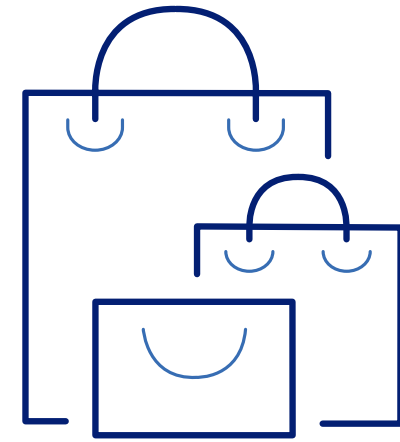


CONCLUSION

**Philippe Pascal,
Deputy Executive Officer in charge of
Finance, Strategy and Administration**

04

EXTIME WILL BE A PIONEER IN AIRPORT HOSPITALITY & RETAIL



**DEPLOY OUR
MOST PERFORMING RETAIL MODELS
TO ALL OF OUR TERMINALS**

**DEVELOP NEW SERVICES & TOOLS
TO CAPTURE
AND STIMULATE DEMAND**

**DRIVE THE GROWTH OF OUR
MOST CONTRIBUTIVE ACTIVITIES**



**LEVERAGE OUR MULTI LOCAL NETWORK
TO EXPORT EXTIME**

**BECOME THE
FIRST AIRPORT HOSPITALITY
FRANCHISE**

**OPEN A NEW PATH FOR
VALUE CREATION**

Q&A

05

Disclaimer

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About Groupe ADP

Groupe ADP develops and manages airports, including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2022, the group handled through its brand Paris Aéroport 86.7 million passengers at Paris-Charles de Gaulle and Paris-Orly, and nearly 193.7 million passengers in airports abroad. Boasting an exceptional geographic location and a major catchment area, the Group is pursuing its strategy of adapting and modernizing its terminal facilities and upgrading quality of services; the group also intends to develop its retail and real estate businesses. In 2022, group revenue stood at €4,688 million and net income at €516million.

Registered office: 1 rue de France – 93290 Tremblay en France, France. A public limited company (Société Anonyme) with a share capital of €296 881 806 euros. Registered in the Bobigny Trade and Company Register under no. 552 016 628.

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