



2025 FOR PIONEERS

ESG STRATEGY

INVESTORS CONFERENCE
ESG STRATEGY

29 MARCH 2022

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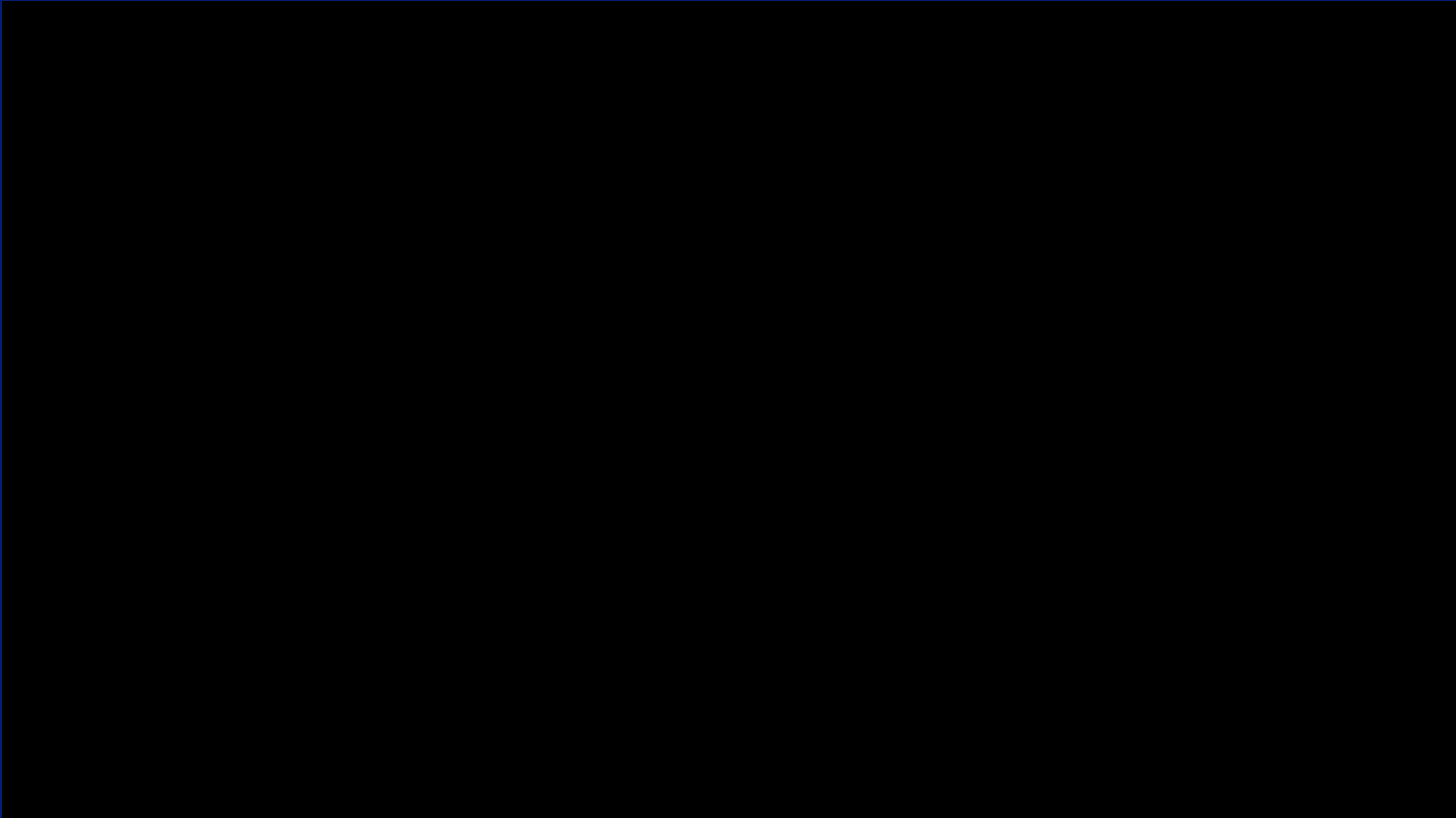
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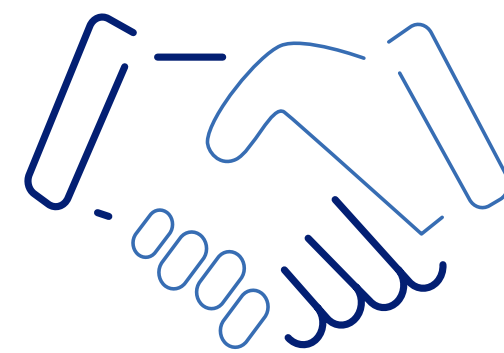
FILM: 2050 VISION



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



A **SUSTAINABLE GROUP**
driver of the environmental
transition of the airline
industry

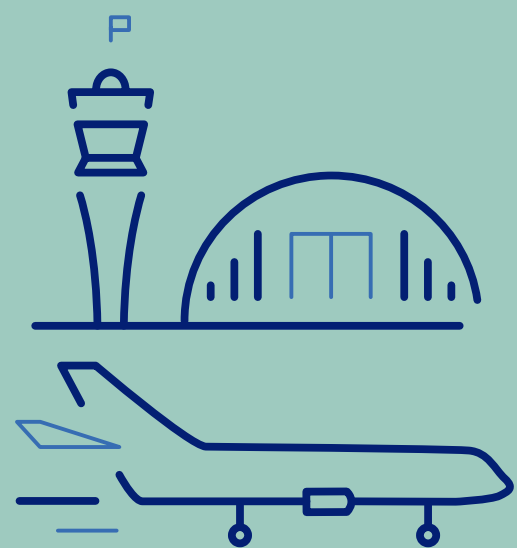
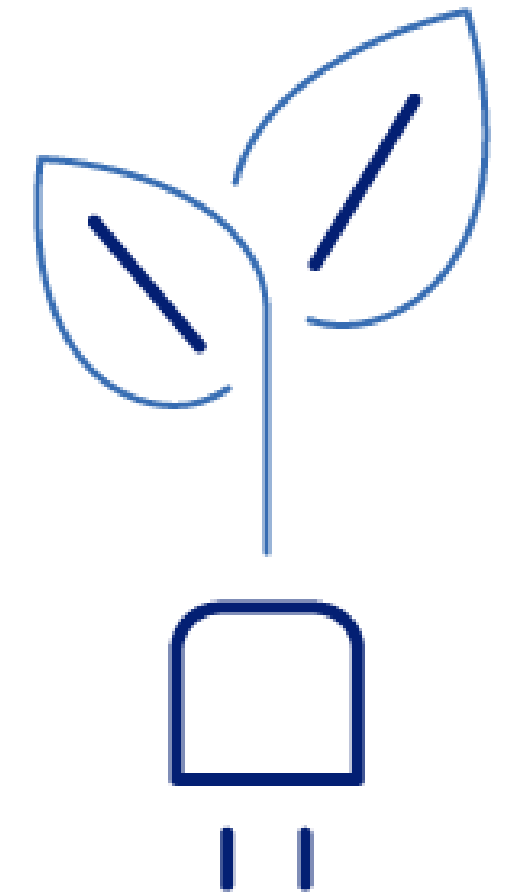


A **GROUP COMMITTED** to
the development of the
territories and its employees



AN **EXEMPLARY GROUP**
in its governance and its
relationship with stakeholders

The future and development of our business
depends on an **ACCELERATED**
ENVIRONMENTAL TRANSFORMATION



"2025 PIONEERS"
STRATEGIC
ROADMAP

Groupe ADP launches the
transition to **A NEW LONG-TERM
AIRPORT MODEL**

A TRANSFORMATION PERCEIVED AS EVEN MORE NEEDED SINCE 2020

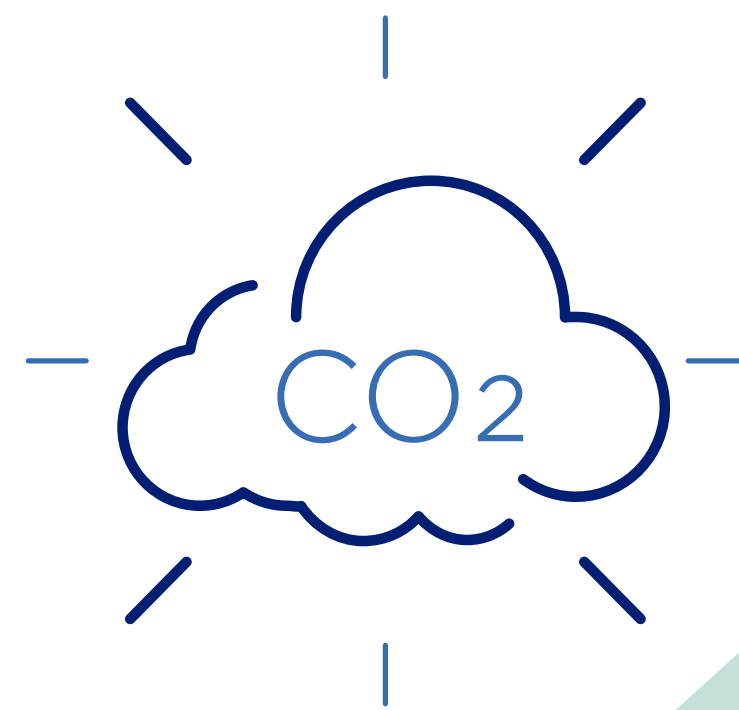
INTRODUCTION



Impact of the Covid crisis on local economic development, requiring **to find a new balance with the regions**



Increased demands from airport neighboring communities in terms of **reducing nuisance** and expectations of positive outcomes



The need to accelerate the **decarbonization** of the aviation sector to meet societal and environmental challenges

2025 PIONEERS : A GROUP ROADMAP BUILT AROUND ESG ISSUES

INTRODUCTION

Carrying out developments that
will take shape over time



In line with our
commitments to carbon
neutrality and zero
net emissions (internal
emissions) and to a carbon
neutral territory by 2050



a structural approach
of our **RELATIONSHIP WITH OUR STAKEHOLDERS:**
in an extended enterprise logic aiming at exemplarity
in the management and governance of our activities

**WITH AN HOLISTIC AND STRUCTURAL
TRANSFORMATION OF OUR
ACTIVITIES AND BUSINESSES**



to our **ENVIRONMENTAL TRANSFORMATION:**
from the positioning of our activity to our operating and
construction methods



a structural approach
of our **INSERTION IN THE TERRITORIES:**
by reducing our nuisances and by being part of a global
urban planning (real estate, energy, place of the car...)

AN AIRPORT MODEL HISTORICALLY CONCERNED WITH ENVIRONMENTAL AND SOCIAL ISSUES...

An early consideration of our environmental impact



2003

The first ISO 14001 certification, defining an environmental management system, is awarded to Paris-CDG

2009

Paris-Orly drives for the ACA program of voluntary commitments to reduce CO₂ emissions in the airport sector

A rooted territorial action



1995/1996

Creation of environmental centers at our Paris-CDG and Paris-Orly hubs in the heart of our regions

2015

Creation of the Groupe ADP corporate foundation

Governance appropriate to our ESG ambition



2015

Signing of the first ethics charter

2019

Creation of the Groupe ADP corporate foundation

2021

Creation of a stakeholder committee

Fully affirmed social values: equality, non-discrimination and fair compensation



1991

Signature of the first agreement on disability

2004

1st employee shareholding scheme

2017

Signature of the first agreement on diversity

Actions carried out, not only in Paris, but on a Group scale

2021

23 of the Group's airports sign the Airport for Trust Charter, with a common ambition to reduce our environmental footprint and strengthen ties with local communities

2021

Creation of the AIG Foundation

Recognized actions

Ethifinance Group rating in continuous progression since 2014 (78/100)

89/100
in 2020



... AND EXPANDED AND AMPLIFIED FOR 2022-2025

INTRODUCTION

AN EXPANDED STRATEGY

From a scope of action internal to Groupe ADP, to all of our territories and the players in the airport community

From Parisian hubs alone to all of Groupe ADP hubs

AN AMPLIFIED STRATEGY

Renew our group's role and commitment to:

OUR STAKEHOLDERS

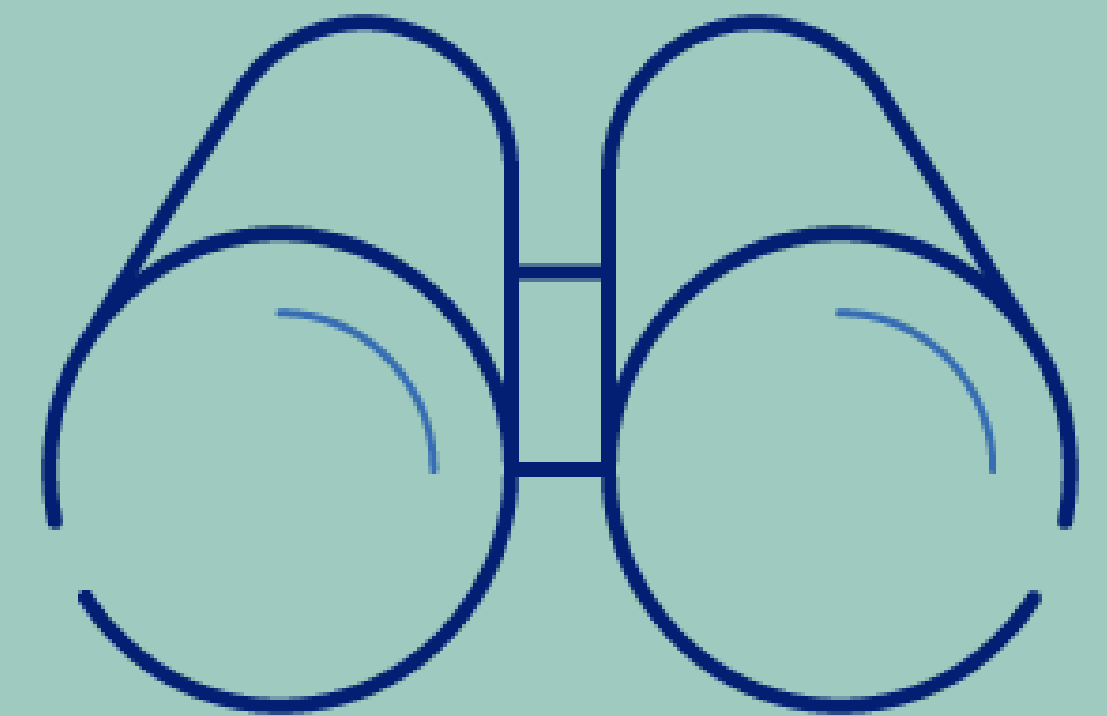
to play a role in accelerating the sector's environmental transition

OUR TERRITORIES

going beyond the role of job provider by constituting ourselves as a locally useful infrastructure

OUR COMMUNITY

providing the means to attract new talents and empowering all employees through our network



AN ESG STRATEGY ORGANIZED AROUND 4 PILLARS

INTRODUCTION

01

Imaging the sustainable airport of tomorrow

ENVIRONMENTAL

Move towards zero environmental impact operations

Actively participate in the aviation sector's environmental transition

Reduce the environmental footprint of airport planning and development projects

02

Boosting the attractiveness of our regions

SOCIETAL

Promoting economic development and local employment

Improving living conditions by reducing noise exposure

Promoting civic commitment among employees and synergies throughout the Group on societal issues at the international level

03

Attracting talent, developing career paths and empowering employees

SOCIAL

Attracting and retaining talent through an attractive global HR policy

Working for equality and opportunity for all

Offer career opportunities to all employees, including internationally

04

Managing our business responsibly

GOVERNANCE

Disseminating a CSR culture

Instilling ethical principles in our business practices

Promoting local purchasing and the circular economy

Integrating ESG into the governance of our entities

A SUSTAINABLE, COMMITTED AND EXEMPLARY GROUP

ENVIRONMENT

IMAGINING THE SUSTAINABLE AIRPORT OF TOMORROW

01

AN ENVIRONMENTAL POLICY HISTORICALLY FOCUSED ON THE REDUCTION OF THE IMPACT OF OUR OPERATIONS IN PARIS...

BIODIVERSITY

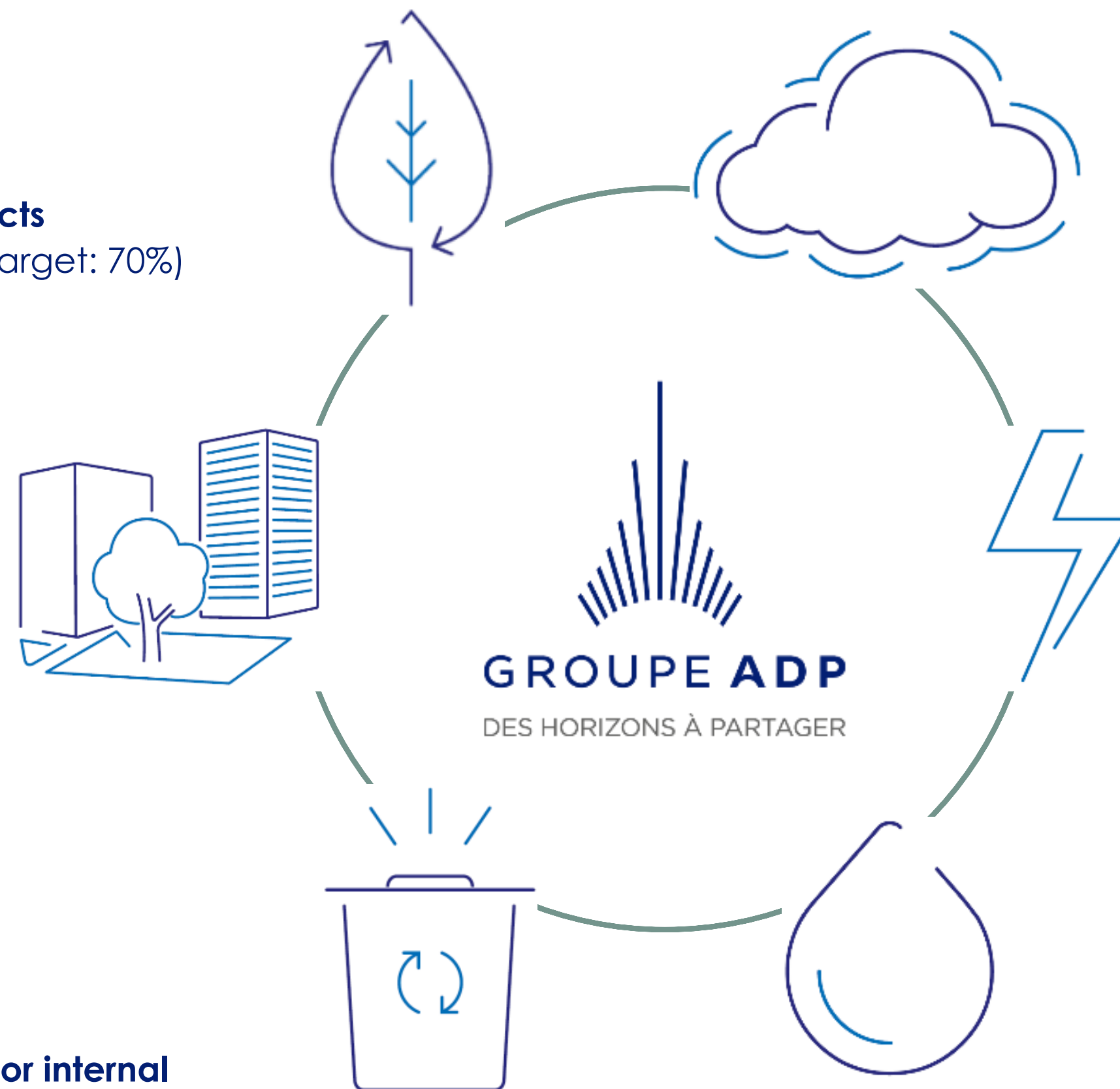
Reduction by 80% of our phytosanitary products consumption between 2008 and 2021 (2021 target: 70%)

SUSTAINABLE CONSTRUCTION AND DEVELOPMENT

100% of commissioned buildings since 2015 certified with an environmental label (HQE, BREEAM or other)

WASTE

Material recovery and recycling rate of 36% for internal non-hazardous waste by 2021 (2021 target: 45%)



AIR AND EMISSIONS

3 main French airports certified **ACA* Level 3 (Optimisation)** in 2021
35% eco-friendly vehicles (hybrid, electric, etc.) in our light vehicle fleet in 2021 (2021 target: 30%)

ENERGY

Improvement of our energy efficiency by 29% in 2021 compared to 2015 (target: 7%)
Reduction of CO₂ emissions by 63% and 65% in respectively 2019 and 2020 in absolute terms compared to 2009 (2021 target: 65%)

WATER

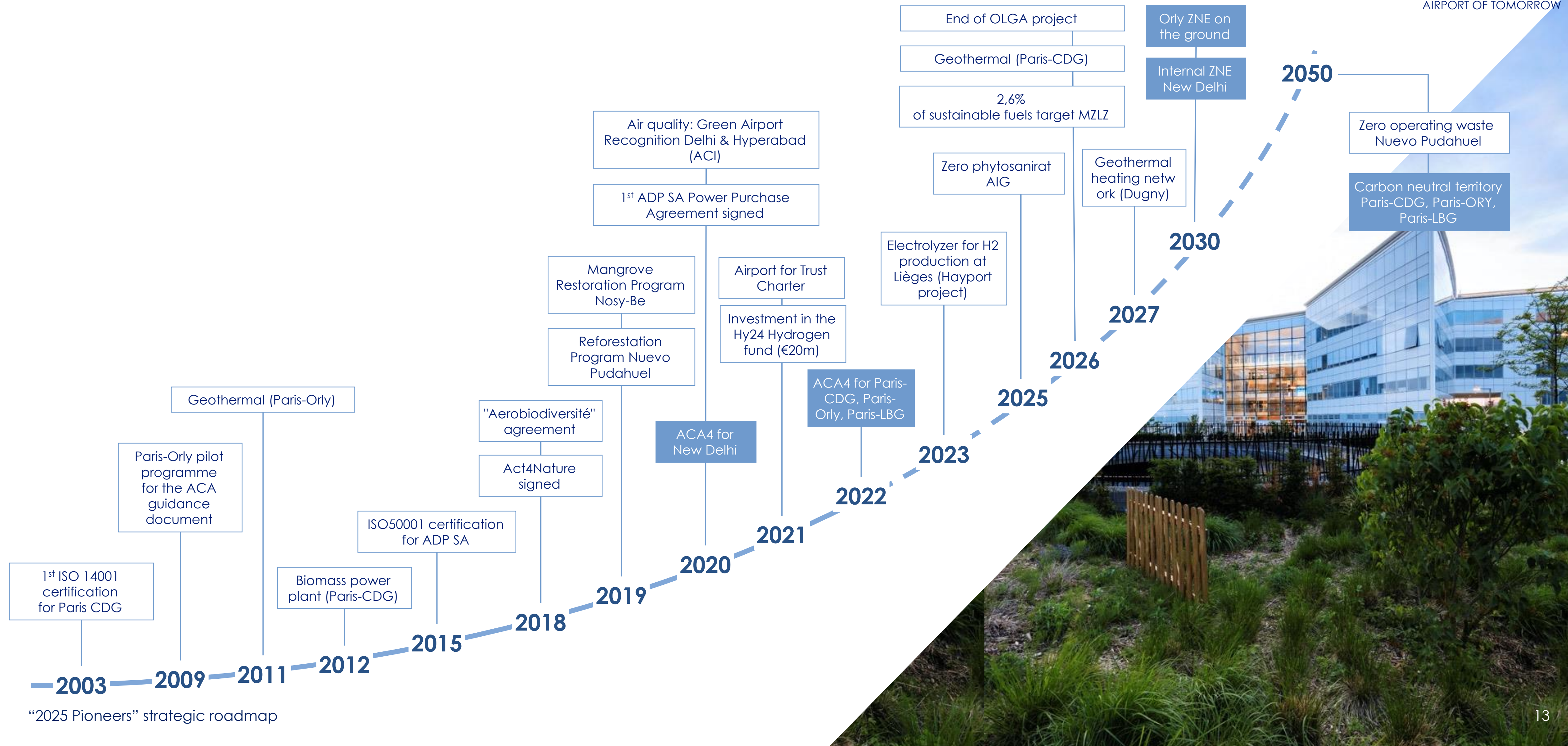
Reduction of water (withdrawals) extraction by 13% in 2021 compared to 2016

... WHICH NOW EXTENDS TO THE IMPACT OF ALL THE AIRPORT STAKEHOLDERS

01

ENVIRONMENT

IMAGINING
THE SUSTAINABLE
AIRPORT OF TOMORROW



HIGH CLIMATIC AMBITIONS AND A CLEAR PATH TOWARDS 2050 FOR THE GROUP

Tend towards zero environmental
impact in operation with a supporting
evidence in Paris in 2030



Actively participate in the
environmental transition of the
aviation sector by preparing the
integration of new energies

2050 Carbon neutral
territory***: CDG,
Orly, LBG

2050 Net zero**: Ankara, Izmir,
Amman, Liège, Zagreb,
Santiago

2035 Net zero**: CDG

2030 Net zero emissions at ground level**: Orly

2030 Net zero*: Orly, LBG, New Delhi

2030 Carbon neutrality*: CDG, LBG, TAV (14 airports),
Amman, Liège, Zagreb, Antananarivo & Nosy Be

2025 Carbon neutrality* in Orly

* ADP internal emissions
** includes ground handling and access emissions
*** includes accesses, ground handling emissions, taxiing
and aircraft emissions on the ground, cruising of all departing aircraft

BEING A PIONEER IN CLIMATE AMBITION, EXTENDING IT TO THE STAKEHOLDERS

01

ENVIRONMENT

IMAGINING
THE SUSTAINABLE
AIRPORT OF TOMORROW

OUR PROMISE

To make carbon-neutral aviation possible in 2050, for all departing flights (Paris)

OUR APPROACH

To reduce the environmental impact of flight operations (ground, take-off and approach) and incorporate new energy sources



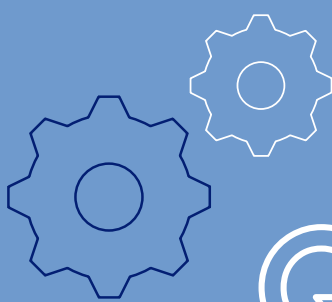
Optimised operations with multiple benefits: noise, air, climate, operational efficiency



Developing new expertise and activities in energy management



Supporting our regions by helping to build low-carbon energy supply chains



OUR QUANTIFIED OBJECTIVES

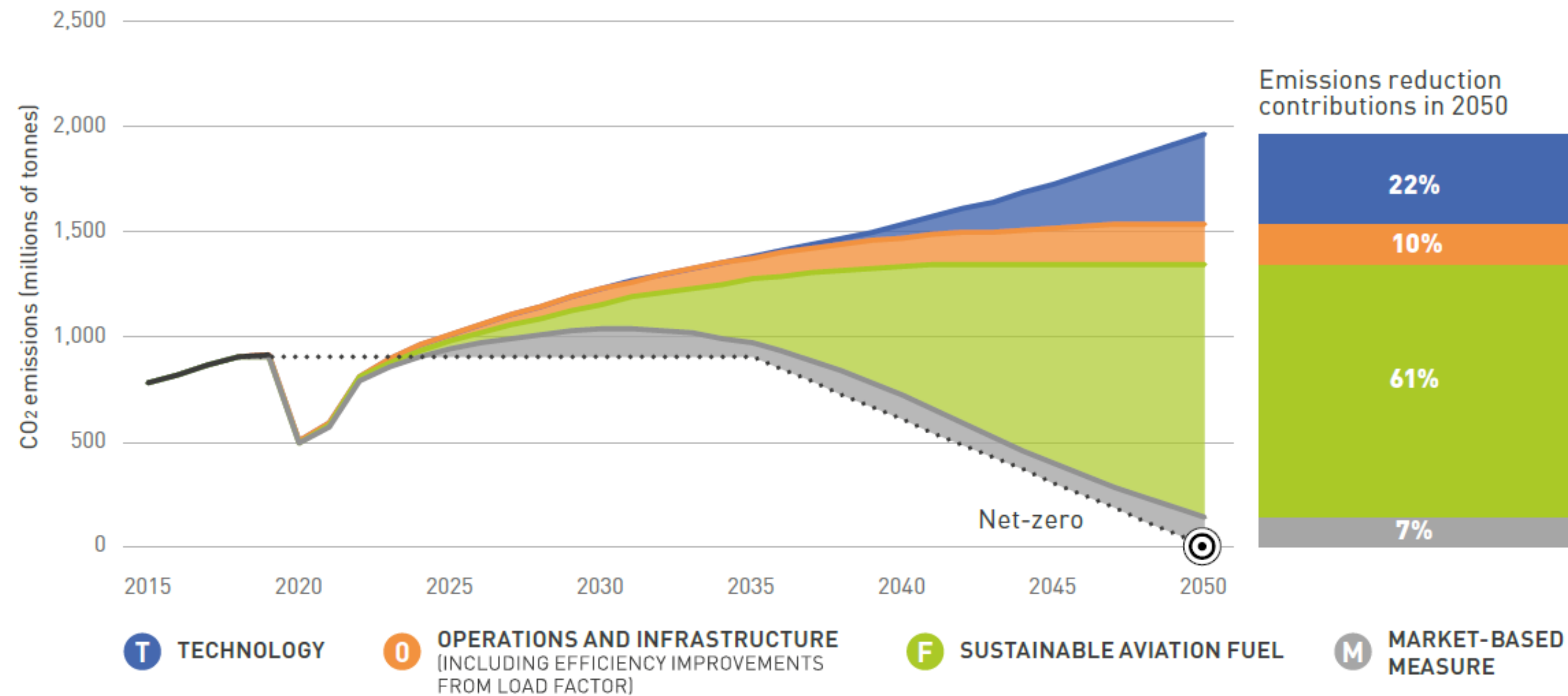
Reduce **AVERAGE TAXIING EMISSIONS** by **10%** at Paris-Charles de Gaulle and Paris-Orly

Use **10% LOW-CARBON ENERGY IN TERMINALS AND AIRSIDE**, almost doubling the amount from 2019, and **40% EXCLUDING LANDING AND TAKE-OFF**

Airports controlled by Groupe ADP ACA level ≥ 3 in 2021 (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget, Ankara, Izmir, Amman)

BE A PIONEER IN THE IMPLEMENTATION OF NEW ENERGIES

1st mean to the decarbonization of air transport



WayPoint 2050, Scenario 1, Air Transport Action Group

7

Sustainable Aviation Fuel chains certified to date, others to come

SUSTAINABLE AVIATION FUELS

Infrastructures already able to operate with Sustainable Aviation Fuels in CDG and ORY

Sustainable Aviation Fuel used on a continuous basis in LBG since mid-2021

GMR:

Development of a project in India of sustainable aviation fuel production (FASEP project)

BE A PIONEER IN THE IMPLEMENTATION OF NEW ENERGIES

1st mean to the decarbonization of air transport

Hydrogen

1

HYDROGEN TERRITORIAL ECOSYSTEMS

H²Hub
Airport

AIRBUS

Région
île de France

GROUPE ADP

AIRFRANCE KLM
GROUP

CHOOSE
PARIS
REGION

PARIS : preparation
of ecosystems
on the 3 platforms

NUEVO PUDAHUEL : launching
studies (April 2022) for a
hydrogen territorial
ecosystem

2

PREPATING THE ARRIVAL OF THE LIQUID HYDROGEN AIRCRAFT



IN PARTNERSHIP with Airbus and Air Liquide,
Group ADP investigates the feasibility **to deploy**
hydrogen infrastructure to refuel future liquid
hydrogen aircraft

AIRBUS

Air Liquide

BEING A PIONEER IN ADDRESSING BIODIVERSITY CHALLENGES

01

ENVIRONMENT

IMAGINING
THE SUSTAINABLE
AIRPORT OF TOMORROW

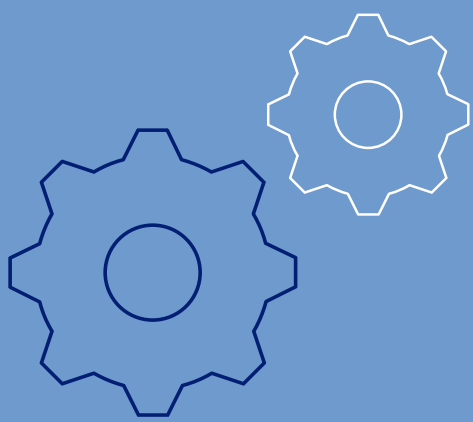
OUR PROMISE

To reduce the Group's impact on the factors eroding biodiversity



OUR APPROACH

To support further addressing of biodiversity issues in the airport and aviation sector, throughout the value chain, by involving our stakeholders



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

BEING A PIONEER IN OUR CONSTRUCTION METHODS

OUR PROMISE

To promote sustainable, low-energy and high-quality infrastructure while reviewing our construction methods



OUR APPROACH

To meet the highest standards of low carbon construction as a project owner



**Optimising and densifying
our existing infrastructure to
limit capacity increases**



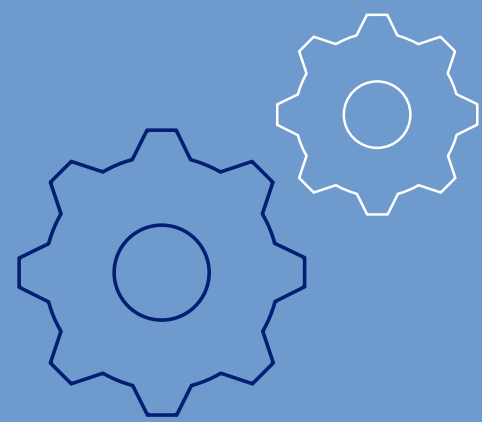
**Reusing materials on site and
reducing vehicle traffic**
(e.g. Runway 1 at Paris-
Charles de Gaulle, Runway 3
at Orly)



**Reducing the operating
costs of new infrastructure,
reducing the need for
costly road infrastructure**



**Promoting the development
of competitive supply chains
for low-carbon materials**



OUR QUANTIFIED OBJECTIVES

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

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

BEING A PIONEER IN POOLING EXPERTISE AND IN FINANCING ENVIRONMENTAL INNOVATION

01

ENVIRONMENT

IMAGINING
THE SUSTAINABLE
AIRPORT OF TOMORROW



Horizon 2020

Grant Agreement n° 101036871

OLGA - hOListic Green Airport, a European H2020 project, coordinated by Groupe ADP, to **showcase environmental innovations** and demonstrate their value and replicability

A **holistic approach to environmental performance** on an airport

Ability of Groupe ADP to build a large consortium grouping the best aeronautical, industrial, academic and startup-related skills

30 innovations

60 months (→ sept. 2026)

25 M€ in subsidies

57 partners and third parties

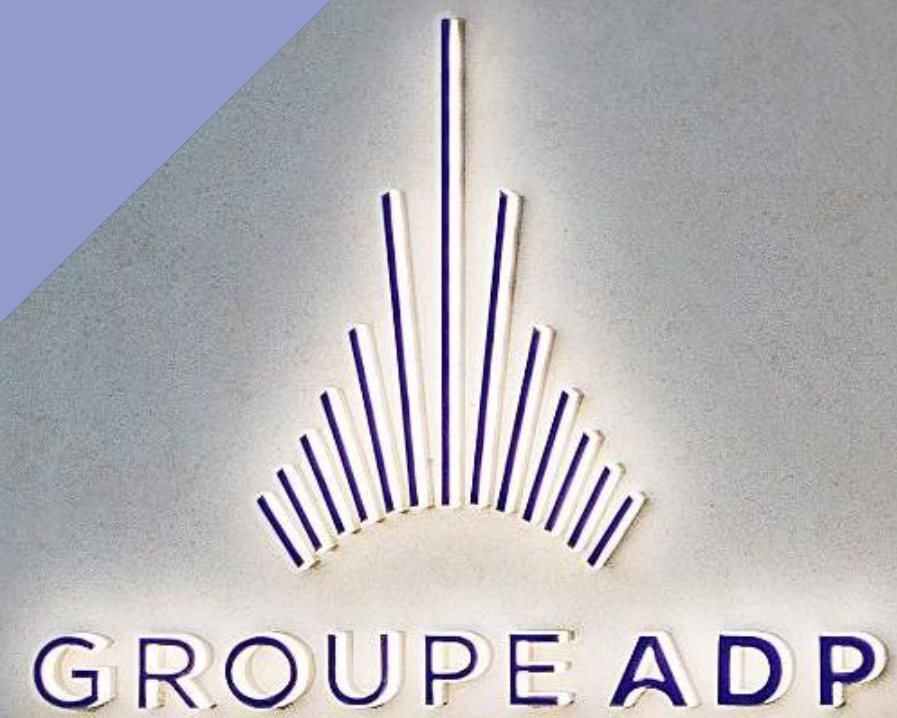
4 airports: CDG, Malpensa, Zagreb, Cluj-Napoca

10 countries

SOCIETAL

MAKING THE TERRITORIES THE FIRST BENEFICIARIES OF OUR ACTIVITIES

02



SOCIETAL POLICY HISTORICALLY FOCUSED ON NOISE REDUCTION AND LOCAL EMPLOYMENT DEVELOPMENT

Reduction of noise pollution
and support for local residents



Local employment development



Deployment of a sponsorship policy,
including the airport community, in support of local projects



BE A PIONEER IN THE CONNECTIVITY OF OUR PLATFORMS TO THE TERRITORIES

OUR PROMISE

To strengthen connectivity to serve local users



OUR APPROACH

To enable the development of multiple connected modes of transport in the airports, serving passengers, employees and local residents



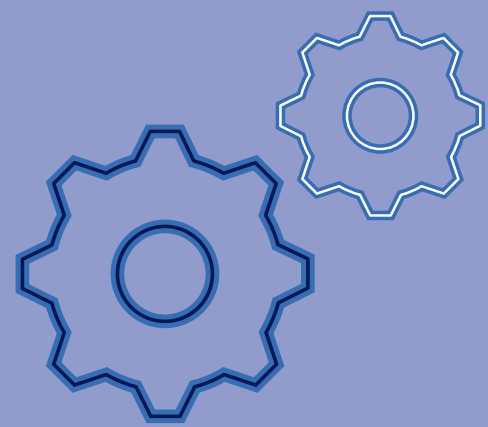
Preparing for the future:
continuation of existing work:
CDG Express (2027), Line 14 (2024),
Line 17 (2027), cycling route along
the RN7 (2022+)



Connecting local mobility projects
with the new ADP Mobility Master
Plan

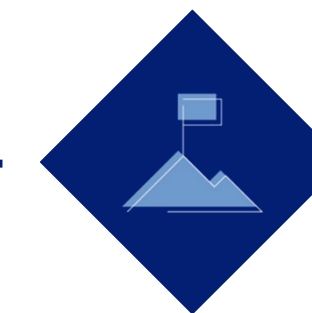


Building and rolling out the airport
accessibility strategy and on-site
active mobility options to limit
the use of individual vehicles



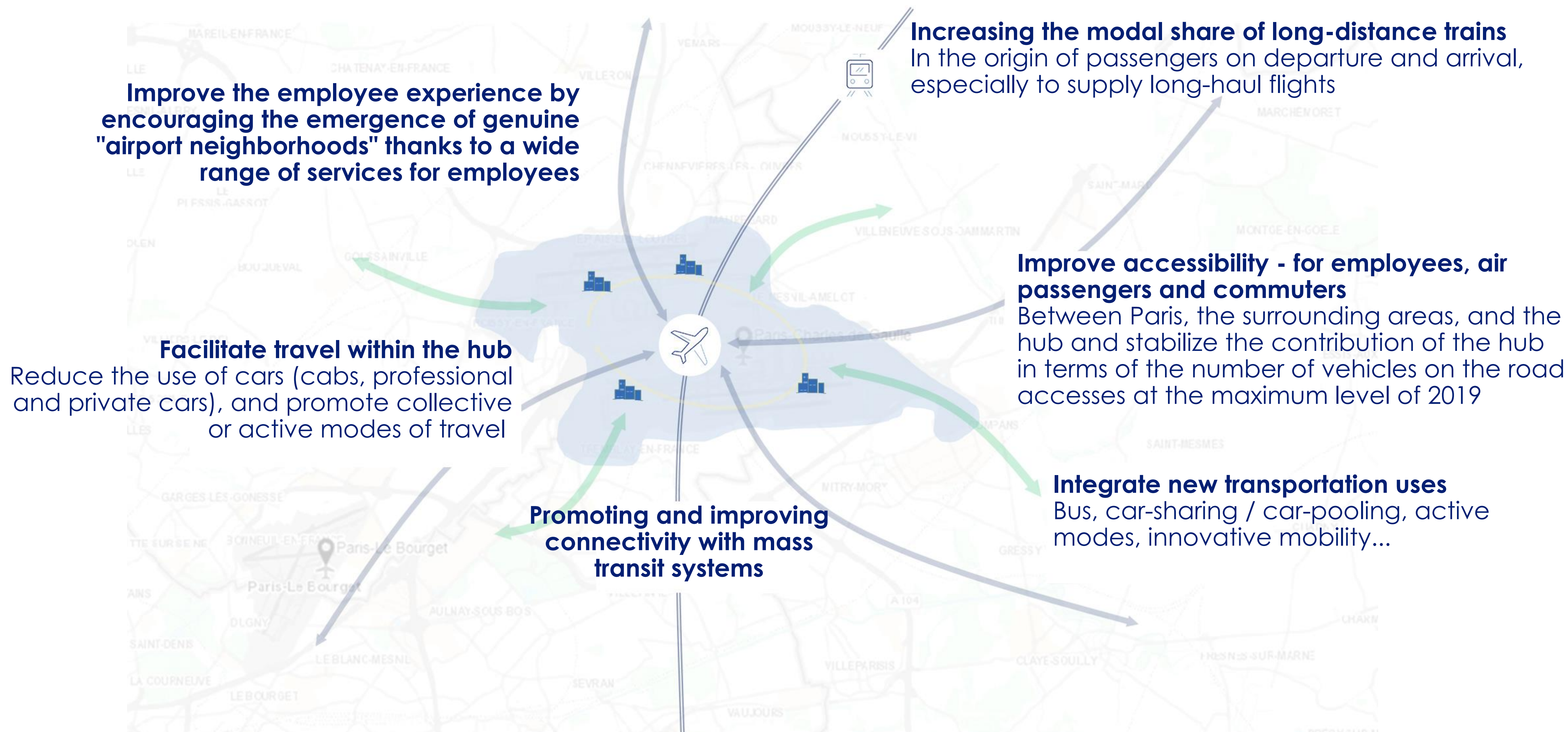
OUR QUANTIFIED OBJECTIVES

Open the **NEW PARIS-ONLY MULTIMODAL HUB**, with the commissioning of the line 14 station in 2024, and make it possible to commission or construct **8 ADDITIONAL PUBLIC TRANSPORT LINES** to connect Paris airports to neighbouring areas



TO BE A PIONEER IN THE MULTIMODAL OFFER

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



BE A PIONEER IN IMPROVING THE LIVING ENVIRONMENT ON OUR HOLDS

02

SOCIETAL
MAKING THE TERRITORIES
THE FIRST BENEFICIARIES
OF OUR ACTIVITIES

OUR PROMISE

To significantly improve the quality of life of local residents by reducing the noise footprint of our flight operations

OUR APPROACH

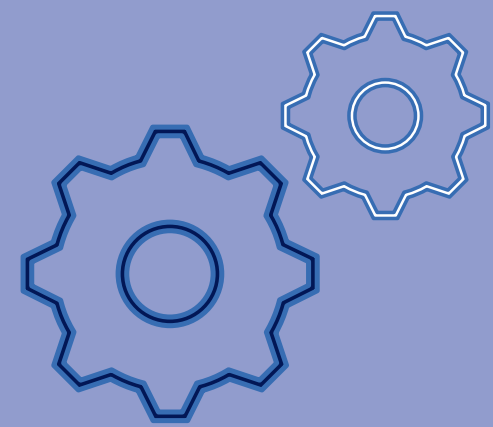
To unite and mobilize relevant stakeholders to initiate ambitious action plans in order to reduce the noise generated by the airports

Measuring and monitoring the noise exposure of local residents

Accelerating the soundproofing of populations eligible for the dedicated scheme

Working with the DGAC to help implement operational procedures for noise abatement

Finalizing the impact study based on the balanced approach at Paris-Orly, initiating the study at Paris-CDG, and supporting the completion of the airports' environmental noise prevention plans (PPBEs).



OUR QUANTIFIED OBJECTIVES

Support the **EXPANSION OF CONTINUOUS DESCENT PROCEDURES** between 2023 and 2025 to Paris-Charles de Gaulle and Paris-Orly

Reach in 2026 a decrease in noise of 6 decibels between 22:00pm and 6:00am at Paris-Orly

BE A PIONEER IN THE TRANSFORMATION OF THE LINES OF WORK AND JOB ACCESS TO LOCAL POPULATIONS

OUR PROMISE

A joint transformation in the way we manage airport and air transport jobs and skills
in the areas where we operate



OUR APPROACH

To publicize company requirements and help connect local candidate pools
with the airport employer community

Anticipate how the industry and the
associated skills will change in order
to define relevant guidelines in
conjunction with training stakeholders

Get involved in job events to
communicate our offerings
directly to local residents

Build a sourcing and profiling tool for
the airport community and local
residents to pool job listings and
optimise applications

BE A PIONEER FOR ATTRACTING YOUNG PEOPLE TOWARDS AIR TRANSPORT AND AIRPORT JOBS

02

SOCIETAL
MAKING THE TERRITORIES
THE FIRST BENEFICIARIES
OF OUR ACTIVITIES

OUR PROMISE

Make our professions known to the younger generation and inspire vocations



OUR APPROACH

To create a pool of partner companies within the airport community to raise awareness around airports jobs and offer opportunities to young people



Internships that highlight the variety of possible careers and to inspire vocations



Create an internship programme with attractive content, particularly digitally



Promote international experiences through the Graduate Program

Allocate **60%** of the internships to secondary school students from priority neighborhoods at Paris Aéroport

BE A PIONEER IN THE DIFFUSION OF A NEW CULTURE OF CIVIC ENGAGEMENT AT THE SERVICE OF THE TERRITORIES

OUR PROMISE

Developing a culture of employee engagement



OUR APPROACH

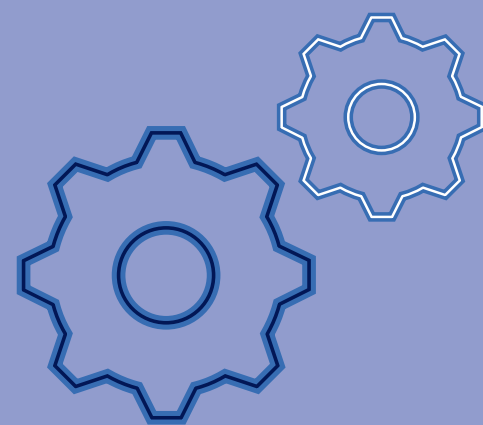
To strengthen employee engagement schemes to help them fulfil their desire to work for the common good and have a positive impact on the communities in which they operate



**Developing skills
sponsorship and aid initiatives**



**Supporting managers
to encourage employee involvement**



NOS
OBJECTIFS
QUANTIFIÉS

MULTIPLY BY 5 THE NUMBER OF CIVIC ENGAGEMENT DAYS
for employees, to bring it to **5,000 over the period 2022-2025**

ADP SA

03

SOCIAL ATTRACTING TALENT, DEVELOPING CAREER PATHS AND EMPOWERING EMPLOYEES



A SOCIAL POLICY HISTORICALLY FOCUSED ON THE DEVELOPMENT AND RETENTION OF EMPLOYEES IN PARIS...

KEY FIGURES

- **32** countries of establishment
- **5,752** ADP SA employees and 22,269 Group employees
- **103** business lines (ADP SA)



EMPLOYEE SHAREHOLDING

Share of ADP SA capital owned by employees: **1.80%**



EQUALITY AND INCLUSION INITIATIVES

- Female employment rate: **38%**
- Equal pay: Workplace Gender Equality Index: **88%**
- Employment rate of disabled people: **7%** in 2020
- **2.54%** of work-study students hired in 2021



COMBATING WORKPLACE ACCIDENTS

- **30%** reduction since 2018



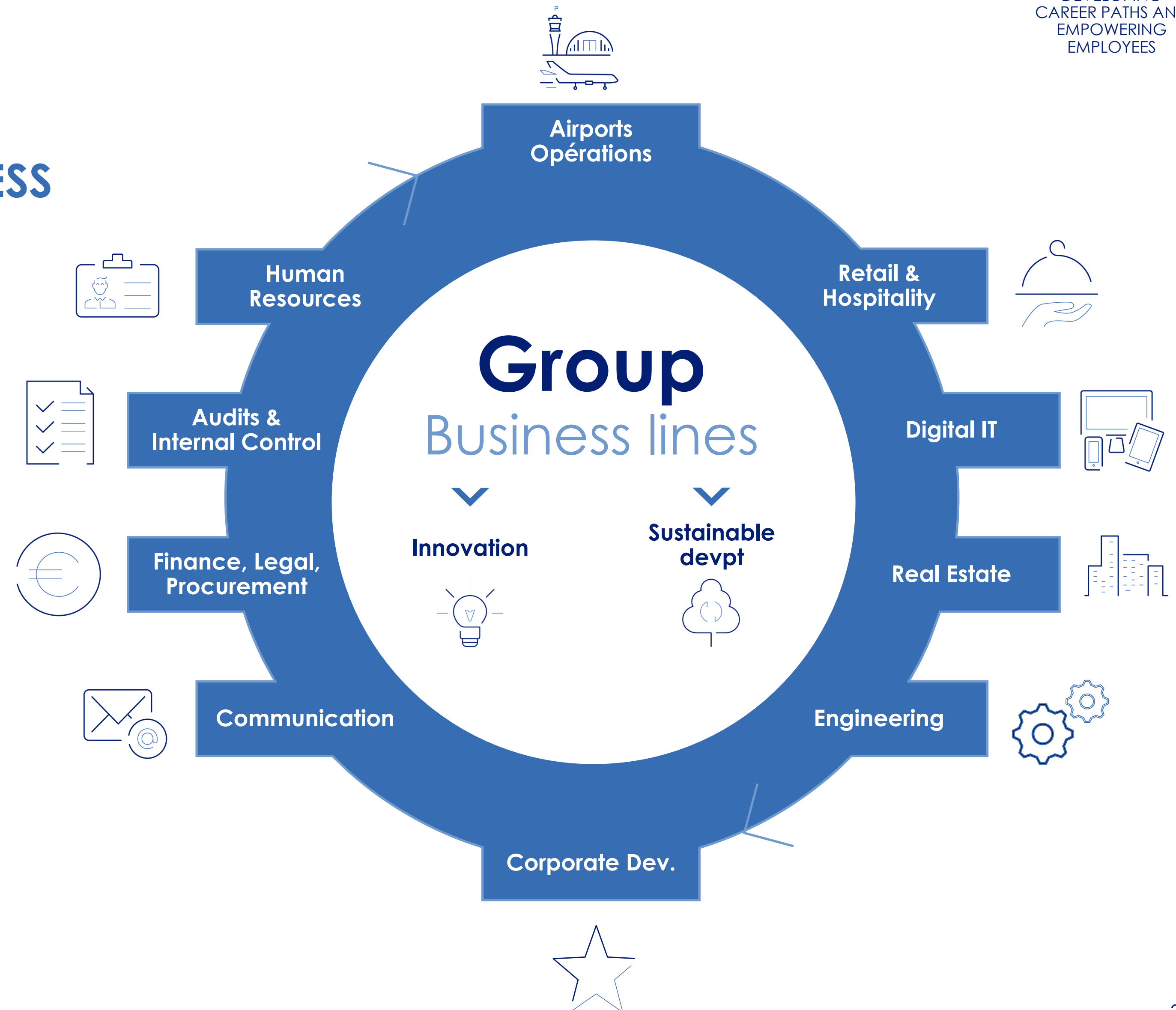
... WHICH HAS RECENTLY EXPANDED AT THE GROUP LEVEL

Opportunities for career development and mobility through THE GROUP BUSINESS LINES

10 group business lines systematically taking into account expertise related to innovation and sustainable development

And whose objectives are:

- Promote the integration of the various components of the Groupe ADP in France and abroad
- Strengthen our industrial and financial performance
- Offer broad development prospects to our employees



BEING A PIONEER AS A COMPETITIVE AND RESPONSIBLE EMPLOYER

03

SOCIAL
ATTRACTING TALENT,
DEVELOPING
CAREER PATHS AND
EMPOWERING
EMPLOYEES

OUR PROMISE

To attract and retain talent



OUR APPROACH

To take initiatives to boost the Group's appeal



Set up clear compensation packages in line with the market



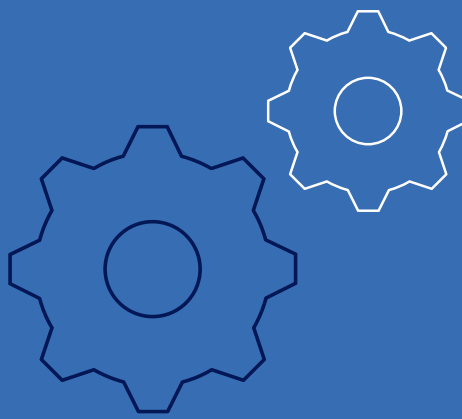
Deploy a ESG core culture for all employees



Promoting well-being at work



Involve employees in identifying and recruiting talent



OUR QUANTIFIED OBJECTIVES

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

ADP SA, TAV Airports and AIG

TRAIN 100% OF EMPLOYEES on GOOD ETHICAL AND COMPLIANCE PRACTICES

BEING A PIONEER BY TAKING STRONG COMMITMENTS TO EQUALITY AND DIVERSITY

OUR PROMISE

To promote equality in the workplace and offer prospects to all employees in Paris



OUR APPROACH

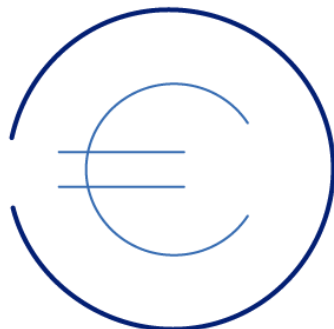
To take steps to promote gender diversity and inclusion



Strengthen the gender mix in the governing bodies and in the management COMMs



Training
100%
managers on
non-discrimination



Removing pay gaps to achieve equal pay(2021 : 1,83%)

GOVERNANCE

MANAGING OUR BUSINESS RESPONSIBLY

04



A GOVERNANCE SYSTEM HISTORICALLY ORIENTED TOWARDS THE MANAGEMENT OF RISKS

A structured Group network and channel for all risk management pillars (audit, risk, internal control, ethics & compliance, security)

In terms of ethics and compliance:

- A **code of conduct, 7 procedures and e-learning** to model good practices
- A third party **assessment process** to secure business relations
- A **whistleblowing system** accessible to all employees and to our partners
- An **annual Barometer** to measure the ethical culture
- An **ethics comitee** with external parties

Joint audits with controlled subsidiaries and a **common tool** for risk management, internal control and Group audit

More than 3,000
Respondents to the Ethical
Climate Barometer 2021

75% of employees are **aware of the alert system**

79% of employees would turn to their manager to **discuss an ethical issue**

78% of employees would be **willing to report an ethical problem if they saw one**

BEING A PIONEER IN BRINGING ABOUT A NEW CULTURE OF RESPONSIBILITY AND ETHICS

OUR PROMISE

To ensure exemplary governance that meets the highest standards and to conduct risk management by the Group and its employees



OUR APPROACH

To take all possible steps to protect the interests of the Group and its stakeholders and strengthen employee engagement schemes



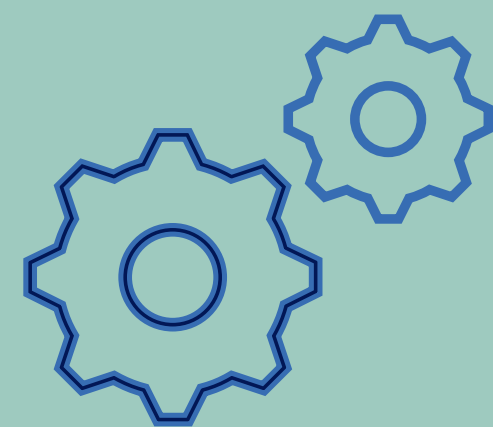
Ensure that the Group's risks are controlled by incorporating a short -medium- and long-term vision based on best practices



Guarantee business continuity in compliance with safety conditions to protect the Group



Support employees to encourage everyone's involvement



OUR QUANTIFIED OBJECTIVES

PROVIDE 100% OF EMPLOYEES
WITH TRAINING IN GOOD ETHICS
AND COMPLIANCE PRACTICES

BEING A PIONEER IN RESPONSIBLE PURCHASING

OUR PROMISE

To rely on our strong local roots to encourage local purchasing



OUR APPROACH

To change the purchasing strategy



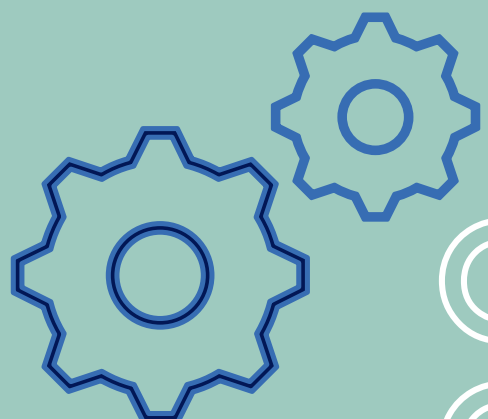
Better information on the local economic fabric



Targeted sourcing from local SMEs and the disability and inclusion sectors through simplified consultations and modified clauses



Group-wide solidarity purchasing objectives

 <div> OUR QUANTIFIED OBJECTIVES </div>	Facilitate the realization of 80% OF FRENCH LOCAL PURCHASES. INCLUDING 20% FROM SMEs & microenterprises subject to the legislation on public procurement legislation	INCREASE THE SHARE OF HOURS WORKED BY EMPLOYEES IN JOB REINTEGRATION PROGRAMMES →7% in works contracts > €50m by ADP s.a.	INCREASE PURCHASES FROM THE DISABILITY SECTOR
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BEING A PIONEER IN ENSURING EXEMPLARY GOVERNANCE OF OUR ACTIVITIES

OUR PROMISE

To develop a ESG culture throughout all levels of the Group



OUR APPROACH

To encourage the consideration of non-financial aspects when steering, managing and developing our business activities



Measure non-financial results and share them with the Group's governance bodies



Involve stakeholders in our deliberations on the future of the Group



Lead working groups with assets to promote synergies and the development of joint initiatives

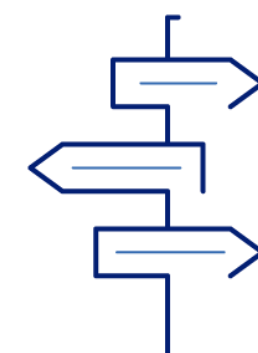
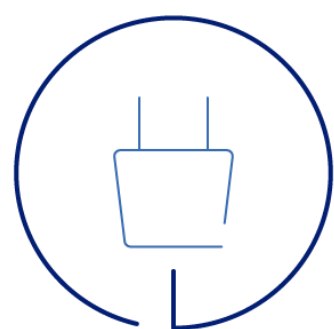
CONTINUE THE REQUESTED EVALUATION OF OUR NON-FINANCIAL PERFORMANCE EVERY 2 YEARS and build the associated progress plans

CONVENE OUR STAKEHOLDER COMMITTEE FOUR TIMES A YEAR

CONCLUSION



**"ADVANCED
AIR MOBILITY"**
is emerging:



**Drones, e-VTOL¹,
hybrid and electric light aircraft**

**Applications
in urban, peri-urban
and rural environments**

**Use cases for freight, passenger,
health and emergency services
transportation**

1. Electrical vertical takeoff and landing aircraft

A CONTROLLED FINANCIAL IMPACT OF THE ENVIRONMENTAL POLICY

CONCLUSION

MORE ENVIRONMENTALLY PERFORMING INFRASTRUCTURES

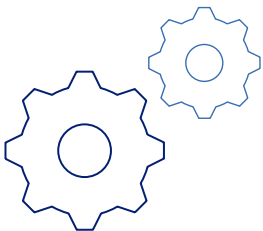
Promote sustainable infrastructures through a complete review of our construction methods

Diversifying our energy activities by promoting clean energy

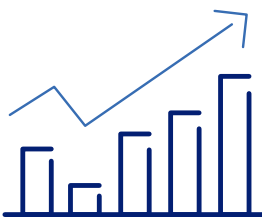
Expanding transportation solutions through the extension of train station capacities



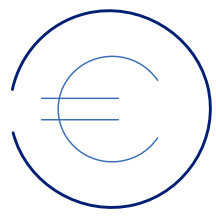
A MORE SOBER INVESTMENT POLICY



Optimize the use of existing airport capacity



Accompany traffic growth at an adapted pace through a sober development of capacities



Reduce the need for costly road infrastructure

Digitizing the passenger experience

Adapting existing infrastructures to **support the expected improvement in load factor** linked to fleet renewal, the improvement in airline performance and the gradual shift in the traffic mix in favor of international traffic

Promote the modularity and flexibility of infrastructure in the development of airport capacity to keep pace with traffic growth as closely as possible

Limit the amount of built-up area in existing sites through **more compact infrastructures**, taking advantage of the expected **gradual substitution** of domestic and short-haul Schengen traffic by international traffic

Rethinking the position of the car on our hubs, with particular emphasis on developing of airport capacities around existing existing infrastructures

Continue to improve public transport access platforms by public transport, in collaboration with the territories

A SUSTAINABLE, COMMITTED AND EXEMPLARY GROUP

CONCLUSION

**AN
ESG AMBITION** WHICH...



... DRIVES THE TRANSFORMATION
OF OUR BUSINESS

... RENEWS THE RELATIONSHIP
WITH THE TERRITORIES AND STAKEHOLDERS

... STRENGTHENS THE ECONOMIC MODEL

... BECOMES A FACTOR OF COMPETITIVENESS



2025 FOR PIONEERS

ESG STRATEGY

INVESTORS CONFERENCE
ESG STRATEGY

29 MARCH 2022