

2021
INTEGRATED REPORT

**WHICH AIRPORT
FOR TOMORROW?**





“REINVENTING, TOGETHER, A NEW AIRPORT MODEL”

By promoting closer ties between people and economic development, air transport has experienced exceptional growth, increasing from 100 million annual passengers in 1960 to 4.5 billion passengers in 2019. Today, this industry is at the crossroads of two shocks.

The first is that of the Covid-19 pandemic. The return to the 2019 level of traffic will be gradual, but I am confident in the sector’s ability to recover, as it has demonstrated in previous crises. Nevertheless, adapting to a new long-term growth rate is a major challenge and all players will have to adjust their model.

The second shock is that of climate change. Accelerating the reduction in the environmental impact of air transport is our main challenge: all aeronautical players are mobilised with an ambitious roadmap.

Commercial aviation has its place in a low-carbon world.

From crises, the aeronautical industry has created opportunities that require, more than adaptation, reinvention. With Groupe ADP’s “2025 Pioneers” strategic roadmap for 2022-2025, we are building an airport model focused on performance and sustainability. Groupe ADP is able to support structural change while creating value for its customers, the surrounding regions, and the group that we form.

Our model stands out for its expertise, its network, and its desire to put passenger care at the heart of its mission. This desire is part of our purpose, which remains a relevant focus for 2050, and which expresses three convictions:

1. We are a hospitality group serving passengers. We are imagining the airport of tomorrow with a seamless journey, innovative services and an original travel experience;

2. We are a visionary group, reinventing the infrastructures of tomorrow.

The purpose of airport platforms is to become multimodal hubs; they will be modular, made of sustainable materials that will complement the existing infrastructures;

3. We are a multi-local group connected to and serving the regions and their needs whether energy, logistics or real estate.

These challenges invite us to retain the spirit of the pioneers of aeronautics: innovate, dare, for what is as much an industrial challenge as a collective human adventure.

With “2025 Pioneers”, we are building a sustainable future in which we can project ourselves, and whose priority projects prepare the airport of tomorrow.

**Augustin de Romanet,
Chairman and Chief Executive Officer**



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A GLOBAL LEADER

Groupe ADP is a world leader in airport operations. To serve its ambitions in France and internationally, at the end of 2021, the Group relies on a unique network of **28 airports** operated under management contracts or as concessions and on a pool of skills and know-how serving local markets.

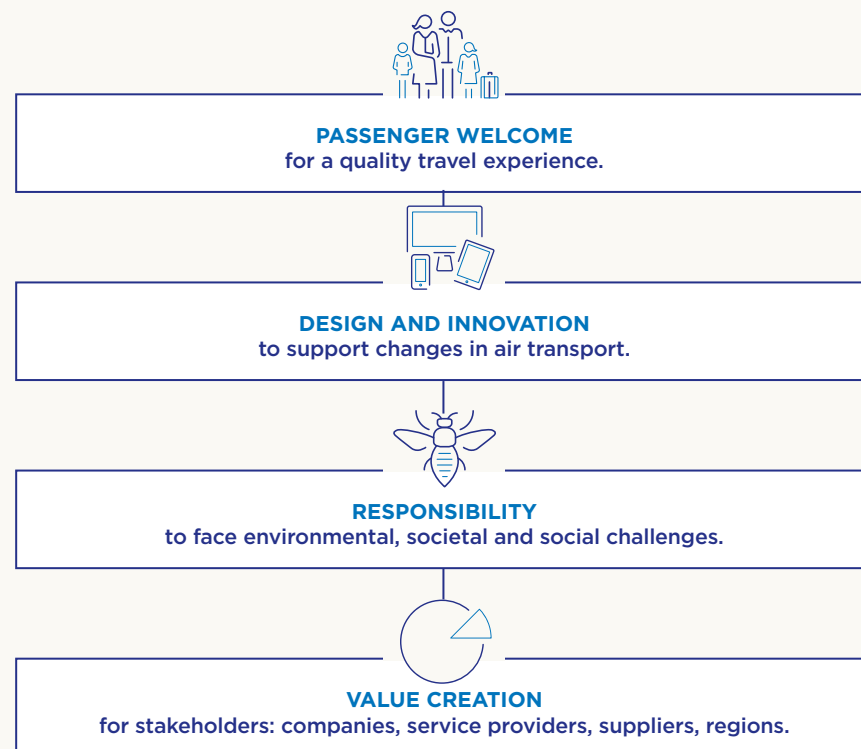
A GROUP WITH A GLOBAL, INTEGRATED AND MULTI-LOCAL MODEL

A model based on three complementary entities in terms of geography and exposure to growth



OUR PURPOSE

“Welcoming passengers, operating and designing airports, in a responsible manner - throughout the world”



OUR BUSINESS LINES

Airport management and operations

VALUE CREATION DRIVERS:

- ◆ More efficient and more energy-efficient infrastructures, able to support traffic growth;
- ◆ Economic regulation in Paris favourable to investment;
- ◆ Dynamism of international activities thanks in particular to the organic growth of TAV Airports and GMR Airports;
- ◆ Improving public transport services and extending the capacity of stations at our airports;
- ◆ Smartisation, with the acceleration of the digitisation of passenger journeys;
- ◆ Development of synergies in engineering and IT systems by capitalising on the “One Group” model;
- ◆ Innovation with the reduction of carbon emissions to optimise airport operations.

Retail & Hospitality

VALUE CREATION DRIVERS:

- ◆ Launch of Extime, the leading hospitality and travel retail franchise (Duty Free stores) in the world;
- ◆ An objective of developing revenue/PAX through new products, more synergies expected between players and a strengthened digital ecosystem;
- ◆ Optimising profitability by combining the roles of lessor, shareholder and franchisor.

Real estate

VALUE CREATION DRIVERS:

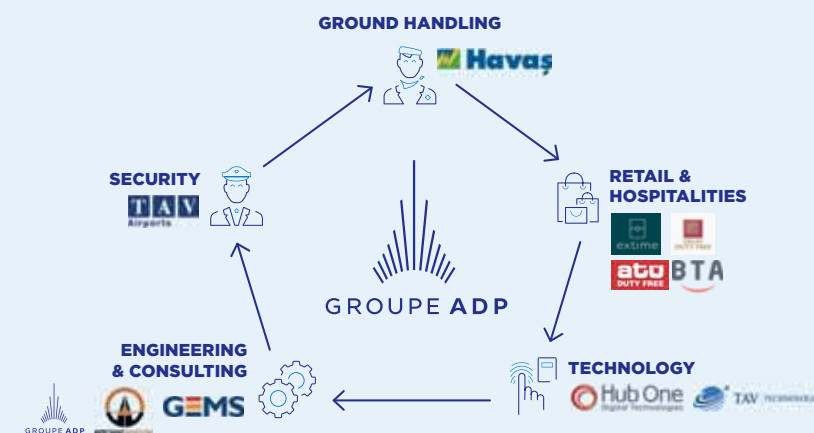
- ◆ An investor strategy;
- ◆ Full ownership of land and buildings for which leases are expiring;
- ◆ Significant land reserves in Paris.

Services (IT, Engineering, TAV Airports service companies)

VALUE CREATION DRIVERS:

- ◆ Diversity of revenue sources;
- ◆ Development of synergies.

A PRESENCE ACROSS THE ENTIRE VALUE CHAIN



KEY FINANCIAL FIGURES

GROUP TRAFFIC UP BY **37.2%**

REVENUE **€2,777 million**

EBITDA **€751 million**

NET INCOME ATTRIBUTABLE TO THE GROUP **-€248 million**

KEY NON-FINANCIAL FIGURES

ASQ-ACI DEPARTURE PASSENGERS SATISFACTION SCORE **3.91 points**

AIRPORTS COMMITTED TO A HEALTH CERTIFICATION PROCESS (ACI) **27**

AIRPORTS COMMITTED TO THE ACT4NATURE INITIATIVE TO PRESERVE BIODIVERSITY IN THE REGION **23**

PLATFORMS COMMITTED TO THE AIRPORT CARBON ACCREDITATION PROGRAMME **15**

A UNIQUE NETWORK OF AIRPORTS WORLDWIDE



ALMATY

Almaty airport, in the economic capital of Kazakhstan, is the largest airport in Central Asia. Kazakhstan, the largest landlocked country in the world with 2.7 million km², is the engine of economic growth in the region and accounts for 60% of Central Asia's GDP.

- ◆ Traffic level in 2021: 93.4% of 2019 traffic
- ◆ Signatory airport to the Airports for Trust charter



NEW YORK

In partnership with a local operator within the structure "Future Stewart Partners", Groupe ADP took over the New York airport of Stewart, located 100 km from Manhattan. An airport with high potential for low-cost traffic, it is the first airport managed by the Group in the United States. This platform has great potential and will be modernised with a new terminal entirely dedicated to international flights.

- ◆ **ACA* (optimisation)**



COTONOU

Groupe ADP provides assistance for operations at Cardinal Bernardin Gantin airport in Cotonou, Benin. This assistance is provided more specifically in the areas of airport operations, finance and general management. An ambitious airport development project has been launched by the authorities to anticipate the increase in traffic in the coming years.

- ◆ Traffic level in 2021: 67.9% of 2019 traffic



ANTALYA

Antalya is a major destination during the summer leisure season in Europe due to its location on the Turkish Riviera, 500 km along the Mediterranean coast, in the southwest of the country and with a hotel capacity of 625,000 beds. Antalya is positioned as the second busiest airport in Turkey and the first in terms of international traffic.

- ◆ Traffic level in 2021: 61.7% of 2019 traffic
- ◆ **ACA* 3+ (neutrality)**



AMMAN

Present in Jordan since 2007, Groupe ADP successfully operates, via AIG (Airport International Group), Queen Alia Airport in Amman, an exemplary airport for the quality of passenger services and environmental impact.

- ◆ Traffic level in 2021: 51.1% of 2019 traffic
- ◆ Holder of the Airport Health Accreditation
- ◆ Signatory airport to the Airports for Trust charter
- ◆ **ACA* 3+ (neutrality)**



DELHI

Indira-Gandhi International Airport (IGIA) covers an area of over 2,000 ha and is located at only about 15 km from the city centre of New Delhi. It serves the metropolitan capital city of India, with over 26 million inhabitants, and is currently its only international airport.

- ◆ Traffic level in 2021: 54.2% of 2019 traffic
- ◆ Holder of the Airport Health Accreditation
- ◆ **ACA* 4+ (transition)**
- ◆ 2026 target: zero net CO₂ emissions (internal emissions)

LOCATIONS BY TYPE OF ACTIVITY

- ◆ Management and operations
- Other services (Duty free, lounges, ground handling, etc.)

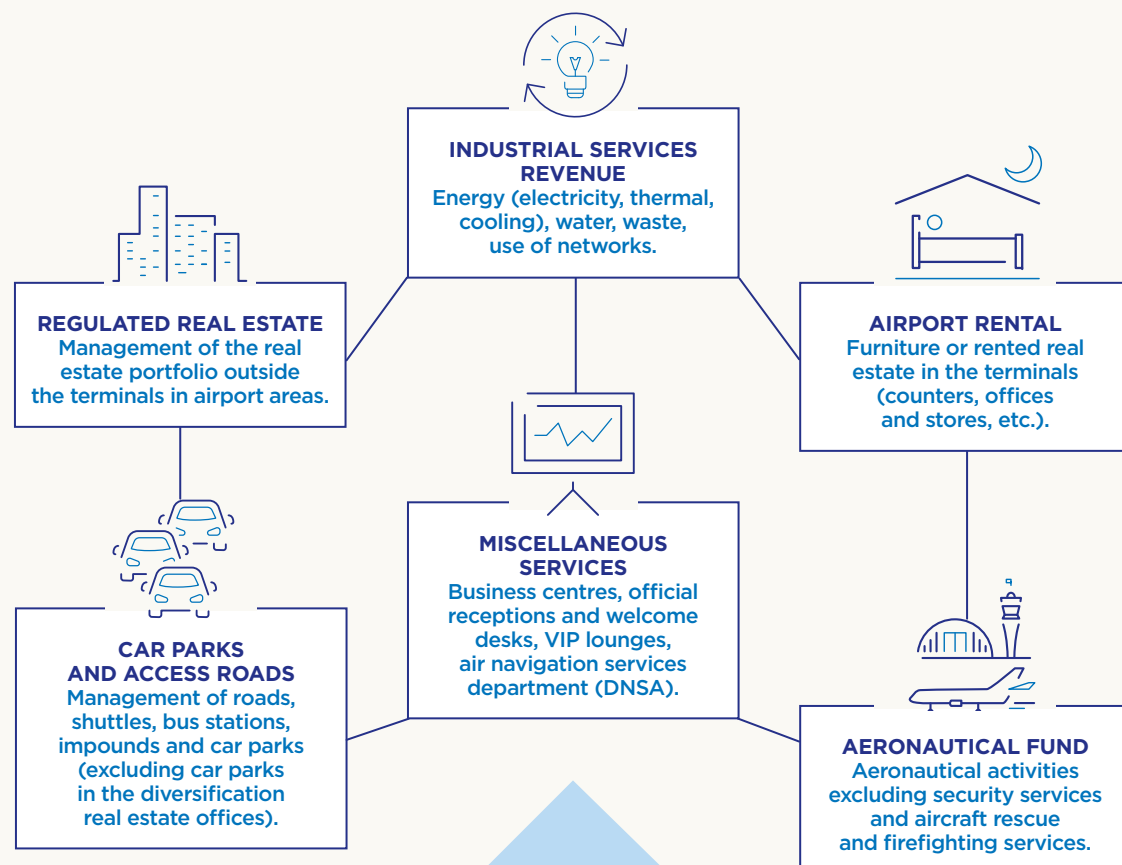
* Airport Carbon Accreditation.

* Airport Carbon Accreditation.

A UNIQUE MODEL THAT CREATES VALUE

Groupe ADP's business model is based on diversified business pillars, each of which has its own value creation drivers.

REGULATED ACTIVITIES (IN PARIS)



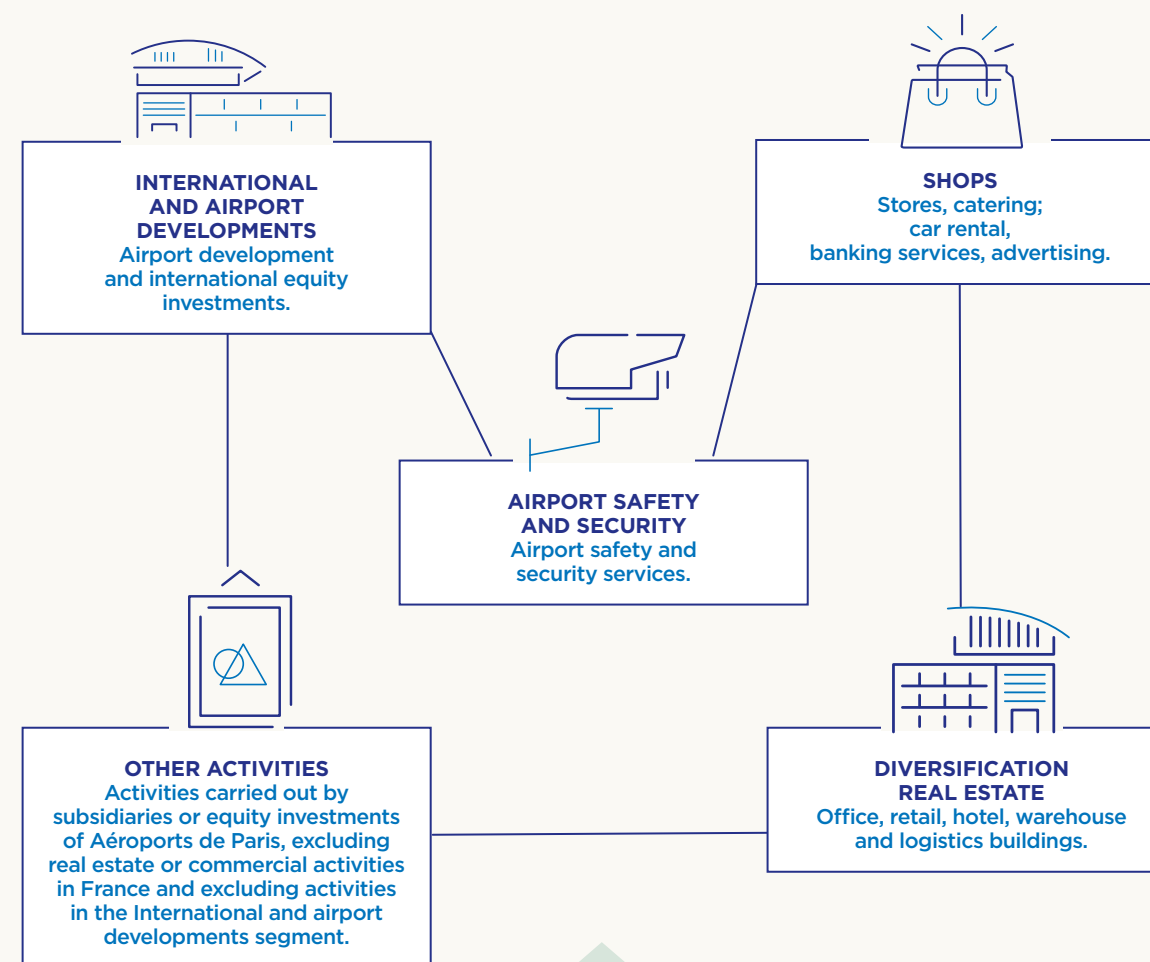
A FAIR RETURN ON INVESTED CAPITAL

Can be managed by an economic regulation agreement for a maximum term of five years.

A LOGIC OF BALANCE

Between prices, investments and fair return on capital invested in the regulated scope in order to preserve the competitiveness of the Parisian platforms.

NON-REGULATED ACTIVITIES



MAXIMISING VALUE CREATION

Based on adapted financial and non-financial evaluation criteria that the company has set itself.

PERFORMANCE LOGIC

Solid foundations enabling Groupe ADP to accelerate its development as an integrated operator and consolidate its position as world leader in the sector.

OUR BUSINESS MODEL

PROMOTER OF THE CONNECTED AND RESPONSIBLE AIRPORT



OUR RESOURCES AT 31 DECEMBER 2021

HUMAN CAPITAL

- ◆ **22,269 employees**
- ◆ **32 countries** of operation

INDUSTRIAL CAPITAL

- ◆ **28 platforms**
- ◆ Main consolidated subsidiaries: TAV Airports, AIG, Société de Distribution Aéroportuaire, Hub One

ECONOMIC AND FINANCIAL CAPITAL

- ◆ Standard & Poor's long-term credit rating: **A** negative outlook
- ◆ Stable shareholding structure (State: 50.6%)
- ◆ Total consolidated balance sheet of **€18,362 million**

SOCIETAL AND ENVIRONMENTAL STRATEGY

- ◆ 2 foundations: Groupe ADP Corporate Foundation and Airport International Group Foundation (AIG)
- ◆ Carbon neutrality/net zero emissions targets between 2030 and 2050 depending on the platform
- ◆ Biodiversity conservation



OUR BUSINESS LINES

- ◆ Airport management and operations
- ◆ Retail & Hospitality
- ◆ Real estate
- ◆ Services (IT, Engineering, TAV Airports service companies)



OUR PURPOSE

Welcoming passengers, operating and designing airports, in a responsible manner throughout the world



OUR NON-FINANCIAL RESULTS IN 2021

OUR EMPLOYEES

- ◆ **93% of employees** ADP SA shareholders
- ◆ **33% women** on the Executive Committee
- ◆ Equity ratio **7.77**

OUR CUSTOMERS

- ◆ **5 Group platforms** in the Top 100 of the Skytrax ranking
- ◆ **141 airlines** at Paris Aéroport
- ◆ **1.4 million beneficiaries** the loyalty programme

GROUP DEBT REDUCTION POLICY

- ◆ Net income/EBITDA target between **6x** and **7x** by the end of 2022

OUR SUPPLIERS

- ◆ **€973 million** in purchases in 2021
- ◆ **86%** of contracts entered into with suppliers that have undergone a CSR assessment

CREATION OF THE STAKEHOLDERS COMMITTEE

- ◆ **5 Group sponsorship projects** in 2021

OUR REGIONS

- ◆ **49 projects supported** by the Groupe ADP Foundation in 2020, of which **37 local projects**

GROUP TRAFFIC

160 million passengers in 2021

CONSOLIDATED REVENUE IN 2021

€2,777 million



OUR STRATEGIC FOCUSES

2025 PIONEERS

01



ONE AMBITION

02



ONE GROUP

03



SHARED DYNAMICS



OUR CHALLENGES

- ◆ Inventing the sustainable airport of the future
- ◆ Strengthening the relationship with the regions
- ◆ Building an integrated multi-local group
- ◆ Consolidating the regulatory framework
- ◆ Welcoming our customers with a global hospitality approach

2021, A YEAR OF ADAPTATION AND RECOVERY

Groupe ADP benefited from a recovery in business during the second half of 2021 in France and internationally. The implementation of an operational optimisation plan with the closure of terminals and the use of partial activity made it possible to stabilise the financial position. At the same time, the Group is continuing its environmental transition projects.

GROUP TRAFFIC DRIVEN BY INTERNATIONAL OPERATIONS

After the start of 2021 marked by the resurgence of the Covid-19 pandemic, the recovery of business was confirmed in the second half of 2021, driven in particular by the dynamism of TAV Airports and GMR Airports. The Group recorded traffic up by 37.2% (vs. 2020) with 160 million passengers welcomed at all airports.



+37.2%
COMPARED TO 2020
45.6%
OF THE 2019 LEVEL

INCREASING PASSENGER SATISFACTION

Despite a complicated health situation, passenger satisfaction continued to improve.

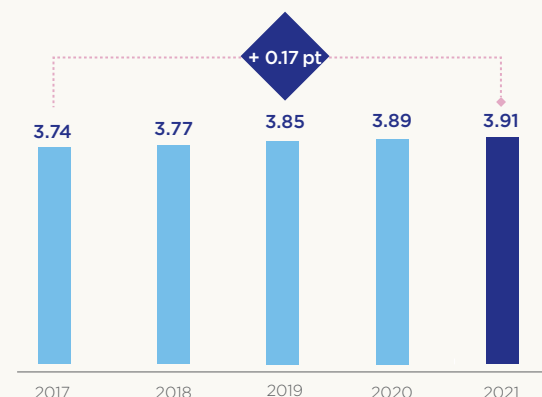
- ◆ Five of the group's airports are in the TOP 100 of the Skytrax World Airport Awards 2021 ranking, which assesses the quality of service and passenger satisfaction. Paris-Charles de Gaulle went from 20th to 15th place.
- ◆ Paris Aéroport receives the "Best Creativity and innovation during Covid-19" award for its mobile application from The Moodies Awards, which rewards the best digital innovations in the field of travel retail.



HEALTH & SAFETY:
5 stars in the Skytrax
covidfree audit awarded to 3
of our participating airports

★★★★★
PARIS-CHARLES DE GAULLE
★★★★★
PARIS-ORLY
★★★★★
TBILISSI

SATISFACTION OF PASSENGERS DEPARTING FROM PARIS AÉROPORT



PERMANENT ADAPTATION OF THE COMPANY TO THE ECONOMIC AND HEALTH CONTEXT

Groupe ADP has been able to show agility in the management of its infrastructures to welcome passengers in the best conditions. The commitment and mobilisation of employees have also contributed to its resilience.

Optimised infrastructures

- ◆ Continuation of the strategy of closing and opening infrastructures to adapt to traffic.

Social measures to support departures from Paris

- ◆ Deployment of the collective mutually agreed termination agreement, which sets the number of voluntary departures at 1,150, including a target of 700 departures not replaced.
- ◆ Plan to adapt employment contracts with wage moderation measures.

Tighter organisations to preserve the essentials

- ◆ Adaptation of Aéroports de Paris SA to the sustainable decline in activity and workforce reductions to secure operational continuity and preserve skills.

INTERNATIONAL DEVELOPMENT CONTINUES

An expanding airport network

- ◆ Acquisition of Almaty, Kazakhstan, via TAV Airports. The largest airport in Central Asia contributes significantly to improving the Group's EBITDA.
- ◆ Gain of the Medan airport concession, 3rd largest airport in Indonesia by a consortium including GMR Airports.

Renewal of the Antalya concession

- ◆ Renewal for a period of 25 years following the tender won by TAV Airports (2027/2051).

Renegotiation of certain assets

- ◆ Extension of the concession terms of the five Turkish airports of TAV Airports and Medina.
- ◆ Debt restructuring in Tunisia and Medina in Saudi Arabia.

Divestment of non-strategic assets

- ◆ Launch of the procedure to unwind the cross-shareholding with Royal Schiphol Group.
- ◆ Non-renewal of operations for the international airport in Mauritius.
- ◆ Closing of ADP Ingénierie's Business Unit Europe.

NUMEROUS CSR ACTIONS

Environment

- ◆ Continuation of commitments in favour of the energy transition of the aviation sector.
- ◆ Signature of a partnership with Airbus and Air Liquide to prefigure the arrival of the liquid hydrogen aircraft.
- ◆ Take-off of the first Paris-Montreal commercial flight with a 16% supply of sustainable air fuel.
- ◆ Paris-Charles de Gaulle and Franjo-Tudman airports in Zagreb (Croatia) winners of the European Green Airports call for projects to develop green innovations for ground operations.

Societal

- ◆ Creation of a stakeholder committee.
- ◆ Creation of the AIG Foundation for disadvantaged populations.



EDWARD ARKWRIGHT, DEPUTY CHIEF EXECUTIVE OFFICER

WRITING THE FUTURE OF THE AIRPORT

What is the new airport model that Groupe ADP wishes to initiate through its new strategic roadmap?

EA: The sustainability of aviation requires transformation. We need to converge towards a new, more sustainable and efficient airport model, more in line with changing societal and environmental expectations. Over the 2022-2025 period, we will lay the foundations for this new model, which brings with it a long-term structural transformation, both in terms of environmental transition, and our relationship with our customers and our regions. We must rethink our fundamentals, aim for excellence in hospitality and fluidity of journeys to serve our passenger customers and operational and environmental performance to serve our airline customers, while opening up new opportunities to transform our airports into multimodal and energy hubs.

“WE MUST RETHINK OUR FUNDAMENTALS, AIM FOR EXCELLENCE IN HOSPITALITY”

with a seamless journey through our terminals by accelerating the “smartisation” of our airports, with the digitisation of airport operations. And through the launch of the Exttime brand, we are aiming for excellence in hospitality in reserved areas, particularly in boarding lounges.

We are also opening up new perspectives. Firstly, on multimodality, thanks to renewed connectivity around the various modes of transport and in which the “rail-air” connection will bear an increasing share of the development within our platforms. Then on the issue of energy, central to the future competitiveness of airports. By promoting renewable energies, sustainable aviation fuels (SAF) or working on the arrival of hydrogen, we have a holistic approach to help transform our airports into energy hubs.

What will be the characteristics of the sustainable airport of tomorrow, a multimodal and energy hub?

EA: To shape the airport of tomorrow, we need to rethink our way of approaching two of our traditional businesses and also look towards two new directions.

In our first business line - construction and infrastructure design - we must adopt new, more sustainable construction methods, taking better account of the impact on soil and the preservation of biodiversity. By favouring new, more modular and flexible infrastructures, we will build less in the future, while the crisis has already enabled us to gain flexibility and agility in the management of our capacities.

In our second business line - hospitality and passenger reception - we must guarantee fluidity

What do you mean by a multi-local group?

EA: This is a way of working together at the level of a global group, whose networks of expertise must be multiplied with a very strong local presence. Being multi-local means taking into account local specificities, while being driven - with our Turkish partners TAV Airports and Indian GMR Airports - by common objectives around hospitality, environmental transition and innovation. 2025 Pioneers is the Company's first strategic roadmap thought out on a global scale: the vision is no longer only Parisian, but shared with TAV Airports and resonates with GMR Airports own roadmap. Finally, being a multi-local group opens up a complementary mix of traffic, geographies and natural watersheds. This leads to opportunities that we could not necessarily seize from Paris, such as the acquisition of Almaty airport in Kazakhstan by TAV Airports.

THE DREAM IN ACTION FOR 70 YEARS

A new long-term airport model focused on sustainability and performance.

A CHANCE TO DREAM

In November 1944, Alain Bozel wrote a visionary note to General de Gaulle, head of the provisional government, to define and promote the idea of an ideal airport for Paris. At the end of the war, France wanted to regain its rank as a great power. Bozel is convinced that the plane is the means of transport of people and goods of the 20th century that it will impose itself and grow thanks to its main asset, speed. The plane is the symbol of progress and carries, beyond its economic role, a chance to dream, a call to travel and discoveries of other cultures.

The airport, essential to this industry, is set to become the gateway to the country's capital, carrying the image of Paris but also of France. For Bozel, "Paris airport" has the same economic, political and cultural importance as the ports had in previous centuries. The airport city will develop in the same way as port cities have developed in the past.

PERMANENT ADAPTATION

This vision will strongly inspire the Group's creation and development. Numerous challenges will require us to constantly adapt our activity and to do so for over 70 years, without profoundly calling it into question: the rapid growth of air traffic with the emergence of mass tourism, technological developments (supersonic aviation, mass passenger transport with the arrival of the Boeing 747 and other wide-bodied aircraft such as the Airbus A380, etc.), the oil crisis, the liberalisation and consolidation of the French and global air transport sector, the advent of major global hubs, terrorism-related security, financial and health crises, etc. are all challenges successfully met. Changes in the global air transport market,

with the gradual maturity of the European continent and the appearance of significant demand from emerging countries, have led the Group to gradually expand its network, and to develop in new markets far from the historical Île-de-France region.

Groupe ADP has always been able to support these transformations, thanks to the commitment, skills and passion that drive its women and men. We can be proud of this collective resilience.

A SUDDEN HALT

In 2020, the Covid-19 health crisis brought an abrupt halt to the aviation sector. While mistrust of the aviation sector existed before the health crisis - commercial aviation and the airport activity were already the target of various influence groups - this crisis amplified and accelerated this phenomenon. It has shaken more than ever before, the chance to dream and the imagination that the plane conveys, sometimes to the point of arousing behaviours of apprehension or rejection. Airplanes and airports are the collateral victims of a world that seeks to withdraw into itself rather than open up to others. This crisis required a significant adaptation by the air transport players, including Groupe ADP, which had to adjust its economic and social model to the constraints of this period. At the same time, societies, particularly in Europe, have become increasingly attentive to the requirements of individual and collective well-being, preservation of the environment but also safety.

However, Groupe ADP is convinced that the aircraft, a player in the progress and development of human societies, will remain an essential mode of transport. It will gradually be part of a more diversified and adapted travel offer, taking into account what our passenger customers, citizens and inhabitants of our regions expect.

A NEW IMPETUS

Today, Groupe ADP has an original model that stands out worldwide for its expertise and network, and also for its desire to put passenger care at the heart of its purpose to imagine and operate the airport of tomorrow.

For this, we know that we can together support the structural changes that are underway. The Company's strengths remained strong throughout the crisis. The Company is ready to return to centre stage to bring the renewal of the airport model and, more generally, to re-enchant travel, including its air component.

HOSPITALITY ALWAYS AT THE HEART...

In this new model, the customer-passenger is at the heart of the Company's concerns, but with renewed and innovative means. The fluidity and speed of their journey will be particularly highlighted, in particular by leading digital tools. Above all, the welcome in the reserved area would aim for excellence, through its design, the service provided and the offer proposed. The passenger would be considered as a user not only of the terminals, but also of all the infrastructures of our platforms.

... OF A MULTIMODAL CONNECTION PLATFORM...

The airport platform would no longer be simply a place to take the plane, but a place of connections where the customer-passenger, benefiting from easier access from their place of departure, chooses the most optimal mode of transport, in particular with regard to environmental criteria. Thus, the plane would be a segment of the journey, an increasing share of which will be via rail or alternative modes.

In addition to traditional connections, intermodal connections would play an increasing role in the development of Groupe ADP's platforms, particularly in the Paris region, by relying on a transfer module positioned at the heart of the infrastructures.

Air transport, for the destinations where it is preferred, would also aim to reduce its environmental impact as much as possible, through solutions adapted to the characteristics of each flight. This transformation should lead us towards low-carbon aviation.

... SUSTAINABLY DESIGNED AND OPERATED...

Groupe ADP's responsibility as a developer, designer and operator of infrastructure is to support the structural changes in air transport with equipment and processes that ensure the best conditions of safety and security,



as well as the quality of the passenger experience, but also sustainability. We must now embark on a transition that, to achieve our objectives, will have to favour the sobriety and performance of developments and limit the new surface areas built in our existing footprints. The choices made during the design of the infrastructures must facilitate the reduction of the environmental footprint of the airlines and their service providers as well as the airport operator and make it possible to ensure the best flexibility of the buildings for the future.

Thus, Groupe ADP would aim for the neutrality of its environmental footprint, in particular on carbon and biodiversity issues, by setting itself the target of achieving carbon neutrality by 2050 in our geographical scope, plus the cruising of all departing aircraft, and by gradually committing to offset all the biodiversity and carbon impacts of the construction of new infrastructures.

On the strength of its know-how, Groupe ADP puts its operational excellence model at the service of airline competitiveness. It provides airlines with optimised resources enabling them to carry out their operations efficiently, while carrying out its role as an integrator with the various operating players.

... SERVING THE CITY AND THE REGIONS...

The airport's relationship with the city would change. The concept of "airport city" would succeed the objective of better "connecting" the platform to the regions. The place of the car, the daily transport offer and the real estate policy would be adapted to better integrate the platforms into overall urban planning. The role of the airport in the region is not limited to the role of job provider, but extends to the provision of a real estate offer or a useful infrastructure for the region, in terms of connectivity and mobility, structuring of low-carbon energy supply chains and preservation of biodiversity reservoirs.

... BY A MULTI-LOCAL GROUP FOR GLOBAL CHALLENGES...

To serve this ambition, for which the challenges are global, Groupe ADP must carry it not only in Paris but also in the rest of the world. Thus, Groupe ADP's international presence must reflect the ambitions that are at the heart of its strategic project, particularly in terms of hospitality and sustainability (quality of service, innovation, environment and societal commitment). To do this, it must mobilise the various business lines to better leverage them.

The site-by-site implementation of these ambitions must also take into account specific local issues, projects and constraints. Groupe ADP thus apprehends its development on the basis of respect for local identities, cultures and specificities. It intends to build, not an international group but a multi-local group, with diverse geographical locations but driven by common objectives. A flexible framework for sharing ambitions and pooling proposals makes it possible to reinforce the differentiating nature of Groupe ADP's industrial model, by associating, as a priority, our subsidiary TAV Airports and our GMR Airports joint-venture.

... BY RELYING ON EACH OF ITS EMPLOYEES.

Groupe ADP is convinced that the development of each individual and the exemplary nature of individual behaviours serve a diversified working group and the performance of the Company. To this end, it wishes to embed its strategy in a strong evolution of responsible culture and individual recognition, so as to encourage the commitment of all employees. By relying on managers, it also wants to accelerate an approach of innovation, agility and mobility, promote the transmission of the knowledge developed in our activities, and encourage the development of all employees.

THE "2025 PIONEERS" STRATEGIC ROADMAP

The "2025 Pioneers" strategic roadmap is a first step in this long-term transformation. It defines the priority actions for the 2022-2025 period and proposes 20 objectives for 2025, based on three strategic areas: **One ambition**, **One group** and **Shared dynamics**.

2025 PIONEERS

01



ONE AMBITION

Imagining the sustainable airport of tomorrow by:

- ◆ Aiming for excellence and sustainability of operational and construction methods;
 - ◆ Being innovative in hospitality;
 - ◆ Developing the offer of multi-global connections.

02



ONE GROUP

Building a global, integrated and responsible Group by:

- ◆ Consolidating the Group's network;
 - ◆ Mobilising expertise to multiply it;
 - ◆ Building on strong local roots.

03



SHARED DYNAMICS

Innovating, supporting and empowering by:

- ◆ Promoting an innovative approach;
 - ◆ Attracting and retaining talent through a global HR policy;
 - ◆ Developing a culture of responsibility.

01

ONE AMBITION

IMAGINING THE SUSTAINABLE AIRPORT OF TOMORROW

BEING A PIONEER IN THE EXCELLENCE AND SUSTAINABILITY OF OPERATIONAL AND CONSTRUCTION METHODS

Pursuing the search for operational excellence, by perfecting our operating methods to serve our airline customers and the entire airport community.

Groupe ADP's responsibility as a developer, designer and operator of infrastructure is to support the structural changes in air transport by providing equipment that ensures the best conditions of safety and security, fluidity and quality of the passenger experience, but also sustainability. On the strength of its know-how, Groupe ADP puts its operational excellence model at the service of the competitiveness of airlines, to limit their operating costs and their environmental footprint, in particular by strengthening operational management from the supervision centres and APOC (Airport Operations Center). It provides companies with optimised resources enabling them to carry out their operations effectively, while ensuring its role as an integrator with the various operating players through the strengthening of collaborative methods for the key multi-partner points of the journey: road transport, passengers, baggage and aircraft.

Promoting sustainable, sober and high-quality infrastructures by reviewing our construction methods.

The choices made during the design of the infrastructure must facilitate the reduction of the environmental footprint of both airlines and their subcontractors and the airport operator. This approach is in line with the actions already implemented: thus, the internal carbon price was raised in 2019 to €60 per ton and will be increased to €100 in 2023, to promote projects leading to a reduction in emissions in operation.

Environmental certification standards have been set for all new buildings. Today, the aim is to build as little as possible and in a modular and flexible way by integrating economic and environmental issues from the design stage. Groupe ADP must reach the level of the best project managers in terms of low-carbon construction and launch a "design to cost" approach which controls design and manufacturing costs.



TWO QUESTIONS FOR MATHIEU DAUBERT CHIEF CUSTOMER OFFICER

How do you see the past year and your sales performance?

MD: First and foremost, in the difficult context of the COVID crisis, we have succeeded in improving our quality of service and customer satisfaction. One of our proudest achievements is to have positioned Paris-Charles de Gaulle in 15th place among the top 100 airports in the world in terms of quality of service, in the ranking issued by the independent organisation Skytrax. In addition, and despite the closure of non-essential shops for part of

the year, we gradually found more favourable conditions in our retail and hospitality activities, in line with the recovery in traffic in the second half of the year. We continued to enrich our brand portfolio and our revenue per passenger in Paris commercial activities stood at an all-time high of €21.6 for 2021. Our decision

“WITH EXTIME, WE AIM FOR EXCELLENCE IN HOSPITALITY AND PASSENGER SATISFACTION”

to concentrate passenger flows in Paris in the most efficient terminals paid off, and in particular in Hall K of Terminal 2E at Paris Charles de Gaulle, which remains the world benchmark in terms of commercial performance with a turnover per passenger of €55.9.

Your roadmap for 2022-2025 appears ambitious: what is the purpose?

MD: We see ourselves as a leader in airport hospitality and we want to re-enchant the experience of our passengers in the reserved area [editor's note: once all the controls have been passed] with a new concept and a new (retail) hospitality trademark called Extime. The objective is to capitalise on the know-how deployed for several years on our Parisian platforms and within the Group, to encapsulate them around a single global brand, and make it an instrument of international conquest, under a privileged franchise model. Like a chain of Boutique Hotels, our reserved areas will then constitute a collection of "Terminal shops", aiming for excellence in design and architecture, in services and hospitality, and in the offering of brands and concepts. This new, more encompassing strategy of retail and hospitality in reserved areas leads to a change in the definition of revenue per passenger, which will now include all commercial activities in reserved areas. Within this new scope, the objective is to increase revenue from €25.3 per passenger in 2021 to €27.5 in 2025 for Paris Aéroport.

2025 TARGETS

01 Ensuring that **over 80% of flights leave on time or within 15 minutes** of the scheduled time.

*Airports controlled within Groupe ADP**

03 Setting a **carbon budget** for the life cycle of all investment **projects of more than €5 million.**

*ADP SA, TAV***

02 Reducing **average emissions per taxiing flight by 10%** for planes at Paris-Orly and Paris-CDG.

* Paris (CDG/Orly) and Amman (AMM) airports.

** Airports controlled by TAV: Ankara (ESB), Izmir (ADB), Bodrum (BJV), Gazipasa (GZP), Monastir (MIR), Enfidha (NBE) Skopje (SKP), Ohrid (ODH), Tbilisi (TBS), Batumi (BUS), Almaty (ALA).

BEING A PIONEER IN HOSPITALITY

Guaranteeing passengers' time control and the best reception conditions throughout their journey, through digitisation and thanks to our operational model.

Groupe ADP wants to accelerate its approach to improving the quality of service provided to passengers throughout their journey. It relies on new technologies and digital technology, to guarantee them an efficient, fluid and seamless service as soon as they arrive on our platforms, while increasing the processing capacity of the terminals.

The journey is streamlined through the integration of biometrics and the deployment of self-service equipment enabling digitised and automated passage at all stages of the passenger journey: at check-in, border and security controls and at boarding.

Improving operational management involves the development of hyper-vision and real-time decision support tools and optimised operations planning tools.

Offering the excellence of the reserved area experience, by creating the first hospitality and retail franchise in the world.

Groupe ADP wishes to reenchant the passenger experience in the reserved area and further improve its commercial performance by developing, in France and internationally, the first hospitality and retail franchise in the world.

The franchise, Extime, is based on a collection of "Terminal Boutiques" (using the codes of the hotel industry), which combines excellence in the design of the place, the service and the offer; on a digital ecosystem for passengers based on a marketplace (sales website) and a global loyalty programme; and lastly, on a model based on a promise of commercial performance for airport operators and expertise, in particular through quality operators.

BEING A PIONEER IN THE OFFER OF MULTIMODAL CONNECTIONS

Offering the travel solution with the lowest environmental impact for each destination, by developing new transport and connection offers.

The airport platform will be a place of connections where the customer-passenger chooses the most optimal mode of transport, particularly with regard to environmental criteria. The plane is becoming a segment of travel, an increasing share of which will be via rail or alternative modes. In addition to traditional connections, intermodal connections are playing an increasing role in the development of platforms, particularly in the Paris region.

Groupe ADP participates in the sector's efforts to reduce its environmental impact, through the deployment of energy solutions adapted to the characteristics of each flight, to bring about a low-carbon aviation. A proactive policy for welcoming electric aviation, in particular at general aviation airports, and for the development of Advanced Air Mobility will be conducted.

Reinventing the relationship between the airport and the city, through connectivity and the development of activities for cross-benefits.

Groupe ADP aims to review the relationship of its airports with the city, in order to better "connect" the platforms to the regions, and integrate them further into overall urban planning.

Several areas are invested in making airport infrastructure useful for the region: the provision of a real estate offering better integrated into the regional ecosystem, the offer of daily transport and mobility to make the airport available as a transfer place, the structuring of low-carbon energy logistics chains for both regional and airport uses, and the preservation of biodiversity reservoirs to create regional ecological continuity. In order to reduce pollution for neighbouring regions, the place of the car in the airport model will have to be limited, thanks to the development of the public transport offer, car-sharing, carpooling and soft mobility.

2025 TARGETS

04 Offering **50% of passengers at Paris-Orly and Paris-CDG a biometric facilitation** in their departure process.

05 Aiming for **excellence in hospitality:**
 ® Placing **Paris-CDG in the top 10 of the Skytrax ranking** of the best airports in the world, as well as **4 airports in the top 50 and 8 airports in the top 100.**

® Achieving **an ACI/ASQ rating of 4** in terms of passenger satisfaction.

For airports controlled within Groupe ADP, with over 3 million passengers

06 Deploying the **Extime retail and hospitality concept in Paris** and initiating the deployment of the franchise in **2 terminals outside the Parisian platforms.**

07 Placing the Parisian platforms at **the best European level in terms of train-plane connections** by increasing by **50% at Paris-Charles de Gaulle** the number of train-air connecting passengers and **doubling them in Paris-Orly.**

08 Using **10% low-carbon energy in the terminals and airside (almost doubling compared to 2019)** and **40% excluding landing and take-off.**

Airports controlled within Groupe ADP level ACA ≥ 3 in 2021 (CDG, ORY, Ankara, Izmir, Amman)

09 Opening the **new multi-modal hub at Paris-Orly**, with the commissioning of line 14 station in 2024, and making possible the commissioning or construction of **eight additional public transport lines** to connect Paris airports to the neighbouring regions.

10 Preserving **25% of surfaces for biodiversity in Paris-CDG and 30% in Paris-Orly and Paris-Le Bourget**, and provide the Group's airports with a trajectory **to improve their biodiversity index by 2030.**

The Group's 23 airports committed to the Airports for Trust charter

02

ONE GROUP

BUILDING A GLOBAL, INTEGRATED AND RESPONSIBLE GROUP

BEING A PIONEER IN THE DEVELOPMENT OF A MULTI-LOCAL GROUP

Strengthening the Group's airport network, by ensuring the long-term solidity of the various assets.

Groupe ADP intends to continue its development on a sustainable social, economic and financial basis. Weakened by the Covid-19 crisis, all of the Group's platforms and joint ventures must return to a sustainable situation. The financial position of the most vulnerable assets must be restored, in particular thanks to their debt reduction and work will be carried out to renew TAV Airports' main structuring concessions.

The implementation of a principle of stability and moderate changes in methods applicable to economic regulation must be advocated, prior to the relaunch of investments.

In addition, in order to create unity between the various current platforms, Groupe ADP will have to establish itself as the common brand of the Group's airport network.

Ensuring selective and opportunistic development in the airport, hospitality and digital sectors, relying in particular on TAV Airports and GMR Airports.

Groupe ADP aims to strengthen its global airport leadership. Its development in France and outside France makes it possible to find growth drivers to serve an economic model that cannot remain predominantly in the Paris region as growth in this scope will be limited.

In addition, Groupe ADP will be able to seize airport equity investment opportunities, as long as they improve the Group's ratios and do not create major risks, while developing as a priority in the Americas region and via the development platforms of TAV Airports and GMR Airports.

In order to accelerate the deployment of the hospitality and digital strategy, asset acquisitions may be studied.



TWO QUESTIONS FOR AMÉLIE LUMMAUX CHIEF SUSTAINABLE DEVELOPMENT AND PUBLIC AFFAIRS OFFICER

To combat climate change, reducing CO₂ emissions is the major challenge of the next twenty years: how is Groupe ADP acting to promote the decarbonisation of air transport?

AL: For several years, we have been a pioneer in the airport industry with an environmental approach that is already well established, and still accelerating. Our roadmap for 2022-2025 lays the foundations for a new sustainable airport model, more in line with societal and environmental expectations. Thanks to the many initiatives we have undertaken - in particular to develop renewable energies such as geothermal or photovoltaic energy, reduce our waste and preserve biodiversity at our airports - the course of our trajectory is credible. We are aiming for carbon neutrality with offsetting

of our internal emissions for all airports in our network by 2030, and net zero emissions for our internal emissions by 2030 (Paris-Orly) -2035 (Paris-Charles de Gaulle, Paris-Le Bourget). We are playing our full role in the decarbonisation of ground operations and while some of our airports, such as those in New Delhi or Ankara, have already achieved carbon neutrality for their internal emissions, all other airport chain players must also be brought on board with us: airlines, ground handling assistants, service providers, logistics providers, etc.

What technological avenues are you working on to be more respectful of the environment?

AL: Our approach consists of exploring the range of possibilities for the various segments of the airport business. To do this, we manage or contribute to

several innovation projects and multiply partnerships. For example, we are working with manufacturers to enable the integration of new energies with lower CO₂ emissions for aircraft such as sustainable aviation fuels (SAF) or hydrogen. Our teams are also exploring technologies to reduce aircraft emissions on the ground: we plan to test the Taxibot, the vehicle towing aircraft with engines off, up to the runway threshold before take-off. The

use of low-carbon materials is one of the levers to be used to reduce the environmental footprint of our construction sites. Finally, artificial intelligence and big data are also a support for our environmental transition; we are thus contributing to the development of algorithms for optimising aircraft trajectories on the ground, to tools for managing biodiversity, to increasing daily intermodality and for rail-air connections.

“ALL AIRPORTS IN OUR NETWORK WILL HAVE REACHED CARBON NEUTRALITY WITH COMPENSATION FOR OUR INTERNAL EMISSIONS BY 2030 AT THE LATEST”

2025 TARGETS

11 Stabilising the average maturity of our 30-year concession portfolio.

All Group airports under concession agreements, excluding Paris

BEING A PIONEER BY MOBILISING EXPERTISE TO MULTIPLY IT

Federating the Group's expertise, by strengthening the Group's business lines.

The One Group project, launched in 2020, was essentially intended to promote the integration of all the different business lines and companies in France and abroad, and lead to better management based on greater versatility and pooling of know-how. This project led to the creation of 10 "group" branches each organised around a family of business activities, systematically taking into account expertise relating to innovation and sustainable development.

The deployment of these branches must be accelerated, by focusing on concrete and directly measurable achievements around operational and technological issues, by standardising our methods and products.

Building a global digital ecosystem, focused on data and based on Group solutions.

Groupe ADP must better control and make the most of the data available to it at the level of each platform, by setting up a group-wide data platform.

In addition, it must build on a global digital ecosystem, by bringing digital innovations to the heart of the Group's activities - building information modeling (BIM), flow management, predictive maintenance - and for the operating methods offered to employees. The Group can draw on the expertise of ADP SA, that of TAV Technologies and Hub One, and on the actions carried out by GMR Airports.

BEING A PIONEER BY RELYING ON STRONG LOCAL ROOTS

Developing a multi-local group, respecting geographical and cultural diversity.

Groupe ADP's international presence must reflect the ambitions that are at the heart of its strategic project, particularly in terms of hospitality and sustainability (quality of service, innovation, environment and societal commitment). The site-by-site implementation of these ambitions must take into account specific local issues, projects and constraints.

Groupe ADP thus apprehends its development on the basis of respect for local identities, cultures and specificities. A flexible framework for sharing ambitions and pooling proposals reinforces the differentiating nature of Groupe ADP's industrial model, primarily by associating TAV Airports and GMR Airports.

Proposing a long-term commitment to regional dynamics.

As the strong interdependence of the platforms with their regions is probably one of the main characteristics of airport activity, Groupe ADP is stepping up its efforts to control its environmental impact (noise, air, road congestion, etc.).

It increasingly wants to promote local employment by all companies in the platforms and regions, by encouraging short supply channels, supporting training and facilitating orientation through the organisation of recruitment forums. It also wants to contribute to safeguarding career paths and maintaining and developing skills in our employment pools.



2025 TARGETS

12 Opening **100 additional international routes** to increase the connectivity of our regions.
All Group airports

14 Supporting the generalisation of **continuous descent procedures** (for aircraft) **between 2023 and 2025 at Paris-CDG and 2025 at Paris-Orly.**

13 Developing the **Smartisation** of the Group's airports, with **3 airports at "full" level** and **100% of other airports at "friendly" level.**
Airports controlled within Groupe ADP

15 Facilitating the **achievement of 80% of purchases made locally in the Paris region, of which 20% from SMEs**, subject to public procurement legislation.
ADP SA

"Digital Beginner": the airport begins to acquire digital equipment (Wi-Fi at certain points, boarding pass readers, etc.).

"Digital Friendly": most of the points of the passenger journey have digital equipment.

"Full Digital": all points of the journey are monitored in real time and a digital and automated process supports the passenger.

"Digital Pioneer": facial recognition is integrated throughout the passenger journey, which benefits from paperless controls and a personalised experience.

03

SHARED DYNAMICS

INNOVATING, SUPPORTING
AND EMPOWERING

PIONEERING INNOVATION

Accelerating innovation, using collective intelligence.

Innovation and collective intelligence are clearly essential tools to meet Groupe ADP's new challenges. The Innovation Hub approach (launched in March 2017) has become a real driver for the Group's transformation and competitiveness.

It has made it possible to offer a unique field of experimentation serving an ecosystem of partners, in a now mature approach of open innovation, and a technological watch tool to serve the excellence of our businesses.

The aim is now to internationalise the Innovation Hub approach, alongside TAV Airports and GMR Airports, by setting up a network of correspondents and creating synergies in terms of experiments. Building on the maturity of the approach, the airports must also become an essential driver of the innovation ecosystem around each platform.

Remaining agile, by simplifying our processes and working in project mode.

Our innovation approach serves the challenges of agility in our organisations, streamlining and digitising our most time-consuming processes, and implementing new ways of working.

In particular, it will involve developing and strengthening collaborative and collective intelligence methods, by calling on employees more regularly to contribute their expertise and know-how on important topics such as changes in our working methods and business lines, for example.



TWO QUESTIONS FOR LAURENT GASSE CHIEF HUMAN RESOURCES OFFICER

The crisis forced the implementation of a series of strong measures that resulted in a massive wave of voluntary departures and an overhaul of the compensation structure: where is the Group now?

LG: The implementation of the various measures took place as announced with the departure of 1,150 employees as part of the collective termination agreement, and with the implementation of the employment contract adaptation plan. During this period, employees showed great responsibility and maintained their commitment despite an unstable environment and profound transformations.

At present, the effort is focused on supporting managers in this context to accompany them in the new roles that are expected through new organisations and new ways of working. It is also necessary to stabilise these new organisations and support the resumption of activities through an ambitious recruitment plan of several hundred jobs. Lastly, it is to preserve the health and working conditions of our employees in a changing environment where benchmarks have been destabilised and must find new common anchors.

“WE MUST GUARANTEE BUSINESS CONTINUITY WITH THE DYNAMIC MANAGEMENT OF ORGANISATIONS AND CAREER PATHS”

In this context of exiting the crisis, what are your strategic priorities?

LG: There are many strategic HR priorities. On the one hand, we must guarantee business continuity with the dynamic management of organisations and career paths by relying on an ambitious recruitment plan and the development of employees through training. In addition, we are implementing tools and meetings that promote peer-to-peer exchanges, and we provide employees with resources, particularly digital ones, to train and strengthen work groups. We will also rework our salary policy to attract and retain talent. Lastly, in conjunction with the Communications Department, we are leading a project to develop our employer brand to strengthen our visibility on the market and raise awareness of the wealth of professions exercised within our Group. There are many opportunities to be seized and great career paths possible.

2025 TARGETS

16 Deploying **120 experiments** on societal, environmental and operational innovations by 2025, **of which 30 leading to industrialisation.**

ADP SA, TAV, Hub One

BEING A PIONEER AS AN EMPLOYER BRAND

Implementing attractive compensation correlated with the Company's economic and societal performance.

Groupe ADP wants to set up attractive compensation packages, ensuring their proper alignment with the market and their clarity while offering more leeway to improve the recognition of internal successes. The integration of a CSR criterion in the compensation structure will also make it possible to associate all employees with the objectives of longer-term value creation, beyond the Company's short-term economic and operational performance objectives.

Enhancing career paths through mobility and training.

Groupe ADP must ensure that its employees' skills are regularly maintained and developed throughout their careers.

In addition to the implementation of regulatory training inherent to certain business lines, a training system must enable employees to adapt to changes in business lines and to prepare for internal mobility, particularly internationally, and the continuation of their professional careers.

The Group must also attract new talent in a context where the image of the aviation sector is to be rebuilt.

BEING A PIONEER OF A NEW CULTURE OF RESPONSIBILITY

Promoting employee engagement by relying on local management.

Groupe ADP wishes to promote the individual civic engagement of employees by developing skills-based sponsorship actions and all other forms of solidarity actions at Group level.

In order to promote the professional development of employees, and thus serve collective performance, the role of managers is central. They must be supported in strengthening and adapting their managerial skills. They will thus be able to accelerate a process of innovation, agility and mobility, promote the transmission of the knowledge developed in our activities, and encourage the development of all employees.

Promoting simplicity of resources, exemplarity and ethics.

Groupe ADP is convinced that exemplary individual behaviour serves the work team and thus wishes to embed its strategy in a strong evolution of the culture of responsibility.

The Group will ensure ethical behaviour and exemplary compliance of its employees, by relying, in particular, on the dissemination of procedures and best practices that can be applied by the contacts in each of the entities around the world.

Employees must be made aware of digital and energy sobriety, the development of responsible actions and the efforts to be made to ensure the proper use of company funds.

2025 TARGETS

17 Completing at least **one** employee shareholding plan by 2025.
ADP SA

19 Multiplying the number of employee civic engagement days by five, by increasing it to 5,000 over the 2022-2025 period.
ADP SA

18 Taking into account a CSR criterion in the compensation of 100% of employees.
ADP SA, TAV, AIG

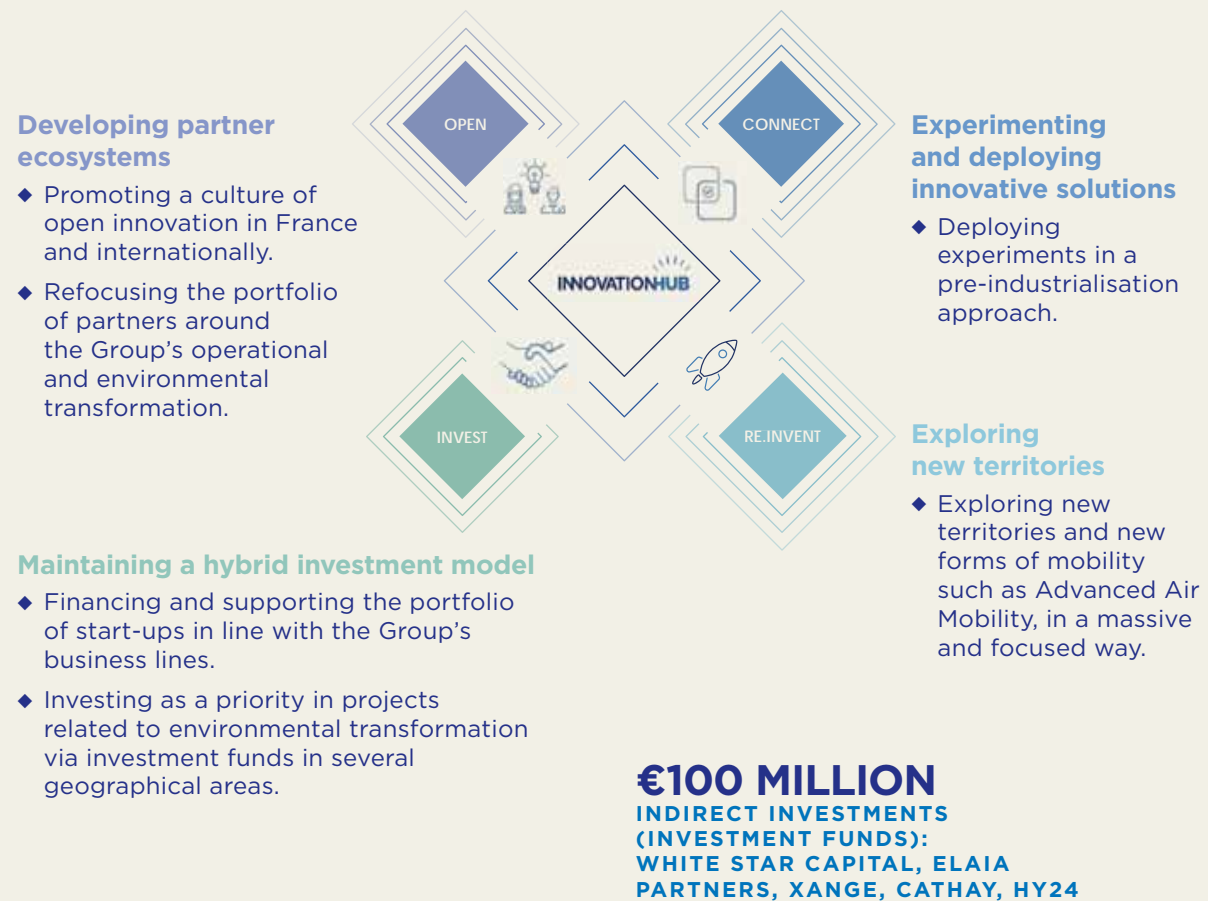
20 Training 100% of employees with good ethics and compliance practices.
ADP SA, TAV, AIG



BEING A PIONEER IN INNOVATION

Groupe ADP's innovation policy is based on an approach of openness and experimentation serving the environmental transformation. Imagining the airport of tomorrow is both an industrial ambition and a collective human adventure.

A GLOBAL APPROACH BASED ON FOUR PILLARS



EMPLOYEES

Strengthening the Group's attractiveness

- ◆ targeted and diversified recruitment;
- ◆ enhanced digital training;
- ◆ new ways of working.

Developing team commitment

- ◆ collaborative modes and collective intelligence;
- ◆ employee satisfaction measurement;
- ◆ spontaneous surveys.

A CROSS-FUNCTIONAL APPROACH APPLIED TO THE BUSINESS LINES AND PROCESSES

This ambitious programme aims to renew the user experience with new products and services, decarbonise the Group's activities and mobilise teams around the dissemination of a culture of innovation.



PASSENGER EXPERIENCE

- ◆ Streamlining customer journeys with biometric technologies. Decarbonising passenger journeys by combining modes of transport. Automating baggage checks with home pick-up.
- ◆ Offering personalised and localised services to passengers.

A portfolio and network of start-ups serving the "smartisation" of passenger journeys and sustainable mobility

MOBILITY AND ACCESS

- Bestmile⁽¹⁾**: autonomous vehicle fleet management.
- Onepark**: parking space aggregation and distribution solution.
- Flying whales**: pioneering solution for air freight transport (by airship).

PASSENGER SERVICES

- Mindsay⁽¹⁾**: chatbot for passengers.



OPERATIONS

- ◆ Automating airside and terminal operations.
- ◆ Decarbonating: preparing for the arrival of new energies.

A portfolio and network of start-ups serving aviation safety and environmental sobriety

SECURITY, HEALTH AND SAFETY

- Pacifa decision**: real-time passenger flow management.
- Egidium**: security of sensitive sites.
- Rubix**: measurement and identification of environmental nuisances.

OPERATIONS

- Safety Line⁽¹⁾**: optimisation of aircraft movements on the runway.
- InnoVATM**: air traffic management of drone flights.



INFRASTRUCTURES

- ◆ Implementing new ways of building: new materials, reduction of the carbon footprint of structures.
- ◆ Preserving infrastructures: predictive maintenance.

ENGINEERING & PLANNING

Investing in new mobility with Skyports: infrastructure solution for urban air mobility and delivery by drones.

€20 MILLION/ 5 YEARS DIRECT INVESTMENTS (START-UPS)



EVTOL TECHNOLOGY PREFIGURES THE EMERGENCE OF LOW-CARBON AVIATION

Adapting infrastructure to new urban air mobility is a necessity to decongest and fluidify urban traffic. In the future, flying machines will undoubtedly be part of Groupe ADP's airport activity. The first experiments were launched alongside partners. Review of the Group's ambitions in three dates.

2021: Opening of the vertiport at Pontoise aerodrome to test the first prototypes of electric vertical take-off and landing vehicles (eVTOL).

2024: First pre-commercial flights for the Olympic Games.

2026: Planned industrialisation of the service (logistics, emergency services and passengers) with the design of a modular, sustainable and agnostic infrastructure (Vertiport).

¹ Investment sold or in the process of being sold.

GOVERNANCE

**PROMOTING EXEMPLARITY
IN BUSINESS ETHICS**

Groupe ADP has a long-standing, structured ethics approach. A set of rules and procedures guides employee behaviour on a daily basis through three key principles: responsibility, integrity and respect for others. These principles are an integral part of the Group’s roadmap, which promotes a culture of responsibility throughout the organisation.

SPECIFIC GOVERNANCE

The Ethics and Compliance Department reports directly to the Chairman and Chief Executive Officer. It is in charge of co-managing Ethics and Compliance with the Legal and Insurance Department. It relies on a network of Ethics and Compliance Officers responsible for disseminating best practices in the subsidiaries.

ETHICS AND COMPLIANCE PROGRAMME

Based primarily on exemplary management, training and information, the “Ethics and Compliance” programme is monitored and validated each year by the Group’s various bodies: the Executive Committee, the Social and Economic Committee, the Board of Directors as well as the Audit and Risk Committee and the CSR Committee.

The Group relies on procedures, tools and action plans to empower employees, including:

- ◆ A multilingual code of conduct.
- ◆ Procedures for managing gifts, invitations, conflicts of interest and a responsible lobbying charter.
- ◆ An alert system accessible to all employees.
- ◆ Face-to-face or e-learning training.

EMPLOYEE LISTENING SYSTEM

For the past three years, Groupe ADP has been setting up an ethics climate barometer to measure the perception of teams in terms of ownership of these issues, training and behavioural change. The action plans are based on these results.

In 2021, more than 3,000 employees responded to this survey.

- ◆ For 79% of employees, the manager is the main point of contact to discuss an ethics issue, followed by the “Ethics and Compliance” contact (75%) or the “Ethics Department” (76%).
- ◆ 71% of employees highlight the Group’s ethical behaviour.



**NEARLY 700
MANAGERS MADE AWARE
OF ETHICS AND COMPLIANCE
DURING PRESENTIAL
TRAINING IN 2021**

**10,700
GROUP EMPLOYEES
TRAINED IN E-LEARNING
IN “ETHICS AND COMPLIANCE”
ISSUES SINCE 2019**

STABLE AND MOBILISED GOVERNANCE

The Board of Directors determines the orientations of Groupe ADP's activity and ensures their implementation. It is dedicated to the long-term creation of value by the Company, taking into account its purpose and the social and environmental impacts of its activities. The Chairman of the Board of Directors is also responsible for the general management of the Company.

Augustin de Romanet has been Chairman and Chief Executive Officer of Aéroports de Paris since 29 November 2012.

18
DIRECTORS

INDEPENDENT DIRECTORS
33.3%

GENDER PARITY
50/50

AVERAGE AGE
58 years

MEETINGS IN 2021
9

ATTENDANCE RATE
87%

NON-VOTING BOARD MEMBERS IN AN ADVISORY CAPACITY APPOINTED BY THE GENERAL MEETING OF SHAREHOLDERS

ANNE HIDALGO
Mayor of Paris

CHRISTINE JANODET
Mayor of Orly

VALÉRIE PÉCRESSE
Chairwoman of the Île-de-France Regional Council

PATRICK RENAUD
Chairman of the Club des Acteurs du Grand Roissy

COMPOSITION OF THE BOARD OF DIRECTORS AS AT 30 MARCH 2022

6

DIRECTORS APPOINTED BY THE GENERAL MEETING OF SHAREHOLDERS

AUGUSTIN DE ROMANET

Chairman and Chief Executive Officer of Aéroports de Paris.

SÉVERIN CABANNES

Director of companies
Senior Director

JACQUES GOUNON

Chairman of GETLINK

FRANÇOISE DEBRUS

Permanent representative of Predica Prévoyance Dialogue du Crédit Agricole

Independent director

OLIVIER GRUNBERG

Independent director
Co-opted by the Board of Directors on 30 March 2022

SYLVIA METAYER

Co-opted by the Board of Directors on 30 March 2022

1

DIRECTOR REPRESENTING THE STATE

CLAIRE VERNET-GARNIERER

Director of transport acquisitions
- Agence des participations de l'État
- Ministry of the Economy, Finance and Recovery

5

DIRECTORS PROPOSED BY THE FRENCH STATE AND APPOINTED BY THE GENERAL MEETING OF SHAREHOLDERS

JEAN-BENOÎT ALBERTINI

Secretary General of the Ministry of the Interior

GENEVIÈVE CHAUX DEBRY

Chairwoman of the Supervisory Board of Aéroport de Bordeaux-Mérignac SA

FANNY LETIER

Co-founder of GENEIO Capital
Entrepreneur

MICHEL MASSON

Associate member of the Departmental Council for the Environment and Sustainable Development, Ministry for Ecological and Inclusive Transition

PERRINE VIDALENCHE

Company director

6

DIRECTORS REPRESENTING EMPLOYEES

ISABELLE BIGAND-VIVIANI

CGT

FAYÇAL DEKKICHE

CFE-CGC

NANCY DUNANT

CFE/CGC

FRÉDÉRIC GILLET

CFDT

JEAN-PAUL JOUVENT

UNSA/SAPAP

VALÉRIE SCHORGERÉ

CGT

Senior Director

In 2020, Françoise Debrus, permanent representative of Predica, was appointed director, chosen from among the independent directors. The Senior Director assists the Chairman and Chief Executive Officer in his or her duties as Chairman of the Board of Directors, with the organisation and smooth operation of the Board and of its Committees and with the monitoring of corporate governance and internal control. He or she carries out the duties in a totally objective and impartial way. Séverin Cabannes was appointed Lead Independent Director on 30 March 2022, replacing Françoise Debrus.

SPECIALIST COMMITTEES

Audit and Risk Committee



SÉVERIN CABANNES

Chairman
Independent director

FRÉDÉRIC GILLET

JACQUES GOUNON

FRANÇOISE DEBRUS,

Permanent representative of Predica.
Independent director



Compensation, Appointments and Corporate Governance Committee



FRANÇOISE DEBRUS

Chairwoman
Permanent representative of Predica

SÉVERIN CABANNES,

Independent director

JACQUES GOUNON

JEAN-PAUL JOUVENT

CLAIRE VERNET-GARNIER



Strategy and Investment Committee



AUGUSTIN DE ROMANET

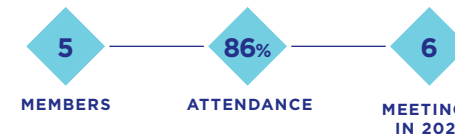
Chairman and Chief Executive Officer of Aéroport de Paris since 29/11/2012

ISABELLE BIGAND-VIVIANI

GENEVIÈVE CHAUX DEBRY

FAYÇAL DEKKICHE

CLAIRE VERNET-GARNIER



Corporate Social Responsibility Committee



FANNY LETIER

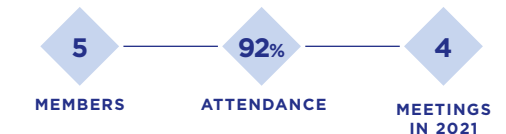
Chairwoman

NANCY DUNANT

FRÉDÉRIC GILLET

VALÉRIE SCHORERÉ

PERRINE VIDALENCHE



AN EXECUTIVE COMMITTEE IN LINE WITH THE STRATEGIC PRIORITIES

The Executive Committee ensures the operational and strategic management of Groupe ADP, discusses any issue relating to its proper functioning and ensures the proper execution of decisions. In 2021, two new members joined the management team: Laurent Gasse in charge of human resources and Marine Ulivieri as director of real estate.

COMPOSITION OF THE EXECUTIVE COMMITTEE AS AT 30 MARCH 2022

15 MEMBERS

5 WOMEN

AUGUSTIN DE ROMANET
Chairman and Chief Executive Officer, sole corporate officer

EDWARD ARKWRIGHT
Deputy Chief Executive Officer

PHILIPPE PASCAL
Deputy Executive Officer Finance, Strategy and Administration

FERNANDO ECHEGARAY
Deputy Executive Officer, in charge of the General Management of Groupe ADP Operations

XAVIER HÜRSTEL
Deputy Executive Officer in charge of coordinating the Group's development operations

MARC HOUALLA
Deputy Executive Officer, Chief Officer of Paris-Charles de Gaulle Airport

JUSTINE COUTARD
Chief Officer of Paris-Orly Airport

AMÉLIE LUMMAUX
Chief Sustainable Development and Public Affairs Officer

ALEXANDRA LOCQUET
Chief Audit, Security and Risk Management Officer

LAURENT GASSE
Chief Human Resources Officer

ÉLISE HERMANT
Chief Communications Officer

THIERRY DE SÉVERAC
Chief Engineering and Planning Officer

MATHIEU DAUBERT
Chief Customer Officer

DAVID KRIEFF
Chief Information Systems Officer

MARINE ULIVIERI
Chief Real Estate Officer

COMPENSATION OF EXECUTIVE CORPORATE OFFICERS

The compensation of corporate officers of public companies including Groupe ADP is capped at €450,000 in accordance with regulations. It is composed of a fixed portion and a variable portion. The variable portion is based on the achievement of quantitative and qualitative objectives related to the Group's strategy.

STRUCTURE OF THE 2021 ANNUAL COMPENSATION FOR THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

GROSS VARIABLE COMPENSATION:

€100,000

Two quantitative objectives:

- ◆ Group EBITDA/revenue ratio: **25%**
- ◆ Departing passenger satisfaction rate: **25%**

Two qualitative objectives:

- ◆ Adaptation of the Company's economic and social model: **25%**
- ◆ Alignment with the purpose of the Company: environmental and social commitments, attractiveness and hospitality to airlines and passengers: **25%**



//EQUITY RATIO

| Compensation received in millions of euros | 2021 | 2020 | 2019 | 2018 |
|--|---------|---------|---------|---------|
| Chairman and Chief Executive Officer | | | | |
| Annual compensation (fixed/variable) | 450,000 | 420,000 | 450,000 | 450,000 |
| Employees | | | | |
| Average annual compensation (fixed/variable) | 57,936 | 56,757 | 59,689 | 58,417 |
| Median annual compensation (fixed/variable) | 50,390 | 50,172 | 54,054 | 52,779 |
| Chairman and CEO/Employee ratio | | | | |
| Average annual compensation | 7.77 | 7.40 | 7.54 | 7.70 |
| Median annual compensation | 8.93 | 8.37 | 8.32 | 8.53 |
| Group EBITDA | 751 | 168 | 1,772 | 1,961 |

COMPENSATION OF EXECUTIVE COMMITTEE MEMBERS

The total gross amount (excluding employer contributions) of compensation and benefits (fixed and variable compensation, profit-sharing, contributions, benefits in kind) of the Executive Committee members, who are not corporate officers, totalled €4.807 million in 2020 for 15 members present as at 31 December 2021.

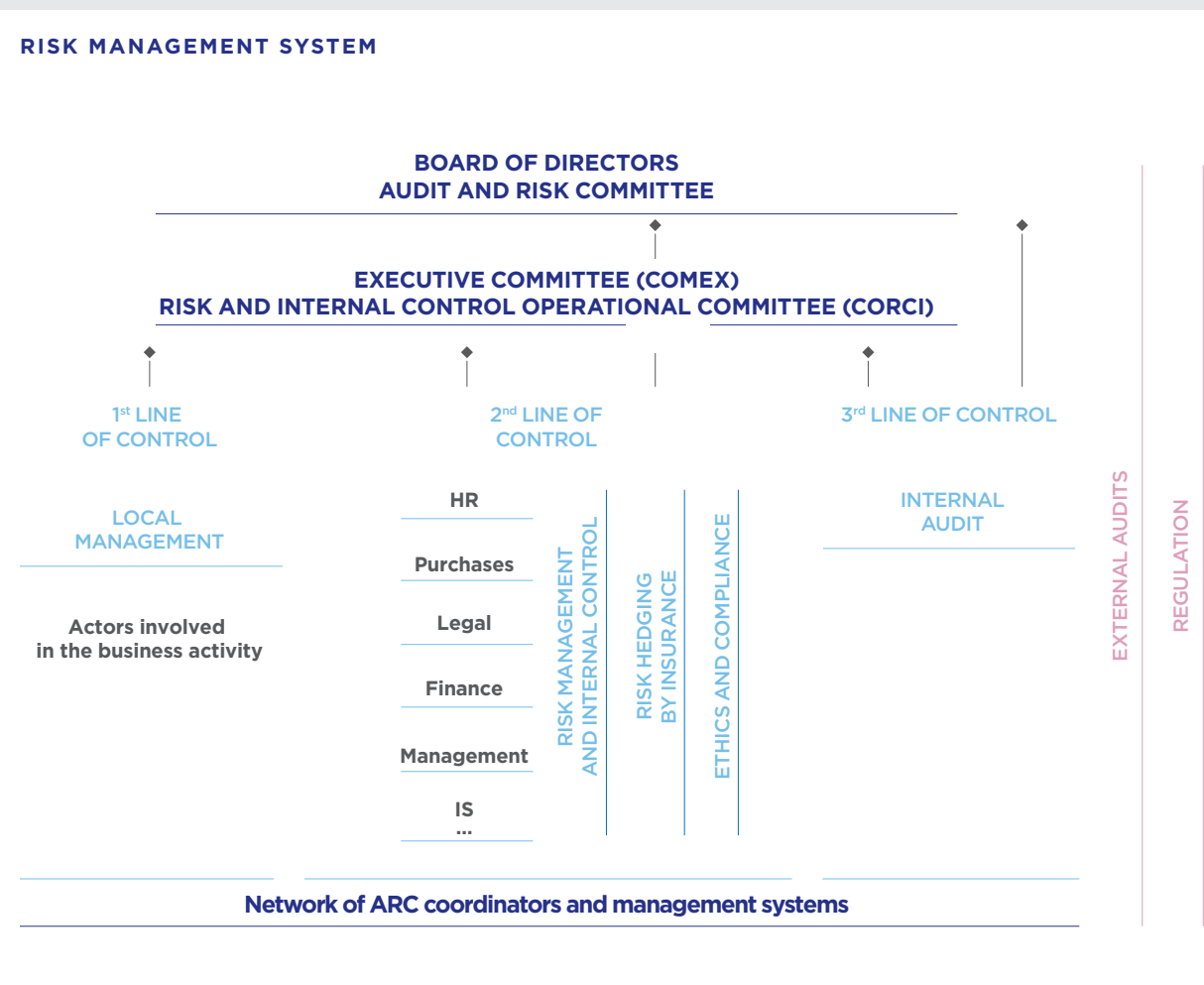
99%

OF ADP SA EMPLOYEES ARE SHAREHOLDERS OF AÉROPORTS DE PARIS

A GLOBAL RISK MANAGEMENT POLICY

The risk management system contributes to the achievement of Groupe ADP's strategic and operational objectives and the control of its activities. Governance and processes are structured around three lines of defense: operational management, central functions and internal audit.

The approach is coordinated by the Security and Risk Management Division, which reports to the Group's Secretary General, and by the Corporate Audit and Internal Control Division.



The scope of this group system covers the Aéroports de Paris company and its controlled entities.

CRITICAL RISK MANAGEMENT REVIEWED EVERY YEAR

The mapping of Groupe ADP's main risks is reviewed each year by the Operational Risk and Internal Control Committee before being submitted to the Executive Committee and then presented to the Audit and Risk Committee and the Board of Directors.

This mapping makes it possible to identify the major risks, prioritise them, address them and monitor the action plans. Risks are assessed according to their impacts and frequency, given the existing control measures. They are then prioritised according to their critical level. The major risks and so-called unacceptable risks are subject to specific monitoring.

| Categories | Description | Net criticality | Extra financial risk |
|---|---|-----------------|----------------------|
| Risks for the business model | In an unstable health situation, the long-term deterioration of air traffic and the uncertainties weighing on its recovery to the level of 2019 affects Groupe ADP's activities and economic, financial and social balance. | +++ | P |
| | In the context of the Covid-19 pandemic, the significant reduction in airport activities affects the economic and financial balance of some of Groupe ADP's international assets | +++ | P |
| | Uncertainties about the legal framework of regulation and decision-making practices of ART are likely to affect Groupe ADP's business model. | +++ | |
| | Aéroports de Paris maintains a satisfactory cash position to meet its commitments in the current economic and health situation. | ++ | |
| Risks related to external threats | In a turbulent global geopolitical context, marked by an ever-changing threat of terrorism or attacks by third countries, Groupe ADP may be exposed to malicious acts on its facilities or on the assets it operates. | +++ | |
| Risk related to the Group's airport development projects | Insufficient consideration of environmental issues could negatively affect Groupe ADP's business and growth prospects, or even lead to a decrease in air traffic. | +++ | P |
| Compliance risks | Prohibited practices contrary to ethics and compliance in business conduct by employees or third parties may damage Groupe ADP's reputation and share value. | ++ | P |
| | Groupe ADP is subject to particularly constraining civil aviation safety standards, non-compliance of which may have negative consequences for its airport management activity. | + | |
| Key | + Low criticality | | |
| Net criticality | ++ Medium criticality | | |
| | +++ High criticality | | |

SHARING WITH OUR STAKEHOLDERS

Dialogue, consultation and mobilisation of stakeholders are key levers for meeting Groupe ADP's economic and societal challenges. Committed to local development and the attractiveness of the regions, the Group maintains an ongoing dialogue with its eco-system.

Objective: to make each airport an opportunity to create shared value for all its stakeholders, employees, passengers, airlines, local residents, elected officials and service providers.

A STAKEHOLDER COMMITTEE TO SERVE MULTIPLE OBJECTIVES

In synergy with its purpose, the Group has taken a further step in dialogue with its stakeholders by creating a dedicated committee in 2021. Made up of 16 independent external members, this committee provides valuable and demanding holistic insight into the Group's major strategic orientations and projects. The members have complementary expertise: climate, aviation, biodiversity, employment and airport management. Completely independent, they construct reasoned points of view on the subjects presented to them. A table of their recommendations is presented at the beginning of each meeting, thus making it possible to monitor the follow-up given to their work. The Sustainable Development and Public Affairs Department is responsible for the organisation and coordination of this committee.

The committee met four times. During these meetings, the following topics were discussed: Groupe ADP's vision for the future, neutrality of the environmental footprint, strengthening multimodality, improving the customer experience, Paris-Charles de Gaulle platform, the biodiversity policy, the challenges and prospects of employment in the Paris region, the 2022-2025 CSR strategy and the Group's strategic roadmap.

COMMITTEE MEMBERS

- ◆ **Anne-Romaine Allard de Grandmaison**, Member of "Collectif pour un Réveil Écologique";
- ◆ **Sergio Alegre Calero**, Chief Executive Officer of the Airport Régions Council (ARC) association;
- ◆ **Alain Battisti**, Chairman of the Fédération Nationale de l'Aviation Marchande (FNAM);
- ◆ **Olivier Boucher**, Head of the Climate Modelling Center and Deputy Director at the Pierre-Simon Laplace Institute;
- ◆ **Pierre-Guy Cosimi**, Secretary General of the National Air Transport Union (SNTA) CFDT;
- ◆ **Stéphane Cueille**, Chairman of Safran Electrical & Power;
- ◆ **Myriam El Khomri**, Former minister. Director of Consulting at SIACI SAINT HONORE;
- ◆ **Max Hirsh**, Chief Executive Officer of Airport City Academy;
- ◆ **Olivier Jankovec**, Chief Executive Officer of Airport Council International (ACI) Europe;
- ◆ **Christian Mantei**, Honorary Chairman of Atout France;
- ◆ **Chloé Morin**, Associate expert Fondation Jean Jaurès;
- ◆ **Khanh Nham**, Member of the Groupe Aéroports de Paris Passenger Community;
- ◆ **Simone Pichot**, Student at the École Nationale de l'Aviation Civile (ENAC);
- ◆ **Amandine Roggeman**, Member of "Les 150";
- ◆ **Hélène Soubelet**, Director of the Foundation for Biodiversity Research;
- ◆ **Philippe Zaouati**, Chief Executive Officer of Mirova.

STRUCTURED DIALOGUE FOR LOCAL RESIDENTS

As a responsible company, Groupe ADP conducts an ongoing dialogue with local residents about its development projects or current events. Employment, control of environmental impacts and noise pollution are among the topics covered.

In France, two institutional dialogue mechanisms have been set up as part of airport development projects:

- ◆ **Environmental Advisory Committees (CCE)**: convened and chaired by the prefect, composed of three equal bodies: representatives of the aeronautical professions, representatives of the local authorities concerned and representatives of local residents or environmental protection associations. They deal with all important issues relating to the impact of airport operations on the areas impacted by noise pollution;
- ◆ **Advisory Committees for Assistance to Local Residents (CCAR)**: composed of the members of the CCE Standing Committee and representatives of the State services, they are involved in noise pollution issues and the allocation of soundproofing aid for local residents.

This dialogue is also carried out on an ongoing basis using specific tools:

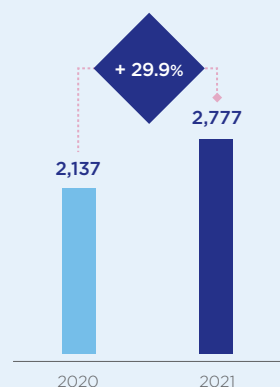
- ◆ **Maisons de l'Environnement (MDE)**: located at the Paris-Charles de Gaulle and Paris-Orly platforms, they are at the heart of the relationship with local residents and elected representatives. They are dedicated to the airport's information and relations with neighbouring municipalities and citizens, the promotion of best practices in favour of the environment and support for local employment;
- ◆ the site "Between neighbours, the site of Groupe ADP" relays to the general public all information relating to airport activity, environmental monitoring (noise levels, air quality, traffic, and water) and economic cooperation schemes;
- ◆ the Group's laboratory monitors the platform's environmental impacts (acoustics, air and water quality). The results are made public on the Laboratory website (ev-labo.aeroportsdeparis.fr/).



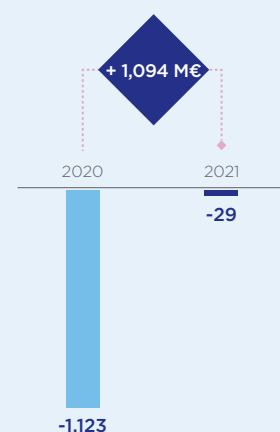
FINANCIAL AND NON-FINANCIAL PERFORMANCE IN 2021

FINANCIAL INDICATORS

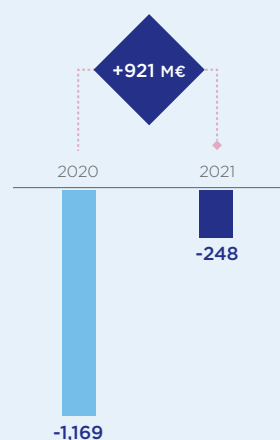
REVENUE
(in €M)



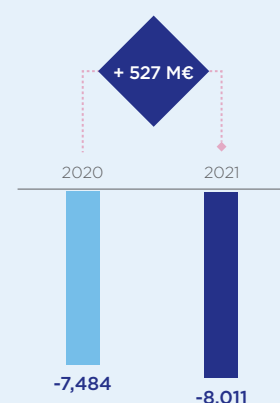
OPERATING INCOME FROM ORDINARY ACTIVITIES
(in €M)



NET INCOME ATTRIBUTABLE TO THE GROUP
(in €M)



NET DEBT
(in €M)



NET FINANCIAL DEBT/EBITDA RATIO
10.7x

ENVIRONMENTAL INDICATORS FOR 2021



CO₂ EMISSIONS SCOPES 1 & 2

114,498
(in tonnes of CO₂)

CO₂ EMISSIONS SCOPE 3

2,626,821 in 2019
(in tonnes of CO₂)
1,058,609 in 2020
(in tonnes of CO₂)

CO₂ EMISSIONS AVOIDED

11,308
(in tonnes of CO₂)



TOTAL ENERGY CONSUMPTION

995,845
(in MWh of final energy)



PURCHASES OF RENEWABLE ENERGY

459,730
(in MWh of final energy)

ENERGY PRODUCTION FROM RENEWABLE SOURCES

45,966
(in MWh of final energy)



TOTAL AMOUNT OF NON-HAZARDOUS WASTE COLLECTED

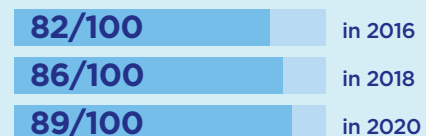
18,379
(in tonnes)

QUANTITY OF INTERNAL HAZARDOUS WASTE

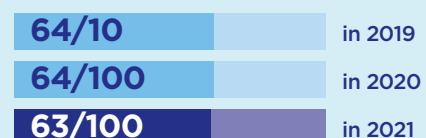
337
(in tonnes)

CHANGE IN NON-FINANCIAL RATINGS FOR 2020-2021

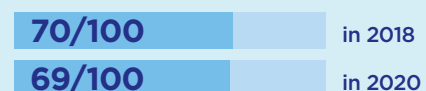
ETHIFINANCE
GROUP RATING: **EXCELLENT**



VIGÉO EIRIS



DOW JONES SUSTAINABILITY INDEX



FTSE4GOOD



MSCI

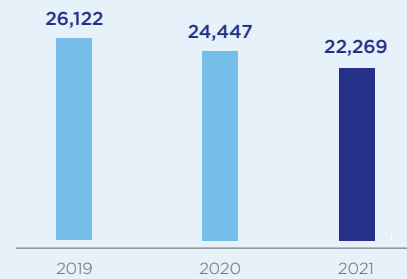
AA in 2018
A in 2019/2020
A⁽¹⁾ in 2021

¹ Negative outlook by Standard and Poor's since 25 March 2020, confirmed on 17 December 2021.

SOCIAL INDICATORS

GROUPE ADP

WORKFORCE



SHARE OF PERMANENT/FIXED-TERM CONTRACTS

94.1% permanent contracts

AÉROPORTS DE PARIS SA

SHARE OF PERMANENT/FIXED-TERM CONTRACTS

99.8% permanent contracts

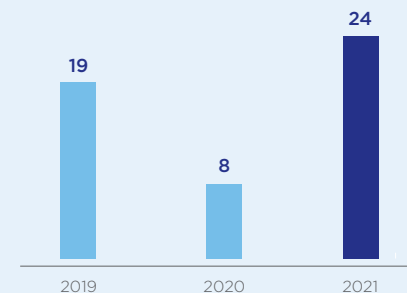
ACCIDENT FREQUENCY RATE

8.54

ACCIDENT SEVERITY RATE

0.41

NUMBER OF TRAINING HOURS PER EMPLOYEE

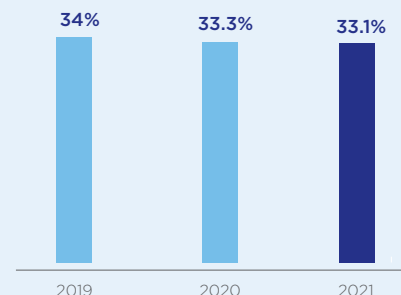


ABSENCE RATE

7.0%



PERCENTAGE OF WOMEN



PERCENTAGE OF WOMEN ON THE EXECUTIVE COMMITTEE

33%

RATE OF EMPLOYMENT OF PEOPLE ON WORK/STUDY CONTRACTS

2.54%

DISABILITY RATE

7.02%*

* In 2020.

QUALITY OF SERVICE, HEALTH LABELS AND SOCIETAL INDICATORS IN 2021

PASSENGERS



5 GROUPE ADP AIRPORTS IN THE TOP 100 OF THE SKYTRAX 2021 RANKING

- 15th** PARIS-CDG (FORMERLY 20th)
- 45th** DELHI (FORMERLY 50th)
- 64th** HYDERABAD (FORMERLY 71st)
- 68th** MÉDINE (FORMERLY 84th)
- 73th** PARIS-ORLY (FORMERLY 76th)



HEALTH & SAFETY: 5 STARS IN THE SKYTRAX COVIDFREE AUDIT AWARDED TO 3 OF OUR PARTICIPATING AIRPORTS

- ★★★★★ PARIS-CHARLES DE GAULLE
- ★★★★★ PARIS-ORLY
- ★★★★★ TBILISSI

HEALTH CERTIFICATION: 27 OF THE GROUP'S 28 AIRPORTS CERTIFIED ACI/AHA (AIRPORT HEALTH ACCREDITATION)

SUPPLIERS AND PARTNERS

SHARE OF VSE/SME PURCHASES

17% purchases made from Micro VSE SME

ACI/ASQ DEPARTURE SATISFACTION SCORE

3.91 points

MARKET SHARE WITH CSR CRITERIA

86% of contractual contracts Aéroports de Paris SA representing **over 96%** of expenses of the Purchasing department include a CSR rating criterion (% contracts renewed)

RESPONSIBLE SUPPLIER RELATIONS & PURCHASING (RFAR) LABEL (NUMBER OF INTEGRATED SITES)

Aéroports de Paris SA certified since 2014

AMOUNT OF PURCHASES FOR THE DISABILITY SECTOR

+ €635 thousand/year

CIVIL SOCIETY



BUDGET OF THE CITIZEN ENGAGEMENT DEPARTMENT

€3.7 million (OF WHICH €1.5 MILLION ENDOWED BY THE GROUPE ADP FOUNDATION)



NUMBER OF PROJECTS SUPPORTED BY THE GROUPE ADP FOUNDATION

49 Projects



3950*
groupeadp.fr

1 rue de France
93290 Tremblay-en-France - France

Aéroports de Paris - Public limited company (Société anonyme) with share capital of €296,881,806 - SIREN 552 016 628 RCS Bobigny - Intra-community VAT number FR 33 552 016 628
(*): €0.34 incl. tax/minute from a headline in mainland France, not including any additional costs charged by your operator.

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