



2025 PIONEERS

INVESTOR DAY
17 FEBRUARY 2022

01

**OUR VISION
AND AMBITIONS**

02

**OUR 2022-2025
STRATEGIC ROADMAP**

03

**A BUSINESS MODEL
CREATING VALUE**

04

ONE AMBITION
Imagining the airport
of tomorrow



05

ONE GROUP
Building a global, integrated
and responsible groupe



06

SHARED DYNAMICS
Innovate, support and
empower



OUR 2022-2025 STRATEGIC ROADMAP

02



A LONG TERM VISION EXPRESSED IN A 2022-2025 STRATEGIC ROADMAP

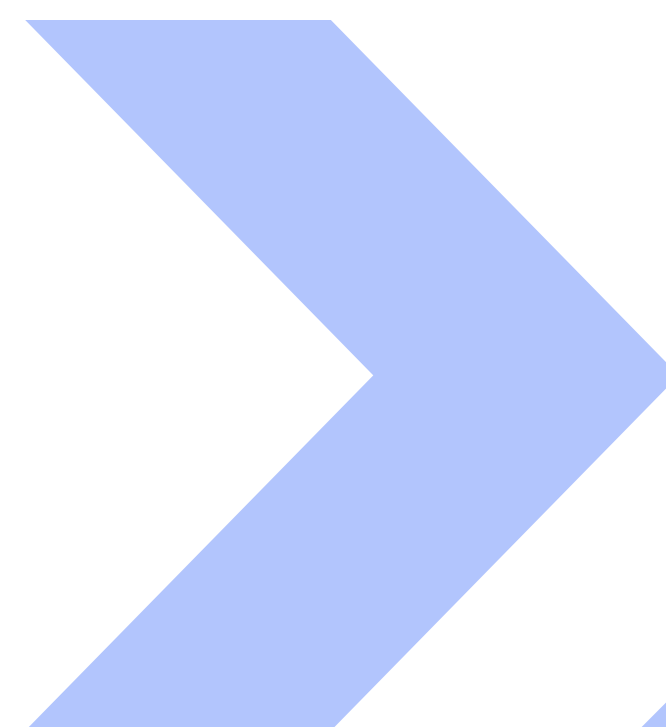
02

OUR 2022-2025
STRATEGIC ROADMAP

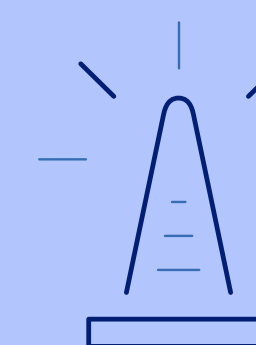
VISION

Anticipate
structural changes

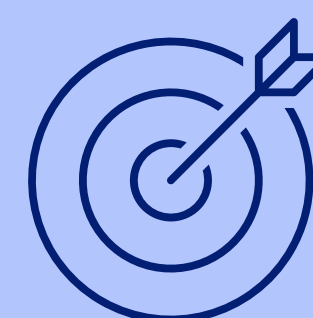
Project ourselves, innovate,
to consolidate
our leadership position



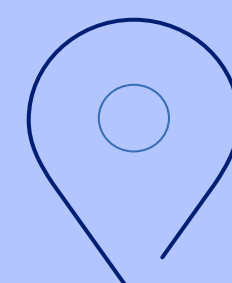
2022 – 2025 STRATEGIC ROADMAP



Priorities projects to launch
a long-term transformation



Ambitious objectives



Measurable achievements
over the next 4 years

A NEW IMPULSE TOWARDS 2050

expressed in a 2022-2025 strategic roadmap

STRATEGIC ROADMAP

launching the transition to a
new airport model

Bearing changes materialized
in the long term

in line with our 2030 carbon
neutrality and net zero
emissions 2050 commitments

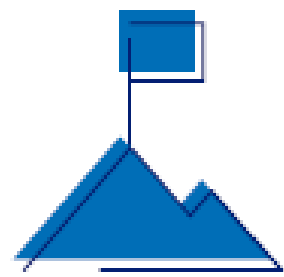
3 **strategic priorities** for an
industrial, cultural and
managerial transformation

20 **objectives** for the transition
of our model by 2025

STRATEGIC PRIORITIES

to launch the transition to a new airport model

Hospitality always at the heart of a multimodal connecting hub, designed and operated sustainably at the service of the city and the regions, by a multi-local group for global challenges relying on each of its employees



ONE AMBITION

Imagining the sustainable airport of tomorrow



ONE GROUP

building a global, integrated and responsible group



SHARED DYNAMICS

innovating, supporting and empowering

Aiming for excellence and the sustainability of operational and construction methods

Innovating in hospitality

Developing the offer of multimodal connections

Consolidating the group network

Mobilising expertise to leverage them

Relying on a strong regional anchoring

Promoting an innovative approach

Attracting and retaining talents through a global HR policy

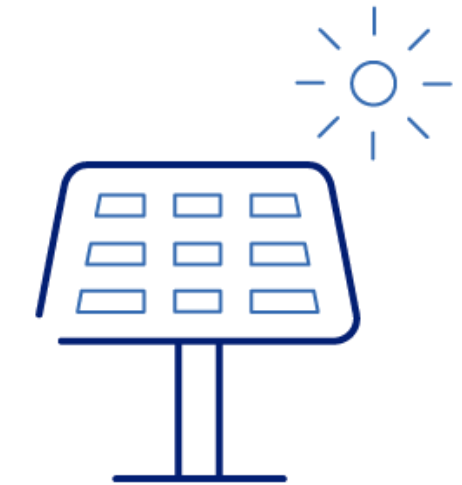
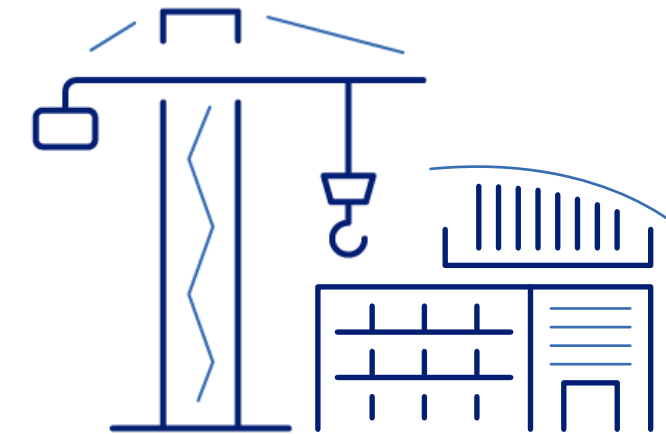
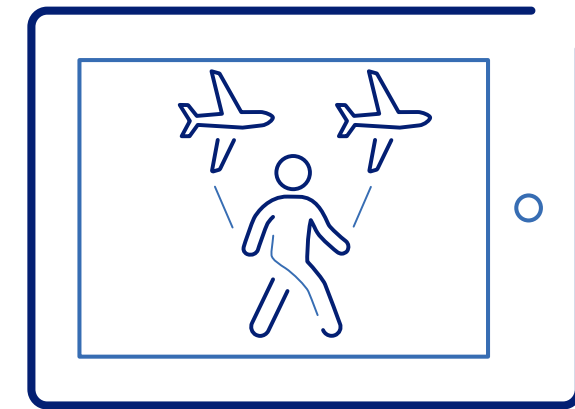
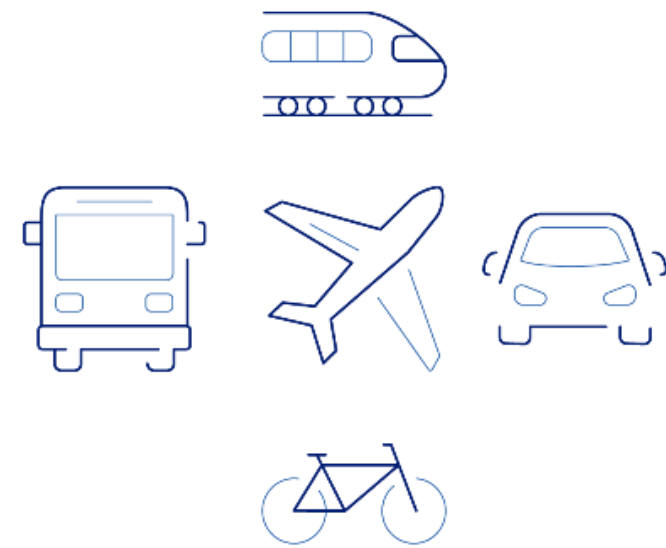
Developing a culture of responsibility

FIRST CONCRETE INITIATIVES

by 2025

02

OUR 2022-2025
STRATEGIC ROADMAP



MULTIMODALITY

Improve public transportation services to the platforms and extending station capacities on our platforms to reach the best european levels in terms of rail-air connections

SMARTISATION

Accelerate the digitalization of the passenger journey, particularly through the development of biometrics, to improve the productivity of airport processes and the fluidity of passenger journeys

SUSTAINABLE INFRASTRUCTURES

Revisit our construction methods and limit the surface area built in our existing sites through modular and flexible infrastructures

ENERGY INNOVATION

Diversify our energy activities and deploy clean energies: biomass, green electricity, sustainable aviation fuels

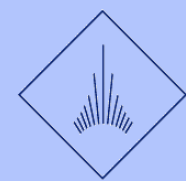
THE FIRST STRATEGIC ROADMAP

applied at Group level in a multi-local approach

02

OUR 2022-2025
STRATEGIC ROADMAP

A global transition based on local
needs and realities



a member of
Groupe ADP

A **shared roadmap** with
TAV Airports



GMR Airports roadmap
resonates with Groupe ADP
roadmap

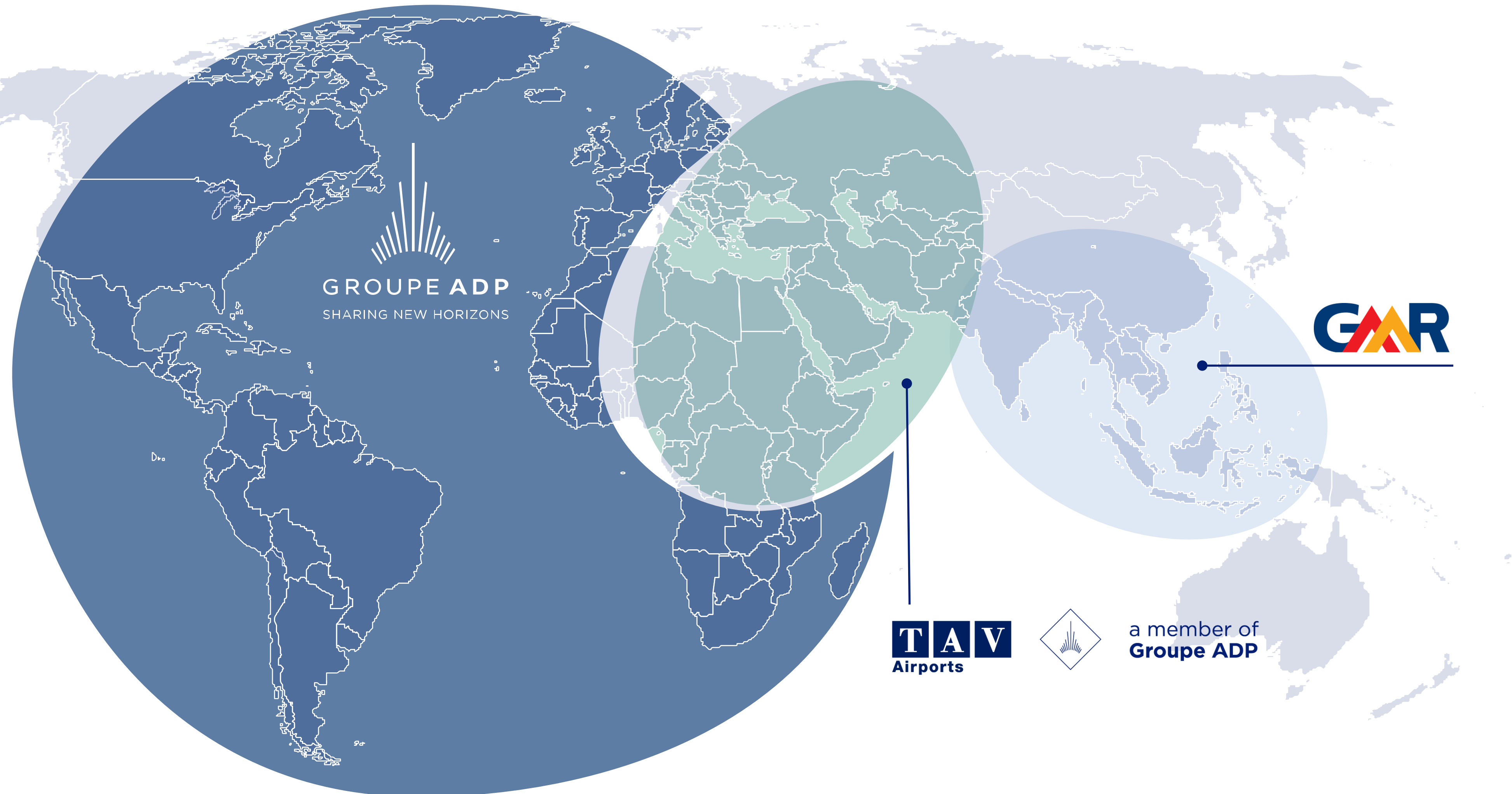
A UNIQUE GROUP MODEL CREATING VALUE

expertise and network

02

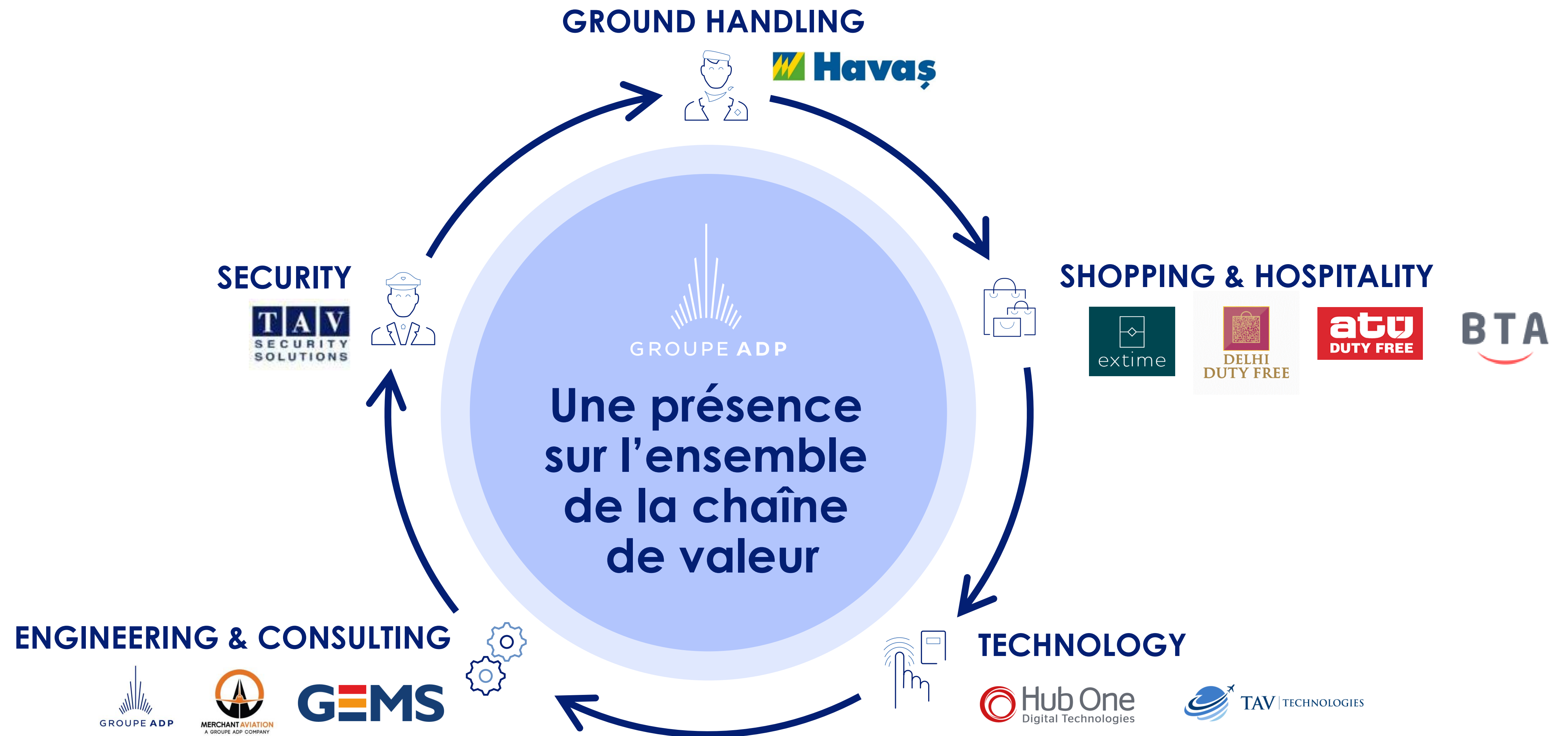
OUR 2022-2025
STRATEGIC ROADMAP

Three
complementary
entities
in terms of
geography
and exposure
to growth



A UNIQUE GROUP MODEL BRINGING VALUE

expertise and network



PRESENTATION OF THE TAV AIRPORTS GROUP

02

OUR 2022-2025
STRATEGIC ROADMAP



14 airports
of which 5 in Turkey



30

**Portfolio
maturity
years**

% 2021 Traffic
v/ 2019: **55.4%**

7 Service companies

TAV
Airports



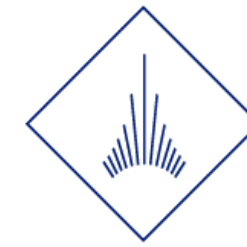
a member of
Groupe ADP



TAV AIRPORTS' GROWTH STRATEGY

02

OUR 2022-2025
STRATEGIC ROADMAP



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Groupe ADP



HAVE A STRONG CREDENTIAL AS AIRPORT OPERATOR

Making Antalya a reference airport
To be a reference across all of
TAV Airports' platforms for technology,
hospitality and sustainable growth



FOCUS THE DEVELOPMENT OF TAV AIRPORTS' NETWORK ON SPECIFIC REGIONS

Consolidate and expand the concessions
in the Eastern Europe, Central Asia, Middle
East and North Africa regions
Rely on the airlines present on TAV Airports'
platforms to boost the market in these
regions



RELY ON THE DEVELOPMENT OF NON-AIRLINE REVENUES

Develop our service companies to :

- increase revenues at existing airports
- enter new airports

Leverage the footprint and reputation of the
TAV OS lounge network to accelerate the
deployment of the Groupe ADP's hospitality
strategy

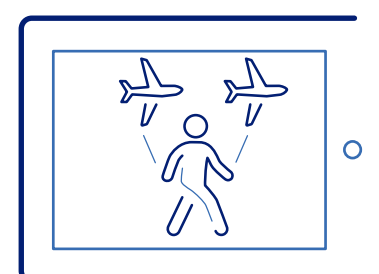
THE THREE PILLARS OF TAV AIRPORTS' STRATEGY

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OUR 2022-2025
STRATEGIC ROADMAP



a member of
Groupe ADP



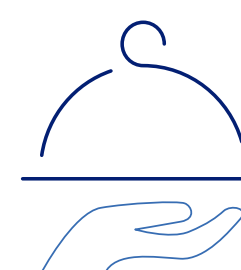
DIGITAL



TAV Technologies' innovation on new generation software for airport operations and ground handling

Deployment of digital installations on certain passenger processes

Development of TAV Technologies' international presence



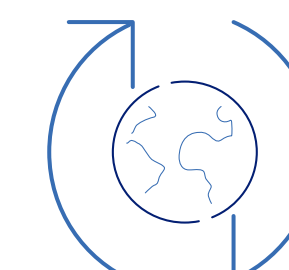
HOSPITALITY



Deployment of Groupe ADP's hospitality policy

Contribute to the Group's ACI-ASQ and Skytrax rating targets

Develop the TAV OS lounge network



SUSTAINABILITY



Increase the energy performance and reduce the carbon impact of all new buildings

Establish a carbon footprint over the life of new buildings.

Increase the use of renewable energy

PRESENTATION GMR AIRPORTS GROUP

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OUR 2022-2025
STRATEGIC ROADMAP



8 airports

of which 5 in India and
2 in South East Asia



46

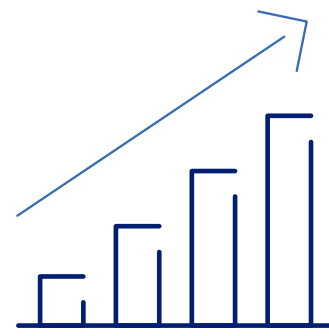
Portfolio maturity
years

% Traffic 2021
v/ 2019 : **48.8%**

Performing services activities
in project management,
contract engeneering and
Duty-free



A GROWING GROUP WITH MANY OPPORTUNITIES



GROWTH ON EXISTING ASSETS

A **resilient Indian traffic**: with close to 100% recovery on domestic traffic in December 2021 before the Omicron wave

An important **investment cycle** in order to ensure future growth perspectives of the company

Investments based on solid fundamentals with **positive EBITDA even at the worst of the pandemic** in 2020 and 2021



NUMEROUS DEVELOPMENT OPPORTUNITIES

To position itself in priority on the **Indian market** for the next privatizations

Seek new concession opportunities in Asia and other target markets

A GMR AIRPORTS STRATEGIC PLAN OVER FIVE YEARS

02

OUR 2022-2025
STRATEGIC ROADMAP



FOCUS ON GROWTH

in Delhi and
Hyderabad, of
non-aeronautical
revenues and
land activities

VALUE UNLOCKING

at GMR Airports by
reducing leverage
and
**INCREASED
PROFITABILITY** at
the level of airport
assets

Roll out the
**INDUSTRIAL
PARTNERSHIP**
signed between
GMR Airports and
Groupe ADP

**RENEW THE
PASSENGER
EXPERIENCE**
through
operational
excellence, and
commercial
initiatives

Continue to
deploy **SMART
AIRPORT** by the
implementation of
**NEW DIGITAL
SOLUTIONS**

**IMPLEMENT GREEN
INITIATIVES** to
further reduce the
carbon footprint of
our airports, with
notably Delhi
Airport set to
become 'Net Zero
Carbon Emission
Airport' by 2030