



LEADING THE CHANGE

PIONEERS

2025

TAV
Airports



a member of
Groupe ADP



P_04 MANAGEMENT MESSAGE

**P_06 A BRAND THAT TRANSFORMED
THE AIRPORT EXPERIENCE**

**P_08 THE LARGEST AIRPORT
MANAGEMENT PLATFORM GLOBALLY**

P_10 THE PLANET & PEOPLE

P_12 2025 PIONEERS

P_14 LEADING THE CHANGE



“Excellence is
**never an
accident.**”

Aristotle



Throughout its history, aviation has always been susceptible to externalities, due to the very nature of

the industry. One of the main driving sectors of globalization, it faced numerous challenges in the past century, but proved to be resilient, recovering as fast as it subsides.

The latest crisis brought by the COVID-19 pandemic became an exception. Disruption of operations coupled with a sharp decline in the global economy was unprecedented. TAV Airports managed to weather the storm and move ahead of the curve. Nevertheless, as uncertainties continue, our world and our industry remain to be faced with an unparalleled challenge: Climate change.

In the mid and long term, aviation will continue to grow but we need a new business model based on sustainability and performance. As a member of Groupe ADP, the largest airport management platform globally, we have the capabilities to lead the change in our business and support the wider efforts of transformation.

In full alignment with the Groupe ADP roadmap 2025 Pioneers, TAV Airports established its three-year strategic outlook. The roadmap has three strategic priorities:

- **One Ambition** - “Imagining the sustainable airport of tomorrow”
- **One Group** - “Build a global, integrated and responsible group”
- **Shared Dynamics** - “Innovate, support and empower”

Declining from this approach, TAV Airports strategy will be based on three pillars: Digitalization, Hospitality and Sustainability.

The above-mentioned quote, attributed to the Greek philosopher Aristotle, follows as:

“[Excellence] is always the result of high intention, sincere effort, and intelligent execution. It represents the wise choice of many alternatives-choices, not chance determine your destiny.”

TAV Airports’ strategic outlook is our roadmap for continued excellence in our business in the coming three years, as well as setting the direction for our long-term ambitions.

Franck Mereyde
**CHAIRMAN OF EXECUTIVE
COMMITTEE**

Serkan Kaptan
CEO

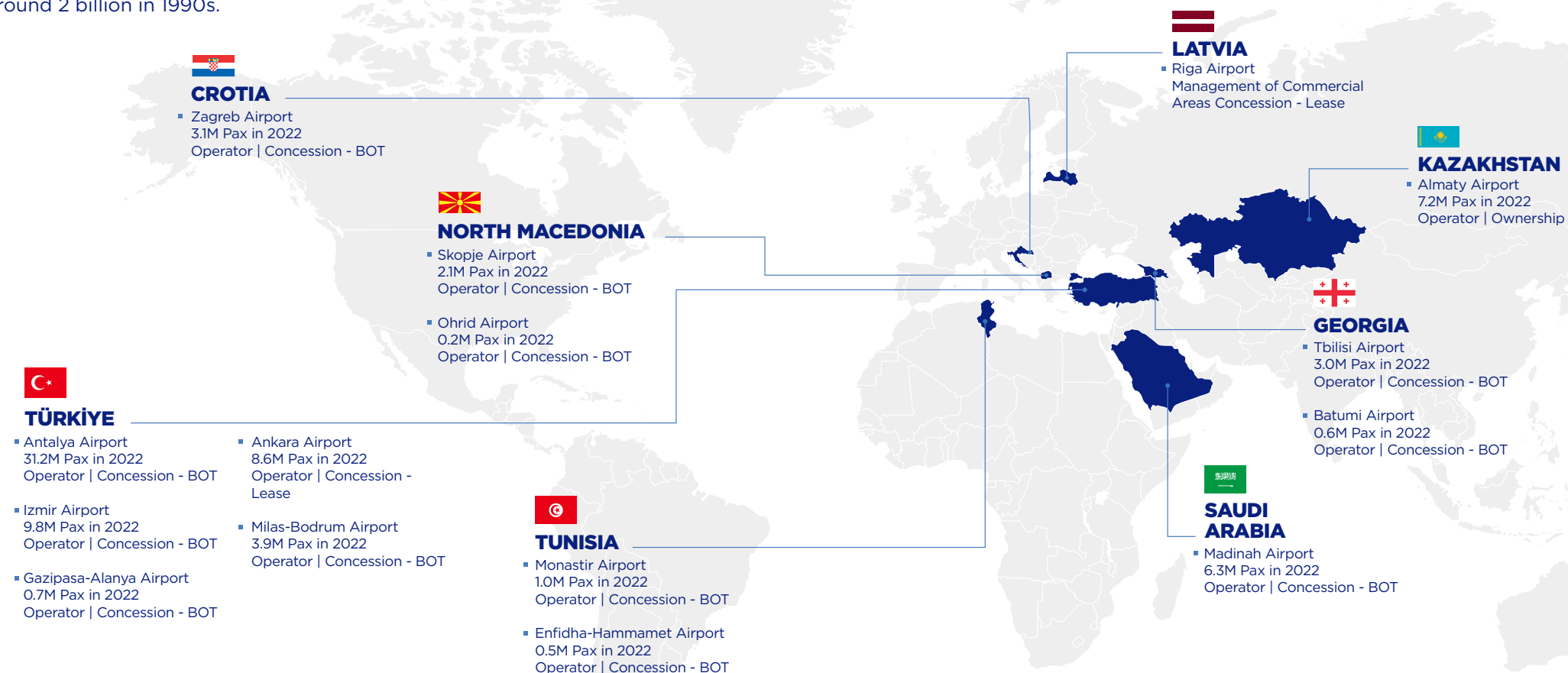
A brand that transformed the airport experience

Founded in 1997, TAV Airports became a success story built on the exceptional growth of global aviation during the last three decades.

Through technological changes and economic progress driven by globalization, air travel became increasingly accessible to different parts of the society across the globe. Deregulation of the industry diversified airline offers as legacy carriers were joined by low-costs and regionals. The hub-and-spoke system increased connectivity. Security became crucial in a global world without borders and faced with a changing nature of threats. The global passenger traffic exceeded 9 billion in 2019, in comparison to around 2 billion in 1990s.

Long-term strategic investments, modern airports are required to adapt to a fast-changing world. TAV Airports, with its unique vertically and horizontally integrated business model, is among the brands that continue to define the modern airport experience.

Through its subsidiaries, TAV Airports provides services at every point of the airport value chain. A portfolio of 15 airports in eight countries and a highly skilled talent pool of 35 thousand people enables TAV to devise and implement solutions customized to the needs of any airport project.



The largest airport management platform globally

As a member of Groupe ADP, TAV Airports is part of the leading airport management platform with activities at some 108 airports in 29 countries.

Our common purpose drives our ambitions: "Welcome passengers, operate and imagine airports, in a responsible way and all around the world."

It embodies three strong beliefs that will lead to a new momentum for our group.

To be a hospitality expert in the service of travelers.

The airport of the future must offer a seamless digital journey, high value-added services and offers, and a personalized experience.

To be an innovative group serving the infrastructures of tomorrow.

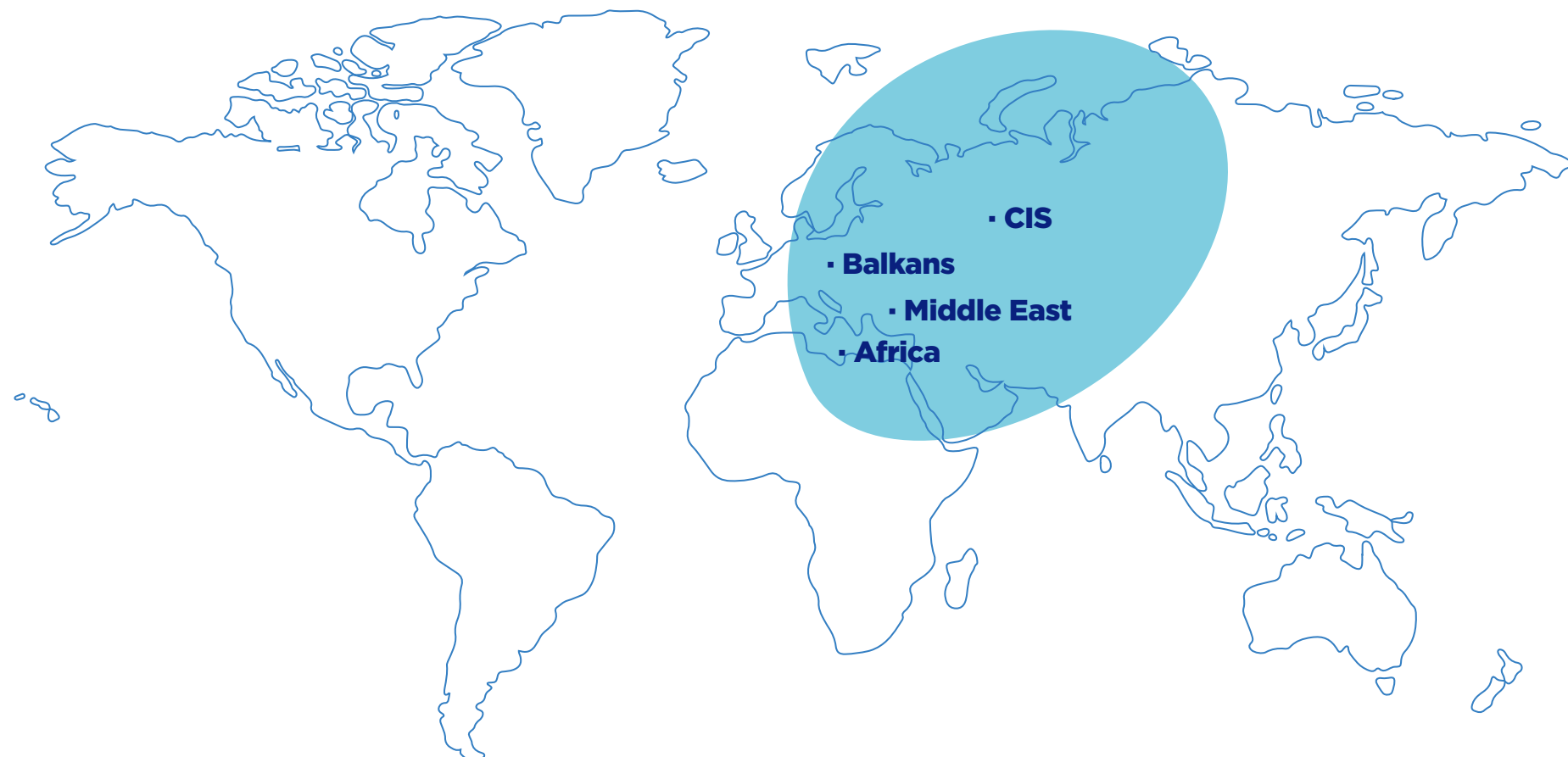
The airport of the future must be an efficient one thanks to sustainable construction and operating methods.

To be a multi-local group in service of local communities.

The airport of the future must be a transportation and energy hub that is integrated into overall regional planning.



A group with a unique and value-creating model



Changing the planet and the people for the better



Demonstrating extraordinary resilience, TAV Airports emerged stronger from the worst crisis in the history of aviation, instigated by the operational challenges and financial downturn brought by the COVID-19 pandemic.

Today, TAV Airports has a better vision and long-term ambitions even though our world and the aviation industry are on the verge of radical change. Uncertainties brought by political and economic volatility require increased resilience, agility, and adaptability. Climate change is disrupting the foundations of our civilization and collaborative efforts on an unprecedented level is needed to tackle these challenges.

As a member of Groupe ADP and an active member of the larger aviation community, TAV Airports is convinced that air transport will continue to grow, creating value for its stakeholders and minimizing its environmental impact.

TAV Airports strategy focuses on organic, inorganic and ancillary growth -both through expanding its airport portfolio and the footprint of its service companies. Further developing the organizational excellence and resilience, coupled with an amplified commercial strategy will complement the growth.





2025 PIONEERS A global industrial project

2025 Pioneers is the strategic roadmap deployed by Groupe ADP to kickstart the transition towards a new airport model. A member of Groupe ADP, TAV Airports built its strategy fully aligned with this roadmap, focused on three dimensions.

This strategic orientation complements our goal to sustain a high growth model in accordance with new environmental and societal challenges in our target regions. It paves the way to reach our commitments of achieving carbon neutrality by 2030, and net zero emissions by 2050.



ONE AMBITION Imagine the sustainable airport of tomorrow

- Make more than 80% of flights depart on time - or within 15 minutes of the scheduled time
- Set a carbon budget for the lifecycle of all investment projects over 5M€
- Provide 50% of passengers with biometric facilitation
- Aim for excellence in hospitality: ASQ score of 4+ for all airports with an annual traffic above 3 million passengers. 3 airports in top 100 in Skytrax ratings
- Deploy Extime retail and hospitality concept
- Use 10% of low carbon energy in terminals and airside
- Set a roadmap regarding preserved land for biodiversity to improve biodiversity index by 2030



ONE GROUP Build an integrated and responsible global group

- Stabilize the average maturity of our concessions portfolio at 30 years
- 30 additional international routes to increase the connectivity of our territories
- Develop the smartisation of the group's airports -all airports with an annual traffic above 4 million passengers will be "fully digital"

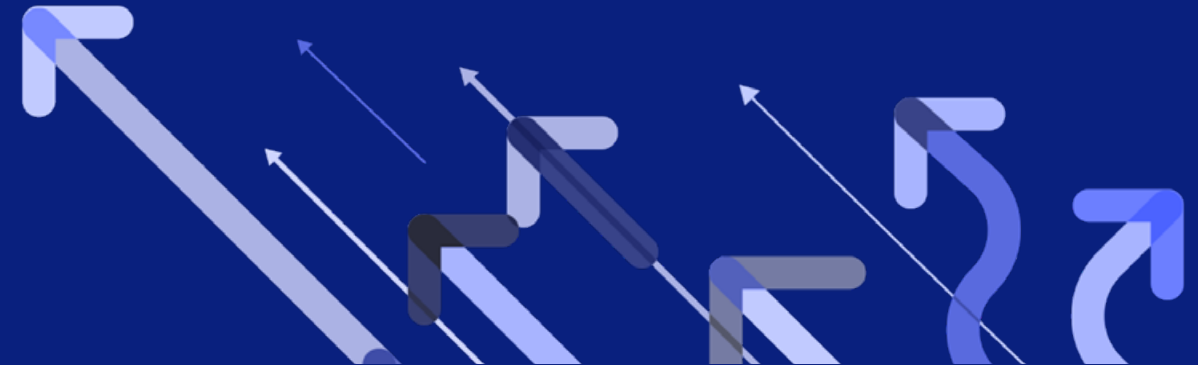


SHARED DYNAMICS Innovate, support, and empower

- Roll out 120 experiments - 30 of which leading to industrialization
- Include an ESG element in the remuneration of 100% of employees
- Train 100% of employees in ethical and compliance best practices

Leading the change

3 pillars of TAV Airports strategy



Digitalization

All points in the passenger journey will be monitored in real-time, supported by automated and digital processes.

The smart airport program developed and implemented using the existing capabilities of TAV Technologies and R&D efforts.

- Improve customer experience – support the development of the hospitality offer, create additional revenues.
- Optimize operations – increase terminal capacity, optimize costs, standardize processes.



Hospitality

We will achieve an ASQ score of 4+ for all airports with an annual traffic above 3 million passengers.

3 airports in top 100 in Skytrax ratings.

Reach +10 million customers at our lounge network.

Two additional 5-star ranked lounges in portfolio.



Sustainability

A fully consolidated ESG roadmap with Groupe ADP, in five pillars

- **Corporate governance:** Effective and efficient governance to improve the performance of the group; to become more stable and productive; to reduce risks; to enable safer growth; to improve reputation and foster trust.
- **Procurement:** Aim for a long-term plan to build strategic relationships with competitive suppliers to acquire the necessary goods and services of the best quality in a specific cost range and have them delivered on time.
- **Environment:** Work towards commitments outline in the Airports for Trust charter.
 - Increase proportion of battery powered GSE in the fleet to 20% by 2025.
 - Define a carbon budget for new capex above EUR 5M.
 - All airports in ACA by 2025.
 - Follow commitments made to Act4Nature International on biodiversity.
- **Social:** Aim to provide advance flexibility, innovation, and competitive advantage while improving business performance and while considering and focusing diversity inclusion and equity.
- **Community:** Build long-term trust and cohesion with local stakeholders, reinforce the benefits of the airport activity for the local communities, federate the airport community and act together for maximizing the positive impacts of airport activity.

CHANGING **THE PEOPLE
&
THE PLANET** FOR THE BETTER



a member of
Groupe ADP



tavairports.com



tavconnections@tav.aero



[/tavairports](https://www.youtube.com/tavairports)