

# **Agenda**



**Overview & Strategy** 

**Financial Results** 

**Business Developments** 

**Outlook & Summary** 

**Appendix – Supporting Information** 



# **Athens International Airport – An Introduction**



#### **Airport Overview**

- 1. Largest Airport in Greece with 28.2m Pax as of FY 2023
- 30 + 20 Year Concession Operating under a Dual-Till Regulation Starting in 1996 and Expiring in 2046
- 3. Law 5045/23: New tender latest 2040 **AIA has right to** match
- 4. Located in Athens, a **Prime Tourist Destination** and **Most Important Entry Point to Greece**
- 5. Connected to **156 Destination-cities** in **57 Countries** operated by a Total of **66 Carriers**<sup>(1)</sup>
- 6. Sole and **Exclusive Operator** within Catchment Area<sup>(2)</sup> of approx. 6m people<sup>(3)</sup>
- A Regional Airport Recognised as 9th Most Connected Hub by OAG 2023 Rankings



Sources: Company Information, OAG.

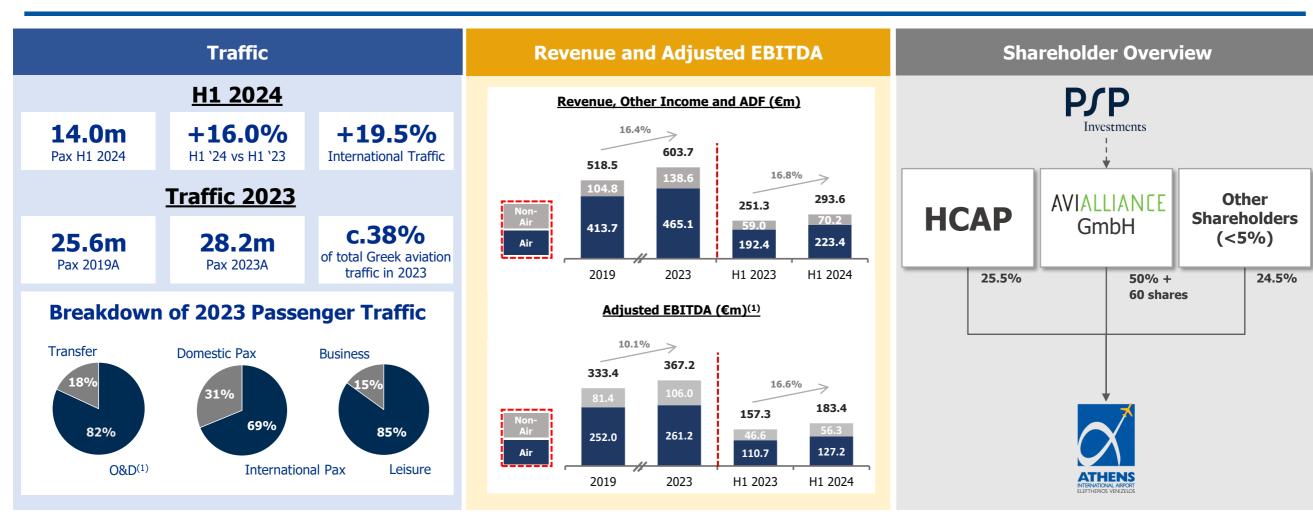
<sup>(1) 2023</sup> Figures.

<sup>(2)</sup> Pursuant to Law 2338-95, no new airport will be developed as an International airport within 50km of Syntagma Square with the benefit of the Greek State Support until and unless more than 50mn passengers by air use the airport in any continuous period of 12 months. An existing airport in this area may be developed to an international airport once AIA crosses 30 million passengers in 12 months, with airport charges and fees not lower than AIA (ref. 3.2.1 ADA).

<sup>(3)</sup> Estimated catchment area of Athens airport, based on its business model, location and the destinations that it serves, concerns in general a geographical market, of or around of six million people, including Athens, and a radius of at least 250 kilometres or alternatively of at least 180 minutes travelling time by car, bus, or train, to and from Athens airport taking into account the population of Attica, Sterea Ellada (in the region of Central Greece), Dytiki Ellada (in the region of Western Greece) and Peloponnisos.

# **Key Highlights**

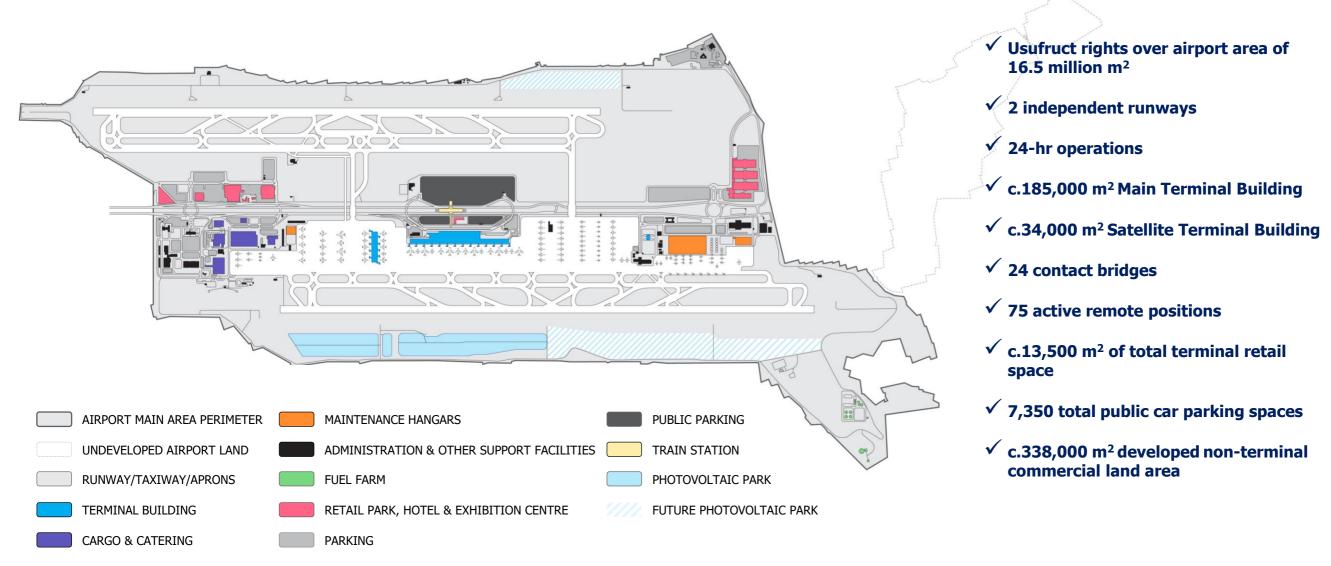




<sup>(1)</sup> Including €11.8m ADF subsidy for borrowing costs for 2019, Grant of Rights fee of €15m for 2019 & 2023 and €7.5m for H1 2023 & H1 2024 and excluding Covid compensation of 20.0m in 2023.

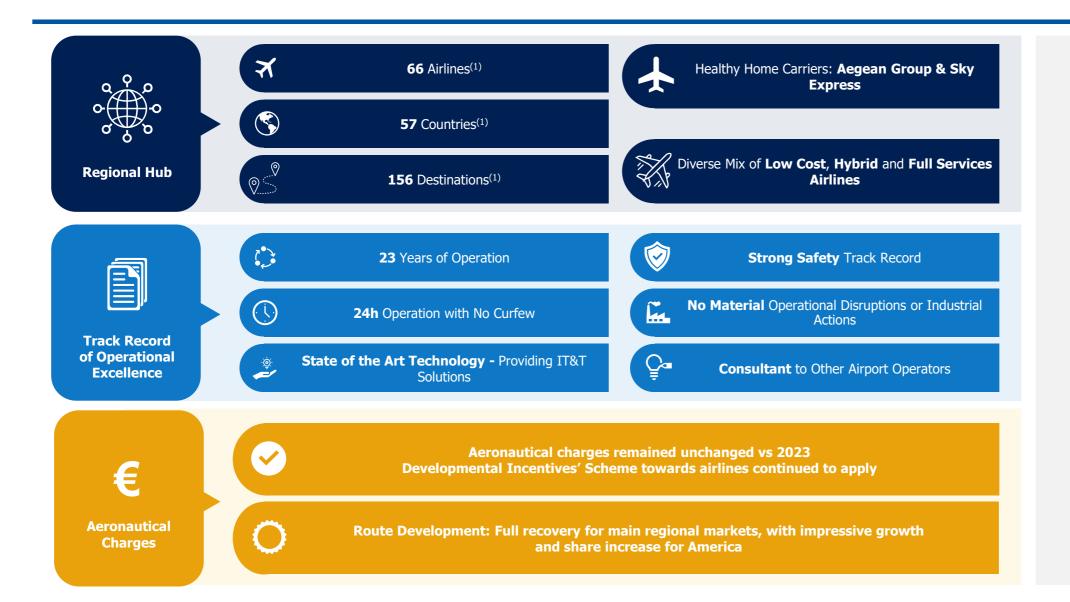
# An 'Airport Community' of 300 Businesses and 16,000 People





# **Trophy Airport with Excellent Track Record**





#### **Recent Awards Received**



#### 2023

Best Airport Award (25-40m pax category)



#### 2023

Airport Efficiency Excellence Award (10 - 20m pax category)



#### 2023 & 2024

Route Development & Airline Marketing Excellence Award (1st place, 20m+ pax category)





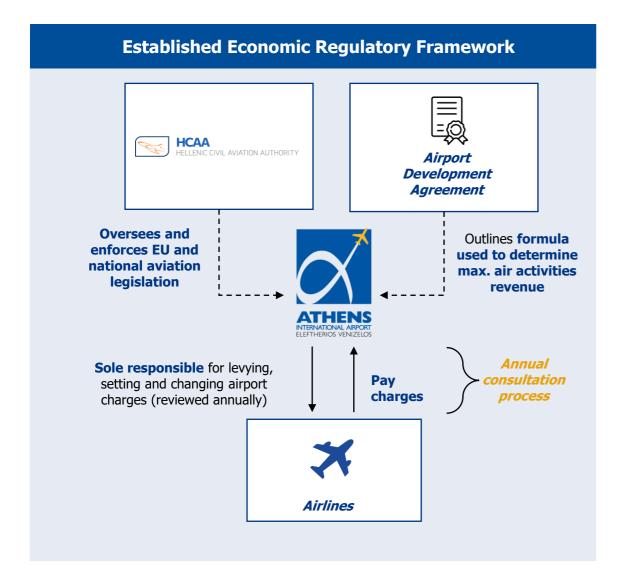
#### 2023

Best Airport in Europe for Superior Customer Experience (25-40m pax category)

(1) 2023 Figures.

# **Benign Dual-Till Regulation Providing for Some Downside Protection and Growth Upside**





#### **Comprehensive Concession Agreement**

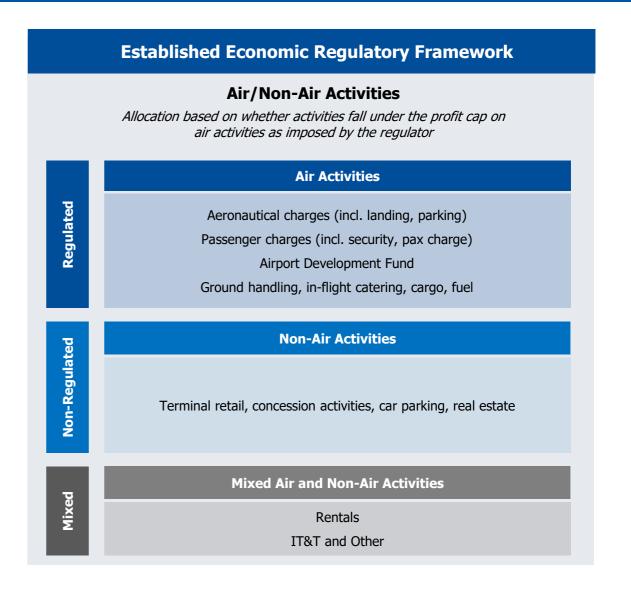
- Attractive Dual-Till Regulatory Framework
  - ✓ **Uncapped upside** from non-air activity streams
  - ✓ **Strong revenue base from air activities** allowing a 15% Annual Cumulative Regulatory RoE
  - ✓ **Stable regulation** with no annual or periodic reviews
- Clear Regulatory Framework
  - ✓ 20 + 30-year concession granted until 2046
  - ✓ **23 years** remaining concession period until 2046
  - ✓ Concession allows opportunity to **pursue additional revenue streams**
  - ✓ Well-established and long-standing relationship with HCAA
  - ✓ **Transparent** tariff framework, no material elements subject to negotiation
  - ✓ **Streamlined** licensing approvals
- 3 Predictable Capex Program
  - ✓ Well-defined trigger points for airport expansion
  - ✓ Predictable capex program with air-activity investments recoverable at cost

## Dual Till Regulation Provides Downside Protection to Athens International Airport Along with An Uncapped Growth Potential to Non-Air Activities



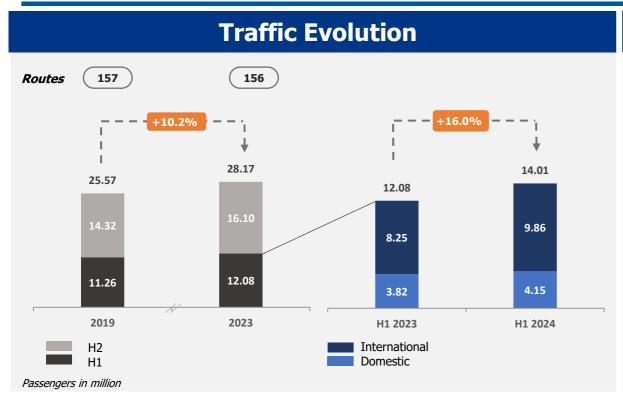
# Tariff Mechanism Maximum Air Activity Revenue Air Activity Costs Air Activity Costs Air Activity Costs Carry Forward from Previous Periods (if any)

- Regulation not subject to annual reviews
- The Maximum Air Activity Revenue determines the maximum Athens
   International Airport is allowed to recover from airport charges levied on airlines and passengers (after accounting for all other air activities and revenue)
- It aims to cover all costs connected to air activities plus a 15% maximum cumulative annual regulatory return on equity<sup>(1)</sup>
  - Unrealised profits can be carried forward to subsequent periods adjusted periodically by inflation (EU RPI)
  - In the event that Athens International Airport's actual compounded cumulative return exceeds 15.0%, in 3 out of any 4 consecutive financial periods, the Company is obliged to pay any excess return to the Greek State
- The expansion capex for air activities will only be recovered at cost and will not receive additional return



## Record traffic for the first six months of 2024







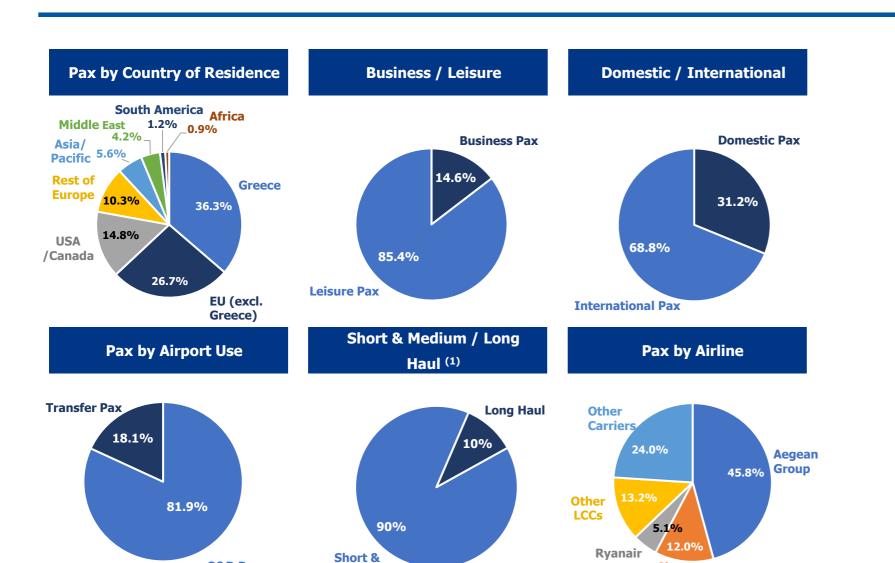
## **Strong growth continued**

- √ H1 2024 vs H1 2023 +16%
- ✓ International passengers the key driver at +19.5%
- ✓ Domestic passengers increase at +8.6%

- ✓ Double-digit increase in all months of H1
- ✓ Strong winter season, modestly reducing to c.10% growth in peak summer months

## **Well diversified and Resilient Traffic Mix**





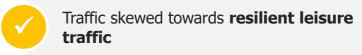
Sky

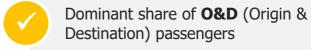
**Express** 











Note: Based on 2023 data.

**Medium Haul** 

**O&D Pax** 

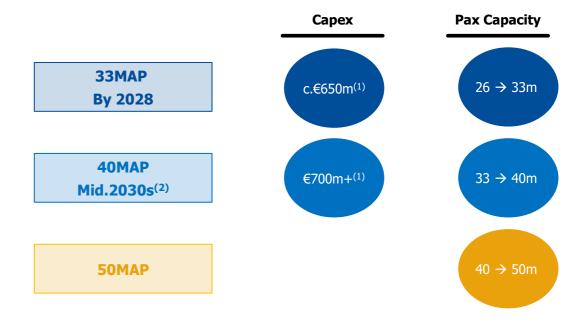
# **Multiple Levers to Enable Long-Term Growth**



Modest Air Activities Growth Anticipated from Carriers and Market

- Home carriers' expansion & development plans
- Closely monitoring dynamics of new / emerging markets
- Maintain competitive pricing policy Realise the 15% allowed Regulatory Return on Equity
- Opportunity to Increase Non-Air Activities Revenue
  - Expansion of retail space (>60%)
  - Construction of a multi-storey car park

- A 3-Phase Master Plan Already Approved by the Regulator Underpins AIA's Growth Ambitions
- Master Plan approved by HCAA; additional required approvals streamlined; optimized 33MAP and timeplan also approved
- Relatively straightforward project as no need for new runways or new land expropriation
- AIA believes that financing can be obtained from banks at competitive rates and be in place by year end
- Design process of first phase up to 33m PAX is under way



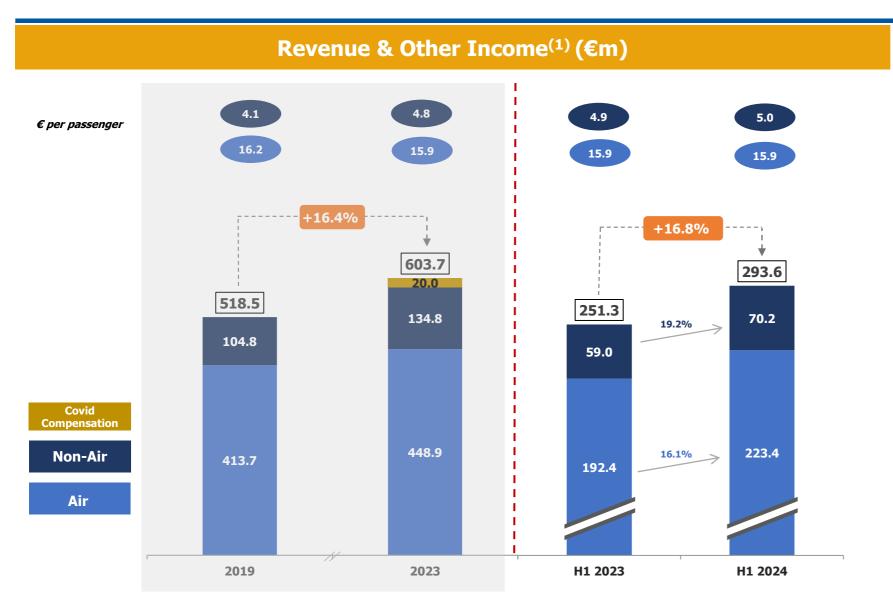
12

<sup>(1)</sup> Company estimates based on business plan using 2022 prices. (2) Contingent on traffic projections.



# Record high revenues: Air Activities grew in line with passengers; non-Air outperformed traffic levels





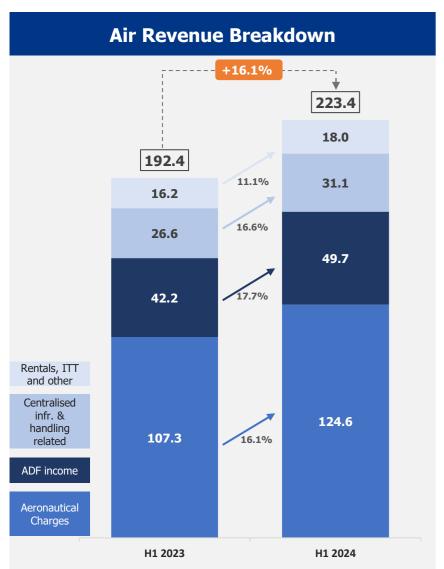
#### Comment

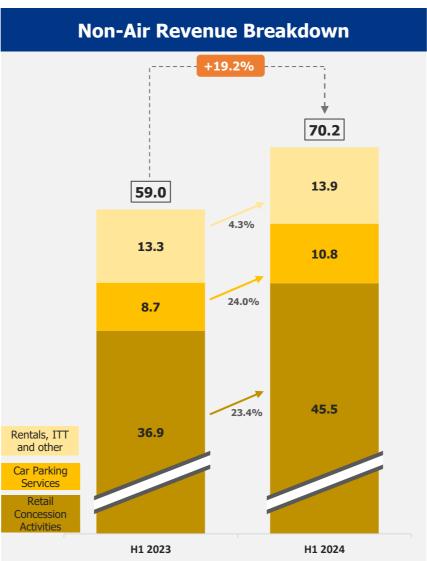
- Traffic development and flat airport charges led to 16.1% increase in H1'24 Air Revenues; in line with traffic increase (+16%)
- Strong Non-Air Revenue at +19.2% overperforming traffic

<sup>(1)</sup> Revenue from contracts with customers, Other Income and ADF subsidy for borrowing cost of €11.8m in 2019.

# Aero charges and ADF dominate Air revenues; Retail Concessions make up almost 65% of Non-Air revenues





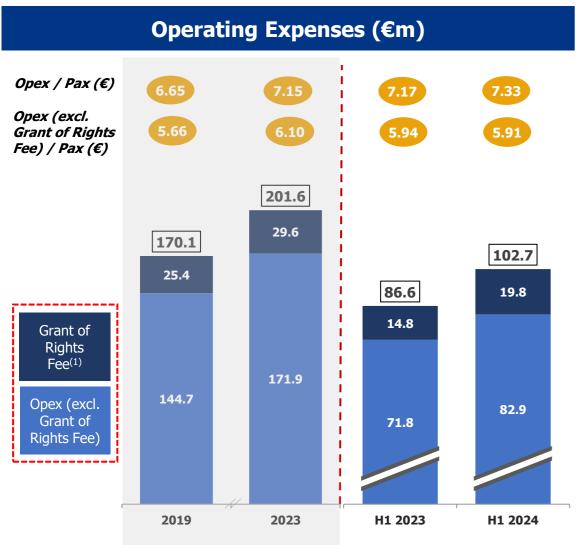


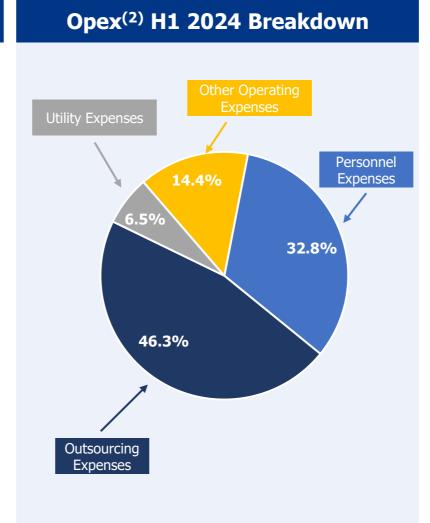
#### **Comment**

- Air Revenue traffic related streams in line with traffic; Rentals, ITT and other at 11.1% growth
- Robust Retail Concession Activities revenue increase (+23.4%) due to improvements in brand and concept assortment on successful commercial agreements
- Car parking also outperformed traffic levels (+24.0%) supported by increased Origin & Destination (O&D) traffic and successful yield management

# Continued focus on cost discipline while providing attractive service level







#### Comment

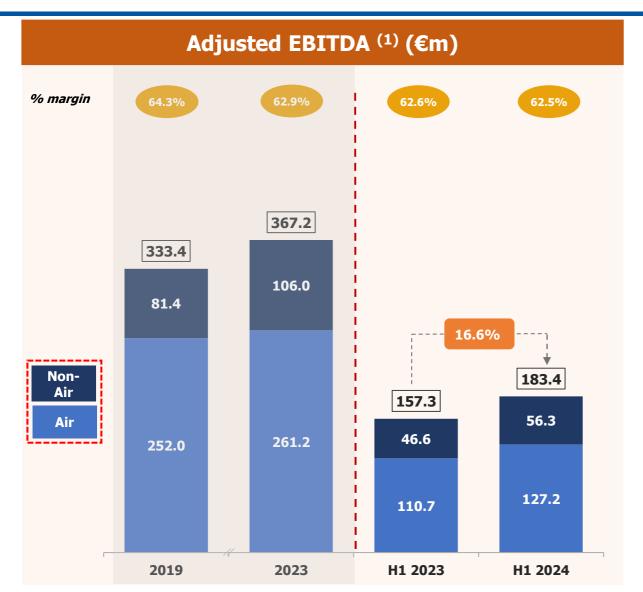
- despite inflationary pressure opex remained competitive in line with traffic
- Operating Expenses reflect continued high productivity while investing in optimum level of service :
  - ✓ Additional resources due to higher traffic
  - ✓ Inflation/ minimum wage increases / reactivation of ageing related increases in national collective labour agreements
- Increased variable component of Grant of Rights Fee due to the 2023 higher profitability

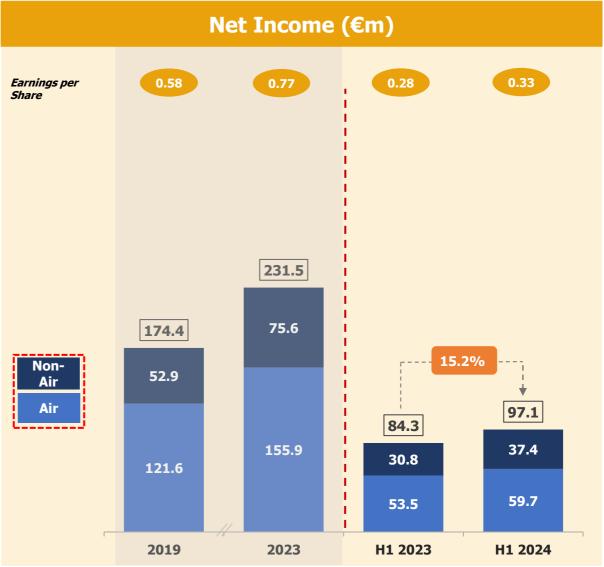
(2) Excluding Variable portion of Grant of Rights Fee.

<sup>(1)</sup> Variable component only.

# AIA enjoys profitability with continued attractive margins







# **Carry Forward amount on 30 June at €67.1mn**



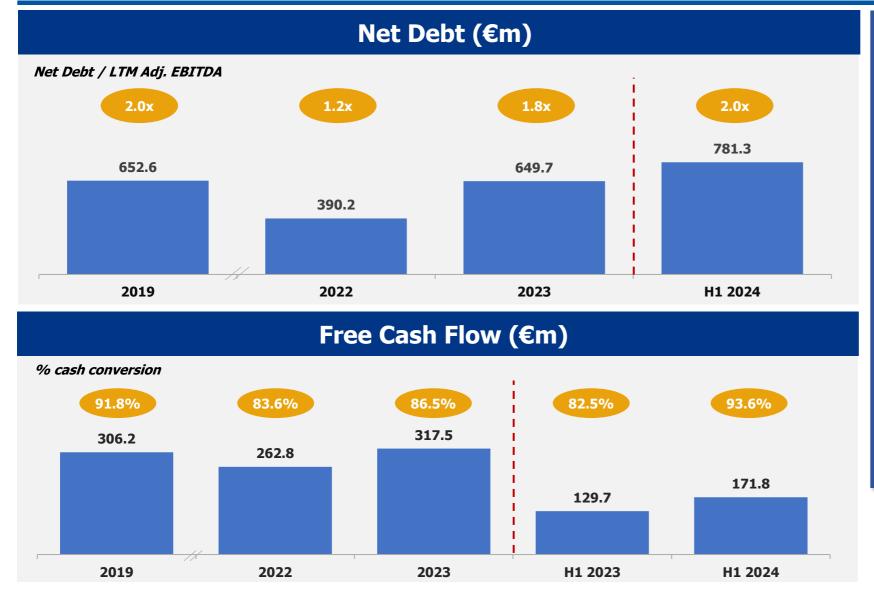


<sup>(1)</sup> Calculated as Net Income from Air Activities / Inflated Equity.

<sup>(2)</sup> Base Equity for the calculation of the 15% Regulatory RoE. Means the equity initially paid-in, equal to €300m, adjusted for inflation, as determined by the Harmonised Index of Consumer Prices (HICP).

# Leverage at 2x Net debt to LTM adj. EBITDA with 94% free cash flow conversion





#### Comment

- AIA's principal sources of liquidity are cash from operating activities and bank loans
- H1 2024 leverage of 2.0x Net Debt to LTM Adjusted EBITDA
- Strong profitability accompanied with healthy
   Cash Flow generation
- H1 2024 Free Cash Flow at €181.8m and 93.6% Cash Conversion



# **Business developments and achievements in H1 2024**





#### **Recent Awards Received**



#### 2024

Route Development & Airline Marketing Excellence Award (1st place, 20m+ pax category)

# **Positive developments in important fronts**



# VAT Case Update

- Decisions for 5 of 10 pending court cases related to VAT litigation (total amount of €155.1mn) were published on 18
   June 2024
- AIA's appeals representing c.€149.5m have been accepted (years 2001, 2003)
- AIA's appeals representing €0.4m have been partially accepted (year 2002)
- Greek State appeals representing €0.5m have been accepted (years 1998,1999)
- Appeals that remain open reflect a total value of €4.7m (years 2000, 2002, 2003, 2010, 2011)

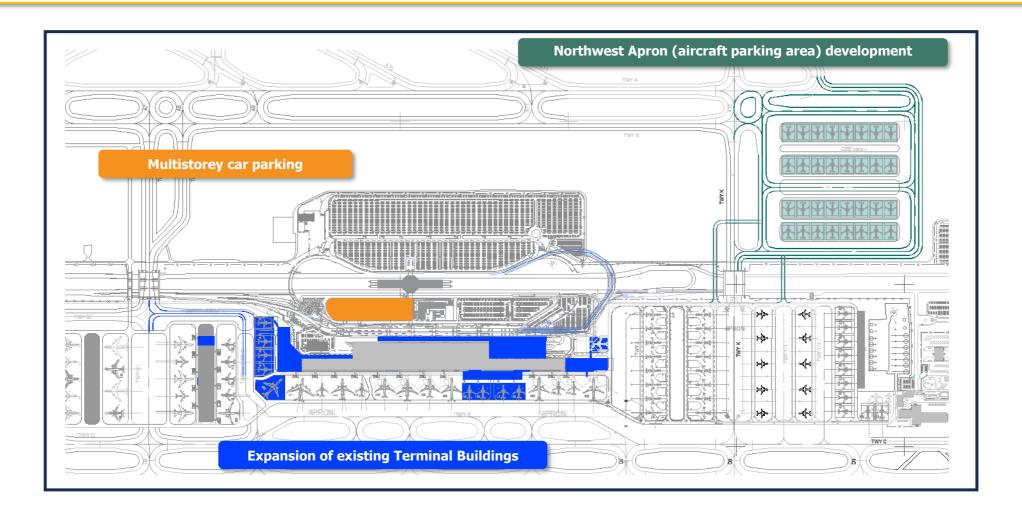
# Airport Charges

- AIA announced it will keep Airport Charges flat for 2024, with the exception of the Passenger Terminal Facility (PTF)
- PTF charge will take effect in November 2024 reflecting the anticipated decrease of the Airport Development Fund (ADF)
- Introduction of PTF in place of ADF will enable AIA to provide attractive service levels while maintaining stable overall charges

# **Airport Expansion Program Update**



- √ HCAA approved the optimised 33MAP Master Plan along with relevant timeplan
- √ Expansion program is on-track with successful execution to date of key planning elements



# On track with Route 2025 for commitment to 100% net-zero carbon





2030 brussels airport (3)

- 1. 35.5 MWp Photovoltaic (PV) and 82MWh Battery Energy Storage System (BESS) project awarded in H1 and ongoing
- 2. Secured financing for PV + BESS development, vehicle fleet electrification and heat pump installation, including RRF funding
- CO<sub>2</sub> emissions reduced by 60% since 2005 and 45% of electricity needs provided by clean energy
- Carbon neutral since 2016, currently accredited as most ambitious level of ACA (Level 4+ "Transition")
- First airport in Europe to achieve 100% of electricity needs produced on-site from clean sources



Sources: ACI Europe Resolution on 27 July 2024

2025

Stockholm-Arlanda Airport

Helsinki Airport

Paris-Orly and Paris-Le Bourget airports

Paris-Charles de Gaulle Airport



## 2024 Outlook



## **Performance Outlook** FY 2024 Guidance **Traffic forecasts:** Expect low double-digit growth for passenger traffic during full year 2024 **Operational** Change of status from "non-coordinated" to "schedule facilitated" for the summer of 2025 to effectively address ATC related capacity constraints during peak hours **Developments Aeronautical Stable Aeronautical Charges & ADF** Charges Full replacement of ADF upon transition from €12/dep. pax to €3/dep. pax (Nov '24) Adj. EBITDA margin for the year in excess of 60% Adj. EBITDA **Gradual reduction of the Carry Forward amount** 33MAP Master Plan is on-track; advanced on design studies and relevant tenders **Expansion Plan** Financing of the 33MAP investments is progressing and is expected to be in place before the year end

# **Highly Resilient, Efficient and Profitable Airport Operator**





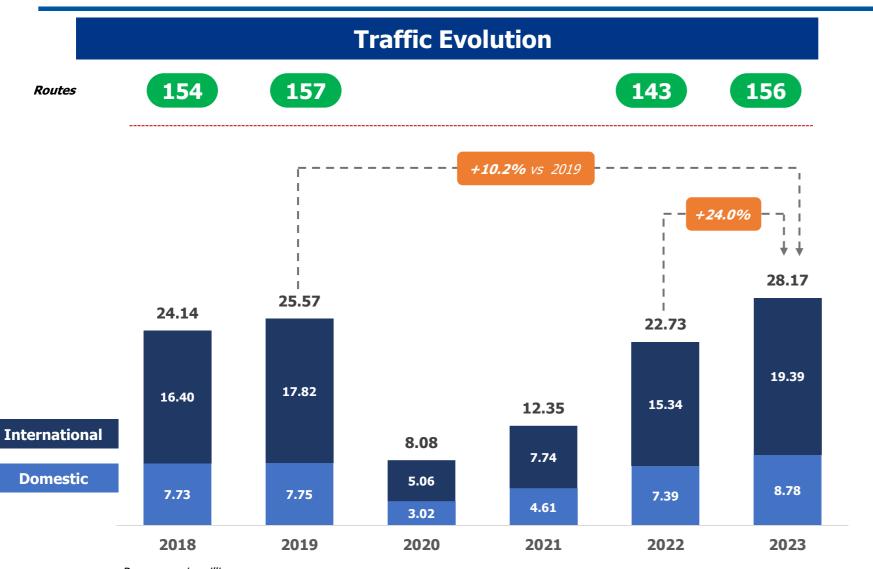


# **Appendix**



# 2023 passenger traffic exceeded 2019 record levels by 10%







- $\checkmark$  International: +8.8% vs 2019
- ✓ Domestic: +13.3% vs 2019

#### **Routes Closer to Pre-Covid Levels**

- ✓ Connected in 2023 to 156 Destination-cities (123 international) in 57 Countries operated by a Total of 66 Carriers
- √ Total number of routes nearly back to pre-covid levels
- √ 18 new routes added in 2023

# Non-Air Revenue: Solid, Profitable Agreements and Proven Long-Term Partnerships

155 outlets

47

Food &



#### Retail Concession activities (1)















#### **Offering the Best of Greece**





#### **Car Parking & curbside operations**



Access control scheme (June'23), charges after 10' vehicle stop



#### **Property revenues**



Incremental revenues due to new contracts:

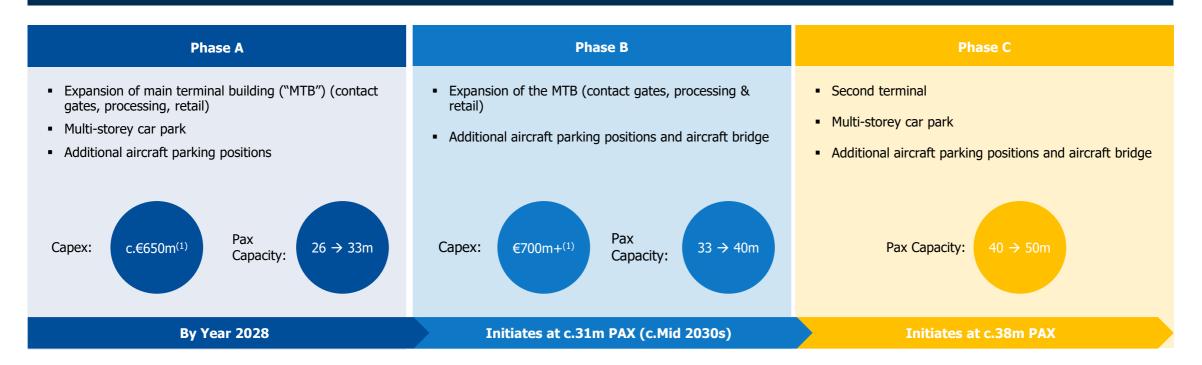
- √ Major MRO facility (Olympic Air since Dec. 2022)
- ✓ New HCAA Headquarters (since Jan. 2023)

(1) Figures represent 31.12.2023 status.

# **Capacity Expansion Master Plan**



#### A Well-Defined Three-Phase Master Plan to Reach 50m PAX and Address Next c.20 Years

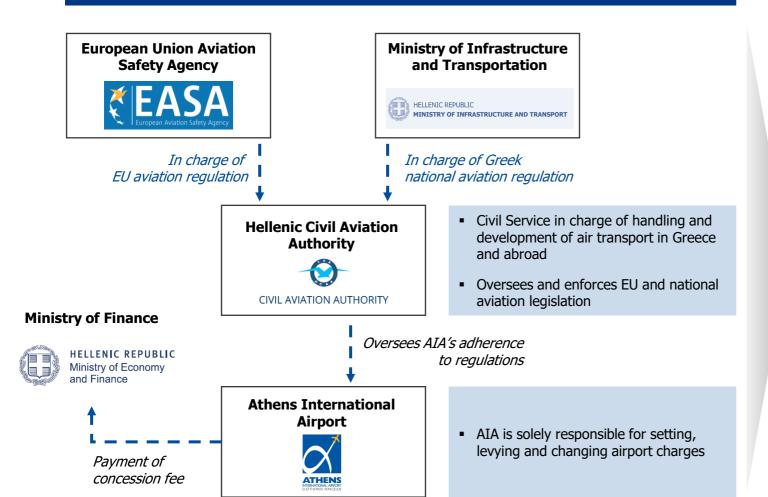


- Master Plan approved by HCAA in 2019; additional required approvals streamlined with no further revisions expected; optimized 33MAP and timeplan also approved
- Relatively straightforward project as no need for new runways or new land expropriation

# The Concession Agreement Transparently Lays Out the Regulatory Framework



## **Relevant Authorities and Relationships with AIA**



### **Key Terms**

#### **Term of Concession**

Concession term of 30 + 20 Years

Starting date: 12<sup>th</sup> June 1996

End date: 11th June 2046

#### **Dual Till Regulation**

- AIA able to set air activity charges allowing for 15% annual cumulative regulatory return on equity
  - Carry forward mechanism allowing for recovery of under-recovered regulatory return
- Uncapped upside from non-air activities

#### **Grant of Rights Fee**

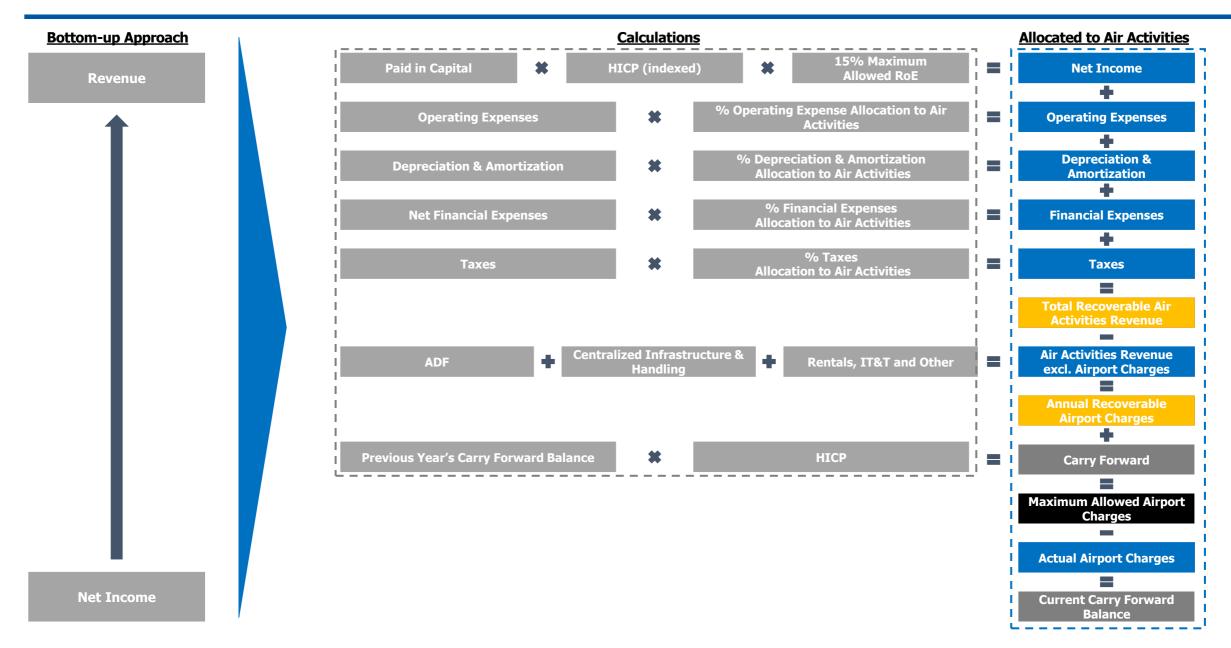
- AIA to pay annually a concession fee equal to the greater of
  - (i) €15m Grant of Rights Fee (fixed) and
  - (ii) a variable fee of 15% on Consolidated operating profit<sup>(1)</sup>

Sources: Company Information, Law 2338/95.

<sup>(1)</sup> Defined as "Consolidated Operating Profit" in Schedule of Law 2338/95 as the operating profit of the Airport Company and its subsidiaries (before interest, extraordinary and exceptional items, taxation calculated on profits or distributions and similar charges), all as determined on a consolidated basis and excluding amounts attributable to minority interests in Subsidiaries, in respect of a Financial Year as shown by the Audited Accounts in respect of that Financial Year less interest paid during that Financial Year (other than any interest paid on or as a result of a prepayment of all or part of the relevant indebtedness) in respect of indebtedness for borrowed money incurred in respect of the provision, acquisition, construction, maintenance, repair, renewal and operation of the assets allocated to Air activities.

# **Allowed Airport Charges Build-up**





# **Current Three-phase Master Plan Has Been Approved by the Regulator**



### **Dedicated investments in each phase**

Main terminal building (MTB) expansion (pax processing, lounges, baggage, retail)

Multi-storey car park

New apron, taxiways, service bridges, roads, ramp service station

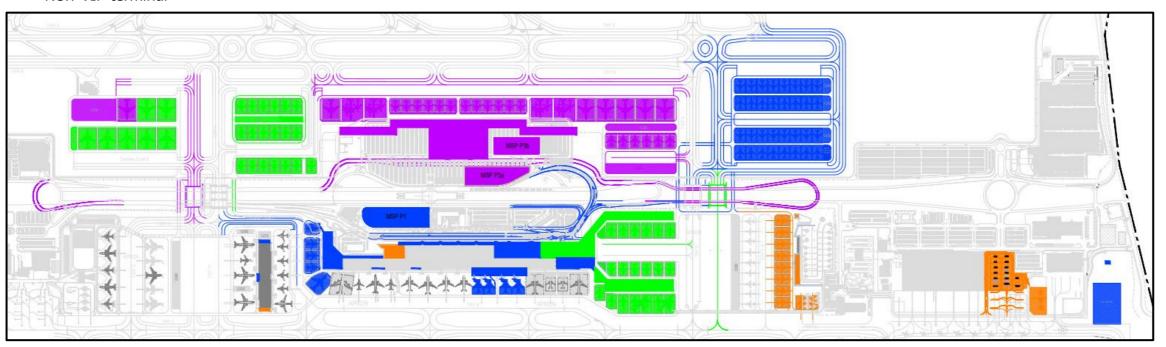
New VIP terminal

Expansion of the MTB airfield (contact gates, processing & retail)

New apron, taxiways, service bridge, taxi bridge, ramp service station

Second terminal
Multi-storey car park

New apron, taxiways, service bridge, taxi bridge, roads



# **Case Study Highlighting Photovoltaic Net Zero Status by** 2025



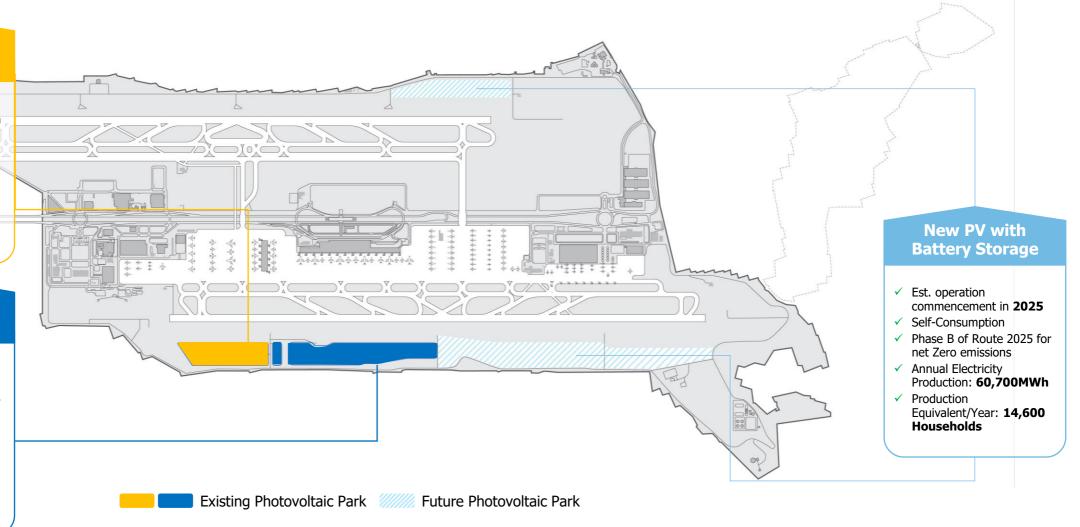
#### 8 Mwp

- ✓ In Operation since **2011**
- √ Feed-in Tariff expiring in 2031
- ✓ Commercial Exploitation
- ✓ Investment: €18.9m
- Annual Electricity Production: 13,300MWh
- ✓ Production Equivalent/Year: **3,200**

Households

#### **16 Mwp**

- ✓ In Operation since 2023
- ✓ Self-Consumption
- ✓ Phase A of Route 2025 for net Zero emissions
- ✓ Investment: €11.2m
- ✓ Annual Electricity Production: 27,500MWh
- Production
  - Equivalent/Year: 6,600 Households



# Social & Governance: Key Components of AIA's ESG Vision





#### **Social**

- Key contributors for year-round, sustainable destination development
  - Already an integral part of the city's "This is Athens & Partners" collaborative PPP, through which it contributes to improving the tourism & environmental footprint of the city, and promotes Athens as a city-break, year-round destination
- Investment in the wellbeing & development of employees
  - Already implemented an above market-standards benefits package for its employees
  - Low turnover of ~5% per year signals employee satisfaction and engagement
  - Life in Balance program
- High customer satisfaction ratings
  - Already performing at high standards, with high ratings
  - Employees engaged on customer experience through the unique I-mind program conducting real-time evaluation of passenger experience
- Promotion of art and cultural heritage of Greece
- Integrated Community Engagement Plan and investment in the prosperity of local region



#### Governance

- Intense collaboration with its stakeholders through a structure of committees and workshops
- Adherence to the Ten Principles of UN Global Compact<sup>(1)</sup> and member of Business Integrity Forum of Transparency International
- One of the first major Greek companies to report in accordance with the updated Global Reporting Initiative (GRI) standards
- Governance structure in line with the EU Company Law Directive & OECD principles of Corporate Governance
- Risk Management through an integrated **Enterprise Risk Management system**

## **Disclaimer**

**Confidential** 



IMPORTANT: This document contains forward-looking statements that involve risks and uncertainties. These statements may generally, but not always, be identified by the use of words such as "outlook", "guidance", "expect", "plan", "intend", "anticipate", "believe", "target" and similar expressions to identify forward-looking statements. All statements other than statements of historical facts, including, among others, statements regarding the future financial position and results of ATHENS INTERNATIONAL AIRPORT S.A., the outlook for 2024 and future years as per AIA's business strategy, the effects of global and local economic conditions, effective tax rates, dividend distribution, and management initiatives regarding AIA's business and financial conditions are forward-looking statements. Such forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially, because current expectations and assumptions as to future events and circumstances may not prove accurate. Actual results and events could differ materially from those anticipated in the forward-looking statements for many reasons, including potential risks described in AIA's Annual Financial Report for the period January 1st until December 31st , 2023.

Although the Company believes that, as of the date of this document, the expectations reflected in the forward-looking statements are reasonable, we cannot assure you that our future results, level of activity, performance or achievements will meet these expectations. Moreover, neither the Company's directors, employees, advisors nor any other person assumes responsibility for the accuracy and completeness of the forward-looking statements. After the date of this document, which includes reviewed by auditors financial figures, unless required by law to update these forward-looking statements, the Company will not necessarily update any of these forward-looking statements to adjust them either to actual results or to changes in expectations.