



PRESS RELEASE

February 2025, 18th

Philippe Pascal, appointed Chairman and Chief Executive Officer of Groupe ADP¹



Justine Coutard, appointed Deputy Chief Executive Officer of Groupe ADP



Appointments to the Executive Committee

Appointment of Mr. Philippe PASCAL as Chairman and Chief Executive Officer (CEO) of Groupe ADP.

In accordance with the wishes expressed by the President of the French Republic in a press release dated January 20th, 2025, and following his hearings by the relevant parliamentary commissions, following a meeting of the Board of Directors held today, Mr. Philippe Pascal was appointed Chairman and CEO of the company with effect from today.

Born in 1971, Philippe Pascal holds a Master's degree in Public Law and is a graduate of the *École Nationale des Impôts*.

He started his career at the French department of fiscal legislation, where he held several positions between 1998 and 2007 in real estate portfolio taxation, agricultural tax and personal taxation.

As special advisory to the office of the Minister of the Budget, Public Accounts and Civil Service in 2007, he was appointed *Finance Inspector* as from April 2008.

From 2008 to 2013, he took part in, the led several missions in audit, appraisal and consultancy duties within the "*Inspection Générale des Finances*" (the Finance Ministry audit division).

He joined Groupe ADP in February 2013 as Director of financial operations and shareholdings, then as Director of finance and strategy, and then in November 2015, as Director of finance, control and strategy.

He had been Deputy Executive Officer Finance, Strategy and Administration since May 2016.

Appointment of Ms Justine COUTARD as Deputy Chief Executive Officer of the company.

On the recommendation of the Chairman and CEO, the Board of Directors has appointed Ms Justine Coutard as Deputy CEO of the company.

With the same powers as the Chairman and CEO in respect of third parties, Ms Coutard will be more particularly in charge within of the company's sustainable development and planning issues.

Born in 1985, Justine Coutard is a graduate of the *École Normale Supérieure de Cachan*, the *Institut d'Études Politiques de Paris*, and a former student of the *École Nationale d'Administration* (Robert Badinter promotion).

From 2011 to 2015, she was a member of the "*Inspection Générale des Finances*" (Finance Ministry audit division), then project manager for the head of this department.

Justine Coutard first joined Groupe ADP in April 2015 as general secretary of the operations division and as Customer quality director at Paris-Charles de Gaulle Airport. Then, she was director of finance, management and strategy (2016-2017). From 2017 to 2020, she served as Deputy Chief of Staff, then Chief of Staff to the Minister of Public Action and Accounts.

She had been Managing director of Paris-Orly Airport since October 2020.

¹ Interim appointment by decision of the "commissaire aux participations de l'État", by delegation of the Minister of the Economy, Finance and Industrial and Digital Sovereignty dated February 18th, 2025, until publication of the decree in the Council of Ministers.

Following Board of Directors meeting, Philippe Pascal, Chairman and CEO of Groupe ADP, made the following appointments:

- ◆ **Ms Christelle DE ROBILLARD, Executive Vice-President in charge of Finance, Strategy and Administration**, effective April 2nd 2025, member of the Executive Committee, replacing Mr Philippe Pascal.

Born in 1985, Christelle de Robillard is graduate of ESSEC Business school and holds a Master 2 in Political Science from Paris-Dauphine University. She began her career in 2010 at the French Ministry of the Economy and Finance, in the budget department, where she was successively in charge of cultural and media policy, then transport policy.

In 2014, she joined Groupe ADP in the management control department, before taking charge of the group's financial steering department in 2015.

She was appointed CFO of Paris-Orly Airport in 2017, then Chief finance, management and strategy officer for Groupe ADP in 2021.

Since March 2024, Christelle de Robillard has been a member of the Icade Group Executive Committee, in charge of the finance department.

- ◆ **Ms Laurence FAURE, Managing Director of Paris-Orly Airport**, member of the Executive Committee, replacing Ms Justine Coutard.

Born in 1972, Laurence Faure is a graduate engineer from ENAC (National Civil Aviation School in France). She began her career with Groupe ADP in 1995 in the ground handling department at Paris-Charles de Gaulle Airport.

She then became HRIS project manager (2001-2007) in the human resources department, before joining Paris-Orly Airport as Management controller (2007-2010), Security manager (2010-2013), Operations manager (2014-2018) and Passenger services manager (2018-2020).

She previously held the position of Technical and Baggage Manager at Paris-Orly Airport.

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Groupe ADP develops and manages airports, including Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. In 2023, the group handled through its brand Paris Aéroport 99.7 million passengers at Paris-Charles de Gaulle and Paris-Orly, and 336.4 million passengers in airports abroad. Boasting an exceptional geographic location and a major catchment area, the Group is pursuing its strategy of adapting and modernizing its terminal facilities and upgrading quality of services; the group also intends to develop its retail and real estate businesses. In 2023, group revenue stood at €5,495 million and net income at €631 million.

Registered office: 1, rue de France, 93 290 Tremblay-en-France. Aéroports de Paris is a public limited company (Société Anonyme) with share capital of €296,881,806. Registered in the Bobigny Trade and Company Register under no. 552 016 628.