

FINANCIAL RELEASE

January 7th, 2026

Aéroports de Paris SA

Appointments within Groupe ADP

Groupe ADP announces the appointment of three executives whose roles are central to its dialogue with investors and financial markets.

Antoine Crombez has been appointed Chief Investment Officer



He is responsible for the development and management of the group's French and international investment portfolio. In this capacity, he oversees the performance monitoring of the group's asset portfolio, including its two main platforms, TAV Airports and GMR Airports, and leads development projects, external growth and asset rotation operations, as well as structured financings and Corporate Venture Capital.

Antoine Crombez reports directly to Christelle de Robillard, Executive Vice President in charge of Finance, Strategy and Development.

Cécile Combeau has been appointed Director of Capital Markets and Sustainable Finance



She is responsible for defining and steering the group's policy regarding financing and relations with the financial markets. While retaining direct responsibility for Investor Relations, she oversees financing operations, treasury management and financial risk management. She is also responsible for integrating sustainability considerations into the group's financial steering.

Cécile Combeau reports directly to Christelle de Robillard, Executive Vice President in charge of Finance, Strategy and Development.

Yannaël Billard has been appointed Director of Sustainable Development



He is responsible for defining and implementing the group's sustainability and CSR policy, ensuring its cross-functional integration in France and internationally, in order to strengthen local roots and contribute to the acceptability of its activities. His work focuses on the following priorities: environmental and energy transition, deployment of intermodality, compliance with environmental regulatory procedures, social engagement, and ESG performance.

Yannaël Billard reports directly to Justine Coutard, Deputy Chief Executive Officer.

Biographical details

About Antoine Crombez

Antoine Crombez joined Groupe ADP in 2017, where he held several strategic positions, notably as Chief of Staff to the Chairman and Chief Executive Officer between 2018 and 2020 and as Deputy Chief Financial Officer from February 2024.

A former student of the École Normale Supérieure (rue d'Ulm) and a graduate of Paris I Panthéon-Sorbonne University, he began his career as an administrator in the French Senate, attached to the Finance Committee. Within Groupe ADP, he played a key role in the acquisition of the stake in GMR Airports, where he was the first to hold the position of Deputy Chief Executive Officer, appointed by Groupe ADP, from 2020 to 2023.

About Cécile Combeau

Cécile Combeau joined Groupe ADP in 2022 as Head of Investor Relations and Financial Communication. She has over twenty years of experience in risk management, finance and investor relations, acquired notably at Coface, where she held several positions within the Finance Department and oversaw financial communications during the group's initial public offering, as well as at SUEZ, where she headed Investor Relations. She holds a Master's degree in Finance from IAE Paris – Sorbonne.

About Yannaël Billard

Yannaël Billard joined Groupe ADP in 2019, where he holds responsibilities in the areas of environment, energy and sustainable development. A graduate of ISAE-SUPAERO, he has nearly twenty years of experience in environmental and energy transition, acquired mainly in consulting, before leading Groupe ADP's environmental and energy expertise and becoming its Director of Sustainable Development.

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Groupe ADP designs and operates airports responsibly in Paris and around the world. In 2024, it welcomed nearly 364 million passengers across its network of 26 airports, including more than 103 million at its three airports in the Paris region, Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget, where the passenger experience is provided by Paris Aéroport. Boasting extensive expertise thanks to its international workforce – including a team of almost 6,000 in Paris – Groupe ADP strives to offer its passengers the highest standards of service and hospitality, while pursuing a strategy focused on performance and the decarbonisation of all its airport activities. The Group is transforming its airports into multi-energy, multi-modal hubs to pave the way for a low-carbon aviation industry and better connect France's regions. Internationally, Groupe ADP has two strategic partnerships with a complementary geographic presence: TAV Airports in Turkey and the Middle East and GMR Airports in India and South-East Asia. In 2024, Group revenue stood at €6,158 million and attributable net income at €342 million.

Aéroports de Paris is a public limited company (Société Anonyme) with share capital of €296,881,806. Registered office: 1, rue de France, Tremblay-en-France, 93290, France. Registered in the Bobigny Trade and Company Register under no. 552 016 628.

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