

RUNWAY 2027



RIGA AIRPORT MEDIUM TERM STRATEGY

2021-2027



GENERAL STRATEGIC OBJECTIVE *

To provide modern air transport infrastructure and services appropriate to the regional hub, offering convenient and safe connectivity for passengers and businesses, as well as promoting sustainable development and competitiveness.

*Approved by the Cabinet Of Ministers on 27.04.2021



MEDIUM TERM STRATEGY 2021-2027

VISION

An emerging hub of Northern Europe
that promotes the competitiveness of Latvia in the
region.

MISSION

Riga Airport is an international traffic hub
that facilitates Latvia's economic growth by providing
seamless and safe connectivity to passengers and
entrepreneurs and creating opportunities for
employment and business development.

STRATEGIC GOALS

1

To develop connectivity and increase the turnover of passengers and cargo, while maintaining the leading position in the Baltics, to become **the traffic hub of Northern Europe**.

KEY ACTIONS:

- To develop a competitive service package and tariff policy for each aviation segment
- To promote the development of a wide network of destinations, including long-haul flights, and an increase in cargo traffic by creating an attractive business environment for airlines and logistics providers
- To increase the flow of transit passengers by providing convenient services and promoting Riga Airport as a transit centre
- To promote the brand of Riga Airport and increase its emotional value
- To segment and prioritize the services provided by the Airport in order to focus on the actions needed to achieve the Airport's objectives



STRATEGIC GOALS

- 2** To develop a safe and sustainable **airport infrastructure** that meets future demands.

KEY ACTIONS:

- To ensure an appropriate and safe Airport infrastructure that meets traffic forecasts
- To implement the Cohesion Fund project "Development of Safe and Environmentally Friendly Infrastructure at Riga Airport" and attract other financial instruments for the implementation of safe, energy efficient and sustainable solutions
- To implement environmental and energy management programmes aimed at increasing Airport Carbon Accreditation
- To increase energy efficiency and reduce negative impact on the environment in economic processes (waste sorting, energy and heat consumption, reduction of GHG emissions)



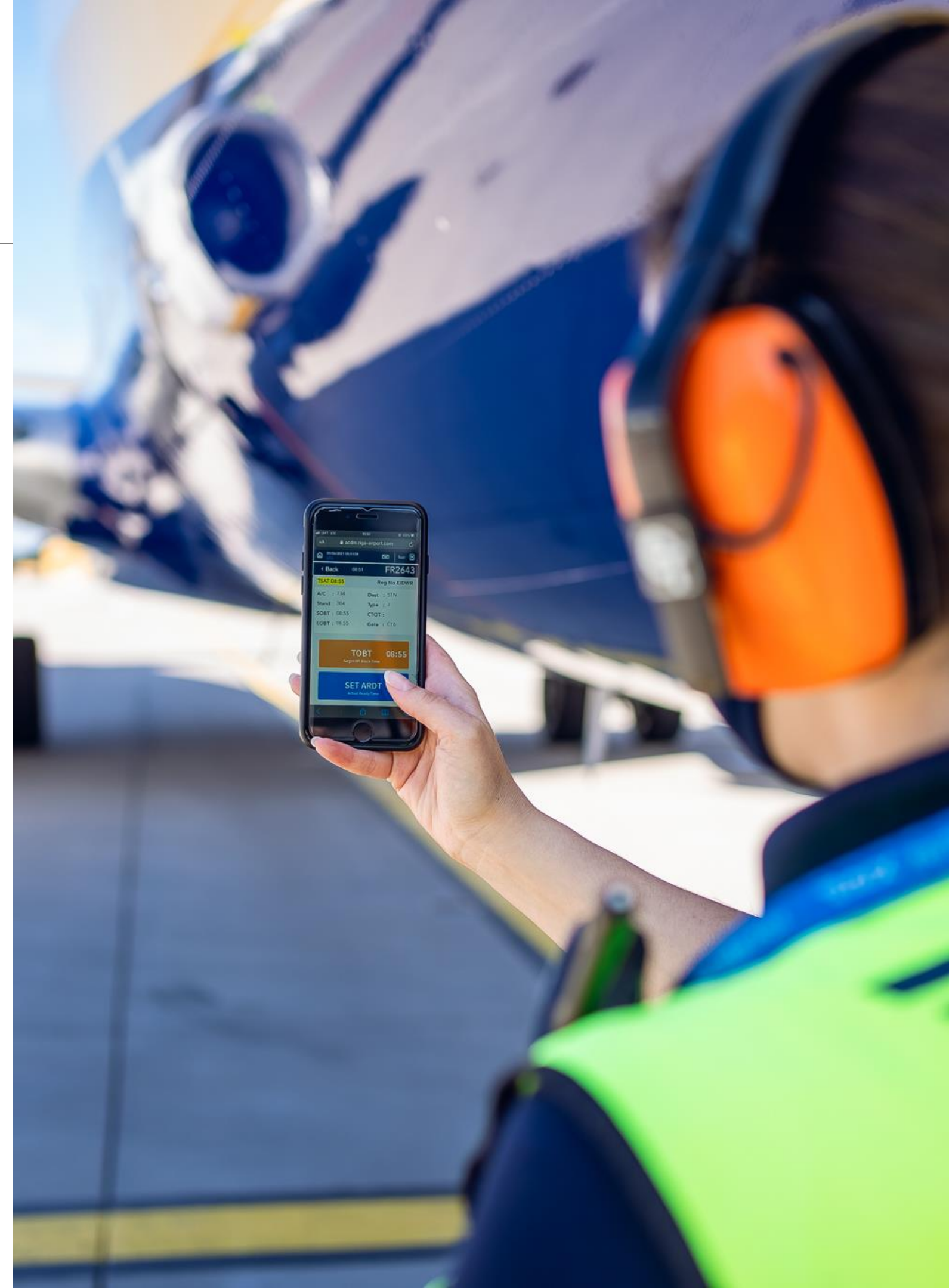
STRATEGIC GOALS

3

To improve passenger and partner experience with the help of innovation, automation and leaner processes.

KEY ACTIONS:

- To improve and optimize the Airport's core business processes
- By using digital technologies and solutions, to improve existing and create new services and streamline company's business and management processes, ensuring the ability to respond quickly to changing market conditions, enhance company's operating culture and enhance a positive customer experience
- To organize (in cooperation with scientists and industry experts) creative and technological development events to make Riga Airport an aviation innovation centre
- To develop and implement a unified customer service strategy throughout the Airport community
- To develop services and solutions appropriate to specific target audiences after evaluating the wishes and needs of passengers and customers
- To implement an action plan to reduce noise



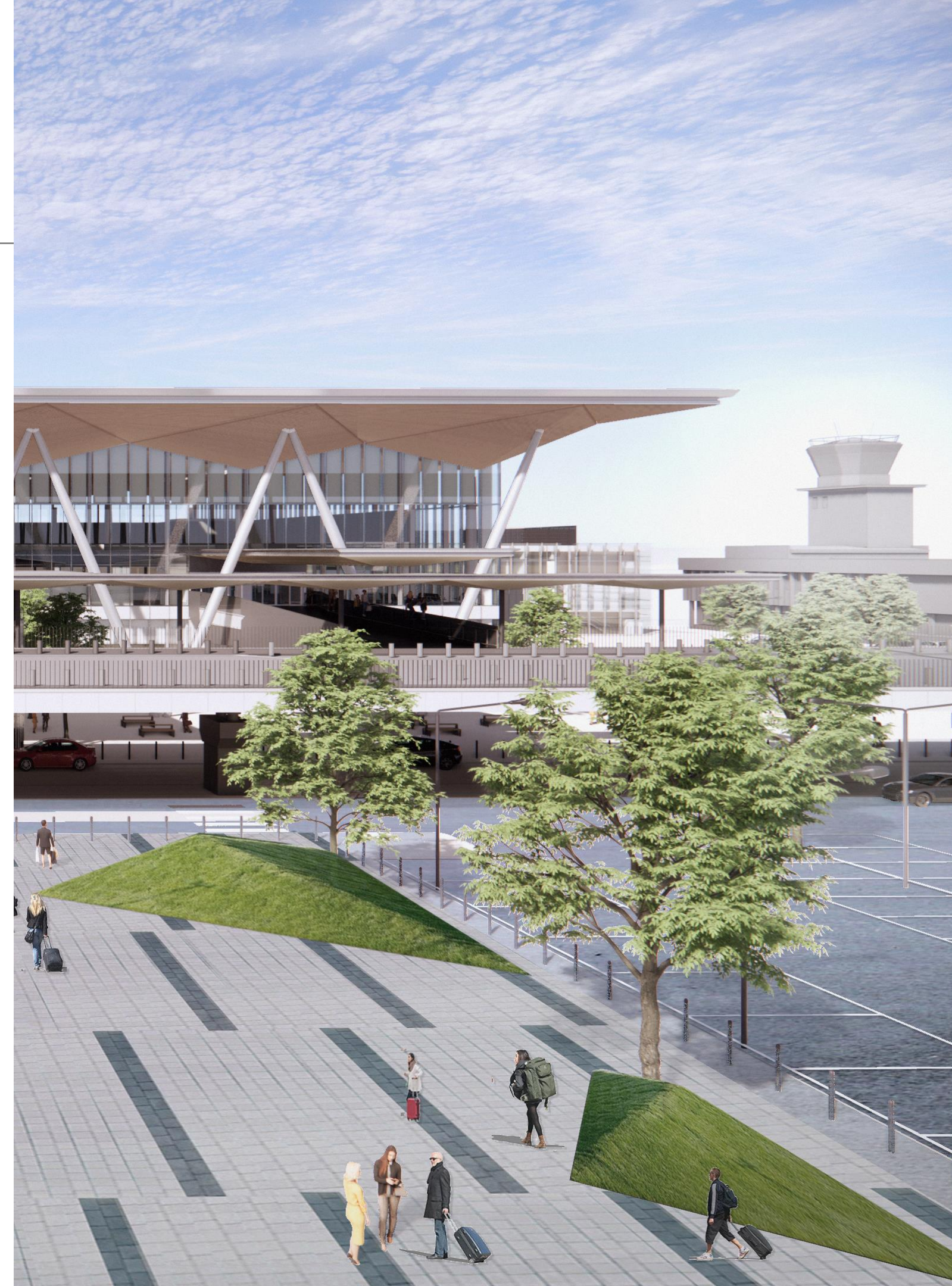
STRATEGIC GOALS

4

To create new opportunities for business partners and travellers through the development of the **Airport City** and a wide range of services.

KEY ACTIONS:

- To develop the concept of the Airport City, offering a variety of services and appropriate infrastructure to meet the demand
- By attracting cooperation partners and investors, to create the Airport Business Park as a place for the development of various types of businesses
- To make the Airport a multimodal transport and logistics hub, by integrating different modes of transport and providing easy connectivity for people and businesses
- To make the Airport a self-sufficient destination by creating a variety of work, meeting, knowledge exchange, leisure and entertainment opportunities for travelers, businesspeople and local residents



STRATEGIC GOALS

5







To foster the growth of the aviation industry by attracting and retaining **top-level professionals** with career opportunities and a success-oriented environment.

KEY ACTIONS:

- To develop a sustainable personnel policy, including aspects of employee recruitment, training, growth, motivation and satisfaction
- To ensure an inclusive and non-discriminatory working environment that meets the highest occupational safety and epidemiological safety requirements
- To develop a value-oriented company culture based on honesty, mutual respect and openness, thus promoting employee loyalty, satisfaction and productivity
- To promote employee involvement in the development of the company
- To maintain and develop the image of Riga Airport as a coveted employer



GOALS

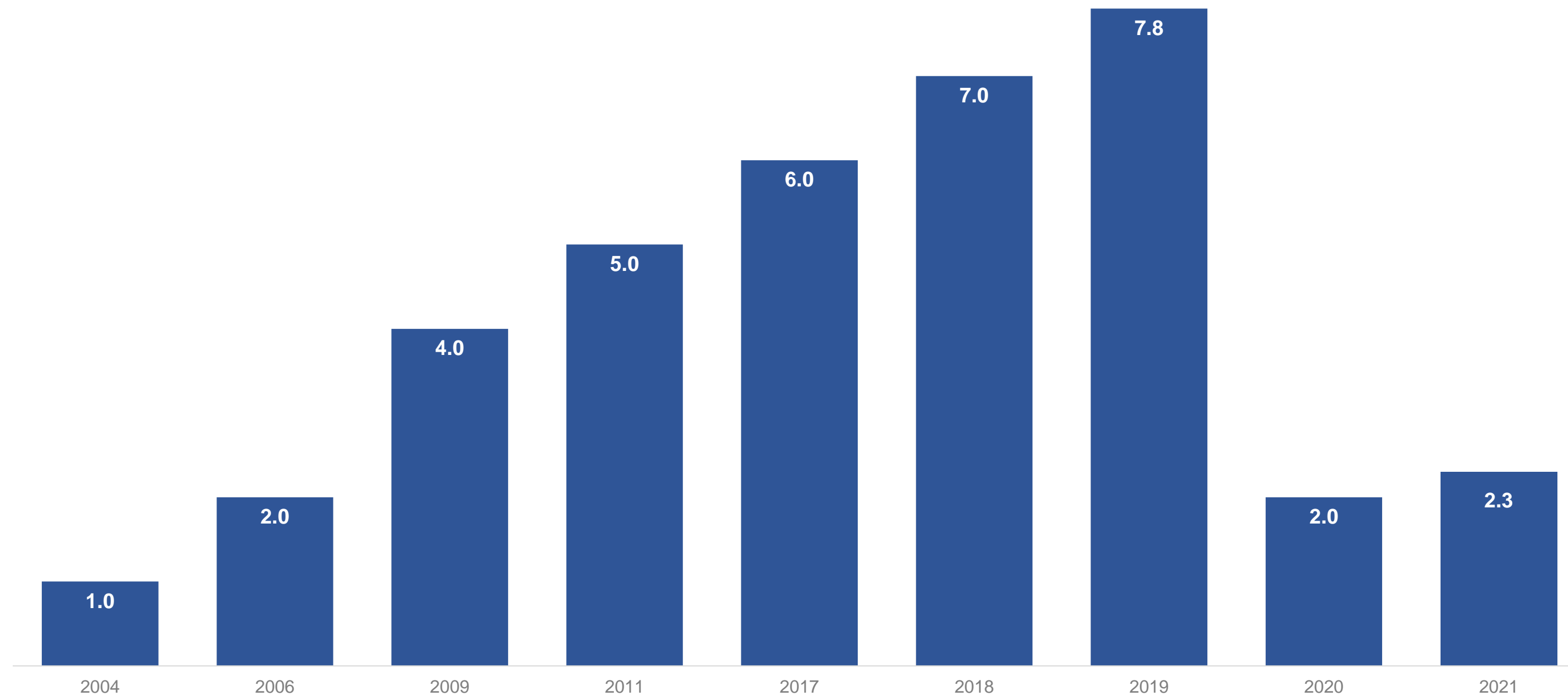
PERFORMANCE INDICATORS FOR NON-FINANCIAL AND FINANCIAL GOALS		INDICATOR 2019	GOALS 2027
	Number of passengers (mln)	7,8	9
	Cargo handled (t)	27 265	48 469
	Punctuality of departure (Airport infrastructure)	98,67%	> 99%
	CO2 emissions (tCO2/1000 pax)	0,444	0,3718
	Net turnover (mln EUR)	65	77.27
	Total liquidity ratio	1.11	1.72

WHY?

Thanks to the successful development of infrastructure, the growth of airBaltic, as well as taking advantage of its geographical location, Riga Airport has positioned itself as a regional air traffic hub and a leader in the Baltic States.

The growth figures in recent pre-pandemic years confirm the steady and undisputed leadership of Riga Airport in the Baltics. They also prove that the Baltic market is becoming too small for Riga Airport and the chosen direction of the Airport's development is to compete in a wider international arena, aiming to become a growing air hub of Northern Europe.

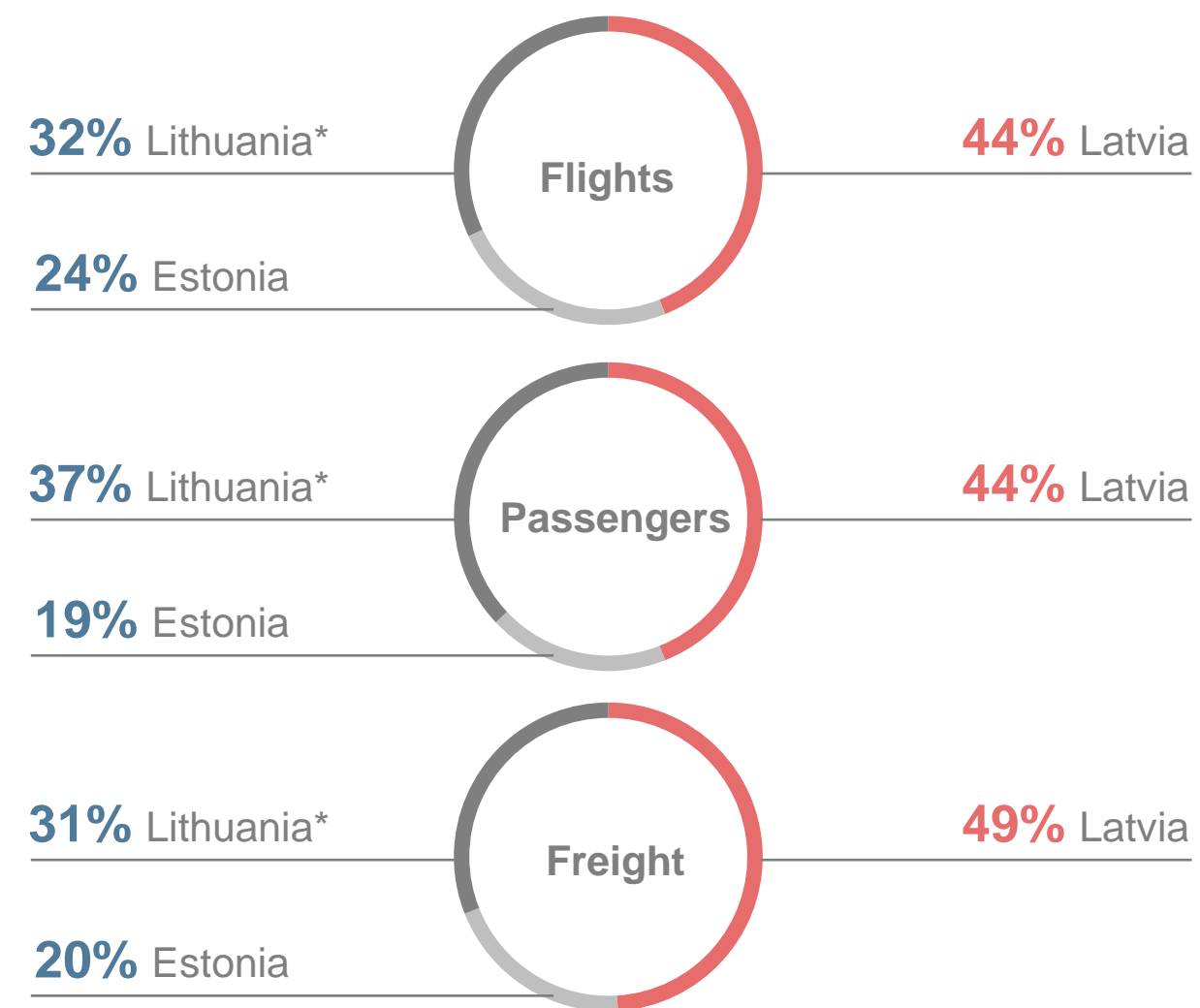
PASSENGERS



2004 - 2021

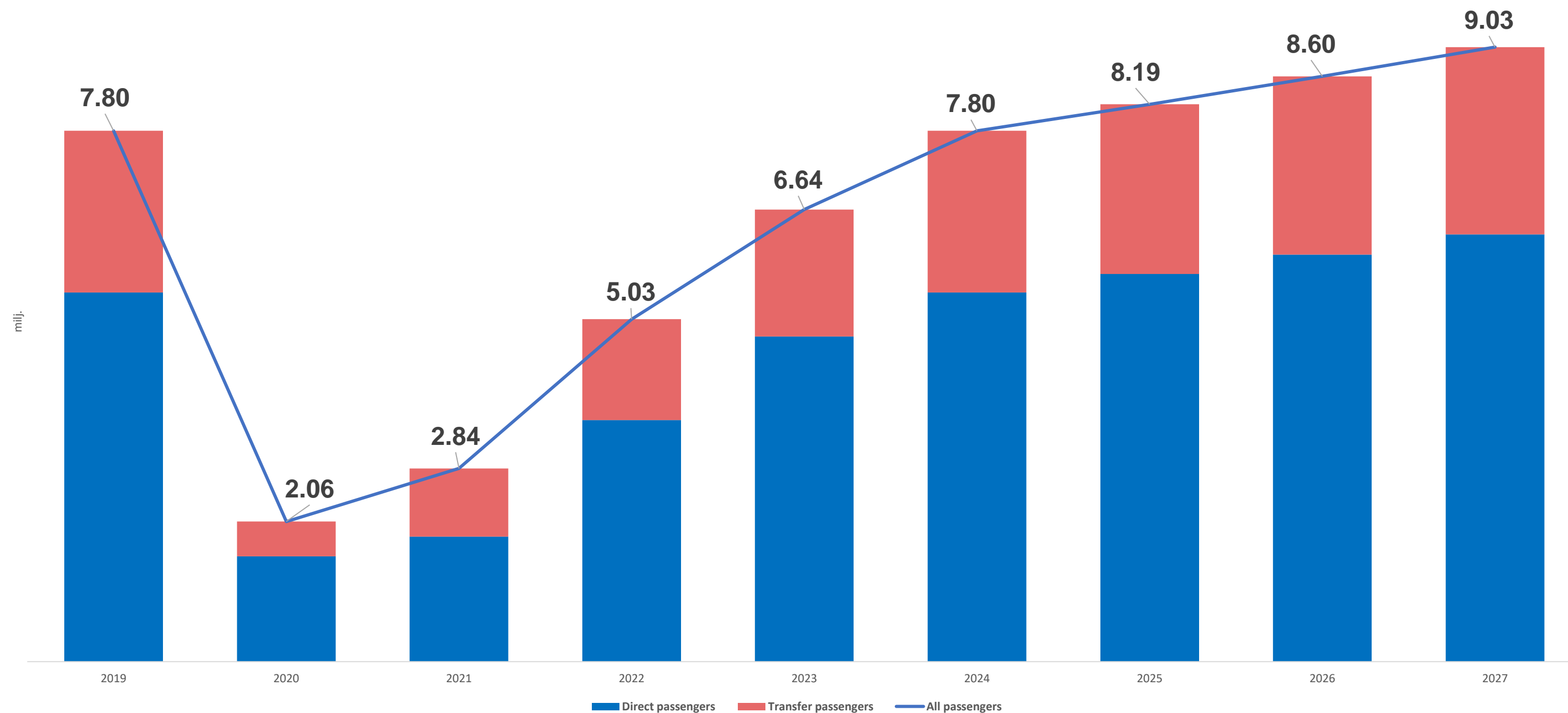


2019: LEADING THE BALTICS



* Kauņa, Viļņa un Palanga

PASSENGER FORECASTS



COMPETITIVENESS

- The national airline and its operating model
- Proportion of transfer passengers
- Destination network
- Infrastructure
- Tariffs
- Geographical location



CARGO

Modern aerodrome infrastructure

Low costs compared to other airports

Qualified staff

Experienced air cargo sales agents

Wide range of multimodal transport services (rail, sea, land)



The aim is to become an international hub for cargo connecting Latvia/Europe and Asia.

RAIL BALTICA

The construction of the Rail Baltica railway line, which will integrate all the Baltic States into the common European railway network, will expand the coverage area of Riga Airport and improve access from other regions.



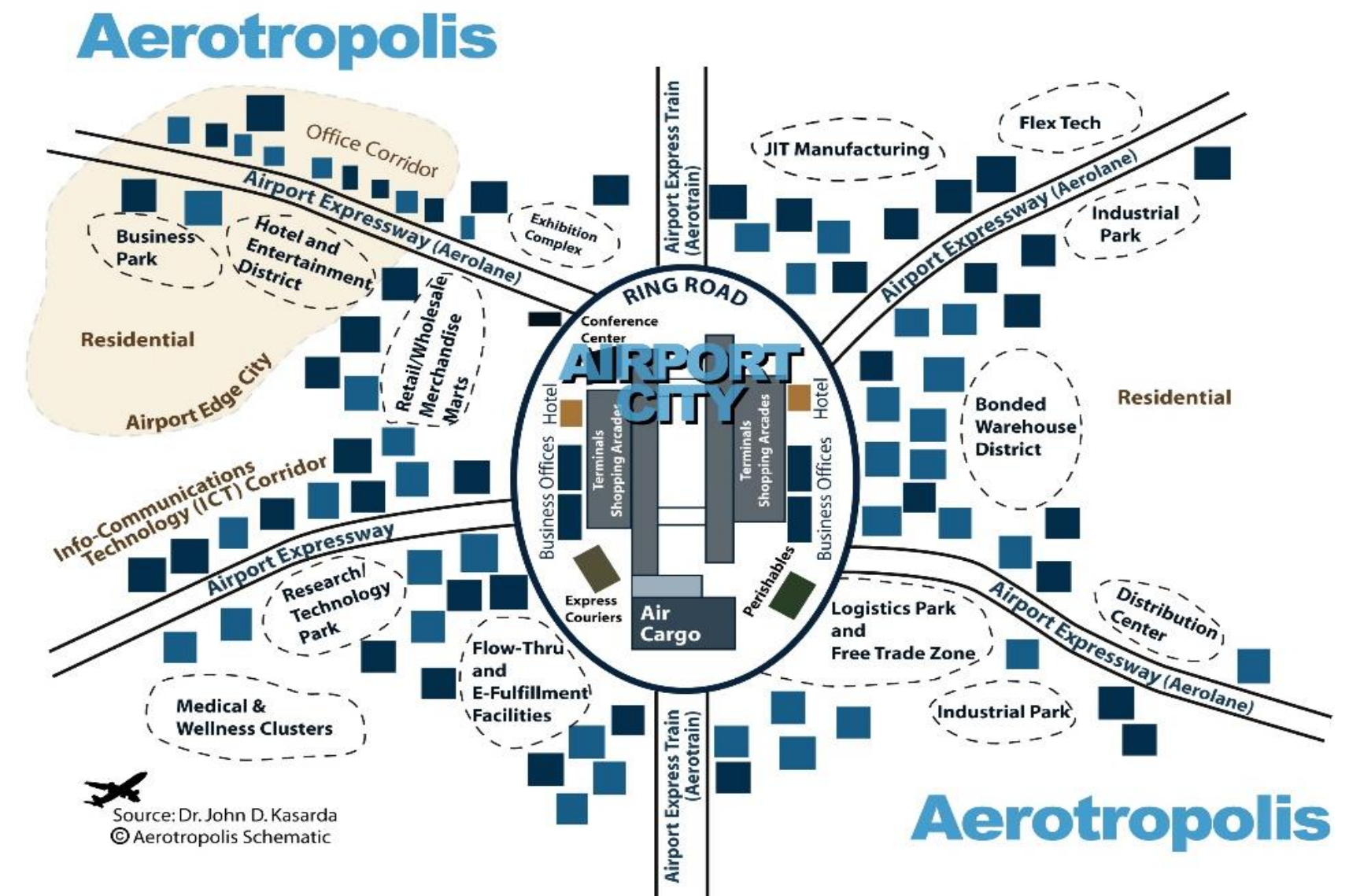
HOW?

To strengthen and increase direct connectivity, maintain a high number of transfer passengers and offer passengers modern services and a high level of service.

RIX: FROM AN AIRPORT TO A CITY

«CITY IN A CITY» CONCEPT: AIRPORT – MORE THAN JUST AN AIR HUB

- 20th century airports were built near cities - 21st century cities are being built around airports
- Airport infrastructure and services related to the core business of aviation + various business and urban facilities
- The importance of the non-aviation business segment is growing
- An important driver of economic development - not only for the airports themselves, but also for the regions and countries
- Fast and convenient connectivity to global markets through air transport infrastructure, intermodality and a combination of public/private service providers



«CITY IN A CITY»: RIX POTENTIAL

AIRPORT INFRASTRUCTURE DEVELOPMENT: Stage 6 of terminal development, aircraft stands, taxiways, helipad, etc.

DEVELOPMENT OF AVIATION BUSINESS: Cargo City, aircraft maintenance, business aviation, etc.

DEVELOPMENT OF NON-AVIATION BUSINESS: business park, new hotels, conference rooms, office and various commercial buildings, leisure and entertainment facilities, warehouses, light manufacturing companies, new multi-storey car park, etc.

DEVELOPMENT OF LAND TRANSPORT: RAIL BALTICA - not only convenient, fast and modern passenger transport infrastructure and intermodal connection with air transport, but also a fast and convenient connection between the Airport and the Riga city centre and in the future also with neighbouring capitals, and further with the whole Western European railway system



HOW WILL WE CHANGE?

- A simple, impersonal transport stop



- A full start of a journey
- Quality leisure opportunities
- Personal and customer-oriented service
- A place where you want to spend time

ŠEIT LIDO LAIKS. TU ARĪ.
TIME FLIES HERE. YOU TOO.

VALUES

GROWTH

We develop by fostering the growth of the individual, the team and the company. The key to success in this dynamic industry lies in the passion for learning, perfecting knowledge and skills, implementing innovations and lean processes.

RESPONSIBILITY

The foundation of our sustainable operations is a responsible approach — analyzing and assessing the impact of business decisions on the environment, society, local community and the national economy.



EFFICIENCY

Our operations are based on clear, simple, accessible and efficiently organized processes aimed at creating a positive customer experience.

OPENESS

We provide connectivity and open the gate to new destinations to people and businesses. A diversity of beliefs, ethnicities and religions meet at the airport, and we are open to a respectful and professional cooperation.

RIX BRAND CHANGE

RIX

AIRPORT CITY

Being at Riga Airport is part of the journey. The Airport is a modern, innovative, dynamic and diverse transport and service ecosystem that uses a customer-oriented approach to provide them with an exciting, unique, engaging experience so that their moments at the Airport are hassle-free and they can enjoy the time spent here.



LIDOSTA "RĪGA" AIRPORT

RIX

AIRPORT CITY

AIRPORT FOR EVERYONE

Riga Airport Terminal STAGE 6



AIRPORT FOR EVERYONE

A WELCOMING entrance gate for rapidly emerging country

BRIGHTNESS and natural light to express asceticism of local mentality

CLARITY of space and visibility, thanks to a minimalist approach

CONTINUITY with tradition and previous architectural expressions

FLEXIBILITY of layout to allow future expandability and easy orientation

Focus on **SUSTAINABILITY** and on the use of local materials

SMART TECHNOLOGIES to improve passenger experience

INTEGRATION WITH RAIL BALTICA AND RIX BUSINESS PARK

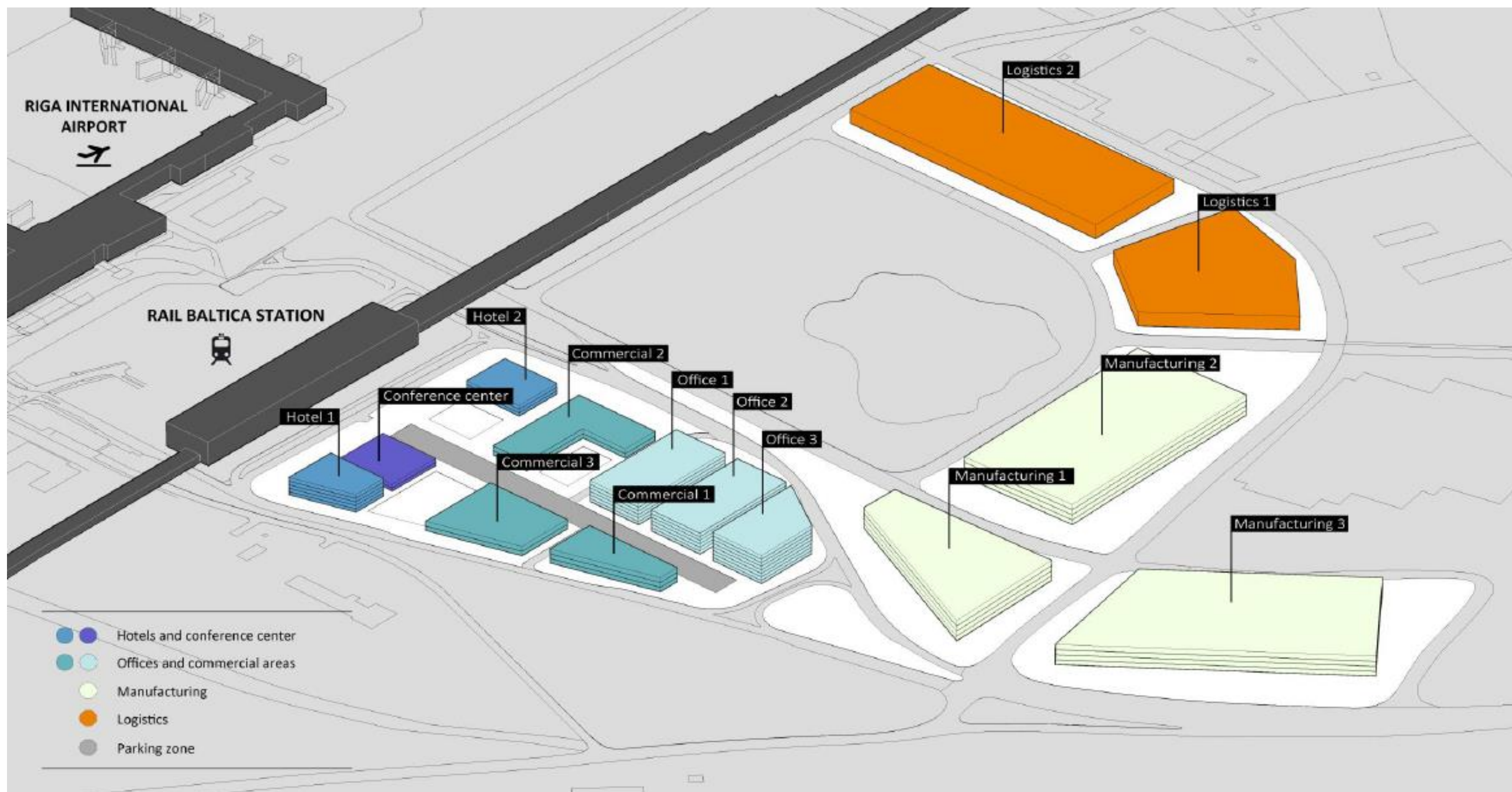




RIX BUSINESS PARK

- The total available land for development is ~ 24 ha
- The total investment amount is 300 million euros
- The first real estate investor competition, selection of potential investors and negotiations – in 2022
- Extensive opportunities to start construction by non-aviation companies: hotels, office buildings, conference centres, industrial facilities and logistics complexes with high added value for land developers

RIX BUSINESS PARK



RIX CARGO CITY

THE NEW CARGO APRON

Opened in 2020

DHL TERMINAL

Opened in 2021

BALTIC CARGO HUB

An agreement has been signed with airBaltic on the construction of a new logistics terminal by 2024

INVESTMENT OPPORTUNITIES

Designated areas for the construction of air cargo and e-commerce warehouses or logistics centers



RIX TRAINING CENTRE

Development of ACI-accredited RIX Airport Training Centre to highest quality **RIX Airport Training Academy**, providing:

- full range of training services in airport core business processes;
- consulting services.



POLICIES

Employees

Sustainable personnel policy, including aspects of employee recruitment, training, growth, motivation and satisfaction.

Customer Service

Common understanding of Airport's customer service standards among all staff involved in the provision of services throughout the Airport community

Sustainability

A policy for the future that aims to achieve the Airport's long-term business success, strategic goals and objectives through responsible and balanced action in all aspects of sustainability.



SUSTAINABILITY STRATEGY 2022 - 2030

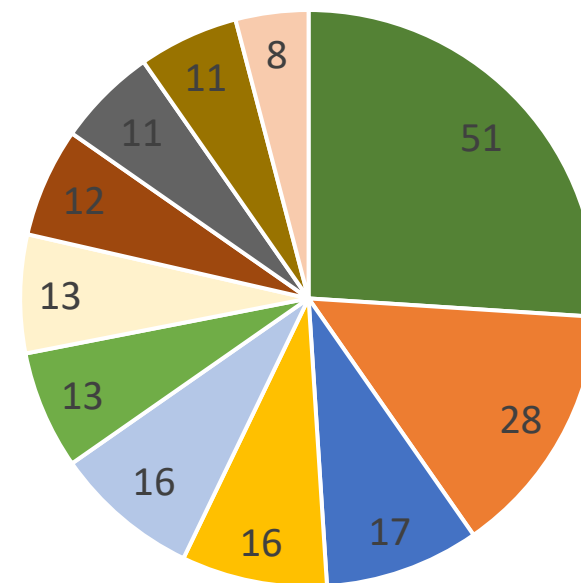


**Destinations
with value**

We have goals that we want to achieve to ensure our growth and the growth of our country and society. Every goal has to be valuable. We create the value by developing sustainable services and infrastructure, taking care of employees, keeping up with the society and local community. We create new value by investing in the welfare of the society and protecting the environment. We plan and create sustainable future. Valuable future.

SUSTAINABILITY STRATEGY 2022 - 2030

196 activities until 2030



- Impact on the climate change
- Water
- Involvement of employees
- Service quality and passenger experience
- Efficient use of resources and circular economy
- Sustainable destination
- Ethical and transparent management
- Intermodality
- Biological diversity
- Economic impact and employment
- Noise and involvement of local community

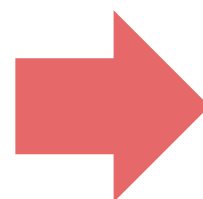




INVESTMENTS AND FINANCES 2021 - 2027

MEDIUM - TERM INVESTMENTS

INVESTMENT PLAN 2021 – 2027



INVESTMENTS EUR 247.5 MLN

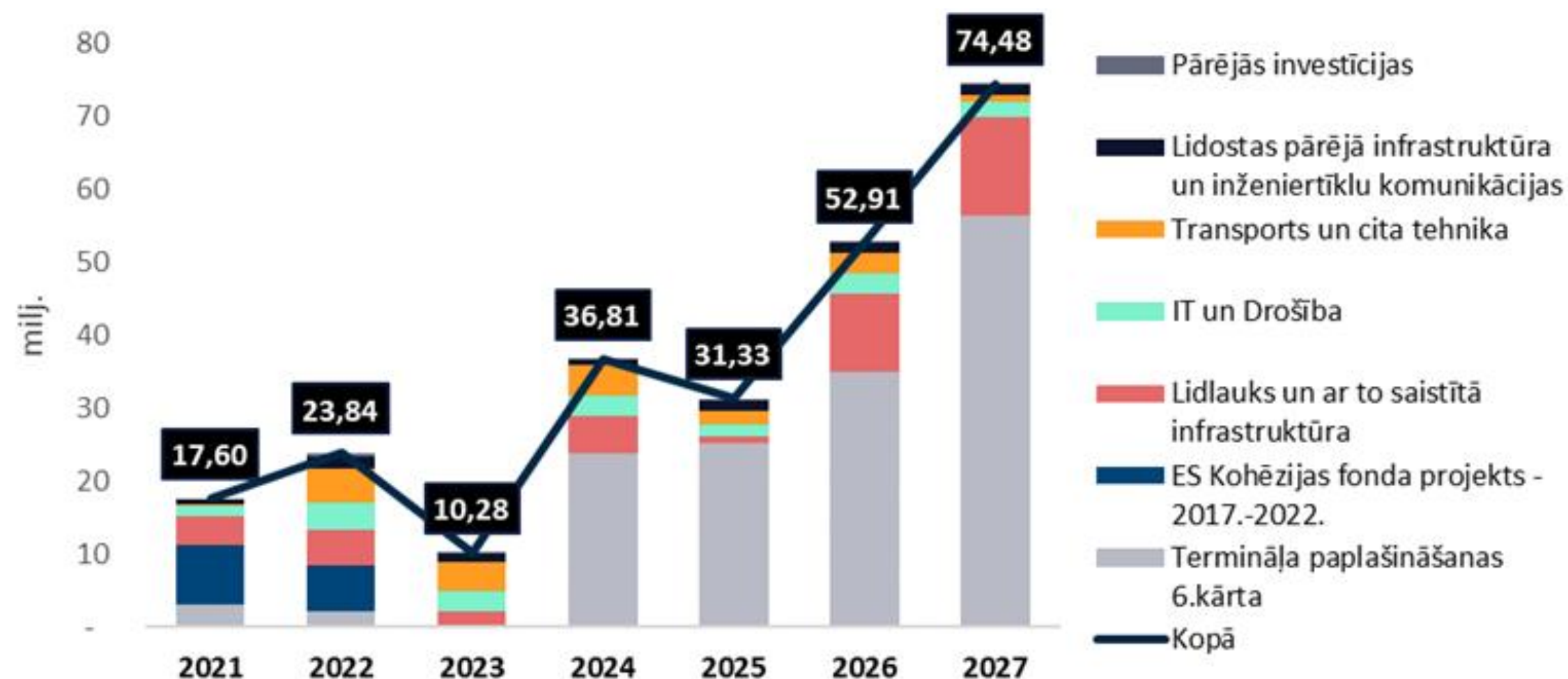
LONG – TERM INVESTMENT PRIORITIES

Expansion of the passenger
terminal

EUR 155 mln

Implementation of EU funds
2014 – 2022 projects

EUR 14.40 mln



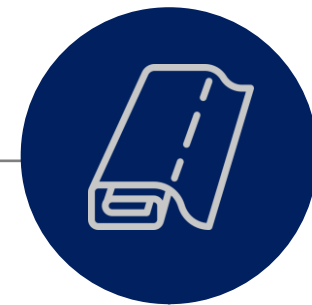
RUNWAY 2027



NEW TERMINAL PROJECT IMPLEMENTATION

2022 - 2023

2024 - 2027



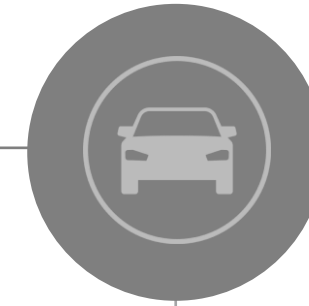
2022
Technical design
approved

EUR 0.80
mln



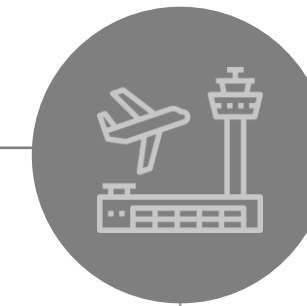
2021-2022
Temporary
baggage sorting
system

EUR 4.5
mln



Access
roads

EUR 32
mln



Main
building

EUR 93
mln



Automated
baggage
sorting system

EUR 25
mln

EUR 155 mln

INVESTMENTS IN AERODROME AND ASSOCIATED INFRASTRUCTURE 2021– 2027

- Reconstruction of the old part of the 2nd apron
- Replacement of the upper surface of taxiway F in the sections from TW E to U1 and from TW B to Q
- Purchase of aircraft bridges
- Replacement of aerodrome transport equipment
- Restoration of surface of taxiway A, G (from RWY to F) and DS, DN
- Restoration of surface of taxiways D, E and C
- Complete transition of platform lighting to LED luminaires
- Renovation of apron 1 asphalt surface at Terminal B (including car parks)
- Restoration of taxiway B surface

~ EUR 58 MLN

THANK YOU FOR YOUR ATTENTION!

