

Risk Number	2024	UNAC	RISK ENVIRONMENT - EN	Feared Event Examples	Existence in 2024 TAV Tunisia Risk Mapping
#	S		STRATEGIC RISKS		
1	S1		Difficulty in anticipating market changes	Major change in the development of overall demand and offer	NO
2	S2		Lack of Innovation/R&D	Problem in predicting areas of innovation and major changes in existing models	YES
3	S3		Increased competitive pressure	New arrival on the market, aggressive competition... conducting to loss in market share	YES
4	S4		Geopolitical Instability	Changes in the geopolitical context of the foreign countries in which the Group is present linked to : • Armed conflict • Regional or economic tensions • Social demonstrations, riots or acts of activism • Elections, nationalist measures or acts of protectionism	YES
5	S5		Failure to adapt to the climate change	Extreme climatic event seriously disrupting activity	YES
6	S6		Difficulty in managing assets in line with the group's ambition	Problem with the organisation, synergies and control of establishments, subsidiaries and affiliates, controlled companies, etc.	YES
7	S7		Insufficient integration of CSR (Corporate Social Responsibility) issues	Insufficient consideration / integration of CSR issues in the strategy, policies and processes of the company	YES
8	S8		Insufficient perception of CSR (Corporate Social Responsibility) by stakeholders	Insufficient consideration / integration of CSR issues in the strategy, policies and processes of the company	NO
9	S9		Lack of definition/clarity of roles & responsibilities (Governance)	Shortcoming in the system compromising the group's effective governance	YES
10	S10		Poor or inadequate stakeholder relations	Weak dialogue, deteriorated relations with the company's stakeholders: grantors, shareholders, public players, associations, airport community players, etc.	YES
11	S11		Lack of support from local actors for strategic projects	Local / regional opposition to projects carried out by the company, penalizing its strategic development	YES
	C		COMMERCIAL RISKS		
12	C1		Failure to adapt to changing customer expectations	Failure between the evolution of customer expectations and the future sales strategy of the company Lack of coherence between the current offer and the other ones (already existing)	YES
13	C2		Economic dependence on a small number of customer contracts	Need to reduce economic dependence on a larger number of customer contracts	YES
14	C3		Underperformance of activities	Under-performance/weakening of one or more of the group's or its affiliates' segments of activity, dependence on one or more clients, strategic partners, contracts or geographical zones.	NO
15	C3a		Underperformance of the Aeronautical operations	Under-performance/weakening of the "aeronautical" activity	YES
16	C3b		Underperformance of the Property/Real estate activities	Under-performance/weakening of the "property" activity	NO
17	C3c		Underperformance of the Retail activities	Under-performance/weakening of "retail" activities (shops, bars and restaurants, advertising...)	YES
18	C3d		Underperformance of the Service business	Under-performance/weakening of "service" activities (car parks, TAV service subsidiaries, etc.)	NO

19	C4		Difficulty to obtain (new)/renew (existing) concessions	Underperformance/weakening of development activities; difficulty in acquiring new contracts, concessions, on the domestic or international market	NO
20	C5		Difficulty to maintain a quality of service that meets customers' needs / expectations	Inadequacy of products / services or dysfunction in relation to customer expectations (BtoB, BtoC)	YES
	M		MANAGEMENT/ORGANIZATIONAL RISKS		
21	M1		Impact on brand reputation by uncontrolled media and digital exposure	Company or group reputation questioned, fairly or not, by the media – Poor brand awareness - Distrust of public opinion - Pressure from NGOs	YES
22	M2		Lack of Internal control	Malfunction impacting the operational robustness of the activity Malfunction of the administrative, accounting and financial processes	YES
23	M3		Supply Chain Disruption	Supply chain malfunctions that may result in supply disruptions	YES
24	M4		Failure of Key suppliers	Bankruptcy, strike, lack of contractual or operational control of services, facility failures of key service providers/suppliers/subcontractors	NO
25	M5		Lack of project management (including construction)	Shortcoming in the completion of projects: deadlines, costs, compliance with regulations and customer expectations – Major difficulties on a project which is key to activity Drifting projects not reaching their objectives or with significant additional costs	YES
	H		HUMAN RESOURCES RISKS		
26	H1		Difficulty in attracting and retaining talents & workforce	Workforce, skills or expertise not suitable for the needs of the activity	YES
27	H2		Key positions / people	Lack of back-up for critical expertise/skills, difficulty in filling key positions, unanticipated departure	YES
28	H3		Failure of corporate culture integration	Difficulty of integration around a common vision and values Resistance to change following organizational transformation projects (e.g. creation of a new department, reorganization of services etc.) and/or IS transformation projects	YES
29	H4		Deterioration of the social climate	Breakdown in employer-employee dialogue and industrial action by Group employees Lack of motivation, lack of commitment from employees	YES
	I		IT RISKS		
30	I1	x	Loss, theft or breach of data integrity (KVKK)	Lack of protection of the group's sensitive information, in a context of strong regulatory requirements for the protection of personal data (e.g. in Europe, GDPR - General Data Protection Regulation) and the existence of extra-territorial laws (eg Cloud Act, Patriot Act ...)	NO
31	I2	x	Cybersecurity	Malicious or non-malicious act affecting the group's information systems	YES
32	I3		Business IS mismatch with information needs	Inability to produce the information necessary for the piloting and management of the activity, inadequacy of the business information systems to the needs of the activity and regulations	NO
33	I4		Shutdown of the information system (including telephony)	Non-existent or inadequate business continuity plans	NO
	O		OPERATIONAL RISKS		
34	O1		Inadequacy of key infrastructure and equipment	Inadequacy of key infrastructure and equipment (saturation, under or over capacity, etc.)	YES
35	O2		Difficulty in accessing to airport area	Inadequacy of infrastructure / equipment of road or public transport networks (saturation, under or over capacity ...) to access the airport area	YES

36	O3		Insufficient control for the environmental impacts of activities	Environmental event of an external or internal nature likely to seriously disrupt the activity	YES
37	O4		Insufficient control for the social impact of activities	Impact of the Group's and its partners' activities on the environment (air and emissions, water, energy, biodiversity, pollution, waste collection/treatment, etc.)	NO
38	O5		Societal acceptability of airport activities (city/airport interface etc.)	Controversies that call into question, if not airport governance, at least the relationship between the airport and the community on a territory.	NO
39	O6		Occurrence of a sanitary event	External event of health/sanitary origin seriously disrupting the activity	YES
40	O7		Occurrence of natural disasters	Natural disasters including earthquake, natural fires, flood...	YES
41	O8		Inadequate crisis management	Inadequacy or failure of the general crisis management system	YES
42	O9		Failure of key networks	Failure of key networks: supply, production, distribution etc.	YES
43	O10	x	Inability to maintain asset condition	Obsolescence, lack of maintenance, loss of value, degradation and failure of the company's physical assets (excluding networks)	YES
44	O11	x	Lack of conformity of the installations (including buildings and equipment)	Lack of safety of the installations or accident, intoxication, ... due to a non-conformity (ERP, ICPE, etc.), non-compliance with regulatory obligations	NO
45	O12	x	Failure of the rescue facilities	Failure of emergency resources in terms of equipment and human resources	NO
46	O13	x	Failure of industrial equipments	Failure of key industrial equipment (excluding networks): baggage sorting, gateways, etc.	NO
	SS		SAFETY & SECURITY RISKS		NO
47	SS1	x	Health & Safety Risks (Employee, customer & subcontractor)	Accident/threat to people's physical integrity (customers, employees, partners, third parties)	YES
48	SS2	x	Attack on public safety and security	Malicious/terrorist act facilitated by a problem with security arrangements or targeting security arrangements	YES
49	SS3	x	Protection of staff in international environments	Attacks, abductions, kidnapping	NO
50	SS4	x	Operational safety	Breaches on aviation security - Aviation accident/incident resulting from a problem with airport safety arrangements	YES
51	SS5		Psychosocial risks	Elements that affect the physical integrity and mental health of employees in their work environment	NO
	F		FINANCIAL RISKS		
52	F1		Unfavorable evolution of the financial trajectory of the Group	Expenses / income imbalances - Deterioration in economic or financial ratios	YES
53	F2		Unfavorable evolution of the economic/pricing regulations	Pricing policy inadequate or called into question	YES
54	F3		Difficulty in accessing funding for projects & activities due to liquidity problems	Impacts on the climate and the environment of projects and / or activities with insufficient funding (taxonomy) by investors	YES
55	F4		Unfavorable Changes of the Economic Trend	Changes in exchange rates / local protectionism preventing cash outflow from the country	YES

56	F5		Excessive debt / financial exposure of the Group	Failure to collect receivables. Negative leverage, increase in financing requirements, management of payment deadlines	YES
57	F6		Exposure to unanticipated tax changes	Unfavourable changes in taxation, declarations which are wrong, incomplete, or which do not comply with regulations. Non respect or bad knowledge of local tax rules / Bad management of tax payment deadlines / Error in tax declaration	YES
58	F7		Incorrect financial information	Financial information which is wrong, incomplete or which does not comply with regulations	NO
59	F8		Lack of insurance coverage	Covering a risk at an inadequate / inappropriate cost, inability of the insurance market to cover a risk	YES
	L		LEGAL & COMPLIANCE RISKS		
60	L1	x	Non-respect of ethics & compliance rules (Corruption, fraud and other risks)	Non-respect for human rights, values, etc.	YES
61	L2		Unfavorable regulatory changes	Changes in the national or international regulatory environment, restrictive and / or costly for the activity.	YES
62	L3		Inability to identify a regulatory change	Lack of anticipation and/or inability to identify changes in the national or international regulatory environment that are restrictive and/or costly for the business	NO
63	L4		Non-compliance with applicable laws and regulations	Non-compliance with national, international or local laws and regulations	YES
64	L5		Insufficient protection of intellectual property	Illegal use, counterfeiting or pirating of intangible assets (trademarks, patents, domain names, software, etc.) of the company by third parties	NO
65	L6		Failure to manage contracts	Problem with the initial drafting of the contract, or failure to comply with its implementation conditions by the company or contractor (responsibilities, penalties..)	YES
66	L7		Litigation risk	Unfavourable decision in a dispute	YES