



Five-Year Strategic Plan

2021 - 2025



Welcome |

JANUARY 2021

▶ **On to New Heights**

This journey began five years ago with a new vision and strategy. We set our sights high for the future, and we've worked hard to keep CVG on a continuous ascent ever since.

We've evolved and adapted. We've proven our resilience and risen to the challenges. Now, we're ready to build on this momentum and accelerate onward to new heights. Despite the pandemic, we are well-positioned and ready for the future.

Looking outward, we will continue to maximize our capabilities and deliver consistent excellence, even in these rapidly changing times. We will continue to elevate our role as a leader in our industry and a catalyst for our region. Together, we will redefine what an airport can be and do for passengers, employees and the community we serve.

The horizon is bright. The plan is set. The skies are the limit.

MIKE SCHLOTMAN
BOARD CHAIR

CANDACE MCGRAW
CEO

The catalyst that transforms our region.

Our Vision:

Five years ago, we set our sights on making travel through CVG an unforgettably positive experience. This vision guided us to where we are today. Now, we are positioned to embrace a new vision for the airport and the transformational impact we can make for the region.

To redefine and elevate the role of an airport.

Our Mission:

We've always set out to be the airport of choice to work for, fly from and do business with. Now, we will evolve our focus to make CVG more than just an airport. We will strive to be the catalyst that transforms our region and our new mission represents the path we will take to get there.

01

Elevate.

OBJECTIVES, STRATEGIES
AND MEASURES FOR SUCCESS.

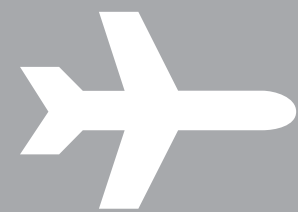


OBJECTIVE ONE:

Fuel performance via operational excellence

We take every step to ensure the health and safety of our passengers and employees. Now, we will build on that commitment further by implementing a sustainability management plan that expands our scope of impact to the environment, with initiatives focused on greener business practices and reducing consumption and waste across our 7,500+ acre footprint.

OBJECTIVE: ONE |



How CVG is helping to create a healthy, sustainable future.

CVG is taking operational excellence to new heights by:

- Implementing a sustainability program
- Developing and supporting employees to achieve high levels of performance
- Ensuring the safety and health of passengers and employees
- Managing assets and space strategically



OBJECTIVE TWO:

Ensure financial sustainability

The future of every business depends on its readiness for change. Our resilience has proven that we are essential to the passengers and companies of our region, and we will maintain our position with a commitment to keeping airport costs low.

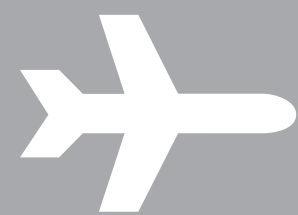
“Cargo has been immensely important to us in our bottom line throughout this pandemic situation. It is literally helping us keep our lights on.”

- Candace McGraw, CVG CEO

CVG is taking financial sustainability to new heights by:

- Maintaining an airline CPE (cost per enplanement) less than peer airports
- Providing a competitive cost structure for airline tenants
- Maintaining a strong financial position

OBJECTIVE: TWO |



How a boom in cargo operations helped sustain CVG amidst the pandemic.



OBJECTIVE THREE:

Grow air service

With an annual impact of \$6.8 billion on the local economy, the airport drives regional growth and remains a leader in innovation. We will be a catalyst for even greater impact with the development of Hangar Row—an opportunity to provide a diversity of aviation services at a larger scale than the region currently offers, which will create even more high-paying jobs for our region.

"We will be the epicenter of e-commerce."

- Candace McGraw, CVG CEO

OBJECTIVE: THREE



What one hangar can do for the region.

CVG is taking air service to new heights by:

- Constructing Hangar Row
- Growing and diversifying air cargo operations
- Growing and diversifying passenger carriers
- Leveraging aircraft maintenance and support services



02

Redefine.

OBJECTIVES, STRATEGIES
AND MEASURES FOR SUCCESS.



OBJECTIVE FOUR:

Leverage ventures, partnerships and collaborations

We believe in building an aviation ecosystem that creates bigger, bolder opportunities for everyone in the region. We will connect, consult and continuously engage with the leaders and catalysts in our communities, combining our expertise to drive new business, new jobs, and a new narrative to market our region. We want the world to know what opportunities are here. CVG will be the hub for it all.

OBJECTIVE: FOUR |



Why a Silicon Valley startup partnered with CVG to test driverless technology.

CVG is taking regional collaboration to new heights by:

- Implementing a regional aviation development plan
- Establishing new business ventures to commercialize non-aeronautical revenue
- Partnering with educational institutions, startups and established companies in innovation and workforce readiness
- Engaging regional economic development strategies to support the aviation ecosystem
- Optimizing the local system of airports



OBJECTIVE FIVE:

Create a customer-centric CVG brand and experience

Providing a superior customer experience has long been a hallmark of CVG. As our brand continues to evolve, we will benchmark our success by striving to achieve the highest ranking in Airport Service Quality. The index measures passengers' satisfaction across 34 key performance indicators, such as airport cleanliness and security checkpoint wait times. We aim to be the best for the benefit of our passengers.

| OBJECTIVE: FIVE



How CVG turned a lost stuffed puppy into 974 million global viewers.

CVG is taking customer experience to new heights by:

- Achieving a higher ASQ ranking than peer airports
- Evolving the CVG brand to reflect the airport's diversified business
- Anticipating consumer trends and enhancing our reputation with customers

SKYTRAX AWARDS Best Regional Airport in North America for seven of the last nine years



Skytrax's World Airport Awards are based on responses to customer satisfaction surveys, as benchmarked and ranked by airport passengers around the world. More information about the awards can be found at <https://www.worldairportawards.com/>.

Strategies for 2021 and Beyond

Vision

Where CVG intends to go

The catalyst that transforms our region

Mission

How we'll achieve our Vision

To redefine and elevate the role of an airport

ELEVATE

REDEFINE

Objectives

The path taken to achieve our Mission

Strategies

The choices we make to achieve our objectives

Measures

New Heights: how we'll define success by 2026

Fuel Performance via Operational Excellence	Ensure Financial Sustainability	Grow Air Service
<div><div>1</div>Develop and support employees to achieve high levels of performance</div> <div><div>2</div>Ensure the safety and health of passengers and employees</div> <div><div>3</div>Develop an environmental sustainability program</div> <div><div>4</div>Manage assets and space strategically</div>	<div><div>1</div>Provide a competitive cost structure for airline tenants</div> <div><div>2</div>Maintain a strong financial position</div>	<div><div>1</div>Grow and diversify passenger carriers</div> <div><div>2</div>Grow and diversify air cargo operations</div> <div><div>3</div>Leverage aircraft maintenance and support services</div>
Sustainability management plan implemented	Airline CPE less than peer airports	Hangar Row constructed

Leverage Ventures, Partnerships & Collaborations	Create a Customer-Centric CVG Brand and Experience
<div><div>1</div>Establish new business ventures to commercialize non-aeronautical revenue</div> <div><div>2</div>Partner with educational institutions, startups and established companies in innovation and workforce readiness</div> <div><div>3</div>Engage regional economic development strategy to support aviation ecosystem</div> <div><div>4</div>Optimize the local system of airports</div>	<div><div>1</div>Evolve the CVG brand to reflect the airport's diversified business</div> <div><div>2</div>Anticipate consumer trends and enhance reputation with our customers</div>
Regional aviation development plan implemented	ASQ ranking superior to peer airports



CVG **NEW ↑ HEIGHTS**

cvgairport.com/NewHeights