



AÉROPORTS DE LA CÔTE D'AZUR  
ANNUAL REPORT

2019



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# ECOLOGY BENEFITING THE ECONOMY

For the Aéroports de la Côte d'Azur airport group, 2019 was certainly an excellent year. This is clear from the figures. Whether they concern our core business of airport management or our other activities, from engineering to FBO, the indicators are positive and demonstrate the vitality and soundness of our company. However, our performance in 2019 should not be measured in financial terms alone. We must also look at the formidable potential and the prospects that our Group has developed thanks to its investments in improving service quality, and especially thanks to our bold and decisive decisions concerning the environment. As you may already know, the carbon footprint of our airports will be zero by 2030 at the latest, without carbon offsetting.

Economic dynamism and environmental responsibility were the two pillars underpinning our activities in 2019. More than ever, they are inseparable, because if we want to benefit from our region's appeal, it is essential to protect the people and assets that make it so attractive: its pleasant lifestyle and its population. This balance is essential, and whatever happens in the coming years, rest assured that we will do all we can to maintain it.

## **A GATEWAY TO THE WORLD**

From an economic perspective, our activities in 2019 were more than satisfactory. Nice Côte d'Azur, Cannes Mandelieu and Golfe de Saint-Tropez, the three airports on the French Riviera managed by the Group, were major contributors to the region's prosperity. The first excelled by

offering an unprecedented summer network, with over 120 destinations around the world.

These numerous direct routes encouraged exchanges between our region, major French cities and the heavyweights of the world economy, not only in countries of the European Union, but also Russia, North America, the Middle East and, for the first time in history, China. We could not have been happier, not to mention prouder, when in early August we launched the longest connection ever offered from the French Riviera: a direct Nice-Beijing flight.

Thanks to an unprecedented flight schedule, over two million French Riviera residents were able to discover the world, grow their businesses, visit their families, or study abroad. Meanwhile, five million passengers from around the world fuelled the local

economy, helping to keep it in good health. This remarkable popularity is testament to the appeal of the French Riviera. We are lucky to enjoy such prestige, but it comes with responsibilities!

### **A CONSTANT DRIVE FOR IMPROVEMENT**

Because our airports are the first and last points of contact between tourists and our region, the passenger experience and quality of service they provide must live up to the French Riviera's reputation for excellence. This obliges us to constantly improve our infrastructure, continuously develop new skills and regularly introduce new technologies. This is what we successfully achieved in 2019.

How? By redesigning Zone A in Terminal 1 of Nice Côte d'Azur Airport, to offer passengers optimal conditions when boarding and on arrival. By facilitating access to the airport via the tram line,

offering a smoother-running Kiss & Fly system at Terminal 2 and providing a competitive valet parking service. By joining Collaborative Decision Making, the new system for managing the European airspace, which helps to keep flights on time through enhanced performance. By making passenger flows smoother thanks to 3D sensors, which allow us to anticipate congestion on our terminals. By keeping our commercial offer attractive, so that shopping at the airport is a pleasure, or even an experience. And these are just a few examples...

### **THE FUTURE... NOW**

As well as bringing many innovations for our Group, 2019 was also a year full of promise. The promise of ever more efficient organisation thanks to the AirPort Operations Centre, the future nerve centre of Nice Côte d'Azur Airport. The promise of a better passenger experience and quality of service,

thanks to the planned expansion of Terminal 2 at Nice Airport. And above all, the promise of maximum environmental responsibility. Zero greenhouse gas emissions by 2030: this was the challenge set in the second semester of 2019. At Golfe de Saint-Tropez Airport, this has already been achieved, thanks to the planting of a forest of 1100 trees near to the terminal, making it the first airport in France and the fourth in Europe with a zero-carbon footprint. Its neighbours in Nice and Cannes have already started the work and studies required to reach the same objective.

Will the COVID-19 health crisis slow this momentum? Absolutely not! We will do whatever it takes to continue our "NetZero Carbon 2030" programme, so that we have the best possible arrangements in place when air traffic recovers. More than ever, the circumstances demand it.



In fact, although the partial closure of our runways for two months and the current slowdown in economic activity have demonstrated the importance of air transport for our region, this unprecedented situation has also strengthened the environmental and virtuous aspirations of its population. Thus, in the coming months and years, building on the progress and projects of 2019, Aéroports de la Côte d'Azur intends to rise to a double challenge: to help revive the French Riviera and protect its jobs, while also looking after its well-being and its environment.



**DOMINIQUE THILLAUD**  
Chairman of the Management Board

A handwritten signature in black ink, appearing to read 'D. Thillaud', written over a horizontal line.

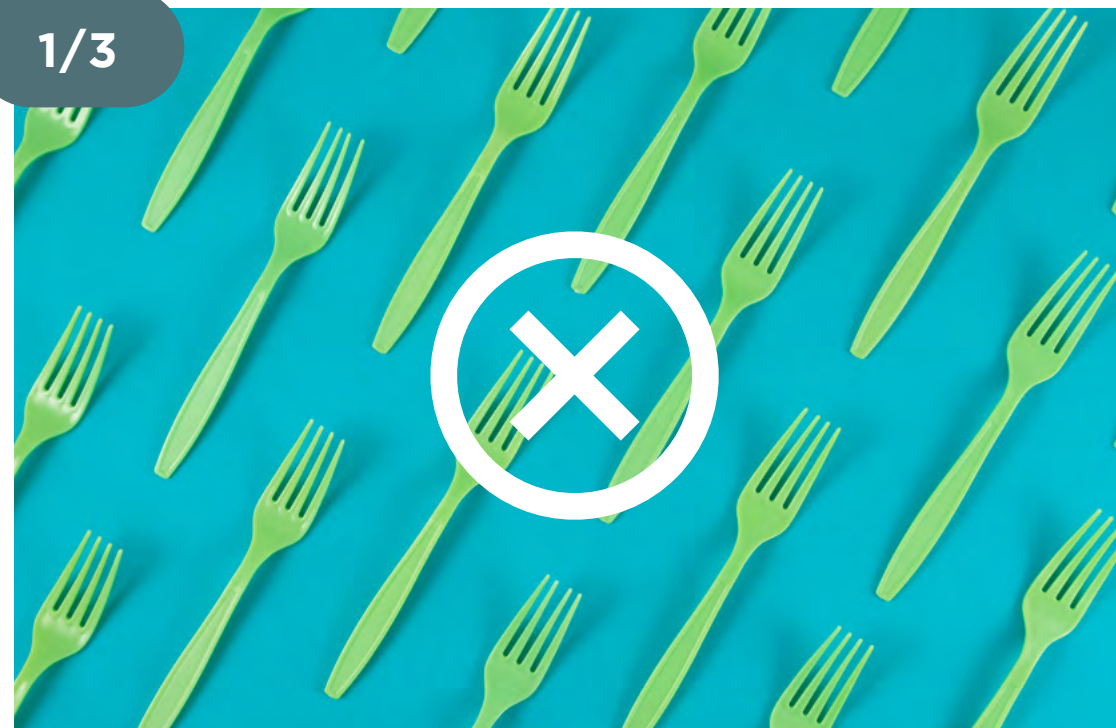


**BERNARD KLEYNHOFF**  
Chairman of the Supervisory Board

A handwritten signature in black ink, appearing to read 'B. Kleynhoff', written over a horizontal line.

# 2019 HIGHLIGHTS

1/3



One year before it becomes a legal obligation for all companies in France, Aéroports de la Côte d'Azur takes measures to remove all disposable plastic tableware from its everyday operations.

24/4



The Sky Valet Connect FBO network gains strength in Italy with a new partnership with Trieste airport.

1/6



Nice Côte d'Azur launches a unique “self-connecting” solution, consolidating its position as an alternative to the major hubs. 15 July: the airport officially welcomes its first Nice Connect passenger.



# 2019 HIGHLIGHTS

26/6



At the ACI-Europe congress, Aéroports de la Côte d'Azur and 193 other European airports made a commitment to achieve a zero-carbon footprint by 2050. In October, aware of the pressing stakes of the fight against climate change, the Group sets out to achieve the challenge 20 years earlier than planned. Its three airports will strive for a "NetZero Carbon" footprint without offsetting by 2030.

28/6



The second section of Line 2 of the tramway network is opened. Trams can now take passengers from Nice Airport to Place Masséna in just a few minutes. In autumn, the third section (to Nice's port) and Line 3 also come into operation. During its first year, it carries 1 million passengers and removes thousands of cars from Nice's roads.

2/8



Inaugural flight on the first direct Nice-Beijing route in history, operated by Air China.



# 2019 HIGHLIGHTS

25/11



Nice Côte d'Azur Airport transitions to Airport CDM (Collaborative Decision Making), the new system for managing the European airspace, based on stronger partnerships between all those involved in air transport. It focuses on optimising airport resources, improving punctuality, and reducing greenhouse gas emissions.

28/11



Nice Côte d'Azur becomes the first airport in France to boast fully electric passenger buses for its shuttle serving the terminals and car parks.

31/12



Nice Côte d'Azur Airport ends the year with further improvements in its carbon footprint: 80% less GHG emissions in 10 years from its direct activities and 20% less GHG emissions in the LTO (landing and take-off) cycle.

# GROWING BUSINESS

- P10 **COMMERCIAL AVIATION**  
*an asset for the French Riviera*
- P15 **GENERAL AVIATION**  
*improved economic performance*
- P20 **EXTERNAL DEVELOPMENT**  
*excellent results*
- P22 **NON-FLIGHT REVENUES**  
*lucrative choices*



# COMMERCIAL AVIATION

*an asset for the French Riviera*

## CREATING CONNECTIONS

In 2019, Nice Côte d'Azur truly fulfilled its role as a bridge between its region and the rest of the world. 2.6 million French Riviera residents discovered new places, visited their families, studied abroad, or developed their professional activities, benefiting from the attractive prices and wide range of destinations offered by the 61 scheduled airlines at Nice Airport.

In the other direction, 4.6 million passengers flew to the French Riviera. Whether they were travelling for professional reasons (1 in 5 passengers) or private reasons, their stays greatly contributed to the region's economic dynamism and supported jobs, especially given that flight passengers are the most lucrative clientele for local business.

These figures demonstrate the growing importance of the airport in everyday life in the region. Airlines are supporting this growth through both increased frequencies and optimisation. The capacity of aircraft serving Nice has increased again, from an average of 160 seats per plane in 2018 to 162 in 2019. Moreover, seat occupancy rates are constantly improving. Consequently, in the space of a year, the number of passengers has grown almost three times faster than the number of movements: 4.6% for passengers, compared to 1.8% for movements. The economic and environmental cost of each passenger has therefore been significantly reduced. This is a positive sign both for airlines, which are increasing their profitability, and for the local economy, where revenues are increasing faster than its carbon footprint.





## A GATEWAY TO THE WORLD

Nice Airport has made a particular contribution to the reputation of the French Riviera by providing direct connections to 121 different destinations across 44 countries, starting with France. In 2019, Nice was around an hour's flight away from around twenty different cities in France, including Paris of course! Thanks to the addition of an eighth flight to Paris Charles de Gaulle, connections between the Nice area and the French capital have become even closer. Meanwhile, inter-regional traffic has also increased. Routes such as Nice-Toulouse, Nice-Rennes and Nice-Strasbourg have seen an increase in the number of seats on offer, facilitating exchanges between the French Riviera and these high-potential cities. Thus, in 2019, as demonstrated by the 4.2% increase in its domestic traffic, Nice Côte d'Azur Airport connected south-eastern France to the rest of the country even more closely than ever.

It has been just as successful in this role internationally. Boosted by numerous route launches (most of the year's 25 new routes are to other countries), international traffic grew by 4.8%. Two major trends underpin this figure. The first is consolidation: the French Riviera consolidated or even developed its relationships with several of its traditional markets: Spain, Germany, Austria, Portugal and Russia, which thanks to the freeing-up of traffic rights, has seen the arrival of a new operator alongside Aeroflot: S7 Airlines. The second is the conquering of new horizons...

## FLIGHTS FROM AFAR

The appeal of the French Riviera is not limited to European markets. It is growing in strength on other continents. The long-haul market is experiencing significant growth. In 2019, after Emirates and Qatar Airways, a third operator from the Gulf States landed in Nice: Kuwait Airways. Like its two rivals, it flies to South-East Asia and Oceania, via its hub in Kuwait City.





There has also been progress in connections to North America. Nice-Montreal has risen by 3.3%. Nice-New York is doing even better, with traffic growing by over 20%. This spectacular increase is explained by La Compagnie's excellent start. From 6 May to 26 October, this airline flew three to five times a week to Newark Liberty. Apart from Paris Orly, Nice Côte d'Azur was the only French airport to benefit from this unique airline's "100% business class" concept. This is testament to Nice Côte d'Azur Airport's great potential to cater to a "premium" clientele that is so valuable to both airlines and local businesses.

## DIRECT FLIGHTS TO BEIJING AND CHINA

Another major new development was the first ever direct Nice-Beijing flight! Nice Côte d'Azur had been eagerly awaiting this connection with China for many years. According to certain sources, it looked like this patience would be rewarded in 2020. President Xi Jinping's official visit to the French Riviera accelerated this schedule. Encouraged by the Chinese leader's successful visit, Air China decided to launch its flights to Nice without further delay. It announced its arrival at the end of June. A wonderful surprise! Four weeks later, on 2 August, the Chinese airline's A330-200 touched down at Nice Airport for the first time. The flights continued until the end of October, with three rotations per week.

## A CONSOLIDATED INTERCONTINENTAL OFFER

A new generation of long-range aircraft is now in operation. Much more understated than their predecessors, and generating half the noise and pollution, these high-capacity aircraft make point-to-point long-haul flights an economically and ecologically viable alternative to the "hub" model, especially given that the environmental impact of a direct route will always be less than that of connecting flights. The latter option at least doubles the number of landings and take-offs, which are the two most polluting phases of a flight.





This shift in air transport is now underway in Nice. Air Transat led the way in June 2019, by using the brand-new A321 neo LR for its direct Nice-Montreal flight. With a total capacity of 199 passengers, including 12 premium-class passengers, this aircraft is undoubtedly the future of air transport in Nice.

## THE SELF-CONNECTING ERA

Self-connecting flights are another trend that favours the growth of the long-haul offer at Nice Côte d'Azur. Tens of millions of passengers around the world already travel in this way, which is particularly appealing because it is free. This practice is used when no direct flights are available. Passengers create their own connections to make the most of ultra-competitive prices, or to reduce their flight time or the stopover time between flights. It is a growing phenomenon: the number of self-connecting passengers is expected to exceed 100 million in the near future. Many air transport professionals are already making arrangements to support this trend, including Nice Côte d'Azur, which is the first airport in France to offer a self-connecting solution independent of any airline or airline alliance: Nice Connect.

This concept, established in June 2019, offers many advantages to self-connecting passengers: they can jump the queue at border control in Terminal 2, they get priority through security checks, and they enjoy 10% off in partner stores, as well as access to the VIP lounges at special rates and digital information to help them connect to their booked flight when they arrive at the airport. This formula is marketed through a partnership with the leading company for turnkey self-connecting solutions. Nice Connect is therefore regularly offered to customers of the main online travel agencies. Its excellent online visibility has very quickly led to growing sales. Since the concept was launched, sales have increased by 15 to 20% every month.





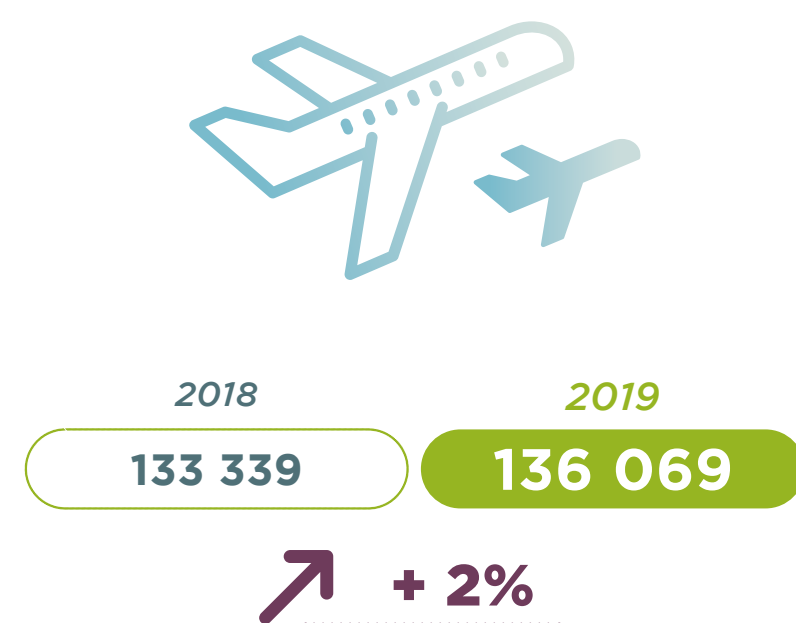
This result is particularly valuable, because self-connecting flights are entirely in line with the three dimensions of the vision that now guides Aéroports de la Côte d'Azur's actions. The first dimension: economic performance. By attracting new passengers, the airport and all its partners are able to consolidate their commercial activity. The second dimension: customer satisfaction. If a passenger passes through Nice, it is because it is either financially or practically beneficial for them to do so. The third dimension: ecological performance. Self-connecting flights are particularly attractive because they "naturally" follow the most direct route between the departure airport and the final destination. Nice is at the crossroads of many routes: between south-western France, the Balkans and Asia on the one hand, and between the southern Mediterranean and northern Europe on the other. This means it is ideally located on very busy routes, guaranteeing passengers an optimised flight time and therefore an improved carbon footprint.

#### FREIGHT: THE LONG-HAUL ASSET

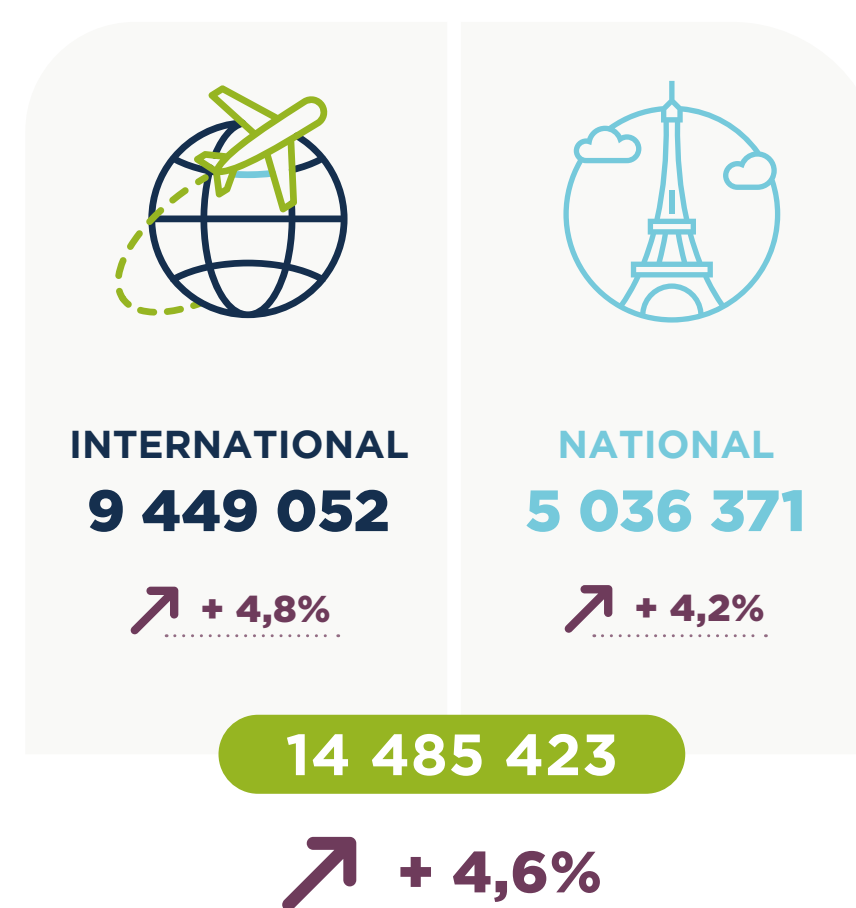
Nice Côte d'Azur Airport handled 11,775 tonnes of air freight (excluding express freight) in 2019. Is this 5% drop worrying? Not at all! This decrease is due to fully identified circumstantial elements. The main causes include work on runways at Dubai's airport, which led Emirates, the leader in freight operations at Nice Airport, to reduce its schedule from seven to three weekly flights for an entire month. This left Nice Airport with a significant gap to fill, especially given a second phenomenon causing further losses: a slight reduction in the hold capacity of the Airbus A380 aircraft used this year by the Dubai-based carrier.



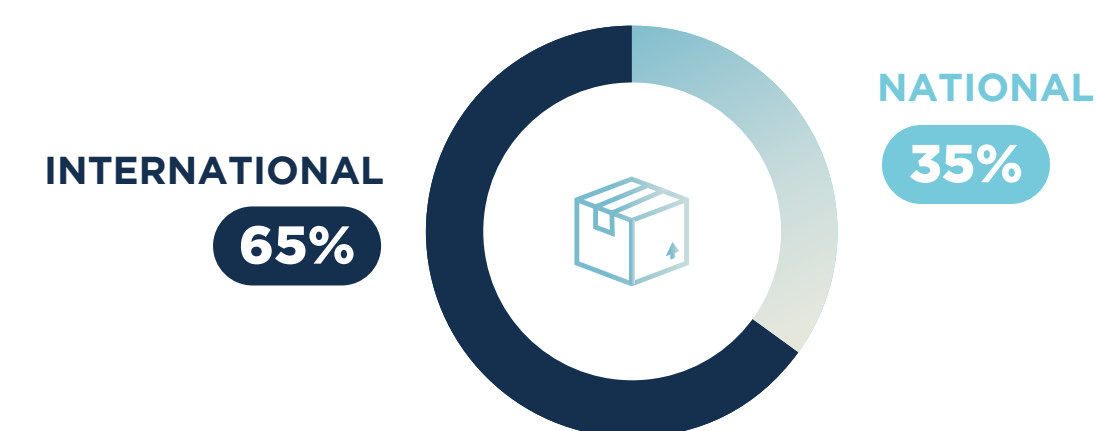
## AIRCRAFT MOVEMENTS



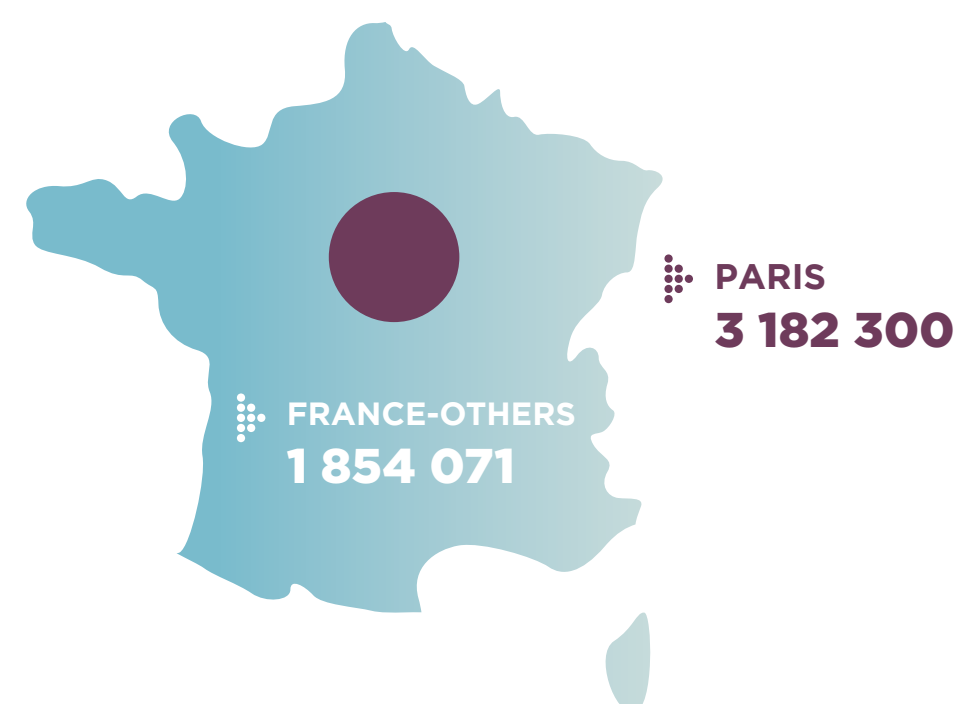
## PASSENGER TRAFFIC



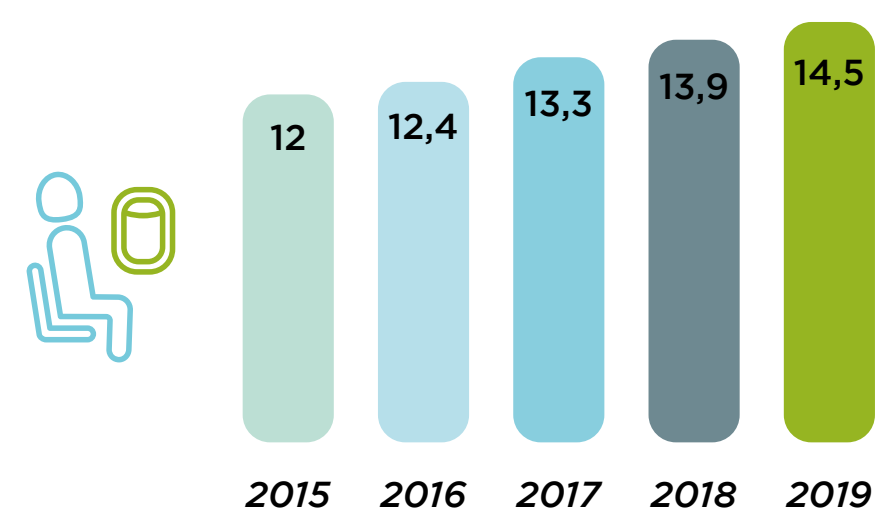
## COMMERCIAL TRAFFIC



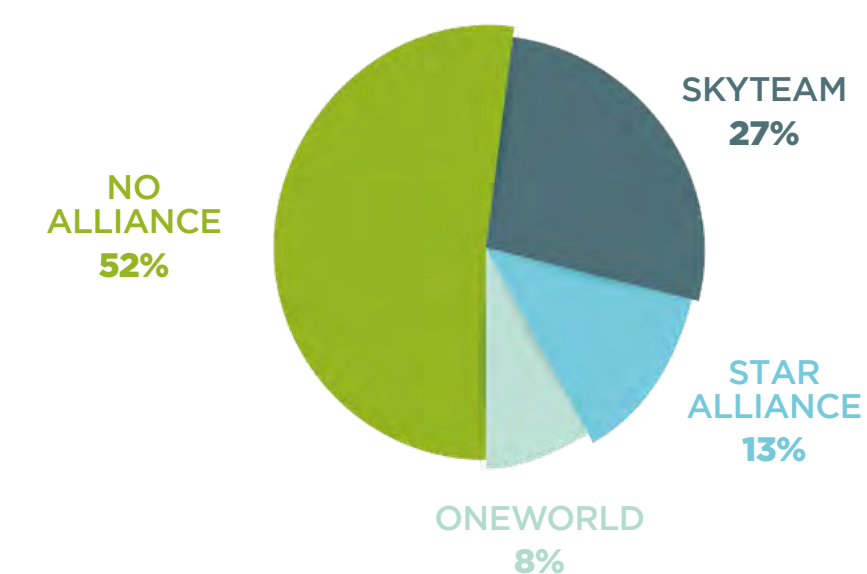
## BREAKDOWN OF DOMESTIC PASSENGERS



## NUMBER OF PASSENGERS (millions)



## COMMERCIAL PASSENGERS PER ALLIANCE





# GENERAL AVIATION

*improved economic performance*

Movements in 2019	Business aviation	Helicopters
NICE	34 606	31 945
CANNES MANDELIEU	11 942	13 287
GOLFE DE SAINT-TROPEZ	2 878	2925
TOTAL	49 426	48157
2019 / 2018	-2,9%	0%

## A SECTOR GAINING WEIGHT

The vast majority of European players in general aviation will not have great memories of 2019. After strong growth in 2018 (+ 7%), continental traffic fell by 1.9%. The main European airports have suffered from this, with 13 members of the top 20 experiencing reduced passenger numbers. However, this reduced volume does not necessarily preclude an improvement in economic performance. Nice Côte d’Azur Airport is proof of this.





During the year, Europe's number two airport for general aviation recorded a total of 34,606 movements, or 1400 (4%) less than the previous year. Nevertheless, it once again managed to improve its financial results! The key to this success? Weight gain!

The market involving jets weighing over 22 tonnes is growing well. Today, they represent over a quarter of the weight of the European fleet. This is benefiting Nice Airport hugely.

The average weight of aircraft visiting the airport has increased by 3.2%, reaching 22.3 tonnes. Furthermore, jets weighing over 22 tonnes also stayed at the airport for much longer.

This phenomenon validates the strategy adopted at Nice Côte d'Azur Airport, which until the last few months, was constantly improving its capacity to accommodate high-tonnage aircraft. How? By increasing the load-bearing capacity of numerous aircraft stands, creating new storage methods and reconfiguring some of its parking areas.

## GOOD RESULTS FOR CANNES AND SAINT-TROPEZ

The situation at the two other Aéroports de la Côte d'Azur airports is very similar to that in Nice.

Activity at Cannes Mandelieu Airport is stable, with almost 12,000 movements.

The airport has continued its efforts around safety and service quality, by renewing its IS-BAH level 2 certification. Additionally, it renewed its fuel supply partnership with Air BP, which has also made a commitment to reduce its carbon emissions.

Although Golfe de Saint-Tropez Airport saw a 2% reduction in activity in 2019, the average tonnage of the aircraft it received increased by over 10%.





At the end of 2019, the French state formalised an extension of the usage period for the border crossing point at this airport. A customs service will be available, for non-Schengen flights, until 15 October (fifteen days longer than in 2019). The airport also announced that in 2020, it would be the first airport in France and the fourth in Europe with a zero-carbon footprint without offsetting.

### SKY VALET GROWING FAST

Aéroports de la Côte d'Azur's "general aviation" division does not just manage the three airports on the French Riviera. For several years now, the Group has also been developing significant business as an FBO, via its Sky Valet network. In particular, it has a strong presence in the Iberian Peninsula, where its results this year have been excellent again. Its Spanish teams are also continuing to make progress. After a 9% increase in 2018, the number of movements rose by a further 2.6% in 2019. Sky Valet's reputation is constantly growing in Spain, particularly thanks to gaining one of the FBO licences at the airports of Madrid and Barcelona in late 2018.

Sky Valet Portugal is also doing well. Its teams have had a remarkable year, with a 16.2% increase in activity. This far exceeds the general development of the Portuguese market. This comparison proves that Sky Valet Portugal is not simply benefiting from the rise of general aviation in its country: it is winning some of the market share from the competition. This is attributable to its excellent service, as demonstrated by the Lisbon stopover obtaining IS-BAH 2 certification.

At Paris – Le Bourget Airport, after 5 years of continuous growth (including +1.9 % in 2019 in a Parisian market that was down 6%) and having achieved a 12% market share, Sky Valet sold its business to the





Luxaviation group. This operation was finalised at the end of May 2020. Luxaviation will continue the development, efforts and good results of Sky Valet, which can only contribute to the dynamism of the remaining activities in France and Europe.

Nevertheless, this airport will remain part of the Sky Valet network, as a Sky Valet Connect member.

## WELL KNOWN AND WELL REPUTED

A company's success cannot be measured by its business activity alone. The brand image is also an important criterion. In this area, 2019 was a very positive year for Aéroports de la Côte d'Azur. Throughout the year, the Group added to its temporary and regular partnerships with well-known operators in general aviation (such as Airbus) or in the luxury market (Société des Bains de Mer de Monaco, Top Marques, Monaco Yacht Show) to promote its activities.

This excellent renown and visibility was also fuelled by trade fairs, such as AIR OPS and particularly EBACE, the great European convention in Geneva for general aviation. The 2019 EBACE event was particularly promising for the Group, and visits to its stand exceeded all expectations, with 250 different prospects. These included European, Middle Eastern and American operators, as well as several FBOs interested in an original and relevant concept: the Sky Valet Connect brand.

Sky Valet launched this label in 2018, thereby becoming the first European FBO to develop a co-branding strategy with other operators or airports. These partners have everything to gain, because they will benefit from the commercial and marketing power of the Sky Valet network, while maintaining their financial, managerial and operational independence. This formula rapidly convinced the Bulgarian FBO Omega Aviation, which is present at three airports in its country, at Cuneo Airport (Italy) and at Avignon Airport.





And its power of attraction continues! The family grew again in spring 2019, with a fourth member: Trieste airport.

## TWENTY-EIGHT, TWENTY-NINE...

Trieste in northern Italy is advantageously located, near to Slovenia and Croatia. It also has a dynamic economy, fuelled by its port, its shipyards, and its steel and petrochemical industries. Trieste Airport intends to make the most of these advantages by growing its “business aviation” traffic. This is why the airport decided to place its FBO service under the Sky Valet Connect banner, thus becoming the twenty-eighth airport in the network developed by the Aéroports de la Côte d’Azur Group.

Since then, other operators have approached the FBO to start discussions regarding the possibility of an affiliation. One of them has even finalised these discussions: on 5 March 2020, Béziers Cap d’Agde Airport, keen to make the most of its region’s dynamism (including a wine sector that is attracting growing amounts of foreign capital), announced that it was joining the Sky Valet Connect network. This takes the number of airports in the Sky Valet network to 29.





# EXTERNAL DEVELOPMENT

*excellent results*

## AN EXCEPTIONAL YEAR

At the start of 2019, NAMA, the Aéroports de la Côte d'Azur Group's engineering brand, set itself the challenge of winning a quarter of the calls for tenders in which it competed. It beat this target by far, because two thirds of its applications were successful, with historic partnerships in Cyprus, Corsica and Africa. These successes are also the result of audacious but judicious choices, which led the brand to focus its efforts on two main areas: aviation marketing and technical engineering.

## THE AUXILIARY ENGINE

Few European airport operators offer their peers long-term marketing support to grow their traffic and increase the density of their network. Aéroports de la Côte d'Azur is one of those few, and this strategy is proving remarkably successful! Its prowess in this area is proven, among other things, by the 120 destinations available for passengers flying from Nice, and is attracting the interest of many airports.

In 2019 Lorient, Béziers, Avignon, Bastia and Calvi in mainland France and Corsica, plus Sion and Klagenfurt in Europe, Cameroon and Senegal's main airports in Africa, and finally Cayenne in French Guiana, have sought NAMA's help in rising to new heights. How? First by defining a personalised development strategy. Then by introducing and supporting the commercial processes required to implement it. An example of these actions in the field? In February, NAMA brought together two of its clients, Sion and Avignon, on a shared stand at Connect Aviation, an annual forum that connects airports and airlines to develop new routes.





## A SUCCESSFUL GAMBLE

In 2019, NAMA and the Technical Department of Aéroports de la Côte d'Azur worked together to increase the number of contracts, including project management for Carcassonne Airport, contracting authority support for Ajaccio airport, and a feasibility study for the creation of a new terminal at Bastia-Poretta. International contracts included updating plans for Yaoundé Airport and Douala Airport, and a study concerning the redevelopment of some of the freight station facilities at these two airports.

## AN ENVIRONMENTAL LEADER

In addition to network expansion and technological engineering, Aéroports de la Côte d'Azur has built a strong reputation in a third area: environmental expertise. With level 3+ Airport Carbon Accreditation (the top level, recognising carbon neutrality) for its three airports, the Group is a leader in environmental matters. In 2018, the airports of Paphos and Larnaca in Cyprus were the first to request the Group's support with their efforts for carbon neutrality. Since then, NAMA has formed a similar partnership with Pointe-à-Pitre Airport in Guadeloupe. In spring 2019, it sent one of its experts to the Caribbean island to help the airport start its decarbonisation process. This collaboration was a great success, because a few months later, the airport obtained Level 1 Airport Carbon Accreditation.





# NON-FLIGHT REVENUES

*lucrative choices*

## AN ATTRACTIVE COMMERCIAL OFFER

2019 was a moment of truth for the shops at Nice Côte d'Azur airport. 2018 saw the completion of redevelopment work at Terminal 2, the final step in an ambitious reconfiguration of the two terminals. Consequently, this was the first twelve-month period since this work that the stores and restaurants were fully operational for twelve consecutive months. Would they live up to the high expectations set during the first months after reopening? Absolutely! Thanks to smoother passenger flows, dual-aspect shops, the variety offered by 80 different outlets, and numerous local brands offering a touch of exoticism for the 65% of passengers coming from outside the French Riviera, the new commercial offer is now a clear success. This is proven by the quarterly satisfaction surveys, which in winter and spring showed that 100% of passengers were satisfied or very satisfied. And this is no doubt just the beginning!

Nice Côte d'Azur is striving to improve passenger satisfaction even further. Throughout 2019, it organised service design workshops: staff training sessions by coaches specialising in high-end commerce, to ensure that customers are given the very best service. Mystery shoppers were also used to assess the shops. The feedback drew attention to one of the rare flaws in the stores and restaurants at Nice Airport: some seasonal staff lacked a good command of English, which is the language used by three quarters of customers. Finally, to maintain passenger enthusiasm, in 2020 as it has been doing for several years, Nice Airport will introduce novelty and originality. The Italian designer label Dolce & Gabbana and the Mar y Cocina pop-up store will enrich the offer at Terminal 2.





## EXEMPLARY E-COMMERCE

The stores in the terminals are not the only commercial channel offered by Nice Airport. Travellers at France's second airport in terms of passenger numbers also use e-commerce. Although passengers use the internet primarily to book their parking space, via the undeniably successful Click&Park concept, in just a few clicks they can also choose to jump the queue with "Nice Access", gain access to a VIP lounge, book a VIP welcome, purchase their flight, or hire a car. This easily accessible and varied offer impressed Strateg Consulting. In 2019, this consultant specialising in air transport examined the e-commerce offer at 8 major international airports, such as Dubai, Singapore and Vienna. Nice Côte d'Azur came out on top in all areas assessed: variety on offer, integration of services on the website, mobile application, etc.

This glowing report was further enhanced by the addition of two new services to the online offer in 2019, including the airport's official valet parking service. In partnership with the French site Ceetiz, Aéroports de la Côte d'Azur has started selling cultural and leisure activities online. This allows passengers to use the website to book their excursions, museum tickets, or concert and opera places, both on the French Riviera and around the world.

Another new addition is the official valet parking service. The concept is simple and convenient. Passengers book online, selecting the date and time when they will arrive at the airport. On the day, they leave their vehicle with the parking valet, who will be waiting at the Kiss & Fly of their chosen terminal. When they return, they collect their car from the same place, ready to leave. From vehicle handover to parking in one of the airport's guarded car parks, everything is paid for in advance, with particularly advantageous pricing conditions. Launched in July 2019, in partnership with Arwe, this concept quickly attracted customers, with no less than 3400 bookings during the second semester of 2019.





## PLANES AND CARS

Although the new valet parking service has made a great start, another automobile service that has undeniably been very popular at Nice Côte d'Azur Airport is car rental. The number of contracts at the Car Rental Center (CRC) in 2019 was no less than 476,798. The durations and values of these contracts were among the highest on the French market, which is unsurprising given that the CRC has the best premium vehicle fleet in France. It is also perfectly suited to the aspirations of “high-yield” passengers: customers with strong purchasing power, who contribute significantly to the health of the French Riviera’s economy and the region’s atmosphere. Numerous companies want to be associated with this glamorous image.

The French Riviera is one of Europe’s leading events destinations. Aéroports de la Côte d’Azur is becoming increasingly involved in this sector: on request, the hangars at Cannes Mandelieu and the car parks at Nice Côte d’Azur can be transformed into exhibition or events spaces. These are particularly popular among car manufacturers. For example, in 2019, BMW booked Hangar 16 at Cannes Mandelieu Airport for a week-long convention. Nice Côte d’Azur has welcomed companies such as Ford, Kia, Jaguar, Porsche, Volkswagen, DS Automobile, Mercedes and Fiat. Without the infrastructure at the Group’s three airports, all these promotional operations would undoubtedly benefit other regions of the world. Instead, they fuelled the local economy, consolidating prosperity and employment at our French Riviera airports, but also and above all in numerous regional SMEs, in catering, the hotel trade, communications, entertainment, etc.



### AN INCREASINGLY POPULAR CLUB

Airport Premier is twenty years old. Nice Côte d’Azur Airport’s “frequent flyer” club was launched in February 2000 and has been popular ever since. At the end of 2019, it had 35,325 active members: a 20% increase in just one year.

These passengers alone have made a total of more than 250,000 flights from Nice. However, they are not just regular travellers, they are also enthusiastic consumers. Excluding restaurants, they made over 27,000 purchases in airport stores in 2019, for a turnover that increased by 29% in a year. They are rewarded twice over for their shopping, receiving both a 10% reduction at the checkout and, in many partner stores, one credit point for every euro spent. They also enjoy many other benefits, such as a specific parking area, a dedicated line at security, special rates for VIP lounges and (very soon) points earned on their purchases at Dufry.



# IMPROVING EXISTING FACILITIES & SYSTEMS



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# MODERNISING INFRASTRUCTURE

## TERMINAL 1 IMPROVES ITS PASSENGER EXPERIENCE

In order to guarantee enhanced comfort for passengers awaiting their flight, Nice Côte d'Azur Airport has launched several projects at Terminal 1. These include the start of works to extend Hall A in this terminal. This operation, scheduled to take place over three years, has three aims. The first is to build passenger boarding bridges connecting the terminal to aircraft stands that were previously only accessible by bus. The second is to extend the space to devote several hundred extra square metres to boarding operations and passenger comfort. The third is to replace the existing passenger boarding bridges, which are already twenty-five years old.

The first phase of the work was completed in spring. The old passenger boarding bridges for aircraft stand 10 were replaced by brand-new facilities. A few weeks later, in June, the airport inaugurated its new boarding and disembarkation areas (covering 400 m<sup>2</sup>) and, at the same time, received its two additional passenger boarding bridges to the aircraft stands at 8, providing a direct link between aircraft and the terminal. All of this new infrastructure was highly appreciated not only by passengers, but also by airlines, who can now use pre-boarding to shorten connection times. The modernisation work on the passenger boarding bridges at 12 began on schedule at the end of the year.





The passenger boarding bridges at 14 will get their makeover at the end of 2020.

In 2019, Nice Côte d'Azur Airport also improved the passenger journey through Terminal 1. Signage was redesigned: a process already completed in Terminal 2. All of the signs guiding passengers now have a simpler, more dynamic style, with information in three languages: French, English and Chinese. Right at the end of the year, Nice Airport also started redeveloping the zone between Arrivals and Departures in Terminal 1. The aim was to increase practicality and safety by removing the staircase and the travelator, to replace them with a non-slip pedestrian ramp at a gradient of less than 5% (in line with accessibility legislation). These modifications had become essential due to the large increase in passenger flows between Departures and the main entrance to the terminal on Esplanade Simone Veil, which has become the main point of entry since the inauguration of the tram line.

## REDESIGNED PARKING FOR TERMINAL 2

Like its older brother, in 2019, Terminal 2 underwent several improvements. The two main projects concerned landside and airside parking for both vehicles and aircraft. In mid-March, the "TUBA" and "PAPA" areas welcomed their first aircraft. Situated to the west of Terminal 2, this part of the tarmac was entirely redesigned to safely receive between four and ten airliners and/or private jets. It was equipped with "high strength" concrete slabs, to accommodate high-tonnage aircraft. Meanwhile, the old "PAPA" area near the terminal was repurposed. It had previously been used for general aviation, but is now used for high-capacity commercial aircraft (stands 56, 58, 60 and 62). Its load-bearing capacity has been increased for this purpose, by resurfacing it with concrete slabs.





# IMPROVING FLOWS

## CLEARER SKIES

On 25 November 2019, at 14:36 precisely, when Emirates' A380 took off, there was a small revolution at Nice Côte d'Azur Airport: CDM, or Collaborative Decision Making. This brand-new air traffic management system brings together all the key roles involved in a flight: assistants, airports, airlines, Eurocontrol, weather forecasting services, etc., around one cause: information sharing. Real-time information regarding all the stages of a journey helps to ensure that the aircraft is following its flight plan exactly. If there is the slightest delay, the whole chain is reorganised. Taking into account every aeronautical issue, be it on the ground or in flight, each link in the chain works out new timetables and therefore reliable predictions that help to minimise the impact on each contributor's organisation.

With this system, everyone wins. It benefits airports of course, especially those like Nice where the tarmac can almost reach saturation. If a flight is running very late, the operational teams can optimise their resources by, if necessary, reallocating facilities originally reserved for the flight in question. It also benefits airlines and their passengers. This rigorous system means that one delayed flight does not cause a domino effect involving several aircraft. Finally, it benefits the environment. With smoother-running traffic and perfectly controlled operations, and with aircraft only leaving their stands when they can be sure of an immediate take-off, taxiing time and time waiting by the runway can be greatly reduced, saving kerosene and reducing pollution.

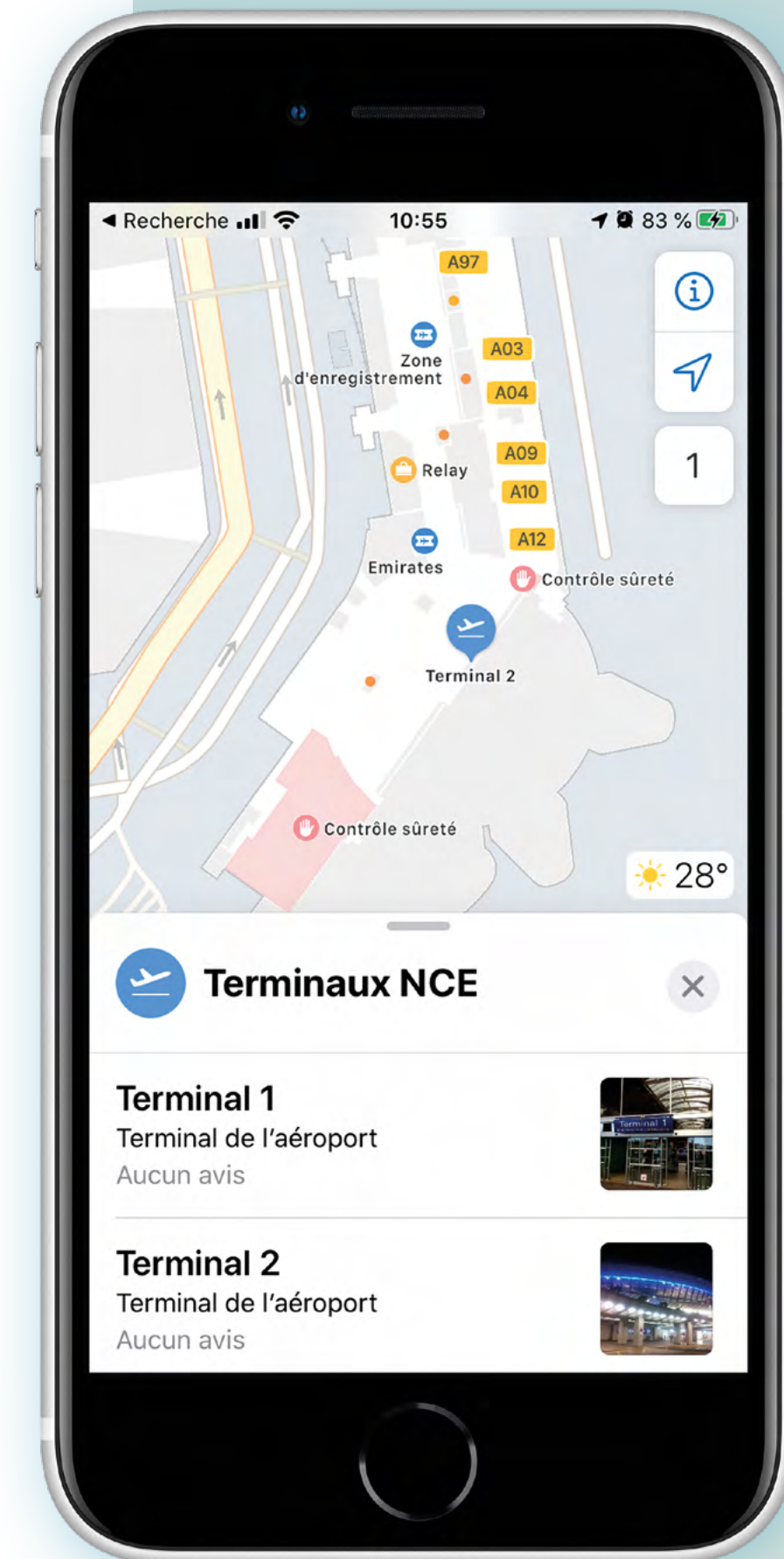




## AN ENHANCED CUSTOMER EXPERIENCE

The customer is king. Aéroports de la Côte d'Azur has never questioned this. Our priorities prove this: alongside supporting the region and protecting the environment, we made customer satisfaction one of the three pillars of our sustainable development policy. In 2019, this approach led to the deployment of new, high-tech tools to help passengers navigate around Nice's two airport terminals. These include geolocation, for example. 70% of passengers accessing the Nice Côte d'Azur Airport app do so using an iPhone. This statistic led the airport to integrate detailed maps of its two terminals into Apple Maps, the Californian firm's geolocation app. Nice Côte d'Azur is also the first airport in France to use indoor positioning, a technology that allows its passengers to view their exact position in the terminal and navigate to their desired location: a shop, a service... or the toilets.

A second facility further enhances passenger comfort and facilitates the everyday work of airport agents and their partners: the passenger flow tracking system developed by the Swiss company XOVIS. Installed in Terminal 2, in the check-in and passport control areas, it combines extremely precise 3D sensors and specific data processing software. This pairing provides real-time information on the total number of passengers on site (simply represented by dots on the screen for obvious reasons of anonymity) and the speed at which they are moving. These two items of data allow the system to identify a queue, analyse its development, and inform staff of any congestion. Airport teams can then intervene on site to channel the queue and prevent it interfering with other flows, or if necessary alert the services or companies concerned by the problem so that they can dispatch reinforcements. Even better, the system has a memory! On request, it can provide a detailed history of a precise situation or extended period. This data helps us to understand the cause of a queue and, if it is recurring, to implement the appropriate solutions to alleviate or eliminate it.





New technologies are also working wonders with “OuiSpeak”. Introduced in summer and available in three languages (Chinese, Russian and Japanese), this interpreting service available via a digital tablet was successfully rolled out at the information desks and in the VIP lounges in our non-Schengen halls. Combining a human touch with digital technology, the tool is very simple to use. When an agent is faced with a passenger who only speaks their mother tongue, they immediately connect with one of the “OuiSpeak” interpreters via their tablet. This launches a three-way video-conference, with the “OuiSpeak” employee translating questions and answers in real time. Even though it takes place on a screen, this human intervention is both effective and reassuring. The passenger leaves with the correct information, knowing that they have understood completely.





# CONTRIBUTING TO SUSTAINABLE LOCAL DEVELOPMENT

## AÉROPORTS DE LA CÔTE D'AZUR REMAINS CARBON-NEUTRAL

Eight years after launching its decarbonisation project, the Aéroports de la Côte d'Azur Group is continuing its efforts to reduce its greenhouse gas emissions. These efforts were recognised during summer 2019 by the renewal of Level 3+ Airport Carbon Accreditation for the Group's three airports on the French Riviera. In 2016, Nice Côte d'Azur led the way, by becoming the first French airport to obtain this recognition of carbon neutrality. Since then, France's second airport in terms of passenger numbers has been constantly improving its environmental performance. In just under ten years, it has successfully reduced its CO<sub>2</sub> emissions to a quarter, whereas this figure has only fallen by half in the rest of Europe. At the end of 2019, Nice's carbon footprint was approaching 100 g per passenger, when the European average remained over 1.5 kg.

When the Group's airports are unable to eliminate their pollution, they offset it by supporting different international and local projects. In 2019, Aéroports de la Côte d'Azur supported a biogas production project and a poultry-farming waste recovery unit on the Indian subcontinent. The Group also contributed to the work of Mare Vivu, an association combatting the (primarily plastic) waste that pollutes the Mediterranean. However, in 2019, the Aéroports de la Côte d'Azur Group decided to go even further, aiming to move rapidly from offsetting to absorption, by developing its own carbon sinks.





Baptised “NetZero Carbon 2030” and launched in October 2019, this initiative was quick to produce its first results. In the very first weeks of 2020, Golfe de Saint-Tropez planted 1,100 trees near to its terminal: the first of many victories in Saint-Tropez, Cannes and Nice.

## PROGRESS WITH TRANSPORT

In 2019, among the key areas in the fight against global warming, Aéroports de la Côte d’Azur was particularly successful with green transport! To minimise road traffic at Nice Airport, several years ago the Group readily invested alongside the metropolitan authority in the construction of Line 2 of Nice’s tram network, between the east of the city and the two terminals of the airport. This was a successful move! Since the opening of a first section in mid-December 2018, this line has grown, connecting to Place Masséna in spring 2019, then Nice’s port (its terminus) in autumn. On 13 November, Line 3 was opened, connecting the airport to the Var valley. The two lines have transported a million people, and around a hundred thousand of these were travelling to or from Nice Côte d’Azur Airport. In real terms, this means reducing the number of cars on the Promenade des Anglais by thousands.

The tram has always been electric, but now the shuttle buses between Nice Airport’s car parks and terminals are too! On 28 November 2019, Transdev, the operator of this service, swapped its diesel buses for fully electric vehicles, at the request of Aéroports de la Côte d’Azur. With an eight-hour battery life, three eCitaro Mercedes buses operate on this route seven days a week, from dawn to dusk, without emitting a single gram of pollution. Passengers have also benefited. These bright, silent, agile buses bearing the famous three-pointed Mercedes star are more comfortable than their predecessors. However, the main winner here is undoubtedly the environment! Going fully electric will reduce greenhouse gas emissions by an estimated 250 tonnes of CO<sub>2</sub> equivalent per year.





## SPACE TECHNOLOGIES FOR QUIETER SKIES

Although Aéroports de la Côte d’Azur is ever-more strongly committed to improving air quality and combatting global warming, there is another battle that the Group has already been fighting for a long time: reducing noise pollution. For Nice Côte d’Azur Airport, it all started in the 1990s, when all aircraft in the landing phase flew over Antibes at low altitude. In consultation with local associations and communities, the airport initiated numerous actions to reduce noise disturbance as much as possible. Beacons, diverted flight paths, and educating pilots and airlines brought the percentage of planes flying over Antibes down to 18% in 2019.

This remaining figure is for reasons of aircraft safety in difficult weather conditions. They are allowed to fly straight to avoid turning around the Cap d’Antibes. Nevertheless, this number will fall even further in the coming months, thanks to satellite guidance. This GPS for aircraft has been mandatory at Nice since 1 January 2019. There are two results of this technology. The first is exceptional precision in the aircraft trajectory. In the future, it will prevent aircraft coming in over Cap Ferrat from turning too close to the Promenade des Anglais. The second is increased controllability during the approach phase. This has been so successful that on 27 November 2019, the French Civil Aviation Authority was able to lower the cloud ceiling below which planes coming in from the west are authorised to fly over Antibes from 3,000 to 2,500 feet. Although these measures are currently only temporary, we have good reason to hope that they will continue beyond the test phase, offering a quieter life for the people of Antibes.

An “Environment Briefing” document explaining the procedures surrounding environmental constraints has been produced. It has been sent to airlines, pilots and airport assistants, to help them understand and follow the rules to limit disturbance, so that breaches can be reduced.



*Fondation des Aéroports de la Côte d’Azur*

VOUS ÊTRE UTILE



FONDATION DES AÉROPORTS  
DE LA CÔTE D’AZUR  
Sous égide de la Fondation de France

## A SOLIDARITY FOUNDATION

As well as being strongly committed to the environment, the Aéroports de la Côte d’Azur Group is conscious of its societal responsibility. This is fulfilled via the Aéroports de la Côte d’Azur Foundation, which celebrated its tenth anniversary in 2019. During this decade, the Group has provided €300,000 of funding, benefiting dozens of local associations, which all contribute through environmental or solidarity work to the sustainable development of the French Riviera. To celebrate this anniversary, at the end of 2019, the Foundation provided €60,000 of funding to support the work of eight new organisations.

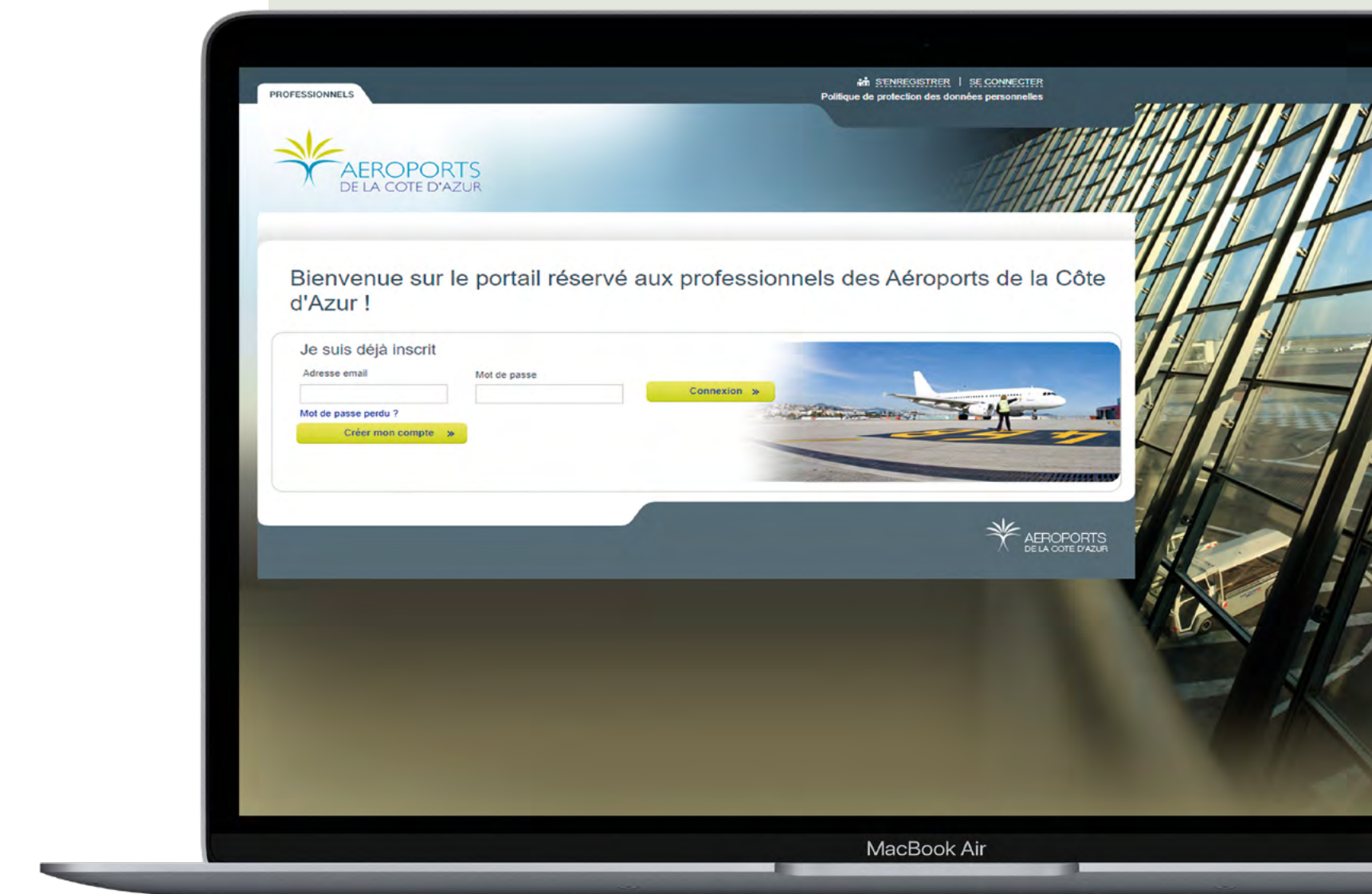


# IMPROVING PASSENGER SAFETY AND SECURITY

## BLUE BADGES IN THE PUBLIC ZONE

Learning from the tragic events of 2016 at the airports of Brussels and Istanbul, in recent years Nice Côte d'Azur has been working to improve safety and security in the public zone. In 2019, this strategy resulted in an intensification of the “blue badge” programme. In response to a prefectural order issued in October 2017, this unique initiative, launched in 2018, is based on a new mandatory ID card for anyone working permanently or very frequently in the public zone of the airport. It is the landside equivalent of the well-known red badge required to enter restricted-access areas.

Distributed in 2018 to staff working for all the companies and authorities at the airport, blue badges were extended in winter 2019 to taxi drivers, chauffeur-driven tourist vehicles and buses that regularly operate on the routes serving our two terminals. Since then, the badge scheme has also been extended to delivery staff who regularly enter the passenger terminals or the freight terminal. Like all badge holders, they have completed online training on vigilance in the airport zone. However, the effects of this new scheme are not limited to awareness raising. Above all, they help to make the airport more secure, through stricter control of traffic flows. Not all blue badges are the same: some provide specific rights, now required in order to freely enter certain restricted-access areas (luggage reclaim area, business aviation terminal, freight terminal, etc.).





## PROTECTING ENTRANCES

To further increase security at its terminals, Nice Côte d'Azur Airport decided to improve the protection of its security accesses. Bollards were therefore introduced in addition to the existing concrete walls, heavy barriers and security planters. These anti-ram bollards can withstand a vehicle travelling at high-speed. The studies for their installation were finalised at the end of 2019, and installation works began in early 2020 at Terminal 1. After a few weeks of work, all of the entry points to the terminal, from Esplanade Simone Weil to the French Civil Aviation Authority building, will be equipped. Studies for their installation at Terminal 2 can then start.

## EQUIPMENT WITH HIGH ADDED VALUE

Although there was much attention to the public zone in 2019, security in the restricted-access zone was not neglected. Quite the opposite: it was further improved with the arrival of new, state-of-the-art equipment. After initial testing in 2015, Nice Côte d'Azur Airport continued the roll-out of shoe scanners. At the end of 2019, the airport was already using five of the latest devices in all its terminals. In less than thirty seconds, these can detect metals and explosives in shoes without the passenger needing to remove them.

Bag checks were also improved. The upgrading of luggage sorting at Terminal 2 to bring systems up to standards began at the end of autumn 2019, with works to install two state-of-the-art tomographic scanners at T2-1. They assist their operators with great reliability and unprecedented image quality for diagnostics, with a 3D view of bags that allows them to perform a comprehensive virtual search. By the end of the 2020 summer holiday period, baggage sorting at T2-2 will be similarly equipped. In March 2020, Terminal 2 also received a new oversized X-ray scanner (in Zone B) to check pushchairs, bikes, skis, sailboards, and other large items of luggage. It is more efficient and quicker thanks to its dual-view technology. Whereas items previously needed to go through the scanner twice at different viewing angles, they now only need to be scanned once.



## IMPROVED FACILITIES AT CANNES MANDELIEU

In 2019, Cannes Mandelieu Airport redesigned its passenger circuits. The boarding area was reconfigured and renovated to further improve the excellent service delivered to passengers, crews and staff. In particular, these works allowed improvements to security measures. The spaces used for security were redesigned and expanded to offer greater comfort and privacy. The equipment was also modernised, with the arrival of a new walk-through metal detector and a new X-ray scanner with "dual view" technology to optimise luggage checks.



# PREPARING FOR THE FUTURE

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# FULFILLING OUR RESPONSIBILITIES

## A NEW DIMENSION

For the Aéroports de la Côte d'Azur Group, environmental responsibility in air transport is not a new concern. It has been part of our everyday work for years. Because it is fully integrated into a dense urban environment, and because it is one of the gateways to a region that is famous all over the world for its beautiful sites, landscapes and lifestyle, the Group quickly began work to preserve the local area's appeal, activities and quality of life.

Listening to local populations, it launched a raft of concrete actions to measure and reduce air and noise pollution. It funded part of the Nice metropolitan area's tram network, to contribute to the development of sustainable transport. It was also among the first to make a firm commitment to reduce its greenhouse gas emissions via the Airport Carbon Accreditation programme. Five years after beginning this journey in 2011, Nice Côte d'Azur became the first French airport to achieve carbon neutrality. The Group's two other airports joined it in 2018.

However, these are just initial victories. More than ever, efforts to protect the environment and combat climate change must be a priority. This is why the Group has entirely transformed its strategy. Until now, there were two main pillars: economic performance to benefit the region, and customer satisfaction. Now, there is a third pillar, which is just as essential: ecological performance. Its flagship programme is "NetZero Carbon 2030".

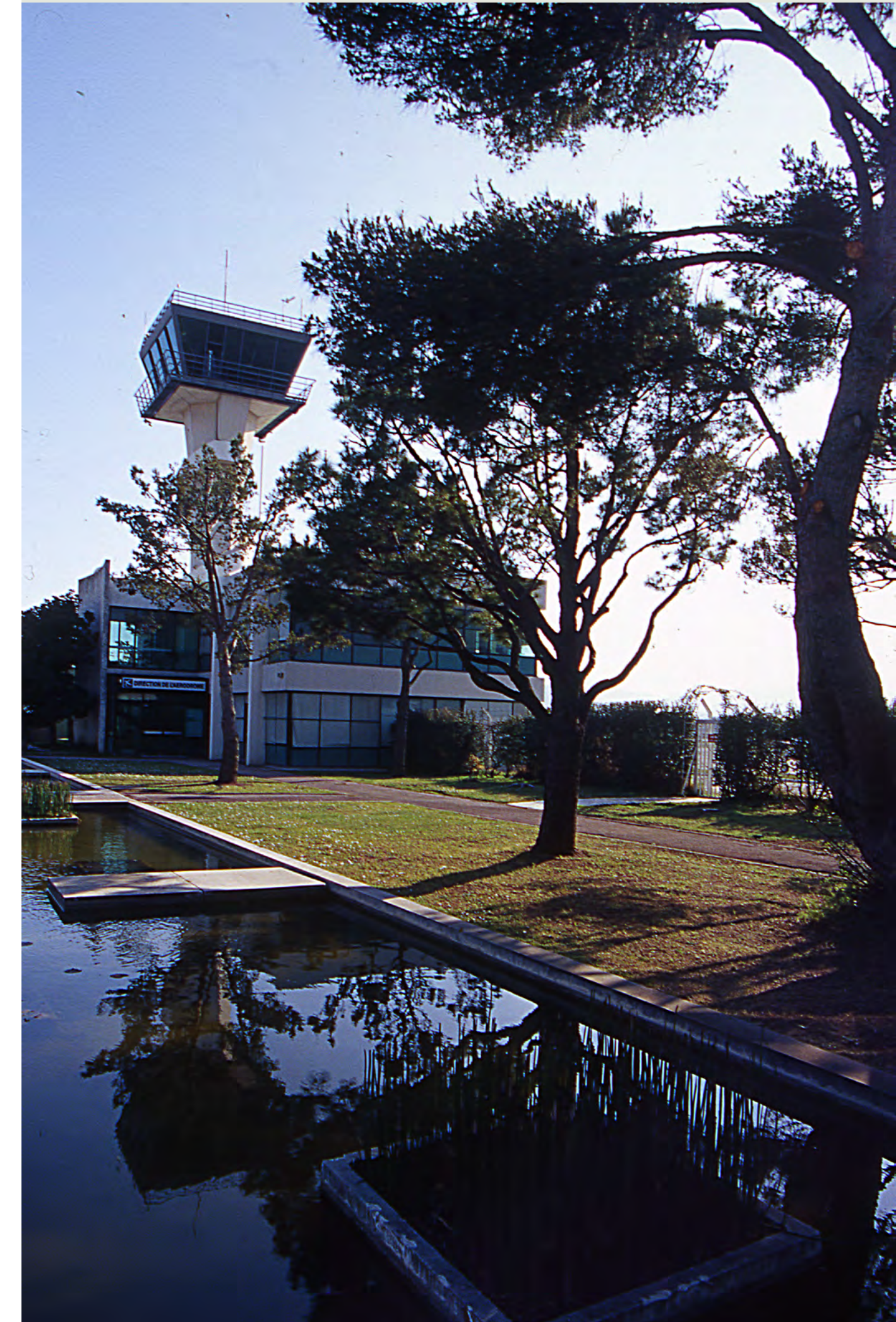




## NEUTRALITY WITHOUT OFFSETTING

After striving voluntarily for over 15 years to reduce its environmental footprint, France's first 100% carbon-neutral airport group unveiled its programme to achieve zero greenhouse gas emissions without offsetting, for all three of the airports it manages.

In autumn 2019, its teams drew up a ten-year plan for each airport. Even though their schedules are different, these three programmes are all based on two strategies. The first is the reduction of greenhouse gases by developing sustainable transport and using more renewable energies. The second is the development of carbon sinks (natural if possible) to absorb emissions that cannot be avoided. When mature, this system should result in a zero-carbon footprint, but should also start to cover some of the emissions from the LTO cycle (descent from an altitude of 1000 m, landing, taxiing, take-off, and ascent up to 1000 m).





## SETTING THE EXAMPLE

The “NetZero Carbon 2030” programme is taking off and already boasts its first triumph. In 2020, Golfe de Saint-Tropez Airport will become the first airport in France and the fourth in Europe to achieve a zero-carbon footprint. It owes this achievement to the planting of a forest of 1100 trees near to its terminal. This spectacular action started at the end of 2019 with a soil survey to determine the most appropriate species for the characteristics of the site. Several varieties were chosen: evergreen oak, cork oak, Aleppo pine, strawberry tree, etc. This diversity guarantees the vitality, effectiveness and resilience of this natural carbon sink.

At the moment, given that the trees are young, they do not yet absorb the 23 tonnes of carbon equivalent linked to the airport’s own activities. However, over their lifespan, on average, they will have covered our 23 tonnes plus some of the emissions from the LTO cycle. The prospects are even more concrete given that the airport does not want to just absorb its CO<sub>2</sub> emissions. In line with the Group’s general strategy, it is also working to reduce them. A first step was made in winter 2020 with the adoption of the hydrogen injection technology developed by French start-up Antismog. When coupled with a diesel engine, this system allows a more complete combustion of the fuel, and ultimately an 80% reduction in emissions of fine particles and NOx (nitrogen oxides) from vehicles, plus fuel savings of up to 20%.

## VALUABLE SUPPORT

The collaboration with Antismog is no coincidence. It is the result of the partnership between the Aéroports de la Côte d’Azur Group and Dr Bertrand Piccard, the first person to fly around the world in a fully solar-powered plane. With his teams from the Solar Impulse Foundation, of which he is founder and president, he identifies and promotes “clean” energy innovations. These include Antismog. However, the Swiss





visionary, determined to support Aéroports de la Côte d'Azur's "NetZero Carbon 2030" project, is already envisaging other technological solutions that "create jobs and generate profit" to contribute to success in this environmental challenge. *"We are engaged in a great race as we approach 2030,"* he stated in a video expressing his support for all the company's staff, *"and we need to win it."*

## PROPOSING IMPROVEMENTS

While working to improve its environmental competitiveness, Aéroports de la Côte d'Azur also wants to participate in the necessary ecological transition of all air transport. In 2019, this ambition led the company to encourage concrete measures towards lowering CO<sub>2</sub> emissions, among both professionals and the supervisory authorities.

The airport management group therefore recommends the generalisation of taxiing using a single engine. It encourages the use of sustainable aviation fuel, which considerably reduces the carbon footprint of aircraft. It also suggests adopting tax incentives to reward the most environmentally friendly companies and airports. This would allow the State to adjust eco-taxes according to the airport's degree of carbon neutrality, or allow reduced landing fees depending on NOx emissions (nitrogen oxides) from taxiing aircraft.





## STRENGTHENING SKILLS

Working to improve the company certainly means improving its environmental competitiveness, but it also means consolidating its achievements and ensuring the durability of its economic activity. This requires committed and qualified staff. In 2019, Aéroports de la Côte d'Azur pursued a particularly dynamic human resources policy. Participation, profit-sharing, social dialogue, training, internal mobility: once again every effort was made to encourage each employee to flourish professionally. A common theme in all of these actions was fighting discrimination. The effectiveness of this policy was confirmed again by the publication of the first gender equality index, with a score of 94 out of 100.

Building on this positive context, Aéroports de la Côte d'Azur also launched the “employer brand” concept in 2019. This is a communication initiative to raise awareness about its social policy and careers, in order to increase the quantity and/or quality of applications.

The year was marked by two major actions. First, Aéroports de la Côte d'Azur modernised the image conveyed via its own social networks, recruitment sites, and its participation in employment-focused events. To do this, it adopted new iconography and attractive videos showcasing its specific activities. Second, on 10 December 2019, Aéroports de la Côte d'Azur held its second Careers Forum. Eighty employees worked at around thirty stands to present their jobs, whether specific to airport management or related to running a large company. The operation attracted 350 high-school and university students and almost as many jobseekers.

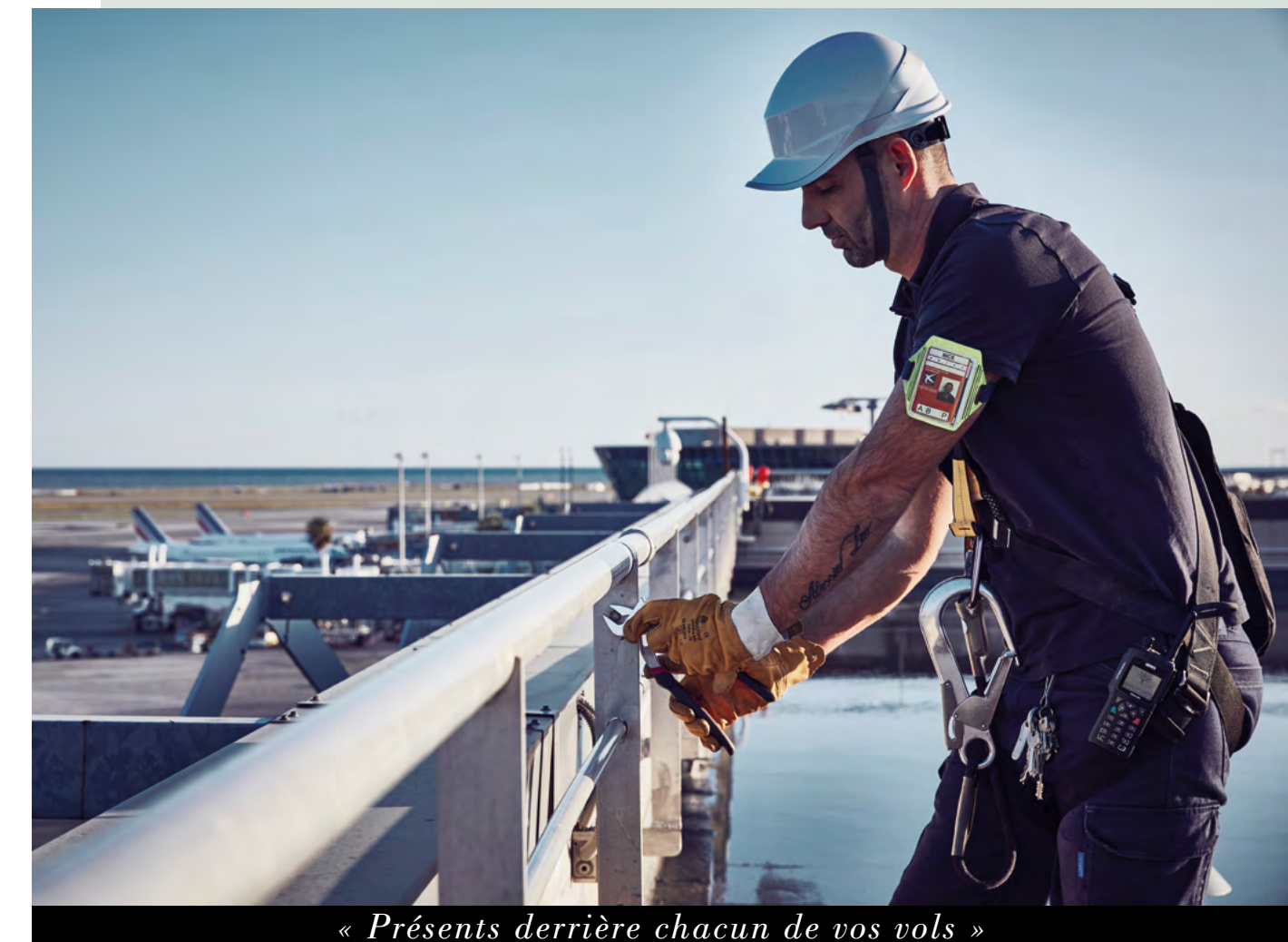


« Présents derrière chacun de vos vols »

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# THE FUTURE HAS ARRIVED

2019 was a pivotal year. It saw the birth and development of numerous projects required for the sustainable development of Aéroports de la Côte d'Azur. These included "NetZero Carbon 2030" of course. But that's not all! The airport management group worked on improving quality of service, organising its operational teams, and integrating new technologies.

## HARMONIOUS DEVELOPMENTS AT TERMINAL 2

The whole region is working hard to provide the best possible welcome. Improvements have included extensions to the Nice metropolitan area's tram network and the construction of the station at Nice Airport, with positive impacts on road traffic in the region in general, and particularly around Nice Côte d'Azur Airport.

The airport has also been developing its future by reconfiguring its infrastructure, to ensure that the passenger experience keeps pace with passenger numbers. Therefore, in 2018, it decided to transform roads, car parks, hangars and other concrete surfaces into boarding lounges. This project was planned and managed to minimise environmental disturbance, during both construction and future operations.

In 2019, several crucial stages were completed. The calls for tenders for the works were launched in May. All of the bids were examined in the autumn. The companies selected were revealed at the end of the year. Meanwhile, the prefecture examined the construction permit application submitted early in the year. In accordance with French law, a public consultation was launched in September 2019. On 13 January 2020, after several weeks of consideration, information and debate, the construction permit was granted, subject to two obligations: compliance with the noise exposure plan and optimum integration of the project within the surrounding landscape.



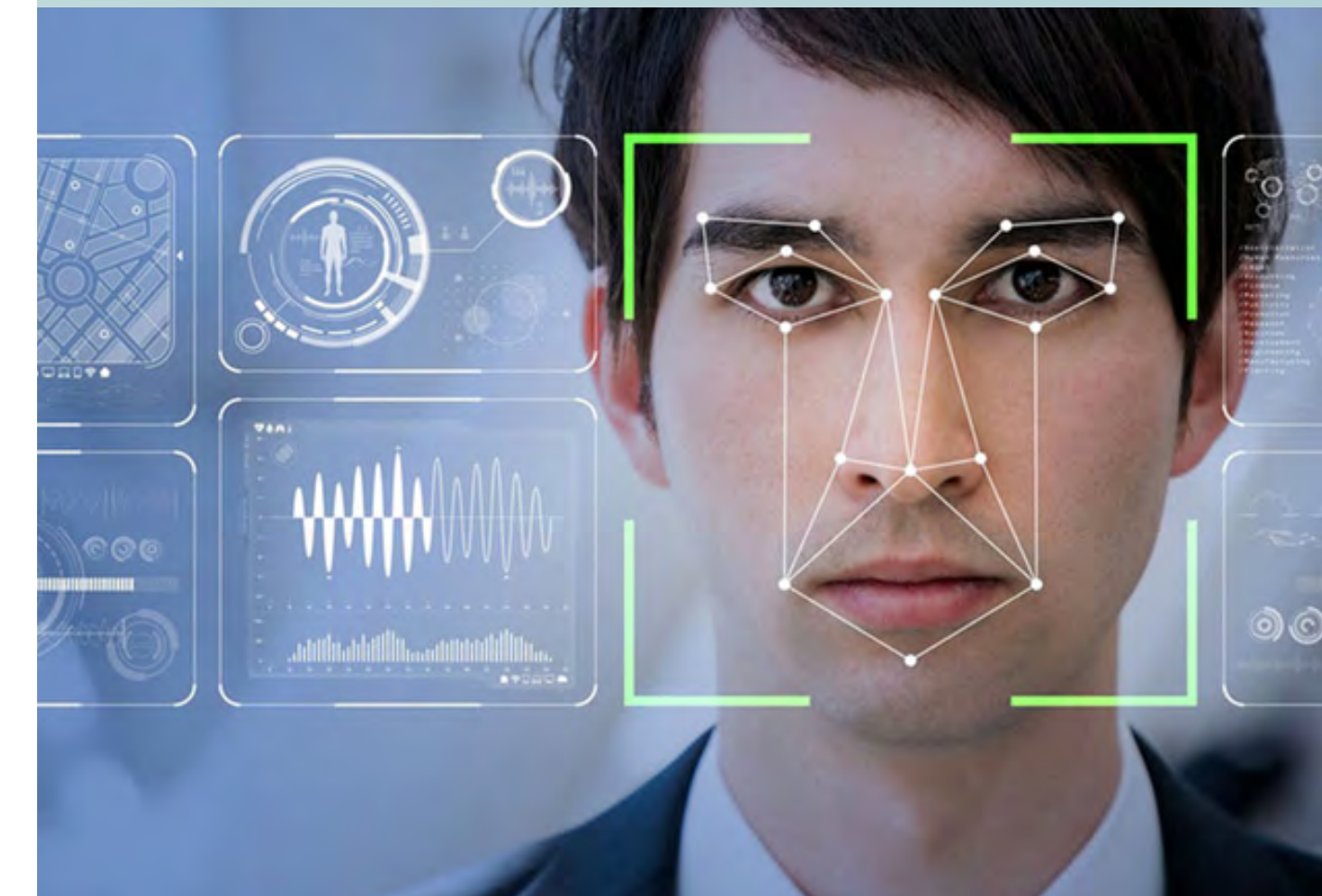


## EVER-INCREASING EFFICIENCY

Yet more promising news for the future... As part of the continued improvement in service quality offered to both airlines and their passengers, in 2019 Nice Côte d'Azur Airport finalised the APOC (AirPort Operations Centre) project. It aims to bring together almost all the airport's operational control posts in one place. All the major processes (aircraft, luggage, passengers, technical and, in the second phase, safety and security) will therefore be managed in real time from the same hub. This new system will improve coordination and information sharing between the different roles involved in airport operations, optimise the resources available to them, and help teams to be more responsive in challenging situations. The opening of this nerve centre is scheduled for 2020.

## A SMOOTHER PASSENGER JOURNEY

In 2019, Nice Côte d'Azur Airport opened its doors to a flourishing technology: facial recognition. The airport reached an agreement with Amadeus and Emirates, to conduct an initial six-month "field" test in 2020. How does it work? Passengers of the Dubai-based airline are invited to enter their biometric data when they arrive at the terminal, via an enrolment post that scans their face. From then on, they no longer need to present their boarding card or ID. The passenger just needs to stand in front of the facial recognition points at different stages of their journey. Participation is voluntary. The system is perfectly secure, and guarantees that user data will remain totally confidential and be destroyed when the boarding operations are complete. In the future, this system promises to save passengers time and make their experience more comfortable.





# AN UNDENIABLY HIGH LEVEL OF COMPETITIVENESS

2019 was marked by a major change in economic regulation for Aéroports de la Côte d'Azur, with a 33% decrease in regulated charges. The resulting competitiveness shock benefited our airports.

If we observe the level of charges applied in July 2019 using the RDC Routes APEX software, which calculates the rates for aeronautical charges in airports all over the world, Nice Côte d'Azur Airport offers the most competitive charges in the category of major regional airports.

It is also one of the most competitive airports in Europe in its category: an undeniable advantage for the competitiveness of the region it serves.





# 2019 SUPERVISORY BOARD AND EXECUTIVE COMMITTEE MEMBERS

## SUPERVISORY BOARD

*13 members appointed for 3 years*

- Pierre Benoist d'Anthenay
- Éric Ciotti
- Paolo Costa
- Michelangelo Damasco
- Pierre Aubouin
- Fanny Grillo
- Bernard Kleynhoff (President)
- Christian Estrosi
- Jacques-Thierry Monti
- Marco Troncone
- Marco Piccinini
- Jean-Pierre Savarino
- Leduina Petrone

## WORKS COUNCIL REPRESENTATIVES

- Laurence Schannès
- Alain Cammas
- Julien Calvano
- Julie Ricadat

## EXECUTIVE COMMITTEE

*Chairman of the Management Board*

- Dominique Thillaud

## MEMBERS OF THE EXECUTIVE COMMITTEE

- Isabelle Baumelle
- Geneviève Canterini
- Philippe Caseneuve \*
- Frédéric Gozlan
- Jean François Guitard
- Nicole Serruya \*
- Filip Soete
- Michel Tohane

\* Members of the Management Board



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