

AÉROPORTS DE LA CÔTE D'AZUR

Annual Report

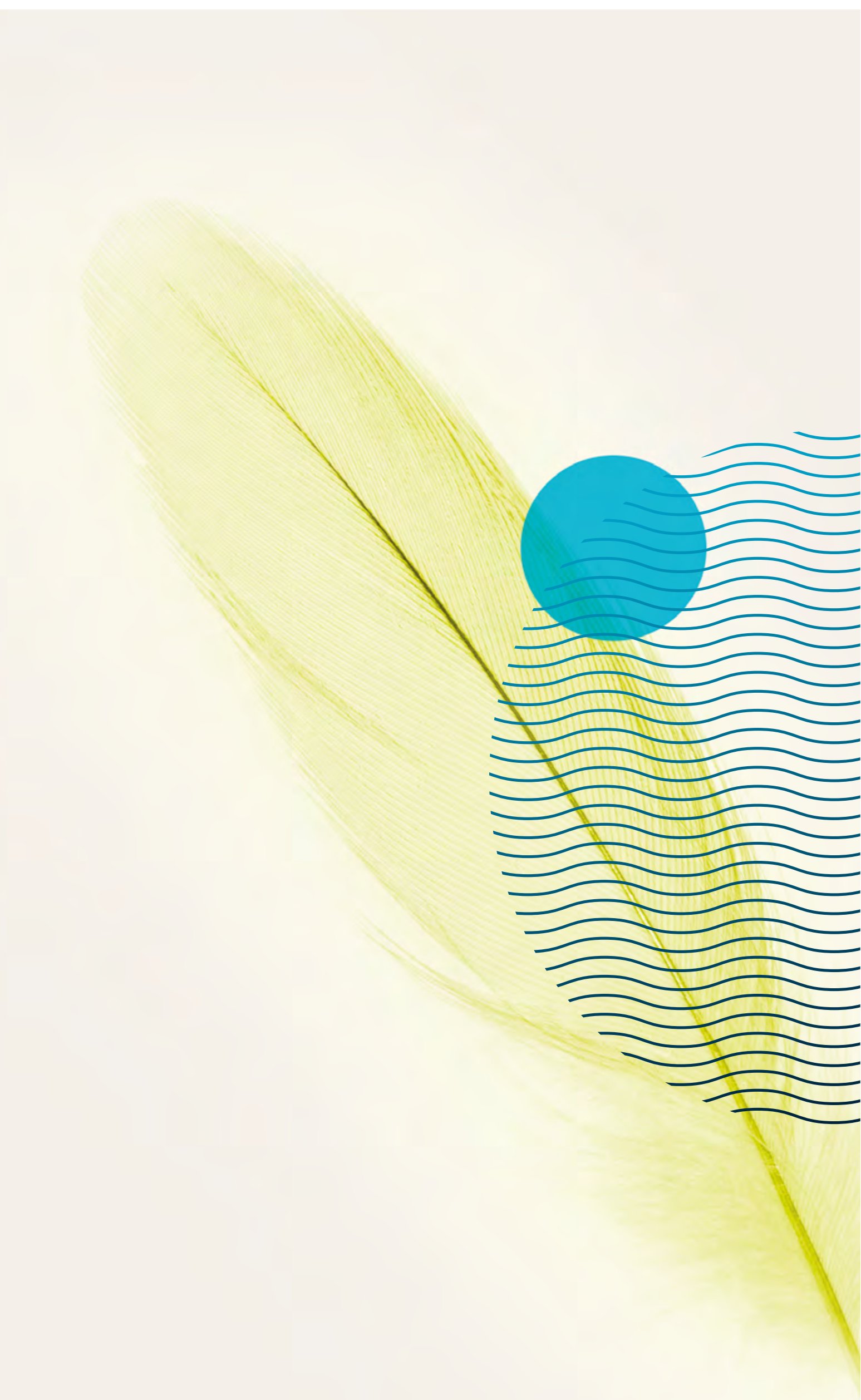
2020



— GROUPE —
AÉROPORTS
DE LA CÔTE D'AZUR

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There's no need to be a fortune teller to know that 2020 will be long remembered by the people of the Côte d'Azur. Our region has indeed been severely struck down twice. Firstly, the COVID pandemic plunged our region and, more broadly, the entire world into an unprecedented health and economic crisis. Secondly, Storm Alex, which, despite lasting just one night, had effects that are still felt today in the beautiful valleys inland above Nice, which were so harshly affected.

SOLID RELATIONSHIPS

You know what they say: it's through hardship that we really discover the strength of the relationships that we have built with those around us. And it is now clear that those relationships that bring us closer to our region have come out the other side of this challenging year stronger. We can confirm, with humility, that our Group has shown itself to be worthy of the affection that the vast majority of the people of the Côte d'Azur have felt for our airports, for more than 70 years. What am I saying? For their airports!

We were able to rally our teams and infrastructure without delay to help with the relief effort for the victims in the Tinée, Vésubie and Roya valleys. We have

continuously worked closely with the local authorities and health care institutions in order to protect the staff of our platforms and passengers from COVID-19. It is not up to us to decide who can travel and how. Nonetheless, we have a responsibility to apply all health protection measures on our sites. And we have fully ensured this is met, fitting out all of our buildings, from our terminals to our offices and workshops, with all the necessary equipment: signs, hydro-alcoholic hand gel distributors, masks, Plexiglas protective screens, etc.

But we have not limited ourselves to simply complying with the regulations; we have innovated and invested for maximum safety, going so far as to set a benchmark in the matter, becoming one of the first European signatories of the EASA charter for COVID-19 and the second French airport to attain ACI Health Accreditation. Through this, we have lived up to our reputation. In the eyes of many observers, the Côte d'Azur airports are considered to be pioneering in a number of fields, including the environment, commercial range, services, and the digital world. Health security now needs to be added to this list!

A GATEWAY THAT WAS NEVER OUT OF ACTION

We have continued to be loyal to our region, honouring our initial vocation at all times: to open up our region to the rest of the world. We kept our runways open, even at the peak of the health crisis. This allowed our fellow citizens who were caught out by lockdown overseas to be repatriated, medical flights to be received, as well as links with Corsica and Paris to be maintained.

Each time the health situation improved, we worked flat out to get our network back up and running. This meant that the people of the Côte d'Azur were able to meet up with their families during their summer holidays and, moreover, the festive season. In the same way, the local economy bounced back this summer, welcoming hundreds of thousands of tourists from all over France and almost the whole of Europe.



This breath of fresh air was all the more profitable with many high-spending premium travellers staying on the Côte d’Azur. This is reflected in the strong performance for general aviation in 2020, which has certainly been affected by the pandemic, but has proved more resilient than commercial aviation. The reduction in traffic to Cannes – Mandelieu Airport remains steady with -22% over one year. Golfe de Saint-Tropez Airport, meanwhile, has managed to grow by 2% compared with 2019, thereby contributing to the success of the most famous of France’s villages.

.....
A SPRINGBOARD TO THE FUTURE
.....

Lastly, it should be highlighted that our fulfilment of commitments regarding employment, the environment and service quality demonstrates our loyalty to our region. We’ve never given up. On anything or anyone! Our partners and suppliers can rest reassured; with the full support of the French government, our shareholders and all the banking institutions that have supported us for many years, we have been able to consolidate our liquid assets in order to fulfil all of our commitments to them.

Our staff are equally protected. Through a long-term partial activity agreement (APLD), signed at the end of the year with its staff representatives, our Group

has guaranteed employment and training for all employees for three years. This is fitting seeing as our teams have once again demonstrated their skills and their involvement in company life, under operating conditions that are more challenging than ever before.

The short term is consolidated, but what about our medium-term future? It’s looking promising as, despite the loss of two thirds of our traffic and the associated revenue, we have continued to move towards this airport of the future that we want to become: a platform that is connected with its region, that performs well for both its passengers and the airlines that transport them, and is fully environmentally friendly.

The work carried out in 2020 on the boarding bridges and the Terminal 1 aircraft stands, the opening of APOC, our super operational control centre, the deployment of a number of hi-tech tools and our official inclusion in the A-CDM system, a vector for an ever more efficient European airspace, allow us to confirm that we will be ready to go when traffic increases again. Our carbon-reducing operations and our investments in natural carbon sinks, meanwhile, ensure that we will meet our major NetZero goal: in 2030, we will in fact be among the very first airports in the world to be carbon neutral without offsetting.

Just like everyone else around us, it will no doubt take us a number of years to heal the wounds inflicted by 2020. However, paradoxically, this year may also be remembered as the year that confirmed that we have the right values, and attested to the strength of our relationships with our employees, our partners, our suppliers, our customers and our regions, the relevance of our choices, and our ability to take responsibility for them even in the most difficult periods of our time.

FRANCK GOLDNADEL
Chairman of the
Management Board



BERNARD KLEYNHOFF
Chairman of the
Supervisory Board



Executive Committee



Hélène Navarro
Communication Director

Filip Soete
Chief Commercial Officer

Nicole Serruya
Legal and Purchasing Director

Franck Goldnadel
*Chairman of the
Management Board*

Philippe Caseneuve
*Chief Financial Officer
and Chief Information Officer*

Isabelle Baumelle
Chief Operating Officer

Jean-François Guitard
*Director Business
Development
and Public Affairs*

Frédéric Gozlan
Technical Director

Valérie Broutin
Human Resources Director

2020 Essential highlights

Aéroports de la Côte d'Azur joins the fight against COVID-19

17/03



While France goes into lockdown, Nice Côte d'Azur Airport, conscious of its Public Service mission, makes arrangements to keep its runways open. Terminal 1 is closed and all flights are diverted to Terminal 2. This centralisation allows for the continuation of operations while complying with the air transport safety and security rules, under the best possible economic conditions.

7/05



With the end of lockdown approaching, Nice Côte d'Azur Airport reveals its health protection plan in readiness for the resumption of air traffic. From the implementation of protective equipment to raising awareness among staff, everything has been put in place to ensure optimal safety for both staff and travellers. The highlight of these measures is the use of a robot eliminating airborne or surface-borne viruses.

11/06



Nice Côte d'Azur Airport is one of the very first members to sign up to the EASA charter for COVID-19, thereby demonstrating its strong commitment to the fight against the pandemic. This is a proactive approach which, in early 2021, makes Nice airport the second airport in France to attain ACI Health Accreditation, a certification label that is particularly demanding in terms of health security.

2020 Essential highlights

Aéroports de la Côte d'Azur joins the fight against COVID-19

29/10



With the support of the French government, the city of Nice, the Regional Health Authority, and in partnership with Air France and Alitalia, Nice Côte d'Azur Airport is the first airport in France to offer antigen tests to its departing passengers.

December



Staff representatives and Aéroports de la Côte d'Azur Management come to an agreement on a long-term reduced-activity retention scheme (APLD). This measure, which is based on everyone's solidarity and involvement, and guarantees employment and training for all, allows the company and its employees to face the future with security and agility.

2020 Essential highlights

The airports of the Côte d'Azur plan the right course

13/01



Aéroports de la Côte d'Azur is granted planning permission for the Terminal 2-3 extension. This decision is challenged by opponents of the project, and will be settled in the coming months by the Administrative Court and the Council of State.

11/07



Despite the health crisis and its economic consequences, the luxury Italian designer label Dolce & Gabbana goes ahead with the opening of its store in Terminal 2 of Nice Côte d'Azur.

11/09



Eurocontrol, the European Organisation for the Safety of Air Navigation, awards Nice Côte d'Azur Airport with A-CDM certification. Just like 28 other major European airports, the Côte d'Azur platform can now take full advantage of this high-performance system for air traffic management. It ensures perfect coordination with all European airspace stakeholders, optimised management of its resources and improved punctuality for its flights.

2020 Essential highlights

The airports of the Côte d'Azur plan the right course

21/09



On 7 september, the Supervisory Board for Aéroports de la Côte d'Azur, in collaboration with all shareholders, ratifies the managerial transition between Dominique Thillaud, Chairman of the Board and Franck Goldnadel as his successor from 21 September 2020.

2/10



Storm Alex hits the Côte d'Azur and devastates the Roya, Vésubie and Tinée valleys. Aéroports de la Côte d'Azur gets fully involved in the relief efforts. It sets up an area specifically dedicated to helicopter operations and opens its Terminal 1 to the authorities and associations responsible for sheltering victims.

12/10



Nice Côte d'Azur Airport adopts Smart Flows for its Passenger Flow Monitoring solution. This real-time monitoring tool for passenger flows passing through the departure lounges uses pseudonymised Wi-Fi tracking. This solution allows saturation points to be identified and operational teams to be alerted in the event of overcrowding. This tool complements the monitoring that is already in place through the XOVIS tool based on 3D sensors.

2020 Essential highlights

The airports of the Côte d'Azur plan the right course

20/10



In accordance with the commitments made in January 2020 when presenting its NetZero 2030 programme, the Aéroports de la Côte d'Azur Group, the town of Saint-Cézaire-sur-Siagne and the French national forestry board ratify a three-party agreement enabling the reforestation of a plot of forestland decimated by a wildfire. The aim of this patronage: the creation of carbon sinks to absorb the residual CO₂ emissions from the Nice and Cannes airports.

5/12



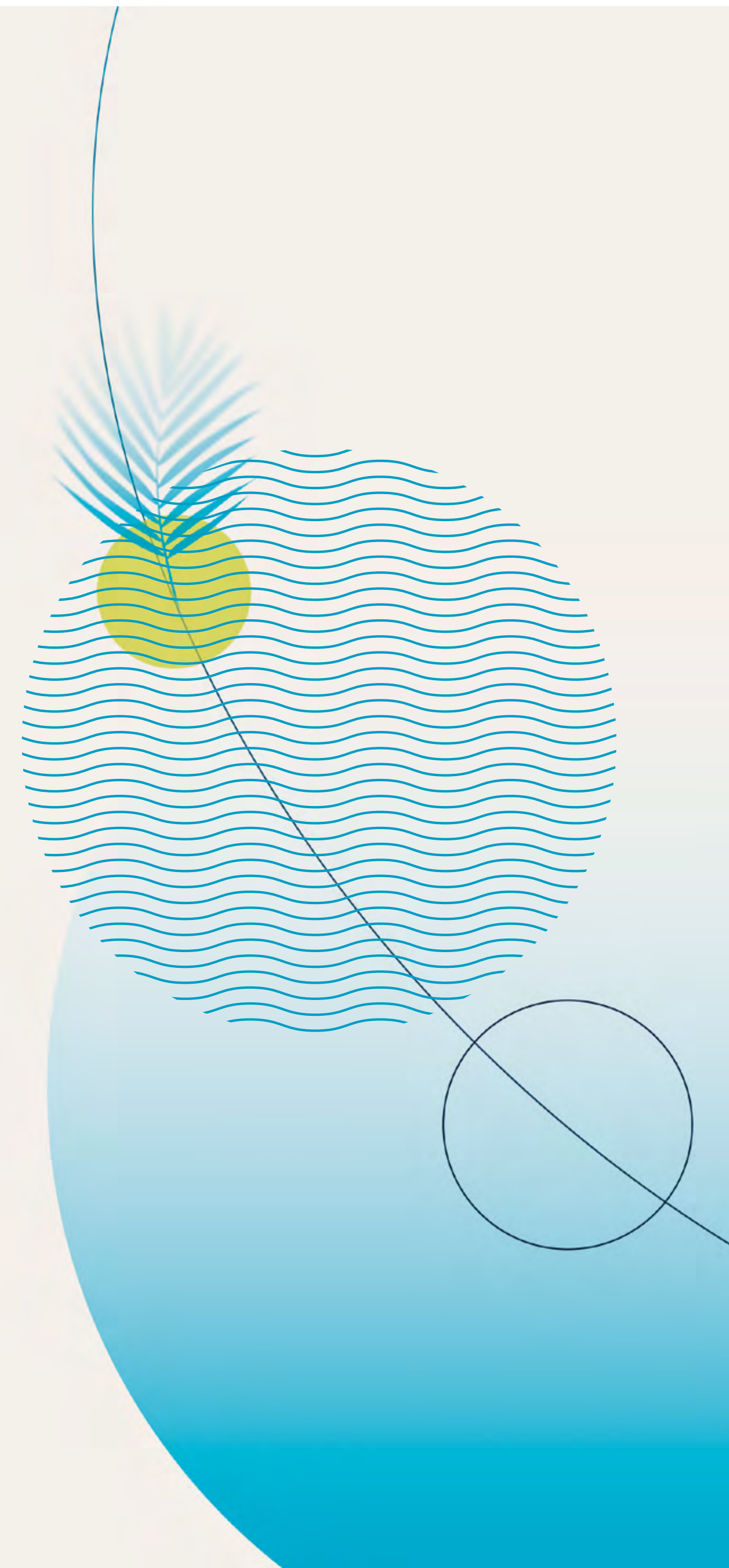
Nice Côte d'Azur Airport brings Airport Operations Centre (APOC) into service. This super control centre brings together under a single platform all of the functions related to airport operations: passenger flow management, baggage sorting, aircraft parking and technical maintenance of equipment. This new organisation improves cohesion between the various stakeholders of airport life, their responsiveness and their efficiency, by promoting the sharing of real-time information.

**Co-financed project
by the European Union*

A smooth landing.

Who would have imagined at the start of 2020 that a virus would bring the world to its knees? COVID has had the worst impact imaginable on global air transport and tourism, closing borders, heavily impacting airlines and grounding aircraft. The Aéroports de la Côte d'Azur Group has not been spared by the crisis. The appeal of its region and its responsiveness have nevertheless helped it to avoid the worst, allowing it to end the year smoothly, ready to take off again as soon as the European airspace is less restricted.

- p12* **Commercial aviation**
major disturbance, with clearer skies ahead
- p17* **General aviation**
avoids the worst
- p22* **NAMA**
stays at cruising speed





Commercial aviation: major disturbance, with clearer skies ahead

AN UNPRECEDENTED SITUATION

For Nice Côte d'Azur Airport, 2020 started off well, fully in line with the momentum of 2019, a year when traffic for the Nice platform came close to the 14.5 million passenger mark for the first time in its history. In fact, despite the winter, a season that it does not find particularly favourable, the Côte d'Azur's star continued to shine brightly in the skies of global tourism. And of course, its airport, boasting 77 different destinations, was fulfilling its role as a gateway between the region and the rest of the world. To the extent that the months of January and February, traditionally the quietest, closed with a 5% increase in visitors.

In other times, the performance would have been greeted with the optimism and satisfaction it deserves. Except that during this time, the people of the Côte d'Azur, just like the rest of the country and, more broadly, the world, had a huge threat bearing down on them from a virus that was still unknown a few weeks earlier: SARS-CoV-2. With spring approaching, France had to face facts: it was affected by the COVID-19 pandemic. In a few days, everything accelerated.

The French government declared a general lockdown from 17 March. The entire country was suddenly left idling. Nice Côte d'Azur was no exception, even though, it's important to highlight, it didn't close its runways, continuing to receive special flights (repatriations, medical flights, State flights, etc.) and infrequent scheduled flights, coming largely from Paris. All were received at Terminal 2 alone, with a view to optimising infrastructure and teams. It must be said that traffic was minimal. In April, just 8000 passengers came through the doors of France's second-largest airport. That's barely 1% of the traffic recorded the previous year



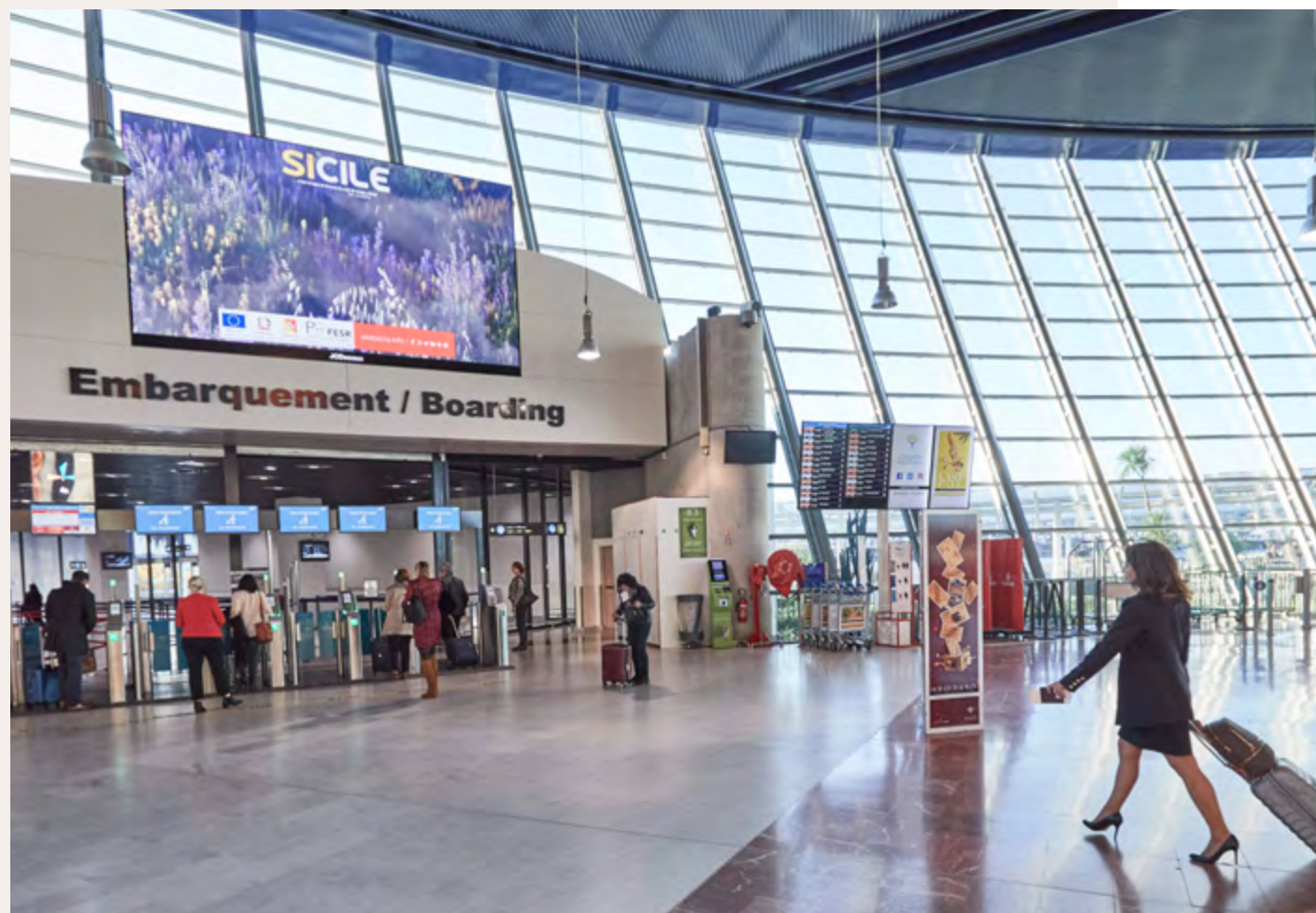
CLEARER SKIES

With the return of nice weather, the epidemic started to retreat. So much so that, on the morning of 11 May, the country came out of lockdown. Air transport followed suit and aircraft returned to the tarmac in Nice. Starting off gently... In June, traffic was only just equivalent to 8% of that recorded in the same period, in 2019. It must be said that the network is still modest with only 25 destinations, half of which are in France. However, with the summer holidays, the recovery was more noticeable. In July, more than 540,000 passengers passed through Terminal 2, in other words practically a third of the traffic from 2019. In August, with 34 airlines flying to 70 destinations in 28 different countries, footfall grew again with more than 750,000 passengers. This meant Nice Côte d'Azur made up almost half the ground compared with its figures from August 2019!

What was the driving force behind this recovery? First and foremost, domestic traffic. It only took a few weeks to practically return to normal, losing no more than 10% for the month of August. The nearby markets of the United Kingdom, Switzerland and Germany were also buoyant. Demand grew to a point that some airlines increased their flight schedule from one week to the next. Unfortunately, the bright spell was short-lived. In mid-August, the Brits were the first to detect what seemed an awful lot like a second wave. They implemented a quarantine so severe that, in Nice, the English soon disappeared from the Promenade des Anglais. Immediately afterwards, the Germans, followed by the Swiss placed the PACA region in a red zone. Three of the most fruitful streams of the moment dried up in less than one month.

RESPONSIVE BUSINESS ACTIVITY

The second wave of the COVID pandemic affected Europe from September. France did not escape it and, in October, declared a new lockdown which, although less restrictive than the first, slowed down airport activity once again. This meant Nice Côte d'Azur headed into autumn with 29 destinations, i.e. three times less than the previous year during the same period. But here again, as soon as travelling was authorised, customers came forward. As Christmas approached, and health measures were relaxed, traffic picked up again.



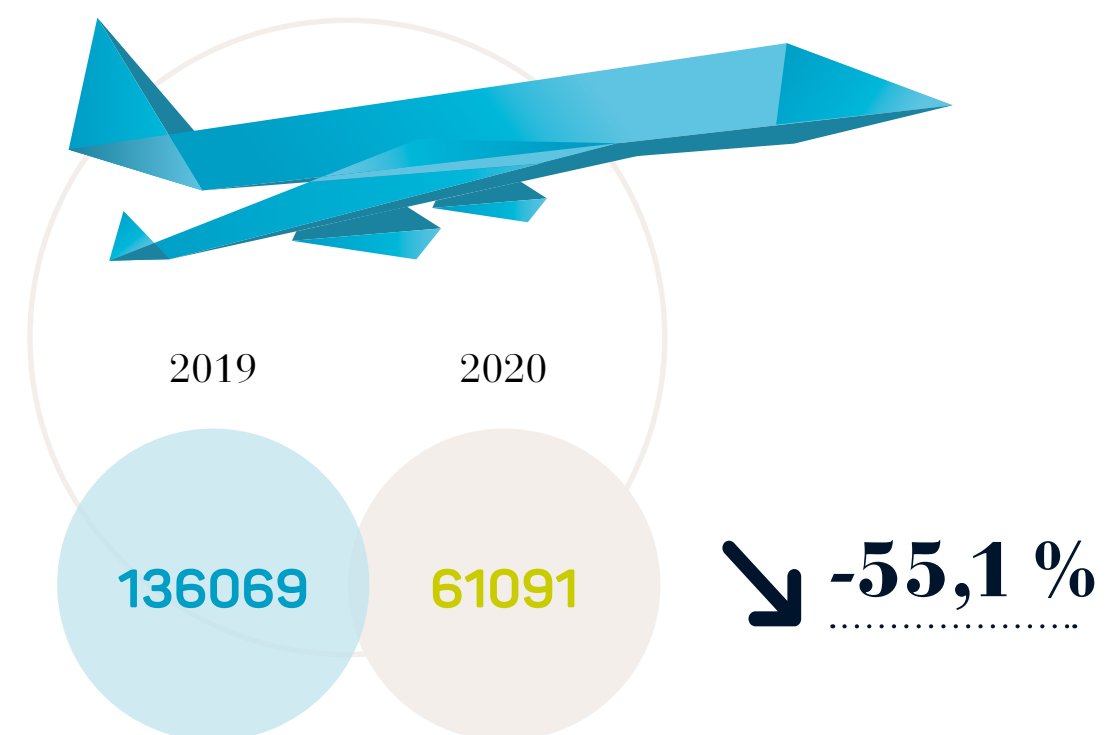


The network departing from Nice quickly expanded with twenty new destinations. In particular, the Air France Group, easyJet and Volotea, the three largest players in the French airspace, strengthened their positions in the domestic market. This trend was set by Transavia, a subsidiary of Air France, which started up a regular service between Nice and Nantes in November. This involvement by airlines led to a significant rebound in activity for the second half of December, with the number of flights more than tripling compared with the start of the month. The result: 266,000 passengers in December.

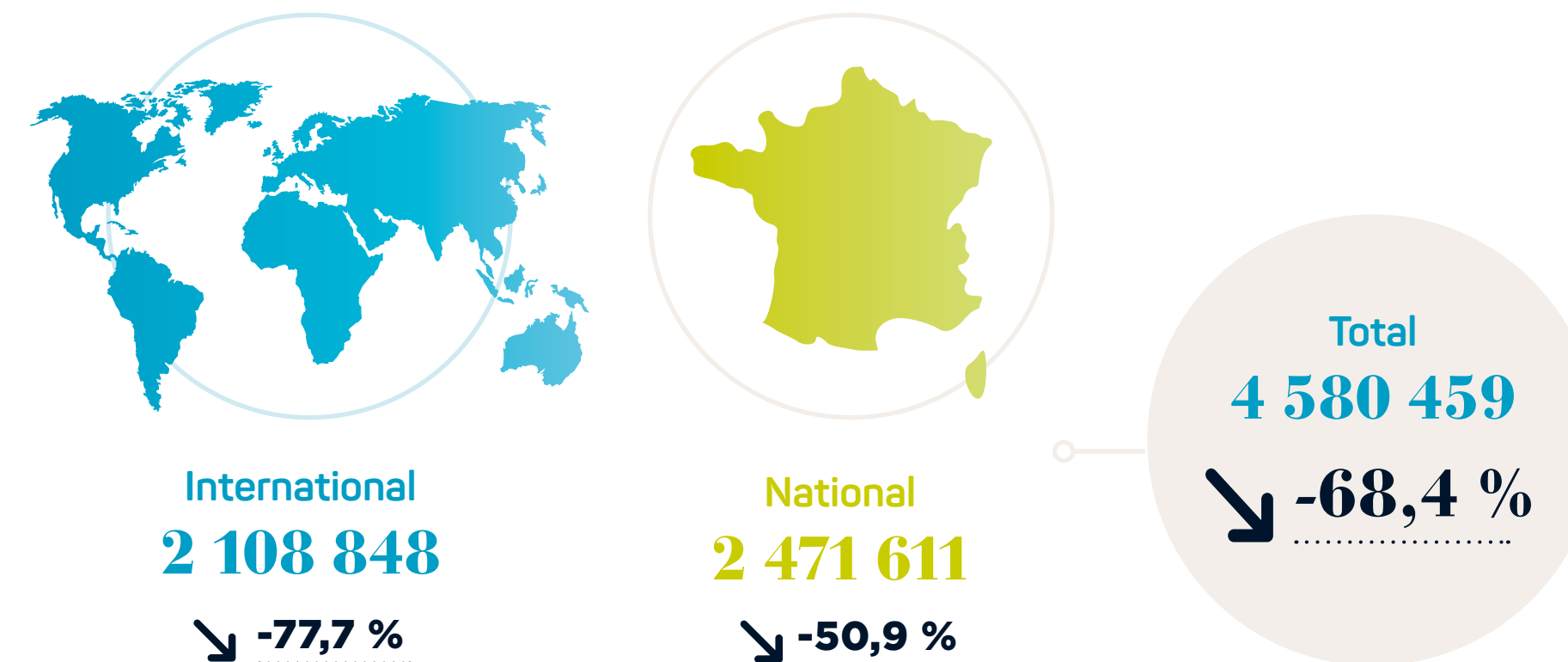
The appeal of the Côte d'Azur, which stands out more than ever as one of European tourism's safe bets, the public's unabated taste for travel, the responsiveness of airlines and the adaptability of Nice Côte d'Azur Airport have enabled the airport to limit the damage as much as possible. Consequently, it recorded a total of 4,580,000 passengers in 2020. Of course, the pandemic has cost it almost ten million passengers. However, with a 68.4% reduction in traffic, it's doing better than the average for airports in the European Union (-73% according to ACI-Europe).

If Nice Côte d'Azur Airport is faring better than others, despite the upheaval, this is undoubtedly owing to its versatility, seeing as it serves business travel as well as leisure travel. This leisure travel made up the best part of traffic in 2020. And there are strong signs that, in the initial post-pandemic months, it will be this sector again that gives the market another boost. This should allow the Nice platform to be one of the first European airports to return to a satisfactory level of activity, if not resume growth.

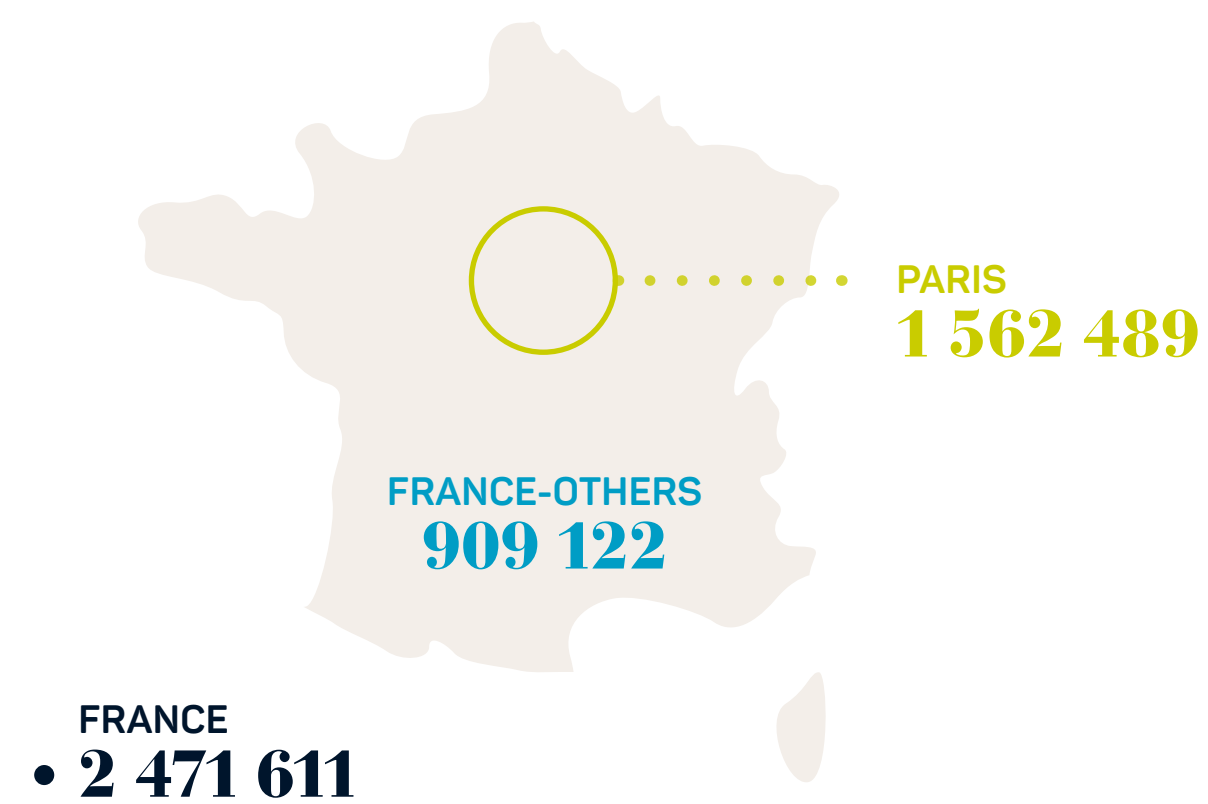
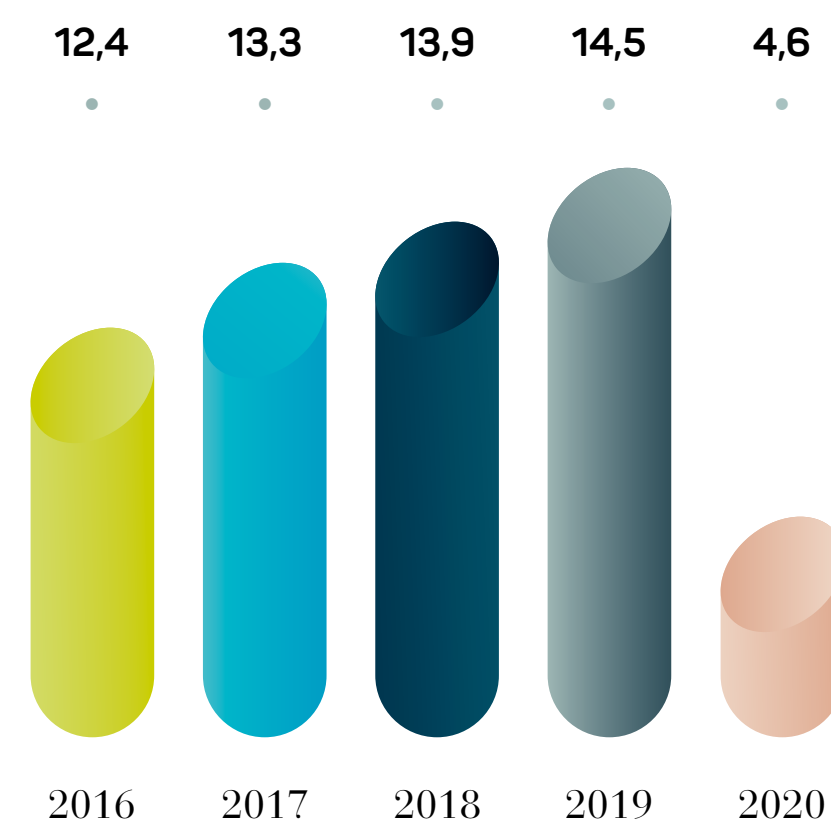
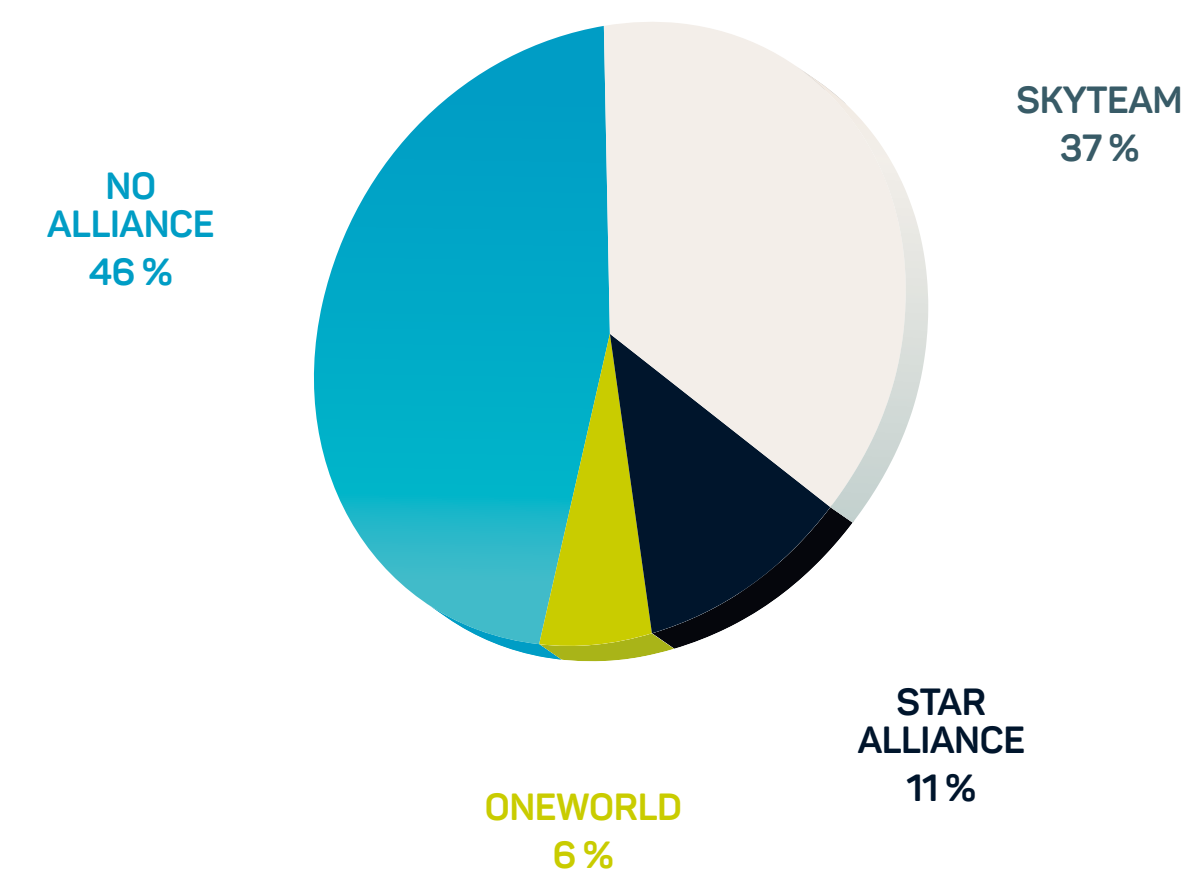
AIRCRAFT MOVEMENTS



PASSENGER TRAFFIC



BREAKDOWN OF DOMESTIC PASSENGERS

NUMBER OF PASSENGERS
(millions)COMMERCIAL PASSENGERS
PER ALLIANCE



FREIGHT TRANSPORT: A BUSINESS ACTIVITY IN NEED OF LONG-HAUL FLIGHTS

For the Freight Terminal and all of its teams, 2020 promised to be an excellent year. Not only was the start of the year encouraging, marked in particular by an increase of 3% in aircraft volume, but, with the arrival of new players and building capacity to China, the Middle East and the USA, the prospects for spring suggested unprecedented activity. The COVID pandemic unfortunately significantly clipped its wings. As of April, airfreight lost 95% of its activity. Operators of the Côte d'Azur maintained fairly stable activity, going by road when they were prohibited from travelling by air.

What was the problem, then? It was the tourists that were lacking, with almost all borders between the Schengen area and the rest of the world being closed abruptly. Nice Côte d'Azur Airport rarely receives cargo planes, however. For example, at the end of March, two special flights arriving from Dubai landed on its runways, to drop off tons of medical equipment. But this type of aircraft is still rare on the tarmac in Nice. In fact, most of the volume handled is transported on long-haul scheduled flights carrying both goods and passengers, thereby generating greater profitability. And these were grounded by the virus. Result: an 84% reduction of airfreight over a year, with 1900 tonnes in 2020 compared with 11,800 tonnes in 2019. The downturn was less significant for express (-43%) and truck (-29%) freight. Was this a fatal blow for the Côte d'Azur's Freight Terminal? Not at all. The traffic is still there and just waiting for the aircraft. This revival can only benefit from the financial significance of the passenger-goods combination.



General aviation avoids the worst

Movements in 2020	Business Aviation	Helicopters
Nice	23,650	8324
Cannes Mandelieu	9297	13,021
Golfe de Saint-Tropez	2942	1356
Total	35,889	22,701
2020/2019	- 27,4 %	- 57,7 %
Sky Valet Spain + Portugal	14 332	
Total	20,221	
2020/2019	-29,1 %	



The same causes, with the same effects: from March 2020 onwards, the COVID pandemic weighed heavily on general aviation, as it did on the whole global economy. However, there turned out to be less pressure on private jets than on passenger airliners. Although the sector has clearly lost altitude, it has avoided nosediving. This is reflected in the overall result for the Aéroports de la Côte d'Azur Group's General Aviation Business Unit: with a total of 50,221 movements handled by its platforms and Sky Valet, its FBO, it saw a reduction in activity of 29.1% on a comparable basis, if we deduct the results of Sky Valet France, which was sold to Luxaviation in May 2020.



Not all of the stopovers operated by Aéroports de la Côte d’Azur and its FBO had the same experience. The Spanish market suffered the sharpest decline with 10,380 movements, i.e. 5450 less than in 2019: -34.4%. This performance is explained by the country’s health situation, as it was the first country to suffer the second wave of the pandemic, from mid-July and right in the middle of the tourist season. Conversely, because they had enjoyed a much calmer summer, their Portuguese neighbours were able to recoup some of the losses of spring, thereby closing the year with 3952 movements under their belt, i.e. a drop of 29.7%.

THE CÔTE D’AZUR MAINTAINS ITS APPEAL

What about the Côte d’Azur and its platforms: Nice Côte d’Azur, Cannes Mandelieu and Golfe de Saint-Tropez? All three have something in common: they never closed their runways during the six weeks of lockdown in March and April, in particular receiving a number of medical flights, free of charge. However, on the balance sheet, their situations were mixed, to say the least. Nice Côte d’Azur dropped more than 10,000 movements from one year to the next, and thereby closed the financial year with a -31.7% reduction in its traffic. While the major events in Cannes, from MIPIM to the Film Festival were all cancelled, Cannes Mandelieu experienced a more modest loss: -22%. Golfe de Saint-Tropez Airport, meanwhile, defied all the forecasts, managing to improve its results with 2.2% more movements. This was the fruit of a particularly vibrant peak season, with the Saint Tropez Peninsula becoming one of the leading summer destinations among premium tourists. Which just goes to show that, in difficult situations, we rediscover a taste for safe bets! This is an encouraging response for the coming years.

A FLEET OF AIRCRAFT ALIGNED WITH EUROPEAN TRAFFIC

The General Aviation Business Unit’s good performance in a more than challenging situation needs to be looked at in more detail, all the same. On two points, in particular...

Firstly, the type of jets that land at Nice and Cannes. Considering the restrictions on medium and long-haul destinations, such as Russia, the Middle East or the USA, high capacity aircraft have become rare. The average aircraft weight handled by the Group decreased by 20% this year. Cannes Mandelieu has felt this effect, with the



23-35 tonne aircraft segment alone losing 34% of its annual volume. But it is, without a doubt, Nice Côte d'Azur that suffered most from this slimming process. The airport in Nice received half as many aircraft of over forty tons than in the previous year. Furthermore, their presence at the airport was cut short. The financial contribution of business aviation has therefore greatly suffered from the absence of these high-capacity aircraft.

Next, there is "helicopter" activity, an element of general aviation in its own right. However, this suffered more than others from the health crisis. Although traffic at Cannes Mandelieu remained relatively stable, traffic at Golfe de Saint-Tropez and Nice Côte d'Azur dropped: by more than half for the first and almost three quarters for the second. This is largely explained by the absence of medium and long-haul scheduled flights that some passengers usually extend with a quick transfer, by helicopter, to Monaco or Saint-Tropez. Their return will undoubtedly revive helicopter activity. And it's a necessity, because this mode of transport is not only greatly enjoyed by a proportion of tourist customers, but is also valuable for the whole region, as was once again shown by the airlift operation set up between Nice Côte d'Azur Airport and the devastated valleys inland in autumn 2020.

CONTINUAL IMPROVEMENT!

It is certain that there are better days to come. And they will be all the better since the Aéroports de la Côte d'Azur Group has got into the best shape to welcome them. Despite the gloominess of the period, the Group has actually taken advantage of this year to consolidate its assets and further improve its service quality. In particular, this resulted in new upgrading work on the Nice Côte d'Azur Business Aviation Terminal. The idea was to rework the lighting design to create an even more welcoming atmosphere.

This attention to detail is a reflection of the Group's desire for its terminal to fit within an increasingly premium dynamic. Has it made an impression on the public? Yes, if Dassault Aviation's initiative is anything to go by. The Aquitaine-based aircraft manufacturer, one of the market leaders for private jets, actually chose the Nice Business Aviation Terminal to present the preview of its latest addition, the Falcon 6X cockpit, from 29 July to 13 August. "One of the top summer destinations in Europe, Nice is the perfect setting for the display, which has wowed visitors around the world" as the manufacturer's website still reads.



Meanwhile, the Cannes Mandelieu and Golfe de Saint-Tropez airports completed the call for tenders regarding their fuel supply. They renewed their trust in Air BP. The five-year contract between them and the aeronautical division of the British oil supplier provides them with a high-quality and competitive service. However, the partners have also come together around ambitious environmental objectives, particularly in terms of reducing greenhouse gases, one of the Group's major areas of progress through its NetZero 2030 programme. The initial effects of this agreement should be felt from 2021.

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 SKY VALET NETWORK





TAKING ON THE NEW WORLD

Customer satisfaction also involves network development. This goal has been perfectly achieved this year by Sky Valet. The FBO for Aéroports de la Côte d'Azur conceded nothing to the COVID crisis, despite the sale of Sky Valet France, its branch operating at Le Bourget, with its new owner immediately taking on the Sky Valet Connect label. This concept hit the mark once again with the arrival among the network's partners of three new stopovers: Béziers Cap d'Agde and, for Bulgaria, Varna and Plovdiv. However, the most promising development of the year is still, undoubtedly, the appealing partnership with Paragon that was finalised in October 2020.

Based in Houston, this American network offers more than one hundred destinations. The majority are in the USA of course, but around forty of them are in Europe, the Middle East, Africa and India. It owes this international dimension to its distinctive structure of uniting several FBOs, each independent of one another. They all share the common thread of meeting particularly high standards in terms of safety and service quality. This single level of excellence allows ambitious synergies. Paragon is adding commercial and marketing operations, specific training and information sharing, as tools for its members to enhance their profile and increase their volume of business.

For Sky Valet and, through it, all of its Sky Valet Connect partners, the close connection between its network and the American network should allow a real breakthrough into the US market, the biggest in the world. For that matter, the initial effects of this union were felt from the autumn, with Sky Valet's Portuguese stopovers receiving a few jets from the USA. This traffic can only increase when the effects of COVID on the global airspace are less substantial.

AHEAD OF THE CURVE

Although fewer aircraft came to the Côte d'Azur in 2020, pleasure boats, on the other hand, visited its coastline in abundance. The Aéroports de la Côte d'Azur Group benefited from this. In fact, dating back to the 70s, Cannes Mandelieu Airport has had a younger brother: Port abri du Béal. Located in line with the airport's main runway, it is simultaneously a river port (180 moorings), seaport (106 moorings) and a dry dock. This dry dock configuration combines trailer storage areas (30 spaces) with a 54-space hangar, a modern and secure infrastructure which is a result of investments made in recent years to provide customers with optimum service quality. The site is also home to a nautical division bringing together around a dozen professionals specialising in mechanics, training, boat trips and water sports.





The Port abri du Béal, which is exclusively dedicated to leisure, has two special features. Firstly, it can only receive boats not exceeding 10 metres. Secondly, given its location and seawalls, its maritime part is considered an anchorage area by the Departmental Land and Sea-use Directorate. It can therefore only be used from 1 April to 31 October. Outside of this period, the boats return to dry land and the banks of the Béal, the waterway after which it was named, or find refuge elsewhere.

This constraint does not prevent it from succeeding. This year more than ever! Despite the health situation, the 2020 balance sheet shows an unprecedented number of visitors. Although the start of the year raised hopes for this success, it was confirmed after the first lockdown, with the French in general and the people of the Côte d'Azur in particular showing unexpected enthusiasm for small pleasure boats. This was a new customer base that the port team immediately involved in its sustainable development and safety initiative, in particular by sharing best practices with them in terms of the environment, both on-site and out at sea.

NAMA stays at cruising speed

If there is one activity in the Aéroports de la Côte d'Azur Group that has suffered less than others from the effects of COVID, it is surely consultancy. For NAMA, the Group's heavy hitter in the sector, 2020 was in accordance with its objectives from the start of the year. Turnover was, of course, down compared with 2019. However, this drop was simply connected to equipment setbacks, with lockdowns and restrictions on movements not always allowing the services ordered to be concluded — and hence invoiced — within the originally planned time scales. Nonetheless, as customers all gave the green light to postponements, the contracts concerned will contribute to the next balance sheet.



AT THE CENTRE OF THINGS

What was the work that filled NAMA's order book? As NAMA has become accustomed to, the work is of two types: airport marketing and technical engineering. In the first category are a number of regular customers: Corsica's four airports (Ajaccio, Bastia, Calvi and Figari) and, internationally, Sion in Switzerland and Dakar in Senegal, continued their partnership with NAMA through route studies and TOD surveys. However, this list also includes a newcomer: Châteauroux-Centre Airport.

This platform, an old NATO air base with a 3500-metre-long runway, has developed a number of specialities: freight, dismantling decommissioned aircraft, pilot training and firefighter training. However, its current owner, the council for the Centre Val-de-Loire region, is now keen to add a more conventional activity: passenger transport. Particularly as the region does not lack assets: a sizeable catchment area, a vibrant economy and many tourist attractions, such as the Châteaux of the Loire Valley, the Sancerre wine-growing region and the famous Beauval zoo. NAMA was therefore commissioned to study the feasibility of four regular routes to Nice, Lyon, Tangier and London.

KNOW-HOW THAT IS ALWAYS APPRECIATED

When it came to technical work, NAMA added projects throughout the year. Its experts produced a feasibility study for Bastia's new terminal. Elsewhere on the Isle of Beauty, they conducted an assignment providing project management assistance for Ajaccio airport, in readiness for its possible extension. They also performed audits in Bastia, Calvi and Limoges to check their compliance with EASA (European Union Aviation Safety Agency) requirements. As regards the security sector, they have been involved in Ajaccio and Figari for feasibility studies on EDS, Explosive Detection Systems. Lastly, they started a long-term partnership with the Departmental Council of Savoie, which owns Chambéry Airport. Over the next four years they will be involved in the fields of safety and aviation and non-aviation activities, and will produce the overall layout plan for the airport.

Getting through turbulence.

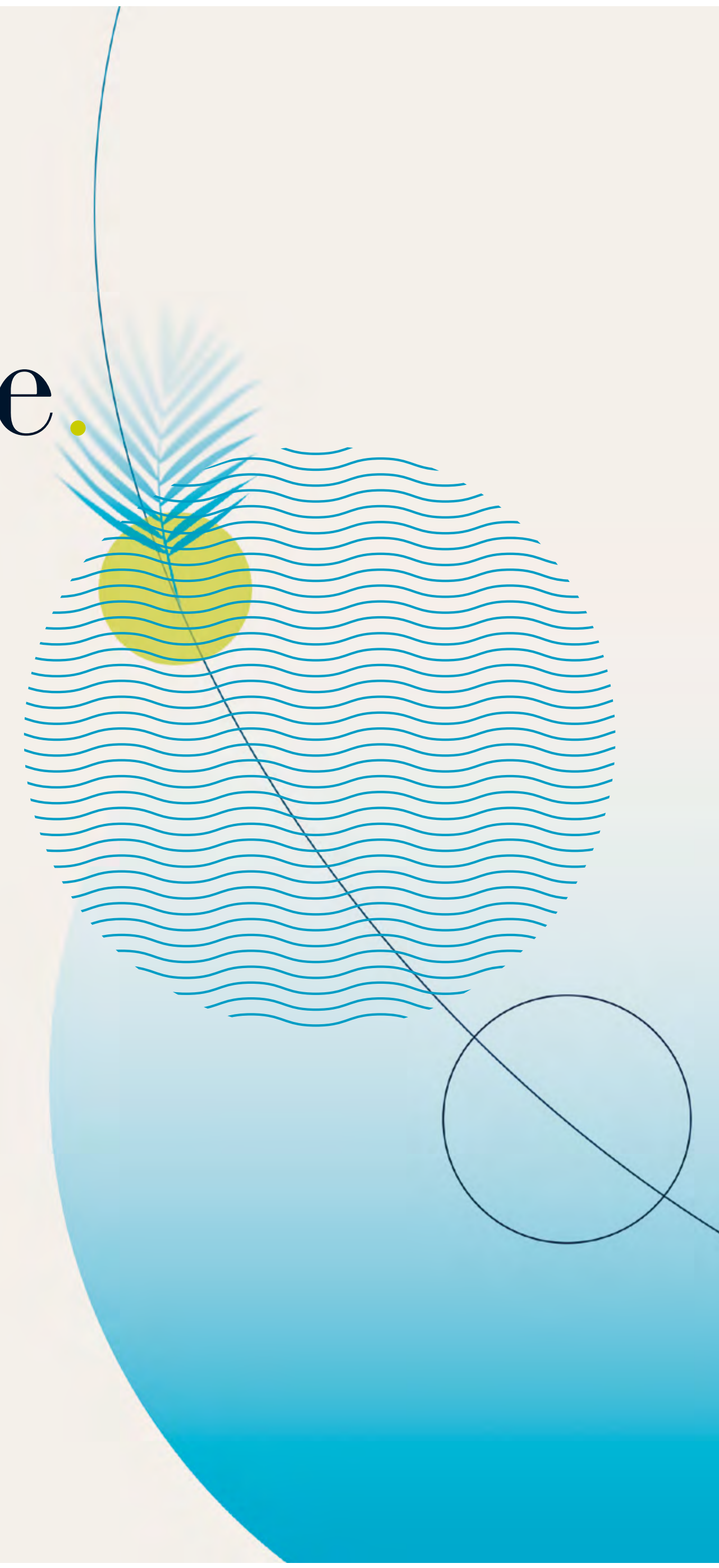
COVID took up a great deal of energy within Aéroports de la Côte d'Azur, as it did across the globe. The company had to adapt its daily management processes to an unprecedented way of operating, ensure its financial peace of mind and safeguard the health of its staff and passengers, while offering passengers the same quality of service that they enjoyed before the health crisis.

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Securing the future

COVID-19 hit the whole world. From the end of February, feeling the gathering storm, with the load factor on certain routes melting away dramatically, Aéroports de la Côte d'Azur launched a major cost-cutting plan. By mid-March, almost all of Europe was in lockdown, with shops closed and the vast majority of aircraft grounded. A near standstill for almost two months. However, during this period some of the Aéroports de la Côte d'Azur teams did their utmost to prepare for the expected recovery.

LIMITING EXPENDITURE

Just like that, rather than tens of thousands of passengers passing through Nice Côte d'Azur Airport each day, it was just a few hundred. Revenue slumped, weakening cash flow. To remedy this, the teams on the Côte d'Azur – sometimes obliged by lockdowns to work remotely and over video-conferencing – conducted two simultaneous actions: reducing throttle, and filling the tanks.

From 17 March 2020, the first day of lockdown, France's second-largest airport closed its Terminal 1 and switched all traffic over to Terminal 2. This action allowed it to optimise its operating costs to continue its public service mission under the best possible conditions, receiving infrequent commercial flights, medical flights or, if necessary, diverted flights. At the same time, the Human Resources department took advantage of the support measures implemented by the Government to cut back on wage costs while balancing the interests of all of the staff. More than 80% of the workforce was on a reduced-activity retention scheme.

For its part, the Finance department triggered all of the tax deferrals granted by the French government, and negotiated a six-month suspension of the company's loan repayments with all of its banks. Reassured by all of these measures, and kept informed each week about the changes in the company's finances, shareholders joined in with these efforts, in particular by renouncing their dividend payments.



CONSOLIDATING LIQUIDITY

Despite the involvement of the various teams that remained on deck, the cost savings and the refocusing of investments, the pandemic was so severe that it quickly became clear that Aéroports de la Côte d'Azur would have to find new funding solutions in order to cover its back. All the more so as air transport experts did not envisage a return to normal before 2024, at best. The finance department therefore approached the ten or so banks that have long supported it, with the intention of obtaining a state-guaranteed loan called a PGE (Prêt Garanti par l'État). This mechanism allows up to one quarter of 2019 turnover to be borrowed without bank interest. It is repayable one year after release of funds (or two, under certain conditions) and is 90% covered by the State.

All of the banking institutions were of the same mind, and responded positively to the request from their client. Aéroports de la Côte d'Azur hence raised a total loan of 67 million Euros, the maximum allowed by the formula. Taking into account all of the actions previously taken by the company, this sum allows it to wait for traffic to return with greater serenity. All of its commitments to its employees and suppliers will therefore be honoured. Better still, as soon as the short term was taken care of, the company, with the support of its shareholders, started new discussions with its banking partners about the funding for its next investment needs. It is important to make early preparations for the future.

PROTECTING HUMAN RESOURCES

Aéroports de la Côte d'Azur does not only measure its wealth in Euros. It also lies in the skills and daily dedication of its employees. The company's success and the satisfaction of its customers – airlines, assistants, outlets and passengers – comes just as much from them as it does from the appeal of the Côte d'Azur and the modern infrastructures. Sadly, the workforce is also one of the major victims of the crisis caused by COVID-19. The collapse in air transport during the first lockdown led the company to place a significant proportion of its staff under partial activity. While the end of lockdown and the partial return of traffic with the advent of the summer holidays allowed all of them to get back to work, albeit less actively than in the past, the arrival of a second wave from September onwards, and the return of lockdown and travel restrictions once again caused uncertainty for the company and its team.



Faced with traffic levels that dropped by two thirds, the Chairman of the Board, with the support of the shareholders, decided to protect long-term employment. Once again, this had to be achieved without endangering the financial health of the company. An agreement was therefore negotiated at the end of 2020 with the representative trade union organisations within the company regarding the long-term partial activity (APLD) mechanism, for a three-year period. This agreement makes provision for adapting employees' working hours to the needs of the operation, while guaranteeing an average activity of 60% for the duration of the measure. "Non-working" hours are compensated at a minimum of 84% of the net salary normally received.

A guarantee of employment until the end of the validity period of the agreement was given in exchange for these efforts. At this point we will be in 2024, a time when, in all likelihood, air traffic will have more or less returned to its 2019 levels. Having been able to protect its human capital, and fortified by the expertise and experience of its employees, Aéroports de la Côte d'Azur will benefit fully from this recovery. On top of that, the company will have retained the strong connection that joins it to its staff and is a source of motivation. For that matter, its staff once again responded to the annual survey by Capital magazine regarding "France's 500 best employers". In 2020, as in the previous year, Aéroports de la Côte d'Azur appears in the top 10 for its business sector.

DEVELOPING SKILLS

To face the future, beyond simply retaining staff, skills development is also essential. This objective requires professional training. For the company, training is a source of performance, while being professionally and personally fulfilling for its employees: it is one of the Human Resources department's priorities each year. Unfortunately, the COVID-19 pandemic did not allow it to roll out the skills development plan as it had originally been developed. Thanks in particular to the funding provided by the French National Employment Fund (FNE – Fonds National pour l'Emploi) scheme, it did nevertheless meet certain needs expressed by managers and by the teams, organising some of the training actions scheduled in the 2020 plan during periods of partial activity.

The HRD was better able to meet this objective because it was able to adapt to the specific health scenario. In particular, it increased the share of "remote learning" in the skills development plan. Remote classes and e-learning modules (digital classes accessible online) represented a quarter of all the training held during the year. In a period in which meetings were limited for obvious protective reasons, video-conferencing allowed dynamic interaction between instructors and their audience to be maintained.



Health security first and foremost

The March 2020 lockdown had only just begun when some Aéroports de la Côte d'Azur staff were already working on "the after times". It seemed obvious that, though we might hope for the pandemic to slow down, business would not recover without some adjustments to ensure the highest levels of health security.

One of the first decisions was to protect passengers and staff at Nice Côte d'Azur Airport from micro-droplets caused by coughing, sneezing and conversing, by installing anti-COVID Plexiglas protective screens. These were quickly fitted to the information desk, check-in desks, reception desks and boarding desks. Throughout April, the technical department's building workshop service unit produced and deployed hundreds of these screens, using more than 300 m² of acrylic glass.

At the same time, hydro-alcoholic hand gel distributors appeared throughout the air terminal in increasing numbers, particularly at security checkpoints and in passageways, along with floor markings to ensure compliance with physical distancing. The Terminal 2 air conditioning system was fitted with new F9 model air filters, similar to those in hospitals. This high-performance equipment improves the air treatment quality by 50% compared with the models previously in service. Along the same lines, UV air and surface purifiers appeared in all sanitary facilities.

HIGH-PERFORMANCE DISINFECTION

To refine these anti-COVID measures, Nice airport innovated by turning to an autonomous virus-killing robot. On 7 May, a few days from the end of lockdown, it moved around the sensitive areas in Terminal 2 (halls, sanitary facilities, etc.) using UV light to eliminate 100% of the bacteria and viruses in the air and on contact surfaces. To retain the benefit of this shock treatment, teams specifically dedicated to disinfection were deployed in addition to cleaning staff. They operate throughout the terminal on a daily basis.

What were the results? This is what the Airline Operations and Development Business Unit wished to find out, tasking Qualigiene, a cleaning service contract consultancy company, with the performance of a disinfection audit. Qualigiene took multiple samples at key points that were particularly exposed to microbiological contamination:



self-service terminals, seat armrests, escalator handrails, counters, etc. before and after the cleaning teams had performed their operations. The verdict? All of the analyses showed the hygiene protocols implemented by the airport to be highly effective.

TESTS ON ARRIVAL AND DEPARTURE

Testing is one of the most effective weapons for slowing the spread of the virus. For this reason, throughout the year, Nice Côte d’Azur Airport constantly adapted, often with extremely short deadlines, to the authorities’ requirements to implement the health checks imposed on the air transport sector. At the request of the Préfecture of Alpes-Maritimes, it received assistance from various partners for this sustained effort, all of which were similarly called upon, each providing its skills to combat the pandemic: ARS [Regional Health Authority], Métropole Nice Côte d’Azur, laboratories, SDIS [departmental fire and rescue service], Civil Protection, etc.

In autumn 2020, with the second wave of COVID becoming more established each day, Nice Côte d’Azur Airport even intensified its health measures by giving its passengers the option to take a free antigen test. Deployed by airport teams at the initiative of Métropole Nice Côte d’Azur, with the support of the French government, this service was a major first for a French airport. The antigen tests extended the services provided by the PCR testing room opened in mid-July, under the aegis of the Regional Health Authority.

It was supported by the Air France Group and Alitalia from its opening on 30 October. With good reason, as these two airlines fly to destinations where the antigen test is accepted by the authorities: the first to the French Overseas Departments and Territories (served via a stopover in Paris), and the second to Italy. However, while the customers of these two partners were a priority, all passengers flying from Nice could be tested at their own request. Until the end of the operation in early 2021, the service was used by dozens of passengers each day.

It provided a useful addition to the PCR testing room opened in mid-July, under the aegis of the Regional Health Authority. In particular, the PCR testing room received passengers from so-called “dark red” flights. These passengers, supported by airport teams, could take the obligatory COVID tests here as soon as they arrived.



FULLY INFORMED STAFF

Alongside the health measures taken to receive the public in its airports, Aéroports de la Côte d'Azur also concerned itself with the health of its employees. It distributed 500 litres of hydro-alcoholic gel and 68,000 masks to them in barely 8 months. In addition to these protective measures, the Human Resources department laid an emphasis on information. Regular memos and email campaigns alerted all staff to the latest changes in regulations, kept them informed about their employment situation, and rallied them around best practices in combating the spread of the virus.

The climax of this awareness-raising campaign was the “welcome back” kit. It was handed over — socially distanced, of course — to 480 employees when they returned to their posts after the first lockdown. It contained a mask, hand gel and an information booklet explaining the regulatory measures taken to limit risks of infection in the workplace. All of this work paid off as, by the end of the year, there had been no transmission chain within the company.

A COMMITTED AND CERTIFIED AIRPORT

Aéroports de la Côte d'Azur did not settle for simply complying with the legislation in the face of COVID-19. The Group was keen to go above and beyond, and was one of the first to sign the EASA (European Union Aviation Safety Agency) charter for COVID-19. The purpose of this initiative, launched in June 2020, was for airlines and airports to implement common rules to help traffic resume in the European Union and worldwide. The charter also made it possible to provide feedback about the effectiveness of measures, and to refine and improve them in light of their operational implementation.

In the interest of transparency, Nice Côte d'Azur Airport applied for ACI Health Accreditation in the winter of 2020. This is awarded in recognition of all of the measures a platform has implemented to protect the health of passengers and staff. It is based on an audit with 120 different questions, on the basis of a demanding benchmark devised by Airports Council International, at the international level, from the profession's best practices. It is an appeal for excellence with which the airport complied in full, meeting each one of the auditor's expectations. In early January 2021 it became the second airport in France, after Paris, to be granted the prized certification.





Uncompromising service

Despite reduced activity, fewer staff than usual, and onerous health constraints, all of the Aéroports de la Côte d'Azur Group's platforms maintained the same level of quality in 2020 as in 2019. All of their teams rallied around and showed a remarkable capacity to adapt to make this feat possible.

In Nice for example, Customer Relations Team, the airport's call centre, was able to handle an equivalent number of calls to 2019, despite the partial activity measures affecting the workforce. It received up to 1700 calls a day. One might have thought that these requests would have declined given the significant fall in commercial traffic. This was not the case, however, with great numbers of users contacting the agents seeking information they could not find elsewhere, particularly regarding reimbursement of their airline tickets, their destination country's entry conditions, or even the address of a laboratory where they could take a PCR test. Despite not strictly being within the airport's remit, all of these requests were handled as efficiently and quickly as possible. The Nice platform thus once again maintained the level of trust that binds it to its passengers.

GENERAL MOBILISATION

The Customer Relations Team was not the only one that was so dedicated. All of the teams on the ground showed the same determination and flexibility in order to best receive the public. For example, the teams at the airport and its service providers noted that the anti-COVID measures were significantly increasing the duration of checks at the security checkpoints, and consequently revised the staffing plans to open extra security lines. This meant they were able to maintain the same performance level as in 2019.

The operational teams also got heavily involved. During the summer or the festive season, two periods of heavy traffic, the airport was able to step in without delay, modifying transit circuits in Terminal 2 to avoid the appearance of "traffic jams" that would have a negative impact on passenger comfort, airline punctuality and outlet visibility. The airport deployed "facilitators", a brand new service, during the holiday period. These agents, who could be easily identified thanks to their yellow jackets, were in place throughout the day in the check-in areas with two tasks: to ensure compliance with health measures, and to provide the public with information. The experiment was another success.





OUTLETS HEED THE CALL

It is well understood that nowadays the quality of the passenger experience also depends on an attractive commercial offering. In Nice airport's Terminal 2, this remained the case throughout 2020, as the airport and its partner stores and restaurants swung into action to ensure passengers still had an enjoyable shopping experience. Despite the economic impact of the health crisis, all of the stores and two thirds of the restaurants opened their doors as soon as lockdown ended in May. They were even joined by some others! The luxury designer label Dolce & Gabbana and the creative and delicious pop-ups Lobsta and Mar y Cocina defied the gloominess of the moment and set up in Terminal 2.

Shaken but not beaten, the airport outlets, supported by the Commercial Business Unit, undertook various initiatives and pricing promotions to energise their businesses. These efforts paid off. Traffic in stores and restaurants naturally saw a sharp drop in 2020. Customers from abroad, who make a major contribution, were lacking. However, all of the nationalities that the airport received spent more than in previous years. At the end of the summer, the average spend by French passengers, the main contingent at the time, had consequently risen by 2%. Spending by German passengers was even healthier, with a 9% increase in their purchases.

Connected to the region

The health crisis once again highlighted the close links that bind Aéroports de la Côte d'Azur and its region. As with all relationships that work well, the airports benefited... They enjoyed support and advice from local authorities, health organisations and airlines. And they gave back as much in return... For instance, they kept their runways open at the height of the pandemic, allowing a reliable and regular link between Corsica and the mainland. They received many medical flights, usually free of charge, with aircraft transporting doctors and nurses to where their skills and energy were most invaluable.

The Group also stepped up when, as the summer approached, the pressure of the crisis was released. This time it meant taking action against another ill: the effect of lockdown on the local economy. France's second-largest airport management company contributed to the revival of the Côte d'Azur's number one industry: tourism. It is in fact the only private company in Alpes-Maritimes to have contributed to the recovery plan initiated by the Côte d'Azur France Regional Tourism Committee. Essentially targeting domestic customers and the major European cities, this promotional campaign helped the Côte d'Azur to succeed as a destination during the summer. For thousands of professionals in the tourism and restaurant sectors, this success was a massive shot in the arm.

COVID was unfortunately not the only disaster to strike the region in 2020. On 2 October, Storm Alex hit the Côte d'Azur. It raged all along the coastline, causing Nice Côte d'Azur Airport to suspend operations for many hours, but was particularly destructive in the Nice hinterland. In no time at all, the Tinée, Roya and Boréon had burst their banks. These rivers then devastated their valleys, cutting them off from the rest of the world and depriving their inhabitants of almost everything: water, electricity and even, for some, a roof over their heads. An incredible wave of national solidarity came in response to their suffering, with Nice Côte d'Azur Airport making its own contribution.

It was involved in two ways... Firstly, by setting up a specific zone on its apron for a fleet of up to fifteen helicopters. These made it possible to set up an airlift operation transporting generators, supplies, and equipment for cleaning up debris, and also evacuating some of the victims. The airport also made Terminal 1 available to the Préfecture, Métropole and humanitarian associations, so that those who had lost everything could be given the best possible welcome. More than 700 victims of the terrible storm passed through the terminal, where they found information, accommodation, assistance from volunteers distributing clothing and basic necessities, and help from a medical and psychological support unit.



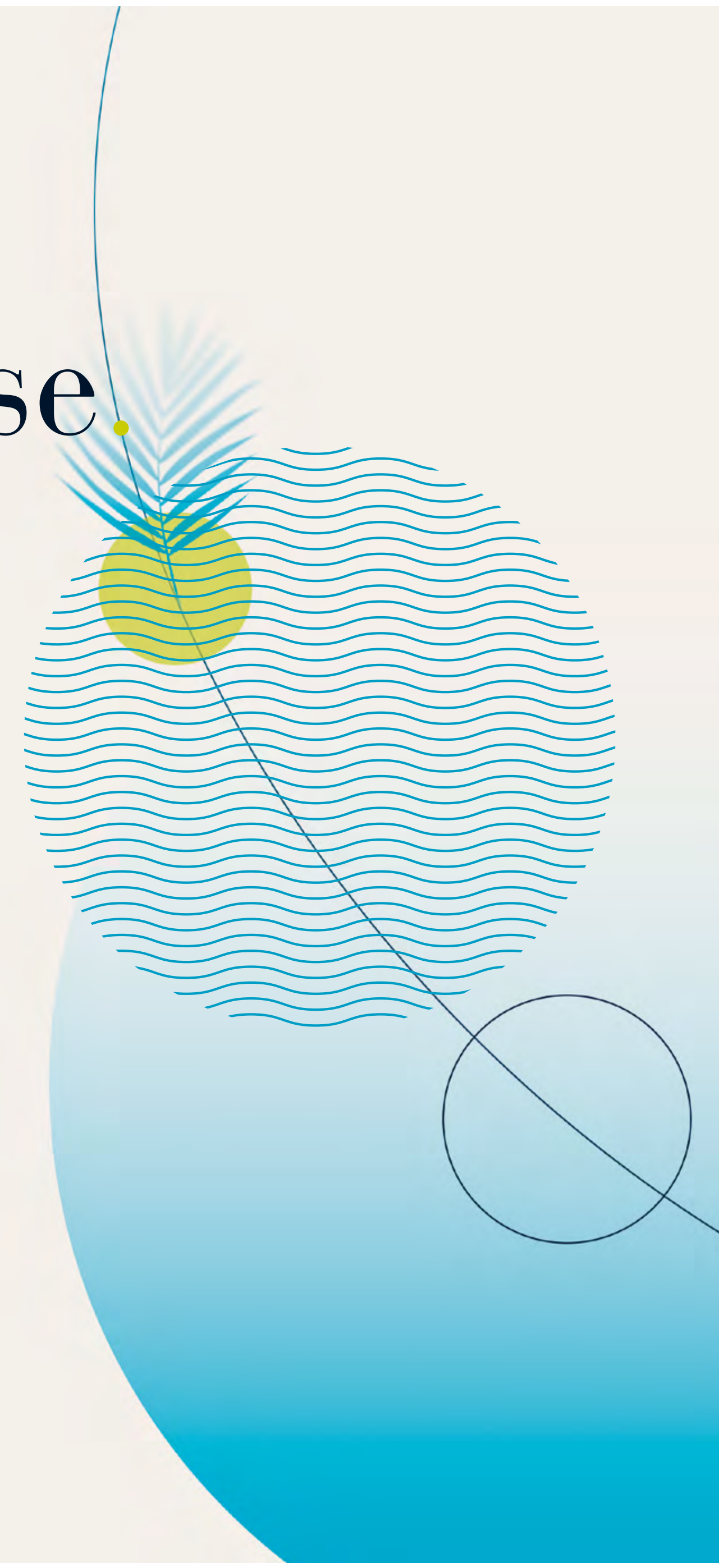
Maintaining a steady course.

While Aéroports de la Côte d'Azur (ACA) may have trimmed its sails to better weather the crisis resulting from COVID, the Group sought to continue its strategy for change throughout 2020. It developed new infrastructure, adopted new tools and continued its environmental transformation in order to fully benefit from the hoped-for increase in air traffic in summer 2021 and expected return to normal by 2023.

p35 **Environment:**
the future taking root

p39 **Further improvement**
in service quality

p42 **Security:**
always on the alert



Environment: the future taking root

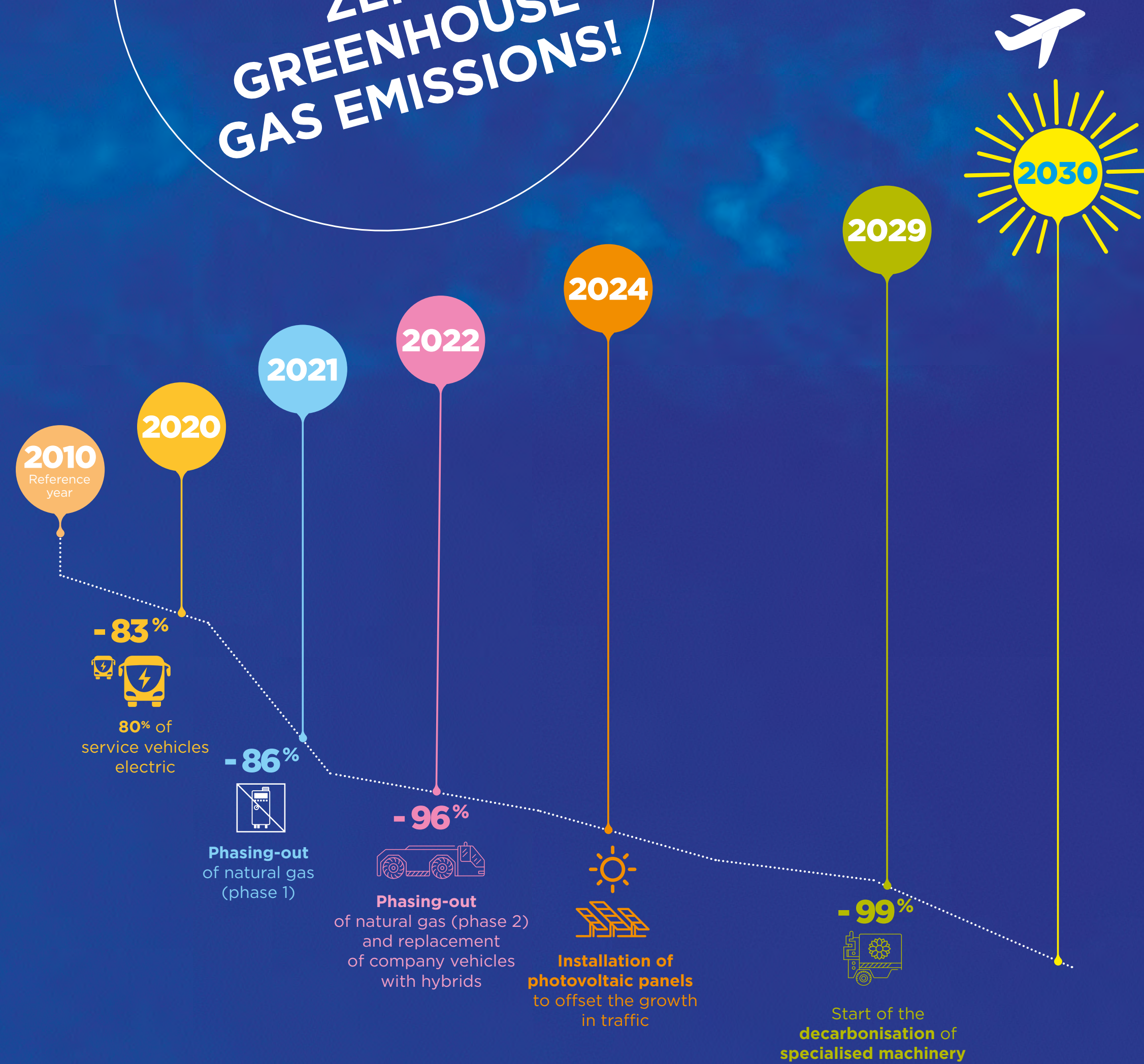


In 2020, Aéroports de la Côte d'Azur continued its NetZero programme to achieve carbon neutrality, without offsetting, for its three airports by 2030 at the latest.

Initiatives were able to go ahead as planned. This was the case, for example, with relamping, which aims to replace all incandescent bulbs still in use on the Group's various sites with the latest generation of highly energy-efficient LEDs. The automotive fleet also saw changes. By the end of 2020, more than 80% of the operator's fleet of vehicles was electric. This factor required, at Nice Côte d'Azur Airport alone, 15 additional charging points to be installed.

This infrastructure further consolidated ACA's commitment to sustainable mobility. This movement has really taken off in recent years with the launch of an electric shuttle service connecting the two terminals and, furthermore, the arrival of the tram network. While the progress achieved in 2020 may have been less spectacular, it is no less significant. It has primarily concerned two-wheeled vehicles, the first of these being electric scooters. Nice Côte d'Azur Airport conducted a trial over a period of several months with City Scoot. This specialist in self-service electric scooters made a dozen scooters available to passengers and employees. The test proved to be a success, and City Scoot could be joining the Renault Mobility station close to Terminal 2 to launch a centre specialised in electric vehicle sharing.

2030 AIM: ZERO GREENHOUSE GAS EMISSIONS!





EVER MORE SUSTAINABLE TRANSPORT

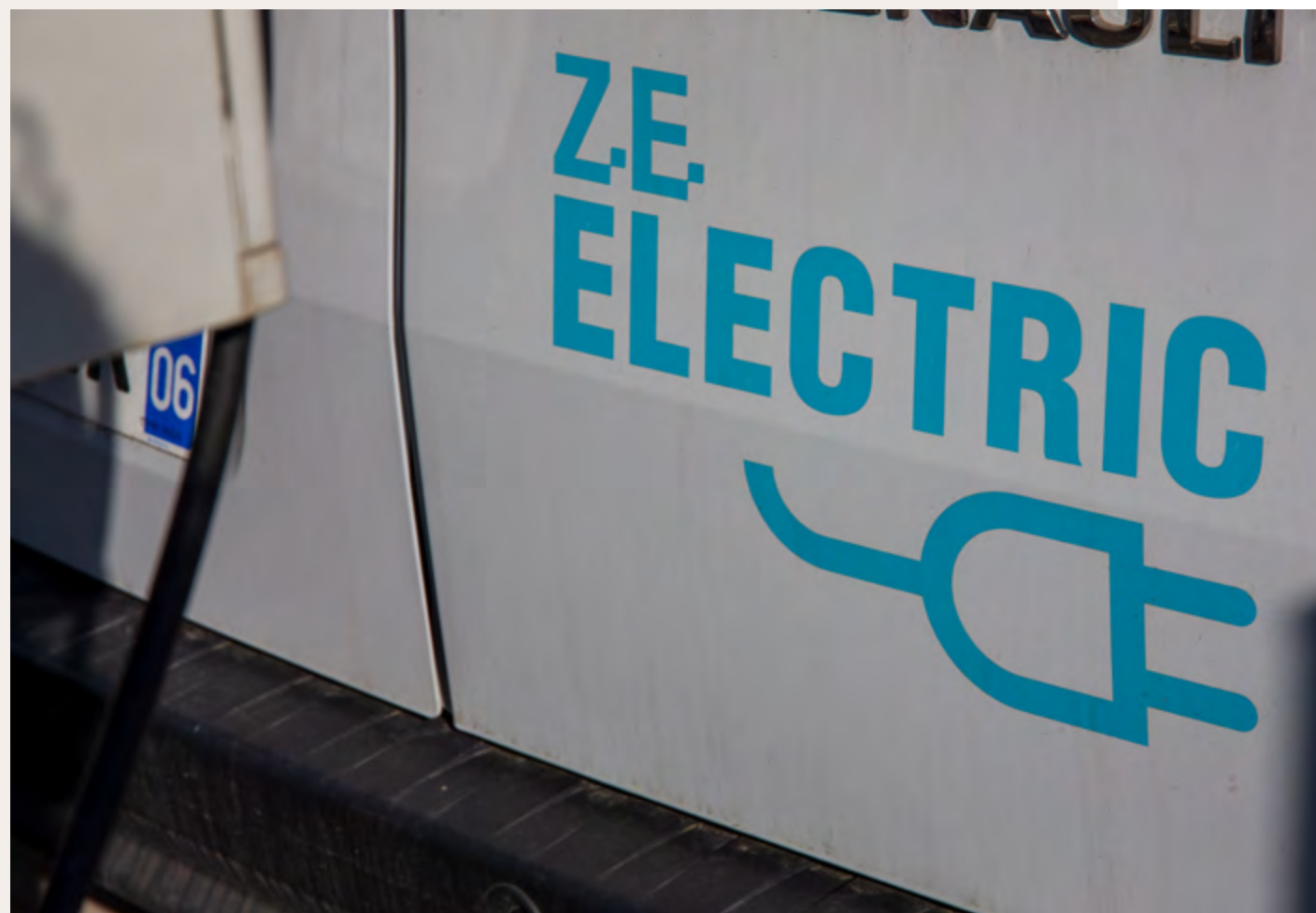
Another big winner in 2020 was cycling. Should we see this as a result of the Tour de France passing through the region? In any case, bikes have established a new presence around and about Nice Côte d'Azur Airport, with increasing numbers across the site. This popularity has reassured the Mobility and Parking Department regarding its decision to develop sustainable transport at the airport.

To consolidate this development in the long term, in accordance with its strategy, the Department created a number of secure covered bike parks in 2020. These provide spaces for 140 bikes in total, at the two terminals and the administrative building. They have experienced very encouraging levels of occupation and attest to the increasing success of the greenest of transport modes at Nice Airport.

HIGH LEVELS OF ENERGY EFFICIENCY

2020 saw Nice Côte d'Azur Airport have its ISO 50001 certification renewed, as well as Cannes Mandelieu being certified for the first time. This certification replaces the energy audit that companies with more than 250 employees are obliged to conduct every four years. However, while this audit is able to identify potential energy savings, it does not indicate how to harness these savings in the long term. The certification route does enable this. And the savings are not only of a financial nature: the initiative makes it possible to better control the energy consumption of all buildings, infrastructure and equipment at the airport (machinery and vehicle fleets, heating and cooling infrastructure, internal and roadway lighting, etc.). This certification ultimately forms part of the NetZero Emission commitment. Because reducing energy consumption goes hand in hand with lower greenhouse gas emissions.

With regard to energy, a further achievement in 2020 was the finalisation of a study on the heating and air-conditioning system for Terminal 1 at Nice Côte d'Azur Airport. The idea, jointly developed by the Technical Department and its partner Dalkia, was to do away with gas by recovering 'clean' heat energy using the principle of a temperate-water loop. In summer, the cooler groundwater of the Var river is harnessed to lower the temperature of fluids cooling the terminal. Conversely, in winter, heat from wastewater at the Haliotis treatment plant for the Nice urban area is used to increase the temperature of these fluids. An agreement between Aéroports de la Côte d'Azur and Dalkia was signed at the very beginning of 2021. Once all this infrastructure is operational by early 2022 at the latest, this innovative system, with notable benefits for the environment, will enable Nice Côte d'Azur Airport to significantly reduce its CO₂ emissions.





Office National des Forêts

The initiative very quickly resulted in real achievements. On 20 October 2020, the village of Saint-Cézaire-sur-Siagne, near Grasse, signed this totally original agreement to enable a plot covering half a hectare that suffered a forest fire in 2017 to be brought back to life, with the planting of 500 new trees. A few weeks later, Carros, a town in the hills north of Nice, entrusted the Group with 2.6 hectares of fallow land, which will be planted with 2,080 holly oaks, rowans and other species suited to the local conditions. An excellent start for an initiative that should enable the airports of Nice and Cannes to soon claim the exclusive title of carbon-neutral airport without offsetting. The Côte d'Azur too will benefit, as the Group, according to its projected investment plan, may contribute to the reforestation of over 80% of the municipal forest area available in the Alpes Maritimes department within the next ten years.

THE CALL OF THE WILD!

In environmental terms, the most spectacular achievement of the year without a doubt concerns the absorption of greenhouse gas emissions, with the creation of the first carbon sink for Aéroports de la Côte d'Azur at the start of the year. The Group planted a forest of 1,200 trees comprising eleven different species on the edge of the runway at Golfe de Saint Tropez Airport.

For now these are saplings, but in just a few years these plants will have grown to absorb the 19 tonnes of CO₂ generated every year by the airport. This capacity will enable it to become the first airport in France and the fourth in Europe to achieve carbon neutrality without offsetting. The long-term prospects are even more promising as, in just two decades, this newly planted area is expected to sequester up to 30 tonnes of CO₂ annually, helping to compensate for a proportion of emissions generated by air traffic to Golfe de Saint Tropez Airport.

AN UNPRECEDENTED INITIATIVE

No forests, however, will be planted at the airports of Nice and Cannes. This would require tens of thousands of trees to absorb their residual emissions. But there isn't the space! Nonetheless, Aéroports de la Côte d'Azur intends to fulfil its aims thanks to a solution based on a principle that is as ingenious as it is virtuous: the reforestation of sites decimated by pests or fires. A joint effort by airport teams, led by the Department for Sustainable Development and the Environment, gave rise to a 'win-win' agreement with the municipalities owning these affected plots and the French forestry office (ONF). Under a specific 30-year agreement, a municipality entrusts its sites to Aéroports de la Côte d'Azur who, in return, oversees their reforestation and maintenance for this entire period with the know-how and expertise of the ONF. An unprecedented initiative in France!

To ensure that this partnership fulfils its expectations in all respects, Aéroports de la Côte d'Azur requested that ONF identify all sites in need of reforestation within 45km of the runways at Nice, and within 30km of the runways at Cannes. Why these radii? Because they correspond to the LTO (approach, taxiing, take-off and climb to 3,000 feet) cycles of aircraft using Nice Côte d'Azur and Cannes Mandelieu. As such, this absorption of CO₂ corresponds perfectly to the area of influence of the two airports.



Further improvement in service quality

Together with the environment, service quality remains the key priority for Aéroports de la Côte d'Azur. As with the environment, the Group has chosen to defy the difficulties encountered and aim for future success. As such, even if 2020 profoundly disrupted both its routine activity and forecasts, in no way did it reduce efforts towards major projects that are set to improve the passenger experience, their safety and that of all airport staff, and air traffic fluidity.

Nice Côte d'Azur Airport undertook all work that needed to be undertaken. The start of works to expand Terminal 2 was indeed postponed as a precaution. There is no doubt that air traffic will soon return to its initial level, and that a need for additional space will once again become apparent at peak periods. The expansion project therefore remains a relevant issue. The Group has taken action in the meantime, examining plans internally to further refine the configuration of the future infrastructure and integrate new services for passengers.

..... AMBITIOUS REFURBISHMENTS

In the first months of 2020, Nice Airport continued its renovation plan for the east wing of Terminal 1, completing the overhaul of aircraft stand 12 and the replacement of the boarding bridges that serve it. In the autumn, it launched the last phase of works, with the upgrading of boarding bridges at stand 14 and stands 16 and 18. In 2021, once this third phase is complete, passengers and airlines will benefit from infrastructure that is more comfortable and modern and offers higher performance than ever before.

Another spectacular renovation was planned for the northern runway for January 2021. But procedures, safety studies and the DGAC (French Civil Aviation Authority) authorisation process had already been initiated in early 2020, and preparatory works began in late 2020 with the installation of an asphalt production plant on the airport site with a capacity of hundreds of tonnes per hour. Opting for on-site production fulfils two aims.





The first is environmental: this avoids an endless to-and-fro of trucks on main roads in the region and around the airport. The other is technical: this approach ensures that machinery on the work site is continually supplied, in a context where interruptions cannot be tolerated.

This is because, to create a sustainable runway, Nice Airport chose to reduce the number of strips of asphalt forming it, and ultimately the number of joins between each strip, to an absolute minimum. The experience of technical teams has shown that these joins are what weakens the infrastructure the most. For example, rainwater enters through these joins. The only way to avoid them is to roll out the strip of asphalt in one go. With these constraints, it is inconceivable to risk an interruption in operations due to a traffic jam or any other incident holding up deliveries.

What about the waste generated by this renovation? The 40,000 tonnes of asphalt recovered when the old surface was removed were fully recycled. Firstly, on site: 5,000 tonnes were reinjected into the runway's new base layer. And the rest? Nothing went to waste! Most rubble will be used again as asphalt for road surfaces. A proportion will even be used in forests: once crushed down, the rubble will be added to an untreated aggregate of sand, pebbles and gravel that is valuable for the hard core of forest tracks.

EVER MORE FLUID AIR TRAFFIC

In terms of air traffic, quality is often equated with fluidity. In this respect, 2020 was a giant leap forward for Nice Côte d'Azur Airport, as demonstrated by the A-CDM (Airport Collaborative Decision Making) certification awarded by EUROCONTROL, the European body for aviation safety. The airport officially joined the twenty or so airports in Europe using this system to manage air traffic. It is based on the real-time sharing of information between key roles involved in Europe's airspace: airports, airlines, ground-handling agents, meteorological offices and air traffic control. The moment that any one of these roles observes an anomaly delaying an aircraft, they inform all of those concerned. They can then adjust their schedule, reassigning resources and reorganising aircraft operations to avoid knock-on delays, which result in inconvenience for passengers, financial losses for airlines, and pollution affecting the environment.

To optimise the benefits of this system, France's second airport in terms of passenger numbers acquired an Airport Operations Center (APOC) in early December. Within the same facility, it groups together all functions related to airport operations: management of passenger flows, baggage sorting, aircraft parking and technical maintenance of equipment. It will later also accommodate teams responsible for airport access, security and safety.



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What is the advantage of grouping together all this expertise? The same as for the A-CDM: better sharing of information for increased efficiency. By comparing their data and coordinating their efforts, the different services can anticipate any operational difficulties, rapidly reorganise to handle an unexpected incident and quickly provide a suitable solution. But the airport has also acquired new IT tools such as the Resource Management System, a solution that optimises the allocation of airport resources.

APOC personnel are even more responsive and effective as their 'control supercentre' was developed alongside the deployment or upgrading of a number of computing applications. In particular, to meet the requirements of A-CDM, two long-standing service providers of Nice Côte d'Azur – RESA and ATRICS – upgraded their systems for managing airport operations. This enabled the centralisation and processing of all data concerning flights to and from Nice, and flight schedule planning to see further increases in efficiency.

The airport also liaised with Blue Wave to create its Surface Manager (SMAN). This tool offers a real-time overview of the area comprising the runways, taxiways and aircraft stands. Amongst other benefits, this makes it possible to track all aircraft in this area in order to manage and display air traffic in real time.

Finally, the APOC resulted in the creation of a completely new tool: the Hypervisor. This system, developed in conjunction with the company PIXYS, has been especially designed for Nice Airport. This 'supervisor of supervisors' enables all data concerning operations to be centralised onto a single interface. This data is then correlated to produce an overview summarising the situation at any given point in time, establishing a preliminary priority for the management of events. The Hypervisor is a highly effective management tool to help better anticipate and respond for guaranteed operational continuity.

..... AVOID BOTTLENECKS

Fluidity does not solely concern runway operations: it is also a consideration in terminals. If congestion occurs somewhere along the passenger's journey, everyone suffers. Passengers become stressed and rush, outlets lose customers and airlines have to wait for those who are late. In 2020, to minimise such scenarios, Nice Côte d'Azur Airport adopted the Passenger Flow Monitoring solution developed by Smart Flows based on anonymised Wi-Fi detection. On a single screen, it enables passenger density to be tracked in key areas through the airport: publicly accessible areas, screening points, shops and restaurants, and boarding areas.



This makes it possible to very easily anticipate or detect bottlenecks and alert operations teams so that they can rapidly respond where required to restore passenger flows.

In the context of the COVID-19 crisis, which has made it a priority to limit the gathering of people, this solution helps ensure that the various health measures already introduced within the airport are correctly applied, in addition to improving the customer experience.

This tool supplements the more detailed monitoring already provided by XOVIS technology using 3D sensors. This technology has very much proved its worth, in particular for monitoring passenger flows and alerting in the event of delays at check-in desks and border control in Terminal 2.

Security: always on the alert

Advanced technology has once again been implemented, but for security in this case. In Terminal 2 in 2020, Nice Côte d'Azur Airport deployed a new X-ray machine for over-sized baggage and the latest-generation tomographic scanners. The first of these is not only safer, but above all quicker. This is because it uses double-vision technology: the object only needs to be scanned once to obtain images from different angles. As for the second technology, these scanners raise the explosives detection capability to unprecedented levels. With formidable reliability, these devices offer optimum image quality, with a 3D view of bags that enables the operator to perform a comprehensive virtual search. By July 2020, Nice Côte d'Azur Airport was to have updated this baggage-handling equipment to comply with security standards (level 3), two months before the date initially set by authorities (subsequently postponed to 1st September 2021 due to COVID-19).

Finally, beyond airport security, significant work was carried out in conjunction with public services to reinforce landside infrastructure against an attack and better protect people. These works to increase security are in accordance with a multi-year plan that will be implemented regardless of constraints related to the pandemic.





2020 Supervisory Board and Executive Committee Members

SUPERVISORY BOARD

14 members appointed for 3 years

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- Eric Ciotti
- Elisabetta De Bernardi Di Valserra
- Christian Estrosi
- Fanny Grillo
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- Sabine Le Gac
- Jean Mouton
- Marco Piccinini
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- Jean-Pierre Savarino
- Catia Tomasetti
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- Giovanni Cavallaro

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- Alain Cammas
- Julien Calvano
- Julie Ricadat

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Members of the Executive Committee

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- Philippe Caseneuve *
- Frédéric Gozlan
- Jean-François Guitard
- Nicole Serruya *
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* Members of the Management Board



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