

AÉROPORTS DE LA CÔTE D'AZUR

Annual Report

2021



— GROUPE —
AÉROPORTS
DE LA CÔTE D'AZUR

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EDITORIAL

After a period of unprecedented turbulence in 2020, Aéroports de la Côte d’Azur worked hard to get back on track. It pursued its driving ambition to become the testing ground for the airport of the future. Innovation, renovation, environmental approach - it activated all its levers, keeping its sights set on the ultimate goal: sustainable development for the benefit of the region.

GOOD TO GO

In 2021, for the second year running, Aéroports de la Côte d’Azur had to conduct its day-to-day business in “Covid” mode. The impact of the pandemic continued to weigh on our traffic as well as our organisation. But this time, unlike the previous year, we were fully prepared to cope with the contingencies. We put in place all the health security measures required to protect our passengers and everyone who works to ensure they have the best possible user experience. That stringent approach earned Nice Côte d’Azur Airport ACI Airport Health Accreditation as early as January 2021. Having secured the full support of our banking partners a year earlier, we consolidated our cash flow and investment needs by issuing our first ever bond. We managed to operate a 100% smooth take-off for APOC, our operations centre. We successfully completed all our scheduled projects, including renovation of the northern runway - our sustainable runway - and replacement of the last walkways in Terminal 1. We even undertook some new projects designed to improve our facilities even further. Lastly, we set up the Long-Term Part-Time Work agreement (APLD), geared to safeguarding our skills and jobs.

All of those efforts ensured that we were able to cruise confidently through this second year of turbulence, reassured by the solidity of our “machine” and the unfailing commitment of its “crew”. We all raised our game, and, as a result, the Group emerged even stronger at the end of the year than at the beginning.

A SYSTEM THAT WORKS

The Côte d’Azur airport system proved its worth once again this year. The complementary nature of our airports led to the best possible performance for our company and its region. Our two major markets, commercial aviation and general aviation, followed two very different growth curves. The former is still in the recovery stage, while the latter is already back in good health. This disparity reinforces our decision to pursue both activities with the same degree of energy and input. Commercial aviation is getting back on its feet. Nice Côte d’Azur drew in two million new passengers in a year, although the Covid pandemic and its succession of variants still affected traffic. There is every chance that 2022 will prove to be an even better year. Airlines

are convinced that recovery is just around the corner, and many of them had already booked slots in the spring-summer schedule before the end of 2021. That meant we were able to announce a network of over one hundred destinations, including nine long-haul routes, even before the end of the 2021-2022 winter season. A record!

As we wait for commercial aviation to truly take off, general aviation is already driving up our results. It is flying high across Europe, as reflected in the positive results posted by Sky Valet Spain and Portugal. And the French Riviera is leading the way: with nearly 54,000 aircraft movements in total, 40% up on 2020, our three airports have returned to their pre-crisis air traffic levels. That upturn is having a knock-on effect on the entire region, naturally, especially since, as shown by our study of the economic benefits generated by our airports in Nice and Cannes, private jet passengers are the tourists who make the highest contribution to the local economy.

A RESPONSIBLE COMPANY

A host of other facts and figures underscore the key role Riviera airports play in the region's prosperity. However, we are keen to stress that our contribution to the local region is not only felt in the economic realm. We are just as active in social matters. In terms of employment, of course, since the 185 companies involved in the two airports in the Alpes-Maritimes region employ over 4,600 people. But that's not all! Via the Aéroports de la Côte d'Azur Foundation, we support local initiatives, and have been funding many local associations for more than ten years, provided they defend either a local cause or a broader environmental issue. Past actions include financial support for Aviation Without Borders as it sought to set up an office in the Alpes-Maritimes region. That input has been largely rewarded by the manifest joy of the disabled children who have been regular visitors to Cannes Mandelieu Airport since spring 2021, sharing the dream of Icarus thanks to "Les Ailes du Sourire" programme.

This year, priority was given to victims of storm Alex. In 2020, we reached out in very tangible ways by providing shelter to victims and some of the people working to assist them. That commitment continued

throughout 2021, since our Foundation provided funding for several volunteers who worked hard to repair and restore the beautiful valleys in the mountains behind Nice.

THE FUTURE OF AVIATION

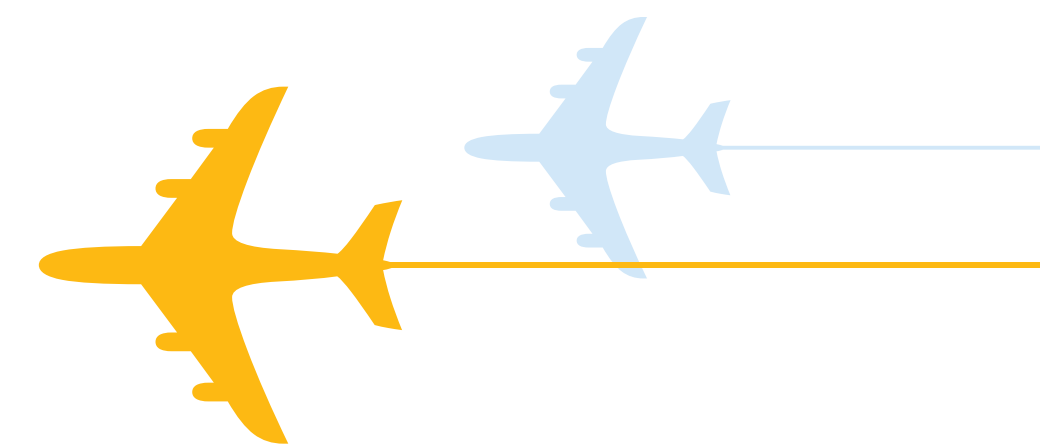
More on the future... of air transport. The sector is going through profound changes, a revolution that will accompany it through to maturity. First, humans conquered the skies, next, they mastered the jet plane: the third step is the sustainable aviation challenge. We are doing everything it takes to bring that day closer. In 2021 alone, we joined forces with Air France and TotalEnergies to promote biofuel. We carried out numerous trials of the Pipistrel Velis Electro, a high-potential fully electric light aircraft, and we joined the initiative to create Urban V, a company that brings together three other European airports striving to make decarbonised urban air mobility a future reality. In the not-too-distant future, electric vertical take-off and landing aircraft (e-VTOL) will shuttle passengers between our airports and the major economic and tourism hubs with zero carbon emissions.

VIRTUOUS INITIATIVES

While the future of aviation lies in the skies above us, it is also intrinsically dependent on what happens on the ground. As airport operators, we have a role to play in the fight against global warming. And we intend to do our bit! For two decades now, we have been striving to reduce our greenhouse gas emissions. In 2019, we took that ambition to the next level; through our NetZero 2030 programme, we undertook to achieve net zero carbon emissions (without offsetting) by 2030 at the latest.

Two years on, we have already made significant headway. In 2021, our three Riviera airports obtained their Airport Carbon Accreditation level 4+ certification. That puts them among the first ten airports worldwide to have satisfied the extremely high standards of the top level of the certification created by Airports Council International. And the journey continues. As proof, Golfe de Saint-Tropez Airport has already moved on to the next stage, becoming France's first "net zero carbon emissions" airport this year. It achieved this feat by constantly striving to reduce its emissions, helped by the carbon sink we created a year earlier next to its runways: over

a thousand trees have been planted to absorb CO₂. Nice Côte d'Azur and Cannes Mandelieu Airports are following that example. Our Group has drawn up several agreements with the villages around our airports, with the goal of replanting damaged forests. We provide 100% of the funding for forest restoration and guarantee their upkeep for the next thirty years, to cover the full amount of our residual greenhouse gas emissions. That makes everyone a winner: our company, our region, the people who live there, the local environment and, more broadly speaking, the whole planet.



BERNARD KLEYNHOFF

Chairman of the Supervisory Board

FRANCK GOLDNADEL

Chairman of the Management Board

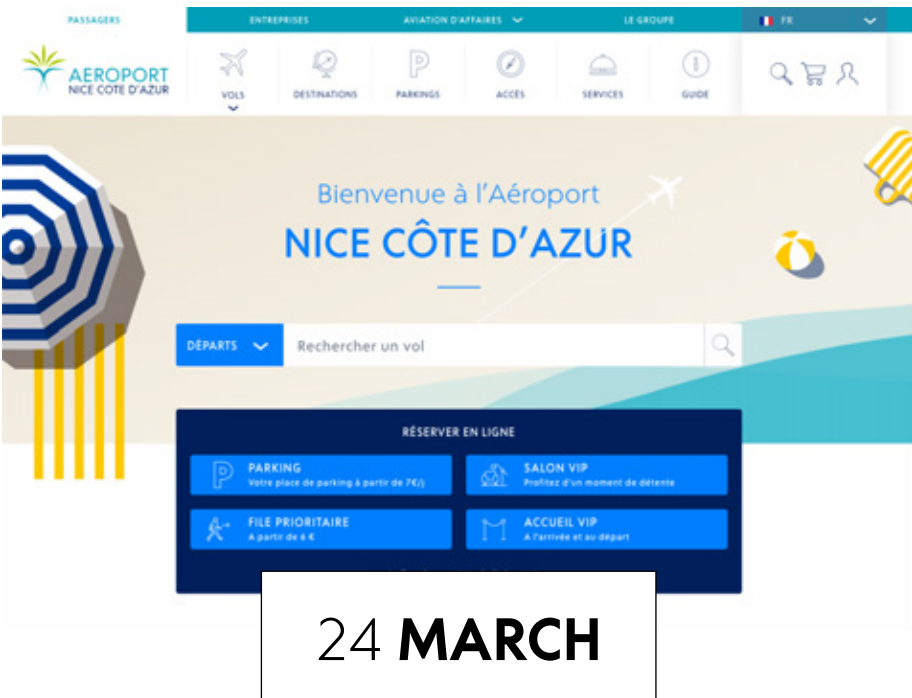
2021 ESSENTIAL HIGHLIGHTS



Nice Côte d'Azur Airport was the second in France to obtain ACI Airport Health Accreditation. This is awarded in recognition of the quality and relevance of the measures taken by Nice Airport to protect the health of passengers and staff during the Covid pandemic.



Nice Côte d'Azur Airport completed the renovation of its northern runway, after four weeks of construction work. A textbook project, in terms of the thorough schedule, as well as the technical skill and control of the environmental aspect.



Nice Côte d'Azur Airport's new website went live, along with the application for frequent fliers - a digital revolution! Users can now enjoy greater interactivity, with access to more functions and information about the services and destinations available from Nice Airport.



2 JULY

After a Covid-induced absence of over a year, Emirates started flying Nice to Dubai again. The next day, a Delta Airlines flight from New York touched down. And the day after that, it was La Compagnie's turn to cross the Atlantic. Three major comebacks that marked the return of long-haul routes departing from the French Riviera.



21 JULY

To cope with the high number of passengers, Nice Côte d'Azur Airport temporarily reopened the international zone in Terminal 1, which had been closed since March 2020. Through to September, it played host to some of the two million passengers who checked in during the summer holiday period.



22 JULY

Like Sky Valet Spain and Portugal, Golfe de Saint-Tropez Airport was awarded the "Safety 1st Clean" label created by the National Air Transportation Association. This recognises the significant efforts made by the airport and its staff to contain the risks stemming from the Covid pandemic.



14 SEPTEMBER

When he took off from Nice Côte d'Azur Airport on board a Pipistrel Velis Electro, Prince Albert II of Monaco became the first head of state to fly on an electric aircraft. He took a thirty-minute flight from Nice to Monaco.



22 **SEPTEMBER**

The French Riviera became a gateway to the stars. An Antonov chartered by Thales Alenia Space took off from Nice, bound for the space centre in Kourou, carrying the SES-17 telecommunications satellite - one of the most powerful ever built - weighing some six metric tons.



27 **SEPTEMBER**

The three Riviera airports became the first in France to obtain Airport Carbon Accreditation 4+, the top level of the carbon management certification programme set up by the ACI. At the same time, Golfe de Saint-Tropez Airport became the first in France to achieve net zero carbon emissions.



1 **OCTOBER**

Aéroports de la Côte d'Azur joined forces with Air France and TotalEnergies for an exciting feat that could well open up new horizons: flight AF 6235 from Nice to Paris became the first domestic scheduled flight 30% powered by sustainable aviation fuel made from recycled cooking oil.



25 **OCTOBER**

Along with three European airports, including Aeroporti di Roma, Aéroports de la Côte d'Azur launched the Urban V project. Its aim: to develop decarbonised urban air mobility by building vertiports, specially designed for electric vertical take-off and landing aircraft (e-VTOL).



26 **OCTOBER**

Franck Goldnadel, Chairman of the Board at Aéroports de la Côte d'Azur, joined the Board of Directors of the European Region of the Airports Council International, the organisation that represents European airports. That appointment underlines the expertise of the man himself and the company he runs.



16 **DECEMBER**

Aéroports de la Côte d'Azur and its partners delivered the first part of Airport Promenade: a building where government services are to be housed. Located at the start of the promenade des Anglais, this ambitious property development project also includes a luxury hotel, offices and stores.



AIRPORT BUSINESS TAKES OFF

Each year brings a new round of surprises. Although the global Covid pandemic continued to affect air transport, its impact lessened throughout 2021. Recovery in the sector became more convincing, and its stakeholders started to reap the benefits. The Aéroports de la Côte d’Azur Group is no exception. Commercial aviation traffic rose again, its general aviation activities did well, and through NAMA, its consulting and engineering branch, its skills drew interest from many airport operators both in France and overseas.

11 **Commercial aviation**
is on the up

20 **NAMA,**
highly regarded expertise

16 **General aviation**
has a good following wind

22 **Sales outlets**
start to emerge from the fog

COMMERCIAL AVIATION IS ON THE UP

What did we expect from 2021? As 2020 drew to a close, Nice Côte d’Azur Airport had high hopes, tempered by a certain amount of apprehension. In the wake of some very difficult months further to the Covid outbreak, the number of passengers using Terminal 2 (the only terminal still open rose suddenly in the last two weeks of December, reaching over 200,000. Helped by the festive season, a partial lifting of the health restrictions and the impressive responsiveness of airlines, that result proved the air transport sector’s ability to bounce back. The challenge was to keep up the momentum...

WINTER 2021, A FALSE START

But when exactly was the sector to bounce back for good? At the start of the year, building on the success of the Christmas holiday period? It was tempting to

be hopeful, especially given that the first vaccines were arriving on the scene. But that’s when the Alpha variant struck. With the first recorded cases in the UK in early winter, it forced some borders to close, caused a drop in travel, imposed lockdowns and ended up stifling the sector’s recovery. The Riviera airports were inevitably affected by the general downturn and suffered some difficult months. In February, the number of passengers dropped back below the 200,000 mark and continued its decline month after month. With just 162,000 passengers in April - 13% of the pre-Covid figure - spring was not synonymous with renewal. The first quarter results reflected that discouraging situation: 1.5 million passengers, a quarter of the number we would have expected before the health crisis. And yet, there is always a patch of blue in the skies above the French Riviera! In May, business doubled compared to April.



The upturn was confirmed in June, as some 500,000 or so passengers took to the skies. Everything pointed towards a dynamic summer season. That outlook was backed up by two factors. First, the number of Covid cases had lowered, and the most stringent health restrictions were lifted. Second, airlines were anticipating recovery, and started expanding their flight schedules. Emirates returned to Nice with four flights a week to Dubai, while America made its long-awaited “comeback”, although its borders remained closed to Europeans. Delta Airlines and La Compagnie started flying between New York and the French Riviera again, gambling on the presence of American customers to fill their aircraft. All of that helped bolster the Nice-based network which, with 90 destinations in 37 countries, still managed to achieve 75% of the record summer 2019 offer.

THE FRENCH RIVIERA, A SAFE BET

The upturn was confirmed as of the first weekend in July. Admittedly, customers seemed to shy away from the big hubs, since many destinations were still out of bounds. Russians and Brits, for example, did not venture back, encouraged by their respective

governments, which erred on the side of caution. On the other hand, the Schengen market, led by the Germans, Swiss and Dutch, fared well, with over 800,000 passengers in two months. But the French Riviera did not just attract foreign visitors. In 2021, more than ever, it proved how much it appeals to French people, who rushed to fill domestic flights. That was a real boost for all airlines operating on the domestic market which, at the start of the season, took the risk of expanding their flight schedule and stepping up their capacity. Between July and August, almost 900,000 people flew between Nice and Paris, Nantes, Strasbourg, Toulouse, Bordeaux, Lille... An unprecedented number, even before the Covid pandemic. Throughout the summer, the boarding areas and Arrivals hall were bustling. So much so that the airport reopened the Terminal 1 international zone from mid-July to early September, to take some of the pressure off Terminal 2 during a particularly dense period. In July, some 930,000 passengers passed through the two terminals, more than half the recorded traffic for 2019. August proved even better, because it even broke the one million passenger threshold. As a result, Nice Côte d’Azur made up nearly two thirds of its gap compared with August 2019.



THE SUN SHONE INTO AUTUMN

Far from grinding to a halt, the dynamic recovery continued into September. With a buoyant domestic market and the return of business tourism, passenger numbers remained satisfactory even through to the end of the year: nearly 900,000 passengers in September and as many again in October, more than 650,000 in November and only slightly fewer in December. In the end, with a total of 6.5 million passengers, 2021 turned out to be significantly better than the previous year. Although we are clearly not back in the league of 2019 and its 14.5 million passengers, with two million extra passengers in a year and a promising second half-year, the worst definitely seems to be behind us, and recovery is underway.

Although the combined effects of the Delta and Omicron variants led to some anxiety at the end of the year, it is unlikely that history will repeat itself. Those fears are also allayed by the optimistic announcements made by many airlines even before the end of 2021. For Nice Côte d'Azur Airport, examples include the confirmation of a third flight to New York (to Newark this time) operated by United

Airlines during peak season, and the news that Wizz Air planned to expand its presence in the region by opening routes to Belgrade, Naples, Tirana and Cluj. The German market, which has been particularly active over the past few months, is poised to grow even further with new flights operated by Eurowings and Condor, a new airline. Finally, Volotea will fly to Cagliari, in southern Sardinia, and Icelandair to Reykjavík, the Icelandic capital.

Nice Côte d'Azur Airport's popularity among airlines did not diminish with the dawn of a new year. Quite the opposite: the first few weeks of 2022 were full of good news, including the prospect of a summer schedule offering over one hundred destinations including nine long-haul routes. A record! With the opening of Nice-Southampton by British Airways and Nice-London Heathrow by Air France, the British market - which accounted for a hefty volume of traffic pre-Covid - looks set to reclaim the place it deserves. With Air Canada and Air Transat, Canada - via Montreal - is convincingly back in the arena. North Africa is also back in the picture, with a Nice-Monastir route operated by Transavia and Nice-Tunis by Air France. Scandinavia is becoming a more prominent feature, with the arrival of Flyr (Bergen



and Stavanger). However, the sunniest outlook once again falls to the Middle Eastern market. Hot on the heels of Emirates in 2021, Kuwait Airways is returning in 2022. What's even better is that those two airlines are being joined by two of their neighbours: Etihad Airways (from Abu Dhabi) and Gulf Air (from Bahrain). All of this looks extremely promising for the French Riviera's tourism industry and for all those who are keen to travel to Asia and Oceania via the hubs of those operators.

CARGO, THE RETURN OF LONG-HAUL FLIGHTS BOOSTS ACTIVITY

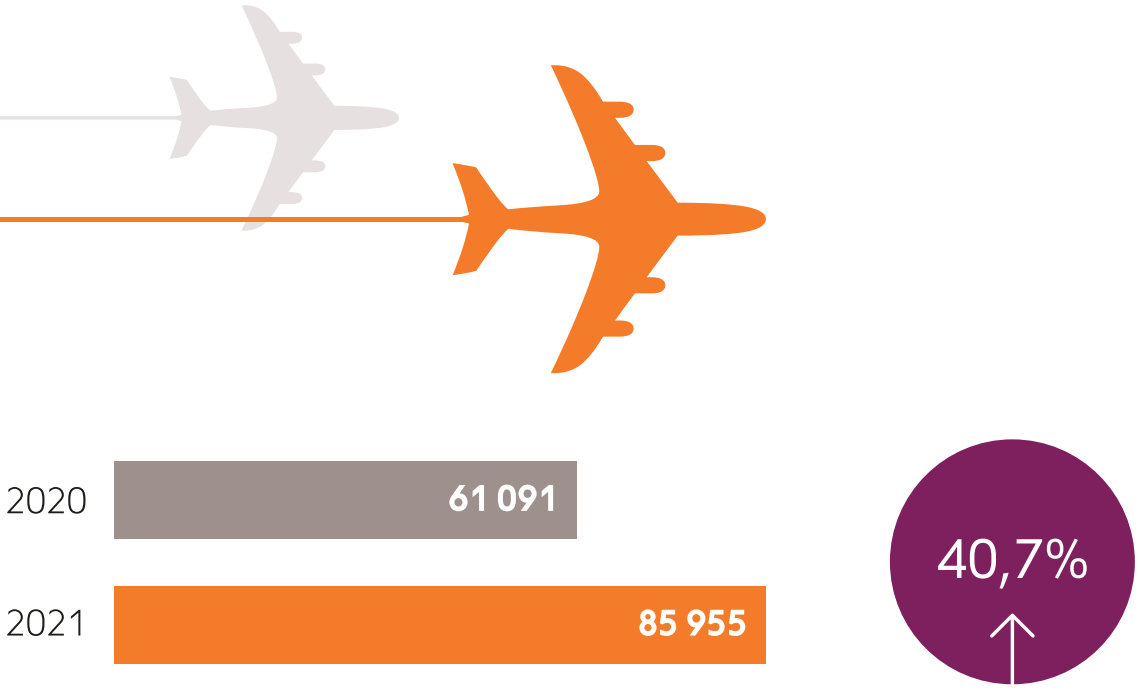
One sector on the French Riviera was particularly hard hit by the health crisis: air cargo. In 2020, the Freight Terminal of Nice Côte d'Azur Airport only handled 7,724 metric tons of merchandise - barely a third of the previous year's volume. All activities took a nosedive: road freight, express freight services and air cargo. However, the latter was the most severely affected, losing 84% in volume, mainly due to a lack of long-haul routes (the most widely used on the market). We know the story, of course: 2021 began in the same

spirit of decline as the previous year. However, in July, the reopening of several intercontinental routes, starting with Nice-Dubai operated by Emirates, the most popular, changed the course of events. Tonnage curves shot up, even though, it has to be said, the Freight Terminal has not yet fully made up the gap compared to 2019. To make that happen, it needs Canadian, Chinese, Kuwaiti and Qatari flights to reopen - the big market drivers. Despite that, the figures remain promising. With 13,455 metric tons of cargo in total, Nice's annual tonnage, all activities combined, is now only 33% down compared with 2019.

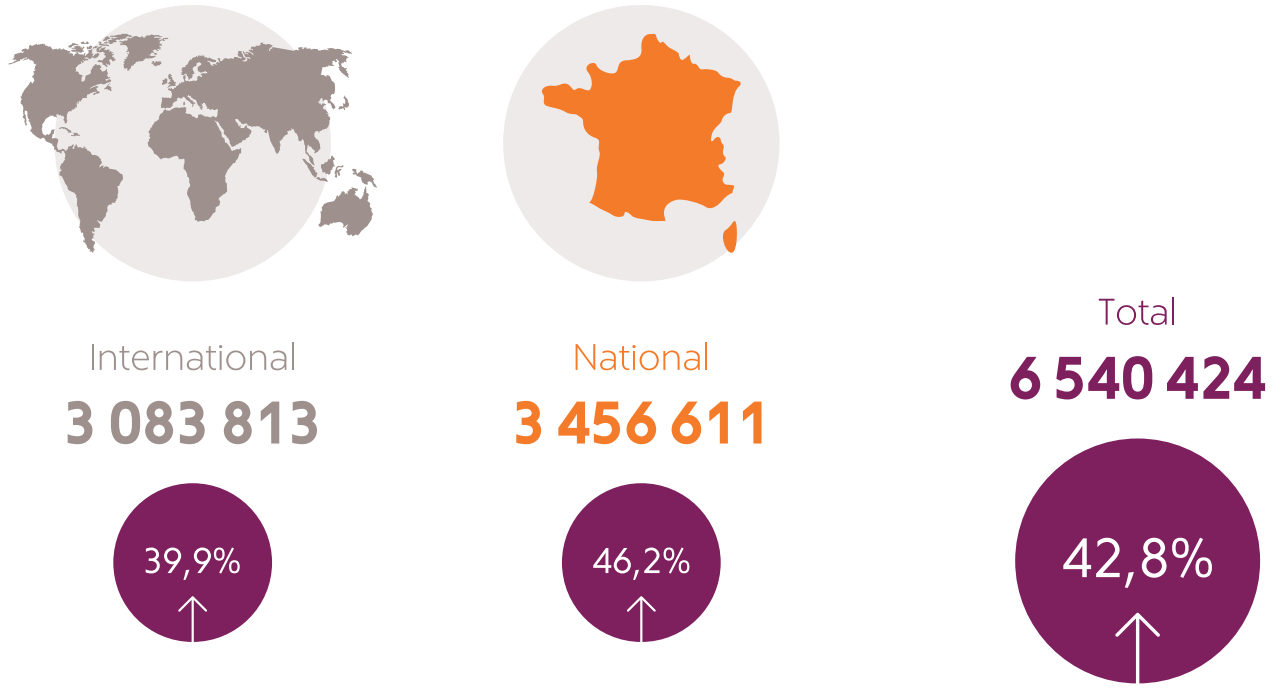
All sectors have benefited from the recovery. Air cargo has more than doubled in a year, while road freight has actually exceeded its 2019 level. That performance will probably only be temporary, of course, since lorries had to replace planes during the crisis. As soon as Nice Côte d'Azur Airport gets fully back on track, a large portion of road freight is likely to be transferred back to air cargo. In the meantime, this temporary shift means regional companies are able to continue exporting their products, while the Nice-based carriers that charter planes are able to contain the repercussions during this difficult period.



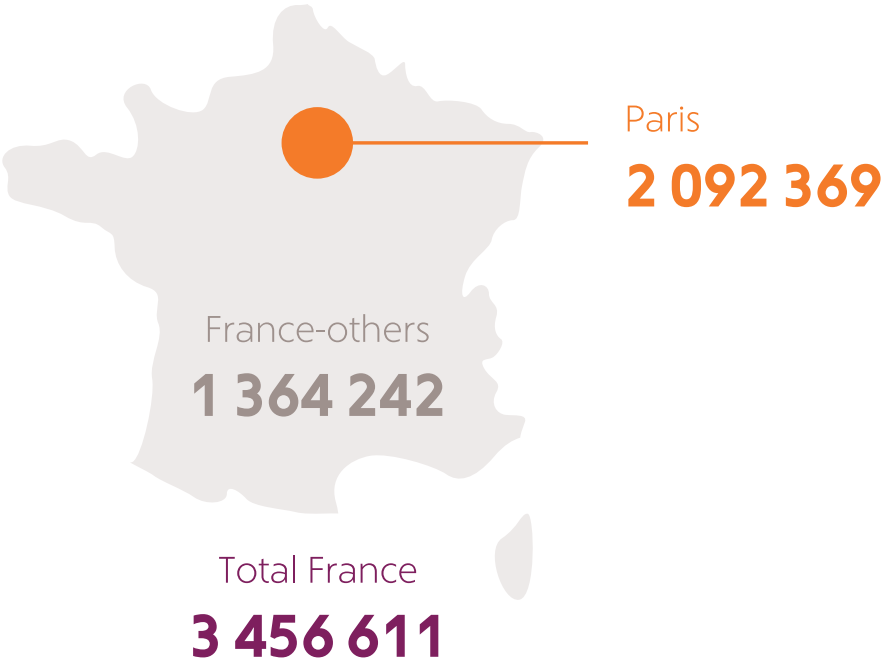
AIRCRAFT
MOVEMENTS



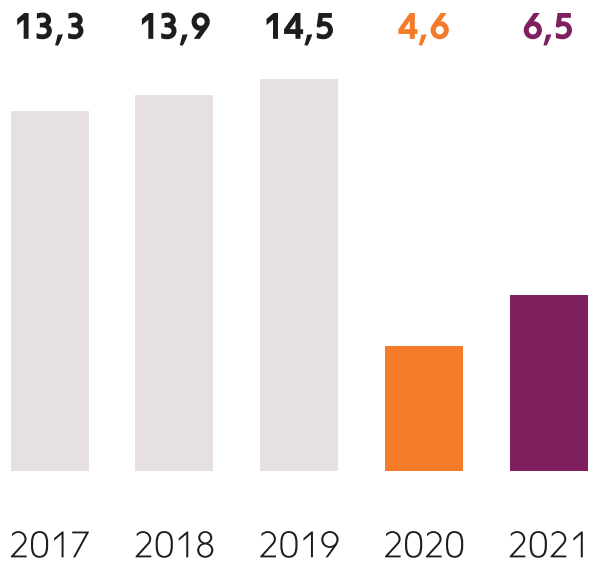
PASSENGER
TRAFFIC



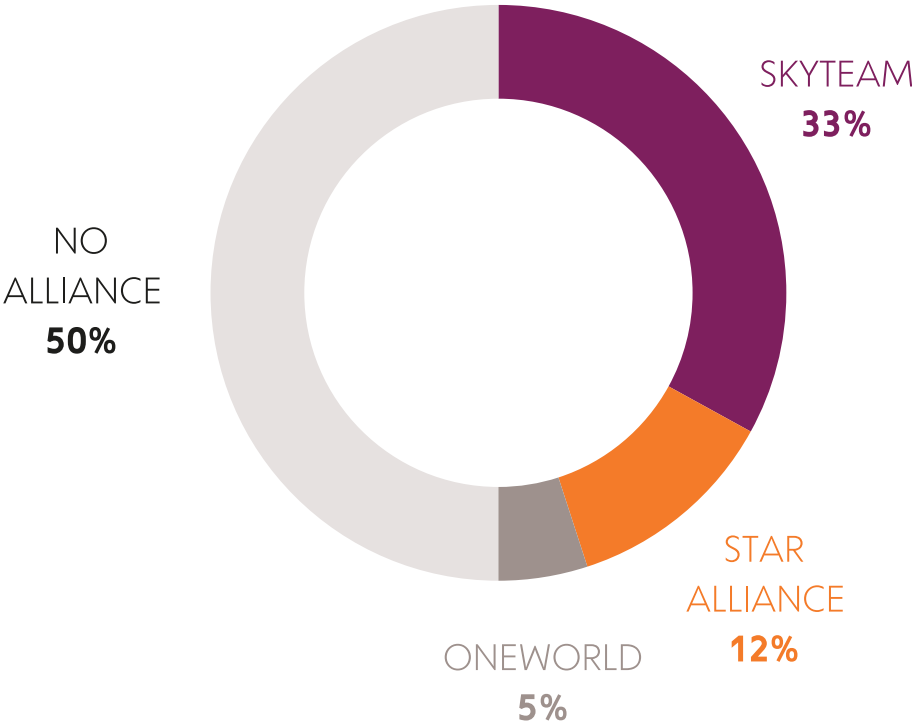
BREAKDOWN OF DOMESTIC PASSENGERS
IN FRANCE



NUMBER OF PASSENGERS
(millions)



COMMERCIAL PASSENGERS
PER ALLIANCE



GENERAL AVIATION HAS A GOOD FOLLOWING WIND

Movements 2021	Business Aviation	Helicopters
Nice	37 077	15 037
Cannes Mandelieu	12 919	15 891
Golfe de Saint-Tropez	3 736	1 627
Total	53 732	32 555
2021/2020	49,7%	43,4%

Sky Valet Spain and Portugal	22 330
Total	76 062
2021/2020	49,5%

Not everyone came through the Covid crisis in the same way. Some will struggle to recover for a long time, while others have quickly come out the other side of the tunnel. The different results posted by commercial aviation and general aviation illustrate the point perfectly. While the former is slowly

making up the losses it sustained during the pandemic, the latter has already reached cruise speed. Proof lies in the healthy role played by that part of the business within the Aéroports de la Côte d’Azur Group.



PREMIUM TOURISTS ARE BACK IN FORCE

The 2021 results for the three Riviera airports are particularly revealing. It shows a 40% increase compared with the previous year, and a number of aircraft movements that actually tops that of 2019. This is excellent news for the French Riviera, given that private jet passengers spend 1,390 euros a day on average. At that rate, we estimate that several hundred million euros were injected into the local economy.

After proudly becoming France's first "net zero carbon emissions" airport, Golfe de Saint-Tropez Airport saw its traffic rise by over 25%. With an increase of nearly 40% in one year, Cannes Mandelieu began the journey back to "business as usual". However, with over 37,000 aircraft movements, Nice Côte d'Azur remains the strong link in the Riviera airport system, a role that has been further boosted by its even more efficient Business Aviation Terminal. Extensive construction work was carried out, leading to an enhanced passenger experience and even better operating conditions within this premium terminal. For example, the cross-border area was brought up to current standards in April 2021, with clearer

segregation of the Schengen and non-Schengen channels. Further improvements were made in December, when the parking area for agents' vans was redesigned to ease traffic circulation, and the entry doors to the publicly accessible building were reorganised to leave room for a baggage trolley storage area.

LIGHT TURBULENCE AHEAD

As far as general aviation is concerned, French Riviera airports have moved onto the next, post-Covid chapter of their history. Well, almost! Some sectors remain subject to transport-related health restrictions. Helicopters are one example. It is true to some extent that helicopter flights increased at all three airports, making up for the very steep decline in 2020. However, they suffered a further blow this year, with the temporary closure of the scheduled flight between Nice and Monaco. Large aircraft were also sadly lacking. Because airport charges are partly calculated based on weight, and because wide-body aircraft generally have to park up for longer than their smaller comrades - Phenom 300, Falcon 10 and Citation Jet, for example -, the partial absence



of Global Express, 737 BBJ and similar inevitably had an impact on the overall results.

What were the causes? The worrying health situation in Russia in 2021, the obstacles facing passengers looking to travel between Russia and France, the sluggish return of American passengers, put off by successive pandemic waves in Europe, and the delayed return of Middle Eastern passengers, who waited until August before making their way to Mediterranean holiday spots. Despite that, let's not downplay our success: in 2021, the French Riviera attracted impressive numbers of high-end customers, confirming its position as a solid player in the luxury tourism industry. And that is definitely the main takeaway!

SKY VALET IS RIDING HIGH!

While no-one can deny that the attractiveness of the region itself partly explains the solid performance of the Riviera airports on the general aviation market, it is not the only reason. Many other factors influenced the sharp rise in general aviation traffic. First, the offer: by streamlining their fleet as

much as possible, cutting their costs, and refining their business model based on the collaborative economy, many operators managed to make private jets more affordable than ever. But they are not just less expensive: they are also considered safer, with the risk of contracting the Covid virus perceived as low compared with commercial aviation. And the number one advantage: they save time. Quick boarding and direct routes are precious at a time when many commercial routes have been forced to close due to the pandemic and its consequences. That explains why Riviera airports were not the only ones to take advantage of the dynamic upturn in general aviation. As a specialist FBO (Fixed-Base Operator), Sky Valet, a subsidiary of the Aéroports de la Côte d'Azur Group, also reaped the benefits in the four corners of Europe. On the Iberian Peninsula to start with, where the Spanish and Portuguese subsidiaries did well: aircraft movements were up 60% for the year. This growth was very clear in Spain, where traffic began to increase as the days got warmer and reached new heights during the summer. More surprisingly, high passenger numbers continued throughout the autumn and up to the end-of-year holiday season. The result: 17,000 aircraft movements for 2021 alone.



On the other hand, recovery in Portugal was slower off the ground. Held back by health restrictions, which remained in place until mid-summer, and deprived of one of their best customers, which made the decision to develop its own handling business, Portuguese stopovers were few and far between throughout the entire first half of the year, even through to July. The clouds suddenly cleared in August, and the fine spell stretched on to the end of the year. Accordingly, Sky Valet Portugal ended the 2021 financial year in a strong position, posting positive financial results and perfectly respectable traffic levels with over 5,000 aircraft movements handled.

What about the other stopovers handled by Sky Valet? Like their French, Spanish and Portuguese partners, the members of Sky Valet Connect, who met for a conference in September 2021 for the first time since the group was launched, all noted an upturn in business. Optimism is now dominating the outlook. At Omega Aviation, for example. During 2021, after Varna, Sofia, Burgas and Gorna Oryahovitsa, the Bulgarian FBO, one of the earliest members of Sky Valet Connect, franchised its fifth base: Plovdiv, the country's second-largest city. This new base gave even more weight to Sky Valet's ambition to become one of Europe's most dynamic networks.



NAMA, HIGHLY REGARDED EXPERTISE

What a year! Staff from NAMA, Aéroports de la Côte d’Azur Group’s airport consulting, training and management brand, won new contracts right up to the last days of the year. For example, Courchevel Airport reached out for assistance to help it obtain Airport Carbon Accreditation level 1 certification, while Pointe-à-Pitre Airport ordered a study on the future development of its general aviation activity. Finally, keen to take advantage of the open skies agreement between the European Union and Qatar signed in October 2021, Aéroports de La Réunion enlisted expert assistance from the Nice-based brand to draw up its planned route between the French island and the Gulf state. These three pieces of good news meant 2021 ended exactly as it began: with a bang!

A REASSURINGLY FULL ORDER BOOK

The year began with a flurry of success stories. Satisfied with the initial route studies conducted by consultants from Nice, Châteauroux Airport upped the ante by submitting a fourth order for a possible route between the main city in the Indre département and Morocco. Saint-Pierre Airport in La Réunion enlisted support from NAMA to reflect on the future layout of a business park on the outskirts of the airport zone. Back in mainland France, the Greater Châteaudun Council is preparing to transform air base 279 into a civilian airport. As part of the planned transformation, it delegated a technical inventory of the current facilities and a financial plan for upgrading them to a group led by Aéroports de la Côte d’Azur.



FIVE CENTRES OF EXCELLENCE

The following months were equally successful, and NAMA's order book grew steadily. It includes some regular customers, such as Dakar Airport, Avignon Airport, the Corsican Transport Office and Corsica CCI, respectively owner and operator of the island's four airports, and the Aéroports du Cameroun Group, which operates the country's seven major airports (including Douala and Yaoundé) and, for the third time running, enlisted support from the Riviera-based experts to draw up its five-year strategic plan. Yet, 2021 was also a year of "firsts": Aéroport Martinique Aimé Césaire (strategic plan), Chambéry Airport (general composition plan), Caen-Carpiquet Airport (development of the domestic network), and more.

This customer portfolio, which includes long-standing customers and newcomers, the dynamic activity it stimulates, and the diversity of assignments entrusted to the Riviera-based experts say a lot about the image of Aéroports de la Côte d'Azur within the realm of airport management. Its expertise is widely recognised. Or, more accurately, its many areas of expertise! This year more than ever, the Riviera-based

company demonstrated the full extent of its skills. While strategy and network development, its long-standing prime areas of expertise, remain essential, NAMA has now become a benchmark enterprise in the fields of general aviation, engineering and the environment. And each of those centres of excellence played its part.

For example, the Aéroports de la Côte d'Azur Technical Department carried out several successful projects: consulting engineers for expansion of the terminals at Ajaccio and Figari Airports, production of the general composition plan for Saint-Pierre Pierrefonds Airport in La Réunion, and support for all of Corsica's airports and Avignon Airport as they worked towards EASA certification. Environment specialists from the Sustainable Development Department were also extremely active: they monitored the trajectories of helicopters in the Gulf of Sainte-Tropez on behalf of the French Civil Aviation Security Agency (DSAC). In parallel, they helped Corsica's airports and Saint-Denis-de-l'Hôtel Airport in Orleans to obtain their level 2 Airport Carbon Accreditation certifications. A diverse range of projects and skills that guarantees a bright future for NAMA.



SALES OUTLETS

START TO EMERGE FROM THE FOG

The sales outlets at Nice Côte d’Azur Airport have weathered the storm, but miracles are off the menu. With several hundred thousand passengers in the first four months of 2021, they were very hard hit by the sharp drop in air travel due to the health crisis. Throughout the early months of the year, the priority of Aéroports de la Côte d’Azur was to review all the concession agreements to help its partners get through a difficult period. That helping hand enabled all the stores and food and drink outlets in Nice Côte d’Azur Airport’s Terminal 2 to keep their doors open in challenging yet survivable circumstances, until passenger numbers increased to the usual levels.

LEAPS AND BOUNDS

The boost came in the last weeks of spring. It began with a slight upturn, before truly taking off as the summer holiday season got underway. With passenger numbers rising to around one million a month, the heat was well and truly on for everyone! For storekeepers in the Business Aviation Terminal, who took full advantage of high levels of general aviation traffic and more than doubled their revenue in a year. For those located in the Terminal 1 international zone, who pulled out all the stops to welcome passengers and offer them a top-quality shopping experience when the Terminal reopened at the last minute to cope with a surge in passenger numbers. Lastly, and most importantly, the stores and restaurants in Terminal 2, where business took off suddenly, leaving the sluggish atmosphere of the early part of the year in its wake.



SHOP TILL YOU DROP

The apathy of 2020 faded into oblivion, as revenue for July and August shot up by 76%, and business remained strong through to the end of the year. The same was true for high-end stores which, despite the absence of so-called “high contributors” (Russians and Asians), managed to draw in high numbers of customers. One example is the impressive performance of Hermès, which actually recorded its second-best summer result since setting up shop at Nice Airport. How do we explain these great results? Desire!

The lockdowns imposed during the first quarter of 2021 obviously left their mark. Deprived of window shopping and clothes-buying sessions for many months, passengers travelling through the French Riviera rushed to the airport stores with tangible enthusiasm. Proof lies in the fact that the average annual shopping basket per passenger rose by 15% in a year. French customers returned to their pre-crisis spending levels, while the Germans, who flocked to the French Riviera this year, were a great source of income for fashion stores. On top of that, the promotional campaigns that traditionally give

a solid boost to summer sales were resoundingly successful. The small gifts and gift vouchers handed out as part of that campaign did their job perfectly, encouraging customers to enter the stores and ultimately, driving up sales.

Nice Airport’s second wind in terms of sales was felt beyond the terminals themselves. Car Rental Centre companies also benefited from the upturn and their fleets were put to frequent use, although they had admittedly been reduced compared with 2019. Here again, reflecting the pattern observed in shopping outlets, average customer spending was on the rise, with many customers opting to upgrade when lower-category vehicles were unavailable. Affected by their fear of catching Covid, many passengers chose to avoid public transport, preferring to rent a private car. That attitude also explains the high number of people using the car parks located near to Terminal 2 during the second half of 2021.

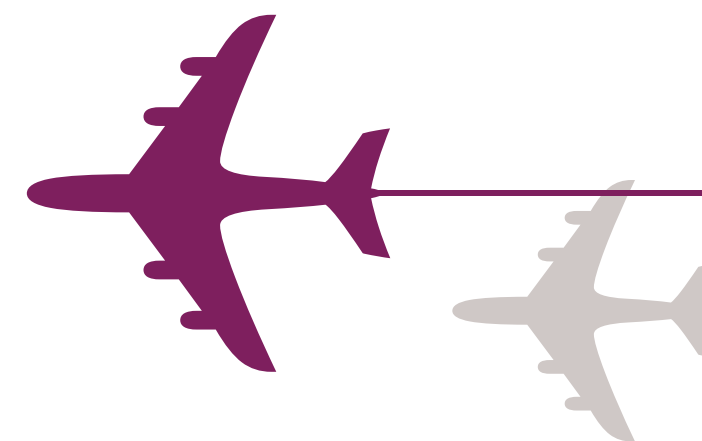


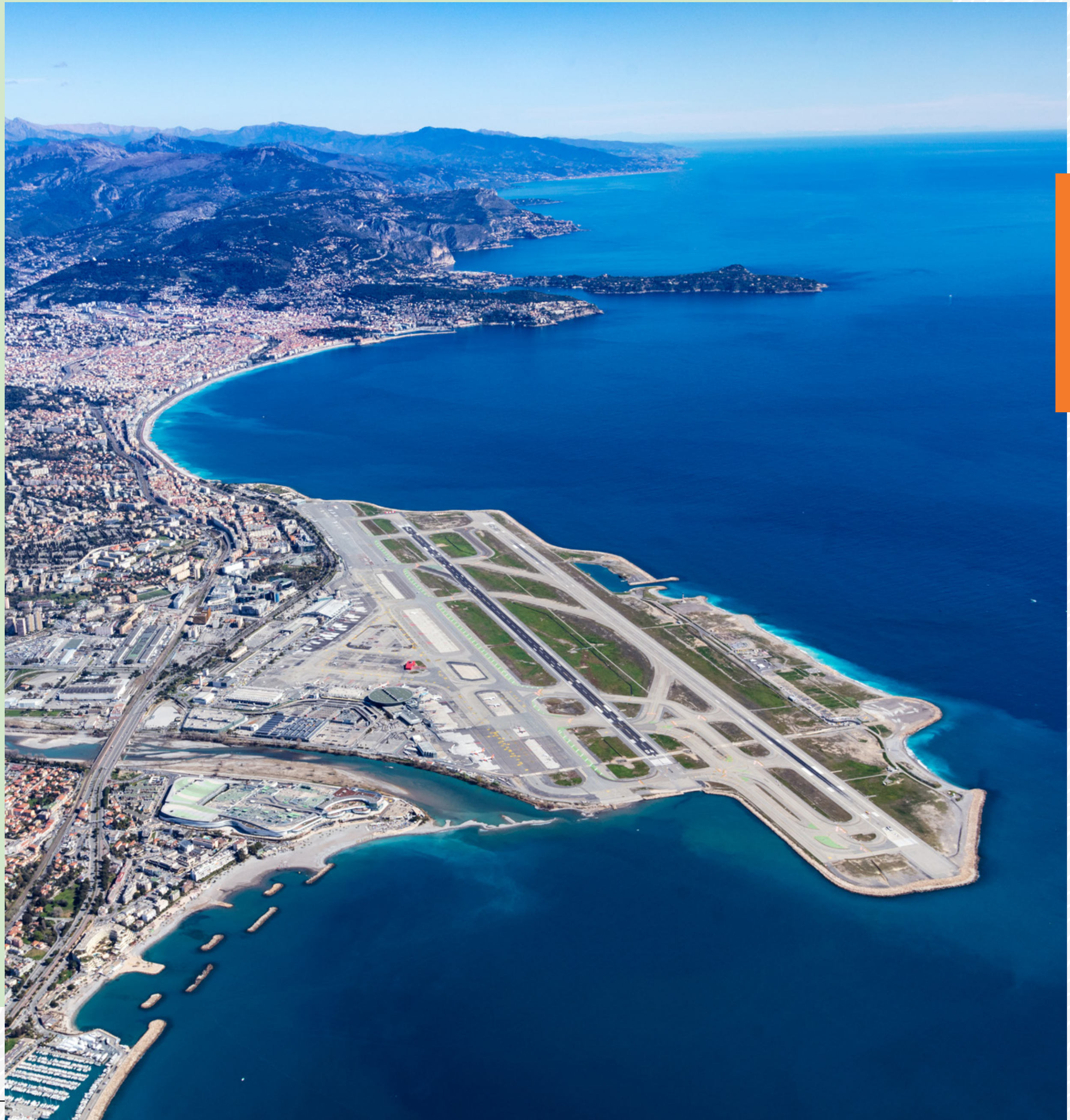
THE SHOW MUST GO ON

Passengers were not the only people to return to the car parks at Nice Côte d’Azur Airport. Businesses and enterprises were also back on the scene. Having been forced to take a back seat for a long time, events-related activities started up again in September, with company seminars, film shoots and - highlight of the agenda - Audi’s event to celebrate the 40th anniversary of the famous Audi Quattro. Showcasing several examples of the TTRS, RSQ3 and e-tron GT, its brand-new all-wheel drive models, the German manufacturer organised a host of press and VIP test drives from the G2 car park, which was reserved for the event for two weeks, from 10 to 24 September.

Cannes Mandelieu Airport followed the same pattern. H16 Events, its events brand, embarked on a brighter period. Although Bugatti lifted hopes of an imminent recovery back in May, when it chose Cannes Airport as the setting for its advertising clip for the Chiron Super Sport, not until the final quarter of the year did the contracts truly start to roll in. The most noteworthy included: The shooting of a scene for the Series Mammals, for Amazon Prime,

with James Corden and Sally Hawkins, two well-known actors in the UK, and Peugeot’s international press convention. The car manufacturer, based in the Franche-Comté region, took over Hangar 16 - the airport’s most stylish venue - for three weeks, to showcase its new 308 & 308 SW in front of dozens of journalists who came along to test drive them every day.





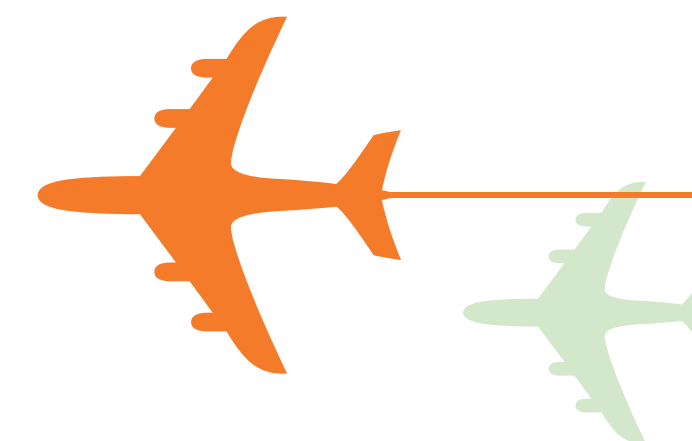
SUSTAINABLE DEVELOPMENT LEADS THE WAY

The airport system formed by Nice, Cannes and Saint-Tropez Airports is a wonderful asset for the French Riviera. Greatly involved in local life, a creator of jobs and prosperity throughout the region, it constitutes a strong, dynamic link between the region and the rest of the world. It fully intends to carry out that role “sustainably”, continuing to grow and serve local residents whilst reducing its environmental impact year after year. This fine balance depends to a large extent on one important step: NetZero 2030, a policy that will usher in net zero carbon emissions by the end of the decade.

26 **A Group**
that serves its region

29 **Aéroports de la Côte d’Azur**
accelerates the momentum
to cut greenhouse gases

A GROUP THAT SERVES ITS REGION



It is hard to overstate the importance of the Aéroports de la Côte d’Azur airports to the region in which they are located. The figures speak for themselves: they are an essential part of the region’s economic development. They also provide a springboard for the happiness of millions of people, from those who travel across the globe seeking new adventures to those who set off to be reunited with loved ones, along with the many students who, every year, embark on a year’s study abroad without cutting ties with their home region. Those are all happy events; sadly, there are more sobering moments too, of course. And there again, the airports step up their game to meet the challenges. Setting up stringent controls to contain the Covid pandemic. Supporting volunteers who give their time to help those in need. All of that makes Aéroports de la Côte d’Azur an exceptional company: a private company, for sure, but one

that has always been, and continues to be, a key contributor to the community.

--- A SURE SIGN OF PROSPERITY

It is often said that the Aéroports de la Côte d’Azur Group and its Nice and Cannes Airports play a key role in the development of the Alpes-Maritimes region. But to what extent do they actually contribute to the local economy? We put that question to the consulting firm Utopies which, drawing on a lengthy investigation conducted using the 2019 database - the last pre-Covid figures - delivered its verdict in spring 2021. And the figures speak volumes! The Riviera-based airport system is a major economic hub with 185 companies present at the two airports, employing 4,672 people in total.

On top of its intrinsic value, Aéroports de la Côte d’Azur is also outstanding in terms of the wealth it generates. The Riviera airports and their associated companies - either because they are directly present on one of the sites, or because they are suppliers for those sites - account for 1.4 billion euros in GDP (Gross Domestic Product) and some 20,586 jobs. The economic benefits generated by their passengers are even more significant. In 2019, they were estimated to represent 82,490 jobs and 4.4 billion euros in GDP. It has to be said that passengers seem to spend lavishly, especially when they arrive by private jet. Some 58,000 visitors used that form of transport in 2019. And each one of them spent an average of 1,390 euros per day during their stay.

All things considered, the economic weight of Nice Côte d’Azur and Cannes Mandelieu Airports stood at 5.8 billion euros in GDP and over 103,000 jobs.

That precious source of revenue benefits most of the region’s business sectors: hotels and catering, with the creation of nearly 18,000 jobs, the construction industry, health, education, retail, corporate services, and so on. Finally, it is also important to note that the two airports in the Alpes-Maritimes region have an influence well beyond their local area. Again, based on 2019 figures, their passengers also contributed 218 million euros to the economy of Monaco. And the “airport” effect even plays a role on the other side of the border: it accounts for some 1,100 jobs in neighbouring Italy.

ANTI-COVID DEFENCE

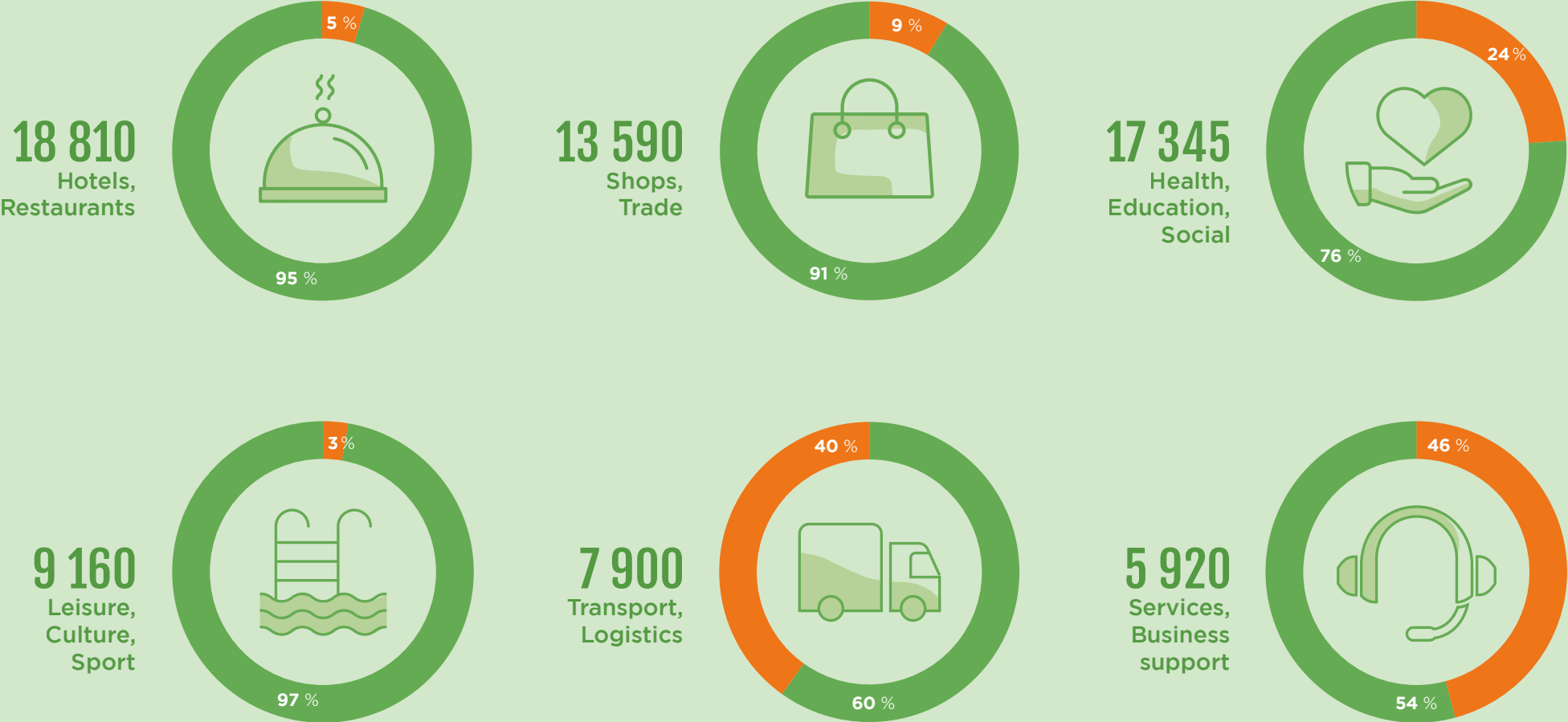
The findings of the Utopies investigation place Aéroports de la Côte d’Azur among the major drivers of social and economic life on the French Riviera, without a doubt. Sadly, though, the negative effects of the health crisis and the ensuing slowdown in the air transport sector were also highlighted in the report. Thankfully, after a very difficult 2020, airport business is back on track, and the Riviera-based Group is once again playing its role as economic booster.

THE SECTORS MOST IMPACTED BY THE ACTIVITIES OF THE NICE CÔTE D’AZUR AIRPORT

TOP 6 SECTORS IMPACTED, 75% OF JOBS SUPPORTED

Sectors impacted by the activities of the airport

Sectors impacted by tourism generated expenditure

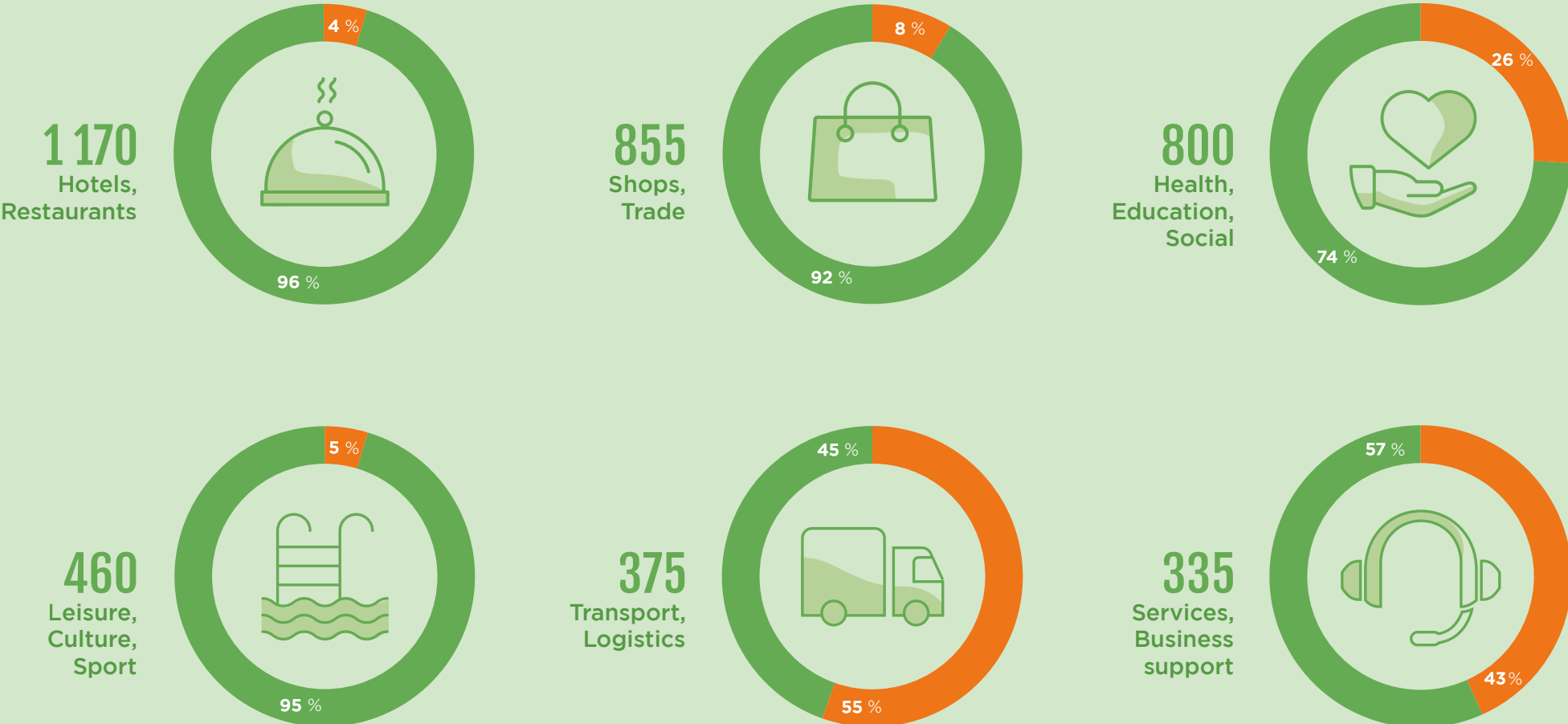


THE SECTORS MOST IMPACTED BY THE ACTIVITIES OF THE CANNES MANDELIEU AIRPORT

TOP 6 SECTORS IMPACTED, 75% OF JOBS SUPPORTED

Sectors impacted by the activities of the airport

Sectors impacted by tourism generated expenditure



The upsurge in commercial traffic and, more markedly, the recovery of general aviation, is once again allowing it to make huge contributions to the regional economy. It is also helping to stimulate the job market. Recruitments, which had been frozen since the start of the pandemic, started to pick up again in 2021, and around fifty vacant positions were advertised as the months went by.

The contribution of Aéroports de la Côte d'Azur to the daily life of its region cannot simply be considered in economic terms: it is also a key part of society. In this respect, Nice Côte d'Azur Airport found itself at the forefront of the fight against the Covid pandemic in 2021, for example by protecting its staff to limit the risk of either them or their friends and family falling ill and passing on the virus. In one year, 100,000 face masks were handed out to staff, and eight versions of the "Health, safety and Covid-19" awareness-raising booklet were published. The results were tangible, since no cluster was ever reported at the company. At the same time, Nice Airport acted as a buffer between the region and those countries deemed to be high risk. By setting up a dedicated airside testing zone at Terminal 1, thousands of passengers from "red" countries were tested as soon as they landed, all year long.

— DELVING DEEP, EMOTIONAL UPHEAVALS

The French Riviera was struck by not one but two plagues in 2020! Unfortunately, coming on top of the Covid crisis, storm Alex hit on 2 October. When disaster struck, given the terrible damage inflicted on the towns and villages around Nice, Nice Côte d'Azur Airport immediately made its runways available to emergency helicopters, while Terminal 1 sheltered victims of the storm and the associations assisting them. Life moved on, yet the Riviera Airports operator did not forget those who had lost so much a year earlier. In early spring 2021, via its Aéroports de la Côte d'Azur Foundation, it took part in the great show of solidarity extended to victims of storm Alex, by funding two outstanding actions. Firstly, the restoration, under the stewardship of the Riviera Rotary Clubs, of Fontan canal, a water body that irrigates the crops of more than 120 homes in the Roya valley. Secondly, by acquiring a utility vehicle for the "Week-Ends Solidaires" association and its one hundred or so volunteers from across the region, all of whom made the effort to come and help people living in the damaged valleys (Tinée, Vésubie and Roya) to repair their villages and infrastructure.

And if it's not the Aéroports de la Côte d'Azur Group that reaches out to associations, associations reach out to the Group! In 2021, the Aviation Without Borders NGO opened its local office at Cannes Mandelieu Airport. It immediately got to work, for example by launching the regional section of the national "Les Ailes du Sourire" programme. The goal of this operation is to offer children suffering from a physical, mental, sensory or social disability the opportunity to take their first flight. As soon as spring began, and with support from the Union Aéronautique de la Côte d'Azur (UACA), Aviation Without Borders organised its first flights, offering dozens of young people an amazing experience, marked by a spirit of friendliness and emotion. This inspiring initiative is poised to last: around ten sessions are already planned for 2022.

AÉROPORTS DE LA CÔTE D'AZUR ACCELERATES THE MOMENTUM TO CUT GREENHOUSE GASES

Contributing to the local region means helping it to grow, of course... but in a sustainable way. That goal requires steadfast, ambitious commitments in terms of environmental protection. Aéroports de la Côte d'Azur is not afraid to make those commitments and, going a step further, has been putting them into practice for several years already through its NetZero 2030 policy. The ultimate aim is to reduce CO₂ emissions without the need for offsetting. And the initial results are already there.

A ZERO GRADE PUTS YOU TOP OF THE CLASS

In 2021, Golfe de Saint-Tropez Airport, one of the three airports run by Aéroports de la Côte d'Azur, achieved zero carbon emissions. In doing so, it became France's first "net zero carbon emissions"

airport. That was a huge achievement, and it was down to two perfectly complementary strategies. On the one hand, greenhouse gas emission reduction: 44 metric tons less since 2013, a drop of 62% in terms of direct emissions, despite a 22% increase in traffic over the same period. And on the other, on-site absorption of its residual emissions by means of a natural carbon sink which began in 2019 with the planting of 1,100 trees alongside the runway in Saint-Tropez. That green area now captures the 17 metric tons of CO₂ generated by the airport every year. Even better: since its residual emissions are decreasing every year, it will eventually trap some of the greenhouse gases emitted by the aircraft that take off and land there.

While it is the first airport in the Aéroports de la Côte d'Azur Group to achieve net zero carbon emissions, it will certainly not be the last. Nice Côte d'Azur and Cannes Mandelieu Airports have also set themselves



the “NetZero” objective and are determined to reach it by 2030 at the latest. That ambition also requires the creation of carbon sinks. However, the airports in Nice and Cannes do not have enough land for that. So what is the solution? The idea is to replant damaged forests within a 45-kilometre radius of the airports, a surface that entirely covers the area where aircraft are in the landing or take-off phases.

This regeneration of the region’s natural heritage draws on original three-way agreements. Each agreement brings together a village on the French Riviera, the Aéroports de la Côte d’Azur Group and the Office National des Forêts. The first transfers management of the plots concerned for thirty years, the second finances the replanting of those plots, and the third runs operations on the ground. After the first agreement was signed in 2020, the operation gained momentum in 2021, and the virtuous concept proposed by the Nice-based airport operator was joined by the villages of Carros (1 Ha and 800 trees), Séranon (0.9 Ha and 1,000 trees), La Tour-sur-Tinée (1 Ha and 1,000 trees), Le Muy (1.5 Ha and 1,400 trees) and Caille (1 Ha and 1,572 trees).

RECYCLED ENERGY

As well as developing its absorption capacities, Aéroports de la Côte d’Azur continues to work tirelessly to reduce the carbon footprint of its activities. And the results are tangible! In 2021, Nice Côte d’Azur Airport set up a solution that aimed to remove 700 metric tons from its annual carbon footprint in one swift move. The answer lay in the brand-new thermal power plant in Terminal 1. The old power plant, with its three boilers, ran on natural gas, while the new one is powered by green electricity and water - waste dishwater, for one! Via a warm water loop, it collects heat from wastewater supplied by Haliotis, the Nice Côte d’Azur water treatment plant. As a result, water from the baths, showers, dishwashers and washing machines of thousands of Nice residents now provides heating for staff and passengers in Terminal 1. When the warm weather arrives, the system switches to air conditioning mode, this time collecting frigories from the Var’s particularly cold groundwater supply.

By using this innovative technology, Aéroports de la Côte d’Azur is speeding up its energy transition even further. It embarked on the process at the turn of





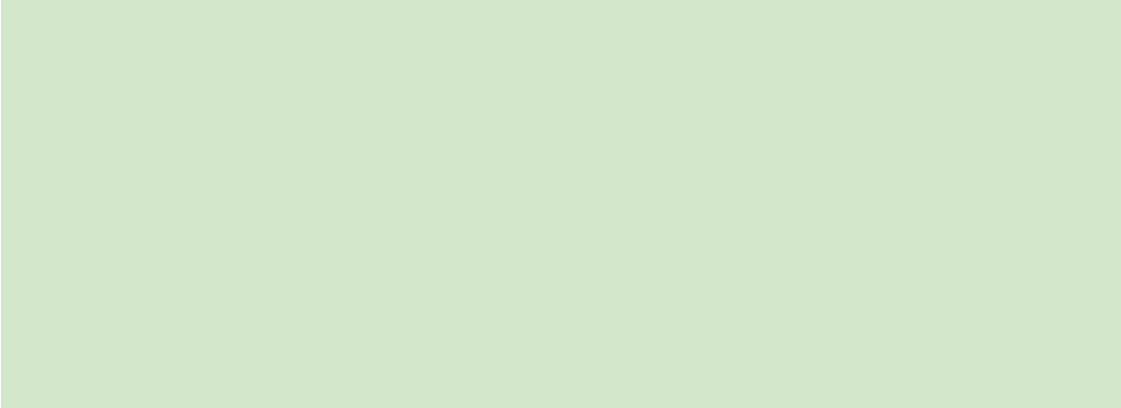
the 21st century and has already made considerable progress. The proof lies in the level 4+ Airport Carbon Accreditation certification (ACA 4+) obtained by all three Riviera airports. Their performance is even more impressive when you consider that they are among the first ten airports in the world (the first in France and the third in Europe) to have satisfied the particularly demanding criteria imposed by the top level of the CO₂ reduction programme endorsed by Airports Council International.

UNITING ENERGIES

Presented in late 2020, Airport Carbon Accreditation level 4+ corresponds to “transition”. Among other things, it imposes an annual reduction in absolute value of the overall CO₂ mass produced directly by an airport, rather than its relative “per passenger” emissions. That means that pollution has to decrease even when traffic increases. That challenge was met in 2019, the last reference year before Covid hit, by all three of the Group’s airports, with annual volumes down 4.4% in Nice, 20% in Cannes Mandelieu and 27% in Saint-Tropez.

But ACA 4+ is not just about ticking the right boxes in terms of numbers - it also requires some powerful actions. Its framework requires airports to carry out actions that have an impact outside of their own company. In practice, it orders them to make all airport stakeholders aware of the fight against global warming and to foster climate initiatives through specific partnerships. Aéroports de la Côte d’Azur applied those instructions 100% throughout the year. The call for tenders to select the next ground handling service providers for Nice Airport illustrates the point perfectly. Launched in 2021, the invitation to tender includes a particularly selective environmental dimension. The goal is to make even more progress towards a carbon-free Nice Airport.

The battle against CO₂ isn’t just being waged on the ground, it is also raging in the skies. When it comes to greenhouse gas emissions, airports are just the tip of the iceberg, while the planes they host pose the real challenge. Thankfully, their environmental impact is constantly being reduced. Engine manufacturers are on the case, as are the people in charge of air navigation services. In Nice, for example, the joint work of the Nice Côte d’Azur Airport environmental consultation committee and the Air Navigation



Service have resulted in a shortening of the take-off procedures, leading to lower fuel burn and fewer emissions. Planes now fly at a higher altitude northwards along the coast, between Antibes and the airport, in order to reduce noise levels. The new take-off trajectories to be applied as of late March 2022 will also reduce noise pollution for local residents, and lead to a fuel saving of more than 130 metric tons per year, as well as reducing CO₂ emissions by 422 metric tons per year, the equivalent of 46 Nice-to-Paris flights on an Airbus A320.

TRAVELLING TO THE FUTURE

While these changes are precious, the air transport sector is first and foremost preparing its revolution. To fight against global warming, it is exploring the option of using energies other than fossil fuels and venturing towards new horizons. This improvement strategy is a fundamental part of Aéroports de la Côte d’Azur’s future development, and it fully intends to consolidate its ambition to become the pioneering airport of the future. Promoting electric aircraft is one way of doing that. For example, it twice played host to Pipistrel Velis Electro, the first electric aircraft

in the world to have obtained certification from the European Union Aviation Safety Agency.

This Slovenian-made light aircraft landed in Nice for the first time in September, to allow prince Albert II of Monaco to board. After a thirty-minute flight over his Principality, Monaco’s leader became the first head of state to fly on a 100% electric aircraft, with zero noise or CO₂.emissions. The experience was shared by elected representatives from the Cannes area and pilots from the Cannes Mandelieu flying club, who were invited to discover the Velis Electro in December. This test, which lasted around ten days, was organised by Cannes Airport with the aim of promoting a plane that offers an environmentally friendly solution for flight training and flying lessons. Aéroports de la Côte d’Azur believes so strongly in the future of such aircraft that it took advantage of the occasion to announce a set of measures to support electric aircraft. Cannes Airport will carry out the work required for them to take off and land in the best conditions and has promised to offer their owners a 50% reduction in landing fees.

Another promising option for powering the aircraft of tomorrow is sustainable aviation fuel.



It is usually made by recycling organic waste from agriculture or the food industry. It is now reliable, efficient and “clean”: it emits 80% less greenhouse gas than kerosene, to which it is already the perfect supplement. In the future, it could well replace its predecessor entirely. The experiment conducted by Air France, TotalEnergies and Aéroports de la Côte d’Azur provides proof. On 1 October 2021, as the closing event of the Transition Forum, an international economic forum devoted to decarbonisation, the trio managed to get flight AF 6235 from Nice to Paris into the air with 30% biofuel made from recycled cooking oil in its tank. That was a true first for a scheduled domestic flight, and a perfect success story, especially in terms of carbon footprint: three metric tons of CO₂ less than a conventional Nice-Paris flight.

EASY DOES IT

Through electric aircraft and sustainable aviation fuel, Aéroports de la Côte d’Azur supports concrete solutions aimed at decarbonising air transport. With Urban Blue, it invents those solutions. Launched in Rome in October 2021, this enterprise brings

together the Riviera-based Group and three Italian airport operators: Aeroporti di Roma, Aeroporto di Venezia (Gruppo SAVE) and Aeroporto Guglielmo Marconi di Bologna. Their shared goal is to develop urban air mobility by building “vertiports”. These innovative facilities will host one of the most promising mobility solutions of our time: electric vertical take-off and landing aircraft (e-VTOL). Urban V stakeholders are anticipating fast, decarbonised routes between airports and the region’s major economic and tourism hubs.

In the meantime, as we get ready for electricity to truly take off, Aéroports de la Côte d’Azur is already using it to power its fleet of utility vehicles. In 2021, the company increased its fleet of electric cars and scooters even further, so much so that around thirty new charging stations had to be created. And more than ever, Nice Côte d’Azur Airport is encouraging people to turn to the star of soft mobility: the bicycle. Firstly, by giving it the place it deserves. In 2021, special access areas were created around the administrative building, as the icing on the cake of a “cycling plan” that included, among other things, the construction of five new bicycle parking facilities offering 130 secure, sheltered spaces in total.



The new facilities were an instant hit with users. First off, among Aéroports de la Côte d’Azur staff, who are increasingly adopting the bicycle as a mode of transport. And this is, no doubt, just the beginning. In any case, the GoodWatt operation conducted at the end of the year with the Paris-based enterprise Mobilités Demain suggested cycling had a bright future ahead. For an entire month, twenty or so employees were given electric bikes for their commute to work. The feedback was so positive that the Riviera-based airport Group decided to extend the experiment by purchasing two electric bikes in early 2022, to be loaned for free to its staff for one-week periods.

DIFFERENT WAYS OF WORKING

There is another solution to the challenge of the commute: working from home. Since the health situation encouraged, or even imposed, working from home for part of the year, Aéroports de la Côte d’Azur applied this policy broadly throughout 2021, with 3,700 home-worked days by 150 employees in total. It turned out to be a positive experience, both for the company and the staff concerned. Provided

a healthy balance is achieved between working from home and working on site, to preserve the sense of a “work community” - the feeling of belonging to a team, which gives meaning and value to each person’s involvement. These arrangements are set to become a permanent feature of life within the Group. They will even be covered by a special agreement to be applied at the Nice and Cannes sites, and negotiations with staff representatives began in the last few weeks of 2021.

LISTENING TO WHAT PEOPLE HAVE TO SAY

While decarbonisation remains the number one goal of its NetZero 2030 strategy, Aéroports de la Côte d’Azur has many other goals in the field of sustainable development. Noise pollution, for example, is a particularly sensitive issue for Cannes Mandelieu and Nice Airports, given their location within the local urban fabric. After twenty-five years of dialogue with local residents, the two airports have made huge progress in this area. However, they are determined to do even better, as demonstrated by Cannes Mandelieu Airport which, in December 2021,



through its Environmental consultation committee, adopted very stringent measures aimed at limiting the noise pollution generated by “traffic patterns” - training flights around airfields that are very popular with light aircraft pilots and flying schools. They will now be highly restricted for aircraft that are not based at the airport, especially if they are not equipped with silencers. And Cannes-based aircraft will not be allowed to use those patterns between 15 June and 15 September, or on Sundays and public holidays between noon and 3 pm. Lastly, new restrictions will be applied to all pilots for low-altitude traffic patterns (below 500 feet). These provisions now have to be approved by the ministry in charge prior to their application in spring 2022.

Cutting the rate of ultrafine particles in the air is another challenge that the Riviera-based Group is determined to tackle. To this end, it is keeping a close eye on the work of AtmoSud, the association in charge of monitoring air quality in southern France. In 2020, it measured fine particle emissions every day without exception for ten months at Nice Côte d’Azur Airport. A year later, it delivered its conclusions: while air traffic is a source of pollution, its influence is not as significant as you might expect. Mobility of staff

and passengers, deliveries to outlets, maintenance of infrastructure and ground handling services are also contributors. That observation confirms the past and present environmental choices of Nice Airport, which include financing the tram service and building the new Terminal 1 thermal power plant, as well as electric shuttles and very energy-efficient lighting.

Biodiversity is another critical issue. Each of the Riviera-based airports is home to a rich, varied ecosystem - a fragile natural environment that requires protection. To guarantee that protection, Aéroports de la Côte d’Azur enlisted support from an association with solid expertise in the area: Aéro Biodiversité. In early 2021, Golfe de Saint-Tropez Airport joined the association for a three-year term, with the aim of assessing, improving and promoting biodiversity around the airport. From April onwards, assisted by several local employees, it conducted numerous on-site visits to identify the habitats and animal species found in the natural areas around the airport. Knowing what to care for and how is half the battle. Satisfied with this initial work, the Riviera-based airport Group decided to extend this partnership to Nice Côte d’Azur in 2022.



VALUABLE SUPPORT

The environment, the fundamental starting point of sustainable development, is top priority for the Aéroports de la Côte d’Azur Group. And it proves it every day, by channelling significant human, material and financial resources into reducing its ecological footprint as much as possible. Its convictions are reinforced by the knowledge that it has the full support of its shareholders, starting with the biggest one: Atlantia, the backbone of Azzurra, the consortium that owns two thirds of the Riviera-based airport operator’s share capital. This major Italian company is set to become one of Europe’s leading champions of sustainable mobility. It intends to defend that position through each of its many subsidiaries worldwide. That’s why, in 2021, it invited their main managers to Milan, for a very high-level training cycle devoted to sustainable development. The idea was to instil a solid, powerful “sustainable development” culture among those managers, which they would pass on to their staff when they returned to their respective departments. No less than six managers from Nice, including the Chairman of the Board, Franck Goldnadel, took part in this operation. And they all came back even more convinced of the importance of all the environmental actions and innovations championed by the Riviera-based airport operator.





QUALITY TAKES IT TO THE NEXT LEVEL

Despite the turbulence that has affected the air transport sector since the start of the Covid pandemic, Aéroports de la Côte d'Azur has not wavered from its guiding path: destination customer satisfaction. In 2021, numerous projects got underway and new features were rolled out to offer passengers and the airlines that carry them a top-quality service and efficient facilities. Every care is taken in all aspects of its business, from runways to terminals, safety to FBOs, as well as aircraft and internet security.

38 **Travelling**
light

43 **Nice Côte d'Azur**
boosts its performance

TRAVELLING LIGHT

If there is one requirement shared by all passengers, it is without doubt: peace of mind. Yet, it has been undermined since March 2020 by one of the worst pandemics the world has experienced. It remains the core priority of all staff day after day, as they work rigorously and conscientiously to ensure flying remains the safest form of transport. Aware of all the risks and its role in protecting passengers and staff from them, Aéroports de la Côte d’Azur never stops building on its achievements, developing new skills, acquiring state-of-the-art equipment to guarantee the health, safety and security of everyone who is in contact with the airport. And 2021 was no exception to the rule...

A CERTIFIED HEALTH SECURITY POLICY

Travelling light is no easy feat during a pandemic. From one day to the next, due to Covid, a simple trip could mean putting your health at risk. To reassure passengers and pave the way for business recovery, Aéroports de la Côte d’Azur set about restoring the confidence of its users and guests by guaranteeing them a high level of health security. What could be better for giving concrete form to that promise than a certification? The operator therefore set about aligning the measures in place at Nice Airport with the ACI Airport Health Accreditation guidelines, a programme set up by Airports Council International to assess the health security measures in place at airports. The sum total of all its anti-Covid measures, including disinfection of facilities and physical distancing, protection of people and the creation



of a testing centre, was judged according to a set of 120 questions. And the verdict came in early 2021: Nice Airport became the second in France to obtain the health accreditation label.

To reassure its customers, Sky Valet, the Riviera-based Group's FBO subsidiary, rolled out the same measures as Nice Airport: a rigorous health security policy and certification to endorse its actions. To this end, from Saint-Tropez to Spain, not forgetting Portugal, many of its stopover destinations were brought into conformity with the "Safety 1st Clean" standard. This health security certification was developed by the National Air Transportation Association (NATA), one of America's general aviation institutions. Its standard is demanding, yet the challenge was met well. Shortly before the start of the high season, the sixteen bases that applied for the sought-after label all passed their exam: concrete proof of their extremely careful approach to Covid.

— WITHOUT A TRACE

Airports' determination to guarantee health security ushered in the widespread use of contactless technology, an increasingly popular option. Nice Côte d'Azur Airport is keeping a close watch on this shift in practices. On 6 December, for example, it began an experiment involving Air France and Air Corsica customers, trialling a new self-service check-in terminal produced by its technical and IT departments with support from its partner EASIER. Crucially, this technology hands over the reins to customers, who manage their journey remotely via their smartphone, simply by scanning a QR code. They can select their airline, carry out check-in formalities, including baggage check-in, and print out boarding cards and labels. The system fully lived up to the expectations of its designers, proving to be easy to use, efficient and perfectly secure. Those advantages enhance the number one benefit of contactless technology: safety.



SECURITY SCREENING GOES FROM STRENGTH TO STRENGTH

While health security is essential to ensure passengers and staff travel with peace of mind, general security is equally as important. It has gone from strength to strength over the years. The performances recorded at the security screening checkpoints at Nice Côte d'Azur Airport bear witness to those improvements. In 2021, it took an average of just four minutes per passenger to get through the checkpoints. Even better: during the busiest summer period, the critical threshold of ten minutes (after which quality of service is deemed to be degraded) was never exceeded.

To achieve such a high level of fluidity, Nice Airport leveraged three key factors: common sense, a new organisation and efficient technology. Common sense? New preparation tables, longer than the old ones, meant passengers were able to get organised well ahead of the checkpoints. Organisation? At the start of summer, the Security and safety department joined APOC, the airport's operations centre, to monitor passenger flows in real time with a view to constantly adapting its human and material

resources. Technology? The number of shoescanners - devices that are able to detect the presence of explosives without the need for passengers to take their shoes off - was increased, meaning that each security screening checkpoint in Terminal 2 is now equipped with one.

TECHNOLOGY AND PEOPLE

Speed and reliability do not only apply to passenger security screening. Baggage screening is following the same path to improvement, boosted by evermore efficient devices. The third new-generation EDS (Explosive Detection System), which was set up in Terminal 2-2 in April 2021, is a prime example. This device uses computerised tomography for 3D, high-resolution scanning of suitcases in colour. It allows for a more detailed inspection. In addition, it performs its own diagnosis, with an extremely high level of precision and reliability. It only alerts the security officer to recommend a visual inspection if it thinks it has detected a threat. As a result, it can handle over 1,000 bags an hour. Its deployment was the last step in Nice Côte d'Azur Airport's programme to bring baggage sorting into conformity with the regulations



- a programme that began back in 2014 with the Terminal 1 facilities. Nice Airport now satisfies even the most demanding criteria in terms of detection of explosive devices in checked-in baggage.

Other high-tech devices are due to land shortly, including, for example MorphoWave, a contactless access control system based on fingerprints that is due to be trialled in early 2022. Reinforcement of the perimeter protection at Nice Côte d'Azur Airport is also under consideration. Incidentally, Nice Airport is the first in France to have tested Difense, a new standalone intrusion detection system using solar power. The experiment began in summer 2021 and is scheduled to last until spring 2022. However, there are certain areas where machines will never replace humans, with their unique vigilance and eye for observation. That fact prompted Nice Côte d'Azur Airport to promote "safety culture" throughout the year, among all its staff. Numerous actions were carried out in this respect: distribution of a checklist of emergency numbers, reminder of good practices, training in detection of radicalism and distribution of an awareness-raising guide. All of these initiatives combined helped staff acquire or reinforce their knowledge, commitments and attitudes, meaning

they were able to contribute confidently to safety and security in their workplace.

— THE SKY'S THE LIMIT

In addition to health security and general security, there is a third factor that contributes massively to passengers' peace of mind: aircraft safety. This is another area where huge progress is being made, helped by increasingly efficient equipment. One example is the fifth and last foam firefighting vehicle acquired by Nice Côte d'Azur Airport's Aircraft firefighting and recovery service (SSLIA). In service since 3 June, this giant vehicle, which only recently left the Rosenbauer production plant, weighs 30 metric tons and carries 9,000 litres of water, 750 litres of fire-fighting foam and 250 kilos of extinguishing powder. A payload that doesn't stop it getting to any corner of the runway in under three minutes, as required by international regulations. The key to this performance: engine power of 750 hp!

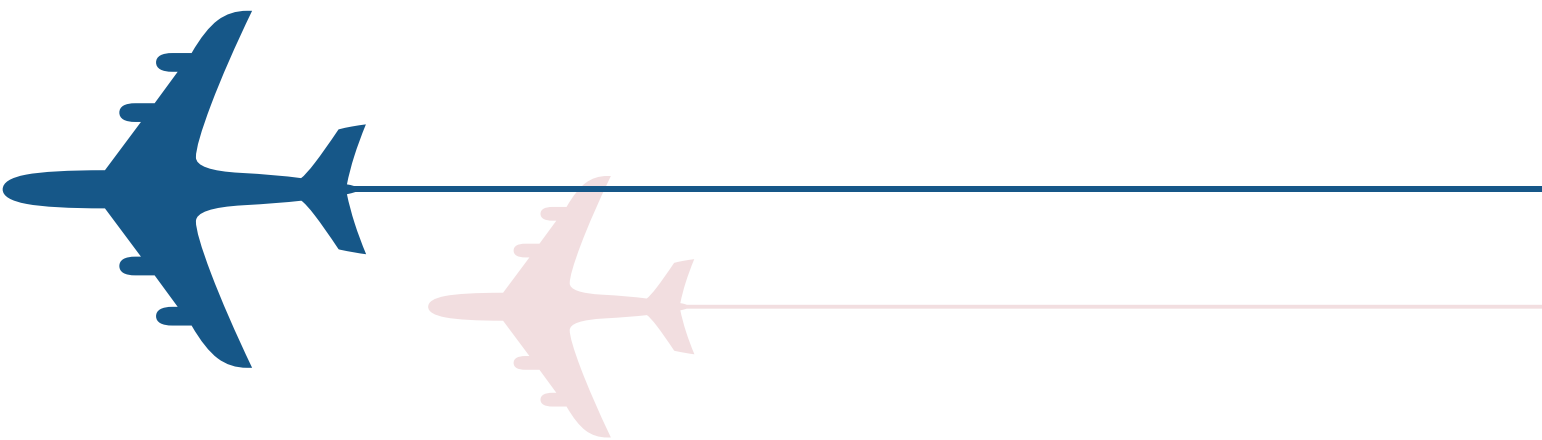
In an entirely different register, the Doppler lidar laser radar set up at Nice Côte d'Azur Airport has also raised the game when it comes to the safety of



aircraft and the people they carry. Commissioned in the spring by Météo France - the French Met Office - the radar provides a way of anticipating sudden changes in wind, a phenomenon that poses a specific problem for Nice Airport, due to its location by the sea, mountains and plains of the Var département. The resulting wind shear and turbulence mainly affect the landing phases, throwing planes off track and sometimes forcing pilots to initiate a go-around. Pilots now receive a warning ten minutes beforehand and can modify their approach, thereby avoiding tricky manoeuvres that cause intense stress and discomfort to passengers.

Yet here again, in matters of security and safety, technology is not the be-all and end-all, and humans have a perfectly complementary role to play. The European Union Aviation Safety Agency is well aware of the fact and has imposed a new analysis method for further reducing the risks related to runway excursions: GRF, or Global Reporting Format. It requires airport operators to visually assess runway surface conditions on a regular basis. Accordingly, since 12 August, runway operations coordinators at Nice Airport have been inspecting the tarmac several times a day and sending their report to air traffic

controllers without delay. These patrols are stepped up a gear whenever weather conditions (snow, rain or ice) are likely to affect the slip resistance of the runways. The expression “stay alert” that has become a motto for safety and security teams perfectly sums up this approach.



NICE CÔTE D'AZUR BOOSTS ITS PERFORMANCE

Turning an ordeal into a promising future: that was the challenge Aéroports de la Côte d'Azur set itself in 2021. Having secured the confidence of the financial markets, it was able to make stress-free investments in its infrastructure (runways and terminals), information systems and even its image, now projected worldwide thanks to a new, richer-than-ever website. Far from laying low and waiting for the crisis to pass, the Group channelled efforts into seeing many pre-Covid projects through to completion, while preparing for the imminent recovery of the air transport sector in the best way possible.

A SILKY-SMOOTH RUNWAY

The runway is at the heart of an airport's life. It needs to be impeccable to guarantee the safety of aircraft

and their passengers. It is therefore only natural that Aéroports de la Côte d'Azur keeps a very careful eye on its runways. It took advantage of the low season, between November and mid-December 2021, to launch the annual maintenance of its two runways in Nice. Nothing out of the ordinary there. However, the facelift to which the northern runway was treated was far more spectacular! It was «all systems go» to get the job done between 4 and 30 January 2021. It could even be described as a textbook project, from both a technical and environmental standpoint.

Here's why. Firstly, 20% of the thousands of metric tons of rubble produced through planing of the old runway - around 5,000 metric tons of leftover material - was recycled directly on site. The rest was used for construction work on the road network and to backfill the forest paths. Secondly, two thirds of the 40,000 metric tons of pavement material required



for the new runway was produced on site, via a production unit set up alongside the runway itself. That solution meant there was no need for lorries to shuttle materials back and forth, and therefore no pollution, noise, blocking of nearby roads, and so on. Lastly, Nice Airport now has a “sustainable” runway: solidier than ever, with a service life of at least ten years. Such a result can only be obtained by reducing the number of joints between pavement slabs. For one thing, joints are permeable to rainwater, so they end up weakening the entire structure. The solution is therefore to lay longer slabs that are as wide as possible, so fewer “junctions” are required.

That looks easy enough on paper. In practice, though, it is an extremely difficult task, because the pavement has to be laid in one piece to guarantee perfect continuity. For that reason, the logistics chain has to be 100% reliable and construction workers need to work for long unbroken periods at a time, alternating day and night shifts. Despite the complexity of the operation, everyone involved played their part perfectly. Workers took turns to cover a twenty-hour non-stop period of work, during which some 10,000 metric tons of pavement material were processed to produce the base layer for each of the two centre

sections, which were eighteen metres wide and over a kilometre long. But the result speaks for itself: with its six slabs - the absolute minimum: any less would require all airport traffic to be totally suspended -, the new northern runway is set to last for many years.

— ON EITHER SIDE OF THE PROM’

In terms of infrastructure, 2021 was also put to good use improving the quality of Terminal 1. The forced closure of the terminal allowed improvement projects to get off the ground. Those projects included replacement of the air conditioning supply ducts, soundproofing and baggage sorting. And the airside projects were even more daunting! On the menu: construction of new gangways at stand 14 and rehabilitation of «offshore» aircraft stands 16 and 18. The latter were equipped with concrete slabs to reduce the impact of the static stress caused by aircraft parking, thereby increasing their service life. A sustainable approach, here again.

In late 2021, renovation of the Terminal 1 apron, an ambitious programme launched in 2019, continued, with the start of a new, final, phase of





work aimed at reinforcing aircraft stands 10, 12 and 14. Completed in February 2022, just a few weeks before the terminal reopened, this project ensures the terminal now satisfies the highest standards in terms of aeronautical infrastructure.

Another project entered its final phase in 2021: that of the Airport Promenade, the property complex initiated by Aéroports de la Côte d’Azur. Located opposite Nice Airport, at the start of the promenade des Anglais, as an extension of the Arénas business district, this elegantly designed property development - which has obtained the high environmental quality label - consists of three buildings. The first houses 27 apartments earmarked for government services (Air Transport Gendarmerie (GTA), French Civil Aviation Authority (DGAC) and Météo France). It was delivered on 16 December last year. The other two buildings will house stores and offices and a luxury hotel (via the Sheraton hotel chain) respectively and are scheduled for completion next spring.

APOC TAKES OFF

APOC (Airport Operations Centre) was also treated to some construction work. It was extended at the end of the year to make room for staff from the mobility and parking department. However, for Nice Côte d’Azur Airport’s operations centre, 2021 was, first and foremost, the running-in year. Inaugurated in December 2020, it ramped up its activities as the year progressed. Highlights included the acquisition of new computer applications such as SMAN (Surface Manager), which provides information about aircraft movements at the airport along with airside information, and the brand-new airport resources management system, which, as its name suggests, enables optimum management of all airport resources, from check-in desks to aircraft stands.

What’s the verdict after the first twelve months? Bringing together the airport’s various operational services in one place, from airside operations to baggage sorting and terminals, is already proving to be an excellent move. The sharing of information in real time via the hypervisor, for example, a tool that centralises all operations-related data in a single



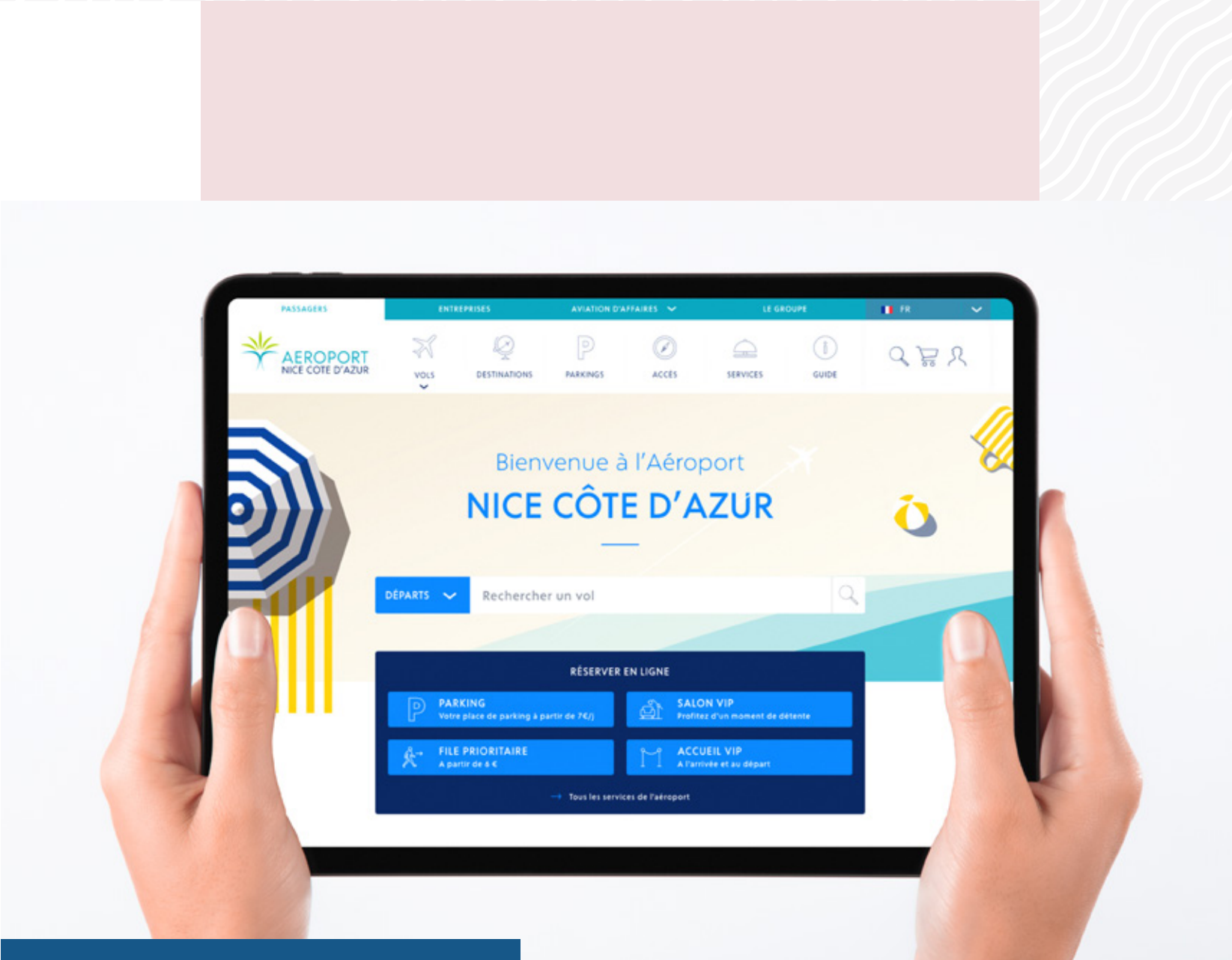
interface, is a fantastic asset for staff. It means they are able to coordinate their actions more efficiently and trigger those actions in record time. As a result, they are markedly more effective. Once the air transport sector returns to its normal pre-crisis levels of activity, Nice Airport will have the means of managing its traffic with enhanced performance.

CONNECTING THE AIRPORT AND ITS PASSENGERS

Unveiled in the spring, the new “nice.aeroport.fr/en” website might also have been called a “hypervisor”, given the broad-ranging, incredibly useful overview it provides of all the services available at Nice Côte d’Azur Airport. It is far more comprehensive than the previous version, both in terms of content and the functions it allows. Users have no trouble accessing all the airport’s latest news, selecting their next destination, booking their parking space, taking advantage of special offers and reductions on airport services and, when they visit, in airport stores. Each destination available from Nice has its own web page containing a host of helpful information: administrative formalities, ways of getting from the

destination airport to the city centre, main tourist attractions and activities when you arrive. An inspirational search engine helps hesitant passengers choose the destination that’s best suited to their circumstances - travelling as a family, a twosome, with friends - and their favourite pastimes: culture, partying, sunbathing... Personalised search results appear in no time, so your next holiday is just a few clicks away.

Aside from offering new content, the Nice Airport website also looks different. It has opted for an innovative flat design interface - a modern, minimalist style that manages to be both attractive and effective. Blue, orange, ochre: colours that evoke the image of the south of France adorn all the web pages, while many original patterns suggest a mood of relaxation, hinting at the gentle waves of the Mediterranean, jaunty parasols along the promenade des Anglais, and the curves and peaks of the Alps. The style guide proved so popular that it is now used for all Aéroports de la Côte d’Azur’s communication material, including, for example, the brand-new mobile app. Launched at the same time as the website, getting off to a great start in the autumn, the app is more specifically tailored



to members of the Club Airport Premier. Those members, all frequent flyers, find everything they need to arrange their many trips: online booking of parking spaces, a list of the day's arrivals and departures, plus traffic alerts.

— **CONSOLIDATED FINANCES**

Achieving our ambitions requires resources. Constantly driven by the goal of keeping costs down, Aéroports de la Côte d'Azur worked hard all year long to guarantee business continuity as well as its ongoing development. To this end, the Group continued to draw on all the governmental measures available, including the use of furlough when necessary. In practice, that led to the signing of a Long-Term Part-Time Work agreement (APLD), in force as of 1 January 2021, for a three-year period.

In all circumstances, the company sought to maintain a perfect balance between cost control and traffic growth, as illustrated by the partial reopening of Terminal 1, which allowed it to manage the peak summer period between 21 July and 12 September with the reinforced health checks in force.

To prepare for the future, Aéroports de la Côte d'Azur commissioned a new asset management software programme, which enables it to control investment expenses related to forward-looking projects, whilst guaranteeing the security and functionality of its infrastructure. Despite a difficult period, the Group made the important decision to pursue its investment programme geared to cutting CO₂ emissions in order to meet its "NetZero 2030" commitment.

— **SECURING CASH FLOW: RESILIENCE IS THE BOTTOM LINE**

Lastly, regarding finance, Aéroports de la Côte d'Azur made two important choices.

On the one hand, it took out 150 million long-term loans, including 90 million in the form of bonds, with the aim of safeguarding financing in the long term. On the other hand, it decided to fully pay back its State-guaranteed loans for a total amount of 67 million euros.



COMPOSITION OF SUPERVISORY BOARD AND EXECUTIVE COMMITTEE 2021

SUPERVISORY BOARD

14 members appointed for 3 years

Monique Agier
Pierre Benoist D’Anthenay
Eric Ciotti
Elisabetta De Bernardi Di Valserra
Christian Estrosi
Fanny Grillo
Bernard Kleynhoff (*Chairman*)
Sabine Le Gac
Jean Mouton
Marco Piccinini
Dorothee Pineau
Jean-Pierre Savarino
Catia Tomasetti
Marco Troncone (*Vice-President*)

CENSORS OF THE SUPERVISORY BOARD

Pierre Aubouin
Giovanni Cavallaro
Sophie Vatrican

REPRESENTATIVES OF THE WORKS COUNCIL

Laurence Schannès
Alain Cammas
Julien Calvano
Julie Ricadat

EXECUTIVE COMMITTEE

Chairman of the Management Board
Franck Goldnadel

Members of the Executive Committee
Isabelle Baumelle
Valérie Broutin
Philippe Caseneuve *
Corinne Cousseau
Anne-Cécile Gibault
Frédéric Gozlan
Jean-François Guitard
Nicole Serruya *
Filip Soete

** Members of the Management board*



Document published by Aéroports de la Côte d'Azur - Communication Department • Publishing Director: Franck Goldnadel - Chairman of the Management Board • Managing Director: Hélène Navarro - Communication Director: Agnès Martane - Publishing manage • Pictures: Aéroports de la Côte d'Azur, Jérôme Kélagopian, Jean-François Romero, Axel Bastello/Palais princier, Utopies, the goodclick, Didier Bouko, Courchevel tourisme • Conception: David Beaud - UX/UI designer • Print : SICCA • Translation: Raptrad • July 2022 • Available on: www.nice.aeroport.fr

