

AÉROPORTS DE LA CÔTE D'AZUR



Annual Report

2022



This fresco was produced by students from Lycée Renoir in Cagnes-sur-Mer. Their work was motivated by a desire to *“represent the iconic sites of our wonderful region”* and, in parallel, to *“promote the airport’s environmental side using the colour green”*.

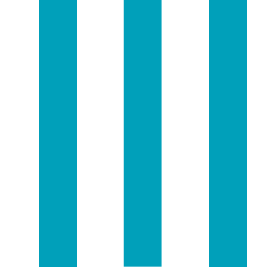


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EDITORIAL

MORE SUSTAINABLE THAN EVER

Aéroports de la Côte d'Azur is determined to become a benchmark airport. This vocation evidently requires an incisive Corporate Social Responsibility (CSR) policy. Efforts in this area progressed in leaps and bounds in 2022.

We believe in good omens: at the very end of the year, just a few hours before we said goodbye to 2022, we found out that our first assessment by EcoVadis - one of the major global providers of CSR ratings - had resulted in the awarding of a silver medal. With an overall score of 66/100, we missed out on the gold medal by just one point. In addition to the progress that it encourages us to make, this performance confirms that our company is on course and flying steadily towards sustainable and responsible development.



Aéroports de la Côte d'Azur embarked on this virtuous path more than twenty years ago now. And yet, 2022 was not just any old year - there's more to it than that. We believe that it marked a turning point, or at the very least, an important step in our journey. It was packed with investments, innovations, bold, constructive decisions geared to boosting the company's prosperity, protecting the environment and the well-being of its staff, and driving the regional economy.


100% FIT TO FLY

Economic performance, ecological transition, social involvement: we acted with unprecedented determination on the three drivers of sustainable development. And the results are tangible... Despite the two-year health crisis, our company has emerged stronger. With sustained business levels and healthy finances, our three Riviera airports have all pursued or undertaken the changes required to look to the future with confidence and ambition.

In this respect, the progress made by Nice Côte d'Azur is outstanding. The airport improved its

passenger experience by redecorating or renovating its terminals and extending its offer of services. It put the final touches to its organisation, for example by incorporating new teams into APOC, its operations centre, to make passenger flows and air traffic even smoother within the European network. It installed new IT equipment at information and check-in desks, and it acquired latest-generation security equipment based on "contactless" technology, for simpler security screening at checkpoints. The result? After rolling out all these initiatives, France's second largest airport after Paris has continued to improve its quality of service. And this is just the beginning!

There is every indication that the efforts made throughout 2022 will continue to bear fruit in the months and years to come. Another component of this positive development drive is the planned Terminal 2 extension work, which received the green light from the Marseille administrative court in early October. The extension will give us breathing space to avoid overcrowded terminals at the busiest times of year, and allow us to welcome our visitors in the best possible conditions in terms of comfort and security.



WELL ON THE WAY TO TRANSITION

Our company is strong and... fully committed to the requests from its shareholders. Environmental protection is and always will be one of our top priorities, demonstrated by constantly adapting our company, as was done with the implementation of a sobriety plan that we hope will lead to a 10% reduction in our electricity consumption in 2023. But there are many more examples! Looking beyond our energy bill, our overall environmental impact is constantly being reduced. Just look at our carbon emissions! Our commitment to the NetZero programme (cutting carbon emissions without offsetting) continues on target with the planned schedule. This year, by acquiring more electric equipment and vehicles and commissioning the new Terminal 1 air conditioning/heating system at Nice Airport, we took the necessary steps to ensure that we cut our greenhouse gas emissions by several hundred metric tons.

In 2022, we pursued many other actions geared to accelerating our ecological transition. Regarding waste management, for example. We entirely redesigned our waste collection system to increase

recovery and recycling. And we also tackled noise control. At both Nice and Cannes Mandelieu Airport, the application of new technology, developed with the French Civil Aviation Authority (DGAC) and ATC, concerning flight paths and where planes can fly allowed us to reduce noise pollution affecting local residents. We also took action to promote biodiversity. We strengthened our ties with Aéro Biodiversité in order to protect and boost our natural areas. As they have been doing for two years already at Golfe de Saint-Tropez Airport, environmental experts from this association are now on assignment at Nice Côte d'Azur Airport and will shortly be lending their expertise to Cannes Mandelieu Airport as well.

Taking action to protect our environment also means sharing the cause! And we never miss an opportunity to do that. We encouraged staff and passengers alike to turn to soft mobility solutions such as electric bikes and electric vehicles, for which we installed several dozen charging stations. The tram has reached its cruising speed. We also raised awareness among our staff about the effects of global warming, through an original training workshop called "The Climate Saga". Lastly, we encouraged our service

providers to adopt greener practices, by making them part of the requirements of our calls for tender. A perfect illustration is the call for tender to select the new ground-handling services in Nice, which resulted in the widespread use of electric vehicles and the setting up of a pooling system which promotes "sustainable consumption" as well as the overall reduction in equipment, and helps with the transition towards greener fleets by pooling a host of equipment items.

A COMPANY ON A HUMAN SCALE

Our company is strong, fully committed and... responsible! Responsible towards its staff. In force until June, the Long-Term Part-Time Work agreement (APLD), set up to help us cope with the repercussions of the Covid pandemic, enabled us to safeguard the job of each and every one of our employees. But the health crisis gave way to another pressing concern: maintaining the appeal of our jobs while the market is under pressure and inflation is weighing down on us. The company was able to make changes to its remuneration policy, improving how results were shared with all staff. But remuneration is not

the only condition of well-being for our staff in their professional lives. As a responsible company, we also have a duty to fulfil their expectations. That's why we listened to their opinions through our new "social survey". We also made provisions for working from home, through a specific agreement. On top of that, we offered new "health" training courses specially for seniors. And we continued to promote career development through internal mobility, which now accounts for four out of ten new positions filled.

Aéroports de la Côte d'Azur also adopts a responsible approach to its role within the region. We emphasised our ties to the local community once again by getting locals involved in the operation to redecorate the terminals in Nice. The walls are now attractively decorated with ten or so key themes showcasing the beauty of the French Riviera.

As partners, we also participate in the success of main events. That same desire to highlight the wealth and diversity of our region also guided our "L'Air d'ici" campaign. Posted online, this series of videos presents six residents of the French Riviera who stand out for their passion and expertise. They all have one thing in common: thanks to Nice Côte d'Azur Airport,

they sprinkle a little bit of the magic of the French Riviera across the globe.

Our involvement in the everyday life of our region also takes the form of sponsorship. This year, we invested even more than usual, reaching out to the new generation through partnerships with the Stade Niçois Rugby Club's training centre and the Lenval Foundation. At the same time, we didn't overlook those most in need, since the Aéroports de la Côte d'Azur Foundation provided funding for three worthy local associations that defend our values perfectly: generosity, respect for differences and dignity. By supporting them, we live out our ambition to the full, becoming a laboratory for the airport of tomorrow. After all, don't we all dream of a future with a human face?

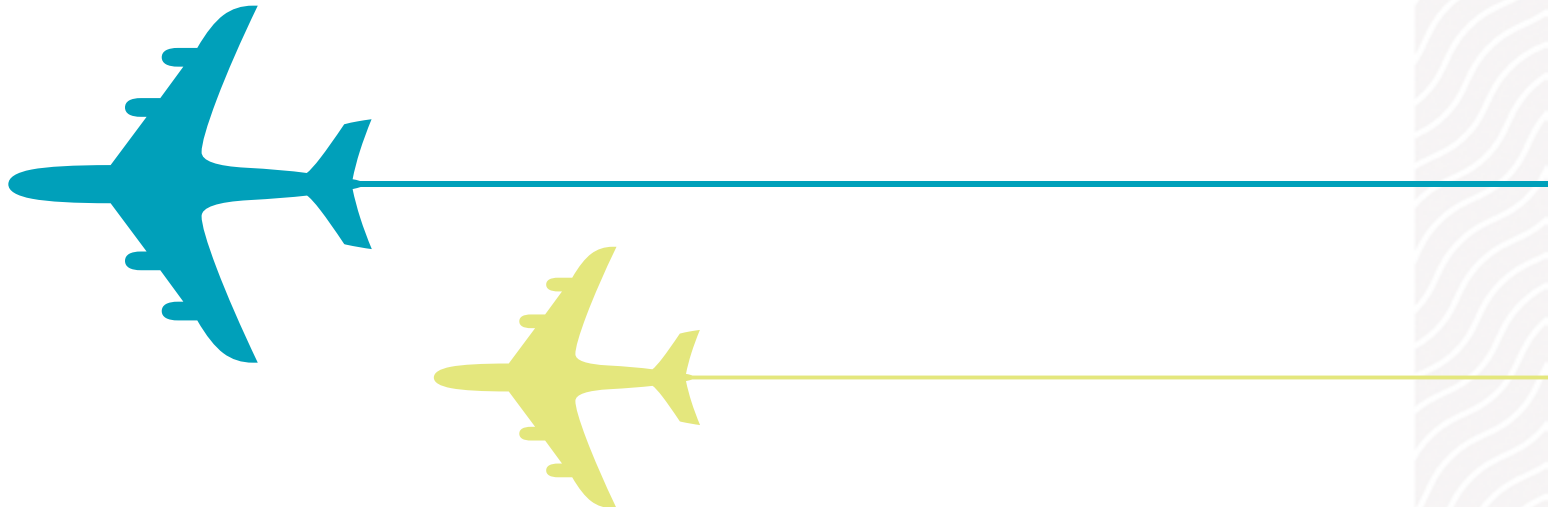
Bernard Kleynhoff

Chairman of the Supervisory Board



Franck Goldnadel

Chairman of the Board

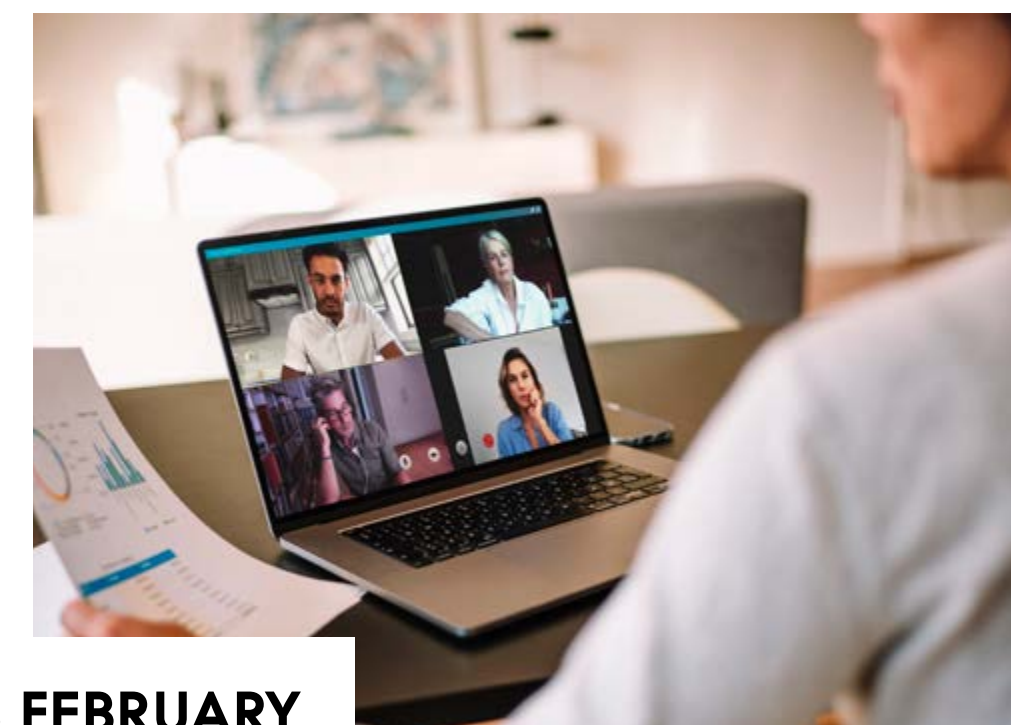


2022 ESSENTIAL HIGHLIGHTS



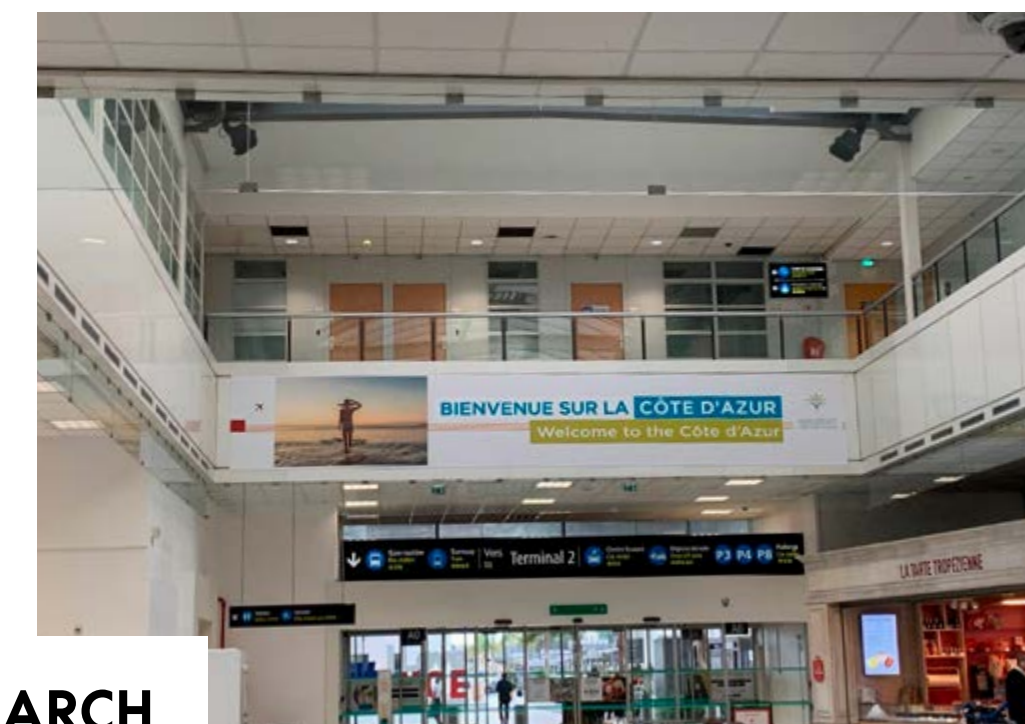
01 **FEBRUARY**

Nice Côte d'Azur acquired aircraft guidance systems, equipment that enhances aircraft safety and helps make traffic more fluid.



18 **FEBRUARY**

Aéroports de la Côte d'Azur and its social partners signed a working-from-home agreement. A hundred or so employees now have the option of working from home one or two days a week.



MARCH

Nice Côte d'Azur Airport began redecorating its terminals, installing the first wall decorations. The visuals on display pay tribute to the beauty and attractions of the French Riviera region.

24 MARCH



Take-off procedure “04”, which has planes take off to the East before finding their course, changed. Shorter trajectories and a higher altitude for flying over the Riviera resulted in savings of over 420 metric tons of CO₂ while simultaneously reducing noise pollution.

27 MARCH



Thanks to the mobilisation of all of its teams, Aéroport Nice Côte d'Azur reopened Terminal 1, which also closed the chapter on Covid, two years after the start of the pandemic.

29 MARCH



Flying in from Toulouse, Airbus carried out its first real-life LTO (Landing and Take-Off) cycle with one of its engines powered entirely by biofuel.

18 APRIL



Nice Côte d'Azur Airport launched a new version of its app, offering its passengers an even broader range of services.



30 **APRIL**

United Airlines landed at Nice for the first time. Three operators (United Airlines, La Compagnie and Delta Air Lines) now connect Nice and New York. A first!



09 **MAY**

At Cannes Mandelieu Airport, a new ministerial order established limits for traffic patterns and training flights with light aircraft, to keep noise levels down for residents.



17 **MAY**

The Patrouille de France landed at Nice and met up with a first-class guest: Maverick, alias Tom Cruise. The photos were viewed worldwide via social media.



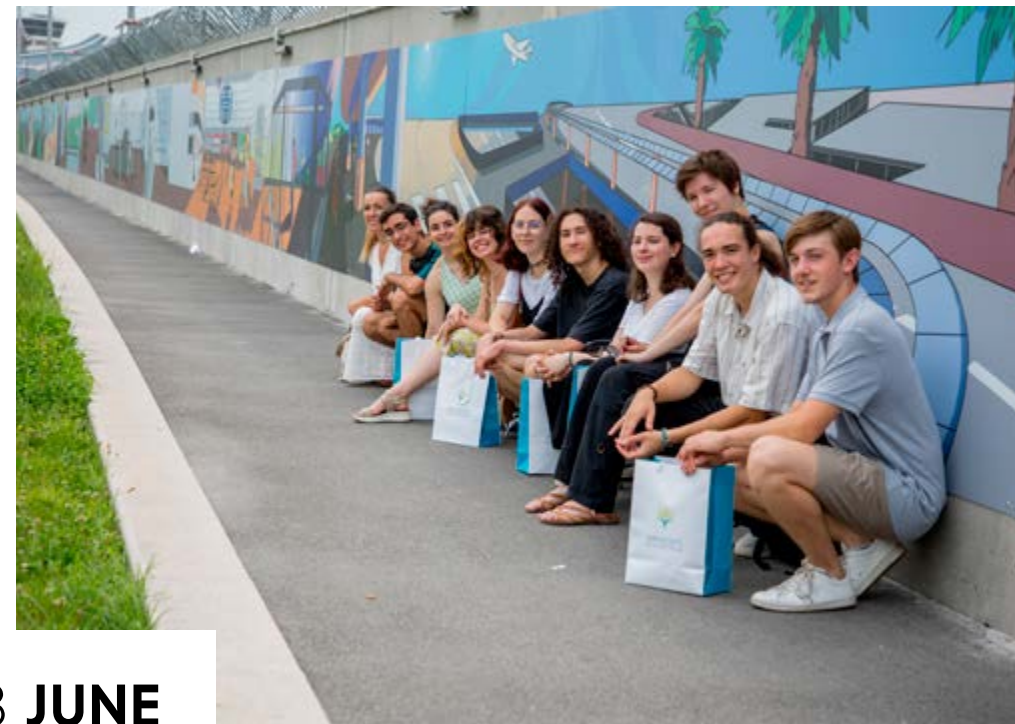
15 **JUNE**

Connecting Abu Dhabi and Nice, Etihad began operating from Nice. With four different airlines (Etihad, Emirates, Gulf Air and Kuwait Air), links between the Persian Gulf and the French Riviera were never stronger than in 2022.



23 JUNE

Aéroports de la Côte d’Azur and Athens International Airport (AIA) joined the “Airports for Innovation” international network at the 32nd annual congress and general assembly of ACI Europe.



28 JUNE

Nice Côte d’Azur inaugurated three frescos produced by local college students as part of a competition on the theme of “the airport of tomorrow”.



30 JUNE

The upturn in traffic led Aéroports de la Côte d’Azur to suspend the Long-Term Part-Time Work agreement, or APLD, which, during the Covid years, helped spare our finances and safeguard all jobs.



23-25 SEPTEMBER

Cannes Mandelieu and Golfe de Saint-Tropez Airports took part in the Fête de l’Aviation, much loved by all.



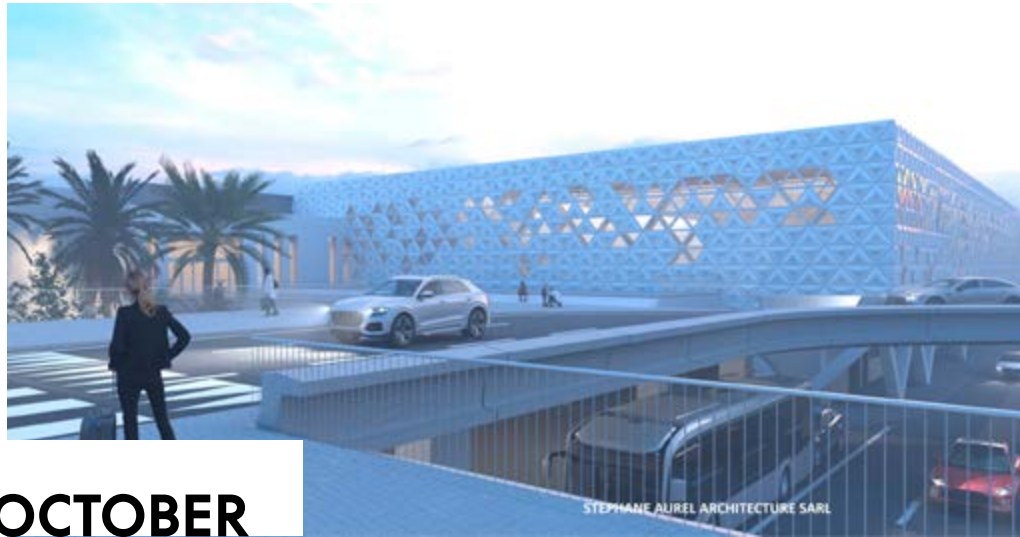
29-30 **SEPTEMBER**

Aéroports de la Côte d’Azur took part in the Transition Forum, organised by La Tribune. Franck Goldnadel presented his vision of sustainable tourism.



OCTOBER

Aéroports de la Côte d’Azur adopted its energy sobriety plan and committed to reducing its electricity consumption by 10% in 2023.



6 OCTOBER

Validating the building permit submitted by Aéroports de la Côte d’Azur, the positive response from the administrative court in Marseille constituted the go-ahead for the start of extension work on Terminal 2.



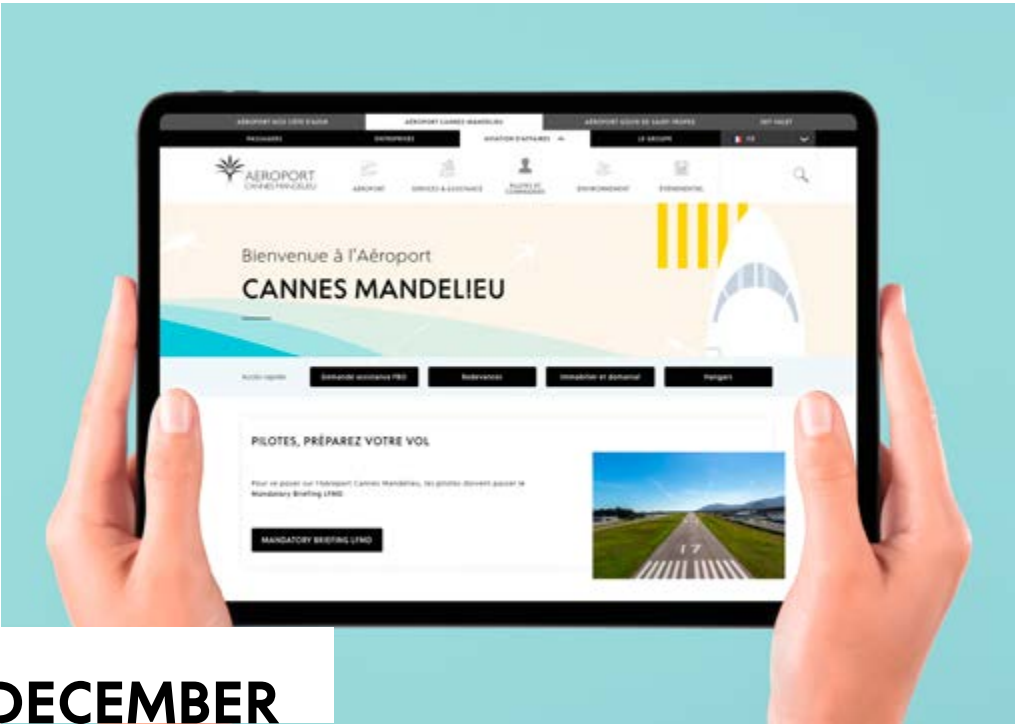
26 OCTOBER

EasyJet, the number one airline at Nice Côte d’Azur Airport, celebrated the 10th anniversary of its local base.



NOVEMBER

The new thermal system in Terminal 1, which collects heat from waste water supplied by the towns around Nice, was commissioned. As a result, 700 metric tons of CO₂ will be saved every year.



1 DECEMBER

Cannes Mandelieu Airport enhanced its online presence by launching a fully redesigned version of its website.



DECEMBER

We received the verdict of the EcoVadis CSR assessment: participating for the first time, Aéroports de la Côte d’Azur featured among the top scorers and was awarded a silver medal.





ECONOMIC PERFORMANCE UNDER CONTROL

An airport’s growth depends on three fundamentals: a dynamic business, high-quality infrastructure and services, and the investments and resources required to guarantee the future. In 2022, after two years of Covid-related turbulence, Aéroports de la Côte d’Azur has these three assets back on track!

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COMMERCIAL AVIATION: END OF TURBULENCE IN SIGHT

CLIMB PHASE

With 12.12 million passengers in one year and seven consecutive months (from April to October) with more than one million passengers, 2022 marks a new post-Covid period. After a record year in 2019 with 14.5 million passengers, Nice Côte d'Azur Airport had struggled to reach the 11 million mark... in two years! A terrible air pocket which France's second largest airport was able to overcome in order to return to an altitude more in line with what its region and locals dream of. This upturn was even more noteworthy if we consider

that 2022 also threw up its fair share of difficulties. A fifth wave of Covid cases struck France at the beginning of the year. The war taking place in Ukraine led to the suspension of all routes coming from Russia and Ukraine to Côte d'Azur, depriving Côte d'Azur of customers who are as numerous as they are loyal. The ongoing tense health situation in Asia made for slower flows between Nice and the Asian continent via the major European and Middle-Eastern hubs. Lastly, the difficulties encountered by some European hubs as they struggled to manage the upturn in traffic had an impact on Nice's flight schedule.

The fact that the Nice-based hub almost doubled its traffic in a year, despite these geopolitical events, is obviously down to the appeal of its region and the mobilisation of its players. Proof lies in the spectacular recovery of the British market. As quarantines and travel restrictions became a thing of the past, the famous Promenade was handed back to les Anglais - as is only fitting - and the UK reclaimed the top spot in terms of international traffic. The appeal of the French Riviera was also a big driver of business recovery. More and more airlines are interested in flying direct to Nice.

COASTING ALONG

Nice Côte d'Azur Airport features on the flight log of fifty-five airlines. In peak season, the Riviera network offered 107 different destinations in 40 countries. Some carriers - including the big players - even decided to add to their schedule out of the French Riviera. One example is Wizz Air, which launched flights to Cluj, Belgrade and Tirana; another is Air France, Nice Airport's long-standing partner, which opened four new destinations in one go: Heraklion, Algiers, Tunis and London Heathrow.

And Nice Airport is also considered a safe bet in terms of air transport outside of Europe. The Riviera hub drew interest as far afield as the Persian Gulf and the other side of the Atlantic. Consequently, Nice Côte d'Azur Airport was able to offer nine long-haul flights - unheard of! Four of those routes were to the Middle East: Dubai with Emirates — of course! —, Kuwait City with Kuwait Air, Abu Dhabi with Etihad and Manama (Bahrain) with Gulf Air. Five of them flew to North America, with two connections to Montreal and three to New York, with United Airlines offering passengers a third option, in addition to the more long-standing duo formed by Delta Air



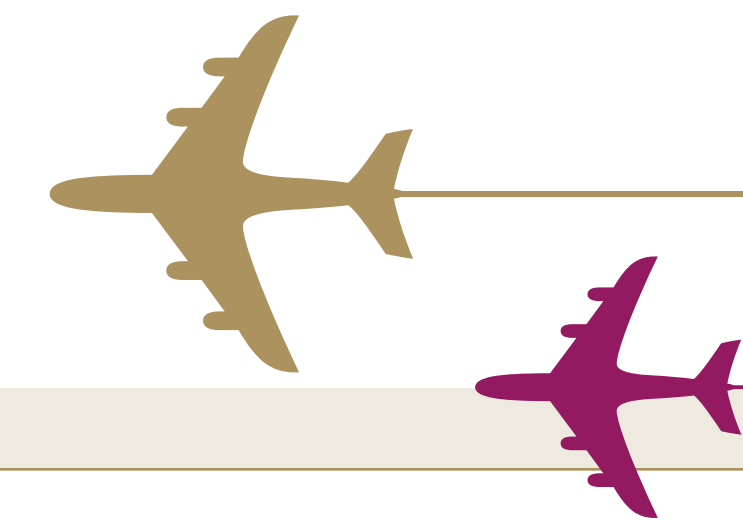
Lines and La Compagnie. Far from stealing business from each other, the three airlines actually shared a profitable market: 130,000 passengers, essentially Americans, spurred to travel by the euro-dollar parity, travelled between the Big Apple and the French Riviera.

This remake of “How the West Was Won” has already had a positive knock-on effect for Aéroports de la Côte d’Azur: on the first day of the new year, Delta Air Lines decided to double its bet. After New York, the world’s biggest airline will offer a daily flight between Nice and its Atlanta hub from spring 2023. A wonderful gateway to the American West, the Caribbean and Latin America.

This announcement is further proof of Nice Airport’s high potential. But there are many more examples! 2022 ended in a flurry of good news. Emirates announced the imminent return of its A380 to the runway in Nice, slated for June 2023, while around ten airlines had already placed their orders for spring 2023, easyJet being one of them!

The Riviera market leader is taking the bull by the horns and offering four new routes from its Nice

base: Palermo, Copenhagen, Beauvais and Bari, capital of Puglia.



BUSIEST TIMES OF YEAR

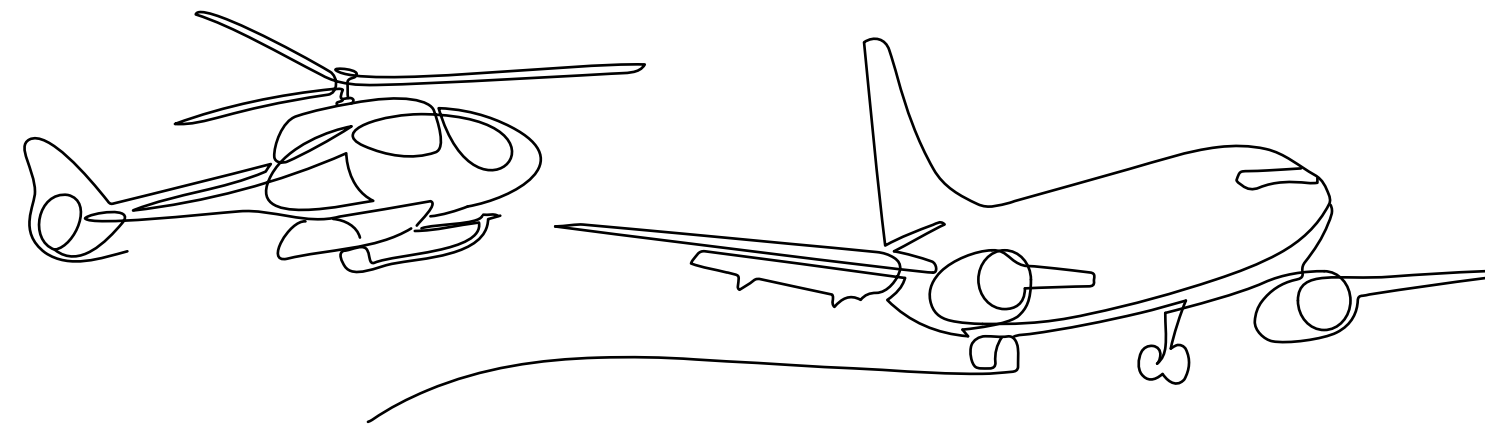
- Busiest day: Sunday 29 May 57,824 passengers
- Busiest week: 11 to 17 July 338,370 passengers
- Busiest month: July 1,492,261 passengers

2022 RECORDS

- 9 direct long-haul routes
- In July, the passenger load factor reached the highest level ever recorded for a given month in Nice: 86.6% (the previous record was July 2018: 86.4%).

COMMERCIAL TRAFFIC

(scheduled + additional commercial flights by plane + charter flights)



2019 (reference year)

110,866

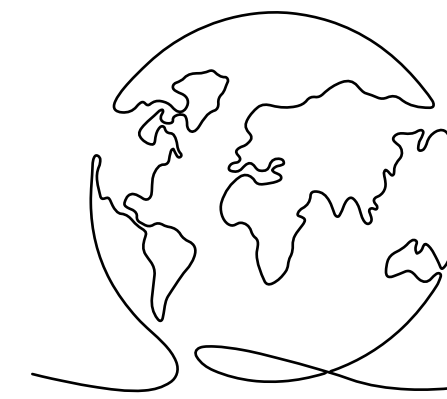
2022

94,067

↓ -15.2%

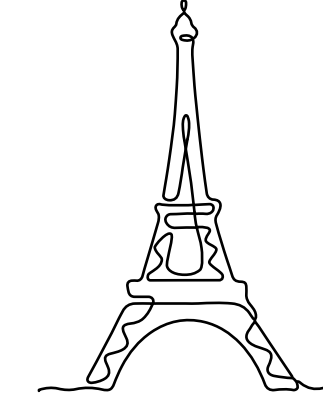
PASSENGER TRAFFIC

(scheduled + additional commercial flights by plane + charter flights)



International

7,423,514



Domestic

4,585,296

Total

12,008,810

2022/2019

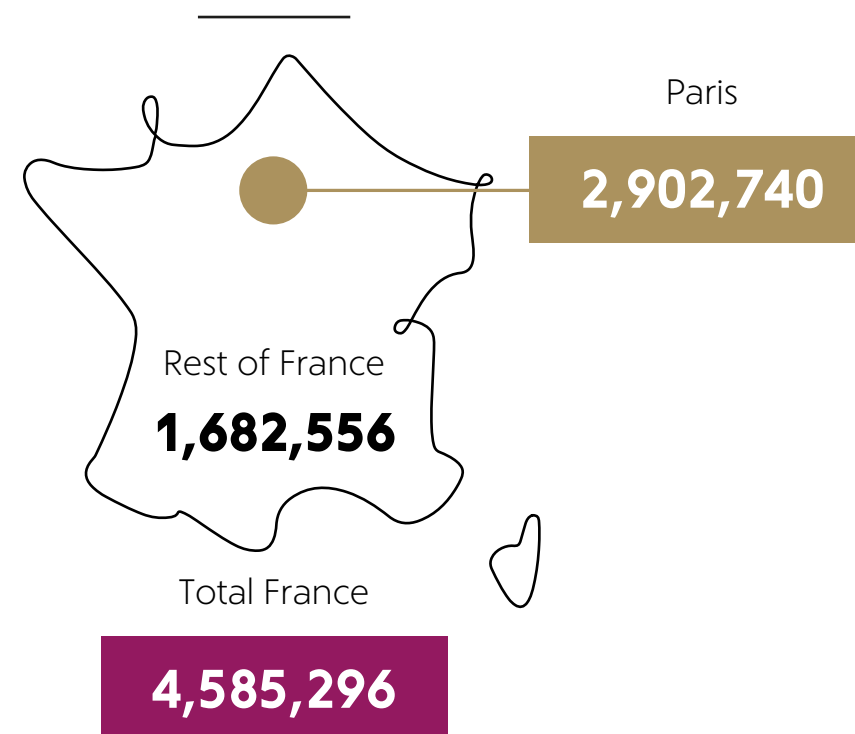
↓ -21.0%

↓ -7.5%

↓ -16.4%

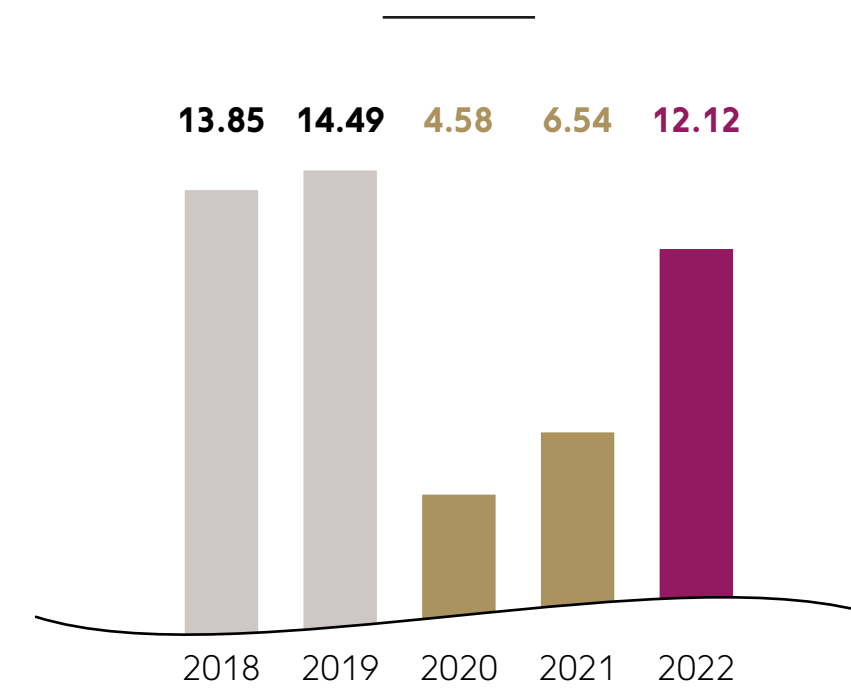
BREAKDOWN OF PASSENGERS IN FRANCE

(scheduled + additional commercial flights by plane + charter flights)



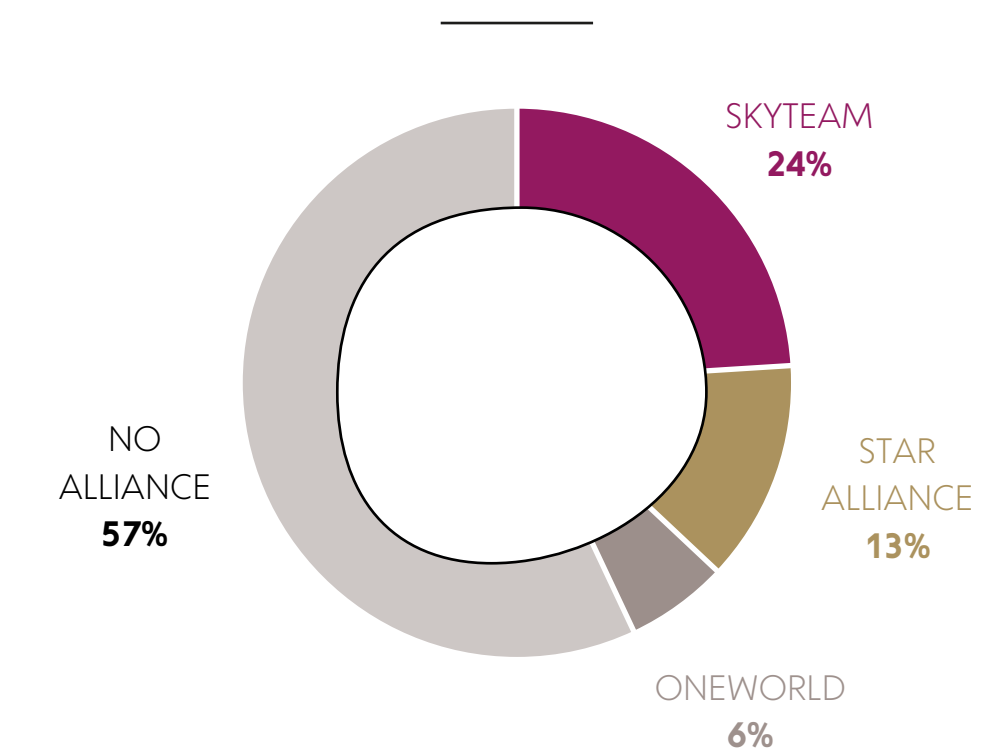
NUMBER OF PASSENGERS

(in millions, all traffic categories combined)



MARKET SHARE OF COMMERCIAL PASSENGERS

THROUGH ALLIANCES





CARGO EMERGES FROM THE FOG

Intrinsically linked to long-haul flights, business at the Freight Terminal in Nice Côte d’Azur Airport has not yet completely returned to pre-Covid levels.

All types of cargo combined (road freight, express freight services and air cargo), the tonnage handled in 2022 was down 25% on 2019. This decline was made up for once the curves began rising. Business was up 13% in a year. Reflecting the growing success of e-commerce, tonnage for express freight services more than doubled. And as for air cargo, with 46% of the total tonnage passing through Nice, it returned to its pre-crisis top spot! That said, it remained down on its 2019 level, despite a visit in October from two giants: a C-5 Galaxy from USAF, the United States Air Force, and an Antonov 124, both of which came to collect satellites produced by Thales Alenia Space to take them to the launch pad in Cape Canaveral.

Essential for attracting and making long-haul routes profitable, freight suffered from the absence of Qatar Airways in 2022, which, in 2019, was the hub’s second largest carrier, accounting for 20% of air cargo. However, this was a temporary issue that preceded

a bright future for freight business, especially as transatlantic traffic experienced a strong recovery in 2022, a year where long-haul flights returned to a good level, although there were sometimes periods too short to allow freight business to be truly built up.

Another factor which slowed down the recovery of this business was the pandemic, which is still very prevalent in China; the “zero Covid” policy led to shift in industrial production and a decrease in imports. Bear in mind that China was the key player in Nice Côte d’Azur Airport’s cargo activity thanks to a very efficient air bridge between the Asian giant and the Baie des Anges, which was set up by Emirates. But even here, it is possible to look to the future with confidence, as since the partial lifting of the health restrictions in China in December, the volume of imported goods has shot up 15%.

GENERAL AVIATION: A SAFE BET



A FAVOURABLE CONTEXT

Black clouds from the East darkened European skies in early 2022. The war between Russia and Ukraine, two countries which, until then, had accounted for around 15% of the Riviera business aviation market, raised fears of a slowdown in business traffic at Nice Côte d'Azur, Cannes Mandelieu and Golfe de Saint-Tropez Airports. Those fears were quickly allayed by a promising start to spring and an exceptionally dynamic 2022 edition of EBACE - Europe's premier business aviation event.

After a two-year absence due to Covid, the convention and exhibition held in Geneva drew in the crowds. The Sky Valet stand run by the Riviera airport group proved just as popular. In three days, its team engaged in no less than a hundred one-to-one discussions with owners, airlines and FBO representatives. A true sense of optimism infused all those conversations. And with good reason! The experts all agree that conditions have never been more favourable for a sector whose growth was driven by the Covid pandemic, to the detriment of commercial aviation.

There are two reasons for this robust performance. First, some passengers are still concerned about the health risk, which is obviously higher in public transport compared to a private jet. Second, the downturn in commercial aviation, reflected in the decision by many airlines to reduce their offer for some destinations until the crisis is behind us. As a result, many wealthy tourists and high-profile managers made the switch from business class to business aviation from as early as 2021. The same pattern occurred in 2022, and Aéroports de la Côte d'Azur took full advantage of the situation.

With over 83,600 movements in total, business aviation traffic handled by the Nice-based airport group was up 9.9% on the previous year. Sky Valet Spain and Portugal, its two FBO subsidiaries, played a key role in that performance, both enjoying strong business, up nearly 5% in one year. The Riviera airports all made history by posting their highest ever figures, with over 40,700 movements for Nice Côte d'Azur, almost 14,500 for Cannes Mandelieu and just over 4,000 for Golfe de Saint-Tropez. These figures are even sweeter because they are accompanied by a significant upturn in the helicopter market, with an overall increase of 17% at our three hubs.



The recovery is partly due to the reopening of the scheduled flight between Nice and Monaco at the end of August - a route that had been closed since the first lockdown in March 2020.

THE AMERICANS HAVE LANDED

Aéroports de la Côte d’Azur took a further step towards recovery, and one reason for that was the return of customers finally released from pandemic-related travel restrictions: passengers from the Middle East and, even more so, the USA. Representing the world’s leading business aviation market, American passengers - encouraged by a favourable euro-dollar exchange rate - were drawn back to Europe in general, and to the French Riviera in particular. They more than made up for the absence of Russian and Ukrainian tourists on the French Riviera.

The return of American and Middle-Eastern passengers had a positive effect that went beyond solid traffic levels: the amount of airport charges collected also rose, since these depend largely on aircraft weight and how long they need to park

up for. It is well known that those two types of customers prefer long stays and medium-sized jets — known as long-range aircraft — or even large jets — known as “global jets” — which are better suited to long-haul flights. Cannes Mandelieu Airport followed the same pattern, despite the fact that its runways are only suitable for aircraft weighing less than 35 metric tons.

GETTING BACK TO NORMAL

However, the undeniable contribution of long-haul customers shouldn’t overshadow the essential role of the European market, which is still largely predominant and as buoyant as ever. Encouraged by the vitality of the market, many airport operators started making plans, keen to expand or consolidate their positions on the private jet market. Two of them opted to join the Sky Valet Connect network. During 2022, the franchise set up by Aéroports de la Côte d’Azur to exploit its expertise in the field of FBOs welcomed Rodez-Aveyron Airport. And in early January 2023, Pau Pyrénées officially became the 33rd stopover to acquire the Sky Valet label.



Although all of this is obviously great news, we need to keep our feet on the ground and take in the whole picture. The truth is that business aviation seems to have reached a plateau in 2022. The market has returned to its cruising speed. The situation at the Riviera airports illustrates the phenomenon perfectly: although business showed signs of weakening from August onwards, during the last five months of the year, it remained slightly higher than for the same period in 2019. During that particularly turbulent period, general aviation proved its usefulness and its agility and emerged as a perfect complement to commercial aviation.

Movements in 2022	Business Aviation	Helicopters
Nice	40,744	19,768
Cannes Mandelieu	14,448	14,964
Golfe de Saint-Tropez	4,025	3,406
Total	59,217	38,138
2022/2021	+ 10.2%	+ 17.1%

Sky Valet Spain and Portugal	24,392
2022/2021	+ 9.2%

NAMA: THE FIVE DRIVERS OF GROWTH

CONSULTANCY AND... MANAGEMENT!

With around thirty projects ordered from twenty or so different companies and institutions, 2022 was another successful year for NAMA, Aéroports de la Côte d'Azur Group's airport consulting, training and management brand. Its sustained cruise speed confirms the sound thinking behind its concept: to share the expertise and in-the-field experience of the Nice-based operator with other players from the airport sector. In concrete terms, NAMA has built its offer around five centres of excellence that are essential to the growth of any

airport: strategy, network development, general aviation, the environment and technical consulting. A winning ticket!

This positioning is winning over more and more operators both in France and abroad. They tend to reach out to NAMA for one-off assignments. However, NAMA sometimes plays a more long-term role, through airport management. This is the case in Cyprus where this year, its teams were instrumental in getting air traffic moving again in Larnaca and Paphos. One success leads to another! At the end of the year, NAMA joined two different consortia. One is geared to managing Beauvais Airport, while the other focuses on Kalamata in Greece.

SOMETHING FOR EVERYONE

NAMA's 2022 order book is a wonderful tribute to all the skills promoted by the brand. As an example, Aéroports du Cameroun, Aimé Césaire Airport in Fort-de-France and Les Pays de la Loire regional council all enlisted NAMA's expertise in terms of overall strategy. Mayotte Airport asked NAMA to help it do the groundwork for the creation of a future

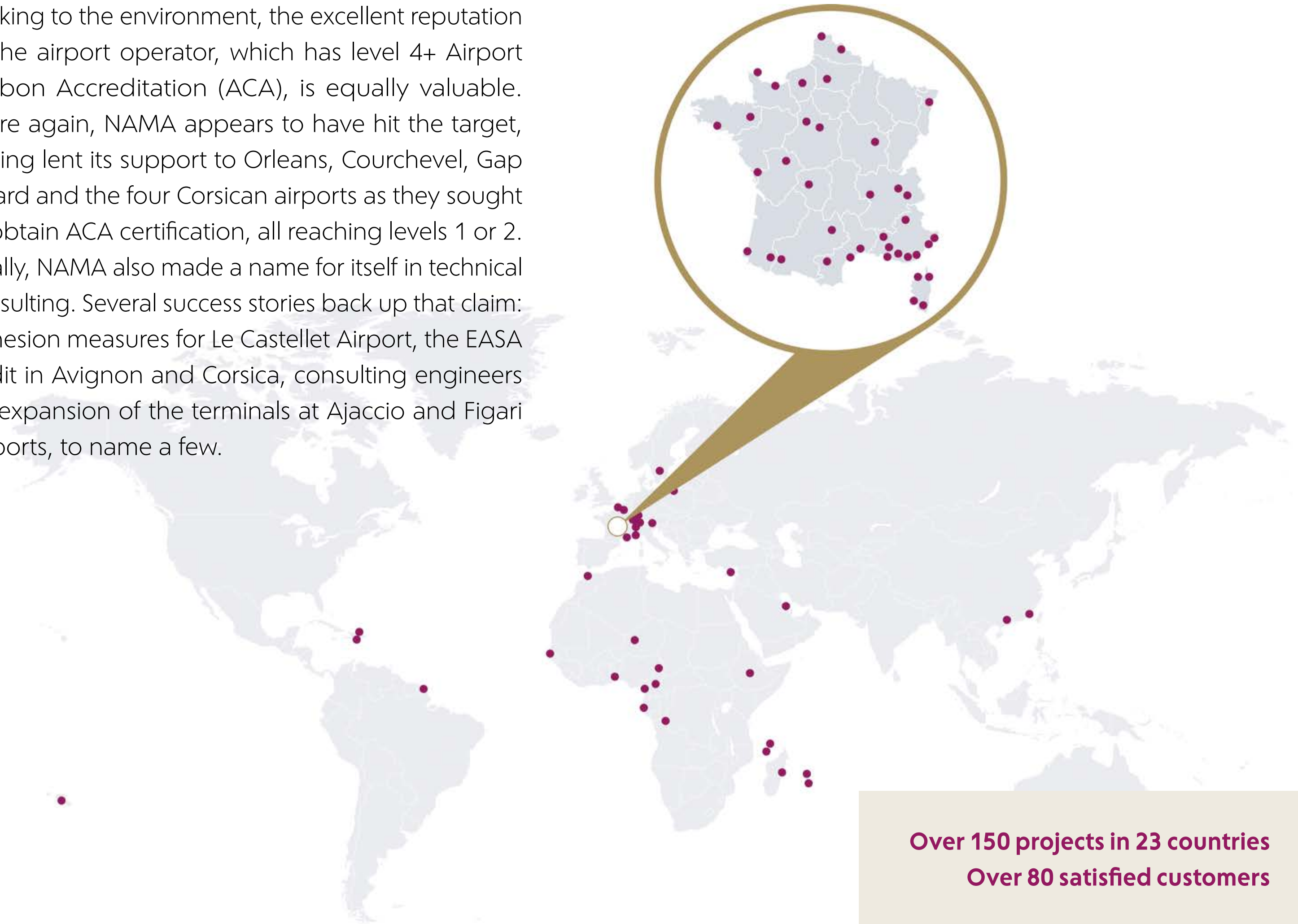
local airline, while Chambéry Airport outsourced the production of its General Layout Plan. The Greater Châteaudun Council elicited support from a group led by Aéroports de la Côte d'Azur to prepare for the transformation of air base 279 - which is being closed down - into a civilian airport.

Several contracts concerned network development. In Africa, on the one hand: in Cameroon, Senegal and for the first time, Togo, via a two-year contract with the Lomé-Tokoin airport group. And in France on the other: the airports of Châteauroux, Strasbourg, Pointe-à-Pitre, La Rochelle, Rodez, Avignon and the Corsican Transport Office all reached out to the Riviera-based experts to help grow their commercial traffic.

With its three Riviera airports and Sky Valet, its own FBO, Aéroports de la Côte d'Azur is a benchmark group on the European general aviation market. This enviable status sparked a flurry of interest from a host of airports - Béziers, Biarritz, Pointe-à-Pitre and the Corsican airports of Calvi, Figari, Bastia and Ajaccio. In 2022, they all began working with NAMA teams to improve their performance in that market segment, which is particularly dynamic.



Looking to the environment, the excellent reputation of the airport operator, which has level 4+ Airport Carbon Accreditation (ACA), is equally valuable. There again, NAMA appears to have hit the target, having lent its support to Orleans, Courchevel, Gap Tallard and the four Corsican airports as they sought to obtain ACA certification, all reaching levels 1 or 2. Finally, NAMA also made a name for itself in technical consulting. Several success stories back up that claim: adhesion measures for Le Castellet Airport, the EASA audit in Avignon and Corsica, consulting engineers for expansion of the terminals at Ajaccio and Figari Airports, to name a few.



Over 150 projects in 23 countries
Over 80 satisfied customers

SHOPS AND SERVICES: LEAPS AND BOUNDS



SHOPPING IS IN

At an airport, when traffic is riding high, everything else follows! Starting with non-aviation activities. That rule was proved yet again at Nice Côte d’Azur Airport, where shops, services and rental companies got the wind back in their sales after the flat Covid years. However, the aftermath of the crisis was still leaving traces. For example, some stores lacked qualified staff and had to exceptionally reduce their opening hours.

Despite that, their balance sheet remained positive. The shops in Terminal 1, which remained closed until the end of March, made up for lost time in a spectacular way, achieving higher average revenue per passenger than in 2019 - a full, prosperous year. That was no easy feat, bearing in mind that Russian and Chinese customers, who traditionally account for a good portion of revenue, had not yet returned. Evidently, their absence was more than compensated for by other customers, apparently driven by a rare passion for shopping!

All nationalities, including French, spent more than in the past. Eastern European nationals - a rapidly

growing customer base, thanks to the growth of Wizz Air, the Hungarian low-cost airline, at Nice Airport - shot up the charts, boosting the statistics of the Commercial BU. And the British were quick to take advantage of duty free goods, to which they now have access, a fallout of Brexit. But at the end of the day, the shops at Nice Airport owed a lot to their American customers. The strength of the dollar compared to the euro obviously explains the spending frenzy of our American guests.

QUALITY OF SERVICE REACHED NEW HEIGHTS

Zegna, the Italian store specialising in elegant fashion for men, is set to open at some point during 2023. In the meantime, the number of stores at Nice Airport has remained stable. On the other hand, the catering offer was boosted by the arrival of a big name in Riviera-based gourmet cuisine. In May, Bruno Oger, mentor of Villa Archange, the restaurant in Cannes with two Michelin stars, took over Estivale, the “bistronomy” restaurant in Terminal 2. The revival continued in December with the creation of a co-working space next to the restaurant. Because it is



located in the publicly accessible area, this perfectly equipped working space is an ideal complement to the VIP lounges available in the restricted zone. With its mouth-watering dishes and studious atmosphere, the 2022 version of Estivale is boosting the quality of service offered in Terminal 2. To guarantee that its passengers enjoy the smoothest possible airport experience, Nice Côte d'Azur Airport also invested in its car parks and roads. The lighting of the terminal fronts of the two airport terminals was modified, resulting in greater comfort and sobriety. Car park P2 next to Terminal 1 was entirely renovated. The Terminal 2 drop-off area acquired a third access point to ease traffic congestion during peak times. Lastly, all the public car parks that can be booked online via the Click&Park concept were fitted with a number plate recognition system, so passengers no longer need a code to access their parking space. They simply enter their number plate when they book online, and the barrier opens automatically when they arrive. The new system is bound to boost the number of Click&Park users, bearing in mind that sales already rose by 25% in a year. Four out of ten drivers now opt for the online solution.

FULL POWER

Generally speaking, Nice Airport car parks were filled up due to: a knock-on effect of the increase in air traffic, but there were other reasons, too. This year, with many people still being mindful of the health risk, it would seem that many passengers opted to travel by car rather than public transport. This trend was confirmed by the success of the hub's six rental companies. In 2022, as indirect victims of the supply difficulties affecting the automotive industry in general, they were unable to completely renew their fleets. However, their restricted offer did not deter customers. If their first choice of vehicle was unavailable, they were quick to opt for a higher-category alternative. As a result, there was a sharp increase in the average amount of contracts, and the Car Rental Center's overall income for this year was higher than in 2019. This meant that Nice Côte d'Azur Airport reclaimed its place as one of the major car rental sites on the French market.

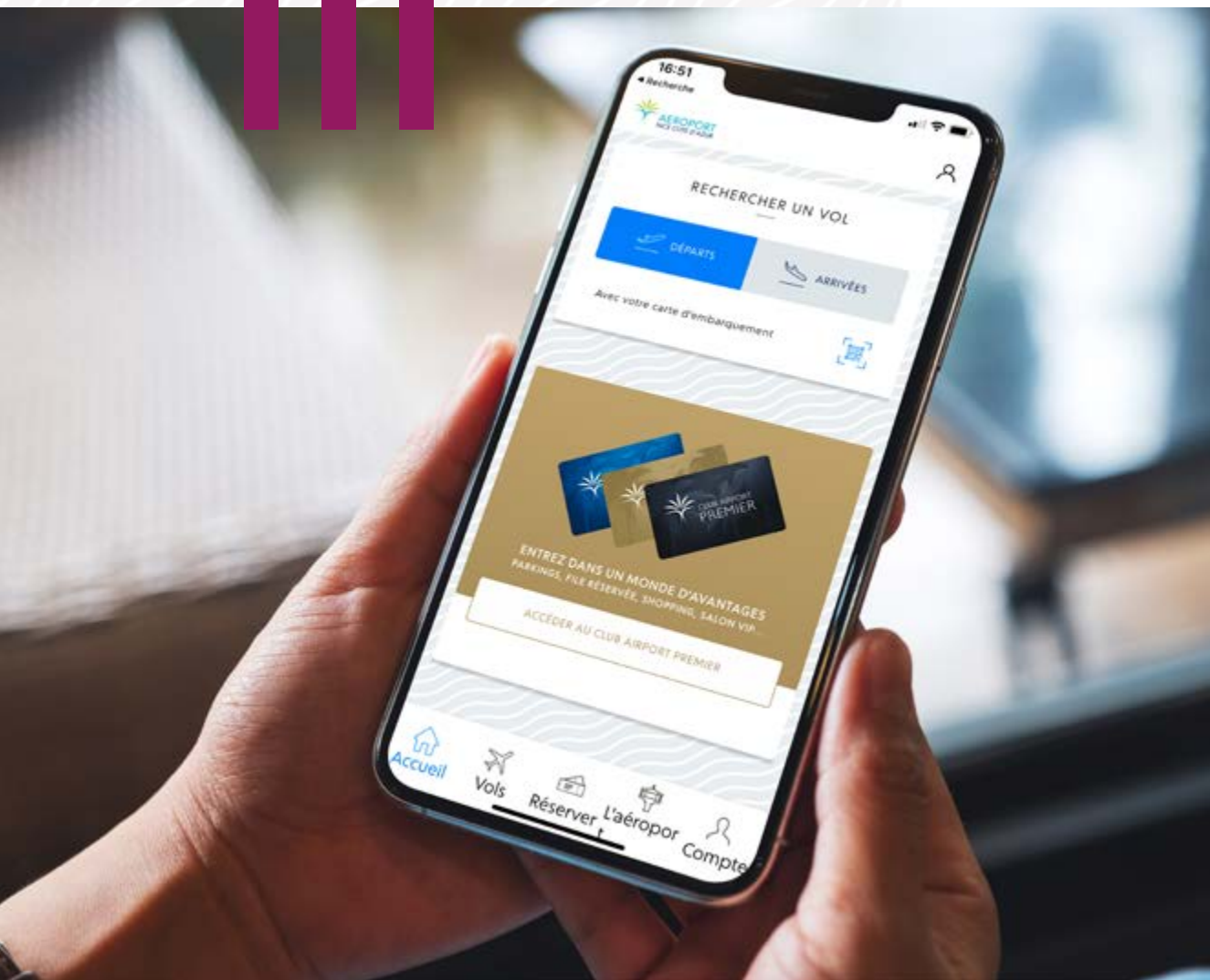


HIGH-TECH MARKETING

Although they posted satisfactory results, not so far removed from pre-crisis levels, non-aviation activities at the Riviera hub still have significant potential for improvement. To make the most of that, Aéroports de la Côte d'Azur continued to act in three strategic areas: pricing, advertising and customer loyalty. Three areas with one thing in common: increased use of technology. In 2022, Nice Airport acquired new yield management software for managing its car parking rates. It is due to be up and running in 2023. It will automatically adapt Click&Park prices based on current demand, making ultra-responsive adjustments.

That said, some things won't change: Aéroports de la Côte d'Azur won a host of awards throughout the year for the quality of its passenger data management, and it intends to keep up the good work! The juries of the Cas d'OR du Digital, the Grand Prix Stratégies de l'Expérience Client, the CX Awards, the Silicon Awards and the Grand Prix de la Data et de la Créativité all recognised the quality of the marketing policy currently being rolled out by the Riviera airport.

Initiated in 2020, this policy is based on two pillars. First, customer loyalty, focusing on frequent flyers through the Club Airport Premier, which had 83,000 members at the end of 2022. A record! Second, use of all customer data via a Customer Data Platform, a system that centralises and uses all the customer data available within the company, with the aim of customising the passenger relationship as much as possible. How? The better we understand consumption habits, the easier it is to reach out to customers through promotional and service offers along with informational messages tailored to their needs and preferences. In order to pursue this incisive marketing approach even more effectively, in late 2022, Nice Côte d'Azur Airport enlisted support from two high performers in this field: the Californian company Salesforce - world leader in customer relations management solutions - and Adelya, which has been operating for twelve years and has already made a name for itself in the field of customer loyalty.

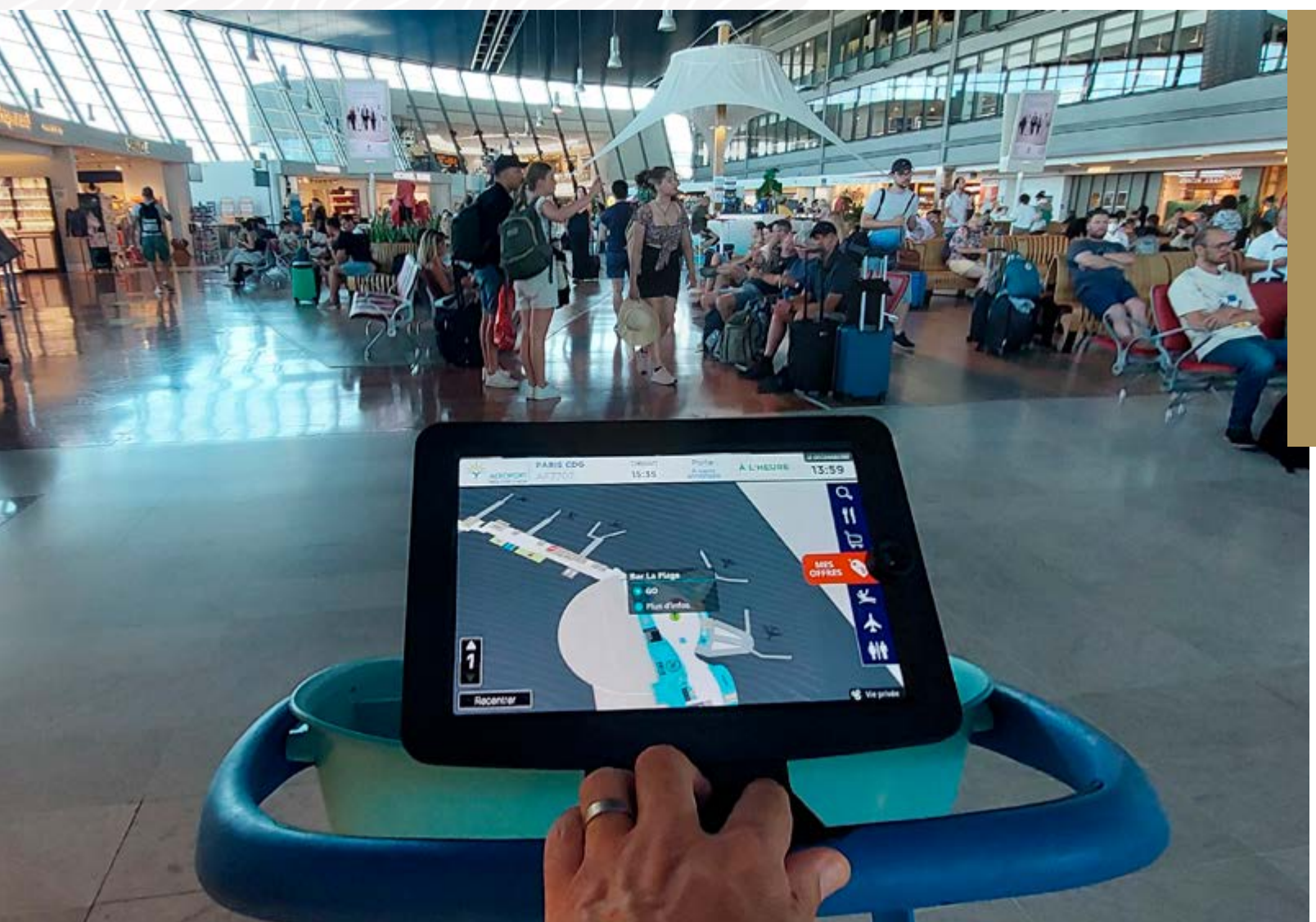


WELL-INFORMED PASSENGERS

Nice Côte d'Azur Airport has another technological asset: its digital communication. It also stepped up its game in spring 2022, when an enhanced version of the Nice Airport app went live. Essentially geared to frequent flyers, it was launched a year earlier, at the same time as the new Nice Côte d'Azur website (awarded the "Digital" Grand Prix by the *Stratégies* magazine in October 2022). It has been constantly upgraded since then, offering users more and more features. Its latest version lets you download the Club Airport Premier card to your smartphone, search for flights by destination or airline, and comment on your airport experience or submit improvement ideas through a new section called "We value your opinion". Lastly, drawing on the expertise of Woosmap, passengers travelling from Nice have access to a map of both terminals, highlighting key points of interest such as stores, restaurants, boarding gates, and so on. This is undoubtedly the first step towards creating the airport's very own indoor positioning system.

More screens were installed, this time on ITS baggage trolleys. Throughout the summer, the Danish

company worked with Nice Côte d'Azur Airport to conduct a real-life test of its smart trolleys. Fitted with a digital tablet and available after the security checkpoint, these trolleys didn't just help passengers carry their cabin baggage and handbag, they also guided them and kept them up to date on everything they needed to know, from security screenings through to the boarding gate. Using a positioning system, a connection to the flight database and the terminal layout maps built into the software provided by the Scandinavian startup, the screen on the trolley displayed users' boarding area number and told them how to get there, and how long it would take. That gave passengers peace of mind to manage the time that they had available before take-off however they liked. They were helped by their trolley - a great source of information. It told them how to get to the nearest toilets, and where the smoking areas and VIP lounges were located. It even let them know what shops and services were within reach. Even better: the tablet flagged up any special offers available in all the nearby stores, bars and restaurants. Trials of this smart trolley were conclusive.



INFRASTRUCTURE: SUSTAINABLY MODERN AIRPORTS



NICE CÔTE D'AZUR IS RESOLUTELY FORWARD-LOOKING

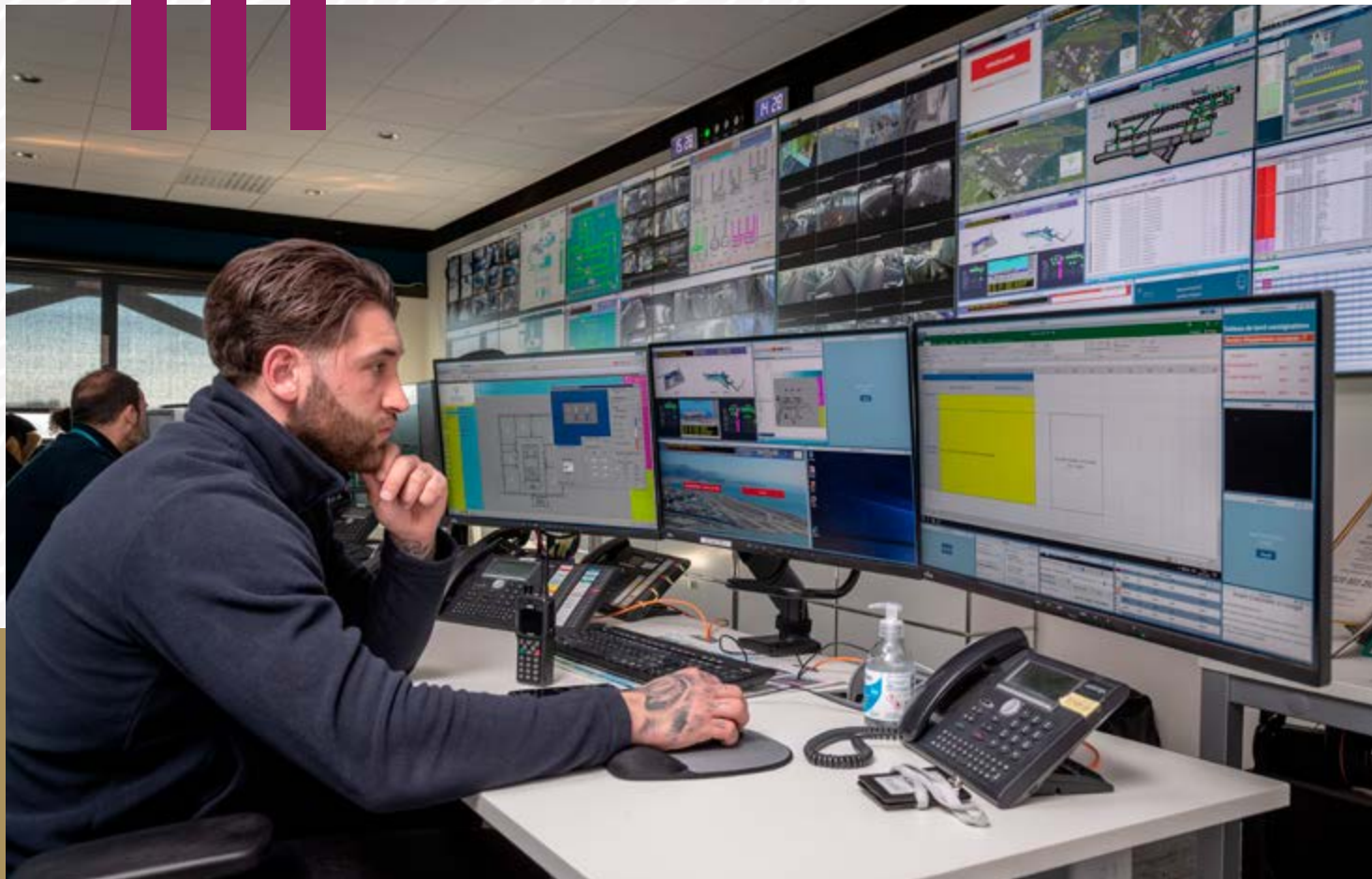
TERMINAL 1 RENOVATION

The health crisis may have forced some projects onto the back burner, but not everything ground to a halt! Aéroports de la Côte d'Azur never stopped investing in its infrastructure to boost its performance, anticipate its future needs and, ultimately, consolidate its growth. 2022 was marked by a host of forward-looking projects. The tarmac at Nice Airport was treated to a revamp: aircraft stands 8,10, 12 and 14 at Terminal 1 were all equipped with concrete block paving, which is more solid than standard paving. Placed at the centre of the aircraft stand, it provides a more stable surface for aircraft wheels and those of the passenger boarding bridge, if required. This improvement work guarantees a sustainable future for those aircraft stands. Concrete block paving is now being rolled out at Terminal 2, where construction work on stand 46 began in late autumn.

The winds of change also blew inside Terminal 1. Closed to the public since the beginning of the Covid pandemic (apart from summer 2021, when it partially reopened for a short time), the terminal has been given a face lift. Renovation work got underway back in spring 2020 and stepped up the pace in early 2022 when, sensing that business was on the verge of taking off again, despite a fifth wave of the pandemic, Aéroports de la Côte d'Azur decided to reopen the terminal permanently from spring 2022. In three months, everyone involved raised their game to test, review and — if necessary — correct every feature: air conditioning, soundproofing, lighting, the baggage sorting system, digital displays and terminals, decoration, and so on. And so it was that on the morning of 27 March, passengers in Nice were able to discover their renovated terminal.

TRAFFIC: FLOWS UNDER CONTROL

Not all the projects carried out in 2022 were as visually evident as the Terminal 1 face lift, but each and every one of them helped modernise the Nice-based hub. For example, the installation of



Co-financed by the Connecting Europe Facility of the European Union



aircraft guidance systems at all aircraft stands helped reinforce runway safety by providing a system that automatically detects obstacles at the aircraft stand when aircraft are on the approach. This system also helps ensure that flights run to schedule, since it offers ground-handling staff and pilots a multitude of flight information: actual aircraft arrival time, target departure time, target start-up time, etc.

Traffic was also more fluid thanks to the progress made by APOC, the Nice Côte d'Azur Airport Operations Centre. Staff numbers at the centre increased, with the arrival of colleagues from the Mobility & Parking Department as well as the Safety and Security Division. As a result, from the terminal access lanes through to the runways, the entire life of the airport is now supervised from a single nerve centre. The added value? Permanent exchange of information in real time between all stakeholders. This organisation upped its efficiency even further during the year, thanks to new methods introduced by APOC, such as regular briefing sessions and reporting tools aimed at anticipating traffic variations even more effectively. New software also played its part, one example being Everbridge. If a critical event occurs, this mass notification system keeps

everyone concerned in the know in record time via emails, text messages, pre-recorded voice messages and push notifications.

MORE SECURITY, LESS FUSS

Another area in which significant progress was made: Nice Côte d'Azur Airport reinforced passenger and staff security with no impact on quality of experience - quite the opposite, in fact. That achievement was possible thanks to the deployment of high-tech equipment, one of them being MorphoWave. This contactless biometric access control system checks four fingerprints simultaneously on the fly, without the need to place a hand on the reader, significantly reducing the risk of viral contamination. Tested at the start of the year, the system proved so effective that Nice Côte d'Azur Airport installed it at all staff access points in the restricted zone.

Passengers also reaped the benefits of scientific progress! They no longer have to take their shoes off when going through security. Now, they simply place their feet in a shoe scanner, a machine that detects any dangerous metallic or non-metallic



object in their shoes. These devices were already available at all security screening points in Terminal 2. In 2022, they were deployed throughout Terminal 1 as well. Another new feature: the automatic baggage screening line. The trays in which passengers place their belongings are returned automatically to the top of the line. They arrive automatically and, as soon as they have been emptied at the other side, move on to the next users. In the meantime, this sophisticated machine handles baggage sorting after x-ray scanning, either directing items to the security search table or, if nothing suspicious is detected, placing them in front of their owner. A first system was set up in Terminal 2 in 2022. Others are set to follow, thus contributing to the fluidity of passenger routes, which is at the heart of our concerns.

In the same way, passengers are received by staff who are regularly trained, with a particular emphasis on passengers with disabilities, visible or invisible, and on those who may be apprehensive of security checkpoints. Improving airport security, fluidity and reception during this step also requires great stamina day after day.

In line with the new European Union cybersecurity regulations, Aéroports de la Côte d’Azur stepped up background checks on all staff — its own employees as well as those of its subcontractors — with access to so-called “sensitive” information systems. Well thought-out facilities also contribute to a more efficient system. The partitioning of the Terminal 2.1 baggage reclaim area is a perfect example. Another is the reinforced security of vehicle and pedestrian access at the entrance to the Freight Terminal and inside the building.

QUALITY: ABOVE AVERAGE

Whether it concerns APOC or security, the increased use of technology to make passenger flows even smoother is part of a broader approach focused on improving quality of service. In 2022, quality was once again one of Nice Côte d’Azur Airport’s top priorities, as reflected in the many actions undertaken to offer its customers the very best experience. And customers means everyone: those travelling and those who transport them! The investments made are also geared to making life easier for airlines. We need look no further than



the 100% upgraded IT system used at the 300 check-in desks. Users gave the new system their unanimous approval, won over by the considerable improvements in terms of performance, simplicity, security and reliability.

As for passengers, they are the focus of the “quality” offensive launched this year by Nice Côte d’Azur Airport. The Airport set itself the challenge of improving their satisfaction, measured via the Airport Service Quality (ASQ) survey. Its transparent objective is to be among the above-average European airports. This challenge prompted a host of initiatives, from the redecoration of airport terminals to the redesign of sanitary facilities, along with the installation of numerous new sockets for charging electronic devices and an E-wall - a contactless video game wall that proved a firm favourite with our youngest passengers. Another improvement that made a big difference to passenger comfort: the free Wi-Fi in both of Nice Airport’s terminals was reworked, greatly increasing its performance. The new system is not only more fluid and stable than the previous version, it is also easier to use: internet access is now just two clicks away for laptop and smartphone users.

CONSTRUCTION WORK: READY FOR THE FUTURE

An airport’s future does not just depend on improvements - adaptation is equally important. It is important to evolve to take account of new regulations in the air transport sector. In this respect, the Riviera airports are getting ready for EES, which stands for Entry/Exit System. This system lets Schengen area countries check entries and exits of travellers from non-EU countries at their external borders. Initially due to take effect in May 2023, it has been pushed back by several months. Despite that, Aéroports de la Côte d’Azur has already undertaken the studies and work required to handle these future formalities.

What’s the priority? To free up space for the new French Border Police posts and the digital passport control kiosks where passengers will be required to register their biometric passport, fingerprints and identity photo. Nice Airport has already begun altering the layout of Terminal 1. A large section of the office space assigned to the French Border Police has been taken, which it plans to use for passenger security checks.



THE TERMINAL 2 EXTENSION IN FIGURES

- 9,900 m² of greenfield
 - a Schengen / non-Schengen scalable area
 - a resource module with 36 check-in desks and 1 baggage sorting system
- 25,211 m² of floor space, bringing the total amount of floor space for all terminals to 97,765 m².
- 6 boarding gates
- 6 pre-boarding areas
- Theoretical number of passengers that can be accommodated: 18 million passengers

Most staff from the French Border Police regional division have been transferred to a meticulously renovated 900 m² area in the catering zone.



However, on the construction front, the big feature of 2022 was undoubtedly the Terminal 2 extension, an essential project for the development of Nice Airport. The airport has reached saturation point, and overcrowding in the boarding areas during the busiest times of year has a negative effect on security and passenger comfort. Those concerns justify the new infrastructure designed to improve quality of service and the conditions in which passengers to the French Riviera are hosted.

Throughout the first half of the year, teams from Aéroports de la Côte d'Azur fine-tuned the final details, making slight changes to the boarding area land use plan to accommodate shops and a VIP

lounge. However, it was impossible for construction work to begin before the administrative court in Marseille had delivered its verdict concerning the building permit, which had been contested by a third party. In early October, when the judges finally ruled in favour of the planned construction, preliminary construction work got underway. In order to protect wildlife in the Var plains (a Natura 2000 classified area) during the reproduction period, the airport promised to defer the digging of the foundations until early July. The noise, vibrations and dust generated by the construction work would have had a highly disturbing impact on local wildlife. That said, preparations are in full swing, and a string of meetings between the Technical Department and the companies selected for the project are being held to clarify the details and draw up schedules for their work.

LOOKING AHEAD: FLIGHT INSTRUMENTS

The airport is already striding towards its future, but there are still many more chapters to be written! To trace the major changes and future projects,



Aéroports de la Côte d’Azur is considering a variety of options and drivers of growth. In 2022, Aéroports de la Côte d’Azur laid the foundations for three major tools which, from 2023 onwards, will guide its actions and development. On the one hand, the company roadmap, which sets out its values and missions for the next five years. Next, the related strategic plan, which will set objectives for each of its services. Lastly, the Riviera airport operator has ordered initial capacity studies for the Nice hub. The goal is to support its growth rather than respond to it, by anticipating any saturation of its resources. To do that, the study focuses on identifying airport infrastructure that is approaching capacity and assessing that which has room for growth. By comparing all of this data with the airport’s future needs, it will be possible to draw up a coherent, fitting development plan.

In addition to asserting its objectives and planning its future needs, Aéroports de la Côte d’Azur is determined to consolidate its image as the laboratory of the airport of tomorrow, by fostering innovation at all its hubs. To speed up this virtuous process, it opted to join the “Airports for Innovation” group at the ACI Europe congress held in June. The

group brings together four international companies (Aeroporti di Roma, Aeropuertos Españoles y Navegación Aérea, Athens International Airport and Aéroports de la Côte d’Azur). They manage around fifty different airports, accounting for 15% of all European traffic.

What is the goal set by this group of four? To understand the emerging needs of passengers and share innovative service opportunities. Succeeding in this challenge means experimenting with new solutions, bringing together the innovators (startups and universities) based in the respective regions of each group member, and ensuring regular dialogue between their teams as well as efficient sharing of feedback. Alongside this commitment, Aéroports de la Côte d’Azur is also a stakeholder in the Innovation Forum recently created by ACI Europe.



CANNES MANDELIEU: AN EYE FOR DETAIL

It's no fluke that Cannes Mandelieu Airport has made a name for itself in the general aviation sector. Year after year, it puts its heart and soul into conserving its impressive reputation. 2022 was no exception, and a host of new facilities deserve a mention. The airport terminal arrivals hall was redesigned. It now accommodates a new French Border Police post which is more functional than the previous one, resulting in a smoother passenger experience during police checks and formalities. And if you need to wait? Passengers can now relax in a small lounge rather than waiting in line. Lastly, digital signage was installed throughout the hall, along with a dynamic display showing clear information in real time. Looking airside, to take account of regulatory changes, the light aircraft zone was renovated with new ground markings that make the access points more secure and perfectly structure all the parking areas. This operation resulted in significantly improved safety for both aircraft and personnel, as well as a 15% increase in parking capacity.



Finally, the main entrance to the hub was fitted with a gate, a guardhouse for a security officer, an entry code and access badge system, CCTV and a detection loop connected to a barrier. This system ensures that the site is highly secure at night and limits the risk that people attending a public event in the neighbouring business park will wander onto the airport's publicly accessible area.

In 2022, Cannes Mandelieu didn't just improve its infrastructure, it also opted to showcase its assets by creating a new website. Drawing on the Aéroports de la Côte d'Azur digital style guide, the website provides pilots with all the information they need to prepare their flight, details of flight schedules and available hangars, as well as the services and ground-handling resources available at the hub. It also presents the airport's environmental policy, events and leisure port: Port abri du Béal. This maritime port, which also offers a dry port service and a river area, is located at the end of the runway, at the mouth of the river after which it is named. A perfect meeting of sky and sea.



FINANCIAL SITUATION: UNDER CONTROL

Business recovery in 2022 had two main consequences. On the one hand, the increase in traffic and airport charges led to an increase in revenue. On the other, high passenger numbers at Nice Côte d'Azur Airport generated higher operating costs and triggered the reopening of Terminal 1, with costs more in line with pre-crisis levels.

The objective is to remain efficient with good productivity to guarantee that the airport is attractive for its airline customers.

Aéroports de la Côte d'Azur rolled out a €50.3 million investment programme. Despite an unfavourable economic context marked by high inflation, the operator maintained its Large-Scale Maintenance and Renewal programme along with all projects linked to its climate strategy.





A MATURE ENVIRONMENTAL APPROACH

Reduced biodiversity, limited natural resources, climate change and its consequences all provide a constant reminder: companies today must grow their business in a way that is compatible with environmental protection. The ecological transition has been a priority for Aéroports de la Côte d'Azur for several years already. In pursuit of that goal, it contributes to the transformation of the air transport sector by constantly improving its performance in terms of atmospheric pollution, noise pollution, living heritage conservation, reasonable consumption of raw materials, and so on. It increasingly shares all of those noble causes with its partners and customers.

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THE AIR TRANSPORT SECTOR IS GOING GREEN FAST



HEADING FOR THE FUTURE

On 29 March, an Airbus A380 belonging to the aircraft manufacturer landed at Nice Côte d’Azur Airport. Flying in from Toulouse, it became the first aircraft in its category to validate a full LTO (Landing and Take-Off) cycle in real-life conditions with one of its four engines powered entirely by biofuel. The European manufacturer had one objective: to check that the Rolls-Royce Trent 900 engines that power the aeronautical giant operate perfectly with this new fuel made from used cooking oil.

The airport operator takes a keen interest in e-VTOL aircraft, for example - innovative electric vertical take-off and landing aircraft. In this respect, it joined forces with three of its Italian counterparts — Aeroporti di Roma, Aeroporto di Venezia and Aeroporto Guglielmo Marconi di Bologna — to create Urban V on 28 June 2022. What’s the aim of this company? To promote the development of Urban Air Mobility by creating "vertiports", innovative infrastructure designed to accommodate e-VTOL aircraft. The four partners are banking on the success of this new mode of transport, which could shortly relieve traffic on urban

roads by providing quick connections between airports and city centres.

CHANGING DIRECTION

As we stand on the brink of a new era in aviation, stakeholders are doing everything they can now to reduce the environmental impact of the air transport sector. This ambition involves a total rethink of routes and procedures. The objective? To identify increasingly direct routes to save fuel, cut greenhouse gas emissions and keep noise pollution to a minimum. This reasoning led the Air Navigation Service, in cooperation with the Nice Côte d’Azur Airport environmental consultation committee, to review take-off procedure 04, which has planes take off to the East before finding their course. 85% of flights are concerned.

Since spring, those trajectories have been shorter than in the past, so planes now fly several kilometres less than before. A saving of nearly six kilometres for those heading North! The minimum altitude for flying over the coast has also been raised from 6,000 to 7,000 feet, guaranteeing more peace and quiet

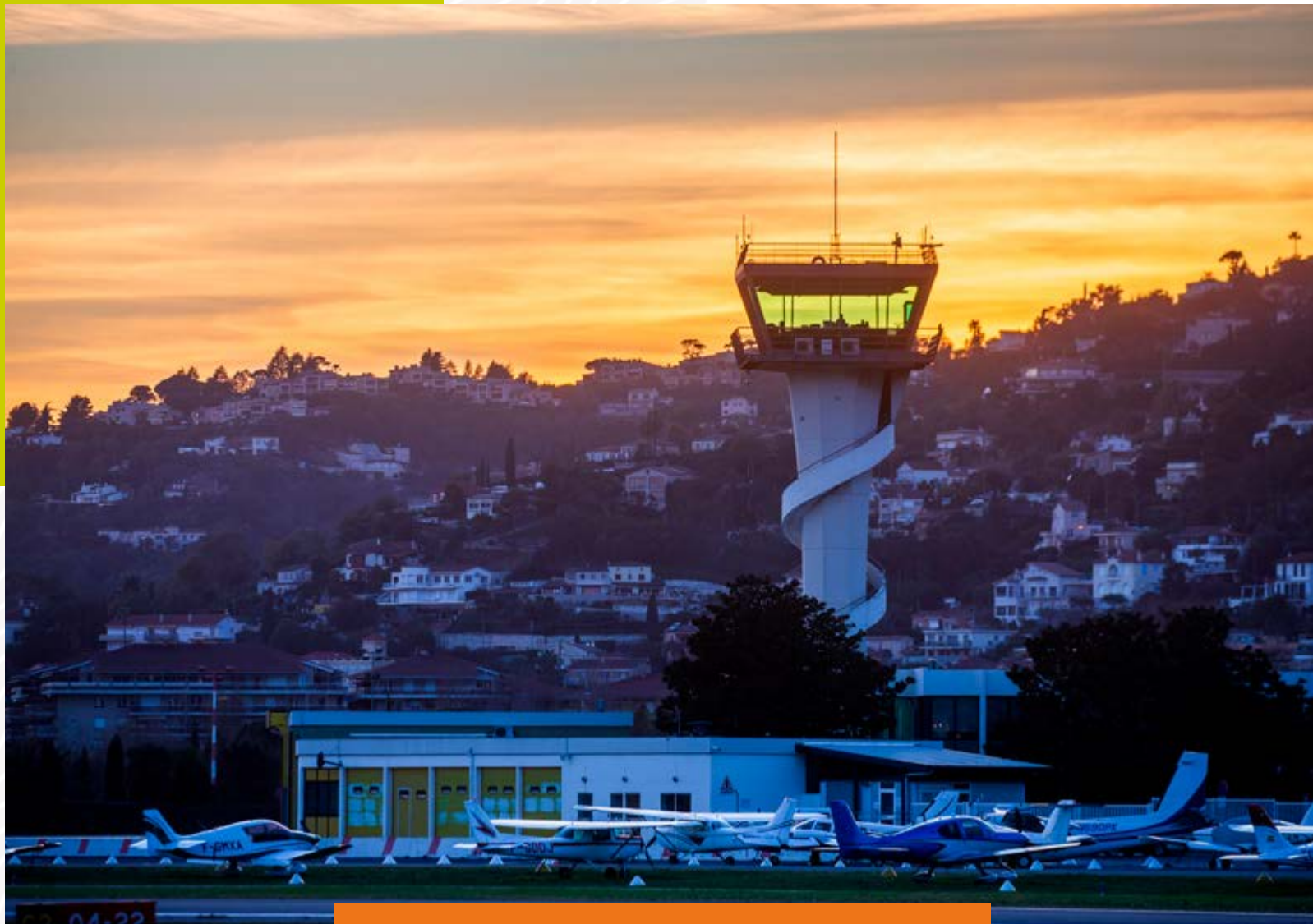


for local residents. The result is quite spectacular, with a reduction in greenhouse gas emissions of some 422.8 metric tons per year, the equivalent of 46.5 Nice-Paris return flights on an Airbus A320. On top of that, the drop in noise levels on the ground is estimated to be in the region of one decibel.

At the end of the year, the landing procedures for Nice runways were also reviewed. On 29 December, the RNP A procedure, which requires planes to fly around rather than over Antibes (the most frequently used procedure), switched to a satellite-based guidance system. It replaces the so-called “Hippodrome” beacon commissioned in 1994, essentially to enable planes to realign with respect to Cap d'Antibes. Now, a new GPS position, added to the current procedure, does the job. The advantage of this technology is its accuracy and, above all, its reliability. While the beacon was out-of-service for ten days a year on average, systematically requiring planes to fly over Antibes for safety reasons, GPS systems never fail and require no maintenance. Consequently, the number of flights in the sky above Antibes (16% of approaches from the East in 2022, compared to 100% thirty years earlier) is set to improve even further.

NOISE POLLUTION ON THE RADAR

Efforts by Aéroports de la Côte d'Azur and Government services to reduce the noise pollution caused by Nice Airport traffic will continue in the coming months. This is no vague promise - a firm commitment has been made. The Alpes-Maritimes Prefect took due note of that commitment on 31 August 2022, when he endorsed the new Environmental Noise Prevention Plan (PPBE) drawn up by the Nice hub. Guiding the actions of Nice Airport and its partners through to the end of 2024, this action plan recommends, among other things, increased use of satellite-based landing systems for planes landing on runway 22, to reduce perceived noise levels at Cap Ferrat and Mont-Boron and on the famous Promenade des Anglais. In addition, the PPBE takes into account the arrival of the new Noise Disturbance Plan, an important document for many local residents, because it determines the perimeter eligible for soundproofing assistance. In 2022 again, as a fringe measure of the PPBE, Nice Airport deployed “Aerovision”, a new computer system for monitoring noise levels and aircraft trajectories. The advantage of this system is that it offers an incomparable degree of transparency.



From 2023 onwards, this system will share its data with local residents via a specific web service. With a slight delay (of 30 minutes, in line with current laws), they will be able to check the cause and intensity of any noise that they think is out of the ordinary.

At the other end of the département, Cannes Mandelieu Airport is also tackling noise pollution. In 2022, this offensive led to more stringent regulations on traffic patterns. While these flights around the hub are an important part of pilot training, including that of amateur pilots, they have an impact on the tranquillity of local residents. That’s why three major measures were applied as of May. The first placed major restrictions on traffic patterns for aircraft not based at the hub in Cannes. The second set tougher rules for this practice (for aircraft based at the hub), for example by banning all such flights on Sundays and public holidays, from noon to 3 pm, between 15 June and 15 September. Lastly, the third measure put an end to all “low-altitude” traffic patterns (500 feet) at runway 04/22.

In May again, hot on the heels of this first set of measures related to traffic patterns, Cannes Mandelieu decided to go a step further by adopting

the national “CALIPSO” standard. This sound classification system for light aircraft defines four different categories - A to D - plus an “unclassified” group. From June 2023 onwards, all tourist aircraft intending to fly across Cannes airspace will be required to submit their official classification. And for good reason: what they can and can’t do will then depend on which category they fall into. Category D and unclassified aircraft will have little room for manoeuvre; for example, the number of authorised consecutive traffic patterns will be drastically reduced. New restrictions will also come into force for category C aircraft.

AÉROPORTS DE LA CÔTE D'AZUR PURSUES ITS GOAL

RIVIERA AIRPORTS ARE TAKING THEIR FOOT OFF THE GAS

Keeping energy consumption down has been a major concern for Aéroports de la Côte d'Azur for over twenty years, becoming increasingly important as time goes by. The many signs of progress in this area throughout 2022 provided concrete proof of this. In August, the three Riviera hubs confirmed their Airport Carbon Accreditation level 4+ certification. As a reminder, that is currently the highest level of this voluntary programme aimed at cutting greenhouse gas emissions. Around ten weeks later, Nice Côte d'Azur Airport compared its efforts against another

set of requirements, those of ISO standard 50 001 for energy management. There again, the Nice hub successfully renewed the certification that it obtained for the first time back in 2016.

Both those certifications recognise the efforts made by the Riviera airport operator to reduce its energy consumption and accelerate the decarbonisation process. This powerful commitment took on a whole new dimension in the autumn, when two ambitious projects reached their final stage. To begin with, the new Terminal 1 air conditioning and heating system was commissioned at Nice Airport. It is expected to cut CO₂ emissions at the hub by 700 metric tons. How is that possible? By installing a warm water loop between the airport and Haliotis, the Nice Côte d'Azur water treatment plant. It collects the heat from waste water from the showers, washing machines and dishwashers of thousands of Nice residents and uses it to heat the airport terminal. In summer, the system switches to air conditioning mode, this time collecting frigories from the Var's particularly cold groundwater supply.

The second project was in response to the Government's call in September to implement an

energy sobriety plan. The objective was to incite home-owners, businesses and civil services in France to do their bit to overcome the energy crisis related to the Russian conflict in Ukraine, and avoid possible power outages during the coldest part of winter. Nice Côte d'Azur Airport answered that call in more ways than one!

On 29 November, Aéroports de la Côte d'Azur signed the Ecowatt charter drawn up by RTE, France's transmission system operator. This document requires all signatory companies to modify their practices during red alert periods affecting the power grid, to avoid outages or make sure that they are as short as possible. At the same time, the Riviera airport operator got all its staff on board and working towards a shared goal: to reduce electricity consumption by 10% in 2023. A hefty challenge, when you consider that Nice Airport has already cut its consumption by a third in twenty years, despite doubling the amount of traffic. And yet, the challenge was met ahead of schedule in December 2022, thanks to the adoption of around thirty measures including keeping the temperature at terminals to 19°C, temporarily switching off lights in several areas of the hub at night, limiting the number



of access doors to terminals to reduce the amount of outside air brought in, and the deployment of motion sensors in aircraft parking areas to adjust their lighting.

CLEANER BYTES

The Aéroports de la Côte d'Azur energy sobriety plan even sought to make savings in Nice Airport's computer rooms. Many older servers were replaced by latest-generation hardware which, as well as consuming less energy than older versions, is also much less heat-sensitive. This characteristic meant that the cooling temperature in the room housing the servers could be raised from 21 to 24°C. Just three degrees, but what a difference it made! The total consumption for the entire stock of PCs and servers dropped by 21%. That means that every four days, Nice Côte d'Azur saves an amount of energy equivalent to the annual consumption of a family of four.

While the instigation of the energy sobriety plan admittedly forced us to raise our game, the fight against digital pollution was already underway. Nice

Côte d'Azur Airport's participation in the Cyber World CleanUp Day in March is one example. To mark this world day devoted to raising awareness about the environmental footprint of the digital world, the Nice-based company organised training for its staff on how to clean up computer data. Data cleanup is a truly green action, because deleting old emails and obsolete documents lightens the load on servers by removing lots of files that, aside from being useless, use up a lot of energy!

And why stop there? Virtuous actions are set to continue in the coming months. Aéroports de la Côte d'Azur approached Greenmetrics in late 2022 to help turn that promise into reality. Greenmetrics is a company that measures and analyses the environmental impact of digital activities. Among other things, it will help us to optimise all of the company's web interfaces in order to bring down the carbon footprint.





NICE CÔTE D'AZUR GETS THINGS SORTED

When it comes to digital pollution, the Nice airport operator activated another driver of change this year: waste reduction. The first step involved setting up an electronic signature process, which already means that hundreds of documents no longer have to be printed out. A second step was quick to follow, with the deployment of a new stock of photocopiers and printers fitted with a shared badge-based solution: each user now has to confirm before they press 'print'. This system has already been tried and tested in other companies. By imposing restrictions, it stops people printing documents unnecessarily or printing the same document twice. It reduces the use of consumables — ink cartridges and paper — which significantly reduces expenditure as well as waste.

Office habits are not the only area to have made considerable progress on the waste front. Everyone at Nice Côte d'Azur Airport is now on the case. We are more determined than ever to recover or recycle the content of most bins. Until now, 27% of waste was recycled. The ambition is to raise that

figure to 65% for plastic packaging and paper in 2025, and 100% for biowaste by the end of 2023. To achieve those targets, Nice Airport has upped the annual budget for managing its 3,300 metric tons of waste by 25%.

This financial helping hand enabled us to adopt a new organisation from 1 April, with no less than twelve different processing channels for biowaste, plastic, metal, paper and cardboard, glass, bulk waste, and so on. Although this revolution only became effective in 2023, the Nice hub had already prepared all staff working at the various terminals. In autumn, waste sorting ambassadors from the two subcontractors in charge of waste management were proactive, explaining the uses and advantages of the new system.

As of 2023, other actions are poised to back up this waste recovery policy. The first involves setting up a selective waste collection point along all passenger routes, from the terminal front through to the Terminal 1 and 2 boarding areas. That should make it easier to recycle the 340 metric tons of recyclable packaging (bottles, cans, plastic wrapping and trays) generated each year by passengers travelling through the





Riviera. On the agenda: recycling bins, voluntary collection points and - because the best waste is waste that is never produced - drains connected to the waste water system so that passengers can empty their bottles before going through security, and water fountains for filling them up again afterwards. That system has already won support from CITEO. In early 2022, after a Call for Expressions of Interest, the environmental organisation decided to provide 60% of the funding required.



BURSTING WITH LIFE

Looking after the planet means first and foremost looking after living things. Accordingly, in late 2022, Nice Côte d'Azur Airport renewed the agreement that it has held for the past eight years with the PACA Society for the Protection of Birds (LPO). What's the mission assigned to this wildlife protection association? Monitoring the avifauna found in the Natura 2000 zone in the lower Var valley. Every year,

the association's ornithologists draw up a precise inventory of this nature reserve located next to the Nice Airport runways. The stakes are high, because 40,000 birds and 220 different species live or pass through the Var estuary.

Wildlife protection doesn't stop at the Natura 2000 zone. Aéroports de la Côte d'Azur is investing to promote biodiversity at all its airports. We are absolutely convinced that this is the right thing to do, encouraged by the wealth of wildlife already present in those areas. This observation was confirmed by a study conducted by Aéro Biodiversité at the Nice hub. This year, the hub joined the fifty other French airports already monitored by this association. Their environmental experts made several visits to our hub to study — alongside staff from the company — the different biotopes on site and the species that live there. The observations made have already prompted some wise advice on how to boost diversity in this natural environment without compromising the safety of aviation activities.

SHARING OUR VALUES



PLAYING TO WIN

To protect the environment, companies have a strong card to play: their influence! They can raise awareness among their staff, customers, partners and subcontractors about the challenges posed by the ecological transition, and help them make changes or think about their role. Those values can be shared in various ways. In the press... Describing the positive actions taken by the Riviera hubs, the progress made by the air transport sector as well as the inspiring initiatives undertaken by local businesses and associations... The first edition of Passerelle, Aéroports de la Côte d'Azur's new "sustainable development" magazine, was published in July. And through dialogue...

For much of the year, Aéroports de la Côte d'Azur invited its staff to share their knowledge, fears and thoughts on climate change using a highly original method: a card game. Known as "The Climate Saga", the idea is to help participants become more aware of the challenges involved in climate change, without ever making them feel guilty. Each of the 42 cards describes a cause or consequence of climate change. As they select cards from the pack,

the players have to link them up to construct an overview of the complex mechanisms involved in this phenomenon, which threatens our ecosystem a little more every day. The workshop prompts some lively debate, passionate pleas and unexpected insights. And what's the prize? Concrete knowledge of the causes and challenges of climate change; heightened awareness of the urgency involved and a desire to take action.

SOFT MOBILITY

Take action, but how? By changing our transport habits, for one thing. Electric vehicles, cycling, car sharing, public transport: soft mobility options are more varied, convenient and relevant than ever. Aéroports de la Côte d'Azur bears witness to that: electric vehicles now account for the majority of its fleet. Even more so since this year when Cannes Mandelieu acquired a battery-powered ground-handling tractor. And the balance is set to shift even further in 2023 since, after trying out an electric ambulance all summer, Nice Côte d'Azur Airport has decided to acquire one to replace its current, diesel-fuelled vehicle.



Unfortunately, not all the vehicles that an airport needs in order to operate properly have an electric equivalent. Fire engines and tankers are two examples. For those vehicles, Golfe de Saint-Tropez Airport opted for the solution with the least impact compared to traditional fuel: the installation of a GTL (Gas-To-Liquids) tank. Produced from natural gas, this fuel replaces diesel in the fuel tanks of the hub's last non-electric vehicles and does not require the slightest adaptation. The advantage? A clear drop in pollutant emissions: nitrogen oxides (NOx), particulate matter (PM), carbon monoxide (CO) and unburned hydrocarbons (HC).

ENCOURAGING LOW-CARBON TRANSPORT MODES

Aéroports de la Côte d'Azur doesn't just adopt soft mobility, it sings the praises of alternative transport solutions! Among its staff, for one thing. On 1 July, the Riviera airport operator introduced an alternative to the traditional transport allowance: the Sustainable Mobility Package. It offers financial savings to all those who leave their car in the garage for at least half the year. So how do they get to

work? By train, of course! Nice's tracks and runways have never been closer since the inauguration in September 2022 of the new SNCF train stop called Nice Saint-Augustin/Aéroport. Exclusively for regional trains, it paves the way for the Nice Saint-Augustin Multi-modal Exchange Hub (PEM). By 2030, this far-reaching project will give rise to the creation of a high-speed train station called "Nice Aéroport" just a stone's throw from the airport terminals.

Another option: cycling. After doing the groundwork by creating 138 bike parking spaces, Aéroports de la Côte d'Azur is now encouraging everyone to get pedalling. On the one hand, by acquiring two electric bikes for use by its staff through a weekly loan scheme. On the other, by renewing its partnership with the Parisian company "Mobilités Demain", for another edition of the GoodWatt operation. In late 2021, that operation allowed twenty or so employees to test an electric bike for a month, at no cost. In March, the same number of employees tried out a two-wheeler carbon-free solution for six weeks. And the stakes were high: over thirty kilos of CO₂ saved per person. On top of that, the electric bikes proved overwhelmingly popular, with nine out of ten participants won over 100%.

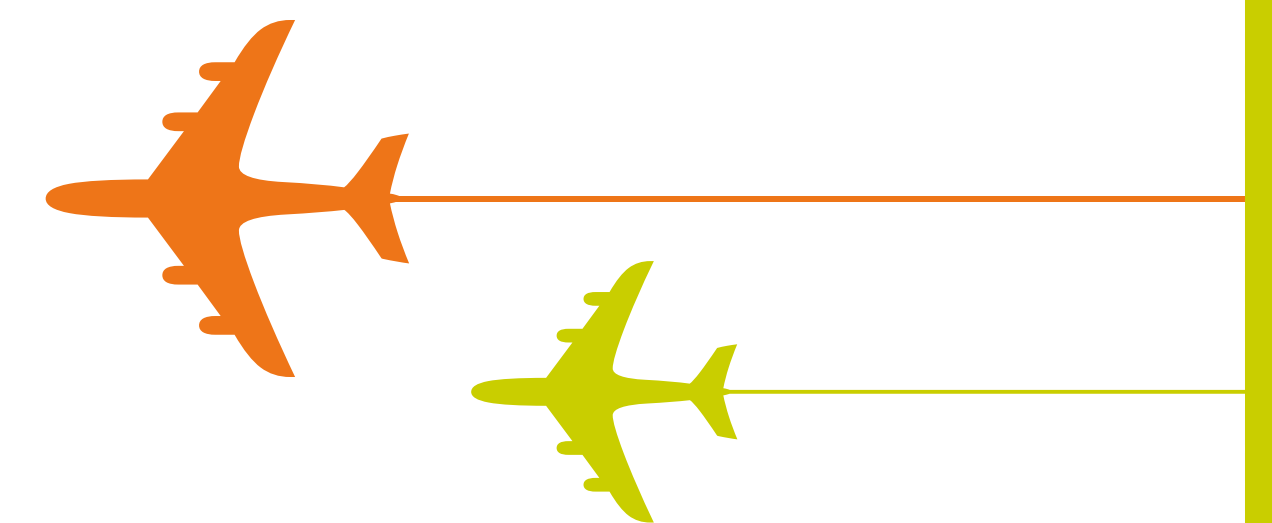




Shifting to carbon-free mobility is also a big issue among the companies that partner with Nice Côte d'Azur Airport. The requirements set out in its calls for tenders give credit to initiatives that follow that path. This policy was applied when the licences for ground-handling services came up for renewal. The seven companies selected at the end of the calls-for-tender process (three for general aviation, four for commercial aviation) all committed to making the shift to electric equipment and vehicles. Based on a pooling system, they will also make some of their equipment items available for use by everyone, to keep their environmental impact to a minimum. The call for tender to select the six rental companies that make up the Car Rental Center had a similar effect - electric vehicles now constitute a significant share of their fleet, up to 70% for one of them!

Many passengers are also making the move to electric or at least hybrid vehicles. Nice Côte d'Azur Airport had a duty to support this change. It honoured that duty this year by installing 32 electric charging stations in its public car parks, so drivers can recharge their batteries for free. This deployment continued into 2023, with the

installation of 64 new units. Building on the momentum, the airport plans to deploy an equivalent system for professionals (taxis and private-hire vehicles). Two fast charging stations are due to be installed at the Terminal 2 bus station.





TAKING FULL SOCIAL RESPONSIBILITY

Sustainable development goes hand in hand with a powerful, fair social policy that boldly addresses current issues and strives to build a better future. Aéroports de la Côte d’Azur is absolutely convinced of the need to place people at the very heart of its concerns. That philosophy is applied to two different groups: staff on the one hand and, on the other, the people who live near its airports.

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PRECIOUS HUMAN RESOURCES AT THE HEART OF EVERYTHING



A NEW CHAPTER

Employees of Aéroports de la Côte d'Azur went through a particularly turbulent patch due to the Covid pandemic. The ride would have been even bumpier without the Long-Term Part-Time Work agreement (APLD) signed in 2021 between Aéroports de la Côte d'Azur and its social partners.

Combining reduced working hours and a compensatory allowance paid by the Government, this agreement did its job perfectly adapting our resources to traffic needs, with the objective of safeguarding our jobs. It was originally due to continue until the end of 2023. However, given the upturn in traffic, it was sidelined in June 2022, with all staff returning to their usual working hours.

STAY TUNED

Salary-related measures are not the only way of rewarding an employee's commitment and skills. Everything well-being-related also plays a key role. Fair treatment for women and men, for example... The "professional equality" index that assigns an

annual score in that area was excellent again, with 99 out of 100 in 2022. Equally important: taking into account employees' needs and expectations.

The working-from-home measure introduced during the health crisis confirmed many employees' interest in this way of organising their working life. Aéroports de la Côte d'Azur listened to them, and on 1 March, after negotiations with staff representatives, an agreement was signed enabling employees to work from home one or two days a week, on request.

Motivated by that same willingness to take on board the feelings and aspirations of its staff, the airport operator reinstated its social survey, a three-yearly survey that had been suspended since 2020 due to Covid. To make sure that it reflected employees' concerns as closely as possible, the questionnaire was drafted in house by a working group of fifteen or so employees from different backgrounds. It was sent out in the autumn. By the end of the year, three quarters of the employees had already responded. The analysis of their feedback and the subsequent action plan are slated for the first half of 2023.



Another area in which Aéroports de la Côte d'Azur makes regular investments in favour of its staff is career development. Some people are taking their first steps along their career path... Because it is acutely aware of the need to train our future experts, the airport operator raised its game in terms of learning. This year, it doubled the number of employees with a work-study contract: 21 "apprentices" now work within various teams, compared to 10 a year earlier. Other employees are looking to change... Internal mobility remained active within the Riviera-based company, accounting for 40% of the 103 permanent positions filled in 2022. Lastly, some staff are approaching the end of their career.

As of this year, Aéroports de la Côte d'Azur now offers two specific training modules addressing the health of senior staff. Delivered by a physiotherapist, the first module, called "everyday postures and movements", provides employees aged 57 and over with simple solutions for looking after their back and joints. Focusing on "life-saving actions", the second module is the result of a partnership undertaken with Global Heart Watch. As of 2023, this association, which fights sudden death in adults due to heart

failure, will offer around forty employees the chance to follow an e-learning module (remote training) on how to handle a cardiopulmonary arrest, make the area around an accident safe and protect the people concerned, as well as how to deal with an accident in the home.

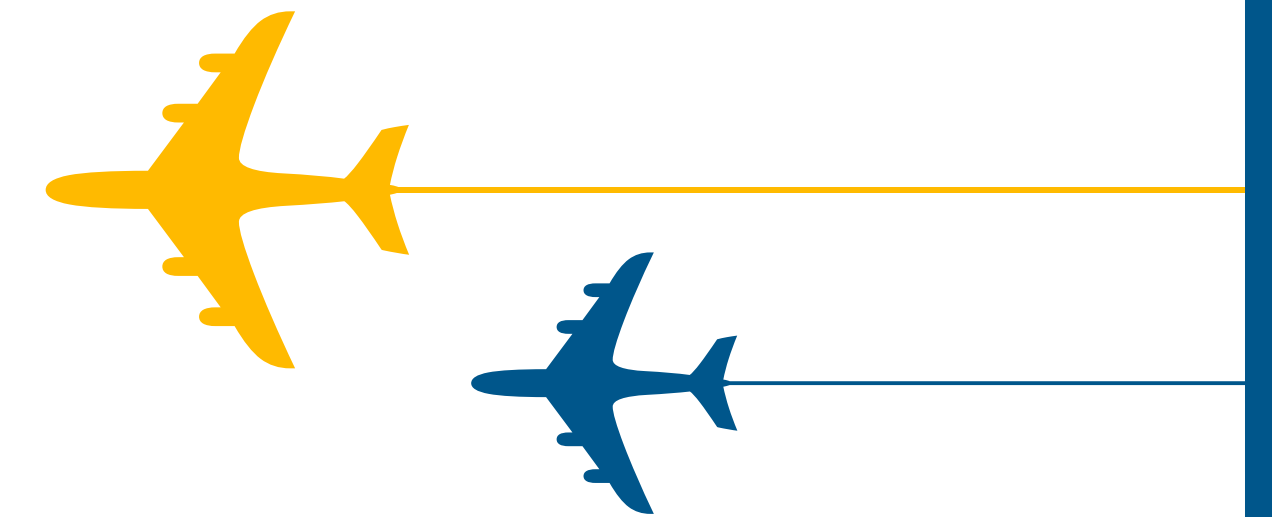
GUARANTEEING CONTINUITY

Seniors are not the only ones preparing for the future - their employer is on the same wavelength! Aéroports de la Côte d'Azur is acutely aware of the need to renew its lifeblood regularly in order to guarantee its future growth, carry out its missions to the best of its ability and preserve its competitiveness and expertise. Yet the job market is increasingly tense, particularly in sectors that are essential to the smooth running of the company: technical maintenance, IT, accounting, management, and even some operational positions. In 2022, the airport operator therefore decided to give fresh impetus to its recruitment policy.



In addition to hiring more work-study apprentices, as already mentioned, the Nice-based airport company stepped up its visibility on job boards — specialised recruitment websites — and at job fairs and forums, both traditional and online.

To promote its career opportunities, Aéroports de la Côte d’Azur also developed specific employment-related communication. The company invested in social media as well as other channels — online press and radio. It also put together information videos broadcast in the terminals at Nice Côte d’Azur Airport. Completing its proactive recruitment drive, it also started building ties with future employees by increasing the number of internships and site tours for students of the region’s sixth form colleges and vocational colleges. The common theme was discovering airport jobs and missions, and the aim was clear: to spark vocations.



A PIVOTAL ROLE WITHIN THE REGION



BEING THERE, EVEN IN HARD TIMES

Aéroports de la Côte d’Azur’s corporate social responsibility goes beyond looking after its own staff. It also extends to the people who live near its three hubs. The major role played by the three Riviera airports in local social and economic life, and their integration within particularly densely populated areas makes it only fitting, or even essential, to build close, constructive and supportive ties between the Nice airport operator and its region.

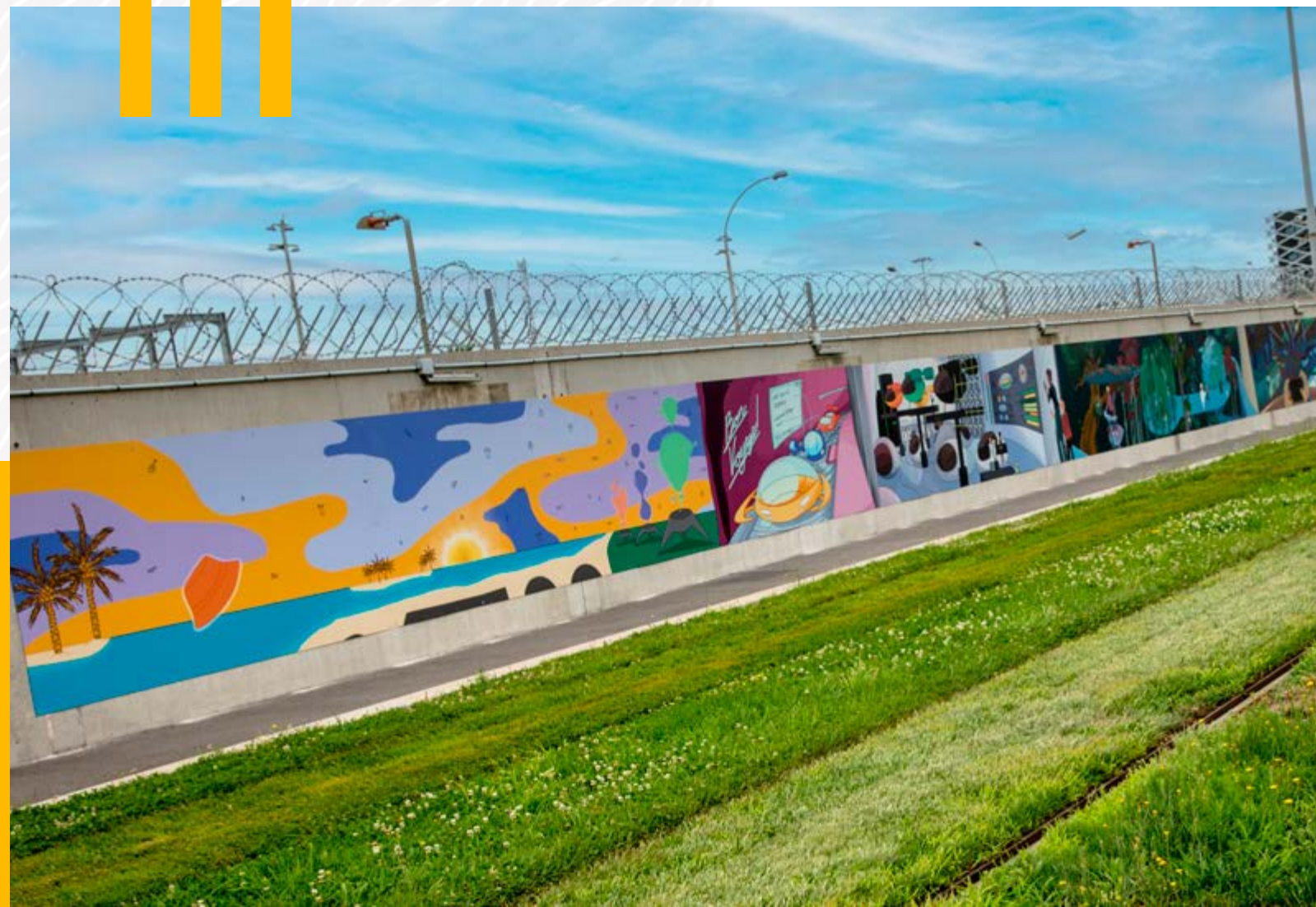
Aéroports de la Côte d’Azur gets involved in the life of its region in a variety of ways. For example, in the field of security. The nature of its business and the high numbers of passengers handled make Nice Côte d’Azur Airport a sensitive as well as a strategic site. That’s why it takes part in the crisis management drills organised regularly by the local authorities. The most recent, scheduled for 20 June, played out an original scenario: a tsunami on the French Riviera, a huge three-metre-high wave, with just forty-five minutes between the alert and the impact. On the big day, after several weeks of preparation during which a suitable response was drawn up, the Nice hub was able to experience the effectiveness of the measures,

validate the majority of its procedures and identify some areas for improvement to make it even more effective.

PROMOTING THE REGION’S MANY ASSETS

Despite preparing for the worst, Nice Airport’s number one aim is to promote the very best that its region has to offer. It underscored that commitment by giving its terminals in Nice a face lift. Initially, the idea was simply to decorate the terminal walls in bright colours that would be pleasant to look at. But the result outperforms the objective: Nice Airport now offers its visitors a fantastic stroll through the attractions of the French Riviera, thanks to dozens of panels showcasing diverse themes: nature, towns and villages, regional products, architecture, festivals, delicious local dishes, and more. They all illustrate a powerful message: “There’s something for everyone on the French Riviera.”

The wall known as the “oil tanker wall” is not covered with beautiful illustrations of the French Riviera but rather a giant visual created by “budding artists”

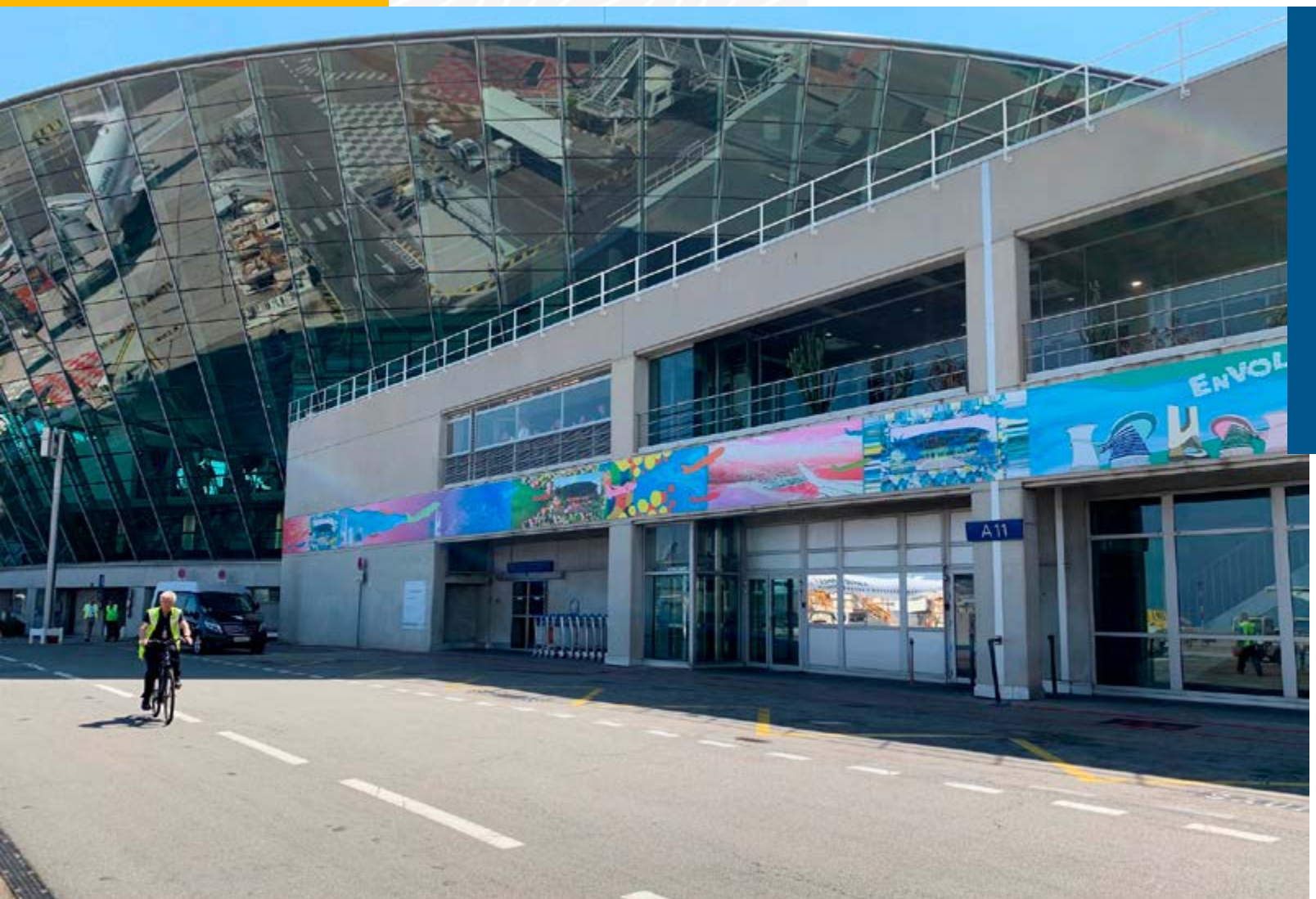


from Valbonne international sixth form college. Connecting Terminal 1 to the Technical Hub, this 150-metre-long terminal front was, for a long time, a rather monotonous sight for tram users and car drivers. That prompted Nice Airport, in partnership with the Nice education authority, to organise a fresco competition to depict the “airport of tomorrow”. Open to all sixth-formers specialising in Art (in the Var and Alpes-Maritimes départements), the competition proved extremely popular, so much so that, on top of the outstanding work of art produced by students from Valbonne, the airport decided to reward two other projects by displaying them inside its terminals.

A beautiful image and, above all, a brand image: that’s what Aéroports de la Côte d’Azur offers communication and audiovisual firms. For several years now, the airport operator has been hiring out its car parks, terminals and most attractive hangars for film and photo shoots, conventions and product launches. In 2022, Cannes Mandelieu and Nice Côte d’Azur Airports played host to the cameras of Xavier Giannoli (winner of the Cesar for best film in 2022) as well as fifteen or so different events, run by Porsche, Audi, Best Western, Shiva, Kia and Mercedes, to

name a few. The entire region benefits from the economic spinoffs, as well as the enhanced visibility of the Riviera both in France and abroad, thanks to the many reports made by journalists during the vehicle tests held on Riviera roads.

Promoting the French Riviera is not just about showcasing its natural and cultural wealth. Aéroports de la Côte d’Azur is also keen to draw attention to its many talents. To this end, the airport operator created “L’Air d’ici”, a series of clips presenting six residents of the French Riviera who stand out for their passion and expertise. They all have different professions: a kite-surfer, flute player, weather forecaster, local baker, master glassmaker and grower of perfume plants. Yet they all share a common need to breathe “the local air”, united by their attachment to their region and their love of travel. Still available online, this saga, which pays tribute to local know-how and the role played by the airport in helping them live out their dream, received a prize at the 2022 edition of the corporate film festival THE SPOT, in the Tourism-Culture-Leisure category, and won two awards at the “Palmes de la communication”.





HELPING THE YOUNGER GENERATION

Talent and staying power: the young talents of Stade Niçois, the Riviera capital's flagship rugby club, have more than their fair share! However, they need the means to express them to the full. This year, Aéroports de la Côte d'Azur helped them in two ways. First, by providing funding for the club's training centre, through sponsorship. Second, by welcoming some of the team's young talents to the company, covered by a work-study contract, to make sure that they have job skills to draw on if they don't make it to the top as professional sportsmen.

Unfortunately, not all young people on the French Riviera are in such good form as the players from Stade Niçois Rugby Club. But they are no less courageous, fighting body and soul to cope with disease or disability. Those children are grateful for the unwavering support of a major local institution: Fondation Lenval, its clinic and health facilities specialising in paediatric care. This year, as part of its sponsorship operations, the Riviera airport operator decided to lend the Foundation its full support in the form of a three-year financial aid package, which will enable it to purchase medical

devices for its operating theatres. But those children need something that is equally as important as money, if not more so: happiness. To bring a smile to their faces in the run-up to Christmas, Nice Côte d'Azur Airport organised a special operation with the help of Air France, Relay and the French Border Police: "discover Father Christmas' plane". Around thirty residents of the Institut d'Éducation Sensorielle des Chanterelles, a health facility that looks after children with hearing and language disabilities, were invited to spend an awe-inspiring day at the Nice hub, which involved a tour of the facilities and a stroll along the runways. They were also treated to a delicious afternoon snack and bagfuls of presents.

SUPPORTING SOLIDARITY PROJECTS

In parallel to its sponsorship activities in support of young people living in the French Riviera, Aéroports de la Côte d'Azur remained strongly committed to local associations, through the Aéroports de la Côte d'Azur Foundation. For over ten years, the Foundation has been supporting numerous local initiatives in the field of solidarity and biodiversity.



This year, three worthy associations benefited from its financial support again. First up, the Nice-based team from Café Joyeux, a “responsible company with a social mission” that helps adults with a mental disability acquire work experience through a chain of hype bars/restaurants. Second, Solidarité 06, which has opened a much-needed daytime drop-in centre in Nice exclusively for homeless women. And lastly, Restos du Cœur 06 which, thanks to funding from the Foundation, was able to install cold cellars at its new logistics depot in Saint-Laurent-du-Var.

This year, Restos du Cœur played a key role in another solidarity project run by Aéroports de la Côte d’Azur: the recovery and reuse of items collected at security screenings. Rather than destroying them, all useful, non-dangerous items are now donated by Nice Côte d’Azur Airport to the association founded by the comedian and actor Coluche. Twenty-five thousand products were collected in less than a year: unopened bottles of oil, alcohol, soft drinks and fruit juices, perfume, beauty products, tools, and more. The results were so spectacular that Christophe Béchu, Minister for the ecological transition and regional cohesion, publicly announced his hope that this good practice would become widespread.

All of these social actions, considered alongside the economic performance and environmental initiatives undertaken by Aéroports de la Côte d’Azur, justify more than ever its classification as a “responsible” company. That status was confirmed in late December by EcoVadis, a benchmark global provider of CSR ratings. For its first “test”, the airport operator obtained an overall score of 66/100, earning a silver medal, just several tenths of a point short of a gold medal. That puts it in the top 25% of highest-performing companies assessed by EcoVadis. And it firmly intends to move up the rankings in 2023.



COMPOSITION OF THE SUPERVISORY BOARD AND EXECUTIVE COMMITTEE 2022

SUPERVISORY BOARD

14 members appointed for 3 years

Bernard Kleynhoff (*Chairman*)
Marco Troncone (*Vice-President*)
Elisabetta De Bernardi Di Valserra
Ghislaine Doukhan
Maria Sole Aliotta
Jean Mouton
Salim Zeghdar
Pierre Benoist D'Anthenay
Fanny Grillo
Sabine Le Gac
Jean-Pierre Savarino
Monique Agier
Eric Ciotti
Joseph Segura

VERIFIERS WITH THE SUPERVISORY BOARD

Pierre Aubouin
Giovanni Cavallaro
Agnès Mondielli

REPRESENTATIVES OF THE WORKS COUNCIL

Laurence Schannès
Alain Cammas
Julien Calvano

EXECUTIVE COMMITTEE (COMEX)

Chairman of the Board

Franck Goldnadel

Members of the Executive Committee

Isabelle Baumelle
Valérie Broutin
Candice Cadreils
Philippe Caseneuve *
Corinne Cousseau
Anne-Cécile Gibault *
Frédéric Gozlan
Jean-François Guitard

** board members*



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