



# AÉROPORTS DE LA CÔTE D'AZUR

2024 Performance Report



VOUS FAIRE RAYONNER !

PUTTING YOU ON THE MAP !

AÉROPORTS  
DE LA CÔTE D'AZUR

# CONTENTS

3

## INTRODUCTION

- 4 — A message from the Chairmen
- 5 — Presentation of the group
- 7 — Presentation of our Corporate Plan and our Strategic Plan

10

## BUSINESS AND ACHIEVEMENTS

- 11 — Highlights in 2024
- 14 — Key business figures
- 20 — Achievements, projects and outlook

22

## GOVERNANCE AND ETHICS

- 23 — 2024 Governance structure
- 24 — 2025 Governance structure
- 25 — Ethics and compliance policies
- 26 — Dialogue with stakeholders

28

## CORPORATE SOCIAL RESPONSIBILITY

- 29 — Identifying the issues
- 31 — CSR Commitments and objectives
- 35 — Protecting the environment
- 45 — Caring for the health and well-being of the women and men working in our airports
- 49 — Delivering an enhanced and safe customer experience that is sustainable and ethical
- 57 — Increasing the reach and connections of the Côte D'Azur

60

## CSR PERFORMANCE INDICATORS

63

## OUTLOOK FOR 2025





# INTRODUCTION



- 4 — A message from the Chairmen
- 5 — Presentation of the group
- 7 — Presentation of our Corporate Plan and our Strategic Plan

# A MESSAGE FROM THE CHAIRMEN

## A STRUCTURED APPROACH WITH PLANNED GOALS

This is not just any other annual review.

It is a foundational act. You will discover this over these pages, as it has taken on a new form.

It stands as a testament to our determination and ever-growing commitment to develop our business to benefit our region and our employees, while tirelessly working to reduce our external impact. We have always had just one objective: to protect the environment and health of our stakeholders.

This approach, which we call *Azur 2030*, is part of our Strategic Plan. It will be our guide for all our activities for the next five years, so that we can accurately achieve our social and environmental commitments.

If we are to set ambitious objectives, state them publicly and keep our promises, we need an efficient organisational approach. This is possible thanks to our Integrated Management System, which we implemented in 2024, and enables our company to keep track across several dimensions.

- The operational dimension, by ensuring our airports are ever more welcoming and efficient, despite having some facilities (such as Nice Cote d’Azur Airport) that have exceeded their capacity.
- The social dimension – by having ongoing, constructive dialogue with all our internal and external stakeholders.
- And finally, the environmental dimension, where we are on track to reduce emissions under our control, a feat that has been praised by international and national certification bodies.

You will find all these actions in this annual review. And more generally, you will learn of our daily dedication and our sincere commitment, to put our region, our employees and our stakeholders on the map.

### Xavier Bouton

Chairman of the Supervisory  
Committee of Aéroports  
de la Côte d’Azur



### Franck Goldnadel

Chairman of the Board  
of Directors of Aéroports  
de la Côte d’Azur





# PRESENTATION OF THE GROUP

Aéroports de la Côte d'Azur manages three airports. As the second largest airport in France, Nice Côte d'Azur Airport is unique in that it handles all types of aviation, both commercial and business, as well as a high level of helicopter traffic. Our other two airports, Cannes Mandelieu and Golfe de Saint-Tropez, only handle general aviation. Nice Côte d'Azur Airport is Europe's second largest business aviation airport. Aéroports de la Côte d'Azur bases its business on providing service that meets the highest possible standards, mirroring its region's strategy of high-quality tourism. The Group's strategy is therefore based on four pillars: optimising and tailoring its capacity and processes, sustainable growth and a high-quality passenger experience, sustainability and efficiency, increased accessibility and connectivity for an attractive but isolated region.

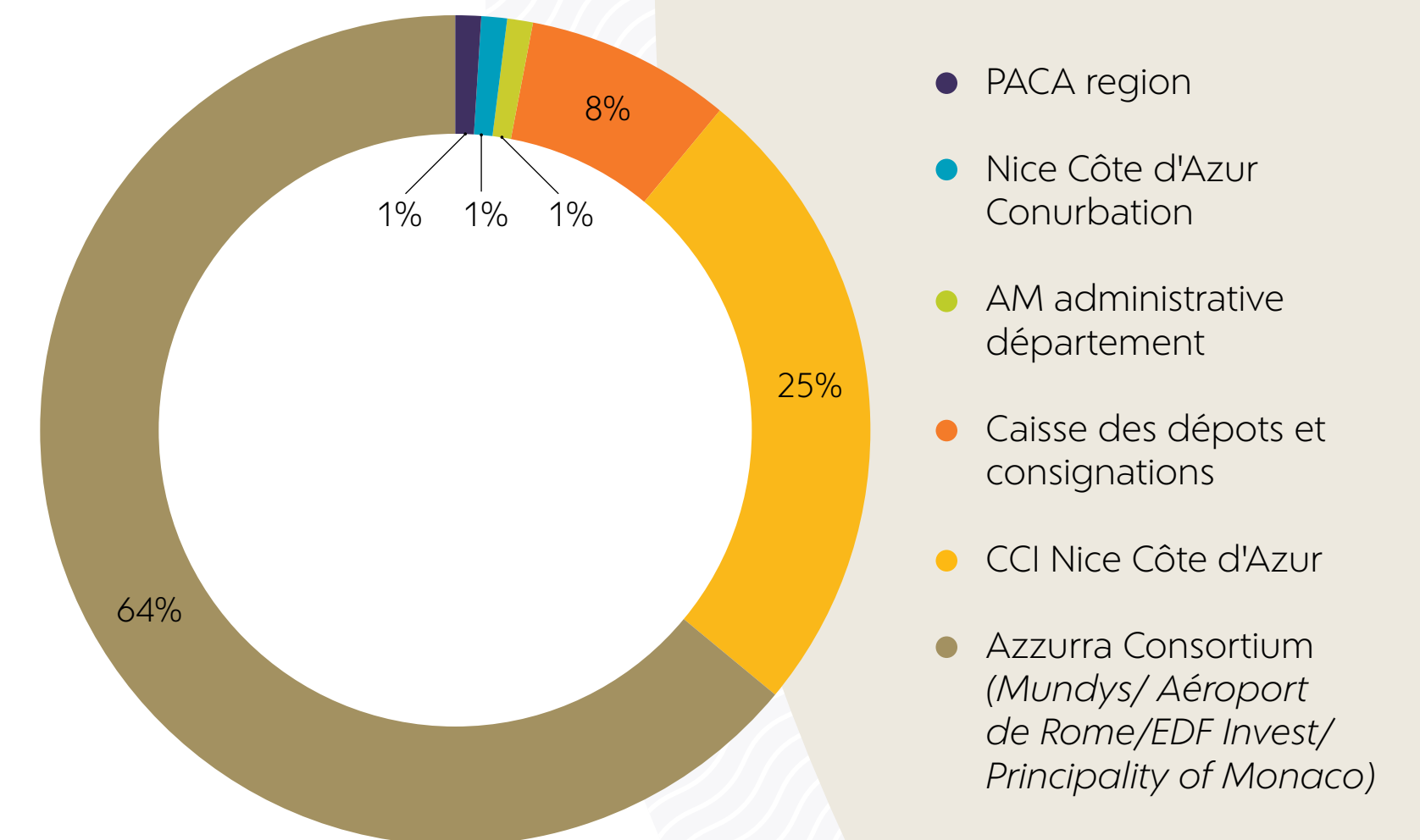
The Group's three airports have achieved Level 4+ Carbon Neutral certification from ACI, and the Group

has committed to reaching its goal of Net Zero CO<sub>2</sub> emissions by 2030, without offsetting, for the emissions under its own control. Aéroports de la Côte d'Azur became a privately-owned group in 2016, with the Azzurra consortium as the major shareholder.

## NICE COTE D'AZUR AIRPORT

- 2<sup>nd</sup> largest airport hub in France
- GHG emissions under its control reduced by 95% since 2013
- 14.8 million passengers (2024)
- 169,430 aircraft movements (2024)
- 122 destinations
- 14 long-haul destinations
- direct flights to 45 countries
- 65 airlines
- 3<sup>rd</sup> largest business airport in the world

## BREAKDOWN OF CAPITAL





## CANNES MANDELIEU AIRPORT

- 2<sup>nd</sup> largest business aviation airport in Europe
- 12,932 business aviation movements (2024)
- 8,527 helicopter movements (2024)
- Nearly 220 aircraft based at the airport, mainly for training pilots
- The airport can handle aircraft weighing up to 35 tonnes
- The CALIPSO system (classification of aircraft according to noise performance index) is operational
- French airport with the most restrictions
- Civil Aviation helicopter base

## GOLFE DE SAINT-TROPEZ AIRPORT

- Acquired by Aéroports de la Côte d'Azur Group in 2013
- 3,695 business aviation movements (2024)
- 2,330 helicopter movements (2024)
- Certified IS-BAH level 1 (2024)
- Seasonal routes Saint-Tropez/Sion and Saint-Tropez/Geneva

## SKY VALET

- Leading FBO in Europe
- Certified Safety First Clean
- 43 destinations
- 6 countries covered





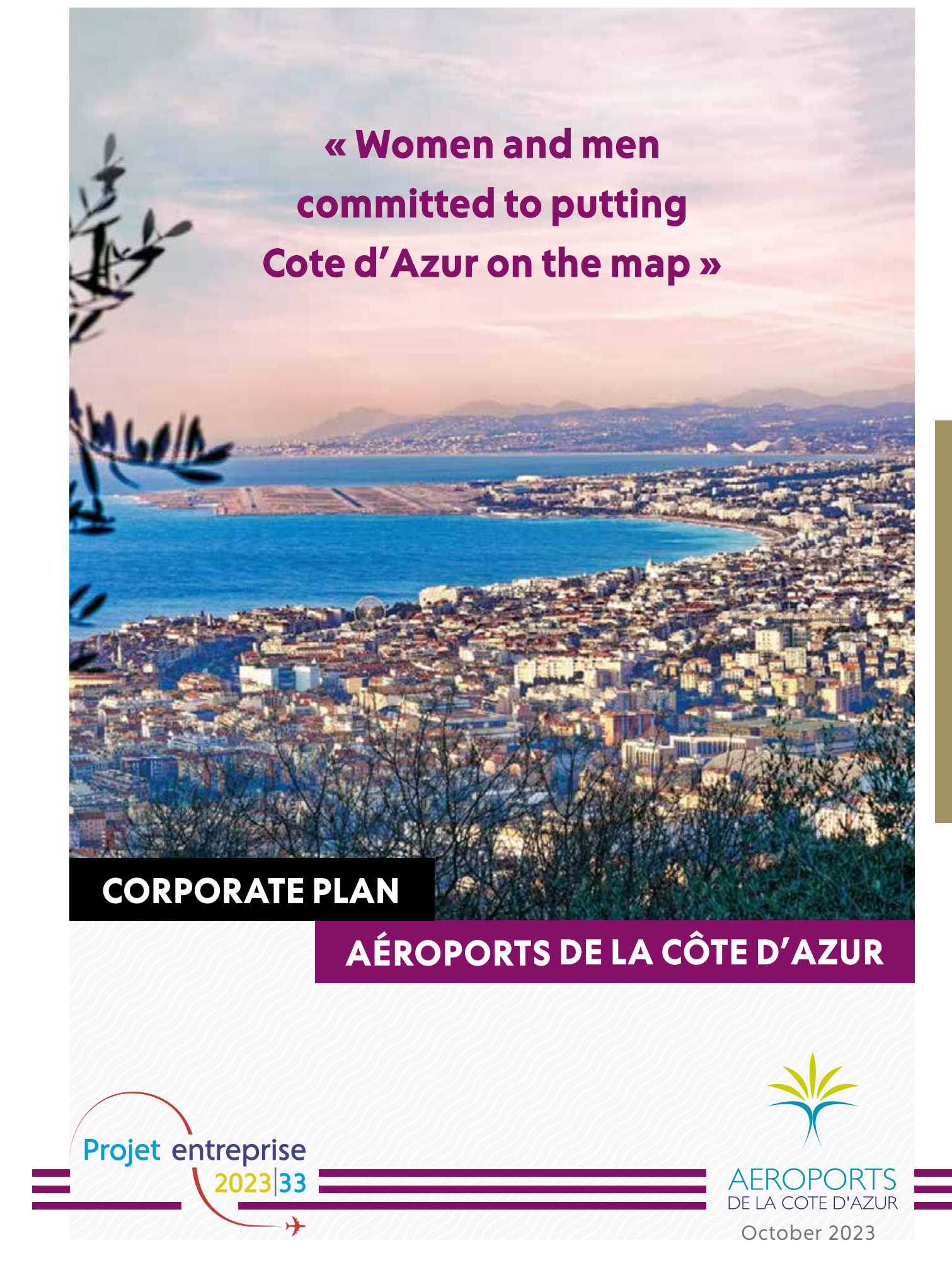
# PRESENTATION OF OUR CORPORATE PLAN AND OUR STRATEGIC PLAN

## THE CORPORATE PLAN

In autumn 2023, after several months of discussion with all its employees, Aéroports de la Côte d'Azur formalised its Corporate Plan, which can be summarised in one ambitious sentence: "Our sustainable, welcoming and innovative airports aim to put an exceptional region and its culture on the map." This plan first lays out all of Aéroports de la Côte d'Azur's commitments to all its stakeholders.

With regard to its clients and stakeholders:

1. Increase the reach and influence of the region and play a role in developing its economy and sustainable tourism throughout the year
2. Be a pioneer in environmental commitment and champion the future of sustainable mobility by creating the conditions to transition to low-carbon mobility
3. Embody the dream of the Côte d'Azur by offering all customers an enhanced airport experience that is synonymous with elegance and pleasure
4. Improve transport connections to the city and simplify the entire customer journey to deliver a welcoming and seamless experience
5. Transform spatial constraints into strengths and work hand in hand with all partners to achieve a sustainable performance





When it comes to its employees and when new hires, the invitation is to:

1. Work with pride for a company that is striving to achieve the sustainable development of its region
2. Be passionate about your job and develop your career at Côte d'Azur Airport thanks to diverse business activities and its different airports
3. Become an expert in your field, with the aim of enhancing our airports to achieve a sustainable business for our clients
4. Empower everyone to improve working methods and launch transformative projects for our airports
5. Enjoy coming to work every day, in a supportive atmosphere and a unique setting

The plan also sets out the values of Aéroports de la Côte d'Azur: collaboration, responsibility, customer focus, innovation and commitment. This plan is the base upon which the operator has built and unveiled its Strategic Plan.

## AZUR 2030 – THE STRATEGIC PLAN

Presented to the Supervisory Board at the start of 2024 and finalised in September, this document, known as *Azur 2030*, is intended to guide all our teams over the next five years.

It sets out four priority objectives for teams (the pillars):

- optimise and adapt the capabilities and processes of the three regional airports. This involves maintaining and developing the capabilities of their assets, systems and equipment, making them both more efficient and effective,
- support the sustainable growth of high-quality traffic and deliver enhanced experiences to passengers,
- develop the business with a focus on efficiency and sustainability. This involves continuing the company's environmental efforts, achieving employee engagement and raising awareness among all its partners,

- improve accessibility and connections for the region. Serve the French Riviera, its population and its socio-economic players. Nice Côte d'Azur, Cannes Mandelieu and Golfe de Saint-Tropez airports are dynamic gateways between their region and the rest of the world.



**STRATEGIC PLAN** AZUR 2030

« Women and men committed  
to putting Cote d'Azur on the map »





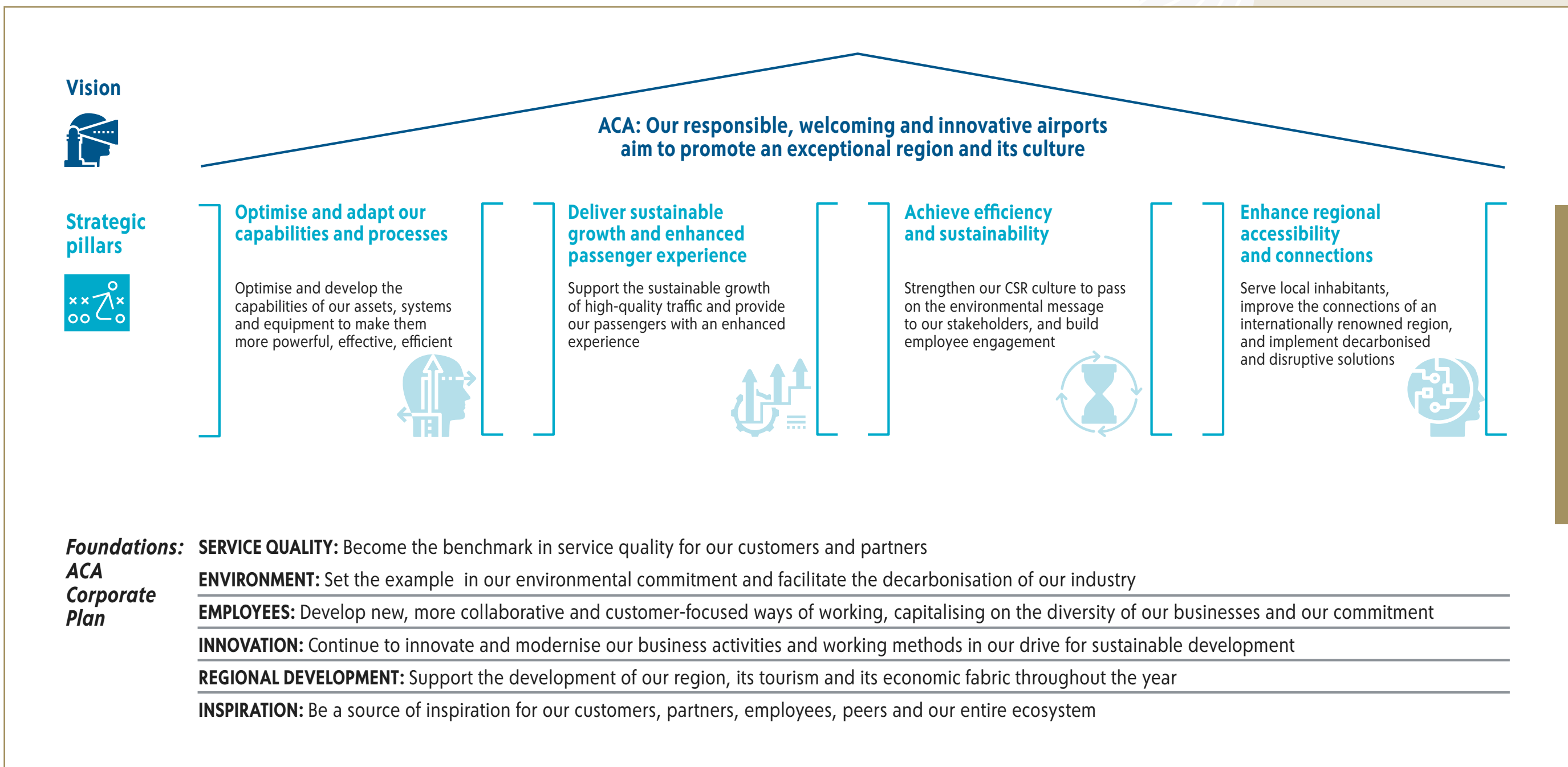
## THE INTEGRATED MANAGEMENT SYSTEM (IMS)

In 2024, Aéroports de la Côte d'Azur developed its Integrated Management System. This organisational tool enables the company to manage its four continuous improvement initiatives in a coordinated manner: ISO 9001 for service quality, ISO 45001 for occupational health and safety, ISO 50001 for energy performance and ISO 14001 for the environment (first certification audit conducted in March 2025). How does this system help? Firstly, it avoids duplication and conflicts between different management systems, thereby saving time and improving performance. Secondly, it is the perfect complement to the Strategic Plan. It is both a user manual and a guide.

The IMS determines where the company can make improvements through its four key processes, which are not unsimilar to the Azur 2030 pillars: developing a responsible local authority, optimising infrastructure and energy with a view to reducing consumption, coordinating airport activities and improving the customer experience by integrating sustainability, and designing and developing excellence in service. Through its support processes, which serve as mission

statements for the company's various business units and departments, it structures the improvement measures implemented to achieve these objectives. Finally, it measures the effectiveness of its strategic initiatives using a set of indicators: ASQ surveys, carbon footprint, workplace accident rates, etc.

## THE AZUR 2030 PILLARS







# BUSINESS AND ACHIEVEMENTS



- 11 — Highlights in 2024
- 14 — Key business figures
- 20 — Achievements, projects and outlook



# HIGHLIGHTS IN 2024

## JANUARY

After Cannes Mandelieu, the airports of the Golfe de Saint-Tropez and Nice Côte d'Azur have progressively switched to HVO, a biodiesel, enabling us to save 150 tonnes of CO<sub>2</sub>. (p.36)



## 25 JANUARY

With 1,200 visitors, the airport job fair, organised by Aéroports de la Côte d'Azur, its partners and France Travail, was a resounding success. (p.47)



## 6 FEBRUARY

The business centre at Nice Côte d'Azur Airport hosted the conference jointly organised by Nice Côte d'Azur Airport and the Franco-Italian CCI. The theme was the issues and new outlook for transport between Italy and France. (p.59)

## 6 MARCH

Aéroport du Golfe de Saint-Tropez inaugurated its runway and aircraft stands, which had been newly renovated to be more environmentally friendly. (p.21)



## 27-28 MARCH

On the night of 27/28 March, Terminal 1 at Nice Côte d'Azur Airport hosted more than 300 people, including 80 members of the forces of law and order and around a hundred rescuers, for a spectacular terrorist exercise. (p.49)



## APRIL

Nice Côte d'Azur and Cannes Mandelieu certified their system under the ISO 45 001 standard (health and safety management in the workplace) without any of the auditors mentioning any non-conformity. (p.45)



## 17 APRIL

Passengers in Nice Côte d'Azur airport discovered the new La Vague jingle, the masterpiece of the new sound identity for Aéroports de la Côte d'Azur. (p.52)





## 7 MAY

After New York and Atlanta and while waiting for Washington, Philadelphia is the third city in the USA to be connected to the French Riviera. The inaugural flight was operated by American Airlines. (p.14)

## 23 MAY

Air BP, the aviation fuel partner of Cannes Airport innovated by commissioning its first fully electric refuelling truck. (p.37)



## JULY

A summer like no other: Nice Côte d'Azur Airport supported the city of Nice, as it hosted the Olympic Games and the Tour de France. (p.58)

## 27 AUGUST

After a final validation from Eurocontrol, Nice Côte d'Azur became the eighth European ANI Airport (Advanced Network Integrated Airport). (p.15)



## 14 MAY

After a team effort across all disciplines, involving all our staff and companies at the airport, the Customer Experience Charter was officially launched. (p.27)

## 29 MAY

Air Canada celebrated the tenth anniversary of the Nice – Montreal transatlantic route.



## 15 JULY

Emirates celebrated the 30th anniversary of its Nice-Dubai route, which has carried some 3 million passengers since it was launched.





## 12 SEPTEMBER

Golfe de Saint-Tropez Airport, the gateway to France's most famous village, celebrated its 60th birthday.



## 23 SEPTEMBER

Nice Côte d'Azur Airport unveiled its new selection of retail outlets. As the icing on the cake, the experience blends originality, refinement and a touch of local colour. (p.53)



## OCTOBER

The Car hire centre is becoming ever more electrified, after new charging stations and its first super chargers were installed. (p.39)

## 10 OCTOBER

A sustained reduction in CO<sub>2</sub> emissions has enabled the three Azurean airports to renew their Level 4+ Airport Carbon Accreditation certifications. (p.36)



## 28 NOVEMBER

Golfe de Saint Tropez Airport earned one of the leading 'quality' standards in general aviation: Level 1 of the IS-BAH. (p.50)

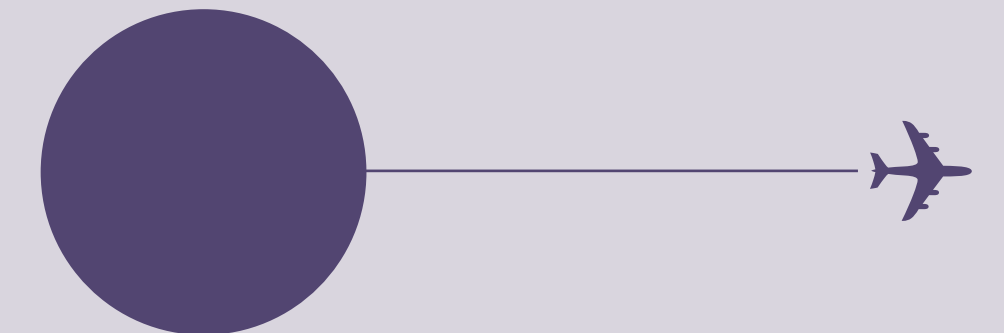


## 8 OCTOBER

All the employees of Aéroports de la Côte d'Azur discovered the final version of Azur 2030, the new Strategic Corporate Plan. (p.8)

## 17 NOVEMBER

Launched a year earlier by Nice Côte d'Azur Airport, the second World Air Passenger Day was celebrated by close to twenty airports in the world. (p.51)





# KEY BUSINESS FIGURES

## COMMERCIAL AVIATION

In 2024, Nice Côte d'Azur Airport resumed its forward march, completely erasing the effects of the COVID pandemic. With 14.8 million passengers over the year, it has surpassed its previous record of 14.5 million passengers, set in 2019 (see the summary below).

While domestic traffic is down, growth is being driven by international flights. Indeed, the Côte d'Azur's reputation abroad has lost none of its lustre, and the British, German, Swiss and Scandinavian markets, which for many years have accounted for a large proportion of the airport's business, are very dynamic.

However, the people of the Côte d'Azur don't just welcome their guests; they also travel in large numbers! And with 12 new destinations for the spring-summer 2024 programme, the growth of Nice's network has

had a positive effect on their desire to travel. This year, locals flocked to Mediterranean resorts, with strong passenger traffic to Spain (>30%) and Greece (>47%).

Another growth driver: long-haul routes between the Côte d'Azur and the Middle East and North America. In the high season, there were thirteen different destinations, including a new route between Nice and Philadelphia. A record that goes hand in hand with success! Indeed, throughout the summer, markets in the Persian Gulf and across the Atlantic rose in unison: 14% increase for Canada, 52% for the USA, 81% for Qatar and 140% for Saudi Arabia. United Airlines, for its part, announced in the autumn that it would be opening a direct Nice - Washington route in May 2025. As a sign of the times: the Winter 2024 schedule was packed with new flights, fifteen to be exact! This reflects the Côte d'Azur's year-round appeal and the strong potential of the local market. Three companies have opted for continuity throughout the year: Wizz Air has maintained its flight to Tirana, Albania, for the entire low season, while Twin Jet has extended its Nice - Toulouse route and Universal Air its route to Malta.





At the same time, several carriers have bet on opening new destinations. easyJet started strong by opening six new routes (Agadir, Lanzarote, Madrid, Prague, Strasbourg and Rovaniemi). Air Serbia relaunched its Nice-Belgrade route, while Eurowings took off for Berlin and Cologne. Finally, Transavia has consolidated Nice Côte d'Azur's intercontinental network by adding flights to Algiers and, above all, Dakar, establishing a bridge between the Riviera and West Africa that was overdue by several decades. Pegasus Airlines has completed the routes to Turkey by linking Nice to Istanbul's Sabiha airport.

## MANAGING PASSENGER FLOWS

With 3.5 million passengers between July and August, passenger traffic in Nice has shown the limits of the infrastructure, once again demonstrating the relevance of the Terminal 2 extension, which will enable passengers to be handled in optimal comfort and safety conditions from 2025 onwards. Nevertheless, staff at Nice Côte d'Azur Airport managed the influx of passengers efficiently, as demonstrated by the three tenths of a point gained in the latest ASQ rating in 2024, a true barometer of passenger satisfaction.

This efficiency owes much to the organisational measures put in place by the Airline Development Operations teams to anticipate peak traffic as accurately as possible. This system was further improved during the year by introducing two new tools. Firstly, artificial intelligence now analyses several years of data to provide highly accurate traffic forecasts. Upstream, as part of preparations for the season, alert thresholds are automatically triggered to anticipate any critical situations at the airport. The airport can then approach the airlines concerned to find solutions that work for everyone. Secondly, at the end of the summer, Nice became the eighth European airport to be certified as an ANI Airport (Advanced Network Integrated Airport). This system, which is part of the SESAR programme, the backbone of the Single European Sky, enables beneficiaries to receive flight information 48 hours before arrival and departure. Teams can thus prepare well in advance for any disruptions, such as weather alerts, special events or strikes.

### OUR AIRPORT SERVICE QUALITY RATING

2024	2023
3.97/5	3.94/5





COMMERCIAL TRAFFIC

(scheduled airlines, supplementary and charters)



2023  
**107,404**

2024  
**109,455**

↑ >1.9%

PASSENGER TRAFFIC

(scheduled airlines, supplementary and charters)



International  
**10,215,947**

↑ >9.3%



National  
**4,439,593**

↓ <6.2%

Total  
**14,655,540**

↑ >4.1%

BREAKDOWN OF PASSENGERS IN FRANCE

(scheduled airlines, supplementary and charters)



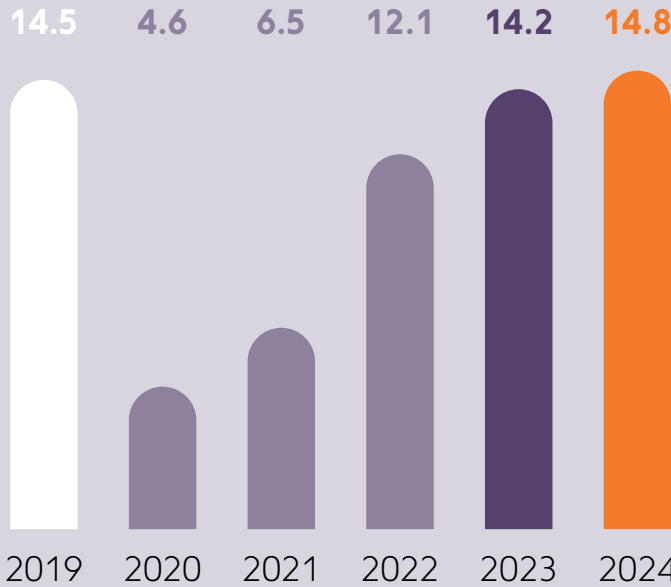
Paris  
**2,701,221**

Rest of France  
**1,738,372**

Total France  
**4,439,593**

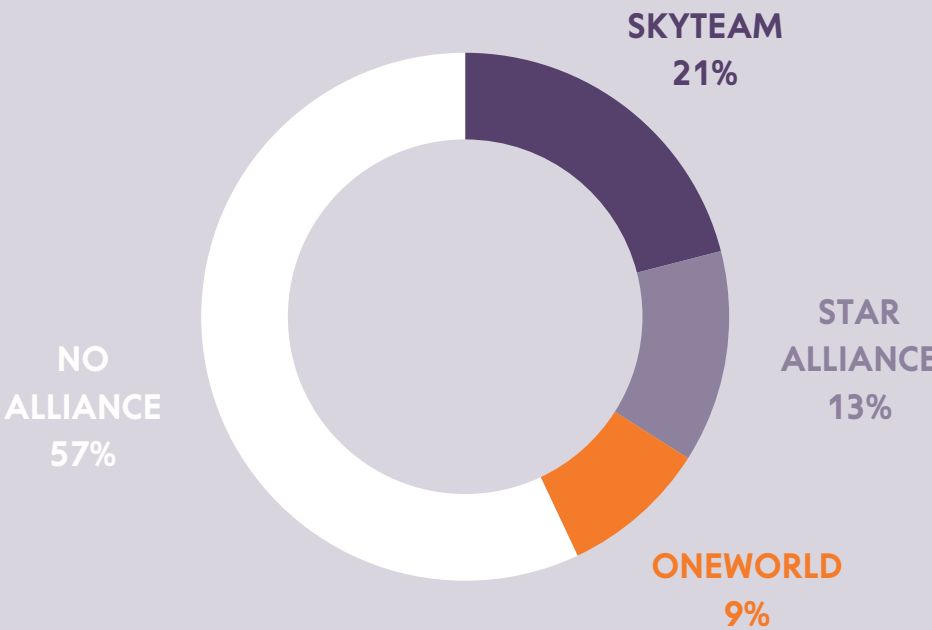
PASSENGER NUMBERS

(in millions, all traffic combined)



COMMERCIAL PASSENGER MARKET SHARE

BY ALLIANCE



PEAK PERIODS

- Day: Friday 2 August 2024: 63,041 passengers
- Week: 29 July to 4 August 2024: 408,058 passengers
- Month: 1,731,426 passengers

DAILY AVERAGES

- Passengers (November 2023 – March 2024): 27,302
- Passengers (April 2024 – October 2024): 48,770
- Movements (November 2023 – March 2024): 226
- Movements (April 2024 – October 2024): 361



## FREIGHT

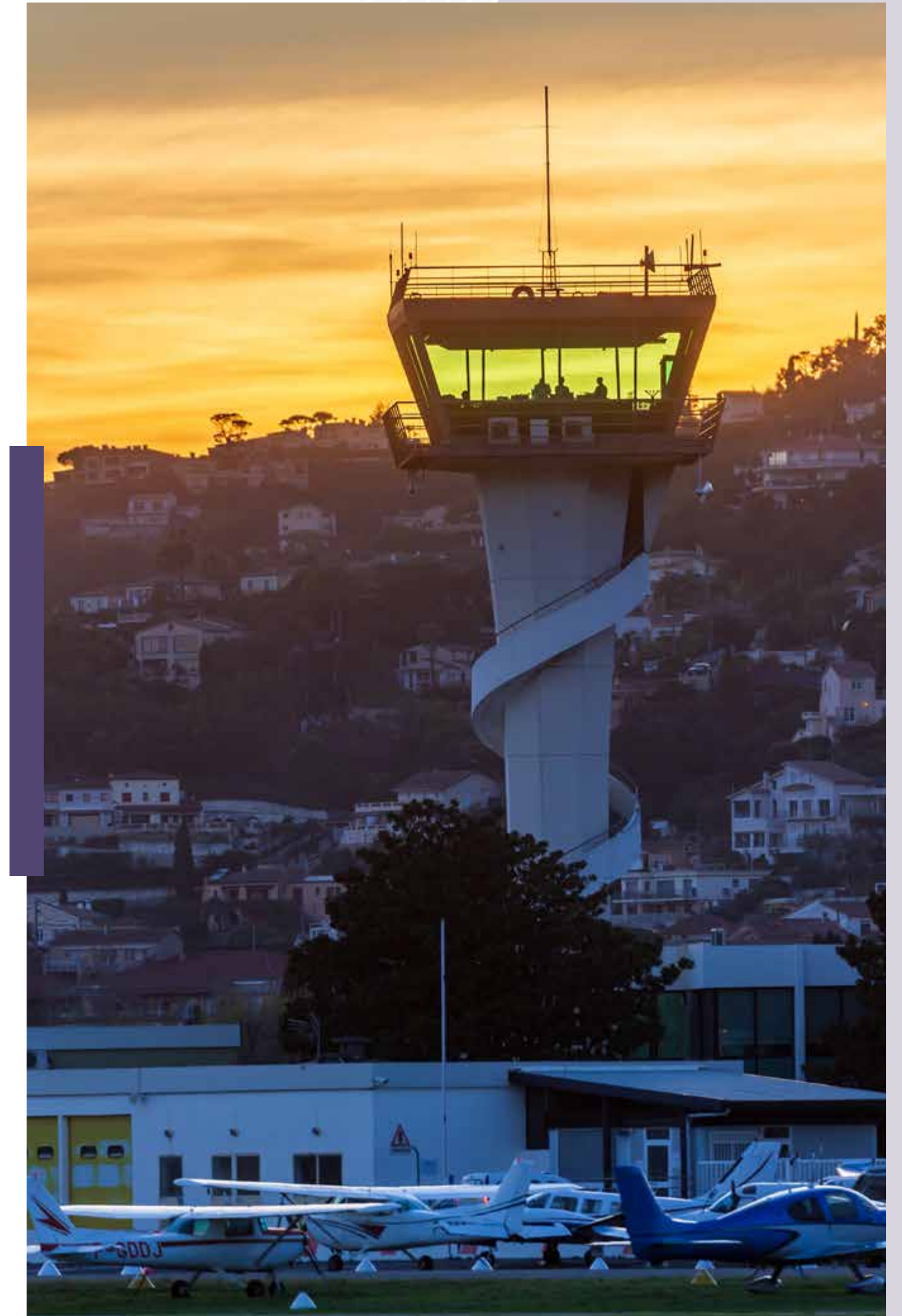
The development of long-haul flights to Nice has boosted the freight business of Nice Côte d'Azur airport, to the extent that this year it has posted one of the best results in its history. Over 22,300 tonnes of goods passed through the Freight Terminal. That's 45% growth in one year, and even better than in 2019, the last year before COVID.

From Europe to the Middle East, all the markets are increasing. Some have grown spectacularly, such as Canada, which has gone from 22 tonnes in 2023 to 135 a year later. The leading market in Nice, the Persian Gulf also performed very well, with a sharp increase in volumes (>53%) thanks to the dynamism of its two main players: Emirates, the eternal leader in terms of freight to Nice, and Qatar Airways, which this year flew its largest B777 and A350 aircraft to Nice, even in the low season. Lastly, the US market, which fell last year, has recovered. This upturn is largely due to the vitality of the Nice - Philadelphia route, operated by American Airlines from spring onwards. After a timid start, the freight service was finally successful in the summer, with 581 tonnes of goods transported between July and September.

## GENERAL AVIATION

General aviation experienced spectacular growth during the COVID years, taking advantage of the downturn in commercial aviation as it was deemed a safer bet in terms of health. In 2023, with the pandemic receding, the phenomenon began eroding. As expected, 2024 confirmed this return to normal, although traffic levels remained high.

The Côte d'Azur's three airports are still reporting higher traffic than in 2019, with Nice's airport, for example, boasting 39,145 aircraft movements over the year, 5,000 more than before the pandemic. What's more, while the major European airports saw a significant drop in traffic in 2024, the Côte d'Azur confirmed its appeal, with overall activity at Aéroports de la Côte d'Azur up 1% on 2023, with Nice Côte d'Azur even posting a 2.5% increase. This performance is partly due to the dynamism of the US market. American customers are also responsible for the significant increase in the number of long-haul jets (over 40 tonnes) on the tarmac in Nice.





Aéroports de la Côte d'Azur's FBO activities, grouped under the Sky Valet brand, will remain marked in 2024 by the sale of the subsidiaries Sky Valet Portugal (100%) and Spain (60%) to Luxaviation. The purchaser contractually agreed to acquire the remaining 40% by 2027 at the latest). This change in shareholders does not affect the attractiveness of the Sky Valet network, as the new owner has committed use Sky Valet's name on its Iberian hubs for a transitional period. This decision is favourable for the Sky Valet Connect franchise, which, after a successful 2023 adding 12 new members, continued its development in 2024. Admittedly, it did see the withdrawal of Omega Aviation and all of its Bulgarian bases, as the company was sold to Avia-VIP. However, at the same time, it has strengthened its position in France and internationally with the arrival of Saint-Étienne-Loire Airport and three new Greek destinations served by Proton Air Services: Aktion, Corfu and Paros. Other members have already signed up for 2025, including Advanced Air Support – Paris Le Bourget.

AIRPORT CONSULTING AND ENGINEERING

With NAMA, its consulting and training brand, Aéroports de la Côte d'Azur supports many airport owners and operators around the world. This business proved to be stable and satisfactory in 2024, with turnover achieving the targets set at the beginning of the year. Once again, this year, existing customers, some of whom are long-standing clients, accounted for a large share of the revenue. NAMA's experts have, for example, assisted airports in Cameroon and Senegal in developing their respective networks. In France, they worked in Corsica and Avignon-Provence on safety audits, and in Martinique on monitoring the strategic plan for Aimé Césaire Airport. But NAMA has also expanded its commercial scope by entering into new partnerships, such as the corrective action plan for the security system at Monaco Heliport and project management assistance for the Haute-Savoie Departmental Council, which owns Annecy-Haute Savoie-Mont Blanc Airport.



2024 Movements	Business aviation	Helicopters
Nice	39,145	20,467
Cannes	12,932	11,876
Saint-Tropez	3,695	2,330
Total	55,772	34,673
2024/2023	1,6%	<3,9%

Sky Valet Spain	13,023
2024/2023	<14.4%



2024 also saw the completion of a long project: the call for tenders for the management and operation of Beauvais-Tillé Airport, France's tenth busiest airport in terms of passenger traffic (six million passengers in 2024). It was won by Bellova, a company in which Aéroports de la Côte d'Azur holds a symbolic share. But above all, the Côte d'Azur airport operator is one of its key partners, via NAMA's teams. As part of a technical assistance contract, they will support the modernisation and sustainable development of the Picardy airport. More specifically, they will be responsible for non-aeronautical activities (restaurants, shops and services), network development (route studies), finance (particularly in terms of communications with the Transport Regulation Authority) and information systems.

FINANCIAL PERFORMANCE

	2024	% change 2024/2025
Passenger traffic	14.8m	>4.0%
Turnover	€311.5m	>3.4%
EBITDA	€120.4m	>7.3%
Net profit (or loss)	€32.8m	<4.5%
CAPEX/Net revenue indicator	2,77	





# ACHIEVEMENTS, PROJECTS AND OUTLOOK

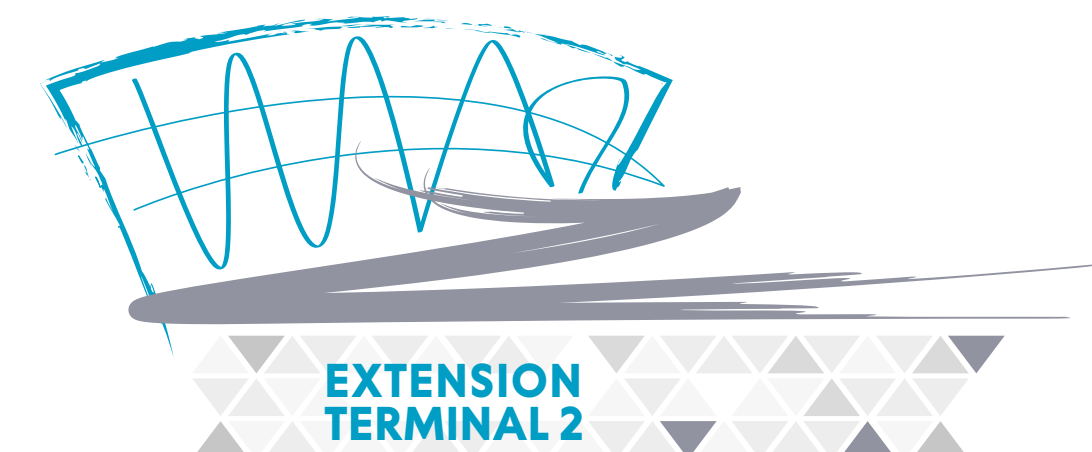
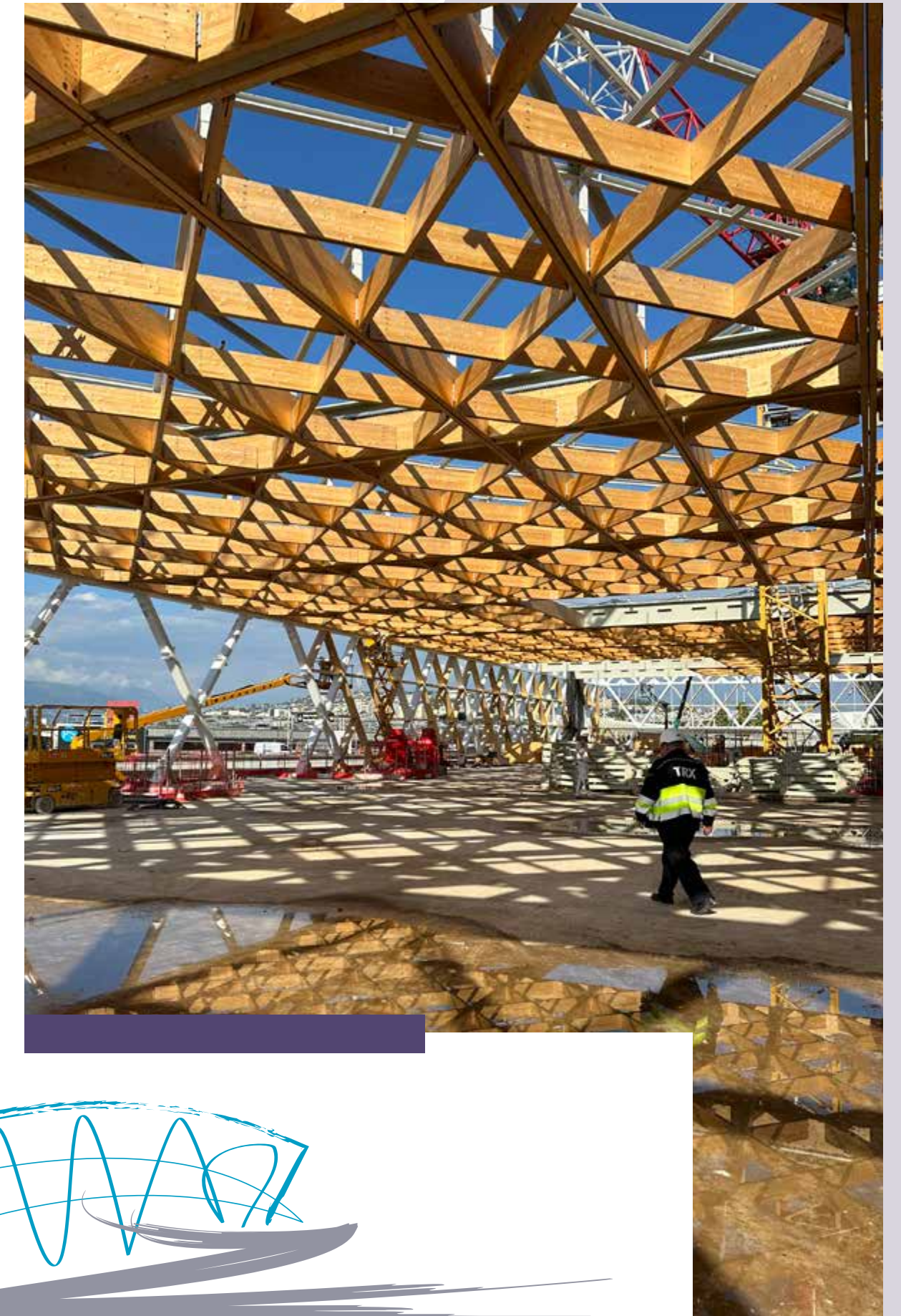
## THE EXTENSION OF TERMINAL 2 AT NICE CÔTE D'AZUR AIRPORT

In 2024, with record passenger numbers, Nice Côte d'Azur Airport once again exceeded its capacity limits. This fully justifies the upcoming extension of Terminal 2. It will make a huge difference to the airport by adding 25,000 sqm of floor space, six boarding gates and 36 check-in desks. This extra space will enable passengers travelling to and from the French Riviera to be handled in optimal conditions of comfort and safety, while providing airlines and their ground handlers with the infrastructure and equipment they need to manage their operations efficiently.

The project has moreover been designed with environmental aspects in mind:

- The building falls within the scope of the Nice EcoVallée project, fully complying with its environmental standards and targeting the 'Efficient' level.
- It will increase airport capacity without increasing CO<sub>2</sub> emissions. (under Scopes 1 and 2)
- A geothermal solution and photovoltaic panels will be installed, enabling the building to cover 20% of its energy needs with renewable energies
- It plans to achieve a certified carbon label of 3 kg CO<sub>2</sub>/year per square metre of floor space.

Begun in 2023, the Terminal 2 extension project has made significant progress. Since the end of spring, the structural work on the entire infrastructure has been completed. This stage has been brought in on budget and on schedule. It also meets the environmental commitments made to protect the breeding season of birds that frequent the Var plain: this rigorous system protects biodiversity on the site, with regular visits and in-depth monitoring by an ecological engineer once or twice a month throughout the year. At the end of 2024, once completed, the footbridge spanning the service tracks connecting the terminal to the pier and the framework, a pre-prepared wood and metal structure, was installed, and work was able to begin on the roof





and façade. The pier, the 300-metre-long structure that forms the backbone of the new infrastructure, is due to come into service in October 2025 at the latest.

Prior to this, the buffer zone between the current terminal and its extension was also completed. Now that the work has gone ahead as planned, Phase 1 of the project has been delivered, including redesigning the international route for passengers.

In May, a new, enlarged passport control area for the Border Police was inaugurated, along with a new walk-through duty-free zone leading into a refurbished non-Schengen departure lounge, with two new catering outlets and an improved and expanded VIP lounge.

## CHARLIE, SIERRA AND DELTA AIRCRAFT STANDS REDESIGNED

With the sea on one side and the city on the other, space is at a premium at Nice Côte d'Azur Airport. Nevertheless, the airport has managed to increase its capacity this year by renovating the area formed by Charlie, Sierra and Delta, three adjacent aircraft stands located in the centre of the tarmac, close to the SSLIA

building. The work began in late 2023 by levelling the area, which had previously been divided into two separate spaces by a 40-centimetre step. In early 2024, we were therefore able to create an entirely new zone, and in early spring a huge unsegmented 25,000 sqm aircraft parking area was inaugurated. It is capable of accommodating up to eight C-type aircraft (A319) or three large aircrafts.

## RENOVATION OF GOLFE DE SAINT-TROPEZ TARMAC

During the winter of 2024, the tarmac at Saint-Tropez airport was given a facelift. At the end of December 2023, its runway was resurfaced. In mid-January, work continued with the renovation of the main aircraft stands, covering 6,000 m<sup>2</sup>. All the work was carried out with one goal in mind: to ensure the airport can develop sustainably. First and foremost, by building solid structures! In a feat that required rigorous organisation, the materials were transported to the 1,180 metres of runway in a quasi-continuous flow enabling the bitumen to be poured over just two days, forming two large belts linked by a single joint. These joints, which are more fragile and prone to seepage,

wear out the fastest. By significantly restricting their use, the airport has extended the life of its runway. The airport is also planning to develop sustainably by anticipating the needs of tomorrow's aviation. A frame linking the terminal to the helicopter stands was buried under the tarmac and runway. This concrete structure will make it very easy to run cables to supply superchargers for future aircraft powered by electricity, such as eVTOLs.







# GOVERNANCE AND ETHICS



- 23 — 2024 Governance structure
- 24 — 2025 Governance structure
- 25 — Ethics and compliance policies
- 26 — Dialogue with stakeholders



# 2024

## GOVERNANCE STRUCTURE

### SUPERVISORY BOARD

*14 members appointed for 3 years*

Bernard Kleynhoff (*Chairman*)

Marco Troncone (*Deputy Chairman*)

Monique Agier

Maria Sole Aliotta

Antoine Cavaillé

Elisabetta De Bernardi Di Valserra

Julia Collin Delavaud

Ghislaine Doukhan

Charles-Anges Ginesy

Sabine Le Gac

Jean Mouton

Samy Touati

Jean-Pierre Savarino

Joseph Segura

### SUPERVISORS/NON-VOTING MEMBERS OF THE SUPERVISORY BOARD

Pierre Aubouin

Giovanni Cavallaro

Laurence Garino

### REPRESENTATIVES OF THE SOCIAL AND ECONOMIC COMMITTEE

Alain Cammas

Catherine Montoya

Laurence Schannès

Abdel Younsi

### EXECUTIVE BOARD

#### Chairman of the Executive Board

Franck Goldnadel

#### Members of the Executive Board

Isabelle Baumelle

Valérie Broutin

Candice Cadreils

Philippe Caseneuve \*

Corinne Cousseau

Anne-Cécile Gibault \*

Frédéric Gozlan

Jean-François Guitard

*\* Members of the board of directors*



# 2025

## GOVERNANCE STRUCTURE (SINCE 20/03/2025)

### SUPERVISORY BOARD

*14 members appointed for 3 years*

Xavier Bouton (*Chairman since 3 June 2025*)

Monique Agier

Maria Sole Aliotta

Antoine Cavaillé

Julia Collin Delavaud

Elisabetta De Bernardi Di Valserra

Claudio De Vincenti

Charles Ange Ginesy

Bernard Kleynhoff

Sabine Le Gac

Leduina Petrone

Jean-Pierre Savarino

Joseph Segura

Samy Touati

### SUPERVISORS/NON-VOTING MEMBERS OF THE SUPERVISORY BOARD

Laurence Garino

Nathan Hallaf

Alessio Montrella

Jean Mouton

Gaël Serandour

### REPRESENTATIVES OF THE SOCIAL AND ECONOMIC COMMITTEE

Alain Cammas

Catherine Montoya

Laurence Schannès

Abdel Younsi

### EXECUTIVE BOARD

#### Chairman of the Executive Board

Franck Goldnadel

#### Members of the Executive Board

Isabelle Baumelle

Valérie Broutin

Candice Cadreils

Philippe Caseneuve \*

Corinne Cousseau

Anne-Cécile Gibault \*

Frédéric Gozlan

Jean-François Guitard

*\* Members of the board of directors*



# ETHICS AND COMPLIANCE POLICIES

As part of its ethical commitment, Aéroports de la Côte d'Azur undertakes to prevent and combat illegal activities and practices. This commitment has led to implementing a programme to prevent and tackle corruption and influence peddling, in accordance with the requirements of the French Sapin II Act. It also means respecting the ethical values of the Mundys Group, its main shareholder.

The ethical principles of Aéroports de la Côte d'Azur are based on five main pillars:

- Complying with regulations
- Demonstrating loyalty, honesty and exemplary behaviour

- Protecting the assets of Aéroports de la Côte d'Azur
- Embedding a culture of integrity and transparency
- Respect others, by combating harassment and discrimination

These values, previously shared with all employees through an ethics charter, have been included in an anti-corruption code of conduct, for employees but also our external suppliers and service providers, since 2017.

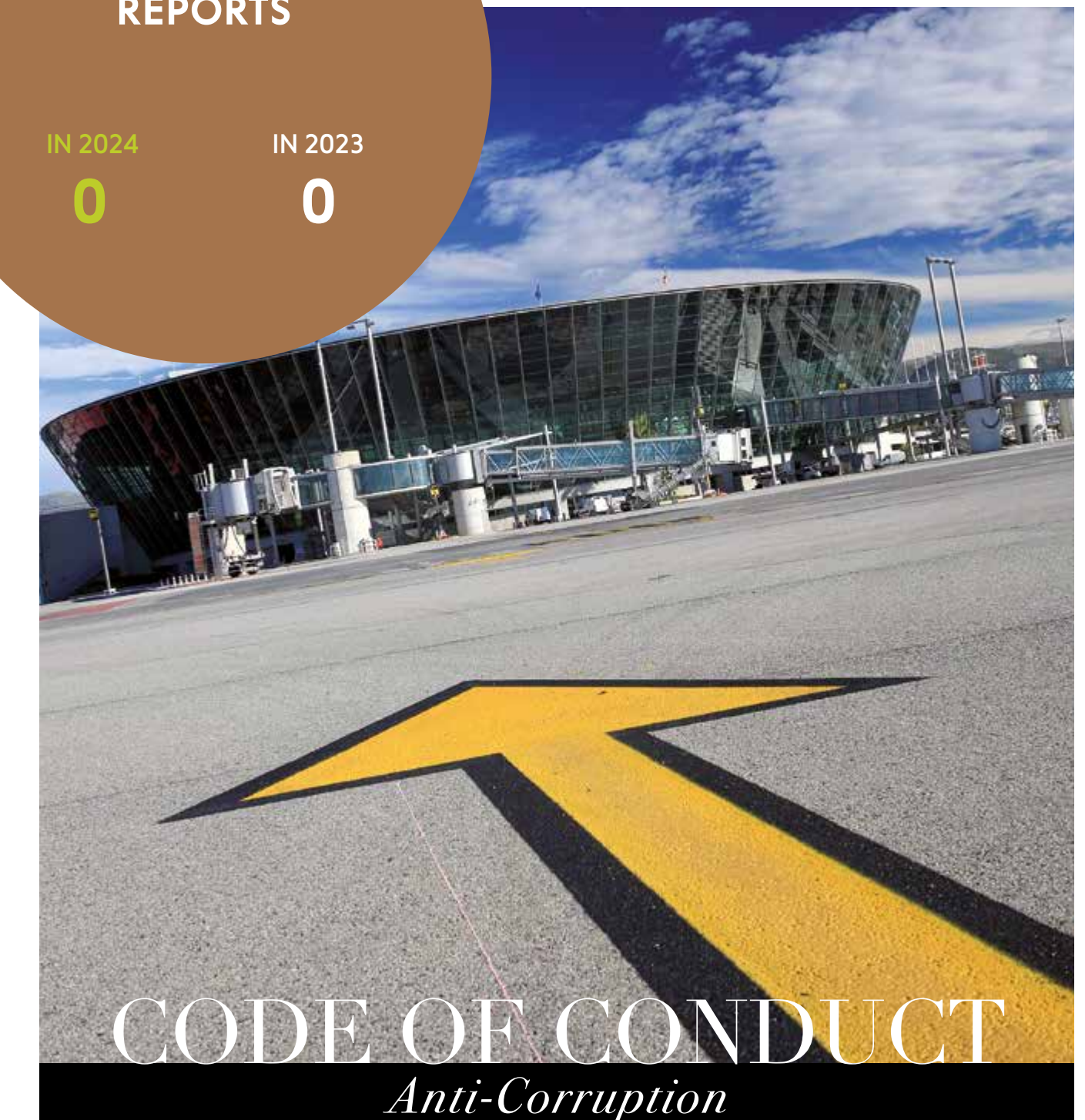
This regularly updated document explains the risk in situations in terms of gifts, invitations or sponsorships and details the rights and duties of employees to conduct their professional activities with complete transparency and integrity.

Any employee or service provider who notices a breach of these rules must report it via the whistleblowing system set up by the company. As in previous years, there were no alerts in 2024. This result demonstrates the ethical rigour and integrity of the staff of Aéroports de la Côte d'Azur and its partners.

## WHISTLEBLOWING REPORTS

IN 2024  
0

IN 2023  
0



AÉROPORTS DE LA CÔTE D'AZUR



AÉROPORTS  
DE LA CÔTE D'AZUR



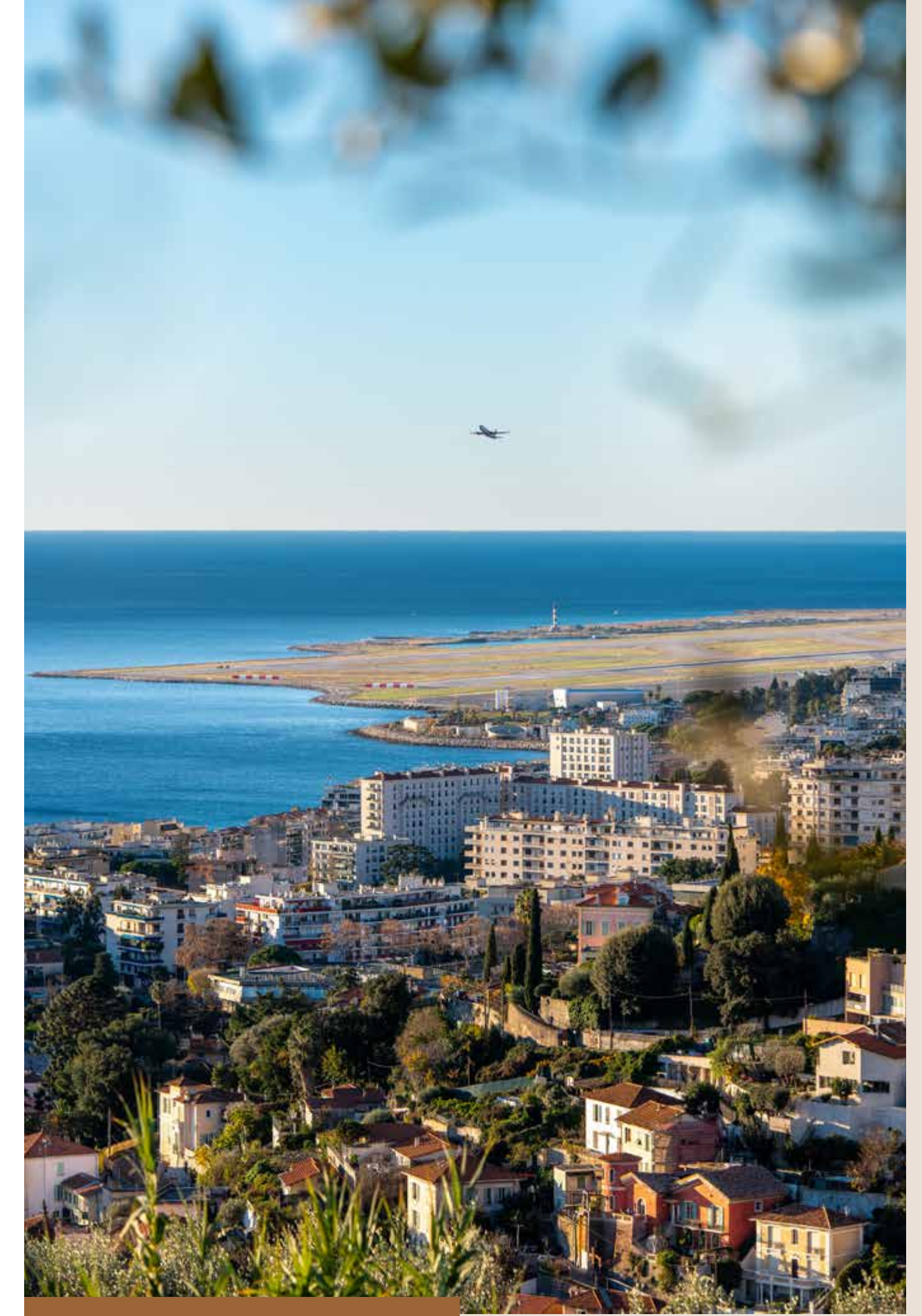
# DIALOGUE WITH STAKEHOLDERS

To meet its two main objectives, which are increasing the region's connections and respecting the environment, Aéroports de la Côte d'Azur maintains close ties with the various stakeholders in the region affected by its business. Firstly, the managers of the three airports meet regularly with local residents, representative associations and mayors of neighbouring municipalities to discuss the problems caused by air traffic and to decide together on measures to mitigate or even eliminate them.

In 2024, for example, the work carried out by the Nice Côte d'Azur Airport Environmental Advisory Committee (the official body for dialogue between Nice Côte d'Azur Airport, the Prefecture of the Alpes-Maritimes, aviation professionals, local authorities, residents' and environmental protection organisations)

has led to significant progress in terms of aircraft take-off trajectories, with the French Air Navigation Service raising the altitude at which aircraft pass over the coast, leading to reducing noise levels. For its part, the Residents' Assistance Advisory Committee (the consultative body specifically dedicated to helping residents living near Nice Côte d'Azur Airport with noise abatement) has finalised the Noise Abatement Plan, which defines the geographical area in which homes and offices are eligible for financial assistance.

Aéroports de la Côte d'Azur also works closely with the companies operating at its sites. These discussions enable it to understand their sustainable development needs and invest accordingly. In 2024, Nice Côte d'Azur Airport encouraged ground handlers and rental companies to electrify their vehicle fleets by installing the necessary charging facilities. This consultation also focuses on service quality through the Local Customer Experience Committee, which, since 2023, has arranged meetings with all partner companies working at Nice airport (airlines, ground handlers, retailers but also State agencies, security and cleaning service providers etc.) and the airport teams.





In spring 2024, the committee approved the publication of the first Nice Côte d'Azur Customer Experience Charter, a document that defines how all airport staff must behave when dealing with passengers.

Finally, Aéroports de la Côte d'Azur is stepping up its discussions with tourism professionals. The Nice airport operator is supporting the work of Côte d'Azur France Tourisme, the agency responsible for promoting the Côte d'Azur as a tourist destination. This year, it provided financial support for it to participate in two international workshops (one in the USA and the other in China). The teams at Nice Côte d'Azur Airport also act as intermediaries between airlines and travel agencies. Every March, they organise a large meeting at the airport between the two professions to facilitate collaboration and information sharing. 150 people attended the event this year.







# CORPORATE SOCIAL RESPONSIBILITY



- 29 — Identifying the issues
- 31 — CSR Commitments and objectives
- 35 — Protecting the environment
- 45 — Caring for the health and well-being of the women and men working in our airports
- 49 — Delivering an enhanced and safe customer experience that is sustainable and ethical
- 57 — Increasing the reach and connections of the Côte D'Azur



# IDENTIFYING THE ISSUES

The Aéroports de la Côte d'Azur Group has been committed to the UN Global Compact since 2016, with the aim of contributing to the Sustainable Development Goals (SDGs).

In 2022, Aéroports de la Côte d'Azur decided to assess its CSR maturity with the independent standard organisation ECOVADIS. After initially obtaining a silver medal, it was able to identify its strengths and areas it could improve. The assessment and the steps identified to move forward then led to the airport being awarded a gold medal in 2024, placing Aéroports de la Côte d'Azur among the top 5% of companies most advanced on this issue.

In line with its strategic plan, Aéroports de la Côte d'Azur has taken a collaborative approach to CSR. To this end, employees and partners were consulted to identify the most important environmental, social and

societal issues for the group. This resulted in defining 13 tangible issues to which the Aéroports de la Côte d'Azur group is committed; these include decarbonisation, air quality, health and safety, skills development, service quality and social wealth creation. These are driven by around 20 measurable and time-bound objectives, which are illustrated in the following pages. These key objectives are supported by other issues that are also central to the concerns of Côte d'Azur Airports: noise pollution, biodiversity protection, waste management and maintaining excellent relations with our stakeholders.



## CORPORATE SOCIAL RESPONSIBILITY

### Protecting the environment

- Decarbonisation
- Resilience to climate change
  - Energy
  - Air quality
- Protecting water resources



### Protecting the health and wellbeing of the women and men who work at our airports

- Job opportunities, health and safety of our staff and those who work in our value chain at the airports
- Commitment, development, wellbeing and inclusion for staff



### Providing an excellent and safe customer experience, in a sustainable and ethical manner

- Airport safety and security
  - Cybersecurity
  - Customer focus
- Governance, integrity and business ethics



### Increasing the reach and connections of the Côte d'Azur

- Promoting the region and increasing travel options
- Creating social and economic wealth

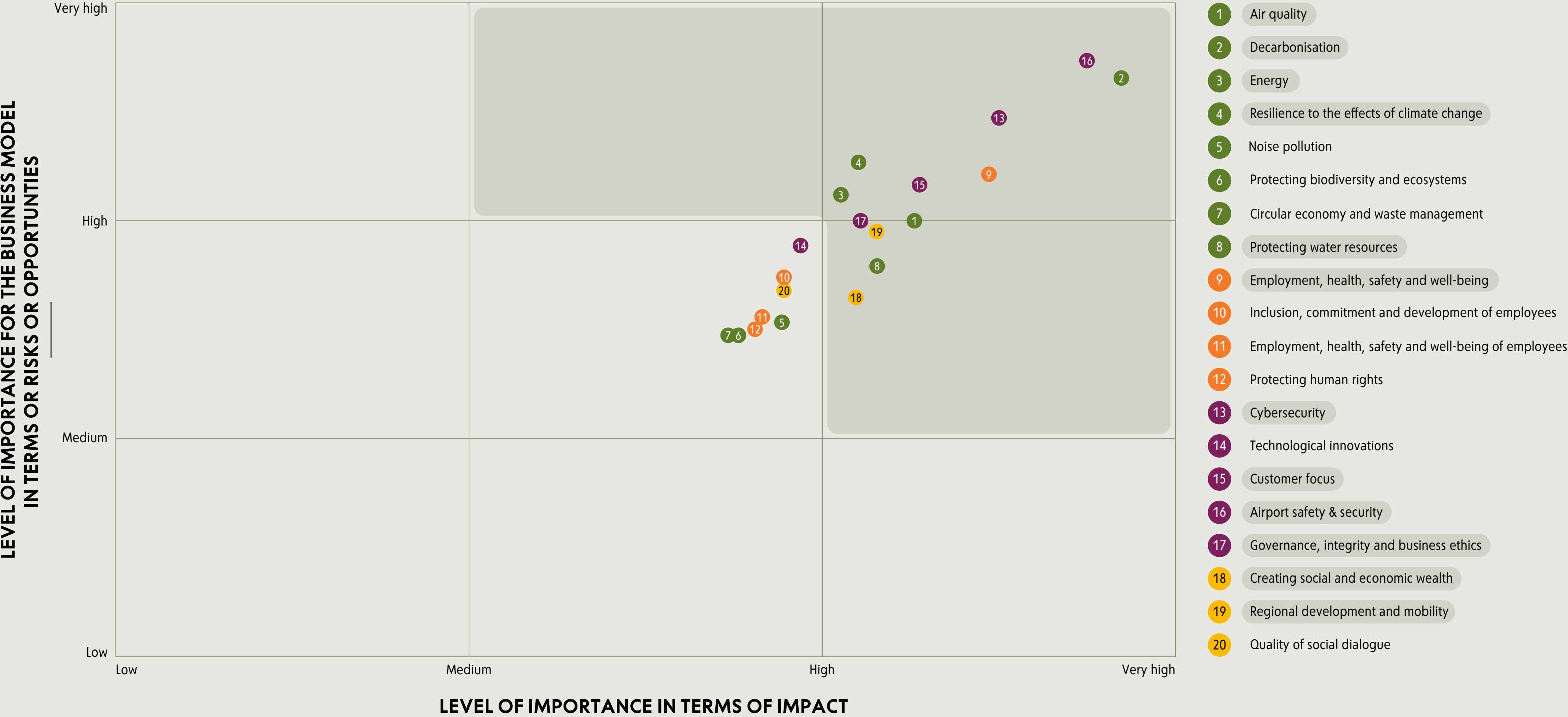


AÉROPORTS  
DE LA CÔTE D'AZUR



MATRIX FOR IDENTIFYING MATERIAL ISSUES

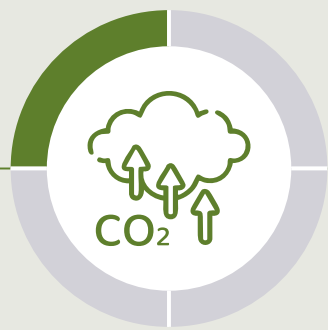
● Environment    ● Social    ● Governance    ● Region





# CSR COMMITMENTS AND OBJECTIVES

## PRIORITY 1 PROTECT THE ENVIRONMENT



### DECARBONISATION

Reducing greenhouse gas emissions generated by our business and promoting the transition to low carbon travel.



### RESILIENCE TO THE EFFECTS OF CLIMATE CHANGE

Provide resilient and reliable infrastructures to guarantee our business continuity.



### ENERGY

Reduce our energy use, improve energy efficiency and increase our use of clean and accessible energy.



### IMPROVING AIR QUALITY

Reduce atmospheric pollution generated by our business to improve the air quality for our stakeholders.



### PROTECTING WATER RESOURCES

Help protect water resources (*extraction, use and discharge*).



#### COMMITMENTS

#### BEFORE 2025 →

Develop a climate change adaptation plan.

#### BEFORE 2025 →

Guarantee an audit of pollutants validated and published by AtmoSud, available to the public.

#### BEFORE 2025 →

Reduce water losses and promote unconventional water (*rainwater, water from treatment plants*).

#### BY 2030 →

Reach net zero carbon emissions on Scopes 1 and 2 (emissions under our direct control) without offsetting.

#### BY 2027 →

Install electrical charging stations in 5% of the airports' parking places.

#### BY 2030 →

Reduce power consumption of buildings by 15% compared to 2019.

#### BY 2030 →

Reduce the emission of pollutants related to aircraft ground activities.

#### BY 2026 →

Prevent other forms of pollution and protect drinking water.

#### BY 2025 →

Reach net zero carbon emissions on Scopes 3 (indirect emissions).



# PRIORITY 2

## SAFEGUARDING THE HEALTH AND WELLBEING OF THE WOMEN AND MEN WHO WORK AT OUR AIRPORTS



### JOBS, HEALTH AND SAFETY OF EMPLOYEES AND EXTERNAL WORKERS AT THE AIRPORTS

Provide safe and healthy working conditions for our staff and other external workers at the airports



### ENGAGEMENT, DEVELOPMENT, WELLBEING AND EQUAL OPPORTUNITIES FOR EMPLOYEES

Invest in developing the skills of our employees, in a fair and inclusive workspace, in order to improve the employability and engagement of our talent.



#### COMMITMENTS

##### BEFORE 2025 →

- Keep the gender equality index above 90/100.
- Invest in at least 24 hours of training per employee per year.

##### BY 2030 →

Keep the occupational accident rate below 6.5% and the level of serious accidents below 0.13% for our staff, and develop equivalent indicators for those working in the value chain and working at our airports.

##### BY 2030 →

Encourage hiring disabled workers. Target: 4%.



PRIORITY 3

ENSURING A SUCCESSFUL AND SAFE CUSTOMER EXPERIENCE,  
RESPONSIBLY AND ETHICALLY



AIRPORT SECURITY AND SAFETY

Ensure that our airports are safe and secure.  
Protect our operations from threats and disruptions



CYBER SECURITY

Deploy technologies that improve the  
cyber-resilience of our business and protect  
the data of our stakeholders.



CUSTOMER FOCUS

Improve the quality of our services by placing  
customer expectations and needs at the heart  
of our concerns.



GOVERNANCE, INTEGRITY  
AND BUSINESS ETHICS

Guarantee that we conduct our business in an  
ethical and honest manner (*corporate culture,  
anti-corruption measures, conflicts of interest,  
etc.*)



COMMITMENTS

BEFORE 2025 →

Roll out business continuity plans and keep  
these plans up-to-date.

BEFORE 2025 →

- Set up an internal audit system to assess  
the measures implemented to guarantee  
good governance, integrity and ethical  
behaviour in our business dealings.
- Build awareness of business ethics amongst  
all employees

BY 2026 →

Disseminate a cybersecurity culture across all  
levels of the company. Aim >90% of staff are  
aware of cybersecurity issues.

BY 2027 →

Improve our quality-of-service score (ASQ).  
Aim: achieve a score of 4.1/5.



# PRIORITY 4

## INCREASING THE REACH AND CONNECTIONS OF CÔTE D'AZUR



### ENHANCING AND MOBILITY

Promote our region and help to open it up, while at the same time increasing travel options for local residents.



### CREATING SOCIAL AND ECONOMIC WEALTH

Contribute to the creation of social and economic wealth of our region



### COMMITMENTS

#### BEFORE 2025 ➔

Develop more transport connections for the region, by offering a wide variety of attractive destinations.

#### BEFORE 2025 ➔

- Put in place a responsible procurement management system (*SPASER: Scheme for the Promotion of Socially and Ecologically Responsible Procurement*).
- Support local initiatives through sponsorship and our Aéroports de la Côte d'Azur Foundation.



# PROTECTING THE ENVIRONMENT

## DECARBONISATION

### NetZero 2030

For several years, Aéroports de la Côte d'Azur has been pursuing a dynamic approach to reducing the greenhouse gas emissions under its control (Scopes 1&2). Its ultimate aim is to achieve carbon neutrality without offsetting by 2030. This challenge is well underway, as was demonstrated this summer by the renewal of Airport Carbon Accreditation (ACA) Level 4+ certification.

As part of the Airport Carbon Accreditation programme, Aéroports de la Côte d'Azur offsets or captures its residual Scope 1 and 2 emissions, as well as its Scope 3 emissions related to business travel.

In 2024, Nice Côte d'Azur Airport captured a total of 468 tCO<sub>2</sub>e, enabling it to achieve net zero emissions within the scope specified above.

The carbon capture credits come from French projects.

- The first, developed by Vest Construction Technologies, focuses on producing modular and bio-based buildings and represents 255 tCO<sub>2</sub>e,
- The second, developed by Manufacture Bois Paille, designs prefabricated construction units from local and biosourced straw and wood and represents 200 tCO<sub>2</sub>e.

The projects are described in the following link : <https://registry.rainbowstandard.io/ledger/projects>

The remaining 13 tCO<sub>2</sub>e, related to business travel, were offset by purchasing Sustainable Aviation Fuel (SAF) through a partnership with the airline Vueling. The residual emissions of Cannes and St Tropez airports were offset by purchasing offset credits developed by AVVENA totalling 157 tCO<sub>2</sub>e.





The success of this decarbonisation policy is also reflected in a key figure: since its entry into the Airport Carbon initiative, the Aéroports de la Côte d'Azur group has reduced its emissions by more than 91%.

In 2024, despite a slight increase due to an exceptional leak of refrigerant gases (refrigerants used in air conditioning systems with a very high global warming potential in the event of a leak), Aéroports de la Côte d'Azur managed to maintain the important threshold of a 90% reduction. In 2024, the last gas boilers were removed from the group, and the three Côte d'Azur airports now use electricity for their heating and cooling systems.

Another notable advance: following the example of Cannes, the Saint-Tropez and Nice airports have adopted HVO (Hydrotreated Vegetable Oil) for their runway vehicles (the trucks of the Aircraft Rescue and Firefighting Service – SSLIA – excluded). Made from vegetable oils or vegetable and animal fats, this biodiesel emits up to 90% less CO<sub>2</sub> than its fossil fuel counterpart over its entire life cycle.

At the same time, Aéroports de la Côte d'Azur is continuing its efforts to capture its residual emissions.

For Nice and Cannes airports, this involves reforesting damaged forest areas within a radius of 50 kilometres around either of the airports. This programme, carried out in partnership with the National Forestry Office, continued this year. 4,800 seedlings were planted to regenerate a 4-hectare plot of land destroyed by fire in the municipality of Villeneuve-d'Entraunes, bringing the total area of trees planted to 29 hectares.

### ➤ Towards ACA Level 5 certification

Aéroports de la Côte d'Azur intends to move to Level 5 of the Airport Carbon Accreditation in the near future. To do so, it will need to meet two requirements: achieve a permanent 90% reduction in greenhouse gas emissions under its control (Scopes 1 & 2) and define a roadmap for net zero emissions under Scope 3 by 2050. Scope 3 includes all indirect emissions (aircraft, airport access, direct emissions of subcontractors), which will require a strong impetus from the Côte d'Azur Airports and sustained involvement from its stakeholders and the authorities.

The first criterion has almost been met; for the second, major efforts are already underway with discussions about biofuels, eco-modulation of fees,





participating in the development of electric aircraft, and unprecedented electrification of ground operations.

Thanks to financial support from the European Union, as part of the Alternative Fuels Infrastructure Facility (AFIF) project, Nice Côte d'Azur Airport has begun installing 50 Hz sockets on 69 remote aircraft stands in 2024. All the nose-in aircraft stands have already been electrified. This equipment will significantly reduce the use of fuel-powered ground handling equipment and aircraft auxiliary power units (APUs). The environmental impact of this measure is considerable, with expected savings of nearly 6,700 tonnes of CO<sub>2</sub> per year.

Other sources of reduction include electrifying ramp vehicles. The situation has changed significantly this year. First of all, at Nice Côte d'Azur, the buses transporting passengers between the terminals and the aircraft are now electric. As per their commitment when the tender was issued a year ago, the five ground handling companies have deployed a large number of electric vehicles: 42 belt loaders, 14 pushback tugs, 4 GPUs (ground power units to supply aircraft with power), 108 trailers and 7 cargo loaders. As a result, 81% of the equipment used for aircraft turnarounds now runs on clean energy.

Cannes Mandelieu has also innovated this spring by introducing a refuelling truck that is entirely electric, both in terms of its own engine and the system that distributes aircraft fuel. Both safe and efficient, this vehicle is a European first for air bp, its owner, and a national first for Cannes airport.

While things are moving forward on the airside, the situation is developing just as positively on the landside. Passengers in Nice are finding it increasingly easy to travel 'cleanly' between the airport and the region. Firstly, this is because Aéroports de la Côte d'Azur has stepped up its programme to electrify public car parks. 165 charging stations are now available. Secondly, the Car Rental Centre now has a high-performance electrical system which will speed up the electrification of rental fleets. Since this autumn, rental companies have been able to use private charging stations and pooled superchargers.

### CARBON FOOTPRINT SCOPES 1 AND 2 IN TCO<sub>2</sub>E

2024	2023
542*	365

\* Increase due to unforeseen liquid refrigerant leaks.

### CARBON FOOTPRINT SCOPE 3 IN TCO<sub>2</sub>E

2024	2023
973,151	NC





## RESILIENCE TO THE EFFECTS OF CLIMATE CHANGE

The development strategy of Aéroports de la Côte d'Azur takes into account the risks associated with climate change. In 2022, the Côte d'Azur group conducted its first impact study for its three airports. The following year, it joined the working group initiated by the South Region to consider the 'resilience of transport infrastructure to climate change'. Things accelerated further in 2024. At the instigation of the government, the three airports, like all French airports, have launched a climate vulnerability study based on TRACC (Reference Trajectory for Adaptation to Climate Change). An action plan must be follow on from the study's conclusions.

Without waiting for the results of this new study, Nice Côte d'Azur Airport has already launched an initial project to strengthen the sea and river dykes that protect it from marine submersion and flooding. During the year, it carried out an underwater and terrestrial inventory on the Mediterranean coast, as well as bathymetric topography surveys. On the Var coast, it continued its discussions with SMIAGE, the joint commission for flood prevention, development

and water management in the Maritime Alps, the body responsible for river safety.

## ENERGY

Nice Côte d'Azur Airport has placed electricity at the heart of its environmental approach. It has been certified ISO 50001, the energy performance standard and today, electricity accounts for 96% of the energy used at Nice airport. Green electricity, at that!

Indeed, in 2024, the airport renewed its supply contract guaranteeing electricity produced exclusively from renewable energy sources. This enables it to support its partners in their decarbonisation efforts. Provided, of course, that they are given access to the appropriate equipment. This year, it therefore rolled out special charging stations for ramp buses and installed a 3,000 kW/h high-voltage electrical substation at the car rental centre to supply the charging facilities. At the same time as Nice Airport is encouraging the switch from fossil fuels to electricity, it is also working to reduce its electricity consumption. This involves better metering: this year, the platform has begun to rationalise its meters, removing obsolete or unnecessary equipment



### NUMBER OF PARKING SPACES WITH ELECTRIC CHARGING STATIONS

2024

165

2023

108



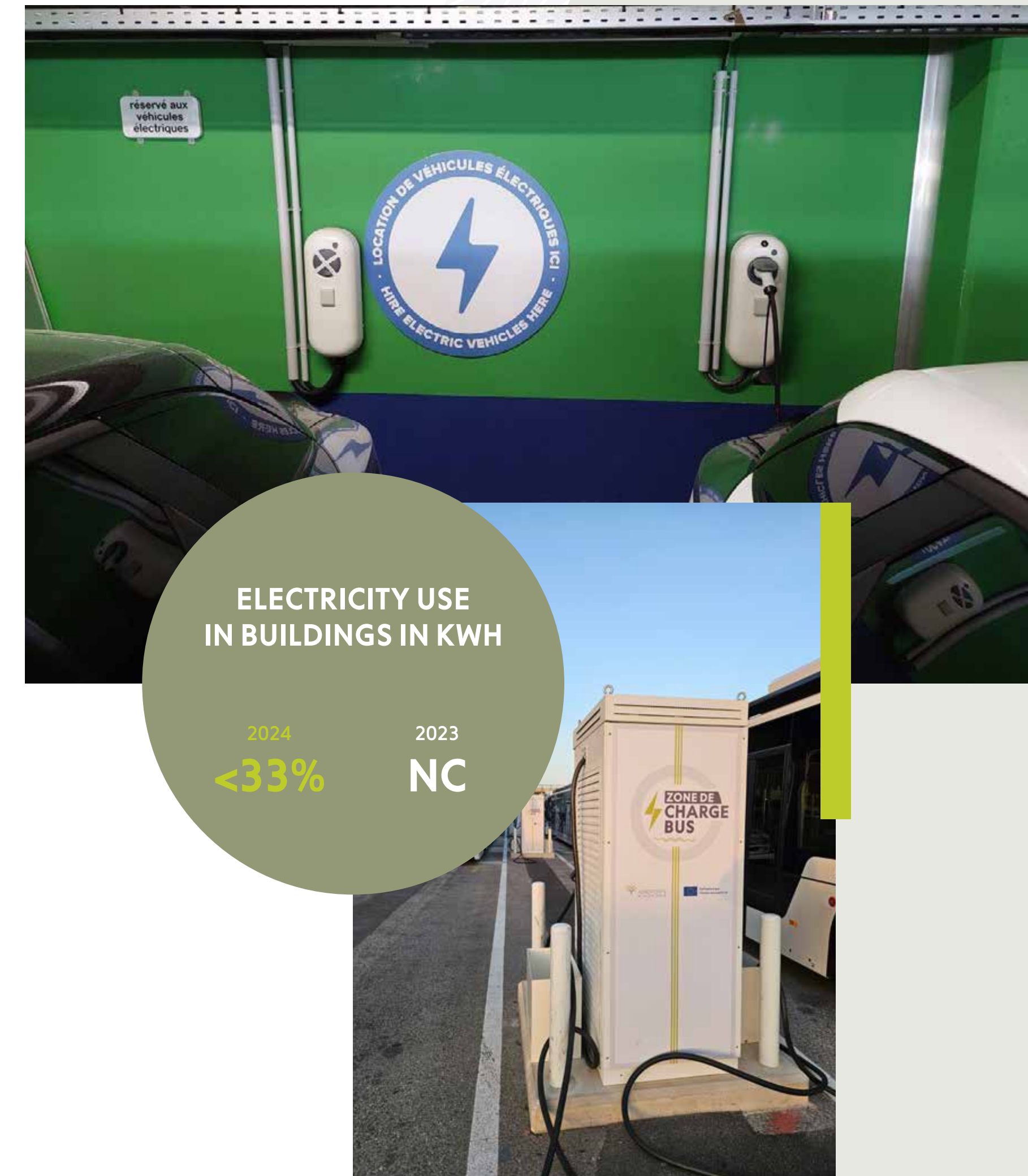
and grouping or redeploying others in order to refine its analysis of power use and thus trigger relevant improvement measures. In 2024, Aéroports de la Côte d'Azur also increased pressure on its suppliers and business partners by introducing new 'energy' clauses into its calls for tenders. These clauses require both the use of energy-efficient practices (eco-friendly habits, timers, etc.) and the implementation of equipment with high energy efficiency labels.

## AIR QUALITY

The three Côte d'Azur airports have long been committed to improving air quality within their respective areas of influence. The year 2024 has seen further progress in this area. Nice airport, for example, has continued its efforts to reduce pollution due to APUs, the small onboard turbojet devices that enable aircraft to be self-sufficient for power and air conditioning when on the ground. In December 2023, it had already restricted their use. This year, from May to October, it tested cameras developed by WaltR, an innovative solution that uses infrared cameras installed directly on the tarmac to check compliance with and the impact of the new regulations by accurately

measuring the usage time and the emission levels from auxiliary units. The trial, which took place on aircraft stands 52 and 54, proved conclusive and the system will be rolled out to all parking areas between 2025 and 2028. By then, the level of ultrafine particles and nitrogen oxides from the combustion of fossil fuels will have fallen significantly thanks to the increasing electrification of the airport's activities.

This trend accelerated sharply in 2024 with the installation of new charging stations in Nice Côte d'Azur car parks and a supercharger in the car rental centre, as well as the commissioning of numerous electric vehicles on the runways at Nice and Cannes. In the near future, aircraft will also use exclusively green energy from Nice Airport. Sixty-nine remote aircraft stands will be equipped with 50 Hz sockets connected to the airport's power grid. The installation work began in 2024 and, by summer 2025, nearly 40 stands will have been equipped. This will result in reduced use of APUs and lower kerosene consumption, which will inevitably improve air quality in and around Nice Côte d'Azur Airport.





## PRESERVING WATER RESOURCES

In 2023, France in general and the South in particular, experienced a period of unprecedented drought. In the Alpes-Maritimes and Var departments, fresh water became scarce and restrictions on its use were increased. This situation led Aéroports de la Côte d'Azur to commit more than ever to reducing its water consumption. In 2024, this commitment resulted in three major initiatives being launched at Nice Côte d'Azur Airport to conserve the region's water resources. The first concerns the Airport Fire Rescue Service (SSLIA) training area. It has been equipped with a recycling system for fire brigade water tests. The water used during these exercises is now collected and filtered so that 80% can be reused. This virtuous cycle saves 3 cubic metres every day.

The second initiative is for the future Terminal 2 extension. Industrial water from the groundwater table of the Var, the river that runs alongside Nice airport, will provide 90% of the terminal's water consumption. This resource is abundant but is still at risk. The airport therefore will ensure that 80% of the water it extracts is returned to the ground. It will obviously need to maintain this rate if it is to ensure the stability of the

water table after the extension opens. However, as its facilities are air-conditioned by a geothermal system, the amount of water processed will necessarily increase over the coming months and years.

Consequently, to secure the re-injection system and guarantee its reliability as well as its treatment capacity during periods of high demand, Aéroports de la Côte d'Azur has carried out improvement work, by deepening the existing boreholes and adding a fourth well with a maximum flow rate of 100 cubic metres.

Finally, during the year, Nice Côte d'Azur carried out an ambitious leak detection programme on its drinking water supply network. Over a period of several months, two companies, one specialising in acoustic correlation and the other using cameras, probed a total of four kilometres of pipes for faults. Their verdict? 1,200 metres of pipes were deemed critical and immediately repaired by applying resin. By preventing thousands of litres of water from leaking, this work has helped increase the efficiency of the airport's drinking water. Indeed, between 2021 and 2024, its consumption per passenger fell to 9.75 litres, a drop of 20 litres.

### NUMBER OF AIRCRAFT STANDS WITH FITTED ELECTRICAL POWER

2024

28

2023

28





## OTHER ENVIRONMENTAL ISSUES

### Reducing noise pollution

Aéroports de la Côte d'Azur is committed to tackling all environmental issues, including noise pollution, waste, biodiversity, etc. 2024 has seen significant progress in each of these areas.

Let's start with noise. The year thus marks the conclusion of the PPBE, the Environmental Noise Prevention Plan, launched in 2020. The results were deemed satisfactory by all stakeholders. Of the fifteen actions initially planned, eleven have been fully completed, three others are in progress, and ultimately only one was abandoned, as it failed to deliver significant benefits (see page 42). The next PPBE is currently being prepared and will be published in 2026.

Another essential plan which benefits residents living near Nice Airport is the Noise Abatement Plan (PGS). It is the cornerstone of a programme to soundproof buildings and homes affected by airport noise. Since 2010, when it was last revised, this scheme has enabled the affected households to receive financial support to soundproof their homes.

The latest version of this noise abatement plan was accepted by the *Commission Consultative d'Aide aux Riverains*, and was approved by ACNUSA, and enacted by the Alpes-Maritimes Prefecture on 14 May 2024. It notably gave the go ahead to extend the compensation boundary by 100 metres. This increase permitted an additional 1,738 homes to apply for this grant, financed by the aircraft noise pollution tax (TNSA).

Finally, in 2024, thanks to the expertise of the French Air Navigation Service Directorate, Nice airport further reduced the noise caused by take-offs in procedure 04. Since 2022, aircraft taking off to the east before setting their heading (85% of all traffic) have been following a tighter trajectory in order to limit their fuel consumption. Those taking the northern route cross the coast between the east Antibes and Villeneuve-Loubet at an altitude of at least 7,000 feet, 1,000 feet higher than before, thus reducing noise pollution on the ground. This year, air traffic controllers have further improved the procedure to gain altitude. The proportion of aircraft crossing the coast at 10,000 feet has now risen from 55% to 66%. Since the autumn, this rate even reached 80%! As a result, the noise heard by residents has been reduced even further, as shown by the measurements taken in Villeneuve-Loubet.





A few of the projects where Aéroports de la Côte d'Azur has made a significant contribution:

PROJECT REFERENCE	PROJECT TITLE	COMPLETION STATUS
S1	Participation by the DGAC in the work of the Committee for Aviation Environmental Protection (CAEP) to strengthen the noise certification standards laid down by the International Civil Aviation Organization	
S2	Modulation of landing charges according to aircraft noise performance and time of day	
S3	Continuing to limit the use of APU	
P1	Preliminary study on revising the Noise Abatement Plan (PGS)	
P2	Preliminary study on revising the Noise Exposure Plan (PEB)	
O1	Optimising takeoff procedures (SID)	
O2	Monitoring the RNP A rate (Cap d'Antibes bypass procedure) possible/implemented	
O3	Publishing RNP AR procedures (required navigation performance with authorisation)	
O4	Publishing 'RNAV Visual' procedures (optimising visual approach paths to limit flying near urban areas)	
O5	Modifying the CDO procedure (continuous descent, reducing kerosene consumption and noise pollution)	
O6	Implementing CDM (Collaborative Decision Making, a process whereby all partners work together using more accurate and up-to-date data)	
R1	Continuing to monitor the proper performance of arrival and departure procedures	
R2	Strengthen regulations on APU use	
C1	Raising awareness of environmental issues among professionals	
C2	Providing information on noise levels	

11 Projects completed    3 Projects partially completed    1 Project not completed

**S2** This modulation is included in the calculation of the landing fee. The reform provides a stronger incentive for airlines to modernise their fleets. For example, an airline that had 100% of its fleet in the best category

under the old classification now has only 23% in the new, more stringent category.

**S3** Start of work to equip 69 remote stands with power supplies to enable the electrification of ground operations. Work is scheduled to be completed in 2026.

In 2024, the Walt'R's APU CAM Tracker system was trialed. This system uses multispectral cameras to monitor pollutant and greenhouse gas emissions from auxiliary power units (APUs) and the time in use, in order to check compliance with restrictions.

**O1** Testing a new working method for air traffic control, allowing aircraft to follow the take-off procedure up to 4,000 feet before setting them on a flight path to a navigation point.

**O3** Procedure enabling more accurate lateral and vertical guidance, but requiring aircraft to install more sophisticated equipment. For the time being, this procedure only applies to landings from the east.

**O4** Measure abandoned due to lack of any significant improvements



### ≡ Respecting biodiversity

Aéroports de la Côte d'Azur also wants another local population to have a peaceful life: the Côte d'Azur's wildlife. The airport operator has made a commitment to preserving biodiversity in the region. So, although its primary objective is to capture CO<sub>2</sub>, its reforestation project around Cannes and Nice airports (including an additional 4 hectares in 2024, bringing the total to 29) is helping nature by restoring wooded areas damaged by fires.

Working with an environmental engineer, who is responsible for ensuring that the Var plain ecosystem (a Natura 2000 classified area) remains healthy throughout the Terminal 2 extension project, is also part of this commitment to protecting wildlife. The partnership between the three Côte d'Azur airports and Aéro Biodiversité, a charity focussed on studying, protecting and developing biodiversity at French airports has similar goals. Begun in 2020, this cooperation has been further strengthened in 2024. Cannes Mandelieu Airport is now working towards obtaining the Aérobio certification label, for protecting biodiversity. Golfe de Saint-Tropez Airport already earned this certification in June 2023. It has also taken advantage of the last few months to reach

a new milestone, this time to reach a higher level of certification, and now has a total of five. These goals should come to fruition in 2025!

### ≡ Waste recovery

Waste management is another major pillar of Aéroports de la Côte d'Azur's environmental policy. As the group's flagship airport with 14.8 million passengers, Nice Côte d'Azur Airport is setting an example with a selective collection system, which includes 11 sorting channels for waste recovery since January 2023. The results are clear: in 2024, 72 tonnes of bio-waste were collected at Nice Airport, an increase of 33% in one year. During the year, Nice airport also rolled out new sorting circuits for freight (for plastic film) and the car rental centre, with seven different recycling streams. Aside from sorting, Nice Côte d'Azur Airport is working to reduce waste production. This approach covers all its activities. For example, during the refurbishment of the Charlie, Sierra and Delta aircraft stands in winter, 60% of the aggregate removed from the top layer of the tarmac in the area were reused to make new concrete for use on the site.

Several tonnes of aggregate have therefore been diverted from landfill. Waste is also being reduced in





the terminals where sinks and water fountains have been installed. The sinks have been positioned just before the security zone so that rather than throwing their plastic bottles away, passengers can empty them before going through. Then, once the passengers have passed through security, they can then refill their bottles from the fountains in the departure lounge. These facilities, which are now mandatory in public buildings (ERP), have been carefully deployed by the airport, which has positioned them to ensure they are easy to find and use. Another area of improvement is the novel partnership between Nice Côte d'Azur Airport and the Restaurants du Cœur des Alpes-Maritimes. The idea is simple but effective: items confiscated during security checks are no longer systematically thrown away. If their owners agree, they are donated to the charity founded by the late French actor Coluche to be redistributed to people in need. In 2023, 68,700 donations (mainly hygiene and food products) were saved from the rubbish bin and sent to the *Restaurants du Cœur* warehouses. In 2024, with the increase in passenger traffic, the collection grew further, reaching 74,000 items, or between 800 kg and one tonne per week.

**AEROPORT**  
NICE CÔTE D'AZUR

**OBJETS INTERDITS EN CABINE**

**OPTEZ POUR LE DON À UNE ASSOCIATION CARITATIVE**

**LES RESTAURANTS DU CŒUR**  
**LES RELAIS DU CŒUR**

  
**Objects forbidden in cabin luggage**  
choose to donate them to a local charity

  
**Objetos prohibidos en cabina**  
Opte por la donación a una asociación caritativa

7-PA



# CARING FOR THE HEALTH AND WELL-BEING OF THE WOMEN AND MEN WORKING IN OUR AIRPORTS

## EMPLOYMENT, HEALTH AND SAFETY OF EMPLOYEES AND WORKERS IN THE VALUE CHAIN AT OUR AIRPORTS

### ≡ Improvement through certification

We've done it! For the very first time, the airports Nice Côte d'Azur and Cannes Mandelieu went through the certification process for ISO 45 001, the occupational health and safety (OHS) management system. We succeeded: the certification audit ended without any

discrepancies being found. This achievement is clear proof that 'health and safety in the workplace' is deeply rooted in the company's culture. This is one of three pillars (which includes quality and the 'environment-energy' tandem) of the Integrated Management System (IMS) set up by the Nice airport operator over the last year to monitor its Strategic Plan and measure progress.

### ≡ Concrete measures

During the year, Aéroports de la Côte d'Azur implemented several measures to further improve the health and safety of its employees. One of the keys to achieving this objective has been to improve managers' understanding of the issue. In 2024, the entire management team, from local managers to members of the Executive Board, attended a training course on working conditions, wellbeing in the workplace and psychosocial risks.

At the beginning of November, health and safety in the workplace was still very much dominated the company's agenda thanks to the 'Sport and Safety in the Workplace' campaign. Over the course of two days, around one hundred people took part in a range of workshops to learn about life-saving techniques, the ideal sitting or standing postures to help people





stay healthy, and exercises for keeping fit in the office. Many also benefited from a quick blood pressure check, leading them to think about their diet, lack of physical exercise or their consumption of certain harmful products.

One of the organisations involved in this event is well known to employees of Aéroports de la Côte d'Azur: Global Heart Watch (GHW). This charity works to prevent sudden cardiac death and is a regular partner of Nice Côte d'Azur Airport. Their alliance was renewed during the year. This cooperation is similar to another of Nice Côte d'Azur Airport's health initiatives: installing defibrillators in its terminals. This continued in 2024, and there is now a total of around twenty defibrillators over the two terminals which can be used in case of a cardiac emergency.

## EMPLOYEE ENGAGEMENT, DEVELOPMENT, WELL-BEING AND INCLUSION

At the end of 2024, Aéroports de la Côte d'Azur carried out a quick "social barometer" survey of all

its employees. Analysing the responses of over 70% of staff revealed a calm and positive climate within the company. This is not a new phenomenon, as the Côte d'Azur airport operator has had a reputation for carefully managing both its internal and external human resources for many years.

In 2024, the Nice-based company has continued to live up to this reputation, including through its 'well-being in the workplace' initiative by all its managers more than ever involved.

To do this, in the spring, it invited them to take part in a new training course in the form of co-development workshops. Based on frank and productive conversations between colleagues, it gave everyone the opportunity to talk about their experience in concrete terms, share best practices, review their methods and if necessary, readjust their managerial approach. This co-development culture will be pursued and should help to further improve the quality and effectiveness of discussions between managers and their teams.

### ACCIDENTS FREQUENCY RATE IN THE WORKPLACE

2024

9.3

2023

8.5



### SERIOUS ACCIDENT RATE IN THE WORKPLACE

2024

0.22

2023

0.22



### ≡ Career management

Aéroports de la Côte d'Azur is a major employer in the region. In 2024, it even passed the mark of six hundred employees for the first time in its history. Staff turnover is constant. To compensate for staff departures (resignations, retirements or promotions), ensure the smooth operation of its airports and strengthen its teams in cybersecurity, maintenance and passenger handling, Nice airport hired 200 new staff this year, including over a third on permanent contracts.

Many of these posts were filled from outside the company, thanks to the success of the 1st Airport Job Fair, organised earlier this year at the Nice Côte d'Azur Terminal Business Centre by Aéroports de la Côte d'Azur and France Travail. Some 1,200 visitors came to discover the jobs and career opportunities from more than twenty companies operating out of the Nice airport hub.

It is interesting to note, however, that over a third of the positions were filled by existing employees through internal promotions. Already well established in the company's culture, this principle is set to continue with the GEPP (Job and Career Management) agreement

signed in early 2024 between management and employee representatives. Some of the key benefits include a clear and precise vision of the career development path for the different airport roles and internal career opportunities within the company. It includes a strong commitment to strengthening the resources devoted to inhouse training and focussing on experience-based learning. This is a roadmap that both anticipates employer needs and promises to develop the career of each employee.

Consolidating the skills needed to develop Aéroports de la Côte d'Azur business also requires careful management of a specific section of its staff: seniors. By 2024, 20% of employees were aged 57 and over. Their expertise is invaluable, and it must be both valued and passed on. This is the aim of the Senior Agreement formalised in June. It ensures that those concerned remain in employment, through support measures, such as offering flexible working hours and training opportunities. At the same time, this protocol provides a framework for knowledge transfer such as by offering mentoring opportunities.





### ≡ Inclusion and diversity

For the first time, Aéroports de Côte d'Azur has achieved a score of 100/100 in its professional equality index. This a statutory measure that assesses pay gaps between women and men. This excellent result demonstrates the company's commitment to promoting diversity and inclusion within its teams. Respecting diversity also includes encouraging the employment of disabled people, an issue that the Côte d'Azur company has been tirelessly developing over the years. In 2024, it took part in a disability employment forum and, on 21 November, just one year after the official launch of its new disability policy, it joined Duo Day, an initiative organised as part of European Disability Employment Week. The concept? Accompanied by one of Aéroports de la Côte d'Azur's employees, a disabled worker spends a day with the staff of Nice Côte d'Azur Airport as they go about their work, to discover their working environment and learn about their roles. This is an excellent opportunity to develop a vocation on one side, and to remove any prejudices on the other.



#### EMPLOYMENT RATE OF DISABLED PEOPLE

2024	2023
4.2%	3.1%

#### GENDER EQUALITY INDEX

2024	2023
100%	99%





# DELIVERING AN ENHANCED AND SAFE CUSTOMER EXPERIENCE THAT IS SUSTAINABLE AND ETHICAL

## SECURITY AND SAFETY AT AIRPORTS

Improving airport security and safety requires a two-pronged approach: simulation and innovation. Nice Côte d'Azur Airport made a big impact on the first of these initiatives by hosting a spectacular exercise on the night of 27 to 28 March simulating a terrorist attack that involved mass murder.

Coordinated by the Prefecture and the Safety and Security Department, the exercise, in Terminal 1, involved 300 people, including Aéroports de la Côte d'Azur employees, partners and many law enforcement officers (National Police, Gendarmerie, Raid and GIGN) as well as around one hundred first-aid workers.

Four months of meticulous preparation made it possible to recreate an ultra-realistic scenario, helping to refine the performance of those involved, particularly in the run up to the 2024 Olympic Games.

The operation taught us a great deal. In particular, it became clear that the location of the Crisis Control Centre within Terminal 1 was problematic. In the event of a major incident, such close proximity to the situation proved to be detrimental to the accessibility and security of this essential centre. Nice Airport had anticipated this weakness and, even before the exercise, had already identified a new location. The transfer to new premises, outside the two terminals but close to strategic operational infrastructure, was therefore fast-tracked. On 11 July, the new Crisis Control Centre was opened, equipped with up-to-date plans of the airport and a wall of screens to monitor developments





of the situation in the field in real time. It successfully passed its baptism of fire, during a "tabletop" exercise which fully demonstrated the effectiveness and utility of this move.

Innovation has also played a role in enhancing the protection of Nice Côte d'Azur Airport's perimeter. A new long-range camera has been installed in the South zone to reinforce the surveillance system on the seafront and at the mouth of the Var.

In addition, Nice airport successfully tested Spynel, a detection solution based on a high-resolution infrared camera that reacts to body heat, day and night. It can therefore effectively signal any intrusions, both in terms of the reliability of its alerts and the scope covered.

Another high-tech test, but this time within the terminals, is the Janus scanner, developed by CEIA. Used when travellers pass through the screening gates at the security check points, it combines millimetre waves and metal mass detection (with low-frequency waves) to detect any suspicious object. The system then locates the object precisely on an avatar so that security officers can accurately target their body searches.

An initial test carried out in early 2024 confirmed the machine's potential. A second, launched in November with a new algorithm, should enable us to measure performance precisely.

### ≡ Gulf of Saint-Tropez certified

After two years of preparation, the Var airport has passed its IS-BAH (International Standard - Business Aircraft Handling) Level 1 certification. The airport is following in the footsteps of its neighbour in Cannes, which was the first in the world to be awarded this label, ten years ago.

A benchmark for business aviation customers, the IS-BAH was set up by the IBAC (International Business Aircraft Council) and the NATA (National Air Transport Association) to distinguish ground handling services that meet the highest standards in terms of safety and service quality.

First and foremost, this certification strengthens the risk culture within an airport that follows its standards. It encourages good safety practices, training staff in this area rigorous monitoring of the safety management system (SMS) implemented to protect aircraft and reassure passengers and crews.





## CYBERSECURITY

When it comes to cybersecurity, 2024 ended in the same way as the previous year for Aéroports de la Côte d'Azur: a crisis management exercise with top management. Repeating this exercise reflects the importance of this issue in the company's day-to-day operations. However, it must be said that such threats and pressures are growing.

With cyber attacks on the increase, Aéroports de la Côte d'Azur's shareholders and partners, led by the French Civil Aviation Authority (Direction Générale de l'Aviation Civile), are more demanding than ever. The regulatory framework has also become tougher. So much so that the airport operator, fully aware of the stakes involved, has significantly increased the number of staff working on cybersecurity and implemented several major initiatives during the year. Among other things, it has stepped up the security of its websites to prevent them from being paralysed "by saturation" and has introduced 24/7 cybersecurity monitoring of its IT systems to detect any suspicious incident and immediately take the appropriate action.

## CUSTOMER FOCUS

Launched by Aéroports de la Côte d'Azur in 2023, the second World Passenger Day took place on 17 November. Adopted this year by nearly twenty other airports around the world, the event was a reminder, if ever one were needed, of how important passenger satisfaction is for the Côte d'Azur airport operator.

This commitment is also reflected in its ISO 9001 certification (the quality management standard), one of the key elements of the Integrated Management System (IMS) set up by the company to structure and monitor its development.

To further enhance the passenger experience, Aéroports de la Côte d'Azur is expanding its facilities and services. In 2024, Nice Côte d'Azur Airport finished installing the equipment needed for the EES (Entry Exit System), the automated system for digitally collecting the personal data of non-EU nationals, which will be operational by the end of 2025. It also created dedicated reception areas for disabled passengers, installed water fountains for passengers in its terminals, opened a business corner in Terminal 3 and, in the same terminal, created a leisure area, with a



### PERCENTAGE OF EMPLOYEES AWARE OF CYBERSECURITY ISSUES

2024	2023
71%	64%





merry-go-round and video game consoles for families travelling with children.

### ≡ A strong identity

To enhance this experience, Aéroports de la Côte d'Azur has embarked on a quest to engage the senses of travellers. To begin with, it catches their eye with works by several artists, most of whom are from the Côte d'Azur. These artists have adorned the airports with some of their best works. Blue Chairs by Sébastien Di Natale (which became multicoloured for the arrival of the Tour de France in Nice) decorate the ceiling of the Arrivals Hall in Terminal 2. Monumental sculptures by David David have taken over the Nice terminals and the gardens of Cannes Mandelieu Airport.

The visual identity of the terminals is also reflected in the colours and materials used to decorate them. As of 2024, these have been chosen based on the Côte d'Azur Airports Ambiance collection, developed by the Côte d'Azur Airports Ambiance working group and interior design firm D+B. Finalised at the end of 2024, this book of inspirations has a dual objective: to harmonise the decor of the various terminals and to give passengers an image that is especially Mediterranean and Azurean.

This quest for the senses also appeals to passengers' sense of smell by diffusing an ambient fragrance, created specifically for Nice airport, in the terminals: This signature scent, with its very Mediterranean aromas, is diffused in the airlocks of the car parks, the terminal entrances and even the VIP lounges.

Passengers' hearing is also stimulated through an audio signature: La Vague (The Wave). Developed by Sixième Son, one of France's specialists in this field, this jingle is both fluid and airy, evoking the Alpine peaks and Mediterranean waves and expressing in a few musical notes, the company's key values: hospitality, quality of service, modernity and attachment to an exceptional and luminous region, nestled between sea and mountains. It now introduces announcements in the terminals and, in its longer version, accompanies institutional videos and keeps passengers entertained at the car park payment terminals or when they call customer service.

### ≡ A new retail offering

In September 2024, after several months of tendering, Nice Côte d'Azur Airport decided on the future of almost all its Duty Free and Retail shops, i.e. 28 retail units (covering a total surface area of 4,500 sqm spread





over Terminals 1, 2 and the Business Aviation Terminal). The brief sent to retail operators called for originality, premium products, a family spirit and 'local colour'. These requirements were beautifully interpreted by the bidders, with the launch of Millénium, a specialised designer perfume outlet, and Looping, a children's store designed around three star franchises, Disney, Marvel and Pokeman. The prestigious brands of Dior, Chanel and L'Artisan parfumeur have opened boutiques, along with Bottega della Riviera, a food outlet dedicated to cuisine from the Côte d'Azur and Italy. While the Looping store in Terminal 2 was the first to open in December, the other retailers will be opening throughout 2025 and early 2026.

Although less spectacular than shopping, other commercial sectors at Nice airport have also changed. Safe Bag has retained its baggage service operations, with a new completely refurbished service centre in Terminal 1 and a new service provider has been appointed for currency exchange: Global Exchange.

As for the restaurants, there are four new concepts: Bagnard, with its Mediterranean street food, Café Mauresque, with its local flavours, Pokawa, which

specialises in traditional Hawaiian 'poké bowls', and Moshi Coffee, with its blend of Japanese and local flavours.

### ≡ A sense of innovation

The modernisation of Nice Côte d'Azur Airport's retail offering also includes a new feature on Moment, the streaming platform, available free of charge in the VIP lounges. Thanks to the addition of a shopping module, passengers can now buy over three hundred duty-free products online (alcohol, perfumes, cosmetics, confectionery, etc.) and have them delivered by hand a few minutes later in the VIP lounges.

Another innovation introduced into these lounges is robotics. At the end of March, the airport welcomed Plato, a "clearing" robot. Wandering from table to table, following a member of staff or completely on his own, he collects empty cups and plates. In November, on the strength of this first experience, Tony, an even more reliable and autonomous model, took over.

High-tech is also taking root at the Car Rental Centre, which was able to test an automated vehicle inspection system from Proovstation during the year. Coupled with artificial intelligence, a gantry scans the car as





it leaves and then a second time when it returns. The system detects any damage caused during rental.

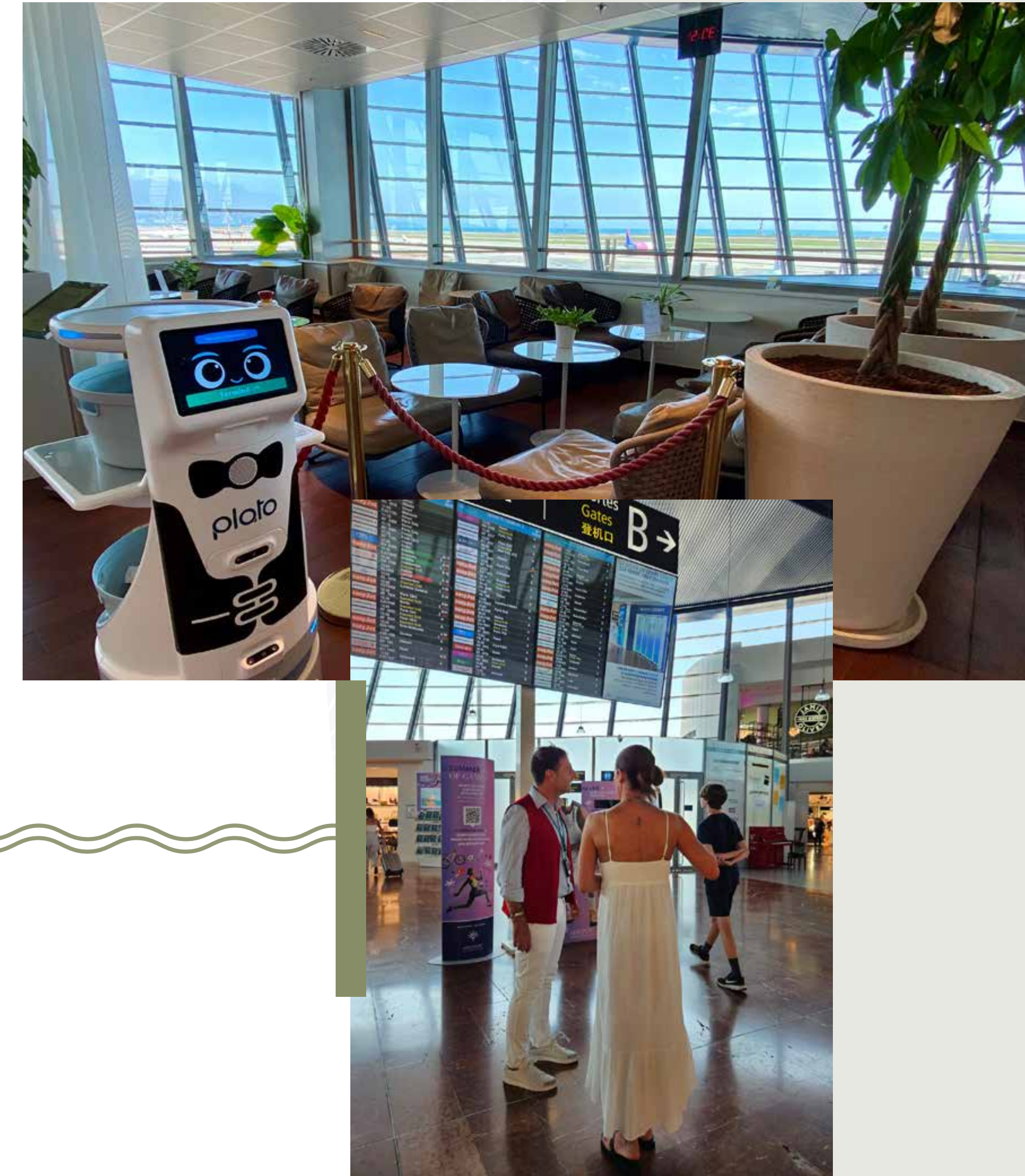
### ≡ Staff engagement

Machines can do a lot, but they will never replace a smile! The 'Terminal Volunteers' initiative clearly demonstrates this. During the summer, it mobilised more than forty employees from all departments and business units within the company. They all volunteered to spend time with passengers at Nice Côte d'Azur Airport outside their usual working hours. Wearing red waistcoats so that they could be easily identified, they strolled round the terminals for five hours in a row providing help and information to the crowds of passengers who use the airport at this time of year. Attracted by the possibility of planning their work schedule to suit them and reassured by being given 'on-the-job' training beforehand, the volunteers got fully involved, working an average of 1.5 shifts each, with sufficiently convincing results for the scheme to be repeated during the summer of 2025.

When they arrive in Nice airport's terminals, passengers don't just encounter Aéroports de la Côte d'Azur's teams. Everyone involved in the airport is working hard to ensure passengers have a positive experience.

In 2023, an observation led to the Côte d'Azur airport operator getting these other companies involved in its service quality operations through the Customer Experience Local Committee. One year later, on 25 April, on the first anniversary of this body, Aéroports de la Côte d'Azur went even further by unveiling its Customer Experience Charter to its partners.

Focused on four fundamental values - caring, empathy, exemplary behaviour and respect - it conveys a clear and positive message about how all airport staff should behave towards passengers. Training courses are regularly organised to ensure this is a living charter.





## OTHER GOVERNANCE ISSUES: TECHNOLOGICAL INNOVATIONS

Committed to an ambitious environmental approach, the Côte d'Azur's airports have set themselves the goal of supporting the development of a new type of sustainable aviation. Recently, they have therefore backed and even got involved in various initiatives in the fields of SAF (Sustainable Aviation Fuel), eVTOL (electric vertical take-off and landing aircraft) and electric aviation.

In 2024, Aéroports de la Côte d'Azur forged valuable links with two promising French aircraft manufacturers: Aura Aero, which is currently developing an electric two-seater aerobatic aircraft and a hybrid regional aircraft, and Beyond Aero, which is working on a hydrogen-powered private jet. These collaborations will make it possible to assess needs of this sustainable aviation sector with a view to integrating it into the airport world in general and Nice, Cannes and Tropez airports in particular.

While Aéroports de la Côte d'Azur supports progress in aviation, the company also encourages innovation in passenger services! This is the aim of Airports For Innovation. Originally founded by AENA, Aeroporti di

Roma, Athens International Airport and Aéroports de la Côte d'Azur, this network dedicated to improving the passenger experience has been joined over the months by the airports of Munich, Narita, Vancouver, Oman, Dubai and Dallas. In 2024, all of these partners agreed on four areas of investigation: seamless travel (streamlining and enhancing the passenger journey), smart baggage, sustainable aviation and artificial intelligence for airports. In September 2024, these four themes were the subject of a call for projects aimed at start-ups around the world. It was a success: at the end of October, when the call for proposals closed, Airports For Innovation had received 292 proposals from around the world. A long selection process then began. At the end of spring 2025, it will have identified five innovative companies that will benefit from financial support and full-scale testing at one of the network's airports.

### ≡ Being AI ready

One of Airports For Innovation's priorities, integrating artificial intelligence into airport processes, is undoubtedly one of the major challenges currently facing Aéroports de la Côte d'Azur. While the Côte d'Azur operator is already using it to process its traffic and commercial data, it is preparing for a much wider





use in the years ahead. In 2024, it approached the *Maison de l'Intelligence Artificielle* (MIA), a public institution based in Sophia Antipolis, to deepen its knowledge of this technology and understand its full potential. Following on from this, it launched the AI Committee, a forum for exchanging and sharing experiences that brings together all the teams concerned by this progress: the IT, Legal, HR and Communications Departments and the Sales Business Unit. Finally, it has got all its staff involved in this work and reflections by organising information meetings and brainstorming meetings on the issue, together with the MIA. In 2025, a charter will be launched providing a framework for the use of AI within the company, and a specific training course for employees, along with the first experiments.





# INCREASING THE REACH AND CONNECTIONS OF THE CÔTE D'AZUR

## CREATING SOCIAL AND ECONOMIC WEALTH

With 600 employees, Aéroports de la Côte d'Azur is one of the leading employers on the Côte d'Azur. But Nice's Airport operator makes a far greater contribution to employment in the region.

In fact, all the companies working at its three airports employ more than 5,500 staff. Added to this, are jobs related to airport operations and the tourist flows they generate: reaching a total of over 100,000! Our influence is felt far beyond France's borders, in Monaco and in the Italian town of Imperia.

The economic impact of the airports in Cote d'Azur is also evident through its financial benefits: 5.8 billion euros of GDP (Gross Domestic Product) per year according to a study carried out by the consultancy, Utopies.

Beyond these spectacular figures, the socio-economic links between Aéroports de la Côte d'Azur and its region also involve grassroot initiatives to benefit the local population: partnerships with schools to promote airport-related professions, work-study contracts to promote training and professional integration for students, humanitarian and sports sponsorship, etc. In addition, The Aéroports de la Côte d'Azur Foundation has funded various community and environmental projects worth €80,000. These include the charities '*Agir pour le lien social et la citoyenneté*' and '*Maison des Femmes des Alpes-Maritimes*', which are running two projects to protect women and children who are victims of violence; the charity '*Solidarité 06*', which works with more than 150 volunteers to help the homeless; the Cannes branch of the Société Nationale de Sauvetage en Mer (National Sea Rescue Society) and NaturDive, which are working to protect the marine environment.



**YOU CAN HELP**

**DO YOU HAVE A PROJECT IN THIS REGION WHICH PROTECTS BIODIVERSITY OR FOSTERS SOLIDARITY?**

**AÉROPORTS DE LA CÔTE D'AZUR  
FOUNDATION**

Aéroports de la Côte D'Azur Foundation can support your charity or foundation.  
Share your aims for our region with us:  
**[fondation@cote-azur.aeroport.fr](mailto:fondation@cote-azur.aeroport.fr)**



**NICE.AEROPORT.FR**

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



Nice Côte d'Azur Airport has also initiated a sustainable short supply chain purchasing policy, as illustrated by the partnership agreed at the end of the year with the Association for Training and Promoting Young People and Adults Seeking Integration (AFPJR). During 2025, airport management staff will benefit from a 'connected canteen', an automatic vending machine selling ready-made meals produced by this Grasse-based charity.

### Real estate for local businesses

Finally, Aéroports de la Côte d'Azur supports the local economy by initiating large-scale real estate projects. In Nice, this is the Airport Promenade programme, one of the flagship projects of the Greater Arénas Development Zone with 150,000 sqm of available for commercial real estate. Following the delivery in 2022 of an initial 20,000 sqm section, occupied in particular, by the Sheraton hotel, Aéroports de la Côte d'Azur has launched the second phase of the project. A call for tender to select the future operator of the second phase, covering a total area of 36,000 sqm, was launched in February. In June, three candidates were shortlisted. One of them will be selected in 2025.

In Cannes, too, we are looking for investors. Cannes Mandelieu Airport would like to involve them in renovating three old buildings on the land side, near the entrance to the airport and the motorway exit: two large farmhouses of 600 sqm each and a building known as the 'Escadrille', which also has 600 sqm of floor space. Negotiations have been underway since the second half of the year and will continue throughout 2025, with the final handover scheduled for 2026.

## OTHER REGIONAL ISSUES: QUALITY OF SOCIAL DIALOGUE

Aéroports de la Côte d'Azur is deeply involved in the life of its region. As a loyal partner of the local authorities on the Côte d'Azur, the Principality of Monaco and the Italian town of Imperia, the company participates in the region's major events.

In 2024, it supported the city of Nice in organising the Olympic Games and the arrival of the Tour de France. As part of its efforts to combat global warming, it is committed to restoring the natural environment in surrounding towns and villages, notably by providing





funding to the French Forestry Agency to reforest their fire-damaged forests.

Aéroports de la Côte d'Azur is also involved with a number of regional economic development players, such as Team Côte d'Azur, the Fondation Sophia-Antipolis, the Club d'affaires Franco-Allemand Côte d'Azur, which hosted its first meeting at Nice Côte d'Azur Airport Business Centre in February, and the Nice Italian Chamber of Commerce. In March, this CCI signed a strategic partnership agreement with the airport operator aimed, among other things, at strengthening the cultural and economic links between France and Italy and amplifying the positive impact on regional development.

By hosting local products and businesses in its retail outlets and pop-up stores, the airport is showcasing the expertise of its region.

It also takes advantage of the events and promotions of the Club Airport Premier, Nice Côte d'Azur Airport's loyalty programme, to interact with the region's frequent travellers, gauge their expectations and take them "outside the walls" to discover a few unexpected sides of Côte d'Azur.

The airport operator also contributes to the region's cultural and sporting life. In 2024, it supported Anthéa, the Antibes theatre, various music festivals, *Canneseries*, the Cannes international series festival, and Stade Niçois. This support complements the initiatives carried out via its Foundation or more directly through sponsorship, for the benefit of the most vulnerable local populations.







## CSR PERFORMANCE INDICATORS





CSR PERFORMANCE INDICATORS

	2023	2024	COMMENTS
Environmental indicators			
Carbon footprint Scope 1 and 2 in tCO2e	365	542	Leaks of liquid refrigerant improved in 2024
Carbon footprint Scope 1 and 2 as a % reduction	<93%	<91%	Objective: keep the reduction to >90% since 2013
Carbon footprint Scope 3 tCO2e	(Not measured in 2023)	973,151	
Power consumption of buildings in kW/2019	(Not measured in 2023)	<33%	
Number of parking places with electrical charging station	108	165	
Number of aircraft stands fitted with electrical power	28	28	All nose-in stands fitted in Nice. Instalation of 50Hz sockets on 69 remote aircraft stands
Social indicators			
Occupational Accidents rate	8.5	9.3	Number of accidents stable but change in scope
Rate of seriousness of occupational accidents	0.22	0.22	
Average training hours per employee	21	29	
Gender equality index	99	100	
Percentage of disabled workers	3.1%	4.2%	
Governance and regional impact indicators			
Percentage of employees aware of cybersecurity issues	64%	71%	
Airport service quality score	3.94/5	3.97/5	



AWARDS AND CERTIFICATIONS



Nice Côte d'Azur  
Cannes Mandelieu



Nice Côte d'Azur  
Cannes Mandelieu



Golfe de Saint-Tropez  
Sky Valet



Golfe de Saint-Tropez







## OUTLOOK FOR 2025





# OUTLOOK FOR 2025

Aéroports de la Côte d'Azur will not depart from its main priorities in 2025: the environment, service quality, professional fulfilment for its teams and regional development. These include its ISO 14 001 certification, for environmental management, playing host to delegations to UNOC 3, the third United Nations International Conference on the Oceans, opening new retail outlets at Nice Côte d'Azur Airport, and mobilising all staff during the summer to ensure that passengers experience satisfactory service quality, despite an expected record level of passenger numbers and, as a result, periods when the infrastructure will reach saturation point.

The airport operator also intends to continue developing its network and consolidate its positions in both the domestic and long haul destinations in the Middle East and North America.

The new link between Nice and Washington, launched in the spring , should help achieve this goal. But the biggest event of 2025 will be the opening of the Terminal 2 extension.

This opening will take place in three stages. From the first quarter, the new international pathway through Terminal 2 will be operational. By the autumn, passengers on the Côte d'Azur will be able to take advantage of a new boarding lounge connected to six nose-in aircraft stands.

They will be more comfortable and safer. The rest of the infrastructure will be delivered at the end of the year or in early 2026.

Next year will also be used to make progress on drawing up a roadmap to achieve carbon neutrality in Scope 3 by 2050. To do this, a number of actions will be taken, such as finalising the electrification of remote aircraft stands, increasing the number of electric charging points in public car parks, and drawing up a policy to supply alternative fuels.







Published by Aéroports de la Côte d'Azur - Communication Division • Publisher: Franck Goldnadel - Chairman of the Board of Directors • Editorial Director: Hélène Navarro - Communications Director / Aymeric Staub - Head of Corporate Communications / Agnès Martane - Head of Brand Image • Photographs: Aéroports de la Côte d'Azur / Alban audiovisuel / Bounce Prod / Chirripo / Didier Bouko / Jérôme Kélagopian / LeDams / Lilium / Jean-François Romero / Yann Savalle • Design : David Beaud - UI designer • Published in June 2025 available on: [www.nice.aeroport.fr](http://www.nice.aeroport.fr)

This presentation is purely for information and does not meet any legal obligation.





PUTTING YOU ON THE MAP !

VOUS FAIRE RAYONNER !