

PUTTING YOU ON THE MAP!



PERFORMANCE REPORT

AÉROPORTS DE LA CÔTE D'AZUR
2025



AÉROPORTS
DE LA CÔTE D'AZUR

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INTRODUCTION

Acting decisively, **measuring transparently**

In 2025, Aéroports de la Côte d’Azur reached a number of significant milestones, reflecting its ambitions for both operational and environmental performance. While Nice Côte d’Azur Airport recorded record passenger traffic, it also succeeded in maintaining its trajectory towards reducing greenhouse gas emissions under its control.

The Golfe de Saint-Tropez and Cannes Mandelieu airports also continued their efforts to reduce their emissions.

These examples demonstrate our ambition and reinforce our strategy to achieve our objective: to reach Net Zero Emissions under our control by 2030. This objective underpins all our decisions and actions on a daily basis. It mobilises all our employees and guides our relationships with our partners. It is the entire value chain of our operations that is therefore committed to this goal. Acting also means having the honesty to measure the consequences of our actions. That is why, despite having no regulatory obligation to do so, Aéroports de la Côte d’Azur has decided, for this new performance report, to structure it according

to the principles of the European Union’s Corporate Sustainability Reporting Directive (CSRD). The CSRD aims to transform non-financial reporting into a genuine sustainability management tool. For us, this is an enabler rather than a constraint — an additional lever, alongside those we have already put in place, to manage our actions even more effectively and to report transparently on them to our partners and local communities.

This annual report therefore sets out all our actions. More broadly, it provides an account of our day-to-day involvement and our genuine commitment to helping our region, our employees and all our stakeholders shine.

Enjoy the report.

“Taking action also means having the honesty to measure the consequences of what we do.”

Xavier Bouton

Chairman of the Supervisory Board

Franck Goldnadel

Chairman of the Management Board



Three platforms, one mission: **connecting cities, welcoming visitors, and bringing our region to light**

The Aéroports de la Côte d'Azur Group brings together three complementary airports and ground handling activities in France and internationally. Its business model is built around a dual purpose: sustainably connecting the region and providing a high level of service to its customers and partners.

AÉROPORTS DE LA CÔTE D'AZUR IN A FEW KEY FIGURES:

3 airports under management

640 direct jobs

+70 in-house professions

+150 new recruits per year

€2.8 billion contribution to French GDP

40,800 full-time equivalent jobs generated nationally

No. 2 in Europe for business aviation

The Foundations of Our Business Model

Connecting a region that is open to the world, yet structurally isolated

Operating airports serving very different uses: commercial traffic, general aviation, business aviation and helicopters

Serving passengers, airlines, crews and premium clients

Extending our ground handling expertise beyond the Côte d'Azur

"Aéroports de la Côte d'Azur is a community of passionate professionals and experts who works every day to open up regions and enable millions of passengers to travel according to their needs while minimising the environmental impact of its activities."

Franck Goldnadel

Chairman of the Management Board



NICE CÔTE D'AZUR

The Group's commercial aviation airport in 2025

As the Group's main airport, Nice Côte d'Azur Airport handles all scheduled commercial traffic and, in 2025, reaffirmed its role in opening up a region with strong international appeal. Passenger traffic continued to grow faster than aircraft movements, reflecting a more responsible approach to growth based on higher load factors and greater aircraft capacity.

2nd busiest airport in France after Paris

15.23 M passengers

163,052 aircraft movements

122 direct destinations

45 countries connected

61 scheduled airlines

15 long-haul routes in summer 2025

+ 3.2%

passenger traffic in 2025

+ 5.8%

long-haul traffic

+ 4.7%

international traffic



Airport Carbon Accreditation
level 5 in 2025

CANNES MANDELIEU

An airport serving different uses

Cannes Mandelieu Airport occupies a unique position within the Group. Its value lies less in overall traffic volumes than in its clear specialisation across complementary activities: business aviation, general aviation, helicopters, public emergency services and pilot training. The airport accommodates aircraft weighing up to 35 tonnes, incorporates the CALIPSO noise classification scheme, and is among the French airports subject to the most stringent operating restrictions. It forms a genuine airport system with Nice Côte d'Azur Airport, enabling the two airports to optimise their performance.

In 2025...



• Achieved IS-BAH Stage 1 certification



• Aérobio accreditation level 2

• Entry into force of a new order restricting circuit flights

• Achieved ISO 14001 certification

62.4% general aviation

18.4% business aviation

17% civil helicopters

2.2% state aviation (fixed-wing aircraft and helicopters)



GOLFE DE SAINT-TROPEZ

An airport serving a premium destination

Golfe de Saint-Tropez Airport complements the Group's network with a highly seasonal airport closely linked to the region's international appeal and its premium connectivity needs.



Aérobio Level 3
accreditation in 2025



IS-BAH Stage 1

+ 15.3%



aircraft movements compared with 2024



Seasonal routes: Saint-Tropez /
Sion and Saint-Tropez / Geneva

4,261 business aviation movements in 2025

2,628 helicopter movements in 2025


SKY VALET

Service expertise beyond our airports

With Sky Valet, the Group extends its expertise in welcoming and assisting clients beyond its own airports, reinforcing the service dimension of its business model.

43 destinations

6 countries covered



European leader
in business aviation
ground handling



Safety First Clean certified

Our corporate project: **A shared direction**

Launched in 2023, the corporate project provides a framework for the collective action of Aéroports de la Côte d'Azur. It aligns our teams around a shared vision and sets out our commitments to our region, our clients, our partners and our employees.

OUR COMMITMENTS TO OUR EMPLOYEES AND CANDIDATES

- Showcase the region and support its economic development and sustainable tourism all year round
- Pioneer environmental commitment and drive the future of sustainable mobility, creating the conditions for a transition towards low-carbon mobility
- Embody the Côte d'Azur dream by offering every client an outstanding airport experience defined by elegance and enjoyment
- Stay connected to the city and simplify the entire customer journey to provide a warm and seamless experience
- Turn spatial constraints into strengths and work hand in hand with all our partners to deliver responsible performance

OUR COMMITMENTS TO OUR CLIENTS AND PARTNERS

- Work with pride for a company committed to the sustainable development of its region
- Bring passion to our work and build a future at Aéroports de la Côte d'Azur, supported by the diversity of its activities and airports
- Work as experts in our respective fields, constantly seeking to optimise our airports for sustainable performance and the benefit of our clients
- Empower all to improve working methods and develop transformative projects for the Group's airports
- Enjoy coming to work every day in a supportive environment and a unique setting

“Aéroports de la Côte d'Azur: our responsible, welcoming and innovative airports support the connectivity and cultural identity of this exceptional region.”



Azur 2030: Turning ambition into action

Launched in 2024, Azur 2030 is fully living up to its role as a guiding compass.

This strategic plan guides our teams' actions, sets priorities for transformation and establishes a clear long-term ambition: to combine capacity adaptation, quality of experience, sustainable development and regional connectivity.

The Integrated Management System: driving continuous improvement

One year after its implementation, the Integrated Management System (IMS) has confirmed its central role in managing the activities of Aéroports de la Côte d'Azur. In 2025, the Group obtained ISO 9001, ISO 14001, ISO 45001 and ISO 50001 certification, with a positive audit assessment of the IMS's alignment with the strategic plan.

A common framework for managing performance and driving progress

The IMS brings service quality, occupational health and safety, energy performance and environmental management together within a single framework. Designed as a tool to support the strategic plan and measure CSR performance, it provides structure to our initiatives, ensures consistency between them, and embeds continuous improvement into the way the Group operates. Areas for improvement have already been identified. They will shape the next phase, with the aim of formally integrating CSR considerations even further.

The Four Pillars of the Strategic Plan

1

Optimise and adapt the capacity and processes of the three Côte d'Azur airports. This involves maintaining and developing the capacity of their assets, systems and equipment, making them both more resource-efficient and higher-performing.

2

Support the measured growth of high-quality traffic and deliver outstanding passenger experiences.

3

Develop business with a focus on resource efficiency and sustainability. This means continuing the Group's environmental initiatives, engaging our employees, and raising awareness among all our partners.

4

Promote accessibility and regional connectivity. Serving the Côte d'Azur, its people and its economy, Nice Côte d'Azur, Cannes Mandelieu and Golfe de Saint-Tropez airports provide vital links between the region and the rest of the world.



From performance to sustainability: a proactive approach

2025 marked a new milestone in the development of non-financial reporting at Aéroports de la Côte d'Azur. Building on the principle of double materiality, increasingly robust indicators, and a voluntary approach aligned with CSRD standards, this report aims to better prioritise key issues, measure progress objectively, and prepare for the sustainability report expected in 2028. A voluntary approach to strengthening transparency, measurement and comparability.

KEY MILESTONES IN THE JOURNEY:

2025 A key step towards publishing more measurable, reliable and comparable information.

2028 The target year for publishing a first sustainability report compliant with the CSRD.

13 Priority CSR issues identified through the double materiality assessment.

Converging towards best practices

This 2025 performance report reflects a deliberate evolution in the reporting approach of the Aéroports de la Côte d'Azur Group: moving from a more narrative report focused primarily on activities towards a more structured, substantiated and comparable format, increasingly aligned with the standards of sustainability reporting. The aim is to meet growing expectations for transparency and evidence-based reporting from institutional stakeholders, financial partners, shareholders, clients and employees.

What is the CSRD?

The CSRD is the new European reference framework for sustainability reporting. It aims to standardise and strengthen sustainability disclosures by requiring companies to report on the CSR risks and opportunities they face, as well as the positive and negative impacts of their activities on the environment and society, using common standards and explaining how they address them.

CSRD: anticipating to build greater maturity

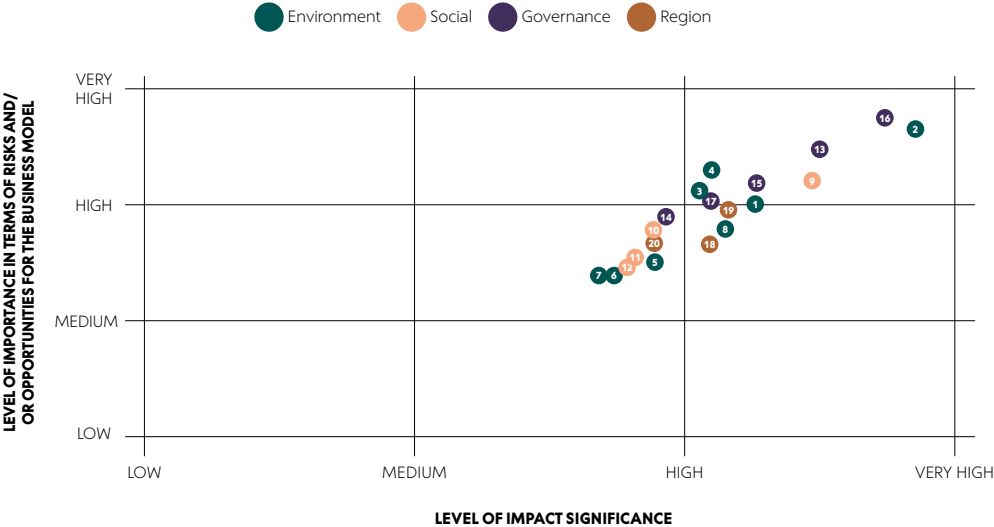
The Group is voluntarily embarking on a CSRD-aligned journey, although it is not directly subject to the directive. This forward-looking approach will gradually strengthen the maturity of our internal practices, while aligning non-financial reporting with the expectations of the market and our shareholders that are subject to the CSRD.

Double materiality: identifying what really matters

At the heart of the CSRD, the double materiality assessment identifies the sustainability issues that are truly significant from two complementary perspectives:

- Impact materiality (inside-out): how the Group's activities affect the environment and society.
- Financial materiality (outside-in): how sustainability issues create risks and opportunities that could influence the Group's performance, resilience and value creation.

Materiality assessment matrix



- 1

Air quality
- 2

Decarbonisation
- 3

Energy
- 4

Resilience to the effects of climate change
- 5

Noise pollution
- 6

Protection of biodiversity and ecosystems
- 7

Circular economy and waste management
- 8

Water resource preservation
- 9

Employment, health, safety and well-being of employees
- 10

Inclusion, employee engagement and development
- 11

Employment, health, safety and well-being of external workers
- 12

Human rights protection
- 13

Cybersecurity
- 14

Technological innovation
- 15

Client focus
- 16

Airport safety and security
- 17

Governance, integrity and business ethics
- 18

Social and economic value creation
- 19

Regional development and mobility
- 20

Quality of stakeholder dialogue

This approach avoids a “catalogue-style” report: it prioritises the issues that matter most, provides the foundation for our CSR strategy and determines which indicators to publish.

13 priority issues to guide our action

The work carried out resulted in a prioritisation of 20 CSR issues, thirteen of which were identified as priority or material. Aéroports de la Côte d’Azur is committed to these priorities: decarbonisation, air quality, health and safety, skills development, service quality, social value creation, and more. These central issues are linked to measurable, time-bound objectives. They are complemented by others that remain central to the priorities of Aéroports de la Côte d’Azur, including noise pollution, biodiversity protection and maintaining constructive dialogue with our stakeholders.

Measuring, strengthening reliability, comparing: the 2025 standard

The 2025 edition marks a key milestone: providing more measurable, reliable and comparable information, improving performance management and enabling us to report on progress year after year. To support this approach, the published data is based on the generally recognised reporting framework: the Voluntary Sustainability Reporting Standard for non-listed Small and Medium Enterprises, with a continuous improvement approach focused on consolidating calculation methods, ensuring source traceability, harmonising definitions and progressively strengthening internal controls.

20

Measurable, time-bound objectives to guide and monitor our commitments.

2028: targeting a sustainability report compliant with the CSRD

This trajectory responds to expectations for greater alignment with the standards promoted by our shareholders, including our main shareholder, Mundys, particularly in terms of reporting consistency and indicators. It is also fully aligned with the Azur 2030 strategic plan, especially its “Resource efficiency and sustainability” pillar.

ACTIVITIES AND ACHIEVEMENTS

2.1 • HIGHLIGHTS



30/01

New edition of the Airport Employment Fair organised with the Employment Network, attracting a record number of visitors

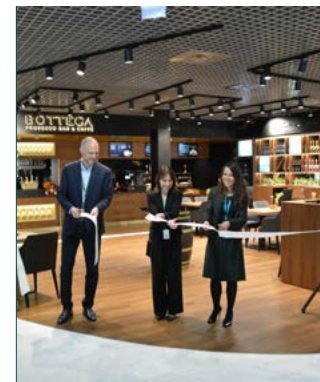


07/02

Opening of the new Fragonard boutique

03/03

Unanimous reappointment by the Supervisory Board of Franck Goldnadel as Chairman of the Management Board



21/03

Opening of the Nattoo and Bottega dining areas as part of the Terminal 2 extension

27/03

France 3 TV studio: two special news broadcasts



09/04

Press conference with Emirates to mark the three-millionth passenger

January

February

March

April

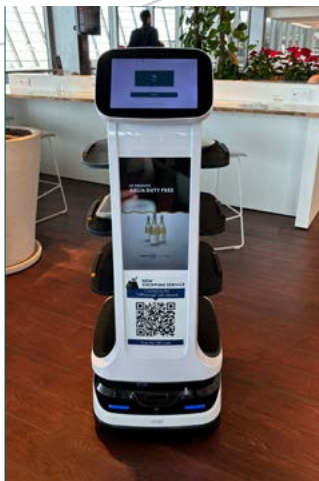


10/04

First-ever EcoVadis Gold Medal awarded

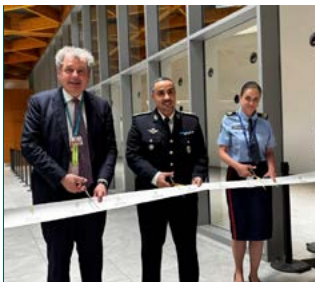
23/04

20th anniversary of the Airport Premier Club



24/04

VIP lounges named "Pioneer of the Year" in recognition of improvements to the customer experience through new technologies



07/05

Opening of the first phase of the extension, including a new international circuit, passport control area, VIP lounge and retail offering



20/05

Flooding at Golfe de Saint-Tropez Airport



20/05

Participation in EBACE



23/05

Inaugural Nice–Washington flight operated by United Airlines



04/06 - 13/06

Hosted the third United Nations Ocean Conference (UNOC)



06/06

Conference on the Global Compact organised on the sidelines of UNOC

April

May

June



02/07

Opening of the Greg Lecoer exhibition in connection with UNOC

17/07

Joint press conference with the Italian Chamber of Commerce and easyJet



18/07

Opening of the new Terminal 1 Service Centre



Opening of the Dior, Chanel and Sun Catcher boutiques as part of the complete renewal of our retail offering



03/08

French FlyAir event

27/08

Delta Air Lines announces the launch of the Nice–Boston route in summer 2026

19/09

Appeal against the Terminal 2 extension dismissed by the Marseille Administrative Court of Appeal

21/09

Near miss between a Nouvelair aircraft and an easyJet aircraft



23/09

New edition of Cleanup Day



27/09 - 28/09

Cannes Mandelieu Airport, the most dynamic aerovillage at the Aviation Festival

July

August

September



29/09

Nice Côte d'Azur Airport achieves Airport Carbon Accreditation Level 5, while Cannes Mandelieu and Golfe de Saint-Tropez renew their Level 4+ accreditation



30/09

Emirates press conference on the A380 retrofit

09/10

Launch of a project to develop a 6-hectare solar farm at Golfe de Saint-Tropez Airport



13/11

Launch of the "Mode voyage activé" WhatsApp channel



17/11

Third edition of World Passenger Day

02/12

Aéroports de la Côte d'Azur wins a Cas d'Or award for an AI-powered solution combining customer feedback analysis with artificial intelligence

17/12

Aircraft crash simulation exercise



31/12

Golfe de Saint-Tropez achieves Aérobio Level 3 accreditation, and Cannes Mandelieu achieves Level 2



31/12

Cannes Mandelieu achieves IS-BAH Stage 1 certification

September

October

November

December

Commercial aviation

Growth driven by efficiency

In 2025, Nice Côte d'Azur Airport welcomed **15,229,666 commercial passengers**, an increase of **3.2%** compared with 2024. With **163,052 commercial aircraft movements** — up by a more moderate **1.9%** — the airport confirms a trend that is not driven solely by an increase in the number of flights, but also by greater efficiency in the services offered. This trajectory is consistent with the ambition of Azur 2030: strengthening the region's accessibility while supporting measured growth.

The key takeaway from 2025

The year's defining feature is not simply the increase in traffic, but how that growth has been achieved. Passenger numbers are rising faster than commercial aircraft movements, indicating that the airport's connectivity is becoming more efficient. The average number of seats per flight reached 169, three more than in 2024, while the average load factor stood at 81.3%. Growth is therefore also being driven by higher-capacity aircraft and a slight improvement in seat occupancy.

International traffic drives growth

International traffic increased by 4.7%, while domestic traffic declined slightly by 0.3%.

The French market remains a key part of the airport's activity, but now appears more mature: it has recovered to 89% of its 2019 level, with a more pronounced decline on Paris routes (85%) than on cross-country routes (95%). Nice Côte d'Azur Airport is thus reaffirming its role as a major international gateway for the Côte d'Azur, serving visitors, businesses and the region's major events. Traffic growing faster than aircraft movements reflects a structural shift in the traffic mix, driven by stronger international and long-haul connectivity, with higher seat capacity per flight and a controlled approach to connectivity growth.

"The most spectacular development concerns the United States. We are the only French regional airport to offer direct connections to the US, and traffic on these routes has tripled since 2019."

Delphine Le Sec'h

Head of Airline Development

+ 3.2%

passenger traffic,
compared with just
+1.9% in commercial
aircraft movements

169

average seats
per flight

81.3% average load factor

15,229,666 commercial passengers

163,052 commercial aircraft movements

122 direct destinations

45 countries connected

61 scheduled airlines

NETWORK AND CONNECTIVITY: A NETWORK WITH GREATER REACH

The evolution of Nice's network in 2025 cannot be summed up simply by adding new destinations. The new **Washington, D.C.** route strengthens the transatlantic link. **Istanbul Sabiha Gökçen** broadens access to the Turkish market and its regional connections. Launched in winter 2024/2025, **Dakar** further strengthens connectivity with West Africa. The network is therefore extending its reach, reinforcing strategic gateways for the region.

15

long-haul routes in 2025,
compared with 8 in 2019

X3

direct traffic
to the United
States since
2019



Long-haul connectivity becomes a defining feature

In 2025, long-haul traffic increased by 5.8%. Beyond the percentage, the underlying trend is clear: the network now includes 15 long-haul routes, compared with 8 in 2019, while direct routes to the United States have seen the most spectacular growth. Nice is thus establishing a strong and distinctive position outside Paris, strengthening connectivity that supports tourism, international flows and the Côte d'Azur economy.

Growing without expanding the map

Network development is not solely about opening new routes. A significant share of growth also comes from increased frequencies, larger aircraft and the strengthening of existing routes. This is why the network remains at 122 destinations, while reaching further.

Where is the international growth coming from in 2025?

Nearly half

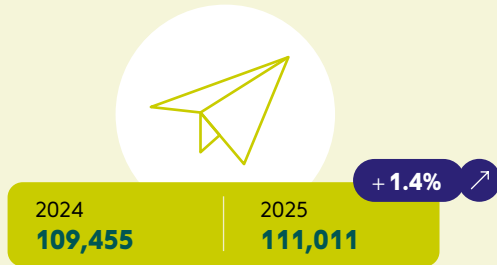
of the growth comes from Central and Eastern Europe

30% from the Middle East

20% from Western and Northern Europe

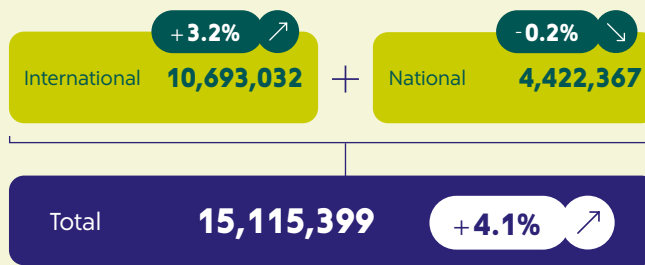
COMMERCIAL TRAFFIC

Scheduled commercial aircraft + additional services + charter flights
(excluding helicopters and taxi charters)



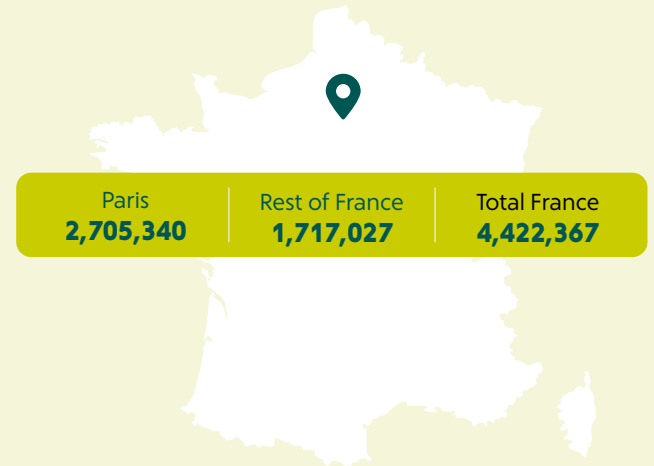
PASSENGER TRAFFIC

Scheduled commercial aircraft + additional services + charter flights
(excluding helicopters and taxi charters)



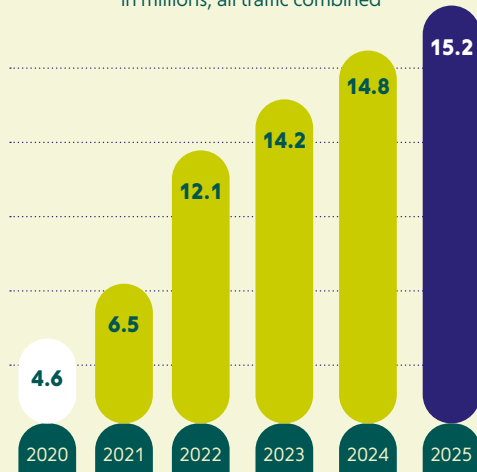
BREAKDOWN OF PASSENGER TRAFFIC IN FRANCE

Scheduled commercial aircraft + additional services + charter flights



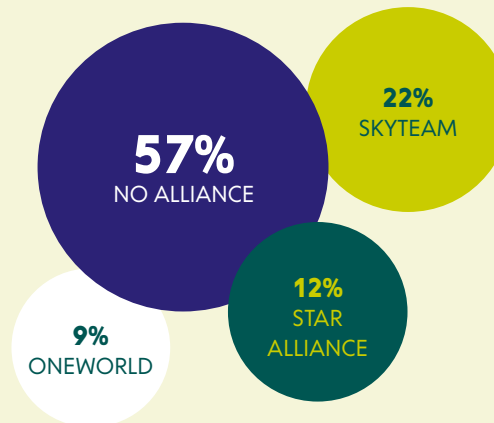
NUMBER OF PASSENGERS

in millions, all traffic combined



COMMERCIAL PASSENGER MARKET SHARE

by airline alliance



PEAK PERIODS

- Day: Friday 1 August 2025 (65,719 passengers)
- Week: 28 July to 3 August 2025 (420,982 passengers)
- Month: August (1,800,169 passengers)

DAILY AVERAGES

- Passengers (November 2024 – March 2025): 28,368
- Passengers (28 July – 30 August 2025): 50,588
- Aircraft movements (November 2024 – March 2025): 226
- Aircraft movements (April 2025 – October 2025): 359

Cargo

A level that remains remarkable

In 2025, air cargo handled at Nice Côte d'Azur Airport reached **21,077 tonnes**, down 6% compared with 2024. This decline should be put into perspective: 2024 was an exceptional year, while 2025 remained at a high level, driven primarily by air freight carried in the aircraft's hold.

Air freight carried in the aircraft's hold remains at the heart of the activity, with 14,131 tonnes handled, representing 67% of the airport's total tonnage. The slight decline is partly explained by the situation at Emirates, which alone accounts for between 55% and 65% of the annual tonnage handled at Nice Côte d'Azur Airport. In 2025, the airline operated A380 aircraft, whose cargo capacity is approximately 20% lower than that of the B777 operated in 2024. With the same load factor, the tonnage carried is therefore mechanically reduced.

December 2025 confirmed a strong end to the year, with 1,759.2 tonnes handled at Nice Côte d'Azur Airport, up 11% compared with December 2024.

“The overall decline masks a very positive reality: 2024 was probably the best year ever in terms of air freight tonnage, with 2025 coming in second.”

Éric Montariol
Head of Cargo Terminal

14,131 T

of air freight carried in 2025, representing 67% of the airport's total cargo volume



General aviation

The resilience of a sector undergoing transformation

In 2025, Côte d'Azur business aviation did more than simply grow. With record levels at Saint-Tropez, stable activity at Cannes Mandelieu and sustained high levels at Nice, Aéroports de la Côte d'Azur demonstrated its ability to adapt to a new tax constraint while continuing to evolve its airport platforms.

+4% across the three Côte d'Azur airports

40,863 movements at Nice

12,865 movements at Cannes Mandelieu

4,261 movements at Saint-Tropez

SAINT-TROPEZ REACHES A RECORD HIGH

The airport achieved this performance despite being closed for five days following the floods in May. It was driven by a busier calendar of events across the region and more favourable flying conditions than in 2024.

In 2025, Nice Côte d'Azur Airport recorded 40,863 business aviation movements, up 4.4%. Cannes Mandelieu Airport recorded 12,865 movements, down 0.5%. Golfe de Saint-Tropez Airport recorded 4,261 movements, an increase of 15.3%. The overall trend is therefore positive, but the picture varies across the three airports: Nice confirms its position and Saint-Tropez reaches an unprecedented level, while Cannes is operating within a more constrained environment. A strong overall performance that masks a deeper transformation in usage patterns and the market.

The TSBA changes the picture

Introduced on 1 March 2025, the increase in the solidarity tax on airline tickets (TSBA) significantly increased the cost of certain flights. The increase initially affected the most price-sensitive segments. At Nice, aircraft weighing between 3 and 6 tonnes declined significantly (around -9%); at Cannes Mandelieu, this segment fell by 3.5%. Overall growth therefore masks a reshaping of the market.



“Clearly, our results are rather good. And it was all achieved in a context that was anything but favourable.”

Jean-François Guitard

Director of General Aviation and External Development

Sky Valet, our signature on the ground

At Cannes Mandelieu Airport and Golfe de Saint Tropez Airport, Aéroports de la Côte d’Azur provides ground handling services under the Sky Valet brand. Its franchise network, Sky Valet Connect, is present at nearly 50 airports across six European countries: France, Italy, Spain, Portugal, Greece and Cyprus. In 2025, the team attended EBACE in Geneva, one of Europe’s leading events for the business aviation sector. This is one way of extending the Group’s general aviation expertise and know-how beyond the three Côte d’Azur airports.

Sea Valet, connecting the airport with the sea

In 2025, Cannes Mandelieu Airport launched a new service on a trial basis, called Sea Valet, offering passengers a fast and convenient transfer between the airport and Port du Béal, managed by Aéroports de la Côte d’Azur. This solution enables travellers to reach their boat quickly or take a water taxi to their holiday destination. The service will be rolled out on a larger scale in 2026.



TARGETED CONNECTIVITY: SUPPORTING THE REGION, EXPORTING OUR EXPERTISE

Less visible than commercial aviation, general aviation nevertheless plays a decisive role in providing fine-grained connectivity across the region and enabling Aéroports de la Côte d'Azur to offer services adapted to a diverse range of mobility needs.

General aviation is about more than business jets. It contributes to a finer network of regional connectivity. Albenga, Nice, Cannes, Saint-Tropez, Toulon and Le Castellet: with smaller aircraft and lower runway requirements, general aviation makes it possible to get closer to a meeting venue, business location or final destination. It therefore meets economic, logistical, medical and event-related needs that commercial aviation cannot always serve with the same flexibility.

A seasonal activity

This regional role comes with pronounced seasonality. At Saint-Tropez, traffic is almost non-existent from November to February: a winter month can account for the equivalent of just one average day of peak-season activity. Cannes and Nice remain busier, but they too see a strong concentration of traffic between spring and autumn. The challenge is therefore not to drive continuous growth, but to maintain a useful service in a region with highly contrasting seasonal patterns.

NAMA, expertise that travels

With NAMA (Nice Airport Management), Aéroports de la Côte d'Azur puts its airport expertise at the service of other airports through consultancy, technical assistance, training and management contracts. In 2025, NAMA carried out 16 assignments. It operates in France, Italy, Africa, overseas France, Monaco and Morocco, with a number of recurring clients. Its work covers five main areas: airport master planning, route development, general aviation, support for sustainability initiatives and carbon accreditation, and technical assistance to project owners. Through NAMA, the Group shares its methods and expertise with other airports.

Preserving flexibility

When Nice and Cannes Mandelieu approach capacity, alternative options are already available, notably through Albenga. This complementary approach helps distribute traffic more effectively and maintain service quality across the different airports.

16

assignments completed
by NAMA in 2025

Terminal 2 extension: the project becomes a reality

In 2025, the Terminal 2 extension moved beyond a simple construction project to become a tangible transformation of the passenger journey, designed to improve passenger flows while maintaining the highest standards of service. It is guided by one golden rule: never separate operational performance from environmental responsibility.

2025 marked a tangible milestone for Terminal 2. From spring onwards, passengers discovered a more spacious passport control area in the departures zone, an expanded non-Schengen departure lounge, a refurbished VIP lounge and a renewed retail offering. The aim: to ease pressure on boarding gates and make waiting more comfortable despite the terminal operating under significant capacity constraints. Despite technical construction challenges, the commitment of the Group's teams enabled this key milestone to be delivered ahead of the summer 2025 season.

"It requires constant attention to transform the infrastructure without ever interrupting the journey."

Valérie Wack
Director of Major Projects

23,058 m² of additional floor space

36 new check-in desks

6 flexible gates compatible with both Schengen and non-Schengen operations

Greater operational flexibility

- **Total flexibility:** thanks to six new dual-use gates, the airport can switch a departure lounge instantly between Schengen and non-Schengen status according to airlines' needs.
- **Direct passenger routes:** the creation of a new pier allows passengers to reach aircraft via passenger boarding bridges, significantly reducing the need for apron buses.
- **Seamless operations:** a new baggage sorting system and increased check-in capacity optimise every stage of the ground journey.

"The aim of ORAT is to ensure the launch of a new building... as if we had already been using it."

Camille de Guigné
Head of Operations Engineering

ORAT: the dress rehearsal for the transformation

To ensure a smooth transition, the Group implemented the ORAT (Operational Readiness and Airport Transfer) approach. This operational readiness methodology involved around 160 people and all airport teams, through simulations, operational rehearsals and mock flights.

2.3 • MAJOR PROJECTS AND INFRASTRUCTURE

A PROJECT UNDER CLOSE ENVIRONMENTAL SCRUTINY

Located near the Natura 2000 site at the mouth of the Var River, the Terminal 2 extension is subject to strict environmental requirements. An ecological engineer and an environmental engineer monitored the project throughout its construction. They ensured that environmental requirements were respected by everyone involved in the works, helping to preserve the ecosystem of the Var plain.

From a building perspective, enhanced thermal insulation, the integration of geothermal energy and the installation of solar panels all contribute to the Group's decarbonisation pathway.



Up to

20%

of energy generated on site from
low-carbon sources

A cross-functional project

The Terminal 2 project brought together a wide range of technical expertise, including engineering, procurement, security, legal, IT and operations. This close cooperation between Aéroports de la Côte d'Azur teams and external partners has been key to integrating new infrastructure without compromising service continuity at an airport experiencing record traffic.

IN 2026

Full-scale operations

Following a year in 2025 dedicated to delivering strategic areas and carrying out intensive testing, the project has entered its final phase. The gradual commissioning of all facilities has prioritised operational readiness and effective flow management to ensure an outstanding passenger experience.

Retail offering: **The airport, the first and last stop on the journey**

In 2025, Aéroports de la Côte d'Azur significantly renewed its retail offering, combining greater diversity, premium positioning and a strong connection to the region, making the airport an integral part of the Côte d'Azur experience.

At Nice Côte d'Azur Airport, 6,300 m² and more than 40 retail outlets were renewed. Carried out while the airport remained operational, the transformation was about more than simply introducing new brands: the aim was to create a more engaging, higher-quality journey, better suited to the expectations of a diverse customer base, both domestic and international.

Inspiration and responsibility

With new categories, enhanced perceived quality, and a strong sense of place, the airport has chosen an offering that extends the travel experience

while contributing to the Group's CSR objectives. This transformation was accompanied by more stringent requirements in procurement processes, with greater emphasis on environmental and social commitments, recycled materials and the end-of-life management of fixtures and fittings. A way of affirming that commercial performance can, and must, go hand in hand with responsibility.

6 300 M² transformed

At Terminal 2, the renewed retail offering supports the transformation of the passenger experience, combining service quality, the excitement of travel and responsibility.

42

retail outlets renewed



Financial performance

	2025	Variations 2025/2024
Passenger traffic	15.2 million	+3%
Revenue	€323.7 million	+3.9%
EBITDA	€126.7 million	+5.2%
Net profit	€34.4 million	+4.9%
Investment amount as a percentage of net profit	265%	





GOVERNANCE AND RISK MANAGEMENT

2025 Governance structure

SUPERVISORY BOARD

14 members appointed for a three-year term

- **Xavier Bouton (Azzurra Aeroporti – Mundys) – Chairman**
- **Joseph Segura (Nice Côte d’Azur Metropolitan Area) – Vice-Chairman**
- Monique Agier (Caisse des Dépôts et Consignations)
- Maria Sole Aliotta (Azzurra Aeroporti – Mundys)
- Antoine Cavaillé (Azzurra Aeroporti – EDF Invest)
- Julia Collin Delavaud (Azzurra Aeroporti – EDF Invest)
- Elisabetta De Bernardi Di Valserra (Azzurra Aeroporti – Mundys)
- Claudio De Vincenti (Azzurra Aeroporti – Mundys)
- Charles Ange Ginesy (Alpes-Maritimes Department)
- Bernard Kleynhoff (Provence-Alpes-Côte d’Azur Region)
- Sabine Le Gac (Azzurra Aeroporti – EDF Invest)
- Leduina Petrone (Azzurra Aeroporti – Mundys)
- Jean-Pierre Savarino (Nice Côte d’Azur Chamber of Commerce and Industry)
- Samy Touati (Azzurra Aeroporti – Government of the Principality of Monaco)

Supervisory Board Censors

- Laurence Garino (Azzurra Aeroporti – Government of the Principality of Monaco)
- Nathan Hallaf (Azzurra Aeroporti – EDF Invest)
- Alessio Montrella (Azzurra Aeroporti – Mundys)
- Jean Mouton (Azzurra Aeroporti – Mundys)
- Gaël Serandour (Caisse des Dépôts et Consignations)

Employee Representatives on the Social and Economic Committee

- Alain Cammas
- Catherine Montoya
- Laurence Schannès
- Abdel Younsi

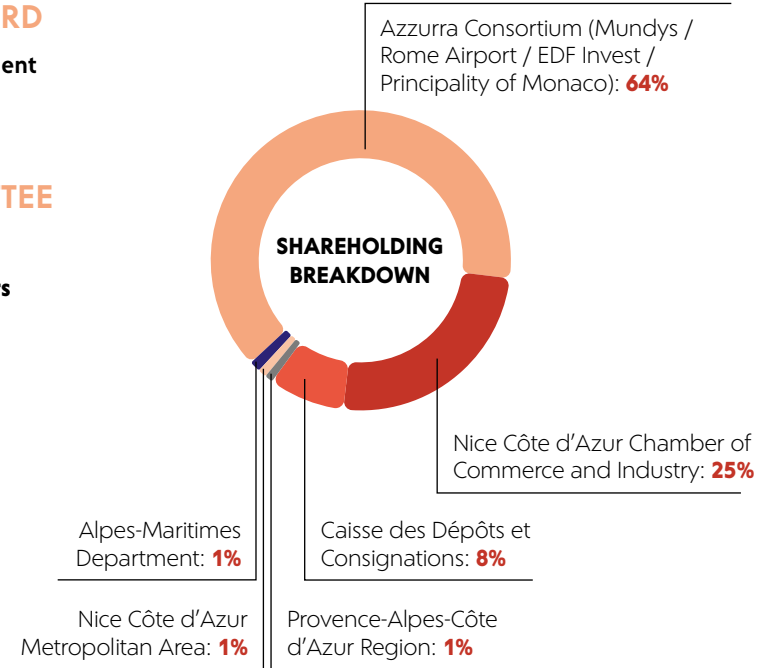
MANAGEMENT BOARD

- **Franck GOLDNADEL, Président**
- Philippe CASENEUVE
- Anne-Cécile GIBault

EXECUTIVE COMMITTEE (COMEX)

Management Board Members

- Isabelle BAUMELLE
- Valérie BROUTIN
- Candice CADREILS
- Corinne COUSSEAU
- Frédéric GOZLAN
- Jean-François GUITARD



Internal audit and risk management

Managing risk to stay the course

In 2025, Aéroports de la Côte d'Azur reached a new milestone in strengthening its risk management framework. The Group has further consolidated its approach to better anticipate vulnerabilities, prioritise responses and support the effective delivery of its strategy.

Connecting strategy, CSR and risk

The Group believes that sustainable performance is about more than reducing impacts: it also depends on the ability to anticipate, make informed decisions, and stay the course in the face of uncertainty. With the support of the Mundys Group, Aéroports de la Côte d'Azur has embarked on a voluntary programme to align with the European CSRD. This has acted as a catalyst, fostering a more coherent understanding of the links between CSR issues, risk and strategy, while encouraging a broader perspective beyond any single topic, such as decarbonisation.

This is reflected in a clearer alignment among:

- The Azur 2030 Strategic Plan: vision, strategic pillars, action plans and governance
- The CSR approach: identification of impacts, risks and opportunities through the double materiality assessment, together with the associated priorities and commitments
- Enterprise Risk Management (ERM): identification and management of all risks, including both business and CSR-related risks, that could affect the implementation of the strategy
- The Integrated Management System (IMS): the framework for performance management, indicator monitoring and ongoing oversight.

This integrated approach reflects the governance of Azur 2030, which has been designed as a common thread based on cross-functional collaboration, clearly identified responsibilities and structured monitoring arrangements closely aligned with day-to-day operations.

Within this framework, ERM provides tangible value: its purpose is not simply to map risks, but to link them to strategic objectives, identify areas of vulnerability, prioritise actions and document the responses adopted — bringing the Group one step closer to meeting the future expectations of the CSRD.



104 risks for a broader perspective

The most significant development in 2025 was the review of the ERM risk management methodology and the expansion of the risk scope covered. The Group updated its risk mapping to encompass all processes and establish a documented, comprehensive and actionable risk register.

In practical terms, the Group's risk universe now covers 104 risks, across 24 risk categories. This broader scope reflects a clear ambition: not to focus solely on critical risks, but to develop a comprehensive view that helps secure the Group's strategy over the long term.

ERM and IMS: a strengthened management loop

2025 also marked significant progress in strengthening the synergy between ERM and IMS. The IMS provides a management and coordination framework, bringing together and harmonising several management systems while linking them to ISO certifications. ERM increasingly relies on tools developed through the IMS, significantly enhancing its effectiveness. The structured processes of the IMS provide ERM with a strong operational foundation for identifying, assessing and managing risks.

In turn, ERM enriches the IMS by providing a cross-functional view of risks that could affect processes, enabling control measures and action plans to be adjusted accordingly. This relationship creates a virtuous cycle in which IMS and ERM continuously strengthen each other, supporting more consistent and agile management. By securing processes and anticipating events that could affect objectives, this integrated approach directly contributes to delivering the strategy and creating sustainable value.

An IMS aligned with ISO standards

- ISO 9 001 — Quality
- ISO 14 001 — Environment
- ISO 45 001 — Occupational health and safety
- ISO 50 001 — Energy performance

“ERM reaches its full potential when it is supported by IMS tools. This alignment enables us to move beyond a compliance-based approach towards a genuine strategic management dynamic, supporting the Group's overall performance and the implementation of Azur 2030.”

Nastasia Le Tallec

Director of Internal Audit and Group Risk Management

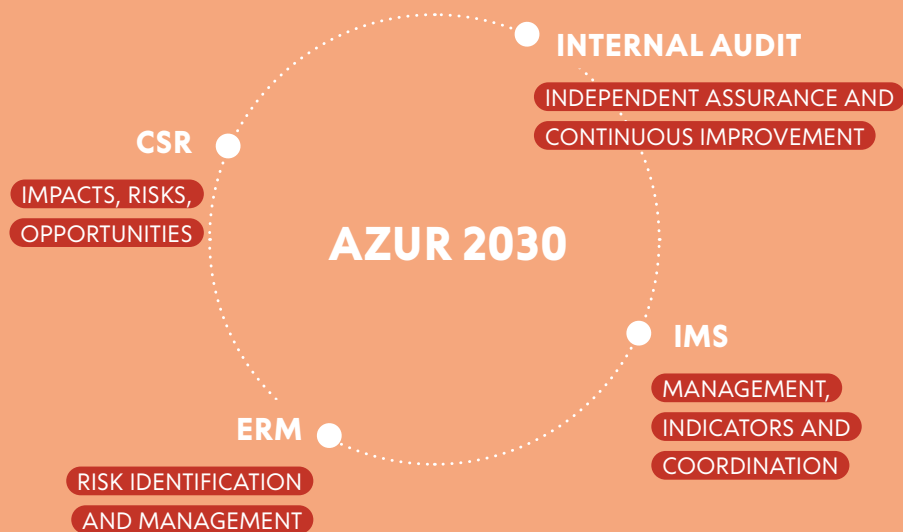


104 risks now covered
within the Group's risk universe

24 risk categories structuring
this expanded risk mapping

2026-2028

A risk-based three-year audit plan



Internal audit, the third line of assurance

Internal audit represents the third line of assurance. It plays a key role by providing independent and objective assurance based on a risk-based approach. In this capacity, it assesses governance, risk management and internal control processes, helping to strengthen their robustness and support the Group's overall performance.

Aligned with the strategy of the Mundys Group, Aéroports de la Côte d'Azur's internal audit strategy is translated into concrete initiatives aimed at better aligning the audit plan with risk assessment results, ensuring compliance with international standards and strengthening coordination with other control and assurance functions.

2025 represented a significant milestone, marked by the implementation of updated international internal audit standards, confirming that the Group's practices are aligned with the sector's leading standards. As part of this momentum, a risk-based three-year audit plan for 2026–2028 was defined. This will ensure that audit activities are embedded over the long term and, above all, provide optimal and consistent coverage of the risks and challenges facing the Group.

2026: Embedding practices for the long term

Following the methodological transformation, the expansion of the risk universe and the implementation of the new international internal audit standards, the challenge for 2026 will be to embed these approaches: making them part of everyday practices, translating them into operational processes, and maintaining a high level of vigilance with regard to emerging risks.

CORPORATE SOCIAL RESPONSIBILITY APPROACH

Environnement: from decarbonisation to regional responsibility

In 2025, Aéroports de la Côte d'Azur took another step forward in its environmental approach. The Level 5 Airport Carbon Accreditation achieved by Nice Côte d'Azur, together with the retention of Level 4+ at Cannes Mandelieu and Golfe de Saint-Tropez, marks significant progress. The Group's ISO 14001 certifications, Aérobio labels and renewed Global Compact commitment further demonstrate its environmental ambition. Together, these achievements reflect a clear trajectory: reducing emissions under the Group's control, taking action on Scope 3, strengthening impact measurement and integrating environmental performance into dialogue with stakeholders.

A carbon trajectory recognised at the highest level

As early as 2021, Aéroports de la Côte d'Azur was the first airport group to achieve Level 4+, the highest level available at the time. In 2025, Nice Côte d'Azur Airport achieved Level 5 Airport Carbon Accreditation (ACA), the highest level currently available. Only some 30 airports worldwide have reached this level to date, representing fewer than 5% of accredited airports. This milestone confirms:

- A reduction of at least 90% in Scope 1 and 2 emissions compared with the 2010 baseline year, with this threshold maintained over time.

- The offsetting of residual Scope 1 and 2 emissions (399 tCO₂e in 2025).
- The development of a partnership plan with third parties to decarbonise their activities in support of Aéroports de la Côte d'Azur's strategy.
- The establishment of an auditable Scope 3 decarbonisation roadmap to 2050, targeting a 90% reduction in emissions by 2050 compared with the 2024 baseline, across the Group's entire value chain. This includes the carbon footprint of aircraft, by far the largest source of emissions to date (93% of the total), as well as emissions generated by passengers travelling to the airport and by partners.



The Cannes Mandelieu and Golfe de Saint-Tropez airports are also maintaining their strong performance by retaining Level 4+ accreditation, a level achieved by only 12.5% of accredited airports worldwide.



Airport Carbon Accreditation: what Level 5 means for the Nice Côte d'Azur Airport

- At least 90% reduction in Scope 1 and 2 emissions associated with airport operations
- Offsetting of residual Scope 1 and 2 emissions
- Auditable Scope 3 decarbonisation roadmap to 2050

"Our ambition and our responsibility: to minimise our impact on the regions in which we operate."

Anne-Cécile Gibault

Director of Strategy and Sustainable Development

NET ZERO EMISSIONS: TWO TARGET DATES

The Azur 2030 Strategic Plan makes resource efficiency and sustainability a key pillar of the Group's transformation. Its main priorities are:

- Implementing a decarbonisation strategy
- Preparing all three airports for the electrification of operations
- Strengthening resilience to the effects of climate change

In line with this plan, the Group has set two targets: Net Zero Emissions for Scopes 1 and 2 by 2030, without offsetting, and Net Zero Emissions across all emissions, including Scope 3, by 2050. Having already achieved the first target in 2025 through Airport Carbon Accreditation, the Group is continuing to implement concrete actions, which are detailed throughout this report:

- Electrification of aircraft stands
- Switching airside vehicles to HVO renewable diesel
- Low-carbon mobility
- Responsible procurement
- Expanding partnerships with airlines, aircraft manufacturers, suppliers, local authorities and regulators
- Climate change adaptation

Environmental management and biodiversity

Nice Côte d'Azur and Cannes Mandelieu airports obtained ISO 14001 certification, the international standard defining the requirements for an environmental management system, with no non-conformities. This was achieved seven years after the initial audit. Nice Côte d'Azur Airport also carried out an environmental impact assessment as a key part of the preparations for construction of the Terminal 2 extension.

In 2025, Cannes Mandelieu and Golfe de Saint-Tropez airports each obtained the Aérobio label, at Level 2 and Level 3 respectively, awarded by the Aérobiodiversité association. The labels are valid for five years and will be subject to annual monitoring with the association's partners during their field visits.

Measuring and engaging to drive progress

The year was marked by a visit from Nils Pedersen, France Managing Director of the United Nations Global Compact, in June 2025, as part of the presentation of the company's new CSR approach. Aéroports de la Côte d'Azur aligns with the initiatives of the UN Global Compact, which the Group signed in 2016 and renewed in 2025.

The Group is also strengthening measurement and transparency across areas including air quality, noise, water and biodiversity. This work is being carried out in a spirit of co-construction with stakeholders, with a commitment to continuous improvement. It includes public studies, a tool for visualising trajectories, participation in consultation committees and engagement in various institutional initiatives.



The Group's environmental strategy is built around two target dates: Net Zero Emissions for Scopes 1 and 2 by 2030, without offsetting, and Net Zero Emissions across all emissions by 2050.

Level 5 Achieved by Nice Côte d'Azur Airport in 2025

Level 4+ Maintained by Cannes Mandelieu and Golfe de Saint-Tropez airports in 2025

93% Share of the carbon footprint attributable to aircraft across total emissions

Understanding directly controlled emissions

Scope 1 and Scope 2 emissions are emissions under our control. They can be reduced through voluntary internal action, without relying on external decisions or stakeholders.

Scope 1: Direct emissions generated by sources owned or controlled by the airport operator, such as boilers, generators and the internal vehicle fleet.

Scope 2: Indirect emissions associated with the generation of purchased electricity, heating and cooling consumed by the airport.

Achieving Net Zero Emissions for Scopes 1 and 2: two requirements

1.

Reduce

Reduce GHG emissions by at least 90% in absolute terms compared with the baseline year — the year from which the airport began its emissions reduction programme: 2010 for Nice Côte d'Azur and 2013 for the two other airports. Since 2010 at Nice Côte d'Azur Airport, and since 2013 at Cannes Mandelieu and Golfe de Saint-Tropez airports, we have achieved a 93% reduction in our Scope 1 and 2 GHG emissions.

2.

Absorb

Absorb residual emissions, representing no more than 10% of baseline-year emissions, through certified projects.

Nice Côte d'Azur Airport has achieved Net Zero Emissions for its own Scope 1 and 2 emissions since 2025, ahead of its original 2030 target. The airport is committed to achieving Net Zero Emissions across its entire value chain, including aircraft (Scope 3), by 2050.

ROADMAP TO NET ZERO EMISSIONS



SIX LEVERS FOR TRANSFORMING OUR AIRPORTS

To reduce emissions directly under the Group's control, Aéroports de la Côte d'Azur is taking action across all areas of its operations: energy, vehicles, equipment, buildings and technical systems. These levers combine procurement choices, infrastructure investments and alternative solutions where electrification is not yet possible.

Renewable energy, electrification, HVO, geothermal energy, photovoltaics and a temperate water loop are driving the reduction of direct emissions.



1.

Decarbonised electricity

The Group has reached a historic and lasting turning point: sourcing certified renewable electricity (hydropower) to reduce its Scope 2 footprint. This contract has been in place continuously since 2015.

2.

Electrification of vehicles and equipment

The Group has begun the gradual conversion of its internal fleet and service equipment to electric power, including service vehicles, shuttle buses, airside equipment, aircraft tractors and maintenance equipment. This is contributing to a significant reduction in Scope 1 emissions. This transformation is accompanied by the roll-out of charging infrastructure, requiring significant investment by the Group.

3.

Renewable HVO fuel

For equipment that cannot be electrified in the short term, often because the relevant technology is not yet sufficiently mature — such as fire-fighting vehicles and wildlife hazard management vehicles — the Group is increasingly turning to HVO (Hydrotreated Vegetable Oil) renewable diesel. This paraffinic fuel is more expensive than conventional diesel but has the advantage of being produced from vegetable oils as well as waste, residual oils and fats, such as used cooking oil. HVO is one of the few biofuels that can be used as a 100% replacement for diesel without engine modifications in most vehicles. Using HVO can reduce greenhouse gas emissions by up to 90% compared with fossil diesel, on a life-cycle basis, thereby significantly reducing Scope 1 GHG emissions.

HVO is already being used in Aéroports de la Côte d'Azur's vehicles. From 2026, its use will be offered to airport partners, initially on a trial basis, for their vehicles.

4.

Terminal 2 extension – geothermal energy and building energy performance

The Terminal 2 extension provided an opportunity to fundamentally rethink how the building is powered and heated. A geothermal system has been installed alongside the runway, making use of naturally occurring heat beneath the surface to heat and cool the building without relying heavily on fossil fuels. More than 500 photovoltaic panels have also been installed on the roof to complement the building's energy mix. Together, geothermal and solar energy will meet up to 20% of the building's energy needs.

5.

Tempered water loop

Nice Côte d'Azur Airport's Terminal 1 is now connected to a tempered water loop, enabling it to recover waste heat from the neighbouring wastewater treatment facility. This heating and cooling solution uses a low-carbon energy source, replacing conventional boilers, which have been fully removed since 2023.

6.

Upgrading heating, ventilation and air conditioning systems (HVAC)

As part of the Terminal 2 extension, the airport has undertaken a complete overhaul of its heating, ventilation and air conditioning (HVAC) systems, with the aim of:

- Reducing energy consumption
- Optimising airflow
- Using more energy-efficient systems
- Reducing refrigerant gas leakage

The latter is particularly important when calculating the Group's Scope 1 and 2 carbon footprint. Leaks of refrigerant gases with a high global warming potential (GWP) can have a significant impact in a very short time. For example, the leakage of one kilogram of a high-GWP refrigerant gas is equivalent to two tonnes of CO₂. The policy of Aéroports de la Côte d'Azur is therefore now to use HVAC units using refrigerant gases with a low GWP.

To further improve the building's energy performance, the Terminal 2 extension was designed to high low-carbon standards. The extensive use of timber and recycled materials, including recycled plastic acoustic insulation, are some of the features that make it an example of energy performance.



Locally absorbing residual emissions

Reducing Scope 1 and 2 emissions remains the primary lever in our Net Zero Emissions pathway. For residual emissions, we have chosen a local carbon removal approach, which is more traceable and more closely aligned with our regional presence.

431 tCO₂e absorbed in 2025 through carbon removal credits

30,452 trees planted since 2020

29 ha total area planted

6,600 trees planted in 2025 to regenerate two fire-damaged plots

117 tCO₂e/year estimated annual carbon sequestration by 2030, based on projects carried out through 2025

40% estimated share of residual Scope 1 and 2 emissions to be absorbed locally by 2030 through projects already implemented

Addressing residual emissions after reduction

As part of its decarbonisation strategy, integrated into the Azur 2030 Strategic Plan, the Group has chosen a local carbon removal policy for residual Scope 1 and 2 GHG emissions where these emissions cannot be further reduced or are unavoidable. This approach also meets the requirements of Level 5 Airport Carbon Accreditation (ACA), which calls for the use of credible carbon removals for residual emissions.

A strategy to neutralize Scope 1 and 2 emissions without resorting to avoidance-based offsetting.

In 2025, the Group removed a total of 431 tCO₂e, enabling it to achieve Net Zero Emissions for Scopes 1 and 2 through carbon removal credits. These credits come from two French projects validated by ACI Europe. Details of the projects are available on the RAINBOW website.

- The first project, developed by Vest Construction Technologies, focuses on the production of modular, bio-based buildings and represents 298 tCO₂e*.
- The second project, developed by Manufacture Bois Paille, produces prefabricated construction components using locally sourced, bio-based straw and timber and represents 133 tCO₂e **.

Carbon sinks close to our airports

The Group is continuing to capture its residual emissions through its own projects. That is why, since 2020, the Group's carbon removal projects have involved reforestation damaged or sparsely wooded areas within a 50-kilometre radius of one of its three airports. Keeping these projects close to the airports is a deliberate choice by Group management, reflecting its strong commitment to the regions in which it operates.

* The Carbon Credit serial numbers associated with this project are: RIV-FR-9-RMV-2023-c423b/257:271, RIV-FR-9-RMV-2023-c423b/316:326, RIV-FR-9-RMV-2025-ba36d/15:132, RIV-FR-9-RMV-2025-a7747/10:131, RIV-FR-9-RMV-2025-a7747/10:131, RIV-FR-9-RMV-2025-a7747/10:131. ** The Carbon Credit serial number associated with this project is: RIV-FR-14-RMV-2024-637e6/119:251

Since 2020, the Group's carbon removal projects have focused on reforestation damaged or sparsely wooded areas.

The programme has been carried out in partnership with the French National Forestry Office (ONF) and local authorities since 2020, under a tripartite agreement. This approach continued in 2025 with the planting of 6,600 trees to regenerate two fire-damaged plots covering 5.5 hectares in the Pali and Roubion areas. These projects bring the total planted area to 29 hectares, with 30,452 trees planted, following similar projects in Val Daluis, Carros, Séranon and La Ratonnière since 2020. Where suitable initiatives are available, projects are certified under the Label Bas Carbone, France's national low-carbon label, with more than 12 hectares certified to date. All projects have a quantified estimate of carbon sequestration, calculated by the ONF and included in the relevant agreements.

Why prioritise local projects?



TRACEABILITY

Projects supported by French public-sector frameworks.



CREDIBILITY

Potential use of the Label Bas Carbone, a national framework overseen by the French government.



LOCAL CO-BENEFITS

Biodiversity, post-fire forest regeneration, erosion prevention and ecosystem services..

Scaling up local carbon removal

Carbon sequestration can be counted from five years after planting, meaning the first forests planted will begin generating measurable removals from 2026. By 2030, annual carbon sequestration is expected to reach 117 tCO₂e, based on projects carried out through 2025. This represents an estimated 40% or more of residual Scope 1 and 2 emissions at that date. Bridging this gap will require additional hectares to be planted locally in order to fully remove residual emissions and eliminate the need to purchase carbon removal credits.



Map of the 15 voluntary tree-planting projects led by Aéroports de la Côte d'Azur since 2020



Scope 3: the collective challenge of decarbonisation

Scope 3 accounts for the majority of the Group's carbon footprint. It covers emissions associated with aircraft, access to the airports, procurement, investments, waste, travel and third-party activities. Because Scope 3 depends largely on decisions shared with airlines, airport partners, local authorities, suppliers and the wider aviation industry, reducing these emissions is our main climate challenge. In 2025, achieving Level 5 Airport Carbon Accreditation at Nice Côte d'Azur was accompanied by an auditable roadmap to 2050, targeting a 90% reduction in Scope 3 emissions compared with 2024.

2050 Target year of the auditable Scope 3 reduction roadmap

-90% Expected reduction by 2050 compared with the 2024 baseline, in line with the requirements for ACA Level 5

2% → 70% Increase in the mandatory share of SAF in fuel supplied between 2025 and 2050

60% Target share of aircraft movements operated by airlines committed to the Science Based Targets initiative (SBTi)

5% Target share of parking spaces equipped with EV charging points by 2027

SCOPE 3: EMISSIONS ACROSS THE ENTIRE VALUE CHAIN

Scope 3 covers all indirect upstream and downstream GHG emissions across the Group's value chain that are not included in Scopes 1 and 2.

What does this scope include?

1.

Aircraft-related emissions (departures and arrivals)

This category is divided into three components:

- APU (Auxiliary Power Unit): The APU is an aircraft's auxiliary power unit. It is a small turbine, generally located in the aircraft's tail, used on the ground to provide electricity and compressed air for air conditioning or engine start-up, without using the main propulsion engines.
- LTO cycle (Landing and Take-Off cycle): This category covers all phases in the vicinity of the airport, below 3,000 ft (approximately 915 m): approach, landing, taxiing and take-off. This standard classification is defined by the ICAO (International Civil Aviation Organization).

- Half cruise: Half of the CO₂ emissions generated during the cruise phase of flights departing from or arriving at the airport. This is the largest source of emissions in the overall footprint. The approach is consistent with Airport Carbon Accreditation. But why "half"? Responsibility for cruise emissions is shared between the departure and arrival airports. Each airport is therefore allocated 50% of the cruise emissions.

2.

Non-aircraft emissions across eight main categories

- Access to the airports (passengers and third parties): This category covers ground travel to and from the airports by passengers, accompanying persons and stakeholders, including taxis/private-hire vehicles, private cars, public transport, shuttles and other forms of mobility. It is the largest source of non-aircraft emissions.
- Purchases of goods and services: This includes goods and services consumed by the Group, including operations, maintenance and external services.
- Purchases of capital goods: This covers buildings, equipment, construction works and infrastructure, and therefore includes the Group's investments.

- Employee commuting to and from their place of work.
- Business trips and travel other than commuting.
- Waste generated by activities: passengers, airlines, retail outlets and third parties.

This category covers the treatment and end-of-life management of waste arising from operations, including sorting, collection, recovery and disposal.

- Third-party emissions: This category covers the Scope 1 (direct) and Scope 2 (indirect) emissions of all service providers and tenants operating within the airport areas.
- Fuel- and energy-related activities: This includes upstream emissions associated with the production and transportation of energy, excluding Scopes 1 and 2.

Scope 3 encompasses indirect emissions across the entire value chain and therefore requires action involving all stakeholders.

A change of scale compared with direct emissions

Scope 3 is the main challenge of the Group's climate strategy and, more broadly, of decarbonising the airport sector, for one simple reason: its relatively large scale compared with Scopes 1 and 2.

In 2025, Scope 3 emissions amounted to 1,019,935 tCO₂e including:

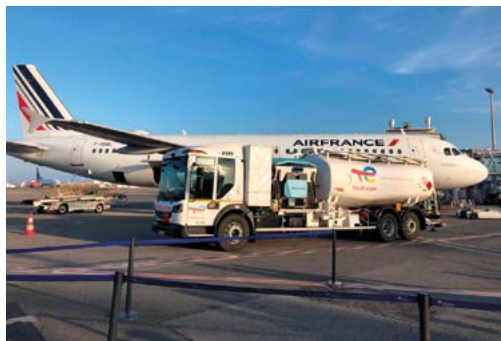
- **945,029 tCO₂e** aircraft-related emissions
- **74,906 tCO₂e** non-aircraft emissions

For comparison, Scope 1 and 2 emissions amounted to 431 tCO₂e in 2025, representing just 0.02% of total emissions when Scope 3 is included.

An auditable roadmap to 2050

For Nice Côte d'Azur Airport, achieving Level 5 required the formalisation of an auditable roadmap to 2050, with a decarbonisation pathway targeting a 90% reduction compared with the 2024 baseline, including aircraft emissions, as well as the development of a partnership plan with third-party stakeholders aimed at decarbonising their activities.

The airport must therefore demonstrate how its future Scope 3 GHG emissions will be reduced through levers beyond its direct control, by mobilising the wider ecosystem — airlines, aircraft and vehicle rental companies, transport operators, taxis/private-hire vehicles, public authorities, energy suppliers, local authorities, manufacturers and others — and aligning with aviation sector policies.



FOUR LEVERS TO REDUCE AIRCRAFT-RELATED EMISSIONS

The main focus is the decarbonisation of aircraft operations, as aircraft-related emissions account for 93% of Scope 3 GHG emissions. The Group's approach is based on four complementary areas of action, in line with Destination 2050, the European roadmap for decarbonising the aviation sector:

1.

Scaling up regulatory and partnership action on sustainable aviation fuel

In accordance with the ReFuelEU Aviation Directive, the mandatory share of SAF in fuel supplied at airports is set to increase progressively: 2% in 2025, 6% in 2030, 20% in 2035, 34% in 2040, and at least 70% in 2050.

The Group's role in delivering this commitment is to prepare the necessary infrastructure and facilitate supply.

What is SAF?

SAF (Sustainable Aviation Fuel) is a sustainable aviation fuel made from non-fossil resources such as used cooking oils, agricultural residues, organic waste and renewable electricity (for e-fuels). Its chemical similarity to conventional kerosene means that it can be used without modifying aircraft or infrastructure.

Its main benefit is its potential to significantly reduce GHG emissions across the life cycle, by up to 90%, depending on the type of SAF and its production method.

2.

Preparing for technological breakthroughs in aviation

The second pillar focuses on the technological breakthroughs expected in aircraft design and propulsion systems: hydrogen, electric or hybrid aviation (for example in business aviation), and radically redesigned aircraft architectures. These technologies are still at the research and demonstration stage and are expected to start delivering an impact from around 2035–2040. According to Destination 2050, their contribution remains limited by 2030 (0–2%), becomes significant by 2040 (5–8%), and reaches 10–15% emissions reductions by 2050. Here too, the Group's role will be to adapt ground infrastructure (power supply, access, etc.) and participate in European programmes such as Clean Aviation and SESAR.

3.

Progressive renewal of aircraft fleets

Accelerating fleet renewal is an immediate and cumulative emissions-reduction lever, driven by the introduction of aircraft that are 20–30% more fuel-efficient than previous generations. This dynamic makes it possible to rapidly capture energy-efficiency gains from next-generation engines, lighter structures and improved aerodynamics.

4.

Continuing to optimise operations

Some measures have already been implemented this year, including extensive work to optimise flight paths and taxiing times. The Group works closely with airlines, ground handlers and the Air Navigation Services Directorate (DGAC) to further improve flight paths, particularly departure procedures, the crossing of the coastline and continuous descent operations. The aim is also to limit APU use, through reduced operating times and the deployment of dedicated monitoring cameras, and to roll out electrified aircraft stands equipped with dedicated 400 Hz and 50 Hz power supplies.

Destination 2050 estimates that technological breakthroughs in aviation could deliver emissions reductions of 10–15% by 2030, 20–25% by 2040 and around 25–30% by 2050, once fleet renewal is largely complete. The Group can support this transition through incentive schemes, capacity management and infrastructure adaptation.

The Group encourages airlines serving its airports to commit to the SBTi (Science Based Targets initiative) in order to give their decarbonisation pathways a robust scientific basis. Its target is for 60% of aircraft movements to be operated by airlines that have made this commitment. The majority of Scope 3 GHG emissions reductions associated with aircraft are expected to come first from alternative fuels (SAF), followed by technological developments in aircraft. For Nice Côte d'Azur Airport, the target is a 91% reduction in aircraft-related emissions by 2050 compared with 2024.



Progress already under way

Introducing Continuous Descent Operations (CDO)

Following work to optimise aircraft taxiing times, Nice Côte d'Azur Airport continued its collaboration with airlines in 2025 through the introduction of Continuous Descent Operations (CDO). This initiative is the result of detailed analysis and refinement of aircraft approach procedures.

CDO has a dual objective: reducing both aircraft noise and, above all, CO₂ emissions. Instead of descending in a series of low-altitude steps — which requires greater engine thrust and therefore higher fuel consumption — aircraft remain at cruising altitude for longer before making a continuous, uninterrupted descent. This approach helps reduce aircraft-related Scope 3 GHG emissions. For an Airbus A320, the estimated saving is 218 kg of CO₂ per landing.

Tighter controls on APU use and the launch of the APU-CAM programme

Another key development in 2025 was the introduction of a new Prefectural Order reducing the maximum permitted use of Auxiliary Power Units (APUs) from 15 minutes to 10 minutes, helping to limit reliance on these highly emitting auxiliary engines. At the same time, the Group launched the APU-CAM project, which will be rolled out through to 2028. The system uses automated multispectral imaging (visible and infrared) to monitor aircraft APU use in real time, immediately detecting unusual operation and helping to reduce unnecessary use. Combined with the continued electrification of aircraft stands, these measures deliver immediate benefits by reducing local emissions and contributing to the gradual reduction of an emissions source that represented more than 17,600 tCO₂e in 2025.

REDUCING NON-AIRCRAFT EMISSIONS

Beyond aircraft operations, the Scope 3 pathway also depends on everyday activities: access to the airports, procurement, waste, travel and partner operations. These are all areas where Aéroports de la Côte d'Azur can make a difference through incentives, coordination and the continuous evolution of its own practices.

1.

Access to Nice Côte d'Azur Airport

Improving multimodal access to the airport is central to the Group's strategy for reducing Scope 3 GHG emissions. A key project is the creation of the Western Nice Metropolitan Multimodal Interchange Hub, located just 500 metres from the airport. Already served by regional rail services, numerous bus and tram routes and a park-and-ride facility — and with a future high-speed rail (TGV) station planned — the hub will encourage more passengers, partners and employees to travel using lower-carbon transport. The airport will support this shift by offering Air & Rail products, making connections between rail and air travel smoother and more convenient for passengers. The Group

also plans to install EV charging points across its airport car parks to support electric vehicle use, while launching a working group with taxi and private hire vehicle operators to encourage the electrification of their fleets.

Access to the airport accounts for 4% of total Scope 3 emissions, making it the largest non-aircraft emissions source. The Group is targeting an 89% reduction in these emissions by 2050.

BY 2027

Equip 5% of parking spaces across the Group's airports with EV charging points.

2.

Procurement and the partner ecosystem

To engage all its partners and suppliers in the decarbonisation journey, the Group is finalising a SPASER (Scheme for the Promotion of Socially and Environmentally Responsible Procurement) and introducing ambitious ESG clauses into future procurement contracts. These clauses may include requirements relating to carbon footprint, energy sources, life cycle assessment, and the end-of-life management of the products and services provided. For capital investments, the Group also plans to adopt a whole-life cost approach, assessing investments not only on their purchase price but on the total costs and benefits over their entire life cycle. This includes operating, maintenance, energy, replacement and end-of-life costs, as well as efficiency and performance gains. The approach makes it possible to select the most effective, sustainable and economically sound solutions over the long term, even where they involve a higher initial investment.

In support of these efforts, Nice Côte d'Azur Airport coordinates a Partners' Club, bringing together all organisations operating on the airport platform to share information and drive environmental initiatives. This initiative will be extended to Cannes Mandelieu Airport and Golfe de Saint Tropez Airport, helping to strengthen environmental commitments across all three airport platforms.

3.

Other areas of action

Alongside these initiatives, the Group is also working to reduce other residual Scope 3 GHG emissions, including:

- Business travel, with the objective of offsetting 100% of emissions through SAF credits by 2030 (40% from 2026).
- Waste reduction, through the implementation of the Group's waste management and circular economy policy.
- The supply of renewable electricity, backed by Guarantees of Origin, to third parties operating on the airport platforms, enabling them to account for these purchases in their own Scope 2 carbon inventories.

Progress already under way

Improving the quality of data from the "Passenger Access" questionnaire

To reduce uncertainty in the assumptions and data used to calculate emissions from access to the airport platforms, the Group carried out a comprehensive review of its Passenger Access Survey (Access PAX) in 2025. This key survey, used to understand how passengers travel to and from the airport, now includes more detailed questions on mobility patterns, including public transport, car sharing, active travel, vehicle hire and vehicle powertrains. The revised questionnaire is expected to significantly reduce uncertainty in this emissions source, which accounts for more than 57% of all non-aircraft emissions. This work forms part of the Airport Carbon Accreditation Level 5 requirement for a robust and auditable emissions inventory.

Promoting sustainable mobility and supporting hybrid working

The Group also continued to encourage more sustainable commuting by introducing a Sustainable Mobility Allowance for employees, promoting active and shared modes of transport such as cycling, car sharing and public transport. This financial incentive is complemented by a structured hybrid working policy helping to reduce commuting journeys. Although employee commuting represents a relatively small share of overall emissions, these measures reinforce the coherence of the Group's wider CSR strategy while contributing to the reduction of Scope 3 emissions while improving employees' quality of life.

MILESTONES FOR TRACKING EXPECTED EMISSIONS REDUCTIONS

The initiatives outlined above provide the Group with a clear pathway towards its CAP 2050 Scope 3 reduction roadmap, which targets an overall 91% reduction in Scope 3 emissions.

Year	Aircraft emissions	Airport access emissions	Mixed residual emissions	Total emissions
2030	-28%	-8%	-14%	-27%
2040	-63%	-31%	-65%	-61%
2050	-91%	-89%	-78%	-91%

The roadmap is ambitious. To deliver it, we have chosen to focus first on the areas within our direct control, while building on the progress that will be driven by legislation, the aviation sector and our partners.

The projected emissions reductions presented here are based primarily on two reference studies:

- Destination 2050, the aviation sector decarbonisation roadmap developed by Europe’s five leading aviation industry associations.
- Scenario 2 of the “Transition 2050” study by the ADEME (Agence de l’environnement et de la maîtrise de l’énergie), which assumes increased car sharing and greater use of public transport, alongside improvements in vehicle energy efficiency.

Our role in reducing Scope 3 emissions

- PREPARING AIRPORT INFRASTRUCTURE
- FACILITATING THE SUPPLY OF SUSTAINABLE AVIATION FUEL (SAF)
- ELECTRIFYING AIRCRAFT STANDS
- ENCOURAGING AIRLINES TO REDUCE THEIR OWN EMISSIONS
- OPTIMISING FLIGHT PATHS AND TAXIING TIMES
- MOBILISING AIRPORT PARTNERS
- EMBEDDING RESPONSIBLE PROCUREMENT
- SUPPORTING MULTIMODAL ACCESS TO THE AIRPORT



Quality of Life: Measuring, explaining, taking action

Because an airport is an infrastructure facility that is open to the city, and because it operates within an inhabited area, our environmental responsibility also extends to local impacts: air quality, noise environment, water management and biodiversity. Taking action means relying on robust measurements, accessible data, dialogue mechanisms and concrete initiatives to reduce impacts and preserve resources. This approach aims to provide an objective assessment of situations, strengthen transparency and ensure that improvements to the quality of life are sustained over the long term.

100% → 17.5% Reduction in Antibes overflight rate via the RNP Z procedure: 100% in 1987, 20% in 2015, 17.5% in 2025

11 Environmental trajectory breaches recorded in 2025 by the DSAC (French Civil Aviation Safety Directorate)

€40,000 Maximum fine per infringement

7 Fixed noise monitoring sensors around Nice Côte d'Azur

99.6% Sensor availability rate in 2025

2,862 Homes supported through the soundproofing programme (+44 compared with 2024)

3.5 months Average processing time for soundproofing applications in 2025, compared with 5.5 months in 2023

Environmental responsibility at the heart of the local community

The Group has structured its strategy around four complementary priorities:

- Reducing greenhouse gas emissions and adapting to climate change
- Preventing pollution arising from the actual and potential impacts of its activities (air, water, soil and hazardous substances)
- Using natural resources sustainably (energy, water and raw materials)
- Preserving and enhancing biodiversity and ecosystems across its airport platforms

The daily experience of local residents, as well as the environmental quality of the region, is based on the same underlying principle: measure accurately, explain clearly, act sustainably.

Air quality, noise environment, water and biodiversity: four local dimensions of our environmental responsibility

Air quality: providing objective data to report transparently

For an airport infrastructure operator, the priority is to rely on robust, independent and accessible measurement systems in order to objectively assess the situation and report transparently.

As part of its CSR approach, the Group has formalised a clear commitment for 2025: "Ensure that pollutant measurements are validated and published by AtmoSud and made available to the general public." This reliable and independent measurement approach is essential to achieving its targets for reducing pollutant emissions linked to aircraft ground operations by 2030.

AtmoSud

Breathing better air

A trusted third party: AtmoSud and public access to data

At regional level, air quality monitoring and information rely on AtmoSud, a state-approved organisation whose remit includes the deployment and maintenance of monitoring stations, compliance verification and public information.

The partnership with AtmoSud therefore ensures the use of certified measurement standards, protocols and instruments.

Aéroports de la Côte d’Azur has been working with AtmoSud and funding noise measurement campaigns for around twenty years, through both targeted studies and continuous monitoring (fixed monitoring station) at and around the Nice airport site.

Accessible and understandable data

Measurement data is made available through AtmoSud’s data visualisation tools. The “Station Measurements” page namely provides the following details:

- Visualisation by monitoring station or pollutant
- Hourly updates from automatic monitoring equipment
- A distinction between real-time data that has not yet been validated and verified data

Multiple sources, a consolidated approach to interpretation

At an airport platform such as Nice Côte d’Azur Airport, several sources overlap (nearby road traffic, ground operations, aviation activities, etc.), making it sometimes difficult to isolate an “aircraft-related” contribution based solely on conventional pollutants.

For example, AtmoSud highlights that, for nitrogen oxides, results show a predominance of road traffic sources, making it complex to distinguish the contribution of aviation activity for this pollutant.

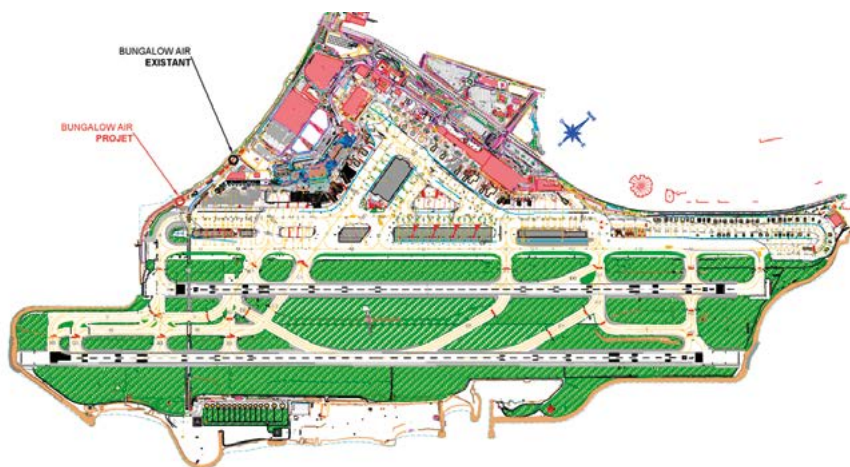
Why also monitor ultrafine particles (UFPs)?

To better characterise the specific features of airport environments, monitoring has progressively focused on increasingly fine particles — from PM10 and PM2.5 through to ultrafine particles (UFPs) (diameter < 0.1 µm).

AtmoSud explains that, in an airport context, scientific research generally attributes aircraft-related particles to sizes in the range of 10 to 20 nm (mainly 14 nm according to their latest studies), making UFPs a potentially robust indicator of airport activity.

The Nice Côte d’Azur Airport monitoring station has continuously measured UFPs since 2023, providing data on both “typical” levels and unusual episodes. The decision to monitor UFPs was made voluntarily by Nice Côte d’Azur Airport, which funds this measurement campaign.

2026 OBJECTIVE: RELOCATING THE NOISE MONITORING STATION TO IMPROVE REPRESENTATIVENESS



A project to relocate the noise monitoring station was approved in 2025 and will be carried out in 2026. The objective: to improve measurement accuracy and representativeness.

The new location will be closer to the runways and will be validated through an AtmoSud study.*

* The results of the AtmoSud study conducted from 16 October 2025 to 8 January 2026 will be made publicly available on its website.

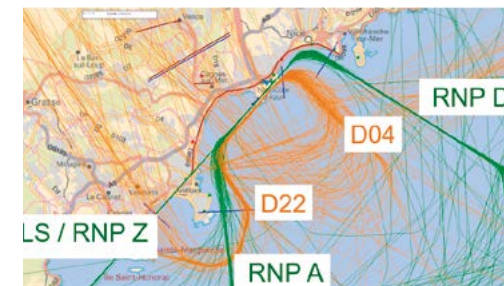
NOISE ENVIRONMENT: REDUCING IMPACTS, MEASURING, ENGAGING IN DIALOGUE

Improving the noise environment is a key expectation among local residents and public authorities. This is why the Group is taking a structured approach: reducing exposure at source (through flight paths and procedures), objectively assessing performance (through measurements and statistics), and ensuring transparency with stakeholders.

1.

Reducing Exposure at Source

Flight paths are designed to limit impacts on populated areas. Noise reduction begins with the design and use of flight paths and procedures intended to minimise overflights of urban areas, whenever safety and operational conditions allow. Nice Côte d'Azur Airport has implemented monthly statistical monitoring of approach procedures (see diagram opposite: distribution between RNP A / RNP Z / RNP D flight paths), which is presented and shared with the Environmental Advisory Committee (Commission Consultative de l'Environnement – CCE). This monitoring provides an objective assessment of



procedure usage and supports ongoing dialogue with stakeholders.

Improving the noise environment is a long-term process driven by the evolution of flight paths. A key example is the progressive reduction in overflights of Antibes (through the procedure known as RNP Z). Procedures and technological developments have reduced the proportion of flights overflying Antibes from 100% in 1987 to 20% in 2015, and then to 16% in 2025. The other approach paths (RNP A and RNP D) fly over the Mediterranean Sea, thereby reducing the number of local residents exposed to aircraft noise.

Work is continuing to further reduce the rate of overflights of Antibes — which is currently mandatory, for example, in poor weather conditions — by involving all relevant stakeholders, including residents' associations and public authorities. One of the ways to avoid the RNP Z procedure involves technologies requiring crew training and specific aircraft equipment.

LOWER-NOISE FLIGHT PATHS, COMPLIANCE MONITORING, NOISE SENSORS AND SUPPORT FOR LOCAL RESIDENTS

Continuous descent approach: a “noise + environment” solution.

Optimised arrival procedures, including continuous descent operations, are a recognised solution for reducing noise exposure by limiting level segments and thrust increases during approach.

This measure, approved in 2025, also has the advantage of reducing greenhouse gas emissions from each flight due to lower kerosene consumption.

Ground optimisation reduces noise exposure linked to operations.

In addition to flight paths, optimising ground operations (traffic flow management, reducing aircraft idle times, optimising the use of contact stands and reducing auxiliary power unit operating times) helps control noise impacts. It also provides environmental benefits when equipment operating times are reduced. In 2025, following a trial phase, Nice Côte d’Azur Airport deployed four APU cameras (APU-CAM) to measure APU operating times across 21 aircraft stands. Deployment will continue until 2028.

2.

Managing Operations and Monitoring Non-Compliance

A regulatory framework has restricted operations for several years.

Reducing noise disturbance for local residents is based on strict requirements introduced by the Group for airlines operating at its airports:

- Nighttime bans on the noisiest aircraft
- Mandatory compliance with take-off and landing procedures
- Mandatory compliance with operating instructions for the Kilo apron
- Ban on engine testing between 9 pm and 6 am

Technological advances in aircraft also directly contribute to reducing noise impacts. One illustrative example: take-off noise measurements at Nice West are lower for a recent A320 NEO (71 dB) compared with a legacy A320 (75.5 dB).

Monitoring Compliance with Procedures

The effectiveness of flight paths and procedures depends on their implementation.

In 2025, the Environmental Advisory Committee (Commission Consultative de l’Environnement – CCE) reported 11 environmental non-compliance incidents identified by the French Civil Aviation Safety Directorate (Direction de la Sécurité de l’Aviation Civile – DSAC). These were mainly linked to non-compliant flight paths or procedures (deviations from expected trajectories, route deviations and low-altitude overflights) without valid justification. Such breaches are generally followed by a fine issued to the airline responsible (up to €40,000 per infringement).

Open Monitoring of Flight Paths and Noise Levels

The airport provides a public flight path visualisation tool for commercial flights, enabling users to view flight paths and noise levels within a framework defined by the regulator:

- Flight paths visible within a 60 km radius and up to 20,000 ft (20,000 feet = 6,096 m)
- Data published with a 30-minute delay
- Information available includes noise level data



The flight path visualisation tool is available at:

<https://aerovision.nice.aeroport.fr>

3.

Measuring Results

The seven fixed monitoring sensors located around the Nice Côte d’Azur airport site and as close as possible to aircraft flight paths have made it possible to measure the improvements achieved, by comparing average background noise levels and average aircraft noise levels between 2025 and 2024. Sensor availability reached 99.6% in 2025. Two new monitoring sensors will be installed in Antibes in 2026 and then at Cap d’Antibes in 2027. A mobile sensor is also available for targeted analysis. It will notably be deployed in Villeneuve-

Loubet in 2026 to monitor the effectiveness of the new working method for 04 North departures, which ensures higher altitudes and should help demonstrate the reduction in aircraft noise in this area.

4.

Listening to and Supporting Local Residents

To address local residents’ concerns with rigour and consistency, the Group relies on a structured system for listening to and handling requests, which is presented to the Environmental Advisory Committee (Commission Consultative de l’Environnement – CCE).

In Nice, this system is based on a single point of contact that centralises enquiries and, where necessary, coordinates discussions with the relevant authorities (SNA / DSAC), in order to provide a comprehensive, centralised and consistent response.

5.

Soundproofing Homes

The Group manages a support scheme for soundproofing local residents’ homes, helping to fund works designed to reduce noise exposure inside residential properties.

Support is granted subject to certain conditions, including:

- The property must be located within the Noise Disturbance Zone (Plan de Gêne Sonore – PGS)
- The building permit must pre-date the publication of the Noise Exposure Plan (Plan d’Exposition au Bruit – PEB), i.e. before 5 April 1976

The scheme generally covers 80% of the cost of eligible works (acoustic assessment and improvement works). This support is subject to a maximum cap and may cover up to 100% of costs depending on household income conditions. The scheme follows a structured application process: administrative application, acoustic assessment, quotation submission, review by the airport, approval by the Residents’ Support Advisory Committee (Commission Consultative d’Aide aux Riverains – CCAR), completion and inspection of works, payment of the grant.

The processing time, calculated from approval to carry out the acoustic assessment (once eligibility has been confirmed) to the inspection of completed works, has been significantly reduced, from an average of 5.5 months in 2023 to 3.5 months in 2025.

Monitoring point	Average background noise (dB)	Average aircraft noise 2024 (dB)	Average aircraft noise 2025 (dB)	Change 2025 vs 2024
1 — Antibes Plant Nursery	54	70.5	70	-0.5
2 — Le Bacon Restaurant (Cap d’Antibes)	55	62	62	0
3 — Nice City Hall	60	68	68	0
4 — Mont Boron School	54	60.5	60.5	0
5 — Nice Côte d’Azur Airport	71	77	76	-1
6 — California Building	65	75	74.5	-0.5
7 — Saint-Jean-Cap-Ferrat Semaphore Station	52	58.5	58	-0.5

Complaint Statistics

At the Group level, 2025 data on the handling of complaints shows contrasting situations across the different airport platforms:

CANNES MANDELIEU AIRPORT

Cannes Mandelieu Airport accounts for the vast majority of complaints (24,548 complaints in 2025, representing 98% of the total), with a structurally high number of complaints relative to activity levels (352 complaints per 1,000 movements), despite a decrease in the number of complainants (115 compared with 147 in 2024). This represents a ratio of 37 complaints per complainant. It reflects a pattern of repeated complaints relating to concentrated events during the summer period and can be explained in particular by the airport's geographical location, surrounded by populated areas.

NICE CÔTE D'AZUR AIRPORT

The trend is different: the number of complaints increased (500 in 2025) but remains moderate compared with the number of movements (3 per 1,000 movements), and complaints were submitted by a stable number of complainants. This situation mechanically explains the increase in the number of complaints per complainant (5.7 in 2025 compared with 2.6 in 2024), which may reflect more regular use of the channels and tools made available by the

airport. The majority of complaints originate from Antibes, linked to the RNP Z flight path described above, which passes over the town.

The complaint data highlights contrasting situations across the different airport platforms.

GOLFE DE SAINT-TROPEZ AIRPORT

Indicators remain low and are declining: 28 complaints in 2025 (compared with 37 in 2024), 14 complainants (compared with 34), and the ratio of complaints per 1,000 movements decreased from 4.5 to 3.3.



WATER AND BIODIVERSITY: PROTECTING RESOURCES, RESTORING HABITATS WHILE ENSURING AVIATION SAFETY

Across airport platforms, the preservation of water resources and biodiversity is both a matter of regulatory compliance and a local environmental responsibility.

Our approach aims to reduce pressures on natural environments, restore habitats, manage water use sustainably and monitor impacts through indicators tracked over the long term.

1.

Biodiversity: recognised labels and a pathway for continuous improvement

Two Aérobio labels were obtained in 2025 for Cannes Mandelieu Airport and Golfe de Saint-Tropez Airport.

During the session held on 18 December 2025, two of the Group's airport platforms were awarded the Aérobio label following assessment and an independent decision by the Scientific Council of Aéro Biodiversité:

- Cannes Mandelieu: Aérobio Label – Level 2
 - Golfe de Saint-Tropez: Aérobio Label – Level 3
- Nice Côte d'Azur Airport aims to obtain Aérobio certification in 2026, with preparatory work already underway. The preparation process is structured around operational requirements and a continuous improvement approach.

The cessation of pesticide use and the implementation of a differentiated mowing plan are prerequisites for achieving the label. The management of Invasive Alien Species (IAS) is also assessed within the certification framework. Differentiated mowing reconciles biodiversity, aviation safety and security. Our mowing plan defines the zoning of areas and applies practices adapted to different priorities (aviation safety, wildlife hazard risk, security, controlled biodiversity and public access).

It identifies in particular six "controlled biodiversity" areas, covering a total of 19,430 m², representing 2% of the airport's total grassed area. The airport plans to carry out annual mowing in these areas (compared with three interventions currently), with feedback and assessment expected by the end of 2026.

What is the Aérobio label?

The Aérobio label, launched by the Aërobiodiversité association in 2020, aims to establish long-term biodiversity programmes at airports and aerodromes.

The label covers four key biodiversity areas:

- Biodiversity
- Staff involvement
- Communication
- Local engagement

Labels are awarded for a five-year period. Regular annual monitoring is carried out by the association during its site visits.

Our strengths according to the Aérobio Label Scientific Council (excerpts)

CANNES MANDELIEU

Comprehensive inventories, EUNIS (European Nature Information System) mapping, exemplary "input-free" management (fertilisers, pesticides, etc.) and refuge areas, strong commitment from management, and engagement with the local area through hosting school groups and partnerships with local agricultural stakeholders.

GOLFE DE SAINT-TROPEZ

Excellent knowledge and understanding of species and habitats, actions carried out with a constant focus on preservation, strong commitment from management, and the site's natural assets providing an excellent educational resource.

Since the beginning of 2025, the Group has voluntarily discontinued the use of glyphosate throughout the restricted area. It is also monitoring invasive alien species. Between 2022 and 2025, it assessed the presence and spread of 15 invasive alien species across the Nice airport site and will prioritise action on giant reed (*Arundo donax*)—because its rapid growth can affect visibility near the runways—and pampas grass (*Cortaderia selloana*), which has a high potential for spread.

NICE: 19,430 M²

of land designated as “controlled biodiversity” across 6 sites

80%

of abstracted water returned to the same aquifer

2.

Water: reducing losses and making greater use of alternative water resources

At an airport, water management requires a balance between operational needs, efficient water use, health protection and the preservation of natural environments. The Group’s environmental strategy includes a 2025 commitment to preserving water resources, with a particular focus on reducing water losses and making greater use of alternative water resources.

In compliance with the relevant Prefectural Orders, Nice Côte d’Azur Airport abstracts groundwater from the aquifer beneath its terminal buildings, with abstraction volumes steadily decreasing over the years thanks to improvements in the performance of its equipment. The water is abstracted downstream within the aquifer and does not reduce groundwater availability for the region’s drinking water supply or agricultural needs. Eighty per cent of the water abstracted is returned to the same aquifer in a manner that respects local ecosystems. The salinity of the water returned to the aquifer is monitored regularly.

What Are Alternative Water Resources?

Alternative water resources are water sources used in place of drinking water (e.g. recycled water, harvested rainwater and treated water) for specific purposes such as air conditioning systems, irrigation, cleaning and technical applications.





Drinking water is supplied from two boreholes located within the airport site, making Nice Côte d’Azur Airport independent of the public water supply network. Once used, this water is discharged into the wastewater network and conveyed to the neighbouring Haliotis wastewater treatment plant for treatment. The only exception is water used for fire prevention and firefighting

activities, which is not returned to the wastewater network. The stormwater drainage network is equipped with 23 oil separators and silt traps. These systems treat collected runoff by separating silt and hydrocarbon residues, ensuring that only treated water is discharged into the natural environment.

Monitoring Systems

Nice Côte d’Azur Airport takes all necessary measures to prevent any risk of water pollution. To this end, several systems provide continuous monitoring, including:

- Water sampling
- Continuous monitoring at several monitoring points
- Monitoring of water temperature and physico-chemical characteristics (turbidity, salinity, suspended solids, etc.)
- Monitoring and control of the saltwater wedge, i.e. the intrusion of saltwater into a freshwater body

The drinking water network is subject to more than 160 monitoring tests each year, covering a wide range of quality parameters.

Water Consumption (m³)

2025	Nice Côte d’Azur Airport	Cannes Mandelieu Airport
Total water consumption (m³)	2,276,745	23,390
Potable water consumption (m³)	161,299	19,042
Industrial water consumption (m³)	2,115,446	4,348
Volume of industrial water returned to the aquifer (m³)	1,648,793	N/A
Volume of water not returned to the aquifer (m³)	884,557	N/A

Recycled / Reused Water Volume (m³)

2025	Nice Côte d’Azur Airport
Percentage of industrial water returned to the aquifer	80%

PILLAR 2: EMPLOYEE HEALTH AND WELL-BEING

Health, safety and engagement: growing together as a team

An airport's performance is first and foremost driven by the women and men who ensure the continuity of operations, the safety of people and the quality of service every day. In 2025, Aéroports de la Côte d'Azur is strengthening its social pillar around three priorities: consolidating its health and safety culture, developing skills and career pathways, and advancing inclusion, diversity and quality of working life. This ambition is part of the Azur 2030 strategic plan and the company's corporate project, which places collective effort at the heart of the Côte d'Azur's influence and reputation.

The Group has formalised two commitments underpinning its social pillar



Employment, health and safety of employees and external workers across airport platforms



Employee engagement, development, well-being and inclusion

Our Social Objectives

2025

- Maintain the gender equality index score at a minimum of 90/100.
- Invest an average of 24 hours of training per employee per year.

2030

- Maintain the workplace accident frequency rate below 6.5 and the severity rate below 0.13.
- Establish equivalent indicators for value chain workers operating across airport platforms.

Workforce and Social Dynamics

As at 31 December 2025, the Group's workforce consists of:

639 CDI

permanent contracts

235

women
(36.8%)

404

men
(63.2%)

38%
managers

**WORKFORCE
STRUCTURE**

33%
employees

29%

supervisors and skilled staff

A SHARED SAFETY MINDSET

ISO 45001: A foundation integrated into the management system

In 2025, Aéroports de la Côte d'Azur strengthened the foundation of its health and safety performance by integrating ISO 45001 certification into its Integrated Management System (IMS). Achieved with no non-conformities at the first assessment, this certification confirms the maturity of the company's Occupational Health and Safety (OHS) practices and its commitment to prevention.

Beyond certification, the key challenge is cultural: making health and safety everyone's responsibility, for everyone, and embedding it as an operational and managerial reflex that supports business continuity, service quality and the trust of all stakeholders.

Indicators to guide prevention

Aéroports de la Côte d'Azur monitors accident and incident indicators to guide prevention efforts and identify appropriate corrective actions, following a continuous improvement approach. These indicators also provide the basis for maintaining the trajectory set out in the CSR strategy towards 2030.

Workplace Accidents in 2025

7.1 Frequency rate **0.47** Severity rate

Safety embedded in everyday operations

The prevention of workplace accidents is reflected in visible, regular actions that are embedded within day-to-day activities:

1.

"Safety Moments" to build shared awareness

Managers have been progressively involved through the introduction of regular safety discussions and routines. A total of 308 "Safety Moments" were delivered in 2025.

2.

Targeted prevention and collective action for road safety

Following the signature of the "7 Commitments for Safer Roads" Charter by the Executive Committee of the Aéroports de la Côte d'Azur Group in 2024, communication was shared with all Nice Côte d'Azur Airport stakeholders, inviting them to commit alongside the airport to improving road safety.

In addition, Road Safety Days were organised in November 2025, featuring awareness-raising workshops, including life-saving actions and first-aid awareness, interactive formats such as escape games, and a focus on driving electric vehicles.

3.

Systematic analysis and a learning loop

- Every workplace accident is analysed and, where appropriate, followed by a corrective action plan.
- Commuting accidents are analysed with an external partner to encourage open discussion and objectively identify risk factors.

Psychosocial risks and musculoskeletal disorders: two strengthened prevention priorities

The Group is strengthening its primary and secondary prevention measures, in line with its commitment to providing healthy and safe working conditions.

We are structuring and equipping our approach to the prevention of psychosocial risks (PSR).

In 2024, all managers — around 100 people — were trained in the "Prevent and Act for Working Conditions" approach. In 2025, this work continued through dedicated communication on the reporting procedure and escalation process, helping to improve the identification and management of psychosocial risks. In 2026, the Group plans to continue strengthening prevention efforts and embedding a shared culture, by rolling out half-day awareness sessions for all employees.



Tackling Musculoskeletal Disorders (MSDs) with Axomove

Prepared in 2025, this prevention, advice and support platform was officially launched in January 2026. It enables employees who wish to do so to access a free online assessment and remote consultations with a physiotherapist.

ISO 45 001

Certification achieved with no non-conformities at the first assessment

308 SAFETY MOMENTS

Delivered in 2025

APPROX. 100 MANAGERS

Trained in 2024 in the "Prevent and Act for Working Conditions" approach

JANUARY 2026

Official launch of Axomove for the prevention of MSDs

BRINGING THE EMPLOYER PROMISE TO LIFE

An employer brand with the ambition of the largest organisations and the spirit of a human-sized company

The Group embraces a distinctive identity: a "large small company" — a human-sized organisation that implements standards and initiatives comparable to those of major global groups. This positioning is reflected in its co-created Corporate Project, developed together with employees, and embodied in its employer promise:

"Join our human-sized company, enriched by the diversity of our professions and driven by the ambition of the largest organisations."

In 2025, the employer brand continued to be rolled out through a focus on managerial consistency, employee experience, external visibility of our professions, recognition, internal mobility, training and development.

Recognition, Social Connection and Employee Experience

Key achievements in 2025

- **Creation of "job spotlight" videos** (short employee interviews) to showcase the diversity of roles within the Group and strengthen both its attractiveness as an employer and employees' sense of pride and belonging.
- **Rollout of a new employee portal**, "Smart HR", providing direct access to personal information and simplifying updates.
- **Digitalisation of onboarding** through a structured integration process, designed to harmonise the arrival of new employees and support managers.

Beyond these new tools, the Group also organised its first "Employee Day" on 27 February 2025, bringing together partners (occupational health services, health insurance provider, employee benefits provider, company savings plan administrator, etc.) to make information and services more accessible and encourage interaction between all employees.



77%

positive responses in the 2025 internal survey

Over 80%

positive responses regarding trust in the company and pride in belonging

100%

OF EMPLOYEES BENEFIT FROM:

- An annual performance review
- A career development interview every three years
- An assessment of job-related skills every three years

4.7%

Share of payroll dedicated to training, above the regulatory requirement of 1%



Internal career development is actively encouraged: nearly 30% of positions filled in 2025 were filled through internal mobility.

Training and supporting employees throughout their careers

As part of its CSR approach, the Group has set itself the objective of investing an average of 24 hours of training per employee per year. To achieve this, it allocates an annual training budget equivalent to 4.7% of payroll, compared with the statutory requirement of 1%, and delivered the following in 2025:

- Nearly 16,000 training hours
- Nearly 1,900 training courses delivered
- Nearly 600 employees trained

This represents an average of approximately 25 hours of training per employee over the year. Beyond these figures, the Group structures individual career pathways through the Employment and Career Pathways Management Agreement (GEPP), signed in 2024 for a three-year period, with a new round of negotiations scheduled for 2026.

The Group therefore provides a structured development framework, mobility opportunities and particular support for individual progression.

Signs of social stability

This positive dynamic is reflected in workforce stability, with controlled employee turnover and a consistently low absenteeism rate.

4.7%

Employee turnover in 2025, including all departures.

3.3%

Employee turnover in 2025, excluding retirements.

2.67%

Absenteeism rate in 2025, below 3% for several years.

6.17%

Employment rate of employees with disabilities under the French BOETH obligation in 2025.

Finally, the Group continues its value-sharing policy through profit-sharing and incentive schemes, with agreements signed covering the 2025–2027 period (continuing arrangements that have been in place for more than 10 years).

Expanding the framework for inclusion and Quality of Working Life

On 30 December 2025, an Inclusion, Diversity and Quality of Working Life and Conditions Agreement (QVCT) was signed, establishing an operational framework and enabling the Group to go beyond legal requirements.

The agreement includes the identification of dedicated contacts, awareness-raising initiatives, measures supporting employees who are carers for relatives, social connection initiatives, and the promotion of corporate citizenship.

Further actions and commitments complement this agreement:

- Renewal of the Diversity Charter
- Renewal of the Corporate Parenthood Charter
- Appointment of a Disability Inclusion Officer and a Diversity Officer
- Participation in Quality of Working Life Week (16–20 June 2025)
- Duoday: hosting a young man with a disability to discover the reprography professions
- Internal distribution of awareness-raising videos

The Group has also focused on implementing its Senior Agreement, signed in July 2024, to provide better support for end-of-career transitions, encourage knowledge transfer and foster intergenerational collaboration.

This approach is aligned with one of the commitments of the Corporate Project: promoting the transfer of knowledge and strengthening collaboration.

Gender equality: maintaining momentum

Aéroports de la Côte d'Azur achieved a gender equality index score of 100/100 over the previous three reference years. In 2025, the score was 90/100.

This change is explained by a mechanical effect linked to numerous internal moves within the Technical Department, a traditionally male-dominated department. These resulted in a higher number of promotions and salary increases being awarded to men during the reference period. These figures do not reflect any decline in the Group's gender equality policy, which remains committed to maintaining a score of at least 90/100.

It should also be noted that the Group has a specific governance profile: the Executive Committee (COMEX) is more female than male, comprising five women and four men.

Disability inclusion: actions delivering results

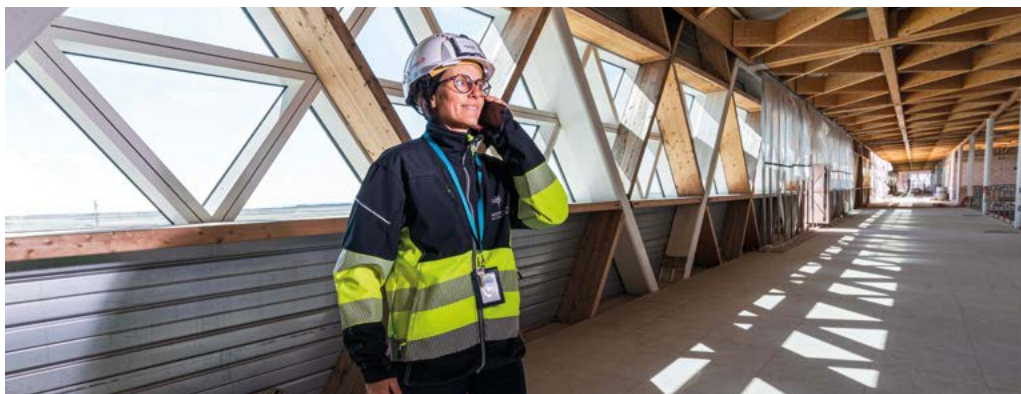
Launched in 2023, the Disability Inclusion policy was strengthened in 2025, with continued support measures and workplace adjustments implemented in partnership with Agefiph.

A key achievement: no financial contribution was required in 2025, reflecting the effectiveness of the structured actions implemented over many years.

The Group is committed to maintaining a target of at least 4% employment of people with disabilities by 2030, in line with its CSR commitments.

Social performance aligned with its ambition

In 2025, the Group reaffirmed a strong belief: sustainable performance begins with quality working conditions, trust and a sense of belonging. Through a demanding ISO 45001 framework, practical prevention initiatives, sustained investment in skills development, and a structured Inclusion, Diversity and Quality of Working Life and Conditions Agreement (QVCT), the Group is building a social model consistent with its identity. For employees, the message is clear: everyone has a role to play in the success of Azur 2030 and in delivering the Group's vision: responsible, welcoming and innovative airports serving the influence and appeal of an exceptional region.



“Our ambition:
To provide a working
environment and
conditions worthy
of the largest
organisations.”

Valérie Broutin,
Human Resources Director

30 DECEMBER 2025

Signing of the Inclusion, Diversity and Quality of Working Life and Conditions Agreement (QVCT)

90/100

Gender equality index score in 2025

5 WOMEN / 4 MEN

Composition of the Executive Committee (COMEX)

Governing **through trust**

CSR performance is built on one central requirement: building trust.

Passenger trust in a seamless, safe and attentive experience; airline and partner trust in operational resilience; and shareholder, financier, local authority and regulator trust in risk management, ethics and compliance. In line with the Azur 2030 strategic plan, this requirement translated in 2025 into more integrated management through the Integrated Management System, strengthened EcoVadis recognition, structured security and cybersecurity arrangements, and a continued focus on customer experience.

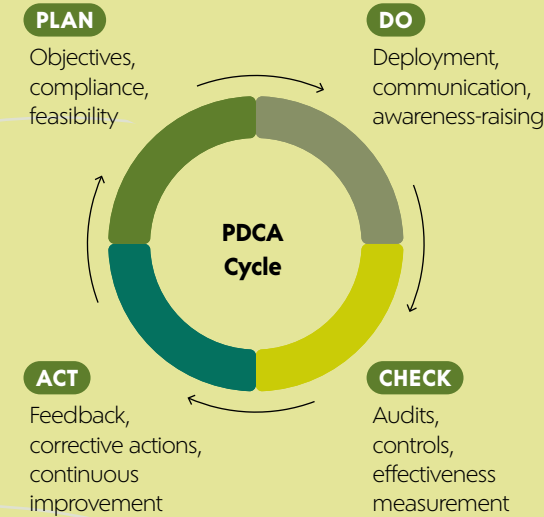
Integrating CSR into operational management

In 2025, the Group consolidated a key development: CSR governance is now managed through the Integrated Management System (IMS, see page 10), enabling a closer link between strategy, regulatory requirements, performance and continuous improvement.

This “integrated” approach also supports the objective of the Azur 2030 strategic plan by engaging all departments around responsible processes and actions, with clearly identified owners and contributors.

SERVICE QUALITY, SECURITY, ETHICS AND COMPLIANCE AT THE HEART OF THE AIRPORT EXPERIENCE

The PDCA cycle as a continuous improvement method



To ensure a CSR roadmap that can be managed, measured and improved, we deploy our commitments according to the PDCA cycle, the foundation of operational implementation: planning and studies (compliance/feasibility), deployment, communication and awareness-raising, audits/controls, feedback and lessons learned, effectiveness measurements, corrective actions and continuous improvement. This approach is reflected in IMS governance through:

- CSR and QSE objectives planned and broken down by process and key activities, with associated measurable indicators
- Performance measurement through key governance bodies (process reviews, management reviews, integrated internal and external audits)
- Shared tools (document management, indicator management module, action tracking) that strengthen reporting consistency and audit capability

Recognition of our CSR maturity

The Group's CSR maturity is reflected in its 2026 EcoVadis assessment (based on 2025 data and commitments): it was awarded a Gold Medal with an overall score of 83/100 (+6 points compared with 2025) and ranks among the top 3% of companies assessed worldwide, with the following thematic scores:

- 88/100** **Environnement** (+10 points vs 2025)
- 80/100** **Social & Human Rights** (+ 3 points)
- 72/100** **Ethics** (unchanged from 2025)
- 76/100** **Responsible Procurement** (+ 9 points)

Beyond the environmental and social performance already highlighted above, EcoVadis particularly recognises the Group's strong foundations in security and ethics, including structured policies to combat fraud, manage conflicts of interest and prevent corruption, as well as robust information security systems.

PROTECTING PEOPLE, ASSETS AND DATA

Security, safety and cybersecurity form an essential foundation for service quality and the trust placed in the Group by passengers, airlines, partners and authorities. In a context of evolving threats and increasingly stringent regulatory requirements, the Group pursues a proactive approach: anticipating, training, securing and continuously improving its processes, while ensuring that sensitive information is not exposed.



83/100

Global score

+ 6PTS

compared to 2025

TOP 3% WORLDWIDE

of companies evaluated

An organisation dedicated to protecting assets

The Aéroports de la Côte d'Azur Group has internal resources and a structured organisation to ensure, under all circumstances, the security and safety of people, as well as the protection of all its assets (infrastructures, systems and data). This capability relies on teams engaged on a daily basis, supported by appropriate governance, management and coordination arrangements tailored to the challenges of an airport operator.

Standards coordinated with shareholders

The security and safety strategy is embedded within a governance and management framework coordinated in particular with shareholder Mundys, ensuring high-level consistency in standards, risk management and the evolution of security arrangements. This approach is aligned with the performance- and risk-based methodology promoted by the Enterprise Risk Management (ERM) system and the Group Integrated Management System (IMS).

Training to strengthen resilience

A culture of preparedness and resilience is reflected in regular security exercises, with a focus on readiness and continuous improvement (lessons learned and plan updates).

Cybersecurity is also a key strategic issue for airport operations, at the intersection of shareholder, partner and regulatory requirements.

In 2025, the Group continued the work initiated on cyber crisis management and the strengthening of security capabilities. This cybersecurity work is carried out with ANSSI (Agence nationale de la sécurité des systèmes d'information), following an approach focused on compliance and the development of a shared culture.

The Group is aligned with the objective set out in its CSR roadmap to promote a cybersecurity culture at all levels, with a target of more than 90% of employees made aware of cybersecurity issues.

- Number of employees made aware of cybersecurity issues: 532 in 2025
- Number of security training hours in 2025: 94 hours
- Number of safety training hours in 2025: 4,831 hours

CULTIVATING WELL-BEING THROUGH THE PASSENGER JOURNEY

Customer focus is both a founding value and a tangible driver of responsible performance. The Azur 2030 strategic plan aims to “be the benchmark for service quality for our customers and partners” by providing a warm, seamless and successful airport experience, while simplifying the entire customer journey.

In an airport environment that can at times be challenging (traffic peaks, occasional facility saturation, operational disruptions), passenger service quality is not limited to facilities and equipment: it relies on a relationship-based service culture, attention to well-being and the ability to reduce travel-related stress.

The Group's customer-focused approach is based on a balanced model:

- **People:** creating the conditions for a caring welcome and human presence, before and during the airport experience, particularly when travel may be a source of stress
- **Process:** ensuring consistent day-to-day quality through shared standards and continuous improvement routines

- **Premices:** developing choices in ambience and services with particular attention to equipment life cycles, resource efficiency and responsible procurement

This approach is underpinned by a commitment to business ethics: delivering a reliable, consistent and transparent service for the benefit of passengers, airlines and partners alike.

Creating a more relaxing and more signature Côte d’Azur experience

In 2025, Nice Côte d’Azur Airport continued to pursue a clear objective: to offer a more memorable, warmer and more consistent passenger experience, while showcasing the identity of the Côte d’Azur.

- **Olfactory identity:** creation of a signature welcome fragrance, designed to establish a warm and reassuring atmosphere, developed in collaboration with airport employees and perfumers from the Grasse region
- **Sound identity:** deployment of a dedicated sound identity, immersing visitors in the unique atmosphere of the Côte d’Azur region
- **Ambience concept:** creation of an ambience concept designed to provide a clearer and more immersive passenger journey, meeting the expectations of all types of travellers using our airports (families, leisure and business travellers)

“Being a benchmark for service quality means relying on the commitment of every Group employee, through their ability to reassure passengers, be present at the right moment and bring a human touch to the passenger journey.”

Sophie Dalmasso

Head of Customer Relations and Service Quality Department



A first emblematic example of our brand identity: the new Terminal 2 Hall B.

These ambience choices are not purely aesthetic: they aim to address a major factor influencing the airport experience — travel-related stress — by making the passenger journey more calming and intuitive. As the first and last impression of the journey, they reflect our region, its identity, colours and atmosphere, in keeping with the Côte d’Azur way of life.

Beyond these initiatives, the Group has also strengthened the human dimension of its service through the involvement of volunteer employees who assist passengers and help improve the management of everyday pain points (wayfinding, information, waiting areas, etc.).

To complement human interaction without replacing it, Nice Côte d’Azur Airport trialled the presence of an “emotional support dog” to help reduce stress for certain passengers.

A global event created in Nice

Nice Côte d’Azur Airport continues to pursue a unique approach to passenger engagement through World Passenger Day on 17 November, an initiative conceived and created by airport teams in 2023. It is designed as a key occasion for activities and team engagement across the entire passenger journey. In 2025, the third edition was followed by nearly 30 national and international airports. Beyond the event itself, the objective is twofold:

- To remind everyone that passengers are the reason behind the service provided
- To strengthen the sense of belonging and shared culture of hospitality among teams and partners

A common standard for all airport teams

Because a successful experience depends on everyone operating across the platform, Nice Airport developed the Customer Experience Charter with all airport partners, bringing teams together around a shared standard of service excellence.

Measuring experience to improve

To objectively assess customer experience, Nice Côte d’Azur Airport uses the ASQ (Airport Service Quality) programme, an international benchmark developed by ACI (Airports Council International) to measure passenger satisfaction. This programme is the global leader in its field, with more than 400 participating airports in 110 countries.

The four principles of the Customer Experience Charter

- Passenger care and consideration
- Exemplary behaviour
- Empathy towards expectations and situations (stress, reduced mobility, unexpected events)
- Respect for facilities, processes and people

Nearly

30 AIRPORTS

followed World Passenger Day in 2025

2025 TREND

Passenger satisfaction, monitored quarterly, reached its highest levels since 2022, showing a continuous increase despite challenging circumstances (capacity constraints at facilities and delays linked to air traffic management).

<u>ASQ score</u>	2025: 4.05/5	2024: 3.97/5
	2023: 3.94/5	2022: 3.91/5

THE “AMBIENCE CONCEPT” EFFECT

Measured satisfaction increased from 3.82/5 (summer 2024) to 4.09/5 (summer 2025) following the implementation of the ambience concept. These results reinforce our strategic direction: improving perceived quality not only through infrastructure, but also through journey consistency, responsiveness to passengers and employee engagement.



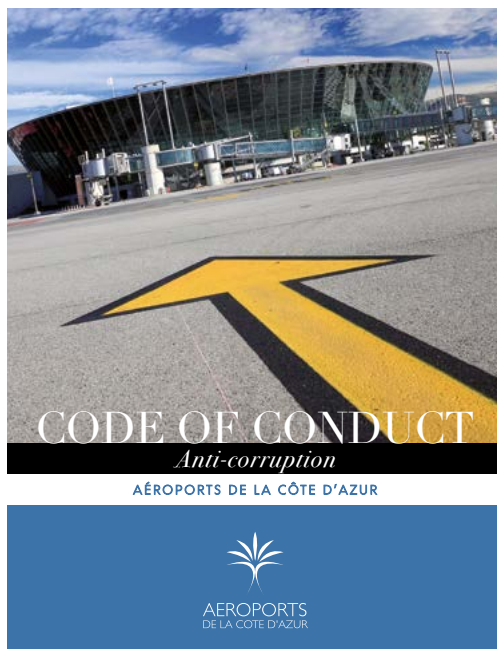
Our objective for 2027 is to achieve an ASQ score of 4.1/5 and maintain Nice Airport’s leading position among French airports for service quality.

SECURING PRACTICES AND THE VALUE CHAIN

Ethics and compliance are essential conditions for trust and resilience: they protect the company, secure relationships with our stakeholders and contribute to sustainable performance. In line with the Azur 2030 strategic plan, the Aéroports de la Côte d'Azur Group is strengthening its ability to manage risks and structure its CSR practices, particularly through the development of responsible procurement.

The Group applies a zero-tolerance policy towards all forms of corruption and is committed to preventing and combating illegal activities, in line with regulations and its ethical values.

In 2025, the update of the corruption risk mapping resulted in an update of the Anti-Corruption Code of Conduct, which serves as the Group's shared reference framework. Intended for all Group employees and external service providers, it sets out the Group's ethical principles, describes the anti-corruption framework in place and provides guidance on risk situations in order to better detect and prevent all forms of corruption or influence peddling. In 2025, it was also translated to enable it to be shared with the Group's English-speaking partners.



With a view to strengthening vigilance, risk management was also reinforced, with dedicated indicators created and now subject to structured monitoring. Awareness of anti-corruption measures and the framework implemented within the Group was strengthened through increased campaigns and the integration of awareness sessions into the onboarding process for new employees, helping to embed a culture

“Because it is one of the largest local employers, the Group has a responsibility to set an exemplary standard for its region. It also owes this to its employees, whose remarkable commitment to the day-to-day running of the company deserves rigorous ethics and collective loyalty. Finally, it owes it to all its partners, suppliers, customers and institutions, from whom we cannot demand integrity unless we demonstrate it ourselves first.”

Franck Goldnadel

Chairman of the Management Board

of compliance from the start of employment. This momentum will be further strengthened in 2026 with the launch of an e-learning training course.



The existing whistleblowing system was subject to enhanced communication in order to increase its visibility and uptake. As a sign that the system is effective and operational, the first alerts were reported and handled in 2025.

Making procurement a risk management lever

Procurement is a major driver of impact and risk management, particularly in an environment where performance relies on an extensive ecosystem of partners and service providers. Structuring an effective CSR roadmap requires the implementation and deployment of a responsible procurement framework, together with the monitoring of CSR criteria for our suppliers.

In 2025, the Group therefore drafted its Sustainable and Responsible Procurement Promotion Scheme (SPASER), which will be officially launched with its suppliers in 2026. This is accompanied by strengthened socio-environmental and ethical clauses in public contracts, with a CSR score weighting of up to 25% of the final evaluation.

The Group has also developed a CSR questionnaire for its strategic suppliers, an assessment tool designed to more systematically integrate ethics, anti-corruption and information security issues into long-term supplier relationships.

These changes will provide greater ability to prevent risks rather than simply correct them, and will support more predictable and controlled supplier relationships, in line with the Group's CSR policy.

Up to

25%

**Share of the CSR criterion
in bid evaluation**

Protecting data with the same level of commitment

The protection of personal data (GDPR) is identified as a compliance issue that is already firmly embedded within the organisation. The level of scrutiny applied to data protection is treated with the same attention as anti-corruption: through governance, accountability and strengthened obligations in relationships with third parties where applicable.



Connecting the Côte d'Azur, creating value for the territory

As major gateways to the Côte d'Azur, the Group's three airports contribute to local mobility, the attractiveness of the region and its international profile. This responsibility is aligned with the vision of Azur 2030 — delivering “responsible, welcoming and innovative” airports that serve an exceptional territory and its culture — and has been reflected since 2025 in a structured CSR approach acting as a cross-cutting driver of the strategic plan. By making the territory a dedicated pillar, Aéroports de la Côte d'Azur is setting out a clear ambition: to sustainably connect the Côte d'Azur with the world, while strengthening the shared economic and social value created locally.



OUR CONTRIBUTION TO THE TERRITORY

Nice Côte d'Azur and Cannes Mandelieu airports play a structuring role for the territory: they meet mobility needs, support economic activity and generate employment across a broad value chain that extends beyond the airport perimeter. This contribution is built together with local partners and is based on a shared value creation approach: developing connectivity that serves

the territory and generates benefits, while pursuing more qualitative growth (in terms of value created) that is aligned with local capacity.

A contribution measured across the entire value chain

The socio-economic impact study carried out in 2025, based on 2024 data, uses a methodology that distinguishes between four levels of impact in order to reflect the airports' actual contribution to the economy and employment:

- **Direct:** activity generated by companies operating on site (the Group and established partners)
- **Indirect:** activity generated by French suppliers of direct stakeholders (energy, construction, services, etc.)
- **Induced:** economic benefits linked to spending by employees (direct and indirect) in their local area
- **Catalytic:** economic benefits linked to spending by non-resident passengers within the territory (accommodation, catering, leisure, etc.)

At the national level, the socio-economic impact study estimates that, in 2024, the activities of Nice Côte d'Azur and Cannes-Mandelieu airports contributed €2.8 billion to GDP and supported 40,800 full-time equivalent (FTE) jobs. At the level of the Provence-Alpes-Côte d'Azur Region, this contribution reached €2.2 billion in GDP and 30,750 FTE jobs, representing 1% of the region's wealth and almost 2% of its employment.

Value is growing faster than traffic

This is a key point for the territory. On a like-for-like basis, the economic benefits generated by commercial passengers increased by +33% in GDP and +10% in FTE jobs compared with 2019, for a +2% increase in commercial traffic.

This trend supports a model in which performance is assessed not only through volumes, but also through the quality of the benefits generated. The results also confirm the significant contribution of visitor spending to territorial dynamics, with €1.9 billion in GDP and 30,400 FTE jobs generated by commercial passengers. Almost half of these impacts were concentrated in the hospitality and leisure sectors, illustrating the multiplier effect of connectivity on the local and tourism economy.

“The joint work to develop connectivity — carried out by the airport — and to promote the territory — led by destination promotion bodies — is the key to long-term success.”

Delphine Le Sec'h

Head of Airline Development Department

France / Sud Provence-Alpes-Côte d'Azur Region:

FRANCE: €2.8 BILLION / 40,800 FTE JOBS

PROVENCE-ALPES-CÔTE D'AZUR REGION: €2.2 BILLION / 30,750 FTE JOBS

Value is growing faster than traffic

+33% GDP +10% FTE JOBS

+2% COMMERCIAL TRAFFIC

Airports creating direct and diverse employment opportunities

For Nice Côte d'Azur Airport alone, the study estimates that nearly 5,900 FTE jobs are generated on site, 47% of which are held by women. The platform is characterised by a wide range of skills, with more than 160 professions identified, and a diverse economic ecosystem: 86% of companies employ fewer than 50 people, while companies with more than 50 employees account for 76% of employment.

For Cannes Mandelieu Airport, activity supported 1,200 FTE jobs and generated €95 million in GDP in France.

Developing connectivity that serves the territory

The findings of the study are consistent with feedback from the field: connectivity becomes a sustainable source of value creation when it is developed in line with territorial priorities (target markets, seasonality, local capacity and operational resources).

With this in mind, the Group must maintain an ongoing dialogue and:

- Remain connected and work together over the long term with institutions and tourism partners
- Preserve agility in promotional initiatives
- Maintain consistency between target markets, hotel capacity and airlines' operational commitments

Long-haul services as a driver of international profile

In 2025, the route development strategy placed particular emphasis on North America (United States / Canada), with the launch of a sixth route to the United States: Washington, D.C. The Nice–North America market represented 550,000 passengers in 2025, including 25% travelling on direct flights and 75% connecting via other hubs, representing growth of +36% compared with 2019.

In 2025, Nice became the only regional airport in France offering direct services to the United States. This network supports the territory's attractiveness for several travel segments (business, leisure and visiting friends and relatives), while contributing to strengthening the international profile of the Côte d'Azur.

Towards a chosen tourism model based on value creation

The study shows that economic contribution is not simply a question of volumes: the structure of spending and the quality of visitor flows have a significant impact on the benefits generated.

It highlights a useful benchmark: the average contribution of a business aviation visitor per stay is estimated to be almost 15 times higher than that of a commercial aviation passenger.

From a sustainability perspective, “chosen tourism” can therefore be measured through indicators that

reflect shared value (local economy, employment, service quality and reduced seasonality), rather than passenger numbers alone.

7th

route to the United States with Washington, D.C. in 2025

6th

route to the United States announced for 2026, with Boston

For 2026, the long-haul momentum continues with the announcement of a 7th route to the United States (Boston), and the objective of re-establishing an Asian route in the medium term. Flights will be operated by Airbus A330-900neo aircraft, a latest-generation aircraft.

550,000 PASSENGERS

on the Nice – North America market in 2025

+36%

compared with 2019

25% DIRECT

75% CONNECTING

STRENGTHENING LOCAL ROOTS THROUGH CONCRETE ACTION

In addition to our role in providing connectivity, we strengthen our territorial presence through tangible social and environmental impact initiatives, a responsible procurement policy, operational solidarity partnerships, and support for projects of general interest through our Foundation.

80,926

products donated to Les Restos du Cœur in 2025

800 KG TO 1 TONNE / WEEK
of goods collected depending on the period

A second life for products removed during security checks

Since March 2022, Nice Côte d'Azur Airport has developed an innovative partnership with Les Restos du Cœur to reduce waste while strengthening food and material assistance. Initially tested in Terminal 2 (with Terminal 1 closed at the time due to the pandemic), the scheme was extended to all terminals in 2023 and has since been renewed on a multi-year basis.

The principle behind this pioneering initiative is simple: items and products removed from passengers' cabin baggage during security screening (such as non-permitted liquids or certain delicatessen products) are no longer systematically destroyed. With passengers' agreement, they are collected and donated to Les Restos du Cœur for redistribution to people in need.

In 2023, 68,714 donations were collected. In 2024, as traffic increased, collection rose to 74,682 items, representing between 800 kg and 1 tonne per week depending on the period. In 2025, the airport reports that 80,926 products were donated to the association.

A Foundation supporting projects of general interest

Created on 22 June 2009, the Aéroports de la Côte d'Azur Foundation is hosted by the Fondation de France, ensuring a demanding framework for governance, management and compliance.

Its purpose is to strengthen the Group's local roots and contribute to socially and environmentally sustainable territorial development by supporting associations.

The Foundation is governed by an Executive Committee (COMEX), chaired by Franck Goldnadel, Chairman of the Management Board and of the Foundation, and composed of eight directors: four from within the Group and four qualified individuals from civil society. A representative of the Fondation de France is also invited to attend.

The COMEX meets once a year. The validity of its decisions is subject to the presence of at least five of the eight directors, or their duly authorised representatives.

Supported projects must have an impact and be implemented within the Aéroports de la Côte d'Azur territory, namely the Alpes-Maritimes (06) and Var (83) departments.

Two priorities: solidarity and biodiversity

The Foundation finances concrete initiatives in two areas:

- Solidarity: initiatives supporting vulnerable groups (poverty, disability, illness, exclusion, etc.)
- Biodiversity: environmental awareness and biodiversity conservation

Historically, around 70% of funding has supported solidarity projects and 30% biodiversity projects. The ambition is to progressively rebalance these proportions in response to the growing environmental and climate challenges of today. Since 2009, the Foundation has supported more than 60 projects led by 45 associations, providing total funding of more than €600,000.



SUPPORTING YOU

DO YOU HAVE A CÔTE D'AZUR PROJECT THAT PROTECTS BIODIVERSITY OR PROMOTES SOLIDARITY?

AÉROPORTS DE LA CÔTE D'AZUR FOUNDATION

The Aéroports de la Côte d'Azur Foundation can support your association or foundation. Share your ambitions for our territory with us: fondation@cote-azur.aeroport.fr

[NICE.AEROPORT.FR](https://www.nice.aeroport.fr)

FOUNDAATION DES AÉROPORTS DE LA CÔTE D'AZUR
Une filiale de la Fondation de France

In 2025, the Foundation supported

6 PROJECTS

SOLIDARITY

Banque Alimentaire 06

Purchase of logistics equipment

MIR 06

Funding for the renovation of the social housing facility's boiler room

Famille Unique

Funding for educational equipment and games for the Solidarity programme

BIODIVERSITY

Association Naturdive 06

Coral preservation in La Rague harbour

Conservatoire d'Espaces Naturels

CEN PACA

Restoration of the Brague wetland area

CPIE Îles de Lérins et Pays d'Azur

Renewal of aquariums for the Biodiversity programme

More than

60

projects supported since 2009

45

associations supported

MORE THAN €600,000 ALLOCATED

Partnerships to strengthen our connection with the territory

In addition to the structured initiatives delivered through the Foundation, we develop territorial partnerships aimed at promoting access to culture, supporting events with local reach and strengthening solidarity in the broadest sense. In 2025, these commitments included the continuation of partnerships with the Cinéroman Festival, Anthéa theatre, CanneSeries, Jazz à Juan, Nuits du Sud, the Maison des Femmes association and the Téléthon. To strengthen employee engagement and links with the voluntary sector, a skills-based volunteering scheme will be introduced from 2026. This will enable each employee to dedicate one working day per year to a solidarity initiative or biodiversity conservation project run by an association within the Aéroports de la Côte d'Azur territory. Examples include volunteering with Banque Alimentaire, creating communication materials or running gardening workshops with children — concrete actions enabling every employee to discover the voluntary sector in line with their interests.

PERFORMANCE MANAGEMENT

IN 2026, AÉROPORTS DE LA CÔTE D'AZUR WILL CONTINUE TO IMPLEMENT ITS AZUR 2030 STRATEGIC PLAN, SUPPORTING THE DEVELOPMENT OF THE TERRITORY WHILE STRENGTHENING THE SUSTAINABILITY OF ITS ACTIVITIES.

Data point identifier (MIDCAP standard)	Description	Type	2024	2025
GI		General information		
1. Basis of preparation				
GI-1_07	Balance sheet total	€m	715.4	722.9
GI-1_08	Revenue	€m	311.5	318.9
E1		Climate change		
3. GHG reduction targets and climate transition				
E1-3_01	Target year and any interim milestone or target year	Year	2030 for Scopes 1 and 2 and 2050 for Scope 3	
E1-3_02	Target year value and any interim milestone or target value	tCO ₂ e	550 tCO ₂ e for Scopes 1 and 2 (-90%) and 97,315 tCO ₂ e for Scope 3 (-90%)	
E1-3_03	Reference year	Year	2010 for Scopes 1 and 2 and 2024 for Scope 3	
E1-3_04	Reference year value	tCO ₂ e	5,810 tCO ₂ e for Scopes 1 and 2 and 973,151 tCO ₂ e for Scope 3	
E1-3_05	Share of Scope 1 covered by the target	%	100%	100%
E1-3_06	Share of Scope 2 covered by the target	%	100%	100%
E1-3_07	Share of Scope 3 covered by the target	%	97%	93%
4. Energy and greenhouse gas emissions				
E1-4_01	Total company energy consumption, expressed in MWh (renewable electricity consumption)	MWh	32,169,117	32,108,200

Data point identifier (MIDCAP standard)	Description	Type	2024	2025
E1-4_05	Total GHG emissions	tCO ₂ e	973,693	1,020,360
E1-4_06	Scope 1 GHG emissions	tCO ₂ e	542	425
E1-4_07	Scope 2 GHG emissions (location-based)	tCO ₂ e	0	0
E1-4_08	Scope 3 GHG emissions	tCO ₂ e	973,151	1,019,935
5. Climate transition				
E1-5_01	GHG emission reductions achieved by decarbonisation lever	%	-93% for Scopes 1 and 2 and +5% for Scope 3	
6. GHG removal and storage				
E1-6_01	Total GHG removal and storage	tCO ₂ e	542	425
E3	Water			
1. Practices, policies and future initiatives for the transition towards a more sustainable economy – Water				
E3-1_05	Total water withdrawal	m³	1,615,039	2,300,135
E3-1_06	Total water consumption	m³	143,946	161,299
E3-1_09	Total recycled and reused water	m³	1,041,116	1,415,578
E4	Biodiversity			
1. Practices, policies and future initiatives for the transition towards a more sustainable economy – Biodiversity				
E4-1_08	Total area dedicated to off-site nature conservation	ha	27.5	29

Data point identifier (MIDCAP standard)	Description	Type	2024	2025
E5	Resource use, circular economy and waste management			
	4. Waste management			
E5-4_02	Total annual waste generation	kg	1,849,000	1,977,000
E5-4_03	Total waste diverted to recycling, reuse or other recovery operations	kg	702,62	711,72
S1	SOCIAL – Own workforce			
	1. General characteristics			
S1-1_01	Total number of employees (headcount or FTE)	Unit	666	657
S1-1_02	Total number of employees (headcount or FTE)	Unit	248 women and 418 men	243 women and 414 men
S1-1_03	Total number of employees (headcount or FTE)	%	95% France / 3% Spain / 2% Portugal	100% France
	2. Additional workforce information			
S1-2_02	Absenteeism rate	%	2.10%	2.67%
S1-2_03	Female-to-male ratio at senior management level during the reporting period	%	56%	56%
	4. Workforce – Health and safety			
S1-4_01	Total number of recordable work-related injuries and occupational diseases	Unit	9	7
S1-4_02	Number and rate of recordable work-related accidents	Unit / %	9.3	7.1

Data point identifier (MIDCAP standard)	Description	Type	2024	2025
S1-4_04	Percentage of the company's own workforce covered by an occupational health and safety management system based on legal requirements and/or recognised standards or guidelines	%	100%	100%
5. Workforce – Remuneration, collective bargaining and social protection				
S1-5_02	Gender pay gap	%	-0.40%	0.23%
6. Workforce – Training and development				
S1-6_01	Average number of annual training hours per employee	Unit	29	25
S1-6_02	Percentage of employees who participated in formal performance and career development reviews	%	100%	100%
BC	Business conduct			
2. Corruption and bribery				
BC-2_03	Total number of convictions	Unit	0	0
4. Supplier relationship management including payment practices				
BC-4_05	Share of targeted suppliers assessed through ESG evaluation by main supplier categories (including ESG certification and ratings)	%	N/A	88%

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