

GENEVE
AEROPORT

Annual report
2012



Annual report
2012

124 Destinations
 364 million Turnover
 66.5 million Profit
 13.9 million Passengers
 54 Airlines

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Focus on Genève Aéroport's Airport Angels

For Genève Aéroport, the year 2012 was symbolised by its angels, or more precisely its 'Airport Angels'. Recognisable from afar thanks to their distinctive red vests, they provided useful information and assistance for passengers throughout the year. These angels were – once is unusual – women and men: female and male employees of Genève Aéroport.

The airport authority has decided to dedicate its corporate objective to implementing measures that benefit and help passengers. For this reason 600 employees took part in the programme, which is in line with Genève Aéroport's wish and aim of continually improving its customer service.

Genève Aéroport's 'Airport Angels' also make up the red thread iconography of this annual report.





A dynamism useful to the whole region

Genève Aéroport ended 2012 with very good results. During the year the airport's development continued apace on several fronts. Passenger numbers increased strongly again, and for the first time almost broke through the 14 million passengers a year mark. Similarly airfreight traffic continued to grow, even if it was down at most other European airports. The airport's commercial activity grew too, despite the strength of the Swiss franc. Profit and turnover reached unprecedented levels.

These good results should be celebrated because Genève Aéroport's dynamism acts as a key economic engine for, and benefits, a vast number of people. With around 9,500 people working on the site, the airport is one of the canton's major centres of employment. The significant investments agreed – without recourse to public funding – generate substantial revenues for subcontractors.

The airport's many air services – with 124 direct destinations in four continents, it has one of the world's highest-density networks per person – certainly

makes it a huge asset for both the tourism sector and the export industry.

Beyond the numbers, pleasing as they are, Genève Aéroport attaches great importance to qualitative aspects of its development. This is because it does not aim to do ever more, but rather to do things ever better. In this context, the two international awards it received in 2012 (the 'Airport Efficiency Excellence Award' and the 'World Snow Award') recognise again the airport's great efforts to provide the best services in all possible areas.

It is also in this spirit of quality, and to demonstrate Genève Aéroport's ongoing commitment to its customers, that in 2012 it decided to focus its business strategy on constantly improving its service to passengers. The airport has therefore given all its employees the opportunity to be 'airport angels' and actively go to meet travellers to inform and help them.

Genève Aéroport's desire to strive for excellence drives it to continually

improve its facilities, while of course limiting its impact on local residents and the environment. In 2012 it therefore spent almost CHF 100 million – a record amount – on renovating, adapting and developing its facilities. In the next few years it will as much as double its investment to meet demand, while at all times providing the high quality its passengers expect.

Thanks to Genève Aéroport's financial and operational health, it can confidently and calmly consider this ambitious cycle of investment. Meanwhile the wider region will continue to benefit from this strong and dynamic airport, and fundamental asset for its prosperity.

Isabel ROCHAT
State Councillor
Chairwoman of the Board

Robert DEILLON
Director General

Board of Directors

Genève Aéroport is an autonomous public organisation which belongs to the State of Geneva. Its Board comprises, since October 2012:

Isabel ROCHAT *Chairwoman*

André KUDELSKI
Pierre MIRABAUD

Vice-Chairs

Pierre BERNHEIM
Elizabeth BÖHLER-GOODSHIP
Jean-Michel CINA
Alain DE KALBERMATTEN
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Sully-Paul VUILLE

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Yves-Daniel VIREDAZ
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Director of Infrastructure
& Planning

Denis MASTROGIACOMO
Operation

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Deputy Director General

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Security

Xavier WOHLISCHLAG
Operations Director

Alme YAZGI
External relations

Marc MOUNIER
Environment
and legal affairs



Excellent financial health

In 2012, continued growth in passenger numbers and effective control of operating expenses enabled Genève Aéroport to make a net profit of CHF 66.5 million. Despite the airport's high volume of investment, no additional external funding was required. Genève Aéroport's strong financial position allows it to consider, both calmly and confidently, its significant, long-term cycle of investment.

Despite the economic gloom and financial crises that have shaken certain European countries, 2012 was a positive year for Swiss airports in general, and Genève Aéroport in particular. Passenger numbers continued to increase (+5.9%), which logically had a positive impact on the airport's results, particularly given its business model (low proportion of variable charges and strong profit growth above and beyond the financial breakeven point).

The passenger traffic growth effect is not the only reason for Genève Aéroport's good financial performance in 2012. The airport's commercial services are regularly refined and adapted to help diversify its income. At the operational level, efforts continued to control costs rigorously. As a result, operating expenditure decreased slightly.

Together these various elements enabled Genève Aéroport to make a net profit above expectations. Up by 3%, the airport's 2012 profit of CHF 66 million was the best in its history. At the same time its turnover reached CHF 364 million.

Going beyond these annual figures, Genève Aéroport's good structural financial health was confirmed once again. Income grew steadily in 2012, thanks to a strong and diverse local market, relatively low debt and moderate aviation fees. These elements are all positive advantages for the stability of its business model. They are also a very positive sign for the future, knowing that some projects under way, and the continuation of its investment cycle, will require significant financing capacity.

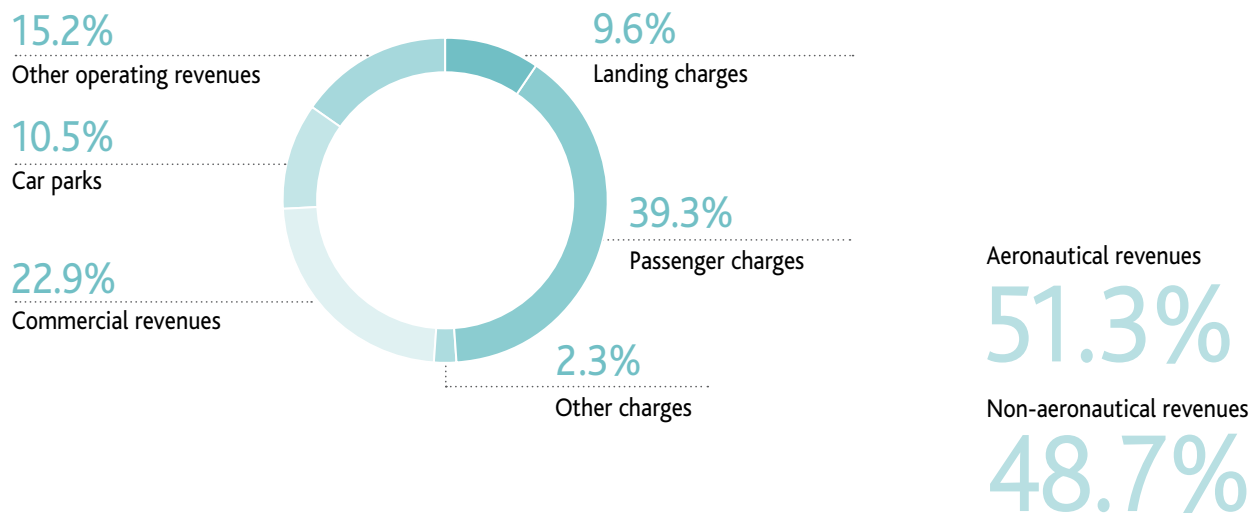
Revenue growth

In line with the growth in passenger numbers and aircraft movements, aviation charge revenues reached CHF 186.8 million. This increase is explained mechanically by the direct correlation with traffic, Genève Aéroport not having raised any of its airport charges

97.6
million of investment



Breakdown of the 2012 airport's revenues



for scheduled aviation. In 2012, and for the 10th consecutive year, the airport's Passenger Service Charge – or the charge that covers the cost of airport facilities available to passengers – remained unchanged.

During the year the passenger charge, levied on travellers flying from Geneva, brought in more revenue. This reached CHF 143 million thanks to the volume effect. Landing charge revenues rose by 5.6% due to the combined effect of increased scheduled and charter airline movements (+4.8%) and higher average aircraft weights and load factors.

Since July 2012, Genève Aéroport's general aviation segment has been subject to changed rates for parking and landing. Income from non-aviation charges rose by 4% due to strongly growing revenues from commercial concessions generally, and in particular some very good performances airside (the terminal area after going through the security checks). This robust growth is due mainly to the success of the duty-free shop in arrivals (opened in July 2011, in 2012 it generated revenues throughout the year).

Car parking, always marked by the problem of saturation, nevertheless managed revenue growth of 3.9%. This was assisted by the acquisition of a new car park, P26, in July 2012.

Both aviation charge revenues and commercial revenues saw growth in 2012. The former increased more than the latter because of the significant leverage effect of the volume of passengers.

The aviation segment's contribution therefore rose to 51.3% of total airport revenues.

Charges contained

The exceptional provision of CHF 9 million for the change in benefit obligation increased Genève Aéroport's personnel costs by almost 13.1%. Also worth noting is a controlled rise in wage and social insurance costs, which is consistent with the budget and which integrates the workforce adjustment required by the growth in passenger numbers.

In 2012 Genève Aéroport's operating costs fell by 0.4%, thanks to good control of all expenditure items.

In terms of lower costs linked to the environmental fund, the fall is explained by the completion of residential sound-proofing in neighbouring municipalities in Switzerland, and the payment of project fees for the large noise suppressor. However, this reduction is partially offset by the implementation of a sound-proofing programme in nearby areas of France.

Operational cashflow

Genève Aéroport's operating profit before depreciation and interest (EBITDA) reached CHF 129 million, an increase of 3.4%. The EBITDA margin (EBITDA/turnover) remains at a high level of 35.4%, and only slightly down on the 36.2% recorded in 2011.

As expected, in 2012 depreciation costs increased by 4.4% due to the continued



commissioning of modernisation and renewal investments (optimisation of electric counting, facilities to improve passenger transfers in the duty-free area, visitor's center) as well as operating equipment (purchase of runway-clearance machinery, x-ray machines in baggage sorting, modernisation of the IT network).

During 2012, Genève Aéroport did not require additional external funding and even managed to reduce its bank debt by CHF 5 million. On the other hand, in terms of total debt, the purchase of car park P26 produced an additional financial commitment of almost CHF 25 million.

Genève Aéroport generated an operational cashflow of CHF 144 million in 2012, a rise of almost CHF 16 million on the year before.

Investments increased significantly (+CHF 31 million) to CHF 97.6 million. This new record shows that Genève Aéroport has now entered the major cycle of renovation and modernisation investments announced over the past few years.

Financial statements

Balance sheet to 31 December 2012

	2012 CHF	2011 CHF
ASSETS		
Liquid asset	7'196'419	5'349'494
Client debts	47'663'591	47'529'132
Asset adjustments and various debts	7'475'061	9'598'304
Total assets in circulation	62'335'071	62'476'930
Fixed assets	651'165'134	583'922'611
Other fixed assets	3'481'161	4'141'153
Total fixed assets	654'646'295	588'063'764
Total assets	716'981'366	650'540'694
LIABILITIES		
Suppliers and other creditors	31'934'471	37'004'062
Liability adjustments	10'513'241	11'471'722
Share in short-term loans and other long-term debts	36'316'774	60'938'966
Derived financial instruments	22'834'211	23'228'604
Total short-term payable	101'598'697	132'643'354
Loans and other long-term debts	167'701'176	123'453'872
Non-current provisions	6'570'000	6'570'000
Pension obligations	150'130'000	124'038'000
Total long-term debts and provisions	324'401'176	254'061'872
Equity capital		
Environmental funds	14'271'886	21'427'842
Group reserves	210'204'279	177'815'420
Group profit	66'505'328	64'592'206
Total equity capital	290'981'493	263'835'468
Total liabilities	716'981'366	650'540'694

Profit and loss account

	2012 CHF	2011 CHF
INCOME		
Airport fees		
Landing fees	35'038'660	33'191'527
Passenger fees	143'234'464	133'394'952
Other fees	8'556'786	7'713'772
	186'829'910	174'300'251
Operational income		
Rent and land rights	21'094'444	21'928'845
Commercial fees	83'449'622	78'296'441
Parkings	38'405'135	36'980'145
Rental charges passed on	9'678'990	10'140'092
Central infrastructure revenue	15'257'206	14'525'515
Other operational revenue	9'437'828	8'605'868
	177'323'225	170'476'906
Total income	364'153'135	344'777'157
COST		
Personnel		
Pay and benefits	-82'528'224	-78'695'085
Social security charges	-45'594'253	-34'252'763
Other personnel costs	-2'464'065	-2'485'923
	-130'586'542	-115'433'771
Operating expenses		
Energy, maintenance and rental	-42'871'469	-43'452'519
Goods	-4'028'758	-3'589'087
Fees, supply of services and sub-contracting	-48'270'795	-45'186'317
Police expenses for ground safety	-4'149'810	-3'768'705
Other operating expenses	-12'368'124	-17'195'495
	-111'688'956	-113'192'123
Environmental funds levy	7'155'956	8'585'896
Operational profit before amortisation, interest	129'033'593	124'737'159
Amortisation on investments		
Amortisation on tangible assets	-55'852'334	-53'541'914
Amortisation on rights of use	-913'717	-845'950
	-56'766'051	-54'387'864
Operational profit	72'267'542	70'349'295
Income from interest	31'996	82'190
Interest charges	-5'794'210	-5'839'279
	-5'762'214	-5'757'089
Group profit	66'505'328	64'592'206

Key figures in thousand CHF

	2011	2012
Net revenues	344.8	364.2
EBITDA	124.7	129.0
Net profit	64.6	66.5
Operating cashflow	127.8	144.0
Capital expenditures	66.9	97.6
Net debt	179.0	196.8

Ratios

	2011	2012
Profit margin	36.18%	35.43%
Net margin	18.74%	18.26%
Operating cashflow / Cashflow from investment	191.18%	147.51%
EBITDA / Net debt	69.67%	65.56%

The upward trend will become even stronger too, as the 2013 investment programme is budgeted at CHF 123 million. This will be focused mainly on the accelerated construction of 'aile_EST', the airport's new east wing, which aims to improve the reception and flow of passengers using the long-haul airlines. The project again highlights significant investment and financing needs in the years ahead.

Genève Aéroport's economic contribution

Of course Genève Aéroport's economic contribution far exceeds its immediate financial results. And this is the case for several reasons.

Firstly, jobs. The airport provides employment to over 9,500 people, across some 200 companies, including the more than 900 employees at Genève Aéroport. This makes it one of the region's principal centres of employment, and almost a city in itself.

To this number must be added indirect employment. The airport generates work for many companies in the region, whether they are equipment suppliers, service providers or agents who have won a tender to carry out a part of the important works at the airport. Paid for entirely by Genève Aéroport, without recourse to public funding, these works have required CHF 370 million of investment in five years.

If we take into account indirect employment, induced employment (from spending by aviation-sector employees) and catalytic employment (particularly passenger spending in Switzerland and the benefits of having a well-developed international air services network), some 44,000 jobs are linked to the airport's activity. This figure comes from a study undertaken by research and consulting company Infras, published in June 2011.

The contribution is also substantial in terms of value added. According to the same study, the sum of the airport's direct, indirect, induced and catalytic effects amounts to more than CHF 7.2 billion.

Genève Aéroport's 124 direct destinations greatly strengthen the economic fabric of the region and actively support the tourism sector in both western, French-speaking Switzerland, and neighbouring areas of France. Furthermore, there is evidence that the airport primarily meets the needs of the region: just over 5% of passengers are in transit, while the other 95% of passengers use Genève Aéroport's facilities at the start or end of their journeys.

Finally, in terms of public finances, Genève Aéroport has a significant role here too. Between 2008 and 2012 it paid the State of Geneva more than CHF 140 million, thanks to its earning capacity and continuing growth. Added to this are the various payments for services provided by the canton (such as certain police tasks) and handovers (area rights).

Main indicators

	2008	2009	2010	2011	2012
Turnover	301.0	295.1	322.7	344.8	364.2
Net profit	60.9	39.6	48.9	64.6	66.5
Profit paid to the state	30.5	19.8	24.4	32.3	33.3
Cashflow from investment	86.9	73.5	50.8	66.9	97.6
Passengers	11.5	11.3	11.9	13.1	13.9

All figures are in millions

09:18

Gate 1 check-in





124 direct destinations

In 2012 a total of 54 scheduled airlines operated at Genève Aéroport. They enabled Geneva to be connected by direct flights to more than 40 countries on four continents. The region therefore benefits from one of the world's best air services per person. Increased frequencies during the year included Geneva-North America, which now has 28 flights a week. In the winter, London's six airports offered a total of 260 flights a week to Geneva.

In 2012, direct flights connected Genève Aéroport with 44 countries. These served a total of 124 destinations, of which 26 were intercontinental. This represents one of the best air services per person in Europe, and perhaps even globally.

However, the quality of a network is not determined solely by the number of destinations. It is also determined and demonstrated by flight frequency and, in this respect, the region is equally well served. To give just two examples: North America, which has 28 services a week from Geneva (to four airports, Newark, New York JFK, Washington-Dulles and Montreal); and London, which in winter has more than 260 flights a week from Geneva.

In 2012, Genève Aéroport's network was served by 54 scheduled airlines. Its leading airline, Easyjet, remained far ahead in terms of numbers of destinations operated (57, of which some are seasonal, but five more than in the previous year). To accompany this further increase in routes, the low-cost airline based a thirteenth aircraft at Genève Aéroport. This aircraft also enables it to add frequencies.

Swiss maintained its scheduled services to 13 destinations, but consolidated some routes. The carrier also reaffirmed its commitment to Geneva, announcing that in the coming years it would strengthen its position in western, French-speaking Switzerland and create an operational base at Genève Aéroport.

260
flights a week to London



Air services (scheduled flights)

Destinations	124
European	98
Intercontinental	26
Airlines	54
European	36
Non-European	18

This new base will provide greater flexibility in serving destinations.

Darwin Airline, the third carrier based at Genève Aéroport, has maintained a network of around 12 destinations, but some seasonally or in collaboration with others. The Ticino canton, Switzerland, carrier has restructured its network by cutting several routes to focus on its priority markets, such as Lugano, Venice, Florence and Prague.

Concerning alliances, Star now has 28 scheduled destinations from Geneva, thanks to its 11 airlines serving the airport.

New airlines

During the year, three new airlines appeared at Genève Aéroport. Czech Airlines has partnered with Darwin and launched services to Prague. Use of the two airlines' aircraft enables them to respond better to demand and move capacity accordingly.

In December 2012, a new low-cost airline at Geneva, Wizz Air, began serv-



ing Budapest three times a week and announced a new service to Bucharest starting in May 2013.

Air Europa also arrived at Genève Aéroport, providing a twice-daily service to Madrid. Due to overcapacity on this route, however, the Spanish airline announced that it would withdraw in 2013.

Regarding destinations, Genève Aéroport is now linked with a sixth London airport, London-Southend.



Indeed, since December 2012, Easyjet has operated three flights a week to the airport, which is situated east of the British capital.

Operated by three airlines, including Easyjet, scheduled air services now link Genève Aéroport with London's Heathrow, Gatwick, Stansted, Luton, City and Southend airports.

Other new Easyjet routes (also operated by other airlines) include Geneva to Athens, Venice and Catania. For its part, in June Lufthansa began a twice-daily service to Berlin-Tegel.



Other improvements

In 2012, several national airlines, also called 'legacy carriers', raised frequencies on their respective routes: KLM to Amsterdam, SAS to Copenhagen and Turkish Airlines to Istanbul-Atatürk.

In addition, several 'holiday' destinations appeared in the summer: Elba, Italy (by Intersky), Enfidha, Tunisia (Tunisair) and Nis, Serbia (Darwin).

During 2012 Easyjet strengthened several of its routes out of Geneva: Copenhagen, Budapest, Bordeaux, London-Gatwick, Nantes and Porto.

As a network is not static, during the year some airlines also suspended their activities. Such is the case with Air Mauritius, which dropped its weekly flight to Mauritius for reasons of internal restructuring. Iran Air also left Genève Aéroport, ending its weekly link with Tehran.

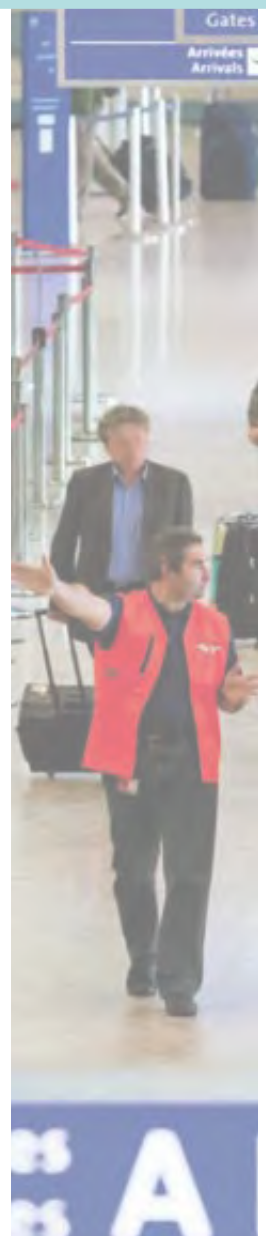
Scheduled traffic by destination (Excluding transit passengers)

Destination	Passengers	Variation 2012/2011	Destination	Passengers	Variation 2012/2011	Destination	Passengers	Variation 2012/2011
AFRICA	399'305	-2.4%	Denmark	210'772	+4.7%	Poland	42'179	-5.3%
Algeria	25'054	+5.6%	Copenhagen	210'772	+4.7%	Warsaw	42'179	-5.3%
Algiers	25'054	+5.6%	Finland	85'110	+9.4%	Portugal	828'806	+6.3%
Egypt	104'767	+0.6%	Helsinki	85'110	+9.4%	Faro	13'537	+3.5%
Hurghada	27'359	-5.0%	France	1'720'379	+10.0%	Lisbon	416'821	+4.7%
Cairo	48'257	-4.4%	Ajaccio	23'802	+40.9%	Porto	398'448	+8.2%
Sharm El Sheikh	29'151	+17.4%	Bastia	12'673	+18.6%	Russia	298'484	+26.7%
Mauritius	14'510	-38.5%	Biarritz	7'281	+1.1%	Moscow-Domodovovo	148'299	+62.7%
Mauritius	14'510	-38.5%	Bordeaux	132'306	+5.9%	Moscow-Sheremetyevo	147'813	+4.0%
Morocco	153'555	-8.8%	Marseilles	2'590	-30.2%	St-Petersburg	2'372	+4.6%
Casablanca	88'896	-14.9%	Nantes	109'604	+6.8%	Serbia	53	-
Marrakech	64'659	+1.1%	Nice	425'142	+26.8%	Nis*	53	-
Tunisia	101'419	+13.6%	Paris-Charles De Gaulle	663'557	+1.8%	Spain	1'594'765	+12.3%
Djerba	22'092	+17.5%	Paris-Orly	268'757	+5.3%	Alicante	77'673	+11.7%
Enfidha*	4'836	-	Saint-Tropez	1'969	-15.7%	Barcelona	525'185	+1.6%
Monastir	6'600	-11.3%	Toulouse	72'698	+36.2%	Bilbao	36'854	+549.9%
Tunis	67'891	+7.7%	Germany	940'387	+0.9%	Grand Canaria	11'997	+70.2%
AMERICA	425'044	-3.6%	Berlin-Schönefeld	159'888	+3.3%	Ibiza	25'447	+25.1%
Canada	101'058	+6.0%	Berlin-Tegel*	44'969	-	Madrid	639'298	+12.2%
Montreal	101'058	+6.0%	Dusseldorf	81'823	+5.3%	Malaga	104'347	+5.0%
United States	323'986	-6.2%	Frankfurt	396'305	-4.5%	Oviedo	9'925	+0.8%
New York-Newark	107'578	-9.8%	Hamburg	46'695	+12.3%	Palma De Majorca	91'504	+3.7%
New York-JFK	131'844	-2.8%	Munich	210'707	-13.2%	Santiago de Compostela	56'708	+168.9%
Washington	84'564	-6.7%	Greece	204'916	+17.2%	Tenerife	11'572	+52.8%
ASIA & MIDDLE-EAST	599'306	+18.9%	Athens	163'137	+27.2%	Valencia	4'255	-18.2%
Bahrain	1'847	-80.8%	Heraklion	25'583	-3.6%	Sweden	129'947	+10.0%
Bahrain	1'847	-80.8%	Kos	2'513	-52.5%	Stockholm	129'947	+10.0%
Israel	118'187	+6.8%	Mykonos	9'700	-1.4%	Switzerland	533'821	-4.4%
Tel Aviv	118'187	+6.8%	Rhodos	2'424	-21.5%	Lugano	41'700	+8.2%
Jordan	15'286	-17.9%	Santorini	1'559	-10.9%	Zurich	492'121	-5.3%
Amman	15'286	-17.9%	Hungary	94'212	-28.0%	Turkey	200'668	+20.5%
Kuwait	10'929	+5.0%	Budapest	94'212	-28.0%	Antalya	14'179	+14.0%
Kowait	10'929	+5.0%	Ireland	113'042	+15.1%	Istanbul	186'489	+21.1%
Lebanon	58'019	+4.7%	Cork	3'542	+0.2%	Ukraine	34'043	+27.9%
Beirut	58'019	+4.7%	Dublin	109'500	+15.7%	Kiev	34'043	+27.9%
Qatar	92'032	-9.0%	Italy	540'649	+13.8%	United Kingdom	2'925'411	+3.0%
Doha	92'032	-9.0%	Brindisi	43'115	+13.2%	Belfast-Aldergrove	29'324	+7.1%
Saudi Arabia	35'287	+17.5%	Cagliari	13'198	+40.2%	Belfast-George Best	3'707	+567.9%
Jeddah	17'872	+12.0%	Catania	19'008	+117.1%	Birmingham	48'379	-5.7%
Riyadh	17'415	+23.7%	Elba*	365	-	Bournemouth	29'554	-1.0%
United Arab Emirates	260'938	+61.9%	Florence	15'206	+28.1%	Bristol	163'300	+12.4%
Abu Dhabi	112'190	+38.9%	Genoa*	4'305	-	Edinburgh	133'320	+15.8%
Dubai	148'748	+85.1%	Milan	428	-72.1%	Exeter	1'701	+7.0%
Uzbekistan	6'781	-1.9%	Naples	51'171	+3.2%	Glasgow	19'925	+22.9%
Tashkent	6'781	-1.9%	Olbia	18'482	+55.1%	Isle Of Man	1'984	+9.4%
EUROPA	12'072'309	+6.5%	Palermo*	1'738	-	Jersey	7'812	+170.1%
Austria	149'733	+4.8%	Rome	324'051	-0.8%	Leeds	47'145	-0.9%
Vienna	149'733	+4.8%	Venise	49'582	+192.7%	Liverpool	134'867	+1.0%
Belgium	509'729	+0.0%	Kosovo	81'727	+3.2%	London-Gatwick	647'479	+8.7%
Brussels	509'729	+0.0%	Pristina	81'727	+3.2%	London-Luton	272'143	+2.5%
Croatia	24'890	+34.0%	Luxembourg	51'387	+57.0%	London-Southend*	2'687	-
Dubrovnik	9'894	+76.9%	Luxembourg	51'387	+57.0%	London-Stansted	64'705	-2.9%
Split	14'996	+15.5%	Malta	6'432	-45.5%	London-City	195'001	+1.4%
Cyprus	10'147	+45.4%	Malta	6'432	-45.5%	London-Heathrow	946'972	-2.1%
Larnaca	10'147	+45.4%	Netherlands	621'621	+4.3%	Manchester	124'993	+4.4%
Czech Republic	77'986	+55.5%	Amsterdam	612'456	+4.2%	Newcastle	30'712	-3.6%
Prague	77'986	+55.5%	Rotterdam	9'165	+7.0%	Nottingham East Midlands	10'708	-49.7%
Denmark	210'772	+4.7%	Norway	41'014	-7.8%	Southampton	8'993	+37.5%
Finland	85'110	+9.4%	Oslo	41'014	-7.8%			

* New destination

09:25

Check-in hall





Continued growth

In 2012 Genève Aéroport came close to the 14 million passengers a year mark. This strong result is up 5.9% on 2011, and well above the 2% increase in the number of aircraft movements. Freight also continued to develop positively, despite the sluggish global economy. The two Geneva-based airlines, Easyjet and Swiss, led the growth of the local air travel market.

Despite a still gloomy and difficult international economic situation, especially in most of Europe, in 2012 Genève Aéroport recorded a further increase in passenger numbers. Almost 14 million passengers (or 13,899,422 precisely) used its facilities, 5.9% more than in 2011. This growth is much higher than the world average (+3.9% according to the umbrella organisation Airports Council International), and at nearby airports such as Lyon (+0.2%) and Zurich (+1.9%).

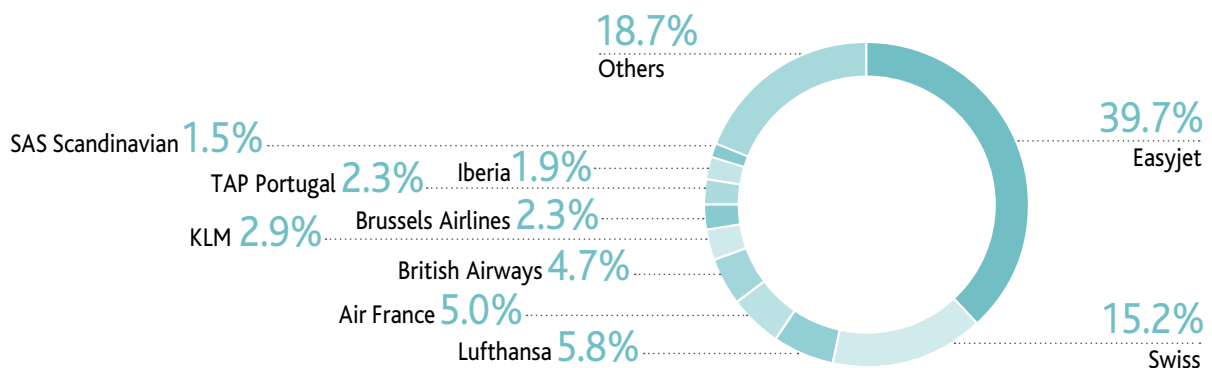
At Genève Aéroport the increased traffic came from scheduled aviation (+6%), which now accounts for 97% of passenger throughput, while the other segments are static or falling. Charter traffic dropped by only 0.6% to 308,659 passengers, almost halting the decline of recent years.

The number of aircraft movements (landings and take-offs) rose again to 192,944 – an increase of 2% on 2011 but much less than the 5.9% rise in passenger numbers. This difference confirms the trend towards the use of larger aircraft at Genève Aéroport, and constantly improving load factors. As a result, in 10 years, the average number of passengers per scheduled aircraft movement increased by more than 40%, rising from 69 per flight in 2003 to 98 in 2012. This also explains why, in just a decade, airport passenger numbers leapt by 71% while the number of aircraft movements rose by only 18%.

+71%
more passengers in 10 years



Market share 2012 (scheduled traffic)



Strong results for Geneva-based airlines

The leading airline at Genève Aéroport, Easyjet, again ended the year higher, thanks in particular to its decisions to base an additional aircraft at Geneva and open several new routes. As a result, in 2012 Easyjet carried 5.3 million passengers from or to Geneva, an increase of 10.8% compared with 2011.

The other Geneva-based airline, Swiss, exceeded the 2 million passengers a year mark for the first time. Managing a good increase of 5.3%, the Lufthansa subsidiary continues to regain market share in western, French-speaking Switzerland. These two airlines, Easyjet and Swiss, have really driven the growth of the local air travel market. The other major carriers saw a much smaller change, reflecting the stagnation of the European market. These included Lufthansa (+0.6%), Air France (+1.6%), British Airways (+1.3%) and KLM (+2.6%). Some other long-established European carriers did much better, such as SAS (+7.8%) and TAP (+5.4%).

On the long-haul side, the Gulf region

showed substantial increases following the service developments of 2011: Emirates jumped by 85%, and Etihad by 39%.

It is also worth noting the remarkable rise of Turkish Airlines (+21%), a carrier that has seen continuous growth for several years. There were also good results for Tunisair (+14%), thanks to a gradual recovery of tourism in that market. Meanwhile, Ukraine International showed strong growth (+28%) after introducing additional services.

Little change in market share

In 2012, Easyjet further strengthened its number one position with a 39.7% market share, for the first time bringing it close to 40%. Swiss came second, consolidating its position with a market share of 15.2%. The rest of the ranking saw little change, with Lufthansa, Air France and British Airways attaining third, fourth and fifth place respectively.

By alliance, Star remained well ahead with 32% of the market, followed by Skyteam at 11% and Oneworld at 7%. The low-cost airlines, led by Easyjet, accounted for 42% of scheduled traffic at Genève Aéroport.

Growing markets

European passenger traffic logically followed the general trend at Genève Aéroport, rising by 6.5%, since Europe accounts for 90% of the airport's total traffic.

Some markets performed very well: Ukraine (up 28%, due to increased capacity and trade); Russia (up 27%, due mainly to Russians coming to Switzerland, a country they particularly enjoy visiting); Turkey (up 21%, due to its popularity as a tourist destination and the dynamism of its national airline); Greece (up 17%, as it remains very popular despite its economic crisis); Spain (up 12%, as for Greece, together with significant airline capacity from Geneva); and France (up 10%, due in particular to strengthened air services to the French regions, the main Paris market being stable).

Markets based heavily on incoming passenger traffic to Geneva, such as the United Kingdom and the Netherlands, remained much the same as in 2011.

After several years of growth thanks to expanded and improved air services, in 2012 passenger traffic to North America slipped by 3.6%.

With an overall rise of 19%, the Middle East generally saw highly positive results, particularly on services



Overall traffic performance

	2012	2011	Variation 2012/2011		2012	2011	Variation 2012/2011
Passengers				Movements			
Scheduled traffic	13'495'964	12'720'041	+6.1%	Scheduled traffic	137'368	130'900	+4.9%
Charter traffic	308'775	310'680	-0.6%	Charter traffic	3'993	3'866	+3.3%
Total scheduled and charter	13'804'739	13'030'720	+5.9%	Total scheduled and charter	141'361	134'766	+4.9%
Taxi, medical	54'728	55'390	-1.2%	Taxi, medical	26'266	26'939	-2.50%
Total commercial traffic	13'859'466	13'086'110	+5.9%	Total commercial traffic	167'627	161'705	+3.7%
Total non-commercial traffic	39'956	44'112	-9.4%	Total non-commercial traffic	25'317	27'416	-7.7%
Total overall traffic	13'899'422	13'130'222	+5.9%	Total overall traffic	192'944	189'121	+2.0%



between Geneva and the United Arab Emirates. Indeed, Abu Dhabi and Dubai in the UAE accounted for almost half of all traffic. The situation is more mixed in the other Middle Eastern countries: Saudi Arabia, Kuwait and Lebanon were up, while other parts of the region suffered from the geopolitical situation. Finally, North Africa showed a slight decline, despite a strong revival of traffic to Tunisia (+14%) and, to a lesser extent, Algeria (+6%).

Ranking of cities

As in previous years, the Geneva-London route was well ahead with a total of 2.1 million passengers. For the first time, six airports in the British capital were linked with Genève Aéroport, a new Geneva to London-Southend service starting during the year. Paris retained second place, but in 2012 was followed by Madrid due to the high airline capacity on the route. Next in the list came Amsterdam, Barcelona, Brussels and Zurich. Portugal's two largest cities, Lisbon and Porto, entered the Genève

Aéroport routes top 10, due to strong 'ethnic' traffic.

Freight continues to grow

As with passenger activity, airfreight traffic also developed positively in 2012. After two years of strong growth, airfreight handled recorded a moderate increase of 3.2% to 67,604 tonnes. This rise took place despite and in contrast to the slowdown seen at most other European airports.

Genève Aéroport benefited from the healthy state of the regional economy and its strong export sectors, especially watches and chemicals. If postal freight is added, the airport's cargo total reached 74,739 tonnes in 2012, also a rise of 3.2%.

This dynamism is also reflected in the number of people working at the airport's freight hall - 1,038 people in 2012, a rise of 1.75%. In terms of tonnages transported, Swiss again took first place, followed by Emirates and Etihad.

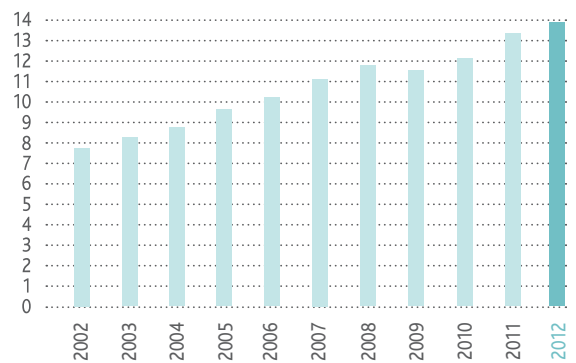


Despite its importance to the economy, employment and the profitability of long-haul flights, the general public and passengers know relatively little about airfreight. To promote a better understanding, Genève Aéroport hosted an exhibition in November dedicated to freight operations. A container enabled the public to find out more.

	2012	2011	Variation 2012/2011
Freight (tons)			
Scheduled traffic	37'961	38'837	-2.3%
Charter traffic	8'360	7'231	+15.6%
Airlifted airfreight	46'321	46'068	+0.5%
Trucked airfreight	21'283	19'467	+9.3%
Total airfreight	67'604	65'535	+3.2%
Postal freight	7'135	6'862	+4.0%
Total airfreight and post	74'739	72'397	+3.2%

Traffic evolution

Passengers (million)



Top 15 destinations

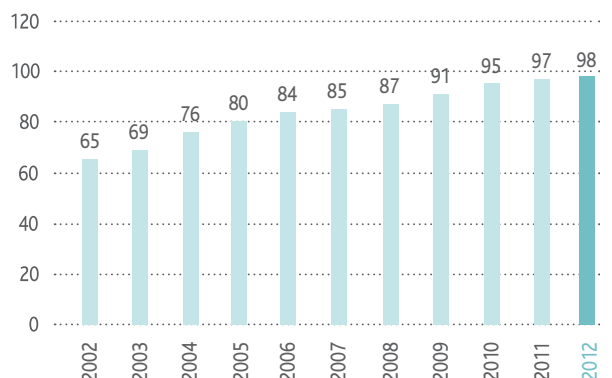
City	Passengers
London	2,128,987
Paris	932,314
Madrid	639,298
Amsterdam	612,456
Barcelona	525,185
Brussels	509,729
Zurich	492,121
Nice	425,142
Lisbon	416,821
Porto	398,448
Frankfurt	396,305
Rome	324,051
Moscow	296,112
Copenhagen	210,772
Munich	210,707

Monthly traffic evolution

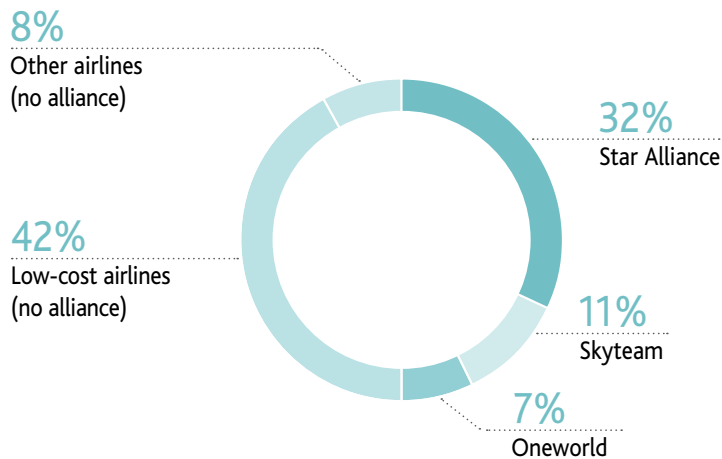


Passengers per movement evolution

Passengers/movement (scheduled and charter)



Market share by alliance



Scheduled traffic 2012 by airline

Airline	Passengers	Variation 2012/2011
Aer Lingus	113'042	+15.1%
Aeroflot	147'813	+4.0%
Air Algerie	25'054	+5.6%
Air Canada	101'058	+6.0%
Air Europa*	68'082	-
Air France	668'616	+1.6%
Air Malta	6'432	-68.7%
Air Mauritius	14'510	-38.5%
Alitalia	108'797	-8.9%
Austrian	149'733	+4.8%
Belair	21'289	+10.6%
Blue Islands	6'210	-2.6%
Bmi Baby	22'649	-40.7%
British Airways	631'008	+1.3%
Brussels Airlines	309'538	-5.6%
Czech Airlines*	23'835	-
Darwin Airline	153'337	-19.9%
Easyjet	5'350'443	+10.8%
Edelweiss Air	68'326	-15.4%
Egyptair	48'257	-4.4%
El Al	50'183	+6.8%
Emirates	148'748	+85.1%
Etihad Airways	112'190	+38.9%
Finnair	85'110	+9.4%
Flybe	14'280	+23.9%
Gulf Air	1'847	-80.8%
Helvetic Airways*	1'609	-
Iberia	255'232	-10.5%
Intersky*	365	-
Jet 2	48'389	+0.0%
KLM	395'832	+2.6%
Kuwait Airways	10'929	+2.4%
Lot Polish Airlines	42'179	-5.3%
Lufthansa	780'499	+0.6%
Luxair	44'839	+37.0%
Middle East Airlines	58'019	+4.7%
Norwegian	57'145	+1.5%
Pegasus Airlines	14'361	+15.4%
Qatar Airways	92'032	-9.0%
Rossiya	2'372	+4.6%
Royal Air Maroc	88'896	-4.0%
Royal Jordanian	15'286	-17.9%
Sas Scandinavian	203'950	+7.8%
Saudia	35'287	+17.5%
Swiss	2'049'979	+5.3%
Tap Portugal	313'715	+5.4%
Transavia Airlines	9'165	+7.0%
Tunisair	101'419	+13.6%
Turkish Airlines	186'489	+21.1%
Twin Jet	3'018	-42.4%
Ukraine International	34'043	+27.9%
United Airlines	192'142	-8.4%
Uzbekistan Airways	6'781	-1.9%
Wizz Air*	1'605	-
Total	13'495'964	+6.1%

* New airline

11:32

Play area





Continually improving customer service

For years Genève Aéroport has been concerned with ensuring high levels of customer satisfaction. In 2012, the airport took a series of measures to increase the quality of its services offered. These included the introduction of: a downloadable mobile application that provides practical information on the airport; more car parking places; an innovative system that continually monitors customer satisfaction with the cleanliness of toilets in the terminal; and an 'Airport Angels' operation to inform and assist passengers.

For several years Genève Aéroport has focused on its quality of service, working constantly to improve the comfort and satisfaction of its clients. In 2012, the airport redoubled its efforts by dedicating its business objective to this theme, with the stated aim of 'Continually improving the service to our customers'. Against this background, it offered all its employees the chance to meet passengers during a period of three hours, to help them and learn from them.

The airport's objective was achieved: of the 600 staff members who participated in the 'Airport Angels' programme, 93% felt that this activity helped to improve the satisfaction of the passengers they met. In addition to the personalised service this approach allowed, the initiative should lead to long-term changes, several suggestions for improving facilities and processes having been put forward by participants and passengers.

These proposals will be carefully analysed and some will materialise. Genève Aéroport has turned some past passenger suggestions into new services and other improvements, such as free wifi (introduced at the end of 2009) and completely redesigned signage (2011), which in passenger satisfaction surveys are still among the points rated highly positively. The airport carries out large surveys (more than 5,000 travellers are questioned each year) and in 2012 there was a further increase in overall satisfaction.

Services offered free

To return to the wifi, it is one of the services the airport offers free of charge. In 2012, the wifi proved highly popular and broke usage records. In the peaks there were more than 151,000 sessions a month, or an average of 4,880 a day, as was the case in December.

In the same range of free services, but in a completely different area, Unireso tickets are offered to passengers arriving at Genève Aéroport, enabling them to use cantonal public transport free of charge for up to 80 minutes. From the moment of the passenger's arrival, this clearly demonstrates the airport's commitment and wish to encourage the use of public transport. In 2012 this approach

669,452
bus tickets offered

Profile of passengers

Reason for travel

tourism	38%
business trip, professional	33%
family, personal reasons	29%

Gender

male	54%
female	46%

Frequency (per year)

1 – 2 flights	24%
3 – 5 flights	34%
6 – 10 flights	21%
11 – 20 flights	13%
21 flights and over	9%

Source: sondage ASQ 2012 Genève Aéroport

was once again acclaimed by passengers: 669,452 tickets (for which Genève Aéroport covered the cost) were distributed, which is an average of over 1,800 a day.

Launch of GVApp

To respond to technological developments and user needs, in 2012 Genève Aéroport launched the 'GVApp' application. Downloadable on smartphones (iPhone and Android personal digital assistant (PDA) handheld computers) and on some digital tablets (iPad), this new service enables users to obtain information on, for example, the status of flights and car parking. It can also generate automatic alerts so that users can monitor one or more flights. An original development and valuable tool, GVApp permits and helps Genève Aéroport to differentiate itself in terms of applications currently offered by airports.

This first version – offering new and enhanced functionalities – has been very well received: there are more than 50,000 active installations and almost all of the people who download the application then use it. There are more than 700 comments on GVApp in the Apple Store, of which over 500 give it a five-star rating (the maximum possible) and 170 give four stars.

Smiley Box live satisfaction testing

Cleanliness is one of the symbols of Switzerland, and is usually an expectation among visitors. As the cleanliness of

toilets is an important factor in ensuring customer satisfaction, in 2012 Genève Aéroport decided to monitor and evaluate real-time user feedback, in addition to asking traditional questions in its quality surveys (which show a high level of passenger satisfaction in cleanliness). A pilot project therefore took place from August to December in some of the toilet areas. Innovative and unique in Europe and developed by a start-up company based in western, French-speaking Switzerland, the system lets passengers say if they are satisfied with cleanliness and maintenance in the toilets. If they are not satisfied, a warning message is sent and a cleaning team dispatched rapidly to the scene. A total of almost 250,000 people have voted and shown a satisfaction rate of 90%. As the operation has proved itself conclusively, Genève Aéroport has decided to continue this system and extend it to other areas.

Action for families

Genève Aéroport has cared about families for many years. In 2012, the airport therefore opened a crèche for children of up to five years. Containing books, toys and areas for baby feeding and changing, the crèche welcomed almost 9,000 toddlers during the year. This is without counting all the young people who visited the 'kids' corner', which is kitted out with tables and games but is not specially looked after by a Genève Aéroport employee.



In summer 2012, Genève Aéroport organised a drawing competition and for the occasion added many tables and chairs for children in various parts of the terminal. The principle was simple: children received crayons and paper in the terminal's airside area, beyond the security checks. They drew their picture while waiting for their flights and then, before boarding, put it in one of the special boxes provided. Almost 1,500 young people under 12 took part in this competition, which was called 'Draw the airport of your dreams', and 30 prizes were subsequently sent out to children around the world. The winner of the web-user prize lives in Hong Kong, the winner in the under-8 category lives in Spain, and the winner of the 8-12 category lives in Geneva.

More parking

In international comparisons, Genève Aéroport has always been under provided for in terms of car parking places. It offers just over 360 places per million passengers, while IATA, the International Airlines Transport Association, estimates

3,675 formal reception operations

Including:

Heads of state (including the secretary general of the UN)	63
Prime ministers	40
Foreign ministers	155
Ministers	1598
Royal families (to second degree)	517

that an airport should offer 1,000 per million passengers. This relatively low provision also explains the very high occupancy rates at Genève Aéroport, where for example in 2012 the car park in front of the terminal was over 80% full for 299 days.

In summer 2012, Genève Aéroport partially remedied this situation by buying car park P26 from the Parking Foundation, which gained it a thousand additional places. Passengers can now choose between two long-term car parks at discounted rates, one to the east (P26), and the other to the west (P51) of the airport. This means the airport can better serve travellers coming from both the Lausanne side and the France side.

Car park P26 is also the first to be fully operational with the new parking management system, CEPAGE. This modern equipment facilitates payment by bank card (the customer can choose whether to pay in their own currency or in Swiss francs). It also avoids the need later on to put the ticket in the machine in front of the exit barrier, the CEPAGE system linking payment to the car registration number. In addition the more absent-minded customer will be able to ask at the payment point which car park and on what floor their car is parked.

There was also change in front of the terminal, where a rapid drop-off ('kiss & fly') car park was created, Genève Aéroport having benefited from the platform renovation works carried out as part of the area's redevelopment.

Security channels

Among the obligations passengers must undergo before boarding are the security checks. To make this moment as pleasant as possible, Genève Aéroport focuses on the reception of passengers at the security checkpoints (staff engagement and awareness) and ensuring that procedures are smooth and efficient. The Centralised Security Control (CSC), on the departures level, was therefore enhanced in 2012, a new inspection screening machine bringing to 14 the total number of machines in the CSC (other inspection screening points are in the France sector, in the transit area and in the Charter Terminal). This additional machine aims to better manage peaks in traffic and to respect as much as possible Genève Aéroport's objective of a CSC waiting time of less than 10 minutes.

Reception operations

In 2012, Genève Aéroport continued to support the canton and the Confederation in ensuring the ongoing influence and global projection of International Geneva. The heads of state and ministers landing at, or departing from, Geneva benefit from a free formal reception service provided by the airport's dedicated department. This carried out 3,675 reception operations during the year, which is an average of 10 missions a day.

The highlights of 2012 were the traditional conferences organised by Human Rights (310 delegations), the International Labour Organization (309)

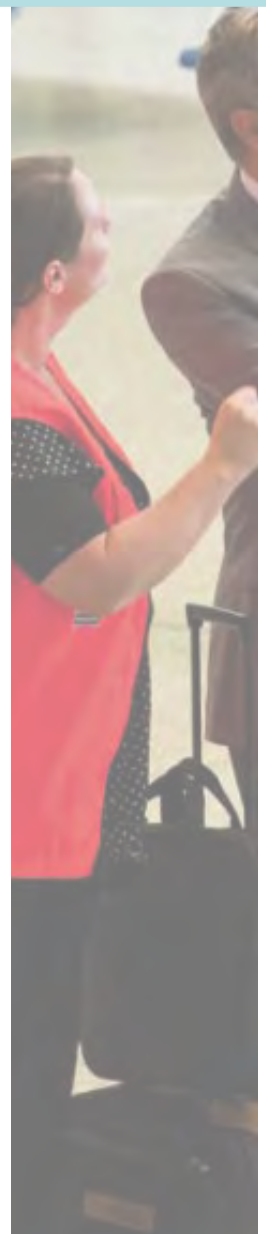
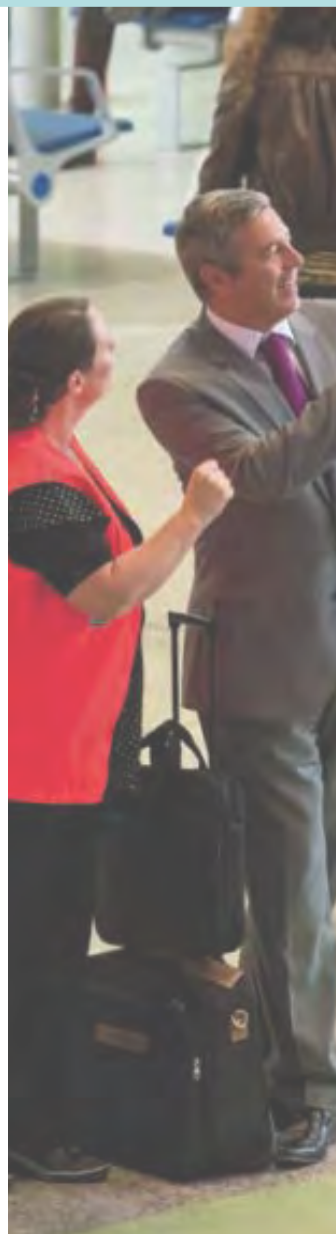


and the World Health Organization (268). There were also the conferences and events of the: European Organization for Nuclear Research (CERN); United Nations Conference on Trade and Development (UNCTAD); Conference on Climate Change; World Trade Organization (WTO); World Meteorological Organization (WMO); World Intellectual Property Organization (WIPO); United Nations (UN); and many other organisations. But – meaning news – the year also saw conferences on Syria, on US-Russian disarmament and on the 10 years of Swiss membership of the United Nations.

As for the personalities who have used Genève Aéroport's formal reception services, they came from Europe, Africa, the Americas and Asia.

11:28

Boarding lounge





New developments and trends

In 2012 Genève Aéroport expanded its commercial services and opened new sales outlets. The airport wants to meet the needs of passengers by offering them the latest concepts in shops and restaurants. During the year it carried out several renovations and transformations, but also introduced new services to improve customer satisfaction.

Commercial services have an ever more important role at airports: for a traveller to take away a positive experience of his or her journey, good aviation services alone are no longer enough. As shops and restaurants strongly affect passenger satisfaction, Genève Aéroport constantly strives to improve its commercial services.

New brands were therefore brought in to expand the – already large – range of products and services, with the aim of meeting customers' needs in terms of both price and positioning. Genève Aéroport's other key goals include offering the latest retail concepts and following trends in travel retail. The necessary teamwork involves many people – to find new ideas, monitor the results and correct any problems. Due to the cooperation required for success, the airport works closely with the concessionaires responsible for managing shops on the site.

Mystery visits

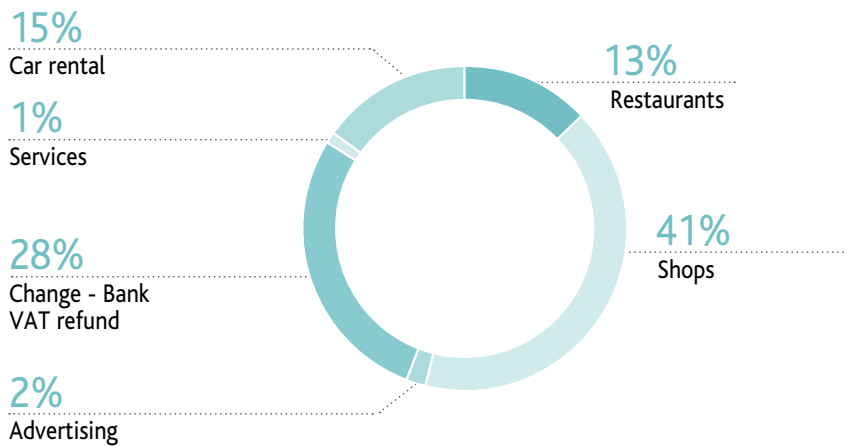
In 2012, Genève Aéroport took a new step in providing the best possible welcome for passengers in its shops and restaurants. Its 'commercial concessions' service started conducting daily quality follow-ups and at the end of the year introduced 'mystery shopping' for the restaurants. These mystery visits will enable certain points to be improved, and the implementation of action plans with commercial partners. The airport aims to ensure that passengers using its facilities enjoy the best service.

Genève Aéroport also established a new corporate communications campaign called Emotions Airport Shopping, and launched a magazine, Winter Shopping, to present the products and brands available in its shops. Also regarding visibility, in 2012 the airport's network of screens was extended to create a continual digital presence from the west wing to the France sector, via the frontal pier.

Other projects were explored in 2012, all aimed at enhancing the quality of

14,000 square metres
of commercial space

Breakdown of turnover by area



services, and included help in locating shops, or wayfinding. And to integrate commercial services as much as possible, the commercial concessions service took part in numerous working groups to reflect on and discuss the future development of facilities.

A range of visitors

In terms of frequency, half of all passengers visit at least one of the airport's shops and almost a third of them make a purchase, according to Genève Aéroport's regular surveys. On the eating and drinking side, around 47% of travellers consume food or drink and, in three-quarters of cases, it is the latter. However, as an urban airport, Genève Aéroport is not intended only for its 13.9 million annual passengers. It is also available for, and used by, passengers' relatives, colleagues and friends, together with other airport visitors, many others working in the region and around 10,000 employees at the site.

New sales outlets

In 2012, two new brands arrived to develop and enrich the airport's commercial services 'airside', which is the area beyond the security checks. At the start of the year, Swiss brand Sprüngli opened a shop offering freshly made chocolates, and confectionary products, so establishing its first sales outlet in Geneva canton. During the year the clothing shop Your



Fashion Store gave way to Airport Fashion, owned by Naville Payot Distribution. The architectural concept was completely changed (it is now a walk-through shop with screens showing flight information) and new fashion brands introduced to expand the range on offer.

Two new brands also opened in the shopping arcade at the CFF railway station: Chicorée, offering a mix of 'young fashion', and the trendy hairdressing salon 19th Avenue, complete with its own nail bar.

Several renovations

In Genève Aéroport's airside shops, Hour Passion was totally transformed and enlarged in 2012. It now has sales areas for high-end watches, such as Breguet and Blancpain, and has added new jewellery brands. The strategy has paid off, the penetration rate having almost doubled.

Also airside, the Omega shop introduced its new concept in the colours of beige and champagne, inviting shop-

pers to discover its extensive collections of watches and jewellery.

In arrivals, the convenience grocery shop Flavours gave way to a new concept, the Montreux Jazz Shop. It consists of an area dedicated to the famous festival, offering items such as posters and chocolates, and a sandwich area, offering the menu of the Montreux Jazz Café (MJC) and homemade products prepared freshly throughout the day. Concerning dining, the MJC was modernised, mainly by changes to presentation and the menu, and its backstage area was renamed. Now Funky Claude's, this area is adorned with objects from the jazz festival's founder. Still on the arrivals level, The Hub bar was transformed into a trendier American pub, offering bagels and beer, and all under the slightly different name of Hub & co.

In 'landside' departures, on the other side of the security checks, Swiss Coffee House conducted a makeover to enhance its Swiss character. La Cuisine



was also renovated to offer a more colourful space and take-away homemade products.

Events throughout the year

To add more life and soul to its commercial services during the year, Genève Aéroport organised several new shows in various parts of the terminal and CFF arcade.

At Easter time, therefore, chocolate was honoured with shows, games, competitions, tastings and workshops. In June, the 'escales gourmandes' put taste first, particularly with tastings, cooking shows and special offers in the restaurants. In summer the Best of Switzerland campaign presented many Swiss specialities such as chocolates, biscuits, writing instruments and watches, together with assorted games and competitions. The autumn holidays saw a forest theme and featured a tree-climbing adventure course and a playful and educational exhibition about mushrooms.

Finally, in December, various parts of the airport were dramatised to the theme of Christmas, with mobile shows, competitions, games, chocolate hand-outs and, of course, a visit from Father Christmas.

In addition to these thematic shows, several events took place directly in shops, as well as on the central square, situated airside beyond the security checks. For the first time Genève



Aéroport offered the opportunity to rent this central space exclusively for a month, for use as a physical area, a digital space or both. Following its introduction during the year, this new development succeeded in attracting two Swiss watch brands.

In addition, various brands, notably in watches, perfumes, cosmetics and chocolate, used 'pop-up stores' to let passengers know about their latest collections or to create events. A number of promotional events were held throughout the year.

Restaurants also spiced up their offering, organising live music and salsa evenings at the Montreux Jazz Café and on the terraces of the Gardens of Geneva.

Positive impact on the region

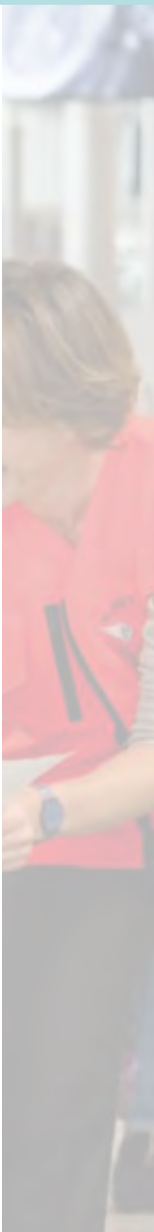
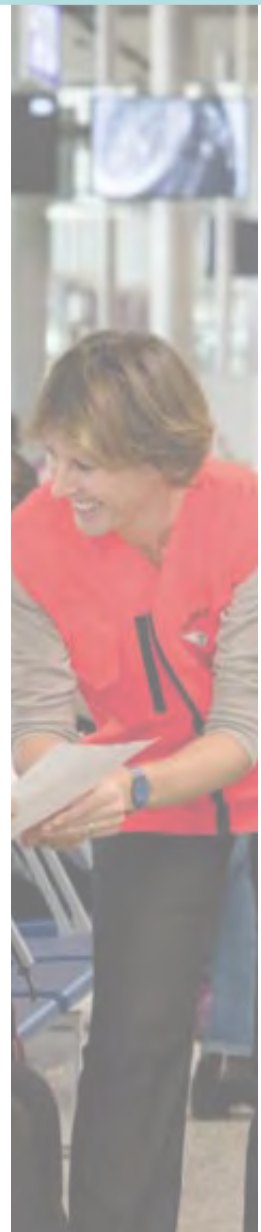
These many efforts enabled commercial revenues from concessionaires to grow by 4.4% in 2012, despite a weak economic environment and the strength of the Swiss franc. Turnover on the restaurants side increased by 5%.

These results are encouraging because

the good health of shops is important – non-aviation revenues contribute a substantial share of the airport's profits. These profits enable Genève Aéroport – which receives no other funding – to invest in modernising its facilities and to finance its continuing development. They also help the airport to keep its aviation taxes attractive, particularly to the scheduled airlines that carry the vast majority of passengers. All this further strengthens Genève Aéroport's air services and therefore benefits the whole region.

09:05

Boarding lounge





Even better organised operations

For Genève Aéroport, weekends in the winter season are the busiest times, and in March 2012 it hosted record numbers of passengers. However, for the first time, the airport's weekly traffic in summer was higher than in winter. During the year Genève Aéroport expanded its snow-clearance operation and was proud to receive the 'World Snow Award'. It was also recognised for the third consecutive year as the most efficient airport in Europe.

For an airport to operate safely, punctually and efficiently, the airport manager has to coordinate the activities carried out by a multitude of companies and stakeholders. At Genève Aéroport, managing almost 14 million passengers and 190,000 air movements a year requires carefully thought-out and planned collaboration between the many parties involved.

In this context, and to better organise these activities, Genève Aéroport has established 'Airport Steering'. This airport coordination centre became operational in 2012 and has many roles, from supervising passenger flows and capacities to disseminating information and managing irregularities. Its goal is to constantly maintain an overview of all processes, particularly to better anticipate the risks of disruption.

Linked to operational management, this command centre consists of several services: operational (apron management, runway capacity, helicopter parking, planning aircraft parking positions by season...); and administrative (traffic statistics, traffic data management for invoicing landing fees, aeronautical information such as Notam, based-aircraft management...). It also has an 'airport authority' centre (Safety Assessment of Foreign Aircraft inspections, findings on violations, judicial confiscation, apron permits...).



112

snow-clearance and de-icing vehicles

Efficiency prize

For the third consecutive year, Genève Aéroport received the 'Airport Efficiency Excellence Award' in the category of airports handling under 15 million passengers a year. This award was bestowed by the experts of the Air Transport Research Society, which includes most of the world's universities with a chair dedicated to aviation. Focusing on efficiency, productivity and quality, this distinction analyses parameters such as the quality of airport facilities, the airport's range of services and its charges. This award comes as new recognition of Genève Aéroport's efforts to ensure its continued development on strong operational and financial foundations.

Use of the runway and apron

In 2012, Genève Aéroport's concrete runway hosted 182,022 aircraft movements, and its grass runway 5,892. In addition there were 5,030 helicopter movements on the dedicated platform. During the year, scheduled flights continued to represent the vast majority of airport traffic (137,000 movements, a rise of 4.9%). Charter traffic stemmed the fall seen in recent years (3,991 movements). Combining cat-



egories, commercial traffic increased by 3.7% to 167,795 movements, while non-commercial (such as school and tourism traffic) fell by 7.7% (to 27,416 movements).

Once again, in 2012 the apron experienced a very high occupancy rate, especially during peak hours (where all, or almost all, of the aircraft parking places were occupied) and during the night (83% of aircraft positions being occupied between 24:00 and 06:00).

Winter-summer distribution

Gateway to the Swiss and French Alps, Genève Aéroport welcomes many tourists. These are mainly British, Scandinavian and Russian visitors coming to take advantage of the region's winter sports. A total of around a million people passed through Genève Aéroport for snow tourism, which is why the winter season has always been

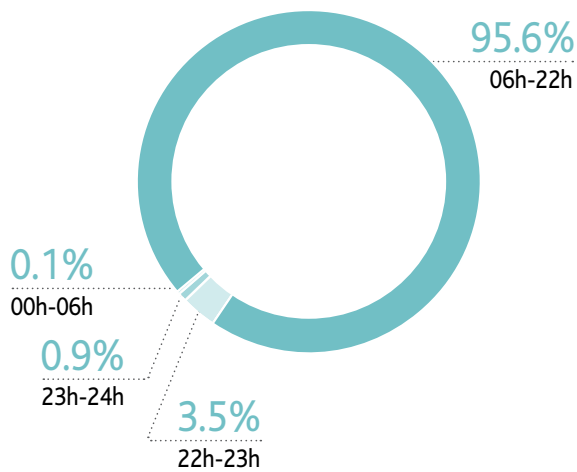
busier than the summer months. The airport beat several records in 2012, having the busiest day in its history (Saturday 18 February) with more than 65,000 passengers, and its strongest month (March, with more than 1.3 million passengers).

Yet in 2012, for the first time, airport slot utilisation during the sum-



mer (62.7%) was higher than that of winter weekdays (61.9%), demonstrating the strength and vitality of Genève Aéroport's summer services. On the other hand, weekends from November to April continued to show the strongest occupancy rates, with an average slot capacity usage of 77.4% on Sundays, and as much as 88.4% on Saturdays in winter season (from the end of October 2011 to the end of March 2012).

Hourly distribution of movements



'World Snow Award'

Just before the winter season, Genève Aéroport was crowned 'best airport' by a panel of experts in the field of skiing and snowboarding. This 'World Snow Award 2012' was presented in November in London under the auspices of the British magazine 'Ski and Snowboard'.

This distinction crowns the expertise of Genève Aéroport and all the site's other actors in harmoniously managing traffic peaks at winter weekends, both in receiving passengers and handling oversized baggage. The latter has been better looked after since late autumn 2012, when two baggage conveyor belts were added to the main terminal check-in hall. This addition enables Genève Aéroport to improve its reception and support for passengers, and particularly the skiers who use it in such large numbers.

Action plan for winter operations

In 2012, the snow caused little disruption to operations. If the snow fell on seven occasions between 31 January and 13 December, it never actually closed the runway. However, the airport's snow-clearance armada took more than 10 passes to clear the runway of snow, and several de-icings.

Genève Aéroport increased the resources available in the fight against snow (more snow blowers and 'jetbroom' multifunction surface maintenance systems) and will continue to invest in additional equipment over the next few years. In 2012, the airport launched a tender in this regard.

During 2012, the winter operations action plan relied on Genève Aéroport's 38 immediately available snow-clearance vehicles (including sweeper-blowers, snow-blowers and snowploughs). To these can be added 58 private vehicles available within an hour, and 16 de-icing trucks from handling companies active on the apron (Swissport, Dnata, Ruag, Tag and IDS).

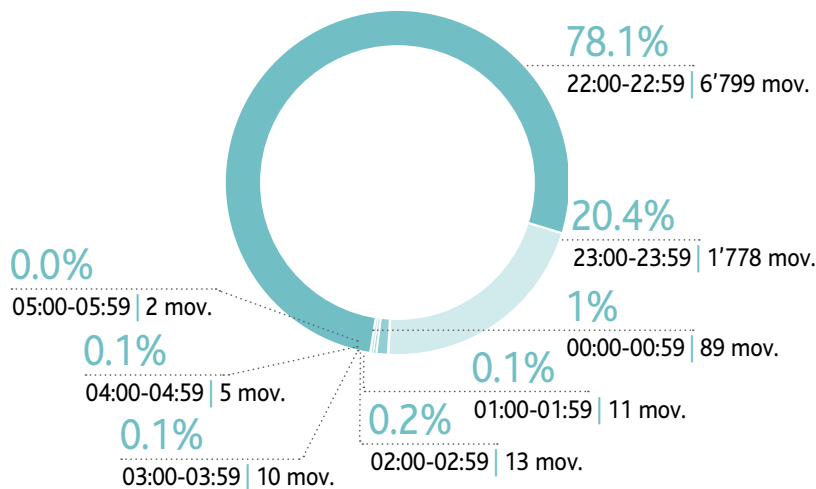
Runway clearance takes 30 minutes (20 minutes for the vehicles to clean the runway and then 10 minutes for the de-icing product to act), provided

a single pass is sufficient – which is not the case during heavy snowfall. Genève Aéroport's snow plan aims is to gradually reduce the time needed for snow clearance and therefore shorten the duration of interruptions to traffic.

Besides the continual improvement in its responses, Genève Aéroport focuses on forecasting and planning, both in terms of organisation and equipment (with notably a system of probes and monitoring that triggers an alarm in the event of snowfall or frost).



Hourly distribution of nocturnal movements



Ground vehicles

Essential to the smooth running of the airport, Genève Aéroport's ground vehicles were busier in 2012. This increase in activity was in line with the rise in the number of passengers and the complexity of operations due to works taking place on the airport apron. There were around 140 bus trips a day, and over 330 during peak weekends. In 2012, the apron buses transported more than 2.9 million passengers, a rise of 17% compared with 2011.

Meanwhile the airport's 'Follow Me' vehicles, systematically used to guide general aviation pilots, and on request by those of scheduled services, operated for a total of around 19,000 hours.

Cleaning the runway and apron

As FOD (Foreign Object Debris) can pose significant risks to safety, Genève Aéroport regularly checks the runway.

The airport carried out almost 2,200 planned checks in 2012, permitting the removal of objects in 166 such operations.

There were significant cleaning tasks at the airport, as every year. Sweeping of the apron, access roads and the runway took around 7,000 hours in 2012. Regarding the removal of rubber deposits from the airport's concrete runway - which aims to ensure the perfect adhesion of aircraft tyres in the touchdown zone - this required 14 nights of works (half in April and half in November).

Finally, three months of major works were undertaken to erase paint markings on the ground and so permit the modification of aircraft parking positions and zones. This was carried out for the preparatory works for the new customs road.

Importance of general aviation

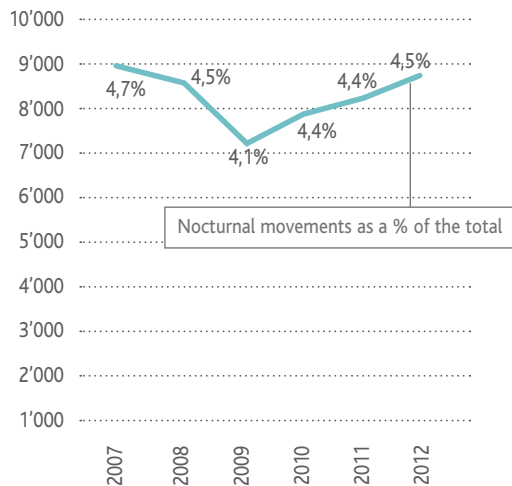
Genève Aéroport is Europe's second most significant airport in terms of general aviation, which includes business and tourism aviation. It is second only to Paris - Le Bourget, which handles only general aviation movements. This importance of general aviation at Genève Aéroport is explained by the

region's socio-economic fabric: there is a strong presence of international organisations and multinational companies, and it is home to many stars of show-business and sport. In 2012, air taxis carried out 25,038 movements, and non-commercial flights accounted for 25,317.

To optimise the use of runway capacity, a Prior Permission Required (PPR) system is applied to all general aviation aircraft (private flights and taxi flights) using the concrete runway, which has a capacity of 40 movements an hour. Priority is given to scheduled and charter traffic to ensure punctual flights, but general aviation always has available a certain number of slots. The number of slots varies according to the day and time, but stands at a minimum of four an hour.



Nocturnal movement evolution



At the request of the Federal Office of Civil Aviation (FOCA), in 2012 Genève Aéroport also introduced a PPR system for the parking of helicopters. This change is intended to better manage the capacity of their positions in the specially reserved area.



Show dedicated to business aviation

Genève Aéroport's intense business aviation activity is also reflected in early May by EBACE, the only European show dedicated exclusively to this type of traffic. The 12th EBACE event, which is held simultaneously on the airport apron and at Palexpo, hosted 491 exhibitors – a record number. This exhibition is jointly organised by the European (EBAA) and American (NBAA) associations of business aviation and attracted 12,638 participants from 99 countries.



Nocturnal movements

In 2012, there were 8,707 aircraft movements between 22:00 and 06:00, representing 4.5% of the airport's total traffic. In other words, 95.5% occurred in the daytime period, between 06:00 and 22:00.

Most of the night-time traffic (98.5%) took place between 22:00 and midnight (99.4% between 22:00 and 00.29). Of the 48 movements after this time, 44 were medical or state flights not subject to restrictions. During the year, in accordance with rules on night-time movements, the aerodrome operator authorised four commercial flights after 00:30 due to exceptional and unforeseen circumstances.

Night-time aircraft movements are very largely composed of landings. After 22:00, take-offs account for only 15% of movements.

Landings (85% of movements after 22:00) consist primarily of return flights from major European cities and international hubs.

Due to the alternating direction of runway use, the Genthod-Bellevue sector was overflowed by 58.2% of night traffic (including 441 take-offs). The Vernier-Meyrin sector had a 41.8% share (including 844 take-offs).

09:45

Check-in





Construction works to build the future

In 2012 almost CHF 100 million was invested in renovating and developing Genève Aéroport's various facilities. This investment enables the airport to enhance security, improve passenger comfort, and prepare for the increased passenger traffic and challenges of tomorrow. During the year, preparatory works began for the future East Wing, or aile Est. Particular emphasis was placed on energy management, notably through the installation of ultra high vacuum (UHV) solar panels.

Cranes, machinery and aircraft. The apron and area around the airport were busy in 2012, and will continue to be in the next few years due to the many renovation, maintenance and construction projects in progress and planned. In 2012, Genève Aéroport began a major investment cycle, during the year investing almost CHF 100 million. This was a welcome windfall for subcontracting companies otherwise faced with a gloomy economic environment. In all, there are over 200 ongoing facilities projects, some of which, like the construction of the major East Wing, will take several years to complete.

Preparatory works for the East Wing

Genève Aéroport has facilities built in the 1970s and still used to receive long-haul air services. It was therefore time to think about replacing them to improve the welcome and comfort for the many passengers who travel on long-haul aircraft at Geneva. This will be done with the construction of the East Wing, a building with a length of 500 metres and able to accommodate six long-haul aircraft simultaneously. It will be primarily a qualitative improvement: the aircraft

'contact' parking positions will be connected directly to the building, and no longer remote, which requires the use of bus shuttles. The future building, covered with a solar array and completely transparent, will provide the airport with a modern facility and improve passenger reception, comfort, convenience, movement and flows. It will also raise passenger capacity, which is necessary in view of increasing average aircraft size and load factors.

Works began in 2012, focusing primarily on preparing the area for the future building. In particular this involved demolishing the bus shed, moving an oil separator, modifying the aircraft parking positions and taxiways, and installing underground geothermal probes that will be used to heat and cool the future building.



200

facilities-related projects are under way

De-icing station

In 2012, several other construction projects took place on the apron. Firstly, Genève Aéroport started work on building a de-icing and fuel distribution station (the ADIC project, for Aircraft DeIcing). Built to the east of the airport site, the works were carried out quickly. The future building, to have solar panels on its facades and roof, should be operational by winter season 2013-2014. It will replace the existing, obsolete building which no longer meets passengers' or the airport's needs.

The renovation of the apron continued during 2012. An impressive gantry was used to change the heavy concrete slabs. The year also saw the renovation of the ring road around satellite 10.

The 80 positions were connected to the oil network and fitted with 400 Hz aircraft energy supply equipment, as well as a visual docking guidance system which enables pilots to guide their aircraft automatically to their parking place.

Finally, work on the apron lighting continued too. With blue and green LEDs, these luminous devices improve aircraft guidance and raise visibility at night, as well as in rain and fog.

Additional check-in desks

To help with handling increasing numbers of passengers, the main terminal was equipped with seven additional check-in desks. This terminal now has over 110 desks, to which must be added the 20 in the charter terminal used at

weekends and in the winter season. The increase was achieved through the installation of five new desks and the transformation of two desks previously used for oversized luggage. On the arrivals floor, the barrier that demarcates the area where people can wait for passengers was carefully replaced by a simple luminous red line. This gives the place a certain elegance and has been much noticed and remarked on by the public.

Energy management

For several years Genève Aéroport has carried out a range of measures to reduce its energy consumption and environmental footprint. It not only wants to reduce its needs in relative terms (ratios, square metres, passengers...), but also seeks to lower their absolute values. This requires significant effort, given the airport's success in increasing passenger numbers over recent years. Genève Aéroport aims to reduce its energy consumption by 8% in three years, from the reference point of 2010.

The airport's principles of energy management are based on the three pillars of Negawatt, namely sobriety (eliminating waste), efficiency (improving the energy efficiency of the source used) and, once need is reduced, the maximum possible use of renewable energy.

However, the airport energy policy does not stop at Genève Aéroport's doors: it involves all its partners on the site. As part of its commitments concerning the site's environmental footprint,



the airport manager wishes to define a common cross-site energy management strategy to reduce overall consumption. Various incentive programmes, brought together under the name 'Watt Else', began to be implemented. In 2012, Genève Aéroport proposed an energy charter that has already been agreed and signed by most of the companies on site.

During the year, Genève Aéroport also launched its 'smart metering' energy management programme. This enables it to know in real time the energy consumption of each end user on the site and, after analysing the trends, to predict consumption too. Such an exercise then allows the optimisation of energy production and distribution. With this aim, a thousand sensors were installed around the airport site.

Finally, the airport undertook many energy efficiency improvement works (modernisation of the high-voltage grid, lighting and ventilation). Generally speaking, the airport wants reduced environmental impact to be at the heart of all new projects and renovation.

UHV solar panels

In 2012, Genève Aéroport installed 282 UHV solar thermal panels that use a technology developed by CERN, the Geneva-based European Organization for Nuclear Research.

Covering an area of 1,200 square metres, the solar array is the largest of its kind in Europe and is in addition to the airport's 3,300 square metres of conventional solar panels.

The UHV panels provide high yields, thanks to the integrity and quality of the vacuum inside and the technology developed to ensure its continuation over time.

From its entry into service in spring 2013, the facility will produce heat in winter, hot washroom water in mid-season and cool air in summer, through the use of an absorber.

Construction in front of the terminal

The renovation of the transit viaduct and the platform in front of the terminal, started in 2010, continued in 2012. The ongoing work was marked by various rearrangements on the short-term parking level, including the creation of a rapid drop-off zone and closure of the arrivals car park.

Visible to everyone travelling to the airport by car or public transport, this construction project is due for completion in 2014. The 17 successive two-stage works aim to renew and strengthen the viaduct supporting the road in front of



the terminal, as well as the platforms used for short-term parking. These heavy interventions, made necessary by the age of the structures, will also improve lighting and the water-resistance of decking. These works, which are the responsibility of both the cantonal authorities and Genève Aéroport, are carefully planned to minimise disruption to vehicular traffic and airport operations.

Maintenance and IT management

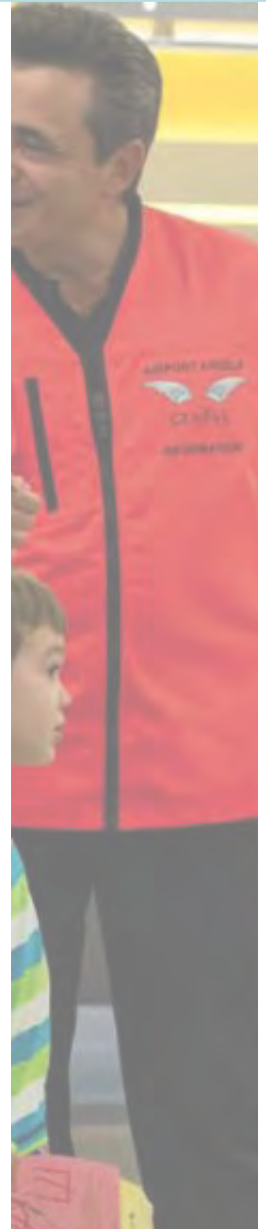
An airport has large amounts of equipment that need to be managed as best as possible. To optimise the management of its comprehensive and varied facilities, Genève Aéroport's computer-assisted maintenance management ('GMAO') system was gradually put into operation in 2012. Such an IT system allows for accurate documentation on all facilities, which proves very useful in the event of a failure. But the purpose of GMAO goes far beyond reaction: it is primarily intended to improve maintenance planning, manage equipment and anticipate corrective measures. To summarise, GMAO aims to optimise airport operation.

More visible to passengers: over the past year a new IT system has enabled the real-time display of passenger waiting times (in minutes) at the terminal's security checkpoints.

Lastly, Genève Aéroport also carried out an extensive renewal of the video system used in its car parks, the first stage of which was completed in 2012.

09:48

Visitor's Center





Creating a culture of safety

Redeployment of the emergency plan, increased resource availability, training courses, awareness campaigns: in 2012 Genève Aéroport took several routes in its drive to continue reducing risks and creating a real culture of safety. This is because unfailing safety is at the heart of the airport's concerns.

Unfailing safety is a priority for Genève Aéroport. It must be said that a high level of safety of all the companies on the site forms one of the pillars of safe, efficient and effective aeronautical operations. In 2012 therefore, facilities manager Genève Aéroport continued its efforts to ensure the expansion of the safety culture among its employees and its partners operating on the site.

There is a noticeable improvement in this culture. Incident reports, for example, are now produced automatically. These tools allow the reporting of any situation where safety is at stake and the subject of a significant communication from the Safety Office. This office processes the reports individually and follows up each case, so ensuring a constantly increasing level of safety. Moreover, if the number of reports has risen, they show a marked reduction in the severity of incidents. Carried out by the Safety Office, safety audits in 2012 identified areas for improvement for both departments within Genève Aéroport and companies on the airport site.

'Proactive' is a key word in this matter, safety assessments being undertaken for all aeronautical development projects to ensure they fully integrate safety from the start of the process.

Emergency plan

In accordance with international aeronautical standards and to meet the expectations of the Federal Office of Civil Aviation (FOCA), in 2012 Genève Aéroport revised its emergency plan (PUR-GA) to adapt to the current operational situation. While according to the standards a classic contingency plan must allow a response to a major aviation accident or incident and ensure coordination with the affected partners, PUR-GA goes beyond what is required. Validated in 2012 by FOCA, this tool incorporates the standardised processes and procedures to deal with all situations of degraded operations, including 56 events that can lead to an airport crisis. It also presents a structured framework for crisis management while ensuring the proper conduct of operations.

350
hours of
preparation
for Exercise Pokus

The emergency plan contains more than 500 pages of documentation. In terms of conduct, it implements an operation by top management, with specific units that can be activated as needed. The year saw the first training for heads of units, as well as the provision of information to all staff. Finally, following successful discussions with the cantonal disaster reaction operation OSIRIS, processes are currently being adapted.

Exercise Pokus 2012

The important documentation in this emergency plan, and the conduct processes described, were tested on 3 December in a framework exercise, without intervention on the ground. In this way Exercise Pokus simulated a serious crisis necessitating the activation of PUR-GA, and then OSIRIS. The objective was to test: alarm activation; the strengthening of emergency management processes; staff mobilisation; the operation of the various crisis management units; the airport's capacity to handle an emergency and avoid aggravating the situation; and anticipation of



the recovery. And all while continuing disrupted airport activity in complete safety.

The 10-hour Exercise Pokus enabled various stakeholders to simulate their response to crises. But the usefulness of such an exercise, which requires long (350 hours) and careful preparation goes well beyond this immediate contribution. The in-depth analysis of the various observations made by the Exercise Pokus managers, participants and many observers and referees will facilitate adjustments and further improvements in the processes of crisis management.

Safety

For 365 days a year, 24 hours a day, Genève Aéroport Airport Security Service (SSA) employees ensure the safety of the airport site. This mission involves a multitude of tasks including rescue, firefighting, providing ambulance transport, and assisting when aircraft are being refuelled while passengers are on board. To be even more efficient, SSA professionals regularly attend training courses. In 2012, some of them undertook a week of instruction on aircraft lifting at Stuttgart, and another team spent two weeks at the Teesside training centre in England. To this must be added training on new vehicles (such as Sirius, a recently commissioned fire truck), on new facilities (such as the new control centre, inaugurated in 2013 but with courses starting in 2012) and of



course continual training on the airport site throughout the year.

Their expertise is not confined to the airport site. For areas beyond the airport boundary, their know-how is useful in at least two ways. Firstly, SSA specialists in turn train many other people. In 2012, working on behalf of FOCA, they carried out instruction at the Swiss School of Professional Firefighters, at Geneva-based companies and at regional airports. Secondly, SSA vehicles frequently leave the airport site to provide reinforcement, particularly during major blazes such as February's severe fire at Jonction, a well-known area of central Geneva at the confluence of two rivers. In this incident the SSA provided substantial support in terms of personnel and equipment. Similarly, the airport ambulances leave the airport several times a day to convey patients particularly to neighbouring towns, under a service contract concluded with the Swiss emergency ambulance service 144. In 2012, there were precisely 2,662 such runs outside the airport, which represented 90% of medical trips.

Some numerical examples of intervention

Aircraft interventions	80
Various fires (including vehicle fires)	21
Automatic alarms (SCA – building fire detection)	227
Refuelling operations with passengers on board	707
Floods	18
Snow and ice alarms	19
Category II/III weather alerts (when visibility is poor)	9
Various assistance (such as repairs and logistical works)	99
Medical trips (of which 2,662 were in ambulances outside the airport)	2933
People treated in the infirmary (passengers and staff)	5717

Prevention campaigns

During their stopovers, aircraft are surrounded by support staff and vehicles, which scurry around ballet-like to look after passengers, unload baggage, clean aircraft, refuel with kerosene, supply food and empty toilets. All this takes place simultaneously in a small area, with the difficulty and risk this can create. For its safety campaign 2012, the Safety Office chose to make airport site personnel aware once again of the need to properly coordinate their activities around the aircraft, and to familiarise operators of the actions of all the actors involved. This 'Fairplay' campaign was more extensive than that of 2011, particularly in terms of methods of communication. More than 500 people took part and the campaign will be repeated in 2013.

More broadly, from the start of 2012, prevention campaigns benefited from a playful and powerful new communication medium: the cartoon. There are now two cartoon characters ('Jet' and 'Fodie') to remind all site stakeholders of safety regulations on chosen themes. They detailed in a humorous way the dangers linked to fuelling, as well as risks related to lightning, and drew attention to the importance of Safety Improvement Reports – SIR).

Fire protection

As always, prevention is the best weapon. In this context, to develop action plans, in 2012 Genève Aéroport's Safety Office carried out audits and evaluations of several buildings to identify critical points in terms of safety and fire protection. On a broader note, it is currently developing a safety and fire protection manual which will be the basis for a process of ensuring fire safety-related facilities improvement and regulatory compliance.

As every year, in 2012 Genève Aéroport provided all airport site staff with many hours of instruction on behaviour in the case of fire and on handling fire extinguishers. According to Geneva law and aeronautical standards, every three years people working on the airport site must renew their training in first response and behaviour in the event of fire.

Wildlife hazard prevention

Collisions with wildlife are the second leading cause of incidents and the sixth leading cause of accidents in the global civil aviation network. To ensure maximum safety while preserving biodiversity, for many years Genève Aéroport has been at the forefront of wildlife hazard prevention, implementing new ways of frightening away wildlife to respond to each type of situation. During the year, the airport once again welcomed many managers from foreign airports who came to learn from its methods.

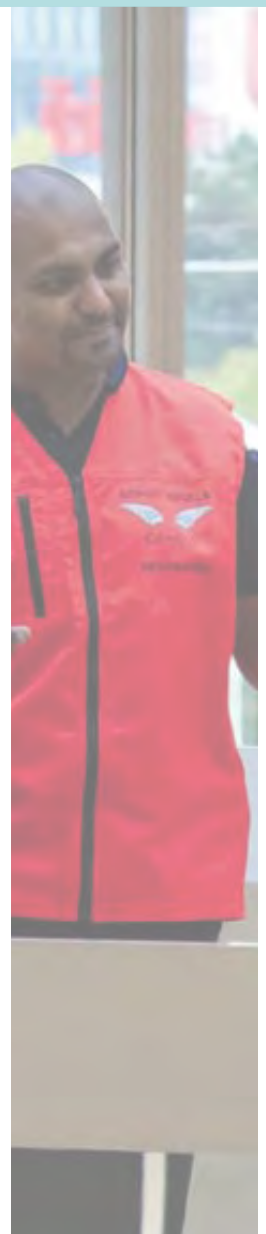
Finally, the airport further strengthened its team dedicated to wildlife hazard



prevention, now some 10 strong, and intensified its collaboration with technical services and airlines, allowing better reporting of collisions.

16:12

Airbridge departure





Environmental actions

At Genève Aéroport in 2012, several measures were taken to reduce the airport's environmental impact. During the year, hundreds of homes were soundproofed in neighbouring areas of Geneva, and measures to assist with soundproofing in nearby areas of France took shape. There were also special efforts on reducing gaseous emissions. In addition, Genève Aéroport's CO₂ certification was renewed.

Genève Aéroport is an essential facility for the region's robust economic health, and must meet air traffic demand. However it supports and accompanies its development with an active policy designed to limit its impacts on local residents and the environment. This policy is particularly aimed at: the fight against noise; air quality; generated traffic; energy management (see the "Facilities" chapter); and the management of waste, water and natural habitats.

Genève Aéroport's website, www.gva.ch, details the many measures taken over years in the area of the environment. Available to the public, it welcomes contact via its web-space, a place of information and exchanges with a variety of aids to explain actions taken to limit the environmental impact of the airport's activities.

Soundproofing programme in Switzerland

In 2012, Genève Aéroport continued its efforts to implement its soundproofing programme in neighbouring areas of Geneva. At a cost to the airport of CHF 6 million, more than 540 homes were soundproofed and 280 are in the process of being soundproofed.

During the year, the focus was on large-scale operations with the soundproofing of five rental buildings – one at Versoix and two each at Meyrin and Vernier. Generally more difficult to achieve, the soundproofing of a rental building is very important as it affects a large number of airport neighbours. As a result of these five upgrade operations, more than 500 people have seen their quality of life improve from an acoustic point of view. It is worth noting that such works have positive side effects: at the same time they improve thermal insulation, so substantially reducing CO₂ emissions.

2,786
homes soundproofed



To date, Genève Aéroport has completed the soundproofing of homes identified in the mandatory intervention area, as well as those in the first two areas of voluntary intervention. As a result, nearly 2,800 homes have been soundproofed by Genève Aéroport at a total cost of CHF 41 million.

... and in France

In neighbouring France, the measures in place to assist with soundproofing affect 837 homes, of which 99 are detached, 353 are flats and 385 are managed by landlords.

All detached property home owners were canvassed and more than 40 of them are in the process of receiving assistance for soundproofing. With regard to the flats, initial studies of soundproofing work were completed for four of the six blocks, and the owners favoured the work being carried out.

Following verification of the conformity of work required to exterior joinery and to ventilation carried out on a building

in 2005, Genève Aéroport reimbursed social landlords and the initial soundproofing studies are underway on a group of seven buildings.

Air quality

An independent third party has granted Genève Aéroport level 3 recertification in 'airport carbon accreditation'. This certification attests that Genève Aéroport has calculated the CO₂ footprint by taking into account emissions from facilities, ground handling, air traffic (take-offs and landings) and induced traffic (passengers and employees). In addition, Genève Aéroport had to show that it honours its commitments and responsibilities by achieving the reduction of CO₂ emissions, and that it also involves other companies active on the airport site.

In 2012, Genève Aéroport issued a new edition of its environmental newsletter GVAEnvironnement to residents. This issue dealt with the airport's influence on air quality and Genève Aéroport's implementation of measures to reduce emissions.

The airport's air quality measures are available on the Transalpair network's website (www.transalpair.eu), which collects data throughout the region (notably Geneva, Vaud, Haute-Savoie and Ain).

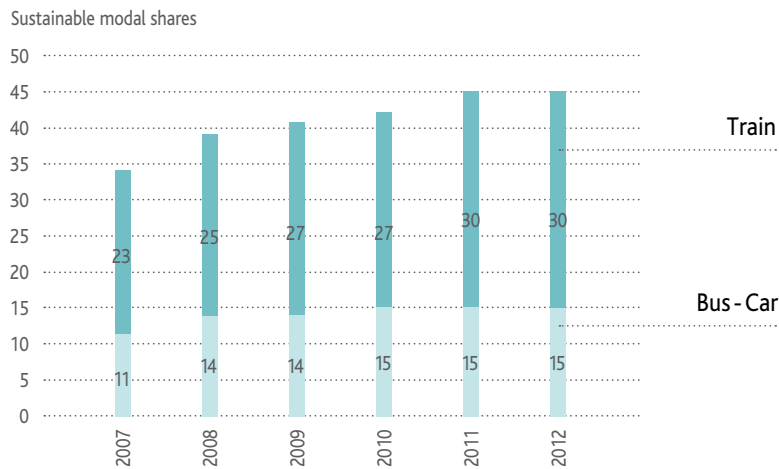
Measures to reduce gaseous emissions

At the start of 2012, Genève Aéroport commissioned seven new facilities to supply aircraft with power (at the 80 positions), bringing to 30 the number of positions so equipped. Airlines are duty-bound to use this facility where available as it is a very effective method in limiting the emission of gaseous pollutants and greenhouse gases (savings are estimated at 8,000 tonnes of kerosene/year, 25,000 tonnes of CO₂ and 50 tonnes of NO_x).

Over the past few years Genève Aéroport has deployed an action plan aimed at reducing gaseous emissions from airport vehicles. Its measures form part of the rejuvenation of the airport fleet and also increase the share of electric and hybrid vehicles. In 2012, Genève Aéroport issued a practical guide to vehicle fleet owners to make these partners more aware of the air quality issue and to encourage them to acquire low-emission vehicles. This guide also provides information on the



Evolution of passenger sustainable modal share



local air pollution, on the regulations and standards in place at the airport and the technology and equipment that reduce vehicles' environmental impact. (list of electric vehicles available on the market). In 2012, Genève Aéroport also funded the installation of recharging points for electric baggage conveyor belts, as well as the installation of particle filters on ground handling equipment.

Today, 20% of the airport site's fleet of vehicles are eco-friendly (electric, hybrid or fuelled by natural gas), and 42% of thermal vehicles comply with the latest emissions standards (Euro 4, Euro 5, Com3) – the least polluting group of thermal engines.

Development of a new vehicle

Still regarding the fleet on the airport site, Genève Aéroport is working in partnership with the Swiss group Catecar on the development of a light vehicle (with a linen shell and aluminium chassis, and weighing only 350 kg) with low emissions (petrol consumption: 1 litre per 100 km). Also designed to be inexpensive, this vehicle will also integrate technologies developed by universities and research centres in western, French-speaking Switzerland. Complete with its solar roof, the first prototype of this car rolled over the apron for several weeks in 2012, allowing airport authorities to test it and provide feedback.

In November 2012, following this experience, the Catecar "Dragonfly" was able to be presented in Amsterdam as part of an Airport Council International (ACI) exhibition and conference.

Mobility plan

For the second consecutive year, the share of air passengers using public transport to and from the airport reached 45%, enabling Genève Aéroport to reach its target for 2020. This success is closely linked to its active policy of promoting public transport, and the provision of a ticket machine in the baggage reclaim area in 2008, which issues free, Genève Aéroport-funded tickets for public transport. Genève Aéroport is one of the few airports to provide such a service, enabling passengers landing at Geneva to use free public transport for up to 80 minutes.

Concerning airport employees, the actions implemented as part of the mobility plan continued. A budget of more than a million francs, raised by increased employee parking charges, financed incentives for airport staff to use sustainable modes of transport.

In 2012, car-sharing for employees who work on the airport site continued to be encouraged. This year, particular emphasis was placed on the apron car-share, so that employees primarily used the shuttles rather than individual vehicles to travel around the airport site.



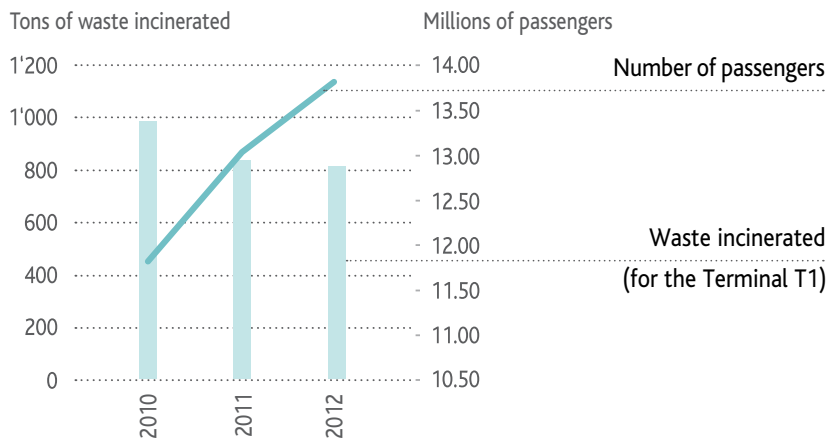
Also during 2012, Genève Aéroport participated in the 'Bike to Work' scheme for the seventh consecutive year. The companies Skyguide and Swissport also took part in this cycling scheme, the largest in Switzerland, bringing to 190 the number of people who cycle to work at the airport for at least half of their trips. Genève Aéroport offered all participants a free bicycle check, carried out by Genève Roule.

Waste management

In light of the introduction of a bag tax on 1 January 2013, new sorting equipment was installed at the cargo waste sorting facility. In 2012, the rate of



Evolution of passenger-related waste tonnages



cargo sorting was 60% and the aim is to increase this percentage.

The bag tax introduced at the main terminal in January 2011 has proved a success. The sorting rate rose from 37% in 2011 to 43% in 2012. Since January 2012, a penalty system has been in force for non-compliance with bag tax regulations.

Redistribution of unconsumed food

In addition to downstream measures, the airport also considered upstream waste, because unused food is not necessarily thrown away. Perishable goods, while still consumable, are sometimes removed from the commercial circuit of a country's shops and restaurants. Therefore, since 2011, Genève Aéroport has continued its work with the Partage association, which collects consumable food supplies from different catering points and redistributes these to Geneva's charity centres on the same day. More than 5 tonnes of food have been collected from airport shops to be redistributed to charities and social services.

Airport grassland biodiversity

Surprisingly for a site with an industrial vocation, it has a large area of grassland. Plant diversity in the grasslands of the airport can be considered good due to the different species identified, their rarity and their ecology. In fact, 207 species of plants were recorded in 2012, including some rare and endangered species such as *Filipendula Vulgaris*, *Ophioglossum Vulgatum*, *Rosa Gallica* (Rose of Provins) and *Verbascum Blattaria*. Given their rarity in Switzerland, Genève Aéroport plays an important role in their sustainability and preservation nationally, and has therefore implemented natural habitat management to encourage the development of grassland, a very important environment for flora. The airport authorities take many measures to preserve biodiversity, ranging from differential mowing and installing nesting boxes, to having beehives by the side of the runway.

Conversely, the airport actively fights against neophytes: in 2012, three species on the blacklist of invasive species were observed and, in consultation with the canton, were the subject of an action plan to ensure their eradication.

207
species of
plants in the
airport grasslands



Marketing and external promotion

A proactive presence on social media, participation in several specialised conferences, communication campaigns in collaboration with airlines, the launch of a monthly competition on the internet, a policy of long-term sponsorship...in 2012 Genève Aéroport did much to raise its visibility and profile with tourism professionals and the general public.

In 2012 Genève Aéroport actively went out to meet its publics, in both traditional ways and through new media. The year saw the airport's implementation of a strategy of proactive presence and activity on social media, in support of its global marketing and communication strategies. Emphasis was placed on Facebook, for which Genève Aéroport's official page is updated daily with air travel information, shopping offers, events, competitions, photos and more. An organisational presence was established on other networks such as YouTube and LinkedIn, as well as on professional business-to-business networks.

Marketing communications and promotions

Genève Aéroport actively supported Geneva-based airlines during the year, participating in joint campaigns to accompany new air service developments. Particular emphasis was placed on North America: a high-profile communication campaign was conducted in collaboration with the three airlines serving the continent, Air Canada, Continental and Swiss. North America is the airport's main long-haul market and it was felt there was a need to boost tourism on this axis.

To promote destinations in its network, Genève Aéroport participated in several public travel exhibitions, with stands, shows, competitions and other attractions. It also launched a monthly competition on the internet, with ticket prizes provided by airlines operating at the airport. At the professional level, it continued its business-to-business communication campaigns, offering newsletters, e-mails, and joint workshops to airlines and travel agencies.



74
sponsorship commitments

Principal sponsorship projects:

Geneva Lions (basketball)	The Zamis of the OSR
Geneva Festival	Neuchâtel International Fantastic Film Festival (NIFFF)
Meyrin Forum	Annecy International Animation Film Festival
Carouge Theatre	Ski Romand
100 Forum	Montgolfiades (Hot air balloons)
Genève Servette HC	Action 2012 Olympics
Caribana Festival	

A good network speaks and works for itself. Genève Aéroport therefore continued its strategy of qualitative improvements to air services. The airport made numerous contacts with airlines and conducted proactive networking, and it took part in some 10 air transport conferences. To better refine its approaches and research, it also acquired new statistical tools and market research.

Genève Aéroport's efforts have paid off: after several years of contacts and discussions, in 2012 the airport finalised negotiations with Air China, China's flag carrier and leading international airline, which starts Geneva-Beijing services in May 2013.

Development of e-commerce

Among other marketing actions, it is worth noting the development of an e-commerce platform, enabling the sale of services directly to passengers. Aiming to meet the needs of passengers, particularly those of businesspeople, these services will include products such as a security pass, access to VIP lounges and reservation of parking spaces. Scheduled for introduction in spring 2013, this service will be a real turning point in Genève Aéroport's strategy as it is the first time the airport sells products directly to passengers.



Active sponsoring

For many years Genève Aéroport has been highly active in sponsoring, providing significant support to clubs, events and festivals in four areas of activity: sport, culture, tourism and charity. Geographical spread is also a factor in the airport's efforts to become actively involved in neighbouring communities and support events and teams throughout its area of influence.

In 2012, certain sponsoring support was particularly visible. Among the highlights was Night Glow, a night-time show consisting of 30 hot air balloons rising and falling to music over the airport apron, which was held alongside the Montgolfiades. As in 2011, Genève Aéroport was a partner in the '100 Forum', a forum of reflection and exchange which brings together over 800 participants from the political, economic and cultural world. In sports, the Geneva Lions basketball team came second in the Swiss championship, after an especially thrilling final. Lastly, in the 2012 Summer Olympics, Genève

Aéroport supported – with the Canton of Geneva, the City of Geneva and the Association of Geneva Communes – the sportsmen and sportswomen qualified to compete in London.

Outside its sponsoring activities, Genève Aéroport also provides other types of assistance. The airport is one of the sponsors of Genilem Vaud-Geneva, a non-profit organisation whose mission is to improve the prospects of business start-ups, and therefore contribute to the renewal and continued dynamism of the Swiss economy.

Corporate volunteering

In 2011, Genève Aéroport was heavily involved in corporate volunteering, offering all staff the opportunity to carry out a social or environmental project for a period of four hours. A total of 602 employees participated in one of the 48 projects proposed within the framework of its business plan. This is a way to give back to the community while strengthening team spirit and links between divisions. In 2012 Genève Aéroport's



action earned it a Swiss Ethics Award certificate 'for having successfully completed an original project in the field of ethics, notably in respect of corporate social responsibility and sustainable development'.

During 2012 Genève Aéroport again encouraged corporate volunteering, but on a rather more modest scale. Thirteen employees each helped for four hours setting up facilities for the wheelchair-tennis tournament (Swiss Open), held in July at the Bois-des-Frères sports centre in Vernier.

Genève Aéroport also extended its action to address the blood shortage faced by Geneva's hospitals. It did this by helping blood transfusion centre professionals to organise a two-day blood donor event at the airport during periods when shortages are particularly acute (August and the end of November).

Service to the public

Genève Aéroport SSA (Airport Security Service) employees were regularly present at the region's sporting events and festivals to ensure the presence of a rescue service, medical unit and logistical support. In 2012 they were particularly involved in the Lake Parade, the Geneva Festival, Geneva Triathlon and Christmas Cup.

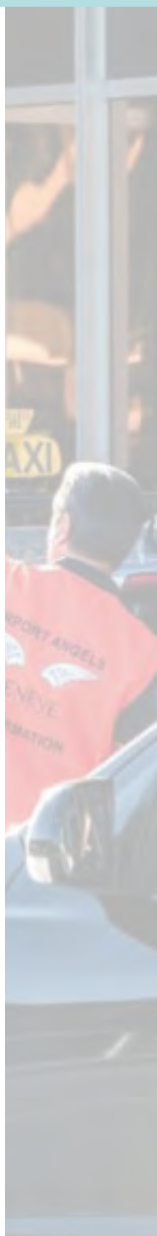
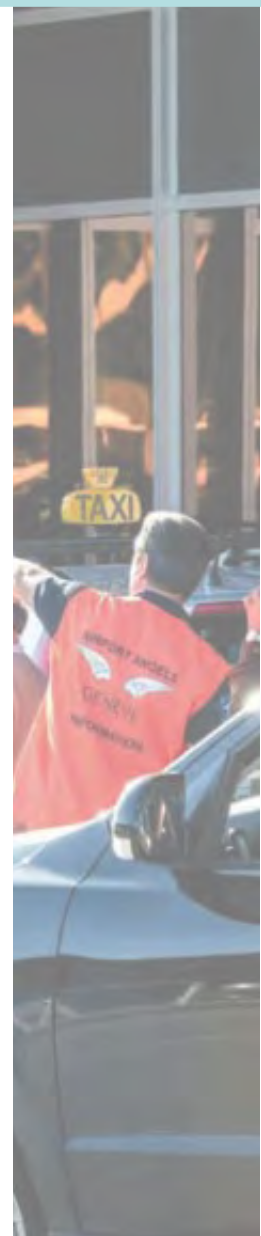


Umbrella associations

Genève Aéroport is a member of two umbrella organisations linked to the aviation sector: Aerosuisse (the Swiss aviation and aerospace umbrella federation) and SIAA (Swiss International Airports Association). In 2012, in collaboration with these organisations, the airport provided its opinion on several aviation-related political issues, notably on the motion for equal treatment for companies employing ground personnel in the air navigation sector, and on the revision of the law on epidemics.

13:20

Taxi drop-off





Constantly more skills

In 2012 Genève Aéroport employed more staff due to the growing complexity of airport operations and increasing passenger numbers. The airport also began an ambitious skills management project and continued its significant investment in training. During the year it also gained a hallmark in recognition of its recruitment policy.

To support growth at the airport, enhance quality and respond to the growing complexity of operations, 2012 saw a further rise in staff numbers. During the year, 26 more people joined Genève Aéroport, increasing the total number of employees to 863, or 814.4 full-time equivalents. Furthermore, to provide a complete picture of the wages paid by Genève Aéroport, it is necessary to add to these permanent staff almost 70 hourly auxiliaries and more than 40 people on fixed-term contracts.

Genève Aéroport's Passenger Security Department took on more new employees than any other, adding 12 staff in 2012. This reflected the growth in traffic and the airport's wish and commitment to smoothing and optimising passenger movement through security checkpoints. The Infrastructure and Planning Directorate, responsible for developing Genève Aéroport and preparing its facilities for the future, recruited six additional staff. This was a logical increase, given the many ongoing and future works at the airport. Elsewhere, the Operations Division and Safety Office were also expanded.

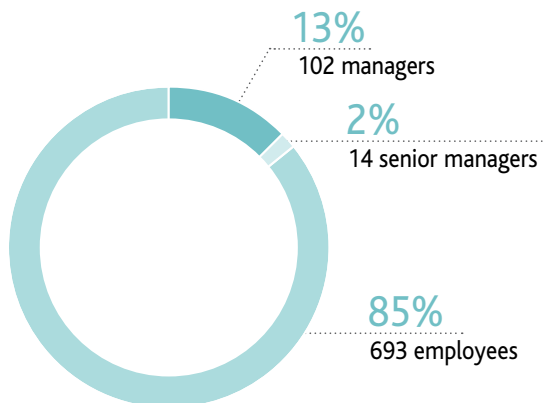
For staff recruitment, Genève Aéroport is not satisfied to use only the usual, existing channels. Driven by its strong desire to be a responsible employer, the airport systematically uses the cantonal employment office when advertising a new position. And, for equal skills, it is committed to prioritising job seekers, particularly unemployed people in the final stages of their benefit period. This policy, now in place for several years, achieved 'Label 1 + for all' recognition at the end of 2012. This award highlights canton businesses actively fighting against unemployment.

863

permanent employees



Distribution by employee status



Importance of continual training

A place of constant evolution, an airport brings together a wide variety of activities. Furthermore, significant specialisation by function, the use of new technologies and increasingly complex operational constraints require the constant adaptation of working techniques. In this highly fluid and dynamic environment, some professional and behavioural skills change, other ones disappear and others emerge.

Under such conditions, continual training is of paramount importance and each year Genève Aéroport spends substantial sums on training.

In 2012 the airport invested almost CHF 900,000 in training, excluding all the technical training undertaken to ensure its staff constantly remain at the forefront of qualifications. It is worth noting that this is also only amounts paid, with time spent in training not being included in this sum.

To further improve its programmes and practice of continual training, to ensure this is truly anchored in its business strategy and to better anticipate the future, a skills development and continual training policy was formalised in the first half of 2012. This has several objectives: developing know-how and 'knowing how to be', or interpersonal skills; anticipating and preparing for succession; developing employability; and supporting the company's strategic projects.



Creation of skills profiles

To implement this policy, in spring 2012 Genève Aéroport began an ambitious skills management and continual training project. This strategic move quickly took shape with the development of a reference system listing all the skills – behavioural and professional – needed to complete Genève Aéroport tasks and objectives. This reference system will lead to the creation of skills profiles that will soon be added to job descriptions and which will give an overview of the skills needed for various positions and their evolution. A continual training catalogue will reference all the training measures that will enable the development of these skills. Regularly inputted and updated, this catalogue will be made available to staff through an information technology tool.

Training in lean management

In the area of business management, Genève Aéroport formed a test group of

16 manager representatives to take lean management forward. This innovative concept aims to increase the efficiency of tasks performed, particularly through the elimination of waste. There are discussions about extending this training in the near future to a wider group of staff, to drive the more efficient organisation of work within the framework of the ongoing search for organisational improvements.

ConvergenceS project

At Genève Aéroport in 2012, meetings and working groups continued to make progress towards the realisation of the ConvergenceS project, with a view to starting in 2014. This project aims to combine City of Geneva and Genève Aéroport resources in fire protection and rescue on the right bank, particularly to further improve their capacity, expand their operational areas and meet the need for the Fire and Rescue Service (SIS) to have a second 24/24 fire station. This will materialise through the construction of a new fire station serving the needs of the airport and whole region in terms of professional firefighters and emergency medical transport. The converged structure will eventually employ around 400 people, of which more than a quarter will come from Genève Aéroport's Airport Safety Service (SSA).

Workforce evolution, 2008-2012

	2008		2009		2010		2011		2012	
	FTE	People	FTE	People	FTE	People	FTE	People	FTE	People
Permanent employees	676.4	697	683.7	706	712.6	738	726.3	754	770.9	809
Monthly auxiliary employees	44	58	37.3	49	40	56	49	65	38.5	49
Trainees	3	3	4	4	4	4	4	4	5	5
Total	723.4	758	725	759	756.8	798	779.3	824	814.4	863

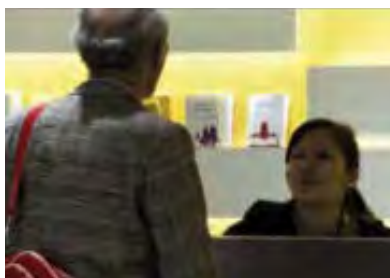
Full-Time Equivalent (FTE)

Special dialogue

Genève Aéroport has renewed its two bodies that allow staff to make their voices heard at executive authority level. In autumn 2012, internal elections were held to appoint three delegates to represent staff on the Board and Staff Consultative Committee. The latter, comprising representatives with strong connections with management and all employees, aims to take up with senior management various issues raised by staff. In addition to this structure provided by statutes, at the end of the year Genève Aéroport began holding informal breakfasts that are open to all staff and designed to encourage dialogue with senior management.

Health and safety at work

Genève Aéroport takes all appropriate measures to ensure the health and safety of its employees. Having introduced a workplace health and safety management system, the airport has established a process enabling it to guarantee continual improvement in the health and safety of everyone working in the company. The first stage in this process was formalised in December 2011 by a 'Health and Safety at Work Policy', a document through which senior management attests to its commitment to this approach. In addition, in 2012, a new safety engineer was appointed to run activities in this field. Of course prevention is a key theme in the implementation of this policy. In 2012, special emphasis was placed on improv-



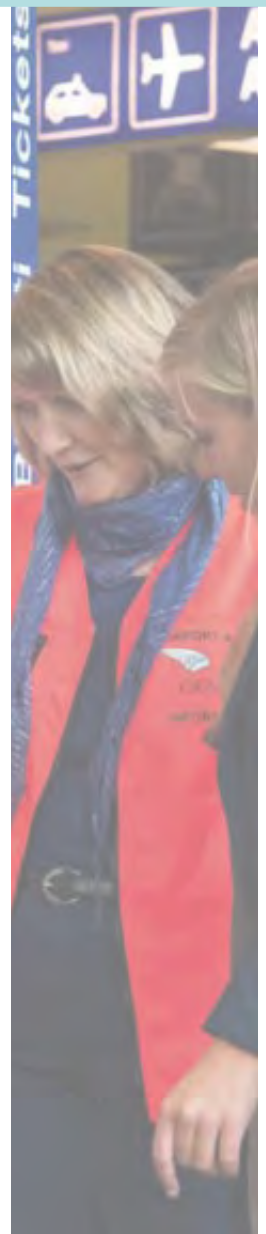
ing wellbeing at work, something that has a positive impact on the health and safety of everyone. Three highly practical training courses were therefore provided on the themes of sleep management, nutrition, and stress linked to irregular working hours. Held by professionals during work hours, these training courses proved popular and were fully booked on each occasion. Given the high rates of satisfaction expressed by participants, these courses will be repeated in 2013.

There was another important theme: Genève Aéroport published a directive on workplace health and safety on construction sites. Compliance controls have been put in place to check adherence to this directive. Several other measures were initiated in 2012, notably a health and safety at work manual, which is now being drafted. Risk assessments for certain positions continued, in preparation for the introduction of practical measures to reduce risks.

Finally, as every year, Genève Aéroport paid the costs of staff vaccination against seasonal flu.

14:07

Genève Aéroport CFF station



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