

INTERACTIVE
DOCUMENT

2021, A YEAR OF MANY CHALLENGES



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A MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE CEO

2021, A PIVOTAL YEAR FOR AIRPORT GOVERNANCE, A PERIOD MARKED BY AN UNPRECEDENTED HEALTH CRISIS

At the end of 2020, the Walloon government set up an “airports” working group tasked with, among other things, adjusting the shareholding and governance of BSCA against the backdrop of an acute financial crisis.

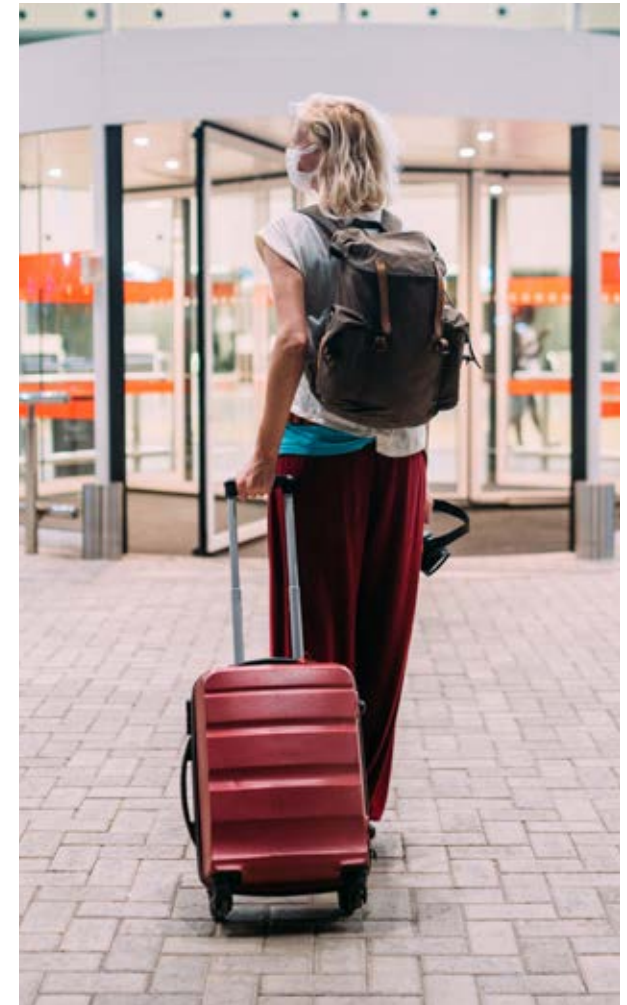
This working group has enabled the airport’s shareholders to agree on a resolution to the dispute that had set them against each other for many years and to increase the airport’s capital (by 20 million euros) to compensate for the losses recorded during 2020 and 2021, in addition to a loan write-off granted by SOWAER for 10 million euros.

This agreement was made possible thanks to the hard work of BSCA’s Board of Directors, management and staff, as well as the shareholders SAVE and SOWAER, and the support of the Walloon Minister’s office in charge of Airports. The extensive work carried out included the development of a strategic plan for 2021-2025, which has been absolutely crucial. Indeed, it reflects all the work that has been done. It

includes all the conditions that need to be fulfilled to ensure the airport’s long-term future, in particular the finalisation of the capital increases mentioned above.

This involved (i) obtaining the agreement of the European Commission on the recapitalisation and the loan write-off (as well as on the moratorium accepted by SOWAER on the fees to be paid by BSCA), (ii) negotiating a new long-term contract with the airport’s main airline customer and (iii) defining and implementing a cost reduction programme that would help protect jobs in the company.

All of these conditions were met during the 2021 tax year and we, the shareholders, the members of the Board of Directors and the management are united in thanking all the stakeholders for the work accomplished and for their agreement on the package of measures taken, which form a balanced whole. We are thinking in particular of all our employees as well as the social partners with whom we have worked in a spirit of confidence and mutual respect, knowing that the goal of the Board of Directors was not only to restore the company’s financial balance and stability, but also to do so while encouraging a level of activity that would help protect and even create new jobs.



A MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE CEO

Another task that the working group started working on, and which was then taken over by the shareholders and the Board of Directors, is a comprehensive overhaul of the company's governance. This has been successfully completed, as demonstrated by this activity report, for which this message is only an introduction. We are delighted to see that, having been in place for about a year, this new governance is proving to be effective.

Unfortunately, 2021 is also a year marked by a terrible health crisis, which has resulted in poor financial results for the second year in a row. This being the case, the sacrifices made by employees, the unfailing efforts of the Board of Directors and the management, the involvement of the Walloon Government, of SOWAER (moratorium on fees; loan write-off) and of the shareholders (in particular the support provided by SAVE in the commercial negotiations with BSCA's main clients, just to mention one aspect of their contribution) have meant that we have been able to reduce the loss that was estimated at the beginning of the year (around 25 million euros), to the final figure of a loss of around 9 million euros.

The efforts made in 2021 to cushion the negative effects of the health crisis have meant that the management team has managed to achieve some of the major milestones set out in the strategic plan put in place at the beginning of 2021, including in particular the development of new routes operated by the airport's client airlines and the successful introductions made to develop new long-term contractual relationships. Unfortunately, the invasion of Ukraine in early 2022 will have a significant impact on BSCA, but successes elsewhere will mitigate its impact.

In the past, our company has carried out many projects that have had a positive impact on sustainability and respect for the environment. It is only natural that the strategic plan approved by the Board of Directors includes many projects with the same goal that will be carried out in the future.

It is customary for the message from the management and the Board of Directors to include a thank you to the company's employees in its annual report. Having lived through this particularly eventful year of 2021 alongside the shareholders, the Board of

**WE BOTH REMAIN AT THE
SERVICE OF ALL OF OUR
WONDERFUL COMPANY'S
STAKEHOLDERS.**

Directors and the management, and the many constraints it entailed, we would like to take this opportunity to thank all our employees, the men and women who make our company a success through their dedication, professionalism and expertise.

Gilles Samyn

Chairman of the Board
of Directors

Philippe Verdonck

CEO

01. SHAREHOLDING

In **2021**, Brussels South Charleroi Airport S.A.'s shareholding was made up as follows:

CLASS A



50,21%
SOWAER

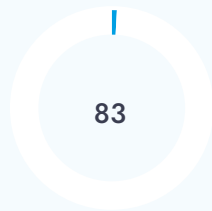


19,15%
SAMBRINVEST S.A.



2,32%
IGRETEC

CLASS B



0,67%
SABCA S.A.

CLASS C



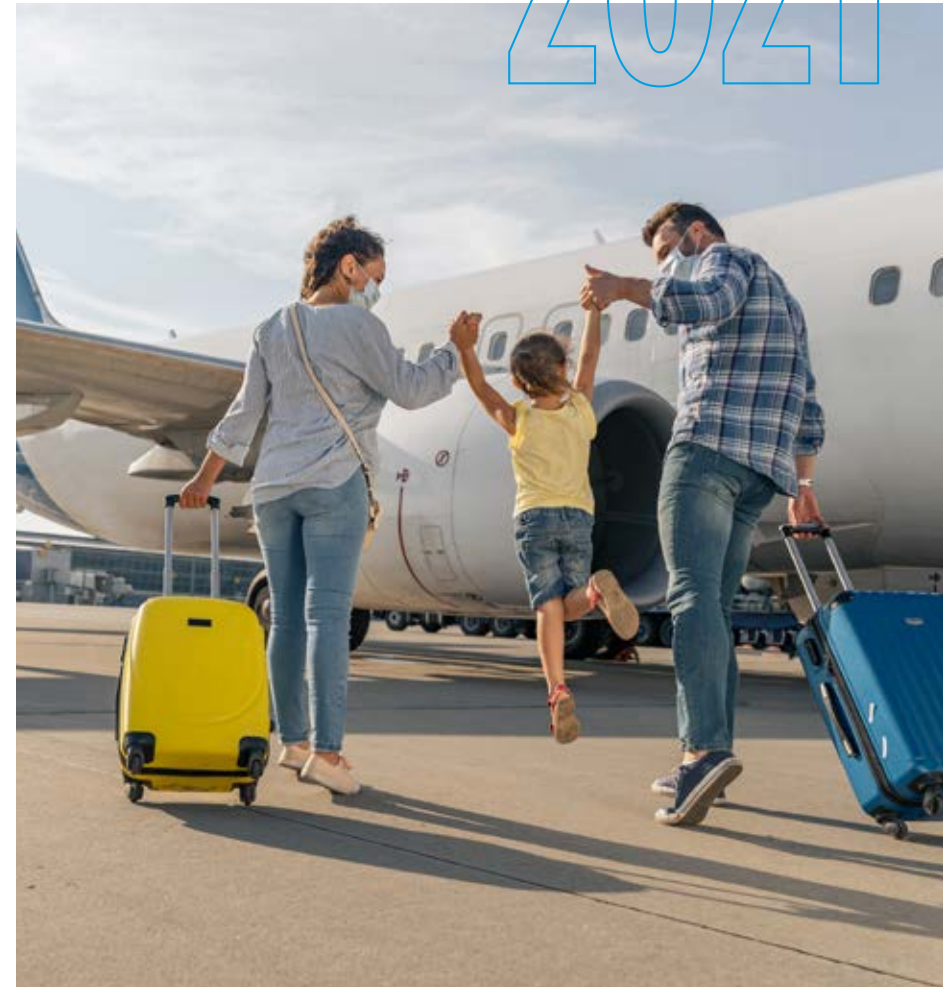
27,65%
BELGIAN AIRPORT S.A.

NUMBER OF REGISTERED SHARES

12.477
shares owned

100%
share

2021



01. SHAREHOLDING

2022



Following the capital increase on **23 February 2022**, the shareholding is now as follows:

CLASS A



35,87%
SOWAER

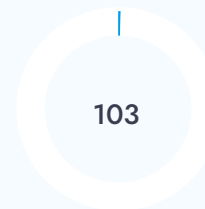


13,68%
SAMBRINVEST S.A.



1,66%
IGRETEC

CLASS B



0,48%
SABCA S.A.

CLASS C



48,32%
BELGIAN AIRPORT S.A.

NUMBER OF REGISTERED SHARES

21.675
shares owned

100%
share

● Number of shares owned ● Percentage share

02. BOARD OF DIRECTORS



Gilles SAMYN

CHAIRMAN



Marc DENEVE

VICE-CHAIRMEN

CLASS A



Bernard GUSTIN

CLASS C



Alain BELOT

DIRECTORS



Thierry HUBERT



Monica SCARPA



Davide BOLZONELLA



Margherita MARCHI



Matteo TESTA



Stéphane BURTON



Claude MELEN



Nastasja WARTEL



Vincent DEBRUYNE



Massimo MEROLA



Matthieu FERIANI



Anne PRIGNON



Géraldine DESILLE

GOVERNMENT COMMISSIONER

03. MANAGEMENT TEAM



Philippe VERDONCK

Chief Executive Officer
of Brussels South Charleroi Airport



Hervé FRANSENS

Secretary General



Frédéric GAILLARD

Chief Executive Officer of
BSCA Security



Patrick LAMBRECHTS

Technical & Operations Director



Guy DE CLIPPELE

Human Resources Director



Vanessa TURSI

Financial Director



Laurent BLANCHART

Director of Communication,
Marketing & Digital



Camillo BOZZOLO

Aviation & Non Aviation
Commercial Director



Thomas FERCOT

IT Director



04. 2020 AND 2021 IN A FEW FIGURES



MORE THAN **200**
DESTINATIONS

70 COUNTRIES
COVERED

10 AIRLINES

 **RYANAIR**

 **Lauda**

 **PEGASUS**
AIRLINES

 **AIR ALGERIE**

 **AB**
AIR BELGIUM

 **AIR CORSICA**

 **Wizz**

 **TUI fly**

 **Belavia**

 **Eurowings**

04. 2020 AND 2021 IN A FEW FIGURES

2020



2.558.046

PASSENGERS



686

**DIRECT
EMPLOYEES**



2021



3.758.289

PASSENGERS



666

**DIRECT
EMPLOYEES**



05. 2020, A YEAR MARKED BY THE CORONAVIRUS CRISIS

As the first two months of 2020 heralded another year of growth, an unprecedented international event hit the entire airline industry.

BY MID-FEBRUARY, THE FIRST CONSEQUENCES OF THE CORONAVIRUS EPIDEMIC WERE BEING FELT.

The worldwide health crisis caused a considerable fall in traveller numbers. In addition to this, many countries closed their borders, making international travel impossible.

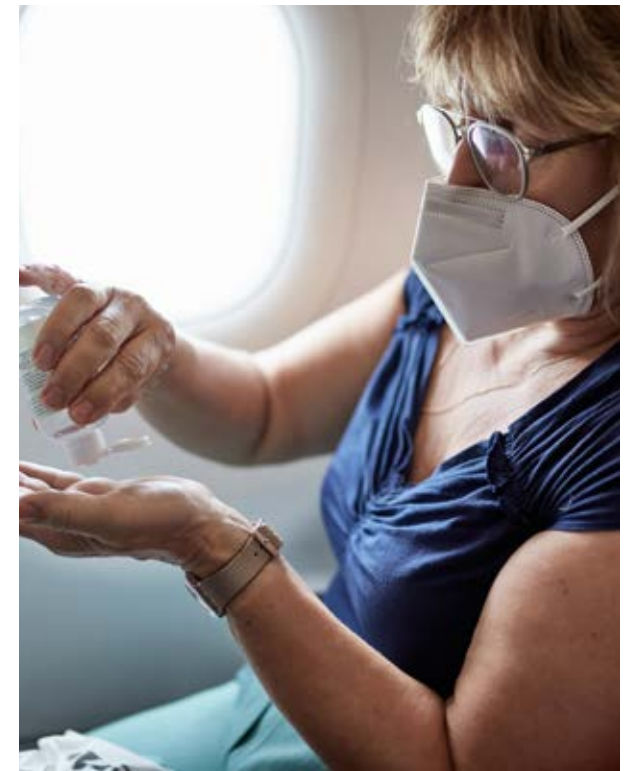
As a result, Brussels South Charleroi Airport was forced to close its doors to passengers and airlines from 24 March 2020 until 15 June 2020.

When commercial activities resumed, and in accordance with the health recommendations in force, the airport implemented a series of protective measures

to ensure the safety of staff and airport users (provision of masks/gloves/hand sanitiser/gloves/visors, installation of plexiglass screens on counters, more frequent cleaning etc.).

As well as this, an extensive communication campaign was launched to raise awareness about safety measures.

Within the context of the **Airport Health Accreditation (AHA)** programme, designed to assess health measures taken by airports, ACI (Airports Council International¹), has certified Brussels South Charleroi Airport for the measures taken by the airport to deal with the Coronavirus epidemic.













¹ Association encompassing the majority of the world's airports

05. 2020, A YEAR MARKED BY THE CORONAVIRUS CRISIS

In 2020, the airport welcomed a total of **2,558,046 passengers**, 69% fewer than in 2019, with passenger numbers very similar to 2007.

Generally in 2020, passenger traffic for European airports fell by about 70%.

However, this did not prevent Wizz Air from announcing **the launch of new routes from Brussels South Charleroi Airport:**

-  Vienna - Austria 
-  Tirana - Albania 
-  Belgrade - Serbia 
-  Bacău - Romania 
-  Varna - Bulgaria 



2020

The most popular countries from Brussels South Charleroi Airport in 2020 were:

 Italy



 Spain



 France



 Morocco



 Romania



06. 2021, A CHALLENGING YEAR

The first half of 2021 was marked by the ban on so-called “non-essential” travel. This ban was lifted in April 2021, a key moment for the gradual resumption of passenger traffic at the airport.

During the last twelve months, the airport welcomed **3,758,289 passengers**, 54% fewer than in 2019, and 45% more than in 2020.

Generally in 2021, passenger traffic for European airports fell by about 62% compared with 2019, and rose by around 38% compared with 2020.

At the beginning of 2021, a **Covid-19 testing unit was set up** in the Brussels South Charleroi Airport terminal to reinforce the screening facilities for people returning from red-zone destinations. In June 2021, this unit, managed by the teams of the Belgian Red Cross and the airport, opened to any members of the public who wanted to carry out a PCR test.

On 29 June 2021, a **new airline, Eurowings**, launched its operations at Brussels South Charleroi Airport with a new route to Kosovo’s capital, Pristina.



2021

The most popular countries from Brussels South Charleroi Airport in 2021 were:

 Spain

 Italy

 France

 Morocco

 Romania



06. 2021, A CHALLENGING YEAR

23

DIRECT ROUTES

During 2021, **23 direct routes** were announced, and even launched, from Brussels South Charleroi Airport:

BOSNIA-HERZEGOVINA

Sarajevo

HUNGARY

Debrecen

ROMANIA

Suceava

UKRAINE

Kiev



FRANCE

Figari



KOSOVO

Pristina



CYPRUS

Paphos

CROATIA

Zagreb

DENMARK

Billund

FINLAND

Helsinki

FRANCE

Lourdes

GREECE

Heraklion
Zakynthos
Santorini

ITALY

Genoa
Trapani
Trieste

MOROCCO

Essaouira
Tetouan

POLAND

Poznań

ROMANIA

Sibiu
Suceava

SWEDEN

Stockholm



07. TIME TO HEAD TO THE TERMINAL NOW!

THE PASSENGER EXPERIENCE IS AN INTEGRAL PART OF THE AIRPORT'S CONCERNS



Brussels South Charleroi Airport continues to grow. Despite the sharp decline in passenger traffic due to the Covid-19 pandemic, a series of projects that began in 2018 have been completed to improve facilities.

→ **The brand new duty free store revealed its new layout** in July 2020. Thanks to its extension, the range of products available to travellers has been increased and new products are now on sale.



→ In order to carry on improving access to/from the airport, **a car sharing service was launched in 2020, in partnership with Poppy Mobility**. This scheme, run on a free-floating basis, provides connections to the airport from the cities of Brussels and Antwerp.



→ **Speakeasy, a new SSP brand, also opened** in the international zone in July 2020. This cocktail bar offers travellers a cosy lounge atmosphere in which to relax before boarding.



P4

ONLINE

BOOKING
only



FOOT
& FLY



07. TIME TO HEAD TO THE TERMINAL NOW!

7.1. MAKING THE AIRPORT SITE SECURE

On 10 November 2020, Brussels South Charleroi Airport announced the start of **work on the esplanade and future border control building**.

The first ground was broken on Thursday 12 November 2020. The work should take two years and is due to be completed in December 2022.

Two separate projects are going on at the same time on the airport site:

→ **Esplanade**

of 8500 m² (opposite terminal 1)

→ **Border control building**

of 3000 m² (1000m² on three floors for terminal 1)



7.1.1. Esplanade

The future esplanade of Brussels South Charleroi Airport will cover a total of 8500m².

On this esplanade, the white marquee was replaced with a pre-screening building with a surface area of 800m², with a 450m² canopy roof at the front, which began operating on Wednesday 20 October 2021.

This space offers a pre-check-in service, checks for Covid-19 documents and the Covid-19 testing area. This saves time at the check-in desks and boarding gates and simplifies travellers' journeys through the terminal.

Once the work is complete, which is due to be at the end of 2022, the esplanade will offer a variety of outlets on the route leading to the airport facilities, sheltered from bad weather by a 840m² canopy.

In addition, help will be available for passengers with limited mobility once the pre-screening process is complete. An area designed for this purpose will be built there.

To offer maximum convenience to the airport's users, BSCA will develop a shopping area called the Plaza, offering a range of retail outlets on the route leading to the airport facilities. This work is due to be completed in December 2022.

7.1.2. Border control building

The future border control building will have a surface area of 3,000m² (1,000m² on three floors, so one for departures, one for arrivals and a third floor for offices and an HoReCa area). This work is due to be completed in May 2022.



08. CELEBRATING 30 YEARS!



In 2021, Brussels South Charleroi Airport celebrated its 30th anniversary and has continued to uphold its commitments in terms of safety, service and hospitality for its passengers.

→ In May 2021, a foodtruck "The Waffle" was set up near the Express carpark booths. Our passengers can try different kinds of waffles here (including sweet and savoury options) as well as artisanal ice creams and Belgian drinks.



→ "Unique Coque", a shop specialising in smart-phone accessories, also opened in July 2021 in T1 terminal airside.

→ Corona bar in summer, Winter bar in winter, in July 2021, this pop-up bar appeared on the terrace of the airside Food Court of the T1 terminal.



→ The RELAY bookshop has been open since October 2021 in the T1 terminal, both landside and airside. This is the first outlet in Belgium to host the new "Relay next generation" concept.



08. CELEBRATING 30 YEARS!

8.1. EXTENSION OF THE RUNWAY

After 30 months of work, the extension of the runway of Brussels South Charleroi Airport **was inaugurated on Friday 8 October 2021.**

This runway is 650m longer than the original one (bringing its total length to 3,200 metres) and opens up new prospects for Brussels South Charleroi Airport, especially in terms of intercontinental travel.

Environment

→ **180.000 m³ of soil was excavated and decontaminated directly on-site.** This avoided the need to transport too much soil, reduced the carbon impact of the work and improved soil quality on the site.

→ **Extending the runway will mean that aircraft will be able to make use of its full length,** which will reduce the strain on their engines when it comes to reaching the speed required for take-off, resulting in lower fuel consumption and less direct noise impact.

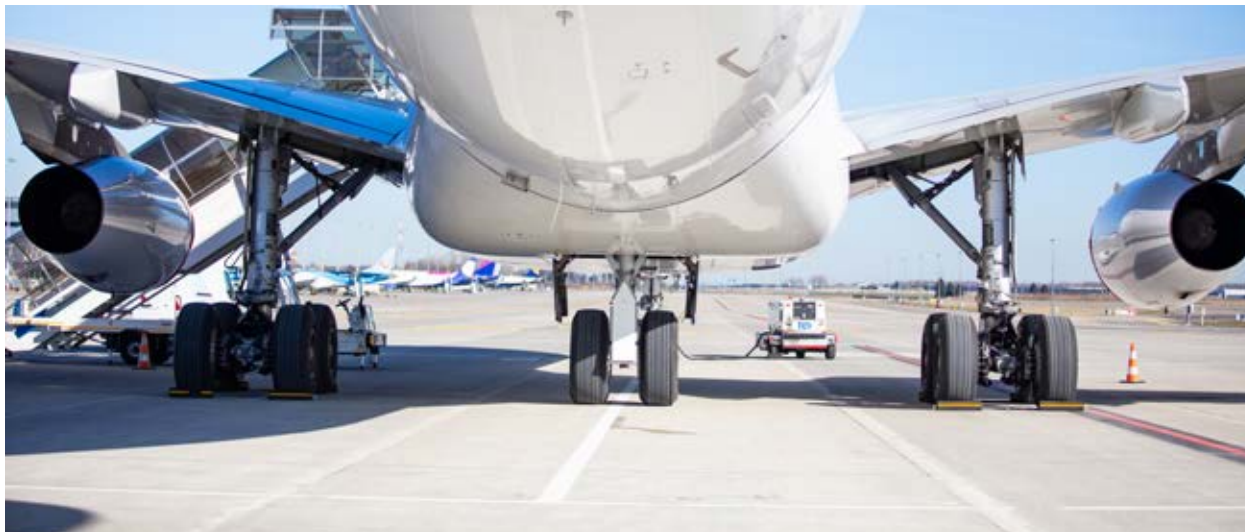
A 650-METER LONGER RUNWAY!

Safety

→ **During takeoff and landing,** aircraft have a greater safety margin.

8.2. BELGIAN DEVILS IN CHARLEROI

Against the backdrop of the 2020 European Football Championship, which took place in summer 2021, Brussels South Charleroi Airport had the honour of hosting Belgium's national football team whenever they were heading to or back from a match.



09. AN AIRPORT FOR EVERYONE

As Belgium's second airport in terms of passenger traffic, Brussels South Charleroi Airport is looking at multi-channel communication in order to be accessible for everyone.

When it comes to the press, Brussels South Charleroi Airport received a lot of attention in 2020 and 2021.

- The events mentioned above put the airport under the spotlight on multiple occasions.
- Few press conferences were held due to the Covid-19 health crisis.
- However, many press releases were distributed, both nationally and internationally, to spread the word about what the airport has been doing to as many people as possible.



9.1. MAINTAINING A CLOSE RELATIONSHIP WITH TRAVELLERS

Due to the health crisis, many events had to be cancelled.

At the beginning of 2020, BSCA attended 4 B2C fairs in Lille, Antwerp, Brussels and Liege - events help us get out and about to meet the public.

In 2021, two workshops were organised with the company Atout France in Antwerp and Namur, and 1 workshop was also put on by Antor in Brussels. These workshops bring together tourism professionals to present the latest news and innovations in the world of travel.

BSCA was also present at the largest B2B trade fair, BTE expo, organised in Nivelles in November 2021, which aims to strengthen Belgium's tourism industry.

2020

28
PRESS
RELEASES

2
PRESS
CONFERENCES

4
B2C TRADE
FAIR

2021

29
PRESS
RELEASES

2
PRESS
CONFERENCES

3
WORKSHOPS

1
B2B TRADE
FAIR

09. AN AIRPORT FOR EVERYONE

9.2. DESTINATION AIRPORT 3.0

In 2019, Brussels South Charleroi Airport embarked on a new journey, stepping into the digital age.

The goal: to offer its passengers a quality digital experience.

Three years later, BSCA's digital transformation is based on the following 3 areas:

→ **A digital platform:** : an informative website / e-commerce site / mobile app

→ **A DMP** (Data Management Platform)

→ **A media network**

9.2.1. A new mobile app

Launched in April 2021, the new mobile app serves two main purposes:

→ to facilitate the passenger experience by providing real-time travel information

→ to offer passengers the chance to book airport services (parking, fast-track, lounge) on their mobile



9.2.2. Data Management Platform

One of BSCA's challenges involves building a strong relationship with its passengers.

This was why work began to implement a data management platform for our passenger contacts towards the end of 2019. By gathering qualitative data, BSCA is now able to communicate in a targeted way with more than 500.000 people thanks to monthly newsletters.

B2B messages are also sent quarterly to a specific segment created in our DMP.

9.2.3. Media network

In order to respond to the current market and to ensure the development and profitability of the airport's advertising network, BSCA and JCDecaux have entered into an agreement designed to incorporate "Online" solutions in the existing advertising strategy and to work together to run this network.

09. AN AIRPORT FOR EVERYONE



9.3. DATA PROTECTION

In 2021, the Data Protection Officer received 6 requests relating to the right to erasure and information. All of these requests were processed in a timely manner.

Ongoing training has been provided in the different departments.

In accordance with the Belgian Camera Law, a declaration was submitted to the FPS Interior in May 2021.

The request for an inspection by the Data Protection Authority was followed up. The DPA finalised its report on 31 May 2021. This was forwarded to the Litigation Chamber, which decided to hear BSCA in October 2021.

10. HUMAN BEINGS, RIGHT AT THE HEART OF THE AIRPORT'S STRATEGY

DESPITE THE CORONAVIRUS CRISIS, BSCA HAS MAINTAINED EMPLOYMENT

The average number of employees was 686 in 2020 and 666 in 2021.

In total:



11. SOCIAL SOLIDARITY



11.1. COMMITTED TO SUSTAINABLE DEVELOPMENT

Brussels South Charleroi Airport is aware of the need for the continuous improvement of its **environmental management** and is taking action in several areas to ensure the development of its activities whilst respecting the natural environment and local communities.

11. SOCIAL SOLIDARITY

2020

→ In January 2020, Brussels South Charleroi Airport installed **1,560 photovoltaic panels** on the roof of the T2 terminal, representing **an annual output of around 440 MWh**, i.e. between 3 and 4% of the airport's annual consumption, and an annual reduction of CO₂ emissions of around 90 tonnes.

→ **An Environmental Manager joined the BSCA team in November 2020.**

→ Since November 2020, **Sustainable Development criteria have been systematically incorporated** into all public procurement and other contracts.

→ **Brussels South Charleroi Airport has made a formal commitment to the European Commission to be Net Zero CO₂ by 2050.** To do this, BSCA will be working in two phases:

- 1. Neutrality of its direct emissions**
(Scopes 1 & 2) by 2035
- 2. Neutrality of all its activities**
(Scopes 1, 2 & 3) in 2050

→ **The airport has enrolled in the "Airport Carbon Accreditation" programme.**



11. SOCIAL SOLIDARITY

2021

→ In March 2021, BSCA introduced household waste sorting facilities on its premises. In fact, all so-called “hazardous” waste has always been sorted according to the standards in force, unlike household waste. Since then, BSCA has been working on a number of initiatives:

- **Drafting of a charter with the concessionaires** based in the airport terminal to make sure waste is recycled properly, as well as eliminating single-use plastics in January 2021;
- **Installation of recycling islands** (Residual - plastic, metal and cardboard drinks containers - Paper/Cardboard) in private offices since March 2021;
- **Raising awareness among the airlines** about sorting and processing their waste and the corresponding cost in September 2021;
- **Installation of recycling islands** (Residual - plastic, metal and cardboard drinks containers) for passengers and planning for the obligation to sort organic matter introduced in November 2021.



→ In July 2021, all of Brussels South Charleroi Airport’s stakeholders made a commitment to **securing certification over 3 years for the 17 Sustainable Development Goals** defined and promoted by the United Nations. This commitment makes BSCA the very first Walloon company to do so.

→ **An information programme dedicated to the SDGs** (Sustainable Development Goals) has been developed and is reviewed every month to inform our suppliers and partners, as well as our passengers, about the measures and action taken by BSCA related to Sustainable Development. An “Environment” section has been developed on the BSCA website where people can see BSCA’s comprehensive, ambitious environmental policy, with its targets for reducing emissions and saving energy.

→ **BSCA has recently ordered a voluntary offsetting point**, where passengers who would like to reduce the environmental impact of their flight can make a financial contribution to local carbon offsetting projects to encourage sustainable farming practices.

11. SOCIAL SOLIDARITY

2021



→ In September 2021, Brussels South Charleroi Airport established a **Collaborative Environmental Management (CEM) Committee**. This committee brings together a large proportion of the airport's stakeholders (BSCA, SOWAER, Skeyes, EUROCONTROL and airlines) and is designed to formalise the relationship between these stakeholders when it comes to dealing with, reducing and/or resolving the various environmental impacts and problems resulting from their operations both on the site and in its vicinity. On 30 November 2021, all the stakeholders, including the Minister of Airports in the Walloon Region, came together for a ceremony marking the signature of the CEM Working Arrangement Contract.



→ In November 2021, Brussels South Charleroi Airport implemented an **Environmental Management System (EMS)** in order to be eligible for ISO 14001:2015 certification by early 2023.

11. SOCIAL SOLIDARITY

11.2. ALL IN IT TOGETHER!

Following the floods that hit our country hard in July 2021, a community response was organised within the airport itself to help those affected. This initiative involved collecting food and drink, clothing, hygiene and childcare products, cleaning materials etc. to distribute among the victims of the disaster.



A TOTAL OF 3 SEMI-TRAILERS COLLECTED ALL THE DONATIONS TO BE TRANSPORTED TO THE DISASTER VICTIMS.



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CHARLEROI
AIRPORT S.A.

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