



AIR TAHITI NUI



**Annual  
report  
2023**





# Engagée pour la Polynésie

Protecting our Islands

Vivez une expérience à bord immersive et éco-responsable,



Embark on an immersive and eco-friendly experience,



## Protection

avec une flotte moderne et efficace,



with a modern and efficient fleet,

vecteur de développement pour nos îles.



serving the economic development of our islands.



**A vos côtés depuis 25 ans,  
ensemble pour un avenir durable.**  
Flying together for 25 years and for a sustainable future.



AIR TAHITI NUI

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# Editorial



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Dear reader, Ia Orana,

25 years ago the maiden flight of Air Tahiti Nui took off, destined for Los Angeles. Since then our airline has criss-crossed the globe connecting Polynesia with the rest of the world, and during the course of those 25 years it has transported over 10 million passengers across the Pacific, Asia, Europe and America.

There have been challenges over the years, but we have won through. The most recent, crisis Covid-19, was undoubtedly the most brutal of them all, yet it hugely increased our resilience, which enabled us to resume all tourist activity on our islands without delay.

As we emerged out of the crisis, our destination became one of the most sought-after with travelers across the globe, and even in the face of unprecedented competition, we added extra seat availability and a new route to Seattle last year. Such popularity for our destination also boosted the appetite of our rivals who modified their flight frequency so that in 2023, seat availability to Polynesia exceeded one million; never before had our homeland attracted such interest. Nevertheless, we concentrated our efforts on maintaining our lead position, we pulled through and succeeded in retaining 42% of international passenger traffic.

Connecting Paris to two American hubs in June thanks to a new service from Seattle meant that we were able to further secure our presence on the west coast of The United States, a principal source market of Polynesia-bound tourists. The re-opening of the Tokyo route at the end of the year also helped recover lost ground thanks to an encouragingly strong recovery.

Yet, in this struggle to save our market shares, we also had to make concessions by not raising our fares to cover our rising costs (notably fuel) to the detriment of our unit revenues. This equation was complex to explain to our workers, who were presented with a high seat occupancy rate (average coefficient of 76%) and yet a reduction in salary, while inflation rates and consumer prices soared in Polynesia. As a result, a labor dispute came to light over the summer, causing the withdrawal of a large number of pilots and cabin crew. Beyond the damage to our image, we had to concede part of our revenue during the first real post-Covid high season.

However, this episode gave us the opportunity to witness the solidarity between the rest of the staff, who rallied round to ensure the smooth departure of all scheduled flights. May I here, once again extend my heartfelt thanks to them. Throughout its 25 years of existence, one of the most fundamental values that Air Tahiti Nui has both forged and maintained is the solidarity of its personnel and their pride in belonging to this “small Pacific airline”, that remains committed to promoting French Polynesia and sharing the magic of the islands with the world. ATN genuinely is its best ambassador.

I am honored to have managed this fine company for nearly 11 years, and my wish is that the year 2023 and all of its quarter-century celebrations are the starting point for an even greater adventure for the next 25 years. Whatever challenges that we have faced or undertaken, to have thrived as far as this symbolic milestone is testament to our maturity and perseverance.

I hope that you will soon have the pleasure of stepping aboard the Tahitian Dreamliner to (re)discover the “world’s most immersive travel experience”.

Thanks to you and together with you, the journey continues. *Te aroha ia rahi\**.

**Michel MONVOISIN**  
Chairman of the Board of Directors  
and Chief Executive Officer of Air Tahiti Nui

\* I wish you all my best.



# Key dates and figures 2023

# Our airline



**33**  
billion XPF in revenue  
(over 276 million euros)



**448 729**  
passengers transported  
+15.8% compared  
with 2022



**76%**  
passenger load factor  
-1 pt compared  
with 2022



**16 380**  
flight hours  
for 1 435 commercial  
flights



**696**  
employees  
(of which 354 flight crew)  
+6.4% compared  
with 2022



**127**  
routes served  
thanks to codeshare  
partners



**42**  
interline agreements  
signed on December  
31<sup>st</sup> 2023

**14**  
JUN

Inauguration of  
the Seattle-Paris route

**30**  
OCT

Reopening of the  
Papeete-Tokyo route  
after 3 and a half years  
of closure

**16**  
NOV

First ATN careers fair  
to introduce young  
Polynesians to all the different  
professions in the company

**20**  
NOV

Celebration of Air Tahiti Nui's  
25<sup>th</sup> anniversary at  
Tahiti Faa'a airport,  
in the presence of institutional  
representatives, clients and  
partners

# Company overview

## Mission

Air Tahiti Nui's mission is to provide a sustainable service that supports the development of French Polynesia's tourism industry, while maintaining the profitability and high safety standards of its operations.

## Legal status and capital

In September 2001, Air Tahiti Nui's legal status evolved from Public Limited Company to Local Mixed Economy Company (SAEML) to meet statutory rules when French Polynesia became the majority equity holder in the company.

On February 12<sup>th</sup>, 2018, Air Tahiti Nui founded its first helicopter transport subsidiary, Tahiti Nui Helicopters, in the form of an SAS (Simplified joint stock company) in which it is the majority shareholder (see p.17).

## Company governance

As a local mixed economy company, Air Tahiti Nui has a board of directors composed of 15 members, apportioned as follows since October 26<sup>th</sup>, 2023:

### Public administrators representing French Polynesia, appointed by the Council of Ministers

- Mr. Moetai BROTHERSON, President of French Polynesia, in charge of tourism, international air transport, territorial equality, international affairs, archipelago development, digital economy and the consequences of nuclear testing;
- Mr. Jordy CHAN, Minister for major construction projects and roadbuilding, in charge of air, land and maritime transport;

- Ms. Élise VANAA, Representative of the Assembly of French Polynesia;
- Mr. Nuihau LAUREY, Representative of the Assembly of French Polynesia;
- Mr. Hiro ARBELOT, Chairman and CEO, Te Tiare rehabilitation center;
- Mr. Philippe MARIE, Chairman and CEO of Marara Paiement.
- Mr. Oscar Paul Tetuahau TEMARU, second Deputy Mayor of Faa'a;
- Mr. Michel MONVOISIN, Chairman of the Board of Directors and Air Tahiti Nui CEO;
- Mr. Éric REICHART, Air Tahiti Nui staff representative.

### Private Administrators representing the private sector

- Mr. Vincent LAW, 1<sup>st</sup> Vice President of ATN Board of Directors, Representative of *la Société d'études et de gestion commerciale (SEGC)*;
- Mr. Jean-Pierre FOURCADE, Representative of *la Financière hôtelière polynésienne (FHP)*;
- Mr. Bruno WAN, Manager of civil society Wan Holding Participation;
- Mr. Régis CHANG, President of the simplified joint-stock company *Océanienne de capital investissement (OCI)*;
- Mr. James ESTALL, Representative of Air Tahiti;
- Mr. Richard BAILEY, Representative of Tahiti Beachcomber Plc.

The statutory auditors for Air Tahiti Nui are civil society CHANGUES-MENARD-ALBERT-BOYER, represented by Mrs. Elisabeth ALBERT and the limited liability company KPMG, represented by Mr. Jean-Louis PELLOUX.

## Brand positioning

To accompany the renewal of its fleet (cf. p.10), and to mark a whole two decades with its forthcoming 20<sup>th</sup> anniversary, Air Tahiti Nui modernized its look in 2018, thus reaffirming its brand positioning.

The iconic Tiare Flower company logo that has always been and will always be the symbol of *To Tatou Manureva\**, was carefully reworked as part of the rebranding project launched late 2015.

With a new, more up-to-date look designed by the Polynesian artist Alexander Lee, the majestic Tiare flower embodies the beauty and spirit of Polynesia, establishing an even deeper connection with its people and traditions.

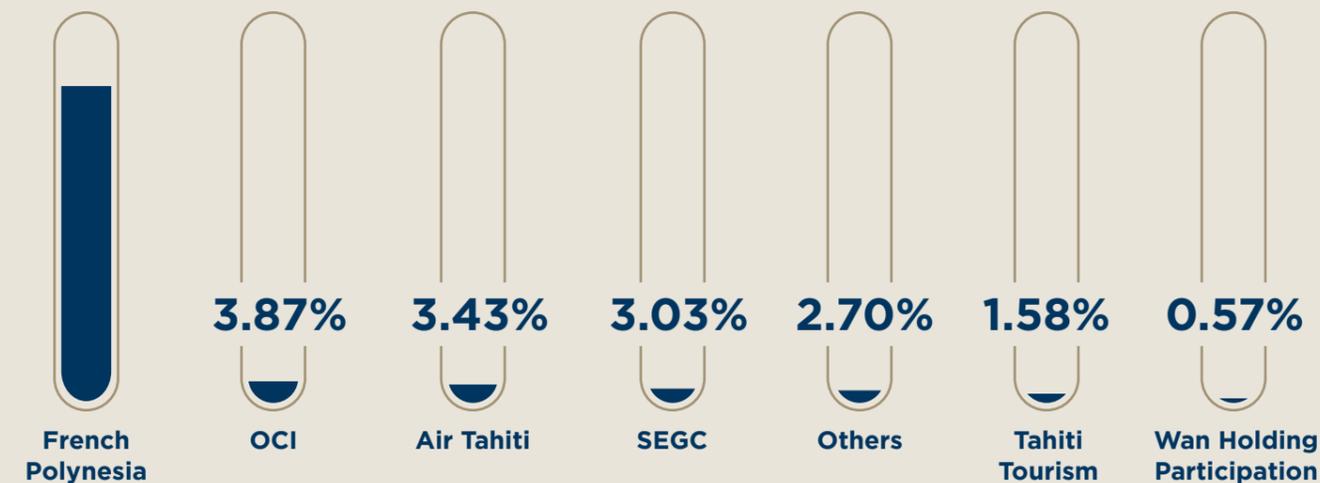
The new logo, which is more consistent with international norms, magnifies this symbol to incorporate the concept "Nui" and the quintessential image of Air Tahiti Nui.

ATN aims to create exceptional experiences that facilitate the development of a positive and sustainable future for its country, and it takes a stand as the airline that offers "The world's most immersive travel experience".

Our brand values of "Focusing on the customer, promoting peace of mind, sharing our generosity, developing our spirit of adventure and being present throughout the journey" enable the airline to expand customer confidence whilst also maintaining its multi-award-winning quality of service (see chapter p.27).

Since November 22<sup>nd</sup>, 2011, capital amounts to 1 622 956 875 XPF and was distributed as follows on December 31<sup>st</sup>, 2023:

84.82%



\* The company of all Polynesians.

# Flight activity

## Fleet and cabins

In 2015, Air Tahiti Nui decided to renew its fleet of Airbus A340-300 for Boeing Dreamliner 787-9s, thus upgrading the quality of the product offered to its customers.

The fleet renewal project became a reality in October 2018 with the delivery of the first of four *Tahitian Dreamliners* (2 outright purchases and 2 ALC leases). The three other aircraft were delivered in January, June, and August 2019.

As a tribute to the islands of the *fenua*\* and their first explorers, they were respectively named: Fakarava (registration F-OMUA), Tupaia (F-ONUJ), Bora Bora (F-OVAA), Tetiaroa (F-OTOA).

As part of the renewal, the company opted for a new three-class cabin configuration with individual video and Wi-Fi access.

“Poerava Business” class offers 30 shell-seats which are convertible into 180° beds, 198 cm in length, in a 6 abreast (2-2-2) configuration, in 5 rows, wholly aimed at couples.

“Moana Premium” class offers an intermediary solution between business and economy class, with a total of 32 seats in a 7 abreast (2-3-2) configuration. All seats are equipped with latest generation video screens.

“Moana Economy” offers a total of 232 seats in two cabins, in a 9 abreast configuration (3-3-3).

## Certificates and licenses

To operate as a French international air carrier, Air Tahiti Nui holds:

- an air carrier license, December 2006 (Decree 1389 CM);
- an air carrier certificate (CTA) n°FR.AOC.OO83, Ed5 August 17<sup>th</sup>, 2020;
- a certificate of approval from the Continuing Airworthiness Management Organization FR.CAMO.0026 rev.2 September 13<sup>th</sup>, 2021;
- a certificate of approval of maintenance part 145 for the maintenance of aircraft FR 145.0423, rev.7 January 15<sup>th</sup>, 2024.

The different authorizations list all specific operational approvals in relation to the Boeing 787-9.

\* Country, land, territory, in Tahitian.



## IOSA

The IOSA certificate (IATA Operational Safety Audit) which is mandatory for all air carriers who are members of IATA (International Air Transport Association), is the audit program developed by the IATA, based on standards covering regulations such as those established by the ICAO (International Civil Aviation Organization), FAA (Federal Aviation Association) and EASA (European Aviation Safety Agency), etc.

The audit for the 9<sup>th</sup> renewal of the authorization was conducted by ARGUS PROS in June 2023 with a final compliance rate of 97.5 %.

The renewed certificate is valid for 2 years from the validity date on the certificate (until October 28<sup>th</sup>, 2025).



## The network

On December 31<sup>st</sup>, 2023, Air Tahiti Nui still holds the position as the main airline serving French Polynesia. The company is once again operating over four continents (with the reopening of the link with Japan in October 2023), offering flights from Papeete to Los Angeles, Seattle, Auckland, Paris (via Los Angeles, and Seattle since July) and Narita.

Air Tahiti Nui offers connections to a total of 87 airports via 127 routes thanks to its code-share partners:

- The SNCF with the program Train + Air in France and Europe departing daily from CDG to: Aix-en-Provence, Angers, Avignon, Bordeaux, Le Mans, Lille, Lyon, Marseille, Metz, Montpellier, Nantes, Nîmes, Poitiers, Reims, Rennes, Strasbourg, Tours, Valence, and Brussels.
- American Airlines in North America departs daily from Los Angeles to: Albuquerque, Atlanta, Austin, Boston, Charlotte, Chicago, Dallas, Denver, El Paso, Houston, Las Vegas, Miami, New Orleans, New York, Oklahoma City, Orlando, Philadelphia, Phoenix, Portland, Sacramento, St Louis, Salt Lake City, San Antonio, San Francisco, San Jose, Seattle, Tucson, Vancouver and Washington.

- Alaska Airlines in north America departs daily from Los Angeles to: Anchorage, Austin, Boise, Dallas, Eugene, Fort Lauderdale, Honolulu, Kahului, Kona, Las Vegas, Lihue, New York, Portland, Reno, Salt Lake City, San Francisco, San Jose, Santa Rosa, Seattle, Spokane and Washington ; and departing from Seattle: Albuquerque, Anchorage, Atlanta, Austin, Boise, Boston, Bozeman, Chicago, Columbus, Dallas, Denver, Detroit, Eugene, Fresno, Fort Lauderdale, Hayden, Houston, Kansas City, Las Vegas, Los Angeles, Miami, Milwaukee, Minneapolis, Nashville, New Orleans, New York, Oklahoma City, Orlando, Portland, Philadelphia, Phoenix, Raleigh Durham, Reno, Sacramento, St Louis, Salt Lake City, San Antonio, San Diego, San Francisco, San Jose, Spokane, Tampa, Tucson, Vancouver and Washington.
- Qantas and Air Calin complete Air Tahiti Nui's offer in the South Pacific with Sydney, Melbourne, Brisbane, and Noumea.
- Japan Airlines and Korean Air operate to Osaka, Fukuoka, Nagoya and Sapporo in Japan, and Hong Kong and Seoul in Asia.
- LATAM Airlines in South America depart to Easter Island and Santiago du Chili.



The following partners apply their company codes to flights operated by Air Tahiti Nui:

- American Airlines: PPT-LAX / LAX-CDG / PPT-SEA;
- Alaska Airlines: PPT-LAX / LAX-CDG / PPT-SEA / SEA-CDG / PPT-AKL;
- Qantas: PPT-AKL / PPT-LAX;
- Air New Zealand: PPT-AKL / PPT-LAX;
- Air Calin: PPT-AKL / PPT-LAX;
- Japan Airlines: PPT-NRT;
- Korean Air: PPT-NRT;
- Air France: PPT-LAX;
- LATAM Airlines: PPT-AKL.

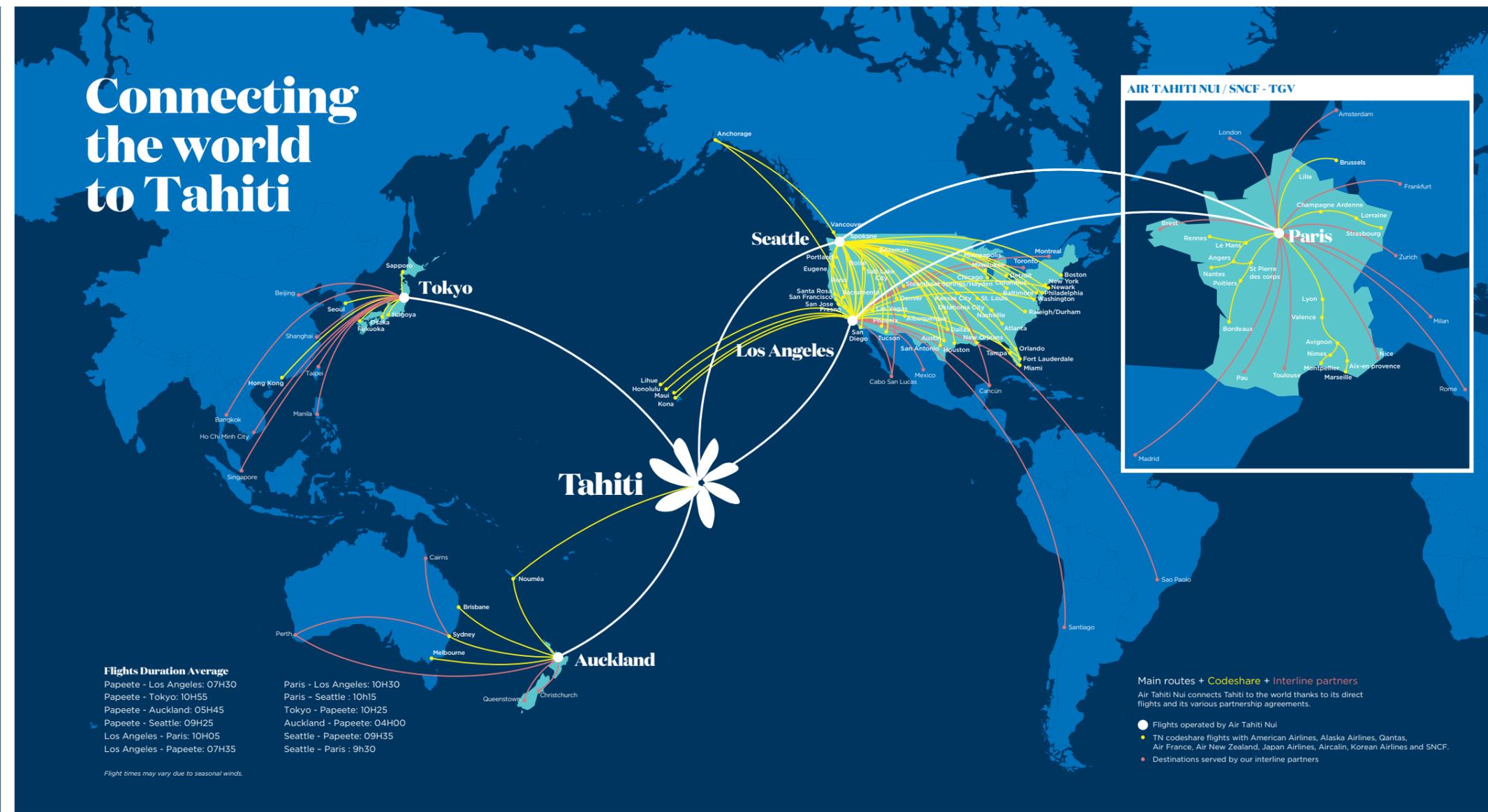
In 2023, code sharing with LATAM Airlines, Air France, and Air New Zealand between Tahiti and Auckland were not reinstated. However, those with Japan Airlines and Korean Air were reinstated on October 30<sup>th</sup>, with the resumption of the Japan route.

As of December 31<sup>st</sup>, 2023, 42 interline agreements have been contractually settled with other transporters to offer a wider choice of destinations to customers.

Air Tahiti Nui also plays a crucial role in medical evacuations, demonstrating its close collaboration with the country's health authorities and medical services to promote the well-being and health of the inhabitants of Polynesia.

Furthermore, the airline is a pioneer in the transport of oxygen kits and incubators on board its Boeing Dreamliners. This essential equipment enables ATN to respond to specific medical transport needs, and thanks to its commitment, to provide Polynesian patients with rapid access to the treatment they require.

Over the year, 2 040 flights were performed (of which 1 435 commercial flights) for a total of 16 571 flight hours.



**42**  
interline agreements

**127**  
routes served

**1 435**  
commercial flights in 2023



# Commercial flight network activity

In 2022, the end of the COVID-19 crisis resulted in a quick and marked increase in seat availability from competing airlines leading to five weekly flights with United Airlines, followed by the arrival of Air France and Delta Airlines at the end of the year.

At the same time, the Air Tahiti Nui Auckland service gradually resumed in May and Air New Zealand followed suit in July 2022.

What is more, this emerging growth in 2022 developed further throughout 2023 with the reopening of the Nari-ta line on October 30<sup>th</sup>, 2023.

All international airlines serving French Polynesia therefore now offer over a million return seats to the destination which is an increase of +160 500 seats (+18.8%) compared with 2022.

In 2023, the total number of passengers departing and arriving in French Polynesia is 797 256, which is an increase of +25.1% compared with 2022.

Air Tahiti Nui maintains its market share, handling 41.8% of international passenger traffic (source: Tahiti Airport).

## Results & evolution of ATN fare-paying passengers

Air Tahiti Nui further continued to resume service after the COVID-19 crisis by offering +16.5% extra seats throughout the year, which was a marginally higher offer than that of 2019.

In 2023, the company transported 448 729 passengers, an increase of +15.8% in comparison with 2022.

Tourist activity continues to thrive, ensuring an average seat ratio of 76%, falling by one point compared with 2022.

In 2023, ATN generated passenger traffic revenue of 29.533 billion XPF.

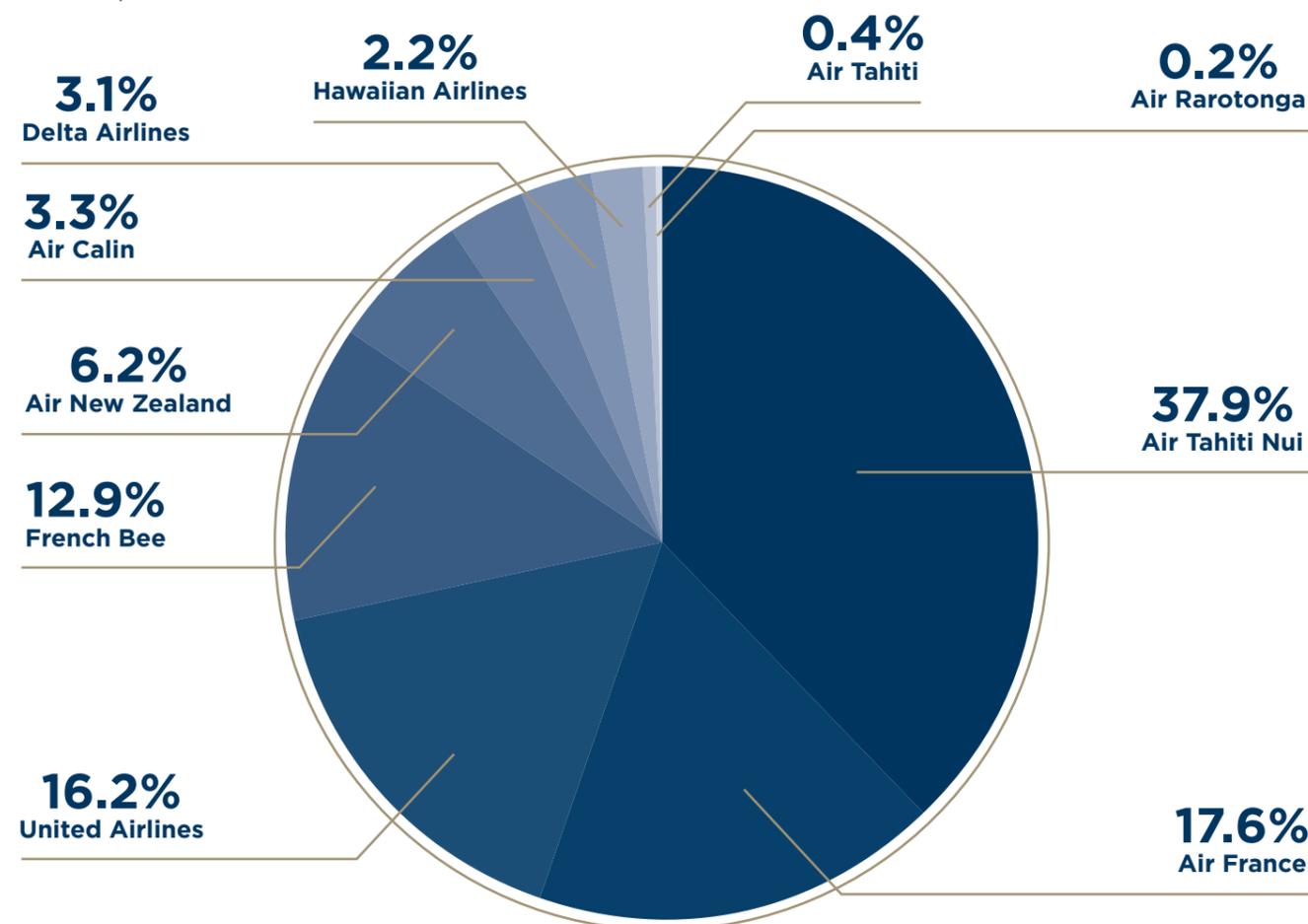
## Tourist traffic

In 2023, 261 813 tourists visited the Islands of Tahiti, an increase of +19.7% compared with 2022.

99 266 tourists were transported by Air Tahiti Nui over the year (+14.9%).



## Market shares of tourist traffic by airline



## Fare-paying passenger activity

	2022	2023	Variation
Average passenger load factor	77%	76%	-1 pt
Revenue (in million XPF)	26 751.9	29 533	+10.39%

Source: Revenue Management - Financial Department Air Tahiti Nui.

Source: ISPF

# Freight, charter, and affiliate activity

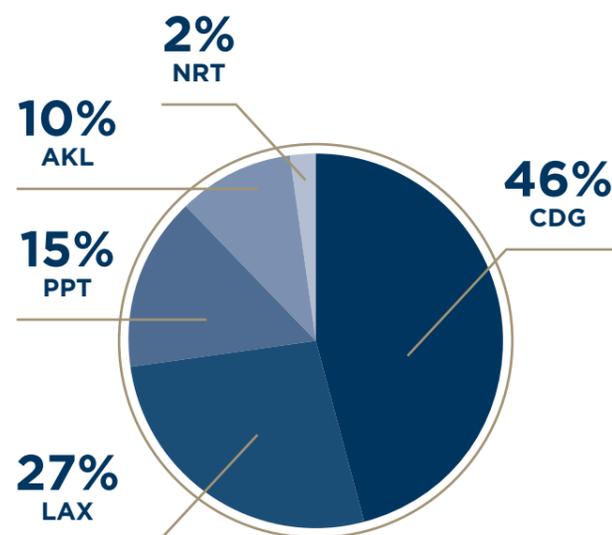
## Freight activity

### Comparative table of freight revenue and tonnage for 2022 and 2023

	2022	2023	Variation 22/23	Variation %
Revenue (in million XPF)	3 307	2 213	-1 094	-33%
Weight (in tonnes)	8 131	6 861	-1 270	-15.6%

Source: ATN Freight and Management Control Department.

### Distribution of tonnage transported by origin\*



\* Origin of freight departure.

In 2023, world growth was strongly impacted by the effect of inflation, an increase in interest rates, a reduction in investments and the disruption caused by Russia's invasion of Ukraine.

In Polynesia, the general consumer price index increased by 3.3% by the end of December 2023 compared with the previous year.

Freight revenue suffered a decline in volume in the last quarter 2022, after having reached record levels last year (3.3 billion XPF) thanks to several coinciding factors (post COVID recovery in consumption, sharp increase in maritime freight prices, the need for retail stock replenishment, high yield and ongoing reduced capacity).

This trend continued in 2023. Papeete was the only flight destination demonstrating improved results, with other ports of call being victim to the overcapacity of rival airlines.

## Charter activity

### Comparative table of charter activity for 2022 and 2023

	2022	2023	Variation n/n-1
Full charter*	61	91	49%
Full cargo	0	0	NA
<b>Total number flight hours</b>	<b>61</b>	<b>91</b>	<b>49%</b>
Full charter	132	234	77%
Full cargo	0	0	NA
<b>Total revenue (million XPF)</b>	<b>132</b>	<b>234</b>	<b>77%</b>

\* Full charter flights only carry passengers; full cargo flights carry only freight.

Charter activity gradually recovered over the year and charters operated for regular clients were renewed:

- In January, ATN was chartered by the event agency *Planète Congrès Incentive* to transport large French corporations and startups to the Consumer Electronic Show trade fair in Las Vegas;
- In May, the US Order of Malta made its 8<sup>th</sup> consecutive pilgrimage to Lourdes aboard an Air Tahiti Nui flight;
- In November and December, Air Tahiti Nui flew Polynesian athletes to Nadi in the Fiji Islands, which is halfway

to Honiara, in the Solomon Islands, where they were to participate in the Pacific Games;

- Finally in December, Air Tahiti Nui was chartered for a flight to Easter Island for the *Taputapuatea Festival*, organized by Rapa Nui.

In total, more than 90 flight hours were completed, an increase of +49% compared with 2022.

This activity generated a revenue of 234 million XPF over the year (compared with 132 million XPF in 2022, an increase of +77%).

## Tahiti Nui Helicopters

The simplified joint-stock company Tahiti Nui Helicopters is the first Air Tahiti Nui affiliate of which they are majority stakeholders.

TNH capital is apportioned as follows: Air Tahiti Nui: 49.8%, French Polynesia: 23.6%, HBG: 14.5%, Sofidep: 12.1%.

The company operates five aircraft: 4 twin-engine helicopters, Airbus H135 (two EC135T1 and two EC135T2) and one single engine helicopter, Airbus H125 (AS350 B2).

- TNH activity is structured around four main missions:
- on-demand passenger transport, for no-wait direct transportation of clients from international flights or connecting international flights on private jets;
  - sightseeing tours around Tahiti, Moorea, and the Leeward Islands;
  - medical and emergency evacuations from the islands;
  - helicopter operations (pylon installation, etc.).

The affiliate began its commercial activity in July 2018 with two helicopters based in Tahiti, also serving Moorea, and an aircraft stationed in Bora Bora.

On July 1<sup>st</sup>, 2020, a base was opened in Taiohae in the Marquesas islands to manage the medical evacuations (MEDEVAC) in the archipelago.

On December 31<sup>st</sup>, 2023, Tahiti Nui Helicopters had completed 1 270 flight hours, which are apportioned as follows:

Distribution of TNH flight hours	
Medevac (Marquesas Islands)	528
Bora Bora sightseeing	331
Transfers	77
Tahiti, Moorea, and Marquesas Islands sightseeing	42
Aerial work	183
Technical flights	109

The company achieved revenue of 822 M XPF, up by 10% compared with the previous financial year 2022.

At the end of the financial year 2023, TNH had 28 employees.



# Human resources

© Danee Hazama

## Company structure

### GENERAL MANAGEMENT

Michel MONVOISIN  
Chairman Chief Executive Officer

Mathieu BECHONNET  
Chief Operating Officer

### EXECUTIVE MANAGEMENT OF SALES

Mathieu BECHONNET (acting director since 01/10/2020)

### SUPPORT MANAGEMENT

### EXECUTIVE MANAGEMENT OF OPERATIONS

Raymond TOPIN - Responsible Manager

### REGIONS

**Regional Director America**  
Caroline BORAWSKI

**Regional Director France Europe**  
Jean-Marc HASTINGS

**Regional Director Asia**  
Atsushi CHINO

**Regional Director Pacific (NZ & AUS)**  
Grant SINCLAIR

**Regional Director Polynesia**  
Yann MASINGUE

**Director of RM, Pricing, Schedule and Alliances**  
Raimana CHAMPS

**Director of Customer Experience**  
Vaitea KOHLER

**Director of Marketing and Communication**  
Torea COLAS

**Director of Finance**  
Pierre CHAMPION

**Director of Human Resources**  
Manuarii MERVIN

**Director of Administration and Organisation**  
Heifara MORIENNE

**Director of Information Systems and Digital Technology**  
Laurent HUSSON

**Director of Air Operations**  
Stanley DESCAMPS

**Director of Ground Operations, Stations and Freight**  
Céline CLAEYS

**Technical Director**  
Yannick MERMET

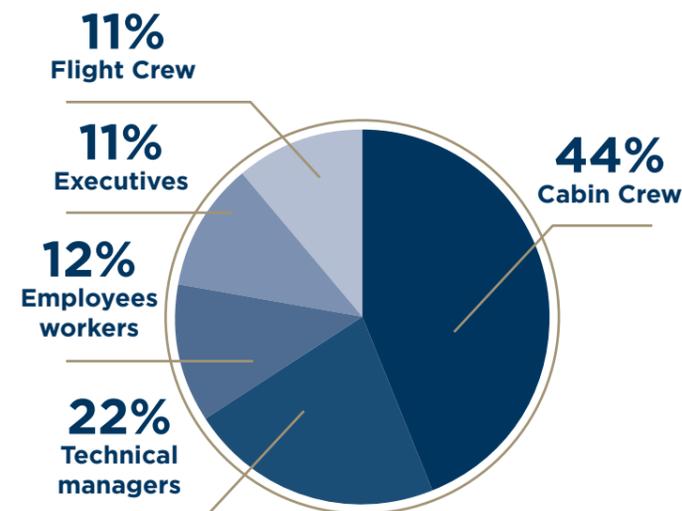
**Director of Management Systems**  
Gilles BERNEDE

**Commercial Crew Manager**  
Florence RAGONNEAU

## Distribution of human resources

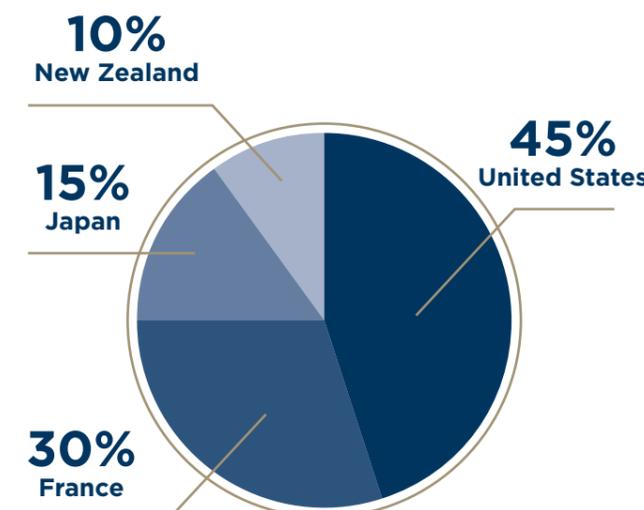
On December 31<sup>st</sup>, 2023, the company workforce consisted of 696 employees (compared with 654 on December 31<sup>st</sup>, 2022) divided into Tahiti ground personnel (289), flight crew (354; including 284 cabin crew and 70 technical crew) and agents of overseas offices and stations (53).

### French Polynesia workforce by occupational category



Source: ATN social audit 2023.

### Workforce distribution in overseas stations



Source: HR department.

### Distribution of Air Tahiti Nui workforce by gender

Workforce	2022	Distribution 2022	2023	Distribution 2023
Men	321	49%	331	47.5%
Women	333	51%	365	52.5%
<b>Total</b>	<b>654</b>	<b>100%</b>	<b>696</b>	<b>100 %</b>

Source: ATN social audits.

#### Parity

With 52.5% of female employees, the number of females working for Air Tahiti Nui has slightly increased compared with 2022. The proportion of female executives remains the same at 47% over the year.

### Evolution of workforce in Polynesia

In 2023, airline activity recovered to pre-COVID levels, and its workforce increased with 31 new employees in permanent contracts and 26 in fixed-term contracts. Priority was given to recruitment essential for the recovery of activity.

#### Indicators for Polynesia

##### Employment contracts:

**26**

**departures**

(of which 7 resignations, 10 terminations of fixed-term contracts, 2 dismissals and 7 other departures)

**30**

**employees on fixed-term contracts**

**613**

**employees on permanent contracts**



##### Absenteeism:

**18**

**work-related accidents (sick leave)**

**731**

**days of maternity leave**



### Total payroll

The total payroll (salaries and employer contributions) amounts to 6.274 billion XPF in 2023, an increase compared with 2022 but still less than in 2019.

### Professional training

The HR department continues to gradually readjust its training budget since the health crisis. As such, 484 staff were trained in administrative affairs (professional effectiveness and well-being, office automation/IT, sales/customer service, languages, management, health, and safety), for a budget of 14.5 M XPF (compared with 21 M XPF in 2019, 5 M XPF in 2020, 10.2 M XPF in 2021, and 11.8 M XPF in 2022).

Freely available e-learning content for employees has been deployed since 2021, on topics related to management, project management, etc. A total of 85 training courses were followed in 2023.

Furthermore, 66.8 M XPF was assigned to regulatory training of crew and ground staff.

### Employee experience

As social dialogue in the workplace and the development of human capital are important issues to the airline, the Employee Experience department (EX) continued to lead projects throughout the year in support of employees with disabilities, young people, and the fight against exclusion.

These included:

- several departments taking part in *Duo Days*, welcoming disabled trainees to spend a day learning about professions within the company;

- participation in forums and visits to school to introduce students to the various careers in the airline industry and to simulate job interviews;
- job dating events with job seekers in partnership with *FACE Polynesia* (Act Against Exclusion Foundation).

After several years of working in conjunction with the airline works council, Air Tahiti Nui subscribed to a brand new health insurance service for its employees on July 1<sup>st</sup>, 2023.

It allows all company employees under contract to have basic cover and offers everyone the option to subscribe to a tailored package with extended benefits. This move is in response to the airline's demographic change, as well as incorporating health protection for workers.

#### Electronic voting

As a result of several country-wide HR initiatives, a law relative to electronic voting was passed, which has enabled professional elections to take place in this format since it came into force in 2023.

With a predominantly nomadic population representing 65% of its workforce, Air Tahiti Nui is one of the first local businesses to have operated its professional elections this way. This paperless system is, above all, an increase in reliability, traceability, and efficiency, avoiding the printing of nearly 10,000 ballot papers, while reducing the voting time from 3 weeks down to only 2. A significant increase in the participation rate was noted this year.

ATN's Human Resources directorate is continuing its digitization drive after having set up an HRIS, an e-learning platform, and dematerialized pay slips.



# Our approach to social responsibility

## 2 Sustainable development

Since 2015, Air Tahiti Nui has stood out above and beyond other Polynesian businesses as a trailblazer that is strongly committed to its CSR approach, which is at the heart of its fundamental mission to “ensure long-term service that supports the development of the travel industry in French Polynesia, while maintaining the high standards of operational safety.”

Company CSR ambitions include combining passenger air transport and cargo activities to and from Polynesia, whilst adopting sustainable practices to reduce its environmental footprint. The airline also aims to promote the wellbeing of all its workers whilst contributing to the development of the country and its population.

The corporate social responsibility policy initiated and implemented by Air Tahiti Nui is involved in various aspects of its business and at different levels of the organization, and is based on 4 focus areas and 10 progress commitments (ref. ISO 26000 norm):

**FOCUS 1: maintain the responsible operation of our flights**

- #1: guarantee flight safety and comply with regulations.
- #2: maintain sustainable relations with our stakeholders.

**FOCUS 2: reduce our environmental footprint**

- #3: reduce our emissions and participate in the fight against climate change.
- #4: mitigate the impact of our activity on the ground.
- #5: contribute to the preservation of Tahiti as a destination and its biodiversity.

**FOCUS 3: be a committed employer**

- #6: share a common vision and maintain trust-based relations.
- #7: ensure health, safety, and well-being at work.
- #8: develop skills and support employee personal development.

**FOCUS 4: support the development of French Polynesia**

- #9: integrate sustainable development into our activity and business culture.
- #10: support and promote social and economic development projects in the country.

By being voluntarily and publicly committed through this process, Air Tahiti Nui is primarily contributing to three of the 17 sustainable development goals (SGD) laid down by Member States of the United Nations collated in the 2030 Agenda: good health and well-being (SDG 3), decent work and economic growth (SDG 8), and measures relating to the fight against climate change (SDG 13).

### Our flagship initiatives 2023

As it continued to consolidate its CSR approach, Air Tahiti Nui initiated numerous projects in favor of its stakeholders throughout 2023:

**For customers**

From May 24<sup>th</sup> to June 1<sup>st</sup>, 2023, an online survey was conducted among Club Tiare members to evaluate their interest, satisfaction and expectations regarding the CSR approach after 9 years of commitment.

The survey carried out on a sample of 1,420 customers revealed a satisfaction rate of 95%, showing that those members surveyed share the same core values as Air Tahiti Nui. This consensus of objectives strengthens the company’s determination to pursue its sustainable development efforts.

**For employees**

Efforts to raise staff awareness of the challenges of the ecological transition were intensified during the year. Emphasis was placed on global warming (see “Environmental focus” on p.28 & 29) through initiatives that will be maintained and developed during 2024.

Initiatives to raise awareness of sport and nutrition were also continued during the year, with a budget equivalent to that of 2022 (3.7 million XPF). Workshops were organized for those wanting to reduce their weight to resume suitable physical activity. Some thirty employees also took part in the first *CPS Challenge Pas Interentreprises* (“CPS Intercompany Step Challenge”) during European Mobility Week.

**For the company and its partners**

Air Tahiti Nui promotes the contribution to carbon neutrality through its certified project partner [CarbonClick](#), by paying for 50% of passengers’ voluntary offsets from 2022.

The airline also continues to support local environmental associations committed to the preservation of the environment and the biodiversity of Polynesia (further information on page 29).



# ATN's contribution to the development of French Polynesia

Given the geographical isolation of the archipelagoes of French Polynesia and the importance of the tourism industry in the country's economy, Air Tahiti Nui has continued to play a vital role in improving access to the islands since its creation in 1998.

In line with the country's tourism development strategy "Fāri'ira'a Manihini 2027" (or FM27) aimed at inclusive and sustainable tourism, the company collaborates with local suppliers and partners to consolidate Polynesia's economic ecosystem. It supports a number of solidarity, cultural, social and environmental initiatives, involving as many people as possible. These included in 2023, the *Musée de Tahiti et des Îles - Te Fare Iamanaha*, the James Norman Hall House Museum, *Mémoire polynésienne* and *Éditeurs de Tahiti et des Îles (AETI)*.

By showcasing Polynesia on the international stage, and strengthening ties with the local population, ATN contributes to the sustainable development of Polynesia as a destination.

## An essential social partner

### A locally committed business

With a history of strong involvement with local organizations, Air Tahiti Nui and its staff continue to give their support to initiatives in assisting the vulnerable in Polynesia.

For example, the partnership with Papeete's *UtilBus* was extended in 2023, helping priority neighborhoods with mobility provision for their residents and associations. Throughout the year, the company also supported other organizations and solidarity projects such [the Saga](#) (introducing children to sailing and watersports), the [Cap Optimist](#) (a collective challenge to fight cancer), the association [Rame avec Alexandra](#) (raising public awareness about cystic fibrosis and organ donation), and the many programs carried out by the [FACE Polynésie](#) foundation (Act Against Exclusion) helping the vulnerable and young people undergoing social reintegration.

Once again, at the end of the year, company staff alongside volunteers from the Order of Malta also rallied round to collect and distribute food as well as occasional donations of onboard bedding (blankets and cushions) for the homeless in Papeete.

This support for local associations and their charitable initiatives came to 6.8 million XPF over the year (compared with 9.09 million XPF in 2022).

### Supporting Polynesian young people



In 2023, in addition to hiring 100 students on internships (up from 90 in 2022), the company strengthened its commitment to the young people of Polynesia through its *Fenua Student* program, designed to support students who travel abroad for higher education.

It has thus built partnerships with local establishments such as the *Lycée Hotelier* (Hotel School), the *Campus des Métiers* (job forum) or Tahiti Business School and given young Polynesians a chance to help them show their talent by sponsoring events in mainland France, such as the Tahitian evening organized by the *Association des étudiants de Polynésie française de Paris* (Association of students from French Polynesia in Paris).

Air Tahiti Nui is thus proud to have contributed to the success in 2023 of a young candidate from Bora Bora high school, nominated "France's Best Apprentice for cold food cuisine."

### A more extensive loyalty program

Thanks to the new website (see p. 32), the company's loyalty program benefitted from more visibility over the year and was thus able to enhance member experience thanks to the online boutique that now makes it simpler to purchase services and provides a showcase for non-airline partners.

The *Club Tiare* also continues to enhance the local entertainment scene through its support of cultural and musical productions, such as the Francis Cabrel concert in October 2023.

And finally, this year the loyalty program joined the airline's 25<sup>th</sup> anniversary festivities by organizing the "Share the memories" contest for its members (see opposite).

## Active role in the development of tourism

### Market promotion

As a flagship for French Polynesia on the international scene, Air Tahiti Nui devotes a substantial budget to promoting the cultural heritage of its islands, particularly through the communication and transmission of knowledge supported by sponsorship initiatives featuring its Ambassadors. Sports personalities, musicians and other talented artists carry the company colors far and wide, enabling the public to associate a face, a name, and a cause with the values it conveys.

Among the wide range of campaigns and partnerships initiated and renewed throughout the year, the company's promotional activities in 2023 were focused on three major events in particular: the extension of the new Seattle to Paris service from June onwards, the reopening of the Tokyo route in October, and the airline's quarter of a century anniversary on November 20<sup>th</sup>, 2023.

### Share the Love & Memories, Air Tahiti Nui's 25<sup>th</sup> anniversary contests

To pay tribute to its customers and thank them for sharing its story over the past 25 years, in 2023 Air Tahiti Nui launched the Share the Love and Share the Memories competition.

Share The Love gave ATN travelers who had bought a ticket for a flight to any of the cities that ATN flies to between August 1<sup>st</sup>, 2023, and September 30<sup>th</sup>, 2024 to win 25 000 miles + 25 000 miles to give to the person of their choice + 1 private helicopter flight with Tahiti Nui Helicopters. Share The Memories gave members who shared a memory with Air Tahiti Nui (photo, travel story...), the chance each month between April and October to enter a draw to win 25 000 miles.

The two lucky winners automatically selected from all the contest participants in a grand final draw were each awarded 250 000 miles on November 20<sup>th</sup>, 2023, the day of the airline's anniversary.



**On the France-Europe market**, a wide-scale communication campaign was deployed to celebrate the event. It was an opportunity to highlight the significant events since the creation of the company and its "raison d'être" beyond the development of tourism in French Polynesia. Numerous press articles were published online, accompanied by targeted branding on social networks.

To celebrate this symbolic anniversary in style, and with a Polynesian vibe, the company's teams, business partners and numerous guests gathered at *La Samaritaine*, in Paris, on Tuesday November 7<sup>th</sup>. Mareva Galanter, a new Air Tahiti Nui ambassador, was one of the guests of honor. She came to present her new album "Paris-Tahiti", for which a unique promotional campaign called "Ticket d'Or Paris-Tahiti" (golden ticket) was organized in October (two "golden tickets" to Tahiti were hidden in one of her vinyl albums and one of her CDs).

By her side were Léa Godelier, triple French padel champion, and Hinatea Penilla Marere, dynamic apnea champion, who also joined the France Ambassadors program during the year.

**In the United States**, after the opening of the Papeete-Seattle route in October 2022, effort was focused on promoting the inauguration of the Seattle Tacoma-Paris CDG route in June. The new service was coupled with five scheduled rotations via Los Angeles between June and September 2023, and enabled Air Tahiti Nui to offer a total of 7 flights a week between Papeete and Paris, thus giving passengers the choice of two different stopovers both with the same journey time. The expansion of the route to Paris was extended to the IATA Winter 2023-2024 season, beginning at the end of October.

On Wednesday November 8<sup>th</sup>, it was in Hollywood that the American crews gathered to celebrate the company's 25<sup>th</sup> anniversary at an event that artfully blended the Polynesian heritage of *To tatou Manureva* with the "urban chic" spirit of Los Angeles.

To introduce them to the magic of the Polynesian islands on this special anniversary, guests were treated to *Poerava* and *Moana* signature cocktails decorated with pearls, desserts and appetizers inspired by the flavors of Tahiti, a pearl bar to personalize a bracelet or necklace, and a dance performance by the group Nonosina.

To end the year in style, and as a last offer in a series of monthly flash sales organized in celebration of the company's 25<sup>th</sup> anniversary, the very first *Tiare Pass* was launched on the US market on Saturday November 25<sup>th</sup>, 2023. This exclusive pass offered travelers the incredible opportunity of securing round-trip flights from the United States to each of the destinations served by Air Tahiti Nui (Paris, Tahiti, Auckland, and Tokyo), once during the year 2024 for \$1 525 per passenger. With a limited stock of 250 passes, the *Tiare Pass* sold out in the space of a few hours and generated over 50 million internet publications.

**In the Pacific**, as with other ports of call, ATN's 25<sup>th</sup> anniversary was an opportunity to bring together the company's teams and their clients, partners, and other historical service providers. Events were organized in Brisbane, Sydney, and Auckland in partnership with Tahiti Tourisme and in the presence of fifty Tahiti specialists in each city.

**In Asia**, the reopening of the Papeete-Tokyo route on October 30<sup>th</sup> injected new optimism into the Narita workforce after 3 and a half years of closure. Two charter contracts for flights between Papeete and Easter Island were signed by Japanese tour operators for the months of January and March 2024, thus enabling the company to win back the contracts it had to concede to other carriers while waiting for the line to reopen.

**On the local market**, the highlight of the 25<sup>th</sup> anniversary events was the first company careers fair. 25 is an age of maturity and a time to pass on our message: celebrating 25 years was the perfect opportunity to engage the interest of young Polynesians in aviation career opportunities as they are an essential link to regional development.

To this end, ATN gave them a one-day opportunity to discover all the professions within the company, and those by extension linked to the airport of Tahiti Faa'a. The students were able to meet employees who are passionate about their profession and their environment. The idea behind this event was to share expertise with the next generation, and to present the men and women who have contributed to the company's evolution and the safeguarding of its knowledge, savoir-faire, and values.



Air Tahiti Nui is much more than just an airline, it is a heritage, a legacy for the whole of Polynesia that continues to develop and expand 25 years on; a treasure that shares the values of Polynesian culture with the rest of the world.

To honor this heritage on the 25<sup>th</sup> anniversary of Air Tahiti Nui, on Monday November 20<sup>th</sup>, the 25<sup>th</sup> year monument was revealed after having been co-created with the involvement of young people during their visit to the careers fair a few days earlier (see photo opposite). Each one of them signed a stone to form a symbolic *marae*<sup>(1)</sup> where an imposing *tiki* stone statue stands, as a protective figure and veritable milestone watching over future generations, waiting for the day when they will join the Air Tahiti Nui adventure and continue the journey.

The cocktail reception in the presence of institutional and professional company partners closed the 25<sup>th</sup> anniversary festivities.

(1) Sacred Polynesian platform.



### Customer satisfaction policy

Air Tahiti Nui attaches great importance to the satisfaction of its customers, particularly through the management of their complaints, which has been centralized in Tahiti since 2017 (except for the Japanese station). The company has implemented a digital platform to centralize and manage them as transparently and quickly as possible, to guarantee an optimal experience for its passengers.

With a closure rate of 97.32% at the end of 2023, and an average processing time of 6 days (from receipt of the complaint to the first proposal; 60 days on average to complete a file), ATN remains committed to providing a fair response, and it considers such feedback as an opportunity to improve and maintain long lasting customer relations.

### Awards 2023

Every year, awards, trophies, and other distinctions contribute to the reputation and notoriety of air carriers with travelers across the world, showcasing airlines and recognizing their efforts in various fields. Air Tahiti Nui has made a name for itself over the years in numerous prestigious competitions and ratings. Once again, this year is no exception, and these titles reward the investment of the company's teams and partners who work tirelessly every day to perfect the atmosphere of comfort, security, and well-being for passengers, and ensure that every journey aboard the *Tahitian Dreamliner* is a unique and immersive experience like no other.

For the sixth year running, in September Air Tahiti Nui was designated "Five Star Major Airline" in the APEX Five Star and Four-Star Airline Awards, one of the most prestigious awards of the airline sector and a real guarantee of quality for passengers.



In November, the airline also had the honor of being awarded the Best Inflight Food or Beverage Award – another distinction bestowed by The Airline Passenger Experience Association (APEX) and the International Flight Services Association (IFSA), in the category for "Best onboard food and beverages" for the South Pacific region.

### Three PRISM Awards won in the name of Air Tahiti Nui

In October, the PR agency Zapwater chosen to represent ATN in the United States won three PRISM Awards in the name of the company. The PRSA-LA awards recognize the work of public relations professionals in and around the Los Angeles area.

The award for the "Best diversity, equity and inclusion campaign" was given to the American agency for its campaign "Air Tahiti Nui celebrates a decade of equal rights marriage at 40,00 feet."

Kris Perry and Sandy Stier, who have both been instrumental in the fight for homosexual marriage in California and the first gay couple to get married in the state in 2013, chose to celebrate their 10<sup>th</sup> wedding anniversary aboard the *Tahitian Dreamliner* during "Pride month" in June 2023; and it was one of the airline's chief pursers who officiated the ceremony.



# Environmental focus

Since its first carbon assessment in 2015, Air Tahiti Nui has continued its commitment to monitoring its greenhouse gas emissions and optimizing fuel consumption. The airline is implementing initiatives towards the reduction of its carbon footprint (95% of the airline's emissions are directly linked to flights). These initiatives are structured around four key focus areas.

## Optimizing the carbon efficiency of flights

Since the end of 2019, Air Tahiti Nui has operated an exclusive fleet of four Boeing B787-9 Dreamliners. These new generation twin-engine aircraft enable significant reductions in both greenhouse gas emissions and noise pollution with levels of below 85 decibels during take-off and landing.

Meanwhile, the company has continued to apply operational procedures aimed at optimizing daily fuel consumption (such as reducing weight, adjusting routes and fuel loads, flight tracking and good piloting practices, and maintenance operations such as engine cleaning), which all contribute to more sustainable and efficient flight operations.

### Direct greenhouse gas emissions\* (tonnes - CO<sub>2</sub>) [G4-EN15]

2022:	245 852
2023:	277 751

### Energy efficiency Average fuel consumption per passenger/100 km

2022:	3.42 L
2023:	3.48 L

## Reducing the impact of activity on the ground by involving employees

With a view to reinforcing its initiatives to reduce the carbon footprint of its ground operations, Air Tahiti Nui has implemented several additional measures such as monitoring the energy performance of its buildings, promoting sustainable mobility, waste management, and raising employee awareness about ecological practices.

### Energy optimization of buildings

The company's head office has been located at Tahiti Faa'a airport since 2019, in a modern, HEQ standards-compliant building equipped with solar panels, centralized air-conditioning, a rainwater recovery system and sun breakers.

With a surface area of 4 000 m<sup>2</sup>, it houses over 250 employees and represents 71% of the total annual consumption of the airline's 4 buildings in Tahiti.

In 2023, the 319 solar panels installed on the roof of the "Tua Rata" head office produced 110 MWh of renewable energy. A part of this was used to power the common areas shared with the Post and Telecom Office (thus saving around 100 tonnes of CO<sub>2</sub> emissions).

### Energy consumption in the buildings and commercial premises in Tahiti (in KW)

2022:	839 875
2023:	869 652
(+3.54% compared with 2022)	

### Sustainable mobility

As well as switching to a 100% hybrid/electric vehicle fleet since 2022, Air Tahiti Nui actively participates in initiatives which promote the eco mobility of its employees. Several surveys were conducted over the year to assess the feasibility of shared bus shuttle projects and the provision of a fleet of electrically assisted bicycles; these projects will begin a test phase in 2024.

## Waste management and circular economy initiatives

Following the introduction of selective waste sorting in its offices, Air Tahiti Nui launched innovative circular economy projects to reduce waste: reconditioning of Poerava Business headphones, up-cycling of old uniforms, and the donation of blankets and obsolete IT equipment to local associations are a few examples.

## Raising awareness and mobilizing employees around CSR issues

In addition to its annual participation in the European Sustainable Development and Waste Reduction Weeks (ESDW & EWWR), which provide valuable opportunities to discuss these issues with staff, in 2023 Air Tahiti Nui launched "2 Tonnes" collaborative workshops. Some forty employees took part in these workshops organized in the form of serious games promoting more environmentally friendly behavior, and the reduction of their carbon footprint.

Over 161 employees also took part in a quiz on digital environmental footprint, while a befitting mural was displayed to raise awareness among the company IT staff.

## Involving passengers in the company approach



In line with its efforts to minimize waste-related impact, Air Tahiti Nui is gradually adapting its inflight service, with particular attention paid to waste reduction and mitigating the consumption of single-use plastics. As a result, the use of recyclable materials is becoming more widespread wherever possible, with the introduction of "Reuse me" cups, wheat straw cutlery and kraft paper packaging for certain accessories. Although discreet, these initiatives encourage passengers to adopt eco-responsible behavior through simple gestures.

## Contribute to climate action through carbon offsetting

Since 2021, Air Tahiti Nui has given passengers the opportunity to assess and offset their travel emissions thanks to its partnership with [CarbonClick](#).

This system allows environmentally conscious travelers to support sustainable, certified reforestation projects located in New Zealand.

Following the Blue Climate Summit held in Tahiti in May 2022, the company decided to go one step further by undertaking to pay 50% of their passengers voluntary offsetting. Over the year, Air Tahiti Nui supported 73 customers, offsetting almost 140 tonnes of CO<sub>2</sub> (the equivalent of 82 Tahiti-Paris return trips).

Air Tahiti Nui also continues to comply with ICAO obligations, by monitoring and reporting its greenhouse gas emissions on an annual basis. Despite not being currently eligible for the CORSIA carbon offset scheme (see box below), the company keeps up with regulatory developments in this field.

**The CORSIA scheme** (acronym for Carbon Offsetting and Reduction Scheme for International Aviation) is a global CO<sub>2</sub> emissions offset and reduction scheme for the aviation sector, adopted by the International Civil Aviation Organization (ICAO) in 2018. It completes the set of measures recommended by the ICAO to reduce the impact of aviation on the climate (and includes technological innovation, operational improvement and the adoption of sustainable fuels).

No carbon offset was required of Air Tahiti Nui at the end of 2023<sup>(1)</sup>, regarding its emissions over the year 2022, which were lower than the CO<sub>2</sub> emissions recorded in 2019.

## An indirect contribution to the preservation of Polynesia

Strengthened by its territorial roots and long-standing societal commitment to the country, Air Tahiti Nui continues to support numerous projects aimed at preserving the environment and the biodiversity of Polynesia, working hand in hand with local associations committed to these causes.

During the year, the company sponsored: *the Coral Gardeners* (protection of coral reefs), *Te Mana O Te Moana* (protection of Polynesian marine life, especially turtles), *Mata Tohora* (protection of whales and other marine mammals), *Oceania* (the study and protection cetaceans in Moorea), *La Brigade Verte* (raising awareness about eco-citizenship, particularly in schools). It also facilitates the participation of local experts and actors in international scientific events, helping to share Polynesian expertise on a worldwide scale.

In 2023, 13.6 million XPF (compared with 7.180 million XPF in 2022) were allocated to supporting local associations in their environmental initiatives.

\* Direct CO<sub>2</sub> emissions including all flights. For CORSIA emissions declared, see CSR indicators p.39.

(1) The CORSIA regime is strictly regulated by supervisory bodies and competent authorities. It differs from "voluntary carbon offsetting" proposed to passengers and customers wishing to contribute individually and voluntarily to the fight against global warming by supporting certified environmental projects of sequestration and/or reduction of greenhouse gases.

# Compliance and risk management

The organization's continuous improvement process covers all the company's operational and legislative compliance risks. Since September 2017, a compliance and risks committee has internally grouped together the 3 pillars of Air Tahiti Nui's risk management, which are the Management Systems Directorate, Internal Control, and Information Systems Security. They share common interests, in particular: risk control in different domains (MSD: flight safety; IC: effectiveness of risk management processes; ISS: security of information systems) and the potential consequences if these risks go uncontrolled (operational accidents, financial losses, impact on company image and reputation, legal impact, etc.).

## Management Systems Directorate (MSD)

The management system is a structured organization for managing safety, uniting sectors including inflight, ground and maintenance operations.

Reporting to the responsible manager of the company, the Management Systems Directorate supervises all management system actions. It has four divisions:

- security: intended to establish the company's security programs in all countries that the airline has routes to, in accordance with the applicable regulations and directives, and to carry out security training for all personnel;
- Emergency Response Plan (ERP): whose goal is to establish an emergency plan in case of a company air disaster, allowing for a centralized, controlled and coordinated response to emergencies;
- safety: aimed at identifying and analyzing the risks related to all areas of operations and to implement appropriate corrective and preventive measures;
- compliance monitoring: guaranteeing compliance with the applicable regulatory specifications in addition to any further requirements.

The supervisory authorities (French Directorate General of Civil Aviation [DGAC], State Civil Aviation Service in French Polynesia [SEAC] and the Civil Aviation Safety Authority [OSAC]) ensure through audits that Air Tahiti Nui complies with EASA (European Aviation Safety Agency) regulations.

As guarantor of the organization's safety and security, the Management Systems Directorate coordinates safety audits to which Air Tahiti Nui must conform, especially those relative to the maintenance of the company's various certifications and the renewal of the company IOSA authorization (see Flight activity, p.10), in effect for 2 years from the end October 2023.

The performance of the ATN management system is characterized by two indicators derived from the monitoring of the operator by the authorities over the last 12 and 24 months:

- the compliance rates corresponding to the number of discrepancies found during the monitoring proceedings divided by the man-days allocated to this monitoring (the findings are weighted according to their level);
- the capacity to comply with regulations, which corresponds with the level of discrepancies closed within a specific time frame.

The results of multiple audits and the subsequent grading enables a national ranking of those airlines in possession of an air carrier operating license.

In 2023, Air Tahiti Nui was at the top of the Compliance and Safety ranking, with a maximum score of A, a compliance level of 95%, and a compliance capacity with regulations of 88%.

## Internal Control System (ICS)

The internal control department aims to continuously improve company management as well as optimize operational processes which are guarantors of an efficiently organized company. Reporting to General Management, it is entrusted with three main goals:

- to secure the efficiency of risk management systems by performing audits, while developing the internal control system, as well as promoting it and guaranteeing its implementation;
- to ensure the company conforms to the General Data Protection Regulation (GDPR);
- to monitor the efficiency of the Business Continuity Plan (BCP).

Compliance rate of  
**95%**  
in 2023



**In terms of internal control**, two audits mainly covering the sales sector were carried out in 2023, as well as two permanent control missions aimed at the continuous monitoring of operations to ensure compliance with internal policies. Corrective actions on operational incidents were also monitored, as were recommendations from ongoing audits.

**In terms of the general data protection regulations**, the main task of the internal control department over the year was to update documentation and the data processing register. In addition, face-to-face GDPR awareness-raising sessions were organized for employees to inform or train them about requirements and best practices, with the aim of strengthening compliance within the organization on this matter.

**In terms of business continuity planning**, the department carried out regular BCP tests to ensure the resilience of operations. These tests identified corrective actions to be implemented. A quarterly committee meeting was also held to monitor progress and adjust the action plan according to feedback and evolving risks.

## Information Systems Security (ISS)

Data protection and cyber security have become key challenges in the aeronautical industry; here at Air Tahiti Nui it is a strategic priority. The company is committed to protecting the data of its passengers and partners and ensuring the continuity of its operations through a secure digital environment. Its approach is based on rigorous standards and cutting-edge expertise to anticipate, detect, respond to, and recover from all IT threats that could compromise its activity.

To do this, some of the most significant achievements of 2023 were:

- the strengthening of cyber security strategy to preempt new and emerging threats, adapting to evolving technology in anticipation of the 2024 Olympic Games and the rise in artificial intelligence; a way of remaining proactive in the face of future challenges;
- the reinforcement of critical infrastructures thanks to specific programs such as the ADS project by ANSSI (French Cyber Security Agency), and safety audits conducted by the *Gendarmerie* (local police authority). These efforts have secured systems and protected operations from potential threats;
- automated updates or "patching" of all workstations and IT infrastructure servers, thanks to a specialized solution guaranteeing all systems are protected by the latest security patch and thus reducing vulnerability;
- Implementation of regulatory compliance, by stepping up efforts to guarantee that internal practices respect the latest cyber security regulations, in particular the PART IS and the 3CF, which are coming into force by 2026; this proactive step ensures company compliance with legal and aeronautical requirements, thus reinforcing passenger and partner confidence.

In the coming year, ATN's cyber security will continue to be strengthened thanks to a series of strategic initiatives (securing of remote connections, improvement of cyber-resilience, etc.). Furthermore, Air Tahiti Nui will reinforce its cooperation with key aeronautical stakeholders, technology partners and regulatory authorities to adopt and share best practices in cyber security.

# Digitization: continuing ATN's digital transformation

2023 was a year of significant change with several major projects to modernize information systems, resulting in greater efficiency and agility.

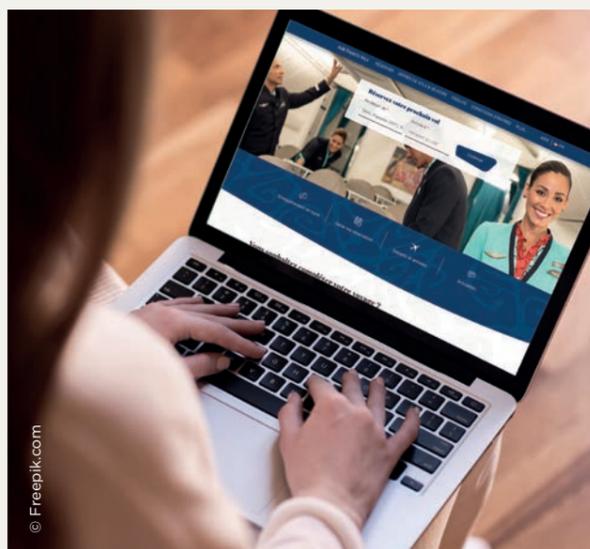
## New website

The new website [www.airtahitiniui.com](http://www.airtahitiniui.com) was launched in July 2023. It is the result of collaborative workshops between various company departments, offering the best possible user experience combining the Air Tahiti Nui colors and the symbols of French Polynesia in a modern design, with the added benefit of a tool that complies with the best web technologies.

It features smooth, user-friendly navigation, helping customers quickly locate any information or service, chiefly thanks to theme-based sections: special offers, Club Tiare, travel-related services, cargo, or country entry formalities.

Flight search has also been improved so that passengers can easily find the best fares to correspond to their travel dates.

The new website is available for eight countries and in five languages and can be accessed from any type of device.



## Digital Workplace

During the year, the “Mārama” Digital Workplace was made available to all company employees, whether on the ground, in the air or in other locations. This digital platform groups together a high-performance intranet, contemporary publication tools, an electronic document management system (EDMS), collaborative spaces for company departments and projects, a process digitization tool and a powerful indexing and search engine.

By keeping the personnel up to date with company projects and enabling them to collaborate on the digital platform, this Digital Workplace brings staff from different parts of the world together. It also serves as the company's centralized source of information.

## New tablets and cabin management application

Since 2017, our chief pursers have had tablets at their disposal with a mobile application that allows them to visualize the cabin layout with the passenger list and send real time reports to ground staff.

In 2023, a project to modernize these tools was launched to provide a more personalized onboard service, to digitize information sent to crews and to make it easier to write flight reports.

This project is the fruit of many participative design workshops between the different departments and flight crews to meet our customers' needs as effectively as possible, provide all the necessary information for the preparation and management of a flight, and facilitate its usage on board via a simplified and user-friendly interface.

In the first quarter of 2024, our chief pursers (front of cabin) and pursers (rear of cabin) will be equipped with new-generation tablets and an application named “Reva ‘āpī”, which will enable them to better serve all our passengers and provide them with information from our client database, such as flight history, customer service interactions and passenger details (special meals, requests, Club Tiare status, etc.). The facilitation of report writing and sending will thus contribute to the ongoing improvement of customer relations management onboard and overall passenger travel experience.

## New flight and crew schedule management software

Air Tahiti Nui has been using the same flight and crew schedule management software since 2005. It requires a great deal of manual effort to operate and is neither modern, nor easily upgradeable.

At the end of 2023, a migration project to the “Alexis” software suite was launched to provide a platform specifically designed to meet the challenges of schedule management. This tool will offer features that are specifically tailored to meet Air Tahiti Nui's needs, together with a modern and user-friendly interface.

This modernization will boost the airline's potential to plan, monitor and optimize its flight operations, thus contributing to its operational excellence.

The software is scheduled to come into service mid 2024.



# Financial results

## Balance sheet

In XPF	Gross	Amort. & prov.	Net 31/12/2023	Net 31/12/2022
<b>INTANGIBLE FIXED ASSETS</b>				
Startup costs				
Development costs	20 222 195	20 222 195		
Licenses, patents, and similar rights	674 217 549	467 638 345	206 579 204	179 228 322
Goodwill				
Other intangible fixed assets	12 350 267		12 350 267	28 580 203
Advance payments on intangible fixed assets				
<b>TOTAL intangible fixed assets:</b>	<b>706 790 011</b>	<b>487 860 540</b>	<b>218 929 471</b>	<b>207 808 525</b>
<b>TANGIBLE FIXED ASSETS</b>				
Sites/lands				
Buildings	1 658 218 053	306 147 972	1 352 070 081	1 409 299 121
Technical installations, industrial equipment, and tools	4 106 982 101	976 620 352	3 130 361 749	2 894 832 732
Other tangible fixed assets	871 085 438	629 581 664	2 41 503 774	254 829 134
Fixed assets in progress	588 357		588 357	
Advances and prepayments				
<b>TOTAL tangible fixed assets:</b>	<b>6 636 873 949</b>	<b>1 912 349 988</b>	<b>4 724 523 961</b>	<b>4 558 960 987</b>
<b>FINANCIAL ASSETS</b>				
Investment valued using the equity method				
Other investments				
Receivables related to investments	656 598 684	656 598 684		
Other fixed equity	447 275 000	422 874 000	24 401 000	24 401 000
Loans	663 287	663 287		
Other financial fixed assets	1 661 389 193		1 661 389 193	2 075 840 928
<b>TOTAL Financial assets:</b>	<b>2 765 926 164</b>	<b>1 080 135 971</b>	<b>1 685 790 193</b>	<b>2 100 241 928</b>
<b>FIXED ASSETS</b>	<b>10 109 590 124</b>	<b>3 480 346 499</b>	<b>6 629 243 625</b>	<b>6 867 011 440</b>
<b>INVENTORIES &amp; WORK IN PROGRESS</b>				
Raw materials and supply	979 097 953	2 099 215	976 998 738	901 298 069
Inventories and production of goods in progress				
Inventories and production of services in progress				
Inventory of finished and semi-finished products				
Inventories of goods				
<b>TOTAL inventories &amp; work in progress:</b>	<b>979 097 953</b>	<b>2 099 215</b>	<b>976 998 738</b>	<b>901 298 069</b>
<b>RECEIVABLES</b>				
Advances and prepayments on orders	32 823 521		32 823 521	22 768 829
Trade receivables and related accounts	1 365 568 400	6 122 299	1 359 446 101	1 165 386 314
Other receivables	26 420 800 873		26 420 800 873	26 801 975 044
Uncalled subscribed capital				
<b>TOTAL receivables:</b>	<b>27 819 192 794</b>	<b>6 122 299</b>	<b>27 813 070 495</b>	<b>27 990 130 187</b>
<b>LIQUID ASSETS AND OTHER</b>				
Marketable investment securities				
Liquid assets	16 977 196 584		16 977 196 584	21 864 197 959
Prepaid expenses	7 823 818 737		7 823 818 737	3 660 059 298
<b>TOTAL liquid assets and other:</b>	<b>24 801 015 321</b>		<b>24 801 015 321</b>	<b>25 524 257 257</b>
<b>CURRENT ASSETS</b>	<b>53 599 306 068</b>	<b>8 221 514</b>	<b>53 591 084 554</b>	<b>54 415 685 513</b>
Loan issue costs to amortize				
Bond redemption premiums				
Unrealized foreign exchange losses	207 162 691		207 162 691	443 227 803
<b>GRAND TOTAL</b>	<b>63 916 058 883</b>	<b>3 488 568 013</b>	<b>60 427 490 870</b>	<b>61 725 924 756</b>

# 3 Financial results and CSR data





# Cash flow statement

## Balance sheet

In XPF	Net 31/12/2023	Net 31/12/2022
Issued capital	1 622 956 875	1 622 956 875
Issue, merger, and contribution premiums	1 700 973 600	1 700 973 600
Revaluation variance		
Legal reserve	162 295 688	162 295 688
Statutory or contractual reserves		
Regulated reserves		
Other reserves		
Retained earnings	2 977 861 117	5 871 027 348
Net income (loss)	(3 193 309 402)	(2 893 166 231)
<b>TOTAL:</b>	<b>3 270 777 878</b>	<b>6 464 087 280</b>
<b>INVESTMENT SUBSIDIES</b>		
<b>REGULATED PROVISIONS</b>		
<b>EQUITY</b>	<b>3 270 777 878</b>	<b>6 464 087 280</b>
Provisions for contingencies	2 310 491 194	2 644 422 491
Provisions for charges	6 596 797 426	4 882 225 932
<b>PROVISIONS FOR CONTINGENCIES AND CHARGES</b>	<b>8 907 288 620</b>	<b>7 526 648 423</b>
<b>FINANCIAL LIABILITIES</b>		
Convertible debenture loans		
Other debenture loans		
Loans and liabilities from credit institutions	28 182 953 537	32 017 241 193
Miscellaneous financial loans and debts	61 734 865	60 566 687
<b>TOTAL financial liabilities:</b>	<b>28 244 688 402</b>	<b>32 077 807 880</b>
<b>ADVANCES AND DEPOSITS RECEIVED ON CURRENT ORDERS</b>	<b>109 946 099</b>	<b>48 114 886</b>
<b>MISCELLANEOUS LIABILITIES</b>		
Trade creditors and related accounts	4 645 762 895	1 556 207 549
Tax and social security liabilities	2 211 057 269	1 897 922 641
Liabilities on fixed assets and related accounts	1 712 178	5 961 791
Other liabilities	1 474 479 548	1 853 531 353
<b>TOTAL Other liabilities:</b>	<b>8 333 011 890</b>	<b>5 313 623 334</b>
<b>DEFERRED REVENUE</b>	<b>10 367 838 898</b>	<b>9 486 644 778</b>
<b>LIABILITIES</b>	<b>47 055 485 289</b>	<b>46 926 190 878</b>
Currency translation adjustment (liabilities)	1 193 939 083	808 998 175
<b>GRAND TOTAL</b>	<b>60 427 490 870</b>	<b>61 725 924 756</b>

In XPF	31/12/2023	31/12/2022
<b>NET INCOME (LOSS)</b>	<b>(3 193 309 402)</b>	<b>(2 893 166 231)</b>
Elimination of non-cash and non-operating income and expenses		
Amortization and provisions	1 829 297 732	2 339 373 163
After-tax Capital gains on divestments	122 347	136 679
Share of investment grants transferred to income		
Currency translation adjustment		(39 549 830)
<b>OPERATING CASH FLOW</b>	<b>(1 363 889 323)</b>	<b>(593 206 219)</b>
Change in working capital requirements attributable to operations		
Inventory change	(56 166 529)	(153 838 113)
Change in operating receivables	(5 685 322 141)	7 116 470 266
Change in operating liabilities	4 013 657 925	1 376 914 356
<b>NET CASH FLOW FROM OPERATIONS</b>	<b>(3 091 720 068)</b>	<b>7 746 340 290</b>
Fixed asset acquisitions	(749 673 738)	(779 749 664)
Fixed asset disposals	461 290 550	321 287 993
Changes in other items (liabilities & receivables) corresponding to fixed assets	1 718 262 164	1 673 392 910
<b>NET CASH FLOW DERIVED FROM INVESTMENTS</b>	<b>1 429 878 976</b>	<b>1 214 931 239</b>
Cash Capital Increase/decrease		
Dividends paid		
Issue of loans	208 000 000	
Loan repayments	(3 430 923 004)	(2 468 049 339)
Deposits and guarantees	1 360 000	
Investment subsidies received		
<b>NET CASH FLOW FROM FINANCING OPERATIONS</b>	<b>(3 221 563 004)</b>	<b>(2 468 049 339)</b>
<b>CASH FLOW VARIATION</b>	<b>(4 883 404 096)</b>	<b>6 493 222 190</b>
Opening Cash flow	21 860 154 632	15 366 932 442
Closing Cash flow	16 976 750 536	21 860 154 632
Cash flow variation	(4 883 404 096)	6 493 222 190



# CSR indicators

## Key indicators and link to GRI

	2019	2020	2021	2022	2023	Variation 2022/2023	Ref GRI	
<b>SOCIAL (other destinations excluded)</b>								
Number of employees	unit	755	621	563	603	643	6.6%	G4-LA1
Recruitment		26	5	2	46	57	23.9%	
Departures	unit	46	134	11	30	26	-13.3%	G4-10
Amount of total payroll	billion XPF	7.26	5.222	4.79	6	6.27	4.6%	
Amount allocated to professional training	million XPF	110	40.5	40.9	49	81.3	65.9%	G4-10
Percentage of payroll devoted to training personnel	percentage	0.91	0.75	0.87	0.82	1.3	58.5%	
Number of workplace accidents (resulting in medical leave)	unit	20	16	5	7	18	157.1%	G4-LA6
Parity (percentage of female employees-all positions included)	percentage	52.7	53	52	51	52.5	2.9%	na
Number of disabled employees	unit	1	2	2	3	3		
<b>ENVIRONMENT</b>								
Number of flights operated (all flights: regular commercial flights—passengers and freight, charters, technical flights, full cargo flights)	Unit in number of legs	1 994	1 048	1 147	1 793	2 040	13.8%	G4-EN15
Number of flight hours (all flights)	Block unit hours (block to block)	17 314	9 241	10 101	14 673	16 571	12.9%	
Direct CO2 emissions - all flights	equivalent tonnes CO <sub>2</sub>	318 437	151 212	154 395	245 852	277 751	13.0%	G4-EN15
CORSIA emissions declared (compliant with audit —domestic and humanitarian flights excluded)		305 020	139 622	157 017	247 281	277 232	12.1%	
Energy consumption (premises in PPT)	Kilowatt kW	946 242	850 581	866 794	839 875	869 652	3.5%	
<b>SOCIETAL</b>								
Sales revenue	billion XPF	32	12.6	15.2	30.6	33.0	7.8%	G4-EC1
Number of passengers transported	unit	434 280	167 074	185 727	387 515	448 729	15.8%	
Number of tourists transported	unit	114 061	77 017	42 429	86 390	99 266	14.9%	-4.1%
Market shares of tourist traffic	percentage	48.30%	49.20%	51.40%	39.50%	37.90%		
Tonnage of goods transported	tonnes	8 922	4 073	5 731	8 131	6 861	-15.6%	25.9%
Amount devoted to support of local associations (charities and environmental)	million XPF	22	8.9	9	16.2	20.4		
<b>STAKEHOLDER FEEDBACK</b>								
Number of customers surveyed <sup>(1)</sup>	unit	4 129	2 710	1 316	4 206	4 534	7,80%	G4-PR5
Rate of customer satisfaction	percentage	92.5%	93%	93%	93%	94.50%	1.5 pt	G4-PR5
Number of complaints filed	unit	2 195	3 419	1 539	2 742	4 639	69.18%	G4-PR5

(1) Onboard customer satisfaction paper surveys were suspended in 2020 due to the Covid-19 World Health Crisis. Since 2020, data is reported from digital surveys conducted via the entertainment system aboard Air Tahiti Nui flights.

N.B.: Certain data may have changed following the value adjustment and indicator update.





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25<sup>th</sup> anniversary  
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