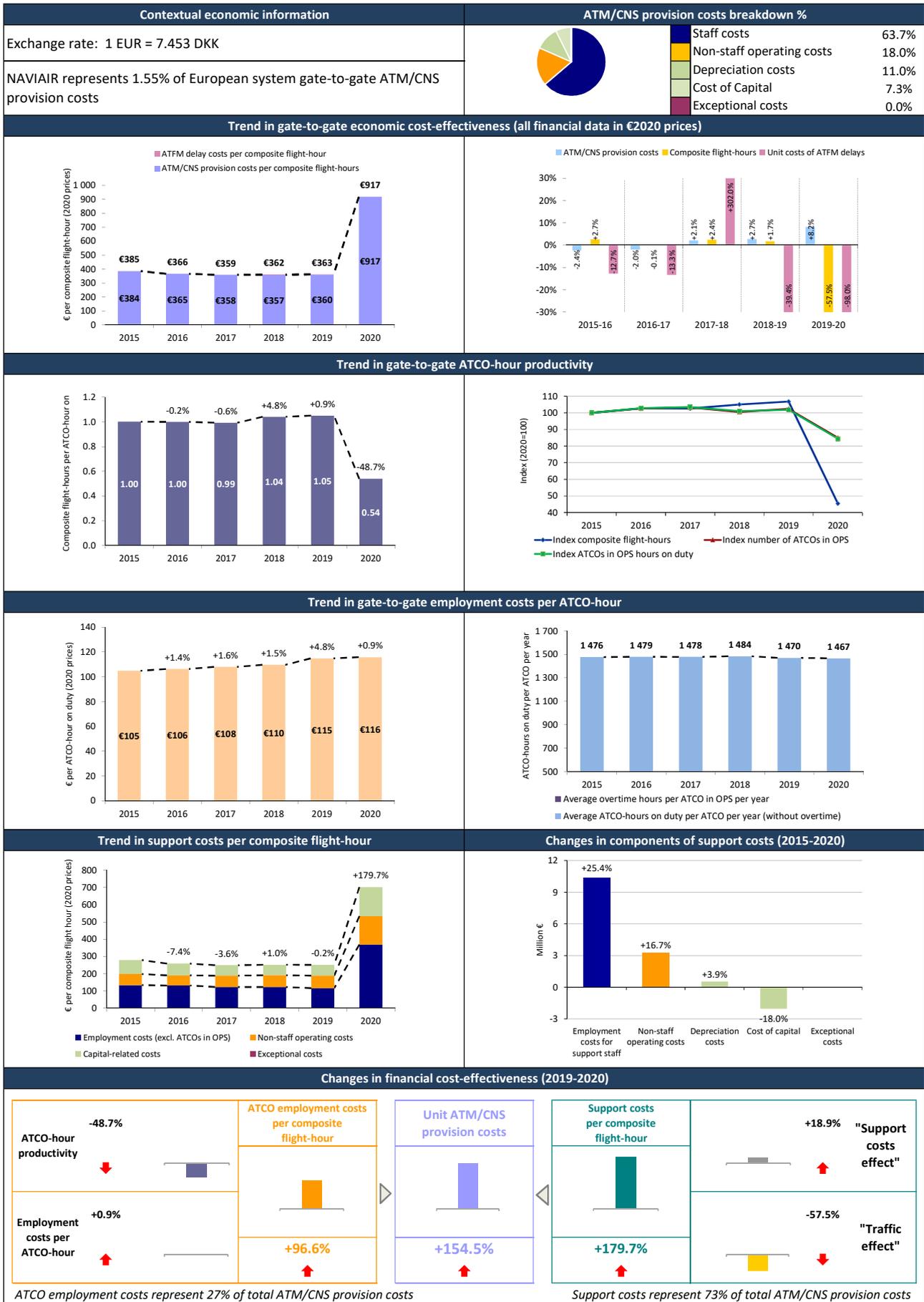


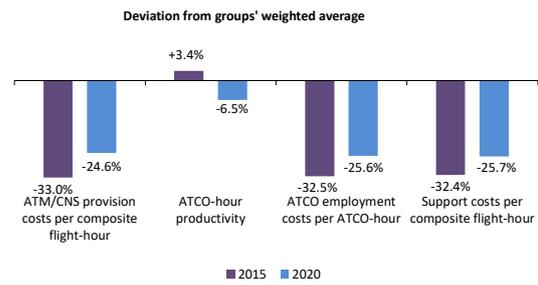
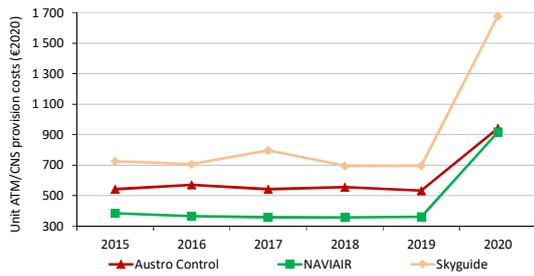
<p><u>Institutional arrangements and links (2022)</u></p> <pre> graph TD MOT[Ministry of Transport (Transportministeriet)] AIB[Accident Investigation Board (AIB)] DTA[Danish Transport Authority (Trafikstyrelsen) → NSA] NAVIAIR[Air Navigation Service (NAVIAIR)] BA[Bornholm Airport] MOT --- AIB MOT --- DTA MOT -.-> NAVIAIR DTA --- NAVIAIR DTA --- BA </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Company owned by the state - 100% State-owned <p><u>National Supervisory Authority (NSA):</u> Danish Transport Authority (Trafikstyrelsen)</p> <p><u>Body responsible for:</u></p> <p><u>Safety Regulation</u> Danish Transport Authority (Trafikstyrelsen)</p> <p><u>Airspace Regulation</u> Danish Transport Authority (Trafikstyrelsen)</p> <p><u>Economic Regulation</u> Danish Transport Authority (Trafikstyrelsen)</p>																						
<p><u>Corporate governance structure (2022)</u></p> <p>BOARD OF DIRECTORS (8 members) 1 Chairman + 7 Members (three members elected by the employees)</p> <p>EXECUTIVE BOARD (2 members) CEO + CFO</p> <p>The CEO and CFO are appointed by the Board of Directors.</p>	<p><u>NAVIAIR (2022)</u></p> <p><i>CHAIRMAN OF BOARD OF DIRECTORS</i> Anne Birgitte Lundholt</p> <p><i>CEO:</i> Carsten Fich</p> <p><i>CFO:</i> Mads Kvist Eriksen</p>																						
<p><u>Scope of services (2020)</u></p> <table border="1"> <tr> <td><input checked="" type="checkbox"/> GAT</td> <td><input checked="" type="checkbox"/> Upper Airspace</td> <td><input type="checkbox"/> Oceanic ANS</td> </tr> <tr> <td><input checked="" type="checkbox"/> OAT</td> <td><input checked="" type="checkbox"/> Lower Airspace</td> <td><input type="checkbox"/> MET</td> </tr> </table> <p>Note: ANS Greenland upper airspace is delegated to Isavia and NAV Canada</p>	<input checked="" type="checkbox"/> GAT	<input checked="" type="checkbox"/> Upper Airspace	<input type="checkbox"/> Oceanic ANS	<input checked="" type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input type="checkbox"/> MET	<p><u>Operational ATS units (2020)</u></p> <p>(Excluding Greenland) 1 ACC (Copenhagen) 6 APPs/TWRs (Kastrup, Roskilde, Rønne, Billund, Aarhus, Aalborg) 1 APP co-located with ACC 1 AFIS (Vagar)</p>																
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<p><u>Key financial and operational figures (ACE 2020)</u></p> <table border="1"> <tr><td>Gate-to-gate total revenues (M€)</td><td>53</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td>127</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td>127</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td>144</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td>9</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td>176</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td>608</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td>99</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td>147</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td>7</td></tr> <tr><td>Minutes of ATFM delays (post-OPS adjusted, '000)</td><td>0</td></tr> </table> <p>* if applicable</p>	Gate-to-gate total revenues (M€)	53	Gate-to-gate total costs (M€)	127	Gate-to-gate ATM/CNS provision costs (M€)	127	Gate-to-gate total ATM/CNS assets(M€)	144	Gate-to-gate ANS total capex (M€)	9	ATCOs in OPS (FTEs)	176	Gate-to-gate total staff (incl. MET staff*)	608	Total IFR flight-hours controlled by ANSP ('000)	99	IFR airport movements controlled by ANSP ('000)	147	En-route sectors open at maximum configuration	7	Minutes of ATFM delays (post-OPS adjusted, '000)	0	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 158 000 km²</p>
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NAVAIR (Denmark) – Cost-effectiveness KPIs (€2020)

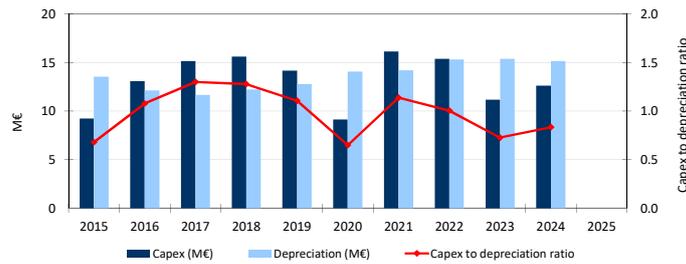


NAVIAIR (Denmark) – Cost-effectiveness KPIs (€2020)

Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



Capital expenditures and depreciation costs



Information on major capex projects and ATM systems upgrades/replacements

ATM	COM	NAV	SUR	Buildings	Other	Years	FDPS	RDPS	HMI	VCS
							C: 2012*	C: 2006*	C: 2012*	C: 2007*
						2015	Continuous upgrades of the FDP and RDP systems as part of the COOPANS Alliance			
						2016				
						2017				
						2018				
						2019				
						2020				
						2021				
						2022				
						2023				
						2024				
						2025				
€23.5M	€5.8M	€4.6M	€0.1M	€13.6M	€5.1M					

* C = Commissioning Upgrade Replacement

Focus on the top five capex projects

Project number	Name of the project	Domain	Capex spent between start and end dates (€M)	Start date	End date
1	Investments mainly relating to COOPANS and the upgrade of the FDP, RDP and HMI systems	ATM	23.5	2021	2025
2a	Investments mainly relating to the implementation of Voice over Internet Protocol (VoIP) programme and related projects	COM	5.8	2021	2025
2b		NAV	4.6	2021	2025
2c		SUR	0.1	2021	2025
3	Investments mainly related to buildings.	Buildings	13.6	2021	2025
4	Other	Other	5.1	2021	2025