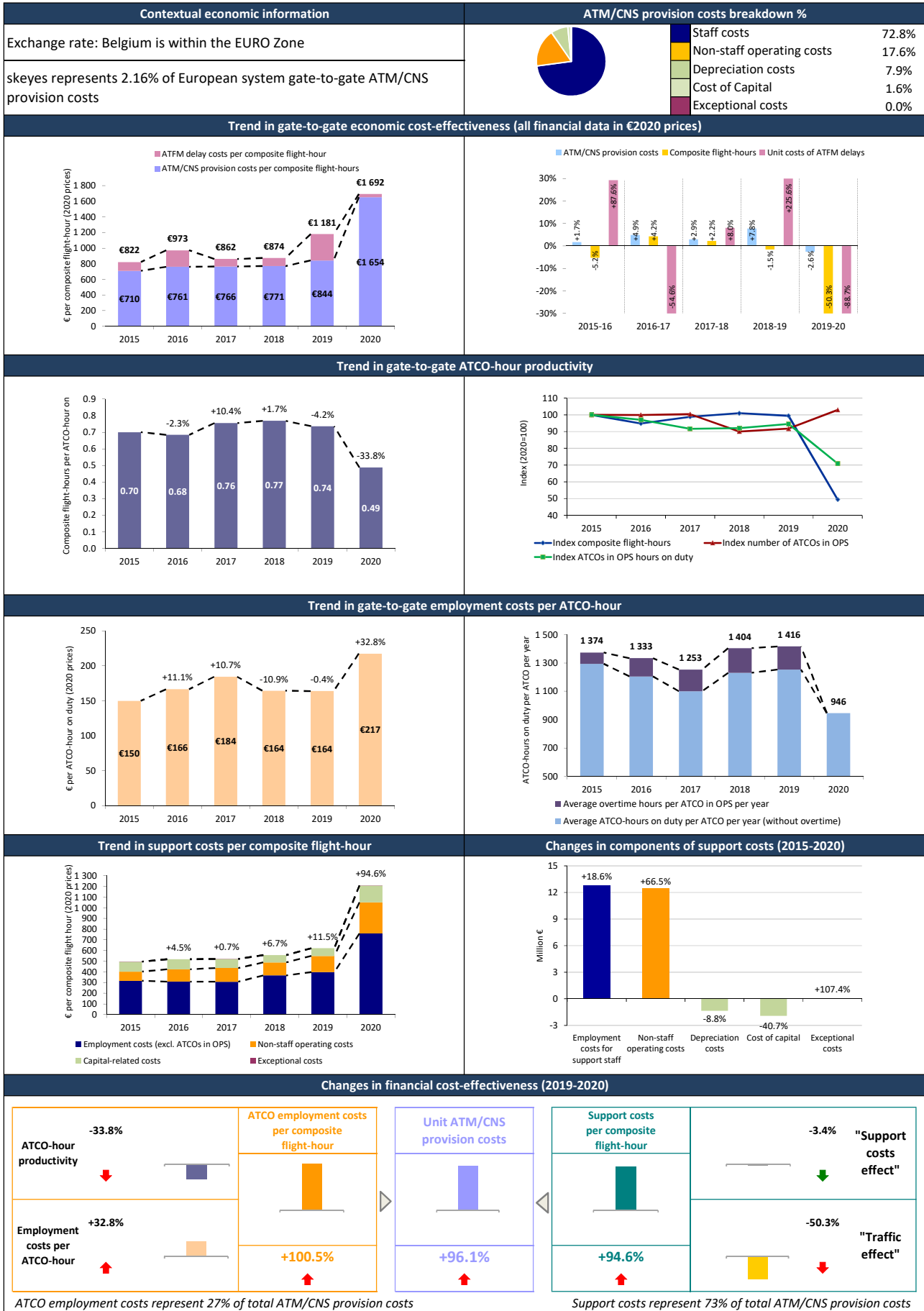


www.skeyes.be

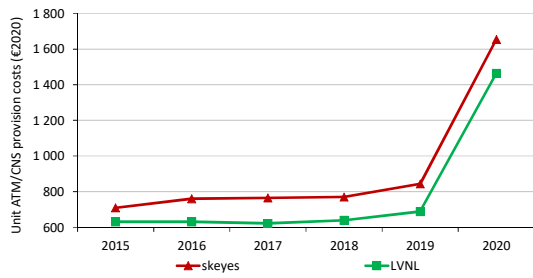
<p><u>Institutional arrangements and links (2022)</u></p> <pre> graph TD MoD[Ministry of Defence (M of D)] --- COMOPS[COMOPS AIR] MoD --- BELAC((Belgian Airspace Committee (BELAC))) FPM[Federal Public Service Mobility & Transport] --- CAA[CAA] BELAC --- CAA BELAC --- skeyes[skeyes] CAA --- skeyes BSA[Belgian Supervisory Authority - Air Navigation Services (BSA-ANS) → NSA] --- skeyes </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Public Autonomous Enterprise as of 1998 under a management contract - 100% State-owned <p><u>National Supervisory Authority (NSA):</u> Belgian Supervisory Authority - Air Navigation Services (BSA-ANS)</p> <p><u>Body responsible for:</u></p> <p><u>Safety Regulation</u> Civil Aviation Authority</p> <p><u>Airspace Regulation</u> Belgian Airspace Committee</p> <p><u>Economic Regulation</u> Federal Public Service of Mobility and Transport</p>																						
<p><u>Corporate governance structure (2022)</u></p> <pre> graph TD SB["SUPERVISORY BOARD (10 members) Chairman + CEO + 8 members Members appointed by Ministry of Mobility CEO represents staff."] --- EB["EXECUTIVE BOARD (6 members) CEO + 5 members"] </pre>	<p><u>skeyes (2022)</u></p> <p><i>CHAIRMAN OF THE SUPERVISORY BOARD:</i> Laurent Vrijdaghs</p> <p><i>DIRECTOR GENERAL (CEO):</i> Johan Decuyper</p>																						
<p><u>Scope of services (2020)</u></p> <table border="1"> <tr> <td><input checked="" type="checkbox"/> GAT</td> <td><input type="checkbox"/> Upper Airspace</td> <td><input type="checkbox"/> Oceanic ANS</td> </tr> <tr> <td><input type="checkbox"/> OAT</td> <td><input checked="" type="checkbox"/> Lower Airspace</td> <td><input checked="" type="checkbox"/> MET</td> </tr> </table> <ul style="list-style-type: none"> - Skeyes controls lower airspace up to FL 245, including Luxembourg airspace above FL 145/165 - Upper airspace (> FL 245) is controlled by Maastricht UAC 	<input checked="" type="checkbox"/> GAT	<input type="checkbox"/> Upper Airspace	<input type="checkbox"/> Oceanic ANS	<input type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input checked="" type="checkbox"/> MET	<p><u>Operational ATS units (2020)</u></p> <ul style="list-style-type: none"> 1 ACC (Brussels) 4 APPs (Brussels, Liege, Charleroi, Oostende) 5 TWRs (Brussels, Antwerp, Liege, Charleroi, Oostende) 																
<input checked="" type="checkbox"/> GAT	<input type="checkbox"/> Upper Airspace	<input type="checkbox"/> Oceanic ANS																					
<input type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input checked="" type="checkbox"/> MET																					
<p><u>Key financial and operational figures (ACE 2020)</u></p> <table border="1"> <tr><td>Gate-to-gate total revenues (M€)</td><td>147</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td>252</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td>177</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td>99</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td>7</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td>232</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td>862</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td>56</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td>188</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td>6</td></tr> <tr><td>Minutes of ATFM delays (post-OPS adjusted, '000)</td><td>38</td></tr> </table> <p>* if applicable</p>	Gate-to-gate total revenues (M€)	147	Gate-to-gate total costs (M€)	252	Gate-to-gate ATM/CNS provision costs (M€)	177	Gate-to-gate total ATM/CNS assets(M€)	99	Gate-to-gate ANS total capex (M€)	7	ATCOs in OPS (FTEs)	232	Gate-to-gate total staff (incl. MET staff*)	862	Total IFR flight-hours controlled by ANSP ('000)	56	IFR airport movements controlled by ANSP ('000)	188	En-route sectors open at maximum configuration	6	Minutes of ATFM delays (post-OPS adjusted, '000)	38	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 39 500 km²</p>
Gate-to-gate total revenues (M€)	147																						
Gate-to-gate total costs (M€)	252																						
Gate-to-gate ATM/CNS provision costs (M€)	177																						
Gate-to-gate total ATM/CNS assets(M€)	99																						
Gate-to-gate ANS total capex (M€)	7																						
ATCOs in OPS (FTEs)	232																						
Gate-to-gate total staff (incl. MET staff*)	862																						
Total IFR flight-hours controlled by ANSP ('000)	56																						
IFR airport movements controlled by ANSP ('000)	188																						
En-route sectors open at maximum configuration	6																						
Minutes of ATFM delays (post-OPS adjusted, '000)	38																						

skeyes (Belgium) – Cost-effectiveness KPIs (€2020)

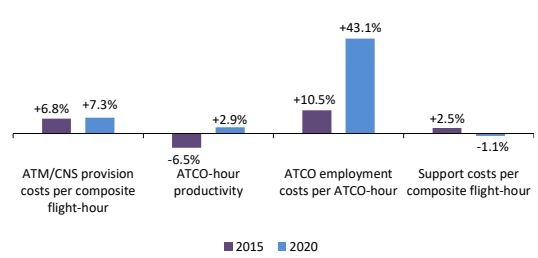


skeyes (Belgium) – Cost-effectiveness KPIs (€2020)

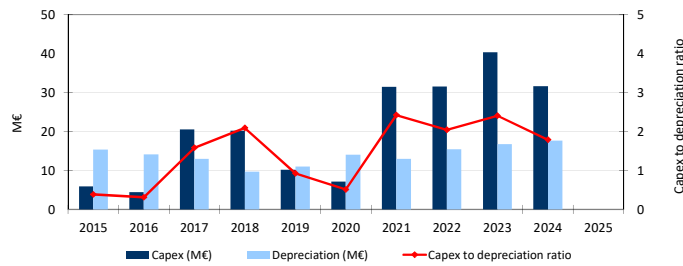
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



Deviation from groups' weighted average



Capital expenditures and depreciation costs



Information on major capex projects and ATM systems upgrades/replacements

ATM	COM	NAV	SUR	Building	Other	Years	FDPS	RDPS	HMI	VCS
							C: 2009*	C: 2004*	C: 2009*	C: 2008/09*
€122.0M (2011-2026)	€27.4M (2012-2024)	€12.0M (2010-2021)	€33.0M (2010-2027)	€1.1M	€6.0M (2017-2026)	2015				
						2016				
						2017				
						2018				
						2019				
		2020								
		2021								
		2022								
		2023								
		2024								
		2025								

* 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	ATM Next Gen	ATM	86.6	2021	2026
2	ATM automation system: permanent evolution (Continuous evolution of the ATM system (Canac 2 A/S RFC))	ATM	21.9	2011	2024
3	Equipment remote sites radio communication (Radio communication)	COM	17.5	2018	2024
4	ILS at the Brussels, Liège, Ostend, Charleroi and Antwerp Airports	NAV	16.6	2022	2027
5	Digital Tower Center EBLG & EBCI	ATM	12.5	2022	2024