

2022 EXECUTIVE SUMMARY ENAIRE



contents

01

P 03

About ENAIRE

02

P 08

Main activity data

03

P 11

Year of the consolidation

04

P 13

Air traffic

05

P 18

Flight Plan 2025

06

P 21

Highlighted activities

07

P 28

Our commitment

08

P 35

**Economic and financial
situation**

01

About ENAIRE

1.1 ENAIRE, A PUBLIC COMPANY

1.2 OUR PURPOSE, VISION AND VALUES

1.3 OUR SUSTAINABILITY STRATEGY

1.4 STRATEGIC OBJECTIVES FLIGHT PLAN 2025



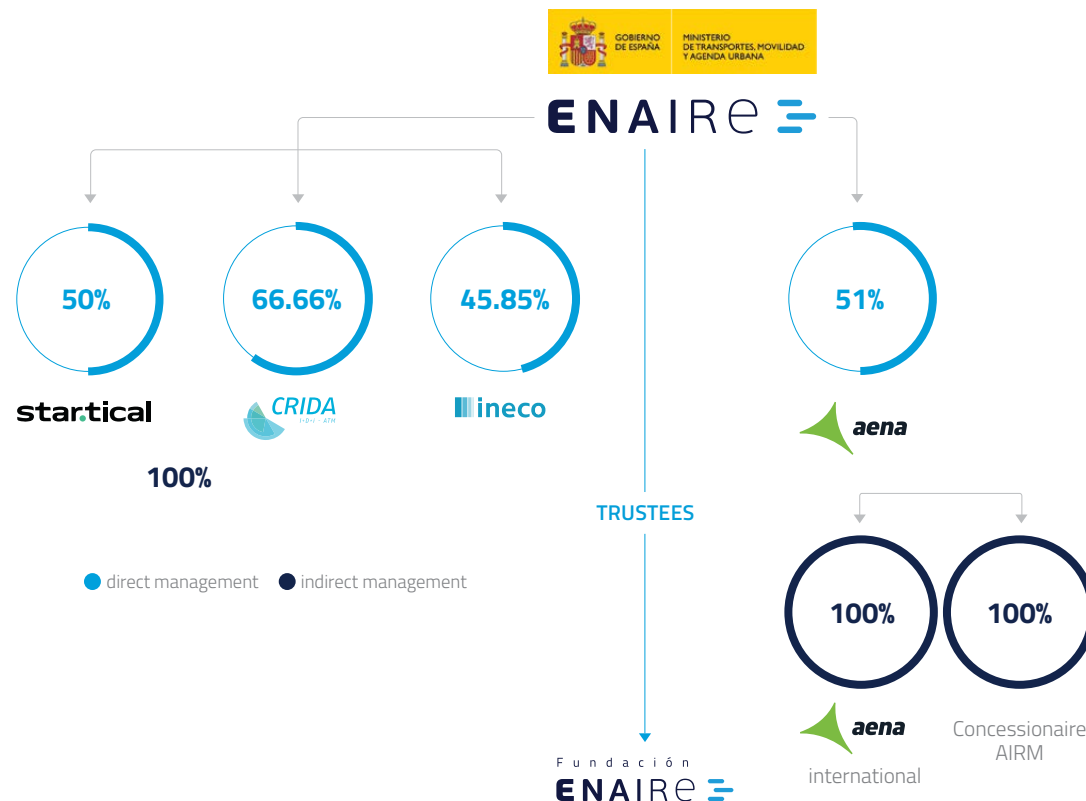
1.1 ENAIRE, A PUBLIC COMPANY

We are the reference Business Public Entity in air navigation due to our provided services in the Spanish aeronautical space.

Thanks to our services and in partnership with the parties involved, the air transport development is progressing in an efficient, competitive, and sustainable manner, consolidating us as a leading international model and with a clear vocation for public service, for our customers and society.



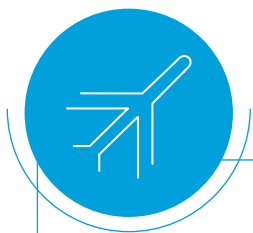
ENAIRE is the leading Spanish public air navigation operator and an international reference, managing 21% of flights across Europe.



We are attached to the Ministry of Transport, Mobility and Urban Agenda (MITMA) and we develop our strategy and actions within the framework of the Government's general transport policy.

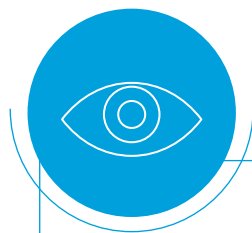
1.2

OUR PURPOSE, VISION AND VALUES



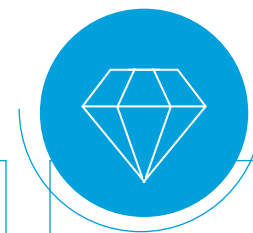
PURPOSE

We will make sure your flight is safe, fast, efficient and sustainable



VISION

We want to turn ENAIRE into a global operator, a leader in the air navigation field, based on people, innovation, and digitalisation



OUR VALUES

- ✓ Safety is our priority
- ✓ We are committed to our Clients and Society
- ✓ We are One big Team
- ✓ "Hunger" for the improvement of our Company

1.3

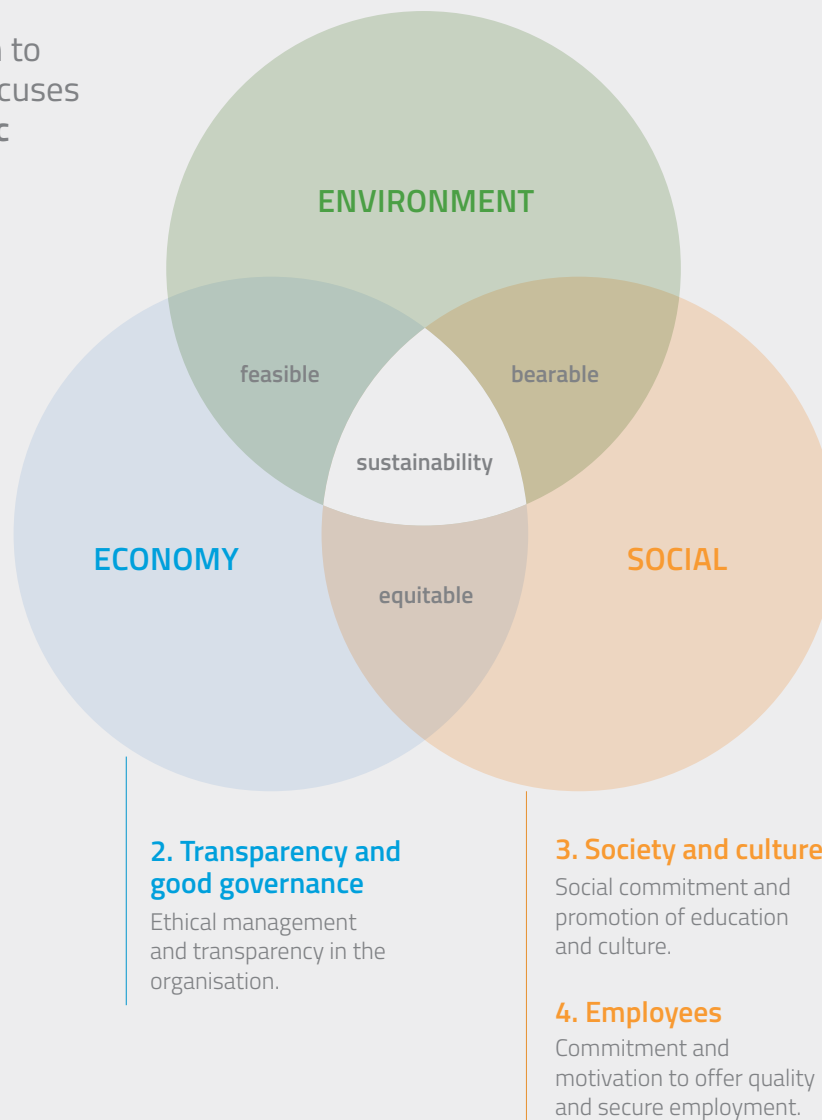
OUR SUSTAINABILITY STRATEGY

Our sustainability strategy is integrated into the strategic objectives of our Flight Plan 2025 (PV2025).

At ENAIRES, we are **committed to sustainable development** in its environmental, social, and economic aspects, in order to abide by the 2030 Agenda, the universal principles of The UN Global Compact, the European Green Deal, the lever policies and the sustainable development strategy of the Spanish Government.

Our commitment is in line with the Safe, Sustainable and Connected Mobility Strategy 2030, collaborating in its development as main actor.

Our contribution to sustainability focuses on **four strategic aspects**:



1.4

STRATEGIC OBJECTIVES, FLIGHT PLAN 2025



SAFETY

Prioritise:

- Safety culture
- The human factor
- Cybersecurity protection



QUALITY, SCALABILITY AND RESILIENCE OF SERVICE

- Improve the quality, scalability and resilience of our services
- Digitalisation
- Modernisation of airspace and operational concepts
- Customer- and stakeholder-oriented culture



BUSINESS AND INTERNATIONALISATION

- Internationalise our business
- Become leaders and models in the air navigation field worldwide



SUSTAINABILITY

- Contribute to sustainable mobility in the sector
- Minimise the environmental impact of our activity
- Promote decarbonisation



EFFICIENCY AND COMPETITIVENESS

- Ensure the economic recovery and future viability of ENAIRE
- Increase the efficiency, productivity and competitiveness of the company
- Adapt to the structural changes in the field, contributing to the global recovery of the aviation field



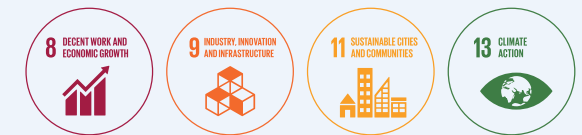
TRANSFORMATION AND DIGITALISATION

- Develop an organisational culture focused on our people as the main asset of the company
- Accelerate ENAIRE's cultural and organisational transformation through the use of new technologies to become more agile and efficient

Our contribution to the Sustainable Development Goals (SDG):

Impact

Contribution to the 2030 Agenda:



Contribution

To ensure the proper functioning of our business and to ensure that our management is sustainable and socially reliable:



Support

As a public business entity, we take part in the international environment and collaborate with our stakeholders:



02

Main activity data

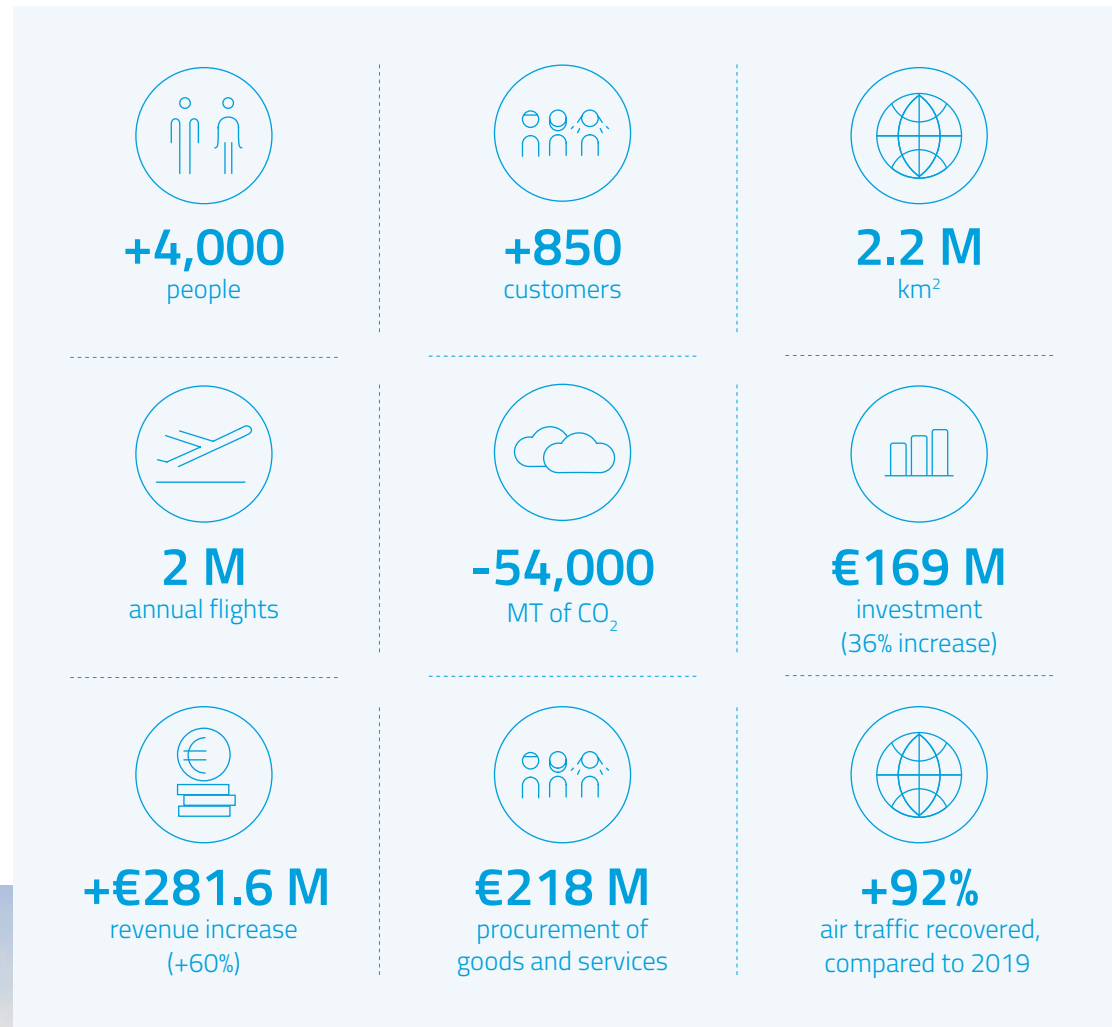
2.1 KEY FIGURES FOR 2022

2.2 LOCALISATION OF AIR NAVIGATION SERVICES

2.1 KEY FIGURES FOR 2022

We are a group of professionals who manage the air traffic, take care of the systems and facilities to provide air navigation services, manage our own business and develop solutions to improve the safety and efficiency of air transport.

Our figures reflect our capacity and our services. Thanks to them, in 2022, it was possible to transport 243 million passengers.



2.2

LOCALISATION OF AIR NAVIGATION SERVICES



Air traffic control services (approach and aerodrome) and CNS



Air traffic control services (approach) and CNS

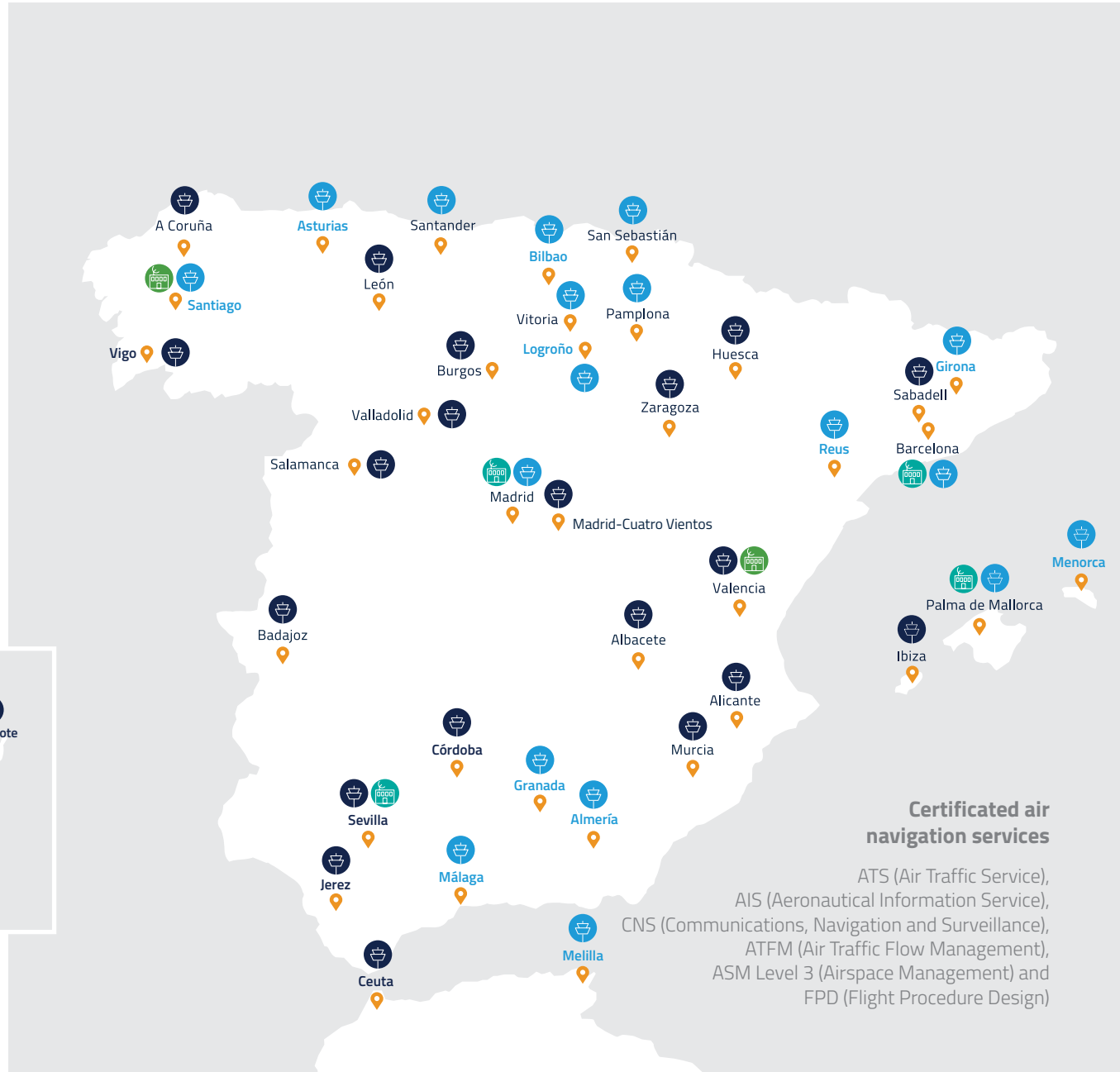


Control centres: Air traffic services and CNS



Terminal control area centres: Air traffic services and CNS

CNS: Communications, Navigation and Surveillance



Certificated air navigation services

ATS (Air Traffic Service),
 AIS (Aeronautical Information Service),
 CNS (Communications, Navigation and Surveillance),
 ATFM (Air Traffic Flow Management),
 ASM Level 3 (Airspace Management) and
 FPD (Flight Procedure Design)

03

The year of the consolidation

3.1 ADAPTABILITY AND CORPORATE RESILIENCE



3.1

ADAPTABILITY AND CORPORATE RESILIENCE

EUROPEAN AVIATION RECOVERY

During 2022, the recovery of the aviation industry across Europe has taken place, to which Spain has contributed by reaching air traffic levels very close to those prior to the COVID-19 pandemic, in an international context marked by the invasion of Ukraine and, also in the first months of the year, and by the permanence of certain pandemic management measures that the authorities of the countries have been progressively lifting.

ENAIRE manages 21% of flights in Europe and only contributes 5% of total delays. Air navigation delays in Spain have dropped by 47% compared to the record traffic year of 2019, with traffic values in summer 2022 very close to and, in some cases, than 2019. 24% of route delay minutes are caused by adverse weather.

REDUCTION IN AIR NAVIGATION TAXES

With the improvement of prospects for air traffic recovery in 2022 and the support of charges during the worst years of the health crisis, well below pre-pandemic charges, route charges for 2022 have increased by 9% in the Continental Peninsula and 7% in the Canary Islands, although they remain below those in 2019, -19% and -15% respectively.

ENAIRE keeps for another year the commitment of the Flight Plan 2025 not to exceed the charges applied in the year prior to the pandemic until the air traffic recorded in 2019 has been recovered.

ENAIRE boosts internal and open innovation, establishing itself as one of the innovation driving forces of the Spanish Ministry of Transports, Mobility and Urban Agenda (MITMA)

COMMITMENT TO THE AEROSPACE FIELD AND TO INNOVATION

ENAIRE underlines their commitment to the aerospace field with the **investment of more than 107 million euros in the development of the Single European Sky**. ENAIRE contributes to the Strategy for Sustainable, Safe and Connected Mobility by MITMA, thanks to the Recovery, Transformation and Resilience Plan (PRTR, in Spanish).

ENAIRE's Strategic Innovation Plan considers investing more than 20 million euros annually for investigation, development and innovation until 2025. This means a 16% increase compared to the prior five-year period. The Plan includes an Innovation Management System and reinforces the present cooperation with our Centre of Reference in R & D and innovation (Centro de Referencia en I+D+i (CRIDA), in Spanish).

ENAIRE is **recognised by EUROCONTROL due to its management in recovery of air traffic in Spain during the summer 2022**, making it the only European reference services provider that reduces delays compared to 2019.



04

Air traffic

4.1 THE AIR TRAFFIC CONSOLIDATION

4.2 MONTHLY EVOLUTION

4.3 MAIN FLOWS



- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

4.1

THE AIR TRAFFIC CONSOLIDATION

2022 finishes with very similar levels to those prior to the Covid-19 pandemic.

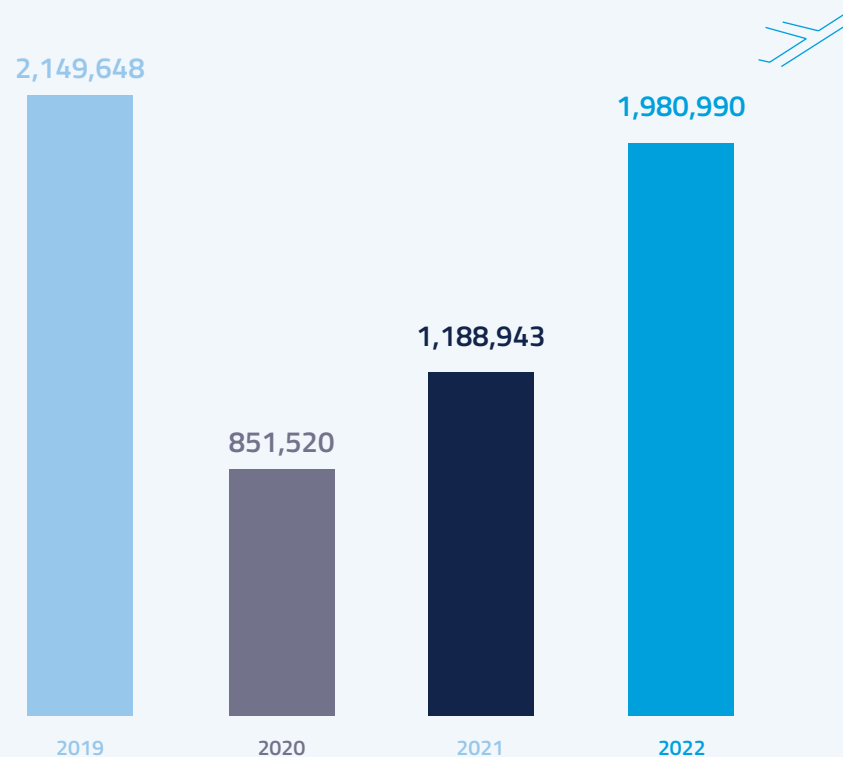
In ENAIRE we managed nearly 2 million flights in 2022, with a sharp improvement compared to 2021 (66.6% increment), which has allowed us to reach 92.2% of flights of 2019.

Compared to 2019, the recovery of air traffic in Spain has been higher to other surrounding countries such as France, Germany, United Kingdom and Italy.

In Spain, during December, air traffic has exceeded 0.3% compared to the same month in 2019.

In 2022 ENAIRE consolidates the air traffic in Spain, reaching an annual average of 92.2% of flights compared to 2019 levels.

Flights managed by ENAIRE



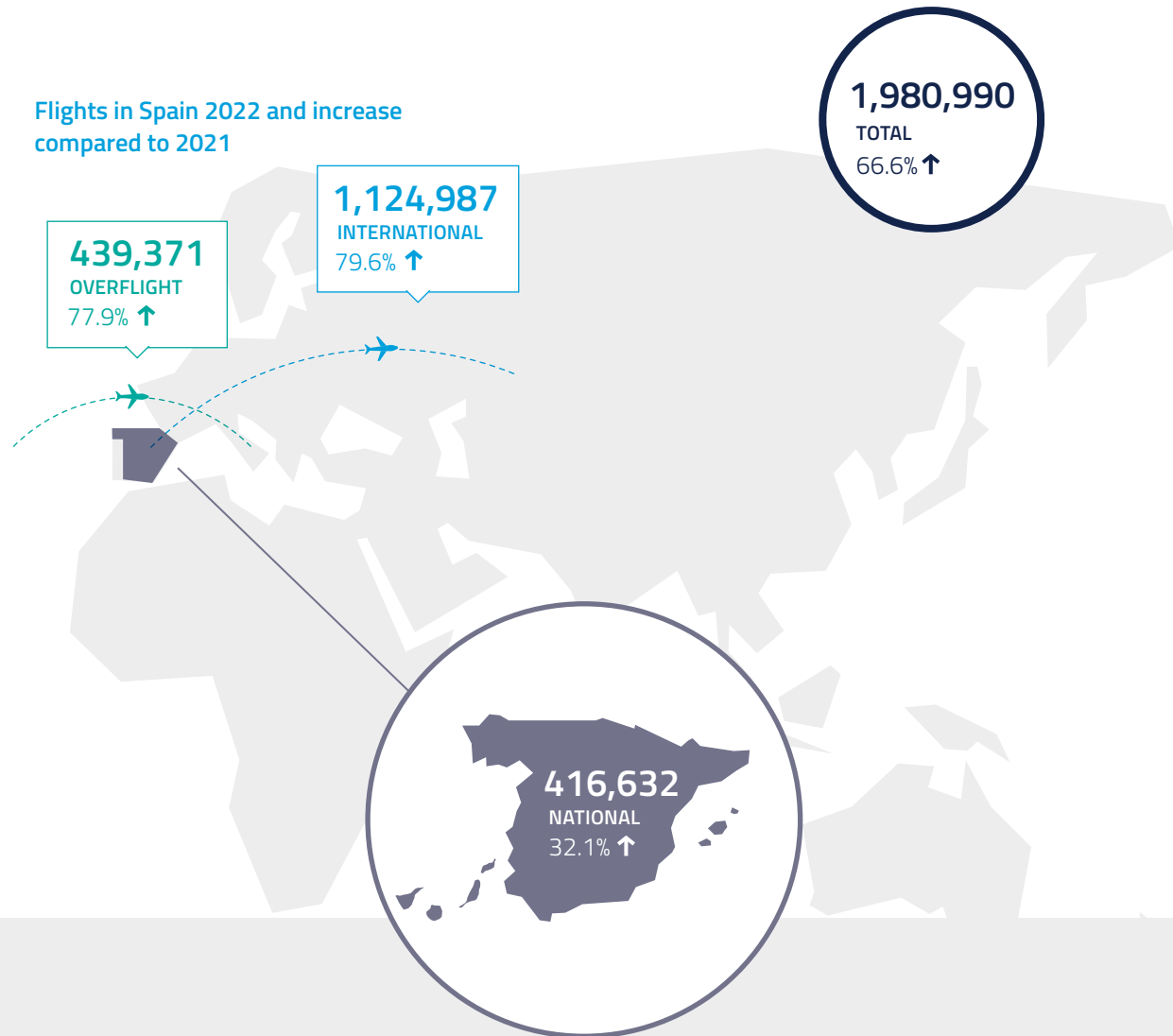
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

The evolution of the number of flights is very positive and shows the resilience of the sector to adapt to a sharp growth of traffic.

Throughout 2022, 95.9% of domestic flights and 90.0% of international flights were recovered compared to 2019 figures. Meanwhile, overflights, which do not originate or terminate in Spanish airports, recovered 94.4%.

The average number of daily flights in 2022 has been 5,427, which places Spain as the fourth European country in terms of air traffic volume.

Flights in Spain 2022 and increase compared to 2021



4.2 MONTHLY EVOLUTION

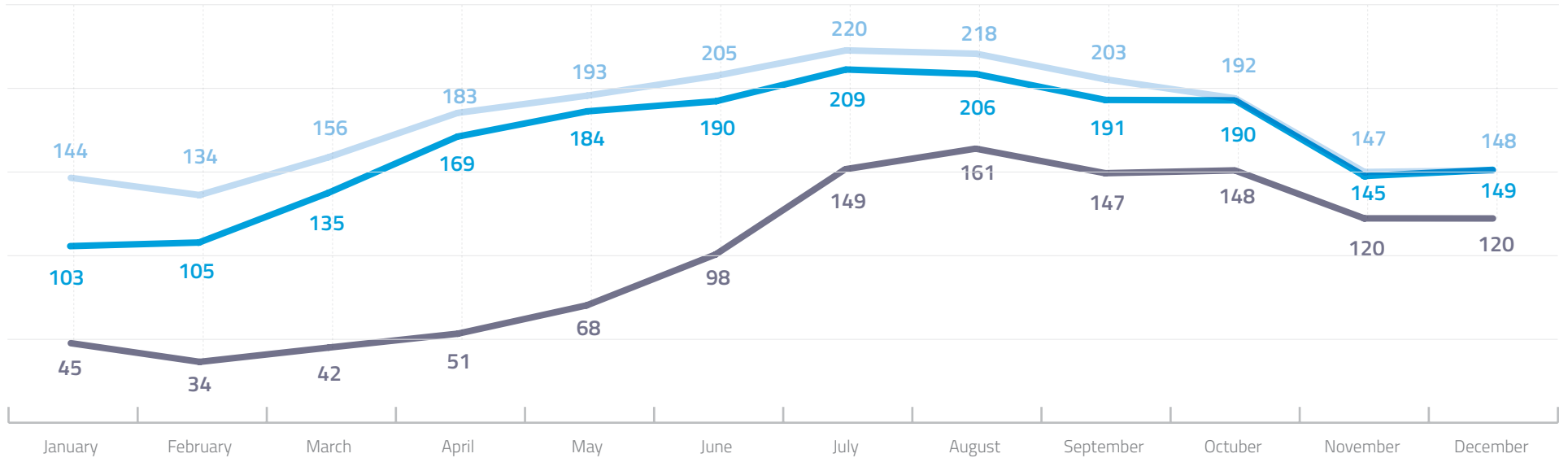
As the year has passed, the recovery in air traffic compared to 2019 has been greater, starting from 79.2% of 2019 traffic in the first three months, and ending 2022 with a recovery of 92.2%.

Compared to 2021, the evolution of the number of flights has been much higher, especially during the first half of the year.



Number of flights
2019 vs 2021 vs 2022

In thousands — 2022 — 2021 — 2019



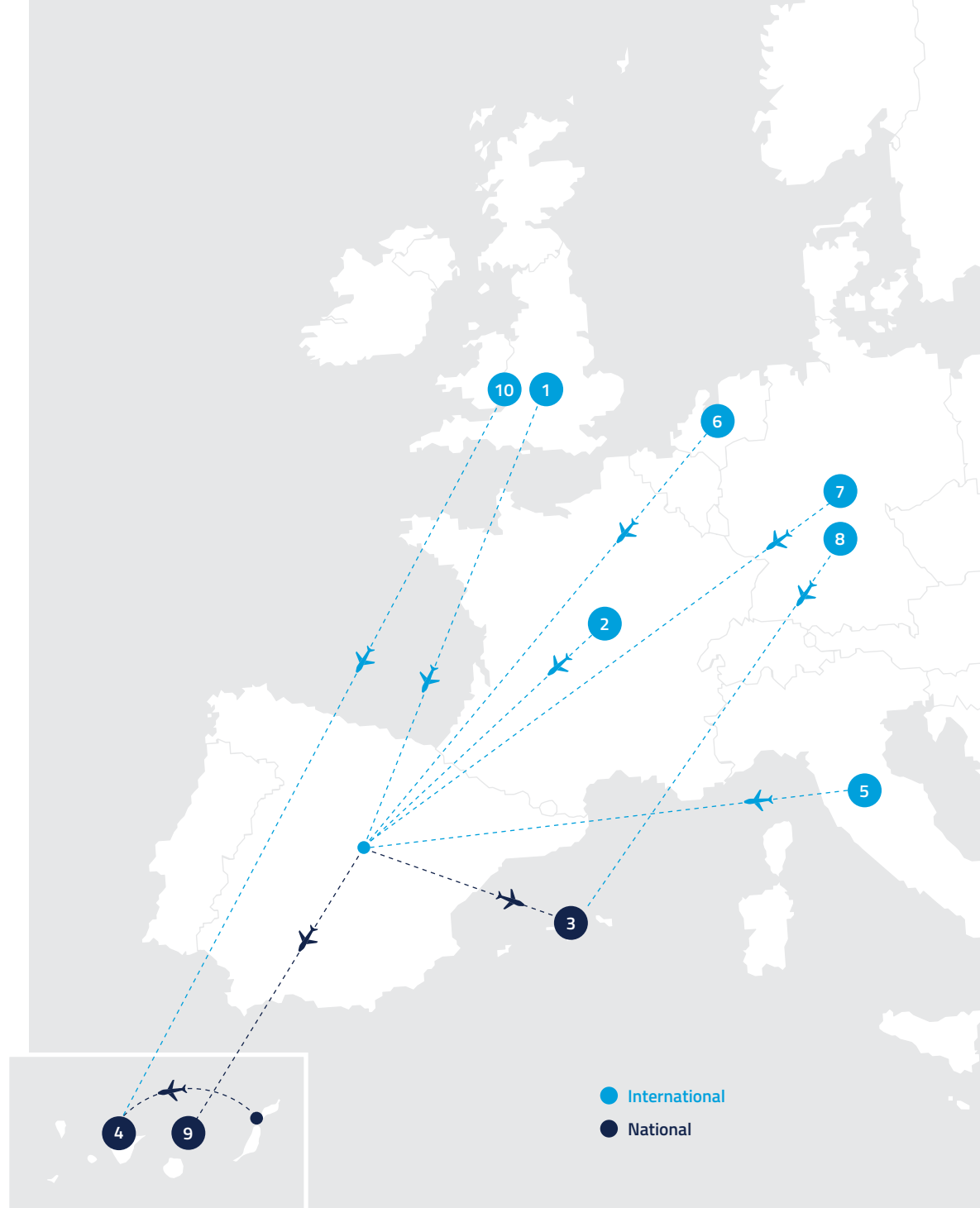
4.3 MAIN FLOWS

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

Air traffic flows

	TYPE	TOP 10 FLOWS	2022	22 vs 21
1	INT	Peninsula <> United Kingdom	134,812	155.4%
2	INT	Peninsula <> France	89,635	69.0%
3	NAT	Peninsula <> Balearic Island	89,061	33.6%
4	NAT	Canary Island <> Canary Island	85,300	29.8%
5	INT	Peninsula <> Italy	80,285	85.6%
6	INT	Peninsula <> Netherlands	76,994	51.0%
7	INT	Peninsula <> Germany	75,171	61.0%
8	INT	Balearic Island <> Germany	65,056	47.8%
9	NAT	Peninsula <> Canary Island	61,481	33.7%
10	INT	Canary Island <> United Kingdom	61,178	158.2%

Comparison of flow volume. Top 10



05

Flight Plan 2025

5.1 TARGETS AND OBTAINED RESULTS FOR 2022



5.1 TARGETS AND OBTAINED RESULTS FOR 2022

Our strategic plan, Flight Plan 2025, sets annual aims in line with our purpose and values, to offer excellent quality services for our customers and society as a whole, minimising the impact on the environment and maximising our contribution to social and economic development of Spain.



	Year-end closures		Target	Year-end closure
	2019	2021	2022	2022
SAFETY				
Weighted Safety Level (WLS)	17.57	12.16	≤ 13.00	11.23 ¹
Effectiveness of Safety Management (EoS ^M)	D ²	D	C	D
Cybersecurity Maturity Index (IMC)	84.7%	87.6%	≥ 89.0%	90.3%
SERVICE QUALITY, SCALABILITY AND RESILIENCE				
Perceived Quality Level	70.5	75.4	≥ 74.0	75.3
Route Delay (min/flight)	0.47	0.09	≤ 0.20	0.30
Arrival Delay (min/arrival) ³	0.90	0.19	≤ 0.65	0.47
SUSTAINABILITY				
Inefficient route network (KEA) ⁴	3.67%	3.30%	≤ 3.49%	3.32%
EFFICIENCY AND COMPETITIVENESS				
Unit Costs Global Route (€2017)	43.5	72.0	≤ 45.8	49.0 ⁵
Financial Adequacy	1.45	1.44	≥ 1.50	1.44

¹ 2022 year-end closing data revised as of 31/03/2023.

² Results according to calculation method RP2 (2015-2019), which changes at RP3 (2020-2024).

³ Corresponding to ENAIRES for the 7 airports of Madrid, Barcelona, Palma de Mallorca, Málaga, Gran Canaria, Alicante and Ibiza.

⁴ ENAIRES's KEA goal as a contribution to Spain's RP3 goal. Year-end data 2019, 2021 and 2022 of Spain.

⁵ If only costs imputed to ENAIRES were considered, the estimated value of DUC would be 41.7.

The Flight Plan 2025 is ENAIRES's Strategic Plan for the period 2021-2025, which was approved by ENAIRES's Board of Directors in April 2021.

This strategic plan allow us to:

- » **Ensure the future viability of ENAIRES** and, at the same time, **be prepared for the recovery and growth of the aviation sector** in the face of the severity of the crisis caused by Covid-19 and other emerging crises in an increasingly unstable and uncertain environment.
- » **Lead the construction of the Single European Sky** and help Spain to abide by the European objectives established by the European Commission for the period 2021-2024 of the European Performance Framework (RP3).
- » **Adapt to the structural changes in the sector** marked by the globalisation, the delocalization and the liberalization of services.



The Flight Plan 2025 is a major commitment to profoundly transform and modernise the State-owned Company and turn ENAIRES into a global operator of services of air navigation that relies on people, innovation and digitalisation to access and grow in other markets while guaranteeing the provision of essential services in Spanish airspace.

This strategic plan includes 11 action plans and 38 strategic initiatives covering the improvement of services, thanks to the development of more efficient, sustainable and competitive solutions; the development of business with the evolution of services towards global and delocalised models; the provision of new services such as drones; and the consolidation of ENAIRES's cultural, digital and organisational transformation.

The Flight Plan 2025 intends to turn ENAIRES into a global operator of services, capable of adapting to the deep changes that faces the air navigation sector.



06

Highlighted Activities

6.1 SAFETY

6.2 DIGITALISATION OF PROCESSES AND OPERATIONS

6.3 INNOVATION

6.4 TECHNOLOGICAL MODERNISATION

6.5 INTERNATIONAL PROJECTION



6.1 SAFETY

- In 2022 it was published in the PRB (Performance Review Board) *Monitoring Europe* Report that ENAIRE got the highest score in 2021, achieving to rank first in Europe in the EoSM indicator. The Maturity Indicator of the Effectiveness of the Safety Management (EoSM) System assesses annually (after review by the national supervisory authorities, in our case AESA, and EASA) the compliance with the Effectiveness of the Safety Management System of the European Air Navigation services provider.
- Launch of the **Action Plan for the Reduction of Minimum Separation Violation**, which includes three areas of action: updating of operation standards, communication campaign and direct coordination with the safety departments of the main airlines.
- Creation of a specific **work Group to improve the management of technical incidents**. During 2022, ENAIRE has strengthened the development of the Safety Management System within the framework of systems and maintenance, led by the work group, with the joint review of technical events, improvement of processes and a dissemination campaign to encourage the reporting of these events.
- Launch of the “**Operational Improvement Action Groups**” of the ENAIRE-COPAC Observatory. As part of the activities of the Air Operations Safety and Efficiency Observatory established with COPAC, these collaboration groups between pilots and controllers have been launched to work in the areas of phraseology and aircraft speed control on final approach.
- Leadership of the EASA ATM/ANS Technical Committee (ATM/ANS.TEC), **EASA’s advisory committee** with industry, covering technical aspects with a strong regulatory focus.
- Registered at **AESA as an AVSAF training organisation (OFA)**. AVSAF is a general training program about operational safety in aerodromes and is valid at all applicable airports.



Reinforcing the safety and security of our infrastructures and facilities.

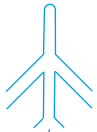
Constant improvement of the Safety Management System.



ENAIRE and CRIDA, awarded at the World ATM Congress with the **CANSO Global Safety Achievement Award** for their tool for automatic monitoring of loss of separation between aircraft with artificial intelligence, consolidating their position as global leaders and models in innovation and management of air navigation services.

ENAIRE wins the **Cybersecurity Culture Training Programme Award** granted by Entelgy Digital, as a reference for cybersecurity awareness and collaborative success between different areas of the organisation.

6.2 DIGITALISATION OF PROCESSES AND OPERATIONS



During 2022, we highlight:



We continue with the **digitalisation of ATM processes**. We promote the implementation of new processes for the **flexible use of airspace** and **improved route efficiency**.



Commissioning of new **approach procedures** to improve **PBN (Performance Based Navigation) operations based on Satellite Navigation**, which will enable greater safety and regularity of flights at the airports of **Lanzarote, La Palma, Reus, Castellón, Girona and Lleida**, as well as greater efficiency in operations, economic savings and sustainability progress.



In 2022, ENAIRE has received requests for air operations in the **High Altitude Operations (HAO)** field, considered as a new user of airspace. This year ENAIRE has coordinated 5 operations of such, which has amounted to a total workload of almost 500 hours, due to their great impact on commercial aviation in general and the lack of specific rules and procedures internationally and nationally. This type of HAO operations includes a variety of vehicles, many of them new, ranging from hot-air balloons and rockets, for example, to solar-powered aircraft and RPAS-type airships, or even the combination of several vehicles, some of which are designed to put satellites into low orbits.

ENAIRE is the first national organisation to be **certified by AESA as a provider of Flight Procedure Design services (FPD)**, which consist of the design, the documentation, the validation, the maintenance and the periodic review of flight procedures necessary for the safety, regularity and efficiency of air navigation.



9
INDUSTRY INNOVATION
AND INFRASTRUCTURE

Using the resources with greater efficiency and promoting digitalisation.

6.3 INNOVATION

INNOVATION



ENAIRE presented to their Board of Directors the **Strategic Innovation Plan (PIENSA)** as part of their Strategic Plan (Flight Plan 2025), with which is intended to conduct a systematic management of innovation (R & D and innovation) of ENAIRE through the progressive implementation of an innovation management system and relying on CRIDA as an innovation driving force in ATM. These initiatives are applied in four areas of R & D and innovation: internal innovation, innovation within the SESAR 3 JU framework, open innovation and technological surveillance and competitive intelligence.

Continuing with the commitment to **open innovation** during 2022, the following collaborations stand out:

- Different **universities** through **scholarships and agreements**.
- The organisation of two contests to promote innovative ideas such as Business Ideas ("Ideas de Negocio", launched in September 2022), and Startups (planned at the beginning of 2023).

DRONES



▪ Conducting **acceptance tests of the ENAIRE's U-space Platform**, which will allow ENAIRE to be certified in 2023 and be nationally designated by the State as Common Information Services Provider (CISP).

- Collaboration with DGAC, AESA and with the Air Force to develop the **National Action Plan for the Deployment of U-Space (PANDU)**, which covers the actions necessary for the U-space deployment in accordance with the European Regulation.
- Coordination of validations in the 8 sandboxes (**data sandboxes**) within the U-ELCOM U-space pre-deployment project led by EUROCONTROL.
- Participation in the next **European projects about drones in U-space environment**, where Urban Aerial Mobility operations have been carried out, such as parcel delivery and air taxis operations: CORUS-XUAM (Castelldefels); AMU-LED (Santiago) and USPACE4UAM (Jaén-Villacarrillo).

ENAIRE drones

The use of the **ENAIRE drones** app as a consultation tool for the planning drone operations has reached:

1.5 million
accesses by users in
2022.



6.4 TECHNOLOGICAL MODERNISATION

We implement the necessary measures and investments to abide by the European regulatory framework for the Single European Sky (SES), and we take part in the different groups established for this purpose (SES-AR, EUROCONTROL, etc.). All this so we can improve the overall performance of air navigation services.

In 2022 we updated and modernized the air navigation system, adding new technologies to increase its efficiency and improve the quality of the service provided.

Actions



Digital Transformation: projects aimed at increasing the automation of processes and efficiency in ENAIRE, and the digitalisation of aeronautical documentation (data and cartography) available for flights. In 2022 we highlight the automation of repetitive activities through the PLANEA app.



Spanish Automated System of Air Traffic Control (SACTA): upgrading of the system's infrastructure to increase its resilience and adaptation to the required operational skills. This year we have launched a new version in the Canary Island.



Satellite Technologies (EGNOS, ADS-B): installation of a new high-performance aeronautical data network.



Improvements to available logistical information and SIRA/ORION project: actions to improve the technical monitoring system.

MODERNISATION OF OUR SYSTEMS

- The Recruiting document management platform (GESDOC).
- The ENAIRE customer portal has improved its functionality by enabling a new Airport Manager profile and a new FAQs section.
- The RESISF tool for the Digitalisation of ENAIRE's Register and Monitoring of Physical Security incidents, in order to provide a comprehensive and centralised view of these incidents.



Committing to the modernisation of our services and facilities that guarantee the efficiency and sustainability of air navigation.

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

COMMUNICATION SYSTEMS



Complete commissioning of the communication systems in the control towers of the airports of Valencia, Reus and Menorca (remote tower), as well as the commissioning of Communication Centres (CECOM) of Espiñeras, Constantina (EVA3) and Motril (EVA9) to improve communication coverage. Complete commissioning of the new fibre optic communication network and radio links at Malaga airport.

During 2022, we have been working on the definition of the scope of the first SACTA version with iTEC.

NAVIGATION SYSTEMS



Installation of RECNET nodes in **Tenerife Sur, Alicante, Castellón, Valencia, Lleida, Ibiza, Jerez, Menorca, Pamplona, Reus, La Seu d'Urgell and Vigo**. RECNET is a GNSS performance and interference analysis network, which allows monitoring the usability of satellites at airports with implemented Performance-based Navigation (PBN).

We update the radio aids systems, VOR/DME of **Madrid/Barajas (BRA), Palma de Mallorca (JOA), Ibiza (IBA), Jerez (JRZ) and Reus (RES)**. Replacement of old equipment with the latest generation equipment due to compliance with the life cycle.



SURVEILLANCE SYSTEMS





Implementation of **Mode S radar with ADS-B functionality** in the **Begas, Valladolid, Solórzano, La Palma and Fuerteventura** radars. Thus completing this functionality in all Mode S radars installed to date.

Renewal of **Surface Movement Radar (SMR)** at Palma de Mallorca airport with a latest generation radar to reinforce traffic surveillance in the manoeuvring area.

Installation of independent ADS-B stations in Vitoria and Burgos. The ADS-B stations provide an additional layer of **surveillance service**.

-  RECNET nodes
-  Radio aids VOR/DME

-  Mode S radar with ADS-B functionality
-  ADS-B stations
-  Surface Movement Radar (SMR)



6.5 INTERNATIONAL PROJECTION

In 2022, a **new SESAR Deployment & Infrastructure Partnership (SDIP) consortium** has been established (formed by the main European Air Navigation Service Providers, including ENAIRE, the main Airport Operators and Airspace Users in Europe and the Network Manager/Eurocontrol), which has assumed the functions of European SESAR Deployment Manager “Single European Sky ATM Research” between 2022 and 2024. The same Consortium is expected to take over the role as CNS Programme Manager in the future.

ENAIRE is designated as Chair of the A6 Alliance for the financial year 2022. The A6 Alliance is made up of the leading European air navigation service providers, which are responsible for the safe management of more than

80%
of air traffic in
Europe

70%
of R&D investments in
Europe’s future ATM
infrastructure



ESTABLISHMENT AND INITIATION OF THE COMMON GOVERNANCE OF THE AIR TRAFFIC SERVICES ATS FOR THE DATALINK SERVICE

ENAIRE has been one of the main backbones in the initiative launched by the A6 Alliance for the establishment of **the Common ATS Governance of the Datalink Service**, following the signing of the **Memorandum of Cooperation for ATS Common Data Link Services (ACDLS) Governance** by 18 Air Navigation Service Provider.

One of the first actions initiated in 2022 has been the **Common Procurement process**, with the aim of **selecting a DSP service provider (Datalink Service Provider) in 2024 and to be operational in 2026-2027**, thus meeting the objectives established by the SESAR Deployment Manager (SDM) and the CP1 Regulation (2027).

PARTICIPATION IN CANSO EUROPE

During 2022, **the CEOs of CANSO Europe** have been working on a proposal on the **financial model of the Air Navigation System, ANS Financing**. After the Covid-19 crisis, the current financial system has been questioned from different forums, so in line with the CANSO VISION 2035, four lines of study have been worked on:

- » Resilience through “basic services of general interest”
- » Capacity Broker
- » Environmentally optimal routes
- » Incentives for transformation and digitalisation



Building effective international partnerships in public and public-private spheres, drawing on the experiences and strategies of all collaborators and partners.

07

Our Commitment

7.1 OUR COMMITMENT TO OUR STAKEHOLDER GROUPS

7.2 OUR COMMITMENT TO THE ENVIRONMENT

7.3 OUR COMMITMENT TO THE GOOD GOVERNANCE

7.4 OUR SOCIAL COMMITMENT

7.5 OUR COMMITMENT TO PEOPLE



7.1

OUR COMMITMENT TO OUR STAKEHOLDER GROUPS



We make a great effort to **strengthen relationships with our stakeholder groups**, with whom we keep coordination mechanisms to offer an optimum service to air transport users.

To achieve this, we have effective communication channels both internally and externally, and thanks to our management system and our materiality studies, we gather information and expectations from our stakeholder groups to incorporate them into the strategic management.

In 2022 we have resumed face-to-face meetings with our customers, allowing us to get closer to them, while resorting to a mixed format via videoconference that favours the attendance when travel was impossible. This is how we have held various regular meetings nationally with our clients and stakeholder groups, where there has been exchange of information and debate about strategic and operational issues with Airlines, Airlines Associations, The Spanish College of Commercial Pilots (COPAC) and General and Sports Aviation Associations, as well as with Drone users,

in the GO-DRON forum. Locally, we have continued to hold specific meetings with airlines, pilots and associations to address specific features of the operation that have been dealt with in the various Regional Directorates.

Additionally, as part of the Customer Experience Programme of PV2025, ENAIRE has worked on the development of the **Customer Journey of Companies and Pilots**, as well as of Airports, for which it has held work meetings with groups of representatives of

these customers, with the aim of reflecting their needs and experience in relation to services received from ENAIRE.

Lastly, in 2022, we have conducted customer satisfaction surveys to the Airline and Commercial Aviation Pilots segments, updating the ENAIRE **Global Perceived Quality (PQ 2022)**, which stands at **75.3%**, similar to the historical maximum value reached in 2021 (75.4%).

SEGMENT	2019	2020	2021	2022
Airports	81.3%	81.3%	91.0%	91.0%
Airlines	71.0%	75.8%	75.8%	80.4%
Commercial pilots	59.9%	63.2%	63.2%	57.0%
General aviation	65.3%	65.3%	64.0%	64.0%
NCP GLOBAL	70.5%	72.7%	75.4%	75.3%

7.2

OUR COMMITMENT TO THE ENVIRONMENT



70%
direct flights



17,116
MT fuel savings,
compared to 2019



-53,917
MT CO₂ emissions



96.7%
efficiency of the
route network

DEPLOYMENT OF ENAIRES'S PHOTOVOLTAIC POWER STATIONS.



Awarding of the projects for photovoltaic power stations at the control centres of Madrid and Barcelona, and commissioning of the photovoltaic power stations at the control centres of Gran Canaria and Sevilla. **Madrid and Barcelona** are ENAIRES's two largest self-consumption photovoltaic power stations, with an estimated annual production of 3.22 Gwh. These stations will join those already installed at the control centres of **Gran Canaria and Sevilla**, which started functioning in December 2020 and December 2021. Overall, the photovoltaic power stations at the aforementioned ENAIRES control centres will produce 4.17 GWh annually, which represents 17% of the electricity consumption of these units.

REGISTRATION OF ENAIRES'S CARBON DIOXIDE FOOTPRINT IN THE MINISTRY FOR THE ECOLOGICAL TRANSITION AND DEMOGRAPHIC CHALLENGE (MITERD, IN SPANISH):



As a part of ENAIRES's commitment to sustainability and to comply with the commitment to achieve the net zero CO₂ emissions in 2030, ENAIRES has completed the first step with the registering of the Carbon Footprint in the Ministry. With this milestone, the first necessary phase "Calculate" is completed. In the following years, the phases "Reduce" and "Compensate" will be tackled, which will culminate the commitment to neutrality acquired by ENAIRES in its Green Sky Sustainability Plan.

During 2022, we have prepared the documentation to register the 2020 and 2021 Carbon Footprints in 2023.

The set of measures implemented by ENAIRES to reduce the distances flown in our airspace has favoured an improvement in the efficiency of Spain's air route network, up to 96.7% in 2022, compared to 96.3% in 2019.

- » **Generating savings of 1.6 million NM for airlines compared to 2019.**
- » **That represents an approximate fuel saving of 17,116 MT compared to 2019.**
- » **Which has meant that 53,917 MT of CO₂ are no longer emitted into the atmosphere.**



Using renewable energy.



Reducing the emissions of air traffic.

7.3

OUR COMMITMENT TO THE GOOD GOVERNANCE

ENAIRE’s governing bodies take their decisions taking into account **efficiency, viability and sustainability parameters**.

We have an Integrated Risk Management System that in 2022 has identified the following:

2022 Risks

COMPLIANCE	REGULATORY COMPLIANCE AND LEGAL CLAIMS
Strategic	Trade union conflict and people management
Operational	Continuity of services and response to incidents and crisis
Strategic	Covid-19 pandemic impact
Operational	Air accident/incident
Strategic	Regulatory framework, supervision and competition
Operational	Cybersecurity and physical security
Compliance	Environmental sustainability and climate change
Financial	Liquidity and expenses management
Strategic	Non-compliance plan with EU investments/subsidies
Operational	Contract for provision of services Aena contract
Compliance/ Reputational	Good governance and reputational damage

ENAIRE remains committed to working to promote a culture of transparency within the organisation, adhering to legal requirements like those demanded by Act 19/2013, of 9 December, on Transparency, Access to Public Information and Good Governance.



31 RECEIVED QUERIES
148 PARLIAMENTARY INITIATIVES ANSWERED

We have a Model of Criminal Defence with its associated bodies and a Code of Ethics applicable to the entire company, as well as a whistleblowing channel.

The activity of the whistleblowing channel during 2022 has reported:



3 QUERIES RECEIVED
6 REPORTS RECEIVED

In their classification by type of reports:

Two have originated for “Non-compliance with the current legal regulation”, three for “Conduct contrary to the Code of Ethics” and one for “Violation of internal policies, regulations or procedures”.



Providing security and reliability as a strong institution committed to transparency.



7.4

OUR SOCIAL COMMITMENT



In ENAIRE we strengthen our social commitment both within our organisation and in collaboration with entities in our environment.

EQUALITY

- We join the **STEAM Alliance for female talent “Niñas en Pie de Ciencia - Girls in Science”** to boost actions to promote interest of girls and young women in disciplines related to science, technology, engineering and mathematics (STEAM).
- ENAIRE and the **Inspiring Girls Foundation** have signed a protocol to collaborate in actions focused on strengthening the skills and worries of girls and young women in the field of air navigation services and in the aeronautical field in general.

DISABILITY

- ENAIRE creates **GANE**, a transversal group with the aim of supporting ENAIRE’s disabled people in their daily lives, in a close and confidential manner, to achieve their full integration into the company.
- We subsidise 11 projects through which more than 1,000 people with physical, sensory, intellectual and mental disabilities have improved their employability and 518 have found a job in different occupations and activities, more than 100 in the aeronautical field.

REDUCING INEQUALITIES

- We renew our protocols with the **Madre Coraje Association and the Seur Foundation**, and we begin a new collaboration with the Foundation Formació i Treball to give a new purpose to products that are no longer used, extending their life cycle through responsible consumption, and at the same time helping people in vulnerable situations.
- We unite for ALS, collaborating with the Luzón Foundation and ADELA Association to raise awareness of this illness, which is still largely unknown by the majority of the population.

ENAIRE receives **recognition from the Envera Foundation as a partner organisation in achieving the SDGs of the 2030 AGENDA** for its labour market insertion programme for people with disabilities.



Integrating and reducing inequalities.

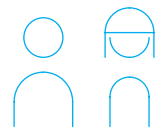


Reinforcing the principle of equality in the company.

7.5

OUR COMMITMENT TO PEOPLE

ENAIRE's people are the main driving force for transformation of the company and the key for its success. With their talent, professionalism and motivation, we achieve our strategic aims in a scenario of consolidation and growth in air traffic.

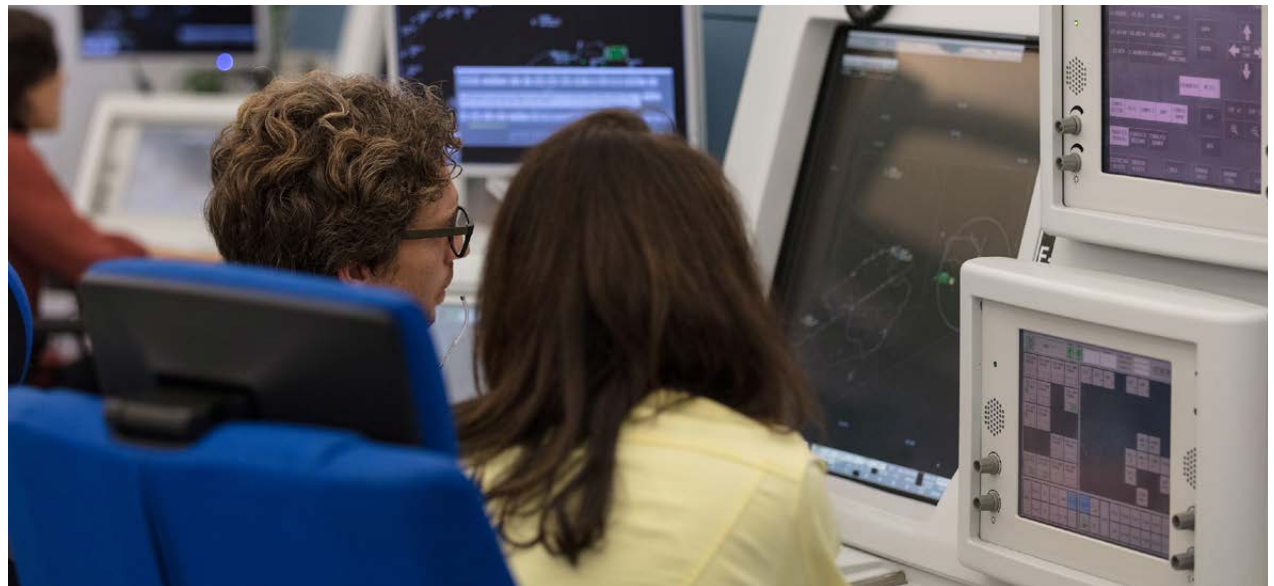


In 2022 we published
 137 vacancies of air
 control.

Operational staff

	2020	2021	2022	Growth in 2022 vs 2021
Staff number	3,968	4,005	4,022	↑ 0.42%
1st Collective Bargaining Agreement for the AENA Group of companies	1,901	1,922	1,933	↑ 0.57%
2nd Collective Bargaining Agreement for Air Traffic Controllers	2,067	2,083	2,089	↑ 0.29%
% Women of total staff*	34.32%	34.35%	34.63%	↑ 0.82%

*These figures do not include the staff of the 2nd Collective Bargaining Agreement for Air Traffic Controllers who are on Special Paid Leave (LER, in Spanish. Early retirement) and Active Reserve (RA, intermediate step between the revocation of duties and retirement), which Control staff have recourse to, nor partial pensioners and duplicated interims of the company.





AGREEMENTS AND COLLECTIVE NEGOTIATION

- Signing of the Pre-agreement for the 3rd Collective Bargaining Agreement between ENAIRE and air traffic controllers.
- Agreement of the 1st Collective Bargaining Agreement about the quota and criteria for granting partial retirements in the Negotiator Commission field.



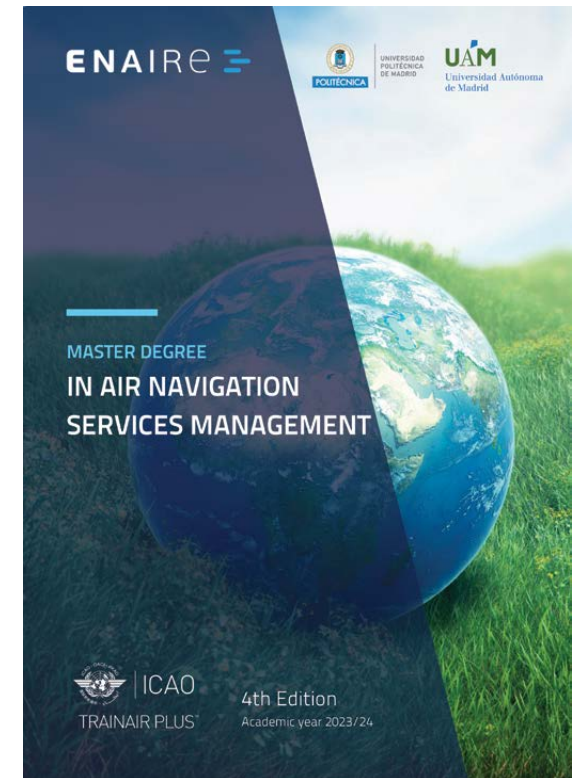
GROWING TO FACE STRATEGIC CHALLENGES

- Call for air controllers in 2022, which will lead to the incorporation of 137 new people in our operational offices who will be able to provide effective service in ENAIRE during summer 2025.
- Incorporation of 188 additional vacancies of 1st Collective Bargaining Agreement to the job vacancy rate 2021 and 32 vacancies corresponding to the job vacancy rate 2022.



PROMOTING TALENT AND LEADERSHIP

- Organisation of the third edition of the Master's Degree in Air Navigation Services Management, which has consolidated as a powerful tool of management training and preparation of future leaders in the field of air navigation. In collaboration with the Technical University of Madrid, the Autonomous University of Madrid and the International Civil Aviation Organization (ICAO).
- Promotion of the Executive Leadership Training Plan to develop talent and leadership in ENAIRE.
- Organisation of two European conferences of international experts on Critical Incident Stress Management (CISM).



Promoting employment and decent occupations for men and women.



Creating quality education and dissemination of aeronautical culture.

08

Economic and financial situation

8.1 ECONOMIC AND FINANCIAL SITUATION

8.2 INCOME

8.3 EXPENSES

8.4 INVESTMENTS BY 2022 PROJECTS



8.1 ECONOMIC AND FINANCIAL SITUATION

2022 has been the year of the recovery of European aviation, despite the Russian invasion of Ukraine and the Omicron variant of Covid-19

Our main **source of income** comes from charging the route charges to airlines for the air **navigation services** provided to each flight with origin/destination at a Spanish airport, and to **overflights** of our airspace.

The new Aerodrome Services contract signed between ENAIRE and Aena has come into force, which includes aerodrome control services provided by ENAIRE at 21 airports of Aena's network, as well as technical services for maintenance and engineering provided at the 45 airports of Aena's network. The overall amount for the period 2022-2026 is €601.2 M and is our second source of income.

2022 has been the year of the recovery of European aviation, despite the Russian invasion of Ukraine and the Omicron variant of Covid-19. For Spain, this has meant that in 2022 traffic levels in service units are only around 4% below the traffic recorded in 2019, with the increase compared to 2021 being close to 75%.

Taking into account that prospects for air traffic recovery are improving in 2022, and after the support

of charges during the worst years of the health crisis, well below what would really correspond, route charges for 2022 have been increased by 9% in the Continental Peninsula and 7% in the Canary Island, although they remain below those in 2019, -19% and -15% respectively.

In April 2022, Spain's Draft Performance Plan for the period RP3 2020-2024 (ESPP3) has finally been approved by the European Commission, through a publication in the Official Journal of the European Union (OJEU) of the Commission Decision (EU) 2022/776 of May 18th 2022.

According to the contents of the Plan, for 2023 the route charges will rise moderately by 11% in the Continental Peninsula, and by 8% in the Canary Island, in line with the positive evolution of traffic. **ENAIRE keeps for another year the commitment of the Flight Plan 2025 not to exceed the charges applied in the year prior to the pandemic until the air traffic recorded in 2019 has been recovered.**



- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

SUMMARY

The Operating Result has been -€218M compared to -€310M in 2021. This generates an **EBITDA** of **-€126M**, compared to the -€220M of 2021.



INCOME

€747M (+60.4%)



COSTS

€965M (+24.5%)



EBITDA

-€126M (+42.8%)

(million €)	2021	2022	% 2022/2021
Operating income	465.8	747.4	60.4%
Operating costs	775.5	965.4	24.5%
Operating result	-309.7	-218.0	29.6%
EBITDA	-220.2	-125.9	42.8%
Financial result	4.0	2.6	-35.0%
Profit before tax	-305.7	-215.5	29.5%



8.2 INCOME

Income increase by 60.4% compared to 2021, mainly as a consequence of the sharp growth in air traffic and the charges rise, although these charges are still notably inferior to the existing charges before the Covid-19 pandemic.

Compared to 2021



INCOME

+€282M (+60.4%)



AIR NAVIGATION
CHARGES INCOME

+€277M (+84.5%)

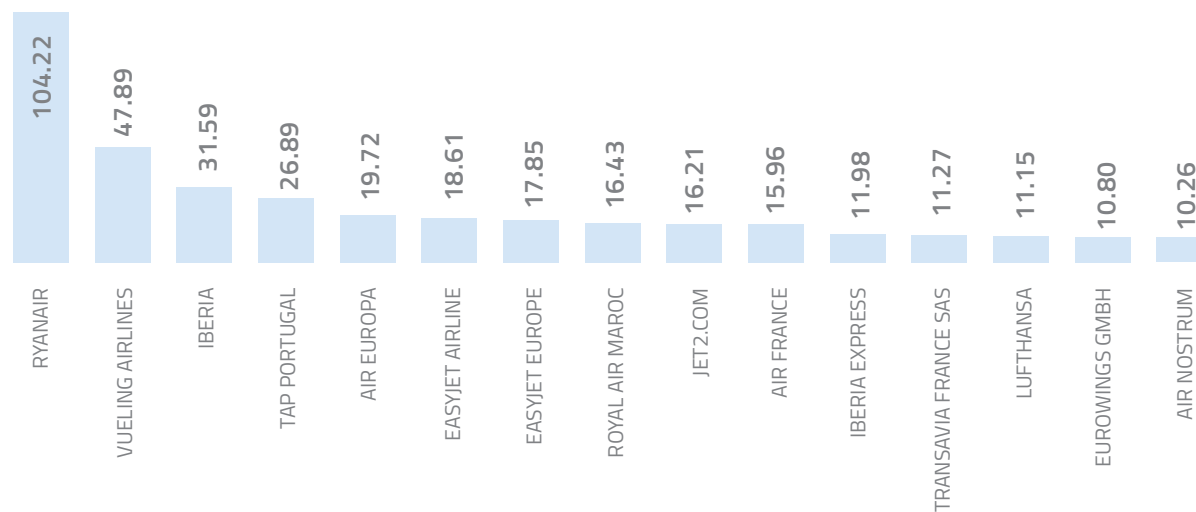


COMING FROM THE
SERVICES AGREEMENT
WITH AENA SME S.A.

+€3M (+2.3%)

(million €)	2021	2022	% 2022 / 2021
Turnover	455.5	735.4	61.5%
Air navigation services	455.2	735.3	61.5%
Route assistance services	314.1	582.2	85.4%
Approach assistance services	14.2	23.4	64.5%
Aerodrome services	119.5	122.3	2.3%
Publications and other services	7.4	7.4	-0.2%
Related company services	0.2	0.1	-36.8%
Other income	10.4	12.0	15.6%
Operating income	465.8	747.4	60.4%

Turnover of the 15 companies exceeding €10M:



8.3 EXPENSES

Operating expenses reflect an increase of 24.5% compared to the previous year. The most noteworthy expenses are services provided by the Spanish Aviation Safety and Security Agency and the State Meteorological Agency, staff expenses; and an increase in other operating expenses due to the increase in the price of electricity, the contribution to Eurocontrol and the provision of the new in-flight operation and verification service.

The **provisions** increase by 126.4%, due to the traffic evolution to which AEMET and AESA's expenses are linked.

Other operating expenses increase by 15.7%, mainly due to the price increase of electrical energy, to the contribution to Eurocontrol and to the provision of the new in-flight operation and verification service.

Amortisations keep stable in the period.

(million €)	2021	2022	% 2022 / 2021
Provisions	19.3	43.6	126.4%
Staff expenses	568.8	716.3	25.9%
Other operating expenses	98.0	113.4	15.7%
Amortisations	89.5	92.1	2.9%
Deterioration and other results	-0.0	0.0	284.7%
Operating expenses	775.5	965.4	24.5%

Compared to 2021:



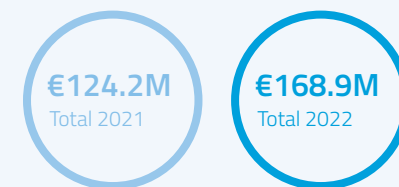
8.4

2022 INVESTMENTS BY MULTI-ANNUAL ACTION PLAN

€168.9M
total ENAIRE

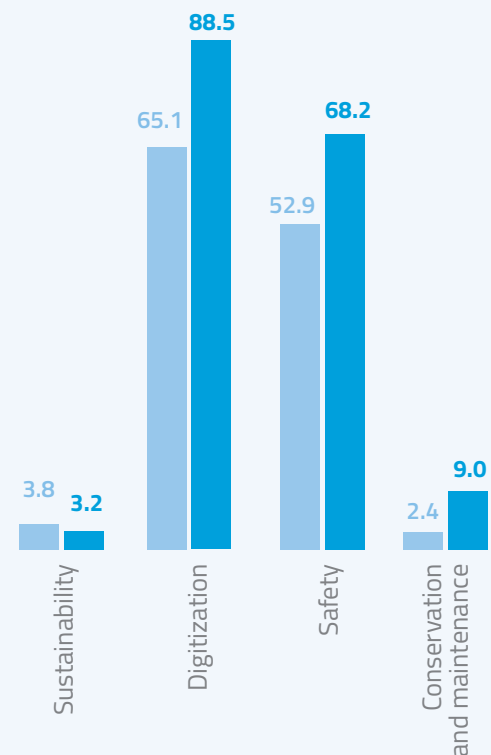
	Millions of €
Air Traffic Management (ATM) Digital Systems	60.02
Communication Systems	25.10
TIC-Systems	17.60
Modernisation and Maintenance of Sustainable Infrastructures	17.31
Navigation Systems	12.23
Design and Development of Airspace and of ATM Concepts	12.04
Surveillance Systems	7.77
Several actions	6.25
Technical Exploitation	5.51
Aeronautical Information Service	2.65
Sustainability by program	1.34
Drones	1.13

COMPARISON OF OUR INVESTMENTS BY CONCEPT 2022 VS 2021



● 2021 ● 2022

Millions of €





ENAIRe 

For any doubt or query regarding this Executive Summary,
please contact:

Sustainability and Institutional Relationships Division

Las Mercedes Business Park - Avda. Aragón S/N

Building 330, Doorway 2, 28022-Madrid

rse@enaire.es

Phone: +34 900 929 220