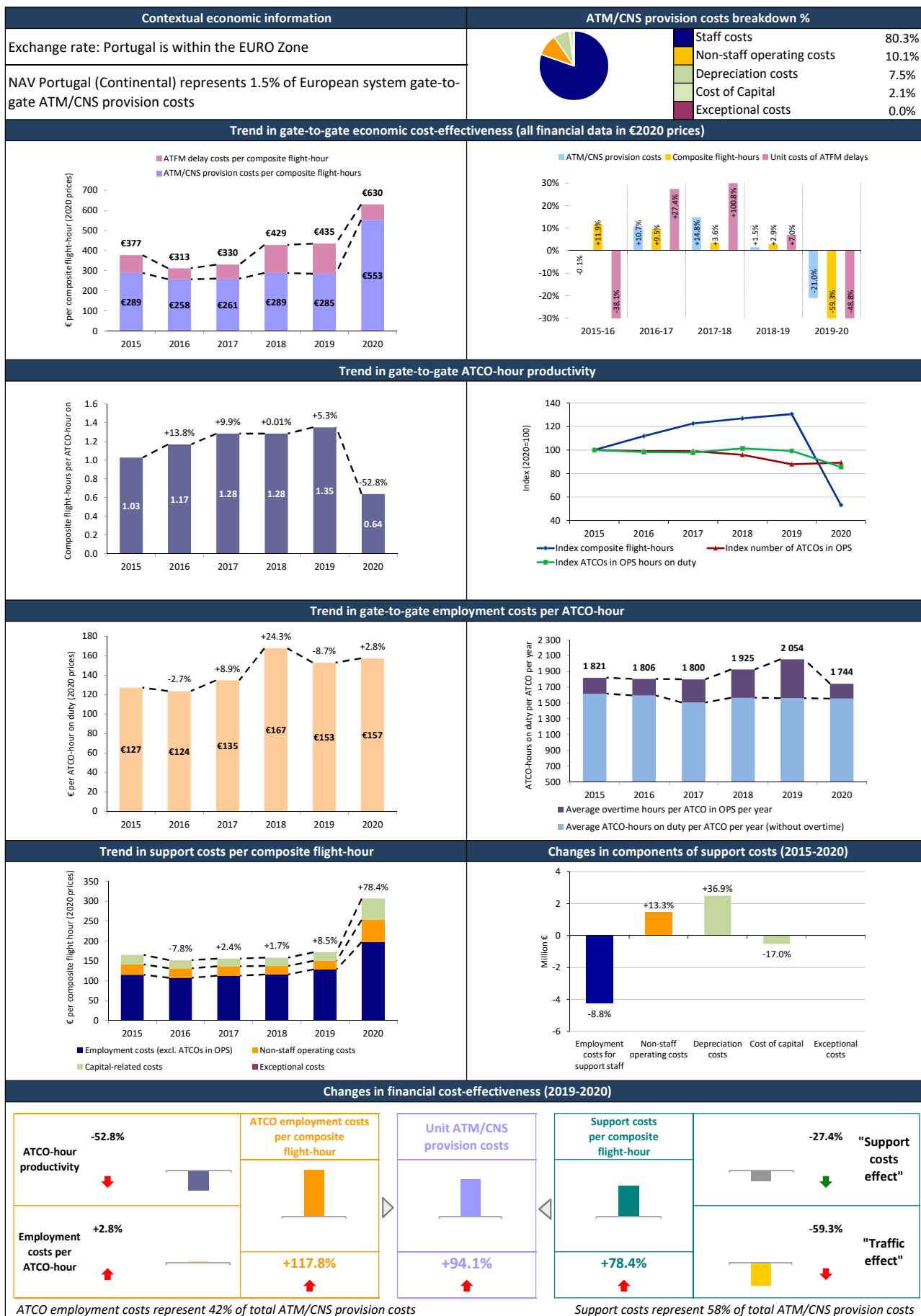


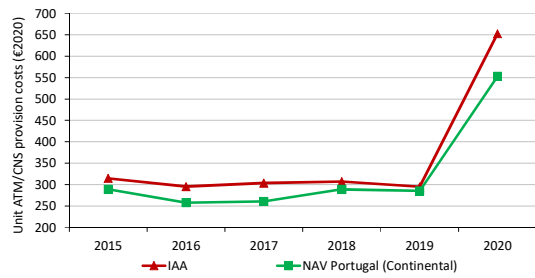
<p><u>Institutional arrangements and links (2022)</u></p> <pre> graph TD MIH[Ministry of Infrastructures and Housing (MIH)] --- SS[Secretary of State] MF[Ministry of Finance (MF)] -.-> SS SS --- GPIAAF((Prevention and Investigation of Aircraft and Rail Accidents (GPIAAF))) SS --- ANAC[National Authority for Civil Aviation (ANAC) → NSA] SS --- ANA[Airports of Portugal (ANA SA)] SS --- NAV[Air Navigation of Portugal (NAV Portugal E.P.E.)] </pre>	<p><u>Status (2022)</u></p> <ul style="list-style-type: none"> - Public Entity Corporation as of December 1998 - 100% State-owned <p><u>National Supervisory Authority (NSA):</u> National Authority for Civil Aviation (ANAC)</p> <p><u>Body responsible for:</u></p> <p><u>Safety Regulation</u> National Authority for Civil Aviation (ANAC)</p> <p><u>Airspace Regulation</u> ANAC+FA (Portuguese Air Force) + NAV Portugal in close permanent co-ordination</p> <p><u>Economic Regulation</u> National Authority for Civil Aviation (ANAC)</p>																						
<p><u>Corporate governance structure (2022)</u></p> <p>BOARD OF ADMINISTRATION (3 members) Chairman + 2 member</p> <p>All members are appointed by the Government for a 3 years term. Each member has executive functions within NAV Portugal. Each member is responsible to supervise several Directorates and Advisory Bodies to the Board.</p> <p>There are 8 Directorates and 7 Advisory Bodies.</p> <p>NAV Portugal has also a Board of Auditors composed of 3 members who are appointed by the Government for a 3 year term.</p>	<p><u>NAV Portugal (2022)</u></p> <p><u>CHAIRMAN OF THE BOARD OF ADMINISTRATION:</u> To be appointed</p> <p><u>CEO:</u> To be appointed</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 checked="" type="checkbox"/> Oceanic ANS</td> </tr> <tr> <td><input type="checkbox"/> OAT</td> <td><input checked="" type="checkbox"/> Lower Airspace</td> <td><input type="checkbox"/> MET</td> </tr> </table>	<input checked="" type="checkbox"/> GAT	<input checked="" type="checkbox"/> Upper Airspace	<input checked="" type="checkbox"/> Oceanic ANS	<input type="checkbox"/> OAT	<input checked="" type="checkbox"/> Lower Airspace	<input type="checkbox"/> MET	<p><u>Operational ATS units (2020)</u></p> <p>2 ACCs (Lisboa, Santa Maria) 8 APPs (Lisboa, Porto, Faro, Madeira, Santa Maria, Ponta Delgada, Horta, Flores) 10 TWRs (Lisboa, Cascais, Porto, Faro, Funchal, Porto Santo, Ponta Delgada, Santa Maria, Horta, Flores)</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>75</td></tr> <tr><td>Gate-to-gate total costs (M€)</td><td>145</td></tr> <tr><td>Gate-to-gate ATM/CNS provision costs (M€)</td><td>123</td></tr> <tr><td>Gate-to-gate total ATM/CNS assets(M€)</td><td>109</td></tr> <tr><td>Gate-to-gate ANS total capex (M€)</td><td>28</td></tr> <tr><td>ATCOs in OPS (FTEs)</td><td>200</td></tr> <tr><td>Gate-to-gate total staff (incl. MET staff*)</td><td>688</td></tr> <tr><td>Total IFR flight-hours controlled by ANSP ('000)</td><td>175</td></tr> <tr><td>IFR airport movements controlled by ANSP ('000)</td><td>175</td></tr> <tr><td>En-route sectors open at maximum configuration</td><td>9</td></tr> <tr><td>Minutes of ATFM delays (post-OPS adjusted, '000)</td><td>161</td></tr> </table> <p>* if applicable</p>	Gate-to-gate total revenues (M€)	75	Gate-to-gate total costs (M€)	145	Gate-to-gate ATM/CNS provision costs (M€)	123	Gate-to-gate total ATM/CNS assets(M€)	109	Gate-to-gate ANS total capex (M€)	28	ATCOs in OPS (FTEs)	200	Gate-to-gate total staff (incl. MET staff*)	688	Total IFR flight-hours controlled by ANSP ('000)	175	IFR airport movements controlled by ANSP ('000)	175	En-route sectors open at maximum configuration	9	Minutes of ATFM delays (post-OPS adjusted, '000)	161	<p><u>Size (2020)</u></p> <p>Size of controlled airspace: 671 000 km²</p> <p>Continental: 671 000 km² - Oceanic: 5 180 000 km²</p>
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NAV Portugal (Continental) (Portugal) – Cost-effectiveness KPIs (€2020)

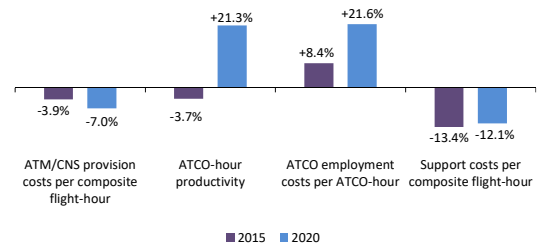


NAV Portugal (Continental) (Portugal) – Cost-effectiveness KPIs (€2020)

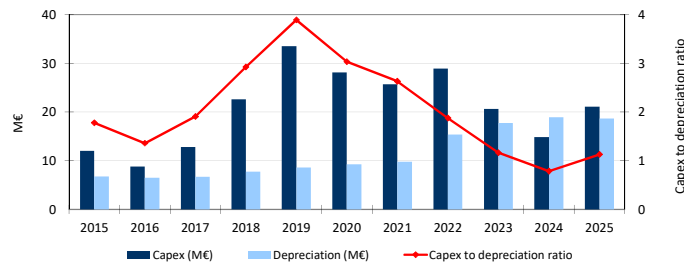
Changes in unit gate-to-gate ATM/CNS provision costs within comparator group



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: 2001*	C: 2001*	C: 2001*	C: 2020*	
€104.4M (2014-2025)	€6.3M	€5.3M	€10.7M	€23.8M (2011-2026)	€12.0M	2015					
						2016					
						2017					
						2018					
	€2.1M					€5.0M**	2019				
							2020				
							2021				
							2022				
							2023				
							2024				
							2025				

** This amount relates to MET

* 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	New ATM System FIR LIS (TOPLIS – TOPSKY ACC)	ATM	83.2	2017	2025
2	New ATM System TWRs (TOPLIS_ TOPSKY TWRs)	ATM	11.8	2018	2025
3	SSR Mode S	SUR	8.5	2015	2023
4	New TWR ALS	BUILDINGS	7.2	2017	2024
5	Communication program (mainly including new VCS system and purchase of tape recorders and communications systems in the Lisbon FIR)	COM	6.3	2015	2018